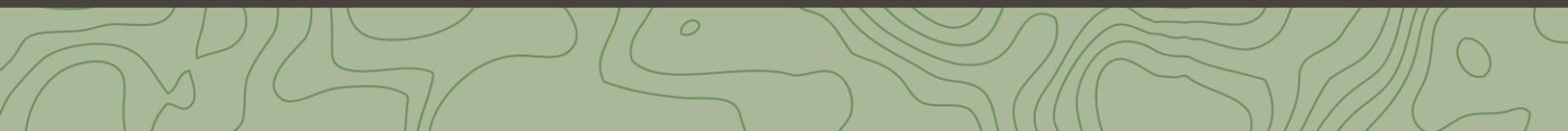




RIVANNA
WATER AND SEWER AUTHORITY
& SOLID WASTE AUTHORITY

STRATEGIC PLAN 2018



CONTENTS

Photos courtesy of: Page 11 - Bob Mical (Flickr);
page 4, 6, & 17 - Karen Blaha (Flickr);
page 10 - Charlottesville Tomorrow (Flickr);
page 14 - JMacPherson (Flickr)

MESSAGE FROM THE EXECUTIVE DIRECTOR 1

INTRODUCTION 2

Overview

Process

ENVIRONMENTAL SCAN 4

Community Profile

Industry Trends and Local Context

Strengths, Opportunities, Aspirations, and Results

STRATEGIC DIRECTION 14

Overview

Vision

Mission

Values

Goals

Objectives and Strategies

Strategic Framework

COMMUNICATIONS 18

IMPLEMENTATION 19



The Rivanna Water and Sewer Authority and Rivanna Solid Waste Authority (Rivanna) have long served their community by providing exceptional water, wastewater, and solid waste services.



MESSAGE FROM THE EXECUTIVE DIRECTOR

Continuing to do so, and to be a recognized leader in the environmental stewardship of the region, requires:

- A supportive Board of Directors
- A team of committed employees
- Sufficient financial resources
- Extensive, modern, and well-maintained infrastructure
- Efficient operations
- Satisfied customers and stakeholders

As an important component of our efforts to effectively and efficiently manage both Authorities, Rivanna has developed a new, joint strategic plan in pursuit of a well-defined and positive future for all our constituencies. This document presents and describes that plan.

We would like to express the appreciation of the Rivanna Boards of Directors and management for the support and contributions of the

many people who helped us develop this plan, including:

- Employees who provided input, developed the plan, and will ultimately implement the plan
- External stakeholders who provided valuable input.

We believe that Rivanna has created a strategic plan that will build a strong foundation to position the Authorities as valued environmental and community resources for the City of Charlottesville and Albemarle County. Working as a cohesive team, Rivanna is committed to being a recognized leader in environmental stewardship by providing exceptional water and solid waste services.

William I. Mawyer, Jr., PE

Executive Director

*Rivanna Water and Sewer Authority
and Rivanna Solid Waste Authority*

INTRO

OVERVIEW

The Rivanna Water and Sewer Authority and Rivanna Solid Waste Authority (Rivanna) initiated a joint strategic planning process in June 2017 to create an organizational vision and a framework for guiding the utility into the future. The strategic framework presented in this document will help guide investment, allocate resources, and provide a structure for annual reviews to assure that long-term goals and objectives are achieved.

PROCESS

Rivanna's strategic planning process was designed to assure:

- A shared vision of Rivanna's ultimate goals. Organizations driven by clear purposes and shared values have a greater capacity to succeed than those that are not.
- A collective understanding of the available resources, the environment, and the principles upon which strategies will be based.
- Acceptance of the direction and urgency of the strategic and operating plans, which will be integrated into the way Rivanna is operated on a day-to-day basis.

**TO ACHIEVE
THESE CONDITIONS
FOR SUCCESS,**

Rivanna's strategic planning process involved input from a broad group of internal and external stakeholders, and deep involvement of more than 60 employees in the strategy development process. Major elements of the process included:

Stakeholder Input

Input was obtained from Board members, employees, and external stakeholders through a combination of interviews, an online employee survey with 74 responses, a public meeting, two board workshops, and four employee focus groups, with approximately 40 attendees.

