



RIVANNA SOLID WASTE AUTHORITY
695 Moores Creek Lane • Charlottesville, Virginia 22902 • (434) 977-2970

RSWA BOARD OF DIRECTORS
Minutes of Regular Meeting
April 24, 2018

A regular meeting of the Rivanna Solid Waste Authority (RSWA) Board of Directors was held on Tuesday, April 24, 2018 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, Ms. Lauren Hildebrand, Mr. Paul Oberdorfer, Mr. Gary O’Connell, Dr. Liz Palmer and Mr. Jeff Richardson.

Board Members Absent: Mr. Maurice Jones.

Staff Present: Mr. Mark Brownlee, Ms. Victoria Fort, Mr. Tom Freeman, Ms. Bethany Houchens, Mr. Bill Mawyer, Ms. Katie McIlwee, Mr. Philip McKalips, Mr. Bill Morris, Mr. David Rhodes, Mr. Scott Schiller, 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, and media representatives.

1. CALL TO ORDER

Mr. Gaffney called the meeting to order at 2:00 p.m.

2. MINUTES OF PREVIOUS BOARD MEETING

a. Minutes of the Regular Meeting of the Board of February 27, 2018

There were no changes to the minutes.

MOTION: Ms. Galvin moved to approve the minutes of the RSWA February 27, 2018 meeting as presented. Mr. Oberdorfer seconded the motion, which passed unanimously (6-0). Mr. Jones was absent from the meeting and the vote.

3. RECOGNITION

Government Finance Officers Association’s Certificate of Achievement for Excellence in Financial Reporting awarded to the RSWA for its 2017 comprehensive annual financial report (CAFR)

Mr. Gaffney read the following resolution into the record:

42
43 **WHEREAS**, March 23, 2018, the Certificate of Achievement for Excellence in Financial
44 Reporting has been awarded to Rivanna Water & Sewer Authority by the Government of Finance
45 Officers Association of the United States and Canada (GFOA) for its comprehensive annual
46 financial report (CAFR).

47
48 **WHEREAS**, the Certificate of Achievement is the highest form of recognition in the area
49 of governmental accounting and financial reporting, and its attainment represents a significant
50 accomplishment by a government and its management.

51
52 **WHEREAS**, the Award of Financial Reporting Achievement has been awarded to the
53 Finance Department and Lonnie Wood, Director of Finance and Administration for preparing the
54 award-winning CAFR.

55
56 **WHEREAS**, the CAFR has been judged by an impartial panel to meet the high standards
57 of the program, which includes demonstrating a constructive “spirit of full disclosure” to clearly
58 communicate its financial story and motivate potential users and user groups to read the CAFR.

59
60 **NOW, THEREFORE, BE IT RESOLVED**, the Rivanna Water & Sewer Authority
61 Board of Directors recognizes and commends the Finance Department and Lonnie Wood for their
62 professional dedication and personal diligence, and orders that this Resolution of Appreciation be
63 entered upon the permanent minutes of the Rivanna Water & Sewer Authority.

64
65 **Mr. Richardson moved to adopt the resolution as presented. Ms. Galvin seconded the**
66 **motion, which passed unanimously (6-0). Mr. Jones was absent from the meeting and the**
67 **vote.**

68
69 **4. EXECUTIVE DIRECTOR'S REPORT**

70
71 Mr. Mawyer reported that RSWA began the Spring Household Hazardous Waste and Bulky
72 Waste Amnesty Day programs, beginning April 26 with commercial vendors, April 27 for
73 residential customers – and on May 5, 12, and 19 they would take furniture, appliances, and tires,
74 respectively. He stated that Rivanna could not get the E-Waste Day to adjoin the other amnesty
75 days because the vendor had a conflict, so the first E-Waste Day was scheduled for Saturday,
76 July 21. Mr. Mawyer stated that they were hoping to get it to fold into the fall amnesty day
77 programs.

