



S. RENÉE NARLOCH  
& ASSOCIATES  
PROFESSIONAL EXECUTIVE RECRUITMENT



SEMINOLE COUNTY, FL  
INVITES YOUR INTEREST IN THE POSITION OF  
UTILITIES DIRECTOR

# THE COMMUNITY

Seminole County is ideally located in beautiful Central Florida, 25 miles from downtown Orlando and less than an hour's drive to world-class beaches along the Atlantic Ocean. The County is part of the Orlando-Kissimmee-Sanford Metropolitan Statistical Area and is the third most densely populated county in the state (est. pop. 470,856).

Home to seven incorporated municipalities, including the county seat of Sanford, Seminole County continues to be one of the fastest-growing counties in Florida. It has the fifth-highest taxable value in Florida based on value per square mile.

Bordered on three sides by pristine rivers and a vast lake, including the Wekiva River to the west, the St. Johns River to the east, and Lake Monroe to the north, Seminole County is an ideal vacation spot for those seeking the beauty of nature.

Nestled among charming historical villages and quaint towns and surrounded by the beauty and sense of Old Florida, Seminole County has 344 square miles of lush tropical foliage, 2,000 fresh-water lakes and rivers, and diverse wildlife that offers the classic Florida experience of enjoying peaceful rivers, fishing, boating, hiking, and more.

Just a short drive from all the major attractions of Central Florida, Seminole County offers excellent accommodations, fine dining, upscale shopping, superb golf courses, and state-of-the-art sports facilities and training complexes.

The Greater Orlando Metropolitan District, which includes Seminole, Osceola, Lake, and Orange counties, together with neighboring coastal counties of Volusia and Brevard, creates a viable, progressive, and diverse setting for economic growth and residential development.

The County is a hotbed for economic development. It attracts significant business operations worldwide, including the American Automobile Association (AAA), Verizon Communications, Mitsubishi Hitachi Power Systems, Deloitte Consulting, LLP, Faro Technologies, and Convergys.

The County has over 24 active and passive parks, over 40 miles of paved trails, eight wilderness areas encompassing over 6,600 acres, and more.

Seminole County Public Schools (SCPS) is renowned as a Premier National School District. SCPS has more than 67,000 students and is the 12th largest school district in Florida and 60th nationally. It boasts 37 traditional elementary schools, 12 middle schools, and 9 high schools. For higher education, Seminole County is in close proximity to more than 35 colleges, universities, technical schools, and private institutions, most notably Seminole State



College, as well as continuing education programs that offer ongoing opportunities for workers to sharpen their skills.

The community hosts many special events, including the Scottish Highland Games, Love Your Shorts Film Festival, Central Florida BBQ Blowout, Red Hot and Boom, and more.

With a median age of 39, a median household income of \$70K, and 40% of the County's population possessing a bachelor's degree or higher, Seminole County is often considered a microcosm of the United States.

With its mild climate year-round, natural beauty, and proximity to endless amenities and attractions, Seminole County continues to be a community of choice with an exceptional quality of life.

# THE AGENCY

Seminole County is a Home Rule Charter County and operates under an elected County Commission and appointed County Manager form of government. The Board of County Commissioners is comprised of five members serving staggered terms of four years. Each Commissioner represents one of the five County Commission districts, and the Commissioners are elected countywide. The Commission elects the Board Chair annually each November.

The Constitutional Offices of Sheriff, Property Appraiser, Tax Collector, Clerk of the Circuit Court and Comptroller, and Supervisor of Elections are elected every four years.

The Fiscal Year 2023/24 Adopted Budget totals \$1.07 billion, with public safety, water, sewer, solid waste, and transportation services accounting for 70% of the operating budget. The Countywide General Fund millage rate has remained unchanged since Fiscal Year 2010/11 and is lower than most counties in Central Florida. Property values have remained steady due to the County's thriving residential real estate market.

Phase One of the County's Five Points Master Plan Development, which includes the relocation of the Civil Courthouse from downtown Sanford and constructing a central energy plant and parking garage, commenced in January 2022. This \$166 million project will be completed by summer 2025, with funding secured through the issuance of a thirty-year fixed-rate bond.

Unlike property taxes, sales tax is not sustained solely by County residents, as commuters and visitors contribute to sales taxes paid within the County. In 2022, the County's One Cent Infrastructure Sales Tax generated more than \$101 million, of which \$56 million was collected for

Seminole County projects and the remaining funds were allocated to Seminole County cities and Seminole County Public Schools. This revenue sunsets after ten years (December 31, 2024), and a 4th Generation “Penny” will be put before voters on the November 2024 ballot.

Even with steady property values, several factors will influence future budgets: SunRail operational costs will transition from FDOT to area counties in Fiscal Year 2024/25 at an estimated \$14 million annually for Seminole County’s portion; Debt service for Phase One of the Five Points development will fully commence in Fiscal Year 2023/24 at an estimated \$8.3 million annually; health insurance costs have increased 6% annually over the previous six years; LYNX bus services have increased by more than 6% annually; fuel tax revenues peaked in 2019 and continue to trend downward; and the County’s aging fleet requires \$7-10 million annually to remain operational.

In September 2022, S&P Global Ratings raised its long-term and underlying rating on Seminole County’s issuer credit rating, along with its rating on the County’s non-ad valorem debt, to ‘AA+’ from ‘AA.’ Moody’s Investors Service maintained an Aa1 issuer rating on the County and assigned a Aa2 rating to the County’s Special Obligation Revenue and Refunding Bonds.

