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RSWA BOARD OF DIRECTORS Minutes of Regular Meeting May 28, 2019

A regular meeting of the Rivanna Solid Waste Authority (RSWA) Board of Directors was held on Tuesday, May 28, 2019 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: Paul Oberdorfer, Mike Gaffney, Lance Stewart, Kathy Galvin, Dr. Tarron Richardson (arrived at 2:08 p.m.).

Board Members Absent: Jeff Richardson, Dr. Liz Palmer

Staff Present: Lonnie Wood, Jennifer Whitaker, Phil McKalips, Liz Coleman, Scott Schiller, Austin Marrs, Andrea Terry, David Tungate, Michelle Simpson, Grace Hopkins, Caitlyn Homet, Bill Mawyer, Katie McIlwee.

Also Present: Kurt Krueger, RWSA counsel, members of the public and media representatives.

#### 1. CALL TO ORDER

Mr. Gaffney opened the May 28, 2019 meeting of the Rivanna Solid Waste Authority. He welcomed new Board members Dr. Tarron Richardson, Charlottesville City Manager, and Mr. Lance Stewart, Albemarle County Director of Facilities and Environmental Services.

#### 2. MINUTES OF PREVIOUS BOARD MEETING

Minutes of the Regular Meeting of the Board on April 23, 2019 Mr. Gaffney asked Board members if they had comments or changes.

Ms. Galvin moved that the Board approve the minutes of the previous Board meeting. The motion was seconded by Mr. Oberdorfer and passed (4-0). Dr. Richardson had not yet arrived at the meeting, and Mr. Richardson and Dr. Palmer were absent from the meeting and the vote.

#### 3. RECOGNITION

## Resolution of Appreciation for Trevor Henry

Mr. Gaffney read the following resolution into the record:

WHEREAS, Mr. Henry has served as a member of the Solid Waste Authority Board of Directors since June of 2016; and

WHEREAS, over that same period Mr. Henry has demonstrated leadership in solid waste and recycling services; and has been a valuable member of the Board of Directors and a resource to the Authority; and

WHEREAS, Mr. Henry's understanding of the solid waste and recycling operations of Albemarle County and has supported a strategic decision-making process that provided benefits to the customers served by Albemarle County as well as the community as a whole.

WHEREAS, the Solid Waste Authority Board of Directors is most grateful for the professional and personal contributions Mr. Henry has provided to the Authority and to the community;

 NOW, THEREFORE, BE IT RESOLVED that the Rivanna Solid Waste Authority Board of Directors recognize, thank, and commend Mr. Henry for his distinguished service, efforts, and achievements as a member of the Rivanna Solid Waste Authority, and presents this Resolution as a token of esteem, with its best wishes in his future endeavors.

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

Ms. Galvin moved that the Board adopt the resolution. The motion was seconded by Mr. Oberdorfer and passed (4-0). Dr. Richardson had not yet arrived at the meeting, and Mr. Richardson and Dr. Palmer were absent from the meeting and the vote.

Mr. Trevor Henry addressed the Board. He expressed appreciation for the recognition and stated he has valued his time on the Board and he had much to learn. He stated that Mr. Stewart has more technical acumen than he does and will be a good addition to the team, observing that he is already providing budget and operational support. He stated that in his role he will do everything he can to support the mission of Rivanna.

# b. Government Finance Officers Association, Certificate of Achievement for Excellence in Financial Reporting: Director of Finance, Mr. Lonnie Wood

Mr. Gaffney read a letter addressed to him from Michele Mark Levine, Director, Technical Services Center, Government Finance Officers Association, notifying Rivanna of its earning of the Certificate of Achievement for Excellence in Financial Reporting for its 2018 Comprehensive Annual Fiscal Report.

Mr. Gaffney thanked Mr. Wood and staff for their outstanding work which gets better every year.

Mr. Gaffney returned to the Call to Order portion of the meeting with the arrival of Dr. Richardson and welcomed Dr. Richardson to the Board.

