



General Manager Position Available—Apply By September 14, 2018

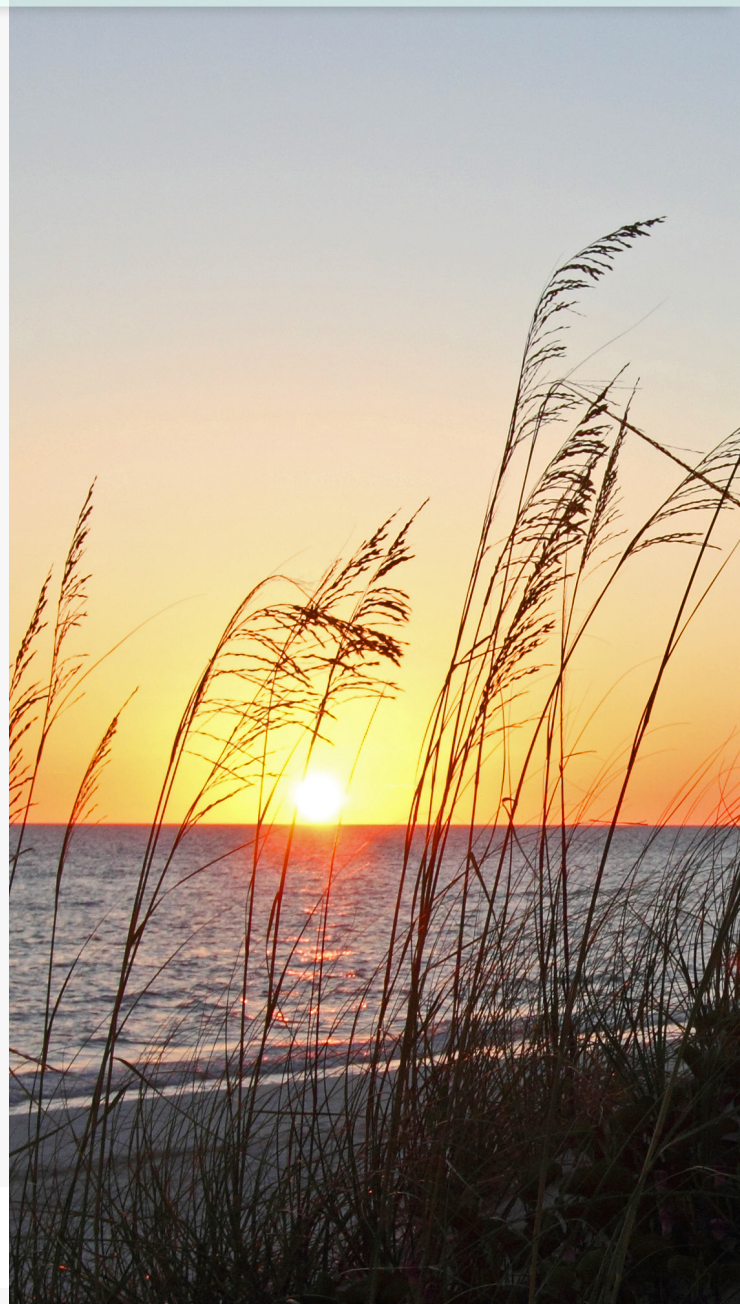


The Island Water Association, Inc.
Quality Water at Reasonable Cost

Welcome to the Island Water Association

The Island Water Association, Inc. (IWA) is a non-profit, member-owned potable water utility that provides drinking water to Sanibel and Captiva Islands in Southwest Florida. Located off the Gulf Coast in Lee County, it is among the most beautiful, if not the most beautiful, in Florida.

Sanibel and Captiva Islands are two of the more unique barrier islands of the world, and their beaches are known not just for their beautiful sands and sunsets, but also their abundance



of seashells. In fact, in April 2018, Trips to Discover listed Sanibel Island first among its list of the World's 12 Best Beaches to Find Seashells. In August 2016, USA Today ranked the beaches of Sanibel and Captiva Islands as the 8th best beachcombing beaches around the USA. But shells and beach combing are not the only things to do here. Recreational activities abound, particularly water sports—one can go fishing, snorkeling, scuba diving, and boating. Beautiful hikes, nature tours, historical walks, and bird watching views line the shores.

