



# 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)



## **RIVANNA SOLID WASTE AUTHORITY**

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### **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 2<sup>nd</sup> 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.**

88     **8.     OTHER BUSINESS**

89  
90     *a. Comprehensive Annual Financial Report For Fiscal Year Ending June 30, 2018; Mr. Robert*  
91     *Huff, Robinson, Farmer, Cox Associates*

92  
93     Mr. Robert Huff reported that there were two auditors' opinions and one overview in the report,  
94     which were in the highest standard attainable.

95  
96     Mr. Huff stated that the RSWA's financial position increased by \$1.63 million, and overall  
97     operating revenues declined by just \$11,000, which was anticipated. He stated that  
98     environmental expenses were also noted in the report, as was a capital fund grant. He reported  
99     that the only pension obligations were OPED and group life, so there were not really health  
100     insurance costs, and the total adjustment was \$36,000.

101  
102     Dr. Palmer asked for more details about the pension obligations.

103  
104     Mr. Huff responded that Rivanna was required to recognize that liability within the financial  
105     statements and it had to be restated, and to that end they picked up that portion. He noted that it  
106     was part of the state's provision of group life as a benefit once employees retired, which was an  
107     obligation, and it was now required to be put into the balance sheet statements as a liability.

108  
109     *b. Presentation and Public Hearing: Reduction in Solid Waste Fees*

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

116  
117     Mr. McKalips stated that he had discussed with Mr. Mawyer the possibility of doing some  
118     additional outreach events associated with Ivy, such as offering safety training as refuse  
119     collection and hauling were in the top five dangerous/lethal occupations -- with several injuries  
120     in the County in the last year and a half.

121  
122     Dr. Palmer asked if other transfer stations did that.

123  
124     Mr. McKalips responded that he did not know of any, but the Solid Waste Association of North  
125     America (SWANA) was pushing safety and redouble their efforts to improve it because fatalities  
126     were so prevalent now -- partly because of the increase in distracted driving.

127  
128     Dr. Palmer asked if there was recognition by insurance companies if haulers took special driving  
129     courses.

130  
131     Mr. McKalips replied that he wasn't sure, but he could reach out to the disposal companies about  
132     it. He added that a safety course was a relatively cost-effective way to do some real outreach and  
133     community involvement, which was part of the strategic plan also.

134 Mr. Gaffney asked if there was any licensing requirement for drivers or people who worked in  
135 the business.

136  
137  
138 Mr. McKalips responded that they have their commercial drivers licenses but not an endorsement  
139 beyond that, and the larger haulers had to cover their own vehicle insurance. He added that he  
140 would also like to have the smaller carriers participate, as they often did not get the  
141 communications or have safety programs internally.

142  
143 Mr. Gaffney asked who would teach it.

144  
145 Mr. McKalips responded that he had provided safety training before and could do certain aspects  
146 of it -- and SWANA also had resources, as well as VACORP, Rivanna's insurer.

147  
148 Mr. Mawyer stated that they had received proposals the previous Friday for a safety consultant  
149 and did not have anything ready for this meeting but would have a contract for the Board to  
150 consider in February. He noted that this would be a safety consultant firm that had the capability  
151 of doing a lot of different training.

152  
153 Mr. Gaffney stated that his only concern would be potential liability.

154  
155 Mr. Mawyer confirmed that it would be a qualified trainer.

156  
157 Dr. Palmer commented that this sounded like a good plan.

158  
159 Mr. Murphy asked what the estimated tonnage was to break even on the 21% reduction.

160  
161 Mr. McKalips responded that it was about four trucks a day or 35 total tons to break even with  
162 the cost reduction, with a goal of five days a week. He stated that Waste Management was  
163 moving about 1,000 tons a month, and 25% of that would be a major contribution. Mr. McKalips  
164 stated that Time Disposal was moving about 300-400 tons per week, so getting 10% of their  
165 traffic would also be significant.

166  
167 Mr. Murphy asked if the Board had any policies or code restrictions as to how often they could  
168 change their rates, and asked what would happen if they had an operational shortfall of revenues  
169 because there were no tipping fees.

170  
171 Mr. McKalips responded that the Board could change the rates at any time they wished, at the  
172 behest of the Board of Supervisors and with proper public notice and a public hearing.

173  
174 Dr. Palmer stated the Board of Supervisors had given a two-year trial for this to see if it would  
175 work and were committed to that as a minimum. She added that this was an indication that they  
176 were recognizing their obligation to provide affordable solid waste services as a place for people  
177 to bring trash in the County, and if they were significantly more expensive than any place else in  
178 the area, they were not really fulfilling their obligations to provide that service to citizens.



180 Mr. McKalips stated that University Village had invited him to speak at an event they did fairly  
181 regularly, which included mostly retirees, but it was important for people to know.

182  
183 Mr. Murphy asked what the staff plan was before this got endorsed.

184  
185 Mr. Mawyer explained that the draft anticipated some decrease in revenues because of the  
186 decrease in tonnage, and it did not anticipate the full 100%. He stated that of the \$116K  
187 anticipated revenue shortfall, Rivanna anticipated a \$70K loss for the first year.

188  
189 Mr. Henry noted that the budget estimate for the County would pick that up, as it was a County  
190 budget liability.

191  
192 Mr. Richardson confirmed this, noting that they had originally considered changing the fee from  
193 \$66 to \$55 per ton but instead went with \$52 per ton on the low end because it was the regional  
194 average -- and the County was planning for that over a two-year period. He stated that they did  
195 not know what the usage habits would be and had to financially plan for the worst, and as Dr.  
196 Palmer stated they needed at least two years to really see with some good marketing if it went up  
197 over time and become cost neutral if they achieved the goal tonnage.

198  
199 Mr. Mawyer pointed out that the new fee would be cost neutral but may not be a cost-neutral  
200 operation in the beginning.

201  
202 Ms. Galvin asked if all this had been reviewed with City staff.

203  
204 Mr. Mawyer responded that they had been provided with the cost and numbers.

205  
206 Ms. Galvin stated that staff would get back to Council with an evaluation as to whether there was  
207 a benefit in participating more fully.

208  
209 Mr. Mawyer confirmed this, noting that there was one City contract in place and one already  
210 advertised with a 15-year term, and economics may be the driver.

211  
212 Mr. Murphy asked if the additional cost would be in the County's FY20 and FY21 budgets.

213  
214 Mr. Richardson confirmed that it would be.

215  
216 Dr. Palmer stated that one additional benefit to be considered further would be that City residents  
217 would not have to pay the additional fee at Ivy -- which was \$10 instead of the \$1 that County  
218 residents paid.

219  
220 Mr. Gaffney opened the public hearing on the proposed rate schedule.

221  
222 There being no speakers, he closed the public hearing.

223  
224 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:

<u>TIPPING FEES PER TON:</u>		<u>TIPPING FEE PER ITEM:</u>	
Clean Fill Material	\$10.00	Freon Appliances	\$17.00
Pallets	\$48.00	Non-Freon Appliances	\$9.00
Vegetation/Yard Waste	\$48.00	Passenger Veh. Tire (off Rim)	\$6.00
Non-Freon Appliances	\$105.00	Passenger Veh. Tire (on Rim)	\$13.00
Domestic Waste (MSW)	\$52.00	Large Truck Tire (off Rim)	\$17.00
Construction Debris (CDD)	\$52.00	Large Truck Tire (on Rim)	\$33.00
Compostable Waste (Businesses Only)	\$178.00		
Tires	\$190.00		
<u>OTHER CHARGES:</u>			
Minimum Charge (per load)	\$6.00	Service Fee Per ticket:	
Mulch or Lumber Log (per ton)	\$30.00	Albemarle County Customers	\$1.00
Trash Stickers (for set of 12)	\$24.00	Other Customers	\$10.00
Ticket Request (per copy)	\$1.00	Hauling Fee Per Load (based on Location):	
Credit Application Fee (each)	\$35.00	Minimum	\$100.00
		Maximum	\$142.00

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

250 There were none presented.

251

252 **10. CLOSED MEETING**

253 There was no closed meeting held.

254

255 **11. ADJOURNMENT**

256

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

259

260 **The RSWA Board adjourned its meeting at 2:26 p.m.**

261



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

**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*

<b><u>Vehicles</u></b>	<b><u>AVG MSW &amp; CDD Tons/Day</u></b>	<b><u>Product</u></b>
3,163	64	MSW/CDD/vegetative waste /clean fill



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**MEMORANDUM**

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

**FROM: LONZY 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.

	<u>Operating Results</u>	<u>Remediation Results</u>	<u>Total</u>
Total Revenues	\$ 903,843	\$ -	\$ 903,843
Total Expenses	<u>(1,361,351)</u>	<u>(477,587)</u>	<u>(1,838,938)</u>
Net operating results	(457,508)	(477,587)	(935,095)
Support - MOU & Local	<u>870,415</u>	<u>307,802</u>	<u>1,178,217</u>
Surplus/(Deficit)*	<u><u>\$ 412,907</u></u>	<u><u>\$ (169,785)</u></u>	<u><u>\$ 243,122</u></u>

\* 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.

