



# Welcome to the Chittenden Solid Waste District

General Manager Position Open - Apply by January 29, 2016



Population: 159,485

Welcome to Chittenden County, Vermont. Located on the eastern shore of Lake Champlain among gently rolling hills, it is one of the prettiest places in the United States. Containing approximately a quarter of the population of the state, Chittenden County offers an outstanding mix of rural beauty and small, bustling cities – a crossroads of culture, countryside, and innovation. It is rich in history and recreational activities accompany stellar schools and a low crime rate.

To the immediate east are the Green Mountains, and all around can be found world-class ski resorts, most notably Stowe Mountain Resort, Killington, and Jay Peak. Three and a half hours to the southeast lies the City of Boston. To the immediate north are the sparsely populated counties of Franklin and Grand Isle. Drive an hour and a half further north and you'll land in the Canadian city of Montreal, with its many attractions and a metropolitan area with a population of 4.1 million people. Across the lake to the west are the Adirondacks and the well-known resorts around Lake Placid. Finally, New York City with all its attractions is five and a half hours due south.

One thing you'll notice about Vermont is its change of seasons. In the summer Lake Champlain beckons, offering 587 miles of shoreline and opportunities for swimming, sailing, boating, fishing, and kayaking. Hiking, biking and rock climbing are also



popular. Vermonters claim their state has the most gorgeous foliage and in fall the colored leaves and covered bridges can't be missed. In winter, the Green Mountains are the favored destination with some of the best downhill and cross-country skiing in the Northeast. Finally, the spring offers hikes through a forest that is coming alive after winter and heralds the return of summer. It's a landscape for adventurous spirits and relaxed meanderers. Excellent opportunities are also available for youth and adult organized sports throughout the year.

Chittenden County's largest city is Burlington (population 42,284). It is the center of urban life, outdoor activity and tourism in northern Vermont. Located on the shores of Lake Champlain, it is a very cosmopolitan city with a variety of nationalities represented. Twenty-three languages are spoken by students at Burlington High School. It is a progressive city with an extremely low tolerance of crime and a place where 100% of its energy now comes from renewable sources.

The local schools here are world-class and nationally recognized. Nine school districts in Chittenden County support 78 schools including public, private, charter and alternative schools. The county is home to the University of Vermont (with all its educational and cultural resources), Champlain College, Burlington College, Albany College of Pharmacy and Health Sciences, Community College of Vermont and St. Michael's College.

It is well documented that Vermont is one of the healthiest states in the country (see [http://www.health.com/health/gallery/0,,20880082\\_10,00.html](http://www.health.com/health/gallery/0,,20880082_10,00.html); and [http://www.huffingtonpost.com/2014/12/13/most-healthy-states\\_n\\_6320630.html](http://www.huffingtonpost.com/2014/12/13/most-healthy-states_n_6320630.html)). Chittenden County is home to the renowned, University of Vermont



Medical Center and the Vermont Children’s Hospital. A 2010 University of Wisconsin study ranked Chittenden first among Vermont counties in health outcomes.

Properties in the \$250,000 to \$350,000 range are in strong demand, which is driving up pricing as homebuyers compete in the marketplace. However, you may find an urban home, a suburban ranch, a mountain cabin or a lakeside retreat, all within a short drive of Burlington

But what makes Chittenden truly special is its people. Its residents are open and welcoming to strangers. People tend to be connected to their neighbors and communities and generally care about, and want to improve, where they live. Neighbors help their neighbors and tolerance abounds.

So if you are looking for a challenging position in a beautiful place with a high quality of life, keep reading. To get further information regarding living and working in Vermont, visit the Lake Champlain Regional Chamber of Commerce website at [www.vermont.org](http://www.vermont.org).

## History of The Area

The proximity of Vermont to Canada and its accessibility via Lake Champlain made this part of the “new world” a challenging place for early Europeans with the French and Indian War, and the Revolutionary War. It was not until the late 18th century that substantial new settlements began to appear.

In 1791 Vermont’s first university was chartered in Burlington as the city became the commercial center of the area. It was a transportation center for moving merchandise (lumber in particular) to New York and Boston via the

lake. The County was named for Thomas Chittenden, Vermont’s first governor, who was a member of a committee empowered to negotiate with the Continental Congress to allow Vermont to join the Union. Over the years, growth has never been explosive but has been steady.

