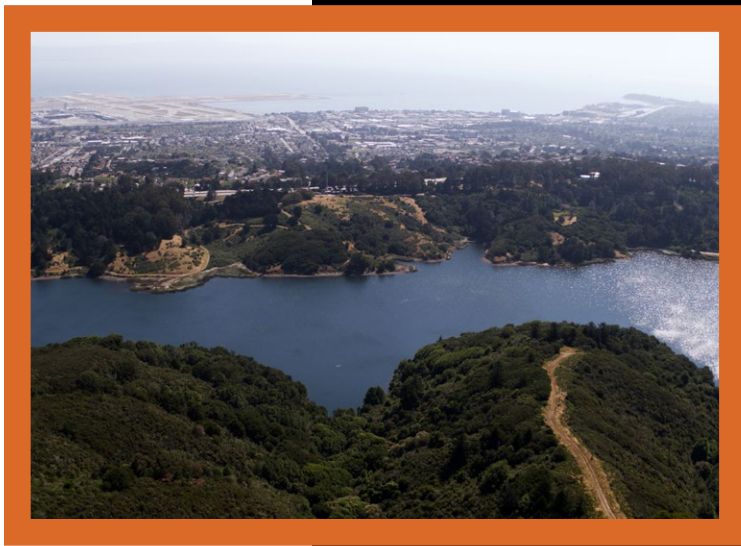


BAY AREA WATER SUPPLY AND CONSERVATION AGENCY

# Chief Executive Officer/ General Manager



## ABOUT BAWSCA

Headquartered in San Mateo, CA, BAWSCA plays a vital and unique role in the well-being of over 1.8 million residents of the San Francisco Peninsula, South and East-Bay regions. Its mandate is to safeguard high-quality water for its 26 constituent member agencies and the water customers they serve by representing their collective wholesale water interests as a part of the San Francisco Hetch Hetchy Regional Water System (Regional Water System). It is unique that these 1.8 million residents are dependent on a system that is wholly owned and managed by the City and County of San Francisco, with no elected representation from the 26 constituent member agencies or their water customers. Thus, in order to ensure that its constituents are assured of a structurally safe, reliable and equitable water system, BAWSCA was formed.

BAWSCA's outgoing CEO/GM is retiring. After a long tenure of strong leadership, including the development of a highly skilled and effective staff, BAWSCA is in search of an outstanding and highly experienced member of the water community to ensure BAWSCA's continued success as a results-driven organization.

## BAWSCA'S HISTORY

BAWSCA is a special district authorized by the State legislature (AB 2058, 2002 – click [here](#) to review) and created by the separate but parallel actions of 26 local water agencies in the Bay Area.

BAWSCA's predecessor organization, the Bay Area Water Users Association (BAWUA) represented these Bay Area water users for more than 30 years, but legislative action was required in response to concerns that the communities in the Bay Area that depend on the Regional Water System faced serious challenges including guaranteed water supply and security of the Regional Water System, which they would not be able to solve individually and without the help of State law.

BAWSCA's member agencies use about two-thirds of the water delivered by the Regional Water System, with many member agencies being 100% dependent on this source of water supply. BAWSCA's member agencies also pay about two-thirds of the cost to build, operate and maintain the Regional Water System based upon deliveries received. Achieving BAWSCA's goals is vital to protecting the health, safety, and economic well-being of the 1.8 million people, over 40,000 businesses and countless community organizations in Alameda, San Mateo and Santa Clara Counties that depend on the Regional Water System.

BAWSCA's governing board includes appointees from each of the 26 member agencies, all of which are long-term wholesale purchasers of water from the Regional Water System.

BAWSCA currently has a total staff of nine, a FY 2024-2025 budget of \$5.6 million dollars, and manages debt service for \$186 million in outstanding revenue bonds. Through its oversight of the water supply agreement with San Francisco, BAWSCA has paid for itself many times over with \$47M in savings for the water users. Finally, BAWSCA manages extensive region-wide subscription water conservation programs totaling about \$1.5 million per year, and approximately \$380,000 in State water conservation grants. Click [here](#) to learn more about BAWSCA.

## CHALLENGES AND OPPORTUNITIES

BAWSCA is a dynamic organization - not a static, routine, maintenance agency. The annual work plan (click [here](#) to review) anticipates future challenges and produces results that protect and strengthen the water interests of BAWSCA member agencies. Challenges and opportunities facing BAWSCA currently include:

**Threats to Supply Reliability:** The interests of BAWSCA member agencies and their customers must be effectively represented to State and Federal regulatory bodies that will make decisions that impact the reliability of the San Francisco supply.

