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

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

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

Board Members Absent: None.

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

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

1. CALL TO ORDER

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

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

Mr. Gaffney welcomed Mr. Murphy to the Board.

b. Nominations and Election of Board Secretary

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

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

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

There were no changes to the minutes.

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

3. RECOGNITION

a. Resolution of Appreciation for Maurice Jones

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

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

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

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

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

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

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

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

b. Resolution of Appreciation for Mark Brownlee

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

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

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

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

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

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

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

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

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

c. Resolution of Appreciation for Kenneth Chapman

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

WHEREAS, Mr. Chapman has served in numerous positions, most recently as a Driver/Equipment Operator since 2003; and
WHEREAS, over the same period of 15 years, Mr. Chapman has demonstrated leadership
in his field and has been a valuable resource to the Authority and its employees; and

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

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

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

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

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

4. EXECUTIVE DIRECTOR’S REPORT

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

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

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

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

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

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

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

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

5. ITEMS FROM THE PUBLIC

Mr. Gaffney invited items from the public.

There being none offered, the agenda item was closed.

6. RESPONSES TO PUBLIC COMMENTS

There were no responses to public comments for this month.

7. CONSENT AGENDA

a. Staff Report on Finance

b. Staff Report on Ivy Material Utilization

c. Staff Report on Ivy Landfill Environmental

d. Staff Report on Ongoing Projects

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

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

8. OTHER BUSINESS

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

Mr. McKalips reported that Rivanna was in the process of developing a Master Plan for the Ivy MUC site, noting that there had been many changes: the new transfer station, a proposed new recycling center, etc. The purpose of the Master Plan is to develop a plan for what we intend to do with the site. Since the Plan will address what materials Rivanna recycles, it will also impact the McIntire Recycling Center.
Mr. McKalips explained that the first step in that process was for the consultant, Arcadis, to propose a few alternative convenience center locations out at the Ivy site for the Board to consider. He stated that Alternative No. 1 was located where the existing transfer station is. He mentioned that the system was two-tiered based on the existing loading dock. Mr. McKalips stated that about half the containers would be on the lower tier, where they intended to put the compaction containers. This arrangement would allow customers to walk up and put the recyclable material in a chute, which kept them away from mechanical portions of the operation. He added that the other containers would be located on the uphill side, and he noted on a map provided what the ingress and egress would be.

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

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

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

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

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

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

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

Dr. Palmer asked if setting up a compost facility would require a paved surface or if it could be located somewhere else on the property.
Mr. McKalips replied that if they were not doing putrescible waste (that which did not contain animal product), the DEQ has suggested repeatedly that Rivanna could do composting on the old closed landfill cells, because storm water controls already exist and the area was up on a grassed space that the composting would not hurt — so it has been mentioned as a good site.

Dr. Palmer stated that if they got materials from restaurants, it would contain animal products.

Mr. McKalips responded that he was referring to farm animals, and when “composting” is mentioned, people recall when Morton’s and Con-Agra were composting a lot of material, with the animal fats causing issues. He stated that previous efforts utilized large ag bags, which produced more of a “soup” that caused problems.

Dr. Palmer inquired if any of that material composted was ever sold.

Mr. McKalips clarified that the intention was to have a marketable product, but he was not sure if they ever sold any.

Mr. Brownlee stated that they ended up spreading it on the landfill.

Dr. Palmer stated that the idea of a new composting facility would be to sell it for compost.

Mr. McKalips explained that the ag bags create an anaerobic reaction, so the material is composting differently than Black Bear-type composting, which is very aerobic — adding carbon sources and increasing the temperature.

Dr. Palmer said that DEQ had suggested doing restaurant waste composting, what Black Bear does, but on the actual landfill, which would mean they wouldn’t need a separate site.

Mr. McKalips stated that since there were some areas that weren’t valuable for anything else, it might not be a bad idea.

Dr. Palmer stated she just wanted to be sure if they went with something like this they weren’t precluding something else going there.

Ms. Galvin asked when they needed to make a decision.

Mr. McKalips responded that there had been consideration of supplemental board meetings between now and November, which was when the report was supposed to be delivered. He stated that the Board could give ideas on modifications or ask questions or specify a definitive preferred alternative, and it would be good to have that input before November if possible.

