TAMPA BAY WATER

Supplying Water To The Region

— POSITION RE-OPENED —

Still Looking for Just the Right Person

Chief Operating Officer | Apply by May 9, 2022

Welcome to Tampa Bay Water

Tampa Bay Water provides wholesale water to 2.5 million residents in the Tampa Bay region of the Gulf Coast of Florida. The agency has a talented, committed staff and an engaged Board leadership and is seeking a forward-thinking, effective leader to be its next Chief Operating Officer to lead the agency's Water Production Division.

It would be hard to find a better place to live, work and play than the Tampa Bay region. With its location on Florida's Gulf Coast, it offers virtually any amenity you could ask for except snow for skiing.

Some of the Gulf Coast's finest beaches lie on Pinellas County's almost 17 miles of barrier island communities. The area is a fisherman's paradise. Known as the Grouper Capital of the World, snapper, amberjack and kingfish to mention only a few are readily caught here. If you do not have a boat, it is easy to find a charter among the local fishing fleet. Dolphin watching and snorkeling are

popular as is scuba diving. Offshore are 40+ artificial reef sites and numerous wrecks such as the USS Narcissus and USCGC Blackthorn. Jet skis are popular, and if you would rather be above the water, try parasailing over the Gulf of Mexico. Golf courses, not to mention tennis courts, are plentiful.

Nature lovers will find thousands of acres of parks and preserves, among which are the Lower Hillsborough Wilderness Preserve (16,000 acres) and adjacent Hillsborough River State Park (3,000 acres) in Hillsborough County, Fort De Soto Park (1,100 acres on the Gulf of Mexico) and Brooker Creek Preserve (8,700 acres) in Pinellas County and the Conner Preserve (3,000 acres) in Pasco County. In these, one can paddle amongst wading birds, turtles, alligators, lilies and cypress swamps; explore miles and miles of trails, bird watch, fish, and camp; or enjoy a relaxing picnic or cookout.

Professional sporting activities include Major League Baseball's Tampa Bay Rays, NFL's Buccaneers, and the NHL's Lightning. If you prefer college sports, several universities such as the University of South Florida, are here.

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.

Tourists and seasonal residents are appreciated here and the commerce they bring is responsible for many of the area's attractions. Fine dining and retail shopping opportunities abound, whether you are in downtown Tampa, St. Petersburg, Clearwater, or New Port Richey. For culture, visit the David A. Straz, Jr. Center for the Performing Arts, the Tampa Museum of Art, and the Museum of Science and Industry, among others. Need more? Orlando and its popular tourist attractions are on I-4 less than 100 miles northeast.

Housing prices vary from affordable to quite expensive, but you can find a nice home in the area for a reasonable price. Area schools are generally strong. Opportunities for higher education include Eckerd College, St. Petersburg College, the University of South Florida, Stetson University's College of Law, and the University of Tampa.

The region is served by I-4, which runs east and west while I-75, I-275, and Highway U.S. 19 are the major north/south arteries and connections to the rest of the state.

Best of all are the region's residents. They 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.

HISTORY OF TAMPA BAY WATER

Tampa Bay Water was created in 1998 after a two year process that resulted in contracts and legislation that changed the name, structure and operations of the West Coast Regional Water Supply Authority. The new organization's creation ended the region's 'water wars' and created an alliance between the six governments in west-central Florida: Hillsborough County, Pasco County, Pinellas County, New Port Richey, St. Petersburg and Tampa. Under Tampa Bay Water, the local governments work together to develop and supply drinking water to the region in an environmentally sound manner. The costs of new supply development and environmental stewardship are shared regionally.

In the 1990s, eleven regional groundwater facilities served nearly 90 percent of the members' demand for groundwater. In 1998, the face value of the permits for these facilities totaled 192 million gallons per day (mgd). The governments that formed Tampa Bay Water have worked regionally and cooperatively to solve the region's water supply problems. Tampa Bay Water designed, permitted and constructed over a billion-dollar water supply system that is diverse and environmentally sound.

After investigating a number of options, Tampa Bay Water's Board of Directors approved construction of the Master Water Plan Configuration I in November 1998. The plan included a

number of diverse, alternative water supply sources and key pipelines and interconnections.

