

**RSWA BOARD OF DIRECTORS**  
**Minutes of Regular Meeting**  
**November 19, 2019**

A regular meeting of the Rivanna Solid Waste Authority (RSWA) Board of Directors was held on Tuesday, November 19, 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, Kathy Galvin, Mike Gaffney, Dr. Liz Palmer, Jeff Richardson, Lance Stewart.

**Board Members Absent:** Dr. Tarron Richardson.

**Rivanna Staff Present:** David Rhoades, Phil McKalips, Lonnie Wood, Michelle Simpson, Austin Marrs, Andrea Terry, Victoria Fort, Jennifer Whitaker, Scott Schiller, Dr. Bill Morris, Katie McIlwee, Bill Mawyer.

**Attorney(s) Present:** Mr. Kurt Krueger.

**Also Present:** Members of the public and media representatives.

**1. CALL TO ORDER**

Mr. Gaffney convened the November 19, 2019 meeting of the Rivanna Solid Waste Authority at 2:02 p.m.

**2. MINUTES OF PREVIOUS BOARD MEETING**

*Minutes of the Regular Meeting of the Board on September 24, 2019*

Mr. Gaffney asked Board members if they had comments or changes.

Mr. Mawyer stated that on line 154, where it says, "contracted by the Authority," it should read, "besides the one contracted by the City". He stated following that, on line 154-155, it should read, "She asked if they are assuming that this is just a matter of changing the ordinance, if that would take care of who picks up in the City?" He stated this was in reference to Dr. Palmer's comment.

**Dr. Palmer moved that the Board approve the minutes of the previous Board meeting, with the changes noted. She was seconded by Mr. Oberdorfer and the motion passed unanimously (6-0). Dr. Richardson was absent from the meeting and the vote.**

**3. RECOGNITIONS**

*a. Resolution of Appreciation for Kathy Galvin*

Mr. Gaffney read the following resolution:

WHEREAS, Ms. Galvin has served as a member of the Board of Directors for the Rivanna Water & Sewer Authority and the Rivanna Solid Waste Authority since November 2011; and

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

49  
50 WHEREAS, Ms. Galvin's understanding of the water, sewer, solid waste and recycling operations  
51 of the City of Charlottesville, the Water & Sewer Authority and the Solid Waste Authority has  
52 supported a strategic decision-making process that provided benefits to the customers served by the  
53 City of Charlottesville as well as the community as a whole. During Ms. Galvin's tenure and  
54 through her efforts, major projects were completed including:

- 55  
56 - the Ragged Mountain Reservoir Dam  
57 - the Rivanna Sewer Pumping Station  
58 - Odor Control Improvements at the Moores Creek Advanced Water Resource Recovery Facility  
59 - Granular Activated Carbon Filters for all water treatment plants  
60 - a Refuse Transfer Station at the Ivy Material Utilization Center  
61 - a Strategic Plan for both Authorities; and

62  
63 WHEREAS, the Board of Directors of the Water & Sewer Authority and the Solid Waste Authority  
64 are most grateful for the professional and personal contributions Ms. Galvin has provided to both  
65 Authorities and to the community; and

66  
67 NOW, THEREFORE, BE IT RESOLVED that the Board of Directors of the Rivanna Water &  
68 Sewer Authority and the Rivanna Solid Waste Authority recognize, thank, and commend Ms.  
69 Galvin for her distinguished service, efforts, and achievements as a member of the Rivanna Water  
70 & Sewer Authority and the Rivanna Solid Waste Authority, and present this Resolution as a token  
71 of esteem, with their best wishes in her future endeavors.

72  
73 BE IT FURTHER RESOLVED that this Resolution be entered upon both the permanent Minutes of  
74 the Rivanna Water & Sewer Authority and the Rivanna Solid Waste Authority.”

75  
76 **Dr. Palmer moved that the Board approve the resolution. The motion was seconded by Mr.**  
77 **Stewart and passed unanimously (6-0). Dr. Richardson was absent from the meeting and the**  
78 **vote.**

79  
80 Dr. Palmer stated that the Board members would all miss Ms. Galvin and that she would very much  
81 miss her. She expressed her appreciation for all the conversation about water, sewer, and trash over  
82 the past couple years.

83  
84 Ms. Galvin thanked the Board, noting that she was not expecting the resolution. She stated that  
85 everyone was part of the decisions, and that she was honored to be a part of the group for eight  
86 years. She stated it has been a cordial, productive, and civil group of people to work with.

87  
88 ***1. EXECUTIVE DIRECTOR'S REPORT***

89 Mr. Mawyer stated that it was a busy two months since the last Board meeting, and that many of the  
90 things RSWA does is guided by the Strategic Plan such as workforce development. He stated that  
91 they have expanded their staff recruitment efforts and have had staff training. He noted that they  
92 received safety training from the Charlottesville Fire Department, which included training on  
93 operating fire extinguishers.

95 Mr. Mawyer stated that the Solid Waste Director gave a presentation to a group of residents at the  
96 Ecovillage on the Solid Waste recycling and compost programs.

97  
98 Mr. Mawyer stated that the RSWA had another big month at the Ivy MUC and that in September,  
99 they had 4,355 vehicles come through. He stated that they averaged 105 tons per day of MSW and  
100 CDD disposed. He stated that similarly, in October, they had over 4,500 vehicles and again  
101 averaged 105 tons per day. He stated that looking back to before September 2018, they were doing  
102 30 tons per day, so the amount has more than tripled. He stated that the RSWA is meeting its  
103 objectives of increasing refuse disposal at the Ivy facility.

104  
105 Mr. Mawyer stated that there were Fall Hazardous Waste, Bulky Waste, and E-Waste collection  
106 days, totaling seven days (counting the commercial day). He stated that there were over 1,100  
107 County vehicles that came through and over 230 vehicles from the City that visited those events. He  
108 stated that they collected tons of furniture, mattresses, appliances, tires, and e-waste products.

109  
110 Mr. Mawyer stated that they celebrated National Recycling Day the week before, on November 15.  
111 He noted that Mr. McKalips and his staff gave out recycled, reusable shopping bags at the McIntire  
112 facility.

