Orange Water and Sewer Authority
OWASA is Carrboro-Chapel Hill's not-for-profit public service agency
delivering high quality water, wastewater, and reclaimed water services.

Agenda
Special Meeting of the OWASA Board of Directors
Wednesday, December 11, 2019, 6:00 P.M.
OWASA Boardroom

A Special Meeting of the Board of Directors of Orange Water and Sewer Authority is hereby called and will be held on Wednesday, December 11, 2019, at 6:00 PM, in the OWASA Boardroom, 400 Jones Ferry Road, Carrboro, to discuss the recruitment and selection process for OWASA's next Executive Director.

The Board of Directors appreciates and invites the public to attend and observe its meetings. For this Special Meeting, public comments are invited only on items appearing on this agenda. Speakers are invited to submit more detailed comments via written materials, ideally submitted at least three days in advance of the meeting to the Clerk to the Board via email or US Postal Service (aorbich@owasa.org/400 Jones Ferry Road, Carrboro, NC 27510).

Public speakers are encouraged to organize their remarks for delivery within a four-minute time frame allowed each speaker.

In compliance with the "Americans with Disabilities Act," interpreter services are available with five days prior notice. If you need this assistance, please contact the Clerk to the Board at 919-537-4217 or aorbich@owasa.org.

Announcements

Announcements by the Chair

- Any Board Member who knows of a conflict of interest or potential conflict of interest with respect to any item on the agenda tonight is asked to disclose the same at this time.

Discussion

Recruitment and Selection Process for OWASA's next Executive Director (Ray DuBose)

1. Introductions
2. Meeting Objectives
3. Recap from Consultants About Their Day with OWASA Staff (Robert Slavin and Barbara Lipscomb)
4. Recruitment Process Overview and Timeline
5. Development of Recruitment Profile
    a. Why Orange Water and Sewer Authority
    b. Attributes of the Region
    c. Issues, Opportunities and Challenges
    d. The Executive Director

400 Jones Ferry Road, Carrboro, NC 27510 919-968-4421 info@owasa.org @OWASA1 www.owasa.org

i. Minimum Job Requirements
ii. Preferred Additional Credentials
iii. Desired Management and Leadership Characteristics

6. Compensation Thoughts
7. Summary of Action Items, Next Steps, and Closing Comments

Dated this 11th day of December 2019.

/s/ Raymond E. DuBose
Raymond E. DuBose, Chair of the Board

Information Included:

- Slavin Management Consultants Proposed Search Methodology Outline
- Questions for the Development of Executive Director Recruitment Profile
- Draft Abbreviated Job Announcement and Core Competencies from the Executive Director's Succession Plan

SLAVIN MANAGEMENT CONSULTANTS PROPOSED SEARCH METHODOLOGY OUTLINE

A. Develop Position Profile

- Meet with the Board of Directors and others of the Board's choosing possibly including OWASA department heads and external stakeholders to define the position, determine qualifications and desired management and leadership characteristics.

- Prepare a draft recruitment profile and present it to the Board for comment and approval.

B. Identify Qualified Candidates

- Direct sourcing via networking (professional associations, comparable organizations, social media, SMC data base, etc.)

- Posting of professional announcements

C. Evaluate Prospective Candidates

- Preliminary screening - - analysis of cover letters and resumes and telephone interviews

- Supplemental questionnaires

- Progress report to the Board

D. Selection and Employment

- In-depth screening and final report (site visits, background checks and possible assessment centers and/or psychological (or similar) testing of the candidates.)

- Final Report and Board/Candidate Interviews.