### 4. ELECTION OF SECRETARY-TREASURER

Mr. Gaffney informed Dr. Richardson that the Secretary-Treasurer position for the Authority had been held by Mike Murphy, his predecessor as City Manager and former Board member.

Mr. Krueger explained to Dr. Richardson that the County Executive and City Manager normally serve as Vice-Chair and Secretary Treasurer of the two authorities, alternating these positions every

two years, and it was proposed that Dr. Richardson would serve out the remainder of Mr. Murphy's
term as Secretary-Treasurer of the RSWA and would also be asked to serve as Vice-Chair of
RWSA.

Dr. Richardson agreed to do so.

 Ms. Galvin moved that the Board appoint Dr. Tarron Richardson as Secretary-Treasurer. The motion was seconded by Mr. Oberdorfer and passed (4-0). Dr. Richardson abstained, and Mr. Richardson and Dr. Palmer were absent from the meeting and the vote.

## 5. EXECUTIVE DIRECTOR'S REPORT

Mr. Mawyer stated that one of Rivanna's strategic plan goals is workforce development, and he recognized and congratulated Ms. Liz Coleman, Safety Manager, for completing the experience and examination requirements to be certified as an Associate Safety Professional by the Board of Certified Safety Professionals.

He recognized the attendance of Grace Hopkins, summer safety intern, and Caitlyn Homet, construction group intern, and he noted that three other interns will be assisting staff this summer.

Mr. Mawyer informed the Board that all staff had attended two benefits and safety meetings at the Holiday Inn in Charlottesville, at which he spoke about the state of the Rivanna Authorities, Elizabeth Coleman talked about safety, and Mr. Wood and Ms. Nemeth invited benefits providers to review benefits options with staff.

 Mr. Mawyer reported that over 4,700 vehicles came across the Ivy scales in April and the facility averaged 85 tons per day, including an average of 90 tons per day on Mondays since this day was added on March 18. He stated that they are meeting the financial break-even objectives with these options, and he recognized Phil McKalips and his staff for their work. He announced that the annual amnesty days for hazardous household and bulky waste were recently held, during which over 900 County and over 200 City vehicles participated over a four-day period.

Mr. Gaffney asked how these numbers compared to those of previous years.

Mr. McKalips replied that the total was within one or two percent of last year.

#### 6. ITEMS FROM THE PUBLIC

Mr. Gaffney opened the Items from the Public portion of the meeting. As no one came forward to address the Board, Mr. Gaffney closed this portion of the meeting.

# 7. RESPONSES TO ITEMS FROM THE PUBLIC

Mr. Gaffney noted that there were no responses to public comment.

## 8. CONSENT AGENDA

a. Staff Report on Finance

- 144 b. Staff Report on Ivy Material Utilization Center/Recycling Operations Update 145
  - c. Staff Report on Ivy Landfill Environmental Status
  - d. Proposed Amendment No. 8 to the Local Government Agreement for Recycling Programs

Mr. Gaffney asked members if there were any items they would like to pull from the Consent Agenda.

Mr. Mawyer stated that with the local government agreement on recycling programs in Item D, they were now implementing the eighth amendment, so they made it an automatically renewing amendment each year unless the City or the County decided not to renew it.

Ms. Galvin moved that the Board approve the Consent Agenda. The motion was seconded by Mr. Oberdorfer and passed unanimously (5-0). Mr. Richardson and Dr. Palmer were absent from the meeting and the vote.

#### 9. OTHER BUSINESS

a. Presentation and Public Hearing: Rate Resolution Adoption, Approval of FY2019-2020 Budget and CIP.

Mr. Mawyer reminded the Board that he presented the \$4.2M budget to them last month and stated he will provide a brief overview after which he will request a public hearing and consideration for adoption of the budget, rates, and Capital Improvement Program. He stated the largest item in the budget is \$1.9M or 46% of the total budget, for the Ivy Transfer Station. He presented a slide with a pie chart showing the categories that make up the budget, which he noted has increased by about \$1M over last year. He stated the drivers of the increase include increased expenses to handle increased traffic through the transfer operation, though this is more than offset by increased revenues, \$300K for a landfill cap regrading project, and some additional expenses for recycling.

