



# Rivanna Solid Waste Authority

## Board of Directors Regular Meeting

November 14, 2017  
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 14, 2017

**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 22, 2017*
- 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 with HHW and Bulky Waste Day 4 Year History*
  - c) Staff Report on Ivy Landfill Environmental Status*
  - d) Staff Report on Ongoing Projects*
  - e) Recommendation for an Additional ½ Day Holiday on November 22 and December 22, 2017*
  - f) Proposed 2018 Board Meeting Schedule*
  - g) Engineering Services Award – Geotechnical, Materials Testing, and Professional Engineering Services – Schnabel Engineering, LLC*
  - h) Construction Bid Award: Ivy MUC Enclosed Landfill Gas Flare Replacement - SCS Field Services*
- 8. OTHER BUSINESS**
- 9. OTHER ITEMS FROM BOARD/STAFF NOT ON AGENDA**

***10. WORK SESSION on the STRATEGIC PLAN with RAFTELIS***

***11. CLOSED MEETING***

***12. 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 Regular Meeting August 22, 2017**

A regular meeting of the Rivanna Solid Waste Authority (RSWA) Board of Directors was held on Tuesday, August 22, 2017 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:** Mr. Mike Gaffney – presiding, Mr. Trevor Henry, Mr. Maurice Jones, Mr. Paul Oberdorfer, Dr. Liz Palmer, Mr. Doug Walker.

**Board Members Absent:** Ms. Kathy Galvin.

**Staff Present:** Mr. Mark Brownlee, Ms. Bridgit Gianakos, Dr. Richard Gullick, Mr. Randy Jones, Ms. Teri Kent, Mr. Bill Mawyer, Mr. Philip McKalips, Mr. David Rhoades, Ms. Michelle Simpson, Ms. Andrea Terry, Ms. Jennifer Whitaker and Mr. Lonnie Wood.

**Also Present:** Mr. Kurt Krueger – RSWA Counsel, members of the public, and media representatives; Raftelis consultants Catherine Carter and Darin Thomas.

#### **1.0 Call to Order**

A regular meeting of the RSWA Board of Directors was called to order by Mr. Gaffney on Tuesday, August 22, 2017 at 2:00 p.m., and he noted that a quorum was present.

#### **2.0 Minutes of Previous Board Meetings**

- a) Minutes of Special Joint Meeting of the Boards - June 15, 2017 (Strategic Planning Kickoff)*
- b) Minutes of the Regular Meeting of the Board on May 24, 2016*

**Dr. Palmer moved to approve the special joint meeting minutes of June 15, 2017 as presented. Mr. Jones seconded the motion, which passed by a vote of 6-0. Ms. Galvin was absent from the meeting and the vote.**

#### **3.0 Recognition**

There were no recognitions this month.

#### **4.0 Executive Director's Report**

Mr. Mawyer reported that Rivanna had received eight competitive bids for the Ivy Solid Waste Transfer Station, and included on the consent agenda was an award of that project to Lantz Construction Company from Broadway, Virginia. He stated that Rivanna has made this a contingent award and has spoken with Mr. Walker about adding some more funding to the project, which is on the Board of Supervisors agenda for September 6<sup>th</sup>. Mr. Mawyer noted that this would be contingent upon some supplemental funds, and would be awarded on September 7<sup>th</sup> if the RSWA Board approves of this process.

Mr. Mawyer stated that there were excess revenues last fiscal year in solid waste from municipal waste tip fees and recycling programs – both of which are funded by the City and County with local government contributions to Rivanna – and there would be \$19,000 refunded to the City and \$261,000 to the County in September.

Mr. Mawyer reported that the compost program and at the McIntire Recycling Center was going well, with 24 tons of compost materials collected over FY16-17, for a cost of about \$228 per ton. He stated that they processed the material by shipping it to a vendor in Waverly, VA, where it was made into compost. He stated that Rivanna has also been working with UVA at the Ivy Materials Utilization Center, with Black Bear Composting collecting materials at UVA and delivering them to Ivy. Mr. Mawyer stated that since January 2017, Ivy has collected about 234 tons of compostable materials, which are also transferred to the McGill Compost Facility in Waverly. He noted that the cost for this was approximately \$229 per ton, including Rivanna's 25% markup to cover the cost of staff and facilities.

Mr. Mawyer reported that Rivanna would be meeting with the committee of representatives from the University, City, City Schools, and County Schools to talk about the future of the compost program. He stated that the Black Bear Composting facility in Crimora has decided to resume business, so that may have implications on Rivanna's program. Mr. Mawyer noted that from the beginning, Rivanna planned to have competitive procurement for trucking and disposal expenses. He noted that currently there was a change order to existing contracts and negotiated procurement for those services, so they wanted to re-procure and see if the market was going to provide a lower cost option that could be passed onto UVA or other customers.

Mr. Mawyer stated that there would be a strategic planning session following this Board meeting, and Rivanna has already been working with the consultant, Raftelis, and that Raftelis has been meeting with members of both boards. He reported they completed the project steering committee meeting on June 15<sup>th</sup>, and Raftelis has completed one-on-one interviews with all Board members, staff, and about 20 community stakeholders. Mr. Mawyer stated that they have also held a public meeting, which was attended by about 10 members of the public on August 3<sup>rd</sup> at City Space. He stated that there is a joint meeting to work with Raftelis, followed by a meeting on August 31<sup>st</sup> with the project steering committee to get input and start developing the mission, vision, and goals to be worked on.

Mr. Mawyer introduced steering committee members, in addition to Board members Mike Gaffney, Liz Palmer, and Paul Oberdorfer: Bridgit Gianakos, Michelle Simpson, Lonnie Wood, Rich Gullick, Jennifer Whitaker, Betsy Nemeth, Teri Kent, Phil McKalips, Mark Brownlee, and

David Rhoades. He noted that Raftelis would present data from its findings to the steering committee at the August 31<sup>st</sup> strategic planning meeting.

#### **5.0 Items from the Public**

There were no items from the public.

#### **6.0 Responses to Public Comments – No Responses This Month**

There were no responses to public comments.

#### **7.0 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) Construction Contract Award: New Ivy Transfer Station*

**Dr. Palmer moved to approve the Consent Agenda. Mr. Jones seconded the motion, which passed by a vote of 6-0. Ms. Galvin was absent from the meeting and the vote.**

#### **8.0 Other Business**

There was no other business presented.

#### **9.0 Other Items from Board/Staff Not on Agenda**

There were none presented.

#### **10.0 Closed Meeting**

There was no closed meeting.

#### **Recess**

**At 2:11 p.m., Mr. Walker moved to recess the meeting. Mr. Jones seconded the motion, which passed unanimously 6-0. Ms. Galvin was absent from the meeting and the vote.**

There being no further business, the RSWA Board recessed their meeting at 2:11 p.m.

#### **Reconvene**

**At 2:24 p.m., Mr. Walker moved to reconvene the RSWA Board meeting. Dr. Palmer seconded the motion, which passed by a vote of 6-0. Ms. Galvin was absent from the meeting and the vote.**

#### **11.0 Work Session on the Strategic Plan**

Mr. Darin Thomas of Raftelis addressed the group and introduced Catherine Carter, also of Raftelis. Mr. Thomas stated that this session was a last touchpoint for stakeholder engagement, noting that his team has been working to try to understand the perspectives of people both inside the Authorities and stakeholders on the outside. He stated that this meeting would provide an opportunity for both boards to work through a “SOAR” analysis, which would be synthesized with the rest of the information collected, then that would set the stage for the August 31 “Foundation Workshop.” Mr. Thomas noted that during that meeting they would establish vision, values, mission, and goals or goal categories – and then they would move into more detailed strategy development.

Mr. Thomas stated that he wanted to talk about strategic planning in general and work with both boards, the organization and the community to establish the strategic vision of this organization – where and how it can focus its time, energy and resources for the next five or more years. He noted that the strategic plan is a cascading document, with creation of a vision – where they are going and the desired future state; mission – an expression of why they exist; goals and objectives; and strategies – which implement specifics to advance goals and objectives. Mr. Thomas emphasized that all of this rests on the notion of organizational culture and values. He stated that it all fits together with a strategic framework, vision/values/mission, goals through objectives, and strategies.

Mr. Thomas stated that words do matter, and he cited an example of an organization that had the mission of providing water, wastewater, and solid waste services at the lowest cost to customers; or to protect public health and the environment while serving as a platform for economic development. He stated that those two things mean something different – and there are subtle differences with water, wastewater, and solid waste organizations as to how they are defined and what they exist for. Mr. Thomas cited an example of CVS as changing its business model to concentrate on the health and vitality of communities, so they discontinued selling tobacco products. He commented that crafting a mission should help to drive behaviors and shape the organization.

Mr. Thomas stated that they are really trying to get the Board and the organization to take a long-term view, which will help get them to a point of being more resilient and successful. He noted that through the development of strategies, the organization will become more resilient and successful. Mr. Thomas emphasized that they want to have a document that doesn’t just sit on a shelf, so they want the Board to constantly challenge and push the organization to measure progress, monitor what’s going on, and update the plan regularly.

