



Rivanna Solid Waste Authority

Board of Directors
Special Meeting

September 25, 2018

2:00pm



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

BOARD OF DIRECTORS

Special Meeting of the Board of Directors of Rivanna Solid Waste Authority

DATE: September 25, 2018

LOCATION: Conference Room, Administration Building
695 Moores Creek Lane, Charlottesville, VA

TIME: 2:00 p.m.

AGENDA

- 1. CALL TO ORDER**
- 2. MINUTES OF PREVIOUS BOARD MEETING**
 - a. Minutes of the Regular Meeting of the Board on August 28, 2018*
- 3. RECOGNITION**
- 4. EXECUTIVE DIRECTOR'S REPORT**
- 5. ITEMS FROM THE PUBLIC**
- 6. RESPONSES TO PUBLIC COMMENTS**
- 7. CONSENT AGENDA**
 - a. Staff Report on Finance*
 - b. Staff Report on Ivy Material Utilization Center/Recycling Operations Update*
 - c. Staff Report on Ivy Landfill Environmental Status*
 - d. Staff Report on Ongoing Projects*
- 8. OTHER BUSINESS**
 - a. Presentation: Solid Waste Fee Alternatives; Director of Solid Waste, Phil McKalips*
- 9. OTHER ITEMS FROM BOARD/STAFF NOT ON AGENDA**
- 10. CLOSED MEETING**
- 11. ADJOURNMENT**

GUIDELINES FOR PUBLIC COMMENT AT RIVANNA BOARD OF DIRECTORS MEETINGS

If you wish to address the Rivanna Board of Directors during the time allocated for public comment, please raise your hand or stand when the Chair asks for public comments.

Members of the public requesting to speak will be recognized during the specific time designated on the meeting agenda for "Items From The Public." Each person will be allowed to speak for up to three minutes. When two or more individuals are present from the same group, it is recommended that the group designate a spokesperson to present its comments to the Board and the designated speaker can ask other members of the group to be recognized by raising their hand or standing. Each spokesperson for a group will be allowed to speak for up to five minutes.

During public hearings, the Board will attempt to hear all members of the public who wish to speak on a subject, but it must be recognized that on rare occasion presentations may have to be limited because of time constraints. If a previous speaker has articulated your position, it is recommended that you not fully repeat the comments and instead advise the Board of your agreement. The time allocated for speakers at public hearings are the same as for regular Board meetings, although the Board can allow exceptions at its discretion.

Speakers should keep in mind that Board of Directors meetings are formal proceedings and all comments are recorded on tape. For that reason, speakers are requested to speak from the podium and wait to be recognized by the Chair. In order to give all speakers proper respect and courtesy, the Board requests that speakers follow the following guidelines:

- Wait at your seat until recognized by the Chair.
- Come forward and state your full name and address and your organizational affiliation if speaking for a group;
- Address your comments to the Board as a whole;
- State your position clearly and succinctly and give facts and data to support your position;
- Summarize your key points and provide the Board with a written statement, or supporting rationale, when possible;
- If you represent a group, you may ask others at the meeting to be recognized by raising their hand or standing;
- Be respectful and civil in all interactions at Board meetings;
- The Board may ask speakers questions or seek clarification, but recognize that Board meetings are not a forum for public debate; Board Members will not recognize comments made from the audience and ask that members of the audience not interrupt the comments of speakers and remain silent while others are speaking so that other members in the audience can hear the speaker;
- The Board will have the opportunity to address public comments after the public comment session has been closed;
- At the request of the Chair, the Executive Director may address public comments after the session has been closed as well; and
- As appropriate, staff will research questions by the public and respond through a report back to the Board at the next regular meeting of the full Board. It is suggested that citizens who have questions for the Board or staff submit those questions in advance of the meeting to permit the opportunity for some research before the meeting.

The agendas of Board meetings, and supporting materials, are available from the RWSA Administration Office upon request or can be viewed on the Rivanna website(s)



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RSWA BOARD OF DIRECTORS
Minutes of Regular Meeting
August 28, 2018

A regular meeting of the Rivanna Solid Waste Authority (RSWA) Board of Directors was held on Tuesday, August 28, 2018 at 2:00 p.m. in the 2nd floor conference room, Administration Building, 695 Moores Creek Lane, Charlottesville, Virginia.

Board Members Present: Mike Gaffney – presiding, Trevor Henry, Paul Oberdorfer, Mike Murphy, Jeff Richardson, Liz Palmer, and Kathy Galvin.

Board Members Absent: None.

Staff Present: Mark Brownlee, Phil McKalips, Katie McIlwee, Bill Mawyer, David Rhoades, Lonnie Wood, Michelle Simpson, Jennifer Whitaker, Scott Schiller, and Liz Coleman.

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.

- a. Welcome to new Board member, Mike Murphy, Interim City Manager*

Mr. Gaffney welcomed Mr. Murphy to the Board.

- b. Nominations and Election of Board Secretary*

Mr. Krueger explained that traditionally the Board had a Vice-Chair and Secretary, alternating the City Manager and County Executive in those two positions between the RSWA and RWSA. He stated that Mr. Jones had served as Secretary for RSWA and Vice-Chair for RWSA, and Mr. Murphy could be elected into those positions and filling the position was necessary to enable Mr. Krueger to sign an opinion when needed related to the upcoming bond deal affirming that all things were properly authorized and executed. He stated that the RSWA Board could choose to have Mr. Murphy serve as the Secretary of the RSWA if it wished to follow prior practice.

Ms. Galvin moved to elect Mr. Murphy to serve as Secretary of the RSWA. Dr. Palmer seconded the motion, which passed unanimously (7-0).

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2. MINUTES OF PREVIOUS BOARD MEETING

a. Minutes of the Regular Meeting of the Board of June 26, 2018

There were no changes to the minutes.

Dr. Palmer moved to approve the minutes of the RSWA June 26, 2018 2018 meeting as presented. Mr. Henry seconded the motion, which passed unanimously (7-0).

3. RECOGNITION

a. Resolution of Appreciation for Maurice Jones

Mr. Gaffney read the resolution into the record as follows:

WHEREAS, Mr. Jones has served as a member of the Rivanna Water & Sewer Authority and Solid Waste Authority Boards of Directors since 2010; and

WHEREAS, over that same period Mr. Jones has demonstrated leadership in water and sewer, solid waste and recycling services; and has been a valuable member of the Boards of Directors and a resource to the Authorities; and

WHEREAS, Mr. Jones’s understanding of the water, sewer, solid waste and recycling operations of the City of Charlottesville, the Water & Sewer Authority and the Solid Waste Authority has supported a strategic decision-making process that provided benefits to the customers served by the City of Charlottesville as well as the community as a whole. During Mr. Jones’s tenure and through his efforts, major projects were completed including:

- a Community Water Supply Plan, to ensure an adequate water supply for the next 50 years;
- the Expanded Ragged Mountain Reservoir Dam;
- the Rivanna Sewer Pumping Station;
- Odor Control Improvements at the Moores Creek Advanced Water Resource Recovery Facility;
- Granular Activated Carbon Filters for the water treatment plants;
- a Strategic Plan for both Authorities; and

WHEREAS, the Water & Sewer Authority and Solid Waste Authority Boards of Directors are most grateful for the professional and personal contributions Mr. Jones has provided to both Authorities and to the community; and

NOW, THEREFORE, BE IT RESOLVED that the Rivanna Water & Sewer Authority and the Rivanna Solid Waste Authority Boards of Directors recognizes, thanks, and commends Mr. Jones for his distinguished service, efforts, and achievements as a member of the Rivanna Water & Sewer Authority and the Rivanna Solid Waste Authority, and presents this Resolution as a token of esteem, with its best wishes in his future endeavors.

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BE IT FURTHER RESOLVED that this Resolution be entered upon both the permanent Minutes of the Rivanna Water & Sewer Authority and the Rivanna Solid Waste Authority.

Dr. Palmer moved to approve the resolution as presented. Ms. Galvin seconded the motion, which passed unanimously (7-0).

b. Resolution of Appreciation for Mark Brownlee

Mr. Gaffney read the resolution into the record as follows:

WHEREAS, Mr. Brownlee has served in numerous positions, most recently as the Solid Waste Manager since 2000; and

WHEREAS, over the same period of 18 years, Mr. Brownlee has demonstrated leadership in his field and has been a valuable resource to the Authority and its employees; and

WHEREAS, Mr. Brownlee’s understanding of the Authority’s overall operation has positively impacted the Authority, its customers, and its employees; and

WHEREAS, the Rivanna Solid Waste Authority Board of Directors is most grateful for the professional and personal contributions Mr. Brownlee has provided to the Rivanna Solid Waste Authority, its customers and its employees; and

NOW, THEREFORE, BE IT RESOLVED that the Rivanna Solid Waste Authority recognizes, thanks and commends Mr. Brownlee for his distinguished service, efforts and achievements as a member of the Rivanna Solid Waste Authority, and presents this Resolution as a token of esteem, with its best wishes in his retirement.