Foundation Workshop

A Project Steering Team (PST), consisting of members of Rivanna's staff, senior management, and representatives from the Board of Directors, met to consider stakeholder input and to draft the organization's Vision, Values, Mission, and Goals.

Goal Teams

Six multidisciplinary goal teams of employees were established to develop goal statements, key objectives, and potential strategies for the respective goals. Goal Team roles included:

- Goal Champions - the liaisons between the Team and senior management, providing support, and ensuring appropriate resource availability for the team.
- Goal Team Members - six or seven employees from various functions and levels of the Organization.

Strategy Workshop

The Goal Teams presented their work to the PST, which made preliminary decisions concerning the measures and strategies to be included in the final plan.

PST Review

After documentation of the Strategy Workshop results, the PST met again to review and revise, as necessary, the elements of Rivanna's strategic plan.

GOAL TEAMS

The PST believes that the input of the Goal Teams was critical to the success of the strategic planning effort and, as discussed later in the document, the Goal Teams will be integral to successful implementation. To recognize their contribution, the members of the Goal Teams are presented below.

COMMUNICATIONS

Goal Champion:
Lonnie Wood

Goal Team Members:
Ken Chapman
Mark Roach
Carol Wiles
Konrad Zeller
Teri Kent
Katie McIlwee
Chris Ward
Steve Minnis Jr.

ENVIRONMENTAL STEWARDSHIP

Goal Champion:
Andrea Terry

Goal Team Members:
Junior Harris
Bethany Houchens
Cliff Hunt
Jim Langolf
Bill Morris
Kathy Ware

SOLID WASTE SERVICES

Goal Champion:
Phil McKalips

Goal Team Members:
Miranda Baird
Mike Haley
Mark Brownlee
Scott Schiller
Jay Young
Mark Charron

WORKFORCE DEVELOPMENT

Goal Champion:
Betsy Nemeth

Goal Team Members:
Cynthia Polaro
Travis Goode
David Rhoades
Will Dobson
Steve Minnis
Patricia Defibaugh
Brian Haney

INFRASTRUCTURE

Goal Champion:
Jennifer Whitaker

Goal Team Members:
Chris Barfield
Elizabeth Duncan
Ben Fricke
Jon Lowry
Greg Marrs
Dave Tungate
Rob Haacke

OPERATIONAL OPTIMIZATION

Goal Champion:
Rich Gullick

Goal Team Members:
Tim Castillo
Matt Bussell
Brian Baird
Kevin Palmer
Debra Hoyt
Doug March
Steven Miller

