



— POSITION AVAILABLE —

*Looking For a Few More Great Candidates*

GENERAL MANAGER/CEO | Apply ASAP  
Final Deadline is July 30, 2021

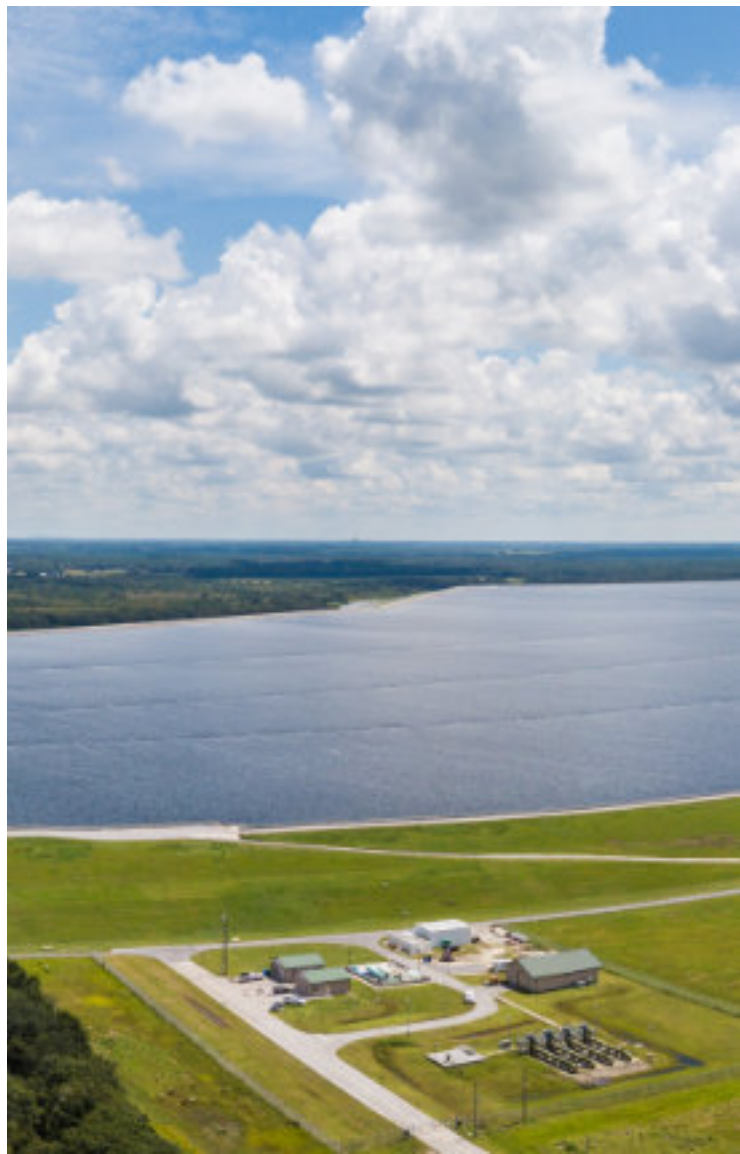
*Note: Applications will be screened as they arrive*

## Welcome to Tampa Bay Water

Tampa Bay Water provides water on a wholesale basis to 2.5 million residents in the Tampa Bay region of the Gulf Coast of Florida. The agency has a talented, committed staff and engaged Board leadership and is seeking a forward-thinking, effective leader to be its next General Manager.

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. 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 creation of Tampa Bay Water ended the region's 'water wars' and created a new 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. Configuration I 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, then 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

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%
<b>Estimated Population: 38,010</b>			
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

the harsh northern winters, and that has an impact on the Utility’s required production during that period.

