

A SUMMARY OF SWANA HISTORY

August 2012



SWANA[®]

**SOLID WASTE ASSOCIATION
of North America**

*Advancing the practice of environmentally and economically sound
management of municipal solid waste in North America.*

Guiding Principle:

Local government is responsible for municipal solid waste management,
but not necessarily the ownership and/or operation of
municipal solid waste management systems.

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(Note: Appendices and Attachments are in a separate document)

INTRODUCTION

As part of the celebration of the Association's 50th Anniversary, we have put together a summary of the history that makes the Association the viable and dynamic organization it is today.

Each of us knows, in our own personal and professional lives, what the Association means to us – how it has contributed to each personal development, and impacted each career, through networking, training, research & development, and advocacy work, to name a few. Being there to provide the latest information and support - the foremost “community” in our ever growing industry.

The formation, development and growth of the Association – starting as the Governmental Refuse Collection and Disposal Association (GRCD) – and later becoming The Solid Waste Association of North America (SWANA), is presented in this document.

The history for the years 1960 through 1996 was authored by Lanny Hickman, the Executive Director of the Association from 1978 to 1996 – and is available in SWANA's On-Line Library in its entirety. The information provided by Lanny for those years was utilized for this summary history – and the information for the following fifteen years, until present, was completed by Associate Director, Kathy Callaghan, with the assistance of SWANA Staff.

Much of the materials and information came from minutes of Executive Committee and Board meetings of the Association, historical materials from the files of the Association, interviews, and the website of the Association.

In addition, all chapters were invited to participate in the preparation of their history by identifying a historian for their chapter to highlight the formation and development. Many Chapters did not contribute information – but this is a living document – and they are invited to contribute information at any time to be added to the “living history”.

SWANA over the decades is divided into major elements, including: Chapters, Governance/Management and Technical Programs. This is followed by Major Programs and Issues over the last fifteen years – and then follows with a look into the future of the Association.

The many Appendices include information on those who have molded the Association through their leadership – as well as those who were recognized for their outstanding contributions to the Association and the industry.

SWANA is a unique association built on the volunteer investment of its many members; there is no way to measure the dedication that gave the Association its start and carried it forward.

In addition, there has been always a unique relationship between the members and the Staff who serve as stewards for the Association. That partnership has supported the foundation of the Association – its Chapters – and allowed it to become the great organization that it is today.

EVENT TIMELINE

HISTORICAL DEVELOPMENT OF SWANA PROGRAMS

1979 TO PRESENT

CHAPTERS: FOUNDATION OF THE ASSOCIATION

The beginning

In 1961, there were a group of individuals in Southern California that saw a need for better opportunities for refuse professionals to share information and technical assistance; for detailed information on the initial meetings and the formation of the Governmental Refuse Collection and Disposal Association (GRCDA) see *The Formative Years* in the history document put together by former Executive Director, Lanny Hickman posted on the SWANA website.

In 1963 the association’s Board of Governors made the decision to expand the organization into Northern California, and to organize geographical groups interested in being part of the association into “Chapters”.

In the formation of all GRCDA/SWANA Chapters, leadership within the state or province was essential to that formation. On the following pages a history of Chapters is recorded with the information available; we hope that many of the Chapters that we do not have detailed information on, will provide further information on their establishment and growth, to be added to this document in the future.

Record of Growth

The Table below provides an estimated chronology for entry of the chapters that came to be GRCDA between 1962 and 1978. Lack of data and back records prevented exact dates in some instances. However, the dates of the signing of Affiliation Agreements are accurate.

The Early Chapters of GRCDA (1961-1977): details of these Chapters are provided on the following pages. (*Some Chapters changed names as they grew; all names are listed)

Chapter	Chapter Entry Date
<i>Southern Chapter</i> <i>GRCDA Southern California Chapter</i> <i>SWANA, The Founding Chapter*</i>	1962
GRCDA North-Central Chapter	1963
GRCDA Central California Chapter SWANA Sierra Chapter	1964
GRCDA Northern California Chapter SWANA Gold Rush Chapter	1964
Pacific Northwest Chapter Washington Evergreen Chapter of the Solid Waste Association of North America	1973/1974
<i>Committee for a Greater Oregon Solid Waste Group</i>	1975/1977

<i>Oregon Solid Waste Management Association Oregon Chapter of GRCDA Oregon Beaver Chapter/SWANA*</i>	
GRCDA Arizona Chapter Solid Waste Association of North America, British Columbia "Pacific"	Entry date not available, estimated to be in the late 1970s
Canadian Prairie/Northern Lights Chapter Canadian Prairie Chapter (<i>covers the provinces of Alberta, Manitoba, Saskatchewan, and [later] Northwest Territories</i>) Northern Lights (CPC) Chapter*	1975
Solid Waste Association of North America Ontario Chapter	Entry not available, estimated to be in the mid- 1970s
Roadrunner Chapter of the Solid Waste Association of North America (New Mexico)	Entry date not available, estimated to be in the mid- 1970s
SWANA Utah Beehive Chapter	1976

And as they grew . . .

1962-66:

The Three California Chapters:

Southern California

The Southern California Chapter was formed from the original group of individuals in Southern California who met to address important technical and management issues in the solid waste industry in 1961; from this an association grew what eventually became the Founding Chapter of the association.

At their first meeting held at the Huddle Restaurant, West Covina, California on December 12, 1961, the seed was planted to create the Governmental Refuse Collection and Disposal Association. Those who were in attendance, all leaders of government owned and operated refuse collection and disposal systems, included:

Grant H. Flint (selected as Chair of Organizing Committee) –City of Los Angeles.

Marcel G. Gentillon - City of Santa Monica

Clarence A. Motz – City of Pomona

Raymond O. Powers – City of San Bernardino

Gordon H. Purdy – City of Glendale

Worth H. Johnson – City of Long Beach

The organization that emerged in 1962 was centered in the LA Basin, and during the years of 1962, 1963 and 1964 the officers of GRCDA had two objectives, managing and growing their own chapter and promoting the organization to a geographical area larger than the area defined as their boundaries, (to the north-Santa Barbara; to the east-Palm Springs; to the south-San Clemente, and to the west-the Pacific Ocean.). The men mentioned in the earlier discussion of the formation of GRCDA and the men who served as officers in the new chapters combined to serve the organization informally.

The Chapter later changed its name to the GRCDA Southern California Founding Chapter, and finally to the Founding Chapter Southern California of the Solid Waste Association of North America, Inc.

Eventually, two additional California chapters were accepted into the organization within a very short time. It became apparent by 1964 that the original “association” needed a stand-alone organization to oversee the development of GRCDAs.

Northern/Central Chapter (later became the Northern California Chapter – and ultimately became the California Gold Rush Chapter in 1986)

The Northern /Central Chapter grew from the desire to expand the organization state-wide in 1963, and the North/Central Chapter received its charter on June 10, 1964. The driving force behind the formation of the North-Central Chapter was Austin Melton, City of Merced. Others played a vital role in bringing together refuse professionals outside of the LA Basin. At their July 26, 1963 organizational meeting the first chapter officers were elected:

Austin Melton, City of Merced, and President
John Pieretti, City of Sacramento, Vice President
Bob Lawrence, City of San Leandro, Secretary/Treasurer;
Clarence Davis, City of Watsonville, Director
Tom King, City of Hanford, Director.

Sometime in 1964 or early 1965, the North-Central Chapter divided into two chapters – the Northern California Chapter and the Central California Chapter. The individuals listed above wound up splitting their leadership to the two chapters formed from the North-Central Chapter (Charter presented June 19, 1964)¹.

Central California Chapter (became the Central California Sierra Chapter)

The Central California Chapter received its charter on November 10, 1966. At the Annual Meeting in Vancouver, British Columbia, Canada the Central California Chapter changed its name to the Central California Sierra Chapter.

The three California chapters carried on their own programs, but were also were an integral part of the formation of the national organization.

1969:

Washington Chapter

(Today is the Washington Evergreen Chapter of the Solid Waste Association of North America)

The fourth chapter to join GRCDAs was the Pacific Northwest with the State of Washington plus British Columbia as its area. Their charter, constitution and bylaws were approved November 8, 1969 by the Association at the annual business meeting held at the 7th. Annual Seminar and Equipment show in San Diego, CA.

Officers and Directors for the new chapter were:

President – Gerard (Jerry) B. Fairbanks, Garbage Utility, City of Seattle, WA
Vice President – John Bronow, City of Tacoma, WA
Secretary – Dick Southworth, Garbage Utility, City of Seattle, WA
Treasurer – Art Price, City of Seattle, WA

¹ Although the precise date of the chartering of the two chapters from the North Central Chapter has not be found, the implication is that the Northern California Chapter was chartered as a separate chapter before the Central California Chapter.

Directors:

- William R. Hall, Garbage Utility, City of Seattle, WA
- Row J. Myklebust, Department of Health, State of Washington
- J. Jan Keller, District of Burnaby, British Columbia, Canada
- Jack V. Lange, City of Auburn. WA
- Corporate Director: C.B. Betram, Evans Engineering & Equipment Co, Seattle, WA

1970-75:

Oregon Beaver Chapter

(Today is the Solid Waste Association of North America (SWANA) Oregon Beaver Chapter)

(Source: Interview with Ben Masengil)

In early 1970 a group of solid waste practitioners in Oregon came together to consider the formation of a solid waste organization. Part of the stimulation to do so, came from interaction with GRCDAs members from California, notably Bob Lawrence. The group established The Committee for a Greater Oregon Solid Waste Group (TCGOSWG). Some of early leaders to advance the formation of TCGOSWG included Ben Masengil, Jerry Carter and Bruce Bailey. TCGOSWG functioned for several years and their activities helped develop an improved network of solid waste practitioners across the State of Oregon.

Sometime within the time frame of 1974-1975 the members of TCGOSWG began the process of consideration to become a GRCDAs Chapter. In the meantime, they had changed their name to the Oregon Solid Waste Management Association. This organization petitioned for Chapter status and received its Chapter Charter in 1975. The Oregon Beaver Chapter became the fifth Chapter of the Association.

Available information sources in the Oregon Chapter could not identify the exact date when they signed the Affiliation Agreement.

The Oregon Chapter provided the following names of individuals that led and contributed measurably to the formation and growth of their chapter, in no particular order:

- | | |
|-----------------|--------------------|
| ▪ Jerry Carter | ▪ Corky Kelering |
| ▪ Walt Cate | ▪ Dennis O’Neil |
| ▪ Ernie Schmidt | ▪ Bill Webber |
| ▪ Mike Turner | ▪ Terilyn Anderson |
| ▪ Chuck Kemper | ▪ David Phillips |
| ▪ Bruce Bailey | ▪ Ron Perkins |
| ▪ Ken Spiegel | |

Perhaps the most constant and involved of the contributors on this list is Ben Masengil. He was a strong factor in affiliating with GRCDAs. He served as the Chapter Director for the Oregon Beaver Chapter for many terms on the International Board.

Arizona Chapter

(Today is the Solid Waste Association of North America, Arizona Chapter)

No historical information was provided by the Chapter. However it is clear that the Arizona Chapter was functioning by the early 1970s. Materials reviewed indicate chapter colonizing efforts with solid waste

people in Arizona were underway in the late 1960s. The chapter was selected as host for the 1980 annual seminar and equipment show.

Pacific Northwest Chapter (+ British Columbia)
(Today is the Pacific Chapter – BC and Yukon)

The fourth chapter to join GRCD was the Pacific Northwest with the State of Washington plus British Columbia as its area, their charter, constitution and bylaws were approved November 8, 1969 by the Association at the annual business meeting held at the 7th Annual Seminar and Equipment show in San Diego, CA.

The British Columbia Chapter emerged from the geographical area of the Washington Chapter shortly after the Washington Chapter was formed.

Officers and Directors for the new chapter were:

President – Gerard (Jerry) B. Fairbanks, Garbage Utility, City of Seattle, WA

Vice President – John Bronow, City of Tacoma, WA

Secretary – Dick Southworth, Garbage Utility, City of Seattle, WA

Treasurer – Art Price, City of Seattle, WA

Directors:

- William R. Hall, Garbage Utility, City of Seattle, WA
- Row J. Myklebust, Department of Health, State of Washington
- J. Jan Keller, District of Burnaby, British Columbia, Canada
- Jack V. Lange, City of Auburn. WA
- Corporate Director: C.B. Betram, Evans Engineering & Equipment Co, Seattle, WA

1976-77:

Canadian Prairie Chapter

(Today is the Northern Lights Chapter including the provinces of Alberta, Manitoba and Saskatchewan)

No historical information was available to include in this history. However it is clear that the Canadian Prairie Chapter was functioning by the early 1970s. The chapter was selected as host for the 1980 annual seminar and equipment show.

Ontario Chapter

(Today is the Solid Waste Association of North America – Ontario Chapter)

No historical information was provided by the Chapter. However it is clear that the Ontario Chapter was functioning by the early 1970s.

New Mexico Chapter

(Today is the Roadrunner Chapter of the Solid Waste Association of North America)

No historical information was provided by the Chapter

Utah Chapter

(Today is the SWANA Utah Beehive Chapter)

Source: Utah Beehive Chapter Website

On May 19, 1976 a group of Utah solid waste systems managers, academicians, consultants, equipment suppliers and service companies formed the Utah Refuse Collection and Disposal Association (URCDA). This group composed the organizing committee with the intent of seeking chapter status in GRCDA. Norman B. Jones, an engineering professor at the Utah State University, was the principal individual leading the effort to form the organizing committee. He led the effort primarily because he saw the value of the training and the information commitment of GRCDA; he eventually served as the Vice President of GRCDA. Other notables who were a part of the formation effort, the early maturation of the Chapter and its growth over the years included Pete Kutulas, Jess Agraz, Roger Stephens, Lee Rttzman, Romney Stewart, Bob Damjanovich and Bob Bruhn.

URCDA submitted the necessary paperwork, i.e. bylaws suitable to GRCDA, officers, committees and a membership roster of GRCDA members, to support their application for Chapter status. Their application was accepted on September 1, 1976. Utah Chapter requested a change in their name to Utah Beehive Chapter. The request was approved at the Annual Business Membership Meeting of the Association, in Phoenix, AZ on August 28, 1980.

1978:

Florida Sunshine Chapter (Today is the SWANA – Florida Sunshine Chapter, Inc.)

Source of Information: Tim Hunt

Tim Hunt, who was already an active member of the local APWA chapter, became a member of GRCDA in 1975 with the help of a friend, Ben Warner. He was aware of the need of a formal organization to help support the solid waste industry professionals in Florida, and he subsequently contacted the few at-large GRCDA members in the state. The response was very positive toward forming a chapter, and he obtained copies of Bylaws etc. from the Southern California chapter which he used to draft initial Florida documents. These he sent to the five or so people who had an interest in helping form a chapter, and the slate of founding officers included:

- Tim Hunt, (President) Executive Director, Solid Waste Authority of Palm Beach County, FL
- Charles D. Carpenter, (Secretary) Sanitation Director, City of Orlando
- Thomas W. Royster, (Vice-President) Sanitation Director, City of Pensacola
- Joseph Caporale, (Treasurer), Sanitation Director, Town of Lake Park

The Florida Chapter was recognized as the first east coast chapter of GRCDA in 1978 in Calgary Canada at GRCDA's first "International" Symposia.

With a great deal of help from Elaine Hayes (Hillsborough County), and Irene LaPaz (City of Tampa) the new Chapter had its first meeting/conference in February 1979, with about 40 people in attendance, at the Holiday Inn in Apollo Beach, south of Brandon. The technical tour conducted was to the newly completed Apollo Beach transfer station owned and operated by Hillsborough County. This meeting was the foundation of the present Chapter of over 500 members.

The newly formed Chapter was a conduit for the development of ideas for future conference topics, with three meetings/conferences held annually in the north, central and southern areas of the state. The Chapter continued to grow rapidly and the Association (GRCDA) held its 1984 annual exposition and first international truck Road-e-o in Orlando at the Convention Center with Pamela K. Day of Tampa the Chapter's President.

Since the Chapter's founding in 1978 four of its Presidents have also served as the Association's International President; Tim Hunt, Pamela Day Kromer, Phil Richmond (before moving to Florida) and Mark Hammond.

During the early years of the Chapter all of our meetings were extremely well attended because every county in Florida was planning, siting and building new facilities to comply with recent federal and state regulations. Florida would lead the country with more waste-to-energy plants than any other state. Florida also required lined landfills for MSW although not yet up to future Subtitle 'D' standards. The early largest membership growth came from Dade, Broward, Palm Beach, Orange, Brevard and the Tampa Bay areas, and meetings were always dominated by these areas. Not to be outdone Escambia, Alachua / Gainesville, Jacksonville, Sarasota, Collier, Marion, Seminole, Volusia, Polk, and Leon counties always participated and had members present.

Some notable early meetings were held in places like Clearwater Beach, Belle Glade, Coral Gables, Daytona Beach, Jacksonville, Pensacola, Cocoa Beach and Orlando.

The Florida Chapter was an early leader in developing formal training for landfill operators. Florida members actively promoted the need and benefits of such training until it became a regulatory requirement in 1988. Several prominent members from the public and consulting sectors wrote the "Landfill Operator Short Course". Once approved by the state the course was offered through the University of Florida TREEO Center and presented by many of Florida's most senior and experienced solid waste management professionals.

Florida law and regulatory changes of 1988 set a statewide 30% waste reduction/recycling goal with a Recycling certification requirement which led to membership growth in the Chapter. The Chapter staged a Recycling Showcase in July 1990 at its annual conference at the Naples Beach Resort and had the highest attendance in its thirty one year history.

Early corporate members and strong chapter supporters included Post, Buckley, Schuh and Jernigan; Camp Dresser & McKee; and HDR Engineering. These firms are still active today along with many other firms that have evolved in Florida's solid waste market.

About 1989 the Chapter changed its by-laws to elect officers for two year terms and directors for two year staggered terms. Later in the 1990's the Board decided to change from three to two meetings each year, with one as the annual business meeting.

Oklahoma Chapter

(Today is the Oklahoma Indian Nations Chapter of the Solid Waste Association of North America)

Source of Information: Phil Richmond

The Oklahoma Chapter received its Chapter Charter at the 1978 Calgary, Canada Annual Membership Meeting of the Association. Information on the formation of the Oklahoma Chapter is included in 1978-22.

Phil Richmond is the only SWANA member to have served as a Chapter President of three Chapters – Southern Californian Founding Chapter; Oklahoma Indian Nation's Chapter, and Florida Sunshine Chapter. Phil also served as the International President of GRCDA.

In 1967/1968 he took a job in the City of Whittier as a Diesel Mechanic. Around 1968/1969 he took the test for the position of Sanitation Supervisor for Whittier and won the job. He quickly found that the new GRCDAs organization in Southern California was probably the best source of information and assistance to help him do his new job. Members of the organization actively recruited Phil to join the organization. In time Phil became the president of the Southern California Chapter of GRCDAs.

Around 1976/1977 Phil returned to Oklahoma to take the job as the Director of Solid Waste for the City of Tulsa. Phil quickly became active in creating a GRCDAs Chapter in Oklahoma. Phil found allies in his own solid waste operations and discovered Gary Martin, Director of Public Works for Ponca City. The combination of Phil, Gary Martin and two key employees of the solid waste operations in Tulsa, F.M. Carter and Roosevelt Jones, resulted in the formation of the GRCDAs Oklahoma Chapter. Growth in the chapter soon resulted in members from the rest of the state and included representatives from the Oklahoma State Department of Health.

The GRCDAs Oklahoma Chapter was chartered at the 1978 Annual Business Meeting in Calgary, Canada. The Oklahoma Indian Nations Chapter hosted the 27th Annual International Seminar and Equipment Show, August 14-16, 1989 in Tulsa, Oklahoma.

1979 -80:

Illinois Chapter

(Today is the Illinois Lane of Lincoln Chapter of the Solid Waste Association of North America, Inc.)

Led by Dick Eldredge, a corporate member (consultant) of GRCDAs, development of the Illinois Chapter began in 1979. The Illinois Land of Lincoln Chapter received its Chapter Charter at the Annual Membership Meeting of the Association, in Phoenix, AZ on August 28, 1980. No historical information on the formation and development of the Illinois Land of Lincoln was available. It is known, however, that Dick Eldredge was instrumental in the formation of the chapter.

Texas Chapter

(Today is the Texas Lone Star Chapter, Solid Waste Association of North America, Inc.)

The Texas Lone Star Chapter received its Chapter Charter at the Annual Membership Meeting of the Association, in Phoenix, AZ on August 28, 1980. Charlie Jordan, from the Texas Lone Star Chapter, was actively involved in the formation of the Texas Chapter. He also led the Chapter effort when the annual meeting was held in Dallas. Due to personal and job related demands Charlie had to resign his chair appointed positions. His resignation was a loss to the Association.

No other historical information on the formation and development of the Texas Lone Star Chapter was provided by the Chapter.

1981:

New York Association of Solid Waste Management

(Today is the New York Chapter of the Solid Waste Association of North America, Inc.)

The Executive Director, Lanny Hickman, proposed that the EC approve an affiliation with the New York Association of Solid Waste Management at an annual fee of \$500 to cover the cost of mailing the GRCDAs newsletter to their membership – the ED opined that in time, a chapter arrangement with this group might occur; this was approved by the EC. The New York Chapter received its charter at the 1990 Annual Business Meeting on August 23, 1990 in Vancouver, British Columbia, Canada. The Chapter

presented the State Flag of New York to SWANA President Kerton. No information on the formation and development of the chapter was provided by the Chapter.

Oklahoma Chapter

(Today is the Oklahoma Indian Nations Chapter of the Solid Waste Association of North America)

The Oklahoma Chapter requested a change in their name to the Oklahoma Indian Nations Chapter. The request was approved at the Annual Business/Membership Meeting of the Association, in Salt Lake City, UT on September 3, 1981. No information on the formation and development of the chapter was provided by the Chapter.

Washington Chapter

(Today is the Washington Evergreen Chapter of the Solid Waste Association of North America)

The Washington Chapter requested a change in their name to the Washington Evergreen Chapter, and the request was approved at the Annual Business/Membership Meeting of the Association, in Salt Lake City, UT on September 3, 1981. No information on the formation and development of the chapter was provided by the Chapter.

Nebraska Chapter of GRCD

(Today is the Nebraska Cornhusker Chapter of the Solid Waste Association of North America)

Source: Nebraska Cornhusker Chapter Website

On February 10, 1981, provisional chapter status was granted to the Iowa-Nebraska Chapter of the Governmental Refuse Collection and Disposal Association (GRCD) in a letter addressed to Mr. Mike Hanrahan, then Director of Sanitation for the City of Omaha. Full chapter status of our Iowa-Nebraska Chapter was granted later that year at the annual [GRCD] convention in Salt Lake City on September 3, 1981. Through the commitment of Hanrahan, Menke, Bonham, Johnston and many other individuals dedicated to professional excellence in solid waste management, a unified and formal professional service organization was formed to serve Iowa and Nebraska.

The Iowa-Nebraska Chapter continued to develop and grow for seven years until 1988 when the chapter officially separated into two duly-installed chapters of GRCD – the Nebraska Chapter and Iowa Chapter (ISOSWA). Our Nebraska Chapter charter shows August 25, 1988 as the date of our installation; however, a new Affiliation Agreement with GRCD was not completed until two years later – it was approved in August 1990 and signed by chapter president at the time, John Dempsey.

