



— POSITION AVAILABLE —

DEPUTY DIRECTOR-OPERATIONS

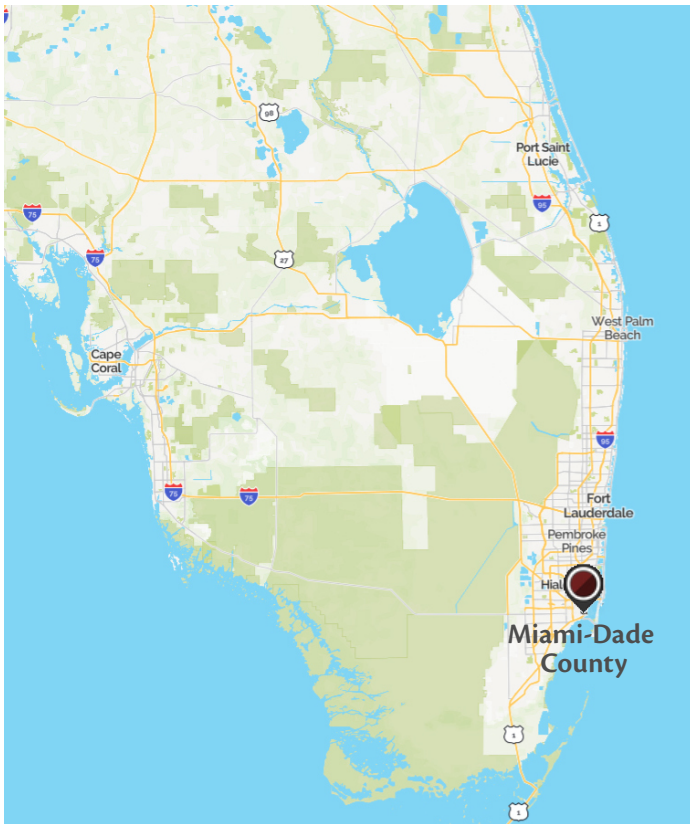
Apply by September 23, 2022

Welcome to Miami-Dade County, the most populous county in Florida and the eighth most populous in the country! Located in the southeastern corner of Florida (see Figure 1 on next page), the area is an exceptional blend of nature and urbanization. Indeed, Miami-Dade County has something for everyone. It exhibits an admirable co-existence of numerous diverse cultures and environments. It is simply a great place to raise a family, as well as pursue personal and professional goals. So, if you are an outstanding water/sewer professional with strong management experience, please carefully consider this opportunity!

As ranked by Niche in 2022, Miami-Dade County is #1 for “Healthiest Counties in Florida,” #3 for “Best Counties for Outdoor Activities in Florida,” and #13 for “Best Counties for Young Professionals in Florida.” Its six largest cities - Miami (county seat), Hialeah, Miami Gardens, Miami Beach, North Miami, and Coral Gables—are well known and generally well regarded.



Figure I: Location of Miami-Dade County



Miami-Dade County residents have a unique relationship with the great outdoors. In fact, the Everglades National Park, Biscayne National Park and Biscayne Bay Aquatic Preserves constitute approximately one third of the County's landmass. Residents and visitors can reconnect with nature at these or any of the three state parks. Other popular recreational activities include fishing, golfing, camping, canoeing, diving, kayaking, and visiting the County's 22 miles of beaches.

Families can enroll their children in a variety of camps and courses to study the Florida bionetworks, such as sea turtles and seagrass ecosystems. A popular option includes EcoAdventure Tours led by park naturalists from Miami-Dade Parks, Recreation and Open Spaces. Another highlight is Zoo Miami which is the only tropical zoo in the United States and which houses over 3,000 animals on almost 750 acres.

After dark, Miami becomes MIAMI with a plethora of activities. Start your evening with rooftop drinks followed by cuisine from virtually anywhere in the world and finish by attending a show, stroll down Ocean Drive or visit South Beach.

Local urban neighborhoods likewise are quite charming. Tourists and residents love exploring Little Havana and Little Haiti for authentic Cuban and Haitian (respectively) cuisine and architecture. Continue your visit with Miami's fascinating Black history in Historic Overtown. Then enjoy the Art Deco Historic District and the Vizcaya Museum and Gardens, a popular backdrop for wedding pictures and other events. A person can easily spend hours touring this villa's beautiful Italian-Renaissance architecture and elegant gardens.

