

— POSITION AVAILABLE —

Chief Executive Officer | Apply by March 25, 2022

The City of Spartanburg and Spartanburg County anchor an exciting, vibrant, and growing region in the Upstate of South Carolina. Nestled in the foothills of the Blue Ridge Mountains, what began as an agricultural and textile center has been reborn as a popular place for businesses and families to relocate. Friendly and diverse, Spartanburg is a welcoming community with affordably priced housing, a strong educational system, and historic roots. From a work point of view, Spartanburg Water is a progressive water and wastewater utility with an excellent governing body and workforce. As a senior level water utility industry executive, you will want to seriously consider the opportunity of becoming the CEO of Spartanburg Water-a forward-thinking utility in a high growth community that maintains its "small town" feel. It is simply too good to pass up!

Located in South Carolina at the intersection of I-85 and I-26, between Atlanta, Georgia and Charlotte, North Carolina (See Figure 1), Spartanburg has local, regional and international appeal. It is a charming place that retains its small town feel. With seven colleges within the





county, Spartanburg has the cultural, music and art scene found in much larger cities. Visitors and locals alike can easily satisfy their interests, whether enjoying a concert, cheering a college sports team, enjoying the arts or exploring the area's extensive history.

Full of hidden and not so hidden treasures, downtown Spartanburg is very walkable and fun to explore. Indeed, people can easily find something to do in the

City's four historic sites, three museums, 18 galleries and exhibitions, and 24 indoor and outdoor performance venues. A classic favorite is viewing a show at the 3,400 seat Spartanburg Memorial Auditorium on North Street, a theatre that has hosted entertainment icons like Billy Joel. David Copperfield, and Bob Dylan. Art enthusiasts greatly enjoy visiting the Spartanburg Art Museum and the Milliken Art Gallery. Individuals seeking a more interactive history lesson can use their GPS-enabled smartphones to take the Spartanburg Music Trail, a 30 minute walking trail with stops for each of 20 iconic musicians with ties to the area including the Marshal Tucker Band and from an earlier era, the Sparkletones. Other venues include visiting Ballet Spartanburg, the Upstate South Carolina Theatre, and the Spartanburg Science Center.

Spartanburg County offers a year-round, active lifestyle for all ages and fitness levels. Parks and recreation centers are located conveniently in communities throughout the County. Organized sport leagues include baseball, softball, soccer and football are available for youngsters and the young at heart.



Figure 1: Location of Spartanburg, SC

Water sports are readily available at the six lakes and two rivers. You can bring your own or rent a kayak, paddleboard or even a boat to enjoy our lakes and parks. The many lakes and streams offer a variety of locales for anglers. Fishing competitions are held regularly at many of the locations.

Spartanburg County offers a trail system to casually bike with your family. For those who want more adventure both mountain biking trails and BMX courses are available in the local parks. The City has created a bike town initiative to encourage healthier modes of transportation and you can rent a bike to enjoy the sights and sounds of the downtown area.

Northern Spartanburg County is horse country. Local equestrian events are held, and the Tryon Equestrian Center is just minutes away. The horse season kicks off with the Block House Steeplechase Races in April. Many local stables offer riding lessons for both beginners and accomplished riders. In fact, Croft State Park offers 20 miles of equestrian trails to enjoy nature. Twelve golf courses throughout the County provide a variety of challenges for the experienced and beginner level golfers. If you are in a playful mood, enjoy the Disc Golf courses located throughout the County Park system.

Community members and tourists look forward to numerous functions throughout the year. For example, the annual three-day April Spring Fling is a great source of entertainment with its many shows, food trucks and family fun. The Festival Schedule for Spartanburg County includes events such as the Moo Festival, Riverfest, Greek Festival, Hogfest BBQ Cookoff, the International Kite Festival, the Stone Soup Storytelling Festival and Festifall at historic Walnut Grove Plantation. For those who enjoy bike races, the Criterium Bike Race brings athletes from all over the country to participate in race through downtown Spartanburg.

