



# Rivanna Solid Waste Authority

## Board of Directors Regular Meeting

November 13, 2018

2:00pm



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

## **BOARD OF DIRECTORS**

### **Regular Meeting of the Board of Directors of Rivanna Solid Waste Authority**

**DATE:** November 13, 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 Special Meeting of the Board on September 25, 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 Ivy Material Utilization Center/Recycling Operations Update*
  - b. Staff Report on Ivy Landfill Environmental Status*
  - c. Staff Report on Ongoing Projects*
  - d. Approval of Additional Employee Holidays*
  - e. Approval of Board Meeting Schedule for Calendar 2019*
- 8. OTHER BUSINESS**
  - a. Presentation: Reduction in Solid Waste Fees; Director of Solid Waste, Phil McKalips*

*(RECESS THE RSWA MEETING TO BEGIN THE RWSA MEETING; MOTION REQUIRED)*

  - b. Presentation: Quarterly Strategic Plan Update; Katie McIlwee, Executive Coordinator and Communications Manager*
- 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)



**RIVANNA SOLID WASTE AUTHORITY**  
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**RSWA BOARD OF DIRECTORS**  
**Minutes of Special Meeting**  
**October 23, 2018**

A special meeting of the Rivanna Solid Waste Authority (RSWA) Board of Directors was held on Tuesday, October 23, 2018 at 2:00 p.m. in the 2<sup>nd</sup> floor conference room, Administration Building, 695 Moores Creek Lane, Charlottesville, Virginia.

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

**Board Members Absent:** None

**Staff Present:** Bill Mawyer, Katie McIlwee, Phil McKalips, Liz Coleman, Alisa Cooper, David Rhoades, Michelle Simpson, Scott Schiller, Lonnie Wood, Russ Blankentstein, Jennifer Whitaker, Andrea Terry, Tom Freeman and Dave Tungate.

**Also Present:** Kurt Krueger – RSWA Counsel, members of the public, and media representatives.

**1. CALL TO ORDER**

Mr. Gaffney called the meeting to order at 2:02 p.m.

**2. MINUTES OF PREVIOUS BOARD MEETING**

*a. Minutes of the Special Meeting of the Board of September 25, 2018*

Dr. Palmer stated that she had sent Ms. McIlwee corrections to the minutes, including proper spelling of the word “leachate.”

**Dr. Palmer moved to approve the minutes of the RSWA September 25, 2018 meeting as amended. Mr. Oberdorfer seconded the motion, which passed 7-0.**

**3. RECOGNITION**

There were no recognitions presented.

42 **4. EXECUTIVE DIRECTOR'S REPORT**

43  
44 Mr. Mawyer introduced new employees: Russ Blankenstein, Assistant Manager, Solid Waste  
45 Divison; Alisa Cooper, Payroll and Benefits Coordinator; and Robert Wood, Operator/Attendant,  
46 Ivy Transfer Station (not present).

47  
48 Mr. Mawyer reported that the Household Hazardous Waste and Bulky Waste Amnesty Days had  
49 gone well in the fall, with more than 700 vehicles bringing household hazardous waste products,  
50 179 bringing furniture and mattresses, and 289 vehicles bringing appliances – with the bulky  
51 waste totaling more than 17 tons of material.

52  
53 Mr. Mawyer stated that Mr. McKalips had developed a pumpkin recycling program – a  
54 “pumpkin smash” to be held at the McIntire Recycling Center on November 10, 2018. He stated  
55 that the post-Halloween pumpkins would be collected there and then shipped to Black Bear  
56 Composting in Crimora.

57  
58 Mr. Mawyer noted that the RSWA Board would meet earlier the following month – on  
59 November 13, 2018 – to accommodate the Thanksgiving holiday.

60  
61 Dr. Palmer commented that she appreciated the MUC report format, particularly how many  
62 customers crossed the scales as it spoke to customer service.

63  
64 Mr. Mawyer noted that in Attachment 7B, the Operations Center Report, Mr. McKalips had  
65 provided more information regarding City and County participation in the HHW Event.

66  
67 Dr. Palmer asked if the Ivy Materials Utilization Center Report and Recycling Operations  
68 Update would be provided with every Board meeting packet.

69  
70 Mr. Mawyer confirmed that they would.

71  
72 He also stated that staff was pondering new names for the Ivy MUC.

73  
74 Dr. Palmer suggested that they have a contest.

75  
76 **5. ITEMS FROM THE PUBLIC**

77  
78 Mr. Gaffney invited items from the public.

79  
80 Mr. John Martin of Free Union addressed the Board and stated he had lived in the County for 21  
81 years and paid for trash to be picked up at his house, and several times a year he had a need for  
82 extra things to be taken to the landfill for disposal – and it cost him \$7, but could not afford \$16,  
83 if he were from outside the County. Mr. Martin stated that it was convenient and was a pleasant  
84 trip to the landfill, but emphasized that City residents did not have an affordable option and they  
85 were punished because their elected officials could not agree. He urged the Board to end the  
86 problem now, adding that there was no reason why City residents could not enjoy using the Ivy  
87 MUC.

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**6. RESPONSES TO PUBLIC COMMENTS**

Ms. Galvin thanked Mr. Martin for advocating for City residents and stated she had been pondering the issue a lot and would be asking Mr. Murphy and Mr. Oberdorfer about diverting the City’s solid waste needs to Rivanna for management.

Mr. Oberdorfer responded that it would be a business decision.

Ms. Galvin stated that all business decisions needed data, information and rationale.

Mr. Oberdorfer commented that part of that was the differential rate, and the City had put together a matrix of this for both the City and County sides, with an eye toward parity and understanding that there may need to be subsidization.

Ms. Galvin suggested that there may be other aspects besides solid waste management, as they seemed to be considering this in a piecemeal fashion.

Mr. Oberdorfer responded that the City has a large item pick up and could generate numbers for that tonnage that could be applied to the model.

Ms. Galvin stated that this would help make them identical to the County.

Mr. Gaffney mentioned that Mr. Martin was pointing out just one tiny aspect of this, and Rivanna could look at this further once data was collected as to County versus City usage.

Dr. Palmer stated that the issue with this suggestion was that they would never know how many City people would have come or would not have come if there were a different program in place. She emphasized that the County had not asked the City to do anything and had not asked for any up-front funding, noting that the County assumed the liability of running the transfer station. She added that she hoped the two localities could be partners on some level and not just try to make up the difference based on the arbitrary \$9 charge. Dr. Palmer stated that she hoped the City would look at the benefits of a regional solid waste partnership on some level, and if they were to come to a situation wherein they could send their trash to the County, that would be beneficial. She added that she hoped they would be able to reduce the amount of trash, compost, and get recycling done as a community – and doing it together made much more sense for both, even if it involved subsidies.

Ms. Galvin asked if it would be possible to get this onto a City Council agenda to discuss solid waste management and the costs/benefits of a regional approach, with an increasing proportion diverted to the Rivanna authority.

Mr. Oberdorfer responded that composting factors in heavily, because without recycling they were packing the landfill.

133 Dr. Palmer stated that was a lower-cost item, but the County did have the facility and was  
134 investing in it, so that was worth something. She added that they had also been actively working  
135 with UVA, the County and Rivanna.

