Agenda
Virtual Work Session of the OWASA Board of Directors
Thursday, September 10, 2020, 6:00 P.M.

Due to COVID-19 public health concerns, the Orange Water and Sewer Authority (OWASA) Board of Directors is conducting this meeting virtually utilizing Microsoft Teams software. Board Members, General Counsel and staff will be participating in the meeting remotely.

The Board of Directors appreciates and invites the public to attend and observe its virtual meetings online. Public comment is invited via written materials, ideally submitted at least two days in advance of the meeting to the Board of Directors by sending an email to board_and_leadership@owasa.org or via US Postal Service (Clerk to the Board, 400 Jones Ferry Road, Carrboro, NC 27510). Public comments are also invited during the Board Meeting via telephone, and you will need to be available to call-in during the meeting. Please contact the Clerk to the Board at aorbich@owasa.org or 919-537-4217 to make arrangements by 3:00 p.m. the day of the meeting.

Public speakers are encouraged to organize their remarks for delivery within a four-minute time frame allowed each speaker, unless otherwise determined by the Board of Directors. The Board may take action on any item on the agenda.

Announcements

a. Announcements by the Chair
   - Any Board Member who knows of a conflict of interest or potential conflict of interest with respect to any item on the agenda tonight is asked to disclose the same at this time.

b. Announcements by Board Members
   - Virtual Meeting between the Chapel Hill Town Council OWASA Committee and Chapel Hill Appointees to the OWASA Board on Thursday September 17, 2020 at 8 a.m. (Ruchir Vora)
   - Update on the Process for Reviewing the Executive Director's Performance (Jody Eimers)

c. Announcements by Staff

d. Additional Comments, Suggestions, and Information Items by Board Members (Chair)

Consent Agenda

Information and Reports

1. Annual Report on Disposal of Surplus Personal Property (Kelly Satterfield)

Action

2. Minutes of the August 13, 2020 Virtual Work Session of the Board of Directors (Andrea Orbich)
3. Minutes of the August 27, 2020 Virtual Meeting of the Board of Directors (Andrea Orbich)

4. Minutes of the August 27, 2020 Virtual Closed Session of the Board of Directors for the purpose of Discussing Two Personnel Matters as provided in N.C. General Statutes 143.318(6) (Jody Eimers)

Regular Agenda

Discussion and Action

5. Consideration of Juneteenth as a Paid Holiday for OWASA Employees (Stephanie Glasgow)
6. Proposed Changes to the Referral Fee Program in OWASA's Human Resources Policy (Stephanie Glasgow)

Discussion

7. Diversity and Inclusion Program Progress Report and Equal Employment Opportunity/ Affirmative Action Report for Fiscal Year 2020 (Stephanie Glasgow)
8. Review Proposed Work Plan for OWASA's New Executive Director (Todd Taylor)
9. Review Board Work Schedule
    a. Request(s) by Board Committees, Board Members and Staff (Ray DuBose)
    b. September 24, 2020 Board Meeting (Todd Taylor)
    c. October 8, 2020 Work Session (Todd Taylor)
    d. 12 Month Board Meeting Schedule (Todd Taylor)
    e. Pending Key Staff Action Items (Todd Taylor)
    f. Action Items Recurring Every 3 to 5+ Years (Todd Taylor)

Summary of Work Session Items

10. Executive Director will summarize the key staff action items from the Work Session

Agenda Item 1:

Annual Report on Disposal of Surplus Personal Property

Purpose:

To update the Board of Directors on OWASA's disposal of surplus personal property. This report is provided for information only and no action is necessary.

Background:

OWASA's Purchasing and Contracting Policy authorizes the Executive Director to declare as surplus and to sell personal property that is no longer needed or useful in the operation of OWASA's systems. Personal property is broadly defined as fixtures and equipment and excludes land.

The policy is based on state statute and authorizes five methods of personal property disposal: trade-in, public auction, advertisement for bid, direct negotiation and sale, and scrap. Items having no residual value that remain unsold after an auction or other sale procedure, or that pose a potential threat to the public health or safety, may be treated as scrap or trash regardless of their original acquisition cost. Items having no apparent market value after being advertised for sale may be donated to charitable organizations.

The policy requires the Executive Director to report to the Board of Directors annually on the disposal of personal property.

The following surplus personal property was sold or otherwise disposed of during Fiscal Year 2020:

Disposal Method	Items Sold	Proceeds
Trade-in	Service equipment	$9,665
Scrap	Metal	9,097
	Total proceeds	**$18,762**

Action Needed:

For the Board's information. No action needed.

Agenda Item 2

Orange Water and Sewer Authority

Virtual Meeting of the Board of Directors

August 13, 2020

The Board of Directors of the Orange Water and Sewer Authority (OWASA) held its duly noticed regular work session all by virtual means in accordance with law, on Thursday, August 13, 2020, at 6:00 p.m. utilizing Microsoft Teams software.

Board Members present: Raymond (Ray) DuBose (Chair), Bruce Boehm (Vice Chair), Jody Eimers (Secretary), Yinka Ayankoya, Robert Morgan, John N. Morris, Bruce Runberg and Ruchir Vora.

OWASA staff present: Amy Armbruster, Denise Battle, Mary Darr, Monica Dodson, Jesse DuClau, Robert Epting, Esq. (Epting and Hackney), Stephanie Glasgow, Ken Loflin, Andrea Orbich, Dan Przybyl, Ruth Rouse, Kelly Satterfield, Todd Taylor, Mary Tiger, Stephen Winters and Richard Wyatt.

Others present: Jamezette Bedford (Orange County Commissioner), Ed Holland, Meg Holton (UNC Water Resources Manager), Ed Kerwin and Reed Palmer (Senior Associate for Hazen and Sawyer).

Motions

1. BE IT RESOLVED THAT the Board of Directors of the Orange Water and Sewer Authority adopts the Resolution Designating OWASA's Primary and Secondary Agents and Authorizing Them to Executive and File Applications for Federal and/or State Assistance and Represent the Organization in All Dealings with Federal Emergency Management Agency and the North Carolina Division of Emergency Management. Motion by Robert Morgan, second by Jody Eimers and unanimously approved.

2. Robert Morgan made a motion to approve the Minutes of the June 25, 2020, Virtual Meeting of the Board of Directors; second by Jody Eimers and unanimously approved.

3. Robert Morgan made a motion to approve the Minutes of the July 9, 2020, Virtual Work Session of the Board of Directors; second by Jody Eimers and unanimously approved.

4. Robert Morgan made a motion to authorize staff to proceed to develop a process and schedule to modify the Drought Response Operating Protocol for future consideration by the Board; second by John Morris and unanimously approved.

5. John Morris made a motion to authorize staff to evaluate alternatives to provide access to our Jordan Lake allocation; second by Robert Morgan and unanimously approved.

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Announcements

Ray DuBose announced that due to COVID-19 public health concerns, the OWASA Board of Directors held the work session virtually utilizing Microsoft Teams software. Mr. DuBose stated that Board Members, General Counsel, and staff participated in the meeting remotely.

Mr. DuBose asked if any Board Member knew of a conflict of interest or potential conflict of interest with respect to any item on the agenda tonight to disclose the same at this time; none were disclosed.

Mr. DuBose announced that on July 16, 2020, the Orange County Climate Council held a virtual meeting and received reports from the Climate Action Reporting, Policy, and Communications Committees. He noted there was discussion about leadership succession planning and planning for a public-facing event in September marking one year since the group was formed.

Mr. DuBose announced that on July 30, 2020, the Board's Executive Committee held a virtual meeting to review Board officer roles, agenda review/approval process, discussed the Framework for OWASA Board and Committee Roles, and general topics fiscal year 2020.

Jody Eimers announced a Human Resources Committee meeting scheduled for Wednesday, August 26, 2020, at 5:00 p.m. to discuss internships and apprenticeships, with focus on minority participation.

John Morris expressed appreciation to OWASA staff and the contractor regarding the excellent customer service and progress being made on the water main replacement on Kensington Drive in Chapel Hill.

Item One: Resolution Designating OWASA's Primary and Secondary Agents and Authorizing Them to Executive and File Applications for Federal and/or State Assistance and Represent the Organization in All Dealings with Federal Emergency Management Agency and the North Carolina Division of Emergency Management

Robert Morgan made a motion to approve the resolution; second by Jody Eimers and unanimously approved. Please see Motion 1.

Item Two: Minutes

Robert Morgan made a motion to approve the Minutes of the June 25, 2020, Virtual Meeting of the Board of Directors; second by Jody Eimers and unanimously approved. Please see Motion 2.

Item Three: Minutes

Robert Morgan made a motion to approve the Minutes of the July 9, 2020, Virtual Work Session of the Board of Directors; second by Jody Eimers and unanimously approved. Please see Motion 3.

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Item Four: Update on OWASA's COVID-19 Information and Discussion by the Board

Todd Taylor, Executive Director, said OWASA field crews will move to a new phase of the Return to Normal Operations plan on August 31, 2020. The field crews will resume most preventative maintenance activities with safety measures in place. He said employees were surveyed regarding possible childcare challenges due to remote education and staff will work with those impacted employees while meeting OWASA's essential operations. Mr. Taylor noted that OWASA will delay the resumption of standard collection practices and will be guided by Orange County's state of emergency in resuming them.

Mary Tiger, Sustainability Manager, provided an overview of OWASA's communication with local governments, partners, customers, and the Board since March 2020 regarding the suspension of disconnections for non-payment. She noted that since March 2020 there has been an increase in past due bills. She discussed plans to provide assistance to those customers who are past due which include offering 12-plus-month interest and penalty-free payment plans for past due balances. Ms. Tiger noted that Care to Share contributions have had record contributions and staff plans to explore state funding to assist customer with their past due bills. She said once the resumption of standard collection practice begins staff will work to avoid disconnections, provide the community and past due customers 30-day notification, offer extended payment plans, and then resume standard collection practices.

Item Five: Long-Range Water Supply Plan: a) Background Information; b) Evaluation of Supply and Demand Management Alternatives for the Long-Range Water Supply Plan

Todd Taylor, Executive Director, provided background information on the Long-Range Water Supply Plan (LRWSP) including project history and a timeline of key events and decisions regarding the LRWSP.

Bruce Boehm suggested the Board discuss revisiting the LRWSP guiding principles and asked if the Board would like to assign a set of priorities to the guiding principles before analyzing alternatives.

Following the Board's discussion of Mr. Boehm's suggestion, the Board agreed with the current analysis using the unprioritized guiding principles. In the future the Board will inform the process by prioritizing the guiding principles for the alternatives being evaluated further.

Ruth Rouse, Planning and Development Manager, provided a PowerPoint presentation on staff's evaluation of the 13 supply and demand management alternatives for the LRWSP. Ms. Rouse said staff recommended no further evaluation of the following Supply Alternatives:

- Jordan Lake Alternative 3 – develop new agreement with Towns of Cary and Apex to guarantee access
- Quarry Reservoir Alternative 6 – access to the deep quarry reservoir
- Potable Reuse Alternatives 7a, 7b, 8, and 9

Staff also recommended no further evaluation of the following Demand Management Alternatives:

- Reclaimed water to UNC Cogeneration Facility (Alternative 10)
- Onbill financing for investments in water efficiency (Alternative 13C)
- Minimizing system flushing (Alternative 13D)

Staff recommended Demand Management Alternatives 13a (unit sub-metering and WaterSense installation) and b (water efficiency design assistance) be considered as part of a water conservation program that will serve as a companion document to the LRWSP.

Jody Eimers noted that currently the illegal alternatives regarding potable reuse (8. Indirect Potable Reuse with return from Mason Farm Wastewater Treatment Plant (WWTP) to University Lake and 9. Direct Potable Reuse returning additionally treated wastewater from Mason Farm WWTP to the drinking water distribution system) are legal in other states and suggested staff continue to investigate these options and work to legalize potable reuse in North Carolina. These direct potable reuse options will be included in the LRWSP for additional study in future updates of the LRWSP.

Yinka Ayankoya agreed with Ms. Eimers.

Mr. Boehm inquired about the sensitivity analysis on yield that was included in the agenda package. Specifically, he wanted to know whether we could characterize the probability that inflow to the reservoirs would change 30 percent as assumed in one of the sensitivity model runs. Reed Palmer (Senior Associate for Hazen and Sawyer) said that the probability could not be determined. He indicated that for other non-OWASA projects he has evaluated a range of emission scenarios coupled with global circulation models and the 20 and 30 percent reduction scenarios are unlikely.

John Morris said he strongly supports revising the DROP and to carefully consider community education and involvement.

The Board agreed that staff will develop process and schedule to remove the limitations in DROP and incorporate DROP into the Water Shortage Response Plan (WSRP) and the updated WSRP will be provided at a future meeting. Staff will develop a community engagement strategy to obtain feedback from key stakeholders on the alternatives' analysis, obtain feedback on the use of Jordan Lake as a water supply, and obtain feedback on proposed modifications to the DROP. Staff will also identify dates to discuss the proposed method to modify DROP and the community engagement strategy with the Board.

Robert Morgan made a motion to authorize staff to proceed to develop a process and schedule to modify the Drought Response Operating Protocol for future consideration by the Board; second by John Morris and unanimously approved. Please see Motion 4.

John Morris made a motion to authorize staff to evaluate alternatives to provide access to our Jordan Lake allocation; second by Robert Morgan and unanimously approved. Please see Motion 5.

Item Six: Onboarding Program Update for OWASA's Executive Director

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Todd Taylor, Executive Director, provided the Board an update on his Onboarding Program as OWASA's new Executive Director.

Without objection, the Board agreed to the following: delete the "get-to-know-you" task from the Board's Onboarding Tasks; add Closed Sessions regarding Executive Director performance review/feedback to the August 27 and September 10, 2020 Board meetings; and add the item, Discuss Work Plan for New Executive Director, to the September 10, 2020 Board meeting.

Item Seven: Review Board Work Schedule

The Board agreed to explore the possibility of a Board self-assessment at future meeting.

The Board agreed to start the August 27, 2020, Board meeting at 6:00 p.m.

The Board requested a list of employees who actively participate in professional organizations and various committees.

Item Eight: Summary of Work Session Items

Todd Taylor noted the following items for staff follow-up:

- Continue to investigate options for potable reuse in North Carolina and add this task to the Long-Range Water Supply Plan for continued study of and pursuit of legalizing potable reuse.

- Provide the Board additional information on potable reuse, states that allow it, and the types of regulations they have in place.

Item Nine: Closed Session

Without objection, the Board of Directors convened in a virtual Closed Session for the purpose of discussing a personnel matter as provided in NC General Statutes 143.318.11(6).

Following the Closed Session, the Board meeting reconvened in open session and the meeting was adjourned at 8:46 p.m.

Respectfully submitted by:

Andrea Orbich
Executive Assistant/Clerk to the Board

Attachments

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Agenda Item 3

Orange Water and Sewer Authority

Virtual Meeting of the Board of Directors

August 27, 2020

The Board of Directors of the Orange Water and Sewer Authority (OWASA) held its duly noticed regular meeting all by virtual means in accordance with law, on Thursday, August 27, 2020, at 6:00 p.m. utilizing Microsoft Teams software.

Board Members present: Raymond (Ray) DuBose (Chair), Bruce Boehm (Vice Chair), Jody Eimers (Secretary), Yinka Ayankoya, Robert Morgan, John N. Morris, Bruce Runberg and Ruchir Vora.

OWASA staff present: Mary Darr, Monica Dodson, Jesse DuClau, Vishnu Gangadharan, Robert Epting, Esq. (Epting and Hackney), Stephanie Glasgow, Robin Jacobs, Esq. (Epting and Hackney), Ken Loflin, Andrea Orbich, Kelly Satterfield, Todd Taylor, Stephen Winters and Richard Wyatt.

Others present: Meg Holton (UNC Water Resources Manager) and Eddie Quinn.

Motions

1. Ruchir Vora made a motion to approve the Minutes of the August13, 2020 Virtual Closed Session of the Board of Directors for the Purpose of Discussing a Confidential Matter, second by Bruce Runberg and was unanimously approved.

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Announcements

Ray DuBose announced that due to COVID-19 public health concerns, the OWASA Board of Directors held this meeting virtually utilizing Microsoft Teams software. Mr. DuBose stated that Board Members, General Counsel, and staff participated in the meeting remotely.

Mr. DuBose asked if any Board Member knows of a conflict of interest or potential conflict of interest with respect to any item on the agenda tonight to disclose the same at this time; none were disclosed.

Mr. DuBose announced that Mary Tiger and he attended the August 20, 2020, virtual Orange County Climate Council meeting. He noted Council Committees developed a database of the climate action underway in our community and identified policy and practices that would advance climate action in our community. Mr. DuBose said the Climate Council is preparing for a public-facing event in October to summarize the formation of the Council, the work of the Committees, and outline a vision for the work ahead. The next meeting will be held virtually on September 17, 2020.

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Jody Eimers said the Human Resource (HR) Committee met on August 26, 2020 to discuss OWASA's efforts to encourage young people into water industry careers and the possibility of adding an apprenticeship program with an emphasis on expanding opportunities for underrepresented groups. Ms. Eimers said staff provided an overview of OWASA's current career exposure efforts and discussed potential career development opportunities. The HR Committee requested three items: consider a partnership with North Carolina Rural Water Association's Apprenticeship Program with the goal of including consideration of an apprenticeship program for OWASA in the Fiscal Year 2022 Budget; consider opportunities available for OWASA to participate in college level work/study (co-operative) programs; and provide information regarding internships over the last five years to include numbers of interns and length of assignment. The Board will receive an update at a February 2021 meeting.

Ruchir Vora announced a virtual meeting between the Chapel Hill Town Council's OWASA Committee and the Chapel Hill Appointees to the OWASA Board of Directors on Thursday, September 17, 2020, at 8:00 a.m. Topics for discussion are: update on OWASA's Response to COVID-19; update on OWASA's Diversity and Inclusion Program; Chapel Hill Appointments (3) to the OWASA Board; OWASA investments in system resiliency; and OWASA Energy Management.

Petitions and Requests

Ray DuBose said no petitions or requests were received from the public.

Mr. DuBose said Bruce Boehm requested via e-mail an update on the recruitment of the General Manager of Operations.

Todd Taylor, Executive Director, said 65 candidate applications were received and Tyrus Johnson (Safety and Risk Manager) and he conducted the first round of interviews with nine candidates. Of the nine candidates, five will be invited for formal panel interviews scheduled around mid-September 2020.

