



ORANGE WATER AND SEWER AUTHORITY

*A public, non-profit agency providing water, sewer and reclaimed water services
to the Carrboro-Chapel Hill community.*

Agenda

Work Session of the OWASA Board of Directors

Thursday, December 14, 2017, 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 November 16, 2017 Human Resources Committee Meeting (Barbara Foushee)
 - Update on the December 5, 2017 Natural Resources and Technical Services Committee Meeting (John Young)
- c. Announcements by Staff

Consent Agenda

Action

1. Minutes of the October 26, 2017 Meeting of the Board of Directors (Andrea Orbich)
2. Minutes of the October 26, 2017 Closed Session of the Board of Directors for the Purpose of Discussing a Personnel Matter (Barbara Foushee)
3. Minutes of the November 9, 2017 Work Session of the Board of Directors (Andrea Orbich)

Regular Agenda

Discussion

4. Discuss Compensation Strategies for Employee Performance Rating Period October 1, 2017 through September 30, 2018 and Future Years (Stephanie Glasgow)
5. Position Reclassification for the New Strategic Communications Officer Position (Ed Kerwin)
6. Analysis of New State Law's Impact on OWASA's Service Availability Fees (Stephen Winters)

AGENDA

December 14, 2017

Page 2

7. Review Board Work Schedule (Robert Morgan/Ed Kerwin)
 - a. Request(s) by Board Committees, Board Members and Staff
 - b. January 11, 2018 Work Session
 - c. January 25, 2018 Board Meeting
 - d. 12 Month Board Meeting Schedule
 - e. Pending Key Staff Action Items

Summary of Work Session Items

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

Closed Session

9. The Board of Directors Will Convene in a Closed Session for Two Purposes:
 - a. Discussing Potential Litigation (Robert Epting)
 - b. Discussing a Personnel Matter (Barbara Foushee)

ITEM 1

Orange Water and Sewer Authority

Meeting of the Board of Directors

October 26, 2017

The Board of Directors of the Orange Water and Sewer Authority (OWASA) held a regular meeting on Thursday, October 26, 2017 at 7:00 p.m. in the Council Chamber at Chapel Hill Town Hall, 405 Martin Luther King Jr. Boulevard, Chapel Hill.

Board Members present: Robert Morgan (Chair), Heather Payne (Vice Chair), Yinka Ayankoya (Secretary), Jeff Danner, Ray DuBose, Barbara Foushee, John Morris, Ruchir Vora and John A. Young.

OWASA staff present: Darren Berger, Mary Darr, Robert Epting (Epting and Hackney), Greg Feller, Vishnu Gangadharan, Robin Jacobs (Epting and Hackney), Ed Kerwin, Andrea Orbich, Ruth Rouse, Todd Taylor, Mary Tiger and Stephen Winters.

Others present: Marty Adams, Daria Barazandeh, Frazin Barazandeh, Sara Baumgartner, Dee Berger, Troy Brengle, Rachel Conerly, Lydia Davis, Nicole DiNezza, Meg Holton (Water, Sewer and Reclaimed Water Coordinator, UNC), Samir Kelada, Debbye Krueger (NC Department of Health and Human Services), Shannon McClellan, Kristin Prelipp (Orange County Department of Health), Will Raymond, Sharon Reese, Fritzi Ross, Natalie Sadler, Josephine Slade, Marcela Slade, Lisa Stauffer, Corey Sturmer, Tana Hartman Thorn, Claire Viadro, Lamont Wilkins, Jessica Schwartzman, Stanley Schwartzman and Curtis Williams.

There being a quorum present, Chair Robert Morgan called the meeting to order.

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Motions

1. BE IT RESOLVED THAT the Board of Directors of the Orange Water and Sewer Authority adopts the Resolution Approving Sole Source Procurement of Odor Control Equipment for the Rogerson Drive Pump Station. (Motion by Jeff Danner, second by Yinka Ayankoya and unanimously approved.)
2. Jeff Danner made a motion to approve the Minutes of the September 28, 2017 Annual Meeting of the Board, second by Yinka Ayankoya and unanimously approved.
3. Jeff Danner made a motion to approve the Minutes of the September 28, 2017 Closed Session of the Board of Directors, held for the Purpose of Discussing a Personnel Matter; second by Yinka Ayankoya and unanimously approved.
4. Jeff Danner made a motion to approve the Minutes of the October 12, 2017 Work Session of the Board of Directors; second by Yinka Ayankoya and unanimously approved.
5. Heather Payne made a motion to approve the Resolution Adopting a Manual Read Charge for Manually Reading Water Meters to Be Effective On and After January 1, 2018 with a Manual Read Charge of \$45 and, as amended, that after one-year of full deployment of the Advanced

Metering Infrastructure program, the Board would review the adoption rate and cost of the opt out option; second by Ruchir Vora and the motion failed with a vote of two to seven with Yinka Ayankoya, Jeff Danner, Barbara Foushee, Robert Morgan, John Morris, Ruchir Vora and John Young opposed.

6. John Morris made a motion to approve the Resolution Adopting a Manual Read Charge for Manually Reading Water Meters to Be Effective On and After January 1, 2018 with a Manual Read Charge of \$25 and that the Board would review the rate as part of the budgeting process; second by Jeff Danner and the motion passed with a vote of eight to one with Ray DuBose opposed.

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Announcements

Robert Morgan said 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 at this time; none were disclosed.

Committee Meetings

Barbara Foushee said that the Human Resources (HR) Committee met on October 18, 2017 and discussed: maternity/paternity leave; a position reclassification; and compensation strategies for the employee performance period October 2017 through September 2018. The HR Committee agreed to recommend changing the Maternity/Paternity Leave policy to a Parental Leave policy and to reclassify a vacant Accounting Technician I position to Safety and Risk Manager position which will be discussed at the Board's November 9, 2017 meeting. Ms. Foushee said the HR Committee discussed compensation strategies and agreed to continue the discussion at the next meeting to finalize the Committee's recommendation which will be Thursday, November 16, 2017 at 5:30 p.m. in OWASA's Boardroom.

John Young said that the Natural Resources and Technical Services Committee will meet on Tuesday, December 5, 2017, at 4:30 p.m., in the OWASA Boardroom, to discuss a potential biogas-to-energy project and drought planning and response.

OWASA Employee Service Awards

Ed Kerwin recognized OWASA employees who have served for 10, 15, 20, 25 and 30 years at OWASA. The following employees received service awards:

- 10 Years: Patricia Abernathy, Jamie Barajas, Emily Caperton, Joseph Leo and Daniel Przybyl
- 15 Years: Justin Andrews, Kenneth Bailey, and Nicholas Parker
- 20 Years: Darren Berger, Thomasina Farrow, Ann Radcliffe, and Michael Smith
- 25 Years: Johnny Johnson and Todd Spencer
- 30 Years: Steve Graves and Charles Williams

Darren Berger attended the meeting and was recognized by his supervisor, Vishnu Gangadharan.

The Board thanked and expressed appreciation to staff for their service to OWASA and the community.

OWASA Open House Events

Ed Kerwin said that OWASA held a successful open house event at Cane Creek Reservoir on October 21, 2017 and shared pictures of the event. Mr. Kerwin invited the community to attend the November 4, 2017 open house event at OWASA Jones Ferry Road from 9:00 a.m. to 1:00 p.m.

Petitions and Requests

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

Item One: 12 Month Board Meeting Schedule

Jeff Danner ask that the interim risk assessments reports for the water treatment and wastewater treatment plant be added to the 12 Month Board Meeting Schedule; staff to follow up.

Item Two: Quarterly Attendance at Board and Committee Meetings

The Board received the Quarterly Attendance at Board and Committee Meetings as an information item.

Item Three: Resolution Approving Sole Source Procurement of Odor Control Equipment for the Rogerson Drive Pump Station

Jeff Danner made a motion to approve the resolution, second by Yinka Ayankoya and unanimously approved. Please see Motion No. 1 above.

Item Four: Minutes

Jeff Danner made a motion to approve the Minutes of the September 28, 2017 Annual Meeting of the Board, second by Yinka Ayankoya and unanimously approved. Please see Motion No. 2 above.

Item Five: Minutes

Jeff Danner made a motion to approve the Minutes of the September 28, 2017 Closed Session of the Board of Directors for the Purpose of Discussing a Personnel Matter; second by Yinka Ayankoya and unanimously approved. Please see Motion No. 3 above.

Item Six: Minutes

Jeff Danner made a motion to approve the Minutes of the October 12, 2017 Work Session of the Board of Directors; second by Yinka Ayankoya and unanimously approved. Please see Motion No. 4 above.

Item Seven: Manual Read Option for Advanced Metering Infrastructure

Stephen Winters, Director of Finance and Customer Service, provided an overview of the Advanced Metering Infrastructure (AMI) manual read option. Staff suggested a cost-based fee of \$45 per month be charged to customers who choose to have their meters read manually instead of by the AMI system.

Barbara Foushee asked what was the breakdown of the \$45 fee to provide a manual read option.

Mr. Winters said that the \$45 fee is based on the fee currently charged to visit a customer's location to initiate service for a new account or to turn service off for nonpayment. The \$45 fee is based on the average cost of this type of customer visit.

