Orange Water and Sewer Authority

OWASA is Carrboro-Chapel Hill's not-for-profit public service agency delivering high quality water, wastewater, and reclaimed water services.

Agenda
Virtual Work Session of the OWASA Board of Directors
Thursday, September 9, 2021, 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.

In compliance with the "Americans with Disabilities Act," interpreter services for non-English speakers and for individuals who are deaf or hard of hearing are available with five days prior notice. If you need this assistance, please contact the Clerk to the Board at 919-537-4217 or aorbich@owasa.org.

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

c. Announcements by Staff

Consent Agenda

Information and Reports

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

Action

2. Resolution Authorizing OWASA's Executive Director to Apply for Loans from the State of North Carolina (Stephen Winters/Allison Spinelli)
3. Minutes of the August 26, 2021 Closed Session of the Board of Directors for the Purpose of Discussing a Personnel Matter (Ray DuBose)

Regular Agenda

Information and Reports

4. Diversity and Inclusion Program Progress Report and Equal Employment Opportunity/Affirmative Action Report for Fiscal Year 2021 (Stephanie Glasgow)
5. Strategic Plan Update (Mary Tiger/Coleman Olinger/Addison McDonough)

Discussion

6. Update on Area Local Entities COVID Vaccination Requirements, Testing Protocols and Vaccination Rates (Todd Taylor/Stephanie Glasgow)
7. Review Board Work Schedule
    a. Request(s) by Board Committees, Board Members and Staff (Jody Eimers)
        – Discussion Regarding Scheduling Strategic Plan Work Sessions
    b. September 23, 2021 Annual Meeting of the Board (Todd Taylor)
    c. October 14, 2021 Work Session (Todd Taylor)
    d. 12 Month Board Meeting Schedule (Todd Taylor)
    e. Pending Key Staff Action Items (Todd Taylor)
    f. Action Items Reoccurring Every 3 to 5+ Years (Todd Taylor)

Summary of Work Session Items

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

Closed Session

9. The Board of Directors will Meet in Closed Session for the Purpose of Discussing a Personnel Matter, as provided in N.C. General Statutes 143.318.11(6) (Ray DuBose)

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 2021:

Disposal Method	Items Sold	Proceeds
Web-based public auction	Service trucks, computer equipment and furniture	$78,630
Scrap	Metal	8,885
	Total proceeds	**$87,515**

Action Needed:

For the Board's information. No action needed.

Agenda Item 2:

Resolution Authorizing Orange Water and Sewer Authority's Executive Director to Apply for Loans from the State of North Carolina

Background:

Water and sewer service providers are eligible to periodically apply for low-interest loans available through the state under federal and state funding program authorizations. The North Carolina State Water Infrastructure Authority is responsible for considering funding applications, and for awarding both federal and state funding for water and wastewater infrastructure projects in the state.

September 30, 2021 is the application deadline for the state's next cycle of funding decisions. Staff has identified four projects which we believe may qualify for low-interest loans. In accord with state requirements, the Board of Directors must approve a resolution authorizing the Executive Director to submit funding applications to the state. A copy of a certified resolution must be included with funding applications.

Staff requests Board authorization to submit applications for low-interest loans for four Capital Improvements Program projects. If we receive funding offers from the state, staff will make a recommendation regarding acceptance and the Board of Directors will make the final decision as to whether to accept the offers.

Potential Other Financing Options

We are investigating additional options for funding these and other CIP projects including the potential to receive grant funding through the American Rescue Plan Act. If we identify other more attractive financing options, staff may recommend that we do not accept some or all of the loan offers we receive from the state.

Low-Interest Loans

The interest rate on state loans is anticipated to be less than the market rate that we would expect to pay if we funded projects with revenue bonds. We recommend applying for state loans for the following projects:

Project Name	Estimated Project Cost (millions)
Water Treatment Plant Electrical Distribution Improvements	$6.9
Morgan Creek Interceptor Replacement	$1.3
Wastewater Treatment Plant Secondary Clarifier Conversion	$2.2
Chapel Hill North Pump Station Rehabilitation	$0.6
Total	$11.0

Summary:

The benefits of low-interest loans will be to reduce planned future, more expensive borrowing and the associated debt service. Submitting applications for low-interest loans does not commit OWASA to accepting the funding; that decision will be made by the Board of Directors if we receive an official funding offer from the state.

A draft resolution authorizing OWASA's Executive Director to apply for these funds is attached for the Board's consideration. It follows guidance from the North Carolina Division of Water Infrastructure.

Action Needed:

Approve the Resolution Authorizing Orange Water and Sewer Authority's Executive Director to Apply for Loans from the State of North Carolina.

RESOLUTION AUTHORIZING ORANGE WATER AND SEWER AUTHORITY'S EXECUTIVE DIRECTOR TO APPLY FOR LOANS FROM THE STATE OF NORTH CAROLINA

WHEREAS, the Federal Clean Water Act Amendments of 1987 and the North Carolina Water Infrastructure Act of 2005 (NCGS 159G) have authorized the making of loans and grants to aid eligible units of government in financing the cost of construction of drinking water treatment works, wastewater collection system, and wastewater treatment works projects; and

WHEREAS, the Orange Water and Sewer Authority has need for and intends to complete several water and sewer utility system improvements projects described as:

(a) Water Treatment Plant Electrical Distribution Improvements,
(b) Morgan Creek Interceptor Replacement,
(c) Wastewater Treatment Plant Secondary Clarifier Conversion,
(d) Chapel Hill North Pump Station Rehabilitation; and

WHEREAS, the Board of Directors of Orange Water and Sewer Authority intends to request state loan assistance for the projects;

NOW, THEREFORE, BE IT RESOLVED:

1. That Orange Water and Sewer Authority will arrange financing for all remaining costs of the project, if approved for a state loan award.

2. That Orange Water and Sewer Authority will adopt and place into effect on or before completion of the project a schedule of fees and charges and other available funds which will provide adequate funds for proper operation, maintenance, and administration of the system and the repayment of all principal and interest on the debt.

3. That the governing body of the Orange Water and Sewer Authority agrees to include in the loan agreement a provision authorizing the State Treasurer, upon failure of the Orange Water and Sewer Authority to make scheduled repayment of the loan, to withhold from the Orange Water and Sewer Authority any state funds that would otherwise be distributed to the local government unit in an amount sufficient to pay all sums then due and payable to the state as a repayment of the loan.

4. That Orange Water and Sewer Authority will provide for efficient operation and maintenance of the projects on completion of construction thereof.

5. That Todd Taylor, Executive Director of Orange Water and Sewer Authority, and successors so titled, is hereby authorized to execute and file an application on behalf of the Orange Water and Sewer Authority with the State of North Carolina for loans to aid in the construction of the projects described above.

6. That Todd Taylor, Executive Director of Orange Water and Sewer Authority, and successors so titled, is hereby authorized and directed to furnish such information as the appropriate state agency may request in connection with such application or the project: to make the assurances as contained above; and to execute such other documents as may be required in connection with the application.

7. That Orange Water and Sewer Authority has substantially complied or will substantially comply with all federal, state, and local laws, rules, regulations, and ordinances applicable to the above projects and to federal and state grants and loans pertaining thereto.

Adopted this 9th day of September 2021.

_____
Jo Leslie Eimers, Chair

ATTEST:

_____
John N. Morris, Secretary

Certification by Recording Officer

The undersigned duly qualified and acting Clerk to the Board of Directors of the Orange Water and Sewer Authority does hereby certify: That the above/attached resolution is a true and correct copy of the resolution authorizing the filing of an application with the State of North Carolina, as regularly adopted at a legally convened meeting of the Board of Directors duly held on the 9th day of September 2021; and, further, that such resolution has been fully recorded in the journal of proceedings and records in my office. IN WITNESS WHEREOF, I have hereunto set my hand this _____ day of _____, 20____.

Andrea Orbich
Clerk to the Board of Directors

ITEM 3

Orange Water and Sewer Authority

Closed Session of the Board of Directors

August 26, 2021

The Board of Directors of Orange Water and Sewer Authority met virtually in Closed Session on Thursday, August 26, 2021, following the Board meeting.

Board Members present: Jody Eimers (Chair), Yinka Ayankoya (Vice Chair), John Morris (Secretary), Bruce Boehm, Ray DuBose, and Kevin Leibel. Board Member absent: Todd BenDor.

Staff present: None

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Item One

The Board of Directors met in Closed Session without General Counsel to evaluate the annual review of significant activities of General Counsel from September 2020 to August 2021.

No official action was taken at the meeting.

The meeting was adjourned at 8:46 p.m.

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Raymond E. DuBose, P.E., Chair
Human Resources Committee

DRAFT

Agenda Item 4:

Diversity and Inclusion (D&I) Program Progress Report and Equal Employment Opportunity/Affirmative Action (EEO) Report for Fiscal Year 2021 (FY21)

Purpose:

To provide a Progress Report on the D&I Program; the Annual EEO Report for FY21; 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 interim updates during the year to highlight key D&I activities. These verbal updates are provided by members of the Diversity Leadership, Diversity Resource, and Diversity Recruitment Groups.