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

Attachments

Target Rate: 58.33%

Operations	Budget	Actual Y-T-D	IVY OPERATIONS		MSW-IVY TRANSFER		RECYCLE OPERATIONS		ADMIN. SERVICES	
				Actual		Actual		Actual		Actual
			Budget	Y-T-D	Budget	Y-T-D	Budget	Y-T-D	Budget	Y-T-D
REVENUES										
Ivy Operations Tipping Fees	\$ 158,960	139,794	\$ 158,960	139,794						
Ivy MSW Transfer Tipping Fees	648,200	438,805			648,200	438,805				
Material & Other Sales-Ivy	121,500	84,164	121,500	84,164						
Recycling Revenues	251,900	132,477					251,900	132,477		
Other Revenues	77,200	67,579			77,200	67,579				
Interest & Fees	44,500	41,025							44,500	41,025
Total Revenues Budget vs. Actual*	\$ 1,302,260	\$ 903,843 69.41%	\$ 280,460	\$ 223,958 79.85%	\$ 725,400	\$ 506,384 69.81%	\$ 251,900	\$ 132,477 52.59%	\$ 44,500	\$ 41,025 92.19%
EXPENSES										
Ivy Operations	324,245	158,999	324,245	158,999						
Ivy MSW Transfer	1,186,282	669,690			1,186,282	669,690				
Recycling Operations	452,490	251,660					452,490	251,660		
Administration	694,924	383,850							694,924	383,850
Total Expenses Budget vs. Actual*	2,657,941	1,464,199 55.09%	324,245	158,999 49.04%	1,186,282	669,690 56.45%	452,490	251,660 55.62%	694,924	383,850 55.24%
Net Results Before Administrative Allocation	\$ (1,355,681)	\$ (560,356)	\$ (43,785)	\$ 64,959	\$ (460,882)	\$ (163,306)	\$ (200,590)	\$ (119,184)	\$ (650,424)	\$ (342,826)
Administrative allocations:										
Administrative costs to Envir. MOU (below)	195,127	102,848							195,127	102,848
Administrative costs to Operations	-	-	(162,606)	(85,706)	(162,606)	(85,706)	(130,085)	(68,565)	455,297	239,978
Net Operating Income (Loss)	\$ (1,160,554)	\$ (457,509)	\$ (206,391)	\$ (20,747)	\$ (623,488)	\$ (249,013)	\$ (330,675)	\$ (187,749)	\$ -	\$ -
Other Funding Sources										
Local Government Contributions	1,160,554	870,415								
County Contribution - Capital Grant	-	933,189								
Transfer to Capital Fund - Transfer Station	-	(933,189)								
Surplus (Deficit) - Operations	\$ (0)	\$ 412,907								

<u>Environmental Programs</u>		
	Budget	Actual Y-T-D
<b>REVENUES</b>		
Remediation Support	383,741	307,802
Total Revenues	383,741	307,802
Budget vs. Actual*		80.21%
<b>EXPENSES</b>		
Ivy Environmental	578,614	374,739
Administrative Allocation	195,127	102,848
	773,741	477,587
Budget vs. Actual*		61.72%
Cash Reserves Used	390,000	169,785
Surplus (Deficit) - Environmental	\$ -	\$ -
Total Surplus (Deficit)	\$ (0)	\$ 412,907

**Rivanna Solid Waste Authority  
Monthly Financial Status Report  
FY 2019**

	July	August	September	October	November	December	January	Year-to-Date
<b><u>Revenues</u></b>								
Ivy Operations Tipping Fees	\$ 26,096	\$ 28,325	\$ 16,282	\$ 25,341	\$ 20,201	\$ 11,408	\$ 12,141	\$ 139,794
Ivy MSW Transfer Tipping Fees	58,095	75,260	52,461	64,358	57,233	48,559	82,839	438,805
Ivy Material Sales	15,367	15,616	10,745	13,325	11,160	11,043	6,908	84,164
Recycling	13,491	11,385	7,688	52,598	12,008	13,702	21,605	132,477
Other Revenues	10,346	22,279	8,777	8,907	6,915	4,661	5,694	67,579
Remediation Support	79,982	48,981	26,959	75,940	-	-	75,940	307,802
Interest & Late Fees	6,834	4,395	6,891	4,258	4,617	7,843	6,187	41,025
<b>Total Revenues</b>	<b>\$ 210,212</b>	<b>\$ 206,241</b>	<b>\$ 129,802</b>	<b>\$ 244,726</b>	<b>\$ 112,133</b>	<b>\$ 97,217</b>	<b>\$ 211,314</b>	<b>\$ 1,211,645</b>
<b><u>Expenses</u></b>								
Ivy Operations	\$ 24,197	\$ 23,653	\$ 23,051	\$ 21,339	\$ 29,250	\$ 19,061	\$ 18,449	\$ 158,999
Ivy Environmental	32,707	52,123	95,272	32,568	58,023	49,945	54,102	374,739
Ivy MSW Transfer	42,723	107,353	111,766	118,015	124,100	103,933	61,800	669,690
Recycling Operation	41,155	33,947	34,827	33,219	45,639	37,180	25,693	251,660
Administration	56,173	51,092	54,213	53,616	55,545	60,716	52,494	383,850
<b>Total Expenses</b>	<b>\$ 196,955</b>	<b>\$ 268,167</b>	<b>\$ 319,129</b>	<b>\$ 258,758</b>	<b>\$ 312,556</b>	<b>\$ 270,835</b>	<b>\$ 212,538</b>	<b>\$ 1,838,939</b>
<b>Net Operating Income (Loss)</b>	<b>\$ 13,257</b>	<b>\$ (61,926)</b>	<b>\$ (189,327)</b>	<b>\$ (14,032)</b>	<b>\$ (200,423)</b>	<b>\$ (173,618)</b>	<b>\$ (1,225)</b>	<b>\$ (627,294)</b>
<b><u>Other Funding Sources</u></b>								
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)
<b><u>Use of Cash Reserves</u></b>	<b>-</b>	<b>-</b>	<b>67,187</b>	<b>-</b>		<b>110,544</b>	<b>(7,946)</b>	<b>169,785</b>
<b>Surplus (Deficit)</b>	<b>\$ 13,257</b>	<b>\$ 203,412</b>	<b>\$ (97,339)</b>	<b>\$ 276,107</b>	<b>\$ (200,423)</b>	<b>\$ (63,074)</b>	<b>\$ 280,968</b>	<b>\$ 412,907</b>

**Rivanna Solid Waste Authority  
Monthly Cash Flow Report  
FY 2019**

	July	August	September	October	November	December	January
<b>Net Operating Income</b>	\$ 13,257	\$ (61,926)	\$ (189,327)	\$ (14,032)	\$ (200,423)	\$ (173,618)	\$ (1,225)
<b>Adjustments for cash flow purposes to show funds available for operations:</b>							
Local Government Contributions	-	265,338	24,801	290,138	-	-	290,138
(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					(55,968)		
Increase (Decrease) in Operating Cash	\$ (441,037)	\$ 277,495	\$ (95,146)	\$ 285,133	\$ (282,386)	\$ (165,010)	\$ 167,996
<b>Operating Cash Balance - Beginning</b>	2,650,834	2,209,797	2,487,292	2,392,146	2,677,279	2,394,893	2,229,883
<b>Operating Cash Balance - Ending</b>	<u>\$ 2,209,797</u>	<u>\$ 2,487,292</u>	<u>\$ 2,392,146</u>	<u>\$ 2,677,279</u>	<u>\$ 2,394,893</u>	<u>\$ 2,229,883</u>	<u>\$ 2,397,879</u>



**Rivanna Solid Waste Authority  
Fiscal Year 2019  
January 2019**

**Revenue Detail Report**

**Revenue Line Item**

**IVY TIPPING FEES**

	<b>Budget FY 2019</b>	<b>Actual YTD</b>
Clean Fill Material	5,000	4,326
Grindable Vegetative Material	1,500	1,410
Pallets	70	39
Tires, Whole	90	60
Tires/White Good (per item)		
<i>Subtotal</i>	6,660	5,834

**IVY TRANSFER STATION**

Compost Services	500	252
MSW Transfer Station	8,200	5,972
<i>Subtotal</i>	8,200	5,972

**MATERIAL SALES - IVY**

Encore		
Metals		
Wood Mulch & Chips		
Hauling Fees		
Other Materials		
<i>Subtotal</i>		

**RECYCLING**

Material Sales		
Other Materials & Services		
Grants-Operating		
Hauling Fees		
<i>Subtotal</i>		

**OTHER REVENUES**

Service Charge Fees		
Other Revenues		

**REMEDIATION SUPPORT**

UVA Contribution		
County Contribution		
City Contribution		
<i>Subtotal</i>		

**INTEREST, LATE FEES, OTHER**

Trust Fund Interest		
Finance Charges		
Capital Reserve Fund Interest		
Operating Investment Interest		
<i>Subtotal</i>		

<b>Total</b>	<b>14,860</b>	<b>11,806</b>
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**Revenue**

<b>Budget FY 2019</b>	<b>Budget YTD</b>	<b>Actual YTD</b>	<b>Budget vs. Actual</b>	<b>Variance %</b>
\$ 50,000	\$ 29,167	\$ 43,228	\$ 14,061	48.21%
72,000	42,000	69,024	27,024	64.34%
3,360	1,960	1,835	(125)	-6.38%
17,100	9,975	11,336	1,361	13.64%
16,500	9,625	14,371	4,746	49.31%
\$ 158,960	\$ 92,727	\$ 139,794	\$ 47,067	50.76%
\$ 89,000	\$ 51,917	\$ 44,824	\$ (7,093)	-13.66%
559,200	326,200	393,981	67,781	20.78%
\$ 648,200	\$ 378,117	\$ 438,805	\$ 60,688	16.05%
\$ 19,000	\$ 11,083	\$ 12,533	\$ 1,450	13.08%
30,000	17,500	24,696	7,196	41.12%
22,000	12,833	13,443	610	4.75%
50,000	29,167	32,963	3,796	13.02%
500	292	529	237	81.37%
\$ 121,500	\$ 70,875	\$ 84,164	\$ 13,289	18.75%
\$ 215,000	\$ 125,417	\$ 95,626	\$ (29,791)	-23.75%
6,300	3,675	4,623	948	25.79%
27,000	15,750	29,597	13,847	87.92%
3,600	2,100	2,631	531	25.29%
\$ 251,900	\$ 146,942	\$ 132,477	\$ (14,465)	-9.84%
\$ 70,000	\$ 40,833	\$ 49,979	\$ 9,146	22.40%
7,200	4,200	17,600	13,400	
\$ 77,200	\$ 45,033	\$ 67,579	\$ 22,546	50.06%
\$ 79,982	\$ 46,656	\$ 79,982	\$ 33,326	71.43%
195,925	114,290	146,944	32,654	28.57%
107,834	62,903	80,876	17,973	28.57%
\$ 383,741	\$ 223,849	\$ 307,802	\$ 83,953	37.50%
\$ 2,000	\$ 1,167	\$ 1,741	\$ 574	49.24%
500	292	863	571	195.74%
17,000	9,917	16,922	7,006	70.65%
25,000	14,583	21,499	6,915	47.42%
\$ 44,500	\$ 25,958	\$ 41,025	\$ 15,066	58.04%
<b>\$ 1,686,001</b>	<b>\$ 983,501</b>	<b>\$ 1,211,645</b>	<b>\$ 228,145</b>	<b>23.20%</b>

