

1978 – 1996: THE GROWTH AND CHANGE YEARS (The Lanny Hickman Years)

GOING COAST-TO-TO COAST IN NORTH AMERICA

ESTABLISHING THE INTERNATIONAL OFFICES OF GRCD

Ben Warner

Early in the 1970s the leaders of GRCD realized that the organization was reaching a point where staff was needed to lessen the demands on the members. In February of 1974 GRCD entered into an agreement with Ben Warner, a California publisher to serve as their executive director. Mr. Warner owned a magazine, *Solid Waste Systems* and under the terms of the agreement, SWS became the official journal of GRCD and title to the name became the property of GRCD.

The partnership seemed to make a great deal of sense. Through the mailing lists of Mr. Warner, GRCD could expand its exposure, recruit membership and have an outlet for publication of members' papers, etc. Mr. Warner would have access to the GRCD membership for articles and papers. Mr. Warner under his contract with GRCD was to use his magazine to help grow the membership, help generate new chapters and publish the magazine under the GRCD banner. However, this plan did not unfold as well as the GRCD Board of Directors had hoped, and the arrangements with Mr. Warner were terminated in April of 1978. Mr. Warner sought legal advice on what he considered a wrongful termination of his contract. After a good deal of wrangling, GRCD settled their affairs with Mr. Warner in February of 1979. The magazine ceased to exist in 1979.

1978

Hiring an Executive Director - Lanny Hickman

Over the several years of Mr. Warner's relationship with GRCD growth of membership continued. The problems of management of GRCD that existed before hiring Ben Warner still remained. GRCD had grown to a point that the leaders faced with the surprising success and growth unexpected during the formation of the association realized that volunteer membership alone was not going to allow a future for the organization. Dedicated members had carried the organization to a point that by 1977/1978 the organization had 10 chapters and some 800-900 members. The leaders of the organization also had visions of growing GRCD to a national/international organization. Volunteers, alone, could not accomplish this vision. So, the association began another effort to hire an executive director and establish a permanent office in Washington, DC.

The Board of Directors charged the Executive Committee to find an executive director to achieve the goals of the association – international & national growth, national & international recognition, expansion of the number of chapters, enhanced services to the chapters and members, an expanded annual meeting and establishment of offices and services in Washington, DC. (In the beginning, the executive director had no role in the annual meeting.)

This was a very ambitious set of goals given the fact that while membership growth had done well, financial growth of the association had not kept pace with membership demands. Further, the Board of Directors wanted an individual with a background in solid waste management and with recognition in the field.

Interestingly enough and by happenstance, in early 1978, Lanny Hickman contacted GRCDA and offered the association a deal to hire him half time as their executive director effective July 1, 1978. He was scheduled for retirement from the Office of Solid Waste, USPHS/USEPA on June 30 of that year¹. While he had not had any measurable contact with GRCDA while in the federal solid waste program other members of his organization had been in contact over the years. He was known by some of the GRCDA officers and directors through his responsibilities in the federal solid waste program that included over a number of years – state program development, technical assistance, training, technical information development, and solid waste management legislation and regulation. He also had a reputation of continuing interaction with local government owned and operated solid waste management systems.

Lanny's credentials were very compatible with the culture of GRCDA and their criteria for an Executive Director. Lanny had been with the federal solid waste program almost since its inception². A graduate civil engineer from the University of Oklahoma (BSCE 1956) with a masters in sanitary engineering from the University of Michigan (MSSE, 1963) prior to entering the field of solid waste management he had served as a sanitary engineer in the USPHS technical assistance program and had worked in the private sector as a civil engineer for several years. He also had served as a Placement Officer for the USPHS recruiting sanitary engineers for the USPHS. During his 12 years in the federal solid waste program he had served as a manager for their engineering studies program; the technical assistance program; the state solid waste program assistance effort; the training program and the technical information program. He had also served as the Director of Operations for the program and in three separate times as the acting Chief of the Office of Solid Waste. This broad based experience in solid waste management fit well with an organization of local government solid waste management professionals with a culture of training and technical assistance.

¹ Lanny was a commissioned officer in the United States Public Health Service. The USPHS commission corps system is one of seven uniformed services that carry military rank, not civil service rank. Under the commissioned corps systems officers were eligible for 20-year retirement.

² The federal Solid Waste Disposal Act was passed in October of 1965. The USPHS began immediately to staff the new program. Lanny came to work for the newly formed Office of Solid Waste April 1, 1966.

Following an interview in the early spring of 1978 a deal was cut with a beginning date of July 1, 1978. He bluntly told them that he had a “can do” attitude and planned to take their small organization to a position of prominence in North America. He was charged with finding office space in Washington, DC and to set up operations as near after July 1, 1978 as possible. GRCD A did not have sufficient funds for a full-time Executive Director so the contract with Lanny was for half time; which was what he proposed. GRCD A also did not have the necessary funds to carry their DC operations more than 12-months. So, it was a leap of faith for both sides: GRCD A – was Lanny capable to do the job and he had their money to try - Lanny – how in the first 12 months was increased revenue going to be generated to pay for the office and him beyond 12 months.

The contract between GRCD A and Lanny was fairly straightforward:

1. It was for half time and he could conduct his consulting business with his other time as he saw fit.
2. He was to avoid any conflict of interest in his consulting business with any member of GRCD A.
3. He was to establish an office in Washington, D.C. from which he would conduct GRCD A business. He was permitted to use the office space if he chose to do so for his consulting business, but was not permitted to have his consulting business listed in the building directory or office directory.
4. Key activities related to his position of Executive Director:
 - a. Represent GRCD A to the governmental, environmental, business, and congressional communities in the Washington, DC area and nationally.
 - b. Build relationships with other solid waste organizations; state, national and international.
 - c. Report on a bi-weekly schedule to the Board of Directors on his efforts.
 - d. Prepare and distribute a monthly GRCD A newsletter to all members of GRCD A.
 - e. Provide technical and management assistance to the GRCD A Chapters, as needed and upon request.
 - f. Promote membership in non-Chapter geographic areas and work toward the establishment of new Chapters.
 - g. Take the lead on developing the technical program for the annual seminar and equipment show.
 - h. Develop a long-range plan for training and technical assistance.
 - i. Plan and support the meetings of the Board of Directors and the Executive Committee.
5. Business arrangements within GRCD A were updated to include an executive director and central office. These arrangements included:
 - a. Establishment of a bank account for the central office for operations. The Executive Director was authorized to pay operating costs from this account. Payment of the Executive Director’s fee and expenses would be paid by the National Treasurer upon receipt of invoices (on a monthly basis).

- b. Expenditures would be governed by an annual budget, developed by the Executive Director and approved by the Board of Directors.
- c. The majority of the financial assets would remain in the hands of the National Treasurer in the National Bank Account³.
- d. Responsibility for at-large members became the responsibility of the central office. This included the collection of membership dues, distribution of the newsletter and technical assistance.
- e. International Corporate Members would be the responsibility of the national office.
- f. Any contract or grant awards to GRCDA would be administered by the central office. Staffing for such efforts would be the responsibility of the Executive Director
- g. Chapter rebates on membership dues would be sent to the central office for record keeping and documentation. Funds would then be transferred to the Association Treasurer.
- h. While all Chapters maintained their own membership records and collected their dues, the central office was responsible for the maintenance of the official membership records for the Association. Consequently, Chapters were directed to transmit to the central office official membership records upon receipt of dues payments.

When Lanny started work, the GRCDA Executive Committee (EC) authorized the movement of a portion of their funds to DC with Lanny in charge of managing the accounts. The EC told Lanny that if he wanted to continue as the ED, in addition to doing an acceptable job, he was going to have to find the funds to finance the office and himself.

The Board of Directors also suggested that given his contacts with the USEPA he should be able to get some grants to help pay the bills. He told them that this was not possible for two reasons – just leaving the agency he could not go back and seek funds for several years. The major reason however, as he counseled the Board of Directors, that going down the path of surviving on federal grants and contracts was a slippery slope that would hinder both the growth and success of the association. In addition, the desired independence to grow and also speak out on issues from the perspective of the membership of GRCDA might be compromised.

Getting a Headquarters Established

The first “international⁴” GRCDA office was located at 16th. and K Street, NW in downtown Washington, DC. GRCDA contracted with an office service company that provided furnished offices, answering service, conference room availability, coffee services and a monthly number of secretarial service hours. Many small companies and small associations with limited resources and less than fulltime staff and services

³ This approach was always a problem for GRCDA as Treasurers normally served only one or two-year terms prompting frequent changes in the bank account, bank and location.

⁴ With the establishment of a central office the term international began to creep into the lexicon of GRCDA. After all they had three chapters in Canada.

used this arrangement, common in DC. For the monthly rent you got your name on the board in the lobby, someone answering your phone lines (paid for by the client) with your name and when needed you could lean out of the office and ask your “secretary” to do something. This arrangement was ideal for GRCDA, as they very much wanted a DC address, so it would look like we were playing with the big boys and girls. Lanny also worked out his home and used call forwarding from downtown.

During the balance of 1978 Lanny spent the majority of his time getting the operations of the office established. Many things had to be established as the association had been operating literally out of the car trunks of the officers since the 1961 startup of GRCDA. The following occurred during 1978: a bank account was established, an accounting system was put in place; a central database of membership records was created⁵ from chapter membership data, a monthly newsletter was begun, contact with the Chapter Presidents began, and rounds in DC with related organizations to introduce GRCDA (most had not heard of the organization).

During his time in the federal solid waste program many local government representative organizations had received both grants and contracts to provide assistance to their members. These included the National Association of Counties (NACO), the National League of Cities (NLC), the International City Managers Association (ICMA) and the Conference of Mayors (CoM). Efforts were made to begin to build a bridge with these organizations. In time partnerships were built, particularly NACO and NLC.

In addition, to help finance the expansion move of GRCDA, the association established a new corporate membership category – International Corporate Member (ICM). This category was aimed at the larger solid waste services and consulting firms and was designed also to simplify their participation in GRCDA activities. Prior to establishing this membership category firms had to join as a Chapter Corporate Member in each Chapter. This was the only way that their employees could then join as Sustaining Members. Under the new ICM membership category their employees regardless of where they worked could join any chapter as a Chapter Sustaining member. Lanny was tasked with enlisting the big companies and firms into this membership category for the upcoming new fiscal year. A degree of success was reached and when the new fiscal year rolled around GRCDA had 25 new International Corporate Members. By the end of 1979 the number had reached 38.

By the end of 1978 the national office was operational, and the new ED had begun working with various groups of members in the at large area to form new chapters.

⁵ Since there was no central office, the membership records, for the most part were maintained by the Chapters and the elected GRCDA Secretary. The records were not systemized into a single database. Similarly, members paid their dues to their chapters and the chapters in-turn sent the requisite cut for GRCDA to the Treasurer. Hence, you had two sets of hands in two separate states/provinces having to coordinate membership and financial records.

THE 1978 ANNUAL GRCD A SEMINAR AND EQUIPMENT SHOW

One of the first official duties for the new ED was attending the 1978 GRCD A Seminar and Equipment Show in Calgary, Canada. It was the first GRCD A annual meeting that Lanny attended. Much to his surprise, he discovered that while the Board of Directors and the Executive Committee were on board with his role, many members in Canada, as well as many of the Chapters were not too keen on having a retread from the feds as their ED. It would take a number of years of effort to finally draw the various parts of what constituted GRCD A into a unified organizational unit. A fine line had to be drawn to protect the independence of the chapters and the need to have a consolidated organization to represent the interests of the membership and to provide the services needed by the membership.

A highlight for Lanny was the use of pipers to open the event. Lanny was really taken with the pipers and in time, the pipers became an integral part of the annual seminar and equipment show. It might be noted that the pipers were not as welcome by all members as they were by Lanny. But the pipers and the Chapter flag parade at the opening of the annual meeting became a part of GRCD A culture.

CHAPTERS

- ***The Florida Sunshine Chapter*** received its Chapter Charter at the 1978 Calgary, Canada Annual Membership Meeting of the Association. Information on the formation of the Florida Sunshine Chapter and lists of officers and Chapter Directors to the IB are included in Appendix 1978-1.
- ***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 – As far as the information available to help write this report, Phil Richmond is the only GRCD A/SWANA member to have served as a Chapter President – Southern Californian Founding Chapter; Oklahoma Indian Nation's Chapter, and Florida Sunshine Chapter. Phil also served as the International President of GRCD A/SWANA.

Appendix 1978-1: The Florida Chapter Story

Prepared by Tim Hunt

Forming the Chapter

Tim Hunt became a member of GRCDA in 1975 through the magazine *Solid Waste Systems* and Ben Warner. In late 1976 he decided that Florida needed a chapter so garbage guys / gals had a reason to get together and exchange information and experiences. He had been an active participant in the local APWA chapter but not much on garbage was ever discussed.

Sometime in 1977 Ben sent him a list of Florida at large GRCDA members. There were 7 or so members from all over the state.

Tim sent letters to all the at-large members asking of their interest in forming a chapter and their willingness to serve as officers and directors. The response was very positive toward forming a chapter but less so in serving. During 1977 Bob Lawrence sent him copies of Bylaws etc. from his California chapter which Tim used to draft initial Florida documents. These he sent to the five or so people who had an interest in helping form a chapter.

No one wanted to lead but a slate of founding officers was selected including:

- 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

These guys approved the Bylaws and the slate of officers. Then Tim Hunt sent the documents and list of officers to Bob Lawrence requesting that the Association recognize Florida as the first east coast chapter of GRCDA which was done in 1978 in Calgary Canada at GRCDA's first "International" Symposia. Tim could not attend because he was in court testifying on a franchise collection issue.

None of the founding members except for Tim remains active. He can only confirm that Charles Carpenter is retired and living in the Orlando area. The last contact information for him is Charles Carpenter, 2301 Cherrywood Lane, Orlando, FL 32803

Chapter Start Up

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 at the Holiday Inn in Appollo Beach south of Brandon. Our technical tour was to the newly completed Appollo Beach transfer station nearby owned and operated by Hillsborough County.

Since this was an organizational meeting much of the program was socializing and getting to know one another as this was the first opportunity for trash people from around the state to get together. This meeting was the foundation of the present Chapter of over 500 members. Everyone attending that first meeting signed on as members raising our membership to about 40.

Everyone in attendance contributed ideas for future conference topics. We decided to hold three meetings / conferences annually with one each in the north, central and southern areas of the state.

The Chapter continued to grow rapidly with every meeting extremely well attended from throughout the state. Our Chapter was doing so well the International Association (GRCD) 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 Associations 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 by the membership. It was unusual for members not to attend 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. Our early largest membership growth came from Dade, Broward, Palm Beach, Orange, Brevard and the Tampa Bay areas and our 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. Our members were not only hard working but hard party animals following the last presentations of the day many a hotel bar closed in the wee hours of the morning still with a full house.

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, Shuh 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. Attendance at Chapter conferences has declined over the past 10 to 15 years as a percentage of total membership even though the content and quality of topics presented remains first rate although today 20% - 25% may be okay. Why continues to be debated by the chapter board with all manner of changes venues etcetera being considered.

The following tables of chapter officer and director service dates reflect the best information and memories of the many contributors to this effort. It is possible that someone will find, in an old box, minutes of the chapter's annual business meetings allowing all of the blank spaces to be completed. Until then our collective thanks to those that served and are not yet recognized.

Appendix 1978-1.1: The Florida Chapter Story

Information Provided by Tim Hunt

Chapter Board of Directors 1978 – 2011 (Page 1 of 2)

Date	Director	Director	Director	Director
1977 – 78	N/A	N/A	N/A	N/A
1978 – 79		Pamela Day	Ed Hanna	John Williams
1979 – 80	Tim Hunt	Pamela Day	Jim Griffin	John Williams
1980 – 81	Tim Hunt	Elaine Hayes	Jim Griffin	Richard Rebholtz
	Dewayne Igou			
1981 – 82	Tim Hunt	Elaine Hayes	Richard Rebholtz	Charlie Hunter
	Dewayne Igou			
1982 – 83	Tim Hunt	Elaine Hayes	Warren Smith	
	Charlie Hunter	Jeanmarie Massa	Dewayne Igou	
1983 – 84	Tim Hunt	Richard McCormack	Jackie Larson	Warren Smith
	Charlie Hunter	Jeanmarie Massa		
1984 – 85	Tim Hunt	Richard McCormack	Jackie Larson	Bill Lederman
	Charlie Hunter	Nancy McCann	A. T. Nelson	Mary Nogas
1985 – 86	Tim Hunt	Mark Hammond	Phil Richmond	Bill Lederman
	Tom Keith	Nancy McCann	A. T. Nelson	Ray Moreau
1986 – 87	Tom Keith	Mark Hammond	Phil Richmond	Tee Corbo
	W. Tedder	Ray Moreau		
1987 – 88	Mark Hammond	Jodi Johns	Tee Corbo	Karen A. Deeter
	W. Tedder	Ray Moreau		
1988 – 89	Anne Lowe	Jodi Johns	Bill Dillard	Karen A. Deeter
	Allen Ellison	Matina Wagner		
1989 – 90	Anne Lowe	Jodi Johns	Bill Dillard	Allen Ellison
	Matina Wagner			
1990 – 91	Teresa Eturaspe	Anne Lowe	Jim Elias	Bill Dillard
	Allen Ellison	Matina Wagner		
1991 – 92	Teresa Eturaspe	Anne Lowe	Jim Elias	Allen Ellison
	Nancy McCann	Chris Kohl		
1992 – 93	Teresa Eturaspe	Anne Lowe	Allen Ellison	Nancy McCann
	Chris Kohl			
1993 – 94	Ray Lotito	Charlie Hunter	Phil Richmond	Allen Ellison
	Nancy McCann	Chris Kohl		
1994 – 95	Ray Lotito	Charlie Hunter	Phil Richmond	Judd Curtis
	Nancy McCann	Dan Morrical		
1995 – 96	Tom Keith	Bill Hudson	Phil Richmond	Judd Curtis
	Nancy McCann	Dan Morrical	Tammy Hayes	
1996 – 97	Tom Keith	Bill Hudson	Phil Richmond	Judd Curtis
	Nancy McCann	Dan Morrical	Tammy Hayes	
1997 – 98	Tim Hunt	Bill Hudson	Phil Richmond	Tammy Hayes

Appendix 1978-1.2: The Florida Story
Chapter Board of Directors 1978 – 2011 (Page 2 of 2)

Date	Director	Director	Director	Director
1998 – 99	Tim Hunt	Phil Richmond	Tammy Hayes	Bill Gilley
1999 – 00	Tim Hunt	Phil Richmond	David Gregory	Tammy Hayes
	Bill Gilley			
2000 – 01	Tim Hunt	Phil Richmond	Regina Hawkins	David Gregory
	Lenny Marion	Tammy Hayes	Bill Gilley	
2001 – 02	Tim Hunt	Marc Rogoff	Warren Smith	Regina Hawkins
	Steve Nataline	Lenny Marion	Alex Makled	Bill Gilley
2002 - 03	Tim Hunt	Marc Rogoff	Warren Smith	Regina Hawkins
	Steve Nataline	Lenny Marion	Alex Makled	Bill Gilley
2003 – 04	Tim Hunt	Marc Rogoff	Warren Smith	Regina Hawkins
	Steve Nataline	Lenny Marion	S. Burkhardt	David Deans
2004 – 05	Tim Hunt	Marc Rogoff	Warren Smith	Julia Jablonski
	Steve Nataline	Joe Grusauskas	David Gregory	David Deans
2005 – 06	Tim Hunt	Marc Rogoff	Warren Smith	Julia Jablonski
	David Hill	Joe Grusauskas	David Gregory	Mitch Kessler
2006 – 07	Mike Frey	Marc Rogoff	Don Ross	Julia Jablonski(06) Deb Bush (07)
	David Hill	Ray Moreau	Steve Nataline	Mitch Kessler
2007 – 08	Sam Levin	Don Ross	Warren Smith	Deb Bush
	David Hill	Ray Moreau	Steve Nataline	Kim Byer
2008 – 09	Sam Levin	Don Ross	Warren Smith	Deb Bush
	David Hill	Ray Moreau	Steve Nataline	Kim Byer
2009 – 10	Kim Byer	Don Ross	Warren Smith	Deb Bush
	David Hill	Ray Moreau	Steve Nataline	Tammy Hayesr
2010 - 11	Kim Byer	Warren Smith	David Hill	Tammy Hayes

