






# Board of Directors Meeting

January 25, 2022

2:00pm



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[www.rivanna.org](http://www.rivanna.org) 

## BOARD OF DIRECTORS

### Regular Meeting of the Board of Directors of Rivanna Solid Waste Authority

**DATE:** January 25, 2022  
**LOCATION:** Virtually via ZOOM  
**TIME:** 2:00 p.m.

## AGENDA

- 1. CALL TO ORDER**
- 2. STATEMENT FROM THE CHAIR**
- 3. MINUTES OF PREVIOUS BOARD MEETING**
  - a. Minutes of the Regular Meeting of the Board on November 16, 2021*
- 4. RECOGNITION**
- 5. EXECUTIVE DIRECTOR'S REPORT**
- 6. ITEMS FROM THE PUBLIC**
- 7. RESPONSES TO PUBLIC COMMENTS**
- 8. CONSENT AGENDA**
  - a. Staff Report on Finance*
  - b. Staff Report on Ivy Material Utilization Center/Recycling Operations Update*
  - c. Approval of Cost-of-Living Increase*
- 9. OTHER BUSINESS**
  - a. Presentation: Large Clean Fill Project Program; Phil McKalips, Director of Solid Waste*

*(motion and vote to RECESS the RSWA Board Meeting)*

*(reconvene RSWA in a JOINT SESSION with the RWSA)*

*b. Presentation: Classification and Compensation Study; Lonnie Wood, Director of Finance & Administration and Betsy Nemeth, Human Resources Manager*

*c. Presentation: Strategic Plan Update; Deborah Anama, Executive Assistant*

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

**11. CLOSED MEETING**

**12. ADJOURNMENT**

## GUIDELINES FOR PUBLIC COMMENT AT VIRTUAL RIVANNA BOARD OF DIRECTORS MEETINGS

If you wish to address the Rivanna Board of Directors during the time allocated for public comment, please use the “chat” feature in the Zoom Meeting interface.

Members of the public who submit comments will be recognized during the specific time designated on the meeting agenda for “Items From The Public.” The comment(s) will be read aloud to the Board of Directors only during this agenda item, so comments must be received prior to the end of this agenda item. The comments will be read by the Rivanna Authority’s Executive Coordinator/Clerk of the Board.

Members of the public requesting to speak will be recognized during the specific time designated on the meeting agenda for “Items From The Public.” Each person will be allowed to speak for up to three minutes. When two or more individuals are present from the same group, it is recommended that the group designate a spokesperson to present its comments to the Board and the designated speaker can ask other members of the group to be recognized by raising their hand or standing. Each spokesperson for a group will be allowed to speak for up to five minutes.

If you would like to submit a comment, please keep in mind that Board of Directors meetings are formal proceedings and all comments are recorded on tape. In order to give all who wish to submit a comment proper respect and courtesy, the Board requests that commenter follow the following guidelines:

- Submit your comment prior to the start of or during the “Items from the Public” section of the Agenda.
- In your comment, state your full name and address and your organizational affiliation if commenting for a group;
- Address your comments to the Board as a whole;
- State your position clearly and succinctly and give facts and data to support your position;
- Be respectful and civil in all interactions at Board meetings;
- The Board will have the opportunity to address public comments after the public comment session has been closed;
- At the request of the Chairman, the Executive Director may address public comments after the session has been closed as well; and
- As appropriate, staff will research questions by the public and respond through a report back to the Board at the next regular meeting of the full Board. It is suggested that commenters who have questions for the Board or staff submit those questions in advance of the meeting to permit the opportunity for some research before the meeting.

The agendas of Board meetings, and supporting materials, are available from the RWSA Administration office upon request or can be viewed on the Rivanna website.

Rev. May 20, 2020

## CALL TO ORDER

## STATEMENT OF CHAIR TO OPEN MEETING

This is Mike Gaffney, Chair of the Rivanna Solid Waste Authority.

I would like to call the January 25, 2022 meeting of the Board of Directors to order.

Notwithstanding any provision in our Bylaws to the contrary, as permitted under the City of Charlottesville's Continuity of Government Ordinance adopted on March 25, 2020, Albemarle County's Continuity of Government Ordinance adopted on April 15<sup>th</sup>, 2020, and revised effective October 1, 2020 and Chapter 1283 of the 2020 Acts of the Virginia Assembly effective April 24, 2020, we are holding this meeting by real time electronic means with no board member physically present at a single, central location.

All board members are participating electronically. This meeting is being held pursuant to the second resolution of the City's Continuity of Government Ordinance and Section 6 of the County's revised Continuity of Government Ordinance. All board members will identify themselves and state their physical location by electronic means during the roll call which we will hold next. I note for the record that the public has real time audio-visual access to this meeting over Zoom as provided in the lawfully posted meeting notice and real time audio access over telephone, which is also contained in the notice. The public is always invited to send questions, comments, and suggestions to the Board through Bill Mawyer, the Authority's Executive Director, at any time.

## ROLL CALL:

Mr. Andrews: Please state your full name and location.

Mr. Pinkston: Please state your full name and location.

Mr. Richardson: Please state your full name and location.

Mr. Sanders: Please state your full name and location.

Mr. Smalls: Please state your full name and location.

Mr. Stewart: Please state your full name and location.

And I am Mike Gaffney and I am located at \_\_\_\_\_.

Joining us today electronically are the follow Authority staff members:

Bill Mawyer, Phil McKalips, Lonnie Wood, Jennifer Whitaker, John Hull, Betsy Nemeth, and Deborah Anama.

We are also joined electronically by Valerie Long, counsel to the Authority.



**RSWA BOARD OF DIRECTORS**  
**Minutes of Regular Meeting**  
**November 16, 2021**

A regular meeting of the Rivanna Solid Waste Authority (RSWA) Board of Directors was held on Tuesday, November 16, 2021, at 2:00 p.m. via Zoom.

**Board Members Present:** Mike Gaffney, Jeff Richardson, Dr. Liz Palmer, Lloyd Snook, Samuel Sanders, Jr. (arrived at 2:07 p.m.), Lance Stewart.

**Board Members Absent:** None.

**Rivanna Staff Present:** Bill Mawyer, Lonnie Wood, Katie McIlwee, Deborah Anama, Jennifer Whitaker, David Tungate, John Hull, Liz Coleman, Phil McKalips.

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

**1. CALL TO ORDER**

Mr. Gaffney convened the November 16, 2021, regular meeting of the Board of Directors of the Rivanna Solid Waste Authority at 2:01 p.m.

**2. STATEMENT FROM THE CHAIR**

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

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

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

Mr. Gaffney called the roll.

Dr. Liz Palmer stated she was located at 2958 Mechum Banks Drive in Albemarle County.

Mr. Jeff Richardson stated he was located at the County Office Building at 401 McIntire Road in Charlottesville, VA.

Mr. Sanders, Jr. had not yet joined the meeting and was absent from the roll call.

Mr. Lloyd Snook stated he was located at 408 East Market Street, Charlottesville, VA.

Mr. Stewart stated he was located at 401 McIntire Road, Charlottesville, VA.

Mr. Mike Gaffney stated he was located at 3180 Dundee Road in Earlysville, VA.

Mr. Gaffney stated the following Authority staff members were joining the meeting electronically: Bill Mawyer, Phil McKalips, Lonnie Wood, Jennifer Whitaker, John Hull, Liz Coleman, Katie McIlwee, and Deborah Anama.

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

### **3. MINUTES OF PREVIOUS BOARD MEETING**

#### ***a. Minutes of the Regular Meeting of the Board on September 28, 2021.***

Ms. Stanton noted the same code section reference revisions as were made for the RWSA minutes from the prior month. She stated that in line 562, the code section should be Section 2.2-3711-A(1) of the Code of Virginia. She stated on line 578, it should be Section 2.2-3712(D) of the Code of Virginia.

**Dr. Palmer moved that the board approve the minutes of the previous board meeting as amended. Mr. Stewart seconded the motion, which passed unanimously (5-0). (Mr. Sanders, Jr. was absent from the vote.)**

### **4. RECOGNITION**

#### ***a. Resolution of Appreciation for Mr. Chip Boyles***

Mr. Gaffney read the following resolution:

“WHEREAS, Mr. Boyles has served as a member of the Rivanna Water & Sewer Authority and Rivanna Solid Waste Authority Board of Directors since February of 2021; and

“WHEREAS, over that same period Mr. Boyles 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, Mr. Boyles’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; and

“WHEREAS, the Water & Sewer Authority and Solid Waste Authority Boards of Directors are most grateful for the professional and personal contributions Mr. Boyles has provided to both Authorities and to the community.

“NOW, THEREFORE, BE IT RESOLVED that the Rivanna Water & Sewer Authority and the Rivanna Solid Waste Authority Boards of Directors recognize, thank, and commend Mr. Boyles for his 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 his 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.”

**Mr. Snook moved to approve the Resolution of Appreciation. Dr. Palmer seconded the motion, which passed unanimously (6-0).**

*b. Resolution of Appreciation for Dr. Liz Palmer*

Mr. Gaffney read the following resolution:

“WHEREAS, Dr. Palmer has served as a member of the Rivanna Solid Waste Authority and the Rivanna Water & Sewer Authority Boards of Directors since 2016; and

“WHEREAS, since 1998 Dr. Palmer has been an active and valuable contributor and has demonstrated leadership in solid waste, recycling, drinking water and wastewater services as a member of the community and as a member of the Boards of Directors; and

“WHEREAS, Dr. Palmer’s understanding of solid waste and recycling as well as drinking water and sewer operations of Albemarle County and the Rivanna Authorities has supported a strategic decision-making process that provided benefits to the customers served by Albemarle County as well as the community as a whole. During Dr. Palmer’s tenure and through her efforts, major projects were completed including:

- a modern refuse Transfer Station at the Ivy Material Utilization Center
- the first recycling and refuse Convenience Centers located at the Ivy MUC as well as in Keene
- a Community Water Supply Plan to ensure an adequate water supply for the next 50 years
- the regional “Wastewater Projects Cost Allocation Agreement”
- Odor Control Improvements at the Moores Creek Advanced Water Resource Recovery Facility
- Granular Activated Carbon Filters for the water treatment plants
- a Strategic Plan for both Authorities; and

“WHEREAS, the Solid Waste Authority and Water & Sewer Authority Boards of Directors are most grateful for the professional and personal contributions Dr. Palmer has provided to both Authorities and to the community.

“NOW, THEREFORE, BE IT RESOLVED that the Rivanna Solid Waste Authority and Rivanna Water & Sewer Authority Boards of Directors recognize, thank, and commend Dr. Palmer for her distinguished service, efforts, and achievements 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 Solid Waste Authority and the Rivanna Water & Sewer Authority.”

**Mr. Richardson moved to approve the Resolution of Appreciation. Mr. Stewart seconded the motion, which passed unanimously (6-0).**

Mr. Gaffney offered his appreciation to Dr. Palmer.

Dr. Palmer asked if she could take some time to say a few words about the Solid Waste Authority. She stated Mr. Gaffney is the only person on the board who was present when there was an effort to go from privatizing solid waste in the County to having a municipally owned, modern transfer station. She stated she wanted to say a few words of importance of how this happened. She stated she particularly wanted to talk about the importance of the SWAAC Committee in that effort and how it can be equally as important going forward.

Dr. Palmer stated that prior to 2014, the Board of Supervisors was planning on privatizing solid waste. She stated her predecessor on the RSWA that was the representative on the Board of Supervisors thought it was very important to get the County out of solid waste. She stated he wanted to privatize it and was very clear about it. She stated they had a different viewpoint.

Dr. Palmer stated that when she got on the Board of Supervisors in 2014, she knew absolutely nothing about solid waste and was a blank slate. She stated she knew some things about the history, but she did not know anything about trash. She stated the rest of her board colleagues were likely equally in the dark about the business. She stated they resurrected what used to be the Citizens Advisory Board for Rivanna and made this a County committee. She stated they worked hard to populate it with people who understood the business such as a hauler, someone who ran a transfer station in the past, and people that understood the business.

Dr. Palmer stated that for a variety of reasons, there were many roadblocks thrown at the committee. She stated Mr. McKalips would recall explaining to her one of the roadblocks – that if they built the transfer station where they have it today, it would be so heavy that it would potentially push out toxic groundwater and contaminate the surrounding water. She stated she had expressed that this was crazy but that no one was going to listen to her. She stated Rivanna stepped in and wrote a letter to correct this misinformation. She stated Mr. McKalips explained to her how well they understood the landfill and how this would not happen.

Dr. Palmer stated there had been misconceptions about the permitting process on the side of the County staff, and she would note that all the County staff were different at the time. She stated there was a different County Executive and County Attorney, and it was a different world then. She stated the current County staff, in her opinion, has been wonderful, and she was incredibly appreciative of everyone on the County staff who has helped get to this point as well as everyone on the Rivanna staff.

Dr. Palmer stated this committee explained very clearly what was needed in a commercially viable transfer station. She stated that very early on, they had a spoke and wheel design where they would get the transfer station up and running and have it open six days a week, adding that she had always wanted it to be open seven days a week and had talked to Mr. McKalips in the past about how perhaps this would happen someday, that it would have competitive tipping fees, and that people had to be able to get in and out very fast. She stated this was all very common, and she remembers one hauler telling her, "Build it, and they will come. It will take approximately three years for the numbers to ramp up." She stated this hauler was exactly right.

Dr. Palmer stated that currently, the committee has more recycling-oriented people on it, but at some point, as she has discussed with some County staff, the County will have to put a transfer station up Route 29 North, perhaps doing so with Greene County. She stated she would encourage anyone who is dealing with the committee to think about moving some of those commercial operators or retired operators on to the SWAAC Committee to get advice. She stated this was

197 incredibly helpful in getting herself and other Board members to understand what was required to  
198 make this work.

199  
200 Dr. Palmer stated she had one more thing to say which she felt was interesting. She stated in her  
201 incredible frustration those first couple of years, she finally called Graham Simmerman at the DEQ  
202 and asked to meet with him. She stated she drove to Harrisonburg and explained to him what was  
203 happening in Albemarle County. She stated she asked him to give her a bigger picture on what  
204 happens at the state level in other communities, as she was so cloistered in her own community and  
205 did not know who to believe.

206  
207 Dr. Palmer stated Mr. Simmerman was extremely helpful and told her, "You guys are the bad  
208 actors. There is only one other community that has an open-air transfer station like yours in the  
209 state." She stated Mr. Simmerman told her that this was a small, economically disadvantaged  
210 community, pointing out that Albemarle County is a wealthy one and asking her why the solution  
211 could not be supplied there. She stated she then asked Mr. Simmerman why the DEQ had not closed  
212 the transfer station if they had been out of compliance for 14-15 years, to which Mr. Simmerman  
213 replied, "Because I couldn't do that to the community. I couldn't do that to the people of the  
214 community because this is a core, essential service. You need to supply this for your community."

215  
216 Dr. Palmer stated she walked away from the conversation knowing that this was what they had to  
217 do. She stated this story is important, going forward, as they grow as a County and make sure that  
218 they provide this service to the community. She stated she never advocated getting into the trash  
219 collection business, but she thinks it is incredibly important that the County provides commercial  
220 and residential spaces for people to bring their trash. She stated as one hauler did say to her very  
221 early on, "The only thing you can depend on in life is death, taxes, and trash."

222  
223 Dr. Palmer stated the RSWA and the RWSA were the two organizations she would miss the most  
224 about being on the Board of Supervisors. She stated it had been a pleasure working with everyone  
225 over the years.

## 226 227 **5. EXECUTIVE DIRECTOR'S REPORT**

228 Mr. Mawyer stated that to follow up on Dr. Palmer's comments, he found it interesting that as he  
229 read the CAFR, the RSWA in the 12-month period of FY 21 handled about 100 million pounds of  
230 refuse and recycling materials. He stated they handled 14 million pounds of waste that was diverted  
231 into recycling and reuse programs and an additional 83 million pounds of refuse that they had  
232 transferred and disposed. He stated this was quite an accomplishment, and he would thank Dr.  
233 Palmer and the Board for all the leadership they provided through the years, as Dr. Palmer recanted,  
234 from the doldrums of the early 2000s up to where they currently are as a vibrant, progressive Solid  
235 Waste Authority. He stated this was reflected in the chart in his report.

236  
237 Mr. Mawyer stated there was a month in September where they had averaged 175 tons per day  
238 coming through the transfer station. He stated this is a significant gain from where they were three  
239 short years ago, when they were averaged 30 or 40 tons per day and 64 tons in January of 2019. He  
240 stated when the transfer station was built, the goal was to try to get this up to 89 tons per day, and  
241 they are far exceeding this objection. He stated RSWA has gone back to DEQ to request a permit  
242 increase so they can increase the maximum transfer from 300 tons per day to 450 tons per day  
243 through the transfer station.

Mr. Mawyer congratulated and thanked the board as well as the staff of 20 people at the landfill and those at McIntire who manage the Transfer and Paper Sort facilities. He reiterated that there was 100 million pounds of waste and recyclable materials processed in FY2021.

Mr. Mawyer stated there had been successful Household Hazardous Waste and Bulky Waste Amnesty Days that fall, with thousands of pounds of furniture, mattresses, appliances, and tires as well as household hazardous waste materials being properly disposed.

Mr. Mawyer stated the RSWA is continuing its design of the Keene Convenience Center and coordinating with the County site plan review process to get that project designed properly and ready for construction, with an opening date planned for the end of 2022.

Mr. Mawyer stated that as the newspaper reported, there was a solar project at the Ivy MUC that was approved by the Albemarle County Board of Supervisors for a special use permit. He stated this was a great thing for the Community Power Group, who is leasing the property at the Ivy MUC from Rivanna. He stated it was reported that the group expects to start construction of the solar arrays in 2023.

Mr. Mawyer stated Rivanna also celebrates that 100% of Solid Waste staff have been vaccinated against the COVID virus. He stated one staff member needs a second shot and then, they will be 100% fully vaccinated. He stated he would applaud that group, adding that there was a time that they had the lowest vaccination percentage in the Rivanna Authorities.

Mr. Mawyer stated he was working on the VDEQ Solid Waste Fee Study Committee where the General Assembly asked the DEQ to increase its permit fees to be a 100% recoverable expense. He stated Mr. McKalips pinch-hit for him in two meetings, which he appreciated. He stated that ultimately, it appeared that the group came up with the annual transfer station fee, which would stay relatively unchanged at \$6,500 per year, but that the post-closure annual fee will increase from about \$1,176 per year to about \$7,500 per year.

## **6. ITEMS FROM THE PUBLIC**

Mr. Gaffney opened Items from the Public. He asked Mr. Hull if there was anyone from the public who wished to speak.

There were no public comments.

Mr. Gaffney closed Items from the Public.

## **7. RESPONSES TO PUBLIC COMMENT**

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

## **8. CONSENT AGENDA**

*a. Staff Report on Finance*

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

*c. Staff Report on the Control of Firearms and Ammunition – General Administrative Procedure #2*

*d. Staff Report on the Use of Credit Cards – General Administrative Procedure #3*

*e. Award of Contract for Vegetative Waste Grinding*

f. *Approval of Calendar Year 2022 Meeting Schedule*

**Dr. Palmer moved that the board approve the Consent Agenda as presented. That was seconded by Mr. Stewart and passed unanimously (6-0).**

**9. OTHER BUSINESS**

a. *Presentation: FY 21 CAFR and Audit Report; Matthew McLearen, Robinson, Farmer, Cox Associates*

Mr. Matthew McLearen of Robinson, Farmer, Cox Associates stated his firm performs the FY 2021 Financial Statement Audit. He stated he would briefly review the Annual Financial Report, which also contains the Independent Auditors Report, which is the firm's opinion on the financial statements.

Mr. McLearen stated that prior to doing this, he had issued a letter entitled "Communication with Those Charged with Governance," which is a required communication between an auditor and government body. He stated it can be a written document, and it can also be communicated orally in person to the board or those charged with governance. He stated this is a two-page letter that he believed was in the board's possession and authority, but he would briefly highlight the points from that letter.

Mr. McLearen stated he would start with responsibilities. He stated that under the audit, management is responsible for the preparation of the financial statements, including the Annual Financial Report. He stated management is also responsible for the design and implementation of internal controls. He stated the auditor is responsible for testing those controls, evaluating accounting principles, and conducting tests to substantiate the figures and amounts reported in the financial statements as presented by management.