## Demographics

Chittenden County’s 2013 population of 159,485 was comprised of 35% age 24 and younger, 19% age 25 to 39, 30% from 40 to 59 and 17% age 60 and over. The median age is 36.2. Ninety-three percent of the population is classified as Caucasian, 2% African American and 3% Asian. Two percent self-identifies as Hispanic or Latino of any race.

Owner-occupied housing units make up 64% of the housing. The average household size is 2.4 persons and the average family size is 2.9 persons. Ninety-three percent of residents 25 and older have a high school diploma and 47% have a Bachelor’s degree or higher. The average household income is \$81,779 with 6% of all families falling below the poverty level.

## Climate

Burlington’s climate falls under the category of “Warm Summer Continental” which is characterized by large seasonal temperature differences with warm to hot (and often humid) summers and cold (sometimes severely cold) winters. Precipitation is usually well distributed throughout the year. Burlington’s climate is somewhat mitigated by its proximity to Lake Champlain with snowfall totals averaging over 73 inches, which is slightly above normal for this climate. The highest temperature recorded in Vermont was 105 degrees in 1911 and the lowest was 50 below zero in

Table I: Temperatures and Precipitation, Burlington, VT

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Average High °F	27	28	39	53	66	76	80	78	70	57	44	54
Average Low °F	7	11	22	34	45	55	60	58	50	40	30	36
Precipitation Inches	1.9	1.6	2.2	2.7	3.1	3.6	3.8	3.6	3.4	3.0	2.8	2.8

Source: Weatherbase



1933. Winters can be brutally cold, particularly in January and February. See Table 1 on page 3 for climate data.

## Geography

Chittenden County covers a total area of 619 square miles (537 square miles of land and 83 square miles of water). Bordering Lake Champlain, it is the third smallest county in Vermont and is part of the fertile Champlain Valley. Dairy farms, apple orchards, maple trees for sugaring, and fields of corn, hay, and oats are common.

## Economy

Chittenden County contains approximately 25% of Vermont’s population and the median income is 20% above the average for the State. It accounted for 45% of the State’s manufacturing shipments in 2008 and provides 32% of the State’s tax revenue. To a large extent Chittenden County is the cornerstone of Vermont’s economy. Economic growth has been driven by service-providing industries but is generally diverse.

Table II: Chittenden County Major Employers

Employer	Field	# of Employees
University of Vermont Medical Center	Healthcare	7,351
University of Vermont	Education	3,446
Global Foundries	Manufacturing	3,000
Howard Center	Community Service	1,011
People’s United Bank	Finance	917
Dealer.com	Software	838
Adecco	Staffing Agency	775
Ben & Jerry’s	Food Service	735
GE Healthcare	Software	700
Visiting Nurses’ Association	Healthcare	638

Source: Chittenden County Regional Planning Commission, 2015

IBM recently transferred its Burlington chip manufacturing business to GlobalFoundries. As part of the deal, IBM reportedly also transferred \$1.5 billion to GlobalFoundries. The latter will be the sole provider of IBM’s server processor chips into the year 2025.

## The District

The Chittenden Solid Waste District (CSWD) is a national leader in the waste disposal and recycling industry and has been in the forefront of dealing with many issues. CSWD is a municipality created by the State of Vermont to reduce and manage the solid waste generated within Chittenden County in an environmentally sound, efficient, effective and economical manner. It operates conservatively yet is both innovative and entrepreneurial. It is led by a concerned and active Board of Commissioners.