Appendix 1978-1.3: The Florida Story, Chapter Officers 1977 – 2010

Date	President	Vice – President	Treasurer	Secretary	Chapter Administrator
1977 – 1978	Timothy F. Hunt Jr.	Thomas W. Royster	Joseph Caporale	Charles D. Carpenter	
1978 – 1979	Timothy F. Hunt Jr.	Jay Sauter ?	Bob Davis ?	Tom White ?	
1979 – 1980	Jay Sauter ?	Bob Davis ?	Tom White ?	Ed Hanna ?	
1980 - 1981	Bob Davis ?	Tom White ?	Ed Hanna ?	Pam Day	
1981 – 1982	Tom White ?	Ed Hanna ?	Pam Day	Jim Griffin	
1982 – 1983	Ed Hanna ?	Pam Day	Jim Griffin	Richard Rebholtz	
1983 – 1984	Pamela K. Day (Kromer)	James L. Griffin	Irene LaPaz	Charlie Hunter	
1984 – 1985	James L. Griffin	Richard Rebholtz	Irene LaPaz	Jeanmarie Massa	
1985 – 1986	Richard Rebholtz	Jeanmarie Massa	Irene LaPaz	Jeanmarie Massa	
1986 – 87	Jeanmarie Massa	Charlie Hunter	Irene LaPaz	Linda Hodgkins	Irene LaPaz
1987 – 1988	Charles Hunter	Tom Keith	Irene LaPaz	Linda Hodgkins	Irene LaPaz
1988 – 1989	Tom Keith/Phil Richmond	Phil Richmond	Irene LaPaz	Mark Hammond	Irene LaPaz
1989 – 1991	Phil Richmond	Mark Hammond	Irene LaPaz	Karen Abbott	Phyllis Rogoff
1991 – 1993	Mark Hammond	Karen Abbott	Bill Dillard	Matina Wagner	Phyllis Rogoff
1993 – 1995	Karen Deeter	Bill Dillard	Matina Wagner	Matina Wagner	Matina Wagner
1995 – 1999	William Dillard	Charlie Hunter	Matina Wagner	Ray Lotito	M. Wagner /K. Johnson
1999 – 2001	Charles Hunter	Matina Wagner	Ray Lotito	Steve Nataline	Karen Johnson
2001 – 2003	Matina Wagner	Ray Lotito	Steve Nataline	David Gregory	USF – Marc Rogoff
2003 – 2005	Raymond Lotito	Phil Richmond	David Deans	Gina Hawkins	USF – 04/TREEO - 05
2005 – 2007	Raymond Lotito	Phil Richmond	David Deans	Gina Hawkins (05-06) Julia Jablonski (06)	TREEO/Kate Ziemak
2007 – 2009	Raymond Lotito	P Richmond / M Kessler	David Deans	Julia Jablonski	Kate Ziemak
2009 – 2011	David Deans	Mitch Kessler	Sam Levin	Julia Jablonski	Kate Ziemak

Note: Two year terms began with the 1989 election

Appendix 1978-22: The Oklahoma Chapter Story

Source: Phil Richmond

Phil Richmond, an Oklahoma boy who went to sea in the Navy in his teenage years retired, as a Chief Petty Officer, from the Navy in 1965. Phil and Irma remained in California. 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

GOVERNANCE AND MANAGEMENT

Governance

Throughout this section of the GRCDAs/SWANA history lists of The International Executive Committee (ED), 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 GRCDAs. Their many hours, actually many days, of efforts resulted in the change of GRCDAs from an essentially west coast association totaled staffed by volunteers to an international association with a staff to serve as stewards of GRCDAs for the benefit of its membership.

Executive Committee (EC)

1. **President** – Bill Larson, Tacoma, WA
2. **Vice President** – Bob Epler, San Diego, CA
3. **Secretary** – Norm Jones, Salt Lake City, UT
4. **Treasurer** – Gary Vroman, Sacramento, CA
5. **Past President** – Bob Lawrence, San Leandro, CA (also Seminar Chairman)

6. **Corporate Director** - Mike Sandavol – Dallas, TX

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

- Prompted by the ED, GRCDA established 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 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. GRCDA nee SWANA was organized to provide information and training).
- GRCDA gets a non-profit postage account.
- 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.
- ICM membership reaches 38.
- Following the development of the guidance and criteria, Bill Larson recommended that GRCDA establish an awards program to recognize members – approved.
- ED reports on his efforts in organizing the technical program for Phoenix.
- 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 – approved to submit.
- **Tim Hunt** of FL (Solid Waste Authority of Palm Beach County) was appointed to the EC as a Director to fill a vacancy due to a resignation.

TECHNICAL PROGRAMS

Committee Activities

GRCDA had a number of committees, mostly technical, that had been functioning under one name or another almost since the inception of the organization. Many of the committees in this list were single output committees and did not continue over the years. In time, permanent technical committees, as noted above, became technical divisions.

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 GRCDA members. This product of this effort was viewed as a tool to increase sales of exhibit space at the annual meeting. Actually, the final product was used in that way and it did help, some, to increase sales.
- **Contract Service Manual** – this manual was to provide assistance to local governments when considering the use of private solid waste management service providers. Over the years it underwent a number of changes, revisions, etc., but was never greatly used. Mainly, because the emergence of the GRCDA training program included much of what was needed by the membership.
- **Specifications Manual** – this manual was to be a template for preparing specifications for the purchase of collection and disposal equipment. It never was completed in a published format.
- **Group Life Insurance** – GRCDA 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” organize, plan and operate a GRCDA Chapter. This output was to include a process for establishing a new chapter, model bylaws, meetings techniques, etc. It was developed and used in a variety of ways by chapters. The challenges of the partnership between GRCDA and its Chapters were a major management issue on an ongoing basis. Much of the organizational problems between GRCDA and its chapters were based on the fact that was no set of rules, guidelines, etc. developed to define the relationships between GRCDA and its chapters⁶. The emergence of the affiliation agreements

⁶ Interview with Bill Larson on August 6, 2009 when we discussed the formation of the Washington , BC and C{ Chapters. Bill stated that the parent organization had not idea of what should be included in the formation process, there was no formal “contract” between the groups. He noted however, that the spirit

during the time period covered by this section of the history did a great deal to improve the culture between the parent organization and its' chapters.

- **Management Plan** – a document to address the management and operations of GRCD. This thing evolved over the years and while it served to guide the establishment, growth and operations of the central office, it never worked well for the interaction between the central office and the chapters.

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.

ANNUAL SEMINAR AND EQUIPMENT SHOW

- The 1979 Annual Seminar and Equipment Show was held in San Diego, CA at the Hilton Hotel. Exhibits were in the banquet rooms and the parking lot of the hotel. The technical program was held in the meeting rooms of the hotel.
- The following seminar sites were approved by the Board of Directors at their 1979 annual meeting:
 - 1981 – Salt Lake City
 - 1982 – Dallas
 - 1983 – Winnipeg
- The EC took a number of actions during 1979 to begin to centralize more of the management of the annual meeting by GRCD under the direction of the Executive Director.
- The Executive Director led the development of the technical program for the annual seminar and equipment show.
- The Executive Director began first efforts to work with future host Chapters on the development of the technical program.

CHAPTERS

- Led by Dick Eldredge, a corporate member (consultant) of GRCD, development of the Illinois Chapter began.

1980

GOVERNANCE & MANAGEMENT

and enthusiasm and the size of the organization was such that growth could be achieved with a minimum of paperwork. He also noted, however, that the relationship between the parent organization and chapters was challenging because issues not even considered when the partnership was done almost immediately had to be addressed.

By 1980 the **terms** International Board (IB) of Directors, International Executive Committee (IEC), International Seminar and Equipment Show, and International Seminar Chairman had come fully into practice.

Governance

At the August 1980 meeting of the EC the following were in attendance:

- **President** – Bill Larson, Tacoma, WA
- **Vice President** – Bob Epler, San Diego, CA
- **Secretary** – Norm Jones, Salt Lake City, UT
- **Treasurer** – Gary Vroman, Sacramento, CA
- **Past President** – Bob Lawrence, San Leandro, CA (also Seminar Chairman)
- **Directors:**
Tim Hunt – West Palm Beach, FL
- **Corporate Directors:**
Mike Sandavol – Dallas, TX
- **Executive Director** – Lanny Hickman, Washington, DC
- **Other:**
Dick Townley – Fresno, CA (Seminar Equipment Show Chairman)

- President Bill Larson reported that all issues associated with Ben Warner had been settled.
- New officers rolled up into their offices in August of 1980:
President – Bob Epler, San Diego, CA
Vice President – Tim Hunt, SWA of Palm Beach County, FL
Secretary – Norm Jones, Utah State University, UT
Treasurer – Gary Vroman, Sacramento, CA
Past President – Bill Larson, Tacoma, WA

Bob Epler, President submitted his resignation, with regrets, effective 12:01 am, December 3, 1980 (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 on 12:01 am December 3, 1980. 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 GRCDCA 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. See a following section that discusses the cooperative efforts with Waste Age.
- The ED recommended to the EC that dues be increased beginning in 1981-1982. After discussion the EC approved recommended Increases in dues as follows:

Category	New Rate	Chapter Share	International Share
Regular	\$35	\$14	\$21
Sustaining	\$35	\$14	\$21
Chapter Corporate	\$125	\$30	\$95
Agency	\$275	\$110	\$165
International Corporate	\$600	\$0	\$600

- President Tim Hunt was tasked with calling all Chapter Presidents to discuss the proposed increase and the reasons for the increase.

TECHNICAL PROGRAMS

▪ **Waste Age (WA) Magazine**

ED reported on the continuation of the agreement between WA and GRCDA. The Association had formalized an arrangement with Waste Management Magazine to provide increased support for the annual meeting and technical programs of GRCDA. GRCDA also had access to their mailing lists for the promotion of membership and chapter development. This relationship will play a vital role in the early stages of the development of GRCDA'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 (*The Author agrees*) 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 Lanny to proceed with researching the possibility and to come back to them with his findings and a proposal to drop the idea or move forward with the ideas.

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.

At the writing of this history, ABC includes almost 100 certifying authorities representing more than 40 states, 9 Canadian provinces as well as several international programs. These program 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 into 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.⁷

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

Lanny 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 GRCDA 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,

⁷ It should be noted that although GRCDA moved forward to certify managers, they did in time develop a program for operators – TSLOP (Training Sanitary Landfill Operators).

- 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,
- ABC was not an avenue to help GRCDCA 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. GRCDCA 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.

Lanny, Mike and Dick concluded from this survey that there was an opportunity for GRCDCA to initiate a landfill operators training and certification program. They recognized that certification by GRCDCA had no legal or regulatory base, but that certification by GRCDCA would help achieve some of the goals of a certification program – job/work pride, demonstration of professional qualifications, improved skills, etc. Upfront, GRCDCA 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 GRCDCA training would be certified to that achievement by GRCDCA. 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, GRCDCA would certify successful candidates based on whatever criteria that would be established for the training and certification program. Where a state established a certification program, GRCDCA would not issue certificates to candidates in that state, but GRCDCA wanted their training program designated as a qualified training program for certification in that state.

This design was presented to the GRCDCA 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 GRCDCA 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 directed – 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 terms "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 (Lanny, Dick, Art, and Larry) 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. WTE plant managers from selected European facilities.

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 Lanny 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. Lanny Hickman had worked with Charlotte when he was in EPA and had been doing some consulting work for her after he left EPA. ***The history of the Landfill Gas Management Technical Committee/Division is included in the overview summary section in the front of this history.***

ANNUAL SEMINAR AND EQUIPMENT SHOW

- The 18th Annual Seminar and Equipment Show was held in Phoenix, AZ in the Phoenix Convention Center in 1980. This was the first annual seminar and equipment show held in a convention center; all previous ones had been held in hotels.
- Planning for future annual meetings was an ongoing effort by the International Seminar Chairman, the International Equipment Show Chairman and the Executive Director. Interviews were presented to the EC and in 1980 the follow cities were under consideration:
 - Orlando, FL – was awarded the 1984 show.
 - Denver, CO – was awarded the 1985 show.
 - Louisville, KY – was selected for 1986, but eventually dropped due to growth of the show.
 - Cincinnati, OH – was awarded the 1986 show.
 - St. Paul, MN – was awarded the 1987 show.
- A Seminar Operations Manual was under development by the ED with plans for it to be utilized at the Salt Lake seminar and equipment show.
- The Dallas dates for 1980 were moved ahead at the request of the Dallas Convention Center. Rental fee for the convention center was waived as an inducement to GRCDA to change its dates. HQ hotel changed it proposal for more favorable rates.
- Winnipeg dates were firmed up to be August 27-September 2, 1983.
- **Dick Townley** (Ruckstell Sales) was assigned responsibilities, on behalf of the IB and EC, of the equipment show portion of the annual meeting and was appointed International Equipment Show Floor Manager. Dick held this position for many years. In time he shared the role with **Don Warren** (Heil).
- The ED reported that the equipment survey (who uses what in their operations) report was completed and will serve as a vital tool in the recruitment and retention of corporate members and equipment show exhibitors.

CHAPTERS

- 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.
- **Chapter Manual** - Final draft of the Chapter Manual was approved by the IB to go final and distributed to the Chapters.
- **Illinois Chapter** - 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 known, however, that Dick Eldredge was instrumental in the formation of the chapter.
- **Texas Chapter** - The Texas Lone Star 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 Texas Lone Star Chapter was available.

1981

GOVERNANCE AND MANAGEMENT

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. Bob Lawrence had recommended that this be done. 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 GRCDA 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. Lanny was charged with looking at options to meet the needs of the headquarters office. When he had completed his efforts he recommended to the President that a conference call was needed to be made to reach a decision.

At that conference call meeting he reported that his examination for an expansion of space and secretarial services included three options:

- a. Continuation with the current office services but with more secretarial services time – this option was not available since the services group would not commit a fulltime secretary to the GRCDA account.
- b. New space downtown in Washington, DC – the ED felt that the cost of space and the cost for secretarial labor were in excess of what the association could afford.
- c. A move to a suburban location – the EC examination of this option with the criteria included close access to the Metro for easy means to get downtown. The dollar numbers showed that the association would be able to have a full time staff person

with the money saved in rent. He recommended that GRCDA move its offices to Silver Spring, within walking distance from the Silver Spring Metro station. The EC approved moving the headquarters office to Silver Spring, MD. That move was made in early 1982.

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

TECHNICAL PROGRAMS

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.

ANNUAL SEMINAR AND EQUIPMENT SHOW

- In 1981 the 19th Annual Seminar and Equipment Show was held in Salt Lake City, UT at the Salt Palace Convention Center.
- Management of the annual show was gradually being put into the hands of the ED.
- An EC appointed member to serve as the International Seminar Chairman was being phased in as Bob Lawrence, at his request, relinquished that position.

CHAPTERS

- The ED reported on progress of chapter growth; Louisiana was expected to be ready by 1982.
- The ED 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 GRCDA newsletter to their membership – the ED opined that in time, a chapter arrangement with this group might occur; this was approved by the EC.
- **Iowa-Nebraska Chapter** - The Iowa-Nebraska Chapter received its Chapter Charter at the Annual Business/Membership Meeting of the Association, in Salt Lake City, UT on September 3, 1981. See Appendix 1981-1 and 1998-2 for a history of the formation and development of what eventually became the Iowa and Nebraska Chapters.
- The **Utah Chapter** requested a name change to the Utah Beehive Chapter. This request was approved at the Annual Business/Membership Meeting of the Association, in Salt Lake City, UT on September 3, 1981.
- 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.
- The **Washington Chapter** requested a change in their name to the **Washington Evergreen Chapter**. The request was approved at the Annual Business/Membership Meeting of the Association, in Salt Lake City, UT on September 3, 1981.

Appendix 1981-1: The Iowa-Nebraska Chapter Story

Source: Cindy Turkle

While working in Field Office #5 of what was the Iowa Dept. of Environmental Quality, I had many of the landfill operators inquiring about what other landfills were doing. With my boss's blessing, I held a one-day meeting at a truck stop in Malcom on May 14, 1981. (See Appendix 1a for copy of agenda) We had speakers from IDEQ, university professors, and the Powershiek County engineer and landfill operator. We then toured the Powershiek County landfill and had them demonstrate a litter vacuum they had retrofitted. While only about 30 people were expected, we had over 75 sign up and 68 actually attend.

From that first meeting, several of the County Engineers and me organized other meetings and ultimately formed the Iowa Society of Solid Waste Operations (a title coined by Ron Mace). ISOSWO was its own organization for many years. Annual conferences were held at various locations around the state. I think the movement to certify operators started the interest in joining GRCD. Some of us attended operator certification classes in Minnesota and their staff discussed the national organization.

So on April 25, 1988, Ron Mace, Pete Duffy and I signed and filed the Articles of Incorporation to be the Iowa Society of Solid Waste Operations Chapter of GRCD. An affiliation agreement was signed in Feb 1990. And in 1995 the affiliation with SWANA was signed.

That is how ISOSWO was born. In the affiliation with GRCD there was a strong feeling with the members of ISOSWO that they wanted to maintain their history as a vital and independent Iowa organization. This is reflected in the name of their Chapter – Iowa Society of Solid Waste Operations.

In the formation of all GRCD/SWANA Chapters leadership within the state or province was essential to that formation. Cindy Turkle was an essential part of the formation of the ISOSWO and eventually the affiliation with GRCD/SWANA. During the formative years Cindy worked for the Iowa Department of Environmental Quality. She also worked for the Scott County Landfill Commission, Howard R. Green engineering firm, and the South Central Iowa Solid Waste Agency. She now runs her own consulting company. Cindy was serving as President of ISOSWO during the time they were working on the initial affiliation with GRCD. She also served as the ISOSWO Chapter Director to the SWANA International Board of Directors for several terms over the years. She was also a major player in establishing the GRCD/SWANA Public Education Committee Chair and continued to be part of that Committee for many years.

Other key people in the establishment and success of the Iowa Chapter included: Ron Mace, Lee County Landfill that in time became the Great River Regional Waste Authority; Peter Duffy, Marshall County Landfill and then worked for the South Central Iowa Solid Waste Agency and Dave Hogan, Bluestem Solid Waste Agency.

Appendix 1981-1.1

L A N D F I L L O P E R A T O R S C O N F E R E N C E

February 2 & 3, 1982

Starlite Village Inn

Ames, Iowa 50010

TUESDAY, FEBRUARY 2

10:00 – NOON

Operational Tour of Ames Recovery
Plant

12:00 – 1:00

Lunch on your own
Late Registration at the door

1:00 – GREETING

Kenny Moravetz, Superintendent
Ames Solid Waste Plant

Ground Water Quality
Dr. Don Drake
University of Iowa

2:00 – PANEL DISCUSSION – Financing Landfills

M. O. Hansen – Moderator
Powershiek Co. Engr.
Vern Mott, Appanose Co. Landfill
Abie Davis, Marion Co. Engineer
Cordell Petersen, Blackhawk Co.
Landfill

2:45 – COFFEE BREAK

3:00 – TYPES OF SOLID WASTE OPERATIONS

Gene Sturgeon, Moderator
Wright Co. Supervisor

Bob Huber, Tri-Co. Dumpster Collection
Transfer Operations
- Pocahontas County
Baler-Fill Operations
- Mike Hanrahan, Omaha
Solid Waste
Trench Operation
- Ted Kenyon, Adair Co.

4:00 – RED TAPE-RULES-REGULATIONS

IDEQ Official – Red Vlieger
Chief, Land Operations

5:00 – SOCIAL HOUR – CASH BAR

Kenny Moravetz, Moderator
Solid Waste Directions – Past, Present & Future
Ann Frenzen, IDEQ Commissioner
Ruse Helms
Ed Holden, State Senator

WEDNESDAY, FEBRUARY 3

8:30 – COFFEE & ROLLS

9:00 – LANDFILL LIABILITY
Dave Murphy
Environmental – On Site Liability

10:00 – DISCUSSION

A Statewide Landfill Organization

11:30 - ADJOURN

Note: Recreated from available material. Information is accurate.

