



**ASSISTANT  
WATER DIRECTOR**  
City of **Fort Worth, Texas**

Recruitment Services Provided By





An aerial photograph of a large-scale water treatment facility. The facility is composed of several large, circular clarifiers arranged in a grid-like pattern, each with a central mechanical structure. To the left, there are several large rectangular aeration tanks. The entire plant is surrounded by green grass and some industrial buildings in the background. A road with a few cars and people is visible in the lower-left corner.

# The Opportunity

The City of Fort Worth, Texas offers an exciting and unique opportunity within its water utility. Ongoing growth and financial complexity have created the need for a new Assistant Water Director that is focused on financial management and procurement for the utility.



# About Fort Worth

A city of Cowboys and Culture, Fort Worth is known for its Texas hospitality. Exuding both charm and expansiveness, Fort Worth is the 12th largest and one of the fastest-growing big cities in the United States, distinguished as one of the fastest-growing urban centers in the nation. With great neighborhoods, scenic terrain, and a rich history of arts and culture, paired with world-class opportunities for business and education, it's not only fun to visit Fort Worth, but it's also even more rewarding to call it home. Fort Worth truly offers all the benefits and amenities of a bustling metropolitan city while keeping the small-town charm that keeps it unpretentious and charismatic in all the right ways. Designated as one of America's "Most Livable Communities" by the Partners for Livable Communities, the city truly offers a melting pot of culture, commerce, community, and, yes, cowboys.

Once an essential stop on the legendary cattle drives from Texas to Kansas and home to cattle barons and oil wildcatters, today, this city of more than 900,000 seamlessly blends its cattle and oil heritage with a vast array of businesses, industries, and entertainment. Known for a commitment to preserving its history, this modern city proudly celebrates the famous Stockyards National Historic District, home to twice-a-day cattle drives, Billy Bob's Texas — the world's largest honky-tonk — and Mule Alley, formerly the horse and mule barns utilized during World War I and now home to restaurants, shops, western heritage brands, and creative workspaces.

The city's downtown includes Sundance Square, a 35-block business and entertainment district featuring architecture from the Victorian, Art Deco, and modern eras. And the city's cultural district boasts world-renowned museums, galleries, and public gardens. Major events include the MAIN ST Fort Worth Arts Festival, Mayfest-Fort Worth, and the iconic Fort Worth Stock Show & Rodeo. In fact, Money Magazine once proclaimed that "Fort Worth offers big city arts and entertainment without the attitude or high prices of comparable metros."

The city's proximity to Dallas/Fort Worth International Airport, located midway between the two cities, has enticed some of the best-known names in commerce and industry to locate their headquarters in Fort Worth, including American Airlines, BNSF Railway, Lockheed Martin Tactical Aircraft Systems, and Bell Flight. Transportation, healthcare, and manufacturing are driving factors behind employment in the city and, as Fort Worth has emerged as a popular tourist destination, the hospitality and travel sector has become a significant economic generator.

Other significant employers include JPS Health Network, Cook Children's Health Care System, Naval Air Station Fort Worth Joint Reserve Base, Texas Health Resources, and Alcon, as well as city and county governments and the Fort Worth Independent School District. In addition, the City of Fort Worth has several significant projects underway, including a new city hall and the continued development of Panther Island, a mixed-use development north of downtown.

It's no surprise that the city's list of accolades is long. It includes a place on U.S. News & World Report's "25 Best Places for Young Professionals," Travel & Leisure's "50 Best Places to Travel," and RetireBetterNow.com's "21 Best Places to Retire." Fort Worth has also been ranked among the "Best Cities to Raise a Family" by SmartAsset.com, and the city's zoo was named the "#2 Zoo in America" by USA Today behind the renowned San Diego Zoo.

Access to health care and education are important quality-of-life factors, and Fort Worth offers an abundance of both.





# About Fort Worth

The city lays claim to one of the finest medical communities in Texas, including Cook Children's Health Care System, Baylor Scott & White All Saints Medical Center, Texas Health Harris Methodist Hospital, UT Southwestern Monty and Tex Moncrief Medical Center, Medical City Fort Worth, JPS Health Network, and the TCU School of Medicine.