136  
137 Ms. Galvin stated that before Mr. Oberdorfer proceeded, he would need clearance from City  
138 Council and a directive from the City Manager. She reiterated that she would like to get this on a  
139 Council agenda, with Mr. Oberdorfer directed through Mr. Murphy to do a more in-depth study  
140 regarding consolidation of a solid waste management system.

141  
142 Mr. Oberdorfer provided an example of a rate differential: non-freon appliance disposal was \$9  
143 for the County versus \$49 for the City. He added that much of this was transportation costs, and  
144 if they recovered freon there was additional expense. Mr. Oberdorfer noted that these rates had  
145 not been adjusted in several years, so this would provide an opportunity to revisit those.

146  
147 Mr. Murphy commented that it would not be any trouble to do this, as Mr. Oberdorfer had  
148 already been doing work on this and could prepare a report to be added to a City Council agenda.  
149 He pointed out that solid waste was not a revenue generator for the City and overall operated at a  
150 loss, so they would have to take that into account.

151  
152 Dr. Palmer added that it was also a part of sustainability and thus was a priority on some level.

153  
154 Ms. Galvin commented that as they were losing less by doing this, it was also a gain.

155  
156 Mr. Murphy stated that large item pickup was something that previous Councils had considered,  
157 and if they were to operate at a break-even, the rates would be very different than what they were  
158 today.

159  
160 Ms. Galvin stated that she would get another Councilor's support and would get it on an agenda,  
161 as it was obvious to her that this was an opportunity that shouldn't be missed.

162  
163 Mr. Mawyer added that staff would work with Mr. Oberdorfer to get data on capital and  
164 operating costs, as well as the service fee and volume fee.

165  
166 Dr. Palmer emphasized that she was not suggesting that the City start paying for capital costs of  
167 the transfer station, but was interested in partnering with them on waste disposal – including  
168 bulky waste and other municipal waste – as it made the system more viable.

169  
170 Dr. Palmer noted her appreciation of Mr. Martin's interest.

171  
172 Mr. Mawyer presented photos of the existing transfer station near the tent, pointing out the  
173 conveyor area and showing it being demolished. He stated that the new station had been  
174 operating for about one month.

175  
176 **7. CONSENT AGENDA**

177 *a. Staff Report on Finance*

178

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

180

181 *c. Staff Report on Ivy Landfill Environmental Status*

182

183 *d. Staff Report on Ongoing Projects*

184

185 Dr. Palmer commented that she would like to hear more about the transfer station operating  
186 efficiently, and whether that involved truck traffic or the actual handling of material from the  
187 time it entered the station to the time it got in the top loader.

188

189 Mr. McKalips explained that David Rhoades had been making adjustments and had ideas about  
190 having a quick-drop area, with other traffic sweeping around the outside. He stated that staff had  
191 changed that around so that everyone was coming through the building, which created a single  
192 stream of traffic flow and avoided having cars run across a floor that may contain nails. Mr.  
193 McKalips emphasized that this allowed all traffic to move the same way and made it easier for  
194 operators to keep an eye on who was where. He stated that they were trying to maximize the  
195 amount of material put in every trailer and optimizing how much went out in each trailer.

196

197 Dr. Palmer asked how many lines of traffic could get in at one time.

198

199 Mr. McKalips responded that they all came around into a single line, with four active aisles plus  
200 the lane for the “citizen can,” which was at the front of the facility. He stated that when you  
201 came through the side opening, you turned immediately to the left and adjacent to the wall were  
202 small roll-offs for quick disposal. He added that there were also four lanes or dumping areas in  
203 the major part of the floor where people could pull in and make disposals. Mr. McKalips stated  
204 that once that was accumulated, the traffic moved out and the equipment moved in to process it  
205 and get it in the hole, which was currently done as a batch operation. He stated that while they  
206 had to stop the flow to move material, he had not seen any wait lines accumulate.

207

208 Mr. Rhoades clarified that the worst was perhaps a five-minute wait, or perhaps seven to eight  
209 minutes if they had to do a trailer switch-out and pack down. He emphasized that this was only  
210 done about three times over an entire day period, adding that the traffic flowed very well.

211

212 Mr. McKalips stated that the wait at the old facility could be much longer, and for staff and  
213 customer use, the new transfer station was much more efficient.

214

215 Mr. Mawyer commented that they had integrated a safety aspect of this program, with Safety  
216 Manager Liz Coleman, Mr. Rhoades, and other staff sitting down together and coming up with  
217 strategies to paint lines and block off the pit. He stated that they did not want Rivanna’s  
218 equipment operating with other cars in the facility, so they open the entrance to the transfer  
219 station, let people dump their loads on the floor, then close the entrance when it is time to fill the  
220 trailer, getting the trash into the container and immediately reopening.

221

222 Mr. McKalips stated that when four lanes were open, several vehicles at a time were depositing  
223 waste – accommodating as many as 50 cars – with the pile creeping out toward the front of the  
224 building.

225  
226 Mr. Henry noted that this was a change from the original design concept and it was good to be  
227 responsive, and he asked if the process could be maintained if the volume increased or whether it  
228 would revert to the original design.

229  
230 Mr. McKalips responded that he liked the way this was open, and instead of having the front  
231 neck down to a smaller opening in the building, this worked a lot better. He stated that the staff  
232 person can now be at the gate or side door and could be part of the directing of traffic and  
233 allowed others to be more functional and useful.

234  
235 Mr. Gaffney asked if staff had designed the metrics so they could measure the efficiency over  
236 time as they got busier.

237  
238 Mr. McKalips responded that they had not done a cycle time yet but were hoping to see increases  
239 in tonnage as the new facility was open, adding that they could analyze the ticket data.

240  
241 Dr. Palmer stated she would be very interested in measuring this for commercial vehicles.

242  
243 Mr. McKalips clarified that he had reached out to the larger haulers, such as Time Disposal,  
244 Updike, and Waste Management, to let them know the facility was open. He added that if they  
245 did show up, staff would make every effort to accelerate the trip and make it efficient.

246  
247 **Dr. Palmer moved to adopt the Consent Agenda as presented. Ms. Galvin seconded the**  
248 **motion, which passed 7-0.**

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250  
251 **8. OTHER BUSINESS**

252  
253 *a. Presentation: Ivy MUC Master Plan – Convenience Center Layout Alternatives; Director Of*  
254 *Solid Waste, Phil McKalips*

255  
256 Mr. McKalips reported that in August, staff had presented two alternatives for a convenience  
257 center at Ivy, which was part of the development of the master plan for Ivy. He stated that the  
258 questions associated with that had related primarily to the cost of construction, and the desired  
259 outcome of the presentation was for the Board to select one of the two alternatives.

260  
261 Mr. McKalips stated that the first alternative would be located at the old transfer station facility,  
262 with only the loading dock left there currently. He explained that half of the green cans would go  
263 below on the low side of the loading dock, and the others would be on the high side – with all the  
264 compactor units on the low side so that customers did not have to be around any of the  
265 mechanical infrastructure.

266  
267 Dr. Palmer asked why the slide showed \$400K-\$700K when the Board packets stated \$700K-  
268 \$1M.

269

270 Mr. McKalips responded that there had been a discussion about that, and the cost estimate had  
271 been updated.

272  
273 He explained that a user would come into the site and would go down to the existing  
274 convenience center, which is the cardboard container, then turn on a new road back to a parking  
275 area – with the new convenience center located on the right. He stated that this would allow  
276 existing truck traffic that came back into the paved area for amnesty days to stay undisturbed,  
277 and would allow the back lot to be used for amnesty days, as well as trailer parking and other  
278 existing uses.

