



RIVANNA SOLID WASTE AUTHORITY
695 Moores Creek Lane • Charlottesville, Virginia 22902 • (434) 977-2970

RSWA BOARD OF DIRECTORS
Minutes of Regular Meeting
November 14, 2017

A regular meeting of the Rivanna Solid Waste Authority (RSWA) Board of Directors was held on Tuesday, November 14, 2017 at 2:00 p.m. in the 2nd floor conference room, Administration Building, 695 Moores Creek Lane, Charlottesville, Virginia.

Board Members Present: Mr. Mike Gaffney – presiding, Mr. Trevor Henry, Mr. Paul Oberdorfer, Mr. Maurice Jones, Dr. Liz Palmer and Mr. Jeff Richardson.

Board Members Absent: Ms. Kathy Galvin.

Staff Present: Ms. Miranda Baird, Mr. Mark Brownlee, Mr. Tim Costello, Ms. Victoria Fort, Mr. Tom Freeman, Mr. Bill Mawyer, Ms. Katie McIlwee, Mr. Philip McKalips, Ms. Betsy Nemeth, Ms. Michelle Simpson, Ms. Andrea Terry, Ms. Jennifer Whitaker, Mr. Lonnie Wood and Mr. Jay Young.

Also Present: Mr. Kurt Krueger – RSWA Counsel, members of the public, media representatives and Raftelis consultant Darin Thomas.

1.0 Call to Order

A regular meeting of the RSWA Board of Directors was called to order by Mr. Gaffney on Tuesday, November 14, 2017 at 2:02 p.m. He introduced new Board member Jeff Richardson, the new Albemarle County Executive. Mr. Gaffney mentioned that Mr. Richardson has 27 years of local government experience, including 17 years in senior management – serving 12 years as Deputy City Manager for Asheville, NC, and since 2013 has served as County Manager for Cleveland County, NC. Mr. Gaffney noted that Mr. Richardson would serve as Vice-Chair of the RSWA once the Board elected him.

Dr. Palmer moved to appoint Jeff Richardson to Vice-Chair of the Rivanna Solid Waste Authority Board. Mr. Henry seconded the motion, which passed by a vote of 6-0. Ms. Galvin was absent from the meeting and the vote.

2.0 Minutes of Previous Board Meeting

a) Minutes of the Regular Meeting of the Board on August 22, 2017.

40 **Dr. Palmer moved to approve the regular Board meeting minutes of August 22, 2017 as**
41 **presented. Mr. Jones seconded the motion, which passed by a vote of 6-0. Ms. Galvin was**
42 **absent from the meeting and the vote.**

43

44 **3.0 Recognition**

45 There were no recognitions this month.

46

47 **4.0 Executive Director's Report**

48 Mr. Mawyer reported that Rivanna would celebrate the groundbreaking of the new Ivy Transfer
49 Station on November 17, 2017 at 10:00 a.m. He stated that the Albemarle County Board of
50 Supervisors, City Council, staff and neighbors of the landfill were invited to attend the event at
51 the Ivy MUC.

52

53 Mr. Mawyer reported that the Household Hazardous Waste and Bulky Waste Days proceeded
54 well this fall and was held over five days, with more than 35,000 pounds of furniture and 9,000
55 pounds of appliances collected during the five-day event. He stated that 250 cars from the
56 County and 242 from the City brought products to the event.

57

58 Mr. Mawyer stated that Rivanna would celebrate the "America Recycles Day" on November 15
59 by handing out an apple from Carters Mountain Orchard to customers at the McIntire Recycling
60 Center, along with a sticker that says, "I Love Recycling."

61

62 Mr. Mawyer stated that Rivanna was pleased to have UVA's Theta Chapter of the Alpha Phi
63 Omega fraternity service group volunteer on August 26, September 2 and October 8. He
64 presented a photo of the group at the McIntire facility and stated that they did some painting and
65 got in Shenck's Greenway Creek to help clean up trash.

66

67 Mr. Mawyer mentioned that at this meeting in a work session, both Rivanna boards would
68 discuss the draft strategic plan.

69

70 Dr. Palmer asked when the agenda for the groundbreaking would be available.

71

72 Mr. Mawyer responded that it would be available later that day or the following, and stated that
73 Dr. Palmer, Mr. Gaffney, Mr. Layman, and Mr. Mawyer would be designated speakers.

