



Position Brief

Director, Solid Waste Management

Miami-Dade County



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Opportunity Overview

Miami-Dade County is seeking an experienced and results-oriented Director for the Miami-Dade Department of Solid Waste Management to manage the delivery of efficient waste collection, recycling, disposal, and mosquito control services that protect, preserve, and improve our environment and quality of life in the community.

Miami-Dade Department of Solid Waste Management (DSWM) is the largest government owned and operated waste collection and disposal system in the southeastern United States, serving a county population of approximately 2.8 million residents and a geographic area of over 300 square miles. Over 1,100 DSWM employees, including drivers, collectors, engineers, code enforcement officers, environmental compliance staff and other professional and technical employees, work together to accomplish the department's mission. MDC is transitioning its solid waste system toward a more enviro-conscious future, including development of a new Waste-to-Energy (WTE) facility, and is leading the vision and implementation of systemic changes to reduce waste generation and repurpose and recycle significant portions of the waste stream, moving towards zero waste and creating an innovative diversified waste campus. For FY 2023-24 the department has an operating budget of approximately \$685M and a capital budget of approximately \$670M. (The capital budget amount does not include the new WTE Facility.)



The Director, DSWM has significant responsibility for overseeing the management of waste and recyclables generated within County borders in an environmentally responsible manner. Customers include County and municipal residents within the assigned waste collection service area, private solid waste haulers, municipal waste collection operations, commercial establishments, and other County departments. The Department operates 13 Trash and Recycling Centers (TRCs) and is also responsible for the operation and management of three regional transfer stations and associated fleet, two operating landfills and the Resource Recovery facility (one of the largest resource recovery facilities in the world), and a co-located ashfill. In addition to traditional waste collection and disposal, The Department administers the mosquito control and prevention program and its associated public education program countywide. This is critical in combatting and controlling mosquito transmitted diseases that may impact the residents of Miami-Dade County. Other services delivered include residential and commercial code enforcement, litter clean-up, transit bus stop litter collection, maintenance of two County-owned landfills, illegal dumping enforcement, and storm debris removal. DSWM also issues permits to local landscape businesses for use of the TRCs, landfills, and the resource recovery facility.

To learn more:

- [Department of Solid Waste Management Website](#)
- [Solid Waste Management Budget](#)
- [Department of Solid Waste Management Business Plan](#)



About Miami-Dade County

Miami-Dade County (MDC), formerly known as Dade County, was created on January 18, 1836, under the Territorial Act of the United States. The County was originally named for Major Francis L. Dade, a soldier killed in 1835 in the Second Seminole War. The name was changed to Miami-Dade County in 1997. MDC is the most populous county in the southeastern United States and the seventh largest in the nation by population.



As of 2021, the Gross Domestic Product in MDC was approximately \$151 billion. The leading industries in the region contributing to this growth include real estate, wholesale trade, retail trade and accommodation and food services.



Miami-Dade County Structure

MDC has operated since 1957 under a unique metropolitan system of government known as a “two-tier federation”:

- **Regional.** The County has a regional government with certain powers and service effective throughout the entire county, including its 34 incorporated municipalities, cities, towns, and villages, as well as unincorporated communities and neighborhoods.
- **Municipal.** It also operates as a municipal government for the unincorporated areas providing garbage and bulky waste pick-up, fire rescue, and police services among others.

All Residents pay property taxes to support regional services, such as transportation, correctional institutions, and regional parks. Residents within the Unincorporated Municipal Service Area (UMSA) pay property taxes for municipal-type services provided by the County such as local police patrol, local parks, and local roads.

On January 23, 2007, the MDC Charter was amended to create a strong mayor form-of-government. The Mayor is elected countywide and may serve up to two consecutive terms in office. The Mayor is not a member of the Board of County Commissioners and serves as the elected head of County government. In this role, the Mayor is responsible for the management of all administrative departments carrying out policies adopted by the Commission. In 2020, MDC made history by electing the first female Mayor.

