



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, September 12, 2019, 6:00 P.M.

OWASA Community Room

The Board of Directors appreciates and invites the public to attend and observe its meetings. For the Board's Work Session, public comments are invited on only items appearing on this agenda. Speakers are invited to submit more detailed comments via written materials, ideally submitted at least three days in advance of the meeting to the Clerk to the Board via email or US Postal Service (aorbich@owasa.org/400 Jones Ferry Road, Carrboro, NC 27510).

For items 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.
 - Orange County Climate Council Meeting on Tuesday, September 24, 2019 at 3:30 P.M. at Southern Human Services Center
 - OWASA Board Member Appointment to the Chatham-Orange Joint Planning Task Force
- b. Announcements by Board Members
 - OWASA Annual Update to the Carrboro Board of Aldermen on Tuesday, September 24, 2019 at 7:00 P.M. at Carrboro Town Hall (Yinka Ayankoya/Robert Morgan)
 - Human Resources Committee Meeting on Monday, September 30, 2019, at 4:30 P.M. in the OWASA Boardroom (Robert Morgan)
 - Chapel Hill Town Council OWASA Committee and Chapel Hill Appointees to the OWASA Board of Directors meeting on Thursday, October 17, 2019 at 8:30 A.M. in the OWASA Boardroom (Ruchir Vora)
- c. Announcements by Staff
 - Introduction of Brad Barber, OWASA's new Utilities Engineer (Vishnu Gangadharan)
 - Agua Vista Update to the Chapel Hill Town Council on Wednesday, October 2, 2019 at 7:00 P.M. at Chapel Hill Town Hall (Mary Tiger)
- d. Additional Comments, Suggestions, and Information Items by Board Members (Ray DuBose)

Consent Agenda

Information and Reports

1. Annual Report on Disposal of Surplus Personal Property (Stephen Winters)

Action

2. Minutes of the August 22, 2019 Meeting of the Board of Directors (Andrea Orbich)
3. Minutes of the August 22, 2019 Closed Session of the Board of Directors for the Purpose of Discussing a Personnel Matter (Robert Morgan)

Regular Agenda

Discussion and Action

4. Position Reclassification for Senior Lake Warden (Todd Taylor)

Discussion

5. Diversity and Inclusion Program Progress Report and Equal Employment Opportunity/ Affirmative Action Report for Fiscal Year 2019 (Stephanie Glasgow)
6. Agua Vista Project Update and Impact (Todd Taylor)
7. Long Range Water Supply Plan – Schedule Update and Final Water Supply and Demand Side Alternatives (Ruth Rouse/Mary Tiger)
8. Review Board Work Schedule (Ray DuBose/Ed Kerwin)
 - a. Request(s) by Board Committees, Board Members and Staff
 - b. September 26, 2019 Annual Meeting of the Board
 - c. October 10, 2019 Work Session
 - d. 12 Month Board Meeting Schedule
 - e. Pending Key Staff Action Items
 - f. Action Items Reoccurring Every 3 to 5+ Years

Summary of Work Session Items

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

Closed Session

10. The Board of Directors will convene in a Closed Session for the Purpose of Discussing a Personnel Matter (Robert Morgan)

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 2019:

Disposal Method	Items Sold	Proceeds
Direct negotiation and sale	Service equipment	\$3,600
Advertisement for sealed bids	Service trucks and equipment	31,629
Scrap	Metal	19,167
	Total proceeds	\$54,396

Action Needed:

No action needed, received and discuss the report.

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Agenda Item 2

Orange Water and Sewer Authority Meeting of the Board of Directors

August 22, 2019

The Board of Directors of the Orange Water and Sewer Authority (OWASA) met in a regular meeting on Thursday, August 22, 2019, at 7:00 p.m. in Chapel Hill Town Hall Council Chamber.

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

OWASA staff present: Mary Darr, Vishnu Gangadharan, Robin Jacobs (Epting and Hackney), Ed Kerwin, Andrea Orbich, Johnny Riley, Kelly Satterfield, Todd Taylor and Stephen Winters.

Others present: Terri Buckner, Meg Holton (UNC Water Resources Manager), Robert James, Marilee McTigue and Susan Walsen.

Motions

1. BE IT RESOLVED THAT the Board of Directors of the Orange Water and Sewer Authority adopts A Resolution Declaring the Official Intent of the Orange Water and Sewer Authority to Reimburse Itself for Certain Capital Expenditures Related to the Construction of Certain Projects with Proceeds of Debt. (Motion by Robert Morgan, second by Yinka Ayankoya and unanimously approved.)
2. Robert Morgan made a motion to approve the Minutes of the June 13, 2019 Meeting of the Board of Directors; second by Yinka Ayankoya and unanimously approved.
3. Robert Morgan made a motion to approve the Minutes of the July 11, 2019 Work Session of the Board of Directors; second by Yinka Ayankoya and unanimously approved.
4. John Morris made a motion to approve a Vision Statement and Guiding Principles for management of OWASA's forested lands as follows: Vision Statement - Protect water quality now and for future generations by following science-based principles to manage our forest lands so they are healthy, diverse, resilient, and sustainable; Guiding Principles - Protect Water Quality, OWASA's Highest Priority; Improve Ecological Health of Forested Land; Reduce the Risk of Wildfire; Improve Wildlife Habitat and Species Diversity; Sustainably Manage OWASA's Resources; Engage the Community and Partner Agencies; and Minimize Adverse Impacts on Neighbors and Surrounding Community. Second by Bruce Runberg and unanimously approved.

* * * * *

Announcements

Bruce Boehm said Chair Ray DuBose and Vice Chair Ruchir Vora are absent tonight and at the request of Chair DuBose, and without objection, Mr. Boehm will lead the meeting as Acting Chair. There were no objections.

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

Todd Taylor announced staff distributed the annual wastewater report to accountholders on the operation of the wastewater collection and treatment systems and on the treatment and recycling of biosolids. This report was also distributed to local officials and media and posted on OWASA's website. Mr. Taylor said the key takeaway from the report was OWASA continued to surpass the treated wastewater quality standards for the Mason Farm Wastewater Treatment Plant (WWTP). Mr. Taylor expressed appreciation to staff for their hard work to exceed goals at the WWTP.

Mr. Boehm suggested, and the Board agreed, to schedule a Finance Committee meeting to work with staff regarding improvements to the budget process for Fiscal Year 2021; the Board agreed, and staff will work to schedule a meeting.

Petitions and Requests:

Bruce Boehm asked for petitions and requests from the Board, public and staff; there were none.

Item One: 12 Month Board Meeting Schedule

John Morris suggested staff provide an updated schedule to complete the Long-Range Water Supply Plan to include key Board action items and public input; the Board agreed.

Item Two: A Resolution Declaring the Official Intent of the Orange Water and Sewer Authority to Reimburse Itself for Certain Capital Expenditures Related to the Construction of Certain Projects with Proceeds of Debt

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

Item Three: Minutes

Robert Morgan made a motion to approve the Minutes of the June 13, 2019 Meeting of the Board of Directors; second by Yinka Ayankoya and unanimously approved. Please see Motion 2.

Item Four: Minutes

Robert Morgan made a motion to approve the Minutes of the July 11, 2019 Meeting of the Board of Directors; second by Yinka Ayankoya and unanimously approved. Please see Motion 3.

Item Five: Draft Vision and Guiding Principles for Forest Management

Ed Kerwin, Executive Director, provided an update on forest management work to date including the June 20, 2019 Community Meeting when staff presented a new approach to forest management outlining six draft Guiding Principles. At the July 11th meeting, the Board supported staff would propose a Vision Statement and revised Guiding Principles for discussion tonight. The agenda information was provided in advance to forest management stakeholders including the proposed Vision Statement and revised Guiding Principles. Mr. Kerwin suggested approval tonight or at a future Board meeting with the understanding the Vision Statement and Guiding Principles may be amended in the future based on experiences and lessons-learned. Mr. Kerwin said staff is working to develop a process to prioritize OWASA land in greatest need of management activities for Board discussion on September 26, 2019 which will be shared with forest management stakeholders.

Jody Eimers complemented staff for a thorough report, and she appreciated the contributions provided by the partner agencies. She noted the quality of OWASA's engagement with stakeholders far exceeded the first attempt in 2010 and believes this reflects the value of OWASA's new communications plan including the Board's commitment to hire more communication staff. Ms. Eimers commented that all seven Guiding Principles are science-based (physical and social), and that she hesitates to single out the second Principle and provided an amendment to the Guiding Principles and Vision Statement:

Guiding Principles:

- Protect Water Quality, OWASA's Highest Priority
- Improve Ecological Health of Forested Land ~~through Science-Based Principles~~
- Reduce the Risk of Wildfire
- Improve Wildlife Habitat and Species Diversity
- Sustainably Manage OWASA's Resources
- Engage the Community and Partner Agencies
- Minimize Adverse Impacts on Neighbors and Surrounding Community

Vision Statement: Protect water quality now and for future generations by ~~following science-based principles to manage~~ing our forest lands so they are healthy, diverse, resilient, and sustainable.

Ms. Eimers provided a few more observations in the Strategies that seemed ambiguous:

- Protect Water Quality, OWASA's Highest Priority - 1.d. Additional buffer around ephemeral channels (regardless of watershed) and other areas such as other wetlands and groundwater recharge areas.
 - To be clear, add a distance of 'X feet' in front of Additional buffer around ephemeral channels.

- Protect Water Quality, OWASA’s Highest Priority - 9. regarding the use of herbicides.
 - It is understood herbicides will be used and requested staff report the specifics on the contractor use of type and amount of herbicides used; when used; and predicted weather (wind and rain) at the application time of herbicide use.

- Improve Wildlife Habitat and Species Diversity - 8. We recognize that pine monocultures by themselves do not provide the biological diversity that is needed to support diverse wildlife populations. Therefore, rotational pine management and harvesting is used only where there is a compelling need.
 - Suggested edit, if correct: “Therefore, rotational pine management and harvesting is used only where there are existing pine monocultures. Our long-term goal is to replace pine monocultures with hardwood forests~~is a compelling need.~~”

- Engage the Community and Partner Agencies - 3. We will continue to work closely with partner agencies in all aspects of our forest management program. We will: request their expert guidance as we develop and implement our plans; partner with them to use our land for demonstration, education, and training opportunities, and work with them to evaluate the ecological and cultural resources on our land and to study and document the outcomes of our forest management program
 - Suggest monitoring suspended sediment in nearby waterways before and after a burn.

John Morris said the new Vision and revised Guiding Principles are good, especially the Strategies. The Strategies are a summary of forest management principles and will inform the public of what we are doing as well as a guide as we move forward. He suggested defining “the community” because some may think it means the immediate neighbors of Cane Creek and he feels the community should be used in a broad sense to include all the rate payers, water users and the public who enjoy recreation at Cane Creek. Mr. Morris suggested allowing flexibility in the number sites to be managed over the next 12 months as well as define what a site is.

Bruce Boehm suggested the Strategies be mindful of costs. Mr. Boehm also noted Ray DuBose’s comment, to the Board via e-mail, regarding the Strategy Mitigate Adverse Impacts on Neighbors and Surrounding Community - 1., the word “adjacent” landowners may be too limiting and perhaps it should be “neighboring” landowners. Ms. Eimers said she likes the word “adjacent”.

John Morris made a motion to approve a Vision Statement and Guiding Principles for management of OWASA’s forested lands as follows: Vision Statement - Protect water quality now and for future generations by following science-based principles to manage our forest lands so they are healthy, diverse, resilient, and sustainable; Guiding Principles - Protect Water Quality, OWASA’s Highest Priority; Improve Ecological Health of Forested Land; Reduce the Risk of Wildfire; Improve Wildlife Habitat and Species Diversity; Sustainably Manage OWASA’s Resources; Engage the Community and Partner Agencies; and Minimize Adverse

Impacts on Neighbors and Surrounding Community. Second by Bruce Runberg and unanimously approved. Please see Motion 4.

The Board agreed to cancel the placeholder Natural Resources and Technical Services Committee meeting on September 17, 2019.

Item Six: Capital Improvements Program Semiannual Report

Vishnu Gangadharan, Engineering Manager - Capital Program, provided an update on the capital projects semiannual report. OWASA invested approximately \$17.3 million in a total of 66 capital projects over the past fiscal year and staff continues its efforts to encourage greater participation by Minority and Women Business Enterprise contractors.

Yinka Ayankoya requested staff seek Minority and Women Business Enterprise (MWBE) contractor participation information from other utilities similar to OWASA's profile, to see how OWASA compares and if the information received may assist to improve our MWBE participation; the Board agreed.

Item Seven: Preliminary Financial Report for the Twelve-Month Period Ended June 30, 2019

Stephen Winters, Director of Finance and Customer Service, presented the preliminary financial report for the fiscal year (FY) ended June 30, 2019. OWASA reported that water and wastewater revenue was approximately equal to the FY 2019 budget as amended in May 2019; operating expenses were 1.8% less than the amended budget. The Comprehensive Annual Financial Report and auditor's report are scheduled to be presented on September 26, 2019.

Item Eight: Executive Director's Summary of Key Staff Action Items from the Work Session

Ed Kerwin noted the following items for staff follow-up:

- Schedule Finance Committee meeting to work with staff regarding improvements to the budget process for next Fiscal Year;
- Provide the Board updated schedule to complete the Long-Range Water Supply Plan to include key Board action items and public input;
- Cancel the placeholder Natural Resources and Technical Services Committee meeting on September 17, 2019;
- Consider Board member feedback on the draft Strategies forest management Guiding Principles;
- Seek Minority and Women Business Enterprise contractor participation information from other utilities and water/sewer authorities to see how we compare. The information may provide opportunities to improve; and
- The Board's September 12, 2019 Work Session agenda items include:

- Diversity and Inclusion Program Progress Report and Equal Employment Opportunity/Affirmative Action Report for Fiscal Year 2019
- Long Range Water Supply Plan – Final Water Supply and Demand Management Alternatives
- Project update on Agua Vista (Advanced Metering Infrastructure) including metrics, billing increments, and leak alerts

Item Nine: Closed Session

Without objection, the Board of Directors convened in a closed session to discuss a personnel matter in the First Floor Conference room.

The Board meeting reconvened in open session at 8:23 pm, and the meeting was then adjourned.

Respectfully submitted by:

Andrea Orbich
Executive Assistant/Clerk to the Board

Attachments

DRAFT

Agenda Item 3

Orange Water and Sewer Authority

Closed Session of the Board of Directors

August 22, 2019

The Board of Directors of Orange Water and Sewer Authority met in Closed Session in on Thursday, August 22, 2019, following the Board meeting.

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

ITEM ONE

The Board of Directors met in Closed Session without staff to evaluate General Counsel's annual performance review.

No official action was taken at the meeting.

The meeting was adjourned at 8:23 p.m.

Robert Morgan, Chair
Human Resources Committee

Agenda Item 4:

Position Reclassification for Senior Lake Warden

Purpose:

To obtain Board approval to amend the Schedule of Employee Classification and Authorized Compensation to reclassify the Senior Lake Warden position from Salary Grade 617 to Salary Grade 619 and retitle the position to “Reservoir and Land Resources Supervisor”.

Background:

A number of additional duties have been added to this position over the past several years that are not captured in the current job description. Also, the current title of Senior Lake Warden is not an accurate description of the scope of the position’s revised responsibilities.

The job description (included for the Board’s information) for the Senior Lake Warden position has been revised and retitled to Reservoir and Land Resources Supervisor. Various additional responsibilities were added to the description including: forest management oversight, presenting at public engagements, writing reports for the Board and public, etc.

Per our Pay Administration Guidelines, we applied our Job Evaluation procedure which assigns a salary range utilizing a “point factor evaluation” methodology to ensure all positions within OWASA are properly classified.

Recommendation:

Staff recommends amending the Schedule of Employee Classification and Authorized Compensation to reclassify the Reservoir and Land Resources Supervisor position (formerly Senior Lake Warden) from Salary Grade 617, \$50,128 - \$77,184, to Salary Grade 619, \$59,001 - \$90,861.

Information:

- Reservoir and Land Resources Supervisor Job Description
- Water Supply and Treatment Department Organizational Chart
- Resolution to Amend the Schedule of Employee Classification and Authorized Compensation to Retitle and Reclassify the Senior Lake Warden Position

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Reservoir and Land Resources Supervisor



FLSA Status: Non-Exempt
 Pay Grade 619: \$59,001 - \$90,861

BRIEF DESCRIPTION:

The purpose of this position is to oversee all operations and staffing of the water supply reservoirs, reservoir facilities and OWASA properties. This is accomplished by hiring, directing and reviewing the performance of all lake staff, seasonal employees, volunteers and contractors; ensuring protection and security of the premises; operating the recreation facilities; performing maintenance on buildings, equipment and grounds; recording and reporting lake climatological data; reporting incident investigations; patrolling the properties; responding to inquiries from the public; enforcing all lake rules; performing facility inspections to ensure that facilities are safe and properly maintained; coordinating watershed, forestry and wildlife management projects; representing the department concerning source water protection, forest management and recreational activities; planning, coordinating and conducting educational tours; developing and presenting the Annual Lake Recreation Report to the Board of Directors at a public meeting; providing information for preparation of annual budget; preparing maintenance reports, operational problems reports, purchase requisitions, reviewing and approving timesheets, etc.; coordinating OWASA activities with groups and individuals residing near reservoirs; maintaining records of recreation attendance and revenues; and inspecting the dam, pump house, dock and pier. Other duties include speaking to special interest groups; performing housekeeping functions; marking boundaries and posting signs on OWASA properties; and inspecting the well and wastewater systems.

ESSENTIAL FUNCTIONS:

Note: This information is intended to be descriptive of the key responsibilities of the position. The list of essential functions below does not identify all duties performed by any single incumbent in this position. Additionally, please be aware of the legend below when referring to the physical demands of each essential function.

(S) Sedentary	(L) Light	(M) Medium	(H) Heavy	(V) Very Heavy
Exerting up to 10 lbs. occasionally or negligible weights frequently; sitting most of the time.	Exerting up to 20 lbs. occasionally; 10 lbs. frequently; or negligible amounts constantly; OR requires walking or standing to a significant degree.	Exerting 20-50 lbs. occasionally; 10-25 lbs. frequently; or up to 10 lbs. constantly.	Exerting 50-100 lbs. occasionally; 10-25 lbs. frequently; or up to 10-20 lbs. constantly.	Exerting over 100 lbs. occasionally; 50-100 lbs. frequently; or up to 20-50 lbs. constantly.

#	Code	Essential Functions
1	M	Oversees operation of the reservoir facilities; supervising staff; ensuring facilities operate on approved schedule; examining conditions of boats; assisting with maintenance of grounds, equipment, and buildings; disposing all unsafe and unserviceable equipment; and maintaining records.
2	S	Attending departmental and training meetings; developing work schedules; performing personnel evaluations; reviewing and approving timesheets, purchases, and purchase reports; and supervising recreational activities.

#	Code	Essential Functions
3	S	OWASA lands: assist with the development on forest management policies and procedures.
4	S	Develops an annual budget by researching, planning, and submitting a budget proposal to Department Manager.
5	L	Collects and reports daily operational data; responding to power outages, accidents, and other various emergencies.
6	L	Conducts State mandated inspections by performing weekly checks; testing water for residual chlorine; inspecting the septic system; reporting weekly inspections to appropriate regulatory agency.
7	L	Inspection of OWASA owned property, site evaluations, boundary inspections, working with Forestry consultant, conduct tours on OWASA property.

JOB REQUIREMENTS:

-Description of Minimum Job Requirements-	
Formal Education	Work requires knowledge of a specific vocational, administrative, or technical nature which may be obtained with a two year associate's degree, diploma or equivalent from a college, technical, business, vocational, or correspondence school. Appropriate certification may be awarded upon satisfactory completion of advanced study or training.
Experience	Over three years up to and including five years.
Supervision	Work requires supervising and monitoring performance for a regular group of employees or department including providing input on hiring/disciplinary actions and work objectives/ effectiveness, performance evaluations, and realigning work as needed. A first line supervisor typically performs these functions.
Human Collaboration Skills	Work may require providing advice to others outside direct reporting relationships on specific problems or general policies. Contacts may require the consideration of different points of view to reach agreement. Elements of persuasion may be necessary to gain cooperation and acceptance of ideas.
Freedom to Act	Receives General Direction: The employee normally performs the job by following established standard operating procedures and/or polices. There is a choice of the appropriate procedure or policy to apply to duties. Performance reviewed periodically.
Technical Skills	Skilled: Work requires a comprehensive, practical knowledge of a technical field with use of analytical judgment and decision-making abilities appropriate to the work environment of the organization.
Fiscal Responsibility	The job title prepares accounting, budget, employment actions, and purchasing documents; and does research to justify language used in documents for a unit or division of a department. May recommend budget allocations.

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-Description of Minimum Job Requirements-	
Reading	Intermediate - Ability to read papers, periodicals, journals, manuals, dictionaries, thesauruses, and encyclopedias. Ordinarily, such education is obtained in high school up to college. However, it may be obtained from experience and self-study.
Math	Intermediate - Ability to deal with system of real numbers; practical application of fractions, percentages, ratios/proportions and measurement. Ordinarily, such education is obtained in high school up to college. However, it may be obtained from experience and self-study.
Writing	Intermediate - Ability to write reports, prepare business letters, expositions, and summaries with proper format, punctuation, spelling, and grammar, using all parts of speech. Ordinarily, such education is obtained in high school up to college. However, it may be obtained from experience and self-study.
Certification & Other Requirements	NC Subsurface Irrigation Operator's Certification; NC Water Operator's C Well Certification; Pesticide License (A and L); Valid NC Class C Driver's License.

