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
Work Session of the OWASA Board of Directors
Thursday, October 14, 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 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: Alternative Agreements to Reliably Access OWASA's Allocation of Water in Jordan Lake (Ruth Rouse/Greg Characklis, Aqua Risk Management)

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)
    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 Potential Environmental Claims in Accordance with N.C. General Statue 143-318.11(a)(3) (Robert Epting)

ORANGE WATER AND SEWER AUTHORITY - QUARTERLY REPORT

ATTENDANCE AT BOARD AND COMMITTEE MEETINGS

BOARD OF DIRECTORS	JULY 2021	AUGUST 2021	SEPTEMBER 2021
JODY EIMERS, CHAIR	Jul 8 WS (Meeting) Jul 22 Board (Canceled)	Aug 12 WS (Canceled) Aug 26 Board (Meeting)	Sep 9 WS (Absent) Sept 23 Board (Meeting)
YINKA AYANKOYA, VICE CHAIR	Jul 8 WS (Meeting) Jul 22 Board (Canceled)	Aug 12 WS (Canceled) Aug 26 Board (Meeting)	Sep 9 WS (Meeting) Sept 23 Board (Meeting)
JOHN N. MORRIS, SECRETARY	Jul 8 WS (Meeting) Jul 22 Board (Canceled)	Aug 12 WS (Canceled) Aug 26 Board (Meeting)	Sep 9 WS (Meeting) Sept 23 Board (Meeting)
TODD BENDOR	Jul 8 WS (Absent) Jul 22 Board (Canceled)	Aug 12 WS (Canceled) Aug 26 Board (Absent)	Sep 9 WS (Meeting) Sept 23 Board (Meeting)
BRUCE BOEHM	Jul 8 WS (Meeting) Jul 22 Board (Canceled)	Aug 12 WS (Canceled) Aug 26 Board (Meeting)	Sep 9 WS (Meeting) Sept 23 Board (Meeting)
RAY DUBOSE	Jul 8 WS (Meeting) Jul 22 Board (Canceled)	Aug 12 WS (Canceled) Aug 26 Board (Meeting)	Sep 9 WS (Meeting) Sept 23 Board (Meeting)
KEVIN LEIBEL	Jul 8 WS (Meeting) Jul 22 Board (Canceled)	Aug 12 WS (Canceled) Aug 26 Board (Meeting)	Sep 9 WS (Meeting) Sept 23 Board (Absent)
VACANT CARRBORO SEAT			
VACANT CHAPEL HILL SEAT			
TOTAL MEETINGS HELD:	**1**	**1**	**2**

Board – Board of Directors
CE – Community Engagement Committee
EC – Executive Committee
WS – Work Session

Orange Water and Sewer Authority

Virtual Work Session of the Board of Directors

September 9, 2021

The Board of Directors of the Orange Water and Sewer Authority (OWASA) held its duly noticed regular work session by virtual means in accordance with law, on Thursday, September 9, 2021, at 6:00 p.m. utilizing Microsoft Teams software.

Board Members present: Yinka Ayankoya (Vice Chair), John N. Morris (Secretary), Todd BenDor, Bruce Boehm, Raymond (Ray) DuBose, and Kevin Leibel. Board Member absent: Jody Eimers (Chair). As Chair Eimers was unable to attend tonight, the meeting was chaired by Vice Chair Ayankoya.

OWASA staff present: Mary Darr, Monica Dodson, Robert Epting, Esq. (Epting and Hackney), Vishnu Gangadharan, Christopher Giesting, Stephanie Glasgow, Robin Jacobs (Epting and Hackney), Deepthi Kalyanam, Wil Lawson, Andrea Orbich, Ruth Rouse, Todd Taylor, Mary Tiger, Stephen Winters, and Richard Wyatt.

Others present: Meg Holton (UNC Water Resources Manager) and Kelly Satterfield.

Motions

1. BE IT RESOLVED THAT the Board of Directors of the Orange Water and Sewer Authority approved the Resolution Authorizing Orange Water and Sewer Authority's Executive Director to Apply for Loans from the State of North Carolina. (Motion by Ray DuBose, second by Bruce Boehm and the Motion was unanimously approved.)

2. Ray DuBose made a Motion to approve the Minutes of the August 26, 2021, Closed Session of the Board of Directors for the purpose of discussing a personnel matter; second by Bruce Boehm and the Motion was unanimously approved.

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Announcements

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

Ms. Ayankoya 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.

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Ms. Ayankoya said on Thursday, September 23, 2021, members of the Orange County Board of County Commissioners and the Orange County Appointees to the OWASA Board (Jody Eimers and Ray DuBose) will meet at 9:00 a.m. to discuss items of mutual interest.

Item One: Annual Report on Disposal of Surplus Personal Property

The Board accepted this as an information item.

Item Two: Resolution Authorizing OWASA's Executive Director to Apply for Loans from the State of North Carolina

Ray DuBose made a Motion to approve the resolution; second by Bruce Boehm and the Motion was unanimously approved. Please see Motion 1.

Item Three: Minutes

Ray DuBose made a Motion to approve the Minutes of the August 26, 2021, Closed Session of the Board of Directors for the purpose of discussing a personnel matter; second by Bruce Boehm and the Motion was unanimously approved. Please see Motion 2.

Item Four: Diversity and Inclusion Program Progress Report and Equal Employment Opportunity/Affirmative Action Report for Fiscal Year 2021

Stephanie Glasgow, Director of Human Resources and Safety, provided an overview and answered questions on the Fiscal Year 2021 (FY 2021) Diversity and Inclusion (D&I) Program. She also provided an update on the FY 2021 Equal Opportunity/Affirmative Action Report.

The Board expressed appreciation to staff on this important and well-done report; it was suggested the use of a funnel graph and conversion table be added to show the various stages next steps in the recruitment and hiring process as well as possible points of improvements. It was also suggested benchmarking against other area utilities and to include a breakdown of job classifications.

Item Five: Strategic Plan Update

Mary Tiger (Strategic Initiatives Manager), Coleman Olinger (Utilities Engineer), and Addison McDonough (Business Systems Analyst) provided an update on the development of the strategic plan including a review and key themes identified in other strategic planning documents, survey design and participation results. All this work is being collected, analyzed, and will help inform the next steps in the development of the plan.

John Morris said he felt the goal to keep OWASA's services affordable is important.

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

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Todd Taylor (Executive Director) and Stephanie Glasgow (Director of Human Resources and Safety) provided an update and answered questions on COVID-19 vaccination and screening protocols in place with local government entities. As of September 7th, approximately 73% of OWASA staff have shown proof of vaccination, and unvaccinated employees provide weekly COVID-19 tests as part of the screening process.

Item Seven: Review Board Work Schedule

The Board discussed scheduling upcoming Strategic Plan work sessions and agreed two options for the November and December 2021 session will be provided and resent to the Board. Once confirmed the Board Strategic Plan work sessions will be virtual and recorded for those members who are unable to attend. The January and February 2022 work sessions will be finalized in December 2021.

Item Eight: Summary of Work Session Items

Todd Taylor said staff will incorporate the Board's feedback in the Fiscal Year 2022 Equal Opportunity Report.

Item Nine: Closed Session

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

Following the Closed Session, the Board reconvened in open session, reported no action was taken in the closed session, and the meeting at 8:46 p.m.