Progress Report:

Key activities from July 1, 2020 through June 30, 2021 include:

- In July 2020, it was determined that D&I training would be mandatory for all employees. Sessions took place in September of that year. The focus was on conveying OWASA's D&I Program, developing an understanding of diversity and inclusion, introducing ways to have effective dialogues, and discussing how to recognize and mitigate implicit bias.
- In September 2020, Staff recommended, and the Board approved observing Juneteenth (June 19th) as an official Holiday for all regular, full-time, benefit eligible OWASA employees.
- To encourage greater participation in the referral fee program, OWASA increased incentives offered per successful hire and to authorize payment of such incentives upon initial hire without regard to the previous requirement that the new employee successfully complete the initial probationary period. The Board adopted this resolution on September 10, 2020.
- An article from Stephanie Glasgow and former Executive Director Ed Kerwin highlighting OWASA's Diversity and Inclusion work was featured in the fall 2020 edition of NC Currents. Read the article here.
- In October 2020, Stephanie Glasgow began monthly meetings with the Diversity Recruitment and Resource Groups to offer support and guidance as needed.
- In October 2020, Monica Dodson presented "Putting Employee Diversity and Inclusion to Work" at the virtual national Water Environment Federation Technical Exbibit and Conference.
- In November 2020, Kelly Belcher and Nicholas Rogers presented to the participants of Hope Renovations, an organization that offers a 10-week pre-apprenticeship training program for underemployed women that teaches the basics of carpentry, plumbing, electrical, painting, finishing, and landscaping, giving them the skills to confidently enter these trades. The presentation highlighted OWASA and the types of careers available within our organization.
- In November 2020, OWASA joined Government Alliance on Race and Equity (GARE). GARE is a national network of governmental entities working to achieve racial equity and advance opportunities for all. This membership will provide resources to all employees and be particularity helpful for the diversity groups.
- In November 2020, OWASA worked with Town of Carrboro to add a link to OWASA's employment page on their website "To view job opening with Orange Water and Sewer Authority (OWASA) visit www.owasa.org." This allows their website traffic to see that OWASA exists, since candidates looking for water and wastewater jobs may not realize that OWASA offers these services separate from the town and provides extra exposure for our job opportunities.

- The Board's Human Resource Committee met to discuss our current efforts to expose young people to careers in the water industry and consider the merits of adding an apprenticeship program. On February 11, 2021, the Board discussed and agreed to move the program forward. Since there were budget constraints at the time, the program will be pursued in Fiscal Year 2023.
- Contact was made with approximately twenty (20) Historically Black Colleges and Universities providing information about OWASA and future internship opportunities throughout our organization.
- Monica Dodson attended the Racial Equity Institute course and met with fellow OWASA trainers to highlight coursework and encourage others to participate as time allows.
- Staff has been given several opportunities to attend virtual sessions of various topics to provide opportunities for inclusion and connection:
    - The Brave Blue Water documentary
    - From reuse to energy generation, new innovations across the world are explored in this documentary about building a sustainable water future Inspiration Monday – Courage and Connection
        - Harnessing the power of courage to become more thoughtful, engaged, and adaptable leaders
    - The Urban Land Institute webinar
        - Segregative and discriminatory land use policies
- The Diversity Leadership Group updated the performance evaluation documents to include D&I in the overall competencies. Training was provided to all employees and the revised forms were used with both the Interim and Annual reviews.
- Joint Diversity Group meetings were held with all three diversity groups on November 16, 2020, and May 20, 2021, to provide each other updates and plan future goals and initiatives to include the upcoming Organizational Assessment.
- Human Resources staff attended Bilingual Career Fair sponsored by La Ley Radio as well as Career Fair sponsored by Hope Renovations.
- The Diversity Resource Group enacted some inclusive workplace initiatives by placing gender-neutral bathroom signage where applicable and offering menstrual products in restrooms.
- In May 2021, The Diversity Recruitment Group facilitated supervisory training on the Recruitment, Selection and Hiring process.
- Additional D&I related interview questions were created by the Diversity Recruitment Group and made available to hiring supervisors.
- The Diversity Resource Group facilitated three voluntary employee meetings (D&I meetups) where a variety of diversity and inclusion topics are discussed.
    - Implicit Bias Conversation – January 2021
    - Artificial Intelligence and Algorithmic Bias – April 2021
    - How to Deconstruct Racism, One Headline at a Time – July 2021
- OWASA held a Career Fair on June 24, 2021, in the community room to promote multiple Utility Mechanic vacancies.

- Members of the Diversity Leadership Group attended the following webinars:
    - Inclusivity and Belonging in the Workplace for Municipal Officials by the North Carolina League of Municipalities
    - You Must Feel Safe to be Safe by the National Safety Council

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 FY21.

Recruiting Efforts

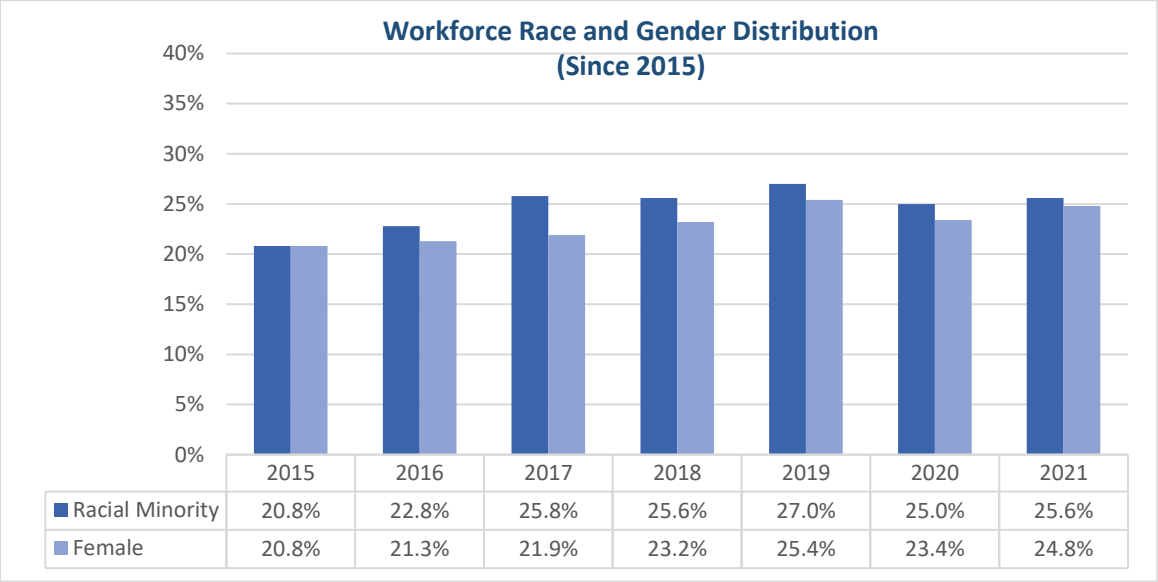
When a vacancy becomes available within OWASA, the position is posted internally as well as externally using the following methods:

- 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, 2021, the diversity of OWASA workforce was 24.8% Female and 75.2% Men; 8% identified as Two or More Races; 11.2% Black; 4% Hispanic; 2.4% Asian; and 74.4% White. No one identified as American Indian/Alaska Native or Native Hawaiian/Pacific Islander. Veterans made up 11.2% of the workforce.

Since 2015, the racial minority representation in our workforce has increased from 20.8% to 25.6% and female representation has increased from 20.8% to 24.8%.



	2015	2016	2017	2018	2019	2020	2021
Racial Minority	20.8%	22.8%	25.8%	25.6%	27.0%	25.0%	25.6%
Female	20.8%	21.3%	21.9%	23.2%	25.4%	23.4%	24.8%

Details of the race and gender distribution of the OWASA workforce by EEO job classification as of June 30, 2021 is provided in Attachment #1. Information on the EEO job classification for each position in our team is in Attachment #1, Exhibit A. A look at the last ten years of data is provided in Attachment #1, Exhibit B.

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 #2) as well as retrieved relevant information from The Chamber for a Greater Chapel Hill-Carrboro State of the Community Report (Attachment #3).

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. We will pursue opportunities to recruit employees at all levels by participating in outreach efforts to make more potential applicants aware of our vacancies.

The race and gender distribution of applicants for the current reporting period is detailed in Attachment #4. We began tracking applicant diversity in FY16 and Attachment #4, 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 Town Council appoint two (2) and the Orange County Board of Commissioners appoint two (2). Attachment #5 details the race and gender distribution of the

OWASA Board of Directors as of June 30, 2021. A look at the past five (5) years is provided in Attachment #5, 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 #6)

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

- Item 2: The demographics of our Staff in supervisory positions are provided in Attachment #6, Exhibit A.

- Item 3: The demographics of our applicant pool are provided in Attachment #4.

- Item 4: Demographic data of the applicants at each step in the recruitment process is provided in Attachment #6, Exhibit B.

    - From July 1, 2020 through June 30, 2021 we received 584 applications. In FY21, we filled twenty-six (26) positions with eighteen (18) from applicants during this reporting period. The other positions were filled with applicants from recruitments that began and were reported in FY20. Please note that we report applications within the year received and the recruitment process may not be complete until the next reporting year.
    - Attachment #6, Exhibit C details the race and gender distribution of internal promotions for the past 5 years.
    - The position of Executive Director was not included in the above data as it was handled by a consultant.

- Item 5: Staff participation in annual mandatory D&I training.