Mr. Mawyer noted that they did not have reserves to utilize next year. He noted that revenues from the Ivy Transfer Station are approximately \$1.4M, with County funding making up the difference between expenses and revenues under a support agreement for the Ivy Transfer Station operations. He stated the environmental program involves ground water and gas remediation on old landfill cells, electronic and household hazardous waste, and paint disposal programs, for which the County, City, and UVA share the costs, as per a January 2002 Memorandum of Understanding. He reminded the Board that under the MOU, UVA pays a fixed contribution of \$79,982, while the County pays 64.5% and the City pays 35.5% of the balance.

He reminded the Board of the August 2011 Local Government Support Agreement for Recycling Programs under which the County agreed to pay 70% and the City agreed to pay 30% of recycling costs and noted the program has a total deficit of \$468K. He stated the operations of Ivy are funded by the County with revenue deriving from vegetative waste disposal, mulch, and tire sales. He stated the City's cost under the MOU and Local Government Support Agreement for next year would be \$491K, the County's cost under the MOU, Local Government Support Agreement and the Ivy Transfer Station operations support agreement would be \$1.7M, and UVA's cost under the MOU would be \$79K.

Ms. Galvin asked if UVA's contribution has remained the same since 2005.

Mr. Gaffney explained that UVA paid more in the early years when there was mitigation work. He explained that it was estimated that UVA contributed about 7% of the landfill's waste, which is how they determined what the annual payment should be.

Mr. Wood clarified that UVA paid a different amount during the first five years and will pay the same fixed amount for years 6-30.

Mr. Mawyer reviewed expenses as follows: 3% staff merit pool, 2% health insurance increase, three additional staff positions, including two transfer facility attendants for the expanded six-day opening schedule for which they have hired two temporary employees under a six-month pilot.

Mr. Mawyer reviewed revenues, including \$2M in sales from transfer operations and other fees. He noted that they have not proposed any changes to the tipping fees and have removed pallet recycling from the schedule since it was not working well in the mulch program.

Ms. Galvin asked if the problem with the recycling of pallets was nails.

Mr. McKalips explained that they try to create hardwood mulch and the pallets are painted, contain nails, and the quality of the material is not what they wanted -- so they ended up hauling them up to the transfer station at the end of the year and mixing them with other material.

Mr. Mawyer stated that the Board would need to hold a public hearing on the proposed rates, as advertised, and then vote on the budget and the CIP -- which is \$515K to do the regrading of the landfill cell, and \$350K for the new convenience center at the request of the County.

Mr. Gaffney opened the public hearing on the rate adoption and related budget and invited members of the public to speak. As no one came forward to address the matter, Mr. Gaffney closed the public hearing and brought the matter before the Board.

Ms. Galvin moved that the Board adopt the rate resolution, as presented. The motion was seconded by Mr. Oberdorfer and passed (5-0). Mr. Richardson and Dr. Palmer were absent from the meeting and the vote.

Ms. Galvin moved that the Board approve the FY20 budget and Capital Improvement Plan. The motion was seconded by Mr. Oberdorfer and passed (5-0). Mr. Richardson and Dr. Palmer were absent from the meeting and the vote.

(At 2:25 p.m., the Rivanna Solid Waste Authority Board entered into a joint meeting with the Rivanna Water and Sewer Authority Board.)

b. Presentation: Quarterly Strategic Plan Update – year one Wrap-Up; Goal Team Leaders

Ms. Katie McIlwee reminded the Board that they have had three previous updates and stated the champions of the six goal earns will present their year-end wrap ups, after which the Board may ask questions. She stated they have six goals and 12 strategies from which the goal teams have developed 78 tactics and they have completed 100% of what they had intended for year one.