74

75 **5.0 Items from the Public**

76 There were no items from the public.

77

78 **6.0 Responses to Public Comments – No Responses This Month**

79 There were no responses to public comments.

80

81 **7.0 Consent Agenda**

82

83 *a) Staff Report on Finance*

84 *b) Staff Report on Ivy Material Utilization Center/Recycling Operations Update with HHW and*
85 *Bulky Waste Day 4-Year History*

- 86 c) *Staff Report on Ivy Landfill Environmental Status*
- 87 d) *Staff Report on Ongoing Projects*
- 88 e) *Recommendation for an Additional ½ Day Holiday on November 22 and December 22, 2017*
- 89 f) *Proposed 2018 Board Meeting Schedule*
- 90 g) *Engineering Services Award – Geotechnical, Materials Testing, and Professional Engineering*
- 91 *Services – Schnabel Engineering, LLC*
- 92 h) *Construction Bid Award: Ivy MUC Enclosed Landfill Gas Flare Replacement - SCS Field*
- 93 *Services*

94
95 Mr. Mawyer presented a picture of the new landfill gas flare to provide a visual of what would
96 be replaced, and stated that the black pipe coming in from right to left stays, but everything to the
97 left of it – the blowers, the stack, all of the flare apparatus – will be replaced as part of the
98 construction project.

99
100 Dr. Palmer asked if it would be smaller.

101
102 Mr. Mawyer responded that it would be slightly smaller in height and diameter, and it was a
103 smaller unit because the landfill cells were now producing less gas. He noted that the unit was 20
104 years’ old and needed to be replaced, but when the new one was put back it would be sized for
105 the current flow of gas and would be smaller.

106
107 **Dr. Palmer moved to approve the Consent Agenda. Mr. Jones seconded the motion, which**
108 **passed by a vote of 6-0. Ms. Galvin was absent from the meeting and the vote.**

109
110 **8.0 Other Business**

111 There was no other business presented.

112
113 **9.0 Other Items from Board/Staff Not on Agenda**

114 There were none presented.

115
116 Mr. Krueger indicated that there would be a joint work session and closed session with the
117 RWSA, so the RSWA would recess its meeting and then call the RWSA meeting to order.

118
119 **Recess**

120 **At 2:11 p.m., Mr. Henry moved to recess the meeting. Dr. Palmer seconded the motion,**
121 **which passed by a vote of 6-0. Ms. Galvin was absent from the meeting and the vote.**

122
123 There being no further business, the RSWA Board recessed their meeting at 2:11 p.m.

124
125 **Reconvene**

126 **At 2:45 p.m., Mr. Jones moved to reconvene the RSWA Board meeting. Dr. Palmer**
127 **seconded the motion, which passed by a vote of 6-0. Ms. Galvin was absent from the**
128 **meeting and the vote.**

129
130 **10.0 Joint Strategic Planning Work Session with RWSA Board**

131 Mr. Mawyer stated that Darin Thomas of Raftelis would discuss the strategic plan draft as
132 developed through the Goal Teams and project steering committee, and there would be a speaker
133 from each of the six goal teams who would discuss the six goals and how they were derived. He
134 stated that this was a work session with the intent being to have the plan completed and ready for
135 approval in December.

136
137 Mr. Thomas opened the discussion and stated that the strategic planning project is reflected in
138 the strategic framework found in the board pockets, and after incorporating edits and comments
139 from this meeting, they would move toward the development of their official strategic plan –
140 which would be a more detailed written document. Mr. Thomas reported that in mid-June, the
141 strategic planning project started with a kickoff session done with the project steering team,
142 which included members of the boards. He stated that there had been a significant amount of
143 stakeholder engagement activity, which included an online survey, one-on-one interviews with
144 Board members, internal and external community stakeholders, and a public meeting. Mr.
145 Thomas stated that all of the stakeholder information was gathered and turned into a deliverable
146 called the “Sense of Stakeholder Summary,” and at the boards’ August 22nd meetings, they
147 shared that feedback and received additional input from the boards.