The first alternative water supply to serve the region was surface water withdrawn from the Tampa Bypass Canal and treated at the Tampa Bay Regional Surface Water Treatment Plant. Referred to as Configuration I. It created an expanded, interconnected regional water supply while also keeping pace with the region's growing water demands. The projects of Configuration I were expected to meet the region's water needs through 2012.

In late 2010, Tampa Bay Water expanded its Regional Surface Water Treatment Plant. As a result, the plant's rated treatment capacity increased from 72 mgd to 120 mgd, or 90-99 mgd on an annual average basis, meeting 50 percent of the region's drinking water needs.

An important part of the Tampa Bay Region's drinking water supply is the Seawater Desalination facility. This drought-proof, alternative water supply was added to the system in late 2007 provides up to 25 mgd of drinking water to the region.

Seawater coming into the plant goes through a rigorous pretreatment process, and then the freshwater is separated from the seawater using reverse osmosis. The end product is high-quality drinking water that supplies up to 10 percent of the region's needs.

Today, the region is served by a combination of groundwater, river water and desalinated seawater, which has reduced wellfield pumping by more than 50 percent since 1998.

From 2010 to 2020, the agency focused on operating and maintaining the water supply system. The next decade will focus on designing and constructing capital projects to increase supply, improve distribution, and enhance water quality while keeping the agency's wholesale water rate affordable.

DEMOGRAPHICS

It is important to note that not every jurisdiction within the tri-county area participates in Tampa Bay Water. Among those who do not is Clearwater with a population of 115,000. Hence, the population served by Tampa Bay Water is less than the total population for the three counties. It is also important to note that the region's population is highly seasonal. Many residents come for a four-to-six-month period to avoid the harsh northern winters, and that has an impact on the utility's required production during that period. See Table I for more details.

CLIMATE

The Tampa Bay region boasts a tropical climate, with two main seasons: a hot, rainy season (June to mid- October) and the warm, dry season (October to May). The average annual rainfall is 54 inches. By way of comparison, the average annual rainfall in the U.S. is 30 inches. During the summer months, the high temperatures are typically in the low 90s with high humidity, and the afternoons often bring short bursts of rain and thunder. During the winter months, the average low temperatures are in the mid-50s and the average highs in the low 70s. The area sees around 239 sunny days per year.

Importantly, a little over 60% of the annual rainfall occurs between June and September. The rain's seasonal nature means one of Tampa Bay Water's primary water sources, river water, is at its lowest when the region's population and demand are the highest. As a result, Tampa Bay Water has invested heavily in reservoir capacity. Hurricanes strike Florida from time to time, especially between August and early October. While the past does not predict the future, the last major storm to strike the area directly was in 1921.

Table 1: Pasco, Pinellas, and Hillsborough Counties Demographics

Distribution by Race		**Distribution by Age**	
White	76.4%	0 to 15	16.4%
Black	12.9%	15 to 25	11.2%
Asian	3.6%	25 to 45	26.1%
Additional Races	6.9%	45 to 65	26.7%
Total	100%	65 to 85	17.2%
Hispanic Ethnicity (all races)	20.9%	85 +	2.4%
Estimated Population: 38,010			

Educational Achievement (Over Age 25)	
High School or Higher	89.9%
Bachelor's Degree or Higher	29.7%

Other Statistics	
Median Age—Average	43.3
Median Age—U.S.	37.8
Median Household Income—Lake Worth Beach	$55,267
Median Household Income—U.S.	$61,937
Poverty Rate	13.2%

Source: U.S. Census Bureau

GEOGRAPHY

The counties composing Tampa Bay Water are those surrounding the northern portion of Tampa Bay–Hillsborough, Pasco and Pinellas.

The terrain these counties cover ranges from barrier islands to wetlands, flatlands and gently rolling hills. The three counties participating in Tampa Bay Water cover 2,570 square miles, and elevations range from sea level to 410 feet.