Instrumental in the development of our newly single Nebraska Chapter, the officers and directors in 1988 and 1989 included Elwin Larson, John Dempsey, Steve Owen, Steve Houston, Debbie Bonacci, Gene Hanson, Hugh Johnston, and Rita Parris. Other members helping to chair committees included Jon Kemp, Crystal Lenzen, Gary Brandt, Kathy Kendall, Art Beccard, and Jack Sukovaty. Eventually GRCD became the Solid Waste Association of North America (SWANA) and through the efforts of dedicated members we became the Nebraska Cornhusker Chapter. From our beginnings as an Iowa-Nebraska and then Nebraska GRCD chapter to a Nebraska SWANA chapter in August 1995 and finally to the Nebraska Cornhusker Chapter of SWANA in July 1999, we have grown to more than 80 members in 2006. *Did you know in 1981 that annual dues for regular and sustaining member were \$25.00?*

First Officers and Directors, February 6, 1981

- Mike Hanrahan, President
- Hugh Johnston, Vice President
- Terry Bonham, Secretary

- Russ Menke, Treasurer
- Marie Adair, Director
- Gary Rowe, Director
- Fred Sebesta, Director
- Stan Harris, Director (Corporate)

Iowa – Nebraska Chapter

(Today is the SWANA Iowa Society of Solid Waste Operations Chapter, Inc. aka SWANA – ISOSWO)

Sources of Information: Cindy Turkle/Sara Bixby

The Iowa-Nebraska Chapter received its Chapter Charter at the GRCDAs Annual Business/Membership Meeting in Salt Lake City, UT on September 3, 1981. Cindy Turkle, while working in a Field Office of the Iowa Dept. of Environmental Quality, had many of the landfill operators inquiring about what other landfills were doing. On May 14, 1981, with attendance of 68 people, a one-day meeting was held in Malcolm, with speakers from IDEQ, university professors, and the Poweshiek County engineer and landfill operator. There was also a tour of the Poweshiek County landfill and demonstrations of a litter vacuum they had retrofitted.

Several other meetings followed, and ultimately the Iowa Society of Solid Waste Operations was formed. ISOSWO was its own organization for many years, with annual conferences held at various locations around the state. The movement to certify operators started the interest in joining GRCDAs; some attended operator certification classes in Minnesota and their staff discussed the national organization.

On April 25, 1988, Ron Mace, Pete Duffy and Lanny Hickman signed and filed the Articles of Incorporation to be the Iowa Society of Solid Waste Operations Chapter of GRCDAs, which officially separated the Iowa and Nebraska chapters. In 1990 Iowa Society of Solid Waste Operators was approved as the Iowa Society of Solid Waste Operations Chapter; an affiliation agreement was signed in 1995. In the affiliation with GRCDAs ISOSWO members also wanted to maintain and honor their history as a vital and independent Iowa organization, which is reflected in the continuing use of the Chapter name – Iowa Society of Solid Waste Operations.

A number of people were very active and must be recognized for leading the organization through its early years as a state organization and then through the process of becoming a GRCDAs/SWANA chapter. Among the early leaders were (alphabetically) Tom Clark, Pete Duffy, Dave Hogan, Dave Honkomp, Ron Mace, Kenny Moravetz, Cindy Turkle, Jim Ulveling, and Rick Yoerger. Many others have also served on the Chapter Board and committees, represented ISOSWO on the GRCDAs/SWANA International Board and have provided of their time and talents to make this an active and thriving chapter.

Please go to the Chapter website for further information on the Chapter events and programs listed below:

Fall Conference & Annual Business Meeting

Spring Conference

Operators Certification Training

Newsletter & Chapter Website

Scholarship Program

Great Plains Waste Management Conference – shared with the Nebraska chapter

1982:

Louisiana Chapter of the Solid Waste Association of North America, Inc.

The Louisiana Chapter received its Chapter Charter at the Annual Business Meeting of the Association, in Dallas, TX on August 19, 1982. No information on the formation and development of the chapter was provided by the Chapter.

1983-84:

Colorado Rocky Mountain of the GRCDA Association, Inc.

(Today is the Colorado Rocky Mountain Solid Waste Association of North America)

The Chapter signed Articles of Incorporation in June 1983 and their Affiliation Agreement in 1984. No information on the formation and development of the chapter was provided by the Chapter.

Mid-Atlantic Chapter

(Today is the Solid Waste Association of North America (SWANA) Mid-Atlantic Chapter, Inc. – including the states of Delaware, Maryland and Washington, D.C.)

The Chapter was granted provisional status December 8/9, 1983, and received its Chapter Charter at the Annual Business Meeting of the Association, in Orlando, FL on August 22, 1984. Detailed information on the formation of the Chapter is included in the Appendices.

At least eight of the Chapter members attended the meeting in Orlando. At the Thursday business luncheon on August 23, the Chapter's three flags (MD, DE, and DC) were formally presented to the International President; and at the Thursday night Awards banquet, the three flags were "paraded-in" for the first time.

1985:

Virginia Chapter

(Today is the Virginia Old Dominion Chapter of the Solid Waste Association of North America, Inc.)

The Chapter signed Articles of Incorporation on June 21, 1985 and their Affiliation Agreement was signed on August 25, 1985. No information on the formation and development of the chapter was provided by the Chapter.

Alabama Chapter of the Solid Waste Association of North America, Inc.

The Chapter received its charter at the 1985 Annual Business Meeting on August 29, 1985 in Denver, CO. The Chapter presented the State Flag of Alabama to GRCDA President Considine. No information on the formation and development of the chapter was provided by the Chapter.

Georgia Chapter

(Today is the Solid Waste Association of North America, Georgia Chapter, Inc.)

The Chapter received its charter at the 1985 Annual Business Meeting on August 29, 1985 in Denver, CO. The Chapter presented the State Flag of Georgia to GRCDA President Considine. No information on the formation and development of the chapter was provided by the Chapter.

1986:

Alaska Great Land Chapter

(Today is the Solid Waste Association of North America, Alaska Chapter)

Chapter Development began in 1985 and the Chapter received its charter at the 1986 Annual Business Meeting on August 14, 1986 in Reno, Nevada. The Chapter presented the State Flag of Alaska to GRCDA President Richmond.

Ken DeForest, Municipality of Anchorage – Solid Waste Services Operations Manager, was the primary organizer of the chapter in 1985. There were approximately 14 Charter Members representing local governments of the most populated areas of Alaska as well as the state regulatory agency, the Alaska Department of Environmental Conservation (ADEC).

Other than quarterly organizational meetings held in Anchorage, one of the chapter's first major activities was to conduct a Managers of Landfill Operations (MOLO) class in 1990 at the Anchorage International Inn. SWANA instructors from King County Washington and Monterey County, California were brought in and the class was well attended by perhaps 30 solid waste folks from around the state of Alaska. The Alaska chapter has since nurtured their own SWANA certified MOLO instructors and holds a MOLO course in state every two to three years.

In the mid-1990s the SWANA Alaska Chapter and ADEC recognized the need for training the landfill operators of small rural Alaska community landfills as an alternative to the MOLO. Many issues are unique to rural Alaska communities. The AK chapter developed and published the **Rural Alaska Landfill Operations™ (RALO™)** Course. It took four years and numerous rewrites and revisions before it became a reality and was first presented in September 2000. The RALO course is intended for the landfill operator, the manager and administrator of landfill operations in an Alaskan community or village with a Class III landfill or open dump. The course focuses on the duties of the landfill operators, their personal safety, and the safety of their community. Emphasis is placed on the importance of the landfill operators' roles and responsibilities in keeping the community clean and the landfill free from harmful substances.

In 2011 the AK Chapter established the need for a condensed course similar to a **RALO™** for administrators and as a RALO refresher and consequently developed the **Rural Alaska Landfill Administrator™ (RALA™)** Course. Both training courses are presented and conducted only under the auspices of the AK Chapter and its designated instructors.

From 2000-2012, the SWANA Alaska Chapter, partnering with other organizations, has presented 29 RALO/RALA training events to over 434 participants.

Minnesota Land of Lakes Chapter of GRCDA

(Today is the Solid Waste Association of North America (SWANA) Minnesota Land of Lakes Chapter)

The Chapter signed Articles of Incorporation on September 5, 1986. No information on the formation and development of the chapter was provided by the Chapter.

Ohio Buckeye Chapter of SWANA

The Chapter development began in 1985, and received its charter at the 1986 Annual Business Meeting on August 14, 1986, in Reno, Nevada. The Chapter presented the State Flag of Ohio to GRCDA President Richmond.

GRCDA New Jersey Chapter

(Today is the Solid Waste Association of North America – New Jersey Chapter Inc.)

The Chapter signed Articles of Incorporation in January, 1986 and their Affiliation Agreement was signed on August 19, 1990. No information on the formation and development of the chapter was provided by the Chapter.

1987:

Michigan Great Lakes Chapter

Michigan Chapter development began in 1986. The key figure in the development of the Chapter was Curt Kemppainen, Director of Public Works for Kent County. Curt went on to form and lead the chapter for a number of years. Curt began moving through the chairs of GRCDA, and served as President during an important mission of examination of GRCDA and restructuring of the executive offices. The Chapter received its charter at the 1987 Annual Business Meeting on August 13, 1987 in St. Paul, Minnesota. The Chapter presented the State Flag of Michigan to GRCDA President Smith. No information on the formation and development of the chapter was provided by the Chapter.

North Carolina Chapter of the Solid Waste Association of North America

Chapter development began in 1985 and was granted provisional chapter status by the IB at the IB Annual meeting August 10, 1986 in Reno, NV. The North Carolina Chapter received its charter at the 1987 Annual Business Meeting on August 13, 1987 in St. Paul, Minnesota. The Chapter presented the State Flag of North Carolina to GRCDA President Smith. No information on the formation and development of the chapter was provided by the Chapter.

1988:

Pennsylvania Chapter of the GRCDA, Inc.

(now the Pennsylvania Keystone Chapter of the Solid Waste Association of North America, Inc.)

Interest in formation of a group representing the solid waste industry professionals grew in the late 1980s as Pennsylvania began implementation of double lined landfill regulations and passage of Act 101 which mandated curbside recycling, both events occurring in 1988. The Chapter signed Articles of Incorporation on September 1, 1988 and their Affiliation Agreement was signed on August 19, 1990. Some of the key players in the formation of the Keystone Chapter were Fred Carpentier, Jim Elliott, Chris Campman, Dave Conrad, Dave Terrill, Bob Bolton, Marty Horn, Mike Pavelek and Herb Flosdorf. Many of these individuals later served as Chapter President. Other roles were also served. Chris Campman was instrumental in formation of SWANA's MOLO training program. Herb Flosdorf served various leadership positions on SWANA national's Board. Robert Hasemeier & Jim Warner taught waste management courses at Penn State Harrisburg to assist Charlie Cole. All of these activities were to advance the professional status of the solid waste industry as viewed by the public.

During the Chapter formation discussions, it was decided that the Chapter could serve the membership best if it had a designated person to serve in the role of a day to day administrator with this individual able to dedicate some quality time to perform routine Chapter business for a volunteer group. It was decided to term this function "secretariat". The Chapter initially aligned itself with the County

Commissioners Association of PA (CCAP) which helped the young Chapter in its administrative duties and in educating waste industry individuals about the new Keystone Chapter. This association with CCAP helped grow the ranks of membership to almost 200 persons by late 1990s. During the late 1990s, the Chapter forged a relationship with the privately owned landfill owner organization, PA Waste Industries Association (PWIA). The biggest benefit of this relationship was a combined fall conference that involved individuals from all facets of the solid waste industry including regulators and host inspectors. This conference still continues today.

By the end of the 1990s, the relationship with CCAP was being challenged by the priorities and limited resources of each organization. Jim Warner of the Lancaster County Solid Waste Authority volunteered to accept the role of Chapter Secretariat for the fee being paid to CCAP. This change in Secretariat duties took the Chapter to new directions in both independence and industry related activities. The college scholarship program flourished and the Chapter increased its participation in the Road-E-O event, later partnering with some adjoining states. In 2008, Kay Dougherty retired from the Lancaster County Solid Waste Authority and continued her role as Chapter Secretariat after retirement. By the end of the first decade of the 21st century, the Chapter was maturing in both its programs and industry leadership.

The first decade also ushered in financial challenges to the Chapter as the waste industry went through consolidations and local waste programs instituted austerity budgets. Tim O'Donnell from Republic Industries provided significant financial and administrative support to the Road-E-O event to make it a quality program. Bob Watts and the Chester County Solid Waste Authority also provided assistance and currently sponsor the Chapter's website and organize the Road-E-O events. The Chapter newsletter is produced by Barton & Loguidice engineers and has grown from a 6-8 page publication to over 20 pages three times per year. At this writing, the Chapter is reaching out to a younger membership and to another industry organization, Professional Recyclers of PA (PROP) to plan for a future representation of the solid waste industry. We look forward to celebrating SWANA's 50th anniversary in 2012 and our upcoming 25th birthday in 2013.

Written and submitted by Robert Hasemeier, P.E., Barton & Loguidice

1990:

Massachusetts Chapter of the Solid Waste Association of North America, Inc.

(As of February 2012 the Chapter name became the Southern New England Chapter – including the states of Massachusetts, Rhode Island and Connecticut)

The Massachusetts Chapter received its charter at the 1990 Annual Business Meeting on August 23, 1990 in Vancouver, British Columbia, Canada. The Chapter presented the State Flag of Massachusetts to SWANA President Kerton. No information on the formation and development of the chapter was provided by the Chapter.

South Carolina Chapter

(Today is the South Carolina Palmetto Chapter of the Solid Waste Association of North America, Inc.)

The South Carolina Chapter received its charter at the 1990 Annual Business Meeting on August 23, 1990 in Vancouver, British Columbia, Canada. The Chapter presented the State Flag of South Carolina to SWANA President Kerton. No information on the formation and development of the chapter was provided by the Chapter.

1991:

Mississippi Chapter of the Solid Waste Association of North America, Inc.

The Mississippi Chapter received its charter at the 1991 Annual Business Meeting on August 15, 1991 in Cincinnati, Ohio. The Chapter presented the State Flag of Mississippi to SWANA President Walter Brodowski. No information on the formation and development of the chapter was provided by the Chapter.

Wisconsin Badger Chapter of the Solid Waste Association of North America, Inc.

The Wisconsin Chapter received its charter at the 1991 Annual Business Meeting on August 15, 1991 in Cincinnati, Ohio. The Chapter presented the State Flag of Wisconsin to SWANA President Walter Brodowski. No information on the formation and development of the chapter was available.

1992:

Tennessee Volunteer Chapter of the Solid Waste Association of North America, Inc.

The Tennessee was beginning Chapter formation efforts in 1986 and was granted provisional Chapter status at the annual business meeting held in Cincinnati, Ohio in 1991. The Tennessee Chapter received its charter at the 1992 Annual Business Meeting on August 6, 1992 in Tampa, Florida. The Chapter presented the State Flag of Tennessee to SWANA President N.C. Vasuki. No information on the formation and development of the chapter was provided by the Chapter.

1993:

Atlantic Canada Chapter of SWANA – includes the provinces of New Brunswick, Newfoundland, Nova Scotia and Prince Edward island)

The Atlantic Canada Chapter was granted regular Chapter status at the Association's annual business meeting on August 1, 1993 in San Jose, CA. and received its' charter. The new chapter presented provincial flags representing the provinces of the Chapter.. No information on the formation and development of the chapter was provided by the Chapter.

Indiana Hoosier Chapter of the Solid Waste Association of North America, Inc.

The Indiana Hoosier Chapter was granted Chapter status at the Association's annual business meeting on August 1, 1993 in San Jose, CA and received its' charter. The new chapter presented a flag for the State of Indiana to the Association. No information on the formation and development of the chapter was provided by the Chapter.

1994:

Kansas Sunflower Chapter of the Solid Waste Association of North America, Inc.

The Kansas Sunflower Chapter was granted chapter status at the 2004 SWANA Annual Membership meeting on August 2, 1994 in San Antonio, Texas. The new chapter presented a State of Kansas state flag. No information on the formation and development of the chapter was provided by the Chapter.

1995:

New Hampshire/Vermont Chapter

(Today is the Northern New England Chapter, including the states of New Hampshire, Vermont and Maine)

The New Hampshire/Vermont Chapter was granted chapter status at the 1995 SWANA Annual Business meeting on October 24, August 2, 1995 in Baltimore, MD. The new chapter presented State flags for New Hampshire & Vermont. The Chapter added the state of Maine and changed the Chapter name to the Northern New England Chapter on August 24th, 2000. No other information on the formation and development of the chapter was provided by the Chapter.

Missouri Chapter of the Solid Waste Association of North America, Inc.

The Missouri Chapter was granted chapter status at the 1995 SWANA Annual Business meeting on October 24, August 2, 1995 in Baltimore, MD. The new chapter presented a State Flag of Missouri to the Association. No information on the formation and development of the chapter was provided by the Chapter.

West Virginia Chapter

(Chapter was dissolved and ceased its affiliation with SWANA in 2001 due to lack of local support)

The West Virginia Chapter was granted chapter status at the 1995 SWANA Annual Business meeting on October 24, August 2, 1995 in Baltimore, MD. The new chapter presented a State Flag of West Virginia to the Association. No information on the formation and development of the chapter was provided by the Chapter.

1996:

Kentucky Bluegrass Chapter of the Solid Waste Association of North America, Inc.

The Kentucky Chapter was granted chapter status at the 1996 SWANA Annual Business meeting on September 24, 1996 in Portland, OR. The new chapter presented the state flag of Kentucky to International President Flosdorf. No information on the formation and development of the chapter was provided by the Chapter.

Nevada Great Basin Chapter of the Solid Waste Association of North America

The Nevada Chapter was granted chapter status at the 1996 SWANA Annual Business meeting on September 24, 1996 in Portland, OR. The new chapter presented the state flag of Nevada to International President Flosdorf. No information on the formation and development of the chapter was provided by the Chapter.

1997:

Arkansas Chapter of the Solid Waste Association of North America, Inc.

The Arkansas Chapter entered on the rolls at the 2007 SWANA Annual Membership meeting on October 28, 1997 in Saint Louis, Missouri. The new chapter presented a State of Arkansas state flag to President Curling. The flag was installed with the other state and provincial flags representing the Chapters of SWANA. No information on the formation and development of the chapter was provided by the Chapter.

2009:

SWANA Caribbean-Puerto Rico Chapter (www.swanacaribbean.com)

In 2008, through Tom Parker, Past President, SWANA supported the efforts of some local volunteers and SWANA Members in Puerto Rico and the U.S. Virgin Islands – resulting in the creation of its newest chapter, originally called the Puerto Rico Chapter – the first new SWANA Chapter in over 10 years. Eng. Raquel Cortés, Eng. Fernando L. Rodríguez are notable founding members of this chapter, from the private sector in Puerto Rico. The Chapter Founding Committee's work promoted the creation of a local chapter that would provide training and certification opportunities, networking with solid waste professionals within the islands and build connections to other professionals throughout the Caribbean islands and North America. The group met the requirements to obtain Provisional Chapter status, and the SWANA International Board, at its Mid-Year Meeting in Silver Spring, Maryland, on June 24, 2008, unanimously approved provisional chapter status for a chapter based in Puerto Rico serving the Caribbean region. Directly after the meetings, the Chapter Founding Committee conducted a Membership Rally at El Zipperle Restaurant in Hato Rey, P.R. on June 26th, 2008, with Tom as their Guest Speaker.

The required documents for Regular Chapter Status for the SWANA Caribbean-Puerto Rico Chapter were approved and adopted by the Chapter Board of Directors on May 13th, 2009 - meeting the requirements to become a regular chapter. The requirements included the finalization of the following documents:

- Article of incorporation
- Chapter Petition letter
- List of the member of the formation committee, program committee, organizing committee (including addresses, email, phone and fax numbers)
- List of chapter officers
- Letter of chapter confirmation
- PR Bylaws
- Signed and approved Bylaws
- Affiliation Agreement
- Application for Federal ID

Since the creation of this chapter, two SWANA certification courses (MOLO and Manager of Recycling Systems) and several facility tours have been offered in the Region with the participation of government agencies, private hauling and waste management companies, and consultants. In 2010, the chapter held its First Solid Waste Management in the Caribbean Symposium.

Current board members represent the private and public sectors of the industry from the Puerto Rico and the U.S. Virgin Islands. The chapter has served members representing the following Caribbean islands: Puerto Rico, U.S. Virgin Islands, Barbados, Cayman Islands, Trinidad & Tobago, St. Lucia, Bahamas, Haiti, and Bermuda.

2012:

Southern New England Chapter – including the states of Massachusetts, Rhode Island and Connecticut (Formerly the Massachusetts Chapter of the Solid Waste Association of North America, Inc.)

As of February 2012 the Massachusetts Chapter joined with the states of Rhode Island and Connecticut and became the Southern New England Chapter.

Idaho Chapter

Approval for a Provisional Chapter status for Idaho was approved by the SWANA International Board at their Mid-Year Meetings in Niagara Falls, Ontario on April 22, 2012.

2013:**Quebec**

Stephanie Myre, of the Réseau Environnement, Montreal, Quebec, attended the SWANA International Board meeting in Niagara Falls in April 2012 to meet with the other Canadian Chapter representatives and SWANA staff regarding the creation of a provisional Quebec chapter of SWANA.

**GRCDA/SWANA CHAPTERS
CHRONOLOGY OF GROWTH**

<u>#</u>	<u>NAME</u>	<u>CULTURAL NAME</u>	<u>DATE</u>	<u>COMMENTS</u>
		GRCDA Founding		
1	GRCDA	Chapter	2/14/1962	When originally formed, there were no thoughts of Chapters.
	Southern California	Southern California	11/9/1987	Name Change in 1987 to recognize the chapter as the founding one.
2	Northern/Central California	Sierra	6/10/1964	Dissolved in 1965.
	Northern California	Gold Rush	1965	Date not known, assumed in early 1965
3	Central California	Sierra	11/10/1966	Chartered at the 1996 annual meeting
4	Washington	Evergreen	11/8/1969	Chartered at the 7th. Annual Show, initially included British Columbia
5	Oregon	Oregon Beaver Oregon Beaver Oregon Beaver	1975	Many names including Committee for a Greater Oregon Solid Waste Group, Oregon Solid Waste Management Association, Oregon Chapter of GRCDA, Oregon Beaver Chapter/SWANA
6	Arizona			Date not known, assumed either 1974,5,6
7	British Columbia	Pacific		Date not known, assumed either 1974,5,6
8	Canadian Prairie	Northern Lights Northern Lights Northern Lights		Date not known, assumed 1976/1977 Includes the Provinces of Alberta, Manitoba, Saskatchewan and the Northwest Territories
9	Ontario			Date not known, assumed 1976/1977
10	New Mexico	Road Runner		Date not known, assumed 1976/1977
11	Utah	Beehive		1966
12	Florida	Sunshine	1978	Chartered at the 16th. Annual Meeting in Calgary, Alberta, Canada
13	Oklahoma	Indian Nations	1978	Chartered at the 16th. Annual Meeting in Calgary, Alberta, Canada
14	Illinois	Land of Lincoln	8/28/1980	Chartered at the 18th. Annual Meeting in Phoenix, AZ
15	Texas	Lone Star	8/28/1980	Chartered at the 18th. Annual Meeting in Phoenix, AZ
16	Iowa-Nebraska Nebraska	Cornhusker See Note 1	9/3/1981	Chartered at the 19th. Annual Meeting in Salt Lake City, UT

17	Louisiana		8/19/1982	Chartered at the 20th Annual Meeting in Dallas, TX
18	Minnesota	Land of Lakes	1983	Assumed chartered at the 21st. Annual Meeting in Winnipeg, Alberta
19	New Jersey		1983	Assumed chartered at the 21st. Annual Meeting in Winnipeg, Alberta
20	Virginia	Old Dominion	1983	Assumed chartered at the 21st. Annual Meeting in Winnipeg, Alberta
21	Mid-Atlantic		8/23/84	Chartered at the 22nd. Annual Meeting in Orlando, FL
22	Alabama		8/29/1985	Chartered at the 23rd. Annual Meeting in Denver, CO
23	Georgia		8/29/1985	Chartered at the 23rd. Annual Meeting in Denver, CO
24	Alaska	Great Lands	8/14/1986	Chartered at the 24th. Annual Meeting in Reno, NV
25	Ohio	Ohio Buckeye	8/14/1986	Chartered at the 24th. Annual Meeting in Reno, NV
26	Michigan		8/13/1987	Chartered at the 25th. Annual Meeting in Saint Paul, MN
27	North Carolina		8/13/1987	Chartered at the 25th. Annual Meeting in Saint Paul, MN
28	Iowa	Iowa Society of Solid Waste Operators	1988 1990	Provisional Chapter Entered as a Chapter in 1990
29	Pennsylvania	Keystone	1988	See Note 2
30	Massachusetts		8/23/1990	Entered at the 28th. Annual Meeting in Vancouver, BC, Canada
				See Note 3
31	New York		8/23/1990	Entered at the 28th. Annual Meeting in Vancouver, BC, Canada
32	South Carolina	Palmetto	8/23/1990	Entered at the 28th. Annual Meeting in Vancouver, BC, Canada
33	Mississippi		8/15/1991	Entered at the 29th. Annual Meeting in Cincinnati, OH
34	Wisconsin	Badger	8/15/1991	Entered at the 29th. Annual Meeting in Cincinnati, OH
35	Tennessee	Volunteer	8/6/1992	Entered at the 30th. Annual Meeting in Tampa, FL
36	Atlantic Canada		8/5/1993	Entered at the 31st. Annual Meeting in San Jose, CA
37	Indiana	Indiana Hoosier	8/5/1993	Entered at the 31st. Annual Meeting in San Jose, CA
38	Kansas	Kansas Sunflower Northern New	8/2/1994	Entered at the 32nd. Annual Meeting in San Antonio, TX
39	New Hampshire Vermont	England	10/24/1995	Entered at the 33rd. Annual Meeting in Baltimore, MD
	Maine		8/2000	Joined the New Hampshire-Vermont Chapter
40	Missouri		10/24/1995	Entered at the 33rd. Annual Meeting in Baltimore, MD
41	West Virginia		10/24/1995	Entered at the 33rd. Annual Meeting in Baltimore, MD
42	Kentucky		9/24/1996	Entered at the 34th. Annual Meeting in Portland, OR

43	Nevada	Great Basin	9/24/1996	Entered at the 34th. Annual Meeting in Portland, OR
44	Arkansas		10/28/1997	Entered at the 35th. Annual Meeting in St. Louis, MO
45	Louisiana (See Note 4)		10/27/1988	Re-entered at the 36th. Annual Meeting in Charlotte, NC
		Caribbean Puerto Rico		
46	Puerto Rico (See Note 5)	Rico	5/21/2009	Entered at the mid-year meeting of the IB

- Note 1: It is assumed that the new NE-IA Chapter separated in either 1982 or early 1983 (this was planned when the NE-IA Chapter was chartered. We assigned the early date to NE, as IA did not come into the Association until 1988.
- Note 2: We were unable to find 1988 Annual Business Meeting minutes. However the August 21, 1988 IB annual meeting minutes list PA as a chapter. On the other hand, a listing provided by SWANA offices indicates that PA was granted provisional chapter status on August 21, 1988. There is no indication that PA was chartered in 1989 or 1990. Consequently, unless further information occurs, the author has arbitrarily assigned 1988 as the anniversary date for the Pennsylvania Keystone Chapter.
- Note 3: Around 1990 the charter was dropped as an instrument of joining SWANA. Incorporation and adoption of the Affiliation Agreement were the official steps of entry into SWANA.
- Note 4: Louisiana originally was chartered as a GRCDA Chapter on 8/19/1982 at the Dallas, TX annual business meeting. The chapter ran into difficulties and the chartered was lifted. Consequently, the action taken in St. Louis was a re-chartering of the Louisiana Chapter.
- Note 6: Originally, the membership approved the acceptance of an organization as a Chapter. However, in time, this authority was given to the IB by the membership. At the time, the formal process for chapter development included a Provisional Chapter step and then when all paperwork requirements are met Chapter status is awarded by the International Board of Directors.

