



Lee County
Southwest Florida



invites your interest in the position of

Director of Utilities



Recruitment Services Provided by Ralph Andersen & Associates

The Opportunity

Lee County, Florida is conducting a national search for their next Director of Utilities with experience in overseeing state-of-the-art, diverse, highly technical, and regulated water and wastewater facilities and systems. This is an exciting opportunity with a variety of unprecedented challenges for an experienced Water/Wastewater professional. The ideal candidate will be a business-minded individual who is entrepreneurial in spirit with strong leadership skills and a proven track record of building a strong vision and then delivering quality results. The new Director of Utilities is an at-will position that will report to the Assistant County Manager while maintaining close working relationships between departments. The Director will be responsible for a highly capable staff of over 310 full-time employees with an operating budget of almost \$98 million and adjusted CIP budget over 5 years of approximately \$894 million.





Why Lee County?

Renowned for its natural beauty and outstanding quality of life, Lee County, Florida is one of the friendliest and well known for its islands, beaches, and communities. The County comprises 1,212 total square miles and is located in southwestern Florida on the Gulf Coast. The County is home to over 822,453 residents making it the 8th largest County in the State. The City of Fort Myers is the county seat with a population of 86,395 and a center for tourism in Southwest Florida. It is approximately 120 miles south of Tampa at the meeting point of the Gulf of Mexico and the Caloosahatchee River.

Bright sunshine throughout all seasons, world-class beaches, and a reasonable cost of living have garnered attention for Lee County as an idyllic place to live, work, and play. Business and residential growth are on the rise in this naturally beautiful environment, where high technology blends effortlessly with velvet golf-course fairways and sparkling waters. Lee County consistently earns accolades from every corner, ranking among the nation's five-star communities for job growth, population growth, and small business expansion. Home to such leading cities as Fort Myers and Cape Coral, the County has been recognized as one of the "Best Places to Live" by *Money Magazine*.

Why Lee County? *continued*

Although the natural resources of Lee County are considerable, the people who call this region home are the greatest asset. The positive attitude and willingness to forge new inroads of progress that have been demonstrated by area residents are the keys to the exceptional quality of life. Lee County residents tend to be energetic, hardworking, and well-educated. Little wonder that the Milken Institute named Fort Myers-Cape Coral as one of the top performing regions in the nation.

Panoramic Lee County on coastal Southwest Florida consistently earns accolades from every corner, ranking among the nation's five-star communities for job growth, population growth, and small business expansion. The County's well-educated residents insist on quality educational resources on every level, from public and private elementary and secondary schools, to private colleges and a recently minted state-supported university. Opened in 1997, Florida Gulf Coast University is one of Florida's fastest-growing universities. Named one of the top 25 community colleges in the nation, Florida SouthWestern State College operates four campuses. Lee County also provides two high-tech centers that prepare students for employment in a highly competitive environment.

Healthcare has been one of the region's strongest industries, growing exponentially along with residential and business expansion. Two of Lee County's "top ten" employers are health systems, Lee Memorial Health System and Southwest Florida Regional Medical Center. Serving residents of Lee County and surrounding communities for four generations, Lee Memorial Health System is the largest community-owned healthcare system in the region. This progressive system features the professional skill of more than 830 physicians in meeting routine and advanced needs. Ranking among the "Top 100 Hospitals," the Southwest Florida Regional Medical Center encompasses the flagship hospital of the same name as well as Gulf Coast Hospital and the Bonita Bay Medical Centre.

Boasting an average temperature of 74 degrees, the Lee County lifestyle includes access to magnificent beaches, natural resources, and abundant recreational opportunities. Generous rainfall ensures lush foliage and thousands of flowering plants and trees for a tropical setting. Saltwater and freshwater fishing, sunning, shelling, boating, sailing, water sports, golfing, tennis, hiking, biking, and gardening are just a few of the popular activities. Aficionados of the arts will discover amateur and professional theater, performing art series, dance concerts, symphony orchestra productions, community concert programs, art museums, and fine galleries. Fine restaurants specialize in tropical cuisine, while colorful seasonal pageants include the Edison Festival of Light. Residents can easily escape to the Lee Island Coast, where exotic shells are strewn over sugar-white beaches.