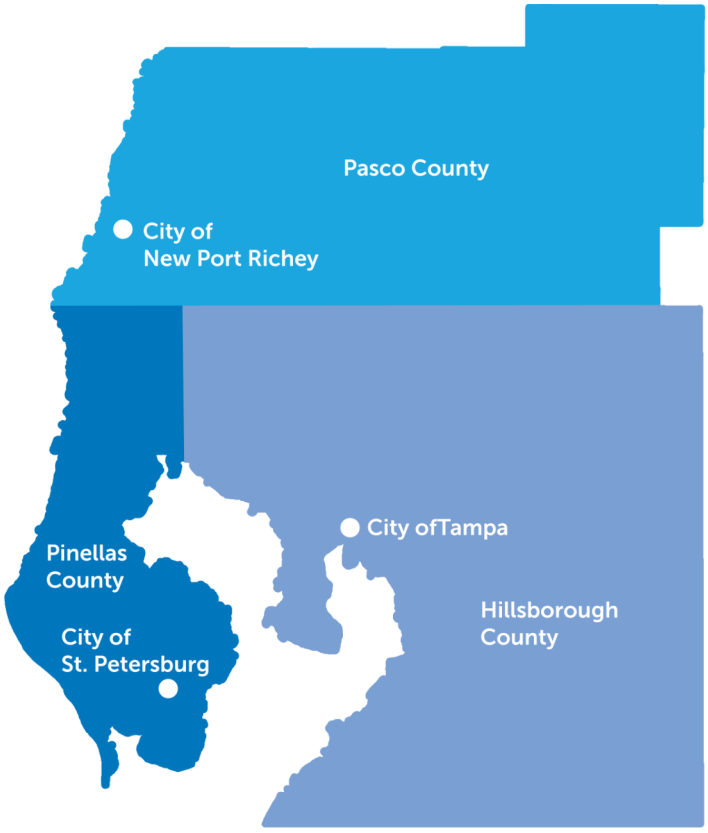

Figure 1: Tampa Bay Region Counties

TAMPA BAY WATER

Tampa Bay Water was created by an interlocal agreement, and its mission is to supply clean, safe drinking water to 2.5 million people located in Hillsborough County, Pasco County, Pinellas County, New Port Richey, St. Petersburg and Tampa. It does so by providing the water on a wholesale basis to these governments, who then distribute to residents and businesses.

The utility is a non-profit, special district of the State of Florida. The agency won numerous awards over the years for its water operations (including the American Metropolitan Water Agencies Platinum Award for Utility Excellence), financial operations, and its public outreach and education.

Tampa Bay Water is governed by a nine-member board. Each county (Hillsborough, Pasco and Pinellas) appoints two Board Members from their elected boards, and each city (Tampa, New Port Richey and St. Peterburg) appoints one. Each Board Member has one vote–voting rights are not based on sales or use.

The Board is composed of dedicated individuals who take their jobs as Board Members seriously, but who are not trained water professionals. While the interests they represent can be very different, they operate in a collegial manner and think highly of staff.

The Board has two appointed positions: the General Manager (who serves as CEO and oversees the utility's day-to-day operations), and the General Counsel (who serves as the agency's lead attorney and oversees the utility's legal affairs). Both are appointed by and are removed by a vote of a majority of the Board. In addition, the agency's Executive Team currently includes the General Manager, General Counsel, Chief Operating Officer, Chief Financial Officer, Chief Communications Officer, Chief Science Officer, Human Resources Director, Information Technology Director, and the Engineering Senior Manager. See Chart I (located on page 6).

The agency has 159 full-time employees in six organizational units: Finance & Administration Division, Public Affairs Division, Science & Technical Division, Water Production Division, and the Engineering, Construction and Project Management Department, Human Resources Department and Information Technology Department. The staff are not unionized. It should be noted that the surface water plant is operated under contract by Veolia North America (with approximately 25 employees) and the desalination plant is operated by a partnership of American Water and ACCIONA (with approximately 25 employees).

The agency's budget for Fiscal Year 2022 is $186 million of which $81 million is debt repayment.