    - In September 2020, annual D&I training became a requirement for all positions. We achieved 99% participation this reporting period.

- Item 6: All interview panels will be diverse and shall include at least one member from outside the hiring department and one member from an underrepresented group based upon the current demographic composition of the hiring group. Forty-one (41) staff members served on interview panels. The demographics of those serving were:

    - 36.5% Female, 63.5% Men
    - 39% Racial Minority, 61% White

Item 7: Organizational Assessments should be conducted every 3-4 years. An Organizational Assessment is included in the FY22 budget.

Overall Key Take-Aways

- Receiving fewer applications this past fiscal year could be a result of COVID-19 and the current labor market.
- Internal promotions increased from 0 to 33% in the racial minority category.
- Of the 26 positions filled from July 1, 2020 to June 30, 2021, 38.5% were racial minorities and 23% were females.
- We look forward to beginning our organizational assessment in the current fiscal year.
- Workforce race and gender diversity is increasing over time.
- We continue to have the opportunity to improve diversity at all levels of the organization.
- 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 diversity of 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.

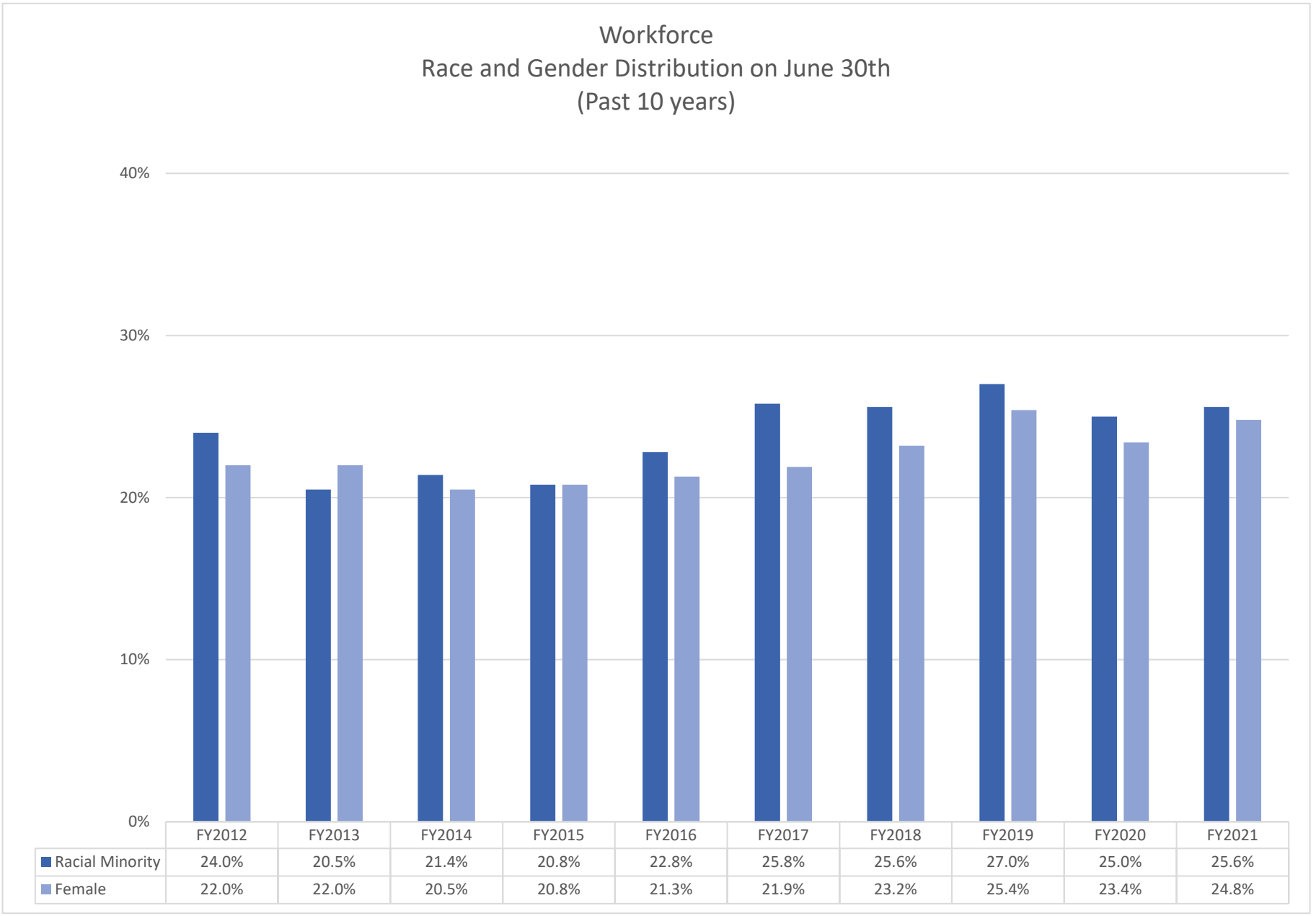
Information:

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

Workforce Race and Gender Distribution By EEO Classification on June 30, 2021									
	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	7	7	2	11	0	0	1	0	0
Professionals	9	6	2	11	1	0	1	0	0
Technicians	11	3	1	13	0	0	0	0	0
Protective Service Workers	2	0	0	2	0	0	0	0	0
Paraprofessionals	5	3	1	3	3	0	1	0	0
Administrative Support	0	8	0	3	4	1	0	0	0
Skilled Craft Workers	40	3	4	33	3	3	0	0	0
Service-Maintenance	20	1	0	17	3	1	0	0	0
Total (125)	94	31	10	93	14	5	3	0	0
Percentage	75.2%	24.8%	8%	74.4%	11.2%	4%	2.4%	0	0

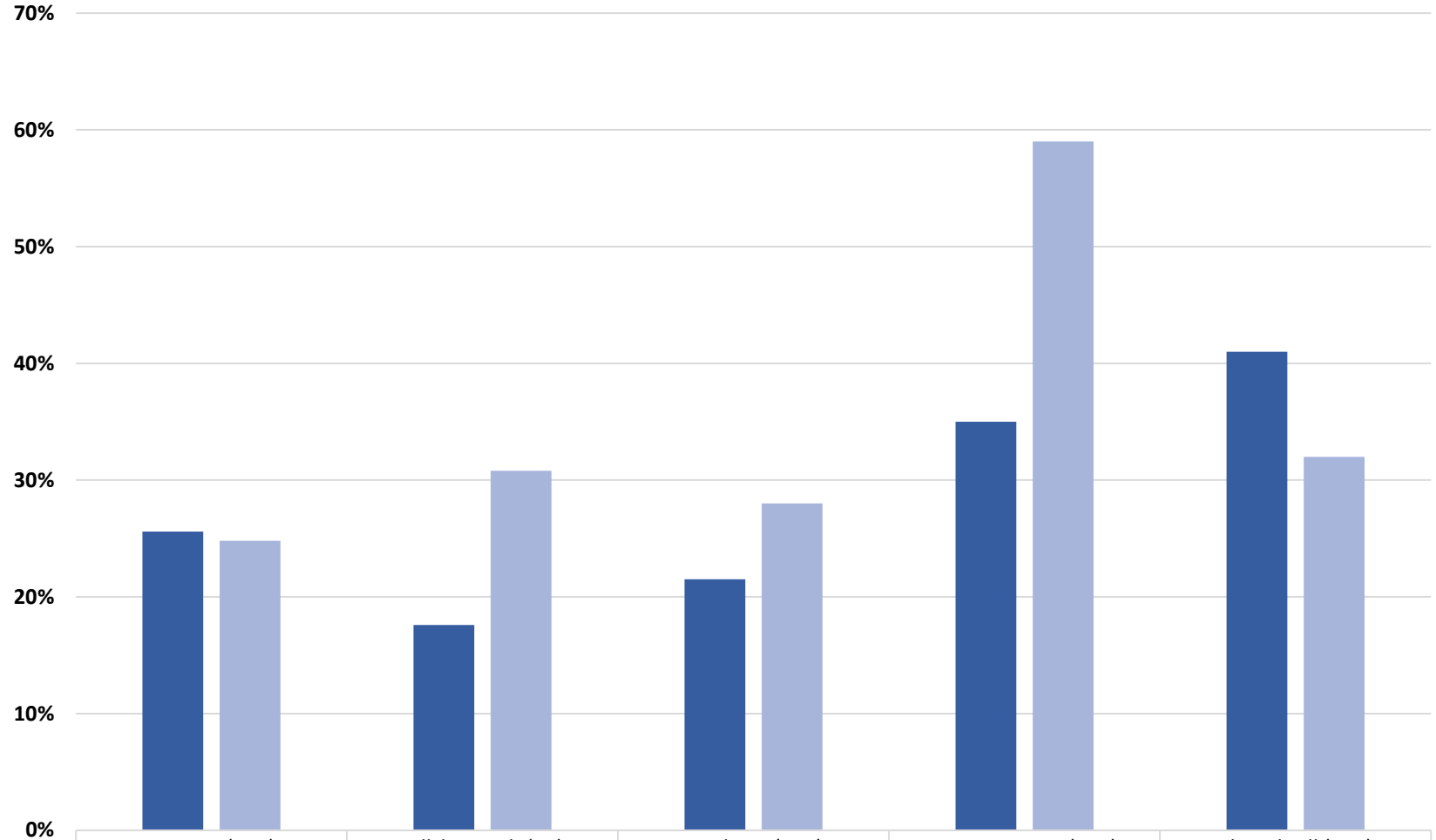
EEO Job Classification for Each Position