Mr. McLearen stated the second item was Difficulties Encountered in Performing the Audit. He stated the firm is required by professional standards to disclose any difficulties they had, which could include incomplete records, inability to access certain records they would necessarily need to opine on financial statements. He stated he was pleased to report that they had no such difficulties.

Mr. McLearen stated the third item described in the letter was Corrected and Uncorrected Misstatements. He stated that as with most audits, the firm proposes audit adjustments and if those audit adjustments are included in the financial statements, they are considered corrected misstatements. He stated uncorrected misstatements are those that are proposed and not included in the financial statement, and the firm is required by professional standards to disclose any uncorrected misstatements. He stated he was pleased to report that there were no uncorrected misstatements.

Mr. McLearen stated the next item was Applying Accounting Principles, which was a summary overview of any accounting principles that may have applied to the FY 21 audit. He stated there was a significant accounting principle that was enacted for all governmental entities and did not apply to the Authority. He stated this was GASB Reporting Standard #84 and was not included in the financial statements. He stated that in the future, the accounting standards coming up were GASB Reporting Standard #87, which has been talked about for quite a few years and is the government's mirror of the GASB or financial reporting standards for for-profit entities regarding lease



accounting. He stated this will be implemented in FY 22, assuming that the GASB does not delay it again.

Mr. McLearen stated lastly, in the letter, one will find any mention of significant audit findings. He stated an auditor is required to disclose any audit findings that they found during the course of the audit field work. He stated he was pleased to report that there were no significant audit findings disclosed for FY 21.

Mr. McLearen stated the Annual Financial Report contains a wealth of information. He stated this report also includes the Independent Auditors Report, which is included under the Financial section. He stated his review of the Financial Report would focus solely on the Financial section and the Compliance section, which also includes a report from the independent auditors.

Mr. McLearen stated that in the Annual Financial Report, on page 13 (or PDF pages 19 and 20), this was the Independent Auditors Report, which is the opinion of the Annual Financial Statement and the material accuracy of the numbers as presented. He stated the firm has issued an unmodified, clean report, dated October 25, 2021.

Mr. McLearen stated that immediately following the Independent Auditors Report is a section entitled "Management's Discussion and Analysis." He stated this section (commonly referred to as the MD&A) is a narrative overview of the financial statements where management presents the increases or decreases, along with a comparative analysis of the significant financial information included in the financial statements as presented. He stated this is very similar to an executive summary of the financial report.

Mr. McLearen stated that immediately following the MD&A are the three core financial statements, starting with Exhibit 1 (found on page 24 of the bound document, or on PDF pages 30 and 31). He stated the statement in that position is similar to a balance sheet for a for-profit entity. He stated it spans the course of two pages. He stated the second page of this exhibit reports the net position, which is the term for equity in a governmental setting, and there are total net equities of \$7.4 million as of June 30, 2021.

Mr. McLearen stated the second of the three exhibits is the Statement of Revenue Expenses and Changes in that Position (found on page 26, or page 32 of the PDF). He stated this is similar to an income statement for a for-profit entity and reports the increase or decrease in the equity, including the total revenues and expenses of the Authority for the year ending June 30, 2021. He stated one would see that the change in that position is the third number from the bottom when looking at the statement and is a decrease of approximately \$214,000 for the fiscal year ending June 30, 2021. He stated the analysis of the information presented on the statement can be found in the MD&A section, which speaks to the increase or decrease in that position.

Mr. McLearen stated finally, the third financial statement is the Statement of Cash Flows, which is Exhibit 3 (page 27, or page 33 of the PDF). He stated this reports the ending cash position of the Authority, and it also presents the increases or decreases and provides a summary of how that increase or decrease was comprised. He stated about halfway down the page, one would see that the Authority had a past position of \$3.2 million on June 30, 2021, which represented a decrease of \$523,000 for the fiscal year. He stated there is a lot of information on that page, and a large part of that decrease can be found in the capital assets under the cash flow related activities.

Mr. McLearen stated he wanted to briefly review the Compliance section, found at the rear of the audit document report. He stated this was found on pages 83 and 84, or on pages 89 and 90 of the PDF. He stated this is the Report on Internal Controls Over Financial Reporting, where an auditor would describe any significant deficiencies or material weaknesses that are found in the financial reporting structure. He stated the firm reported no significant deficiencies nor material weaknesses for the fiscal year ending June 30, 2021.

Mr. McLearen stated this concluded his remarks and offered to take questions from the board.

Dr. Palmer stated this was another good job.

Mr. Gaffney stated he appreciated the thoroughness of the report. He asked Ms. Stanton if the board needed to accept the report in the presentation.

Ms. Stanton replied that the board could accept the report.

**At 2:35 p.m., Dr. Palmer moved to recess the RSWA Board meeting. The motion was seconded by Mr. Stewart and passed unanimously (6-0).**

At 3:02 p.m., Mr. Gaffney called to order the joint session of the Rivanna Solid Waste Authority and Rivanna Water and Sewer Authority.

(See RWSA Board minutes for the joint presentation on safety program updates.)

The joint session concluded at 3:09 p.m. with the RWSA Board adjournment and the RSWA Board meeting continuing.

*b. Presentation: Buffer Management Update; Director of Solid Waste, Phil McKalips*

Mr. Phil McKalips, Director of Solid Waste, stated he had previously brought to the board the Buffer Management Plan, and at the end of the presentation, he wanted the board to approve the plan he would present.

Mr. McKalips stated to recap, in 2019, the Department of Forestry helped Rivanna prepare a Forestry Stewardship Plan, and the idea behind this was to help the buffers (which are at the Ivy site and located around the landfill cells) stay healthy, vibrant, and effective for many years to come.

Mr. McKalips stated that in May of 2020, Rivanna hired a consulting forester to help them implement this strategy. He stated that in December of 2020, they signed a contract with a local logging company to harvest a portion of the timber. He stated in that area, it was a pine stand that was part of an old pine plantation. He stated Rivanna is now looking around at the remaining borders of the landfill at what are primarily hardwoods.

Mr. McKalips stated the reason they are doing this is to help keep a vibrant, wooded buffer around the facility. He stated they are currently focusing on the hardwood stands that most people see as they drive around the facility. He stated the foresters helped Rivanna come up with a strategy called a "shelterwood harvest".

Mr. McKalips stated the board has probably heard of clear cuts, where everything is cut down, but a shelterwood harvest is not that strategy. He stated the idea with a shelterwood harvest is to identify the healthiest select species of trees and leave them, although they are probably the most valuable timber wood in the stand. He stated these trees function as shade and seed producers for the future regrowth of the forest. He stated they will leave 25 to 35 of these select trees per acre. He stated these will be the parents of the future growth of the forest.

Mr. McKalips stated to give the board an idea of the sense of scale, it takes about 50 to 70 years to complete this cycle, so when they kick off the shelterwood harvest plan, they will harvest many trees. He stated these trees will reseed and grow, and 20 or 30 years from now, they will take out these select parent trees. He stated the buffer will grow back where it is now with a diverse forest in about 50 to 70 years. He stated the slide on the screen showed a simplified graphic of how the process works.

Mr. McKalips stated the reason he was presenting this was that he wanted the board to have a visual idea of what this will look like. He stated as seen in the picture on the slide, this was a normal Eastern Hardwood forest stand. He stated on the right, one could still see a lot of trees, but one could also see that some of the trees left are significantly large trees. He stated they still have a lot of broken shade into the forest floor, but those trees will then be the seed trees for the nursery area.

Mr. McKalips presented another picture of the same concept, noting that one could see (especially due to the skylight) how this has thinned out the forest in this area, with still a lot of trees left.

Mr. McKalips stated there are other considerations at Ivy, which he has seen since he began working there in 2002. He stated "assault" may be a strong word, but it feels that way when walking around parts of the site. He stated there are some invasive species, primarily Autumn Olive and Oriental Bittersweet, which are making inroads into parts of the forest. He stated one of the reasons he was bringing this up was that with the strategy of doing something with the forest buffer, they will need to think about doing it reasonably soon before these invasive species truly do take over the whole understory of the forest.

Mr. McKalips presented some pictures of what he meant. He stated the left-most picture showed an open, mature forest area. He stated the center picture showed a couple of stems of the Autumn Olive, and the right-most picture showed how the Autumn Olive was starting to dominate the forest floor. He stated if they do not get the next generation of trees coming, the parent trees (larger trees) could drop all the seed they want on the forest floor, and none of them will grow past 2 feet tall because they will be shaded out and outcompeted by the Autumn Olive. He stated this is one thing that was pushing his request to take action in the near term.

Mr. McKalips stated in terms of this all working together so they can achieve their goals, he thinks the shelterwood strategy is a viable way to move forward. He stated they will specifically segregate out and keep the good trees they want to have in the future. He stated they will need to do some prep work once they harvest out the remaining trees, including some chemical treatments to help control the Autumn Olives, until the other trees can come back.

Mr. McKalips stated if the board approves this, the next step will be to prepare an RFP, much like they did with the pine clear cut, and put it out on the market to enter into a timber sales agreement. He stated like with the pine cut, it will probably be a two-year term for the contractor to actually implement the harvest.



Mr. McKalips stated that in about 20 years, they can consider harvesting the remaining trees out of the area and thinning out the next-generation trees to select the best of those.

Mr. McKalips concluded his presentation and asked if there were any questions.

Dr. Palmer asked who will be removing and treating the invasive species.

Mr. McKalips replied that they would hire a company to do it, and they would get help with this through the consulting forester. He stated there are different strategies, and in the area where the pine clear cut is (where it will be one large 42-acre area), they can contract with a helicopter to come in and spray it en-masse. He stated in places like in some of the pictures he showed with the select Autumn Olive growing, there are people who can come in with backpack sprayers and machetes, which is called "squirt and slash." He stated they go through and either spray, slash, or do both to the trees or bushes that are left in order to control those, but it is a very select roaming treatment by a contractor.

Dr. Palmer stated she did not know if this was planned to be done or possible, but as someone who spends a lot of time removing invasive species from her own property, she knows that the timing is extremely important, and this is one of the best times of year to slash and spray. She stated there is a group in the area of volunteer invasive species specialists, and it may be helpful to have a conversation with them if Mr. McKalips had not already and cared to do that.

Mr. McKalips stated that he would definitely like to get in touch with the group. He stated there are people who are adamant about not using chemicals that will run goats through.

Dr. Palmer stated there are, but her opinion was that they must use chemicals.

Mr. McKalips stated this was something he could look at in terms of cost.

Dr. Palmer stated if there is only a little Autumn Olive, it can be dug up, but this was not practical here, and she was not suggesting that they not use chemical sprays. She stated one could use a lot less chemical spray, though, if it is done in certain ways and if timing is appropriate. She stated she could email the contact information to Mr. McKalips. She added that goats are great, and she was not belittling them, but this is not always effective in the long term for getting rid of the invasive species, and it can also take several years to get this under control. She stated attacking it aggressively for a couple of years is typically what is needed.

Dr. Palmer stated she wholeheartedly approved the plan and believed it was a great idea.

Mr. Mawyer stated staff would like the board to approve the plan for the shelterwood.

**Dr. Palmer moved that the board approve the request for the shelterwood harvesting plan for the IMUC vegetative buffer. Mr. Snook seconded the motion, which carried unanimously (6-0).**

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

Mr. Gaffney asked if there were any other items from Board or staff not on the agenda.

There were no other items.

543 ***11. CLOSED MEETING***

544 There was no closed meeting.

545

546 ***12. ADJOURNMENT***

547 **At 3:24 p.m., Dr. Palmer moved to adjourn the meeting of the Rivanna Solid Waste**  
548 **Authority. Mr. Snook seconded the motion, which passed unanimously (6-0).**

549

DRAFT

## MEMORANDUM

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

**FROM: BILL MAWYER, EXECUTIVE DIRECTOR**

**SUBJECT: EXECUTIVE DIRECTOR'S REPORT**

**DATE: JANUARY 25, 2022**

### STRATEGIC PLAN GOAL: SOLID WASTE SERVICES

#### Use of the Ivy Materials Utilization Center:

##### November 2021

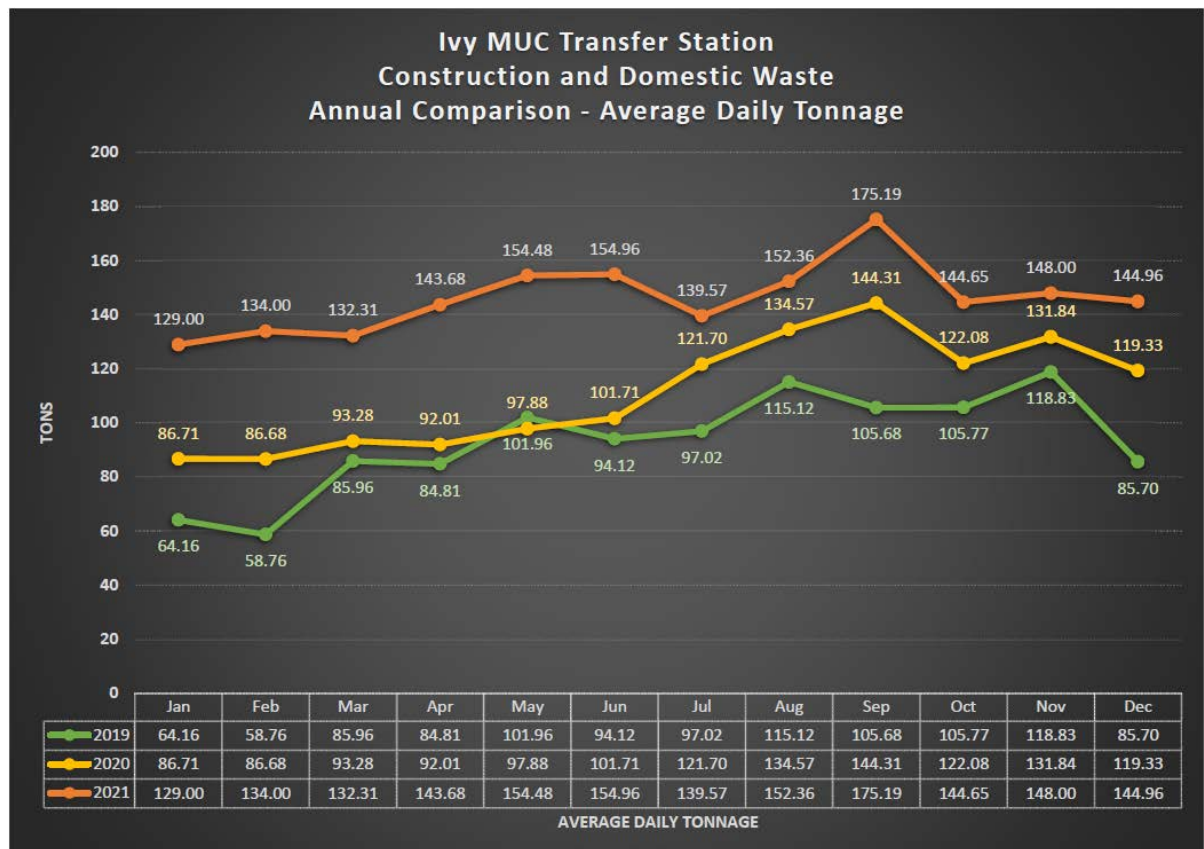
Vehicles  
5,213

Avg MSW & CDD Tons/Day  
148

##### December 2021

Vehicles  
5,533

Avg MSW & CDD Tons/Day  
145



*STRATEGIC PLAN GOAL: WORKFORCE DEVELOPMENT*

**Recognitions**

The professional qualifications of our staff continue to improve and enhance our services. The following employee successfully completed the requirements for a license from the State:

Chuck Fuss – CDL License, Class A

*STRATEGIC PLAN GOAL: ENVIRONMENTAL STEWARDSHIP*

**FY22 Grant Award**

RSWA was awarded a grant of \$38,120 from VDEQ, Division of Land Protection & Revitalization for the FY 22 Litter Prevention and Recycling Program. These funds will support our recycling budget.

*STRATEGIC PLAN GOAL: INFRASTRUCTURE AND MASTER PLANNING*

**Keene Convenience Center**

We are designing a recycling and bagged refuse collection facility to be located on a site owned by the County in southern Albemarle. Comments on the site plan are being coordinated with Albemarle County staff. We anticipate the facility will open by December 2022.



## MEMORANDUM

**TO:** RIVANNA SOLID WASTE AUTHORITY  
 BOARD OF DIRECTORS  
  
**FROM:** LONNIE WOOD, DIRECTOR OF FINANCE AND  
 ADMINISTRATION  
  
**REVIEWED:** BILL MAWYER, EXECUTIVE DIRECTOR  
  
**SUBJECT:** NOVEMBER 2021 FINANCIAL SUMMARY  
  
**DATE:** JANUARY 25, 2022

The results of operations and remediation activities for the first five months of this fiscal year are summarized below and in the attached statements.

	<u>Operating Results</u>	<u>Remediation Results</u>	<u>Total</u>
Total Revenues	\$ 1,497,180	\$ -	\$ 1,497,180
Total Expenses	<u>(2,208,012)</u>	<u>(340,206)</u>	<u>(2,548,218)</u>
Net operating results	(710,832)	(340,206)	(1,051,038)
Support - MOU & Local	<u>939,356</u>	<u>525,238</u>	<u>1,464,594</u>
Surplus/(Deficit)	<u>\$ 228,524</u>	<u>\$ 185,032</u>	<u>\$ 413,556</u>

Total operating revenues through November were \$440,000 over budget, and total operating expenses were \$361,000 over budget. The Authority has processed 30,317 tons of waste this fiscal year. A breakdown of net revenue or cost per ton, including overhead and administrative support costs, is shown below.