The Board of County Commissioners (BCC) is the legislative body, consisting of 13 members elected from single-member districts. Members are elected and serve one four-year term and may serve up to two consecutive four-year terms. The Commission chooses a Chairperson who presides over the BCC and appoints the members of legislative committees.



Vision and Mission Statements and Guiding Principles

- **Vision Statement:** A thriving Miami-Dade built on a foundation of innovation, care for people and the environment, and full and fair economic development and opportunity, while facilitating broad input to shape a resilient future
- **Mission Statement:** To provide effective and efficient resident and business services that respond to community priorities and needs; help all our residents and businesses to prosper and thrive; make our community safe and more resilient; and build trust and collaboration inside and outside county government
- **Guiding Principles:** Miami-Dade County government is committed to being:
 - Efficient
 - Welcoming
 - Inclusive
 - Respectful
 - Solution-focused
 - Agile
 - Open and transparent
 - Kind

THRIVE305: A New Era of Civil Engagement in Miami-Dade County

The Mayor’s Thrive305 Initiative and Action Plan is part of a group of important and recent public engagement efforts, which translates the Community’s vision into a set of strategic actions and identified key priorities that are organized under Mayor Daniella Levine Cava’s 4Es:

- **Environment:** A well-managed built and natural environment that is resilient to climate stressors.
- **Economy:** A growing and inclusive economy that creates jobs and invests in local talent, while spurring innovation and investment for the jobs and assets of the future.
- **Equity:** Our residents and workforce are fully included in all aspects of life in the County regardless of who they are.
- **Engagement:** A community that trusts local government and has timely access to data and information in order to obtain services and influence decision-making in the County.

The actions highlighted in this Action Plan are the product of a seven-month effort, the largest public engagement initiative in Miami-Dade County government history. The guiding principle behind Thrive305 is simple – that government works best when it is driven, informed, and led by the people who it represents. Mayor Daniella Levine Cava’s Division of Innovation & Performance undertook this effort, which included a countywide survey to define priorities, a series of large-scale resident discussions to collect ideas, and a set of planning workshops to convert resident ideas into very tangible government actions, all to ensure that the people’s priorities are what is shaping the direction of County government.

MDC is internationally recognized for its achievement in implementing a results-oriented government culture. The County’s Strategic and associated Business Plans are developed with significant input from the community in setting priorities. Plans are developed for all departments outlining projected activities and anticipated results for the fiscal year. The plan and associated budget are adopted by the Board every October. The annual budget represents appropriations for service levels provided to the citizen and public capital investments in the community. For Fiscal Year 2022-23, the County’s adopted budget is \$10 billion.

MDC has adopted several standard tools to measure success and manage its operations, including the balanced scorecards performance measures and regular business reviews. The balanced scorecard approach to management organizes department objectives into four categories: Customer, Financial, Internal, and Learning and Growth.



The Community

Located along the southeast tip of the Florida peninsula, Miami-Dade County (MDC) stretches over 2,400 square miles of diverse and vibrant communities ranging from rural and suburban to urban cities and municipalities. Bound by the Atlantic Ocean and Biscayne Bay to the east, the Florida Everglades to the west, the Florida Keys to the south and Broward County to the north, MDC is an ideal place to live, work and play, a microcosm of America with a large diversity of languages, foods, and cultures.

MDC offers year-round warm weather, miles of beaches, and an abundance of family and social activities that include world-class cultural venues, restaurants, golf courses, tennis courts, shopping, and three professional sports teams. The County supports 2.7 million residents who enjoy the benefit of paying no state or city income tax. Voted as one of the healthiest places to live in the country, MDC is the “Doorway to the Everglades” and home to more than 280 parks with 13,500 acres of land. Residents love being fit and have access to all types of water sports and a variety of athletic programs for children and adults of all ages including baseball, soccer, kite boarding, mountain biking, fitness boot camps, paintball, skateboarding, and other sports activities. Cultural arts programs are offered for youth to explore and discover their own interests and talents while gaining a deeper appreciation of artistic forms and influences. Instrumental and choral music, dance, drama, arts, and puppetry programs are also offered.