CHIEF OPERATING OFFICER/ WATER PRODUCTION DIVISION

The Chief Operating Officer is a key member of the agency's Executive Team and oversees the Water Production Division which includes 63 full-time staff. This division is responsible for the operation and maintenance of the agency's water production

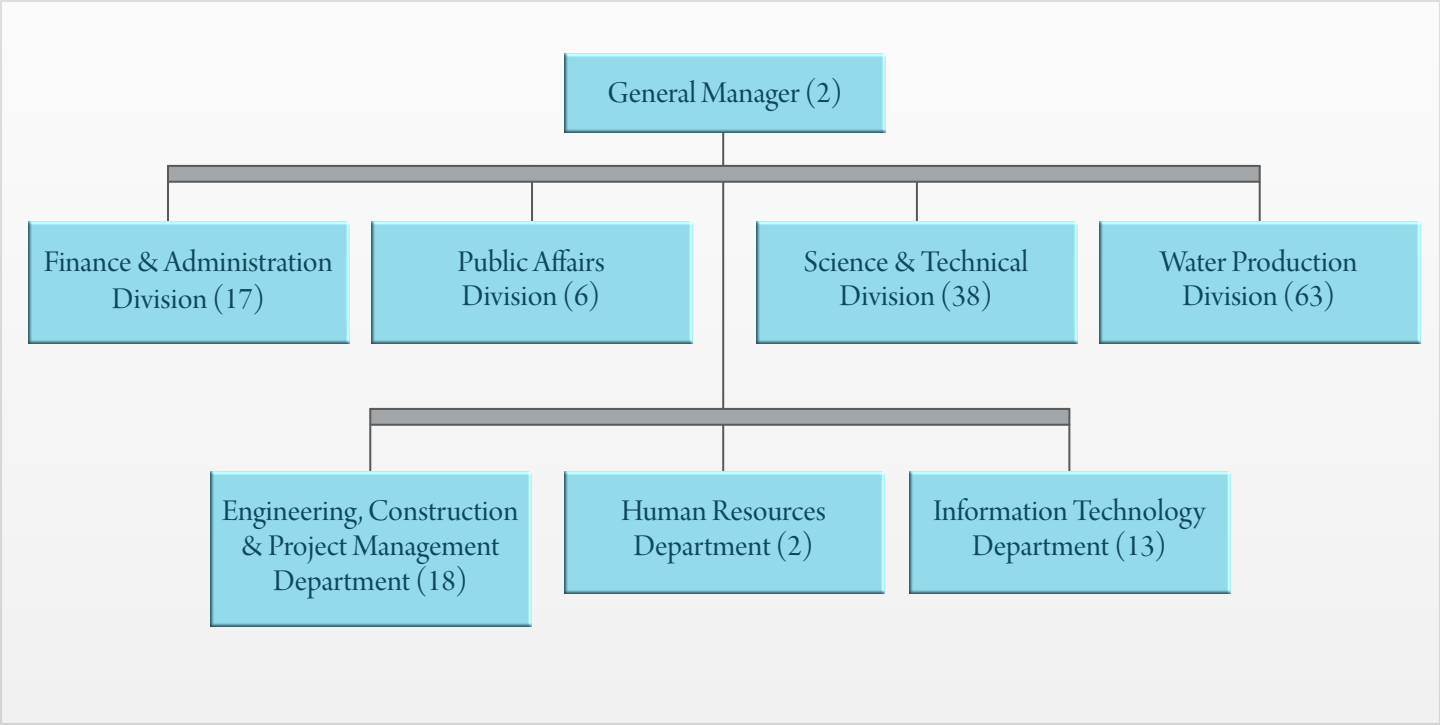

Chart 1: Tampa Bay Water Organization Chart

assets that provide drinking water to the agency's member governments. The division includes:

- Buildings, Grounds and Fleet Services Department – responsible for maintaining the primary physical plants of each facility, including HVAC systems, roadways, fire safety systems, and roofing and coating systems. This department also takes care of the acquisition and maintenance of fleet vehicles for the entire agency.
- Operations and Maintenance Department—responsible for ensuring that the agency's production assets are maintained and operated in a sustainable and resilient manner to fulfill the drinking water needs of the member governments. They provide continuous attention to the system, adjusting to changing conditions and in compliance with permit and environmental recovery constraints.
- Safety Service Department—responsible for agency safety, security and emergency Management.

Chart II (page 7) displays the division's components pictorially.

