Rivanna Solid Waste Authority

Board of Directors Meeting

February 26, 2019
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: February 26, 2019
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 December 11, 2018

3. RECOGNITION

4. EXECUTIVE DIRECTOR’S REPORT

5. ITEMS FROM THE PUBLIC

6. RESPONSES TO PUBLIC COMMENTS

7. CONSENT AGENDA
   a. Staff Report on Finance
   b. Staff Report on Ivy Material Utilization Center/Recycling Operations Update
   c. Staff Report on Ivy Landfill Environmental Status
   d. Approval of Term Contract for Safety and Industrial Hygiene Services - Circle Safety and Health Consultants

8. OTHER BUSINESS
   a. Presentation and Recommendations: Phil McKalips, Director of Solid Waste
      i. Ivy Transfer Station
         • Usage Update
         • Open Ivy MUC on Mondays
      ii. Ivy Master Plan
          • Convenience Center
          • Composting Facility
          • Plastics Recycling
iii. New RSWA Logo

(RECESS THE RSWA MEETING TO BEGIN THE RWSA MEETING)

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

9. OTHER ITEMS FROM BOARD/STAFF NOT ON AGENDA

10. CLOSED MEETING

11. ADJOURNMENT
GUIDELINES FOR PUBLIC COMMENT AT RIVANNA BOARD OF DIRECTORS MEETINGS

If you wish to address the Rivanna Board of Directors during the time allocated for public comment, please raise your hand or stand when the Chair asks for public comments.

Members of the public requesting to speak will be recognized during the specific time designated on the meeting agenda for “Items From The Public.” Each person will be allowed to speak for up to three minutes. When two or more individuals are present from the same group, it is recommended that the group designate a spokesperson to present its comments to the Board and the designated speaker can ask other members of the group to be recognized by raising their hand or standing. Each spokesperson for a group will be allowed to speak for up to five minutes.

During public hearings, the Board will attempt to hear all members of the public who wish to speak on a subject, but it must be recognized that on rare occasion presentations may have to be limited because of time constraints. If a previous speaker has articulated your position, it is recommended that you not fully repeat the comments and instead advise the Board of your agreement. The time allocated for speakers at public hearings are the same as for regular Board meetings, although the Board can allow exceptions at its discretion.

Speakers should keep in mind that Board of Directors meetings are formal proceedings and all comments are recorded on tape. For that reason, speakers are requested to speak from the podium and wait to be recognized by the Chair. In order to give all speakers proper respect and courtesy, the Board requests that speakers follow the following guidelines:

- Wait at your seat until recognized by the Chair.
- Come forward and state your full name and address and your organizational affiliation if speaking for a group;
- Address your comments to the Board as a whole;
- State your position clearly and succinctly and give facts and data to support your position;
- Summarize your key points and provide the Board with a written statement, or supporting rationale, when possible;
- If you represent a group, you may ask others at the meeting to be recognized by raising their hand or standing;
- Be respectful and civil in all interactions at Board meetings;
- The Board may ask speakers questions or seek clarification, but recognize that Board meetings are not a forum for public debate; Board Members will not recognize comments made from the audience and ask that members of the audience not interrupt the comments of speakers and remain silent while others are speaking so that other members in the audience can hear the speaker;
- The Board will have the opportunity to address public comments after the public comment session has been closed;
- At the request of the Chair, the Executive Director may address public comments after the session has been closed as well; and
- As appropriate, staff will research questions by the public and respond through a report back to the Board at the next regular meeting of the full Board. It is suggested that citizens who have questions for the Board or staff submit those questions in advance of the meeting to permit the opportunity for some research before the meeting.

The agendas of Board meetings, and supporting materials, are available from the RWSA Administration Office upon request or can be viewed on the Rivanna website(s)

Rev. September 22, 2009
RIVANNA SOLID WASTE AUTHORITY
695 Moores Creek Lane • Charlottesville, Virginia 22902 • (434) 977-2970

RSWA BOARD OF DIRECTORS
Minutes of Special Meeting
December 11, 2018

A special meeting of the Rivanna Solid Waste Authority (RSWA) Board of Directors was held on Tuesday, December 11, 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, Mike Murphy, Liz Palmer, Kathy Galvin, Jeff Richardson, and Trevor Henry.

Board Members Absent: Paul Oberdorfer.

Staff Present: Bill Mawyer, Katie McIlwee, Phil McKalips, David Rhoades, Michelle Simpson, Liz Coleman, Lonnie Wood, Jennifer Whitaker, Bob Clouser, Scott Schiller, Andrea Terry, Austin Marrs, Dave Tungate, and Tim Castillo.

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 2:03 p.m.

2. MINUTES OF PREVIOUS BOARD MEETING

a. Minutes of the Regular Meeting of the Board of November 13, 2018

Dr. Palmer moved to approve the minutes of the RSWA Board’s November 13, 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 Rivanna staff had met with City of Charlottesville staff in November to further the discussion of solid waste costs and how the City’s collection and disposal plans could perhaps include services from Rivanna, as was requested in the October RSWA Board meeting.

He stated that Phil McKalips had been doing a lot of outreach with UVA students, University Village, and the Charlottesville Newcomers (Welcome Wagon) group.

Mr. Mawyer stated that earlier in the day was the first time a Time Disposal refuse truck brought refuse to the landfill. Staff was hoping that the plan to increase tonnage was slowly but surely working -- and the truck got in and out in four minutes.

Dr. Palmer asked if Time Disposal had been informed about the lower charges beginning January 1.

Mr. McKalips responded that he had talked with a representative from the company – Boyd McCauley -- about it, and the driver had given positive feedback about the changes at the facility.

Ms. Galvin asked what the follow-up was with City staff.

Mr. Mawyer replied that the City needed to review some procurement schedules and strategies in its contracts, as well as some of the costs with the separate collection and disposal contracts -- including timing and services, and how new lower rates might play into the City’s strategy.

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 Finance

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

c. Staff Report on Ivy Landfill Environmental Status

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. Comprehensive Annual Financial Report For Fiscal Year Ending June 30, 2018; Mr. Robert Huff, Robinson, Farmer, Cox Associates

Mr. Robert Huff reported that there were two auditors’ opinions and one overview in the report, which were in the highest standard attainable.

Mr. Huff stated that the RSWA’s financial position increased by $1.63 million, and overall operating revenues declined by just $11,000, which was anticipated. He stated that environmental expenses were also noted in the report, as was a capital fund grant. He reported that the only pension obligations were OPED and group life, so there were not really health insurance costs, and the total adjustment was $36,000.

Dr. Palmer asked for more details about the pension obligations.

Mr. Huff responded that Rivanna was required to recognize that liability within the financial statements and it had to be restated, and to that end they picked up that portion. He noted that it was part of the state’s provision of group life as a benefit once employees retired, which was an obligation, and it was now required to be put into the balance sheet statements as a liability.

b. Presentation and Public Hearing: Reduction in Solid Waste Fees

Mr. McKalips stated that staff had presented a proposal from the Albemarle County Board of Supervisors to reduce the tipping fee for municipal solid waste and construction demolition debris from $66 to $52 a ton, which would put Rivanna at the average cost of surrounding counties. He stated that Rivanna had advertised twice for a public hearing to be held at this meeting, and the new rates, if adopted, would go into effect January 1, 2019. Mr. McKalips stated that he had been reaching out to some of the larger haulers to let them know.

Mr. McKalips stated that he had discussed with Mr. Mawyer the possibility of doing some additional outreach events associated with Ivy, such as offering safety training as refuse collection and hauling were in the top five dangerous/lethal occupations -- with several injuries in the County in the last year and a half.

Dr. Palmer asked if other transfer stations did that.

Mr. McKalips responded that he did not know of any, but the Solid Waste Association of North America (SWANA) was pushing safety and redouble their efforts to improve it because fatalities were so prevalent now -- partly because of the increase in distracted driving.

Dr. Palmer asked if there was recognition by insurance companies if haulers took special driving courses.

Mr. McKalips replied that he wasn’t sure, but he could reach out to the disposal companies about it. He added that a safety course was a relatively cost-effective way to do some real outreach and community involvement, which was part of the strategic plan also.
Mr. Gaffney asked if there was any licensing requirement for drivers or people who worked in the business.

Mr. McKalips responded that they have their commercial drivers licenses but not an endorsement beyond that, and the larger haulers had to cover their own vehicle insurance. He added that he would also like to have the smaller carriers participate, as they often did not get the communications or have safety programs internally.

Mr. Gaffney asked who would teach it.

Mr. McKalips responded that he had provided safety training before and could do certain aspects of it -- and SWANA also had resources, as well as VACORP, Rivanna’s insurer.