## 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

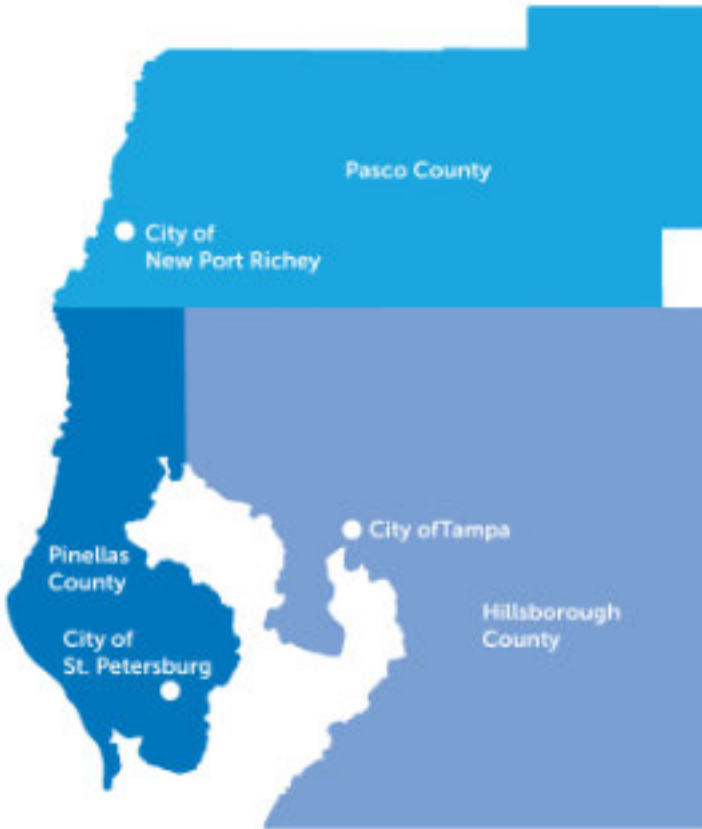


Figure 1: Tampa Bay Region Counties

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.

## 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.

## TAMPA BAY WATER

Tampa Bay Water was created by an interlocal agreement and supplies 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 and its mission is to provide reliably clean, safe water to the region now and for future generations. 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.

