

## MEETING NOTICE

A meeting of the Metropolitan Sewerage District Boards' Personnel Committee will be held Thursday, February 26, 2026 at 9:00 a.m. in the Boardroom of the Administration building located at 2028 Riverside Drive, Asheville, NC.

# Personnel Committee Meeting

February 26, 2026

9:00am

W.H. Mull Building, Board Room

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## Committee

**Members:** Jackie Bryson, Chair, Al Whitesides, Douglas Dearth, Allan Tarleton, Chris Pelly

**Note taker:** Derrick Swing

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| 1. | Call Meeting to Order                        | Jackie Bryson, Chair |
| 2. | Inquiry as to Conflict of Interest           | Bryson               |
| 3. | Succession Planning – Item 3                 | Swing                |
| 4. | GM Goals & Objectives Update – Item 4        | Hartye               |
| 5. | Succession Planning for GM Position - Item 5 | Swing                |
| 7. | Adjourn                                      | Bryson               |

# **Metropolitan Sewerage District of Buncombe County**

## **PERSONNEL COMMITTEE - ITEM THREE**

**Meeting Date:** February 26, 2026

**Submitted By:** Thomas E. Hartye, P.E., General Manager  
Derrick Swing, SHRM-SCP, Human Resources Director

**Subject:** Succession Planning 2026/2027

### **Background**

The District has undergone review of succession planning multiple times in the past ten years. Succession planning is the systematic process of identifying critical roles, assessing talent, developing internal candidates through training and mentoring, and creating action plans to ensure leadership continuity. Previous succession planning efforts occurred in 2009 and updated in 2022.

### **Current Actions**

In 2026, the General Manager and Human Resources Director are again meeting with Division Directors to identify pending retirements and assess current and future leadership and skills gaps. HR will work with Directors to address future needs.

# 2025 Goals and Objectives

## Objectives

To lead MSD in its mission to

- Provide Environmental Stewardship
- Provide Long Term Comprehensive Fiscal Management
- Provide Excellent Customer Service
- Continually Improve

## Long Term Goals

- A. Keep the MSD Business Plan on track including the 3 major components of financial stability, environmental health and capital reinvestment.
- B. Meet all environmental permit requirements and to improve the water quality of the plant discharge beyond what is required by permit.
- C. Partner in the Community by collaborating with other agencies where possible.
- D. Succession Planning for Critical District Staff.
- E. Ensure that MSD implements Master Planning Documents and updates as needed.

## Short Term Goals/Milestones

- Carrier Bridge Pump Station and Force Main: *Accelerated project and split in two to expedite disturbance to park areas. MOU with COA. River Crossings project ahead of schedule with first crossing in FBR park installed and the second between the Estate and Carrier Park started. Pump Station work ahead of schedule.*
- Preliminary Engineering Report (PER) for Future Treatment Improvements: *Study 50%complete - identified several technologies to meet future regulations and to replace the aging RBC's. This will be the most expensive single project in MSD history (currently)at \$400 Million. Short listed 3 technologies for further analysis and currently pilot testing AGS.*
- NPDES Permit Renewal: *Successful negotiation with State Regulatory Agency regarding future ammonia limit. Was able to move effective date from 2030 to 2037 which will ease the rate implications of this \$400 Million project.*



- Preliminary Engineering Report (PER) for Future Solids Handling Improvements: *This study is complete and presented to MSD Board. This project involves construction and equipment of \$170 million. This will be MSD's first Design Build project. MSD has hired H&S to lead us through first phase of D/B process.*
- Succession Planning:
  - *In 2009 and 2022, I met with district leaders and supervisors to identify critical positions and potential future vacancies and any anticipated reorganizations within departments.*
  - *Personnel has met with entire staff individually to ascertain desired career path(s). Identify and arrange needed training.*
  - *This program is being updated for new arrivals and new planned retirements in this coming year.*
- Incinerator Rehabilitation Project: *Primary Heat exchanger was replaced along with a new gas system, preheat burner and sand system last year. Currently rebuilding incinerator refractory lining, dome and tuyeres. Project 50% complete.*
- Weaverville Pump Station Replacement/Upgrade. *Construction is moving along swiftly – approximately 70% complete. Project cost \$24 million.*
- Hydro-electric Facility equipment study: *Complete. Incorporating equipment upgrades into CIP for future needs.*
- Craggy Dam Study: *Two Drafts submitted to MSD in May and December 2025 were not acceptable. American Rivers et al to address MSD comments and concerns.*
- Future Large Interceptor Improvements: *River crossing permitted by USCOE. Construction beginning 2026. Design@ 40 %, archaeological studies, environmental permitting for SFB relief Interceptor underway. Regarding the future equalization Tank for wet weather - Norfolk Southern Roundhouse property eliminated from consideration due to contamination issues. Currently working with City of Asheville on property east of the JBL complex.*
- Keep within FY 25 operating budget: *Expenditures approximately 8% under budget.*
- Replace or rehab 30,000 LF of sewer main: *Rehabbed / replaced 25,818 LF of sewer mains in addition to 295 repair projects related to Helene damage.*
- Preventative Maintenance of > 600,000 LF of sewers: *Jet cleaned approximately*

942,137 LF.

- Meet environmental permit regulations for FY 25: *Met all permit regulations.*
- Update Financial Forecast (Business Plan) and parity plan and assist Board in understanding assumptions, inputs and impacts: *Increased the CIP to \$771 Million over next 10 years for Plant rehab. Plan to perform rate study next year when the 2 large future projects have clearer estimates.*
- Customer Service Response Times: *First Responder daytime 28 minutes avg.. Night response time 33 minutes avg..*
- Partnerships:
  - *Partnering with the COA for pavement restoration services and Park resoration.*
  - *Stream testing with both EQI and Mountain True.*
  - *Water /sewer project coordination.*
  - *Riverlink for stream bank restorations*



MSD was awarded the National Environmental Achievement Award for 2017 for the Air Emissions Project.



MSD was upgraded to triple A by Moody's Rating Agency.



MSD received the Excellence in Management Gold Recognition from NACWA for 2015-2018.

# **Metropolitan Sewerage District of Buncombe County**

## **PERSONNEL COMMITTEE - ITEM FIVE**

**Meeting Date:** February 26, 2026

**Submitted By:** Thomas E. Hartye, P.E., General Manager  
Derrick Swing, SHRM-SCP, Human Resources Director

**Subject:** Succession Planning 2026/2027

### **General Manager Succession Planning**

The District must begin discussions regarding a General Manager search. Although this transition is not estimated to occur until late 2027, it is important to get the Personnel Committee's thoughts now. Considerations for that recruitment will be shared with the Personnel Committee for discussion.