	<u>Ivy MSW</u>	<u>Ivy - Other</u>	<u>Recycling</u>	<u>Total</u>
Tonnage	19,492	9,700	1,125	30,317
Net operating revenue (costs)	\$ (284,572)	\$ (72,184)	\$ (354,076)	\$ (710,832)
Net revenue (cost) per ton	\$ (14.60)	\$ (7.44)	\$ (314.73)	\$ (23.45)

Attachments

RIVANNA SOLID WASTE AUTHORITY  
REVENUE AND EXPENSE SUMMARY REPORT  
FISCAL YEAR 2022  
FOR THE MONTH ENDED 11/30/2021

Target Rate: 41.67%

Operations	BudgetActual Y-T-D		IVY		MSW-IVY		IVY CONVENIENCE		RECYCLE		ADMIN.	
			OPERATIONS		TRANSFER		CENTER		OPERATIONS		SERVICES	
			Budget	Actual Y-T-D	Budget	Actual Y-T-D	Budget	Actual Y-T-D	Budget	Actual Y-T-D	Budget	Actual Y-T-D
REVENUES												
Ivy Operations Tipping Fees	\$ 334,800	215,101	\$ 334,800	215,101								
Ivy MSW Transfer Tipping Fees	1,833,400	1,067,248			1,833,400	1,067,248						
Material Sales-Ivy	110,000	43,166	110,000	43,166								
Recycling Revenues	156,300	110,381					20,000	9,176	136,300	101,205		
Other Revenues	93,000	49,498			93,000	49,498						
Interest & Fees	10,400	11,785									10,400	11,785
Total Revenues	\$ 2,537,900	\$ 1,497,180	\$ 444,800	\$ 258,267	\$ 1,926,400	\$ 1,116,746	\$ 20,000	\$ 9,176	\$ 136,300	\$ 101,205	\$ 10,400	\$ 11,785
Budget vs. Actual*		58.99%		58.06%		57.97%		45.88%		74.25%		113.32%
EXPENSES												
Ivy Operations	518,796	252,007	518,796	252,007								
Ivy MSW Transfer	2,414,696	1,322,874			2,414,696	1,322,874						
Ivy Convenience Center	314,473	138,961					314,473	138,961				
Recycling Operations	581,368	262,741							581,368	262,741		
Administration	834,506	325,562									834,506	325,562
Total Expenses	\$ 4,663,839	\$ 2,302,145	518,796	252,007	2,414,696	1,322,874	314,473	138,961	581,368	262,741	834,506	325,562
Budget vs. Actual*		49.36%		48.58%		54.78%		44.19%		45.19%		39.01%
Net Results Before Administrative Allocation	\$ (2,125,939)	\$ (804,965)	\$ (73,996)	\$ 6,260	\$ (488,296)	\$ (206,128)	\$ (294,473)	\$ (129,785)	\$ (445,068)	\$ (161,535)	\$ (824,106)	\$ (313,777)
Administrative allocations:												
Administrative costs to Envir. MOU (below)	247,232	94,133									247,232	94,133
Administrative costs to Operations	-	-	(206,027)	(78,444)	(206,027)	(78,444)	-	-	(164,821)	(62,755)	576,874	219,644
Net Operating Income (Loss)	\$ (1,878,707)	\$ (710,832)	\$ (280,023)	\$ (72,184)	\$ (694,323)	\$ (284,572)	\$ (294,473)	\$ (129,785)	\$ (609,889)	\$ (224,291)	\$ -	\$ -
Other Funding Sources												
Local Government Contributions	1,878,707	939,356										
County Contribution - Capital Grant	1,100,000	-										
Transfer to Capital Fund - Southern Recycling Center	(1,100,000)	-										
Surplus (Deficit) - Operations	\$ -	\$ 228,524										

Environmental Programs		
	Budget	Actual Y-T-D
<b>REVENUES</b>		
Remediation Support	1,020,496	525,238
Total Revenues	1,020,496	525,238
Budget vs. Actual*		51.47%
<b>EXPENSES</b>		
Ivy Environmental	773,264	246,073
Administrative Allocation	247,232	94,133
	1,020,496	340,206
Budget vs. Actual*		33.34%
Cash Reserves Used	-	-
Surplus (Deficit) - Environmental	\$ -	\$ 185,032
<b>Total Surplus (Deficit)</b>		
	\$ -	\$ 413,556

**Rivanna Solid Waste Authority  
Monthly Financial Status Report  
FY 2022**

	July	August	September	October	November	Year-to-Date
<b><u>Revenues</u></b>						
Ivy Operations Tipping Fees	\$ 35,994	\$ 38,495	\$ 39,946	\$ 38,191	\$ 62,475	\$ 215,101
Ivy MSW Transfer Tipping Fees	197,270	217,069	239,559	208,308	205,042	1,067,248
Ivy Material Sales	7,680	9,230	10,013	8,972	7,272	43,166
Ivy Convenience Center	-	-	9,176	-	-	9,176
Recycling	12,816	16,292	10,331	28,198	33,568	101,205
Other Revenues	16,510	9,031	9,570	7,508	6,879	49,498
Interest & Late Fees	2,463	1,914	2,783	3,492	1,133	11,785
<b>Total Revenues</b>	<b>\$ 272,733</b>	<b>\$ 292,031</b>	<b>\$ 321,377</b>	<b>\$ 294,670</b>	<b>\$ 316,369</b>	<b>\$ 1,497,180</b>
<b><u>Expenses</u></b>						
Ivy Operations	\$ 33,561	\$ 33,911	\$ 104,383	\$ 44,749	\$ 35,402	\$ 252,007
Ivy Environmental	37,298	50,978	53,561	71,467	32,769	246,073
Ivy MSW Transfer	145,425	351,638	226,868	335,377	263,567	1,322,874
Ivy Convenience Center	23,687	22,962	29,206	36,397	26,709	138,961
Recycling Operation	57,427	47,534	62,637	54,115	41,028	262,741
Administration	64,067	62,839	63,892	70,088	64,676	325,562
<b>Total Expenses</b>	<b>\$ 361,466</b>	<b>\$ 569,861</b>	<b>\$ 540,547</b>	<b>\$ 612,192</b>	<b>\$ 464,152</b>	<b>\$ 2,548,218</b>
<b>Net Operating Income (Loss)</b>	<b>\$ (88,733)</b>	<b>\$ (277,830)</b>	<b>\$ (219,170)</b>	<b>\$ (317,522)</b>	<b>\$ (147,782)</b>	<b>\$ (1,051,038)</b>
<b><u>Other Funding Sources</u></b>						
Local Government Contributions	\$ 423,936	\$ 45,742	\$ -	\$ 469,678	\$ -	\$ 939,356
Remediation Support and Revenue	223,577	79,033	-	222,628	-	525,238
<b>Use of Cash Reserves</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Surplus (Deficit)</b>	<b>\$ 558,780</b>	<b>\$ (153,056)</b>	<b>\$ (219,170)</b>	<b>\$ 374,783</b>	<b>\$ (147,782)</b>	<b>\$ 413,556</b>

**Rivanna Solid Waste Authority  
Fiscal Year 2022  
November 2021**

**Revenue Detail Report**

**Revenue Line Item**

**IVY TIPPING FEES**

Clean Fill Material	9,000	7,192
Grindable Vegetative Material	4,000	2,285
Tires, Whole	120	58
Tires/White Good (per item)		
<i>Subtotal</i>	13,120	9,534

**IVY TRANSFER STATION**

Compost Services	500	162
MSW Transfer Station	33,200	19,492
<i>Subtotal</i>	33,700	19,653

**MATERIAL SALES - IVY**

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

**IVY CONVENIENCE CENTER**

Material Sales		
<i>Subtotal</i>		

**RECYCLING**

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

**OTHER REVENUES**

Service Charge Fees		
Other Revenues		
<i>Subtotal</i>		

**INTEREST, LATE FEES, OTHER**

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

**Total Revenues**

**REMEDIATION SUPPORT AND REVENUE**

UVA Contribution		
County Contribution		
City Contribution		
Forestry Revenue		
<b>Total Remediation Local Support</b>		

Tonnage	
Budget FY 2022	Actual YTD
9,000	7,192
4,000	2,285
120	58
13,120	9,534
500	162
33,200	19,492
33,700	19,653

Revenue				
Budget FY 2022	Budget YTD	Actual YTD	Budget vs. Actual	Variance %
\$ 90,000	\$ 37,500	\$ 71,597	\$ 34,097	90.93%
192,000	80,000	111,521	31,521	39.40%
22,800	9,500	10,999	1,499	15.78%
30,000	12,500	20,984	8,484	67.87%
\$ 334,800	\$ 139,500	\$ 215,101	\$ 75,601	54.19%
\$ 89,000	\$ 37,083	\$ 28,712	\$ (8,371)	-22.57%
1,744,400	726,833	1,038,536	311,703	42.89%
\$ 1,833,400	\$ 763,917	\$ 1,067,248	\$ 303,331	39.71%
\$ 20,000	\$ 8,333	\$ 4,383	\$ (3,950)	-47.40%
40,000	16,667	17,639	972	5.83%
30,000	12,500	15,944	3,444	27.55%
20,000	8,333	5,200	(3,133)	-37.60%
-	-	-	-	
\$ 110,000	\$ 45,833	\$ 43,166	\$ (2,667)	-5.82%
\$ 20,000	\$ 8,333	\$ 9,176	\$ 843	10.11%
\$ 20,000	\$ 8,333	\$ 9,176	\$ 843	10.11%
\$ 105,300	\$ 43,875	\$ 96,624	\$ 52,749	120.22%
6,000	2,500	4,582	2,082	83.27%
25,000	10,417	-	(10,417)	-100.00%
\$ 136,300	\$ 56,792	\$ 101,205	\$ 44,414	78.20%
\$ 85,000	\$ 35,417	\$ 38,646	\$ 3,229	9.12%
8,000	3,333	10,852	7,519	225.56%
\$ 93,000	\$ 38,750	\$ 49,498	\$ 10,748	27.74%
\$ 2,200	\$ 917	\$ 31	\$ (885)	-96.60%
1,200	500	9,891	9,391	1878.30%
2,000	833	623	(211)	-25.26%
5,000	2,083	1,240	(843)	-40.48%
\$ 10,400	\$ 4,333	\$ 11,785	\$ 7,452	171.97%
<b>\$ 2,537,900</b>	<b>\$ 1,057,458</b>	<b>\$ 1,497,180</b>	<b>\$ 439,722</b>	<b>41.58%</b>
\$ 79,982	\$ 33,326	\$ 79,982	\$ 46,656	140.00%
574,381	239,325	287,190	47,865	20.00%
316,132	131,722	158,066	26,344	20.00%
50,000	20,833	-	(20,833)	
<b>\$ 1,020,495</b>	<b>\$ 425,206</b>	<b>\$ 525,238</b>	<b>\$ 100,032</b>	<b>23.53%</b>



<b>Rivanna Solid Waste Authority</b> <b>Historical Material Tonnage Report - Recycling</b> <b>Fiscal Years 2018-2022</b>
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Fiscal Year 2018	Fiscal Year 2019	Fiscal Year 2020	Fiscal Year 2021	Fiscal Year 2022 (Jul-Nov)
------------------------	------------------------	------------------------	------------------------	-------------------------------------

*In U.S. Tons*

**Fiber Products**

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

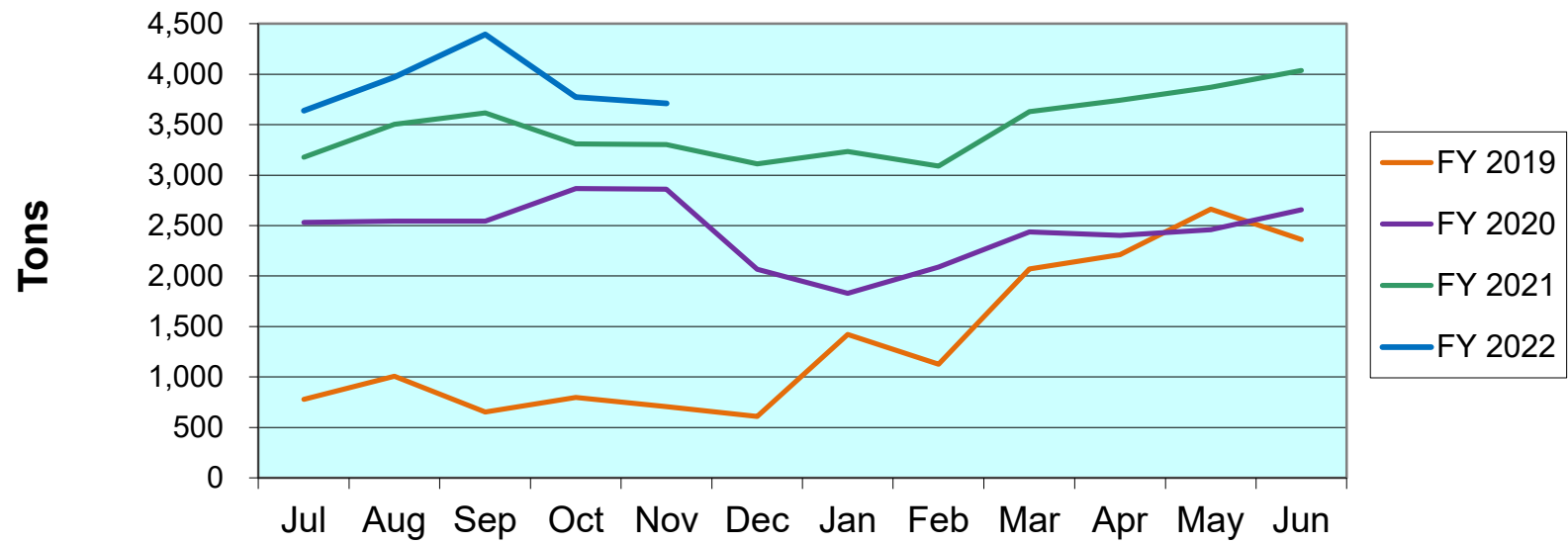
	424	427	120	-	-
	763	807	560	843	393
	187	265	792	777	327
	111	128	77	22	-
<b>Total Fiber Products</b>	1,485	1,627	1,549	1,642	720

**Other Products**

Glass  
Metal Cans  
Plastic

	252	411	467	564	308
	41	58	54	92	38
	103	127	114	146	59
<b>Total Other Products</b>	396	596	635	802	405
<b>Total</b>	1,881	2,223	2,184	2,444	1,125

**Rivanna Solid Waste Authority  
Ivy MSW Transfer Tonnages  
FY 2019 - 2022**





## MEMORANDUM

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

**FROM: DAVID RHOADES, SOLID WASTE MANAGER  
PHILLIP MCKALIPS, DIRECTOR OF SOLID WASTE**

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

**SUBJECT: IVY MATERIAL UTILIZATION CENTER REPORT/  
RECYCLING OPERATIONS UPDATE**

**DATE: JANUARY 25, 2022**

### **Ivy Material Utilization Center (IMUC) : DEQ Permit 132: 450 tons/day MSW limit**

#### **November 2021**

- **5,213 vehicles crossed the scales**
- The IMUC transfer station operated 25 days and received a total of 3,711.47 tons of municipal solid waste (MSW), an average of 148.46 tons per day of operation. The monthly transfer station tonnage figures are attached to this report.
- 2,310.43 tons of non-MSW materials were received
- 6,021.90 tons were received as a combined total tonnage (MSW + non-MSW)

#### **December 2021**

- **5,533 vehicles crossed the scales**
- The IMUC transfer station operated 26 days and received a total of 3,780.64 tons of municipal solid waste (MSW), an average of 145.41 tons per day of operation. The monthly transfer station tonnage figures are attached to this report.
- 1,985.96 tons of non-MSW materials were received
- 5,766.60 tons were received as a combined total tonnage (MSW + non-MSW)

### **Paint Collection:**

As of November 17, 2021, the Ivy MUC has shipped 43 containers of paint cans. Each container holds about 4,200 one-gallon paint cans; therefore, we have shipped about 180,600 paint cans since the program began in August 2016. This program continues to make paint disposal more convenient for

residents and alleviates some of the congestion during our fall and spring Household Hazardous Waste Days. The oil-based paints that are collected are beneficially used as fuel for heat recovery, and the latex paints are re-processed back into commercial paints ([www.latexpaintrecycling.com](http://www.latexpaintrecycling.com)).

### **Compostable Food Waste Collection:**

This program continues to operate smoothly at the IMUC and is a free service for County residents. A similar bin has been placed at the Transfer Station for the receipt of compostable food wastes from commercial customers. Commercial customers are charged the established disposal fee of \$178 per ton.

The McIntire Recycle Center received 9.94 tons of compostable materials from residents in November. The McIntire Recycle Center received 9.73 tons of compostable materials from residents in December. The Ivy Convenience Center received 1.49 tons of compostable materials from residents in November. The Ivy Convenience Center received 0.50 tons of compostable materials from residents in December.

### **Compost Sales at Ivy:**

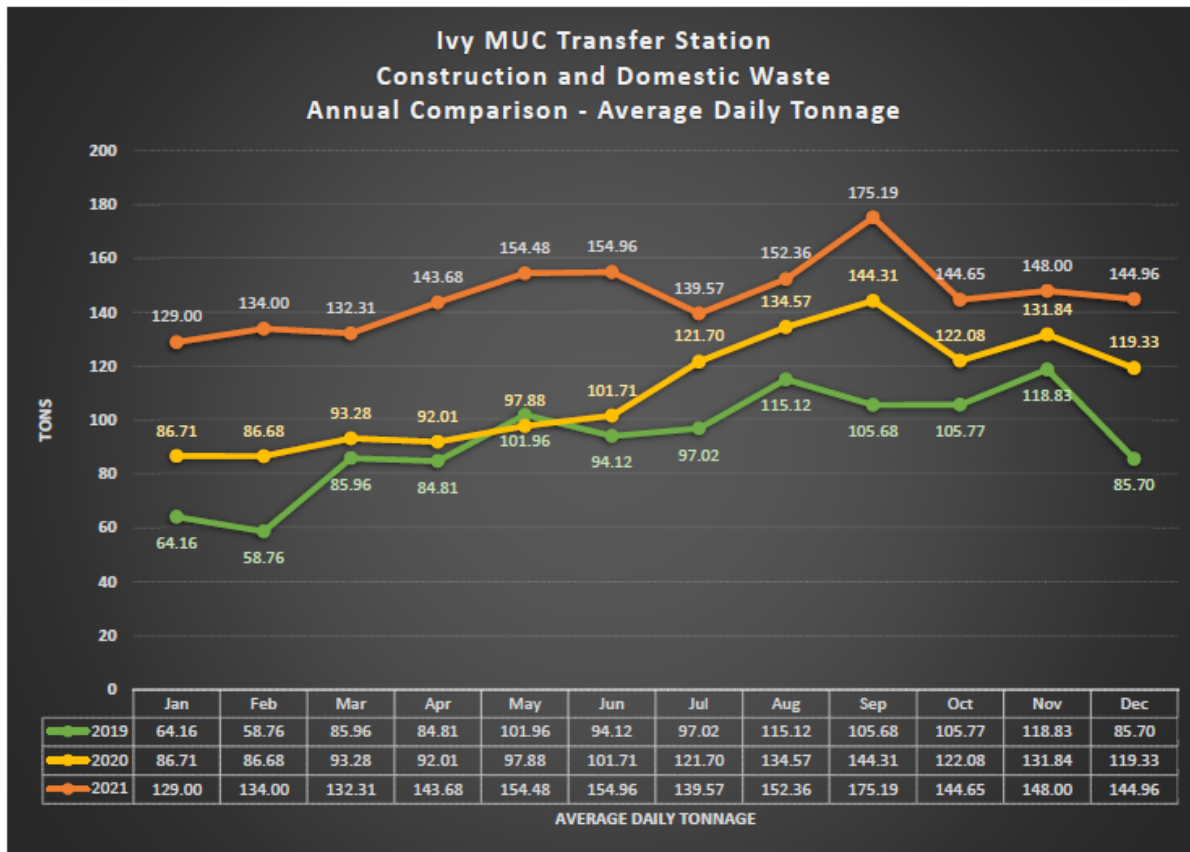
On April 17, 2020, compost sales began at Ivy (McGill Composting SoilBuilder®). As of January 6, 2022, 298.13 tons of material have been sold. The sales price for compost is \$75 per ton (Note, there are approximately 2 cubic yards in a ton of compost. Therefore \$75.00 a ton is approximately \$37.50 per cubic yard). This price was intended to cover the direct costs of compost purchase and delivery of \$49.50 per ton, as well as defray other costs including administration, equipment, fuel, labor, etc.

### **Transfer Station Update**

On December 10, 2021, the Virginia Department of Environmental Quality (VA DEQ) finalized a modification of the Transfer Station Operating Permit (Permit By Rule #132) to allow the facility to process a maximum of 450 tons per day rather than the previous limit of 300 tons per day. VA DEQ also approved the change in operating hours to 7:30am to 4pm Monday through Saturday. Previously, the operating hours had been 7:30am to 4pm Monday through Friday and 8:30am to 4pm on Saturday.



Our average daily tonnages generally continue to follow seasonal trends as shown on the following figure. The transfer station averaged 148 tons per day over the course of 2021.



Based on a survey conducted in December 2021 it appears that the \$52 per ton tipping fee for Municipal Solid Waste (MSW) and Construction/Demolition Debris (CDD) still represents a median tipping fee for facilities in our region.

#### Regional Tipping Fee Survey – December 2021

<u>County/Facility</u>	<u>MSW (\$/ton)</u>	<u>Notes</u>
Augusta Regional Landfill	\$45.00	Commercial Rate, residential is free
Fluvanna County Transfer Sta.	\$60.00	\$65.00 for CDD
Louisa County Landfill	\$45.00	Residential Rate, Commercial is \$54/ton
Nelson County Transfer Sta.	\$55.00	
Greene County Transfer Sta.	\$52.00	\$56.00 for CDD
Van der Linde Recycling	\$52.00	\$53.50 for CDD
Republic Zions Crossroad T.S.	\$59.54	
Ivy MUC	\$52.00	
AVERAGE:	\$52.65	
MEDIAN:	\$52.00	

### **Vegetative Waste Disposal Fee Waiver**

On January 7, 2022, the City and County authorized RSWA to waive the Vegetative Waste disposal fees for residents from the City and County who needed to disposal of debris from the January 3 snowstorm. Originally intended to be offered to January 17, the offer was quickly extended to January 24 based on requests to City and County Staff, Supervisors, and Council Members.