113  
114 Mr. Mawyer stated that RSWA also initiated a new program for the collection of political signs. He  
115 stated that the Albemarle County Solid Waste Alternatives Advisory Committee (SWAAC) had  
116 suggested having a container at the McIntire facility for a certain type of sign, as well as at Ivy, and  
117 they can now collect and recycle signs there.

118  
119 Mr. Mawyer stated that they held the Pumpkin Smash event at McIntire the day after Halloween, on  
120 November 2.

121  
122 Mr. Mawyer stated that they also started the new "Chuck a Shuck" program at McIntire, where they  
123 collect oyster shells.

124  
125 Mr. Mawyer stated that Mr. McKalips had done a great job at the local Thomas Jefferson Planning  
126 District Commission (TJPDC) meeting. He noted that there was some discussion with the localities  
127 about collecting and recycling glass. He stated that they receive glass at McIntire, which is then  
128 taken to Ivy to be dumped into the pile towards the back of the landfill. He stated that they have a  
129 vendor that comes to collect the glass to take it to a recycling center on a somewhat ad-hoc basis. He  
130 stated that Mr. McKalips is coordinating with Greene and Nelson Counties so that they could  
131 perhaps put together all the glass at Ivy and get a more structured program with the glass collection  
132 vendor to possibly generate additional revenue. He stated that if they have more product, they could  
133 interest more companies in taking the product.

134  
135 Mr. Mawyer stated that the RSWA has streamlined their holiday closing schedule for the next year.  
136 He stated that they had some different days that IMUC was closed versus McIntire, which they  
137 didn't think was necessarily customer friendly. He stated that they would close both the IMUC,  
138 McIntire Recycling, and the Paper Sort on the "Big 6" holidays -- New Years Day, Memorial Day,  
139 Independence Day, Labor Day, Thanksgiving Day, and Christmas Day. He stated that they would  
140 also have a half-day closing for Employee Appreciation Day. He stated that both facilities would  
141 close on those same days in the next year, noting this had not been done in the past.

142  
143 Mr. Mawyer stated that in terms of the Strategic Plan goal for Infrastructure and Master Planning,  
144 RSWA is continuing to do a Master Plan for the Paper Sort facility with the thought that as the

145 convenience centers increase (with building a new one at Ivy in the spring), and the amount of  
146 product they get that goes through the Paper Sort, they have to think about what capacity the paper  
147 sort can manage. He stated that this facility is off of Meade Avenue.  
148

149 Mr. Mawyer stated that they have started a procurement and are working with a consultant to look  
150 at how they can combine compostable food waste and biosolids at the Moores Creek Plant, then  
151 take that product to a compost vendor such as McGill, where they take truckloads of biosolids, but  
152 also to get food waste into the same truck and achieve some economy. He noted that from the  
153 biosolids discussion, they have some food waste that goes to Crimora, and some that goes on a  
154 different truck to McGill, so there are several trucks they are trying to consolidate to create some  
155 efficiency.  
156

157 Mr. Mawyer stated that they were moving forward with a design on a recycling convenience center  
158 at Ivy, and were hopeful that by June, that facility will be completed.  
159

160 Dr. Palmer stated that regarding America Recycles Day, some of the SWAAC team went out to do  
161 a sort of "ambassadors' day" to try to help people with their recycling, along with Mr. McKalips.  
162 She stated that a woman accidentally threw the keys to her car into one of the recycling bins, and  
163 did not remember which bin it went into. She stated she happened to be there at the time to dispose  
164 of campaign signs. She stated that as she was driving away, she saw a SWAAC member looking in  
165 the dumpster for the keys. She stated that she found out later that with Mr. McKalips and the  
166 committee member's help, they found the keys in the dumpster. She stated that this was an amazing  
167 story about going above and beyond the call of duty.  
168

169 Dr. Palmer stated that she knew that a lot of people are confused about how to recycle, and though  
170 the signs were helpful, there was still a lot of confusion. She stated that SWAAC has been thinking  
171 about how to do an ambassador's program and who would run this, noting that there were many  
172 people who wanted to volunteer. She stated that it was a question of how to structure it and who  
173 would be in charge of it. She stated that this was a volunteer coordinator matter and that it has its  
174 concerns. She stated that Mr. McKalips would be involved in the training, but it would take some  
175 coordination of the volunteers. She stated they were talking about running a very small pilot,  
176 perhaps a few hours on Saturdays, to see how it would work. She encouraged the Board members to  
177 share their ideas.  
178

179 Dr. Palmer stated that Mr. McKalips was a great success at the TJPDC meeting. She stated that she  
180 has been on that commission on and off for several years and could remember many times bringing  
181 up solid waste, only to watch people fall asleep. She stated that she was very happy that the  
182 commission agreed that this was something they wanted to hear about, and Mr. McKalips was a star  
183 and was informative.  
184

185 Ms. Galvin stated that she was reading in the past week that the entire Commonwealth is doing very  
186 well with recycling and that the numbers were up.  
187

188 Dr. Palmer stated that reading the article, it stated that this is what is reported going to the materials  
189 recovery unit, but it is not what actually gets recycled. She stated that when they visited American  
190 Disposal's site in Manassas, it was a great site that was well run and professional. She stated that  
191 when talking to the manager there, he stated that about 40% of what comes in there gets landfilled.  
192 She stated that thinking about those numbers and thinking about a huge well-run place like that,  
193 with 40% of the materials getting landfilled, it doesn't make those numbers that are reported for  
194 Virginia look as good.

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**5. ITEMS FROM THE PUBLIC**

Ms. Margaret Murray Bloom stated that she was there on behalf of Panorama Farms and Panorama Pay Dirt. She stated that they are an organic recycling facility located on Panorama Farms, near the airport. She stated that some of their strategic partners include the City of Charlottesville (as they receive the City's leaves), as well as local landscapers.