BE IT FURTHER RESOLVED that this Resolution be entered upon the permanent Minutes of the Rivanna Solid Waste Authority.

Mr. Brownlee stated that his job with Rivanna had been the best he’d ever had, and he thanked the Board for the opportunity offered while on the job.

Dr. Palmer moved to approve the resolution as presented. Ms. Galvin seconded the motion, which passed unanimously (7-0).

c. Resolution of Appreciation for Kenneth Chapman

Mr. Gaffney read the resolution into the record as follows:

WHEREAS, Mr. Chapman has served in numerous positions, most recently as a Driver/Equipment Operator since 2003; and

133 WHEREAS, over the same period of 15 years, Mr. Chapman has demonstrated leadership
134 in his field and has been a valuable resource to the Authority and its employees; and
135

136 WHEREAS, Mr. Chapman’s understanding of the Authority’s overall operation has
137 positively impacted the Authority, its customers, and its employees; and
138

139 WHEREAS, the Rivanna Solid Waste Authority Board of Directors is most grateful for the
140 professional and personal contributions Mr. Chapman has provided to the Rivanna Solid Waste
141 Authority, its customers and its employees; and
142

143 NOW, THEREFORE, BE IT RESOLVED that the Rivanna Solid Waste Authority
144 recognizes, thanks and commends Mr. Chapman for his distinguished service, efforts and
145 achievements as a member of the Rivanna Solid Waste Authority, and presents this Resolution as
146 a token of esteem, with its best wishes in his retirement.
147

148 BE IT FURTHER RESOLVED that this Resolution be entered upon the permanent
149 Minutes of the Rivanna Solid Waste Authority.
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151 **Dr. Palmer moved to approve the resolution as presented. Ms. Galvin seconded the motion,**
152 **which passed unanimously (7-0).**
153

154 ***4. EXECUTIVE DIRECTOR’S REPORT*** 155

156 Mr. Mawyer reported that Liz Coleman was appointed as Rivanna’s new safety manager, a
157 position that she had held at her former employer, the Fluvanna Department of Corrections.
158

159 Mr. Mawyer reported that the Ivy Transfer Station ribbon cutting had been held the previous
160 week and stated that most Board members had attended. He stated that Rivanna had also recently
161 replaced a flare at the transfer station, with an opening date for the new transfer station scheduled
162 for some time in the next two weeks.
163

164 Mr. Mawyer reported that Rivanna had completed the first electronic waste (e-waste) amnesty
165 day on July 21, with outstanding response from about 244 residents who brought 14.5 tons of
166 electronic items to be recycled through Care Environmental. He stated that staff would suggest a
167 future e-waste recycling program for the spring or fall of 2019. Mr. Mawyer stated that they
168 would also move forward with the household hazardous waste days in September and October,
169 with Phil McKalips having done a tour of the McIntire facility as part of outreach efforts.
170

171 Dr. Palmer stated that she had been thinking about naming the Ivy Transfer Station and had
172 come up with several suggestions: “MUC of the Blue Ridge,” “Mountain Vistas MUC,” and
173 “Viewtopia MUC.” She noted that it was an aesthetically pleasing site despite the traffic noise.
174 She stated that in reading through the materials, she wondered if there was a timeline for
175 demolition of the old compactor.
176

177 Mr. Mawyer responded that it was ongoing and underway now.
178

179 Mr. McKalips added that he thought it was a 60-day window to have the old site demolished, and
180 scrap metal costs were figured into the bid and were thus coming out of the price – but that was
181 not high value currently.

182
183 Dr. Palmer asked if commercial entities had been told that compost could be taken to Ivy.
184

185 Mr. Mawyer responded that Rivanna advertised it on the website.
186

187 Mr. McKalips stated that they had mentioned it at the Board meetings and at other venues but
188 had not done an advertising campaign.

189
190 **5. ITEMS FROM THE PUBLIC**

191 Mr. Gaffney invited items from the public.
192

193
194 There being none offered, the agenda item was closed.
195

196 **6. RESPONSES TO PUBLIC COMMENTS**

197
198 There were no responses to public comments for this month.
199

200 **7. CONSENT AGENDA**

201 *a. Staff Report on Finance*

202
203 *b. Staff Report on Ivy Material Utilization*

204
205 *c. Staff Report on Ivy Landfill Environmental*

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207 *d. Staff Report on Ongoing Projects*
208

209 Dr. Palmer commented that it would be nice to display the information about the car trips across
210 the scale at the landfill more prominently.
211

212 **Ms. Galvin moved to adopt the Consent Agenda as presented. Dr. Palmer seconded the**
213 **motion, which passed unanimously (7-0).**

214
215 **8. OTHER BUSINESS**

216
217 *a. Presentation of Ivy MUC Master Plan – Convenience Center Layout Alternatives; Phil*
218 *McKalips, Director of Solid Waste*
219

220 Mr. McKalips reported that Rivanna was in the process of developing a Master Plan for the Ivy
221 MUC site, noting that there had been many changes: the new transfer station, a proposed new
222 recycling center, etc. The purpose of the Master Plan is to develop a plan for what we intend to
223 do with the site. Since the Plan will address what materials Rivanna recycles, it will also impact
224 the McIntire Recycling Center.

225
226 Mr. McKalips explained that the first step in that process was for the consultant, Arcadis, to
227 propose a few alternative convenience center locations out at the Ivy site for the Board to
228 consider. He stated that Alternative No. 1 was located where the existing transfer station is. He
229 mentioned that the system was two-tiered based on the existing loading dock. Mr. McKalips
230 stated that about half the containers would be on the lower tier, where they intended to put the
231 compacting containers. This arrangement would allow customers to walk up and put the
232 recyclable material in a chute, which kept them away from mechanical portions of the operation.
233 He added that the other containers would be located on the uphill side, and he noted on a map
234 provided what the ingress and egress would be.

235
236 Mr. McKalips stated that the positive aspects of the Plan are that it utilizes the existing transfer
237 station area. It already has electrical service there from the compactor, it's already paved with
238 durable pavement, it has a two-tier design so the public can be kept away from the compactors,
239 and it allows the rest of the site to be used pretty much the same way it's used now so it doesn't
240 require any changes. He stated that the negative aspects include the fact that it is somewhat fixed
241 with limited room for expansion. Mr. McKalips noted that the other potential downside is that
242 the entrance road, part of which would be new construction, would be two-way.

243
244 Dr. Palmer commented that there would be room to separate it.

245
246 Mr. McKalips responded that it could be divided, and the site was low-speed driving.

247
248 Mr. McKalips presented a map of the site showing Alternative No. 2 and stated that there was a
249 long-paved area extending to the east from the barn used for Amnesty Days. The paved area is
250 currently used to store waste trailers and some equipment. He stated that this alternative would
251 place a convenience center at the very far end of the parking area, which allowed that entire
252 paved area to be expanded into at some point in the future. Mr. McKalips stated that all traffic –
253 waste-hauling trailers, future Amnesty Day traffic, etc. – would continue down around the
254 convenience center, then coming back out and ultimately out of the site. He noted that it had lots
255 of room for expansion and lots of space for queuing of traffic.

256
257 Mr. McKalips noted that Alternative No. 2 mixed site vehicle traffic more with the public than
258 he would like. He stated that Alternative No. 1 created a bit of an island in the middle, with
259 heavier truck traffic spinning around it and people at the convenience center isolated from that.
260 Mr. McKalips noted that the Alternative No. 2 design mixed customer and site traffic and would
261 cause us to rethink how they did HHW and other Amnesty Days.

262
263 Dr. Palmer asked what else they would use that paved area for.

264
265 Mr. McKalips responded that they currently used it for vehicle parking, and it was used as a
266 laydown area for big construction projects such as drilling. He added that it really did not get
267 used for much else.

268
269 Dr. Palmer asked if setting up a compost facility would require a paved surface or if it could be
270 located somewhere else on the property.

271
272 Mr. McKalips replied that if they were not doing putrescible waste (that which did not contain
273 animal product), the DEQ has suggested repeatedly that Rivanna could do composting on the old
274 closed landfill cells, because storm water controls already exist and the area was up on a grassed
275 space that the composting would not hurt – so it has been mentioned as a good site.
276
277 Dr. Palmer stated that if they got materials from restaurants, it would contain animal products.
278
279 Mr. McKalips responded that he was referring to farm animals, and when “composting” is
280 mentioned, people recall when Morton’s and Con-Agra were composting a lot of material, with
281 the animal fats causing issues. He stated that previous efforts utilized large ag bags, which
282 produced more of a “soup” that caused problems.
283
284 Dr. Palmer inquired if any of that material composted was ever sold.
285
286 Mr. McKalips clarified that the intention was to have a marketable product, but he was not sure
287 if they ever sold any.
288
289 Mr. Brownlee stated that they ended up spreading it on the landfill.
290
291 Dr. Palmer stated that the idea of a new composting facility would be to sell it for compost.
292
293 Mr. McKalips explained that the ag bags create an anaerobic reaction, so the material is
294 composting differently than Black Bear-type composting, which is very aerobic – adding carbon
295 sources and increasing the temperature.
296
297 Dr. Palmer said that DEQ had suggested doing restaurant waste composting, what Black Bear
298 does, but on the actual landfill, which would mean they wouldn’t need a separate site.
299
300 Mr. McKalips stated that since there were some areas that weren’t valuable for anything else, it
301 might not be a bad idea.
302
303 Dr. Palmer stated she just wanted to be sure if they went with something like this they weren’t
304 precluding something else going there.
305
306 Ms. Galvin asked when they needed to make a decision.
307
308 Mr. McKalips responded that there had been consideration of supplemental board meetings
309 between now and November, which was when the report was supposed to be delivered. He stated
310 that the Board could give ideas on modifications or ask questions or specify a definitive
311 preferred alternative, and it would be good to have that input before November if possible.
312
313 Mr. Henry asked about the cost estimates, as Alternative No. 1 would be far less costly and
314 would still meet programming requirements because it was a reuse of an existing facility. He
315 stated that there would need to be a lot of justification for Alternative No. 2 because of the length
316 of the roadway.