Jeff Danner asked if it was practical to read meters less frequently than monthly, possibly quarterly. Mr. Danner also suggested comparing our meters to other radio frequency energy if helpful to customers in understanding the low impact of radio frequency transmitted.

Mr. Winters said that there are utilities that read meters every other month or even quarterly, but one drawback is that leaks may go undetected for a much longer period of time than if meters are read monthly.

Ed Kerwin pointed out that OWASA uses block rates for individually-metered, single-family customers which are based on monthly consumption. Reading less frequently than monthly would be problematic.

John Morris complimented the information on radio frequency transmission in the agenda packet and suggested that similar information could be distributed to the public via the Blue Thumb in hopes that it will reassure customers of the very small impact of radio frequency output from OWASA's AMI meters.

Heather Payne stated that she felt it is important to maintain OWASA's cost-of-service principles and that the Board should charge a \$45 per month fee for manually reading a meter.

Heather Payne made a motion to approve the Resolution Adopting a Manual Read Charge for Manually Reading Water Meters to Be Effective On and After January 1, 2018 with a Manual Read Charge of \$45; second by Ruchir Vora.

The Board continued discussion.

Yinka Ayankoya said she is concerned that the \$45 cost is too high, and asked if more people choose the manual read option, would the rate be lowered?

Mr. Winters said that the rates would be reviewed annually as part of the budget process.

John Young said he understands the concerns customers may have about radio frequency transmissions, but that there are other risks the Board must also consider. He said that he supports a manual read option based on costs and that the Board should review the fee again after the program is established.

Ms. Ayankoya asked when would the Board review the \$45 fee.

Mr. Winters said that the Board would review the costs as part of annual review of rates, fees and charges.

Robert Morgan said he believes there is low risk to the public but understands the concerns some customers have expressed regarding the radio frequency transmissions of OWASA's AMI meters. He also said that \$45 monthly fee seems high, especially for customers on a fixed income. He expressed support for a manual read fee so that customers think about the choice they are making. Mr. Morgan said he feels that part of the cost to offer a manual read option should be considered part of the cost of the overall AMI program.

Mr. Morris said that he hoped the number of individuals choosing a manual read option is low and depending on the number, the fee can be adjusted. He said he would be willing to start with a lower fee than \$45.

Mr. Young suggested a friendly amendment to the motion, that after one-year of full deployment of the AMI program, the Board would review the adoption rate and cost of the manual read option. This amendment was accepted by Heather Payne and Ruchir Vora.

Mr. Morgan stated that he was unaware of any public comment, however, he understands that there was public concern and comment.

OWASA customer Clair Viadro said that OWASA could allow customers to read their own water meters, provide the meter information to OWASA, and charge those customers a late fee if they are late reporting the meter reading. She said that radio frequency exposure is cumulative and people who are sensitive to it are worried about the additional exposure. Ms. Viadro said the additional cost of \$45 a month is unsustainable and would cause a financial hardship for customers.

Mr. Young asked the Board to consider whether it is fair to charge only \$25 for a manual read, as compared to the \$45 charge made to reconnect service for someone struggling to pay their monthly bill.

Heather Payne made a motion to approve the Resolution Adopting a Manual Read Charge for Manually Reading Water Meters to Be Effective On and After January 1, 2018 with a Manual Read Charge of \$45 and, as amended, that after one-year of full deployment of the Advanced Metering Infrastructure program, the Board would review the adoption rate and cost of the manual read option; second by Ruchir Vora and the motion failed with a vote of two to seven

with Yinka Ayankoya, Jeff Danner, Barbara Foushee, Robert Morgan, John Morris, Ruchir Vora and John Young opposed. Please see Motion No. 5 above.

Ruchir Vora asked for staff's opinion on having customers read their own meters.

Mr. Kerwin said that it is not a workable solution, not because we don't trust the customers, but due to complexities of administering the program. However, if the Board would like additional information, it could be provided at a future meeting.

John Morris made a motion to approve the Resolution Adopting a Manual Read Charge for Manually Reading Water Meters to Be Effective On and After January 1, 2018 with a Manual Read Charge of \$25 and, as amended, that after six-months and one-year of full AMI implementation, the Board would review the adoption rate and cost of the manual read option.

Robert Epting cautioned the Board that, by North Carolina State Statute, the Board must set rates based on the cost of service.

Mr. Danner said that the Board should charge the cost of service for this option, however the Board is uncertain of the number of customers who will choose the manual read option; because the number of customers is unknown, the question for the Board is a judgement call. Mr. Danner also suggested that Mr. Morris not include the amendment to his motion because the Board would review the manual read fee as part of the annual budgeting process.

Ray DuBose said he understood that the \$45 fee was based on what OWASA charges for service calls and he would be uncomfortable supporting a different charge.

John Morris made a motion to approve the Resolution Adopting a Manual Read Charge for Manually Reading Water Meters to Be Effective On and After January 1, 2018 with a Manual Read Charge of \$25 and that the Board would review the rate as part of the annual budget process; second by Jeff Danner and the motion passed with a vote of eight to one with Ray DuBose opposed. Please see Motion No. 6 above.

Item Eight: Process for Periodic Review Fluoridation

Robert Morgan stated that the OWASA Board respects and appreciates comments received from individuals and organizations both, for and opposed to drinking water fluoridation. Tonight's discussion is to seek public input on a possible process for periodic review of water fluoridation. Mr. Morgan said the Board will also receive comments about our current practice of fluoridation. He stated that on March 9, 2017, the Board decided to continue the current policy of fluoridating drinking water; on April 13, 2017, the Board approved the Action Plan for improvements to the safety and reliability of the fluoride feed system at the Jones Ferry Road Water Treatment Plant; and on October 9, 2017, water fluoridation resumed. The Board does not plan to revisit this decision in the near future.

Ed Kerwin said he met with Dr. Dorothy Cilenti, Interim Orange County Health Director, and that she is interested in facilitating a County-wide role to discuss oral health and fluoridation in

the next couple of years after concurrence from the County's Board of Health. The Board of Health is scheduled to meet in November to discuss.

Daria Barazandeh thanked Robert Morgan for meeting with her to discuss water fluoridation. Ms. Barazandeh stated that she does not give OWASA permission to put fluoride in her drinking water. She also noted that the only individuals who proactively spoke about fluoridation are from the dental and oral health community and that they are not the authority on what fluoride does to the brain, pineal gland or thyroid gland.

Sharon Reese stated she does not give the OWASA Board permission to fluoridate her drinking water.

Lamont Wilkins stated that he does not give the OWASA Board permission to fluoridate his drinking water.

Lisa Stauffer stated that she does not give OWASA permission to fluoridate her drinking water.

Sharon McClellan stated that she does not give OWASA permission to fluoridate her drinking water.

Corey Sturmer stated he does not consent to fluoridating his drinking water, and provided an overview of the Delphi Method as it pertains to decision-making regarding whether to continue to put fluoride in the drinking water.

Curtis Williams stated that he does not give the OWASA Board permission to fluoridate his drinking water; Mr. Williams shared a picture of hydro-fluorosilicic acid.

Will Raymond, former OWASA Board Member, stated he is disappointed by the way the Board is handling the fluoride issue and that the proposal is inadequate. Mr. Raymond said the process needs to be fair and the Board should listen to people who are in pain and concerned about water fluoridation.

Marcela Slade stated she does not give her consent to fluoridating her drinking water. Ms. Slade invited the Board to attend an Informative Movie Screening on fluoride at the Chapel Hill Public Library on Sunday, November 5th at 4:00 p.m. in Meeting Room B.

Josephine Slade stated she does not give OWASA permission to fluoridate her drinking water.

Troy Brengle, Raleigh resident who formed Clean Water Raleigh, stated that fluoride is a neurotoxin and that he will work to get fluoride out of the drinking water in Raleigh.

Rachel Conerly stated she does not give OWASA permission to fluoridate her drinking water.

Samir Kelada said that fluoride in the drinking water is one of the major health victories of the 20th century. He stated it would be ignorant and harmful to not fluoridate the drinking water.

Stanley Schwartzman said that if the community wants to protect everyone, there are children and adults who are environmentally fragile and necessitate expensive treatments that financially burden families because of fluoride in the drinking water.

Sara Baumgartner stated she does not give OWASA permission to medicate her by adding fluoride to the drinking water.

Fritzi Ross stated she does not give OWASA permission to fluoridate the drinking water.

Frazin Barazandeh said he sympathizes with the Board and that he does not envy the decision they have to make regarding fluoride in the drinking water because it is difficult.

Tana Hartman Thorn said she does not consent to fluoridating her drinking water.

Debbye Krueger said she was proud of the Board and commended them on their position to community fluoridation.

Claire Viadro stated she does not consent to OWASA adding hydro-fluorosilicic acid in her drinking water.

Nicole Vanessa stated she does not give OWASA permission to fluoridate her drinking water.

Marty Adams stated she does not give OWASA permission to fluoridate her drinking water.

Erin Lumbar stated she does not give OWASA permission to fluoridate her drinking water.

As no others wished to make a comment, Mr. Morgan ended public comment period. He said the questions the Board should review are: a timeline for revisiting the issue; if OWASA should work with the Orange County Health Department for a county-wide discussion; and provide directions and objectives to the Orange County Health Department of the Board's concerns. Mr. Morgan also noted that the process needs to be transparent, include panel members on both sides of the issue, include public input, and ensure the discussion addresses specific issues that have been brought up in opposition to fluoridation.

