



Executive Director

South Central Solid Waste Authority



First Review of Applications: March 21, 2025

About the Greater Dona Ana County and Las Cruces Area

Doña Ana County covers 3,804 square miles in south-central New Mexico bordering on El Paso County, Texas, and the State of Chihuahua, Mexico as well as Luna, Sierra, and Otero Counties in New Mexico. The County is geographically diverse with spectacular mountain ranges, vast valleys, and a high-desert environment. The Mesilla Valley, the Organ Mountains Desert Peaks National Monument and the White Sands National Monument are some of the historic points of interest. The Chihuahuan Desert Nature Park, 935-acres of scenic desert which encompasses a portion of the Doña Ana Mountains, is also very accessible. There are several State of New Mexico parks within convenient driving distance of the County.

About the South Central Solid Waste Authority (SCSWA)

The South Central Solid Waste Authority (SCSWA) was established in December of 1994 through the adoption of a Joint Powers Agreement between the City of Las Cruces and Doña Ana County for the purpose of providing and maintaining regional solid waste and recycling management programs. The Authority is comprised of an eight (8) member board where three (3) voting members are appointment from the City Council by the Mayor with consent of the City Council, three (3) voting members appointed by the County Chairperson with consent of the County Commission, and two (2) ex-officio members who are the City Manager and the County Manager, or their designees. The member's term expires when his or her official term in office is completed or when the term of the appointing Mayor or Chairperson is completed; however, the member continues to serve until a new member is appointed. Members may be appointed for more than one term.

Purpose, Mission, and History.

South Central Solid Waste Authority (SCSWA) provides recycling and solid waste disposal services to one of the state's fastest growing areas and is the largest New Mexico solid waste authority with approximately 235,000 customers. More specifically, the authority has over 40,000 residential recycle accounts; 370 commercial recycle accounts and 4,000 residential trash accounts in Sunland, NM. Additionally, there are thousands of Dona Ana County residents who use their facilities for various solid waste needs.

With the exception of the City of Las Cruces residential solid waste customers, SCSWA manages recycling and solid waste services for all of Doña Ana County, White Sands Missile Range, and communities within the defined service area of South-Central New Mexico.

The Authority's waste management practices and operations are regulated federally by the Environmental Protection Agency (EPA), in combination with Subtitle's within the Congressional Resource Conservation and Recovery Act (RCRA). SCSWA is also subject to the New Mexico Environment Department (NMED) state rules.

SCSWA is a highly performing and widely recognized organization. SCSWA has won over 14 regional and national awards ranging from facility design, partnerships, safety and program innovation and stewardship.

SCSWA operations include the following:

- Daily operation of a 640 acre 1,000 ton per day landfill located in the west-mesa known as the Corralitos Regional Landfill, a highly engineered, lined, permitted, and award-winning facility.
- Management of rural collections and waste transfer activities throughout SCSWA service area (Doña Ana County, Sierra County and Otero County)
- Recycling services include providing bi-weekly curbside collections to approximately 35,000 residential households in and around the City of Las Cruces
- Operate one main transfer station hub servicing Las Cruces, one smaller scale satellite transfer station servicing the southern Doña Ana County in Chaparral and eight (8) community collection centers throughout Doña Ana County
- Manage residential solid waste curbside collections in the City of Sunland Park
- Manage commercial solid waste and recycling collections on the White Sands Missile Range base. SCSWA transfers and dispose 7,000 tons of solid waste for the City of Truth or Consequences on an annual basis.
- The Fleet Maintenance Facility was expanded in 2022. The total rolling stock of maintained fleet is 88 vehicles.
- Amador Recycling Center. The Amador Transfer station is where municipal solid waste and recyclable material is collected, compacted, and transported to either the landfill or the Material Recovery Facility (MRF) in El Paso, TX. In excess of 600 tons of municipal solid waste per day was transported to the Corralitos Regional Landfill.
- Additional Recycling Services. SCSWA manages the collection contract for curbside recycling services within the Las Cruces City limits where over 35,500 households, and growing, are currently being serviced. In addition, SCSWA provides commercial recycling services to businesses, public schools, and municipalities throughout Doña Ana County utilizing a single-stream collection method for household and commercial recyclable items. The customer participation rate is 80% with a diversion rate of 23%.
- SCSWA uses a single stream recycling system where multiple materials can be commingled in a single container. These mixed items are shipped to a Material Recovery Facility (MRF) where they are separated, baled and sold to end markets. In 2024 SCSWA reported over 7,400 tons of waste recycled.
- Chaparral Transfer Station provides residents and businesses in need of solid waste and recycling drop-off services can take their trash and recycling.