Mr. Thomas stated that he would like participants to work in twos, and the first part of the process would be to go through a strengths, opportunities, aspirations (SOAR) analysis. He stated that SOAR was based on the notion of positive inquiry, as opposed to SWAT, with the theory being that focusing on the positive would mean they didn’t get bogged down in the negative. Mr. Thomas noted that research has shown that when organizations spend a lot of time concentrating on the negatives and trying to fix broken things, they get bogged down – so Raftelis likes to focus on the positive, which is why they use SOAR.

Mr. Thomas suggested that the groups pair off together in twos and come up with the top three strengths are for the Rivanna Authorities, and provided several prompts for them to work with.

He then asked the groups to share what they came up with in terms of organizational strengths.

Mr. Oberdorfer stated that one strength was a highly-qualified staff.

Mr. Henry offered a strength of being able to work through the community water supply plan.

Dr. Palmer stated that the treated wastewater coming out of the Moores Creek Treatment Plant is cleaner than it is when it comes down the river.

Mr. O'Connell stated that one strength is meeting or exceeding all environmental regulations.

Ms. Hildebrand stated that they recently completed some complicated capital projects.

Mr. Jones mentioned the regional focus of the organization and how important it is to see themselves as a shared community – and even though there are differences of opinion, they are still doing this for the community and it's not just the City and the County, but for everyone in the region.

Dr. Palmer stated that the RSWA was trying some new things and was open to some experimentation and expanded services.

Mr. Gaffney noted that this goes across both Authorities, with the pump station, tunneling, and granular-activated carbon.

Mr. Thomas summarized that both of those things mentioned would reflect organizational innovation.

Mr. Walker mentioned positive aspects as financial stability and the commitment to reinvest in aging infrastructure.

Mr. Henry stated that another strength is being engaged in the community.

Mr. Thomas recapped organizational strengths as highly qualified staff, the water supply plan, excellent water quality treatment, ability to meet and exceed regulatory requirements, ability to execute capital projects effectively, regional and community focus, willingness to be innovative, financial strength, commitment to reinvest in aging infrastructure, and community engagement.

Mr. O'Connell mentioned that his group talked about being future focused.

Mr. Walker stated that redundancy was part of looking forward, and perhaps resiliency would be the more accurate term.

Mr. Thomas stated that based on his participation in engaging stakeholders, these were themes that everyone was thinking about and talking about in terms of strengths of the organization – with both internal and external stakeholders having similar perspectives. He asked to get a sense of priority from participants by having them choose their top three priorities. After going through this exercise, Mr. Thomas announced that participants felt the most important strength was the staff, with ability to meet regulatory requirements, financial stability, resiliency, and long-range focus – and all of that input would be used at the August 31 workshop.

Mr. Thomas asked the groups to go through the same exercise but instead focus on the opportunities available to the organization. The groups met and returned with identified opportunities.

Mr. O’Connell stated that his group felt that environmental leadership, sustainable projects, green energy, utilization of natural resources, etc. provided opportunities.

Dr. Palmer stated that her group felt that outreach and education provided an opportunity.

Mr. Gaffney added that high schools provided an opportunity to educate on water and the environment as a career, but the general public would also be educated.

Mr. Jones mentioned that one other area discussed was composting and they hope it can grow from there – so it went beyond what they were seeing today and was a bigger part of the community for the future. He clarified that the program was currently very small and was just started in the last year or two, with the hope being that it would grow and serve more of the community.

Ms. Hildebrand stated that her group identified smart growth planning and anticipating potential modifications to systems for the growth in the area.

Mr. Walker mentioned materials management and a regional focus on solid waste as opportunities.

Dr. Palmer stated that her group identified education regarding illegal dumping in the community as an opportunity to address. She mentioned that Nelson County had six drop-off locations for recycling and trash – whereas Albemarle County has one, even though the County is much larger.

Mr. Thomas clarified her comment as “develop strategies to combat illegal dumping.”

Mr. Henry stated that his group talked about broadening recycling opportunities to make them more regional, as they were focused on one main site in the City – yet there is great demand out in the County.

Mr. Oberdorfer stated that his group identified “increase asset life cycle through preventative maintenance” as an opportunity.

Mr. O’Connell mentioned a closer working relationship among the three water partners, and some of the community outreach could be done collaboratively.

Ms. Hildebrand stated that one opportunity was staying ahead of national regulatory requirements.

Dr. Palmer noted that at the Ivy site, there is an agreement with neighbors that constrains them to some extent – but things have changed over the last 15 years, so she would like to see about revisiting that and the neighbors and figuring out a way to remove some of those barriers so they can do composting and some additional non-landfill and disposal services onsite.

Mr. Thomas noted that two of the opportunities identified could be combined: a regional focus on solid waste and materials management, and a strategy to combat illegal dumping.

The group identified their top three priorities.

Mr. Thomas stated that the first opportunity focused on environmental leadership – sustainable projects, green projects – and asked the groups what they should do as an organization to address it as an opportunity.

Dr. Palmer stated that she felt that environmental leadership was also education, and she didn't feel those two were separate.

Ms. Carter responded that they could combine them.

Mr. Walker asked for some examples of what that might be.

Mr. Thomas explained that if they were going to advocate for green energy projects – talk about them and educate – then they need to do it.

Mr. Walker stated that they just co-located a solar array at the Ivy Landfill as a way of addressing this, and while it doesn't provide great benefit to the RSWA, it is consistent with organizational values.

Mr. Thomas mentioned another community in which he had worked, which committed itself to environmental education and built an environmental education center on top of their transfer station – which is used by school children and the community to come in and learn about waste management.

Dr. Palmer noted that they have been talking about the composting program, which would fit right into the environmental piece.

Mr. Thomas clarified the opportunities identified as: environmental leadership, communicating, being an environmental leader, and executing projects around sustainable green energy.

Dr. Palmer stated that completing the water supply plan was another opportunity, adding that this would also mean doing away with the Sugar Hollow Pipeline.

Mr. O'Connell stated that some of the opportunities are in value – and as opportunities or projects come along, there can be a cost to these to be considered longer term – so this is a statement to the

Board and to the staff to look for those opportunities as they come along such as staff did with the solar array.

Mr. Thomas commented that at this point these were just brainstorming ideas and they were capturing the data, so they would synthesize this information and have it for their August 31 meeting.

Ms. Carter added that when they come out with goal areas, they will have goal teams – which will need to come up with specific strategies to advance the goals. She stated that what they are doing now is to help give a sense of what the individual stakeholder groups are thinking when they say “environmental leadership,” because the word “sustainability” means vastly different things to different people depending on who you ask. Ms. Carter noted that providing this context up front is helpful later on as people start to consider specific measures that need to be taken – and that helps give people some idea of the direction they should be heading, especially if they were not involved in the strategic planning process.

Mr. Henry mentioned that one of the high schools in the County has an environmental studies category, so perhaps there could be a more formal partnership with Rivanna that ties into education, mentoring, etc.

Mr. Walker noted that this would be similar to the work done in the summertime with interns from the universities.

Mr. Thomas asked for thoughts and ideas related to the opportunity identified to focus on a regional approach to solid waste and material management.

Dr. Palmer stated that they are about to break ground on a transfer station, so once the old transfer station went away they would have an open, larger area – and should take a look at what could be done in that area would be a first step, as well as having Rivanna consider staffing needs.

Mr. Walker commented that they have different approaches to recyclable collection in the region, whether it’s self-sort, self-haul, self-drop off – but the jury was still out as to whether the all-in-one dirty MRF (material reutilization facility) solution was the right one, or if there may be a better approach.

Dr. Palmer responded that this was an education piece.

Mr. Walker stated that it is also an opportunity piece, noting that the County has long relied heavily on the private sector, whereas the City relied more extensively on its own public works delivery systems. He added that this didn’t have to be the same thing as long as it was communicated well to constituents.

Mr. Thomas clarified that the thought was to evaluate the current recycling programs in the area, develop recommendations for a preferred approach for community residents.

Dr. Palmer commented that there is a very active solid waste management committee in the County that produced a very readable report several years ago on how to move forward – and out of that there may be opportunities to talk with the City prior to their next contract renewal. She stated that the County would continue to depend upon the private sector primarily for trash pick- up, as the City does, but there isn't an opportunity for haulers and citizens in the rural areas to do much with single-stream recycling, for example. Dr. Palmer noted that the idea has been to build the transfer station and use it as a hub to try to figure out how they would do the services, possibly putting in a convenience center.

Mr. Henry stated that they needed to ensure that they were properly staffed to meet an expansion of service.

Mr. Thomas suggested that they address composting or closer working relationships with partners, the other opportunities.

Dr. Palmer stated that they have discussed for years the possibility of combining the three authorities, but she did not know what a “closer relationship” would entail.

Mr. O'Connell suggested that they do common community outreach – “Imagine a Day Without Water,” common messaging, etc. – and there is a whole series of things, including informational needs and an emergency plan, that could become collaborative. He mentioned a shared safety training program that was recently done, and there may be more of those opportunities.

Ms. Hildebrand commented that they have seen increased communication between the three agencies in recent months.

Mr. Thomas noted that an opportunity would be to leverage the momentum on the increased communication.

Mr. O'Connell pointed out that the University is a fourth partner, and there is some exploring with the University about water, sewer, and infrastructure strategies going forward.

Mr. Walker mentioned that as Albemarle confronts its more rapid urbanization, it impacts service delivery – with the County now pursuing the implementation of a stormwater utility, which the City already has. He stated that the County is not used to the public works function because they've never had that kind of relationship, and the interaction with the City is somewhat ubiquitous around the edges.

