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2 **RSWA BOARD OF DIRECTORS**
3 **Minutes of Regular Meeting**
4 **July 27, 2021**
5

6 A regular meeting of the Rivanna Solid Waste Authority (RSWA) Board of Directors was held
7 on Tuesday, July 27, 2021 at 2:00 p.m. via Zoom.
8

9 **Board Members Present:** Mike Gaffney, Lloyd Snook, Jeff Richardson, David Brown, Chip
10 Boyles
11

12 **Board Members Absent:** Dr. Liz Palmer, Lance Stewart
13

14 **Rivanna Staff Present:** Bill Mawyer, Katie McIlwee, Lonnie Wood, Jennifer Whitaker, David
15 Tungate, John Hull
16

17 **Attorney(s) Present:** Carrie Stanton.
18

19 **1. CALL TO ORDER**

20 Mr. Gaffney convened the July 27, 2021 regular meeting of the Board of Directors of the Rivanna
21 Solid Waste Authority at 2:00 p.m.
22

23 **2. STATEMENT FROM THE CHAIR**

24 Mr. Gaffney read the following statement aloud: “Notwithstanding any provision in our Bylaws to
25 the contrary, as permitted under the City of Charlottesville’s Continuity of Government Ordinance
26 adopted on March 25, 2020, Albemarle County’s Continuity of Government Ordinance adopted on
27 April 15th, 2020, and revised effective October 1, 2020 and Chapter 1283 of the 2020 Acts of the
28 Virginia Assembly effective April 24, 2020, we are holding this meeting by real-time electronic
29 means with no board member physically present at a single, central location.
30

31 “All board members are participating electronically. This meeting is being held pursuant to the
32 second resolution of the City’s Continuity of Government Ordinance and Section 6 of the County’s
33 revised Continuity of Government Ordinance. All board members will identify themselves and state
34 their physical location by electronic means during the roll call which we will hold next.
35

36 “I note for the record that the public has real time audio-visual access to this meeting over Zoom as
37 provided in the lawfully posted meeting notice and real time audio access over telephone, which is
38 also contained in the notice. The public is always invited to send questions, comments, and
39 suggestions to the board through Bill Mawyer, the Authority’s Executive Director, at any time.”
40

41 Mr. Gaffney called the roll.
42

43 Mr. Chip Boyles, City Manager, said he was located at 605 E. Main St in Charlottesville, VA.
44

45 Mr. David Brown, said he was located at the 305 4th Street Northwest in Charlottesville, VA.
46

47 Dr. Palmer was absent.

48
49 Mr. Jeff Richardson said he was located at the County Administration Building at 401 McIntire
50 Road in Charlottesville, VA.

51
52 Mr. Lloyd Snook said he was located at 408 East Market Street, Charlottesville, VA.

53
54 Mr. Stewart was absent.

55
56 Mr. Mike Gaffney said he was located at 3180 Dundee Road in Earlysville, VA.

57
58 Mr. Gaffney said the following Authority staff members were joining the meeting electronically:
59 Bill Mawyer, Phil McKalips, Lonnie Wood, Jennifer Whitaker, John Hull, and Katie McIlwee.

60
61 Mr. Gaffney said they were also joined electronically by Carrie Stanton, Counsel to the Authority.

62
63 **3. MINUTES OF PREVIOUS BOARD MEETING**

64 *a. Minutes of the Previous Meeting of the Board on May 25, 2021.*

65
66 **Mr. Richardson moved that the Board approve the minutes of the previous Board meeting as**
67 **amended. Mr. Boyles seconded the motion, which passed unanimously (5-0). Dr. Palmer and**
68 **Mr. Stewart were absent from the meeting and the vote.**

69
70 **4. RECOGNITION**

71 There were no recognitions.

72
73 **5. EXECUTIVE DIRECTOR'S REPORT**

74 Mr. Mawyer stated that in his report, he provided an orange graph showing how the Rivanna Solid
75 Waste Authority continues to increase the amount of daily tonnage going through the transfer
76 station, now up to about 155 tons per day. He said the increased tonnage reflects the changes the
77 Board made after the new transfer station was built, by adding Monday as an operating day and
78 reducing the fees. He said the net operating cost in the transfer station has declined from a peak in
79 2018 from about \$33/ton to currently just under \$9/ton. He said RSWA is meeting the two goals of
80 getting more refuse through the transfer station and at a lower net operating cost.