Water Supply Sources And System

Tampa Bay Water uses three sources of water: a surface water treatment plant with permitted capacity of 120 mgd, a seawater desalination plant with permitted capacity of 28.75 mgd, and 120.1 mgd of average annual permitted groundwater production. Tampa Bay Water also operates:

- 295 miles of large diameter pipe
- 15.5-billion-gallon storage reservoir
- Ten northern wellfields permitted under one Consolidated Water Use Permit with a 12-month running - average limit of 90 million gallons per day
- South Central Hillsborough Regional Wellfield permitted at 24.1 million gallons on a 12-month running-average
- Brandon Urban Dispersed Wellfield permitted at 6.0 million gallons on a 12-month-running-average
- Carrollwood Wells permitted at 0.82 million gallons on a 12-month-running-average
- 12 treatment facilities
- 14 pumping stations

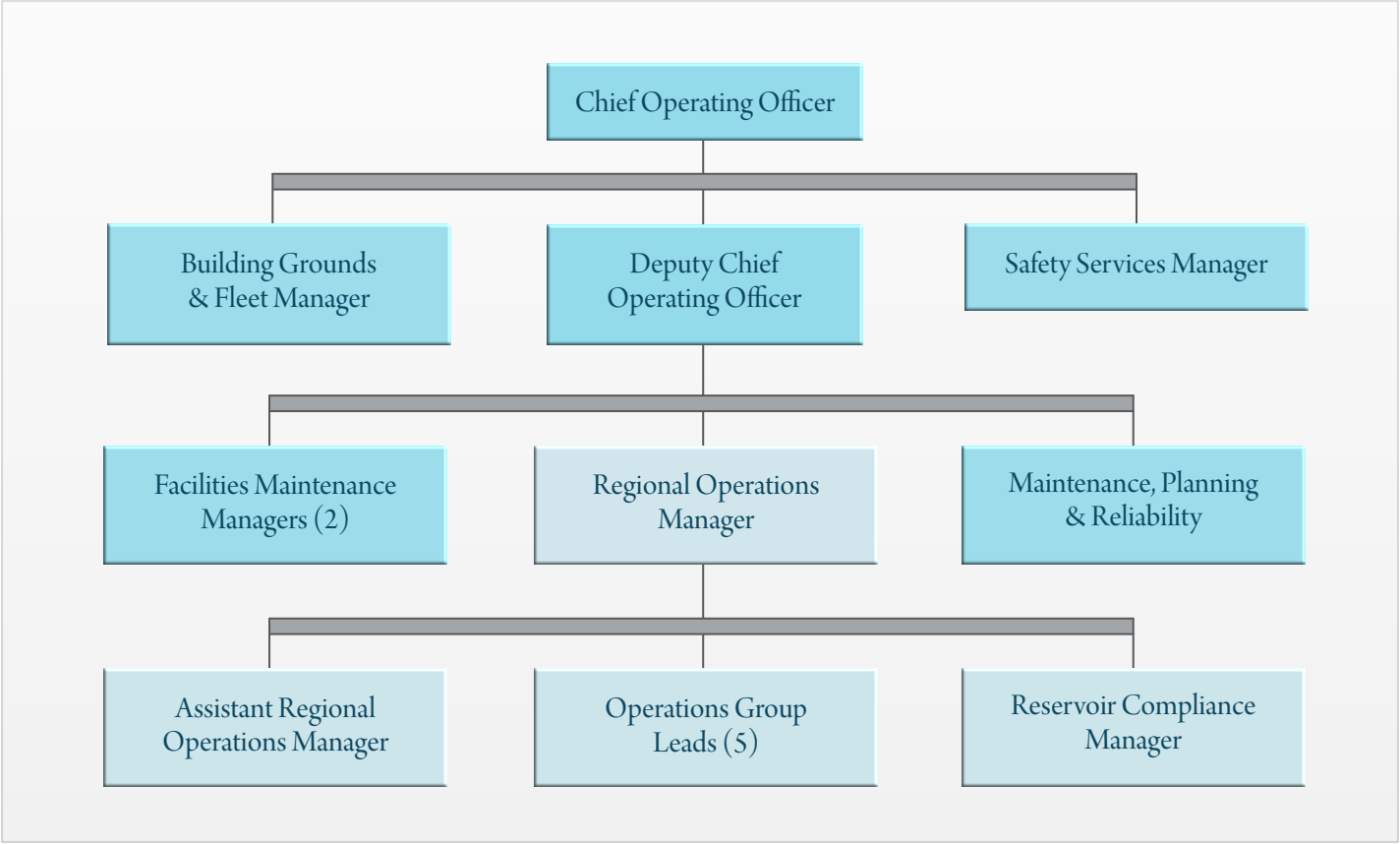

Chart 2: Organization Chart for the Water Production Division

Tampa Bay Water delivers potable water to its member governments at 20 points of connection in daily quantities ranging from approximately 130 mgd to over 270 mgd. Production varies in part because of the seasonal precipitation and influx of winter residents. As a result, the desalination plant typically only operates from November to June. The distribution among member governments is shown in Figure 3 above.

The utility's aggregate permitted capacity is 269.85 million gallons per day. That capacity does not reflect the total reliable supply available at any one time for several reasons: (1) the maximum design capacities for the regional surface water treatment plant and seawater desalination treatment plant are not achievable over a sustained period of time; (2) permitted surface water availability can vary greatly from month to month and from year to year depending on the rainfall the region receives, and (3) operating protocols and source water quality issues can reduce available supplies.

THE CHALLENGES AND OPPORTUNITIES

Tampa Bay Water is a well-run utility with a dedicated Board and staff. Changing regulations, on-going growth in the region, and balancing the needs of the six member governments create some challenges and opportunities for the utility and the Water Production Division. Some of those are listed below – in alphabetical order—not necessarily in order of relative importance.

Business Planning And Relationship Building

Tampa Bay Water continues to plan for the future and look for ways to increase the regional utility's value to its member governments. The Chief Operating Officer is the agency's key contact with the member governments' utility directors and operation's staff and is responsible, in coordination with the General Manager and Executive Team, in running the quarterly utility director meetings and keeping member government staff