Mr. Mawyer stated that they had received proposals the previous Friday for a safety consultant and did not have anything ready for this meeting but would have a contract for the Board to consider in February. He noted that this would be a safety consultant firm that had the capability of doing a lot of different training.

Mr. Gaffney stated that his only concern would be potential liability.

Mr. Mawyer confirmed that it would be a qualified trainer.

Dr. Palmer commented that this sounded like a good plan.

Mr. Murphy asked what the estimated tonnage was to break even on the 21% reduction.

Mr. McKalips responded that it was about four trucks a day or 35 total tons to break even with the cost reduction, with a goal of five days a week. He stated that Waste Management was moving about 1,000 tons a month, and 25% of that would be a major contribution. Mr. McKalips stated that Time Disposal was moving about 300-400 tons per week, so getting 10% of their traffic would also be significant.

Mr. Murphy asked if the Board had any policies or code restrictions as to how often they could change their rates, and asked what would happen if they had an operational shortfall of revenues because there were no tipping fees.

Mr. McKalips responded that the Board could change the rates at any time they wished, at the behest of the Board of Supervisors and with proper public notice and a public hearing.

Dr. Palmer stated the Board of Supervisors had given a two-year trial for this to see if it would work and were committed to that as a minimum. She added that this was an indication that they were recognizing their obligation to provide affordable solid waste services as a place for people to bring trash in the County, and if they were significantly more expensive than any place else in the area, they were not really fulfilling their obligations to provide that service to citizens.
Mr. McKalips stated that University Village had invited him to speak at an event they did fairly regularly, which included mostly retirees, but it was important for people to know.

Mr. Murphy asked what the staff plan was before this got endorsed.

Mr. Mawyer explained that the draft anticipated some decrease in revenues because of the decrease in tonnage, and it did not anticipate the full 100%. He stated that of the $116K anticipated revenue shortfall, Rivanna anticipated a $70K loss for the first year.

Mr. Henry noted that the budget estimate for the County would pick that up, as it was a County budget liability.

Mr. Richardson confirmed this, noting that they had originally considered changing the fee from $66 to $55 per ton but instead went with $52 per ton on the low end because it was the regional average -- and the County was planning for that over a two-year period. He stated that they did not know what the usage habits would be and had to financially plan for the worst, and as Dr. Palmer stated they needed at least two years to really see with some good marketing if it went up over time and become cost neutral if they achieved the goal tonnage.

Mr. Mawyer pointed out that the new fee would be cost neutral but may not be a cost-neutral operation in the beginning.

Ms. Galvin asked if all this had been reviewed with City staff.

Mr. Mawyer responded that they had been provided with the cost and numbers.

Ms. Galvin stated that staff would get back to Council with an evaluation as to whether there was a benefit in participating more fully.

Mr. Mawyer confirmed this, noting that there was one City contract in place and one already advertised with a 15-year term, and economics may be the driver.

Mr. Murphy asked if the additional cost would be in the County’s FY20 and FY21 budgets.

Mr. Richardson confirmed that it would be.

Dr. Palmer stated that one additional benefit to be considered further would be that City residents would not have to pay the additional fee at Ivy -- which was $10 instead of the $1 that County residents paid.

Mr. Gaffney opened the public hearing on the proposed rate schedule.

There being no speakers, he closed the public hearing.

Dr. Palmer stated that they had quite a bit of discussion at the Board of Supervisors.
Dr. Palmer moved to adopt the rate schedule resolution as presented, which set forth the new rates. Ms. Galvin seconded the motion, which passed 6-0. Mr. Oberdorfer was absent from the meeting and the vote.

The resolution was adopted as follows:

RESOLUTION

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

WHEREAS, the Authority has advertised and held a public hearing on December 11, 2018, on the proposed rates and fees for the period from January 1, 2019 to June 30, 2019 in accordance with Section 15.2-5136(G) of the Code of Virginia, as amended;

THEREFORE, BE IT RESOLVED that the Rivanna Solid Waste Authority Board of Directors hereby adopt the accompanying rate schedule effective January 1, 2019 summarized below:

<table>
<thead>
<tr>
<th>TIPPING FEES PER TON:</th>
<th>TIPPING FEE PER ITEM:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clean Fill Material</td>
<td>$10.00</td>
</tr>
<tr>
<td>Pallets</td>
<td>$48.00</td>
</tr>
<tr>
<td>Vegetation/Yard Waste</td>
<td>$48.00</td>
</tr>
<tr>
<td>Non-Freon Appliances</td>
<td>$105.00</td>
</tr>
<tr>
<td>Domestic Waste (MSW)</td>
<td>$52.00</td>
</tr>
<tr>
<td>Construction Debris (CDD)</td>
<td>$52.00</td>
</tr>
<tr>
<td>Compostable Waste</td>
<td>$178.00</td>
</tr>
<tr>
<td>(Businesses Only)</td>
<td>$190.00</td>
</tr>
<tr>
<td>Tires</td>
<td>$190.00</td>
</tr>
<tr>
<td>OTHER CHARGES:</td>
<td></td>
</tr>
<tr>
<td>Minimum Charge (per load)</td>
<td>$6.00</td>
</tr>
<tr>
<td>Mulch or Lumber Log (per ton)</td>
<td>$30.00</td>
</tr>
<tr>
<td>Trash Stickers (for set of 12)</td>
<td>$24.00</td>
</tr>
<tr>
<td>Ticket Request (per copy)</td>
<td>$1.00</td>
</tr>
<tr>
<td>Credit Application Fee (each)</td>
<td>$35.00</td>
</tr>
<tr>
<td>Service Fee Per ticket:</td>
<td></td>
</tr>
<tr>
<td>Albemarle County Customers:</td>
<td>$1.00</td>
</tr>
<tr>
<td>Other Customers:</td>
<td>$10.00</td>
</tr>
<tr>
<td>Hauling Fee Per Load (based on Location):</td>
<td>$100.00</td>
</tr>
<tr>
<td>Minimum:</td>
<td>$100.00</td>
</tr>
<tr>
<td>Maximum:</td>
<td>$142.00</td>
</tr>
</tbody>
</table>
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 2:26 p.m.
MEMORANDUM

TO: RIVANNA SOLID WASTE AUTHORITY
   BOARD OF DIRECTORS

FROM: BILL MAWYER, EXECUTIVE DIRECTOR

SUBJECT: EXECUTIVE DIRECTOR’S REPORT

DATE: FEBRUARY 26, 2019

Community Outreach
SP GOAL: Communication and Collaboration

Phil McKalips, Director of Solid Waste, taught a group of three and four-year-old students in the MACAA Head Start-Ferguson program about recycling. Phil is also participating in the startup of a recycling club at Clark Elementary School; he will meet with the club once a week for the next six weeks to discuss various recycling topics.

Use of the Ivy Materials Utilization Center in January 2019
SP GOAL: Environmental Stewardship; Solid Waste Services

<table>
<thead>
<tr>
<th>Vehicles</th>
<th>AVG MSW &amp; CDD Tons/Day</th>
<th>Product</th>
</tr>
</thead>
<tbody>
<tr>
<td>3,163</td>
<td>64</td>
<td>MSW/CDD/vegetative waste /clean fill</td>
</tr>
</tbody>
</table>
MEMORANDUM

TO: RIVANNA SOLID WASTE AUTHORITY
BOARD OF DIRECTORS

FROM: LONZ-Y WOOD, DIRECTOR OF FINANCE AND
ADMINISTRATION

REVIEWED: BILL MAWYER, EXECUTIVE DIRECTOR

SUBJECT: JANUARY 2019 FINANCIAL SUMMARY

DATE: FEBRUARY 26, 2019

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

<table>
<thead>
<tr>
<th>Operating Results</th>
<th>Remediation Results</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Revenues</td>
<td>$ 903,843</td>
<td>$ 903,843</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>(1,361,351)</td>
<td>(1,838,938)</td>
</tr>
<tr>
<td>Net operating results</td>
<td>(457,508)</td>
<td>(935,095)</td>
</tr>
<tr>
<td>Support - MOU &amp; Local</td>
<td>870,415</td>
<td>1,178,217</td>
</tr>
<tr>
<td>Surplus/(Deficit)*</td>
<td>$ 412,907</td>
<td>$ 243,122</td>
</tr>
<tr>
<td></td>
<td>(169,785)</td>
<td></td>
</tr>
</tbody>
</table>

* Cash reserves are used when deficits occur. (Use of up to $390,000 in reserves
for an expected shortfall for remediation was included in FY 2019 budget.)