148
149 Mr. Thomas stated that at that point they moved to the foundation workshop, a session that
150 ultimately allows them to get close to final vision, values and mission, and also allows them to
151 identify the broad goal categories for the organization. He stated that once that strategic guidance
152 was gathered, they engaged the Rivanna Authorities through goal teams, and today each goal
153 team champion would present the work of their team to express how success needed to be
154 defined against the goals they champion – as well as how progress would be measured. Mr.
155 Thomas stated that they would also try to answer the question of what the authorities need to
156 focus on to advance those goals. He stated that in looking at the strategic framework, the intent is
157 to provide the organization with a one-pager of their entire strategic plan, ranging from vision,
158 values, and mission, to goals, measures and strategies. Mr. Thomas stated that the work of the
159 goal teams culminated in a strategy workshop that took place on October 12, and all of the work
160 culminated in finalization of the framework document. He stated that at this meeting the goal
161 champions would discuss their respective areas and solicit feedback and input from the boards.

162
163 Mr. Thomas stated that the desired future state of both authorities was best expressed in the
164 vision, which is to serve the community and be a recognized leader in environmental stewardship
165 by providing exceptional water and solid waste services. He stated that the things that would
166 guide them in making decisions were values, which are that the RWSA and RSWA are
167 committed to the values of integrity, teamwork, respect, and quality. Mr. Thomas noted that
168 vision and values also guide them in fulfilling their mission and purpose, expressed as “the
169 professional team of knowledgeable and engaged personnel serving the Charlottesville,
170 Albemarle, and UVA community by providing high-quality water treatment, refuse, and
171 recycling services in a financially and environmentally sustainable manner. He stated that those
172 as foundations for the strategic plan would help guide them as they fulfill their goals, work on
173 achieving performance for measures, and implement strategies.

174
175 Ms. Betsy Nemeth, Human Resources Manager for the authorities, stated that she is the goal
176 team leader for Workforce Development and referenced a list of team members – Cynthia

177 Polera, Travis Goode, David Rhodes, Lil Will Dobson, Steve Minnis, Patricia Defibaugh, and
178 Brian Haney. She stated that the first step the group took was to develop a goal for workforce
179 development: “To attract, develop, and retain a professional, highly skilled, dedicated, and
180 versatile team.” Ms. Nemeth stated they narrowed a big group of strategies down to four:
181 develop a comprehensive staffing, classification, and compensation plan; create a formal
182 development and career path program, which emerged from the employee surveys; conduct a
183 training needs assessment and enhance the training program; and develop an employee
184 engagement program. She reported that a few key measures include reducing the turnover rate
185 below 10% and to do it by department, increase the percentage of training completed to include
186 licensing, and to increase the number of employees who meet the minimum requirements for
187 positions one level above their current position.

188
189 Dr. Palmer asked if retirements were included in the 10% turnover, noting that there were several
190 retirements happening.

191
192 Ms. Nemeth responded that retirements were included in turnover now, adding that there would
193 be five retirements this year. She explained that there are 88 employees, and trying to keep that
194 number below 10 does not provide much of a buffer so they may be factored out.

195
196 Dr. Palmer asked if there were any strategies related to diversity.

197
198 Ms. Nemeth replied that she would like the authorities to have more diversity, and noted that
199 they did not establish a strategy for it. She stated that there were two aspects to diversity as it
200 pertained to the authorities: female diversity, particularly among operators as there was currently
201 just one female operator; and ethnic/racial diversity. Ms. Nemeth stated that they saw more
202 diversity in wastewater and solid waste than in water, and it was not present in administration.
203 She stated that in a meeting earlier that day with the Daily Progress, they brought up the fact that
204 you could target groups to recruit diverse candidates.

205
206 Mr. O’Connell asked if they had projected retirements in some kind of succession and
207 preparation for the future.

208
209 Ms. Nemeth responded that this was “career pathing,” and this included employees who wanted
210 to move into supervisory roles and how to get them into those positions, as well as recruiting for
211 future positions because licensed personnel were not out there, and those who were licensed
212 were retiring. She stated that the thought process was to start getting people in the organization
213 and grow them as trainees so they grow from within, adding that it helps them become Class 1
214 operators, and those are who tended to retire.

215
216 Dr. Palmer asked if there were sufficient resources for them to achieve the goals.