John Young said he agreed that OWASA should not delegate its decision to Orange County Health Department, but that they are a resource to the Board. He said the issue is not just about the science, but that the Board should consider public input and reach out for representative public input both for and against water fluoridation, such as experts who look more systematically at the whole human body and fluoride's potential effects. Mr. Young said that morality and ethics is also a relevant question that should be part of the Board's consideration. He said it is important to define what an expert is and that they should be selected based on published work and established peer reviewed journals.

John Morris expressed appreciation to the community who attended the meeting to express their views. He noted that a Carrboro Board of Aldermen Member said they are not equipped to be a scientific review panel and he believes the OWASA Board is also not equipped, but that he believes the Board is headed in the right direction to find a panel to represent the full range of

this issue. He noted that the panel could review the latest scientific literature and give a firm recommendation on what should be done so that the Board can act based on the panel's recommendation. Mr. Morris stated that he has great confidence in public health officials and scientific leaders and that the Board is on the right track to get a very comprehensive recommendation.

Jeff Danner said the Board's guidance to the Orange County Health Department needs to be broader than what is in the agenda materials. The revised broader review to the County should include a more holistic view of the impacts of water fluoride and the informed consent issue.

Mr. Young said that for the "no consent" issue, the Board should convene a panel of ethicists or lawyers to debate the issue separate from the science.

Yinka Ayankoya said she would like more information about informed consent and what it means for the Board in terms of what issues require consent.

Mr. Morgan said that he proposed a two to three-year time frame to ensure the process was organized correctly and there was sufficient time to conduct the process and received good information.

Heather Payne suggested that combining further study with the Healthy Carolinians Initiative could impact the Board's timeline.

Mr. Kerwin said discussions with Orange County Health Department staff have been at a high conceptual level. He stated they discussed involving experts beyond dental health, as well as the importance of public engagement throughout the process.

Ms. Payne said she would recommend more information from Orange County before setting a timeline, especially if it is part of a broader County initiative.

Mr. Morris said he is concerned about the County initiative because the Board needs to focus on the fluoride issue and ensure that we have a suitable panel. He said he is uncertain of the broader initiative and remains concerned about losing control of the schedule, as well as the keeping focus on water fluoridation.

Mr. Young agreed that the broader County initiative could hinder the Board's focus.

Mr. Kerwin suggested and the Board agreed to move forward with communication to the Interim Orange County Health Director detailing the Board's key objectives in the discussion of periodic review of fluoridation and asking for a proposal about a process and approach to address those objectives which will be reviewed by the Board before distribution to the Orange County Health Department.

Mr. Morgan extended appreciation to the public for attending the meeting and sharing their comments. He also hoped they believe that the Board has heard and is listening to their comments as it designs the next steps in a process for review of water fluoridation.

Item Nine: Administration of Strategic Plan: A. Annual Review and Update of Strategic Trends and Utility Planning Issues; B. Strategic Plan Progress Report

Without objection, the Board agreed to defer this item to the November 9, 2017 Board Work Session.

Item Ten: Financial Report for the Three Month Period Ended September 30, 2017

Without objection, the Board agreed to defer this item to the November 9, 2017 Board Work Session.

Item Eleven: 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

The Board agreed to defer this item.

Item Twelve: Closed Session

Without objection, the Board of Directors convened in a Closed Session in the First Floor Conference Room for the purpose of discussing a personnel matter.

The Board came out of closed session and the meeting was adjourned at 11:01 p.m.

Respectfully submitted,

Andrea Orbich
Executive Assistant/Clerk to the Board

Attachments

ITEM 2

Orange Water and Sewer Authority

Closed Session of the Board of Directors

October 26, 2017

The Board of Directors of Orange Water and Sewer Authority met in Closed Session on Thursday, October 26, 2017, following the Board meeting.

Board Members present: Robert Morgan, Chair; Heather Payne, Vice Chair; Yinka Ayankoya, Secretary; Jeff Danner; Ray DuBose; Barbara M. Foushee; John N. Morris; Ruchir Vora; and John A. Young.

ITEM ONE

The Board of Directors met in Closed Session without staff to evaluate the Executive Director's annual performance review.

No official action was taken at the meeting.

The meeting was adjourned at 11:01 p.m.

Barbara Foushee, Chair
Human Resources Committee

ITEM 3

Orange Water and Sewer Authority Meeting of the Board of Directors November 9, 2017

The Board of Directors of the Orange Water and Sewer Authority (OWASA) met in a work session on Thursday, November 9, 2017, at 6:00 p.m. in OWASA's Community Room, 400 Jones Ferry Road, Carrboro.

Board Members present: Robert Morgan (Chair), Yinka Ayankoya (Secretary), Jeff Danner, Ray DuBose, Barbara Foushee, John N. Morris and Ruchir Vora (who entered the meeting at 7:25 pm). Board Members absent: Heather Payne (Vice Chair) and John A. Young.

OWASA staff present: Denise Battle, Robert Epting, Esq., (Epting and Hackney), Vishnu Gangadharan, Stephanie Glasgow, Adam Haggerty, Ed Kerwin, Andrea Orbich, Allision Reinert, Ruth Rouse, Kelly Satterfield, Todd Taylor, Mary Tiger, Stephen Winters and Richard Wyatt.

Others present: Margaret Holton (UNC Water, Sewer and Reclaimed Water Coordinator) and Terry Battle.

Motions

1. BE IT RESOLVED THAT the Board of Directors of the Orange Water and Sewer Authority adopts the Resolution to Amend the Schedule of Employee Classification and Authorized Compensation to Reclassify an Accounting Technician I Position to a Safety and Risk Manager Position. (Motion by Jeff Danner, second by Yinka Ayankoya and unanimously approved.)
2. BE IT RESOLVED THAT the Board of Directors of the Orange Water and Sewer Authority adopts the Resolution Updating the Human Resources Policy; Updating Maternity/Paternity Leave to Parental Leave. (Motion by Ray DuBose, second by John Morris and unanimously approved.)

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Announcements

Robert Morgan announced that beginning tonight, OWASA Board Work Sessions will be broadcasted via Microsoft Skype, but will not be accepting comments through Skype. Please see our website at www.owasa.org, under the Board of Directors meeting page, for more information.

Mr. Morgan 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.

Without objection, the Board changed the agenda to reschedule the Closed Session on tonight's agenda to the December 14, 2017 Work Session agenda.

On behalf of the Board of Directors, Mr. Morgan congratulated Barbara Foushee on her election to the Carrboro Board of Aldermen. Ms. Foushee will take her oath of office on December 5, 2017.

Mr. Morgan said that on Tuesday, December 5, 2017, the Natural Resources and Technical Services Committee will meet to discuss biogas to energy production and drought planning and response.

Barbara Foushee said the Human Resources Committee will meet on Thursday, November 16, 2017, at 5:30 p.m. in the OWASA Boardroom to discuss employee compensation strategies for the performance period of October 2017 through September 2018, retiree health benefits for new hires, and deferred compensation plan.

John Morris said that in a recent conversation regarding drinking water fluoridation he had with Barry Gullet, Charlotte Water Director, he learned that they are involved in a similar process as OWASA in seeking assistance from their County Health Department. Mr. Morris suggested that the information Charlotte Water receives from their process could be a source of information as OWASA moves forward with the Orange County Health Department.

Vishnu Gangadharan introduced Allison Reinhart, OWASA's new Utilities Engineer.

Ed Kerwin said that OWASA's open house on November 4, 2017 was a success.

Item One: Position Reclassification for a New Safety and Risk Manager Position

Jeff Danner made a motion to approve the Resolution to Amend the Schedule of Employee Classification and Authorized Compensation to Reclassify an Accounting Technician I Position to a Safety and Risk Manager Position; second by Yinka Ayankoya and unanimously approved. Please see Motion 1 above.

Item Two: Financial Report for the Three-Month Period Ended September 30, 2017

Stephen Winters presented the financial report for the three-month period ended September 30, 2017 reporting that net income for the period was about \$211,000 or 5.8% greater than budget due primarily to lower than planned operating costs.

Jeff Danner suggested re-scaling two graphs (Operating Expenses per 1,000 Gallons of Drinking Water Treated and Energy Costs per 1,000 Gallons of Drinking Water Treated) because the data is important but hard to see from the graphs.

Ruchir Vora arrived at 6:25 p.m.

Item Three: Annual Review and Update of Strategic Trends and Utility Planning Issues and Strategic Plan Progress Report

Jeff Danner asked if there was a trend analysis to share on lake water quality.

Ruth Rouse said that OWASA is a member of the Triangle Area Water Supply Monitoring Program who monitor University Lake, Cane Creek Reservoir and Jordan Lake and that they are in the process of publishing a Trends Report; once the Trends Report is published, it will be shared it with the Board.

Jeff Danner requested Chatham County interconnect be added to the Average Day Water Demands Interconnection Capacity graph.

Mr. Danner commented that in 2024, when the total nitrogen limits go into effect at the Mason Farm Wastewater Treatment Plant, the denitrification filters may no longer be state of the art. Ruchir Vora suggested that the report indicated that we should evaluate the ability of the filters to meet the limits in 2022, and staff should consider moving that date up.

The Board agreed that the report was well done, and staff should continue with the same format.