These photos from the Vegetative Waste Area at the Ivy MUC shows customers emptying debris from their vehicles and queued to cross the outbound scale.



## November 1-30

Days of

Operation: 25

Operation: 25		MSW collected at Transfer Station (tons)						Non-MSW
		Vehicles	Count	Citizen-Can	Construction	Domestic	MSW Total	Total Tons
11/01/21	Monday	215	257	0.23	48.37	203.43	252.03	95.56
11/02/21	Tuesday	150	151	0.33	104.78	66.72	171.83	63.80
11/03/21	Wednesday	166	196	0.26	24.67	98.98	123.91	201.29
11/04/21	Thursday	182	240	0.62	37.16	121.91	159.69	132.29
11/05/21	Friday	216	299	0.38	22.59	136.55	159.52	44.81
11/06/21	Saturday	251	356	1.04	10.42	35.75	47.21	6.61
11/07/21	Sunday						-	
11/08/21	Monday	243	266	0.61	10.92	188.46	199.99	138.90
11/09/21	Tuesday	218	246	0.32	36.57	89.65	126.54	143.27
11/10/21	Wednesday	219	266	0.39	50.26	107.35	158.00	159.00
11/11/21	Thursday	254	293	0.23	30.77	159.83	190.83	160.25
11/12/21	Friday	187	209	0.43	27.51	111.42	139.36	11.15
11/13/21	Saturday	219	275	0.50	9.22	23.84	33.56	20.55
11/14/21	Sunday						-	
11/15/21	Monday	191	254	0.37	34.99	157.73	193.09	136.36
11/16/21	Tuesday	161	181	0.31	27.09	76.35	103.75	172.44
11/17/21	Wednesday	211	242	0.22	26.45	107.96	134.63	228.82
11/18/21	Thursday	207	258	0.58	29.23	162.22	192.03	22.82
11/19/21	Friday	244	301	0.38	15.86	117.65	133.89	86.92
11/20/21	Saturday	240	287	0.82	10.92	29.02	40.76	16.91
11/21/21	Sunday						-	
11/22/21	Monday	229	271	0.34	13.21	234.33	247.88	112.55
11/23/21	Tuesday	223	258	0.49	58.65	98.66	157.80	91.66
11/24/21	Wednesday	238	259	0.74	28.66	135.10	164.50	17.46
11/25/21	Thursday						-	
11/26/21	Friday	148	162	0.54	20.41	207.18	228.13	5.79
11/27/21	Saturday	158	181	0.63	6.74	20.66	28.03	5.95
11/28/21	Sunday						-	
11/29/21	Monday	221	249	0.26	57.86	150.90	209.02	109.52
11/30/21	Tuesday	222	286	0.46	41.59	73.44	115.49	125.75
Total		5,213	6,243	11.48	784.90	2,915.09	3,711.47	2,310.43
Average		209	250	0.46	31.40	116.60	148.46	92.42
Median		218	258	0.39	27.51	111.42	158.00	95.56
Maximum		254	356	1.04	104.78	234.33	252.03	228.82
Minimum		148	151	0.22	6.74	20.66	28.03	5.79

### Material Type & Description

**Citizen-Can:** Roll-off container at the Ivy MUC Convenience Center-citizens dispose of prepaid trashbags

**Construction:** Construction/demolition debris (shingles, sheetrock, treated lumber, etc.)

**Count:** Transactions per item (appliances, hauling fees, service fees, tag-bag stickers, tires)

**Domestic:** Business/residential general or household waste

**MSW:** Materials processed/handled at the Transfer Station

**Non-MSW:** Materials processed/handled on-site

**Vehicle:** Transactions or vehicles processed in a day



**December 1-31, 2021**

Days of

Operation: **26**

Operation: 26		MSW collected at Transfer Station (tons)						Non-MSW
		Vehicles	Count	Citizen-Can	Construction	Domestic	MSW Total	Total Tons
12/01/21	Wednesday	210	225	0.63	47.78	75.48	123.89	133.25
12/02/21	Thursday	215	271	0.30	43.86	117.80	161.96	132.75
12/03/21	Friday	210	274	0.42	7.91	129.94	138.27	51.33
12/04/21	Saturday	236	379	0.79	14.35	25.52	40.66	7.75
12/05/21	Sunday						-	
12/06/21	Monday	223	284	0.26	11.53	234.24	246.03	31.64
12/07/21	Tuesday	197	228	0.31	45.49	80.05	125.85	115.88
12/08/21	Wednesday	210	212	0.18	13.54	153.81	167.53	205.45
12/09/21	Thursday	182	207	0.24	36.73	130.77	167.74	179.82
12/10/21	Friday	194	239	0.31	73.62	67.89	141.82	60.78
12/11/21	Saturday	228	315	0.50	16.19	30.51	47.20	5.23
12/12/21	Sunday						-	
12/13/21	Monday	218	312	0.43	110.67	163.10	274.20	80.08
12/14/21	Tuesday	202	287	0.36	71.02	116.41	187.79	101.85
12/15/21	Wednesday	192	214	0.25	37.49	72.85	110.59	71.37
12/16/21	Thursday	223	274	0.27	25.04	126.72	152.03	198.11
12/17/21	Friday	222	230	0.21	52.05	86.61	138.87	186.81
12/18/21	Saturday	244	382	0.94	31.30	26.30	58.54	10.86
12/19/21	Sunday						-	
12/20/21	Monday	199	230	0.42	49.32	203.29	253.03	98.43
12/21/21	Tuesday	214	260	0.48	76.56	88.32	165.36	118.68
12/22/21	Wednesday	255	307	0.63	76.11	134.80	211.54	71.02
12/23/21	Thursday	224	290	0.63	46.87	96.76	144.26	33.82
12/24/21	Friday	103	155	0.36	5.33	54.27	59.96	0.45
12/25/21	Saturday						-	
12/26/21	Sunday						-	
12/27/21	Monday	268	392	0.88	34.53	177.86	213.27	15.95
12/28/21	Tuesday	241	332	0.38	26.61	58.16	85.15	25.63
12/29/21	Wednesday	241	297	0.83	62.02	69.89	132.74	33.23
12/30/21	Thursday	190	225	0.28	26.62	132.70	159.60	7.77
12/31/21	Friday	192	255	0.47	13.28	59.01	72.76	8.02
Total		5,533	7,076	11.76	1,055.82	2,713.06	3,780.64	1,985.96
Average		213	272	0.45	40.61	104.35	145.41	76.38
Median		215	273	0.40	37.11	92.54	143.04	65.90
Maximum		268	392	0.94	110.67	234.24	274.20	205.45
Minimum		103	155	0.18	5.33	25.52	40.66	0.45

**Material Type & Description**

**Citizen-Can:** Roll-off container at the Ivy MUC Convenience Center-citizens dispose of prepaid trashbags

**Construction:** Construction/demolition debris (shingles, sheetrock, treated lumber, etc.)

**Count:** Transactions per item (appliances, hauling fees, service fees, tag-bag stickers, tires)

**Domestic:** Business/residential general or household waste

**MSW:** Materials processed/handled at the Transfer Station

**Non-MSW:** Materials processed/handled on-site

**Vehicle:** Transactions or vehicles processed in a day





RIVANNA SOLID WASTE AUTHORITY  
RIVANNA WATER & SEWER AUTHORITY



695 Moores Creek Lane  
Charlottesville, Virginia 22902-9016

434.977.2970   
434.293.8858   
[www.rivanna.org](http://www.rivanna.org)

## MEMORANDUM

**TO:** RIVANNA WATER & SEWER AUTHORITY  
RIVANNA SOLID WASTE AUTHORITY  
BOARD OF DIRECTORS

**FROM:** BILL MAWYER, EXECUTIVE DIRECTOR

**SUBJECT:** APPROVAL OF COST-OF-LIVING INCREASE

**DATE:** JANUARY 25, 2022

This memo is to request a 6% cost of living increase for all RWSA and RSWA staff, including the Executive Director, in February 2022. The proposed cost of living adjustment will help the Authorities retain the specialized, licensed and professional employees we require to provide our drinking water, wastewater, refuse and recycling services for our community. Competition for qualified employees in the utility and solid waste workforce marketplace has become more challenging due to the highest rate of inflation in 40 years (7%), and low unemployment (2.4%) in the Charlottesville/Albemarle region.

In support of our Strategic Plan goal to “attract, develop and retain a professional, highly skilled, dedicated and versatile team”, we have been monitoring the recent escalations in the cost-of-living index and other compensation factors in our area and industry. Thru December 2021, the CPI-U index has risen 7.0% since December 2020. This inflationary increase has a significant impact on our ability to hire and retain qualified staff. At mid-year of FY 22, our overall staff turnover rate is already 12.6% (11% for RWSA; 20% for RSWA), which is above our Strategic Plan goal of 10% annual turnover, with six months to go this FY. Competition to hire and retain skilled trade and professional employees is a challenge as the Charlottesville/Albemarle County region has a low unemployment rate of 2.4%. The City of Charlottesville and County of Albemarle recently responded to this inflationary situation and approved increases of 6% (plus \$3500 bonus by the City) for staff. Several regional utilities have also recently approved salary increases.

The proposed cost of living adjustment will not increase our charges to the City or ACSA in FY 22, as we will use savings from vacancies and other programs to offset the additional expense. These additional costs will be included in the base budget for FY 23, and will total about \$450,000 (1.2%) of the estimated \$42 M Operating Budget for RWSA. The increase will total about \$73,000 (1.2%) of the estimated \$6 M Operating Budget for the RSWA. While mid-year adjustments are not the way we typically manage our budgets, the covid pandemic and its current impact on inflation have made the last 2 years very atypical. The most recent salary increase of 2% in July 2021 did not anticipate the unprecedented increase in inflation now challenging our staff and country.

### **Board Action Requested:**

Authorize a 6% cost of living increase for all RWSA and RSWA employees, including the Executive Director, to be effective in February 2022.

**MEMORANDUM**

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

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

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

**SUBJECT: AUTHORIZATION TO ADVERTISE A PUBLIC HEARING FOR A  
REVISION TO OUR SCHEDULE OF TIPPING FEES TO INCLUDE  
LARGE CLEAN FILL PROJECTS; IVY MATERIAL UTILIZATION  
CENTER**

**DATE: JANUARY 25, 2022**

This recommendation is to authorize advertisement of a public hearing on March 22, 2022 to revise our Schedule of Tipping Fees and include a new disposal fee (\$3.50/ton) for contractors to dispose of large quantities (>10,000 tons) of clean fill (soil, concrete without extended rebar, asphalt) in the undeveloped Cell 4 area at the Ivy Material Utilization Center (IMUC). Participating contractors would be required to comply with integrated stormwater controls, compaction, grading, and seeding requirements. This area would serve the large-project market for many years and would generate revenue of approximately \$1,000,000 for the RSWA.

**Background:**

Over the last few years, staff have been approached by local and regional construction contractors inquiring whether there was some way we could allow disposal of clean fill from large projects at reduced tipping fees. As Albemarle County has adopted rules for managing the acceptance of clean fill in Albemarle County (Ordinance Number 20-18(3)), management of project derived clean fill at local private properties has become more challenging for contractors. We expect these inquiries to increase, and it seems timely that RSWA should investigate accommodating this demand as a solid waste need within the community. This goal fits our Strategic Plan Goal of identifying community needs and providing appropriate services.

To offset a reduced tipping fee, contractors have offered in each case that they would assume the responsibility to place, grade, compact, seed, and manage the stormwater from their specific clean fill project at our IMUC disposal site. As we do not have an established mechanism through which to accommodate this demand from the local construction community, our facilities were not used when these projects proceeded. RSWA has an existing area to accept clean fill, undeveloped Cell 4, and can accommodate a large-project clean fill area in an environmentally conscientious manner. Our plan would be to proceed with the fill projects in a phased manner with integrated stormwater controls, compaction, grading, and seeding requirements imposed on each contractor that wishes to utilize this new program and tipping fee. We are proposing to offer a large-project clean fill tipping fee of \$3.50 per ton for projects greater than 10,000 tons. Utilization of this lower tipping fee will require the contractor to meet specific additional requirements described below.

Toward that end, RSWA has engaged with our landfill consulting engineer to design a fill project layout that would utilize the undeveloped Cell 4 Area as a large-project clean fill disposal area. The Cell 4 Area was excavated in preparation for construction of a new solid waste landfill disposal cell in the past, but this cell was never constructed. This area has received, and is approved for, clean fill disposal by VA DEQ and our Site Plan. Utilizing this area as a repository for large clean fill projects would allow receipt of more than 294,000 tons of clean fill. This area would serve the large-project market for many years and would generate revenue in excess of \$1,000,000 for the RSWA.

Contractors interested in utilizing this reduced tipping fee would initiate the process by contacting RSWA. Staff would review with the contractor the size of the project, its duration (as a general goal, these large clean fill projects will be expected to be completed within 90 days), the stormwater controls for which the contractor will be responsible, grading and compaction requirements (12-inch, compacted lifts), and stabilization and seeding requirements (within 14 days of the completion of the clean fill project). Contractors would also be required to maintain a \$50,000 performance bond until final vegetation is established. All the labor, equipment, and materials needed to meet these requirements would be the responsibility of the contractor.

Faulconer Construction has approached RSWA with a project that would fit within the guidelines of our large clean fill project program. In late January, they expect to start on the Upper Class Housing 2 project at UVA which they expect will generate 20,000 tons of clean fill. This project would be a valuable pilot program opportunity to examine the practical details of our large clean fill project program. We expect that receipt of clean fill material from this project will be substantially completed prior to the March 22 Board meeting.

#### Board Action Requested

1. Approve the Resolution to advertise the Preliminary Rate Schedule for a public hearing on March 22, 2022 to revise our Tipping Fee Schedule and include a new Large Project Clean Fill fee of \$3.50 per ton.
2. Authorize the Executive Director to develop a new Large Project Clean Fill program and move forward immediately with a pilot project with Faulconer Construction Company.





# Large Clean Fill Project Program

Presented to the Board of Directors by Phil McKalips, Director of Solid Waste

January 25, 2022



# Background

- Several local and regional construction firms have approached us to consider an alternative clean fill disposal fee structure.
- Instead of the \$10/ton fee where we manage the grading, compaction, and stormwater requirements, they have offered to take on those responsibilities for a reduced fee.
- Staff has evaluated several options for achieving this goal and has determined that establishing a Large Clean Fill Project disposal fee on our Rate Schedule is preferred.

# Who Would Use it?

- The new disposal rate would be targeted toward larger local projects that would generate thousands of tons of clean fill.
- Generally, this would probably be attractive to larger companies undertaking large demolition or redevelopment projects, though it would be open to any project that would meet the minimum project specifications.
- These include disposal of at least 10,000 tons of clean fill, generally a 90-to-120-day project life, fill placement and compaction requirements, performance bond, and installation and maintenance of stormwater controls.

# Why Would a Firm Use it?

- The existing \$10/ton clean fill fee is too high for contractors to make competitive project bids.
- Albemarle County has enacted stricter clean fill management requirements on private disposal sites.
- This has pushed contractors to identify disposal sites outside of the county with resultant increases in traffic and community impact.
- It appears that this new fee provides a valuable community resource by establishing a local repository for this material, at an acceptable cost, that will be managed appropriately.

# What are the Details?

- Approval would be based on a Project-by-Project basis.
- 10,000-ton minimum project size.
- Undeveloped Cell 4 area would host these projects.
- Contractor would agree to fill placement and compaction requirements to minimize erosion and settlement.
- Contractor would construct and maintain stormwater controls and stabilize materials at the end of the project.
- Contractor to provide all equipment, labor and materials.
- Contractor would have to provide a performance bond until its fill site was stabilized.

