



Inviting Applications and Nominations for

Executive Director

The Macon Water Authority (MWA), a world-renowned comprehensive water, sewer, and stormwater utility that is recognized nationally for superior customer service, financial and environmental stewardship, community service, and leadership, **SEEKS A NEW EXECUTIVE DIRECTOR**. The Executive Director is the Chief Executive Officer of the Authority and has charge of the administration of all Authority business under the direction of the Authority Board. The Executive Director provides the day-to-day leadership for the Executive Team to work in partnership across operational groups, to lead and implement continuous improvements in business processes, to leverage digital transformation where appropriate, and to ensure delivery of customer-centric services. **The salary for this executive leadership opportunity is \$300,000-plus.** The Executive Director serves at the appointment of the Macon Water Authority Board and is responsible for the overall strategic and operational performance of the Macon Water Authority.





MWA's Javors Lucas Lake Reservoir with Frank C. Amerson, Jr. Water Treatment Plant and the Ocmulgee River in the background.

MACON WATER AUTHORITY

The Macon Water Authority (MWA) embraces innovation while focusing on the comprehensive management of water resources. From water supply, production, storage, and distribution, to conveyance, wastewater collection and treatment, to stormwater management—the MWA provides quality services to more than 160,000 residents of Macon-Bibb County, Monroe County, Jones County, and Byron, Georgia.

The MWA's Mission is to enhance the quality of life and economic well-being of the customers and communities it serves. The Authority is recognized for producing the Best Tasting Drinking Water in North America as judged by the American Water Works Association.

The Authority provides water distribution, sewer conveyance, and stormwater services to residential and non-residential customers. Macon Soils, Inc., a subsidiary of the Authority, handles the recycling of biosolids from wastewater treatment at the Authority's water reclamation facilities, distributing these by-products to area farmers for agricultural purposes. In addition, Macon Soils, Inc., provides

bio-solid contracting services for other water systems throughout the State of Georgia.

On January 1, 2021, the Authority began providing stormwater services to the residents of Macon-Bibb County. Operated as a separate enterprise utility, the Authority's Stormwater Utility, is still in its infancy stage and will continue to develop its operational scope over the coming years. As critical infrastructure, a functioning stormwater drainage system is essential for the quality of life, economic well-being, and the health and safety of our citizens. As the Authority initiates more comprehensive stormwater management capital improvement programs, stormwater infrastructure maintenance, repair, and replacement will become a major focal point for the MWA.

The Authority's water treatment facility, the Frank C. Amerson, Jr. Water Treatment Plant, is recognized as one of the Best Operated Water Plants, in the state and has been awarded Plant of the Year on multiple occasions. The Amerson Water Treatment Plant is supplied raw water from the Authority's Javors Lucas Lake Reservoir. The reservoir is seated upon 589-acres of environmentally friendly wetlands and stores 5.8 billion gallons of raw water at full pool. Collected wastewater is treated at one of two of the Authority's

award-winning water reclamation facilities: the Rocky Creek Water Reclamation Facility or the Lower Poplar Water Reclamation Facility. The two facilities have recently undergone a \$51,000,000 design-build renovation and rehabilitation project financed with revenue bonds.

The operations of the MWA are divided into three primary divisions: Field Operations that consists of Water Distribution, Sewer Conveyance Systems, and Stormwater Management (these linear and dynamic assets include the pipes, pumping stations, elevated and ground water storage tanks, stormwater infrastructure, and all related infrastructure and appurtenances in the ground and within the system); Water Operations (water production and supply, water treatment and storage facilities); and Wastewater Operations (water reclamation treatment facilities, environmental compliance, and laboratory testing). Additional divisions of MWA Operations includes Administration, Business Operations, Customer Care, Engineering, Human Resources, Maintenance, and Metered Services. The MWA currently employs approximately 250 dedicated water professionals within the various departments of the utility's operations.

The Authority also manages a 501(c)(3) non-profit corporation, the Macon Water Alliance, that is focused on providing financial assistance to customers, environmental education, and partners with several other local non-profits for the betterment of the Macon-Bibb County community.

MWA's History

The Macon Water Authority was created by an act of the Georgia General Assembly to provide public water and sewer services for the citizens of the City of Macon and Bibb County, as well as additional retail and wholesale customers.

The origin of the MWA dates back to 1880, when water for domestic service came from the wells of individual Bibb County citizens. That same year, The Macon Gas Light and Water Company undertook the task of providing water under pressure for the business section of downtown Macon. The next year, the company installed 53 fire hydrants to supply water for domestic and manufacturing services for a small area south of Spring Street.