E. Proposed Project Time Line

The search process normally takes between sixty (60) and ninety (90) days to complete and typically follows the following pattern:

		DAYS			
	STEPS	**1-30**	**30-45**	**45-60**	**60-360**
1.	DEVELOP SEARCH PROCESS, RECRUITMENT PROFILE AND ADVERTISING PROGRAM FOR BOARD APPROVAL	✓			
2.	IDENTIFY QUALIFIED CANDIDATES, REVIEW DATA BASE, NETWORK, RECEIVE AND REVIEW RESUMES	✓	✓		
3.	SCREEN & EVALUATE PROSPECTIVE CANDIDATES		✓		
4.	PROGRESS MEETING AND REPORT		✓		
5.	INTERVIEW AND EVALUATE PROSPECTIVE CANDIDATES		✓	✓	
6.	SUBMIT FINAL REPORT AND RECOMMENDATIONS, ASSIST IN SELECTION, FACILITATE EMPLOYMENT			✓	
7.	ESTABLISH EVALUATION CRITERIA AND FOLLOW-UP				✓

DEVELOPMENT OF EXECUTIVE DIRECTOR RECRUITMENT PROFILE

(See Abbreviated Job Announcement and Core Competencies for inspiration)

1. What are some attractive attributes of the Orange Water and Sewer Authority?
2. What Issues, Opportunities and Challenges face OWASA at this time?
3. What are the minimum expected education and experience requirements?
4. What additional credentials are preferred (advanced degree P.E. etc).?
5. What management and leadership style/ characteristics are required?
6. Compensation and benefits thoughts?

ORANGE WATER AND SEWER AUTHORITY

A public, non-profit agency providing water, sewer and reclaimed water services to the Carrboro-Chapel Hill community.

Abbreviated Job Announcement
Executive Director of OWASA

Note: ***once the Board agrees on expectations for the new Executive Director, a comprehensive Job Announcement should be prepared.***

Brief Position Description:

The ***Executive Director*** is appointed by the OWASA Board of Directors and serves as the organization's Chief Administrative Officer. The Executive Director is directly responsible for the overall leadership and general management of the organization.

About OWASA:

OWASA is a public, non-profit agency providing drinking water, wastewater (sewer), and reclaimed water services to the Carrboro-Chapel Hill-southeast Orange County community in the Research Triangle region of central North Carolina. OWASA has been in operation since 1977; has _____ employees; and serves about _____ people. OWASA's annual revenues are about $____ million. OWASA's largest customer is the University of North Carolina at Chapel Hill.

OWASA is governed by a nine-member Board of Directors, which is appointed by the elected boards of the Towns of Chapel Hill and Carrboro and Orange County. The OWASA Board adopts the annual budget; sets rates, fees and charges based on cost-of-service principles; adopts policies and plans; authorizes bond issues; and appoints the Executive Director, General Counsel and independent auditor.

OWASA's Mission Statement: *OWASA will provide our customers with high quality water and wastewater services through responsible, sustainable, and creative stewardship of the resources and assets we manage. We will do this with a productive, empowered, talented, and diverse work force, which strives for excellence.*

Responsibilities:

- Serves as OWASA's Chief Administrative Officer and provides general management and administration of the organization in accord with policies, plans and budgets adopted by the OWASA Board; North Carolina law; Federal and State regulations; OWASA's (Revenue) Bond Order; and other agreements including those with the Towns of Carrboro and Chapel Hill, Orange County, and the University of North Carolina at Chapel Hill.

- Works closely with the Board of Directors to establish OWASA's strategic direction and implements the adopted strategic plan.

DRAFT

- Oversees the planning, construction, operations, maintenance, evaluation and financing of services and projects consistent with OWASA's Vision, Mission and Values.

- Prepares the draft annual operating and capital budgets and 5-year Capital Improvement Program and administers their implementation after adoption.

- Works closely and proactively with the Board, staff, customers, stakeholders, external agencies and other officials in the performance of his/her duties.

- Oversees administrative hiring and other human resource decisions.

The Desired Candidate:

The desired candidate will have a proven history of successfully leading a diverse team in the efficient, sustainable and effective operation of a water and/or wastewater utility operation. Prior leadership and management success will include building and inspiring teams of employees to excel in a continuous improvement culture. Well-qualified candidates will have exceptional communication skills and the proven ability to build relationships with diverse people and stakeholders internally and outside the organization, including intergovernmental relationships.