For those with young families and others who are young at heart, the city of Spartanburg has many attractions. Children adore watching planes land and take off near Airport Park, an airport-themed play area by the Spartanburg Downtown Memorial Airport. Skateboard-savvy individuals enjoy going to Hot Spot Skate Park, the first public skate park in South Carolina. Or stop at the Sparkle City Mini Putt. There you can play a 9-hole miniature golf course for free. To get a club and ball, stop in at one of five local businesses, leave your driver's license, and you are ready to play. Lastly, you can pop over to the Speed Factory Indoor Karting to participate in a race.

Ranked #24 by US News and World Report in its 2021-2022 "150 best places to live in the US," The City of Spartanburg has over a dozen distinct neighborhoods with a variety of condominiums, apartments, single family homes, and townhouses. The median sold home price is \$195,000, though some neighborhoods' median listing home price can be over \$400,000. Homes are typically sold at or near the asking price and according to Realtor.com, prices have been trending upward, 11.4% from December 2020 to December 2021. Spartanburg residents are ethnically diverse, and occupations range from professionals who work in the office, to service providers, and occupations in manufacturing. Spartanburg County has a variety of housing in the its eight small towns, each with its own distinctive personality. You can live in an urban center, a small town, a suburban neighborhood or the country and be within 20 minutes of each location.

Education is an important highlight of Spartanburg. Spartanburg County has seven school districts. Families have a variety of public and charter school options to choose from, and local schools are ranked well in the state and nationally. For example, students in Pine Street Elementary, Clifdale Elementary, and Spartanburg High School typically rate above state averages for test scores and academic prowess. Spartanburg High School boasts a graduation rate of 87%, with 85% of graduates pursuing college.

Furthermore, within Spartanburg lie seven college campuses, including the Upstate campus of the South University of Carolina, Spartanburg Community College, and the liberal arts schools of Wofford College and Converse College. Both V-Com Medical College and Sherman Chiropractic College provide an excellent health care education. Moreover, local students can travel a bit farther in South Carolina to study at Clemson University, University of South Carolina-Columbia, College of Charleston, Coastal Carolina or any of the several Historically Black Colleges and Universities such as South Carolina State and Claflin College.

Spartanburg residents greatly enjoy their sports. Active families can enroll their children in summer



sports camps, and adults can join the open and industrial leagues of several sports. Additionally, many enjoy watching their hometown Spartanburgers, a collegiate summer baseball team in the Coastal Plain League, at historic Duncan Park. As the oldest baseball stadium in America, the Park has hosted a variety of teams including the Spartanburg Sluggers (which was part of the Carolina Colored League).

Though South Carolina has no major professional sports teams, several sports teams (representing both North and South Carolina) can be found nearby in North Carolina or Georgia. Popular teams include the NFL Carolina Panthers, the NBA Carolina Hornets in Charlotte, the MLB Atlanta Braves and the NFL Atlanta Falcons. South Carolina is home of a variety of AA and AAA baseball teams. The Greenville Drive, Charleston Riverdogs and Columbia Fireflies all are eager to welcome you as fans.

NASCAR fans can enjoy traveling to Charlotte to stroll through the NASCAR Hall of Fame or drive to Darlington, South Carolina to take in a race event. Individuals needing to travel by air can head over to nearby Greenville-Spartanburg International Airport, Charlotte Douglas International Airport or the Atlanta Hartsville-Jackson International Airport.

All in all, Spartanburg offers wonderful recreational, cultural and personal

opportunities in addition to being the Chief Executive Officer of Spartanburg Water. It is simply a wonderful place to live work, play, and raise a family. So, if you are interested, please dust off your resume and apply.

HISTORY-SPARTANBURG COUNTY

Originally a sparse wilderness, the Spartanburg area became available to settlers in 1753 after a treaty with the Cherokee Indian Nation. In 1785, the Spartanburg District was created. It is generally believed the name came from named the Spartan Rifles, a local militia that fought in the American Revolution. In fact, the area is the site of several conflicts, including two major battles that were key to the American's success against British troops.

