



# Pinellas County, Florida

(Population: 916,500)

**Note:** This position is the equivalent of an Assistant County Administrator. Furthermore, although the position oversees a number of highly technical functions, we are looking for a leader and a manager, not necessarily a technical expert or engineer. The individual will have a proven track record in participative and collaborative management.

Given its location on Florida's Gulf Coast, just west of Tampa, it would be hard to find a better place to live, work and play than Pinellas County. It offers virtually any amenity you could ask for except hills and snow to ski on. For nature lovers Pinellas County has over 15,000 acres of preserve lands that are ideal for hiking and bird watching and 5,000 acres of parks perfect for family fun.

Some of the Gulf Coast's finest beaches lie on the County's almost 17 miles of barrier island communities and water sports abound. The area is a fisherman's paradise. Known as the grouper capital of the world, fishermen also catch snapper, amberjack and kingfish to mention only a few. If you do not have a boat, it is easy to find a charter among the local fishing fleet. If you would rather go dolphin watching or snorkeling,

both are popular. Scuba diving is also available at 42 artificial reef sites and numerous wrecks such as the USS Narcissus and USCG Blackthorn. Jet skis are popular, and if you would rather be above the water, try parasailing. Prefer golf or tennis? The County has 43 golf courses and 1,059 tennis courts. Like to hike or ride a bicycle? The County has 50 miles of recreational trails including the Pinellas Trail and Friendship Trail Bridge.

Other sporting activities include Major League Baseball's Tampa Bay Rays, the NFL's Buccaneers, the NHL's Lightning, and several college teams such as the University of South Florida. If cruises are something you enjoy, many depart from the Port of Tampa for the Caribbean, Mexico, and Central America. Air travel? Tampa International Airport is the 30th busiest airport



in North America with over 70 non-stop destinations in Canada, Mexico, Europe and the Caribbean. Additionally, the St. Petersburg-Clearwater International Airport located on the west shoreline of Tampa Bay just north of St. Petersburg offers both domestic and international travel opportunities. St. Petersburg and Clearwater are the County's largest cities but if their big city lights are not enough, Tampa is just over the county line.

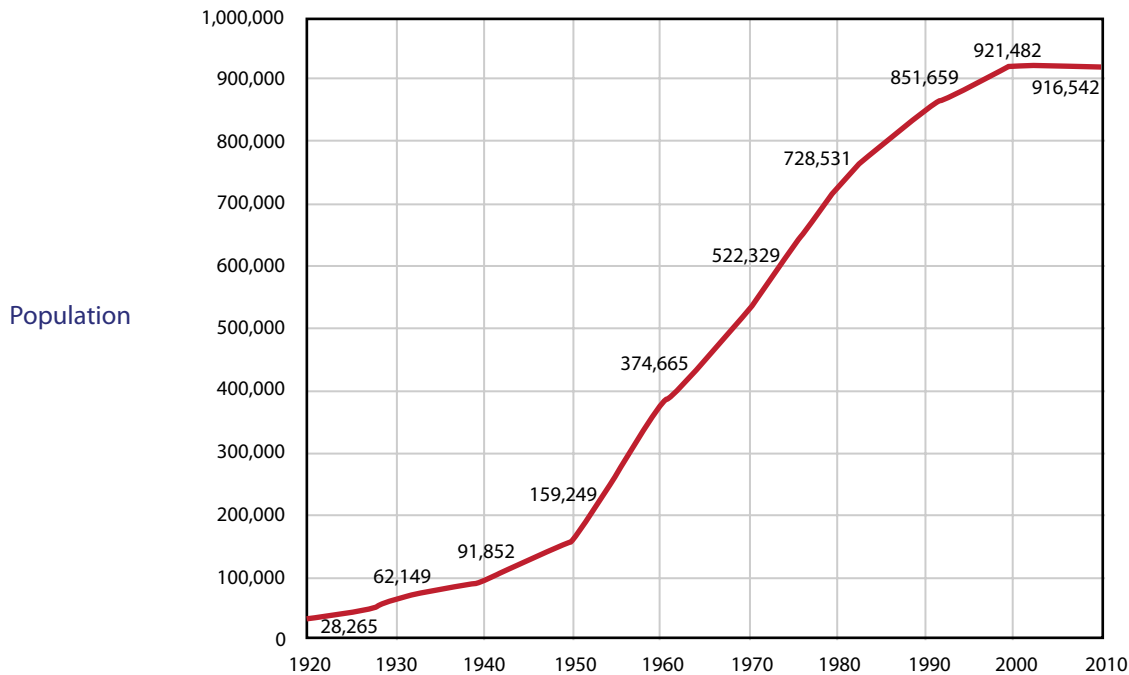
Tourists are appreciated in Pinellas County and the commerce they bring is responsible for many of the county's attractions. Fine dining and retail shopping are easily found. Johns Pass in Madeira Beach is but one example. It is a quaint turn-of-the-century styled fishing village which is occupied by over one hundred merchants. They offer retail shopping, restaurants, shelling tours and water sports and it has become Pinellas County's #1 tourist attraction. The renowned Pier Aquarium currently in St. Petersburg presents another opportunity. Still not satisfied? Orlando and its popular tourist attractions are on I-4 less than 100 miles northeast.