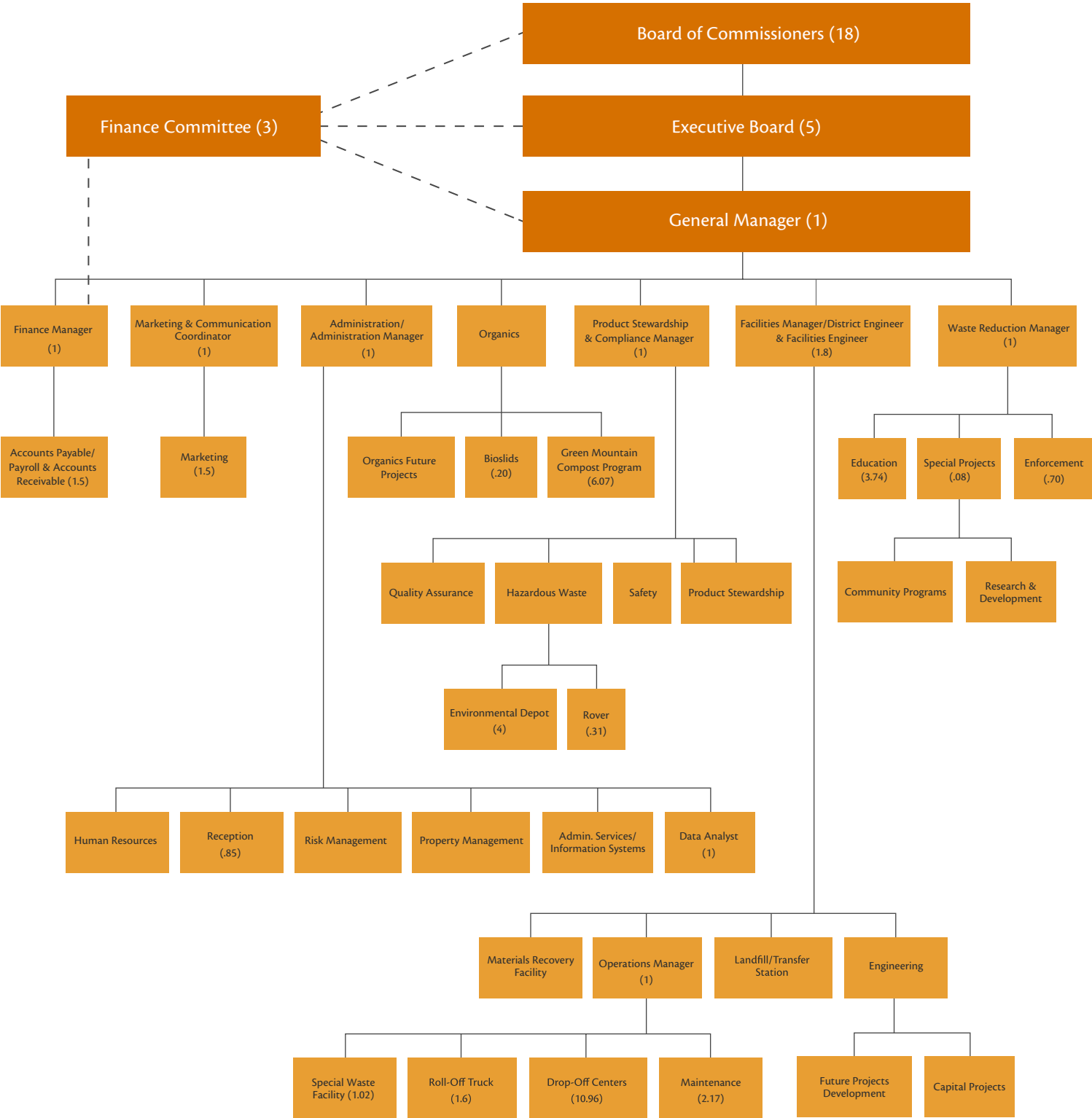
In 1987 the Vermont Legislature passed Act 78 creating solid waste management entities throughout the State. These districts, alliances, and groups are independent municipal entities that are responsible for the design and implementation of local and regional solutions to solid waste issues faced by the communities within their jurisdiction. Within the borders of CSWD are 18 cities and towns ranging in size from Burlington with a population of 42,284 to St. George with a population of 673. CSWD’s Administrative Office is located in Williston, within the Burlington metropolitan area.

CSWD is governed by a Board of Commissioners consisting of one commissioner and one alternate commissioner appointed by each of the District’s member municipalities. The budget must be approved by the elected bodies of a majority of the 18 cities and towns represented on the Board. On other issues, a total of 41

# CSWD FY 2016 ORGANIZATIONAL CHART

## CSWD FY 2016 ORGANIZATIONAL CHART

Full-Time Equivalents=44



votes are allocated among the members roughly proportionally to their populations (one vote for every 5,000 population, or portion thereof) Burlington (population 42,284), for example has 9 votes. Colchester (population 17,200) has four while St. George (680) has one. Board members are all volunteers appointed by their respective jurisdictions.