In 1831, the City of Spartanburg was incorporated as a courthouse village for frontier disputes. After the Civil War, the community decided its future lay in textile manufacturing and it actively sought out the railroads. Soon seven lines passed through the city, much like spokes in a wheel, and Spartanburg became known as "Hub City." At the same time, approximately 40 textile mills were established.

Spartanburg County began to globalize its economy in the 1950's resulting in a diversified economy and culture. By 1993 more than 185 overseas-based companies in the greater Spartanburg Area. Spartanburg County is a leader in its ability to recruit international business. Its enhanced workers' skills and its technical education system and firm-specific training programs were the key advantage to attracting foreign investment.

In 1992, BMW announced that it would build a 1,150 acre manufacturing facility in Spartanburg, and by 1994, BMW had opened its facility. This was the beginning of Spartanburg becoming a significant automotive manufacturing center. In 2022, the Spartanburg Chamber reported 215 local businesses and foreign based companies operating in the County. All this investment has continued to contribute to the diversity and culture of this community.

HISTORY-SPARTANBURG WATER

Spartanburg Water also has an interesting history. Chartered in 1881 by the South Carolina Secretary of State, the water system was originally a private company. After the Spartan Mills fire of 1907, which destroyed 60+ businesses and homes, the community wanted a public water works created. As a result, the South Carolina legislature created the Commission of Public Works (CPW) for the City of Spartanburg, and the assets of the assets of private company were transferred to the CPW. As a result, the citizens of the City of Spartanburg, through the CPW (and not the City Council) currently operates the water system.

The Spartanburg Metropolitan Commission was created in 1929 to manage sanitary sewer in the area. The legislature abolished the Commission in 1932, but retained the sewer district. Between 1932 and 1970, the CPW provided governance to the development of sewer in Spartanburg County. In 1970, the Legislature passed Act No. 1503, which changed the name of the Spartanburg Metropolitan District to the Spartanburg Sanitary Sewer District (SSSD) and created a Special Purpose District with its own seven-member commission. To provide continuity between water and sewer, the three members of CPW also serve on the SSSD Commission. The staff serves both commissions and operates under the umbrella name of Spartanburg Water.

In recent years, both the water and sewer systems have grown through expansion due to growth and the absorption of smaller municipal treatment plants. Table 1: Spartanburg County Demographics

Distribution by Race		Distribution by Age	
White	66.9%	0 to 15	19.2%
Black	19.6%	15 to 25	12.9%
Asian	2.5%	25 to 45	25.8%
Native American	0.4%	45 to 65	25.8%
Other/2 or More Races	10.6%	65 to 85	14.1%
Hispanic Ethnicity (all races)	4.7%	85 +	2.2%

Estimated Population: 327,997

Educational Achievement (Over Age 25)				
High School or Higher	85.6%			
Bachelor's Degree or Higher	24.5%			

Other Statistics				
Median Age—Spartanburg	38.5			
Median Age—U.S.	38.5			
Median Household Income Spartanburg	\$55,339			
Poverty Rate	12.8%			

Source: U.S. Census Bureau

DEMOGRAPHICS

In the 2010 census, Spartanburg County hosted a population of 284,307 people. In the 10 years since, the population grew by 15.4% to 327,998. See Table I: Spartanburg County Demographics.

CLIMATE

Spartanburg has a humid subtropical climate with an average annual rainfall of approximately 50 inches spread fairly consistently throughout the year. Summers are hot, and humid, with highs in the 90's and lows in the mid-60's. Winters are short and usually mild, generally averaging lows in the 30's and

highs in the 50's, though months closer to spring and fall can be up in the high-70's. Snow is rare during winter months, typically accumulating to less than two inches per year. Occasional ice storms develop during the winter months, but much like the snow events, the storm impacts are short-lived.

Although an occasional tornado passes through the area, it is far enough inland that it rarely faces significant impacts from tropical storms and hurricanes.

GEOGRAPHY

Spartanburg County is in northern South Carolina along the state's border with North Carolina state line. It is halfway between the Atlantic Ocean and the state's western boundary. Atlanta is approximately two and a half hours to the southwest, Columbia, SC, lies 90 minutes to the southeast and Charlotte is 90 minutes to the northeast.