Lee County's beaches span 50 miles from Gasparilla Island State Recreation Area to Barefoot Beach on Little Hickory Island. More than 18 miles of public parks are available along the beachfront, and more than 100 beach access points serve residents and visitors. The abundance of lush parks and wildlife refuges encompass federal, state, and local land, including the famous J.N. "Ding" Darling National Wildlife Refuge, Lover's Key/Black Island State Park, Lakes Park, and Six Mile Cypress Slough. Sports fans can look forward to the springtime when Lee County hosts two major league teams, the Minnesota Twins at Lee County Sports Complex and the Boston Red Sox at JetBlue Park at Fenway South.

Housing options in Lee County are as diverse as the landscape, ranging from elegantly restored vintage homes in historic districts to planned communities that offer a family-oriented atmosphere with every amenity. Exclusive golf-course communities, majestic waterfront manors, country estates, and beach bungalows are just a few of the lifestyle choices available in Lee County.

Lee County, Florida, offers a compelling mix of amenities, job opportunities, and a family-friendly environment, making it a great place to live, work and raise a family. To learn more about Lee County, please visit <https://www.leegov.com>.

County Government

The five-member Board of County Commissioners is the legislative and governing body of Lee County. Each County Commissioner is elected at large for a maximum of three, four-year terms of office. Each Commissioner represents and resides in one of the five Commission Districts. Each November, the Board elects a Chairperson who serves as its presiding officer.

The County Manager, the County Attorney, and the Hearing Examiner report to the County Commissioners. The County Manager is appointed by and serves under contract to the Board for administration and operation of the County's departments, and for the execution of all Board policies.

The Utilities Department

Lee County Utility (LCU) was founded in 1968 and began as a small community water utility. It has since evolved into an award-winning utility providing services to more than 254,047 customers. LCU is a progressive and effective potable water and wastewater management enterprise serving within the unincorporated area of the County. The enterprise is dynamic and ever-changing to keep up with regulations, technologies, financial demands and partnerships with special districts, franchise utilities, and municipalities.