In 1973, the Macon-Bibb County Water and Sewerage Authority was created with five members, three elected and two appointed. Those respective city and county positions remain in effect today. Since that time, the Authority has operated as an independent, autonomous public water utility.

In 1979, the state passed legislation requiring representation on the Water Authority according to districts. District elections began in 1980, at which time the number of MWA Board Members was increased to seven – the current number of board members that serve on the Authority today. In 1992, the Macon-Bibb County Water & Sewerage Authority was renamed The Macon Water Authority, and it has operated under this name ever since.

In 2015, MWA founded Macon Water Environmental Education Incorporated (Macon Water Alliance) as a federally recognized 501(c)(3), Georgia non-profit corporation. The Macon Water Alliance was established to solicit, receive, and maintain funds for the support and enhancement of community education on environmental issues and to solicit and receive donation of funds to be used for community enhancement, educational activities, and water resource focused assistance programs.

Reinvesting in Infrastructure

Each year, the MWA invests in long-term capital improvements to ensure water, wastewater, and now stormwater infrastructure remains in peak condition. Currently, the MWA is completing one of the largest ►



Aerial view, Rocky Creek Reclamation Plant

and most ambitious capital improvement projects in the history of the utility with the revitalization of the Rocky Creek and Lower Poplar Water Reclamation Facilities. At a cost of \$51,000,000, the value of the work being performed at these facilities will ensure that the needs of both our customers and future business and industry will have the sewer quality and capacity needed to thrive for many years to come.

Economic Development

A key component of the MWA's Mission is the utility's dedication to providing safe, reliable, and affordable water, sewer, and stormwater services for the quality of life and economic well-being of the communities we serve. The MWA has a long and impressive history of being a major facilitator of economic development in Macon-Bibb County and the Middle Georgia region. The MWA invests \$704,000 annually into a revolving fund for the development of "Industrial Ready" sites that is geared to attract industry to the community. In turn, the MWA works very closely with the Macon-Bibb County Industrial Authority to support their concentrated business recruitment and retention efforts. In addition, the Authority continues to invest in local community redevelopment projects, with more than \$1 million appropriated for Macon-

Bibb County Housing Authority infrastructure improvements projects.

The MWA also provides prospective businesses access to its highly trained and skilled water professionals, who often provide their expertise in helping companies make informed decisions on whether to locate, relocate, or expand business in Macon-Bibb County.

Recognitions in 2020

In April of 2020, the MWA Frank C. Amerson, Jr. Water Treatment Facility was selected as the Plant of the Year in Georgia by the Georgia Association of Water Professionals (GAWP), and later the Frank C. Amerson, Jr. Facility and the Lower Poplar Water Reclamation Facility were both honored for consecutive years of 100% permit compliance in the water industry. In September, the MWA received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA), the 22nd year that the Authority received this honor. Then, in November, the MWA was awarded the GAWP Collection System Platinum and Water Distribution System Gold Awards for achieving the highest grades possible on the annual reviews of these systems.

EXECUTIVE DIRECTOR ESSENTIAL ACCOUNTABILITIES

Leadership and Culture

- Leads by supporting and encouraging our organizational core values that include Service, Professionalism, Integrity, Innovation, Stewardship, and Safety and Wellness.
- Leads by example, has courageous conversations when needed, and models positive leadership, integrity, respect, agility, and sound judgment in all activities and interactions both internally and externally.
- Provides focused and effective leadership that ensures commitment to the MWA's Mission, Vision, and Core Values.
- Sets an organizational tone that attracts, retains, motivates, and develops a highly qualified and skilled workforce.
- Advances the organization's culture to capitalize on opportunities to improve productivity, quality service, and promote a superior customer experience for both internal and external stakeholders.
- Earns, personifies, and maintains the integrity and respect of employees, management, supervisory staff, and the Board.
- Ensures the right people and appropriate resources are in place and available to carry out the MWA's strategic and operational direction.
- Ensures that ongoing and relevant educational programs and developmental training opportunities are provided to staff to ensure effective skill-building among employees and successful succession planning for management and supervisory staff.

Financial Leadership

- Ensures financial goals are established on an annual basis and reports ensures the financial goal results of the past year are met and/or exceeded for the organization.
- Sets the tone for financial discipline and the importance of financial balance to achieve the Authority's Mission and Vision.
- Ensures adequate internal control systems are in place to protect the organization's financial health and stability for future years.

- Continuously explores opportunities to strengthen the organization's financial position and organizational growth and development.
- Engages the Board in robust dialogue about financial reports and plans, providing sufficient and clear information about progress and results achieved on a monthly/quarterly basis.
- Ensures an annual comprehensive audit of financial operations, with a careful and thorough review by the Board.