informed of operational issues and changes. The agency recently updated its five-year strategic business plan and created a one-year tactical plan that will be updated annually. In addition, the agency is working on identifying key performance indicators and performance measurement system to track and report on progress toward the plan's strategic goals. The Chief Operating Officer is a core member of the team that is responsible for reporting on and achieving the agency's goals.

Keeping Water Rates Affordable—Insourcing versus Outsourcing

An ongoing challenge is to keep Tampa Bay Water's wholesale water rates affordable for its member utilities. The agency balances the need to build, maintain and operate new water supplies, enhance regional water quality, and implement programs and projects to move the agency forward with finding organizational efficiencies, analyzing insourcing versus outsourcing and remaining cost-effective. Upcoming areas of focus will be determining whether to continue the contract operations of the Tampa Bay Regional Surface Water Treatment Plant and the Tampa Bay Seawater Desalination Facility. The contract with the third-party operator for the former expires in 2023 and the latter in 2024. The Chief Operating Officer will oversee the business case analysis for each facility.

Meeting Regional Growth

A significant challenge the utility faces is growth. People are moving to Florida in droves and the Tampa Bay area in particular. For example, in the last three years, Hillsborough County has added 7,000 to 7,500 connections per year and building is not expected to taper off in the foreseeable future. Pasco County's growth is slower but cannot be ignored. While declines in demand from Pinellas County and St. Petersburg have offset the growth to some degree, more supply will soon be needed–10 mgd of potable water by 2028 and another 10 mgd by 2038.

Selection of Next Water Supply – Long Term Master Water Plan

To address the growing needs of the region, Tampa Bay Water is required to update its Long-Term Master Water Plan every five years. The agency is currently undergoing feasibility studies for three potential new water supply projects that were approved as part of the 2018 update. Those projects include: Surface Water Expansion, Desalination Plant Expansion, and the South Hillsborough Wellfield. Feasibility studies are on-going through spring 2022 and the Board is scheduled to select the next water supply project or projects by December 2022.