<b>Rivanna Solid Waste Authority</b> <b>Historical Material Tonnage Report - Recycling</b> <b>Fiscal Years 2015-2019</b>
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Fiscal Year 2015	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Fiscal Year 2019 (Jul-Jan)
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*In U.S. Tons*

**Fiber Products**

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

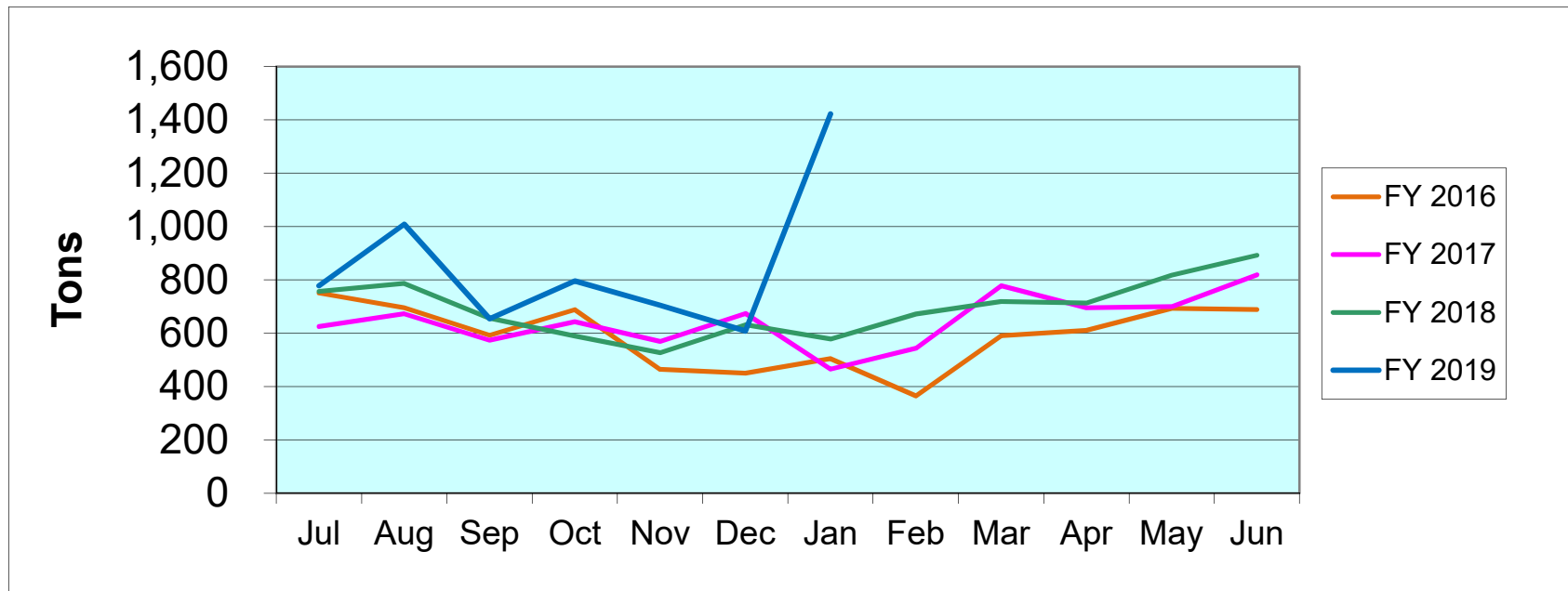
524	512	419	424	277
278	459	812	763	496
212	214	156	187	160
125	125	122	111	71
<b>Total Fiber Products</b>	1,139	1,310	1,509	1,485
			1,485	1,004

**Other Products**

Glass  
Metal Cans  
Plastic

219	191	252	252	212
30	32	31	41	28
95	82	86	103	81
<b>Total Other Products</b>	344	305	369	396
<b>Total</b>	1,483	1,615	1,878	1,881
			1,881	1,325

**Rivanna Solid Waste Authority  
Ivy MSW Transfer Tonnages  
FY 2016 - 2019**





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

**MEMORANDUM**

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

**FROM: DAVID RHOADES, 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**

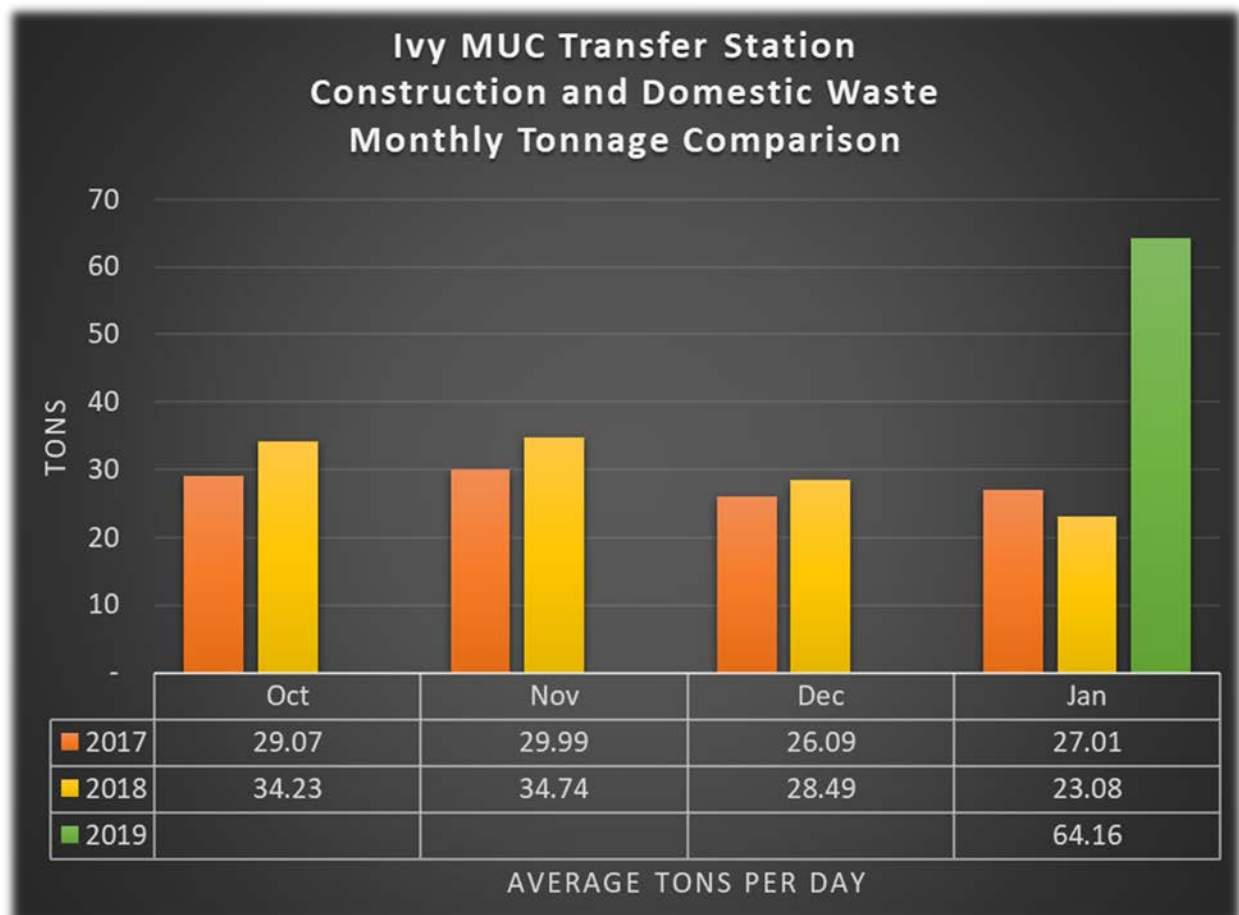
**FROM: PHIL MCKALIPS, DIRECTOR OF SOLID WASTE**