Also, on the Islands one can enjoy three golf courses, two tennis clubs, or simply ride a bicycle in tandem with your family. Local nightlife includes many fine restaurants and a variety of other establishments where you can have anything from an ice cream cone to an adult beverage.

Other local activities include the Bailey-Matthews National Shell Museum, the Barrier Island Group for the Arts, the J. N. "Ding" Darling National Wildlife Refuge (one of the busiest of the wildlife refuges in the country!), the Sanibel Historical Museum and Village, the Sanibel Lighthouse, and Old Town Sanibel.

Since the General Manager is not required to reside within the utility's delivery area, a wide variety of housing is available. On the Islands, single family homes tend to be clustered in the \$600,000 to \$2,000,000 range with a few as low



as \$400,000, and some much higher. Condominiums tend to cluster between \$400,000 and \$800,000. Off island, in neighboring Fort Myers prices tend to be much lower. Most single-family homes tend to be listed between \$250,000 and \$400,000 while condos sell between \$200,000 and \$300,000. The local public schools are operated by the Lee County School District and are very good. Better yet, if the General Manager has children in grades K through 8, they can attend The Sanibel School, which is a public school located on Sanibel Island and is operated like a private school. It has 300 students, is a Blue Ribbon School, and, as such, is one of the best in the state. Nearby medical facilities, including Lee Health and the Golisano Children's Hospital, are all excellent.

If you are looking for a bit more, Tampa is less than three hours by car north and Miami and Fort Lauderdale are approximately three hours to the east. They offer many, many cultural activities including theater, museums, and galleries as well as shopping and other attractions.

The latter include two major league baseball teams, two NFL teams, two NHL teams, the NBA's Miami Heat, and two of the world's three most heavily utilized cruise ports. Ferries leave daily for Key West from nearby Marco Island and Fort Myers. Orlando and its theme parks are a four hour drive to the northeast. Southwest Florida International Airport is 30 minutes to the east and is served by all the major airlines. The area is, in short, a great jumping off place to go anywhere in the world.

Better yet, the residents here are low key and welcoming of strangers. Neighbors help their neighbors and genuinely want the best for their community. They know that they

are fortunate to live here and want to protect their piece of paradise. All in all, Southwest Florida is a great place to live, work and play and if you are a professional utility manager, you will not find a better utility with a more dedicated staff than you will find at Island Water.

HISTORY OF ISLAND WATER ASSOCIATION

With the arrival of growth, it became clear the Islands needed a reliable source of potable water. The Island Water Association (IWA) was formed as a member owned, non-profit in 1965. Initially, it purchased water from the Greater Pine Island Water Association. In 1973, IWA opened a 1.4 MGD electro dialysis facility to convert brackish water from artesian wells in the Hawthorne Aquifer through a membrane desalinization process.

In 1977, it became clear that additional capacity was needed and in 1980, a three train, 1.8 MGD reverse osmosis (RO) plant was completed which drew its raw water from the Suwannee Aquifer. In 1984, IWA ceased to purchase water from Pine Island and in 1986, the plant was expanded to 2.4 MGD. Two additional trains were added in 1990-91 and the original three were refurbished. A sixth train has since been added and total capacity increased to 5.2 MGD. In the early 1990s, the ED facility was decommissioned and dismantled.

GOVERNANCE

The Island Water Association, Inc., (IWA) is governed by a five member, unpaid Board of Directors who may serve a total of three two-year terms. The current Board Members work extremely well together and they all want what is best

for the utility. They recognize the staff as being extremely dedicated, capable and competent.

THE UTILITY

IWA provides water to a permanent population of 7,730 (and quite a few more visitors and part-year residents) on Sanibel and Captiva Islands. It has approximately 5,200 connections serving 4,522 single family units, 5,867 multi-family units and 270 non-residential units (for a total of 10,659 units). The largest meters currently in use are four inches and serve multi-unit buildings.

