ORANGE WATER AND SEWER AUTHORITY

A public, non-profit agency providing water, sewer and reclaimed water services to the Carrboro-Chapel Hill community.

Meeting Summary
Human Resource Committee Meeting
Thursday, December 10, 2015 – 5:00 p.m. to 5:40 p.m.
OWASA Boardroom

Board Committee: Robert Morgan (Chair), Jeff Danner, Barbara Foushee, Heather Payne and John Young (ex-officio)

Other Board Members: Quinton Harper and Ruchir Vora

Staff/Others: None

The Human Resources (HR) Committee meet to discuss performance standards of the Executive Director. The Committee reviewed the draft 2015-2016 Executive Director Performance Goals and made changes that are reflected in the attached document.

The HR Committee agreed to present their recommendation for Board discussion at the December 10, 2015 work session.

Prepared by:

Robert W Morgan

Robert Morgan, Chair
Human Resources Committee

Attachment

c: OWASA Board of Directors

In revision mode as proposed by the Human Resources (HR) Committee on 12-10-2015

OWASA Executive Director Performance Goals
For the period of September 2015 – August 2016

December 2015

Goals	Objectives	Measures of Success	Results
Provide effective leadership and management of OWASA's day-to-day operations, business, and customer service activities	Excellence in drinking water quality	1. Zero violations of primary drinking water standards.	
		2. Maintain certification by the Partnership for Safe Water for Phase IV Excellence in Water Treatment.	
		3. Staff recommended improvements to Cross Connection Control Ordinance by August 2016.	
	Excellence in wastewater management	4. Zero violations of NPDES permit for WWTP.	
		5. Zero violations of reclaimed water standards.	
		6. Zero violations of biosolids recycling standards.	
		7. Successfully transition to a 75% liquid/25% dewatered biosolids program as agreed to by the Board on October 8, 2015.	
		8. All wastewater spills/overflows reported and noticed on time in accordance with regulatory requirements.	
	Excellence in customer service	9. Promote a culture whereby staff consistently delivers excellent customer service in all aspects of our business. (Subjective)	
	Excellence in human resources	10. ~~Zero preventable loss time accidents.~~ (HR Committee recommended the way it was originally written; Board concurred – "Safety incident rate below 3.5.")	
		11. Update required safety training by position for all employees.	
		12. 95+% of employees complete 100% of their annual required safety training.	
		13. Identify top utility safety performers for possible peer review and/or benchmarking purposes.	

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OWASA Executive Director Performance Goals

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		14. Establish an ongoing training program for all supervisors regarding best practices to promote diversity.	
		15. Assess and revise, as necessary, the evaluation process based on the employee total compensation study.	
	Excellence in financial, engineering, business and information management services	~~15.~~16. Meet all Fiscal Performance Objectives.	
		~~16.~~17. Distinguished Budget and CAFR awards from GFOA.	
		~~17.~~18. Unqualified audit opinion on FY 2016 Financial Report.	
		~~18.~~19. Implement a Business Continuity solution for critical business applications by August 2016.	
	Rate Design Study	~~19.~~20. Complete Cost Allocation Study by December 2015.	
		~~20.~~21. Assist the Board to make a decision on rate design by spring 2016.	
Effectively plan, implement and/or complete Strategic Plan and other Key Initiatives	Provide reliable and high quality supply of water for next 50 years	~~21.~~22. Develop goals and objectives for LRWSP update (currently scheduled for May 2016).	
		~~22.~~23. Develop updated demand projections for LRWSP update based on growth projections provided by Towns, County, and UNC (timing dependent on receipt of information from local governments and UNC).	
		~~23.~~24. Respond to any information requests and proposed allocation decisions by the Environmental Management Commission relating to our Jordan Lake Round 4 Allocation request.	
	Adopt financial management policies and budget decision	~~24.~~25. Comprehensive Asset Management document prepared and reviewed by the Board by spring 2016.	

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	processes to ensure affordable services and fiscal sustainability	~~25.~~26. Board review of reserve policies completed by spring 2016.	
	Implement Energy Management Plan	~~26.~~27. Board acceptance of Energy Management Plan by summer 2016.	
		~~27.~~28. Explore potential partnership with the University (and others) for a biogas to energy project.	
	Implement Advanced Metering Infrastructure (AMI)	~~28.~~29. Complete AMI Feasibility Study and assist the Board to make a go, no-go decision.	
		~~29.~~30. Establish and implement ~~Assist the Board to establish~~ a Community Engagement Plan for AMI (if applicable).	
		~~30.~~31. Initiate the process to procure an AMI system (if applicable).	
	Employee Total Compensation Study	~~31.~~32. Assist the Board to establish an Employee Total Compensation Philosophy by early 2016.	
		~~32.~~33. Seek Board approval of the consultant's scope of work for remaining tasks for the Total Compensation Study by spring 2016.	
	Engage the Community	~~33.~~34. Through a collaborative process with the Board, establish a Community Engagement Plan by July 2016.	
		~~34.~~35. Develop and implement an action plan to address the opportunities to improve that were identified in the 2015 Customer Survey by February 2016.	
		~~35.~~36. Implement Affordability Outreach program as approved by the Board on October 22, 2015.	
		~~36.~~37. Work closely with the IFC to evaluate opportunities to increase funding for the Care to Share program.	

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OWASA Executive Director Performance Goals
For the period of September 2015 – August 2016
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Provide the Board the information needed to enable them to successfully fulfill their fiduciary responsibility	Staff reports and presentations are timely, accurate and complete and include objective review on options and clearly documented staff recommendations as may be appropriate	~~37.~~38. Evaluation by Board (Subjective)	
Executive Director Specific	TBD	~~38.~~39. Insure that the Board adopted community engagement plan is utilized for proposed policies, plans and initiatives as well as construction projects. ~~39.~~40. Seek early input from the Board on alternatives for significant issues ~~by~~ and provide~~ing~~ analysis of alternatives and recommendations. ~~40.~~41. Consult with the Board on messages on significant issues prior to sending to external constituents. ~~41.~~42. Develop a plan ~~Take action~~ to insure the organization embraces diversity both internally and externally by April 1, 2016. ~~42.~~43. Identify one or two areas where the staff needs improvement and develop and implement training plans. ~~43.~~44. Maintain a vigilant strategic planning process by providing the Board annual assessments, periodic revisions and forecasts of future issues.	

Note: Completion/target dates shown above may be revised as needed to reflect organizational priorities and/or timetable for receipt of information/actions by other applicable parties (such as the EMC for Jordan Lake allocation decisions; Towns and County for population and employment projections; etc.)

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