




Board of Directors Meeting


July 26, 2022


2:00pm



695 Moores Creek Lane | Charlottesville, Virginia 22902-9016

434.977.2970 

434.293.8858 

www.rivanna.org 

BOARD OF DIRECTORS

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

DATE: July 26, 2022

LOCATION: Virtually via ZOOM

TIME: 2:00 p.m.

AGENDA

1. **CALL TO ORDER**
2. **STATEMENT FROM THE CHAIR**
3. **AGENDA APPROVAL**
4. **MINUTES OF PREVIOUS BOARD MEETING**
 - a. *Minutes of Regular Board Meeting on May 24, 2022*
5. **RECOGNITION**
6. **EXECUTIVE DIRECTOR'S REPORT**
7. **ITEMS FROM THE PUBLIC**

For matters not listed on the agenda for public hearing
8. **RESPONSES TO PUBLIC COMMENTS**
9. **CONSENT AGENDA**
 - a. *Staff Report on Finance*
 - b. *Staff Report on Ivy Material Utilization Center/Recycling Operations Update*
 - c. *Amendment of the FY 2022-2023 Capital Budget*
10. **OTHER BUSINESS**

(Motion and vote to Recess the RSWA Board Meeting)

(Motion and vote to Reconvene the RSWA in a Joint Session with the RWSA)

- a. Presentation: Physical and Cyber Security Update
Jennifer Whitaker, Director of Engineering and Maintenance
Jeff Southworth, Information Technology Manager*
- b. Presentation and Work Session: 2023-2028 Strategic Plan Update
Darin Thomas, Vice-President, Raftelis Financial Consultants, Inc.
Catherine Carter, Senior Manager, Raftelis Financial Consultants, Inc.*

11. OTHER ITEMS FROM BOARD/STAFF NOT ON AGENDA

12. CLOSED MEETING – PERSONNEL REVIEW

(Motion, second and roll call vote to enter into a joint session to discuss confidential performance evaluations, goals and objectives of specific personnel as permitted by the personnel exemption at Section 2.2.37.11.A1 of the Code of Virginia)

Motion:

I move that the Rivanna Solid Waste Authority enter into a joint closed session with the Rivanna Water and Sewer Authority to discuss confidential performance evaluations, goals and objectives of specific personnel as permitted by the personnel exemption at Section 2.2-3711-A(1) of the Code of Virginia.

(Motion, second and roll call vote to certify the closed session)

Motion:

The Rivanna Solid Waste Authority hereby certifies by recorded vote that, to the best of each member's knowledge, only public business matters lawfully exempted from the open meeting requirements of the Virginia Freedom of Information Act and identified in the motion authorizing the closed meeting were heard, discussed or considered in the closed meeting to which this certification resolution applies.

13. 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, Matters Not Listed for Public Hearing on the Agenda.” 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, Matters Not Listed for Public Hearing on the Agenda.” 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, Matters Not Listed for Public Hearing on the Agenda” 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. March 24, 2022

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 July 26, 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 7, 2022 (Ordinance No. O-22-029), Albemarle County's Continuity of Government Ordinance adopted on April 15th, 2020, and last revised effective November 4, 2020 (Ordinance No. 20-A(16)) 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. Rogers: 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 and consultants:

Bill Mawyer, Phil McKalips, Lonnie Wood, David Tungate, Jennifer Whitaker, John Hull, Jeff Southworth, Deborah Anama, Catherine Carter, and Darin Thomas.

We are also joined electronically by Carrie Stanton (Williams Mullen), counsel to the Authority.



RSWA BOARD OF DIRECTORS
Minutes of Regular Meeting
May 24, 2022

A regular meeting of the Rivanna Solid Waste Authority (RSWA) Board of Directors was held on Tuesday, May 24, 2022, at 2:00 p.m. via Zoom.

Board Members Present: Mike Gaffney, Jeff Richardson, Jim Andrews, Brian Pinkston, Michael Rogers, Stacey Smalls, Lance Stewart.

Board Members Absent: None.

Rivanna Staff Present: Bill Mawyer, Phil McKalips, Lonnie Wood, David Tungate, John Hull, Jeff Southworth, Betsy Nemeth, Jennifer Whitaker, and Deborah Anama.

Attorney(s) Present: Carrie Stanton.

1. CALL TO ORDER

Mr. Gaffney convened the May 24, 2022 regular meeting of the Board of Directors of the Rivanna Solid Waste Authority at 2:00 p.m.

2. STATEMENT FROM THE CHAIR

Mr. Gaffney read the following statement aloud:

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

“I would like to call the May 24, 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 7, 2022 (Ordinance No. O-22-029), Albemarle County’s Continuity of Government Ordinance adopted on April 15th, 2020, and last revised effective November 4, 2020 (Ordinance No. 20-A(16)) 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.

Mr. Jim Andrews stated he was located at his home in the Samuel Miller district, Albemarle County.

Mr. Brian Pinkston stated he was located at 575 Alderman Road, Charlottesville.

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

Mr. Michael Rogers stated he was located at City Hall, 605 Main Street, Charlottesville.

Mr. Stacey Smalls stated he was located at the Public Works Administration Building, 305 Fourth Street NW, Charlottesville.

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

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

Mr. Gaffney stated the following Authority staff members were joining the meeting electronically: Bill Mawyer, Phil McKalips, Lonnie Wood, David Tungate, John Hull, Jeff Southworth, Betsy Nemeth, 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 March 22, 2022

Mr. Richardson moved the Board to approve the March 22, 2022 meeting minutes as presented. The motion was seconded by Mr. Andrews and passed unanimously (7-0).

4. RECOGNITION

There were no recognitions.

5. EXECUTIVE DIRECTOR'S REPORT

Mr. Mawyer stated that in April, the Ivy MUC had averaged 167 tons per day, the second highest rate of refuse transfer. He stated the highest rate was 175 tons per day in September 2021. He noted there were plenty of customers at the Ivy facility. He stated the spring electronic, household, and bulky waste amnesty days, held the previous Saturday, had been productive. He stated over 34,000 pounds of furniture and mattresses were collected, with over 8,000 pounds of appliances. He stated there were many tires collected, but the total weight was not yet known.

