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

Strategic Plan Work Session of the OWASA Board of Directors and Staff Leadership

Wednesday, January 26, 2022, 3:00 PM

Format: Virtual Zoom Meeting (Large group and small group discussions); Attendees should register for the Zoom Meeting beforehand via the following link: https://us02web.zoom.us/meeting/register/tZYkfuCurT4iHtHtFH4jYinz_dv31WOCYdT9

Facilitators: Raftelis Consultants Catherine Carter and Doug Bean

Participants: OWASA Board of Directors, Executive Director, and Senior Leadership

Workshop Goals:

1. Build on the data presented in the Environmental and Operating Scan
2. Review and update the framework for OWASA's strategic plan, including the draft vision, mission, and values developed at the last work session.
3. Consider opportunities and identify top strategic priorities (5-6)
4. Provide input on what success will look like in each strategic priority area.

Discussion Outline:

1. Introductions
   - Welcome and introductions
   - Agenda review
2. Importance and Context for Work Session Ahead
   - Todd Taylor will introduce the importance of setting priorities inspired by our vision, mission, and values and discuss next steps.
3. Framework Review
   - Participants will be asked to review the work completed at the December session and propose substantive modifications that they have for OWASA's vision, mission, and values.

4. Opportunities Discussion
    - Participants will be asked to discuss the top opportunities and critical issues for OWASA to address in the updated strategic plan. Facilitators will then share additional opportunities proposed through the stakeholder input process.

5. Critical Success Factor Analysis
    - Using the expanded list of opportunities, participants will be asked to rank each opportunity, based on criticality (How important is it that OWASA take advantage of this opportunity? Do we have the opportunity to make an impact? Is it strategic?) and capability (Does the organization have the capacity to take advantage of this opportunity?).

Opportunities (potential priorities)	Criticality (H – M – L)	Capability (H-M-L)
1.		
2.		
3.		
Etc…		

    - Based on the combined ratings from each group, opportunities will be placed in a matrix with capability on the x-axis and criticality on the y-axis. This framework will support a broader group discussion to identify strategic priorities.

6. Success Against Strategic Priorities
    - Once the strategic priorities have been identified, we will brainstorm the outcomes that we hope OWASA will achieve in each area. This input will help to guide staff in developing strategies for implementation.

7. Closing Thoughts and Adjourn
    - As the session comes to a close, we'll share closing thoughts and remind the group about next steps.

Preparation:

Several agenda items will benefit from preparation. Please review the following items along with the agenda and come prepared to participate.

Definitions:

- **Vision**: The Vision statement is aspirational, reflecting a shared sense of where OWASA wants to be in the future. How do we want people to answer the question "Who is OWASA?" 10-20 years from now?
- **Mission**: The Mission statement describes what OWASA does that contributes to the vision. The Mission Statement lays out our value proposition to the community, employees, and stakeholders.
- **Values**: Our Values describe how OWASA carries out our work.
- **Strategic Priorities**: Broad actions that move OWASA closer to our vision, in alignment with our mission and values.

- **Strategic Goals**: Specific objectives and results that OWASA aims to achieve during the implementation of the strategic plan. Strategic goals are the desired outcome of an action. Staff will develop Specific, Measurable, Achievable, Realistic and Time-Limited activities to ensure achievement of the goals.
- **Strategic Initiatives**: Means through which OWASA will identify and pursue strategic actions and ultimately achieve strategic goals.

Proposed Strategic Framework:

Vision

To be recognized and appreciated by the community as an innovative leader in providing high-quality and affordable water services.

Mission

We are a community-owned water resources organization with a dedicated and diverse team that protects public health and safety and serves as a steward of OWASA's natural resources and built infrastructure.

Values

- Integrity – Doing the right thing
- Reliability – Consistently providing high-quality products and services
- Teamwork – Working together to achieve shared goals
- Inclusion – Ensuring diverse perspectives and experiences are valued
- Innovation – Taking a creative approach and adapting to changing circumstances

Discussion Prompts to Consider:
Prior to the next session, please review and consider the following questions:

- What are the top three opportunities that you feel OWASA should pursue in its updated strategic plan?
- What are the top three critical issues that you feel must be addressed in the updated strategic plan?

Attachment: Draft Meeting Summary of 12/16/2021 for review and comment

RAFTELIS

OWASA
Strategic Plan Work Session 2 Summary

On December 16, 2021, members of the OWASA Board and Leadership Team met to review OWASA's existing vision, mission, and values, and to provide input on how those statements could be updated to capture what the organization should focus on for the next five years. Drawing on the previous discussion of the results of the environmental and operating scan conducted by OWASA staff, participants were asked a series of prompt questions around OWASA's aspirations, purpose, and values.

OWASA Attendees: Jody Eimers (Chair), John N. Morris (Secretary), Bruce Boehm, Raymond (Ray) DuBose, Kevin Leibel, Mary Darr, Vishnu Gangadharan, Stephanie Glasgow, Robin Jacobs, Andrea Orbich, Dan Przybyl, Todd Taylor, Mary Tiger, and Stephen Winters.

Aspirations/Vision

Participants were broken into three groups to discuss the following questions:

- What do you hope OWASA will be known for in the future?
- What would make you proud of the organization?

When the full group came back together, aspirations included:

- Reliable, high-quality product and services
- Community recognition and leadership
- Partner/Employer of Choice – a good place to work
- Innovative approaches to addressing challenges
- Water and service affordability
    - Innovative/alternate revenue sources

While the small groups moved on to the next exercise, facilitators drafted a vision statement to use as a starting place for future discussion:

To be recognized and appreciated by the community as an innovative leader in providing high-quality and affordable water services

Purpose/Mission

Participants were broken into three groups to discuss the key elements of a mission statement: who we are, what we do, and why we do it. After reflecting on the answers to these questions, each small group was asked to draft a mission statement for OWASA. The three mission statements were shared and discussed, with the following concepts resonating well for participants:

- "Water and wastewater service organization" (rather than "utility")
- "Providing for a secure water supply"
- "Community-owned"
- "Science-based stewardship"
- "Protection of public health and safety"
- Removing references to customers
- Incorporating references to the high-performing workforce

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While the small groups moved on to the next exercise, facilitators drafted a mission statement to use as a starting place for future discussion:

We are a community-owned water resources organization with a dedicated and diverse team that protects public health and safety and serves as a steward of OWASA's natural resources and built infrastructure.

Values

The last break-out session related to values. Participants were asked to comment on the values that they saw being demonstrated when their colleagues were at their best, as well as the culture that they wished to inspire within the organization. The initial list of proposed values included:

- Doing the right thing
- Teamwork
- Empowerment
- Accountability
- Integrity
- Support for Employees
- Reliability/Dependability
- Innovation
- Adaptability/Flexibility

Facilitators considered the list and has proposed the following values/statements to use as a starting place for future discussion:

- **Integrity** – Doing the right thing
- **Reliability** – Consistently providing high-quality products and services
- **Teamwork** – Working together to achieve shared goals
- **Inclusion** – Ensuring diverse perspectives and experiences are valued
- **Innovation** – Taking a creative approach and adapting to changing circumstances

Next Steps

Members of the OWASA Board and Leadership Team will meet again to review this framework and develop strategic priorities on January 26th from 3:00-5:00 PM. Once the strategic priorities have been identified, OWASA staff will work to develop initiatives and measures associated with implementing each priority.

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