



ABOUT CHAPEL HILL, CARRBORO AND THE UNIVERSITY OF NORTH CAROLINA AREA

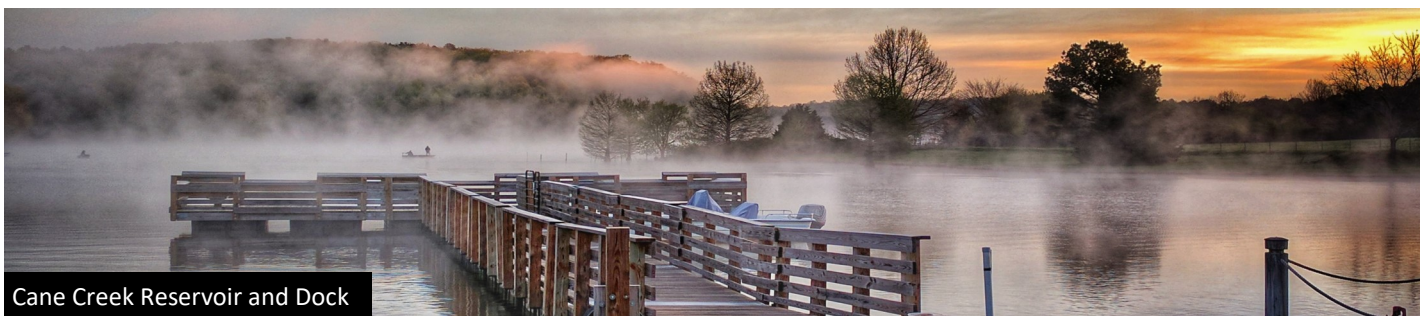
Greater Chapel Hill is a two-town three-county region situated in the center of North Carolina, equidistant to the mountains and the beach, and nestled in the rolling, wooded Piedmont. The region includes the Town of Chapel Hill, the Town of Carrboro, southern Orange County, northern Chatham County, and southwest Durham County.

The region forms the western edge of the Research Triangle and the northern rim of the future Chatham Park, offering diverse business and industry opportunities; excellent transportation corridors with two main interstates (1-40 and 1-85); and convenient access to an international airport (RDU), a rail system, and several top tier universities: UNC-Chapel Hill, NCCU, Duke, and NC State.

With small town charm and big city cultural and athletic events, the Greater Chapel Hill region features one of the best public school systems in the country, world class health care facilities, and access to one of the best workforces in America. Chapel Hill is the 2nd most educated city in the nation according to the US Census Bureau.

OUTSTANDING OPPORTUNITY TO SERVE THE CUSTOMERS OF THE ORANGE WATER AND SEWER AUTHORITY AS THEIR NEXT EXECUTIVE DIRECTOR





Cane Creek Reservoir and Dock

The heart of the region is the side-by-side towns of Chapel Hill and Carrboro - home to the nation's first public university and a community filled with brilliant minds, award-winning restaurants, innovative businesses, outstanding public schools, and a vibrant music and performing arts scene. This community is considered one of the best college towns in America and is known to "blend liberal philosophy and Southern culture in a way that borders on the utopian."

The availability of good jobs and good schools makes the region a desirable place to raise a family. People under the age of 20 make up more than a quarter the area's population.

The cost of living in the Raleigh and Durham areas is slightly lower than the national average. Currently, the average home price is \$249,295 and climbing. Housing costs will continue to rise as more people flock to the area in search of a career. However, relatively low property taxes make home ownership easier than in other major cities. Compared to other technology and research hubs like San Francisco, the North Carolina Research Triangle is relatively affordable.

ABOUT CHAPEL HILL

There are plenty of attractive college towns in the US, but Chapel Hill, in the center of North Carolina, equidistant from its mountains and its coast, blends liberal philosophy and Southern culture in a way that borders on the utopian. From its community-minded businesses and political activism to a music scene that has quietly influenced the global stage.

Chapel Hill is a multicultural university town that is home to UNC-Chapel Hill and a resident population of 59,000. Hailed as "America's Foodiest Small Town" by *Bon Appetit Magazine*, Chapel Hill is rapidly becoming a hot spot for pop American cuisine. It's a trend-setting playground full of sights, sounds and tastes that make it the kind of place that authors, musicians, and artists call home.

