RIVANNA
WATER & SEWER AUTHORITY

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RWSA BOARD OF DIRECTORS
Minutes of Regular Meeting
August 22, 2017

A regular meeting of the Rivanna Water & Sewer Authority (RWSA) Board of Directors was held on Tuesday, August 22, 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. Doug Walker.

Board Members Absent: Ms. Kathy Galvin.

Staff Present: Mr. Mark Brownlee, Mr. Tim Castillo, Ms. Victoria Fort, Ms. Bridgit Gianakos, Dr. Richard Gullick, Ms. Teri Kent, Mr. Bill Mawyer, Mr. Philip McKalips, Ms. Betsy Nemeth, Mr. David Rhoades, Mr. Scott Schiller, Ms. Michelle Simpson, Ms. Andrea Terry, Ms. Jennifer Whitaker and Mr. Lonnie Wood.

Also Present: Mr. Kurt Krueger, RWSA counsel; members of the public; and media representatives; Raftelis representatives Catherine Carter and Darin Thomas; and UVA Head Rowing Coach Kevin Sauer.

1.0 Call to Order

The regular meeting of the RWSA Board of Directors was called to order by Mr. Gaffney on Tuesday, August 22, 2017 at 2:15 p.m.

2.0 Minutes of Previous Board Meetings

a) Minutes of Regular Board Meeting on July 25, 2017

Mr. Jones moved to approve the RWSA Board meeting minutes of July 25, 2017. Mr. O'Connell seconded the motion, which passed by a vote of 5-0. 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 there would be a ribbon-cutting event and tour of the new Rivanna sewer pump station on October 5, 2017, from 10:30 to 11:30 a.m., to include Board members and anyone from the community who would like to attend. He also stated that Rivanna has been working with the project steering committee and consultant to move the strategic plan forward. He introduced committee members Ms. Andrea Terry, Mr. Tim Castillo, Mr. Mark Brownlee, Ms. Bridgit Gianakos, Dr. Richard Gullick, Ms. Michelle Simpson, Mr. David Rhoades, Ms. Jennifer Whitaker and Mr. Lonnie Wood, also stating that Mr. Gaffney, Dr. Palmer, Mr. O'Connell, and Ms. Hildebrand were representing the RWSA board on the team. Mr. Mawyer noted that the Project Steering Committee would work on vision, mission, and goals at the August 31 "Foundation Workshop" meeting.

5.0 Items from the Public

There were no items from the public presented.

6.0 Responses to Public Comments – No Responses This Month

There were no responses to public comments this month.

7.0 Consent Agenda

a) Staff Report on Finance

b) Staff Report on Operations

c) Staff Report on Ongoing Projects

Mr. Jones moved to approve the Consent Agenda as presented. Mr. O'Connell seconded the motion, which passed by a vote of 5-0. Ms. Galvin was absent from the meeting and the vote.

8.0 Other Business

a) UVA Rowing Team/Rivanna Rowing Club Waiver Extension

Mr. Mawyer introduced Kevin Sauer, UVA Women's Rowing Team head coach. He explained that the team had previously been granted a waiver by the RWSA Board to use motorized coaching boats on the launches on the reservoir, and the team is seeking a waiver extension.

Mr. Kevin Sauer stated that he had sent materials and some pictures to Ms. Terry to be distributed to the Board, including a video of a new unit that should enable them to go to electric technology. He noted that UVA Rowing had received a $60,000 grant from a foundation, with the Athletic Department also contributing – with the goal of being fully electric in three years. Mr. Sauer noted that Purewater, an electric technology in Seattle had been working on this for a long time, and the founder of the company used to work for Tesla and was a former rower and trusted associate. He

stated that the unit was tested on the reservoir in November to ensure it could be put on motor boats that would go fast enough for the coaching staff to keep up with the boats and be safe – and the test was 100% successful. Mr. Sauer noted that there would be two prototypes at the World Rowing Championships in Sarasota, Florida in September, with UVA being second in line after the University of Washington when production commences in January. He stated that UVA is totally committed to going electric, which will help with the sound level coming from the boats, as well as addressing environmental issues.

Dr. Palmer noted that electric motors could enable the people who fish and recreate to go faster too and we should be aware of how this capability could impact boating on the reservoir in the future.