OVERALL PHYSICAL STRENGTH DEMANDS:

-Physical strength for this position is indicated below with "X"-				
Sedentary	Light	Medium	Heavy X	Very Heavy
Exerting up to 10 lbs. occasionally or negligible weights frequently; sitting most of the time.	Exerting up to 20 lbs. occasionally, 10 lbs. frequently, or negligible amounts constantly OR requires walking or standing to a significant degree.	Exerting 20-50 lbs. occasionally, 10-25 lbs. frequently, or up to 10 lbs. constantly.	Exerting 50-100 lbs. occasionally, 10-25 lbs. frequently, or up to 10-20 lbs. constantly.	Exerting over 100 lbs. occasionally, 50-100 lbs. frequently, or up to 20-50 lbs. constantly.

PHYSICAL DEMANDS:

C Constantly <small>2/3 or more of the time.</small>	F Frequently <small>From 1/3 to 2/3 of the time.</small>	O Occasionally <small>Up to 1/3 of the time.</small>	R Rarely <small>Less than 1 hour per week.</small>	N Never <small>Never occurs.</small>
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Note: This is intended as a description of the way the job is currently performed. It does not address the potential for accommodation.

-Physical Demand-	-Frequency-	-Brief Description-
Standing	F	communicating with co-workers, making presentations, observing work duties, observing work site
Sitting	O	desk work, driving, meetings
Walking	F	around work site
Lifting	F	equipment, supplies
Carrying	F	equipment, supplies
Pushing/Pulling	F	equipment, tables and chairs
Reaching	F	for files, for supplies
Handling	F	monies, paperwork
Fine Dexterity	O	calculator, computer keyboard, telephone pad
Kneeling	O	retrieving items from lower shelves/ground

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-Physical Demand-	-Frequency-	-Brief Description-
Crouching	O	retrieving items from lower shelves/ground
Crawling	R	under equipment
Bending	F	making repairs, retrieving items from lower shelves/ground
Twisting	O	getting inside vehicle
Climbing	O	ladders, onto equipment, stairs
Balancing	O	on equipment, on ladders
Vision	C	computer screen, driving, observing work site, reading
Hearing	C	communicating with co-workers and public and on telephone, listening to equipment
Talking	F	communicating with co-workers and public and on telephone
Foot Controls	O	driving, operating heavy equipment
Other (specified if applicable)		

MACHINES, TOOLS, EQUIPMENT, SOFTWARE, AND HARDWARE:

Telephone, copier, vehicle, boat, mower, tractor, chain saw, power pruner, leaf blower (hand held and backpack), computer, printer, Microsoft Office, iPad

ENVIRONMENTAL FACTORS:

C	F	O	R	N
Continuously	Frequently	Occasionally	Rarely	Never

D	W	M	S	N
Daily	Several Times Per Week	Several Times Per Month	Seasonally	Never

-Health and Safety Factors-	
Mechanical Hazards	O
Chemical Hazards	R
Electrical Hazards	R
Fire Hazards	R
Explosives	N
Communicable Diseases	R
Physical Danger or Abuse	O
Other	

-Environmental Factors-	
Respiratory Hazards	S
Extreme Temperatures	S
Noise and Vibration	D
Wetness/Humidity	S
Physical Hazards	W

PROTECTIVE EQUIPMENT REQUIRED:

None.

NON-PHYSICAL DEMANDS:

F	O	R	N
Frequently From 1/3 to 2/3 of the time	Occasionally Up to 1/3 of the time	Rarely Less than 1 hour per week	Never Never occurs

-Description of Non-Physical Demands-	-Frequency-
Time Pressure	O
Emergency Situation	O
Frequent Change of Tasks	O
Irregular Work Schedule/Overtime	F

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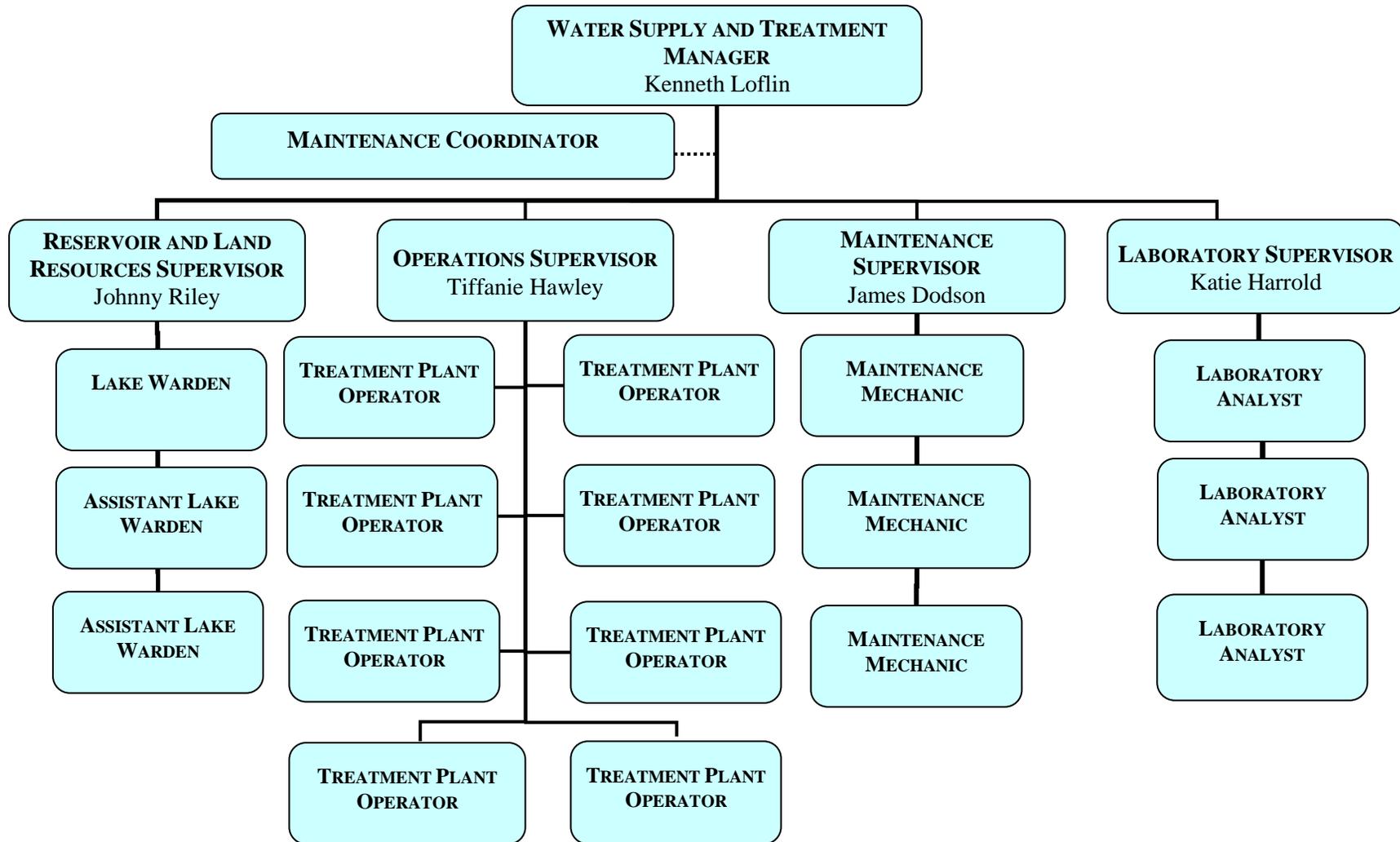
-Description of Non-Physical Demands-	-Frequency-
Performing Multiple Tasks Simultaneously	O
Working Closely with Others as Part of a Team	F
Tedious or Exacting Work	O
Noisy/Distracting Environment	F
Other	

PRIMARY WORK LOCATION:

Office Environment		Vehicle	
Warehouse		Outdoors	
Shop		Other	
Recreation/Neighborhood Center	X		

The above statements are intended to describe the general nature and level of work being performed by individuals assigned to this position. They are not intended to be an exhaustive list of all responsibilities, duties, and skills required. This description is subject to modification as the needs and requirements of the position change.

Water Supply and Treatment



Resolution to Amend the Schedule of Employee Classification and Authorized Compensation to Retitle and Reclassify the Senior Lake Warden Position

Whereas, the Executive Director has reviewed the duties, functions and responsibilities for the single Senior Lake Warden position in the schedule of Employee Classifications; and

Whereas, the Executive Director has determined the title of Reservoir and Land Resources Supervisor more accurately describes the position; and

Whereas, the Executive Director has determined that the position should be reclassified from a Grade 617 (annual salary range \$50,128 - \$77,184) to a Grade 619 (annual salary range \$59,001 - \$90,861), in order better to reflect the duties and responsibilities as well as the knowledge, skills and abilities required for performance of the position;

Now, Therefore, Be It Resolved, by the Orange Water and Sewer Authority Board of Directors:

1. That the single Senior Lake Warden position be retitled to the Reservoir and Land Resources Supervisor; and
2. That the single Reservoir and Land Resources Supervisor position at a Grade 617 be reclassified to a Grade 619 (annual salary range \$59,001 - \$90,861), and
3. That the Schedule of Employee Classification and Authorized Compensation shall be amended to reflect these changes effective upon adoption of this Resolution.

Adopted this 12th day of September 2019.

Raymond E. DuBose, Chair

ATTEST:

Bruce Boehm, Secretary

Agenda Item 5:

Diversity and Inclusion (D&I) Program Progress Report and Equal Employment Opportunity/Affirmative Action Report for Fiscal Year 2019 (FY19)

Purpose:

To provide 1) Progress Report on the D&I Program; and 2) Annual EEO Report for FY19; 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 addition to this annual report, staff provides the Board two interim updates during the year to highlight key D&I activities. On [March 14, 2019](#), Alicia Grey, Sandra Bradshaw and Addison McDonough provided an update on recent and upcoming D&I work of the Diversity Resource Group. On [July 11, 2019](#), Kelly Belcher and Kelly Satterfield provided an update on recent and upcoming D&I work of the Diversity Recruitment Group.

Three groups were formed to help guide the 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 is working on improvements to the recruitment, selection and retention processes. The ***Diversity Leadership Group*** includes the five Department Directors and Executive Director to provide the leadership and support to make sure 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		
<u>Leadership</u>	<u>Recruitment</u>	<u>Resource</u>
<ul style="list-style-type: none">- 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	<ul style="list-style-type: none">- 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	<ul style="list-style-type: none">- 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.

Progress Report:

Diversity and Inclusion Plan

With considerable participation of our staff, along with guidance from VISIONS, we have made important progress on the Plan as summarized in Attachment #1.

Key activities include:

- Staff continues to engage with agencies and organizations in advertising job vacancies.
- OWASA employees are notified of each recruitment and reminded of our employment referral program.
- Recruitment Plans are prepared for each recruitment to include reviewing local census data to identify under-represented groups.
- A comprehensive review of procedures, policies and documents related to recruitment and selection was conducted by Human Resource staff and a VISIONS expert.
- Additional employees have received the initial 16 hours of D&I training as well as the standard processes for interview panels, making employment decisions and Implicit Bias and Microaggressions.
- The Welcome Team continues to grow and improve onboarding of new hires.

Organizational Assessment Recommendations

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

Key activities include:

- Diversity Resource and Recruitment Groups updated the Board on our progress.
- Articles highlighting diversity in each employee newsletter.
- Enhancements made to the hiring and selection process to make it more objective.
- Mandatory supervisory training and voluntary employee trainings were provided.
- Comprehensive Administrative Guide for recruitment was created.
- Performance Review Employee Self-Assessment has been updated.

EEO Report:

Each year OWASA provides the Board the recruiting practices along with race and gender make-up of our workforce as of June 30. This report is a summary of our findings for FY19.

Recruiting Efforts

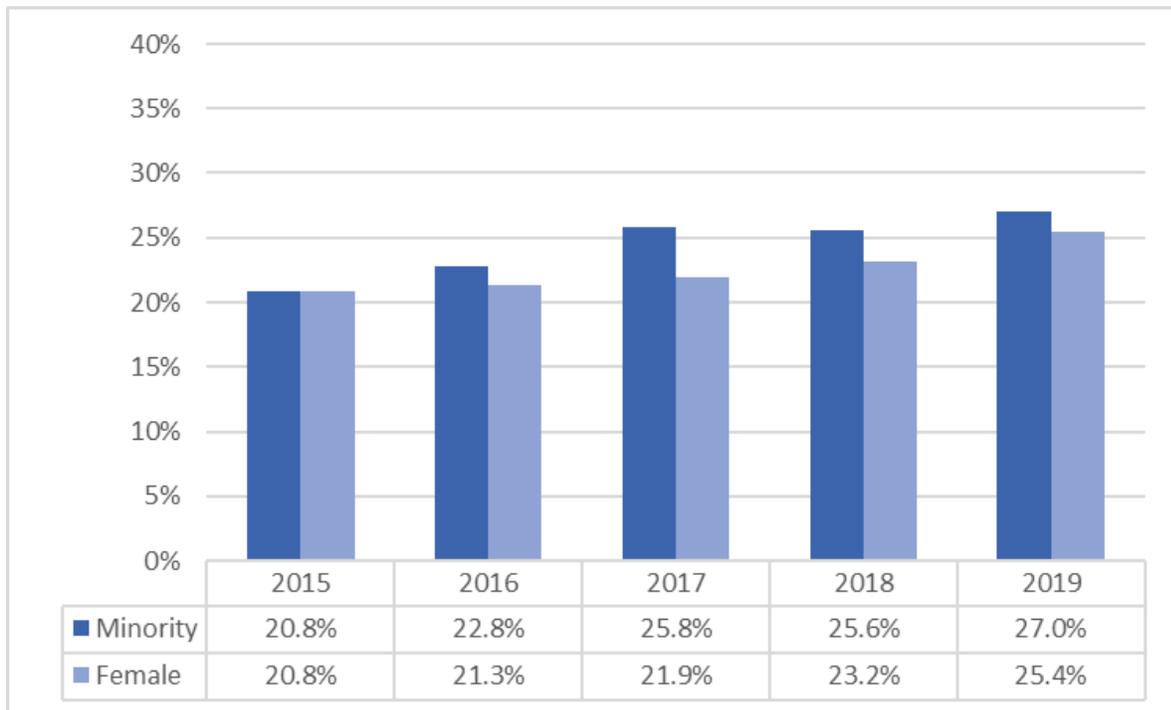
When a vacancy becomes available within OWASA, the position is posted internally as well as externally using the following methods:

- NC Department of Commerce, Division of Employment Security, NC Works
- OWASA Website and Twitter
- Newspapers and other Print Publications
- Online Advertising
- Minority Organizations and Groups
- Colleges and Universities
- Churches
- Other Civic Organizations
- Individuals with interest in OWASA

Diversity in our Workforce

Ending FY2019, OWASA was made up of 25.4% Women and 74.6% Men. Our workforce identified as 7.4% Two or More Races, 13.1% Black, 3.3% Hispanic, 2.4% Asian, 0.8% American Indian or Alaska Native, and 73% White. No one identified as Native Hawaiian or Pacific Islander. Veterans made up 13.1% of the workforce.

Since 2015, our workforce minority representation has increased from 20.8% to 27.0% and female representation has increased from 20.8% to 25.4%.



Details of the race and gender distribution of the OWASA workforce by EEO job classification as of June 30, 2019 is provided in Attachment #3. Details of the EEO job classification for each position in our team is in Attachment #3, Exhibit A. Each year on June 30th we capture race and gender information to provide the Board with the EEO report and Attachment #3, Exhibit B, provides a look at the last ten (10) years of race and gender data on that date.

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

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 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 that OWASA is a great place to work.

The race and gender distribution of OWASA's applicants for the period of July 1, 2018 through June 30, 2019 is detailed in Attachment #6. OWASA recruited for twenty-three (23) positions during FY19 and received a total of 1061 applications. We began tracking applicant diversity in FY16, and Attachment #7 provides data collected since that time.

Board of Directors

The nine-member Board of Directors governs OWASA. The Chapel Hill Town Council appoints five (5), the Carrboro Board of Aldermen appoints two (2) and the Orange County Board of Commissioners appoints two (2) Board members. Attachment #8 details the race and gender distribution of the OWASA Board of Directors as of June 30, 2019. A look at the past three years is provided in Attachment #8, Exhibit A.

Board Requested Information

During the Board update on July 11, 2019, the following questions/comments were provided by Board members:

- Yinka Ayankoya: Are we seeing an increase in applicant diversity? (See Attachment #7)
- Jody Eimers: What is the diversity of employees participating in the How 2 OWASA program? What is the diversity of those being promoted? (See Attachment #9 and #10)
- Bruce Boehm: Interested in seeing the proposed future metrics. (See Attachment #11)

D&I Metrics

Working with our three D&I Groups we have developed draft metrics for our D&I program. Staff will report on these metrics annually.

Key Take-Aways

- Workforce race and gender distribution is increasing.
- We continue to have the opportunity to improve diversity at all levels of the organization.
- Applications received were more diverse in FY19 than FY18.
- Awareness of the value of our D&I program is growing.

OWASA staff remains engaged and motivated with our Diversity and Inclusion efforts. We value diversity and acknowledge the benefits it provides our organization and community. By continuing our conversations, increasing the applicant pool, training Staff and reducing and eliminating 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 – OWASA’s D&I Plan
- Attachment #2 - Organizational Assessment Recommendations
- Attachment #3 - OWASA Workforce Race and Gender Distribution
- Attachment #3, Exhibit A - EEO Job Classification by Position
- Attachment #3, Exhibit B - OWASA Workforce Race and Gender Distribution (Past 10 Years)
- Attachment #4 - Local Area Entities Workforce Race and Gender Distribution
- Attachment #5 - The Chamber for a Greater Chapel Hill-Carrboro State of the Community Report
- Attachment #6 - OWASA Applicant Race and Gender Distribution
- Attachment #7 - OWASA Applicant Race and Gender Distribution (Past 4 Years)
- Attachment #8 - OWASA Board of Directors Race and Gender Distribution
- Attachment #8, Exhibit A - OWASA Board of Directors Race and Gender Distribution (Past 3 Years)
- Attachment #9 - How 2 OWASA Participant Race and Gender Distribution (Past 4 Years)
- Attachment #10 - OWASA Internal Promotions Race and Gender Distribution (Past 4 Years)
- Attachment #11 - Diversity and Inclusion Program Draft Metrics
- Attachment #11, Exhibit A - OWASA Supervisory Positions Race and Gender Distribution

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OWASA's Diversity and Inclusion Program

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

Objective 1.1 Attract diverse pool of applicants for open positions.						
<i>Strategies</i>	<i>Task #</i>	<i>Tasks</i>	<i>Resources to Complete Task</i>	<i>Target Completion Date</i>	<i>Outcomes & Measures of Success</i>	<i>Status as of September 12, 2019</i>
Increase the diversity of applicants for employment and establish OWASA as an employer that values diversity and inclusion.	1.1a	Develop a list of agencies/ organizations that can assist OWASA with ways to attract a more diverse group of applicants for employment.	Director of Human Resources and Safety (HR Director)	March 2017 Ongoing to keep current	Comprehensive list developed	Complete and ongoing. The Recruitment Efforts and Strategies form is maintained and routinely updated. Individuals and agencies on this list are provided recruitment notifications.
	1.1b	Engage with agencies/ organizations to seek assistance in recruitment and to communicate OWASA's commitment as an employer that values diversity and inclusion.	HR Director (May be a collaborative effort with local governments)	August 2017 Ongoing to keep current	Number of agencies/ organizations participating Diversity of applicants increases	In fiscal year 2019, staff attended thirteen (13) career fair/hiring events. This includes being invited as a guest speaker at an event held by the local group of the National Caucus on Black Aging (NCBA). In September 2019 outreach letters went to approximately 100 area agencies describing our interest and commitment to strengthening our diversity. We requested

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						their assistance in promoting our open positions.
	1.1c	<p>Solicit assistance from OWASA employees for employment referrals and suggestions to improve diversity recruitment.</p> <p>Consider adding this scope to existing Employee Human Resources Team or creating new Employee Diversity and Inclusion Team.</p>	Department Directors	Ongoing	<p>Number of employee referrals</p> <p>Diversity of applicants reflects the diversity of the labor market for that position</p>	<p>During this past fiscal year, there have been five (5) candidate referrals submitted by employees.</p> <p>For each open position, an e-mail is sent to all employees with the announcement and form reminding them of the program.</p>
	1.1d	Evaluate the job application process for implicit and explicit biases.	Consultant	December 2018	<p>Use industry best practices</p> <p>Increase yield of a diverse applicant pool at each stage of the application/selection process</p>	<p>The Diversity Recruitment, Resource and Leadership groups met in July 2018 to review, prioritize and assign tasks related to the recommendations.</p> <p>The Human Resource department worked extensively with a VISIONS expert to conduct a comprehensive review of all procedures, policies and documents related to</p>

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

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

<i>Strategies</i>	<i>Task #</i>	<i>Tasks</i>	<i>Resources to Complete Task</i>	<i>Target Completion Date</i>	<i>Outcomes & Measures of Success</i>	<i>Status as of September 12, 2019</i>
Conduct training for supervisors on recognizing and understanding explicit and implicit bias and how to effectively conduct screening and selection interviews.	1.2a	Provide mandatory training program for all supervisors. (Offer voluntary training to non-supervisors.)	Consultant	September 2018	Training program developed All supervisors successfully complete training and demonstrate competency Employment decisions based on an established and creditable merit system	In June 2019, the 16 hours of initial D&I training was provided to newly appointed supervisors and was open to all employees. In August 2019, Implicit Bias and Microaggressions training took place. This training was open to all employees and required for supervisors, all diversity groups and interview panel members.
	1.2b	Evaluate "train-the-trainer" to sustain the training program moving forward.	Consultant Department Directors	TBD	TBD	We continue to work with VISIONS on how we will train staff in the future.
Use an inclusive process to objectively evaluate candidates for vacant positions to inform employment decisions.	1.2c	Develop standard process for use by an employee interview panel for vacant positions.	Executive Director	March 2017	Standardized process for use of employee evaluation panel completed Staff trained	Complete.
	1.2d	Develop standard process for making employment decisions.	Executive Director	March 2017	Standard process completed Staff trained Workforce diversity	Complete.

