



# 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, July 11, 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](mailto: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.

### **Administer Oath of Office to Mr. Bruce Runberg, Town of Chapel Hill Appointee**

#### **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.
  - Carrboro Board of Aldermen reappointed Yinka Ayankoya to the OWASA Board of Directors on June 18, 2019
  - Appointments to Standing Committees of the Board of Directors
- b. Announcements by Board Members
- c. Announcements by Staff
  - Keondra Jenkins, OWASA's Leaders in Environment and Finance Summer Fellow (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. Award the Construction Contract for the Kensington Drive-Barclay Road Water Main Replacement Project (Allison Spinelli)
3. Minutes of the May 9, 2019 Meeting of the Board of Directors (Andrea Orbich)
4. Minutes of the May 23, 2019 Public Hearings and Meeting of the Board of Directors (Andrea Orbich)
5. Minutes of June 13, 2019 Closed Session of the Board of Directors to Discuss a Personnel Matter (Ed Kerwin)

**Regular Agenda**

**Discussion**

6. Feedback from the June 20, 2019 Community Meeting on Forest Management and Possible Next Steps (Ruth Rouse)
7. Diversity and Inclusion Program Update (Stephanie Glasgow/Recruitment Group)
8. Update on Water Main Prioritization Model (Mary Darr/Adam Sharpe, HDR)
9. Recruitment and Selection Approach for New Executive Director (Ray DuBose/Robert Morgan)
10. Review Board Work Schedule (Ray DuBose/Ed Kerwin)
  - a. Request(s) by Board Committees, Board Members and Staff
  - b. August 22, 2019 Board Meeting
  - c. 12 Month Board Meeting Schedule
  - d. Pending Key Staff Action Items

**Summary of Work Session Items**

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

# Agenda Item 1:

## ORANGE WATER AND SEWER AUTHORITY - QUARTERLY REPORT

### ATTENDANCE AT BOARD AND COMMITTEE MEETINGS

<b>BOARD OF DIRECTORS</b>	<b>APRIL 2019</b>	<b>MAY 2019</b>	<b>JUNE 2019</b>
<b>YINKA AYANKOYA, CHAIR</b>	April 11 WS (Meeting) April 23 FC (Meeting) April 25 Board (Meeting)	May 9 WS (Meeting) May 23 Board (Meeting)	June 13 WS (Meeting) June 27 Board (Canceled)
<b>RUCHIR VORA, VICE CHAIR</b>	April 11 WS (Meeting) April 25 Board (Meeting)	May 9 WS (Meeting) May 23 Board (Absent)	June 13 WS (Meeting) June 27 Board (Canceled)
<b>RAY DUBOSE, SECRETARY</b>	April 11 WS (Meeting) April 23 FC (Meeting) April 25 Board (Meeting)	May 9 WS (Meeting) May 23 Board (Meeting)	June 13 WS (Meeting) June 27 Board (Canceled)
<b>BRUCE BOEHM</b>	April 11 WS (Meeting) April 23 FC (Meeting) April 25 Board (Meeting)	May 9 WS (Meeting) May 23 Board (Meeting)	June 13 WS (Meeting) June 27 Board (Canceled)
<b>JOHN COOLEY</b>		May 23 Board (Meeting)	June 13 WS (Meeting) June 27 Board (Canceled)
<b>JODY EIMERS</b>	April 11 WS (Absent) April 23 FC (Meeting) April 25 Board (Meeting)	May 9 WS (Meeting) May 23 Board (Absent)	June 13 WS (Meeting) June 27 Board (Canceled)
<b>ROBERT MORGAN</b>	April 11 WS (Meeting) April 23 FC (Meeting) April 25 Board (Meeting)	May 9 WS (Meeting) May 23 Board (Meeting)	June 13 WS (Meeting) June 27 Board (Canceled)
<b>JOHN N. MORRIS</b>	April 11 WS (Meeting) April 23 FC (Meeting) April 25 Board (Meeting)	May 9 WS (Meeting) May 23 Board (Meeting)	June 13 WS (Meeting) June 27 Board (Canceled)
<b>JOHN A. YOUNG</b>	April 11 WS (Absent) April 23 FC (Meeting) April 25 Board (Meeting)	May 9 WS (Meeting) May 23 Board (Meeting)	June 13 WS (Meeting) June 27 Board (Canceled)
<b>TOTAL MEETINGS HELD:</b>	<b>3</b>	<b>2</b>	<b>1</b>

Board – Board of Directors  
 FC – Finance Committee  
 WS – Work Session

**JULY 11, 2019**

## **Agenda Item 2:**

Award the Construction Contract for the Kensington Drive-Barclay Road Water Main Replacements Project

### **Purpose:**

This memorandum recommends that the Board award a construction contract to Pipeline Utilities, Inc. for the construction of the Kensington Drive-Barclay Road Water Main Replacements Project (“Project”).

### **Background:**

The Project is part of OWASA’s overall goal to replace or abandon aging water mains to ensure a safe and reliable supply of drinking water for our customers. The existing mains within this project were identified as a high priority for replacement primarily due to their break history, and were initially planned to be constructed under separate contracts. Multiple series of breaks on the Barclay Road water main this spring highlighted its accelerated risk of failure, and the ongoing replacement design was expedited and added to the Kensington Drive replacement project which had already been issued for bid.

### **Kensington Drive:**

Attachment 1a shows the extent (in red) of water line replacements at this site. In total, this project replaces approximately 2,800 feet of 8-inch asbestos concrete pipe with new 8-inch ductile iron pipe along the entire length of Kensington Drive from its intersection with North Lakeshore Drive. The project also includes replacement of approximately 630 feet of 6-inch asbestos concrete pipe with new 2-inch PVC pipe along the cul-de-sacs of Concordia Court, Beechtree Court, and Wellington Drive.

A public meeting was held during the early phases of the project to inform and receive feedback from impacted residents of the upcoming project. Staff also conducted several on-site meetings with the Coker Hills West Neighborhood Association to discuss the construction impacts of the project as well as potential locations for temporary storage of construction materials and equipment. Staff kept the neighborhood association apprised of the status of design and the timeline for construction. OWASA and the Town of Chapel Hill entered into an agreement whereby OWASA’s contractor will complete full width pavement of the project area and the Town will reimburse the overlay costs and waive street cut fees. This agreement reduces the combined costs and construction impact of the water main replacement and street resurfacing needs of the neighborhood. Staff plans to continue coordination and communication with impacted stakeholders and Town staff before construction commences as well as throughout construction as part of the overall Community Engagement Plan for this project.

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**Barclay Road:**

Attachment 1b shows the extent (in red) of water line replacements at this site. In total, this project replaces approximately 3,800 feet of 6-inch asbestos concrete pipe with new 6-inch ductile iron pipe along the length of Barclay Road (a portion of the Barclay Road main was replaced in 2013) and the block of Weiner Street between Barclay Road and Severin Street.

As mentioned above, the break history of the Barclay Road water mains identified them as high priority for replacement, and design of the replacement was initiated in August 2018. An unusually high number of main breaks occurred in Spring 2019 and resulted in the acceleration of design and permitting efforts. Staff investigated several options to expedite the completion of construction – including various combinations of contracted verses in-house construction, and temporary verses permanent replacements – and decided to add the replacement scope to the open bid for the Kensington Drive replacement project, with incentives for timely completion of the most critical sections of the Barclay Road scope.

An update on the status of the construction project was sent to residents and interested stakeholders in May 2019. Following some of the breaks at the end of May 2019, additional notices were sent to the impacted residents and stakeholders. Furthermore, staff held a community construction briefing at the corner of Barclay Road and Hartig Street on June 5, 2019 which was attended by approximately 20 community members. Attendees expressed appreciation to the crews who had responded to the breaks as well as the work that OWASA had done to expedite the work to replace the water line along Barclay Road.

In addition to coordinating with the community, OWASA staff also coordinated with the Chapel Hill Carrboro School District to address the upcoming school year bus stops and timing to better allow for traffic and construction to be minimally impacted. Additionally, OWASA staff was in contact with Town of Chapel Hill staff, including the emergency management coordinator and the traffic engineering manager. These coordination efforts assisted in obtaining expedited approval from the Town to construct the project.

**Advertising and Bidding**

For the Barclay Road project, OWASA staff and its consultant CJS Conveyance, PLLC (“Engineer”) developed complete design and specifications for the improvements. Design and specifications for the Kensington Drive project were completed by OWASA staff and its consultant AECOM. Prospective bidders were screened through our standard prequalification process, which involved having interested contractors submit a package outlining their qualifications, including past performance on similar projects, credentials of their management team, safety record, etc. Only those firms that clearly demonstrated the capability to adequately perform the work were invited to submit bids.

The Request for Qualifications (RFQ) was posted March 23, 2018. After review, seven contractors were prequalified to bid on the project. The invitation for bids was issued to the prequalified contractors on May 28, 2019. On June 18, 2019, the Barclay Road scope was added to the bid via bid addendum. Despite extensive discussions with the prequalified bidders to generate interest in the project, contractors remain extremely busy with current

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and backlog work, and only two bidders attended the mandatory pre-bid conference on June 13, 2019. As such, the bid date was accelerated to June 17, 2019 in order to re-advertise as soon as possible. No bids were received on June 17, 2019. The invitation to bid was re-advertised for 14 days, and two bids were received on July 1. Pipeline Utilities, Inc. was the low, responsive and responsible bidder for the project with a bid of \$3,297,025.00. A copy of the certified bid tabulation is attached with the Engineer's recommendation for award (Attachment 2), and the results are summarized below:

Pipeline Utilities, Inc.	\$3,297,025.00
Moffat Pipe, Inc.	\$3,643,067.00
<i>Engineer's Final Estimate</i>	<i>\$3,500,000.00</i>

### **Minority and Women Business Enterprise (MWBE) Participation**

OWASA's Minority Business Participation Outreach Plan and Guidelines include all of the statutory requirements from the State of North Carolina, and specifies a 10% goal for participation by minority businesses. In keeping with standard practice, OWASA staff took several actions to solicit minority participation in this contract, including advertising the RFQ in the Greater Diversity News, North Carolina Institute of Minority Economic Development, North Carolina Department of Administration Historically Underutilized Businesses, OWASA's website, and plan rooms. OWASA also requires bidders to complete "good faith" efforts to solicit participation by minority subcontractors. OWASA staff publicly advertised the formal bid as an additional effort to encourage participation by subcontractors where it was feasible.

The apparent low bidder (Pipeline) has identified their asphalt milling and paving subcontractor as a qualifying Minority and Women owned Business Enterprise (MWBE) contractor. The total percentage of work going to an MWBE in this contract is approximately 11%.

### **Bid Analysis and Recommendation**

The cost of construction was particularly difficult to estimate due to the late inclusion of the Barclay Road scope and the fact that only two bidders were expected. The two bids received were in the anticipated range with favorable pricing for the low bid (the high bid was about 11% higher than the low bid). The low bid was 6% lower than the Engineer's estimate and staff is confident it reflects a competitive and fair cost for the job.

Pipeline's ability to complete this project was evaluated thoroughly during the prequalification process, and they demonstrated sufficient qualifications in past project performance, personnel qualifications/experience, reference checks, and all other rated categories. Pipeline has successfully completed several recent projects including the Little Creek Sewer Interceptor, Gravity Sewer Rehabilitation - Phase 1, East Cameron Water Main Replacement and the Heritage Hills Force Main Replacement for OWASA over the past several years.

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OWASA staff also determined that Pipeline's safety performance, relevant project experience, bonding capacity, and other non-rated categories met our requirements.

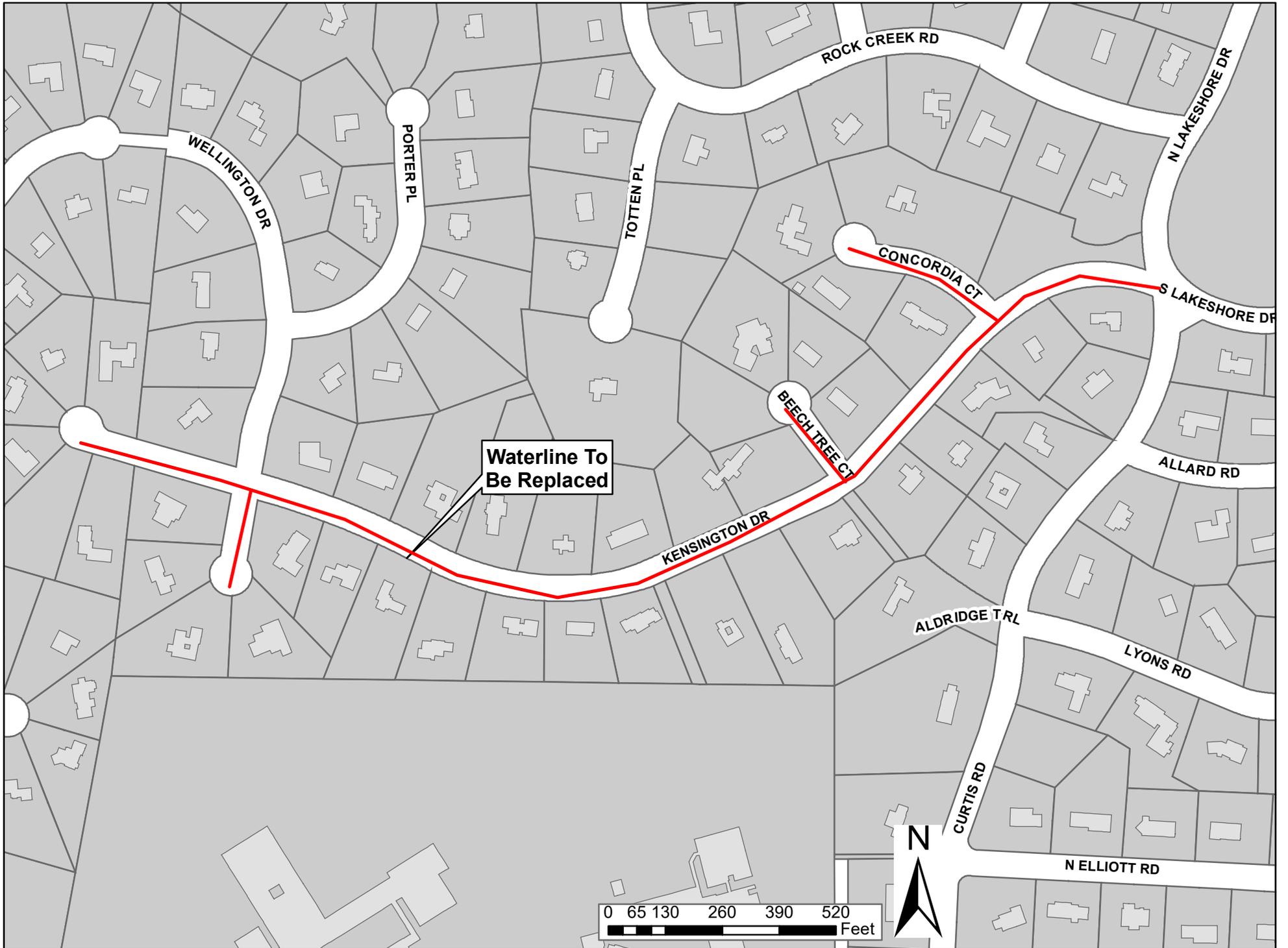
OWASA's Project Engineer for bid phase services, AECOM, has reviewed the submitted bid and recommends that the construction contract for this project be awarded to Pipeline. That recommendation is attached along with the certified bid tabulation (Attachment 2). OWASA staff concurs with this recommendation. In order to proceed, we request the Board's adoption of the attached resolution (Attachment 3) awarding the construction contract to Pipeline.