Ms. McIlwee presented for the Communications and Collaboration goal team. She stated that over the last quarter they have continued to collaborate with IT and other members of the goal team to test and research different methods of increasing internal communication and Office 365 products and have also worked with Administration and IT to research a new document management workflow software. She stated they have completed the employee portal, enhanced the usability of the Rivanna website, and coordinated with Environmental Stewardship goal team on some community events, such as Imagine A Day Without Water and Riverfest, as well as a regional managers' mixer, for which they brought in other utilities from the Central Virginia area, and team building events with the City and the Albemarle County Service Authority. She stated they also have quarterly internal employee team building engagements and a bi-monthly Rivanna employees' newsletter.

Mr. O'Connell asked what the communications agreement among water partner agencies was about.

Ms. McIlwee explained that this stemmed from the initial tactic planning meetings when they were deciding how to implement strategies and thought that an agreement was needed, though as they have moved along they have realized that some of the tactics are not necessary. She stated this tactic was about knowing who to speak with at the County, City, or ACSA with regards to communications or marketing and working together, more than developing an actual agreement.

Ms. Betsy Nemeth, Manager of Human Resources, presented for the Workforce Development goal team. She stated they have been busy working their strategy of developing a comprehensive staffing classification and compensation plan and to conduct a training needs assessment and enhance the training program. She noted that they recommend a pay grade scale adjustment as well as new positions for both Authorities, which she noted are in the final draft of the Personnel Management Plan, which now is combined for the two Authorities and has had language regarding standard operating procedures removed. She stated they have conducted and continue to conduct training on CPR, ADAD, and leadership for managers and certain operators, for which they have partnered with PVCC, which she characterized as an amazing and terrific partner. She continued that last July 1st they implemented the recommendations of the compensation plan salary survey conducted by Evergreen. She stated they have a Staffing Master Plan which will be regularly evaluated and a Consolidated Personnel Management Plan.

Mr. David Tungate, Director of Operations, presented for the Operational Optimization goal team. He stated their strategy is to continually evaluate, prioritize, and improve key business and operational processes and to protect our workforce and the public by continually growing a culture of safety. He reviewed recent activity, including completion of Phase 1 and the beginning of Phase 2 of the corrosion inhibitor project, compliance with the American Water Infrastructure Act, by conducting a vulnerability assessment for which they must demonstrate compliance by August 2020 and expect to be compliant by next March, and continuing with the design of the South Rivanna Water Treatment Plant, which will use updated technology and allow them to change some processes. He reviewed year one highlights, which include the hiring of a consultant to conduct a safety master plan to look at how they do things on the operations side, how they treat water and wastewater, and the equipment and processes. He stated they have installed web-based security cameras at South Rivanna, Crozet, and Moores Creek.

Ms. Andrea Terry, Water Resources Manager, presented for the Environmental Stewardship goal team. She stated that their strategies are to increase environmental engagement and designate resources to support environmental outreach agreements. She stated they wanted to have an

employee from each division come and sit with them and talk about what Rivanna does that is good for the environment and how they can engage with the community and partners to do this a little bit more. She stated the committee has supported the Rivanna Riverfest, which she characterized as a great effort with Rivanna Conservation Alliance and ACSA and a good collaborative opportunity. She stated they also conducted stream cleanup on Moores Creek after which three employees asked to serve on the committee and now serve. She stated they have catalogued a list of green activities, increased outside collaboration and will continue to do so, and they plan to establish an environmental committee next year, which will meet bi-monthly and consider ways to become more engaged.

Mr. Stewart expressed his thanks to Phil McKalips for taking part in the climate action team and stated that he has been an incredible resource.