Ms. Bloom stated that the business has been running for 20 years under her uncles, Steve and Drew. She stated that as of October 31, she and her husband are the new owners of Panorama Pay Dirt. She stated that for the past 6-12 months, they have been working hard to coordinate with the DEQ to figure out what the future possibilities are for them as far as food waste composting is concerned. She stated that they have been ambitiously trying to figure this out because though they know there has been some talk of food waste composting from a municipal level over the past two decades, the timing has never quite been right for the business. She stated that under new leadership and with the community pressure and municipal interest, they feel the time is right to throw their name in the ring.

Ms. Bloom stated that logistically, she didn't know what this meant yet. She stated that their Permit-By-Rule modification should be going to the DEQ within the next week, before Thanksgiving. She stated that they have been great to work with so far, and they feel confident that they will receive approval for increased storage capacity and processing capacity for Category 1 and 3 feed stocks, which would include pre- and post-consumer food waste.

Ms. Bloom stated that if they do go forward with this and get the approval they need, they want to be very cautious in the first year about making sure they have the correct infrastructure and processes. She stated that they would be switching from sun windrows to potentially aerated static piles. She stated that there was a lot for them to learn, and though she didn't want to make any promises in front of the Board at that time, she wanted to let them know that they are working very hard to figure this out, and would like to be a part of the conversations moving forward.

Ms. Bloom offered to answer any questions. She stated that she would be a part of a meeting in the next month.

Dr. Palmer stated that the Board was very much looking forward to finding out more as Panorama goes forward.

Ms. Bloom stated that she hoped that January 1, they would start on the right foot.

Mr. Mawyer asked if there was any consideration for biosolids, or if they were sticking with food waste.

Ms. Bloom stated that they would be sticking with food waste. She stated that Category 4 is very different, and the terrain of Panorama is not set up for this. She stated that there would be many steps before the DEQ would let them go that far, so they were not interested in this at that time. She stated that she recently visited the McGill facility and that it was amazing what they do there, but it is quite far.

Mr. Gaffney closed the Items from the Public portion of the meeting.

**6. RESPONSES TO PUBLIC COMMENT**

245 Dr. Palmer stated that she had one thing to suggest to the City. She stated that the next SWAAC  
246 meeting was December 12 at 4:00 p.m. at the County Office Building, and that they have asked Ms.  
247 Bloom to come speak with the committee. She stated that it would be great to have someone from  
248 the City there.

249  
250 Mr. Oberdorfer stated that they have been in conversations with Ms. Bloom.

251  
252 **7. CONSENT AGENDA**

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

255  
256 Mr. Mawyer stated that they would either have to pull Item C, or delay the Consent Agenda until  
257 Dr. Richardson arrived since all members were required to be present to amend the By-laws.

258  
259  
260 Mr. Krueger stated they could pull Item C from the Consent Agenda and hold it toward the end of  
261 the meeting with the idea that if Dr. Richardson came later, they could put it back on the agenda.

262  
263 Mr. Gaffney asked if there were any comments on the Consent Agenda, which was now Items A  
264 and B.

265  
266 **Ms. Galvin moved that the Board adopt the modified Consent Agenda. The motion was**  
267 **seconded by Dr. Palmer and passed unanimously (6-0). Dr. Richardson was absent from the**  
268 **meeting and the vote.**

269  
270 Mr. Mawyer stated that if Dr. Richardson is unable to attend the meeting, they wouldn't be able to  
271 approve Item C, the Bylaw amendment. He stated that this sets the schedule for January to be the  
272 next meeting. He stated that otherwise, February would be the next scheduled meeting. He stated  
273 that one mitigation of this is that they could call a Special Meeting in January and, in effect, proceed  
274 as if this was approved. He stated that they could then approve it in January, and they would set the  
275 calendar for 2020. He asked Mr. Gaffney if this was okay with him.

276  
277 Mr. Gaffney replied that this was fine.

278  
279 **8. OTHER BUSINESS**

280  
281 *a. Comprehensive Annual Financial Report Fiscal Year Ending June 30, 2018*

282 Mr. Robert Huff of Robinson, Farmer, and Cox Associates presented. He stated the auditor's  
283 report is unmodified, which is the best average one can get. He stated it has been submitted,  
284 which is required by statute and their own time.

285  
286 Mr. Huff stated that they reviewed the internal controls for compliance and found those in good  
287 order. He stated that as far as the required communications, such as where they interfered with  
288 and if they have any disagreements on accounting principles, or other spats that might arise,  
289 there were none and so he would dismiss any thoughts relating to that.

290  
291 Mr. Huff stated that they had a new opinion where they tested the VRS participants. He stated  
292 that to that end, to conclude, if they were to take a snapshot at some point in time, their net  
293 position increased by about \$769,000. He stated that this was all positive as well.

294

295 Mr. Huff concluded his remarks. He stated that it was a good system of controls, a very good  
296 financial standing, and was well-run. He stated that Mr. Wood and his team are superb.

297  
298 Mr. Huff stated that on a personal note, he would like to thank Ms. Galvin for her leadership and  
299 good governance with the RSWA.

300  
301 *b. Presentation: Forestry Management Plan for the IMUC*  
302 Mr. McKalips and David Powell (VA Dept of Forestry) presented. Mr. McKalips stated that  
303 starting at the end of 2017, the question came up as to whether RSWA is keeping an eye on  
304 everything facility-wise or is there a backlog of things they are not getting to or addressing, and  
305 if they are managing their facilities properly. He stated that they have looked at the infrastructure  
306 they have, and this is where they came up with the remediation plan for the settlement of the  
307 caps. He stated that they started to look at the buildings, but also started to look around them and  
308 look at the lay of the land. He stated the question was if they are managing the property itself  
309 properly.

310  
311 Mr. McKalips stated that at that time, they reached out to Mr. Powell with the VA Department of  
312 Forestry, and he prepared a forestry management plan. He presented a picture of the site,  
313 indicating to the entrance to the Ivy site, with Dick Woods Road to the south. He stated that they  
314 are bounded on the north by I-64. He indicated to an area in the middle, which was the closed  
315 landfill cells, with the new transfer station located nearby. He stated that it is approximately 120  
316 acres of industrial activity and around it, are both wooded and open areas.

