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**RWSA BOARD OF DIRECTORS
Minutes of Regular Meeting
November 14, 2017**

A regular meeting of the Rivanna Water & Sewer Authority (RWSA) Board of Directors was held on Tuesday, November 14, 2017 at 2:15 p.m. in the 2nd floor conference room, Administration Building, 695 Moores Creek Lane, Charlottesville, Virginia.

Board Members Present: Mr. Mike Gaffney – Chair, presiding; Ms. Lauren Hildebrand; Mr. Maurice Jones; Mr. Gary O’Connell; Dr. Liz Palmer; and Mr. Jeff Richardson.

Board Members Absent: Ms. Kathy Galvin.

Staff Present: Ms. Miranda Baird, Mr. Mark Brownlee, Mr. Tim Castillo, Ms. Victoria Fort, Mr. Tom Freeman, Mr. Doug March, Mr. Bill Mawyer, Ms. Katie McIlwee, Mr. Phil 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, RWSA counsel; members of the public and media representatives; and Raftelis consultant Darin Thomas.

1.0 Call to Order

The regular meeting of the RWSA Board of Directors was called to order by Mr. Gaffney on Tuesday, November 14, 2017 at 2:15 p.m.

Mr. Gaffney welcomed Mr. Jeff Richardson, the new Albemarle County Executive, who would serve as the Secretary-Treasurer for the RWSA Board. 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.

Dr. Palmer moved to approve Jeff Richardson as Secretary-Treasurer of the Rivanna Water and Sewer Authority Board of Directors. Mr. O’Connell 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 Meetings

a) Minutes of Regular Board Meeting on October 24, 2017

Mr. Mawyer stated that he had a correction to agenda item 5.0 Items from the Public, in which Dede Smith stated that “the Ragged Mountain Dam had impeded the ability to serve the Rivanna,” which should be changed to “the South Fork Rivanna Reservoir Dam,” not Ragged Mountain. He noted that Ms. Smith had contacted him about it, and he assured her that he would get it corrected.

Dr. Palmer moved to approve the RWSA Board meeting minutes of October 24, 2017 as corrected. Mr. Jones seconded the motion, which passed by a vote of 6-0. Ms. Galvin was absent from the meeting and the vote.

3.0 Recognition

There were no recognitions.

4.0 Executive Director’s Report

Mr. Mawyer reported that the Rivanna Reservoir was 100% full and had been since November 1, and staff would recommend to the Board to discontinue all water use restrictions. He stated that the urban system collectively is about 85% full and Ragged Mountain Reservoir was about 77% full. He stated that they continue to have positive discussions with UVA about the lease of the Observatory Water Treatment Plant and related facilities, and Mr. Krueger and Ms. Whitaker had worked to pull together a new draft lease that would separate the ground lease component from the cost of water service that the current agreement has with the City. He stated that staff and Ms. Hildebrand had met the previous day with Don Sundgren of UVA, and it had been a positive meeting – with progress in moving forward in preparing plats and other terms and conditions. Mr. Mawyer stated that in addition to including the 7.8-acre water treatment plant property in the new lease, they were also trying to capture all the pipes and pump stations that take water to and from the treatment plant.

Mr. Mawyer reported that Davenport & Co. had done a presentation at the October meeting and told the Board that the RWSA had 826 days of operating cash on hand. He stated that this was correct, but when staff practically calculates how much cash is on hand, they use the operating expenses of paying day-to-day bills as well as the debt service expense paid every month – which Davenport does not recognize in considering cash on hand. Mr. Mawyer noted that in considering both components of the operating budget, staff maintains that the RWSA has 459 days of operating cash on hand, which is less than the Authority’s goal of 548 days.

Mr. Mawyer reported that he and Ms. McIlwee had met at Ragged Mountain with Brian Richter’s sustainability class from UVA and discussed the water supply plan, drought management, and other relevant items of interest. He stated that on November 16, he would be meeting with the PAC Committee – which includes UVA, the City, and the County – about long-term water strategies.

Mr. Mawyer stated that the strategic plan was moving forward, and there would be a work session with both Authority boards after their regular business meetings.

5.0 Items from the Public

There were no items from the public presented.

6.0 Responses to Public Comments – No Responses This Month

Mr. Mawyer indicated that staff had sent Ms. Dede Smith more information about water quality and reaffirmed the answer provided to her in October that they had seen no impacts on water quality because of the lowered levels in the reservoirs experienced several weeks earlier.