Miami-Dade County is a dynamic destination for the performing arts. The Adrienne Arsht Center for the Performing Arts in Downtown Miami hosts touring Broadway shows as well as performances by its resident companies: Miami City Ballet, Florida Grand Opera and the New World Symphony.

The County's museums open new worlds for exploration. At the Phillip and Patricia Frost Museum of Science in Downtown Miami, you can visit the planetarium and check out the 500,000-gallon aquarium. Just across Biscayne Boulevard, is the Freedom Tower where you can learn about Miami's Cuban diaspora. The building is also home to the Museum of Art and Design (MOAD).

Miami-Dade is not lacking events. For example, in November, the Miami Book Fair brings over 300 national and international authors and exhibitors to a weeklong gathering. Right after Thanksgiving, Miami Art Week is held in conjunction with the annual international Art Basel Miami Beach Art Fair. They bring a vast selection of modern and contemporary art to the County.

Sports enthusiasts have ample opportunities to rally behind their favorite teams. Miami is the longtime home of the Orange Bowl college football games. Area professional teams include the Miami Dolphins (NFL), Miami Heat (NBA), Miami Marlins (MLB), and Inter Miami CF (men's professional soccer). The Miami Open Tennis Tournament, and NASCAR events at the Homestead-Miami Speedway are other highlights.

Living in Miami-Dade County is reasonably affordable. As reported at Realtor.com, the County's median sold home price of

\$485,500, though housing prices depend on the area and neighborhood. For example, a three-bedroom, two-bathroom house with 1,700 square feet in the City of Hialeah costs \$465,000. A similar home in the City of Miami may cost closer to \$850,000. It should be noted that home prices have begun to fall here as they have in other parts of the country and homes are staying on the market much longer.

Miami-Dade County Public Schools runs the fourth largest school district in the nation and many of its schools are rated as excellent. For example, the District received 75 National Magnet Merit Awards, the highest number of any school district in the country for the 2021–2022 award cycle. To win these, a school must rank in the top 5% of the approximately 4,000 magnet schools in the nation.

Those seeking higher education will find a multitude of public and private institutions in the area. Among them are Florida International University, Miami Dade College, the University of Miami and St. Thomas University. Just north of the County is Nova Southeastern University in Fort Lauderdale.

For those who like to travel, Miami International Airport is one of the busiest international airports in the country, providing more flights to Latin American and the Caribbean than any other U.S. airport. For those who enjoy cruises, the Port of Miami is the busiest cruise port in the world while Port Everglades in Fort Lauderdale is the third busiest. Both offer cruises to the Caribbean, Mexico, and other less common destinations including the Panama Canal, Hawaii, New England, Canada, South America, and even Asia. If you like to travel by car, multiple interstates, state routes, and highways crisscross the County.

Brimming with opportunity, Miami-Dade County is simply a wonderful place to live and thrive. If you are interested in joining this amazing experience and becoming the Deputy Director of the Miami-Dade Water and Sewer Department, please apply!

HISTORY

Originally inhabited by the native Tequesta people, Europeans began arriving in the area in the 1500s. The next three plus centuries were full of international rivalry between the English and French to the north, with the Spanish to the South. Eventually, the United States gained possession of Florida.

In 1896, the arrival of Henry Flagler’s railroad marked the beginnings of Miami’s modern era. At the time, much of the area was swampland – in fact, part of the Everglades. Soon an extensive system of canals was built to drain the area and create new land for settlers. The 1920s brought a real estate boom with new subdivisions and tourist resorts. The area changed so rapidly that regular visitors remarked it had “grown like magic,” and the moniker “Magic City” was born. And the growth did not stop. Between 1950 and 1960, for example, the County population doubled to nearly a million residents.

Today, Miami-Dade County is an international hub of 2.7 million people and an important connection point between the all the Americas.