Spartanburg County is approximately 30 minutes from the mountains and three hours to the ocean beaches. It is an average of 800 feet above sea level and covers approximately 820 square miles.

COMMERCE

Once a textile center, Spartanburg County has reinvented itself and again has a healthy, robust economy. Area governments emphasize being business-friendly and supporting economic development and job growth. In 1994, BMW opened its only automotive manufacturing plant in the U.S. It covers 1,150 acres and has led to Spartanburg becoming an automotive center. That is only one element of the significant foreign investment that has occurred during the last 75 years. Overall, Spartanburg County has a very diverse economy. Table 2: Principal Employers, Spartanburg, SC

Employer	Industry	Employees
BMW Manufacturing	Automotive	11,000
Spartanburg Regional Medical	Hospital	9,000
Spartanburg County Schools	Education	7,441
State of South Carolina	Government	2,174
Adidas	Sport Apparel	2,000
Spartanburg County	Government	1,543
Draximaier Automotive	Automotive	1,225
Michelin Tire	Automotive	1,165
Benore Logistic Systems	Logistics	1,100
AFL Corporation	Manufacturing–Fiber Optics	977
Sitel	Call Center	968
Milliken & Company	Chemical & Yarn R&D	903
Inman Mills	Manufacturing–Fabric	700
DISH Network	Satellite TV	660
Spartanburg Steel	Metal Product Manufacturing	650

Source: Spartanburg County, SC 2020 CAFR

Both Interstates 26 and 85 pass through Spartanburg County and several railroads remain (including the Norfolk and Southern and CSX). That makes it easy for manufactured goods to travel to locations east of the Mississippi River and ports along the east coast. Indeed, Spartanburg is still a hub city.

Spartanburg County's principal employers are listed in Table II.

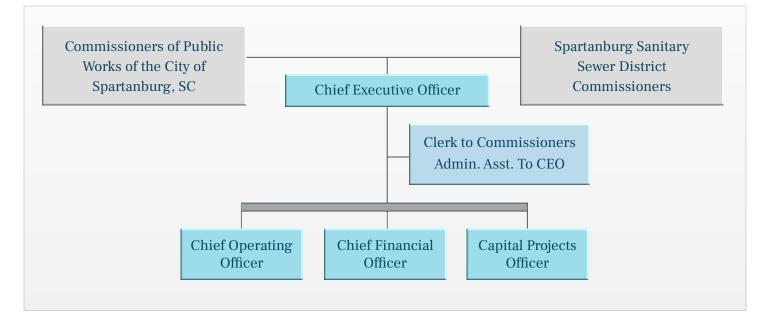
SPARTANBURG WATER

Spartanburg is an award winning utility, having been recognized by the National Association of Clean Water Agencies in 2021 for Excellence in Management and as a Utility of the Future in 2018 and 2020 by the Water Environment Federation. The latter is a national award given to a select few utilities. The name, Spartanburg Water, collectively refers to two separate legal entities: The Commission of Public Works for the City of Spartanburg (CPW) and the Spartanburg Sanitary Sewer District (SSSD). This name was selected in 2008 to simplify the outward facing communications their to customers for two utilities.

The Commission on Public Works (CPW) Board oversees the water system which sells both retail and wholesale water (as well as bulk and bagged ice) and is comprised of three City of Spartanburg residents. They are elected for six year terms, staggered every two years.

The Spartanburg Sanitary Sewer District (SSSD) provides retail and wholesale sanitary sewer services and is governed by a seven member board. Three of its members also serve on the CPW, three are elected at large to four year terms and must reside in the County outside the city limits. The Mayor of the City of Spartanburg is the seventh member of SSSD's Commission. He/she is elected to a four year term by the citizens of the City of Spartanburg and automatically sits on the SSSD Commission as an ex officio member.