Total operating revenues through January were $144,200 over budget and total operating expenses
were $70,700 under budget. The Authority has processed 13,388 tons of waste this fiscal year. A
breakdown of net revenue or cost per ton, including overhead and administrative support costs, is
shown below.

<table>
<thead>
<tr>
<th>Tonnage</th>
<th>Ivy MSW</th>
<th>Ivy - All Other</th>
<th>Recycling</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>5,972</td>
<td>6,091</td>
<td>1,325</td>
<td>13,388</td>
</tr>
<tr>
<td>Net operating revenue (costs)</td>
<td>$ (249,013)</td>
<td>$ (20,747)</td>
<td>$ (187,749)</td>
<td>$ (457,509)</td>
</tr>
<tr>
<td>Net revenue (cost) per ton</td>
<td>$ (41.70)</td>
<td>$ (3.41)</td>
<td>$ (141.70)</td>
<td>$ (34.17)</td>
</tr>
</tbody>
</table>

Attachments
## RIVANNA SOLID WASTE AUTHORITY
### REVENUE AND EXPENSE SUMMARY REPORT
#### FISCAL YEAR 2019
##### FOR THE MONTH ENDED 1/31/19

**Target Rate:** 58.33%

<table>
<thead>
<tr>
<th></th>
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<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>REVENUES</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ivy Operations Tipping Fees</td>
<td>$158,960</td>
<td>$139,794</td>
<td>$158,960</td>
<td>$139,794</td>
<td>648,200</td>
<td>438,805</td>
<td>251,900</td>
<td>132,477</td>
</tr>
<tr>
<td>Material &amp; Other Sales-Ivy</td>
<td>121,500</td>
<td>84,164</td>
<td>121,500</td>
<td>84,164</td>
<td>77,200</td>
<td>67,579</td>
<td>44,500</td>
<td>41,025</td>
</tr>
<tr>
<td>Recycling Revenues</td>
<td>251,900</td>
<td>132,477</td>
<td>251,900</td>
<td>132,477</td>
<td>44,500</td>
<td>41,025</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Revenues</td>
<td>$1,302,260</td>
<td>$903,843</td>
<td>$280,460</td>
<td>$525,400</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>EXPENSES</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ivy Operations</td>
<td>324,245</td>
<td>158,999</td>
<td>324,245</td>
<td>158,999</td>
<td>452,490</td>
<td>251,660</td>
<td>694,924</td>
<td>383,850</td>
</tr>
<tr>
<td>Ivy MSW Transfer</td>
<td>1,186,282</td>
<td>669,690</td>
<td>1,186,282</td>
<td>669,690</td>
<td>452,490</td>
<td>251,660</td>
<td>694,924</td>
<td>383,850</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$2,657,941</td>
<td>$1,464,199</td>
<td>$424,245</td>
<td>$213,999</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net Results Before Administrative Allocation</td>
<td>$(1,355,681)</td>
<td>$(560,356)</td>
<td>$(43,785)</td>
<td>$(64,959)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Environmental Programs</th>
<th>Budget</th>
<th>Actual Y-T-D</th>
</tr>
</thead>
<tbody>
<tr>
<td>REVENUES</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Remediation Support</td>
<td>383,741</td>
<td>307,802</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>383,741</td>
<td>307,802</td>
</tr>
<tr>
<td>EXPENSES</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ivy Environmental</td>
<td>578,614</td>
<td>374,739</td>
</tr>
<tr>
<td>Administrative Allocation</td>
<td>455,297</td>
<td>239,978</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>773,741</td>
<td>477,587</td>
</tr>
<tr>
<td>Surplus (Deficit) - Environmental</td>
<td>$0</td>
<td>$412,907</td>
</tr>
</tbody>
</table>

| Surplus (Deficit)      |        |              |

| Total Surplus (Deficit) | $0 | $412,907 | $0 | $412,907 |
Rivanna Solid Waste Authority  
Month Financial Status Report  
FY 2019

<table>
<thead>
<tr>
<th></th>
<th>July</th>
<th>August</th>
<th>September</th>
<th>October</th>
<th>November</th>
<th>December</th>
<th>January</th>
<th>Year-to-Date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ivy Operations Tips.</td>
<td>$26,096</td>
<td>$28,325</td>
<td>$16,282</td>
<td>$25,341</td>
<td>$20,201</td>
<td>$11,408</td>
<td>$12,141</td>
<td>$139,794</td>
</tr>
<tr>
<td>Ivy MSW Transfer Tips.</td>
<td>58,095</td>
<td>75,260</td>
<td>52,461</td>
<td>64,358</td>
<td>57,233</td>
<td>48,559</td>
<td>82,839</td>
<td>438,805</td>
</tr>
<tr>
<td>Ivy Material Sales</td>
<td>15,367</td>
<td>15,616</td>
<td>10,745</td>
<td>13,325</td>
<td>11,160</td>
<td>11,043</td>
<td>6,908</td>
<td>84,164</td>
</tr>
<tr>
<td>Recycling</td>
<td>13,491</td>
<td>11,385</td>
<td>7,688</td>
<td>52,958</td>
<td>12,008</td>
<td>13,702</td>
<td>21,605</td>
<td>132,477</td>
</tr>
<tr>
<td>Other Revenues</td>
<td>10,346</td>
<td>22,279</td>
<td>8,777</td>
<td>8,907</td>
<td>6,915</td>
<td>4,661</td>
<td>5,694</td>
<td>67,579</td>
</tr>
<tr>
<td>Remediation Support</td>
<td>79,982</td>
<td>48,981</td>
<td>26,959</td>
<td>75,940</td>
<td>-</td>
<td>-</td>
<td>75,940</td>
<td>307,802</td>
</tr>
<tr>
<td>Interest &amp; Late Fees</td>
<td>6,834</td>
<td>4,395</td>
<td>6,891</td>
<td>4,258</td>
<td>7,843</td>
<td>6,187</td>
<td>41,025</td>
<td>41,025</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$210,212</td>
<td>$206,241</td>
<td>$129,802</td>
<td>$244,726</td>
<td>$112,133</td>
<td>$97,217</td>
<td>$211,314</td>
<td>$1,211,645</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>July</th>
<th>August</th>
<th>September</th>
<th>October</th>
<th>November</th>
<th>December</th>
<th>January</th>
<th>Year-to-Date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ivy Operations</td>
<td>$24,197</td>
<td>$23,653</td>
<td>$23,051</td>
<td>$21,339</td>
<td>$29,250</td>
<td>$19,061</td>
<td>$18,449</td>
<td>$158,999</td>
</tr>
<tr>
<td>Ivy Environmental</td>
<td>32,707</td>
<td>52,123</td>
<td>95,272</td>
<td>32,568</td>
<td>58,023</td>
<td>49,945</td>
<td>54,102</td>
<td>374,739</td>
</tr>
<tr>
<td>Ivy MSW Transfer</td>
<td>42,723</td>
<td>107,353</td>
<td>111,766</td>
<td>118,015</td>
<td>124,100</td>
<td>103,933</td>
<td>61,800</td>
<td>669,690</td>
</tr>
<tr>
<td>Recycling Operation</td>
<td>41,155</td>
<td>33,947</td>
<td>34,827</td>
<td>33,219</td>
<td>45,639</td>
<td>37,180</td>
<td>25,693</td>
<td>251,660</td>
</tr>
<tr>
<td>Administration</td>
<td>56,173</td>
<td>51,092</td>
<td>54,213</td>
<td>53,616</td>
<td>55,545</td>
<td>60,716</td>
<td>52,494</td>
<td>383,850</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>$196,955</td>
<td>$268,167</td>
<td>$319,129</td>
<td>$258,758</td>
<td>$312,556</td>
<td>$270,835</td>
<td>$212,538</td>
<td>$1,838,939</td>
</tr>
</tbody>
</table>

|                      |            |            |            |            |            |            |            |              |
| **Net Operating Income (Loss)** | $13,257 | $(61,926) | $(189,327) | $(14,032) | $(200,423) | $(173,618) | $(1,225) | $(627,294) |

|                      |            |            |            |            |            |            |            |              |
| **Other Funding Sources** |        |            |            |            |            |            |            |              |
| Local Government Contributions | $ - | $265,338 | $24,801 | $290,138 | $ - | $ - | $290,138 | $870,415 |
| County Contribution - Capital Grant | 260,104 | 207,201 | 149,533 | - | 212,703 | - | 103,649 | 933,189 |
| Transfer to Capital Fund - Transfer Station | (260,104) | (207,201) | (149,533) | - | (212,703) | - | (103,649) | (933,189) |
| **Use of Cash Reserves** |            |            |            |            |            |            |            |              |
|                      | -         | -         | 67,187     | -          | 110,544    | (7,946)    | 169,785    |              |
| **Surplus (Deficit)** | $13,257   | $203,412  | $(97,339)  | $276,107   | $(200,423) | $(63,074)  | $280,968   | $412,907     |
## Rivanna Solid Waste Authority
### Monthly Cash Flow Report
#### FY 2019

