RAFTELIS

OWASA
Strategic Plan Work Session 3 Summary

On January 26, 2022, members of the OWASA Board and Leadership Team met to review OWASA's draft vision, mission, and values, and to provide input on organizational priorities 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 to provide input on the parts of the strategic framework that had been drafted thus far, weigh in on opportunities, and then evaluate each opportunity in terms of its criticality for OWASA's success and the organization's capability to address the opportunity effectively.

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

Proposed Framework Input

Vision

At the previous strategic planning work session, 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.

Two additional vision statements were proposed for consideration:

To be an innovative leader in providing a valuable community service.

To be a leader in advancing our community's goals and adding value through innovative approaches to the essential services we provide.

Participants will be asked to provide additional input on OWASA's vision later in the planning process.

Mission

At the previous strategic planning work session, 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.

Two additional vision statements were proposed for consideration:

As our community's water service organization, we protect public health and safety with a dedicated and diverse team and commitment to resource stewardship.

Our diverse team provides essential public water services to protect our community's health and safety every day and ensure it for generations to come.

Participants will be asked to provide additional input on OWASA's mission later in the planning process.

Values

At the previous strategic planning work session, facilitators drafted values to use as a starting place for future discussion, shown below.

- **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.

After updating a few of the values during the session, participants will be asked to provide additional input on OWASA's values later in the planning process.

Opportunities

Based on all of the stakeholder input and the environmental scan, OWASA staff worked to develop a short list of potential opportunities for the organization to pursue. The starting list included:

1. Adapting to the effects of climate change
2. Defining and implementing an approach to service area expansion
3. Building community understanding and confidence in OWASA's products and services
4. Developing and retaining highly qualified employees
5. Improving organizational diversity and inclusion
6. Maintaining affordable services
7. Preparing for emergencies and cyber-security threats
8. Protecting water quality in regional streams and rivers
9. Providing reliable service and minimizing service interruptions
10. Recruiting highly qualified employees
11. Supporting community sustainability efforts through projects and programs
12. Utilizing new technology and innovative approaches to reduce costs and/or improve service delivery

Participants were broken into three groups to modify the list of opportunities. The resulting list included:

1. Adapting to the effects of climate change and land use change
2. Mitigating climate change
3. Defining and implementing an approach to expanding the service area
4. Building community understanding and confidence in OWASA's products and services
5. Recruiting, developing, and retaining highly qualified and diverse employees and Board members
6. Maintaining affordable and equitable services
7. Preparing for emergencies and cyber-security threats
8. Protecting water quality in regional streams and rivers
9. Providing reliable and resilient service and minimizing service interruptions

10. Supporting community sustainability efforts through projects and programs
11. Seeking out and utilizing new technology and innovative approaches to reduce costs and/or improve service delivery

Critical Success Factor Analysis

Breakout groups were given the revised list of opportunities and asked to rate each of them in terms of criticality and organizational capability. When each opportunity was rated, the collective grid included the following:

Criticality	Low	Medium	High
High	1 5, 11	4,5,9 5, 6 1, 9	1, 7, 9
Medium	6 2 8	11, 8 6, 7, 10	7
Low	2, 3, 8, 10 3 2, 3	10 4	11 4

Capability

Based on these results, a tentative prioritization is as follows:

Top Priorities

- Adapting to the effects of climate change and land use change
- Recruiting, developing, and retaining highly qualified and diverse employees and Board members
- Providing reliable and resilient service and minimizing service interruptions

High Priorities

- Preparing for emergencies and cyber-security threats
- Maintaining affordable and equitable services
- Building community understanding and confidence in OWASA's products and services
- Seeking out and utilizing new technology and innovative approaches to reduce costs and/or improve service delivery

Other Priorities

- Mitigating climate change
- Protecting water quality in regional streams and rivers
- Supporting community sustainability efforts through projects and programs
- Defining and implementing an approach to expanding the service area

Next Steps

Members of the Leadership Team will consider the feedback discussed in the meeting and propose five to six strategic priorities in at the regularly-scheduled Board meeting on February 24, 2022.