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 2nd 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
WHEREAS, over that same period Ms. Galvin has demonstrated leadership in water and sewer, solid waste and recycling services; and has been a valuable member of the Boards of Directors and a resource to the Authorities; and

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

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

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

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

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

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

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

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

1. EXECUTIVE DIRECTOR'S REPORT

Mr. Mawyer stated that it was a busy two months since the last Board meeting, and that many of the things RSWA does is guided by the Strategic Plan such as workforce development. He stated that they have expanded their staff recruitment efforts and have had staff training. He noted that they received safety training from the Charlottesville Fire Department, which included training on operating fire extinguishers.
Mr. Mawyer stated that the Solid Waste Director gave a presentation to a group of residents at the
Ecovillage on the Solid Waste recycling and compost programs.

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

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

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

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

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

Mr. Mawyer stated that they also started the new “Chuck a Shuck” program at McIntire, where they
collect oyster shells.

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

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

Mr. Mawyer stated that in terms of the Strategic Plan goal for Infrastructure and Master Planning,
RSWA is continuing to do a Master Plan for the Paper Sort facility with the thought that as the
convenience centers increase (with building a new one at Ivy in the spring), and the amount of
product they get that goes through the Paper Sort, they have to think about what capacity the paper
sort can manage. He stated that this facility is off of Meade Avenue.

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

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

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

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

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

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

Dr. Palmer stated that reading the article, it stated that this is what is reported going to the materials
recovery unit, but it is not what actually gets recycled. She stated that when they visited American
Disposal’s site in Manassas, it was a great site that was well run and professional. She stated that
when talking to the manager there, he stated that about 40% of what comes in there gets landfilled.
She stated that thinking about those numbers and thinking about a huge well-run place like that,
with 40% of the materials getting landfilled, it doesn’t make those numbers that are reported for
Virginia look as good.
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
Dr. Palmer stated that she had one thing to suggest to the City. She stated that the next SWAAC meeting was December 12 at 4:00 p.m. at the County Office Building, and that they have asked Ms. Bloom to come speak with the committee. She stated that it would be great to have someone from the City there.

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

7. CONSENT AGENDA

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

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

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

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

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

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

Mr. Gaffney replied that this was fine.

8. OTHER BUSINESS

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

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

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

Mr. Huff stated that they had a new opinion where they tested the VRS participants. He stated that to that end, to conclude, if they were to take a snapshot at some point in time, their net position increased by about $769,000. He stated that this was all positive as well.
Mr. Huff concluded his remarks. He stated that it was a good system of controls, a very good financial standing, and was well-run. He stated that Mr. Wood and his team are superb.

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

b. Presentation: Forestry Management Plan for the IMUC

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

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

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

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

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

Mr. McKalips stated that he wanted to provide some visual ideas. He presented a picture of a pine planting, explaining that it was for erosion control at one time. He stated that things like this need to be thinned now, as they are 20-30 years old, in order to maintain the health of the trees.
Mr. McKalips indicated to the grass in the picture, explaining it was the edge of the toe of a landfill cell. He explained that much of the growth on the front is invasive species such as autumn olive, tree of heaven, cedar, and others. He stated that there are problems with those plants migrating and wanting to colonize all of the landfill cell, so the cells periodically have to be sprayed, and the invasive species have to be looked for. He stated that the seed reservoirs around the perimeter have a financial impact.

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

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

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

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

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

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

Mr. McKalips stated that if they were to do the first maintenance phase, they would harvest the very mature pine forest before anything bad happens to it, such as beetle infestation. He stated that this kind of forest, due to its being one age, is prone to this, and should have been harvested decades ago if it had been normally managed. He stated that this would involve thinning out the pine erosion control parcels to keep them healthy. He stated that the thought behind the first
phase was that this all will be revenue-neutral, or perhaps even somewhat positive. He stated that
this shouldn’t cost the RSWA anything to do because there is cash value in the pine trees.