317  
318 Mr. McKalips indicated a place on the plan that was going to be a landfill cell at one time. He  
319 indicated to Booth Farm, noting that the Board recently had question from the Slohodas, who  
320 live next to that area. He stated that this was all open area forest and is considered the buffer. He  
321 stated that industrial activity occupies 120 acres out of a 300-acre parcel, and if adding in the  
322 Booth Farm, it is about 330 acres of land. He stated that all this buffer is largely wooded, and  
323 some of it is wooded from back when the original parcel was bought by the City. He stated that it  
324 had been run by Continental Can, who ran a forestry plantation there, and the one section wasn't  
325 ready to be harvested yet and had sat there since 1967-68, becoming more and more mature.

326  
327 Mr. McKalips stated that buffers provide a nice visual screen for the neighbors. He stated that  
328 they also provide a sound dampening function, so as they have trucks driving around the site,  
329 people are not having to listen to the tailgates slamming. He stated that it is a very rural setting  
330 and that people move out to that part of the County because of this, so the buffer helps to  
331 maintain that rural character for them.

332  
333 Mr. McKalips stated that he has been involved with the site for environmental reasons for years.  
334 He stated that the buffers have a lot of value for managing environmental impacts. He stated that  
335 they help remediate ground water and help buffer the ground water quality, as well as maintain  
336 the high quality of the surface water around the site, which is monitored twice a year. He stated  
337 that they also provide a habitat for a wide variety of wildlife, supposedly including a mountain  
338 lion at one point.

339  
340 Mr. McKalips stated that he wanted to provide some visual ideas. He presented a picture of a  
341 pine planting, explaining that it was for erosion control at one time. He stated that things like this  
342 need to be thinned now, as they are 20-30 years old, in order to maintain the health of the trees.

343

344 Mr. McKalips indicated to the grass in the picture, explaining it was the edge of the toe of a  
345 landfill cell. He explained that much of the growth on the front is invasive species such as  
346 autumn olive, tree of heaven, cedar, and others. He stated that there are problems with those  
347 plants migrating and wanting to colonize all of the landfill cell, so the cells periodically have to  
348 be sprayed, and the invasive species have to be looked for. He stated that the seed reservoirs  
349 around the perimeter have a financial impact.

350  
351 Mr. McKalips stated that under the existing or remnant forest plantations under the red dot on the  
352 screen was from the perspective of the landfill, looking east. He indicated to the location of  
353 Peacock Hill, as well as some hardwood forest stands. He presented a perspective of looking  
354 toward Booth Farm from the landfill, noting the open areas as well as the colonization of cedars.  
355 He stated that there was much scrub growth there, including the autumn olive, tree of heaven,  
356 and other invasive species that run rampant.

357  
358 Mr. McKalips stated that there is a huge monitoring network at Ivy, so they access a lot of the  
359 growth through the trails. He stated that though the area he showed was well open, there were  
360 many areas of the landfill that will grow shut in one growing season from the invasives, and so  
361 they have to hire a contractor to go in and clean it out every year so they are able to do the  
362 required ground water monitoring.

363  
364 Mr. McKalips stated that the buffer has operational reasons why action needs to be taken, as  
365 operations are ongoing at the site. He stated that it also provides the stepback or setback distance  
366 for neighbors and allows them to not be interfered or to have a much more passive view of the  
367 landfill and its daily operations. He stated that it also provides some habitat.

368  
369 Mr. McKalips presented the management plan, explaining that it was the same map he had  
370 presented before, but it was blown up. He indicated to the pine forest of the plantation and some  
371 hardwoods. He stated that Mr. Powell had made a quick, detailed map and that each has different  
372 management strategies. He stated that he mentally thinks of them as two things -- one being  
373 things that they could do for maintenance reasons, and the others would be if they want to go  
374 another step beyond and consider managing habitat for the sake of wildlife, whether songbird  
375 species, or to control invasive species.

376  
377 Mr. McKalips presented the summary of the management plan. He stated that the pine forest  
378 would be harvested. He stated that there is a future possibility to go into the hardwood stand and  
379 do little patch clear-cuts. He stated that the forest is all one age, and by clear-cutting little spots in  
380 it every five years or so, they will end up with a much more diverse habitat. He stated that he  
381 didn't know if this part would pay for itself. He stated that this would involve habitat restoration  
382 and large plantings. He stated that they want to take some of the open areas (such as the Booth  
383 Farm) and plant it and forest, because once the forests are established, they tend to keep the  
384 invasives from moving in.

385  
386 Mr. McKalips indicated on the map to surface water on the site, noting that they are bounded on  
387 three sides by surface water, and so they will want to maintain the buffers around those.

388  
389 Mr. McKalips stated that if they were to do the first maintenance phase, they would harvest the  
390 very mature pine forest before anything bad happens to it, such as beetle infestation. He stated  
391 that this kind of forest, due to its being one age, is prone to this, and should have been harvested  
392 decades ago if it had been normally managed. He stated that this would involve thinning out the  
393 pine erosion control parcels to keep them healthy. He stated that the thought behind the first



394 phase was that this all will be revenue-neutral, or perhaps even somewhat positive. He stated that  
395 this shouldn't cost the RSWA anything to do because there is cash value in the pine trees.

396  
397 Mr. McKalips stated that if they were to do this and not necessarily go to the next step of trying  
398 to do some habitat restoration and manage the area for wildlife, they would set out a first phase.  
399 He stated that the first thing they would want to do is communicate with their neighbors. He  
400 stated that they would then hire a consulting forester, who works on a contingency basis on the  
401 value of the forest product. He stated that the forester would help design the harvest plan with the  
402 timber company, bid the timber sales, and could even go so far as to help look at the planting  
403 subsequent to that. He stated that the initial plan would take it from now to somewhere 2-3 from  
404 now, having new trees planted in a lot of portions of the site and the old wood harvested.