Respectfully submitted by:

Andrea Orbich
Executive Assistant/Clerk to the Board

Attachments

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Agenda Item 3:

Long-Range Water Supply Plan (LRWSP): Alternative Agreements to Reliably Access OWASA's Allocation of Water in Jordan Lake

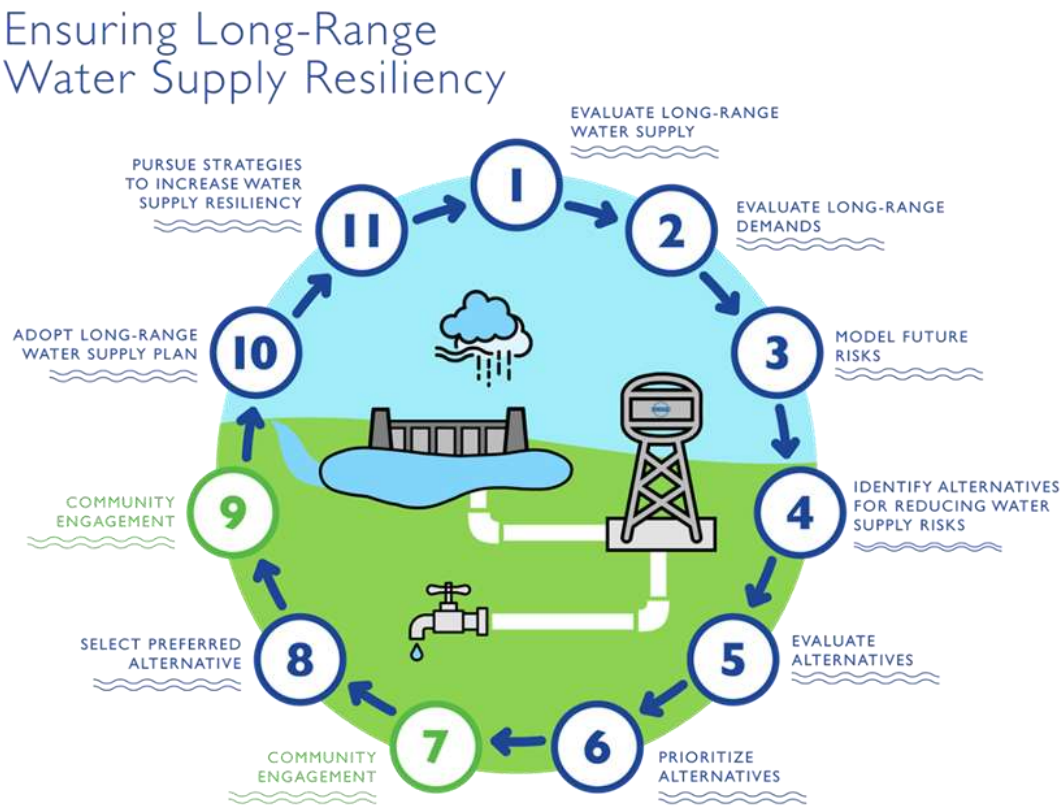
Purpose:

To receive feedback from the Board of Directors on alternative agreements to reliably access OWASA's allocation of water in Jordan Lake.

Background:

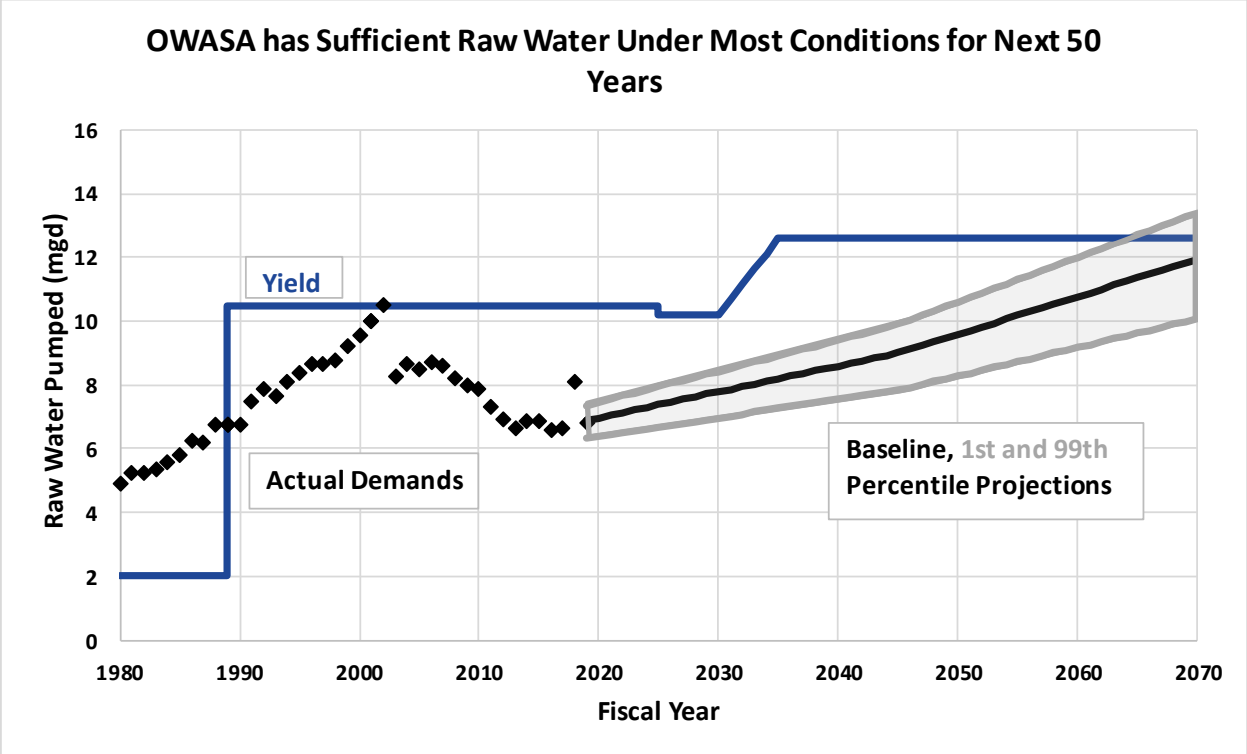
OWASA is updating our LRWSP to ensure that we have an adequate supply of water for our community through 2070. OWASA has updated our projections of water supply needs, estimated the yield of our planned supplies, evaluated demand management and supply alternatives to meet our long-term needs, and completed an initial round of community engagement. Figure 1 illustrates the LRWSP process; we are currently in the early stages of Step 8: Select Preferred Alternative.

Figure 1: Long-Range Water Supply Planning Process



At its March 14, 2019 meeting, the Board of Directors reviewed and approved a set of long-range (through 2070) water demand projections for the update of the LRWSP that account for the uncertainty in those projections (Figure 2).