The desired candidate will be a visionary and a strategic systems thinker who understands the water utility business and public administration. The desired candidate will have the utmost integrity and honesty and a genuine passion for his/her work.

Experience and Education:

Successful candidates will have ten years or more of progressively responsible experience successfully leading a water and/or wastewater utility or similar organizations. Prior experience in a governmental utility is desired. Bachelor's degree in related field is required; Master's degree desired.

Compensation:

[TBD]

How to Apply:

[TBD]

For more Information:

[TBD] Name, title, phone, e-mail; website: www.owasa.org

DRAFT

OWASA Executive Director
Core Competencies

Attribute	*Description*	*OWASA Specific*
Leadership:	Ability to lead; inspire; motivate; influence	• Effectively leads, motivates and develops staff. • Promotes diversity and inclusion throughout the organization. • Effectively implements change when needed. • Is highly regarded and respected leader at all levels of the organization, in the Carrboro-Chapel Hill community, and the water resources profession. • Promotes a learning culture which enhances the skills and knowledge of employees. • Plays leadership role with external peers (Town and County Managers, UNC officials, etc.). • Sets example for all to follow.
Passion:	Cares; high level of effort; commitment; enthusiasm	• Consistently displays a high level of enthusiasm for OWASA's success. • Positive outlook at all times. • Expresses genuine enthusiasm in interactions with fellow employees, Board members, customers, and others. • Takes time to encourage and recognize success. • Unquestionable work effort; goes the extra mile
Communications:	Clearly expresses meaningful/compelling information to diverse groups of people; listens; understands and respects different points of view	• Confident and effective speaker. Can explain complex utility matters to people with diverse backgrounds. • Keeps the Board well informed. • Makes effective presentations to the OWASA Board and other officials. • Written reports are accurate, complete and concise. • Always keeps his/her team informed.
Relationships:	Builds teams; facilitates cooperation and consensus; interpersonal skills	• Team builder. • Establishes and maintains effective relationships with internal and external peers/officials.

DRAFT

Attribute	*Description*	*OWASA Specific*
		• Engages and builds relationships and facilitates cooperation/consensus with others – even when that may be difficult (angry customers/stakeholders). Always remains professional and helpful. • Values and effectively supports and promotes diversity and inclusion.
Technical:	Has knowledge needed to perform; keeps current on technology	• Excellent understanding of the operational and business service requirements of leading a progressive water utility. • Stays current and regularly attends and participates in utility-related conferences and seminars. • Excellent, thorough understanding of OWASA Board Policies and Administrative Guides.
Action-oriented:	Takes on new challenges; self-starter; gets things done quickly; productive; anticipates work	• Makes timely decisions to keep the organization moving forward. • Always anticipates work that needs to be done. • Regularly and confidently delegates work and seeks assistance from others when needed. • Meets or beats deadlines. • Sets priorities; does first things first; tackles unpleasant tasks equally well.
Strategic thinker:	Decision maker; problem solver; creative; learns quickly; systematic; anticipates work	• Understands the big OWASA picture and thinks, plans and acts accordingly. • Understands complex technical issues and their relationship to people. • Develops and implements innovative and creative solutions to problems. Is seen as smart and innovative. • Makes excellent and timely decisions on complex utility matters. • Understands the importance of both processes and outcomes.
Vision:	Understands the future and how to get there to benefit the organization	• Understands where OWASA is going and how to get there – acts accordingly. • Consistently develops systems and strategies to improve the organization.

DRAFT

Attribute	*Description*	*OWASA Specific*
Customer Focus:	Committed to excellence in serving customers; quality services	• Provides excellent customer service. • Reaches out and makes personal contact with customers and other stakeholders, especially when there are concerns/problems.
Self-Improvement:	Learns and improves; develops skills; seeks feedback	• Takes initiative to improve skills and abilities. Seeks out peers, mentors and OWASA employees for learning opportunities. • Seeks feedback from the Board.
Integrity:	Honest; highest ethical standards; trustworthy; does what he/she says	• Sets the highest standard of integrity for OWASA. • Leads by example.

DRAFT