405  
406 Mr. McKalips stated that the proposal to the Board that day included a couple options. He stated  
407 that one option is to let nature take its course, noting it has been going down that path for years.  
408 He stated that another option is to approve a plan such as what was laid out. He stated another  
409 option would be for the Board to express interest in doing some habitat restoration, and then a  
410 plan could be formulated that includes some other elective management strategies.

411  
412 Dr. Palmer asked how much the forest management plan costs.

413  
414 Mr. McKalips replied that it was only \$200. He noted that it was very data dense and well put  
415 together.

416  
417 Dr. Palmer stated that she was thinking about her own problems with invasive plants and deer.  
418 She stated that she keeps hearing that there is plenty of coyote in the area. She asked if Mr.  
419 Powell thinks there is better deer control when there are a lot of coyotes, and if he sees any  
420 difference as he wanders through woods all over the region.

421  
422 Mr. Powell stated that he didn't know if he had any scientific data that he could point to that day  
423 about coyote populations and deer populations. He stated that anecdotally, he didn't know if they  
424 were seeing a big problem. He stated that a lot of wonderful deer habitat have been created.

425  
426 Dr. Palmer stated that deer were the problem, not the coyotes.

427  
428 Mr. Powell stated that he didn't think the coyotes were a magic bullet for solving the deer  
429 problem. He stated that he was sure that they have an impact on deer populations, but the fact  
430 was that they have an abundance of habitat for whitetail deer and that they are making the best of  
431 it. He stated that over the last couple years, the deer have been very productive, so he didn't see a  
432 huge change.

433  
434 Mr. Powell stated that there were some diseases that could affect deer populations, and that  
435 chronic wasting is bandied about. He stated that sometimes, there are significant weather events  
436 over a period of time and that this impacts reproduction for 2-3 years, which is where they begin  
437 to see dips in deer populations. He stated that the habitat was so rich for the deer that he didn't  
438 think coyotes have a chance of controlling the population.

439  
440 Dr. Palmer stated that she wasn't saying she loved coyotes, but that she wanted something to  
441 happen with the deer population. She stated that she was very happy that Mr. McKalips and Mr.  
442 Powell decided to put together the plan. She stated that Phase I was a great idea and wanted to  
443 know what it costs.

444

445 Ms. Galvin stated that the City's Office of Sustainability frequently has discussions about the  
446 importance of urban forests. She stated that it was not only because of the water quality, but the  
447 air quality and its decarbonizing effect. She stated that if they ever get to the point where they  
448 have the solar panels on the landfill, then also have an urban forest around it, they will be doing  
449 double. She stated that she heard that in Phase I, they are cutting down the forest. She asked if  
450 there would be a replanting schedule.

451

452 Mr. McKalips replied yes. He stated that as far as carbon sinks, his understanding was they were  
453 not as vigorous and were not sequestering carbon to the degree. He stated that they would harvest  
454 them and presumably, they are turned into homes or durable goods, and some of the carbon stays  
455 sequestered. He stated that the new plantings will sequester much more, and they were also  
456 discussing some open areas that are currently being invaded by some grasses similar to mint. He  
457 stated that this would be turned into forest. He stated that he was not the person to estimate how  
458 much carbon this sequesters, however.

459

460 Dr. Palmer noted that this was in the report.

461

462 Ms. Galvin stated that this popped out for her as well, because it was in line with many other  
463 conversations. She stated that this clarification was what she needed, and so she was fully in  
464 support of the plan.

465

466 Mr. Gaffney stated that he liked the idea that Phase I is supposed to pay for itself. He stated that  
467 he would definitely be in favor of this up to the point where they get the logger to price it and  
468 make sure it is going to pay for the majority of those things. He stated that he didn't know if they  
469 wanted to put a limit on an overage on that, rather than come back to the Board.

470

471 Mr. McKalips suggested revisiting this when they get to the point where there is a harvest plan,  
472 which is where the dollar values would come in.

473

474 Mr. Powell stated that the next potential step would be to have the timber (specifically in Parcel  
475 A) appraised. He stated that the appraisal service was something his agency was not empowered  
476 to do, and this is left to the private sector. He stated that ideally, RSWA would entertain  
477 proposals from the private sector to appraise the value of the timber, and if that proposal is  
478 interesting in terms of the dollar amount, they could move into the process of selling the timber  
479 and converting it to an asset.

480

481 Mr. Powell stated that the major aspect is that they have a forest whose health is declining, and  
482 the goal is to rehabilitate the forest, or move it to a younger age class so that it's healthy and  
483 vibrant, and produce benefits in the future, as opposed to something that is in the process of  
484 slowing down and declining.

485

486 Mr. Richardson stated that he would hope that the project is a money maker. He stated it has not  
487 been dealt with in a number of years, so it is an overly mature, overly thick piece of property. He  
488 stated that he would be hopeful that it would not be revenue-neutral, but would be a money  
489 maker. He asked what the timing of this would be, relevant to the upcoming budget.

490

491 Mr. McKalips stated that this had been discussed and that there was planning that needed to go  
492 in, as well as preparation. He stated the timber company would want to put this in their schedule

493 not only because of their equipment, but also because of mill capacity and timing. He stated that  
494 this would likely be a couple of years.

495  
496 Mr. Powell stated that on the market, most timber producers are looking for a negotiable 2-3 year  
497 window to have the rights to remove those products. He stated that depending on how they  
498 choose to structure the sale, there are all kinds of payment plans to choose, thus the point of  
499 negotiation and whether they want to pay up front or pay as they go. He stated there was value in  
500 the timber and that he was equivocating somewhat on the revenue and how positive or negative it  
501 may be, noting that there were some unique factors to deal with with this particular piece of  
502 timber and being a public piece of property.

503  
504 Mr. Powell stated that at Broad Axe Creek, there is currently an old crossing accessible by foot  
505 or small utility vehicle, but it is not suitable and not up to code for logging equipment. He stated  
506 that access to equipment would be a challenge, as well as access through the closed cell and how  
507 they will maintain operations at the center for residents while they are undertaking other  
508 operations. He added that there are monitoring wells and all the other infrastructure that is very  
509 important to the work RSWA does in maintaining the facility that need to be planned for. He  
510 stated that those were all wrinkles that the timber industry doesn't deal with every day, so there  
511 will be some pricing uncertainty as they try to figure out how this impacts their ability to produce  
512 logs.