Appendix 1991-2 – The Nebraska Cornhuskers Chapter Story

Nebraska Chapter of GRCDA to Nebraska Cornhusker Chapter of SWANA – Happy 25th Anniversary

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 (GRCDA) 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 [GRCDA] 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 GRCDA – 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 GRCDA 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 GRCDA 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 GRCDA 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)*

Great Plains Waste Management Conference

Almost 50 years and going strong, each year SWANA representatives from Iowa, Kansas, Nebraska, and South Dakota join in Omaha, Nebraska or Council Bluffs, Iowa to discuss current trends in solid waste management. Typically held in the Spring,

speakers from across the country come to impart information, new technologies, experiences, and new or proposed regulations. Tours of nearby solid waste facilities have been a big hit with conference attendees. Some of the facilities visited include recycling, composting, HHW, landfills, active landfill gas collection, and LFG-to-energy.

Fall Conference & Annual Business Meeting

Typically held in August or September, the Fall Conference and Annual Business Meeting rotates between cities located within central and western Nebraska. This is another opportunity for continuing education and networking with fellow solid waste industry members. Planned recreational activities are also available after conference hours.

Operator Certification Training

SWANA's Nebraska Cornhusker Chapter and the Nebraska League of Municipalities jointly sponsor and offer several Hazardous Waste Screening Classes across the state. Our Cornhusker Chapter has also provided Health and Safety Training for Municipal Solid Waste Operators and Training of Sanitary Landfill Operating Personnel Course in conjunction with past conferences. Continuing Education Units are available for training courses, facility tours, and conferences.

Semi-Annual Newsletter & Chapter Website

SWANA-Nebraska Cornhusker Chapter now publishes a newsletter twice a year – Winter and Summer issues. The newsletter covers upcoming conferences, activities and events, announces awards, and provides legislative information applicable to Nebraska. The newsletter also serves as a forum for members to share experience and needs. As the newsletter develops it can also convey technical information to Nebraska's solid waste managers, recyclers and operators. This Chapter website is linked directly to International SWANA and gives our members another resource for current industry information.

Landfill Equipment Road-E-O

Talented equipment operators from one end of the state to the other spend a day competing and displaying their skills. Operators are challenged to manipulate large equipment, i.e. front wheel loader, dozer, compactor, and scraper, through operational obstacle courses. Trophies and cash prizes are awarded to the top three performers in each division. The Nebraska Equipment Road-E-O is typically held in late Spring or early Summer. The first and second place winners from each division qualify to compete in SWANA's Annual International Road-E-O.

Scholarship

The Chapter offers a local scholarship, under the Grant H. Flint International Scholarship Awards Program, for graduating high school seniors or undergraduate students pursuing a degree in environmental science, engineering, or other suitable major related to the field of solid waste management. Applications are due to the Chapter Scholarship Committee by May 1st of each year. The Chapter winners are forwarded to the SWANA International Scholarship Committee for their consideration.

1982

GOVERNANCE AND MANAGEMENT

Governance

1982 International Board (IB) of Directors

Office	Incumbent	From	Office	Incumbent	From
*President	Tim Hunt	FL	Director	Red Davis	CA
*V. Pres	Norm Jones	UT	Director	DanaMarie Schmitt	CO
*Secretary	Peter Wong	ON	Director	Jim Considine	CO
*Treasurer	Gary Vroman	CA	Corp Director	Alec Cross	BC
*Past Pres.	Bill Larson	WA	Corp Director	Frank Gerdnic	OH
* Director	Pat Feschuk	AB	Corp Director	Dick Eldredge	IL
Director	Ryman Jones	UT	* Corp Director	Mike Sandoval	YX
Director	Bill Landman	?	Corp Director	Frank Borchardt	NE
Director	Nicole Clay	?	Corp Director	Bob Zralek	IL
Director	Lee Ritzman	UT			

* Executive Committee

Others appointments that attended and participated in the meetings of the IB were the International Seminar Chair Romney Stewart, the International Equipment Show Floor Manager Dick Townley and the Executive Director Lanny Hickman.

Bill Landman resigned mid-way through 1982 and Claude Pearson of Memphis, TN, filled his vacancy,

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 GRCDA 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 liabilities potential resulting of acts of chapters and the association. In time this became a major item of maturation for GRCD as it grew in membership numbers, chapters and programs. This item will be discussed in later years of this history.

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

GRCD Moves to Silver Spring, MD

By April 1, 1982 GRCD had moved (moved to Silver Spring in mid-1981) its offices to 8401 Dixon Avenue, Suite 4, Silver Spring, MD 20910. The space was a former 2 bedroom, dining room, kitchen, bath, and enclosed back porch apartment on the second floor of 8401 Dixon Avenue. It was in a building of row 4-unit apartments owned by one man who had converted all of them into offices. The dining room was converted into the conference and file room. Eventually the enclosed back porch became the GRCD Library.

Furnishings were purchased from Sears', a second-hand furniture store in Takoma Park, MD and a second-hand office supply store in Rockville, MD. It was the south-end unit, with sunny and airy rooms. It was one-block (downhill) 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***. Title – 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. Using space in Lanny's saved home office space costs as it was provided gratis. 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. Kay became a well-known presence in GRCDA and SWANA bringing a warm personal touch to the process of meetings and a no nonsense dealings with venues used by the Associating.

Financial Management

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

- a. 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
- b. The ED continued to transfer money to the Treasurer as the International Account was under the control of the EC, not the ED.
- c. Accounting procedures for the HQ operation were now being reported on a project basis.

Awards Program

In 1982 GRCDA finally got the planned Awards Program underway. The awards that went into place in 1982 included:

- Professional Achievement Award (Regular Member)
- Professional Achievement Award (Sustaining Member)
- Chapter Achievement Award
- Past International President's Award
- Distinguished Service Award

Bill Larson, of the Washington Chapter and International President in 1978 & 1979, provided the leadership and commitment to establish an awards program for GRCDA. This leadership resulted in the first two awards in professional achievement. Over time the other awards were added. The Awards Banquet was added the Thursday of the International Seminar and Equipment Show. The awards program, as been a continuing part of the GRCDA/SWANA culture since it was established in 1982.

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 GRCDA sponsored training presentations per year

GRCDA Hires an Association Counsel

In the spring of 1982 Lanny received a call from **Barry Shanoff** (Barry knew Lanny from his days in EPA). A meeting was held and discussions focused on the potential for GRCDA to retain legal services for an Association Counsel. It was apparent that as GRCDA 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.

Lanny was wary of granting too much authority to an attorney as he saw what happened in EPA with the lawyers took over the agency. He embraced the philosophy that the term was counsel, not decision maker and he voiced this opinion to Barry as one of the conditions of any relationship that GRCDA might have with him as the Association Counsel. 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, MT. He continues as Association Counsel at the writing of this history in 2009/2010 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.

TECHNICAL PROGRAMS

GRCDA Library

The EC authorized the establishment of the GRCDA library using Lanny's personal technical library for the basic initial holdings. \$1,500 was authorized to hire a summer student to catalog the library and for shelves for the library. The enclosed back porch of the offices on Dixon Avenue was converted into the library. 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) & 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 did not see any advantage in partnering with the upstart GRCDA.

ANNUAL SEMINAR AND EQUIPMENT SHOW

- In 1982 the 20th. Annual Seminar and Equipment Show was held in Dallas, TX in the Dallas Convention Center. The HQ hotel was the Hyatt. While the EC and host committee played major roles in planning and operating the meeting, the ED had overall management responsibility and oversight.
- The ED recommended to the EC changes in the role of the International Seminar Chair to give that appointment greater authority and responsibility. The recommendations placed in the hands of the ISC responsibilities for site selection, overall management, interaction with the chapters and the exhibitors. This recommendation was approved.
- Efforts were underway for the 1983 annual meeting to be held in Winnipeg. This would be the second annual meeting in Canada and required some extra effort on the part of the association to see that attendees and exhibitors were able to get through Canadian and US customs with the minimum amount of hassle.
- Concern over the selection of Cincinnati for 1986 was addressed at the IB mid-year meeting. The concern was primarily because of the lack of a chapter in Cincinnati. A motion to move from Cincinnati was defeated. Efforts to form an Ohio chapter were to be increased. However, because of a lack of a chapter in Ohio, the IB moved the Cincinnati (1986) to a later year and instructed the International Seminar Chairman to find a site on the west coast. Reno and Long Beach were to be examined.

- The Truck road-e-o was approved to be added to the annual meeting. It was first held in Orlando, FL, in 1984.

CHAPTERS

- **Louisiana Chapter** - The Louisiana Chapter received its Chapter Charter at the Annual Business Meeting of the Association, in Dallas, TX on August 19, 1982.
- Chapters were encouraged to incorporate in their respective state or province.

1983

Note: For some unexplained reason, the minutes for the 1983 annual business meeting were not available. Information for this year was gleaned from EC and IB meeting minutes.

GOVERNANCE AND MANAGEMENT

Governance

1983 International Board (IB) of Directors

In 1983 the IB transitioned to its new configuration. Each Chapter elected a representative to the IB with the designation Chapter Director. The number of Corporate Directors remained at 6.

Office	Incumbent	From	Office	Incumbent	From
*President	Gary Vroman	CA	Director		
*V. Pres	Peter Wong	ON	Director		
*Secretary	DanaMarie Schmitt	CO	Director		
*Treasurer	Jim Considine	CO	Corp Director	Bill Gremp	?
*Past Pres.	Tim Hunt	FL	Corp Director	Frank Gerndic	OH
* Director	Pat Feschuk	AB	Corp Director	Dick Eldredge	IL
Director	Ryman Jones	VA	* Corp Director	Alex Cross	BC
Director	Claude Pearson		Corp Director	Frank Borchardt	NE
Director	Nicole Clay	CA	Corp Director	Lew Ott Ward	NJ
Director					

* Executive Committee

Claude Pearson resigned as a Director. N.C Vasuki, General Manager and CEO of the Delaware Solid Waste Authority, was appointed to fill the vacancy. This began a continuing personal and professional service to GRCDA by Mr. Vasuki for some 15 years.

Other appointed positions that attended and participated in the meetings of the EC and IB were the International Seminar Chair Romney Stewart, the International

Equipment Show Floor Manager Dick Townley and the Executive Director Lanny Hickman.

Chapter Directors

The records available are not complete regarding the chapter directors that began to serve in the new IB configuration. The table below is the best that could be done with what information was available.

IB Chapter Directors, 1983.

Director	Chapter	Director	Chapter	Director	Chapter
Pat Feschuk	CNPrairies	Bob Bruhn	UT	Phil Richmond	OK
Dick Townley	CCA	John Finley	NM	Carrol Young	TX
Pam Day	FL	DanaMarie Schmitt	CO	Bill Larson	WA
Dick Maiorino	NJ	Jesse Sparks	SCA	Ryman Jones	VA
Teri Lynn Anderson	Not in the minutes	Gene Hanson	NE	James Caron	NCA
Floyd Forsberg	MN	Tom Welsch	Not in the minutes	Charles Sheffield	Not in the minutes

Source: 1983 IB Meeting Minutes

Following the 1973 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 1973 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, OK was elected Treasurer and Ken Smith, TX was elected Secretary.

New Membership Category

The EC recommended to the IB a new membership category – Agency for government solid waste agencies. This membership category would allow employees of an Agency Member to join GRCD A at a lesser rate. At their spring meeting the IB approved the recommendation and ordered the proposed change to be placed on the agenda for the annual business meeting to be held in Winnipeg. The IB recommendation was approved by the membership in Winnipeg and the new membership category was implemented in 1984.

Legal Relationships Between GRCD A and Its' Chapters

- In 1973 the Association began to examine the legal relationships between GRCD A 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 GRCDA 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 GRCDA;
 - 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 GRCDA 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 in Denver. LL Board of Trustees was directed to develop procedures and criteria for the selection of the Lecturer⁸.

GRCDA Logo and Name

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

TECHNICAL PROGRAMS

Certification Policy Adopted

Based on the survey of the states in Waste Age Magazine and further analysis the ED recommended to the EC that GRCDA adopt a policy endorsing certification of solid waste facility operators. The EC approved the recommendation and recommended to

⁸ While the Lawrence Lecture had been on the books for several years, implementation had been delayed while funds were being raised to fund the LL trust fund. Fund raising had been very successful and the income from the fund would be sufficient to fund the Lecturer (expenses + a contribution to a charity of the Lecturer's choice; no honorarium would be given).

the IB to adopt the proposed policy. The IB approved the 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.

Chris Voell is an interesting story as it relates to his time with GRCDA. Tony Voell, Chris' father, was the head of the environmental programs for Erie County, NY and was a member of GRCDA. Tony was the first Chair of the Hazardous Waste Committee and was a valuable contributor to the development of the association's views and policies related to household hazardous wastes and small quantity hazardous waste generators. The EPA grant included dollars to hire a program analyst to do the basic work on the project. Lanny sought input and assistance from Tony to hire the program analyst. During the discussions Tony suggested that Chris might be a likely candidate. Chris came down to Silver Spring for an interview and was hired. During the project he did well in his work and efforts were made to keep him on the payroll. Chris lacked a formal college degree and was encouraged by Lanny to back to school and get an environmental related degree, preferably an engineering degree. GRCDA committed to help him with his costs and to give him part time work while he finished his degree; which he did. In time, Chris became the head of the technical programs for GRCDA and SWANA and remained with the association well into the late 1990s. He spent several years with the EPA landfill gas program and continues to work in environmental areas.

- A GRCDA corporate member raised an issue of competition between corporate members and GRCDA 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 GRCDA continued to grow. The 1983 conference had over 200 attendees.
- GRCDA 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. GRCDA also joined the ANSI committee that had the responsibility for ANSI related solid waste standards.

ANNUAL INTERNATIONAL SEMINAR AND EQUIPMENT SHOW

- The 21st. Annual Seminar and Equipment Show was held in Winnipeg, Manitoba in the Winnipeg Convention Center. All members of the EC remember well their winter meeting in Winnipeg. The thermometer was registering –25^o!
- After interviews with Reno and Long Beach, the IB selected Long Beach to host the 1986 Annual Seminar and Equipment Show and Reno to host a show on another date to be determined during 1984. Although there was no chapter in Reno, the proximity of the three CA chapters and Utah chapter enabled a local committee to be formed and be effective.
- Beginning in 1984 all management responsibilities for the annual seminar and equipment was assigned to the ED. The EC was assigned the responsibility for oversight and direction to the ED in carrying the management.

CHAPTERS

- 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 GRCDA. 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.
- The Mid-Atlantic Chapter was granted provisional status December 8/9, 1983.
- At their 1983 annual meeting the IB took action to require each Chapter to participate in the umbrella liability insurance established by GRCDA. Each chapter was to pay their fair share of the total premium⁹.
- Chapters were included as partners in the implementation of the policy to promote certification of landfill managers.

1984

GOVERNANCE AND MANAGEMENT

Governance

- A new membership category – honorary/lifetime began the process of consideration and formal adoption.

Executive Committee

Office	Incumbent	From
*President	Peter Wong	ON
*V. Pres	Jim Considine	CO
*Secretary	Ken Smith	TX
*Treasurer	Phil Richmond	OK
*Past Pres.	Tim Hunt	FL
*Director	1	
*Corp. Director	Bob Stearns	SCS Engineers, CA

⁹ This was not a popular decision, but a necessary one.

International Seminar Chairman ²	Denny Kerton	CA
International Equipment Show Chair	Dick Townley	CA
Executive Director	Lanny Hickman	MD/Washington, DC

1. Records available do not provide a listing of the person serving as the Director representing the regular members.
2. Action taken in 1983 to remove the position of International Seminar Chairman from the EC. Reasons are unknown, altho' author's recollection is the desire of the IB to have only elected officers and directors serving on the EC.

Management

- GRCDA exhibited at the National League of Cities annual meeting and the National Association of Counties annual meeting. Individuals representing GRCDA at these meetings included Dick and Shari Townley, Lanny and Kay Hickman, Kean and Wanda Smith. GRCDA's exhibit stood out as the gentlemen wore tuxes and the ladies wore cocktail dresses.
- Lawrence Lecture (LL) guidelines for selection of the lecturer were approved opening the door for the first Lawrence Lecturer in 1985. LL trust fund moved into an income financing financial instrument.
- 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.
- Awardees for 1984 were:
 - Corporate Member Professional Achievement Award – Dick Eldredge, Eldredge Engineering.
 - Regular Member Professional Achievement Award – Earl Smith
- GRCDA trademark approved by US Patent and Trademark Office.
- Tony Portolese was requested to write a history of the early formative years of GRCDA.

TECHNICAL PROGRAMS

- 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
 - 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.

ANNUAL INTERNATIONAL SEMINAR AND EQUIPMENT SHOW

- The 22nd. Annual Seminar and Equipment Show was held in Orlando, FL at the brand new Orange County/Orlando Convention Center. ***This was the first annual meeting held east of the Mississippi River.*** Staff of the convention center had major heart burn when the landfill compactors drove up to the entry door into the hall. The staff guy in charge literally crawled on his hands and knees as the compactors drove to their spot on the show floor.
- Selection of a site for the 1989 annual seminar and equipment began with Tulsa and Cincinnati invited to make presentations. Presentations were made to the IB at their annual meeting August 19, 1984 in Orlando, FL. Tulsa was awarded the 1989 show and Cincinnati the 1991 show, provided an Ohio chapter was in place.
- Cities under consideration for the 1990 site included Long Beach, Portland, San Diego, Seattle and Vancouver. Background work on these sites would be completed by Denny Kerton (International Seminar Chairman), Dick Townley (International Equipment Show Floor Manager), Kay Hickman (Meetings Manager/Director) and Lanny Hickman (Executive Director).

CHAPTERS

- ***Louisiana Chapter*** was suspended due to non-payment of dues and failure to complete the requirements for chapter status – Affiliation Agreement, Constitution, and Bylaws.
- The ***Mid-Atlantic Chapter*** received its Chapter Charter at the Annual Business Meeting of the Association, in Orlando, FL on August 22, 1984. The Mid-Atlantic Chapter Story is included in Appendix 1984-1. 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. The history of the formation and development is included as Appendix 6.
- Affiliation Agreements were approved for the following Chapters:
 - Alabama
 - Arizona
 - Canadian Prairie
 - Central California
 - Nebraska
 - Mid-Atlantic
 - Northern California
 - Oklahoma
 - Oregon
 - Southern California
 - Texas, Utah
 - Washington
- The IB/EC reversed an earlier decision on payment of liability insurance and committed GRCDA to pay for all Chapter liability insurance.
- Southern California Chapter was the Chapter Award winner for highest number of increases in new members.

- British Columbia Chapter was the Chapter Award winner for the highest percentage increase in new members.
- Alabama Chapter was given special recognition for their membership growth efforts.

Steve Lippy – If you read the Mid-Atlantic Chapter Story (Appendix 6) you will see Steve Lippy's name prevalent in all of the formative steps leading up to the establishment of the Chapter and in the years that followed formation. If you would look at the list of officers and directors over the years since the formation of the Mid-Atlantic Chapter you will see that there are few years that Steve was not working for his Chapter and SWANA. The same is true for Steve's involvement with the International Board of Directors where he served several terms representing his Chapter. Steve has represented SWANA on the AAEE Board of Trustees. He has been a key contributor to the WASTECONS held in his Chapter area. He has been a constant year in and year out in his commitment to SWANA's mission. The Mid-Atlantic Chapter would never have been formed if Steve had not been there from the first contact between GRCD (Lanny Hickman) and GRCD members in Maryland. Steve personifies the term "Volunteerism – the act of volunteering one's time or services for a cause".