The Board appoints a Chair, Vice Chair, Secretary and Executive Board (consisting of five Board members) and a Finance Committee (three board members). The Board also appoints the General Manager and prescribes his/her duties. CSWD's Board is characterized by stability and members tend to have long tenures. For example, the Board has had only two Chairs in the last 20 years. Although members may come from opposite ends of the political spectrum, they are respectful of one another and many votes are unanimous. The Board also respects the staff and holds them in very high regard. If one were asked to describe these relationships and the overall atmosphere in the organization in two words, they would be respect and teamwork.

CSWD is divided into five main departments: Administration, Facilities, Finance, Unregulated Hazardous Waste, and Waste Reduction. The District's FY 2016 operating budget is \$9.8 million. It also has a capital budget of \$1.1 million. Its funding comes from three main sources. The first is fees collected for the management of trash, hazardous waste and other specific items. The second is a solid waste management fee (currently \$27.00 per ton) collected on each ton of trash generated in CSWD. The third is revenue received from the sale of recyclables processed at the Materials Recovery Facility, mulch and soil amendments processed at Green Mountain Compost, and Local Color paint. Variable funding is also received via grants





from the State of Vermont and other sources. The District has been run extremely well financially. It has reserves of approximately \$5 million and the audits for the last eight years have gone very well. In fact, the auditors have had no comments.

The District is very lean and employs 44 FTE's. Staff members are intelligent, forward thinking, experienced, collegial, entrepreneurial and committed. They work very hard, genuinely enjoy what they do and have a passion for their work. It shows. As a result many have been with the District more than 20 years. It is a very positive working environment. None of the employees are unionized.

## Challenges and Opportunities

The first challenge will be replacing a highly effective, extremely well regarded (locally, statewide and nationally) General Manager of 20 years. Certainly any new manager faces a learning curve, but the CSWD staff is very experienced, talented and supportive and everyone expects the next General Manager to have his/her own management style with different strengths and weaknesses.

The second challenge is achieving the state disposal rate goal of 2.7 pounds per person per day (ppd) by 2020. Via consistent and substantial investments in education and infrastructure, CSWD in FY 2014 achieved an average ppd disposal rate of 3.1, among the lowest rates in the United States. The Environmental Protection Agency reports a national rate of 3.5 ppd while the State of Vermont reported a 2013 rate of 3.44 ppd.

The third challenge is identifying alternative revenue options. The District's Solid Waste Management Fee revenues are charged on each ton of landfill-bound waste. As that amount declines, so will the District's revenues. In a very real sense, the more effective the District is, the greater its financial challenge.

The fourth challenge is bringing the District-owned composting operation onto stable financial and operational footing. When the District assumed control of this program

(previously overseen by a not-for-profit foundation), it was anticipated that the overall operation would break even within a few years. Unfortunately, a new class of herbicides was discovered in the horse manure used in the composting in 2012. It was a class effective at one part per billion yet was not harmful to humans or animals. By the time the problem was discovered, 500 gardens around the County had been damaged. The District was very proactive in addressing the problem but the cost was \$600,000 and it had to remove all of its compost from the market. While the operation has recovered somewhat, it is still losing money. There are ongoing challenges with this program that continue to be addressed.

The fifth challenge is implementing the Act 148 organics diversion requirements. Diversion of all food-related "waste" materials from landfill disposal became mandatory in 2014 for the largest-volume generators, and is being phased in via progressively lower generation thresholds through 2020, when this requirement will apply to all Vermonters. Education, collection, infrastructure, processing and enforcement challenges abound and will require substantial investments by both public and private sectors.

Finally, CSWD's success has prompted discussion among some legislative and State agency members regarding the possibility of consolidating waste management entities and potentially increasing CSWD's management responsibilities beyond the borders of Chittenden County. While the District's Board and staff appreciate their confidence, they would not welcome the challenges posed by such an expansion of their responsibilities.