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

Objective 2.1 Employees are aware of the importance and value of diversity and inclusion						
Strategies	Task #	Tasks	Resources to Complete Task	Target Completion Date	Outcomes & Measures of Success	Status as of September 12, 2019
Provide training for all employees on the importance and value of diversity and inclusion and how they contribute to a successful, diverse and dynamic work environment.	2.1a	Provide voluntary training program for all employees.	Consultant	September 2018	Training program developed Number of employees trained Employee feedback	Complete. Employee training was offered in August and September 2018 and again in June 2019 with thirty-five (35) total attendees.
	2.1b	Evaluate "train-the-trainer" to sustain the training moving forward.	Consultant Department Directors	TBD	TBD	We continue to work with VISIONS on how we will train staff in the future.
Provide training and coaching for all supervisors on how to lead and manage their area of responsibility in a manner that promotes and values the positive aspects of a more diverse workplace.	2.1c	Provide mandatory training for supervisors. (Offer voluntary training to non-supervisors.)	Consultant	September 2018	Training program developed All supervisors successfully complete training and demonstrate competency Employee feedback	Complete. The 16 hours of initial D&I training was offered in August and September 2018 and again in June 2019 to newly appointed supervisors and was open to all employees.
	2.1d	Evaluate "train-the-trainer" to sustain the training moving forward.	Consultant Department Directors	TBD	TBD	Working with VISIONS to determine how we will train staff in the future.

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Strategies	Task #	Tasks	Resources to Complete Task	Target Completion Date	Outcomes & Measures of Success	Status as of September 12, 2019
Assess the work culture to determine level of success for diversity and inclusion.	2.1e	Develop, administer and evaluate Focus Group Assessment and recommend options for improvement (combined with 2.3d).	Consultant Executive Director	November 2017	Assessment participation rate Recommendations for continuous improvement	<p>Organizational Assessment complete.</p> <p>In June and July 2018 all employees were invited to attend meetings with VISIONS to review the findings and recommendations and to provide their feedback.</p> <p>All Diversity groups met in July 2018 to review, prioritize and assign tasks related to the recommendations.</p> <p>All groups continue to meet independently as well as together to work on the recommendations and provide regular status updates.</p>
Establish a "welcome team" to help acclimate new employees	2.1f	Develop and train "welcome team."	HR Director	April 2017	Onboarding process improved	<p>There are fifteen (15) employees currently on the Welcome Team assisting with new employee onboarding.</p> <p>Biannual meetings are held to invite new members and discuss the program.</p>

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

<i>Strategies</i>	<i>Task #</i>	<i>Tasks</i>	<i>Resources to Complete Task</i>	<i>Target Completion Date</i>	<i>Outcomes & Measures of Success</i>	<i>Status as of September 12, 2019</i>
Provide job skills training.	2.2a	Develop training program(s) for core job skills that benefit all employees and the organization (teamwork, communication, problem-solving, dispute resolution, multi-cultural appreciation, etc.).	Department Directors	TBD (longer-term task)	Training program developed	Ongoing.
	2.2b	Make core job skills training available for all employees.	Consultant Staff Intergovernmental cooperation (?)	TBD	Employee feedback Employees demonstrate core job competency	Ongoing.
	2.2c	Provide interested employees a coaching and mentoring program.	Department Directors	Ongoing	Number of mentors and mentees participating Number of employees advancing career	Complete and ongoing. There are currently four (4) formal mentor/mentee relationships.

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Objective 2.3 Retain successful employees.

<i>Strategies</i>	<i>Task #</i>	<i>Tasks</i>	<i>Resources to Complete Task</i>	<i>Target Completion Date</i>	<i>Outcomes & Measures of Success</i>	<i>Status as of September 12, 2019</i>
Provide competitive total compensation (pay and benefits) and reward employees for high performance.	2.3a	Evaluate options to allow employees to advance more quickly through their pay range based on performance.	Board of Directors Executive Director Department Directors	April 2017	TBD	Complete.
	2.3b	Routine evaluation of total compensation.	Board of Directors Executive Director	Ongoing	Voluntary turnover rate	Complete.
Routinely assess the diversity and inclusive work culture to identify opportunities to improve.	2.3c	Evaluate process to timely and effectively address employee concerns.	HR Director	May 2017	Number of employee concerns successfully resolved	Complete.
	2.3d	Develop, administer and evaluate Organizational Assessment and recommend options for improvement	Consultant	TBD	Assessment participation rate Recommendations for continuous improvement	In June and July 2018 all employees were invited to attend meetings with VISIONS to review the findings and recommendations.

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<i>Strategies</i>	<i>Task #</i>	<i>Tasks</i>	<i>Resources to Complete Task</i>	<i>Target Completion Date</i>	<i>Outcomes & Measures of Success</i>	<i>Status as of September 12, 2019</i>
		(combined with 2.1e).				<p>All Diversity groups met in July 2018 to review, prioritize and assign tasks related to the recommendations.</p> <p>All groups continue to meet independently as well as together to work on the recommendations and to provide regular status updates.</p>

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Organizational Assessment General and Recruitment/Selection Recommendations

Recommendation	Responsible Group	Outcomes and Measures of Success	Status
1. Maintain the Diversity and Inclusion Plan	Diversity Leadership Group; Diversity Recruitment Group and Diversity Resource Group; support from Human Resources	Routine plan updates Measure with future organizational assessment to assess progress from initial assessment	Ongoing Initial organizational assessment October/November 2017 Diversity Resource Group (DRG) updated Board of Directors on March 14, 2019 Diversity Recruitment Group (DrtG) updated Board of Directors on July 11, 2019
2. Look for opportunities to acknowledge the unique Diversity and Inclusion role and contributions of all demographic groups at OWASA including those groups that dominate as well as those groups that are less present	Diversity Leadership Group; Diversity Recruitment Group; Diversity Resource Group	Recognize/acknowledge groups as well as individuals	Ongoing A Cultural Expression Cook-Off was held during Employee Appreciation Day in May 2018; DRG is scheduled to assist with planning upcoming employee events. DRG began contributing an article in each employee newsletter highlighting diversity. The Mentoring Program, Referral Fee and a new Bullying policy are currently being worked on.

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Organizational Assessment General and Recruitment/Selection Recommendations

Recommendation	Responsible Group	Outcomes and Measures of Success	Status
3. Review recommendations and propose priorities and timetables	Diversity Leadership Group; Diversity Recruitment Group; Diversity Resource Group		Complete Priorities/timetables assigned July 2018
4. Close organizational divides via joint activities	Diversity Leadership Group; Diversity Recruitment Group; Diversity Resource Group	Recognize/acknowledge groups as well as individuals	Ongoing A Cultural Expression Cook-Off was held during Employee Appreciation Day in May 2018; DRG is scheduled to assist with planning upcoming employee events (Holiday Party, etc.) DRG began contributing articles in the employee newsletter highlighting diversity.

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Organizational Assessment General and Recruitment/Selection Recommendations

Recommendation	Responsible Group	Outcomes and Measures of Success	Status
5. Monitor hiring and promotion for fairness	Diversity Leadership Group; Human Resources; Diversity Recruitment Group (support/process)	<p>Measure with future organizational assessment</p> <p>Compare our numbers to local entities to look for trends over time</p> <p>Look to reinforce the new employee onboarding process (discuss as part of 2nd interview and review D&I concepts during orientation process)</p> <p>Monitor applicant diversity throughout hiring/selection process</p>	<p>Ongoing</p> <p>Many enhancements have been made to hiring and selection process to make it a more objective. For example, a hiring justification memo is now required with hiring recommendations.</p> <p>Human Resources (HR) is monitoring the applicant diversity throughout the entire selection process.</p>
6. Review performance review system for fairness	Diversity Leadership Group; Human Resources; with feedback from all employees	<p>Measure with future organizational assessment</p>	<p>Ongoing</p> <p>Changes to Performance Review process in 2018 (additional rating category, updated all performance review documents); no appeals received</p> <p>DRG updated employee self-assessment August 2019.</p> <p>Comprehensive review by VISIONS expert.</p>

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Organizational Assessment General and Recruitment/Selection Recommendations

Recommendation	Responsible Group	Outcomes and Measures of Success	Status
7. Leadership training for managers/supervisors	Diversity Leadership Group; Human Resources (facilitator); Managers/Supervisors		Ongoing Mandatory supervisor/manager D&I training was held August/September 2018 and again June 2019 – 100% participation.
8. Diversity and Inclusion training for managers, supervisors and employees	Diversity Leadership Group; Human Resources; Managers/Supervisors		Ongoing Mandatory supervisor/manager D&I training was held August/September 2018 and again June 2019 – 100% participation. Voluntary employee training D&I training was held August/September 2018 and again June 2019.
9. Review OWASA’s bullying policy and increase accountability	Diversity Leadership Group; Human Resources; Managers/Supervisors; Diversity Resource Group		DRG created positive statement Review of best practices bullying policies. Work currently being done to add this to our Sexual Harassment and Impermissible Discrimination Policy.

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Organizational Assessment General and Recruitment/Selection Recommendations

Recommendation	Responsible Group	Outcomes and Measures of Success	Status
10. Instill priority for managers and supervisors to role model Diversity and Inclusion	Diversity Leadership Group; Human Resources		Ongoing Working with VISIONS expert on possibly adding a D&I competency to performance review.
11. Support board development to implement the Diversity and Inclusion plan	Diversity Leadership Group; Board of Directors		Ongoing Working to institutionalize a process for future board members. Board has been very involved in the D&I Plan and had several training sessions with VISIONS. Additional training is forthcoming.
12. Routinely review and discuss Diversity and Inclusion indicators with the board	Executive Director; Human Resources		Ongoing OWASA Monthly KPI's; Two (2) interim D&I Updates; Annual EEO Report status update

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Organizational Assessment General and Recruitment/Selection Recommendations

Recommendation	Responsible Group	Outcomes and Measures of Success	Status
<p>13. (1) Replace the two existing administrative guides, "Guidelines for Use of an Interview Panel" and "Process for Hiring Decisions" with a single comprehensive administrative guide possibly titled: <i>"Guidelines to Fairly and Objectively Evaluate and Select Candidates to Fill Vacant Positions"</i>. This new administrative guide will provide guidance on all aspects of our evaluation and selection process for new hires (and promotions) to ensure it is fair, objective, job related, and without bias. The new guide will include specific checks and balances for the hiring process, with oversight by the Human Resources Department and Executive Director. (2) The Director of Human Resources and Safety and the Executive Director will seek feedback from the Diversity Recruitment Group and the Diversity Resources Group before finalizing the new administrative guide. (3) Training will be routinely provided.</p>	Executive Director		<p>On Track</p> <p>Creating one comprehensive administrative guide (replacing 5) regarding recruitment. Training is forthcoming.</p>
<p>14. Share and solicit feedback; routinely affirm employees</p>	Managers/Supervisors; support from Diversity Leadership Group	Future organizational assessment	<p>Ongoing</p> <p>Held meetings with employees to solicit feedback on Performance Review Updates, D&I Recommendations and 457/Retiree Benefit Changes.</p> <p>Will continue to solicit feedback from employees.</p>

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Organizational Assessment General and Recruitment/Selection Recommendations

Recommendation	Responsible Group	Outcomes and Measures of Success	Status
15. Open and inclusive communication and transparency from upper levels	Managers/Supervisors; support from Diversity Leadership Group	Future organizational assessment	On Track Continuation of the annual How 2 OWASA program; cross departmental meetings; Executive Director bi-annual crew meetings; after action review meetings; monthly OWASA staff meetings; regular departmental staff meetings.
16. Create supervisory development and support group	Managers/Supervisors	Formal creation of supervisor support group	Complete Discussed at OWASA staff meeting - no need identified.
17. (1) Discussions - Ensure that the supervisor discusses with each employee the need for employee initiative and self-assessment in order to create the potential for filling a vacancy or moving up. Ensure the recommended agenda and/or checklist for the performance review includes a discussion of the employee self-assessment and opportunities for mentoring and career development and that these discussions happen. (2) Self-Assessment Form - Add Employee "Additional Skills and Experience" Question to Self-Assessment Form to help managers and supervisors know about additional skills and experience that employees have that could help with career advancement.	Managers/ Supervisors; support from Diversity Resource Group	Update performance review checklist to include guidance on key areas/topics the reviewer should cover with employee during performance review meeting	Complete DRG updated employee self-assessment August 2019.

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Organizational Assessment General and Recruitment/Selection Recommendations

Recommendation	Responsible Group	Outcomes and Measures of Success	Status
<p>18. (1) Ensure that all employees know about the opportunity to volunteer to participate in the interview process. The Human Resources Department will periodically encourage employees throughout the organization to volunteer and will maintain a list of OWASA employees who are willing to participate. (2) When assembling an Initial Screening Team and Interview Panel, the Hiring Supervisor will recruit as diverse a group of participants as possible across the organization, considering both cultural and work groups.</p>	<p>Hiring Supervisors; support from Diversity Leadership Group, Diversity Recruitment Group and Human Resources</p>	<p>Number and diversity of participants on hiring panels</p> <p>All employees know of the opportunity to participate on interview panels</p> <p>Long term measure – diversity of staff</p>	<p>Ongoing</p> <p>Currently, there are 64 employees trained to serve on an Interview Panel.</p> <p>HR will continue to offer employees an opportunity to serve on a panel.</p> <p>Implicit Bias and Microaggressions trainings were offered to all panel members in July 2019.</p> <p>Article published in the August/September 2019 OWASA Employee Newsletter describing opportunities to volunteer on teams, groups and committees.</p>

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Organizational Assessment General and Recruitment/Selection Recommendations

Recommendation	Responsible Group	Outcomes and Measures of Success	Status
<p>19. (1) Review rules/regulations/legal requirements; (2) Review job position and posting information; (3) Review the standard interview process and decide on interview questions that are related to the job description and qualifications in the job posting; (4) Discuss the diversity implications, challenges, opportunities and any legal and other factors.; (5) Include interview questions on diversity and inclusion for all interviews: e.g.</p> <p>OWASA places great importance on having a diverse workforce and providing an inclusive environment. What does diversity mean to you? What does inclusion mean to you?</p> <p>Describe one challenge or difficult situation you experienced with diversity and inclusion at work. What would have made the situation better?</p>	Hiring Supervisors; support from Human Resources		<p>Complete</p> <p>HR provides sample D&I questions to hiring supervisors for interview panels.</p>
<p>20. (1) Discuss agenda and protocol for interview; (2) Review rating scale; (3) Discuss potential for bias, best practices for fairness, any diversity concerns and the importance, agreement and willingness of each member to speak up on issues of fairness. (4) Interview Panel Meetings #1 and #2 can be combined if the hiring supervisor and Human Resources agree that the goals can be accomplished in one meeting.</p>	Hiring Supervisors; support from Human Resources	All panel participants feel prepared for interview	<p>Complete</p> <p>Incorporated into comprehensive hiring administrative guide.</p>

September 12, 2019 Progress Report

Organizational Assessment General and Recruitment/Selection Recommendations

<p>21. (1) OWASA will implement a process that is as fair and objective as possible to evaluate and rate the candidates for the position. The expectation is that the candidates who score among the highest on all aspects of the hiring process (qualifications, screening, interviewing, assessment exercise(s), reference checks and background checks) will be considered for selection for the position. The hiring supervisor, with the approval of the Executive Director, has the authority to make a selection from among those to be considered that is informed by the cumulative scoring and ranking from all aspects of the hiring process. (2) HR will update the Recruitment Checklist, Administrative Guides on the Use of Interview Panels and the Process for Hiring Decisions and other applicable procedures. (3) Staff will be trained, supported and reviewed for compliance. It is the obligation of the interview panel and the hiring supervisor, with the support of Human Resources, to discuss and resolve any aspects of fairness that may emerge in balancing the criteria and the scoring from all aspects of the hiring process resulting in the final selection. (4) The hiring supervisor will prepare a hiring justification memorandum through the Department Director, to the Executive Director, which includes the rationale for the hiring recommendation. In addition, the hiring supervisor will hold a debriefing session with the interview and screening panels to review the hiring decision and discuss what worked well and could be improved and any concerns.</p>	<p>Diversity Recruitment Group; support from Human Resources and Hiring Supervisors</p>	<p>Closed loop to interview panel participants on interview outcome</p>	<p>Complete</p>
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September 12, 2019 Progress Report

Organizational Assessment General and Recruitment/Selection Recommendations

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

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Organizational Assessment General and Recruitment/Selection Recommendations

Recommendation	Responsible Group	Outcomes and Measures of Success	Status
<p>24. (1) The Executive Director, when authorizing a hire or filling of vacancy, will determine the time frame for the posting that will provide for sufficient knowledge of the vacancy to the organization and the public and sufficient time for the recruitment to be a fair and inclusive process. (2) The Job Posting Policy will set out a minimum time frame for job posting. (3) The Job Posting Policy will provide a guide for where and how positions will be posted. Graphics and photos will be included with diversity and critical outreach factors in consideration, e.g. race and gender diversity and cleanliness and safety of the jobs, outstanding benefits, etc.</p>	<p>Human Resources; support from Diversity Recruitment Group</p>		Complete
<p>25. (1) Job postings will list the diversity and inclusion requirement, e.g. –<i>“OWASA places great importance on having a diverse workforce and providing an inclusive environment. The position requires the willingness and ability to work in and support a diverse and inclusive environment”</i>. (2) All applications will include the question. e.g. — <i>“Describe your willingness and ability to work in and support a diverse and inclusive environment.”</i> (3) The teams screening and rating the applications will be provided instructions and training on how to rate and use this question for screening – e.g. Is this a minimum or preferred criteria and what types of responses meet the criteria?</p>	<p>Human Resources; support from Hiring Supervisors and Diversity Leadership, Diversity Recruitment and Diversity Resource Groups</p>		Complete

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Organizational Assessment General and Recruitment/Selection Recommendations

Recommendation	Responsible Group	Outcomes and Measures of Success	Status
26. Improve communications between field and office	All Employees	Future organizational assessment	Ongoing Continuation of the annual How 2 OWASA program; cross departmental meetings; Executive Director bi-annual employee crew meetings (includes D&I check in); after action review meetings; monthly OWASA staff meetings; regular departmental staff meetings
27. Talk openly about diversity	Diversity Leadership Group; Human Resources; Diversity Recruitment Group; Diversity Resource Group		Ongoing Mandatory supervisor/manager sessions on Talking Openly about Diversity was offered in July 2019. These sessions were open to all employees.
28. Consider “skill based” opportunities for all	Diversity Leadership Group		Not yet addressed
29. Supervisors develop aptitude with Diversity and Inclusion	Diversity Leadership Group; Human Resources; Managers/Supervisors		Not yet addressed
30. Department and cross-department meetings to improve leadership and inclusion	Diversity Leadership Group; Managers/Supervisors		Not yet addressed
31. Monitor OWASA’s bullying policy and increase accountability	Diversity Leadership Group; Human Resources; Managers/Supervisors		Not yet addressed

September 12, 2019 Progress Report

Organizational Assessment General and Recruitment/Selection Recommendations

Recommendation	Responsible Group	Outcomes and Measures of Success	Status
32. Supervision policy/procedures should provide support	Diversity Leadership Group		Not yet addressed
33. Consider flexible policies where feasible to meet the unique needs of work groups, e.g. work from home	Diversity Leadership Group; Human Resources		In Progress
34. At a regular interval, the Leadership Team will review managers and supervisors for their involvement in career and leadership development with employees; Document any patterns and disparities in involvement that affect diversity and inclusion and implement any corrective actions needed; provide training for managers and supervisors on career development discussions and involvement, especially new managers/supervisors.	Diversity Leadership Group		Not yet addressed
35. More people of color at the Director Level	Executive Director		Not yet addressed

September 12, 2019 Progress Report

Organizational Assessment General and Recruitment/Selection Recommendations

<p>36. Additions to Recruitment Strategies: Make the following additions to the Recruitment Strategies form:</p> <ul style="list-style-type: none"> • Identify network of community leaders/local and state government officials from the area • Identify individual contacts and/or positions at each community college • Identify Minority Contractors’ organizations • Identify local and regional community members who can support recruitment- e.g. former employees or board members, concerned citizens or professionals • Increase use of formal and informal industry networks for excluded groups, e.g. American Water Works Association, young professionals groups, etc. 	Diversity Recruitment Group		In Progress
<p>37. Create a standard agenda format and protocol for the interview process from opening to closing and indicate where variations needed can occur.</p>	Diversity Recruitment Group; support from Human Resources		In Progress
<p>38. Update mentoring program and processes and monitor utilization.</p>	Diversity Resources Group; Human Resources		In Progress
<p>39. On an annual basis, educate and inform employees on the priorities for workforce diversity and inclusion: Review with employees the workforce diversity and inclusion snapshot of the organization; Discuss any needed improvements, the good reasons to improve and sustain workforce diversity and inclusion and the positive impact for all employees; Discuss and acknowledge any questions, concerns or different points of view.</p>	Diversity Resource Group and Human Resources (plan in conjunction with annual D&I report to the board); support from Diversity Leadership and Diversity Recruitment Group		In Progress
<p>40. Consider need for pay equity study</p>	Human Resources		Not yet addressed

September 12, 2019 Progress Report

Organizational Assessment General and Recruitment/Selection Recommendations

41. Use orientation process for cross departmental learning	Human Resources; Managers/Supervisors		Not yet addressed
42. Human Resources will (1) Align, reconcile and date the version of all forms, administrative guides, policies and program descriptions for hiring, selection, recruitment training and career development processes. (2) Ensure that the forms and guides are consistent with the current practices along with the changes adopted from this report. (3) Develop a standard format and framework for the written Recruitment, Selection and Hiring Plan for each position and for similar categories of positions that would usually include the same content.	Human Resources; support from Diversity Recruitment Group		In Progress