7.0 Consent Agenda

- a) *Staff Report on Operations*
- b) *Staff Report on Ongoing Projects*
- c) *Recommendation for an Additional ½ Day Holiday on November 22 and December 22, 2017*
- d) *Proposed 2018 Board Meeting Schedule*

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

8.0 Other Business

- a) *Recommendation to Discontinue Water Use Restrictions*

Mr. Mawyer reported that they had had a lot of discussion over the preceding several weeks regarding drought, and he noted that the South Fork Rivanna Reservoir was 100% full and had been since November 1st. He presented a chart showing the reservoir on October 4, when it was at 45% capacity, and he pointed out that the water is now overflowing the dam. He stated that there were about 100 million gallons per day going over the dam, compared to a maximum release through the gates of 20 million gallons.

Mr. Mawyer indicated that on August 3, the reservoir was full; by September 15, it was at 77% capacity; and over the following 2-3 weeks, it dropped to 42% capacity when the Board authorized a recommendation for mandatory restrictions on October 5 to the City and the County. He stated that by November 1, the reservoir was full and continues to be full. Mr. Mawyer explained that part of Rivanna's plan with DEQ was to ensure sustained filling of the reservoir – and after talking with them last week, DEQ was comfortable that the two weeks represented a sustained filling and was comfortable in removing the water restrictions. He stated that the next steps were to continue to work with DEQ and the Authority's watershed consultant, as they optimize operational and regulatory procedures, including when to shift water production from Rivanna to Observatory WTP, when to start using Sugar Hollow to supply Ragged Mountain or the Rivanna Reservoir, and other operational issues. Mr. Mawyer stated that they would also evaluate whether any of those things affected the permit, which is the regulatory portion, and there would be a work session on December 1 with the consultant's staff to consider those scenarios and how Rivanna can optimize the use of its facilities.

Mr. Mawyer reported that they were also considering repairing the gates and meter if needed, and they have a consultant evaluating the meter when measures the outflow to see if it needs any work. He stated that their target now is to refill the Ragged Mountain Reservoir, which was 77% full, and the 23% represents about 350-million gallons below capacity. He stated they started the transfer from Sugar Hollow on November 1, and they can transfer a maximum of 4 million gallons per day – so it would take about 120 days to refill Ragged Mountain when considering

the use of 1 MGD by the Observatory WTP. He noted that they wanted to get started on this as soon as possible now that the Rivanna Reservoir was full.

Mr. Mawyer mentioned that they increased production at the Rivanna treatment plant and decreased it at Observatory, so there would be a net gain to the Ragged Mountain Reservoir. He stated that they had been taking out 4-5 MGD at Observatory when trying to conserve Rivanna, but now they were switching the strategy and trying to conserve Ragged Mountain and maximize Rivanna.

Mr. Mawyer stated that staff recommends that the Board authorize staff to notify the Albemarle County Service Authority, the Albemarle County Board of Supervisors, and the City of Charlottesville that water use restrictions were no longer required.

Dr. Palmer asked Mr. Mawyer to explain the process of lifting the restrictions, as it had been a confusing process.

Mr. Mawyer responded that the written directives were less clear on how to get out of restrictions than they were to get in. He explained that the RWSA sent a letter to the City, County and ACSA asking for the restrictions, and now would send them a letter saying that they were no longer needed – which is what the drought management plan addresses. He noted that the City's ordinance says the notice should go to the director of public works, but Rivanna improvised and addressed it to the director of public utilities as those duties had been relocated by the City

Dr. Palmer asked if the Board of Supervisors had to vote to get them out of the restrictions.

Mr. Mawyer responded that he believed that was correct.

Mr. O'Connell clarified that the ACSA Board had to first recommend to the Board of Supervisors to rescind the emergency, and the resolution the Service Authority Board would consider would be to allow the ACSA Executive Director to lift the water restrictions once the County acts. He stated that the ACSA was looking for the restrictions to be lifted by November 17 if all those actions occurred.

Mr. Richardson pointed out that the Board of Supervisors would consider the action at their November 16 meeting, and noted that staff had already received the appropriate documentation.

Mr. Jones mentioned that the item would go before City Council on November 20.

Dr. Palmer moved to authorize the Executive Director to notify the City, County and ACSA that restrictions were no longer needed. Mr. O'Connell seconded the motion, which passed by a vote of 6-0. Ms. Galvin was absent from the meeting and the vote.

Mr. O'Connell noted that the ACSA Board would meet on the morning of November 16 and would recommend to the Board of Supervisors that they lift the emergency that's been declared. He stated that the resolution that the ACSA Board was considering would allow the ACSA

Executive Director to lift the emergency water restrictions, which the ACSA was telling the public would be November 17.

Dr. Palmer commented that some of her constituents had indicated that they wanted to wash their cars.

Mr. O'Connell stated that most of the commercial carwashes were already in operation, so this would pertain to someone washing their car at home.