Mr. Gaffney noted that the stormwater utility was outside of the Rivanna purview.

Mr. Thomas stated that there is a lot of discussion nationally about “one water,” where a lot of the leadership in water treatment or wastewater treatment are becoming much more immersed in stormwater because of the connectivity of stormwater runoff, water management, etc.

Mr. O'Connell asked if the same kind of exercises had been done with the community groups.

Mr. Thomas explained that they've asked a lot of the same questions to different groups in different ways in an attempt to extract what they are looking for, and he wasn't sure if they had done the SOAR analysis.

Ms. Carter responded that they had, although they didn't talk as much in the community meeting about each of the opportunities, due to time constraints. She noted that because the stakeholder interviews are one-on-one, there is an opportunity to get more in-depth feedback. Ms. Carter mentioned an interview with the community college in which they discussed the benefits of having water utilities work together to develop a curriculum so they get to an economy of scale whereby they could offer training programs. She stated that this was something that would benefit everyone in the region, but each utility did not have the critical mass to push a program through – so if there was more collaboration, they could potentially offer more service to all three utilities. Ms. Carter noted that there has been a lot of feedback from the stakeholder groups and individuals, although the questions were asked slightly differently.

Mr. Thomas commented that they produce deliverables – one of which is called a “Stakeholder Summary Report,” which would become part of their workbook for the following week so that people on the project steering committee could see that input.

He asked participants to answer the question, “What would make you proud?”

Mr. Oberdorfer stated to increase landfill diversion by three times the current level.

Dr. Palmer mentioned that Rivanna's success is contingent on funding from the City and the County.

Mr. O'Connell stated that it would make him proud to identify future needs from the strategic plan, and focusing on that as a board and staff would help them get a lot of things done.

Mr. Walker stated that his comment was to “complete 75% of identified objectives of the plan and engage in a new plan within five years.”

Ms. Hildebrand stated that she would be proud if the planning of upcoming facilities and forecasted funding needs were outlined for the next 100 years.

Mr. Jones stated that he would be proud if Rivanna was known nationally as a public utility leader in composting programs.

Mr. Henry stated that his item was a comprehensive regional recycling and composting program implementation.

Mr. Gaffney stated that the item that would make him proud if all wastewater infrastructure upgrades were complete – including Schenk's Branch – and the water treatment plant upgrades completed or in progress at all treatment plants.

Mr. Thomas explained that next week they would have the Foundation Workshop, with strategy developed in three steps: stakeholder engagement, which has been a very good exercise; working with the entire group to develop updated vision statements and organizational values, as well as clarifying the mission and defining broad goal categories; and then exercising the organization towards execution of those goals. He noted that they would work with goal teams, comprised of staff members, who would help with execution of strategies. Mr. Thomas noted that once they get into a cadence with the plan, they would measure and monitor and the Board would ask how the organization was doing with implementation.

Mr. Thomas stated that nine Board members had been interviewed, along with 17 staff members, 22 stakeholder groups, employee focus group meetings with 15+ employees, and an online survey tool with 75 employees and 10 members of the public taking the survey.

Mr. Thomas stated that there are external perspectives: the organization needs to be very strong in terms of its environmental, community, and industry leadership around all things water, wastewater, and solid waste. He stated that there is also a bit of mystery about what Rivanna does, so more proactive communication is necessary. Mr. Thomas noted that the organization was in a strong position to leverage its resources and infrastructure to be able to provide the things they aspire to. He stated that the internal perspective is that the organization feels that a focus on employee development is paramount; the organization feels good about the fact that it is a leader and does an effective job with stewarding resources; the organization has an internal passion for excellence and seems to want to be a national leader with a strong reputation.

Mr. Thomas stated that there are a lot of the same themes going on now, and in the weeks and months ahead they would work to put detail in the strategic plan moving forward.

At this time, the RWSA and RSWA boards adjourned their board meetings.

RSWA Board members worked on strategic planning with Raftelis consultants and staff, as well as RWSA Board members.

## **12.0 Adjournment**

**At 3:46 p.m., Mr. Walker moved to adjourn the RSWA Board meeting. Mr. Jones seconded the motion, which passed by a vote of 6-0. Ms. Galvin was absent from the meeting and the vote.**

There being no further business, the meeting adjourned at 3:46 p.m.



**MEMORANDUM**

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

**FROM: BILL MAWYER, EXECUTIVE DIRECTOR**

**SUBJECT: EXECUTIVE DIRECTOR'S REPORT**

**DATE: NOVEMBER 14, 2017**

**Groundbreaking for the New Municipal Solid Waste Transfer Station, Ivy Material Utilization Center**

A groundbreaking ceremony will be held on Friday, November 17 at 10 a.m. for the new Transfer Station. The RSWA Board of Directors, Albemarle County Board of Supervisors, City Council, staff, and neighbors of the landfill are invited to attend.

**Fall Household Hazardous Waste and Bulky Waste Amnesty Days**

The special collections program continues to be well attended by City and County residents and businesses as 35,580 lbs of furniture and 9,420 lbs of appliances were collected during the five-day event. The total pounds of tires collected will be available in December. There were 492 vehicles which delivered products to the IMUC, including 250 from the County and 242 from the City.

**Community Outreach**

UVA's Theta chapter of the Alpha Phi Omega service group volunteered on Saturday, August 26<sup>th</sup>, Saturday, September 2<sup>nd</sup> and Saturday, October 8<sup>th</sup>, 2017 at the McIntire Recycle Center. Projects completed by this volunteer group included painting the attendant's building and stairs to the recycle containers, and cleaning the Schenk's Greenway creek behind the facility. We greatly appreciated the group's efforts!

**Strategic Plan for the Authorities**

Our Strategic Planning project is nearing completion. The Project Steering Committee completed a draft Strategic Plan during a Strategy Workshop on October 12. Both Rivanna Boards will review the draft Strategic Plan in a joint work session today.





**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: SEPTEMBER 2017 FINANCIAL SUMMARY**

**DATE: NOVEMBER 14, 2017**

The results of operations and remediation activities for the first quarter of fiscal year 2018 are summarized below and in the attached statements.

	<u>Operating Results</u>	<u>Remediation Results</u>	<u>Total</u>
Total Revenues	\$ 364,819	\$ -	\$ 364,819
Total Expenses	<u>(527,985)</u>	<u>(105,616)</u>	<u>(633,601)</u>
Net operating results	(163,166)	(105,616)	(268,782)
Support - MOU & Local	<u>160,025</u>	<u>159,183</u>	<u>319,208</u>
Surplus/(Deficit)*	<u>\$ (3,141)</u>	<u>\$ 53,567</u>	<u>\$ 50,426</u>

\* Cash reserves are used when deficits occur. (Use of up to \$278,000 in reserves for an expected shortfall for remediation was included in FY 2018 budget.)

Total operating revenues for July through September were 3% over budget and total operating expenses were 2% over budget. The Authority processed 4,540 tons of waste this quarter. 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	2,493	1,547	500	4,540
Net operating costs	\$ (72,013)	\$ (14,517)	\$ (76,636)	\$ (163,166)
Net revenue (cost) per ton	\$ (28.89)	\$ (9.38)	\$ (153.27)	\$ (35.94)

Attachments

Target Rate: 25.00%

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	\$ 189,860	36,296	\$ 189,860	36,296						
Ivy MSW Transfer Tipping Fees	660,315	198,508			660,315	198,508				
Material & Other Sales-Ivy	112,500	35,597	112,500	35,597						
Recycling Revenues	222,400	56,968					222,400	56,968		
Other Revenues	78,000	25,345			78,000	25,345				
Interest & Fees	27,200	12,105							27,200	12,105
Total Revenues Budget vs. Actual*	\$ 1,290,275	\$ 364,819 28.27%	\$ 302,360	\$ 71,893 23.78%	\$ 738,315	\$ 223,853 30.32%	\$ 222,400	\$ 56,968 25.61%	\$ 27,200	\$ 12,105 44.50%
EXPENSES										
Ivy Operations	297,616	56,716	297,616	56,716						
Ivy MSW Transfer	930,685	266,172			930,685	266,172				
Recycling Operations	351,106	109,848					351,106	109,848		
Administration	489,723	130,880							489,723	130,880
Total Expenses Budget vs. Actual*	2,069,130	563,617 27.24%	297,616	56,716 19.06%	930,685	266,172 28.60%	351,106	109,848 31.29%	489,723	130,880 26.73%
Net Results Before Administrative Allocation	\$ (778,855)	\$ (198,798)	\$ 4,744	\$ 15,177	\$ (192,370)	\$ (42,319)	\$ (128,706)	\$ (52,881)	\$ (462,523)	\$ (118,775)
Administrative allocations: Administrative costs to Envir. MOU (below)	138,757	35,632							138,757	35,632
Administrative costs to Operations	-	-	(115,631)	(29,694)	(115,631)	(29,694)	(92,505)	(23,755)	323,766	83,142
Net Operating Income (Loss)	\$ (640,098)	\$ (163,165)	\$ (110,887)	\$ (14,517)	\$ (308,001)	\$ (72,013)	\$ (221,211)	\$ (76,636)	\$ -	\$ -
Other Funding Sources										
Local Government Contributions	340,098	160,025								
County Contribution - Capital Grant	2,087,000	60,495								
Transfer to Capital Fund - Transfer Station	(2,087,000)	(60,495)								
Surplus (Deficit) - Operations	\$ (300,000)	\$ (3,141)								