## The Ideal Candidate

The Board is looking for an outstanding leader and manager to partner with it and the staff to continue the organization's tradition of excellence. The General Manager will be a strategic thinker, always looking around the next corner, being prepared for the future and anticipating the impact on CSWD. The ideal candidate will have experience in the solid waste industry and be aware

of its issues and future technologies. He/she will see the big picture but not neglect the details. The individual will be passionate about what the organization does and live the organization's mission. They will share CSWD's vision that products are designed to be reused and recycled and that the community fully participates in minimizing disposal and maximizing reuse and recycling. Good judgment and common sense are essential. The District is in many ways several businesses. Hence, being entrepreneurial, understanding process, limited resources, and meeting a "bottom line" are important. The individual will need to bring that mentality to the job.

The best candidate will be someone who is familiar with and has an understanding of reporting to a Board of Commissioners. The individual will know the importance of keeping them informed and how to build consensus. He/she will present options and make recommendations but also recognize the Board has the final say. The individual will have excellent communications skills. The General Manager must be able to effectively communicate with all levels of staff throughout the day and may be testifying before the State Legislature in the afternoon. Vermont is a small state and a close community so outstanding interpersonal skills are critical. Being concise and to the point while always listening are critical. History and background are important but should not be belabored. The General Manager will encourage and recognize the achievement of others.

The Board is seeking an intelligent, upbeat, friendly, outgoing, organized, positive and progressive leader – someone with an open mind and a can-do attitude. The individual will also be flexible, consistent, cheerfully persistent, energetic yet calm, and a leader – not a bureaucrat. Integrity and transparency will be core principles as well as fairness and consistency. He/she will also understand politics (particularly at the local but also the state level).

The individual will be approachable, in the community and part of the community, always listening and always

looking for ways to make the District more effective. He/she will be analytical, always seeking better ways to get things done. The individual will trust and rely on his/her staff, be respectful of others, delegate and encourage an environment where creativity will flourish. At the same time, the individual will be realistic. The ideal candidate will recognize talent and mentor that talent. He/she will challenge employees to give their best and set broad performance parameters. The individual will not be a micromanager but will step back and let staff members do their jobs. Of course, he/she will expect results and hold employees accountable. At the same time, it will not be all about business. The individual will have a strong sense of humor and a heart. He/she will realize the importance of making the workplace not just challenging but also enjoyable and humane. The General Manager will emulate the values of CSWD; work safely, encouraging innovation, will support and inspire, communicate openly and effectively, be transparent with activities and policies, demonstrate integrity, deliver results, and be respectful.

The District's staff is small and the ability to multi-task is critical. The current Organizational Chart is included on page 5. The General Manager will have seven direct reports. The ideal candidate will have a demonstrated ability to work with the media, and the individuals at all levels of government. In terms of specific skills, the individual will have a demonstrated track record of achievement in management, finance, and solid waste. The General Manager will be able to communicate effectively with a diverse group of people.

The selected candidate will be expected to make a commitment to CSWD. This position should not be viewed as a stepping stone but as a gem in its own right. The District hopes and expects the next General Manager will honor its prior manager's tradition of a passion for the District's mission and have a lengthy tenure.

The position requires a Bachelor's degree in business administration, public administration, public policy or related field and seven to ten years of increasingly



responsible experience as a senior level government or private sector executive. A Master's degree is preferred. A breadth of knowledge of the management of organics, recycling, trash, composting, biosolids, and hazardous waste is expected. Knowledge and respect for safety issues will also be important. Knowledge of Vermont and / or New England is a plus but not necessary.

A full job description is attached.

## Compensation

The salary range is \$94,390 to \$132,412 (depending on qualifications) and includes an excellent benefit package.

## The Current General Manager

The current General Manager is retiring after 20 years of service, and announced his departure four years ago when extending his contract was discussed.

## Internal Candidates

While it is possible that one or more of the current staff may apply, this search is a legitimate recruitment and the Board is committed to a fair process. Both it and the staff genuinely want the best possible person to be the next General Manager no matter where that individual may come from.

## Residency

Residency is not required within the District.

## How to Apply

E-mail your resume to [Recruit22@cb-asso.com](mailto:Recruit22@cb-asso.com) by January 29, 2016. Faxed and mailed resumes will not be considered. Questions should be directed to Colin Baenziger at (561) 707-3537 or David Collier at (772) 260-1858.