Mr. Mawyer stated that a number of new Board members had participated in facility tours. He stated Mr. Andrews, Mr. Rogers, Mr. Pinkston, Mr. Gaffney, and Mr. Smalls had toured the solid waste facilities—the IMUC, McIntire, and paper-sorting facilities, along with Albemarle County Supervisor Donna Price.

Mr. Gaffney asked if there were questions or comments on the report.

Mr. Pinkston commented that he appreciated the tour.

Mr. Mawyer explained the tours used to be scheduled routinely for new Board Members prior to the pandemic, and they were resuming this practice.

6. ITEMS FROM THE PUBLIC

Mr. Gaffney noted there was a public hearing later in the meeting on the budget rate schedule. He stated any comments regarding the budget rate schedule should be held until the public hearing, and this agenda item was for matters from the public not listed on the agenda.

Mr. Hull stated there were no comments from the public.

Mr. Gaffney closed the items from the public.

7. RESPONSES TO PUBLIC COMMENT

There were no comments from the public, so there was no response.

8. CONSENT AGENDA

a. Staff Report on Finance

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

c. Approval of FY 2022-2023 Personal Management Plan Update

d. Approval of FY 2022-2023 Pay Scale Adjustment

e. Award of Contract for Municipal Solid Waste Transportation Disposal

Mr. Gaffney asked if there were items from the Consent Agenda any Board member would like to pull for comments or questions. He asked if there was a motion to approve the Consent Agenda.

Mr. Rogers moved that the Board approve the Consent Agenda as presented. The motion was seconded by Mr. Andrews and passed unanimously (7-0).

9. OTHER BUSINESS

a. Presentation: History and Organizational Agreements of the RSWA

Mr. Mawyer reported that he had presented to the RWSA Board the previous month about the RWSA's history, so he would provide a similar presentation to the RSWA Board. He stated there should be a group photograph of the Board later in the year. He provided a slide with a timeline that outlined the history of the RSWA.

Mr. Mawyer stated the Ivy landfill was created by the City and the County in 1968, and it included over 300 acres. He stated in 1990, the City and the County requested the state to create the RSWA. He stated the Authority was created in 1990 through a three-party agreement. He stated in 2000, the neighbors became concerned about Ivy being an open landfill. He stated there were six cells—three were lined, three were unlined. He stated in 2000, there was a settlement agreement with the neighbors to effectively end landfilling at Ivy. He stated the other programs continued. He stated in 2005, there was an environmental MOU including the City, County, and UVA to decide the

142 allocation of costs to remediate and monitor the landfill, particularly the unlined cells. He stated
143 there was a corrective action plan due to Department of Environmental Quality, and there were
144 costs to monitor ground water, and the costs needed to be allocated. He stated the agreement
145 allocated 35.5% to the City and 64.5% to the County after UVA paid its agreed upon share.
146

147 Mr. Mawyer stated in 2007, there was a Local Government Support Agreement establishing that the
148 City and the County would contribute to fund the administrative and operating expenses of RSWA,
149 and the City could award its own residential refuse collection contracts. He stated with the curbside
150 collection contract, the City effectively no longer brought refuse to the Ivy landfill. He stated in
151 2010, there was an agreement between the City and the County, the first amendment to the Local
152 Government Support Agreement which stated the City and County would agree to fund the
153 Authority through the end of 2010.
154

155 Mr. Mawyer stated in 2011, the County agreed to fund Authority services at the IMUC, and the City
156 and the County agreed to a recycling plan agreement. He stated for the recycling agreement, the
157 City was to pay 30% and the County 70% of the recycling costs at the McIntire Recycling Center
158 and paper sort facility. He stated the City had its own curbside recycling collection program, hence
159 the 30/70% cost allocation.
160

161 Mr. Mawyer stated in 2016, the County requested the Authority to design and build a new transfer
162 station. He stated the DEQ had stated the existing transfer station was insufficient and had to be
163 replaced. He stated the County agreed to fund the replacement in 2016. He stated the facility was
164 constructed and opened in 2018. He stated in 2019, the Ivy Convenience Center Agreement was
165 adopted between the Authority and the County.
166

167 Mr. Mawyer stated there were two draft agreements—one for the Southern Albemarle Convenience
168 Center (SACC) between the Authority and the County, and a Baling Facility Agreement between
169 the City, County, and Rivanna about a potential new baling facility at the IMUC and funding
170 allocation. He stated there had been a number of agreements, and staff worked to properly manage
171 the agreements and allocate costs between the City, County, and UVA as set forth in the
172 agreements.
173

174 Mr. Gaffney stated he could not remember when DEQ accepted the remediation plan. He stated
175 they had a minimum of 30 years to remediate the land. He asked when it would end.
176

177 Mr. McKalips stated the 30 year requirement was for the post-closure care period, which began in
178 2001 and addressed the closure of the cells. He stated the remediation program and corrective action
179 plan was approved at the end of 2004 and revised in 2021. He stated it would extend until the
180 ground water was completely remediated.
181

182 Mr. Gaffney asked if it had been extended past the 30 years.
183

184 Mr. McKalips responded no.
185

Mr. Mawyer stated an evaluation was done and reports would be submitted to DEQ at the end of the period, which would be around 2031. He stated an update would be provided, and then it would be decided whether the remediation program was finished or would continue.

b. Presentation, Public Hearing, and Approval: FY 2022-2023 Budget and Rate Schedule

Mr. Gaffney opened the public hearing for the budget and rate schedule. He asked if there were members of the public wishing to speak.

Mr. Hull stated there was no one wishing to speak from the public.

Mr. Gaffney closed the public hearing. He stated the floor was open to questions and comments for the budget and rate schedule.

Mr. Mawyer stated there was a presentation slide for the budget and rate schedule.

Mr. Gaffney asked Mr. Mawyer to explain the differences from the previous year.

Mr. Mawyer stated there were no differences. He stated it was the same schedule that was adopted several years ago. He noted there was an exception, that the clean fill material line was added a few months ago, and the Board approved it. He stated it was an existing fee, so the Authority was adopting the same fee schedule for 2023 that ended 2022. He stated the schedule would be effective July 1 through June 30, 2023.

Mr. Gaffney asked if there was a motion to adopt the rate schedule.