About the Flags – Perhaps this is a good time in the History of SWANA to talk about the flags and their emergence into the culture of SWANA. The Chapter flags were there when 1978 began, but they had no notable presence – they were just there. As growth in chapters surged the presence of the flags became more noticeable. **Tim Hunt**, a major leader in GRCD/SWANA from about 1977 on, was a very active member of the Kiwanis. Apparently, flags are a big deal with the Kiwanians. Tim, a 25-year Army Reservist was the Color Sergeant for flag ceremonies at Fort Ord. With this strong background in the use and significance of flags Tim proposed that we make the flags a big deal in GRCD/SWANA. It began modestly with a parade of the flags carried by representatives of the various chapters into the ballroom-situated at the opening of the annual meeting. At that time, the host chapter for the annual meeting flag was placed in a place of honor location directly behind the US and Canadian flags; all other flags were, hopefully placed in alphabetical order. In time, the flags were collected by chapter flag bearers and taken to the entrance of the grand opening of the equipment show on Tuesday morning. And finally, the flags appeared at the annual awards banquet on Thursday, which was the official closing of the annual meeting. More ceremony emerged when at the end of the evening of the awards banquet the next year's host chapter moved its flag from its alphabetical location to the place of honor just behind the US and Canadian flags. Early on, when the Chapter Flag Bearers were supposed to assemble in a location outside of the ballroom, it became evident that some bearers forgot they were bearers and that a number of bearers did not know what their state/provincial flag(s) looked like. Regardless, it was a grand scene at the official opening of the annual meeting when to the stately and regal cadence of the pipes the flags were brought in and placed on the platform behind the head table. Another legacy left by Tim Hunt.

Appendix 19984-1 - THE MID-ATLANTIC CHAPTER STORY

Source: Steve Lippy

April 1, 1983

The Executive Director of GRCDA, H. Lanier Hickman, Jr. sent a letter to all eighteen (18) at-large GRCDA members with addresses in Maryland. Those who responded to the letter were as follows, grouped by employer:

- Anne Arundel County (MD) -Parker Andrews,
- Baltimore City (MD) -Saverio A. Cortese, Charles Ferguson, Leonard Folio, Francis W. Kuchta, Fred Marc, Edward May, Richard H. Trainor, George Winfield,
- Baltimore County (MD) -Stephen G. Lippy,
- College Park (MD) -James C. Johnson, EMCON Associates
- Hyattsville (MD) -Daniel U. Jones,
- Johns Hopkins University -Edward M. Grenning, Gary Yoshioka,
- Montgomery County (MD) -Andrea Eaton, Bradley A. Hilton.

(Jerome J. Leszkiewicz of Montgomery County sign on as a supporter shortly after the meeting that he could not attend).

May 19, 1983

The Executive Director of GRCDA sent another letter to the GRCDA Maryland members indicating that the eight (nine) members who responded to his April 1 letter would be meeting on June 10 to discuss the formation of a GRCDA chapter. The letter invited all Maryland members to attend the June 10 meeting

June 10, 1983

At 11:00am on June 10, 1983, at the Sheraton Hotel and Exhibition Center, 8500 Annapolis Road, New Carrollton, MD, there was a meeting chaired by Lanny Hickman and included representatives of Baltimore City, Baltimore County, EMCON Associates, Montgomery County, Prince Georges County, and SCS Engineers. GRCDA hosted a luncheon at 12:30pm. Discussions on the formation of a GRCDA chapter continued and consensus was reached to call a formation meeting.

June 15, 1983

The Executive Director of GRCDA sent another letter to all Maryland members informing them that the June 10 meeting was held and that another meeting was scheduled for July 7.

July 7, 1983

In addition to the Executive Director, Lanny Hickman, the following attended the 11:00 am meeting at the Sheraton Hotel in New Carrollton, MD:

- Ellen Bogardus (SCS Engineers)
- Robert Brickner (Gershman, Brickner, & Bratton)
- George Dickens (Prince Georges County, MD)
- Andrea Eaton (Montgomery County, MD)
- Edward Griffith (EMCON Associates)
- Bradley Hilton (Montgomery County, MD)
- Stephen Lippy (Baltimore County, MD),
- John Pacey (EMCON Associates)
- Louis Peltier (Montgomery County, MD)

- Charles Weiss (Baltimore County, MD), and
- George Winfield (Baltimore, City, MD).

The ensuing was decided:

1. Committee leadership to guide the formation of the chapter was formed:
 - Chairman-Stephen G. Lippy (Baltimore County, MD)
 - Vice-Chairman- George L. Winfield (Baltimore City, MD)
 - Secretary-Bradley A. Hilton (Montgomery County, MD)
 - Membership Chairman-George Dickens (Prince Georges County, MD)

Membership Committee Members:

- Andrea Eaton (Montgomery County, MD)
- Ellen Bogardus (SCS Engineers)
- N.C. Vasuki (Delaware Solid Waste Authority).

2. Geographical boundaries of the chapter to be Maryland, Delaware, and D.C.
3. Membership drive to be instigated.
4. Meeting to approve the chapter's constitution and bylaws and election of the first set of officers would be held on October 20, 1983 at 12:00pm at "Solid Waste '83" to be held at the Sheraton.

Both EMCON Associates and SCS Engineers, as long-time International Corporate Members of GRCDA, pledged their support to assist the Chapter's formation.

July 19, 1983

The Executive Director of GRCDA sent a letter to all GRCDA Members and potential members in DC, Maryland, and Delaware detailing the July 7 meeting, as well as listing what had to be done by October 20.

September 1, 1983

The Membership Chairman, George Dickens, did a mass mailing notifying people of the pending formation of the chapter.

October 11, 1983

The GRCDA Executive Director sent the agenda for the October 20 formation meeting to all "GRCDA Members in MD/DC/DE".

October 17-18, 1983

GRCDA presented "*A Special Workshop Sponsored by the US. Environmental Protection Agency-The Role of Local Government in Hazardous Waste Management*" at the Sheraton Hotel & Exhibition Center in New Carrollton, MD. All GRCDA Members in DE, MD, and DC received notice and invitations to attend this workshop.

October 19-20, 1983

GRCDA presented "*Solid Waste '83: An Eastern Regional Solid Waste Management Symposium and Equipment Expo*" at the Sheraton Hotel in New Carrollton, MD. There were fifty attendees, many of who members were not at that time GRCDA or who later members became. Speakers came from sources within the planned chapter area and from other GRCDA Chapters (speakers invited by Lanny Hickman).

October 20, 1983

At 12:30pm, after lunch, another formation meeting was held. Attached are

the minutes of the meeting sent to all members of the “Mid-Atlantic GRCDA Chapter “on November 7, 1983. This included a listing of the first slate of officers.

November 29, 1983

The first Board of Directors meeting of the Mid-Atlantic Chapter of GRCDA presided by the Chapter President, Stephen G. Lippy, was held in Parker Andrews’ office in Anne Arundel County. The major items were as follows:

1. The Constitution and Bylaws were signed.
2. The petition for “chapter states in GRCDA” as the “Mid-Atlantic Chapter” was signed.
3. Both #1 and #2 were given to Lanny Hickman.
4. Brad Hilton was elected parliamentarian.
5. The attached list of committees and committee members was approved.
6. It was decided that the first technical seminar would be a one-day meeting, on the topic of “Safety” and would be held in late March or early April 1984.

December 14, 1983

The Chapter was granted “Provisional Chapter status” by GRCDA January 3, 1984. The Chapter President sent a “State of the Chapter Address “to all members (see attachment).

July 1984

Another “Newsletter” was distributed by the President, including notification of the forthcoming annual business meeting. (Also, Douglas H. John of the Maryland State Health Department volunteered to be the Chapter’s first newsletter editor.)

August 10, 1984

The first annual business meeting was held at 11:00am at the Holiday Inn, Moravia (in Baltimore), with fourteen members attending, two guests, and the Executive Director.

1. An audit report was given by the Audit Committee.
2. Lanny Hickman gave some remarks.
3. A revised Chapter Constitution and Bylaws were approved and signed in order to be in conformity with the International’s Constitution and Bylaws.
4. The Affiliation Agreement with the International Headquarters was approved and signed.
5. There were committee reports by the Policy Committee (Michael Gilmore Howard County), Programs & Arrangement (George Winfield, Baltimore City and Newsletter (Douglas John, Maryland Health Department).

The following were elected to office for FY1985:

- President-Stephen G. Lippy (Baltimore County, MD)
- Vice-President-George L. Winfield (Baltimore City, MD)
- Secretary-Lawrence K. Leasner (Maryland State Health Department)
- Treasurer-Bradley A. Hilton (Montgomery County, ND)
- Directors:
 - Chapter Director-Parker Andrews (Anne Arundel County, MD)
 - Sustaining Director-David L. Sheridan (Gannett Fleming Engineers. & Planners)
 - Director - George M. Dickens. Prince Georges County, MD)
 - Director - James J. Rohrbach (Delaware Solid Waste Authority).

August 19, 1984

Approval of Chapter Affiliation Agreement by the International Board of Directors.

August 23, 1984

At least eight of the Chapter members attended the International Convention which was held in Orlando, FL, from August 21-23. 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.

September 20, 1984

Approval of Articles of Incorporation by State Department of Assessments and Taxation (Maryland).

September 25, 1984

First Board of Directors' Meeting of FY 1985 as a GRCD Chapter.

October, 1984

Volume 1 Number 1 of the Chapter Newsletter issued. .

January, 1985

Volume 1985 Number 1 of the Chapter Newsletter was issued.

January 24, 1985

Acceptance of Chapter's Constitution, Bylaws, and Affiliation Agreement by GRCD.

January 30, 1985

Second Board of Directors' Meeting of FY 1985.

March 12, 1985

Third Board of Directors' Meeting of FY 1985.

March, 1985

Volume 1985 Number 2 of Chapter Newsletter issued.

April 16, 1985

The Chapter's second technical seminar entitled "*Groundwater Protection at Sanitary Landfill Site?*" Was held in College Park, MD with over 100 people in attendance and ten companies participated in the vendor's display.

For the first time the Chapter's banner was hung. (Attached is a copy of the brochure.)

May 1, 1985

Fourth Board of Directors' Meeting of FY 1985.

June 1, 1985

Chapter membership was now 90. June 1985

Volume 1985 Number 3 of Chapter Newsletter issued.

June 21, 1985

This was the date for the first in a (hopefully) regular series of luncheons and tours of solid waste facilities throughout Maryland-Delaware-DC. The first tour was of the Montgomery County (MD) Transfer Station.

August 29, 1985

The Chapter is scheduled to receive its charter at the International Convention in Denver, CO.

**1984 Officers
Mid-Atlantic Chapter of GRCDA**

President
Stephen G. Lippy, **P.E.**
Baltimore County
Bureau of Sanitation

Vice President
George L. Winfield
Baltimore Public Works

Secretary/Treasurer
Bradley A. Hilton
Department of Environmental Protection
Montgomery County, MD

Directors:
George Dickens
Prince Georges County, MD
Department of Public Works and Transportation

Parker Andrews
Anne Arundel County, MD
Department of Public Works
Bureau of Solid Waste

Ellen Bogardus
SCS Engineers

Lee Steiner
EMCON Associate

Bureau of Sanitation
County Office Building
111 West Chesapeake Avenue
Towson, Maryland 21204

November 7, 1983

To: Members of Mid-Atlantic GRCDA Chapter
From: Stephen G. Lippy, President

Subject: Minutes of October 20, 1983, Meeting

Before detailing what occurred at the October 20, 1983, organizing meeting held at the Sheraton Hotel in New Carrollton, Maryland, ~ in the Mid-Atlantic Chapter will be able to create a useful forum in which the GRCDA objectives can be attained:

1. Develop increased professionalism in the field of governmental solid waste management.
2. Develop environmentally sound, economically competitive, and effective systems for-the storage, -collection, transfer and disposal of solid-wastes.
3. Foster the development of viable resource recovery and waste to energy facilities.
4. Foster a cooperative atmosphere between the public and private sectors of the solid waste management industry through the dissemination of information, continuing education and professional development and research programs.

To do this will require more than my actions as President, or the actions of the other Board members, or the action of the members of the various committees -it will, require support and help from **ALL** of the Chapter members. Therefore, if you have any questions, comments, or constructive criticism, please feel free to contact myself or one of the other Board members, who are listed on the attached sheet. To minutes to complete the attached questionnaire and mail it to George Winfield by November 21, 1983, in time for our first Board meeting.

Minutes of the 12:30 p.m. meeting are as follows

1. H. Lanier Hickman (Executive Director of GRCDA) welcomed everyone and discussed the purpose of the meeting.
2. The Constitution and Bylaws were approved unanimously by hand vote.
3. The following officers were approved unanimously by hand vote:

President .Stephen G. Lippy
Vice-President .George L. Winfield
Secretary/Treasurer .Bradley A. Hilton
Sustaining Directors .Ellen Bogardus, Lee Steiner
Regular Directors .George Dickens, Parker Andrews

Their addresses and telephone numbers are on the attached sheet. (Authors Note: We did not include this listing)

RE: Minutes of October 20, 1983, Meeting

4. The Chapter name was voted unanimously by the Maryland Delaware-DC members to be "Mia-Atlantic." (A delegation of GRCDA members from the Virginia Chapter expressed concern that Mid-Atlantic could be construed to include Virginia and that Mid-Atlantic was not a suitable Chapter name).
5. The Mid-Atlantic Chapter members unanimously approved a motion to petition the International Headquarters in order to gain official chapter status within GRCDA.
6. The membership Chairman, George Dickens, gave a plea for people to join, especially during the first year when the local chapter gets 100% of the dues. In subsequent years the Local chapter only gets approximately 1137.
7. The President briefly mentioned that minutes and a list of officers would be sent to all members, as well as a questionnaire, and that he would be convening a Board meeting within the near future, at which time the next general meeting date would be discussed.

A closing note is that I feel that the more members that the Chapter has, the more viable and useful and productive an organization it will be; consequently, I would ask that all of you endeavor to get your fellow solid waste professionals to join GRCDA.

Sincerely yours,

Stephen G. Lippy President

SGL:kh

Attachments: List of Officers
Questionnaire

1985**GOVERNANCE AND MANAGEMENT*****Executive Committee***

Office	Incumbent	From
*President	Jim Considine	CO
*V. Pres	Phil Richmond	OK
*Secretary	Pamela Day	FL
*Treasurer	Ken Smith	TX
*Past Pres.	Peter Wong	ON
* Director	1	
*Corp. Director	1	

1. Information does not include who these EC Directors were.

The following table lists those IB Directors that attended the 1985 spring meeting, March 22-23, 1985, Denver, CO. No first names were in the minutes of this meeting so the author has added the first names that he could recall.

1985 IB Chapter and Corporate Directors

Name	Title	Representing	Name	Title	Representing
Bill Gremp	Corp. Dir.		David Gunn	Chap. Dir.	UT
Bob Stearns	Corp. Dir.		Gene Hanson	Chap. Dir.	NE
Dick Townley	Corp. Dir.		Tim Hunt	Chap. Dir.	FL
Tom Walters	Corp. Dir.		Ryman Jones	Chap. Dir.	VA
Lew Ward	Corp. Dir.		Denny Kerton	Chap. Dir.	NCA
Absent	Corp. Dir.		Mark Knudsen	Chap. Dir.	CO
Parker Andrews	Chap. Dir.	MidAtlantic	Charles Jordan	Chap. Dir.	TX
Lawrence Baca	Chap. Dir.	NM	Bill Larson	Chap. Dir.	WA
Wade Beyeler	Chap. Dir.	SCA	? Maiorino	Chap. Dir.	NJ
Elmer Cleveland	Chap. Dir.	GA	? McBride	Chap. Dir.	BC
Paul Clovechok	Chap. Dir.	CP	? Meyer	Chap. Dir.	IL
Lee Crawford	Chap. Dir.	OK	Norm Weitting	Chap. Dir.	OR
Douglas Day	Chap. Dir.	ONT	Bill Williams	Chap. Dir.	AZ
Floyd Forsberg	Chap. Dir.	MN	Kurt Kemppainen	Chap. Dir.	At-Large

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.
- GRCD A 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
- o 6 IB Corporate Directors representing the following areas of GRCDA 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
- o 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 GRCDA candidates to fill the upcoming vacancies
- o The Awards of GRCDA were fully defined in the amendments and included the criteria and selection process for each awardee and the Lawrence Lecturer.

Management

- Upon the recommendation of the ED, EC approved moving the GRCDA 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 approved the hiring of a part-time support employee (3 days per week),
- The EC directed the TD to develop a proposed SQWHWG & HHG policy.
- The EC/Awards committee approved the following award candidates to the IB:
 - Life/Honorary – Charles Norton, The Heil Company
 - Corporate Achievement Award – Frank Gerdnic, Peabody Galion
 - Regular Member Professional Award – **Bill Larson**, Tacoma, WA
 - Robert L. Lawrence Distinguished Award – **Norm Jones**, Utah State University
- **Tony Portolese** of Whittier, CA completed the early history of GRCDA. 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.

TECHNICAL PROGRAMS

- 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, PF.

ANNUAL INTERNATIONAL SEMINAR AND EQUIPMENT SHOW

- In 1985 the 23rd. Annual Seminar and Equipment Show was held in Denver, CO in the Denver Convention Center. The configuration of the entry access to the center prevented one landfill compactor entry. It was displayed outside in front of the convention center. Its' presence was happily greeted by the street people.
- Action was taken to procure a \$25,000 letter of credit, for use in procurement of facilities for the annual seminar and equipment show.
- The EC submitted recommendations to the IB to invite Long Beach, Seattle and Vancouver to make presentations for the 1990 annual seminar and equipment show. Following the presentations at the IB annual meeting in Denver, CO on August 25, 1985, by secret ballot Vancouver, BC was selected for the 1990 annual seminar and equipment show.

CHAPTERS

- The ***Alabama 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 available.

- The **Georgia 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 GRCD A President Considine. No information on the formation and development of the chapter was available.
- Affiliation Agreements were approved at the Annual Business Meeting held August 29, 1985 in Denver CO for the following Chapters:
 - CO
 - FL
 - GA
 - IL
 - MN
 - NJ
 - N,
 - ON.
- Chapters began the custom of adding a cultural/geographic/historic descriptor to their state/provincial title. Early entries for these changes included – Colorado to GRDA Colorado Rocky Mountain Chapter, New Mexico to GRCD A New Mexico Road Runner Chapter and Oregon to GRCD A Oregon Beaver Chapter.
- The development of the Ohio Chapter was underway.

Formation of the Ohio Chapter

A key figure information of the Ohio Chapter was **Jim Bridges**, who at the time was employed by the USEPA in Cincinnati. *A personal note by Lanny Hickman - Jim Bridges was hired as an engineering technician by Lanny when Lanny was the Chief of the Engineering Branch of the federal Office of Solid Waste in Cincinnati. Jim was a giant of a man, even tho' he was short on height – a fact he was frequent kidded about. With the help of the Office of Solid Waste Jim completed a college degree in economics and moved into the professional ranks of the federal civil service system. Before all of that occurred and when the Office of Solid Waste underwent several years of dramatic budget reductions, we managed to save a few of our really good guys by sending them out to state solid waste agencies. Jim was sent to Oklahoma where he experienced the Oklahoma University football phenomenon. He returned to Cincinnati to complete a career in EPA. A major focus in his professional career was pollution prevention and small quantity hazardous wastes. Jim retired from USEPA and continued his work as an internationally recognized expert in his area of expertise. With the help, support and love of his wife Amy Jim fought a long and valiant battle against cancer, but lost the war. I will always remember him with a smile. He has been recognized by the Ohio Buckeye Chapter with the formation of a scholarship in his name.*

- The ED had developed a Score Card for measuring the responsiveness to requests and mandates issued to the Chapters by EC and/or IB actions. The Score Card was not well received by the Chapters.
- North Carolina and Alaska chapter development had begun.
- Michigan chapter development had begun. 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 GRCDIA International. He served as President during an important mission examination of GRCDIA and the restructuring of the executive offices of GRCDIA.