Mr. Sauer responded that it would be a matter of affordability, and the electric motorization has grown to the point that bass fisherman were interested – which is a big clientele. He explained that the maximum speed for these boats is about 20-25 miles per hour, and the bass fisherman like to go about 60.

Mr. O'Connell moved to approve the waiver extension for the UVA Rowing Team and Rivanna Rowing Club as presented. Dr. Palmer seconded the motion, which passed by a vote of 5-0. Ms. Galvin was absent from the meeting and the vote.

9.0 Other Items from Board/Staff not on Agenda

There were no additional items presented.

10.0 Closed Meeting

There was no closed meeting held.

11.0 Joint Work Session with Rivanna Solid Waste Authority on the Strategic Plan with Raftelis

The RWSA Board held a strategic planning work session with RSWA Board members, consultants from Raftelis, and staff.

Strategic Planning Work Session

Mr. Darin Thomas of Raftelis addressed the group and introduced Catherine Carter, also of Raftelis. Mr. Thomas stated that this session was a last touchpoint for stakeholder engagement, noting that his team has been working to try to understand the perspectives of people both inside the Authorities and stakeholders on the outside. He stated that this meeting would provide an opportunity for both boards to work through a "SOAR" analysis, which would be synthesized with the rest of the information collected, then that would set the stage for the August 31 "Foundation Workshop." Mr. Thomas noted that during that meeting they would establish vision, values, mission, and goals or goal categories – and then they would move into more detailed strategy development.

Mr. Thomas stated that he wanted to talk about strategic planning in general and work with both boards, the organization and the community to establish the strategic vision of this organization – where and how it can focus its time, energy and resources for the next five or more years. He noted that the strategic plan is a cascading document, with creation of a vision – where they are going and the desired future state; mission – an expression of why they exist; goals and objectives; and strategies – which implement specifics to advance goals and objectives. Mr. Thomas emphasized that all of this rests on the notion of organizational culture and values. He stated that it all fits together with a strategic framework, vision/values/mission, goals through objectives, and strategies.

Mr. Thomas stated that words do matter, and he cited an example of an organization that had the mission of providing water, wastewater, and solid waste services at the lowest cost to customers; or to protect public health and the environment while serving as a platform for economic development. He stated that those two things mean something different – and there are subtle differences with water, wastewater, and solid waste organizations as to how they are defined and what they exist for. Mr. Thomas cited an example of CVS as changing its business model to concentrate on the health and vitality of communities, so they discontinued selling tobacco products. He commented that crafting a mission should help to drive behaviors and shape the organization.

Mr. Thomas stated that they are really trying to get the Board and the organization to take a long-term view, which will help get them to a point of being more resilient and successful. He noted that through the development of strategies, the organization will become more resilient and successful. Mr. Thomas emphasized that they want to have a document that doesn't just sit on a shelf, so they want the Board to constantly challenge and push the organization to measure progress, monitor what's going on, and update the plan regularly.

Mr. Thomas stated that he would like participants to work in twos, and the first part of the process would be to go through a strengths, opportunities, aspirations (SOAR) analysis. He stated that SOAR was based on the notion of positive inquiry, as opposed to SWAT, with the theory being that focusing on the positive would mean they didn't get bogged down in the negative. Mr. Thomas noted that research has shown that when organizations spend a lot of time concentrating on the negatives and trying to fix broken things, they get bogged down – so Raftelis likes to focus on the positive, which is why they use SOAR.

Mr. Thomas suggested that the groups pair off together in twos and come up with the top three strengths are for the Rivanna Authorities, and provided several prompts for them to work with.

He then asked the groups to share what they came up with in terms of organizational strengths.

Mr. Oberdorfer stated that one strength was a highly-qualified staff.

Mr. Henry offered a strength of being able to work through the community water supply plan.

Dr. Palmer stated that the treated wastewater coming out of the Moores Creek Treatment Plant is cleaner than it is when it comes down the river.

Mr. O'Connell stated that one strength is meeting or exceeding all environmental regulations.

Ms. Hildebrand stated that they recently completed some complicated capital projects.

Mr. Jones mentioned the regional focus of the organization and how important it is to see themselves as a shared community – and even though there are differences of opinion, they are still doing this for the community and it's not just the City and the County, but for everyone in the region.