Mr. Smalls moved that the Board adopt them FY 2022-2023 rate schedule as proposed. The motion was seconded by Mr. Rogers and passed unanimously (7-0).

Mr. Gaffney stated they would move to the next item.

Mr. Mawyer indicated that the Board needed to approve the budget. He stated it was the same budget presented in March, a total budget of \$6.8 million for FY23. He stated the expenses would be \$6.8 million, a nearly 26% increase over the prior year. He stated the revenues would be about \$3.5 million, a 36% increase over FY22.

Mr. Mawyer stated the expense and revenue increases were related to the increasing tonnage being processed at the transfer station. He stated a \$460,000 net increase was projected to the expenses. He stated the \$460,000 was allocated between the County and City in accordance with the allocation formulas. He stated the total County contribution was \$2.7 million, a \$450,000 increase from FY22.

Mr. Mawyer stated the County contribution included transfer costs and the SACC costs. He stated the City contribution was estimated to be \$508,000, a \$9,000 increase over FY22. He stated UVA

had a fixed contribution of \$79,982 for the environmental costs of managing the closed landfill cells.

Mr. Mawyer stated the preliminary engineering would be conducted and an agreement would be drafted for the new baling facility to be installed at IMUC. He stated the SACC would be constructed and opened by the end of the calendar year. He stated they would continue the Large Clean Fill program. He stated the program had been a success.

Mr. Mawyer stated the transfer station was the largest budget component at 51% of the total, followed by the environmental costs, 16% of the budget. He stated the operations costs for clean fill, mulch, and furniture and appliance disposal was 13% of the budget. He stated recycling represented 12% of the budget. He repeated the total costs to the County, City, and UVA—\$2.7 million, \$508,000, and \$79,982, respectively.

Mr. Mawyer stated the transfer building would receive pump and fan replacements. He stated there would be three positions added mid-year for the SACC. He stated there was a 4% merit pool proposed for staff along with a cost-of-living increase that was approved in February 2022 which equated to \$128,000. He stated more costs were allocated to solid waste from the administrative and technology staff. He stated they were planning to transfer an additional 12,800 tons of refuse. He stated there were additional fuel costs anticipated.

Mr. Mawyer repeated that the budget was estimated to be \$6.8 million. He repeated the County contribution was \$2.7 million, the City contribution was \$508,000, and the UVA contribution was \$79,982. He stated he was available for questions.

Mr. Richardson asked Mr. Mawyer to explain what the \$79,982 contribution from UVA covered.

Mr. Mawyer stated the contribution was related to an agreement in 2005 when the City, County, UVA, and the Authority decided the cost allocations for the environmental mitigation measures at the landfill. He stated a number of the cells were unlined, so ground water management systems had to be installed to monitor the water. He stated there was an air management system as well. He stated since UVA was a large contributor to the refuse in the landfill, UVA agreed to pay for 30 years, and the current allocation was \$79,982. He stated Mr. Gaffney had led the negotiations.

Mr. Gaffney stated it was determined at that time by staff that UVA had generated approximately 7% of the waste in the community. He stated UVA confirmed those numbers and agreed to pay the cost allocated. He stated the overall mitigation costs in the budget was approximately \$30 million. He stated it was mostly front loaded to install the remediation measures. He stated the 7% was approximately \$2.1 million towards the remediation costs.

Ms. Stanton stated the Chair should open the hearing for public comment.

Mr. Gaffney opened the meeting for a public hearing on the budget. He asked if there were members of the public wishing to speak.

Mr. Hull stated there were no comments from the public.

Mr. Stewart moved the Board to approve the FY 2022-2023 budget. The motion was seconded by Mr. Andrews and passed unanimously (7-0).

c. Presentation and Award of Contract: Construction of the Southern Albemarle Convenience Center

Mr. McKalips stated he would provide an update on the SACC, and at the end of the presentation there would be an action for the Board to approve the contract for construction. He stated the SACC would offer the same services as the McIntire Recycling Center with the addition of self-contained compactors to accept bagged municipal solid waste. He stated customers would pay \$2 per tag. He stated the site would have significant storm water management—curbs, gutters, level spreaders, and biofilters.

Mr. McKalips stated enhanced screening would be installed to have a lower impact on the neighbors. He stated there would be no lighting. He stated the site would be gated and fenced, and it would be staffed all times it was open. He stated the operating hours were proposed from 7:30 a.m. to 5:30 p.m. He stated the hours would allow the site to be available to people commuting to Charlottesville. He stated the facility would be closed one day a week—planned to be Thursday. He stated closing the site for the day would allow containers to be emptied and any maintenance to take place.

Mr. McKalips stated when the County first considered the site, the original design was a beautified McIntire facility where all the facilities would be along one row. He stated after further consideration the design changed. He stated they wanted the site to be able to handle a significant amount of traffic. He stated there was still a large number of recycling containers on the western end of the site for cardboards, fibers, and metal. He stated the containers on the southern edge would not be purchased until they were needed. He stated the site was being developed so that if it needed to expand, the infrastructure was there. He stated the two self-contained trash compactors were located at the north end of the site. He stated the site should be able to provide comfortable movement to customers.

Mr. McKalips stated the site grew in size, and over time, purchase prices for materials had also seen growth. He provided a slide with the project budget for the site totaling \$1.5M. He noted the Roll-Off truck had been pulled from the project budget and would be funded through operating expenses to maintain contingency in the project budget.

Mr. McKalips requested the Board authorize the Executive Director to execute a construction contract with Finley Asphalt and Sealing, LLC for \$973,676.

Mr. Stewart moved that the Board authorize the Executive Director to execute a construction contract with Finley Asphalt and Sealing, LLC for a total cost of \$973,676 to complete the

Southern Albemarle Convenience Center Project, and any change orders up to 15% of the original contract amount. The motion was seconded by Mr. Smalls and passed unanimously (7-0).

10. OTHER ITEMS FROM BOARD/STAFF NOT ON AGENDA

There were no other items from the Board.

11. CLOSED MEETING

There was no closed meeting.

12. ADJOURNMENT

At 2:32 p.m., Mr. Pinkston moved to adjourn the meeting of the Rivanna Solid Waste Authority. Mr. Rogers seconded the motion, which passed unanimously (7-0).