When the three CA chapters formed the national organization and relinquished certain roles and responsibilities - the eventual assumption of the ownership of the seminar and equipment show by the national organization took away a major revenue source for the three chapters. In time the three CA chapters established the Western Regional Symposium that became a major solid waste show in the western US. In time, with the encouragement of the Association additional regional symposia were formed – NW, SE, etc. In time an issue related to the regional symposia, i.e. Western, Northwestern, Southeastern, etc. and the potential of impact on the annual seminar and equipment show had been on the table for sometime, i.e. several years. In 1985 the EC directed Denny Kerton and Dick Townley to develop a policy to address this issue. In 1988 a policy was developed that served to guide the relationships between the Association and the management teams of the chapters holding regional symposia. GRCDIA/SWANA Regional Symposium Scheduling Policies and Procedures were approved in 1988.

1986

Executive Committee

Office	Incumbent	From
*President	Phil Richmond	OK
*V. Pres	Ken Smith	TX
*Secretary	Bob Bruhn	UT
*Treasurer	Pamela Day	FL
*Past Pres.	Jim Considine	CO
* Director	(1)	Absent
*Corp. Director	(1)	Absent
International Seminar Chairman ³	Denny Kerton	CA
International Equipment Show Chair	Dick Townley	CA
Executive Director	Lanny Hickman	MD/Washington, DC

1. Records available do not provide a listing of the persons serving in these Director positions.

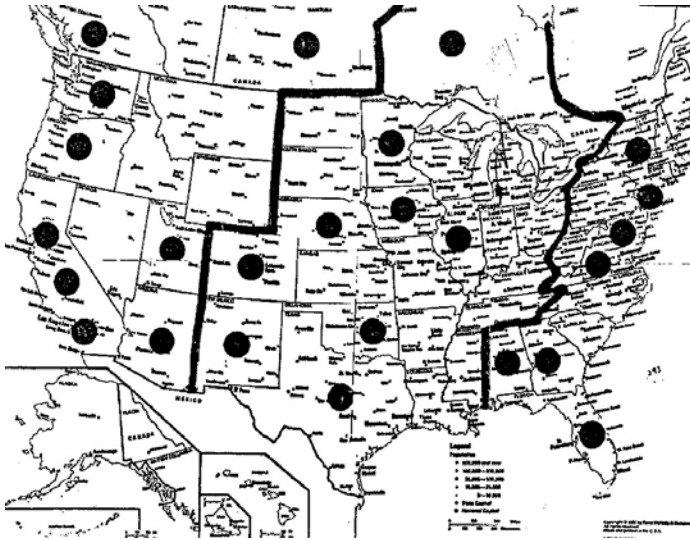
GOVERNANCE AND MANAGEMENT

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.
- 1986 awardees included:
 - Professional Achievement:
 - Regular Member: Paul Clovechok
 - Sustaining Member: Jesse Sparks
 - Robert L. Lawrence Distinguished Service: Jerry Fairbanks
 - Chapter awards were not calculated until later in the year.
 - The Lawrence Lecturer had not been selected yet. William Rucklehaus was approached but his \$10,000 speaking fee discouraged further consideration.
- Efforts with the IRS for non-profit status for U.S. chapters continued.
- Pilot testing of direct billing for membership from HQ was approved.
- The Grant Scholarship program was approved by the IB at their annual meeting, August 10, 1986 in Reno, NV. The ED was directed to develop funding and an operating plan.

TECHNICAL PROGRAMS

- 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)
- #10 Landfill Gas Symposium to be held in Palm Beach, FL.

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

ANNUAL INTERNATIONAL SEMINAR AND EQUIPMENT SHOW

- In 1986 the 24th. Annual International Seminar and Equipment Show was held in Reno, NV at the Reno Convention Center. The HQ hotel was the MGM Grand. The theme of the Wednesday Night Party was MASH. Held in a part outside of town, the MASH compound was recreated including the operating tent, the chow tent and the swamp. Attendees receive an olive drab T-Shirt and dog tags. The EC was helicoptered in as “incoming wounded”. A USO show was featured including a hot lips Houlihan look-alike contest. Long time attendees of the annual meeting all say that this was the best Wednesday Night Party ever held.
- Long Beach, CA was selected as the 1992 site.
- Landfill Road-E-O was added to the annual meeting.

CHAPTERS

- The **Alaska Great Land 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. No information on the formation and development of the chapter was available.
- The **Ohio Buckeye Chapter** 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.
- The **Northern California Chapter** changed its name to **California Gold Rush Chapter**
- Michigan and North Carolina chapter development continued.
- North Carolina was granted provisional chapter status by the IB at the IB Annual meeting August 10, 1986 in Reno, NV.
- TN was beginning Chapter formation efforts.

1987

Author's Note:

From-to-time the officers, directors, committee chairs, etc. have been listed. This is done primarily because this is a part of the GRCDA history. Unfortunately, the available information does not always list the IB members, or committee/division chairs. Wherever it was possible we list people who were instrumental in the development, growth and prominence of GRCDA. GRCDA, from its beginning was blessed with strong volunteer contributors. In fact, there would be no GRCDA/SWANA if we had not had great volunteer investment. Over time, GRCDA staff took on a greater share of the workload, but I always attempted to guide the staff with the fundamental belief that staff did not own GRCDA, the members did and we were there as stewards for the generations of members that would follow. We also attempted to use the members for their technical excellence and expertise and as staff we would do the grunt work.

Lanny Hickman

1987 International Board

Officers, Executive Committee and Executive Director

Office	Incumbent	From
*President	Ken Smith	TX
*V. Pres	Pam Day	FL
*Treasurer	Bob Bruhn	UT
*Secretary	Denny Kerton	NCA
*Past Pres.	Phil Richmond	OK
*Corp. Director	Ken Ruskofsky	CCA
International Seminar Chairman ³	Tim Hunt	FL
International Equipment Show Chair	Dick Townley	CCA
At-Large Director	Curt Kempainen	MI
Executive Director	Lanny Hickman	MD/Washington, DC

Corporate Directors¹⁰

Name	From	Company
Ken Ruskofsky	CCA	American Carrier
???? James	???	???
Ellen Bogardus	M-A	SCS Engineers
Tom Walters	NCA	???
??? Harman	???	????
Vacancy		

Chapter Directors¹¹

Name	Chapter	Name	Chapter
Skip Bombard	AK	??? Rohrback	M-A
Miriam Tolbert	AL	Floyd Forsberg	MN
??? Williams	AZ	??? Reynolds	NC
??? Allas	BC	??? Maiorino	NJ
Walt Brodowski	CP	Lawrence Baca	NM
Denny Kerton	NCA	Gary Martin	OK
Red Davis	SCA	Peter Wong	ON
Fred Cisneros	CCA	Norm Wietting	OR
??? Knudsen	CO	Charlie Jordan	TX
Tom Keith	FL	Dave Gunn	UT
??? Kimbrell	GA	Ryman Jones	VA
Orville Meyer	IL	??? Jones	WA
Gene Hanson	N-I		

¹⁰ Records do not list company affiliation, or first names in some instances. Names/companies listed from author memory.

¹¹ Records do not list first names.; names listed from author memory.

International Committee Appointments

Name	Appointment	Home Chapter
	<i>Lawrence Lecture Board of Trustees</i>	
Tim Hunt	Lawrence Lecture Trustees ⁽¹⁾	FL
Denny Kerton	Lawrence Lecture Trustees ⁽¹⁾	NCA
Peter Wong	Lawrence Lecture Trustees ⁽¹⁾	ON
Jim Considine	Lawrence Lecture Trustees ⁽¹⁾	CO
Miriam Tolbert	Lawrence Lecture Trustees ⁽¹⁾	AL
Don Warren ⁽²⁾	Lawrence Lecture Trustees ⁽¹⁾	GA
	<i>Technical Committees</i>	
Tony Portolese	Collection Committee	SCA
Dick Eldredge	Disposal Committee	IL
Tom Keith	Hazardous Wastes	FL
Ellen Bogardus	Landfill Gas	M-A
Marc Rogoff	Resource Recovery	FL
	<i>Administrative Committees</i>	
Gary Martin	Awards	OK
Denny Kerton	Bylaws	NCA
	<i>ED⁽³⁾ Contract</i>	
Pam Day		FL
Phil Richmond		OK
Ken Ruskofsky		NCA
	<i>Certification Committee</i>	
Disposal ⁽⁴⁾	Charlie Jordan	TX
Professional ⁽⁵⁾	Charlie Jordan	TX
Ed Steyh	<i>Chapter Development Committee</i>	
Curt Kemppainen	<i>Membership Committee</i>	MI
Dave Gunn	<i>Scholarship Committee</i>	UT
George Kois	<i>Road-e-o Committee</i>	CO
Phil Richmond	<i>Nominations</i>	OK

1. The Lawrence Lecture was established several years prior to any action taken to select a lecturer. The interim time was devoted to funding a trust account to support the lecturer. Lecturers received travel expenses and a contribution from the Lawrence Lecture Fund was made to a charity/organization of the lecturer's choice. To govern the Lawrence Lecture a Board of Trustees was established with the responsibility of selecting a lecturing and administering the trust fund. Trustee terms are 3-years and appointments are made by the IB. Past Presidents are prevalent on the board and regular and sustaining members are also included.

2. This is the first time that Don Warren's name has appeared in this written history of GRCDA. Don was, however, involved prior to 1987. Don was a major representative of the Heil Company with specialization in automated collection. His market was primarily local government and no local government MS collection system manager had a better friend. Don spent many years working as a prime volunteer for the GRCDA/SWANA annual equipment show. He and Dick Townley were the ambassadors between the association and its exhibitors for many, many years. Don also served as a Corporate Director and represented the service industry on the Executive Committee. In time, he also served as the International Seminar Chairman. He died of a heart attack while still in the prime of his life. His death left a void in the hearts and memories of many associated with GRCDA/SWANA.

3. ED – Executive Director; although for many years the ED worked with a one year contract, annually his performance was evaluated and an annual bonus was considered. During his tenure with GRCDA/SWANA Lanny was never an employee, nor did he receive employee benefits.

4,5. 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.

GOVERNANCE AND MANAGEMENT

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. Lori was another hire from the Buffalo, NY area. She brought a number of years of experience in environmental work plus a master's degree in environmental science and communications.
- **Awards Program** -1987 awardees were:

Robert L. Lawrence Distinguished Service Award – Bob Stearns

Bob Stearns, President of SCS Engineers was a strong supporter of GRCD/ SWANA. His company policy supported major SCS staff involvement in all aspects of GRCD programs. SCS contributions to the landfill gas program efforts in GRCD were major.

In addition, wherever there was a chapter development effort and there were SCS activities in the geographical area their support could be counted upon. In addition, Bob served on the GRCD Executive Committee and his insights into corporate and consulting management practices were invaluable to the Association in its formative years.

Regular Member Professional Achievement Award – Dennis Kerton

Dennis Kerton served GRCD in many roles over many years. He represented his chapter (Northern California) on the IB. He moved up through the chairs of officers and in each position contributed greatly to the growth and maturation of GRCD. His presidency helped greatly improve the relationship between GRCD and its chapters. He then served as the International Seminar Chair during a time when centralization of the management of the most important activity of the association, its annual meeting, continued to expand. During his chairmanship, he brought an orderly and focused approach to the siting and selection of sites for the annual meeting.

Sustaining Member Professional Achievement Award – Martin Spencer

TECHNICAL PROGRAMS

- 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 GRCD. Clay Ervine, a longtime professional and personal friend of Lanny was engaged part time to be the Technical Director. Clay, a native of PA, a former USPHS Commissioned Officer, and former Director of Environmental Protection for Montgomery County, MD was a perfect fit for the job. He continued to support GRCD/ SWANA efforts in its training and certification programs long after GRCD/ SWANA hired a fulltime Technical Director; he could not take the job fulltime due to other professional commitments. The author considers him the smartest man he ever knew. He died of cancer after a very long battle and while still a relatively young man.
- **Advocacy** – GRCD 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 GRCD as the first technical staff person in 1983 to work on the EPA household hazardous waste project. In 1987 **Lori Swain** joined GRCD 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. Lori had previously worked for Tony Voell, (see the 1983 section) and had been introduced to Lanny as a possible candidate.

- 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. Gerri Wyer had worked for Lanny in Cincinnati when he was in the federal solid waste program and had moved to Washington, DC when the program was moved from Cincinnati. Gerri moved with the program and worked for Lanny and others in the federal solid waste program until her retirements in the late 1980s.
- **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.

ANNUAL INTERENATIONAL SEMINAR AND EQUIPMENT SHOW

- In 1987, the Silver Anniversary 25th. Annual International Seminar and Equipment Show was held in St. Paul, MN. The meeting was held in the St. Paul Arena, home of their hockey team. The odd shape of the arena resulted in a very interesting design of the equipment show. St. Paul had a history of being a holiday venue for the Chicago Mob. Recognizing this history, the theme for the Wednesday Night Party was guys and dolls. A casino motif in decorations made for a lively evening.
- GRCDA moved registration from the headquarters hotel to the convention center. Bus shuttle services from the hotels was provided for attendees to get to the center to register and attend the meeting.
- Landfill Excellence Award program was fully underway.
- GRCDA initiated an effort to develop a household hazardous waste partnering with the League of Women Voters; efforts failed.
- The IB approved a GRCDA recycling policy. The Resource Recovery Committee developed this policy. The essential element stated the recycling was a part of solid waste management and should be done as part of integrated solid waste management.
- Landfill Equipment Road-E-O was approved effective FY 89.
- Louisville was selected as the site for the 1992 show

CHAPTERS

- The **Michigan Great Lakes 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 available.

- 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 GRCD A President Smith. No information on the formation and development of the chapter was available.
- The **Southern California Chapter** changed its name to the GRCD A Southern California Founding Chapter..

1988

1987 International Board

Officers, Executive Committee and Executive Director

Office	Incumbent	From
*President	Pam Day	FL
*V. Pres	Bob Bruhn	UT
*Treasurer	Denny Kerton	NCA
*Secretary	Walt Brodowski	CP
*Past Pres.	Ken Smith	TX
*Corp. Director	Ken Ruskofsky	CCA
International Seminar Chairman ³	Tim Hunt	FL
International Equipment Show Chair	Dick Townley	CCA
At-Large Director	Curt Kemppainen	MI
Executive Director	Lanny Hickman	MD/Washington, DC

Corporate Directors¹²

Name	From	Company
Ken Ruskofsky	CCA	American Carrier
Don Warren	GA	The Heil Co.
Ellen Bogardus	M-A	SCS Engineers
??? Brown	???	????
Paul Atanasio	???	???
??? James	???	???

Chapter Directors

Name	Chapter	Name	Chapter
??? DeForest	AK	??? Rohrback	M-A
??? Roberson	AL	Mary Ayde	MN
??? Rowe	AZ	??? Reynolds	NC
??? Allas	BC	??? Gilson	NJ
Gordon Kennington	CP	Lawrence Baca	NM
John Abernethy	C-CA	Gary Martin	OK
Paul Smilnach	N-CA	??? Fox	ON
Bill Noble	S-CA	Ben Masengil	OR

¹² Records do not list company affiliation, or first names in some instances. Names/companies listed from author memory.

George Kois	CO	Ken Smith	TX
Tom Keith	FL	Bob Damjanovick	UT
??? Hornsby	GA	Ed Morshedi	VA
Orville Meyer	IL	Ed Stegy	WA
Gene Hanson	NE	Cindy Turkle	IA
Curt Kemppainen	MI	Steve Viny	OH
Eric Schaeffer	PA		

GOVERNANCE AND MANAGEMENT

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 completing his university work and returning to full-time 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.

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
- Three new staff positions were approved for FY 2000.

TECHNICAL PROGRAMS

- 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.
- GRCDCA 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 GRCDCA was supporting public hearings and meetings (this work was being done by Gerri Wyer for GRCDCA as an independent contractor).
- The Association launched a technical division newsletter.
- A new Public Education Committee was formed.
- International Activities – GRCDCA 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.

ANNUAL INTERNATIONAL SEMINAR AND EQUIPMENT SHOW

- In 1988, the 26th. Annual Seminar and Equipment Show was held in Baltimore, MD in the Baltimore Convention Center. Notable, to the dismay of many attendees, the trip from the hotels to the center (a short walk of about 2 blocks) was like running a gauntlet line with all of the street, bag, and homeless people begging. The Wednesday Night Party was a traditional Maryland Blue Crab feast and beer fest held at the Dundalk passenger terminal in Baltimore Harbor. Attendees were transported by boat from the Baltimore Harbor piers to the venue. Lessons on how to eat a Chesapeake Bay Blue Crab were given. No lessons were necessary on how to drink beer.
- Site selection for future shows was proceeding:
 - 1993 – Long Beach, San Jose and Salt Lake were on the short list; San Jose was eventually selected.
 - 1994 – Indianapolis and San Antonio were on the short list; San Antonio was eventually selected.
 - 1995 – just beginning the selection process.

CHAPTERS

- At the 27th. Annual Meeting in Tulsa, Oklahoma provisional Chapter Status was granted to:
 - Connecticut
 - Massachusetts,
 - New York, and
 - South Carolina
- GRCDCA HQ put into place staff resources to assist chapters in legislation/regulatory issues with their states and provinces, technical assistance on meetings, assistance to bring speakers to their meetings and use of the library and other data sources in the association.
- A training program was developed for orientation to assist new IB members as they began their term on the IB, EC, etc.

1989

Executive Committee

- President - Bob Bruhn
- Vice President - Denny Kerton
- Secretary - Charles Jordan resigned due to work demands and personal reasons.
- NC Vasuki, Secretary
- Pam Day - Past President
- International Seminar Chair - Tim Hunt
- International Equipment Show Chair - Dick Townley

GOVERNANCE AND MANAGEMENT

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.
- Kurt 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 EC recommendation to establish a consumer price index creep for dues was disapproved by the IB. Instead, the IB approved a 15% increase in dues spread over three years beginning in FY 2000. The membership dues schedule was:
 - Regular Member - \$60
 - Chapter Corporate Member – 1 Member \$200; additional Sustaining Members \$60
 - International Corporate - 1 Member - \$865; additional Sustaining Members \$60
 - Affiliate Members – Non-Profit \$60; Profit Making \$320
 - Student Member - \$10
 - Honorary Member – no fees
 - Agency Member – First Member \$70; Additional Members \$35
 - Retired Member - \$35
- 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.
- ***Awards Program*** -the following awards were approved for 1989:

- Professional Achievement Award (Regular Member) – Bob Damjanovich
- Professional Achievement Award (Sustaining Member – Jim Jones)
- Chapter Award for Largest Number of New Members – Florida
- Chapter Award for Greatest Percentage of New Members - Iowa
- **Brad Roberge** joined GRCDA 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 GRCDA 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.

TECHNICAL PROGRAMS

- 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 project had been approved by OSW/EPA and the paperwork was being processed as 1989 ended. The project provided funds for GRCD 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 GRCD 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 GRCD 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. GRCD 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 1898 GRCD was in final negotiations with OSW/EPA to establish a national MSW information clearinghouse. The project would automate and expand the GRCD/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. 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 GRCD, 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 (some certification and some just training) 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. The origin of this program was discussed in earlier years of this history.
 - ***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, Lanny Hickman used the document and organized the manual around the subjects of the thesis, added 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 GRCDA 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, GRCDA had a number of interns working on a variety of activities. Lanny 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 GRCDA 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.

Lanny went on vacation to Mexico for two weeks. When he came back the basic document was on disk. The interns downloaded the draft document, proofed it, checked the references, formatted the working draft and sent it out to the Collection Committee for review. After several rounds of reviews 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 except it was totally developed by members in FL.

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 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 as this history is written, the western 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 Seminary 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 Symposium, 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.