HISTORY OF THE WATER AND SEWER DEPARTMENT

To support the above cited growth, a reliable source of potable water was needed, as well as a means of sewage removal. In the late 1800s, the City of Miami was the primary actor. As other cities in the County grew, they developed their own solutions and by 1970, the system was severely fragmented. In fact, the County had 94 major and minor wastewater plants discharging treated and untreated effluent/sewage into its canals, its creeks, the Bay, and the Atlantic. Pollution became a serious public health and economic problem as it threatened two of the County’s primary industries—tourism and real estate development—not to mention the ground water supply

The situation came to a head in October of 1970, when a joint conference (which included the Federal Water Quality Administration and the Florida State Pollution Control Board)

Table I: Miami-Dade County Demographics

Distribution by Race		Distribution by Age	
White	29.5%	0 to 15	17.0%
Black	14.8%	15 to 25	11.9%
Asian	1.6%	25 to 45	27.9%
Native American	0.3%	45 to 65	27.0%
Two or More Races	53.8%	65 to 85	13.8%
Total	100%	85 +	2.4%
Hispanic Ethnicity	68.7%	Estimated Population: 2,701,767	

Educational Achievement (Over Age 25)	
High School or Higher	81.9%
Bachelor's Degree or Higher	30.6%

Other Statistics	
Median Age—Miami-Dade	40.2
Median Age—U.S.	38.5
Median Household Income—Miami-Dade	\$53,975
Median Household Income—U.S.	\$61,937
Poverty Rate	13.8%

Source: U.S. Census Bureau

imposed strict new sewage treatment standards on the County. Included were deadlines that gave the County until January of 1973 to stop all sewage discharges into inland canals and until January of 1974 to provide secondary treatment for all sewage discharged through ocean outfalls. The only way to meet those deadlines was for private utilities to connect to a regional collection system. Additionally, every facility in the region was required to provide secondary treatment (which many did not). In December 1972, the Miami-Dade Water and Sewer Authority was created to address the issue with a regional plan. As a result, the County became eligible for, and received, massive EPA grants that helped implement the regional plan.

In 1983, the Authority was integrated into the County government reporting the County Manager and on October 19,

1993, the utility was renamed the Miami-Dade Water and Sewer Department.

DEMOGRAPHICS

The County's demographics can be found in Table I to the left.

CLIMATE

Miami-Dade County has a tropical monsoon climate. As such, the area experiences humid summers with high temperatures averaging around 95° F and lows around 78° F. Winters tend to be short and relatively dry with the average highs around 76° F and the lows around 61° F. The County tends to have cooler summers and warmer winters than many other places in Florida due its proximity to the Atlantic Ocean.

The region receives approximately 58 to 62 inches of rain each year, most of which occurs during summer and fall months. Snow is unheard of. Hurricanes are a concern, but the area has ample experience dealing with them and, like severe blizzards in the northern U.S., they are generally not a significant factor in the typical resident's life.

GEOGRAPHY

Miami-Dade County is located in the southeastern-most corner of peninsular Florida, with the City of Miami as the County seat. The County covers 2,431 square miles, of which 532 square miles are comprised of water with the rest being land. The area has several distinct landmarks: Everglades National Park to the west, the Florida Keys to the south, and Biscayne Bay and the Atlantic Ocean to the east. Average elevation is approximately six feet above sea level.

COMMERCE

The economy of Miami-Dade County primarily focuses on three areas: tourism, healthcare, and trade. See Table II on page 5 for a list of the County's principal employers.

Table II: Principal Employers, Miami-Dade County, FL

Employer	Industry	Employees
Miami-Dade County Public Schools	Education	39,959
Miami-Dade County	Government	27,862
University of Miami	Education	19,996
Publix Super Markets	Food/Retail	12,524
Jackson Health System	Healthcare	12,173
American Airlines	Air Carrier	11,102
Miami-Dade College	Education	7,111
Florida International University	Education	6,608
United States Postal Service	Mail/Package Delivery	5,134
Baptist Health South Florida	Healthcare	5,113

Source: Miami-Dade County, FL 2021 CAFR

THE GOVERNMENT

Miami-Dade County is a home rule county and operates under two-tiers. Cities pay for typical city services within their own boundaries via city taxes, whereas the County provides metropolitan-based services through county taxes from incorporated and unincorporated areas. It also provides some city-like services to its unincorporated areas.