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

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

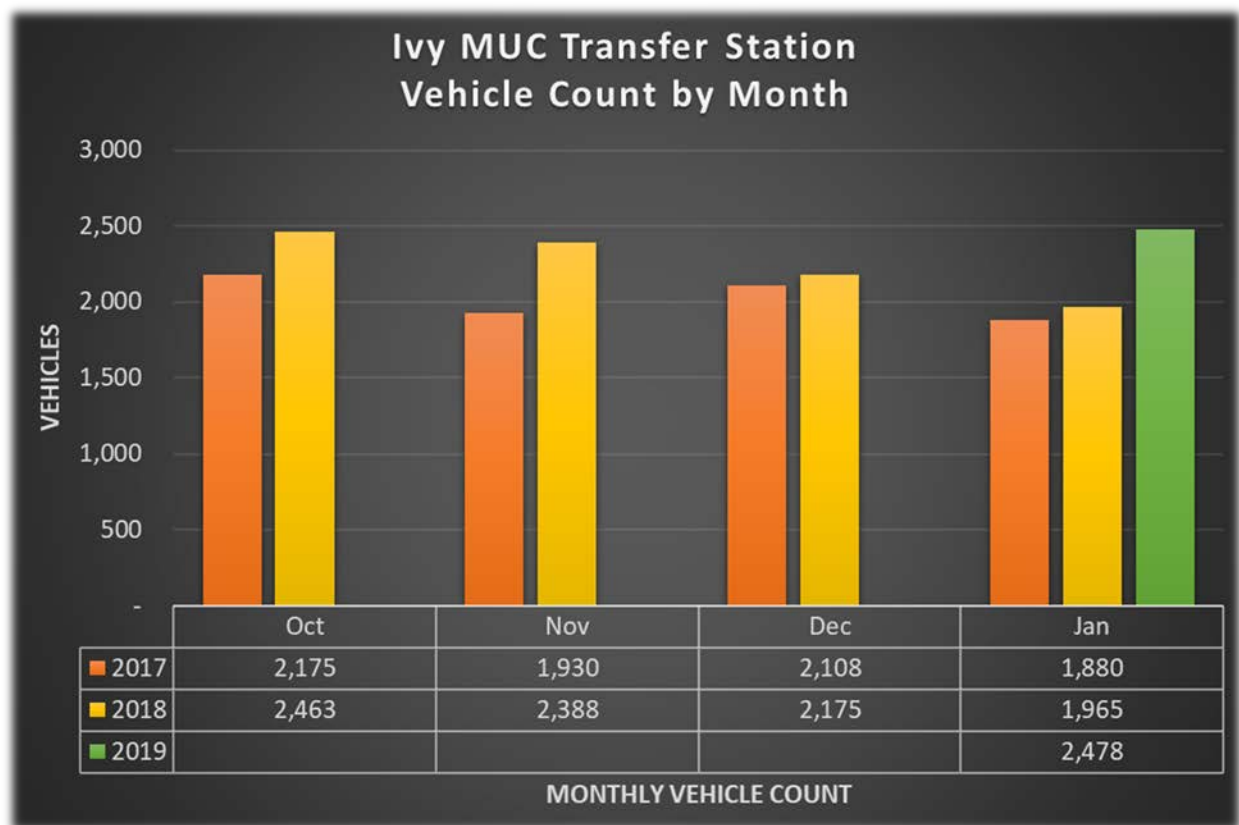
**DATE: FEBRUARY 26, 2019**

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 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.



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).