ANNUAL INTERNATIONAL SEMINAR AND EQUIPMENT SHOW

- In 1989, the 27th Annual Seminar and Equipment Show was held in the Tulsa Convention Center in Tulsa, OK.
- The IB took action to change the process of selection of sites for the annual seminar and equipment show. The new procedure that would be as follows:
 - the IB would approve the initial set of sites, and
 - the International Seminar Chair, International Equipment Show Chair and Executive Director were empowered to negotiate and select the sites subject to approval of the EC.
- **The 1st. Attempt at a Comprehensive Marketing Effort for the show** - With the addition of a Marketing and Sales Director **Brad Roberge** increased attention to the growth of the Annual International Seminar and Equipment Show occurred. Historically, GRCDAs had relied on a number of magazines for free promotion of the annual show as well as mailing labels to promote the show. At the 1989 annual meeting of the IB, Brad rolled out the promotional plans for the 1990 Vancouver show. Sales efforts for the equipment show included the Vancouver local committee efforts with local based vendors, previous exhibitors, magazines, buyer's guides and promotion in publications including Civic Magazine, Canadian Government Buyer's Guide, World Waste, Waste Age, Public Works: NLC & NACO meetings in the Pacific Northwest and meetings of the Federation of Canadian Municipalities.
- **Cities under consideration for the 1995 annual show** – Baltimore, Fort Lauderdale, Miami, Tampa, Memphis and Nashville.

CHAPTERS

With increasing membership and a growing number of Chapters came an increased Chapter/Member service requirement from the International Office of GRCDA. To answer this need, a formal Chapter assistance program was developed. The responsibilities for this program were assigned to the Chapter Development Programs unit in GRCDA. The planned program included:

- Services to existing Chapters
- Development of new Chapters

Services to Existing Chapters

- Chapter Liaison
- Chapter Files
- Leadership
- Legislative Tracking
- Technical Assistance
- Administrative Committees
 - Road-E-O
 - Public Education Committee

New Projects to Facilitate Chapter Services

- Leadership Program
- Revised Legislative System
- Chapter Officers Newsletter
- Chapter Slide Presentation
- Tabletop Display
- Increased Chapter Visits
- Revision of Chapter Documents

Development of New Chapters

Through its Chapter Programs the Association is committed to assisting groups in non-chapter territories in the formation of Chapters.

Chapter Formation Process

- Formation Committee Development
- Officers/Directors Elected
- Program Subcommittee Formed
- Organizing Subcommittee Formed
- Petition for Provisional Chapter Status Submitted
- Vote of International Board
- Paper Work is Completed
- Provisional Chapter Requests Full Chapter Status
- International Board and Membership Vote
- Full Chapter Formed

Summary of FY 89 Chapter Development

The Chapter Development Department devoted its major efforts to fostering chapter development in the following states:

- **New York - Provisional Chapter status was granted at the 1988 IB Annual Meeting**
- **Connecticut – Provisional Chapter status was granted at the 1988 IB Annual**

Meeting

- **Massachusetts - Provisional Chapter status was granted at the 1988 IB Annual Meeting**
- **South Carolina - Provisional Chapter status was granted at the 1988 IB Annual Meeting**
- Louisiana – Efforts were underway to restore chapter status to Louisiana.
- Tennessee – Chapter formation efforts were underway.

Chapter Development Plans for FY 90

In addition to continuing to aid the existing GRCDAs Chapters and Chapters worked with in FY 89, formal Chapter Formation activity will begin in FY 90 in the following States:

- Arkansas
- West Virginia
- Hawaii
- Rhode Island
- Mississippi
- New Hampshire
- Louisiana
- Tennessee

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 by a very large margin to form 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 GRCD A Executive Committee thereby giving greater input into the management of GRCD A.
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

GRCD A CHANGES ITS NAME

Over several years the idea of changing the name of GRCD A 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 GRCD A 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 – solid waste. He further pointed out that we were more than a collection and disposal organization – we were into waste-to-energy, recycling, landfill gas management, manager/executive training, advocacy. The Executive Committee also embraced for the most part 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 GRCD A 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 that the IB would indicate that the IB fully supported the proposed name change. The proposed new name was presented to the membership at the annual business meeting in Vancouver. The proposal 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. However, there was an overwhelming majority to change the name and the proposed Solid Waste Association of North America was approved.

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 AND MANAGEMENT

Governance

- Officers to lead the association in 1991 were announced at the annual business meeting of the association, held August 23, 1990 in Vancouver and included:
 - **President – Walt Brodowski**, Lethbridge, Alberta
 - **Vice President – N.C. Vasuki**, Delaware Solid Waste Authority
 - **Treasurer – Curt Kemppainen**, Kent County, Michigan
 - **Secretary – John Abernethy**, Merced County, California
 - **Past President – Denny Kerton**, Sacramento, California
- Two new Corporate Directors were selected by GRCDA/SWANA corporate members:
 - **Jim Greco** – NORCAL and
 - **Don Warren** – The Heil Co.
- 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 (governmental was removed);
 - to develop environmentally sound, economically competitive, an effective integrated solid waste management systems including **reduction**, recycling, collection and disposal of solid waste (reduction was added);
 - 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.
- In 1990, the Association instituted an annual technical awards program (Excellence in Solid Waste Management). The technical divisions conducted this program; they developed criteria for excellence both in technology and management; and they made the presentations at the annual seminar and equipment show. To emphasize the importance of this new and vital SWANA initiative, the annual awards presentations were added to the annual agenda with the annual business meeting.

TECHNICAL PROGRAMS

- 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 1990 winners were¹³:
 - **Landfill Excellence Awards Program** – Regional Municipality of Peel, Brampton, ON; Waste Management of Michigan, Cedar Ridge Recycling and Disposal Facility; Waste Management, Pompano Beach, MD; Delaware Solid Waste Authority, Cherry Island Landfill; Indiana Waste Systems, Danville Recycling and Disposal Facility; Waste Management of Ohio, Evergreen Recycling and Disposal Facility; Waste Management of Pennsylvania, Tullytown Resource Recovery Facility; Municipality of Anchorage, Anchorage, Alaska; Oregon Waste Systems, Columbia Ridge Disposal Facility; Weber Sand and Gravel, Waste Management of Michigan, Eagle Valley Recycling and Disposal Facility; Lancaster County Solid Waste Management Authority, Frey Farm Landfill, Pennsylvania; Laidlaw Waste Systems, Tyler, Texas, Greenwood Farms Landfill; Waste Management of Mississippi, Meridian, Mississippi, Pine Ridge Sanitary Landfill; Citrus County Division of Solid Waste Management, Lecanto, Florida, Citrus County Central Landfill; Solid Waste Authority of Palm Beach, Florida, North County Regional Resource Recovery Facility; West Palm Beach, Florida; Waste Management of Arizona, Mobile, Alabama, Butterfield Station Regional Landfill; and Waste Management of North America, Pottstown, Pennsylvania, Pottstown Landfill.
 - **Collection and Household Hazardous Waste Awards Program** –

¹³ 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.

- *Household Hazardous Waste Award* – Seattle Solid Waste Utility, Seattle, Washington; King County Solid Waste Division, Seattle, Washington.
- *Curbside Recycling Award* – City of San Diego, California, Refuse Collection Division
- *Special Wastes* – Maricopa County Landfill Department, Phoenix, Arizona; City of Pensacola, Florida, Sanitation; City of Santa Clara, California; Boulder County Public Works Department, Boulder, Colorado; and New York City Department of Sanitation.
- o ***Waste-to-Energy Awards Program*** – Dutchess County, New York, Resource Recovery Project, Poughkeepsie, New York; Barnaby, British Columbia, Incinerator; Commerce, California Refuse to Energy Facility, Whittier, California; and Marion County Solid Waste to Energy Facility, Brooks, Oregon.

ANNUAL INTERNATIONAL SEMINAR AND EQUIPMENT SHOW

- In 1990, the 28th. Annual Seminar and Equipment Show was held in the Vancouver Canada Place and Convention Centre in Vancouver, British Columbia.
- There are several interesting stories to tell about this show:
 - One had to do with the United Laboratories label for electrical equipment. The UL was not accepted in Canada and on Saturday before the show was to open on Tuesday, SWANA was informed of this problem. Approval could not be provided in time for the show to open. SWANA's ties with local government paid off though and with the power of the Vancouver government, approval came about on Sunday.
 - In selecting Vancouver as the site for the meeting, the Vancouver convention, convention visitor's bureau and city of Vancouver agreed to pay for the Wednesday night party, this promise was made long before the year of the event and was part of the offer and contract signed. Turnover in the hospitality industry is rampant and there was no one at any three of the Vancouver parties still around 6 months out before the show. Lanny was going through the contract one day, and had also forgotten the deal, until he saw it in the contract. He call Vancouver Visitors and Convention group, talked the maybe the fourth or fifth person to have been assigned the meeting – there was a dead silence on the other end of the line; a search for the paperwork went on in Vancouver and eventually SWANA had to fax them a copy of the contract. Vancouver performed like chaps, however and hosted one of the best Wednesday night parties ever; a savings of over \$60K for SWANA.
- The IB agreed on the following cities for consideration for the 1996 annual meeting – Salt Lake City, UT; Reno, Nevada; and Portland, OR.
- The Flags continued as part of the pomp and circumstance of the association with Chapters presenting their province/state flag when granted full chapter status. The flags were also part of the opening and closing ceremonies of the annual meeting.

CHAPTERS

- 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 available.
 - 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 available.
 - 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 available.
 - Provisional chapter status was granted to:
 - **Hawaii,**
 - **Mississippi, and**
 - **Wisconsin.**
- At the 28th. Annual Meeting in Vancouver, British Columbia, Canada the Central California Chapter changed its name to the Sierra Chapter.
- Iowa Society of Solid Waste Operators was approved as the Iowa Society of Solid Waste Operators Chapter.

1991

GOVERNANCE AND MANAGEMENT

Governance

- SWANA membership stood at 6,216 at the end of 1991.
- Officers to lead the association in 1992 were approved, based on ballots submitted, at the annual business meeting of the association, held August 15, 1991 in Cincinnati, Ohio and included:
 - **President – N.C. Vasuki**, Delaware Solid Waste Authority
 - **Vice President – Curt Kemppainen**, Kent County, Michigan
 - **Treasurer – John Abernethy**, Merced County, California
 - **Secretary – Herb Flosdorf**, Lancaster County Solid Waste Management Authority
 - **Past President, Walt Brodowski**, Lethbridge, Alberta
- Two new International Corporate Directors were selected by the Corporate Members:
 - Ken Ruskofsky – General Manager, Heil West
 - Robert Randol – Managing Director, Smith Barney
- 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** – 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 staff¹⁴; 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** – 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; and the Committee believed that the regional council structure was working.
 - **Planning Committee** – the PC recommended that at the annual meeting regional council meetings needed more time as did the IB committees; the PC ruled out the concept of reorganizing SWANA into a US and Canadian associations.

Management

- The ED Transition Committee (ED Lanny 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 and a Chief Operating Officer (a Chief Financial Officer position would be established too). Lanny Hickman 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

¹⁴ 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.

- 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

TECHNICAL PROGRAMS

- **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 SWICH was presented to the IB at their annual 1991 meeting and a decision was made to fund SWICH through service fees and foundation support.

▪ **Technical Award Winners in 1991**

Landfill Excellence Awards

Excellence Award:

Bee Canyon Landfill, East Irvine, California

Applicant: County of Orange, Integrated Waste Management Department

Owner: County of Orange

Honorable Mention:

Burlington Solid Waste Facility, Colchester, Vermont

Applicant: Burlington Dept. of Public Works

Owner: City of Burlington

Glanbrook Landfill, Hamilton, Ontario

Applicant: Laidlaw Waste Systems

Owner: Region of Hamilton-Wentworth

West Miramar Solid Waste Disposal Facility, San Diego, California

Applicant: City of San Diego Waste Management Department

Owner: United States Navy

Prairie View Recycling and Disposal Facility, Wyatt, Indiana

Applicant: Indiana Waste Systems, Inc.

Owner: Indiana Waste Systems, Inc.

Tri-City Recycling & Disposal Facility, Carsonville, Michigan

Applicant: Waste Management of Michigan, Inc.

Owner: Waste Management of Michigan, Inc.

Meritorious Achievement:

Franklin County Landfill, Grove City, Ohio

Applicant: Franklin County Board of Commissioners

Owner: Franklin County Board of Commissioners

Puente Hills Landfill, Whittier, California

Applicant: Los Angeles County Sanitation Districts

Owner: Los Angeles County Sanitation Districts

ELDA Recycling & Disposal Facility, Cincinnati, Ohio

Applicant: Waste Management of Ohio, Inc.

Owner: Waste Management of Ohio, Inc.

CMCMUA Secure Sanitary Landfill, Woodbine, New Jersey

Applicant: Cape May County Municipal Utilities Authority

Owner: Cape May County Municipal Utilities Authority

Collection Awards

Special Programs Category

Systems Excellence Award: Litter Control Division, City of San Diego Waste Management Department, California

Transfer Operation

Systems Excellence Award: Southeastern Public Service Authority,

Virginia and Solid Waste Authority of Palm Beach County, Lantana Transfer Station, Florida

Meritorious Achievement:

Resource Recovery Department - Porter Transfer Station, Orange County Public Utilities Division, Florida

Honorable Mention:

Tazewell County Board of Supervisors, Virginia

Household Hazardous Waste Program

Des Moines Metropolitan Area Solid Waste Agency, Iowa

Technology & Systems Application Category

San Diego Refuse Collection Division, California

Recycling Awards

Excellence Awards

Complete Program Category - Populations greater than 500,000

King County Solid Waste Division, Washington

Complete Program Category - Populations less than 100,000

Cape May County Municipal Utilities Authority, New Jersey

Complete Program Category - Populations ranging from 100,000 to 500,000

Regional Municipality of Halton, Ontario, Canada

Collection Category - Populations less than 100,000

Brea Disposal, Anaheim, California

Meritorious Achievement

Complete Program Category – Population greater than 500,000

Solid Waste Authority of Palm Beach County, Florida

Complete Program Category - Populations ranging from 100,000
500,000

City of Allentown, Pennsylvania

Complete Program Category - Populations less than 100,000 City of Dunedin, Florida

Honorable Mention

Complete Program Category - Populations ranging from 100,000
500,000

City of Charlotte/Mecklenburg County, North Carolina and
Catawba County, North Carolina

Processing/Marketing Category - Populations greater than 100,000

Solid Waste Authority of Palm Beach County, Florida

Energy and Materials Recovery Awards

Meritorious Achievement:

Wheelabrator Millbury Facility, Millbury, Massachusetts

Owned by Wheelabrator Technologies, Inc. and operated by Wheelabrator
Millbury, Inc.

City of Hampton, VA/Refuse-Fired Steam Generating Facility, Hampton
Virginia

Owned by the City of Hampton/NASA and operated by the Joint Board of Oversight

Honorable Mention:

Regional Waste Systems Facility, Portland, Maine

Owned and operated by Regional Waste Systems, Inc.

Excellence in Solid Waste Education Awards

Public Education Category

Recycling Awareness Program; Spokane Regional Solid Waste Dispose Project

K-12 Curricula Category

State of Florida 4 R's Project: A Solid Waste Management Curriculum for Florida Schools; Florida Office of Environmental Education and Florida Department of Environmental Regulation, Solid Waste Section

Meritorious Achievement:

Public Education Category

City of San Diego Curbside Recycling Public Education Program; City of San Diego Waste Management Department

K-12 Curricula Category

Wastewise Youth Education Program; Cornell University Waste Management Institute

Honorable Mention:

Public Education Category

HDR Preschool Recycling Initiative

K-12 Curricula Category

Super Saver Investigators; Ohio Department of Natural Resources

In a span of just a few years the technical awards program grew into a major part of the SWANA culture. Credit goes to ***Tim Hunt*** who first proposed a landfill beauty contest to offset the negativity held by the public and many regulatory agencies as the catalyst for the technical awards program. This idea blossomed into a technical awards program encompassing all aspects of integrated municipal solid waste management.

ANNUAL INTERNATIONAL SEMINAR AND EQUIPMENT SHOW

- In 1991 the 29th International Seminar and Equipment show was held August 12-15, 1991 at the Cincinnati Convention Center, in Cincinnati, Ohio.
- As the annual meeting grew in size and scope SWANA Staff assumed a greater role in the planning and management of the event. Historically, as reported in the first section of this history – Book 1- The Formative Years, the Chapters played the major role. When the three California Chapters organized the national association, they looked to the “national GRCD” to take a greater role in the annual meeting. The sharing of revenues between the association and the host chapter policy was established. Bickering became the common when monies were discussed.

However, the annual meeting had reached the point where professional fulltime management, marketing, site evaluation on an international basis, contracts with decorating service providers, financial management required greater resources than could be provided by a host chapter. Consequently, SWANA Staff and the Executive Committee assumed many of the traditional chapter tasks. However, the traditional 10% cut to a host chapter continued. Wrangling over tasks versus share of revenue continued for several years until **Tim Hunt, International Seminar Chair** proposed a format where chapters could select tasks to do for a stated amount of dollars. This proposal was eventually crafted into SWANA policies and settled the issue of revenue sharing.

CHAPTERS

- 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 available.
- 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.
- Tennessee was granted provisional chapter status at the annual business meeting held in Cincinnati, Ohio.

1992

GOVERNANCE AND MANAGEMENT

Governance

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

- Officers to continue to lead the association in 1993 included (a complete listing of the 1992 IB is included as Appendix 1992.1):
 - **President – N.C. Vasuki**, Delaware Solid Waste Authority
 - **Vice President – Curt Kemppainen**, Kent County, Michigan
 - **Treasurer – John Abernethy**, Merced County, California
 - **Secretary – Herb Flosdorf**, Lancaster County Solid Waste Management Authority
 - **Past President, Walt Brodowski**, Lethbridge, Alberta
- 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. Staff 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 the opening of the office was pushed back 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.
- **Key Staff Members** – Lanny Hickman, Executive Director; Bob Peters, Manager of Technical Programs; Eileen Crowe, Manager of Chapter Programs; Brad Roberge, Marketing and Sales Director; Kay Hickman, Meetings Director; Patty Magill, Administrative Officer; Lori Swain, Manager of Contracts and Grants Programs; Bill Forester, International Programs; and Chris Voell, Training Officer .

TECHNICAL PROGRAMS

President Vasuki summoned Hark Hammond, Chair of the Disposal Division to present the Landfill Excellence Awards.

▪ **1992 Landfill Excellence Awards**

Excellence Award:

Category: one

Applicant: Cumberland County Solid Waste Complex, New Jersey
Owned & Operated by: Cumberland County Improvement Authority

Category: two

Applicant: Live Oak Landfill & Recycling Center of
Conley, Georgia

Category: three

Applicant: Turnkey Recycling and Environmental Enterprises,
Rochester, New Hampshire
Owned & Operated by: Waste Management of New Hampshire, Inc.

Meritorious Achievement Award:

Category: one

Applicant: Gloucester County Solid Waste Complex, New Jersey
Owned & Operated by: Gloucester County Improvement Authority

Category: two

Applicant: Woodside Landfill and Recycling Center of
Livingston Parish, Louisiana
Owned by: The Livingston Parish Policy Jury
Operated by: American Waste and Pollution Control Company

Category: three

Applicant: North County Resource Recovery Facility of
Palm Beach County
Owned & Operated by: The Solid Waste Authority
of Palm Beach County

Honorable Mention Award:

Category: two

Applicant: City of Sacramento 28th Street Landfill
Owned & Operated by: City of Sacramento

Category: two

Applicant: Westside Recycling and Disposal Facility
of Three Rivers, Michigan
Owned & Operated by: Waste Management of Michigan, Inc.

Category: three

Applicant: Woodland Meadows Recycling and Disposal
Facility of Canton, Michigan
Owned & Operated by: Waste Management of Michigan, Inc.

President Vasuki summoned Past President Walt Brodowski to present the
Systems Excellence Collection Awards.

▪ **Systems Excellence Awards**

Excellence Award:

Category: Household Hazardous Waste Management

The Municipality of Anchorage, Alaska

Category: Transfer Operation

Lancaster County Solid Waste Management Authority, Pennsylvania

Meritorious Achievement:

Category: Transfer Operation:

Solid Waste Authority of Palm Beach County, Florida

Household Hazardous Waste Program:

Sanitary Fill Company, San Francisco, California

Special Programs Category:

Des Moines Metropolitan Solid Waste Agency, Iowa

Honorable Mention:

Technology and Systems Application:

City of Plano, Texas
Household Hazardous Waste Program:
County of Orange, California and
Resource Recovery and Recycling Authority of Southwest Oakland County, MI

President Vasuki summoned Rick Person, Chairman of the Recycling and Source Reduction Committee, to present the systems excellence recycling awards.