MEMORANDUM

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

FROM: BILL MAWYER, EXECUTIVE DIRECTOR

SUBJECT: EXECUTIVE DIRECTOR'S REPORT

DATE: JULY 26, 2022

STRATEGIC PLAN GOAL: OPERATIONAL OPTIMIZATION

Financial Reporting Award

The Government Finance Officers Association of the United States and Canada has awarded the Certificate of Achievement for Excellence in Financial Reporting to the **Rivanna Solid Waste Authority** for its annual comprehensive financial report for the fiscal year ended June 30, 2021. The report has been judged by an impartial panel to meet the high standards of the program, which includes demonstrating a constructive "spirit of full disclosure" to clearly communicate its financial story and motivate potential users and user groups to read the report.

The Certificate of Achievement is the highest form of recognition in the area of governmental accounting and financial reporting, and its attainment represents a significant accomplishment by a government and its management. We want to thank our Finance Director, Lonnie Wood, and his staff for their efforts recognized by this award.

STRATEGIC PLAN GOAL: COMMUNICATION & COLLABORATION

Staff and Public Safety

June was National Safety Month. With the recent tragic accident at a Convenience Center in Spotsylvania County, where an employee was killed while working inside a recycling compactor, we want to remind staff and customers about the hazards related to our equipment and industrial refuse and recycling facilities.



Cardboard Recycling Compactor – MRC

Return to In-Person Board of Director Meetings

We understand local emergency ordinances will expire, and we will be required to return to in-person Board of Director meetings in our Administration Building conference room starting on September 27.



MEMORANDUM

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

**FROM: LONNIE WOOD, DIRECTOR OF FINANCE AND
ADMINISTRATION**

REVIEWED: BILL MAWYER, EXECUTIVE DIRECTOR

SUBJECT: MAY 2022 FINANCIAL SUMMARY

DATE: JULY 26, 2022

The results of operations and remediation activities through May 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	\$ 3,540,119	\$ -	\$ 3,540,119
Total Expenses	<u>(5,027,788)</u>	<u>(851,576)</u>	<u>(5,879,364)</u>
Net operating results	(1,487,669)	(851,576)	(2,339,245)
Support - MOU & Local	<u>1,878,711</u>	<u>994,751</u>	<u>2,873,462</u>
Surplus/(Deficit)	<u><u>\$ 391,042</u></u>	<u><u>\$ 143,175</u></u>	<u><u>\$ 534,217</u></u>

Total operating revenue through May was \$1,213,700 over budget, and total operating expenses were \$972,900 over budget. The Authority has processed 68,739 tons of waste and recycling products 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	42,029	24,428	2,282	68,739
Net operating revenue (costs)	\$ (749,335)	\$ 32,716	\$ (771,050)	\$ (1,487,669)
Net revenue (cost) per ton	\$ (17.83)	\$ 1.34	\$ (337.88)	\$ (21.64)

Attachments

Target Rate: 91.67%

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	727,232	\$ 334,800	727,232								
Ivy MSW Transfer Tipping Fees	1,833,400	2,301,450			1,833,400	2,301,450						
Material Sales-Ivy	110,000	81,505	110,000	81,505								
Recycling Revenues	156,300	302,495					20,000	31,613	136,300	270,882		
Other Revenues	93,000	102,316			93,000	102,316						
Interest & Fees	10,400	25,121									10,400	25,121
Total Revenues Budget vs. Actual*	\$ 2,537,900	\$ 3,540,119 139.49%	\$ 444,800	\$ 808,737 181.82%	\$ 1,926,400	\$ 2,403,766 124.78%	\$ 20,000	\$ 31,613 158.07%	\$ 136,300	\$ 270,882 198.74%	\$ 10,400	\$ 25,121 241.55%
EXPENSES												
Ivy Operations	518,796	599,027	518,796	599,027								
Ivy MSW Transfer	2,414,696	2,976,107			2,414,696	2,976,107						
Ivy Convenience Center	314,473	275,813					314,473	275,813				
Recycling Operations	581,368	656,137							581,368	656,137		
Administration	834,506	733,096									834,506	733,096
Total Expenses Budget vs. Actual*	\$ 4,663,839	\$ 5,240,181 112.36%	518,796	599,027 115.46%	2,414,696	2,976,107 123.25%	314,473	275,813 87.71%	581,368	656,137 112.86%	834,506	733,096 87.85%
Net Results Before Administrative Allocation	\$ (2,125,939)	\$ (1,700,062)	\$ (73,996)	\$ 209,710	\$ (488,296)	\$ (572,341)	\$ (294,473)	\$ (244,200)	\$ (445,068)	\$ (385,255)	\$ (824,106)	\$ (707,976)
Administrative allocations:												
Administrative costs to Envir. MOU (below)	247,232	212,393									247,232	212,393
Administrative costs to Operations	-	-	(206,027)	(176,994)	(206,027)	(176,994)	-	-	(164,821)	(141,595)	576,874	495,583
Net Operating Income (Loss)	\$ (1,878,707)	\$ (1,487,669)	\$ (280,023)	\$ 32,716	\$ (694,323)	\$ (749,335)	\$ (294,473)	\$ (244,200)	\$ (609,889)	\$ (526,850)	\$ -	\$ -
Other Funding Sources												
Local Government Contributions	1,878,707	1,878,711										
County Contribution - Capital Grant	1,100,000	-										
Transfer to Capital Fund - Southern Recycling Center	(1,100,000)	-										
Surplus (Deficit) - Operations	\$ -	\$ 391,042										

Environmental Programs		
	Budget	Actual Y-T-D
REVENUES		
Remediation Support	1,020,496	994,751
Total Revenues	1,020,496	994,751
Budget vs. Actual*		97.48%
EXPENSES		
Ivy Environmental	773,264	639,183
Administrative Allocation	247,232	212,393
	1,020,496	851,576
Budget vs. Actual*		83.45%
Cash Reserves Used	-	-
Surplus (Deficit) - Environmental	\$ -	\$ 143,175
Total Surplus (Deficit)	\$ -	\$ 534,217