The County operates under a strong mayoral form of government with a Mayor and a Board composed of 13 Commissioners who represent single member districts. The Mayor and County staff serve as the executive branch while the Commission serves as the legislative branch. Both the Mayor and Commissioners serve four-year terms and are limited to two terms. The Mayor appoints all county department directors. He/she has veto power over Commission actions, which the Commission can override with a two-thirds vote. Each of the elected official runs in a non-partisan election. Elections are staggered and held during even-numbered years. The next election will occur this fall. The Mayor was elected in 2020 so she will next run in 2024.

THE WATER AND SEWER DEPARTMENT

The Miami-Dade Water and Sewer Department (WASD) provides high-quality drinking water and wastewater services, promotes water conservation, and works to safeguard public health and the environment. It is an award winning agency. Examples include: the Silver Award from the National Association of Clean Water Agencies (NACWA) was awarded to recognize the South District Wastewater Treatment Plant’s complete and consistent permit compliance during 2020. The Utility won the Best Drinking Water Taste Test for the Florida Section

American Water Works Association Region VII in 2019, and the National Association of Counties (NACo) gave the Utility an Achievement Award in the category of Civic Education and Public Information in 2018.

Overall, the Department maintains more than 8,500 miles of underground water lines and about 4,185 miles of sewer lines, serving 457,300 water customers and 372,700 wastewater customers. It also provides wholesale water service to 15 municipalities and wholesale wastewater service to 13 municipalities. As such, it is one of the largest municipal water and wastewater utilities in the country.

Water Treatment. The Department operates three regional and five smaller water treatment plants with a total capacity of 326.27 average annual daily flow (AADF) and a peak flow of 360 MGD. Total permitted capacity is 464 MGD. Water is pumped from on-site and remote wells to the facilities where lime is added to soften the water. After sedimentation particles settle to the bottom of the tank, chlorine is added as a primary disinfectant. Ammonia is added to combine with chlorine and form chloramine. Water then flows through dual media filters to ensure all remaining particles are removed. A phosphorous compound is added to reduce corrosion in the distribution system and in homes/



businesses. A small amount of fluoride is also added. Treated water is stored in reservoirs and remote storage tanks and is pumped as needed into the distribution system.

Due to logistics, WASD purchases a small amount of finished water wholesale to serve the Redavo community and a part of the City of Aventura. Additionally, Hialeah's RO treatment plant is owned by both the city and the County (50% each). As per the agreement, the City is responsible for the operation of this plant.

Wastewater Treatment. WASD operates three Regional Wastewater Treatment Plants: (1) Central District Wastewater Treatment Plant located in Virginia Key and rated for 143 mgd AADF and with a peak flow of 286 MGD; (2) North District Wastewater Treatment Plant located in North Miami Beach and rated for 120 MGD AADF and peak flow of 240 MGD; and (3) South District Wastewater Treatment Plant located in Cutler Bay and rated for 112.5 MGD AADF and peak flow of 285 MGD.

All three plants utilize a pure oxygen activated sludge process and hypochlorite is added to provide basic disinfection. Most of the effluent discharges into the ocean or underground deep injection wells. The South District Plant also includes advanced tertiary treatment with filters and High-Level Disinfection procedures.

The Department's total adopted budget for FY 2022 is \$930.3 million, of which \$497.4 million is used for the total operating budget. Its capital budget for FY 2022 is \$713.3 million, which includes \$23.5 million in general obligation bonds funding.

The Department is composed of 2,850 employees and is overseen by the Director. He has four direct reports who oversee the Utility's key functions: Operations (1,628 employees), Planning, Regulatory Compliance & Capital Infrastructure (300 employees), Finance (304 employees and Administrative and Support Services (544 employees). Figure 3 (see page 9) is the Department's organization chart.

The Department has numerous unionized employees. General employees are represented by the American Federation of State, County, and Municipal Employees. Supervisors and professional employees are in separate locals and represented by the Government Supervisors Association of Florida.

THE DEPUTY DIRECTOR FOR OPERATIONS

The Deputy Director for Operations provides oversight of all aspects of water and wastewater operations, including production, transmission, distribution, laboratory services, treatment, collection, maintenance and pump stations. He/she also provides oversight of facility operations and implementation of capital projects related to these areas of the Water and Sewer Department. The incumbent is an integral part of the management team's decision-making process and must exercise a high degree of independent judgment on a daily basis. As noted, he/she oversees the efforts of 1,628 employees, almost all of which are unionized.