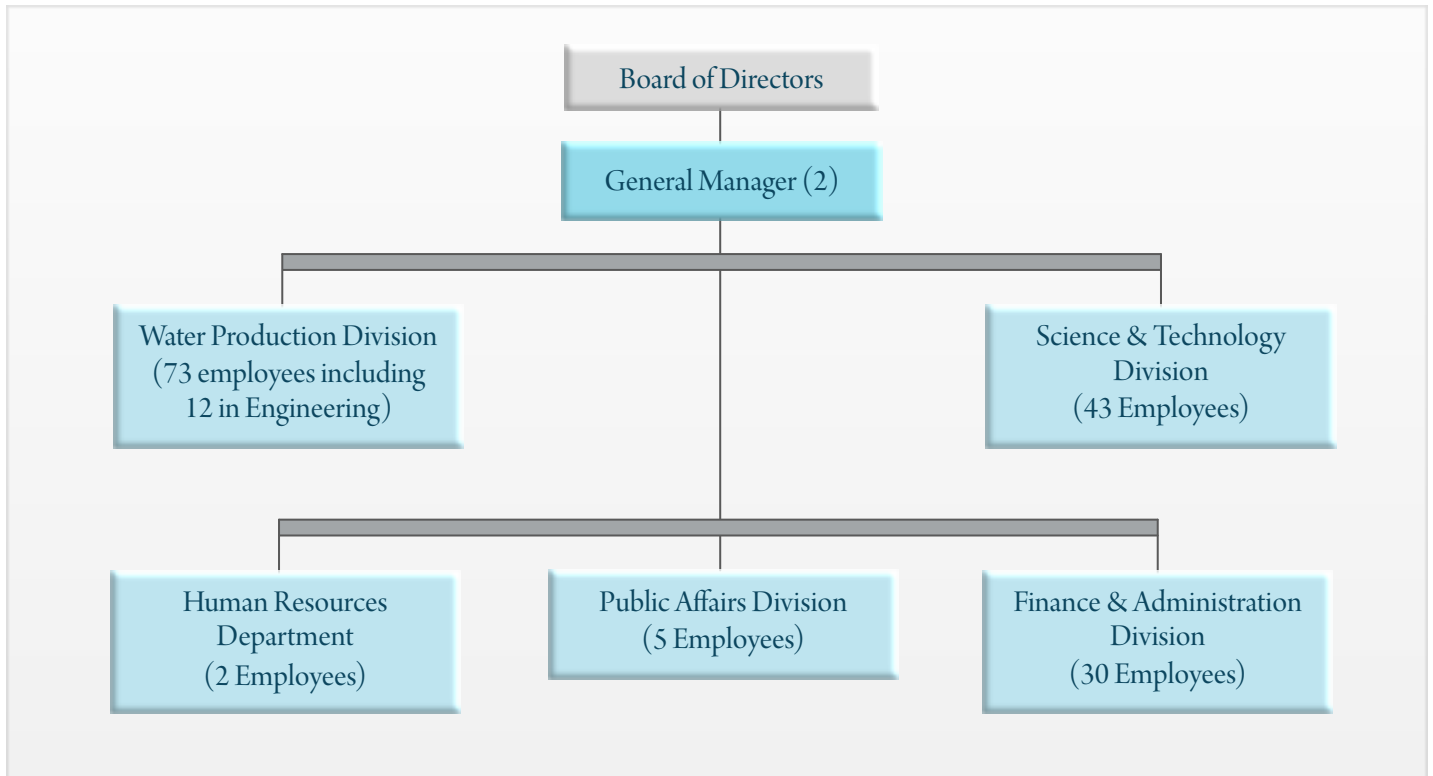


Figure 2: Tampa Bay Water Organization Chart

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.

The General Manager oversees 155 employees in five organizational units: Finance & Administration Division, Human Resources Department, Public Affairs Division, Science & Technical Division, and Water Production Division. See Figure 2 for more information. 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 proposed budget for FY 2022 is \$186 million of which \$81 million is debt repayment.