September 12, 2019 Progress Report

Organizational Assessment General and Recruitment/Selection Recommendations

<p>43. (1) Evaluate for clear cut minimal requirements and preferred requirements that can be determined by specific demonstrable aspects of the applicant's education, training, experience, ability or answers to interview, reference or background check questions.</p> <p>(2) Include questions in the application to address all requirements listed in the description/advertisement to ensure that the initial screening is fair and based on the job description/advertisement. (3) Discuss impact of subjective criteria on bias and fair assessment and test for and discuss any bias for included and excluded groups involved in the requirements. (4) Screening and Interview team members will be trained and encouraged to speak up about any concerns of bias or unfairness. (5) The hiring supervisor will provide the standard minimum and preferred job requirements and rating scales for the position and help tailor the process for the initial screening, interview selections, interview, references and background check questions within the policies and guidelines.</p>	<p>Human Resources; support from Diversity Leadership Group and Hiring Supervisors</p>		<p>In Progress</p>
<p>44. Clarify consistency of the posting and implementation of all licensing and certification requirements in job descriptions and career development information. Indicate if the license or certification is required prior to hiring or promotion or within a certain time frame thereafter. Add passing physical exam to this list of uniform requirements.</p>	<p>Hiring Supervisors; support from Human Resources</p>		<p>In Progress</p>

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Organizational Assessment General and Recruitment/Selection Recommendations

<p>45. Clarify the reference check process, the responsible person(s), the timing in the process; Use a standard set of questions and rating scale; Consider adding a diversity question, e.g. <i>“How would you rate this candidate’s ability to work effectively in, and support, a diverse and inclusive work environment?”</i></p>	<p>Human Resources; support from Hiring Supervisors</p>		<p>In Progress</p>
<p>46. Clarify and standardize the background check process. The timing, the responsible person(s), the forms and format and the rating scale, if any. When? Determine and clarify how background check information can be used. No credit checks are used for employee hires. Note: Currently, the background check process is initiated once the top one or two candidates are identified. The candidate would get an email from CAI requesting authorization to perform the background screenings and to provide information needed (date of birth, driver’s license number, former addresses, etc.). If the candidate authorizes the screenings then CAI will then run criminal, driving and social security checks on the candidate(s). We also will request verification on education based on the position requirements. If the position requires a high school diploma or bachelor’s degree, then we will request confirmation of completion from the educational institution provided by the candidate. Again, the background checks are initiated by OWASA but administered by CAI.</p>	<p>Human Resources</p>		<p>In Progress</p>

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Organizational Assessment General and Recruitment/Selection Recommendations

<p>47. Additional Recruitment and Selection Recommendations from the Organizational Assessment</p> <ul style="list-style-type: none"> • Increase High School Networking • Add Career Development component to H20 • Increase Networking with women in labor fields and Latinx organizations • Increase Networking with NCOPS and the Rural Water Organization • Increase networking with Community Colleges and Historically Black Colleges and Universities and Women’s Colleges • Maximize use of Summer Empowerment Internship Program for hiring outreach and pipeline • Evaluate need for additional Human Resources staff to implement these recommendations 	<p>Human Resources; support from Diversity Recruitment Group</p>		<p>In Progress</p>
<p>48. Clear, written communications, work processes</p>	<p>Managers/Supervisors</p>		<p>Not yet addressed</p>
<p>49. Establish “points of contact” between departments for key work processes</p>	<p>Managers/Supervisors</p>		<p>Not yet addressed</p>
<p>50. Improve cross-training with the input of those involved</p>	<p>Managers/Supervisors</p>		<p>Not yet addressed</p>
<p>51. Brainstorm and problem-solve across departments</p>	<p>Managers/Supervisors</p>		<p>Not yet addressed</p>
<p>52. Operations Levels input into the CIP</p>	<p>Managers/Supervisors</p>		<p>Not yet addressed</p>
<p>53. Discuss mentoring opportunities with employees during the performance review along with skill advancement, career and leadership development.</p>	<p>Hiring Managers</p>		<p>Not yet addressed</p>

September 12, 2019 Progress Report

Organizational Assessment General and Recruitment/Selection Recommendations

<p>54. Ensure that employees know about and use all opportunities for career development, advancement and referral of each other for development and advancement; Ensure that the career paths are transparent through easily available information. (2) Develop a tool using the organizational chart and job descriptions and classifications that can be used in the mentoring and performance review/self- assessment/skill advancement/career development process and to encourage and inform employee referrals.</p>	<p>Hiring Supervisors; support from Diversity Recruitment Group and Human Resources</p>		<p>Not yet addressed</p>
<p>55. Provide training and coaching to use the electronic devices and programs. Consider cultural and status differences that may impact computer training, e.g. comfort level, willingness, exposure, hours and convenience of access, type of device, etc.</p>	<p>Hiring Supervisors</p>		<p>Not yet addressed</p>
<p>56. Clarify consistency of the posting and implementation of all licensing and certification requirements in job descriptions and career development information. Indicate if the license or certification is required prior to hiring or promotion or within a certain time frame thereafter. Add passing physical exam to this list of uniform requirements.</p>	<p>HR and Hiring Supervisors</p>		<p>Not yet addressed</p>
<p>57. Maximize usefulness and attractiveness of website for job info and outreach for a diverse audience, including those less familiar with the water utility industry.</p>	<p>Communications and Community Relations Officer</p>		<p>Not yet addressed</p>

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Organizational Assessment General and Recruitment/Selection Recommendations

58. Help build board diversity with their appointing authority	Board of Directors		Not yet addressed
59. Support board development to implement the Diversity and Inclusion plan	Board Chair; Executive Director		Not yet addressed
60. Employees expected to pay attention to “in” group and “out” group dynamics and act to create fairness and inclusion	Diversity Leadership Group; Human Resources; support from the Diversity Recruitment Group and Diversity Resource Group; All employees		Not yet addressed
61. Increase diversity in management	Diversity Leadership Group; Human Resources; Diversity Recruitment Group		Not yet addressed
62. Instill priority for managers and supervisors to role model Diversity and Inclusion	Diversity Leadership Group; Human Resources		Not yet addressed
63. Implement annual review and assessment of board role	Executive Director		Not yet addressed
64. Clarify policy on providing relocation benefits for new hires. Discuss with selectee when the offer is made. Review for fairness across job status/levels and the impact on any training requirements.	Executive Director; support from Human Resources		Not yet addressed
65. Improve cross-training with the input of those involved	Managers/Supervisors		Not yet addressed

September 12, 2019 Progress Report

Organizational Assessment General and Recruitment/Selection Recommendations

66. Document the Process for Training and Certification <ul style="list-style-type: none"> • Clarify the processes and time frame for training, certification and development for advancement in all departments. • Clarify how employees get the chance to go to training – on request, rotation system, supervisor recommendation, other. • Clarify/review Education and Training Benefits and bonuses for fairness and inclusion. • Annual Review of training and development by Human Resources and Leadership Team: Document what is working? Who is benefitting? Any exclusions? Improvements needed? 	Managers/Supervisors		Not yet addressed
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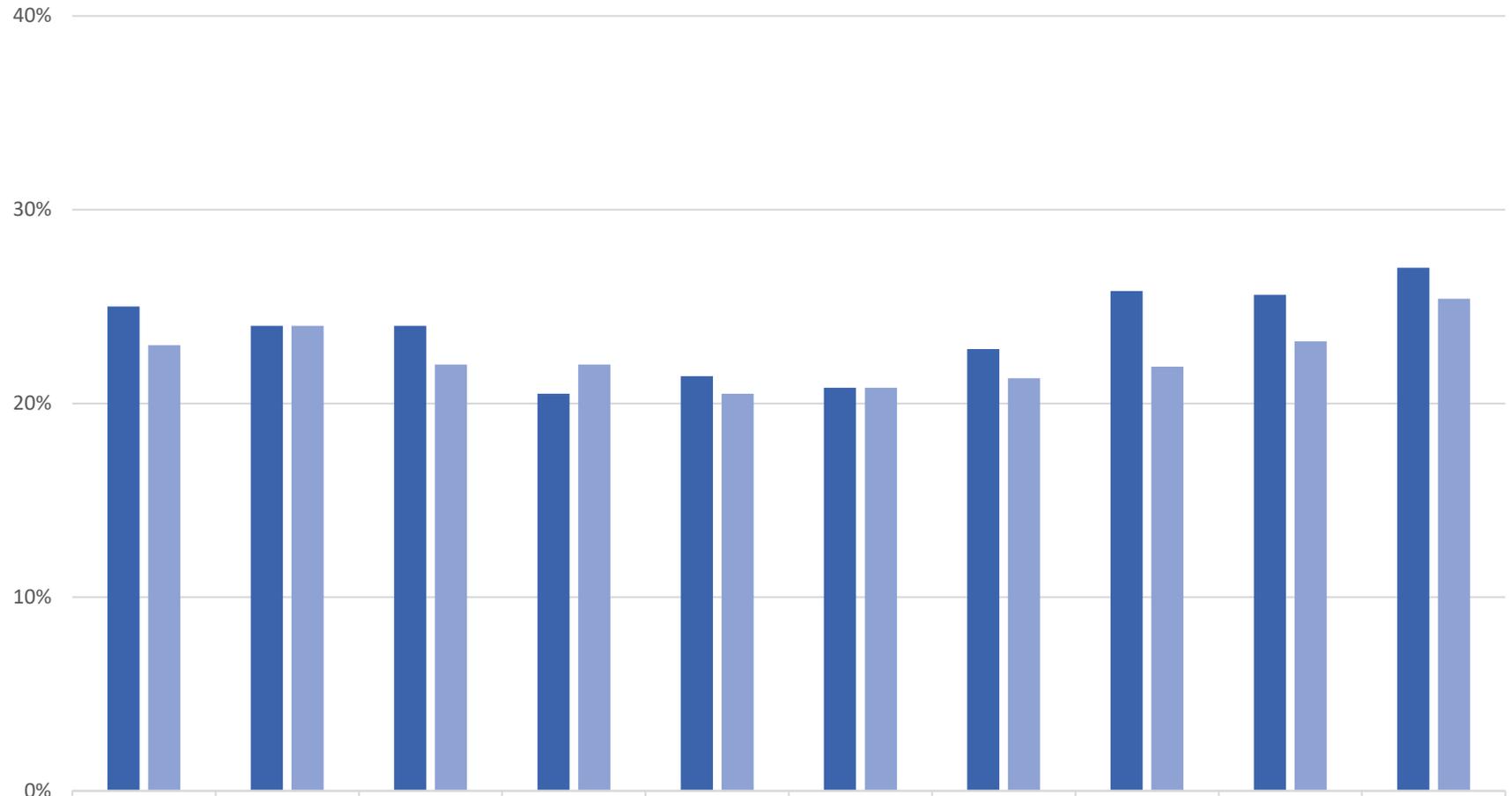
Diversity Leadership Group	Diversity Recruitment Group (DrtG)	Diversity Resource Group (DRG)	
Ed Kerwin Stephen Winters Stephanie Glasgow Mary Darr Todd Taylor Dan Przybyl	Kelly Belcher Monica Dodson Kenneth Loflin Nick Rogers Kelly Satterfield Denise Battle Vishnu Gangadharan Jesse DuClau	Sandra Bradshaw Alicia Grey Jose DuRant Johnny Riley Rosa Valdez Joshua Dury Addison McDonough Ruth Rouse Millie Zeno-Chapman	LeMarcus Fuller Linda Low Tyrone Edwards Tyrus Johnson Emily Currier Greg Monschein

OWASA Workforce Race and Gender Distribution By EEO Classification on June 30, 2019									
Classification	Gender		Race						
	Male	Female	Two or More Races	White	Black/ African American	Hispanic	Asian	American Indian or Alaska Native	Native Hawaiian or Other Pacific Islander
Officials and Administrators	8	7	2	12	0	0	1	0	0
Professionals	8	6	1	10	2	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	2	1	3	2	0	1	0	0
Administrative Support	0	10	0	2	7	1	0	0	0
Skilled Craft Workers	41	2	4	30	5	3	0	1	0
Service-Maintenance	16	1	0	17	0	0	0	0	0
Total (122)	91	31	9	89	16	4	3	1	0
Percentage	74.6%	25.4%	7.4%	73%	13.1%	3.3%	2.4%	0.8%	0

EEO Job Classification for Each Position

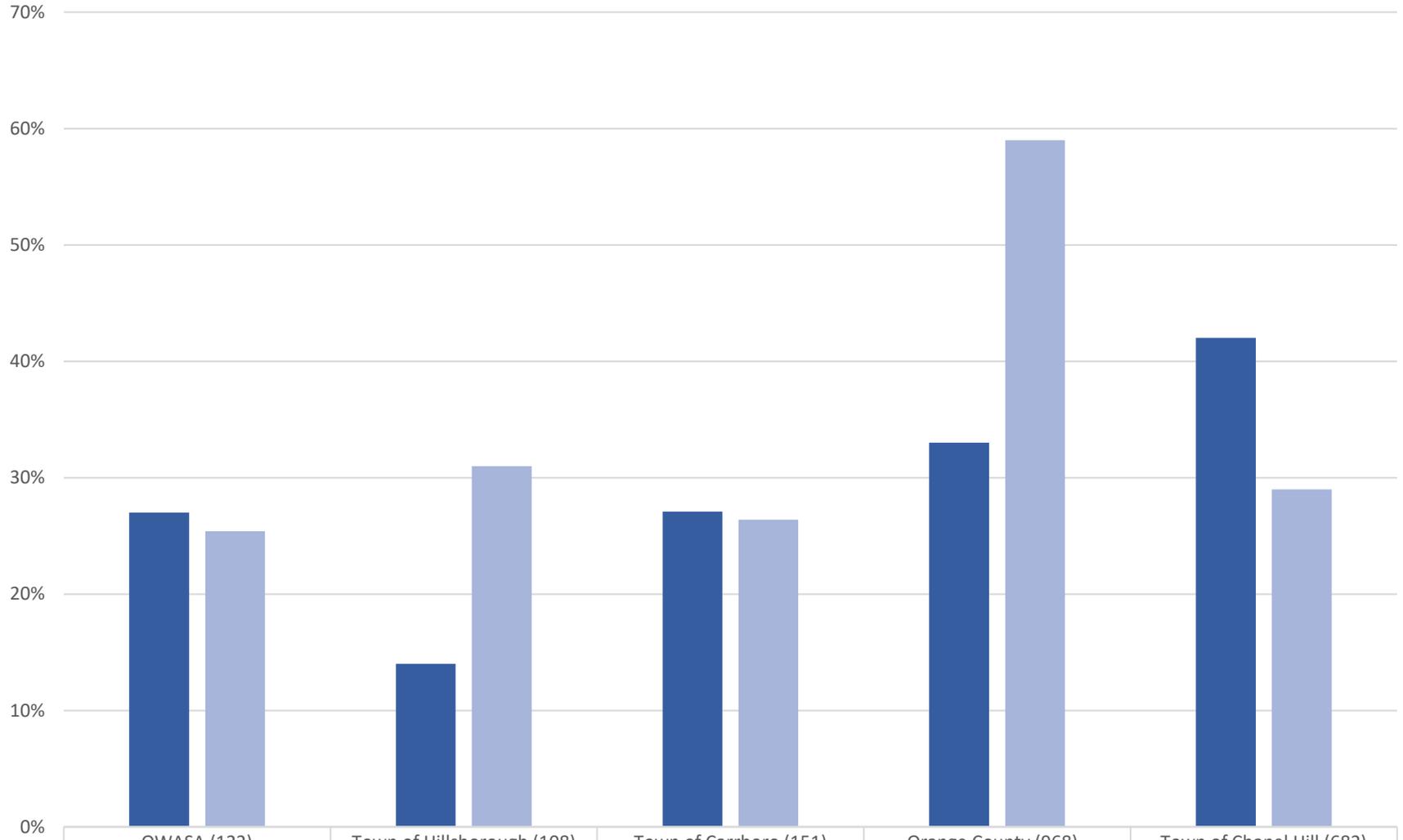
Officials and Administrators	<ul style="list-style-type: none"> Assistant Distribution and Collection Systems Manager Customer Service Manager Director of Engineering and Planning Director of Finance and Customer Service Director of Human Resources and Safety Director of Information Technology Distribution and Collections Systems Manager Engineering Manager (Capital Projects) Engineering Manager (Systems Development) Executive Director Finance and Procurement Manager General Manager of Operations Planning and Development Manager Wastewater Treatment and Biosolids Recycling Manager Water Supply and Treatment Manager
Professionals	<ul style="list-style-type: none"> Asset Manager Business Systems Analyst Communications and Community Relations Officer Financial Analyst Laboratory Supervisor Maintenance Coordinator Maintenance Supervisor Operations Supervisor Safety and Risk Manager Sustainability Manager Utilities Engineer - Non-Registered Utilities Engineer - Registered
Technicians	<ul style="list-style-type: none"> Construction Inspector Database Administrator Engineering Associate Engineering Technician GIS Coordinator Laboratory Analyst Network Administrator
Protective Service Workers	<ul style="list-style-type: none"> Lake Warden Senior Lake Warden
Paraprofessionals	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Administrative Assistant Customer Service Representative Clerk/Cashier Executive Assistant Senior Customer Service Representative
Skilled Craft Worker	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Assistant Lake Warden Biosolids Recycling Technician Maintenance Mechanic Utility Mechanic I

OWASA Workforce Race and Gender Distribution (Past 10 Years)



	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
■ Minority	25.0%	24.0%	24.0%	20.5%	21.4%	20.8%	22.8%	25.8%	25.6%	27.0%
■ Female	23.0%	24.0%	22.0%	22.0%	20.5%	20.8%	21.3%	21.9%	23.2%	25.4%

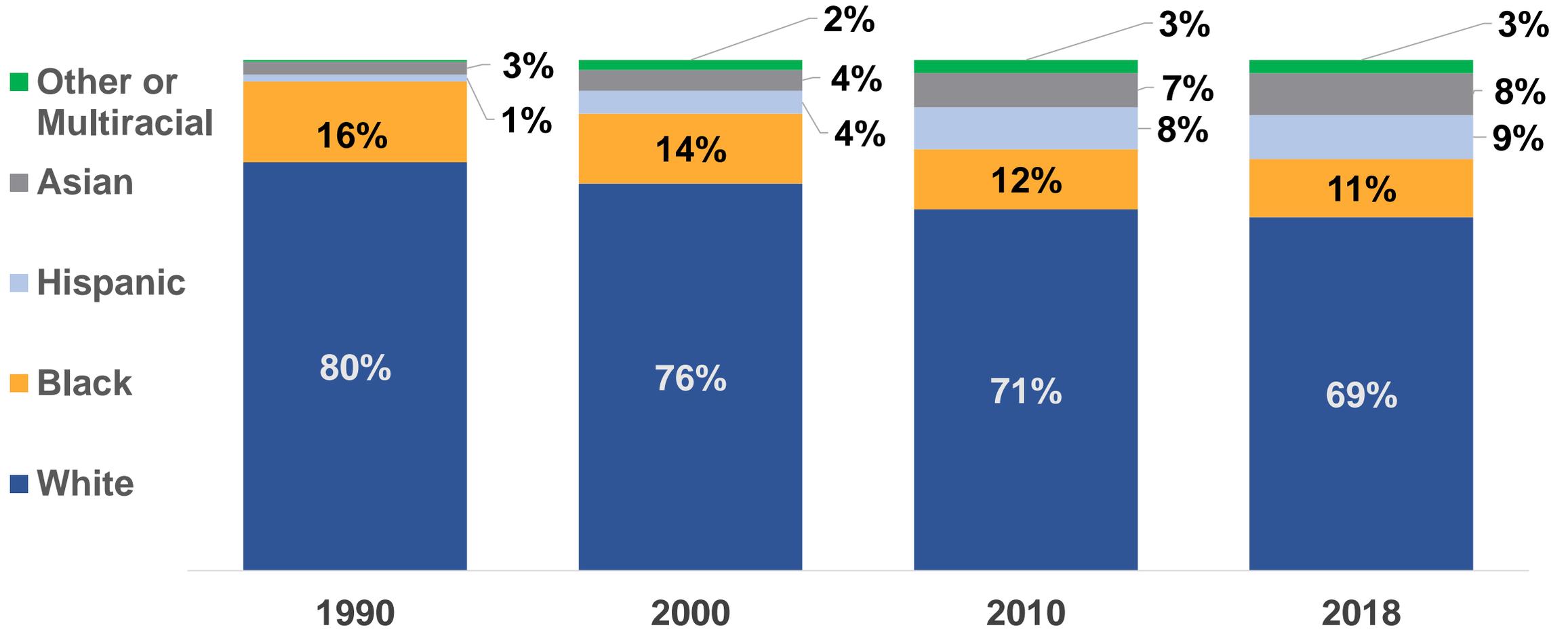
Workforce Race and Gender Distribution
 Local Area Entities
 (as of June 30, 2019)



	OWASA (122)	Town of Hillsborough (108)	Town of Carrboro (151)	Orange County (968)	Town of Chapel Hill (682)
■ Minority	27.0%	14.0%	27.1%	33.0%	42.0%
■ Female	25.4%	31.0%	26.4%	59.0%	29.0%