The utility has an annual budget of \$8.9 million. Financially Island Water is strong and has very little debt, even though it has had only one rate increase in the last thirty years. The current production cost for water is 71 cents per thousand gallons. The water rates charged to customers are tiered,

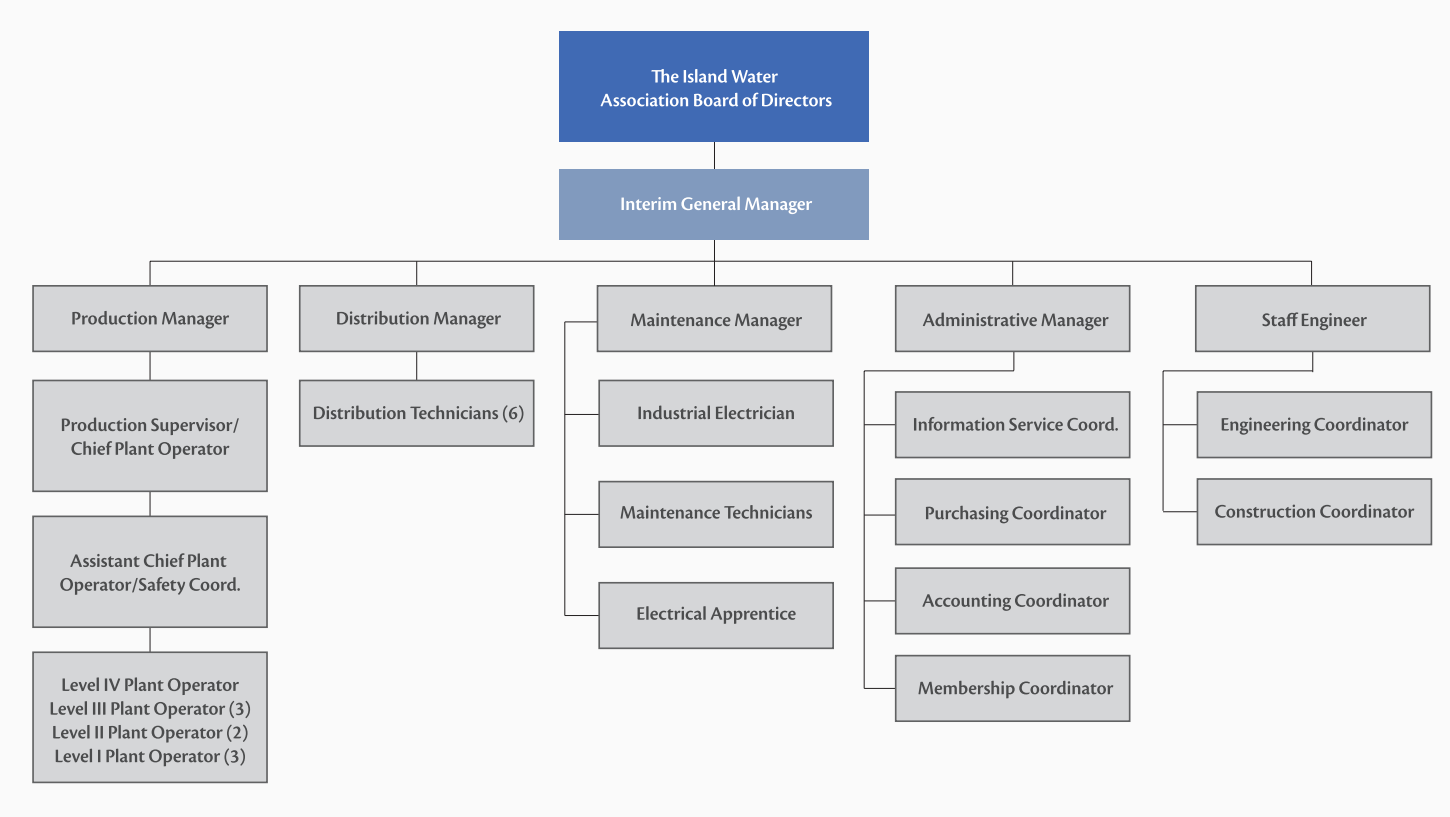
starting at \$3.30 per thousand gallons, one of the lowest water rates in comparison to the other water utilities in the area.