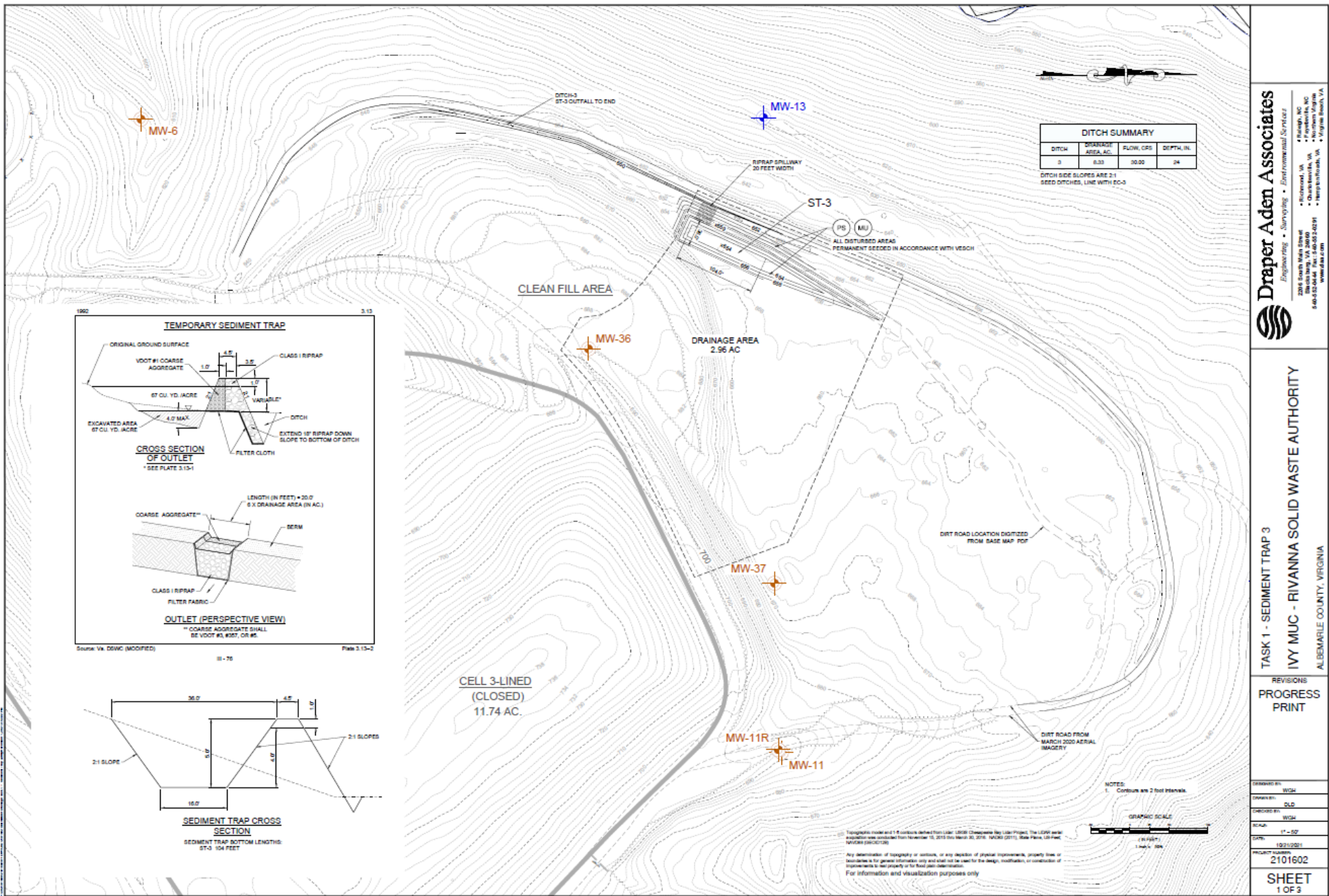


Cell 4 Area would  
Host the Large Clean Fill  
Project Program

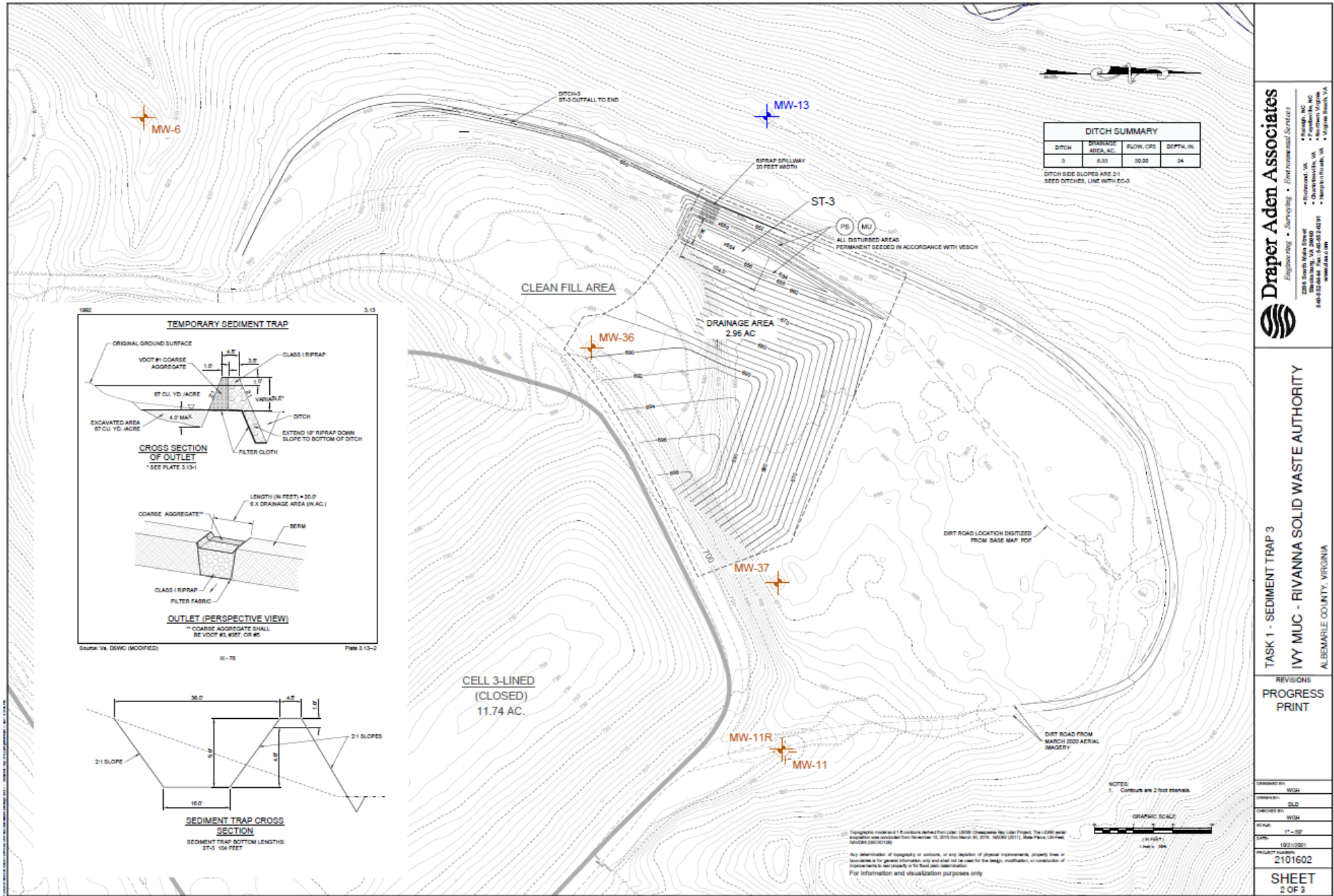




Drawing showing disposal area details and initial stormwater controls

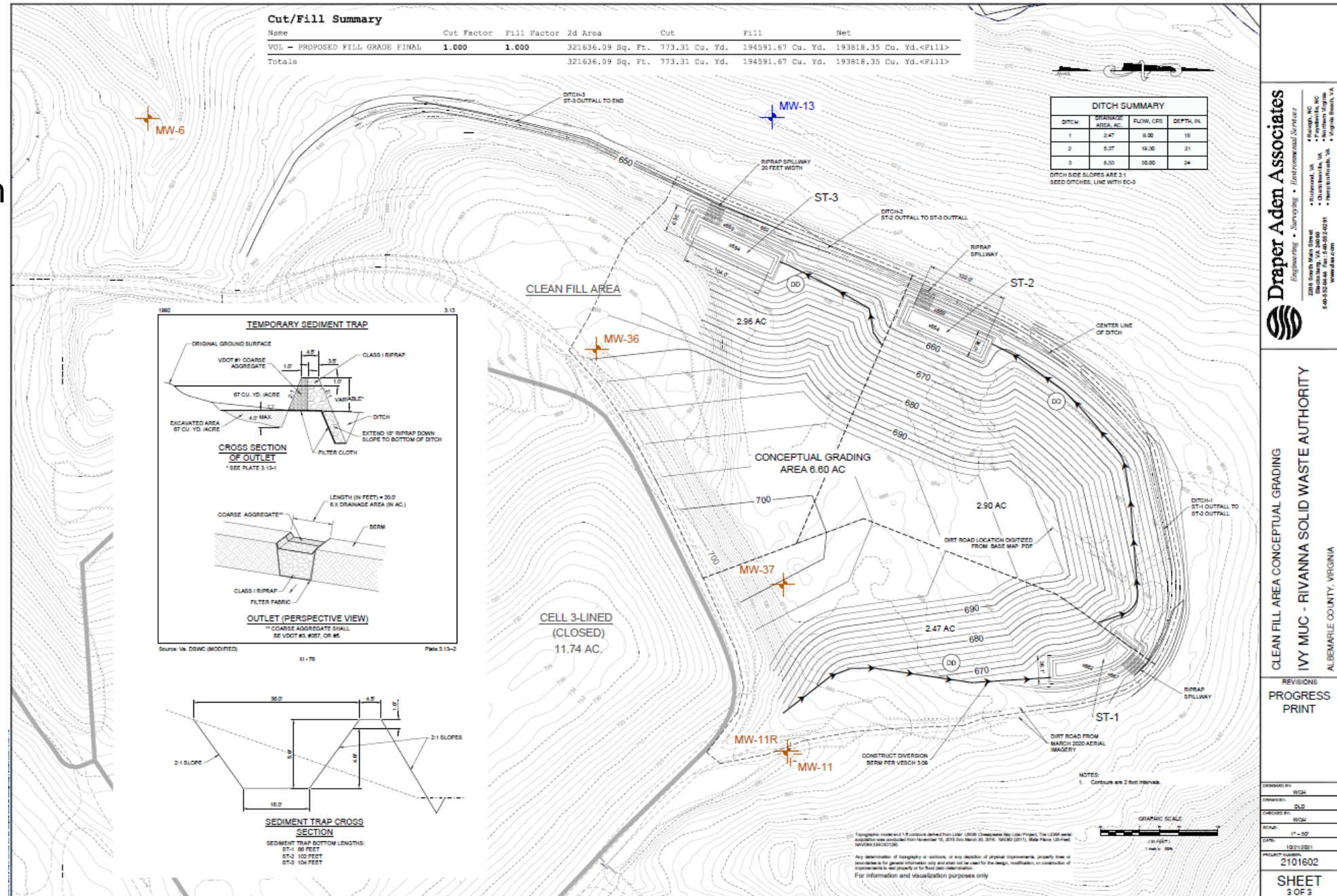


Drawing showing initial phase of fill placement and progression of stormwater controls





# Drawing showing completion of filling in the Cell 4 Area with stormwater controls



# How to proceed?

- Advertise a public hearing for the March 22, 2022 Board Meeting for a Rate Resolution to revise our fee schedule.
- Faulconer Construction has a project (Upper Class Housing 2 Project, UVA), that is estimated to produce more than 20,000 tons of clean fill. Project is expected to begin late January/early February.
- Use this as a pilot project to evaluate the details of how this program should be defined and managed.



Questions?



# Board Action Requested:

1. Authorize the advertisement of a public hearing on March 22, 2022 to revise our Tipping Fee Schedule and include a new Large Project Clean Fill fee of \$3.50 / ton.
1. Authorize the Executive Director to develop a new, “Large Project Clean Fill” program and move forward immediately with a pilot project with Faulconer Construction Company.



## RESOLUTION

### ADOPTION OF THE RIVANNA SOLID WASTE AUTHORITY PRELIMINARY RATE SCHEDULE FOR FISCAL YEAR 2022

**WHEREAS**, Rivanna Solid Waste Authority (the “Authority”) Board of Directors has reviewed the Revised Tipping Fees for Fiscal Year 2022; and

**WHEREAS**, Section 15.2-5136(G) of the Code of Virginia, requires the adoption of the preliminary rate schedule for notification of a public hearing prior to any rate change; of which there is a 14-day requirement between the date of the last of two public notices and the actual date fixed for the public hearing; and

**NOW, THEREFORE, BE IT RESOLVED** that the Rivanna Solid Waste Authority Board of Directors hereby approves the accompanying Ivy Material Utilization Center preliminary rate schedule for the purpose of notification of a public hearing to be held on March 22, 2022 at 2:00 p.m. during the regularly scheduled Board of Directors meeting.

Tipping Fees (Per Ton):				Tipping Fees (Per Item):			
Clean Fill Material			\$10.00	Freon Appliances			\$17.00
★ Clean Fill - Project > than 10,000 tons*			\$3.50	Non-Freon Appliances			\$9.00
Vegetation/Yard Waste			\$48.00	Passenger Veh. Tire, Off Rim			\$6.00
Non-Freon Appliances			\$105.00	Passenger Veh. Tire, With Rim			\$13.00
Domestic Waste (MSW)			\$52.00	Large Truck Tire, Off Rim			\$17.00
Construction Debris (CDD)			\$52.00	Large Truck Tire, With Rim			\$33.00
Compostable Waste (Commercial Only)			\$178.00				
Tires			\$190.00				
Other Charges:							
Minimum Charge Per Load			\$6.00	Service Fee Per Ticket -			
Mulch, Sold (per ton)			\$30.00	Albemarle County Customers			\$1.00
Compost, Sold (per ton)			\$75.00	Other Customers			\$10.00
Trash Stickers (each)			\$2.00	Credit Application Fee (each)			\$35.00
Ticket Request (per copy)			\$1.00				
* Project requires advanced approval by RSWA and agreement to special terms and conditions							





# **RIVANNA SOLID WASTE AUTHORITY** **PUBLIC HEARING CONCERNING PROPOSED** **REVISED TIPPING FEES** **FOR FY 2022, EFFECTIVE MARCH 23, 2022**

**Public Hearing:**

Rivanna Solid Waste Authority will hold a public hearing on Tuesday, March 22, 2022 at 2:00 p.m. at the regular Rivanna Solid Waste Authority Board of Directors meeting. The purpose of the public hearing is to consider the following revised fees and charges, to be effective on March 23, 2022:

<u>Tipping Fees (Per Ton):</u>				<u>Tipping Fees (Per Item):</u>			
Clean Fill Material		\$10.00		Freon Appliances		\$17.00	
Clean Fill - Project > than 10,000 tons*		\$3.50		Non-Freon Appliances		\$9.00	
Vegetation/Yard Waste		\$48.00		Passenger Veh. Tire, Off Rim		\$6.00	
Non-Freon Appliances		\$105.00		Passenger Veh. Tire, With Rim		\$13.00	
Domestic Waste (MSW)		\$52.00		Large Truck Tire, Off Rim		\$17.00	
Construction Debris (CDD)		\$52.00		Large Truck Tire, With Rim		\$33.00	
Compostable Waste (Commercial Only)		\$178.00					
Tires		\$190.00					
<u>Other Charges:</u>							
Minimum Charge Per Load		\$6.00		Service Fee Per Ticket -			
Mulch, Sold (per ton)		\$30.00		Albemarle County Customers		\$1.00	
Compost, Sold (per ton)		\$75.00		Other Customers		\$10.00	
Trash Stickers (each)		\$2.00		Credit Application Fee (each)		\$35.00	
Ticket Request (per copy)		\$1.00					
* Project requires advanced approval by RSWA and agreement to special terms and conditions							

Additional information can be obtained on the Rivanna website at [www.rivanna.org](http://www.rivanna.org). Please call 977-2976, ext. 0 or send e-mail to [info@rivanna.org](mailto:info@rivanna.org) with any questions you may have.

**MEMORANDUM**

**TO: RIVANNA SOLID WASTE BOARD OF DIRECTORS  
RIVANNA WATER & SEWER AUTHORITY BOARD OF DIRECTORS**

**FROM: LONNIE WOOD, DIRECTOR OF FINANCE & ADMINISTRATION  
BETSY NEMETH, HUMAN RESOURCES MANAGER**

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

**SUBJECT: PAY SCALE ADJUSTMENT**

**DATE: JANUARY 25, 2022**

Staff, with the assistance of Evergreen Solutions, LLC (Evergreen) of Tallahassee, FL, conducted a comprehensive review of the compensation and classification system of both Authorities to determine if our compensation plan and pay scale continue to be competitive compared with the local market, the utility market, and internal expectations. Our last full compensation review was completed in January 2018. The study concluded with several recommendations that will increase our competitiveness in an increasingly challenging labor market, help retain employees and combat salary compression.

The external market compensation survey and analysis identified certain job classifications that are compensated below market average. The survey also found that the overall pay grade scale was below market conditions. The internal equity analysis identified classifications compensated disproportionately to other classifications based on complexity of the job performed.

In summary, the study recommends:

1. a 4% overall pay scale adjustment, which essentially has no budget impact.
2. Elimination of pay grades 10 and 20, as we have no employees in these pay ranges due to the complexity of our positions. This change will bring the Authorities minimum hourly wage to at least \$15.00 per hour.
3. Pay grade changes to improve internal and external equity.

This study and the resulting recommended outcomes will help attract and retain a highly skilled workforce as set forth by the Strategic Plan goals of the Authorities.

**Board Action Requested:**

1. Adopt the Proposed Pay Scale effective February 1, 2022 (Table 1). This table shows the current pay scale compared with the proposed pay scale. The proposed pay scale includes a 4% increase in the overall scale and elimination of the two lowest pay grades (10 and 20).
2. Approval of the proposed classification pay grade placement changes as shown by the attached

Table 2. The pay grade changes correct external equity for classifications identified as above or below the market, as well as ensuring internal equity.

**TABLE 1**

Current Pay Scale				Proposed Pay Scale			
Grade	Min	Mid	Max	Grade	Min	Mid	Max
10	\$27,969	\$37,199	\$46,429				
20	\$29,368	\$39,059	\$48,750				
30	\$30,836	\$41,012	\$51,188	30	\$32,069	\$42,652	\$53,236
40	\$32,378	\$43,062	\$53,747	40	\$33,673	\$44,784	\$55,897
50	\$33,997	\$45,215	\$56,434	50	\$35,357	\$47,024	\$58,691
60	\$35,696	\$47,476	\$59,256	60	\$37,124	\$49,375	\$61,626
70	\$37,481	\$49,850	\$62,219	70	\$38,980	\$51,844	\$64,708
80	\$39,355	\$52,343	\$65,330	80	\$40,929	\$54,437	\$67,943
90	\$41,323	\$54,960	\$68,596	90	\$42,976	\$57,158	\$71,340
100	\$43,389	\$57,708	\$72,026	100	\$45,125	\$60,017	\$74,907
110	\$45,559	\$60,593	\$75,627	110	\$47,381	\$63,017	\$78,652
120	\$47,837	\$63,623	\$79,409	120	\$49,750	\$66,168	\$82,585
130	\$50,228	\$66,804	\$83,379	130	\$52,237	\$69,476	\$86,714
140	\$52,740	\$70,144	\$87,548	140	\$54,850	\$72,950	\$91,050
150	\$55,377	\$73,651	\$91,926	150	\$57,592	\$76,597	\$95,603
160	\$58,146	\$77,334	\$96,522	160	\$60,472	\$80,427	\$100,383
170	\$61,053	\$81,200	\$101,348	170	\$63,495	\$84,448	\$105,402
180	\$64,106	\$85,261	\$106,415	180	\$66,670	\$88,671	\$110,672
190	\$67,311	\$89,524	\$111,736	190	\$70,003	\$93,105	\$116,205
200	\$70,676	\$94,000	\$117,323	200	\$73,503	\$97,760	\$122,016
210	\$74,210	\$98,700	\$123,189	210	\$77,178	\$102,648	\$128,117
220	\$77,921	\$103,635	\$129,349	220	\$81,038	\$107,780	\$134,523
230	\$81,817	\$108,816	\$135,816	230	\$85,090	\$113,169	\$141,249
240	\$85,908	\$114,257	\$142,607	240	\$89,344	\$118,827	\$148,311
250	\$90,203	\$119,970	\$149,737	250	\$93,811	\$124,769	\$155,726

**TABLE 2**

<b>Job Title</b>	<b>Current Pay Grade</b>	<b>Proposed Pay Grade</b>
Maintenance Worker	10	30
Operator/Attendant - Papersort	20	30
Operator/Attendant - Ivy	20	30
Administrative Assistant	30	40
Recycling Technician	30	40
Scale Clerk	30	40
Mechanic Helper	40	50
Plant Operator Trainee	50	60
Plant Operator 4	50	60
Mechanic 4	60	70
Mechanic 3	70	80
Plant Operator 3	70	80
Driver/Equipment Operator	80	90
Heavy Equipment Operator/Attendant	80	90
Vehicle Equipment Mechanic	80	90
Mechanic 2	90	100
Plant Operator 2	90	100
Water Quality Specialist	90	100
Plant Operator 1	110	120
Chemist	120	130
Instrumentation Specialist	120	130
Mechanic 1	120	130
Wastewater Supervisor	130	140
Water Supervisor	130	140
GIS Coordinator	140	150
Senior Accountant	150	160
Safety Manager	180	170
Human Resources Manager	190	200
Engineering Manager	210	220
IT Manager	210	220
Director of Solid Waste	230	240



# Classification and Compensation Study for the Rivanna Authorities

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PRESENTED TO THE BOARDS OF DIRECTORS

BY: LONNIE WOOD, DIRECTOR OF FINANCE & ADMINISTRATION

BETSY NEMETH, HUMAN RESOURCES MANAGER

JANUARY 25, 2022

# Strategic Plan Goal: Workforce Development



*“To attract, develop, and retain a professional, highly skilled, dedicated, and versatile team.”*

# Study Overview

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Beginning in May 2021, Evergreen Solutions, LLC Began a Classification and Compensation Study for the Rivanna Authorities

## Study Goals:

- Review the current classification and compensation system to ensure internal equity
- Survey local and utility peer organizations to ensure external equity
- Maintain competitiveness in the local labor marketplace

# Assessment of Current Conditions

---

Key points of the Authorities' current classification and compensation structure:

- an open-range pay plan with 25 pay grades spanning from grade 10 to 250
- the difference between the minimum and maximum of each pay grade is 66%
- a 5% difference between each pay grade
- 60% of employee salaries fall below the mid-point of their pay grades



# Market Survey – Organizations Surveyed

Market Peers	
Albemarle County	Hanover County
Albemarle County Service Authority	Henrico County
Appomattox River Water Authority	Louisa County Service Authority
Augusta County Service Authority	Prince William County Service Authority
Bedford County Service Authority	Southeastern Public Service Authority
Chesterfield County	Spotsylvania County Utilities Department
City of Charlottesville	Loudoun County Service Authority
City of Lynchburg	South Central Wastewater Authority
City of Staunton	Upper Occoquan Service Authority
Hampton Roads Sanitation District	Western Virginia Water Authority
Harrisonburg-Rockingham Regional Service Authority	

*Blue Indicates Data Obtained*

# Market Survey Results

(Completed in August 2021)

- 
- The Authorities are:
    - **4.4% Below market minimum**  
*Minimums are considered entry level salaries for employees who have not yet mastered their job.*
    - **3.6% Below market midpoints**  
*Midpoints are the salary points at which employees are fully proficient in the performance their work.*
    - **3.8% Below the market maximum**  
*Market maximums represent the upper salary limit that an organization can offer in order to retain experienced or high performing employees.*
  - **Competitive with peers on benefits**

*Note: All data collected were adjusted for cost of living using a national index factor, which allowed salary dollars from organizations outside of the local area to be adjusted for cost of living relative to the Authorities. The County Cost of Living Index (COLI), which is published by the Council for Community and Economic Research (C2ER) was used for these results.*

# Recommendations

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- Increase the current pay scale 4% to promote hiring and retention  
*Increase any salary to the minimum of the new pay grade (estimated cost: \$0 for RSWA; \$6600 for RWSA)*
- Remove 2 grades (10 and 20) from the pay scale to eliminate grades with wages less than \$15 per hour  
*Due to the nature and complexity of our positions, all of our employees have wages which exceed \$15/hr*
- Regrade certain positions to provide internal and external equity  
*(Water/Wastewater Operators, Mechanics, Equipment Operators, and others)*