78
79 Mr. Mawyer reported that he has been relating strategic plan goals to actual projects Rivanna is
80 working on, and the amnesty days were a part of environmental stewardship goals as well as
81 solid waste services goals. He stated that they also have a strategic plan goal for communication
82 and collaboration, and Katie McIlwee has developed a new education page on the rivanna.org
83 website to inform the community about projects, topics, and resources related to water,
84 wastewater and recycling. Mr. Mawyer noted that in April, they had also provided a tour of the
85 McIntire Recycling Center for a class of kindergartners and first graders from Community
86 Christian Academy.

88 Mr. Mawyer stated that the Ivy Transfer Station aligned with the strategic planning goal for
89 infrastructure, development, and solid waste management, and he presented a picture of the
90 transfer station project – which he said was about 50% complete. He stated that Rivanna would
91 be working with the County on a slight change that needed to be made to the access road, with
92 completion of the transfer station slated for September or October 2018. Mr. Mawyer noted that
93 the master planning process for the Ivy MUC facility would begin in the next two weeks.

94

95 **5. ITEMS FROM THE PUBLIC**

96

97 There were no items from the public.

98

99 **6. RESPONSES TO PUBLIC COMMENTS**

100

101 There were no responses to public comments for this month.

102

103 **7. CONSENT AGENDA**

104

a. Staff Report on Finance

105

106

b. Staff Report on Ivy Material Utilization Center/Recycling Operations Update

107

108

c. Staff Report on Ivy Landfill Environmental Status

109

110

d. Staff Report on Ongoing Projects

111

112 **Mr. Galvin moved to adopt the Consent Agenda as presented. Mr. Henry seconded the**
113 **motion, which passed unanimously (6-0). Mr. Jones was absent from the meeting and the**
114 **vote.**

115

116 **8. OTHER BUSINESS**

117

*a. Introduction of Fiscal Year 2018-2019 Budget and Adoption of the Preliminary Rate
Resolution – Bill Mawyer, Executive Director*

118

119

120 Mr. Mawyer reported that Rivanna expected the upcoming fiscal year to be a very exciting one
121 for RSWA, with completion of the transfer station and new programs such as e-waste, with the
122 compost program continuing and a variety of items they were doing along with the master plan.
123 He stated that some accomplishments from the previous year included completing the strategic
124 plan, adding one day a week at the McIntire Recycling Center and extending summer hours that
125 were now in effect, and expanding the composting program to include the Ivy facility, in
126 addition to McIntire. He noted that the composting program was a regional program they were
127 trying to cultivate with UVA, which was contracting with Black Bear Composting to pick up
128 refuse and bring it to Ivy; then Rivanna contracts with Black Bear to take the refuse to Crimora,
129 where they make compost.

130

131 Mr. Mawyer stated that Rivanna was eager to get going with the strategic plan, complete the
132 transfer station, get the e-waste program started, and complete the Ivy facility master plan. He
133 said the budget for the upcoming fiscal year was \$3.2 million, with four cost centers – the largest

134 being the Ivy Transfer Station component. He stated that the environmental cost center covered
135 groundwater and gas remediation programs of old landfill areas, refuse disposal areas, and also
136 included the e-waste and household hazard waste programs, as well as paint disposal. He said
137 this cost center was funded by the County, the City, and UVA – which paid a fixed fee of
138 \$79,902 through the year 2034; the County paid 64.5% and the City paid 35.5% of the remaining
139 balance, in accordance with the January 2005 four-party agreement between the City, County,
140 Rivanna Authority, and UVA.

141
142 Mr. Mawyer said that this year there would be a net deficit of \$390,000 after those contributions,
143 which Rivanna intends to fund from cash reserves. He stated that the cash reserves in this fund
144 were declining, and they would likely need to discuss with the City and County about the future
145 and the need to allocate funds in lieu of using cash reserves. Mr. Mawyer stated that the
146 alternatives were to look at the programs they were sponsoring, with E-Waste Days funded at
147 \$24,000, which is two \$12,000 days and involved a limited capacity based upon the number of
148 trailers the vendor would bring.