**Information:**

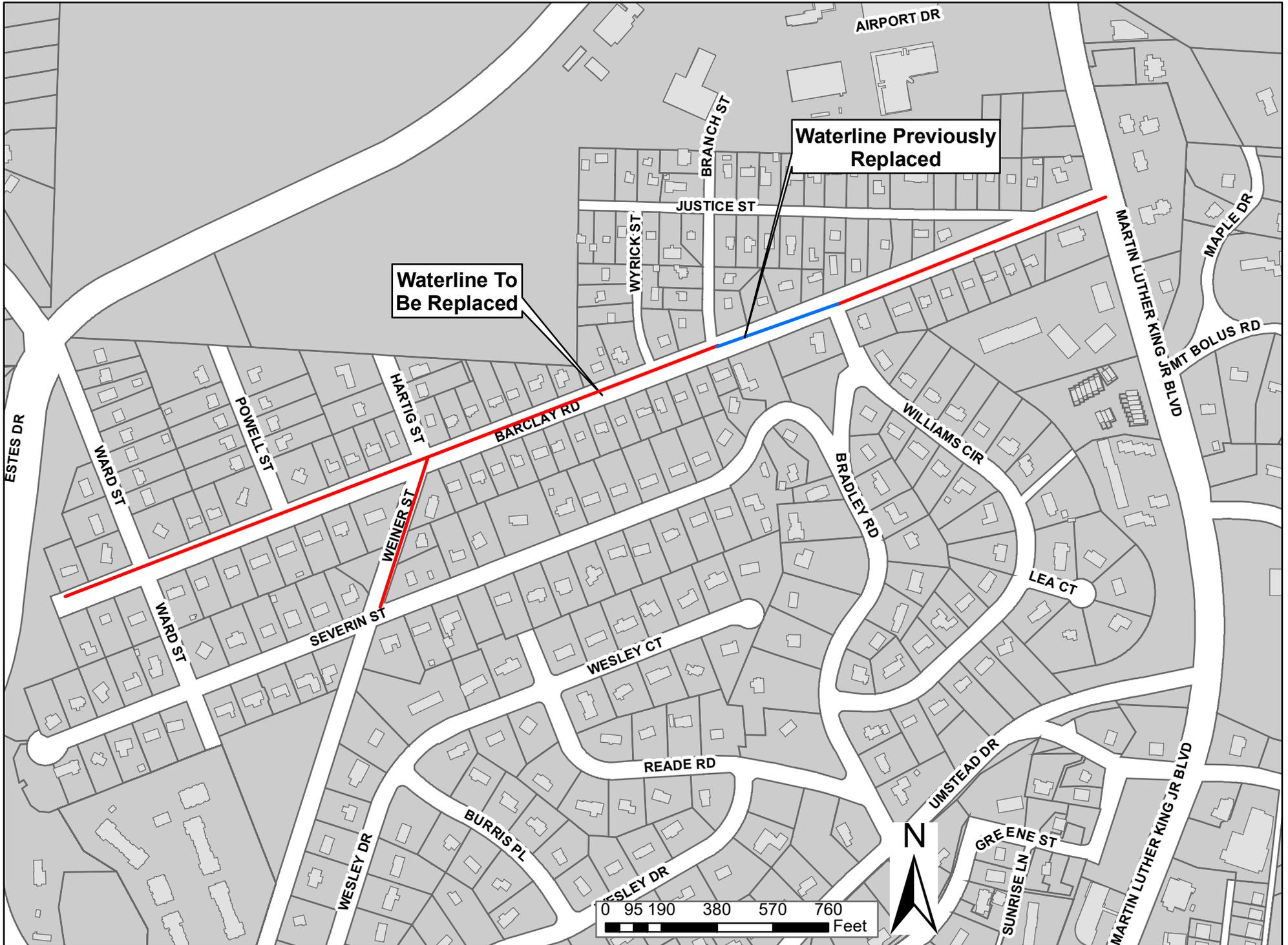
- Project Location Maps (Attachment 1a and 1b)
- Engineer's Recommendation for Award and Certified Bid Tabulation (Attachment 2)
- Resolution (Attachment 3)

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# Attachment 1A - Kensington Site Map



# Attachment 1B - Barclay Site Map





July 1, 2019

Mrs. Allison Spinelli  
OWASA Project Manager  
400 Jones Ferry Road  
Carrboro, NC 27510

Re: Kensington-Barclay Water Main Replacement Project  
Bid Recommendation

Dear Mrs. Spinelli:

On Monday, July 1, 2017, two (2) bids were received at the Board Room of the Orange Water and Sewer Authority (OWASA) headquarters building for construction of the Kensington-Barclay Project. Bids received were from Moffat Pipe Inc., and Pipeline Utilities, Inc.

Pipeline Utilities, Inc. is the lowest responsive, responsible bidder for the project with a base bid of \$3,297,025.00. The bid was within 6% of the Engineer's opinion of probable construction cost. Evaluation of Pipeline Utilities' responsibility is to be based on supplemental information to be provided. AECOM Technical Services of North Carolina, Inc. recommends that OWASA award Pipeline Utilities, Inc. the contract for the Kensington-Barclay Water Main Replacement Project in the amount of \$3,297,025.00, contingent upon evidence of responsibility in providing the supplemental information requested.

A certified bid tabulation is enclosed. Please advise of any questions or comments you may have concerning this recommendation.

Respectfully,

**AECOM Technical Services of North Carolina, Inc.**

A handwritten signature in blue ink that reads "Krista Paredes Toledo". The signature is written in a cursive style.

Krista Paredes-Toledo, P.E.,

Enclosure

Copies:  
Vishnu Gangadharan, OWASA  
Krista Paredes-Toledo, AECOM  
Megan Jones, AECOM

AECOM Technical Services of North Carolina, Inc.  
1600 Perimeter Park Drive, Suite 400  
Morrisville, North Carolina 27560  
Tel: 919.461.1564  
Fax: 919.461.1415  
[www.aecom.com](http://www.aecom.com)

**BID TABULATION**

Project Owner: Orange Water and Sewer Authority  
 Project Name: Kensington-Barclay Water Main Replacements  
 Bid Opening Date: Monday, July 1, 2019  
 Bid Opening Time: 1:00 PM  
 Bid Opening Location: Orange Water and Sewer Authority Board Room  
 400 Jones Ferry Rd  
 Carrboro, NC 27510

Name of Bidder				Pipeline Utilities, Inc.		Moffat Pipe Inc.	
Address of Bidder				2204-F Associate Dr Raleigh, NC 27603		4901 Unicon Drive Wake Forest, NC 27587	
North Carolina Contractor's License No.				13040		54906	
Form of Proposal Properly Executed				X		X	
Price Inserted for All Bid Items				X		X	
Acknowledgement of All Five (5) Addenda				X		X	
Bid Security (5%)				X		X	
Identification of Minority Business Participation Form				X		X	
MBE Affidavit A or B				X		X	
Submitted Bid as Written				\$ 3,297,025.00		\$ 3,643,067.00	
Kensington Bid Form							
BID ITEM	ITEM DESCRIPTION	QUANTITY	UNIT	UNIT PRICE	EXTENDED PRICE	UNIT PRICE	EXTENDED PRICE
1	Pre-Construction Video	1	LS	\$ 1,372.00	\$ 1,372.00	\$ 2,500.00	\$ 2,500.00
2	Erosion and Sediment Control & Maintenance	1	LS	\$ 24,187.00	\$ 24,187.00	\$ 20,000.00	\$ 20,000.00
3	Traffic & Pedestrian Control	1	LS	\$ 153,786.00	\$ 153,786.00	\$ 100,000.00	\$ 100,000.00
4	8" Ductile Iron Pipe, PC 350 Restrained Joint	2,822	LF	\$ 74.50	\$ 210,239.00	\$ 125.00	\$ 352,750.00
5	2" SDR-21 PVC Pipe	680	LF	\$ 30.50	\$ 20,740.00	\$ 68.00	\$ 46,240.00
6	2" Hard Drawn Type-K Copper Pipe	135	LF	\$ 103.00	\$ 13,905.00	\$ 150.00	\$ 20,250.00
7a	3/4" Single Service - Long Side	15	EA	\$ 3,840.00	\$ 57,600.00	\$ 4,000.00	\$ 60,000.00
7b	3/4" Single Service - Short Side	23	EA	\$ 1,933.00	\$ 44,459.00	\$ 2,800.00	\$ 64,400.00
7c	1" Dual Service - Long Side	1	EA	\$ 6,978.00	\$ 6,978.00	\$ 5,200.00	\$ 5,200.00
8	1" Air Release Valve Assembly	1	EA	\$ 11,115.00	\$ 11,115.00	\$ 6,700.00	\$ 6,700.00
9a	2" Permanent Blow-Off & Valve Assembly	4	EA	\$ 3,621.00	\$ 14,484.00	\$ 4,000.00	\$ 16,000.00
9b	2" Temporary Blow-Off & Valve Assembly	1	EA	\$ 4,980.00	\$ 4,980.00	\$ 4,000.00	\$ 4,000.00
10a	8" Gate Valve with Box	9	EA	\$ 2,295.00	\$ 20,655.00	\$ 5,000.00	\$ 45,000.00
10b	2" Gate Valve with Box	3	EA	\$ 1,355.00	\$ 4,065.00	\$ 2,500.00	\$ 7,500.00
11	Ductile Iron Fittings	3,370	LBS	\$ 15.50	\$ 52,235.00	\$ 17.00	\$ 57,290.00
12	Tracer Wire	700	LF	\$ 0.50	\$ 350.00	\$ 2.00	\$ 1,400.00
13	Water Meter Reconnection	41	EA	\$ 264.00	\$ 10,824.00	\$ 1,500.00	\$ 61,500.00
14	Fire Hydrant Assembly	4	EA	\$ 6,933.00	\$ 27,732.00	\$ 8,500.00	\$ 34,000.00
15	Connection to Exist. 8" AC Water Main	2	EA	\$ 5,400.00	\$ 10,800.00	\$ 10,000.00	\$ 20,000.00
16	Abandon Existing Water Mains in Place	2,835	LF	\$ 9.00	\$ 25,515.00	\$ 10.00	\$ 28,350.00
17	Select Earth Backfill	250	CY	\$ 82.00	\$ 20,500.00	\$ 50.00	\$ 12,500.00
18	Stone Bedding	250	CY	\$ 91.00	\$ 22,750.00	\$ 80.00	\$ 20,000.00
19	Rock Excavation	350	CY	\$ 461.00	\$ 161,350.00	\$ 250.00	\$ 87,500.00
20	Pavement Removal/Cut	2,591	SY	\$ 3.00	\$ 7,773.00	\$ 10.00	\$ 25,910.00
21	Remove and replace curb and gutter	1,925	LF	\$ 53.00	\$ 102,025.00	\$ 40.00	\$ 77,000.00
22a	Mill 3.5" depth	6,229	SY	\$ 9.50	\$ 59,175.50	\$ 10.00	\$ 62,290.00
22b	Mill 2" depth	6,406	SY	\$ 8.00	\$ 51,248.00	\$ 7.00	\$ 44,842.00
23a	Surface Course (SF 9.5A)	1,066	TN	\$ 175.00	\$ 186,550.00	\$ 160.00	\$ 170,560.00
23b	Intermediate Course (I-19B)	1,331	TN	\$ 137.00	\$ 182,347.00	\$ 160.00	\$ 212,960.00
23c	Aggregate Base Course	1,181	TN	\$ 21.00	\$ 24,801.00	\$ 45.00	\$ 53,145.00
24	Miscellaneous Concrete	10	CY	\$ 612.00	\$ 6,120.00	\$ 400.00	\$ 4,000.00
25	Cleanup and Seeding	3,620	SY	\$ 2.50	\$ 9,050.00	\$ 5.00	\$ 18,100.00
26	Contingency	1	LS	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00
27	Mobilization (Not to Exceed 5% of total bid)	1	LS	\$ 82,600.00	\$ 82,600.00	\$ 92,500.00	\$ 92,500.00
<b>KENSINGTON TOTAL BID:</b>				\$	1,652,310.50		\$ 1,854,387.00
Barclay Bid Form							
BID ITEM	ITEM DESCRIPTION	QUANTITY	UNIT	UNIT PRICE	EXTENDED PRICE	UNIT PRICE	EXTENDED PRICE
1a	8" Ductile Iron Water Main, PC 350 Restrained Joint	140	LF	\$ 81.50	\$ 11,410.00	\$ 150.00	\$ 21,000.00
1b	6" Ductile Iron Water Main, PC 350 Restrained Joint	3,760	LF	\$ 71.00	\$ 266,960.00	\$ 106.00	\$ 398,560.00
2	2" PVC Water Main, Schedule 40 Socket Welded	340	LF	\$ 33.00	\$ 11,220.00	\$ 68.00	\$ 23,120.00
3	Sanitary Sewer Replacement at Water Main Crossings	2	EA	\$ 10,631.00	\$ 21,262.00	\$ 12,000.00	\$ 24,000.00
4	Ductile Iron Bends and Fittings	4,600	LBS	\$ 14.00	\$ 64,400.00	\$ 17.00	\$ 78,200.00
5a	8" Transition Coupling	1	EA	\$ 696.00	\$ 696.00	\$ 2,700.00	\$ 2,700.00
5b	6" Transition Coupling	5	EA	\$ 619.00	\$ 3,095.00	\$ 2,700.00	\$ 13,500.00
6a	8" Gate Valve Assembly	3	EA	\$ 2,426.00	\$ 7,278.00	\$ 5,000.00	\$ 15,000.00
6b	6" Gate Valve Assembly	19	EA	\$ 1,904.00	\$ 36,176.00	\$ 4,000.00	\$ 76,000.00
7	Fire Hydrant Assembly	5	EA	\$ 6,932.00	\$ 34,660.00	\$ 8,500.00	\$ 42,500.00
8	Air Release Valve Assembly	2	EA	\$ 11,064.00	\$ 22,128.00	\$ 6,500.00	\$ 13,000.00
9a	2" Branch Assembly at 8" Main	1	EA	\$ 1,069.00	\$ 1,069.00	\$ 3,000.00	\$ 3,000.00
9b	2" Branch Assembly at 6" Main	2	EA	\$ 1,373.00	\$ 2,746.00	\$ 3,000.00	\$ 6,000.00
10a	Connect to Exist. 8" Water Main	2	EA	\$ 6,802.00	\$ 13,604.00	\$ 10,000.00	\$ 20,000.00
10b	Connect to Exist. 6" Water Main	7	EA	\$ 7,957.00	\$ 55,699.00	\$ 10,000.00	\$ 70,000.00
10c	Connect to 2" Water Main	3	LS	\$ 718.00	\$ 2,154.00	\$ 4,000.00	\$ 12,000.00
11	Temporary Blow-Off Assembly	9	EA	\$ 4,520.00	\$ 40,680.00	\$ 4,000.00	\$ 36,000.00
12	Permanent Blow-Off Assembly	1	EA	\$ 3,612.00	\$ 3,612.00	\$ 4,000.00	\$ 4,000.00
13	Single 3/4" Water Service	53	EA	\$ 2,991.00	\$ 158,523.00	\$ 3,200.00	\$ 169,600.00
14	Gang 1" Water Service	2	EA	\$ 6,362.00	\$ 12,724.00	\$ 4,800.00	\$ 9,600.00
15	Abandon Existing Water Mains in Place	4,145	LF	\$ 18.00	\$ 74,610.00	\$ 10.00	\$ 41,450.00
16a	Milling of Asphalt	150	SY	\$ 66.50	\$ 9,975.00	\$ 33.00	\$ 4,950.00
16b	Surface Course (SF9.5B)	315	TN	\$ 259.00	\$ 81,585.00	\$ 270.00	\$ 85,050.00
16c	Base Course (B25.0B)	810	TN	\$ 191.00	\$ 154,710.00	\$ 150.00	\$ 121,500.00
16d	Aggregate Base Course	960	TN	\$ 21.00	\$ 20,160.00	\$ 45.00	\$ 43,200.00
17	Miscellaneous Surface Restoration	1	LS	\$ 8,036.00	\$ 8,036.00	\$ 20,000.00	\$ 20,000.00
18	Miscellaneous Concrete	25	CY	\$ 612.00	\$ 15,300.00	\$ 400.00	\$ 10,000.00
19	Offsite Fill Material	47	CY	\$ 38.50	\$ 1,809.50	\$ 50.00	\$ 2,350.00
20	Undercut and Replace with #57 Stone	120	CY	\$ 91.00	\$ 10,920.00	\$ 75.00	\$ 9,000.00
21	Trench Rock Removal by Mechanical Means	140	CY	\$ 474.00	\$ 66,360.00	\$ 300.00	\$ 42,000.00
22	Trench Rock Removal by Blasting	140	CY	\$ 724.00	\$ 101,360.00	\$ 175.00	\$ 24,500.00
23	Traffic Control	1	LS	\$ 90,093.00	\$ 90,093.00	\$ 100,000.00	\$ 100,000.00
24	Town of Chapel Hill Street Cut Allowance	1	-	\$ 125,000.00	\$ 125,000.00	\$ 125,000.00	\$ 125,000.00
25	Town of Chapel Hill Permit Fee Allowance	1	-	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00
26	Contingency Allowance	1	-	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00
27	Mobilization (Less than 5% of Bid)	1	LS	\$ 82,200.00	\$ 82,200.00	\$ 89,400.00	\$ 89,400.00
<b>BARCLAY TOTAL BID:</b>				\$	1,644,714.50		\$ 1,788,680.00
<b>TOTAL COMBINED BID:</b>				\$	3,297,025.00		\$ 3,643,067.00

