



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

**RSWA BOARD OF DIRECTORS**  
**Minutes of Regular Meeting**  
**November 13, 2018**

A regular meeting of the Rivanna Solid Waste Authority (RSWA) Board of Directors was held on Tuesday, November 13, 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, Kathy Galvin and Mike Murphy.

**Board Members Absent:** Paul Oberdorfer.

**Staff Present:** Phil McKalips, David Rhoades, Bill Mawyer, Katie McIlwee, Liz Coleman, Tim Castillo, Lonnie Wood, Michelle Simpson, and Scott Schiller.

**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 2:01 p.m.

**2. MINUTES OF PREVIOUS BOARD MEETING**

*a. Minutes of the Regular Meeting of the Board of October 23, 2018*

**Dr. Palmer moved to approve the special minutes of the RSWA October 23, 2018 meeting as presented. Ms. Galvin seconded the motion, which passed 6-0. Mr. Oberdorfer was absent from the meeting and the vote.**

**3. RECOGNITION**

There were no recognitions presented.

**4. EXECUTIVE DIRECTOR'S REPORT**

41 Mr. Mawyer reported that November 15 is National Recycling Day, and the RSWA would  
42 celebrate by handing out apples from Carter's Mountain Orchard to customers at the McIntire  
43 Recycling Center. He stated that for the past three days, they have sponsored a Pumpkin  
44 Recycling event at the facility, and he presented an NBC news clip of the event.

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46 Dr. Palmer asked if a lot of pumpkins had been recycled.

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48 Mr. McKalips responded that the bottom of the roll-off was covered.

49

50 Mr. Mawyer estimated 50-100 pumpkins were recycled.

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52 Mr. McKalips stated that there were approximately 60+ customers, and people actually returned  
53 to their homes and brought pumpkins back.

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55 Dr. Palmer commented that it was very good advertisement.

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57 Mr. Gaffney suggested that they use the clip for future advertisements for recycling.

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59 Mr. Mawyer agreed, stating that Rivanna planned to sponsor the event next year and make it a  
60 continuing feature. He also mentioned that the pumpkins were taken to Crimora for composting.

61

62 Mr. Mawyer reported that the UVA Theta Chapter of the Alpha Phi Omega service fraternity had  
63 assisted at McIntire, and he expressed his appreciation for having them come and pick up trash at  
64 Shenk's Branch Creek behind the facility.

65

66 Dr. Palmer asked how many times they had come to assist.

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68 Mr. McKalips responded that it had been six or seven.

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70 Dr. Palmer noted that they had been coming every few months.

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72 Mr. Mawyer stated that Rivanna had written them a thank-you note in appreciation for their  
73 efforts.

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

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77 Mr. Gaffney invited items from the public.

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79 There were no items presented.

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## 81 **6. RESPONSES TO PUBLIC COMMENTS**

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83 There were no responses to public comments.

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## 85 **7. CONSENT AGENDA**

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

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*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*

**Dr. Palmer moved to adopt the Consent Agenda as presented. Mr. Richardson seconded the motion, which passed 6-0. Mr. Oberdorfer was absent from the meeting and the vote.**

**8. OTHER BUSINESS**

*a. Presentation: Reduction in Solid Waste Fees; Director of Solid Waste, Phil McKalips*

Mr. McKalips reported that in September he had presented a proposal about reducing service fees and tipping fees now that RSWA had moved to the new transfer station. He stated that at the November 7 Board of Supervisors meeting, staff presented a proposal to take those fees from \$66 per ton – which is the current fee – to \$55 per ton. He stated that following some internal discussion, a recommendation was ultimately made and approved to lower the rate to \$52 per ton in an effort to move the tipping fee to a market-based fee.

Mr. McKalips presented a chart showing tipping fees in some of the adjacent counties – with an average of \$52 per ton for those other localities. Mr. McKalips stated that the idea is to stimulate traffic to the new transfer station and hopefully stimulate the growth of haulers that can provide expanded or more innovative service to the types of service to the customers in Albemarle County.

