

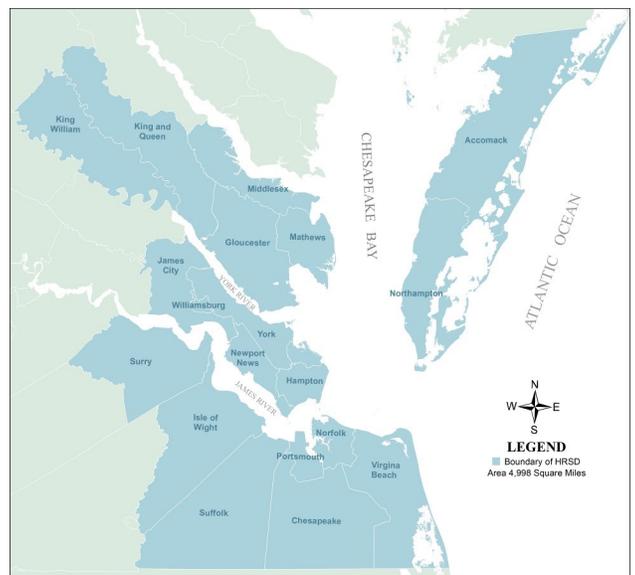


# HAMPTON ROADS SANITATION DISTRICT GENERAL MANAGER

## The Organization

Since its inception in 1940, the Hampton Roads Sanitation District (HRSD) has served the region with one mission -- to protect public health and the waters of Hampton Roads (Virginia) by treating wastewater effectively. HRSD returns highly treated effluent to nature in a way that continues to nurture our water's delicate ecosystems. HRSD's workforce of scientists, engineers, water quality professionals and other staff diligently work together to fulfill the HRSD vision that future generations will inherit clean waterways and be able to keep them clean.

Twenty-one cities, counties, and towns of southeast Virginia (1.7 million total population, nearly one-fifth of Virginia's population) are serviced by HRSD:



City of Virginia Beach  
City of Chesapeake  
Accomack County  
Gloucester County  
City of Hampton  
Isle of Wight County  
James City County

King and Queen County  
King William County  
Mathews County  
Middlesex County  
City of Newport News  
City of Norfolk  
Northampton County

City of Poquoson  
City of Portsmouth  
Town of Smithfield  
City of Suffolk  
Surry County  
City of Williamsburg  
York County

Over the past 81 years, HRSD has developed into one of the premier wastewater treatment organizations in the nation. With 17 treatment facilities capable of treating 249 million gallons of wastewater daily, HRSD has eliminated the discharge of untreated sewage into the waters of Hampton Roads from the homes and businesses within their region.

## The Organization *cont.*

As a political subdivision of the Commonwealth of Virginia, HRSD was created for the specific purpose of water pollution abatement in Hampton Roads by providing a system of interceptor piping and wastewater treatment plants. The Governor-appointed eight-member commission oversees HRSD's policy and budget matters. The members, who live in the localities comprising HRSD's service area, serve four-year terms. The term of each member continues until their successor is duly appointed and qualified. Commission members are eligible for reappointment without limitation as to the number of terms that may be served.

The Commission appoints the General Manager, who in turn appoints the directors of various departments and oversees the day-to-day operations of HRSD facilities and services and an authorized employee complement of 872 full-time employees serving a variety of functions as depicted in the [organization chart](#). HRSD's values coupled with a tremendous investment in its employees, resulted in a low turnover rate of 6.31 percent in Fiscal Year 2021. The HRSD total quality management approach encourages innovation and teamwork. The General Manager provides direction and guidance to the seven departments: communications; engineering; finance; information technology; operations; talent management; and water quality. The General Manager also supervises the Commission secretary.

HRSD has achieved an AA+ bond rating from both Standard & Poor's and Fitch Ratings, and Aa1 from Moody's Investors Services. The Fiscal Year 2022 operating budget is over \$357 million.