Figure 2: Water Demand Projections and Estimated Yield

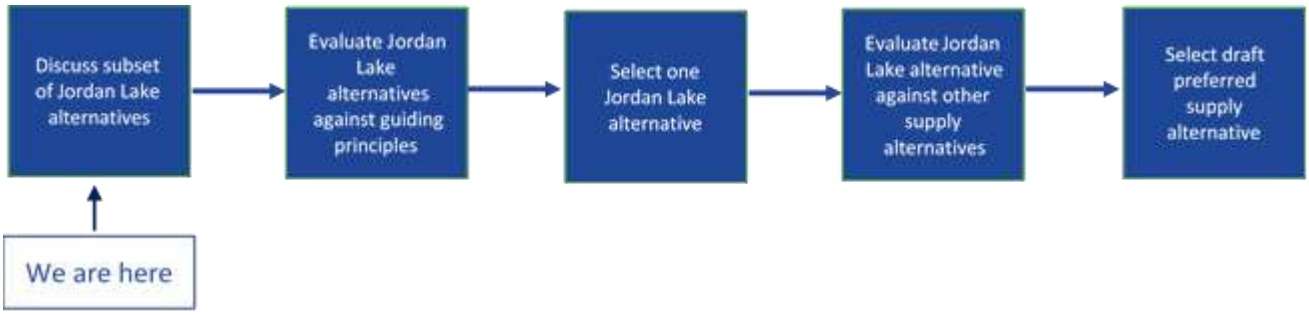


As illustrated in Figure 2, OWASA has sufficient water under most circumstances for the next several decades. However, it should be noted that a new drought of record would shift the yield line shown in blue in Figure 2 down. While climate change models indicate that our region will receive higher levels of precipitation on average, it may come in the form of more frequent, high intensity storms and more frequent periods of drought. Thus, OWASA needs to identify cost-effective ways to improve the reliability and resilience of its raw water supply.

At its August 13, 2020 meeting, the Board of Directors discussed various supply and demand management alternatives. A group of alternatives that provide reliable access to OWASA's existing allocation of water in Jordan Lake appear to be the most viable candidates to meet future needs following the addition of the Shallow Quarry Reservoir to our water supply portfolio in 2035. The Board agreed with staff's recommendation to further evaluate this group of Jordan Lake alternatives and to move forward with the initial community engagement phase of the LRWSP. After reviewing feedback from the community, the Board requested that guiding principles be developed to steer and frame the evaluation of the suite of Jordan Lake alternatives. At its July 8, 2021 meeting, the Board approved a set of guiding principles to evaluate alternatives.

The purpose of this next step is to select one Jordan Lake alternative to evaluate against other viable water supply alternatives. The preliminary alternatives presented here are a subset of Jordan Lake alternatives which explore several different possible arrangements to guarantee access to our allocation of water from the reservoir. Other alternatives that these will be evaluated against and presented at a future meeting include maintaining our current mutual aid agreements or being a full partner in a new intake and treatment facility on the west side of Jordan Lake. Figure 3 illustrates the process to complete step 8, select preferred alternative, as shown in Figure 1.

Figure 3: Process to Complete Step 8, Select Preferred Alternative, of LRWSP Process



<u>Introduction to Agreement Alternatives</u>:

Since OWASA is at low risk of running out of water supply, entering into an agreement with the other Western Intake Partners (WIP - City of Durham, Town of Pittsboro, and Chatham County) in which OWASA could obtain some level of guaranteed access of water to our allocation of water in Jordan Lake when needed may be a cost-effective method. Four different agreement alternatives are currently under consideration:

1. **Option contract** in which OWASA would purchase water transfers from the WIP facility during drought and/or other emergency conditions without formally buying any physical capacity in the WIP facility (or related transmission capacity);
2. **Uniform rate capacity sharing agreement** in which OWASA owns a share of the WIP facility's capacity that can be changed over time;
3. **Fixed capacity sharing agreement** in which OWASA would own a set portion of the WIP facility's capacity without the ability to change that portion over time, and;
4. **Long-term option to join the WIP as a partner in Phase II** (projected to occur around 2050), when the capacity of the treatment plant is expected to be expanded, but which does not involve OWASA in Phase I for the WTP, except that we would participate in the intake and transmission mains in Phase I to accommodate future access.

Some of the alternatives could also be combined. For example, OWASA could evaluate a hybrid between alternatives 1 and 4 so we could purchase water transfers during drought or operational emergency and invest in the intake and transmission infrastructure to secure our spot as a future WIP partner.

Each of these options may include two types of fees:

1. **Option fee** – this is an upfront option fee that could occur one time or on an annual basis. This option fee entitles OWASA to water when OWASA needs it or when some agreed upon event takes place (e.g., our local reservoir storage reaches a certain level). (Note: this fee does not apply to alternatives 2 and 3).
2. **Exercise fee** – this is a fee that would be charged each time OWASA accesses its allocation of water through the agreement, based on the volume of water transferred to OWASA.

When negotiating contracts, there is a tradeoff between the option and exercise fee. For example, if OWASA paid a higher option fee, the exercise fee should be lower and vice versa.

Alternative 1 - Option Contract:

Under this option, OWASA purchases no capacity in the WIP facility or conveyance infrastructure. Instead OWASA would contract to purchase transfers of water under specified conditions that could be related to drought or an operational emergency. This alternative is most similar to a mutual aid agreement, but the option contract guarantees access when the contract conditions are met (our mutual aid agreements include only an exercise fee and do not guarantee that we can access our allocation of water under any condition, but do not limit the conditions when we could request water).

The proposed structure would be similar to that of an "option" contract in the financial world, involving an upfront "option fee", that would entitle OWASA to an established volume of water under the specified conditions, with these likely being related to one or more drought metrics (e.g., reservoir level) or specific operational event (e.g. main break or other operational emergency). When these conditions were met and a transfer of water "triggered", an additional "exercise" payment would be made, likely in the form of a volumetric charge (e.g., $/1000 gal.).

The option fee is often initially based on the probability of the option contract being exercised which we can estimate based on our reservoir operations model for thresholds related to drought. Other considerations that may help reduce the option fee include:

- Limiting drought transfers to non-peak seasons (i.e. winter months)
- Limiting drought transfers when the WIP facility is operating below a certain threshold of its capacity (e.g., release WIP from obligation to sell water to OWASA when the facility is treating at 90 percent of its capacity (or other threshold) or greater); this limitation would unlikely be invoked in the early years of facility operation, but could occur more frequently further into Phase 1 of the facility, when OWASA is more likely to need the water.

The option price should be set at a point that would be less than buying into the facility as a full partner.

The exercise fee should be less than the retail price of water since that typically includes consideration of the debt service on capital costs, and the option fee will likely cover at least some of that debt service.

The option contract has several advantages and disadvantages:

Advantages:

- No upfront capital investment in physical infrastructure that OWASA is unlikely to use very often for many years
- Contracts can be written in a manner that allows for considerable flexibility in the timing and volume of transfers, while still meeting OWASA's reliability goals
- These contracts may allow OWASA to forestall decisions on infrastructure investments well into the future when it may have more information on many uncertain factors (e.g., demand growth, climate change impacts) that would impact these investment decisions
- Provides some potential revenue to the WIP

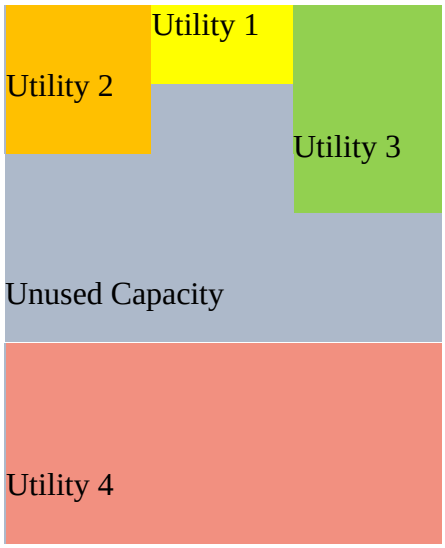
Disadvantages:

- OWASA is unlikely to have year-round guaranteed access to water transfers, but peak season capacity is unlikely to be an issue in the first 10-20 years of the plant facilities being online.