513  
514 Mr. Richardson asked about fire roads providing accessibility within that parcel specific to if  
515 there was a fire in the property. He asked what the current shape of the fire roads was.

516  
517 Mr. Powell stated that there is currently an accessible group of trails that his agency would be  
8 able to utilize fairly readily if there was a problem there. He stated that he did not see this as a  
519 huge hinderance if they were to respond to an emergency there. He stated that his main concern  
520 with fire control on the center would be to ensure they didn't damage infrastructure, whether  
521 ground water wells or cells that are enclosed and capped off, but that he was not necessarily  
522 concerned about access.

523  
524 Mr. Mawyer told Mr. Richardson that when they come back in March with the budget, they will  
525 address whether or not it will be a revenue next year.

526  
527 Mr. Richardson stated that what he heard was that this could be a 2-3 year process to be able to  
528 move the project through to completion.

529  
530 Mr. Powell stated that they could have an appraisal available somewhat readily, depending on  
531 how fast the Board decides to entertain proposals to the private industry, just to provide an  
532 appraisal similar to a real estate appraisal to provide the timber value. He stated that they could  
533 have this number, based on current markets, fairly readily to help make plans or at least provide  
534 some guidance. He stated that he believed the revenue would easily pay to reforest the area. He  
535 stated as far as goals for other things that could be done on the property to enhance wildlife,  
536 those things are costs and if they are looking to pay all the things that were suggested in plan  
537 from the one parcel of timber, he didn't think this was feasible.

538  
539 Dr. Palmer asked about the pine bark beetle damage being in a certain area.

540  
541 Mr. Powell replied that this was the primary area where they saw some isolated trees and that it  
542 was not a huge problem at that time. He stated that if they deferred and decided to do nothing,

543 this would need to be monitored because some of the pine bark beetles (especially southern pine  
544 bark beetles) can become a problem and can kill acres of trees fairly quickly.

545  
546 Dr. Palmer stated that she was thinking about this when Mr. Powell mentioned 2-3 years. She  
547 stated she assumed the loggers take this into consideration when they price the timber.

548  
549 Mr. Powell stated that they can. He stated that the flip side of that is if they structure the sale and  
550 get paid up front, the timber company takes on the risk if they defer to cut it for 2-3 years. He  
551 stated that the RSWA would not be taking that risk.

552  
553 Mr. Mawyer asked Mr. Gaffney if it was fair to say that the Board was in favor of the proposal.

554  
555 Mr. Gaffney replied yes.

556  
557 **Dr. Palmer moved that the Board approve Phase I of the Forestry Management Plan**  
558 **recommendations. The motion was seconded by Mr. Richardson and passed unanimously**  
559 **(6-0). Dr. Richardson was absent from the meeting and the vote.**

560  
561 **At 2:52 p.m., Mr. Gaffney called a joint session to order with the Rivanna Water and Sewer**  
562 **Authority (RWSA).**

563  
564 *c. Strategic Plan Update*

565 Ms. Katie McIlwee stated that the last time a Strategic Plan update was provided was during the  
566 Year One wrap-up. She reviewed the values, vision, and mission statements of the Strategic Plan,  
567 which are found on posters around the Authority.

568  
569 Ms. McIlwee stated that the Goal teams are still working on the same six goals. She stated that the  
570 Goal Teams came together at the end of Year One and examined their strategies to decide if they  
571 had been completed or needed to move them into Year Two. She stated that three new strategies  
572 were started, and the Goal teams collectively are working on 14 strategies, and from those 14  
573 strategies, the Goal Teams developed 58 new tactics for Year Two.

574  
575 She stated that some of the highlights for each Goal Team will consists partly of planned tactics and  
576 partly of everyday tasks. She stated that going into Year 2, they realized that much of what they do  
577 on an everyday basis folds into the Strategic Plans, and accomplishing each strategy will consist of  
578 more than just the tactics they have developed. Because of this, she stated that they were taking a  
579 more blended approach this year.

580  
581 Ms. McIlwee stated that Workforce Development Goal Team is currently working on one strategy,  
582 and that is to conduct a training needs assessment and enhance the training program. They  
583 completed project planning courses for several management trainings with PVCC. She stated that  
584 they began Virginia Risk Sharing Association (VRSA) online training, that the Authority is now a  
585 member of VRSA. She stated that VRSA also has a video library where they have been able to  
586 access videos for different topics such as preventing sexual harassment and incident reporting  
587 training.

588  
589 Ms. McIlwee stated that some of the next steps for the Workforce Development Goal Team are to  
590 continue working with PVCC to develop a math tutoring programs for water and wastewater  
591 operators, who will be sitting for tests for the next higher license. She stated that the Workforce  
592 Development team also wants to look at using social media to begin recruiting to try to reach a

593 wider audience for vacant positions. She stated that they also want to expand new employee  
594 orientation to encompass a full day to better cover HR, payroll, benefits, and safety topics.

595  
596 Ms. McIlwee stated that the Operational Optimization Goal Team is working on two strategies. She  
597 stated that first, they will continually evaluate, prioritize, and improve key business processes and  
598 operational processes. She stated that this included evaluating the biosolids composting and  
599 disposal, which included touring several facilities, such as Spotsylvania and McGill. She stated that  
600 RWSA is now a member of the Biosolids Council and is attending quarterly meetings. She stated  
601 that processes at the South Rivanna Water Treatment Plant have been optimized with regards to the  
602 belt press operation, and they hired a contractor to clean the EQ Basins to remove excess filter  
603 material.

604  
605 Ms. McIlwee stated that the corrosion inhibitor study was recently completed, and they have been  
606 working with the City and ACSA to develop a press release to get this information out because the  
607 change to the new, blended product will happen in December.

608  
609 Ms. McIlwee stated that the next steps are to implement the new corrosion control inhibitor product  
610 at all the water treatment plants, install high-speed internet at South Rivanna, and to install a  
611 nitrogen sensor at Moores Creek Wastewater Treatment Plant.