IWA has 30 employees working in Production, Distribution, Engineering, Maintenance, and Administration. They are represented by the International Union of Painters and Allied Trades.

OPERATIONS AND DISTRIBUTION

The utility uses reverse osmosis to provide drinking water to Sanibel and Captiva Islands. It draws water from 12 wells in two aquifers, the most prolific being the Suwannee Aquifer, which lies at approximately 700 to 900 feet below the surface. Overall, their condition is good, but several will need overhauls in the near future.

Chart 1: Island Water Association Organizational Chart





production building is about forty years old but because of the outstanding facility's maintenance program, it barely looks to be five years old.

The IWA staff is highly motivated, truly dedicated, creative, and cost conscious. Of the eleven RO plant employees, four hold an "A" license in water. Four employees who work in other departments have an "A" license as well. Plants operators are strongly encouraged to obtain an "A" license and a pay incentive is given for reaching that goal. Maintenance is typically done in-house and construction work is subcontracted out.

The operation is highly acclaimed and routinely wins awards such as the Florida Department of Environmental Protection's award for being an "outstanding medium/large" water treatment plant in 1995, 1997, 2003, 2005, 2007, 2010, 2013, 2016, and 2017. IWA has never been subject to an Enforcement Order. The plant is a genuinely well run facility.

THE CHALLENGES AND OPPORTUNITIES

As noted, IWA is a very sound operation technically and financially. The first challenge will be for the next General Manager to learn the culture and understand the operation from top to bottom. If and where appropriate, the individual, in consultation with the staff, will develop, polish, and refine it. While nothing on the production side is broken, that does not mean the organization cannot improve. IWA has promoted its General Manager from within for the last almost 30 years and feels it may be time for a fresh set of eyes. Both the Board and staff sincerely want to take IWA to the next level.

The treatment plant (and main office) is located at 3651 Sanibel-Captiva Road on Sanibel Island. Treatment is performed by six reverse osmosis (RO) trains providing a current capacity of 5.2 MGD. Room is available to increase production.

The distribution system includes 15 million gallons of above ground storage and 125.69 miles of pipe. Both are in very good shape as is the treatment plant. The system water loss is consistently under 2%. Typically, the peak demand is in the late evening/early mornings, is largely irrigation driven, and can be as much as 9,000 gallons per minute. Daytime demand tends to be 1,200 to 2,400 gallons per minute. Since the Islands do not have a universal grey water system, irrigation is approximately 75% of the total usage. The Utility utilizes a radio system to read its meters. The

That will mean ensuring appropriate policies and procedures are in place as well as Best Management Practices (BMPs) are being followed.

The second challenge will be to improve communications within the organization and with third parties. The new General Manager is expected to be and will need to be the bridge between the staff and Board. He/she will also be the primary link between the City of Sanibel, Lee County and other key stakeholders.

The third challenge will be to focus on the long term and not simply the day-to-day. That will involve developing strategic, succession, and capital improvement plans, with the help of the Board and staff. The GM will then be responsible for overseeing the implementation of those plans.

The final challenge is Demand Management. While significant new demand is not anticipated, the Utility is presently operating at 90% capacity leaving little room for growth. It is also very close to the point where the Florida Department of Environmental Protection will require additional capacity.

THE IDEAL CANDIDATE

IWA is looking for an outstanding professional who is technically savvy and an astute business manager. Both the Board and employees agree the utility needs a great leader and a great cheerleader—someone who is passionate about the organization and who will present a very positive and confident image. The individual will relish the opportunity to work in a small, friendly, organization where they can apply modern, sound business practices. Ideally he/she



will have a demonstrated success in managing every aspect of a first-class water utility (or similar) operation.