Mr. McKalips stated that there would be some financial impacts from this, and without any increase in tonnage to the transfer station, it will increase costs by \$116,000 – which is equivalent to about 8,800 tons of additional waste needed to offset that amount. He noted that it was about 35 tons or 3 extra commercial trucks per day.

Ms. Galvin asked what advertising they were doing to let everyone know about the fee reduction.

Mr. McKalips responded that he had been talking to some of the larger haulers, and he wanted to continue that and expand the list of haulers for discussion – but he didn't want to sell something he couldn't deliver, so he wanted to wait until the rate change was approved. He stated that once the Board approved the plan, he would start to reach out and inform them. Mr. McKalips added that they also have other ideas about how to get people to come to the site, including safety training events to get haulers to come in, noting that solid waste was one of the more dangerous businesses to get into.

Mr. Mawyer stated they would also advertise the reduced rate in the newspaper twice, and the RSWA Board would have a public hearing on it in December to approve the rates.

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134 Dr. Palmer stated that they could put it on the County website and put it out on A-mail, and  
135 asked that the City do something similar.  
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137 Dr. Palmer asked how they deal with the service fee for haulers because they were picking up  
138 mostly in Albemarle County.  
139  
140 Mr. McKalips responded that if they were picking up in the County, they got charged the County  
141 fee – and they had not had any major big haulers coming out of the City in quite some time.  
142  
143 Mr. Rhoades stated that most of the haulers that came in actually lived in the County in which  
144 they were picking up the trash, so they had not reached a point where they needed to make a  
145 decision about which way to go – because they live in Albemarle and get charged the Albemarle  
146 fee. He stated that historically it would be based on where the business was registered, but if they  
147 started to see a trend of companies coming from different counties, it would be something they  
148 would need to address.  
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150 Mr. McKalips commented that Time Disposal was based in Greene County.  
151  
152 Dr. Palmer stated that it seemed to be reasonable to denote them as Albemarle since they were  
153 picking up waste here.  
154  
155 Mr. Mawyer emphasized that they could be picking up things from everywhere, but generally it  
156 is assumed they are coming from Albemarle County and thus pay the \$1 service fee.  
157  
158 Mr. Henry asked what the timing was on the plan.  
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160 Mr. McKalips explained that if the Board had a meeting on December 18 and voted on the rate,  
161 Rivanna would move forward and advertise it twice before that meeting, then they could change  
162 the rates on January 1, 2019.  
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164 Mr. Krueger asked if the County was keeping the service fee for now.  
165  
166 Dr. Palmer responded that they were, adding that they were hoping that the reduction in tipping  
167 fees would be a catalyst for usage.  
168  
169 Mr. McKalips pointed out that the rates encompassed domestic waste, which was municipal solid  
170 waste, and construction/demolition debris listed as separate items – which dated back to when  
171 they had the landfills operating and one landfill cell remaining that managed construction debris.  
172 He stated that in the course of this conversation, they had been using the term “MSW” because  
173 they treated both as MSW, and the rates for both would change.  
174  
175 Dr. Palmer asked if there was a different rate for CDD in Fluvanna County because they had a  
176 different building.  
177

178 Mr. McKalips responded that he would have to check as to how that worked, and the rates were  
179 all different in each county – which some being tax-based and thus free to residents.  
180

181 **Dr. Palmer moved to adopt the preliminary rate resolution, which authorizes the**  
182 **advertising of the proposed rates to the public and calls for a public hearing on the**  
183 **proposed rates during a special Board meeting to be scheduled for December 18, 2018. Ms.**  
184 **Galvin seconded the motion, which passed 6-0. Mr. Oberdorfer was absent from the**  
185 **meeting and the vote.**  
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187 Mr. Gaffney asked Mr. Krueger if the RSWA Board had to call a special meeting for December  
188 18, 2018.  
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190 Mr. Krueger responded that they would have to call the special meeting.  
191

192 Mr. Gaffney called the special Board meeting for December 18, 2018 at 2:00 p.m.  
193

194 Mr. Murphy noted that City Council had proposed a full-day retreat for December 18, which  
195 would present a quorum issue for the RSWA Board.  
196

