

**RIVANNA WATER & SEWER AUTHORITY  
RIVANNA SOLID WASTE AUTHORITY**  
695 Moores Creek Lane • Charlottesville, Virginia 22902

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**RWSA AND RSWA BOARD OF DIRECTORS  
Minutes of Special Joint Meeting – Strategic Planning  
June 15, 2017**

A special joint meeting of the Rivanna Water & Sewer Authority (RWSA) Board of Directors and the Rivanna Solid Waste Authority (RSWA) Board of Directors was held on Thursday, June 15, 2017 at 9:00 a.m. in the 2<sup>nd</sup> floor conference room, Administration Building, 695 Moores Creek Lane, Charlottesville, Virginia.

**RWSA Board Members Present:** Mr. Mike Gaffney – Chair, presiding, Ms. Lauren Hildebrand, Mr. Gary O’Connell (arrived at 11:20 a.m.), and Dr. Liz Palmer (left at 11 a.m.)

**RWSA Board Members Absent:** Mr. Doug Walker, Ms. Kathy Galvin, Mr. Maurice Jones.

**RSWA Board Members Present:** Mr. Mike Gaffney – Chair, presiding, Mr. Paul Oberdorfer (arrived at 9:25 a.m.), and Dr. Liz Palmer (left at 11 a.m.)

**RSWA Board Members Absent:** Mr. Doug Walker, Ms. Kathy Galvin, Mr. Maurice Jones, Mr. Trevor Henry.

**Staff Present:** Mr. Brian Baird, Wayne Barnes, Mr. Mark Brownlee, Mr. Tim Castillo, Patricia Defibaugh, Dr. Richard Gullick, Mr. Junior Harris, Mr. David Hewlin, Deborah Hoyt, Ms. Teri Kent, Mr. Bill Mawyer, Mr. Philip McKalips, Mr. Steve Miller, Mr. Greg Morris, Ms. Betsy Nemeth, Mr. David Rhodes, Ms. Michelle Simpson, Mr. David Tungate, Ms. Jennifer Whitaker, Ms. Betsy Wilson and Mr. Lonnie Wood.

**1.0 Call to Order**

The joint meeting of the RWSA Board of Directors and RSWA Board of Directors was called to order by Mr. Gaffney on Thursday, June 15, 2017 at 9:14 a.m. He stated that although no board work would be done, they were required to open official board meetings because of public meeting requirements in light of the fact that more than two board members from each body were present.

**2.0 Matters from the Public**

There were none presented, and the meeting proceeded.

**3.0 Strategic Planning Session**

Mr. Mawyer stated that the Rivanna Authorities had received six good strategic planning consultant proposals per the Request For Proposals issued, and through a selection and negotiation process had selected the firm Raftelis. He stated that Doug Bean is the Charlotte-based company’s project manager, Darin Thomas is a project advisor, and Katherine Carter is a project facilitator.

Mr. Mawyer stated that this is the project steering team, and they would meet again in August and again in October to provide guidance for the project.

Mr. Doug Bean stated that he and his colleagues were glad to be a part of the Rivanna strategic planning process, and asked those in attendance to introduce themselves.

Mr. Mawyer mentioned that a lot of the staff employees on the steering committee were employee council representatives, which is how they were selected to serve on the steering committee.

Mr. Bean asked for an explanation of what the employee council was.

Ms. Simpson explained that the council is a group of representatives from each of Rivanna's departments – water, wastewater, maintenance, engineering, the lab, administration, etc. – and they convene each month to discuss issues, as well as “soft skills” such as mutual trust. She stated that they take feedback back to their individual departments, which provides an extra level of communication among the groups.

Ms. Katherine Carter of Raftelis stated that she serves on their management team and participates in strategic planning with the firm.

Mr. Darin Thomas stated that he is a former mechanical engineer who focused on buried infrastructure, and he joined the Raftelis firm about seven years ago to help enhance the management consulting group within the firm.

Mr. Bean stated that he had worked in utilities and city governments for 40 years, then retired and joined Raftelis to work with other localities on organizational development and planning.

Mr. Bean provided an outline of the strategic planning process and terminology, including a timeline and benchmarks that will lead to the implementation of Rivanna's strategic plan. He stated that they would also be doing a project charter, which would provide grounding for the project, and then do a trend analysis for nine trends affecting utilities.

Mr. Bean presented a definition of strategic plan – “An organization's process for defining ultimate direction, allocating resources, and pursuing the directions through goals.” He stated that if they didn't know where they were going, they might end up someplace else. He stated that there were two choices about the future: to define it and set goals for organizational direction, or to not define it and end up in a different place than intended. Mr. Bean emphasized that it was much better to stipulate where they want to be, determine how to get there, and intentionally plotting the future.

Mr. Bean stated that the vision is the aspirational aspect of planning, the mission is why an organization exists, goals and measures establish what the organization wants to achieve, and strategies are the specific actions taken to achieve those goals. He stated that underpinning all of this work are organizational values and culture, and how the individuals work together to make things happen. Mr. Bean stated that action items for each strategy would also be developed, with the work of the group on those items providing the core of the strategic plan.