Alternative 2: Uniform Rate Capacity Sharing Agreement:

This alternative is similar to OWASA being a partner in the WIP, but at a low flow rate. This type of agreement involves all participants in the WIP agreeing to pay a "uniform rate" sufficient to cover the total debt service and operating costs of the WIP facility (i.e. treatment plant and intake structure) and related conveyance, regardless of the fraction of the total capacity each partner uses. No participant commits to any specific level of capacity upfront, but rather each participant agrees to pay a rate sufficient that the entire costs of the facility will be covered and that this rate will be calculated using the total costs of production (debt service + operations) and the total fraction of capacity used. Each participant can continue to increase their use of the facility's capacity until the unused capacity is fully utilized.

Figure 4: Representation of the allocation of capacity in a uniform rate capacity sharing agreement. The total facility capacity is not fully allocated amongst the four participating utilities, at least in the early years



As an example **for illustrative purposes only** (flows and costs are not based on any analyses), assume the total annual costs of water production are $25 million for a facility with a total capacity of 30 MGD and that there are 4 participants in the agreement, using an annual average of 1 MGD, 5 MGD, 6 MGD and 12 MGD, respectively. The participants are using only 24 MGD of the 30 MGD capacity, and the unused portion needs to be paid for, so these costs are spread evenly over all four participants using a uniform rate, such that each participant pays:

1 MGD: 1/24 x $25,000,000 = $1.04M
5 MGD: 5/24 x $25,000,000 = $5.21M
6 MGD: 6/24 x $25,000,000 = $6.25M
12 MGD: 12/24 x $25,000,000 = $12.50M

A participant could also be asked to pay a share of the conveyance from the WTP to its distribution system which would be added to the intake and treatment capacity charges illustrated above.

The uniform rate agreement has several advantages and disadvantages:

Advantages:

- A participant only pays for the volume of water it uses, at least above some minimum threshold that might be established.
- A participant has the ability to acquire more of the facility's capacity in the future without committing to it for the long-term.
- If a participant's demand grows quickly, the additional capacity that it "grows into" over time will have been subsidized in earlier years by other, slower, growing partners; this can be advantageous for a small, rapidly growing community.

Disadvantages:

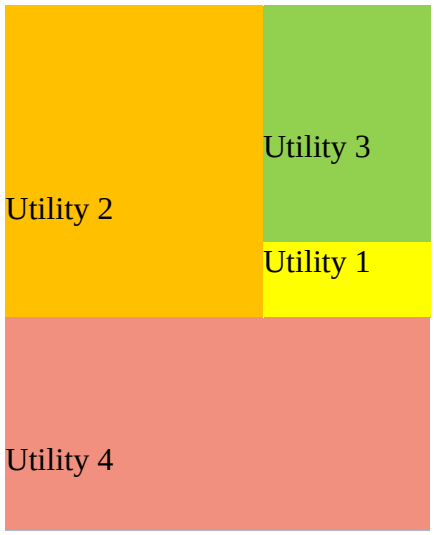
- A participant's ability to acquire more capacity could be limited if other participants' demands grow faster and the total demand reaches capacity limits
- If the growth predicted by one or more participants does not materialize, or grows slower than expected, the other participants will end up sharing in the financial burden of paying for the unused capacity through higher uniform rates

Alternative 3: Fixed Capacity Sharing Agreement:

This alternative is similar to OWASA being a partner in the WIP, but at a low flow rate.

This type of agreement involves all participants reserving a fixed amount of capacity in a facility at the outset of construction, with the sum across all participants adding up to the facility's total capacity. Each participant pays an amount equal to that fraction of the total costs of production (debt service + operations) that correspond to the fraction of capacity that it has reserved.

Figure 3: Representation of a fixed capacity sharing agreement in which the total facility capacity is allocated amongst the four participating utilities, even as not all of it is used, particularly in the early years



Using a similar hypothetical example to that used in the uniform rate agreement, assume the total annual costs of water production (debt service + operations) are $25 million for a facility with a total capacity of 30 MGD and that there are four participants in the agreement. These participants have reserved capacities, but often use less in terms of annual average demand (AAD), with the four considered reserving 1 MGD (Annual Average Demand (AAD) = 1 MGD), 6 MGD (AAD = 5 MGD), 8 MGD (AAD = 6 MGD), and 15 MGD (AAD = 12 MGD), respectively. The participants are again using only 24 MGD of the 30 MGD capacity, but the costs are computed

differently. In this case, each participant pays the fraction of the facility's total production costs that corresponds to the fraction of the facility's total capacity that each has reserved:

1 MGD: 1/30 x $25,000,000 = $0.83M
6 MGD: 6/30 x $25,000,000 = $5.00M
8 MGD: 8/30 x $25,000,000 = $6.67M
15 MGD: 15/30 x $25,000,000 = $12.50M

In this example, the participant using 1 MGD is using all of its capacity and does not need to pay for any unreserved capacity. However, if it thought it may need additional capacity in the future, it would have to secure this at the outset of the agreement as opposed to growing into a higher demand as in Alternative 2: Uniform Rate Agreement. So, if the participant using 1 MGD anticipated needing additional capacity during this phase of the WTP, it may choose to reserve more, increasing its cost.

It should be noted that there can be opportunities to alter fixed capacity reservations after the facility has been built, but this would typically involve the buyer of the additional capacity reimbursing the seller for the costs incurred in years prior to when the sale took place. This stands in contrast to the Uniform Rate agreement in which a fast growing community would expand to take advantage of unused capacity that had already been partly paid for in earlier years by the other participants.

Similar to Alternative 2, a participant could also be asked to pay a share of the conveyance from the WTP to its distribution system which would be added to the intake and treatment capacity charges illustrated above.

The fixed capacity sharing agreement has several advantages and disadvantages:

<u>Advantages:</u>

- Simplicity of the agreement design. Each participant pays for the share of total production costs that corresponds to the fraction of total capacity that it has reserved
- A participant's share of total plant capacity is secure and will not decline regardless of the actions of the other participants

<u>Disadvantages:</u>

- A participant is often paying for capacity that it is not using, particularly in the early years after a facility is built; this could put an undue burden on a small community that anticipates growth in the future.
- A participant may have the ability to acquire more capacity by purchasing it from another participant, but that purchase price will likely include consideration of the costs of the capacity paid by the seller in years prior to the sale (this contrasts with the uniform rate agreement, where fast growing participants benefit from earlier payments on unused capacity by other participants)

Alternative 4: Long-term Option to Buy into Future Phase:

The WIP expects to expand the WTP in Phase II around 2050; they plan to design and build the intake structure and conveyance network to meet Phase II demands during Phase I construction. There could also be additional future phases of plant expansion. OWASA may be interested in forgoing any participation in Phase I development of the WIP facility, but developing an option agreement to secure the right to participate in a later phase. One approach to buying an option for joining a future phase would be to link the option fee to a payment that OWASA would make on the intake structure and raw water pipeline from Jordan Lake to the WIP treatment plant, both of which will include capacity that OWASA would need if we participate in a future phase and would be difficult and expensive to expand at that time. Annual payments would be based on the share of OWASA's future capacity and actual cost to plan, design, and construct the intake and raw water pipeline. OWASA would likely need to also pay for its planned capacity on the drinking water conveyance infrastructure based on similar criteria.