Discrepancies:

1. None

I hereby certify that the tabulation of bids shown herein was prepared under my direct supervision on this date, and that all information herein is true, and complete to the best of my knowledge.

Prepared By: Krista Paredes-Toledo, PE  
 AECOM Technical Services of North Carolina, Inc.  
 1600 Perimeter Park Drive  
 Morrisville, North Carolina 27560



### Attachment 3

#### **Resolution Awarding a Construction Contract for the Kensington Drive-Barclay Road Water Main Replacements Project**

**Whereas**, there is a need to replace the water mains located in Kensington Drive and Barclay Road; and

**Whereas**, plans and specifications for the construction of this project have been prepared by AECOM Technical Services of North Carolina, Inc. (Kensington Drive) and CJS Conveyance, PLLC (Barclay); and

**Whereas**, advertisement for contractor qualifications was published on the websites of the North Carolina Institute of Minority Economic Development, North Carolina Department of Administration, and OWASA on March 23, 2018 and seven contractors were qualified to bid; and

**Whereas**, on May 28, 2019, the prequalified contractors were formally invited to submit construction bids for the project; and

**Whereas**, two bids were subsequently received on July 1, 2019; and

**Whereas**, Pipeline Utilities, Inc. of Raleigh, North Carolina has been determined to be the low responsive, responsible bidder for the project; and

**Whereas**, on June 13, 2019, the Board approved a resolution authorizing funds for Capital Improvement Projects, including funds for this project;

#### **Now, Therefore, Be It Resolved:**

1. That the Orange Water and Sewer Authority Board of Directors awards the construction contract to Pipeline Utilities, Inc., the low responsive, responsible bidder for the Kensington Drive and Barclay Road Water Main Replacements Project, in accordance with the approved plans and specifications, in the amount of \$3,297,025.00, subject to such change orders as may apply.

2. That the Executive Director be, and hereby is, authorized to execute said contract, subject to prior approval of legal counsel, and to approve and execute change orders and such documents as may be required in connection with the construction contract.

Adopted this 11<sup>th</sup> day of July, 2019.

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Raymond E. DuBose, Chair

ATTEST:

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Bruce Boehm, Secretary

## **Agenda Item 3:**

### Orange Water and Sewer Authority

#### Meeting of the Board of Directors

May 9, 2019

The Board of Directors of the Orange Water and Sewer Authority (OWASA) met in a work session on Thursday, May 9, 2019, at 6:00 p.m. in OWASA's Community Room, 400 Jones Ferry Road, Carrboro.

Board Members present: Yinka Ayankoya (Chair), Ruchir Vora (Vice Chair), Ray DuBose (Secretary), Bruce Boehm, Jody Eimers, Robert Morgan, John N. Morris and John A. Young.

OWASA staff present: Mary Darr, Patrick Davis, Monica Dodson, Jesse DuClau, Robert Epting, Esq., (Epting and Hackney), Vishnu Gangadharan, Stephanie Glasgow, Tyrus Johnson, Ed Kerwin, Kenneth Loflin, Andrea Orbich, Dan Przybyl, Allison Spinelli, Ruth Rouse, Todd Taylor, Mary Tiger, Stephen Winters and Richard Wyatt.

Others present: Meg Holton (UNC Water Resources Manager) and Ben Poulson (UNC Associate Director of Energy Services).

#### Motions

1. BE IT RESOLVED THAT the Board of Directors of the Orange Water and Sewer Authority adopts the Resolution Amending the Fiscal Year (FY) 2019 Annual Budget. (Motion by Robert Morgan, second by Ruchir Vora and unanimously approved.)
2. Robert Morgan made a motion to approve the Minutes of the March 28, 2019 Meeting of the Board of Directors; second by Ruchir Vora and unanimously approved.
3. Robert Morgan made a motion to approve the Minutes of the April 25, 2019 Closed Session of the Board of Directors for the purpose of updating the Board regarding the settlement of existing litigation; second by Ruchir Vora and unanimously approved.
4. BE IT RESOLVED THAT the Board of Directors of the Orange Water and Sewer Authority adopts the Resolution Honoring the Service of Willie A. Strowd to the Orange Water and Sewer Authority and the Carrboro-Chapel Hill Community. (Motion by Robert Morgan, second by Ruchir Vora and unanimously approved.)
5. BE IT RESOLVED THAT the Board of Directors of the Orange Water and Sewer Authority adopts the Resolution Authorizing the Executive Director to Execute Contracts with Blue Cross and Blue Shield of North Carolina for Employee Health and Dental Insurance Plans. (Motion by Robert Morgan, second by Ray DuBose and unanimously approved.)
6. BE IT RESOLVED THAT the Board of Directors of the Orange Water and Sewer Authority adopts the Resolution Finding Emergency Circumstances Requiring Purchase of Material and Services Without Formal Bidding Process. (Motion by Bruce Boehm, second by Ray DuBose and unanimously approved.)

\* \* \* \* \*

Announcements

Yinka Ayankoya 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.

Ms. Ayankoya announced OWASA's Annual Update to the Carrboro Board of Aldermen will be Tuesday, June 4, 2019 at 7:00 p.m. at Carrboro Town Hall.

Ms. Ayankoya said that without objection, there is a Change in the Order of Agenda Items: Item 5, Resolution Honoring the Service of Willie A. Strowd to the Orange Water and Sewer Authority and the Carrboro-Chapel Hill Community, will move under the Consent Agenda because Mr. Strowd is not in attendance tonight; and Item 6, Resolution Authorizing the Executive Director to Execute Contracts with Blue Cross and Blue Shield of North Carolina for Employee Health and Dental Insurance Plans, will be the first item on the Regular Agenda.

John Young said that Ed Kerwin, John Morris and he attended the May 9, 2019 Chatham-Orange Joint Planning Task Force Meeting. The group discussed Jordan Lake Regional Issues, Stormwater Management Best Practices, and the 2045 Metropolitan Transportation Plan Employment and Population Projections.

Todd Taylor introduced Jesse DuClau, OWASA's new Distribution and Collection Manager.

Item One: Fiscal Year 2019 Budget Amendment

Robert Morgan made a motion to adopt the Resolution Amending the Fiscal Year 2019 Annual Budget; second by Ruchir Vora and unanimously approved. Please see Motion 1 above.

Item Two: Minutes

Robert Morgan made a motion to approve the Minutes of the March 28, 2019 Meeting of the Board of Directors; second by Ruchir Vora and unanimously approved. Please see Motion 2 above.

Item Three: Minutes

Robert Morgan made a motion to approve the Minutes of the April 25, 2019 Closed Session of the Board of Directors for the purpose of updating the Board regarding the settlement of existing litigation; second by Ruchir Vora and unanimously approved. Please see Motion 3 above.

Item Four: Update on the Emergency Repair of the Rogerson Drive Wastewater Force Main and Resolution Finding Emergency Circumstances Requiring Purchase of Materials and Services without Formal Bidding

The Board received and discussed a construction update for the Rogerson Drive Wastewater Force Main repair. As the construction progresses, staff will continue to keep the Board,

neighbors and stakeholders informed of the construction impacts.

Bruce Boehm made a motion to approve the Resolution Finding Emergency Circumstances Requiring Purchase of Material and Services Without Formal Bidding Process; second by Ray Dubose and unanimously approved. Please see Motion 6 above.

Item Five: Resolution Honoring the Service of Willie A. Strowd to the Orange Water and Sewer Authority and the Carrboro-Chapel Hill Community

Motion by Robert Morgan; second by Ruchir Vora and unanimously approved. Please see Motion 4 above.

Item Six: Resolution Authorizing the Executive Director to Execute Contracts with Blue Cross and Blue Shield of North Carolina for Employee Health and Dental Insurance Plans

The Board received and discussed an update on discussions with Blue Cross Blue Shield of North Carolina regarding renewal of employee health insurance. The proposed renewal includes an 18% decrease in premiums.

Robert Morgan made a motion to approve the resolution; second by Ray DuBose and unanimously approved. Please see Motion 5 above.

Item Seven: Employee Merit Pay for Fiscal Year 2020

The Board received and discussed employee merit pay for Fiscal Year 2020 including additional information provided on May 8, 2019.

After discussion, the Board agreed to consider an additional option outlined by John Young (1.3 percent cost of labor and 2.9 percent “average” merit) at the May 23, 2019 meeting.

Item Eight: Potential Western Intake Partnership to Access Jordan Lake Water Supply

The Board received and discussed a draft agreement to form a potential Western Intake Partnership to perform preliminary studies regarding a potential intake and water treatment plant on the west side of Jordan Lake.

After discussion, the Board agreed that staff will summarize questions raised and provided responses as well as share the responses with the Partners to ensure a common understanding of the intentions of the Agreement. This item will be scheduled for the consent agenda on the Board’s June 13, 2019 meeting.

Item Nine: Review Board Work Schedule

The Board agreed to add the following items on the May 23, 2019 agenda: make nominations for election of officers for Chair, Vice Chair and Secretary (Board Members will notify staff if they

do not wish to serve as an officer); merit pay for Fiscal Year 2020 including a new option 4; and a possible construction update on Rogerson Drive.

The Board agreed to rename the June 13, 2019 item on Unregulated Compounds in Water Resources Including Per-Fluorinated Substances to Monitoring Compounds Of Emerging Concern.

The Long-Range Water Supply Plan Final Water Supply and Demand Management Alternatives was rescheduled to the July 11, 2019 Board meeting.

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

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

- May 23, 2019 agenda will include a discussion on employee merit pay for Fiscal Year 2020 including new option #4 (1.3% cost of labor and 2.9% “average” merit).
- Respond to Board member questions on draft Jordan Lake Western Intake Partnership agreement.

The Board meeting was adjourned at 8:35 p.m.

Respectfully submitted by:

Andrea Orbich  
Executive Assistant/Clerk to the Board

Attachments

**Agenda Item 4:**

Orange Water and Sewer Authority

Public Hearings and Meeting of the Board of Directors

May 23, 2019

The Board of Directors of the Orange Water and Sewer Authority (OWASA) held a regular meeting, including public hearings on the annual budgets and schedule of rates, fees and charges, on Thursday, May 23, 2019, at 7:00 p.m. in Chapel Hill Town Hall Council Chamber.

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

OWASA staff present: Mary Darr, Robert Epting, Esq., (Epting and Hackney), Vishnu Gangadharan, Stephanie Glasgow, Robin Jacobs (Epting and Hackney), Ed Kerwin, Simon Lobdell, Andrea Orbich, Kelly Satterfield, Todd Taylor and Stephen Winters.

Others present: Alexandria Cooley and Meg Holton (UNC Water Resources Manager).

Motions

1. Robert Morgan made a motion to close the Concurrent Public Hearings on the Preliminary Annual Operating and Capital Improvements Budgets and Proposed Rates, Fees and Charges for Fiscal Year 2020 that begins on July 1, 2019; the motion was seconded by Bruce Boehm and unanimously approved.
2. BE IT RESOLVED THAT the Board of Directors of the Orange Water and Sewer Authority adopts the Resolution Awarding a Construction Contract for the Mason Farm Wastewater Treatment Plant Secondary Clarifier Rehabilitation Project. (Motion by Ray DuBose, second by Bruce Boehm and unanimously approved.)
3. Ray DuBose made a motion to approve the Minutes of the April 11, 2019 Meeting of the Board of Directors; second by Bruce Boehm and unanimously approved.
4. Ray DuBose made a motion to close the nominations for the Election of Board Officers for Fiscal Year 2020; second by Robert Morgan and unanimously approved.

\* \* \* \* \*

Announcements

Yinka Ayankoya 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.

Ms. Ayankoya announced OWASA's Annual Update to the Carrboro Board of Aldermen has been rescheduled to Tuesday, September 17, 2019, at 7:00 P.M. at Carrboro Town Hall.

Ms. Ayankoya said on May 22, 2019, the Chapel Hill Town Council took three actions: they reappointed Bruce Boehm to the OWASA Board of Directors; appointed Bruce Runberg to fill the seat John Young will vacate the end of June 2019; and appointed John Cooley to complete the two years remaining of former Board Member, Jeff Danner.