BY THE NUMBERS



330
Employees



\$93.7M
FY25 Budget
Operations



\$761M
FY25 Budget
5-Year CIP
Major
Maintenance



124
Groundwater
Wells



2,739
Line Miles
Source Water
Distribution
Gravity
Force Mains



720
Lift Stations



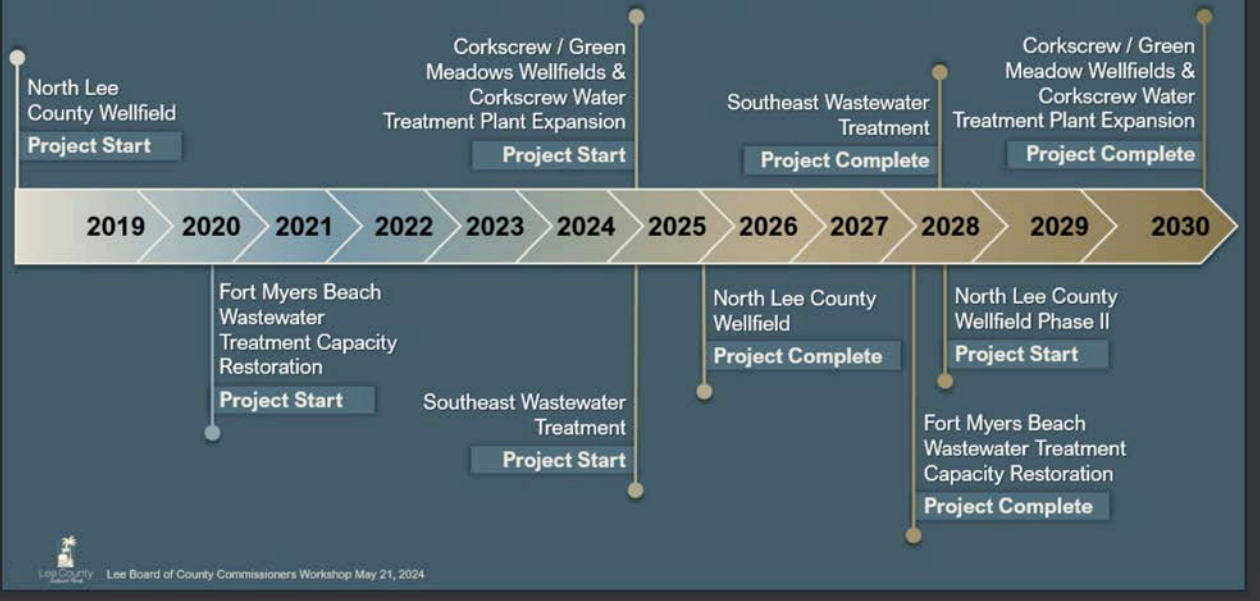
100,204
Water Meters



102,000
Accounts
Monthly Billing

GROWTH PROJECTS - UTILITIES

As of March 2024



Growth Projects – Utilities FY25 Capital Improvement Program

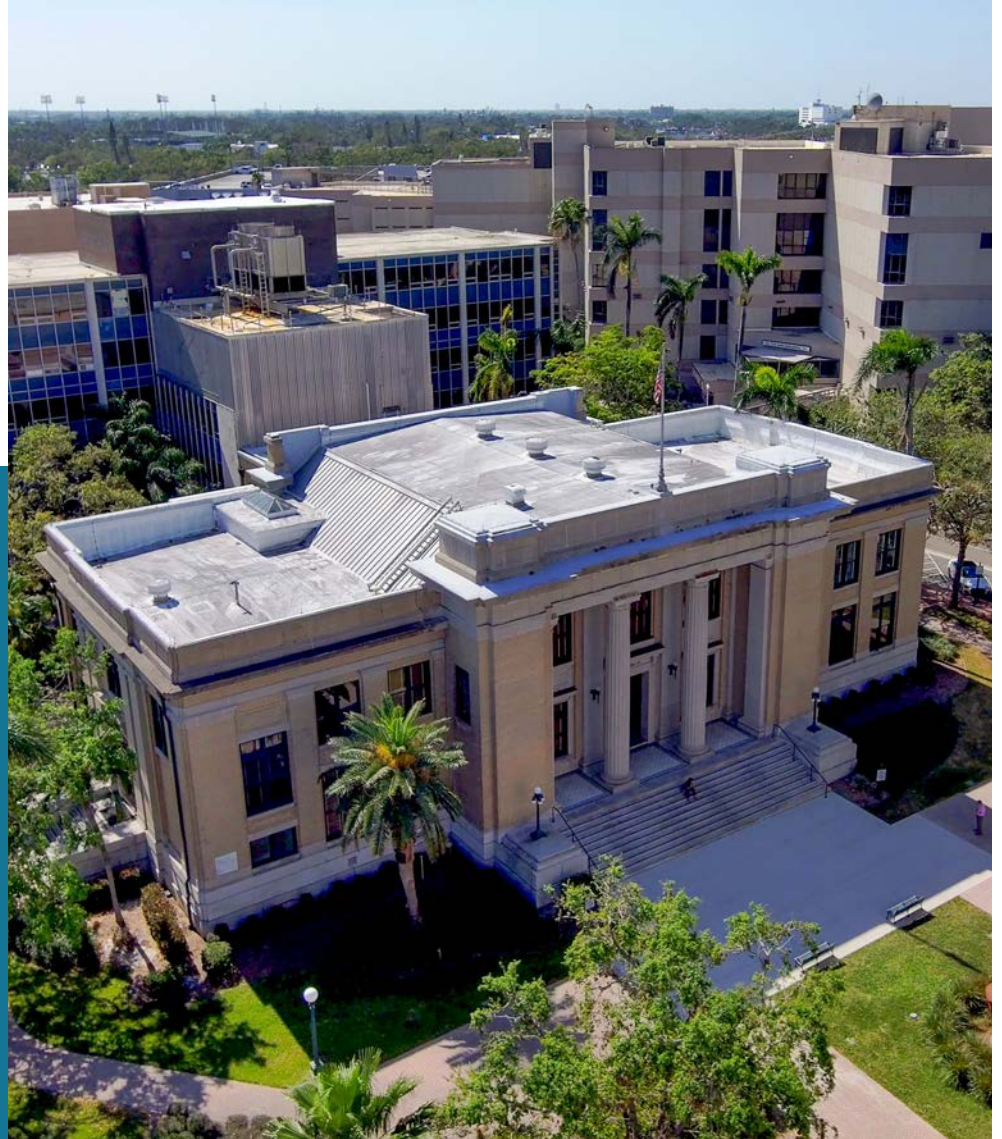
Growth Projects (as of 03/01/24)	FY24	FY25	FY26	FY27	FY28	FY29	CIP years 6-10	Total Estimated Project Costs
SE AWRP	\$7.0	\$5.0	\$45.0	\$50.0	\$50.0	\$68.2	\$70.0	\$295.2
SE Force Main	\$3.0	\$6.5	\$12.0	\$10.0	\$1.0			\$32.5
SE Wellfield Expansion & Water Capacity Enhancements (GM)	\$1.6	\$3.5	\$10.5	\$4.0	\$1.5		\$20.0	\$41.1
FMB WRF Refurbishment & Resiliency	\$3.0	\$6.0	\$50.0	\$50.0	\$50.0	\$50.0	\$20.0	\$229.0
NLC Wellfield (Eastern Alignment)	\$3.7	\$3.0	\$12.7					\$19.4
Total	\$18.3	\$24.0	\$130.2	\$114.0	\$102.5	\$118.2	\$110.0	\$617.2
New Projects	FY25	FY26	FY27	FY28	FY29	CIP years 6-10	Total Estimated Project Costs	
Pinewoods Wellfield Expansion					\$3.0		\$3.0	
Corkscrew Wellfield & Plant Expansion	\$1.5	\$3.9		\$30.0	\$30.0	\$50.0	\$115.4	
NLC WTP Expansion II (15 to 20 MGD)	\$0.5			\$5.5		\$80.0	\$86.0	
SEAWRF DIW's : Two (2) DIW's			\$15.0	\$15.0			\$30.0	
Total	\$2.0	\$18.9		\$50.5	\$33.0	\$130.0	\$234.4	