## The Process

Applications will be screened between January 30th and March 6th. Finalists will be selected on March 7th. Interviews will be held on March 21st. A selection will be made shortly thereafter.

## Other Important Information

The Chittenden Solid Waste District is committed to providing an equal employment opportunity to all persons.

## Additional Information

For additional information about the District, visit: <http://cswd.net>

COLIN BAENZIGER  ASSOCIATES  
EXECUTIVE RECRUITING

# Chittenden Solid Waste District

## Job Description

### Definition:

Chief executive officer of the Chittenden Solid Waste District. Administrative, professional and supervisory work in directing the operations of the Chittenden Solid Waste District.

### Distinguishing Characteristics:

Exercises administrative authority over the operation of the solid waste district in conformance with the policies and objectives set forth by the Board of Commissioners.

Performs highly responsible duties requiring the exercise of considerable independent judgment in planning, organizing, and evaluating work of state regulations, subordinates, consultants' engineers, contractors and/or construction projects; in obtaining and administering grants; and in directing subordinates.

Has access to extensive amounts of confidential information including personnel records, bid proposals, and negotiating positions.

### Supervisory Characteristics:

Directly supervises seven full-time employees including managers and coordinators. Oversees supervision of all CSWD staff, ranging from 45-60 full and part-time employees.

### Examples of Work Performed:

Keeps the Board of Commissioners fully informed regarding district operations, fiscal affairs, and general

problems and administrative action. Determines monthly board meeting agendas, approves board enclosures, and attends board meetings and appropriate committee meetings as required.

Prepares or oversees documents and presents to the board the district's annual budget and capital program or budget; responsible for the financial affairs of the district; serves as personnel director for the district; oversees personnel administration and resolves problematic cases according to established policies and procedures; develops systematic personnel policies and practices for implementation.

Manages grants and contracts related to the district's activities; ensures compliance with state and federal regulations concerning solid waste operations and projects; represents the district in legal matters concerning district activities.

Oversees the purchasing of supplies, material and equipment; supervises competitive bidding process for contractual services; may meet and negotiate with potential vendors and contractors; monitors the progress of consultants and contractors retained by the district; is responsible for the maintenance and repair of all district facilities.

Performs a vital public communication/ relation/ education function for the district in regards to the district's efforts in managing solid waste. Deals with the complaints, criticism and suggestions of the general public, local, state, and federal officials, and business and industry.

Works extensively with Board of Commissioners and advisory committees sanctioned by the Board.

Errors in administration and judgment could have far-reaching effects on the district's ability to deliver services and/or direct financial and legal repercussions. In addition, errors could result in reduced levels of service in the collection and the treatment of solid waste and septage and sludge, excessive costs, inefficient use of personnel and funds; and potential danger to public health.

Makes frequent contracts with the general public, local state, and federal officials, local business and community



leaders, various municipal employees and department heads and a variety of local and state media representatives.

Must adhere to District safety programs and policies.

Ability to function under pressure and meet deadlines while maintaining a cheerful and helpful attitude.

Performs all other work as assigned.

### **Essential Duties:**

Serves as the chief administrative officer of the district; plans, directs and supervises all district activities; serves as the district's spokesperson to local, state and federal officials, local business and civic leaders, the media and general public.

Ability to direct projects to fulfill the solid waste management needs of the District.

Ability to organize and direct work of subordinates.

Ability to develop effective working relationships with other local, state, and federal officials, and outside contractors.

### **Working Conditions:**

Good working conditions with occasional exposure to unpleasant elements.

Duties require minimal physical effort.

### **Required Knowledge, Skills and Abilities:**

Substantial knowledge of solid waste operations and related topics.

Thorough knowledge of finance, budgets, personnel policies and practices, state and federal agencies (as they relate to the district) and local town bylaws, and state and federal laws that may affect the district.

Substantial management skills to direct the work or subordinates.

Ability to represent the district appropriately and effectively.

Ability to perform organizational development tasks as needed.

### **Recommended Qualifications:**

Direct experience working in a public environment with a legislative body. Seven to ten years' experience in the management or administration of a solid waste district or similar entity; Master's Degree in public or business administration or related field; or any equivalent combination of education and experience.