Dr. Palmer stated that the RSWA was trying some new things and was open to some experimentation and expanded services.

Mr. Gaffney noted that this goes across both Authorities, with the pump station, tunneling, and granular-activated carbon.

Mr. Thomas summarized that both of those things mentioned would reflect organizational innovation.

Mr. Walker mentioned positive aspects as financial stability and the commitment to reinvest in aging infrastructure.

Mr. Henry stated that another strength is being engaged in the community.

Mr. Thomas recapped organizational strengths as highly qualified staff, the water supply plan, excellent water quality treatment, ability to meet and exceed regulatory requirements, ability to execute capital projects effectively, regional and community focus, willingness to be innovative, financial strength, commitment to reinvest in aging infrastructure, and community engagement.

Mr. O'Connell mentioned that his group talked about being future focused.

Mr. Walker stated that redundancy was part of looking forward, and perhaps resiliency would be the more accurate term.

Mr. Thomas stated that based on his participation in engaging stakeholders, these were themes that everyone was thinking about and talking about in terms of strengths of the organization – with both internal and external stakeholders having similar perspectives. He asked to get a sense of priority from participants by having them choose their top three priorities. After going through this exercise, Mr. Thomas announced that participants felt the most important strength was the staff, with ability to meet regulatory requirements, financial stability, resiliency, and long-range focus – and all of that input would be used at the August 31 workshop.

Mr. Thomas asked the groups to go through the same exercise but instead focus on the opportunities available to the organization. The groups met and returned with identified opportunities.

Mr. O'Connell stated that his group felt that environmental leadership, sustainable projects, green energy, utilization of natural resources, etc. provided opportunities.

Dr. Palmer stated that her group felt that outreach and education provided an opportunity.

Mr. Gaffney added that high schools provided an opportunity to educate on water and the environment as a career, but the general public would also be educated.

Mr. Jones mentioned that one other area discussed was composting and they hope it can grow from there – so it went beyond what they were seeing today and was a bigger part of the community for the future. He clarified that the program was currently very small and was just started in the last year or two, with the hope being that it would grow and serve more of the community.

Ms. Hildebrand stated that her group identified smart growth planning and anticipating potential modifications to systems for the growth in the area.

Mr. Walker mentioned materials management and a regional focus on solid waste as opportunities.

Dr. Palmer stated that her group identified education regarding illegal dumping in the community as an opportunity to address. She mentioned that Nelson County had six drop-off locations for recycling and trash – whereas Albemarle County has one, even though the County is much larger.

Mr. Thomas clarified her comment as "develop strategies to combat illegal dumping."

Mr. Henry stated that his group talked about broadening recycling opportunities to make them more regional, as they were focused on one main site in the City – yet there is great demand out in the County.

Mr. Oberdorfer stated that his group identified "increase asset life cycle through preventative maintenance" as an opportunity.

Mr. O'Connell mentioned a closer working relationship among the three water partners, and some of the community outreach could be done collaboratively.

Ms. Hildebrand stated that one opportunity was staying ahead of national regulatory requirements.

Dr. Palmer noted that at the Ivy site, there is an agreement with neighbors that constrains them to some extent – but things have changed over the last 15 years, so she would like to see about revisiting that and the neighbors and figuring out a way to remove some of those barriers so they can do composting and some additional non-landfill and disposal services onsite.

Mr. Thomas noted that two of the opportunities identified could be combined: a regional focus on solid waste and materials management, and a strategy to combat illegal dumping.

The group identified their top three priorities.

Mr. Thomas stated that the first opportunity focused on environmental leadership – sustainable projects, green projects – and asked the groups what they should do as an organization to address it as an opportunity.

Dr. Palmer stated that she felt that environmental leadership was also education, and she didn't feel those two were separate.

Ms. Carter responded that they could combine them.

Mr. Walker asked for some examples of what that might be.

Mr. Thomas explained that if they were going to advocate for green energy projects – talk about them and educate – then they need to do it.

Mr. Walker stated that they just co-located a solar array at the Ivy Landfill as a way of addressing this, and while it doesn't provide great benefit to the RSWA, it is consistent with organizational values.