Environmental Programs	
REVENUES	
Remediation Support	396,786 159,183
Total Revenues Budget vs. Actual*	396,786 159,183 40.12%
EXPENSES	
Ivy Environmental	536,029 69,984
Administrative Allocation	138,757 35,632
Budget vs. Actual*	674,786 105,617 15.65%
Cash Reserves Used	278,000 -
Surplus (Deficit) - Environmental	\$ - \$ 53,567
Total Surplus (Deficit)	\$ (300,000) \$ 50,426

**Rivanna Solid Waste Authority  
Monthly Financial Status Report  
FY 2018**

	July	August	September	Year-to-Date
<b><u>Revenues</u></b>				
Ivy Operations Tipping Fees	\$ 10,083	\$ 16,063	\$ 10,150	\$ 36,296
Ivy MSW Transfer Tipping Fees	68,560	71,892	58,055	198,508
Ivy Material Sales	14,991	10,795	9,812	35,597
Recycling	19,277	19,328	18,362	56,968
Other Revenues	8,603	8,941	7,801	25,345
Remediation Support	108,099	51,085	-	159,183
Interest & Late Fees	4,870	3,567	3,668	12,105
<b>Total Revenues</b>	<b>\$ 234,483</b>	<b>\$ 181,671</b>	<b>\$ 107,848</b>	<b>\$ 524,002</b>
<b><u>Expenses</u></b>				
Ivy Operations	\$ 22,573	\$ 15,021	\$ 19,122	\$ 56,716
Ivy Environmental	28,859	20,351	20,774	69,984
Ivy MSW Transfer	82,146	78,013	106,013	266,172
Recycling Operation	31,760	43,092	34,997	109,848
Administration	44,005	37,038	49,837	130,880
<b>Total Expenses</b>	<b>\$ 209,343</b>	<b>\$ 193,515</b>	<b>\$ 230,743</b>	<b>\$ 633,601</b>
<b>Net Operating Income (Loss)</b>	<b>\$ 25,140</b>	<b>\$ (11,844)</b>	<b>\$ (122,894)</b>	<b>\$ (109,599)</b>
<b><u>Other Funding Sources</u></b>				
Local Government Contributions	16,591	143,434	-	160,025
County Contribution - Capital Grant	-	-	60,495	60,495
Transfer to Capital Fund - Transfer Station	-	-	(60,495)	(60,495)
<b><u>Use of Cash Reserves</u></b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Surplus (Deficit)</b>	<b>\$ 41,730</b>	<b>\$ 131,590</b>	<b>\$ (122,894)</b>	<b>\$ 50,426</b>

**Rivanna Solid Waste Authority**  
**Monthly Cash Flow Report**  
**FY 2018**

	July	August	September
<b>Net Operating Income</b>	\$ 25,140	\$ (11,844)	\$ (122,894)
<b>Adjustments for cash flow purposes to show funds available for operations:</b>			
Local Government Contributions	16,591	143,434	-
(Increase) decrease in accounts receivable	(55,323)	95,520	4,159
Increase (decrease) in accounts payable	50,753	(71,523)	41,132
Capital reserve fund interest not available in operating cash	(2,030)	(928)	(883)
Trust fund interest not available in operating cash	(150)	(170)	(175)
Trust fund deposit for Transfer Station permit			
 Increase (Decrease) in Operating Cash	<u>\$ 34,981</u>	<u>\$ 154,489</u>	<u>\$ (78,661)</u>
 <b>Operating Cash Balance - Beginning</b>	<u>2,896,807</u>	<u>2,931,789</u>	<u>3,086,278</u>
<b>Operating Cash Balance - Ending</b>	<u><u>\$ 2,931,789</u></u>	<u><u>\$ 3,086,278</u></u>	<u><u>\$ 3,007,617</u></u>

**Rivanna Solid Waste Authority  
Fiscal Year 2018  
September 2017**

**Revenue Detail Report**

**Revenue Line Item**

**IVY TIPPING FEES**

Clean Fill Material	5,500	1,124
Grindable Vegetative Material	2,000	395
Pallets	70	25
Tires, Whole	100	2
Tires/White Good (per item)		
<i>Subtotal</i>	7,670	1,547

**IVY TRANSFER STATION**

Compost Services	-	
MSW Transfer Station	7,900	2,493
<i>Subtotal</i>	7,900	2,493

**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>		

<b>Total</b>	<b>15,570</b>	<b>4,041</b>
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Tonnage	
Budget FY 2018	Actual YTD
5,500	1,124
2,000	395
70	25
100	2
7,670	1,547

-	
7,900	2,493
7,900	2,493

Revenue				
Budget FY 2018	Budget YTD	Actual YTD	Budget vs. Actual	Variance %
\$ 55,000	\$ 13,750	\$ 11,234	\$ (2,516)	-18.30%
96,000	24,000	19,540	(4,460)	-18.58%
3,360	840	1,203	363	43.21%
19,000	4,750	435	(4,315)	-90.84%
16,500	4,125	3,884	(241)	-5.84%
\$ 189,860	\$ 47,465	\$ 36,296	\$ (11,169)	-23.53%

\$ 138,915	\$ 34,729	\$ 26,855	\$ (7,874)	68.64%
521,400	130,350	171,653	41,303	31.69%
\$ 660,315	\$ 165,079	\$ 198,508	\$ 33,429	20.25%

\$ 15,000	\$ 3,750	\$ 5,740	\$ 1,990	53.07%
27,000	6,750	9,510	2,760	40.89%
25,000	6,250	7,841	1,591	25.46%
45,000	11,250	12,351	1,101	9.78%
500	125	156	31	24.80%
\$ 112,500	\$ 28,125	\$ 35,597	\$ 7,472	26.57%

\$ 185,000	\$ 46,250	\$ 55,647	\$ 9,397	20.32%
7,000	1,750	340	(1,410)	-80.58%
27,500	6,875	-	(6,875)	-100.00%
2,900	725	980	255	35.23%
\$ 222,400	\$ 55,600	\$ 56,968	\$ 1,368	2.46%

\$ 75,000	\$ 18,750	\$ 21,413	\$ 2,663	14.20%
3,000	750	3,932	3,182	
\$ 78,000	\$ 19,500	\$ 25,345	\$ 5,845	29.97%

\$ 79,982	\$ 19,996	\$ 79,982	\$ 59,987	300.00%
204,339	51,085	51,085	-	0.00%
112,466	28,117	28,117	-	0.00%
\$ 396,787	\$ 99,197	\$ 159,183	\$ 59,987	60.47%

\$ 1,000	\$ 250	\$ 494	\$ 244	97.73%
1,200	300	231	(69)	-22.88%
10,000	2,500	3,840	1,340	53.62%
15,000	3,750	7,539	3,789	101.04%
\$ 27,200	\$ 6,800	\$ 12,105	\$ 5,305	78.02%

<b>\$ 1,687,062</b>	<b>\$ 421,766</b>	<b>\$ 524,002</b>	<b>\$ 102,236</b>	<b>24.24%</b>
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**Rivanna Solid Waste Authority**  
**Historical Material Tonnage Report - Recycling**  
**Fiscal Years 2014-2018**

Fiscal Year 2014	Fiscal Year 2015	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018
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*In U.S. Tons*

**Fiber Products**

Newspaper, magazines, catalogs  
Cardboard (corrugated)  
Mixed paper and phone books  
File stock (office paper)

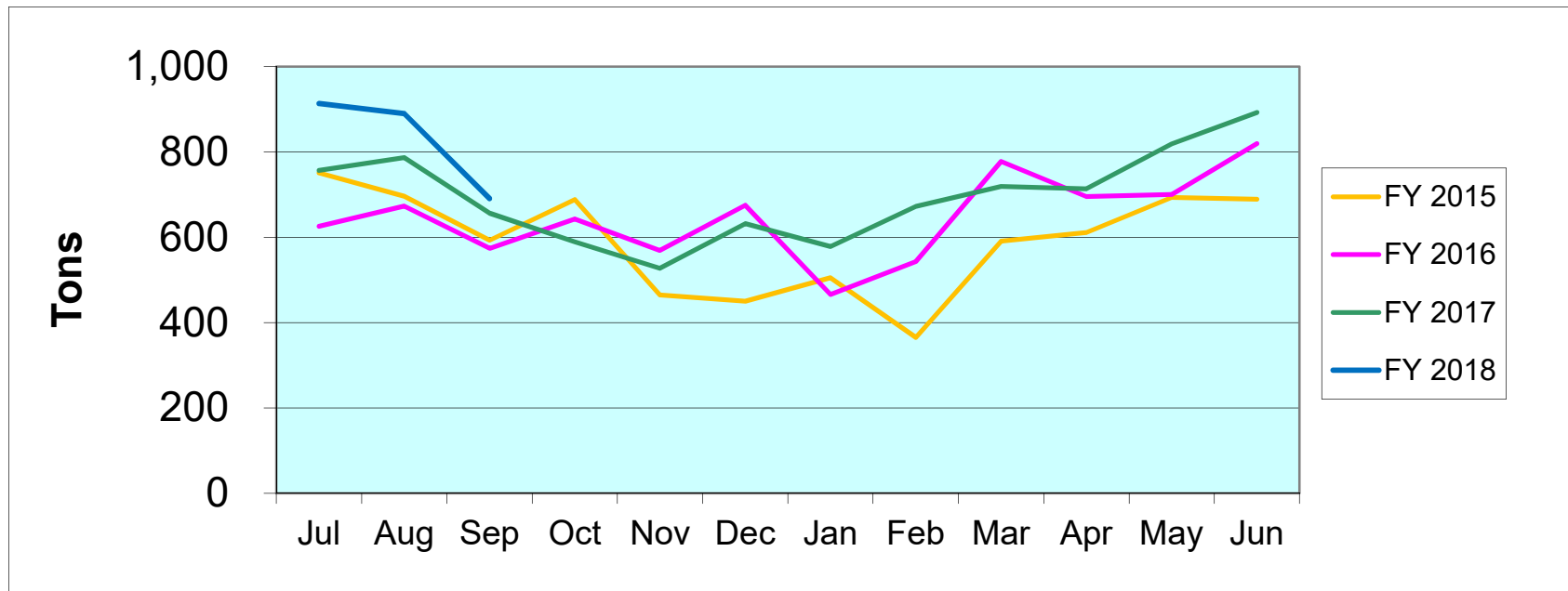
640	524	512	419	115
279	278	459	812	208
265	212	214	156	27
164	125	125	122	39
<b>Total Fiber Products</b>	1,348	1,139	1,310	1,509