81
82 Mr. Mawyer said that the other side of the increased volume is that they plan to apply to Virginia
83 DEQ to amend the daily transfer permit from 300 to 450 tons per day, which would deal with a few
84 of the spike days when there is an extra heavy load.

85
86 Mr. Mawyer said they are continuing to work on the design of the Keene Convenience Center at the
87 County's request, and that is expected to be open mid-2022.

88
89 Mr. Mawyer said that RSWA is starting a classification compensation study for the staff to compare
90 the equity of the structure and the compensation plan. He reported that he is on the Virginia DEQ
91 Solid Waste Fee Study working group, and the first meeting would be July 30, 2021 in Glen Allen
92 and is meant to update fees for non-hazardous waste management facilities such as the IMUC.

93
94 Mr. Mawyer said another topic for this Board is when they might go back to public Board meetings.
95 He said his understanding is that City Council may go back in September, and the Board of
96 Supervisors plans to review the community health information during its meeting on September 16
97 and consider when it might go back to public meetings. He noted that the ACSA plans to begin

98 hybrid public meetings in September. He said one suggestion for our Boards (RWSA and RSWA)
99 that meet again collectively in September would be to plan to discuss this at the September 28, 2021
100 meeting and review the model that the Council and Supervisors are devising.

101
102 Mr. Richardson said he would like to applaud the staff on their statistical tracking of the cost of
103 tonnage, and the significant drop of \$33 down to \$8.71. He said it is good tracking and thanked Mr.
104 Mawyer for providing the information.

105
106 Mr. Mawyer responded that he appreciated the guidance from the Board to make that possible.
107

108 **6. ITEMS FROM THE PUBLIC**

109 Mr. Gaffney opened Items from the Public.

110
111 There were no public comments.

112
113 Mr. Gaffney closed Items from the Public.

114 **7. RESPONSES TO PUBLIC COMMENT**

115 As there were no items from the public, there were no responses.

116 **8. CONSENT AGENDA**

117
118 *a. Staff Report on Finance*

119
120 *b. Staff Report on Ivy Material Utilization Center/Recycling Operations Update*

121
122 *c. Personnel Manual Update – Elimination of Compensatory Time*

123
124
125 **Mr. Brown moved that the Board approve the consent agenda. That was seconded by Mr.**
126 **Snook and passed unanimously (5-0). Dr. Palmer and Mr. Stewart were absent from the**
127 **meeting and the vote.**

128 **9. OTHER BUSINESS**

129 *a. Presentation: Recycling Program Review: Director of Solid Waste, Phil McKalips*

130 Mr. McKalips said that every year, RSWA provides a report on the state of recycling for the
131 Authority and the broader community.

132
133
134 Mr. McKalips said there have not been many changes in the recycled materials being processed, and
135 the pricing has been fairly stable. He reported that cardboard revenues have increased during
136 COVID, likely related to a lot of shipping by the public. He said they are now starting to see
137 downward pressure on some items that appear to be related to fuel, and this is also true of
138 commodities like glass, with costs buffered by factors such as relationship with the supplier. He said
139 they did a lot of delivery directly with their supplier, which is true for just about everything with the
140 exception of glass, 1 and 2 plastics, and metals. He said that though RSWA is incurring the fuel
141 costs, the vendors are not, which keeps the relationships and the materials moving. He said that
142 RSWA has not added any new products, and so far everything looks stable to move the materials
143 currently being collected.

144
145 Mr. McKalips said there has been an increase in customers at McIntire, and the Ivy Convenience
146 Center opened last July. He said that a week-long survey was completed earlier in the year, with 575
147 customers at McIntire, and they have visibly seen the number of customers grow. He said they have

148 seen some growth in total tonnages, in spite of almost a total dropout of any commercial tonnages
149 being brought to RSWA during COVID. He said they are moving forward with permitting and
150 design of the Keene Convenience Center, which is currently set to open next summer.