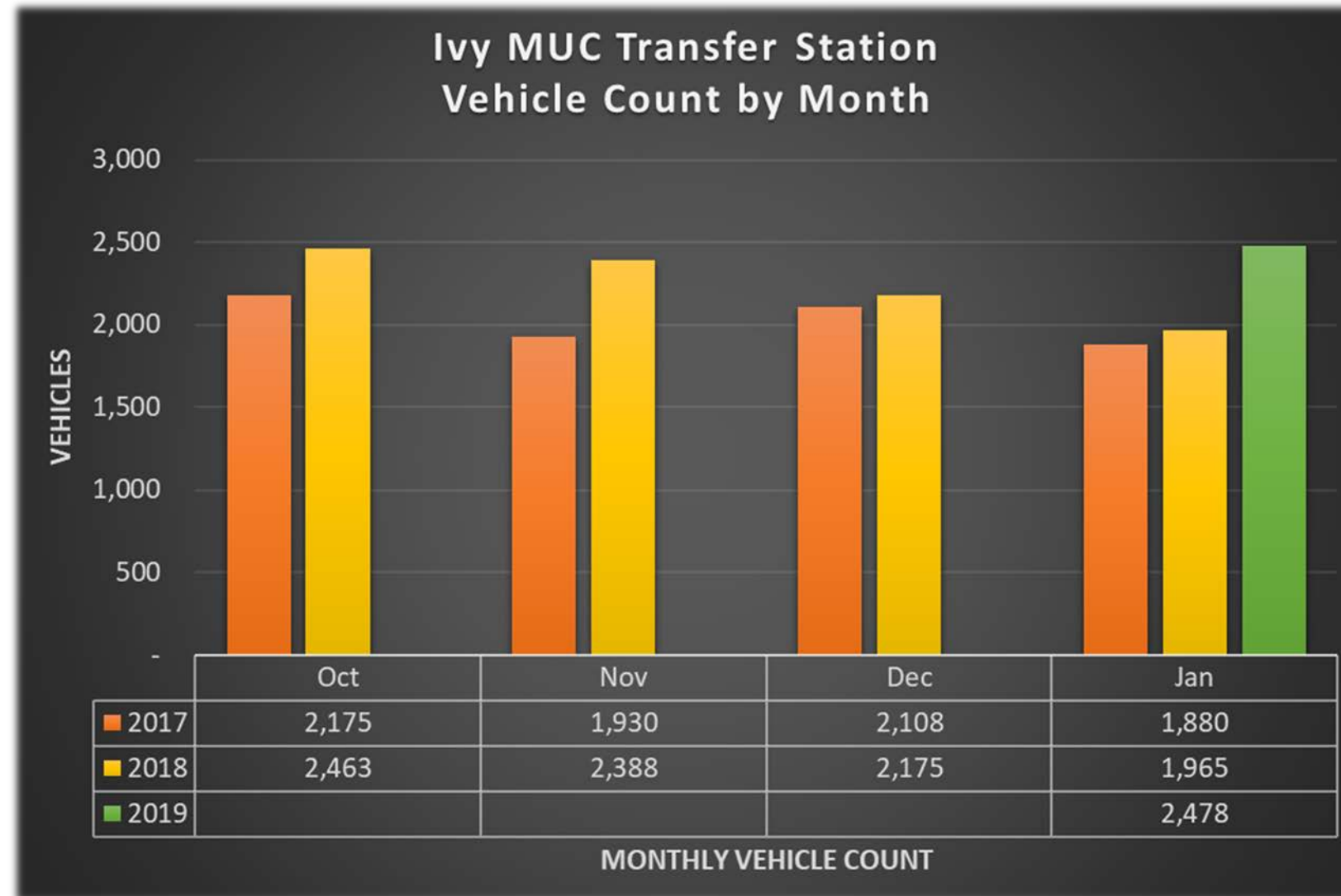


# Transfer Station Vehicle Count

## No. of Operation Days per Month

	Oct	Nov	Dec	Jan
2017	22	19	22	21
2018	23	20	21	22
2019	0	0	0	22

26% increase from Jan 2018



# Construction Waste Total Tons

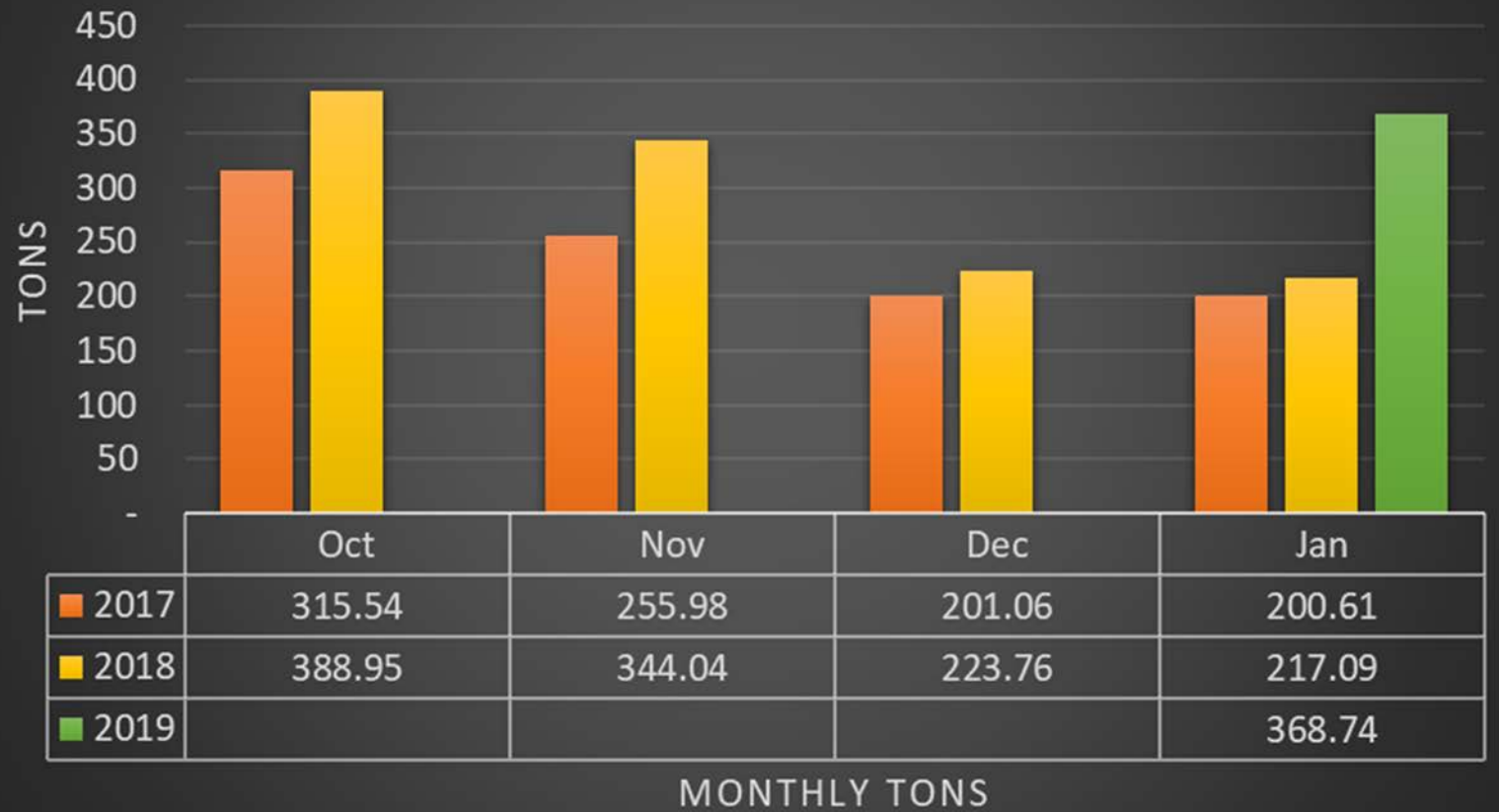
## No. of Operation Days per Month

	Oct	Nov	Dec	Jan
2017	22	19	22	21
2018	23	20	21	22
2019	0	0	0	22

## TOP 10 CUSTOMERS

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

## Ivy MUC Transfer Station Construction Waste Monthly Tonnage Comparison



70% increase from Jan 2018

# Domestic Waste Total Tons

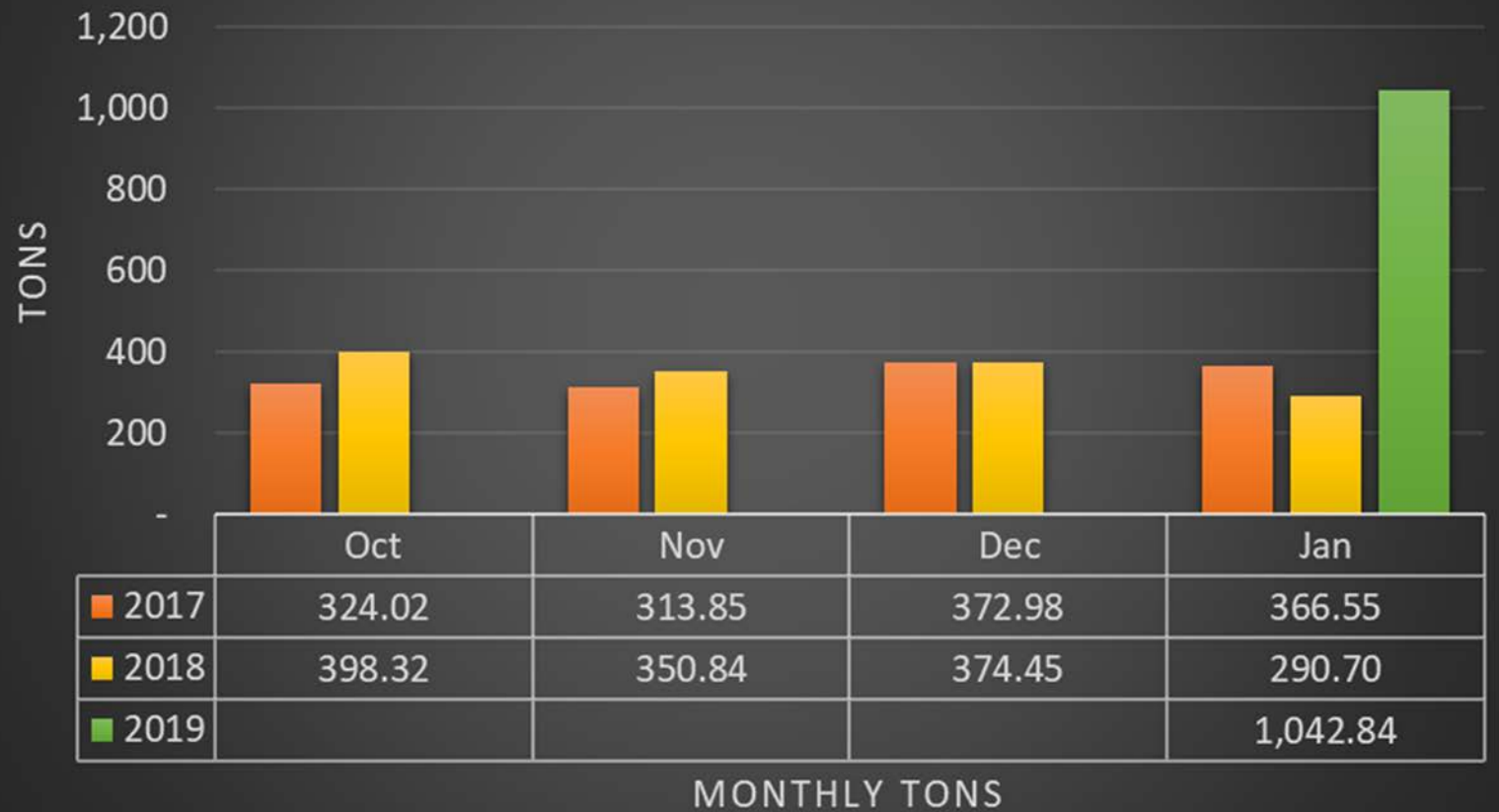
No. of Operation  
Days per Month

	Oct	Nov	Dec	Jan
2017	22	19	22	21
2018	23	20	21	22
2019	0	0	0	22

## TOP 10 CUSTOMERS

	Total Tons
No. 1 Cavalier Container, LLC	309
No. 2 Cash Customer	285
No. 3 Carolina Green Corp.	199
No. 4 Time Disposal	92
No. 5 Happy Little Dumpsters, LLC	44
No. 6 Piedmont Facilities Mgmt. Inc.	21
No. 7 Oakhill Investments, LLC	19
No. 8 Barnett's Trash Service	12
No. 9 Digs, Incorporated	8
No. 10 Turner Disposal Service	8

## Ivy MUC Transfer Station Domestic Waste Monthly Tonnage Comparison



258% increase from Jan 2018

# Construction & Domestic Total Tons

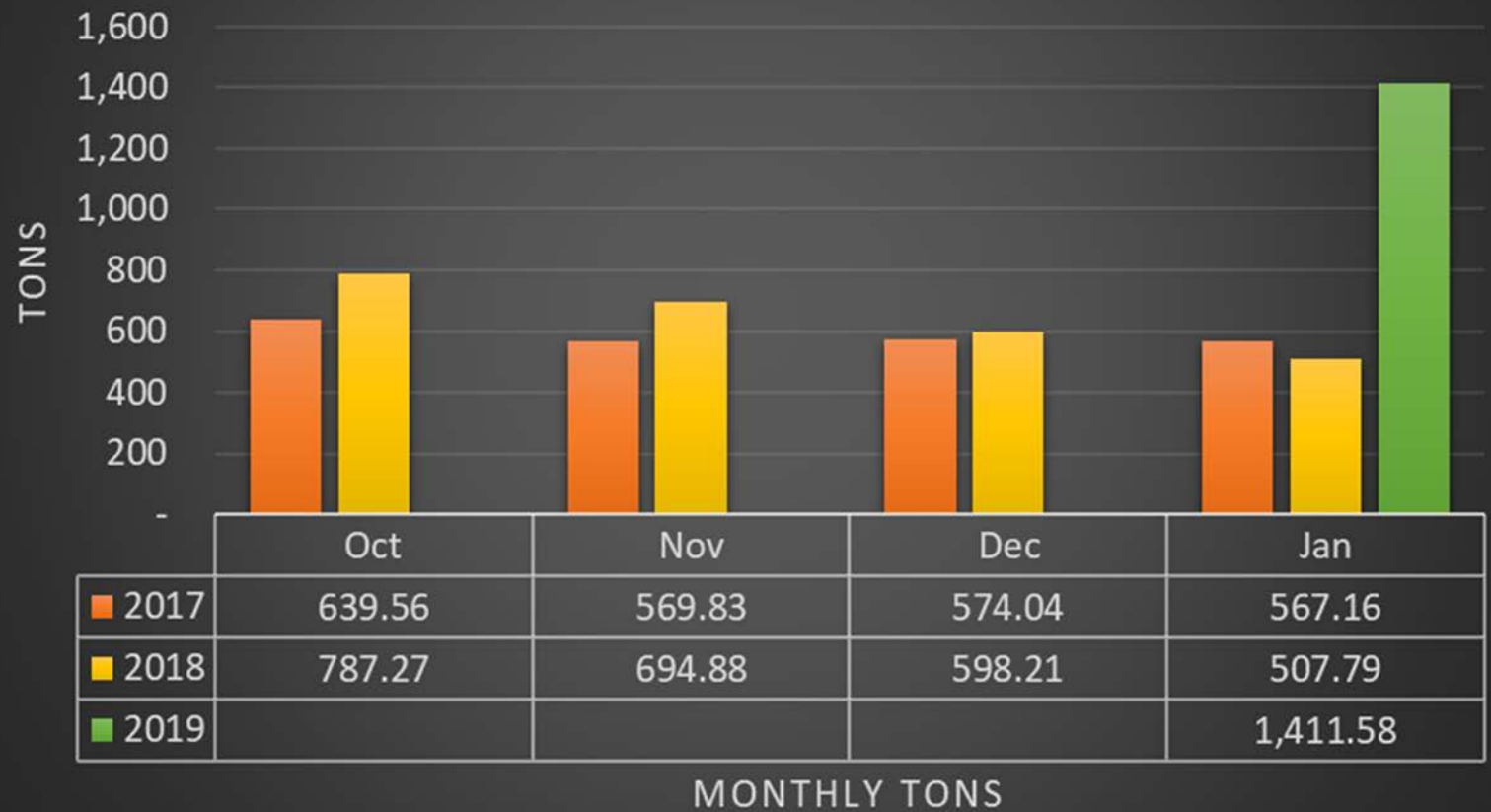
## No. of Operation Days per Month

	Oct	Nov	Dec	Jan
2017	22	19	22	21
2018	23	20	21	22
2019	0	0	0	22

## TOP 10 CUSTOMERS

	Total Tons
No. 1 Cash Customer	558
No. 2 Cavalier Container, LLC	313
No. 3 Carolina Green Corp.	199
No. 4 Time Disposal	92
No. 5 Happy Little Dumpsters, LLC	44
No. 6 Piedmont Facilities Mgmt. Inc.	21
No. 7 Oakhill Investments, LLC	19
No. 8 Barnett's Trash Service	12
No. 9 Robertson Renovations	11
No. 10 Ace Contracting, Inc.	10