217
218 Ms. Nemeth responded that they have some resources, with ideas and time being the key and
219 career pathing programs requiring time to establish, as they were individualized. She stated that
220 the top strategy would pull resources in, and once they fleshed that out they have a consultant –
221 Evergreen Consulting – that was doing a classification and compensation study. Ms. Nemeth
222 stated there was a final draft being reviewed, and she suspected that this was where the resources

223 were – to get the funds to bring people in and to stay competitive in the market from a salary
224 perspective.
225

226 Mr. Richardson asked if there had been any kind of relationship with Piedmont Virginia
227 Community College on the technical training.
228

229 Ms. Nemeth responded that there was not, but there had been discussion about reaching out to
230 several colleges including PVCC. She stated they have discussed expanding the intern program
231 over the summer, and for IT they would want someone who did work on cybersecurity – so they
232 would reach out to CATEC. Ms. Nemeth mentioned that Rivanna recruits interns from Virginia
233 colleges and would be starting a new program this year in which they rotated people through all
234 departments, as well as specific areas of student interest.
235

236 Mr. Thomas stated that based on the strategic feedback from the boards and the stakeholders, the
237 first priority was to focus on workforce. He stated there were six goals within the strategic plan,
238 and the next high priority goal focused on “Operational Optimization”, with discussion to be led
239 by the Tim Castillo.
240

241 Mr. Castillo reported that their goal team leader was Dr. Gullick, but he was out of town. Mr.
242 Castillo stated that the team also included Matt Bussell, Brian Baird, Deborah Hoyt, Doug
243 March, Steve Miller, Brian Estes, and Kevin Palmer. Mr. Castillo stated that they developed a
244 goal of efficiently, reliably, and safely provide high quality services that ensure the best value for
245 customers. He stated that the team created strategies for doing this: continue to evaluate,
246 prioritize, and approve key business and operational processes; improve preventive maintenance
247 and emergency planning programs; enhance Rivanna’s culture of safety; and protect the
248 workforce and the public through continually growing a culture of safety.
249

250 Mr. Castillo stated that they determined that they needed to conduct some internal process audits
251 – at least two per department per year as a reasonable target. He stated that another specific
252 objective was to ensure that 90% of the operational preventive maintenance program work orders
253 were completed on time, which would enhance their ability to predict necessary repairs as well
254 as do preventive repairs. He stated that the specific objective related to safety was to decrease the
255 number of safety incidents and injury lost time, as there are specific industry metrics that can be
256 used as benchmarks.
257

258 Dr. Palmer asked if they were conducting their operations audits now, and who was doing them.
259

260 Mr. Castillo responded that they have begun that process, with wastewater and water
261 departments having conducted audits and solid waste departments doing audits as well. He stated
262 that this was something they needed to do and continue focusing on to truly achieve operational
263 efficiencies. Mr. Castillo explained that Rivanna could either do that internally or use outside
264 consultants to assist, or a team approach using both to maximize expertise.
265

266 Dr. Palmer asked if that hybrid approach was the industry standard.
267

268 Mr. Castillo responded that it was, although there were some people who felt they knew it all.

269
270 Mr. Thomas reported that another opportunity identified through stakeholder engagement was
271 the notion of more effective communication – both internally and externally – and also to be able
272 to collaborate more. He stated that the next goal, “Communications and Collaboration” would be
273 presented by Lonnie Wood.
274

275 Mr. Wood stated that the goal champion had been Teri Kent, but he had been drafted to complete
276 the task. He stated that their team also included Ken Chapman, Mark Roach, Carol Wiles,
277 Victoria Fort, Conrad Zeller, Chris Ward, and Steve Minnis, Jr. He stated that one of the team’s
278 observations was that employees were far more focused on internal communication versus
279 external, so they set a goal to increase the number of facility tours offered. Mr. Wood stated that
280 the goal is to foster a culture that encourages open communication and strengthens partnerships,
281 and the first draft included “internal” and “external” strengthening of partnerships. He stated that
282 one strategy was to create and implement a comprehensive public outreach plan, with other
283 opportunities including the use of City and County communications with their customers as a
284 vehicle for Rivanna. Mr. Wood stated that another strategy was to create and maintain the
285 internal communications platform, with a focus on establishing a better platform than email, such
286 as a Share Point or intranet site, or push notifications via phones.
287

288 Dr. Palmer stated that every strategic plan talked about communication and the issues related to
289 it, and the RSWA has been trying to work out the communications between the City, County,
290 and Rivanna – as there had been some disconnect in the past. She noted that there was still some
291 confusion as to purpose of certain individuals, with Andy Lowe from Albemarle County staff
292 present at this meeting. Dr. Palmer emphasized that it was a work in progress but could be
293 worked out with some additional effort.
294