GOVERNANCE AND MANAGEMENT

1979:

Governance

Throughout this section of the SWANA history members of the Executive Committee (EC), International Board of Directors (IB), and key committee members are included to recognize the many individuals who made major contributions to the growth and change of SWANA. Their many dedicated hours of efforts resulted in the change of GRCDA from an essentially west coast association totally staffed by volunteers, to SWANA, an international association with a staff to serve as stewards of the Association for the benefit of its membership.

Routinely the EC met 3 times per year, once at the upcoming annual meeting site, once as the next year's annual meeting site and then at the annual meeting. The structure of the EC consisted of the officers, past president and 2 directors and 2 corporate directors (elected by the corporate members). The IB met mid-year at the upcoming annual meeting site.

The composition of the IB in 1979 included the officers plus eight directors from the public sector and six directors from the private sector.

Bylaws were amended during 1979 to add the Seminar Chairman to the EC effective in 1980.

Management

- Lanny Hickman was hired as the Executive Director (ED) on July 1, 1978. He suggested that GRCDA establish a schedule of accounts to manage the finances of the organization.
- Prompted by the ED, GRCDA began to keep a portion of their funds in interest bearing accounts.
- Prompted by **Bob Epler** GRCDA completes and submits paperwork to gain an IRS 501 c-3 non-profit ruling from the IRS (The 501c3 ruling was important to the culture and future of GRCDA. A 501c3 organization falls in the category of research and education. Research and education is the foundation of what GRCDA was and SWANA is. Further, it avoids the designation of a trade association; organizations that are established first to represent and protect the interests of normally an industrial and/or business, for profit organization. SWANA nee GRCDA was organized to provide information and training).
- Prompted by **Bill Larson** GRCDA begins the development of an awards program.
- EC began the development of a Chapter Manual – a document to assist in Chapter formation and in the establishment, growth and management of a GRCDA Chapter.
- GRCDA makes comments on proposed noise and RCRA regulations.
- Following the development of the guidance and criteria, Bill Larson recommended that GRCDA establish an awards program to recognize members; this was approved.
- At the recommendation of the ED, the EC approved the formation of three technical committees; ED authorized to get the three committees established:
 - **Land Disposal Committee** – addressed both sanitary landfill and landfill gas management issues; in time subdivided into a Landfill Management Division and Landfill Gas Management Division.

- **Hazardous Waste Committee** – addressed household hazardous wastes and small quantity hazardous waste generators; in time morphed into becoming part of the Recycling and Special Wastes Division.
- **Resource Recovery Committee** – addressed both materials recovery and waste-to-energy; in time subdivided into a Waste-to-Energy Division and Recycling and Special Wastes Division.
- The ED presents a proposal for an application to EPA for a training, technical assistance and information dissemination grant; this was approved to submit.

1980:

By 1980 the **terms** International Board (IB) of Directors, International Executive Committee (IEC), International Seminar and Equipment Show, and International Seminar Chairman were established.

Governance

Bob Epler, President submitted his resignation, with regrets, on, December 3, 1980 (he was leaving the public sector; officer positions were not open to members in the private sector). Under the provisions of the By-Laws, the Vice President automatically moves up to President; Tim Hunt assumed the position of President. The Board of Directors has the authority to fill the VP presidency. Plans were put into place for this to be done at the Board of Directors meeting in February 1981. Bob's efforts to gain 501 c-3 tax status for GRCDA established the foundation for how the association operates today.

Management

- ED contract was extended for 18 months; previously his contract had been for 12 months.
- Agreement with Waste Age Magazine was continued for another year.

1981:

Governance

No records appear to be available for the meetings of the IB in 1981.

Review of the records of EC meetings in 1981 indicate the following did occur:

- The bylaws were amended to add the International Seminar Chair to the EC. This provision had been removed from the bylaws in the past, but was put back in 1981 under the recommendation of Bob Lawrence. He had served in that position for many years, and had been the primary person in the growth of the annual meeting.
- An increase in dues was approved.
- GRCDA authorized the development of a policy manual to help structure the management and organization of GRCDA and to codify policy and technical decisions made by GRCDA. The Secretary was charged with the responsibility of maintaining a record of policy decisions made. The ED recommended that the Chapter Presidents be used as the review group for proposed policies. The EC concurred with this approach.
- Orlando (1984) (first show west of the Mississippi River) planning was underway. The Orlando Marriott was selected as the headquarters hotel.

Management

By the spring of 1981, growth in GRCD and added responsibilities for staff created a need for adding another staff member to the association. It was decided that a fulltime secretary/staff assistant to the ED should be added. The ED, Lanny Hickman, was charged with looking at options to meet the needs of the headquarters office, and after considering several options he recommended that the offices move to Silver Spring, within walking distance from the Silver Spring Metro Station. The EC approved the move, which was completed in early 1982.

Funds were authorized for the purchase of a word processor (GRCD's first step into the computer world). A \$9 hourly rate for a secretary/staff assistant was approved.

1982:

Incorporation

Chapters were encouraged to incorporate in their respective state or province.

Governance

Insuring the ED and a Contingency/Succession Plan (Interim Successor Plan)

The ED presented a contingency/successor plan for EC consideration and subsequent consideration by the IB. EC directed ED to research the costs for key man insurance for the ED. Eventually a \$100,000 term life insurance policy on the ED was put into place with GRCD as the beneficiary. In addition, a plan for management of the association in the event of the death of an ED and search procedures to select a new ED was under development.

Regionalizing GRCD

In previous meetings Lanny had suggested that the EC explore the concept of regionalizing the IB. Norm Jones presented a report and analysis on a concept of having each Chapter elect a Director to the IB to serve on the IB, 2-year terms, renewable terms; initial first terms would be staggered and decided by lottery. The EC approved the concept and recommended to the IB approval at their next meeting for implementation to begin in FY 83. The ED was to prepare revisions and amendments to the By-Laws establishing this proposal. At the IB April 1982 meeting Norm Jones presented a proposed change in the structure of the IB to create a regional structure and that each Chapter have a director on the IB. The IB approved the recommendations in Norm Jones' report but rationalization did not occur for several more years.

Liability Issues

The EC, and subsequently the IB, began a process to determine the liabilities of the association from acts by the Chapters and by the IB. A study was authorized by the IB to identify potential liabilities. In time this became a major item of maturation for GRCD as it grew in membership numbers, chapters and programs.

Getting the Policy Manual Underway

At their mid-year meeting in 1972 the IB issued guidance to the ED on the development of the policy manual. The following direction was given:

- The ED is to formulate proposed Association policies,
- The ED is to poll the EC for approval,
- The IB is to receive the proposed policies after EC approval for review and comment.
- Following of comments, revisions would be made and a final review by the EC would result in an approved policy.

Policy development proceeded on an as needed basis until 1983 when a formal set of policies and procedures for the development of association policies was instituted.

Management

GRCDA Moves to Silver Spring, MD

By April 1, 1982 GRCDA had moved, (moved to Silver Spring in mid-1981), its offices to 8401 Dixon Avenue, Suite 4, Silver Spring, MD 20910. It was one-block to the Silver Spring Metro Station, 10 minutes by Metro to Union Station in Washington, DC (at the foot of Capital Hill).

GRCDA's Staff

Initially a part time secretary/clerk was employed. However it became obvious that part-time secretarial support would not be adequate to handle the rapid growth of GRCDA both in chapters, membership and the Annual Meeting. ED announced the hiring of GRCDA's first full-time employee – ***Elizabeth Adams-Sheard*** with the title of Administrative Officer. Up until this time, only part-time help was working in the GRCDA Silver Spring offices.

On a part-time basis using office space at Lanny's home ***Kay Hickman*** took on the responsibilities of printing and mailing the newsletter and handling registration for the international seminar and equipment show. As time passed and the association moved seriously into technical symposia, cooperative meeting efforts with the Chapters, and support of meetings in grants and contacts, Kay was designated Meetings Manager and provided complete meetings management services to GRCDA and SWANA.

Financial Management

By the end of 1982 the following financial management practices were in place:

1. Accounts
 - General and Administrative – Silver Spring, MD
 - Convention Account – Silver Spring, MD all revenue and expenses were passed through this account.
 - Special Account – Silver Spring, MD, contracts & grants expenses and income.
 - First Variable Account - Washington, DC, investment funds.
 - International Account – Sacramento, CA, managed by the Treasurer
2. The ED continued to transfer money to the Treasurer as the International Account was under the control of the EC, not the ED.
3. Accounting procedures for the HQ operation were now being reported on a project basis.

5-Year Plan

A revised 5-year plan (through 1985) was approved; key goals were:

1. a full time ED
2. a full time Administrative Assistant

3. a full time Secretary
4. publications of the proceedings of the Annual Seminar and Equipment Show
5. development of a human resources and technical information and retrieval system
6. grow the Association to 25 chapters
7. expand attendance to the Annual Seminar and Equipment Show
8. sponsor 15 GRCDAs sponsored training presentations per year

GRCDAs Hire an Association Counsel

In the spring of 1982 Lanny received a call from **Barry Shanoff**, who he knew from his work at EPA. A meeting was held and discussions focused on the potential for GRCDAs to retain legal services for an Association Counsel. It was apparent that as GRCDAs grew, legal issues were going to reach a point that legal assistance would be needed. An example was the issue of the liability potential between the association and its chapters.

Barry was a good fit, given his time in EPA and his background in environmental law. They struck a deal, contingent on EC approval. Barry Shanoff was approved to serve as Association Counsel by the EC, upon the recommendations of Lanny at the December 8-9, 1982 EC meeting in Winnipeg, Manitoba. He continues as Association Counsel at the writing of this history in 2012, and has been an invaluable asset to the growth and prosperity of the Association.

Exploring a Name Change

The EC began an examination of the feasibility of a name change to be more reflective of the association and the field of practice (solid waste management). First steps were an inquiry to the Chapter presidents to gain their views. The EC found little support for a name change in 1982.

1983:

Model Chapter bylaws were developed to assist new Chapter formation and to assist existing Chapters to bring their operations more in alignment with the overall activities and programs of GRCDAs. IB approved the Affiliation Agreements, Chapter Constitutions, and Bylaws documents and directed the ED to send the documents to all chapters for their implementation no later than 9/1/1985.

At their 1983 annual meeting the IB took action to require each Chapter to participate in the umbrella liability insurance established by GRCDAs. Each chapter was to pay their fair share of the total premium.

Chapters were included as partners in the implementation of the policy to promote certification of landfill managers.

Governance

Following the 1983 annual meeting when the new officers rolled up, Gary Vroman became the Past President. He changed work positions (into the private sector) later in the year and had to resign. Consistent with the bylaws, the most current past president assumed the position. Tim Hunt assumed the position of Past President.

In 1983 the association put into place an automatic roll-up of executive officers (President, Vice President, Secretary, Treasurer and Past President). Under the new provisions Phil Richmond, from Oklahoma, was elected Treasurer, and Ken Smith, TX was elected Secretary.

Legal Relationships Between GRCDCA and Its Chapters

In 1983 the Association began to examine the legal relationships between GRCDCA and its Chapters.

Management

After consideration by a special working group, the IB decided to not consider changing the name of the association.

The focus of the 1983 IB annual meeting was primarily on the liability issues that might occur should a Chapter event result in serious injuries or death, or major damages to a venue. A number of steps were initiated to begin to address this issue:

- determine exactly what should be the future relationship between the Association and the chapters;
- register GRCDCA to do business in the State of MD;
- develop model chapter bylaws with the intent to over time ensure that the provisions of all chapter bylaws in existence were consistent with the model and all new chapters would utilize the model to guide the development of their bylaws;
- amend the association bylaws to include a liability disclaimer covering chapter and association interests as well as individual members serving GRCDCA;
- amend the bylaws to create indemnity for officers and directors against legal expenses and liabilities while servicing as an officer or director;
- assure that the association insurance was consistent with the changes planned in the bylaws;
- begin the development of an affiliation agreement between GRCDCA and its chapters to include:
 - liability insurance,
 - the extent that the chapters are bound by the Association,
 - requirement for chapters to report their activities and finances,
 - the right and conditions to use the logo and name,
 - establish a records retention policy, and
 - conditions related to the endorsement of political candidates and products.

The IB authorized the activation of the first Lawrence Lecture (LL) to be held at the 1985 annual meetings in Denver. LL Board of Trustees was directed to develop procedures and criteria for the selection of the Lecturer.

GRCDCA Logo and Name

The ED was directed to take steps to register the GRCDCA Logo and Name as “service marks” under U.S. Federal trademark law.

1984:

Governance

A new membership category – Honorary/Life began the process of consideration and formal adoption.

Management

- GRCDCA exhibited at the National League of Cities annual meeting and the National Association of Counties annual meeting. Individuals representing GRCDCA at these meetings included Dick and

Shari Townley, Lanny and Kay Hickman, Ken and Wanda Smith. GRCDAs exhibit stood out as the gentlemen wore tuxes and the ladies wore cocktail dresses.

- The ED advised EC/IB that the offices will have to be moved due to the fact that the owner of the row of offices had sold the property; the existing buildings will be razed and replaced with a high-rise office building. The ED was directed to find space in Silver Spring with a long-term lease agreement.
- GRCDAs trademark approved by US Patent and Trademark Office.
- Tony Portolese was requested to write a history of the early formative years of GRCDAs.

1985:

Governance

- The automatic roll-up procedure for officers approved in 1983 finally kicked in, and only one officer position had to be filled – Secretary. Bob Bruhn of Utah was nominated for the position of Secretary; election would be held at the 1985 annual business meeting.
- GRCDAs received an IRS reaffirmation ruling granting it an IRS 501c-3 tax status.
- A number of modifications to the association’s bylaws were approved by the IB at their Spring 1985 meeting including:
 - a change in the Executive Committee to include:
 - President
 - Vice President
 - Treasurer
 - Secretary
 - Past President
 - 1 Corporate Director selected by the IB Corporate Directors
 - International Seminar Chair
 - International Equipment Show Chair
 - 6 IB Corporate Directors representing the following areas of GRCDAs interest:
 - Contract Solid Waste Management Systems Services
 - Manufacturing of Solid Waste Management Equipment and Systems
 - Sales of Solid Waste Management Equipment and Systems
 - Resource Recovery/Landfill Gas Recovery Systems
 - Financing of Solid Waste Management Systems
 - Solid Waste Management Consulting Services
 - The 6 Corporate Directors would select 2 replacements each year from members representing the specific area being vacated, the 6 Corporate Directors select the representative for the EC and also solicit from all Sustaining Members of GRCDAs candidates to fill the upcoming vacancies

Management

- Upon the recommendation of the ED, EC approved moving the GRCDAs International Headquarters from 8401 Dixon Avenue, Silver Spring, MD to Georgian Towers, 8750 Georgia Avenue, Silver Spring, MD (1,100 square feet @ \$13 psf). The move was brought about by two reasons – current building sold and targeted for demolition, and more space needed to accommodate some growth in staff and with new USEPA grants and contracts on the horizon.
- The EC directed the TD to develop a proposed SQWHWG & HHG policy.
- **Tony Portolese** of Whittier, CA completed the early history of GRCDAs. He was assisted by a number of members including **Roy Barbatti, Walter Howell, Phil Richmond, Gerald “Red” Davis, Ray**

Gaskin, Ray Powers, Guy Seymour, Dick Doyle, and Jay "Spider" Davis. He received special recognition at the 1985 International Seminar and Equipment Show.

- The ED recommended to the EC that a study be authorized to examine the feasibility of a scholarship fund recognizing Grant H. Flint, the driving force in establishing GRCDA. The EC approved the recommendation and appointed a committee to make the study. Committee members were **Tony Portolese, Phil Richmond, Wade Beyeler, and Bill Larson**. The scholarship program would be limited to the children of GRCDA members.
- GRCDA international offices make conversion to computers and networking.
- The IB authorized efforts to take steps to obtain non-profit (501 c-3) status for GRCDA US Chapters. Similar arrangements for the Canadian Chapters were to be explored.

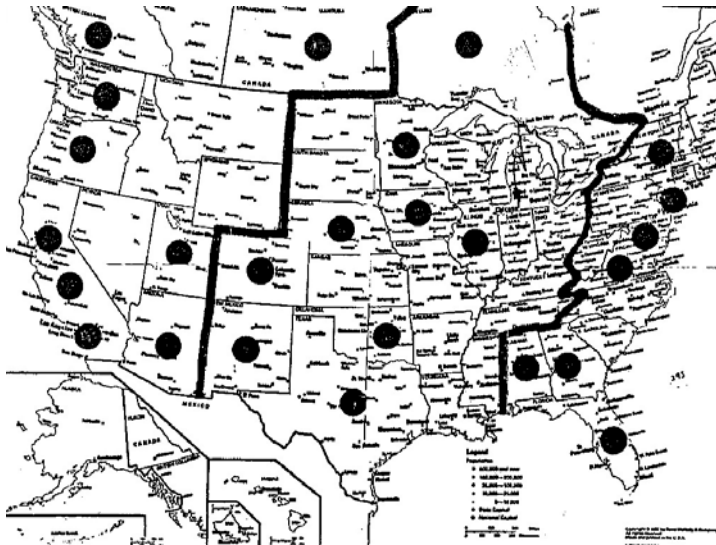
1986:

Governance

- Denny Kerton was selected to serve as International Secretary for 1987.

Management

- In order to accommodate the growth of regional symposia and the annual seminar and equipment show, the EC adopted a policy that required show dates for regional symposia to be approved by the IB, no regional symposia within 1000 miles of the International Show within 5 months of the International Show dates, no chapters hosting the International Show can also host a regional. This decision was adopted as Policy MA-2



- A Rotation policy was adopted for the International Seminar and Equipment Show; North America was divided into three zones and the show would be rotated through each zone. This figure displays the three zones; the dots on the states and provinces denote GRCDA Chapter.
- Efforts with the IRS for non-profit status for U.S. chapters continued.
- Pilot testing of direct billing for membership from HQ was approved.

1987:

Governance

- Bylaws were amended to address the dues structure, i.e., variations in dues, public versus private.
- Bylaws amendments were passed to enable an executive session for the EC on legal and personnel related matters.
- Walt Brodowski was nominated to serve as International Secretary effective in FY 88.

Management

- GRCDA membership reached 2700 in 1987.
- A dues increase effective FY 1988 was approved by the IB.
- Full centralization of membership dues collection was approved effective FY 1989. Pilot testing had proved successful and feasible.
- Lori Swain joined GRCDA in 1987 as a program analyst to work on the EPA funded small quantity hazardous waste generator program. She brought a number of years of experience in environmental work plus a master's degree in environmental science and communications.

1988:

Governance

- Planning was underway to make some major changes in the structure and organization of GRCDA. Major amendments to the bylaws were planned for consideration by the EC and IB in 1989. (See the next section on Management.)
- While a policy manual had been approved, steps to begin the development and implementation of the manual had not been taken. With the addition of Lori Swain and Chris Voell, there was more staff available for support of the technical programs and the growing training and certification programs. This would free up some time for the ED to begin work on the manual, as well as working with the EC in crafting proposed bylaws amendments.
- A training program was developed for orientation to assist new IB members as they began their term on the International Board and Executive Committee.

Management

- GRCDA was actively recruiting a Marketing and Sales Manager who would have major responsibilities for the equipment show and promotion of GRCDA.
- GRCDA continued to search for a full-time Technical Director. In the meantime Clay Ervine was serving on a part-time basis.
- The IB approved the association becoming a sponsor of the American Academy of Environmental Engineers (AAEE).
- The EC in preparation for the 1989 IB meetings submitted to the IB the following recommendations with a request for IB approval:
 - Regionalization of the IB as follows:
 - Establish 4 geographical regional councils composed of Chapter Directors, At-Large Directors and Corporate Directors in each regional council
 - Create the position of Regional Director selected from the members of each Regional Council and add the 4 Regional Directors to the EC.
 - Regional Councils mid-year meetings of IB members in a Region – would be held in place of the mid-year IB meeting,

- Provide IB participation at the EC mid-year meeting through the Regional Director
- Expand the role of the IB in long-range strategic planning through the formation of committees to address GRCDA programs and activities
 - Establishment of Technical Divisions – this action resulting from IB action at last mid-year meeting - proposed bylaws amendments to establish technical divisions.
 - Establishment of an inflationary adjustment of dues – this action responded to an action taken by the IB when they approved the FY 90 budget – proposed bylaws amendment to codify that decision.
 - Provide a means for the IB to determine chapters in good standing – proposed bylaws amendment to codify this recommendation
 - Streamline the bylaws by removing many procedural matters to the new policy procedures and practices manual.
- During FY 88 the IB approved steps to begin development of the GRCDA Policy Manual. The EC took actions on the drafting of a number of policies for subsequent review and approval by the IB & Chapters:
 - Establishment of Policy – recommended approval
 - Technical Division – recommended approval
 - Dues and Rebates Invoicing and Payment Schedule – recommended approval
 - Management of Regional Symposium – returned for further development
 - Election of Corporate Directors – recommended approval
 - Lawrence Lecture and Trustees – recommended approval
 - Annual Awards Program – recommended approval
 - Selection of Sites for the annual convention – recommended approval
 - Roles of Chapter Directors – recommended approval
 - Reauthorization of RCRA – codified a position developed earlier
 - Chapter/ Association Liaisons – recommended approval
 - Prioritization of RCRA – recommended approval
 - GRCDA IB Regional Councils – no action taken by EC
 - Steps taken to amend GRCDA Articles of Incorporation to meet certain procedural requirements

1989:

Governance

- Charley Jordan resigned as International Secretary at the end of 1988. The EC recommended to the IB that NC Vasuki, CEO and General Manager of the Delaware Solid Waste Authority be appointed to complete the 1989 term of International Secretary. The IB approved this recommendation on February 8, 1989 at their winter meeting in Tulsa, OK.
- Curt Kemppainen was nominated to serve as Secretary for the year 1990. The automatic roll-up of officers for 1990 would be Treasurer N. C. Vasuki, Vice President Walt Brodowski, and President Denny Kerton.