279  
280 Mr. McKalips emphasized that the site was somewhat fixed and would be constrained in the  
281 event of future expansion if that were necessary, and one negative aspect was that the roadway  
282 had two-lane traffic in this section of the roadway. He pointed out the traffic route to access the  
283 new transfer station, noting that a user came in the site entrance, up the hill to the scale house, up  
284 a curved road into the transfer station into the side entrance – with the traffic coming into the site  
285 and always staying to the left, with the convenience center traffic coming before the scales and  
286 going to the right so they did not cross.

287  
288 Mr. McKalips explained that the second alternative would come into the site from the same  
289 location, come down the road currently used for truck traffic past the truck parking area, and to a  
290 convenience center located at the far end of the asbestos disposal area. He stated that traffic  
291 leaving would circle around, come up behind the barn across a new road, and exit to the site –  
292 with the new transfer station to the left. He emphasized that this would keep convenience center  
293 traffic separate, but where it would cause potential conflicts would be amnesty days, as all that  
294 traffic would be comingled with convenience center traffic. Mr. McKalips noted that there could  
295 be some potential time delays with people arriving to use the center.

296  
297 Mr. McKalips stated that in December 2017, he had prepared a cost for a convenience center  
298 located at the Ivy MUC of \$312K for the facility at the alternative #1 location. He explained that  
299 he presented the information in August and the Board had asked for better cost estimates, so staff  
300 went to the consultant, Arcadis – which provided costs that were all above \$1 million. He stated  
301 that in looking at this, he felt that it was hard to justify spending 1/3 of the transfer station costs  
302 on just the convenience center, so they arrived at \$700K-\$1M and ended up revising them again  
303 to get to the lower levels presented. Mr. McKalips added that his original estimate from a year  
304 ago may be missing something, but he did not think it would be at that level.

305  
306 Dr. Palmer commented that the Board had asked for staff to develop a convenience center that  
307 would be the ideal center so it could be used as a model for other areas, but at the same time, it  
308 would be pretty difficult to sell a \$700K center. She asked how they would get to the point where  
309 they narrowed down the actual cost and how they could make it more saleable.

310  
311 Mr. McKalips responded that the step would be to proceed down the path as they got someone  
312 on board to actually do a design that was a nuts and bolts approach – not just speculation. He  
313 stated that those would generate a much more refined number for the Board to consider and  
314 compare, and ultimately would have something to go to bid.

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Dr. Palmer asked why they would need a road when they already had all the asphalt.

Mr. McKalips responded that the road would be all new – two lanes totaling 24 feet – and it was currently just a grass hill. He stated that there was plenty of power service in the existing barn that used to run all the compactor equipment, so the new electric would be a short run, and it is largely already underlain with concrete. He mentioned that sometimes roll-offs had issues with asphalt because the asphalt gave way, and these things may not have been reflected in the consultant’s estimate.

Mr. Mawyer pointed out that they were in the conceptual stage, and if there was a preference between the two sites, they could then get a professional to focus on the details and budget, which was an iterative process.

Mr. Henry asked if alternative #1 took better advantage of existing site conditions, because it seemed to be the preferred solution.

Mr. McKalips responded that it was staff’s preferred choice because it already had the concrete and the loading dock, and it saved valuable real estate to be used for other things, making use of space that did not have much other potential use. He stated that it kept activities on the site compact from the standpoint of utilizing equipment, and it would be a manned facility so it was easy for someone to come down instead of being at the far end.

Dr. Palmer stated that it seemed that alternative #1 was the best option, but there would be a goal of cutting costs.

Mr. McKalips stated that this would be the next step.

Ms. Galvin asked about the composting possibilities.

Mr. McKalips explained that staff had the consultant put together a concept for where the compost yard would go, and his preference was to have it on the other side of the fence in front of the existing transfer station because the old cell one unlined was generally flat and would allow them to utilize labor and equipment for managing the compost. He stated that when compost was received, it would need to be mixed with mulch, and there was a loader inside the barn so it would be easy to do small amounts of work – which meant a separate person and a separate piece of equipment would not be needed.

Mr. Gaffney asked how much of this was on Cell 1.

Mr. McKalips responded that the entire footprint would be on Cell 1, with the parking area being a permeable gravel surface – but they would need to build a concrete processing floor that people would dump the compost on to then be mixed with mulch, because an earthen cover would constantly require digging. He pointed out that it would be put in the center in the green oval shown on the figure presented, and as they did not damage the cap, DEQ was amenable to it being on the cell.

361  
362 Dr. Palmer stated they were currently doing the transfer for UVA and whatever small amount of  
363 compost Rivanna got, and she asked how it would work out financially if they were doing it  
364 onsite and not trucking it off, as they would not be paying any portion of it to truck it away.  
365  
366 Mr. McKalips stated that they created mulch so they were self-supporting in terms of the other  
367 ancillary raw material needs for it, and if they could get by using staff with a few spare hours –  
368 along with the existing onsite equipment – his estimate was approximately \$20K a year in costs.  
369 He stated that this would involve hiring a company called Royal Oak to come up with their  
370 screening machine to screen all the wood back out of the mulch so it left only the compost  
371 material.  
372  
373 Mr. Mawyer mentioned that there would be a cost reduction on the compostable food waste, as it  
374 would not be shipped to Crimora.  
375  
376 Dr. Palmer asked if that was reflected in the \$20K estimate.  
377  
378 Mr. McKalips responded that they did not make any adjustments to the expense, so it was not a  
379 net calculation, and they could set a tipping fee to offset it.  
380  
381 Mr. Mawyer commented that there was also a revenue component for the compost if they were  
382 going to sell that, and that must be factored in. He stated that the capital costs reflected in the  
383 packet were estimated at \$70K, which was considerably lower than what the consultant  
384 developed at \$100K.  
385  
386 Dr. Palmer asked what Rivanna was currently getting from UVA for the transfer.  
387  
388 Mr. McKalips responded that it was 500 tons per year as of last year, and they paid \$178 per ton,  
389 with RSWA paying \$152 per ton for Black Bear to take it away. He stated that 500 tons cost the  
390 RSWA about \$20K per year.  
391  
392 Mr. Oberdorfer asked what storm water controls were required.  
393  
394 Mr. McKalips responded that he had been told they did not need any additional controls, as they  
395 already tested storm water because of the transfer station and the fact it was a landfill – and when  
396 it came to permitting, they may up some of the analytes Rivanna was testing for, but that would  
397 only be \$100-200 per year. He stated that his intention was to not do as much earth work as the  
398 consultant had suggested, because it would be a fairly small composting operation at 500 tons  
399 per year.  
400  
401 Dr. Palmer commented that this was the beauty of doing it on a landfill, and she would be  
402 interested in taking this further to see what Rivanna staff could work out and what UVA would  
403 be willing to do – including possibly paying some of the up-front capital costs.  
404

405 Mr. Mawyer stated that part of UVA's incentive was to try to become a regional system so  
406 Rivanna could get the unit price down and make it more affordable for UVA and any other  
407 partners.