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 (Development Services) 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 Manager Strategic Initiatives 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



	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
Racial Minority	24.0%	20.5%	21.4%	20.8%	22.8%	25.8%	25.6%	27.0%	25.0%	25.6%
Female	22.0%	22.0%	20.5%	20.8%	21.3%	21.9%	23.2%	25.4%	23.4%	24.8%

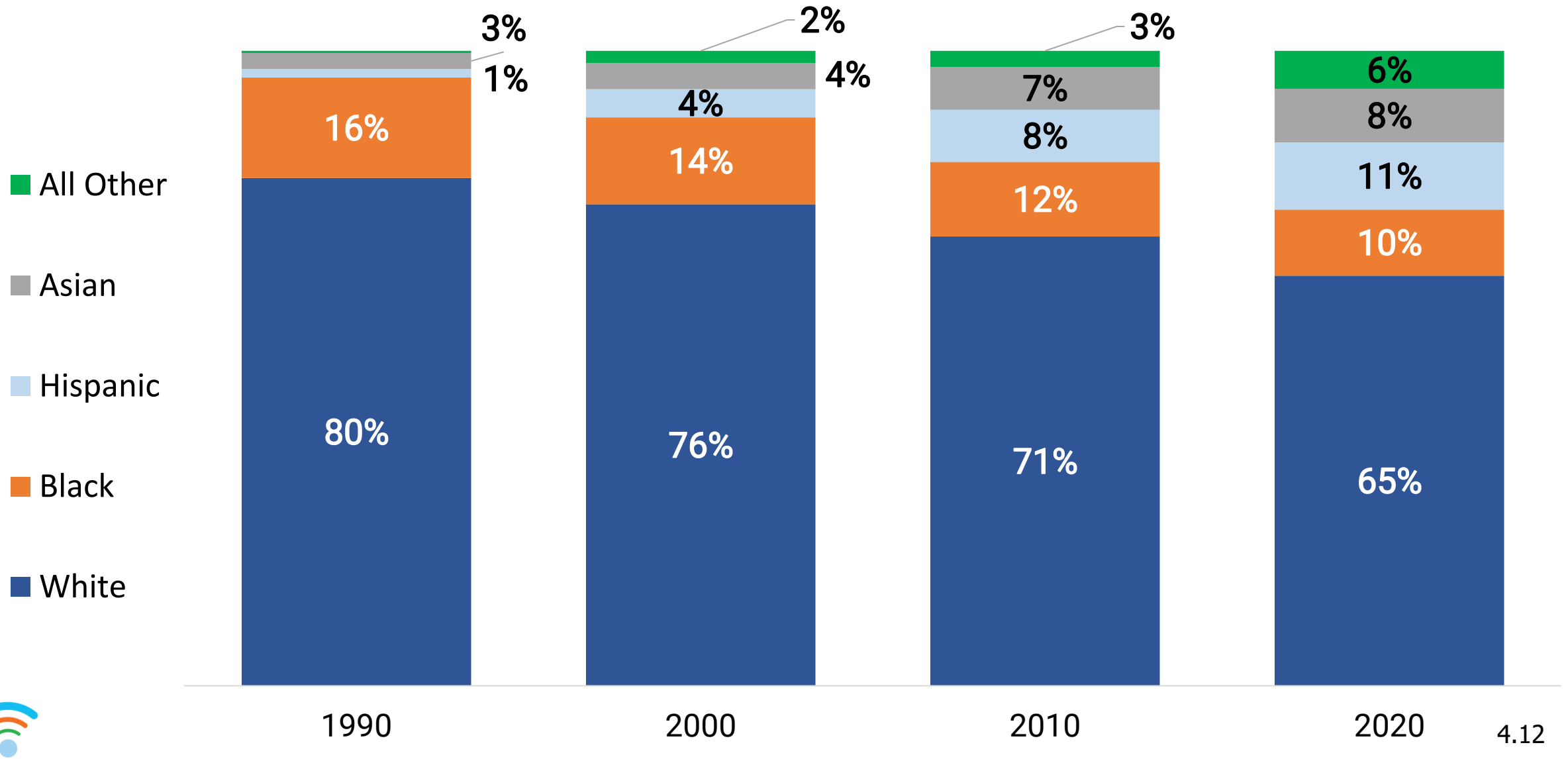
Workforce Race and Gender Distribution
Benchmark Organizations
(as of June 30, 2020)



	OWASA (125)	Hillsborough (91)	Carrboro (153)	Orange County (950)	Chapel Hill (656)
Racial Minority	25.6%	17.6%	21.5%	35.0%	41.0%
Female	24.8%	30.8%	28.0%	59.0%	32.0%

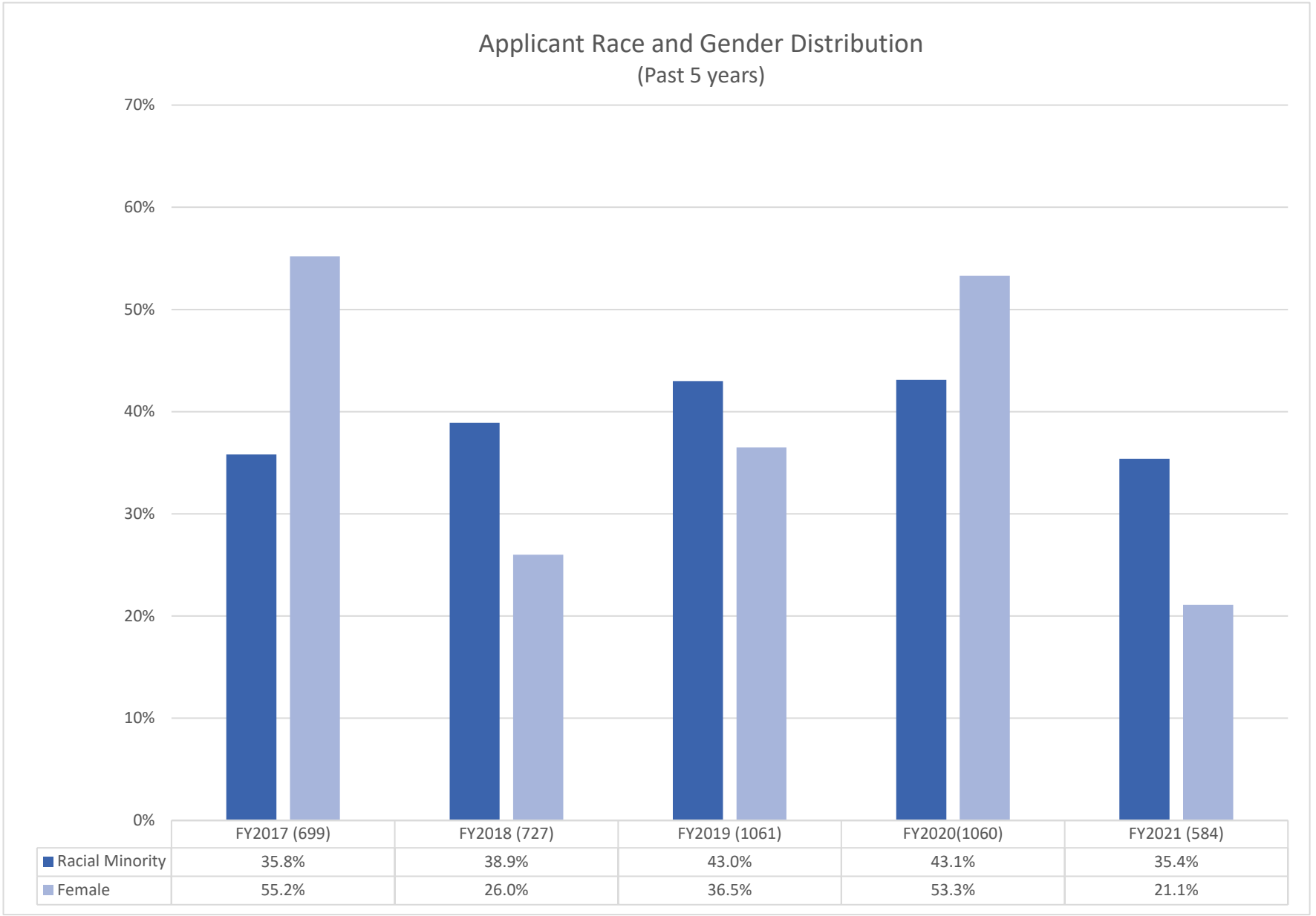
Orange County Population by Race

Changes by Decade



Source: U.S. Census Bureau Decennial Census

Applicant Race and Gender Distribution By EEO Classification July 1, 2020 through June 30, 2021											
	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	97	17	4	3	79	20	4	8	0	1	3
Professionals	46	8	0	2	39	8	1	2	0	0	2
Technicians	0	0	0	0	0	0	0	0	0	0	0
Protective Service Workers	0	0	0	0	0	0	0	0	0	0	0
Paraprofessionals	31	35	0	4	38	15	4	2	2	0	1
Administrative Support	8	47	2	6	29	15	2	3	0	0	2
Skilled Craft Workers	82	7	2	0	51	25	6	6	0	0	3
Service-Maintenance	188	9	1	10	128	48	10	0	0	0	2
Total (584)	452	123	9	25	364	131	27	21	2	1	13
Percentage	77.4%	21.1%	1.5%	4.3%	62.3%	22.4%	4.6%	3.6%	0.3%	0.2%	2.3%