Mary Darr announced that the Forest Management Community Meeting will be held on Thursday, June 20, 2019 at 6:00 p.m. at the Maple View Agricultural Education Center.

#### Oath of Office

Andrea Orbich administered the Oath of Office to John Cooley, Chapel Hill Appointee to the OWASA Board of Directors.

#### Petitions and Requests

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

#### Item One: Concurrent Public Hearings on the Preliminary Annual Operating and Capital Improvements Budget and Proposed Rates, Fees and Charges

Yinka Ayankoya opened the concurrent Public Hearings on the Preliminary Annual Operating and Capital Improvements Budget and proposed Rates, Fees and Charges for Fiscal Year (FY) 2020 that begins July 1, 2019. The Board is considering a 5% increase in monthly water and sewer charges for FY 2020 which is necessary to meet the community's water and wastewater needs.

Todd Taylor, General Manager of Operations, said OWASA is a public, non-profit agency providing water, sewer and reclaimed water services to the community. The organization's revenue comes solely from customer fees; OWASA is required to charge customers the full cost of providing water and wastewater services. He said it is OWASA's responsibility to operate at the lowest rates possible while providing high quality, reliable and sustainable services. Mr. Taylor noted primary drivers of the 5% rate increase are: new projects and initiatives to improve reliability and resiliency of the system; significant increases in construction costs; and increases in costs of operating the system.

Mary Darr, Director of Engineering and Planning, said the proposed Capital Improvements Program (CIP) budget is used to rehabilitate/replace the infrastructure used to maintain the day-to-day high-quality services OWASA provides. Staff uses an asset management program to prioritize CIP projects that are planned years in advance. The CIP investment for FY 2020 is \$26.4 million and over the next five years, total CIP spending is expected to be about \$112.7 million. About 78% of the 5-year CIP will be spent on infrastructure rehabilitation and replacement, about 4% on expanding system capacity, and approximately 18% for system

enhancement. Ms. Darr provided information on a few recent CIP projects including: University Lake Dam flashboard replacement; Jones Ferry Road Water Treatment Plant settling basin rehabilitation; Pritchard Avenue water main replacement; and 5.6 miles of sewer rehabilitation.

Stephen Winters presented the Preliminary Annual Operating and Capital Improvements Budget and Proposed Rates, Fees and Charges and said tonight's public hearing is another opportunity for customers and stakeholders to provide input on the proposed budget and rates. He also said the Board is scheduled to make a decision on the FY 2020 budget and rates on June 13, 2019.

Mr. Winters said the 5% increase in monthly water and sewer rates will add \$3.60 to the average monthly bill of households in OWASA's service area. If approved, the rate increase will become effective October 1, 2019. Other miscellaneous fees have been adjusted based on the cost of providing the services. He noted there would be no changes to fees for system development, reclaimed water or lake recreation.

Mr. Winters said projected total revenue under the proposed FY 2020 Budget is about \$40.2 million. The proposed Budget includes expenditures of \$23.6 million in operating expenses; \$26.4 million in capital improvements expenditures; \$1 million for capital equipment; and \$8.1 million for debt service payments.

Mr. Winters mentioned two programs aimed at assisting customers who have difficulty paying their monthly water and sewer bill: OWASA's Affordability Outreach Program and Care to Share Customer Assistance Program.

Mr. Winters said that long-term planning indicates OWASA is sustainable and water resources will meet expected demand for the next 50 years under most circumstances. Current planning also indicates that water and wastewater treatment plant capacity is expected to meet projected needs through 2030. Staff will continue to work to reduce costs and improve efficiencies without compromising services.

Ms. Ayankoya opened the floor of the concurrent Public Hearings for public comments. No person offered any comments at the meeting. The Board received one comment via e-mail in advance of the meeting.

Robert Morgan made a motion to close the Concurrent Public Hearings on the Preliminary Annual Operating and Capital Improvements Budgets and Proposed Rates, Fees and Charges for Fiscal Year 2020 that begins on July 1, 2019; the motion was seconded by Bruce Boehm and unanimously approved. Please see Motion No. 1 above.

Ms. Ayankoya opened the discussion for Board comments.

John Young commented the presentation reflects events happening at OWASA and the rates reflect the organization's cost of service. Mr. Young recommended highlighting savings achieved from investments OWASA has made in various programs (such as energy management and Agua Vista) as part of budget assumptions in the future.

The Board expressed appreciation to the staff for their hard work to keep customer rates affordable and for a job well done.

Item Two: 12 Month Board Meeting Schedule

The Board accepted this as an information item.

Item Three: Award the Mason Farm Wastewater Treatment Plant Secondary Clarifier Rehabilitation Construction Contract

Ray DuBose made a motion to approve the Resolution Awarding a Construction Contract for the Mason Farm Wastewater Treatment Plant Secondary Clarifier Rehabilitation Project; second by Bruce Boehm and unanimously approved. Please see Motion 2 above.

Item Four: Minutes

Ray DuBose made a motion to approve the Minutes of the April 11, 2019 Meeting of the Board of Directors; second by Bruce Boehm and unanimously approved. Please see Motion 3 above.

Item Five: Employee Merit Pay for Fiscal Year 2020

The Board discussed employee merit pay for Fiscal Year 2020 and will consider action on this topic at the June 13, 2019 meeting.

Item Six: Report on Members Eligible for Nominations to Election as Board Officers

Yinka Ayankoya said that Jody Eimers and John Morris indicated they do not wish to seek a Board Officer position. Ms. Ayankoya said the Board would begin nominations in sequence for the Office of Chair, Vice Chair and Secretary.

Yinka Ayankoya self-nominated as Chair of the Board and the nomination was seconded by John Young.

John Morris nominated Ray DuBose as Chair of the Board and the nomination was seconded by John Young.

John Young nominated Ruchir Vora as Chair of the Board the nomination was seconded by Yinka Ayankoya.

The Board agreed the nominees for the Election of Chair of the Board for Fiscal Year 2020 will be Yinka Ayankoya, Ray DuBose and Ruchir Vora.

Yinka Ayankoya self-nominated as Vice Chair of the Board and the nomination was seconded by John Young.

John Young nominated Ruchir Vora as Vice Chair of the Board and the nomination was seconded by Robert Morgan.

John Morris nominated Robert Morgan as Vice Chair of the Board and the nomination was seconded by Bruce Boehm.

The Board agreed the nominees for the Election of Vice Chair of the Board for Fiscal Year 2020 will be Yinka Ayankoya, Robert Morgan and Ruchir Vora.

Bruce Boehm self-nominated as Secretary of the Board and the nomination was seconded by John Young.

John Young nominated Ruchir Vora as Secretary of the Board and the nomination was seconded by Yinka Ayankoya.

Bruce Boehm nominated Robert Morgan as Secretary of the Board and the nomination was seconded by Yinka Ayankoya.

The Board agreed the nominees for the Election of Secretary of the Board for Fiscal Year 2020 will be Bruce Boehm, Robert Morgan and Ruchir Vora.

Ray DuBose made a motion to close the nominations for the Election of Board Officers for Fiscal Year 2020; second by Robert Morgan and unanimously approved. Please see Motion 4 above.

Robert Epting reminded the Board that Board Member(s) who must be absent from the June 13, 2019 meeting may vote by proxy in the Election of Officers by submitting a written, dated and signed statement of his or her vote for each office, to the Clerk to the Board prior to beginning of the meeting.

Item Seven: Executive Director Summarized Key Staff Action Items from the Meeting

Ed Kerwin said there were no items for staff follow-up and appreciated John Young's suggestion to highlight savings achieved from investments OWASA has made in various programs as part of budget assumptions in the future.

Mr. Kerwin said the Board's June 13<sup>th</sup> agenda will include:

- Approval of the Fiscal Year 2020 Budget and Rates, including Merit Pay decision;
- Award the Dobbins Drive Water and Sewer Replacement Construction Contract;
- Approve Changes to Retiree Health Insurance and 457 Deferred Compensation;
- Update on Unregulated Compounds in Water Resources;
- Approve the Western Intake Partnership Memorandum of Agreement;
- Resolution Honoring John Young's service to the community and OWASA; and
- Election of Officers.

Orange Water and Sewer Authority

May 23, 2019

Page 6

The Board meeting was adjourned at 8:03 p.m.

Respectfully submitted by:

Andrea Orbich

Executive Assistant/Clerk to the Board

Attachments

DRAFT

**Agenda Item 5:**

Orange Water and Sewer Authority

Closed Session of the Board of Directors

June 13, 2019

The Board of Directors of Orange Water and Sewer Authority met in Closed Session in on Thursday, June 13, 2019, following the Board meeting.

Board Members present: Yinka Ayankoya (Chair), Ruchir Vora (Vice Chair), Ray DuBose (Secretary), John Cooley, Jody Eimers, Bruce Boehm, Robert Morgan, John Morris and John A. Young.

Staff present: Ed Kerwin (Executive Director).

\*\*\*\*\*

ITEM ONE

The Board of Directors met in Closed Session with the Executive Director to discuss a personnel matter.

No official action was taken at the meeting.

The meeting was adjourned at 9:00 p.m.

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Ed Kerwin  
Executive Director

## **Agenda Item 6:**

Feedback from the June 20, 2019 Community Meeting on Forest Management and Possible Next Steps

### **Purpose:**

To provide OWASA Board of Directors a summary of feedback received at the June 20, 2019 community meeting on forest management and to receive the Board's guidance on staff's proposed schedule of activities for calendar year 2019.

### **Background:**

- OWASA owns approximately 2,400 acres of forested lands to help meet its mission of providing high quality and reliable water, wastewater and reclaimed water service through responsible and creative stewardship of the resources we manage.
- Approximately 1,900 acres of OWASA's forested lands have not been managed; some of these forested stands are poor quality, damaged, or pose a wildfire risk.
- On January 10, 2019, the Board of Directors supported a new incremental approach to forest management and on April 11, 2019, the Board approved a Community Engagement Plan for the approach.

### **June 20, 2019 Community Meeting:**

Forty-one (41) people participated in our community meeting at the Maple View Agricultural Education Center on our new incremental approach to forest management. Invitations were sent to about 350 property owners and other stakeholders. Also, in attendance were 11 representatives from professional agencies, seven moderators, eight OWASA staff and four OWASA Board Members.

The meeting agenda was:

- 1) Welcome and presentation on OWASA's new incremental approach to forest management – Ed Kerwin, OWASA's Executive Director
- 2) Triangle Land Conservancy's approach to forest management – Bo Howes, Director of Conversation and Stewardship for Triangle Land Conservancy
- 3) Facilitated small group (6) dialogue – Linda Low, OWASA's Communications and Community Relations Officer
- 4) Small groups report back summaries to large group – by group volunteers
- 5) Reflections, commitments and thank you – Ed Kerwin

July 11, 2019

Comments from the community regarding forest management aligned with the following themes:

- **Guiding Principles** – the community generally supported staff’s guiding principles, but made suggestions for consideration.
- **Community Engagement** – the community wants to continue to be engaged.
- **Holistic Land Management Approach** – the community was not opposed to the approach and expressed appreciation for OWASA’s new land management process. The community also wants OWASA to think about its land from a holistic approach.
- **Partnership** – the participants expressed appreciation for OWASA’s partnership with expert agencies.
- **Accountability and Transparency** – OWASA should work with partner agencies to better define the guiding principles and develop mechanisms for monitoring and measuring success.

While not directly related to forest management, several participants noted OWASA should allow neighbors to access its land (others didn’t support this); some questioned how we could allow the Mountains-to-Sea Trail on our property if protection of water quality is our highest priority.

Staff believes the community meeting very successfully generated valuable feedback and goodwill with our neighbors, an essential step in further improving our new incremental approach to forest management. We received very positive feedback from participants about the content and structure of the meeting. We clearly understand and fully embrace the value of continuing to engage the community on our forest management work.

### **Proposed Forest Management Next Steps:**

We updated our proposed schedule of forest management activities to reflect continued community engagement for the work ahead. These steps and schedule may change depending on Board, community, and agency partner feedback and all dates should be considered tentative.

#### **July (date TBD)**

Staff and agency partners will provide a tour of the Cane Creek Mitigation Tract to interested community members.

Staff provides:

1. E-mail invitations for a tour of the Cane Creek Mitigation Tract using our forest management stakeholders list. Note: 20 people indicated interest in signing up for a tour at our June 20<sup>th</sup> community meeting.
2. A guided tour of the Cane Creek Mitigation Tract for public to see and learn about forest management activities and results. Staff from OWASA’s Partner Agencies invited to participate.
3. Answer questions (with Partners) and listen for feedback and suggestions.
4. Provide the Board by e-mail a summary of the public tour and feedback received.

Board:

1. Board Members are invited to participate in the tour.
2. Review staff's summary of the public tour for discussion at a future Board meeting.

August 22, 2019 Board meeting

Staff presents a draft *Vision for OWASA's Forest Management Program* (Vision) as well as revised Guiding Principles for the Board's consideration.

Staff provides:

1. Notice to stakeholders of the Board's discussion and possible action on August 22nd.
2. Draft Vision and revised draft Guiding Principles in consideration of feedback from the public and Partner Agencies.
3. A presentation on the Vision and draft Guiding Principles prior to public comment and Board discussion.

Board:

1. Invites public feedback following the four-minute time limit per speaker (also inviting written comments).
2. Discusses information received from the public on staff's proposed Vision and revised Guiding Principles.
3. Reaches agreement on Vision and Guiding Principles and directs staff to proceed with developing a process for prioritizing sites for forest management. The Board may decide more information and time is needed at a future Board meeting before directing staff to proceed, which would change the schedule accordingly.

September 26, 2019 Board meeting

Staff provides a draft process for prioritizing OWASA's land for management based on the Vision and Guiding Principles.

Staff provides:

1. Notice to stakeholders of the Board's discussion and possible action on September 26th.
2. Process to prioritize sites for forest management in accordance with the Guiding Principles prepared in consultation with Partner Agencies.
3. A presentation on the proposed process to prioritize sites for forest management prior to public comment and Board discussion.

Board:

1. Invites public feedback following the four-minute time limit per speaker (also inviting written comments).
2. Discusses information received from the public on proposed process to prioritize sites for forest management.
3. Reaches agreement on the process to prioritize sites for forest management and directs staff to proceed. The Board may decide more information and time is needed at a future

Board meeting before directing staff to proceed, which would change the schedule accordingly.

October 2019

Staff selects two to three sites based on the prioritization process and input from the partner agencies.

November 2019

Staff begins to develop forest management plans for the two to three sites. Agency and public input will be integral parts of the plan development. A community engagement plan will be prepared for each site.

**Action Needed:**

Board discussion of public feedback and guidance to staff regarding proposed next steps.

No formal resolution is needed. Staff recommends when the Board supports moving forward with next steps, it consider acting on the matter in the form of a Motion as follows:

*“The Board of Directors approves the next steps for Forest Management and authorizes staff to begin implementing the actions outlined (or as amended) in the July 11<sup>th</sup> agenda package.”*

**Information:**

- June 20, 2019 Community Meeting Presentation (agenda page 6.5)
- Summary of OWASA Forest Management Community Meeting (agenda page 6.23) including Facilitated Small Group Dialogue Notes (agenda page 6.27)

Orange Water and Sewer Authority

# Community Meeting on Forest Management

June 20, 2019



Carrboro-Chapel Hill's not-for-profit public service agency delivering high quality water, reclaimed water, and wastewater services.