408  
409 Dr. Palmer recalled that they had needed 35,000 tons to make money from it, and at the point  
410 that was evaluated, they only had 360 tons. She stated that UVA's sustainability efforts were  
411 concentrated on the food-water-energy interface, so this seemed to fit into their priorities.  
412

413 **Dr. Palmer moved to direct Rivanna staff to proceed with alternative #1. Mr. Richardson**  
414 **seconded the motion, which passed 7-0.**  
415

416 **9. OTHER ITEMS FROM BOARD/STAFF NOT ON AGENDA**  
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418 Dr. Palmer stated that she had recently found a paper at home that was a memorandum dated  
419 2004, from Cole Hendrix as a consultant to the RSWA, with alternatives proposed at Ivy –  
420 including building a new transfer station at a cost of \$3.4 million, which was remarkably close to  
421 the actual cost.

422  
423 Mr. Henry reported that the Board of Supervisors would be evaluating an executive summary for  
424 a reduction in tipping fees from \$66 to \$55 per ton, and if approved, a letter and action would  
425 come from the Board.  
426

427 Dr. Palmer noted that it was for a two-year trial and she would have preferred a three-year trial,  
428 but it did coincide with her term on the Board. She stated that it would likely take them longer  
429 than two years because haulers would need to buy equipment, etc.  
430

431 Mr. Henry stated the length of the trial period was within the Board of Supervisor's ability to  
432 discuss.  
433

434 Mr. Mawyer stated that the RSWA would have a regular meeting in November and anticipated a  
435 fee reduction to be on the agenda, including the conclusion from the Board of Supervisors. He  
436 stated that if the Albemarle Board of Supervisors were to approve it and the RSWA approved a  
437 new fee schedule on November 13, RSWA could authorize advertisement of the public hearing  
438 in December, with an effective date to follow anytime thereafter.  
439

440 Dr. Palmer stated that she hoped it could be January 1 for a new transfer station and new tipping  
441 fee in the New Year.  
442

443 **10. CLOSED MEETING**  
444

445 There was no closed meeting held.  
446

447 **11. ADJOURNMENT**  
448

449 **Dr. Palmer moved to adjourn the RSWA Board meeting. Ms. Galvin seconded the motion,**  
450 **which passed 7-0.**

451  
452  
453

**The RSWA Board adjourned its meeting at 2:53 p.m.**

DRAFT



**MEMORANDUM**

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

**FROM: BILL MAWYER, EXECUTIVE DIRECTOR**

**SUBJECT: EXECUTIVE DIRECTOR'S REPORT**

**DATE: NOVEMBER 13, 2018**

**National Recycling Day, November 15**

*SP GOAL: Environmental Stewardship; Solid Waste Services*

Solid Waste staff will be handing out an apple from Carter's Mountain orchard to customers at the McIntire Recycling Center to celebrate this event.

**Pumpkin Recycling**

*SP GOAL: Environmental Stewardship; Solid Waste Services*

A "Pumpkin Smash" at the McIntire Recycling Center was held on Saturday, November 10, to collect pumpkins for composting.

**Use of the Ivy Materials Utilization Center in October 2018**

*SP GOAL: Environmental Stewardship; Solid Waste Services*

<b><u>Vehicles</u></b>	<b><u>Product</u></b>
3504	Municipal solid waste/construction debris/vegetative waste /clean fill
117	Tires (Amnesty Day)



**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: NOVEMBER 13, 2018**

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

**October 2018**

- **3,504 vehicles crossed the scales**
- The IMUC transfer station operated 22 days and received a total of 795.90 tons of municipal solid waste (MSW), an average of 36.18 tons per day of operation. The monthly transfer station tonnage figures are attached to this report.
- 1,091.52 tons of non-MSW materials were received
- 1,887.42 tons were received as a combined total tonnage (MSW + non-MSW)

**Paint Collection:**

On October 5, 2018, the Ivy MUC shipped out the sixteenth full 30-yard container of paint since the program began in August 2016. RSWA currently has loaded 20 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 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 4.51 tons of compostable materials in October.

**Fall Bulky Waste Event Totals:**

Saturday, October 20, 2018: *Tires*

A total of 117 vehicles participated, including 107 from the County and 10 from the City. Tires collected are in the process of being separated and trucked to the end user for recycling. Totals will be reported once all of the tires have been weighed and shipped.

**Alpha Phi Omega Service Volunteers:**

UVA's Theta chapter of the Alpha Phi Omega service group volunteered on Saturday, October 27, 2018 at the McIntire Recycle Center. The volunteers cleaned Schenk's Greenway creek bank behind the facility.

Ivy Material Utilization Center  
Daily Scale Crossing Data



October 1-31, 2018

Days of  
Operation: 22

		MSW collected at Transfer Station (tons)						Non-MSW
		Vehicles	Count	Citizen-Can	Construction	Domestic	MSW Total	Total Tons
10/01/18	Monday	-	-	-	-	-	-	-
10/02/18	Tuesday	167	177	0.24	23.88	20.66	44.78	8.52
10/03/18	Wednesday	176	221	0.50	16.59	14.86	31.95	142.94
10/04/18	Thursday	147	158	0.67	22.51	17.06	40.24	39.05
10/05/18	Friday	145	184	0.54	23.23	15.94	39.71	76.54
10/06/18	Saturday	223	261	1.02	18.61	16.95	36.58	22.51
10/07/18	Sunday	-	-	-	-	-	-	-
10/08/18	Monday	-	-	-	-	-	-	-
10/09/18	Tuesday	199	198	0.42	26.55	19.93	46.90	209.88
10/10/18	Wednesday	150	167	0.42	30.68	13.12	44.22	79.56
10/11/18	Thursday	92	152	0.30	7.28	13.74	21.32	29.63
10/12/18	Friday	130	128	0.37	15.06	32.85	48.28	19.56
10/13/18	Saturday	254	351	0.14	13.06	21.14	34.34	8.10
10/14/18	Sunday	-	-	-	-	-	-	-
10/15/18	Monday	-	-	-	-	-	-	-
10/16/18	Tuesday	159	164	0.16	13.56	20.29	34.01	109.90
10/17/18	Wednesday	128	143	0.53	30.19	10.65	41.37	32.39
10/18/18	Thursday	136	331	0.26	10.54	20.88	31.68	28.83
10/19/18	Friday	147	179	0.33	17.63	16.99	34.95	17.68
10/20/18	Saturday	231	253	0.77	14.06	19.09	33.92	14.67
10/21/18	Sunday	-	-	-	-	-	-	-
10/22/18	Monday	-	-	-	-	-	-	-
10/23/18	Tuesday	188	212	0.28	14.55	20.91	35.74	54.47
10/24/18	Wednesday	156	155	0.14	20.16	20.65	40.95	63.55
10/25/18	Thursday	150	195	0.23	14.02	17.02	31.27	42.87
10/26/18	Friday	123	156	0.10	23.78	15.08	38.96	53.50
10/27/18	Saturday	156	182	0.47	6.18	11.84	18.49	3.41
10/28/18	Sunday	-	-	-	-	-	-	-
10/29/18	Monday	-	-	-	-	-	-	-
10/30/18	Tuesday	184	205	0.53	18.70	26.39	45.62	29.86
10/31/18	Wednesday	63	94	0.21	8.13	12.28	20.62	4.10
<b>Total</b>		<b>3,504</b>	<b>4,266</b>	<b>8.63</b>	<b>388.95</b>	<b>398.32</b>	<b>795.90</b>	<b>1,091.52</b>
<i>Average</i>		159	194	0.39	17.68	18.11	36.18	49.61
<i>Median</i>		153	181	0.35	17.11	17.04	36.16	31.13
<i>Maximum</i>		254	351	1.02	30.68	32.85	48.28	209.88
<i>Minimum</i>		63	94	0.10	6.18	10.65	18.49	3.41

**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: NOVEMBER 13, 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. 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**

The Fall 2018 Surface Water Assessment and Sampling Program will be completed in November. 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 November 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: PHIL McKALIPS, ENVIRONMENTAL AND SAFETY MANAGER**

**REVIEWED BY: BILL MAWYER, EXECUTIVE DIRECTOR**

**SUBJECT: STATUS REPORT: ONGOING PROJECTS**

**DATE: NOVEMBER 13, 2018**

This memorandum reports on the status of the following project at the IMUC:

**1. Ivy Master Plan**

Consultant:	Arcadis U.S., Inc.
Project Start:	May 2018
Project Status:	75 % Complete
Completion:	February 2019
Total Contract Cost:	\$42,560

Current Status:

The consultant is continuing to work towards completing the Master Plan for the Ivy site. 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 October 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.