151
152 Mr. McKalips referenced an image of the Ivy Convenience Center, noting that it is getting a lot of
153 use and the customers seem to be happy about the new service.

154
155 Mr. McKalips shared customer counts from an annual week-long survey, with last year being the
156 exception due to the pandemic. He said that over the last eight years, there has been a dramatic
157 increase that he expects to continue. Mr. McKalips said that regarding the question as to whether
158 RSWA would lose customers from McIntire once the Ivy Convenience Center opened, that has not
159 been seen at all—and there appears to be an entirely new customer base.

160
161 Mr. McKalips said that the tonnages continue to increase, and all material goes to the Paper Sort
162 facility for baling, with the exception of glass and metals. He said the cardboard, mixed paper, and
163 newsprint all go to a Sonoco mill south of Richmond. He said plastic films are going to Trex in
164 Winchester, plastic containers and office papers go to Sonoco in Madison Heights, glass is being
165 picked up Strategic Materials in Wilson, N.C., while the metals go to Gerdau in Roanoke. Mr.
166 McKalips said the food waste from McIntire goes to McGill Composting in Waverly, and Ivy
167 Convenience Center goes to Blackbear in Crimora. He said the Ivy Convenience Center compost
168 material is largely UVA-generated material, so they are not collecting that much at the site yet.

169
170 Mr. McKalips presented an image of the Gerdau Scrapyard in Charlottesville and location of the
171 Paper Sort facility, in what used to be Coyner's. He said this location brings material in from
172 various recycling centers and gets dumped on the ground and staged in tractor-trailer bodies. He
173 said at the Paper Sort facility, they bail and reload materials into trailers to be hauled to their final
174 destination.

175
176 Mr. McKalips reported that this area is not very public and is not seen often, but there is a lot of
177 material that moves through each week. He said they are shipping about one load of cardboard and
178 about one and a half loads of mixed paper each week, and about every three weeks, a load of #1 and
179 #2 plastic also leaves. He noted that there are about 30 bails in a trailer.

180
181 Mr. McKalips stated that they are watching glass pricing that started out as revenue of \$25/ton and
182 is now down to \$0/ton due to fuel costs, and he mentioned that Strategic Materials does the
183 shipping. He said that they continuously get requests to consider additional types of recycling,
184 specifically for new materials—including one recently that he is exploring for Styrofoam. He noted
185 that they try to generate and flesh out whether a request seems feasible at a reasonable cost point,
186 and if they find something that seems plausible, he would bring it before the Board.

187
188 Mr. McKalips reported that they started about a year ago with community volunteers as recycling
189 ambassadors. He said these people help others at the site, typically on weekends, and try to guide
190 and educate the public on better recycling practices and try and minimize contamination.

191
192 Mr. McKalips said there are three cans referred to as “county cans,” which are direct pick-up from
193 their stations in Scottsville, Pantops, and at the Northside Library, for the public to drop off
194 magazines and newspaper. He said they would periodically bring those directly to the Paper Sort.

195
196 Mr. McKalips reported that County Waste bought the municipal solid waste transfer station from
197 Van Der Linde at Zion Crossroads about three or four years ago, then bought Time Disposal; and

198 this year, GFL bought County Waste. He said that due to the size of the Ivy transfer station, RSWA
199 is still receiving quite a bit of material from GFL, so consolidation in the market has not negatively
200 impacted the tonnages at Ivy as was expected. He said also because of the changes in tipping fees,
201 RSWA is seeing new haulers, especially in the roll-off business.
202

203 Mr. McKalips said his pet project is the Oyster Shell Recycling Program, with RSWA collecting the
204 shells and filling the bin. He said the bin had been sitting outside for a year, and there was a
205 volunteer event where staff bagged all of the oyster shells. He said they have now been put into the
206 tub displayed, which has water from the bay circulating and have been seeded with larvae. He said
207 the seeded shells have just been put into the bay, and another load of shells would be brought to Ivy
208 to cure for the next year. He said they hopefully would be able to hold the same volunteer seeding
209 event next year.
210