Mr. DuBose asked for petitions and requests from the staff; none were received.

Item One: 12 Month Board Meeting Schedule

The Board received this as an information item.

Item Two: Minutes

Ruchir Vora made a motion to approve the Minutes of the August 13, 2020 Virtual Closed Session of the Board of Directors for the Purpose of Discussing a Confidential Matter, second by Bruce Runberg and was unanimously approved. Please see Motion 1.

Item Three: Update on OWASA's COVID-19 Information and Discussion by the Board

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Todd Taylor, Executive Director, reminded the Board that Orange County has extended its State of Emergency declaration until October 31, 2020, and OWASA will extended its temporary suspension of disconnects for non-payment through the same time period. He also noted field crews will be moving to a new phase of the Return to Normal Operations Plan at the end of August which will allow for resumption of most preventative maintenance activities while also maintaining safety measures.

Item Four: Preliminary Financial Report for the Twelve-Month Period Ended June 30, 2020

Stephen Winters, Director of Finance and Customer Service, provided a PowerPoint presentation on the preliminary financial report for the 12-month period ending June 30, 2020. He said that because of the COVID-19 pandemic, water volume demand is down about 12 percent since March 2020 when compared with the prior year. Mr. Winters reported water and sewer revenue for the year was about $2.3 million less than original projections. For the year, OWASA met all but one financial performance measurement target. He noted that due to lower than expected revenue, the balance in the working capital reserve was about $1.4 million less than the target. Mr. Winters said the report is considered preliminary until the conclusion of the annual independent audit; the final report will be presented to the Board on September 24, 2020.

Mr. Winters reported that water and sewer revenue for July 2020 was about $70,000 over budget. However, he noted that the Fiscal Year (FY) 2021 budget for water and sewer revenue was reduced from original projections to account for the impact of the pandemic. Staff has been asked to limit nonessential operating expenses because of the uncertain economic outlook.

Item Five: Capital Improvement Program Semiannual Report

Vishnu Gangadharan, Engineering Manager - Capital Improvements, provided a PowerPoint presentation on the Semiannual Capital Improvements Program (CIP) report for Fiscal Year (FY) 2020. He reported that approximately $25.6 million was invested in a total of 68 capital projects that were active during the reporting period. This CIP expenditure total was 97 percent of the FY 2020 budget, a percentage which falls within the Board-adopted target range for CIP execution. Mr. Gangadharan said there was a slight increase in the minority- and women-owned businesses participation since the Board update in December 2019, though there have been few bidding opportunities in that time.

Item Six: Summary of Board Meeting Action Items

Todd Taylor said there were no items and provided an overview of the next two Board meetings;

- Agenda items for September 10, 2020 virtual Work Session:
    - Annual update on OWASA's Equal Employment Opportunity, Affirmative Action Report and Diversity & Inclusion
    - Annual Report on Disposal of Surplus Personal Property
    - Consideration of Juneteenth Paid Holiday

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  - Discuss Work Plan for New Executive Director
  - Update to the Human Resources Policy Regarding Referral Fee Program
- Agenda items for the September 24, 2020 virtual Annual Meeting:
  - Annual Report and Financial Audit
  - Forest Management Update
  - Update on the Water Main Prioritization Model
  - Approve General Counsel Engagement
  - (Tentative) Discuss Process to Update the Strategic Plan
- The Board agreed to review and provide comments on the 2016 Board self-assessment; once finalized the Board will complete the self-assessment and responses will be consolidated. Staff will inquire about the unbudgeted cost to have a facilitator assist the Board with reviewing and discussing the self-assessment should the Board move forward to meet remotely to discuss the self-assessment this year. An update will be provided on September 10, 2020.

Item Seven: Closed Session

Without objection, the Board will convene in a Closed Session for the Purpose of discussing two personnel matters as provided in NC General Statutes 143.318.11(6).

Following the Closed Session, the Board reconvened in open session and the meeting was adjourned at 7:52 p.m.

Respectfully submitted by:

Andrea Orbich
Executive Assistant/Clerk to the Board

DRAFT

Agenda Item 4

Orange Water and Sewer Authority

Closed Session of the Board of Directors

August 27, 2020

The Board of Directors of Orange Water and Sewer Authority met virtually in Closed Session on Thursday, August 27, 2020, following the Board meeting.

Board Members present: Ray DuBose (Chair), Bruce Boehm (Vice Chair), Jody Eimers (Secretary), Yinka Ayankoya, Robert Morgan, John N. Morris, Bruce Runberg and Ruchir Vora.

Staff present: Robert Epting and Robin Jacobs.

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Item One

The Board of Directors met in Closed Session with staff to evaluate General Counsel's annual performance review.

Item Two

The Board of Directors met in Closed Session without staff to evaluate the first two months performance of OWASA's new Executive Director.

No official action was taken at the meeting.

The meeting was adjourned at 7:52 p.m.

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Jo Leslie Eimers, Chair
Human Resources Committee

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Agenda Item 5:

Consideration of Juneteenth as a Paid Holiday for OWASA Employees

Purpose:

Board discussion on adding Juneteenth as an official paid holiday for all regular, full-time, benefit eligible Orange Water and Sewer Authority (OWASA) employees.

Background:

On June 19, 1865 Union soldiers led by Major General Gordon Granger, landed in Galveston, Texas with news that the Civil War had ended and that the enslaved were now free.

This was two and a half years after President Lincoln's Emancipation Proclamation which freed slaves of this nation's original sin of human bondage and had become official on January 1, 1863 in these United States of America which included North Carolina.

Juneteenth, also known as Freedom Day, Liberation Day and Emancipation Day is recognized in 47 states in a ceremonial fashion but only the state of Texas has recognized Juneteenth as an official state holiday since 1980.

At the June 11, 2020 Work Session, the Board adopted a Resolution Affirming OWASA's Diversity and Inclusion Values and Supporting a Community Free of Hatred. The Board has also stated their interest in acknowledging Juneteenth as a paid Holiday for benefit eligible OWASA employees.

The annual observance of Juneteenth would provide community members and OWASA employees an opportunity to promote and cultivate knowledge and appreciation of the Juneteenth history and culture, as well as, reflect on the history and impact of slavery on us all.

OWASA's current holiday schedule includes eleven (11) holidays: New Year's Day, Dr. Martin Luther King Day, Good Friday, Memorial Day, Independence Day, Labor Day, Thanksgiving (2 days), and Christmas (3 days).

Human Resource Policy:

Should the Board elect to observe Juneteenth (June 19th) an official paid Holiday for OWASA employees, changes to the Board approved *Human Resource Policy Section 14, O* would need to take place.

Staff suggests the following changes:

O. Holiday Pay
This policy covers the observance and payment of authorized holidays for all regular, full-time employees. The ~~eleven~~ twelve holiday periods include: New Year's (one or two days); Dr. Martin Luther King's birthday; Good Friday; Memorial Day; Juneteenth; Independence Day; Labor Day; Thanksgiving (two days); and Christmas (2 or three days). The number of days observed for the Christmas and New Year's holidays shall be determined by the Executive Director.

When a holiday other than Christmas occurs on a Saturday the holiday shall be observed on the preceding Friday. When a holiday other than Christmas falls on a Sunday the holiday shall be observed on the following Monday. When Christmas falls on a non-workday, the holiday observance shall be set by the Executive Director.

Temporary or part-time employees are not eligible for Holiday Pay. They will be paid for actual hours worked should they work on the holiday. ~~if they do not work on the holiday.~~ If a holiday falls on a day that an employee who regularly works a shift is off, that employee does not observe that scheduled holiday. The Department Director, with consideration for the work requirements, sets a day in the employee's regular work schedule for the holiday.

Information:

- Attachment 1 – Juneteenth Comparison Data
- Attachment 2 – Resolution Declaring Juneteenth an official Holiday for Orange Water and Sewer Authority

Juneteenth Comparison Data
(August 2020)

	Does your organization currently observe Juneteenth as a paid holiday?	Is your organization considering honoring Juneteenth as a holiday in addition to your current schedule?	How many paid holidays are provided to employees?
OWASA	No	Yes	11
Town of Chapel Hill	No	May be discussed once Council returns in September	11
Town of Carrboro	Yes – starting in 2021	Approved	12 (includes Juneteenth addition)
Orange County	Yes – starting in 2021	Yes	11
Town of Hillsborough	Yes – starting in 2021	Approved	13 (includes Juneteenth addition)
City of Durham	Yes – starting in 2021	Approved	12-13 dependent on how Christmas day falls
City of Greensboro	Yes	Approved	13
City of Oxford	No	Not currently	12
City of Raleigh	Yes – starting in 2021	Approved	13
City of Reidsville	No	Not currently	12-13 dependent on how Christmas day falls
Harnett County	No	Not currently	12
Mitchell County	No	Not currently	12
Town of Blowing Rock	No	No	12
Town of Cary	No	Will follow the NC Office of State Personnel Holiday Calendar	12
Town of Forest City	No	Not currently	12
Town of Laurel Park	No	No	12
Town of Mayodan	No	No	11-12 dependent on how Christmas day falls
Town of Smithfield	No	No	12
Town of Zebulon	No	No	13 (includes birthday)

Resolution Declaring Juneteenth an Official Holiday
for Orange Water and Sewer Authority

Whereas, Juneteenth is the oldest nationally celebrated commemoration of the ending of slavery in the United States; and

Whereas, On June 19, 1865 Union soldiers led by Major General Gordon Granger, landed at Galveston, Texas with news that the war had ended and that the enslaved were now free; and

Whereas, this was two and a half years after President Lincoln's Emancipation Proclamation which freed slaves of this nation's original sin of human bondage and had become official on January 1, 1863 in these United States of America which included North Carolina; and

Whereas, the annual observance of Juneteenth would provide community members and OWASA employees an opportunity to promote and cultivate knowledge and appreciation of the Juneteenth history and culture, as well as, reflect on the history and impact of slavery on us all.

Now, Therefore, Be It Resolved:

1. That the Board of Directors designates Juneteenth as an official OWASA holiday in addition to the existing holiday schedule; and,

2. Human Resources Policy, Section 14. O. Holiday Pay is hereby amended as provided below:

O. Holiday Pay

This policy covers the observance and payment of authorized holidays for all regular, full-time employees. The twelve holiday periods include: New Year's (one or two days); Dr. Martin Luther King's birthday; Good Friday; Memorial Day; Juneteenth Day; Independence Day; Labor Day; Thanksgiving (two days); and Christmas (two or three days). The number of days observed for the Christmas and New Year's holidays shall be determined by the Executive Director.

When a holiday other than Christmas occurs on a Saturday the holiday shall be observed on the preceding Friday. When a holiday other than Christmas falls on a Sunday the holiday shall be observed on the following Monday. When Christmas falls on a non-workday, the holiday observance shall be set by the Executive Director.

Temporary or part-time employees are not eligible for Holiday Pay. They will be paid for actual hours worked should they work on the holiday. If a holiday falls on a day that an employee who regularly works a shift is off, that employee does not observe that scheduled holiday. The Department Director, with consideration for the work requirements, sets a day in the employee's regular work schedule for the holiday.

Adopted this 10th day of September 2020.

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Raymond E. Dubose, P.E., Chair

ATTEST:

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Jo Leslie Eimers, Secretary

Agenda Item 6:

Proposed Changes to the Referral Fee Program in OWASA's Human Resources (HR) Policy

Background:

Since July 1, 2001, OWASA has had a Referral Fee Program which incentivizes current employees who refer successful candidates for vacant positions within the organization. The program has resulted in some hires, however, employee participation rates in the program have typically been low.

In March 2017, OWASA implemented a Diversity and Inclusion Program which included an Organizational Assessment later that same year. One of the areas for improvement identified in this assessment was to increase participation by employees throughout the organization in the Referral Fee Program.

In the September 12, 2019 Diversity and Inclusion Program update, the Organizational Assessment Recommendations included the following action item:

22. (1) Increase the diversity of employees (e.g. race, gender, level, and department) who participate in the referral fee program. (2) Continue to communicate to all employees about every vacancy and include info about the referral program in every announcement. (3) Track the diversity of the users of the referral fee program, the positions involved and the success rate. Take action to increase the effective involvement across the organization.

The Diversity Resource Group (DRG) was tasked with recommending updates to the Referral Fee Program. They recommended increasing the amount of the reward and removing the requirement for candidates to complete a probationary period prior to issuing the reward as potential revisions that may encourage greater employee participation in the program. Those recommendations are incorporated into the attached Proposed Revisions to OWASA's HR Policy – Section M. Referral Fee Program.

The proposed changes to OWASA's Referral Fee Program (if accepted) will be a modification to OWASA's HR Policy which requires Board approval.

Action Needed:

Review and approve proposed changes to OWASA's HR Policy regarding the Referral Fee Program.

Information:

- Proposed Revisions to OWASA's HR Policy – Section 13. Employee Benefits, M. Referral Fee Program
- Draft Resolution Amending the Human Resources Policy to Modify Rewards Available Upon Successful Hires of Persons Recommended By OWASA Employees

Proposed Revisions to OWASA's HR Policy – Section 13. Employee Benefits, M. Referral Fee Program

M. Referral ~~Fee~~ Program

OWASA seeks to attract and hire high performing~~, quality~~ employees~~. To this end, w~~ and we seek the assistance of current employees in ~~locating~~ recruiting potential candidates.~~quality performers.~~ An employee may receive a $~~200~~ 500 ~~Referral Fee~~ reward ~~when they find an outside candidate who successfully completes probation to become a productive member of the OWASA workforce~~upon the hiring of an external candidate whom they referred to OWASA. The ~~Referral Fee~~reward is not available to the employee if they are related to the candidate by blood, marriage or domestic partnership, would be in the candidate's chain of command, are directly involved in the hiring process, or for internal promotions. ~~The person making t~~The referral must be made ~~do so~~ at the time an ~~employment~~ application is submitted. All current, regular full-time OWASA employees (except the Executive Director) are eligible to participate.

Resolution Amending the Human Resources Policy to Modify Rewards Available Upon Successful Hires of Persons Recommended By Orange Water and Sewer Authority Employees

Whereas, since 2001, Orange Water and Sewer Authority (OWASA) has had a Referral Fee Program, under which employees are encouraged to refer others for consideration for employment by OWASA, and upon successful hires, OWASA has provided monetary incentives to the OWASA employee who made such a recommendation; and

Whereas, OWASA wants to encourage greater participation in this program, and to that end, has determined to increase the incentives offered to $500.00 per successful hire, and to authorize payment of such incentives upon the initial hire, without regard to the previous requirement that the new employee successfully complete the initial probationary period; and

Whereas, these changes will require amendments to the exiting Human Resources Policy, by Board action;

Now, Therefore, Be It Resolved:

1. That the Human Resources Policy, Section 13. Employee Benefits, is hereby amended as provided below:

M. Referral Program

OWASA seeks to attract and hire high performing employees, and we seek the assistance of current employees in recruiting potential candidates. An employee may receive a $500.00 reward upon the hiring of an external candidate whom they referred to OWASA. The reward is not available to the employee if they are related to the candidate by blood, marriage or domestic partnership, would be in the candidate's chain of command, is directly involved in the hiring process, or for internal promotions. The referral must be stated by the applicant and the employee, and noted by the HR staff, at the time the application is submitted. All current, full-time, regular employees of OWASA, except the Executive Director, are eligible to participate.

Adopted this 10th day of September 2020.

_____
Raymond E. DuBose, P.E., Chair

ATTEST:

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Jo Leslie Eimers, Secretary

Agenda Item 7:

Diversity and Inclusion (D&I) Program Progress Report and Equal Employment Opportunity/Affirmative Action (EEO) Report for Fiscal Year 2020 (FY20)

Purpose:

To provide a Progress Report on the D&I Program; the Annual EEO Report for FY20; and to receive feedback from the Board of Directors.

Background:

In March 2017, OWASA implemented an Employee D&I program.

The D&I program goals are:

- *The diversity of OWASA's workforce reflects the communities we serve.*
- *Inclusive work environment for everyone that encourages and supports each Team member to contribute to their full ability towards OWASA's mission.*

In 2017, three groups were formed to help guide our D&I work. The ***Diversity Resource Group*** is made up of employee volunteers from throughout the organization to help guide and promote OWASA's D&I efforts. The ***Diversity Recruitment Group*** is made up of hiring managers and Human Resource staff. This group focuses on recruitment, selection and retention processes. The ***Diversity Leadership Group*** includes the Department Directors and Executive Director to provide the leadership and support to ensure the OWASA Team delivers excellent service to our customers while providing a diverse workforce and an inclusive work environment for all.

D&I Employee Support Groups

Leadership	Recruitment	Resource
- Make D&I a priority for OWASA - Provide Resources for D&I (time, training and funds) - Sustain program momentum - Role models, champions and cheerleaders for D&I - Accountability for D&I	- Review and improve recruitment and selection processes - Ensure consistency in fairness and equity throughout OWASA - Discuss measurable progress indicators - Promote awareness of OWASA's D&I initiative - Promote awareness of opportunities for development and growth at OWASA	- Safe space for everyone to provide views and experiences concerning D&I from top down and bottom up - Empower and encourage employees to reach out - Be role models and ambassadors for D&I - Liaison with leadership

With the assistance of a consultant (VISIONS), staff developed an Initial Implementation Plan in March 2017. A key action item in the plan was to conduct an organizational assessment using focus groups. Upon completion of the organizational assessment, specific recommendations to further improve D&I and our employee recruitment and selection processes were developed.

In addition to this annual report, staff provides the Board two interim updates during the year to highlight key D&I activities. On January 9, 2020 Stephanie Glasgow provided an update on work completed from September through December 2019. On July 9, 2020, Addison McDonough, a member of the Diversity Resource Group and Denise Battle, member of the Diversity Recruitment Group provided a verbal update on their respective groups.

Progress Report:

Diversity and Inclusion Plan

With this update we are pleased to announce that all action items in the Plan (Attachment #1) are complete. It is important to note that we will never see our D&I work as being finished as many items are ongoing and we consider D&I efforts to be ingrained in our culture. As with all our endeavors at OWASA, we strive for continuous improvement.