Mr. Phil McKalips, Director of Solid Waste, presented for the Solid Waste Services goal team. He stated that when considering their strategies he considers what people want them to be and what the community landscape is. He stated they feel they have set themselves up well to be able to communicate with community partners such as haulers, UVA, the City and County, and the public, which can provide feedback as to where they see needs. He stated they decided to open on Mondays after speaking with haulers, which stimulated them to conduct cost modeling and which has been favorably received. He explained that the idea to introduce composting resulted from dialog with representatives of UVA and the Climate Action Committee. He reviewed ideas they have for next year, including optimization of existing resources at McIntire and improving public outreach.

Mr. Gaffney emphasized that the strategic plan was a long time coming and has taken some time to be developed, and stated that he is thoroughly impressed every time. He asked how it has helped Mr. McKalips as well as others in the organization along the way.

Mr. McKalips replied that putting the idea of optimization on a piece of paper has pushed them to look at things outside of the box and he feels they have utilized the process effectively.

Mr. Mawyer echoed Mr. McKalips' comment, adding that they are looking in every drawer and at every policy and procedure to see if they can do things in a better way. He emphasized that the skillset and knowledge of staff is important to be able to do this.

Mr. Scott Schiller, Engineering Manager, presented for the Infrastructure & Master Planning goal team. He stated their two strategies are to implement an asset management program for the Authority and to develop and maintain long-term master plans. He stated they have developed an internal asset management policy, which can help dictate how the program proceeds and is part of the first phase of the plan, which they focused on this year. He described this as a road map for what they want the plan to look like, how it will be implemented over the next few years and indicated that, as part of the process, they have had staff training workshops, performed a gap assessment on procedures, and are looking at business process improvements and IT strategies.

Mr. Schiller stated they have developed an inventory of master plans to enable to determine if there are projects that have been identified that still have to be done and to see which facilities or systems may have gaps for which they don't have a master plan. He next reviewed year one highlights. He stated they contracted with a nationally recognized consulting firm to guide them through the asset management process, which he characterized as a great learning experience, and for both strategies they have begun to organize internal assets, some of which will be included in the internal asset

management program as they move to the implementation phase, and which will allow them to identify some critical assets in the Master Plan that may warrant their own master plans.

Ms. Galvin asked who the consulting firm is.

Mr. Schiller replied that it is GHD, based in Maryland.

Mr. Gaffney asked if there is a way to measure ways to increase the life of equipment and if the consulting company can help with this.

Mr. Schiller replied that a lot of the asset management involves risk assessment and where to best apply their efforts and they will answer questions about pieces of equipment to determine risk and consequence of failure in order to apply efforts most effectively. He stated there could be opportunities to extend the life of equipment through additional preventive maintenance or by having more spare parts in stock.

Mr. Mawyer added that there are benefits in cost savings where they can proactively plan for replacement rather than react when something breaks.

Ms. McIlwee stated that in year two some of the goal teams will be replacing members and inviting additional employees to serve, the teams will develop new tactics, start new strategies, decide what needs to roll forward and what is complete, and they will provide another update to the Board next quarter.

Ms. Galvin remarked that she understands the value of the strategic plan, described it as being crisp, clean, concise, substantive, and can be used to enhance performance. She thanked them for taking it so seriously and for implementing it so wholeheartedly.

Mr. Mawyer remarked that the strategic plan has given them guidance and direction.

Mr. McKalips remarked that it is helpful to have the strategic plan posted at work locations.

Mr. Mawyer stated that at the benefits and safety meeting they talked about the purpose and goals of the strategic plan and have tried to keep it front and center for everyone.

b. Presentations; Lonnie Wood, Director of Finance and Administration i. Personnel Management Plan Update ii. FY 2020 Pay Scale Adjustment iii. Virginia Retirement System Long Term Care Program

Mr. Wood stated they have come up with a new personnel management plan based on the combining of existing plans and the elimination of some procedures. He noted that their payroll timesheet and timekeeping process is manually driven, though they plan to go to an automated system as part of their IT Master Plan, as their policies didn't fit with modern payroll and timekeeping processes. He continued that they have gone to a blended overtime rate, which means that overtime is calculated weekly, whereas the Authority has a bi-weekly pay schedule, which could result in two different overtime rates on one paycheck. System changes they have made will allow them to do this and to bring the overtime policy into the modern era and to meet all FLSA

requirements. He stated they have added night differential pay of 2% of base pay for water and wastewater operators that work a rolling 12 hour day/night shift, as this had been identified in meetings with employees and is an incentive for employees to take this shift.

