



Frank Crumb  
Halff Associates  
4000 Fossil Creek Blvd  
Fort Worth, TX 76137-2720  
April 21, 2015

Jody Puckett  
Chair Region C Water Planning Committee  
1500 Marilla St. 4AN  
Dallas City Hall  
Dallas, Texas 75201

**Dear Jody:**

After serving on the Region C Planning Committee for several years as Director of the Fort Worth Water Department, I would like to resign my position and recommend Carman, the new Water Director in Fort Worth as my replacement. Andy Cronberg could continue as the alternate from Fort Worth Water. My retirement from the City of Fort Worth in September 2014 requires that I be replaced as a Municipal representative.

I have enjoyed my service on this important committee and the insight into long range water supply planning for our growing metroplex and the entire region.

Sincerely,

A handwritten signature in black ink that reads "S. Frank Crumb".

Frank Crumb

Cc: Carman

Water Director

1000 Throckmorton Street

Fort Worth, TX 76102-6311

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# **JOHN ROBERT CARMAN**

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2962 Chris Lane ■ Grapevine, Texas 76051  
E-mail johnrobertcarman@gmail.com ■ (919) 398-0021

## **OBJECTIVE**

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Seeking a position that can to serve as my career capstone with a top 10 utility agency, with sincere desire to bring decades of experience to a challenging executive management role while helping to build the next generation of industry leadership

## **PROFESSIONAL EXPERIENCE**

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### **CITY OF FORT WORTH**

#### **WATER DIRECTOR, 2015 – Present**

Direct the activities of the Fort Worth Water Department, providing daily water, sewer and reuse services to an estimated 780,000 retail customers and 330,000 wholesale customers within 30 communities in the greater Fort Worth area. Manage departmental budget exceeding \$400 Million and 10 year capital improvement plan of \$1.5 Billion. Responsible for Council relations, stakeholder engagement in both retail service area and wholesale communities. Lead staff of 970 dedicated and passionate department employees in the day-to-day operations of the utility including: Operation of 5 water treatment plants, 1 regional wastewater plant, 3400 miles of sewer pipe, 3000 miles of water pipe, elevated storage facilities, pump and lift stations, accredited laboratory, regulatory compliance, development plan review and annexation implementation. Provide customer service call center and utility billing service for 280,000 water and sewer accounts, and for the Stormwater and Solid Waste services provided by Fort Worth

- Drive utility towards vision, mission statement and implementation of Effective Utility Management Principles based strategic plan
- Develop business case, design and implementation of Advanced Metering Infrastructure (AMI)
- Design and implementation of asset management and work management processes
- Develop strategy to improve bond rating of the Utility
- Implement water main condition assessment methodologies to bring asset condition understanding in the water distribution system to the level achieved in the sewer collection system
- Plan and implement drought management plans and conservation programs a
- Implement recommendations of the departmental safety audit
- Develop wholesale and retail rate strategies and make recommendations to Council annually while engaging stakeholder support
- Review state legislative proposals and provide impact assessments for ratepayers to policy makers

### **CITY OF RALEIGH**

#### **PUBLIC UTILITIES DIRECTOR, 2010 – 2015**

Direct the activities of the City of Raleigh Public Utilities Department, providing water, sewer and reuse water services to an estimated 525,000 people in Eastern Wake County. Manage the annual departmental budget exceeding \$200 Million and 10 year capital improvement plan exceeding \$1 Billion. Responsible for Council relations and stakeholder engagement in the service area, including the merger partner communities of Wake Forest, Rolesville, Knightdale, Wendell, Zebulon and Garner. Lead staff of 621 dedicated and passionate utility professionals in the day-to-day operations of the utility including: Operation of 2 water treatment plants, 1 regional wastewater plant, 2300 miles of sewer pipe, 2400 miles of water pipe, elevated storage facilities, pump and lift stations, full service laboratories, regulatory compliance, development plan review and annexation implementation. Provide customer service call center and utility billing service for 186,000 water and sewer accounts. Utility Billing also provides billing service for the Stormwater and Solid Waste services provided by Raleigh and in many instances the services provided by the merger partner municipalities.

- Developed and implementing a strategic plan utilizing the Effective Utility Management Principles
- Initiated strategic communication plan to support strategic plan and mitigate community impacts of rate increases and impacts of main replacement acceleration
- Led effort to restructure ratemaking and fee setting methodologies
- Facilitated Water Utility Transition Advisory Taskforce helping them to consensus on Guiding Principles for management of the utility, ultimately leading to Council acceptance and integration into our strategic plan
- Restructured management team to break up longstanding management silos within the utility
- Utility has won multiple performance and management excellence awards
- Utility has won public support for the rate increases needed to support conservation initiatives
- Initiated and implementing Strategic Asset Management plan
- Develop retail rate strategies and make recommendations to Council annually while engaging stakeholder support

## **CH2M HILL**

**2005 - 2009**

### **PRINCIPLE PROJECT MANAGER, VICE-PRESIDENT 2009**

Served as Deputy Program Manager for joint venture performing planning, design, records management and force account functions for Chicago.