Key activities over the past year include:

- Staff continues to engage with agencies and organizations in advertising job vacancies. In August 2020 approximately 160 letters (describing our commitment to diversity and appreciation for their support) went to partner agencies and organizations that promote our open positions.
- Board member comments at the September 12, 2019 meeting lead to additional organizations receiving our job announcements. Included are:
    - Orange County Primary and Secondary Schools
    - Libraries
    - Organizations/Schools that offer adult English as a second language program
    - Food Banks
    - Private minority owned businesses
- In November 2019, the Diversity Recruitment Group finalized the Administrative Guide for Candidate Recruitment, Selection and Hiring. The group is working on an outline that will be used to train supervisors.
- OWASA employees are notified of each recruitment and reminded of our employment referral program. There were five candidate referrals submitted in FY20.
- Recruitment Plans are prepared for each recruitment. Each time there is a vacancy Human Resources and the hiring supervisor meet to discuss the details of the Recruitment Plan to include reviewing local census data to identify under-represented groups.
- In the fall of 2019, Implicit Bias and Microaggression training took place. This training was open to all employees and required for supervisors, all diversity group members and anyone serving on an interview panel.
- In December 2019, our consultant VISIONS held train-the trainer sessions with eight staff members to provide the tools for internal D&I training for employees. This mandatory training is being held in August and September 2020. The Required Training List for each position has been updated to include an annual requirement for D&I training.
- Dementia Training was offered to employees in January 2020 by the Orange County Department on Aging. The Department encourages customer-facing staff to participate

in awareness training that helps staff understand how to recognize and help people with dementia. Businesses that agree to become Dementia Friendly sign a pledge and do what they can to improve their environments for customers with dementia.

- The Director of Human Resources and Safety continues to serve on the Board of the Chapel Hill/Carrboro City School Systems Business Advisory Council. The Board identifies curriculum and skills needed for students who wish to pursue a trade versus attend a four-year college after graduation.
- The Diversity Resource Group continues their work on improving our Mentoring Program. There were two formal mentor/mentee relationships in FY20.
- As OWASA continues to recruit and fill positions as needed, our Welcome Team remains a valuable part of the onboarding process for new staff. The Team grew from 15 to 20 members since the September 2019 update.
- For the first time ever, OWASA sponsored and hired an employee requiring an H-1B Visa. This program allows companies in the United States to employ foreign workers in occupations that require the theoretical and practical application of a body of highly specialized knowledge and a bachelor's degree or higher in the specific specialty.

Organizational Assessment Recommendations

The three Diversity Groups continue to work independently and collectively to address the Organizational Assessment Recommendations which are provided in Attachment #2.

Key activities over the past year include:

- Diversity Leadership, Resource and Recruitment Groups continually update the Board on our progress.
- New Board member training took place in October 2019 with the consulting firm VISIONS. Three previously trained Board Members also participated. All Board members attended a session in February 2020.
- The Director of Human Resources and Safety is participating in a Focus Group with the Department of Social Services and UNC School of Nursing to adapt and test the effectiveness of multilevel intervention to reduce chronic disease risk in socioeconomically disadvantaged, unemployed population. Efforts to help individuals succeed in securing and performing in new jobs are often thwarted by implicit welfare-related bias and insufficient job support in the work environment.
- The Diversity Resource Group planned and facilitated a process for randomized seating at the December 2019 Employee Holiday Luncheon. This addressed one of the Organizational Assessment recommendations which was to "close organizational divides via joint activities". Additionally, when the pandemic began in March 2020 OWASA staff quickly adapted to working remotely where possible and limiting onsite work to essential operations. The Diversity Resource Group implemented ways to maintain connectivity and morale.
- During the first week of June 2020, Black supervisors were invited to participate in informal meetings to discuss events regarding social justice and the horrible death of Mr. George Floyd. This was in preparation for "open forum" meetings where employees were invited to discuss social justice issues.

- At the June 11, 2020 Board work session, the Board adopted a Resolution Affirming OWASA's Diversity and Inclusion Values and Supporting a Community Free of Hatred.

EEO Report:

Each year OWASA provides the Board the recruiting efforts along with race and gender make-up of our workforce as of June 30. This report is a summary of our findings for FY20.

Recruiting Efforts

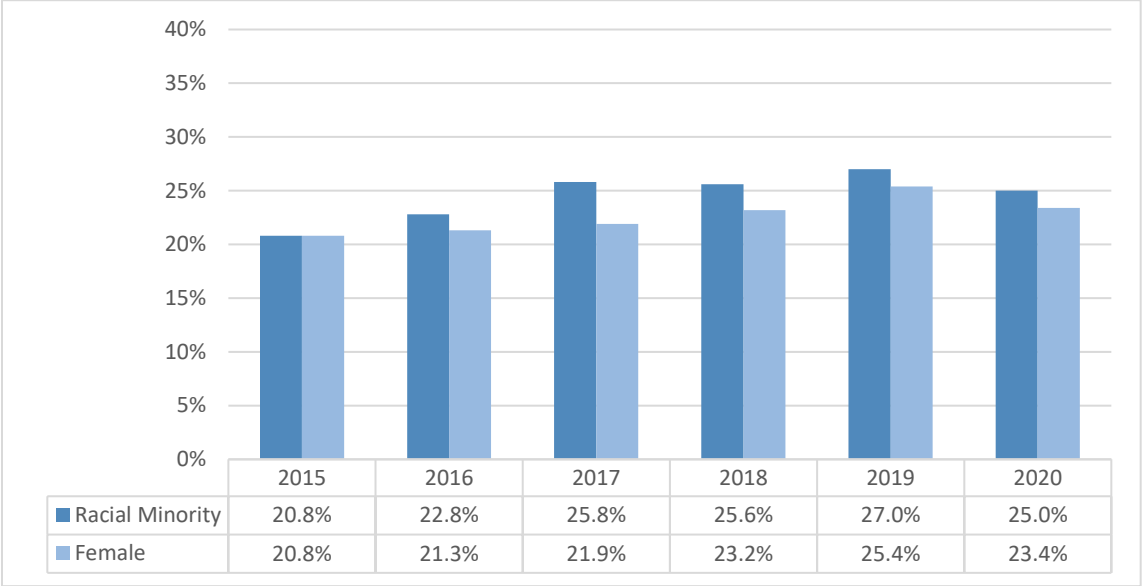
When a vacancy becomes available within OWASA, the position is posted internally as well as externally using the following methods:

- NC Department of Commerce, Division of Employment Security, NC Works
- OWASA Website, Twitter and Facebook
- Newspapers and other Print Publications
- Online and Radio Advertising
- Minority Organizations and Groups
- Primary and Secondary Schools, Colleges and Universities
- Churches, Libraries, Food Banks and Minority owned Businesses
- Other Civic Organizations
- Community Members with interest in OWASA

Diversity in our Workforce

As of June 30, 2020, the diversity of OWASA workforce was 23.4% Women and 76.6% Men; 8.1% identified as Two or More Races; 12.1% Black; 2.4% Hispanic; 1.6% Asian; 0.8% American Indian or Alaska Native; and 75% White. No one identified as Native Hawaiian or Pacific Islander. Veterans made up 12.1% of the workforce.

Since 2015, the racial minority representation in our workforce has increased from 20.8% to 25.0% and female representation has increased from 20.8% to 23.4%. However, we are down slightly in both categories from FY19.



	2015	2016	2017	2018	2019	2020
Racial Minority	20.8%	22.8%	25.8%	25.6%	27.0%	25.0%
Female	20.8%	21.3%	21.9%	23.2%	25.4%	23.4%

Details of the race and gender distribution of the OWASA workforce by EEO job classification as of June 30, 2020 is provided in Attachment #3. Information on the EEO job classification for each position in our team is in Attachment #3, Exhibit A. A look at the last ten years of data is provided in Attachment #3, Exhibit B. Please note that because this is a one-day capture of data and can change significantly with just a few employment actions, we are also providing data captured for our monthly Key Performance Indicator (KPI) report for August 2020.

Because our first goal is for our workforce to reflect the communities we serve, we polled other area entities for their race and gender data on June 30th (Attachment #4) as well as retrieved relevant information from The Chamber for a Greater Chapel Hill-Carrboro State of the Community Report (Attachment #5).

Applicant Diversity

Filling vacancies with the best candidates, based on the skills and qualifications needed for the position remains the focus of our hiring practices. In fulfilling this goal, we also seek to encourage and promote diversity within the organization. We will continue to advertise in a wide variety of venues to attract a diverse candidate base. Recently we began using Facebook and radio advertisements with stations with strong minority listener demographics. We look forward to analyzing the effectiveness of these new avenues. We will pursue opportunities to recruit employees at all levels by participating in outreach efforts to make more potential applicants aware of our vacancies.

From the period of July 1, 2019 through June 30, 2020 OWASA recruited for 21 positions. We received 1,060 applications. This was one fewer application that we received last year while recruiting for two (2) fewer positions. This is a good indicator that more people are applying for the positions we have available. The race and gender distribution of applicants for the current reporting period is detailed in Attachment #6. We began tracking applicant diversity in FY16 and Attachment #6, Exhibit A provides five (5) years of collected data.

Board of Directors

A nine-member Board of Directors govern OWASA. The Chapel Hill Town Council appoint five (5), the Carrboro Board of Aldermen appoint two (2) and the Orange County Board of Commissioners appoint two (2). Attachment #7 details the race and gender distribution of the OWASA Board of Directors as of June 30, 2020. A look at the past four (4) years is provided in Attachment #7, Exhibit A.

D&I Metrics

At the September 2019 Board update, Staff and the Board agreed on the metrics for our D&I program. Staff reports on these metrics annually. (See Attachment #8)

- Item 1: The demographics of our workforce by EEO categories are provided in Attachment #3.

- Item 2: The demographics of our Staff in supervisory positions are provided in Attachment #8, Exhibit A. The racial minority representation increased 4.2% and Female representation increased 4.7%.

- Item 3: The demographics of our applicant pool are provided in Attachment #6.

- Item 4: Demographic data of the applicants at each step in the recruitment process is provided in Attachment #8, Exhibit B.

    - From July 1, 2019 through June 30, 2020 we received 1,060 applications. In FY20, we filled twenty-one (21) positions with eleven (11) applicants during this reporting period. The other positions were filled with applicants from recruitments that began and were reported in FY19.
    - Please note that we report applications within the year received and the recruitment process may not be complete until the next reporting year.

- Item 5: Our goal is that all supervisors and managers participate in mandatory D&I training.

  - We achieved our goal with 100% of supervisors and managers attending the VISIONS sessions on Implicit Bias and Microaggressions, Hiring Enhancements and Talking Openly trainings.

- Item 6: The following shows the number of employees participating in voluntary D&I training since the update provided last September.

  - Twenty-four (24) employees attended the Implicit Bias and Microaggressions training sessions.
  - Eleven (11) employees attended the Hiring Enhancements and Talking Openly sessions.
  - VISIONS trained eight (8) staff members in the "train-the-trainer" program providing the tools and techniques to begin facilitating internal D&I training.
  - Twenty-six employees attended Dementia Awareness training.
  - One employee attended a two-day training at the Racial Equity Institute.

- Item 7: The number of hours of both mandatory and voluntary D&I training provided to employees and the Board totaled thirty (30) hours.

- Item 8: Fifty-three (53) employees trained to participate on interview panels and the participant demographics were:

  - 42% Women, 58% Men
  - 34% Racial Minority, 66% White

- Item 9: Thirty-seven (37) staff members served on interview panels. The demographics of those serving were:

  - 40.5% Women, 59.5% Men
  - 32.4% Racial Minority, 67.6% White

- Item 10: Organizational Assessments should be conducted every 3-4 years. This task is forthcoming once all the current recommendations are complete.

<u>Overall Key Take-Aways</u>

- Workforce race and gender diversity is increasing over time.
- We continue to have the opportunity to improve diversity at all levels of the organization.
- We are reaching more people and receiving more applications.
- The following applicant categories increased from last year:
  - Two or More Races
  - Black/African American
  - Hispanic
- Awareness of the value of our D&I program is growing throughout the organization.

Staff remain engaged and motivated with our Diversity and Inclusion efforts. We value diversity and acknowledge the benefits it provides our organization and community. By continuing our conversations, increasing the applicant pool, training staff and reducing and recognizing bias we are confident our program will continue to be a success.

Action Needed:

No action needed, receive and discuss the report.

Information:

- Attachment #1 – The Initial D&I Implementation Plan
- Attachment #2 – Organizational Assessment Recommendations
- Attachment #3 – Workforce Race and Gender Distribution
- Attachment #3, Exhibit A – EEO Job Classification by Position
- Attachment #3, Exhibit B – Workforce Race and Gender Distribution (Past 10 years)
- Attachment #4 – Benchmark Organizations Workforce Race and Gender Distribution
- Attachment #5 – The Chamber for a Greater Chapel Hill-Carrboro State of the Community Report on the Population by Race
- Attachment #6 – Applicant Race and Gender Distribution
- Attachment #6, Exhibit A – Applicant Race and Gender Distribution (Past 5 Years)
- Attachment #7 – Board of Directors Race and Gender Distribution
- Attachment #7, Exhibit A – Board of Directors Race and Gender Distribution (Past 4 Years)
- Attachment #8 – D&I Metrics
- Attachment #8, Exhibit A – Demographics of Staff in Supervisory Positions
- Attachment #8, Exhibit B – Demographics of Applicant Pool at Each Step of Selection Process
- Attachment #8, Exhibit C – Internal Promotions Race and Gender Distribution (Past 5 Years)

September 10, 2020 Progress Report

OWASA's Diversity and Inclusion Program

Initial Implementation Plan – adopted March 9, 2017

Goal 1. The diversity of OWASA's workforce reflects the communities we serve.

Objective 1.1 Attract diverse pool of applicants for open positions.

Strategies	*Task #*	*Tasks*	*Resources to Complete Task*	*Target Completion Date*	*Outcomes & Measures of Success*	*Status as of September 10, 2020*
Increase the diversity of applicants for employment and establish OWASA as an employer that values diversity and inclusion.	1.1a	Develop a list of agencies/ organizations that can assist OWASA with ways to attract a more diverse group of applicants for employment.	Director of Human Resources and Safety (HR Director)	March 2017 Ongoing to keep current	Comprehensive list developed	**Complete and ongoing.** **The Recruitment Efforts and Strategies Form is maintained and routinely updated. Individuals and agencies on this list are provided recruitment notifications.**
	1.1b	Engage with agencies/ organizations to seek assistance in recruitment and to communicate OWASA's commitment as an employer that values diversity and inclusion.	HR Director	August 2017 Ongoing to keep current	Number of agencies/ organizations participating Diversity of applicants increases	**Complete and ongoing.** **In fiscal year 2020, staff attended eight (8) career fair/hiring events. Many were cancelled after March 2020 because of COVID-19.** **In August 2020 outreach letters went to approximately 160 agencies describing our interest and commitment to strengthening our diversity. We sent appreciation and**

						requested continued assistance in promoting our open positions.
	1.1c	Solicit assistance from OWASA employees for employment referrals and suggestions to improve diversity recruitment. Consider adding this scope to existing Employee Human Resources Team or creating new Employee Diversity and Inclusion Team.	Department Directors	Ongoing	Number of employee referrals Diversity of applicants reflects the diversity of the labor market for that position	**Complete and ongoing.** **During this past fiscal year, there have been five (5) candidate referrals submitted by employees.** **For each open position, an e-mail is sent to all employees with the announcement and referral form reminding them of the program.**
	1.1d	Evaluate the job application process for implicit and explicit biases.	Consultant	December 2018	Use industry best practices Increase yield of a diverse applicant pool at each stage of the application/ selection process	**Complete and Ongoing.**

	1.1e	Implement NeoGov (on-demand HR software for the public sector) for applicant tracking and management reporting to provide greater functionality for applicants and provide statistical data for Team evaluation.	HR Director	May 2017	Software implemented Staff trained	**Complete.**
Prepare a recruitment plan for each job vacancy to ensure continuing efforts to build a diverse workforce.	1.1f	Develop process for preparing recruitment plans for each job vacancy.	Consultant	December 2017	Standard process for preparing recruitment plans completed Staff trained Applicant pools are diverse	**Complete and ongoing.** **For each vacancy, a recruitment plan is created by the hiring supervisor and Human Resources.**
	1.1g	Using local census data, develop applicant targets for under-represented groups for each job category.	HR Director	August 2017	Targets for each job category established and incorporated into recruitment plans	**Complete and ongoing.** **Orange County census data is compared with departmental data to determine under-represented groups.**

Objective 1.2 Employment decisions are made based on merit and job-related ability.

