

OWASA Action Items Recurring Every 3 to 5+ Years

No.	Action Item	Purpose	Board Action Needed	Target Start Date	Target Completion Date	Frequency	Staff Lead
1.	Strategic Plan	Identify key strategic initiatives and corresponding actions for OWASA during the next 5 years	1) Participate with and guide staff to develop an updated draft Strategic Plan 2) Invite and consider customer and stakeholder feedback on draft Plan 3) Approve Strategic Plan 4) Provide staff resources and guidance needed to execute the Plan	July 2026	August 2027	5 years	Executive Director and Deputy Executive Directors
2.	Local Water Supply Plan and Water Shortage Response Plan (WSRP)	NC General Statutes requires Local Water Supply Plan and Water Shortage Response Plan be updated at least every 5 years to be submitted to NC Department of Environmental Quality.	1) Board budget approval for FY 2025 or 2026 to fund analysis of AMI data to evaluate estimated water use reductions for the various water shortage stages and provide triggers that include access to Jordan Lake allocation 2) If staff identifies a policy or material change in the update of the Plans, Board guidance is required 3) Approve Plans	Fall 2027	Summer 2028	5 years	Planning and Development Manager
3.	Water Demand Projections will be updated approximately every 10 years, unless there is a significant change in assumptions	Periodically check the assumptions used to develop our water demand projections	1) Provide staff feedback and guidance on assumptions and methods to develop demand projections 2) Invite and consider stakeholder feedback on draft demand projections	2028	2029	10 years	Planning and Development Manager
4.	Cost of Service Rate Study	1) Ensure OWASA's rates, fees and charges continue to meet the goals of the	1) Provide guidance to staff on draft Rate Study	FY 2025	FY 2025	5 years	Deputy Executive Director

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		organization (e.g. sustainability, conservation, etc.) 2) Update cost allocations and adjust rates as necessary. NC General Statutes requires review of System Development Fees every 5 years.	2) Invite and consider customer and stakeholder feedback on draft Rate Study 3) Approve Rate Study and annual update of rates, fees and charges as needed				
5.	Auditor	NC General Statutes requires an annual audit of OWASA's finances. It is a best-practice to invite proposals and select best-qualified audit firm every 3 years.	1) Assign 1 or 2 Board Members to participate on staff's panel to select a best-qualified audit firm 2) Award annual contract to audit firm	Winter 2024	Spring 2025	3 years	Deputy Executive Director
6.	Banking Services	It is a best-practice to invite proposals and select a best-qualified financial institution to provide OWASA's various banking needs.	1) Provide guidance to staff on the social responsibility and environmental sustainability criteria to be considered when selecting a best-qualified financial institution for banking services 2) Approve financial institution	2032	2033	10 years	Deputy Executive Director
7.	Employee Compensation and Classification Study	It is best practice every 5-7 years to thoroughly review positions to ensure they are properly classified and compensation and benefits are competitive.	1) Provide guidance to staff about goals and objectives for employee total compensation 2) Approve Employee Compensation and Classification Study and resulting changes.	2028	2029	5-7 years	Director of Human Resources
8.	Financial Management Policy	It is a best practice to review OWASA's Financial Management Policy periodically to ensure organizational fiscal objectives are appropriate.	1) Provide guidance to staff about OWASA's Financial Management objectives 2) If needed, approve update to Financial Management Policy	FY 2029	FY 2029	5 years	Deputy Executive Director

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9.	Audit of OWASA Board Policies and Ordinances (such as Cross-Connection, Sewer Use, Purchasing and Procurement, etc.)	It is a best practice to have staff audit the various Board approved policies to ensure they are still appropriate. As needs change, staff is responsible to act and inform the Board.	1) Provide guidance to staff on staff's recommended updates to various Board policies. 2) As needed, approve policy updates	As needed	Ongoing	5+ years	Executive Director
10.	Communications and Community Engagement Plan	Review key communications and engagement initiatives to ensure they align with, and support, current and future business operations, as well as community engagement needs and priorities	1) Update communications plan taking into consideration learnings from and measurement of the previous years' activities, and current and future fiscal year business priorities, as well as associated community engagement needs	As needed	Ongoing	Annual	Director of Community Relations
11.	Human Resources Policy	As needs change, staff is responsible to act and inform the Board	1) Provide guidance to staff on staff's recommended updates to various topics within the HR Policy. 2) As needed, approve policy updates	As needed	As needed	As needed	Director of Human Resources
12.	Update Language Access Plan for OWASA website	Staff is responsible to act and inform the Board.	1) Update only, no action needed.	FY 2026	FY 2027	3-5 years	General Counsel