

**EXECUTIVE DIRECTOR  
COLUMBIA POWER & WATER SYSTEMS  
Columbia, Tennessee**

**PROFILE**

Columbia Power & Water Systems' (CPWS) Executive Director reports to a five-member [Board of Directors](#) and supervises 117 full-time personnel through five direct reports managing Power Operations, Water Operations, Broadband Operations, Customer Service, and Finance & Administration divisions. Board members are appointed by the Mayor of Columbia, ratified by the Columbia City Council, and serve four-year staggered terms. One member of the board is a representative of City Council.

**CONDITIONS AND REQUIREMENTS**

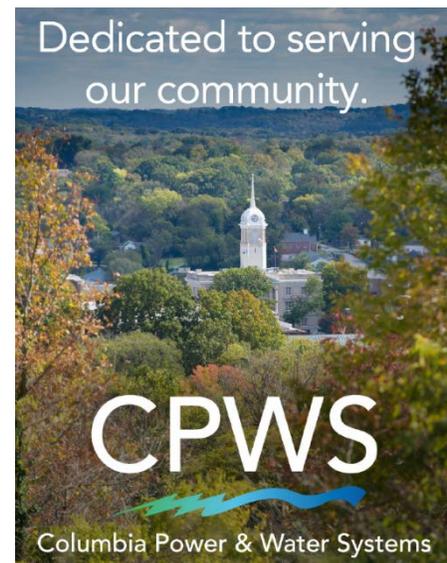
In 2016, CPWS built upon its strategic plan and updated its Mission, Vision, and Values statements with a focus on stability, customer satisfaction, and organizational culture as top objectives. Respectively, the Mission and Vision statements are *"CPWS provides reliable, value-based solutions supplying our customers' power, water, and broadband needs."* and *"We will continuously improve our organization and provide robust infrastructure for the betterment of our customers."* The organization listed its top values to include exceptional customer experience, reliable service, integrity, financial accountability, continuous improvement, developing and supporting productive employees, fostering collaboration and trust, and community partnership.

Over the past several years, CPWS' employees steadily improved financial condition, efficiency, accountability, reliability, and service to utility customers. The board, while not seeking a course change, seeks to maintain the evolution of a continuous improvement culture and CPWS' status as a key contributor to the communities' economic success. The next Executive Director should expect to bring a balance of internal and local leadership to the communities served by CPWS, but also broader regional leadership with water and electric organizations that directly impact CPWS customers, such as the Tennessee Valley Authority on power supply matters. Ideal candidates will offer a proven history of community and industry leadership and a natural comfort with public speaking.

Water quality, supply, drought management, and infrastructure improvements are likely to remain a high priority for the next Executive Director in the foreseeable future. CPWS is currently completing a 20-year Master Water Plan and expects to begin executing plans for significant infrastructure development in upcoming years. Plans may include construction of a new water supply intake from the [Duck River](#), a highly political water resource, and a new water treatment plant. Both projects are expected to embolden drought management plans and further prepare the cities for ongoing population growth. While municipal water experience is not required, it is preferred. Broader experience with utility infrastructure planning and strategy, project execution and leadership, and financial and debt management surrounding such development is required.

Over the past five years, CPWS personnel placed the customer experience as a high priority and gained significant ground in customer service metrics. It is the desire of the board to attract candidates that maintain exemplary customer service as a cultural imperative.

CPWS utilized technology advancements such as 100% deployment of AMI to evolve its culture, operational capability, reliability, and customer service in recent years. The desire to serve the community efficiently and remain competitive in broadband services enhances the need for candidates to bring a higher-than-average level of strategic technical acumen and the board remains supportive of technology as a route to further evolution. Experience leading technological advancements could be an advantage to candidates.



The Executive Director should expect to offer exemplary communication skills with a highly transparent and communicative approach to external stakeholders, employees, and board members. Interpersonal skills are a paramount requirement and an ability to effectively navigate communications with laymen and technicians is desired.

Ideal traits sought by the board also include those who seek continuous self-improvement and education and foster such traits and leadership abilities in subordinates. The next Executive Director will be expected to lead with a collaborative approach and continue to develop a culture of engagement and accountability with employees while maintaining trust and delegation of responsibility to subordinates. Succession planning and workforce development will remain an important priority for the organization in the future. Candidates with experience developing such a culture are desired. Ideal personality traits also include a balance between humility and confidence, a sense of humor, a respectful tenacity, and courage to proactively address uncomfortable challenges and defend the health of CPWS.

Proven negotiating skills in areas such as vendor management, bargaining unit agreements, power supply and other crucial utility agreements is required.