295 Mr. Henry asked if, in the context of communicating with staff who did not have access to
296 electronic platforms, whether they had worked with those employees to determine best
297 mechanisms for communication.
298

299 Mr. Wood responded that it was mostly a generational matter, as younger employees were
300 connected with phones and used the internet, whereas more seasoned employees did not use
301 those media. He confirmed that part of the strategy was to ensure that Rivanna reached them all.
302

303 Mr. Jones asked about social media as a performance metric.
304

305 Mr. Wood responded that the team had discussed it, and that was an item that would be resource
306 driven, as you had to be dedicated to keeping the information constant and current.
307

308 Dr. Palmer stated that the staff changeover, with the website is less busy than it was before, but it
309 was also more challenging to find the older information and studies – and she had heard from
310 constituents who were frustrated by this.
311

312 Mr. Wood responded that this was something that was balanced out with web design, and a lot of
313 websites were not repositories for historical reports but were the interface for customers. He
314 stated that you could put an FTP site up that could be filled with documents, which is where they

315 had been with Rivanna’s site, and it might be possible to have information in a different place
316 than on the website.
317

318 Dr. Palmer stated that this might be a good idea, especially when talking about the water supply,
319 the drought, instream flow requirements, etc. – as people may want to go back and look at those
320 documents.
321

322 Mr. Mawyer stated that Ms. McIlwee had been working to improve the Authority website, but
323 there were already more than 100 pages within the current site and they needed to determine how
324 they want the website to be used.
325

326 Dr. Palmer noted that some of the historical information could be linked off.
327

328 Mr. Wood stated that there was an add-on program available for Laserfiche that would go to
329 publicly available information, but someone would need to be dedicated to keeping it up.
330

331 Mr. O’Connell asked how they would measure “increased employee engagement ratings.”
332

333 Mr. Wood responded that this could be accomplished through engagement surveys that could be
334 compared from year to year, and they could also observe trends in what employees were
335 accessing on the website. He stated that the recently established employee council could help
336 disseminate information.
337

338 Mr. Thomas added that there are specially designed survey instruments that allow organizations
339 to get a sense of engagement. He stated that the next area of focus was “Environmental
340 Stewardship”, and stated that each goal team focused on trying to provide a definition of success
341 – and the strategies and measures hopefully contain the most pertinent things that get at
342 achieving success as developed by each of the goal teams.
343

344 Ms. Terry stated that she is the goal team champion for environmental stewardship, and their
345 team members include Junior Harris, Bethany Houchens, Cliff Hunt, Jim Langolf, Bill Morris,
346 and Kathy Ware. She reported that the team’s goal is “to be a leader in our community’s
347 environmental protection and education,” and the strategies established included increasing
348 internal environmental engagement. Ms. Terry stated that in their work, she recognized that
349 people are proud that Rivanna is an environmental agency, as water resources are an
350 environmental resource, they clean up the water, and they handle solid waste. She stated that
351 they realized they would need to identify resources in the organization to support environmental
352 outreach and grant initiatives, although Rivanna does bits and pieces in different places. Ms.
353 Terry reported that the third strategy is “to provide regional strategy in environmental
354 stewardship,” and “to increase collaboration with other environmental groups.” She added that
355 measures of success identified included exceeding the DEQ permit compliance.
356

357 Dr. Palmer asked her to elaborate on “designate resources to support environmental outreach and
358 green initiatives,” and what the resource needs are to meet environmental stewardship goals.
359

360 Ms. Terry reported that there was a need for time for staff to perform those functions, and
361 possibly additional resources – which would need to be defined once they come up with specific
362 objectives.

363

364 Dr. Palmer asked when they would determine those objectives.

365

366 Ms. Terry responded that this was the next step in the strategic planning process.

367

368 Mr. Mawyer explained that in the next phase of the process, they would take a closer look at the
369 goals and determine the actionable items and the schedule, as well as the resources required. He
370 noted that they may have Raftelis assist with each goal team to create actionable items and how
371 they achieve these goals, along with what resources are needed, then staff would come back to
372 the Board and clarify any positions or dollars needed.

373

374 Mr. Henry asked if they would identify specific numbers associated with the measures the goal
375 team has established.

376

377 Ms. Terry responded that this was possible, and the team struggled a bit in trying to ascertain
378 what the right metric would be in which to accomplish that – so it was still evolving and the team
379 would want input on that.