Housing prices are reasonable and county schools are conveniently located. Opportunities for higher education include Eckerd College, St. Petersburg College in St. Petersburg, the University of South Florida's St. Petersburg campus, and Stetson University's College of Law. Next door in Tampa are the University of Tampa and the main campus of the University of South Florida. The transportation system (both the roads and public transit) is also very good. The County is served by the Interstate System including I-4, which runs East and West through adjacent Hillsborough County connecting Pinellas with Florida's East Coast. I-75, I-275, and Highway U.S. 19 are the area's North and South connections to the rest of the state.

But best of all, the residents of Pinellas County are warm and friendly. While they value their community and natural environment and want to protect their quality of life and each other, they welcome newcomers.



Table I: Pinellas County Population Growth



Source: U.S. Census Bureau

## History

The name Pinellas is derived from the Spanish words Punta Pinal meaning “point of pines” and it was an accurate description of the area at the time the first Europeans arrived in 1528. Once there, they encountered the Tocobaga, the dominant Indian tribe and the original native residents.

Over the next 200 years, new groups, such as the Creek tribe which had been displaced by settlers in the southern colonies, moved into the area and became known as the Seminoles. Fugitive slaves and Cuban fisherman who frequented the area to catch mullet also joined them.

In 1819, the United States purchased Florida. At the time, Pinellas was part of Hillsborough County. In 1832, the first permanent settlement in the County was at what is now Safety Harbor. About that time, the first commercial citrus grove in the United States was developed nearby. In 1845, Congress granted Florida statehood. By 1860, only 50 families lived in the area and the economy depended on agriculture (cotton,

citrus and vegetables). In those early days, waterways served as the area’s highways and as a result, growth was slow.

Development began in earnest in the 1880s and was based on tourism. Speculators bought land and encouraged northern families to build winter homes in the area. The Hotel Waldorf soon followed and the railroad arrived in 1887. The Bellevue Biltmore Hotel opened in 1897 and was the world’s largest occupied wood frame structure at the time.

By 1900, the area’s three primary industries were tourism, citrus and sponge harvesting. The next two decades brought electricity, telephones, modern utilities and automobiles and the area flourished. In 1912 Pinellas became a county in its own right. Over the next 90 years, the County’s population grew rapidly. (See Table I).

During that time, the County also weathered a number of boom/bust cycles. For example, in 1920 the County’s

appraised value was \$11.4 million. By 1928, it had skyrocketed to \$38.4. It then cycled downward during the Depression.

As transportation improved both within the County and between the County and Tampa, access to the barrier islands and their beaches and fishing helped promote growth and tourism. By 1940, 22% of employment was in retail and 39% in service. The end of World War II brought many veterans (who had trained in the area) and their families. The availability of affordable air conditioning hastened development. In the 1950s, based initially on Federal government spending, high tech manufacturing began to move into the County, representing about 15% of the economy.

Commerce

Pinellas County is home to over 38,000 businesses. The primary commercial sectors are tourism, development, manufacturing, healthcare, retail, and financial services.

According to statistics compiled by Research Data Services for the St. Petersburg/Clearwater Convention

and Visitors Bureau, almost five million people visited Pinellas County in 2009, impacting the area with more than \$6 billion in spending. In 2010 more than 200,000 people worked in health, business and educational services, generating almost \$19 billion of revenue. Personal services, lodging, legal services, and social services, provided an additional 70,000 jobs. The retail and wholesale trade accounted for \$12 billion flowing into the local economy and is responsible for the employment for roughly 100,000 individuals.

Over \$8.5 billion in business revenues comes from the many sub-industries related to finance, insurance and real estate in Pinellas County which employs 44,000 people. The largest number of those employees, over 17,000, work in financial areas. Real estate and insurance follow closely as employers.

