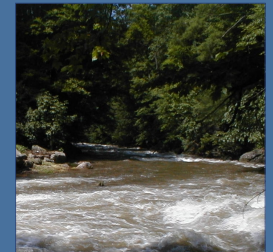
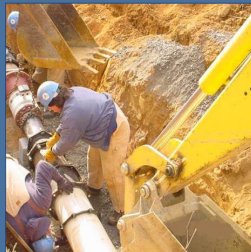
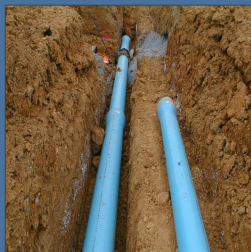




General Manager Profile

JANUARY 2012



Washington County Service Authority Background

The Washington County Service Authority (WCSA) is the third largest water and wastewater utility in Southwest Virginia, serving almost 50,000 residents (20,500 connections) water across a 300 square mile area of two states (Virginia and Tennessee) and three rural counties – Washington and Smyth County of Virginia and Johnson County of Tennessee –with approximately 70 fulltime employees. WCSA’s wastewater system is much smaller with 1,600 connections and sixty miles of gravity and force main line. WCSA operates and maintains two water filtration plants, one spring, one well, one wastewater treatment plant, and extensive water distribution and sewer collection systems.

WCSA’s humble start dates back more than 100 years when the Abingdon Water and Light was established. WCSA was originally chartered in 1953 as the Goodson-Kinderhook Water Authority. A large portion of WCSA’s distribution system was established in the 1930s through President Franklin D. Roosevelt’s Works’ Progress Administration. WCSA was officially formed in 1976 through the consolidation of the Goodson Kinderhook Water Authority, the Washington County Sanitary District #1 and Manhaim Water Company. Since that time, WCSA has acquired the Town of Glade Spring’s water distribution system in 1999 and is now the sole supplier of water in Washington County. Today, WCSA serves almost 90% of the residents of Washington County with drinking water. In 1999 WCSA also agreed to take ownership of a Washington County owned and Town of Abingdon operated wastewater collection and treatment system. By 2010, WCSA and the Town of Damascus reach agreement whereby WCSA would take ownership of the Town’s wastewater collection and treatment system. This results in WCSA being one of three wastewater operators in the County and increases the total customer base to more than 2,000.

One difficulty with serving a rural community is the distance water must travel to reach each customer or wastewater must travel for treatment. WCSA’s distribution system covers approximately 300 square miles with 900 miles of pipeline. WCSA currently has more than 20,500 customers, and therefore, must maintain almost 240 feet of pipeline per customer. Furthermore, a majority of the pipeline in WCSA’s system was installed in piecemeal fashion, with inadequate planning or design for future growth. Thus, we have a system with pipe sizes ranging from ½” to 20” in diameter and pipe materials of galvanized steel, cast iron, ductile iron, asbestos cement, PVC and stainless steel. Another challenge in serving customers of a mountainous region is the elevation changes encountered within the service area. Washington County’s lowest elevation point is 1,698 feet above sea level and its highest is 5,520 feet above sea level - a vertical range of 3,822 feet. Within the water system itself, the elevation change from the lowest to highest point is 1,147 feet, which translates to 493 psi. The distribution system has some 28 water pumping stations and more than 40 pressure zones. The resulting maximum normal operating system pressure is 250 psi with an average of 95psi.

WCSA-owned source capacity is 12.0 MGD from all sources however actual dry weather flow and treatment capacity exceeds this figure. WCSA operates one membrane filtration plant, one conventional surface water treatment plant, one spring and one well. Additionally, WCSA purchases water from two different municipalities. In total, WCSA’s average distribution of water is approximately 7.2 million gallons per day.

In the past two decades, the WCSA also focused its energy on the provision of public sewer service to Washington County residents. Unlike the formation of WCSA through consolidation, WCSA has managed to construct its own 630,000 gallon per day conventional treatment facility in eastern Washington County and has secured two treatment agreements—one with the City of Bristol, Virginia (572,000) in the western portion of Washington County and one with the Town of Abingdon (1,000,000) in the central part of Washington County—which combined provide for treatment of 2,202,000 gallons per day.

WCSA has an annual operating budget of about approximately \$12 million and a six year, \$100 million capital improvements plan.

WCSA has also assumed other responsibilities, including the promulgation and enforcement of a fire suppression system for the Oak Park Center for Business and Industry, a Washington County Industrial Park. WCSA continues with its mission of providing safe and dependable supply of drinking water, along with an environmentally friendly water reclamation service to its customers and the community, all in a financially responsible manner.

With the vision of becoming a top-notch provider of water and wastewater services, WCSA is organized in a manner that focuses on customer service, engineering expertise and sound financial management. WCSA's oversight is provided by a board of seven commissioners who are appointed by the respective Washington County Board of Supervisors. The Commissioners are responsible for the hiring of a General Manager, the person who is charged with the daily management of the Authority as an organization. This position has a senior leadership team that reports directly to the General Manager and along with the General Manager are responsible for carrying out the mission of WCSA.