THE CHALLENGES AND OPPORTUNITIES

While financially sound, Miami-Dade Water and Sewer is not without issues. First and foremost, the new Deputy Director will need to establish credibility. For the past 20 years, expertise in operating a utility has not been a prerequisite for either the Director or Deputy Director position. However, when the current Mayor was elected in 2020, she recognized the need for well-qualified people to oversee the Utility and appointed a Department Director with over 25 years of experience overseeing utility operations. His ability to speak the lingo with operators and maintenance staff has already made a difference.

The staff recognizes competence is important. The next Deputy Director will need to follow that path.

Two longer term challenges are sea level rise (as it could interfere with the Utility's infrastructure), and, like every other water and sewer utility system in the country, WASD must be aware of changes in the regulatory environment and emerging contaminants.

THE IDEAL CANDIDATE

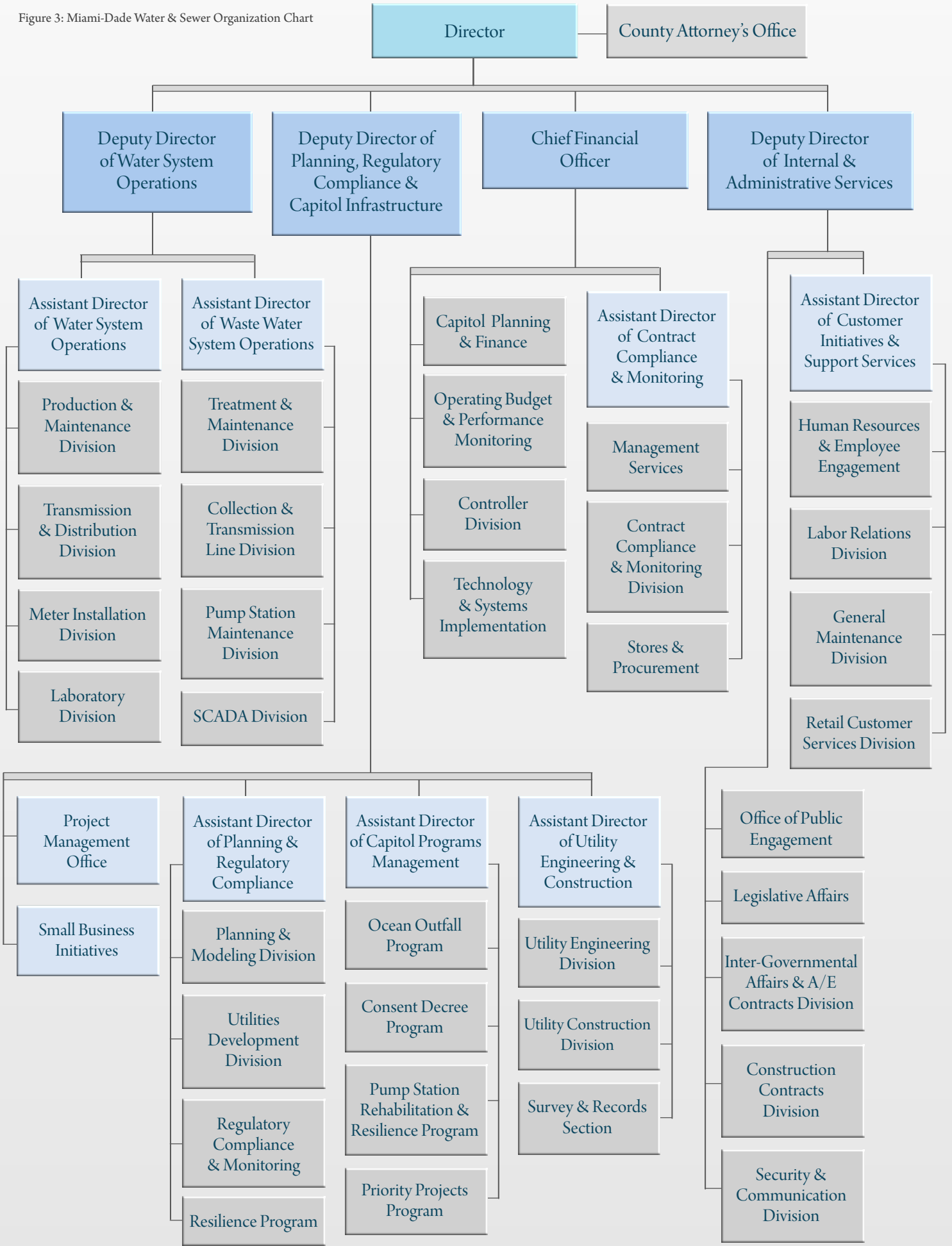
WASD is seeking an outstanding leader and manager to oversee the day-to-day operation and maintenance of the Department's water supply and wastewater treatment systems. While the best candidate will have a comprehensive knowledge of methods, principles, and practices applicable to both systems, the most important factor in their success will be the ability to relate to and inspire staff. The Deputy Director will truly care about the operation and the people who make it function. As such, the best candidate will be more comfortable on the plant floor than in the executive offices.