Schools

Miami-Dade County Public Schools (MDCPS) is the third largest school district in the United States with 522 schools hosting 331,000 students and 50,000 adult learners. A truly global community, district students speak 56 different languages and represent 160 countries. MDC provides quality public and private education and a great variety of local colleges and universities.

Libraries

The Miami-Dade Public Library System (MDPLS) provides residents with countless services and resources through its 50 library locations and mobile libraries (Bookmobiles and Technobus), including access to free high-speed Wi-Fi, internet-enabled Chromebook laptops and tablets, hotspots, home delivery service, learning and training databases, and a collection of nearly two million physical items, as well as over 1.1 million downloadable and streaming eBooks, eAudiobooks, magazines, movies, music and more – available 24/7 – through the MDPLS website and mobile app.



Professional Sports

MDC is truly a sports enthusiast community. It is home to the NBA's Championship Miami Heat basketball team which has won three league championships (2006, 2012, and 2013), six conference titles, and 15 division titles. The legendary NFL's Miami Dolphins play their home games at Hard Rock Stadium. The Dolphins is one of the oldest NFL franchises in the South. In 1972, the team made the first of three consecutive Super Bowl appearances. In 1973, the Dolphins completed the NFL's only perfect season culminating in a Super Bowl win. MDC is proud to be the Home of the MLB Miami Marlins. The Miami Marlins have the distinction of winning the World Series Championships in 1997 and 2003 and opened a state-of-the-art stadium with a retractable roof that offers an extraordinary view of the Miami skyline. Miami is also home to the Inter Miami, an American professional soccer club established in 2018, which began playing in the Eastern Conference of Major League Soccer during the 2020 season. The club won its first major trophy in 2023, the expanded 2023 Leagues Cup, the North American zonal competition for the CONCACAF region.

Miami-Dade County, The Gateway to the World

MDC is an ideal destination for visitors. It is accessible to the world through the Miami International Airport (MIA), located on 3,230 acres of land near downtown Miami and operated by the Miami-Dade Aviation Department. Founded in 1928, MIA offers more flights to Latin America and the Caribbean than any other U.S. airport. It is America's second busiest airport for international passengers and the top US airport for international freight. MIA is a leading economic engine for Miami-Dade County and for the State of Florida with an overall impact of nearly \$32 billion annually. Aviation and its related activities are responsible for over 275,000 direct and indirect jobs. In MIA's cargo sector, imports/exports in 2022 increased 7 percent for a combined trade value of over \$73 billion. In 2022, over 50 million passengers travelled through MIA. The MIA vision is to grow from a recognized hemispheric hub to a global airport of choice that offers customers a world-class experience and an expanded route with direct passengers and cargo access to all world regions.

Miami-Dade County's Seaport Department, PortMiami, is known as the Cruise Capital of the World. PortMiami welcomes more cruise passengers to its terminals than any other port in the world. PortMiami is the global headquarters for five leading cruise lines – Carnival Cruise Lines, MSC Cruises, Norwegian Cruise Line, Royal Caribbean International, and Virgin Voyages. Miami's unique geographic position makes the Port accessible to the Caribbean and Latin American markets as well as Asia and Europe by way of the Panama Canal, giving PortMiami the name Global Gateway of the Americas. PortMiami is MDC's second most important economic engine contributing \$43 billion annually to the local economy and supporting more than 334,000 jobs in Florida. In 2022, there were just over 4 million passengers travelling through PortMiami.