Chapel Hill was created to serve the University. When the University of North Carolina Board of Trustees chose the area around New Hope Chapel as the site for the first State University in 1793, they also named a committee to lay out a town adjacent to the site. Present day reminders of Chapel Hill's history are cherished by its citizens and admired by its visitors. Quiet winding streets, wooded home sites, stone walls, and small shops surrounding the University

add to the charm, mystique, and small-town character of the City.

ABOUT CARRBORO

Carrboro is the town just west of Chapel Hill. With a population of just under 20,000 Carrboro is the kind of small southern town where the past and the present seem to have been fused into a single moment until it's no longer one time or the other. Many of the buildings on Main Street and Weaver Street, Carrboro's two main roads, haven't changed in half a century—and yet Carrboro is wireless. The heart of the town is a contemporary version of the old country store, but it's a co-op now and the food is mostly organic.

Carrboro, more than anything else, is a community. What does this mean, community? It means poetry, art and music. It means Thursday evening on the lawn in front of Weaver Street Market—or The Weave, as it's known around town. From late spring to early fall, the "Weave" hosts live music on Thursday nights and Sunday morning jazz brunches, with local non-profit organizations selling food, wine and beer.



OWASA Table at Latin American Festival



Created in 1977, the Carrboro Farmers' Market was one of the earliest markets to link farmers directly with their customers. This is a true farmer's market. Everything that is sold must be grown or produced within a 50-mile radius of Carrboro. Twice weekly, on Wednesday evenings and Saturday mornings, spring through fall, the market serves as yet another community event. Recently the *New York Times* featured book, *Serious Eats*, lists the Carrboro Farmers' Market as number five on the list of Best Farmers Markets in the country and *Southern Living Magazine* also listed the Carrboro Farmers' Market as a source for *The South's Top 10 Tastiest Town Awards*.

ABOUT THE UNIVERSITY OF NORTH CAROLINA

The University of North Carolina — Chapel Hill (UNC) is the nation's first public university and the only public university to award degrees in the 18th century. Throughout its history, UNC has been at the heart of preparing a widely diverse student body to become creators, explorers, innovators and leaders throughout the world.

UNC's nationally recognized innovative teaching, campus-wide spirit of inquiry and dedication to public service continue the legacy that began in 1795 when the University first opened its doors to students.

In Chapel Hill, students develop a voice for critical thought and the courage to guide change. They connect to the future they're already shaping. Carolina is committed to access for all, providing life-changing opportunities such as the Carolina Covenant, which promises a debt-free education to low-income students.

In its third century — an era of groundbreaking study and research — UNC-Chapel Hill is harnessing the very best of our fast-changing world and is proud to advance knowledge for this and each generation to come.

Today, UNC enrollment includes 19,117 under-graduate students and 10,984 graduate and professional students. There are 3,887 faculty members. The University offers seventy-four bachelors' degree programs, one hundred and four masters' degree programs, sixty-five doctoral degree programs and seven professional degree programs.

ABOUT THE ORANGE WATER AND SEWER AUTHORITY (OWASA)

Background

OWASA is a special purpose local governmental entity organized under state law. OWASA serves about 83,000 people.

Creation of OWASA

Before OWASA was established, the University of North Carolina at Chapel Hill (UNC) and the Towns of Chapel Hill and Carrboro provided public water and sewer services to the Carrboro-Chapel Hill community.

Following recommendations of a Utilities Study Commission created in 1971, on August 9, 1976 the State approved conveyance of the University's water and wastewater utilities to OWASA in accord with Agreements of Sale and Purchase among the University, the Towns and OWASA. The Town of Carrboro, the Town of Chapel Hill and Orange County governing boards incorporated OWASA under Chapter 162A of State law. OWASA began serving the community on February 16, 1977 upon transfer of the municipal and University systems to OWASA.



Youth Tour at the Wastewater Treatment Plant



Operator at Water Treatment Plant

OWASA MISSION, VISION AND VALUES STATEMENT

OUR MISSION

We are a community-owned utility providing our customers high quality and reliable water, wastewater, and reclaimed water services through responsible and creative stewardship of the resources we manage.

OUR VISION

We provide excellent service so that, if our customers could choose their water utility, they would always select OWASA. We are a trusted steward of the community, environmental and financial resources we manage.