Employee and Staff Relations

- Encourages and promotes an open-door policy environment and effective communication and dialogue with management, supervisory staff, and employees.
- Encourages collaboration across the MWA system to foster commitment to a shared vision.
- Meaningfully involves the management and supervisory staff in efforts related to quality improvement, safety, and customer experience.
- Develops and implements a management and supervisory staff development plan consistent with MWA's strategic plan and goals.
- Keeps executives, managers, supervisors, and employees continuously informed of matters affecting the progress and well-being of the Authority and their employment/benefits therein.

Digester lid replacement, Lower Poplar Reclamation Plant





In 2021, MWA added Stormwater Management to its list of services for Macon-Bibb.

- Encourages training, team-building, and motivational programs for employees that improves the moral of the organization.
- Inspires commitment among the management and supervisory staff to further the Mission, Vision, and Core Values of MWA.

Quality and Safety

- Ensures that quality and safety are a top priority at every level in the organization.
- Ensures understanding and compliance to relevant occupational health and safety obligations.
- Ensures health, safety, and wellness initiatives are supported and relevant policies are understood, implemented, and conveyed to all employees within a timely manner.
- Establishes and nurtures a culture built on quality, service, and continuous improvement.
- Prioritizes delivering customer-centered care that meets the highest customer satisfaction and customer service standards.
- Advances the organization's culture to ensure the customer experience is exemplary in every aspect of MWA.
- Ensures appropriate resources are allocated throughout the organization to deliver highly skilled and trained water professionals.
- Uses quality outcomes and data to drive actionable decision-making.

Strategic and Operational Development

- Collaborates with the Board to set the strategic direction for the organization.
- Develops, communicates, and leads the implementation of a strategic plan in a manner consistent with MWA's Mission, Vision, and Core Values.
- Ensures that effective operational leadership and systems are in place to maximize achievement of MWA goals.
- Engages internal and external stakeholders to develop strategies and plans to move the MWA in the desired direction.
- Ensures that short-term and long-term goals and priorities are communicated and well-understood by the Board, employees, and other relevant stakeholders.
- Considers evolving internal and external trends and factors, and adjusts plans as necessary.

Board Relations

- Keeps the Board well informed of important developments and issues.
- Presents all information to the Board in a timely, accurate, and understandable fashion, avoiding having information unnecessarily complex of length or in a form that fails to convey meaning, relevance, and intent of the information being presented.
- Recommends appropriate actions and policies for Board consideration, providing clear and timely information to inform deliberation and decision-making when appropriate.



Each of the four clear wells at Frank C. Amerson, Jr. Water Treatment Plant hold 5 million gallons of finished water.

- Ensures any communication clearly differentiates among three types of information: performance monitoring (which informs the Board about the execution or completion of required actions), decision preparation (information necessary for a determination that the Board must make), and incidental (information not necessary to the chief purposes of MWA; occasional in nature).
- Ensures a positive working relationship with the Board founded on honesty, trust, respect, transparency, professionalism, and collaboration.
- Directs the functions of the organization in accordance with the Mission, Vision, and direction established by the Board.
- Ensures continuous education for the Board on issues/topics important to ensure effective, evidence-based governing leadership that promotes well-informed decisions made by the Board.

Leadership Team Relations and Development

- Recruits and develops a cohesive leadership team to implement MWA goals and strategies.
- Provides credible and agile leadership to the Executive Leadership Team, ensuring that they actively participate in the day-to-day efforts of the Authority, are readily available when needed, contribute to the strategic thinking and development

of MWA, and demonstrate integrity, respect, moral ethics, sound judgment, and positive leadership, in all of their duties and interactions.

- Ensures that the Executive Leadership Team models and builds a culture of internal excellence at all levels, influencing through their positive leadership behaviors the conversion of people and culture strategies into reality.
- Ensures meaningful and challenging goals for performance improvement.
- Holds leaders accountable for achieving annual performance goals.
- Maintains an open, honest, trusting, transparent, and collaborative relationship with senior leaders.
- Develops future leaders within the organization.
- Promotes diversity, equality, and inclusion within the organization.

EXECUTIVE DIRECTOR PERSONAL ATTRIBUTES AND LEADERSHIP QUALITIES

Serves as a Positive Agent of Change

- Demonstrates understanding of relevant changes in the MWA.
- Demonstrates innovative thinking and promotes the same in others.

- Exhibits a high level of emotional intelligence.
- Encourages, fosters, seeks, and values the opinions of others.
- Continually seeks new information and perspectives.
- Values a diversity of opinions.
- Engages with employees to build a positive working environment.