Most of the remaining 125,000 plus workers are employed in manufacturing, transportation, communication, utilities, construction, government, agriculture and natural resources and resource extraction. They result in another \$11 billion in sales for the county.

Table II: Pinellas County Principal Employers

Rank	Employer	Number of Employees
1	Pinellas County School District	14,480
2	Bay Pines VA Medical Center	3,417
3	City of St. Petersburg	3,361
4	Raymond James Financial	3,200
5	Pinellas County Board of County Commissioners	2,786
6	Pinellas County Sheriff	2,714
7	Tech Data Corporation	2,500
8	Bayfront Medical Center	2,500
9	All Children’s Hospital	2,300
10	St. Petersburg College	2,063

Source: Pinellas County 2010 CAFR

Fishing remains important with commercial fisherman annually hauling in over 5 million pounds of fish, 640,000 pounds of crabs, clams and lobsters and 776,000 pounds of shrimp.

The County’s largest employers are listed in Table II on page 4.

### Geography

Pinellas County is located on Florida’s west coast on a peninsula and is surrounded by water. It is bordered by the Intracoastal Waterway and the Gulf of Mexico to the south and west, Tampa Bay to the south and east, and the Anclote River to the north. From tip to tip, the County is 38 miles long and 15 miles wide at its broadest point. Hillsborough County (whose county seat is Tampa) is immediately east and Pasco County is to the north. Pinellas covers 280 square miles and ranks 66th out of the 67 Florida counties in

terms of land area. At its high point, the elevation is 110 feet above sea level.

### Demographics

With a population of 916,542 (2010 Census), Pinellas County is Florida’s sixth largest, yet most densely populated, county. Unlike many Florida counties, however, its population declined by 0.5% between 2000 and 2010. In terms of age, the population is reasonably evenly distributed with a significant retiree population (See Table III).

Racially, 82.1% of the population is White, 10.3% is Black/African American, 3.0% is Asian and the remaining 5.6% is composed of some other race or two or more races. 8.0% of the total population (all races) was of Hispanic ethnicity. 11.0% of the population was born outside the United States. 12.6% of those over 5 years of age spoke a language other than English at home. In terms of education, 87.8% of the population over 25 years old had a high school degree and 26.7% had a Bachelor’s degree or higher. 2009 Census data estimated the median household income to be \$44,838.

### Weather

Pinellas’ climate is wonderful year round. Cold winds are tempered in winter and warm breezes are cooled in summer as they blow over the Gulf of Mexico and Tampa Bay. Pinellas County has a humid subtropical climate with a definite rainy season (June through September). The remainder of the year is relatively dry. The area is occasionally affected by tropical storms and hurricanes although the last time a hurricane directly struck the area was in 1921.

Temperatures and Precipitation are listed in Table IV on page 6.

Table III: Age Breakdown - Pinellas County

Age Bracket	Employer	Percentage
Under 10	85,428	9.3 %
10 to 20	97,185	10.6 %
20 to 30	98,240	10.7 %
30 to 40	100,234	10.9 %
40 to 50	131,984	14.4 %
50 to 60	143,687	15.7 %
60 to 70	118,679	12.9 %
70 to 80	78,390	8.6 %
Over 80	62,715	6.8 %
Total	916,542	100.0 %

Median Age

44.8

Source: U.S. Census Bureau



Table IV: Temperatures and Precipitation in Pinellas County

Source: Weatherbase

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year
Normal High °F	72	73	77	83	89	90	92	92	90	85	79	74	81
Normal Low °F	54	56	60	65	72	76	77	77	75	70	65	56	67
Precipitation in Inches	2.3	2.8	3.4	1.6	2.6	5.7	7.0	7.8	6.1	2.5	1.9	2.2	54.2

## The Government

In 1980 residents approved the County's Home Rule Charter. The Board of County Commissioners (BOCC) serves as the legislative branch and provides policy guidance and oversight to much of the government. It is comprised of seven commissioners, four elected by district and three elected countywide. All commissioners are elected to four-year terms. Terms are staggered and elections are held in even numbered years in November. The State Constitution gives the BOCC the power to adopt ordinances, approve the County budget and set millages, and establish the requirements for the departments under its control.