## THE POSITION

The Utilities Director reports to the Assistant County Manager and provides leadership, management, and supervision to all aspects of Seminole County’s public utility, including Water, Wastewater, Utility Engineering, Maintenance, Finance, and Administrative Services. The Director is responsible for the overall direction of the Utilities Department, including short-and-long-range planning and program objectives, compliance with all regulatory requirements, and protection of public health and the environment.

The Utilities Department has approximately 158 FTEs and a departmental total budget of \$78.8 million, including an \$18.2 million CIP budget. Responsibilities of the Director include:

- Ensures adherence to applicable laws, regulations, rules, policies, and procedures and that goals, objectives, and standards are met in a timely and effective manner.
- Exercises considerable independent judgment in analyzing business practices, evaluation of work progress, and efficiency of people, equipment, and facilities to deliver services.
- Assumes full management responsibility through planning and direction of the operation and maintenance of the Department’s water, reclaimed water, and wastewater programs, services, and activities, including systems repair and maintenance, water storage, production, transmission, distribution, and treatment systems.
- Accounts for overall financial stability and cost containment of the Department, through budget preparation and administration, business planning, and staffing plans.
- Presents to the Board of County Commissioners, various citizen groups, and the public regarding countywide utility system-related matters.



- Works closely with County, State, and Federal regulatory agencies, as well as various stakeholder groups and utility service programs.
- Monitors legislative and regulatory changes in the utility industry; oversees required policy or operational changes and ensures ongoing compliance.
- Acts as a technical advisor in the formulation of ordinances, regulations, and programs for various utility operations and maintenance activities.
- Provides direction to and supervises the activities of all department divisions, including water and sewer, billing, engineering, inspections, and planning.
- Oversees and coordinates the operation and maintenance of water/wastewater program to ensure systems function properly daily in an efficient and cost-effective manner.
- Prepares and submits detailed and narrative reports to the County Manager’s Office relating to regulatory compliance, operation, and maintenance activities.
- Develops, recommends, and implements operating policies, procedures, and programs to affect the efficient and effective operation and delivery of services.
- Exercises responsibility and authority for securing, developing, and maintaining both financial and human resources necessary for a sound, proactive, professional utility services operation.
- Plans and recommends to the County Manager short- and long-range goals and reports annually on the status of the Department’s progress in achieving its goals. Considers reliability, sustainability, and operations in the development of strategic plans to achieve enterprise goals.
  - Anticipates and plans for utility service demand and ensures adequate supply and supply redundancy.
  - Provides for the construction and continued operation of water and wastewater utilities to serve the citizens of Seminole County.

- Organizes and administers the work effort of assigned divisions and activities. Evaluate the existing structure and develop a staffing strategy that provides technical expertise to meet the current and future challenges of advanced systems.
- Selects, trains, motivates, and evaluates staff; provides or oversees training; ensures compliance with mandated training requirements, and ensures licenses and certifications are kept current; oversees the development and implementation of safety programs for the department in compliance with industry standards; counsels employees on performance deficiencies and implements disciplinary procedures, including termination proceedings.
- Responds to citizen complaints, researches problems, and formulates solutions and responses. Advises the County Manager's Office as appropriate of relevant unresolved issues and communicates results and decisions reached.
- In the event of an emergency, all employees are considered essential personnel and may be required to perform alternate duties.
- Perform such other duties as assigned.



Water operation licensure or registration as a Professional Engineer in the State of Florida is a plus.

## COMPENSATION

Seminole County strives to be the employer of choice in Central Florida through competitive pay, benefits, and a positive working environment. The salary range is \$134,941-\$215,905. Starting salary is dependent upon qualifications and is accompanied by a competitive benefits package. Florida does not have a state income tax.

## TO APPLY

If interested in this outstanding opportunity, visit our website at [www.srnsearch.com](http://www.srnsearch.com) and apply online. The first review of resumes will take place on February 19, 2024; the position is open until filled. Resumes will be screened according to the qualifications outlined above. Screening interviews with the most qualified applicants will be conducted by S. Renée Narloch & Associates to determine a select group of finalist candidates who will be asked to provide references. References will be contacted only following candidate consent. Final interviews will be held with Seminole County. Candidates will be advised of the status of the recruitment following the selection of the Utilities Director. Questions may be directed to:

**S. Renée Narloch, President or  
Elliott Pervinich, Vice President  
S. Renée Narloch & Associates  
[info@srnsearch.com](mailto:info@srnsearch.com) | 850.391.0000  
[www.srnsearch.com](http://www.srnsearch.com)**

Seminole County Government fully commits itself to providing equal opportunities to all persons regardless of race, color or national origin, sex, age, political affiliations or beliefs, religious beliefs, or disability. The County values veterans' service and supports the recruitment of veterans. As such, Veterans' Preference will be given per Chapter 295 of the Florida Statutes for veterans who meet the minimum requirements.

*In accordance with Florida's Public Records/Sunshine Laws, resumes and applications are subject to public disclosure.*

## IDEAL CANDIDATE

The ideal candidate is a visionary leader with a solid background in utility operations and experience as an effective administrator who gives clear guidance and direction, sets expectations, and holds staff accountable. The selected candidate will be approachable and transparent, with an open and inclusive management style.

The Director must build relationships, both internal and external to the organization, and possess excellent interpersonal and communication skills. Must be politically savvy and diplomatic while remaining apolitical.

The successful candidate will be a self-starter who is innovative, collaborative, progressive, and solutions-oriented and will anticipate issues and provide recommendations, options, and alternatives as needed.

The Director will encourage, mentor, and develop staff while cultivating an environment of excellence that includes exceptional customer service.

Requirements include a master's degree in civil engineering, environmental engineering, public administration, or business administration and seven (7) years of progressively responsible professional-level experience in the administration of all phases of utility system management, operations, maintenance, and construction activities.