317
318 Mr. McKalips explained that the area around was already paved, and so construction would be
319 limited to line-painting of the area. He stated that the biggest change would be running electrical
320 service to the site for all the compactors, and they would still have a temporary attendant in a hut,
321 and sanitary facilities would be porta-potties. Mr. McKalips stated that there would be barricades
322 to help further delineate the roads on the paved area, in addition to the lines.
323
324 Mr. Henry asked for clarification on the area designated as loading and unloading.
325
326 Mr. McKalips stated that the entire area was paved and was considered the former asbestos
327 disposal area, with the paved area actually serving as a cap for that. He confirmed that they may
328 need some additional substructure done to put the compactors on, as they do not always sit so
329 well on asphalt.
330
331 Dr. Palmer mentioned that Mr. McKalips had presented this to the Albemarle County Solid
332 Waste Alternatives Advisory Committee (SWAAC) the previous month, and they had felt that
333 Alternative No.1 was the most user-friendly as well as staff's preferred option.
334
335 Mr. McKalips stated that it was his preferred as well, and he stated that in observing McIntire,
336 people make many trips back to the car – so if he can shorten the distance between parking and
337 where any particular container is, it's an advantage to the customer. He stated that by having two
338 rows, the distance is cut by half.
339
340 Dr. Palmer stated that after hearing this discussion, she felt fairly comfortable with the
341 recommendations.
342
343 Mr. Gaffney commented that he would like to get the cost estimates before deciding. He noted
344 that Dr. Palmer had suggested holding meetings for the next two months to talk about the new
345 transfer station results.
346
347 Dr. Palmer responded that she would also like to discuss the composting item.
348
349 Mr. Gaffney stated they would have RSWA meetings in September and October.
350
351 Mr. Krueger stated that the Board could make a motion to have those meetings or the chair
352 would be calling it.
353
354 **Dr. Palmer moved to schedule September and October RSWA Board meetings at their**
355 **regular 2:00 p.m. time. Mr. Henry seconded the motion, which passed unanimously (7-0).**
356
357 **At 2:33 p.m., Ms. Galvin moved to recess the RSWA Board meeting. Mr. Oberdorfer**
358 **seconded the motion, which passed unanimously (7-0).**
359
360 **At 2:50 p.m., Dr. Palmer moved to reconvene the RSWA Board meeting and enter a joint**
361 **meeting with the Rivanna Water and Sewer Authority. Ms. Galvin seconded the motion,**
362 **which passed unanimously (7-0).**

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b. Presentation of Quarterly Strategic Plan Update; Katie McIlwee, Executive Coordinator and Communications Manager

Ms. McIlwee reminded the Board that under the Strategic Plan there were six goal teams and the only change was that Scott Schiller was now the goal champion for the Infrastructure and Master Planning Goal Team.

She stated that when she presented to the Board in April, they had just developed how they would move forward and implement the Strategic Plan. She stated that within the six goals, there were a total of 21 strategies, which had been narrowed down to 12 priority strategies with the help of Raftelis consulting -- and from those they developed 78 total tactics. Ms. McIlwee stated that the tactics were how they would accomplish strategies, which in turn were how they would achieve goals. She presented the top strategies that each goal team selected, and they were also in the strategic plan update handouts provided to the Board.

Ms. McIlwee reported that Rivanna was 36% complete with its plan and she noted the completed items versus the goal items. She stated that the Infrastructure Team was ahead of schedule, and the other Goal Teams were slightly behind or right on schedule.

Ms. McIlwee reported that new pay scales were implemented on July 1 for Workforce Development; the Operational Optimization group completed an Authority-wide survey; the Communications team started to develop a records management policy and an employee portal is underway to increase internal communication. She stated that Environmental Stewardship team has created a standing employee environmental committee; Solid Waste Services has defined existing services and practices and is continuing to develop a list of organizations and POCs to partner with; and Infrastructure Master Planning has developed and advertised an asset management RFP, as well as identified needs for additional master plans.

Ms. McIlwee stated that next steps for Workforce include finalizing the master staffing plan; now that the new safety manager is in place, Operational Optimization, will begin to develop and implement some of their findings; Communication and Collaboration needs to complete and implement the records management plan and complete the employee portal; Environmental Stewardship will continue to coordination with other goal teams; Solid Waste Services will continue to work towards completing the master plan and communicate those services to the public; and Infrastructure and Master Planning will begin to finalize the asset management plan, put a committee together, and work with the consultant to kick off that project.

Mr. Gaffney commented that it was nice to see the progress here, as a strategic plan will often sit on a shelf.

Ms. McIlwee responded that the teams continue to meet monthly, and as they get further into their implementation, the updates will become more robust as measurable metrics begin to develop; she stated that there were measures and metrics developed in the strategic plan framework that will be related to tasks and accomplishments.

409 Dr. Palmer asked about the “green roadshows” mentioned in the item related to Environmental
410 Stewardship.

411
412 Ms. Terry explained that she and Ms. McIlwee already have a roadshow ready that they take to
413 events such as Imagine a Day Without Water, and the City’s Fix-a-Leak 5K, which is mostly
414 conservation oriented. She stated that they would also like to upgrade their display to have more
415 information that would allow them to participate in other community events.

416
417 *c. Presentation of FY 2020 – 2025 Six-Year Staffing Plan; Lonnie Wood, Director of*
418 *Administration & Finance*

419
420 Mr. Wood stated that one of the strategies under the Strategic Plan’s Workforce Development
421 goal was to put together a multi-year staffing plan, similar to a CIP that projects out several
422 years. He stated that a staffing plan was meant to be a living document just like the CIP – looked
423 at every year, reviewed, and revised. Mr. Wood stated that as they worked through projects in the
424 CIP, there would be changes in technology, changes in treatment, new facilities, regulatory
425 changes and demands, and customer expectations.

426
427 Mr. Wood stated that the Red Hill Water System would come online before the fiscal year began,
428 and a Water Operator was needed for part of that effort – a half FTE would be needed for a
429 Water Operator to visit that site seven days a week, varying depending on maintenance needs.
430 He stated that the rest of the time, the water operator would be floating to non-urban plants, as
431 they have only one operator per shift. Mr. Wood stated that sometimes there was a maintenance
432 item, operational item, or safety item related to both of those where it was good to have two
433 operators onsite to do a major maintenance task. He noted that it was currently being handled by
434 managers, assistant managers, and supervisors.

435
436 Mr. Wood stated that the Construction Inspector represented a change in how Rivanna was doing
437 its construction inspection program, and Ms. Whitaker had presented to the Board about a year
438 earlier on the cost savings of bringing this program in house. He stated that previously, they
439 completed through hired consultant engineers, which can be expensive. Mr. Wood noted that the
440 second Construction Inspector was planned for 2021.

441
442 Mr. Wood reported that for Solid Waste in 2020, the attendant at McIntire was a new full-time
443 position but would replace two part-time positions, so it was a net zero of FTEs and would be
444 more cost for benefits. He stated that it was a challenge to staff that center with part-time
445 employees, and consistency was an issue – so it would be better to have a full-time person at
446 McIntire. He noted that if the Ivy recycling plans worked out, that would require an additional
447 full-time attendant, and the Paper Sort has had volumes increase over the years primarily due to
448 cardboard coming in. He stated that if the site came on board, there might be more material
449 coming in that way. Mr. Wood stated that there were currently 0.25 FTEs at the site, so there was
450 a net gain of 0.75, and they were using an operator at Ivy to fill in the gaps.

451
452 Mr. Wood explained that they were trying to get the Lab Technician in for this year, and there is
453 a reservoir plan and sampling that has been underway for the last several years, which was new
454 to the lab department and had put an unprecedented demand on them for laboratory analysis. He

455 stated the rest of the positions were a combination of IT backlog needs, with the Enhanced
456 Nutrient Removal (ENR) system put in for wastewater treatment about 10 years ago, which
457 increased the needs at this plant by about 500 instruments with thousands of data entry points –
458 so it was time to maintain and replace those. Mr. Wood noted that every time they added
459 something like GAC, it increased networking and IT needs to the infrastructure, as well as
460 administration that had not been enhanced for 15-20 years.