The Commission approves support funding for court services, insofar as County funds are concerned, and approves the budgets of the Clerk of the Circuit Court, the Sheriff, and the Supervisor of Elections. Budgets for the Tax Collector and the Property Appraiser are approved by the State Department of Revenue and filed with the Board of County Commissioners. The BOCC appoints a County Administrator to oversee the County's day-to-day operations, with an Executive Leadership Team composed of the: Assistant County Administrator over Fiscal Management, Parks and Conservation and Real Estate Management; Assistant County Administrator over the Airport, Building and Development, Economic Development and Public Safety Services; Assistant County Administrator for Community Development, Health and Human Services and Justice and Consumer Services; Executive Director, Environment and Infrastructure over Solid Waste, Water and Sewer, and Transportation and Stormwater; Director, Strategic Planning and Initiatives; and Director, Human Resources,

who is independently appointed by a Board of elected officials and the County Administrator.

The County's General Fund Budget for FY 2011-2012 (net of reserves) is \$469.3 million and the total budget is \$1.6 billion. The County has approximately 5,250 employees which is down from its peak of 7,362 in 2007. It is important to note that historically the County has taken reasonably good care of its employees and it is not unionized.

The Department of Environment and Infrastructure (DEI) was created in 2011 as a merger of the County's Department of Public Works and Transportation with Pinellas County Utilities along with selected elements of the Department of Environmental Management. The new department's functions cover a wide variety of vital public services including: Bridge and Street Maintenance, Mosquito Control, Natural Resource Protection and Restoration, Solid Waste Disposal/ Waste to Energy, Surface Water Management, Traffic Management, Urban Forestry, Wastewater Collection, Wastewater Treatment, Reclaimed Water and Water Supply and Distribution. Its budget is divided between Gas Tax, General Fund activities (streets and bridges, mosquito control and traffic control systems) and Enterprise Fund activities (utilities and solid waste). Together the budgets total \$585 million. DEI's employee count is 841 and that accounts for 40% of the staff under the control of the County Administrator.

Both Utilities and Solid Waste have excellent reserves. DEI's staff is capable, highly competent, and



professional. They truly are experts in their fields. The Executive Director has formed the Leadership Council to work with him collaboratively in carrying out the mission and day-to-day operations of the department and to facilitate the creation of the new, unified entity. The Council is designed to bring together a wide variety of individuals with varying viewpoints so that strategies and issues can be fully vetted before decisions are made. Specifically, its charter reads that it “serves as a source of advice and support to the Executive Director. Although the focus is long term, there will occasionally be matters of immediate impact that will also be considered. The Council’s long term focus is on strategic planning and more effective departmental performance in improving products and services, exceeding customer expectations, achieving an optimal workplace environment, and effective agency planning and budgeting.”

## The Job and Challenges

The Department of Environment and Infrastructure is composed primarily of two very different components. The utility group has a well-defined role and receives, treats, and returns effluent to the environment through reuse water irrigation and surface water discharge. The utilities functions also include conveying potable water to customers and some (about 25%) processing of raw water. Solid waste collection and disposal is a similarly well defined process. Both utilities and solid waste have directly measurable resource inputs and outcomes standards. They are also enterprise fund activities and are self-sufficient.

Public works and environmental activities, on the other hand, are more variable. Where a road goes, how traffic is managed, how to improve water quality, or the level of mosquito control can vary considerably and is subject to judgment and occasionally politics. As a result the cultures of these former entities funded by enterprise, gas tax, and general fund activities are often quite different. The first and most significant challenge the



Executive Director will face is to continue the merger of these two cultures into one department. Much has been done. Much remains to be done and it is anticipated it will be another two to four years before the functions are fully merged. The County will need an outstanding leader and manager to oversee the completion of the merger, foster greater collaboration among the program units, ensure greater delegation of authority and empowerment of the Department's competent workforce, and inspire even higher performance.

The remaining challenges are more easily defined. First and foremost, revenues are limited and declining. In the utility, water consumption has declined by 20% in the past ten years while costs (electricity, chemicals, regulatory, and labor) continue to increase. As a result, the fixed costs are being spread over a smaller base which puts upward pressure on the rates. On the transportation side of the Department, a six cent gas tax (60/40 split County/municipalities) and a one cent sales tax has helped fund the operational and infrastructure needs. The funds collected have also declined over the past few years and it is hard to keep up with the program needs.

The second challenge is participation in the creation of a general plan that will go beyond the County's current comprehensive plan (which focuses on land use and the levels of service to be provided). The General Plan will look well into the future and create an integrated plan that sets the long term direction of the County. Ideally, it will form the basis for both short and long term, as well as policy and operational, decision making.

The third challenge is to develop the department into a high performance organization. That will require developing the human and intellectual capital. At the same time, the information systems and technology need to be enhanced so they can promote better and more informed decision making.