The result is two separate boards with two separate budgets, two separate audits, different enabling legislation, separate real property assets and different service territories. The enabling legislation has tied the two entities together through board composition, not through any other shared asset. The CPW is a



municipal corporation and SSSD is a Special Purpose District of South Carolina. The CPW cannot tax and SSSD can levy an ad valorem tax. The CPW does not have a defined service area and SSSD has a defined legal service area. The CPW can expand where it provides services at its discretion, as long as it does not extend into a legally defined service area of another water utility. The SSSD must annex parcels to expand its service area.

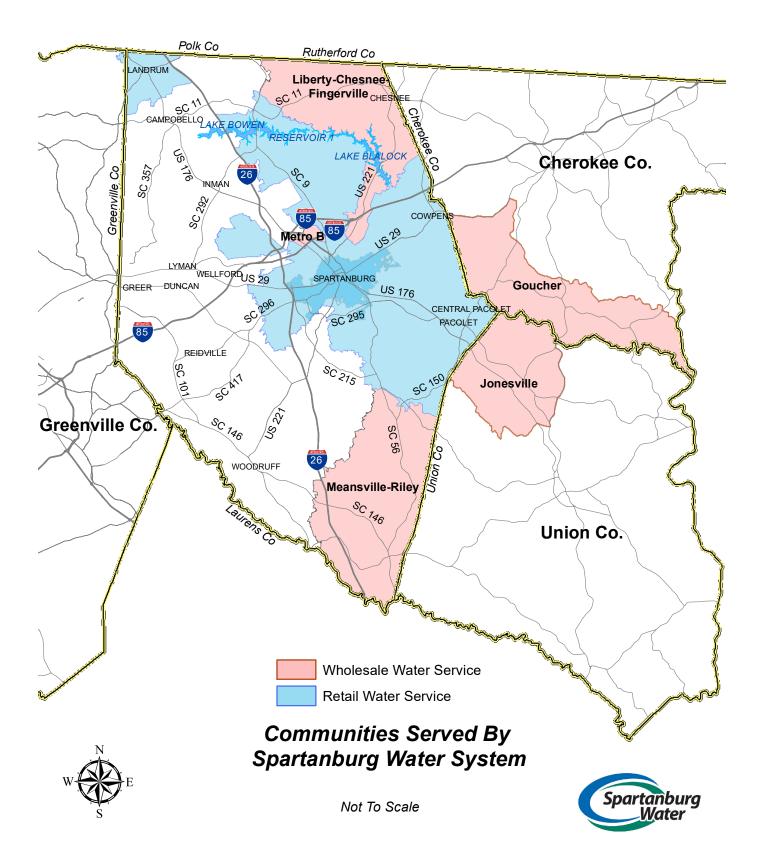
That said, one management team, led by a Chief Executive Officer, operates both utilities and the sharing of FTEs, equipment, etc. between entities is properly accounted for. This arrangement has been in place since 1932. The Chief Executive Officer is appointed by and serves at the pleasure both Commissions. To appoint or remove the CEO, both Commissions must agree. In total, the CEO oversees the efforts of 304 FTEs and a budget of almost \$87 million.