Item Four: Discuss Revisions to Maternity/Paternity Leave

Ray DuBose made a motion to approve the Resolution Updating the Human Resources Policy, Updating Maternity/Paternity Leave to Parental Leave; second by John Morris and unanimously approved. Please see Motion 2 above.

Item Five: Discuss Financial Reserves Policy

After discussion, the Board did not recommend any changes to the policy.

Item Six: Review Board Work Schedule

The Board requested a report on measures to manage sediment created by water main breaks.

The Board requested a report on proposed communication strategy for customers considering/selecting manual read option.

The Board agreed to participate in Focus Group meetings as part of the organization's assessment by VISIONS, Inc. The Board also scheduled diversity and inclusion training on November 30, 2017, at 5:30 p.m. in OWASA's Boardroom.

The Board agreed to move the appointment of an audit firm and discussion of Executive Director Key Focus Areas to the January 11, 2018 agenda.

The Board agreed to move the Closed Session scheduled for tonight to December 14, 2017.

Item Seven: Executive Director Will Summarize the Key Staff Action Items from the Work Session

Ed Kerwin said items for staff follow-up are:

- Adjust the scale of two graphs (Operating Expenses per 1,000 Gallons of Drinking Water Treated and Energy Costs per 1,000 Gallons of Drinking Water Treated) in the Quarterly Financial Report.
- Provide data on water main breaks as part of Key Performance Indicators report at the January 11, 2018 meeting.
- Address Board Member feedback received on the Strategic Trends Report for next year.
- Provide a report on measures to manage sediment created by water main breaks.
- Report on proposed communications strategy as it pertains to a manual read option for the Advanced Metering Infrastructure.

The Board work session was adjourned at 7:29 p.m.

Respectfully submitted by:

Andrea Orbich
Executive Assistant/Clerk to the Board

Attachment

Item 4:

Discuss Compensation Strategies for Employee Performance Rating Period October 1, 2017 through September 30, 2018 and future years

Purpose:

To discuss compensation strategy options for the employee performance rating period October 1, 2017 through September 30, 2018 and future years.

Background:

At its meetings on October 18 and November 16, 2017, the Human Resources (HR) Committee discussed strategies for awarding annual increases to employees’ pay based on performance. The HR Committee favors an option that provides a salary adjustment for three of four performance rating categories (currently two of four categories are eligible to receive annual salary adjustments).

Employee performance reviews are conducted in April and October of each year. The compensation strategy currently under consideration is expected to apply to the performance rating period which began on October 1, 2017.

For salary adjustments that went into effect the first pay period in November (performance rating period from October 1, 2016 through September 30, 2017), the Board applied the following strategy:

Performance Rating Category	Percentage of Employees in the Performance Rating Category	Cost of Labor Adjustment	Merit	Total Salary Increase
Exceptional	15%	1%	6%	7%
Successful	82%	1%	3%	4%
Needs Improvement	3%	0%	0%	0%
Unsuccessful	0%	0%	0%	0%
Approximate budget impact		\$391,000		

Approximate budget impact includes payroll taxes and the required employer contribution to the Local Government Employees’ Retirement System (LGERS). Payroll taxes and the LGERS contribution are based on a percentage of the employee’s salary.

Alternative Compensation Strategies:

Based on previous discussions by the Board of Directors and the HR Committee, annual salary increases should be sufficient for employees earning “Successful” performance ratings to move to the midpoint of their salary-range within seven to nine years of time-in-position. To achieve this goal, annual merit increases for “Successful” performance ratings should be no less than 2.9% points more than the annual cost of labor adjustment (COLA).

December 14, 2017

Compensation Strategy Options:

In evaluating compensation strategy options, the Committee was guided by:

- The desire to improve the organization's recognition of performance by making better use of our four rating categories. Currently, over 95% of employees are rated either Successful or Exceptional. Since this system has been in place, few employees receive ratings of Needs Improvement or Unsatisfactory.
- Feedback from employees that the system could be improved by having three Successful or better performance ratings to allow for more distinction in levels of performance. Currently, 10% to 15% of employees may receive a rating of Exceptional. And since Needs Improvement and Unsuccessful are used sparingly, about 85% to 90% of the organization receives a rating of Successful.

Four options were considered by the HR Committee:

Option 1

- Only change to current practice is to provide COLA salary increase for employees rated as "Needs Improvement."

Option 2a

- Changes criteria for the four performance rating categories.
- Three of four rating categories provide a salary increase based on performance.
- Sets maximum percentages for three of four rating categories.

Option 2b

- Similar to Option 2a, but salary increases adjusted to be at least 2.9% greater than COLA for employees rated as "Meets Expectations" and above.

Option 3

- Changes criteria for the four performance rating categories.
- Provides salary increases based on performance for three of four rating categories.
- Provides up to 35% of the high-performing employees rated as "Exceptional" or "Exceeds Expectations" with a salary increase greater than employees rated as "Meets Expectations."
- "Exceptional" category provides a maximum of 10% of employees to earn a higher salary increase than employees rated as either "Exceeds" or "Meets Expectations."
- Provides salary increases of at least 2.9% above COLA for all employees except those rated as "Below Expectations."

Option	Performance Rating Category	Maximum % per Category	COLA	Merit	Total Salary Adjustment	Budget Impact	Advantages/Disadvantages + Positive change - Negative change
1	Exceptional	15%	1%	6%	7%	\$393,000 ¹	<ul style="list-style-type: none"> + Employees familiar since it is very similar to current practice + Provides COLA for employees rated as "Needs Improvement" + Provides employees rated "Successful" a salary increase of least 2.9% above COLA - Limits higher salary increases to the top 15% of high-performing employees - As with current practice, expect limited use of the two lowest performance categories
	Successful	NA	1%	3%	4%		
	Needs Improvement	NA	1%	0	1%		
	Unsuccessful	NA	0	0	0		
2a	Exceptional	15%	1%	6%	7%	\$338,000 ²	<ul style="list-style-type: none"> + Provides usage of top three performance categories with salary increases + Lowers cost of total salary increases - Lowers salary increase for 45% of employees which will increase the time for those employees to reach their midpoint - Will be difficult to manage what separates the employee rated as "Exceeds Expectations" from the employee rated as "Meets Expectation" - Significant percentage of employees are not expected to support this option
	Exceeds Expectations	40%	1%	3%	4%		
	Meets Expectations	45%	1%	1.5%	2.5%		
	Below Expectations	NA	0	0	0		
2b	Exceptional	15%	1%	5%	6%	\$423,000	<ul style="list-style-type: none"> + Provides usage of top three performance categories with salary increases + Provides employees in the top three performance categories with a salary increase of least 2.9% above COLA + More high performing employees will receive higher salary increase - Increases cost of total salary - Will be difficult to manage what separates the employee rated as "Exceeds Expectations" from the employee rated as "Meets Expectation"
	Exceeds Expectations	40%	1%	4%	5%		
	Meets Expectations	45%	1%	3%	4%		
	Below Expectations	NA	0	0	0		
3	Exceptional	10%	1%	6%	7%	\$398,000 ²	<ul style="list-style-type: none"> + Provides usage of top three performance categories with salary increases + Provides employees in the top three performance categories with a salary increase of least 2.9% above COLA + Provides up to 35% of high performing employees with a salary increase greater than employees rated as "Meets Expectations" + "Exceptional" category provides a maximum of up to 10% of employees able to earn a higher salary increase than employees rated as "Exceeds" or "Meets Expectations"
	Exceeds Expectations	25%	1%	4.5%	5.5%		
	Meets Expectations	NA	1%	3%	4%		
	Below Expectations	NA	0	0	0		

¹ Budget impact assumes performance ratings distribution of: Exceptional – 15%; Successful – 82%; Needs Improvement – 3%; Unsuccessful – 0

² Budget impact assumes no Below Expectations rating, but staff estimates there will be a few each year

Human Resource Committee Recommendation:

The Human Resource Committee recommends Option 3 for the following reasons.

- Provides salary increases for the top three performance categories
- Provides employees in the top three performance categories with a salary increase of at least 2.9% above COLA
- Increases the percentage of employees eligible to receive a performance rating higher than "Meets Expectations" from a maximum of 15% to 35%

The Committee suggests the full Board consider Option 3 which provides flexibility to the maximum percentages in categories of "Exceptional" and "Exceeds Expectations" not to exceed a total of 35% of the organization. The Board can control setting the maximum dollar investment each year while making sure all employees who are "Meeting Expectations" are compensated fairly and within market.

Action:

Should the Board agree with the Human Resource Committee and select Option 3, changes to the Pay Administration Guidelines are necessary. Attachment 1 provides suggested language for consideration.

Information:

- Attachment 1 - Revised Pay Administration Guidelines
- Attachment 2 - Resolution Updating the Pay Administration Guidelines

Pay Administration Guidelines
Individual Movement Through the Range Based on Performance

Employees will move through the salary range for their position over time based on their performance. It is the Board's desire for employees meeting the expectations of their position to move to the mid-point of their pay range in approximately seven to nine years. To accomplish this, annual merit increases for ratings of "Meets Expectations" and above should have increases no less than 2.9% more than the annual cost of labor adjustment (COLA).