Problem-Solving

- Keeps a constant pulse on shifts and trends in the environmental, political, social, and technological environment.
- Encourages staff to challenge the status quo.
- Takes calculated risks.
- Leads the MWA to be agile and adaptable.
- Thinks quickly and assimilates ideas well in providing direction and leadership.
- Handles ambiguous situations well, always bringing focus to the MWA's pursuit of its mission and vision.
- Allows for failure while understanding and evaluating the risk/reward spectrum of opportunity.

Continuous Leadership Improvement

- Committed to continually improving personal leadership performance.
- Demonstrates self-discipline.
- Assumes responsibility for adverse outcomes.
- Demonstrates humility.
- Perseveres through challenges.

Systems Thinking

- Establishes a unifying vision and culture across the MWA.
- Considers the big picture when making decisions.
- Demonstrates understanding of the interconnectedness of MWA systems to build Authority capacity to change and achieve greater effectiveness by developing, improving, and reinforcing strategies, structures, and processes.
- Builds effective interconnectedness in the system to achieve MWA success.

Communication

- Values transparency and clarity in the organization.
- Seeks new and better ways to communicate with key stakeholders, employees, customers, vendors, and the community-at-large.
- Fosters inclusiveness through informal and formal communication channels.
- Maintains open lines of communication at all levels.
- Maintains a strong rapport and professional working relationships at all levels.

Ethics

- Maintains a high level of commitment to the Mission, Vision, and Core Values of the MWA.
- Combines strong ethical judgment with technical and management skills.
- Exhibits values of fairness, honesty, equity, empathy, diversity, and compassion towards others.

EXECUTIVE DIRECTOR KEY GOALS AND INITIATIVES

Annually, the Executive Director will establish a series of “key goals, work-place behaviors, and initiatives” and present these initiatives to the Board for approval. These key goals, work-place behaviors, and initiatives shall serve as the Executive Director’s primary focus items and establish set strategic direction and tactical execution priorities for the year. Annual goals shall reflect Board-approved strategic direction and further the Mission, Vision, and Core Values of the Macon Water Authority.

Strategic initiatives by their very nature may span multiple operating years. Measurement of strategic initiatives will be at a level appropriate to evaluating levels of success at the financial, operational and service level for said initiatives. The tracking and measurement of these key initiatives will be incorporated into the Executive Director’s annual performance appraisal by the Board. Further, specific key goals that are to be accomplished during the year will be notated and treated likewise.



In order to provide equal employment opportunities to all individuals, employment decisions at the Macon Water Authority (MWA) are based on merit, qualifications, and abilities. The MWA is an equal opportunity employer. The Authority does not unlawfully discriminate against applicants because of race, color, religion, creed, gender, age, national origin, sexual orientation, disability, veteran status, family and medical leave status, marital status, ancestry, or any other status protected by state or federal law.

The information and data contained in this profile was provided and approved by the Macon Water Authority.



Macon-Bibb County, Georgia

MWA's main campus and administrative hub is located in downtown Macon. Offering large-city amenities and true Southern charm, Macon-Bibb has a population of approximately 155,000, with the metropolitan area totaling almost 230,000.

Located 70 miles south of Atlanta, Macon is a popular tourist destination. Macon-Bibb is rich with cultural assets such as the Hay House, Tubman Museum, and

Ocmulgee Monument Historic National Park, a lively arts scene, annual festivals, including the International Cherry Blossom Festival, and a well-versed music heritage, playing home to such greats as Otis Redding, Little Richard, and the Allman Brothers Band.

Most recently, Macon has become a go-to location for movie/TV filmmaking. Served by three hospitals, Macon is one of Georgia's major medical service centers. Just 16 miles south of Macon-Bibb is Robins Air Force Base, the largest single-site industrial complex in Georgia.

APPLICATION & NOMINATION PROCESS

Confidential inquiries are welcomed, and nominations are invited.

Applications

- 1) Application packet must include:
 - a) A letter of application that addresses the responsibilities and qualifications of the position
 - b) Current resume
 - c) At least four references with full contact information including e-mails (References will not be contacted without consent from applicant.)
- 2) Submit application packet (preferably as PDFs) to:
MWA@myersmcrac.com

Additional information will be requested upon receipt of application.

Apply by August 16, 2021, for best consideration.
 Review of applications begins immediately.

Nominations

Submit nominations to:
MWA-nominate@myersmcrac.com
 with complete contact and e-mail information for the individual being nominated.

Emily Parker Myers, CEO, **Kenny Daugherty**, President, and **Jennifer Barfield**, Senior Vice President, of **Myers McRae Executive Search and Consulting** are assisting the Macon Water Authority with this search.

