

Key Focus Areas for OWASA's Executive Director For the Period of May 2024 through April 2025

Under the Executive Director's leadership, the OWASA team works collaboratively to ensure the organization's mission and vision are realized. The Board of Directors expects the Executive Director to continue to use his judgement on the best use of his time to benefit the organization.

1) High Quality Service

Goals and Objectives: Ensure OWASA's responsibility for protecting public health and safety is met by providing high quality and reliable drinking water, wastewater management, and reclaimed water services for the Carrboro-Chapel Hill community.

Expected results/tasks to complete:

- a) High Quality Services
 - i) Zero violations of primary drinking water standards.
 - ii) Maintain Excellence in Water Treatment Award status by the Partnership for Safe Water for Water Treatment.
 - iii) Maintain Presidents Award status by the Partnership for Safe Water for Distribution System Operation.
 - iv) Maintain Directors Award status by the Partnership for Clean Water for Wastewater Treatment.
 - v) Zero violations of treated wastewater standards.
 - vi) Zero violations of reclaimed water standards.
 - vii) Zero violations of biosolids recycling standards.
 - viii) No successful cyber-attacks which impact our operation.

The Director of Water Resources, Director of Wastewater Management, Director of Distribution and Collection, Director of Engineering, and Director of Information Technology have primary responsibility for ensuring these results are achieved and/or tasks are completed.

2) Financial Management

Goals and Objectives: Manage OWASA's financial condition to ensure financial stability and sustainability.

Expected results/tasks to complete:

- a) Meet Financial Management Objectives as defined in the current budget.
- b) Monitor financial and fraud management as well as customer billing performance.
- c) Maintain Certificate of Achievement for Excellence in Financial Reporting and Distinguished Budget Presentation Award.

The Director of Finance has primary responsibility for ensuring these results are achieved and/or tasks are completed.

3) Employee Recruitment, Retention, and Development

Goals and Objectives: increase the number of applicants for entry-level and/or high-turnover positions; achieve and maintain competitive compensation; and ensure staff are prepared, informed, and engaged to lead OWASA into the future.

Expected results/tasks to complete:

- a) Implement recruitment strategies for entry-level and high-turnover positions.
- b) Request adjustments to compensation and benefits in FY26 budget to maintain competitiveness.
- c) Create an Employee Development Plan.
- d) Implement action plan for OWASA's Diversity, Equity, Inclusion, and Belonging Program.

The Director of Human Resources has primary responsibility for ensuring these results are achieved and/or tasks are completed.

4) Equitable Services

Goals and Objectives: increase adequacy and accessibility of customer assistance funding.

Expected results/tasks to complete:

- a) Transition to in-house administration of the Care to Share program.
- b) Evaluate the adequacy of Care to Share funding.

The Director of Community Relations has the primary responsibility for ensuring these results are achieved and/or tasks are completed.

5) Climate and Land Use Change Adaptation

Goals and Objectives: increase drought resilience and prepare for organizational impacts of climate and land use change.

Expected results/tasks to complete:

- a) Execute Land Sale Agreement and Interlocal Agreement with the Western Intake Partners.
- b) Select a consultant to assist with developing a Climate Action Plan.

The Director of Engineering has primary responsibility for ensuring these results are achieved and/or tasks are completed.

6) Community Engagement

Goals and Objectives: increase the quality and use of community feedback; and streamline the customer online experience.

Expected results/tasks to complete:

- a) Design and implement a regular community survey.
- b) Assess opportunities to integrate the online billing and water use portals.

The Director of Information Technology and the Director of Community Relations have the primary responsibility for ensuring these results are achieved and/or tasks are completed.

7) Emergency Management and Cybersecurity

Goals and Objectives: ensure staff are prepared and ready for emergencies of all types; reduce risk exposure.

Expected results/tasks to complete:

- a) Implement a Continuous Emergency Preparedness Model which includes assessing and updating (where needed) existing emergency preparedness plans, procedures, and resources; implementing a Multi-Year Integrated Preparedness Plan including emergency preparedness training for all employees and internal tabletop exercises.
- b) Implement previously identified action items from America's Water Infrastructure Act (AWIA) for the water treatment and distribution systems and assess the wastewater treatment and collection system.

The Director of Human Resources and Director of Engineering have primary responsibility for ensuring these results are achieved and/or tasks are completed.

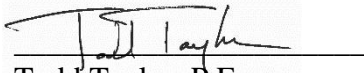
8) Service Reliability and Resiliency

Goals and Objectives: increase capital project execution; reduce downtime of critical infrastructure and equipment; improve the collection and use of real-time data to inform and drive decision-making; and establish capital investment goals.

Expected results/tasks to complete:

- a) Implement the project delivery optimization plan for the Capital Improvements Program including the incorporation of collaborative delivery methods.
- b) Implement the computerized maintenance management system (CMMS) upgrades.
- c) Execute the Supervisory Control and Data Acquisition (SCADA) Master Plan.
- d) Develop a list of qualifications for a consultant to assist with developing a capital investment strategy.

The Director of Engineering and Director of Information Technology have the primary responsibility for ensuring these results are achieved and/or tasks are completed.



Todd Taylor, P.E.
Executive Director