OUR VALUES

Quality Drinking Water	Affordability and Value
Environmental Responsibility	Sustainability
Excellence in Serving Customers	Support for the Communities We Serve
Employees	Innovation and Creativity

Governance

A nine-member Board of Directors governs OWASA. The Chapel Hill Town Council appoints five and the Carrboro Town Council and the Orange County Board of Commissioners each appoint two Board members. The OWASA Board adopts the annual budget; sets rates, fees, and charges based on cost-of-service principles; makes policy decisions; approves issuance of revenue bonds or other debt Instruments; and appoints the Executive Director, General Counsel and Independent Auditor.

OWASA BOARD OF DIRECTORS MEMBERS

Raymond DuBose, Chair	John Cooley
Ruchir Vora, Vice Chair	Jody Eimers
Bruce Boehm, Secretary	Bob Morgan
Yinka Ayankoya	John Morris
Bruce Runberg	

Water System

OWASA's water comes from Cane Creek Reservoir, a three billion-gallon supply eight miles west of Carrboro; University Lake, a 450 million-gallon reservoir on the west side of Carrboro; and the 200 million-gallon Quarry Reservoir three miles west of Carrboro.

OWASA has a state allocation of water supply storage capacity in Jordan Lake equivalent to about five million gallons of water per day (MGD). OWASA does not currently receive water from Jordan Lake to meet the daily needs of its service area nor does it own facilities to do so. However, through mutual aid agreements, OWASA can obtain drinking water from Jordan Lake from the Town of Cary through OWASA's system connection with the City of Durham. OWASA also maintains emergency water system connec-

tions with the Town of Hillsborough and Chatham County public drinking water systems.

OWASA's Jones Ferry Road Water Treatment Plant (WTP) has a capacity of 20 MGD. Drinking water storage capacity is eight million gallons and OWASA maintains about 400 miles of raw water, finished water, and water interconnection lines.

The Authority has met or surpassed all Federal and State standards for drinking water quality in 2019. In 2011, OWASA became the ninth water utility in the nation and the first in North Carolina to receive the Partnership for Excellence in Water Treatment Award.

Wastewater System

OWASA operates and maintains about 340 miles of sanitary sewer and force main lines and 21 pump stations to carry wastewater to the Mason Farm Wastewater Treatment Plant (WWTP), which has a peak treatment capacity of 14.5 MGD (daily average for a calendar month).

Highly-treated wastewater is recycled to the natural environment at Morgan Creek on the southeast side of Chapel Hill or provided as reclaimed water for non-drinking uses as described below. Morgan Creek is a tributary of Jordan

Lake, a water source for several communities in the region. OWASA's treated wastewater was in full compliance with regulatory standards in 2019.

Reclaimed Water System

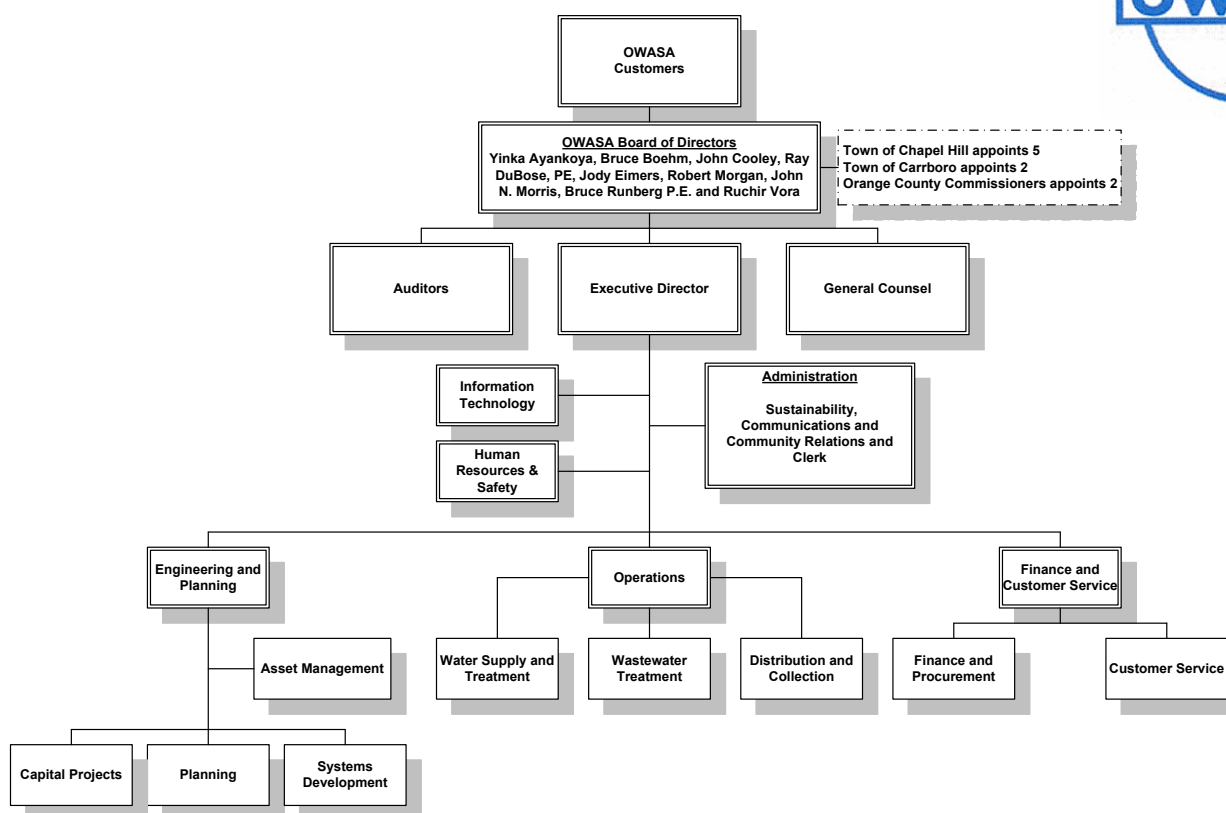
OWASA operates a reclaimed water (RCW) system at the Mason Farm WWTP. Federal and State grants funded about 10% of the project to build the system with UNC, OWASA's primary RCW customer, providing funds for the balance of the construction costs.