Joint Powers Authority

In 1993, the City of Las Cruces and Dona Ana County approved a Joint Powers Agreement for the purpose of providing an entity to initially manage a 640-acre landfill. In 1994, the parties amended the original agreement to create a Joint Powers Authority to expand the scope of management of solid waste to include management of other facilities and issue bonds as may be needed to provide solid waste services. State law required approval of the new Authority by the State Department of Finance which the state approved in 1994. Subsequent amendments to the joint powers agreement in 2009 further expanded the scope of the Authority to include solid waste collection services in the County and define services of the Authority to include solid waste and recycling programs. Today, the City of Las Cruces provides financial services management to the Authority. For financial auditing purposes, the Authority is a component unit of the City of Las Cruces but otherwise is governed by the SCSWA Board of Directors.

Board of Directors

City of Las Cruces

Eric Enriquez
Mayor

Johana Bencomo, Chair
Mayor Pro Tem

Becki Graham
Councilor, District 3

Dona Ana County

Christopher Schaljo-Hernandez
Commissioner District 1

Gloria Gameros
Commissioner District 2

Manuel Sanchez, Vice Chair
Commissioner District 5

Ex-Officio Members

Adrienne Widmer
Director,
Las Cruces Utilities

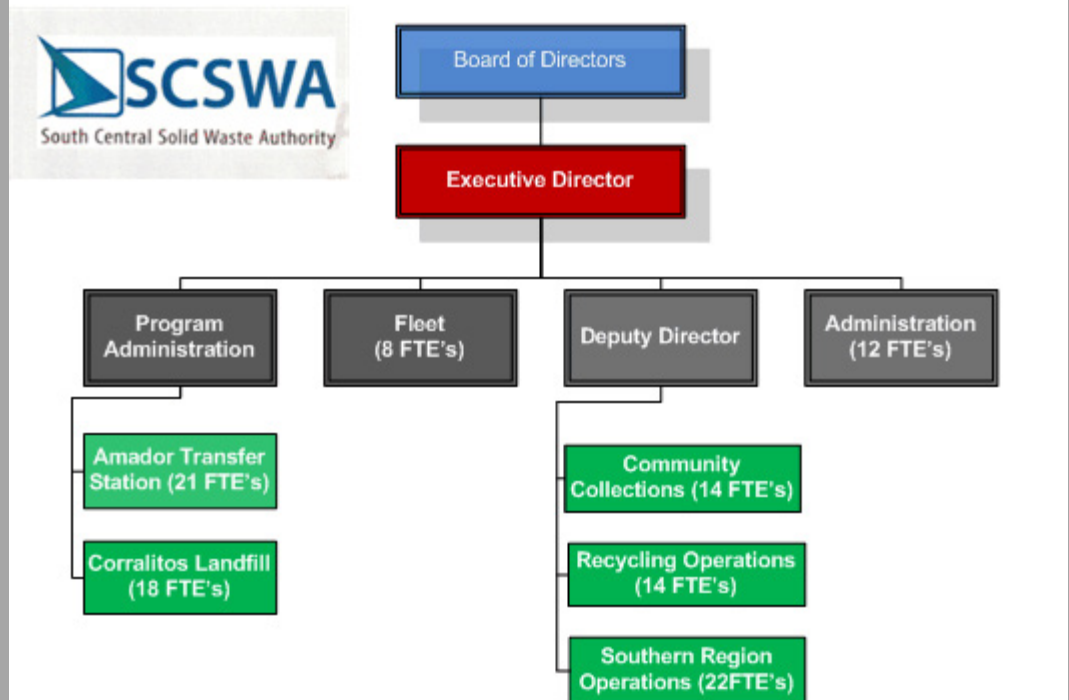
Robert Herrera
Director,
DAC Utilities



Organizational Structure

SCSWA currently has one hundred (100) employees who are passionate about recycling and solid waste management services. The Authority's annual budget for Fiscal Year 2024/25 is \$20m including \$2.5m for the Capital Improvements Program. The organization is entrepreneurial and environmentally driven, including developing strategies to provide additional services, building additional facilities, or expanding into new service locations. The SCSWA team is known for its work on developing progressive programs and policies to meet the global demand for sustainability while preserving the region's traditional values and protecting the environment.