Management

- The IB approved the FY 90 budget that included funding for three new staff positions.
- The IB considered the EC recommendation to regionalize the IB and deferred action for one year to allow more time to consider how regionalization would be implemented.

- The growth of regional symposia prompted the need to define the roles and responsibilities of the chapters organizing a regional symposia and the association. This led to the approval of the policy for regional symposia.
- **Brad Roberge** joined GRCDAs as the Marketing and Sales Director.
- **Lisa Wagner Haley** was appointed the Manager of the Technical Programs Department.
- **Lori Swain** was appointed the Manager of the Chapter Programs Department.
- **Chris Voell** was appointed the Manager of Databases and Contracts/Grants.

During 1989 GRCDAs experienced a 20% increase to 4016 members. There were 680 new members; 75% employed in the government sector and 25% employed in the private sector.

GRCDAs Regionalizes

After several years of discussion by the IB and within the Chapters, the IB at their annual business meeting on August 12, 1989, in Tulsa voted to regionalize the governance and management structure of the association. Supporting materials for the IB to consider included recommended changes to the bylaws, and proposed policies and procedures to implement regionalization if the IB approved regionalization. All of this material had been sent to the Chapters well in advance of the meeting. It had also been discussed in some detail in several issues of the association newsletter.

Two regional configurations were placed before the IB, a 5-region and a 6-region structure. A small number of Chapters who opposed regionalization fought a legislative effort to delay action, citing that they had not had a chance to review the documents. It was pointed out by Tim Hunt the many ways that regionalization had been discussed within the association.

A motion to table the proposal failed by a very large margin; a motion to approve the concept of regionalization was approved by unanimous votes. The IB then approved the formation of 5 regions. A three-year review of regionalization was also authorized.

Regionalization brought a number of changes in how GRCDAs governed and managed its association activities:

1. The mid-year meeting of the IB was no longer held.
2. In place of the mid-year meeting of the IB, each of the 5 Regional Councils would hold their own meeting, where agenda items from GRCDAs, as well as regional related items would be addressed.
3. Each Regional Council would choose a Regional Director to plan, organize and manage their regional council and meeting.
4. The Regional Council Directors became a member of the GRCDAs Executive Committee, thereby giving greater input into the management of GRCDAs.
5. The regional structure also gave an established base for the establishment of regional symposia if the chapters within a region wanted to hold such a regional meeting.

1990:

GRCDA CHANGES ITS NAME

Over several years the idea of changing the name of GRCDA was an issue addressed by the membership, the EC and the IB. Pressure for a name change came from some officers, directors, and the Executive Director.

The ED continued to make the point that what GRCDA was now, was nothing like what it was in the early 1960s when it was formed. Further, Lanny pointed out that the terminology of refuse was out of step with current terminology of “solid waste”. He further pointed out that the association was more than a collection and disposal organization – expanding into waste-to-energy, recycling, landfill gas management, manager/executive training, and advocacy. The Executive Committee also supported most of these points.

Eventually, the IB agreed to proceed to consider a name change, and charged the EC to come up with a proposed new name to be considered and brought before the membership. The newsletter solicited comments and recommendations from the membership. Two basic conditions were important in considering a new name – use of the term solid waste and a geographical designation (almost all associations had a geographical designation in their name, i.e. American, National, Eastern, etc.). At a final EC conference call two names were finalists – Association of Solid Waste Professionals (ASWP), and the Solid Waste Association of North America (SWANA). The selection of SWANA was unanimous for a couple of reasons – the acronym was more acceptable than ASWP; it included the international nature of the association; and it clearly defined what we were about – solid waste.

The IB considered a motion to change the name of GRCDA to SWANA at their August 18, 1990 annual meeting. An attempt to delay the name change by tabling the motion was defeated by a vote of 24-8; 7 abstained. A motion to change the name was considered and passed on a 28-11 vote. The IB then passed a resolution that, when the name change was presented to the general membership, the IB would indicate unanimous support for the proposed name change. The proposed new name was presented to the membership at the annual business meeting in Vancouver, and was carried by a very large majority.

The consideration was an emotional one and there was a strong minority of long-term members who really wanted to keep the GRCDA name. A 5-year phase in period was approved. Over that time new membership certificates, membership pins, flags and banners would be purchased by SWANA.

Governance

- The trend toward broadening the participation on governance continued as the bylaws were amended to include a representative of the Technical Divisions in the IB and the EC. The technical divisions were organized into a council of the Division Chairs, and they selected a chair to manage the affairs of the technical divisions. That individual became a member of the IB and the EC.
- The Regional Councils held their first set of meetings in 1990 and also met during the annual IB annual meeting in Vancouver, BC.

Management

- By 1990 the four IB committees – planning, financial, policy, and membership – were fully operational. These committees met in Vancouver and made recommendations to the IB. This approach appeared to work well, it streamlined the business of the IB and gave more time for deliberation on key issues.

- Upon the recommendations of the IB Policy Committee, certain statements in the SWANA mission statement were modified by the IB:
 - to develop an increased professionalism in the field of ~~governmental~~ solid waste management;
 - to develop environmentally sound, economically competitive, an effective integrated solid waste management systems including **reduction**, recycling, collection and disposal of solid waste;
 - to foster development of environmentally safe and technologically sound solid waste management practices and facilities; and
 - to foster a cooperative atmosphere among solid waste management professionals through public education, dissemination of information, continuing education, professional development and research programs to best serve the public interest.
- The Annual Technical Awards Program, Excellence in Solid Waste Management, was instituted.

1991:

Governance

- SWANA membership stood at 6,216 at the end of 1991.
- The regionalization of SWANA was well underway, and it was the consensus of the chapters and IB that the transition had been a success.
- The IB Committee structure was also well into implementation and the character of the IB annual meetings totally changed as:
 - The IB committees held their meetings in advance of the IB meeting, made their decisions and then made their recommendations to the IB.
 - The following summarizes actions of the committees that were approved by the IB:
 - **Policy Committee (PoC)** – begin the process to go to a paper ballot, thereby allowing greater membership participation in elections and other Association membership matters; the establishment of guidelines for chapters hiring staff²; and a process for forming additional chapters from an existing chapter. Upon the recommendations of the Policy Committee, the following policies were approved by the IB:
 - Source Reduction
 - Integrated Solid Waste Management Planning
 - Biomedical Waste Management
 - Managing Ash (MSW Combustor Ash)
 - **Membership Committee (MC)** – a determination that the Affiliation Agreement between SWANA and its Chapters had to be uniform, and that AAs should be reviewed every three years for relevance and currency. The Committee believed that the regional council structure was working.
 - **Planning Committee (PC)** – the PC recommended that, at the Annual Meetings, Regional Council Meetings and IB Committees needed more time to meet; the PC ruled out the concept of reorganizing SWANA into a US and Canadian associations.

Management

² As the chapters grew in size the workload on Chapter/SWANA business became too much for a volunteer base alone. Consequently, some Chapters sought outside help of much of the work normally done by the Chapter Secretary. To avoid conflict and duplication of responsibilities guidelines were proposed by the Policy Committee.

- The ED Transition Committee, (ED Hickman would be retiring in 1996), reported a planned change in the organization due to the rapid growth in membership, programs, policy and advocacy. The planned organizational change would split off current ED responsibilities and create a Chief Executive Officer, a Chief Operating Officer and a Chief Financial Officer position. The ED would continue as the ED and CEO, and the new position of COO would be responsible for the day-to-day direction of the Association. The CEO position would devote more time to outreach activities. The IB approved this change.
- By 1991 SWANA operations were organized and budgeted as follows:
 - Management and Operations – Office of Executive Director and Administrative Services
 - Meetings Management
 - Technical Programs
 - Chapter Programs
 - Marketing and Sales
 - Executive Committee
 - International Board
 - International Solid Waste Association
 - Road-E-Os
 - Landfill Gas Symposium
 - Waste-to-Energy Symposium
 - Recycling Symposium
 - Manager of Landfill Operations Training Events
 - Virginia Waste Management Conference
 - Regional Symposia:
 - Eastern
 - Southeastern
 - Midwestern
 - Southwestern
 - Publications and Memorabilia
 - Scholarship Fund
 - Future Conventions
 - San Jose (upcoming international seminar and equipment show) show)
 - Tampa (upcoming international seminar and equipment
- Key Staff Members included:
 - Executive Director – Lanny Hickman
 - Executive Secretary – Kathy Lane
 - Accountant – Dawn Brown
 - Meetings Director – Kay Hickman
 - Chapter Programs Director – Eileen Crowe
 - Marketing and Sales Director – Brad Roberge
 - Technical Programs Director – Bob Peters
 - SWICH Director & Regional Symposia – Lori Swain
 - Training Officer & Regional Symposia – Chris Voell
 - USEPA Conference Support Grant – Gerri Wyer
 - USEPA International Solid Waste Programs Grant – Bill Forester

1992:

Governance

The IB made a decision to retain the current set of officers for another 12-month term.

- Upon the recommendation of the Policy Committee the following policies were approved by the IB:
 - T-16 – Full Cost Accounting for Municipal Solid Waste Management.
 - T-19 – Importation/Exportation of Municipal Solid Waste
 - T-21 – Controlling the Municipal Solid Waste Stream - The Key to Successful Integrated Solid Waste Management
 - T-22 – Municipal Solid Waste Training, Research & Development.
- The Association filed the appropriate corporation papers to implement the federally registered SWANA name, initials and logo service marks as sole designations in all Association business and affairs.
- The Association established a “paper ballot” process for the election of officers and bylaws amendments.

Management

- SWANA membership stood at 5,328 at the end of 1992.
- A slowdown in the economy affected the Association like any other operating business in North America. The Staff members were active participants in the development of the proposed 1993 budget.
- During 1992 the Association explored the possibility of establishing a staff office in Canada. Plans were to open the office during 1992, but the financial position of the Association delayed the opening of the office for one year. As an alternative, the Association opened a drop box bank account in a Canadian bank in Ottawa. Membership payments of dues for Canadian members were directed to the drop box and the bank processed the received payments and transferred the funds to the US bank of the Association.
- The Association took steps to consider changing the membership categories to four: Regular (working in the public sector), Sustaining (working in the private sector), Agency (a not-for-profit organization) and Corporate (a for-profit organization).
- The IB, upon the recommendation of the Planning Committee, approved the 1994-1998 Five Year Plan.

1993:

Governance

- In 1991 the Association bylaws were amended to assign to the membership the responsibility of amending the bylaws, and to vote by “paper ballot” for the election of the SWANA Officer Corps. Full implementation of these changes occurred in 1993.
- The membership approved a vast array of amendments to the bylaws in 1993. Many of the changes had to do with the name change, chapter relationships/responsibilities of the parent organization. The addition of a Chief Executive Officer, Chief Operation Officer and Chief Financial Officer was also a part of the suite of changes made in the 1991-1993 timeframe.
- In 1993 amendments to the articles of incorporation were approved by the membership to fully implement the federally registered SWANA name, initials and logo service marks as sole designations in all Association business and affairs. Initial steps for this to occur began in 1991.
- The bylaws were also amended to change the fiscal year to July 1 through June 30. This change was primarily to be more compatible with the majority of local governments’ fiscal years.

Management

- In 1993 SWANA added the position of Controller. The responsibility of the Controller was to maintain financial records and financial management for the Association.
- SWANA Headquarters was reorganized into two main operating groups:
 - Technical Assistance, Information and Training Group, and
 - Membership and Chapter Services Group.
 - Moving toward an eventual Chief Executive Office, Chief Operating Officer and Chief Financial Officer management structure – an interim structure as established, including a Chief of Staff, a Head of Technical Assistance, Information and Training Group, a Head of Membership and Chapter Services Group, and a Controller.
- Under this new management structure certain functions currently done by the Executive Director would be transferred to the Chief of Staff. The intent in this step was to begin the transition of change of command when Lanny retired. The focus of the ED/CEO would be shifted more to advocacy, outside networking and building stronger ties with organizations with similar interests of SWANA policy issues and to train the key staff in their roles and responsibilities.
- With the adoption of the new 5-year plan and new management structure the goals of the 5-year plan budgeting and operations were organized by goal. As an example, the 1994 work plan was as follows:
 - Goal A – Advocacy: the major investment would be on Waste Flow Control
 - Goal B – MSWM State-of-Art-Reports: planned reports included MRF, drop boxes designs, leachate management, landfill gas management, ash management, white goods management, waste tire management and battery management.
 - Goal C & D would not be implemented in 1994.
 - Goal E – Membership Management: membership records management, membership growth, support of Chapters, formation of new chapters (targets of opportunity included the Caribbean, Missouri and Kentucky), support of the Road-e-O and future sites analysis and studies.

1994:

Governance and Management

- **Strategic Management Plan** - During 1993, and culminating in 1994 the Association governance and management underwent an intense examination and evaluation. The mission statement, goals and objectives were significantly altered and a new long-range Strategic Management Plan was approved. In a 3-day facilitated meeting, the Executive Committee drafted a new strategic plan based on a proposed new mission statement and 31 new proposed objectives³.

This draft SMP was transmitted to the members of the IB, Chapter Presidents, and Chairs of the Technical Divisions for review in advance of the 1994 mid-year meeting of the IB. At the 1994 mid-year meeting of the IB (held on April 7, 8, and 9, 1994 at the Radisson Hotel in north Dallas), each objective was reviewed and discussed, modifications were made based on a majority of those attending and representing all segments of the Association's members, and then voted on for adoption. While it may

³ Readers should keep in mind that the culture of SWANA was crafted to ensure that governance had full representation of the key organizational elements of the Association – the International Organization, the Chapters the Technical Programs (Technical Divisions) and the Annual Technical Seminar and Equipment Show. Consequently, the structure of the EC included the elected officers (the International Organization), 5 Regional Council Directors (representing the Chapters), The Technical Divisions Director (selected by the Chairs of the Technical Divisions to represent the Association's Technical Programs) and the International Seminar Chair and the International Equipment Show Chair (representing the Annual Technical Seminar and Equipment Show) Consequently, the draft Strategic Plan, developed by the EC can best be described as developed by the entire membership.

seem tedious. all 31 of the objectives will be reviewed here, primarily because the actions taken at this meeting shaped the future direction of SWANA. In all instances each objective was assigned to one of the IB Committees (Policy, Planning, Finance, Membership/Chapters) for oversight and implementation, working with Staff.

Objective 1 – Identify the Association’s Customers – the objective addressed the historic nature of SWANA as an organization that was based on public sector solid waste management professionals and organizations. The private sector was dealt to some degree as a secondary level of membership. Two key issues were discussed, but not acted on – limiting the officers to public sector and a different dues structure for public and private employees. These two issues were eventually addressed in the coming years. This objective was adopted.

Objective 2 – Develop consensus of roles and responsibilities between the EC, IB, Chapters and Staff pertaining to decision-making, planning, implementation and evaluation. This objective reflects the growth and change of the Association from a totally member driven organization to one with a staff empowered to keep the organization running and strong. It was noted that the Chapters, through the EC and IB, had great responsibilities in the direction of the Association and its programs. The objective was adopted.

Objective 3 - Develop a Marketing Plan to address the needs of the majority of customers identified in Objective 1. There was some discussion that the customer base was changing as SWANA expanded its programs in training, certification and advocacy.

The objective was adopted.

Objective 4 – Develop a Strategic Management Plan to address SWANA’s Mission – this meeting was doing precisely this.

The objective was adopted.

Objective 5 – Develop a Program Plan for FY 96 – there was very little discussion of this objective other than agreement.

The objective was adopted.

Objective 6 – Effectively Communicate the Mission, Goals and Objectives to the Membership – There was strong agreement on this objective. It is interesting to note that discussions led to identification of a general consensus that SWANA had a broader role than its historic local government culture – to assist all solid waste management professional; recognize the fundamental responsibilities of local governments to provide for municipal solid waste management needs. This outlook eventually resulted in a policy position that local governments had the responsibility to ensure environmentally and economically sound solid waste management services, but that local government need not deliver those services.

This objective was adopted with a change in wording to *develop* a process to communicate, etc.

Objective 7 – Provide a larger and more stable revenue base for SWANA – was modified to read provide a *sufficient* and more stable ---

The objective was adopted.

Objective 8 – Foster Trust between the Chapters and the Association – was modified to read: Foster Trust between the Chapters and the *IB, EC, and Staff*.

The objective was adopted.

All of the objectives listed below 9 through 31 were adopted; for the most part without change.

Objective 9 – Establish goals the are consistent with the mission statement

Objective 10 – Have the Chapters and the Association function as unified organization.

Objective 11 – Create unanimity among the Chapters and the Association on the SWANA Mission.

Objective 12 – Determine if SWANA should continue to be an advocacy association – there was strong support for an advocacy role for SWANA.

Objective 13 – Consider all viewpoints via a forum/process to debate issues and develop strategies to

resolve issues to the extent possible.

Objective 14 – Eliminate the discriminatory structure of the Membership Classes – changed to read:

Address the structure of the Membership Classes.

Objective 15 – Develop a Transition Plan for the Executive Director – with the change of Executive Director on the horizon, (September 1996), a working transition plan was already in place. The IB wanted the transition plan updated and adopted. The language was changed to read: *Develop a New Transition Plan for the Executive Director.*

Objective 16 – Provide Staff to support the Mission of the organization – a number of caveats were adopted to better define objective 16. These included: Staff, Chief of Staff, ED; endorsement of the implementation of SWANA's staffing plan through the review and approval of the budget and planning process; and development of a staffing plan to support the Strategic Management Plan.

Objective 17 – Develop strategies to increase SWANA's influence in setting national policy – the word *international* was added after national.

Objective 18 – Develop a program to enhance (increase) volunteer participation.

Objective 19 – Communicate and educate the integrated solid waste management policy makers of the practical realities of integrated solid waste management.

Objective 20 – Develop strategies to increase SWANA's influence in setting state and local policy. The IB redirected the emphasis to Chapters rather than SWANA, and referred the objective to the Policy Committee for implementation.

Objective 21 – Develop programs that will assist practitioners to develop skills to keep up with the evolution of integrated solid waste management.

Objective 22 – Train and facility the certification of solid waste professionals.

Objective 23- Develop universally accepted definitions for the solid waste industry.

Objective 24 – Foster the establishment of standards of practice in the solid waste profession.

Objective 25 – Support research and development and innovation in the solid waste profession.

Objective 26 – Establish favorable SWANA name and product recognition.

Objective 27 – Establish an effective public relations program.

Objective 28 – Expand and enhance the networking between SWANA and other associations.

Objective 29 – Develop policies and programs that are sensitive to geographic differences.

Objective 30 – Educate the public regarding environmentally and economically sound solid waste management practices.

Objective 31 – Provide field training for Staff. – changed to read: Develop a staff/education program including field assignments.

Following the rigorous review of the objectives of the SMP and the goals within each objective, the common objectives were consolidated for planning and implementation.

Objectives were assigned to the four IB Committees. The four IB committees met and discussed the objectives and developed plans and schedules for implementation. Reports of these committee meetings:

- ***Finance Committee (objectives 7 & 16)*** – recommended establishment of an investment policy, turned down a Staff recommendation to require the Chapters to pay the costs of their chapter corporation registered agent, turned down a Staff recommendation to terminate the annual road-e-o; implemented the inflationary adjustment provided in Policy MA-4 effective FY 95 with a 5% inflationary adjustment; Objective 7 & 16 were assigned to the FC: for a more stable revenue base the FC would be considering separating dues for the international and chapters; for the staff to support the mission, the chose to defer consideration until the next meeting.
- ***Policy Committee*** – the Policy Committee recommended regrouping the objectives, perhaps under

the 4 proposed SMP goals and the creation of a 5th Goal: Further Research, Development and Demonstration. This recommendation was approved. Grouping and consolidation was agreed upon. **Objectives assigned to the PC for grouping and consolidation were 9, 12, 13, 17, 18, 19 and 20.** The PC recommended that Objective 13 which dealt with a proposed forum/process be eliminated – approved by IB.

- **Membership/Chapters Committee (Objectives 1, 2, 6, 8, 10, 14, 29)** – surveys were planned to better identify the membership and market; an organizational flow chart would be developed to define the roles and responsibilities within the Association; the SMP was noted as brining about increased and improved relations within the Association; a sub-committee was established to review possible changes and adjustments in the membership classes, and several other sub-committees were being formed to example the balance of the objectives assigned to the MCC.
- **Planning Committee (Objectives 3, 18, 5, 16, 21, 22, 23, 24, 25, 30)** – the PC proposed to expand the opportunities for membership in the Technical Divisions by adding an Associate category. The IB concurred. The PC proposed that under Objective 3 that the marketing plan should focus on recycling, MRFs, and composting; collection; transfer; landfilling; and WTE; and successful chapters would be examined to attempt to define success in volunteer participation.

Strategic Management Plan Goals were approved with the objectives folded under those goals. The goals would guide policy, budgeting and Association programs in the future. The five goals were:
Goal A -To Develop And Promote Policies To Advance The Mission Of The Association.
Goal B – To Provide Training, Continuing Education And Information For The Practice Of Municipal Solid Waste Management.
Goal C – To Further And Encourage Innovation In The Field Through Research, Development And Demonstration (RDD).
Goal D – To Create Unity In The Management And Operations of SWANA.
Goal E – To Generate Revenue To Support The Mission And Goals of SWANA.

Executive Director Transition – with the pending retirement of the Executive Director Lanny Hickman at the end of FY 96, efforts were well underway by the Selection Committee to identify acceptable candidates.

1995:

SWANA OPENS THE RANK OF OFFICER CORPS

At the 1995 Annual Business Meeting, October 24, 1995, Baltimore Convention Center, Baltimore, SWANA took another major step toward becoming an association of professionals. The International Secretary Steve Maguin reported the results of the membership vote on a number of bylaws amendments⁴. After 30+ years of limiting the officers to employees of public agencies, a paper ballot to allow Retired Members, Life Members and Sustaining Members to serve as officers in the Association amended the bylaws. The vote on the two proposed amendments was:

Life Member: For 856 Against 197

⁴ Several years before 1995 the bylaws were amended to go to a paper ballot for the election of officers and amending the bylaws. This change expanded membership participation in the governance of SWANA.

Sustaining Member: For 755 Against 289

The amendments also limited the number of Retired Members, Life Members or Sustaining Members to one of each category that could be serving at any time in one of the four offices – President, Vice President, Treasurer, or Secretary. This insured that employees of public agencies would always have a majority on the Officer Corps

Governance

The members approved a number of other important amendments to the bylaws by paper ballot:

- Add the position of International Show Floor Manager to the Executive Committee, International Board of Directors, and Regional Councils.
- Established the position of Canadian Representative to the Executive Committee, International Board of Directors, and Regional Councils. The Canadian Representative position was established to ensure that the special needs of the Canadian members of SWANA were represented at all levels of governance of SWANA. The Canadian members would select the representative.
- Established the quorum for the IB to do business at 50% of all the members of the IB. This amendment was another step to provide for broad participation in the governance of the Association.