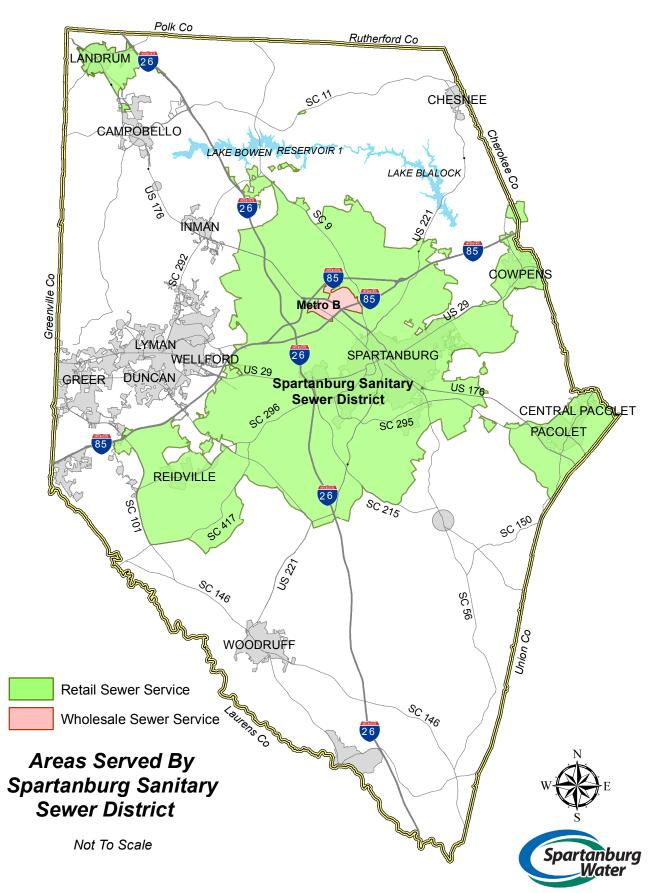
While the Commissions meet independently to decide matters within their purview, the members of both boards respect one another and work well together. Historically they have had long tenures. In fact, only the Mayor and one other SSSD Commission Member have changed since 2015. Two of the SSSD Commission Members have served since 1994. They all have the best interests of the residents at heart and hold the staff in high regard. See Figure 2 (above) for an organization chart.

Functionally, the FY 2021-2022 CPW (Water) Budget is \$49,981,829 and is supported by 225 FTEs. The FY 2021-2022 SSSD (Sewer) Budget is \$36.789,727 and supported by 80 FTEs. Organizationally, the Chief Operating Officer leads the Technical Division while the Chief Financial Officer leads the Finance and Administration Division, and the Capital Projects Officer leads the Engineering Department.

Spartanburg Water does not utilize third party contractors for staff augmentation, and none of its employees are unionized or civil service.

Under direction of the Commission on Public Works, the Spartanburg Water System covers 864 square miles and serves large portions of Spartanburg County as well as sections of Cherokee and Union Counties. It also serves a very small part of Greenville





County. See Figure 3, (located on page 9) for more information. Overall, it has 66,252 retail connections and five wholesale connections. To support these, Spartanburg Water operates three reservoirs and three filtration facilities. Municipal Reservoir #1 feeds the R.B. Simms Drinking Water Facility and draws its water from the South Pacolet River and its tributaries. The North Pacolet River and its tributaries combine with the Lake Bowen/Reservoir #1 System to form Lake Blalock, which feeds the Myles W. Whitlock, Jr. Water Treatment Facility. The Landrum Water Treatment Facility uses surface water from Hogback Creek, located near the top of Hogback Mountain, as well Vaughn's Creek, located near Lake Lanier. The system's infrastructure also includes 1,354 miles of pipe. Even with anticipated growth, the water system has a water supply projected to last another 75 to 100 years.

The Spartanburg Sanitary Sewer District's system has approximately 51,000 connections and serves the city of Spartanburg and an adjacent service area covering approximately 196 square miles. See previous page for details. It also serves eight non-contiguous geographical locations covering 22 square miles in Spartanburg County as well as a small portion of Cherokee County. The sewer district operates nine regional plants, all of which provide primary and secondary treatment. The infrastructure also includes 1,083 miles of pipe and 80 pumping stations.

THE CHALLENGES AND OPPORTUNITIES

Spartanburg Water has an ample water supply for the foreseeable future (even with expected growth) and is strong financially (both systems have AA bond ratings). As such, it does not have many of the issues other utilities do. That is not to say, however, that the new CEO can relax. The individual will in fact be very busy with both mid- and long-term issues. First and foremost, among the challenges the new CEO will face, is that Spartanburg County is a popular location for businesses and individuals to relocate. It has seen a growth in population of between 10 and 15 percent every decade since 1970. As such, the Utility must constantly be planning for the future.

Secondly is aging infrastructure. The Utility has a well-defined asset inventory and schedules replacements, improvements, and extensions based on capacity/flow, water quality, and expected remaining useful life. One example is the AMR water metering system. It was installed in 2005 and is due for a major upgrade beginning in 2023. Another is the shoreline of the water system's reservoirs has suffered erosion from growth impacts and will need to be repaired in the next few years.