**San Francisco's Water System Improvement Program:** San Francisco has extended completion of two of forty-eight improvement projects to 2032. BAWSCA and State oversight continues until San Francisco completes the program within budget.

**Uncertain Future Water Supply:** The future of high-quality drinking water for BAWSCA's member agencies and their customers requires focused input and oversight from BAWSCA because San Francisco is the sole owner and operator of the Regional Water System.

**San Francisco's Alternative Water Supply Plan:** San Francisco has initiated development of its Alternative Water Supply Plan to strategize for and implement new water supplies to ensure the Regional Water System continues to meet its contractual and legal water supply obligations to BAWSCA member agencies.

**BAWSCA's Long-Term Reliable Water Supply Strategy:** BAWSCA has initiated the development of its Strategy 2050 to ensure that the member agencies continue to have access to a cost-effective and reliable water supply in the future.

**Administration of the Water Supply Agreement:** Ensure San Francisco meets or exceeds its contractual commitments for water supply, reliability, water quality, and fair pricing.

**New Drought Allocation Plan:** An updated plan that allocates San Francisco supplies between BAWSCA member agencies during a drought is currently being revised and negotiated.

## THE POSITION

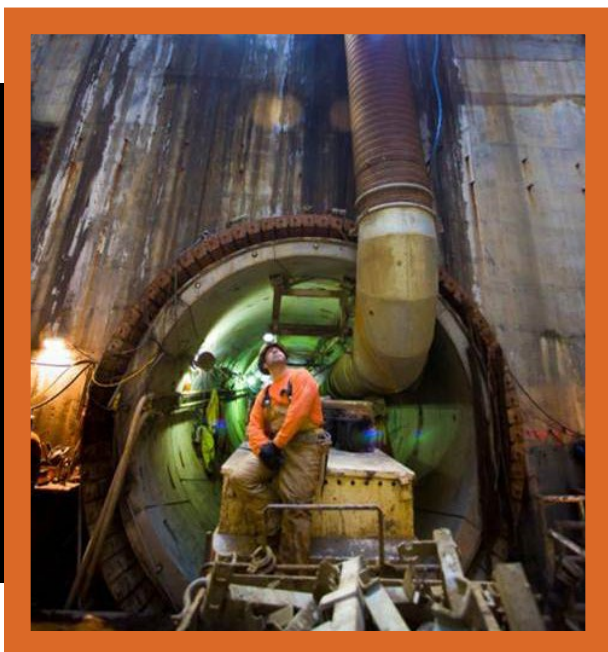
Reporting directly to the 26-member Board of Directors, who are in turn appointed by their respective agencies, the Chief Executive Officer/General Manager oversees, plans, organizes and directs all functions and activities of BAWSCA to achieve the desired results.

The incumbent will, among other things: lead the Board and the member agencies to achieve BAWSCA's goal of a reliable supply of high quality water at a fair price; maintain close interaction with the Board and member agencies; serve as the spokesperson and face of BAWSCA with elected officials at all levels, the San Francisco Public Utilities Commission (SFPUC), regional and State agencies and the public; collaborate intensively and continually with external technical and strategic consultants and outside counsel; develop, direct and achieve desired results for the betterment of the 1.8 million residents it represents; ensure that San Francisco meets its contractual and legal obligations to BAWSCA's member agencies; ensure that the SFPUC maintains and defends its water rights for all its wholesale customers; and oversee Regional Water System operational issues, water resources allocation, nearly \$3 billion in capital improvement projects and over \$300 million in annual wholesale water revenue paid by BAWSCA's member agencies to San Francisco .

## RESPONSIBILITIES

### Leadership

1. Propose BAWSCA's goals and develop and implement strategies to achieve BAWSCA's goal of a reliable supply of high-quality water at a fair price.
2. Deliver results, including those in a work plan and budget approved by the Board.
3. Maintain a positive identity for BAWSCA by achieving results, including perceptions of the Board, member agencies and their water customers, state legislators and their staffs, local federal legislators, labor leaders, business and community organizations, interest groups and the media.
4. Provide leadership and management of BAWSCA's activities.
5. Communicate and work effectively with the Board.
6. Effectively engage with staff, legal counsel, and external consultants and advisors to leverage expertise and experience.
7. Engage member agencies to provide expertise and necessary input to BAWSCA including negotiating agreements among member agencies when needed and appropriate.
8. Represent the water interests of BAWSCA's members with San Francisco.
9. Collaborate and negotiate with San Francisco and other organizations.
10. Build support from local, state, and Federal administrative and elected officials.
11. Maintain and cultivate relationships with allies and special-interest groups.
12. Act as BAWSCA's external spokesperson.