380

381 Mr. O’Connell asked for confirmation that each goal team would essentially come up with an
382 action plan.

383

384 Mr. Mawyer responded that there would be subcategories for each goal, what resources are
385 needed, and a schedule for accomplishment along with priorities throughout five years. He added
386 that budget implications would also be included as part of the next phase.

387

388 Ms. Terry commented that the goal team had lots of ideas to get put into the overarching
389 strategies, which provide a launching point for moving forward.

390

391 Mr. Thomas stated that with some of the metrics identified, they need to determine what an
392 appropriate target is – and once they know the baseline they can set those targets. He stated that
393 the transition is to develop strategy implementation work plans, and typically they recognize that
394 this is a five-year planning instrument and it is good to do the work plans on an annual basis. Mr.
395 Thomas noted that this enables them to look at a cross-section of strategies and figure out time,
396 energy, resources, money, staffing positions, etc. – and what the organization can realistically
397 achieve, recognizing the need to secure Board support for that investment.

398

399 Mr. Thomas stated that the fifth goal area is “Solid Waste Services”, with Phil McKalips as goal
400 team leader.

401

402 Mr. McKalips reported that their goal team included Miranda Baird, Mike Haley, Mark
403 Brownlee, Scott Schiller, Jay Young, and Mark Charron. He stated that they established a goal
404 “to provide reliable, convenient, and innovative solid waste and recycling services.” He stated
405 that solid waste services came up in discussion frequently during their initial discussions when

406 they were forming strategies. Mr. McKalips stated that through that discussion, they developed
407 three strategies, the first of which was “to determine community needs and preferred service
408 levels.” He stated that they had a concern about a “build it and they will come” issue, and they
409 wanted to ensure they were responding to what the community wanted. Mr. McKalips
410 emphasized that they wanted to get a broader view of what the community desired, beyond just
411 the contact with McIntire as it was already known that visitors to McIntire are big proponents of
412 recycling. He stated that they have already started down this path with the establishment of the
413 new Ivy transfer station, the solar facility, and the new gas flare– and they felt it was a good time
414 to take and develop a master plan for the site to look at how it might be used for other things. Mr.
415 McKalips noted that these could include additional recycling or composting, and the goal team
416 expanded that to include “developing a strategy or mechanism for engaging the public” and
417 finding out what they want to see out of solid waste services. He stated that the next goal
418 necessary was to try to enhance their partnerships, and perhaps Rivanna could function as a
419 broker of the City and County in creating better coordination. Mr. McKalips stated that internally
420 they would want to get a better handle on what is state of the art in recycling and solid waste
421 management.

422
423 Dr. Palmer stated that one of the issues they need to remember is that the public tends to focus on
424 recycling, but this is a much bigger issue that includes things like a small business component
425 that needs services. She commented that it astounds her that a county the size of Albemarle only
426 has one place for the public to bring their trash, when Augusta has 11 and Nelson has 6. Dr.
427 Palmer noted that she was not certain if this tied into the illegal dumping issue, as that was hard
428 to ascertain, but she wanted to make sure they focus on the big picture as they go forward. She
429 added that she tried hard to get commercial haulers and businesses to talk to her about this issue,
430 but it was difficult to engage them – and she was looking to the County’s solid waste committee
431 to help with that engagement.

432
433 Mr. Thomas stated that the last high priority goal, based on stakeholder feedback and the reality
434 of being a water, wastewater, and solid waste authority was to focus on “Infrastructure and Asset
435 Management Planning”, and Ms. Whitaker would share that team’s work.

436
437 Ms. Whitaker stated that her goal team had a similar theme to that heard earlier, with people
438 represented from the landfill, administration, engineering, IT, water, wastewater, and
439 maintenance. She stated that it was very important to have the end users involved to ensure they
440 are meeting the needs of the entire Authority. Ms. Whitaker reported that their goal is “to plan,
441 deliver and maintain dependable infrastructure in a financially responsible manner. She stated
442 that in trying to break that down, it is a big task. Ms. Whitaker noted that the Authority as a
443 whole was formed with the sole function of being an infrastructure arm of the community, so it
444 was important for Rivanna to do this job well. She stated that the first strategy her team talked
445 about was asset management program, and there has been much discussion over the last year
446 about what is currently in place and what is desired.