197 Mr. Mawyer stated that a quorum would be four.  
198

199 Mr. Murphy stated that they would like to have a City representative present, but if Mr.  
200 Oberdorfer can attend, the date would work.  
201

202 Mr. Mawyer asked for an alternative date.  
203

204 Mr. Murphy responded that they could do it on December 11 if that worked.  
205

206 Mr. Mawyer asked about the advertising requirement.  
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208 Mr. Krueger replied that they need to run the second advertisement at least 14 days prior to the  
209 meeting itself.  
210

211 Mr. Mawyer read from the requirements that they needed to have two publications at least 6 days  
212 apart, with the second notice being published at least 14 days before the date fixed in such notice  
213 for the hearing.  
214

215 Mr. Gaffney stated that December 11 would work, as it is 28 days away.  
216

217 Mr. Murphy mentioned that December 18 would not have worked anyway because Mr.  
218 Oberdorfer was away.  
219

220 The RSWA Board members indicated that December 11, 2018 at 2:00 p.m. was acceptable.  
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222 Mr. Gaffney called a meeting for December 11, 2018 at 2:00 p.m., and stated that the RWSA  
223 Board would also need to call a special meeting on that date.

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Mr. Krueger suggested that Dr. Palmer amend her motion to reflect the new date.

**Dr. Palmer amended her motion approving the preliminary rate resolution to have the public hearing at a special meeting on December 11, 2018 at 2:00 p.m. at the Moores Creek Administration Building. Ms. Galvin seconded the motion, which passed 6-0. Mr. Oberdorfer was absent from the meeting and the vote.**

**Joint Meeting with RWSA**

At 2:21 p.m., the RWSA Board joined the RSWA Board meeting, with the RWSA calling its meeting to order.

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

Ms. McIlwee reported that there were 6 goals, 12 strategies, and 78 tactics for the first year of the strategic plan. She stated that overall, they were where they were expected to be, with overall plan completion at 52%. Most of the groups were in the “green,” with one group in the “yellow” and two groups in the “red.”

She stated that the Workforce Development goal team was in the green and had completed 64% of their first-year tactics. The master staffing plan was presented to the Board in August and they have been working with PVCC to develop manager training. She stated that some of the next steps were to continue reviewing the staffing master plan and develop a budget for new positions in the plan, and to continue to conduct training needs assessments for the workforce and develop a Development Plan Program for the workforce – to include things such as employee training, operators licenses, and the needs of each individual employee.

Ms. McIlwee reported that the Operational Optimization goal team was tracking slightly behind where they should be – they are in the yellow, but they can catch up quickly. She stated that they were completing the sealing of digester three and the corrosion inhibitor study, which will then be reviewed and an implementation plan will be developed.

Mr. Mawyer stated that it was anticipated that the corrosion inhibitor study and recommendations would be presented to the Board within the next 4-6 months.

Ms. McIlwee stated that the next steps for the Communication and Collaboration goal team was to analyze the website statistics, using Google Analytics, to track hits on the website and see where pages needed to be streamlined, enhanced, and/or deleted. Analyzing the statistic will allow us to examine what information the public was seeking from the Rivanna website. She stated they needed to complete the internal employee portal to enhance internal communications with all employees. Ms. McIlwee noted that this goal team also collaborates with some of the other goal teams to help them achieve their objectives.

Dr. Palmer asked whether people frequently went through another point to get to the website, such as the City or County website.

270  
271 Ms. McIlwee responded that typically it is a Google search for terms such as “Ivy MUC,”  
272 allowing the user to bypass the main page and go straight to the page returned in their search.  
273 She stated that some of the highest-hit pages with information relating to are Ivy MUC, HHW,  
274 and McIntire Recycling Center. She stated that pages, such as the Community Projects page, see  
275 very little traffic because they are buried or are not of general interest, whereas transfer station  
276 hours were more public facing.

277  
278 Dr. Palmer stated that people were not really using websites anymore – they just Googled and  
279 used a link to go directly to the information – and she wondered if this was sufficient to  
280 disseminate all the information needed.