### **SENIOR CLIENT SERVICE MANAGER, VICE-PRESIDENT 2007-2008**

Responsibilities include business development efforts and client service in the North Bay Area including Marin, Mendocino, Napa and Sonoma Counties.

### **SENIOR CLIENT SERVICE MANAGER, 2005-2007**

Responsibilities included project management, business development efforts and client service in the Utah market.

## **METROPOLITAN WATER DISTRICT OF SALT LAKE & SANDY**

**1994-2005**

### **GENERAL MANAGER 2002-2005**

Executive manager for all District functions reporting to an appointed Board of Trustees for a wholesale utility serving an estimated population of 750,000. Functioned as District Treasurer and Chief Procurement Officer, directs development of O & M budget and Capital budget, and worked with District Counsel to ensure compliance with state and federal laws. Responsible for stakeholder relations with elected officials in member cities, in adjoining counties and communities where District assets are located

- Responsible for execution of \$250,000,000 Capital Improvement Plan in a 5 year construction window
- Led successful effort to obtain necessary permitting, easements and approvals for siting of major water treatment and transmission facilities in a complex suburban setting with multiple jurisdictional agencies
- Developed public information campaign for Capital Improvement Plan  
Directed successful title transfer legislation during the 108<sup>th</sup> Congress for Provo River Project facilities
- Served as President of the Provo River Water Users Association Board of Directors, a non-profit corporation responsible for operating and maintaining the majority of Provo River Project facilities
- Completed reorganization of District staff to accommodate additional District facilities and responsibilities
- Coordinated development of finance and investment plans, meet with bond rating agencies and oversee issuance of District bonds
- Prepared and presented proposed budget presentations for Salt Lake City and Sandy City Councils, and other governmental agencies
- Responsible for water resource management, planning, acquisition and development
- Negotiated water purchase agreements, Interlocal agreements and temporary water supply contracts
- Represent District interest in local, state and federal legislative issues

**WATER QUALITY MANAGER 1994 - 2001**

Responsible for operations of treatment and conveyance systems, and NELAC certified laboratory. Oversaw federal, state and local regulatory compliance. Responsible for operation and maintenance of all District IT functions. Frequent presenter to the Board of Trustees and regular contributor to Board deliberations as a staff resource in a variety of areas.

- Instrumental in developing vision of District Master Plan as a key member of planning and implementation team
- Developed and implemented strategies to improve level of trust and confidence in treated water quality with staff and elected officials of member Cities
- Regulatory compliance responsibility for all District O & M activities and NELAC laboratory certification.

**SALT LAKE CITY CORPORATION**

1979-1994

**BIG COTTONWOOD WATER TREATMENT PLANT 1982-1994**

**TREATMENT PLANT OPERATOR**

Performed operation and maintenance of equipment, instrumentation and facilities. Trained new employees in operation, maintenance, laboratory analysis and preparation for certification examinations.

**CITY CREEK WATER TREATMENT PLANT 1981-1982**

**TREATMENT PLANT OPERATOR**

Performed operation and maintenance of equipment, instrumentation and facilities.

**SALT LAKE CITY WATER RECLAMATION FACILITY 1979-1981**

**PUMP STATION AND PRETREATMENT OPERATOR**

Operate and maintain prescreening, grit collection, chlorination and pump station equipment.

**EDUCATION AND LICENSING**

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**B.S. Civil and Environmental Engineering**, University of Utah, Salt Lake City, Utah 1990

**M.S. Civil and Environmental Engineering**, University of Utah, Salt Lake City, Utah 2008

**Professional Engineer – Utah License #179137**

**PROFESSIONAL AFFILIATIONS**

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**Association of Metropolitan Water Agencies**, Board of Directors & Policy Subcommittee Chair, 2012 – Present

**North Carolina Water Quality Association**, Board of Directors, 2012 – Present

**Utah Board of Water Resources**, appointed by Utah Governor 2006-2008

**American Water Works Association**, Intermountain Section, Outreach and Advocacy Council Chair 2004-2007

**American Water Works Association**, Intermountain Section, Technical & Educational Council Chair 2000-2004

**American Water Works Association**, Intermountain Section Research and Student Activities Committee 1995-2000

**Partnership for Safe Water**, Performance Effectiveness Assessment Committee (PEAC) member. 1996-2005

**American Water Works Research Foundation**, Project Advisory Committees, AWWARF Project #2530.

**Utah Water Quality Alliance**, Founding Member, 1994

**COMMUNITY INVOLVEMENT, PUBLICATIONS & REFERENCES**

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Available upon request