9.0 Other Items from Board/Staff not on Agenda

Mr. Gaffney recognized Mr. Krueger for being honored by the Charlottesville Chamber of Commerce with the Paul Goodloe McIntire Award for Citizenship for 2017, which would be presented on November 30. Mr. Gaffney noted that Mr. Krueger had worked with numerous nonprofit organizations, including 23 years of work with the YMCA – including construction and financing of their new facility.

Board members and meeting attendees applauded.

Mr. Krueger commented that in 2012, Mr. Gaffney had also received the award.

10.0 Joint Strategic Planning Work Session with RSWA Board

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

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

Mr. Thomas stated that at that point they moved to the foundation workshop, a session that ultimately allows them to get close to final vision, values and mission, and also allows them to identify the broad goal categories for the organization. He stated that once that strategic guidance was gathered, they engaged the Rivanna Authorities through goal teams, and today each goal team champion would present the work of their team to express how success needed to be defined against the goals they champion – as well as how progress would be measured. Mr. Thomas stated that they would also try to answer the question of what the authorities need to

focus on to advance those goals. He stated that in looking at the strategic framework, the intent is to provide the organization with a one-pager of their entire strategic plan, ranging from vision, values, and mission, to goals, measures and strategies. Mr. Thomas stated that the work of the goal teams culminated in a strategy workshop that took place on October 12, and all of the work culminated in finalization of the framework document. He stated that at this meeting the goal champions would discuss their respective areas and solicit feedback and input from the boards.

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

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

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

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

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

Ms. Nemeth replied that she would like the authorities to have more diversity, and noted that they did not establish a strategy for it. She stated that there were two aspects to diversity as it pertained to the authorities: female diversity, particularly among operators as there was currently just one female operator; and ethnic/racial diversity. Ms. Nemeth stated that they saw more

diversity in wastewater and solid waste than in water, and it was not present in administration. She stated that in a meeting earlier that day with the Daily Progress, they brought up the fact that you could target groups to recruit diverse candidates.

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

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

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

Ms. Nemeth responded that they have some resources, with ideas and time being the key and career pathing programs requiring time to establish, as they were individualized. She stated that the top strategy would pull resources in, and once they fleshed that out they have a consultant – Evergreen Consulting – that was doing a classification and compensation study. Ms. Nemeth stated there was a final draft being reviewed, and she suspected that this was where the resources were – to get the funds to bring people in and to stay competitive in the market from a salary perspective.

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

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

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

Mr. Castillo reported that their goal team leader was Dr. Gullick, but he was out of town. Mr. Castillo stated that the team also included Matt Bussell, Brian Baird, Deborah Hoyt, Doug March, Steve Miller, Brian Estes, and Kevin Palmer. Mr. Castillo stated that they developed a goal of efficiently, reliably, and safely provide high quality services that ensure the best value for customers. He stated that the team created strategies for doing this: continue to evaluate, prioritize, and approve key business and operational processes; improve preventive maintenance

and emergency planning programs; enhance Rivanna's culture of safety; and protect the workforce and the public through continually growing a culture of safety.

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

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

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

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

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

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

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

Dr. Palmer stated that every strategic plan talked about communication and the issues related to it, and the RSWA has been trying to work out the communications between the City, County, and Rivanna – as there had been some disconnect in the past. She noted that there was still some confusion as to purpose of certain individuals, with Andy Lowe from Albemarle County staff

present at this meeting. Dr. Palmer emphasized that it was a work in progress but could be worked out with some additional effort.

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

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

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

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

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

Mr. Wood responded that this was something that was balanced out with web design, and a lot of websites were not repositories for historical reports but were the interface for customers. He stated that you could put an FTP site up that could be filled with documents, which is where they had been with Rivanna's site, and it might be possible to have information in a different place than on the website.

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

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

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

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

Mr. O'Connell asked how they would measure "increased employee engagement ratings."

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

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

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

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

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

Dr. Palmer asked when they would determine those objectives.

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

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

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

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

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

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

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

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

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

Mr. McKalips reported that their goal team included Miranda Baird, Mike Haley, Mark Brownlee, Scott Schiller, Jay Young, and Mark Charron. He stated that they established a goal “to provide reliable, convenient, and innovative solid waste and recycling services.” He stated that solid waste services came up in discussion frequently during their initial discussions when they were forming strategies. Mr. McKalips stated that through that discussion, they developed three strategies, the first of which was “to determine community needs and preferred service levels.” He stated that they had a concern about a “build it and they will come” issue, and they wanted to ensure they were responding to what the community wanted. Mr. McKalips emphasized that they wanted to get a broader view of what the community desired, beyond just the contact with McIntire as it was already known that visitors to McIntire are big proponents of recycling. He stated that they have already started down this path with the establishment of the new Ivy transfer station, the solar facility, and the new gas flare– and they felt it was a good time to take and develop a master plan for the site to look at how it might be used for other things. Mr. McKalips noted that these could include additional recycling or composting, and the goal team expanded that to include “developing a strategy or mechanism for engaging the public” and finding out what they want to see out of solid waste services. He stated that the next goal necessary was to try to enhance their partnerships, and perhaps Rivanna could function as a broker of the City and County in creating better coordination. Mr. McKalips stated that internally they would want to get a better handle on what is state of the art in recycling and solid waste management.