Orange County Population by Race

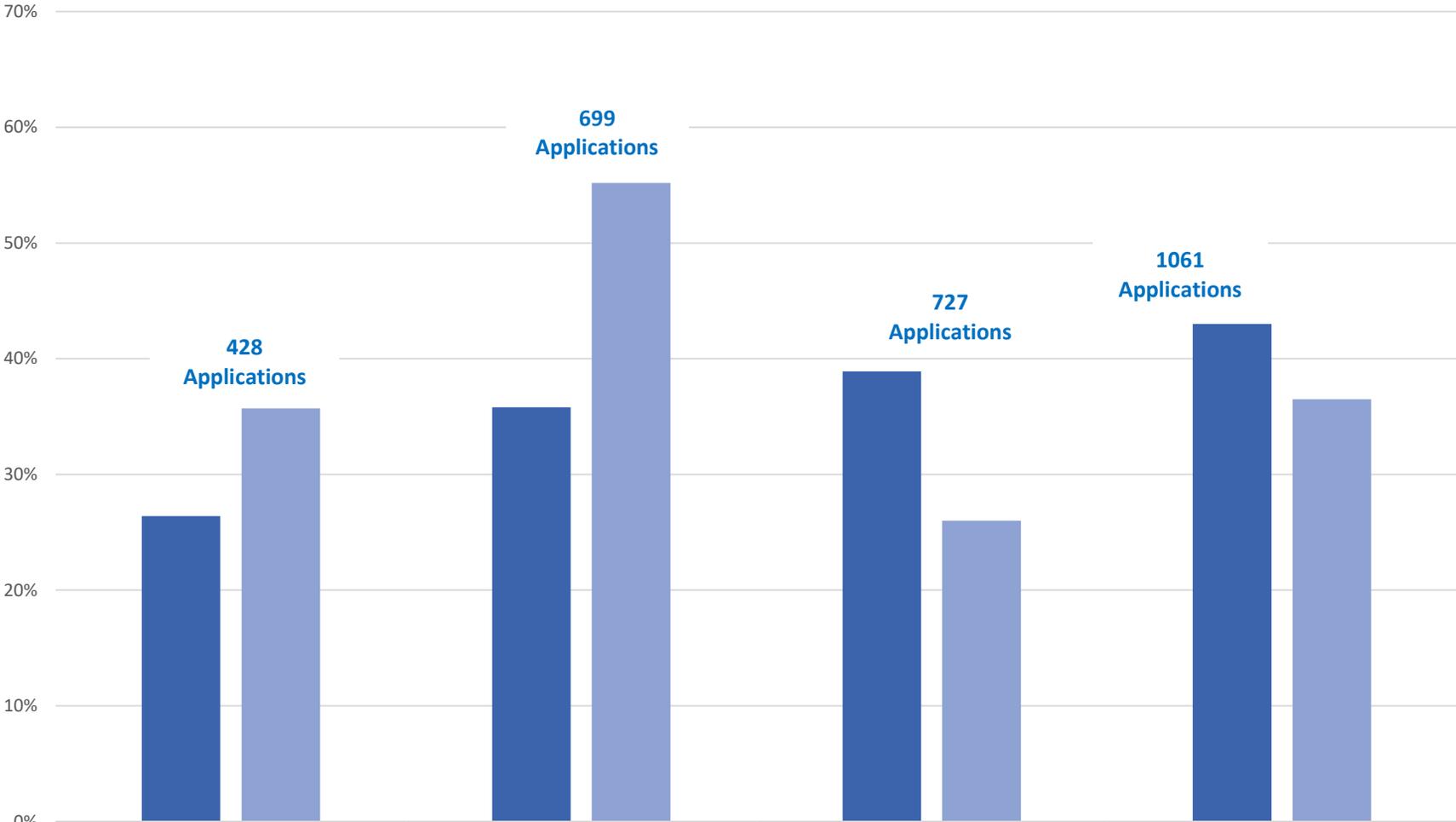
Changes By Decade



**OWASA Applicant Race and Gender Distribution By EEO Classification
July 1, 2018 through June 30, 2019**

Classification	Gender			Race							
	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	21	3	0	2	13	8	1	0	0	0	0
Professionals	182	70	5	18	152	46	9	18	4	0	10
Technicians	120	108	5	10	117	56	14	23	0	0	13
Protective Service Workers	0	0	0	0	0	0	0	0	0	0	0
Paraprofessionals	22	19	1	2	22	15	1	0	1	0	1
Administrative Support	29	159	2	12	83	76	9	1	2	0	7
Skilled Craft Workers	171	13	4	10	107	55	7	2	1	0	6
Service-Maintenance	110	16	1	6	70	42	4	1	1	0	3
Total (1061)	655	388	18	60	564	298	45	45	9	0	40
Percentage	61.7%	36.6%	1.7%	5.7%	53.2%	28.1%	4.2%	4.2%	0.8%	0	3.8%

Applicant Race and Gender Distribution (Past 4 Years)

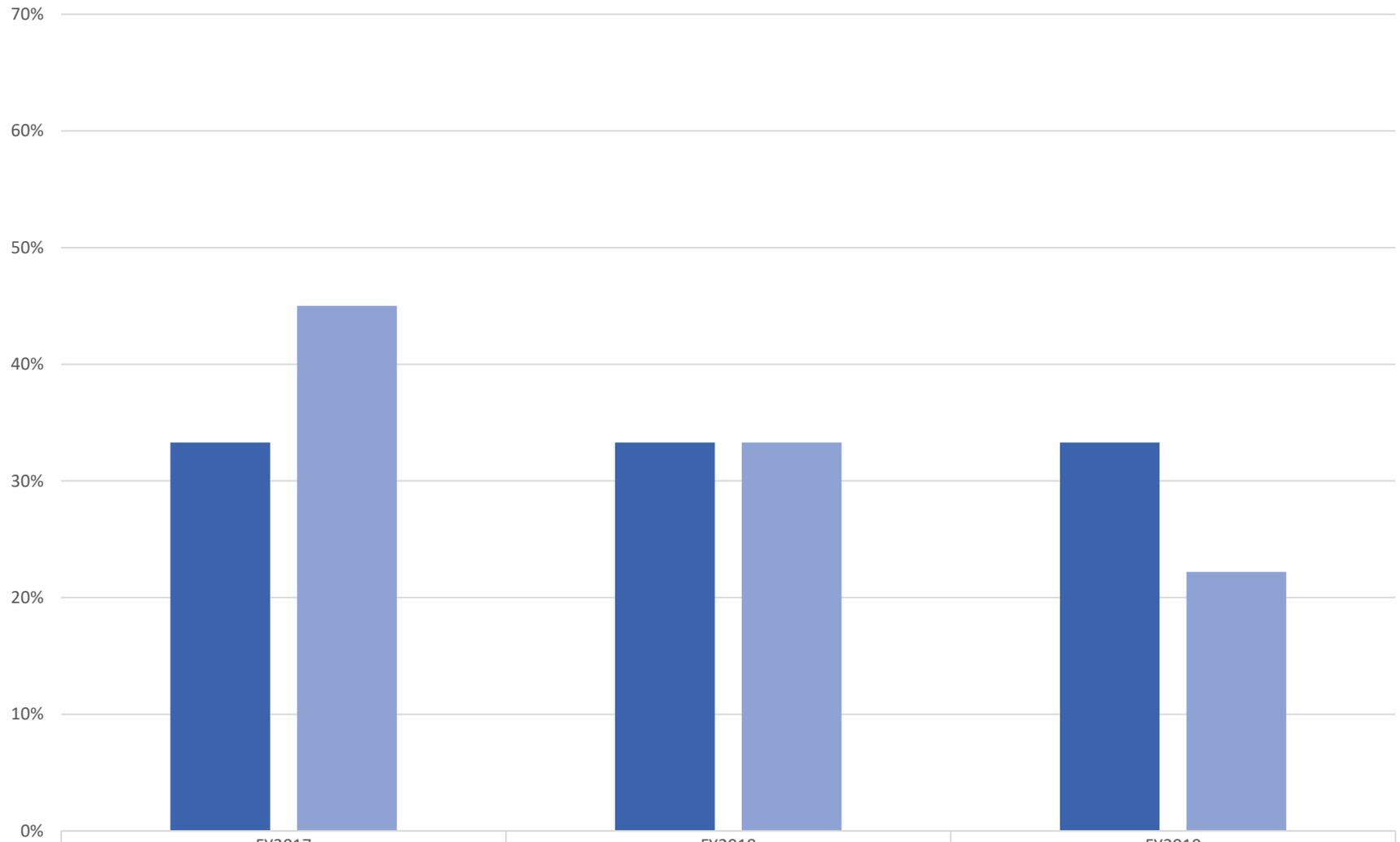


■ Minority	26.4%	35.8%	38.9%	43.0%
■ Female	35.7%	55.2%	26.0%	36.5%

OWASA Board of Directors									
Race and Gender Distribution on June 30, 2019									
Appointment	Gender		Race						
	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	3	1	0	1	0	0
Orange County	1	1	0	2	0	0	0	0	0
Carrboro	1	1	0	1	1	0	0	0	0
Total (9)	7	2	0	6	2	0	1	0	0
Percentage	77.8%	22.2%	0	66.7%	22.2%	0	11.1%	0	0

Board of Directors
Race and Gender Distribution
(Past 3 years)

Attachment 8 - Exhibit A



■ Minority
■ Female

FY2017

FY2018

FY2019

33.3%

33.3%

33.3%

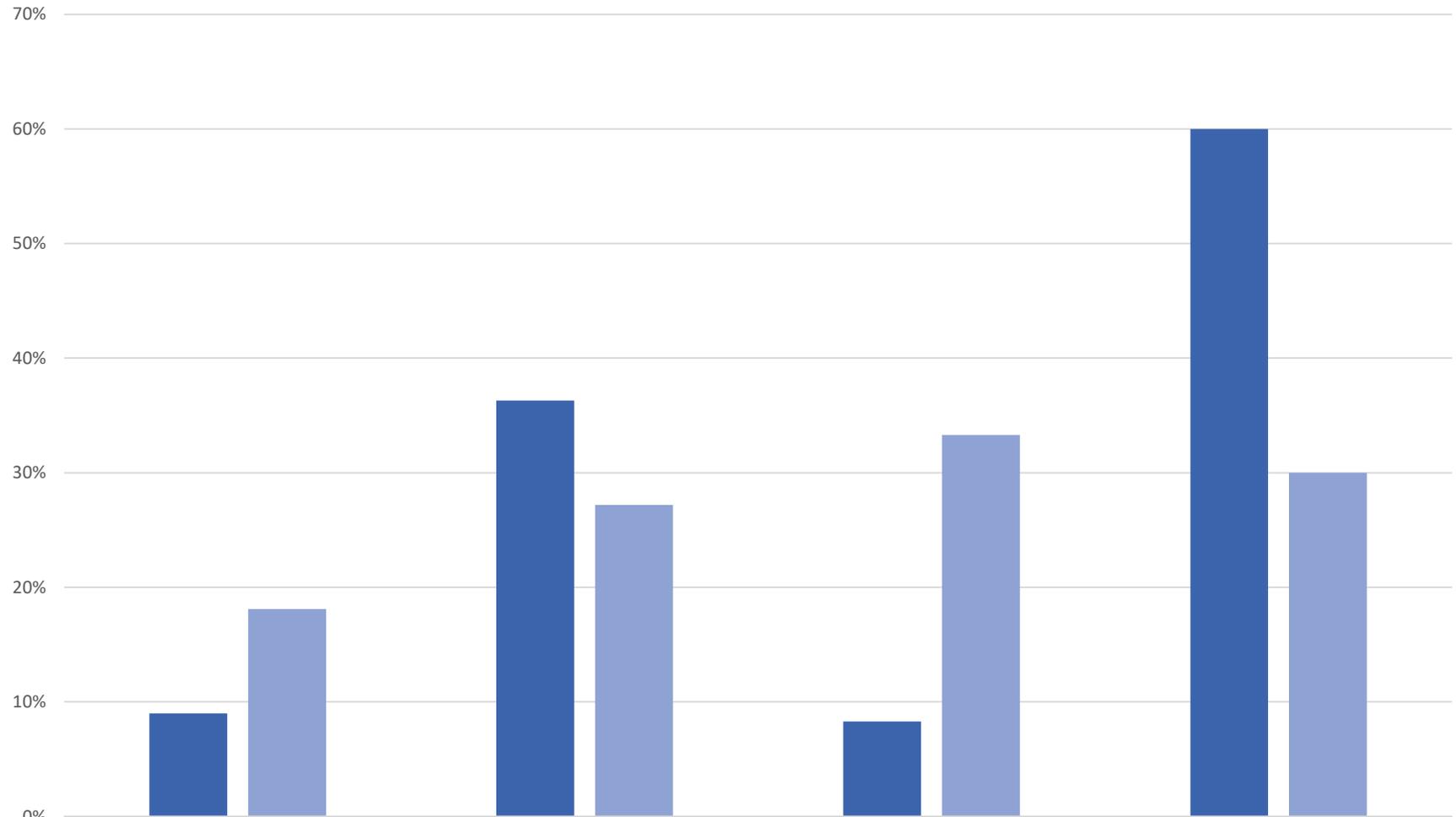
45.0%

33.3%

22.2%

How 2 OWASA
Race and Gender Distribution
(Past 4 Years)

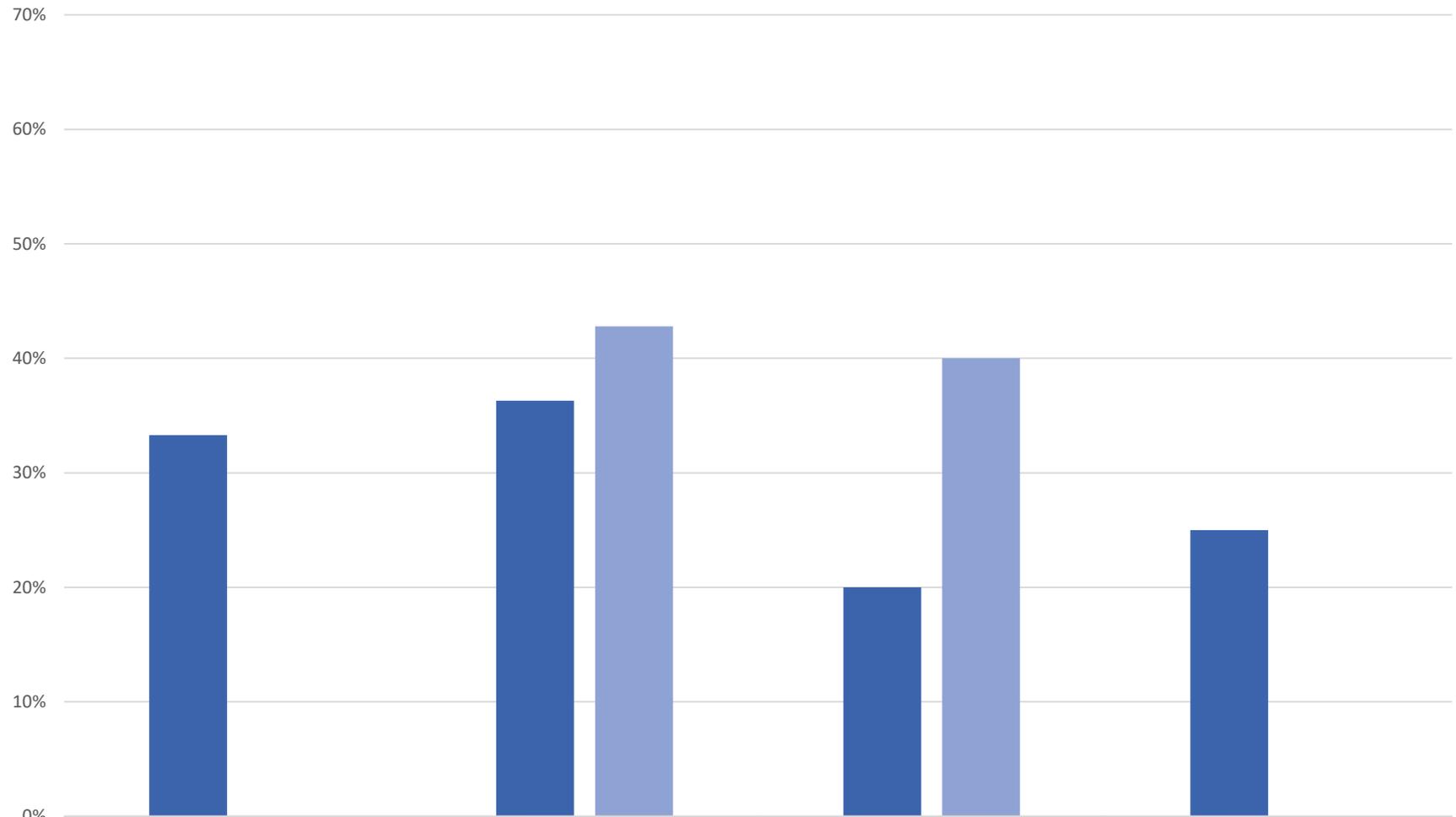
Attachment 9



■ Minority	9.0%	36.3%	8.3%	60.0%
■ Female	18.1%	27.2%	33.3%	30.0%

OWASA Internal Promotions
Race and Gender Distribution
(Past 4 Years)

Attachment 10



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

Diversity & Inclusion Program Draft Metrics

	Metric	Goal/Purpose
1	Track the demographics (gender and race) of OWASA's workforce by EEO job classifications.	D&I program goal: The diversity of OWASA's workforce reflects the communities we serve. (See Attachment #3)
2	Track the demographics (gender and race) of OWASA staff in supervisory positions.	Increase diversity representation in the senior levels of the organization. (See Attachment #11 – Exhibit A)
3	Track the demographics (gender and race) of the applicant pool.	D&I program objective: Attract diverse pool of applicants for open positions. (See Attachment #6)
4	Compare the demographics of the applicant pool at each step in the recruitment evaluation/selection process (candidates deemed "qualified," candidates selected for in-person interview, final selection). Also track for internal candidates/promotions.	Do/how do diverse/underrepresented candidates progress through the selection process? (To be provided at a future date)
5	Track the percent participation in mandatory D&I training for supervisors.	Goal of 100% participation. Instill priority for managers and supervisors to role model and develop aptitude for Diversity and Inclusion. 100% Completion - Mandatory D&I training for supervisors.

	Metric	Goal/Purpose
		93% Completion – Mandatory supervisor training on Understanding and Preventing Workplace Harassment.
6	Track the number of employees who participate in voluntary D&I training.	<p>D&I program objective: Employees are aware of the importance and value of diversity and inclusion.</p> <p>Voluntary employee D&I trainings were offered in August/September 2018 and again in July 2019. In total 35 (non-supervisory employees) attended these sessions.</p>
7	Track the number of hours of D&I training provided (both mandatory and voluntary).	<p>Ensure availability of training.</p> <p>Mandatory and voluntary D&I trainings were provided in August/September 2018 and again in July 2019. In total this was approximately 155 hours of training.</p>
8	Track the number of employees trained to participate on interview panels and their demographics (gender and race).	<p>Look at where panels can be more diverse (department, job classification?) and ensure opportunity to participate across willing employees.</p> <p>Ending FY2019, there are 64 employees trained to participate on interview panels. The demographics are 34.9% Women and 65.1% Men, and they identify as 7.9% Two or More Races, 17.5% Black, 4.8% Hispanic, 1.6% Asian, 68.2% White.</p>

	Metric	Goal/Purpose
9	Track the number of panels used per year with interview panel demographics (gender and race).	<p>Look at where panels can be more diverse (department, job classification?) and ensure opportunity to participate across willing employees.</p> <p>There were twenty-three (23) interview panels which involved ninety-one (91) employees. The demographics are 42.9% Women and 57.1% Men, and they identify as 2.2% Two or More Races, 18.7% Black, 3.3% Hispanic, 3.3% Asian, 72.5% White.</p>
10	<p>Conduct an organization wide assessment (focus groups) every 3-4 years. In the intervening years, conduct short online employee engagement survey.</p> <p>Track and compare survey/assessment results.</p>	<p>D&I program objective: Retain successful employees.</p> <p>Forthcoming</p>

OWASA Supervisory Positions Race and Gender Distribution By EEO Classification on June 30, 2019									
Classification	Gender		Race						
	Male	Female	Two or More Races	White	Black/ African American	Hispanic	Asian	American Indian or Alaska Native	Native Hawaiian or Other Pacific Islander
Officials and Administrators	8	7	2	12	0	0	1	0	0
Professionals	3	3	1	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	1	0	0	0	0
Service-Maintenance	0	0	0	0	0	0	0	0	0
Total (31)	19	12	4	23	3	0	1	0	0
Percentage	61.3%	38.7%	12.9%	74.2%	9.7%	0	3.2%	0	0

Agenda Item 6:

Agua Vista Project Update and Impact

Purpose:

To provide the OWASA Board of Directors and our customers an update on the Agua Vista Initiative to include a wrap-up of the deployment phase, impacts on customers and the organization, and a look at future opportunities.

Project Update:

The deployment phase of the Agua Vista Metering Initiative was successfully completed in June 2019. The deployment phase included installing a network of data collection devices throughout our service area, upgrading all of our water meters with technology to transmit readings to the data collection devices, integrating a system to manage the data with our billing system, and providing a web portal for customers to access their consumption data. This phase was challenging to say the least, but due to extensive planning and effective execution it ultimately generated very few customer complaints and has provided benefits from the start.

As shown in the table below, our Feasibility Study of Agua Vista indicated that the initiative is a smart investment. The financial performance has further improved due to lower than expected capital costs, anticipated lower operation and maintenance (O&M) costs, and the impact of receiving a low-interest loan from the State for the project.