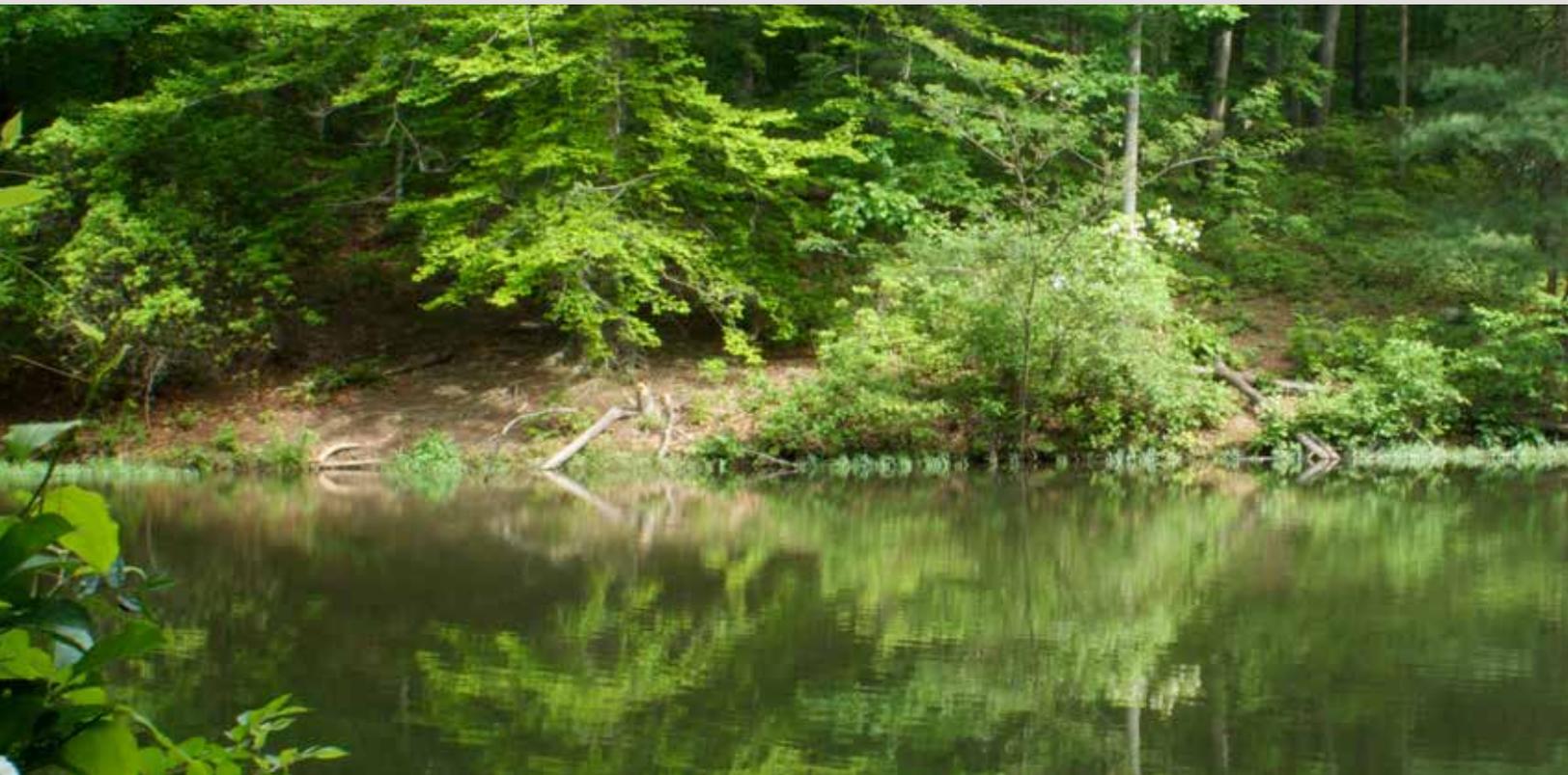
ENVIRONMENTAL SCAN

***THE RIVANNA
AUTHORITIES'
OPERATING
ENVIRONMENT
WAS DOCUMENTED
THROUGH:***

Analysis of community demographics and other external influences (Community Profile)

Considerations of key industry trends and their potential impact on the Organization

The Organization's Strengths, Opportunities, Aspirations, and Results (SOAR)



COMMUNITY PROFILE

The Rivanna Water and Sewer Authority was created in 1972 by the City of Charlottesville (City) and Albemarle County (County) to provide wholesale water supply, water treatment, and wastewater interception and treatment for the City and County. In 1990, the Rivanna Solid Waste Authority was created by the City and County to assume operation of the existing Ivy Landfill, which later closed in 1998. While the Water and Sewer Authority has two main customers (the City and County), the Solid Waste Authority currently provides recycling, solid waste, and household hazardous waste disposal services for more than 8,000 City and County residents and businesses each month.

The Authorities are located in central Virginia. Charlottesville is surrounded by Albemarle County, but the City and County are two separate entities. According to the US Census Bureau, both the City and the County have experienced 8% population growth rates between 2010 (43,475; 98,970 respectively) and 2016 (49,912; 106,878 respectively). The median household income in the City is \$49,775, which is lower than both that of the County (\$68,449) and the national median (\$53,482). In 2016, the New York Post ranked Charlottesville as the 3rd best place to live in the United States, and Entrepreneur Magazine and Liveability.com ranked the City as the 4th best city in the United States for entrepreneurs.

The largest regional employers are the University of Virginia/UVA Hospital/UVA Medical Center, Albemarle County, the City of Charlottesville, State Farm Mutual Automobile Insurance, the US Department of Defense, and Northrup Grumman Corporation. The area has a rich cultural heritage, having been home to Presidents Thomas Jefferson, James Madison, and James Monroe's estate, Highlands, with the County housing Thomas Jefferson's estate, Monticello. Charlottesville's Downtown Mall is one of the longest outdoor pedestrian malls in the country, and the nearby Shenandoah National Park offers many recreational activities year-round.