The RCW system is financially self-supporting. OWASA recovers all operating, maintenance, management, and overhead costs through rates and fees. Financial responsibilities, including rate decisions by OWASA and other technical matters, are specified in a contract between OWASA and UNC.

The UNC uses RCW for make-up water in cooling towers at chiller plants, toilet flushing, and irrigation. UNC's RCW use averaged about 700,000 gallons per day during FY 2019.

By decreasing the amount of drinking water used for non-drinking purposes, the RCW system helps reduce the community's risks in future droughts and other water shortages. The system also enables OWASA to defer the need for expansion of water supply and treatment capacity and reduces energy use and costs.

Orange Water and Sewer Authority





Staff Presentation to Board of Directors

OWASA Financing

OWASA services are funded with fees and charges for the services provided by the Authority. Most of OWASA revenue comes from monthly bills for water and sewer service. The Authority does not receive property taxes, sales taxes, etc. Occasionally the Authority receives State or Federal grants for special purposes such as purchase of watershed properties or conservation easements to help protect water quality in its reservoirs. For FY 2020, OWASA's Operating Revenue was \$38.6 million; its Operating Expenses were \$26.4 million and its Capital Improvement program was \$26.4 million. The Authority has 142 authorized positions. OWASA's bond rating is AAA.

ABOUT THE EXECUTIVE DIRECTOR

- The Executive Director is appointed by the OWASA Board of Directors and serves as the organization's Chief Administrative Officer. He or She is directly responsible for the overall leadership and general management of the organization. As OWASA's Chief Administrative Officer:
- He or she provides general management and administration to 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. 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.

Experience and Education:

Successful candidates will have ten years or more of progressively responsible experience successfully leading 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.

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 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.

The following Core Competencies are desired in OWASA's next Executive Director:

- Leadership – the ability to lead, inspire, motivate and influence
- Passion – Cares, high energy, commitment and enthusiasm
- Communications – Clearly expresses meaningful and compelling information to diverse groups of people; listens, understands and respects different points of view
- Relationships – Builds teams; facilitates cooperation and consensus; interpersonal skills
- Technical – Has the knowledge needed to perform and keeps current on technology
- Action-oriented - Takes on new challenges; self-starter, gets things done quickly; productive; anticipates work
- Strategic thinker – Decision maker; problem solver, creative; quick study, systematic
- Vision – Understands the future and how to get there to benefit the organization
- Customer focus- Committed to excellence in serving Customers; quality services
- Self-improvement – Learns and improves; develops skills and seeks feedback
- Integrity – Honest; highest ethical standards; trustworthy; does what he/she says.