<table>
<thead>
<tr>
<th></th>
<th>July</th>
<th>August</th>
<th>September</th>
<th>October</th>
<th>November</th>
<th>December</th>
<th>January</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Operating Income</strong></td>
<td>$13,257</td>
<td>$(61,926)</td>
<td>$(189,327)</td>
<td>$(14,032)</td>
<td>$(200,423)</td>
<td>$(173,618)</td>
<td>$(1,225)</td>
</tr>
</tbody>
</table>

**Adjustments for cash flow purposes**

to show funds available for operations:

- **Local Government Contributions**
  - Increase (decrease) in accounts receivable: $(97,902) 85,761 44,645 5,461 1,112 10,736 $(13,870)

- **Increase (decrease) in accounts payable**
  - $(408,602) 9,818 28,396 4,862 (26,149) 2,384 $(104,427)

- **Capital reserve fund interest not available in operating cash**
  - $(3,463) 1,588 (3,438) $(1,078) 719 $(4,273) $(2,363)

- **Trust fund interest not available in operating cash**
  - $(294) 271 222 219 (239) (238) (257)

- **Trust fund release for Transfer Station permit**
  - 55,968

- **Transfer of above amount to capital reserve fund**

- **Increase (Decrease) in Operating Cash**
  - $(441,037) 277,495 $(95,146) 285,133 $(282,386) $(165,010) 167,996

**Operating Cash Balance - Beginning**

- $2,650,834
- $2,209,797
- $2,487,292
- $2,392,146
- $2,677,279
- $2,394,893
- $2,229,883

**Operating Cash Balance - Ending**

- $2,209,797
- $2,487,292
- $2,392,146
- $2,677,279
- $2,394,893
- $2,229,883
- $2,397,879
<table>
<thead>
<tr>
<th>Revenue Line Item</th>
<th>Budget FY 2019</th>
<th>Actual FY 2019</th>
<th>Budget YTD</th>
<th>Actual YTD</th>
<th>YTD vs. Actual %</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>IVY TIPPING FEES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Clean Fill Material</td>
<td>5,000</td>
<td>4,326</td>
<td>50,000</td>
<td>29,167</td>
<td>43,228</td>
</tr>
<tr>
<td>Grindable Vegetative Material</td>
<td>1,500</td>
<td>1,410</td>
<td>72,000</td>
<td>42,000</td>
<td>69,024</td>
</tr>
<tr>
<td>Pallets</td>
<td>70</td>
<td>39</td>
<td>3,360</td>
<td>1,960</td>
<td>1,835</td>
</tr>
<tr>
<td>Tires, Whole</td>
<td>90</td>
<td>60</td>
<td>17,100</td>
<td>9,975</td>
<td>11,336</td>
</tr>
<tr>
<td>Tires/White Good (per item)</td>
<td>16,500</td>
<td>9,625</td>
<td>14,371</td>
<td>4,746</td>
<td>9,625</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>$6,660</td>
<td>$5,834</td>
<td>$158,960</td>
<td>$92,727</td>
<td>$139,794</td>
</tr>
<tr>
<td><strong>IVY TRANSFER STATION</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Compost Services</td>
<td>500</td>
<td>252</td>
<td>89,000</td>
<td>51,917</td>
<td>44,824</td>
</tr>
<tr>
<td>MSW Transfer Station</td>
<td>8,200</td>
<td>5,972</td>
<td>559,200</td>
<td>326,200</td>
<td>393,981</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>$8,200</td>
<td>$5,972</td>
<td>$648,200</td>
<td>$378,117</td>
<td>$438,805</td>
</tr>
<tr>
<td><strong>MATERIAL SALES - IVY</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Encore</td>
<td>19,000</td>
<td>11,083</td>
<td>12,533</td>
<td>1,450</td>
<td>13.08%</td>
</tr>
<tr>
<td>Metals</td>
<td>30,000</td>
<td>17,500</td>
<td>24,696</td>
<td>7,196</td>
<td>41.12%</td>
</tr>
<tr>
<td>Wood Mulch &amp; Chips</td>
<td>22,000</td>
<td>12,833</td>
<td>13,443</td>
<td>610</td>
<td>4.75%</td>
</tr>
<tr>
<td>Hauling Fees</td>
<td>50,000</td>
<td>29,167</td>
<td>32,963</td>
<td>3,796</td>
<td>13.02%</td>
</tr>
<tr>
<td>Other Materials</td>
<td>500</td>
<td>292</td>
<td>529</td>
<td>237</td>
<td>81.37%</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>$121,500</td>
<td>$70,875</td>
<td>$84,164</td>
<td>$13,289</td>
<td>18.75%</td>
</tr>
<tr>
<td><strong>RECYCLING</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Material Sales</td>
<td>$215,000</td>
<td>$125,417</td>
<td>$95,626</td>
<td>(29,791)</td>
<td>-23.75%</td>
</tr>
<tr>
<td>Other Materials &amp; Services</td>
<td>6,300</td>
<td>3,675</td>
<td>4,623</td>
<td>948</td>
<td>25.79%</td>
</tr>
<tr>
<td>Grants-Operating</td>
<td>27,000</td>
<td>15,750</td>
<td>25,597</td>
<td>13,847</td>
<td>87.92%</td>
</tr>
<tr>
<td>Hauling Fees</td>
<td>3,600</td>
<td>2,100</td>
<td>2,631</td>
<td>531</td>
<td>25.29%</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>$251,900</td>
<td>$146,942</td>
<td>$132,477</td>
<td>(14,465)</td>
<td>-9.84%</td>
</tr>
<tr>
<td><strong>OTHER REVENUES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Service Charge Fees</td>
<td>$70,000</td>
<td>$40,833</td>
<td>$49,979</td>
<td>9,146</td>
<td>22.40%</td>
</tr>
<tr>
<td>Other Revenues</td>
<td>7,200</td>
<td>4,200</td>
<td>17,600</td>
<td>13,400</td>
<td></td>
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<tr>
<td><strong>Subtotal</strong></td>
<td>$77,200</td>
<td>$45,033</td>
<td>$67,579</td>
<td>$22,546</td>
<td>50.06%</td>
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<tr>
<td><strong>REMEDICATION SUPPORT</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>UVA Contribution</td>
<td>$79,982</td>
<td>$46,656</td>
<td>$79,982</td>
<td>33,326</td>
<td>71.43%</td>
</tr>
<tr>
<td>County Contribution</td>
<td>195,925</td>
<td>114,290</td>
<td>146,944</td>
<td>32,654</td>
<td>28.57%</td>
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<tr>
<td>City Contribution</td>
<td>107,834</td>
<td>62,903</td>
<td>80,876</td>
<td>17,973</td>
<td>28.57%</td>
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<tr>
<td><strong>Subtotal</strong></td>
<td>$383,741</td>
<td>$223,849</td>
<td>$307,802</td>
<td>$63,953</td>
<td>37.20%</td>
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<tr>
<td><strong>INTEREST, LATE FEES, OTHER</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trust Fund Interest</td>
<td>$2,000</td>
<td>$1,167</td>
<td>$1,741</td>
<td>574</td>
<td>49.24%</td>
</tr>
<tr>
<td>Finance Charges</td>
<td>500</td>
<td>292</td>
<td>863</td>
<td>571</td>
<td>195.74%</td>
</tr>
<tr>
<td>Capital Reserve Fund Interest</td>
<td>17,000</td>
<td>9,917</td>
<td>16,922</td>
<td>7,006</td>
<td>70.65%</td>
</tr>
<tr>
<td>Operating Investment Interest</td>
<td>25,000</td>
<td>14,583</td>
<td>21,499</td>
<td>6,915</td>
<td>47.42%</td>
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<tr>
<td><strong>Subtotal</strong></td>
<td>$44,500</td>
<td>$25,958</td>
<td>$41,025</td>
<td>$15,066</td>
<td>58.04%</td>
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<td><strong>Total</strong></td>
<td>$14,860</td>
<td>$11,806</td>
<td>$1,686,001</td>
<td>$983,501</td>
<td>$1,211,645</td>
</tr>
</tbody>
</table>
### Rivanna Solid Waste Authority
### Historical Material Tonnage Report - Recycling
### Fiscal Years 2015-2019