# Pay Scale Recommendations

## CURRENT PAY SCALE

Pay Grade	Minimum	Midpoint	Maximum
10	\$27,969	\$37,199	\$46,429
20	\$29,368	\$39,059	\$48,750
30	\$30,836	\$41,012	\$51,188
40	\$32,378	\$43,062	\$53,747
50	\$33,997	\$45,215	\$56,434
60	\$35,696	\$47,476	\$59,256
70	\$37,481	\$49,850	\$62,219
80	\$39,355	\$52,343	\$65,330
90	\$41,323	\$54,960	\$68,596
100	\$43,389	\$57,708	\$72,026
110	\$45,559	\$60,593	\$75,627
120	\$47,837	\$63,623	\$79,409
130	\$50,228	\$66,804	\$83,379
140	\$52,740	\$70,144	\$87,548
150	\$55,377	\$73,651	\$91,926
160	\$58,146	\$77,334	\$96,522
170	\$61,053	\$81,200	\$101,348
180	\$64,106	\$85,261	\$106,415
190	\$67,311	\$89,524	\$111,736
200	\$70,676	\$94,000	\$117,323
210	\$74,210	\$98,700	\$123,189
220	\$77,921	\$103,635	\$129,349
230	\$81,817	\$108,816	\$135,816
240	\$85,908	\$114,257	\$142,607
250	\$90,203	\$119,970	\$149,737

## RECOMMENDED PAY SCALE

Pay Grade	Minimum	Midpoint	Maximum
30	\$32,069	\$42,652	\$53,236
40	\$33,673	\$44,784	\$55,897
50	\$35,357	\$47,024	\$58,691
60	\$37,124	\$49,375	\$61,626
70	\$38,980	\$51,844	\$64,708
80	\$40,929	\$54,437	\$67,943
90	\$42,976	\$57,158	\$71,340
100	\$45,125	\$60,017	\$74,907
110	\$47,381	\$63,017	\$78,652
120	\$49,750	\$66,168	\$82,585
130	\$52,237	\$69,476	\$86,714
140	\$54,850	\$72,950	\$91,050
150	\$57,592	\$76,597	\$95,603
160	\$60,472	\$80,427	\$100,383
170	\$63,495	\$84,448	\$105,402
180	\$66,670	\$88,671	\$110,672
190	\$70,003	\$93,105	\$116,205
200	\$73,503	\$97,760	\$122,016
210	\$77,178	\$102,648	\$128,117
220	\$81,038	\$107,780	\$134,523
230	\$85,090	\$113,169	\$141,249
240	\$89,344	\$118,827	\$148,311
250	\$93,811	\$124,769	\$155,726

# Pay Grade Recommendations

Job Title	Current Pay Grade	Proposed Pay Grade
Maintenance Worker	10	30
Operator/Attendant - Papersort	20	30
Operator/Attendant - Ivy	20	30
Administrative Assistant	30	40
Recycling Technician	30	40
Scale Clerk	30	40
Mechanic Helper	40	50
Plant Operator Trainee	50	60
Plant Operator 4	50	60
Mechanic 4	60	70
Mechanic 3	70	80
Plant Operator 3	70	80
Driver/Equipment Operator	80	90
Heavy Equipment Operator/Attendant	80	90
Vehicle Equipment Mechanic	80	90
Mechanic 2	90	100
Plant Operator 2	90	100
Water Quality Specialist	90	100
Plant Operator 1	110	120
Chemist	120	130
Instrumentation Specialist	120	130
Mechanic 1	120	130
Wastewater Supervisor	130	140
Water Supervisor	130	140
GIS Coordinator	140	150
Senior Accountant	150	160
Safety Manager	180	170
Human Resources Manager	190	200
Engineering Manager	210	220
IT Manager	210	220
Director of Solid Waste	230	240

# Questions?

## Actions to be Considered by the Board:

Approve the recommended pay scale and position changes to be effective in February 2022.

# Compensation Study for the Rivanna Authorities, VA

## FINAL REPORT



Evergreen Solutions, LLC

December 14, 2021

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## Chapter 1 - Introduction

Evergreen Solutions, LLC (Evergreen) conducted a Compensation Study for the Rivanna Authorities (the Authorities) beginning in May 2021. The Authorities' pay structure was implemented in February 2018 following a compensation and classification study, which was also conducted by Evergreen. Following that study, and the recommendation to continue reviewing its compensation system on a regular basis, another compensation study was again conducted (by Evergreen) in 2021. As a result, the pay plan was adjusted to align with a more competitive market position and some classifications grades were adjusted in the pay plan to remain competitive. The Authorities continual pursuit of maintaining a highly competitive pay plan and efforts to make adjustments to employees' salaries accordingly is commended. The study findings and recommendations are contained in this report.

Study tasks involved:

- holding a study kick-off meeting;
- analyzing the Authorities' current salary structure (pay plan) to determine its strengths and weaknesses;
- facilitating discussions with the Authorities' project team to develop an understanding of its compensation philosophy;
- conducting a market salary survey to assess the external equity (market competitiveness) of the Authorities' current pay system and benefit offerings;
- revising the pay plan and examining any required changes to pay grade assignments as needed while ensuring internal and external equity;
- developing the most appropriate method for transitioning employees' salaries into the revised pay structure (plan);
- providing the Authorities with information and strategies regarding compensation and classification administration; and
- preparing and submitting draft and final reports that summarize the study findings and recommendations.



## 1.1 STUDY METHODOLOGY

Evergreen used a combination of quantitative and qualitative methods to develop recommendations to improve the Authorities' competitive position for its compensation system. Study activities included:

### **Kick-off Meeting**

The kick-off meeting allowed members of the study team from the Authorities and Evergreen to discuss different aspects of the study. During the meeting, information about the Authorities' compensation (pay plan) and current pay philosophy was shared and the work plan for the study was finalized. The meeting also provided an opportunity for Evergreen to explain the types of data needed to begin the study.

### **Assessment of Current Conditions**

This analysis provided an overall assessment of the Authorities' current pay structure (plan) and related employee data at the time of the study. The current pay plan and the progression of employees' salaries through the pay ranges were examined during this process. The findings of this analysis are summarized in **Chapter 2** of this report.

### **Compensation Philosophy**

Evergreen conducted meetings with the Authorities' project team to develop an understanding of its position with regard to employee compensation. Several key factors were examined and provided the framework for the recommended compensation system and related pay practices.

### **Salary and Benefits Survey – External Equity Analysis**

For the salary survey, peers were identified that compete with the Authorities for human resources and provide similar services. All classifications were identified to be surveyed. After the selection of peers, a survey tool was developed for the collection of salary range data for each classification. Included was a survey to collect data about the core and fringe benefits offered by peer organizations. The salary and benefits data collected during this survey process were analyzed, and a summary provided, which can be found in **Chapter 3** of this report.

### **Recommendations**

During the review of the compensation philosophy, the Authorities identified its desire to be at a minimum, competitive with the labor market. Understanding this, and utilizing the findings of the analysis of both internal and external equity, a revised compensation system was developed. Recommendations were also provided on how to maintain the compensation system going forward. A summary of all study findings and recommendations can be found in **Chapter 4** of this report.



## 1.2 REPORT ORGANIZATION

This report includes the following additional chapters:

- Chapter 2 – Assessment of Current Conditions
- Chapter 3 – Market Summary
- Chapter 4 – Recommendations



## Chapter 2 – Assessment of Current Conditions

The purpose of this evaluation was to provide an overall assessment of the Authorities' compensation structure, and employee salary progression. Data included here reflect the conditions when the study began, and should be considered, as such, a snapshot in time. The insights gained from this evaluation provided the basis for further analysis through the course of this study. The results of this evaluation were considered during the review of internal equity and the analysis of peer market data. Subsequently, appropriate compensation related recommendations were developed for the Authorities and are described later in this report.

### 2.1 PAY PLAN ANALYSIS

The Authorities administered one open-range pay plan (with an established minimum, midpoint, and maximum) for 112 employees. As illustrated in **Exhibit 2A**, the plan had 25 pay grades, spanning from grade 10 to 250. The range spread (difference between the minimum and maximum) was a uniform 66 percent throughout the pay plan. The pay plan had a pay progression of five percent between each pay grade.



EXHIBIT 2A  
OPEN RANGE PAY PLAN

Grade	Minimum	Midpoint	Maximum	Range Spread	Employees
10	\$ 27,969.00	\$ 37,199.00	\$ 46,429.00	66.0%	1
20	\$ 29,368.00	\$ 39,059.00	\$ 48,750.00	66.0%	8
30	\$ 30,836.00	\$ 41,012.00	\$ 51,188.00	66.0%	3
40	\$ 32,378.00	\$ 43,062.00	\$ 53,747.00	66.0%	1
50	\$ 33,997.00	\$ 45,215.00	\$ 56,434.00	66.0%	10
60	\$ 35,696.00	\$ 47,476.00	\$ 59,256.00	66.0%	1
70	\$ 37,481.00	\$ 49,850.00	\$ 62,219.00	66.0%	9
80	\$ 39,355.00	\$ 52,343.00	\$ 65,330.00	66.0%	12
90	\$ 41,323.00	\$ 54,960.00	\$ 68,596.00	66.0%	14
100	\$ 43,389.00	\$ 57,708.00	\$ 72,026.00	66.0%	0
110	\$ 45,559.00	\$ 60,593.00	\$ 75,627.00	66.0%	14
120	\$ 47,837.00	\$ 63,623.00	\$ 79,409.00	66.0%	8
130	\$ 50,228.00	\$ 66,804.00	\$ 83,379.00	66.0%	2
140	\$ 52,740.00	\$ 70,144.00	\$ 87,548.00	66.0%	3
150	\$ 55,377.00	\$ 73,651.00	\$ 91,926.00	66.0%	1
160	\$ 58,146.00	\$ 77,334.00	\$ 96,522.00	66.0%	4
170	\$ 61,053.00	\$ 81,200.00	\$101,348.00	66.0%	5
180	\$ 64,106.00	\$ 85,261.00	\$106,415.00	66.0%	1
190	\$ 67,311.00	\$ 89,524.00	\$111,736.00	66.0%	10
200	\$ 70,676.00	\$ 94,000.00	\$117,323.00	66.0%	0
210	\$ 74,210.00	\$ 98,700.00	\$123,189.00	66.0%	1
220	\$ 77,921.00	\$103,635.00	\$129,349.00	66.0%	0
230	\$ 81,817.00	\$108,816.00	\$135,816.00	66.0%	1
240	\$ 85,908.00	\$114,257.00	\$142,607.00	66.0%	0
250	\$ 90,203.00	\$119,970.00	\$149,737.00	66.0%	3

Source: Created by Evergreen from data provided by the Authorities as of May 2021.

## 2.2 EMPLOYEE SALARY PLACEMENT BY GRADE

When assessing the effectiveness of the Authorities' pay plan and practices, it is important to analyze where employees' salaries fell within each pay range. Identifying those areas where there may be clusters of employees' salaries could illuminate potential pay progression concerns within the current plan. It should be noted that employees' salaries, and the progression of the same, is associated with an organization's compensation philosophy —



specifically, the method of salary progression and the availability of resources. Therefore, the placement of employees' salaries should be viewed with this context in mind.

**Exhibit 2B** illustrates the placement of employees' salaries relative to pay grade minimums and maximums. The exhibit contains the following:

- the pay grades,
- the number of employees assigned to the pay grade,
- the number and percentage of employees with salaries at the minimum, and
- the number and percentage of employees with salaries at the maximum

**EXHIBIT 2B**  
**SALARY PLACEMENT OF EMPLOYEES**  
**AT THE MINIMUM AND MAXIMUM BY GRADE**

Grade	Employees	# at Min	% at Min	# at Max	% at Max
10	1	0	0.0%	0	0.0%
20	8	0	0.0%	0	0.0%
30	3	0	0.0%	0	0.0%
40	1	0	0.0%	0	0.0%
50	10	0	0.0%	0	0.0%
60	1	0	0.0%	0	0.0%
70	9	0	0.0%	0	0.0%
80	12	1	8.3%	0	0.0%
90	14	0	0.0%	0	0.0%
110	14	0	0.0%	0	0.0%
120	8	0	0.0%	0	0.0%
130	2	0	0.0%	0	0.0%
140	3	0	0.0%	0	0.0%
150	1	0	0.0%	0	0.0%
160	4	0	0.0%	0	0.0%
170	5	0	0.0%	0	0.0%
180	1	0	0.0%	0	0.0%
190	10	0	0.0%	0	0.0%
210	1	0	0.0%	0	0.0%
230	1	0	0.0%	0	0.0%
250	3	0	0.0%	0	0.0%
<b>Total</b>	<b>112</b>	<b>1</b>	<b>0.9%</b>	<b>0</b>	<b>0.0%</b>

Source: Created by Evergreen from data provided by the Authorities as of May 2021.





Employees with salaries at the grade minimum are typically new hires or are new to their classification following a recent promotion; on the other hand, employees with salaries at the grade maximum are typically highly experienced and proficient in their classification. As **Exhibit 2B** illustrates, at the time of this study, there was 1 (0.9 percent) employee with a salary at their pay grade minimum, and no employees with salaries at their pay grade maximum.

**Exhibit 2C** illustrates the placement of employees' salaries in their pay grades relative to the pay grade midpoints (the average of the pay grade minimum and pay grade maximum) for the pay plan. The exhibits contain the following:

- the pay grades,
- the number of employees assigned to the pay grade,
- the number and percentage of employees with salaries below the midpoint, and
- the number and percentage of employees with salaries above the midpoint of each pay grade.

**EXHIBIT 2C**  
**SALARY PLACEMENT OF EMPLOYEES**  
**BELOW AND ABOVE THE MIDPOINT BY GRADE**

Grade	Employees	# < Mid	% < Mid	# at Mid	% at Mid	# > Mid	% > Mid
10	1	1	100.0%	0	0.0%	0	0.0%
20	8	8	100.0%	0	0.0%	0	0.0%
30	3	0	0.0%	0	0.0%	3	100.0%
40	1	1	100.0%	0	0.0%	0	0.0%
50	10	10	100.0%	0	0.0%	0	0.0%
60	1	1	100.0%	0	0.0%	0	0.0%
70	9	7	77.8%	0	0.0%	2	22.2%
80	12	9	75.0%	0	0.0%	3	25.0%
90	14	8	57.1%	0	0.0%	6	42.9%
110	14	8	57.1%	0	0.0%	6	42.9%
120	8	5	62.5%	0	0.0%	3	37.5%
130	2	0	0.0%	0	0.0%	2	100.0%
140	3	1	33.3%	0	0.0%	2	66.7%
150	1	0	0.0%	0	0.0%	1	100.0%
160	4	2	50.0%	0	0.0%	2	50.0%
170	5	3	60.0%	0	0.0%	2	40.0%
180	1	1	100.0%	0	0.0%	0	0.0%
190	10	3	30.0%	0	0.0%	7	70.0%
210	1	0	0.0%	0	0.0%	1	100.0%
230	1	0	0.0%	0	0.0%	1	100.0%
250	3	0	0.0%	0	0.0%	3	100.0%
<b>Total</b>	<b>112</b>	<b>68</b>	<b>60.7%</b>	<b>0</b>	<b>0.0%</b>	<b>44</b>	<b>39.3%</b>

Source: Created by Evergreen from data provided by the Rivanna Authorities as of May 2021.



Employees with salaries close to the midpoint of a pay range should be fully proficient in their classification and require minimal supervision to satisfactorily complete their job duties. Within this framework, grade midpoint is commonly considered to be the salary an individual could reasonably expect for similar work in the market. Therefore, it is important to examine the percentage and number of employees with salaries above and below the midpoint.

As **Exhibit 2C** illustrates, of the 112 employees in the Authorities' pay plan, 68 (60.7 percent) had salaries below the midpoint, and 44 (39.3 percent) had salaries above the midpoint.

### **2.3 SALARY QUARTILE ANALYSIS**

This section provides an additional analysis of the distribution of employees' salaries across their respective pay ranges at the time of this study. For this analysis, employees' salaries were slotted within one of four equal distributions. The first quartile (0-25) represents the lowest 25 percent of the pay range. The second quartile (26-50) represents the segment of the pay range above the first quartile up to the pay range's midpoint. The third quartile (51-75) represents the part of the pay range above the midpoint up to the 75th percentile of the pay range. The fourth quartile (76-100) is the highest 25 percent of the pay range. This analytical method provided an opportunity to assess how employees' salaries are disbursed throughout each pay range, which can indicate whether clustering of employees' salaries existed.

**Exhibit 2D** provides a breakdown of placement of employees' salaries relative to salary quartiles and provides the following:

- the pay grades,
- the number of employees per pay grade, and
- the location (by quartile) of the employees' salaries within each grade.



**EXHIBIT 2D**  
**SALARY QUARTILE ANALYSIS FOR EMPLOYEES**  
**IN THE PAY PLAN**

GRADE	Total Employees	1st Quartile # Employees	2nd Quartile # Employees	3rd Quartile # Employees	4th Quartile # Employees
10	1	1	0	0	0
20	8	1	7	0	0
30	3	0	0	1	2
40	1	0	1	0	0
50	10	5	5	0	0
60	1	1	0	0	0
70	9	3	4	2	0
80	12	3	6	3	0
90	14	2	6	6	0
110	14	1	7	4	2
120	8	0	5	2	1
130	2	0	0	1	1
140	3	1	0	2	0
150	1	0	0	0	1
160	4	1	1	1	1
170	5	2	1	2	0
180	1	1	0	0	0
190	10	0	3	6	1
210	1	0	0	0	1
230	1	0	0	1	0
250	3	0	0	0	3
<b>Total</b>	<b>112</b>	<b>22</b>	<b>46</b>	<b>31</b>	<b>13</b>
<b>Percentage</b>		<b>19.6%</b>	<b>41.1%</b>	<b>27.7%</b>	<b>11.6%</b>

Source: Created by Evergreen from data provided by the Authorities as of May 2021.

As **Exhibit 2D** illustrates, employees' salaries in the pay plan had the following distribution: 22 employees (19.6 percent) had salaries in the first quartile, 46 employees (41.1 percent) had salaries in the second quartile, 31 employees (27.7 percent) had salaries in the third quartile, and 13 employees (11.6 percent) had salaries in the fourth quartile. The number of employees in the second quartile could suggest some salary compression concerns. Further analysis will be conducted, and any recommendations to alleviate this, if necessary, will be made in **Chapter 4** of this report.



## 2.4 SUMMARY

Overall, the Authorities' compensation structure offered a firm foundation on which to build. The key points of the current structure were:

- The Authorities administered one open-range pay plan for 112 employees, with 60.7 percent of salaries falling below the midpoint.
- The Authorities had 41.1 percent of employees' salaries in the second quartile.

The Authorities' pay structure provided employees with a pay plan and ranges. However, salary compression is a potential for concern with a moderate concentration of employee salaries falling below the midpoint. The method by which salaries have progressed and should continue to progress was examined in more detail during the review of the Authorities' compensation philosophy.

The information gained from this review of current conditions was used in conjunction with the market analysis data to develop recommendations for a competitive compensation plan that would best align with the Authorities' compensation philosophy moving forward. These recommendations can be found in **Chapter 4** of this report.



## Chapter 3 – Market Summary

This chapter provides a market analysis comparing the Authorities' pay plan (salary ranges) and benefits to those at peer organizations. The data from targeted market peers were used to evaluate the overall compensation and benefits at the Authorities at the time of this study. It is important to note that the market comparisons contained herein do not translate at the individual level and are instead used to provide an overall analysis. The utilized methodology is not intended to evaluate salaries paid to individuals. An employee's total compensation (salary and benefits) is determined through a combination of factors, which could include: the market conditions for a job, geographic location of the organization, the candidate's prior education and experience, and/or an individual's negotiation skills during the hiring process. It should be noted that market comparisons are best thought of as a snapshot of current market conditions.