Management

A number of policies were approved in 1995:

- SWANA's T-28 Advocacy Policy was approved based on the two following principles
 - ***SWANA's Guiding Principle was modified to read:*** Local government is responsible for municipal solid waste management, but not necessarily the ownership and/or operation of municipal solid waste management systems.
 - ***SWANA's Advocacy Policy was modified to read:*** SWANA's advocacy shall represent the professional interests of its members.
- MA – 2 Regional Symposia Policy was modified and approved.
- MA – 4 Dues Schedule – Proration of Dues Policy was modified and approved.
- MA – 21 Roles and Responsibilities of WASTECON Host Chapters Policy was approved. This policy warrants a bit of discussion. Historically the host chapter of the annual meeting received a straight 10% of the net of the annual show. Over the years as the annual meeting grew in size and complexity, the tasks and workload for a host chapter grew. Frequently, there was disagreement between the annual show management, (SWANA Staff and IB International Seminar and Show Chairs), and the host chapter on the efforts of the host chapter. It was clear that a better-defined role for host chapters with clear tasks and outputs, as part of the management manual for the annual meeting would minimize the chance for disagreement. Tasks with clear definition and outputs for a host chapter were developed and crafted into an Association policy. A dollar value was assigned to each task. A host chapter could, therefore, based on their membership size and ability to carry out a task, pick those they wanted to do and annual show management would do the balance.
- MA – 22 Financial Investment Policy was approved.
- MA – 28 Definitions of Municipal Solid Waste Management Policy was approved.
- MA – 26 Paper Ballot Procedures began the process of review within the Association.
- SWANA membership stood at 5,877 at the end of 1995.
- Senior Staff Transition – the transition to establish the positions of Chief Executive Officer, Chief

Operating Officer, and Chief Financial Officer was well underway in 1995.

- **New ED/CEO Selection Process** – A search team composed of members of the Executive Committee had been established. A selection process plan with criteria had been developed and a scoring process was to be used, based on interviews, to rank the candidates. Advertisements were being placed in the trade magazines and journals and the Association newsletter would also include advertisements. The Executive Committee was directed and authorized to hire, on or before July 1, 1996, an Executive Director/Chief Executive Officer, who would take the position effective October 1, 1996.

1996:

Governance

- *Sept. 1996 IB Annual Meeting – Portland, Oregon*
- John – CEO Designate: said under Goal Four – Create Unity in the Association: Dr. Skinner said that this is his chief job – to provide leadership and inspiration, trust – with democracy and transparency – no hidden agendas; to continually upgrade quality of management systems; develop and lead a Staff that is innovative, quality and service oriented and respected by the Members, and to support the IB.
- John was President of ISWA (term ending in Oct. 96 – and then serve as Past President for 2 years.)
- Kentucky, Nevada and Arkansas approved as Provisional Chapters
- IB/EC Evaluation process being considered
- Technical Policies being consolidated
- Tech Division Chapter Liaisons being put in place for first time
- MOU signed and ratified with APWA.
- Applications for WASTECON name and logo complete in spring of 1997
- MOLO name and initials approved in 1996

Recruitment of the New Executive Director/Chief Executive Officer

Over 100 candidates responded to the request for interested persons. Of the 100, after screening by the Transition Committee, 50 met the steps in applying for the job. Each of the 50 were scored by each member of the Transition Committee and a list of 9 candidates resulted. Eight of the nine were interviewed over a period of 2 days in Baltimore. By mid-May 1996 there was a final list of 3 and negotiations were underway with two of these candidates. A subcommittee of the Transition Team, was established to negotiate contracts with the two candidates. The Contract Committee consisted of Steve Maguin, Tim Hunt, and Durwood Curling. A final recommendation was expected to be presented to the EC at their June 1996 meeting in Nashville, TN.

Management

- **SWANA Website** – The website was designed on put on line by SWANA interns.
- The invested funds of the Association had a 15+% return during 1996.
- This was an experimental year to test to see if IB Committee and Regional Council meetings could be conducted the first year that no mid-year meeting of the IB was held. Rather, the SWANA regions held their mid-year meetings and the 4 IB committees held their mid-year meetings. Almost unanimously, after the experiment, members of the IB voted to go back to a mid-year meeting where everyone met in one place at one time.
- **Mid-year 1996 GRCD had 6,100 members.**

- **IB and SWANA Staff** – By 1996 SWANA had a staff with experience in the programs and operations of the Association. Responsibilities had been delegated from the Executive Director/CEO for the day-to-day operations to Lori Swain, Chief Operating Officer; management of technical programs to Chris Voell, Manager of the Technical Programs Group and WASTECON, membership and SWANA marketing to Brad Roberge, Marketing and Sales Director. Budgeting was the responsibility of Dawn Brown, Controller. *These four people, plus Kathy Lane, Executive Secretary and Kay Hickman, Meetings Director were the group that made SWANA run and be successful.*
- **The Solid Waste Magazines and SWANA** - SWANA had a fairly good relationship with the four solid waste management magazines that were relevant in 1966 – World Waste, MSW Management, Solid Waste Technologies, and Resource Recycling. These magazines provided mailing labels for the promotion of SWANA symposia, training programs, and WASTECON. The Association toyed with the idea of utilizing one of these magazines as the official journal for SWANA. Ultimately, it was decided, that such an idea had merit, but the Association needed broader coverage until such a time that SWANA had reached a critical mass in its membership and programs. Eventually, MSW Management became the house journal for SWANA; a good decision by the new SWANA CEO/Executive Director.
- **APWA & SWANA** – a formal Memorandum of Understanding (MOU) had been developed to increase the cooperation of the two organizations in areas of common interest. There was a good deal of wariness in both organizations about how this cooperation would roll out over time. To some degree, where solid waste management was concerned, the only commonality between the two organizations, there was competition for the solid waste association dollar. This was an embryonic program and its ultimate maturation would have to occur beyond 1996.
- **Scholarship Program**
 In an effort to promote education and professional development, the Grant Scholarship program was approved by the IB at their annual meeting, August 10, 1996 in Reno, NV. The ED was directed to develop funding and an operating plan.
 The program is initiated by the Chapters through their Chapter Scholarship Committee. Eligible candidates must be natural or adopted children or grandchildren of a Member (sponsor) in good standing as of May 1st of the calendar year. SWANA student members in good standing are also eligible for Category II.
- **Hickman Internship Program**
 The initiative for a SWANA Lanny and Kay Hickman Internship Program was put forth in 1996, and the funds to support the program were established in 1998 to honor Lanny and Kay Hickman (Lanny, the retired Executive Director of SWANA and Kay, the retired Meetings Director) for their many tireless years of service to the Association and the field of solid waste management. The program is intended to provide an opportunity for selected college and university students to integrate his/her classroom skills with a supervised work experience including, but not limited to, investigative and analytical research, writing brief documents, and the development of technical reports.
- **International Activities** – SWANA was the National Member for the US and Canada in the International Solid Waste Association (ISWA). The activities were funded through the US/CN Solid Waste Federation that was funded essentially by SWANA. Measurable financial support for the federation work came from EPA. EPA funding was not going to continue and the Association made the management decision to continue to represent Canada and the US in ISWA, but to terminate the activities of the federation.

1997:

Governance

Executive Director and CEO John Skinner took his position with SWANA in August 1996.

May 1997 – IB Mid-Year Meeting – St. Louis, Missouri

Change to Bylaws – 6.2 – approved by IB and voted on by the Membership: 6.2 – Qualifications. At any time no more than one officer shall be from Life, Retired or Sustaining Member classes; provided, however, that an officer who is a Regular Member and who becomes a Retired or Life Member is still eligible to hold office.

October 1997 – IB Annual Meeting – St. Louis, Missouri

IB gave general empowerment to ED/CEO and General Counsel to produce the formulation of a SWANA position on legislative issues that impact the industry on the whole and to revisit the advocacy structure. Decision to place Bylaws amendment on the ballot: If an existing officer changes his/her job and goes from a Regular to a Sustaining Member, and as a result of that, violates the rule of one Sustaining Member sitting in the chairs, that individual should be allowed to finish his/her term and complete the process of moving through the officer chairs.

Training Manual Updates/ Training Initiative

- 1500 people were trained in FY 96
- 1997 efforts included: 2 on-site training packages, Home-Study Packages (4 available) new certification category “Technical Associate” for day-to-day managers of SW facility or program, excellence awards expansion “Christmas Tree Recycling Excellence Awards Program, Tech Division Information Service (TDIS) program completed 2nd year with 1200+ participants, new structure for Tech Divisions and Committees and home page on internet had 90,000 hits
- The Association began general discussions about new membership classes at a lesser cost and about membership classes, other than Regular Members, serving as officers. This issue will continue for several years before resolution.

Management

- Over the years the issue of the requirement for Chapters to have liability was always a somewhat contentious issue. The insurance was purchased by SWANA on behalf of the chapters and the cost was allocated evenly to all chapters. At the mid-year meeting of the IB this issue once again was discussed. The decision was to split the cost – 50% would be divided equally and 50% would be apportioned based on Chapter membership size.
- Regional realignment was considered and was to be studied by the Members/Chapters Committee with a report due to the IB at a later date.
- The IB approved \$25,000 for bonuses for the staff for a very successful 1997.
- **The Senior Executive Seminar** was held for the first time in 1997 – and has continued as a successful event.

1998:

Governance

July 1998 – IB Mid-Year Meeting – Vancouver, BC

- Direction from IB that General Counsel and ED/CEO solicit, from all Chapters, updated review and certification of Chapter Bylaws

- New Hampshire/Vermont Chapter becomes Northern New England Chapter

October 1998 – IB Annual Meeting – Charlotte, North Carolina
Louisiana approved as Regular Chapter

1999:

Governance

- *June 1999 – IB Mid-Year Meeting – Denver, Colorado*
- “Blue Border” policy approval process replaced with MA-0
- *October 1999 – IB Annual Meeting – Reno, Nevada*
- IB support nomination of Past President NC Vasuki for President/VP position of ISWA, and nomination of Technical Division Director Greg Vogt for position of ISWA Chair of the Sanitary Landfill Group – emphasizing the importance of SWANA’s involvement in international issues.
- IB passed a motion that the Association should make updating the training materials a top priority – and to include all certification courses

2000:

Governance

- First “Officer Transition Meeting held in Silver Spring in September 2000
- *June 2000 – IB Mid-Year Meeting – Beaver Creek, Colorado*
- Year of many policy developments/updates/revisions
- Tire, C&D and Composting courses being developed
- Braining storming on E-Business Strategy
- *October 2000 – IB Annual Meeting – Cincinnati, Ohio*
- Applied Research Foundation discussion paper presented
- Guest from Mexico, Alberto Garza Santos of Promotora Ambiental S.A. de C.V. spoke to IB about SW management in Mexico and interest in forming a Chapter
- **EC – Strategic Planning/E-Business Strategy**
- In June 2000, at the SWANA International Board Mid-Year Meeting, SWANA’s IB spent a day “thinking outside the box”, exploring new ideas and different ways to accomplish the association’s mission. This resulted in identification of 5 key areas in which SWANA could make changes to significantly improve the association and its ability to deliver to the membership. The two major pushes were Training Courses and E-Commerce capabilities – and to support these efforts the Association initiated a Chapter Training Loan program.

2001:

Governance

- *June 2001 – IB Mid-Year Meeting - Silver Spring, Maryland*
- E-mail correspondence primarily used at this time
- After an invitation to the TDDs to attend the Mid-Year Meetings, TDD Vogt encouraged the President and IB to keep the invitation open for the TDDs to attend future IB Meetings.

- Motion to change fiscal year from ending Sept. 30th to end August 31st, effective in 2003; sent to Membership vote approved in 2002
- *October 2001 – IB Annual Meeting – Baltimore, Maryland*
- Motion made to ask the ED/CEO, Staff and EC to pursue the concept of accreditation for SW management organizations in North America
- Updating of SWANA logo approved

- **Applied Research Foundation**

The SWANA Applied Research Foundation (ARF) was founded in 2001 and is now in its eleventh year (FY2012) of research.

The purpose of the ARF is to fulfill SWANA's mission of "advancing the practice of economically and environmentally sound MSW management" by conducting collectively-funded and defined applied research projects that address pressing solid waste issues identified by the Foundation's subscribers. The ARF is funded by member jurisdictions and other organizations which contribute an annual subscription fee that amounts to a little over a "penny per ton" of the solid waste collected or managed annually through their systems.

ARF subscribers belong to one or more of four research groups that direct the Foundation's research activities.

- Recycling (Including Waste Reduction and Composting)
- Collection (of Mixed Wastes, Recyclables, Yard Wastes, Bulky Wastes and Special Wastes)
- Waste-To-Energy (and Other Recovery Systems), and
- Disposal.

- **MA-0 Process**

The "Blue Streak" process - (policy titled MA-0 - Management and Administrative Practices - Policies and Procedures for Establishing SWANA Policies) - which is the association's policy development and approval process – was approved in March 2001.

2002:

Governance

- *June 2002 – IB Mid-Year Meeting – Edmonton, Alberta*
- *October 2002 – IB Annual Meeting, Long Beach, California*
- Staff asked to develop a Media Strategy to increase name recognition and visibility of SWANA
- "Sustaining" Member changed to "Corporate" Member
- Development of "Pushing the Envelope" Paper as a guidance document

- **MA-29 – Policies and Procedures for SWANA's Internet Site (October 2001), and Internet Site Guidance Document**

This Guidance Document was developed to supplement and complement SWANA Policy MA-29. The purpose of the Guidance Document was to guide SWANA staff on the day-to-day decisions involving SWANA's Internet site. Additionally, SWANA staff, the International Board (IB) standing committees, and the IB would consult both documents when proposing modifications to an existing Internet service or proposing a new Internet service in order to maintain

consistent positions and determine if the existing documents would require revisions in order to accommodate the proposed change or addition.

2003:

Governance

- *June 2003 – IB Annual Meeting – Atlantic City, New Jersey*
- Change in Bylaws to eliminate language that restricts the number of Life, Retired or Corporate members sitting on the Officer Corp, but noting that not more than one sitting officer may be employed by the same employer – motion passed 36 to 11; motion would go out for membership vote
- Small Haulers/Small Consultant Membership Category changed to Small Business; Small Distributor category added (staff of less than 10 people)
- *October 2003 – IB Annual Meeting – St. Louis, Missouri*
- IB Minutes approved to be in summary format
- Motion from previous meeting in June 2003 regarding Bylaws language change (Section 6.2) rescinded; revised motion approved 48 to 2:

ACTION ITEM #4: TO PUT OUT FOR MEMBERSHIP VOTE A BYLAWS CHANGE TO SECTION 6.2 AS FOLLOWS:

Qualifications. All officers of the Association shall be Life, Regular, Retired or Corporate Members in good standing at the time of their election. Not more than two officers shall be members of the same chapter, and no person may serve concurrently in more than one office. ~~At any time no more than one officer shall be from the Life, Retired or Corporate Member classes; provided, however, that an officer who is a Regular Member and who becomes a Retired, Life or Corporate Member may complete his/her term of office and shall be eligible for nomination and election to succeeding offices even if, as a result, more than one officer is from said classes.~~ **At any time no more than two officers shall be from the Corporate Member class, except that an officer who is a Regular Member and who becomes a Corporate Member may complete his/her current term and shall be eligible for successive offices. Two or more officers shall not be employed by the same entity, except that an officer who involuntarily becomes employed by an entity where another officer is employed may complete his/her current term and shall be eligible for successive offices. An officer who voluntarily becomes employed at such an entity may complete his/her current term, but shall be disqualified from successive offices.**

- **Advocacy Program** - The Advocacy Program continued to grow and gain in strength and effectiveness.

2004:

Governance

- *June 2004 – IB Mid-Year Meeting – Silver Spring, Maryland*
- *September 2004 – IB Annual Meeting – Phoenix, Arizona*
- Chapter Loan Program is suspended to new funds and roll-over of existing loans
- West Virginia Chapter disbanded

2005:

Governance

- *June 2005 – IB Mid-Year Meeting – Boulder, Colorado*
- Motion as result of Brain Storming session:
- “SWANA will continue to work to make WASTECON the premier event for our exhibitors, attendees and members. SWANA will explore joint conference trade-show partnerships with other associations and the Executive Committee will establish a 5-person committee to carry this out. SWANA will defer consideration of consolidation of WASTECON with WasteExpo.”
- *September 2005 – IB Annual Meeting – Austin, Texas*

Significant Event

Hurricane Katrina Response

In the aftermath of Hurricane Katrina, many of the SWANA members expressed a desire to share the experience and lessons learned by those who have previously had to deal with the management of disaster debris. The *State of Louisiana Department of Environmental Quality* requested assistance from the Association, and the eight technical divisions developed a report summarizing responses received from SWANA members, as well as other referenced documents, regarding the management of disaster debris; the document was compiled by the staff of SWANA’s Applied Research Foundation. Also a memorandum was developed by the staff of the Monterey Regional Waste Management District specifically for the solid waste managers responsible for managing the disaster debris from the hurricane.

In addition to providing this help, SWANA was able to collect and donate over \$26,000 to the American Red Cross, including sizeable donations from many of our Chapters and those closely associated with SWANA

2006:

Governance

- *April 2006 – IB Mid-Year Meeting – Silver Spring, Maryland*
- Approval of SWANA-USCC Joint statement on Bioreactors and Composting
- **Chapter Partnering/Contracting Events – Chapter Loans**

In April 2006, at the IB Mid-Year Meeting in Silver Spring, Maryland, the IB passed a motion to direct Staff to develop a sustainable 5-year funding plan that would detail funding, and include a Capital Funding Program for updating and expanding SWANA Training and Education, which should include, but is not limited to options for chapter loans, grants, course fees and corporate contributions.

2007:

Governance

- *June 2007 – IB Mid-Year Meeting, San Diego, California*
- *October 2007 – IB Annual Meeting, Reno, Nevada*

Flow Control Statement finalized and approved:

SWANA recognizes flow control as an effective and legitimate instrument of integrated municipal solid waste management. To the extent it is allowed by law and after public discussion, including the

consideration of economic, environmental and social impacts, and input from residents, businesses, and other interested parties, flow control can be implemented without unduly interfering with the free movement of municipal solid waste and recyclables across jurisdictional boundaries.

SWANA Resolution on Rail-Based Transfer Stations finalized:

“Uniformity and consistency in the regulation of rail transportation can deter burdens on commerce and promote efficient rail operations. To that end, Congress created the Surface Transportation Board (STB) in 1995 as the successor to the Interstate Commerce Commission. With exclusive jurisdiction over railroad operations, the STB has the power to exempt virtually any kind of activity deemed to be “transportation by rail carrier” from state and local regulation.

Through various decisions and orders, the STB has ruled that certain waste transloading activities on or near railroad rights-of-way constitute “transportation by rail carrier” and thus are exempt from state laws governing solid waste management.

While SWANA favors smooth operation of this country’s rail system – indeed, a considerable volume of municipal solid waste is safely and efficiently carried to disposal sites by rail – SWANA supports the traditional state and local responsibilities for solid waste management facilities can and should be carried out, and SWANA opposes any exception based on the proximity of the waste handling site to railroad lines.

The STB preemption as applied to trackside solid waste facilities removes critical controls that are essential to mitigating environmental degradation and public health and safety hazards. State and local regulations are not designed to impede the transportation of waste, but rather ensure that these operations are conducted in a manner that will protect the environment and public health and safety in all communities where they are located.

For these reasons, SWANA supports measures to end the STB’s authority to exempt railroad-related solid waste facilities.”

2008:

Governance

- *June 2008 – IB Mid-Year Meeting, Silver Spring, Maryland*
- Funding considered in 2010 budget for translation of SWANA Training Courses and Exams into Spanish
- Direction to identify Small Haulers needs and develop recommendations for programs and services that SWANA could provide
- First direction to EC to evaluate options for adding Technical Division Representation to the IB (report back in Tampa at next meeting)
- *October 2008 – IB Annual Meeting, Tampa, Florida*
- Motion made that EC recommends approval of concept of adding Technical Division Representation to the IB and directs development of policy and bylaws changes necessary to implement; motion tabled to ask EC to provide more alternatives and options at next meeting

Planning Committee recommends that the IB direct the PC to take on and implement the concept plan for increasing the role of SWANA’s Technical Divisions as a guide, and use it to implement FY09 activities and develop the Program Plan for FY 2010

2009:

Governance

- *May 2009 – IB Mid-Year Meeting, Savannah, Georgia*
- Approval of amendment to the Bylaws that would change the fiscal year to begin on July 1st and end on June 30th
- Approval of a 10-month budget for FY 2010 (to begin 9/1/09 and end 6/30/10)
- **New Caribbean/Puerto Rico Chapter**
- Due on large part to the efforts of Tom Parker, Past President, in 2008 SWANA supported the efforts of some local volunteers and SWANA Members in Puerto Rico – resulting in the formation of its newest chapter, originally called the ***Puerto Rico Chapter*** – the first new SWANA Chapter in over 10 years.
- **TDDs on IB** - Although this initiative was initially discussed in 2008, motion was made and passed in May 2009, at the IB Mid-Year Meeting in Savannah, Georgia, to approve the addition of one representative from each Technical Division to the IB for a provisional period of 3-years, pending Bylaws amendment and membership approval. Bylaw amendment was approved by the membership. It was recommended that the Technical Division EC Representative position be filled by one of the seven representatives. Further, the EC would review and recommend IB action at the end of the 3-year provisional period.

2010:

Governance

- *April 2010 – IB Mid-Year Meeting, Banff, Alberta*
- IB develops comments on the report *The Importance of LFG Capture and utilization in the U.S.*
- IB informed that two new Hickman Interns had recently been selected

- *August 2010 – IB Annual Meeting, Boston, Massachusetts*
- Motion was passed to no longer accept new Chapter Training Loans
- P&M Conference excluded in FY 2012 Program Plan and Budget, but FY 2013 budget to include the P&M Conference once again
- SWANA Staff sign a Memorandum of Understanding with Keep America Beautiful to become a National partner for America Recycles Day

Significant Event

Haiti Earthquake – volunteer work

In response to the earthquake in Haiti on January 12, 2010, SWANA provided expertise and assistance in helping develop efficient waste collection routes and automation support. This was initiated with the help of a Captain in the US Army, Andy Coulter of the 82nd Airborne Division and in partnership the Service Metropolitain de Collecte des Residus Solides" (SMCRS) in Port Au Prince. SMCRS is the state-appointed agency to collect and dispose of solid waste in the greater Port-au-Prince area which included 8 cities and a population of 2.5 million.

Jeremy O'Brien, SWANA's Director of Applied Research, coordinated this effort for SWANA; SWANA issued an invitation to members of SWANA's Collection Technical Division to voluntarily participate in the SWANA Haiti Response Team. Based on the responses received, SWANA formed a "SWANA Haiti Response Team" consisting of five SWANA solid waste collection system managers and a SWANA staff person.

2011:

Governance

- *May 2011 – IB Mid-Year Meeting, Lancaster, Pennsylvania*
- Membership Marketing Plan approved and direction given to Finance Committee to develop a plan for financing this program in FY 2012. Approval also given to authorize the ED/CEO to draw up to \$30,000 from restricted reserves to pay for the Direct Marketing Plan, as needed, with concurrence of the Treasurer; to be paid back in two-years.
- Approval that the Membership Committee look into providing CEUs for PEs attending SWANA education and training events.
- Proposal made to link SWANA's e-library with ISWA's Knowledge Base – providing easy access to additional body of information for SWANA members. Also possible free trial ISWA Membership for SWANA Members.

TECHNICAL PROGRAMS

Committee Activities

From the beginning of GRCD, there were many committees formed to address different issues faced by the association, including technical related issues. Many of the committees were “single output committees”, and did not continue over the years. In time, permanent technical committee became technical divisions.

1979:

Work in 1979 by the committees listed included:

- **Equipment Survey** - An equipment survey to determine what types of collection, transfer and disposal equipment was being purchased and used by GRCD members. The product of this effort was viewed as a tool to increase sales of exhibit space at the annual meeting – and was successful in doing so.
- **Contract Service Manual** – This manual was to provide assistance to local governments when considering the use of private solid waste management service providers. Although it was revised over the years, the emergence of the training programs made it ineffective.
- **Specifications Manual** – This manual, never completed in a published format, was to be a template for preparing specifications for the purchase of collection and disposal equipment.
- **Group Life Insurance** – GRCD was investigating and did indeed, provide group life insurance for a number of years. However, it was not successful because most of the membership worked for local governments and their benefits packages usually included life insurance.
- **Chapter Manual** – A “how to” manual for the organization, planning and operation of a GRCD Chapter. The guidelines were not clear in the early years, but this was helped by the implementation of the Affiliation Agreements.
- **Management Plan** – A document to address the management and operations of GRCD evolved over the years, and served as a guide in the establishment, growth and operations of the central office.
-

Working With EPA

At the end of 1979 the ED was in negotiations with EPA to assist them in technical assistance, training and information dissemination. GRCD submitted formal comments on EPA proposed noise and RCRA regulations.