461
462 He stated the volume of transactions and complications had increased over that time, and
463 Rivanna was also now handling all of its enrollment for four different healthcare systems,
464 previously managed by the City of Charlottesville. He noted that VRS also used to be simple and
465 was now a hybrid system, and short-term disability also had its own sick leave policy, all
466 requiring administrative attention.

467
468 Mr. Wood emphasized that this was just a plan and did not require action, but was just an
469 introduction for the next budget cycle.

470
471 Mr. Gaffney noted that some of these things would save money, such as the two construction
472 inspectors.

473
474 Mr. Wood confirmed this.

475
476 Mr. O’Connell asked why the Lab Technician positions were bumped out to 2021 since they
477 were a current need.

478
479 Mr. Mawyer stated that they had been struggling with water quality results and were concerned
480 that the myriad of ways they collected samples was contributing to that, but they have been able
481 to align that over the last six months and had not had many positive total coliform samples. He
482 stated they had also increased chlorine in some systems to help combat any irregular testing, and
483 Dr. Morris from the lab anticipated the number of samples collected to accommodate the
484 growing population, to show the Health Department that all areas were covered. Mr. Mawyer
485 stated that there was one more year before they needed that position.

486
487 Mr. Henry asked if they did the reservoir testing onsite.

488
489 Ms. Terry clarified that they did some lab analysis onsite but also sent out algae samples for
490 analysis.

491
492 Mr. Henry asked if there was a way to leverage to Rivanna resources for parks and recreation
493 testing, which was currently being sent out.

494
495 Mr. Mawyer responded that it might be possible to take on that testing.

496
497 Ms. Terry stated they did the sampling themselves and did a lot of the reservoir testing in house,
498 sending out two parameters (algae counts and cyanotoxins), but she had been discussing this
499 with the County and staff – but not in terms of what Mr. Henry had suggested.

500

501 Mr. Mawyer stated that staff would bring to the Board next month a construction contract
502 recommendation to upgrade the Crozet Water Treatment Plant, and next year they would have a
503 recommendation to start construction on a project for South Rivanna and Observatory all in one
504 contract. He noted that they reshuffled the previous year's plan to get the construction inspectors
505 in an adjusted time delivery capacity so they would be available when needed.

506
507 Mr. O'Connell asked if this was the big staffing change since the earlier plan.

508
509 Mr. Mawyer responded that it was, noting that they had reduced some of the water operators,
510 with the Board granting three operators over the last two years, and now one more was needed
511 with the next need expected in 2024. He stated that the alliance with the upgrades to the water
512 treatment plants might require another operator, with a greater capacity and more instruments to
513 manage.

514
515 **9. OTHER ITEMS FROM BOARD/STAFF NOT ON AGENDA**

516
517 There were none presented.

518
519 **10. CLOSED MEETING**

520
521 There was no closed meeting held.

522
523 **11. ADJOURNMENT**

524
525 **At 3:07 p.m., Ms. Palmer moved to adjourn the RSWA Board meeting. Mr. Henry**
526 **seconded the motion, which passed unanimously (7-0).**

527
528 **The RSWA Board adjourned its meeting at 3:07 p.m.**
529



MEMORANDUM

**TO: RIVANNA SOLID WASTE AUTHORITY
BOARD OF DIRECTORS**

FROM: BILL MAWYER, EXECUTIVE DIRECTOR

SUBJECT: EXECUTIVE DIRECTOR'S REPORT

DATE: SEPTEMBER 25, 2018

Information Technology Master Plan

SP GOAL: Infrastructure and Master Planning; Operational Optimization; Communication & Collaboration

We began development of an IT Master Plan for both Authorities this month with assistance from a joint venture of two local consulting firms, TechDynamism/Birchbark. This IT Master Plan will provide a technology vision and include business priorities and resource requirements to leverage the use of technology and enhance our services over the next three years. The Plan will coordinate with our Asset Management System planning. We expect to complete the IT Master Plan by March 2019.

Household Hazardous Waste and Bulky Waste Amnesty Days

SP GOAL: Environmental Stewardship; Solid Waste Services

The fall Household Hazardous Waste and Bulky Waste Amnesty days will be on the following dates:

- Residential Household Hazardous Waste September 28 & 29, 2018
- Commercial Hazardous Waste September 27, 2018
- Bulky Waste – Furniture/Mattresses October 6, 2018
- Bulky Waste – Appliances October 13, 2018
- Bulky Waste – Tires October 20, 2018

Community Outreach

SP GOALS: Communication & Collaboration

Our Director of Solid Waste, Phil McKalips, provided a tour of the Ivy MUC for the Community Roots Cooperative, a private elementary school in Charlottesville.

Ivy Transfer Station

SP GOALS: Infrastructure and Master Planning; Solid Waste Services

The new transfer station began receiving municipal solid waste today, September 25, 2018.



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

MEMORANDUM

**TO: RIVANNA SOLID WASTE AUTHORITY
 BOARD OF DIRECTORS**

**FROM: LONZY WOOD, DIRECTOR OF FINANCE AND
 ADMINISTRATION**

SUBJECT: AUGUST 2018 FINANCIAL SUMMARY

DATE: SEPTEMBER 25, 2018

The results of operations and remediation activities for the first two months of this fiscal year are summarized below and in the attached statements.

	<u>Operating Results</u>	<u>Remediation Results</u>	<u>Total</u>
Total Revenues	\$ 287,490	\$ -	\$ 287,490
Total Expenses	<u>(351,482)</u>	<u>(113,640)</u>	<u>(465,122)</u>
Net operating results	(63,992)	(113,640)	(177,632)
Support - MOU & Local	<u>265,338</u>	<u>128,963</u>	<u>394,301</u>
Surplus/(Deficit)*	<u><u>\$ 201,346</u></u>	<u><u>\$ 15,323</u></u>	<u><u>\$ 216,669</u></u>

* Cash reserves are used when deficits occur. (Use of up to \$390,000 in reserves for an expected shortfall for remediation was included in FY 2019 budget.)

Total operating revenues through August were \$70,000 over budget and total operating expenses were \$53,000 under budget. The Authority processed 4,728 tons of waste this fiscal year. A breakdown of net revenue or cost per ton, including overhead and administrative support costs, is shown below.

	<u>Ivy MSW</u>	<u>Ivy - All Other</u>	<u>Recycling</u>	<u>Total</u>
Tonnage	1,786	2,496	446	4,728
Net operating revenue (costs)	\$ (8,105)	\$ 13,545	\$ (69,432)	\$ (63,992)
Net revenue (cost) per ton	\$ (4.54)	\$ 5.43	\$ (155.68)	\$ (13.53)

Attachments

RIVANNA SOLID WASTE AUTHORITY
 REVENUE AND EXPENSE SUMMARY REPORT
 FISCAL YEAR 2019
 FOR THE MONTH ENDED 8/31/18

Target Rate: 16.67%

Operations	Budget	Actual Y-T-D	IVY OPERATIONS		MSW-IVY TRANSFER		RECYCLE OPERATIONS		ADMIN. SERVICES	
			Budget	Actual Y-T-D	Budget	Actual Y-T-D	Budget	Actual Y-T-D	Budget	Actual Y-T-D
REVENUES										
Ivy Operations Tipping Fees	\$ 158,960	54,421	\$ 158,960	54,421						
Ivy MSW Transfer Tipping Fees	648,200	133,355			648,200	133,355				
Material & Other Sales-Ivy	121,500	30,983	121,500	30,983						
Recycling Revenues	251,900	24,876					251,900	24,876		
Other Revenues	77,200	32,625			77,200	32,625				
Interest & Fees	44,500	11,230							44,500	11,230
Total Revenues	\$ 1,302,260	\$ 287,490	\$ 280,460	\$ 85,404	\$ 725,400	\$ 165,980	\$ 251,900	\$ 24,876	\$ 44,500	\$ 11,230
<i>Budget vs. Actual*</i>		22.08%		30.45%		22.88%		9.88%		25.23%
EXPENSES										
Ivy Operations	324,245	47,850	324,245	47,850						
Ivy MSW Transfer	1,186,282	150,076			1,186,282	150,076				
Recycling Operations	452,490	75,101					452,490	75,101		
Administration	694,924	107,266							694,924	107,266
Total Expenses	2,657,941	380,293	324,245	47,850	1,186,282	150,076	452,490	75,101	694,924	107,266
<i>Budget vs. Actual*</i>		14.31%		14.76%		12.65%		16.60%		15.44%
Net Results Before Administrative Allocation	\$ (1,355,681)	\$ (92,803)	\$ (43,785)	\$ 37,554	\$ (460,882)	\$ 15,904	\$ (200,590)	\$ (50,225)	\$ (650,424)	\$ (96,036)
<i>Administrative allocations:</i>										
<i>Administrative costs to Envir. MOU (below)</i>	195,127	28,811							195,127	28,811
<i>Administrative costs to Operations</i>	-	-	(162,606)	(24,009)	(162,606)	(24,009)	(130,085)	(19,207)	455,297	67,225
Net Operating Income (Loss)	\$ (1,160,554)	\$ (63,993)	\$ (206,391)	\$ 13,545	\$ (623,488)	\$ (8,105)	\$ (330,675)	\$ (69,432)	\$ -	\$ -
Other Funding Sources										
Local Government Contributions	1,160,554	265,338								
County Contribution - Capital Grant	-	467,305								
Transfer to Capital Fund - Transfer Station	-	(467,305)								
Surplus (Deficit) - Operations	\$ (0)	\$ 201,345								