211 Mr. McKalips said the displayed image is a preliminary plan for the southern convenience center to
212 be constructed near Esmont Road in Keene. He said it would be a little different than McIntire in
213 that it would also have MSW collections, much like the Ivy Convenience Center. He said that is
214 currently going through the permitting process with the County.
215

216 Mr. McKalips said that people have been hearing a lot about the Governor's Executive Order 77
217 which stops use of single-use plastics and polystyrene container by State Agencies, including UVA,
218 and the impacts on RSWA are likely going to be limited to compost collection. He noted that it
219 would largely be to UVA whose compostable material, which go through IMUC to Blackbear in
220 Crimora may increase as use of plastics decreases. He reiterated that he did not think RSWA would
221 see a lot of impact from that executive order directly.
222

223 Mr. Gaffney asked what #5 plastic is and where it goes.
224

225 Mr. McKalips responded that it is polypropylene used in things like yogurt cups and margarine tubs.
226 He said the problem with number 5 plastic is it is evidently recyclable—but as far as he knows, the
227 closest recycling opportunity for it is in Alabama. He said that it is more of a logistics problem,
228 which is true of many recyclables.

229 **(RECESS RSWA)**

230 **At 2:21 p.m., Mr. Brown moved that the Board recess to the joint session with RWSA. Mr.**
231 **Richardson seconded the motion, which passed unanimously (5-0). Dr. Palmer and Mr.**
232 **Stewart were absent from the meeting and the vote.**
233

234 Mr. Snook and Mr. Boyles left the meeting.
235

236 **(JOINT SESSION WITH RWSA)**
237

238 **At 2:50 p.m., Mr. Gaffney reconvened the Rivanna Solid Waste Authority and called the joint**
239 **session to order.**
240

241 *a. Presentation: Strategic Plan Update; Katie McIlwee, Communications Manager/Executive*
242 *Coordinator*

243 Ms. McIlwee stated she would try to provide a quick overview of where things are at in the third
244 year of the strategic plan implementation. She provided a recap of the strategic direction of the

245 values, vision, and mission. She stated it has and would remain the same the entire five years of the
246 strategic plan.

247
248 Ms. McIlwee stated in Year Three of implementation, there are the same six goals of Workforce
249 Development, Operational Optimization, Communication And Collaboration, Environmental
250 Stewardship, Solid Waste Services, and Infrastructure and Master Planning. She stated of these
251 goals, there are 14 strategies and 26 tactics. She stated the target completion for the last six months
252 was at 50% and the teams are slightly ahead of that with the overall completion at 56%.

253
254 Ms. McIlwee stated that Workforce Development as a goal is about 60% complete, with the two
255 strategies: 1 - conducting a training needs assessment and enhancing the training program, and 2 -
256 developing a comprehensive staffing and classification and compensation plan. She stated some of
257 the accomplishment highlights over the last six months include completing individual development
258 plans based on employee needs and completing end of year evaluations, as well as issuing an RFP
259 for completion of a new compensation study. She stated that a contract was awarded to Evergreen
260 Solutions, which had already held the kickoff meeting to begin the study. She stated the next step
261 was to issue salary benefit surveys to peer groups, and they would continue to work with PVCC on
262 development and training to relevant positions throughout the authority.

263
264 Ms. McIlwee stated that Operational Optimization is also at 60% complete. They are focusing on
265 two strategies and they are 1 - to continually evaluate, prioritize, and improve key business and
266 operational process, and 2 - to protect workforce and the public through continually growing
267 Rivanna's culture of safety. She stated some highlights of these two strategies include implementing
268 quarterly GAC backwashing schedules, installing automated systems for polymer dosing,
269 developing oxygen-controlled polymer dosing, and continuing implementation of the corrosion
270 inhibitor. She stated next they would complete installation of the polymer dosing and
271 implementation of the corrosion inhibitor.