The Deputy Director will have high expectations and work with staff to establish clearly defined goals. While being a great communicator, he/she will also be a great listener. Staff members are highly capable and know the answers. They simply need someone who will listen to their thoughts and suggestions, and who will work with them to continue to improve operations.

The best candidate will not be a micromanager. Rather, he/she will empower staff to make decisions and encourage them to seek more effective and more efficient ways to accomplish their tasks. That said, he/she will expect to be kept informed and that staff will achieve results. The individual will believe strongly in accountability.

The Deputy Director is a member of the agency's Executive Team. As such, the best candidate must have strong written and oral presentation skills. He/she will be comfortable providing reports and presentations to the County Mayor and her staff as

Figure 3: Miami-Dade Water & Sewer Organization Chart





well as to the Board of County Commissioners, regulatory agencies, the business community and other stakeholders.

Personally, the Deputy Director will be a self-starter, a doer and a problem solver. He/she will always seek the best solutions for problems, even if innovative and nontraditional. When under pressure, the individual will remain calm. While being patient, he/she will not hesitate when it comes time to make a decision. A sense of humor is a plus.

The ideal candidate need not be a degreed engineer. However, he/she must possess a thorough knowledge of the principles and processes of utility operations and administration, best practices, budget preparation, strategic planning, performance measurement, and quality management. Experience in capital programs and project management is a plus.

Finally, the ideal candidate will recognize this position as gem in its own right and an opportunity to make a difference. While it should not be viewed as a steppingstone, being successful here will open the door to overseeing virtually any water and sewer utility in the country.

MINIMUM QUALIFICATIONS

The position requires a bachelor's degree in engineering, public administration, business administration, or a related area. Additionally, the candidate needs to have seven to ten years of progressively more responsible managerial, administrative and operational experience in water and wastewater in a utility. A drinking water and/or wastewater treatment operator's license is a preferred credential. NIMS certification is a plus.

COMPENSATION

The salary range is \$136,555 to \$344,136. The actual salary will depend on qualifications and experience. The new Deputy Director will also receive comprehensive benefits including full medical, dental, optional vision and disability insurance; optional 457 pre-tax savings plans, optional flexible spending accounts, 12 paid holidays, one birthday holiday, and three floating holidays; vacation and sick leave; and employee contributory membership in the Florida Retirement System.

RESIDENCY

The Deputy Director is not required to live within the County's boundaries, but probably will want to.

HOW TO APPLY

E-mail your resume and cover letter to Recruit26@cb-asso.com by September 23, 2022.

Questions should be directed to Stephen Sorrell at (513) 317-0678, or Colin Baenziger at (561) 707-3537.

THE PRIOR DEPUTY DIRECTOR

The prior Deputy Director is retiring.

INTERNAL CANDIDATES

We do not anticipate any serious internal candidates.

CONFIDENTIALITY

Under Florida's public records act, a submitted application is deemed a public record. As a practical matter, we would be very surprised if there was any media coverage of this recruitment.

OTHER IMPORTANT INFORMATION

The Miami-Dade Water and Sewer Department is an Equal Opportunity Employer. It strongly encourages women, minorities, and veterans to apply. A veteran's preference will be awarded per Florida law. The Deputy Director serves at the pleasure of the Mayor.

ADDITIONAL INFORMATION

For additional information about the County and Department, visit:

[Miami-Dade Water and Sewer](#)

[Miami-Dade County](#)

[Miami-Dade Beacon Council](#)