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

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

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

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

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

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

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

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

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

Dr. Palmer stated that she wasn’t saying she loved coyotes, but that she wanted something to
happen with the deer population. She stated that she was very happy that Mr. McKalips and Mr.
Powell decided to put together the plan. She stated that Phase I was a great idea and wanted to
know what it costs.
Ms. Galvin stated that the City’s Office of Sustainability frequently has discussions about the importance of urban forests. She stated that it was not only because of the water quality, but the air quality and its decarbonizing effect. She stated that if they ever get to the point where they have the solar panels on the landfill, then also have an urban forest around it, they will be doing double. She stated that she heard that in Phase I, they are cutting down the forest. She asked if there would be a replanting schedule.

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

Dr. Palmer noted that this was in the report.

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

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

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

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

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

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

Mr. McKalips stated that this had been discussed and that there was planning that needed to go in, as well as preparation. He stated the timber company would want to put this in their schedule
not only because of their equipment, but also because of mill capacity and timing. He stated that
this would likely be a couple of years.

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

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

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

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

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

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

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

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

Mr. Powell replied that this was the primary area where they saw some isolated trees and that it
was not a huge problem at that time. He stated that if they deferred and decided to do nothing,
this would need to be monitored because some of the pine bark beetles (especially southern pine bark beetles) can become a problem and can kill acres of trees fairly quickly.

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

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

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

Mr. Gaffney replied yes.

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

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

c. Strategic Plan Update

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

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

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

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

Ms. McIwhee stated that some of the next steps for the Workforce Development Goal Team are to continue working with PVCC to develop a math tutoring programs for water and wastewater operators, who will be sitting for tests for the next higher license. She stated that the Workforce Development team also wants to look at using social media to begin recruiting to try to reach a
wider audience for vacant positions. She stated that they also want to expand new employee
orientation to encompass a full day to better cover HR, payroll, benefits, and safety topics.

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

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

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

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

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

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

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

Ms. McLeeve stated that another strategy is to create and implement a comprehensive public
outreach plan. She stated that they recently awarded a contract to two contractors for photography
and videography services. She stated that the plan is to get updated photos for the website and also
to continue to make facility and project videos. She stated that they would like to do that for the
larger projects, including the Community Water Supply Plan.
Ms. McIlwee stated that there has been talk with the Workforce Development team about developing an employee orientation, with a welcome video. Additionally, she noted that they would continue to provide tours to schools and civic groups.

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

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

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

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

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

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

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

Ms. McIlwee stated that the Solid Waste Services Goal Team would like to create a recycling video competition. She stated that they have defined the details of the contest such as judging, start and end dates, and awards. She stated that some of their next steps will be to decide how they want the
Ms. McIlwhee stated that there is also a glass recycling program with the other localities, as the Board had heard about earlier.

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

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

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

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

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

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

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

Ms. Galvin asked if this was for Albermarle County Schools.

Dr. Palmer replied yes.

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

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

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

Ms. McIlwhee stated that the next steps will be to use the collected data to begin development of an asset hierarchy structure and inventory, and advertise the RFP.
Ms. McIlwee stated that the team’s other strategy is to develop and maintain long-term Master Plans for all critical assets. She stated that they developed a list of all the asset classes to use within their Master Plan matrix, confirmed Master Plan champions, and have begun to implement projects from the Technology Master Plan (including Doclink, which is one of the Communication and Collaboration team’s goals as well). She stated that they also began to develop a procedure to link the Master Plan matrix to the CIP development process.

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

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

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

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

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

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

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

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

Mr. Mawyer stated that the Authority did recently work with Ms. Hildebrand about using methane
gas from the wastewater process and whether the City could use that. He stated further, that there was thought around whether they are going to continue to use the methane in their processes to make heat for the digestors and potentially making electricity for the grid.

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

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

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

9. OTHER ITEMS FROM BOARD/STAFF NOT ON AGENDA
There were none presented.

10. CLOSED MEETING
There was no closed meeting.

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

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

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

Respectfully submitted,

Dr. Tarron Richardson
Secretary - Treasurer