## OPERATIONS

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

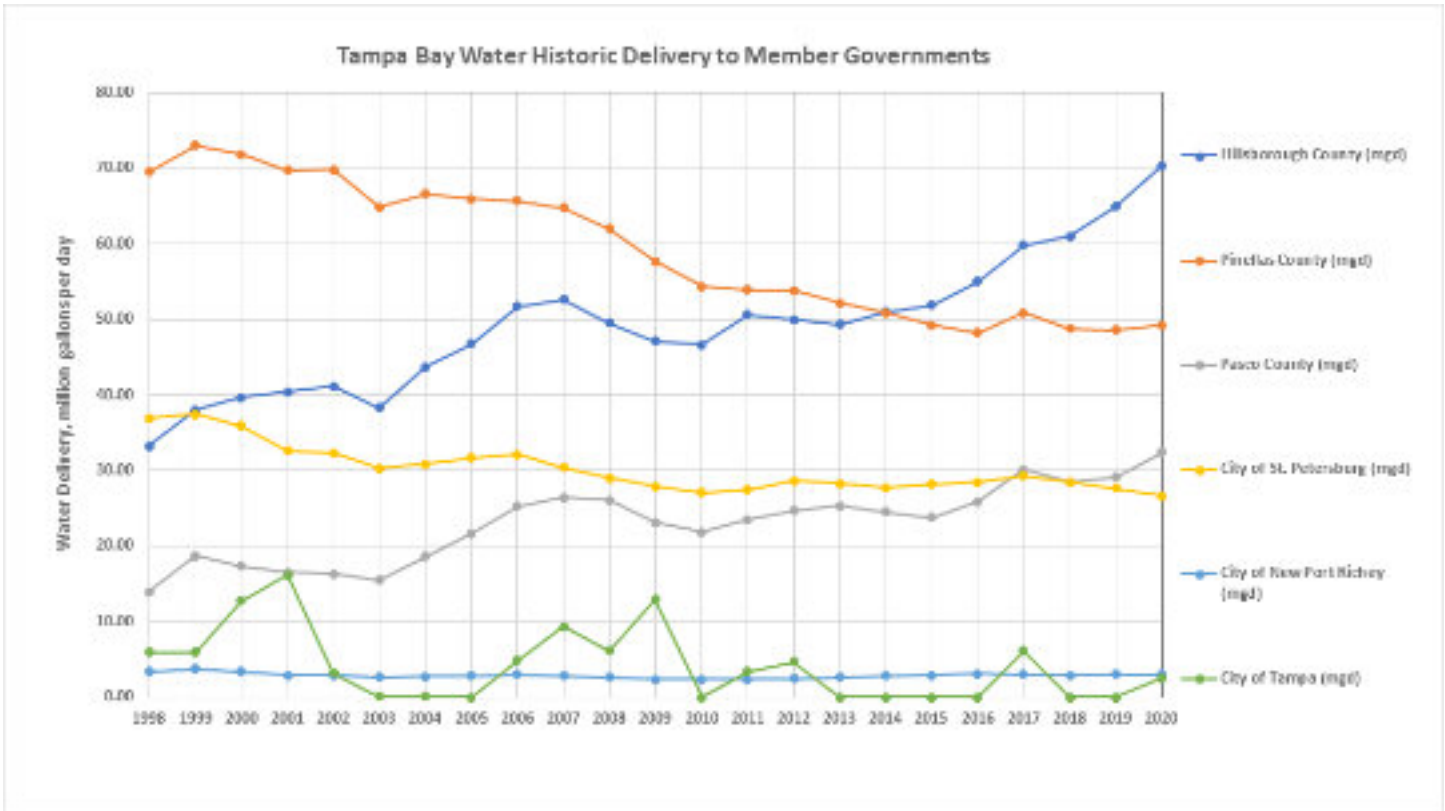


Figure 3: Water Delivered Over Time to Member Governments

- 12 treatment facilities
- 14 pumping stations

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. Those include:

### 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

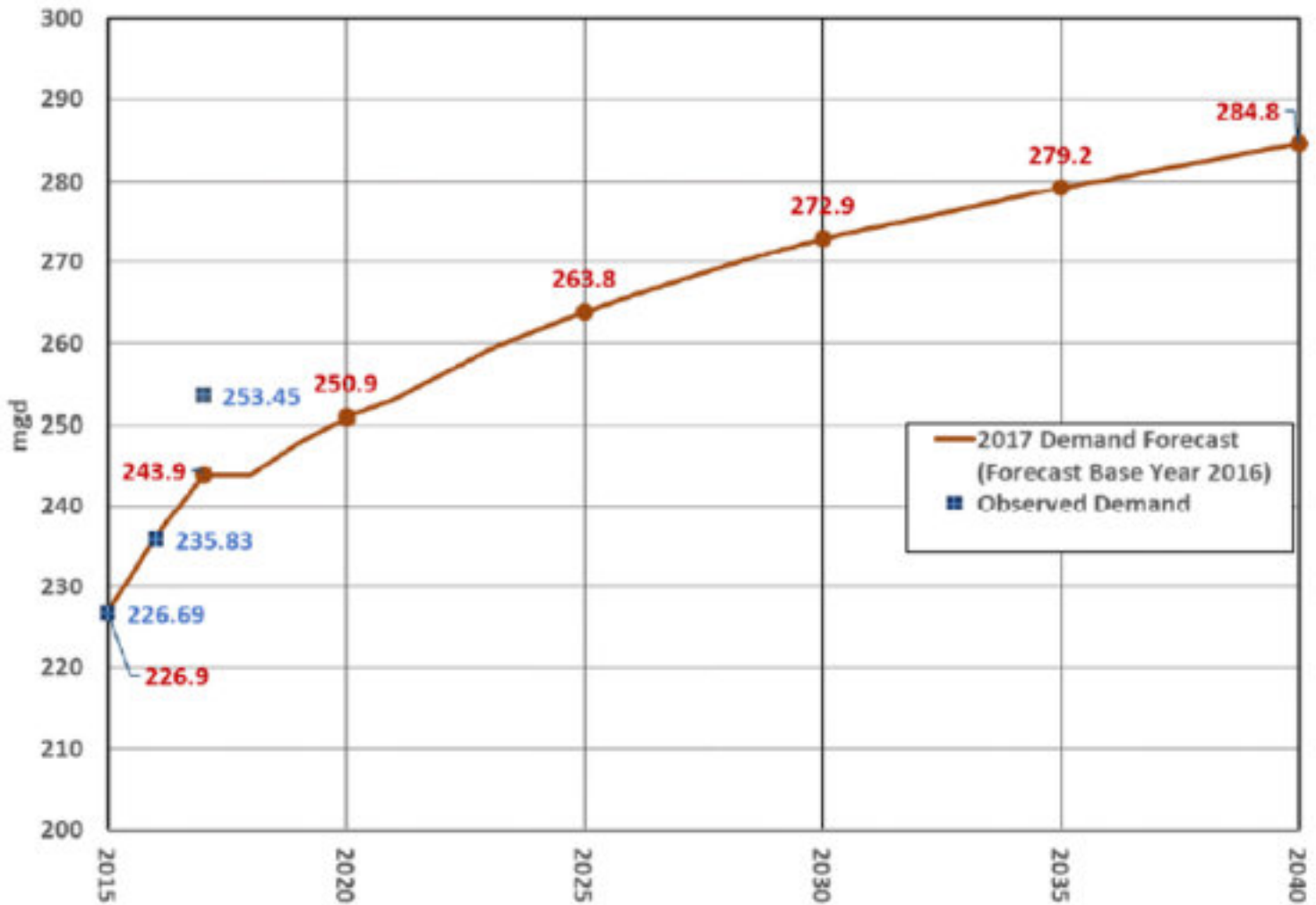


Figure 3: Projected Tampa Bay Water Demand Thru 2040

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. The Utility is currently evaluating which water sources to pursue with a decision anticipated by the end of 2022. For more information on projected need, see Figure 4 above.