South-Central Hillsborough Infrastructure Program

A related challenge is getting the water to where it is needed. The South-Central Hillsborough region is growing at an accelerated rate and demands are outpacing the ability to deliver adequate supply to that area. Tampa Bay Water and Hillsborough County are working on several projects on both the wholesale and the retail sides of the meter to improve pressures and ensure an adequate availability of supply to meet the rapid growth. In short, the regional supply system has plenty of water, but it needs to be conveyed to this part of the region and the County needs to implement improvements to accept it and get it to the homes in the southern parts of the county. A series of projects are under design or construction to meet the rapidly growing water needs in this area including improvements to pumping and piping at existing facilities, a booster station, and a large-diameter pipeline. All these projects will begin construction in the next six months to two years.

Staffing And Succession Planning

Like many utilities and governments across the United States, staffing and filling positions vacated through retirement is an on-going challenge for the utility. Quite a few of the utility's staff members have been with Tampa Bay Water and its predecessor utility for over 30 years. The challenge is capturing and transferring the historical and technical knowledge of long-time staff and to find, hire, train and mentor new employees as retirements occur. Documentation of policies and procedures is a key focus for the Water Production Division and throughout the agency. In addition, the Chief Operating Officer will work with the Human Resources Department to identify opportunities to attract new, skilled employees; cross-training

existing employees; and create an apprenticeship program for critical positions.

Unified Approach to Water Production

In late 2021, the agency began to move to a unified approach to water production operations bringing together the north and south operations teams into one team. The Chief Operating Officer will oversee the completion of this transition, evaluate its effectiveness, and adjust as necessary to meet the agency's core mission while unifying the operations department. The Chief Operating Officer will need to evaluate options, form recommendations for General Manager's approval, and communicate and implement a unified structure for other division departments, as necessary.

Water Quality Study and Implementation of Water Quality Enhancement Projects

Tampa Bay Water's drinking water meets or is better than all state and federal drinking water standards. The utility also operates under standards set by the agency's local member governments. Enhancements to water quality, ever changing EPA regulations and emerging contaminants, are a challenge Tampa Bay Water faces. At the request of the six member governments, Tampa Bay Water has commenced a study to look at potential enhancements to regional water quality–especially Total Organic Carbon removal. Phase I of the study was completed in 2020 and Phase II is on-going which includes further study of and bench-testing of alternative treatment methods. The study is slated to be completed in 2022 with recommendations for potential projects to enhance the regional water quality.

THE IDEAL CANDIDATE

Tampa Bay Water is seeking a Chief Operating Officer who is an outstanding leader, strategic thinker, and understands the complexities of running a large water supply system. The ideal candidate will balance the day-to-day oversight of the Water Production Division with the need to be an active member of the agency's Executive Team helping to move the agency forward toward the strategic direction set by the Board and General Manager. The Chief Operating Officer will be a big picture thinker who understands the core mission of the agency is to reliably provide clean, safe water and the Water Production Division's responsibilities toward achieving that mission. Importantly, the successful candidate will have a can-do approach to problem solving and will strive to understand agency and member governments' system needs and search for solutions that meet all parties' needs.

As a key member of the Executive Team, the COO will frequently make presentations to the Board of Directors, member government utility directors and other agency stakeholders on the agency's water production operations. As such, the individual will have outstanding verbal, written, and listening skills. He/she will be very comfortable in front of both technical and non-technical people and will be able to present information in a way that everyone can understand. That will require recognizing the abilities and backgrounds of those in the audience and using terminology that will effectively convey the subject concepts to them. As the same time, he/she will listen carefully before answering to insure what they say appropriately addresses what is being asked.

From a technical standpoint, the Chief Operating Officer will lead the Water Production Division in operating, maintaining, supporting, and monitoring the agency's water supply system and facilities to continuously provide high-quality water. The successful candidate will have a comprehensive knowledge of methods, principles, and practices in relation to water system development, operation, and maintenance including the materials and equipment used in water system operations, the trends and science of water purification, pumping and distribution systems, water supply facility permits, design, financing, operational scheduling, and public health related to water supply, chemistry, and treatment. The Chief Operating Officer will ensure all division operations comply with the standards and requirements set through permits from the Southwest Florida Water Management District, the Florida Department of Environmental Protection, or the United States Environmental Protection Agency, as well as meet the requirements in the agency's Master Water Supply Agreement.