INDUSTRY TRENDS & LOCAL CONTEXT

The services provided by the Rivanna Authorities are central to assuring a sustained vitality of the service area. To achieve continued success, Rivanna must address several local, state, and national trends as it implements its strategic plan.

Rivanna must address future regulatory requirements, changes in usage patterns, and growing concerns about the impact of global climate change. These, and other challenges, must be considered to adequately plan for the Authorities' future.



TREND #1: POPULATION

THE CURRENT SITUATION

The service population is increasing, with the US Census Bureau reporting an 8% increase in both the City and the County's population between 2010 and 2016.

EXPECTATIONS FOR THE FUTURE

- The community seems to be growing, building is increasing, and the density around existing facilities is increasing

POTENTIAL RIVANNA RESPONSES

- Develop a Facilities Master Plan that reflects anticipated growth and stays abreast of other master planning efforts
- Complete capital projects including upgrading the Observatory, Crozet, and Rivanna Water Treatment Plants, completing the Rivanna-to-Ragged Mountain Reservoir Pipeline, and the new Ivy Transfer Station

TREND #2: THE POLITICAL ENVIRONMENT

THE CURRENT SITUATION

Rivanna is highly regarded as a well-run organization. The community has had differing views on several growth-related issues. Also, the City and County sometimes have differing interests, which affects both Authorities. Issues can change quickly, which affects the mission, especially solid waste.

EXPECTATIONS FOR THE FUTURE

- The political situation is expected to be stable, but some capital projects may generate community tension

POTENTIAL RIVANNA RESPONSES

- Continue to be an asset to the community, and provide great water, wastewater, and solid waste services

TREND #3: REGULATIONS

THE CURRENT SITUATION

Like utilities across the nation, Rivanna faces increased regulation and enforcement, which ultimately impacts rates, operations, and capital budgets. Regulations set many priorities for the capital improvements plan (CIP). Rivanna builds to exceed current regulations in order to meet future regulations and to have additional capacity and resiliency.

EXPECTATIONS FOR THE FUTURE

- Continued and changing regulatory challenges, including security, federal dam regulations, and emerging contaminants are of concern
- Increasingly the water quality discussion is shifting from "in the system" to "at the tap", which increases the need for customer outreach
- Changes necessitated by regulation will require careful planning and implementation in terms of processes, equipment, funding, timelines, etc.

POTENTIAL RIVANNA RESPONSES

- Monitor and accommodate changing regulations
- Continue involvement in state and professional associations, such as the Virginia Association of Municipal Wastewater Agencies, to provide input into regulations and process

S



TREND #4: WORKFORCE ISSUES

THE CURRENT SITUATION

Since many employees have been with Rivanna for several decades, there is some “brain drain” concern related to imminent retirements. In addition, there is concern that the workforce is not yet representative of the demographics of the service population. Finally, Rivanna has faced hiring challenges due to a shortage of applicants with the desired skill sets for open positions.

EXPECTATIONS FOR THE FUTURE

- Retirements are coming
- Trade positions are becoming more sophisticated
- Current hiring challenges are expected to persist

POTENTIAL RIVANNA RESPONSES

- Continue to emphasize hiring locally
- Partner with local organizations that help to develop necessary skills and competencies
- Emphasize knowledge transfer and the importance of training programs



TREND #5: TECHNOLOGY

THE CURRENT SITUATION

Technology is key to meeting environmental regulations, and it touches every facet of Rivanna’s business. To continue to meet customer expectations and service levels, Rivanna needs to ensure that it can fully utilize its existing technology, and consider opportunities to strategically increase technology use.

EXPECTATIONS FOR THE FUTURE

- Regulation and growth will continue to drive the need for enhanced technology
- Rivanna has new technological drivers associated with its sustainability goals

POTENTIAL RIVANNA RESPONSES

- Create a Technology Master Plan, with internal and external resources devoted to developing business cases for new technologies, and to assess the organization’s needs and opportunities
- Allocate sufficient resources to ensure technology training and implementation



TREND #7:

UTILITY FINANCIAL CONSTRAINTS

THE CURRENT SITUATION

Rivanna has an extensive, multi-million-dollar capital improvement plan. Future regulations may define necessary resources, as will local government and community expectations. Currently, the Solid Waste Authority is not self-supporting.