### 3.1 SALARY SURVEY RESULTS

Evergreen collected pay range information from target organizations utilizing a salary survey tool. All of the Authorities' classifications were included in the survey. The job title, a description of assigned duties, and the education and experience requirements for each benchmarked classification were provided in the survey tool so that peers could determine if the position existed within their organization.

Evergreen received concurrence from the Authorities' project team regarding the targets to which the survey was provided. Several factors were utilized when developing this peer list, including geographic proximity to the Authorities, similar service offerings, organization size, relative population being served by the organization, and organizations to which the Authorities are losing employees. Data were analyzed with adjustments for cost of living. **Exhibit 3A** provides the list of 17 peer organizations from which data was collected for 40 classifications from which salary range data were collected.



EXHIBIT 3A  
MARKET PEERS

Market Peers
City of Charlottesville
City of Lynchburg
City of Staunton
Albemarle County
Chesterfield County
Hanover County
Henrico County
Albemarle County Service Authority
Appomattox River Water Authority
Augusta County Service Authority
Bedford County Service Authority
Hampton Roads Sanitation District
Harrisonburg-Rockingham Regional Sewer Authority
Loudoun County Service Authority
Louisa County Service Authority
Prince William County Service Authority
South Central Wastewater Authority
Southeastern Public Service Authority
Spotsylvania County Utilities Department
Upper Occoquan Service Authority
Western Virginia Water Authority

\*Bold indicates data obtained from peer

The pay plan overall was compared to a more than competitive market position (at the 60<sup>th</sup> percentile). This market position is ten percent higher than the market, which is slightly higher than the Authorities' desired position to be about five percent above the market. To determine the position of the existing structure, Evergreen compared the Authorities' 2021 salary ranges for the classifications to this market position. It is important to note that the data in the subsequent exhibits reflect the 60<sup>th</sup> percentile (ten percent above the market) for collected peer data for a given classification.

All data collected were adjusted for cost of living using a national cost of living index factor, which allowed salary dollars from organizations outside of the immediate recruiting area to be adjusted for cost of living relative to the Authorities. The cost-of-living index utilized is the County Cost of Living Index (COLI), published by the Council for Community and Economic Research (C2ER). COLI factors in the overall cost of living in the area, population density, and income per capita.



The market range data presented in this chapter were not the sole criteria for the proposed pay ranges. Some classifications' grade assignments varied from their associated market range due to the other factors, such as internal hierarchy. More detail on this analysis is provided in **Chapter 4**.

**Exhibit 3B** contains the following information:

- The market salary range information for each classification. This indicates the 60<sup>th</sup> percentile (ten percent above the market) of the minimum, midpoint, and maximum of the peer survey data for each benchmarked classification.
- The percent differentials (to the Authorities' existing salary ranges). A positive differential indicates the Authorities pay range for these positions was above the 60<sup>th</sup> percentile (ten percent above the market) for that classification at the minimum, midpoint, or maximum. A negative differential indicates the Authorities' pay range was below the 60<sup>th</sup> percentile (ten percent above the market) for that classification. The final row provides the average percent differentials for the ranges' minimum, midpoint, and maximum for all benchmarked classifications. This represents an average of all classifications' differentials.
- The survey average range width. This provides the average range width for each classification surveyed determined by the average minimum and average maximum salaries of the respondents, relative to the minimum. The average range width for all the classifications is provided in the final row.
- The number of data points for each classification is provided in the final column. The average number of data points for all the classifications is provided in the final row of the exhibit.





### EXHIBIT 3B SALARY SURVEY SUMMARY—60<sup>TH</sup> PERCENTILE

Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg Range	# of Data Points
	60th Percentile	% Diff	60th Percentile	% Diff	60th Percentile	% Diff		
Accounting Associate	\$38,950.67	1.0%	\$48,643.50	7.3%	\$59,337.93	9.6%	54.5%	4
Accounting Technician (Accounts Payable and Accounts Receivable)	\$37,291.09	5.4%	\$48,848.47	6.9%	\$60,053.56	8.4%	64.3%	7
Administrative Office Technician	\$37,883.41	3.8%	\$48,209.21	8.2%	\$64,664.88	1.0%	63.2%	3
Administrative Assistant	\$40,335.18	-26.7%	\$48,404.91	-16.5%	\$60,912.84	-17.4%	64.9%	8
Chemist	\$50,462.80	-5.3%	\$67,895.70	-6.5%	\$85,328.59	-7.2%	65.1%	5
Civil Engineer	\$58,457.96	4.3%	\$78,200.33	3.8%	\$97,275.47	4.1%	69.7%	8
Communication Manager/Executive Coordinator	\$59,683.77	-26.8%	\$77,095.19	-24.0%	\$94,955.44	-22.7%	66.5%	4
Director of Engineering & Maintenance	\$95,522.04	-5.7%	\$124,399.68	-3.6%	\$154,981.48	-3.4%	48.7%	4
Director of Finance & Administration	\$106,308.79	-16.4%	\$137,774.95	-13.8%	\$170,605.67	-13.0%	60.5%	7
Director of Operations	\$99,480.67	-9.8%	\$130,286.07	-8.2%	\$161,091.47	-7.3%	56.8%	3
Driver/Equipment Operator	\$32,858.54	18.0%	\$43,755.19	17.9%	\$54,651.84	17.8%	63.1%	7
Engineering Manager	\$81,727.84	-9.6%	\$110,006.44	-10.8%	\$137,687.39	-11.1%	66.9%	4
Engineering Technician/Inspector	\$43,887.67	8.6%	\$59,082.22	7.4%	\$73,180.96	8.2%	65.8%	7
Executive Assistant	\$50,076.93	-14.3%	\$67,606.41	-15.8%	\$85,135.90	-16.7%	71.0%	6
GIS Coordinator	\$65,500.11	-21.6%	\$84,266.98	-18.3%	\$109,233.93	-22.0%	67.2%	4
Heavy Equipment Operator/Attendant	\$36,361.67	7.9%	\$48,910.63	6.8%	\$59,196.46	9.9%	62.5%	6
Human Resource Manager	\$66,394.85	1.4%	\$94,265.64	-5.2%	\$111,534.94	0.2%	72.0%	6
Information Systems Administrator	\$65,374.23	2.9%	\$86,327.63	3.6%	\$107,036.89	4.3%	62.2%	3
Instrumentation Specialist	\$44,810.09	6.5%	\$63,413.57	0.3%	\$82,017.06	-3.2%	67.5%	4
IT/SCADA Technician	\$49,871.44	-9.0%	\$60,836.50	-0.4%	\$69,528.16	8.4%	51.0%	3
Lab Manager	\$60,933.61	0.2%	\$84,654.96	-4.2%	\$110,251.52	-8.4%	71.7%	4
Maintenance Manager	\$50,803.84	28.0%	\$76,636.00	15.5%	\$101,399.55	9.7%	80.7%	5
Maintenance Worker	\$32,712.96	-15.6%	\$41,119.27	-10.0%	\$50,608.33	-8.6%	51.6%	6
Manager of Information Tech.	\$75,639.53	-1.9%	\$94,803.07	4.0%	\$119,697.82	2.9%	70.2%	5
Mechanic 1	\$51,966.50	-8.3%	\$68,164.45	-6.9%	\$84,362.39	-6.0%	58.0%	3
Mechanic 2	\$42,676.11	-3.2%	\$56,109.06	-2.1%	\$69,809.18	-1.8%	62.7%	4
Mechanic 3	\$47,277.90	-23.1%	\$62,280.45	-22.2%	\$77,283.00	-21.6%	60.8%	5
Payroll & Benefits Coordinator	\$65,884.51	-50.4%	\$87,240.34	-50.0%	\$108,596.16	-49.8%	76.9%	3
Plant Operator 1	\$46,883.48	-2.9%	\$62,658.46	-3.4%	\$78,569.85	-3.8%	67.2%	8
Plant Operator 2	\$42,319.88	-2.4%	\$56,315.38	-2.4%	\$70,310.89	-2.5%	67.4%	6
Plant Operator 3	\$38,373.83	-2.4%	\$51,674.41	-3.6%	\$64,539.61	-3.7%	64.1%	7
Plant Operator 4	\$34,721.06	-2.1%	\$47,141.57	-4.2%	\$59,196.46	-4.8%	69.5%	6
Plant Operator Trainee	\$32,572.12	4.3%	\$43,078.53	4.8%	\$54,263.77	3.9%	65.6%	6
Safety Manager	\$64,234.23	-0.2%	\$84,984.13	0.3%	\$111,534.94	-4.7%	67.4%	6
Scale Clerk	\$29,546.57	4.3%	\$39,161.59	4.6%	\$48,343.53	5.7%	58.9%	3
Senior Accountant	\$58,953.23	-6.3%	\$78,600.46	-6.5%	\$98,247.68	-6.6%	72.5%	6
Senior Civil Engineer	\$68,072.83	-1.1%	\$91,022.24	-1.7%	\$113,971.65	-2.0%	69.2%	3
Utility Locator	\$36,093.04	8.6%	\$48,910.63	6.8%	\$61,693.72	5.7%	74.1%	6
Wastewater Department Manager	\$70,191.18	-4.2%	\$84,590.49	5.7%	\$107,927.27	3.5%	69.1%	4
Water Department Manager	\$71,405.86	-5.9%	\$89,015.92	0.6%	\$112,810.79	-1.0%	69.5%	5
Water Quality Specialist	\$45,549.64	-9.7%	\$60,898.99	-10.3%	\$76,248.34	-10.6%	77.8%	4
Overall Average		-4.4%		-3.6%		-3.8%	65.6%	5.1



### **Market Minimums**

A starting point of the analysis was to compare the peer's market minimum for each classification to the Authorities' range minimums. Market minimums are generally considered an entry level salary for employees who meet the minimum qualifications of a classification. Employees with salaries at or near the range minimums typically have not mastered the job and probably have not acquired the skills and experience necessary to be fully proficient in their classification.

As **Exhibit 3B** illustrates for benchmarked classifications, the Authorities was, on average, approximately 4.4 percent below the 60<sup>th</sup> percentile market position at the minimum of the respective salary ranges.

### **Market Midpoints**

Market midpoints are important to consider because they are commonly recognized as the salary point at which employees are fully proficient in satisfactorily performing their work. As such, midpoint is often considered as the salary point at which a fully proficient employee could expect his or her salary to be placed.

As **Exhibit 3B** illustrates for the benchmarked classifications, the Authorities was, on average, approximately 3.6 percent below the competitive market position at the midpoint of the respective salary ranges.

### **Market Maximums**

In this section, salary range maximums are compared to the peers' average of maximums for each benchmarked classification. The market maximum is significant as it represents the upper limit salary that an organization might provide to retain and/or reward experienced and high performing employees. Additionally, being competitive at the maximum allows organizations to attract highly qualified individuals for in-demand classifications.

As **Exhibit 3B** illustrates for the benchmarked classifications, the Authorities was, on average, approximately 3.8 percent below the competitive market position at the maximum of the respective salary ranges.

### **Shift Differential and Inclement Weather Pay**

Peers were also asked to respond to additional questions regarding shift differential pay and inclement weather pay. Four peers responded to these questions. With respect to shift differential pay, one peer responded that they pay employees five percent of their hourly rate for shift differential pay, which is higher than the two percent of the hourly rate the Authorities paid its employees for shift differential pay. Neither the respondent peers nor the Authorities offered inclement weather pay.



### 3.2 SALARY SURVEY SUMMARY

It should again be noted that the standing of a classification's pay range compared to the market is not a definitive assessment of an individual employee's salary being equally above or below market. A salary range does, however, speak to the Authorities' general ability to recruit and retain talent over time. If a range minimum is significantly lower than the market would offer, the Authorities could find itself losing out to its market peers when it seeks to fill a position. It is equally true that range maximums lower than the market maximums may serve as a disincentive for experienced employees to remain at the Authorities. From the analysis of the data gathered and discussed above, the benchmark classifications' ranges were generally found to be below the Authorities' desired position of leading the labor market at the 60<sup>th</sup> percentile.

### 3.3 BENEFITS SURVEY RESULTS

In addition to the salary survey, Evergreen conducted a benefit survey to compare the Authorities' current employee benefits to those of its peers. The information provided in this section is a result of the analysis of the current benefits at the Authorities and at each peer organization, which are subject to change. Benefit plans have intricacies that are not represented in this chapter; therefore, the data provided should not be used independently as a line-by-line comparison of benefits. It should also be noted that benefits are usually negotiated and acquired through third parties, so one-to-one comparisons can be difficult. The analysis below highlights the results of the benefits survey. Data were requested from the same peers contacted for the salary survey and subsequently collected from the nine peer organizations identified in **Exhibit 3C**.

#### EXHIBIT 3C MARKET PEERS

Market Peers
City of Charlottesville
City of Lynchburg
Chesterfield County
Albemarle County Service Authority
Appomattox River Water Authority
Augusta County Service Authority
Loudoun County Service Authority
Louisa County Service Authority
Southeastern Public Service Authority

\*Bold indicates data obtained from peer



### Employee Health Plans

**Exhibit 3D** shows the number of health plans provided to current employees by the responding peers and the Authorities. The average number of health plans provided (any combination of PPO, HMO, or HDHP) was 2.1 based on the market. The Authorities offered one POS (Point of Service) medical plan and one HDHP (High Deductible Health Plan) medical plan. Subsequent comparisons will be based on peers' POS and HDHP plans.

**EXHIBIT 3D  
NUMBER OF HEALTH PLANS**

Number of Plans	Peer Average	Rivanna Authorities
Number of health plans offered	2.1	2

### Premiums and Deductibles

**Exhibit 3E** displays information regarding the POS health plans of peers compared to the Authorities' plan. Compared to their peers with POS plans, the Authorities' employees paid more for individual and family coverage. The in-network deductibles were slightly higher than peers' deductibles, but the out of network deductibles were slightly lower.

Comparisons for the HDHP (**Exhibit 3F**) were limited since only two peers responded. The premiums for employee only coverage were slightly lower for Authorities' employees compared to the peers' premiums. It should be noted that the Authorities paid a significantly portion of the HDHP health plan premiums. The peers, by contrast, paid less for the premiums, but contributed between \$3,600-\$7,200 to employees' health savings accounts to cover medical expenses. The in-network deductibles of the peers' plans compared to the Authorities' plan were comparable, and the peers did not have an out of network deductible whereas the Authorities did have out of network deductibles.



**EXHIBIT 3E**  
**POS MEDICAL PLAN**  
**PREMIUMS AND DEDUCTIBLES**

Premium Paid by Employee for:	Peer POS Average	Rivanna Authorities
Percentage of peers offering each plan	55.56%	Yes; 1
Employee coverage	\$3.33	\$35.00
Employee + Family	\$340.47	\$454.00

Premium Paid by Employer for:	Peer POS Average	Rivanna Authorities
Employee coverage	\$595.33	\$672.75
Employee + Family	\$999.12	\$1,729.41

Deductibles	Peer POS Average	Rivanna Authorities
Individual Maximum In Network	\$750.00	\$1,000.00
Individual Maximum Out of Network	\$2,250.00	\$4,500.00
Employee + Family Maximum In Network	\$1,275.00	\$2,000.00
Employee + Family Maximum Out of Network Network	\$4,500.00	\$9,000.00



### EXHIBIT 3F HDHP MEDICAL PLAN PREMIUMS AND DEDUCTIBLES

Premium Paid by Employee for:	Peer HDHP Average	Rivanna Authorities
Percentage of peers offering each plan	22.22%	Yes; 1
Employee coverage	\$12.00	\$5.00
Employee + Family	\$284.00	\$360.00

Deductibles	Peer HDHP Average	Rivanna Authorities
Individual Maximum In Network	\$2,800.00	\$3,000.00
Individual Maximum Out of Network	n/a	\$6,000.00
Employee + Family Maximum In Network	\$5,800.00	\$6,000.00
Employee + Family Maximum Out of Network Network	n/a	\$12,000.00

### Other Insurance Plans

**Exhibit 3G** displays information from the responding peers and the Authorities, regarding whether dental and vision insurances were offered. The Authorities offered both dental and vision insurance to its employees. In comparison, 88.9 percent of peers offered dental insurance, and 66.7 percent of employers offered vision insurance.

### EXHIBIT 3G DENTAL AND VISION INSURANCE PLAN OFFERINGS

Dental and Vision	Peer Average	Rivanna Authorities
Offer Dental?	88.9%	Yes
Offer Vision?	66.7%	Yes

### Tuition Reimbursement

Tuition reimbursement for employees is provided by 88.9 percent of peers, with an average reimbursement limit of \$3,716.67 per year. The Authorities also provided tuition reimbursement to its employees with a reimbursement limit of \$5,250 per fiscal year.





### EXHIBIT 3H TUITION REIMBURSEMENT

Tuition Reimbursement	Peer Percentage (Yes)	Peer Average	Rivanna Authorities
Offered?	88.9%	–	Yes
Limit	–	\$ 3,716.67	\$5,250/year

### Employee Leave and Holidays

The Authorities observed 12.5 holidays per year, and the peers, on average, also observed 12.5 holidays per year. **Exhibit 3I** provides the average accrual rates for sick and annual/vacation for peers and the Authorities. The Authorities' accrual rates for sick leave (8.0 hours per month) was about the same as the peers' sick leave accrual (8.2 hours per month). The Authorities' minimum annual/vacation leave accrual rate of 8.0 hours per month was higher than the peers' average minimum annual/vacation leave accrual rate of 6.2 hours per month. While the average maximum annual/vacation leave accrual rate for the Authorities was higher at 18.0 hours per month, compared to 14.1 hours among peer organization, the Authorities' employees had to wait 25 years before reaching the maximum accrual rate. By comparison, employee at peer organizations had to wait, on average, 19.2 years before accruing the maximum rate of annual/vacation leave. Some peers (22.2 percent) provided a paid time off in a single pool that could be used for either sick leave or annual/vacation leave. The minimum monthly accrual rate for paid time off was 10 hours, and the maximum monthly accrual rate for paid time off was 20 hours. Unlike the Authorities, 11.1 percent of peers also offered 14-20 hours of personal leave to its employees, above and beyond sick leave and annual/vacation leave.

### EXHIBIT 3I LEAVE TIME ACCRUAL

Leave Accrual	Organization	Offered?	Minimum Accrual Rate in Hours (Monthly)	Years of service to accrue the minimum rate	Maximum Accrual Rate in Hours (Monthly)	Years of service to accrue the maximum rate
Sick Leave	Peer Average Offered	77.8%	8.2	0.0	8.2	0.0
	Rivanna Authorities	Yes	8.0	0.0	8.0	0.0
Annual/Vacation Leave	Peer Average Offered	77.8%	6.8	0.0	14.1	19.2
	Rivanna Authorities	Yes	8.0	0.0	18.0	25.0
Paid Time Off	Peer Average Offered	22.2%	10.0	0.0	20.0	20.0
	Rivanna Authorities	No	n/a	n/a	n/a	n/a



**Retiree Benefits**

The peers were also asked about its retiree insurance offerings. The Authorities, and 33.3 percent of its peers, offered life insurance to its retirees. In contrast, 44.4 percent of peers offered retiree health insurance and 33.3 percent of peers offered retiree dental insurance. The Authorities did not offer either retiree health or retiree dental insurance at the time of the study.

**EXHIBIT 3J**  
**RETIREE INSURANCE OFFERINGS**

Plan Type	Organization	Percentage Offered
Retiree Health	Peer Average	44.4%
	Rivanna Authorities	No
Retiree Dental	Peer Average	33.3%
	Rivanna Authorities	No
Retiree Life	Peer Average	33.3%
	Rivanna Authorities	Yes

**3.4 BENEFITS SURVEY SUMMARY**

The peer benefit data summarized in this chapter indicate that the Authorities' benefits offerings were, overall, competitive with its peers. For instance, the Authorities' medical deductibles for the POS and HDHP plan were competitive, the tuition reimbursement limit was generous, and the sick leave and annual/vacation leave accrual rates were also competitive. Employee paid health insurance premiums were potential areas for improvement since they were higher, on average, than peers' employee paid health insurance premiums.