As to education, Fort Worth's Texas Christian University (TCU), one of the state's most prestigious universities, offers more than 100 undergraduate majors in arts and sciences, business, fine arts, communications, education, engineering, and nursing. Texas A&M School of Law, Texas Wesleyan University, and the UNT Health Science Center draw students from around the country and beyond, while Tarrant County College District serves the community across multiple campuses.







# City Government

The City of Fort Worth operates under a council-manager form of government. The City Council comprises the mayor, elected at-large, and ten City Council members who represent single-member districts, all serving two-year terms. The City Council adopts municipal ordinances and resolutions, makes proclamations, sets the tax rate, and approves the budget. Positions appointed by the Council include the City Manager, City Secretary, City Attorney, City Auditor, municipal court judges, and City board and commission members.

The Fort Worth City Council's strategic vision priorities to enhance quality of life include:

- Economic Development & Community Investment
- Community Safety
- Infrastructure, Responsible Growth, and Fiscal Responsibility

City Manager David Cooke, who was appointed to the position in 2014, oversees the day-to-day operations of the organization and is responsible for leading the City's 8,165 authorized positions in implementing the policies set forth by the Mayor and City Council, as well as managing an annual operating budget of approximately \$2.6 billion in Fiscal Year 2024. Fort Worth's ad valorem tax rate is \$0.6725 per \$100 of valuation.

# The Utility

The Water Utility is responsible for providing safe, clean drinking water, reclaimed water, and wastewater services to Fort Worth residents and more than 30 customer cities. Approximately 1.4 million people are served by the utility with nearly 4,000 miles of water distribution and 3,900 miles of wastewater collection pipes. Fort Worth Water has the capacity to treat 512 MGD of drinking water and 166 MGD of wastewater through five drinking water plants and one water reclamation facility, with a second facility in the works.

The Water Utility is an enterprise department that provides its services with a FY 2024 operating budget of \$574.8 million, a five-year Capital Improvement Program of \$1.5 billion, a \$1.2 billion revenue bond program, and 1,008 FTE employees. The Utility is organized into seven divisions:

**Financial Services** - Overseen by the selected candidate of this recruitment, manages the overall finances of this regional utility, including both operating and capital finances for the largest infrastructure department of the city. It develops and monitors operating budgets and capital improvement programs, determines retail and wholesale rates, and coordinates all fiscal and procurement activities for the utility, including capital improvement project accounting, and collaborating with the Financial Management Services Department on utility debt management. The Financial Services Division has 22 FTE positions.

**Customer Care** - Performs metering services and billing and collection functions for water, sewer, reclaimed water, stormwater, environmental, and solid waste services

for retail customers, as well as billing and collection for wholesale water and wastewater customer cities. It also processes orders for new services, collects delinquent payments and investigates complaints. The division manages programs to encourage efficient water use, provides educational programming to the public, and is responsible for internal and external communications. In addition, the division provides backflow prevention services and industrial pretreatment by permitting and monitoring businesses and industries that produce a high level of concentrated waste to reduce the impact to the sewer system. The division also coordinates development activities for the Utility with the Development Services Department.

**Management Services** - Provides organizational development, information technology services, environmental health and safety program administration, security and emergency planning, records management, workforce development, and department administration.

**Plant Operations** - Treats and distributes a safe water supply to meet customer needs and operates five water treatment plants and various water storage and pumping facilities located throughout the city. It is responsible for the metering of all the wholesale customer cities' water and sewer services. The division also provides wastewater treatment services for Fort Worth and its customer cities through a regional water reclamation facility. Furthermore,



**\$ 575M**  
Operating Budget

**1,008**  
Employees



# The Utility

this facility dewateres and treats Class AB biosolids for beneficial re-use. The facility sells biogas produced in its onsite digesters for RIN credit to a third party. The water reclamation facility generates a high percentage of its energy using natural gas turbines.