**Other Products**

Glass  
Metal Cans  
Plastic

249	219	191	252	86
34	30	32	31	7
98	95	82	86	18
<b>Total Other Products</b>	381	344	305	369
<b>Total</b>	1,729	1,483	1,615	1,878

**Rivanna Solid Waste Authority  
Ivy MSW Transfer Tonnages  
FY 2015 - 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: DAVID RHOADES, ASSISTANT SOLID WASTE MANAGER;  
MARK BROWNLEE, SOLID WASTE MANAGER**

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

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

**DATE: NOVEMBER 14, 2017**

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

**August 2017**

- The IMUC transfer station operated 23 days and received a total of 889.83 tons of municipal solid waste (MSW), an average of 38.69 tons per day of operation. The monthly transfer station tonnage figures are attached to this report.
- 830.87 tons of non-MSW materials were received at the IMUC
- 1,720.70 tons was the combined total tonnage (MSW + non-MSW) at the IMUC
- 3,587 vehicles crossed the scales at the IMUC
- All loads of material from the Paper Sort Facility were accepted by the receiving mills

**September 2017**

- The IMUC transfer station operated 22 days and received a total of 690.50 tons of municipal solid waste (MSW), an average of 31.39 tons per day of operation. The monthly transfer station tonnage figures are attached to this report.
- 397.61 tons of non-MSW materials were received at the IMUC
- 1,088.11 tons was the combined total tonnage (MSW + non-MSW) at the IMUC
- 3,152 vehicles crossed the scales at the IMUC

- All loads of material from the Paper Sort Facility were accepted by the receiving mills

### **October 2017**

- The IMUC transfer station operated 21 days and received a total of 647.01 tons of municipal solid waste (MSW), an average of 30.81 tons per day of operation. The monthly transfer station tonnage figures are attached to this report.
- 621.76 tons of non-MSW materials were received at the IMUC
- 1,268.77 tons was the combined total tonnage (MSW + non-MSW) at the IMUC
- 2,944 vehicles crossed the scales at the IMUC
- All loads of material from the Paper Sort Facility were accepted by the receiving mills

### **Paint Collection:**

This program continues to operate smoothly and provide a significant benefit to the community. By offering daily collection, traffic congestion on Household Hazardous Waste days has been substantially reduced.

### **History:**

On August 3<sup>rd</sup>, 2016, RSWA started collecting latex and oil-based paint on a daily basis. The goal of this program was to make paint disposal more convenient for residents and to alleviate some of the congestion during our fall and spring Household Hazardous Waste Days. RSWA has shipped eight 30-yard containers to date. On September 29<sup>th</sup>, the Ivy MUC shipped out the first full 30-yard container of paint, the second was shipped on January 18<sup>th</sup>, 2017, the third was shipped on March 29<sup>th</sup>, 2017, the fourth was shipped on April 29<sup>th</sup>, 2017, the fifth was shipped on June 21<sup>st</sup>, 2017, the sixth was shipped on August 29<sup>th</sup>, 2017, the seventh was shipped on Sept 20<sup>th</sup>, 2017 and the eighth was shipped on September 30<sup>th</sup>, 2017. RSWA has loaded 12 cubic yards of paint for future disposal.

### **Compostable Food Waste Collection:**

This program continues to operate smoothly at the IMUC. Staff continues to coordinate with UVA, City, and County representatives to formalize this program.

### **History:**

On January 17<sup>th</sup>, 2017, RSWA started a 90-day pilot program receiving compostable food waste from UVA transported by Black Bear Composting at Ivy MUC. As of April 2017, a total of 150 tons of compostable food waste has been received and handled at the Ivy transfer station before

being transported to McGill in Waverly for composting. DEQ granted the RSWA permission to receive and handle the compostable waste on a three month trial basis. During the trial period, the transfer station staff ensured that no vector, odor, leachate, nuisance or other environmental issue occurred. None of the compostable waste was stored at the transfer station for more than 7 days. The RSWA has provided DEQ with a brief assessment of how successful we were at preventing environmental, vector, odor and nuisance issues, and that the RSWA plans to continue receiving and handling the compostable waste.

### **Alpha Phi Omega Service Volunteers:**

UVA's Theta chapter of the Alpha Phi Omega service group volunteered on Saturday, August 26<sup>th</sup>, Saturday, September 2<sup>nd</sup> and Saturday, October 8<sup>th</sup>, 2017 at the McIntire Road Recycle Facility. Projects included the painting of the attendant's building, painting of the stairs to the recycle containers and the cleaning of the Schenk's Greenway creek behind the facility.

### **Fall HHW and Bulky Waste Totals:**

Thursday, September 28, Friday, September 29, and Saturday, September 30, 2017: ***Special Collections***

The Conditionally Exempt Small Quantity Generator (CESQG) Special Collection for business hazardous waste was held on Thursday, September 28, 2017. There was a total of 8 local businesses that took advantage of this event. CESQG collection program is a pre-registration, fee-based program with sign-up information and instructions on the Rivanna.org website.

Household Hazardous Waste Day was a two-day event again this fall. Hours were from 9am-2pm on both Friday, September 29 and Saturday, September 30, 2017. The hours for this event were modified from the previous years. In the past, the collection started at 2 pm which allowed patrons to line up all morning, creating a massive line with long waiting times for disposal. Wait times on both days this fall was less than 5 minutes. We attribute these short wait times for this event to the modified time schedule and our new daily paint collection program. Customers have since commented that there was no need to wait in line if they could just come at their leisure during the week. The results of the daily paint collection reflect in the amount of paint collected on these two days being much lighter compared to the events of the past. The total customer count for the two-day event was 492 City/County residents. Friday: the split was 191 County, and 51 City. Saturday: the split was 200 County and 50 City.

Saturday, October 7, 2017: ***Furniture / Mattresses***

A total of 174 vehicles participated, including 146 from the County and 28 from the City. 29,880 lbs. of furniture and mattresses was collected from the county. 5,700 lbs. of furniture and mattresses was collected from the City.

Saturday, October 14, 2017: ***Appliances***

A total of 172 vehicles participated, including 140 from the County and 32 from the City. 100 Freon units and 7640 lbs. of white goods and were collected from the County. 21 Freon units and 1780 lbs. of white goods and were collected from the City.

Saturday, October 21, 2017: *Tires*

A total of 114 vehicles participated, including 100 from the County and 14 from the City. Tires collected are in the process of being separated and trucked to the end user for recycling. Totals will be reported in the next board report.

The 4-year history of this special collections program is attached.

**Compostable Food Waste Collection at McIntire Recycling Center**

The McIntire Recycle Center received 3.19 tons of compostable materials in August.

The McIntire Recycle Center received 2.45 tons of compostable materials in September.

The McIntire Recycle Center received 2.54 tons of compostable materials in October.