Mr. Thomas mentioned another community in which he had worked, which committed itself to environmental education and built an environmental education center on top of their transfer station – which is used by school children and the community to come in and learn about waste management.

Dr. Palmer noted that they have been talking about the composting program, which would fit right into the environmental piece.

Mr. Thomas clarified the opportunities identified as: environmental leadership, communicating, being an environmental leader, and executing projects around sustainable green energy.

Dr. Palmer stated that completing the water supply plan was another opportunity, adding that this would also mean doing away with the Sugar Hollow Pipeline.

Mr. O'Connell stated that some of the opportunities are in value – and as opportunities or projects come along, there can be a cost to these to be considered longer term – so this is a statement to the Board and to the staff to look for those opportunities as they come along such as staff did with the solar array.

Mr. Thomas commented that at this point these were just brainstorming ideas and they were capturing the data, so they would synthesize this information and have it for their August 31 meeting.

Ms. Carter added that when they come out with goal areas, they will have goal teams – which will need to come up with specific strategies to advance the goals. She stated that what they are doing now is to help give a sense of what the individual stakeholder groups are thinking when they say "environmental leadership," because the word "sustainability" means vastly different things to different people depending on who you ask. Ms. Carter noted that providing this context up front

is helpful later on as people start to consider specific measures that need to be taken – and that helps give people some idea of the direction they should be heading, especially if they were not involved in the strategic planning process.

Mr. Henry mentioned that one of the high schools in the County has an environmental studies category, so perhaps there could be a more formal partnership with Rivanna that ties into education, mentoring, etc.

Mr. Walker noted that this would be similar to the work done in the summertime with interns from the universities.

Mr. Thomas asked for thoughts and ideas related to the opportunity identified to focus on a regional approach to solid waste and material management.

Dr. Palmer stated that they are about to break ground on a transfer station, so once the old transfer station went away they would have an open, larger area – and should take a look at what could be done in that area would be a first step, as well as having Rivanna consider staffing needs.

Mr. Walker commented that they have different approaches to recyclable collection in the region, whether it's self-sort, self-haul, self-drop off – but the jury was still out as to whether the all-in-one dirty MRF (material reutilization facility) solution was the right one, or if there may be a better approach.

Dr. Palmer responded that this was an education piece.

Mr. Walker stated that it is also an opportunity piece, noting that the County has long relied heavily on the private sector, whereas the City relied more extensively on its own public works delivery systems. He added that this didn't have to be the same thing as long as it was communicated well to constituents.

Mr. Thomas clarified that the thought was to evaluate the current recycling programs in the area, develop recommendations for a preferred approach for community residents.

Dr. Palmer commented that there is a very active solid waste management committee in the County that produced a very readable report several years ago on how to move forward – and out of that there may be opportunities to talk with the City prior to their next contract renewal. She stated that the County would continue to depend upon the private sector primarily for trash pick- up, as the City does, but there isn't an opportunity for haulers and citizens in the rural areas to do much with single-stream recycling, for example. Dr. Palmer noted that the idea has been to build the transfer station and use it as a hub to try to figure out how they would do the services, possibly putting in a convenience center.

Mr. Henry stated that they needed to ensure that they were properly staffed to meet an expansion of service.

Mr. Thomas suggested that they address composting or closer working relationships with partners, the other opportunities.

Dr. Palmer stated that they have discussed for years the possibility of combining the three authorities, but she did not know what a "closer relationship" would entail.

Mr. O'Connell suggested that they do common community outreach – "Imagine a Day Without Water," common messaging, etc. – and there is a whole series of things, including informational needs and an emergency plan, that could become collaborative. He mentioned a shared safety training program that was recently done, and there may be more of those opportunities.

Ms. Hildebrand commented that they have seen increased communication between the three agencies in recent months.

Mr. Thomas noted that an opportunity would be to leverage the momentum on the increased communication.

Mr. O'Connell pointed out that the University is a fourth partner, and there is some exploring with the University about water, sewer, and infrastructure strategies going forward.

Mr. Walker mentioned that as Albemarle confronts its more rapid urbanization, it impacts service delivery – with the County now pursuing the implementation of a stormwater utility, which the City already has. He stated that the County is not used to the public works function because they've never had that kind of relationship, and the interaction with the City is somewhat ubiquitous around the edges.