## Management

1. Manage BAWSCA's activities to achieve desired results.
2. Prepare and implement the annual work plan and budget.
3. Appoint, train and manage BAWSCA's staff, and manage professional consultants.
4. Administer the Water Supply Agreement between San Francisco and its Wholesale Customers (BAWSCA member agencies).
5. Safeguard BAWSCA's financial resources, including management of BAWSCA's Revenue Bonds.

## IDEAL CANDIDATE

The ideal candidate will have a wide-ranging set of skills and experiences. There is no one set path to this role, but it is clear what the role requires:

**Negotiation:** First, the role requires honed negotiation skills. The incumbent will be constantly negotiating the disparate and potentially conflicting interests of its members as well as with the SFPUC, which owns and manages the Regional Water System.

**Perspective:** Next, the ideal candidate must understand the significance of this role. Through its enabling legislation, BAWSCA is charged by the State to represent the collective water interests of its members and their water customers. Additionally, BAWSCA is responsible for ensuring the Regional Water System continues to meet the needs of its members and their water customers. Through formidable connections developed over time, BAWSCA brings its legislative power to bear to deliver critical results and meet these obligations.

**Finance Expertise:** Further, the ideal candidate will have significant finance expertise and, in general, be able to interpret highly complex data to make wide-ranging decisions. The CEO is expected to oversee management of BAWSCA's existing revenue bonds and BAWSCA's financial auditing of over \$300M each year in water revenues paid by its member agencies to San Francisco for water supply purchased. . Being able to communicate with bond issuers, bond counsel, the SFPUC Finance Team and other professionals, the public and others is a must.

**Water Resources Management:** The next CEO/GM will also have strong familiarity, and ideally experience with, water resources management. Further, BAWSCA's next leader must be able to have detailed and extensive discussions with engineers on all sides regarding technical and operational matters.

**Political Astuteness/Problem Solving:** The next BAWSCA CEO/GM must have highly developed skills in navigating politically fraught, complex, multi-party issues. Experience in dealing with regional and Statewide issues is strongly preferred. BAWSCA's political power to effectively meet the needs of its 1.8 million residents relies on garnering and using the influence built over the two decades since BAWSCA's inception, its close and successful relationship with the State legislature, and its ability to bring to bear the influence of all 26 members and other interested stakeholders. The next BAWSCA CEO/GM must excel in diplomatic, clear, concise yet persuasive writing necessary for legislative advocacy, successful negotiations and public relations.

**Commitment:** Finally, BAWSCA is seeking a candidate who can commit to BAWSCA for the long haul. BAWSCA recognizes the benefit long-tenured staff and leadership bring to the results the agency can deliver for the water customer. The organization desires a strong leader, who has the professionalism, level-headedness and above all, the patience, to see through multi-year projects.

## QUALIFICATIONS

**Experience:** The successful candidate should have: substantial, high-level executive experience, fifteen (15) years or more of leadership in a municipality, special district, or other government or private sector entity, including five (5) years or more of experience in upper management.

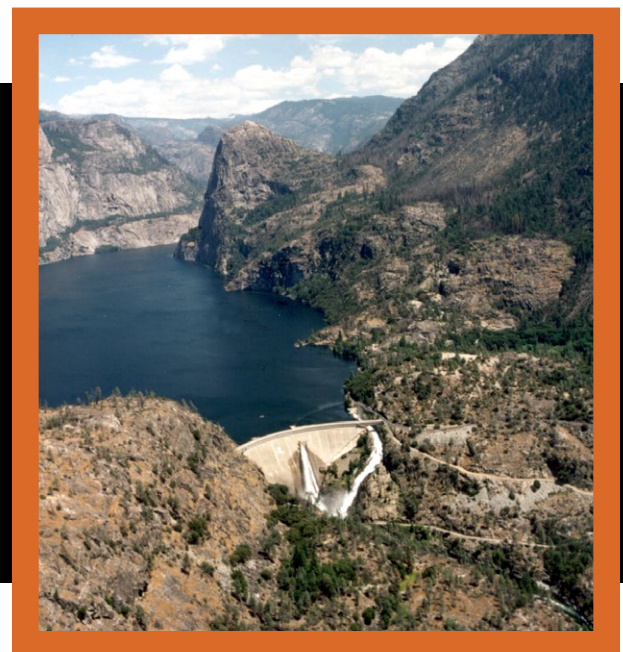
Knowledge of water systems (preferably in the San Francisco region), policy development and implementation, water resources planning and management, water rights and water contracts, and water utility operations knowledge is highly desired.