	FY2017 (699)	FY2018 (727)	FY2019 (1061)	FY2020(1060)	FY2021 (584)
Racial Minority	35.8%	38.9%	43.0%	43.1%	35.4%
Female	55.2%	26.0%	36.5%	53.3%	21.1%

Board of Directors Race and Gender Distribution on June 30, 2021									
	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	5	0	0	5	0	0	0	0	0
Orange County	1	1	0	2	0	0	0	0	0
Carrboro	1	1	0	1	1	0	0	0	0
Total (9)	7	2	0	8	1	0	0	0	0
Percentage	77.8%	22.2%	0	88.9%	11.1%	0	0	0	0



	FY2017	FY2018	FY2019	FY2020	FY2021
Racial Minority	33.3%	33.3%	33.3%	25.0%	11.1%
Female	45.0%	33.3%	22.2%	25.0%	22.2%

Diversity & Inclusion Program Metrics

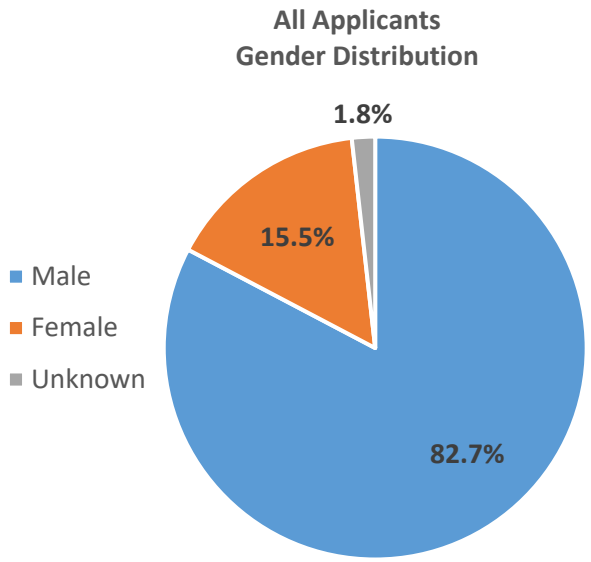
	Metric	Goal/Purpose
1	The demographics of our workforce by EEO categories.	D&I program goal: The diversity of OWASA's workforce reflects the communities we serve. **The demographics of our workforce by EEO categories are provided in Attachment #1.**
2	The demographics of our Staff in supervisory positions.	Increase diversity representation in the senior levels of the organization. **The demographics of our Staff in supervisory positions are provided in Attachment #6, Exhibit A. The racial minority representation is 29% and female representation is 41.9%.**
3	The demographics 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 #4.**
4	Demographics data of the applicants at each step in the recruitment process. Also track 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 #6, Exhibit B.** o From July 1, 2020 through June 30, 2021 we received 584 applications. In FY21, we filled twenty-six (26) positions with eighteen (18) from applicants during this reporting period. The other positions were filled with

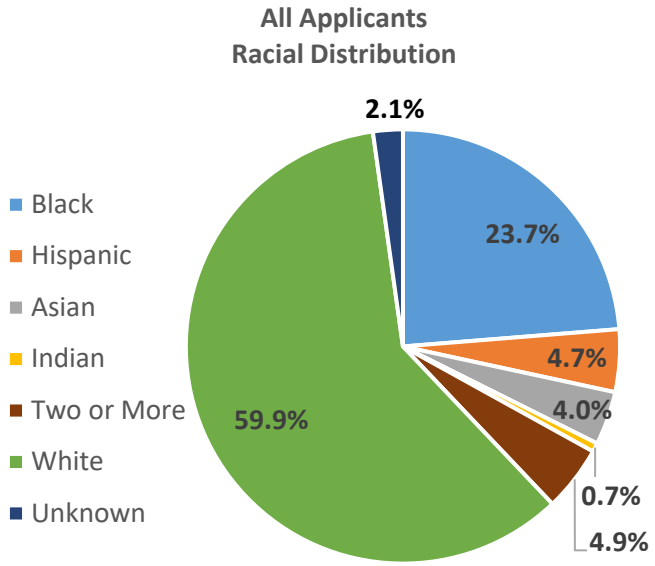
	Metric	Goal/Purpose
		applicants from recruitments that began and were reported in FY20. Please note that we report applications within the year received and the recruitment process may not be complete until the next reporting year. o Attachment #6, Exhibit C details the race and gender distribution of internal promotions for the past 5 years. o The position of Executive Director was not included in the above data as it was handled by a consultant.
5	Staff participation in annual mandatory D&I training.	Goal 100% participation **In September 2020, annual D&I training became a requirement for all positions. We achieved 99% participation this reporting period.**
6	Demographics of those serving on interview panels.	Look at where panels can be more diverse and ensure opportunity to participate across willing employees. **All interview panels will be diverse and shall include at least one member from outside the hiring department and one member from an underrepresented group based upon the current demographic composition of the hiring group. Forty-one (41) staff members served on interview panels. The demographics of those serving were:** o **36.5% Female, 63.5% Men** o **39% Racial Minority, 61% White**

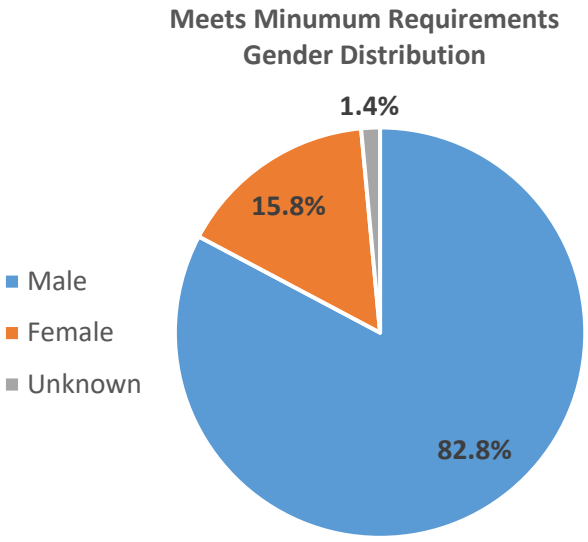
	Metric	Goal/Purpose
7	Conduct an organization wide assessment (focus groups) every 3-4 years. In the intervening years, conduct short online employee engagement survey. Track and compare survey/assessment results.	D&I program objective: Retain successful employees. Organizational Assessments should be conducted every 3-4 years. **An Organizational Assessment is included in the FY22 budget.**

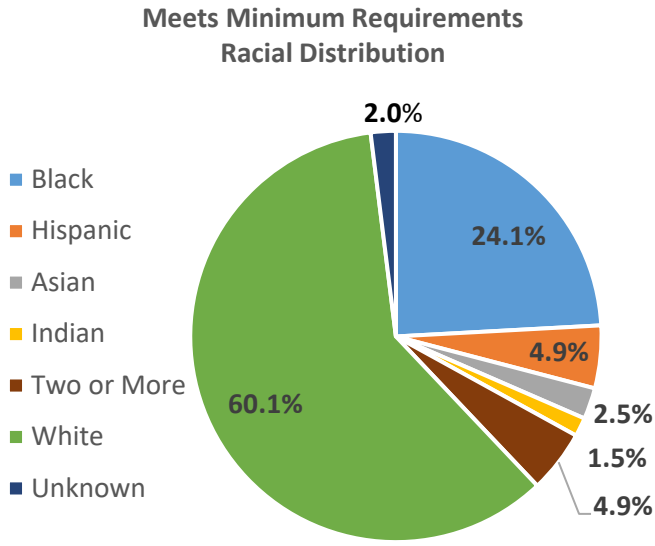
Race and Gender of Staff in Supervisory Positions By EEO Classification on June 30, 2021									
	Gender		Race						
Classification	**Male**	**Female**	**Two or More Races**	**White**	**Black/ African American**	**Hispanic**	**Asian**	**American Indian or Alaska Native**	**Native Hawaiian or Other Pacific Islander**
Officials and Administrators	7	7	2	11	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	6	0	1	4	0	1	0	0	0
Service-Maintenance	0	0	0	0	0	0	0	0	0
Total (31)	18	13	5	22	2	1	1	0	0
Percentage	58.1%	41.9%	16.1%	71%	6.5%	3.2%	3.2%	0	0

Demographic Data of Applicants at Each Step in the Recruitment Process
July 1, 2020 – June 30, 2021
(26 positions filled)