Broad financial acumen and experience with utility rates is desired. While CPWS generally expects stability in electric rates, it is expected that water infrastructure improvements will be a larger challenge. Candidates should offer substantive budgeting experience at a minimum, but ideally should offer broader experience with financial analysis and strategic and debt management in a utility environment. Experience with pricing of services in a competitive environment such as broadband could be additionally appealing.



Safety is of utmost importance for the organization in the future. Candidates should offer a consistent track record of developing a safety-focused culture and leading a utility organization to excellent safety performance.

CPWS is an Equal Opportunity Employer and candidates are expected to offer experience furthering diversity in the workplace.

Critical thinking skills, demonstrated sound judgment, ethics, and integrity are absolute requirements.

A bachelor's degree in a related field is required. An MBA or master's degree in a related field is desired. A minimum of ten years of executive-level leadership experience with a utility providing electric and/or water utility experience is required.

### **COLUMBIA POWER & WATER SYSTEMS**

**Power** - With power supplied and transmitted by the Tennessee Valley Authority, CPWS supplies electricity to more than 27,000 customers through a robust, state-of-the-art electric distribution system. Over the years, CPWS has built and maintained 773 miles of poles and conductors and 89 miles of underground facilities throughout Maury County. Today, power is delivered through a 12.470 kV primary system that connects to over 22,000 homes and 4,000 businesses. CPWS maintains nearly 6,000 streetlights for the cities of Columbia and Spring Hill, which is the fastest growing community in the service territory. In response to the recently updated strategic plan, the Power division is focused on infrastructure improvement projects throughout the service area, although much of the system is robust and provides highly reliable electric service to CPWS customers. Many upcoming projects involve distribution equipment technology upgrades and expanding infrastructure to keep up with a growing customer base.

**Water** – CPWS provides water service to over 21,000 homes and businesses through CPWS' water treatment plant and 536 miles of distribution mains. Efforts surrounding infrastructure developments have focused on the proactive replacement of aging infrastructure and the development of a long-term water main replacement program. Organizational development brought attention to training, succession planning, and developing the internal workforce. Now that long-range water planning has become a priority, CPWS will soon begin executing detailed plans and developing resources to address the issues raised.

**Broadband** - CPWS' newest service addition made its debut in 2003. Built to provide Columbia with cost-competitive telecommunication services, the CPWS PowerNet system empowers the local community by providing fast Internet access, an abundance of television programming, and full-featured telephone services. Currently serving over 6,000 homes and businesses through an advanced network made up of 100+ miles of fiber-optic cable and over 320 miles of coax cable, CPWS PowerNet is well-equipped to grow as surrounding communities flourish – staying up-to-date with today's ever-advancing technology demands. Later in 2016, PowerNet services are expanding to serve the City of Spring Hill, continuing the mission of providing the much-needed telecommunication services supporting the vitality of Maury County.

**Web Links:**

Main CPWS Web Site - <http://cpws.com/>

2016 CAFR - [http://cpws.com/wp-content/uploads/2016/12/FY2016\\_CAFR.pdf](http://cpws.com/wp-content/uploads/2016/12/FY2016_CAFR.pdf)

City of Columbia, TN - <http://www.columbiatn.com/>

Wikipedia's Columbia page - [https://en.wikipedia.org/wiki/Columbia,\\_Tennessee](https://en.wikipedia.org/wiki/Columbia,_Tennessee)

City-Data.com site - <http://www.city-data.com/city/Columbia-Tennessee.html>

**Retirement/Benefits**

CPWS offers a 401(k)-retirement plan to all eligible employees. Employees will automatically be enrolled in the plan at 4% unless opting out. The plan allows elective deferrals from 4% to 75% of compensation and CPWS contributes 8% of compensation to the plan. Employer contributions are subject to a five-year vesting schedule and the entire fund vests at five years of service.

CPWS offers BlueCross BlueShield of Tennessee (BCBST) as a healthcare plan and a dental plan from Delta Dental with both premiums funded entirely by the employer. Basic Life/ Accidental Death and Dismemberment (AD&D) Insurance is also provided at no cost to the employee through Guardian.

CPWS offers the customary relocation benefits to the successful candidate.

**Critical Recruitment Process Dates:**

May 26 – Preferred application deadline

June 12-15 – Likely dates for first round of candidate interviews

July 20-21 – If necessary, dates for second round of candidate interviews.

**Contact Information**

(RESUMES PREFERRED IN .PDF FORMAT)

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**\*\*\*ORGANIZATION CHART FOLLOWS ON NEXT PAGE\*\*\***