Rivanna Solid Waste Authority
Monthly Financial Status Report
FY 2022

	July	August	September	October	November	December	January	February	March	April	May	Year-to-Date
<u>Revenues</u>												
Ivy Operations Tipping Fees	\$ 35,994	\$ 38,495	\$ 39,946	\$ 38,191	\$ 62,475	\$ 43,706	\$ 51,990	\$ 70,960	\$ 111,910	\$ 121,890	\$ 111,675	\$ 727,232
Ivy MSW Transfer Tipping Fees	197,270	217,069	239,559	208,308	205,042	208,081	155,677	191,351	213,959	240,076	225,058	2,301,450
Ivy Material Sales	7,680	9,230	10,013	8,972	7,272	6,049	4,424	6,965	6,395	8,347	6,159	81,505
Ivy Convenience Center	-	-	9,176	-	-	12,690	-	-	9,747	-	-	31,613
Recycling	12,816	16,292	10,331	28,198	33,568	59,341	21,439	25,685	18,655	17,437	27,121	270,882
Other Revenues	16,510	9,031	9,570	7,508	6,879	7,770	6,486	7,576	10,040	10,955	9,991	102,316
Interest & Late Fees	2,463	1,914	2,783	3,492	1,133	414	2,509	2,499	2,155	3,321	2,437	25,121
Total Revenues	\$ 272,733	\$ 292,031	\$ 321,377	\$ 294,670	\$ 316,369	\$ 338,051	\$ 242,526	\$ 305,035	\$ 372,860	\$ 402,026	\$ 382,441	\$ 3,540,119
<u>Expenses</u>												
Ivy Operations	\$ 33,561	\$ 33,911	\$ 104,383	\$ 44,749	\$ 35,402	\$ 29,580	\$ 36,952	\$ 118,043	\$ 41,315	\$ 53,260	\$ 67,869	\$ 599,027
Ivy Environmental	37,298	50,978	53,561	71,467	32,769	92,418	45,185	39,085	50,701	33,255	132,467	639,183
Ivy MSW Transfer	145,425	351,638	226,868	335,377	263,567	216,721	326,225	239,978	285,499	301,674	283,136	2,976,107
Ivy Convenience Center	23,687	22,962	29,206	36,397	26,709	28,379	26,417	(109)	28,143	28,159	25,864	275,813
Recycling Operation	57,427	47,534	62,637	54,115	41,028	51,212	57,963	86,037	71,595	60,313	66,275	656,137
Administration	64,067	62,839	63,892	70,088	64,676	65,339	74,289	66,355	67,235	69,058	65,259	733,096
Total Expenses	\$ 361,466	\$ 569,861	\$ 540,547	\$ 612,192	\$ 464,152	\$ 483,648	\$ 567,031	\$ 549,390	\$ 544,487	\$ 545,720	\$ 640,869	\$ 5,879,364
Net Operating Income (Loss)	\$ (88,733)	\$ (277,830)	\$ (219,170)	\$ (317,522)	\$ (147,782)	\$ (145,597)	\$ (324,506)	\$ (244,356)	\$ (171,628)	\$ (143,694)	\$ (258,428)	\$ (2,339,245)
<u>Other Funding Sources</u>												
Local Government Contributions	\$ 423,936	\$ 45,742	\$ -	\$ 469,678	\$ -	\$ -	\$ 469,678	\$ -	\$ -	\$ 469,678	\$ -	\$ 1,878,711
Remediation Support and Revenue	223,577	79,033	-	222,628	-	-	222,628	-	-	230,322	16,563	994,751
Use of Cash Reserves	-	-	-	-	-	-	-	-	-	-	-	-
Surplus (Deficit)	\$ 558,780	\$ (153,056)	\$ (219,170)	\$ 374,783	\$ (147,782)	\$ (145,597)	\$ 367,800	\$ (244,356)	\$ (171,628)	\$ 556,305	\$ (241,865)	\$ 534,217

Rivanna Solid Waste Authority
Fiscal Year 2022
May 2022
Revenue Detail Report

Revenue Line Item

IVY TIPPING FEES

Clean Fill Material	9,000	17,663
Grindable Vegetative Material	4,000	6,331
Tires, Whole	120	65
Tires/White Good (per item)		
<i>Subtotal</i>	13,120	24,059

IVY TRANSFER STATION

Compost Services	500	360
MSW Transfer Station	33,200	42,029
<i>Subtotal</i>	33,700	42,390

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		
Total Remediation Local Support		

Tonnage	
Budget FY 2022	Actual YTD
9,000	17,663
4,000	6,331
120	65
13,120	24,059
500	360
33,200	42,029
33,700	42,390

Revenue				
Budget FY 2022	Budget YTD	Actual YTD	Budget vs. Actual	Variance %
\$ 90,000	\$ 82,500	\$ 363,679	\$ 281,179	340.82%
192,000	176,000	308,076	132,076	75.04%
22,800	20,900	12,357	(8,543)	-40.88%
30,000	27,500	43,120	15,620	56.80%
\$ 334,800	\$ 306,900	\$ 727,232	\$ 420,332	136.96%
\$ 89,000	\$ 81,583	\$ 64,051	\$ (17,532)	-21.49%
1,744,400	1,599,033	2,237,399	638,366	39.92%
\$ 1,833,400	\$ 1,680,617	\$ 2,301,450	\$ 620,833	36.94%
\$ 20,000	\$ 18,333	\$ 8,419	\$ (9,914)	-54.08%
40,000	36,667	32,125	(4,542)	-12.39%
30,000	27,500	29,661	2,161	7.86%
20,000	18,333	11,300	(7,033)	-38.36%
-	-	-	-	
\$ 110,000	\$ 100,833	\$ 81,505	\$ (19,329)	-19.17%
\$ 20,000	\$ 18,333	\$ 31,613	\$ 13,280	72.43%
\$ 20,000	\$ 18,333	\$ 31,613	\$ 13,280	72.43%
\$ 105,300	\$ 96,525	\$ 224,837	\$ 128,312	132.93%
6,000	5,500	5,926	426	7.74%
25,000	22,917	40,120	17,203	75.07%
\$ 136,300	\$ 124,942	\$ 270,882	\$ 145,941	116.81%
\$ 85,000	\$ 77,917	\$ 89,184	\$ 11,267	14.46%
8,000	7,333	13,132	5,799	79.07%
\$ 93,000	\$ 85,250	\$ 102,316	\$ 17,066	20.02%
\$ 2,200	\$ 2,017	\$ 156	\$ (1,861)	-92.26%
1,200	1,100	19,216	18,116	1646.89%
2,000	1,833	1,505	(328)	-17.89%
5,000	4,583	4,243	(340)	-7.42%
\$ 10,400	\$ 9,533	\$ 25,121	\$ 15,587	163.50%
\$ 2,537,900	\$ 2,326,408	\$ 3,540,119	\$ 1,213,711	52.17%
\$ 79,982	\$ 73,317	\$ 79,982	\$ 6,665	9.09%
574,381	526,516	574,380	47,864	9.09%
316,132	289,788	316,132	26,344	9.09%
50,000	45,833	24,257	(21,577)	
\$ 1,020,495	\$ 935,454	\$ 994,751	\$ 59,297	6.34%