4/1/2025

The Utilities Department *continued*

The LCU is full service with 310 full-time employees and includes Customer Services and Billing, Regulatory Compliance, Plant Operations and Maintenance, Field Operations and Maintenance, New Development and Long-Term Planning, Engineering – Project Management, Grants, Permitting, management of a 10-year Capital Improvement Program, and a Major Maintenance budget of approximately \$1.1B.

High performance is expected of all staff, as the Department is deemed essential for the health and safety of the community. Workers are expected to perform and respond to emergencies, including hurricanes and tropical storms. All staff are expected to be proficient in the operations of 5 Water Treatment Plants, 130 source water wells, 5 Water Reclamation Facilities, and reclaimed water distribution. The collection system is widespread and includes approximately 800 Lift Stations.



LCU is committed to:

- ◆ Providing reliable drinking water and wastewater service;
- ◆ Protecting the environment and ensuring regulatory compliance;
- ◆ Responding quickly to customer concerns;
- ◆ Achieving financial sustainability by building upon long-term assets; and
- ◆ Employing safe business practices to measure and manage risk, optimize life-cycle costs, and prioritize capital and Operations and Maintenance decision.

The Position

This position is a key member of the County Manager's Executive Leadership Team and provides day-to-day management of the Utilities Department. The successful candidate for the Director of Utilities will have the unique and exciting opportunity to continue to streamline and implement several innovative operational changes focused on improving customer service, productivity, and efficiency. Organizationally, the decision to create internal efficiencies while expanding the scope of services and by creating greater accountability, effectiveness, and communication for all Utility Enterprises will require a strong orientation towards operational efficiency and extensive user knowledge of utility-specific technology applications. The Director will:

- ◆ Lead a state-of-the-art, full-service, water and wastewater facilities and systems. The Director must provide high-quality customer service while meeting all regulatory and fiscal requirements and demonstrating a strong desire to advocate for responsible stewardship of resources;
- ◆ Provide strategic direction for increasing developments and customer demand for services within the unincorporated areas of Lee County;
- ◆ Direct long-term financial analysis and manage new debt revenue, including an aggressive grants application program;
- ◆ Understand and set high standards for meeting and exceeding local, state and federal regulatory requirements;
- ◆ Demonstrate flexibility and timely responses to changing regulations, technology, and community needs;
- ◆ Oversee departments include customer services and billing collections, fiscal policies for a strong and highly rated system, utility engineering and long-term planning, Water Treatment Facilities and Water Reclamation Facilities management, maintenance, and CIP to support systems and developer contributed assets, reclaimed irrigation water distribution, and biosolids beneficial use; and
- ◆ Make informed decisions to achieve the organizational goals of the County while providing effective and efficient utility services. Lead and develop a talented team of professionals, overseeing employee conduct, performance, training, hiring, discipline, and termination, if necessary.

The Position *continued*

Typical duties and responsibilities of the position include, but are not limited to:

- ◆ Plan, direct, and coordinate the overall operation of the Utilities Department;
- ◆ Develop priorities, approach, and strategies regarding organizational development/improvement initiatives; develop, plan, and implement Department goals and objectives in accordance with the core purpose, mission, vision, and values of the County;
- ◆ Develop, recommend, and administer policies and procedures; identify, develop, and implement initiatives to improve service delivery with other County departments and public/regional agencies;
- ◆ Provide directions and advice to Department management; coordinate interdepartmental activities as well as County activities with outside agencies and organizations;
- ◆ Perform or supervise comprehensive management analysis in a wide range of municipal policies, organization, procedures, budgetary, and finance areas including utility rate structure analysis and make recommendations on utility rates;
- ◆ Represent the County to outside groups and organizations; participate in outside community and professional groups and committees;
- ◆ Provide staff assistance to the County, committees, government agencies, and the County Manager in matters related to a wide variety of County administration activities and programs;
- ◆ Build and maintain positive working relationships with the Senior Executive Team, Board of County Commissioners, co-workers, other County employees, and the public using principles of good customer service;
- ◆ Develop and implement long- and short-term strategic plans in support of Department and County-wide goals and objectives;
- ◆ Plan, organize, direct, and evaluate all operations relating to utility master planning, utility CIP design, utility rates/grants, and regional initiatives/strategic planning, including the design, operation, construction, maintenance, and repair of utility facilities;
- ◆ Initiate and oversee the development, administration, and improvement of programs and strategies for protecting the County's water resources and wastewater treatment capacity, ensuring a reliable supply of high-quality water to meet future needs and ensuring the availability of adequate physical facilities to meet future needs; and
- ◆ Select, train, motivate, and evaluate personnel; provide or coordinate staff training; conduct performance evaluations; implement discipline procedures; maintain discipline and high standards necessary for the efficient and professional operation of the Department.

In summary, the Director of Utilities will provide dynamic leadership and vision to manage people and constructive changes while continuing to mentor, coach, and provide staff development.

The Ideal Candidate

Top candidates will be intuitive, inclusive, perceptive, and know when to lead and when to be supportive. Candidates must also be results-oriented and committed to providing leadership that will inspire, motivate, and empower staff to achieve established goals. The new Director will also utilize continuous improvement methods and best practices, promote a cooperative team environment, and demonstrate integrity that aligns with organizational values. Candidates for the position of Director of Utilities must:

- ◆ Lead and manage a complex organization through executive and subordinate staff to oversee the annual budget, capital projects, and financial matters, including funding, personnel management, administration, procurement, and contract administration;
- ◆ Inspire staff through creativity and entrepreneurial efforts;
- ◆ Cultivate and foster innovative ideas;
- ◆ Demonstrate knowledge of regulations and experience working collaboratively with governmental agencies; and
- ◆ Have a proven track record of achieving goals on time and on budget.