272
273 Ms. McIlwee reported that the safety manual has received a comprehensive update, in addition to
274 receiving regular updates when policies are due for review. She stated that they have purchased
275 articulated extension ladders and have completed several assessments, including one at Glenmore.
276 She stated web-based cameras would continue to be added at Rivanna facilities, and construction
277 would begin on the Glenmore Wastewater Treatment Plant safety upgrades. She noted that at some
278 point in the future, there would be an authority-wide fire and active shooter drills.

279
280 Ms. McIlwee stated that Communication and Collaboration is about 65% complete with the three
281 strategies being, which are 1 - create and maintain internal communication platforms, 2 - create and
282 implement a comprehensive public outreach plan, and 3 - enhance internal and external
283 communications. She stated that a records management policy has been created and there has been
284 continued implementation of the document management program. Ms. McIlwee reported that a
285 social media policy was developed, and a Facebook page was created for the Rivanna Authorities,
286 which has been used to advertise special events, such as a dam safety campaign that brought public
287 awareness too major Rivanna facilities. Ms. McIlwee noted that the team had participated in "Fix a
288 Leak" activities with the city and ACSA, with this year being virtual due to COVID restrictions, and
289 she believes it was a successful activity with good public participation. Ms. McIlwee reported that
290 as part of Communication and Collaboration, they also continue to livestream the monthly Rivanna
291 Authorities board meetings.

292
293 Ms. McIlwee reported that some next steps going forward include completion of the migration of
294 the legacy documents into the new records management system, and schedule project and facility

295 videos as the different water treatment plants complete upgrade projects. She stated that her team
296 would continue to use social media to share information with the public, and they are currently
297 researching how to continue to broadcast board meetings virtually once in-person meetings resume.
298 She stated that facility tours would resume once appropriate, and the team would be participating in
299 Day of Caring in September, and Mr. Mawyer would present to the Crozet Community Advisory
300 Committee in August.

301
302 Ms. McIlwee stated the Environmental Stewardship project is 50% complete and the three strategies
303 include 1- increasing internal environmental engagement, 2 - provide regional leadership and
304 environmental stewardship partnerships, and 3 - evaluate opportunities for additional environmental
305 activities at RWSA facilities. She stated the team participated in the oyster shell bagging project at
306 Ivy, and they continue stormwater partnerships with the Rivanna River Riparian Consortium and
307 County Stream Health Working Group.

308
309 Ms. McIlwee stated the team has begun development of the Buck Mountain property master plan
310 and evaluated the potential silviculture and solar at Buck Mountain properties. She stated they
311 would continue to look for opportunities such as spring cleanups and tree plantings to engage
312 employees. She stated that along with the Communication and Collaboration group, the
313 Environmental Stewardship team is helping to participate in Day of Caring, and would continue
314 coordination with local groups, and continue the evaluation for potential solar installation at various
315 Rivanna facilities.

316
317 Ms. McIlwee stated the Solid Waste Services goal is 55% complete and the team is working on two
318 strategies, which are 1 - determining community needs and preferred level of service, and 2 -
319 enhance partnerships with the local governments and UVA. She stated the team is continuing the
320 recycling ambassador program at the McIntire Recycling Center, organized the oyster shell bagging
321 project, and published a recycling quiz for the Facebook page to engage the public and to raise
322 awareness on various recycling topics. She stated the team continues to design and gain approval for
323 the Keene Convenience Center, and complete repairs to the irrigation pond dam at Ivy.

324
325 Ms. McIlwee stated the glass collection agreement with UVA has been implemented, and the used
326 cooking oil collection program across all sites has been upgraded. She stated the next steps for
327 enhancing partnerships is to conduct a study of regional localities' mulch prices and continue to
328 coordinate with neighboring counties on organizing glass collection.

329
330 Ms. McIlwee reported that the last topic is the Infrastructure Master Planning goal, which is 45%
331 complete at this point. She stated there are two strategies for this team, which are 1- implement
332 authority-wide asset management programs and 2 - develop and maintain a long-term master plan
333 for all critical assets. She stated that the tactical asset management plan has been drafted and
334 implementation of a CMMS program has begun. Phase three of an authority-wide asset registry for
335 use in Cityworks has been completed. Ms. McIlwee stated the next steps would be to begin a the
336 Cityworks configuration process through multiple workshops, as well as to review and finalize the
337 draft tactical asset management plan. She noted that there are several master plans underway, such
338 as the Finished Water Master Plan and the Moores Creek Wastewater Treatment Plant Master Plan,
339 and the Crozet Water Treatment Plant upgrades have been completed.

