



City of Dallas



# Director of Dallas Water Utilities

*Committed to Building a "Service First" Culture!*



## THE COMMUNITY

The vibrant spirit of Dallas, and its true Texas charm, provides an authentic experience that is world-class! As the ninth largest city in the United States and the third largest city in Texas, Dallas has over 1.3 million residents. The Dallas-Fort Worth-Arlington metropolitan area, commonly known as the Dallas Fort Worth (DFW) Metroplex has 120 cities and a population of more than 7.2 million and is the No. 1 visitor and leisure destination in Texas!

The community is proud of its diverse neighborhoods and attracts residents desiring both urban and affordable living. With many events and activities to choose from, Dallas has much to offer both tourists and area residents. The DFW region is the home of six major sports franchises including the Dallas Cowboys (NFL); Dallas Stars (NHL); Dallas Mavericks (NBA); Dallas Wings (WNBA); FC Dallas (MLS) and the Texas Rangers (MLB). The Dallas Arts District is the largest urban arts district in the United States, and Fair Park is home to the largest collection of Art Deco buildings in the country.

Known for business, Dallas is home to the third largest concentration of Fortune 500 companies. The greater DFW area boasts the 5th largest economy in the country and 10th largest in the world. The City's economy is primarily based on banking, commerce, telecommunications, technology, energy, healthcare and medical research, and transportation and logistics. Supporting both business and tourism, the Dallas-Fort Worth Airport is one of the largest and busiest airports in the world.

Dallas has more than 300 public and nearly 90 private primary and secondary schools. Also, the region is home to more than 40 higher education institutions, including the University of Texas Southwestern Medical School, Southern Methodist University, the University of North Texas, Texas Christian University, University of Texas at Arlington, and University of Texas at Dallas.

Dallas is also one of the most ethnically diverse major cities in the United States, with residents of Hispanic or Latino (42%), African-American (24%), Asian (5%), and Caucasian (29%) descent. The Dallas metropolitan area is recognized as having the sixth-largest concentration of members of the LGBTQ community among the 50 largest U.S. cities.

## THE CITY

The City of Dallas operates under Council-Manager form of government with a Mayor and 14 City Council Members serving as district representatives. Under this form of government, the elected body sets policies for the operations of the City. The City Manager is appointed by the Mayor and City Council to serve as the chief administrator over the City government organization. The City Manager has an Executive Leadership Team which consists of seven Assistant City Managers and Chiefs. The City of Dallas is a full-service organization composed of more than 30+ departments. The City Manager oversees all departments and functions of the City except those of City Attorney, City Secretary, City Auditor, and judiciary, each of whom reports directly to the City Council. In addition, the Park and Recreation Department does not report directly to the City Manager but has its own board that is appointed by the City Council. Dallas has an FY 2021-22 operating budget of \$3.48 billion and capital budget of \$863 million for total of \$4.345 billion. The city currently has a total of 14,423 budgeted full-time employees.

## THE VALUES OF SERVICE

The City of Dallas is building a Service First culture that is guided by the core values of *Empathy, Ethics, Excellence, and Equity*.

**Empathy** - We demonstrate compassion by listening and understanding.

**Ethics** - We believe in being transparent, open and honest.

**Excellence** - We are committed to continuous improvement.

**Equity** - We understand the diverse needs of the community we serve.

## THE DEPARTMENT

Dallas Water Utilities (DWU) is the 8th largest utility in the country. DWU is an enterprise fund of the City of Dallas and also a regional provider of water, wastewater and stormwater services. DWU provides these services to 2.5 million people in Dallas and the surrounding cities. DWU has a total of 1,846 budgeted positions, and the utility is structured into seven major areas of operations that include:

**Capital Improvements** – Provides management for capital improvement projects totally approximately \$320M annually from inception through startup. This includes capital budget planning, contract procurement, administration of professional and technical services, design of utilities, the relocation of pipelines in advance of outside agency paving projects, inspection, testing, training and start-up of the required improvements.