# Tonight's purpose:

Share information, listen and have conversation about OWASA's new incremental approach to forest management

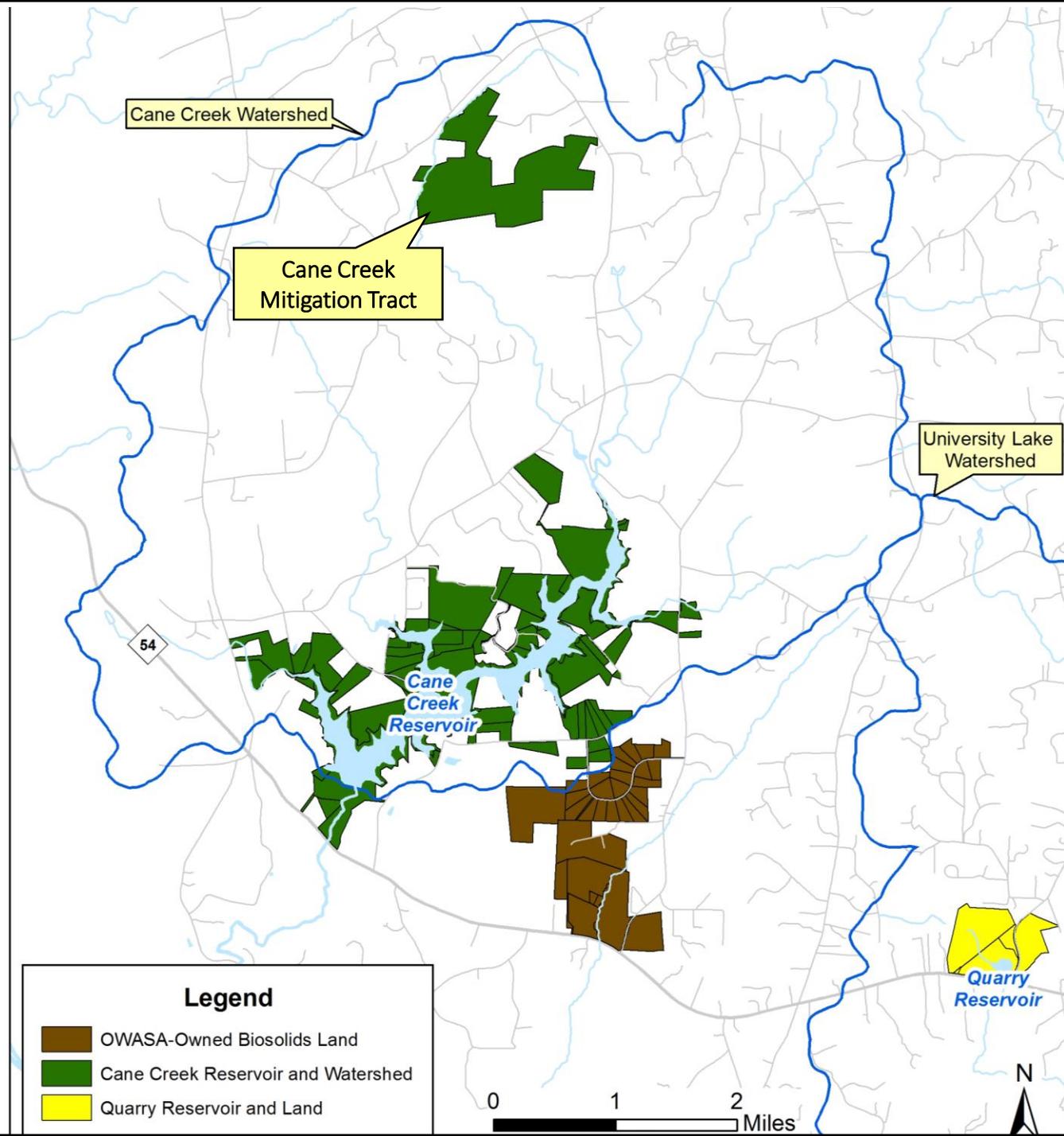


# Agenda

- 6:00 pm Welcome and review of agenda
- 6:05 pm OWASA's new approach to forest management and draft guiding principles
- 6:20 pm Triangle Land Conservancy's approach to forest management
- 6:25 pm Introduction of small-group dialogue process and break-out into small groups
- 6:30 pm Small-group dialogues to capture feedback and local knowledge
- 7:15 pm Reconvene in large group for report-back summaries from each group
- 7:45 pm Reflections and commitments by OWASA
- 7:50 pm Outstanding questions/thoughts from participants
- 8:00 pm Close of Community Meeting

*OWASA representatives will remain available for one-to-one discussions following the meeting.*

# OWASA's Cane Creek Watershed and Biosolids Application Lands



# OWASA's Partner Agencies are Subject Matter Experts



**DUKE FOREST**  
Teaching & Research Laboratory  
ESTABLISHED 1931



# **We can't live without healthy forests**

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**In certain places, active forest management is needed to ensure a healthy and resilient forest**

# OWASA Staff Draft Forest Management 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
- ✓ Promote beneficial impacts of forest management on the environment
- ✓ Sustainably manage OWASA's resources

# Overcrowded Stands

- Increased risk of wildfires
- Stressed trees increases susceptibility to pine beetles
- No undergrowth for habitat



# Invasive Species

- Impacts biodiversity and ecosystem
- Less forage for wildlife
- Increased risk of wildfires



Tree of Heaven,  
Chinese Privet  
and Japanese  
Stilt Grass

Autumn  
Olive



# Disease, Pine Beetles

- Trees die
- Increased risk of wild fires
- Increased runoff (sedimentation)



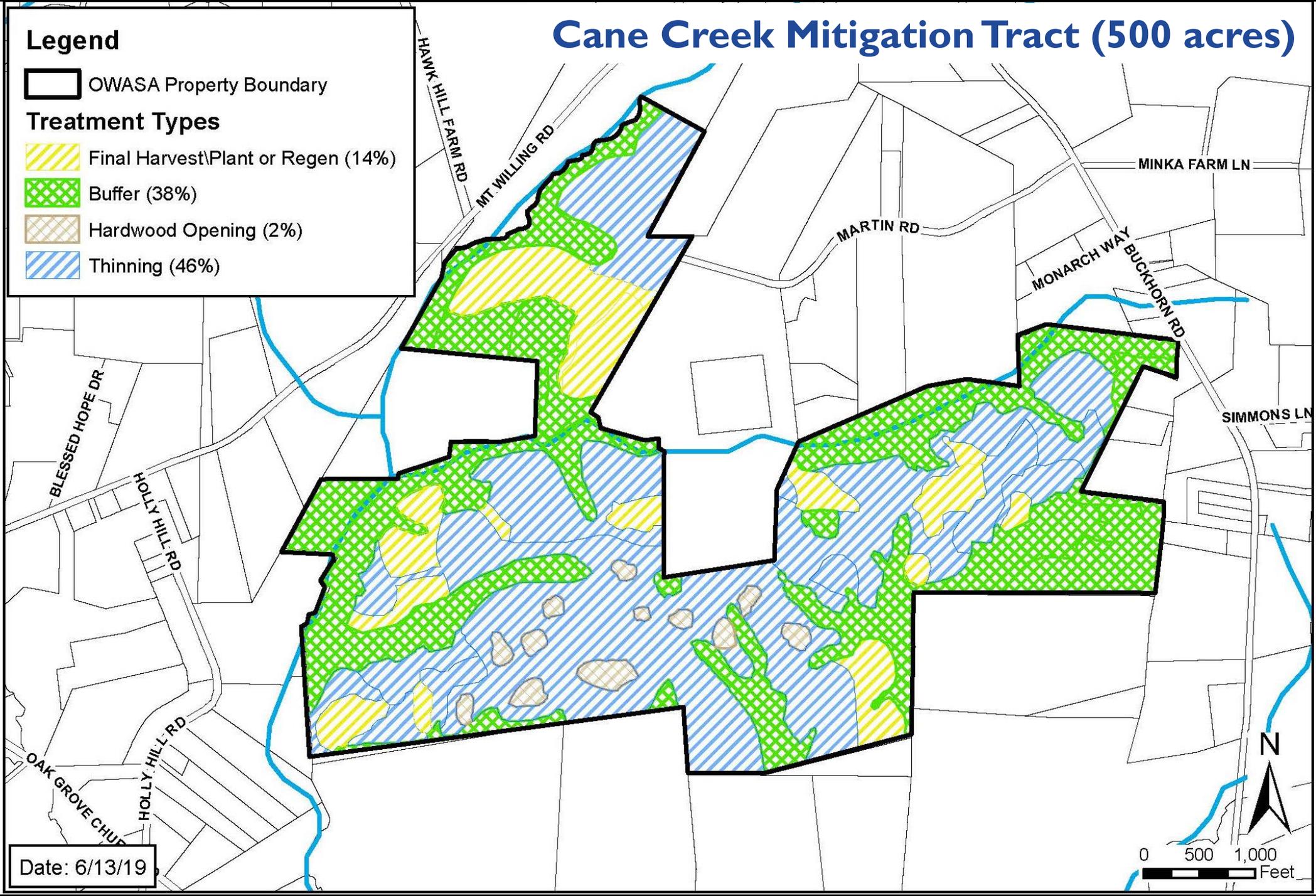
# Cane Creek Mitigation Tract (500 acres)

## Legend

OWASA Property Boundary

## Treatment Types

- Final Harvest\Plant or Regen (14%)
- Buffer (38%)
- Hardwood Opening (2%)
- Thinning (46%)



Date: 6/13/19

# Extensive Buffers

- Protect water quality by reducing erosion and nutrients
- Maintain natural area for wildlife
- Keeps water cool in streams for aquatic health
- Aesthetically pleasing



# Thinning trees



# Successes at Cane Creek Mitigation Tract

- 38% protected buffers
- Greatly reduced fire risk
- Protected water quality
- Increased wildlife
- Greater resiliency for climate change



# OWASA's new incremental approach

- Following draft guiding principles, identify 3-4 high priority sites for forest management
- After engaging with neighbors of those specific sites, finalize forest management plan and begin implementation
- Evaluate effectiveness on those sites and apply learning for future work
- Continue forest management work a few sites each year, keeping the community informed and engaged

# Triangle Land Conservancy



BO HOWES, DIRECTOR OF CONSERVATION AND STEWARSHIP

# Walnut Hill Nature Preserve for the Love of Long Leaf



# Small-group dialogues

- Break-outs
- Regroup for report backs from each group



## **Summary of OWASA Forest Management Community Meeting**

June 20, 2019, 6:00-8:10 p.m., Maple View Agricultural Education Center

This document summarizes the comments made during the facilitated small group dialogs and reported back to the full group. Attachment includes a copy of the notes captured in each small group.

### **Description of Small Group Dialogues**

Six small groups were developed. Community members were randomly assigned a group when they signed in. Agency partner staff, OWASA staff and Board members were pre-assigned a group to assure equal distribution among the groups. Each group was pre-assigned a facilitator from the Dispute Settlement Center. Graduate students from the UNC School of Government helped document the dialogue process.

Each facilitator asked each participant in their group the same list of questions:

1. We want to know a little more about who is here in the Circle. Let's go around the circle. Tell us your name, and what brought you to tonight's meeting.
2. We're going to talk about the draft guiding principles. Before we do so, I'd like to get your reaction to these principles. Let's do a quick temperature check. Going around the circle, give a thumbs-up or thumbs down to these principles.
3. Looking at the draft guiding principles again, is there anything missing? I'm going to give you 30 seconds to reflect. Looking at the draft principles, is there anything missing? (Pause for reflection).
4. What can OWASA do to be a good neighbor to you?
5. What else do you want OWASA to know?

OWASA staff's guiding principles were available at each small group:

- 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
- Promote beneficial impacts of forestry management on the environment
- Sustainably manage OWASA's resources

Each group selected one community participant to report-out on the major items of discussion from within each group.

### **Summary of Comments Made during Small Group Dialogues**

This section summarizes the comments made; they have been grouped under common themes.

### Guiding Principles

In general, the community supported the draft guiding principles.

There were some common themes that emerged:

- Engage community – while the community understood that OWASA intended to further engage the community during its forest management program, they wanted to see that in writing. Some also expressed interest in walking the lands in-person with OWASA, to identify and understand forest risks together.
- Aesthetics/quality of life – the community wanted to ensure that OWASA tried to minimize impacts to them. This included points of access from homeowner lands to OWASA lands during management activities, and protecting viewsheds from their houses as well as along roads.
- Historic properties – OWASA should take care to protect historic properties.
- Implementation – the community noted that the guiding principles are broad and wanted to know what they mean to OWASA. The community seeks information on the operating principles (underlying the guiding principles) when they are developed; this will provide more clarity on how decisions are made.
- Community safety – the community noted that community safety should be acknowledged as a guiding principle (perhaps an enhancement to the wildfire principle).

### Community Engagement

The community appreciated this meeting and wanted to remain engaged with OWASA on forest management and other issues that may impact them. They noted that the residents have local knowledge about the area. Several comments were made along these lines:

- Consistent communication from OWASA – they want to receive routine updates on what we are doing regarding forest management.
- Access to information – the community noted that there was little information about our forest management plans on the website. Participants acknowledged that multiple media would be needed to engage the entire community.
- OWASA in community – several community members noted that OWASA staff and Board have not visited them. Again, they expressed appreciation that OWASA was holding this meeting. Some also acknowledged that they could attend OWASA Board meetings.
- Formal, structured body to advise OWASA – some community members expressed an interest in having a group of neighbors that OWASA would regularly consult on issues in the community.

### Holistic Land Management Approach

The community was not opposed to the approach and expressed appreciation for OWASA's new land management process. The community also wants OWASA to think about its land from a holistic approach. What is the overarching goal for OWASA's land from an ecological and management perspective? Ecologically, participants encouraged OWASA to consider how diverse landscapes can support diverse species (i.e. not just an early successional forest). There

were also comments about OWASA evaluating its land in concert with other public lands in the County. Managerially, some participants had questions and opinions about the holistic approach to land management. Questions were raised about revenue neutrality. A participant shared that it should be OWASA's goal to get land on a trajectory to be as minimally "managed" as possible.

### Partnership

Participants expressed appreciation for OWASA's partnership with expert agencies and expressed an interest in acknowledging this partnership in guiding principles. Since protection of water quality is our highest priority, OWASA should consider including an agency with expertise in water quality protection such as Clean Water Management Trust Fund. Some participants also expressed interest in integrating OWASA's approach with land management by neighboring landowners who were interested in partnering with us. There was also interest in opportunities for private landowners to learn from the agency experts that OWASA has assembled.

### Accountability and Transparency

This comment relates back to the general nature of the guiding principles. Attendees suggested that OWASA work with the land management groups we are partnering with to define the guiding principles. They also wanted to know how OWASA would monitor and measure success (again agencies can provide input on that) and wanted to ensure that managing our forest land would not introduce new risks. Participants also noted the importance of transparency and the need to have a contact within OWASA that was accountable to getting back with them when they had questions.