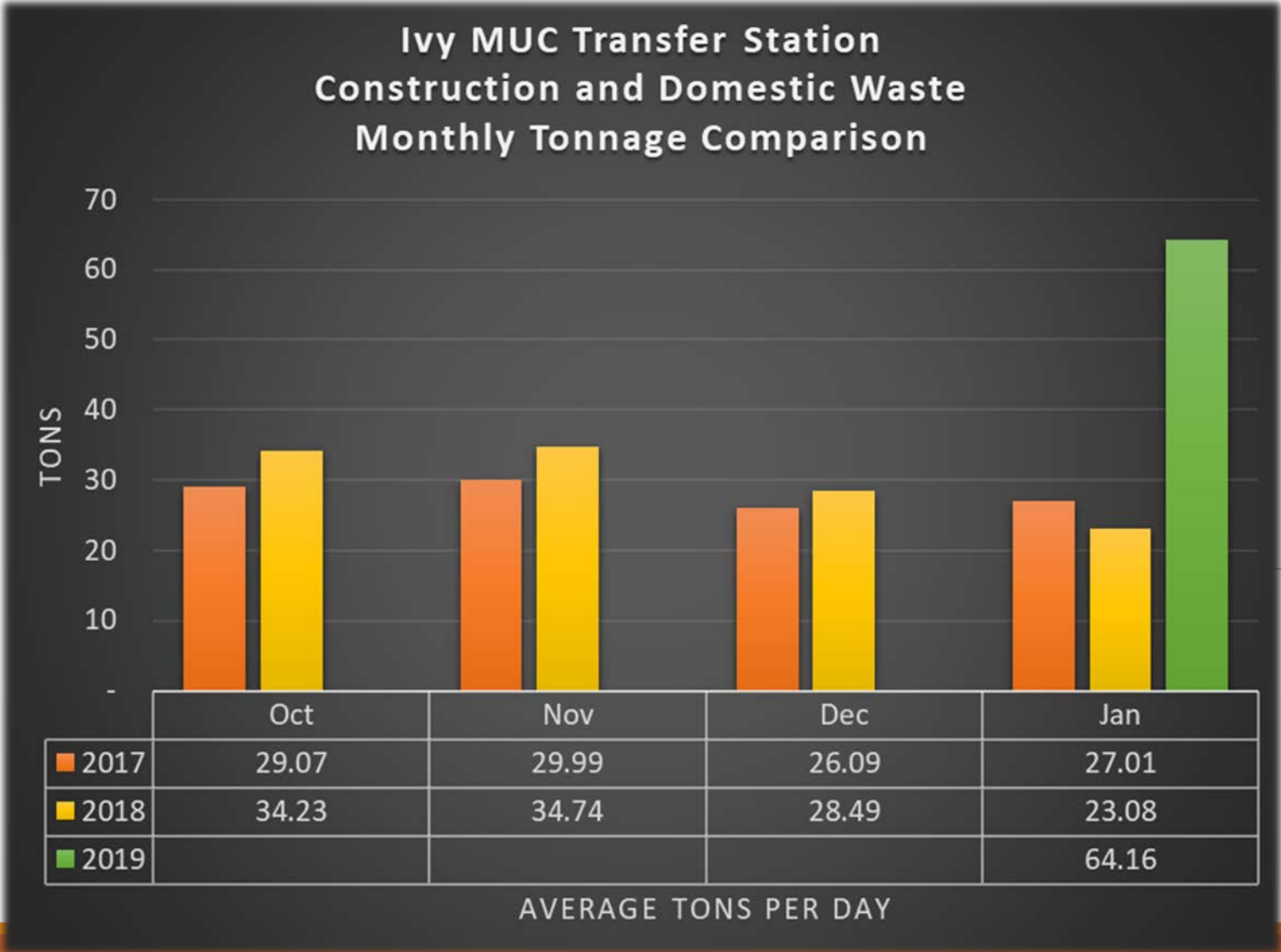
## Ivy MUC Transfer Station Construction and Domestic Waste Monthly Tonnage Comparison



177% increase from Jan 2018



# Construction & Domestic Waste Average Tons Per Day



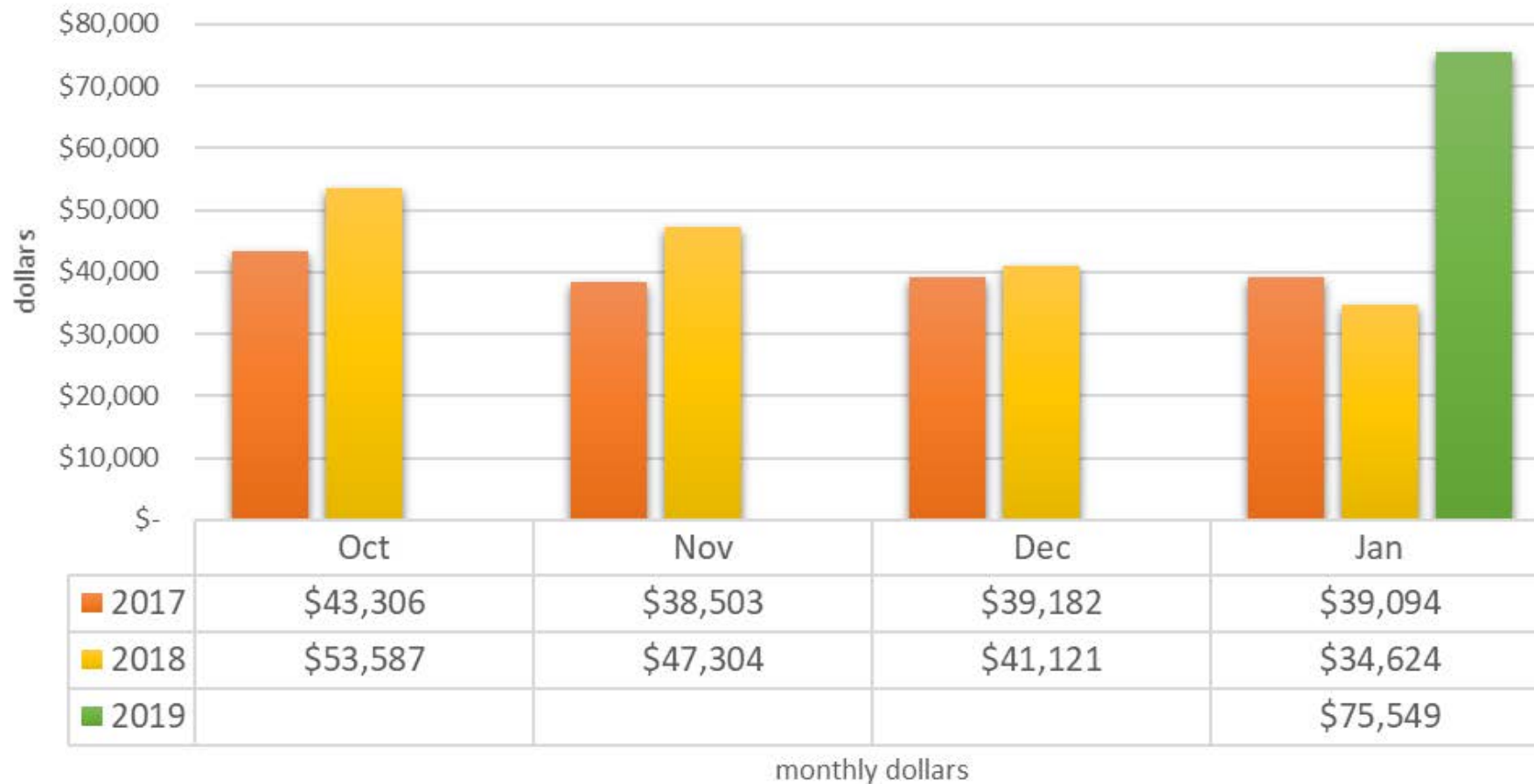
## No. of Operation Days per Month

	Oct	Nov	Dec	Jan
2017	22	19	22	21
2018	23	20	21	22
2019	0	0	0	22

## TOP 10 CUSTOMERS

	Avg. Per Load
No. 1 Carolina Green Corp.	9.49
No. 2 Time Disposal	6.57
No. 3 Cavalier Container, LLC	3.86
No. 4 Ace Contracting, Inc.	1.74
No. 5 Happy Little Dumpsters, LLC	1.35
No. 6 Robertson Renovations	0.94
No. 7 Piedmont Facilities Mgmt. Inc.	0.67
No. 8 Oakhill Investments, LLC	0.60
No. 9 Barnett's Trash Service	0.53
No. 10 Cash Customer	0.29