Description	Feasibility Study Estimates	Actual Costs/Current Estimates
Capital Outlay	\$6.0M	\$5.3M
Average Annual O&M	\$150,000	\$114,000
Cost of Capital	3.50%	1.53%
15-year Net Present Value	\$0.44M	\$3.25M
Simple Payback	<12 Years	<10 Years

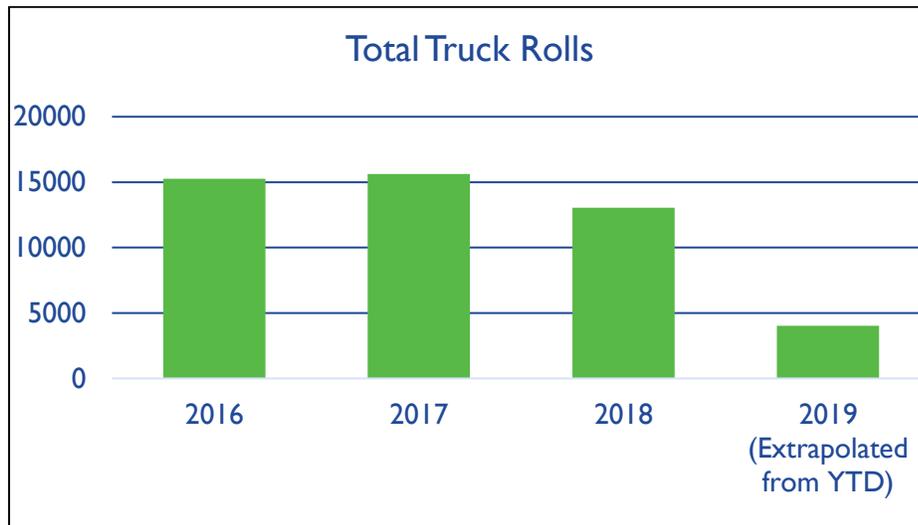
Project Impacts:

From the beginning of the deployment phase, Agua Vista began to change the way we do business in a myriad of ways. The following are a few examples of the most transformative changes to date:

- **Business process changes – Truck rolls:** Prior to the installation of Advanced Metering Infrastructure (AMI), the fallback course of action for high bill concerns and meter questions was to “roll a truck” to a customer’s house to inspect. The level of data

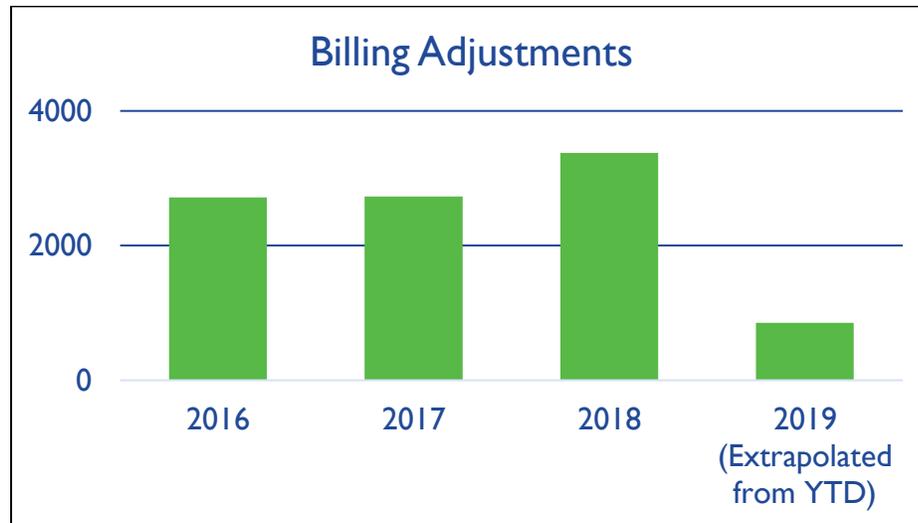
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provided by Agua Vista allows real-time trouble-shooting with customers and helps to avoid “rolling a truck” to inspect a home and meter. If we assume that the rest of 2019 continues like the past 8 months, then we can attribute about a 74% reduction in truck rolls to Agua Vista (from 2017-2019). This saves a great deal of staff time, as well as wear and tear on vehicles, and fuel use/emissions. Moreover, it also means less traffic in our community which enhances quality of life and reduces risk of accidents for our staff and community members.



Moreover, AMI allows OWASA to detect a potential issue with a meter without visually inspecting it. In the last 12 months, we have been able to identify 17 meter tampering events and 37 backflow events. Identifying these issues helps to protect water quality and ensure that everyone is paying the cost of service.

- **Customer service enhancements – Billing adjustments:** Although our Distributions and Collections (D&C) and Customer Service (CS) teams take great precaution to issue correct bills, sometimes bills contain errors or are difficult to explain. This process requires staff time and has the potential to erode public confidence in OWASA. Prior to Agua Vista, approximately 1% of bills were adjusted after issuance. With Agua Vista, our accuracy has improved, and we have greater information at our fingertips to explain discrepancies. We have seen, and expect to continue to see, significant decreases in billing adjustments.



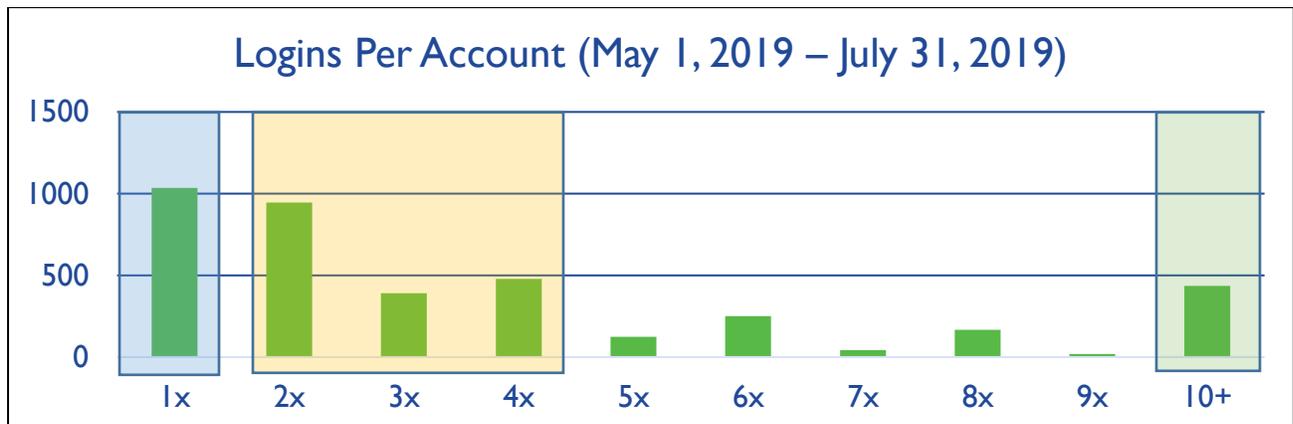
Prior to the installation of AMI, extreme weather events, such as snow, occasionally prevented us from reading meters. In these cases, we billed using an educated estimate based on an account’s water use history and “caught up” on the next month’s meter read. Agua Vista allows us to read meters when weather or other factors might have prevented it – further improving our service to customers.

- **Customer empowerment – Portal registration and use:** Aside from the organizational benefit of OWASA’s investment in Agua Vista, the data has great potential to empower our customers with near-real time, actionable information regarding their water use. In March 2019, OWASA rolled out its Agua Vista Web Portal to all customers with the goal of getting as many customers enrolled as possible. As of the writing of this memo, we have 6,249 customers registered for the Agua Vista Web Portal, about 29.1% of eligible accounts.

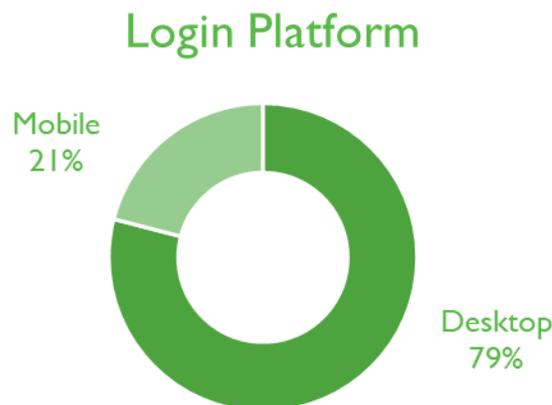
Based on visitation statistics, there are three types of visitors to the portal:

- **Those that sign in when they get their bill:** The most common portal user is one that checks in once a month, likely when they get their bill. This is very encouraging because our customers can now connect individual water use behavior to water bills. Between May 1, 2019 and July 31, 2019, 1,815 accounts (about 47% of accounts that logged in) used the portal to check in every month or so. These types of users are captured in the yellow box in the following graph.
- **Those that signed in only when they registered:** When customers first sign in, they can review and update contact information for leak alerts, add users, and establish notifications. If they never come back again, the Portal has the information it now needs to alert them to abnormal water use. Between May 1, 2019 and July 31, 2019, 1,038 (about 25% of accounts that logged in) signed into the portal only once. These types of users are captured in the blue box in the following graph.

- **Those that are signing in 3 or more times a month:** The next largest type of portal users are those that are frequently checking into their account. Between May 1, 2019 and July 31, 2019, there were 436 customers (about 11% of those that logged in) that “checked in” on their hourly water use more than 3 times a month. These types of users are captured in the blue box in the following graph. It’s a dynamic portal, where data are updated every day. We are glad that customers are finding value in this.

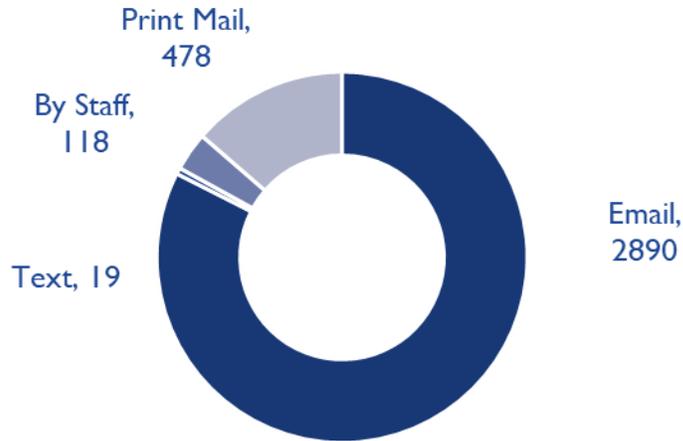


The Agua Vista Web Portal is accessible and responsive on desktop computers, as well as mobile devices. phones. By far, the desktop is the preferred method of accessing Agua Vista for our customers.



- **Water conservation and customer service – Leak detection and notification:** We have established thresholds within the Agua Vista Web Portal to help detect the potential occurrence of leaks based on hourly water use data. These thresholds were set using industry standards and are used to determine when and if a customer is notified of a potential leak. We began using the portal to notify customers of potential leaks in mid-April 2019. Since May 1, 2019, over 3,325 accounts have been flagged for water use that suggests a potential leak. If there is an email on record for a customer (either provided when establishing an account with OWASA or when registering for Agua Vista), the system uses email to notify a customer of a potential leak. It can also send a voicemail or

text, if a customer directs the system to do so. For residential customers without an email on file, the system will automatically produce and mail a printed leak alert notification. Ultimately, our goal is to significantly reduce/eliminate the need for printed and mailed leak alert notifications.



Method of Leak Notification, since May 1, 2019

Once notified, customers are asked to register/sign into the portal for help in troubleshooting the leak and to provide feedback on whether or not it was an actual leak. This feedback helps inform a customer's leak algorithm. Since May 1, 2019, we have had 217 customers confirm that their leak notification was actually a leak. We suspect that this is less than the actual number of successful leak notifications because customers do not always log-in to provide feedback.

For these 217 customers, the average leak rate was 69 gallons per hour, which was remedied within 7.11 days of beginning. Assuming these customers would not have been aware of a leak until they received their bill, we estimate that these early notifications saved approximately 10 million gallons of water (equivalent to 1.3 days of total system water demand). The number one cause of leaks? Toilets.

Looking ahead:

As we look to the future of the Agua Vista initiative, we will be exploring many exciting opportunities this technology enables. The following are a few interesting examples:

- **Billing increments:** OWASA currently bills in increments of 1,000 gallons. Whereas the Agua Vista system gives customers much greater insight into their water use. Through the portal, customers can see hourly water use and can determine how much water is being used for toilet flushing, showers, etc. They can also see the impact of leaks. With this information and conservation tips that Agua Vista provides, customers may be motivated to change habits to reduce water use.

For many customers, water use reductions will be small. With 1,000-gallon increment billing, if a customer is able to reduce water use by 10 gallons per day, it will take four months for them to realize a reduction in the amount of their bill.

While staff would like to change to billing in gallon increments, we recommend against making the change now. Based on our research, we have determined that the potential for billing and data errors, combined with the cost of making the conversion, with our current software provider pose too great a risk.

For this and many other reasons, we plan to investigate alternatives to our financial and utility billing systems. We went through this process about five years ago and ultimately determined that our best course of action at the time was to remain with our current system. Since then, there have been consolidations among vendors and systems have evolved; we are optimistic about finding a system that better meets our needs and we recommend changing to smaller billing increments in conjunction with implementing a new system.

- **Promotion of customer self-service:** As more customers sign up for and gain confidence with the Agua Vista Web Portal, we hope that customers move to increase their capability to self-serve, particularly in answering the number one question received by our Customer Service Representatives: “Why is my bill so high?”.
- **Leveraging data for other purposes:** The detailed data provided by hourly meter readings and the feedback received in the Agua Vista Web Portal unleash data analytic opportunities that can be of benefit to operations, water resource planning, financial planning, maintenance, and customer service. A few opportunities on our radar are industry benchmarking, demand side analysis and planning, drought restriction enforcement, meter health/performance evaluations, and targeted outreach based on water use, tax parcel data, etc.
- **Add-on technology:** The communication network backbone of Agua Vista has potential to be leveraged for increased data collection from the distribution and collection system. For example, our meter vendor has an add-on technology that will conduct regular acoustic leak detection of our distribution system and their pressure monitoring equipment is expected to be available later this year. We will keep our eye on this technology and continue to evaluate add-on’s based on their value to the community and business.

Agenda Item 7:

Long Range Water Supply Plan – Schedule Update and Final Water Supply and Demand Side Alternatives

Purpose:

The purpose of this memo is to recommend to the OWASA Board of Directors a final list of water supply and demand options to be considered in the update of the Long-Range Water Supply Plan (LRWSP). It summarizes the process engaged by staff to identify demand side opportunities and review and discuss supply side strategies with community stakeholders. Additionally, it provides the Board with an update to the schedule of finalizing the Long-Range Water Supply Plan Update.

Scope and Schedule of the LRWSP Update:

OWASA is in the process of updating our Long-Range Water Supply Plan (LRWSP) to ensure that we have a reliable, high quality supply of water for the community for the next fifty years. The OWASA Board of Directors approved a [Charter for Long-Range Water Supply Plan](#) at its March 27, 2014 meeting. This document outlines the project vision, need for the project, tasks and deliverables, water supply alternatives that will not be evaluated in the LRWSP, and risks. At the time the Charter was approved, it was anticipated that the LRWSP would be completed in calendar year 2016 and any identified budget needs for implementation would be presented to the Board in early 2017 for inclusion in the fiscal year 2018 budget. Staff initially planned to use existing population projections from the Towns of Chapel Hill and Carrboro. Subsequent to the Charter being approved, staff learned of the regional effort to update growth projections as part of transportation planning efforts; the local government staff recognized the level of effort they were contributing to that effort and encouraged OWASA to use that data. Triangle J Council of Governments led that regional planning effort, and their project manager believed that data would be available for OWASA in 2016. Delays in that project, as often occurs in large regional planning efforts, resulted in OWASA receiving draft data in April 2018 and final model runs in June 2018.

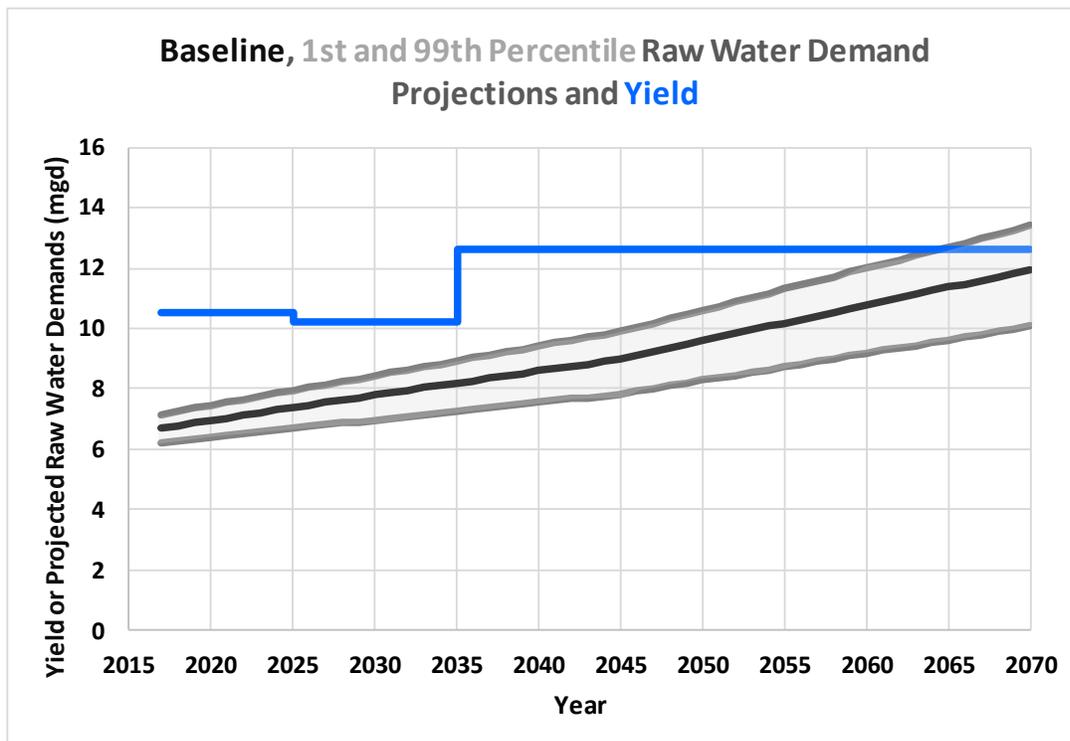
The OWASA Board of Directors approved [Community Engagement Plan for Long-Range Water Supply Plan Update](#) at its February 12, 2015 work session; this document was updated in November 2016 based on feedback from the Board of Directors provided during discussion on Goals and Objectives at its November 10, 2016 work session. At that November 2016 work session, the Board agreed that the community would be most interested in understanding how much water we will need in the future and providing feedback on the alternative methods to meet those future needs. This Plan identifies important stakeholders, key topics to seek feedback from the community, key information to provide to the community, and methods to provide information and receive feedback. As part of this community engagement effort, staff has developed a project [webpage](#) and developed a project email address (LRWSP@owasa.org).

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Staff developed [Evaluating Supply and Demand Management Alternatives Against Goals and Objectives for the Long-Range Water Supply Plan Update](#) and presented this document to the Board of Directors on November 10, 2016. (Note: supply alternatives are those that create a new or expanded source of water and demand management alternatives are those that promote a more efficient use of water; supply and demand management alternatives are the subject of this agenda item). At that meeting, the Board agreed that staff could use those goals to evaluate supply and demand management alternatives against.

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 the projections. That was the first key technical task for the project as it is essential for evaluating (a) how much water we expect our customers will need us to provide; (b) the ability (reliable yield) of our existing water supply sources to meet future needs; and (c) the need for and cost-effectiveness of additional supply and demand management strategies. Figure 1 illustrates the projected demands.

Figure 1: Water Demand Projections and Yield

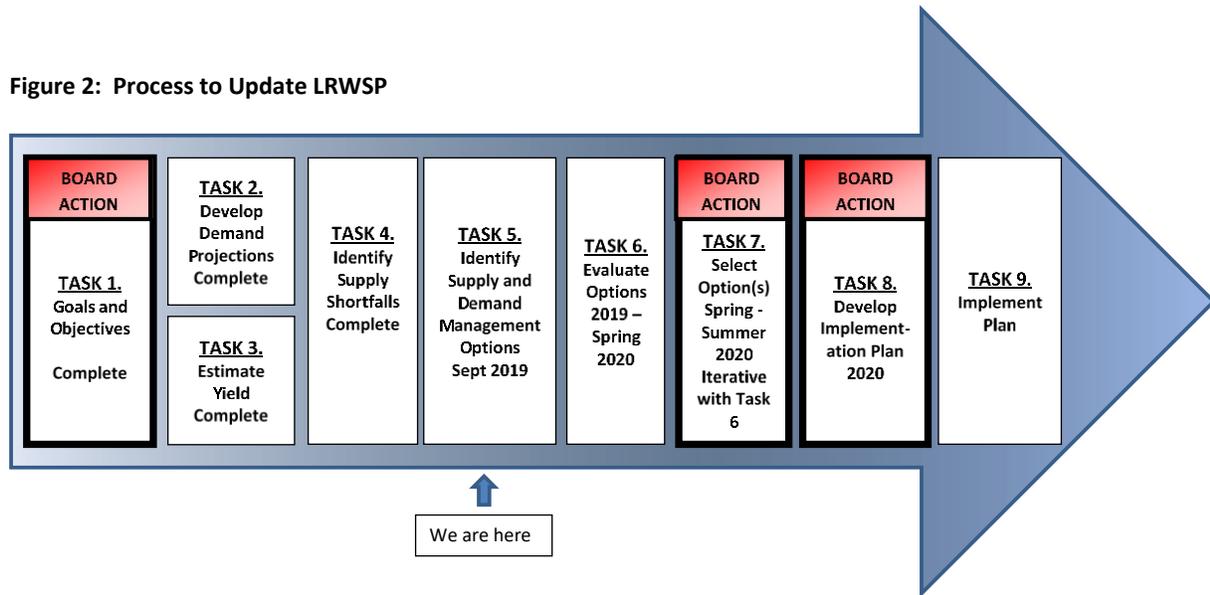


On [April 11, 2019](#), the Board of Directors approved a list of supply alternatives and general categories of demand management approaches and authorized staff to engage with the community on the supply alternatives and identify specific demand management alternatives that could impact existing and future water demands in a significant way. Staff met with the following groups in the summer of 2019:

- One-on-one phone calls with self-identified “green builders”
- Town of Carrboro staff
- Town of Chapel Hill staff
- Chapel Hill-Carrboro City School District staff
- University of North Carolina at Chapel Hill staff
- UNC Health Care staff

The results of this community engagement process will be discussed at the September 12, 2019 Board of Directors meeting. Based on feedback from that discussion, staff will evaluate side-by-side the supply and demand side strategies against the goals and objectives approved in November 2016. These goals and objectives account for economic efficiency as well as the environmental and societal impacts of each alternative. This alternatives evaluation will be a main focus of the LRWSP update and will result in a sustainable path forward for ensuring a reliable, high quality supply of water for the community for the next fifty years.

Tasks to update the LRWSP are illustrated in Figure 2 and include:



All dates are tentative and dependent on public engagement process and Board direction.