1980:

Waste Age (WA) Magazine

ED reported on the continuation of the agreement between WA and GRCD. The Association had formalized an arrangement with Waste Management Magazine to provide increased support for the annual meeting and technical programs of GRCD. GRCD also had access to their mailing lists for the promotion of membership and chapter development. This relationship was to play a vital role in the early stages of the development of GRCD’s landfill training and certification program. This partnership was fostered by Dick Eldredge, the Technical Editor of Waste Age.

- **Mike Oberman** published the first issue of *Waste Age* (WA) In September 1968. WA's commitment was to bring a broader view of solid waste management to their readership than was presented by Refuse Removal Journal, a publication with a strong private sector bias. A partnership with GRCDA was in the best interest of **Mike** as it gave him an entrée into the public sector of solid waste management which was essentially ignored by the Refuse Removal Journal.
- **Dick Eldredge** served as the Technical Editor for WA. WA was noted in its early years for their roundtable discussions with leaders of the field. WA claimed to be the magazine that coined the word "conglomerates" to describe the emerging national companies like BFI, WMI and SCA. **Dick Eldredge**, a long time member of GRCDA, was a professional colleague with Lanny Hickman in the early years of the federal solid waste program. Eventually he formed his own consulting engineering firm and specialized in sanitary landfill design and operations.

Early Efforts That Eventually Led to The Creation of the Landfill Operators

Training and Certification Program

Introducing the Concept of Certification

The ED proposed to the EC & IB an effort to determine if GRCDA could establish a training and certification program for landfill operators. His recommendation was based on the accepted value that certification achieves for employees:

- pride of job,
- improved operations,
- less violation of regulations, and
- cost savings.

The presentation reviewed certification practices for water and wastewater plant operators. Points covered in the presentation:

- certification for these operators was well established,
- certification is usually mandated by state agencies, and
- certification is an accepted practice by state agencies.

The IB supported the concept of a training and certification program, and directed the ED to proceed with researching the possibility to determine if they should move forward.

Association of Boards of Certification (ABC)

In 1972, U.S. water and wastewater industry leaders began conversations that developed the groundwork for an association to foster operator certification throughout North America. From those early discussions, the Association of Boards of Certification was born.

As of 2010, ABC includes almost 100 certifying authorities representing more than 40 states, 9 Canadian provinces, as well as several international programs. These programs certify over 150,000 water and wastewater operators, laboratory analysts, plant maintenance technologists; biosolids land appliers and backflow assembly testers.

GRCDA research into the certification process began with meetings with ABC to determine how the process worked and whether ABC could be a factor in the certification of landfill operators. From several meetings in Ames, Iowa (HQ for ABC) several things were learned – 1) states did most of the

certification of water and wastewater plant operators, and 2) certification was based on training and was subdivided into segments, i.e., need to know. This second requirement resulted in the creation of classes of operations, i.e., Water Plant Operation 1, 2, etc. This approach did not seem to fit the way landfills were designed and operated, although one could subdivide jobs into certain aspects of landfill operation, i.e. equipment operator, spotter, gate keeper, waste screener, etc.⁵

The First Steps to Create a Landfill Operators Training and Certification Program

ED Hickman met with Dick Eldredge and Mike Oberman to discuss what he had learned from meetings with ABC and his conclusions from those meetings. He noted that ABC was very cooperative and their insights had helped develop some conclusions on how GRCD A could proceed to establish a program of landfill operator training and certification. His conclusions included:

- the states needed to be involved as certifying agencies,
- there appeared to be a market for training as a support for certification,
- the approach of need to know and segmented job tasks used for water and wastewater plant operators did not appear to fit into landfill operations, and
- ABC was not an avenue to help GRCD A implement a landfill operators training program primarily due to their approach of need to know.

From this meeting, Mike Oberman offered to conduct a survey of state solid waste agencies (all received Waste Age Magazine) on their views about landfill operator training and certification. Dick would design the survey, analyze the results and Waste Age would publish the results in the magazine. GRCD A would use the data to formulate a decision on a program in landfill operator training and certification.

The survey was conducted and the results indicated the following:

- the states were very supportive of the need for landfill operator training,
- the states were also supportive of landfill operator certification, however
- the states were not prepared to attempt to establish the necessary infrastructure to do either the training or certification.

The conclusion from this survey was that there was an opportunity for GRCD A to initiate a landfill operators training and certification program. Certification by GRCD A had no legal or regulatory base, but would help achieve some of the goals of a certification program – job/work pride, demonstration of professional qualifications, improved skills, etc. Upfront, GRCD A would make it known that the Association was a training organization, not a certifying organization. The goal of the program was to create a recognized training effort that would result in operators with demonstrated excellence in operating a sanitary landfill to meet state and federal EPA sanitary landfill guidelines and regulations. Individuals who received GRCD A training would be certified to that achievement by GRCD A. It was assumed that in time, the merits of certification would be recognized by state agencies and certification by state agencies would become the norm. In the interim, GRCD A would certify successful candidates based on whatever criteria was established for the training and certification program. Where a state established a certification program, GRCD A would not issue certificates to candidates in that state, but GRCD A wanted their training program designated as a qualified training program for certification in that state.

⁵ It should be noted that although GRCD A moved forward to certify managers, they did in time develop a program for operators – TSLOP (Training Sanitary Landfill Operators).

This design was presented to the GRCDA EC and IB and was approved for implementation. While it was not recognized at this point, this decision created a singular, defined and recognized role for GRCDA that no other organization in North America was offering. It shaped the future of the organization.

The MOLO program did not surface overnight. The development of the training manual and training materials, the written and oral examinations, criteria for certification etc. took time. The following short overview describes the work that went on before the first pilot test of the examination occurred.

Creating the Landfill Operator Training and Certification Program

Three members of the GRCDA Landfill Committee were recruited to help Lanny create a training program. Those members were:

- ***Dick Eldredge*** – *Dick and Lanny were colleagues from the federal solid waste program. Dick spent a good deal of time teaching Lanny the ins and outs of sanitary landfill design and operations. Dick was responsible for the training program in the federal program. In time, the training program became part of the division Lanny director – Technical Operations. The author considers that Dick was the pre-eminent sanitary landfill engineer in North America.*
- ***Art Dunn*** – *Art was a principal staff member of the State of Minnesota solid waste agency. Art's major responsibilities included regulation and training. The State of Minnesota was one of the leaders of state solid waste programs and had a basic training manual for sanitary landfill operations. This manual served as the framework for the training manual developed by GRCDA. Art was involved with the federal solid waste management as part of his functions for the state.*
- ***Larry Crane*** – *Larry had been a member of the federal solid waste program training efforts and had worked for Dick. Larry, as was Dick and Lanny, was a USPHS Commissioned Officer and had been sent back to get a master's degree in Sanitary Engineering. Larry eventually was sent to the State of Iowa on an assignment to assist the State of Iowa in the development of their state solid waste program. In time Larry left the federal government and became the Director of the State of Iowa Department of the Environment.*

The initial efforts were directed at developing a detailed outline and defining the content of each section of the manual. Early on the term “operator training and certification” was addressed. In the construction of a sanitary landfill the term operator was normally used to denote equipment operators, i.e. bulldozer, compactor, front-end loader, etc. There was agreement in the 4-member team that the target group for the planned program was not operators, but the person in charge of the landfill. As a result the role of a manager of a sanitary landfill was determined to be the target audience. At a sanitary landfill the top supervisor may have a title of superintendent, supervisor, foreman, senior operator, chief operator. In many instances, these employees did not have the authority to properly manage operations.

The following requirements for the GRCDA Landfill Training and Certification Program were established:

1. GRCDA would provide training and certification for the proper operation (management) of a municipal solid waste sanitary landfill.
2. The program would be titled Manager of Landfill Operations (MOLO).
3. Sanitary landfills must have on-site, during all open hours, a certified manager of landfill operations.
4. A manager of a landfill must have the following responsibilities:
 - a. Responsibility for compliance with all construction permits conditions, i.e. he/she will be held accountable to build the landfill according to the design and specifications.

- b. Responsibility for compliance with all environmental controls and monitoring requirements, i.e. acceptable of operations of all leachate and landfill gas control systems and compliance with air and water quality permit conditions.
 5. The training course would consist of three-days of classroom lectures and field exercises.
 6. Faculty members (this term was chosen specifically to suggest a higher level of skills than an instructor) would be certified landfill managers.
 7. A written examination and oral interview would complete the training course.
- The purpose of the oral interview was to determine the role and responsibilities of the candidates and if he/she was certifiable. In the early days of the MOLO program the certification requirements were unusually stringent, given the current status, at that time of the quality of landfills and the educational and experience levels of people working on the sites.

Working with EPA

GRCDA was awarded a 3-year training grant from the USEPA Solid Waste Office. Key efforts were to focus on developing information on solid waste management practices for dissemination; small quantity hazardous generator training for local governments; and technical assistance (to be provided by GRCDA members in a peer matching program).

Working with Other US Federal Agencies

GRCDA participated in co-sponsoring with EPA, DOE and NSWMA an International European Waste-to-Energy Conference in Reston, VA, in October of 1980. The conference was to examine European WTE technologies and their operations.

GRCDA also sponsored with EPA and DOE a national conference on Waste Flow Control in February of 1981 (planning was done in 1980).

Landfill Gas Management Program

The ED recommended that a fourth technical committee be formed for landfill gas management. The entry of GRCDA into the technical and political arenas of landfill gas management is the result of efforts by ED Hickman with several members of GRCDA, notably ***Fred Rice*** and ***John Pacey***. In addition, ***Charlotte Rines*** (Frola), of DOE had encouraged the entry of GRCDA into the technical and political arenas of landfill gas management.

1981:

The ED recommended that GRCDA extract the collection papers presented in the last two Annual Seminar and Equipment Shows and publish them as a GRCDA publication; this was approved by the EC.

1982:

GRCDA Library

The EC authorized the establishment of the GRCDA library at an expense of \$1,500, using the ED's personal technical library for the basic initials holdings. The catalog for the library was published near the end of 1982.

Advocacy

- The association was closely following and interacting with stakeholders on upcoming federal action on tax incentives, IDBs and PURPA. HQ planned to survey affected members to gather documentation on impacts from these various national initiatives. The documentation would be useful in dealing with the Congress and federal agencies. The approach used included bringing members into Washington to meet with their congressional representatives.
- The ED continued to build partnerships with National Association of Counties (NACO), The National League of Cities (NLC), and International City Managers Association (ICMA). While the partnerships were doing well with NACO and NLC, efforts to partner with the Conference of Mayors was not successful primarily due the fact that NLC had formed a solid waste group within their operations and therefore did not see any advantage in partnering with GRCD.

1983:

Certification Policy Adopted

Based on the survey of the states in Waste Age Magazine and further analysis, the ED recommended to the EC that GRCD adopt a policy endorsing certification of solid waste facility operators. The IB approved the EC recommendation to adopt the proposed certification policy at their spring meeting held in St. Paul, MN April 6 & 7, 1983. By then, the Manager of Landfill Operations (MOLO) was ready to launch.

Other Activities

- The small quantity hazardous waste generator project, funded by USEPA was underway by April of 1983. **Clay Ervine**, in a consulting role, was serving as the principle technical person on the project. **Chris Voell** had been hired as a Program Analyst for the project. The grant provided funds for the hiring of these two positions. The project was a three-year effort.
- A GRCD corporate member raised an issue of competition between corporate members and GRCD in the presentation of training. A competitive bidding committee was appointed to review this issue and make policy recommendations to the IB. The adopted policy stated – The Association shall compete for government-originated training funds with members; in order to compete against a corporate member for non-government training funds, a majority of the EC shall approve the action prior to bid proposal.
- The Landfill Gas Symposium, the first specialty conference established by GRCD continued to grow. The 1983 conference had over 200 attendees.
- GRCD took action to support the ANSI Z245.1 Standard for Refuse Collection Equipment and directed ED to disseminate the standards to the chapters for promotion to their members. The policy stated that members in the purchase of collection equipment should include in their specifications a requirement that proposed collection equipment had to meet ANSI Z245.1. GRCD also joined the ANSI committee that had the responsibility for ANSI related solid waste standards.

1984:

- Guidelines for the establishment and operations of the Technical Committees were developed and approved by the IB.
- Technical Committees consisted of Collection, Disposal, Hazardous Wastes, Landfill Gas and Resource Recovery.
- Three “canned” slide presentations were developed:
 - Overview of GRCDA,
 - The Role of Local Government in Hazardous Waste Management, and
 - Dealing with Hazardous Waste in Municipal Solid Waste Management Facilities.The latter two were products of the EPA local governments and hazardous waste grant.
- A Manual on Contracting for Residential Solid Waste Collection was developed by the Collection Committee and was published as a GRCDA publication.

1985:

- GRCDA submitted comments to DOT on proposed new truck weight regulations – chapter comments were the basis of response to DOT.
- The Disposal Committee began efforts to establish an excellence in sanitary landfill design and operation awards program. The Disposal Committee completed a plan and criteria for the landfill excellent program officially titled – Landfill Excellence Program. The program was launched in 1986 and was followed rapidly with similar programs for collection systems, recycling systems and landfill gas management systems. Other similar programs emerged over the years ahead. First landfill excellence awards would be presented in 1986 at the Reno International Seminar and Equipment Show.
- The ED presented an outline of a certification program for managers of solid waste management systems and requested approval to proceed with the development of a training and certification program. The EC approved the recommendation. The IB approved the ED recommendations of criteria for voluntary Certification of Solid Waste Managers.
- Efforts by the LFG Committee and ED on tax credits were part of the advocacy activities of the Association.
- The Resource Recovery Committee was planning its first symposia for 1986 to be held February in Tampa, FL.

1986:

- GRCDA was working actively with USEPA on the development of Subtitle D Landfill regulations.
- GRCDA was working actively with USEPA on their efforts to regulate landfill gas emissions from MSW landfills.
- While mentioned earlier in this history, advocacy efforts to ensure the continuance of tax credits provided to landfills gas recovery projects were an ongoing activity by the Landfill Gas Management Committee and GRCDA. **Bernie Zahren** was the primary member leading this effort.
- GRCDA was negotiating with USEPA for a grant for a solid waste information clearinghouse (SWICH)
- The tenth Landfill Gas Symposium washeld in Palm Beach, FL.

- GRCDA continues to sponsor a Resource Recovery Symposia with the focus on waste-to-energy.

1987:

- By 1987 the technical awards efforts of the technical divisions had grown to the extent that the IB decided to make it a part of the annual meeting. Consequently, the Technical Awards Program was added to the agenda of the annual business meeting.
- The IB authorized the establishment of a Technical Director for GRCDA. Clay Ervine was engaged part time to be the Technical Director.
- **Advocacy** – GRCDA testified on the PURPA hearings in Washington arguing against the legislation that would effectively eliminate requirements for utilities to purchase power from alternative energy providers.
- **Chris Voell** joined GRCDA as the first technical staff person in 1983 to work on the EPA household hazardous waste project. In 1987 **Lori Swain** joined GRCDA to work on a small quantity hazardous waste generators (SQHWGs) project funded by EPA. The project was to develop a national information line and publications collections to SQHWGs. This project fit well into the GRCDA suite of training efforts for the improvement of landfills, for the excellence in sanitary landfill awards program and the technical assistance provided by GRCDA.
- Another effort under support of EPA was support for meetings and hearings held by EPA. Gerri Wyer was working out of the GRCDA offices in support of this project
- **Lisa Haley** was also on staff in 1987 as a technical officer to work with the technical programs and the training programs.
- By 1987 GRCDA had a number of training programs up and running including:
 - Manager of Landfill Operations (MOLO),
 - Manager of Municipal Solid Waste Collection Systems, and
 - Manager of Recycling Systems.

1988:

- Several technical committees were doing very well:
 - Disposal Committee – this committee had their Landfill Excellence Awards underway; also work on the landfill operators training course was making good progress.
 - Landfill Gas Management Committee – always a very effective technical committee; they held their 11th. Annual Landfill Gas Symposium.
 - Resource Recovery Committee – planning a RR Excellence Program and a brochure
- **Advocacy** – association efforts continued on the following issues:
 - Clean Air Act regulations on Waste-to-Energy combustors and landfill gas emissions – jointly with such organizations as National Solid Waste Management Association, National Association of Counties, National League of Cities dialogue, position papers, data and just common sense was being presented, but not with a great deal of success with EPA.
 - Subtitle D Landfill Regulations – all that could be done had been done and it was expected that EPA would issue the regulations during this year.
 - In addition to her other duties, Lori Swain had been assigned a role in legislative activities and chapter development/relations.

- GRCDA continued to work on several EPA grants – development of documents to assist in implementation of the Subtitle D regulations; joint project with APWA on the impact of the Subtitle D regulations; and the EPA outreach program where GRCDA was supporting public hearings and meetings.
- The Association launched a technical division newsletter.
- A new Public Education Committee was formed.
- International Activities – GRCDA was working with the Swedish Solid Waste Association planning a study trip to Sweden in 1990. Swedish WTE, Recycling and Landfills would be studied and a technology interchange work session would be held.

1989:

The IB approved the establishment of Technical Divisions, approved the proposed policies and procedures for the Technical Divisions and agreed to the proposed amendments to the bylaws to add Technical Divisions (bylaws amendments would be considered by the membership at the 1989 annual meeting).

- The IB approved the development of policies associated with:
 - financial assurance for solid waste disposal facilities
 - the role of the private sector in municipal solid waste management
- The IB approved moving the road-e-o to a different time of the year and away from the annual seminar and equipment show.
- **Partnering with OSW/EPA** – the following projects were either underway or about to get underway with funding from the Office of Solid Waste, EPA (OSW/EPA) and were reviewed by **Chris Voell**, Manager of Special Projects with the IB at their annual 1989 meeting:
 - **EPA Subtitle D Project**
This three-year project provided funding to develop and present a variety of training efforts associated with sanitary landfill design and operation. Planned programs included training for state landfill enforcement personnel and presentations relative to the Subtitle D regulations. In 1989 GRCDA was in the second year of the project. During the first year the GRCDA Manager of Landfill Operations Training Course Manual, was totally revised, was recorded on video, and was produced as a PC document. Funding was at about \$85K/Year and provide for one-quarter-time research analyst. Chris Voell was the project officer on this project. At the end of Year One (1989) of the Subtitle D Project. GRCDA released the Manager of Landfill Operations Training Course on PC Disk and Video.
 - **EPA Survey Project**
This one-year project was a joint effort with APWA and was funded to conduct a survey on the needs of local government to meet new federal and state regulatory requirements. An advisory committee of GRCDA and APWA members assisted on the project. The final report had been completed as 1989 ended and submitted to EPA.
 - **EPA Peer Match Project**
This three-year project had been approved by OSW/EPA and the paperwork was being processed as 1989 ended. The project provided funds for GRCDA and National Recycling Council to provide on-site technical assistance through peer matching. Each organization was to develop a database of member skills and establish a college of advisors to provide peer-matching services. Funding for year one was \$81K and provided for one-quarter-time project officer and one-half time staff assistant. **Chris Voell** had the GRCDA responsibility for this project.
 - **EPA Technology Transfer Project**
This three-year project had been approved by ORD/EPA and the paperwork was being

processed as 1989 ended. The project provided funds for GRCDA to develop summary reports and case studies of research and project efforts that were considered to be useful in the decision making for MSWMS. Funding for year one was \$100K and provided for one one-half time project officer and one one-half time staff assistant.

- **EPA Household Hazardous Waste Conference Project**

This three-year project had been approved by OSW/EPA and the paperwork was being processed; award would occur just at the end of 1989. The project would provide funds for the preparation and presentation of an annual household hazardous waste conference; provision of technical assistance; and a HHW newsletter. GRCDA would manage the conference and the remainder of the project was to be done by a contract with Waste Watch. Funding was to be about \$135K. **Chris Voell** was the project manager for the project; Kay Hickman and the meetings management staff would manage the annual conference.

- **EPA National MSW Information Clearinghouse**

At the end of 1988 GRCDA was in final negotiations with OSW/EPA to establish a national MSW information clearinghouse. The project would automate and expand the GRCDA/SWANA library and establish an electronic bulletin board. The project is a three-year project of about \$450K. Lori Swain would be the project officer for this project when awarded.

- **EPA Outreach Project**

This three- year project provided meetings planning and management support to the Office of Solid Waste/EPA (OSW/EPA). Support was provided for regulatory public hearings and agency sponsored conferences. One notable conference was supporting an International Municipal Solid Waste Management Conference. In addition, funding was also provided to broaden the interface between US MSWM managers and their counterparts in Europe and Asia, primarily through the International Solid Waste Association. Funding was at \$200K/year; it was a three-year project beginning in 1988 and ending in 1990. This project provided for a half-time meetings manager and a full time staff assistant. **Bill Forester**, as a consultant to GRCDA, had the responsibility for the interfacing with ISWA. **Gerri Wyer**, as a consultant to GRCDA, had the lead responsibility for this project. **Kay Hickman**, GRCDA Meetings Manager, also provided some meetings management support.

- **Training Programs, Technical Symposia, and Meetings** – Over the past several years GRCDA had been developing a number of training programs, (some including certification), and also establishing a number of regional-based symposia. Faculty members included GRCDA Members and Staff. Normally, the staffing of a training and certification event consisted of three people, one Staff Member to teach and handle the logistics of the course and two GRCDA Members who were certified in the subject being taught. The listing below includes active programs in 1989 or programs under development:

- **Manager of Landfill Operations Training and Certification** – began in the early 1980s, the flagship-training program established GRCDA as a training organization and at the request of some state solid waste agencies, also a certifying organization. In 1989 MOLO was offered in 7 locations (Charlotte, NC; Warner Robins, GA; Columbus, OH, Stockton, CA; Salt Lake City, UT; Saskatchewan, BC; and Auburn, AL). Potential 1990 sites (states, provinces) included Iowa, Nebraska, Alaska, Michigan, South Carolina, Oregon, West Virginia, Massachusetts, Ontario, California, Mississippi, New York and Illinois.

- **Manager of Integrated Municipal Solid Waste Management Systems** – this training program was under development during 1989, and the manual and examination had been completed. The foundation of the training manual was a Master Thesis by Frank Lancaster,

- written as part of his MBS program at Colorado State University. With his permission, ED Hickman used the document and organized the manual around the subjects of the thesis, adding additional materials from other sources. Additional contributors to the manual **were Dean A. Longo, Harvey Gershman, and Barry Shanoff**. These three took on tasks of updating and rewriting some of the materials, generating new materials, and review of a number of drafts created at the GRCDAs offices. The manual was published and the course would be launched in 1990. Renamed in 1992 as Planning and Managing Integrated Municipal Solid Waste Management Systems.
- **Developing the Collection Training Manual -**
Members of the Collection Committee were asked to prepare outlines of what they thought the training course manual should include and in what sequence. In addition, they were asked to provide any reference materials and publications that might be used in developing the manual. In addition, at the time of the development, GRCDAs had a number of interns working on a variety of activities. The ED took a personal interest in the interns and essentially used them across all activities of the association.
With the outline developed by the Collection Committee he tasked three interns to search the literature for the past 5 years and extract relevant documents. In addition, they were tasked to research all papers presented at GRCDAs meetings and the library and compile those materials as a resource library. Finally, the documents extracted from relevant documents were copied and compiled in several 3-ring binders according to subject of the outline.

After several rounds of reviews by the Collection Committee a final working manual for the collection training course was ready for test-driving.
The training manual for the Managing MSW Collection Systems underwent major updating and refinements in 2000.