EXPECTATIONS FOR THE FUTURE

- Capital and O&M requirements will increase

POTENTIAL RIVANNA RESPONSES

- Work to present information in creative ways, and to communicate the value of the water/ wastewater/ and solid waste services being delivered to the public

TREND #6:

CUSTOMER EXPECTATIONS

THE CURRENT SITUATION

The public expects excellent service, but political and economic considerations often place downward pressure on rates. As an organization, Rivanna needs to define its customer base. Additionally, the general public does not differentiate between Rivanna, the Albemarle County Service Authority, and the City of Charlottesville Public Utilities.

EXPECTATIONS FOR THE FUTURE

- Increased planning, growth, and public involvement
- Rivanna needs to decide who it is trying to reach with its communication efforts

POTENTIAL RIVANNA RESPONSES

- Define and communicate with external customers
- Define internal customers and support functions
- Collaborate with a consistent message



TREND #8: ENERGY/REUSE

THE CURRENT SITUATION

Rivanna does not currently face significant energy availability challenges, especially with a third reactor going in at Lake Anna. Although the cost of power is a significant portion of the operating budget, rates are reasonable, there are several alternative energy sources, and Rivanna has upgraded to more efficient facilities and equipment.

EXPECTATIONS FOR THE FUTURE

- Alternative energies may become more cost-effective
- There will likely be more community pressure to conserve

POTENTIAL RIVANNA RESPONSES

- Consider methane or other energy bi-products



TREND #9: INCREASED RISK PROFILE

THE CURRENT SITUATION

The Rivanna Authorities are at risk for weather events that can compromise water, wastewater, and solid waste infrastructure.

EXPECTATIONS FOR THE FUTURE

- Natural disasters can impact facilities and impact treatment, as can dam breaches and cyber risks

POTENTIAL RIVANNA RESPONSES

- Be more involved in City/County planning processes
- Be prepared for wet weather, hurricanes, floods, droughts, etc.



“ TO ACHIEVE CONTINUED SUCCESS, RIVANNA MUST ADDRESS SEVERAL LOCAL, STATE, AND NATIONAL TRENDS AS IT IMPLEMENTS ITS STRATEGIC PLAN. ”



**THE RIVANNA AUTHORITIES UTILIZED
A *STRENGTHS, OPPORTUNITIES,
ASPIRATIONS, AND RESULTS* (SOAR)
ANALYSIS TO FORM THE BASIS FOR
ITS STRATEGIC PLAN.**



— STRENGTHS —

provided input to the development of a **Mission** that builds upon what the organization does extremely well.



— OPPORTUNITIES —

helped the goal teams and the PST develop **Strategies** to identify and explore innovative approaches to meeting future needs.



— ASPIRATIONS —

focused on the expectations or hopes of internal and external stakeholders to inform Rivanna's **Vision**.



— RESULTS —

supported the determination of the **Measures** of strategic progress.

SOAR

STRATEGIC

DIRECTIO

**THIS STRATEGIC PLAN SERVES AS A
*BLUEPRINT FOR FUTURE DECISION MAKING.***

The Strategic Plan contains the Organization's Vision, Mission Statement, Values, Goals, Measures, and Strategies. It addresses Rivanna's current and future challenges.

This plan provides a structure by which annual reviews can be accomplished to assure that goals and measures retain their relevance over time. By laying out a course of action, this plan represents a disciplined process for making the fundamental decisions that will shape Rivanna's future.



VISION

Ultimately, implementation of this plan will enable Rivanna to achieve its desired future state as articulated in its Vision, which is:

“To serve the community and be a recognized leader in environmental stewardship by providing exceptional water and solid waste services.”

MISSION

The Mission describes the organization’s purpose and role within the service area. Rivanna's Mission is expressed as:

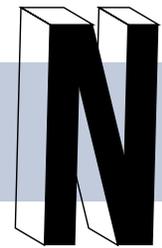
“Our professional team of knowledgeable and engaged personnel serve the Charlottesville, Albemarle, and UVA community by providing high quality water treatment, refuse, and recycling services in a financially stable and environmentally responsible manner.”

VALUES

Values articulate Rivanna’s deeply held beliefs, norms, and qualities, which drive day-to-day activities. The Rivanna Authorities' Value Statement is:

The Rivanna Water and Sewer and Rivanna Solid Waste Authorities are committed to the following values:

- Integrity
- Teamwork
- Respect
- Quality



GOALS

Goals represent the most important issues that must be addressed to achieve the desired future. Rivanna's Goals are driven primarily by the factors that are most critical to the organization's future success.

