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

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

A regular meeting of the Rivanna Solid Waste Authority (RSWA) Board of Directors was held on Tuesday, November 13, 2018 at 2:00 p.m. in the 2nd floor conference room, Administration Building, 695 Moores Creek Lane, Charlottesville, Virginia.

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

Board Members Absent: Paul Oberdorfer.

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

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

1. CALL TO ORDER

Mr. Gaffney called the meeting to order at 2:01 p.m.

2. MINUTES OF PREVIOUS BOARD MEETING

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

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

3. RECOGNITION

There were no recognitions presented.

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

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

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

Mr. Mawyer estimated 50-100 pumpkins were recycled.

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

Dr. Palmer commented that it was very good advertisement.

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

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

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

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

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

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

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

5. **ITEMS FROM THE PUBLIC**

Mr. Gaffney invited items from the public.

There were no items presented.

6. **RESPONSES TO PUBLIC COMMENTS**

There were no responses to public comments.

7. **CONSENT AGENDA**

a. *Staff Report on Ivy Material Utilization Center/Recycling Operations Update*
b. Staff Report on Ivy Landfill Environmental Status

c. Staff Report on Ongoing Projects

d. Approval of Additional Employee Holidays

e. Approval of Board Meeting Schedule for Calendar 2019

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

8. OTHER BUSINESS

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

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

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

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

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

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

Mr. Mawyer stated they would also advertise the reduced rate in the newspaper twice, and the RSWA Board would have a public hearing on it in December to approve the rates.
Dr. Palmer stated that they could put it on the County website and put it out on A-mail, and asked that the City do something similar.

Dr. Palmer asked how they deal with the service fee for haulers because they were picking up mostly in Albemarle County.

Mr. McKalips responded that if they were picking up in the County, they got charged the County fee – and they had not had any major big haulers coming out of the City in quite some time.

Mr. Rhoades stated that most of the haulers that came in actually lived in the County in which they were picking up the trash, so they had not reached a point where they needed to make a decision about which way to go – because they live in Albemarle and get charged the Albemarle fee. He stated that historically it would be based on where the business was registered, but if they started to see a trend of companies coming from different counties, it would be something they would need to address.

Mr. McKalips commented that Time Disposal was based in Greene County.

Dr. Palmer stated that it seemed to be reasonable to denote them as Albemarle since they were picking up waste here.

Mr. Mawyer emphasized that they could be picking up things from everywhere, but generally it is assumed they are coming from Albemarle County and thus pay the $1 service fee.

Mr. Henry asked what the timing was on the plan.

Mr. McKalips explained that if the Board had a meeting on December 18 and voted on the rate, Rivanna would move forward and advertise it twice before that meeting, then they could change the rates on January 1, 2019.

Mr. Krueger asked if the County was keeping the service fee for now.

Dr. Palmer responded that they were, adding that they were hoping that the reduction in tipping fees would be a catalyst for usage.

Mr. McKalips pointed out that the rates encompassed domestic waste, which was municipal solid waste, and construction/demolition debris listed as separate items – which dated back to when they had the landfills operating and one landfill cell remaining that managed construction debris. He stated that in the course of this conversation, they had been using the term “MSW” because they treated both as MSW, and the rates for both would change.

Dr. Palmer asked if there was a different rate for CDD in Fluvanna County because they had a different building.
Mr. McKalips responded that he would have to check as to how that worked, and the rates were all different in each county – which some being tax-based and thus free to residents.

Dr. Palmer moved to adopt the preliminary rate resolution, which authorizes the advertising of the proposed rates to the public and calls for a public hearing on the proposed rates during a special Board meeting to be scheduled for December 18, 2018. Ms. Galvin seconded the motion, which passed 6-0. Mr. Oberdorfer was absent from the meeting and the vote.

Mr. Gaffney asked Mr. Krueger if the RSWA Board had to call a special meeting for December 18, 2018.

Mr. Krueger responded that they would have to call the special meeting.

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

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

Mr. Mawyer stated that a quorum would be four.

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

Mr. Mawyer asked for an alternative date.

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

Mr. Mawyer asked about the advertising requirement.

Mr. Krueger replied that they need to run the second advertisement at least 14 days prior to the meeting itself.

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

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

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

The RSWA Board members indicated that December 11, 2018 at 2:00 p.m. was acceptable.

Mr. Gaffney called a meeting for December 11, 2018 at 2:00 p.m., and stated that the RWSA Board would also need to call a special meeting on that date.
Mr. Krueger suggested that Dr. Palmer amend her motion to reflect the new date.

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

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

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

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

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

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

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

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

Dr. Palmer asked whether people frequently went through another point to get to the website, such as the City or County website.
Ms. McIlwee responded that typically it is a Google search for terms such as “Ivy MUC,” allowing the user to bypass the main page and go straight to the page returned in their search. She stated that some of the highest-hit pages with information relating to are Ivy MUC, HHW, and McIntire Recycling Center. She stated that pages, such as the Community Projects page, see very little traffic because they are buried or are not of general interest, whereas transfer station hours were more public facing.

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

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

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

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

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

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

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

Ms. McIlwee reported that Infrastructure and Master Planning goal team was in the green and was completing the Asset Master Plan Awareness Training and program development workshops. She stated they were creating an inventory and analysis of all existing master plans
and critical assets, in addition to looking at and identifying other areas where there may be need for a master plan.

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

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

Dr. Palmer asked what “increase internal environmental engagement” meant, under the Environmental Stewardship goal team.

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

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

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

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

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

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

There were none presented.

10. **CLOSED MEETING**

There was no closed meeting held.

11. **ADJOURNMENT**

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

The RSWA Board adjourned its meeting at 2:41 p.m.
Respectfully submitted,

[Signature]

Mr. Mike Murphy
Secretary - Treasurer