149
150 He noted that they were expecting a strong turnout from the community because this was the first
151 time they would be offering the program, and they may have to come back before the Board for
152 decisions if they wanted to expand beyond that budget. Mr. Mawyer stated that Ms. McIlwee and
153 Mr. McKalips were developing an online sign-up program so they could gauge the interest for
154 the July E-Waste Day, hoping that people will make a reservation so there were not long lines of
155 customers that could not be accommodated with space in the trailers for their e-waste.

156
157 Ms. Galvin asked if there were other ideas for closing the deficit.

158
159 Mr. Mawyer responded that they could limit paint disposal to HHW days instead of offering it
160 every day; they could make HHW events annual instead of semi-annual; and they could decide
161 not to continue E-Waste Days. He stated that most of the groundwater and gas remediation
162 expenses were fairly firm, as they had to do the sampling and testing as requiring.

163
164 Ms. Galvin asked about revenue increases.

165
166 Mr. Mawyer responded that there were no revenue assigned to the environmental fund, as it was
167 remediating refuse.

168
169 Ms. Galvin clarified that she wondered if it could be resolved through another cost center.

170
171 Mr. Mawyer responded that there was, and he would get to that in his report.

172
173 Ms. Palmer commented that there would be costs associated with expansion of recycling
174 services.

175
176 Mr. Mawyer pointed out that they have four cost centers, and they all work at a deficit.

177
178 He reported that the Ivy operations were yard waste, vegetative waste operations – collecting
179 tires, clean fill, bulky waste – and this cost center was fully funded, with the deficit funded by

180 the County. He stated that they would be evaluating the preliminary rate schedule in the fall, and
181 this would be an area where they could look at charges to see if they were market based and if
182 they wanted to continue these services or change the fees.

183
184 Mr. Mawyer reported that the Ivy Transfer Station was the RSWA's largest cost center, with an
185 expense budget of \$1.3 million, and they anticipated revenue of \$725,000 from the paying
186 businesses who brought their refuse to Ivy for disposal. He stated that the County made up that
187 deficit of \$623,000. He said that the recycling program at the McIntire and the Paper Sort is a
188 shared cost center by agreement, with the County paying 70% and the City paying 30%, and it
189 operated at a deficit of about \$330,000.

190
191 Mr. Mawyer reported that Rivanna had a 3% merit pool proposed for all employees, with a 10%
192 increase in healthcare costs in the budget, four additional positions – three of which are fully
193 supported by the transfer station. He explained that an equipment operator would be working
194 inside the transfer station and operating the tractor that pushed the refuse into the disposal chute;
195 one attendant would help direct traffic in and out of the transfer station; and an additional scale
196 clerk would be needed to help with inbound/outbound traffic at the scale house. He stated that
197 the fourth position was a division director, as there was currently no administrator between him
198 and the landfill manager, and as the services were increased, another administrative position was
199 proposed to help manage activities.

200
201 Mr. Mawyer said they did not propose a change in the tipping fees at this point, but they added a
202 \$178-per-ton fee for compostable food waste for businesses that want to bring products to Ivy.
203 He stated that they may revisit tipping fees in the fall, as the transfer station would not be
204 completed until then, and at that time they would reconsider the fees and ensure they were
205 market based. He said they were assessing market conditions at Zions Crossroads, with Van Der
206 Linde going out of business and County Waste is proposing changes to its contract with the City,
207 along with different dynamics in the recycling and refuse market.

208
209 He noted that the Board would meet in August, and staff was aiming to have new data and a new
210 fee schedule that would be advertised for public hearing at the November meeting, going into
211 effect in December or January, if approved. Mr. Mawyer stated that this would be an opportunity
212 for additional revenue, after evaluating how many tons were brought in and the possibility of net
213 gains in revenue, hopefully reducing the deficit.

214
215 Ms. Palmer stated that they should not expect people to start pouring in immediately after it is
216 opened, and it could take a few years to see the change. She said they were making the transfer
217 station situation much more efficient for larger haulers to use, and there may be new people
218 coming into the business as the larger haulers don't always offer the desired services.