SOUTH CENTRAL SOLID WASTE AUTHORITY Functional Organizational Chart



About the Executive Director

SCSWA has had three Executive Directors since its foundation in 1994. After completing an exemplary commitment to forming and building the organization, the Executive Director recently retired in December 2024. The Authority currently is led by an Interim Executive Director.



Ideal Characteristics, Skills, and Qualities of the Candidate

- **Leadership.** A servant-leader, who is creative and who can expand the organizational capacity, taking the organization new levels.
- **Visionary.** An individual who can articulate broader goal, mission and road map with options on how to get there.
- **Management.** An individual who has the technical competencies with experience in creating and implementing strategic plans; is skilled at developing work programs, assigning priorities; is not a micromanager and who provides a balance of firmness when needed, with fairness. Also, an individual who can delegate assignments while establishing clear accountability.
- **Financial Management.** An individual who has managed, provided direction, and worked with key staff developing budgets and managing the operations after budget adoption. Additionally, it will be important for the organization’s next executive to have some exposure, knowledge or skills in capital planning and implementation as the services need.
- **Strong and effective communication skills.** An individual who values the importance of placing priority on developing relationships within all the partners engaged with the organization. An individual who keeps the Board regularly informed on both the status of projects and programs and can sense important emerging issues.
- **Effective relationship builder.** An individual who places priority on understanding the roles of the stakeholders. An individual who is experienced in collaborating and supporting elected officials is a critical component in supporting the overall mission. This relationship skill set should also be exemplified within the organization where support for the talented staff and their expertise is needed, if not cultivated in some areas.
- **Adaptability.** An individual who can adjust to varying and frequently leveraging priorities and needs of the City and the County, while managing the complex environmental changes affecting solid waste services nationally.
- **Ethics.** An individual that has had experience in ensuring across the board equity in services delivery and ensuring an environment of certainty and fairness.
- **Team Builder.** It is expected that the next Executive Director will or has had experience in developing and enhancing critical areas of an organization including developing succession and talent transfer initiatives. An individual who has developed professional development plans, cultivated an “employee-centered” organization and a culture of across the organization support systems, is highly valued.



Emerging Initiatives, Opportunities and Challenges

- 30-year Regional Solid Waste Master Plan
- Holman Road Transfer Station. This station was identified as a need for the northeast part of the County for residents outside the City of Las Cruces
- Las Cruces Recycling Center Upgrades. Upgrades focused on recycling household items such as glass, electronics, scrap metals, hazardous household waste, and appliances.
- Managing an organized workforce. Recently, employees voted to unionize and are finalizing their first collective bargaining agreement.
- Potential new partnerships and service agreements with large regional employers, such as Fort Bliss.

Recreation and Cultural Experiences

Doña Ana County and the region offers numerous recreational opportunities for residents and visitors alike. Outdoor enthusiasts can explore the Organ Mountains-Desert Peak National Monument which features hiking trails, rock climbing, and stunning desert landscapes. The Rio Grande River provides opportunities for fishing, kayaking, and birdwatching. Cultural attractions in the County include historical sites, museums, art galleries, and annual festivals celebrating the area's rich heritage and cultural traditions.

The region is a vibrant, diverse community that, despite its large geographic area and larger population, continues to exhibit the charm of a sense of place often associated with a much smaller community. The region's traditions, culture, and strong ties to its communities compel its leaders to place a priority on developing and preserving relationships.

Doña Ana County is home to some of the country's most attractive and diverse communities. The largest incorporated city is Las Cruces (115,000 pop.), where there is a very active downtown arts, music, and commercial district. Las Cruces is home to the New Mexico State Aggies. The County includes five incorporated cities with thirty-seven Colonias, offering not only tremendous opportunities but time honored unique cultural experiences.

The County's history is intertwined with the U.S. Army. The Army built forts throughout the nation's border with Mexico, enabling many settlements, ranches, mining camps and homesteads to flourish in addition to helping shape the County's historical landscape.

Doña Ana County is also known for its agriculture and notably, the nation's leading producer of chile peppers, onions, and pecans. The County is home to New Mexico State University and Doña Ana Community College. Doña Ana County is one of only two counties in the United States to have a diacritical mark in its name; the other is Coös County, New Hampshire. Both counties lie on short international borders, Doña Ana with Mexico, and Coös with Canada.