This ~~updated~~ performance management system provides four levels of ratings. ~~After annual performance reviews have taken place, e~~Employees receiving ~~either~~ "Exceptional", ~~or~~ "Exceeds Expectations" or "Meets Expectations" ~~"Successful"~~ ratings will be eligible for an increase in pay. Employees rated as "Below Expectations" are not eligible for a salary increase. ~~It is recommended that employees receiving "Exceptional" ratings should receive a percent increase of at least twice the level of the increase for a "Successful" rating.~~

The OWASA executive team will monitor the number of "Exceptional" and "Exceeds Expectations" so as not to exceed a total of 35% of the organization, with no more than 10% in the "Exceptional" category. Employees earning an "Exceptional" performance rating are eligible to earn a higher salary increase than employees rated as either "Exceeds Expectations" or "Meets Expectations." Employees earning an "Exceeds Expectations" performance rating are eligible to earn a higher salary increase than employees rated as "Meets Expectations." ~~ratings each year to ensure that employees receiving this level of rating meet the requirements as stated in the Performance Evaluation Form.~~

This approach allows the Board to control the maximum dollar investment for salary increases each year while making sure all employees who are meeting or exceeding expectations are compensated fairly and within the market.

RESOLUTION UPDATING THE PAY ADMINISTRATION GUIDELINES

WHEREAS, the Orange Water and Sewer Authority Pay Administration Guidelines provide a section titled “Individual Movement Through the Range Based on Performance;” and

WHEREAS, the Board has determined to revise the Pay Administration Guidelines to provide four rating categories for employees: “Exceptional,” “Exceeds Expectations,” “Meets Expectations” and “Below Expectations;” and

WHEREAS, the Board of Directors has determined to provide a salary increase to the top three categories; and

WHEREAS, up to 35% of the high-performing employees may be rated as “Exceptional” or “Exceeds Expectations;” and

WHEREAS, the “Exceptional” category provides a maximum of up to 10% of employees to earn a higher salary increase than employees rated as either “Exceeds Expectations” or “Meets Expectations;” and

WHEREAS, employees rated as “Exceeds Expectations” earn a higher salary increase than employees rated as “Meets Expectations;” and

WHEREAS, salary increases of at least 2.9% above Cost of Labor shall be provided for all employees except those rated as “Below Expectations;”

NOW THEREFORE, BE IT RESOLVED:

1. The Board of Directors hereby amends the Pay Administration Guidelines to reflect a change to the section titled “Individual Movement Through the Range Based on Performance.”
2. That the Pay Administration Guidelines are amended as provided in Attachment A and this amendment shall be effective upon adoption.

Adopted this 14th day of December 2017.

Robert Morgan, Chair

ATTEST:

Yinka Ayankoya, Secretary

Agenda Item 5:

Position Reclassification for the New Strategic Communications Officer Position

Purpose:

Request Board approval to reclassify the vacant Public Affairs Administrator position to the new position of Strategic Communications Officer.

Strategic Communication and Community Engagement Needs:

Upon the recent retirement of the Public Affairs Administrator, staff evaluated the organization's future needs and determined that our strategic communications and community engagement program should:

- raise awareness about the value of water and our services through education and outreach;
- promote behaviors of individuals and organizations for sustainable use of water resources;
- seek input about community opinion and preferences about policies, practices and services;
- engage the community in decision making that is important to them; and
- build and maintain community/stakeholder trust and confidence in OWASA.

New Strategic Communications Officer Position:

To effectively meet our strategic communications and community engagement needs, staff recommends that the vacant Public Affairs Administrator position (salary grade 618; \$53,594 - \$82,533) be reclassified to the new position of Strategic Communications Officer (salary grade 620; \$64,258 - \$98,958).

The essential functions of the Strategic Communications Officer are:

- Develop, implement and sustain OWASA's strategic communications and community engagement plan.
- Engage the community, media (traditional and new), and other stakeholders proactively and strategically through multiple means and methods to include written articles and communications, public events and partnerships with local agencies to ensure organizational objectives are met.
- Serve as OWASA's spokesperson 24/7 for emergency situations and other high profile projects and initiatives.
- Prepare news releases, customer newsletters, public service announcements, articles, postings, etc.
- Supervise the design and production of multimedia projects, including videos, infographics, and flyers.

December 14, 2017

- Provide support, guidance and training to internal staff about public communications and engagement.
- Regularly consult with directors, managers, and others regarding immediate and long-term publicity and public information plans.
- Survey internal and external customers and stakeholders to evaluate perception of OWASA and the effectiveness of public communications and engagement activities.
- Proactively manage the use of social media, website, email marketing, and other media tools and strategies.
- Build and foster cooperative working relationships with local and regional peers and other key stakeholders in support of OWASA’s mission.
- Proactively and strategically facilitate a positive and accurate image of OWASA.

The proposed job description is Attachment 1. Per our Pay Administration Guidelines, we applied our Job Evaluation procedure and surveyed other organizations in establishing the position’s proposed salary grade 620 (Attachment 2).

Key Differences in Positions:

The table below summarizes the key differences in the essential functions and job requirements between the current Public Affairs Administrator position and our proposed Strategic Communications Officer position:

	Current Public Affairs Administrator	Proposed Strategic Communications Officer
Policy Development	Advises and supports staff in the development of policies.	Lead responsibility to create/propose new policies for strategic communications and community engagement with senior staff and the Board of Directors.
Freedom to Act	Receives general direction and follows established standard operating procedures and/or policies.	Under limited direction, performs job duties according to her/his judgement, requesting supervisory assistance only when necessary. Special projects are managed with little oversight.
Knowledge of Social Media and Multimedia Tools	Not required	Proficient use of social media and multiple media tools and strategies.
Minimum Experience	3-5 years	5-7 years

Recommendation:

Staff recommends approval of the draft Resolution to Amend the Schedule of Employee Classification and Authorized Compensation to Reclassify the vacant Public Affairs Administrator Position to a Strategic Communications Officer Position (Attachment 3).

Upon Board approval, the Executive Director will email the Board of Directors the draft job announcement and recruitment plan to seek Board feedback prior to posting the position.

Information:

- Attachment 1: Job Description – Strategic Communications Officer
- Attachment 2: Job Evaluation
- Attachment 3: Draft Resolution to Amend the Schedule of Employee Classification and Authorized Compensation to Reclassify the Public Affairs Administrator Position to a Strategic Communications Officer Position

Strategic Communications Officer

FLSA Status: Exempt

Pay Grade 620: \$64,258 - \$98,958



BRIEF DESCRIPTION:

The Strategic Communications Officer is directly responsible to develop, manage and sustain OWASA's strategic communications and community engagement program to raise awareness about the value of water and OWASA's services through education and outreach; promote behaviors of individuals and organizations for sustainable use of water resources; seek input about community opinion and preferences about policies, practices and services; engage the community in decision making that is important to them; and build and maintain community/stakeholder trust and confidence. This high-level professional position is a key contributor towards fulfilling OWASA's mission, vision and values by providing energetic leadership for all aspects of OWASA's strategic communications and community engagement program.

ESSENTIAL FUNCTIONS:

- Develop, implement and sustain OWASA's strategic communications and community engagement plan.
- Engage the community, media (traditional and new), and other stakeholders proactively and strategically through multiple means and methods to include written articles and communications, public events and partnerships with local agencies to ensure organizational objectives are met.
- Serve as OWASA's spokesperson 24/7 for emergency situations and other high profile projects and initiatives.
- Prepare news releases, customer newsletters, public service announcements, articles, postings, etc.
- Supervise the design and production of multimedia projects, including videos, infographics, and flyers.
- Provide support, guidance and training to internal staff about public communications and engagement.
- Regularly consult with directors, managers, and others regarding immediate and long-term publicity and public information plans.
- Survey internal and external customers and stakeholders to evaluate perception of OWASA and the effectiveness of public communications and engagement activities.
- Proactively manage the use of social media, website, email marketing, and other multimedia tools and strategies.
- Build and foster cooperative working relationships with local and regional PIOs and other key stakeholders in support of OWASA's mission.

- Proactively and strategically facilitates a positive and accurate image of OWASA.

(S) Sedentary Exerting up to 10 lbs. occasionally or negligible weights frequently; sitting most of the time.	(L) Light Exerting up to 20 lbs. occasionally; 10 lbs. frequently; or negligible amounts constantly; OR requires walking or standing to a significant degree.	(M) Medium Exerting 20-50 lbs. occasionally; 10-25 lbs. frequently; or up to 10 lbs. constantly.	(H) Heavy Exerting 50-100 lbs. occasionally; 10-25 lbs. frequently; or up to 10-20 lbs. constantly.	(V) Very Heavy Exerting over 100 lbs. occasionally; 50-100 lbs. frequently; or up to 20-50 lbs. constantly.
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#	Code	Essential Functions	% of Time
1	S	Develop and implement a strategic communications and community engagement plan that includes raising awareness about OWASA services and the value of water while changing behaviors of individuals and organizations for sustainable use of water resources.	20
2	S	Attend public events, community and Board meetings. Act as spokesperson to the community, media and other stakeholders. Provide support, guidance and training to internal staff.	20
3	M	Prepare news releases, customer newsletters, public service announcements, videos, articles and postings, etc.	20
4	L	Survey internal and external customers and stakeholders to determine effectiveness of communication and engagement activities.	10
	S	Build and foster cooperative working relationships with local and regional PIO's and stakeholders in support of our mission.	10
5	L	Manage social media, website and multiple media tools and strategies.	20

JOB REQUIREMENTS:

-Description of Minimum Job Requirements-	
Formal Education	Work requires broad knowledge in a general professional or technical field. Knowledge is normally acquired through four years of college resulting in a Bachelors Degree or equivalent.
Experience	Over five years and up to and including seven years.
Supervision	Work requires functioning as a lead worker performing essentially the same work as those directed, and includes overseeing work quality, training, instructing, and scheduling work.
Human Collaboration Skills	Interactions regarding policy development and implementation are made and/or recommended. Evaluates customer satisfaction, develops cooperative associations, and utilizes resources to continuously improve customer satisfaction.
Freedom to Act	The employee normally performs the duty assignment according to his or her own judgement, requesting supervisory assistance only when necessary. Special projects are managed with little oversight and assignments may be reviewed upon completion.