**3.5 MARKET SUMMARY**

It should again be noted that the standing of a classification's pay range compared to the Authorities' desired market position is not a definitive assessment of an individual employee's salary being equally above or below market. It is also important to consider how employee salaries are progressing through the pay ranges. The pay range does, however, speak to the Authorities' general ability to recruit and retain talent over time. If a range minimum is significantly lower than the market would offer, the Authorities could find itself losing out to its market peers when it seeks to fill a position. It is equally true that range maximums lower than the market maximums may serve as a disincentive for experienced employees to remain at the Authorities.



From the analysis of the data gathered in the external assessment discussed above, the Authorities' pay plan was found to be below its desired market position. When comparing employee benefits, the Authorities was found to be generally competitive with its benefits offerings. All study findings and subsequent recommendations can be found in the next chapter of this report.



## Chapter 4 – Recommendations

The analysis of the Authorities' compensation system revealed that its pay plan had some opportunities for improvement. Evergreen worked to build on the strength of the existing pay structure while placing focus on developing a more competitive pay plan that could be implemented as budget conditions permit. Study recommendations, as well as the findings that led to each, are discussed in this chapter.

### 4.1 COMPENSATION SYSTEM

The compensation system analysis consisted primarily of an external market assessment during which the Authorities' pay ranges for its classifications were compared to the 60<sup>th</sup> percentile (its desired market position). Details regarding the external market assessment were provided in **Chapter 3** of this report. Additionally, internal equity (i.e., the hierarchy of classifications), was considered. Both factors were utilized when developing the recommendations below.

#### FINDING

The Authorities' salary ranges were behind its desired market position (60<sup>th</sup> percentile) for many of the classifications at the minimum, midpoint, and maximums, thus indicating the current pay ranges needed revision to be more competitive.

**RECOMMENDATION 1:** Increase the current pay plan (ranges) by four percent. Implement the revised pay plan with recommended re-slotting of some classifications within the plan based on external analysis and internal hierarchy review; and transition employees' salaries into the plan.

Consistent with the Authorities' compensation philosophy, the pay plan retained its open-range structure. **Exhibit 4A** shows the proposed pay plan, with 23 pay grades and constant range spreads of 66 percent. The pay grades of 10 and 20 were also removed from this proposed pay plan in order to have a minimum wage of at least \$15 per hour, which was considered a "living wage" at the time of this report.



EXHIBIT 4A  
PROPOSED PAY PLAN

Grade	Minimum	Midpoint	Maximum	Range Spread
30	\$ 32,069.44	\$ 42,652.48	\$ 53,235.52	66%
40	\$ 33,673.12	\$ 44,784.48	\$ 55,896.88	66%
50	\$ 35,356.88	\$ 47,023.60	\$ 58,691.36	66%
60	\$ 37,123.84	\$ 49,375.04	\$ 61,626.24	66%
70	\$ 38,980.24	\$ 51,844.00	\$ 64,707.76	66%
80	\$ 40,929.20	\$ 54,436.72	\$ 67,943.20	66%
90	\$ 42,975.92	\$ 57,158.40	\$ 71,339.84	66%
100	\$ 45,124.56	\$ 60,016.32	\$ 74,907.04	66%
110	\$ 47,381.36	\$ 63,016.72	\$ 78,652.08	66%
120	\$ 49,750.48	\$ 66,167.92	\$ 82,585.36	66%
130	\$ 52,237.12	\$ 69,476.16	\$ 86,714.16	66%
140	\$ 54,849.60	\$ 72,949.76	\$ 91,049.92	66%
150	\$ 57,592.08	\$ 76,597.04	\$ 95,603.04	66%
160	\$ 60,471.84	\$ 80,427.36	\$ 100,382.88	66%
170	\$ 63,495.12	\$ 84,448.00	\$ 105,401.92	66%
180	\$ 66,670.24	\$ 88,671.44	\$ 110,671.60	66%
190	\$ 70,003.44	\$ 93,104.96	\$ 116,205.44	66%
200	\$ 73,503.04	\$ 97,760.00	\$ 122,015.92	66%
210	\$ 77,178.40	\$ 102,648.00	\$ 128,116.56	66%
220	\$ 81,037.84	\$ 107,780.40	\$ 134,522.96	66%
230	\$ 85,089.68	\$ 113,168.64	\$ 141,248.64	66%
240	\$ 89,344.32	\$ 118,827.28	\$ 148,311.28	66%
250	\$ 93,811.12	\$ 124,768.80	\$ 155,726.48	66%

Next, both the hierarchy of classifications and market data were analyzed when slotting the Authorities' employee classifications. The resulting recommended pay grades for each are shown in **Exhibit 4B**. Furthermore, some classifications were assigned to a higher pay grade, and those classifications and their new pay grades are shown in **Exhibit 4C**.



EXHIBIT 4B  
PROPOSED PAY GRADES

Classification Title	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Maintenance Worker	30	\$32,069.44	\$42,652.48	\$53,235.52
Operator Attendant - Papersort				
Operator Attendant -Ivy				
Administrative Assistant	40	\$33,673.12	\$44,784.48	\$55,896.88
Recycling Technician				
Scale Clerk				
Mechanic Helper	50	\$35,356.88	\$47,023.60	\$58,691.36
Plant Operator 4	60	\$37,123.84	\$49,375.04	\$61,626.24
Plant Operator Trainee				
Mechanic 4	70	\$38,980.24	\$51,844.00	\$64,707.76
Acct Tech / AP	80	\$40,929.20	\$54,436.72	\$67,943.20
Acct Tech / AR				
Administrative Office Technician				
Mechanic 3				
Payroll Technician				
Plant Operator 3				
Driver/Equipment Operator	90	\$42,975.92	\$57,158.40	\$71,339.84
Heavy Equipment Operator/Attendant				
Vehicle Equipment Mechanic				
Mechanic 2	100	\$45,124.56	\$60,016.32	\$74,907.04
Plant Operator 2				
Water Quality Specialist				
Executive Coordinator	110	\$47,381.36	\$63,016.72	\$78,652.08
Chemist	120	\$49,750.48	\$66,167.92	\$82,585.36
Communication Manager/Executive Coordinator				
Engineering Technician				
Engineering Technician/Inspector				
Plant Operator 1				
Instrumentation Specialist	130	\$52,237.12	\$69,476.16	\$86,714.16
Mechanic 1				
Assistant Information Systems Administrator	140	\$54,849.60	\$72,949.76	\$91,049.92
Assistant Information Systems Administrator SCADA				
Wastewater Treatment Plant Supervisor				
Water Treatment Plant Supervisor				





EXHIBIT 4B (CONTINUED)  
PROPOSED PAY GRADES

Classification Title	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
GIS Coordinator	150	\$57,592.08	\$76,597.04	\$95,603.04
Ivy MUC Assistant Manager	160	\$60,471.84	\$80,427.36	\$100,382.88
Maintenance Assistant Manager				
Senior Accountant				
Wastewater Department Assistant Manager				
Water Department Assistant Manager				
Civil Engineer	170	\$63,495.12	\$84,448.00	\$105,401.92
Water Resources Manager	180	\$66,670.24	\$88,671.44	\$110,671.60
Safety Manager				
Human Resource Manager				
Information Systems Administrator	190	\$70,003.44	\$93,104.96	\$116,205.44
Information Systems Administrator ERP				
Information Systems Administrator SCADA				
Ivy MUC Manager				
Lab Manager				
Maintenance Manager				
Senior Civil Engineer				
Wastewater Department Manager				
Water Department Manager	220	\$81,037.84	\$107,780.40	\$134,522.96
Engineering Manager				
IT Manager	250	\$93,811.12	\$124,768.80	\$155,726.48
Director of Engineering & Maintenance				
Director of Finance & Administration				
Director of Operations				
Director of Solid Waste				



EXHIBIT 4C  
PAY GRADE CHANGES

Classification Title	Current Pay Grade	Proposed Pay Grade
Maintenance Worker	10	30
Operator Attendant - Papersort	20	30
Operator Attendant -Ivy	20	30
Administrative Assistant	30	40
Recycling Technician	30	40
Scale Clerk	30	40
Mechanic Helper	40	50
Plant Operator 4	50	60
Plant Operator Trainee	50	60
Mechanic 4	60	70
Mechanic 3	70	80
Plant Operator 3	70	80
Driver/Equipment Operator	80	90
Heavy Equipment Operator/Attendant	80	90
Vehicle Equipment Mechanic	80	90
Mechanic 2	90	100
Plant Operator 2	90	100
Water Quality Specialist	90	100
Communication Manager/Executive Coordinator	110	120
Plant Operator 1	110	120
Instrumentation Specialist	120	130
Mechanic 1	120	130
Wastewater Treatment Plant Supervisor	130	140
Water Treatment Plant Supervisor	130	140
GIS Coordinator	140	150
Senior Accountant	150	160
Engineering Manager	210	220
IT Manager	210	220
Director of Solid Waste	230	250

After assigning pay grades to classifications, the next step was to develop optional methods for transitioning employees' salaries into the new pay plan. This was done by establishing methods of calculating salaries in the proposed pay ranges and determining whether



adjustments were necessary. Evergreen calculated and provided optional transition methods for implementing the new plans. The Authorities implemented the following option.

### **Bring to New Minimums**

First, employees' salaries were compared to the minimums of their classification's proposed pay ranges for all plans. If an employee's salary was below his or her classification's pay range minimum, an adjustment was proposed to raise the individual's salary to the minimum. A benefit to this preliminary adjustment is that it provides a basis for all other adjustment calculations. Additionally, best practice within Human Resources is to have all employees' salaries fall within the pay range of their classification.

Utilizing this approach for general employees, adjustments were then recommended for four employees with a total approximate annualized (salary only) cost of **\$8,611**.

## **4.2 SYSTEM ADMINISTRATION**

The Authorities' compensation system will continue to require periodic maintenance. The recommendations provided to improve the competitiveness of the plan were developed based on conditions at the time the data were collected. While it is likely under current market conditions that there will be fewer changes in salary, it is important to monitor for any recruitment and retention issues that may arise among critical/highly skilled positions.

**RECOMMENDATION 2: Continue conducting small-scale salary surveys as needed to assess the market competitiveness of hard-to-fill classifications and/or classifications with retention issues and make changes to pay grade assignments if necessary.**

A small number of classifications' pay grades may need to be reassigned more frequently. If one or more classifications are exhibiting high turnover or are having difficulty with recruitment, the Authorities should collect salary range data from peer organizations to determine whether an adjustment is needed for the pay grade of the classification(s). If increasing a classification's pay grade based on market data does not help with the recruitment and/or retention issues, it may be necessary for the Authorities to offer incentives to attract employees to the position and/or to encourage employees to remain in the position.

**RECOMMENDATION 3: Conduct a comprehensive classification and compensation study every three to five years.**

Small-scale salary surveys can improve the market position of specific classifications, but it is recommended that a full classification and compensation study be conducted every three to five years to preserve both internal and external equity. Changes to classification and compensation do occur, and while the increments of change may seem minor, they can compound over time. A failure to react to these changes quickly has the potential to place the Authorities in less than desirable position for recruiting and retaining quality employees.



**RECOMMENDATION 4:** Review and revise, as appropriate, existing pay practice guidelines including those for determining salaries of newly hired employees, progressing employee salaries through the pay plans and determining pay increases for employees who have been promoted to a different classification.

The method of moving salaries through the pay plan and setting new salaries for new hires, promotions, and transfers depends largely on an organization's compensation philosophy. It is important for the Authorities to have established guidelines for each of these situations, and to ensure that they are followed consistently for all employees. Common practices for progressing employee salaries are outlined below.

#### Salary Progression

There are several common methods for salary progression including cost of living adjustments (COLA)/across the board and performance-based. Many organizations are utilizing these methods, especially in the current market, in efforts to progress salaries. It is recommended that the Authorities evaluate, annually, whether a COLA needs to be applied (to both the pay plan and employees' salaries) to keep up with cost of living. Additionally, the Authorities should provide merit increases, as warranted based on employees' performance evaluation results and as budget permits. It is also recommended that the Authorities continuously evaluate its practices to progress employees' salaries and if necessary, make improvements to preserve equitable pay practices, particularly in the administration of the employee performance evaluation process.

### **4.3 SUMMARY**

The recommendations in this chapter provide an update to the compensation system for the Authorities' employees. The recommendations will enhance the Authorities' competitiveness in the labor market. By implementing the revised proposed pay plan it will have a responsive compensation system for several years to come. While the upkeep of this will require work, the Authorities will find that having a more competitive system that enhances strong recruitment and employee retention is well worth this commitment.



# Strategic Plan (2018-2023) Year Four Update

for the Boards of Directors

Presented By: Deborah Anama, Executive Assistant

January 25, 2022



# Strategic Direction

## Values

The Rivanna Water & Sewer and Solid Waste Authorities are committed to the following values:

Integrity  
Teamwork  
Respect  
Quality

## Vision

To serve the community and be a recognized leader in environmental stewardship by providing exceptional water and solid waste services.

## Mission

Our professional team of knowledgeable and engaged personnel serve the Charlottesville, Albemarle, and UVA community by providing high quality water treatment, refuse, and recycling services in a financially responsible manner.



# Year 4 Implementation

Overall Completion: 75%

## Workforce Development

To attract, develop, and retain a professional, highly skilled, dedicated, and versatile team

## Operational Optimization

To efficiently, reliably, and safely provide high quality services, assuring the best value for our customers

## Communication & Collaboration

To foster a culture that encourages open communications and strengthens relationships

6 Goals



14  
Strategies



26 Tactics

## Environmental Stewardship

To be a leader in our community's environmental protection and education

## Solid Waste Services

To provide reliable, convenient, and innovative solid waste and recycling services

## Infrastructure & Master Planning

To plan, deliver, and maintain dependable infrastructure in a financially responsible manner

# Workforce Development

Overall Completion: 75%

Goal Team Leader: Betsy Nemeth & Lonnie Wood

## Conduct Training Needs Assessment & Enhance the Training Program

- Expanded Leadership Coaching Program with PVCC to include all new leaders in the organization
- Expanded DPOR Apprenticeship program to include HVAC apprenticeships

### Next Steps:

- Work with PVCC for leadership training Continuing Education credits for all Class 1 & 2 Plant Operators (October 2023)
- Set up Class A CDL training with PVCC due to a regulatory change from the Department of Transportation

## Complete a Compensation and Classification Study

- Worked with Evergreen Solutions, LLC and completed study in December 2021
- Reviewed benefit offerings during the peer survey

- Adopt the recommendations from the Compensation & Classification Study
- Issue a Request for Proposal for all healthcare offerings for FY2023
- Review performance evaluation system

# Operational Optimization

Overall Completion: 71%

Goal Team Leader: Dave Tungate

## Continually Evaluate, Prioritize, & Improve Key Business & Operational Processes

- Designed a new sampling program for better data trending and analysis for GAC Backwash Project
- Automated system for polymer dosing has been installed and is ready to be tested; should be operational first quarter 2022
- Progress on lab certification for Total Kjeldahl Nitrogen (TKN) on the SEAL instrument is moving forward
- Improved oxygen control in Scottsville WW Plant

## Next Steps:

- Assess lab results from new sampling program for GAC Backwash Process improvements
- Polymer dosing - Put new polymer dosing equipment on-line and fine tune the programming
- SEAL instrument and TKN - Lab Manager has implemented a new schedule for TKN method on SEAL instrument
- Scottsville Dissolved Oxygen- Confirm proper operation after several high flow events and fine tuning of the equipment

## Protect Workforce and the Public Through Continually Growing Rivanna's Culture of Safety

- Safety upgrades to the Glenmore influent pump station will add a new ventilation system to increase air exchanges and make it a safer place for staff to work. A new influent pump with a Variable Frequency Drive will be installed in next 6 months for more consistent flow. Project has been awarded and contractor is waiting on materials
- 4 web-based security cameras added to Observatory WTP; there will be more cameras to add once South Rivanna and Observatory Water Treatment Plant construction is complete

- Complete construction on Glenmore safety upgrades
- Complete safety training
- Review and update Safety Manual annually

# Communication & Collaboration

Overall Completion: 100%

Goal Team Leader: Katie McIlwee

## Create & Maintain Internal Communication Platforms

- Migrated legacy documents from Laserfishe to DocLink
- Completed implementation of digital Purchase Order process in DocLink
- Published Bi-Monthly Newsletter

## Create & Implement a Comprehensive Public Outreach Plan

- Created project specific webpages
- Held the annual Pumpkin Smash event at the McIntire Recycling Center
- Participated in annual Imagine a Day without Water art contest with City and ACSA

## Enhance Internal & External Communication

- Conducted virtual facility tours of Water Treatment Plants and McIntire Recycling Center
- Continued to live-stream monthly Board Meetings
- Researched and prepared to continue broadcasting board meetings virtually when in-person meetings resume

## Next Steps:

- Continue implementation of DocLink

- Plan and schedule project/facility videos
- Continue maintenance of website
- Continue use of social media to share information with the public

- Resume in-person facilities tours, as appropriate
- Continue to virtually participate and present to community organizations
- Continue to participate in peer work groups w/ City Utilities, Public Works, & ACSA

# Environmental Stewardship

Overall Completion: 75 %

Goal Team Leader: Andrea Bowles

## Increase Internal Environmental Engagement

- Staff participated in United Way's Day of Caring
- Developed internal Sustainability Working Group
- Continued contributions to Rivanna Review newsletter

## Next Steps:

- Continue to look for opportunities, such as stream cleanups, tree plantings, etc. to engage employees

## Provide Regional Leadership in Environmental Stewardship Partnerships

- Continued Stormwater partnership and James River Riparian Consortium participation
- Provided tour of wetland mitigation site to James River Association representative
- Participated in County Stream Health Workgroup
- Participated in County Climate Action Study

- Continue with existing coordination
- Look for opportunities for collaboration

## Evaluate Potential Opportunities for Additional Environmental Activities at RWSA Facilities

- Continued to develop Buck Mountain Property Management Plan. Coordinate with neighbors regarding our progress
- Evaluated potential for silviculture and solar at Buck Mountain properties

- Evaluate potential for solar at RWSA facilities
- Implement phased property management plan for Buck Mountain

# Solid Waste Services

Overall Completion: 70%

Goal Team Leader: Phil McKalips

## Strategies – Community Needs and Service Levels; Partnerships with UVA and Local Governments; Best in Class Service Practices and Services

- Completed Customer Appreciation Event at Ivy
- Increased Public Awareness of avenues for feedback and suggestions
- Establish translations of RSWA signage to aid Spanish speaking customers
- Established a more aesthetically pleasing entryway to Ivy MUC for visual buffer and habitat
- Started New Tactic to evaluate Ivy MUC Service Fee Structure
- Evaluated regional mulch sale pricing to compare with our fees (we seem on target)

### Other Activities:

- Working with Nelson County on Glass Collection
- Increased permitted tonnage and operating hours at Ivy MUC
- Worked with City and County on Vegetative Waste Fee Waiver event

### Next Steps:

- Continue designs of Keene Convenience Center and New Baling Facility (new Paper Sort)
- Expand Vegetative Waste Collection and Processing Areas
- Develop Large Clean Fill Project Program



# Infrastructure & Master Planning

Overall Completion: 56%

Goal Team Leader: Scott Schiller

## Implement an Authority-Wide Asset Management Program

- Tactical Asset Management Plan has been completed
- Computerized Maintenance Management System implementation process continues with updates to our facility geodatabase and completion of workshops associated with software integration and general Cityworks configuration
- Phase 3 work has begun with completion of an Authority-wide asset register for use in Cityworks based on Antero data and the addition of other major pieces of equipment when appropriate

### Next Steps:

- Continue the Cityworks configuration process working towards a summer go-live date
- Take the results of the Tactical Asset Management Plan and review it against the Strategic Asset Management Plan to finalize the approach for system-wide implementation

## Develop & Maintain Long-Term Master Plans for all Critical Assets

- Completed analyses associated with the MC AWRRF Master Plan
- Performing a follow up analysis of the MC AWRRF Master Plan results to account for more recent flow data collected
- Initiated the Central Water Line project based on results from the Finished Water Master Plan
- Continuing analyses associated with the master plan/needs assessment for the Glenmore WWTP and Stone Robinson WWTP

- Finalize master plan/needs assessment work for Glenmore WWTP and Stone Robinson WWTP
- Perform the amendment to the MC AWRRF Master Plan to account for more recent flow data
- Update the master plan matrix based on information gathered from the annual gap assessment

Questions?