### Long-term Master Water Plan–Selection of Next Water Supply

To meet 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 Wellfields. Feasibility studies are ongoing through spring 2022 and the board is scheduled to select the next water supply project or projects by December 2022.

The General Manager will need to: (1) oversee the completion of feasibility studies for the potential new water supply projects, and (2) present the results and recommendations to the Board of Directors. The General Manager will then lead the pursuit of cooperative funding to offset the capital costs of these projects and oversee the actual construction.



## 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 an 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 the situation. 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 get it to the homes and businesses here. Projects currently in design or construction include: improvements to pumping and piping at existing facilities, a booster station, and a large-diameter pipeline. The General Manager will oversee these efforts.

## 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 slated to be completed in 2022. The General Manager will oversee the completion of the regional water quality study and recommend water quality projects, timing and financing options for implementation to the Board of Directors.

## 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. Many will be retiring in the near future. Among them are the Chief Science and Technical Officer (who retires at the end of September) and the Senior Engineering Manager (who retires in January 2022). The challenge is capturing and transferring the historical and technical knowledge of long-time staff and finding, hiring, training and mentoring new employees as retirements occur. The agency finalized a formal succession plan in late 2020 that will help as long-term employees retire and new employees are hired and trained.

## Keeping Water Rates Affordable

An ongoing challenge is to keep Tampa Bay Water's wholesale water rates affordable for its member utilities. The selected candidate will need to balance the agency's 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. Two specific areas of focus will be determining whether or not 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.

## Reclaimed Water Projects and Reclaimed Pricing Strategy

Technological advances and water shortages have made reclaimed water a more viable source of drinking water across the country. Tampa Bay Water and its member governments have been considering reclaimed water as a source of drinking water since the first Master Water Plan development in the 1990s. As regulations and legislation on the use of reclaimed water for direct and indirect potable use are passed and enacted, Tampa Bay Water and its member governments are exploring future projects using this resource: some as part of regional projects and some as independent projects. This is a complex issue and includes the need to pursue a pricing methodology for the reclaimed source that can be used as regional projects are pursued with member government partners, as well as navigate potential conflicts with the agency's governing documents.

The General Manager will lead the agency and provide recommended courses of action to the Board of Directors as the pricing methodology is created, agreements with member governments are negotiated, and as the member governments look for ways to beneficially use reclaimed water. The General Manager will also work with legal counsel to ensure consistency with the agency's governing documents.

## Future Planning and Relationship Building

Tampa Bay Water needs to continue to plan for the future and look for ways to increase the regional utility's value to its member governments. In Spring 2021, the agency began an effort to update its five-year strategic business plan, create a one-year tactical plan that will be updated annually, and create an agencywide performance measurement system. The updated strategic plan is slated to go to the board for approval in late 2021 or early 2022. The General

Manager will champion the update and implementation of the agency's strategic business plan, one-year tactical plan and performance measurement system currently under development. In addition, the agency worked hard to foster partnerships and strong working relationships with our Board of Directors, member governments, and other stakeholders. The General Manager will be responsible for continuing to build and strengthen those relationships and work with regulatory agencies including the Southwest Florida Water Management District and the Florida Department of Environmental Protection.

## THE IDEAL CANDIDATE

Tampa Bay Water is seeking an outstanding leader and strategic thinker. The ideal candidate will realize that in a job like this, his/her people skills/soft skills will be at least as important than his/her technical skills. The agency has a highly skilled and competent staff that need to understand the agency's strategic direction but do not need a micromanager. Rather, success in this job will be predicated on the next General Manager's ability to build relationships and work through issues with: (1) nine board members and the six elected boards they represent, (2) the utility staff of the six member governments, (3) Tampa Bay Water's employees and contractors, and (4) external agencies including Southwest Florida Water Management District, the Florida Department of Environmental Protection, and the U.S. Environmental Protection Agency. It will also be important to understand how to find and secure third-party sources of funding such as grants and earmarks. The new General Manager should balance time in the office with time in the community networking, forming relationships with stakeholders and advocating for the agency. Within the organization, he/she will focus on ensuring every staff member and contractor understands Tampa Bay Water's mission



and their role in it. Employees will be empowered to make decisions and encouraged to seek better, more effective and more efficient ways to accomplish their tasks. The best candidate will realize cultural change is hard, but even the best organizations can become set in their ways and need adjustment from time to time.