Environmental Programs		Budget	Actual Y-T-D
REVENUES			
Remediation Support		383,741	128,963
Total Revenues		383,741	128,963
<i>Budget vs. Actual*</i>			33.61%
EXPENSES			
Ivy Environmental		578,614	84,829
Administrative Allocation		195,127	28,811
Total Expenses		773,741	113,640
<i>Budget vs. Actual*</i>			14.69%
Cash Reserves Used		390,000	-
Surplus (Deficit) - Environmental		\$ -	\$ 15,323
Total Surplus (Deficit)		\$ (0)	\$ 216,669

**Rivanna Solid Waste Authority
Monthly Financial Status Report
FY 2019**

	July	August	Year-to-Date
<u>Revenues</u>			
Ivy Operations Tipping Fees	\$ 26,096	\$ 28,325	\$ 54,421
Ivy MSW Transfer Tipping Fees	58,095	75,260	133,355
Ivy Material Sales	15,367	15,616	30,983
Recycling	13,491	11,385	24,876
Other Revenues	10,346	22,279	32,625
Remediation Support	79,982	48,981	128,963
Interest & Late Fees	6,834	4,395	11,230
Total Revenues	\$ 210,212	\$ 206,241	\$ 416,453
<u>Expenses</u>			
Ivy Operations	\$ 24,197	\$ 23,653	\$ 47,850
Ivy Environmental	32,707	52,123	84,829
Ivy MSW Transfer	42,723	107,353	150,076
Recycling Operation	41,155	33,947	75,101
Administration	56,173	51,092	107,266
Total Expenses	\$ 196,955	\$ 268,167	\$ 465,122
Net Operating Income (Loss)	\$ 13,257	\$ (61,926)	\$ 13,257
<u>Other Funding Sources</u>			
Local Government Contributions	\$ -	\$ 265,338	\$ 265,338
County Contribution - Capital Grant	260,104	207,201	467,305
Transfer to Capital Fund - Transfer Station	(260,104)	(207,201)	(467,305)
<u>Use of Cash Reserves</u>			
	-	-	-
Surplus (Deficit)	\$ 13,257	\$ 203,412	\$ 216,669

**Rivanna Solid Waste Authority
 Monthly Cash Flow Report
 FY 2019**

	July	August
Net Operating Income	\$ 13,257	\$ (61,926)
Adjustments for cash flow purposes to show funds available for operations:		
Local Government Contributions	-	265,338
(Increase) decrease in accounts receivable	(97,902)	85,761
Increase (decrease) in accounts payable	(408,602)	(9,818)
Capital reserve fund interest not available in operating cash	(3,463)	(1,588)
Trust fund interest not available in operating cash	(294)	(271)
Trust fund release for Transfer Station permit	55,968	
	<hr/>	<hr/>
Increase (Decrease) in Operating Cash	\$ (441,037)	\$ 277,495
Operating Cash Balance - Beginning	<hr/>	<hr/>
	2,650,834	2,209,797
Operating Cash Balance - Ending	<hr/> <hr/>	<hr/> <hr/>
	\$ 2,209,797	\$ 2,487,292

**Rivanna Solid Waste Authority
Fiscal Year 2019
August 2018
Revenue Detail Report**

Revenue Line Item	Tonnage	
	Budget FY 2019	Actual YTD
IVY TIPPING FEES		
Clean Fill Material	5,000	1,874
Grindable Vegetative Material	1,500	526
Pallets	70	12
Tires, Whole	90	32
Tires/White Good (per item)		
<i>Subtotal</i>	6,660	2,444
IVY TRANSFER STATION		
Compost Services	500	53
MSW Transfer Station	8,200	1,786
<i>Subtotal</i>	8,200	1,786
MATERIAL SALES - IVY		
Encore		
Metals		
Wood Mulch & Chips		
Hauling Fees		
Other Materials		
<i>Subtotal</i>		
RECYCLING		
Material Sales		
Other Materials & Services		
Grants-Operating		
Hauling Fees		
<i>Subtotal</i>		
OTHER REVENUES		
Service Charge Fees		
Other Revenues		
REMEDIATION SUPPORT		
UVA Contribution		
County Contribution		
City Contribution		
<i>Subtotal</i>		
INTEREST, LATE FEES, OTHER		
Trust Fund Interest		
Finance Charges		
Capital Reserve Fund Interest		
Operating Investment Interest		
<i>Subtotal</i>		
Total	14,860	4,230

Revenue				
Budget FY 2019	Budget YTD	Actual YTD	Budget vs. Actual	Variance %
\$ 50,000	\$ 8,333	\$ 18,730	\$ 10,397	124.76%
72,000	12,000	25,865	13,865	115.54%
3,360	560	567	7	1.25%
17,100	2,850	6,121	3,271	114.77%
16,500	2,750	3,138	388	14.11%
\$ 158,960	\$ 26,493	\$ 54,421	\$ 27,928	105.41%
\$ 89,000	\$ 14,833	\$ 9,369	\$ (5,464)	-36.84%
559,200	93,200	123,986	30,786	33.03%
\$ 648,200	\$ 108,033	\$ 133,355	\$ 25,322	23.44%
\$ 19,000	\$ 3,167	\$ 4,188	\$ 1,021	32.25%
30,000	5,000	8,875	3,875	77.50%
22,000	3,667	5,341	1,674	45.66%
50,000	8,333	12,506	4,173	50.07%
500	83	73	(10)	-12.40%
\$ 121,500	\$ 20,250	\$ 30,983	\$ 10,733	53.00%
\$ 215,000	\$ 35,833	\$ 23,210	\$ (12,624)	-35.23%
6,300	1,050	484	(566)	-53.91%
27,000	4,500	-	(4,500)	-100.00%
3,600	600	1,183	583	97.10%
\$ 251,900	\$ 41,983	\$ 24,876	\$ (17,107)	-40.75%
\$ 70,000	\$ 11,667	\$ 19,425	\$ 7,758	66.50%
7,200	1,200	13,200	12,000	
\$ 77,200	\$ 12,867	\$ 32,625	\$ 19,758	153.56%
\$ 79,982	\$ 13,330	\$ 79,982	\$ 66,652	500.00%
195,925	32,654	48,981	16,327	50.00%
107,834	17,972	-	(17,972)	-100.00%
\$ 383,741	\$ 63,957	\$ 128,963	\$ 65,006	101.64%
\$ 2,000	\$ 333	\$ 565	\$ 232	69.58%
500	83	406	322	386.64%
17,000	2,833	5,051	2,218	78.27%
25,000	4,167	5,208	1,041	24.99%
\$ 44,500	\$ 7,417	\$ 11,230	\$ 3,813	51.41%
\$ 1,686,001	\$ 281,000	\$ 416,453	\$ 135,453	48.20%

**Rivanna Solid Waste Authority
 Historical Material Tonnage Report - Recycling
 Fiscal Years 2015-2019**

Fiscal Year 2015	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Fiscal Year 2019 (Jul-Aug)
---------------------------------	---------------------------------	---------------------------------	---------------------------------	---