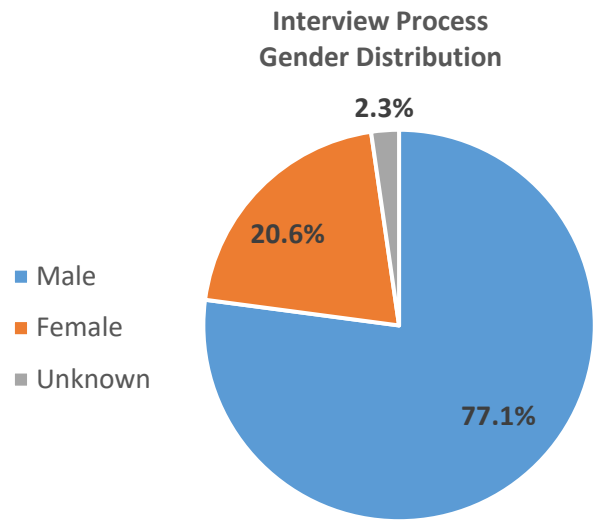


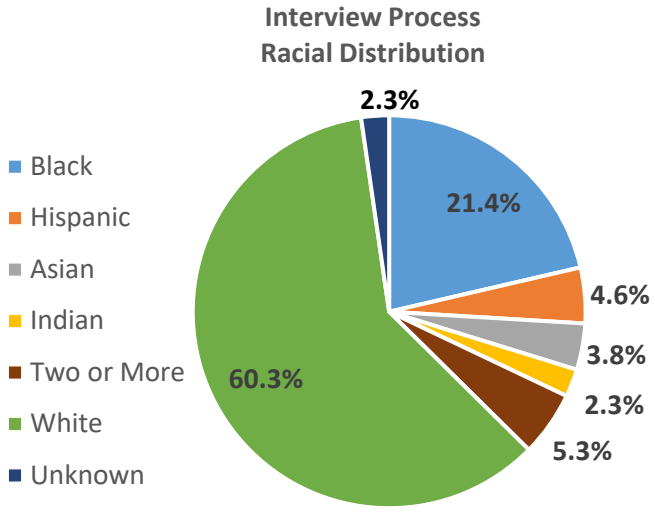


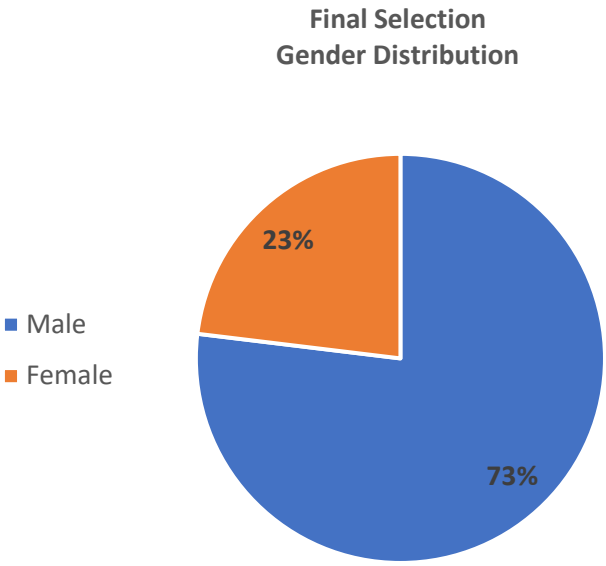


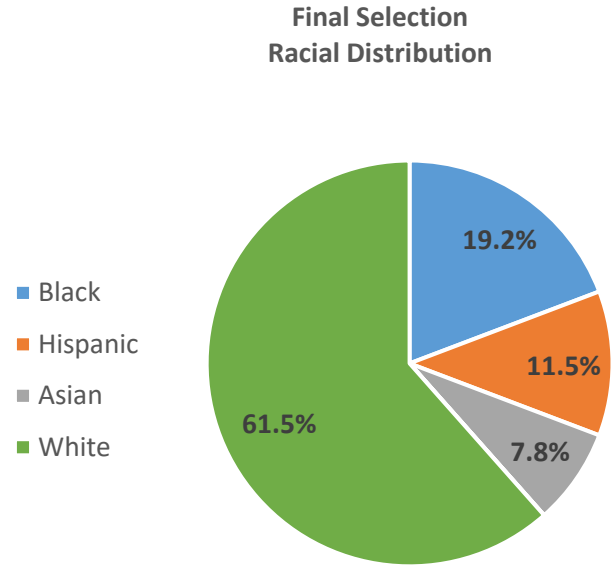


The position of Executive Director was not included in the above data as it was handled by a consultant.

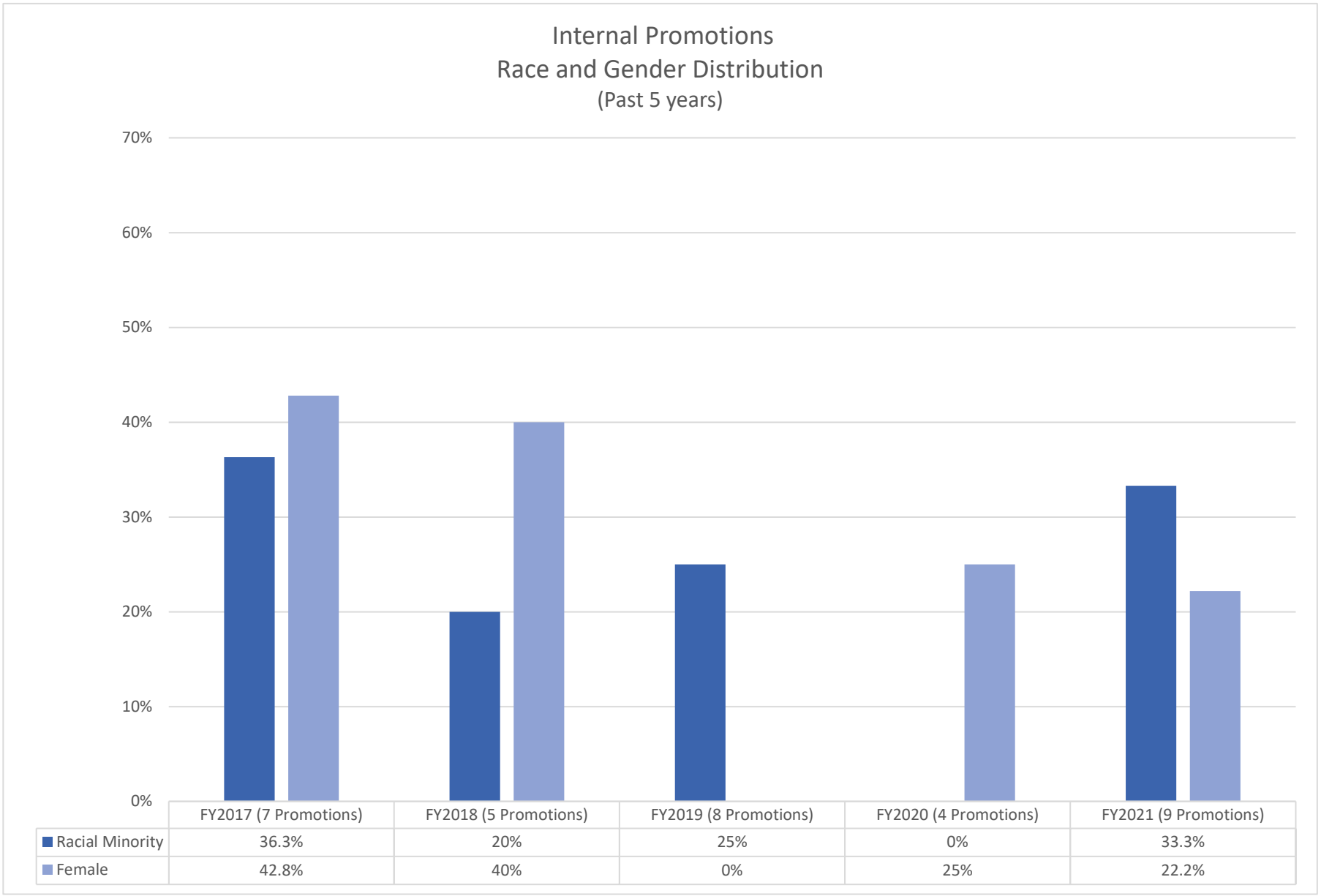








The position of the Executive Director was not included in the above data as it was handled by a consultant.



	FY2017 (7 Promotions)	FY2018 (5 Promotions)	FY2019 (8 Promotions)	FY2020 (4 Promotions)	FY2021 (9 Promotions)
Racial Minority	36.3%	20%	25%	0%	33.3%
Female	42.8%	40%	0%	25%	22.2%

The position of Executive Director was not included in the FY2021 data as it was handled by a consultant.

Agenda Item 5:

Strategic Plan Update

Purpose:

To provide the OWASA Board of Directors an update on the development of OWASA's new strategic plan

Background:

The OWASA Board of Directors have identified the following principles to guide the development OWASA's new strategic plan.

1. An updated strategic plan is needed to ensure that we are anticipating and preparing for the future that we want and setting a course for aligning scarce resources with our strategic goals and objectives.
2. The strategic planning process will consider and/or reinforce OWASA's mission, vision, and values.
3. This process is a time to think comprehensively and identify broad-reaching strategic goals and initiatives.
4. The horizon for the strategic plan will be five to six years, during which updates can be proposed by the Board and/or staff leadership, as necessary.
5. The strategic planning process will involve and engage the Board, staff, the community, and other stakeholders. We will actively seek feedback to include and consider diverse perspectives. An active communications strategy will be integral to the process.
6. The strategic planning process will be managed by OWASA staff.
7. Staff leadership will work together with the Board of Directors to develop the strategic plan. The final strategic plan will be approved by the Board of Directors.
8. The strategic plan will set goals that align with our mission, vision, and values.
9. The plan will be operationalized throughout the Plan's implementation with SMART (Specific, Measurable, Attainable, Relevant, and Time-based) strategic objectives.
10. Staff will define a process for reporting on progress, including performance measures.
11. The strategic plan will be used to align resources and guide budgets in the coming decade.