447
448 Ms. Whitaker stated that their work also included a discussion how they manage assets, what
449 they see as an asset, how they plan for useful life and replacement, and how to predict and
450 prevent infrastructure failure. She stated that they have at least 15 different tools that each
451 department and part of the agency use to track this type of information, and the goal team would

452 like to see something that's more universal, for purposes of centralization and sharing. Ms.
453 Whitaker noted that this can then be used to predict future replacement rates, given that
454 infrastructure assets are expensive to replace. She added that they also talked about developing
455 an infrastructure planning and delivery program, and while there were a significant number of
456 standard operating procedures in place, more project managers and consultants were brought in
457 as the organization grew – and they want to make sure there is consistent delivery of
458 infrastructure programs regardless of who the project manager is or what firm is working with
459 them. Ms. Whitaker stated the last item was to develop and maintain a long-term master plan for
460 all critical asset classes, and historically Rivanna has master planned for the things it needed in
461 the immediate. She stated that where they have not been as strong is in having a master plan for
462 all asset classes: finished water, wastewater, and plants. Ms. Whitaker stated that part of their
463 goal here is to do a gap analysis and identify things that have plans and those they don't, with
464 master planning done to clarify long-term needs.

465
466 Ms. Whitaker reported that in terms of measurements for the asset management program, the
467 goal is to get the asset management program identified, structured, and implemented within the
468 Authority – and the metric then becomes how many assets are able to be added.

469
470 Mr. Jones asked if they needed additional asset management software to be able to manage that.

471
472 Ms. Whitaker responded that the goal team was resistant when they started the discussion, and
473 where they are headed is likely to software that can link to GIS and the other work order systems
474 to be a universal platform. She commented that they are currently in the “pre-RFP” stages in
475 which they are identifying needs and what platforms are available for management.

476
477 Mr. O'Connell asked if she expected some of this to surface in the next CIP request to be
478 submitted.

479
480 Ms. Whitaker replied that it would be either in the CIP or the Operations and Management
481 budget, with asset management having a cost to implement for software purchasing and
482 consultant assistance. She stated that there would also be resources needed for some of the
483 master planning work, and it could be done through capital or operations.

484
485 Mr. Oberdorfer asked how much of the inventory could be rated, from an asset condition rating
486 perspective.

487
488 Ms. Whitaker asked him to define his definition of “rating.”

489
490 Mr. Oberdorfer responded that it could be a condition rating on all 300 miles of pipe, for
491 example.

492
493 Ms. Whitaker responded that the Authority's infrastructure is divided into two categories: inside
494 the fence and outside the fence. She explained that they have a fairly extensively developed
495 program on below ground, outside of the fence assets such as water pipelines and sewer
496 manholes. She stated they have had a master plan in place for the sewer program, which has been
497 updated once in the five-year cycle, and they have a fair amount of information in terms of

498 knowing what needed to be upgraded and when. Ms. Whitaker added that they are finishing up
499 their first major round of CCTV work on all of that, and they have permanent flow meters in the
500 whole system. She stated that on the water side, they have gone through the second and third
501 round of valve replacements, and they have done some pipeline condition assessments. Ms.
502 Whitaker noted that Rivanna's infrastructure is either very old or 25 years old, and the things that
503 are on the cusp of failing have been recently replaced or would be replaced soon. She
504 emphasized that where they feel they need to invest some effort is inside the fence line, in part
505 because the facility was built in 1981 and 1983, with the most recent upgrade happening in 2009.
506 Ms. Whitaker added that there are several hundred pumps onsite, with records of upkeep and
507 maintenance, but the timeline for replacement and associated budgeting needed to be clarified.
508 She mentioned that a lot of the infrastructure with the water treatment plants was going to be
509 replaced soon.

510
511 Dr. Palmer commented that it is amazing how much infrastructure replacement and improvement
512 has been done over the last 15-18 years. She stated that Rivanna has done a lot, especially given
513 that there was no master plan in place for some time, and it was great that they were going to the
514 next step.

515
516 Ms. Whitaker thanked her, adding that staff was very interested in constantly improving what
517 they were doing and how they were doing it.

518
519 Mr. Thomas stated that as the organization moves forward and tries to get to its desired future
520 state or vision, staying true to its values and focusing on its mission, it believes it should focus on
521 the six goals identified. He stated that organizational performance can be measured by the
522 metrics, which provide guidance, and hopefully these map well with the strategies.