Strategies	*Task #*	*Tasks*	*Resources to Complete Task*	*Target Completion Date*	*Outcomes & Measures of Success*	*Status as of September 10, 2020*
Conduct training for supervisors on recognizing and understanding explicit and implicit bias and how to effectively conduct screening and selection interviews.	1.2a	Provide mandatory training program for all supervisors. (Offer voluntary training to non-supervisors.)	Consultant	September 2018	Training program developed All supervisors successfully complete training and demonstrate competency Employment decisions based on an established and creditable merit system	**Complete and ongoing.**
	1.2b	Evaluate "train-the-trainer" to sustain the training program moving forward.	Consultant Department Directors	December 2019	Training Program developed All employees will receive training annually Employee feedback	**Complete and ongoing.** **In December 2019, VISIONS provided train-the-trainer sessions with eight (8) staff members providing the tools necessary for ongoing internal D&I training.** **Mandatory employee training began August 2020. Training requirements for all positions were updated to include annual Diversity and Inclusion training.**

Strategies	*Task #*	*Tasks*	*Resources to Complete Task*	*Target Completion Date*	*Outcomes & Measures of Success*	*Status as of September 10, 2020*
Use an inclusive process to objectively evaluate candidates for vacant positions to inform employment decisions.	1.2c	Develop standard process for use by an employee interview panel for vacant positions.	Executive Director	March 2017	Standardized process for use of employee evaluation panel completed Staff trained	**Complete.**
	1.2d	Develop standard process for making employment decisions.	Executive Director	March 2017	Standard process completed Staff trained Workforce diversity	**Complete.**

Goal 2. Inclusive work environment for everyone that encourages and supports each Team member to contribute to their full ability towards OWASA's mission

Objective 2.1 Employees are aware of the importance and value of diversity and inclusion

Strategies	*Task #*	*Tasks*	*Resources to Complete Task*	*Target Completion Date*	*Outcomes & Measures of Success*	*Status as of September 10, 2020*
Provide training for all employees on the importance and value of diversity and inclusion and how they contribute to a successful, diverse and dynamic work environment.	2.1a	Provide voluntary training program for all employees.	Consultant	September 2018	Training program developed Number of employees trained Employee feedback	**Complete.**
	2.1b	Evaluate "train-the-trainer" to sustain the training moving forward.	Consultant Department Directors	December 2019	Training Program developed	**Complete and ongoing.** **In December 2019, VISIONS provided train-the-trainer sessions with**

Strategies	*Task #*	*Tasks*	*Resources to Complete Task*	*Target Completion Date*	*Outcomes & Measures of Success*	*Status as of September 10, 2020*
					All employees will receive training annually Employee feedback	**eight (8) staff members providing the tools necessary for ongoing internal D&I training.** **Mandatory employee training began August 2020. Beginning in 2020, training requirements for all positions were updated to add annual Diversity and Inclusion training.**
Provide training and coaching for all supervisors on how to lead and manage their area of responsibility in a manner that promotes and values the positive aspects of a more diverse workplace.	2.1c	Provide mandatory training for supervisors. (Offer voluntary training to non-supervisors.)	Consultant	September 2018	Training program developed All supervisors successfully complete training and demonstrate competency Employee feedback	**Complete and ongoing.**
	2.1d	Evaluate "train-the-trainer" to sustain the training moving forward.	Consultant Department Directors	December 2019	Training Program developed All employees will receive training annually Employee feedback	**Complete and ongoing.** **In December 2019, VISIONS provided train-the-trainer sessions with eight (8) staff members providing the tools necessary for ongoing internal D&I training.**

Strategies	*Task #*	*Tasks*	*Resources to Complete Task*	*Target Completion Date*	*Outcomes & Measures of Success*	*Status as of September 10, 2020*
						Mandatory employee training began August 2020. Beginning in 2020, training requirements for all positions were updated to add annual Diversity and Inclusion training.
Assess the work culture to determine level of success for diversity and inclusion.	2.1e	Develop, administer and evaluate Focus Group Assessment and recommend options for improvement (combined with 2.3d).	Consultant Executive Director	November 2017	Assessment participation rate Recommendations for continuous improvement	**Complete.**
Establish a "welcome team" to help acclimate new employees	2.1f	Develop and train "welcome team."	HR Director	April 2017	Onboarding process improved	**Complete.** **There are twenty (20) employees currently on the Welcome Team assisting with new employee onboarding.** **Biannual meetings are held to invite new members and discuss the program.**

Objective 2.2 Provide employees with opportunities to enhance their knowledge and skills to improve their performance and advance their career.

Strategies	*Task #*	*Tasks*	*Resources to Complete Task*	*Target Completion Date*	*Outcomes & Measures of Success*	*Status as of September 10, 2020*
Provide job skills training.	2.2a	Develop training program(s) for core job skills that benefit all employees and the organization (teamwork, communication, problem-solving, dispute resolution, multi-cultural appreciation, etc.).	Department Directors	TBD (longer-term task)	Training program developed	**Ongoing.** **Dementia Training was offered to employees in January 2020.**
	2.2b	Make core job skills training available for all employees.	Consultant Staff Intergovernmental cooperation (?)	TBD	Employee feedback Employees demonstrate core job competency	**Ongoing.** **Employees attend career development courses to gain knowledge, skills and abilities and to maintain certifications and licenses.**
	2.2c	Provide interested employees a coaching and mentoring program.	Department Directors	Ongoing	Number of mentors and mentees participating Number of employees advancing career	**Complete and ongoing.** **There are currently two (2) formal mentor/mentee relationships.**

Objective 2.3 Retain successful employees.

Strategies	*Task #*	*Tasks*	*Resources to Complete Task*	*Target Completion Date*	*Outcomes & Measures of Success*	*Status as of September 10, 2020*
Provide competitive total compensation (pay and benefits) and reward employees for high performance.	2.3a	Evaluate options to allow employees to advance more quickly through their pay range based on performance.	Board of Directors Executive Director Department Directors	April 2017	TBD	**Complete.**
	2.3b	Routine evaluation of total compensation.	Board of Directors Executive Director	Ongoing	Voluntary turnover rate	**Complete.**
Routinely assess the diversity and inclusive work culture to identify opportunities to improve.	2.3c	Evaluate process to timely and effectively address employee concerns.	HR Director	May 2017	Number of employee concerns successfully resolved	**Complete.**
	2.3d	Develop, administer and evaluate Organizational Assessment and recommend options for improvement	Consultant	TBD	Assessment participation rate Recommendations for continuous improvement	**Complete and ongoing.** **Diversity Groups continue to work on items from the Organizational Assessment recommendations. All**

Strategies	*Task #*	*Tasks*	*Resources to Complete Task*	*Target Completion Date*	*Outcomes & Measures of Success*	*Status as of September 10, 2020*
		(combined with 2.1e).				**groups meet independently as well as together to work on the Organizational Assessment recommendations and to provide regular status updates.**

September 10, 2020 Progress Report

Organizational Assessment General and Recruitment/Selection Recommendations

Recommendation	Responsible Group	Outcomes and Measures of Success	Status
1. Maintain the Diversity and Inclusion Plan	Diversity Leadership Group; Diversity Recruitment Group and Diversity Resource Group; support from Human Resources	Routine plan updates Measure with future organizational assessment to assess progress from initial assessment	Ongoing. Initial organizational assessment conducted in October/November 2017. <u>2020 Board Updates</u>: January 9, 2020 July 9, 2020 September 10, 2020
2. Look for opportunities to acknowledge the unique Diversity and Inclusion role and contributions of all demographic groups at OWASA including those groups that dominate as well as those groups that are less present	Diversity Leadership Group; Diversity Recruitment Group; Diversity Resource Group	Recognize/acknowledge groups as well as individuals	Ongoing. Diversity Resource Group established several avenues for employee connectivity during Covid-19. The Mentoring Program and a new Bullying policy are currently a focus.

September 10, 2020 Progress Report

Organizational Assessment General and Recruitment/Selection Recommendations

Recommendation	Responsible Group	Outcomes and Measures of Success	Status
3. Review recommendations and propose priorities and timetables	Diversity Leadership Group; Diversity Recruitment Group; Diversity Resource Group		Complete. Priorities/timetables assigned July 2018 for work to be completed in 2018-2021.
4. Close organizational divides via joint activities	Diversity Leadership Group; Diversity Recruitment Group; Diversity Resource Group	Recognize/acknowledge groups as well as individuals	Established as part of our culture. Diversity Resource Group will continue to assist with planning employee events. 2018 - A Cultural Expression Cook-Off was held during Employee Appreciation Day. 2019 – Diversity Resource Group began highlighting diversity and inclusion articles in the employee newsletter. Facilitated randomized seating at Holiday Party to close divides. 2020 - Established several means of connectivity during Covid-19 pandemic.

September 10, 2020 Progress Report

Organizational Assessment General and Recruitment/Selection Recommendations

Recommendation	Responsible Group	Outcomes and Measures of Success	Status
5. Monitor hiring and promotion for fairness	Diversity Leadership Group; Human Resources; Diversity Recruitment Group (support/process)	Measure with future organizational assessment Compare our numbers to local entities to look for trends over time Look to reinforce the new employee onboarding process (discuss as part of 2nd interview and review D&I concepts during orientation process) Monitor applicant diversity throughout hiring/selection process	Established as part of our culture. Many enhancements have been made to hiring/selection process to ensure objectivity. Examples: Hiring supervisor provides a justification memo when making a hiring recommendation. Census data is reviewed to identify under-represented groups. Human Resources monitors applicant diversity at each step of the selection process.

September 10, 2020 Progress Report

Organizational Assessment General and Recruitment/Selection Recommendations

Recommendation	Responsible Group	Outcomes and Measures of Success	Status
6. Review performance review system for fairness	Diversity Leadership Group; Human Resources; with feedback from all employees	Measure with future organizational assessment	Complete. Changes were made to the Performance Review process in 2018 by updating all documents and adding an additional rating category. Diversity Resource Group made recommendation to update employee self-assessment in August 2019. A comprehensive review of all Human Resource documents was conducted by VISIONS expert.
7. Leadership training for managers/supervisors	Diversity Leadership Group; Human Resources (facilitator); Managers/Supervisors		Ongoing. Mandatory supervisor/manager D&I training was held August/September 2018 and again June through August 2019 with 100% participation.

September 10, 2020 Progress Report

Organizational Assessment General and Recruitment/Selection Recommendations

Recommendation	Responsible Group	Outcomes and Measures of Success	Status
8. Diversity and Inclusion training for managers, supervisors, and employees	Diversity Leadership Group; Human Resources; Managers/Supervisors		Ongoing. Mandatory supervisor/manager D&I training was held August/September 2018 and again June through August 2019 with 100% participation. Voluntary employee D&I training was held August/September 2018 and again August 2019. In December 2019, VISIONS provided train-the-trainer sessions with eight (8) staff members providing the tools necessary for ongoing internal D&I training.
9. Review OWASA's bullying policy and increase accountability	Diversity Leadership Group; Human Resources; Managers/Supervisors; Diversity Resource Group		In Progress. The Diversity Resource Group created a positive statement regarding D&I for all employees. Review best practices for bullying policies in underway. Work is currently being done to add this to our Sexual Harassment and Impermissible Discrimination Policy.

September 10, 2020 Progress Report

Organizational Assessment General and Recruitment/Selection Recommendations

Recommendation	Responsible Group	Outcomes and Measures of Success	Status
10. Instill priority for managers and supervisors to role model Diversity and Inclusion	Diversity Leadership Group; Human Resources		Ongoing. Staff worked with VISIONS experts to evaluate adding a D&I competency to the performance review.
11. Support board development to implement the Diversity and Inclusion plan	Diversity Leadership Group; Board of Directors		Established as part of our culture. Working to institutionalize a process for future board members. Board has been very involved in the D&I Plan and had multiple training sessions with VISIONS.
12. Routinely review and discuss Diversity and Inclusion indicators with the board	Executive Director; Human Resources		Established as part of our culture. Monthly KPI's; Two (2) interim D&I Updates; Annual D&I and EEO Report.

September 10, 2020 Progress Report

Organizational Assessment General and Recruitment/Selection Recommendations

Recommendation	Responsible Group	Outcomes and Measures of Success	Status
13. (1) Replace the two existing administrative guides, "Guidelines for Use of an Interview Panel" and "Process for Hiring Decisions" with a single comprehensive administrative guide possibly titled: "*Guidelines to Fairly and Objectively Evaluate and Select Candidates to Fill Vacant Positions"*. This new administrative guide will provide guidance on all aspects of our evaluation and selection process for new hires (and promotions) to ensure it is fair, objective, job related, and without bias. The new guide will include specific checks and balances for the hiring process, with oversight by the Human Resources Department and Executive Director. (2) The Director of Human Resources and Safety and the Executive Director will seek feedback from the Diversity Recruitment Group and the Diversity Resources Group before finalizing the new administrative guide. (3) Training will be routinely provided.	Executive Director		In progress. The Diversity Recruitment Group completed one comprehensive administrative guide (replacing 5) regarding recruitment. Training for supervisors and managers is forthcoming.

September 10, 2020 Progress Report

Organizational Assessment General and Recruitment/Selection Recommendations

Recommendation	Responsible Group	Outcomes and Measures of Success	Status
14. Share and solicit feedback; routinely affirm employees.	Managers/Supervisors; support from Diversity Leadership Group	Future organizational assessment	Established as part of our culture. Held meetings with employees to solicit feedback on Performance Review Updates, D&I Recommendations, and 457/Retiree Benefit Changes. After the September 2019 Board update, voluntary employee meetings were held to discuss the annual D&I and EEO report. During the first week of June 2020 Black supervisors were invited to participate in informal meetings with the Executive Director and Director of Human Resources and Safety to discuss events regarding social justice. This was to provide support and shape voluntary employee "open forums" on the topic.

September 10, 2020 Progress Report

Organizational Assessment General and Recruitment/Selection Recommendations

Recommendation	Responsible Group	Outcomes and Measures of Success	Status
15. Open and inclusive communication and transparency from upper levels	Managers/Supervisors; support from Diversity Leadership Group	Future organizational assessment	Established as part of our culture. Examples: How 2 OWASA program; cross departmental meetings; Executive Director bi-annual crew meetings; after action reviews; monthly manager meetings
16. Create supervisory development and support group	Managers/Supervisors	Formal creation of supervisor support group	Complete. Needs discussed at OWASA staff meeting.
17. Discussions - Ensure that the supervisor discusses with each employee the need for employee initiative and self-assessment in order to create the potential for filling a vacancy or moving up. Ensure the recommended agenda and/or checklist for the performance review includes a discussion of the employee self-assessment and opportunities for mentoring and career development and that these discussions happen. Self-Assessment Form - Add Employee "Additional Skills and Experience" Question to Self-Assessment Form to help managers and supervisors know about additional skills and experience that employees have that could help with career advancement.	Managers/ Supervisors; support from Diversity Resource Group	Update performance review checklist to include guidance on key areas/topics the reviewer should cover with employee during performance review meeting	Complete. Diversity Resource Group updated employee self-assessment August 2019.

September 10, 2020 Progress Report

Organizational Assessment General and Recruitment/Selection Recommendations

Recommendation	Responsible Group	Outcomes and Measures of Success	Status
18. (1) Ensure that all employees know about the opportunity to volunteer to participate in the interview process. The Human Resources Department will periodically encourage employees throughout the organization to volunteer and will maintain a list of OWASA employees who are willing to participate. (2) When assembling an Initial Screening Team and Interview Panel, the Hiring Supervisor will recruit as diverse a group of participants as possible across the organization, considering both cultural and work groups.	Hiring Supervisors; support from Diversity Leadership Group, Diversity Recruitment Group and Human Resources	Number and diversity of participants on hiring panels All employees know of the opportunity to participate on interview panels Long term measure – diversity of staff	Established as part of our culture. HR will continue to offer employees an opportunity to serve on interview panels. Implicit Bias and Microaggressions trainings were offered to all panel members in August 2019. Article was published in the August/September 2019 employee newsletter describing opportunities to volunteer.

September 10, 2020 Progress Report

Organizational Assessment General and Recruitment/Selection Recommendations

Recommendation	Responsible Group	Outcomes and Measures of Success	Status
19. (1) Review rules/regulations/legal requirements (2) Review job position and posting information (3) Review the standard interview process and decide on interview questions that are related to the job description and qualifications in the job posting (4) Discuss the diversity implications, challenges, opportunities and any legal and other factors (5) Include interview questions on diversity and inclusion for all interviews: e.g. OWASA places great importance on having a diverse workforce and providing an inclusive environment. What does diversity mean to you? What does inclusion mean to you? Describe one challenge or difficult situation you experienced with diversity and inclusion at work. What would have made the situation better?	Hiring Supervisors; support from Human Resources		Established as part of our culture.

September 10, 2020 Progress Report

Organizational Assessment General and Recruitment/Selection Recommendations

Recommendation	Responsible Group	Outcomes and Measures of Success	Status
20. (1) Discuss agenda and protocol for interview (2) Review rating scale (3) Discuss potential for bias, best practices for fairness, any diversity concerns and the importance, agreement, and willingness of each member to speak up on issues of fairness (4) Interview Panel Meetings #1 and #2 can be combined if the hiring supervisor and Human Resources agree that the goals can be accomplished in one meeting	Hiring Supervisors; support from Human Resources	All panel participants feel prepared for interview	Complete. Incorporated into comprehensive hiring administrative guide.

September 10, 2020 Progress Report

Organizational Assessment General and Recruitment/Selection Recommendations

21. (1) OWASA will implement a process that is as fair and objective as possible to evaluate and rate the candidates for the position. The expectation is that the candidates who score among the highest on all aspects of the hiring process (qualifications, screening, interviewing, assessment exercise(s), reference checks and background checks) will be considered for selection for the position. The hiring supervisor, with the approval of the Executive Director, has the authority to make a selection from among those to be considered that is informed by the cumulative scoring and ranking from all aspects of the hiring process. (2) HR will update the Recruitment Checklist, Administrative Guides on the Use of Interview Panels and the Process for Hiring Decisions and other applicable procedures. (3) Staff will be trained, supported and reviewed for compliance. It is the obligation of the interview panel and the hiring supervisor, with the support of Human Resources, to discuss and resolve any aspects of fairness that may emerge in balancing the criteria and the scoring from all aspects of the hiring process resulting in the final selection. (4) The hiring supervisor will prepare a hiring justification memorandum through the Department Director, to the Executive Director, which includes the rationale for the hiring recommendation. In addition, the hiring supervisor will hold a debriefing session with the interview and screening panels to	Diversity Recruitment Group; support from Human Resources and Hiring Supervisors	Closed loop to interview panel participants on interview outcome	Complete.

September 10, 2020 Progress Report

Organizational Assessment General and Recruitment/Selection Recommendations

Recommendation	Responsible Group	Outcomes and Measures of Success	Status
review the hiring decision and discuss what worked well and could be improved and any concerns.			
22. (1) Increase the diversity of employees (e.g. race, gender, level, and department) who participate in the referral fee program. (2) Continue to communicate to all employees about every vacancy and include info about the referral program in every announcement. (3) Track the diversity of the users of the referral fee program, the positions involved and the success rate. Take action to increase the effective involvement across the organization.	Diversity Resource Group		(1) Board to receive recommendation on Referral Program September 2020. (2&3) Complete.
23. Provide convenient access to computers, electronic devices and the relevant OWASA share drives and software for all employees to access job, training and career development information; annually review by Information Technology staff of the permissions for access to the various computer drives and software and any changes and updates that can ease access for all employees; Report by Information Technology to the Leadership Team and Human Resources on any related fairness issues including discussion and problem-solving as needed.	Information Technology: Identify what needs to be improved?		Complete.

September 10, 2020 Progress Report

Organizational Assessment General and Recruitment/Selection Recommendations

Recommendation	Responsible Group	Outcomes and Measures of Success	Status
24. The Executive Director, when authorizing a hire or filling of vacancy, will determine the time frame for the posting that will provide for sufficient knowledge of the vacancy to the organization and the public and sufficient time for the recruitment to be a fair and inclusive process; the Job Posting Policy will set out a minimum time frame for job posting.; the Job Posting Policy will provide a guide for where and how positions will be posted. Graphics and photos will be included with diversity and critical outreach factors in consideration, e.g. race and gender diversity and cleanliness and safety of the jobs, outstanding benefits, etc.	Human Resources; support from Diversity Recruitment Group		Established as part of our culture.
25. Job postings will list the diversity and inclusion requirement, e.g. –*"OWASA places great importance on having a diverse workforce and providing an inclusive environment. The position requires the willingness and ability to work in and support a diverse and inclusive environment"; a*ll applications will include the question. e.g. — *"Describe your willingness and ability to work in and support a diverse and inclusive environment.";* the teams screening and rating the applications will be provided instructions and training on how to rate and use this question for screening – e.g. Is this a minimum or preferred criteria and what types of responses meet the criteria?	Human Resources; support from Hiring Supervisors and Diversity Leadership, Diversity Recruitment and Diversity Resource Groups		Established as part of our culture.