695 MOORES CREEK LANE  
CHARLOTTESVILLE, VA 22902-9016  
TEL: 434.977.2970  
FAX: 434.293.8858  
WWW.RIVANNA.ORG

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## MEMORANDUM

**TO: RIVANNA WATER & SEWER AUTHORITY  
BOARD OF DIRECTORS**

**FROM: BILL MAWYER, EXECUTIVE DIRECTOR**

**SUBJECT: APPROVAL OF ADDITIONAL EMPLOYEE HOLIDAYS**

**DATE: NOVEMBER 13, 2018**

A ½ day holiday starting at noon is requested for Wednesday, November 21, 2018, the day before Thanksgiving. A full day holiday is requested for Monday, December 31, 2018, the day before the New Years Day holiday. These additional holidays have been granted by the Governor for State employees, as well as by Albemarle County, the Albemarle County Service Authority and the City (Administrative Days) for their employees.

### **Board Action Requested:**

It is respectfully requested that the Board of Directors authorize a ½ day holiday (4 hours) on November 21, 2018 and a full day holiday (8 hours) on December 31, 2018.



**MEMORANDUM**

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

**FROM: BILL MAWYER, EXECUTIVE DIRECTOR**

**SUBJECT: APPROVAL OF BOARD MEETING SCHEDULE FOR CALENDAR 2019**

**DATE: NOVEMBER 13, 2018**

This memo is to propose a schedule for Board meetings during calendar year 2019.

Since 2009, the Board has met on the fourth Tuesday of the month at 2:00 p.m. In 2012, the Board decided to schedule regular meetings only during the months of February, April, May, August, and November. In 2015, the Board decided to add a sixth regular meeting in June to have a joint closed meeting with the Rivanna Water and Sewer Authority Board of Directors for an annual performance review with the Executive Director. That additional meeting is reflected in the attached schedule. The November meeting has also been traditionally scheduled for the third Tuesday of the month to avoid a conflict with the Thanksgiving holidays.

**Board Action Requested**

Staff respectfully recommends adoption of the attached Board Meeting Schedule for Calendar Year 2019.



## **Board Meeting Schedule**

Listed below are the approved RSWA Board of Directors meeting dates for calendar year 2019:

Tuesday, February 26, 2019

Tuesday, April 23, 2019

Tuesday, May 28, 2019

Tuesday, June 25, 2019

Tuesday, August 27, 2019

Tuesday, November 19, 2019\*

\* The November meeting is moved to the third Tuesday of the month to avoid a conflict with the week of Thanksgiving.

RSWA meetings will start promptly at 2:00 p.m. RSWA meetings will be held in the large conference room of the Moores Creek Advanced Water Resource Recovery Facility Administration Building, 695 Moores Creek Lane, Charlottesville, VA.



**MEMORANDUM**

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

**FROM: PHIL MCKALIPS, DIRECTOR OF SOLID WASTE**

**REVIEWED BY: BILL MAWYER, EXECUTIVE DIRECTOR**

**SUBJECT: REDUCTION IN SOLID WASTE FEES**

**DATE: NOVEMBER 13, 2018**

**Background**

During the September 25, 2018 Board meeting, staff presented a proposal to reduce the service fees and Municipal Solid Waste (MSW) / Construction Demolition Debris (CDD) tipping fees at the new Ivy Transfer Station. The Board discussed the alternatives, as well as our Ivy Material Utilization Center Programs Agreement of August 23, 2011 (amended in May 2016) with Albemarle County, which requires the Authority to consult with the County prior to proposing any change to the tipping fees or other charges for the MUC.

On November 7, 2018, Albemarle County staff presented a recommendation to their Board of Supervisors to reduce the MSW/CDD tipping fees from \$66 to \$55 per ton. After discussion, a resolution was passed by the Board of Supervisors recommending the RSWA Board reduce the MSW/CDD tipping fees to \$52 per ton. The \$52 per ton MSW/CDD tipping fees are consistent with the average tipping fees for transfer stations in neighboring counties. A \$52 tipping fee represents a 23% reduction in the cost for customers to dispose of MSW/CDD.

The attached Preliminary Rate Resolution shows both Domestic Waste (MSW) and Construction Demolition Debris (CDD) as being reduced to the new \$52 tipping fee. The reason for this is that over the last 20 years, these materials have been managed and transferred in the same manner. Though the various staff and County discussions have used the terminology of MSW, they have referred to the tonnages and current rates that represent both refuse streams.

If approved, RSWA staff will monitor MSW/CDD tonnages received and customer wait times to evaluate the subsequent effects that this reduction in tipping fees may cause in tonnages of MSW/CDD received and customer satisfaction.