While this future commitment would not necessarily provide OWASA with guaranteed access to its Jordan Lake allocation during Phase I, these annual payments may be sufficient to serve as an option fee for water transfers similar to those under Alternative 1 that could be used during droughts and operational emergencies. Thus, the agreement could be structured such that it would be a hybrid of Alternatives 1 and 4.

The long-term option to join the WIP in a future phase has several advantages and disadvantages:

Advantages:

- A relatively small commitment of funds for infrastructure that OWASA may, or may not, make use of in the future
- The opportunity to potentially combine a long-term option for participating in a future phase of the WTP expansion with a short- to medium-term option for water transfers in Phase I

Disadvantages:

- Should OWASA decide not to participate in a future phase of the WTP, the long-term option payments already made would likely be unrecoverable, but concern over this might be mitigated if that option payment, all or in part, could be used to secure access to water transfers during Phase I

Next Steps and Action Needed:

No formal motion or action is needed. Staff would like feedback from the Board of Directors on the four types of agreements presented, the potential hybrid of Alternatives 1 and 4, whether you would like us to explore any variations on an alternative, and or if there are any types of agreements that can be omitted from a full analysis.

The following steps are planned to complete the LRWSP:

1. Staff and consultants will present this information to the Western Intake Partners to obtain their feedback and see if there are any options they would not consider.
2. Staff, with consultant assistance, will evaluate the Jordan Lake alternatives against the guiding principles.
3. Staff will present the Jordan Lake alternatives analysis to the Board along with a proposed community engagement plan (CEP); tentatively scheduled for November 11, 2021. Note this CEP will not include final key messages since we do not currently have a preferred alternative.
4. The Board will select a preferred supply alternative, which may be a Jordan Lake alternative or one of the other viable supply options and will approve the CEP (tentatively scheduled for January 13, 2022).
5. Staff will implement the CEP.
6. Staff will summarize the feedback from the community and present the final draft of LRWSP to Board for review.
7. Staff will incorporate feedback from the Board, finalize the LRWSP, and commence implementation.

Information:

Summary of Alternatives to Reliably Access OWASA's Jordan Lake Allocation

Summary of Alternatives to Reliably Access OWASA's Jordan Lake Allocation

Alternative	Advantages	Disadvantages
1: Option Contract No capacity in WIP facilities; have option to purchase water when certain triggers met (drought, operational emergency)	• Likely most cost-effective option to access Jordan Lake • No initial capital investment in infrastructure OWASA unlikely to use for many years • Can be written with flexibility regarding timing and volume of transfers • May allow OWASA to delay decisions on infrastructure investments allowing more information to be gathered on uncertain factors (demand growth, climate change impacts) • Provides some revenue to other WIP partners	• Unlikely to have year-round guaranteed access to Jordan Lake, but given low water supply risk, this may be acceptable
2.Uniform Rate Capacity OWASA participates in WIP at very low flow and annual costs are divided among members based on water each partner actually uses	• Guarantees OWASA access to a given amount of supply under any condition • Participant pays for volume of water it uses so if OWASA uses a low amount of water, our cost could be lower • OWASA could use more of the facility's capacity if one year had higher demands without committing to it for long term • If participant grows quickly, the additional capacity it grows into will have been subsidized in early year – helpful for small, fast growing communities (could help Pittsboro)	• Our ability to acquire more capacity could be limited if other partners' demands grow faster, but given our low risk, this may be acceptable • If growth predicted by one or more partners does not materialize or grows slower than expected, OWASA would share in the financial burden
3.Fixed Capacity OWASA participated in WIP at very low flow and annual costs are divided among members based on the capacity each has reserved	• Guarantees OWASA access to a given amount of supply under any condition • Simple agreement design – based on capacity each partner desires • Each participant's share is secure and will not decline based on actions of others	• We may pay for capacity we do not need • If we grow faster than we anticipate, may not have capacity in plant; could potentially purchase from another partner (this risk seems low)
4.Long-term Option for Future Phase OWASA pays for some amount of capacity in intake and transmission facilities, but not WTP; buy into WTP when it is expanded at a future date	• Depending on capacity OWASA desired in infrastructure, could be relatively small expenditure of funds for infrastructure we need in future • Investing in infrastructure demonstrates the highest level of commitment to using our Jordan Lake allocation to state (helps maintain our allocation of water)	• May not guarantee water in Phase 1, but could potentially develop agreement to have the investment infrastructure be the option fee in Option Contract (hybrid between Alternatives 1 and 4) • Should OWASA decide not to participate in Phase II, long-term payments already made would likely not be recoverable

Agenda Item 4:

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:

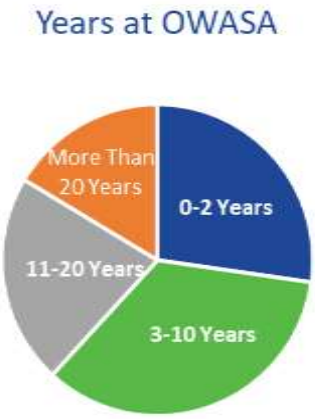
- ✓ Develop a Plan; Set Guiding Principles (Completed 5/13/21)
- ✓ Conduct Scan of Environment and Organization (Completed 9/10/21)
- ➢ Synthesize Environment and Organization Scan (Underway)
- o Review Mission, Vision, and Values
- o Identify and Prioritize Strategic Initiatives and Goals
- o Finalize Plan

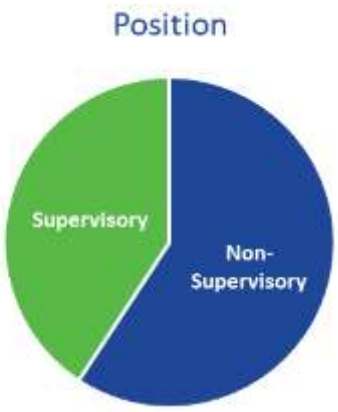
Update on Tasks Recently Completed

The various parts of the environmental and organizational scan have been completed and members of the Strategic Planning Advisory and Resource Counsel (SPARC) have begun to synthesize findings. Participation in each scan component is summarized below.

Departmental Assessments: In August, each OWASA Department held workshops to elicit feedback on each Department's strengths (S), opportunities (O), aspirations (A), and results (R). They also provided feedback on critical issues faced by each Department. Our analysis of these assessments will look for areas of commonality that suggest larger organizational themes and needs to be addressed in the strategic plan.

Employee Survey: The OWASA employee survey was open from August 20 through September 3, 2021. There was a total of sixty-one responses, for a response rate of about 47%. The graphs below summarize information about the respondents.