# Ivy MUC Transfer Station Construction and Domestic Waste Monthly Dollar Comparison



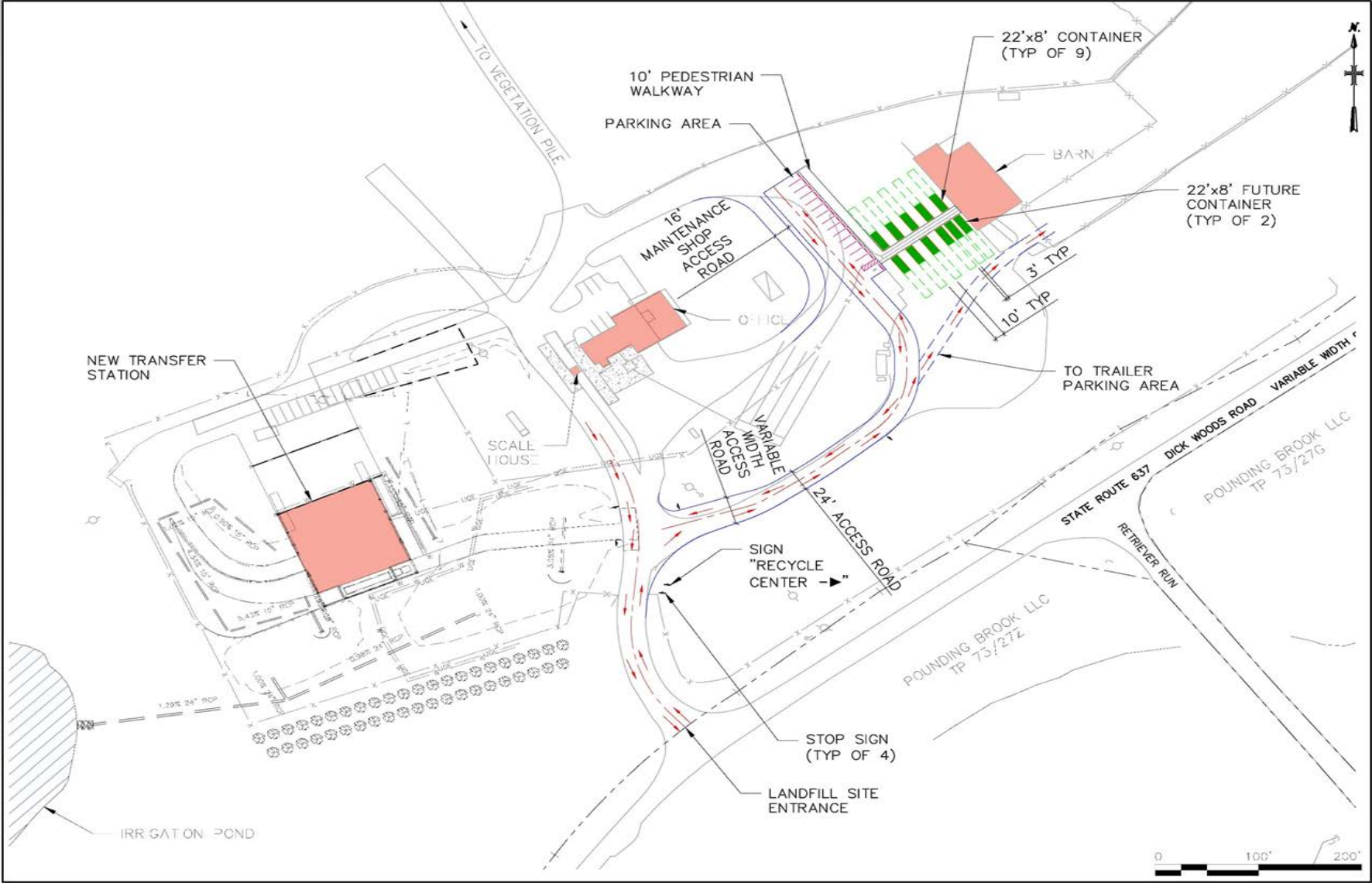
# Operating the Transfer Station on Mondays

- 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

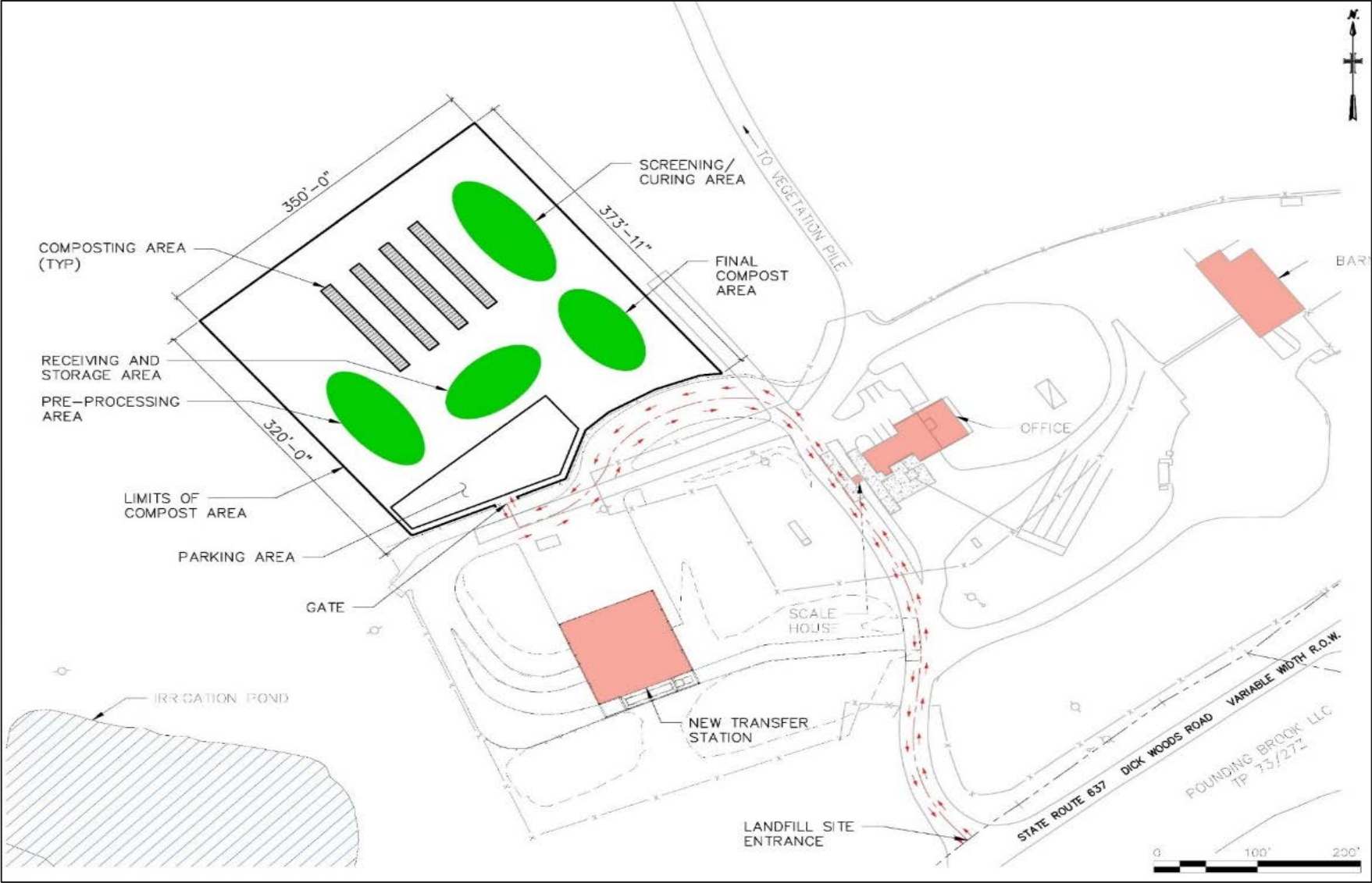
- On January 31, Arcadis-US, Inc. submitted the final Recycling Master Plan report for the Ivy MUC
- The plan provided an analysis of the recycling services provided by the RSWA compared to a set of Reference Counties
- The plan provided this Board with two alternatives for the design of a recycling 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 and 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



# Plastics Recycling

- 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



Existing Logo



Proposed Logo



**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).

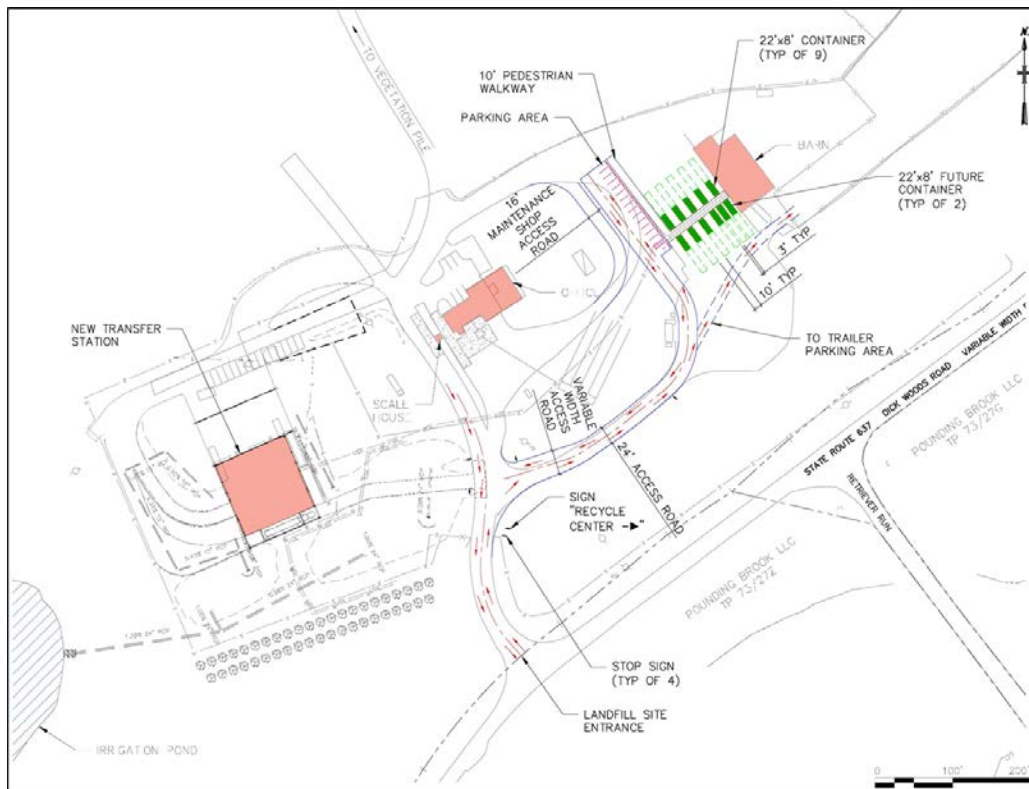
The Master Plan process also provided two alternatives for a location and general layout of a new Ivy convenience/recycling center. At the August 2018 meeting, the Board selected "Alternative 1", as the preferred alternative (Figure 1). The Master Plan also provided a model layout for a possible future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