### Recreation

Several participants noted that OWASA could be a better neighbor by allowing access to its land (others did not support this). This included hiking, biking, horseback riding, and bow hunting on a permit basis; others noted that educational opportunities should be provided. Others questioned how OWASA would allow the Mountains-to-Sea Trail on its property if our highest priority is water quality protection.

### Other Issues

There were other comments made that should be considered as we further define guiding principles, develop a prioritization process, develop our forest management plans, or develop a broader plan to continue to engage with the residents around the Cane Creek watershed. These are noted below:

- Minimize fragmentation – OWASA's overall approach should minimize habitat fragmentation. It was also noted that OWASA should consider registering any significant habitat areas that qualify through the Natural Heritage Program.
- Mimic nature to extent practicable – OWASA should minimize its active forest management where possible to meet its land management objectives.
- Native diversity/invasive species – OWASA's land management program should work to reduce invasive species and promote species native to the area.

- Herbicide application – concerns over the use of herbicides and their impact on water quality were expressed.
- Wildfire was a risk consistently cited throughout the small groups.
- The community does not want OWASA’s new forest management plan to be a timber harvest plan.
- Economic sustainability – participants wanted to ensure that OWASA would not develop a timber program to make money off its land.
- Learn from other utilities – Asheville’s extensive watershed protection program was cited, and participants noted that we may learn from their experience.
- Development in watershed – OWASA should coordinate with County on development activities in the watershed.
- Acknowledgement – Community members noted that they protect drinking water quality for residents of Carrboro and Chapel Hill. They requested acknowledgement and recognition for this benefit to our customers.
- Other issues – Issues raised that the community was concerned about outside of forest management included the Mountains-to-Sea Trail and biosolids application.

**OWASA Forest Management Community Meeting  
June 20, 2019, 6 – 8 pm  
Facilitated Small Group Dialogue Notes**

Red Group

Facilitator: Linda Low  
Agency expert: Bo Howes, Triangle Land Conservancy  
OWASA staff member: Johnny Riley  
OWASA Board member: Jody Eimers

Green Group

Facilitator: Will Dudenhausen  
Agency expert: Jennifer Roach, NC Forest Service  
OWASA staff member: Ed Kerwin  
OWASA Board member: John Morris

Purple Group

Facilitator: Jennifer McLean  
Agency expert: Tom Craven, Duke Forest  
OWASA staff member: Mary Darr

Yellow Group

Facilitator: Raquel Dominguez  
Agency expert: Scott Pohlman, NC Natural Heritage Program  
OWASA staff member: Ruth Rouse  
OWASA Board member: Ray Dubose

Blue Group

Facilitator: Eric Ginsburg  
Agency expert: Kelly Douglass, NC Wildlife Resources Commission  
OWASA staff member: Todd Taylor  
OWASA Board member: Bruce Boehm

Orange Group

Facilitator: Randy Parnell  
Agency expert: Aimee Tomcho, NC Audubon  
Agency expert: Steve McCauley, Orange Grove Fire District  
OWASA staff member: Mary Tiger

↑ 9 ↓ → (1 q/b stain) <sup>Red group</sup> ①

WHAT'S MISSING?

- Principles are appropriate.
- Fine, but not a lot of time to think about it yet.
- Protecting neighborhoods: Mt. Mitchell Rd is a one-lane, private road. Will that wash out?
  - Aesthetic & historical considerations.
- How will area be accessed?
  - ~~##~~ Actively protected.

(2)  
- Governance: how are decisions made? e.g. access through priv. property. What are the operating principles & guidelines behind the governance process.  
VALUES.

- Process before scared me. This dialogue is better. People who live in area know it best so consultation important

- In prev. plan: herbicide runoff a concern.

- Land mislabeled? Missing existing diversity.

- Respect local knowledge & environ. R2

- How can we take holistic view <sup>(3)</sup> before focusing on part. tract.
- WATER QUALITY<sup>3</sup>. Forest mgmt <sup>factor in</sup> ~~key~~ to water quality, eg wildfire.
- Good start and principles will help protect the property.
- LISTENING.
- Interested in operating principles more than ~~an~~ individ. plans: transparency of thought process  
→ See use cases as examples (hypothetical scenarios)

R3

- ④
- DWASA should start by getting to know lands in person w/ neighbors to ~~the~~ ID problems (our expertise)
  - how will you collect information you need?
  - collaboration across agencies, orgs, neighbors: integrated approach (countrywide)  
priv. land owners  
↳ integration across priv. land owners is often missed
  - Clear communications, stay true to intentions
  - MST violates clear comms & staying true to intentions

R4

- Comm w/ NC Forest Svc to contribute to "science-based" ⑤
- Transparency & Flexibility:  
OWASA to take into account impact on priv. land owners
- Transparency & honesty: past experience has been fraught w/ issues. New process is good change.

RS

# INTERESTS

GREEN  
GROUP

- IMPACTS on Land and Woods around neighborhood
- Development in the area
  - Beer factory
- Historical Stewardship,  
Ecological Awareness, Neighborliness
- HOSTA (sp?)
- Lifelong interest in forestry done well  
Want to see this project done as well as possible

## Interests cont'd

- NC Forestry Service - serving the state

- Against any sort of clear cutting

- Concern for woods/trees near house

- CONCERN THAT THIS PLAN LOOKS  
LIKE A COMMERCIAL LOGGING PLAN

- LEAVES HIGH-VALUE TREES

- CREATES MONOCULTURES

- EVERY TRACT WILL BE LOGGED

- QUALITY OF WATER

- RECREATION ON LAKES - BIRDING + KAYAKING

- BEAUTY OF LAND

G2

## INTERESTS, CONT'D

- CONCERN OVER CLEAR CUTTING
- OWNS HORSES - WANTS TO SEE SUSTAINABLE MANAGEMENT
- OPEN & USEABLE FOR PUBLIC / CONCERN ABOUT ACCESS
- CONCERN OVER FIRES
- MAINTAIN FOREST
- **RELATIONSHIP WITH MOUNTAINS TO SEA TRAIL**
  - USE OF BUFFER TO SERVE TRAIL

G3

## DRAFT GUIDING PRINCIPLES

THUMBS UP	
THUMB SIDEWAYS	
THUMB DOWN	

### COMMENT

- WE LOVE THE DIVERSITY OF THE FOREST
- PRINCIPLES SOUND GOOD - PLAN DOES NOT CARRY THEM FORWARD
- DIVERSITY - GOOD FOR BIRDS (FOR EXAMPLE)
- FINE W/ PRINCIPLES - CONCERN OVER WHAT THEY MEAN

G4

## GENERAL COMMENT

- WHAT WILL 'MANAGEMENT' MEAN?
  - Do not want commercial activity
  - some commercial activity ok (if done well)
- LEAVING THE LAND ALONE MIGHT BE BEST for water quality
  - if buffer is good... why not leave all of it?
- Concern over invasive species

G5

- RESPECT FOR NATIVE FOREST OF THIS PLACE
- NO REFERENCE TO HANDLING NATIVE SPECIES
- VAGUE ON SCIENTIFIC BASIS OF PLAN
- RESPECT FOR NATIVE DIVERSITY
  
- NEEDS REFERENCE TO PLAN FOR RESTRICTED ACCESS FOR SAFETY FOR PEOPLE/LAND
  - NEED TO DRAFT PRINCIPLES ON ACCESS TO AREAS THAT SHOULD BE PROTECTED - RTPERIAN
    - SW LAKES
- WANT TO PROTECT WATER AT THE HIGHEST QUALITY POSSIBLE

G6

- "SUSTAINABLY" - What does that MEAN?
  - 'regeneratively' would mean to improve, not just sustain

- DO THE COUNTY and OWASA communicate effectively?

- concern that the Steel String location was not adequately planned
- was the Steel String parking lot planned w/ consideration for water quality of reservoir?
- ~~Have~~ not WATER USAGE FOR MAKING of beer - has OWASA really evaluated?
  - effect of brewery development on groundwater
  - rural/urban divide

G1

## GUIDING PRINCIPLES

- need more concise versions?

G8

## WHAT CAN OWASA DO TO BE A GOOD NEIGHBOR TO YOU?

---

Develop a New Plan that is NOT A  
~~Timber~~ Timber Harvest Plan

★ Minimize damage to forests, especially those adjacent to home owners

Manage forests in a regenerative fashion

OWAS and OC planning should communicate with each other more openly.

Strongly preserve the riparian zones and limit develop within them

G9

#1

- Live in community ✓
- Live close to reservoir ✓
- Owasa property ✓

Purple Group

Sustainable horse logging-networking

5<sup>th</sup> generational farmer

Farm Owasa land

Collaboration w/ Owasa and family business

Looking to hear back about downed trees

Want to know plans for water shed

#2

↑ 7

↓ 1

#3 Functional, structured body  
of community members to  
advise Owasa and Plan, consistent  
on-going

~~Consistent on-going testing~~

Consistent communication from Owasa to  
community, that's easily accessible

Diversity w/ species that are put back  
low w/ genuine commitment

? No one disagrees, the question is how are  
these going to be carried out?

P2

#4 Clarity about policies and how it affects <sup>including use of</sup> neighboring property

Knowing guidelines about things to consider

Be better neighbor to those who are adjacent or on non-Owasa

Be more open minded to allowing public access

- Trails (walking & riding)
- Recreation areas

Better accessibility to information

Times available for deer hunting, permits

Better communication when contacting them, getting response back

Owasa owns land but doesn't maintain it, hasn't gotten response

? Who to call about maintenance of land?

Roads owned by Owasa

Create aesthetic buffers

p3

#5 Recreation center opened more hours  
@ Cane Creek

? - How are land owners going to be  
contacted in ref. to managed land?

Appreciate that land is protected  
from large developments

p4

①

Yellow Group

- 1) SCOTT - REPRESENT AGENCY - INTERESTS KNOWING MORE ABOUT <sup>HOW LAND</sup> MANAGEMENT - IS MANAGED -> WHAT THE LONG TERM VISION IS.
- 2) SCOTT L - HOMEOWNER - LEARN ABOUT THE PLAN; SUGGEST USE OF ~~ENV~~ EDUCATION AND COMMUNITY (YOUTH).
- 3) CINDY - HOMEOWNER - WANTS TO KNOW WHAT WILL HAPPEN TO TREES - ADJACENT AND ACROSS HOUSE.
- 4) RUTH - OWASA - LISTEN
- 5) CHRIS - REPRESENTING AGENCY - PROFESSIONAL GUIDANCE AND ASSISTANCE
- 6) NANCY - SHE WANT PEOPLE TO LISTEN ALL THE TIME - SHE WANTS TO MAKE SURE THEY HAVE PROTECTION. THIS IS A HISTORICAL COMMUNITY.  
\* SHE APPRECIATES THIS MEETING AESTHETICS.  
\* PUT BACK - NEIGHBORS OF CANE CREEK

- RAY — OWASA BOARD — LISTEN
- STEWART — MORE INF. ON MANAGEMENT PROGRAM  
BUFFER ZONE, YACBE OF HOME  
MAY BE AFFECTED, QUALITY OF LIFE  
OVERALL ← ENGAGE COMMUNITY — LET KNOW OF  
MANAGEMENT PLAN ~~TO KNOW~~ FUTURE PLANS (BY STAGES)
- DANA — SAME CONCERNS AS STEWART.

V2

(2)

- GROUP → FELT PRINCIPLES ARE INCOMPLETE.

(3)

SCOTT - ENGAGE THE COMMUNITY

- NANCY - COMMUNITY NEEDS TO BE IN N/O W/ O W/ A S A
- NOT MENTIONING THIS IS A HISTORICAL PROPERTY
  - AESTHETICS.
  - APPROPRIATE EDUCATION USE OF PROPERTY
  - MAKE IT AS CLOSE AS POSSIBLE TO NATURAL PROCESSES → ( <sup>TYPE</sup> KIND OF TREES )
  - MINIMIZE FRAGMENTATION (?)
  - LOOK AT THE MECHANICS OF LOGGING.

Y3

4

- ~~GOING~~ <sup>TO COME</sup> OWASA AND SEE MY PROPERTY
- TRANSPARENCY AND HONESTY
- INFORMATION AND FULL PLAN FOR THE PROPERTY
- OPEN COMMUNICATION - EMAILS
- COMMUNITY INVOLVEMENT -
- PARTICIPATE IN MORE OWASA MEETINGS
- TO HAVE REGISTERED AGREEMENTS
- OWASA NEEDS TO ADVOCATE FOR WHAT IS BEING BUILT IN THE AREA - WORK CLOSELY W/ COUNTY COMMISSIONERS (BREWERY & TRAIL)

5

- \* BEST PRACTICES - IF OWASA CAN LOOK AT PLANS THAT HAVE DONE A GOOD JOB W/ ~~REAS~~ PRESERVATION
- \* BUILDING A TRAIL NEXT TO RESERVOIR - MORE CLARIFICATION

44

# 1. WHY WE'RE HERE?

Blue  
Group

- PROTECT water, wildlife, forests
- Wildlife Mgt expert
- Role as Director and to listen
- See how OWASA's plans affect my property
- Make sure OWASA's working in partnership with other interested parties with the joint goal of protecting water quality
- Learn more about OWASA's relationship with the community and ~~to~~ with Audubon NC and support objectives to protect wildlife, consistent with ANC's goals
- + • ~~Interested~~ Interested in OWASA's plans and ensure the right thing is done for the resources

We're here because we care

2.  $\frac{\uparrow}{\text{UAT}}$   $\frac{\downarrow}{-}$   $\frac{?}{T}$

Q: How will OWASA balance public access and other uses with the water quality mission?

3. What's missing?

- Measures to ensure principles are fully met
- Evidence of what OWASA intends to do, consistent with the principles
- Details on how activities will be monitored and how the community will be kept informed
  - Commitment to the principles monitoring and communication
  - Higher priority to wildfire prevention ~~and~~
  - ~~Not~~ introducing new risks through resource and other management activities
  - Pest management

Disease and water quality expertise on forest management

- ~~in~~ body

B2

4. How can OWASA be a good neighbor?

- \* - Respect people's property rights and address
- Effective ~~to~~ water quality and timber management
- Expand outreach by the Board to the immediate community—Those most ~~affected~~ closest to OWASA's property
- Seeing improvement, but want assurance input is considered before decisions are made
- Note: Chapel Hill = major beneficiaries, not locals on water quality

B3

~~9 Turbo~~  
Address issues Fire ✓ ✓

Orange  
Group

(Years ago - ) Beautiful trees

- Creek pond fed into lake
- Multi generation - Local owners ✓ ✓ ✓
- Support Fire Department ✓

- Involve Community
- Connection / Engage
- Is this the only meeting planned.