**In U.S. Tons**

#### Fiber Products

<table>
<thead>
<tr>
<th>Fiscal Year 2015</th>
<th>Fiscal Year 2016</th>
<th>Fiscal Year 2017</th>
<th>Fiscal Year 2018</th>
<th>Fiscal Year 2019 (Jul-Jan)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fiber Products</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Newspaper</td>
<td>524</td>
<td>512</td>
<td>419</td>
<td>424</td>
</tr>
<tr>
<td>Cardboard</td>
<td>278</td>
<td>459</td>
<td>812</td>
<td>763</td>
</tr>
<tr>
<td>Mixed paper</td>
<td>212</td>
<td>214</td>
<td>156</td>
<td>187</td>
</tr>
<tr>
<td>File stock</td>
<td>125</td>
<td>125</td>
<td>122</td>
<td>111</td>
</tr>
<tr>
<td><strong>Total Fiber Products</strong></td>
<td>1,139</td>
<td>1,310</td>
<td>1,509</td>
<td>1,485</td>
</tr>
</tbody>
</table>

#### Other Products

<table>
<thead>
<tr>
<th>Fiscal Year 2015</th>
<th>Fiscal Year 2016</th>
<th>Fiscal Year 2017</th>
<th>Fiscal Year 2018</th>
<th>Fiscal Year 2019 (Jul-Jan)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other Products</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Glass</td>
<td>219</td>
<td>191</td>
<td>252</td>
<td>252</td>
</tr>
<tr>
<td>Metal Cans</td>
<td>30</td>
<td>32</td>
<td>31</td>
<td>41</td>
</tr>
<tr>
<td>Plastic</td>
<td>95</td>
<td>82</td>
<td>86</td>
<td>103</td>
</tr>
<tr>
<td><strong>Total Other Products</strong></td>
<td>344</td>
<td>305</td>
<td>369</td>
<td>396</td>
</tr>
</tbody>
</table>

**Total**
MEMORANDUM

TO: RIVANNA SOLID WASTE AUTHORITY
    BOARD OF DIRECTORS

FROM: DAVID RHOADES, SOLID WASTE MANAGER;
    PHILLIP MCKALIPS, DIRECTOR OF SOLID WASTE

REVIEWED BY: BILL MAWYER, EXECUTIVE DIRECTOR

SUBJECT: IVY MATERIAL UTILIZATION CENTER REPORT/
    RECYCLING OPERATIONS UPDATE

DATE: FEBRUARY 26, 2019

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

December 2018

- 2,860 vehicles crossed the scales

- The IMUC transfer station operated 21 days and received a total of 598.21 tons of municipal solid waste (MSW), an average of 28.49 tons per day of operation. The monthly transfer station tonnage figures are attached to this report.

January 2019

- 3,163 vehicles crossed the scales

- The IMUC transfer station operated 22 days and received a total of 1,411.58 tons of municipal solid waste (MSW), an average of 64.16 tons per day of operation. The monthly transfer station tonnage figures are attached to this report.

Paint Collection:

On January 24, 2019, the Ivy MUC shipped out the eighteenth full 30-yard container of paint since the program began in August 2016. RSWA currently has loaded 15 cubic yards of paint which will be included in a future shipment. Each 30-yard container holds about 4,200 one-gallon paint cans. This program continues to make paint disposal more convenient for residents and to alleviate some of the congestion during our fall and spring Household Hazardous Waste Days.
**Compostable Food Waste Collection:**

This program continues to operate smoothly at the IMUC. This service is free to County residents. A similar bin has been placed at the Transfer Station for the receipt of compostable food wastes from commercial customers. Commercial customers are charged the established disposal fee of $178 per ton.

The McIntire Recycle Center received 4.57 tons of compostable materials residents in December. The McIntire Recycle Center received 5.31 tons of compostable materials residents in January.

**Alpha Phi Omega Service Volunteers:**

UVA’s Theta chapter of the Alpha Phi Omega service group volunteered on Saturday, January 26, 2019, Saturday, February 2, 2019, and Saturday, February 9, 2019. Projects included collecting trash from 4576 Dick Woods Rd to Interstate 64, and the cleaning of the Schenk’s Greenway creek bank behind the McIntire Rd Recycle Facility.
MEMORANDUM

TO:          RIVANNA SOLID WASTE AUTHORITY
             BOARD OF DIRECTORS

FROM:        PHIL MCKALIPS, DIRECTOR OF SOLID WASTE

REVIEWED BY: BILL MAWYER, EXECUTIVE DIRECTOR

SUBJECT:     IVY LANDFILL ENVIRONMENTAL STATUS UPDATE

DATE:        FEBRUARY 26, 2019

Corrective Action Plan (CAP)

The Ivy MUC continues to maintain compliance with VA DEQ regulations and our approved Corrective Action Plan for groundwater quality.

Paint Pit Interim Measure (Soil-Vapor Extraction System)

The Soil-Vapor Extraction (SVE) System has been having control panel electrical issues and will undergo renovation and repairs in FY 20. The SVE System is 10 years old and is located outside and exposed to relatively harsh environmental conditions. Electrical issues have begun to increase and in response, staff have determined that a major renovation of the control panel and electrical system is needed to return it to reliable duty.

Surface Water

The Fall 2018 Surface Water Assessment and Sampling Program was completed in November. Data from the visual survey and analysis of samples was included in a tri-annual Corrective Action Site Evaluation (CASE) report submitted to VA DEQ in January 2019. No visual or analytical anomalies were observed during the sampling event. The next sampling event will occur in April or May of 2019.

Non-CAP Groundwater Monitoring

The Fall 2018 Groundwater Sampling Program has been completed. Data from the analysis of samples collected during this event was delivered by the laboratory in January 2019 and the groundwater quality report has been submitted to VA DEQ. 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. The next sampling event will occur in April or May of 2019.
MEMORANDUM

TO: RIVANNA SOLID WASTE AUTHORITY
BOARD OF DIRECTORS

FROM: ELIZABETH COLEMAN, SAFETY MANAGER

REVIEWED BY: BILL MAWYER, EXECUTIVE DIRECTOR

SUBJECT: APPROVAL OF TERM CONTRACT FOR SAFETY AND INDUSTRIAL HYGIENE SERVICES - CIRCLE SAFETY AND HEALTH CONSULTANTS, LLC

DATE: FEBRUARY 26, 2019

The RSWA and RWSA have a Strategic Plan goal of Operational Optimization which includes a strategy to protect our workforce by growing a culture of safety. In support of this strategy, we have identified various safety and industrial hygiene consulting services to support on-going and future projects and programs. To procure these services, a Request for Proposals (RFP 18-04) for a term contract was developed and advertised on November 6, 2018. A proposal from Circle Safety and Health Consultants, LLC was received on December 7, 2018.

Based on the qualifications of the firm and the proposed project team, responsiveness to the scope of services, the firm’s experience with similar projects and quality of previous work performed for other clients, it was determined by the Selection Committee that Circle Safety and Health Consultants, LLC was a highly qualified candidate. An interview with the firm was conducted on January 4, 2019, and the Committee determined that selection of Circle Safety and Health Consultants, LLC would be recommended.

Work tasks under this contract may include:
- Assessment of our Safety Program and completion of a Master Safety Plan to ensure regulatory compliance and strategically prioritize improvements.
- Assessment of confined spaces, asbestos-containing materials, and excessive noise levels in our work spaces.
- An update of our hazard communication and fall protection programs.
- Industrial hygiene exposure measurements for chemicals in our work spaces.
- Review and completion of lock-out / tag-out procedures.

Board Action Requested:

Staff requests that the Board of Directors authorize the Executive Director to execute an Agreement, as well as future work authorizations, with Circle Safety and Health Consultants, LLC for a term contract for safety and industrial hygiene consulting services. The contract will be awarded for one year, with the option for up to four additional one-year renewals, for a total contract length not to exceed five years.
MEMORANDUM

TO:        RIVANNA SOLID WASTE AUTHORITY
            BOARD OF DIRECTORS

FROM:      PHIL MCKALIPS, DIRECTOR OF SOLID WASTE

REVIEWED BY:  BILL MAWYER, EXECUTIVE DIRECTOR

SUBJECT:  IVY TRANSFER STATION: USAGE UPDATE AND
          RECOMMENDATION TO OPEN ON MONDAYS

DATE:  FEBRUARY 26, 2019

On September 25, 2018, the new transfer station at the Ivy Material Utilization Center (Ivy MUC) opened for business. In September 2018, the old transfer station received an average of approximately 34 tons per day of both municipal solid waste (MSW) and construction/demolition debris (CDD). As shown on the following figure, this average continued through October and November in the new transfer station. In December 2018, this average declined in a similar manner as previous years (likely because of the effects of the Christmas Holiday).
With the decrease in tipping fees for MSW and CDD that began on January 1, 2019, average daily tonnage has increased to \textbf{64.16 tons}. This January average represents an 87% increase in tonnage over the old transfer station average from September 2018. Although this increase is no doubt due to an increase tonnage from many sources, most of this increase came from four companies: Cavalier Container, LLC.; Carolina Green Corp. (resurfacing an all-weather athletic surface at UVA); Time Disposal; and Happy Little Dumpsters, LLC. Cavalier Container and Carolina Green are new customers since the decrease in tipping fee. The following figure shows the traffic count data which also shows how this 87% increase in average daily tonnage is coming from a less than 25% increase in vehicle traffic, indicating the tonnage increase is from large waste haulers.