**Table 1. MSW Tipping Fees in adjacent Counties**

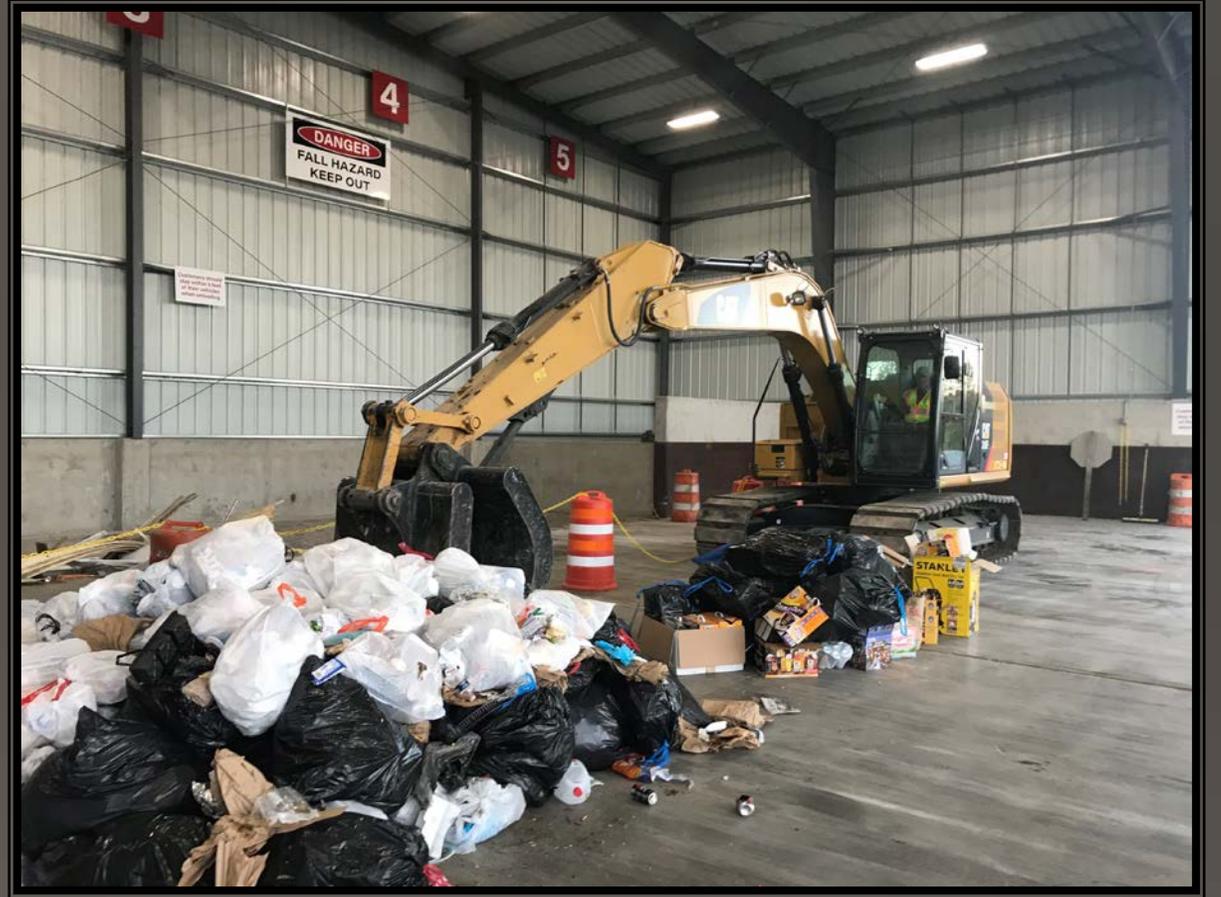
<b><u>County</u></b>	<b><u>Tipping Fee (\$/ton)</u></b>
Augusta	45
Fluvanna	57
Louisa	52
Nelson	55
Greene	50
<b>Average</b>	<b>52</b>

\*Ivy MUC – Current: \$66 per ton Tipping Fee

**Board Action Recommended:**

It is respectfully recommended that the Board of Directors adopt the attached Preliminary Rate Resolution, which authorizes the advertising of the proposed rates to the public and calls for a public hearing on the proposed rates during a special Board meeting to be scheduled for December 18, 2018. If approved after a public hearing in December, the proposed rates would be effective on January 1, 2019.

# MSW/CDD Tipping Fees Change



Presented by Phil McKalips, Director of Solid Waste  
November 13, 2018

# MSW Rates Regionally

Ivy (current) - \$66

Augusta - \$45

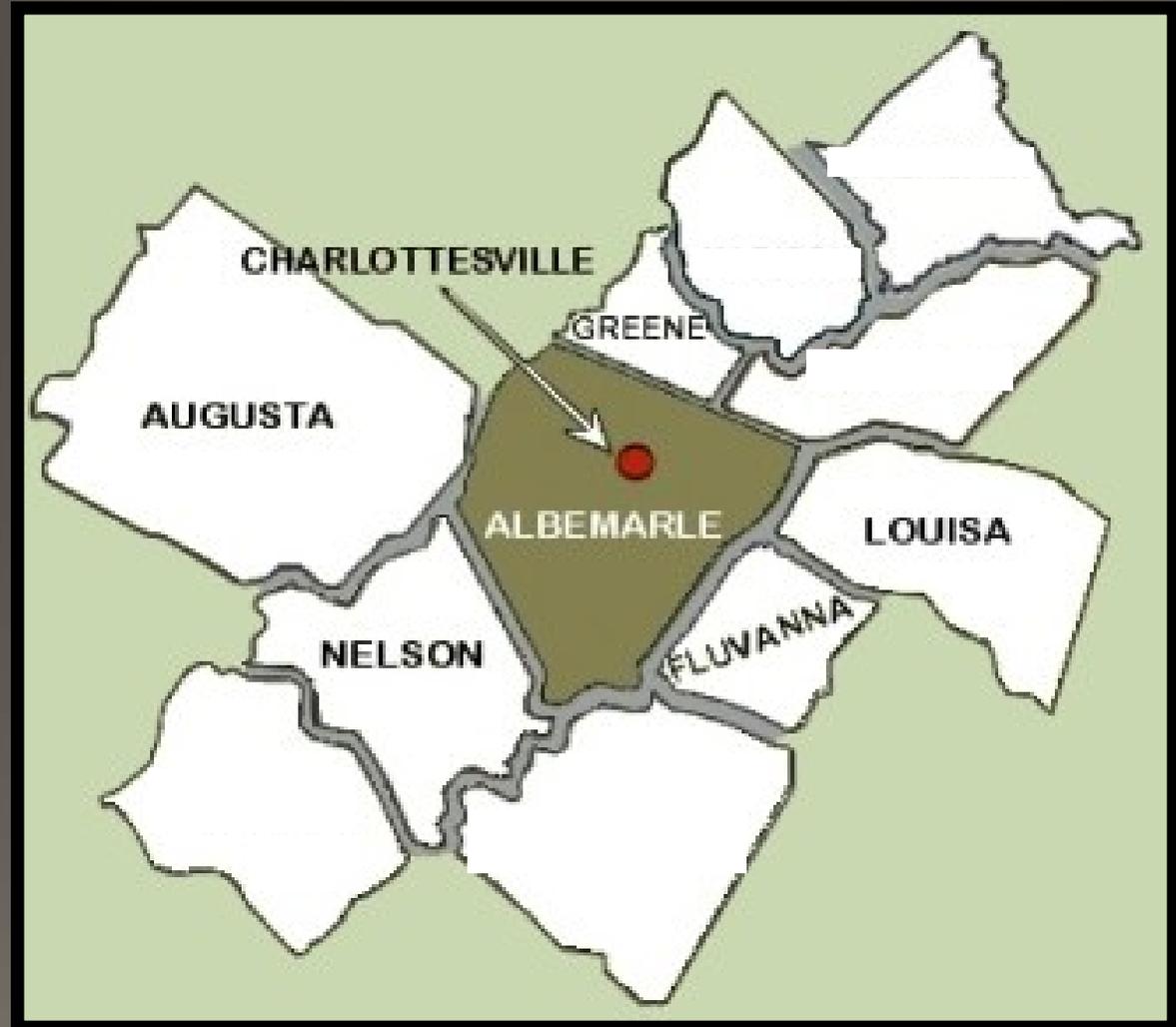
Fluvanna - \$57

Louisa - \$52

Nelson - \$55

Greene - \$50

Average (excluding  
Ivy MUC) - \$52



# Financial Impacts

- Increase cost to Albemarle County by approximately \$116,000 per year.
- Would require approximately 8,800 additional tons of waste per year to offset increased cost.
- This is equal to approximately 3 extra commercial waste trucks per day



# Questions?



**RESOLUTION**

**ADOPTION OF THE RIVANNA SOLID WASTE AUTHORITY  
 PRELIMINARY RATE SCHEDULE  
 FOR FISCAL YEAR 2019**

**WHEREAS**, Rivanna Solid Waste Authority (the “Authority”) Board of Directors has approved the budget and associated rates for Fiscal Year 2019; and

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

**NOW, THEREFORE, BE IT RESOLVED** that the Rivanna Solid Waste Authority Board of Directors hereby approves the accompanying Ivy Material Utilization Center preliminary rate schedule for the purpose of notification of a public hearing to be held on December 18, 2018 at 2:00 p.m. during the regularly scheduled Board of Directors meeting.