September 10, 2020 Progress Report

Organizational Assessment General and Recruitment/Selection Recommendations

Recommendation	Responsible Group	Outcomes and Measures of Success	Status
26. Improve communications between field and office	All Employees	Future organizational assessment	Established as part of our culture. Examples: How 2 OWASA program; cross departmental meetings; Executive Director bi-annual crew meetings; after action reviews; monthly manager meetings
27. Talk openly about diversity	Diversity Leadership Group; Human Resources; Diversity Recruitment Group; Diversity Resource Group		Established as part of our culture. Mandatory supervisor/manager sessions on Talking Openly about Diversity was offered in August 2019. These sessions were open to all employees.
28. Consider "skill based" opportunities for all	Diversity Leadership Group		To Be Determined.
29. Supervisors develop aptitude with Diversity and Inclusion	Diversity Leadership Group; Human Resources; Managers/Supervisors		Established as part of our culture. Multiple mandatory supervisor/manager D&I training sessions were held.
30. Department and cross-department meetings to improve leadership and inclusion	Diversity Leadership Group; Managers/Supervisors		Established as part of our culture.

September 10, 2020 Progress Report

Organizational Assessment General and Recruitment/Selection Recommendations

Recommendation	Responsible Group	Outcomes and Measures of Success	Status
31. Monitor OWASA's bullying policy and increase accountability	Diversity Leadership Group; Human Resources; Managers/Supervisors		In Progress.
32. Supervision policy/procedures should provide support	Diversity Leadership Group		To Be Determined.
33. Consider flexible policies where feasible to meet the unique needs of work groups, e.g. work from home	Diversity Leadership Group; Human Resources		In Progress.
34. At a regular interval, the Leadership Team will review managers and supervisors for their involvement in career and leadership development with employees; Document any patterns and disparities in involvement that affect diversity and inclusion and implement any corrective actions needed; provide training for managers and supervisors on career development discussions and involvement, especially new managers/supervisors.	Diversity Leadership Group		Established as part of our culture.
35. More people of color at the Director Level	Executive Director		Ongoing as vacancies arise.

September 10, 2020 Progress Report

Organizational Assessment General and Recruitment/Selection Recommendations

36. Additions to Recruitment Strategies: Make the following additions to the Recruitment Strategies form: • Identify network of community leaders/local and state government officials from the area • Identify individual contacts and/or positions at each community college • Identify Minority Contractors' organizations • Identify local and regional community members who can support recruitment- e.g. former employees or board members, concerned citizens or professionals • Increase use of formal and informal industry networks for excluded groups, e.g. American Water Works Association, young professionals' groups, etc.	Diversity Recruitment Group		Established as part of our culture.
37. Create a standard agenda format and protocol for the interview process from opening to closing and indicate where variations needed can occur.	Diversity Recruitment Group; support from Human Resources		Complete.
38. Update mentoring program and processes and monitor utilization.	Diversity Resources Group; Human Resources		In Progress.
39. On an annual basis, educate and inform employees on the priorities for workforce diversity and inclusion: Review with employees the workforce diversity and inclusion snapshot of the organization; Discuss any needed improvements, the good reasons to improve and sustain workforce diversity and inclusion and the positive impact for all employees; Discuss and acknowledge any questions, concerns or different points of view.	Diversity Resource Group and Human Resources (plan in conjunction with annual D&I report to the board); support from Diversity Leadership and Diversity Recruitment Group		Complete and Ongoing.
40. Consider need for pay equity study	Human Resources		To Be Determined.

September 10, 2020 Progress Report

Organizational Assessment General and Recruitment/Selection Recommendations

41. Use orientation process for cross departmental learning	Human Resources; Managers/Supervisors		Complete.
42. Human Resources will (1) Align, reconcile and date the version of all forms, administrative guides, policies and program descriptions for hiring, selection, recruitment training and career development processes. (2) Ensure that the forms and guides are consistent with the current practices along with the changes adopted from this report. (3) Develop a standard format and framework for the written Recruitment, Selection and Hiring Plan for each position and for similar categories of positions that would usually include the same content.	Human Resources; support from Diversity Recruitment Group		Complete.
43. (1) Evaluate for clear cut minimal requirements and preferred requirements that can be determined by specific demonstrable aspects of the applicant's education, training, experience, ability or answers to interview, reference or background check questions. (2) Include questions in the application to address all requirements listed in the description/advertisement to ensure that the initial screening is fair and based on the job description/advertisement. (3) Discuss impact of subjective criteria on bias and fair assessment and test for and discuss any bias for included and excluded groups involved in the requirements; Screening and Interview team members will be trained and encouraged to speak up about any concerns of bias or unfairness; The hiring supervisor will provide the standard minimum and preferred job requirements and rating scales for the position and help tailor the process for the initial screening, interview selections, interview, references and background check questions.	Human Resources; support from Diversity Leadership Group and Hiring Supervisors		Complete. Supplemental Questions are added to each recruitment that are specific to the minimal requirements and preferred requirements.

September 10, 2020 Progress Report

Organizational Assessment General and Recruitment/Selection Recommendations

44. Clarify consistency of the posting and implementation of all licensing and certification requirements in job descriptions and career development information. Indicate if the license or certification is required prior to hiring or promotion or within a certain time frame thereafter. Add passing physical exam to this list of uniform requirements.	Hiring Supervisors; support from Human Resources		Complete.
45. Clarify the reference check process, the responsible person(s), the timing in the process; Use a standard set of questions and rating scale; Consider adding a diversity question, e.g. *"How would you rate this candidate's ability to work effectively in, and support, a diverse and inclusive work environment?"*	Human Resources; support from Hiring Supervisors		Complete.
46. Clarify and standardize the background check process. The timing, the responsible person(s), the forms and format and the rating scale, if any. When? Determine and clarify how background check information can be used. No credit checks are used for employee hires. Note: Currently, the background check process is initiated once the top one or two candidates are identified. The candidate would get an email from CAI requesting authorization to perform the background screenings and to provide information needed (date of birth, driver's license number, former addresses, etc.). If the candidate authorizes the screenings then CAI will then run criminal, driving and social security checks on the candidate(s). We also will request verification on education based on the position requirements. If the position requires a high school diploma or bachelor's degree, then we will request confirmation of completion from the educational institution provided by the candidate. Again, the background checks are initiated by OWASA but administered by CAI.	Human Resources		Complete.

September 10, 2020 Progress Report

Organizational Assessment General and Recruitment/Selection Recommendations

47. Additional Recruitment and Selection Recommendations from the Organizational Assessment • Increase High School Networking • Add Career Development component to H20 • Increase Networking with women in labor fields and Latinx organizations • Increase Networking with NCOPS and the Rural Water Organization • Increase networking with Community Colleges and Historically Black Colleges and Universities and Women's Colleges • Maximize use of Summer Empowerment Internship Program for hiring outreach and pipeline • Evaluate need for additional Human Resources staff to implement these recommendations	Human Resources; support from Diversity Recruitment Group		Established as part of our culture.
48. Clear, written communications, work processes	Managers/Supervisors		Established as part of our culture.
49. Establish "points of contact" between departments for key work processes	Managers/Supervisors		Established as part of our culture.
50. Improve cross-training with the input of those involved	Managers/Supervisors		Established as part of our culture.
51. Brainstorm and problem-solve across departments	Managers/Supervisors		Established as part of our culture.

September 10, 2020 Progress Report

Organizational Assessment General and Recruitment/Selection Recommendations

52. Operations Levels input into the CIP	Managers/Supervisors		Complete and Ongoing.
53. Discuss mentoring opportunities with employees during the performance review along with skill advancement, career, and leadership development.	Hiring Managers		Complete and Ongoing.
54. Ensure that employees know about and use all opportunities for career development, advancement and referral of each other for development and advancement; Ensure that the career paths are transparent through easily available information. (2) Develop a tool using the organizational chart and job descriptions and classifications that can be used in the mentoring and performance review/self- assessment/skill advancement/career development process and to encourage and inform employee referrals.	Hiring Supervisors; support from Diversity Recruitment Group and Human Resources		Complete and Ongoing.
55. Provide training and coaching to use the electronic devices and programs. Consider cultural and status differences that may impact computer training, e.g. comfort level, willingness, exposure, hours and convenience of access, type of device, etc.	Hiring Supervisors		Complete and Ongoing.
56. Maximize usefulness and attractiveness of website for job info and outreach for a diverse audience, including those less familiar with the water utility industry.	Communications and Community Relations Officer		Complete and Ongoing.
57. Help build board diversity with their appointing authority	Board of Directors		To Be Determined.

September 10, 2020 Progress Report

Organizational Assessment General and Recruitment/Selection Recommendations

58. Support board development to implement the Diversity and Inclusion plan	Board Chair; Executive Director		Established as part of our culture.
59. Employees expected to pay attention to "in" group and "out" group dynamics and act to create fairness and inclusion	Diversity Leadership Group; Human Resources; support from the Diversity Recruitment Group and Diversity Resource Group; All employees		Established as part of our culture.
60. Increase diversity in management	Diversity Leadership Group; Human Resources; Diversity Recruitment Group		Ongoing as vacancies arise.
61. Instill priority for managers and supervisors to role model Diversity and Inclusion	Diversity Leadership Group; Human Resources		Established as part of our culture.
62. Implement annual review and assessment of board role	Executive Director		To Be Determined.
63. Clarify policy on providing relocation benefits for new hires. Discuss with selectee when the offer is made. Review for fairness across job status/levels and the impact on any training requirements.	Executive Director; support from Human Resources		Complete.

September 10, 2020 Progress Report

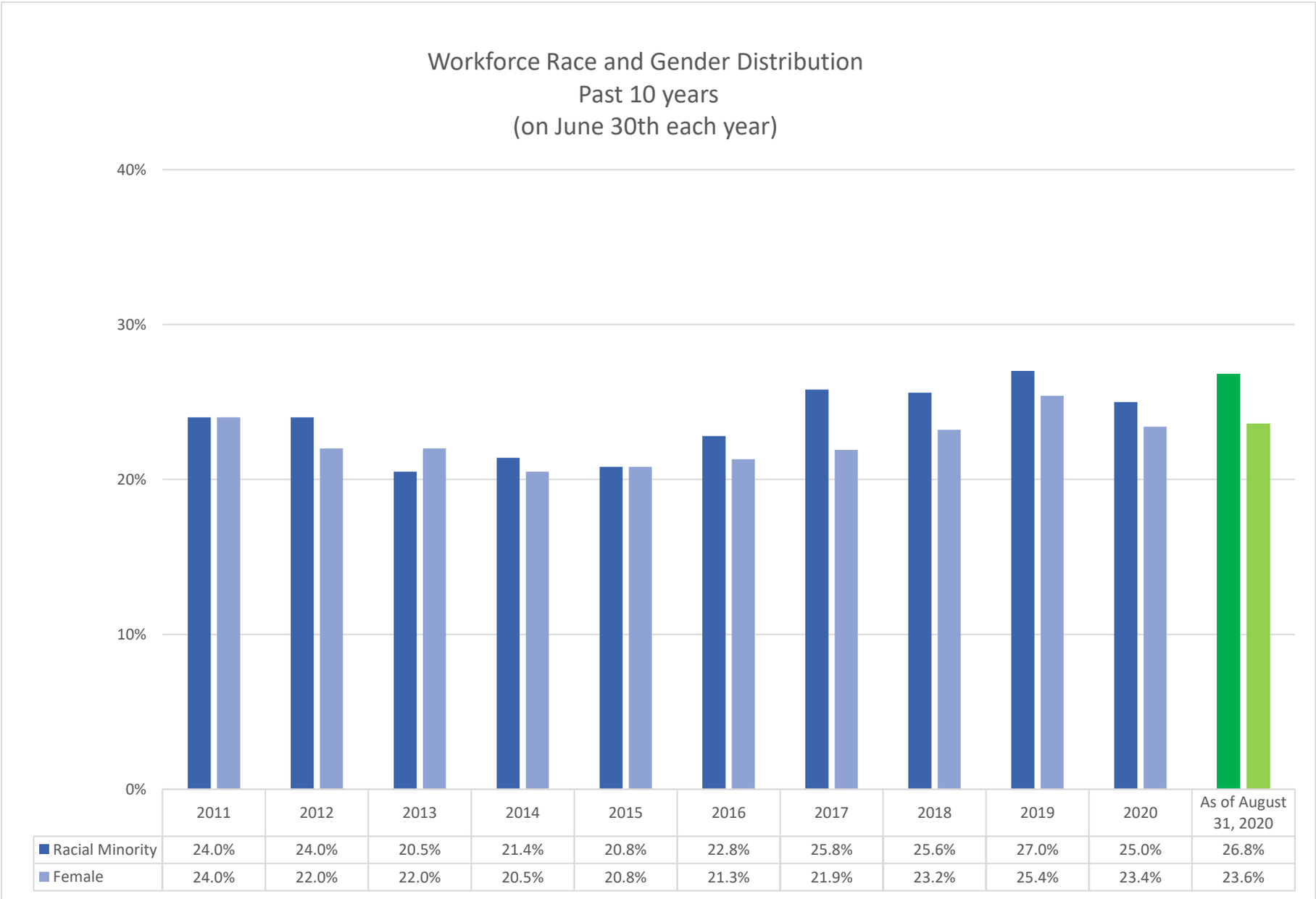
Organizational Assessment General and Recruitment/Selection Recommendations

64. Document the Process for Training and Certification • Clarify the processes and time frame for training, certification and development for advancement in all departments. • Clarify how employees get the chance to go to training – on request, rotation system, supervisor recommendation, other. • Clarify/review Education and Training Benefits and bonuses for fairness and inclusion. • Annual Review of training and development by Human Resources and Leadership Team: Document what is working? Who is benefitting? Any exclusions? Improvements needed?	Managers/Supervisors		To Be Determined.
Diversity Leadership Group	**Diversity Recruitment Group**	**Diversity Resource Group (DRG)**	
Todd Taylor Stephen Winters Stephanie Glasgow Mary Darr Dan Przybyl	Kelly Belcher Monica Dodson Kenneth Loflin Nick Rogers Kelly Satterfield Denise Battle Vishnu Gangadharan Jesse DuClau	LeMarcus Fuller Jose DuRant Johnny Riley Rosa Valdez Joshua Dury Addison McDonough Ruth Rouse	Millie Zeno-Chapman Tyrone Edwards Tyrus Johnson Emily Currier Audrey Eisenstein

Workforce Race and Gender Distribution By EEO Classification on June 30, 2020									
	Gender		**Race**						
Classification	**Male**	**Female**	**Two or More Races**	**White**	**Black/ African American**	**Hispanic**	**Asian**	**American Indian or Alaska Native**	**Native Hawaiian or Other Pacific Islander**
Officials and Administrators	8	7	2	12	0	0	1	0	0
Professionals	10	5	2	11	2	0	0	0	0
Technicians	10	3	1	12	0	0	0	0	0
Protective Service Workers	2	0	0	2	0	0	0	0	0
Paraprofessionals	6	2	1	4	2	0	1	0	0
Administrative Support	0	9	0	3	5	1	0	0	0
Skilled Craft Workers	41	2	4	31	5	2	0	1	0
Service-Maintenance	18	1	0	18	1	0	0	0	0
Total (124)	95	29	10	93	15	3	2	1	0
Percentage	76.6%	23.4%	8.1%	75%	12.1%	2.4%	1.6%	0.8%	0