Mr. Gaffney noted that the stormwater utility was outside of the Rivanna purview.

Mr. Thomas stated that there is a lot of discussion nationally about "one water," where a lot of the leadership in water treatment or wastewater treatment are becoming much more immersed in stormwater because of the connectivity of stormwater runoff, water management, etc.

Mr. O'Connell asked if the same kind of exercises had been done with the community groups.

Mr. Thomas explained that they've asked a lot of the same questions to different groups in different ways in an attempt to extract what they are looking for, and he wasn't sure if they had done the SOAR analysis.

Ms. Carter responded that they had, although they didn't talk as much in the community meeting about each of the opportunities, due to time constraints. She noted that because the stakeholder interviews are one-on-one, there is an opportunity to get more in-depth feedback. Ms. Carter mentioned an interview with the community college in which they discussed the benefits of having water utilities work together to develop a curriculum so they get to an economy of scale whereby they could offer training programs. She stated that this was something that would benefit everyone in the region, but each utility did not have the critical mass to push a program through – so if there was more collaboration, they could potentially offer more service to all three utilities. Ms. Carter

noted that there has been a lot of feedback from the stakeholder groups and individuals, although the questions were asked slightly differently.

Mr. Thomas commented that they produce deliverables – one of which is called a "Stakeholder Summary Report," which would become part of their workbook for the following week so that people on the project steering committee could see that input.

He asked participants to answer the question, "What would make you proud?"

Mr. Oberdorfer stated to increase landfill diversion by three times the current level.

Dr. Palmer mentioned that Rivanna's success is contingent on funding from the City and the County.

Mr. O'Connell stated that it would make him proud to identify future needs from the strategic plan, and focusing on that as a board and staff would help them get a lot of things done.

Mr. Walker stated that his comment was to "complete 75% of identified objectives of the plan and engage in a new plan within five years."

Ms. Hildebrand stated that she would be proud if the planning of upcoming facilities and forecasted funding needs were outlined for the next 100 years.

Mr. Jones stated that he would be proud if Rivanna was known nationally as a public utility leader in composting programs.

Mr. Henry stated that his item was a comprehensive regional recycling and composting program implementation.

Mr. Gaffney stated that the item that would make him proud if all wastewater infrastructure upgrades were complete – including Schenk's Branch – and the water treatment plant upgrades completed or in progress at all treatment plants.

Mr. Thomas explained that next week they would have the Foundation Workshop, with strategy developed in three steps: stakeholder engagement, which has been a very good exercise; working with the entire group to develop updated vision statements and organizational values, as well as clarifying the mission and defining broad goal categories; and then exercising the organization towards execution of those goals. He noted that they would work with goal teams, comprised of staff members, who would help with execution of strategies. Mr. Thomas noted that once they get into a cadence with the plan, they would measure and monitor and the Board would ask how the organization was doing with implementation.

Mr. Thomas stated that nine Board members had been interviewed, along with 17 staff members, 22 stakeholder groups, employee focus group meetings with 15+ employees, and an online survey tool with 75 employees and 10 members of the public taking the survey.

Mr. Thomas stated that there are external perspectives: the organization needs to be very strong in terms of its environmental, community, and industry leadership around all things water, wastewater, and solid waste. He stated that there is also a bit of mystery about what Rivanna does, so more proactive communication is necessary. Mr. Thomas noted that the organization was in a strong position to leverage its resources and infrastructure to be able to provide the things they aspire to. He stated that the internal perspective is that the organization feels that a focus on employee development is paramount; the organization feels good about the fact that it is a leader and does an effective job with stewarding resources; the organization has an internal passion for excellence and seems to want to be a national leader with a strong reputation.

Mr. Thomas stated that there are a lot of the same themes going on now, and in the weeks and months ahead they would work to put detail in the strategic plan moving forward.

At this time, the RWSA and RSWA boards adjourned their board meetings.

12.0 Adjournment

At 3:45 p.m., Dr. Palmer moved to adjourn the RWSA Board meeting. Mr. O'Connell seconded the motion, which was approved by a vote of 5-0. Ms. Galvin was absent from the meeting and the vote.

There being no further business, the meeting adjourned at 3:45 p.m.

Respectfully submitted,

Mr. Maurice Jones
RWSA Secretary-Treasurer