-Description of Minimum Job Requirements-	
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	This job title does research for documents, compiles data for computer entry and/or enters or oversees data entry. Has responsibility for monitoring fiscal expenditures for a work unit of less than a department size (programs, activities, projects or small organizational units) or responsible for fiscal management of capital projects.
Working Conditions	Occasional exposure to unpleasant environmental conditions and/or hazards. Occasional outside work.
Reading	<u>Advanced:</u> Ability to read literature, books, reviews, scientific or technical journals, abstracts, financial reports, and/or legal documents. Ordinarily, such education is obtained at the college level or above. However, it may be obtained from experience and self-study.
Math	<u>Advanced:</u> Ability to apply fundamental concepts of theories, work with advanced mathematical operations methods, and functions of real and complex variables. Ordinarily, such education is obtained in at the college level or above. However, it may be obtained from experience and self-study.
Writing	<u>Advanced:</u> Ability to write editorials, journals, speeches, manuals, or critiques. Ordinarily, such education is obtained in at the college level or above. However, it may be obtained from experience and self-study.
Certification & Other Requirements	<u>Required:</u> NC Driver’s License

OVERALL PHYSICAL STRENGTH DEMANDS:

-Physical strength for this position is indicated below with “X”-				
Sedentary	Light X	Medium	Heavy	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, observing work duties, observing work site
Sitting	F	driving
Walking	F	around work site, to other departments/offices/office

-Physical Demand-	-Frequency-	-Brief Description-
		equipment
Lifting	F	equipment, supplies
Carrying	O	equipment, supplies
Pushing/Pulling	F	equipment, hose
Reaching	F	for supplies
Handling	F	paperwork
Fine Dexterity	F	calculator, computer keyboard
Kneeling	R	
Crouching	R	
Crawling	R	under equipment
Bending	R	
Twisting	F	getting inside vehicle
Climbing	R	onto equipment
Balancing	R	on equipment
Vision	C	computer screen, driving, observing work site, reading
Hearing	C	communicating with co-workers and public and on telephone, listening to equipment
Talking	C	communicating with co-workers and public and on telephone
Foot Controls	R	driving, operating heavy equipment
Other (specified if applicable)		

MACHINES, TOOLS, EQUIPMENT, SOFTWARE, AND HARDWARE:

ENVIRONMENTAL FACTORS:

C Continuously	F Frequently	O Occasionally	R Rarely	N Never
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D Daily	W Several Times Per Week	M Several Times Per Month	S Seasonally	N Never
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-Health and Safety Factors-	
Mechanical Hazards	R
Chemical Hazards	R
Electrical Hazards	R
Fire Hazards	R
Explosives	R
Communicable Diseases	R
Physical Danger or Abuse	R
Other	

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

PROTECTIVE EQUIPMENT REQUIRED:

Hearing, Eye, Foot protection, Air Monitor, Fall protection, etc.

NON-PHYSICAL DEMANDS:

F Frequently From 1/3 to 2/3 of the time	O Occasionally Up to 1/3 of the time	R Rarely Less than 1 hour per week	N Never Never occurs
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-Description of Non-Physical Demands-	-Frequency-
Time Pressure	F
Emergency Situation	R
Frequent Change of Tasks	O
Irregular Work Schedule/Overtime	O
Performing Multiple Tasks Simultaneously	O
Working Closely with Others as Part of a Team	F
Tedious or Exacting Work	O
Noisy/Distracting Environment	O
Other (see 2 below)	

PRIMARY WORK LOCATION:

Office Environment	X	Vehicle	X
Warehouse		Outdoors	X
Shop		Other (see 3 below)	
Recreation/Neighborhood Center			

Strategic Communications Officer Position Comparison
November 2017

Organization	Title	Salary Range	Reports to	Notes
Brunswick County	Public Information Officer	\$44,986 - \$71,979	County Manager	
Greenville Utilities Commission	Public Information Officer – Communications Manager	\$63,606 - \$95,388	Chief Administrative Officer	
Town of Clayton	Public Information Officer	\$58,562 - \$92,783	Town Manager	This position is a department head with one assistant PIO in the department reporting directly the PIO.
City of Newton	Public Information Officer	\$47,038 - \$70,557	Assistant City Manager	Wrapping up a pay & class study. If the City Council approves the recommendations of the consultant, the new range will be \$49,389 - \$74,084
Cape Fear Public Utility Authority	Chief Communications Officer	\$67,327 - \$104,356	Executive Director	
Town of Cary	Chief of Strategic Communication	No Grade	Town Manager	
City of Durham	Public Affairs Managers	\$71,758 - \$114,814	(1) Police Chief (2) Public Affairs Director	2 Positions with Durham
City of Durham	Public Affairs Director	\$89,460 - \$143,134	Not Provided	
Orange County	Community Relations Director	\$75,967 - \$126,970	Deputy County Manager	

Strategic Communications Officer Position Comparison
November 2017

Organization	Title	Salary Range	Reports to	Notes
Town of Carrboro	Communication Manager	\$60,712 - \$94,104	Town Manager	New Position; currently recruiting
Nags Head	Administrative Assistant Public Information Officer	\$42,723 - \$64,000	Town Manager	
City of Morganton	Public Information Officer	\$47,143 - \$51,000	Not Provided	
City of Fairfax, Virginia	Communications Director	\$83,395 - \$133,199	City Manager	
Town of Hillsborough	Public Information Officer Web Developer/Asst. PIO Public Information Specialist	\$60,825 - \$97,320 \$45,388 - \$72,622 \$41,169 - \$65,870	Town Manager Public Information Officer Public Information Officer	Public Information Officer is 0.5 FTE; Public Information Specialist is 0.48 FTE; Web Developer/Asst. PIO is 1.0 FTE
Town of Chapel Hill	Communications Manager Director of Communications and Public Affairs	\$60,458 - \$97,942 \$85,405 - \$138,355	Director of Communications and Public Affairs Town Manager	

**RESOLUTION TO AMEND THE SCHEDULE OF EMPLOYEE
CLASSIFICATION AND AUTHORIZED COMPENSATION TO RECLASSIFY
THE PUBLIC AFFAIRS ADMINISTRATOR POSITION TO A
STRATEGIC COMMUNICATIONS OFFICER POSITION**

WHEREAS, the Executive Director has reviewed the duties, functions and responsibilities needed to lead and manage OWASA’s strategic communications and community engagement program; and

WHEREAS, the Executive Director has determined that OWASA would be better served by reclassifying the Public Affairs Administrator position (Grade 618) to a Strategic Communications Officer position (Grade 620);

NOW THEREFORE, BE IT RESOLVED:

1. That the Public Affairs Administrator position (Grade 618) is hereby reclassified to a Strategic Communications Officer position (Grade 620), and that the Schedule of Employee Classification and Authorized Compensation shall be amended to reflect this change effective upon adoption of this Resolution.

Adopted this 14th day of December 2017.

Robert Morgan, Chair

ATTEST:

Yinka Ayankoya, Secretary

Agenda Item 6:

Analysis of New State Law's Impact on OWASA's Service Availability Fees

Purpose and Background:

In July 2017, the North Carolina General Assembly passed a law (NC House Bill 436/Session Law 2017-138) that requires a change to the way water and sewer utilities calculate system development fees (what we currently call service availability fees). The statute also specifies a process for public exposure and input, as well as Board approval. The purpose of this discussion is to provide the Board with an update of our analysis of the new law, its impact on OWASA's fees, and a timeline for adopting the necessary changes.

Service Availability Fee vs. System Development Fee

To reduce confusion, staff suggests we officially change the name we use for this fee from service availability fee to system development fee. For the rest of this document, we will refer to these charges as system development fees.

Calculation Methods

The new statute provides three alternative methods for calculating system development fees.

Methodology	Description	Allowable Use of Proceeds
Buy-In Method	New development pays for a portion of <u>capital costs previously incurred</u> which provided capacity for demand.	Expansion and/or rehabilitation projects. Since the Buy-In Method reimburses the system for certain past investments, proceeds can be treated as unrestricted.
Incremental/Marginal Cost Method	New development pays for a portion of capital costs <u>to be incurred</u> in the future which will provide capacity for demand.	Professional services costs for system development fee calculation.
		Expansion costs (debt service, capital, land, etc.) related to new development only.
Combined Method (Plant-In-Service)	Combination of Buy-In and Incremental/Marginal Cost methods	Professional services costs for system development fee calculation.
		Expansion costs (debt service, capital, land, etc.) related to new development only.