**Business Operations** – Ensure the City has water both now, and in the future, to meet the needs of the citizens of Dallas and customer cities while maintaining water rights as needed. Coordinates preparation and monitoring of the capital budget to fund the water and wastewater infrastructure, develop and monitor the department's annual operating budget, conduct wholesale and retail cost of service studies and develop both retail and wholesale rates to recover revenues to fund the services provided.

**Customer Operations** – Provide water meter reading, billing, collection and customer service activities for over 300,000 water, wastewater, Sanitation and Stormwater utility accounts on a monthly basis. Also, includes billing and collection of other City of Dallas accounts receivables. It provides meter and account maintenance; all methods of payment processing; and, supports/trains all billing system users.

**Water Production** – Responsible for the management, operations, maintenance of the three potable water treatment plants with a combined capacity of 900 million gallons a day; management of city owned Lake Ray Hubbard; dam management; raw water delivery; and, process laboratories.

**Water Delivery** – Provide operation and maintenance of raw and treated water pump stations, elevated storage tanks, and over 5,000 miles of water mains to provide 138 billion gallons of drinking water and fire protection to over 2.5 million people in the City of Dallas, 23 customer cities, and DFW Airport while meeting all regulatory requirements. Leak detection and backflow prevention programs reduce water loss and protect the community from cross-connection contamination.

**Wastewater Operations** – Provide operation and maintenance of two wastewater treatment plants that treat 428 billion gallons of domestic and industrial wastewater daily, process and dispose of biosolids, analytic and process laboratories, and over 4,020 miles of wastewater mains to provide environmental services related to wastewater treatment services discharges to meet federal and state regulatory requirements for over 2 million people in the City of Dallas and 11 customer cities.

**Stormwater Operations** – Responsible for flood protection through maintenance and operation of the Dallas Floodway Project performed in accordance with U.S. Army Corps of Engineers regulations; stormwater management promotes stewardship of the lakes, creeks and Trinity River; floodplain management ensures that public infrastructure and private developments are designed to avoid flooding; and the neighborhood drainage program reduces neighborhood street flooding by focusing on erosion control and channel repairs.

**For more information on  
Comprehensive Dallas Water Utilities**

[https://dallascityhall.com/departments/waterutilities/  
pages/default.aspx](https://dallascityhall.com/departments/waterutilities/pages/default.aspx)

## THE POSITION

The Director of Dallas Water Utilities reports to an Assistant City Manager and is responsible for the oversight of these operations. The Director plans, organizes and directs the overall management, administration operation and maintenance for the department.





Essential functions for this role:

- » Manages the Dallas Water Utilities with an operating budget of approximately \$781 million per year.
- » Manages a capital improvement program of over \$350 million a year.
- » Oversees and directs implementation of Dallas' long range water supply strategies to meet the needs of Dallas' customers now and in the future.
- » Plans, administers, and directs the overall management, administration, operation and maintenance of the department facilities, equipment, budget, policies, and procedures to maintain the department 24/7/365.
- » Establishes priorities for all service delivery elements through procedures and strategies to accomplish timely and effective utilization of available services.
- » Plans, administers and directs the overall management of Dallas' financial operations including capital funding scenarios, maintenance of short term and long-term debt issuances; maintenance of Dallas Water Utilities bond ratings and compliance with the City Charter, bond ordinances and both the City of Dallas and Dallas Water Utilities Financial Management Performance Criteria.
- » Plans, administers, and directs the management of the \$600M commercial paper programs and sizes and times the issuance of revenue bond debt including meetings and presentations to bond rating agencies.
- » Provides water, wastewater and stormwater services while maintaining compliance with all regulatory requirements.
- » Directs managerial staff which includes hiring, training, performance evaluations and other personnel actions to ensure productivity and quality standards are maintained.
- » Responds to all special research requests and coordinates responses with the Assistant City Manager, the City Manager, or the City Council to provide accurate and timely results.
- » Oversees general administration of the department including department's operating budget with review of significant variances to resolve budgetary problems; annual wholesale and retail cost of service studies and rate development.
- » Identifies areas of quality management to enhance productivity through improved work procedures, practices, communication and accountability.
- » Represents the City at local, state and national organizations, at professional activities, and with the media to maintain the image of the City, provide accurate information concerning departmental programs, and educate the public on topics related to water, wastewater, drainage and flood control.
- » Regular, reliable and punctual attendance is an essential function of the job and included frequent night and weekend meetings and functions.
- » Responsible for emergency preparedness and management related to the Dallas Water Utilities water, wastewater, stormwater and flooding events includes being the point of contact for FEMA, USACE, and TCEQ.