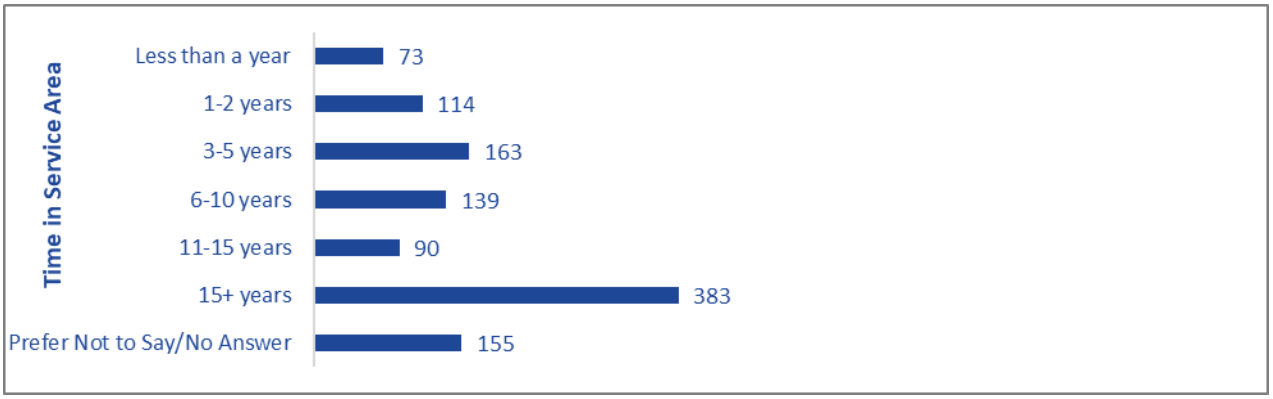


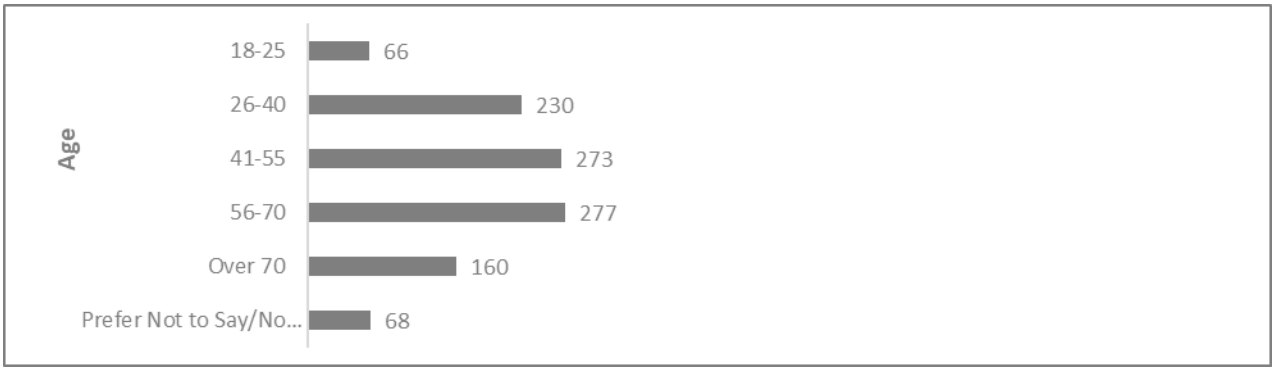


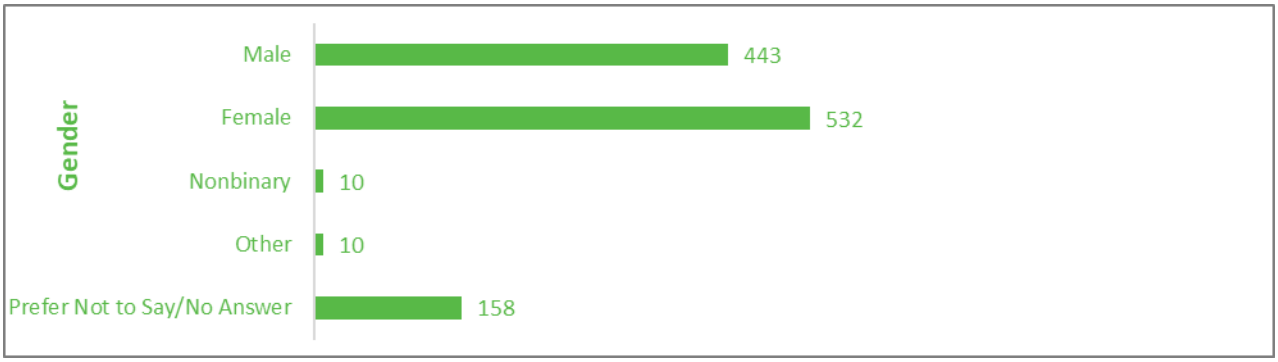
Community Survey: The Community Survey was open for submissions from August 9 through September 7, 2021. There were a total of 1153 responses, five of which were taken in Spanish. Survey distribution was not designed to collect statistically significant results, but rather to collect the greatest number of responses. Respondents that completed the survey were offered a free lake voucher and boat rental at either University Lake or Cane Creek Reservoir. So far, 53 vouchers have been utilized. Throughout the month of August, the survey was distributed to customers via email, posted on our website and via numerous social media posts, and promoted

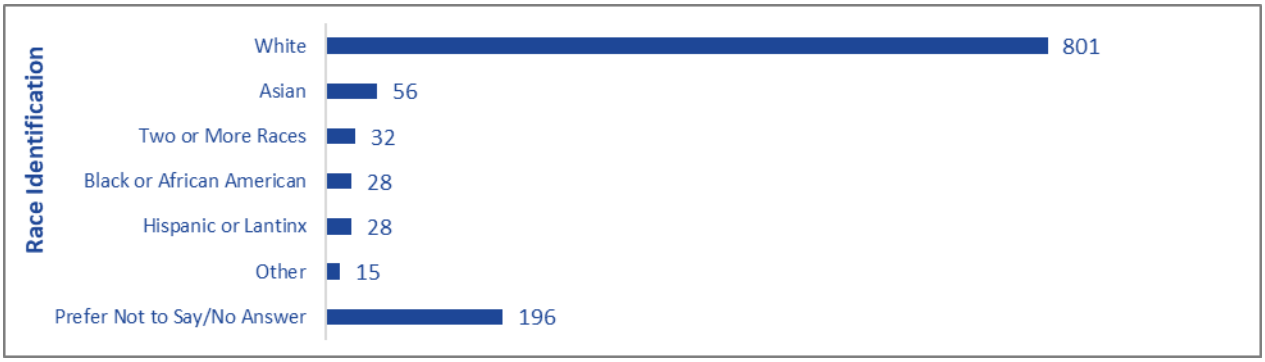
at a tabling event at the Chapel Hill Public Library and on our Wonderful Water WCHL radio series.

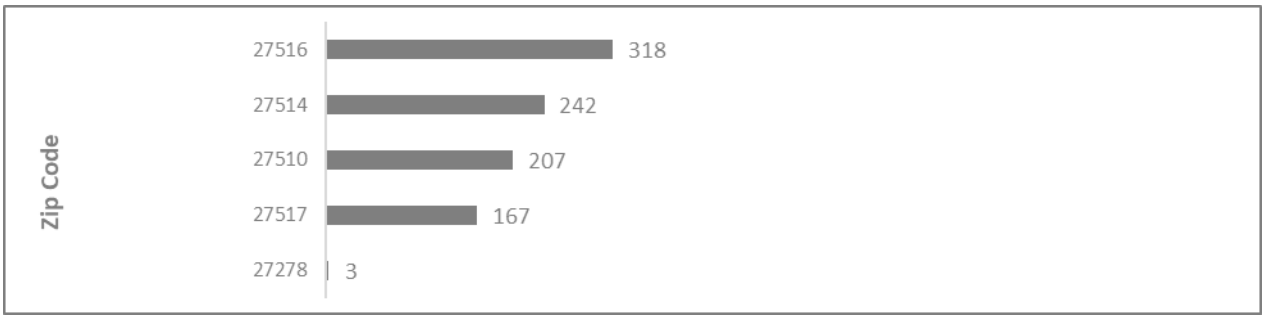
The following graphs summarize how the respondents to our Community Survey identified.