Dr. Palmer stated that one of the issues they need to remember is that the public tends to focus on recycling, but this is a much bigger issue that includes things like a small business component that needs services. She commented that it astounds her that a county the size of Albemarle only has one place for the public to bring their trash, when Augusta has 11 and Nelson has 6. Dr. Palmer noted that she was not certain if this tied into the illegal dumping issue, as that was hard to ascertain, but she wanted to make sure they focus on the big picture as they go forward. She added that she tried hard to get commercial haulers and businesses to talk to her about this issue,

but it was difficult to engage them – and she was looking to the County’s solid waste committee to help with that engagement.

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

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

Ms. Whitaker stated that their work also included a discussion how they manage assets, what they see as an asset, how they plan for useful life and replacement, and how to predict and prevent infrastructure failure. She stated that they have at least 15 different tools that each department and part of the agency use to track this type of information, and the goal team would like to see something that’s more universal, for purposes of centralization and sharing. Ms. Whitaker noted that this can then be used to predict future replacement rates, given that infrastructure assets are expensive to replace. She added that they also talked about developing an infrastructure planning and delivery program, and while there were a significant number of standard operating procedures in place, more project managers and consultants were brought in as the organization grew – and they want to make sure there is consistent delivery of infrastructure programs regardless of who the project manager is or what firm is working with them. Ms. Whitaker stated the last item was to develop and maintain a long-term master plan for all critical asset classes, and historically Rivanna has master planned for the things it needed in the immediate. She stated that where they have not been as strong is in having a master plan for all asset classes: finished water, wastewater, and plants. Ms. Whitaker stated that part of their goal here is to do a gap analysis and identify things that have plans and those they don’t, with master planning done to clarify long-term needs.

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

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

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

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

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

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

Ms. Whitaker asked him to define his definition of "rating."

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

Ms. Whitaker responded that the Authority's infrastructure is divided into two categories: inside the fence and outside the fence. She explained that they have a fairly extensively developed program on below ground, outside of the fence assets such as water pipelines and sewer manholes. She stated they have had a master plan in place for the sewer program, which has been updated once in the five-year cycle, and they have a fair amount of information in terms of knowing what needed to be upgraded and when. Ms. Whitaker added that they are finishing up their first major round of CCTV work on all of that, and they have permanent flow meters in the whole system. She stated that on the water side, they have gone through the second and third round of valve replacements, and they have done some pipeline condition assessments. Ms. Whitaker noted that Rivanna's infrastructure is either very old or 25 years old, and the things that are on the cusp of failing have been recently replaced or would be replaced soon. She emphasized that where they feel they need to invest some effort is inside the fence line, in part because the facility was built in 1981 and 1983, with the most recent upgrade happening in 2009. Ms. Whitaker added that there are several hundred pumps onsite, with records of upkeep and maintenance, but the timeline for replacement and associated budgeting needed to be clarified. She mentioned that a lot of the infrastructure with the water treatment plants was going to be replaced soon.

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

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

Mr. Thomas stated that as the organization moves forward and tries to get to its desired future state or vision, staying true to its values and focusing on its mission, it believes it should focus on

the six goals identified. He stated that organizational performance can be measured by the metrics, which provide guidance, and hopefully these map well with the strategies.

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

Board members thanked him for Raftelis's work.

Mr. Thomas responded that Rivanna had a great team.

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

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

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

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

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

11.0 Closed Meeting

At 3:25 p.m., Mr. Jones moved that the Rivanna Water and Sewer Authority Board enter into a joint closed meeting with the Rivanna Solid Waste Authority Board to discuss confidential personnel matters as permitted by Section 2.2-3711.A.1 of the Code of Virginia. Dr. Palmer seconded the motion, which passed by a vote of 6-0. Ms. Galvin was absent from the meeting and the vote.

12.0 Resumption of Open Meeting/Certify Closed Meeting

Mr. Krueger read the following resolution into the record:

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

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

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

At 4:03 p.m., Mr. Jones moved to adopt the above resolution certifying the joint closed meeting with the Rivanna Solid Waste Authority Board. Mr. O'Connell seconded the motion, which passed a roll call vote of 6-0. Ms. Galvin was absent from the meeting and the vote.

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

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

12.0 Adjournment

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

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

Respectfully submitted,



Mr. Jeff Richardson
Secretary-Treasurer