Rivanna Solid Waste Authority Historical Material Tonnage Report - Recycling Fiscal Years 2018-2022
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Fiscal Year 2018	Fiscal Year 2019	Fiscal Year 2020	Fiscal Year 2021	Fiscal Year 2022 (Jul-May)
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In U.S. Tons

Fiber Products

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

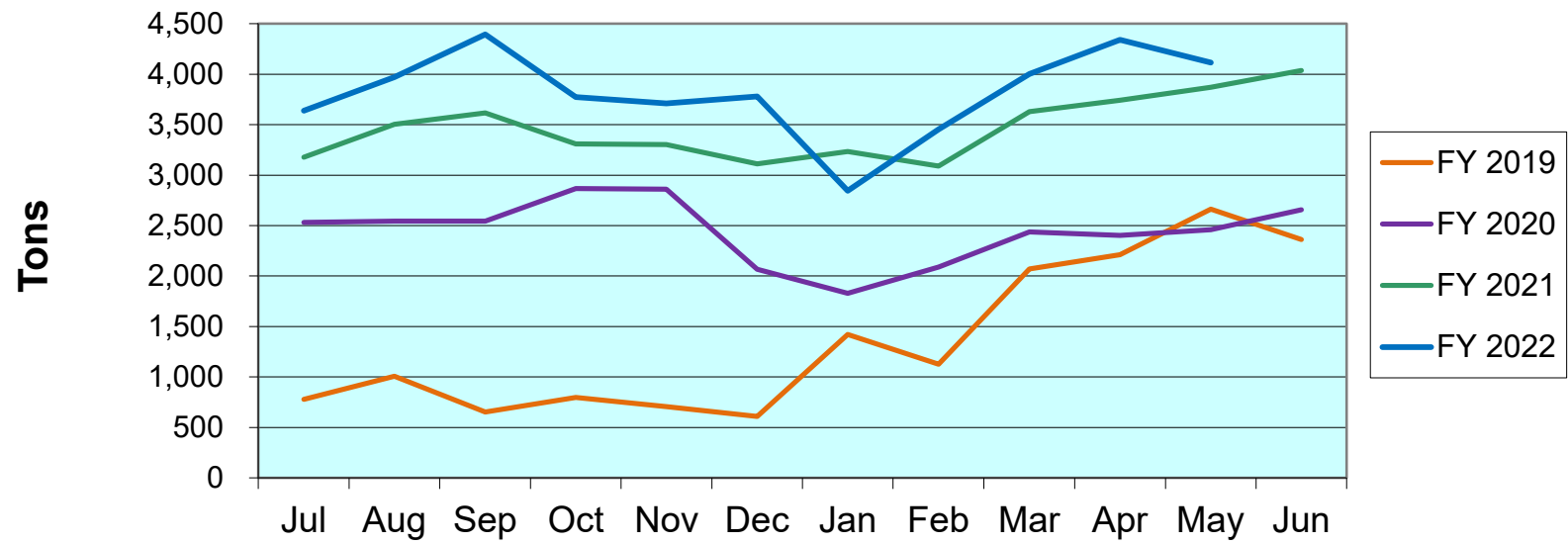
	424	427	120	-	-
	763	807	560	843	813
	187	265	792	777	720
	111	128	77	22	-
Total Fiber Products	1,485	1,627	1,549	1,642	1,533

Other Products

Glass
Metal Cans
Plastic

	252	411	467	564	543
	41	58	54	92	92
	103	127	114	146	114
Total Other Products	396	596	635	802	749
Total	1,881	2,223	2,184	2,444	2,282

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



May1-31, 2022

Days of

Operation: 25

05/01/22

Operation: 25

MSW collected at Transfer Station (tons)

Non-MSW

	Vehicles	Count	Citizen-Can	Construction	Domestic	MSW Total	Total Tons
05/01/22 Sunday						-	
05/02/22 Monday	346	402	0.45	89.78	199.77	290.00	719.54
05/03/22 Tuesday	324	356	0.52	62.27	104.14	166.93	934.93
05/04/22 Wednesday	287	352	0.47	59.36	95.26	155.09	913.96
05/05/22 Thursday	316	363	0.05	55.13	135.91	191.09	1,139.28
05/06/22 Friday	177	197	0.10	30.51	116.52	147.13	34.27
05/07/22 Saturday	196	299	0.64	17.68	24.50	42.82	7.26
05/08/22 Sunday						-	
05/09/22 Monday	325	329	0.28	30.91	179.19	210.38	1,508.00
05/10/22 Tuesday	296	377	0.40	37.52	95.46	133.38	1,430.44
05/11/22 Wednesday	373	398	0.50	41.49	172.75	214.74	1,603.99
05/12/22 Thursday	342	491	0.39	31.71	146.99	179.09	1,455.57
05/13/22 Friday	195	290	0.47	25.07	98.31	123.85	266.49
05/14/22 Saturday	261	316	0.70	17.96	51.78	70.44	17.81
05/15/22 Sunday						-	
05/16/22 Monday	233	293	0.43	40.17	246.49	287.09	48.75
05/17/22 Tuesday	235	379	0.26	29.20	144.28	173.74	278.40
05/18/22 Wednesday	345	406	0.29	56.04	97.09	153.42	1,676.24
05/19/22 Thursday	394	441	0.42	32.33	177.28	210.03	1,764.63
05/20/22 Friday	322	397	0.52	51.86	95.56	147.94	1,005.02
05/21/22 Saturday	281	345	0.61	26.56	39.10	66.27	41.53
05/22/22 Sunday						-	
05/23/22 Monday	292	331	0.57	43.48	233.01	277.06	1,038.32
05/24/22 Tuesday	184	216	0.51	35.02	106.70	142.23	392.94
05/25/22 Wednesday	254	260	0.48	35.57	123.15	159.20	849.11
05/26/22 Thursday	356	385	0.44	50.98	120.34	171.76	1,622.17
05/27/22 Friday	211	291	0.49	43.03	96.83	140.35	344.85
05/28/22 Saturday	311	404	0.88	14.96	56.52	72.36	20.77
05/29/22 Sunday						-	-
05/30/22 Monday						-	-
05/31/22 Tuesday	419	512	0.70	40.01	146.82	187.53	1,359.56
Total	7,275	8,830	11.57	998.60	3,103.75	4,113.92	20,473.83
Average	291	353	0.46	39.94	124.15	164.56	818.95
Median	296	356	0.47	37.52	116.52	159.20	913.96
Maximum	419	512	0.88	89.78	246.49	290.00	1,764.63
Minimum	177	197	0.05	14.96	24.50	42.82	7.26