Mr. O'Connell asked if he has included the funding for that in the budget.

Mr. Wood replied that it will cost about \$16K and will be absorbed under normal vacancy turnover and, should it run over, they can make up the difference in workman's compensation since they received a better bid this year. He stated they have included a retirement benefit that mirrors what VRS Plan 1 employees receive in the old manual. The new policy enables hybrid employees to receive \$200 of sick leave pay for each year of service up to a maximum of \$5K. He stated he will review a couple of other notable policy changes. He stated the Wednesday before Thanksgiving will become a formal holiday and they will make April 13, Thomas Jefferson's birthday, a floating holiday for which the Authority will be open. He stated they have increased the tuition reimbursement of college credit courses from \$2,625 to \$5,250, which is the IRS tax-exempt limit. He thanked Ms. Nemeth for her work on this.

 Mr. Wood reminded the Board that in summer 2017, they instituted a salary survey along with the compensation plan and that salary adjustments in 2018 were made based on the results, despite the fact the data was probably a year old. He stated they utilized that year-old data and will now add a CPI-U Index adjustment increase which could support a 5% increase, but which will not have a budget impact.

Dr. Richardson asked how they planned to keep the scale moving.

Mr. Wood replied that the Authority's policy mandates a salary survey every five years, though their goal is to conduct this every three years, and in off years will look at the CPI-U increase.

Mr. Gaffney stated if they only did it once every five years, it would look like a huge jump.

 Mr. Wood informed the Board that VRS offers a long-term care insurance program through political subdivision employers, the last time political subdivisions could opt in was in 2010-2011, and the Authority recommends they opt in this time, as this will not entail any cost to the Authority as employees pay for 100% of the cost and it does not have to be deducted by payroll.

Dr. Richardson asked what the savings on overtime will be by calculating overtime pay on a weekly basis.

Mr. Wood explained that under the current system, they consider holiday and unscheduled time pay to be overtime pay, which is difficult to manage, and the new system will be easier to manage by separating out what is truly overtime and allow them to adjust schedules to reduce overtime.

Dr. Richardson remarked that when a person takes off the second week of the pay period the costs jump if overtime is calculated weekly and he thinks they will see cost savings.

Mr. Wood replied that he is hoping they will.

Ms. Galvin asked how often employees were evaluated.

Mr. Wood replied that the evaluation period runs from April 1-March 30, so that the merit system can be effective July 1, and enables them to have sufficient time to conduct evaluations, meet with employees, and enter the information into the system. Mr. Mawyer explained that employees are rated on a 1 to 3 scale and the 3% pool money approved by the Board is distributed in accordance with the merit score. Mr. Wood added that the pool of money for merit pay is limited and they have to wait until everyone has been evaluated in order to calculate the merit pay for each employee. Ms. Galvin moved that the boards of the RSWA and RWSA approve the update of the Personnel Management Plan, FY20 payroll scale adjustment, and Virginia Retirement System Long-Term Care Insurance program. The motion was seconded by Mr. Oberdorfer and passed (5-0) by the RSWA Board and (5-0) by the RWSA Board. Mr. Richardson and Dr. Palmer were absent from the joint meeting and the vote. 10. OTHER ITEMS FROM BOARD/STAFF NOT ON AGENDA There were none presented. 11. CLOSED MEETING There was no closed meeting. 12. ADJOURNMENT At 3:01 p.m., Ms. Galvin moved that the RSWA Board adjourn its meeting. The motion was seconded by Mr. Oberdorfer and passed (5-0). Respectfully submitted, 

 Dr. Tarron Richardson Secretary - Treasurer