



An Outstanding Career Opportunity

DIRECTOR OF WATER WORKS

Recruitment services provided by Ralph Andersen & Associates



The Opportunity

Renowned for its All-American charm and outstanding quality of life, the City of Cincinnati is recruiting nationally for a dynamic and accomplished Water Works Director to join one of the most creative and innovative cities in America. This extraordinary career opportunity is the result of a recent decoupling from the Metropolitan Sewer District resulting in the re-establishment of this Director position. The ideal candidate will be a business-minded individual who is entrepreneurial in spirit with strong leadership and operational skills, and who has a proven track record of building a strong vision and delivering quality results. The successful candidate will assume the leadership of a forward-thinking organization dedicated to providing the highest quality of water service to the approximately 241,000 residential and commercial accounts representing more than 1 million customers in the Greater Cincinnati area.

The City of Cincinnati – A Great Place to Live, Work, and Play

Located on the north bank of the Ohio River in Hamilton County, the City of Cincinnati is a major city in the Ohio Valley. Cincinnati, which has a population of approximately 300,000, anchors a metropolitan area with a population of 2.1 million and a land area of 79.54 square miles, is the third largest city in Ohio and the 65th largest city in the United States.

Cincinnati is a unique and special place, with all the benefits of a large city yet the closeness and comforts of a small town. The distinctive housing, unique and walkable neighborhoods, natural beauty, outstanding historic districts and landmarks, exceptional arts and cultural attractions, major league sports, and first-rate higher-education offerings make it a city with a lifestyle that is competitive with some of the largest cities in the country.

In addition to its historic sites, Cincinnati has a variety of attractions driving a tourism industry that offers world-class and unparalleled arts, celebrated institutions, and first-class entertainment and restaurant options. Cincinnati is proud to be the home of the Cincinnati Reds, Cincinnati Bengals, two-time Tony Award winning Playhouse in the Park, one of the top five zoos in the country, world class museums, and a nationally recognized park system.

Cincinnati is home to many major and diverse corporations, such as Procter & Gamble, along with eight other Fortune 500 companies and fifteen Fortune 1000 companies headquartered in Cincinnati area. The region ranks in the nation's Top 10 markets for number of Fortune 500 companies per million residents, higher than New York, Boston, Chicago, or Los Angeles. The largest employer in Cincinnati is the Kroger Company, with 17,000 employees. The University of Cincinnati is the second largest with 15,162.

The City Government

John Cranley was sworn in as Cincinnati's 69th Mayor on December 1, 2013. The Mayor is the official head and representative of a municipal corporation with 6,300 employees and an annual operating budget of approximately \$1.4 billion dollars.

The City Administration

Harry Black was announced as the City Manager for the City of Cincinnati on September 8, 2014, and is responsible for the day-to-day operations of City government.

As the chief administrator for the City and its 6,300 employees, he is committed to building a customer-centric workforce and responsible and effective economic development policies and practices that support the growth of jobs and economic opportunity for all Cincinnatians. He is also committed to building strategic and tactical financial management policies and practices that ensure sustainable fiscal responsibility and vitality.

He is focused on making Cincinnati the safest city in America with the involvement of all of its residents, and ensuring it is the go-to destination for people who want to live, work, and play in Ohio.

The City Manager aims for Cincinnati to become a national model for using performance management best practices and tools and data analytics to make city government more effective and efficient.

About Greater Cincinnati Water Works

Greater Cincinnati Water Works (GCWW) has been a municipally owned and operated utility since it was purchased by the City of Cincinnati in 1839. GCWW has always taken the lead in water quality research and technology to protect public health. GCWW has been featured nationally for their state-of-the-art water treatment and



research. To ensure the highest quality of drinking water, GCWW tests the water more than 600 times a day from the source through treatment and in the distribution system.

Currently GCWW provides retail (metered) water service to the City of Cincinnati plus 12 other customer communities through retail agreements. In addition, 2 master contracts with Hamilton County call for retail water service to 23 incorporated cities and villages as well as 12 unincorporated townships. GCWW also provides wholesale water service to an additional eight communities. In an average year, GCWW supplies approximately 52 billion gallons of water through 3,100 miles of water main. GCWW now serves approximately 1.1 million customers throughout the region. It manages almost 280,000 accounts, of which 87,000 (31%) are inside the City of Cincinnati. In addition to 241,000 GCWW residential and commercial accounts, GCWW also manages approximately 37,000 accounts for the Butler County Water and Sewer Department.

Overview of the Position

The Water Works Director is an at-will position reporting to an Assistant City Manager and is responsible for an operational budget of approximately \$32 million and a CIP of approximately \$116 million over the next five years. GCWW has a highly capable staff of 620 full-time employees. The Director is accountable for providing strong leadership while modeling core values and guiding principles of integrity, pride, and respect.

Through a skilled leadership team, the Director oversees a well-run organization that implements City-prioritized short- and long-term strategies to accomplish GCWW's mission and vision. The Director is responsible for making recommendations to the City Manager that results in cost-effective water facilities/operations that better serve the public and protect the sensitive environment.

The Director is responsible for a wide-range of activities, including managing and directing budget, finance, operations, facilities, and asset management, intergovernmental relations, regulatory compliance, employee relations, risk management, and strategic planning.