- Try to Provide Wildlife  
Just the Land you own  
or take into account  
~~the~~ Holistic view Diversity

- Recognize
- Look into Boardly

02

# Highest use of Forest

- Land level

- Landshape level Consitition

↗ 2500  
A/D

(#5)

Historically Hardwood

- Treated w/ Development

- ~~Managed~~ use Mature Use

Lost  
for

Sust inobility manage OWA 50%  
Resource / How will OWA \$ \$

- ultimate ~~Harvest~~ Trees

Economic Sustainability 03

- Professional  $\leftrightarrow$  Bird 2016
- ~~#3~~ Bird Conservation
- talk about

- Lack transparency

Talk about / Industry Experts  
 $\rightarrow$  Not on own

---

- Professionals ~~Conservation~~ <sup>Conservation</sup>
- Rate Base ~~any~~

04

Protest water quality  
DWA SA'S Highest priority

→ this is what DWA SA  
is ABOUT

- Not be in Forestry Bus.

- where water Impact  
of Martin Mub

Safe Community ✓

05

✓✓✓✓✓  
- Transparency / Good Interact  
w/ Community

---

- Cont. Being Informed on  
a Route Based

~~Speed~~

Share the Learning" Informed  
Science w/ Community  
Expand Create Quality/Forest

06

- ~~Intense~~

is

#4

- ~~Invite~~

Multi Form of Community

01

- Guiding Principles
  - #1 Priority - Water Quality
  - Fire Safety
  - Landscape View - Big Picture
- Industry Experts as Partners
- Minimalist Approach
- Communication w/ Community + Transparency

08

**Agenda Item 7:**

Diversity and Inclusion Program Update

**Purpose:**

To provide an update on recent and upcoming diversity and inclusion work of the Diversity Recruitment Group.

**Background:**

As part of OWASA’s Diversity and Inclusion (D&I) Program 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.

<b>Formed Employee Support Groups</b>		
<b><u>Leadership</u></b>	<b><u>Recruitment</u></b>	<b><u>Resource</u></b>
<ul style="list-style-type: none"><li>– Make D&amp;I a priority for OWASA</li><li>– Provide Resources for D&amp;I (time, training and funds)</li><li>– Sustain program momentum</li><li>– Roles models, champions and cheerleaders for D&amp;I</li><li>– Accountability for D&amp;I</li></ul>	<ul style="list-style-type: none"><li>– Review and improve recruitment and selection processes</li><li>– Ensure consistency in fairness and equity throughout OWASA</li><li>– Discuss measurable progress indicators</li><li>– Promote awareness of OWASA’s D&amp;I Initiative</li><li>– Promote awareness of opportunities for development and growth at OWASA</li></ul>	<ul style="list-style-type: none"><li>– Safe space for everyone to provide views and experiences concerning D&amp;I from top down and bottom up</li><li>– Empower and encourage employees to reach out</li><li>– Be role models and ambassadors for D&amp;I</li><li>– Liaison with leadership</li></ul>

Updates will be provided to the Board three times per year. This year, abbreviated updates will take place in March and July by the Diversity Resource and Recruitment Groups. The September update will continue to be a comprehensive program progress report from Human Resources and will contain the annual EEO report.

July 11, 2019

**Diversity and Inclusion Update:**

Key activities as part of the D&I Program since March 2019 include:

- All Diversity Groups continue to work toward measurable outcomes and action items addressing the recommendations.
- At the [March 14, 2019 Work Session](#), members of the Diversity Resource Group (Sandra Bradshaw, Addison McDonough, and Alicia Grey) gave a presentation and were available to answer Board member questions.
- In March and June 2019, joint Diversity Group meetings took place to discuss progress and status updates for the recommendations.
- In June 2019, VISIONS conducted D&I training for employees. This was a repeat of the training offered in the fall of 2018 and allowed new members of OWASA's team to receive the training (voluntary employees/mandatory for supervisors).
- The Human Resources Department has been working extensively with an expert to enhance written policies and procedures related to recruitment, selection and performance reviews.

**Information:**

At the July 11, 2019 Work Session, members of the Diversity Recruitment Group (Kelly Belcher, Human Resources Generalist, and Kelly Satterfield, Finance and Procurement Manager) will give a presentation on recent activities and achievements.

July 11, 2019

## **Agenda Item 8:**

### Update on Water Main Prioritization Model

#### **Purpose:**

To provide an update on the development of a new risk model used to prioritize water main replacement projects and additional analysis which will be used to guide infrastructure investment decisions and operational strategies to manage the water distribution system consistent with expected level of service criteria.

#### **Background:**

In March 2019, work began to update OWASA's Water Main Prioritization Model. The study will inform our planning to: prioritize our water distribution system renewal projects; inform the long-term pace of system renewal; and develop operational strategies and response plans to manage risks in highly critical areas. We anticipate study completion in early 2020.

The consulting firm of HDR Engineering, Inc. of the Carolinas (HDR) was hired through a qualification based selection process. Background information about OWASA's water distribution system and the project's scope of work was presented and discussed at the Board's [February 14, 2019 Work Session](#).

#### **Tasks Underway:**

The project is being completed in two phases. Each phase is made up of multiple tasks. Tasks for Phase 1, which is nearing completion, include:

- *Project Initiation, Data Acquisition and Assessment* – Data sources for the study include pipe attribute information (e.g. size, material, installation date) from our Geographic Information System (GIS), the distribution system hydraulic model and pipe break history from our Computerized Maintenance Management System (CMMS). Workshops and staff interviews were conducted by HDR over a three-day period to gain valuable institutional knowledge and insight into the operation, maintenance and renewal of the distribution system. Prior to scope approval, OWASA staff and HDR met with UNC and UNC Healthcare staff to review the project goals and objectives, receive feedback on the scope of work and discuss priorities for UNC and UNC Healthcare.
- *System Deterioration Analysis* – HDR considered the insights and information provided by staff during the workshops as they analyzed data from the GIS, hydraulic model and CMMS to evaluate potential failure mechanisms. This analysis is the heart of the Likelihood of Failure (LOF) factors in the risk prioritization framework.
- *Risk Prioritization Framework* – The risk prioritization framework provides a consistent approach to support the prioritization of water main replacement, reliability

July 11, 2019

improvements, condition assessment and pipe break response planning projects. The risk prioritization is a combination of the above mentioned LOF and the Consequence of Failure (COF) for each segment of pipe in the distribution system. The COF is what happens (e.g. critical customer without service, traffic disruption) if a pipe breaks. We engaged UNC and UNC Healthcare when identifying critical customers for the COF analysis.

- *Renewal Investment Scenarios* – This task provides guidance on the appropriate level of investment for condition assessment and pipe replacement. HDR is developing a tool specifically for our distribution system to forecast system performance based on investment level, service level and key performance indicator (KPI) goals.

Phase 1 tasks are on schedule to be completed by the end of August.

### **Upcoming Tasks:**

In August, we will begin Phase 2 of the study. This next phase will build on the Phase 1 results and provide recommendations for system management including in-depth operational and capital strategies to manage high-risk water mains and preparation of specific break response plans for the most critical water mains. Strategies will be developed to help us further understand likelihood of failure (e.g. analysis for the potential use of condition assessment technologies) factors. Phase 2 tasks include:

- System Reliability Improvements for Critical Water Mains
- Pipe Break Response Planning for Critical Water Mains
- External Corrosion Control Review
- Opportunistic Asbestos Cement Pipe Condition Assessment
- Condition Assessment and System Monitoring Strategy
- Program Recommendations and Implementation Plan
- Risk Prioritization Model Training

We will provide an update to the Board when we near completion of the Phase 2 tasks.

### **Action Required:**

No Board action is required. Mary Darr and Adam Sharpe, HDR Project Manager, will deliver a presentation on the Phase 1 tasks completed to date and answer questions.

July 11, 2019

## **Agenda Item 9:**

Recruitment and Selection Approach for New Executive Director

### **Purpose:**

For the Board of Directors to discuss and agree on the recruitment and selection approach to hire a new Executive Director.

### **Background:**

Following Ed Kerwin's June 13, 2019 retirement announcement effective June 2020, Ray DuBose, the incoming OWASA Chair, asked me as the Chair of the Human Resources (HR) Committee to lay out a process and timeline for the Board of Directors to consider for selecting a new Executive Director.

The Succession Plan was prepared by Ed Kerwin and is a thorough outline of things to be considered. The Proposed Timeline is to give the Board an idea of what needs to be done if a consultant is used.

I believe the Board's goal should be to have an Executive Director under contract by May 1, 2020, so the successful candidate can provide notice to his/her current employer and make personal arrangements to relocate to the community.

Prior to the summer break, I recommend the Board decide if it wants to handle the process internally or hire a consultant for the recruitment and selection process. The timeline for either should be about the same. A consultant can assist the Board in defining a hiring-criteria, recruitment, evaluation of applications, conducting background checks and contract negotiations.

Each firm will have a different process for achieving this. Either way, I suggest the HR Committee be directed by the Board on July 11<sup>th</sup> to work with staff during the summer break to prepare a plan for an internally controlled process or solicit proposals for a consultant. The HR Committee can review the proposals and select three to make presentations to the Board in September or submit a plan for an internally controlled process.

### **Information:**

- Succession Plan for OWASA Executive Director – June 2019
- Proposed Timeline for Selection of an Executive Director if Using a Consultant – July 2019

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# ORANGE WATER AND SEWER AUTHORITY

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

## **Succession Plan OWASA Executive Director Updated: June, 2019**

### **Purpose**

This document provides the OWASA Board of Directors information and guidance for use in the event of a planned or unplanned absence or employment separation of the Executive Director.

### **Acting Executive Director**

If the Executive Director becomes unavailable or unable to fulfill the duties and responsibilities as Executive Director and he/she hasn't named an Acting Executive Director in advance, the General Manager of Operations shall serve as Acting Executive Director and will inform the Board of Directors, General Counsel and staff of same.

If the General Manager of Operations is or becomes unavailable or unable to serve, the Director of Engineering and Planning shall serve as Acting Executive Director and will inform the Board of Directors, General Counsel and staff of same.

Should the duration of an Acting Executive Director assignment exceed 30 days, the OWASA Board may want to meet to discuss the situation. The Board of Directors may select an alternative arrangement at any time if the current Executive Director is unavailable or unable to fulfill his/her duties.

### **Interim Executive Director**

If the Executive Director position is or will become vacant, the Board of Directors will appoint an Interim Executive Director at a regular or special Board meeting. The Board of Directors may consult the former/outgoing Executive Director for his/her recommendation regarding appointment of an Interim Executive Director.

The Executive Director will prepare (and keep current with updates at least annually) information regarding the readiness of his/her direct reports to serve as Executive Director. This information is confidential under State law and will be kept in a sealed envelope with OWASA's General Counsel. If the former/outgoing Executive Director is unable to present this information to the Board of Directors, OWASA's General Counsel will provide the sealed envelope to the Chair of the OWASA Board.

While the Board of Directors may appoint anyone, it is likely that the Board would select an existing OWASA employee to serve as Interim Executive Director. It is reasonable to expect that the General Manager of Operations, Director of Engineering and Planning, and Director of Finance and Customer Service would all be capable of serving as Interim Executive Director until a permanent replacement has been selected.

### **Recruitment for New Executive Director**

It is recommended the Board of Directors engage the services of a qualified consultant to assist the Board with the Executive Director recruitment and selection process. OWASA's Director of Human Resources and Safety can assist the Board with the process to select and manage a consultant.

The NC League of Municipalities can be a resource as they have a Human Resources Consultant who assists members in the process for recruiting managers, including development of a process and criteria for selecting a manager; preparing job advertisements, interview questions and evaluation forms; how to screen resumes; samples of employment contracts; etc. (The League staff does not participate in interviewing candidates or selection of a job candidate.) The League also maintains a list of executive search firms as a resource for cities and towns, but the League does not endorse executive search firms.

Alternatively, OWASA's Director of Human Resources and Safety can coordinate and facilitate the entire recruitment and selection process for the Board (though outside resources may still be needed or desired).

Prior to advertisement of the position, the Board of Directors should reach agreement on the recruitment/selection process for the Executive Director. The Board may also find it useful to seek feedback from OWASA staff including the outgoing Executive Director and Department Directors regarding needs, challenges and expectations for the position. Additionally, consulting with the Chapel Hill, Carrboro, and Orange County Managers as well as senior University officials may provide useful insights for the Board to consider. A draft job announcement (abbreviated) is attached as Exhibit A. Suggested Core Competencies for the Executive Director are listed in Exhibit B.

### **Selection Process for New Executive Director**

The Board should reach agreement on the selection process to include the specific roles and/or responsibilities for Board Members (Search Committee if formed, etc.), and an initial general timetable (subject to change) with a target date for a selection decision. The Board should also agree on the criteria for selecting the next Executive Director.

As with preparations for recruitment, the Board may find it useful to involve key stakeholders in the process to evaluate candidates. Key stakeholders can include staff, County and Town Managers, and senior University officials.

As part of the final selection process, it is important to address what each finalist will want to know about the job, which may include:

- Clear and honest understanding of the expectations and challenges of the job.
- Understanding the specific roles and responsibilities of the position including the division of authority between the Board and the Executive Director.

- The Mission and Values Statement, strategic plan, budgets, capital program, annual reports, Board policies, performance measurement reports, intergovernmental agreements, relevant statutes, etc.
- Meeting key staff and touring facilities.
- Understanding how he/she will be evaluated and provided feedback.

The Board as a whole should evaluate all the finalists for the position to include detailed background checks. While not legally required, it is highly desirable for the Board to seek unanimous agreement on the top choice, if possible.

It is recommended an Employment Engagement Letter and/or Employment Contract be negotiated with the new Executive Director to include terms and conditions of employment including a notice requirement for separation. OWASA's General Counsel and/or consultant can assist the Board with this task.

### **Transition to New Executive Director**

If applicable, it may be desirable to have the new Executive Director work with the current Executive Director for a period of time to assist with knowledge transfer.

### **Succession Plan for Existing Staff for Executive Director Position**

The most qualified internal candidates for promotion to Executive Director may be one of the following senior management positions: General Manager of Operations; Director of Engineering and Planning; and Director of Finance and Customer Service. Of course, other talented staff may also be qualified.

The Executive Director will provide individual development planning for his/her direct reports to help motivated and capable individuals advance their knowledge and skills to become fully prepared to serve as Executive Director, Acting Executive Director and/or Interim Executive Director.

Prepared by:

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Ed Kerwin  
Executive Director

Attachments



## ORANGE WATER AND SEWER AUTHORITY

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

### Abbreviated Job Announcement Executive Director of OWASA

**Note:** *once the Board agrees on expectations for the new Executive Director, a comprehensive Job Announcement should be prepared.*

#### **Brief Position Description:**

The *Executive Director* is appointed by the OWASA Board of Directors and serves as the organization's Chief Administrative Officer. The Executive Director is directly responsible for the overall leadership and general management of the organization.

#### **About OWASA:**

OWASA is a public, non-profit agency providing drinking water, wastewater (sewer), and reclaimed water services to the Carrboro-Chapel Hill-southeast Orange County community in the Research Triangle region of central North Carolina. OWASA has been in operation since 1977; has \_\_\_\_\_ employees; and serves about \_\_\_\_\_ people. OWASA's annual revenues are about \$\_\_\_\_\_ million. OWASA's largest customer is the University of North Carolina at Chapel Hill.

OWASA is governed by a nine-member Board of Directors, which is appointed by the elected boards of the Towns of Chapel Hill and Carrboro and Orange County. The OWASA Board adopts the annual budget; sets rates, fees and charges based on cost-of-service principles; adopts policies and plans; authorizes bond issues; and appoints the Executive Director, General Counsel and independent auditor.