219
220 Mr. Mawyer responded that Rivanna was talking with some of the private businesses in the area
221 and getting information from them as to what the dynamics would be from their view, including
222 interest in coming to Ivy and what the market would bear. He stated that the City were budgeted
223 to be about \$207,000, which would increase by \$28,000 in FY19; changes to the County were
224 budgeted to be about \$1.25 million, representing an increase of \$479,000 – principally for the
225 new positions and the cost of the new transfer station.

226
227 Mr. Mawyer presented an organization chart showing that the new division director would be at
228 the top of the solid waste authority, reporting to him, and the scale clerk, equipment operator,
229 and attendant would be in that group for support in the Ivy facility.
230
231 Ms. Galvin asked what the plans were for marketing the Ivy MUC and what it was providing.
232
233 Mr. Mawyer responded that there would be a grand opening and Rivanna was talking with refuse
234 firms now, so it was on their radar that the facility would be open – and they are watching to see
235 what the rate would be and how it might work in their equation, factoring in the economics of
236 how far they must take trash to make it a benefit and the distance they had to travel.
237
238 Ms. Galvin commented that the changes with Van Der Linde have likely changed everyone's
239 thought processes.
240
241 Mr. Mawyer said that was Rivanna's understanding.
242
243 Dr. Palmer stated that it was important to reach out to small businesses and the Chamber of
244 Commerce, as many of the smaller businesses have forgotten that Ivy exists.
245
246 Mr. Gaffney asked if there was a consultant looking at the rates and other metrics such as
247 distance.
248
249 Mr. Mawyer responded that they had not engaged a consultant at this point.
250
251 Dr. Palmer mentioned that there were also factors such as wear and tear on trucks that needed to
252 be considered when driving out to Zions Crossroads.
253
254 Mr. Mawyer agreed, adding that Rivanna felt they would offer a very attractive product and
255 service, and they were eager to see where they needed to be with fees to maximize return and
256 encourage use.
257
258 Mr. Henry asked if the budget assumed a 12-month appointment for the new positions.
259
260 Mr. Mawyer responded that it was budgeted as 3/4 of a year for the equipment operator,
261 attendant, and scale clerk, but they would like to bring the division director in immediately. He
262 commented that solid waste was a dynamic authority currently, with many suggestions coming
263 from the public and a large project with Ivy.
264
265 **Dr. Palmer moved to adopt the following preliminary rate resolution, which would call for**
266 **a public hearing at the RSWA Board meeting on May 22, 2018, to approve the new rates.**
267 **Ms. Galvin seconded the motion, which passed unanimously (6-0). Mr. Jones was absent**
268 **from the meeting and the vote.**
269
270
271

272 **RESOLUTION**

273
274 **ADOPTION OF THE RIVANNA SOLID WASTE AUTHORITY**
275 **PRELIMINARY RATE SCHEDULE**
276 **FOR FISCAL YEAR 2019**
277

278
279 **WHEREAS**, Rivanna Solid Waste Authority (the "Authority") Board of Directors has reviewed
280 the proposed budget and associated rates for Fiscal Year 2019; and
281

282 **WHEREAS**, Section 15.2-5136(G) of the Code of Virginia, requires the adoption of the
283 preliminary rate schedule for notification of a public hearing prior to any rate change; of which
284 there is a 14-day requirement between the date of the last of two public notices and the actual date
285 fixed for the public hearing; and
286

287 **NOW, THEREFORE, BE IT RESOLVED** that the Rivanna Solid Waste Authority Board of
288 Directors hereby approves the accompanying Ivy Material Utilization Center preliminary rate
289 schedule for the purpose of notification of a public hearing to be held on May 22, 2018 at 2:00
290 p.m. during the regularly scheduled Board of Directors meeting.
291
292

TIPPING FEES PER TON:

Clean Fill Material	\$ 10.00
Pallets	\$ 48.00
Vegetation/ Yard Waste	\$ 48.00
Non-Freon Appliances	\$105.00
Domestic Waste (MSW)	\$ 66.00
Construction Debris (CDD)	\$ 66.00
Compostable Waste (Businesses Only)	\$178.00
Tires	\$190.00

TIPPING FEES PER ITEM:

Freon Appliances	\$ 17.00
Non-Freon Appliances	\$ 9.00
Passenger Veh. Tire Off Rim	\$ 6.00
Passenger Veh. Tire With Rim	\$ 13.00
Large Truck Tire Off Rim	\$ 17.00
Large Truck Tire With Rim	\$ 33.00

OTHER CHARGES:

Minimum Charge (per load)	\$ 6.00	Service Fee Per Ticket:	
Mulch or Lumber Log (per ton)	\$ 30.00	Albemarle County customers	\$ 1.00
Trash Stickers (for set of 12)	\$ 24.00	Other customers	\$ 10.00
Ticket Request (per copy)	\$ 1.00	Hauling Fee Per Load Based on Location:	
Credit Application Fee (each)	\$ 35.00	Minimum	\$100.00
		Maximum	\$142.00

293 * - This fee applies to businesses and institutions only.
294
295
296

297 **Recess/Reconvene**

298 **At 2:26 p.m., Ms. Galvin moved to recess the RSWA Board meeting. Mr. Henry seconded**
299 **the motion, which passed unanimously (6-0). Mr. Jones was absent from the meeting and**
300 **the vote.**

301
302 **At 3:02 p.m., Ms. Galvin moved to reconvene the RSWA Board meeting to meet jointly**
303 **with the Rivanna Water and Sewer Authority Board. Dr. Palmer seconded the motion,**
304 **which passed unanimously (6-0). Mr. Jones was absent from the meeting and the vote.**

305 *b. Strategic Plan Implementation – Katie McIlwee, Communication Manager, Executive*
306 *Coordinator, and Goal Team Leader*

307
308 Ms. McIlwee reported that in January, Raftelis Consultants brought the goal teams together for
309 implementation workshops, and she provided the Board with a reminder of the goal teams and
310 their leaders. She explained that at the workshops, each goal team reviewed the strategies and
311 identified the two highest priorities, then developed tactics on how to implement those strategies.
312 Ms. McIlwee noted that considerations were the impact of the strategy, the timing, the
313 sequencing, the ease of implementation, and realization that this was just the first year in a five-
314 year strategic plan.

315
316 Ms. McIlwee reported that from six goals and 21 total strategies, they developed 78 tactics. She
317 explained that to achieve success, they needed to prioritize doable, short-term tactics that could
318 be built upon and celebrated in the first year as successful. She stated that they also needed to
319 develop structured reporting and accountability for the tactics, foster organizational involvement,
320 and sustain organizational commitment in order to succeed with the goals. Ms. McIlwee
321 referenced the top 12 strategies developed by the goal teams, realizing that there were 21 total,
322 with the focus on those with the highest priorities throughout the first year.

323
324 Ms. McIlwee stated that the workforce development team established a strategy to “develop a
325 comprehensive staffing, classification, and compensation plan,” and “conduct a training needs
326 assessment and enhance the training program.” She explained that some of their tactics were to
327 implement approved pay-grade schedules, develop a master staffing plan, complete a
328 compensation study (which has been completed), and continue an annual review of staffing
329 needs. Ms. McIlwee stated that the group wants to develop a 12-month training calendar, partner
330 with PVCC to develop a leadership training program, and enhance employee development plans.
331 She noted that for all of these tactics, the group has tactic leaders to track the process.

332
333 Ms. McIlwee reported that as an example of operational optimization, the group established a
334 strategy to “continually evaluate, prioritize, and improve key businesses and operational
335 processes” and “protect our workforce and the public through continually growing a culture of
336 safety.” She mentioned that they had developed tactics to achieve those strategies. Ms. McIlwee
337 stated that communications and collaboration established a strategy to “create and maintain
338 internal communication platforms” and “create and implement a comprehensive public outreach
339 plan.”