Beyond the technical requirements, the Chief Operating Officer is an essential member of the agency's Executive Team. The successful candidate must have strong written and oral presentation skills and will be comfortable providing reports and presentations to the agency's Board of Directors, member government staff, regulatory agencies, the business community and other stakeholders as needed. The Chief Operating Officer will have the ability to compromise with other agency decision-makers while also understanding the operational requirements and needs of the water supply system.

Tampa Bay Water has a highly skilled and competent staff so the Chief Operating Officer will not be a micromanager, but will empower Water Production Division staff to make decisions and encourage them to seek better, more effective and more efficient ways to accomplish their tasks.

The Chief Operating Officer will be achievement-oriented, a doer and a problem solver—someone with strategic focus and who understands the agency's mission as well as the politics and water supply issues of the member governments. The Chief Operating Officer will seek the best solutions for problems, even if innovative and nontraditional.

As the COO often acts as the Incident Commander during emergencies (such as hurricanes), the individual will be patient and calm under pressure, but not hesitate when it is time to make a decision.

The Chief Operating Officer will have high expectations and set high standards for his/her staff. He/she will work with the

General Manager and Executive Team, as well as Water Production Division staff to establish clearly defined goals. He/she will delegate responsibly and with authority while being kept informed. The individual will expect results and believe strongly in accountability.

The ideal candidate need not be a degreed engineer but will possess a thorough knowledge of the principles and processes of utility operations and administration, best practices, budget preparation, finance, policy formation, strategic planning, public engagement and quality management. Qualified candidates will have at least 10 years of experience in and comprehensive knowledge of water utility operations and infrastructure management including five years of progressively responsible experience to include demonstrated leadership abilities in water treatment and/or wastewater treatment systems or an equivalent combination of education, training and experience. In addition, the ideal candidate will have experience in a managerial capacity, asset management, process implementation, and developing, implementing and maintaining effective policies to improve efficiency. Working knowledge of National Incident Management System (NIMS), Incident Command System (ICS) and emergency management planning, principles and implementation is expected.

EDUCATION

- A bachelor's degree, or equivalent combination of education, training and experience, is required
- An MBA/MS/MA in business-related field is preferred.

COMPENSATION

The salary range for the position is $132,000 to $208,000. The actual starting salary is expected to be mid-range and will depend on qualifications and experience. Benefits are excellent. In terms of retirement, the Chief Operating Officer will be a member of the Senior Management Class of the Florida Retirement System and provided Social Security as provided by law. When considering salary, it is also important to note that Florida does not have a state income tax.

THE MOST RECENT CHIEF OPERATING OFFICER

The most recent Chief Operating Officer was promoted to General Manager in September 2021.

INTERNAL CANDIDATES

It is possible that an internal candidate will apply. That said, the General Manager is committed to evaluating all candidates fairly and objectively and to selecting the very best person for the job.

RESIDENCY

While the Chief Operating Officer is not required to live within the service area, given the variety of housing opportunities and logistics, it is hard to imagine the individual would not want to live somewhere in the three-county area.

HOW TO APPLY

Resumes and cover letters will be screened as they arrive so please do not delay. That said, the closing date is May 9, 2022. Send them to Recruit43@cb-asso.com

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

CONFIDENTIALITY

Under Florida's public records act, once an application is submitted, it is deemed a public record. As a practical matter, while we do not expect any media coverage, it is possible.

THE PROCESS

As noted above, applications will be screened as they arrive. We hope to interview in late May or early June with a selection shortly thereafter.

OTHER IMPORTANT INFORMATION

Tampa Bay Water is committed to hiring and retaining a diverse workforce. It is an Equal Opportunity Employer, making decisions without regard to race, color, religion, sex, national origin, age, veteran status, disability, or any other protected class. A veterans' preference, if applicable, will be awarded in accordance with Florida statutes.

ADDITIONAL INFORMATION

For additional information about the area, visit:

www.tampabaywater.org

www.visittampabay.com

https://flsportscoast.com

www.visitstpeteclearwater.com

https://visitclearwaterflorida.com