Mr. Bean cited an example of CVS Pharmacy, which made a decision about five years ago to rebrand itself as a healthcare provider, hosting mini-clinics for flu vaccinations, and they eliminated sales of tobacco at all of their stores. He stated that the organization's vision and mission would drive the actions taken in a strategic plan, so it was important to clarify those. Mr. Bean stated that typically a utility's mission is to provide water, wastewater, and solid waste services at the lowest cost to its customers, but that emphasizing "lowest cost" conveys a message of "cheap."

Mr. Gaffney stated that when he became involved with the Rivanna Authorities 16 years ago, they had some of the lowest water and solid waste charges in the state – and also had failing infrastructure, limited resources, and low funding. He noted that the one thing they did have was low rates.

Dr. Palmer commented that one of the things that encouraged her to get involved was the antiquated infrastructure here, and she called Rivanna to complain about it and was told that "it's not our mission to protect rivers, it's our mission to supply water to the citizens in the urban area." She said that this also led to her position on the Board of Supervisors.

Mr. Bean stated that the discussion is changed when additional variables such as "economic development" are added to the mission, and it's important to include goals related to efficiency – but that doesn't mean the only reason for existing is to be cheaper than bottled water.

Mr. Bean stated that it does not accomplish anything to have a strategic plan that becomes a shelf document that isn't used, and his team will work to make the plan user-friendly, implementable, measurable towards progress, and able to be monitored. He noted that they would always be adjusting the plan so it remains an organic document that helps them meet the needs of today, and his team would be working with Rivanna to establish a framework for that. Mr. Bean emphasized that organizations' long-term plans that are updated regularly are much more resilient and successful, because successful utilities are those that look to the future, plan for the future, and monitor and update it regularly.

Mr. Bean outlined the planning process, stating that the phase after this initial meeting was the stakeholder and community engagement step, which would begin when they finished this session. He stated that it was crucial to have a "broad and deep" participation in gather information as to what should be in the strategic plan, and they would be interviewing external stakeholders, holding a public charrette, conducting employee interviews and focus groups. Mr. Bean stated that there were a lot of internal perspectives from employees, as well as outside perspectives on Rivanna, and they would be trying to find the common elements that would help inform the strategic plan to ensure that it is comprehensive and inclusive. He noted the other reason for inclusion is to gain buy-in from employees and the community on the plan, which will lead to its successful implementation. Mr. Bean noted that people were typically more enthusiastic about a plan if they had some involvement in putting it together.

Mr. Bean stated that the board workshops would essentially constitute stakeholder groups, and they would host a board workshop on August 22<sup>nd</sup>, at which his team would be asking board members about strengths, opportunities, and aspirations. He noted that they would take all of the

information gathered from stakeholders to set the foundation for the strategic plan, at which time the vision, mission, goals, and values would be drafted. Mr. Bean stated that they would be using teams of employees who would take each of the goal categories and work together as a team to define what the goals really mean, then to put together strategies. He stated those teams would then come together with this steering group in to merge the vision and mission with goals and strategies, scheduled in October. Mr. Bean stated that this working document would be brought to the next board workshop for input, adjustments, and ultimate adoption leading to the plan's implementation.

Dr. Palmer stated that she was a bit concerned that the boards only meet twice on this, and asked if that was something their team typically did with other organizations. She commented that a problem for Rivanna was the structure of its boards, in her opinion.

Mr. Bean responded that there were a lot of ways they structured these, with some having more board involvement, and in this instance they have scheduled two board meetings but have also included board members as part of a steering group – which is more of an integrated approach than having them work separately from staff. He stated that all board members have been invited to participate, so they could be involved in the three meetings of the steering group plus the two board meetings, in addition to other activities.

Mr. Wood asked if the goal team members and the steering team members were the same, because it would mean that none of the steering members would be working on the goals.

Mr. Bean explained that typically a goal team, such as a financial team, would have one member of each group becoming an “executive sponsor,” who would provide support and be involved with the goal team. He stated that every goal team would have a goal champion, who was essentially the committee leader, and it was up to the group who was selected. Mr. Bean stated that if there was additional board involvement needed, they would ensure there were ample opportunities for participation.

Dr. Palmer noted that it was even more time-consuming because there were two boards.

Mr. Bean suggested that after the board meeting and workshop, they may have a better feel for the level of input and could make adjustments accordingly.

Mr. Bean stated that they would now break off into groups, with each establishing what the goals for the strategic planning process should be – such as life of the plan in terms of years, the stakeholders who should be involved, critical success factors needed to meet goals, and any boundaries such as legal parameters. He said they would do a draft charter today that would be brought back at their next meeting for endorsement.

Mr. Thomas pointed out that they were not talking about the organization's strategic plan goals themselves, but rather the goals for the project and what must happen as a result of this process. He stated that they would break into five small groups, work for 10-15 minutes, and answer the first question on project goals. Mr. Thomas provided an example of a goal as “ensuring the process is an inclusive event.”

Participants conducted their small group work.

#### **4.0 Adjournment**

**Ms. Hildebrand moved to adjourn the RWSA Board meeting. Mr. O’Connell seconded the motion, which was approved by a vote of 3-0.**

**Mr. Gaffney moved to adjourn the RSWA Board meeting. Mr. Oberdorfer seconded the motion, which was approved by a vote of 2-0.**

There being no further business, the meeting adjourned at 1:02pm.

**Respectfully submitted,**

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Mr. Maurice Jones  
RWSA Secretary-Treasurer

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Mr. Doug Walker  
RSWA Secretary-Treasurer