340
341 Ms. McIlwee reported that the next steps were to begin active implementation and most goal
342 teams had already gotten underway, with a more formalized process now being used. She stated

343 that with Raftelis' help, they would establish a digital strategy model that would help track
344 numbers and progress percentages, with a quarterly progress update to be provided to the Board
345 on each tactic.

346
347 Dr. Palmer asked what "increase internal environmental engagement" meant.
348

349 Ms. Terry explained that they felt because they had so many departments and so many different
350 pieces of environmental stewardship underway, they needed to start internally and ensure that
351 every employee knew what other employees did – and how each department impacted the
352 environment. She stated that in their goal group meeting, they determined that not everyone
353 knew what was happening in other departments, so they felt they needed to educate staff
354 internally.

355
356 Dr. Palmer asked if anyone at Rivanna was already coordinating with staff at the County level on
357 the local climate action program that was being expanded.
358

359 Ms. Terry asked what staff of the County in particular was working on that.
360

361 Mr. Henry stated that it was him and Andy Lowe.
362

363 Ms. Terry stated that she coordinated with David Hannah and John Murphy frequently but would
364 be glad to participate in that as well.
365

366 Ms. Galvin asked if that was in partnership with the City.
367

368 Dr. Palmer stated that it was.
369

370 Mr. Henry asked if the goal was to achieve most of these tactics over the next 12 months.
371

372 Ms. Terry responded that the tactics initially developed were 12 to 18-month tactics.
373

374 Mr. Henry asked if the consultant would help provide a tracking system for how that was
375 measured.
376

377 Ms. McIlwee confirmed that they would, stating that they had a program that allowed them to
378 measure how far a tactic was completed, then calculating it into the overall strategy.
379

380 Mr. Henry commented that he would be interested in seeing the tracking system. He stated that
381 the Board of Supervisors had many strategic initiatives that were being tracked and he was
382 interested in seeing how the Raftelis consultant was doing this.
383

384 Ms. Galvin noted that she was not certain when the City would receive its next strategic plan
385 update, but she would be interested in this information as well.
386

387 Mr. Mawyer mentioned that Rivanna would be providing a quarterly updates to the Board of
388 Supervisors and City Council.

389
390 Mr. Henry asked if staff could provide the tactics for all strategy areas, particularly the main
391 categories.
392
393 Ms. McIlwee stated that she would send them out.
394
395 Mr. O'Connell asked if the plan was to revisit the tactics after 12 to 18 months and reset some of
396 them.
397
398 Mr. Maywer clarified that this was the first year of a five-year plan, and they would revisit and
399 possibly change items accordingly.
400
401 Mr. O'Connell asked if they envisioned any of these as being over the five-year period.
402
403 Ms. McIlwee responded that because all the teams were just starting, she wasn't sure if that had
404 been realized – but the teams would continue to meet throughout the five years and may get into
405 one of the tactics and realize it was much more far reaching than originally planned. She stated
406 that this was a continuing, evolving process, so some of the tactics may drop off and others may
407 be added. Ms. McIlwee noted that there was more work to do with the strategies, and there was a
408 lot of crossover among goal teams.
409
410 Mr. Gaffney asked when the RWSA and RSWA boards would receive their next updates.
411
412 Mr. Mawyer replied that the updates would be given quarterly, with the next update to the Board
413 being in August, and he anticipated written reports in addition to staff's presentations.

414
415 **9. OTHER ITEMS FROM BOARD/STAFF NOT ON AGENDA**

416
417 There were none presented.

418
419 **10. CLOSED MEETING**

420
421 There was no closed meeting.

422
423 **11. ADJOURNMENT**

424
425 **At 3:18 p.m., Dr. Palmer moved to adjourn the RSWA Board meeting. Ms. Galvin**
426 **seconded the motion, which passed unanimously (6-0). Mr. Jones was absent from the**
427 **meeting and the vote.**

428
429 Respectfully submitted,

430
431 
432 _____
433 Mr. Maurice Jones
434 Secretary - Treasurer