Fourth, the County is part of a much larger governmental universe. Within Pinellas County's boundaries lie 24 cities with their own goals and objectives which are not always compatible with the County's. Then there are the neighboring counties with their goals and objectives as well as regional organizations such as the Metropolitan Planning Organization, Tampa Bay Water, Southwest Florida Water Management District and so on. Add in the numerous state and federal agencies with regulatory oversight and intergovernmental relations and the promoting of decisions that are good for the County can be a significant challenge.

Fifth, the County needs to develop a surface water management plan for the unincorporated areas of the County and then to integrate that plan with the surface water plans for the 24 cities within the County's boundaries. This comprehensive initiative will need to address infrastructure needs, water quality improvements, regulatory mandates, and funding among other issues.

Sixth, staffing presents some interesting challenges. Many in departmental senior leadership positions are nearing retirement so succession planning is important. Additionally the department is not particularly diverse in the management ranks in terms of race, ethnicity and gender. Ideally the department's management would be more representative of the public as a whole.

Finally, a number of other issues are looming on the horizon. The one cent sales tax (Penny for Pinellas) to support infrastructure has been renewed three times already and will need to be renewed again before 2021. The agreement with Progress Energy whereby it purchases energy from the County's waste to energy facility is up for renewal in 2025. The region is considering light rail and DEI will want to play a significant role in that process.



## The Ideal Candidate

The ideal candidate will be an experienced, inspirational, achievement oriented and proven leader, someone who is comfortable managing large, complex, multi-discipline, multi-million dollar departments and interacting with multiple internal and external actors. Experience in and/or technical knowledge of public works and/or utilities is not necessary. The department has many capable and competent subject matter experts who can deal with the day-to-day business and can provide any necessary detail to the Executive Director regarding the intricacies of issues and processes. To quote the department's Leadership Council, "the successful candidate [should] exhibit exceptional executive leadership traits, commitment to participative management, and experience in overseeing and directing large, complex organizations. The [department is] staffed with well qualified, diverse, and experienced technical people that could benefit from the skills of an inspired leader at the top of the organization to provide strategic direction in collaboration with internal and external stakeholders. [We do] not believe that technical skills in one of the disciplines represented within the organization are essential for this position."

Instead of a technical expert, the County is seeking someone who sees the big picture while understanding the parts. He/she will be able to visualize the goals and the path to take the departments to them. The Executive Director must have experience in implementing organizational change and business process improvements in large organizations. Ideally, the individual will have had experience in bringing disparate organizational cultures together into one unit for the greater good of the organization.

The Executive Director will build the newly merged organization into a high performance organization that exhibits leadership at all levels. She/he will recognize the importance of forecasting and short and long term

planning. The individual will also be collaborative and embrace participatory management, mentoring, and employee growth. Outstanding listening and communications skills will be critical. She/he will be able to communicate with people of all levels of society and should be just as comfortable speaking to a field employee as to a Fortune 500 executive. The Executive Director will set high standards for sustainability and effective performance and demand accountability from managers and staff in their meeting the organization's goals. The individual will be a people person with a good sense of humor and recognize the importance of celebrating success. He/she will also, however, have the ability to be tough and fair in leading the department. He/she will care about the people he/she works for, with and oversees.

The ideal candidate must possess a Bachelor's degree, preferably in administration, engineering or environmental science (Master's degree preferred). The individual will ideally have fifteen years of progressively responsible experience, including five years as a senior manager in a large organization. Experience working with regulatory agencies and regional entities is also important.

## Compensation

The salary range for the position is \$129,024 to \$193,536. Benefits are excellent.

## How to Apply

Resumes should be e-mailed to [RecruitSeven@cb-asso.com](mailto:RecruitSeven@cb-asso.com) by February 3, 2012. Printed and mailed resumes, and faxed resumes, will not be accepted. Questions should be addressed to Colin Baenziger at (561) 707-3537.

## Confidentiality

Under Florida's public records act, once a candidate has submitted an application, that application is public. As a practical matter, we do not anticipate press coverage of this recruitment. Hence, candidates can expect some degree of confidentiality.

## The Process

Candidates will be screened during the period of February 4th and March 29th; semi-finalists selected on February 29th. Initial interviews will be conducted on March 15th and final interviews on March 28th and 29th. A selection is anticipated to occur no later than early April.

## Other Important Information

Pinellas County is an Equal Opportunity Employer and women and minorities are encouraged to apply. Additional information can be found at: <https://employment.pinellascounty.org/recruitments/dir-dei.htm>