**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)	\$ <b>52.00</b>
Construction Debris (CDD)	\$ <b>52.00</b>
Compostable Services*	\$ 178.00
Tires	\$ 190.00

Minimum Charge (per load)	\$ 6.00
Mulch or Lumber Log (per ton)	\$ 30.00
Trash Stickers (for set of 12)	\$ 24.00
Ticket Request (per copy)	\$ 1.00
Credit Application Fee (each)	\$ 35.00

**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

<b>Service Fee Per Ticket:</b>	
Albemarle County Customers	\$ 1.00
Other customers	\$ 10.00
<b>Hauling Fee Per Load Based on Location:</b>	
Minimum	\$ 100.00
Maximum	\$ 142.00

\* - This fee applies to businesses and institutions only.



## RIVANNA SOLID WASTE AUTHORITY PUBLIC HEARING CONCERNING THE PROPOSED TIPPING FEES FOR FY 2019

**Public Hearing:**

Rivanna Solid Waste Authority will hold a public hearing on Tuesday, December 18, 2018 at 2:00 p.m. at the regular Rivanna Solid Waste Authority Board of Directors meeting in the Administrative Office main conference room, **695 Moores Creek Lane, Charlottesville, VA.** The purpose of the public hearing is to consider the following fees and charges effective January 1, 2019:

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)	<b>\$ 52.00</b>
Construction Debris (CDD)	<b>\$ 52.00</b>
Compostable Services*	\$ 178.00
Tires	\$ 190.00

Minimum Charge (per load)	\$ 6.00
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TIPPING FEES PER ITEM:

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

Service Fee Per Ticket:

Albemarle County customers	\$ 1.00
Other customers	\$ 10.00

Hauling Fee Per Load Based on Location:

Minimum	\$ 100.00
Maximum	\$ 142.00

\* - This fee applies to businesses and institutions only.

Additional information can be obtained on the Rivanna website at [www.rivanna.org](http://www.rivanna.org). Please call 977-2976, ext. 0 or send e-mail to [info@rivanna.org](mailto:info@rivanna.org) with any questions you may have.



# STRATEGIC PLAN QUARTERLY UPDATE

4<sup>th</sup> Quarter – 2018

Report to the Board of Directors  
November 13, 2018

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**RIVANNA**  
WATER AND SEWER AUTHORITY  
& SOLID WASTE AUTHORITY

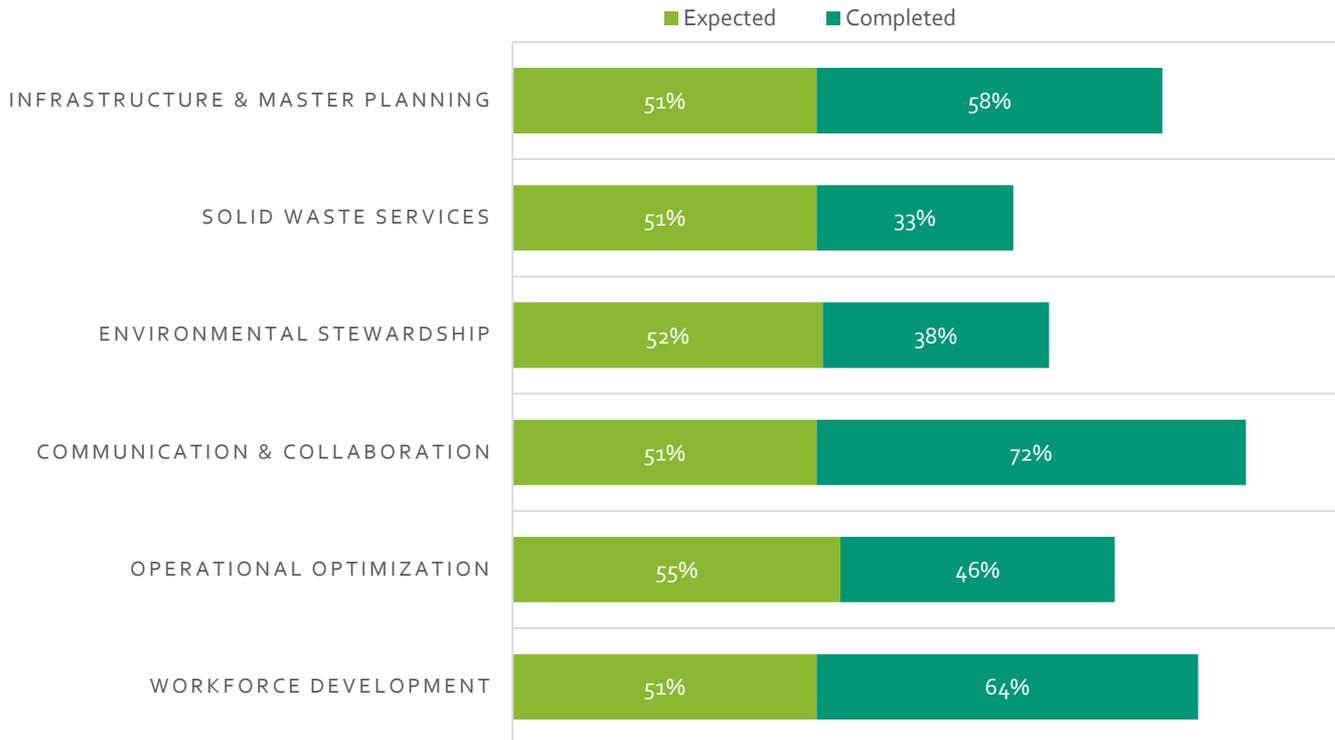
# Goal Team Composition

Goal	Champion
Communications	Katie McIlwee
Environmental Stewardship	Andrea Terry
Solid Waste Services	Phil McKalips
Workforce Development	Betsy Nemeth / Lonnie Wood
Infrastructure	Scott Schiller
Operational Optimization	Tim Castillo / David Tungate



# By the Numbers

Overall plan completion: **52%**



# Workforce Development Tactics

## Strategies:

- A. Develop a comprehensive staffing, classification, & compensation plan
  - B. Conduct a training needs assessment & enhance the training program
- 

## Recent Activity:

- A. Presented Staffing Master Plan to Boards in August
- B. Leadership training for Class 1 & 2 Operators
- C. Working with PVCC on Manager Training

## Next Steps:

- A. Continue review of Staffing Master Plan and beginning budget process for new positions
- B. Assemble a plan to conduct a Training Needs Assessment
- C. Design a Development Plan Program and forms

## PROGRESS STATUS



## TACTIC COMPLETION



# Operational Optimization Tactics

## Strategies:

- A. Continually evaluate, prioritize, & improve key business & operational processes
- B. Protect our workforce & the public through continually growing a culture of safety

---

## Recent Activity:

- A. Completion of needs analysis for inventory of existing training material & cataloging for wastewater department
- B. CIP projects; moving forward with South Rivanna, Observatory & Crozet WTP upgrades

## Next Steps:

- A. Complete corrosion inhibitor study & implement recommendations
- B. Complete sealing of digester #3