281  
282 Ms. McIlwee explained that Rivanna would try to make the information users were searching for  
283 the most easier to find, and while there was a lot of good information on the website, it might  
284 crowd the more important information – so they would try to bring forward the more important  
285 items. She clarified that there were approximately 100 pages on the website, and the goal was to  
286 avoid having people click multiple times just to find something simple, like a fee schedule or a  
287 facility phone number.

288  
289 Mr. Mawyer added that they also wanted to make sure there were pages that didn’t have to be  
290 updated frequently if people were not looking at it – versus other time-sensitive information.

291  
292 Mr. Henry asked about the schedule for the employee portal.

293  
294 Ms. McIlwee responded that it was hoped to be done by the end of the calendar year, as it was  
295 mostly complete, and she needed to coordinate with HR to make sure that frequently requested  
296 items and forms were on the site.

297  
298 Ms. McIlwee reported that the Environmental Stewardship goal team was in the red – they had  
299 nine total tactics, with one being 100% complete and only two not started at all. She stated that  
300 they had decided to include an environmental stewardship column in the bimonthly employee  
301 newsletter, and that was part of the collaboration with the Communication and Collaboration  
302 goal team. She noted that they were also continuing to attend external meetings with  
303 environmental partners, and some of their next steps were continued coordination with the  
304 Communications and Collaboration goal team, as well as identifying and planning activities to  
305 engage employees in some of their green projects – which would involve development of a  
306 budget.

307  
308 Ms. McIlwee reported that the Solid Waste Services goal team was also red, but their main  
309 barrier was the Ivy Master Plan – and once that was complete, the team could complete their  
310 other items. She noted that the goal team had three tactics 100% complete and was continuing to  
311 coordinate with UVA to develop the composting partnership at the Ivy MUC.

312  
313 Ms. McIlwee reported that Infrastructure and Master Planning goal team was in the green and  
314 was completing the Asset Master Plan Awareness Training and program development  
315 workshops. She stated they were creating an inventory and analysis of all existing master plans

316 and critical assets, in addition to looking at and identifying other areas where there may be need  
317 for a master plan.

318  
319 Mr. Gaffney commented that he was impressed with the follow-through with the strategic plan,  
320 as it wasn't one that just got shelved.

321  
322 Ms. McIlwee responded that a lot of the goal teams meet regularly and keep their goals and  
323 tactics in mind.

324  
325 Dr. Palmer asked what "increase internal environmental engagement" meant, under the  
326 Environmental Stewardship goal team.

327  
328 Ms. McIlwee replied that this was Andrea Terry's goal team, and her understanding was that it  
329 fed into the environmental stewardship tips in the employee newsletter and engaging the  
330 workforce in some of the green initiatives and other things her team did – communicating that  
331 with the rest of the workforce.

332  
333 Mr. Mawyer stated that it also involved wastewater treatment and making sure it was  
334 environmentally friendly, as well as managing the chemicals used, ensuring that staff understood  
335 the importance of environmental stewardship.

336  
337 Mr. Richardson commented that it was essentially leading by example to encourage practices  
338 that were good for the environment.

339  
340 Ms. Galvin stated that it seemed to be cultivating a sense of mission within the organization, and  
341 at some point it would be internalized as such. She stated that in what she has read about  
342 leadership, it encourages staff to become innovators.

343  
344 Mr. Mawyer agreed, stating that it was becoming increasingly woven into their organizational  
345 fabric, and staff was embracing it.

346

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

348 There were none presented.

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350 **10. CLOSED MEETING**

351 There was no closed meeting held.

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353 **11. ADJOURNMENT**

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355 **Ms. Galvin moved to adjourn the RSWA Board meeting. Dr. Palmer seconded the motion,**  
356 **which passed 6-0. Mr. Oberdorfer was absent from the meeting and the vote.**

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358 **The RSWA Board adjourned its meeting at 2:41 p.m.**

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361 Respectfully submitted,

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A handwritten signature in black ink, appearing to read "Mike Murphy", is written over a solid horizontal line. The signature is stylized and cursive.

**Mr. Mike Murphy**  
**Secretary - Treasurer**