In U.S. Tons

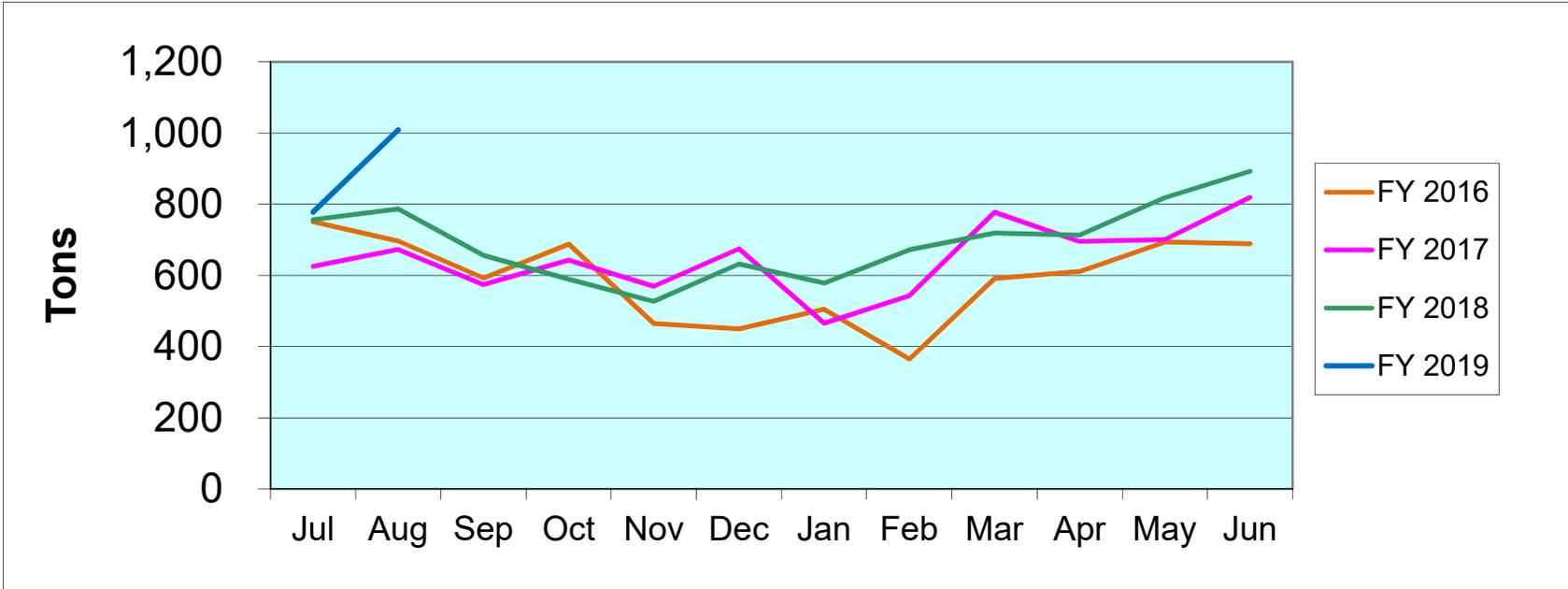
Fiber Products

Newspaper, magazines, catalogs	524	512	419	424	96
Cardboard (corrugated)	278	459	812	763	157
Mixed paper and phone books	212	214	156	187	54
File stock (office paper)	125	125	122	111	16
Total Fiber Products	1,139	1,310	1,509	1,485	323

Other Products

Glass	219	191	252	252	106
Metal Cans	30	32	31	41	2
Plastic	95	82	86	103	15
Total Other Products	344	305	369	396	123
Total	1,483	1,615	1,878	1,881	446

Rivanna Solid Waste Authority
Ivy MSW Transfer Tonnages
FY 2016 - 2019





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

MEMORANDUM

**TO: RIVANNA SOLID WASTE AUTHORITY
BOARD OF DIRECTORS**

**FROM: DAVID RHOADES, SOLID WASTE MANAGER;
PHILLIP MCKALIPS, DIRECTOR OF SOLID WASTE**

REVIEWED BY: BILL MAWYER, EXECUTIVE DIRECTOR

**SUBJECT: IVY MATERIAL UTILIZATION CENTER REPORT/
RECYCLING OPERATIONS UPDATE**

DATE: September 25, 2018

Ivy Material Utilization Center (IMUC) : DEQ Permit 132: 300 tons/day MSW limit

August 2018

- **4,175 vehicles crossed the scales**
- The IMUC transfer station operated 23 days and received a total of 1,008.52 tons of municipal solid waste (MSW), an average of 43.85 tons per day of operation. The monthly transfer station tonnage figures are attached to this report.
- 1,109.24 tons of non-MSW materials were received
- 2,117.76 tons were received as a combined total tonnage (MSW + non-MSW)

Paint Collection:

On August 16, 2018, the Ivy MUC shipped out the fifteenth full 30-yard container of paint since the program began in August 2016. RSWA currently has loaded 2 cubic yards of paint which will be included in a future shipment. Each 30-yard container holds about 4,200 one-gallon paint cans. This program continues to make paint disposal more convenient for residents and to alleviate some of the congestion during our fall and spring Household Hazardous Waste Days.

Compostable Food Waste Collection:

This program continues to operate smoothly at the IMUC. This service is free to County residents. A similar bin has been placed at the Transfer Station for the receipt of compostable food wastes from commercial customers. Commercial customers are charged the established disposal fee of \$178 per ton.

The McIntire Recycle Center received 4.83 tons of compostable materials in August.

Fall 2018 HHW and Bulky Waste Schedule:

The fall Household Hazardous Waste and Bulky Waste Amnesty days will be on the following dates:

- Residential Household Hazardous Waste September 28 & 29, 2018
- Commercial Hazardous Waste September 27, 2018
- Bulky Waste – Furniture/Mattresses October 6, 2018
- Bulky Waste – Appliances October 13, 2018
- Bulky Waste – Tires October 20, 2018

Alpha Phi Omega Service Volunteers:

UVA's Theta chapter of the Alpha Phi Omega service group volunteered on Saturday, September 1st, 2018 at The Ivy MUC. The team collected trash from Dick Woods Rd to Interstate 64.

Ivy Material Utilization Center
Daily Scale Crossing Data



August 1-31, 2018

Days of
Operation: **23**

		MSW collected at Transfer Station (tons)						Non-MSW
	Vehicles	Count	Citizen-Can	Construction	Domestic	MSW Total	Total Tons	
08/01/18	Wednesday	221	243	0.36	27.32	27.89	55.57	45.43
08/02/18	Thursday	113	145	0.07	12.82	17.38	30.27	6.87
08/03/18	Friday	133	196	0.13	7.51	21.00	28.64	12.68
08/04/18	Saturday	235	301	0.66	38.34	17.98	56.98	6.22
08/05/18	Sunday	-	-	-	-	-	-	-
08/06/18	Monday	-	-	-	-	-	-	-
08/07/18	Tuesday	223	225	0.40	38.02	27.78	66.20	99.62
08/08/18	Wednesday	177	194	0.18	51.94	28.03	80.15	215.63
08/09/18	Thursday	157	173	0.34	24.19	15.38	39.91	81.08
08/10/18	Friday	153	155	-	31.70	20.66	52.36	20.36
08/11/18	Saturday	221	251	0.53	16.50	20.32	37.35	8.26
08/12/18	Sunday	-	-	-	-	-	-	-
08/13/18	Monday	-	-	-	-	-	-	-
08/14/18	Tuesday	174	185	0.37	20.18	17.43	37.98	52.04
08/15/18	Wednesday	137	141	0.24	24.57	11.68	36.49	89.12
08/16/18	Thursday	159	155	0.16	25.53	13.21	38.90	51.05
08/17/18	Friday	166	219	0.28	12.01	25.38	37.67	35.62
08/18/18	Saturday	283	363	0.49	16.29	23.00	39.78	11.30
08/19/18	Sunday	-	-	-	-	-	-	-
08/20/18	Monday	-	-	-	-	-	-	-
08/21/18	Tuesday	167	234	0.30	13.76	21.75	35.81	42.54
08/22/18	Wednesday	152	154	0.19	12.48	18.29	30.96	39.60
08/23/18	Thursday	141	168	0.27	21.39	19.00	40.66	17.14
08/24/18	Friday	176	234	0.48	25.69	23.13	49.30	12.25
08/25/18	Saturday	273	311	0.63	15.67	25.62	41.92	6.59
08/26/18	Sunday	-	-	-	-	-	-	-
08/27/18	Monday	-	-	-	-	-	-	-
08/28/18	Tuesday	211	194	0.21	14.33	25.53	40.07	102.37
08/29/18	Wednesday	174	172	0.61	18.04	18.62	37.27	73.10
08/30/18	Thursday	147	151	0.16	23.40	17.43	40.99	64.35
08/31/18	Friday	182	207	0.40	22.18	30.71	53.29	16.02
Total	4,175	4,771	7.46	513.86	487.20	1,008.52	1,109.24	
<i>Average</i>	182	207	0.32	22.34	21.18	43.85	48.23	
<i>Median</i>	174	194	0.32	21.39	20.66	39.91	39.60	
<i>Maximum</i>	283	363	0.66	51.94	30.71	80.15	215.63	
<i>Minimum</i>	113	141	0.07	7.51	11.68	28.64	6.22	

Material Type & Description

Citizen-Can: Roll-off container at the Ivy MUC Convenience Center-citizens dispose of prepaid trashbags

Construction: Construction/demolition debris (shingles, sheetrock, treated lumber, etc.)

Count: Transactions per item (appliances, hauling fees, service fees, tag-bag stickers, tires)

Domestic: Business/residential general or household waste

MSW: Materials processed/handled at the Transfer Station

Non-MSW: Materials processed/handled on-site

Vehicle: Transactions or vehicles processed in a day



MEMORANDUM

**TO: RIVANNA SOLID WASTE AUTHORITY
BOARD OF DIRECTORS**

FROM: PHIL MCKALIPS, DIRECTOR OF SOLID WASTE

REVIEWED BY: BILL MAWYER, EXECUTIVE DIRECTOR

SUBJECT: IVY LANDFILL ENVIRONMENTAL STATUS UPDATE

DATE: SEPTEMBER 25, 2018

Corrective Action Plan (CAP)

The Ivy MUC continues to maintain compliance with VA DEQ regulations and our approved Corrective Action Plan.