On May 13, 2021, the OWASA Board approved a process for developing OWASA's next strategic plan. The overall process starts by engaging staff and stakeholders by soliciting their input and collecting data and analyses that will provide a common foundation for staff and Board consideration. From this foundation, the OWASA Board of Directors and Staff Leadership will work together to reconsider OWASA's mission, vision, and values and identify and prioritize strategic initiatives and goals. The OWASA Board will approve the final strategic plan, which staff will operationalize through the development of SMART objectives, action plans, and budget requests. The sequential phases of the process are to:

- ✓ Develop a Plan; Set Guiding Principles (Completed 5/13/21)
- Conduct Scan of Environment and Organization (Underway)
  - Synthesize Environment and Organization Scan
  - Review Mission, Vision, and Values
  - Identify and Prioritize Strategic Initiatives and Goals
  - Finalize Plan

Update on Tasks (Recently completed and upcoming soon)

The following tasks were recently completed:

- Departmental Assessments: All OWASA Departments have completed an assessment of their departmental Strengths, Opportunities, Aspirations and (desired) Results (SOAR). These assessments were facilitated as group discussions and will be compiled into a summary document that identifies common themes of the SOARs.

- Stakeholder Sessions: On August 23, twenty (20) stakeholders participated in a two-hour virtual engagement session. The session included an interactive "game" that exposed participants to the various priorities of water and sewer utilities and engaged them in small group discussions on setting priorities. The session concluded with a series of robust discussions focused on stakeholder recommendations for OWASA's consideration in our updated Strategic Plan. In addition to the input provided during the session, stakeholders were asked to complete a follow-on survey. A second session will be held on September 7; currently, 14 stakeholders are registered for the second session. Staff have actively recruited for both sessions, including making direct phone calls to all invitees.

- Surveys: As of writing of this memo, the community, Board, employee, and stakeholder surveys remain open. The surveys will be closed and final participation numbers will be complete by the time of the September 9 Board Meeting. Each survey was drafted to elicit feedback on how OWASA is performing and what priorities each group would recommend for consideration in the update of the Strategic Plan.
  - Community Survey: 1,039 completed surveys
  - Employee Survey: 45 completed surveys
  - Board Survey: 13 completed surveys by current and past Board members

- Literature Review: A group of SPARC members have taken on a review of relevant literature, including:
  - Water and sewer utility strategic plans
  - Water and sewer industry organization guidance documents and strategic plans
  - Private entities recognized for their leadership on various management attributes
  - Strategic plans of local government and other agencies

- SPARC: The SPARC, a group of employees from across the organization providing assistance on the development of the strategic plan, have continued to meet on a monthly basis to discuss ways to improve participation in the scan. In addition, individual members of the SPARC have volunteered to assist with various tasks including survey design, survey result analysis, employee engagement, literature review, and stakeholder engagement.

- Crew Meetings: Todd Taylor held Crew Meetings with all OWASA team members this summer. During these meetings, Todd reviewed the reason and process for developing our new strategic plan and encouraged staff participation along the way.

Over the next month, we expect to:

- Compile results from surveys, departmental SOAR assessments, stakeholder sessions, and literature review;
- Begin focus group discussions with OWASA staff on the results; and
- Schedule Board and Staff work sessions with Raftelis to discuss results of the scan; review mission, vision, and values; and identify and prioritize strategic initiatives and goals.

Action Needed:

No action is requested of the Board at this time.

Agenda Item 6:

Update on Area Local Entities COVID Vaccination Requirements, Testing Protocols and Vaccination Rates

Purpose:

To provide the Board of Directors an update on OWASA's employee vaccination rates and comparison information from area local entities.

The information gathered highlights vaccine requirements, testing protocols and current vaccination rates.

Vaccination Rates:

As of September 1, 2021:

- 52% of adults 18-64 in the State of North Carolina are fully vaccinated.
- 71% of adults 18-64 in Orange County, North Carolina are fully vaccinated.
- 72% of OWASA staff are fully vaccinated.

Action Needed:

No action needed, receive and answer questions.

Information:

- Attachment 1: Area Local Entities COVID Vaccination Requirements and Testing Protocols

Area Local Entities
COVID Vaccination Requirements and Testing Protocols

Organization	Mandatory Vaccination	Exemptions Offered	Weekly Testing Requirement for Unvaccinated	Effective Date of Mandate Vaccine/ Testing Protocols	Current Vaccination Rate	Vaccination Incentives Offered
OWASA	No	n/a	Yes	September 1, 2021	72% - Fully Vaccinated	$500 bonus for full-time if verified by September 30; $250 bonus if verified by November 15; $100 bonus if verified by December 31 $100 for part-time, contract employees if verified by September 30
Hillsborough	No	n/a	Yes	September 13, 2021	60% - Fully Vaccinated; 70% with at least 1 dose	$300 bonus for full-time, part-time, temporary employees if verified by September 13
Carrboro	Yes	Medical and Religious	Yes for those with exemptions	September 1, 2021	82% - Fully Vaccinated; 89% with at least 1 dose	$100 bonus for employees if verified by September 1
Chapel Hill	No	n/a	Yes	September 10, 2021	74.3% - with at least 1 dose	$400 bonus for full-time employees; all other employees will receive bonuses based on number of hours worked in FY2021 ($400 to $100) if verified by September 10

Area Local Entities
COVID Vaccination Requirements and Testing Protocols

Organization	Mandatory Vaccination	Exemptions Offered	Weekly Testing Requirement for Unvaccinated	Effective Date of Vaccination/ Testing Protocols	Current Vaccination Rate	Vaccination Incentives Offered
Orange County	No	n/a	Yes	September 20, 2021	Information not available; employees required to provide vaccine information starting September 1	No
UNC	No	n/a	Yes	Testing for Students began August 23; Testing for Faculty will begin September 15, 2021	89% for students; 65% for faculty (As of August 31 for students; As of August 6 for faculty)	No

Agenda Item 7:

Review Board Work Schedule

Purpose:

a) Request(s) by Board Committees, Board Members, Counsel and Staff
   - Discussion Regarding Scheduling Strategic Plan Work Sessions
b) September 23, 2021 Annual Meeting of the Board
c) October 14, 2021 Board Work Session
d) Review 12 Month Board Meeting Schedule
e) Review Pending Key Staff Action Items
f) Review Staff Action Items Recurring Every 3 to 5+ Years

Information:

- Draft agenda for the September 23, 2021 Annual Meeting of the Board
- Draft agenda for the October 14, 2021 Board Work Session
- 12 Month Board Meeting Schedule
- Pending Key Staff Action Items from Board Meetings
- Staff Action Items Recurring Every 3 to 5+ Years

OWASA Board of Directors – 12 Month Board Meeting Schedule (September 3, 2021)

Month	Board Meetings		Committee Meetings & Other Board Items
	Work Session	Business Meeting	
September 2021	Annual Report on Disposal of Surplus Personal Property ( ) Resolution Authorizing ED to Apply for Loans from State of NC EEO/Affirmative Action Report and D&I Update ( ) Strategic Plan Update Update on OWASA's COVID-19 Vaccination and Local Govt/Organizations Policies CS – Prepare for GC Annual Review ( ) 9/9/2021	Annual Report and Financial Audit ( ) Approve GC Engagement ( ) PFAS Cost Recovery Forest Management Program Update (Annual Meeting of the BOD) 9/23/2021	*Possible welcome of new Board member(s)* *Meeting between the BOCC Members & Orange County Appointees to the BOD (TBD)*
October 2021	Strategic Plan Update LRWSP - Preview of Jordan Lake Alternatives CS – Cybersecurity Update 10/14/2021	(Tentative) Receipt of the OC Board of Health Report on Drinking Water Fluoridation Strategic Trends Report ( ) Q1 Financial Report ( ) 10/28/2021	*Possible welcome of new Board member(s)* *BOD D&I Training Sessions (TBD)*
November 2021	(Tentative) LRWSP – Draft Alternatives Analysis and CEP 11/11/2021	*Holiday – no meeting*	*Strategic Plan Work Session (TBD)*
December 2021	Review Water Conservation Plan Information Session on Medical Insurance Renewals CS – Prepare for ED Interim Review ( ) 12/9/2021	*Holiday – no meeting*	*Strategic Plan Work Session (TBD)*
January 2022	Appoint Audit Firm ( ) Employee Health and Dental Insurance Update for FY 23 ( ) D&I Update ( ) (Tentative) LRWSP – Select Alternative and Approve CEP CS – ED Interim Performance Review ( ) 1/13/2022	2021 Annual Lakes Recreation Report ( ) CIP Semiannual Report ( ) Q2 Financial Report ( ) Discuss FY 23 Budget Calendar and Planning Assumptions ( ) Annual Update of the Energy Management Plan ( ) 1/27/2022	*Strategic Plan Work Session (TBD)*
February 2022	Department Managers FY 23 Budget Presentations ( ) Reliability and Resiliency Improvements Update ( ) CS – Prepare for GC Interim Review ( ) 2/10/2022	Affordability Program Update ( ) CS – GC Interim Review ( ) 2/24/2022	*Strategic Plan Work Session(s) (TBD)*
March 2022	FY 23 Draft Budget ( ) 3/10/2022	Set date for Public Hearings – FY 23 Budget & Rates ( ) FY 23 Draft Budget and Rate Adjustment ( ) 3/24/2022	
April 2022	Review Employee Health and Dental Insurance Renewals ( ) FY 23 Draft Budget and Rate Adjustment ( ) Strategic Plan Update BOD Eligible for Nominations to Election as Board Officers (include Officer descriptions) ( ) Planning for BOD Self-Assessment ( ) 4/14/2022	Q3 Financial Report ( ) Authorize Staff to Publish FY23 Budget and Rate Information ( ) BOD Eligible for Nominations to Election as Board Officers (include Officer descriptions – if needed) ( ) 4/28/2022	
May 2022	Approve Employee Insurance Renewals ( ) Employee Merit Pay for FY23 ( ) CS – Prepare ED Annual Review ( ) 5/12/2022	Public Hearings – FY 23 Budget and Rates ( ) CS – ED Annual Performance Review ( ) (Public Hearings) 5/26/2022	
June 2022	Approve FY 23 Budget and Rates (including Employee Merit Pay decision) ( ) Election of Officers ( )	TBD	