Specific Responsibilities of the Position

Duties and Responsibilities

The GM may be required to perform any number of tasks, but the following comprise essential functions. Thus, the GM must:

- Support and advise the Board of Commissioners relative to mission, vision, policy and finance
- Maintain and implement policies, rules, and regulations
- Supervise the Operations Manager, Controller, Chief Engineer, Customer Service Manager, Administrative Assistant Staff (2), and Information Systems Manager
- Provide Human Resource needs that are not delegated
- Review and approve budgets, both capital and recurring expenses, prepared by others for recommendation to the Board of Commissioners, and/or prepare same
- Oversee the Capital Improvements Plan
- Ensure the ongoing development and implementation of a safety program

- Promote and assist communication among administration, operations, management, and staff at all levels
- Assist those whom the GM supervises to achieve optimal performance
- Attend training opportunities, meetings, seminars, and/or workshops to enhance job knowledge and skills
- Answer customer complaints in a reasonable and prudent manner
- Lead the executive management team, with a focus on strategic planning and tactics for accomplishing desired outcomes
- Engage and have regular contact with: local government officials, including County Administrator, County Attorney, County Planner, County Board of Supervisors, and WCSA Board of Commissioners; developers for industrial, commercial, and residential properties; local, state, and federal regulators, including: the County Building Official, Army Corps of Engineers, Tennessee Valley Authority, Virginia Department of Environmental Quality, Virginia Department of Health – Office of Drinking Water and Virginia Department of Health – District Medical Director, Virginia Department of Conservation, Virginia Department of Game and Inland Fisheries and U.S. Fish and Wildlife Service; physicians and dentists; engineering consultants hired by private developers; engineer consultants working or seeking to work for WCSA; legal counsel for WCSA; other professional service providers working or seeking to work for WCSA, including: financial consultants, architects, attorneys, and officials representing other utilities
- Serve as media contact for WCSA
- Perform other duties as assigned by the Board of Commissioners or as needed

Knowledge, Skills, and Abilities

- Ability to attend to WCSA issues in a timely and professional manner, and to provide an able explanation or defense of WCSA policy
- Thorough knowledge of business English, mathematics, and physical sciences
- Ability to think logically and creatively.
- Ability to develop cost-effective and reliable solutions to complex problems, which have significant operational and/or public health consequences
- Ability to communicate on many different levels, depending upon the audience
- Ability to effectively communicate in a public forum, either from prepared notes or extemporaneously
- Ability to analyze business processes and establish efficient and alternate paths to gain the desired result
- Thorough knowledge of current office equipment, practices, and procedures, including quick adaptability to computer hardware and software changes.
- Ability to acquire attention and establish relationships with other WCSA Departments and the personnel in those Departments.

- Computer proficiency using Microsoft Word, Excel and PowerPoint (required) as well as Microsoft Visio and Access (preferred).
- Computer proficiency using ArcGIS (preferred).
- Outstanding communication skills and an ability to deal tactfully and courteously with the public, elected and appointed officials
- Drug-free and fully compliant with the WCSA's Drug and Alcohol Policy.
- Application of proven engineering methods in solving problems of a technical nature, while exercising an acceptable standard of care

Functional and Subject Matter Know-How

Our successful candidate will need to possess or have access to a broad range of business process and financial knowledge and expertise including, but not limited to: effective leadership, long range planning, financial stewardship, human resources, exceptional communication, first-rate customer service and excellent leadership skills including but not limited to leading by example.

Administrative Excellence—Setting Standards and Getting Results

The General Manager is charged with understanding and fulfilling that mission. The General Manager must establish goals for each department to insure that WCSA policies are successfully implemented, and such goals must be clearly communicated to staff, who must be provided appropriate guidance from the General Manager to ensure goal achievement. The General Manager must establish metrics by which to assess the competency and productivity of each department. The General Manager must act in a professional manner, be committed to the job, and be capable of adequately communicating with every WCSA constituent or stakeholder.

Managing Direct Reports

Given the complexity of the role and the scale of the area of responsibility, the General Manager will need to have strong capabilities in managing direct reports and a diverse workforce. The successful candidate will have demonstrated in previous positions the ability to lead and drive significant, measurable organizational improvement. Additionally, the candidate will have built and sustained management teams with high-level delivery.

General Manager Search Committee

The WCSA Board of Commissioners has established a General Manager search committee. This committee is comprised of two commissioners (Chairman Joe Chase and Frank Stephon), WCSA General Counsel Mark Lawson and WCSA General Manager Robbie Cornett. The committee has been authorized by the Board to update the job description, consider application packets and

select and conduct the first round of interviews. If the committee believes that one or more applicants may be suitable for the position they will be asked to participate in a second interview with the full Board of Commissioners. Travel expenses for interviews will be considered on a case-by-case basis at the discretion of the committee. The process outlined above is subject to change.

Circumstances of the Advertisement

At the December 2011 regular meeting of the WCSA Board of Commissioners, the Board accepted a proposal from WCSA General Manager Robbie Cornett to fill the Operations Manager position once a new General Manager is hired. Robbie has served WCSA in the position of General Manager for almost six years (which includes a term as Interim Manager) and before that in other capacities for sixteen years.

Robbie's desire to step down has nothing to do with the Board, Staff, or business condition of WCSA. Robbie cites personal reasons for stepping down as he is unable to balance the current demands of my personal life with the requirements of being General Manager.

Applicant Information

Salary is dependent upon qualifications, with an excellent benefits package. All employment offers are contingent on the successful completion of a post-offer drug test as well as background and reference checks. Resumes and a cover letter should be accompanied by a completed WCSA application. Applications may be obtained at www.wcsa-water.com or by contacting our office at (276) 628-7151. Completed application packages should be mailed to Washington County Service Authority, Attention: Robbie Cornett, General Manager at 25122 Regal Drive, Abingdon, VA 24211. Position is opened until filled. WCSA is an Equal Opportunity Employer.