OWASA's Mission Statement: *OWASA will provide our customers with high quality water and wastewater services through responsible, sustainable, and creative stewardship of the resources and assets we manage. We will do this with a productive, empowered, talented, and diverse work force, which strives for excellence.*

#### **Responsibilities:**

- Serves as OWASA's Chief Administrative Officer and provides general management and administration of the organization in accord with policies, plans and budgets adopted by the OWASA Board; North Carolina law; Federal and State regulations; OWASA's (Revenue) Bond Order; and other agreements including those with the Towns of Carrboro and Chapel Hill, Orange County, and the University of North Carolina at Chapel Hill.
- Works closely with the Board of Directors to establish OWASA's strategic direction and implements the adopted strategic plan.

- Oversees the planning, construction, operations, maintenance, evaluation and financing of services and projects consistent with OWASA’s Vision, Mission and Values.
- Prepares the draft annual operating and capital budgets and 5-year Capital Improvement Program and administers their implementation after adoption.
- Works closely and proactively with the Board, staff, customers, stakeholders, external agencies and other officials in the performance of his/her duties.
- Oversees administrative hiring and other human resource decisions.

**The Desired Candidate:**

The desired candidate will have a proven history of successfully leading a diverse team in the efficient, sustainable and effective operation of a water and/or wastewater utility operation. Prior leadership and management success will include building and inspiring teams of employees to excel in a continuous improvement culture. Well-qualified candidates will have exceptional communication skills and the proven ability to build relationships with diverse people and stakeholders internally and outside the organization, including intergovernmental relationships.

The desired candidate will be a visionary and a strategic systems thinker who understands the water utility business and public administration. The desired candidate will have the utmost integrity and honesty and a genuine passion for his/her work.

**Experience and Education:**

Successful candidates will have ten years or more of progressively responsible experience successfully leading a water and/or wastewater utility or similar organizations. Prior experience in a governmental utility is desired. Bachelor’s degree in related field is required; Master’s degree desired.

**Compensation:**

[TBD]

**How to Apply:**

[TBD]

**For more Information:**

[TBD] Name, title, phone, e-mail; website: [www.owasa.org](http://www.owasa.org)

## OWASA Executive Director Core Competencies

<i>Attribute</i>	<i>Description</i>	<i>OWASA Specific</i>
<b>Leadership:</b>	Ability to lead; inspire; motivate; influence	<ul style="list-style-type: none"><li>• Effectively leads, motivates and develops staff.</li><li>• Promotes diversity and inclusion throughout the organization.</li><li>• Effectively implements change when needed.</li><li>• Is highly regarded and respected leader at all levels of the organization, in the Carrboro-Chapel Hill community, and the water resources profession.</li><li>• Promotes a learning culture which enhances the skills and knowledge of employees.</li><li>• Plays leadership role with external peers (Town and County Managers, UNC officials, etc.).</li><li>• Sets example for all to follow.</li></ul>
<b>Passion:</b>	Cares; high level of effort; commitment; enthusiasm	<ul style="list-style-type: none"><li>• Consistently displays a high level of enthusiasm for OWASA's success.</li><li>• Positive outlook at all times.</li><li>• Expresses genuine enthusiasm in interactions with fellow employees, Board members, customers, and others.</li><li>• Takes time to encourage and recognize success.</li><li>• Unquestionable work effort; goes the extra mile</li></ul>
<b>Communications:</b>	Clearly expresses meaningful/compelling information to diverse groups of people; listens; understands and respects different points of view	<ul style="list-style-type: none"><li>• Confident and effective speaker. Can explain complex utility matters to people with diverse backgrounds.</li><li>• Keeps the Board well informed.</li><li>• Makes effective presentations to the OWASA Board and other officials.</li><li>• Written reports are accurate, complete and concise.</li><li>• Always keeps his/her team informed.</li></ul>
<b>Relationships:</b>	Builds teams; facilitates cooperation and consensus; interpersonal skills	<ul style="list-style-type: none"><li>• Team builder.</li><li>• Establishes and maintains effective relationships with internal and external peers/officials.</li></ul>

<i>Attribute</i>	<i>Description</i>	<i>OWASA Specific</i>
		<ul style="list-style-type: none"> <li>• Engages and builds relationships and facilitates cooperation/consensus with others – even when that may be difficult (angry customers/stakeholders). Always remains professional and helpful.</li> <li>• Values and effectively supports and promotes diversity and inclusion.</li> </ul>
<b>Technical:</b>	Has knowledge needed to perform; keeps current on technology	<ul style="list-style-type: none"> <li>• Excellent understanding of the operational and business service requirements of leading a progressive water utility.</li> <li>• Stays current and regularly attends and participates in utility-related conferences and seminars.</li> <li>• Excellent, thorough understanding of OWASA Board Policies and Administrative Guides.</li> </ul>
<b>Action-oriented:</b>	Takes on new challenges; self-starter; gets things done quickly; productive; anticipates work	<ul style="list-style-type: none"> <li>• Makes timely decisions to keep the organization moving forward.</li> <li>• Always anticipates work that needs to be done.</li> <li>• Regularly and confidently delegates work and seeks assistance from others when needed.</li> <li>• Meets or beats deadlines.</li> <li>• Sets priorities; does first things first; tackles unpleasant tasks equally well.</li> </ul>
<b>Strategic thinker:</b>	Decision maker; problem solver; creative; learns quickly; systematic; anticipates work	<ul style="list-style-type: none"> <li>• Understands the big OWASA picture and thinks, plans and acts accordingly.</li> <li>• Understands complex technical issues <u>and</u> their relationship to people.</li> <li>• Develops and implements innovative and creative solutions to problems. Is seen as smart and innovative.</li> <li>• Makes excellent and timely decisions on complex utility matters.</li> <li>• Understands the importance of both processes and outcomes.</li> </ul>
<b>Vision:</b>	Understands the future and how to get there to benefit the organization	<ul style="list-style-type: none"> <li>• Understands where OWASA is going and how to get there – acts accordingly.</li> <li>• Consistently develops systems and strategies to improve the organization.</li> </ul>

<i>Attribute</i>	<i>Description</i>	<i>OWASA Specific</i>
<b>Customer Focus:</b>	Committed to excellence in serving customers; quality services	<ul style="list-style-type: none"> <li>• Provides excellent customer service.</li> <li>• Reaches out and makes personal contact with customers and other stakeholders, especially when there are concerns/problems.</li> </ul>
<b>Self-Improvement:</b>	Learns and improves; develops skills; seeks feedback	<ul style="list-style-type: none"> <li>• Takes initiative to improve skills and abilities. Seeks out peers, mentors and OWASA employees for learning opportunities.</li> <li>• Seeks feedback from the Board.</li> </ul>
<b>Integrity:</b>	Honest; highest ethical standards; trustworthy; does what he/she says	<ul style="list-style-type: none"> <li>• Sets the highest standard of integrity for OWASA.</li> <li>• Leads by example.</li> </ul>

DRAFT

# Proposed Timeline for Selection of an Executive Director if Using a Consultant – July 2019

(prepared by Robert Morgan, Chair of the Human Resources Committee)

## JULY 11, 2019

- Board decides whether to use a consultant for recruitment of an Executive Director or do the recruitment and selection process internally.
- Authorize the Human Resources (HR) Committee to proceed with sending out Request for Proposals for consultant and recommend three to make presentations before the Board.

## AUGUST

- Send out request for proposal for consultants.

## SEPTEMBER

- HR Committee reviews proposals and selects 3 consultants for presentations before the Board.
- Board interviews consultants and makes selection.
- Negotiate contract with consultant.

## OCTOBER-NOVEMBER

- Develop Job Announcement and Hiring Criteria.
- Advertise position for sixty days.

## DECEMBER 2019-JANUARY 2020

- First screening of applicants
- Selection of candidates for interviews

## FEBRUARY-MARCH

- Interviews by Board
- Finalists selected
- Background Checks

## APRIL

- Negotiate contract with finalist.

## MAY-JUNE

- New Director reports to OWASA

**Agenda Item 10:**

Review Board Work Schedule

**Purpose:**

- a) Request(s) by Board Committees, Board Members and Staff
- b) August 22, 2019 Board Meeting
- c) Review and update the 12 Month Board Meeting Schedule
- d) Review Pending Key Staff Action Items

**Information:**

- Draft agenda for the August 22, 2019 meeting
- 12 Month Board Meeting Schedule
- Pending Key Staff Action Items from Board Meetings

July 11, 2019

**Agenda**  
**Meeting of the OWASA Board of Directors**  
**Thursday, August 22, 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](mailto: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](mailto: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
4. Additional Comments, Suggestions, and Information Items by Board Members (Ray DuBose)

**Petitions and Requests**

1. Public
2. Board
3. Staff

**Consent Agenda**

**Information and Reports**

1. 12 Month Board Meeting Schedule (Ray DuBose/Ed Kerwin)

**Action**

2. Minutes of the June 13, 2019 Meeting of the Board of Directors (Andrea Orbich)
3. Minutes of the July 11, 2019 Meeting of the Board of Directors (Andrea Orbich)

**Regular Agenda**

**Discussion**

4. (Tentative) Forest Management – Vision for Forest Management and Draft Forest Management Guiding Principles (Ed Kerwin)

**Information and Reports**

5. Capital Improvements Program Semiannual Report (Vishnu Gangadharan)

6. Preliminary Financial Report for the Twelve-Month Period Ended June 30, 2019 (Stephen Winters)

**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

**Closed Session**

8. The Board of Directors will convene in a Closed Session for the Purpose of Discussing a Personnel Matter (TBD)

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## OWASA Board of Directors – 12 Month Board Meeting Schedule (July 3, 2019)

Month	Board Meetings		Committee & Other Meetings
	Work Session	Business Meeting	
July 2019	Oath of Office to Bruce Runberg (CH Appointee) Diversity and Inclusion Update Award the Kensington Drive and Barclay Road Water Main Replacement Construction Contract Update on Water Main Prioritization Model <b>Forest Management – Feedback from Community Meeting</b> <b>Recruitment &amp; Selection Approach for New Executive Director</b> 7/11/2019	<i>Summer Recess</i>  7/25/2019	<i>Public Tour of Cane Creek Mitigation Tract (TBD)</i>
August 2019	<i>Summer Recess</i>  8/8/2019	Preliminary 12 Month Financial Report (C) CIP Semiannual Report (C) <b>(Tentative) Forest Management – discuss Vision and revised Guiding Principles</b> CS – Prepare for General Counsel Review (C) 8/22/2019	
September 2019	EEO/Affirmative Action Report & Diversity and Inclusion Update (C) Annual Report on Disposal of Surplus Personal Property (C) <b>(Tentative) LRWSP – Final Water Supply and Demand Management Alternatives</b> <b>Agua Vista (AMI) Metrics, Billing Increments, and Leak Alerts</b> CS – General Counsel Review (C) 9/12/2019	Annual Report and Financial Audit (C) Approve General Counsel Engagement (C) <b>(Tentative) Forest Management – draft process to prioritize land</b> CS – Prepare for ED Review (C) 9/26/2019	<i>OWASA’s Annual Update to the Carrboro BOA (9/17/2019)</i>  <i>(Tentative) HR Committee reviews Consultant Proposals for Exe. Dir. Search (TBD)</i>  <i>(Tentative) Chapel Hill OWASA Board Members meet with TOCH OWASA Committee (TBD)</i>
October 2019	(Tentative) Approve New Banking Services Provider (C) CS – ED Review (C) 10/10/2019	Q1 Financial Report (C) <b>Strategic Trends Report and Strategic Plan Update</b> (C) Water Main Break and WTP/WWTP Reliability and Risk Assessment Action Plans Progress Report 10/24/2019	<i>(Tentative) OC Appointees to the OWASA Board meet with Members of Orange County BOCC (TBD)</i>
November 2019	<b>(Tentative) LRWSP – Draft Evaluation of Water Supply and Demand Management Alternatives</b> 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 <b>(Tentative) LRWSP – Final Evaluation of Water Supply and Demand Management Alternatives</b> 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 General Counsel Interim Review (C) 2/13/2020	CS – General Counsel Interim Review (C) 2/27/2020	<i>(Tentative) OC Appointees to the OWASA Board meet with Members of Orange County BOCC (TBD)</i>

## OWASA Board of Directors – 12 Month Board Meeting Schedule (July 3, 2019)

Month	Board Meetings		Committee & Other Meetings
	Work Session	Business Meeting	
March 2020	FY 21 Draft Budget & Rates (C) CS – Prepare for ED Interim Review (C)  <div style="text-align: right;">3/12/2020</div>	Set date for Public Hearings – FY 21 Budget & Rates (C) <b>Annual Update of the Energy Management Plan</b> (C) FY 21 Draft Budget & Rates and Proposed Staff Rate Adjustment Recommendation (C) CS – ED Interim Review (C)  <div style="text-align: right;">3/26/2020</div>	
April 2020	Review Employee Health and Dental Insurance Renewals (C) FY 21 Draft Budget and Rate Adjustment Information (C)  <div style="text-align: right;">4/9/2020</div>	Q3 Financial Report (C)   <div style="text-align: right;">4/23/2020</div>	
May 2020	Approve Employee Health and Dental Insurance Renewals (C) Discuss Employee Merit Pay for FY 21 (C)  <div style="text-align: right;">5/14/2020</div>	Public Hearings – FY 21 Budget and Rates (C)   <div style="text-align: right;">5/28/2020</div>	
June 2020	Approve FY 21 Budget and Rates, including merit pay decision (C) Election of Officers (C)  <div style="text-align: right;">6/11/2020</div>	TBD   <div style="text-align: right;">6/25/2020</div>	

**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 (July 3, 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:

☺	Recurring agenda item (generally these are “required” items)	JLP	Jordan Lake Partnership
AV/AMI	Agua Vista/Advanced Metering Infrastructure	KPI	Key Performance Indicator
BOCC	Board of County Commissioners	LRWSP	Long-Range Water Supply Plan
CBOA	Carrboro Board of Aldermen	MOA	Memorandum of Agreement
CE	Community Engagement	MST	Mountains-to-Sea Trail
CEP	Community Engagement Plan	MFMM	Multi-Family Master Meter
CHTC	Chapel Hill Town Council	NCDOT	North Carolina Department of Transportation
CIP	Capital Improvements Program	NRTS	Natural Resources and Technical Services
COLA	Cost of Labor Adjustment	OC	Orange County
CS	Closed Session of the Board	Q	Quarter
CY	Calendar Year	RFP	Request for Proposals
D&I	Diversity and Inclusion	SRF	State Revolving Fund
ED	Executive Director	SOW	Scope of Work
EEO	Equal Employment Opportunity	TBD	To Be Determined
FY	Fiscal Year	WTP	Water Treatment Plant
HR	Human Resources	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.	6-13-2019	Provide Board by email a summary of Agua Vista savings and key performance metrics.	9-12-2019	T. Taylor	
2.	6-13-2019	Follow-up by email with answers to questions raised during Board's discussion of PFAS.	NA	K. Harrold M. Dodson	