	<b>total vehicles</b>	county vehicles	city vehicles	<b>total weight (lbs)</b>	county weight (lbs)	city weight (lbs)
<b>HHW 3/14/14 &amp; 3/15/14</b>	<b>393</b>	289	104			
Furniture: 3/22/14	<b>108</b>	92	16	<b>20,160</b>	17,140	3,020
Appliances: 3/29/14	<b>75</b>	69	6	<b>4,440</b>	4,200	240
Tires: 4/5/14	<b>148</b>	137	11			
<b>HHW10/10/14 &amp; 10/11/14</b>	<b>736</b>	570	166			
Furniture: 10/18/14	<b>176</b>	138	38	<b>69,580</b>	62,120	7,460
Appliances: 10/25/14	<b>138</b>	123	15	<b>7,720</b>	6,520	1,200
Tires: 11/1/14	<b>174</b>	163	11			
<b>HHW 3/6/2015 &amp; 3/7/15</b>	<b>384</b>	322	62			
Furniture: 3/14/15	<b>88</b>	78	10	<b>17,420</b>	16,560	860
Appliances: 3/21/15	<b>101</b>	91	10	<b>5,700</b>	5,180	520
Tires: 3/28/15	<b>136</b>	131	5			
<b>HHW 10/2/15 &amp; 10/3/15</b>	<b>732</b>	502	230			
Furniture: 10/10/15	<b>172</b>	146	26	<b>29,560</b>	25,140	4,420
Appliances: 10/17/15	<b>133</b>	114	19	<b>9,700</b>	8,340	1,360
Tires: 10/24/15	<b>153</b>	143	10			
<b>HHW 4/1/16 &amp; 4/2/16</b>	<b>1194</b>	879	315			
Furniture: 4/9/16	<b>151</b>	134	17	<b>24,460</b>	21,720	2,740
Appliances: 4/16/16	<b>142</b>	121	21	<b>17,420</b>	14,820	2,600
Tires: 4/23/16	<b>234</b>	209	15			
<b>HHW 9/30/16 &amp; 10/1/16</b>	<b>563</b>	406	157			
Furniture: 10/8/16	<b>116</b>	97	19	<b>26,240</b>	23,720	2,520
Appliances: 10/15/16	<b>148</b>	126	22	<b>9,120</b>	7,570	1,550
Tires: 10/22/16	<b>160</b>	145	15			
<b>HHW 4/28/17 &amp; 4/29/17</b>	<b>734</b>	569	165			
Furniture: 5/6/17	<b>160</b>	139	21	<b>30,120</b>	26,205	3,915
Appliance: 5/13/17	<b>153</b>	139	24	<b>11,440</b>	9,620	1,820
Tires: 5/20/17	<b>144</b>	133	11	<b>68,340</b>	61,660	6,680

	<b>total vehicles</b>	county vehicles	city vehicles	<b>total weight (lbs)</b>	county weight (lbs)	city weight (lbs)
HHW 9/28/17 & 9/29/17	<b>497</b>	250	242		5 (nelson county)	
Furniture: 10/7/17	<b>174</b>	146	28	<b>35,580</b>	29,880	5,700
Appliances: 10/14/17	<b>172</b>	140	32	<b>9,420</b>	7,640	1,780
				<b>not</b>	not	not
Tires: 10/21/17	<b>114</b>	100	14	<b>available</b>	available	available

Ivy Material Utilization Center  
Daily Scale Crossing Data



August 1-31, 2017

Days of

Operation: 23

Operation: 23		MSW collected at Transfer Station (tons)						Non-MSW
		Vehicles	Count	Citizen-Can	Construction	Domestic	MSW Total	Total Tons
08/01/17	Tuesday	200	197	0.35	27.05	25.00	52.40	42.84
08/02/17	Wednesday	136	134	0.18	13.95	22.36	36.49	77.87
08/03/17	Thursday	143	155	0.32	28.45	19.17	47.94	32.01
08/04/17	Friday	153	184	0.58	12.35	14.33	27.26	37.43
08/05/17	Saturday	227	246	0.83	17.08	25.43	43.34	33.24
08/06/17	Sunday	-	-	-	-	-	-	-
08/07/17	Monday	-	-	-	-	-	-	-
08/08/17	Tuesday	146	213	0.53	26.28	21.25	48.06	18.80
08/09/17	Wednesday	127	132	0.50	14.74	17.15	32.39	23.44
08/10/17	Thursday	140	177	0.32	17.04	24.26	41.62	23.97
08/11/17	Friday	170	189	0.41	17.52	14.16	32.09	36.49
08/12/17	Saturday	210	237	0.81	16.70	14.97	32.48	7.41
08/13/17	Sunday	-	-	-	-	-	-	-
08/14/17	Monday	-	-	-	-	-	-	-
08/15/17	Tuesday	145	223	0.54	14.80	19.23	34.57	31.89
08/16/17	Wednesday	157	156	0.41	13.93	25.11	39.45	77.77
08/17/17	Thursday	141	151	0.37	9.35	32.26	41.98	32.20
08/18/17	Friday	106	136	-	9.66	19.59	29.25	6.10
08/19/17	Saturday	227	282	0.78	19.63	18.24	38.65	8.08
08/20/17	Sunday	-	-	-	-	-	-	-
08/21/17	Monday	-	-	-	-	-	-	-
08/22/17	Tuesday	162	173	0.35	24.67	20.69	45.71	184.31
08/23/17	Wednesday	146	159	0.51	12.22	28.25	40.98	70.69
08/24/17	Thursday	92	108	0.25	7.71	23.98	31.94	15.02
08/25/17	Friday	154	200	0.50	13.16	20.51	34.17	18.64
08/26/17	Saturday	246	284	0.82	11.73	22.98	35.53	6.98
08/27/17	Sunday	-	-	-	-	-	-	-
08/28/17	Monday	-	-	-	-	-	-	-
08/29/17	Tuesday	108	114	0.50	35.34	22.21	58.05	12.93
08/30/17	Wednesday	146	169	0.72	11.81	26.29	38.82	24.28
08/31/17	Thursday	105	103	0.31	5.40	20.95	26.66	8.48
Total		3,587	4,122	10.89	380.57	498.37	889.83	830.87
Average		156	179	0.47	16.55	21.67	38.69	36.12
Median		146	173	0.50	14.74	21.25	38.65	24.28
Maximum		246	284	0.83	35.34	32.26	58.05	184.31
Minimum		92	103	0.18	5.40	14.16	26.66	6.10

**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

Ivy Material Utilization Center  
Daily Scale Crossing Data



September 1-30, 2017

Days of

Operation: 22

Operation: 22			MSW collected at Transfer Station (tons)				Non-MSW	
	Vehicles	Count	Citizen-Can	Construction	Domestic	MSW Total	Total Tons	
09/01/17	Friday	113	124	0.44	7.15	15.35	22.94	11.85
09/02/17	Saturday	135	196	1.00	6.43	19.61	27.04	3.56
09/03/17	Sunday	-	-	-	-	-	-	-
09/04/17	Monday	-	-	-	-	-	-	-
09/05/17	Tuesday	176	206	0.58	14.81	23.51	38.90	17.31
09/06/17	Wednesday	53	64	0.42	7.03	13.97	21.42	6.00
09/07/17	Thursday	93	99	0.61	9.55	10.24	20.40	11.51
09/08/17	Friday	144	174	0.83	14.06	12.73	27.62	13.06
09/09/17	Saturday	244	272	1.17	11.88	35.69	48.74	11.89
09/10/17	Sunday	-	-	-	-	-	-	-
09/11/17	Monday	-	-	-	-	-	-	-
09/12/17	Tuesday	171	222	0.58	13.04	22.49	36.11	7.98
09/13/17	Wednesday	81	91	0.46	13.48	6.39	20.33	2.15
09/14/17	Thursday	98	98	0.47	5.42	10.29	16.18	22.51
09/15/17	Friday	133	161	0.54	18.58	13.18	32.30	11.11
09/16/17	Saturday	187	282	0.77	10.34	20.26	31.37	2.51
09/17/17	Sunday	-	-	-	-	-	-	-
09/18/17	Monday	-	-	-	-	-	-	-
09/19/17	Tuesday	179	207	0.42	18.59	24.88	43.89	24.15
09/20/17	Wednesday	131	172	0.43	17.17	25.67	43.27	28.47
09/21/17	Thursday	129	142	0.28	18.95	7.72	26.95	46.57
09/22/17	Friday	120	132	0.51	11.06	15.55	27.12	29.91
09/23/17	Saturday	194	285	0.79	10.42	21.43	32.64	4.83
09/24/17	Sunday	-	-	-	-	-	-	-
09/25/17	Monday	-	-	-	-	-	-	-
09/26/17	Tuesday	131	153	0.34	10.99	21.42	32.75	49.09
09/27/17	Wednesday	112	134	0.58	13.03	20.50	34.11	30.97
09/28/17	Thursday	126	138	0.30	11.27	22.76	34.33	41.70
09/29/17	Friday	147	172	0.40	14.77	18.72	33.89	10.89
09/30/17	Saturday	255	304	0.73	12.90	24.57	38.20	9.59
Total		3,152	3,828	12.65	270.92	406.93	690.50	397.61
Average		143	174	0.58	12.31	18.50	31.39	18.07
Median		132	167	0.53	12.39	19.94	32.47	11.87
Maximum		255	304	1.17	18.95	35.69	48.74	49.09
Minimum		53	64	0.28	5.42	6.39	16.18	2.15