523
524 Mr. Thomas stated that they would like to complete the strategic plan over the next two to three
525 weeks, with the framework, environmental scan, a message from the Executive Director and the
526 Chair, a trend analysis of the industry, a community profile, etc. He stated that ultimately it
527 would result in a document that could help guide the organization, allow the Board to stay
528 engaged with what's going on at the detailed operational level, and communicate externally to
529 stakeholders.

530
531 Board members thanked him for Raftelis's work.

532
533 Mr. Thomas responded that Rivanna had a great team.

534
535 Mr. Mawyer stated that he was pleased with the status of the plan and it had been a very positive
536 and inclusive process, with Board feedback integrated with staff's input. He stated that while the
537 process was ending, it was really just beginning because they were getting to actionable items,
538 strategies, and implementation. Mr. Mawyer stated that while there were challenges, there were
539 also opportunities.

540
541 Mr. Gaffney asked if the goal teams would continue meeting and measuring against objectives.
542

543 Mr. Mawyer responded that they would, noting that they may reconstitute the teams to reflect
544 skill sets and time availability, and they would need to come up with phasing for strategies and
545 resources required – which would be presented to the Board. He added that Rivanna also looked
546 for ways through its own efficiencies and to address the easier items first, finding other ways to
547 do business that may not require additional resources. Mr. Mawyer acknowledged that the goal
548 team discussions did discuss the need for future resources, and he was aware that they may need
549 to ask for those.

550

551 Mr. Gaffney asked if there could be quarterly reports from team leaders.

552

553 Mr. Mawyer responded that there would be, and this would be discussed further in a future
554 meeting.

555

556 **11.0 Closed Meeting**

557 **At 3:25 p.m., Mr. Jones moved that the Rivanna Solid Waste Authority Board enter into a**
558 **joint closed meeting with the Rivanna Water & Sewer Authority Board to discuss**
559 **confidential personnel matters as permitted by Section 2.2-3711.A1 of the Code of Virginia.**
560 **Dr. Palmer seconded the motion, which passed by a vote of 6-0. Ms. Galvin was absent**
561 **from the meeting and the vote.**

562

563 **Certify Closed Meeting**

564

565 **At 4:03 p.m., the Board came out of closed session.**

566

567 Mr. Krueger read the following resolution into the record:

568

569 WHEREAS, the Rivanna Solid Waste Authority has convened a joint closed meeting with the
570 Rivanna Water and Sewer Authority on this date pursuant to an affirmative recorded vote and in
571 accordance with the provisions of the Virginia Freedom of Information Act; and

572

573 WHEREAS, Section 2.2-3712.D of the Code of Virginia requires a certification by the Rivanna
574 Solid Waste Authority that such closed meeting was conducted in conformity with Virginia law;

575

576 NOW, THEREFORE, BE IT RESOLVED that the Rivanna Solid Waste Authority hereby
577 certifies that, to the best of each member's knowledge, (i) only public business matters lawfully
578 exempted from open meeting requirements by Virginia law, and (ii) only such public business
579 matters as were identified in the motion by which the closed meeting was convened were heard,
580 discussed or considered in the closed meeting by the Rivanna Solid Waste Authority.

581

582 **Mr. Jones moved to adopt the resolution certifying the joint closed meeting with the**
583 **Rivanna Water & Sewer Authority Board. Dr. Palmer seconded the motion, which passed**
584 **by a roll call vote of 6-0. Ms. Galvin was absent from the meeting and the vote.**

585

586 Mr. Gaffney stated now that both boards are back in session, after coming out of close sessions,
587 that there is an agreement to raise the Executive Director's salary 3.5%, from \$177,500 to
588 \$183,712.50.

589
590 **Dr. Palmer moved to raise the Executive Director's salary. Mr. Jones seconded the motion,**
591 **which passed by a vote of 6-0. Ms. Galvin was absent from the meeting and the vote.**

592
593 **12.0 Adjournment**

594 **At 4:04 p.m., Dr. Palmer moved to adjourn the RSWA Board meeting. Mr. Jones seconded**
595 **the motion, which passed by a vote of 6-0. Ms. Galvin was absent from the meeting and the**
596 **vote.**

597
598 There being no further business, the meeting adjourned at 4:04 p.m.

599
600 Respectfully submitted,

601
602
603
604
605
606



Mr. Maurice Jones
Secretary - Treasurer