![Ivy MUC Transfer Station Vehicle Count by Month](image)

Including data from February 2019, the current average daily tonnage has dropped slightly to approximately 60 tons per day (the Carolina Green Corp project is complete). On February 13, we received our first truck from Waste Management which is another large waste hauler in the area.

Although feedback from the new facility and new tipping fee has been positive, customers have inquired whether we would consider opening on Mondays (as we used to be back in 2013 and before). For this reason, RSWA staff began looking into the possibility of opening the Ivy MUC on Mondays thereby going to a 6-day per week work schedule.
EXPANDED 6-DAY OPERATING SCHEDULE

Waste haulers have indicated that they would use the Ivy facility on Mondays if it were open. When asked whether this might just defer waste material that we were already receiving on Tuesdays, the haulers assured staff that they do not “store” wastes until we are open. On Mondays when we are closed, the haulers just take it to other facilities that are open.

In order to fully staff our current operations and offer full services on Mondays, two additional full-time employees would be required. If staffed using Temporary workers, this would incur a cost of approximately $7,211/month, if Permanent employees (with benefits) were used, it is estimated to cost $8,008 per month. On February 6, 2019, the Albemarle County Board of Supervisors approved a recommendation to request the RSWA Board of Directors to consider opening the Ivy MUC on Mondays for a 6-month pilot program.

RSWA staff recommend using Temporary personnel to provide the required additional staffing during this pilot period. The pilot program would begin on Monday, March 18, 2019, and end on September 16, 2019. At the regularly scheduled August Board meeting, staff will make a recommendation to this Board on whether to terminate the pilot program or make 6-day operations a permanent operating schedule.

Costs for the additional staffing during the pilot will total approximately $43,266. Offsetting this additional cost will require the Ivy facility to receive approximately 3330 additional tons of MSW and CDD during the 6-month pilot. This equates to approximately 21 additional tons per day for each of the 6 days per week that the facility is open.

Board Action Requested

Staff requests that the Board authorize opening the Ivy MUC on Mondays for a 6-month pilot to begin on March 18, 2019 and end on September 16, 2019, including the hiring of two additional staff members and any associated additional costs.
SOLID WASTE UPDATE

Rivanna Solid Waste Authority Board of Directors Meeting, February 26, 2019

Presented by: Phil McKalips
New Transfer Station Update

• New Transfer Station opened on September 25, 2018
• During its last month of operation, the old transfer station averaged 34 tons per day of MSW & CDD
• On January 1, 2019 the tipping fee for MSW & CDD was lowered from $66 per ton to $52 per ton
• During the month of January 2019, the average daily tonnage of MSW & CDD increased to 64 tons per day
• Monthly revenue from MSW & CDD for January 2019 was $75,549.
• This is an increase of almost $41,000 (120%) over January 2018 ($34,624).
Transfer Station Vehicle Count

No. of Operation Days per Month

<table>
<thead>
<tr>
<th></th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
<th>Jan</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>22</td>
<td>19</td>
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</tr>
<tr>
<td>2019</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>22</td>
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</tbody>
</table>

26% increase from Jan 2018
Construction Waste Total Tons

No. of Operation Days per Month

<table>
<thead>
<tr>
<th>Year</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
<th>Jan</th>
</tr>
</thead>
<tbody>
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<td>2019</td>
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<td>0</td>
<td>0</td>
<td>22</td>
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</table>

TOP 10 CUSTOMERS

<table>
<thead>
<tr>
<th>No.</th>
<th>Customer</th>
<th>Total Tons</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. 1</td>
<td>Cash Customer</td>
<td>273</td>
</tr>
<tr>
<td>No. 2</td>
<td>Robertson Renovations</td>
<td>11</td>
</tr>
<tr>
<td>No. 3</td>
<td>Ace Contracting, Inc.</td>
<td>10</td>
</tr>
<tr>
<td>No. 4</td>
<td>J W Townsend, Inc.</td>
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</tr>
<tr>
<td>No. 5</td>
<td>Bassett Home Services LLC</td>
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<tr>
<td>No. 6</td>
<td>Cavalier Container, LLC</td>
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</tr>
<tr>
<td>No. 7</td>
<td>Peak Builders, LLC</td>
<td>4</td>
</tr>
<tr>
<td>No. 8</td>
<td>Arrowhead Excavating, LLC</td>
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<td>No. 9</td>
<td>Infinity Management, LLC</td>
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<tr>
<td>No. 10</td>
<td>Jamie Parsons, Gen Contracting</td>
<td>3</td>
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</table>

Ivy MUC Transfer Station Construction Waste Monthly Tonnage Comparison

<table>
<thead>
<tr>
<th>Year</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
<th>Jan</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>315.54</td>
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<td>201.06</td>
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<tr>
<td>2018</td>
<td>388.95</td>
<td>344.04</td>
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<tr>
<td>2019</td>
<td></td>
<td></td>
<td></td>
<td>368.74</td>
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</table>

70% increase from Jan 2018
Domestic Waste Total Tons

No. of Operation Days per Month

<table>
<thead>
<tr>
<th></th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
<th>Jan</th>
</tr>
</thead>
<tbody>
<tr>
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<td>2018</td>
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<tr>
<td>2019</td>
<td>0</td>
<td>0</td>
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<td>22</td>
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</tbody>
</table>

258% increase from Jan 2018

TOP 10 CUSTOMERS

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<th>No.</th>
<th>Customer</th>
<th>Total Tons</th>
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</thead>
<tbody>
<tr>
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<td>No. 2</td>
<td>Cash Customer</td>
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<tr>
<td>No. 3</td>
<td>Carolina Green Corp.</td>
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<tr>
<td>No. 4</td>
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<td>92</td>
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<tr>
<td>No. 5</td>
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<tr>
<td>No. 7</td>
<td>Oakhill Investments, LLC</td>
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<td>No. 8</td>
<td>Barnett’s Trash Service</td>
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<td>Digs, Incorporated</td>
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Ivy MUC Transfer Station Domestic Waste Monthly Tonnage Comparison

<table>
<thead>
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<th>Oct</th>
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<td>2017</td>
<td>324.02</td>
<td>313.85</td>
<td>372.98</td>
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<td>398.32</td>
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<td>374.45</td>
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<tr>
<td>2019</td>
<td></td>
<td></td>
<td></td>
<td>1,042.84</td>
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</table>

MONTHLY TONS

258% increase from Jan 2018
Construction & Domestic Total Tons

No. of Operation Days per Month

<table>
<thead>
<tr>
<th></th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
<th>Jan</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
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<tr>
<td>2019</td>
<td>0</td>
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TOP 10 CUSTOMERS

<table>
<thead>
<tr>
<th>No.</th>
<th>Customer</th>
<th>Total Tons</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Cash Customer</td>
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<tr>
<td>2</td>
<td>Cavalier Container, LLC</td>
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<td>4</td>
<td>Time Disposal</td>
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<tr>
<td>5</td>
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<tr>
<td>6</td>
<td>Piedmont Facilities Mgmt. Inc.</td>
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<tr>
<td>7</td>
<td>Oakhill Investments, LLC</td>
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<tr>
<td>8</td>
<td>Barnett’s Trash Service</td>
<td>12</td>
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<tr>
<td>9</td>
<td>Robertson Renovations</td>
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</tr>
<tr>
<td>10</td>
<td>Ace Contracting, Inc.</td>
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Ivy MUC Transfer Station Construction and Domestic Waste Monthly Tonnage Comparison

<table>
<thead>
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<th></th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
<th>Jan</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>639.56</td>
<td>569.83</td>
<td>574.04</td>
<td>567.16</td>
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<td>2018</td>
<td>787.27</td>
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<td>2019</td>
<td></td>
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<td>1,411.58</td>
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</tbody>
</table>

177% increase from Jan 2018
Construction & Domestic Waste Average Tons Per Day

Ivy MUC Transfer Station
Construction and Domestic Waste
Monthly Tonnage Comparison