Other primary responsibilities of the Director include:

- Provide guidance and leadership to the City Manager in dealing with growth management issues related to the stewardship of local water rights and water supply;
- Take a proactive approach to monitoring legislative issues related to water industry activities and continually educate and inform the City Manager and staff on critical issues;
- Provide extensive knowledge and fiscal insight in the area of public finance; oversee and manage the GCWW budget; understand

and explain budgetary issues to the City Manager, staff, and the community;

- Provide a motivating work climate for employees; build positive and cooperative relationships with staff;
- Ensure the facilities of the GCWW are maintained in excellent condition and in accordance with the best practices, methods, and procedures available; and
- Promote good customer service, ensuring employees and contractors accomplish activities in a safe, efficient, friendly, and courteous manner;

In summary, top candidates will excel in providing leadership and strong operational guidance to this dynamic, complex organization.

The Ideal Candidate

The City of Cincinnati is seeking a water executive who will preserve the legacy of excellence that currently exists in the GCWW organization. The City Manager desires a visionary with significant and relevant experience managing a water agency with similar size, scope, and complexities.

The ideal candidate will have a verifiable and highly successful career with a record of demonstrated leadership in guiding an organization that embraces best practices while providing a constructive culture to effectively and efficiently deliver its mission. The successful candidate will be a confident, "hands on," creative, and innovative leader who is comfortable operating in a robust and dynamic environment. The next Director must have a proven ability to instill a culture of change that maximizes both staff and advanced technology resources. Candidates must have a proven track record of achieving goals and be comfortable in an active labor environment.

The successful candidate will have strong technical skills in this highly regulated setting, ensuring that all water delivery assets are in compliance with all licenses and regulations. GCWW's commitment to ensure the safest of working environments is one of its highest priorities. The successful candidate will bring a strong record of promoting and achieving a work setting that is safe for employees and prevents damage to property and the environment. The next Director will also have skills in performing ongoing evaluations of the GCWW's services and operations by applying professional and operational standards, as well as comparisons to other best practices in the water delivery industry. Excellent communication and interpersonal skills are essential for the success of this individual who must be able to effectively integrate into the highly professional and participatory team environment found throughout the GCWW organization.

Personal characteristics and attributes that have been valued under current leadership and will be expected in the new Director include:



- Demonstrated leadership complemented by a high level of initiative, interpersonal and cultural sensitivity, creative and flexible problem solving skills, and excellent internal and external communication skills;
- Vision that will help to guide the GCWW in current and future endeavors to ensure that local water resources are available, safe, and affordable;
- Creative entrepreneurship and effective financial management skills;
- Have an understanding of Ohio water issues, local water needs as a result of on-going development, and the need to preserve and protect the water supply and rights of the GCWW;
- Be knowledgeable and sensitive to the politics of the region and the ability to operate in a politically charged environment working toward mutually beneficial solutions;
- Have a track record of success and leadership in labor relations and negotiations;
- Be innovative and creative, and possess an entrepreneurial management style to provide executive leadership to a public sector organization;
- Have extensive experience with inter-governmental relations including negotiation of water purchase/sales and joint use agreements;
- Coach and inspire staff to achieve the goals and objectives of the organization; and
- Be known as a leader that creates a working environment that is supportive of staff, allows for employees to grow and flourish in their positions, and develops teamwork among staff.

In summary, the City of Cincinnati is seeking a highly qualified and experienced administrator who incorporates a professional, open, and friendly approach to the overall operations of the GCWW.

The Required Qualifications

Education: This position requires a Bachelor's degree from an accredited college or university with major course work in public administration, business administration, civil engineering, or a closely related field. A Master's degree or other advanced degree is preferred.

Experience: Requires at least eight (8) years of responsible experience in water works or a closely related field. This position requires a visionary leader with a minimum of four (4) years of significant and relevant experience in administration, leadership, and management. All candidates will be responsible to appropriately portray career history, accomplishments, and overall match with this executive level position through submitted materials.

License: Registered Engineer is desired but not required.

The City reserves the right to select any combination of experience, education, and career history that will uphold the ideals and values of this organization and continue to provide the highest level of service to the City of Cincinnati and its citizens.

Residency

Residency within the City of Cincinnati is not required.

Compensation

The successful candidate will receive a highly competitive salary with an excellent executive benefit package that considers the candidate's salary history and track record of career success. The City of Cincinnati will negotiate a mutually agreeable employment agreement with the selected candidate. Further details on compensation may be obtained through Ralph Andersen & Associates.

To Be Considered

Candidates are encouraged to call Robert Burg, Ralph Andersen & Associates, at (916) 630-4900 to schedule a confidential telephone appointment to discuss this career opportunity.

Candidates are encouraged to express interest early in the process for optimal consideration. Review of resumes begins Friday, July 31, 2015. This recruitment is considered open until filled. **Formal applications may be submitted via email to apply@ralphandersen.com** and should include the following:

- Compelling cover letter;
- Comprehensive resume;
- Salary history; and
- Six (6) professional references.

Ralph Andersen & Associates will conduct preliminary interviews as applications are received. Only the most highly qualified candidates will be invited for an on-site interview. The selection process may also involve a supplemental questionnaire. References will not be contacted until mutual interest has been established. It is anticipated that the newly selected Water Works Director will join the City of Cincinnati in late September 2015 or a mutually agreeable date.

This recruitment will incorporate existing rules and regulations that govern public sector recruitments in the State of Ohio. Information submitted for consideration may be made available to the public upon request by interested parties, in accordance with public disclosure/open records laws.

Candidates are encouraged to further research the City of Cincinnati website at www.cincinnati-oh.gov.