Figure 1 – Alternative 1: IMUC Convenience Center

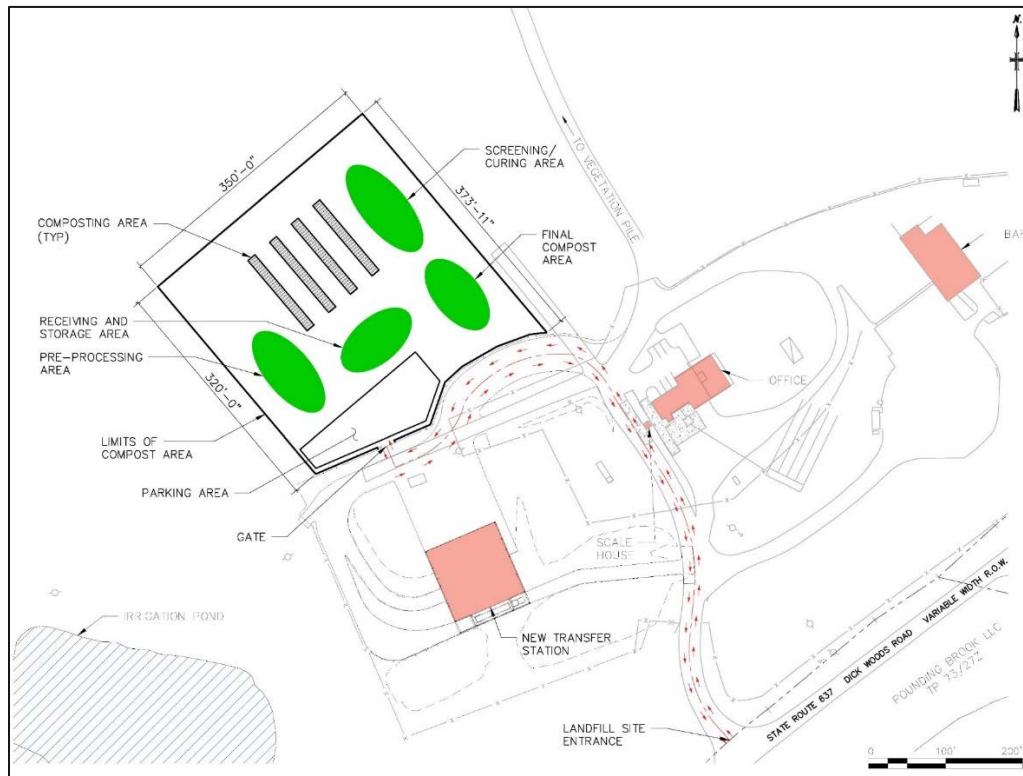
22'x8' CONTAINER



The Master Plan also introduces

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.

Figure 2 – Conceptual Composting Area



### 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



virgin materials, nor does it lessen the environmental impact of managing this waste. 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:



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:



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 identify. 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.





# STRATEGIC PLAN QUARTERLY UPDATE

1<sup>st</sup> Quarter – 2019

Report to the Board of Directors  
February 26, 2019

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**RIVANNA**  
WATER AND SEWER AUTHORITY  
& SOLID WASTE AUTHORITY

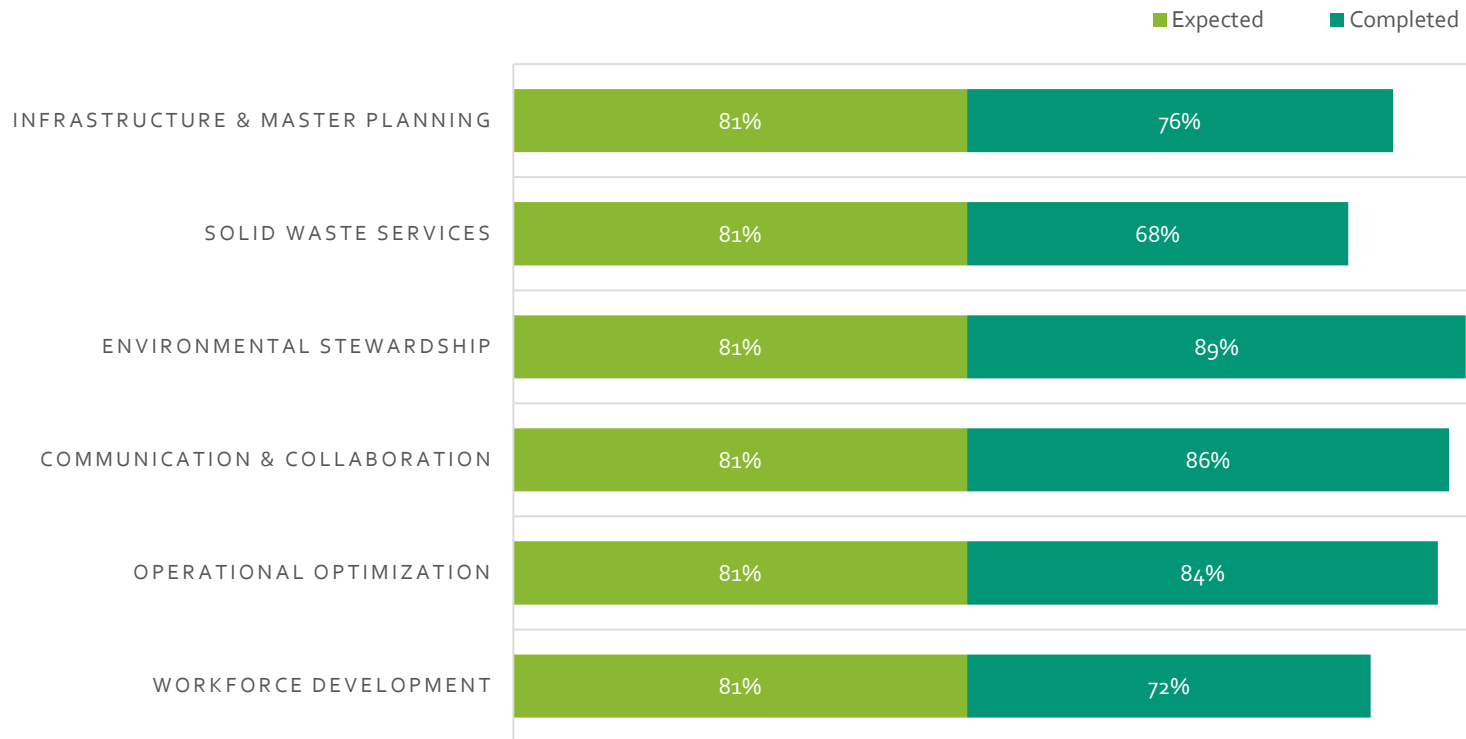
# Goal Team Composition

Goal	Champion
Communications	Katie McIlwee
Environmental Stewardship	Andrea Terry
Solid Waste Services	Phil McKalips
Workforce Development	Betsy Nemeth / Lonnie Wood
Infrastructure	Scott Schiller
Operational Optimization	David Tungate



# By the Numbers

Overall plan completion: 79%



# Workforce Development Tactics

## Strategies:

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

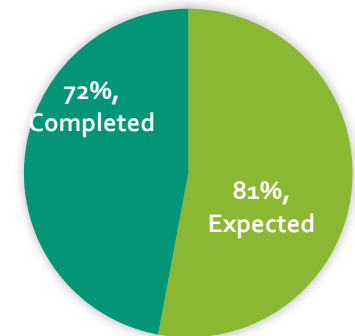
## Recent Activity:

- 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

## PROGRESS STATUS



## TACTIC COMPLETION



# 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

## PROGRESS STATUS



## TACTIC COMPLETION



Status: **GREEN**

# Communication & Collaboration Tactics

## Strategies:

- A. Create & maintain internal communication platforms
- B. Create & implement a comprehensive public outreach plan

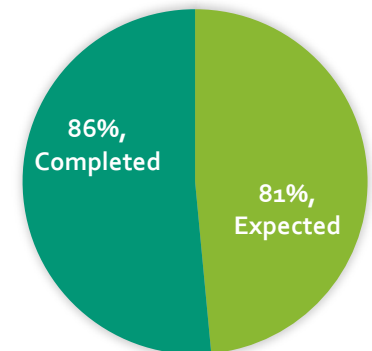
## Recent Activity:

- 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

## PROGRESS STATUS



## TACTIC COMPLETION





Status: **GREEN**

# Environmental Stewardship Tactics

## Strategies:

- A. Increase internal environmental engagement
- B. Designate resources to support environmental outreach & green initiatives

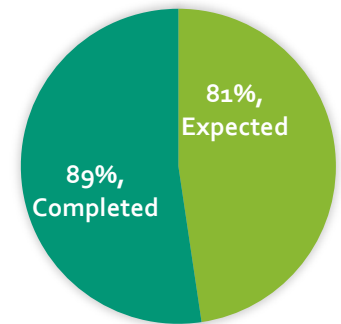
## Recent Activity:

- 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

## PROGRESS STATUS



## TACTIC COMPLETION



# Solid Waste Services Tactics

## Strategies:

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

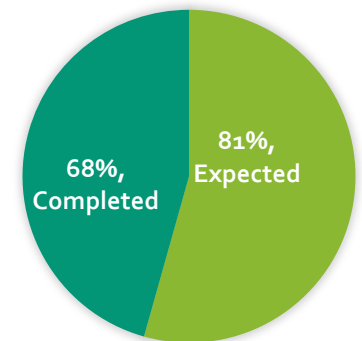
## Recent Activity:

- 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

## PROGRESS STATUS



## TACTIC COMPLETION



# 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
- 

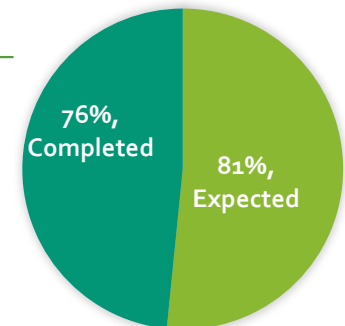
## Recent Activity:

- 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

## PROGRESS STATUS



## TACTIC COMPLETION



# QUESTIONS?

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# 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