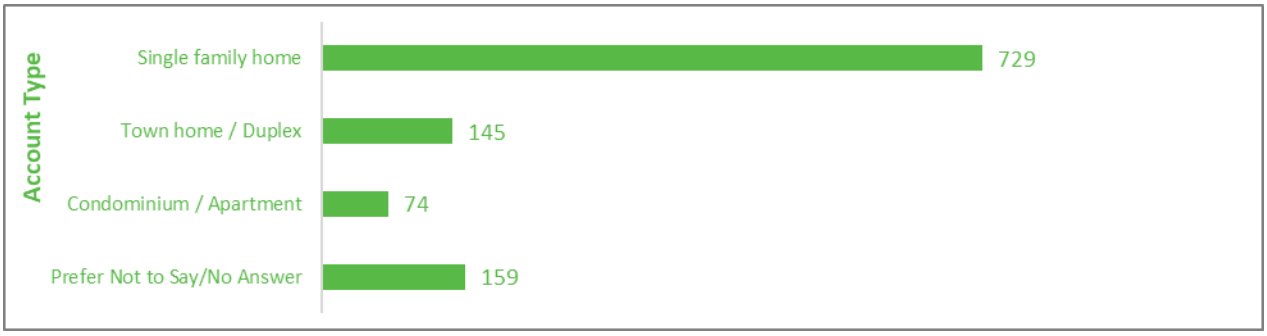


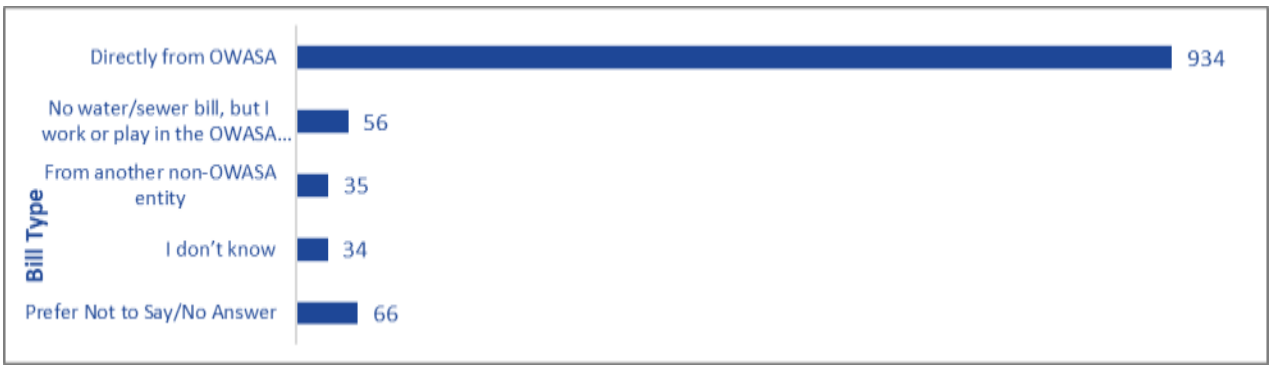












Stakeholder Session and Survey: OWASA invited 46 stakeholders (defined as a person that works with OWASA in their professional capacity in one or more ways) to participate in sessions to discuss water utility priority setting and to provide input for OWASA's consideration in setting strategic priorities. In an effort to expand our reach, those invitees were also invited to extend invitations to a "plus one". Two identically structured sessions were held on August 23 and September 7, 2021; invitees had the choice of which session to attend.

Ultimately, 34 stakeholders participated in one of the two two-hour virtual sessions during which their feedback was noted. In addition, participants provided follow-up responses via survey.

OWASA Board Survey: The OWASA Board of Directors (BOD) survey was open from August 18 to September 8, 2021. Current and past Board members were invited via email to participate. We received a total of twenty-three responses: 5 from current Board members and 18 from past Board members.

Literature Review: In an effort to inform the development of OWASA's new strategic plan, a group of OWASA's SPARC (Strategic Planning Advisory and Resource Council) conducted a review of documents that was considered relevant to our own strategic planning efforts. When embarking on such a task as developing a strategic plan, a common question is asked: what are others doing that we can learn from? This literature review was conducted to help answer that question. The review focused on four categories of "literature": water and wastewater industry organizations, water and wastewater utility peers, outside (private) companies, and regional partners.

Update on Tasks Ahead

- **Strategic planning discussions with staff:** In late October and early November, members of the SPARC will be conducting discussions with groups of OWASA employees to discuss the key takeaways from the scan. In particular, these discussions will focus on the feedback received in the Departmental SOARs and Employee Surveys to (a) ensure that summaries are accurate and inclusive and (b) discuss what employees can expect in terms of consideration and action in the strategic plan and otherwise.

- **Board and staff leadership work sessions:** With the benefit of the scan completed, we will move to a phase in the development of the strategic plan where the Board of Directors and Staff Leadership will receive and respond to the results of the scan and use these results as important context in building the strategic plan. OWASA's consultant Raftelis Financial Consultants will take the lead in facilitating these sessions. We are planning to hold four work sessions outside of the Board's regularly scheduled meetings. We anticipate that these sessions will be highly interactive, and each will last two hours. The first two of the four sessions have been scheduled. Given the current status of the pandemic, both of these sessions will be virtual. We will schedule the second two sessions later in the year and determine whether or not they will be virtual at the point of scheduling.

    - **Session 1: November 18, 2021 3:00pm – 5:00pm**
      Set the stage for work sessions; Review and discuss environmental and organizational scan
    - **Session 2: December 16, 2021 6:00pm-8:00pm**
      Review mission, vision, and values; Imagine and agree upon a shared picture of who OWASA is and what our future should be

- **Session 3: January 2022 TBD**
  Identify and discuss strategic initiatives (broad actions that move OWASA closer to our vision)
- **Session 4: February 2022 TBD**
  Prioritize strategic initiatives; Identify and discuss strategic goals (objectives and results that OWASA aims to achieve during the implementation of the strategic plan)

- **Staff engagement** to discuss draft strategic plan and identify strategic actions to achieve initiatives and goals. (March – April 2022)

- **Community engagement** to inform community of key components of strategic plan. (May – June 2022)

Action Needed:

No action is requested of the Board at this time.

Agenda Item 5:

Review Board Work Schedule

Purpose:

a) Request(s) by Board Committees, Board Members, Counsel and Staff
b) October 28, 2021 Meeting of the Board
c) November 11, 2021 Board Work Session
d) Review 12 Month Board Meeting Schedule
e) Review Pending Key Staff Action Items

Information:

- Draft agenda for the October 28, 2021 Meeting of the Board
- Draft agenda for the November 11, 2021 Board Work Session
- 12 Month Board Meeting Schedule
- Pending Key Staff Action Items from Board Meetings

Agenda
Meeting of the OWASA Board of Directors
Thursday, October 28, 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.