OWASA Board of Directors – 12 Month Board Meeting Schedule (September 3, 2021)

Month	Board Meetings		Committee Meetings & Other Board Items
	Work Session	Business Meeting	
	6/9/2022	6/23/2022	
July 2022	D&I Update ↻ 7/14/2022	TBD 7/28/2022	*Possible welcome of new Board member(s)*
August 2022	TBD 8/11/2022	Preliminary 12 Month Financial Report ↻ CIP Semiannual Report ↻ CS – Prepare GC Annual Review ↻ 8/25/2022	

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.

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.

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	Orange County Board of County Commissioners
BOD	Board of Directors
CCR	Cane Creek Reservoir
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
EPA	Environmental Protection Agency
FY	Fiscal Year
GC	General Counsel
HR	Human Resources
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

Agenda
Annual Meeting of the OWASA Board of Directors
Thursday, September 23, 2021, 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.

The Board may take action on any item on the agenda. In compliance with the "Americans with Disabilities Act," interpreter services for non-English speakers and for individuals who are deaf or hard of hearing are available with five days prior notice. If you need this assistance, please contact the Clerk to the Board at 919-537-4217 or aorbich@owasa.org.

Announcements

1. Announcements by the Chair
   A. 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.
2. Announcements by Board Members
3. Announcements by Staff
4. Additional Comments, Suggestions, and Information Items by Board Members (Jody Eimers)

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)

Action

3. Minutes of the August 26, 2021 Board of Directors Meeting (Andrea Orbich)

DRAFT

4. Minutes of the September 9, 2021 Closed Session of the Board of Directors for the Purpose of Discussing a Personnel Matter (Ray DuBose)

Regular Agenda

Discussion

5. PFAS Cost Recovery (Todd Taylor/Hank Naughton and Sam Wade of Napoli Law)
6. Forest Management Program Update (Johnny Riley)

Discussion and Action

7. Resolution Appointing General Counsel to the Orange Water and Sewer Authority (Ray DuBose)

Summary of Work Session 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
Work Session of the OWASA Board of Directors
Thursday, October 14, 2021, 6:00 P.M.
TBD

In compliance with the "Americans with Disabilities Act," interpreter services for non-English speakers and for individuals who are deaf or hard of hearing are available with five days prior notice. If you need this assistance, please contact the Clerk to the Board at 919-537-4217 or aorbich@owasa.org.

The Board of Directors appreciates and invites the public to attend and observe its meetings. 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).

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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

c. Announcements by Staff

Consent Agenda

Information and Report

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

Action

2. Minutes of the September 9, 2021 Work Session of the Board of Directors (Andrea Orbich)

Regular Agenda

Discussion

3. Long-Range Water Supply Plan – Preview of Jordan Lake Alternatives (Ruth Rouse)

Information and Reports

4. Strategic Plan Update (Mary Tiger)

Discussion

5. Review Board Work Schedule
   a. Request(s) by Board Committees, Board Members and Staff (Jody Eimers)
   b. October 28, 2021 Annual Meeting of the Board (Todd Taylor)

DRAFT

c. November 11, 2021 Work Session (Todd Taylor)
d. 12 Month Board Meeting Schedule (Todd Taylor)
e. Pending Key Staff Action Items (Todd Taylor)

Summary of Work Session Items

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

Closed Session

7. The Board of Directors will meet in Closed Session for the purpose of discussing confidential information regarding security measures in place to protect OWASA customers, personnel and assets (Dan Przybyl)

DRAFT

Pending Key Staff Action Items from Board Meetings

No.	Date	Action Item	Target Board Meeting Date	Person(s) Responsible	Status
1.	8-26-2021	Notify Orange County Climate Council that Jody Eimers will replace Ray DuBose on the Council.	NA	Tiger	Completed.
2.	8-26-2021	Update on the Infrastructure Act and opportunities for Board involvement.	TBD	Winters	In-progress.
3.	8-26-2021	Update on OWASA employee vaccination rates and local government/organizations vaccine polices.	9-9-2021	Glasgow Taylor	Completed
4.	8-26-2021	Confirm the review of Jordan Lake Water Supply Alternatives at the October 14, 2021 meeting and invite Greg Characklis to participate.	10-14-2021	Rouse	Completed - confirmed Dr. Characklis' availability for 10-14-2021 Board meeting.
5.	7-8-2021	Schedule Board D&I training session.	NA	Taylor Orbich	Tentatively scheduled for October 2021
6.	7-8-2021	Provide a link of the D&I video - Algorithmic Bias and Fairness: Crash Course AI #18.	NA	Glasgow Tiger	Completed – emailed on 7-9-2021.
7.	7-8-2021	Revise Strategic Plan Stakeholder listed based on Board feedback.	NA	Tiger	Completed – emailed on 7-16-2021.
8.	7-8-2021	Schedule separate Board Work Sessions to update the Strategic Plan this fall and winter.	TBD	Orbich Tiger	In progress, doodle polls sent on August 26, 2021.
9.	7-8-2021	Update Long-Range Water Supply Plan Guiding Principles to reflect Board's feedback.	NA	Rouse	Completed – emailed on 7-9-2021.
10.	7-8-2021	Schedule preview of the analysis of the Jordan Lake alternatives prior to the November Board Work Session.	10-14-2021	Rouse	Completed - added to the 12 Month Board Meeting Schedule.
11.	7-8-2021	Share link to the July 6, 2021, School of Government article on Coates' Cannons Blog: Public Meetings After the Lifting of the State-Level State of Emergency.	NA	Orbich	Completed – emailed on 7-9-2021.
12.	7-8-2021	Send a letter to Carrboro and Chapel Hill Town Council's requesting they fill the appointments to OWASA Board of Directors.	NA	Ayankoya Eimers Taylor	Completed – emailed on 8-17-2021.

Pending Key Staff Action Items from Board Meetings

No.	Date	Action Item	Target Board Meeting Date	Person(s) Responsible	Status
13.	7-8-2021	Encourage wearing masks and social distancing at all OWASA Board Meetings and Work Sessions.	NA	Orbich Taylor	Complete. Masks purchased and while NC is in a State of Emergency, virtual Board meetings will continue.
14.	7-8-2021	Evaluate options for hybrid Board Meetings and Work Sessions at OWASA.	8-26-2021	Orbich Przybyl	Complete.
15.	7-8-2021	Update Executive Director Key Focus Areas to include Board feedback.	NA	Taylor	Complete.
16.	3-11-2021	Organize a Board/staff field trip to biosolids property to better inform and understand stream and wetland mitigation banking.	NA	Tiger	Goal: Fall field trip when weather is good and COVID is less of a threat; will discuss delay of this with Board given current COVID situation
17.	12-10-2020	Review water main replacement model effectiveness metric.	10-28-2021	Gangadharan Spinelli	The annual Strategic Trends Report will include a review of model effectiveness within the section on Drinking Water Distribution System Integrity.

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	July 2021	TBD	3-5 years	Executive Director and Strategic Initiatives Manager
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 (to align with Local Water Supply Plan for calendar year 2022)	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 (will be sooner if water demands post COVID continue to be lower than anticipated)	2029	10 years	Planning and Development Manager

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
4.	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	FY 2023	FY 2023	5 years	Director of Finance and Customer Service
5.	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 2021	Spring 2022	3 years	Director of Finance and Customer Service
6.	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	2029	2030	10 years	Director of Finance and Customer Service
7.	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 compensation (pay and benefits) are competitive and meeting OWASA's needs.	1) Provide guidance to staff about goals and objectives for employee total compensation 2) Approve Employee Classification, Pay and Compensation Study & Pay Administration Guidelines	2022	2023	5-7 years	Director of Human Resources and Safety

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
8.	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	FY 2022	FY 2022	5 years	Director of Finance and Customer Service
9.	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
10.	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	Strategic Initiatives Manager
11.	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