Mr. Henry asked about the cost estimates, as Alternative No. 1 would be far less costly and would still meet programming requirements because it was a reuse of an existing facility. He stated that there would need to be a lot of justification for Alternative No. 2 because of the length of the roadway.
Mr. McKalips explained that the area around was already paved, and so construction would be limited to line-painting of the area. He stated that the biggest change would be running electrical service to the site for all the compactors, and they would still have a temporary attendant in a hut, and sanitary facilities would be porta-potties. Mr. McKalips stated that there would be barricades to help further delineate the roads on the paved area, in addition to the lines.

Mr. Henry asked for clarification on the area designated as loading and unloading.

Mr. McKalips stated that the entire area was paved and was considered the former asbestos disposal area, with the paved area actually serving as a cap for that. He confirmed that they may need some additional substructure done to put the compactors on, as they do not always sit so well on asphalt.

Dr. Palmer mentioned that Mr. McKalips had presented this to the Albemarle County Solid Waste Alternatives Advisory Committee (SWAAC) the previous month, and they had felt that Alternative No.1 was the most user-friendly as well as staff’s preferred option.

Mr. McKalips stated that it was his preferred as well, and he stated that in observing McIntire, people make many trips back to the car — so if he can shorten the distance between parking and where any particular container is, it’s an advantage to the customer. He stated that by having two rows, the distance is cut by half.

Dr. Palmer stated that after hearing this discussion, she felt fairly comfortable with the recommendations.

Mr. Gaffney commented that he would like to get the cost estimates before deciding. He noted that Dr. Palmer had suggested holding meetings for the next two months to talk about the new transfer station results.

Dr. Palmer responded that she would also like to discuss the composting item.

Mr. Gaffney stated they would have RSWA meetings in September and October.

Mr. Krueger stated that the Board could make a motion to have those meetings or the chair would be calling it.

Dr. Palmer moved to schedule September and October RSWA Board meetings at their regular 2:00 p.m. time. Mr. Henry seconded the motion, which passed unanimously (7-0).

At 2:33 p.m., Ms. Galvin moved to recess the RSWA Board meeting. Mr. Oberdorfer seconded the motion, which passed unanimously (7-0).

At 2:50 p.m., Dr. Palmer moved to reconvene the RSWA Board meeting and enter a joint meeting with the Rivanna Water and Sewer Authority. Ms. Galvin seconded the motion, which passed unanimously (7-0).
b. Presentation of Quarterly Strategic Plan Update; Katie McIlwee, Executive Coordinator and Communications Manager

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

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

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

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

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

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

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

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

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

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

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

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

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

Mr. Wood explained that they were trying to get the Lab Technician in for this year, and there is a reservoir plan and sampling that has been underway for the last several years, which was new to the lab department and had put an unprecedented demand on them for laboratory analysis. He
stated the rest of the positions were a combination of IT backlog needs, with the Enhanced Nutrient Removal (ENR) system put in for wastewater treatment about 10 years ago, which increased the needs at this plant by about 500 instruments with thousands of data entry points – so it was time to maintain and replace those. Mr. Wood noted that every time they added something like GAC, it increased networking and IT needs to the infrastructure, as well as administration that had not been enhanced for 15-20 years.

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

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

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

Mr. Wood confirmed this.

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

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

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

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

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

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

Ms. Terry stated they did the sampling themselves and did a lot of the reservoir testing in house, sending out two parameters (algae counts and cyanotoxins), but she had been discussing this with the County and staff - but not in terms of what Mr. Henry had suggested.
Mr. Mawyer stated that staff would bring to the Board next month a construction contract recommendation to upgrade the Crozet Water Treatment Plant, and next year they would have a recommendation to start construction on a project for South Rivanna and Observatory all in one contract. He noted that they reshuffled the previous year’s plan to get the construction inspectors in an adjusted time delivery capacity so they would be available when needed.

Mr. O’Connell asked if this was the big staffing change since the earlier plan.

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

9. OTHER ITEMS FROM BOARD/STAFF NOT ON AGENDA

There were none presented.

10. CLOSED MEETING

There was no closed meeting held.

11. ADJOURNMENT

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

The RSWA Board adjourned its meeting at 3:07 p.m.

Respectfully submitted,

[Signature]

Mr. Mike Murphy
Secretary - Treasurer