A tentative schedule to complete the LRWSP is outlined below:

- Late September/early October 2019 – OWASA staff meet with consulting engineer and UNC staff to agree on scope of work to evaluate reclaimed water options which serve UNC facilities.
- January 2020 (tentative) – OWASA Board of Directors discusses draft alternatives analysis of supply and demand management options. This schedule is contingent on a

late September/early October meeting with UNC and consulting engineer, review of consulting engineers draft materials by OWASA and UNC staff.

- February to April 2020 (tentative) – OWASA staff and consulting engineer make any revisions to draft alternatives analysis and share with stakeholders, which may include local governments, UNC, UNC Health Care, and neighboring utilities.
- May 2020 (tentative) – OWASA staff presents revised alternatives analysis and summary of comments received to the Board of Directors for approval. This may also include selection of final alternative(s) to implement, but this could also be included in the draft LRWSP report and presented in July 2020.
- July 2020 (tentative) – OWASA staff present a draft LRWSP report to the Board of Directors to obtain feedback and approval to engage with the community on the draft report.
- August and September 2020 – OWASA present draft LRWSP to the public and develop summary of comments received.
- October 2020 – Staff present final LRWSP to Board of Directors for adoption.

The Value of Incorporating Demand Side Strategies:

Demand side strategies are those that will reduce average day water demands in a measurable, significant and sustained way. For the purposes of long-range water supply planning, demand side strategies are not those that are only enacted in times of drought. While water shortage response strategies are important to extending OWASA’s water supply in times of drought, they are not desirable to reduce average day demands on a regular basis. (For example, we would not want to have aggressive water restrictions enacted in non-drought times.) Instead, these strategies are considered in OWASA’s Water Shortage Response Plan.

Additionally, for the purposes of the LRWSP, demand side strategies are not communications and outreach strategies. Although extremely important in influencing our community’s ethos regarding sustainable water use, the impacts of outreach strategies are difficult to quantify. Now that OWASA has a strategic communications plan, as well as an affordability outreach plan, it is recommended that such strategies be evaluated in the update of these plans.

Measurable, significant, and sustainable demand side managements strategies are important to consider alongside supply side options for various reasons, including their impact on the:

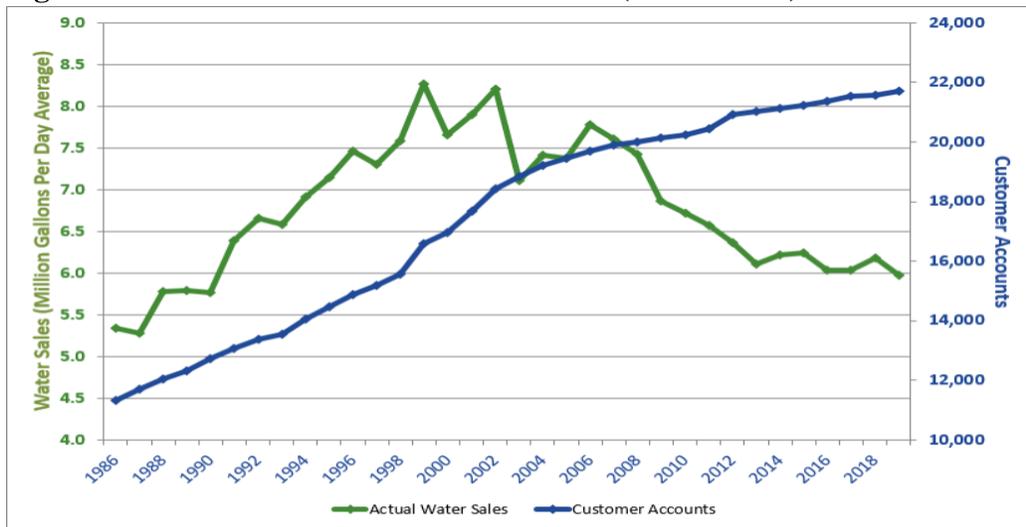
- Delay of enacting our Water Shortage Response Plan that involves water use restrictions and surcharges;
- Extension of water supply and reduction in the severity of water use restrictions and surcharges during a drought;
- Improvement of the affordability of our services (as a complement to our Affordability Outreach Program);
- Reduction in our overall energy use; and

- Reduction of peaking factors at our treatment plants and pump stations, which helps to extend their hydraulic life and ultimately saves our customers money.

Moreover, it is important for OWASA to be aware of national and local trends that will impact water demands absent OWASA involvement. If not accounted for in long-term projections, OWASA runs the risk of investing in expensive supply side strategies and infrastructure expansion for which there is no demand. Staff did account for decreasing demands in its water demand projections.

Demand side strategies are not unprecedented. The Chapel Hill and Carrboro community has made significant and sustained advances in increasing water use efficiency and reducing raw water demands (Figure 3). On average, our community is using the same amount of raw water that it was in 1991, despite significant growth in the number of accounts. In 1991, each OWASA account used an average of 489 gallons per day. In 2018, each OWASA account averaged 286 gallons of water use per day: a 42% reduction in 27 years. This reduction can be attributed to a combination of efforts and initiatives, including: a change in national policy regarding water fixture efficiency, OWASA’s change in pricing structure and level, the University’s investment in and use of a reclaimed water system, and an evolving community ethos regarding water conservation prompted by two significant droughts (2001-02 and again in 2007-08).

Figure 3: OWASA Water Sales and Account (1986 – 2018)



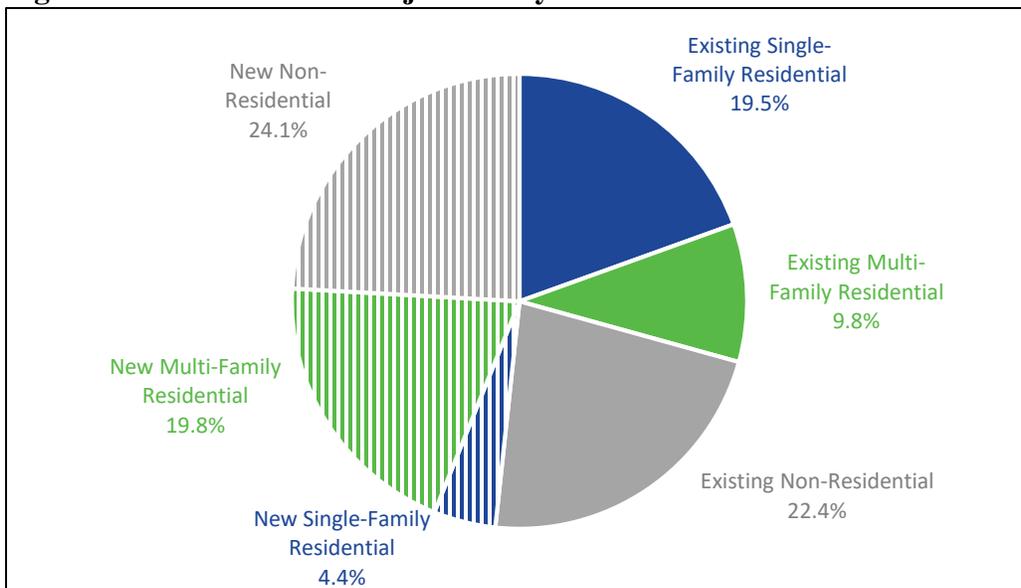
OWASA’s evaluation of additional demand side strategies will acknowledge just how much the community has already managed its demands and the extent to which demands can continue to decline. Our evaluation will also account for a modest amount of continuation of past trends. In fact, demand projections include a 10% decrease in per capita demand to account for continued replacement of older fixtures with high efficiency fixtures and the aggressive customer leak detection capability provided by our recent investment in Advanced Metering Infrastructure and Agua Vista Web Portal.

Identifying Opportunities for Significant Demand Side Management:

In April 2019, the OWASA Board of Directors approved a general approach for engaging with community stakeholders to discuss and identify opportunities to impact existing and future community water demands in a significant way. Demand side strategies require active and strategic partnership with our community and customers. Thus, this early level of engagement with community stakeholders (see list of stakeholders we met with under Scope and Schedule of the LRWSP Update) was an important first step for developing a list of strategies to pre-screen and evaluate.

The discussions were prompted by inviting any and all ideas that have potential to impact the community’s demand in a measurable, significant, and sustained way, given the following breakdown of demand projections (Figure 4). Knowing that pre-screening and evaluation steps would follow, participants were asked to think long-term and creatively; we asked for “big hairy ideas.”

Figure 4: Water Demand Projections by Sector in 2070



In addition, OWASA staff presented on and requested feedback on the supply side strategies that OWASA will be evaluating.

Narrowing the Field:

In order to narrow more extensive evaluation of the strategies to those with the greatest potential, staff conducted a qualitative pre-screening of the creative ideas developed in community meetings. The pre-screening was based on each strategy’s:

- **Incremental water savings potential.** This was assessed based on the current and projected water use by a given sector and additional savings that could potentially be

achieved by a strategy given the extent of the sector/end use in both new and existing development and anticipated success/uptake of a strategy.

- **Incremental cost of implementation.** This was assessed as a qualitative estimate of the total cost to society, including the potential cost to OWASA and our customers. Utility cost of implementation scoring took into consideration whether the measure would potentially require rebate investments, staff time and resources, potential for requiring capital expenditures, and the complexity of designing an ordinance or code, for example, and considers how these costs might change over time. The customer cost of implementation scoring took into consideration the potential costs that would be absorbed by the customer for a given measure, such as cost of compliance, cost of equipment/materials, maintenance, and considers how these costs might change over time.
- **Ease of implementation.** This was assessed as anticipated customer/stakeholder acceptance or resistance, programmatic design challenges, enforcement assumptions, and current technological hurdles.

Demand Side Strategies Recommended for Further Evaluation:

Based on the results of the pre-screening, staff recommend a more in-depth and quantitative analysis of the following demand side strategies. They are proposed to be analyzed in a way that they can be compared directly with supply side strategies as approved by the Board in November 2016.

1. Reclaimed Water to UNC Co-Generation Facility

This potential strategy would involve extension of the existing reclaimed water (RCW) system to serve the major non-drinking water demands at UNC's Cogeneration Facility, which is located at the end of West Cameron Avenue (Figure 5). A major new RCW pipe would need to be extended from the existing RCW main located at Old Bell Tower Road and South Road.

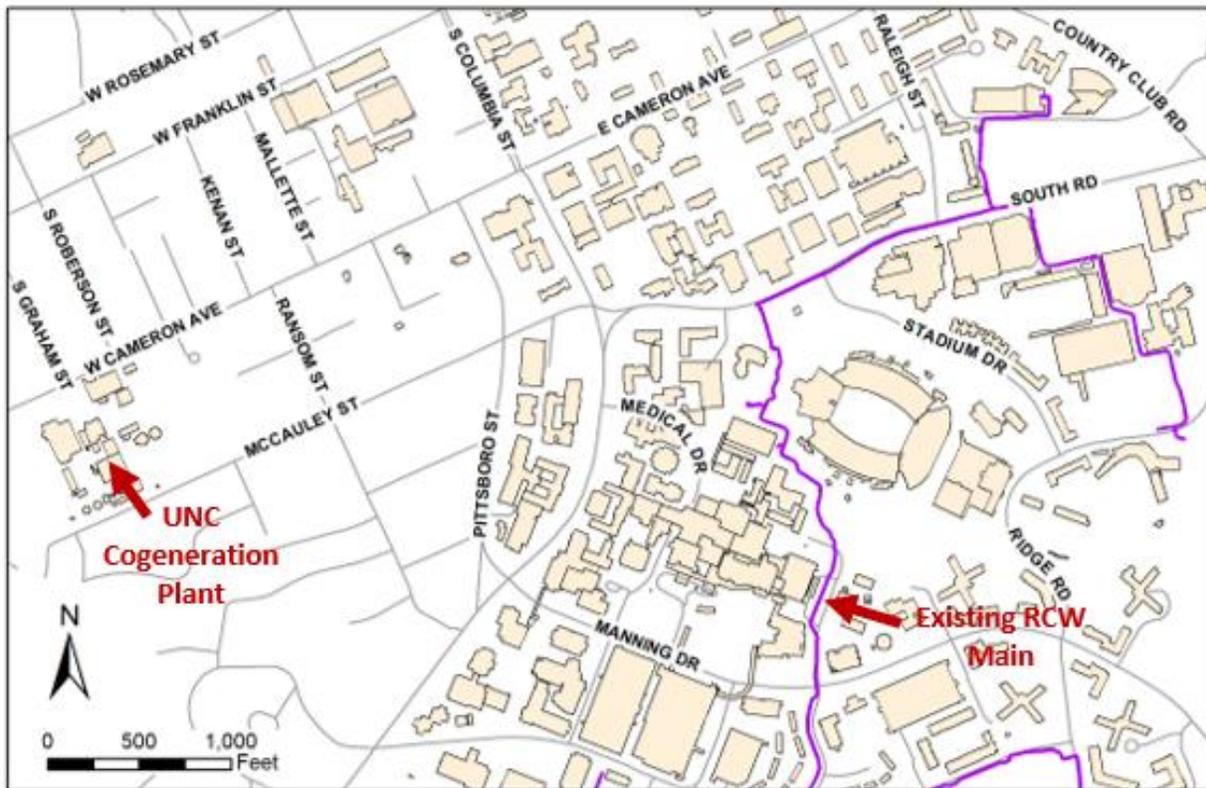
The primary end uses would be as make-up water for the facility's boiler and cooling tower operations. Based on information from UNC and our water meter data, those demands average about 277,000 gallons per day. UNC has not previously supported extension of RCW to the Cogeneration Facility because existing RCW quality (a) is not suitable for use in the critical, high temperature-high pressure boiler operations, and (b) would present serious challenges for the facility's cooling tower operations.

These challenges could potentially be resolved if RCW was treated to a considerably higher level to reduce levels of alkalinity, conductivity and total dissolved solids, and other parameters of concern. To achieve this, a new RCW "polishing" treatment facility (which incorporates reverse osmosis, ion exchange, or other advanced treatment processes) would be required. The polishing facility could be located at either the Cogeneration Facility or the Mason Farm Wastewater Treatment Plant (WWTP). The

advantage of placing it at the Cogeneration Facility is that it would only need to be sized to meet the specific needs of that facility. If the facility is located at the WWTP, it would have to treat all of the RCW that enters the single RCW system.

Given the major additional demands the Cogeneration Facility would place on the RCW system, increased RCW pumping capacity would likely be needed at the WWTP, and an elevated RCW storage tank may be required to ensure adequate system pressure and reliable capacity under a range of demands.

Figure 5: Proximity of UNC Cogeneration Facility to Existing Reclaimed Water Mains



These considerations would be accounted for in a full evaluation. Given their level of technical expertise regarding OWASA’s and other reclaimed water system, staff proposes to engage Hazen and Sawyer in this evaluation. This evaluation would begin with a meeting with OWASA and UNC staff to reach agreement on key assumptions used in the evaluation.

2. Reclaimed Water Extension on UNC Campus (Dual-plumbing)

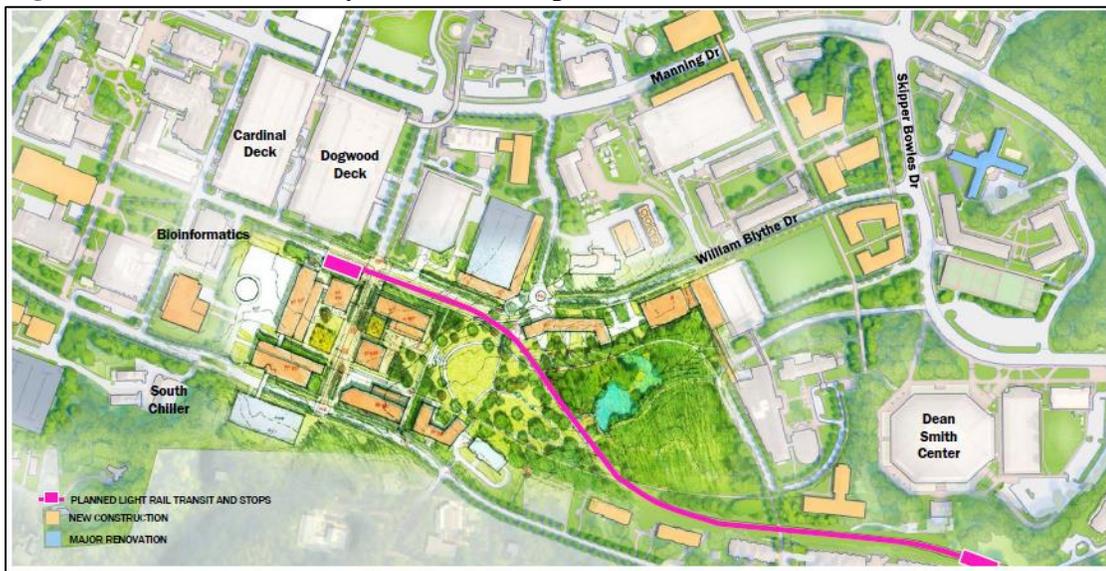
This potential strategy assumes that the existing reclaimed water (RCW) system is extended to serve new growth and development in the general area that [UNC’s draft 2019 Master Plan](#) refers to as the “Campus South Hub” as shown on Figure 6. The draft plan indicates more than ten major new buildings or redevelopment projects are being

considered for this area, and together involve more than 1.5 million square feet of occupied building space.

New RCW pipes would be extended into this area from the existing RCW mains near the UNC Health Care complex and South Chiller Plant. New buildings in the vicinity would be dual-plumbed to enable RCW to be used for toilet flushing and other non-drinking water needs. All new irrigation demands in this area could also be met by RCW.

No new RCW treatment facilities are assumed to be needed; however, depending on projected additional non-drinking water demands for this area, additional RCW pumping and storage capacity may be required.

Figure 6: General Vicinity of UNC’s Proposed “South Hub”



Source: Image is from Slide 27 of UNC’s May 2019 draft Powerpoint presentation on Master Plan

These considerations would be accounted for in a full evaluation. Given their level of technical expertise regarding OWASA’s and other reclaimed water system, staff proposes to engage Hazen and Sawyer in this evaluation.

3. On-site Wastewater Treatment and Re-Use

This potential strategy assumes that new decentralized (on-site) wastewater treatment and water recycling systems would be installed to meet major non-drinking water demands in new, large-scale mixed use and commercial developments. These treatment systems could include solutions such as small-scale advanced “package” plants located in the basement of large, high-rise mixed-use buildings, to facilities that collect and treat

wastewater from multiple buildings within a dense development area, and that are integrated with the landscape.

The treated water would be recycled within the developments and used to meet non-drinking water needs, such as toilet flushing, cooling tower make-up water, and irrigation.

One of the best known examples of this strategy is the [Battery Park City](#) development in New York City. This project includes five residential wastewater treatment and reuse systems serving six buildings. [The Solaire](#) building was the initial building in the project, and has 293 apartments. The reuse system began operating in 2004, and was the first of its kind in the country. It is a 25,000 gpd advanced membrane bioreactor system, and has a footprint of less than 2,200 square feet. The RCW is used for toilet flushing, cooling tower make-up, laundry, and irrigation. It is operated by a private utility company.

Another example is the [WaterHub](#) project at Emory University. This system uses eco-engineering processes to treat and recycle up to 0.4 million gallons a day, which is equal to about 40% of the University's total water needs. Wastewater from about two-thirds of the campus is withdrawn from the sewer system, treated, and then reused as process make-up water in the University's steam and chiller plants, and for toilet flushing. The system provides important resiliency and reliability benefits, and includes a 50,000 gallon emergency water reserve to meet critical heating and cooling make-up water needs for an average of seven hours.

OWASA staff will conduct the research and evaluation of this strategy.

4. Robust OWASA Water Efficiency Program

There were a series of strategies identified throughout this process that, although individually would not likely have a significant impact on water demand, collectively, staff felt like they had the potential to significantly reduce water demand. At the same time, these strategies were perceived to be relatively low-cost strategies and relatively easy to implement when compared to strategies that staff dropped. It should be noted that this does not imply that they would be easy or low cost to implement. We are bundling them together as an overarching water efficiency program. Programmatic initiatives will be evaluated individually and as a group. We anticipate that there will be “economies of scale” in administration of these programs (i.e. one FTE that can pursue and evaluate them). Moreover, because they touch on various sectors, the bundling of these initiatives creates a robust program that staff believes will target obtainable savings within various sectors.

Individual initiatives for consideration include:

- a. Rainwater harvesting and condensate reuse for landscape irrigation:** Rainwater harvesting and condensate reuse programs have the potential to reduce potable water use while maintaining healthy landscapes and reducing water quality problems due to excessive stormwater run-off. As stormwater becomes a growing issue in our community, the Towns and University are promoting and requiring stormwater retention. This potential initiative would look to utilize the use of onsite cisterns and other rainwater collection vessels for the purposes of landscape irrigation. Additionally, in including condensate reuse consideration, it incorporates a level of drought resiliency. Primarily, it is expected that this potential initiative would focus on new construction of multi-family and non-residential customers. There are local examples of such systems in Chapel Hill Carrboro City Schools and on the UNC campus. Actual implementation of the program could come in the form of regulations or incentives; both will be evaluated.
- b. Unit sub-metering of water use and WaterSense installation:** For various reasons of practicality and economics, apartment buildings, mixed use developments, and strip malls may be master-metered for water use and individual tenants of units never see a water bill. (The water bill is covered with rent payments.) Research shows that metered customers use 15-20% less water than non-metered customers.

Retrofitting existing buildings can be difficult and require meter reading inside an individual unit, which can be costly. It is much easier to accommodate in new construction. Given the projected growth of multi-family and mixed-use developments in our service area, this potential initiative was identified to have water savings potential and would be relatively easy and cost-effective to implement. This potential initiative will be considered as a regulatory initiative coupled with a requirement for the installation of high efficiency fixtures (i.e. WaterSense fixtures), so as not to put off the cost of water onto tenants. This initiative would target new construction of multi-family and non-residential customers.