EEO Job Classification for Each Position

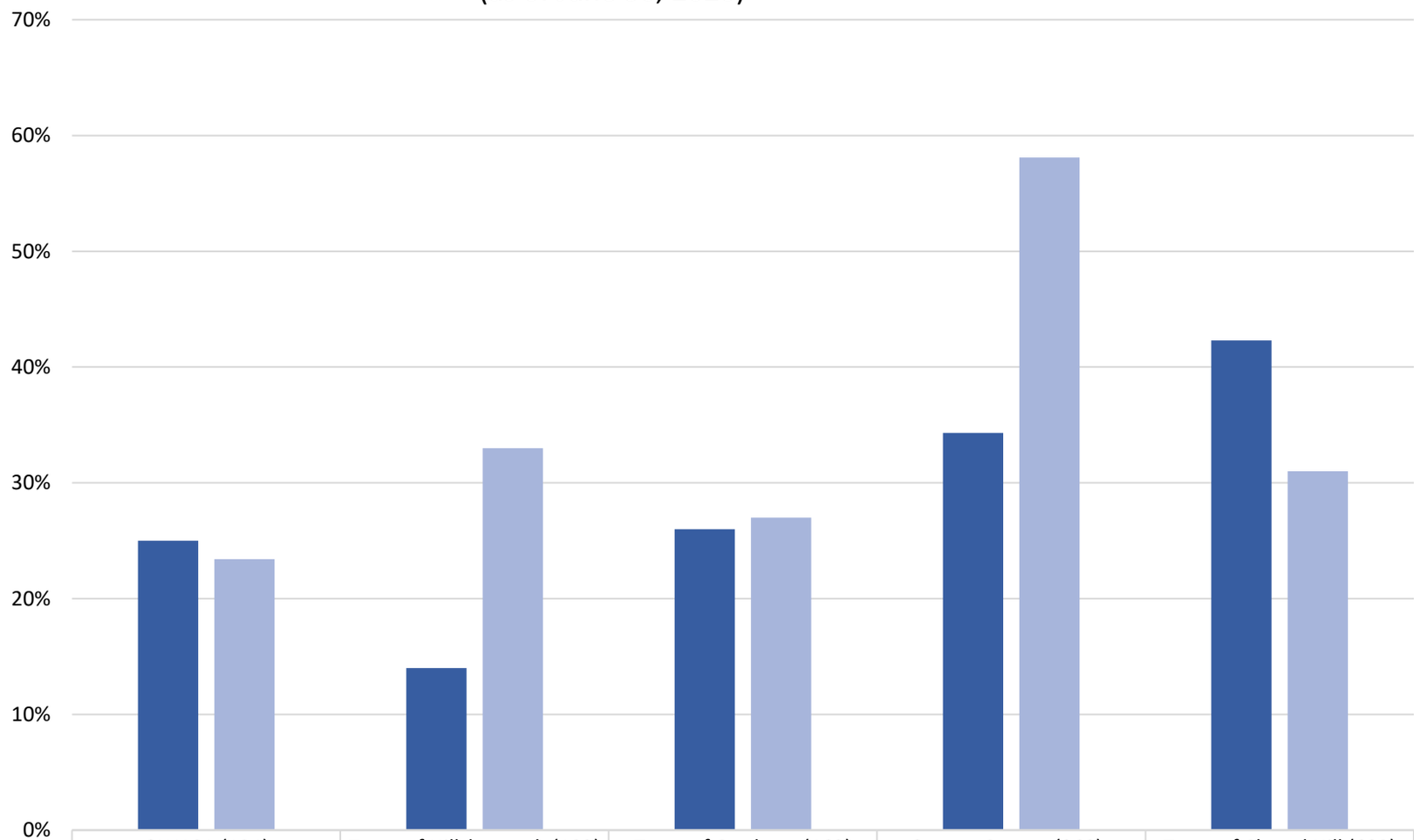
Officials and Administrators	Assistant Distribution and Collection Systems Manager Customer Service Manager Director of Engineering and Planning Director of Finance and Customer Service Director of Human Resources and Safety Director of Information Technology Distribution and Collections Systems Manager Engineering Manager (Capital Projects) Engineering Manager (Systems Development) Executive Director Finance and Procurement Manager General Manager of Operations Planning and Development Manager Wastewater Treatment and Biosolids Recycling Manager Water Supply and Treatment Manager
Professionals	Asset Manager Business Systems Analyst Communications and Community Relations Officer Financial Analyst Laboratory Supervisor Maintenance Coordinator Maintenance Supervisor Operations Supervisor Safety and Risk Manager Sustainability Manager Utilities Engineer - Non-Registered Utilities Engineer - Registered
Technicians	Construction Inspector Database Administrator Engineering Associate Engineering Technician GIS Coordinator Laboratory Analyst Network Administrator
Protective Service Workers	Lake Warden Reservoir and Land Resources Supervisor
Paraprofessionals	Accounting Technician I Accounting Technician II Billing Supervisor Biosolids Recycling Supervisor Communications Specialist Distribution and Collection Systems Coordinator Human Resources Generalist Information Services Technical Specialist
Administrative Support	Administrative Assistant Customer Service Representative Clerk/Cashier Executive Assistant Senior Customer Service Representative
Skilled Craft Worker	Crew Leader Senior Maintenance Mechanic Treatment Plant Operator Vehicle and Equipment Maintenance Mechanic Warehouse-Cross Connection Coordinator Utility Mechanic II Utility Mechanic III
Service Maintenance	Assistant Lake Warden Biosolids Recycling Technician Maintenance Mechanic Utility Mechanic I



	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	As of August 31, 2020
Racial Minority	24.0%	24.0%	20.5%	21.4%	20.8%	22.8%	25.8%	25.6%	27.0%	25.0%	26.8%
Female	24.0%	22.0%	22.0%	20.5%	20.8%	21.3%	21.9%	23.2%	25.4%	23.4%	23.6%

Attachment 4

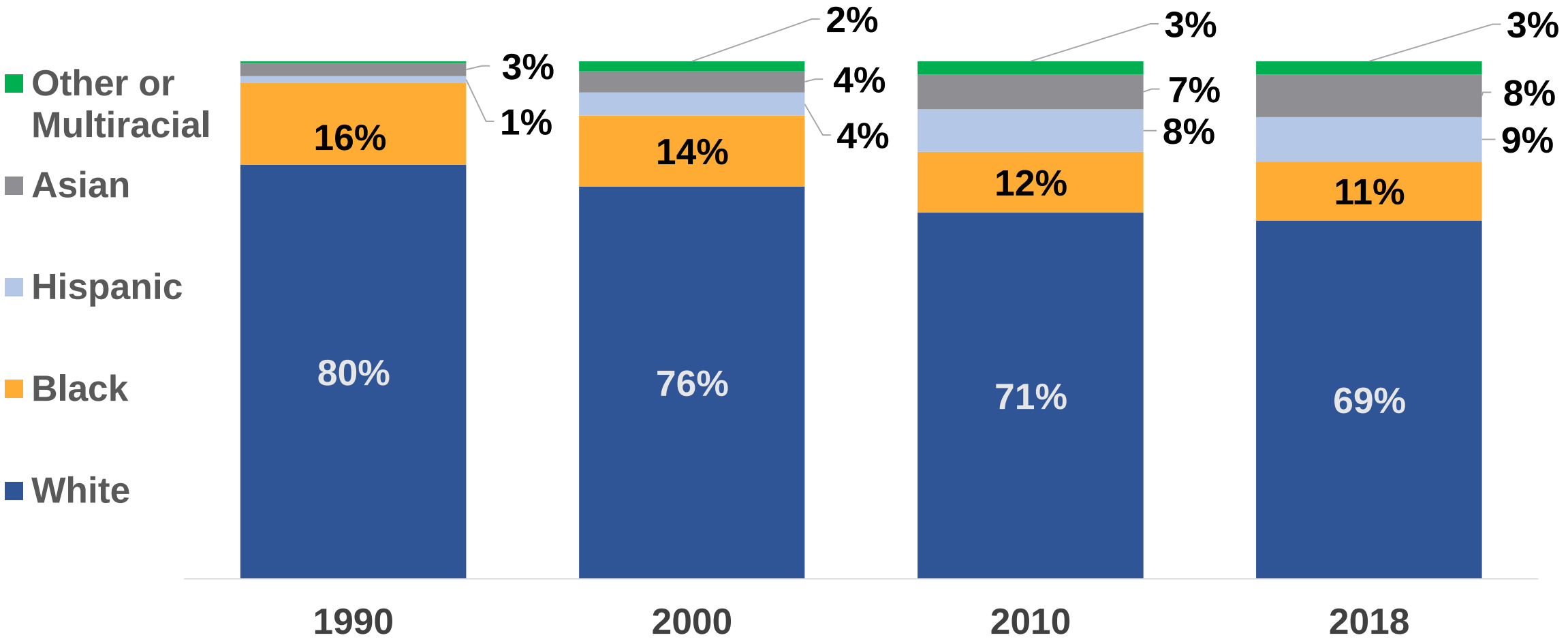
Workforce Race and Gender Distribution
Benchmark Organizations
(as of June 30, 2020)



	OWASA (124)	Town of Hillsborough (103)	Town of Carrboro (163)	Orange County (968)	Town of Chapel Hill (692)
Racial Minority	25.0%	14.0%	26.0%	34.3%	42.3%
Female	23.4%	33.0%	27.0%	58.1%	31.0%

Orange County Population by Race

Changes By Decade



2018 information provided by Chapel Hill Chamber

Applicant Race and Gender Distribution By EEO Classification July 1, 2019 through June 30, 2020											
	Gender			Race							
Classification	Male	Female	Not Provided	Two or More Races	White	Black/ African American	Hispanic	Asian	American Indian or Alaska Native	Native Hawaiian or Other Pacific Islander	Not Provided
Officials and Administrators (0)	0	0	0	0	0	0	0	0	0	0	0
Professionals (2)	32	22	0	4	30	10	3	4	1	0	2
Technicians (1)	61	42	6	6	53	31	5	6	0	0	8
Protective Service Workers (0)	0	0	0	0	0	0	0	0	0	0	0
Paraprofessionals (2)	71	84	3	9	101	37	2	3	1	0	5
Administrative Support (2)	84	401	7	37	233	158	23	11	2	0	28
Skilled Craft Workers (6)	184	14	1	14	110	62	6	2	1	0	4
Service-Maintenance (2)	45	2	1	2	28	16	0	0	1	0	1
Total (1060)	477	565	18	72	555	314	39	26	6	0	48
Percentage	45%	53.3%	1.7%	6.8%	52.4%	29.6%	3.7%	2.5%	0.5%	0	4.5%

Attachment 6 - Exhibit A

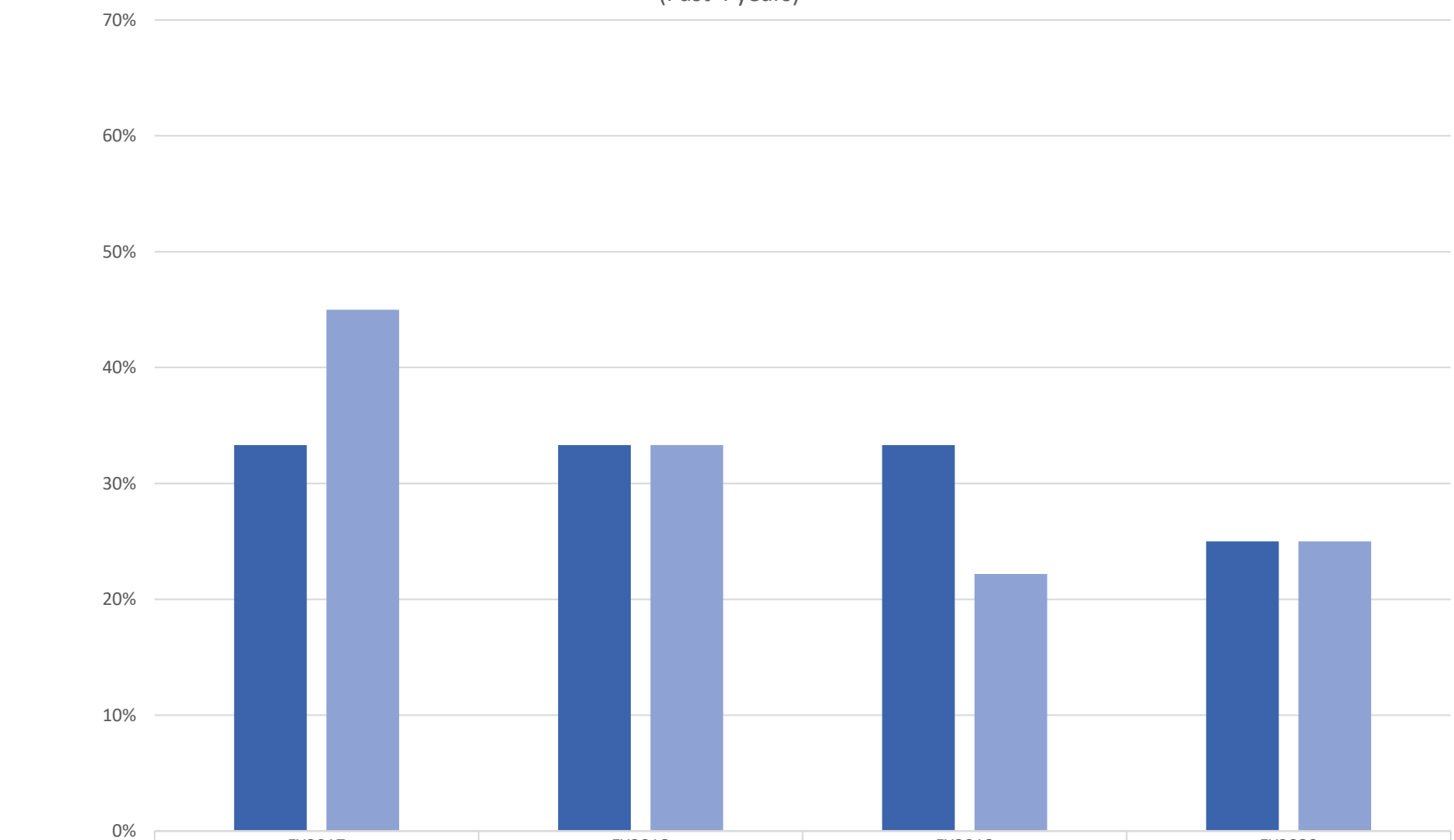


	FY2016	FY2017	FY2018	FY2019	FY2020
Racial Minority	26.4%	35.8%	38.9%	43.0%	43.1%
Female	35.7%	55.2%	26.0%	36.5%	53.3%

Attachment 7

Board of Directors Race and Gender Distribution on June 30, 2020									
	Gender		Race						
Appointment	Male	Female	Two or More Races	White	Black/ African American	Hispanic	Asian	American Indian or Alaska Native	Native Hawaiian or Other Pacific Islander
Chapel Hill	4	0	0	3	0	0	1	0	0
Orange County	1	1	0	2	0	0	0	0	0
Carrboro	1	1	0	1	1	0	0	0	0
Total (8)	6	2	0	6	1	0	1	0	0
Percentage	75%	25%	0	75%	12.5%	0	12.5%	0	0

Attachment 7 - Exhibit A



	FY2017	FY2018	FY2019	FY2020
Racial Minority	33.3%	33.3%	33.3%	25.0%
Female	45.0%	33.3%	22.2%	25.0%

Diversity & Inclusion Program Metrics

	Metric	Goal/Purpose
1	Track the demographics (gender and race) of OWASA's workforce by EEO job classifications.	D&I program goal: The diversity of OWASA's workforce reflects the communities we serve. **The demographics of our workforce by EEO categories are provided in Attachment #3.**
2	Track the demographics (gender and race) of OWASA staff in supervisory positions.	Increase diversity representation in the senior levels of the organization. **The demographics of our Staff in supervisory positions are provided in Attachment #8, Exhibit A. The racial minority representation increased 4.2% and Female representation increased 4.7%.**
3	Track the demographics (gender and race) of the applicant pool.	D&I program objective: Attract diverse pool of applicants for open positions. **The demographics of our applicant pool are provided in Attachment #6.**
4	Compare the demographics of the applicant pool at each step in the recruitment evaluation/selection process (candidates deemed "qualified," candidates selected for in-person interview, final selection). Also track for internal candidates/promotions.	Do/how do diverse/underrepresented candidates progress through the selection process? **Demographic data of the applicants at each step in the recruitment process is provided in Attachment #8, Exhibit B.** ○ **From July 1, 2019 through June 30, 2020 we received 1,060 applications. In FY20, we filled twenty-one (21) positions with eleven (11) applicants during this**

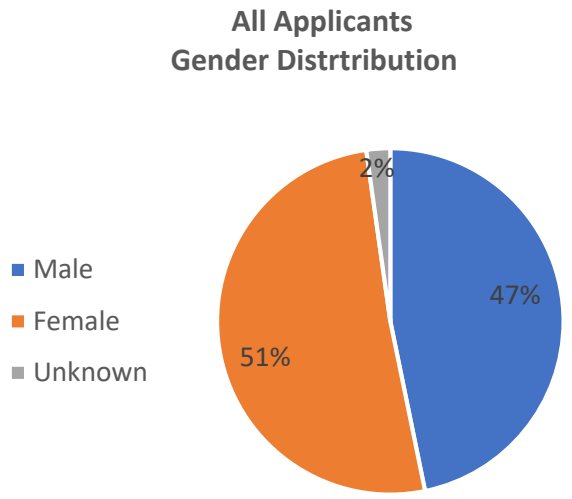
	Metric	Goal/Purpose
		reporting period. The other positions were filled with applicants from recruitments that began and were reported in FY19. ○ **Please note that we report applications within the year received and the recruitment process may not be complete until the next reporting year.**
5	Track the percent participation in mandatory D&I training for supervisors.	Goal of 100% participation. Instill priority for managers and supervisors to role model and develop aptitude for Diversity and Inclusion. **Our goal is that all supervisors and managers participate in mandatory D&I training.** ○ **We achieved our goal with 100% of supervisors and managers attending the VISIONS sessions on Implicit Bias and Microaggressions, Hiring Enhancements and Talking Openly trainings.**
6	Track the number of employees who participate in voluntary D&I training.	D&I program objective: Employees are aware of the importance and value of diversity and inclusion. **The following shows the number of employees participating in voluntary D&I training since the update provided last September.** ○ **Twenty-four (24) employees attended the Implicit Bias and Microaggressions training sessions.** ○ **Eleven (11) employees attended the Hiring Enhancements and Talking Openly sessions.**

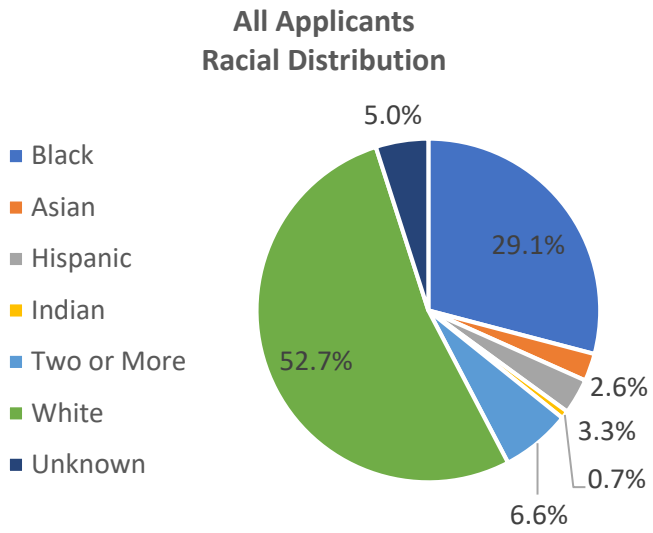
	Metric	Goal/Purpose
		○ **VISIONS trained eight (8) staff members in the "train-the-trainer" program providing the tools and techniques to begin facilitating internal D&I training.** ○ **Twenty-six employees attended Dementia Awareness training.** ○ **One employee attended a two-day training at the Racial Equity Institute.**
7	Track the number of hours of D&I training provided (both mandatory and voluntary).	Ensure availability of training. **The number of hours of both mandatory and voluntary D&I training provided to employees and the Board totaled thirty (30) hours.**
8	Track the number of employees trained to participate on interview panels and their demographics (gender and race).	Look at where panels can be more diverse (department, job classification?) and ensure opportunity to participate across willing employees. **Fifty-three (53) employees trained to participate on interview panels and the participant demographics were:** ○ **42% Women, 58% Men** ○ **34% Racial Minority, 66% White**