612  
613 Ms. McIlwee stated that another goal of the Operational Optimization Goal Team was to protect the  
614 workforce and the public through continually growing a culture of safety. She stated that this  
615 included reviewing the Risk and Resiliency Report as required by the American Water  
616 Infrastructure Act (AWIA). She stated that they are installing the remaining web-based cameras at  
617 some of the facilities so they can better remotely monitor them. She stated that they also completed  
618 a security assessment at Moores Creek which included locking the doors, installing new locks, and  
619 having an officer present at Board meetings.

620  
621 Ms. McIlwee stated that the next steps will be to continue to integrate additional web-based  
622 cameras, and complete the AWIA report by January.

623  
624 Ms. McIlwee stated that the Communication and Collaboration Goal Team has three strategies it is  
625 working on. She stated that they will create and maintain internal communications platforms. She  
626 stated that they have started to demo Microsoft Teams as an internal collaboration tool, which can  
627 be used to work on projects in a collaborative, virtual environment. She stated that DocLink, their  
628 new document management software, is being developed and implemented. She stated that they  
629 would continue communication and collaboration with the Employee Council and publish the bi-  
630 monthly newsletter.

631  
632 Ms. McIlwee stated that the next steps for this strategy are to continue implementation of Teams  
633 and DocLink, and communication with employees through the newsletter, Employee Council,  
634 Employee Portal, etc.

635  
636 Ms. McIlwee stated that another strategy is to create and implement a comprehensive public  
637 outreach plan. She stated that they recently awarded a contract to two contractors for photography  
638 and videography services. She stated that the plan is to get updated photos for the website and also  
639 to continue to make facility and project videos. She stated that they would like to do that for the  
640 larger projects, including the Community Water Supply Plan.

642 Ms. McIlwee stated that there has been talk with the Workforce Development team about  
643 developing an employee orientation, with a welcome video. Additionally, she noted that they would  
644 continue to provide tours to schools and civic groups.  
645

646 Ms. McIlwee stated that the team's last strategy is to enhance internal and external communication.  
647 She stated that they participated in community events, such as the United Way Day of Caring,  
648 Imagine a Day Without Water, and Rivanna Flow Fest. She noted that the Engineering department  
649 participates in a monthly Technical Advisory Committee meeting with the City and ACSA. She  
650 also noted that they continue to hold quarterly internal team events.  
651

652 Ms. McIlwee stated that the next steps for this strategy are to continue to participate in those types  
653 of events and meetings. She stated that they were planning the next manager's meeting with the  
654 City and ACSA, and are also planning to hold another Central Utilities Managers Mixer, where they  
655 have utility managers from a 30-mile radius (including those from Augusta County, Lynchburg,  
656 Louisa, and Amherst) come for a meet-and-greet.  
657

658 Ms. McIlwee stated that the Environmental Stewardship Goal Team is also working on three  
659 strategies, one of which is to increase internal environmental engagement. She stated that much of  
660 this involved working with the Communication and Collaboration group. They have also  
661 established an Employee Environmental Council. She stated that they will continue to look for  
662 activities such as stream cleanups, tree plantings, and other ways to engage employees. She stated  
663 that they provide regional leadership and environmental stewardship partnerships. She stated that  
664 this included Imagine a Day Without Water, Flow Fest, and tree plantings. She noted that they  
665 participate in the Stormwater Partnership as well as the Rivanna Renaissance Conference.  
666

667 Ms. McIlwee stated that the next steps will be to continue those partnerships and to look for  
668 additional ways to go out into the community to explain what the Authority does, or lend expertise  
669 on environmental stewardship topics.  
670

671 Ms. McIlwee stated that the last strategy for this group is to evaluate potential opportunities for  
672 additional environmental activities at the Authority's facilities. She stated that a major part of this  
673 strategy is the Buck Mountain Master Plan, that is currently underway. She stated that another  
674 partnership was with Solid Waste Services for the oyster shell recycling program at McIntire, as  
675 well as the political sign recycling program.  
676

677 Ms. McIlwee stated that the next steps for this strategy will be to complete the Buck Mountain  
678 Master Plan and present the findings to the Board, to review the Wetland Mitigation Grading quotes  
679 and award that project, and to evaluate the potential for use of solar at the Authority's facilities.  
680

681 Ms. McIlwee stated that the Solid Waste Services Goal Team is currently working on two  
682 strategies. One of these strategies is to determine community needs and preferred level of service.  
683 She stated that Solid Waste is also continuing to provide tours to local schools and provide talks to  
684 local civic groups. She noted that they completed the Composting Master Plan. She stated that the  
685 next steps will be to continue more collaboration with groups such as SWAAC and local schools.  
686 She stated that they will enhance partnerships with local government and UVA.  
687

688 Ms. McIlwee stated that the Solid Waste Services Goal Team would like to create a recycling video  
689 competition. She stated that they have defined the details of the contest such as judging, start and  
690 end dates, and awards. She stated that some of their next steps will be to decide how they want the

691 contest to run, how to market it, and how to reach out to the schools to get the word out about the  
692 competition.

693  
694 Ms. McIlwee stated that there is also a glass recycling program with the other localities, as the  
695 Board had heard about earlier.

696  
697 Dr. Palmer stated that she had had a conversation with Mr. McKalips about who exactly from the  
698 schools they should work with regarding the video competition, noting that they had tried this  
699 before and it hadn't panned out. She asked if this was what Mr. McKalips had been talking about  
700 with the video contest, or if it was something additional.

701  
702 Mr. McKalips replied that it included both of the outreach programs they are trying to do. He stated  
703 that they want to educate consumers and provide more tours, to give the community a sense of who  
704 the Authority is and what it does.

705  
706 Mr. McKalips stated that regarding the video competition, this was similar to Imagine a Day  
707 Without Water. He stated that they thought the best place to reach out to people would be through  
708 the school system.

709  
710 Ms. Galvin asked who they were reaching out to in the City schools.