The population of Doña Ana County has risen dramatically since 1900. In 1900, the County was an agriculturally based community with a population of 10,187. The market centers were Las Cruces, El Paso, Texas and Ciudad Juarez, Chihuahua. With economic growth, particularly in the retail and services sectors, more opportunities became available, and the County became more urbanized. The population increased by 22.5% over a 15-year period from 2000 (174,690) to 2015 (213,963). This population growth has occurred in and around the City of Las Cruces as well as in the southern part of the County. By 2040, the County forecasts a population estimated to be nearly 300,000. (Source: County Website/Community Development Department.)

A Diverse Economy with an International Presence

Several key employment sectors are represented in Doña Ana County. These include agriculture, healthcare, defense, higher education, government, manufacturing, and tourism. The border with Mexico is actively under development interests for international air cargo operations where the County is taking the lead in cultivating the necessary public infrastructure to accommodate increased development interest.

The climate and restricted air space within New Mexico, in general, makes it an ideal location for the nation's defense industry and testing activities. White Sands Missile Range and related initiatives of New Mexico State University are prominent within the County. According to State sources, approximately 1 out every 10 jobs are involved with federal research and development activities.

Major employers demonstrate a diverse economy. Below are selected major employers within the County, representing a cross-section of private and/or quasi-public institutions.

- **New Mexico State University.** A public, land-grant university has approximately 8380 full time and part time employees that support the needs of approximately 22,360 graduate and undergraduate students.
- **White Sands Missile Range.** The White Sands Missile Range employs approximately 6,300 including 350 active military. White Sands economic impact is profound and generates \$3.7 billion within the County and the border region.
- **City of Las Cruces.** The City of Las Cruces has a variety of departments that provide services to residents, businesses, and visitors. These departments include Administration, Community Development, Economic Development, Finance, Fire, Human Resources, Legal, Information Technology, Police, Fire, Public Works, Quality of Life, and Utilities with approximately 2116 employees.
- **Memorial Medical Center.** Located in the Mesilla Valley, serves the more than 300,000 residents of Las Cruces, Doña Ana County, and the surrounding region.
- **Addus Health Care.** A national home health care and support services company with a significant presence in Dona Ana County and the State of New Mexico.
- **Mountain View Regional Medical Center.** A 169-bed hospital/medical center serving the County and all of southern New Mexico.
- **General Dynamics Mission Systems.** A major national aerospace and defense contractor.
- **NASA White Sands Test Facility.** A significant national testing facility for composite pressure systems, critical systems and materials, flight acceptance, hypervelocity impacts, oxygen systems, propellants and aerospace fluids, and propulsion systems.





Minimum Requirements

Bachelor's degree in business administration, finance, civil/environmental engineering or related field plus five (5) years of experience in solid waste or construction management in a leadership capacity. A valid driver's license is required. Position requires an acceptable driving record in accordance with SCSWA policy. Additional specific technical training and certifications required including New Mexico Manager of Landfill Operations, Transfer Station Operator, and Recycling Certification within one year of initial term of service. Additional skills and experience in the following areas are preferred: solid waste management, landfill management, government budget processes and Generally Accepted Accounting Principles (GAAP) related to public sector financial management, project management, civil engineering, and personnel management.



Compensation and Benefits

The Board of Directors is committed to providing an employment agreement with base compensation that is highly competitive and commensurate with the education, experience, and expertise of the preferred candidate. The Authority provides employee benefits that include health, dental, vision, life, other voluntary insurances, short-term, long-term disability, deferred compensation (457) retirement program, and retirement benefits through the Public Employees Retirement Association of New Mexico (PERA). Expectations for this position include competitive vacation allowances, traditional holidays, personal days, sick leave, and related professional development dues and expenses are provided.

To Learn More and Apply: The recruitment will remain open until filled. The first review of applications is scheduled for March 21, 2025. To apply, send a letter of interest and current resume to:

Robert E. Slavin, President or
John Kross, Southwest Regional Manager
SLAVIN MANAGEMENT CONSULTANTS
slavin@bellsouth.net
www.slavinmanagementconsultants.com

For additional information and/or if confidentiality is important for you, prior to applying, telephone either: Bob Slavin at (770) 449-4656 or John Kross at (480) 797-4487.