340
341 Ms. McIlwee stated the next steps are to continue the master plan and needs assessments for
342 Glenmore and Stone Robinson WWTPs, to finalize reports associated with the Moores Creek
343 Wastewater Treatment Plant, and the Finished Water Master Plan, and to schedule the annual master
344 planning gap assessment.

345
346 Mr. Gaffney commented that the teams made great progress.

347
348 Mr. Mawyer thanked Ms. McIlwee for her report.

349
350 Mr. O'Connell stated it was good to see that over time, the bigger strategies coming to life and
351 getting accomplished, and he thanked the staff.

352
353 **10. OTHER ITEMS FROM BOARD/STAFF NOT ON AGENDA**

354
355 Mr. Gaffney reported that the city has met at 3:00 p.m. for their last two meetings on the fourth
356 Tuesday, and asked if this meeting should get moved to 1:30 p.m.

357
358 Mr. Mawyer said that Mr. Snook recognized this conflict and was going to ask the Mayor to change
359 the city meeting to 5:00 pm.

360
361 Mr. Gaffney asked if there were any conflicts if this group moved their meeting to 1:30 p.m.

362
363 Mr. Richardson said he could accommodate that but could not speak for Dr. Palmer.

364
365 Mr. O'Connell said 1:30 p.m. or even 1:00 p.m. works for him.

366
367 Mr. Gaffney asked Mr. Mawyer if he would take a poll once there is a response from the city.

368
369 Mr. Mawyer said he would follow up once he heard back from Mr. Snook.

370
371 Mr. Richardson said he appreciates the report from Mr. Mawyer on the ARP funding and would
372 encourage the staff to continue what they're doing specific to state funding. He said he is impressed
373 that the Governor just announced that at lunchtime, and Mr. Mawyer was already well informed,
374 which speaks to how closely they are tracking this information. He stated that on August 2, he
375 thought the General Assembly was going to reconvene to talk about the use of state money, and he
376 would direct staff to be aggressive in looking at the state funding to see if there were things for
377 which the Authority could position itself favorably.

378
379 Mr. Richardson said that he would urge staff to continue to look for connections to the state
380 funding, and he appreciates staff efforts. He added that he would also like to thank Ms. McIlwee
381 and all staff for the work on the strategic plan. He said that he did not want this point to be lost on
382 the board in terms of how much work it takes to make such significant progress, especially in the
383 last year with the pandemic. He applauded Mr. Mawyer and his team for keeping the laser focus on
384 the strategic plan, adding that it was very impressive to maintain that over the last 18 months.

385
386 Mr. Gaffney suggested that Mr. Mawyer and Ms. McIlwee write and send that sentiment to staff.

387
388 Mr. Mawyer agreed and expressed his appreciation for the group and the recognition of the staff.

389
390 **11. CLOSED MEETING – PERSONNEL REVIEW**

391 Mr. Mawyer said that only three board members were still present for RSWA.

392
393 Ms. Stanton explained that there was no longer a quorum for the Solid Waste Authority for the joint
394 closed session, which does require certification and vote on rejoining the public meeting. She said

395 she assumed the decision should be to postpone the closed meeting and hold it at the next meeting,
396 as nothing discussed now would be a vote.

397

398 ***12. ADJOURNMENT***

399 Ms. Stanton indicated that they could adjourn the meeting without a quorum.

400

401 **At 3:05 p.m., Mr. O'Connell moved to adjourn the meeting of the Rivanna Solid Waste**
402 **Authority. The motion was seconded by Mr. Brown and passed unanimously (3-0). Mr.**
403 **Snook, Dr. Palmer, Mr. Boyles, and Mr. Stewart were absent from the meeting and the vote.**

404

405 Respectfully submitted,

406

407

408

409

410

411



Mr. Jeff Richardson
Secretary - Treasurer