## THE IDEAL CANDIDATE

This dynamic and innovative leader shall be a values-based community steward that is deeply committed to the mission of public service and the willingness to strive for excellence with service delivery. The new Director must possess the compassion and emotional intelligence necessary to effectively lead and manage a diverse, high-performing team, and the confidence to make sound decisions that are in the best interest of the City of Dallas employees and community as a whole. It is ideal that the next Director has extensive experience working with the challenges and complexities of similar sized organizations and municipal utility operations. The successful candidate must have the political aptitude and leadership presence to be a bridge builder who embraces collaborative partnerships with internal and external stakeholders and willing to foster those relationships to improve city services and create efficiencies through the implementation of innovative solutions. This transformative leader will be dedicated to exploring strategies to improve the process and delivery of city services, assess potential needs and risks with cybersecurity and infrastructure, as well as identify future growth opportunities and best practices in the industry to include water conservation, wastewater, re-use, and rain harvesting among other forward-thinking smart-city solutions.



The ideal candidate for the next Director shall have the following core competencies:

- » **Leadership** – Empowers a diverse workforce; creates an environment where ideas are fostered and nurtured; exhibits engaging and approachable behavior; listens attentively to understand the needs, intentions, and values of others.
- » **Politically Astute / Community Collaborator** – Successfully engages with the city leadership, elected officials, senior management, external stakeholders, and civic leaders; maintains positive, productive community partnerships and collaborations; maintains relationships with other local state, regional and state elected officials and agencies.
- » **Adaptable and Manages Change** – Able to adapt to ongoing challenges and capable of shifting direction when necessary; effectively communicates within the organization.
- » **Communication Skills** – Exceptional listener; outstanding communicator with exceptional interpersonal, analytical, written, and verbal communication and presentation skills; handles sensitive situations with tact and diplomacy.
- » **Financial Development / Acumen** – Ensures innovative revenue development strategies; ensures continual adherence to generally accepted accounting principles, and related budget and financial matters; understands and can manage operations within budget constraints; experience with all forms of government finance mechanisms.
- » **Solution-Driven and Forward Thinking** – Demonstrates the ability to analyze, interpret and effectively identify and solve problems; makes informed decisions, and successfully addresses complex organizational challenges; provides/ implements creative solutions and provides direction by clearly and effectively setting courses of action; has the patience and perseverance to foster a vision and direction for the city; seeks “best practices” and innovation for continued growth and relevance.



## EDUCATION/EXPERIENCE

Qualified candidates will have a Bachelors’ degree in Civil or Environmental Engineering or a closely related field, a Masters’ in Public Administration, or a related field and at least ten years’ experience, including experience at managing and directing a complex organization at the executive level. Knowledge of water, wastewater and stormwater utilities and each utility’s regulatory requirements. Combination of educational and professional experiences may be considered in meeting the required qualifications.

## COMPENSATION AND BENEFITS

Annual salary is commensurate with qualifications and experience of the successful candidate. Relocation assistance will also be available for the successful out of area candidate.

## APPLICATION PROCESS AND RECRUITMENT SCHEDULE

**First review of resumes will begin on Friday, November 12, 2021.** To be considered for this exceptional career opportunity, please submit your resume, cover letter, and a list of six work-related references to: <https://www.cpshr.us/recruitment/1874>.

For additional information about this position please contact:



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Resumes will be screened in relation to the criteria outlined in this brochure. Candidates deemed to have the most relevant qualifications will be invited to interview with the consultant, following which, the most qualified candidates will be referred for interviews with the city. A final selection will be made upon completion of comprehensive reference and background checks.