**Strategic Operations** - Responsible for developing a master plan for all water and wastewater capital projects. This division provides infrastructure and facility planning, asset management, technical support, and SCADA systems management for the Utility. The regulatory affairs section serves as the departmental liaison on all intergovernmental and regulatory issues related to water and sewer services. The laboratory section provides water and sewer sampling and laboratory analysis.

**Capital Delivery** - Responsible for engineering and construction of facilities and pipeline projects including water and sewer mains, new development infrastructure, treatment facilities, storage tanks, pump stations, and lift stations. The division provides in-house design, construction inspection services and coordination of projects with the city's street bond program.

**Field Operations** - Responsible for maintaining and repairing more than 7,000 miles of water distribution and sewer collection system pipelines. The division handles main break and leak repairs, line location services, sewer overflows, inspection and cleaning of sewer lines, water and sewer taps, and fire hydrant and valve maintenance.







## The Position

Reporting to a Deputy Water Director, the new Assistant Water Director has several key responsibilities:

- Manage financial operations and performance of the entire Water and Sewer Fund with a combined budget of \$575M (grown 21% over the last 4 years) and 1,008 authorized positions.
- Prepare the annual operating budget for the Water, Sewer, and Reclaimed departments, including both revenues and expenditures for each.
- Oversee the annual cost-of-service rate-setting processes for retail and wholesale rates.
- Manage funding for the Water & Sewer Utility's five-year, \$1.5B Capital Improvement Program (CIP) both in its development and execution.
- Serve as a liaison for financial reporting and management of the annual audit process for the Utility.
- Oversee the Utility's debt management for the Water and Sewer Fund/Revenue Bond Program.
- Direct Utility procurement and contracting services.
- Manage annual revenue bond sales and commercial paper program with \$225M in authorization.
- Communicate and interact effectively (both written and orally) with internal and external stakeholders, from internal fiscal staff to the city's Budget Office, CFO, City Manager's Office and City Councilmembers; and external agencies such as the Tarrant Regional Water District, Trinity River Authority, Texas Water Development Board, bond ratings agencies, the utility's Retail Rate Structure Stakeholder group, and Wholesale Advisory Committees.





## Ideal Candidate

The most successful candidates for the Assistant Water Director will have the following attributes:

- Experience gained from working in a large utility, especially including experience centered around finance, rate setting, budget, and debt instruments.
- Experience in developing and funding large capital improvement plans using a variety of funding sources, including state and federal programs.
- A style that is highly collaborative, informal, and approachable.
- An outstanding communicator, able to engage successfully with employees across the organization, elected officials, city management, and various stakeholders.
- Able to translate highly technical financial concepts into easily understood and actionable messages.
- Fort Worth is the fastest growing large city in the nation, requiring a strategic outlook and a predisposition toward planning for the needs of tomorrow.



# Qualifications

Any combination of education and experience that is likely to provide the requisite knowledge, skills, and experience is qualifying. The following is a typical way to qualify:

**Education:** Bachelor's degree from an accredited college or university with major coursework in public administration, finance, or a related field. Master's degree in public administration, finance or related field is preferred.

**Experience:** Six years of responsible water and sewer utility administration and operation experience, including four years of supervisory experience.







## Salary & Benefits

The City of Fort Worth is offering a salary range of **up to \$183,383** for this position, commensurate with experience and qualifications. In addition, the City provides a benefits plan that includes medical, dental, vision, life, and long-term disability insurance, a pension plan (Fort Worth Employees' Retirement Fund), and a 457 deferred compensation plan. Partnering with Southwestern Health Resources, the City provides access to three employee health centers exclusive to Fort Worth employees, retirees, and their enrolled dependents.



# Application & Selection Process

To be considered for this position, interested candidates must submit a cover letter and résumé no later than **Monday, September 9, 2024**, at:

[www.mosaicpublic.com/careers](http://www.mosaicpublic.com/careers)

## CONFIDENTIAL INQUIRIES ARE WELCOMED TO:

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