Administration Building and Water Treatment Plant



Customer Service Staff at Work

CRITICAL THOUGHTS OF THE BOARD OF DIRECTORS, SENIOR STAFF AND EMPLOYEES CONCERNING OWASA, THE ORGANIZATION, CURRENT AND FUTURE CHALLENGES AND LEADERSHIP EXPECTATIONS:

- The OWASA Board recognizes that the organization cannot operate in a vacuum and has made demonstrated excellence with all stakeholders a priority.
- The OWASA organization has successfully developed as a premier first-class organization and is considered to be a leader of similar utilities of its size and complexity.
- The OWASA Water and Wastewater system is a "stable" system with limited new growth capacity. As opposed to a "fast growth new system," the system is presently, and in the future will be, experiencing a number of "retrofit" challenges and opportunities as the infrastructure ages.
- Current short and long term challenges include the following: continued investment and optimization of asset management and system resiliency, system security as it relates to computers and technology, the physical security of the plants and operations, and strategic planning for the future. Experience in these areas is strongly desired.
- The new Executive Director is expected to have experience in successfully engaging with and understanding the needs of the customers, the community and the concerns of the general public--leading to gaining and retaining their support. Additionally, experience in developing successful relations with the other governing bodies which interact with the OWASA Board and organization is a plus. Experience in developing and promoting a "customer-centric" focus is strongly desired.
- New environmental regulations and rules will continually be a challenge and there will be a need to balance renovation and retrofit of the existing system with new growth opportunities, as well as balance "best in class" expectations with "affordability." Long term strategic capital planning is imperative as a means of sustaining and improving the current system.

- The OWASA Board is seeking candidates who have a demonstrated understanding and track record in strategic capital planning.
- OWASA has successfully implemented employment protocols to lead and support its employees, established exceptional internal performance and service standards for the Authority, ensured the financial and fiduciary well-being of the Authority, successfully executed significant capital building programs in an exemplary manner, and demonstrated superior customer service for its external customers, regulatory agencies, and associated governing boards.
- Employment within OWASA has been, and is anticipated and desired to be, stable. The average tenure of the current management team is approximately 15 years. There is significant investment and trust in employees; training and education are viewed as "investments" in the employees. Employees are engaged and employee opinions are encouraged and valued.
- There is an established team management approach particularly with senior staff members who have the ability to flex schedules to meet the parameters of the job and its requirements as necessary. The new Executive Director is expected to be comfortable working in this environment.
- Ed Kerwin, OWASA's long-term (and only second Executive Director) has announced his retirement. The Board of Directors is unanimous in its desire to seek a new leader who will carry on OWASA's tradition of management excellence as he or she applies his or her own brand of superior leadership in support for the OWASA Board of Directors for now and into the future.
- The current Executive Director basically grew up in the water & wastewater industry and has sufficient background to understand the technical opportunities and challenges of the industry. As such, an engineering degree is not required but is considered a "plus" as the successful candidate must have significant experience to be proficient in understanding the technological, operational and financial challenges and opportunities of the industry and of the Authority.
- The new Executive Director should recognize and appreciate the "Authority" governing model as an excellent governing framework. The Board is focused solely on water and wastewater utility work and issues/concerns as opposed to a broader governance model like a local government which would have a multiplicity of services to deliver and competing departmental interests.
- The new Executive Director is expected to support several current initiatives of the governing board, including but not limited to the following: a) Diversity and Inclusion & Community Outreach Program, b) Strategic Planning Program and c) Capital Improvement Planning (CIP) & Infrastructure Improvement Initiatives.

For more information about OWASA, visit www.owasa.org.

COMPENSATION: The beginning pay for the Executive Director will be highly competitive and will include an excellent benefit package. The Board of Directors is prepared to pay reasonable and customary moving expenses.

APPLICATION AND SELECTION PROCESS: The position will remain open until filled and will move forward immediately upon receipt of a sufficient pool of well-qualified applicants. For best results, please email your resume and cover letter with current salary by February 18, 2020 to: slavin@bellsouth.net. For additional information about this position, contact Robert E. Slavin, President, or Barbara Lipscomb, Florida and Southwest Manager at Slavin Management Consultants by phone at (770) 449-4656 or by email at slavin@bellsouth.net.



OWASA IS AN EQUAL OPPORTUNITY EMPLOYER COMMITTED TO CONTINUOUS IMPROVEMENT, SUSTAINABILITY, CREATIVITY, DIVERSITY AND INCLUSION.