**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

Ivy Material Utilization Center  
Daily Scale Crossing Data



October 1-31, 2017

Days of

Operation: 21

Operation: 21		MSW collected at Transfer Station (tons)						Non-MSW
	Vehicles	Count	Citizen-Can	Construction	Domestic	MSW Total	Total Tons	
10/01/17	Sunday	-	-	-	-	-	-	
10/02/17	Monday	-	-	-	-	-	-	
10/03/17	Tuesday	173	178	0.43	16.38	26.96	36.93	
10/04/17	Wednesday	115	112	0.41	9.76	14.18	36.93	
10/05/17	Thursday	107	96	0.26	13.40	5.93	64.42	
10/06/17	Friday	159	171	0.20	14.49	13.82	20.72	
10/07/17	Saturday	174	202	0.79	10.14	9.21	4.01	
10/08/17	Sunday	-	-	-	-	-	-	
10/09/17	Monday	-	-	-	-	-	-	
10/10/17	Tuesday	153	165	0.33	10.68	13.26	25.06	
10/11/17	Wednesday	119	116	0.31	12.73	10.51	79.52	
10/12/17	Thursday	93	111	0.29	8.12	7.41	58.98	
10/13/17	Friday	95	93	0.28	7.73	30.34	10.66	
10/14/17	Saturday	240	290	0.56	10.35	22.43	4.21	
10/15/17	Sunday	-	-	-	-	-	-	
10/16/17	Monday	-	-	-	-	-	-	
10/17/17	Tuesday	165	179	0.26	24.43	22.15	41.12	
10/18/17	Wednesday	96	90	0.13	22.94	7.71	22.33	
10/19/17	Thursday	108	143	0.09	11.74	13.15	18.08	
10/20/17	Friday	121	289	0.31	11.01	10.26	12.95	
10/21/17	Saturday	196	240	0.79	11.46	17.22	2.83	
10/22/17	Sunday	-	-	-	-	-	-	
10/23/17	Monday	-	-	-	-	-	-	
10/24/17	Tuesday	140	164	0.35	23.47	16.48	14.18	
10/25/17	Wednesday	68	79	0.13	13.57	15.51	25.87	
10/26/17	Thursday	144	143	0.34	18.51	18.95	79.60	
10/27/17	Friday	136	146	0.43	29.07	13.90	10.92	
10/28/17	Saturday	194	267	0.25	15.50	17.10	8.15	
10/29/17	Sunday	-	-	-	-	-	-	
10/30/17	Monday	-	-	-	-	-	-	
10/31/17	Tuesday	148	186	0.51	20.06	17.54	44.29	
Total		2,944	3,460	7.45	315.54	324.02	621.76	
Average		140	165	0.35	15.03	15.43	29.61	
Median		140	164	0.31	13.40	14.18	22.33	
Maximum		240	290	0.79	29.07	30.34	79.60	
Minimum		68	79	0.09	7.73	5.93	2.83	

**Material Type & Description**

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**Vehicle:** Transactions or vehicles processed in a day



**MEMORANDUM**

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

**FROM: PHIL MCKALIPS, ENVIRONMENT & SAFETY MANAGER**

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

**SUBJECT: IVY LANDFILL ENVIRONMENTAL STATUS UPDATE**

**DATE: NOVEMBER 14, 2017**

**Corrective Action Plan (CAP)**

**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.**

**History:**

The Virginia Department of Environmental Quality (VA DEQ) approved the amendment to Permit 125 incorporating the CAP on October 29, 2004. The groundwater elements of the CAP started with a pilot study of engineered, enhanced bioremediation (EBR). Additionally, the CAP incorporated components to provide specific remedial efforts in the Paint Pit Area (Paint Pit Interim Measure), and to monitor surface water during CAP implementation.

The implementation of the full-scale EBR program with active substrate injections was active from October 2007 through June 2013, and groundwater samples to evaluate the performance of the injection program were collected on a monthly basis. Periodic groundwater monitoring has remained active from 2007 to date, and has shown areas with positive results (reductions in constituent levels) and areas with less conclusive results. Because groundwater moves through rock fractures below the surface whose path is not fully known, variability of results is expected.

In July 2013, a revised CAP was submitted to VA DEQ for review. This amended CAP allows for the suspension of active EBR remediation so that the long-term effects of past efforts can be evaluated. During this period of suspended EBR, extensive groundwater monitoring is being maintained to evaluate the effects of past efforts as well as to maintain a high level of assurance that impacted groundwater continues to remain under control. Care will be taken to respond to increases in constituent levels that may adversely affect human health or the environment. If such increases are observed, a return to injections of substrate materials will be considered, where and

as needed. These modifications have been documented in a CAP revision which is currently under review by VA DEQ.

A summary of the activities from EBR, operation of the SVE system, Surface Water monitoring, and Cell 3 Drains monitoring were included into a combined Corrective Action Site Evaluation (CASE) Report. This report is submitted to VA DEQ annually (triennially starting in October 2016) by October 29, and replaces quarterly and annual reports that used to be submitted separately.

#### **Paint Pit Interim Measure (Soil-Vapor Extraction System)**

**The Soil-Vapor Extraction (SVE) System has been turned due to cold weather. Historically, the SVE system cannot sustain necessary operating temperatures during colder weather as components of the gas stream, which act as fuel for the thermal oxidizer, become less volatile. The system will be restarted if extended warm weather is forecast. The system has destroyed over 6,800 pounds of volatile organic compounds from the soils in the Paint Pit area.**

The purpose of the SVE is to proactively extract volatile organic compounds (VOCs) from the soil in the Paint Pit area to prevent further contamination of groundwater. This is accomplished by pulling vapors from the soil and through a flare designed to destroy the VOCs. The SVE has been running since October 20, 2006 and is undergoing periodic maintenance and monitoring activities as required under the VA DEQ Operating Permit.

#### **Surface Water**

**The Fall 2017 surface water survey and monitoring are underway. Once data from the visual survey and analysis of samples are complete, they will be included in a tri-annual CASE report to be submitted to VA DEQ in 2018.**

The specific objectives of the Surface Water Monitoring Program proposed in the CAP are to evaluate and document the chemical, physical, and biological integrity of the surface water and define the overall ecological integrity of the Site's surface water system.

#### **Non-CAP Groundwater Monitoring**

**Groundwater monitoring activities for the Fall 2017 sampling event have begun. The results of the analysis of groundwater samples will be documented in a report to VA DEQ in the Spring of 2018.**

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.**

As a result of higher than normal leachate levels discovered in Cell 3-Lined and Cell 3-Unlined, RSWA authorized the design of a new leachate collection system for these cells. The intent of this program was to further the aims of the site bioremediation program and odor abatement program

by restoring normal leachate and gas management to these two waste cells. These proposed improvements required a Major Permit Amendment from VA DEQ. Notification of the Approval of the Major Permit Amendment was received from VA DEQ on March 18, 2008. The leachate removed is being transported to the Moores Creek Wastewater Treatment Plant for treatment.

### **Engineer's Inspection of Landfill**

**Resource International, LTD (Resource) has completed a draft settlement analysis protocol and is finalizing an analysis of specific areas of landfill settlement at the Ivy MUC. A report documenting the protocol and subsequent analysis will be submitted to VA DEQ by the end of November 2017.**

Based on observed landfill settlement, a normal occurrence at solid waste disposal landfills, VA DEQ has asked RSWA to evaluate the effect of this settlement on the integrity of the landfill cap systems. RSWA has retained Resource to prepare a protocol for evaluating the settlement effects on landfill cap integrity. This protocol will provide a road map for future analysis of landfill settlement throughout the remainder of the post-closure care period.



**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: NOVEMBER 14, 2017**

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:	10 %
Base Construction Contract + Change Orders to Date = Current Value:	\$2,211,000
Expected Completion Date:	October 2018
Total Capital Project Budget:	\$3,061,367

**Current Status:**

The contractor mobilized to the Ivy MUC site and has installed erosion and sediment control measures and began clearing and grubbing. A groundbreaking ceremony is scheduled for November 17, 2017 at 10 a.m.

**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. Due to cost increases in the construction market and final design requirements, additional funding was requested from Albemarle County to fully support project costs, and to purchase additional operating equipment in FY 2019.

## **2. Enclosed Landfill Gas Flare**

Design Engineer:	Resource International
Project Start:	October 2017
Project Status:	100% Design
Construction Start:	January 2018
Completion:	May 2018
Total Capital Project Budget:	\$450,000

### **Current Status:**

RSWA opened bids on November 7, 2018. A recommendation for award is included in a separate memo to the Board this month.

### **History:**

Installed in 1999, the existing landfill gas flare has operated almost continuously, destroying methane and odor-causing components of the landfill gas. The flare was designed to destroy landfill gases at a temperature of 1600 °F at a range in flow from 1500 cubic feet per minute (cfm) to approximately 200 to 300 cfm. Due to normal reductions in waste decomposition over time, landfill gas flows have fallen to the lower end of the existing flare's operating range.

With RSWA BOD approval in June 2016, RSWA executed a work authorization with Resource International, Ltd for the engineering services required to evaluate, design, and develop bid specifications for the replacement of the existing landfill gas flare with one that will be appropriately sized for the current and future methane flows. This item was included in the capital budget.



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## **MEMORANDUM**

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

**FROM: BILL MAWYER, EXECUTIVE DIRECTOR**

**SUBJECT: RECOMMENDATION FOR AN ADDITIONAL ½ DAY HOLIDAY  
ON NOVEMBER 22 AND DECEMBER 22, 2017**

**DATE: NOVEMBER 14, 2017**

An additional ½ day holiday has been granted by the Governor for State employees, as well as by Albemarle County, the City of Charlottesville (November 22 only) and the Albemarle County Service Authority for its employees.

### **Board Action Requested:**

It is respectfully requested that the Board of Directors authorize an additional ½ day holiday (4 hours) for staff on November 22 and December 22, 2017.