On March 14, 2017, VA DEQ provided their Second Technical Review of the revised Corrective Action Plan. In summary, the Department's comments were generally minor administrative corrections or requests for further detail on specific portions of the Corrective Action Plan. Our response to these comments was provided to the Department by the June 12, 2017 deadline. VA DEQ has not provided further comments on the revised Corrective Action Plan or a schedule as to when further comments or an approved Corrective Action Plan may be expected.

This revised Corrective Action Plan was originally submitted in July 2013 and incorporates revised groundwater sampling and reporting requirements. While awaiting finalization, the Department has authorized the Authority to utilize the revised sampling and reporting requirements.

Paint Pit Interim Measure (Soil-Vapor Extraction System)

The Soil-Vapor Extraction (SVE) System has been having control panel electrical issues and is undergoing renovation and repairs. These are expected to be completed toward the end of this summer. The SVE System is 10 years old and is located outside and exposed to relatively harsh environmental conditions. Electrical issues have begun to increase and in response, staff has determined that a major renovation of the control panel and electrical system is needed to return it to reliable duty.

Surface Water

Preparations are underway to begin the Fall 2018 Surface Water Assessment and Sampling Program. Data from the visual survey and analysis of samples will be included in a tri-annual Corrective Action Site Evaluation (CASE) report to be submitted to VA DEQ in the Fall of 2018.

Non-CAP Groundwater Monitoring

The Spring 2018 sampling event has been completed, with no anomalies identified. The results of the analysis of groundwater samples were documented in a report to VA DEQ in August 2018.

Efforts are underway to prepare for the Fall 2018 Groundwater Sampling Program to be conducted in October and November. These groundwater monitoring activities are being completed in accordance with the requirements of our DEQ Permit and the 2000 settlement agreement with the landfill neighbors.

Cell 3 and Leachate Collection and Treatment System

The horizontal drain system to the landfill gas collection system continues to be throttled to maintain proper balance of the system's pressures and flows. Documentation summarizing the activities related to Cell 3 will be submitted to VA DEQ in the 2018 tri-annual Site-wide CASE report.



MEMORANDUM

**TO: RIVANNA SOLID WASTE AUTHORITY
BOARD OF DIRECTORS**

**FROM: MICHELLE SIMPSON, SENIOR CIVIL ENGINEER
PHIL McKALIPS, ENVIRONMENTAL AND SAFETY MANAGER**

REVIEWED BY: BILL MAWYER, EXECUTIVE DIRECTOR

SUBJECT: STATUS REPORT: ONGOING PROJECTS

DATE: SEPTEMBER 25, 2018

This memorandum reports on the status of the following Capital Projects at the IMUC:

1. New Solid Waste Transfer Station

Design Engineer:	SCS Engineers
Construction Contractor:	Lantz Construction Company
Construction Start:	September 2017
Percent Complete:	95%
Base Construction Contract + Change Orders to Date = Current Value:	\$2,211,000+\$36,597.00=\$2,247,597
Expected Completion Date:	October 2018
Total Capital Project Budget:	\$3,061,367

Current Status:

The contractor is completing several repairs noted during the inspection of the facility by DEQ. Upon completion of these items, the facility will open for business, and demolition of the existing conveyor system will proceed.

History:

Following a November 2015 Albemarle County Board of Supervisors' decision to replace the existing solid waste transfer station with a new facility, the Rivanna Solid Waste Authority Board of Directors authorized the design of the new transfer station by SCS Engineering. The new 11,600 square foot concrete and steel frame transfer station is designed to meet all current regulatory requirements for solid waste handling, maximize use of the existing infrastructure, improve traffic flow, and potentially expand recycling services while retaining existing waste disposal services. The new facility will be located on the western portion of the existing Ivy Material Utilization Center (Ivy MUC) site and will continue to use the existing entrance and scales. The existing transfer facility and compactor system will remain in service until the new transfer station is placed into

service, at which time the existing facility will be decommissioned and removed.

SCS Engineers completed the design of the New Ivy Solid Waste Transfer Station and the project was advertised for bids (RFB No. 335) on July 2, 2017. Construction bids for the project were opened on August 3, 2017, and eight competitive bids were received ranging from \$2,211,000 to \$3,151,400. After reviewing the bid documents, SCS Engineering recommended award of the contract to the apparent low bidder, Lantz Construction Company.

2. Ivy Master Plan

Consultant:	Arcadis U.S., Inc.
Project Start:	May 2018
Project Status:	50% Complete
Completion:	November 2018
Total Contract Cost:	\$42,560

Current Status:

The consultant is continuing to work towards completing the Master Plan for the Ivy site. The plan will be presented to the Board at the November Board Meeting. As an interim deliverable, Arcadis prepared two alternative preliminary designs of a convenience center at the Ivy MUC. These alternative designs were presented to the Board of Directors for comments at the August Board meeting.

History:

Over the past few years, multiple changes have been considered and/or implemented at the Ivy Material Utilization Center (IMUC). The New Ivy Transfer Station is currently under construction and will be opened this fall. Food waste composting has been implemented and a major solar energy project was considered, although not moving forward at this time. The County has inquired about enhancing the recycling services at Ivy MUC to include a convenience center, similar to McIntire Recycling Center. With all of these various developments, staff and the Board decided it would be beneficial to embark on a master planning process.

This project will include development of a Master Plan for a recycling convenience center at the IMUC. The project will begin with the collection of existing Authority data on current recycling activities and materials, and then compare our services to other similar size communities. The consultant will evaluate proposed services, and provide alternative site layouts and preliminary construction costs for improvements.



MEMORANDUM

**TO: RIVANNA SOLID WASTE AUTHORITY
BOARD OF DIRECTORS**

FROM: PHILLIP McKALIPS, DIRECTOR OF SOLID WASTE

REVIEWED BY: BILL MAWYER, EXECUTIVE DIRECTOR

SUBJECT: SOLID WASTE FEE ALTERNATIVES

DATE: SEPTEMBER 25, 2018

As part of our Strategic Plan, the RSWA has committed, “To provide reliable, convenient, and innovative solid waste and recycling services.” Measures selected in achieving this goal included an increase in public participation and an increase in tonnage of materials received. To further this goal, RSWA staff have been evaluating possible modifications to our service and tip fees, and how changes to these might increase usage and improve customer satisfaction.

For at least 10 years, the tipping fee for municipal solid waste (MSW) at the Ivy transfer station has been set at \$66 per ton. Since 2011, a service fee has been charged to all customers consisting of \$1.00 for each Albemarle County resident transaction and \$10.00 for each non-County resident transaction. With the opening of the new transfer station, it seems an appropriate time to evaluate the fees and rates we charge our customers.

Service Fee

The RSWA currently charges a \$1.00 service fee to all County residents for each inbound transaction. Non-County residents are charged a \$10.00 service fee for each inbound transaction. Through Fiscal Year 2018 (July 1, 2017 to June 30, 2018) these service fees accounted for \$82,596 in revenue to the RSWA. This consisted of \$29, 286 from 29285 County customers and \$53,310 from 5351 non-County customers. These service fees for both County and non-County residents result in revenue of approximately \$82,596.

It is possible that the new transfer station building may stimulate increases in disposal tonnage through the sheer convenience that it will allow large, commercial, compactor-trucks to directly deposit their waste on the tipping floor for transshipment to the landfill. However, the service fee has been responsible for confusion and a poor experience for some of our customers. It has a significant impact on our potential for gaining City customers in that many of our customers are only bringing a few hundred pounds or less of waste to be disposed. Our minimum weight charge is \$6.00 for scaled weights less than 200 pounds (0.1 ton). This means that a City resident that wishes to dispose of 200 pounds or less of waste, must pay \$16.00 (\$10 service fee plus \$6 minimum charge) versus a County resident which would pay \$7 (\$1 service fee and \$6 minimum charge). Additionally, there has been confusion about what the service fee is charged for (it is only charged for inbound transactions, not

outbound ones) and even whether it is charged on a per ton basis.

The \$82,596 reduction in revenue would require an additional 3,050 tons of waste to be received each year to offset the loss. Given the facility operates approximately 250 days per year, this would equate to approximately 12 tons of MSW per day to offset the loss at the current tipping fee of \$66 per ton. Considering the Ivy MUC received approximately 8,200 tons of MSW in FY 17, this would equate to a 37% increase in waste receipts to balance out the loss in service fee revenue. It seems unlikely that this level of cost reduction to the customer would be wholly offset through increased business. Instead, the rationale for removing the service fee is to reduce confusion and to provide a better customer experience.

MSW Tipping Fees

RSWA staff also initiated an analysis to better understand how changes to market-based tipping fees may affect the receipt of material for disposal and the bottom line effects on annual revenues. This analysis included: a survey of the tipping fees of neighboring and regional disposal facilities (including transfer stations); communications with large regional waste haulers to better understand their market dynamics; and an internal budgetary analysis to understand how a change in MSW tipping fees would impact RSWA budgets.

Fees at Neighboring Facilities

Published tipping fees at neighboring counties (Augusta, Fluvanna, Louisa, and Nelson Counties) indicate an average tipping fee of \$55.00 per ton as shown on Table 1.