In addition, the Director of Utilities will be able to assume the high level of expertise needed to successfully implement the vision for the Utilities Department and have personal characteristics that include being:

- ◆ A strategic thinker, able to motivate others and engage in a collaborative, team-spirited work environment to contribute to the Department and the County's overall success;
- ◆ A highly ethical and forthright individual, able to demonstrate integrity and professionalism;
- ◆ An effective communicator, able to work with a variety of audiences and build consensus; and
- ◆ Able to identify and choose appropriate courses of action from multiple alternatives and anticipate the impact of such decisions.





Opportunities and Challenges

- ◆ Fast growing community with continued demand for water and wastewater services, capacity enhancing CIP and utility expansion. Aged private septic systems and private water wells placing stress on Sandstone Aquifer;
- ◆ Regional Sandstone Aquifer withdrawals from private and FGUA water needs in Lehigh Acres. Working with Natural Resources and South Florida Water District;
- ◆ Changing Federal and State Regulations, having recently completed a lead pipe inventory and found no lead pipes. Working with Lee County School District to complete water sampling at schools;
- ◆ Detected PFAS at Corkscrew Source Water Wellfield and initiated short-term and long-term plans to address;
- ◆ Rate stabilization and enterprise financial strength during the time of escalating Operating and CIP/Major Maintenance costs. Need for Bond Revenue and SRF Low interest loans and grants for CIP/MM;
- ◆ Increasing staffing numbers, attracting and retaining highly qualified staff;
- ◆ Highly motivated management team. Successful succession planning for Operations Managers, Managers and Supervisors. Continued incentives for career development;
- ◆ Transparent professional relationships with Regulatory community: FDEP and South Florida Water District; and
- ◆ Regional leadership for water and wastewater solutions with municipalities and franchise utility.

The Qualifications

Experience – This position requires seven years of increasingly responsible utilities experience, including three years of administrative and management responsibility.

Education – Equivalent to a Bachelor's degree from an accredited college or university with major course work in civil or sanitary engineering, public administration business administration or a closely related field. A Master's degree is considered a plus. Candidates with current or recent private sector experience are strongly encouraged to apply if career history is complemented with previous public sector experience.

Compensation and Benefits

The salary for the Director of Utilities is dependent on qualifications and experience.

Employee benefits are competitive and include:

- ◆ Company Paid Long Term Disability and Life Insurance (2X annual salary)
- ◆ Optional Medical, Dental, Visual, Short-Term Disability and Additional Life Insurance
- ◆ Florida Retirement System eligibility
- ◆ Deferred compensation plan options
- ◆ Paid Holidays (11 days)
- ◆ Sick and Vacation accruals
- ◆ Sick pool eligibility after one year of service
- ◆ Company cell phone, tuition reimbursement options





The Selection Process

The first review of resumes will take place on Friday, May 30, 2025. This position is open until filled; however, **candidates are encouraged to apply early in the process for optimal consideration.** Resumes will be reviewed and evaluated throughout the recruitment process.

To be considered, candidates must submit a compelling cover letter, comprehensive resume, and six professional references. Interested candidates may apply via email to apply@ralphandersen.com. References will not be contacted until mutual interest has been established.

Ralph Andersen & Associates will conduct the initial evaluation of submitted materials to determine the best overall match with the established criteria as outlined in this recruitment profile. The evaluation and selection process may consist of a supplemental questionnaire and/or written exercise(s) to further evaluate relative experience and overall suitability for this position. Ideally, the Director of Utilities will join Lee County in July 2025 or sooner.

Should you have any questions regarding this position or the recruitment process, please call Mr. Robert Burg at (916) 630-4900. Confidential inquiries are welcome.

This recruitment will incorporate existing rules and regulations that govern public sector recruitment in the State of Florida. “Sunshine” or public disclosure laws in Florida require that candidates be informed that information presented to Lee County for consideration may be made available to the public upon request by interested parties. With this requirement, individuals should know that Ralph Andersen & Associates will work closely with County leadership and top candidates throughout the process to fully ensure confidentiality is possible in accordance with State of Florida regulations.

Lee County, Florida is an equal employment opportunity employer and encourages all qualified individuals to apply for this exceptional career opportunity.

www.leegov.com