Thirdly, as a result of growth and the need for infrastructure improvements, Spartanburg Water will need to make substantial investments in the water and sewer systems. Its current debt load is not insignificant (approximately \$140 million for the CPW and \$138 million for the SSSD). The Utility prefers to plan ahead and "pay as you go" rather than incur additional debt. As such, it will likely need to increase its rates in the near future.

Fourthly is regulation and emerging contaminants. Like other water and sewer utility systems, Spartanburg Water must regularly contend with and be aware of changes in EPA requirements.

Finally, maintaining an outstanding work force will be key to the Utility's success. The effort needs to be multi pronged. To begin with, it will need to find new ways to retain staff. The labor market is very, competitive, and many of Spartanburg Water's staff have talents that translate well into other industries. COVID has been detrimental to internal communications and camaraderie has suffered.





Some employees need to understand the roles their jobs play in the success of the organization. Another element is succession planning. Spartanburg Water is facing the retirement of longtenured employees throughout the organization and needs to ensure that capable staff are ready to step in to replace them, and that the loss of institutional knowledge is minimized. In the current economic situation, it is difficult to find and attract new employees. Finally, the current management of the organization does not mirror the composition of the community, and it is desired that that change while maintaining the quality of staff.

THE IDEAL CANDIDATE

Spartanburg Water is seeking a seasoned professional who is both a great leader and manager. The individual will partner with the Commissions to take the organization to the next level. He/she will think strategically and look beyond the horizon to assist the Commission in creating a better future. The new CEO will be confident, bold, tenacious, high-energy, positive and proactive with a high degree of integrity.

While the next CEO will understand the importance of day-to-day operations and doing the job correctly, he/she will not let it divert his/her attention from the need to plan for the future and from accomplishing what needs to be done to ensure the organization's long-term success. The individual will be an innovative and visionary (yet practical) thinker, a doer, and analytical, always seeking better ways to accomplish the Utility's core businesses.

candidate will The ideal be an excellent communicator, understanding that listening can be as important as speaking. He/she will be equally comfortable working with people from all walks of life, and every aspect of the economic spectrum. It is important the next CEO understand that Spartanburg is a "small town" in many ways and that, as the CEO, he/she is a prominent face of the organization. He/she will be at community events, meeting people and telling the Utility's story in a way that inspires the public's trust. The CEO will be open, approachable and comfortable working with the media. Recognizing the importance of having the public view the Utility positively, the CEO will be as transparent as possible and work proactively to promote its accomplishments.

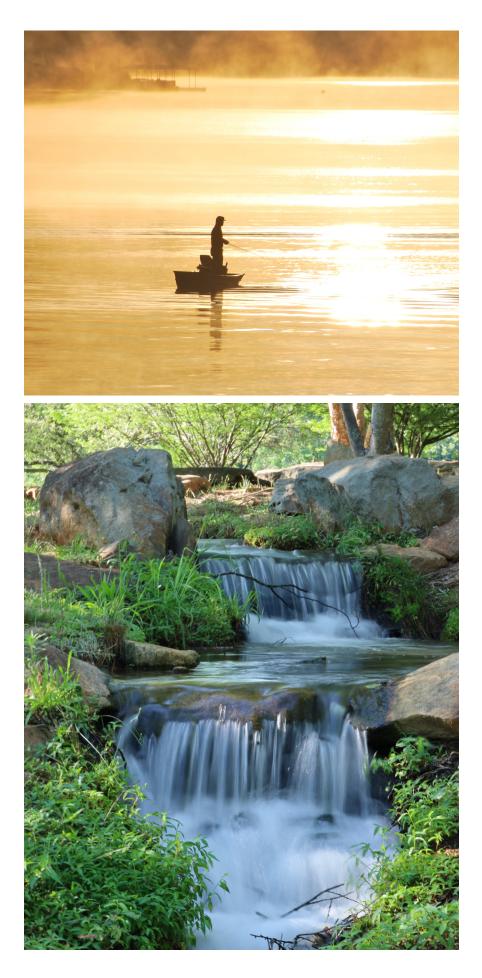
The individual will place a high degree of importance on service, ensuring that customers feel they are being treated fairly and well. He/she will recognize that the CEO sets the organization's tone and, while not every customer is right, they deserve a fair hearing and an effort made to resolve their issues.