Table 1. MSW Tipping Fees in adjacent Counties

<u>County</u>	<u>Tipping Fee (\$/ton)</u>
Ivy MUC	66
Augusta	45
Fluvanna	57
Louisa	52
Nelson	55
Average (excluding Ivy MUC)	52.25
Average (including Ivy MUC)	55

Tipping fees at nearby private transfer station facilities are word-of-mouth reports of rates and are subject to private negotiations between the transfer station operators and waste collection companies. These private tipping fees have been reported to range from \$40/ton to \$53.50/ton but generally seem to be in the low \$50s/ton which generally correlates well with the disposal options available in adjacent counties. These private facilities are in Fluvanna County in the Zions Crossroad area.

Feedback from Larger Waste Haulers

The current transfer station processed 8,200 tons of MSW in 2017 at a tipping fee of \$66.00 per ton. The existing facility is unable to receive large compactor trucks used by most large waste haulers because the facility does not have a tipping floor for them to unload these large trucks. The new transfer station facility has a covered tipping floor where these large trucks can quickly unload.

Urdike Industries indicated that their use of the new transfer station would be solely based on the route by route economics. In this analysis they would be weighing the cost benefit of potentially paying a higher tipping fee if it created an economic savings from reduced miles driven or efficiencies in employee hours. A reduction in our tipping fee, to one closer to the regional average, may help sway this economic evaluation in favor of bringing more material to the new transfer station for disposal. It seems likely that we would see some incoming waste from this hauler if we moved to a more regionally competitive tipping fee.

Waste Management of Virginia indicated that they may send some of their material to the new transfer station based on a route-by-route evaluation. However, they are currently (as part of a contract that continues through January 2019) utilizing the Republic Services transfer station in Zion Crossroads at a tipping fee of \$40/ton. It seems unlikely that we would see a great deal of traffic from this hauler, at least under their current contractual arrangement.

Time Disposal is utilizing the County Waste transfer station in Zion Crossroads and paying a tipping fee in the low \$50 range. A representative of the firm indicated that they might be interested in utilizing the new transfer station however they expressed concern that this might be tied to the Authority also offering to receive single-stream (comingled curbside) recycling. If the issue related to recycling can be resolved, it seems reasonable to expect material from this hauler at a rate in the mid-\$50 range due to benefits in reduced miles driven, and increased in employee/equipment efficiency (*i.e.*, the trucks and crews can stay on profit-producing collection routes rather than driving to and from a transfer station in Zion Crossroads).

Internal Budget Analysis at Different Tipping Fees

As stated earlier, the Ivy transfer station received 8,200 tons during 2017. This equates to an average of approximately 32 tons per day. An increase of approximately 4 tons per day (or an average of two commercial compactor trucks per week) equates to approximately 1,000 tons per year.

The RSWA is currently charging \$66 per ton for MSW. Using a financial model developed by RSWA staff, a budget analysis was undertaken to understand how much additional tonnage (with a resulting increase in revenue) it would take to off-set the loss in revenue that would result from a decrease in our tipping fee. The results of various model runs at various tipping fees produced a “revenue-neutral” tonnage at which there would be no resulting net increase in annual operating expense. A reduction in tipping fee that resulted in the receipt of tonnage in excess of the “revenue-neutral” tonnage would then result in a decrease in the operating expense of the Authority. A summary of the results of these model runs is included as Table 2.

Table 2. “Revenue-neutral” Tonnages at Various Tipping Fees

Tipping Fee (\$/ton)	Additional “Revenue-neutral” Tonnage
\$66 (current fee)	8,200 tons (received in FY17)
\$60	+ 2,100 tons (26%)
\$56	+5,300 tons (65%)
\$55	+5,500 tons (67%)
\$50	+11,700 tons (143%)

Results of Analysis

In an effort to implement our Strategic Goals, as measured by an increase in the tonnage of MSW received at the new Ivy MUC transfer station, RSWA staff have undertaken an analysis of the service fees we charge, MSW tipping fees within our region, discussions with some of the large commercial haulers in our area, and an assessment of the budgetary impact of potential alternative tipping fees. This analysis can be condensed into three general alternatives which the Board can consider: 1) the “status quo” option in which the Board chooses to undertake no changes in the service and tipping fees; 2) removal of the current service fees charged to both County and non-County representatives; and 3) a change to a market-based MSW tipping fee.

The service fees we charge are often viewed negatively by City and other non-County customers. Although the service fees create more than \$82,000 in revenue, they create confusion and negative feelings amongst our existing and potential customers. These revenue impacts would be mitigated by increased customer use, but this would be very hard to track and quantify. Implementation of a plan to remove the service fees for both County and non-County residents should mostly be based on a desire to increase customer satisfaction rather than a purely economic basis.

The average tipping fee in our area (including the existing Ivy MUC tipping fee) is approximately \$55/ton. If the RSWA was to reduce the tipping fee at the new transfer station from \$66 to \$55, it would take approximately 5,500 tons of additional MSW per year to be “revenue-neutral” and not result in an increase in net annual operating expenses. 5,500 tons per year is equal to approximately 20 tons per day (approximately an additional 2 commercial compactor trucks per day).

If the change in tipping fee (from \$66 to \$55) resulted in no additional MSW tonnage to the new transfer station, there would be a resulting \$90,000 increase in annual operating expense to the County. The large haulers in our area did not indicated with confidence that a current change in the tipping fee, to market-based levels, would result in an increase in material received to a level that would be revenue-neutral.

Tipping fee changes were also discussed with City staff with a goal toward identifying whether they, or their selected contractors, might direct waste materials to the new transfer station. The City is under existing contractual obligations that define its current MSW and recycling materials haulers and waste transfer service providers. In approximately one year, the City will be rebidding waste transfer services. At that time, directing waste through the Ivy transfer station may be considered.

With the information from the waste haulers and the City, RSWA staff cannot confidently predict that the new transfer station would receive significantly more MSW resulting from a change in tipping fee to a market-based rate. This may change in a year, as contractual obligations with the waste haulers and the City come up for renewal.

In accordance with the “Amended and Restated Ivy Material Utilization Center Programs Agreement Between the County of Albemarle and the Rivanna Solid Waste Authority,” the RSWA Board must request the Albemarle County Board of Supervisors to consider any changes to the MSW tipping fees or other charges.

Board Action Requested:

Consider modifications to the service fees and the MSW tipping fee at the Ivy MUC.

Solid Waste Fee Alternatives



Presented by Phil McKalips, Director of Solid Waste
September 25, 2018

Strategic Plan Goal – Solid Waste Services

“To provide reliable, convenient, and innovative solid waste and recycling services”

We will achieve this goal thru:

- Increased participation rates
- Increased tonnage rates
- Increased customer satisfaction



How *might* we increase tonnage and customer satisfaction?

- Better facilities
 - New Transfer Station Building – ease of use, capacity for commercial haulers
- Simplify fee schedule to reduce customer and staff confusion
- Charge market-based rates



Service Fees

- County residents are charged \$1.00 for all inbound transactions.
- Non-County (City) residents are charged \$10.00 for all inbound transactions.
- Generates over \$82k in revenue.
- Creates confusion, negative feelings, and a disincentive for City and other non-County residents to utilize the facility (*e.g.*, minimum charge to a County resident is \$7, to a City resident it is \$16).
- Creates conflicts with customers and staff.

MSW Tipping Fees

- Ivy MUC charges \$66 per ton, average in the region is \$55 per ton.
- Private transfer stations charge varying rates but are generally in the low \$50 per ton range.
- Using FY2017 data, Ivy MUC received ~8,200 tons of MSW. If the tipping fee was reduced from \$66 to \$55 per ton there would be decrease in revenue of approximately \$90,000.
- Ivy would have to receive an additional 5,500 tons of waste per year to be revenue-neutral.
- Additional tonnage from large haulers of MSW in the area is uncertain in the short-term.

Tipping Fee Data

<u>Tipping Fees at Neighboring Counties</u>	
<u>County</u>	<u>Tipping Fee (\$/ton)</u>
Ivy MUC	66
Augusta	45
Fluvanna	57
Louisa	52
Nelson	55
Average	55

<u>Revenue-Neutral Tonnages at Various Tipping Fees</u>	
<u>Tipping Fee (\$/ton)</u>	<u>Additional "Revenue-Neutral" Tonnage</u>
66 (current fee)	8,200 tons (received in FY 17)
60	+ 2,100 tons (26%)
56	+ 5,300 tons (65%)
55	+ 5,500 tons (67%)
50	+ 11,700 tons (143%)

Analysis

- Eliminate Service Fees
 - Would be viewed positively by customers and staff.
 - May result in increased tonnage (may not be revenue-neutral).
- Implement Market-based MSW Tipping Fee
 - Would increase customer satisfaction.
 - Uncertain impact on tonnage rates.
- Changes in contracting obligations by haulers and the City may alter this environment over the next 12 months.
- In accordance with the Ivy MUC Programs Agreement between the County and RSWA, the County will be consulted prior to any proposed changes to rates and fees.

Questions?