▪ **Excellence in Recycling Awards:**

Complete Program Category - Populations greater than 500,000

Meritorious Achievement:

Hennepin County, Minnesota

Complete Program Category - Populations ranging from 100,000 to 500,000
Systems

Excellence Awards:

City of Minneapolis, Minnesota;

Onondaga County Resource Recovery Agency; and

Town of Islip, New York

Meritorious Achievement Award:

Regional Waste Systems, Portland, Maine

Honorable Mention Awards:

Burlington County, New Jersey, Board of Chosen Freeholders; and

Capital Regional District of Victoria, British Columbia

Complete Program Category - Populations less than 100,000

Meritorious Achievement:

Carroll County Solid Waste Management Commission/ACS Counties Regional
Solid Waste Agency, Iowa

Honorable Mention Awards:

City of Troy, Alabama; and

City of Brooklyn, Ohio

Collection Category - Populations ranging from 100,000 to 500,000

Meritorious Achievement:

City of Pittsburgh, Pennsylvania

Collection Category - Populations under 100,000

Honorable Mention:

Charter Township of Clinton, Michigan

Source Reduction Category - Population between 100,000 and 500,000

Honorable Mention:

New Castle County, Delaware

▪ **Excellence in Solid Waste Education Awards**

President Vasuki summoned Cindy Turkle, Chairman of the Public Education

Committee, to present the excellence in solid waste education awards.

Public Education Category

“Comprehensive Solid Waste Education Program”, Des Moines Metropolitan Area Solid Waste Agency

K-12 Curricula Category

“Think Earth Environmental Education Program”, Sanitation Districts of Los Angeles County

Meritorious Achievement:

Public Education - Category 1

“1991 Puyallup Fair Environmental Education Exhibit” Pierce County Utilities - Tacoma, Washington

Public Education - Category 2

“Landfill Siting-Public Education Program” Solid Waste Disposal Authority - Huntsville, Alabama K-12 Curricula Category

“Quit Draggin’ Your Waste Around . . . A Solid Waste Curriculum Series”, Des Moines Metropolitan Area Solid Waste Authority

Honorable Mention:

K-12 Curricula Category

“Wiz Kids of Waste”, King County Solid Waste Division Seattle, Washington

- **SWANA Training Programs** - By the end of 2002 SWANA had the following array of training courses available or in the final stages of development:
 - Managing MSW Landfill Operations – certification program
 - Managing MSW Collection Systems - certification program
 - Managing MSW Recycling Systems – certification program
 - Managing MSW Landfill Gas Systems – certification program
 - Planning and Managing Integrated Solid Waste Management Systems – certification program
 - Training On-Site Landfill Personnel
 - Economics of Solid Waste Management Systems
 - Financing Integrated Municipal Solid Waste Management Systems
 - Household Hazardous Waste Management Practices
 - Waste Screening at Municipal Solid Waste Management Facilities
 - Paying for Your MSW Management System: Revenue Generation and Cost Accounting
 - Managing Compost Programs
- The decision was made in 2002 to begin to offer, at the annual international seminar and equipment show, in addition to the technical sessions an array of SWANA training programs.
- **Regional Symposia** – partnerships with chapters led to eastern, southeastern, and southwestern regional symposia.

ANNUAL INTERNATIONAL SEMINAR AND EQUIPMENT SHOW

- The 30th. SWANA Annual International Seminar and Equipment Show was held August 3-5, 1992 in the Tampa Convention Center, Tampa, FL. Tampa was one of several sites selected prior to the final construction of the centers. The International

Seminar team inspected the Tampa Convention Center while concrete was still being poured. Several sites were selected where the convention centers were in various stages of development. Clearly a leap of faith that they would be ready and be what was proposed when the show year occurred.

- Upon the recommendation of the site selection committee composed of the International Seminar Chair, the International Equipment Show Chair, the President and the Executive Director the IB authorized the committee to make a final decision to move the dates of the annual meeting into the last 10 days of October, effective in 1996.

CHAPTERS

- 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 available.
- The Atlantic Canada and Indiana Hoosier petitions for Provisional Chapter status were approved at the 1992 Annual Business Meeting held in Tampa, FL, August 6, 1992 at the Tampa Convention Center.

SWANA Chapters in 1992

Alabama	Iowa	Ohio	Wisconsin
Alaska	Massachusetts	Oklahoma	
Arizona	Michigan	Ontario	
British Columbia	Mid-Atlantic	Oregon	
Canadian Prairie	Minnesota	Pennsylvania	
Central California	Mississippi	Southern California Founding Chapter	
Colorado	Nebraska	South Carolina	
Florida	New Jersey	Texas	
Georgia	New Mexico	Utah	
Gold Rush CA	New York	Virginia	
Illinois	North Carolina	Washington	

Appendix 1992 -1 – 1992 International Board of Directors

International President N.C. Vasuki
 International Vice President Curt Kemppainen
 International Treasurer John Abernethy
 International Secretary Herb Flosdorf
 International Past President Walter Brodowski
 International Equipment Show Chairman Dick Townley
 International Seminar Chairperson Tim Hunt
 Technical Division Director Mark Hammond
 International Corporate Director Don Warren
 International Corporate Director Harvey Gershman
 International Corporate Director Robert Randol

International Corporate Director Ken Ruskofsky
Regional Council 1 Director and Gold Rush CA Chapter Director Paul Smilanich
(Central California)
Regional Council 2 Director and Canadian Prairie Chapter Director Dave Thompson
Regional Council 3 Director and Oklahoma Chapter Director Gary Martin
Regional Council 4 Director and Virginia Chapter Director Durwood Curling
Regional Council **5** Director and Georgia Chapter Director Deanna Ruffer
Alabama Chapter Director Green Davis
Alaska Chapter Director Henry Friedman
Arizona Chapter Director Tommy Rowe
At-Large Chapter Director Jim Reynolds
At-Large Chapter Director Alan Ollar
British Columbia Chapter Director B.J. Davies)
Central California Chapter Director Ron Wheeler
Colorado Chapter Director Danamarie Schmitt
Florida Chapter Director Chris Kohl
Illinois Chapter Director Lance Welter
Iowa Chapter Director Craig "Pete" Duffy
Massachusetts Chapter Director Paul Stoller
Michigan Chapter Director James Glen
Mid-Atlantic Chapter Director John Wood
Minnesota Chapter Director Rick Person
Mississippi Chapter Director Bill Ashley
Nebraska Chapter Director Elwin Larson
New Jersey Chapter Director Bud Brumitt
New Mexico Chapter Director Raymond Sisneros
New York Chapter Director Charles Weidner
North Carolina Chapter Director Ed Shuffler
Ohio Chapter Director Steve Viny
Ontario Chapter Director Steve Gyorffy (Doug Robinson)
Oregon Chapter Director Kathy Thomas
Pennsylvania Chapter Director William Ehrman
South Carolina Chapter Director Phil Barnhill
Southern California Founding Chapter Director Bill Noble
Texas Chapter Director Dan Gutierrez
Utah Chapter Director Dale Stephenson
Washington Chapter Director Dave Nyblom
Wisconsin Chapter Brian Tippetts
Tennessee Provisional Chapter Director Herb Kidd, sitting as guest, non-voting
Atlantic Canada Formation Chapter Director Don McCallum, sitting as guest, non-voting
Indiana Hoosier Formation Chapter Director Harold Dungan, sitting as guest, non-voting

GOVERNANCE AND MANAGEMENT

Governance

- Officers to lead the association in 1994 included¹⁵:
 - **President – Curt Kemppainen**, Kent County, Michigan
 - **Vice President – John Abernethy**, Merced County, California
 - **Treasurer – Herb Flosdorf**, Lancaster County Solid Waste Management Authority, PA
 - **Secretary – Derwood Curling**, Southeastern Public Service Authority, Virginia
 - **Past President, N.C. Vasuki**, Delaware Solid Waste Authority, Delaware.

The 1993 IB is listed in Appendix 1993.1

- 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. Dawn Brown was appointed to that position.
- 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:
 - Chief of Staff – Lori Swain; eventually as Chief Operating Officer
 - Head of Technical Assistance, Information and Training Group – Chris Voell
 - Head of Membership and Chapter Services Group – Brad Roberge

¹⁵ The list of officers is included in the year in which they were officially elected. Since the association met toward the end of each calendar year and prior to the official association fiscal/legal year the new officers were identified at the annual meeting prior to the beginning of their official term of office and took office at the annual business meeting.

- Controller – Dawn Brown; eventually as Chief Financial Officer
- 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.

TECHNICAL PROGRAMS

- **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, Lanny Hickman, SWANA's Executive Director, 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 the technical programs were 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 Kemppainen, 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 2003. 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.
- **Excellence Awards Program** – 1993 Excellence Awards winners are list in Appendix 1993.2.

ANNUAL INTERNATIONAL SEMINAR AND EQUIPMENT SHOW

- The 31st. Annual International Seminar and Equipment Show was held on August 2-4, 1993 in the San Jose Convention Center.
- A special WFC workshop was held on Monday, August 1 prior to the opening of the annual seminar and equipment show to discuss the WFC issue, how it will affect local government's role in solid waste management and to get feedback from the participants on their operations and the role of WFC on their operations. Attendance exceeded 100.

- The 32nd. Annual International Seminar and Equipment Show would be held on August 1-2, 1994 in San Antonio, TX.

CHAPTERS

- 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. The flags were installed with the other state and provincial flags representing the Chapters of SWANA. No information on the formation and development of the chapter was available.
- 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. 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 available.
- The Association granted Provisional Chapter status to the Kansas Sunflower Provisional Chapter organizing committee at the Association's annual business meeting on August 1, 1993 in San Jose, CA.

Appendix 1993-1 –1993 International Board of Directors Sitting at the 1993 Annual IB Meeting, August 1, 1993, San Jose, CA

International President N.C. Vasuki
 International Vice President Curt Kemppainen
 International Treasurer John Abernethy
 International Secretary Herb Flosdorf
 International Past President Walter Brodowski
 International Equipment Show Chairman Dick Townley
 International Seminar Chairperson Tim Hunt
 Technical Division Director Mark Hammond
 International Corporate Director Marlene Feuer
 International Corporate Director Don Warren
 International Corporate Director Harvey Gershman
 International Corporate Director Robert Randol
 International Corporate Director Marc Rogoff
 Regional Council 1 Director and Gold Rush CA Chapter Director Paul Smilanich
 Regional Council 2 Director and. Canadian Prairie Chapter Director Dave Thompson
 Regional Council 3 Director and Oklahoma Chapter Director Gary Martin
 Regional Council 4 Director and Virginia Chapter Director Durwood Curling
 Regional Council 5 Director and Georgia Chapter Director Deanna Ruffer
 Alabama Chapter Director Mark Bryant
 Alaska Chapter Director Henry Friedman
 Arizona Chapter Director Tommy Rowe
 At-Large Chapter Director Alan Ollar
 British Columbia Chapter Director Paul Remillard

Canadian Prairie Chapter Director Dave Thompson
Central California Chapter Director Ron Wheeler
Colorado Chapter Director Danamarie Schmitt
Florida Chapter Director Chris Kohl
Illinois Chapter Director Lance Welter
Iowa Chapter Director Craig "Pete" Duffy
Massachusetts Chapter Director Paul Stoler
Michigan Chapter Director James Glen (Not attending)
Mid-Atlantic Chapter Director Steve Lippy
Minnesota Chapter Director Rick Person
Mississippi Chapter Representative Bill Ashley
Nebraska Chapter Director Elwin Larson
New Jersey Chapter President John Horensky
New Mexico Chapter Director Raymond Sisneros
New York Chapter Director Charles Weidner
North Carolina Chapter Representative Louis Watts
Ohio Chapter Director Steve Viny
Ontario Chapter Director Doug Robinson
Oregon Chapter Director Kathy Thomas
Pennsylvania Chapter Director William Ehrman
South Carolina Chapter Director Phil Barnhill
Southern California Founding Chapter Director Bill Noble
Tennessee Chapter Director Herb Kidd
Texas Chapter Director Dan Gutierrez
Utah Chapter Director Dale Stephenson
Washington Chapter Director Dave Nyblom
Wisconsin Chapter Brian Tippetts
Atlantic Canada Provisional Chapter Director Don McCallum
Indiana Hoosier Provisional Chapter Representative Dan Magoun
Kansas Sunflower Formation Chapter Representative Tim Williams

**Appendix 1993-2 Excellence Awards in Solid Waste Management
Extracted from the minutes of the 1993 Awards Program and Annual Business
Meeting**

President Vasuki summoned Mark Hammond, Chairperson of the Disposal Division to present the Landfill Excellence Award.

A. 1993 Landfill Excellence Awards Excellence Award:

There were no excellence awards in the Landfill Category.

Meritorious Achievement

Category: **TWO**

Landfills Accepting Between 500 And 1500 Tons Per Day

Applicant: Wheelabrator South Broward Monofill, FL

Owned and operated by: Wheelabrator South Broward, Inc.

Category: **THREE**

Landfills Accepting More Than 1500 Tons Per Day

Applicant: Countywide Recycling And Disposal Facility, OH

Owned and Operated by: Waste Management Of Ohio

There were 3 winners of the Honorable Mention Award in the Landfill Category:

Category: **TWO**

Honorable Mention

Landfills Accepting Between 500 And 1500 Tons Per Day

Applicant: Cerro Colorado Sanitary Landfill, Nm

Owned and Operated by: City Of Albuquerque

Category: **TWO**

Landfills Accepting Between 500 And 1500 Tons Per Day

Applicant: Eagle Valley Recycling And Disposal Facility, MI

Owned and operated by: waste management of Michigan, Inc.

Category: **THREE**

Landfills Accepting More Than 1500 Tons Per Day

Applicant: Roosevelt Regional Landfill, WA

Owned and Operated by: Regional Disposal Company

B. 1993 Collection Excellence Awards

President Vasuki summoned Past President Walt Brodowski to present the Systems Excellence Collection Awards.

Excellence Award

There were no excellence awards in the Collection Category.

Meritorious Achievement:

Special Programs Category: City of Sioux City, IA

There were no honorable mention awards in the Collection Category.

C. 1993 Household Hazardous Waste Awards

President Vasuki summoned William Merry, Chairperson of the Hazardous Waste Committee to present the awards.

Permanent Program Category (population ranging from 100,000 to 500,000)

Meritorious Achievement:

Regional Municipality Of Metropolitan Toronto, ON, Canada

Lancaster County Solid Waste Management Authority, Lancaster, PA

Honorable Mention

Monterey Regional Waste Management District, CA

Permanent Program Category (population greater than 500,000)

Systems Excellence:

Solid Waste Authority Of Palm Beach County, FL

Meritorious Achievement:

Hennepin County Department Of Environmental Management, MN

D. 1993 Waste-To-Energy Excellence Awards

President Vasuki summoned Marc Rogoff, Chairperson of the Waste-To-Energy Committee to present the awards.

Systems Excellence

Wheelabrator Concord Company, CONCORD, NH

E. 1993 Recycling Excellence Awards

President Vasuki summoned Rick Person, Chairman of the Recycling and Source Reduction Committee to present the awards.

Complete Program Category (populations greater than 500,000)

Systems Excellence:

Taormina Industries, Inc., CA

Complete Program Category (populations ranging from 100,000 to 500,000)

Systems Excellence:

Atlantic County Utilities Authority, NJ

Meritorious Achievement:

Alachua County & City Of Gainesville, FL

Honorable Mention:

Resource Recovery & Recycling Authority Of Southwest, Oakland County, MI

Complete Program Category - Populations less than 100,000

Meritorious Achievement:

City Of Fitchburg, WI

City Of Santa Cruz, CA

F. 1993 Excellence in Solid Waste Education Awards

President Vasuki summoned Cindy Turkie, Chair of the Public Education Committee, to present the excellence in solid waste education awards.

Public Education

Excellence Award:

Category 1

"Operation Separation", Onondaga County Resource Recovery Agency, North Syracuse, NY

Category 2

Grass Valley Disposal, Grass Valley, CA

(educational program developed by Refuse Industry Productions, Inc., a wholly owned subsidiary of Grass Valley Disposal).

Curricula Category

"What a Waste", Southwest Connecticut Regional Recycling Operating Committee, Norwalk, CN

Meritorious Achievement:

Category 1

“Community Recycling”, Awareness Program, Taormina Industries, Anaheim, CA

Category 2

“SMART - Shopping”, Public Education Campaign - Metropolitan Council, St. Paul, MN

“Let’s All Recycle”, Los Angeles County Department of Public Works, Waste Management Division, Aihambra, CA

1994

GOVERNANCE AND MANAGEMENT

Governance

- 1994 Officers
 - President – Curt Kemppainen
 - Vice President – John Abernethy
 - Treasurer – Herb Flosdorf
 - Secretary – Durwood Curling
 - Past President – NC Vasuki
- The Nominations Committee recommended the following candidates for the Officer Corps for 1995:
 - International President – John Abernethy, Merced County, CA
 - International Vice President – Herb Flosdorf, Lancaster County SW Authority, PA
 - International Treasurer – Durwood Curling, SE Public Service Auth., VA
 - International Secretary – Steve Maguin, LA Sanitation Districts, CA

The slate was approved by the IB at the 1994 mid-year meeting.

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 objectives¹⁶. 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

¹⁶ 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.

the 1994 mid-year meeting of the IB (held on April 7, 8, and 9, 1994 at the Radisson Hotel in north Dallas). At this meeting each objective was reviewed and discussed, modifications 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 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, 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 some during the period of time covered by this book and the rest would be addressed after 1996.

The objective as adopted with some modifications to action items.

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 PLC proposed to expand the opportunities for membership in the Technical Divisions by adding an Associate category. The IB concurred. The PLC 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.

▪ **Membership Awards**

The Awards Committee recommended the following members for recognition in 1994:

- Robert L. Lawrence Distinguished Service Award: **Tim Hunt**, Solid Waste Authority of Palm Beach, FL
- Life Membership Award: **Don Warren**, the Heil Company
- Professional Achievement Award Regular Member: **Peter Wong**, Sunbury, ON; and **Gary Martin**, Ponca City, OK
- Professional Achievement Award Sustaining Member: **Fred Rice** and **Steve Viny**.

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.

TECHNICAL PROGRAMS

- 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 managements 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.

- Excellence in Solid Waste Management Technical Awards for 1994 are enclosed at the end of this year's history as Appendix 1994-1

INTERNATIONAL SEMINAR AND EQUIPMENT SHOW

- The 32nd SWANA Annual Seminar and Equipment Show was held August 1,2,3, 1994 at the San Antonio Convention Center, San Antonio, TX.
- The growth of SWANA's international efforts with the Association's counterparts in

Europe, Asia and South America was highlighted with the representatives of the international solid waste management professionals and organizations attending the San Antonio meeting:

- **The President of the International Solid Waste Association John Skinner was the guest of SWANA.**
- John Leaver, Managing Director of the Institute of Waste Management (SWANA's counterpart in the United Kingdom) was the guest of SWANA.
- Hakan Rylander, Managing Director of the Gothenburg Region Solid Waste Company, Sweden was the guest of SWANA.