- **Developing the Transfer Station Training Manual**
The emergence of a training course for transfer stations managers came essentially from a grass roots movement of a number of GRCDAs members in FL. The process of development was not unlike the development of the collection course manual; key authors of the transfer stations training manual were:
 - **Bill Dillard**, Assistant Director, Transport Services, Solid Waste Authority of Palm Beach County,
 - **R. C. (Chris) Brockway** of Black & Veatch,
 - **Richard Reeves** of EMCON Associates, and
 - **Keith Gordon** with Wehran Energy.
 - GRCDAs technical staff in Silver Spring provided logistical support in the production of the working draft.
- **Managing Municipal Solid Waste Recycling Systems**
Members of the Recycling Division led the development of the training and certification program for managers of MSW recycling systems. Staff from **Gershman, Brickner and Bratton (GBB)** were key in the development of this training and certification program, notably **David Bullock, Harvey Gershman, and Debbie Miller**. The manual underwent major revisions in 1995.
- **Paying for Your MSW Management System: Revenue Generation and Cost Accounting**
The training course previewed in 1992 after a major effort by many GRCDAs members: Notably the follow members developed the training manual and were high performers in

the presentation of the training course: **Harvey Gershman, Doug Jacobs, Tim Bratton and Evelyn Shields of GBB; Janet Martin of Fitch Investor Services; Dan Pellowitz of the Solid Waste Authority of Palm Beach County, FL; Ric Hutchinson of R3Consulting Group; and Kivi Leroux Miller, private Consultant.**

- **Financing Integrated Municipal Solid Waste Management Systems**
The initial idea for this training course was a presentation given by Harvey Gershman, President of Gershman, Brickner and Bratton, Inc. (GBB - Falls Church, Virginia), at SWANA's Annual Recycling Symposium. Subsequently, discussions with **Truett DeGeare of EPA's Office of Solid Waste** confirmed SWANA's views that formal training in the area of costs, economics and full cost accounting had great merit. Financial support from EPA's Office of Solid Waste allowed SWANA to conduct a series of cost studies on enterprise funding, which were essential to developing the training manual. With this background, SWANA requested GBB to develop the training manual for the course. Members of the GBB staff involved in the development included **Harvey Gershman, Tim Bratton, Doug Jacob, Carol Lobosco, and Jeannine Schnatterly**

- **Regional Symposia** – when GRCDAs spun off from the original three CA chapters, the annual seminar and equipment show went with the national GRCDAs. The income that in the past had been shared by the three chapters disappeared. This led to the development of the Western Symposium, a joint partnership of the three California Chapters. Still in existence, the Western Symposium led to the establishment of other regional symposia. Nurtured to some degree by GRCDAs, IB, EC and GRCDAs, several regional chapter and GRCDAs partnerships were formed. Needless to say, some ground rules had to be established to limit overlapping states, interference with the annual GRCDAs International Seminars and Equipment Show, and other issues. All of these issues were addressed in **MA-2** SWANA Regional Symposium Scheduling Policies and Procedures Original Policy Approved: 2/24/88. In 1989 two such regional symposia were in place:
 - 2nd Annual Eastern Regional Symposia, a partnership of the Mid-Atlantic, PA and VA Chapters.
 - 1st. Annual Southeastern Regional Symposium, a partnership of North Carolina, South Carolina, Georgia, Florida, and Alabama.

1990:

- Technical Division and Committee appointments were proposed by the incoming President (Denny Kerton) and approved by the IB.
- The IB supported the continued expansion of activities of SWANA with the International Solid Waste Association (ISWA). SWANA continued as the national member in ISWA for the US and Canada. The outcome of this relationship led to the participation of the SWANA President in the ISWA annual meeting. In addition, several members of SWANA were appointed to technical committees (Landfill, and Incineration to mention the two most active committees) of ISWA. The ED served on the Management and Organization Committee, which met several times per year and was hosted by SWANA at its international offices in Silver Spring, MD and at the beach house of the Hickman's in Ocean City, MD.
- Technical Awards Program was in full swing and the 1990⁶

⁶ The number of awardees in 1990 was large. This is a reflection of the emergence of the awards program and an effort to bring many operations from the past into the recognition effort.

1991 – 92:

- **CORRE** – Committee on Resource Recovery and the Environment was established by SWANA, the Conference of Mayors and NSWMA to provide technical information on resource recovery. Its purpose was to be a counterbalance to the strong environmentalist organizations attacks on resource recovery, primarily waste-to-energy. It was housed in the SWANA offices and was funded by corporate and governmental contributions. The technical director of CORRE was Walt Schaub, PhD, Cornell University. Walt had many years of experience in the field of incineration and served on the USEPA Science Advisory Board.
- **National Technical Specialty Conferences** - Partnering with the Technical Divisions, the following national technical specialty conferences were held in 1991:
 - Started many years before, the Landfill Gas Management Division held its 13th Annual Landfill Gas Symposium.
 - The Resource Recovery Division held its 2nd Annual Recycling Symposium
 - The Waste-to-Energy Division held its 6th Annual Waste-to-Energy Symposium . The specialty conference eventually, *under the leadership of SWANA*, merged with the Air and Waste Management Association, the American Society of Mechanical Engineers and the Integrated Waste Services Association annual waste-to-energy conferences to form NAWTEC (North American Waste-to Energy Conference).
- **Virginia Waste Management Conference** – started in 1983 with a contract from the Commonwealth of Virginia solid waste program this two-day conference was the principal solid waste conference in Virginia for many years. SWANA planned and organized the conference and working with state staff designed the technical program. *The conference was discontinued in 1993.*
- **Regional Symposia** – partnering with a regional set of chapters 4 regional symposia were underway in 1991 – Eastern, Southeastern, Midwestern and Southwestern. SWANA staff and representatives of the partnering chapters planned and arranged the symposia. The Chapters took the lead and SWANA provided administrative and meetings management support as well as providing national-based speakers.
- **Manager of Landfill Operations (MOLO)** –MOLO had become the flagship of the training programs being offered and under development by SWANA. Six MOLOS were held in 1991. Records do not indicate what other training programs were offered.
- **Government Grants and Contracts** – SWANA continued with a number of grants and contracts from USEPA including – the Peer Match Program (since its inception the peer match program had served 1200 people), Technology Transfer and Outreach Program and SWICH. In addition, SWANA had entered into a contract with the Department of Energy for a program labeled MITE (Management Information and Technology Evaluation) – a program to review and analyze project outputs from the Waste Program of the Department of Energy.
- **SWICH (Solid Waste Information and Clearinghouse)** – In 1991 the USEPA grant was in its second year in 1991. SWICH was a national information center on municipal solid waste and the SWANA library and the Association’s technical divisions were the foundation of the clearinghouse. The project was funded through 1992. At the end of 1992 SWANA was under an obligation to continue the clearinghouse under independent funding. SWICH services included:
 - a toll-free hotline for technical assistance,
 - a fax line for technical assistance,
 - access to an electronic bulletin board with information on current solid waste management issues,
 - a computer network message center allowing users to interact with other solid waste professionals, and

- access to the SWANA library on-line and document ordering services.

The benefit to SWANA from this project was major, it helped pay for SWANA to totally computerize the headquarters operations, is made SWANA a focal point for information, and provided a wide market for the SWANA library. A business plan for the future of SWANA was presented to the IB at their annual 1991 meeting and a decision was made to fund SWANA through service fees and foundation support.

1993:

- **North American Waste-to-Energy Conference (NAWTEC)** – For several years SWANA had been offering an annual waste-to-energy conference; attendance hovered between 50-80. The American Society of Mechanical Engineers (ASME), Air and Waste Management Association (AWMA) and the Integrated Wastes Services Association (IWSA) also offered similar and competing annual waste-to-energy conferences. Each had about the same number of attendees, many attendees were the same for all four conference. In 1992, ED Hickman proposed to SWANA 's WTE Technical Division to try to merge all four conferences into one that could be as successful as the annual LFG conference. Discussions began, starting with IWSA where the idea was well received, and IWSA joined SWANA in discussions with ASME's Waste Processing Division. ASME had concerns over the structure and plan of the technical programs done by SWANA and IWSA at their annual WTE conferences, but also saw the value of a merger. These three organizations then approached AWMA, and eventually they agreed to merge. A deal was worked out between the four organizations and their first annual NAWTEC was held in 1993.
- **Advocacy – Waste Flow Control (WFC)** became a major issue in 1993. The pending Supreme Court hearing of *Carbone vs Clarkstown* was eminent and the battle lines between the public and private sectors had been clearly drawn. Efforts by SWANA helped forge a coalition with the National League of Cities (NLC) and the National Association of Counties (NACo). A fund raising effort was begun to pay for the costs of a legislative counsel to help in the Congress. **Eric Bock**, the Washington representative for the City of Los Angeles, was engaged to assist the coalition. A WFC legislative strategy was developed to attempt to move WFC legislation through the congress. It was considered essential regardless of the outcome of the *Carbone* case. SWANA filed an independent amicus brief on behalf of the members of SWANA with a selected number of solid waste (all SWANA members) authorities and special purpose districts as co-participants. EPA was charged by the congress to prepare a report on the significance of WFC. EPA held hearings in a number of locations in the U.S. SWANA members (Durwood Curling, Southeastern Public Service Authority, VA; Curt Kempainen, Kent County, MI; and John Abernathy, Merced County, CA; all officers of SWANA) testified on behalf of SWANA at the hearings. A special WFC workshop was held on Monday, August 2, 2003 in San Jose, CA prior to the beginning of the SWANA annual meeting to bring interested parties up to date on the issue and to enlist support for the SWANA effort.
- **Partnership with Federal Agencies**
 - **USEPA** – a number of contracts and grants assisted EPA and SWANA to deliver solid waste management services to the public and private sectors. Projects included Solid Waste Assistance Program (SWAP) and Peer Match – technical assistance and peer matching efforts; MSW Technical Assistance and Information project that included support of EPA MSW conferences, a household hazardous waste conference, special studies on selected MSWM practices and assistance to EPA Region IX (San Francisco) in their efforts to address landfill regulations.
 - **USDOE** – a number of contracts with the USDOE solid waste program included MITE a program to evaluate solid waste management technologies, these evaluations included MRFs

- and drop-off centers; analysis and examination of plastics in MSW streams; analysis and examination of HG/PVC in MSW streams and emissions from MSW processing facilities.
- **USDA** – assistance to USDA on rural solid waste management needs.
- **Indian Health Service** – a program to provide technical assistance to tribal reservations on the implementation of sanitary landfills and collection systems.
- **Training and Certification** – a full array of landfill, collection, management, recycling, and household hazardous wastes training and certification was offered in 1993. The State of Washington adopted the SWANA MOLO course as a requirement for certification of managers of landfills. A program of training courses would be offered in the State of Washington over a period of time to provide training and certification opportunities for all candidate landfill managers in the state.

1994:

- SWANA's contract and grant programs totaled 17 in 1994.
- The specialty conferences, notably LFG, Recycling, and WTE enjoyed expanded growth and acceptance.
- Advocacy – The Executive Committee, recognizing the impact that waste flow control would have on its membership, added a guiding principle to the Association's mission statement:

SWANA believes that local government has the primary responsibility for planning and managing its integrated municipal solid waste management systems. Local government must determine the most environmentally safe and economically sound methods for providing solid waste services, whether they are delivered by the public sector, the private sector or under a public/private partnership.

1995:

- The Technical Division Directors appointed William Merry to serve as the Technical Division Director on the IB, Executive Committee and Regional Councils effective October 1995.
- 12 MOLOs were presented with an average of 50 students per class. 60% of the students received certification as Managers of Landfill Operations.
- In 1995 SWANA launched centralized MSW Training Institutes where all training programs were offered in centralized locations. 4 institutes were planned in 1996 – Phoenix, Cleveland, Minneapolis and Orlando.
- Regional symposia, a partnership of SWANA and the Chapters, had reached a level of success that responsibility for them was handed off to the Chapters.
- The 18th. Annual Landfill Gas Symposium was successfully completed.
- The 3rd. Annual NAWTEC a partnership of SWANA, ASME, AWMA, IWSA and EPA (EPA came aboard in 1994) was successfully completed. NAWTEC had become fully accepted as the WTE conference of choice, attendance had increased over the individual conferences once held by each organization, and the revenues to each partner increased too.
- The Recycling Symposium, after a slow start, was starting to draw better attendance. The Resource Recovery Division was working very hard to grow the symposium into a nationally recognized event.
- SWANA was in the middle of the debate on the content of the proposed new source performance standards and emission guidelines (NSPS & EG) for landfill gas control. In fact, the levels of control proposed by SWANA were the ones that eventually were used by EPA when they promulgated the

regulation.

- SWANA was part of the WTE owners/operators negotiating the NSPS & EGs for Municipal Waste Combustors. This group battled the environmental activists such and NRDC (National Resource Defense Council) over emission levels and quantities. It is fair to say that the outcome pleased no one fully.
- SWANA was also involved, representing its landfill owners/operators, in negotiations with EPA on the RCRA Subtitle D Landfill regulations, specifically in 1995 the financial tests for financial assurance.
- SWANA was also involved in a number of other EPA regulatory efforts including the small landfill exemption (Subtitle D rule), Toxics Release Inventory Program; Hazardous Waste Identification Rule, and New Source Review for Landfill Gas.
- **Applied Research Activities** – funded by a number of sources (EPA Office of Solid Waste; Department of Energy Waste Program, National Renewable Energy Laboratory; American Plastics Council; National Softdrink Association; and Proctor and Gamble) and also by SWANA peaked in 1994 and was starting to wind down. Reports from this work included:
 - Municipal Innovative Technology Evaluation Series,
 - Automated Plastic Sorting,
 - Drop-Off Recycling Programs
 - High Oxygen Combustion of Sludge Program,
 - On-Board Weighing for Collection,
 - Integrated Municipal Solid Waste Management Study,
 - Management Techniques for Successful Integrated Municipal Solid Waste Management Systems,
 - Practices for Urban Wood Waste,
 - Full Cost Accounting and Enterprise Accounting,
 - Case Studies on Composting of Municipal Solid Wastes, and
 - Construction and Demolition Debris Recycling.

Reports and data on all of these efforts had been published and were available through the SWANA Library.

Other applied research underway included:

- For DOE – Development of a Manual of Practice for Operations of Landfill Gas Recovery Systems; Assessment of Landfill Gas Generation Models.
- For American Plastics Council/ EPA/DOE/National Softdrink Association/Proctor & Gamble – Collection Optimization Studies.
- **International Activities**- US/Canadian Federation was a collegial effort in support of North American efforts with the International Solid Waste Association (ISWA). Partners in the effort included IWSA, ASME, AWMA and SWANA. SWANA represented the federation as the Canadian and US national member on the ISWA Board.
- **Awards Program** – A retooling of the excellence in solid waste management program was done in late 1994 in time for the 1995 awards program.

1996:

- **Advocacy**
 - SWANA was a major contributor to US congressional action to extend the Section 29 LFG Tax Credits for another year.
 - SWANA was actively involved in a number of other advocacy related interests including HW Identification Rule, Clean Water Act 404 Regulations, Clean Air Act Title V Landfill Emissions Control
 - In the US, RCRA was due to be reauthorized and SWANA would focus on development of a position on what the Association would like to see in the way of new and/or continued directions for RCRA.
 - In Canada, the Canadian Representative would be focusing efforts to build and improved transprovincial network with the CN Chapters to better represent their interests before provincial and national governments.
- **Training Programs**
 - Two on-site training packages (training done by managers for their work forces) were developed in 1996 – Training Collection Operating Personnel & Landfill Health & Safety.
 - To address travel costs of certified managers and operators and provide more options for continuing education (to meet certification requirements) four “home-study” training packages were developed in 1996:
 - Landfill Gas Management,
 - Groundwater Monitoring,
 - Leachate Treatment and Management, and
 - C&D Recycling.
- **Training Institutes** – Training Institutes were initiated to offer a cafeteria of SWANA training programs at one site. The results in 1996 were disappointing.
- **Specialty Symposium** continued to be a big-ticket item for training, Association growth, and revenue. Existing symposia included 20th Annual Landfill Gas Symposium; 8th Annual Recycling Symposium; and 4th. NAWTEC. Three new symposia were initiated in 1996 – Landfill, Collection and Planning & Management.
- **Certification** – MOLO continued to be the flagship certification program for SWANA. However, the Association was now certifying Collection Systems Managers, Recycling Systems Managers, and Managers of Integrated Solid Waste Management Systems too.
- **Excellence Awards** – Partnering with the National Christmas Tree Association, the Christmas Tree Recycling Excellence Awards Program would be initiated in 1997.
- **SWANA Home Page** – 90,000 hits in 1996. The power of the Internet had yet to be tapped into by SWANA.
- **Applied Research**
 - **The IMSWM Cost Study** results were being implemented by SWANA through an assistance program to assist local governments to make true comparative costs within an integrated system.
 - **The Collection Optimization Study** work was in final form and a number of workshops are planned in 1997. Some of the optimization techniques that will be included are route optimization and full cost accounting.
 - **LFG Operations Manual** was in draft form.
 - **LFG Predictive Generation Model Assessments** was completed and the report was going through peer review.

1997:

- The Association began the process of implementation, on a test basis, training by Chapters under a partnering agreement with SWANA. Early results of the test training were very positive.
- Distance learning training packages were being provided by the Association.
- The development of a policy position of advocacy related to legislation was authorized.

2007:

- **Training Program Updates and Improvements/Training Initiative** - The creation of a Body of Knowledge to identify the critical skills and knowledge required for managers operating in specific disciplines began in 2007.

2009-10:

Updating and upgrading of Onsite and Home Study Courses (2009-10)

As part of the regular schedule of course updates, the following courses were updated in 2009 – 2010:

Home Study Courses Update (SWANA Training @Home)

2009

Landfill Operations Basics Formerly TSLOP

Waste Screening at MSW Management Facilities

Waste Screening at MSW Management Facilities (Spanish)

2010

Collection Operations Basics Formerly, TCOP

Construction and Demolition Debris Management (formerly C&D Debris Primer)

Landfill Operations Basics (Spanish)

Landfill Gas Basics (updated by the LFG Division)

On-Site Course Update (SWANA Training@Work)

2009

Landfill Operations Basics Formerly TSLOP

Waste Screening at MSW Management Facilities

Waste Screening at MSW Management Facilities (Spanish)

2010

Collection Operations Basics Formerly, TCOP

Landfill Operations Basics (Spanish)

Landfill Gas Basics (updated by the LFG Division)

Partnerships with US Composting Council, CMRA and NAHMA on Certification Courses

SWANA has partnerships and joint certifications with several industry associations.

US Composting Council (USCC) - is a joint sponsor of the certification course (Managing Composting Programs) and the exam (Composting Programs).

North American Hazardous Materials Association (NAHMMA) – is a joint sponsor of the HHW/CESQG Collection Facility course and exam. We renewed our agreement in Oct. 2011

Construction Materials Recycling Association (CMRA) – is a joint sponsor of the Managing Construction and Demolition Materials course and exam.

2011:

Training Centers held in conjunction with Specialty Symposia and WASTECON

SWANA training and testing centers are now part of all SWANA conferences and symposia, except SES and NAWTEC. We experimented with NAWTEC in Lancaster, PA in 2011 with some success offering only two courses – MOLO and Transfer Station.

New Training Courses – e-Sessions introduced/delivery of training and continuing education

We began offering certification courses via webinar in 2011 with MOLO, Recycling and Composting

SWANA Programs and Membership Services Today

SWANA Today

John H. Skinner, Ph.D.
Executive Director and CEO

SWANA's growth and development over its 50-year history is a testament to the dreams and vision of the early solid waste pioneers that formed the association. Today SWANA has over 8,000 individual members from both the public and private sectors, organized into 45 Chapters, in the US, Canada and Caribbean.

Over the years, SWANA members have created a wide range of professional development programs and services to meet their ever-changing needs including:

- An extensive training program including numerous technical courses that are offered at national and Chapter events, as well as, through on-site training, home-study courses and on-line electronic courses;
- The premier solid waste professional Certification program in existence in North America including Certification courses and exams in eight solid waste management disciplines;
- An Advocacy Program that works to influence legislation and regulations at the Federal, State and Provincial levels;
- Seven Technical Divisions that develop programs for our conferences and symposia, provide faculty for training, run excellence awards programs, issue newsletters and develop publications;
- An Applied Research Foundation that carries out cutting-edge research and widely disseminates the results in the professional literature;
- A wide range of annual technical conferences including five Specialty Symposia, two Training Centers, several multi-Chapter Regional Symposia and many individual Chapter Conferences;
- Equipment and Truck Road-E-Os at the Chapter and International level where drivers, operators and mechanics demonstrate their professional skills;
- E-Sessions, which are on-line web seminars on current solid waste management topics that are held several times a month throughout the year;
- The eLibrary, an on-line electronic library containing the papers from our conferences and symposia, as well as other important solid waste literature;
- Opportunities to learn about solid waste practices world-wide through our National Membership in the International Solid Waste Association (ISWA);
- Scholarship and Internship programs, Student Memberships and a Young Professionals Program to help develop future generations of solid waste management professionals;
- Social networking opportunities including an on-line membership directory on My SWANA and SWANA groups on Twitter, LinkedIn and Facebook;
- Our monthly electronic newsletter, I AM SWANA, and our official journal, MSW Management Magazine; and
- WASTECON[®], our Annual Conference and Equipment Exhibition that stands out from the crowd as the only conference and exhibition by solid waste professionals for solid waste professionals.

Looking back at the changes in solid waste management that have occurred since SWANA's inception makes you wonder what the next 50 years will have in store. Just from events on the near horizon, it looks like SWANA will have many national and global opportunities and challenges. International efforts to respond to climate change and energy needs could transform national economies and solid waste practices to fit within a low carbon, renewable energy future. Product stewardship and extended producer responsibility could create new roles for manufacturers and designers in the management of discarded products. Concepts such as waste reduction and zero waste could redefine what we mean by solid waste management. Conversion technologies such as gasification, pyrolysis, anaerobic digestion and plasma arc could emerge from the drawing boards and provide a whole new suite of waste recovery options.

Regardless of the challenges and opportunities that may come up there is one thing I know for certain: SWANA members will be leading the innovation, influencing the policies and shaping the future. We know we can learn from each other and can accomplish so much more by working together than we could ever dream of achieving alone. We understand that there is an undeniable strength when we embrace the diverse perspectives and knowledge of thousands of solid waste professionals and focus their talents on improving not only the working environment of our people but also the natural environment of our planet.

Please find below an alphabetical list of all the programs and services that are offered by the Association today.

Advocacy Program

SWANA has strengthened its commitment to advocacy on behalf of the solid waste profession by increasing its activity in the legislative and regulatory arena. The goal of SWANA's advocacy program is to represent the interests of the solid waste profession by being a proactive advocate of environmentally and economically sound solid waste legislation and regulations. The Association's advocacy efforts are focused on three major fronts:

Legislative and Regulatory Monitoring: SWANA monitors federal legislative and regulatory activity to keep our members informed of issues pertinent to the municipal solid waste industry, and produces two quarterly reports on US litigation U.S. legislation and regulatory actions.

Regulatory Action: SWANA monitors all pertinent regulatory changes to the solid waste industry.

Legislation to Advance SWANA's Mission: SWANA works with outside groups, coalitions, legislators, and agencies to advance our legislative goals.

SWANA's Advocacy Program is continuously working to assist SWANA Members with access to information on government affairs and legal analysis. SWANA's legislative and regulatory presence enables us to communicate and educate policy makers more effectively on the importance of developing sound public policy towards the management of municipal solid waste.

Applied Research Foundation

The SWANA Applied Research Foundation (ARF) was founded in 2001 and is now in its eleventh year (FY2012) of research. The purpose of the ARF is to fulfill SWANA's mission of "advancing the practice of economically and environmentally sound MSW management" by conducting collectively-funded and defined applied research projects that address pressing solid waste issues identified by the Foundation's subscribers. The ARF is funded by member jurisdictions and other organizations which contribute an annual subscription fee that amounts to a little over a "penny per ton" of the solid waste collected or

managed annually through their systems. ARF subscribers belong to one or more of four research groups that direct the Foundation's research activities:

- Recycling (Including Waste Reduction and Composting)
- Collection (of Mixed Wastes, Recyclables, Yard Wastes, Bulky Wastes and Special Wastes)
- Waste-To-Energy (and Other Recovery Systems), and
- Disposal

Certification

SWANA Certification enables individuals to demonstrate competence in various aspects of solid waste management by taking and passing an exam that tests for required knowledge and experience. SWANA Certification is recognized by numerous states as the standard for solid waste employees. The following nine certifications disciplines are offered: Bioreactor and Leachate Recirculation Landfills, MSW Collection Systems, Composting Programs, Construction & Demolition Materials Management, MSW Management Systems, Landfill Operations, Transfer Station Systems, Recycling Systems, and HHW/CESQG Collection Operations. These certifications are offered on three levels: Certified Manager, Certified Technical Associate and Certified Inspector.

Chapter Regional Symposia and Conferences

In addition to holding individual Chapter conferences, SWANA Chapters hold Regional Symposia that allow attendees to explore solid waste management issues that are common to geographic regions.

Eastern Regional Symposium – Is a partnership of the Mid-Atlantic, Pennsylvania and Virginia Chapters.