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
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

Consent Agenda

Information and Reports

1. 12 Month Board Meeting Schedule (Todd Taylor)

Action

2. Minutes of the September 23, 2021 Annual Meeting of the Board of Directors (Andrea Orbich)
3. Minutes of the October 14, 2021 Closed Session of the Board of Directors for the Purpose of Discussing Potential Environmental Claims in Accordance with N.C. General Statue 143-318.11 (Robert Epting)

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Regular Agenda

Discussion

4. Discuss American Recovery Plan Act, Low-Income Household Water Assistance Program and Plan for Resuming Standard Collection Practices (Stephen Winters)
5. Discuss Process for Selecting an Independent Auditing Firm for the Fiscal Year 2022 Financial Audit (Stephen Winters)

Information and Reports

6. Annual Review and Update of Strategic Trends and Utility Planning Issues for Fiscal Year 2021 (Ruth Rouse)
7. Financial Report for the Three-Month Period Ended September 30, 2021, and an Explanation of Pension and Other Post-Employment Benefit Liabilities (Stephen Winters)

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.

Closed Session

9. The Board of Directors will meet in Closed Session for the Purpose of Discussing Confidential Information Regarding Security Infrastructure In-Place to Protect OWASA Customers, Personnel and Assets (Dan Przybyl)

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Agenda
Work Session of the OWASA Board of Directors
Thursday, November 11, 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.

The Board may take action on any item on the agenda. 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

Action

1. Resolution Awarding a Construction Contract for the Fermenter Mixing Equipment Project at the Mason Farm Wastewater Treatment Plant (Brad Barber)
2. Minutes of the October 14, 2021 Work Session of the Board of Directors (Andrea Orbich)
3. Minutes of the October 28, 2021 Closed Session for the Purpose of Discussing Confidential Information Regarding Security Infrastructure In-Place to Protect OWASA Customers, Personnel and Assets (Daniel Przybyl)

Regular Agenda

Discussion

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4. (Tentative) Long-Range Water Supply Plan – Evaluation of Alternatives to Access OWASA's Allocation of Water from Jordan Lake (Ruth Rouse)
5. Discuss the Development of a New Budget Format (Stephen Winters)
6. Discuss a New Approach for Distributing of Care to Share Funds (Stephen Winters)

Information and Reports

7. (Tentative) Strategic Plan Update (Mary Tiger)

Discussion

8. Review Board Work Schedule
    a. Request(s) by Board Committees, Board Members and Staff (Jody Eimers)
    b. December 9, 2021 Work Session (Todd Taylor)
    c. January 13, 2022 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

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

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OWASA Board of Directors – 12 Month Board Meeting Schedule (October 8, 2021)

Month	Board Meetings		Committee Meetings & Other Board Items
	Work Session	**Business Meeting**	
October 2021	Strategic Plan Update LRWSP - Preview of Jordan Lake Alternatives CS – PFAS Cost Recovery Program 10/14/2021	American Recovery Plan Act, Low-Income Household Water Assistance Program and Plan for Resuming Standard Collection Practices Discuss process to select an Independent Audit Firm Strategic Trends Report Q1 Financial Report and Explanation of Pension and Other Post-Employment Benefits Liabilities CS – Cybersecurity Update 10/28/2021	*Possible welcome of new Board member(s)*
November 2021	Award Fermenter Construction Project Development of a New Budget Format New Approach for Distributing Care to Share Funds (Tentative) LRWSP – Draft Alternatives Analysis & CEP (Tentative) Strategic Plan Update 11/11/2021	*Holiday – no meeting*	*Strategic Plan Work Session (11-18-2021)*
December 2021	Review Water Conservation Plan Information Session on Medical Insurance Renewals Award East Main Street Sewer Construction Project CS – Prepare for ED Interim Review 12/9/2021	*Holiday – no meeting*	*Strategic Plan Work Session (12-16-2021)* *Board/Staff Panel Meeting to Interview Audit Firms (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)* *BOD D&I Training Sessions (Tentative - TBD)*
February 2022	Award Water Treatment Plant Belt Filter Press Construction Project Department Managers FY 23 Budget Presentations Reliability and Resiliency Improvements Update CS – Prepare for GC Interim Review 2/10/2022	Award University Lake Permanganate Facility Construction Project (Tentative) Receipt of the OC Board of Health Report on Drinking Water Fluoridation Affordability Program Update CS – GC Interim Review 2/24/2022	*Strategic Plan Work Session (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	*Mitigation Banking Field Trip (TBD)*
May 2022	Approve Employee Insurance Renewals Employee Merit Pay for FY23	Public Hearings – FY 23 Budget and Rates CS –ED Annual Performance Review	

OWASA Board of Directors – 12 Month Board Meeting Schedule (October 8, 2021)

Month	Board Meetings		Committee Meetings & Other Board Items
	Work Session	**Business Meeting**	
	CS – Prepare ED Annual Review ↻ 5/12/2022	(Public Hearings) 5/26/2022	
June 2022	Approve FY 23 Budget and Rates (including Employee Merit Pay decision) ↻ Election of Officers ↻ 6/9/2022	TBD 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	
September 2022	Annual Report on Disposal of Surplus Personal Property ↻ EEO/Affirmative Action Report and D&I Update ↻ CS – Prepare for GC Annual Review ↻ 9/8/2022	Annual Report and Financial Audit ↻ Approve GC Engagement ↻ Forest Management Program Update (Annual Meeting of the BOD) 9/22/2022	

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)	BOCC	Orange County Board of County Commissioners
AV/AMI	Agua Vista/Advanced Metering Infrastructure	BOD	Board of Directors
		CCR	Cane Creek Reservoir

OWASA Board of Directors – 12 Month Board Meeting Schedule (October 8, 2021)

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

Pending Key Staff Action Items from Board Meetings

No.	Date	Action Item	Target Board Meeting Date	Person(s) Responsible	Status
1.	9-23-2021	Add PFAS Cost Recovery Program to the agenda and provide additional information.	10-14-2021	Epting Taylor	Closed Session item for 10-14-2021
2.	9-23-2021	Schedule a Mitigation Tract tour(s) for the Board.	NA	Orbich Riley	Doodle poll sent on 10-6-2021.
3.	9-9-2021	Incorporate Board feedback in FY 22 EEO Report.	9-8-2022	Glasgow	
4.	8-26-2021	Update on the American Rescue Plan Act (ARPA) and opportunities for Board involvement.	10-28-2021	Winters	In-progress. Letter from Jody sent to Town Mayors and County Commissioner expressing interest in applying for ARPA funds when their organizations begin accepting them. We will present information on funding sources at the October 28 Board meeting.
5.	7-8-2021	Schedule Board D&I training session.	NA	Taylor Orbich	Will be scheduled once a consultant is hired.
6.	7-8-2021	Schedule separate Board Work Sessions to update the Strategic Plan this fall and winter.	11-18-2021 12-16-2021	Orbich Tiger	November and December sessions scheduled; will schedule 2022 sessions in December.
7.	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: Spring field trip when weather is good and COVID is less of a threat. The tour has been added the 12 Month Board Meeting Schedule.