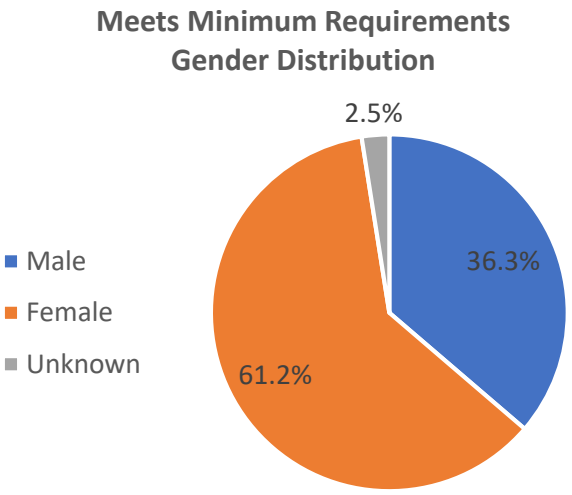
	Metric	Goal/Purpose
9	Track the number of panels used per year with interview panel demographics (gender and race).	Look at where panels can be more diverse (department, job classification?) and ensure opportunity to participate across willing employees. **Thirty-seven (37) staff members served on an interview panel. The demographics of those serving were:** ○ **40.5% Women, 59.5% Men** ○ **32.4% Racial Minority, 67.6% White**
10	Conduct an organization wide assessment (focus groups) every 3-4 years. In the intervening years, conduct short online employee engagement survey. Track and compare survey/assessment results.	D&I program objective: Retain successful employees. Organizational Assessments should be conducted every 3-4 years. **This task is forthcoming once all the current recommendations are complete.**

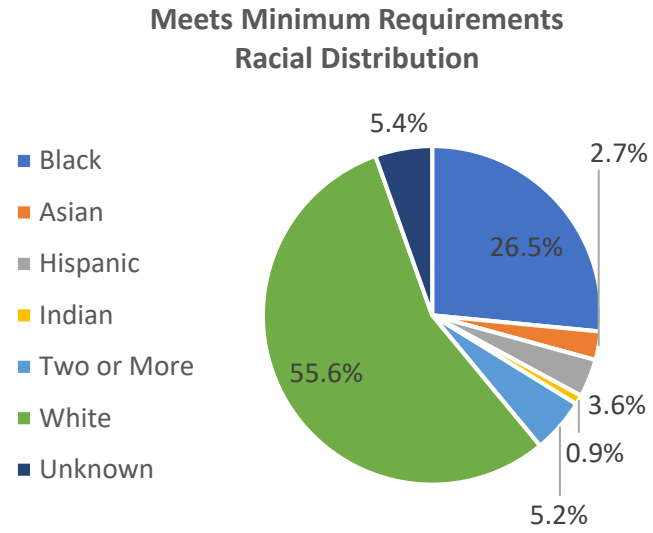
Race and Gender of Staff in Supervisory Positions By EEO Classification on June 30, 2020									
	Gender		**Race**						
Classification	**Male**	**Female**	**Two or More Races**	**White**	**Black/ African American**	**Hispanic**	**Asian**	**American Indian or Alaska Native**	**Native Hawaiian or Other Pacific Islander**
Officials and Administrators	8	7	2	12	0	0	1	0	0
Professionals	3	4	2	4	1	0	0	0	0
Technicians	0	0	0	0	0	0	0	0	0
Protective Service Workers	1	0	0	1	0	0	0	0	0
Paraprofessionals	1	1	0	1	1	0	0	0	0
Administrative Support	0	1	0	1	0	0	0	0	0
Skilled Craft Workers	4	0	1	2	1	0	0	0	0
Service-Maintenance	0	0	0	0	0	0	0	0	0
Total (30)	17	13	5	21	3	0	1	0	0
Percentage	56.6%	43.4%	16.7%	70%	10%	0	3.3%	0	0

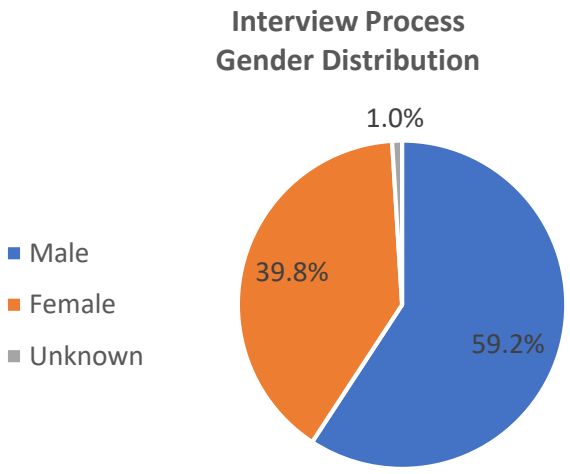
Demographic Data of Applicants at Each Step in the Recruitment Process
July 1, 2019 – June 30, 2020
(11 positions reported)

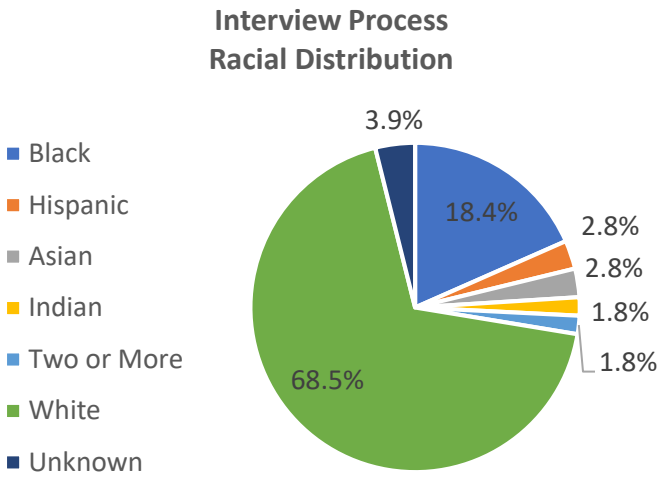


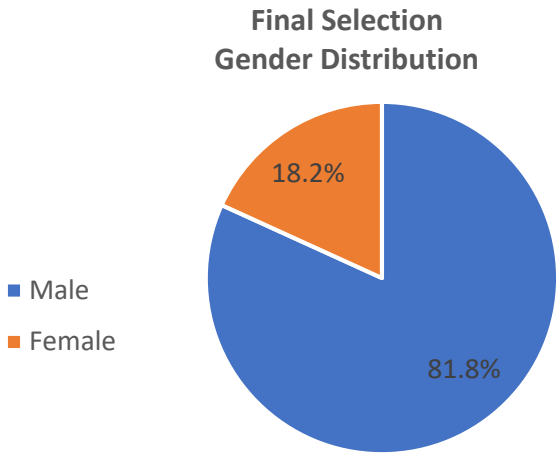


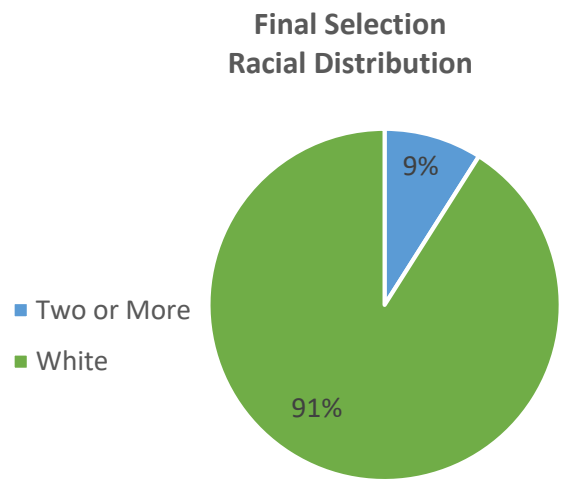




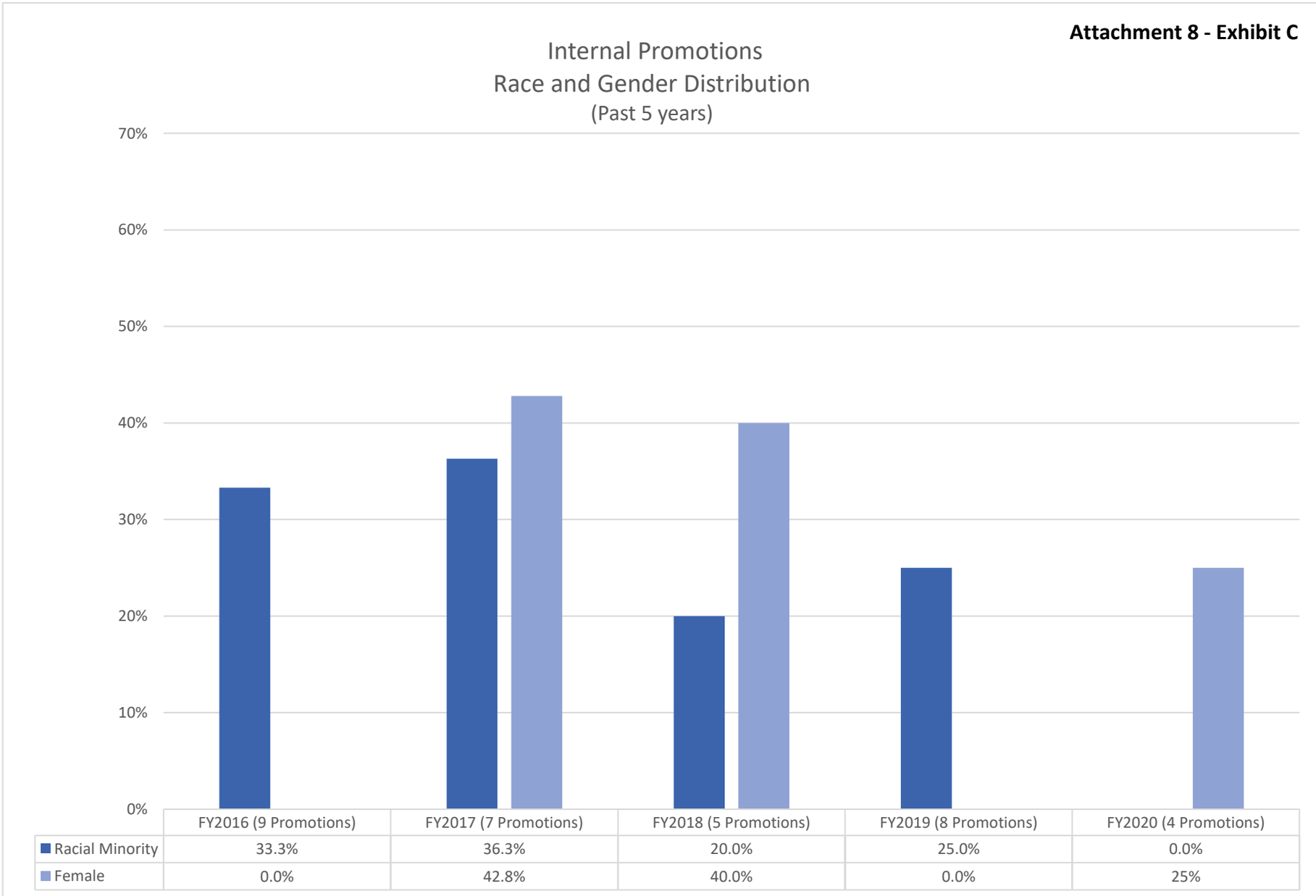

Interview Process
Gender Distribution
Male
Female
Unknown
1.0%
39.8%
59.2%


Interview Process
Racial Distribution
Black
Hispanic
Asian
Indian
Two or More
White
Unknown
3.9%
18.4%
2.8%
2.8%
1.8%
1.8%
68.5%


Final Selection
Gender Distribution
Male
Female
18.2%
81.8%


Final Selection
Racial Distribution
Two or More
White
9%
91%

Attachment 8 - Exhibit C



	FY2016 (9 Promotions)	FY2017 (7 Promotions)	FY2018 (5 Promotions)	FY2019 (8 Promotions)	FY2020 (4 Promotions)
Racial Minority	33.3%	36.3%	20.0%	25.0%	0.0%
Female	0.0%	42.8%	40.0%	0.0%	25%

Agenda Item 8:

Review Proposed Work Plan for OWASA's New Executive Director

Purpose:

Review and discuss the proposed Key Focus Areas for OWASA's new Executive Director for the period of September 2020 to June 2021.

Information:

- Draft Key Focus Areas for OWASA's Executive Director

September 10, 2020

Key Focus Areas for OWASA's Executive Director
For the Period of September 2020 to June 2021

Under the Executive Director's leadership, the OWASA team works collaboratively to ensure the organization's mission, vision and values are realized. The Board of Directors expects the Executive Director to continue to use his judgement on the best use of his time to benefit the organization.

Operational/Business Initiatives

1) High Quality and Reliable Service

Goals and Objectives: Ensure OWASA's responsibility for protecting public health and safety is met by providing high quality and reliable drinking water, wastewater management, and reclaimed water services for the Carrboro-Chapel Hill community.

Expected results/tasks to complete:

a) High Quality Services
   i) Zero violations of primary drinking water standards.
   ii) Maintain certification by the Partnership for Safe Water for Phase IV Excellence in Water Treatment.
   iii) Maintain Presidents Award status by the Partnership for Safe Water for Distribution System Operation.
   iv) Achieve Partnership for Clean Water Phase III Directors Award status for Excellence in Wastewater Treatment.
   v) Zero violations of treated wastewater standards.
   vi) Zero violations of reclaimed water standards.
   vii) Zero violations of biosolids recycling standards.
   viii) Meet all Financial Management Objectives.
   ix) No successful cyber-attacks which impact our operation.

b) Reliability and Resiliency of Services
   i) Mitigate the impacts of COVID 19 on our finances and operations.
   ii) Implement risk mitigation and emergency response measures identified in the new water main prioritization model.
   iii) Continue progress on action items to improve system reliability and resiliency and report progress to the Board.
   iv) Secure the necessary resources to sustain investments in operations and Capital Improvements Program.
   v) Construct comprehensive improvements for water distribution piping at and leaving the Jones Ferry Road Water Treatment Plant.
   vi) Ensure OWASA complies with the of requirements of American's Water Infrastructure Act of 2018.
   vii) Complete supervisory control and data acquisition (SCADA) systems Master Plan.

The General Manager of Operations, Director of Engineering and Planning, Director of Information Technology, and Director of Finance and Customer Service have primary responsibility for ensuring these results are achieved and/or tasks are completed.

2) Sustainability and Effective Planning

Goals and Objectives: Ensure OWASA can meet its core mission of providing high quality water, wastewater and reclaimed water services well into the future through sustainable practices and effective planning.

Expected results/tasks to complete:

a) Sustainable Practices
   i) Energy Management Program
      (1) Implement solar leases
   ii) Forest Management Program
      (1) Implement stewardship plans for the Meadow Crest properties.
      (2) Develop a stewardship plan for the next high priority site.

b) Effective Planning
   i) Long-Range Water Supply Plan
      (1) Implement community engagement activities
      (2) Modify Drought Response Operating Protocol (DROP)
      (3) Begin process to evaluate Jordan Lake alternatives
   ii) Strategic Plan
      (1) Develop guiding principles
      (2) Develop process

The Sustainability Manager, General Manager of Operations, and Director of Engineering and Planning have primary responsibility for ensuring these results are achieved and/or tasks are completed.

Human Resources Initiatives

1) Diversity and Inclusion (D&I)

Goals and Objectives: Ensure the diversity of OWASA's workforce reflects the communities we serve. Ensure an inclusive work environment for everyone that encourages and supports each team member to contribute to their full ability towards OWASA's mission.

Expected results/tasks to complete:

a) Develop an Apprenticeship Program to expand career development opportunities
b) Achieve positive results on D&I performance objectives

c) Complete initial D&I action plan items
d) Develop process to conduct organizational assessment and update action plan
e) Cultivate minority and women-owned business-enterprises (MWBE) interest and participation in bidding capital improvement projects and other procurement opportunities as may be appropriate

The Director of Human Resources and Safety, Director of Engineering and Planning, and Director of Finance and Customer Service have primary responsibility for ensuring these results are achieved and/or tasks are completed.

2) Employee Safety

Goals and Objectives: Ensure that all employees have the proper training, equipment and working conditions to safely perform their jobs.

Expected results/tasks to complete:

a) Achieve positive results on safety performance metrics
b) Mitigate the impacts of COVID 19 on OWASA's safety training program

The Director of Human Resources and Safety has the primary responsibility for ensuring these results are achieved.

3) Acknowledging Employee Performance

Goals and Objectives: Ensure that all employees are acknowledged for their contributions to the organization's success even during difficult budget cycles.

Expected results/tasks to complete:

a) Explore non-monetary incentives to reward employees for their performance

The Director of Human Resources and Safety has the primary responsibility for ensuring these results are achieved.

4) Maintaining the Team Atmosphere

Goals and Objectives: Ensure that employees remain connected to their coworkers and engaged in OWASA activities.

Expected results/tasks to complete:

a) Continue to develop and support engaging virtual activities that promote personal interactions among employees

The Director of Human Resources and Safety has the primary responsibility for ensuring these results are achieved.

Community Engagement Initiatives

1) Affordability Outreach Program

Goals and Objectives: Ensure the community is aware of options to manage and reduce water and sewer bills and empower low-income customers, and the local agencies that serve them, with information and tools to manage and reduce water and sewer bills.

Expected results/tasks to complete:

a) Continue to inform customers (particularly those adversely impacted by COVID 19) of options for obtaining assistance with their water and sewer bills
b) Increase community participation in and contribution to Care-to-Share
c) Continue to promote the Agua Vista web portal as key bill management and conservation tool

The Sustainability Manager has the primary responsibility for ensuring these results are achieved and/or tasks are completed.

2) Communications and Community Engagement Plan

Goals and Objectives: Ensure our customers are well informed and actively seek their participation in decisions that impact them.

Expected results/tasks to complete:

a) Implement new mapping tool on OWASA's website to assist with outage and boil water advisory notifications
b) Implement pilot program with multi-family complex(es) to seek opportunities to engage with users of OWASA services who are not account holders
c) Continue progress on Communications and Community Engagement Plan and update as needed

The Sustainability Manager has the primary responsibility for ensuring these results are achieved and/or tasks are completed.

Customer Service Initiatives

1) Bill Assistance

Goals and Objectives: Provide bill assistance to our customers adversely impacted by COVID 19.

Expected results/tasks to complete:

a) Reinstitute standard bill collection procedures only once the County's State of Emergency has been rescinded
b) Continue to inform customers of options for obtaining assistance with their water and sewer bills
c) Implement payment plans

The Director of Finance and Customer Service has the primary responsibility for ensuring these results are achieved and/or tasks are completed.