- The Association officially changed the name of the International Seminar and Equipment Show to **WASTECON** (Waste Convention). The name was registered as an official trademark of SWANA. **Credit for this change goes to Brad Roberge, SWANA Marketing and Sales guy. Brad, argued accurately that the current name was long and had no brand value. He further argued that a one-word name would make it more recognizable as a SWANA major event. He was absolutely right.**

CHAPTERS

- The ***Kansas Sunshine 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. 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 available.
- Provisional Chapter status was awarded to:
 - West Virginia
 - Missouri
 - New Hampshire/Vermont (partnership for these two states)

Appendix 1994.1

1994 Excellence in Integrated Solid Waste Management Awards

A. 1994 Landfill Excellence Awards

System Excellence: Category I Less than 500 tpd

Applicant: Greater Lebanon Refuse Authority Waste Management Facility;

Owned and operated by: Greater Lebanon Refuse Authority, Lebanon, PA

System Excellence: Category I Less than 500 tpd

Applicant: North County Recycling Center & Sanitary Landfill

Owned and operated by: San Joaquin County, Lodi, CA

System Excellence: Category I less than 500 tpd

Applicant Northern Oaks Recycling and Disposal Facility

Owned and operated by: Waste Management of Michigan, Inc., Harrison, MI

System Excellence: Category II Between 501 - 1500 tpd

Applicant: Suburban South Recycling and Disposal Facility

Owned and operated by: Waste Management of Ohio, Inc., Glenford, OH

B. 1994 Collection Excellence Awards

System Excellence: Transfer Operations

Applicant: Solid Waste Authority - North County Transfer Station

Owned and operated by: Palm Beach County Solid Waste Authority, Jupiter, FL

System Excellence: Transfer Operations

Applicant: Seminole County Transfer Station

Owned and operated by: Seminole County; Longwood, FL

C. 1994 Waste-to-Energy Awards

System Excellence: Between 500 - 1,000 tpd

Applicant Stanislaus Resource Recovery Facility

Owned and operated by: Ogden Martin Systems of Stanislaus, Inc., Crows Landing, CA

System Excellence: Greater than 1,000 tpd

Applicant: Pasco County Solid Waste Resource Recovery Facility

Owned and operated by: Ogden Martin Systems of Pasco, Inc., Spring Hill, FL

System Excellence: Greater than 1,000 tpd

Applicant: Lancaster County Resource Recovery Facility

Owned and operated by: Ogden Martin Systems of Lancaster, Inc., Lancaster, PA

System Excellence: Greater than 1,000 tpd

Applicant Hempstead Resource Recovery Facility

Owned and operated by: American Ref-Fuel Company of Hempstead, Westbury, NY

System Excellence: Category III Greater than 1,500 tpd

Applicant: Lopez Canyon Sanitary Landfill

Owned and operated by: City of Los Angeles, Los Angeles, CA

D. 1994 Recycling Awards

System Excellence: Complete Program-Population Greater Than 500,000

Applicant: Metropolitan Toronto's Waste Diversion Program

Owned and operated by: Municipality of Metropolitan Toronto, Works Department, Toronto, ON, Canada

Meritorious Achievement: Collection Program-Population Fewer Than 100,000

Applicant Horry County Recycles

Owned and operated by: Horry County Solid Waste Authority, Inc., Conway, SC

Meritorious Achievement Complete Program-Population Fewer Than 100,000

Applicant Sevier Solid Waste Recycling Program

Owned and operated by: Sevier Solid Waste, Sevierville, TN

Meritorious Achievement: Complete Program-Population Between 100,000 and 500,000

Applicant Mahoning County Solid Waste Recycling Program

Owned and operated by: Mahoning County Solid Waste Management District, Youngstown, OH

E. 1994 Excellence in Solid Waste Education Awards

Meritorious Achievement

Public Education - Category 1

Minnesota Solid Waste And Recycling, City of Minneapolis, Division of Solid Waste and

Recycling, Minneapolis, MN

Public Education - Category 2

Beaumont Recycles!, City of Beaumont, Beaumont, TX

System Excellence: Category III Greater than 1,500 tpd

Applicant: Lopez Canyon Sanitary Landfill

Owned and operated by: City of Los Angeles, Los Angeles, CA

F. 1994 Excellence in Solid Waste Education Awards

Meritorious Achievement

Public Education - Category 1

Minnesota Solid Waste And Recycling, City of Minneapolis, Division of
Solid Waste and Recycling, Minneapolis, MN

Public Education - Category 2

BEAUMONT RECYCLES!, City of Beaumont, Beaumont, TX

K-12 Curricula Category

Recycling And Energy Awareness Program, City of Gainesville,
Departments of Community Improvement, Solid Waste Division, and Culture and
Nature Operations, Gainesville, FL

Excellence Award:

Public Education Category 1

Smart Shopping Public Education Campaign, Metropolitan Council and
Minnesota Office of Waste Management, St. Paul, MN

Public Education Category 2

Dalton/Whitfield Clean And Beautiful Commission Inc., Dalton, GA

K-12 Curricula Category: Mobius Program, Browning-Ferris Industries, Houston, TX

1995

The 1995 SWANA officers were:

President – John Abernethy, CA

Vice President – Herb Flosdorf, PA

Treasurer – Durwood Curling, VA

Secretary – Steve Maguin, CA

The Nominations Committee recommended that Mark Hammond, Solid Waste Authority of Palm Beach County, FL be nominated as International Secretary for 1996. There was unanimous approval by the IB.

The Nominations Committee recommended that Bill Darcey, Rhodes Island Solid Waste Authority, be nominated as the At-Large IB Director. There was unanimous approval by the IB.

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 amendments¹⁷. 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

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 AND MANAGEMENT

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

¹⁷ 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.

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 nest 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 could 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.
- The following members were approved by the IB to receive awards in 1995:
 - Professional Achievement Award – Regular Member: **N.C. Vasuki**, Delaware Solid Waste Authority
 - Professional Achievement Award – Sustaining Member: **John G. Pacey**, EMCON
 - Robert L. Lawrence Distinguished Service Award: **Roger Powers**, KAB
 - Life Membership Award: **Richard W. Eldredge**, Eldredge Engineering
 - Honorary Member Award: **John M. Sharf**, Lancaster County (PA) Solid Waste Authority.
- 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. The current Executive Director/Chief Executive Officer reported the following steps that had been taken or were planned to be done before the end of 1996:
 - **Chief Executive Officer** – The current ED had transitioned, for the most part, in a broader policy role and advocacy effort. In addition he was actively training current staff to carry on with the business of SWANA while the new ED/CEO transitioned into his/her chosen role.
 - **Chief Operating Officer** – Lori Swain had been appointed to that position and all operations except the Controller (CFO) and Executive Secretary were now reporting to her.
 - **Chief Financial Officer** – not activated yet. Dawn Brown, Controller was handling the duties of the CFO, and would in time be appointed CFO

- **Meetings Director** – Kay Hickman, current Meetings Director/Manager will be retiring at the same time as Lanny Hickman. Michele Nebel Peake, current Manager of Chapter Services will assume Kay Hickman's position upon her retirement. The transition had already begun.
- **WASTECON** – The current ED has a major role in this meeting and that role was being gradually transitioned to the COO.
- **Marketing and Membership Services Group** – Brad Roberge continued in the role of Manager of this group.
- **Technical Services Group** – Chris Voell had been appointed Manager of the Technical Services Group and was currently managing all operations of the group.
- **Planning, Budgeting and Financial Management** – The SWANA Senior Staff (CEO, COO, Controller/CFO, 2 Group Managers, Meetings Director) was fully invested in developing annual plans and the annual budget, all consistent with the Strategic Management Plan. The IB Planning Committee was working closely with the senior staff. The Controller was handling the financial management of the Association and was working with the IB Finance Committee on managing the finances and developing the budget.
- **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. The following additional guidance was given to the EC ED/CEO Transition Team by the IB:
 1. Manage the selection process under reasonable and appropriate procedures that include, among other things, the standards and criteria as set forth in the Memorandum, dated August 14, 1995 from the EC to the Transition Team.
 2. Recommend a candidate to the Executive Committee for final approval at the Executive Committee June 1996 meeting.
 3. Do not consider, or recommend, a candidate who is now or shall then be a member of the Executive Committee.

TECHNICAL PROGRAMS

- 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. ***Author's Comment: SWANA did not get what it wanted and in the view of the author, the action taken by EPA gutted the financial assurance requirements of the RCRA Subtitle D Landfill regulations.***
- 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. Appendix 1995.1 lists the awardees for 1995.

WASTECON

- The SWANA 33rd. Annual International meeting (WASTECON) was held October 24, 25, and 26, 1995 at the Baltimore Convention Center, Baltimore, MD.
- The WASTECON International Seminary Committee (all SWANA Members) now consisted of:
 - Chair – Tim Hunt
 - International Equipment Show Chair – Don Warren
 - International Equipment Show Floor Manager – Dick Townley
 - International Sales Manager – Jerry Springer (new position, added in 1994).
 - Staff Support – Brad Roberge

CHAPTERS

- The **New Hampshire/Vermont Chapter** was granted chapter status at the 1995 SWANA Annual Business meeting on October 24, August 2, 199 in Baltimore, MD. The new chapter presented State flags for New Hampshire & Vermont. 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 available.
- The **Missouri Chapter** was granted chapter status at the 1995 SWANA Annual Business meeting on October 24, August 2, 199 in Baltimore, MD. The new chapter presented a State Flag of Missouri to the Association. 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 available.
- The **West Virginia Chapter** was granted chapter status at the 1995 SWANA Annual Business meeting on October 24, August 2, 199 in Baltimore, MD. The new chapter presented a State Flag of West Virginia to the Association. 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 available.
- Provisional Chapter status was awarded to:
 - Kentucky
 - Nevada

- At the end of 1995 the number of SWANA Chapters was 45 (see table below)

SWANA Chapters in 1995

Alabama	Iowa Society of Solid Waste Operations	North Carolina
Alaska	Kansas Sunflower	Ohio Buckeye
Arizona	Kentucky	Oklahoma Indian Nations
At-Large	Massachusetts	Ontario
Atlantic Canada	Michigan	Oregon Beaver
British Columbia Pacific	Mid-Atlantic	Pennsylvania Keystone
California Gold Rush	Minnesota Land of Lakes	Southern California Founding Chapter
Canadian Prairie(1)	Mississippi	South Carolina Palmetto
Central California Sierra	Missouri	Tennessee Volunteer
Colorado Rocky Mountain	Nebraska Cornhusker	Texas Lone Star
Florida Sunshine	Nevada Great Basin	Utah Beehive
Georgia	New Hampshire Vermont (2)	Virginia Old Dominion
Gold Rush CA	New Jersey	Washington Evergreen
Illinois Land of Lincoln	New Mexico Road Runner	Wisconsin Badger
Indiana Hoosier	New York	West Virginia

(1) Now the Northern Lights Chapter

(2) Now the Northern New England Chapter

Appendix 1995-1 - 1995 Excellence in Solid Waste Management Awardees

A. 1995 Landfill Excellence Awards

BRONZE AWARD

Salt River Landfill, Salt River Pima-Maricopa Indian Community, Scottsdale, AZ

SILVER AWARD

Mallard Ridge Recycling and Disposal Facility, Waste Management of Wisconsin, Inc. Delavan, WI

GOLD AWARD

Venice Park Recycling And Disposal Facility; Owned and operated by: Waste Management of Michigan, Inc., Lennon, MI

There were no silver or bronze awards in the collection category.

B. Collection and Transfer Excellence Awards

GOLD AWARD

Disco Transfer Station; Owned and Operated by: Municipality of Metropolitan Toronto, Toronto, ON, Canada

C. 1995 Waste-to-Energy Excellence Awards

BRONZE AWARD

Essex County Resource Recovery Facility, American Ref-Fuel Company of Essex County, Newark, NJ

SILVER AWARD

Southeastern Connecticut Resource Recovery Facility, American Ref-Fuel of Southeastern Connecticut, Preston, CN

GOLD AWARD

Hennepin Energy Resource Company; Owned and Operated by: Hennepin County Environmental Management Division, Minneapolis, MN

D. 1995 Recycling Excellence Awards

There was no “bronze” winner in the recycling category.

SILVER AWARD (there are two winners):

Cape May County Regional Recycling Program, Cape May County Municipal Utilities Authority, Cape May, NJ

AND

Source Reduction and Recycling Program, City of Newark - Department of Engineering, Newark, New Jersey

GOLD AWARD

Recycling And Waste Prevention Program; Owned and Operated by: Reedy Creek Improvement District in association with Walt Disney World Co., Lake Buena Vista, FL

E. 1995 Special Waste Management Excellence Awards

BRONZE AWARD

Spokane's Moderate Risk Waste Program, Spokane Regional Solid Waste System, Spokane, WA

GOLD AWARD

Metro Hazardous Waste Program; Owned and Operated by: Portland Metro Solid Waste Department, Portland, OR

F. 1995 Excellence in Solid Waste Education Awards

Category I - Population Served Over 250,000

SILVER AWARD

Dakota County Residential Solid Waste Public Education Program, Dakota County

Environmental Management Department, Apple Valley, MN

GOLD AWARD

I Love a Clean San Diego County Education Program,

I Love Diego, Inc., San Diego, CA

Category II - Population Served Under 250,000

SILVER AWARD

Recycle. Do It Right!, Somerset County Division of Solid Waste Somerville, NJ

GOLD AWARD

City of Glendale Integrated Waste Management Public Outreach/Education Program,

City of Glendale Public Works Integrated Waste Management, Glendale, CA

K-12 Curricula

SILVER AWARD

San Diego: World in Harmony, I Love A Clean San Diego, Inc., San Diego, Ca

GOLD AWARD

The Great Waste Mystery, Delaware Solid Waste Authority, Dover, DE

AND

Action for A Cleaner Tomorrow: A South Carolina Environmental Curriculum, South

Carolina Department of Health and Environmental Control, Columbia, SC

1996

1996 Officer Corps

The 1996 Officer Corps consisted of the following:

President – **Herb Flosdorf**, Lancaster County Solid Waste Management Authority, PA

Vice President – **Durwood Curling**, Southeast Public Service Authority, VA

Treasurer – **Steve Maguin**, Sanitation Districts of Los Angeles County, CA

Secretary – **Mark Hammond**, Solid Waste Authority of Palm Beach County, FL

Past President – **John Abernethy**, Merced County, CA

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.

Detailed discussions of the selection process are included in Book Three – 1997 to 2010, The John Skinner Years

GOVERNANCE AND MANAGEMENT

Governance

- At the 1996 SWANA Annual Business meeting on September 24, 1996 in Portland, OR the following elections were reported (based on paper balloting of the Association membership):

Officers for 1997:

- President – **Durwood Curling**
- Vice President – **Steve Maguin**
- Treasurer – **Mark Hammond**
- Secretary – **Steve Viny**¹⁸
- Canadian Representative to the EC/IB – **Walt Brodowski**¹⁹

Management

- **SWANA Website** – SWANA entered cyberspace in 1996 with it's 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 A 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.**
 - **Lori Swain** – Lori came to SWANA in the GRCD A days from Buffalo, where she was employed with the county health department. She was referred to Lanny by Tony Voell²⁰ her boss and the father of Chris Voell. Her initial role

¹⁸ Steve Viny was the first non-public sector employed member elected to an international officer position. Under the procedure for "roll-up" in the SWANA Officer Corps Steve would be President of SWANA in 2000. This is a significant action taken by the Association and is a clear signal that the Association was gradually moving to a professional society where employment status was less a factor.

¹⁹ As reported in earlier years, the Association established a Canadian Representative position on the EC. The CN Rep's task was to ensure that the factors that make Canada unique in governance and solid waste management was factored into the governance of SWANA. His election was by paper ballot from all Canadian SWANA members (47% of the CN members voted). This was better participation than the total membership; only 21% voted by paper ballot in the election of the International Officers.

²⁰ Tony was a GRCD A/SWANA member and chaired the Hazardous Waste Committee for a number of years.

- in SWANA was working on grants from EPA and over time took on many roles. She had unique management skills which engendered loyalty and trust among those who worked under her direction. She grew in stature over the years she was with SWANA. Her interaction with the EC and IB was a lesson in group dynamics and very interesting to watch. Every time Lanny Hickman asked any group of SWANA members how Lori did, the same response was always – “well she clearly knows what she is doing and is very capable”.
- **Brad Roberge** – Brad came to SWANA from a marketing and sales background and almost right out of college. A New Englander, he never lost his accent. He was the first SWANA hire with a salary that included sales bonuses and his work agreement caused a great deal of discussion within the EC when Lanny proposed a salary that included sales commissions. He was aggressive, bright and did well with people. He hit it off well with SWANA exhibitors. ***It was Brad who pushed for a name change for the annual meeting and coined the term – WASTECON.***
 - **Kay Hickman** - Kay came to work for GRCD in 1979. She worked at home part time and took on the responsibility of preparing and mailing the newsletter. She worked with a neighbor who was a programmer to create the first membership database that would allow the printing of labels for GRCD members. She also dealt with the intricacies of the US Postal Service bulk mailing system. She also found us a printer, who, over time did a great deal of printing for the Association. Her workforce, initially, to fold and label the newsletter were her two children – Chris & Carrie.
When the management of the annual meeting began to be moved to staff, she took on the role of handling registration and working with the venues on room usage, food service and hotel arrangements. She also handled the meetings arrangements for the EC and IB. Eventually, as the training programs came on line she took on the task of supporting those programs too. By 1996 SWANA held close to 40 meetings per year, ranging in size from 30 to 4,000. By 1996 the Meetings Management Group, headed by Kay consisted of a staff of 3. Kay is probably best remembered for the personal touch that she brought to check-in at meetings. Repeat customers were welcomed by Kay like members of the family. She added a personal touch and a degree of elegance to the registration experience of attendees.
 - **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.

- **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.

TECHNICAL PROGRAMS

- **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** – specialty symposia 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.
- **SWANA Scholarship Program** - SWANA started early in its history a scholarship program to recognize Grant H. Flint the force behind the formation of GRCDA nee SWANA. Funding for the program in the early years was a combination of contributions and GRCDA/SWANA funds. Eventually, a trust fund for the Grant H. Flint Scholarship Program was established. Now endowed to a reasonable amount, one or more awards could be given annually to children and grandchildren of SWANA members. In addition to the Flint scholarships, several SWANA corporate members have established scholarships to recognize key people from their firms/companies. These are awarded at the same time as the Flint scholarships. By 1996 the follow scholarships were available:
 - **Grant Flint Scholarship Program**

Category I - included 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 – included 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.
 - **Other Scholarships Offered by SWANA Members through SWANA**

Robert P. Stearns/SCS Engineers Category (\$5,000)
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.

Veolia ES Waste - Montenay/Terrence L. Guest (\$3,000)

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.

WASTECON

- The 34th. Annual Meeting of SWANA was held August 21-23, 1996 in Portland Oregon in the Portland Convention Center.
- Efforts were underway by the International Seminar Committee, consistent with the rotation policy of SWANA, to sign contracts for WASTECON sites through 2010.
- Contracts were in final negotiations for 2003(St. Louis) and 2005 (San Jose); ultimately Austin, TX was selected for 2005.
- Negotiations were also under way with Baltimore (2004); ultimately Phoenix, AZ was selected.
- Efforts were also moving forward with Salt Lake, Cincinnati and Long Beach.
- The sites from 1997 through 2010 are listed in the third part of this history – Book 3 – SWANA Goes Cyberworld.
- In the mid-1980s SWANA solicited proposals from decorating companies to handle the design and management of the equipment show. The Freeman Companies from Dallas, TX was selected and supported SWANA for many years. ***Steve Wilkening was the account executive provided by Freeman and Steve became also a staff member of SWANA. He worked closely with the International Seminar Committee (Tim Hunt, Don Warren and Dick Townley) in selecting sites, design of the equipment show and move-in and move-out). He was also vital in the marketing and sales for the show.***

Lanny and Kay Hickman retired at the closing of the meeting in Portland. It had been a wonderful 18 years' experience for this couple and they left knowing that the organization that they had helped grow into what it was in 1996 was in good hands with a great staff, a committed and devoted group of officers and volunteers; and a terrific new leader. SWANA moved forward under the leadership of their new CEO/Executive Director John Skinner. Book Three of this history introduces John Skinner and discusses in detail the process followed by the Association to find and hire John Skinner

CHAPTERS

- 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. 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 available.
- 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. 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 available.

- Provisional Chapter status was awarded to the State of Arkansas at the 1996 SWANA Annual Business meeting on September 24, 1996 in Portland, OR.
- Work was underway in several states – N. Dakota and Idaho to form SWANA Chapters.

This is the end of Book 2 of the GRCDA/SWANA History.