Analysis of Calculation Methods

OWASA's current system development fees were calculated using the Combined or Plant-In-Service Method. In complying with the new statute, staff and our consultants recommend against using the Incremental/Marginal Cost Method; it is most appropriate for organizations that expect to experience significant future growth. We do not expect significant growth in our service area.

OWASA's System Development Fees Will be Lower

The following is a summary comparison of our current system development fees to the fees as calculated using the Buy-In and Combined Methods per guidance specified in the new statute (additional details are shown in Appendix A). Both the Buy-In and Combined Methods result in lower system development fees. The fees are lower because in applying any of the allowed methods, the new statute requires that the calculation include deducting the amount of outstanding debt from the aggregate cost of capital improvements and that this deduction be no less than 25%.

December 14, 2017

Property Type	Decrease in Amount of System Development Fees	
	Buy-In Method	Combined Method
Single-family, individually-metered	25% - 36% *	14% - 33% *
Multi-family, individually-metered	33% - 36%	21% - 33%
All others	14% - 18%	0 – 14%
Single-family, individually-metered, < 800 square feet	47% *	50% *

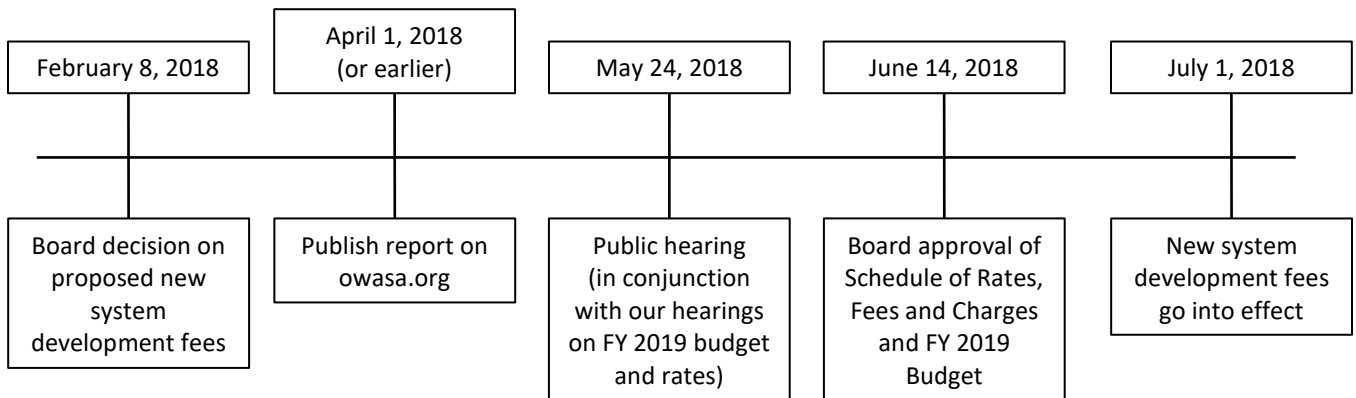
* The system development fees for single-family, individually-metered properties are based on the heated square-footage of the residence. Currently, < 1,300 square feet is the smallest tier and lowest fee for this property type. Staff proposes adding another tier for residences with less than 800 square-feet of heated space to account for smaller homes. The percentage reductions for < 800 square feet single-family, individually-metered properties is shown separate from other size single-family, individually-metered properties in the chart above. There are currently about 240 residences under 800 square feet in our service area.

Proposed Schedule for Public Comment and Board Approval

The new statute imposes the following requirements regarding public notice and approval by the Board.

- System development fees conform to the requirements of the new statute no later than July 1, 2018.
- A report documenting the analysis and calculation of the new system development fees must be published on OWASA’s website for not less than 45 days prior to considering adoption.
- After the 45-day website posting requirement and prior to Board adoption, a public hearing must be held.

Based on these requirements, staff proposes the following timeline.



Staff Recommendation:

Staff recommends that the Board consider using the Buy-In Method for calculating system development fees.

- For sewer system development fees, there is no difference in the amount of the decrease in fees resulting from the Buy-In or Combined Methods.
- For water system development fees, the Buy-In Method results in lower fees than the Combined Method.
- While we are not permitted to reduce fees for any reason other than cost of service, reducing fees overall will benefit low-income and public housing property developments.

- Based on recent years' system development fee revenue, staff estimates the budget impact of the decrease in fees from using the Buy-In Method versus the current method to be approximately \$200,000 per year. At this time, we do not expect this potential reduction in revenue to, by itself, change our projection that a rate increase will not be needed for FY 2019.
- The budget impact of using the Combined Method would not be significantly different than the budget impact of the Buy-In Method.

Action Requested:

Staff proposes that the Board make a decision regarding which system development fee calculation method to use at its February 8, 2018 meeting.

Staff requests the Board's feedback regarding the information presented as well as guidance regarding any additional information the Board would like to review prior to making a decision in February.

Appendix A

Water System Development Fees			
Customer Class	Method		
	Current	Buy-In	Combined
Single-family, individually-metered < 800 sq ft	\$1,033	\$547	\$633
Single-family, individually-metered 800-1300 sq ft	\$1,033	\$696	\$806
Single-family, individually-metered 1300-1700 sq ft	\$1,207	\$798	\$923
Single-family, individually-metered 1701-2400 sq ft	\$1,552	\$1,063	\$1,230
Single-family, individually-metered 2401-3100 sq ft	\$2,470	\$1,644	\$1,903
Single-family, individually-metered 3101-3800 sq ft	\$3,429	\$2,259	\$2,613
Single-family, individually-metered >3800 sq ft	\$5,406	\$4,020	\$4,652
Multi-family, individually-metered	\$1,112	\$750	\$868
Other properties 5/8" meter	\$3,255	\$2,799	\$3,239
Other properties 1" meter	\$8,143	\$7,002	\$8,102
Other properties 1.5" meter	\$16,275	\$13,996	\$16,195
Other properties 2" meter	\$26,040	\$22,394	\$25,912
Other properties 3" meter	\$52,081	\$44,788	\$51,823
Other properties 4" meter	\$81,376	\$69,981	\$80,974
Other properties 6" meter	\$162,752	\$139,961	\$161,948
Other properties 8" meter	\$260,403	\$223,938	\$259,116

Sewer System Development Fees			
Customer Class	Method		
	Current	Buy-In	Combined
Single-family, individually-metered < 800 sq ft	\$2,829	\$1,395	\$1,395
Single-family, individually-metered 800-1300 sq ft	\$2,829	\$1,776	\$1,776
Single-family, individually-metered 1300-1700 sq ft	\$3,270	\$2,013	\$2,013
Single-family, individually-metered 1701-2400 sq ft	\$3,384	\$2,158	\$2,158
Single-family, individually-metered 2401-3100 sq ft	\$3,859	\$2,392	\$2,392
Single-family, individually-metered 3101-3800 sq ft	\$4,256	\$2,611	\$2,611
Single-family, individually-metered >3800 sq ft	\$4,541	\$3,145	\$3,145
Multi-family, individually-metered	\$3,064	\$1,924	\$1,924
Other properties 5/8" meter	\$6,553	\$5,248	\$5,248
Other properties 1" meter	\$16,392	\$13,128	\$13,128
Other properties 1.5" meter	\$32,763	\$26,239	\$26,239
Other properties 2" meter	\$52,421	\$41,982	\$41,982
Other properties 3" meter	\$104,842	\$83,965	\$83,965
Other properties 4" meter	\$163,816	\$131,195	\$131,195
Other properties 6" meter	\$327,632	\$262,389	\$262,389
Other properties 8" meter	\$524,211	\$419,823	\$419,823

Agenda Item 7:

Review Board Work Schedule

Purpose:

- a) Request(s) by Board Committees, Board Members and Staff
- b) January 11, 2018 Work Session
- c) January 25, 2018 Board Meeting
- d) Review and update the 12 Month Board Meeting Schedule
- e) Review Pending Key Staff Action Items

Information:

- Draft agenda for the January 11, 2018 meeting
- Draft agenda for the January 25, 2018 meeting
- 12 Month Board Meeting Schedule
- Pending Key Staff Action Items from Board Meetings

December 14, 2017

Agenda
Work Session of the OWASA Board of Directors
Thursday, January 11, 2018, 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
- c. Announcements by Staff

Consent Agenda

Information and Reports

1. Calendar Year 2017 Biosolids Report (John Kiviniemi)

Action

2. Minutes of the December 14, 2017 Work Session of the Board of Directors (Andrea Orbich)
3. Appoint Audit Firm (Stephen Winters)

Regular Agenda

Discussion

4. Employee Health and Dental Insurance Update (Stephanie Glasgow/Ellen Tucker, Hill Chesson & Woody)
5. Water and Wastewater Treatment Plant Reliability and Risk Assessment Project Overview and Update (Adam Haggerty)
6. Fiscal Year 2019 Budget Calendar and Assumptions (Stephen Winters)
7. (Tentative) Status of Action Items on Communications during Emergencies (Ed Kerwin)
8. Discuss Key Performance Indicators (Mary Tiger)
9. (Tentative) Discuss Key Focus Areas for OWASA's Executive Director (Ed Kerwin)
10. Review Board Work Schedule (Robert Morgan/Ed Kerwin)
 - a. Request(s) by Board Committees, Board Members and Staff
 - b. January 25, 2018 Board Meeting