No. of Operation Days per Month

<table>
<thead>
<tr>
<th>Year</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
<th>Jan</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
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<tr>
<td>2018</td>
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<td>21</td>
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</tr>
<tr>
<td>2019</td>
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<td>0</td>
<td>22</td>
</tr>
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</table>

TOP 10 CUSTOMERS

<table>
<thead>
<tr>
<th>No.</th>
<th>Customer</th>
<th>Avg. Per Load</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. 1</td>
<td>Carolina Green Corp.</td>
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<tr>
<td>No. 2</td>
<td>Time Disposal</td>
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<td>No. 6</td>
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<td>No. 10</td>
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Ivy MUC Transfer Station
Construction and Domestic Waste
Monthly Dollar Comparison

<table>
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<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
<th>Jan</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>$53,587</td>
<td>$47,304</td>
<td>$41,121</td>
<td>$34,624</td>
</tr>
<tr>
<td>2019</td>
<td></td>
<td></td>
<td></td>
<td>$75,549</td>
</tr>
</tbody>
</table>

monthly dollars
Operating the Transfer Station on Mondays

• Several of our new, large commercial clients have asked the RSWA to consider opening on Mondays.
• They have indicated that this would be a valuable to their business operations and that we should expect to see similar tonnages that they bring on other weekdays.
• This would require two additional staff.
• The Albemarle County Board of Supervisors has requested that we conduct a 6-month pilot.
• We intend to use temporary staffing to cover our needs during the pilot program with the intention of converting to permanent employees if the program continues.
Recycling Master Plan

• On January 31, Arcadis-US, Inc. submitted the final Recycling Master Plan report for the Ivy MUC
• The plan provided an analysis of the recycling services provided by the RSWA compared to a set of Reference Counties
• The plan provided this Board with two alternatives for the design of a recycling center at the Ivy MUC
• A design for a composting facility was provided
• The report analyzed our current recycling practices and how they fit into the regional and international recycling environment
Selected Recycling Center Design
Composting Facility Layout
Ivy Convenience Center

- Arcadis has refined their original cost estimate and has proposed $443,000 for design, permitting and construction of Alternative 1 convenience center
- Staff has requested authorization to establish an Agreement with the County (as was done with the new Transfer Station) for construction and operation
- Staff will work with County staff to look for potential cost savings (e.g., phased installation and sizing of equipment)
Composting Facility

• Arcadis provided a possible location and layout for a composting facility
• Staff requests Board approval to proceed with developing a cost estimate for an on-site composting facility at the designated location
• Staff will work with Coker Composting to develop a design, operating plan, and cost model for the composting facility
We currently collect #1 to #7 plastics at McIntire and expect to collect the same materials at an Ivy facility. Industry estimates #3 to #7 plastics comprise 5-10% of recyclable plastic waste stream (#1 is 60%; #2 is 30%). Plastics are shipped to a MRF in Raleigh, NC for sorting. #3 to #7 plastics are not currently recycled (they are landfilled). Staff requesting establishing a process to stop collecting #3 to #7 plastics and to collect #1 and #2 separately. This process will include new site signage and community outreach to help educate our users of the changes and in recycling best practices.
RSWA Branding and Logo

- Our Strategic Plan highlights our Value to increase teamwork among our staff and a commitment to “encourage open communication and strengthen partnerships”
- Our current logo is difficult to read and does little to reinforce the feeling of community between the RSWA and RWSA
- As a practical matter, we will soon contract for new uniforms and are allowed to change the logo without charge
- Little additional cost as there are few logos on vehicles and most of our stationary is printed from electronic templates
- Logo was designed by Authority staff and has positive feedback from RSWA staff
MEMORANDUM

TO: RIVANNA SOLID WASTE AUTHORITY
BOARD OF DIRECTORS

FROM: PHIL MCKALIPS, DIRECTOR OF SOLID WASTE

REVIEWED BY: BILL MAWYER, EXECUTIVE DIRECTOR

SUBJECT: IVY MATERIAL UTILIZATION CENTER MASTER PLAN

DATE: FEBRUARY 26, 2019

Summary

A Master Plan for current and future programs at the Ivy Material Utilization Center (MUC) was recently completed by our consultant, Arcadis. The Master Plan focused on recycling programs to be considered, and developed several observations and recommendations, including:

- The Authority’s desire to increase recycling services is consistent with those of the similar counties in central Virginia.
- The use of “source separated” recycling techniques, such as used at the McIntire Recycling Center (MRC) and the proposed Ivy recycling center are recommended practices given the current state of the recycling market regionally and nationally.
- In light of the current market conditions surrounding specific recycled commodities, specifically #3 to #7 plastic containers and mixed paper, RSWA should establish a regular and periodic evaluation program to review recycling program cost and benefits to determine which materials will be accepted for recycling.
- The Authority currently provides fewer convenience center/recycling center options for City and County residents than those provided by a benchmark comparison of three comparable Virginia counties (Reference Counties).

The Master Plan process also provided two alternatives for a location and general layout of a new Ivy convenience/recycling center. At the August 2018 meeting, the Board selected “Alternative 1”, as the preferred alternative (Figure 1). The Master Plan also provided a model layout for a possible future composting center at the Ivy MUC (Figure 2).

1. Ivy Convenience Center

During the August presentation, the location and layout alternatives were reviewed, as well as the design, permitting, and construction costs for this new facility. Preliminary estimates by staff suggested costs of approximately $350,000. After further review of the selected site and layout, the current project budget is $443,000, inclusive of design, permitting, and construction costs. If this budget is acceptable to our Board and the County, staff will move forward with the County
to establish an Agreement for funding, construction and operation of the facility, similar to the Agreement established for the new Transfer Station.

Figure 1 – Alternative 1: IMUC Convenience Center

2. Composting Facility

The Master Plan also introduced the Board to a potential layout of a post-consumer food waste composting facility. The proposed facility would be located on top of closed Cell 1-Unlined, to the north of the new Transfer Station facility.

In order to fully design and estimate the cost and operational considerations related to operating a composting facility, staff has contracted with Coker Composting and Consulting to define the most favorable operating methods and financial model for proceeding with a composting operation of our size, at our facility. Following completion of its analysis and development of a final report, staff will present these findings to this Board. Interest in moving forward toward construction and operation of a composting facility can be evaluated at that time.
3. Recycling Number 3, 4, 5, 6, and 7 Plastic Containers

As discussed in the Master Plan, the MRC currently accepts #1 to #7 plastics. These plastics are collected into a compacting container that once or twice a week is transported to the Paper Sort facility on Meade Avenue. The containers are emptied at the Paper Sort and the plastics are baled and placed into a semi-trailer. When filled, this trailer is hauled to Sonoco’s Madison Heights facility near Lynchburg, where it is unloaded. Sonoco reloads these bales of plastic product onto another truck, so they can be hauled to Sonoco’s Material Recovery Facility (MRF) in Raleigh, North Carolina. At the MRF, the bales are opened and the plastic material is processed through the facility’s sorting equipment and picking lines.

Based on direct conversations with managers at the MRF, staff has found that the #1 and #2 plastic materials (polyethylene terephthalate, or PET, and high density polyethylene, or HDPE) that are recovered from the sorting process are readily sold to industries that use the material as feed stock for making new products. The #3 to #7 plastics, which represent about 5 -10% of our total plastic recyclables, do not have such a ready market. From time to time, some of this material has been purchased for domestic use, but it has historically been sold to overseas buyers, largely in China. As has been recently reviewed with the Board, the Chinese market has largely closed since early 2018. The result is that the majority, if not all, of the #3 to #7 plastic materials that we collect for recycling are being disposed of in a landfill by the MRF in the Raleigh, North Carolina area.

This state of affairs appears to run counter to the mission or goal of the RSWA recycling program, in that it does not divert material from landfill disposal, it does not offset the use of
Staff recommends we discontinue collection of #3 to #7 plastics for recycling until a market is available for these products, starting on July 1, 2019. We will coordinate our activities with those of our community partners (e.g., the City, private haulers) to see if there may be benefits to unified education and marketing efforts.