The next CEO will calm and caring, constantly working toward consensus and win-win solutions. That said, he/she will be decisive and make timely and sound decisions under pressure. The best candidate will not expect to spend all day in the office directing traffic. Rather, the individual will be in the plants, on the street with team members, and in the community ensuring familiarity with their issues and concerns. The selected candidate will need to work hard-this is not a 9 to 5 job! The CEO will be politically savvy but not politically involved. He/she will understand that individuals and interest groups and constituencies will sometimes be promoting their own agendas, and not necessarily what is best for the Utility. As such, the CEO will be able to navigate the landscape to protect the Utility and its customers. The individual will do what is right, not what is expedient. The ideal candidate will be able to pleasantly tell people "no" in a way that they feel good about it.

The individual will inspire, manage, delegate and mentor the employees. Creativity will be encouraged, with staff having the freedom to try innovative ideas. The CEO will have high expectations and set high standards for the staff. He/she will establish clearly defined goals, delegate responsibility and authority, and then expect results. Fairness and accountability are essential. Instead of micromanaging, the best candidate will focus on the big picture. That will not be difficult as key staff members are long tenured and they know their jobs.

Skill with intergovernmental relations is necessary, given the CEO must deal with agencies at the local, state, regional and federal levels. He/she will be collaborative and able to effectively work across organizational lines to build consensus. The individual will understand that a group or coalition is more powerful than a single individual utility.

The ideal candidate will have a master's degree in business, public administration, environmental systems, engineering, or related field and 10-15 years' experience (at least five which were at the senior management level) in water and/or wastewater utilities. While the degree is important, it is far more important that the new CEO understand and have experience managing a medium sized utility. In addition to operations, he/she will be knowledgeable of administration, asset management, capital



projects, finance, and water industry best practices. Ideally, he/she will have experience working for and reporting to a Board as the organization's CEO.

The Commissions of Spartanburg Water hope that whoever they select will see the CEO position for the treasure it is and honor the precedent set by the outgoing CEO of staying a very long time.

COMPENSATION

The salary range is \$200,000 to \$250,000 and the salary will depend on qualifications and experience. Benefits are excellent. The Chief Executive Officer will be part of the South Carolina State Retirement Plan.

RESIDENCY

Residency within Spartanburg County is expected.

THE CURRENT CEO

The current Chief Executive Officer, Sue Schneider, retiring after spending 21 years as Spartanburg Water's CEO, and a total of 23 years with the organization.

INTERNAL CANDIDATES

It is anticipated that at least one internal candidate will want to be considered.

CONFIDENTIALITY

No candidate's name will be released without receiving prior permission from the candidate. In South Carolina, the process can be conducted with total confidentiality until the Utility selects three or fewer finalists.

HOW TO APPLY

E-mail your cover letter and resume to Recruit42@cb-asso.com by March 25th. Faxed and mailed resumes will not be considered. Questions should be directed to Colin Baenziger at (561) 707-3537, Steve Sorrell at (513) 317-0678, or Lynelle Klein at (970) 433-7189.

THE PROCESS

Applications will be screened between March 26th and April 25th. Finalists will be selected by the end of April and interviews of the finalists will begin shortly thereafter.

OTHER IMPORTANT INFORMATION

The Spartanburg Water is an Equal Opportunity Employer and strongly encourages women, minorities, and veterans to apply.

ADDITIONAL INFORMATION

For additional information about Spartanburg Water, visit:

www.spartanburgwater.org

www.spartanburgcounty.org www.visitspartanburg.com www.onespartanburginc.com www.spartanburgdowntown.com