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

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

**Board Members Absent:** Ms. Kathy Galvin.

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

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

### 1.0 Call to Order

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

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

### 2.0 Minutes of Previous Board Meeting

a) Minutes of the Regular Meeting of the Board on August 22, 2017.
Dr. Palmer moved to approve the regular Board meeting minutes of August 22, 2017 as presented. 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 this month.

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

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

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

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

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

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

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

5.0 Items from the Public
There were no items from the public.

6.0 Responses to Public Comments – No Responses This Month
There were no responses to public comments.

7.0 Consent Agenda
a) Staff Report on Finance
b) Staff Report on Ivy Material Utilization Center/Recycling Operations Update with HHW and Bulky Waste Day 4-Year History
c) Staff Report on Ivy Landfill Environmental Status

d) Staff Report on Ongoing Projects

e) Recommendation for an Additional ½ Day Holiday on November 22 and December 22, 2017

f) Proposed 2018 Board Meeting Schedule

g) Engineering Services Award – Geotechnical, Materials Testing, and Professional Engineering Services – Schnabel Engineering, LLC

h) Construction Bid Award: Ivy MUC Enclosed Landfill Gas Flare Replacement - SCS Field Services

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

Dr. Palmer asked if it would be smaller.

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

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

8.0 Other Business

There was no other business presented.

9.0 Other Items from Board/Staff Not on Agenda

There were none presented.

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

Recess

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

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

Reconvene

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

10.0 Joint Strategic Planning Work Session with RWSA 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. McIlwwe 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 Rafelis 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 Solid Waste Authority Board enter into a joint closed meeting with the Rivanna Water & Sewer Authority Board to discuss confidential personnel matters as permitted by Section 2.2-3711.A1 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.

Certify Closed Meeting
At 4:03 p.m., the Board came out of closed session.

Mr. Krueger read the following resolution into the record:

WHEREAS, the Rivanna Solid Waste Authority has convened a joint closed meeting with the Rivanna Water and Sewer 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 Solid Waste Authority that such closed meeting was conducted in conformity with Virginia law;

NOW, THEREFORE, BE IT RESOLVED that the Rivanna Solid Waste 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 Solid Waste Authority.

Mr. Jones moved to adopt the resolution certifying the joint closed meeting with the Rivanna Water & Sewer Authority Board. Dr. Palmer seconded the motion, which passed by 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 RSWA Board meeting. Mr. Jones seconded the motion, which passed 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,

[Signature]

Mr. Maurice Jones
Secretary - Treasurer