**Requested Board Actions**

Staff respectfully requests concurrence from the Board to:

1. Proceed with the County to establish an Agreement for funding, construction and operation of a Recycling Convenience Center at the IMUC.
2. Continue to develop a cost estimate to construct and operate a composting facility at the designated location.
3. Discontinue collection of #3 to #7 plastics for recycling until a market is available for these products, starting on July 1, 2019.
MEMORANDUM

TO: RIVANNA SOLID WASTE AUTHORITY
    BOARD OF DIRECTORS

FROM: PHIL MCKALIPS, DIRECTOR OF SOLID WASTE

REVIEWED BY: BILL MAWYER, EXECUTIVE DIRECTOR

SUBJECT: NEW RSWA LOGO

DATE: FEBRUARY 26, 2019

REBRANDING

As part of our Strategic Plan, the RSWA has committed, “To foster a culture that encourages open communications and strengthens partnerships.” One part of achieving this goal is to increase a feeling of solidarity and teamwork among the staff of both Authorities. Efforts in this vein include a variety of team-building events (e.g., Employee Appreciation Day, Holiday Luncheon, Rivanna Rally 2.0) and creation of an Employee Council. Presently, each Authority has a separate and unique logo. The Water and Sewer Authority revised its logo in 2012, while the Solid Waste Authority is still using its original logo (as seen in the upper left of this memo).

For some time, it has been widely acknowledged that the logo for the Rivanna Solid Waste Authority is difficult to discern. The lettering is too small to be visible at a distance and the emblem in the center is hard to identify. We have continued on with this logo because it always seemed too costly to modify it. We are currently planning to renew our worker uniform contract. When we do, we are allowed to utilize whatever logo we wish, free of charge. We have looked at other potential costs, and they seem minimal. We only have a few pieces of equipment that have logos on them so we don’t feel that this change will incur a significant cost. The bulk of our stationary and media are generated electronically, so a change in logo will not have any significant cost. We have some signage (at Ivy and at McIntire) that has our existing logo, but feel that these can be replaced when these signs require replacement. In summary, this seem like a good time to consider a change in logo.

Discussions with staff have revealed a generally positive attitude toward the existing Rivanna Water and Sewer Authority logo, as shown here:
Staff appreciate that the logo is pleasant to look at and the “Rivanna” is easily discerned. This logo was created by one of our existing Authority staff and could be used as a starting point to easily modify for RSWA use on uniforms, vehicles, and stationary.

To carry on this theme for the Solid Waste Authority, one option is something like this:

![Rivanna Logo](image)

The change here is the replacement of the water drop in the RWSA logo with a recycling symbol in the RSWA logo. RSWA staff liked this logo, but prefer the cleaner look without the recycling symbol.

In keeping with our efforts to create a unified feeling between both of the Authorities, thought was given to going to a unified logo such as this:

![Unified Logo](image)

Discussions with staff fell into two strongly feeling camps about this. Some felt that the unifying “Rivanna” and style were enough and that each authority needed to maintain some individual identity. Others were not bothered by being completely branded together.

Given the strong feelings, it seems that the following logo provides a good balance of unified branding with respect to the individual authorities. It is this logo which staff would like to use to represent the RSWA on uniforms and printed materials.
Board Action Requested

Staff requests that the Board approve the following logo to replace the existing RSWA logo on all uniforms, signs, and printed materials. This change in logo would begin immediately and be phased in as new uniforms are delivered and signage is replaced. Changes to printed media would begin immediately.
# Goal Team Composition

<table>
<thead>
<tr>
<th>Goal</th>
<th>Champion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communications</td>
<td>Katie McIlwee</td>
</tr>
<tr>
<td>Environmental Stewardship</td>
<td>Andrea Terry</td>
</tr>
<tr>
<td>Solid Waste Services</td>
<td>Phil McKalips</td>
</tr>
<tr>
<td>Workforce Development</td>
<td>Betsy Nemeth / Lonnie Wood</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>Scott Schiller</td>
</tr>
<tr>
<td>Operational Optimization</td>
<td>David Tungate</td>
</tr>
</tbody>
</table>

- **6 Goals**
- **12 Strategies**
- **78 Tactics**
By the Numbers

Overall plan completion: 79%

- Infrastructure & Master Planning: Expected 81%, Completed 76%
- Solid Waste Services: Expected 81%, Completed 68%
- Environmental Stewardship: Expected 81%, Completed 89%
- Communication & Collaboration: Expected 81%, Completed 86%
- Operational Optimization: Expected 81%, Completed 84%
- Workforce Development: Expected 81%, Completed 72%
Workforce Development Tactics

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

**Recent Activity:**
A. Reviewed annual staffing needs; recommendations to be included in annual budget
B. Continued work with PVCC for training – Safety & Operator Leadership Training
C. First draft of Individual Development Plan document complete

**Next Steps:**
A. Review of pay scale for adjustments
B. Review IDP document with Leadership team
C. Roll out individual employee development plans

**Status:** YELLOW

**PROGRESS STATUS**
- 72%, Completed
- 81%, Expected

**TACTIC COMPLETION**
- 15, Completed Tactics
- 20, Total Tactics
Operational Optimization Tactics

**Strategies:**

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

**Recent Activity:**

A. Hired safety consultant to develop Safety Master Plan
B. Installation of security systems in South Rivanna and Crozet WTPs; new web based cameras purchased for safety and security
C. Completed corrosion inhibitor study

**Next Steps:**

A. Complete Safety Master Plan
B. Complete sealing of digester #3
C. Implement corrosion inhibitor study recommendations

**Status: GREEN**

**EXPECTED/completed: 81%**

**TOTAL TACTICS:** 10

**COMPLETED TACTICS:** 2
Communication & Collaboration Tactics

**Strategies:**
A. Create & maintain internal communication platforms
B. Create & implement a comprehensive public outreach plan

**Recent Activity:**
A. Analyzed web statistics to enhance usability of the Rivanna website
B. Completed Employee Portal

**Next Steps:**
A. Continue to coordinate with City, County, ACSA, and RCA on RiverFest
B. Begin coordination with IT to research and test internal communications platforms
C. Resume standardizing records management protocols once IT Master Plan is complete

Status: GREEN
81% Expected
86%, Completed
6, Completed Tactics
13, Total Tactics
Environmental Stewardship Tactics

**Strategies:**
A. Increase internal environmental engagement
B. Designate resources to support environmental outreach & green initiatives

**Recent Activity:**
A. Added Environmental Tips section to the employee newsletter
B. Identified topics for inclusion on the Employee Portal
C. Identified & requested funding in budget for green initiatives

**Next Steps:**
A. Submit drafts of items for Employee Portal
B. Coordinate staff to participate in a stream clean-up through RCA
C. Continue to coordinate with City, County, ACSA, and RCA on RiverFest

**Status:** GREEN

**PROGRESS STATUS**
- 81%, Expected
- 89%, Completed

**TACTIC COMPLETION**
- 5, Completed Tactics
- 9, Total Tactics
Solid Waste Services Tactics

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

Recent Activity:
A. Completed Ivy Master Plan
B. Reduced MSW and CDD tipping fees at Ivy; communicated with large haulers
C. Researched possibility of opening Ivy MUC on Mondays

Next Steps:
A. Present Ivy Master Plan to Board; begin to implement suggestions
B. Present opening Ivy MUC on Mondays to the Board

Status: YELLOW

PROGRESS STATUS
68%, Completed
81%, Expected

TACTIC COMPLETION
7, Completed Tactics
13, Total Tactics
Infrastructure & Master Planning Tactics

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

**Recent Activity:**
A. Completed Asset Management Plan Awareness Training and Program Development Workshops
B. Worked with GIS Coordinator to organize current asset information
C. Reviewed current master plan needs and the role of the Champions

**Next Steps:**
A. Continue to organize asset information & complete the effort as part of the Asset Management Plan development process
B. Develop matrix to track and manage master plan needs
C. Work to determine who the asset class champions should be & role responsibilities

**Status:** YELLOW

**TACTIC COMPLETION**
- 81%, Expected
- 76%, Completed

**PROGRESS STATUS**
- 5, Completed Tactics
- 12, Total Tactics
QUESTIONS?
Strategies

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

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

3. Communication & Collaboration
   A. Create & maintain internal communication platforms
   B. Create & implement a comprehensive public outreach plan

4. Environmental Stewardship
   A. Increase internal environmental engagement
   B. Designate resources to support environmental outreach & green initiatives

5. Solid Waste Services
   A. Determine community needs & preferred service levels
   B. Enhance partnerships with local governments & the University of Virginia

6. Infrastructure & Master Planning
   A. Implement an Authority-wide asset management program
   B. Develop & maintain long-term master plans for all critical asset classes
Workforce Development Tactics

Develop a comprehensive staffing, classification, & compensation plan

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

Conduct a training needs assessment & enhance the training program

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

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

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

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

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

Create & maintain internal communication platforms

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

Create & implement a comprehensive public outreach plan

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

Increase internal environmental engagement

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

Designate resources to support environmental outreach & green initiatives

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

Determine community needs & preferred service levels

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

Enhance partnerships with local governments & the University of Virginia

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

Tactics

Implement an Authority-wide asset management program

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

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

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

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