Outstanding communication skills are necessary. As noted, the Board is dedicated and wants to do the right thing. They also have limited technical expertise and time. Most of them are fulltime elected officials and/or have fulltime employment. It will be critical to their success that complex information be conveyed in terms a layman can understand. It will be important for the General Manager to ensure staff and contractors communicate clearly and effectively. The ideal candidate will be someone who is easy to talk to and listens carefully. He/she will have a knack for understanding what information the individual is truly seeking and for giving a simple, well-reasoned answer. An aspect of effective communication will be to convey the concepts with the appropriate amount of supporting information without getting bogged down in the technical jargon and intimate details of a project or program.

The Board is looking for someone who will serve as a trusted advisor and partner while realizing he/she works for the Board. The next General Manager will be confident and sincere and



realize an important part of building trust is telling the Board what it needs to hear, not what it might like to hear. He/she will be able to say no and provide a good reason why and/or a recommendation. The person will be diplomatic but also an effective advocate for the Utility. The best candidate will understand the politics of its member governments—the individual will look over the horizon, anticipate the future, and develop a vision for the Board to consider. While the Board knows it is responsible for policy and providing direction, it also realizes the General Manager and staff spend their working hours immersed in water operations, research, and policy. As such the General Manager and agency staff are incredible resources and are expected to bring their ideas to the Board to consider. He/she will understand that being humble and giving credit to others is often the best way to achieve success.

The General Manager will be achievement-oriented, a doer and a problem solver—someone with strategic focus and who knows how to position the Utility in a way that it can take advantage of opportunities and promote the interests of its members. The General Manager will always seek the best solution, even if innovative and nontraditional. The individual will understand that government processes take time but have a hint of impatience and a bias for well thought out action. While he/she will be patient and calm under pressure, the best candidate will not hesitate when it becomes time to make decisions and give recommendations.

The ideal candidate will be flexible, nimble, friendly, and open to the ideas of others. The individual will lead by inspiring, delegating to and mentoring employees. Creativity will be encouraged, with staff having the freedom to try new ideas. The General Manager will have high expectations and set high standards. He/she will work with the Board and staff to establish clearly defined goals. He/she will then

step back—delegating responsibility and 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 progressively responsible management and leadership experience of a utility including five years of experience at the senior management level. Knowledge of Florida water law and regulation is a plus as is experience dealing with extreme weather events. A bachelor's degree in Engineering, Environmental Engineering, Business Management, Public Administration, or closely related field is required. An MBA or MPA is a plus.

## COMPENSATION

The salary range for the position is \$200,000 to \$260,000; the actual salary will depend on qualifications and experience. Benefits are excellent. In terms of retirement, the General Manager 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 CEO / GENERAL MANAGER

Tampa Bay Water has had three general managers since its formation in 1998. The first retired after 12 years. The second left for another job after five years. The most recent left after seven and a half years amidst some controversy.

## INTERNAL CANDIDATES

While an internal candidate has applied, the Board is committed to evaluating all candidates fairly and objectively and to selecting the very best person for the job. Hence, we have extended the deadline.

## RESIDENCY

While the General Manager 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

E-mail your cover letter and resume to [Recruit35@cb-asso.com](mailto:Recruit35@cb-asso.com) by Friday, July 30, 2021. Applications will be screened as they arrive so please apply ASAP. We are on a very tight deadline. 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, we do not expect media coverage until after the finalists are named on August 16th, and possibly not until after selection of the next General Manager.

## THE PROCESS

Candidates are currently being screened and others added as we receive their applications. Hence, please do not hesitate. Screening will be completed by August 9th. Interviews are tentatively scheduled for

August 30th. A selection may be made on that date or 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](http://www.tampabaywater.org)

[www.visittampabay.com](http://www.visittampabay.com)

<https://flsportscoast.com>

[www.visitstpeteclearwater.com](http://www.visitstpeteclearwater.com)

<https://visitclearwaterflorida.com>