WORKFORCE DEVELOPMENT



To attract, develop, and retain a professional, highly skilled, dedicated, and versatile team.

A high performing workforce requires high performing individuals. Accordingly, Rivanna will attract, retain, motivate, manage, and reward exceptional employees who make significant contributions to its success.

OPERATIONAL OPTIMIZATION



To efficiently, reliably, and safely provide high quality services, assuring the best value for our customers.

The Rivanna team recognizes the importance of making the most of its human, natural, and financial resources. Rivanna's commitment to efficiency will incorporate innovative solutions from across the organization.

COMMUNICATION AND COLLABORATION



To foster a culture that encourages open communications and strengthens partnerships.

Rivanna has committed to maintaining effective internal and external partnerships in furtherance of its mission and vision. Ensuring the Authorities' success requires strong, consistent communication through a variety of mediums.

ENVIRONMENTAL STEWARDSHIP



To be a leader in our community's environmental protection and education.

Maintaining and enhancing the long-term health of Rivanna's community and environment are among Rivanna's highest priorities. The Rivanna Authorities are committed to meeting or surpassing all regulatory requirements while providing high quality water, wastewater, and solid waste services.

SOLID WASTE SERVICES



To provide reliable, convenient, and innovative solid waste and recycling services.

The Rivanna Solid Waste Authority provides recycling, solid waste, and hazardous waste disposal services to 8,000 City and County residents and businesses every month. Rivanna is dedicated to helping its communities optimize their solid waste and materials management.

INFRASTRUCTURE AND MASTER PLANNING



To plan, deliver, and maintain dependable infrastructure in a financially responsible manner.

The Rivanna Authorities are proud of their work on existing infrastructure systems and the new infrastructure under construction. A continued focus on developing and maintaining a sustainable infrastructure that will meet customer needs now and in the future will be critical to success.

MEASURABLE STRATEGIES

Measures demonstrate progress toward accomplishing each Goal. Strategies are the approaches to be used in achieving the Goals. These critical elements of the Strategic Plan, as well as the Vision, Values, Mission, and Goals, are presented in the strategic framework on the following pages.



Through this strategic plan, Rivanna has committed to improving internal and external communications. Effective communication is critical not only for the successful implementation of the strategic plan, but also for Rivanna's overall success.

COMMUNICATIONS

The issue of communication, which surfaced in the stakeholder input process, cuts across the various strategic goals. As indicated on the strategic framework, communications will be enhanced through several efforts, including:

- Enhancing use of multi-disciplinary teams to manage issues and projects
- Leveraging the continued contribution of the Goals Teams convened for the strategic planning effort
- Creating a culture of communication, both internally and externally
- Expanding team building and networking, tying individual contributions to overall organizational success

Enhanced communications will be a major initiative throughout the organization to ensure that all teams and individuals are working towards the ultimate vision and mission.

IMPLEMENTATION

The Goals, Measures, and Strategies contain a series of initiatives and projects that, when implemented, will move Rivanna toward achievement of its desired outcomes. However, it is important to note that for the desired results to be achieved, the Strategies must be effectively implemented. Therefore, careful attention and focus on strategy implementation is essential to achieving strategic success. Elements of the implementation process include:



Strategic planning is a way of thinking that guides an analysis of the present and helps create a vision of the future. Rivanna has developed a strategic plan that will take some time to implement completely. However, the plan will provide a guide to the organization's long-term strategic success.

LEVERAGE GOAL TEAMS

The Goal Teams are knowledgeable, energized and committed to the implementation of the Strategies for their respective Goals. Therefore, they will be instrumental in the implementation planning and ultimate implementation process. Specifically, Goal Teams will:

- Draft implementation plans for each Strategy that will include:
 - » Tasks necessary for implementation
 - » Assigned individuals or groups
 - » Due dates for key tasks
 - » Resources required
- Monitor implementation progress
- Report on implementation progress to senior management

INVOLVE SENIOR MANAGEMENT

During the implementation process, the Goal Teams will communicate with senior management concerning issues such as:

- Implementation progress
- Resources required (people, money, equipment, etc.)
- Strategies, which after initial implementation efforts, may require updates

REPORT TO BOARD OF DIRECTORS

Senior management is accountable to the Board of Directors for implementation of the approved strategic plan and achievement of the stated Goals and Measures. Accordingly, senior management will periodically update the Board on progress, achievements, and issues related to the strategic plan.