## AWARDS + RECOGNITION

National Association of Clean Water Agencies (NACWA) presented HRSD **Seven Platinum, Three Gold, and Three Silver Peak Performance Awards** for outstanding compliance with National Pollutant Discharge Elimination System permits (year ending June 30, 2020)

**NACWA National Environmental Achievement Awards** - Public Information and Education, and Workforce Development

**2019 Oracle Construction and Engineering Excellence Award** for Systems Integration in Public Infrastructure

**Virginia 2020 Pinnacle Award** from the American Council of Engineering Companies

**Design-Build Institute of America National Award** "Water/Wastewater" Category and an Honorable Mention in the "Best in Process" Category for the SWIFT Research Center

**2019 Engineering Achievement Award** from the Engineers Club of Hampton Roads - The SWIFT Program and SWIFT Research Center

**Governor's Environmental Excellence Award** 2019 Gold Medal Award for Sustainable Water Initiative for Tomorrow (SWIFT) Research Center

U.S. Water Alliance **2018 U.S. Water Prize** for Sustainable Water Initiative for Tomorrow (SWIFT)

## The Position

The General Manager position is open due to the upcoming retirement of the current General Manager following 15 years in the position and a career which has spanned nearly 40 years, focused on public works and utilities in federal, regional, and local government. Under board guidance, the General Manager is an established wastewater professional who performs the duties as Chief Executive Officer for HRSD protecting human health and the environment. Furthermore the General Manager will:

- Develop and recommend policy and strategic direction to the HRSD Commission;
- Ensure the HRSD Commission is well informed and prepared to set policy, establish rates, and respond to emerging issues related to HRSD's mission with a clear focus on their vision;
- Build external support for HRSD through educating and communicating with elected and appointed leaders at the local, state, and national level;
- Build strong partnerships with all stakeholders including ratepayers, environmental non-governmental organizations, regulators, academia, and other utilities.
- Set broad standards and priorities in the areas of finance, customer satisfaction, leadership, employee development, infrastructure investment, operational excellence, regulatory responsiveness, innovation, risk management, diversity, equity and inclusion;
- Focus investments to achieve the greatest environmental benefits at the lowest cost;
- Shape and support HRSD culture by nurturing shared values of education, innovation, ethics, performance, accountability, empowerment, inclusion, belonging, and continuous improvement; and
- Support a greater understanding of the value of water through cooperative work within the water sector.





## **Desired Capabilities**

The General Manager will demonstrate consistent, transparent, and inclusive leadership with a strong ability to assemble, attract and retain top quality talent throughout the organization. The successful candidate will inspire and empower employees to perform their jobs with a high degree of autonomy, encourage an environment of innovation and willingness to adopt new ideas where feasible, and strive in all ways to position HRSD both as a great place to work and as a leading agency in the water sector at the state, national, and international levels. The General Manager will be dependable, empathetic, and set clear direction for the organization, provide support to senior management, and conduct themselves with the highest level of integrity. The position requires a person who possesses highly effective written and verbal communication skills to adapt to a variety of audiences.

The successful candidate will demonstrate comprehensive financial acumen and ability to practice fiscal sustainability by developing a balanced annual budget for the Commission's consideration in alignment with the long-range financial planning model. Annual budgets are expected to be developed in full compliance with all trust and loan agreements and financial policies, and ensure that rates recover full cost of service with appropriate reinvestment to avoid an undue financial burden to the next generation. The General Manager will also have demonstrated success in addressing affordability through low-income assistance programs.

The General Manager is responsible for directing HRSD preparation, response, and recovery to natural and manmade disasters, and other catastrophic events (physical, reputational, and operational). The successful candidate will be able to navigate and direct these events in a highly effective and efficient manner. The successful candidate will also possess the ability to lead negotiations on regulatory, legislative, and enforcement issues, and respond to all customer requests with a focus on easy access and clear communications.

The General Manager will possess the ability and knowledge to direct the expansion of services into new communities and new lines of service within the authority of the HRSD Enabling legislation with knowledge of the calculated risk, while remaining a good neighbor with a focus on blending with local architecture and minimizing noise, lighting, and odor impacts. The successful candidate will have a strong ability to network and continue the development and maintenance of highly effective working relationships with policymakers, regulators, association leadership, civic groups, elected officials, and other stakeholders.

## Leadership Opportunities

**Continue the engrained innovative and collaborative culture.** The General Manager will continue to support and develop the workforce qualities that have contributed to the organization's local, regional, national, and international reputation with an unrelenting focus on quality assurance, operational effectiveness and efficiency, innovation, and collaboration, while recognizing potential for employee burnout.