The Position

The Department of Solid Waste Management Director reports to the Chief Operations Officer. Policy direction is received from the Mayor and the Board of County Commissioners. The County's Strategic Business Plans are developed with significant input from the community in setting priorities, and Miami-Dade County is internationally recognized for its achievement in implementing a results-oriented government culture.

The Director will be responsible for leading the vision and implementation of systemic changes to reduce waste generation and repurpose and recycle significant portions of the waste stream. They will be instrumental in transitioning Miami Dade's Solid Waste system toward a more enviro-conscious future, including development of new Waste-to-Energy (WTE) facility and creating innovative diversified waste campus.

Duties & Responsibilities will include:

- Establishing departmental goals and objectives, monitoring their achievement and ensuring the continuous alignment with the County strategic plan to include the Thrive305 Initiative's priorities
- Ensuring follow through with exceptional organizational execution of projects and capital planning initiatives
- Supervising design and construction of new facilities
- Ensuring compliance with all environmental regulations
- Enforcing solid waste regulations
- Coordinating recycling efforts
- Developing service plan enhancements
- Directing a variety of administrative, operational, and financial support functions
- Developing and implementing policies, procedures, and programs
- Championing and facilitating a safe and inclusive workplace that supports employee engagement, innovation, and productivity
- Representing the Department for all capital projects, seeking approvals, reporting on progress, meeting budget and schedule requirements and assuring adherence to standards



The Candidate

Competencies & Areas of Expertise

- Experience managing a large-scale solid waste collection and disposal services operation
- Expert understanding of the principles, standards, and best practices of solid waste and landfill operations
- Record of embracing circular economy strategies and the move towards zero waste
- Thorough knowledge of local, state, and federal regulations pertaining to solid waste collection and disposal operations
- Positive history of providing quality utility services within budgetary constraints
- Proven record of results-oriented leadership, working independently and collaboratively with all stakeholders
- Demonstrated knowledge working with elected officials, community leaders, high level administration, unions, and the public, as well as extensive experience in building functioning staff teams and increasing workforce morale
- Exceptional team building and development skills
- Impeccable record as a leader of safety initiatives and results
- Strong emotional intelligence, clear communicator, and problem-solver
- Confident spokesperson on behalf of the Department
- Active participant in solid waste management industry possessing established contacts with other sector leaders

Essential Qualifications

- Bachelor's degree from an accredited College/University
- Minimum of seven years of progressively responsible managerial experience in large-scale solid waste collection and disposal industry or other closely related experience
- Demonstrated experience overseeing complex planning processes, and the development of major capital projects

Important Notices

- Miami-Dade County is an Equal Opportunity Employer. Applicants and employees are protected from discrimination based on certain categories protected by Local and Federal law.
- Applicants qualifying for employment will be subject to an extensive background check including, but not limited to, fingerprint checks, employment verification and other procedures. All documents submitted in response to the advertisement are public records pursuant to Chapter 119 Florida Statutes.
- Miami-Dade County offers outstanding comprehensive benefits that include: full medical, dental, optional vision and disability insurance; optional 457 pre-tax savings plans, optional flexible spending accounts, 13 paid holidays, one birthday holiday, and three floating holidays; vacation and sick leave; and employee contributory membership in the Florida Retirement System.



About Odgers Berndtson



Odgers Berndtson Executive Search is a leading global executive search firm, assisting private and public sector organizations find the highest caliber people for senior management appointments across North America and internationally.

Our reputation at the top of the executive search profession is over 50 years old. With offices in over 60 cities worldwide, our experienced executive search specialists operate with absolute discretion, integrity, and care, and are expert in finding exceptional individuals for challenging roles.

WE ARE GLOBAL

We have the support of an excellent international network of offices on the ground expanding across more than 30 countries globally.

To apply:

Please submit a comprehensive CV along with a cover letter which sets out your interest in the role and encapsulates the aspects of your experience relevant to the required criteria.

The preferred method of application is by email to:
Tray.Herdon@odgersberndtson.com





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