Qualifying experience may be drawn from (a) public sector experience; (b) private sector experience with a top-tier corporation; (c) consulting as an industry expert in utilities, engineering, or a related field; or (d) a combination of experience that can demonstrate a clear understanding of BAWSCA's goals and the ability to deliver results.

Top candidates will be able to demonstrate a proven track record of success, a progressively responsible career path, and exceptional integrity and unquestionable ethics.

**Education:** A Bachelor's degree from a fully accredited institution is a minimum requirement for this position. A Master's or other advanced degree is strongly desired.

**Certifications:** No specific certifications are required, although negotiation, engineering (such as a Professional Engineering license), financial, and/or leadership certifications, combined with applicable career experience would demonstrate a diverse skill set for this complex position.



## COMPENSATION AND BENEFITS

Salary range is \$280,000 - \$333,000, depending on education and experience.

BAWSCA offers reasonable accommodation for a hybrid schedule. However, there are innumerable meetings across the Bay Area that must be attended in person, including evening Board meetings. In addition, BAWSCA offers the following excellent benefits package:

**Health Programs** – The following health programs are currently offered to regular full-time employees:

- ◆ Group Comprehensive Major Medical Plans under the California Public Employees' Retirement System (CalPERS) Health Benefits Program ("PERS health")
- ◆ Group Dental Plan
- ◆ Group Vision Care Plan
- ◆ Employee Assistance Program
- ◆ Life insurance coverage up to \$150,000
- ◆ LTD/STD

BAWSCA pays 100% for PERS health premium up to BAWSCA's monthly contribution cap for qualified employees, spouses, and dependents. The Agency contributes 100% of the premiums for all other health programs for qualified employees, spouses, and their dependents.

**Retirement for Classic Members** – For employees hired after 1/1/2013 who are CLASSIC MEMBERS of California Public Employees' Retirement System (CalPERS) or a reciprocal agency as of 12/31/12 and have not been separated from service from such agency for six months or more, the retirement benefit shall be 2 % at age 55.

**Retirement for New Members** – For employees hired 1/1/2013 or later and who ARE NOT a member of the California Public Employees' Retirement System (CalPERS) or a reciprocal agency as of 12/31/12, or those who have been separated from a public agency which contracts with CalPERS or a reciprocal agency for six months or more, the retirement benefit shall be 2% at age 62.

**Retirement Health Care Benefit** – Subject to PERS eligibility requirements, BAWSCA pays 100% of premiums associated with CalPERS health coverage of eligible retirees, up to BAWSCA's monthly contribution cap.

**Deferred Compensation Plan** – All regular employees are eligible to participate in an eligible deferred compensation plan, or a "457 plan". The Agency does not contribute to this program.

### Vacation, Sick Leave, Holiday Pay

- ◆ Vacation – Ranges from two to four weeks per year, based on years of service with the Agency.
- ◆ Sick Leave – Employees accrue 96 hours annual sick leave with no maximum accrual.
- ◆ Holiday Leave – 11 paid holidays each year.
- ◆ Administrative Leave – 40 hours administrative each year
- ◆ Floating Holiday – 16 hours of personal leave.

A copy of the BAWSCA Employee Handbook can be found [here](#).



## APPLICATION PROCESS

**The final filing date is Tuesday, August 13th, 2024.** To be considered, please submit a resume, cover letter and five work-related references (who will not be contacted in the early stages of the recruitment) to: <https://koffassociates.com/bawasca-ceo/>. Resumes should reflect years and months of positions held as well as size of past organization(s).

Resumes will be screened based on the criteria outlined in this brochure. Candidates with the most relevant qualifications will be given preliminary interviews by the consultant. Koff & Associates will report the results to an Ad Hoc Committee of the BAWSCA Board of Directors. The Committee will review all applications and supporting documentation. To identify the best qualified candidate, the Committee will consider a broad spectrum of individuals, both locally and nationally. All highly qualified candidates should apply. The Committee's recommendation to the Board of Directors will ultimately be made based on the combination of experience, education, industry credentials, and leadership that will best achieve BAWSCA's goals. Extensive reference and background checks will be completed on the selected candidate.

For additional information please contact:



Pete Smith, Senior Recruiter  
510.342.3233

[Peter\\_smith1@ajg.com](mailto:Peter_smith1@ajg.com) + [www.koffassociates.com](http://www.koffassociates.com)

BAWSCA is committed to non-discriminatory practices in employment. Employees and job applicants shall not be discriminated against on the basis of race, color, religious creed, national origin, ancestry, age, sex, marital status, actual or perceived sexual orientation, gender identity, pregnancy, physical or mental disability, medical condition, veteran status, family care or medical leave status, genetic information or any other basis protected by federal or state law.