**Continue implementation of Sustainable Water Initiative for Tomorrow (SWIFT).** SWIFT is HRSD's newest water treatment innovation. SWIFT takes highly treated water that would otherwise be discharged into the Elizabeth, James or York rivers and puts it through additional rounds of advanced water treatment to meet drinking water quality standards. SWIFT water will be used to replenish the Potomac Aquifer, the primary source of groundwater for the eastern Virginia. The SWIFT Research Center in Suffolk is now open and replenishing the Potomac Aquifer with nearly one million gallons of SWIFT Water daily. HRSD is committed to full scale implementation of this initiative only if it can be accomplished within the financial framework laid out in the Financial Forecast of the Fiscal Year 2022 budget.

**Meet regulatory requirements.** HRSD is under a Federal mandate from the U.S. Environmental Protection Agency to further reduce the number and volume of sanitary sewer overflows from the regional sewer system. In response to this mandate, HRSD is working throughout the region, in partnership with the local governments served, to minimize the impact of storm events on the regional sewer system and the waterways. HRSD is also working through the new Enhanced Nutrient Removal Certainty Program enacted by the Virginia General Assembly during the 2021 Special Session.

**Strategic plan update.** In coordination with the Commission and staff, the General Manager will update the strategic plan's focus areas of people, infrastructure, environmental impact, operations, and partnerships to work toward the Commission's vision that future generations will inherit clean waterways and be able to keep them clean.



## Qualifications and Experience

This position requires any combination of education and experience equivalent to graduation from an accredited college with a bachelor's degree; with a master's degree in business or public administration or similar management focused field of study desired, and a minimum of 15 years' experience in a related field with a minimum of five years in senior management capacity. Registration in chosen profession (PE, CPA, etc.) is also desired. Senior management experience in a public agency preferably in a multi-level, large workforce of 200 plus people with direction and interaction with elected and/or appointed officials, serving an array of constituencies and customers is also required. While technical expertise is highly desired, the successful individual must be able to demonstrate experience and proven success in budget and rate setting, retail billing and collection, and legislative and regulatory process, ideally in Virginia.

The successful candidate will demonstrate their record of leading organizations by nurturing shared values of education, innovation, ethics, performance, accountability, empowerment, inclusion, belonging, and continuous improvement. They will further illustrate their ability to keep informed of future industry trends and legal and regulatory issues at the local, state, and national levels.

A satisfactory background check and compliance with HRSD's COVID Vaccination Policy will be required.

## Compensation and Benefits

The salary range for this position is \$200,000 - \$260,000 depending upon the successful candidate's qualifications and experience. HRSD also provides a comprehensive benefits package including participation in Virginia Retirement System, paid time off and 12 holidays, life, disability, a 457 deferred compensation plan, and health insurance. Residency within the service area is required.

## Application and Selection Process

Qualified candidates please submit your cover letter and resume online by visiting our website at:

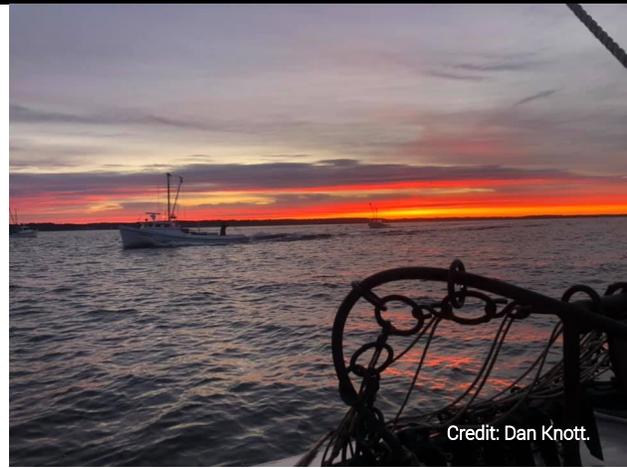
<https://bakertilly.recruitmenthome.com/postings/3086>

This position is open until filled; first review of resumes occurs on October 25, 2021. Following this date, applications will be screened against criteria outlined in this brochure. For more information, please contact Anne Lewis at [anne.lewis@bakertilly.com](mailto:anne.lewis@bakertilly.com) or (703) 923-8214.

For more information about HRSD, please visit: <https://www.hrsd.com/>

*HRSD is committed to being an equal opportunity employer. HRSD does not discriminate against individuals in employment on the basis of race, sex, including sexual orientation, pregnancy, religion, color, national origin, age, disability, military or veteran status, genetic information, engaging in protected activity or any additional protected characteristics recognized by federal, state and local law.*

*HRSD is a Drug Free Workplace.*



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