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

Ivy Material Utilization Center
Daily Scale Crossing Data



June 1-30, 2022

Days of

Operation: 26

Operation: 26		MSW collected at Transfer Station (tons)						Non-MSW
		Vehicles	Count	Citizen-Can	Construction	Domestic	MSW Total	Total Tons
06/01/22	Wednesday	391	414	0.29	25.24	129.62	155.15	1,333.15
06/02/22	Thursday	359	470	0.57	48.52	129.17	178.26	1,342.68
06/03/22	Friday	377	412	0.50	57.71	104.30	162.51	1,538.79
06/04/22	Saturday	356	484	0.97	21.46	55.29	77.72	39.61
06/05/22	Sunday						-	
06/06/22	Monday	389	454	0.42	49.80	226.13	276.35	1,236.91
06/07/22	Tuesday	344	386	0.57	71.48	160.26	232.31	1,234.87
06/08/22	Wednesday	308	343	0.68	53.07	224.24	277.99	1,199.81
06/09/22	Thursday	349	351	0.22	59.80	195.85	255.87	1,476.20
06/10/22	Friday	409	451	0.51	39.25	170.38	210.14	1,574.97
06/11/22	Saturday	328	376	0.91	21.90	45.97	68.78	17.68
06/12/22	Sunday						-	
06/13/22	Monday	318	342	0.21	62.65	188.86	251.72	774.75
06/14/22	Tuesday	258	295	0.28	45.12	126.48	171.88	484.50
06/15/22	Wednesday	322	418	0.22	54.56	81.45	136.23	1,040.55
06/16/22	Thursday	330	342	0.36	62.14	157.46	219.96	1,113.60
06/17/22	Friday	293	346	0.55	50.76	102.19	153.50	166.78
06/18/22	Saturday	288	321	0.55	28.18	39.97	68.70	47.08
06/19/22	Sunday						-	
06/20/22	Monday	307	351	0.40	60.94	164.86	226.20	590.13
06/21/22	Tuesday	333	399	0.54	64.64	82.19	147.37	637.25
06/22/22	Wednesday	318	402	0.38	68.56	172.33	241.27	765.54
06/23/22	Thursday	250	273	0.68	74.52	129.02	204.22	428.65
06/24/22	Friday	369	414	0.48	67.44	114.25	182.17	1,301.38
06/25/22	Saturday	296	388	0.91	24.79	32.29	57.99	42.93
06/26/22	Sunday						-	
06/27/22	Monday	276	309	0.46	46.62	183.68	230.76	521.96
06/28/22	Tuesday	324	372	0.49	53.73	130.11	184.33	802.58
06/29/22	Wednesday	329	359	0.12	91.98	94.85	186.95	1,003.87
06/30/22	Thursday	315	351	0.38	57.70	123.43	181.51	671.87
Total		8,536	9,823	12.65	1,362.56	3,364.63	4,739.84	21,388.09
Average		328	378	0.49	52.41	129.41	182.30	822.62
Median		326	374	0.49	54.15	129.10	183.25	788.67
Maximum		409	484	0.97	91.98	226.13	277.99	1,574.97
Minimum		250	273	0.12	21.46	32.29	57.99	17.68

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



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: JULY 26, 2022

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

May 2022

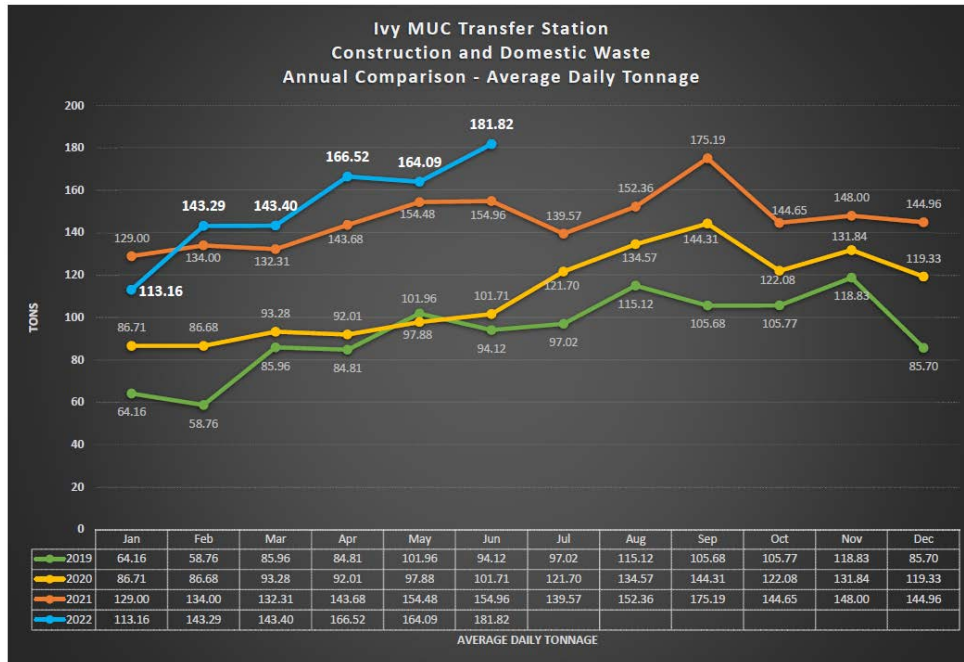
- **7,275 vehicles crossed the scales**
- The IMUC transfer station operated 25 days and received a total of 4,113.92 tons of municipal solid waste (MSW), an average of 187.53 tons per day of operation. The monthly transfer station tonnage figures are attached to this report.
- 20,473.83 tons of non-MSW materials were received
- 24,587.75 tons were received as a combined total tonnage (MSW + non-MSW)