**MEMORANDUM**

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

**FROM: BILL MAWYER, EXECUTIVE DIRECTOR**

**SUBJECT: PROPOSED 2018 BOARD MEETING SCHEDULE**

**DATE: NOVEMBER 14, 2017**

Each year staff proposes a calendar for Board meetings for the upcoming calendar year. Since 2009, the Board has met on the fourth Tuesday of the month at 2:00 p.m. In 2012, the Board elected 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 for the purpose of entering 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.

In 2017, the Board agreed to move the November meeting to avoid a meeting during the week of Thanksgiving. The 2018 schedule continues that approach.

**Board Action Requested**

Staff respectfully recommends adoption of the attached Board Meeting Schedule for Calendar Year 2018.



## **Board Meeting Schedule**

Listed below are the approved RSWA Board of Directors meeting dates for calendar year 2018:

Tuesday, February 27, 2018

Tuesday, April 24, 2018

Tuesday, May 22, 2018

Tuesday, June 26, 2018

Tuesday, August 28, 2018

Tuesday, November 13, 2018\*

\* The November meeting is moved to the second 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 BOARDS OF DIRECTORS**

**FROM: JENNIFER WHITAKER, DIRECTOR OF ENGINEERING & MAINTENANCE**

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

**SUBJECT: ENGINEERING SERVICES - GEOTECHNICAL, MATERIALS TESTING, AND PROFESSIONAL ENGINEERING SERVICES – SCHNABEL ENGINEERING, LLC**

**DATE: NOVEMBER 14, 2017**

The RWSA and RSWA have needs for various materials testing and professional engineering services of a geotechnical consultant for on-going and future projects. A Request for Proposals (RFP 17-09) for a new term contract to serve both Authorities was developed and advertised on August 10, 2017. Two proposals were received on August 29, 2017.

Based on the qualifications of the firms the RFP selection committee decided to schedule interviews with both firms. Interviews were conducted on October 2 and October 4, 2017, and the committee determined that Schnabel Engineering, LLC was the most meritorious candidate and selection of this firm would be in the best interests of the Authorities. Work tasks under this contract may include items such as: construction investigations of subsurface conditions, soil borings, foundation analysis, materials testing, steel inspections and other professional engineering services as needed. The first project RSWA will be looking to utilize this contract for will be the construction of the New Ivy Solid Waste Transfer Station where extensive site work will require foundation analysis, steel building inspection, as well as soil compaction, concrete, and asphalt testing.

### **Board Action Requested:**

Staff requests that the Board of Directors authorize the Executive Director to execute an Engineering Services Agreement with Schnabel Engineering, LLC for a Term Contract for Geotechnical, Materials Testing, and Professional Engineering Services. The contract will be awarded for one (1) year, with the option for up to four (4) additional one (1) year renewals for a total contract length not to exceed five (5) years. Staff also requests the Board to authorize the Executive Director to execute future work authorizations under the contract prepared as necessary in accordance with all Term Agreement requirements as stated in the request for proposal and the Virginia Public Procurement Act, to the extent that funding for such authorizations is within the Board's approved budget.



**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: CONSTRUCTION BID AWARD - IVY MUC ENCLOSED  
LANDFILL GAS FLARE REPLACEMENT –  
SCS FIELD SERVICES**

**DATE: NOVEMBER 14, 2017**

The existing landfill gas flare has operated almost continuously since 1999, destroying methane and odor-causing components of the landfill gas. The existing flare was designed to destroy landfill gases at a flow range from approximately 200 to 1500 cubic feet per minute (cfm). Due to normal reductions in waste decomposition over time, landfill gas flows have fallen to the lower end of the existing flare's operating range causing operational issues. With RSWA BOD approval in June 2016, RSWA executed a work authorization with Resource International, Ltd for the engineering services required to evaluate, design, and develop bid specifications for the replacement of the existing landfill gas flare with one that will be appropriately sized for the current and future methane flows.

Resource International completed the design of the new gas flare and the project was advertised for bids (RFB No. 340) on October 20, 2017. Construction bids for the project were opened on November 7, 2017, and two competitive bids were received ranging from \$369,911 to \$379,000. The apparent low bidder was SCS Field Services from Reston, Va, and the company's bid was within the engineer's estimate of probable construction cost. After reviewing the bid documents, Resource International recommended award of the contract to SCS Field Services.

**Board Action Requested:**

Staff requests the Board of Directors to authorize:

- award of the construction contract for the Ivy MUC Enclosed Landfill Gas Flare Replacement project to SCS Field Services in the amount of \$369,911, and any change orders necessary for completion of the project provided the total amount of all change orders does not exceed 10% of the original contract amount.
- an increase of \$125,000 to the current Capital Budget of \$325,000 to cover all construction and administrative costs including RWSA construction management and inspection services, as well as support from our design and geotechnical engineering consultants, along with construction contingencies. Additional funds are available in the Capital Reserve.



# RIVANNA

WATER AND SEWER AUTHORITY  
SOLID WASTE AUTHORITY

RIVANNA AUTHORITIES BOARD MEETING / NOVEMBER 14, 2017  
STRATEGIC PLAN UPDATE



# STRATEGIC framework

## VISION

To serve the community and be a recognized leader in environmental stewardship by providing exceptional water and solid waste services

## VALUES

The Rivanna Water and Sewer Authority and Rivanna Solid Waste Authority are committed to the following values:

- Integrity
- Teamwork
- Respect
- Quality

## MISSION

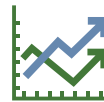
Our professional team of knowledgeable and engaged personnel serve the Charlottesville, Albemarle, and UVA community by providing high quality water treatment, refuse, and recycling services in a financially and environmentally responsible manner

## GOALS



### WORKFORCE DEVELOPMENT

To attract, develop, and retain a professional, highly skilled, dedicated, and versatile team



### OPERATIONAL OPTIMIZATION

To efficiently, reliably, and safely provide high quality services, assuring the best value for our customers



### COMMUNICATION AND COLLABORATION

To foster a culture that encourages open communications and strengthens partnerships



### ENVIRONMENTAL STEWARDSHIP

To be a leader in our community's environmental protection and education



### SOLID WASTE SERVICES

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



### INFRASTRUCTURE AND ASSET MANAGEMENT

To plan, deliver, and maintain dependable infrastructure in a financially responsible manner



## MEASURES

1. Reduced turnover rate to below 10% annually
2. Increased percentage (%) of required trainings completed and applicable licenses obtained
3. Number of employees who meet minimum requirements for positions one level above their current position

1. Conduct at least two process audits per department annually
2. Ensure that 90% of preventive maintenance (PM) work orders are completed on time
3. Decreased number of safety incidents and injury lost time

1. Increase website performance metrics
2. Increased employee understanding and engagement ratings
3. Increased number of external partnerships and engagement activities
4. Increased community awareness of Rivanna initiatives

1. Achieve and maintain 100% permit compliance
2. Increased number of green projects
3. Increased number of times standards on effluent or treated water quality were positively exceeded
4. Increase percentage (%) of solid waste tonnage recycled

1. Increased participation rate (both number of people and types of waste)
2. Increased tonnage rates
3. Increased patron satisfaction and outreach

1. Improved infrastructure performance and condition rating
2. Increased percent of assets populated in Asset Management Program
3. Increased percent master planning coverage

## STRATEGIES

1. Develop a comprehensive staffing, classification, and compensation plan
2. Create a formal development and career pathing program
3. Conduct a training needs assessment and enhance the training program
4. Develop an employee engagement program

1. Continually evaluate, prioritize, and improve key business and operational processes
2. Improve preventative maintenance and emergency planning
3. Enhance Rivanna's culture of safety
4. Protect our workforce and the public through continually growing a culture of safety

1. Create and implement a comprehensive public outreach plan
2. Create and maintain internal communication platforms
3. Enhance internal and external collaboration

1. Increase internal environmental engagement
2. Designate resources to support environmental outreach and green initiatives
3. Provide regional leadership in environmental stewardship
4. Increase collaboration with other environmental groups

1. Determine community needs and preferred service levels
2. Enhance partnerships with local governments and the University of Virginia
3. Explore and implement high impact, best-in-class solid waste business practices and service delivery

1. Implement an Authority-wide asset management program
2. Develop a comprehensive environmental compliance and infrastructure planning and delivery program
3. Develop and maintain long-term master plans for all critical asset classes

# RIVANNA STRATEGY WORKSHOP SUMMARY

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On October 12, the Rivanna Water and Sewer Authority and Rivanna Solid Waste Authority (Rivanna) hosted a Strategy Workshop, which was facilitated by Raftelis Financial Consultants (Raftelis). This workshop included presentations from each strategic planning goal team and an in-depth review of measures and strategies by the Project Steering Team (PST), around the goal areas of:

- Workforce Development
- Operational Optimization
- Communication and Collaboration
- Environmental Stewardship
- Solid Waste Services
- Infrastructure and Master Planning

The draft framework included in this document presents a comprehensive view of the goals, measures, and strategies discussed and prioritized in the Strategy Workshop. Immediate next steps in the strategic planning process include:

- Draft review by Rivanna's PST
- Review and comments by the Rivanna Boards of Directors (November 14)
- Plan completion (mid-December)

Questions concerning this report or any aspect of the Rivanna strategic planning process should be addressed to Darin Thomas at 336.209.1347 or [dthomas@raftelis.com](mailto:dthomas@raftelis.com) or Catherine Carter at 704.247.3220 or [ccarter@raftelis.com](mailto:ccarter@raftelis.com)