711  
712 Mr. McKalips stated that it has been some ad-hoc talk to specific teachers, but that he couldn't  
713 remember the names. He recognized at this point that he is missing a large segment of potential  
714 participants, and that it needed some more organization.

715  
6 Ms. Galvin expressed that environmental and solid waste topics would be popular with high  
717 schoolers. She suggested reaching out to some School Board members.

718  
719 Dr. Palmer stated that the SWAAC Operations Committee had this conversation on Monday. She  
720 stated that Mr. McKalips took on the task of figuring out who exactly would be the appropriate  
721 person.

722  
723 Ms. Galvin asked if this was for Albemarle County Schools.

724  
725 Dr. Palmer replied yes.

726  
727 Ms. Galvin wanted to know if he had talked to anyone from City schools.

728  
729 Mr. McKalips stated that he would have to look at the names.

730  
731 Ms. McIlwee stated that the Infrastructure and Master Planning Goal Team is continuing to  
732 implement an Authority-wide asset management program. She stated that for Phase II, the scope of  
733 work for program development has been completed. She stated that they are providing data to the  
734 consultant and are developing an RFP for procurement of a CMMS software. She stated that they  
735 recently completed the bond refinancing.

736  
737 Ms. McIlwee stated that the next steps will be to use the collected data to begin development of an  
738 asset hierarchy structure and inventory, and advertise the RFP.

739

740 Ms. McIlwee stated that the team's other strategy is to develop and maintain long-term Master Plans  
741 for all critical assets. She stated that they developed a list of all the asset classes to use within their  
742 Master Plan matrix, confirmed Master Plan champions, and have begun to implement projects from  
743 the Technology Master Plan (including Doclink, which is one of the Communication and  
744 Collaboration team's goals as well). She stated that they also began to develop a procedure to link  
745 the Master Plan matrix to the CIP development process.  
746

747 Ms. McIlwee stated that the next steps will be to prepare a draft procedure for asset class master  
748 plan champions and have the team review and comment. She stated that they will also complete the  
749 development of the Master Plan's CIP matrix.  
750

751 Dr. Palmer stated that she had a comment about environmental issues and sustainability. She stated  
752 that when she was reading over the minutes from the last RSWA Board meeting, she read a portion  
753 where they were discussing the City and the County's efforts to try to incorporate sustainability,  
754 greenhouse gas emissions, and climate change into the decision-making process and trying to  
755 quantify it in the absence of a carbon tax. She stated that Ms. Galvin stated they have never had a  
756 work session on sustainability and those types of issues, but there had been a lot of conversation  
757 around that topic.  
758

759 Dr. Palmer stated that she knew Rivanna had been doing a lot to be more energy efficient over the  
760 years and had been listening to all the efforts along those lines for several years now. She stated that  
761 it would be nice to get an idea of where the Authorities are on sustainability issues. She stated that  
762 UVA and the City making those efforts, and the County is doing it as part of their Climate Action  
763 Plan.  
764

765 Dr. Palmer stated that she recently participate in a panel at the Virginia Recycling Association  
766 membership meeting, and that panel had staff representatives from UVA, City, and County, as well  
767 as herself, and Mr. Corker from Corker Composting. She stated that the discussion centered on how  
768 the different entities are trying to incorporate solid waste into climate action planning, and that it  
769 was a good discussion.  
770

771 Dr. Palmer stated that she thinks the City and the County need to understand what Rivanna is doing  
772 so they can at least start to talk about it and incorporate it into their thought process. She noted that  
773 this also may come in handy when they are making decisions in the future about the forestry plan.  
774 She stated that all these things need to be taken into consideration and that they need to be able to  
775 quantify it in some way.  
776

777 Ms. Galvin stated that perhaps there was an opportunity for a work session between staff.  
778

779 Mr. Mawyer stated that the Authorities have to start internally to get their thoughts together, and  
780 perhaps get some consultant help with greenhouse gas and carbon footprint.  
781

782 Ms. Galvin stated that she was calling a meeting between the City's Office of Sustainability and  
783 their Tree Commission to examine where the synergies exist. She stated that the City's trees have  
784 been relegated to being part of the Parks and Recreation Department but are increasingly becoming  
785 more important from the carbon sink phenomenon, and that preserving urban forests is huge. She  
786 stated that they were crossing silos in the City, but that there should also be silos crossed between  
787 agencies.  
788

789 Mr. Mawyer stated that the Authority did recently work with Ms. Hildebrand about using methane



790 gas from the wastewater process and whether the City could use that. He stated further, that there  
791 was thought around whether they are going to continue to use the methane in their processes to  
792 make heat for the digestors and potentially making electricity for the grid.

33  
794 Ms. Galvin stated that it could be a matter of brainstorming what everyone is doing and getting it on  
795 a map.

796  
797 Mr. Mawyer stated that there could be some way to quantify the benefits in regard to greenhouse  
798 gas and carbon footprint. He stated that the Authority needed help in how they calculate those  
799 things.

800  
801 Dr. Palmer stated that she would like to know, collectively, what the Authorities are doing. She  
802 stated that having a starting place of what was happening would be helpful to her.

803  
804 **9. OTHER ITEMS FROM BOARD/STAFF NOT ON AGENDA**

805 There were none presented.

806  
807 **10. CLOSED MEETING**

808 There was no closed meeting.

809  
810 **8. Adjournment**

811 Mr. Gaffney asked if they should set aside the RSWA meeting.

812  
813 Mr. Krueger stated it would be fair to assume that Dr. Richardson was not going to make it, so they  
814 could call the special meeting for RSWA in January and adopt the by-law amendments. He stated it  
15 would be appropriate to adjourn the RSWA meeting.

816  
817 **At 3:13 p.m., Ms. Galvin moved to adjourn the meeting of the Rivanna Solid Waste**  
818 **Authority. The motion was seconded by Dr. Palmer and passed unanimously (6-0). Dr.**  
819 **Richardson was absent from the meeting and the vote.**

820  
821 Respectfully submitted,

822  
823  
824  
825   
826 **Dr. Tarron Richardson**  
827 **Secretary - Treasurer**