The next General Manager (GM) will be visionary—able to see over the horizon and anticipate the future. He/she will then lead the effort to position the utility for optimal performance over the long term. At the same time, the ideal candidate will be very practical and down to earth, with a great deal of common sense.

Personally, the next General Manager will be friendly, confident, tenacious, high-energy, positive and proactive, and genuinely enjoy people. He/she will have a high degree of integrity as well as the strength to tell people what they need to hear, rather than what they want to hear, whether it be the public, the Board, or the staff.

The individual will be an excellent communicator. The next GM will work diligently to ensure the lines of communication are open and that information flows smoothly up and down the chain of command. He/she will realize the staff knows where improvements can be made, will listen carefully to suggestions, and then, pursue those suggestions, work with the staff to improve them, or provide a good explanation for why the idea might not be feasible.

The next GM will be above all fair to all employees and make good decisions expeditiously. He/she will value the current staff and encourage their growth. Long tenured department managers are in place and are viewed as the best in the business. He/she will not be a micromanager, but will inspire, delegate and mentor, while ensuring everyone works together for the good of the organization.

The individual will explain the desired outcome, and, while available to assist and advise, allow the staff to accomplish the objective without interference. At the same time, he/she will expect to be kept informed and that objectives will be met. The individual will expect to be held accountable, just as he/she will hold the staff accountable.

Providing outstanding customer service will be a core value of the new GM. The Islands' population has high expectations and the individual will lead by example. The next GM will ensure customers' issues are carefully and respectfully considered as well as a good explanation provided when the utility cannot deliver the customer's desired outcome.

The next General Manager will understand the importance of the day-to-day and past practices. IWA is an excellent utility, and technically nothing is broken. Still, the GM will be analytical, and encourage the staff to continue to seek ways to improve operations.

Being able to make timely and sound decisions under a great deal of pressure (such as during a hurricane) is an absolute must. While the next manager will be the CEO overseeing the day-to-day operations, she or he will not spend all day in the office. Rather, the individual will be in the plant, in the field, and in the office interacting with staff and in the community as ambassador for IWA.

Skill with intergovernmental relations will be important. The IWA interacts with other entities at the city, county, state, regional and federal levels. Hence, the next General Manager will have experience working across agency lines to build consensus.

The ideal candidate will have a minimum of ten years of progressively responsible experience in public or private sector management and at least five years' experience in a manager's position in a utility overseeing the efforts of at least 15 employees. Experience in an operation which utilizes reverse osmosis is preferred. A bachelor's degree is required and a P.E. or an advanced degree in business or a technical field is desirable but not required.

COMPENSATION

The salary range is \$130,000 to \$170,000 and will depend on qualifications and experience. Benefits are excellent and include the opportunity for the selected candidate's children to attend The Sanibel School (grades K through 8) on Sanibel.

RESIDENCY

Residency within the utility's service area is not required or expected.

HOW TO APPLY

E-mail your cover letter and resume to Recruit32@cb-asso.com by September 14th. Faxed and mailed resumes will not be considered. Questions should be directed to Rick Conner at (915) 227-7002, or Colin Baenziger at (561) 707-3537.

CONFIDENTIALITY

The new General Manager will be working for a non-profit association. As such, applications can and will be kept

confidential. In other words, the Florida Public Records Act does not apply to this position.

THE PROCESS

Applications will be screened between September 15th and October 11th. Finalists will be selected on October 12th. A reception and interviews will be held on October 22nd and 23rd with a selection shortly thereafter.

INTERNAL CANDIDATES

The Board is truly looking for the best candidate, wherever that person may be. No one has an advantage going into this recruitment process.

OTHER IMPORTANT INFORMATION

The Island Water Association, Inc. is an Equal Opportunity Employer and encourages women, minorities and veterans to apply.

ADDITIONAL INFORMATION

For additional information about the utility and the area, visit:

<https://www.islandwater.com/>

<https://www.sanibel-captiva.org>

<https://fortmyers.org>