- c. Water efficiency design assistance:** The two previous potential initiatives are somewhat prescriptive in-nature, targeting a certain practice. However, as technology and practices evolve there will likely be opportunities to adopt more innovative and individualized approaches. Currently, OWASA’s development review program accepts developers proposed water use requirements and designs systems to meet their needs with minimal discussion of technologies and approaches to reduce a facility’s water use.

This potential initiative will consider the adoption of an OWASA-provided service for new development in which OWASA staff reviews water use projections and provides individualized efficiency recommendations and information. It will not be regulatory in nature but would partner with the conservation-oriented system

development fee structure discussed below. This initiative will also focus on new non-residential and multi-family development.

- d. **Development and application of a conservation-oriented system development fee (SDF) designed to incentivize water efficient development:** OWASA’s current SDFs for non-residential/MFMM customers are based on meter size. Meter size-based SDFs are easy to administer and allow OWASA to charge for the infrastructure needed to provide the maximum amount of water a customer could possibly use. However, this approach does not give developers an incentive to build more efficiently unless they are on the cusp of needing a smaller meter size. Maximum flow rates vary widely between meter sizes, so though a customer’s peak flow rate might be significantly lower than what their meter size allows, the customer would still have to pay for the infrastructure associated with full use of the meter.

Conservation-oriented SDFs are more common in the western U.S. where requirements to purchase water rights lead to increased up-front connection costs. As populations continue to increase in drought-prone areas, conservation-oriented SDFs remain a topic of research in the industry.

In the summer of 2018, OWASA engaged an intern to research the feasibility of modifying our system development fee structure for non-residential and multi-family development to allow developers to see financial benefits from building high water efficient projects. This potential initiative would partner well with the water efficiency design assistance initiative as an incentive for adopting more aggressive water efficiency technology and design.

- e. **On-bill financing for investments in water efficient toilets and other WUE investments:** Although water fixtures in homes have largely turned over since water efficiency standards were increased by federal law starting in 1994, water efficient technology remains out-of-reach for some low-income households. This can create quite a conundrum as water rates rise to cover capital and operating costs of the utility. Low-income households can be left behind with significantly higher bills.

The evaluation of this potential initiative will consider the administration costs and potential impact of a zero-interest loan program for water efficient toilets and appliances for which customers can pay back on their bill over an extended period of time.

- f. **Minimize need for system flushing for water quality purposes:** In order to maintain high levels of water quality, OWASA flushes about 20 million gallons of water through fire hydrants each year. In particular, this is done in certain regions of the system where low-flow results in “stale” water (i.e. low-flow, dead-end regions).

This practice is critical to ensuring that customer’s drinking water is safe and of high quality.

The evaluation of this potential initiative will explore the enhancement of existing strategies (such as distribution system looping and water flushing recycling) that would further minimize the need to flush potable water from hydrants.

OWASA staff will conduct the research and evaluation of a robust OWASA-managed water conservation program that considers the five aforementioned potential initiatives.

Supply and Demand Side Strategies Not Recommended for Further Evaluation:

The following strategies were determined by staff to not be worthy of further evaluation at this point in time. A red X has been placed to acknowledge the primary challenge of each strategy as a measurable, significant, and sustained demand side strategy.

Strategy	Minimal Potential Water Savings	High Cost to Implement	Difficult to Implement
Reclaimed water district and dual-plumbing for non-UNC properties		X	X
Real-time acoustic leak detection on OWASA’s water distribution system	X	X	
Water wise landscape transition (i.e. replace thirsty turf with water-efficient landscape)	X	X	
Time-of-use rates for irrigation	X		
Rainwater harvesting for indoor water use		X	X
Evaporation prevention on reservoirs (Supply)	X		X
OWASA-provided unit sub-metering service and mandatory retrofit of existing buildings	X		X
Direct urban stormwater runoff to offline reservoir (Supply)	X	X	X
Direct urban stormwater to water treatment plant for drinking water treatment (Supply)	X	X	X

Additionally, the following strategies were identified and could be considered in future iterations of OWASA’s Communications Plan.

1. Integrate Agua Vista into Smart Cities Initiatives
2. Increase awareness/knowledge of water supply conditions and drought/disaster preparedness; “How low can you go” mock emergency

3. Promote native landscaping: “Yard of the month” recognition; native and pollinating plants list
4. Develop and maintain an approved vendor list for complicated water efficiency strategies (i.e. graywater and rainwater catchment systems)
5. Mail custom AguaVista Home Water Reports to customers comparing their water use to water-efficient neighbors

Staff Recommendation:

Based on the process to date, OWASA staff recommends that the following strategies be evaluated and compared to one another to meet long range demands for water in the Chapel Hill-Carrboro community (note: short-term assumes the strategy could be implemented in less than 15 years; intermediate in 15-25 years; long-term would take more than 25 years):

Supply Side Strategies

1. Jordan Lake: Continue with mutual aid agreements (Short-term)
2. Jordan Lake: New agreements with Cary and Durham in which OWASA would pay an annual fee to guarantee access to allocation (Short-term)
3. Jordan Lake: Agreement with other Western Intake Partners who build new intake and WTP on western side of Jordan Lake to guarantee access to allocation (Intermediate to Long-term)
4. Jordan Lake: Full partner in new intake and WTP on western side of Jordan Lake (Intermediate to Long-term)
5. Shallow Quarry: Access with existing pumping infrastructure (Intermediate-term); this option is underway and planned for completion in mid-2030’s
6. Deep Quarry: Access with new pumping infrastructure (Intermediate-term)
7. Indirect Potable Reuse with return from WWTP to Quarry Reservoir (Intermediate to Long-term)
8. Indirect Potable Reuse with return from WWTP to University Lake (Intermediate to Long-term)
9. Direct Potable Reuse (Long-term)

Demand Side Strategies

10. Reclaimed Water to UNC Co-Generation Facility
11. Reclaimed Water Extension on UNC Campus (Dual-plumbing)
12. On-site Wastewater Treatment and Re-Use
13. Robust OWASA Water Efficiency Program That Considers a Suite of Initiatives

Action Needed:

We invite feedback and ideas from Board members on the demand side strategies proposed for further evaluation in the Long-Range Water Supply Plan. Additionally, we seek confirmation of the supply side strategies previously reviewed and approved by the Board. Consistent with past practice, if and when the Board is ready for us to move forward with the evaluation of supply and demand management alternatives, the Board should consider acting on the matter via approval of a motion, perhaps similar to the following:

“Motion that the Board of Directors approves the staff recommendation (or as amended) to evaluate the supply and demand management strategies”.

Agenda Item 8:

Review Board Work Schedule

Purpose:

- a) Request(s) by Board Committees, Board Members and Staff
- b) September 26, 2019 Annual Meeting of the Board
- c) October 10, 2019 Board Meeting
- d) Review and update the 12 Month Board Meeting Schedule
- e) Review Pending Key Staff Action Items
- f) Review Action Items Recurring Every 3 to 5+ Years

Information:

- Draft agenda for the September 26, 2019 meeting
- Draft agenda for the October 10, 2019 meeting
- 12 Month Board Meeting Schedule
- Pending Key Staff Action Items from Board Meetings
- Action Items Recurring Every 3 to 5+ Years

September 12, 2019

Agenda
Annual Meeting of the OWASA Board of Directors
Thursday, September 26, 2019, 7:00 P.M.
Chapel Hill Town Hall

In compliance with the "Americans with Disabilities Act," interpreter services 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 either by petition upon topics not on the Board's agenda, or by comments upon items appearing on the Board's agenda. Speakers are invited to submit more detailed comments via written materials, ideally submitted at least three days in advance of the meeting to the Clerk to the Board via email or US Postal Service (aorbich@owasa.org/400 Jones Ferry Road, Carrboro, NC 27510).

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.

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.
 - B. Update on Tuesday, September 24, 2019 Orange County Climate Council Meeting
2. Announcements by Board Members
 - A. OWASA Annual Update to the Carrboro Board of Aldermen on Tuesday, September 24, 2019 (Yinka Ayankoya/Robert Morgan)
 - B. Human Resources Committee Meeting on Monday, September 30, 2019, at 4:30 P.M. in the OWASA Boardroom (Robert Morgan)
 - C. Chapel Hill Town Council OWASA Committee and Chapel Hill Appointees to the OWASA Board of Directors meeting on Thursday, October 17, 2019 at 8:30 A.M. in the OWASA Boardroom (Ruchir Vora)
3. Announcements by Staff
 - A. Agua Vista Update to the Chapel Hill Town Council on Wednesday, October 2, 2019 at 7:00 P.M. at Chapel Hill Town Hall (Mary Tiger)
4. Additional Comments, Suggestions, and Information Items by Board Members (Ray Dubose)

Petitions and Requests

1. Public
2. Board
3. Staff

Presentation of Annual Report

1.
 - A. Executive Director's Comments (Ed Kerwin)
 - B. Finance and Customer Service Director's Comments (Stephen Winters)
 - C. Martin Starnes & Associates, CPAs, P.A.'s Comments (Elsa Watts)

Consent Agenda
Information and Reports

2. 12 Month Board Meeting Schedule (Ray DuBose/Ed Kerwin)

Action

3. Minutes of the September 12, 2019 Closed Session of the Board of Directors for the Purpose of Discussing a Personnel Matter (Robert Morgan)

Regular Agenda

Discussion and Action

4. Forest Management – Draft Process to Prioritize Land (Ruth Rouse)
5. (Tentative) Adopt Preliminary Resolution for Series 2019 Revenue Bonds (Stephen Winters)
6. Solar Lease Prospect Review (Mary Tiger)
7. Resolution Reappointing the Firm of Epting and Hackney as General Counsel to the Orange Water and Sewer Authority (Ray DuBose)

Summary of Board Meeting Action Items

8. Executive Director will summarize the key 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 convene in a Closed Session for the Purpose of Discussing a Personnel Matter (Robert Morgan)

Agenda
Work Session of the OWASA Board of Directors
Thursday, October 10, 2019, 6:00 P.M.
OWASA Community Room

The Board of Directors appreciates and invites the public to attend and observe its meetings. For the Board's Work Session, public comments are invited on only items appearing on this agenda. Speakers are invited to submit more detailed comments via written materials, ideally submitted at least three days in advance of the meeting to the Clerk to the Board via email or US Postal Service (aorbich@owasa.org/400 Jones Ferry Road, Carrboro, NC 27510).

For items 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
 - Update on the September 30, 2019 Human Resources Committee Meeting (Robert Morgan)
 - Chapel Hill Town Council OWASA Committee and Chapel Hill Appointees to the OWASA Board of Directors Meeting on Thursday, October 17, 2019 at 8:30 a.m. in the OWASA Boardroom (Ruchir Vora)
- c. Announcements by Staff
 - Agua Vista Update to the Chapel Hill Town Council on Wednesday, October 2, 2019 (Mary Tiger)
- d. Additional Comments, Suggestions, and Information Items by Board Members (Ray Dubose)

Consent Agenda

Information and Reports

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

Action

2. Approval of Sole Source Procurement of Water Treatment Plant Process Equipment (Vishnu Gangadharan)

Regular Agenda

Discussion

2. Review Board Work Schedule (Ray DuBose/Ed Kerwin)
 - a. Request(s) by Board Committees, Board Members and Staff
 - b. October 24, 2019 Board Meeting
 - c. November 14, 2019 Work Session
 - d. 12 Month Board Meeting Schedule

- e. Pending Key Staff Action Items

Summary of Work Session Items

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

Closed Session

- 4. The Board of Directors will convene in a Closed Session for the Purpose of Discussing a Personnel Matter (Robert Morgan)

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OWASA Board of Directors – 12 Month Board Meeting Schedule (September 6, 2019)

Month	Board Meetings		Committee & Other Meetings
	Work Session	Business Meeting	
September 2019	EEO/Affirmative Action Report & Diversity and Inclusion Update (C) Annual Report on Disposal of Surplus Personal Property (C) Position Reclassification LRWSP – Schedule Update and Final Water Supply and Demand Management Alternatives Agua Vista Project Update and Impact CS – GC Annual Review (C) 9/12/2019	Annual Report and Financial Audit (C) Approve General Counsel Engagement (C) Solar Lease Prospect Review (Tentative) Adopt Preliminary Resolution for Series 2019 Revenue Bonds Forest Management – draft process to prioritize land CS – Prepare for ED Annual Review (C) 9/26/2019	OWASA’s Annual Update to the Carrboro BOA (9/24/2019) HR Committee reviews Consultant Proposals for ED Search (9/30/2019)
October 2019	Approval of Sole Source Procurement of Water Treatment Plant Process Equipment CS – ED Annual Review (C) 10/10/2019	Q1 Financial Report (C) Strategic Trends Report and Strategic Plan Update (C) (Tentative) Adopt Series Resolution for Series 2019 Revenue Bonds Water Main Break and WTP/WWTP Reliability and Risk Assessment Action Plans Progress Report 10/24/2019	Agua Vista Update to the Chapel Hill Town Council (10/2/2019) Chapel Hill OWASA Board Members meet with TOCH OWASA Committee (10/17/2019) (Tentative) Finance Committee (TBD) (Tentative) OC Appointees to the OWASA Board meet with Members of Orange County BOCC (TBD)
November 2019	(Tentative) Approve New Banking Services Provider 11/14/2019	<i>Holiday – no meeting</i>	
December 2019	TBD 12/12/2019	<i>Holiday – no meeting</i>	
January 2020	Appoint Audit Firm (C) Employee Health and Dental Insurance Update for FY 21 (C) Affordability Outreach Program Update Update on Water Main Prioritization Model (Tentative) LRWSP – Draft Evaluation of Water Supply and Demand Management Alternatives 1/9/2020	Annual Lakes Recreation Report (C) CIP Semiannual Report (C) Q2 Financial Report (C) FY 21 Budget Calendar and Assumptions (C) 1/23/2020	
February 2020	CS – Prepare for GC Interim Review (C) 2/13/2020	CS – GC Interim Review (C) 2/27/2020	(Tentative) OC Appointees to the OWASA Board meet with Members of Orange County BOCC (TBD)
March 2020	FY 21 Draft Budget & Rates (C) CS – Prepare for ED Interim Review (C) 3/12/2020	Set date for Public Hearings – FY 21 Budget & Rates (C) Annual Update of the Energy Management Plan (C) FY 21 Draft Budget & Rates and Proposed Staff Rate Adjustment Recommendation (C) CS – ED Interim Review (C) 3/26/2020	

OWASA Board of Directors – 12 Month Board Meeting Schedule (September 6, 2019)

Month	Board Meetings		Committee & Other Meetings
	Work Session	Business Meeting	
April 2020	Review Employee Health and Dental Insurance Renewals FY 21 Draft Budget and Rate Adjustment Information 4/9/2020	Q3 Financial Report 4/23/2020	
May 2020	Approve Employee Health and Dental Insurance Renewals Discuss Employee Merit Pay for FY 21 (Tentative) LRWSP – Final Evaluation of Water Supply and Demand Management Alternatives 5/14/2020	Public Hearings – FY 21 Budget and Rates 5/28/2020	
June 2020	Approve FY 21 Budget and Rates, including merit pay decision Election of Officers 6/11/2020	TBD 6/25/2020	
July 2020	(Tentative) LRWSP – draft LRWSP 7/9/2020	TBD 7/23/2020	
August 2020	CS – Prepare for GC Annual Review 8/13/2020	Preliminary 12 Month Financial Report CIP Semiannual Report CS – GC Annual Review 8/27/2020	

Note: Additional Board Meetings will include matters related to improving reliability and resiliency on OWASA’s services.

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

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

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

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

- Development of a plan and policy framework for OWASA lands is considered a longer-term priority. The NRTS Committee discussed this issue in September 2017 and determined it was lower priority than Forest Management.
- Water Conservation Plan will be prepared concurrent with update of the Long-Range Water Supply Plan.
- Update of Strategic Plan. On November 15, 2018, the Board and staff agreed to defer update of the Strategic Plan to a date to be determined.

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

OWASA Board of Directors – 12 Month Board Meeting Schedule (September 6, 2019)

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:

(R)	Recurring agenda item (generally these are “required” items)	HR	Human Resources
AV/AMI	Agua Vista/Advanced Metering Infrastructure	JLP	Jordan Lake Partnership
BOCC	Board of County Commissioners	KPI	Key Performance Indicator
CBOA	Carrboro Board of Aldermen	LRWSP	Long-Range Water Supply Plan
CE	Community Engagement	MOA	Memorandum of Agreement
CEP	Community Engagement Plan	MST	Mountains-to-Sea Trail
CHTC	Chapel Hill Town Council	MFMM	Multi-Family Master Meter
CIP	Capital Improvements Program	NCDOT	North Carolina Department of Transportation
COLA	Cost of Labor Adjustment	NRTS	Natural Resources and Technical Services
CS	Closed Session of the Board	OC	Orange County
CY	Calendar Year	Q	Quarter
D&I	Diversity and Inclusion	RFP	Request for Proposals
ED	Executive Director	SRF	State Revolving Fund
EEO	Equal Employment Opportunity	SOW	Scope of Work
FY	Fiscal Year	TBD	To Be Determined
GC	General Counsel	WTP	Water Treatment Plant
		WWTP	Wastewater Treatment Plant

Pending Key Staff Action Items from Board Meetings

No.	Date	Action Item	Target Board Meeting Date	Person(s) Responsible	Status
1.	8-22-2019	Schedule Finance Committee meeting to work with staff regarding improvements to the budget process for next Fiscal Year.	NA	Winters Orbich	
2.	8-22-2019	Consider Board member feedback on the draft strategies for Guiding Principles for forest management.	9-26-2019	Rouse staff	Complete; added to the 12 Month Board Meeting Schedule
3.	8-22-2019	Provide the Board updated schedule to complete the Long-Range Water Supply Plan to include key Board action items and public input.	9-12-2019	Rouse	Complete
4.	8-22-2019	Seek MWBE contractor participation information from other utilities and water/sewer authorities to see how we compare. The information may provide opportunities to improve.	NA	Gangadharan	
5.	8-22-2019	Cancel the September 17 th "placeholder" NRTS Committee meeting.	NA	Orbich	Complete

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	<ol style="list-style-type: none"> 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 	TBD by Board and New Executive Director	Delayed on 11-15-2018 the Board agreed that progress reports will continue with Annual Review and Updates of Strategic Trends	3-5 years	Executive Director
2.	Local Water Supply Plan and Water Shortage Response Plan	NC General Statutes 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	<ol style="list-style-type: none"> 1) If staff identifies a policy or material change in the update of the Plans, Board guidance is required 2) Approve Plans 	Spring 2022 (if policy or material change)	Spring 2023	5 years	Planning and Development Manager
3.	Water Demand Projections (Long-Range Water Supply Plan will be updated approximately every 10 years, unless there is a significant change in supply or projected demand)	Periodically check the assumptions used to develop our water demand projections	<ol style="list-style-type: none"> 1) Provide staff feedback and guidance on assumptions and methods to develop demand projections 2) Invite and consider stakeholder feedback on draft demand projections 	2028	2029	10 years	Planning and Development Manager

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.	Source Water Protection Plan	Develop plan to protect OWASA's local water supply reservoirs that meets regulations	No Board action needed. Regulation (finalized Jan 2019) requires staff to notify Board when Plan developed and updated. Staff will keep Board apprised of progress and will present a draft plan to Board for feedback in spring/summer 2022.	TBD	1/1/2023	Every 3 years	Planning and Development Manager
5.	Cost of Service Rate Study	<ol style="list-style-type: none"> 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 Statutes requires review of System Development Fees every 5 years.	<ol style="list-style-type: none"> 1) Provide guidance to staff on draft Rate Study 2) Invite and consider customer and stakeholder feedback on draft Rate Study 3) Approve Rate Study and annual update of rates, fees and charges as needed 	2022	2023	5 years	Director of Finance and Customer Service
6.	Auditor	NC General Statutes 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.	<ol style="list-style-type: none"> 1) Assign 1 or 2 Board Members to participate on staff's panel to select a best-qualified audit firm 2) Award annual contract to audit firm 	Winter 2020	Spring 2021	3 years	Director of Finance and Customer Service
7.	Banking Services	It is a best-practice to invite proposals and select a best-qualified financial institution to provide OWASA's various banking needs.	<ol style="list-style-type: none"> 1) Provide guidance to staff on the social responsibility and environmental sustainability criteria to be considered when selecting a best-qualified financial institution for banking services 2) Approve financial institution 	2028	2029	10 years	Director of Finance and Customer Service

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.	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.	<ol style="list-style-type: none"> 1) Provide guidance to staff about goals and objectives for employee total compensation 2) Approve Employee Classification, Pay and Compensation Study & Pay Administration Guidelines 	2021	2022	5-7 years	Director of Human Resources and Safety
9.	Financial Management Policy	It is a best-practice to review OWASA's Financial Management Policy periodically to ensure organizational fiscal objectives are appropriate.	<ol style="list-style-type: none"> 1) Provide guidance to staff about OWASA's Financial Management objectives 2) If needed, approve update to Financial Management Policy 	2021	2022	5 years	Director of Finance and Customer Service
10.	Audit of OWASA Board Policies and Ordinances (such as Cross-Connection, Sewer Use, Purchasing and Procurement, etc.)	It is a best-practice to have staff audit the various Board approved policies to ensure they are still appropriate. As needs change, staff is responsible to act and inform the Board.	<ol style="list-style-type: none"> 1) Provide guidance to staff on staff's recommended updates to various Board policies. 2) As needed, approve policy updates 	2019	2020	5+ years	Executive Director
11.	Communications and Community Engagement Plan	Establish key communications and community engagement initiatives and corresponding actions for OWASA during the next 3-5 years.	<ol style="list-style-type: none"> 1) Participate with and guide staff to develop a draft Plan 2) Invite and consider customer and stakeholder feedback on draft Plan 3) Approve Plan 4) Provide staff resources and guidance needed to execute the Plan 	2019	Ongoing	Annual	Communications and Community Relations Officer

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
12.	Human Resources Policy	As needs change, staff is responsible to act and inform the Board	<ol style="list-style-type: none"> 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