Southeastern Regional Symposium – Is a partnership of the North Carolina, South Carolina, Georgia, Florida and Alabama Chapters.

Western Regional Symposium – This symposium, started in 1989, is hosted by the three California Chapters, and led to the establishment of the other regional symposia.

Northwest Symposium is hosted by the Washington Evergreen, Oregon Beaver and Pacific Chapters.

Bi-annual Canadian Waste Symposium

The biannual Canadian Waste Symposium was started by the Northern Lights Chapter in 2002 and is held every second year. The four Canadian chapters of SWANA take turns hosting the symposium every other year across Canada on a rotating basis. The symposium is similar to WASTECON but with a Canadian focus. It consists of a technical program with a wide range of speakers talking about current and emerging issues within the solid waste industry. Also, facility tours are arranged to various waste management related facilities in the local area of the host chapter. Another component of the Symposium is a Trade Show where businesses and organizations can showcase their products and services. The Symposium is always an excellent venue for education and networking.

Excellence Awards

SWANA's **Excellence Awards Program** recognizes outstanding solid waste programs and facilities that advance the practice of environmentally and economically sound solid waste management. These programs and facilities demonstrate their commitment to utilizing effective technologies and processes in system design and operations, advancing worker and community health and safety, and implementing successful public education and outreach programs. Programs also must demonstrate that they are fiscally and environmentally responsible through their compliance with all applicable federal, state and

local regulations. SWANA recognizes programs and facilities with Gold, Silver or Bronze awards in 14 categories. The categories are: Collection Systems, Communication, Composting, Landfill Gas Control, Landfill Gas Utilization, Landfill Management, Landfill Re-Use, Marketing, Education, Recycling, Integrated Solid Waste Management Systems, Special Waste, Transfer Station and Waste-to-Energy. All winners are publicly recognized and presented with their award at an **Awards Luncheon** held at WASTECON. The winners are also highlighted in various outlets, including *MSW Management*, and are also often invited to speak on their program at SWANA's specialty symposia, eSessions and WASTECON.

Governance

The International Board of Directors (IB) is the governing body of SWANA. It is an all-inclusive body with representation for all across SWANA. This includes:

- Directors from each of the 45 SWANA Chapters organized into five Regional Counsels,
- Seven Private Sector Directors representing various corporate functions,
- Three Directors from the WASTECON Committee,
- Seven Technical Division Representatives,
- The Canadian Representative
- The five SWANA Officers (*President, Vice President, Treasurer, Secretary, and Past President*), and
- The Executive Director and CEO

The Purpose of the IB is:

1. *To serve the membership.*
2. *To represent the interests of the membership within the Association organizational structure.*
3. *To define and describe the mission of the Association.*
4. *To govern the Association.*

The IB is responsible to the membership for the operations, policies, finances and other affairs of the Association.

The IB has empowered an Executive Committee (EC) with a number of responsibilities relative to the management and finances of the Association. The 15 member EC is comprised of:

- The five Officers,
- Five Regional Counsel Directors,
- The Canadian Representative,
- One Private Sector EC Representative
- One Technical Division EC Representative,
- The WASTECON Committee Chair and
- The Executive Director and CEO.

The IB conducts a Mid- Year and an Annual Meeting (immediately preceding WASTECON®), and carries out its responsibilities through four standing committees : Policy, Finance, Planning and Membership and Chapters.

The IB also has established five Administrative and Special Committees:

- *Awards Committee* - guides the annual Awards program.
- *SWANA Hickman Internship Program*– manages the program, including selection of Internship projects and selection of interns.
- *Lawrence Lecture Board of Trustees* – oversees the Lawrence Lecture program.
- *Nominations Committee* - proposes candidates for officer positions of the IB.

- *Grant H. Flint International Scholarship Awards Committee – guides the annual Scholarship program.*

Hickman Internship

The initiative for a SWANA Internship Program was put forth in 1996, and the funds to support the program were established in 1998 to honor Lanny and Kay Hickman, (the retired Executive Director of SWANA and the retired Meetings Director), for their many tireless years of service to the Association and the field of solid waste management. The program is intended to provide an opportunity for selected college and university students to integrate his/her classroom skills with a supervised work experience including, but not limited to, investigative and analytical research, writing brief documents, and the development of technical reports.

ISWA: the International Solid Waste Association

The International Solid Waste Association [ISWA] (www.iswa.org) is an international organization of solid waste management professionals. ISWA is an independent, non-government, non-profit organization. The mission of ISWA is to work in the public interest to promote and develop professional solid waste management worldwide for a sustainable society. It is open to individuals and organizations from the scientific community, public institutions and public and private companies from all over the world interested in solid waste management.

SWANA serves as the National Member for the United States and Canada. In that regard, SWANA sits on the General Assembly, the governing body of ISWA. The SWANA International President and the Executive Director/CEO represent SWANA as the National Member Representatives at the annual meeting of the General Assembly. In addition the John Skinner, SWANA Executive Director and CEO has been elected by the General Assembly to serve on the Board ISWA.

ISWA has National Members in 36 countries worldwide. Through this affiliation National Members are able to gather information on solid waste management practices from around the world and communicate that information to their own membership in their country. In addition ISWA has over 800 Individual and Organization Members.

SWANA members have direct access to international solid waste literature through the ISWA Knowledge Base, which can be reached from the SWANA *eLibrary* on the members-only My SWANA web page. The ISWA Knowledge Base is an on-line, searchable, international data base containing over 850 documents from ISWA conferences, workshops, books, reports and training materials.

Starting in 2012, SWANA members were eligible for a free one-year trial membership in the International Solid Waste Association (ISWA). In addition to the many benefits of SWANA membership, SWANA members can now also gain access to ISWA's industry information and publications, technical support, discounts on ISWA products and services.

Magazine and Newsletters

MSW Management Magazine

MSW Magazine is the "Official Journal" of SWANA, published by Forester Communications. The magazine is distributed to all SWANA Members without charge. SWANA is granted 8-pages of editorial, non-advertising space in every issue of the magazine, as well as a full-page of free advertisement.

IAM SWANA Monthly Newsletter

The Newsletter is the monthly publication of the Association, reporting on timely subjects and events related to the Association and its Chapters. It is distributed in electronic format to all SWANA Members.

Technical Division Newsletters

Tech Division Newsletters are quarterly publications that are a benefit to SWANA Technical Division Members and feature a variety of topics, including studies on best practices, legislative and regulatory issues, industry news, opinion pieces and Member updates. *Tech News* is e-mailed directly to each member of the Technical Division for which it is written.

My SWANA: Members-only web page

SWANA Members can log in to MySWANA, SWANA's Members Only Web Page to view members only content including the eLibrary, a Memberhips directory and Technical Division Forums.

On-Line Membership Directory

Contains the contact information for all SWANA Members. Members complete a Member Profile and decide what contact information will be posted in the Directory.

eLibrary

The eLibrary is a resource filled with over 1,000 presentations from previous SWANA events. Members can search the library to find articles of interest and use sub-libraries containing documents pertinent to different aspects of the solid waste field. The eLibrary contains a user's guide to aid in navigation of the library.

Technical Division Forums

Subscribers to the SWANA Technical Divisions can participate in forums or discussion groups where they can connect to other professionals in their field who share the same interests and are looking to solve similar problems. Members can post inquiries and receive responses for other Forum participants.

On-Line Services

Weekly E-Sessions

SWANA offers E-Sessions on a variety of solid waste topics throughout the year. These web seminars are given by professionals in the industry. Through an internet connection and phone line, people can participate in discussions from anywhere in the world. Topics can cover anything related to the solid waste industry and can be presented by just about anyone with knowledge to share.

On-Line Event Registration

The ability to sign up for events electronically greatly increases the ease of registration for events. Whether it is a conference or a web seminar, using on-line registration makes the process quick, easy, safe, and reliable. All of SWANA's conferences, symposia, training, and web events are available for sign-up through the web.

SWANA Store

The SWANA Store allows individuals to purchase SWANA training, event registration, e-learning, Applied Research Foundation publications, Excellence Awards nomination packages, and SWANA publications and proceedings.

Professional Achievement Awards

The annual Awards Program recognizes individuals and their organizations for their contributions to SWANA, to solid waste management and public health/environmental protection.

Professional Achievement Award: Given annually, this award recognizes SWANA Members for valuable and distinguished contributions to the Association, the individual's employing organization and the general public. The length of continuous contributions and services by the individual is a consideration in the selection.

Robert L. Lawrence Distinguished Service Award: This award is intended for a Member or non-member who, by his or her service to the municipal solid waste management field, has demonstrated meritorious consideration. Determination of the award is based on the nominee's service and activity beyond normal responsibilities to the employer and to the general public. Not necessarily awarded each year, it represents the highest accolade that SWANA can give to an individual.

Life Member Award: Consideration for the Association's Life Member Award, which may be given to no more than one person a year, and is subject to IB approval, include an individual's length of service and commitment to the Association, service and support to Chapter(s), superior commitment and service to their employer, long term involvement in the field of municipal solid waste management in general, and the degree of significance of contributions to the Association and the field.. Life members have full membership status, without charge to the Life Member, in the Association and all Chapters during their lifetime. The candidate is subject to International Board approval.

Honorary Membership Award: This award is presented to non-members and SWANA Staff for continuous and significant contributions to the field of environmental protection, particularly in North America, with preference to those working in municipal solid waste management. Candidates who have been supportive of, and instrumental in, the conduct of SWANA's mission, directly or indirectly, are given particular consideration. The candidate is subject to International Board approval.

Lawrence Lecturer Award: Chapters and individual Members submit nominations for this award annually. Candidates are individuals recognized as a national/international leader and expert in the field of solid waste management, or another segment of the field of environmental protection. Recognition can come in the form of research, management, publications, teaching and/or political action, and contributions should be substantial, significant and sustained. The Lawrence Lecture is presented annually at WASTECON®.

Professional Services Directory

The directory provides SWANA members the ability to access vendors and services providers. The directory has recently been upgraded with improved search capabilities, including the opportunity for companies to expand their listings with more details to provide expanded information.

Career Center

SWANA Career Center is an electronic recruitment resource for the solid waste management industry. Here, employers and recruiters can access to qualified talent pool with relevant work experience to fulfill staffing needs.

On-Line Chapter Services (Intranet)

www.swanachapters.org is a website just for Chapter Officers, which contains updated Monthly membership reports for each chapter. Chapter Officers can also print out a current chapter members list, and can download important documents used by all chapters – finance/progress reports, membership applications, Chapter Partnering, D&O insurance and Road-E-O information and manual.

The site also provides access to SWANA documents such as the Association Bylaws, Management (MA) Policies, the Background and Orientation Manual, International Board and Committee lists.

Social Networking

Our social media outlets allow members to not only engage with SWANA online, but to also stay informed about the latest happenings in the solid waste industry and within our organization. Portals outside of SWANA's control have a significant ability to increase the reach of the association's efforts. Sites such as LinkedIn, Twitter and Facebook can introduce prospects to SWANA and its appropriate offerings and efforts. The adoption of new media can also introduce prospects.

SWANA marketing uses various web portals to increase the reach of the Association and implement the appropriate strategies necessary to leverage the technology. Facebook and Twitter allows users to connect with SWANA and the industry. MySWANA's online communities take it a step further and allow members to communicate directly and share ideas and information. SWANA continues to push users to the web and create the community that they want, and fulfill and expand their membership with information and networking.

Facebook – started April 8, 2010 – 397 likes

Twitter – started June 4, 2008 – 1,077 followers

LinkedIn – started December 6, 2007 – 4,545 members

MySWANA.org Communities:

Collection & Transfer Technical Division - 398 Members

Communication, Education & Marketing Technical Division - 153 Members

Landfill Gas Technical Division - 591 Members

Landfill Management Technical Division - 663 Members

Planning & Management Technical Division - 319 Members

Recycling & Special Waste Technical Division - 659 Members

Waste-To-Energy Technical Division - 357 Members

Young Professionals – 97 Members

Professional Staff

SWANA membership is served by a permanent Staff located at the Association Offices in Silver Spring, Maryland (a suburb of Washington, D.C.; 8 miles from the dome of the Capitol Building). SWANA Staff is under the direction of the Executive Director/CEO, and is organized into seven departments and the Office of the Executive Director/CEO.

(See Appendices for functional description of the departments and staff position descriptions.)

Road-E-O's

Road-E-Os provide solid waste drivers, equipment operators and mechanics the opportunity to demonstrate their competence in competition against their peers. Many Chapters hold individual annual road-E-Os and the SWANA International ROAD-E-O is an annual competition that gives 1st and 2nd place Chapter ROAD-E-O winners from across the North America the opportunity to compete for cash prizes, awards, trophies, and, for the best of the best, the title of "Top Gun." Each year, a different SWANA chapter is chosen to host the International ROAD-E-O

The following categories of equipment are used:

- Rear loaders, to include drivers of straight trucks
- transfer tractor/trailer
- automatic/manual side loaders
- roll-off
- front-end loader
- Track Machines (dozers)
- Landfill compactors
- Scrapers (conventional/self-loading) or articulated truck
- Articulated front wheel loader

Scholarship Program: The Grant H. Flint International Scholarship Awards Program

This program is intended to promote education and professional development, and is available to children or grandchildren of a Member in good standing. SWANA student members in good standing are also eligible for Category II. The program is initiated by the Chapters through their Chapter Scholarship Committee.

Award categories are:

Category I for Graduating high school seniors or graduate equivalent certified candidates who have been accepted for enrollment in a junior college, a four-year college, or a university (any program)

Category II: Currently enrolled full-time college or university students who are entering their junior or senior undergraduate year and pursuing a degree in environmental science, engineering, or other suitable major related to the field of solid waste management, and.

The Robert P. Stearns/SCS Engineers Scholarship Award: Full-time students who are entering or are in graduate school pursuing a degree in environmental science, engineering or other suitable major related to the field of solid waste management. Scholarships totaling \$20,000 are awarded in Categories I and II; The Robert P. Stearns/SCS Engineers Scholarship Award is \$5,000

Specialty Symposia

SWANA holds several annual specialty Symposia that allow attendees to explore and learn various solid waste management topics in depth.

Landfill Symposium (LF)

SWANA's Landfill Symposium is focused on public and private landfill owner/operators, design engineers, and State/Federal regulators. The multi-track, broad-based technical program and trade show covers a wide variety of topics and includes sessions highlighting landfill case studies and research projects. Each year's symposium offers informative technical sessions comprised of over 20 unique presentations on today's hottest landfill topics. ADD WEB site Technical session topics include:

- Landfill reclamation, redevelopment, and final use
- Leachate management

- Landfill economics and post-closure financial assurance
- Regulations and permitting
- Geosynthetics and geotechnical issues (liners, groundwater issues, etc.)
- Emission Offsets and Carbon Credits

Landfill Gas Symposium (LFG)

The World's Premier Forum on Landfill Gas Utilization & Technology, the Annual Landfill Gas conference takes an in depth look at beneficial use, methane offset projects, available tax and carbon credits, greenhouse gas issues and legislative and regulatory developments. This focus provides participants with the information and resources they need to expand and improve the sustainability and economic performance of their landfill gas project. For more information, go to www.lfg.swana.org.

NAWTEC: The North American Waste to Energy Conference

NAWTEC is presented annually by SWANA, in partnership with the Energy Recovery Council (ERC)), the American Society of Mechanical Engineers (ASME), and in cooperation with Columbia University's Waste-to-Energy Research and Technology Council (WTER).—This is the leading conference and trade show featuring the latest developments, technologies and challenges in the waste-to-energy industry.

This 3-day conference and trade show focuses on the latest topics important to improving your waste-to-energy facility's operation, including [ash management & recycling](#), waste conversion technologies, plant retrofits, and RD&D projects. NAWTEC provides a unique targeted forum to learn and network with other waste-to-energy professionals and to talk with vendors who have the equipment and services you need to improve your waste combustion program. For more information, go to www.NAWTEC.org.

The Road to Zero Waste Conference (RTZW)

SWANA's Recycling & Special Waste Division explores "The Road to Zero Waste." Featuring a variety of zero waste experts and case studies, this two-day event provides the latest information on zero waste initiatives and practical advice on how your community can utilize these concepts in your municipal solid waste management plan. Highlights include:

- Technical sessions covering a variety of zero waste topics, including policy making, plans and metrics and public and private sector programs ADD Web site

Senior Executive Seminar

The Senior Executive Seminar, held for the first time in 1997, is an invitation-only event, and has included approximately 60 Executive Directors, CEO's, Vice Presidents and other high level decision-makers from both the public and private sectors. The conference provides a venue and opportunities for attendees to:

- Share experiences with other senior executives in a casual, relaxed atmosphere,
- Get a candid, inside look at some of the best run solid waste systems in the world, and
- Attend one of the most sought-after, invitation-only seminars in our industry

Sponsoring Organization of the American Academy of Environmental Engineers and Scientists

SWANA is a supporting organization of the American Academy of Environmental Engineers and Scientists (AAEES) and a SWANA member sits on the AAEES Board of Trustees. The American Academy of Environmental Engineers and Scientists is a specialty certification board and specialty society for environmental engineers and scientists that is dedicated to improving the quality of environmental engineering practice. AAEES certifies environmental engineers and scientists of proven quality from around the world in one or more of eight specialties of environmental engineering practice including

Solid Waste Management. The Academy's board certification program, accredited by the Council of Engineering and Scientific Specialty Boards, has existed since 1955 and requires professional engineering licensure as a prerequisite for BCEE (Board Certified Environmental Engineer) certification along with at least eight years of experience and a bachelor's degree whereas for BCEEM (Board Certified Environmental Engineering Member) certification, professional licensure is not required. The Academy also provides leadership in the accreditation of environmental engineering curricula, and the dissemination of technical and professional information to the public and the profession.

Technical Divisions

The primary responsibility of SWANA's Technical Divisions (TDs) is to educate and inform the SWANA membership, solid waste management professionals, and the general public. The Divisions address and represent all aspects of integrated solid waste management, focusing on special technical areas of interest to the Association. Membership also provides networking opportunities and helps individuals keep track of hot topics in their specific areas of solid waste management, access experts, and shape the future of solid waste management.

Technical Divisions are self-governed and are chaired by members. The TDs are structured to focus on specific areas of interest within the following technical subject/practice areas:

- Collection and Transfer Communication, Education, and Marketing
- Landfill Gas Management
- Landfill Management
- Planning and Management
- Recycling and Special Waste
- Waste-to-Energy

Technical Divisions perform a wide variety of activities, including:

- Planning technical sessions for WASTECON
- Planning technical sessions for specialty symposia
- Developing and executing electronic educational sessions (eSessions)
- Analyzing and providing comments on regulations, legislation, policies and other issues affecting their practice areas
- Working with SWANA's Training and Certification Programs Department to develop training courses and workshops
- Recognizing outstanding solid waste management programs, facilities and individuals through awards programs and ceremonies
- Serving as a technical resource to SWANA Staff
- Interacting with other professional organizations with similar interests

SWANA members may subscribe to one or more TDs. In addition to the leadership benefits described above, TD members have access to cutting-edge information through specialized quarterly newsletters, SWANA's eLibrary and the TD-specific Members Only section of the SWANA website; unmatched networking opportunities through specialty symposia; the chance to shape the future of SWANA through program development, formulation of technical policies and advocacy initiatives; and discounts on conferences and training.

Training Courses

SWANA has developed a full suite of training courses that are designed to teach all the important aspects of municipal solid waste management. Nine of these courses prepare students to take the Certification Exams in each specialty area. The development of the Certification Courses starts with the creation of a Body of Knowledge to identify the critical skills and knowledge required for managers operating in specific disciplines. The nine certification disciplines are:

1. Bioreactor and Leachate Recirculation Landfill
2. MSW Collection Systems
3. Composting Programs
4. Construction and Demolition Materials
5. HHW/CESQG Collection Facility Operations
6. Landfill Operations (MOLO)
7. MSW System Management
8. Recycling Systems
9. Transfer Station Systems

In addition to the Certification Courses, SWANA also has a number of one and two-day training courses on various subjects. These include:

SWANA Certification Courses

HHW/CESQG Facility Operations
Managing Bioreactor and Leachate Recirculation Landfills
Managing Composting Programs
Managing Construction & Demolition Materials
Managing Integrated Solid Waste Management Systems
Manager of Landfill Operations (MOLO)
Managing Municipal Solid Waste Collection Systems
Managing Recycling Systems
Managing Transfer Station Systems

SWANA Non-Certification Courses

Collection Operations Basics
Construction and Demolition Debris Management
Disaster Debris Management
Landfill Gas Basics
Landfill Gas Systems Operation and Maintenance
Landfill Operations Basics (English and Spanish)
Organics Collection
Waste Screening at MSW Management Facilities (English and Spanish)

Training Delivery

SWANA delivers training through a full range of training events including instructor led and self-paced courses in-person and on-line.

Training Centers held in conjunction with Specialty Symposia and WASTECON

SWANA training and testing centers are part of SWANA conferences and symposia.

Chapter Partnering on Training

Chapter Partnering on Training began in 1999 and since then SWANA Chapters can provide all SWANA training courses locally at Chapter events. This provides training at the regional and local levels at a much lower cost for attendees. It also generates revenue to support other Chapter activities. SWANA provides training manuals to the Chapter at a discounted price and Chapter can use local certified faculty to teach the courses.

SWANA Training@Work

In 2011, what we formerly called On-Site training was renamed **SWANA Training@Work**. SWANA Training@Work has two options – In-House training and On-Site training.

In-House courses are sold as packages through SWANA Store. Managers and/or supervisors can teach these user-friendly courses in one session or as modules over several days, weeks, or months. Courses offered are:

1. Collection Operations Basics
2. Landfill Gas Basics
3. Landfill Operations Basics Available in Spanish
4. Waste Screening at MSW Management Facilities Available in Spanish

On-Site courses include the nine (9) certification courses and the 4 courses offered through the In-House program. The difference is SWANA Training will arrange for a SWANA Faculty member to teach at your location. These courses are available on a contracted basis with incentives for new membership.

Premium packages are available that include:

1. Certification Course
2. Certification Exam
3. 1-yr SWANA Membership
4. 1-yr Tech Division Membership

WASTECON

What started out as a seminar and equipment show has grown into SWANA's Annual Convention. In 1980 the annual seminar and show was held in a convention center for the first time – and four years later the show was held for the first time east of the Mississippi. The Association officially changed the name of the International Seminar and Equipment Show to WASTECON in 1994.

WASTECON is the leading conference in the solid waste field. The event brings together thousands of industry professionals for training courses/center (1, 2 and 3-day courses), technical sessions, facility tours, social networking events and exhibits each year. The notable events include:

- Opening Reception kick-off event to start off the week,
- Awards Breakfast to honor Excellence and Professional Achievement Award winners for their contributions to the solid waste industry,

- SWANA's Annual Business Meeting,
- Presentations by industry professionals in the General Session with Keynote and Lawrence Lecturer presentations,
- The recently added Young Professionals (YP) Networking Event, where attendees have the opportunity to learn more about the SWANA YP group, expand their professional networks, make new friends, and share their ideas and goals,
- Wednesday Night Networking Event – a Chapter-organized event with great entertainment and food, and
- Much, much more!

Young Professionals Program and Student Memberships

SWANA has offered a **Student Membership** to all full-time students for a nominal fee for the last 15 years. In 2012 SWANA developed the Young Professionals Program to assist new and young professionals entering the solid waste profession..

A SWANA Young Professional is:

- Someone 35 years or younger.
- Someone with 5 years or less experience in the solid waste industry. Someone new to a particular position or company within the solid waste industry.

This Young Professionals Program is comprised of a group of individuals that represent the future of the solid waste industry. They are passionate about the environment, our industry, and helping each other succeed – and are eager to offer advice, brainstorm ideas, develop solutions, and share in the struggles and triumphs of working in this business. The group is energetic, motivated and committed.

Some of the many benefits of being a member of the Young Professional group:

- Excellent networking opportunities at events, conferences, and online.
- eSessions targeted at helping navigate the challenges of the solid waste industry.
- Resources that provide with tools and information needed to succeed in your career.
- Opportunities to voice your opinion about the future of SWANA.

Those interested in joining should log-in to their MySWANA account at www.swana.org/myswana, and click **Communities** in the upper right hand box, click the **All** tab to pull up Young Professionals, then join the group!