GOALS

STRATEGIC framework

VISION

To serve the community and be a recognized leader in environmental stewardship by providing exceptional water and solid waste services

VALUES

The Rivanna Water and Sewer Authority and Rivanna Solid Waste Authority are committed to the following values:

- Integrity
- Teamwork
- Respect
- Quality

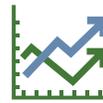
MISSION

Our professional team of knowledgeable and engaged personnel serve the Charlottesville, Albemarle, and UVA community by providing high quality water treatment, refuse, and recycling services in a financially and environmentally responsible manner



WORKFORCE DEVELOPMENT

To attract, develop, and retain a professional, highly skilled, dedicated, and versatile team



OPERATIONAL OPTIMIZATION

To efficiently, reliably, and safely provide high quality services, assuring the best value for our customers



COMMUNICATION AND COLLABORATION

To foster a culture that encourages open communications and strengthens partnerships



ENVIRONMENTAL STEWARDSHIP

To be a leader in our community's environmental protection and education



SOLID WASTE SERVICES

To provide reliable, convenient, and innovative solid waste and recycling services



INFRASTRUCTURE AND MASTER PLANNING

To plan, deliver, and maintain dependable infrastructure in a financially responsible manner



MEASURES

1. Reduce turnover rate to below 10% annually
2. Increase percentage (%) of required trainings completed and applicable licenses obtained
3. Increase the number of employees who meet minimum requirements for positions one level above their current position



1. Develop a comprehensive staffing, classification, and compensation plan
2. Create a formal development and career pathing program
3. Conduct a training needs assessment and enhance the training program
4. Develop an employee engagement program

1. Conduct at least two process audits per department annually
2. Ensure that 90% of preventive maintenance (PM) work orders are completed on time
3. Decrease number of safety incidents and injury lost time



1. Continually evaluate, prioritize, and improve key business and operational processes
2. Improve preventative maintenance and emergency planning
3. Enhance Rivanna's culture of safety
4. Protect our workforce and the public through continually growing a culture of safety

1. Increase website performance metrics
2. Increase employee understanding and engagement ratings
3. Increase number of external partnerships and engagement activities
4. Increase community awareness of Rivanna initiatives



1. Create and implement a comprehensive public outreach plan
2. Create and maintain internal communication platforms
3. Enhance internal and external collaboration

1. Achieve and maintain 100% permit compliance
2. Increase number of green projects
3. Increase number of times standards on effluent or treated water quality were positively exceeded
4. Increase percentage (%) of solid waste tonnage recycled



1. Increase internal environmental engagement
2. Designate resources to support environmental outreach and green initiatives
3. Provide regional leadership in environmental stewardship
4. Increase collaboration with other environmental groups

1. Increase participation rate (both number of people and types of waste)
2. Increase tonnage rates
3. Increase patron satisfaction and outreach



1. Determine community needs and preferred service levels
2. Enhance partnerships with local governments and the University of Virginia
3. Explore and implement high impact, best-in-class solid waste business practices and service delivery

1. Improve infrastructure performance and condition rating
2. Increase percent of assets populated in Asset Management Program
3. Increase percent master planning coverage



1. Implement an Authority-wide asset management program
2. Develop a comprehensive environmental compliance and infrastructure planning and delivery program
3. Develop and maintain long-term master plans for all critical asset classes

REALIZING THE VISION

Our vision is “To serve the community and be a recognized leader in environmental stewardship by providing exceptional water and solid waste services.”

This is attainable. To make that future a reality, we must have a plan in place to guide us in making the right decisions and the right investments of our limited time and resources. We have created this plan with the input of our staff and our external stakeholders to ensure that we meet and exceed their expectations. Rivanna is grateful to all the individuals who took the time to provide input during this strategic planning process, and we look forward to sharing our progress and success as we work to achieve our shared goals.



WWW.RIVANNA.ORG
695 Moores Creek Ln
Charlottesville, VA 22902