_____

Todd Taylor, P.E.
Executive Director

Agenda Item 9:

Review Board Work Schedule

Purpose:

a) Request(s) by Board Committees, Board Members, Counsel and Staff
   - Update on Board Self-Assessment (Ray DuBose)
b) September 24, 2020 Virtual Annual Meeting of the Board
c) October 8, 2020 Virtual Board Work Session
d) Review 12 Month Board Meeting Schedule
e) Review Pending Key Staff Action Items
f) Review Recurring Action Items Every 3 to 5 Years

Information:

- Draft agenda for the virtual September 24, 2020 meeting
- Draft agenda for the virtual October 8, 2020 meeting
- 12 Month Board Meeting Schedule
- Pending Key Staff Action Items from Board Meetings
- Recurring Action Items Every 3 to 5 Years

Agenda
Virtual Annual Meeting of the OWASA Board of Directors
Thursday, September 24, 2020, 6:00 P.M.

Due to COVID-19 public health concerns, the Orange Water and Sewer Authority (OWASA) Board of Directors is conducting this meeting virtually utilizing Microsoft Teams software. Board Members, General Counsel and staff will be participating in the meeting remotely.

The Board of Directors appreciates and invites the public to attend and observe its virtual meetings online. Public comment is invited via written materials, ideally submitted at least two days in advance of the meeting to the Board of Directors by sending an email to board_and_leadership@owasa.org or via US Postal Service (Clerk to the Board, 400 Jones Ferry Road, Carrboro, NC 27510). Public comments are also invited during the Board Meeting via telephone, and members of the public will need to be available to call-in during the meeting. Please contact the Clerk to the Board at aorbich@owasa.org or 919-537-4217 to make arrangements by 3:00 p.m. the day of the meeting.

Public speakers are encouraged to organize their remarks for delivery within a four-minute time frame allowed each speaker, unless otherwise determined by the Board of Directors. The Board may take action on any item on the agenda.

Announcements

a. Announcements by the Chair
   - Any Board Member who knows of a conflict of interest or potential conflict of interest with respect to any item on the agenda tonight is asked to disclose the same at this time.
   - Update on the September 17, 2020 Orange County Climate Council Meeting

b. Announcements by Board Members
   - Update on the September 17, 2020 Meeting between the Chapel Hill Town Council OWASA Committee and Chapel Hill Appointees to the OWASA Board (Ruchir Vora)

c. Announcements by Staff

d. Additional Comments, Suggestions, and Information Items by Board Members (Ray DuBose)

Petitions and Requests

1. Public
2. Board
3. Staff

Presentation of Annual Report

1. A. Staff Comments
   B. Martin Starnes & Associates, CPAs, P.A.'s Comments

Consent Agenda

Information and Reports

2. 12 Month Board Meeting Schedule (Todd Taylor)

DRAFT

Regular Agenda

Information and Reports

3. Update on OWASA's COVID-19 Information and Discussion by the Board (Todd Taylor)
4. Forest Management Update (Johnny Riley)
5. Update on the Water Main Prioritization Model (Vishnu Gangadharan/Allison Spinelli)
6. Discuss Process to Update the Strategic Plan (Todd Taylor/Mary Tiger)

Discussion and Action

7. Resolution Reappointing the Firm of Epting and Hackney as General Counsel to the Orange Water and Sewer Authority (Jody Eimers)

Summary of Board Meeting Action Items

8. Executive Director will summarize the key staff action items from the Board Meeting and note significant items for discussion and/or action expected at the next meeting

DRAFT

Agenda
Virtual Work Session of the OWASA Board of Directors
Thursday, October 8, 2020, 6:00 P.M.

Due to COVID-19 public health concerns, the Orange Water and Sewer Authority (OWASA) Board of Directors is conducting this meeting virtually utilizing Microsoft Teams software. Board Members, General Counsel and staff will be participating in the meeting remotely.

The Board of Directors appreciates and invites the public to attend and observe its virtual meetings online. Public comment is invited via written materials, ideally submitted at least two days in advance of the meeting to the Board of Directors by sending an email to board_and_leadership@owasa.org or via US Postal Service (Clerk to the Board, 400 Jones Ferry Road, Carrboro, NC 27510). Public comments are also invited during the Board Meeting via telephone, and you will need to be available to call-in during the meeting. Please contact the Clerk to the Board at aorbich@owasa.org or 919-537-4217 to make arrangements by 3:00 p.m. the day of the meeting.

Public speakers are encouraged to organize their remarks for delivery within a four-minute time frame allowed each speaker, unless otherwise determined by the Board of Directors. The Board may take action on any item on the agenda.

Announcements

a. Announcements by the Chair
   - Any Board Member who knows of a conflict of interest or potential conflict of interest with respect to any item on the agenda tonight is asked to disclose the same at this time.
   - Chapel Hill Town Council Appoint new OWASA Board Members
b. Announcements by Board Members
c. Announcements by Staff
d. Additional Comments, Suggestions, and Information Items by Board Members (Chair)

Consent Agenda

Information and Reports

1. Quarterly Report on Attendance at Board and Committee Meetings (Andrea Orbich)

Action

2. Minutes of the September 10, 2020 Virtual Work Session of the Board of Directors (Andrea Orbich)

Regular Agenda

Discussion

3. Annual Review and Update of Strategic Trends and Utility Planning Issues for Fiscal Year 2020 (Ruth Rouse)
4. Review Board Work Schedule
   a. Request(s) by Board Committees, Board Members and Staff (Ray DuBose)
   b. October 22, 2020 Board Meeting (Todd Taylor)
   c. November 12, 2020 Work Session (Todd Taylor)

DRAFT

d. 12 Month Board Meeting Schedule (Todd Taylor)
e. Pending Key Staff Action Items (Todd Taylor)

Summary of Work Session Items

5. Executive Director will summarize the key staff action items from the Work Session

DRAFT

OWASA Board of Directors – 12 Month Board Meeting Schedule (September 4, 2020)

Month	Board Meetings		Committee Meetings & Other Board Items
	Work Session	Business Meeting	
September 2020	Annual Report on Disposal of Surplus Personal Property ↻ Consideration of Juneteenth Paid Holiday EEO/Affirmative Action Report and D&I Update ↻ Proposed Changes to Referral Fee Program Discuss Work Plan for New ED (Virtual Meeting) 9/10/2020	Annual Report and Financial Audit ↻ Update on COVID-19 **Forest Management Update** Update on the Water Main Prioritization Model Discuss Process to Update the Strategic Plan Approve GC Engagement (Virtual Annual Meeting of the BOD) ↻ 9/24/2020	*Meeting between the CHTC OWASA Committee & Chapel Hill Appointees to the BOD (9-17-2020)*
October 2020	Strategic Trends Report ↻ (Virtual Meeting) 10/8/2020	Update on COVID-19 Q1 Financial Report ↻ Reliability and Resiliency Improvements Update (Tentative) Sewer Use Ordinance and Service Lateral Policy Updates to Align with House Bill 873 CS – ED Performance Review ↻ (Virtual Meeting) 10/22/2020	*Possible welcome of new Board member(s)*
November 2020	**Annual Update of the Energy Management Plan** ↻ **(Tentative) LRWSP – Drought Response Operating Protocol** (Tentative) Response to Petition to Modify WSMPBA Boundary 11/12/2020	*Holiday – no meeting*	*Possible welcome of new Board member(s)*
December 2020	**(Tentative) LRWSP – Drought Response Operating Protocol** 12/10/2020	*Holiday – no meeting*	
January 2021	Appoint Audit Firm ↻ Employee Health and Dental Insurance Update for FY 22 ↻ Affordability Outreach Program Update ↻ D&I Update ↻ 1/14/2021	Annual Lakes Recreation Report ↻ CIP Semiannual Report ↻ Q2 Financial Report ↻ Discuss FY 22 Budget Calendar, Planning Assumptions, and New Budget Format ↻ 1/28/2021	
February 2021	Department Managers FY 22 Budget Presentations CS – Prepare for GC Interim Review ↻ 2/11/2021	CS – GC Interim Review ↻ 2/25/2021	
March 2021	FY 22 Draft Budget and Rates ↻ 3/11/2021	Set date for Public Hearings – FY 22 Budget & Rates ↻ 3/25/2021	
April 2021	Review Employee Health and Dental Insurance Renewals ↻ FY 22 Draft Budget and Rate Adjustment ↻ BOD Eligible for Nominations to Election as Board Officers (include Officer descriptions) ↻ CS – Prepare for ED Interim Review ↻ 4/8/2021	Q3 Financial Report ↻ FY22 Draft Budget and Rates Adjustment Information and Authorize Staff to Publish Proposed Rates ↻ CS – ED Interim Review ↻ 4/22/2021	
May 2021	Approve Employee Health and Dental Insurance Renewals ↻ 5/13/2021	Public Hearings – FY 22 Budget and Rates ↻ 5/27/2021	
June 2021	Approve FY 22 Budget and Rates ↻ Election of Officers ↻ 6/10/2021	TBD 6/24/2021	
July 2021	D&I Update ↻ 7/8/2021	TBD 7/22/2021	

Current and Pending Key Projects and Strategic Initiatives– in **bold**

OWASA Board of Directors – 12 Month Board Meeting Schedule (September 4, 2020)

Month	Board Meetings		Committee Meetings & Other Board Items
	Work Session	Business Meeting	
August 2021	CS – Prepare for GC Annual Review ↻ 8/12/2021	Preliminary 12 Month Financial Report ↻ CIP Semiannual Report ↻ CS – GC Annual Review ↻ 8/26/2021	

New schedule for new ED Performance Reviews – TBD.

The 12 Month Board Meeting Schedule shows Strategic Plan initiatives and other priority efforts that the Board and staff plan to give greatest consideration to during the next twelve months. The schedule also shows major recurring agenda items that require Board action, or items that have been scheduled in response to the Board's prior standing request. This schedule does not show all the items the Board may consider in a work session or business meeting. It also does not reflect meetings at which the Board will discuss and act on the update of the Strategic Plan.

The 12 Month Board Meeting Schedule will be reviewed and updated at each monthly work session and may also be discussed and updated at the Board's business meetings.

In addition to the initiatives shown in this schedule, staff will be working on other Strategic Plan and organizational priorities that are not expected to require major additional discussion with the Board except as part of budget deliberations.

The schedule implies that the following Strategic Plan initiatives would be addressed beyond the 12-month period. The Board may conclude that one or more of the following initiatives are higher priority. The schedule will be revised as needed to reflect the Board's priorities, and any additional initiatives that the Board may decide to address.

- Development of a plan and policy framework for OWASA lands is considered a longer-term priority. The NRTS Committee discussed this issue in September 2017 and determined it was lower priority than Forest Management.
- Water Conservation Plan will be prepared concurrent with update of the Long-Range Water Supply Plan.
- Update of Strategic Plan. On October 24, 2019, the Board and staff agreed to begin updating the Strategic Plan in FY 2021.

The OWASA Board determines which topics it wants to explore as a full Board (potentially in a work session format) and which topics it wants to assign to Board committees or committee chairs for further analysis and development of recommendations. Board also determines priorities and desired timeframes for addressing topics. Committee meetings will be updated on the schedule routinely.

Abbreviations Used in Draft Schedule:

↻	Recurring agenda item (generally these are "required" items)
AV/AMI	Agua Vista/Advanced Metering Infrastructure
BOCC	Board of County Commissioners
BOD	Board of Directors
CE	Community Engagement
CEP	Community Engagement Plan
CHTC	Chapel Hill Town Council
CIP	Capital Improvements Program
COLA	Cost of Labor Adjustment
CS	Closed Session of the Board
CTC	Carrboro Town Council
CY	Calendar Year
D&I	Diversity and Inclusion
ED	Executive Director
EEO	Equal Employment Opportunity

Current and Pending Key Projects and Strategic Initiatives– in **bold**

EPA	Environmental Protection Agency
FY	Fiscal Year
GC	General Counsel
HR	Human Resources
JLP	Jordan Lake Partnership
KPI	Key Performance Indicator
LRWSP	Long-Range Water Supply Plan
MOA	Memorandum of Agreement
MWBE	Minority/Women-owned Business Enterprises
MST	Mountains-to-Sea Trail
MFMM	Multi-Family Master Meter
NCDOT	North Carolina Department of Transportation
NRTS	Natural Resources and Technical Services
OC	Orange County
Q	Quarter
RFP	Request for Proposals
SRF	State Revolving Fund
SOW	Scope of Work
TBD	To Be Determined
WTP	Water Treatment Plant
WWTP	Wastewater Treatment Plant

Pending Key Staff Action Items from Board Meetings

No.	Date	Action Item	Target Board Meeting Date	Person(s) Responsible	Status
1.	8-13-2020	Staff will continue to investigate options for potable reuse in North Carolina and add this task to the Long-Range Water Supply Plan for continued study of and pursuit of legalizing potable reuse.	NA	Rouse	
2.	8-13-2020	Provide the Board additional information on potable reuse, states that allow it, and the types of regulations they have in place.	NA	Rouse	Complete. Ruth Rouse sent email to Board on 8/19/2020.
3.	8-13-2020	Provide the Board a list of employees who actively participate in professional organizations and various committees.	NA	Taylor	List being prepared and will share with the Board following input from employees.
4.	6-11-2020	Schedule routine assessments for the Board of Directors.	Tentative 9-24-2020	DuBose Orbich	Draft Assessment emailed to the Board for review and edits; checking price of moderators.

OWASA Action Items Recurring Every 3 to 5+ Years

No.	Action Item	Purpose	Board Action Needed	Target Start Date	Target Completion Date	Frequency	Staff Lead
1.	Strategic Plan	Identify key strategic initiatives and corresponding actions for OWASA during the next 3-5 years (Note: the Board agreed to consider updating the 1996 Cane Creek Reservoir Watershed Study as part of the Strategic Plan process following completion of the Long-Range Water Supply Plan)	1) Participate with and guide staff to develop an updated draft Strategic Plan 2) Invite and consider customer and stakeholder feedback on draft Plan 3) Approve Strategic Plan 4) Provide staff resources and guidance needed to execute the Plan	September 2020 (tentative)	TBD	3-5 years	Executive Director
2.	Local Water Supply Plan and Water Shortage Response Plan	NC General Statues requires Local Water Supply Plan and Water Shortage Response Plan be updated at least every 5 years to be submitted to NC Department of Environmental Quality	1) If staff identifies a policy or material change in the update of the Plans, Board guidance is required 2) Approve Plans	Spring 2022 (if policy or material change)	Spring 2023	5 years	Planning and Development Manager
3.	Water Demand Projections will be updated approximately every 10 years, unless there is a significant change in assumptions	Periodically check the assumptions used to develop our water demand projections	1) Provide staff feedback and guidance on assumptions and methods to develop demand projections 2) Invite and consider stakeholder feedback on draft demand projections	2028	2029	10 years	Planning and Development Manager
4.	Source Water Resilience and Response Plan	Develop plan to protect OWASA's local water supply reservoirs that meets regulations (Note: NCDWR revised its regulations to deem utilities compliant with America's Water Infrastructure Act (AWIA) compliant with the	No Board action needed. Regulation requires staff to notify Board when Plan developed and updated.	Started as part of AWIA	6/30/2021	Every 5 years	Planning and Development Manager

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		Source Water Protection regulations – effective April 2020).					
5.	Cost of Service Rate Study	1) Ensure OWASA's rates, fees and charges continue to meet the goals of the organization (e.g. sustainability, conservation, affordability, etc.) 2) Update cost allocations and adjust rates as necessary. NC General Statues requires review of System Development Fees every 5 years.	1) Provide guidance to staff on draft Rate Study 2) Invite and consider customer and stakeholder feedback on draft Rate Study 3) Approve Rate Study and annual update of rates, fees and charges as needed	2022	2023	5 years	Director of Finance and Customer Service
6.	Auditor	NC General Statues requires an annual audit of OWASA's finances. It is a best-practice to invite proposals and select best-qualified audit firm every 3 years.	1) Assign 1 or 2 Board Members to participate on staff's panel to select a best-qualified audit firm 2) Award annual contract to audit firm	Winter 2020	Spring 2021	3 years	Director of Finance and Customer Service
7.	Banking Services	It is a best-practice to invite proposals and select a best-qualified financial institution to provide OWASA's various banking needs.	1) Provide guidance to staff on the social responsibility and environmental sustainability criteria to be considered when selecting a best-qualified financial institution for banking services 2) Approve financial institution	2028	2029	10 years	Director of Finance and Customer Service
8.	Employee Classification Pay and Compensation	It is best-practice every 5-7 years to thoroughly review employee jobs to ensure they are properly classified in their position and to ensure total	1) Provide guidance to staff about goals and objectives for employee total compensation	2021	2022	5-7 years	Director of Human Resources and Safety

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No.	Action Item	Purpose	Board Action Needed	Target Start Date	Target Completion Date	Frequency	Staff Lead
		compensation (pay and benefits) are competitive and meeting OWASA's needs.	2) Approve Employee Classification, Pay and Compensation Study & Pay Administration Guidelines				
9.	Financial Management Policy	It is a best-practice to review OWASA's Financial Management Policy periodically to ensure organizational fiscal objectives are appropriate.	1) Provide guidance to staff about OWASA's Financial Management objectives 2) If needed, approve update to Financial Management Policy	2021	2022	5 years	Director of Finance and Customer Service
10.	Audit of OWASA Board Policies and Ordinances (such as Cross-Connection, Sewer Use, Purchasing and Procurement, etc.)	It is a best-practice to have staff audit the various Board approved policies to ensure they are still appropriate. As needs change, staff is responsible to act and inform the Board.	1) Provide guidance to staff on staff's recommended updates to various Board policies. 2) As needed, approve policy updates	As needed	Ongoing	5+ years	Executive Director
11.	Communications and Community Engagement Plan	Review key communications and engagement initiatives to ensure they align with, and support, current and future business operations, as well as community engagement needs and priorities	1) Update communications plan taking into consideration learnings from and measurement of the previous years' activities, and current and future fiscal year business priorities, as well as associated community engagement needs	As needed	Ongoing	Annual	Communications and Community Relations Officer
12.	Human Resources Policy	As needs change, staff is responsible to act and inform the Board	1) Provide guidance to staff on staff's recommended updates to various topics within the HR Policy. 2) As needed, approve policy updates	As needed	As needed	As needed	Director of Human Resources and Safety