## PROGRESS STATUS



## TACTIC COMPLETION



# Communication & Collaboration Tactics

## Strategies:

- A. Create & maintain internal communication platforms
- B. Create & implement a comprehensive public outreach plan

## Recent Activity:

- A. Completed inventories, updates, and maintenance of internal and external contact lists
- B. Completed inventory of current public outreach activities

## Next Steps:

- A. Analyze web statistics to enhance usability of the Rivanna website
- B. Complete Employee Portal
- C. Continue to collaborate with other Goal Teams (Solid Waste Services / Environmental Stewardship) to support completion of their tactics

## PROGRESS STATUS



## TACTIC COMPLETION



# Environmental Stewardship Tactics

## Strategies:

- A. Increase internal environmental engagement
- B. Designate resources to support environmental outreach & green initiatives

---

## Recent Activity:

- A. Will include "Environmental Stewardship Tips" in the bi-monthly employee newsletter
- B. Continue to attend meetings with external environmental partners

## Next Steps:

- A. Continue coordination with the Communication & Collaboration team to disseminate information on on-going environmental activities
- B. Identify and plan for activities to engage employees in projects
- C. Develop a budget for green initiatives and activities

## PROGRESS STATUS



## TACTIC COMPLETION



# Solid Waste Services Tactics

## Strategies:

- A. Determine community needs & preferred service levels
- B. Enhance partnerships with local governments & the University of Virginia

## Recent Activity:

- A. Began outreach and partnership opportunities
- B. Implementing increased composting opportunities

## Next Steps:

- A. Coordinate with UVA to develop composting partnership at Ivy MUC
- B. Complete of Ivy Master Plan

## PROGRESS STATUS



## TACTIC COMPLETION



# Infrastructure & Master Planning Tactics

## Strategies:

- A. Implement an Authority-wide asset management program
  - B. Develop & maintain long-term master plans for all critical asset classes
- 

## Recent Activity:

- A. Working with GIS Coordinator to organize current asset information
- B. Complete Asset Management kick-off meeting with contractor and staff; training and workshops scheduled

## Next Steps:

- A. Conduct Asset Management Plan Awareness Training and Program Development Workshops
- B. Meet with Goal Team to refine gap analysis based on inventory of existing Master Plans & other critical assets
- C. Identify additional Master Planning requirements

## PROGRESS STATUS



## TACTIC COMPLETION



# QUESTIONS?

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# Strategies

## 1. Workforce Development

- A. Develop a comprehensive staffing, classification, & compensation plan
- B. Conduct a training needs assessment & enhance the training program

## 2. Operational Optimization

- A. Continually evaluate, prioritize, & improve key business & operational processes
- B. Protect our workforce & the public through continually growing a culture of safety

## 3. Communication & Collaboration

- A. Create & maintain internal communication platforms
- B. Create & implement a comprehensive public outreach plan

## 4. Environmental Stewardship

- A. Increase internal environmental engagement
- B. Designate resources to support environmental outreach & green initiatives

## 5. Solid Waste Services

- A. Determine community needs & preferred service levels
- B. Enhance partnerships with local governments & the University of Virginia

## 6. Infrastructure & Master Planning

- A. Implement an Authority-wide asset management program
- B. Develop & maintain long-term master plans for all critical asset classes

# Workforce Development Tactics

## Develop a comprehensive staffing, classification, & compensation plan

- Implement approved pay grade schedule - July 1
- Develop Master Staffing Plan
- Review staffing plans with BOD, gain approval (CONCEPTUALLY) of plan, formal approval will occur in budget approval for next fiscal year's new positions
- Continued annual review of staffing needs at an executive level

## Conduct a training needs assessment & enhance the training program

- 12 month training calendar
- PVCC Leadership Training
- Employee Development Plans
- New Employee Training - scheduling, comm., trainers, ON-BOARDING specific to positions
- Training communication and scheduling

# Operational Optimization Tactics

## Continually evaluate, prioritize, & improve key business & operational processes

- Inventory and prioritize critical business and operational processes
- Identify key performance indicators for each department
- Research appropriate benchmarks/best practices
- Select one key business or operational process to improve as a pilot
- Create training to support efficiency and effectiveness improvements

## Protect our workforce & the public through continually growing a culture of safety

- Identify and prioritize 10 safety concerns in each department regarding design engineering, operations, and preventative maintenance
- Research successful public-sector safety programs, including health and safety audits for project design
- Develop and communicate guidance for safety incident reporting, near misses, and suggestions
- Monitor and evaluate the outcomes from the vulnerability assessment
- Develop recommendations to improve cyber security

# Communication & Collaboration Tactics

## Create & maintain internal communication platforms

- Inventory current internal communications efforts and ensure all employees have equal access to internal communications
- Collaborate with Employee Council
- Create internal communication “trees” for specific types of information (e.g. safety, emergency information, on-boarding/off-boarding, etc.)
- Research and develop a digital communications protocol"
- Review SOPs for job duties
- Standardize records management protocols

## Create & implement a comprehensive public outreach plan

- Inventory current public outreach activities
- Research communication planning best practices
- Develop communication service level agreements with ACSA and the City of Charlottesville
- Create communication contact lists (names, roles, responsibilities) for City of Charlottesville, Albemarle County, ACSA, and UVA
- Evaluate social media outreach options, including Facebook
- Partner with local schools and civic groups for facility tours and environmental education

# Environmental Stewardship Tactics

## Increase internal environmental engagement

- Inventory green initiatives
- Partner with Community/env'l groups
- Research other Organizations on green initiatives
- Identify Environmental Engagement goals
- Develop communication tools
- Create Green Road shows

## Designate resources to support environmental outreach & green initiatives

- Create a standing Employee Environmental Committee (structure)
- Create a staffing plan (existing and potential new position) Coordinate with Workforce Development
- Develop an annual budget for green initiatives and activities

# Solid Waste Services Tactics

## Determine community needs & preferred service levels

- Research Existing Solid Waste and Recycling Practices/Data
- Communicate Data and Existing Services to Public
- Design Outreach
- Conduct Outreach
- Analyze Outreach Data
- Report on Outreach Results to Exec. Dir. & Board

## Enhance partnerships with local governments & the University of Virginia

- List Potential Partnership Organizations (POs)
- Identify Points of Contact for each PO
- Craft Message (what we are, resources we have, what we do)
- Contact Pos; discuss our resources, operations, needs; define their resources, needs, operations
- Evaluation Process (turn #4 into possible Programs and evaluate)
- Present possible Programs to Exec. Dir. and Board for action (and, if needed, funding)
- Implement

# Infrastructure & Master Planning Tactics

## Implement an Authority-wide asset management program

- Develop an RFP for an Asset Management Plan
- Create an Asset Management Committee and Prepare for AM
- Identify and Meet Short Term Software Needs
- Procure Consultant Assistance (Phase 1 - Strategic Plan)
- Organize Current Asset Information
- Develop an Asset Management Strategic Plan

## Develop & maintain long-term master plans for all critical asset classes

- Inventory all existing master plans
- Identify existing master plan obligations
- Conduct gap analysis to get to comprehensive master plans
- Classify all critical asset classes, functions, and departments that require master planning (in conjunction with Strategy 1, Tactic 5)
- Assign champions to asset class master plans
- Create a process to ensure that master plan-prioritized recommendations are linked to capital improvement program