- c. February 8, 2018 Work Session
- d. 12 Month Board Meeting Schedule
- e. Pending Key Staff Action Items

Summary of Work Session Items

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

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Agenda
Meeting of the OWASA Board of Directors
Thursday, January 25, 2018, 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.
2. Announcements by Board Members
3. Announcements by Staff

Petitions and Requests

1. Public
2. Board
3. Staff

Consent Agenda

Information and Reports

1. Capital Improvements Program Semiannual Report (Vishnu Gangadharan)
2. Quarterly Attendance at Board and Committee Meetings (Andrea Orbich)
3. 2017 Annual Lakes Recreation Report (Kenneth Loflin/Johnny Riley)
4. 12 Month Board Meeting Schedule (Robert Morgan/Ed Kerwin)

Regular Agenda

Information and Reports

5. Financial Report for the Six-Month Period Ended December 31, 2017 (Stephen Winters)

Discussion

6. Affordability Outreach Program Update (Mary Tiger)

Summary of Board Meeting Action Items

7. 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

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OWASA Board of Directors – 12 Month Board Meeting Schedule (December 8, 2017)

Month	Board Meetings		Committee & Other Meetings and Reports
	Work Session	Business Meeting	
December 2017	Discuss Employee Compensation for the period of October 2017 through September 2018 Position Reclassification for the New Strategic Communications Officer Position Status of Analysis of New State Law's impact on OWASA's Service Availability Fee CS – ED Review (C) 12/14/2017	<i>Holiday - no meeting</i>	NRTS Committee Meeting (12/5/2017) Audit Interviews (12-14-2017) Finance Committee Meeting (TBD)
January 2018	CY 17 Biosolids Report (C) FY 19 Budget Calendar and Assumptions (C) Employee Health and Dental Insurance Update (C) Appoint Audit Firm (C) (Tentative) Status of Action Items on Communications during Emergencies Overview of WTP & WWTP Reliability and Risk Assessment Project Discuss KPI Indicators (Tentative) Discuss/Approve ED Key Focus Areas 1/11/2018	Annual Lakes Recreation Report (C) Q2 Financial Report (C) CIP Semiannual Report (C) Affordability Outreach Program Update 1/25/2018	Human Resources Committee Meeting (TBD)
February 2018	(Tentative) Discussion on Proposed New System Development Fees (Tentative) Discuss Revisions to Retiree Health Insurance for New Hires and 457 Deferred Compensation Energy Management Plan Update Diversity and Inclusion Progress Report Selection and Procurement of WWTP Solids Thickening Equipment Award the WWTP Intermediate Pump Station Rehabilitation Contract CS - General Counsel Interim Review (C) 2/8/2018	Award the Rogerson Drive Pump Station Phase 2 Contract CS - General Counsel Interim Review (C) 2/22/2018	
March 2018	<i>Discuss LRWSP – Demands & Yield</i> FY 19 Draft Budget & Rates (C) Set date for Public Hearings – FY 19 Budget & Rates (C) CS - ED Interim Review (C) 3/8/2018	FY 19 Draft Budget & Rates (C) CS – ED Interim Review (C) 3/22/2018	
April 2018	Review Employee Health and Dental Insurance Renewal (C) Award the Galvanized Water Main Replacement Contract FY 19 Draft Budget and Rates (C) Authorize staff to publish proposed rates (C) Appointment of the Nominating Committee (C) 4/12/2018	Q3 Financial Report (C) 4/26/2018	
May 2018	Approve Employee Health and Dental Insurance Renewal (C) Discuss Employee Merit Pay for FY 19 (C) <i>Discuss Community Engagement Plan for Forestry Management</i> 5/10/2018	Public Hearings – FY 19 Budget and Rates (C) 5/24/2018	

OWASA Board of Directors – 12 Month Board Meeting Schedule (December 8, 2017)

June 2018	Approve FY 19 Budget and Rates (C) Election of Officers (C) (Tentative) Review Draft WTP & WWTP Reliability and Risk Assessment Report 6/14/2018	TBD 6/28/2018	
July 2018	Discuss KPI Trends 7/12/2018	TBD 7/26/2018	
August 2018	(Tentative) Discuss AMI Policies (other than manual read) CS – General Counsel Review (C) 8/9/2018	Preliminary 12 Month Financial Report (C) CIP Semiannual Report (C) CS – General Counsel Review (C) 8/23/2018	
September 2018	EEO/Affirmative Action Report (C) Annual Report on Disposal of Surplus Personal Property (C) CS – ED Review (C) 9/13/2018	Annual Report and Financial Audit (C) Approve General Counsel Engagement (C) CS – ED Review (C) 9/27/2017	
October 2018	TBD 10/11/2018	Q1 Financial Report (C) Strategic Trends Report and Strategic Plan Update (C) 10/25/2018	
November 2018	TBD 11/8/2018	<i>Holiday - no meeting</i>	

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 Forestry Management. Staff will develop a Community Engagement Plan for Forestry Management by June 2018, and currently plan to present a draft in May 2018.
- Improve effectiveness as a learning organization is considered a longer-term priority.
- Water Conservation Plan will be prepared concurrent with update of the Long-Range Water Supply Plan.

The OWASA Board determines which topics it wants to explore as a full Board (potentially in a work session format) and which topics it wants to assign to Board committees or committee chairs for further analysis and development of recommendations. Board also determines priorities and desired timeframes for addressing topics. Committee meetings will be updated on the schedule routinely.

OWASA Board of Directors – 12 Month Board Meeting Schedule (December 8, 2017)

Abbreviations Used in Draft Schedule:

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| <ul style="list-style-type: none"> Ⓞ Recurring agenda item (generally these are “required” items) AMI Advanced Metering Infrastructure CE Community Engagement CEP Community Engagement Plan CIP Capital Improvements Program COLA Cost of Labor Adjustment CS Closed Session of the Board CY Calendar Year ED Executive Director FY Fiscal Year | <ul style="list-style-type: none"> JLP Jordan Lake Partnership LRWSP Long-Range Water Supply Plan MST Mountains-to-Sea Trail MFMM Multi-Family Master Meter NRTS Natural Resources and Technical Services Q Quarter SOW Scope of Work TBD To Be Determined WTP Water Treatment Plant WWTP Wastewater Treatment Plant |
|--|--|

Current and Pending Key Projects and Stages

Project	Strategic Initiative	Project Lead	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	June-18	July-18	Aug-18	Sep-18	Oct-18	Nov-18
AMI	6	Taylor												
LRWSP	1	Rouse				Demand & Yield								
Energy Plan	5	Tiger												

Stages	Committee Discussion	Feasibility Study	Board Review	Community Engagement	Action	Procurement	Implementation
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Pending Key Staff Action Items from Board Meetings

Date	Action Item	Target Board Meeting Date	Person(s) Responsible	Status
11-9-2017	Report on proposed communication strategy for customers considering/selecting manual read option.	NA	Tiger	Completed: email sent to the Board on 11-29-2017 as part of monthly AMI update.
11-9-2017	Report on measures to manage sediment created by water main breaks.	TBD	Horton Taylor	Will be provided in advance of the December 14 th Work Session
11-9-2017	Address Board member feedback on Strategic Trends Report for next year.	10-25-2018	Rouse	
11-9-2017	Adjust scale on operating expenses and energy costs per 1,000 gallons treated in future Financial Reports.	NA	Winters	
10-12-2017	Schedule Board discussion of strategic communications action items when the County's After Action Review has been completed and issued.	1-11-2018	Kerwin	Tentatively planned for the 1-11-2018 Work Session
10-12-2017	Schedule future Board discussion about low-flow benchmarks to be used once AMI is implemented.	TBD	Winters Taylor	To be scheduled in summer or fall of 2018.
9-19-2017	Discuss request from Carrboro Mayor Lavelle regarding affordable housing	TBD	Epting Kerwin Morgan	Robert Epting is working with Town Attorney.
9-14-2017	VISIONS will provide the Board options for Diversity and Inclusion training. The Board will participate in a focus group meeting as part of the climate assessment work.	11-30-2017	Glasgow Full Board	Completed: Board Training was held on Thursday, November 30, 2017 at 5:30 to 9:30 p.m. in the Boardroom and individual focus groups also completed in November.
9-14-2017	Issue request for qualifications in the spring of 2018 for banking services and seek the Board's input on the criteria to be considered in selecting the best-qualified bank.	TBD	Winters	To occur in Spring 2018.
9-14-2017	Schedule Finance Committee meeting this fall to discuss the budget process for next Fiscal Year.	NA	Winters Danner	
9-14-2017	Schedule review of potential audit firms with Ray DuBose, Ruchir Vora and Heather Payne.	NA	Winters	Completed: interviews are scheduled for December 14, 2017.

Pending Key Staff Action Items from Board Meetings

Date	Action Item	Target Board Meeting Date	Person(s) Responsible	Status
9-14-2017	Consider feedback from Board members on KPIs and prepare for continued Board discussion in January 2018.	1-11-2018	Tiger	As agreed on 11-9-2017, discussion will include a focus on water main breaks.
5-25-2017	Prepare a plan for solar PV on OWASA land.	June 2018	Tiger	
5-25-2017	Prepare a Community Engagement Plan for Forestry Management.	June 2018	Rouse	