June 2022

- **8,536 vehicles crossed the scales**
- The IMUC transfer station operated 26 days and received a total of 4,739.84 tons of municipal solid waste (MSW), an average of 166.93 tons per day of operation. The monthly transfer station tonnage figures are attached to this report.
- 21,388.09 tons of non-MSW materials were received
- 26,127.93 tons were received as a combined total tonnage (MSW + non-MSW)

Transfer Station Update

We are generally receiving about 12% more waste each day than last year. Our average daily tonnages continue to follow seasonal trends as shown on the following figure.



Large Clean Fill Project Program

The Large Clean Fill Project Program pilot approved at the January 25, 2022 Board of Directors Meeting was a success. Starting May 27, 2022, Faulconer Construction Company entered into a new Large Clean Fill Program agreement to bring clean fill material from several of their construction projects in the local area. This agreement will continue through August 27, 2022. Faulconer also has an additional project that they expect to begin in October that may produce 30,000 tons of clean fill material through the December 2022 to January 2023 time frame.

As of Monday, July 8, 2022, Ivy has received 71,059.17 tons of clean fill material. At the \$3.50 per ton tipping fee this equates to approximately \$246,000 of revenue.



Spring HHW and Bulky Waste Totals:

Saturday, May 21, 2022: *Tires*

A total of 146 vehicles participated, including 120 from the County and 26 from the City. A total of 94.57 tons of tires were received, separated, and trucked to the end user for recycling.

Paint Collection:

As of June 8, 2022, the Ivy MUC has shipped 47 containers of paint cans. Each container holds about 4,200 one-gallon paint cans; therefore, we have shipped about 197,400 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).

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 8.89 tons of compostable materials from residents in May.
The McIntire Recycle Center received 7.82 tons of compostable materials from residents in June.
The Ivy Convenience Center received 0.75 tons of compostable materials from residents in May.
The Ivy Convenience Center received 0.64 tons of compostable materials from residents in June.

Compost Sales at Ivy:

On July 12, 2022, RSWA began a new agreement with Panorama PayDirt, located in Earlysville, VA to supply the compost material that we sell to the public at the Ivy MUC. Previously, we had been sourcing this material from McGill Composting in Waverly, Virginia. There are several reasons for making this switch.

- we can obtain the material at a significantly reduced cost because the supplier is located within our community.
- Panorama PayDirt is where our compostable food waste from the McIntire Recycling Center is processed into compost. We appreciate the “circularity” of being able to sell compost made directly with the food wastes we collect.
- this change removes the PFAS contamination issue from the compost we sell. The compost created at McGill may contain PFAS.
- companies that process compost spend as much of their effort assuring that they find markets to sell their compost as they do in sourcing the materials that go into making it. It seems, appropriate that we are helping make this local business a sustainable operation.

**MEMORANDUM**

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

FROM: PHILLIP MCKALIPS, DIRECTOR OF SOLID WASTE

REVIEWED BY: BILL MAWYER, EXECUTIVE DIRECTOR

SUBJECT: AMENDMENT OF THE FY 2022-2023 CAPITAL BUDGET

DATE: JULY 26, 2022

This request is to amend the FY 2023 Capital Budget to include two essential pieces of equipment. The budget increase will total approximately \$625,000 to purchase a roll-off truck for the Southern Albemarle Convenience Center (SACC) project, and a replacement baling machine for the Paper Sort facility. Funding will primarily be provided by available end-of-year funds in FY 2022 and FY 2023.

Background

An additional roll-off truck is needed to transport recycled materials from the SACC to the Paper Sort facility, as well as refuse from the SACC to the IMUC. This vehicle was originally part of the \$1.6 million project budget allocated by Albemarle County. Following a competitive procurement process, the cost for many of the large items (recycling containers and compactors) as well as the bids for construction, showed higher than expected pricing. As a result, it was decided to purchase the roll-off truck through the Capital Budget, as was indicated during the FY 2023 budget approval process. The cost of the truck will be about \$233,838. To support this purchase, RSWA will carry forward and utilize surplus end-of-year “true-up” funds from FY 2022 that normally would be returned to the County.

The second capital purchase will be for a replacement baling machine for the Paper Sort facility. When discussions began two years ago to replace the Paper Sort facility, staff expected the existing baling machine to be adequate until the new Baling facility was constructed. However, earlier this year the 20+ year-old baler suffered several significant breakdowns that has made staff reevaluate the dependability of this machine. Given that the long-term viability of our recycling program is dependent upon this baling machine, it is prudent to purchase a new baler now (6 months for delivery) and then move it into the new baling facility when constructed (currently slated for the end of FY 2024). The cost of this new baler is about \$388,500, of which \$271,950 will be allocated to the County and \$116,550 will be allocated to the City in accordance with the 70% County /30% City cost sharing formula in the Local Government Support Agreement for Recycling Programs (2011).

Purchase of the baler will be funded in a similar manner as the roll-off truck. Any surplus funds of the City and County from the end of FY 2022 will be carried forward into FY 2023 and combined with any FY 2023 surplus funds. If the total of these funds should be insufficient to cover the cost of the baler purchase, remaining costs will be recovered during the FY 2023 end-of-year true-up process. Currently, the City is expected to have a surplus of approximately \$25,000 at the end of FY 2022, and the County is expected to have a surplus of approximately \$366,000.

Board Action Requested:

Authorize an amendment of the FY 2022-2023 Capital Budget totaling \$625,000 to purchase a roll-off truck for the SACC and a replacement baling machine for the Paper Sort facility.



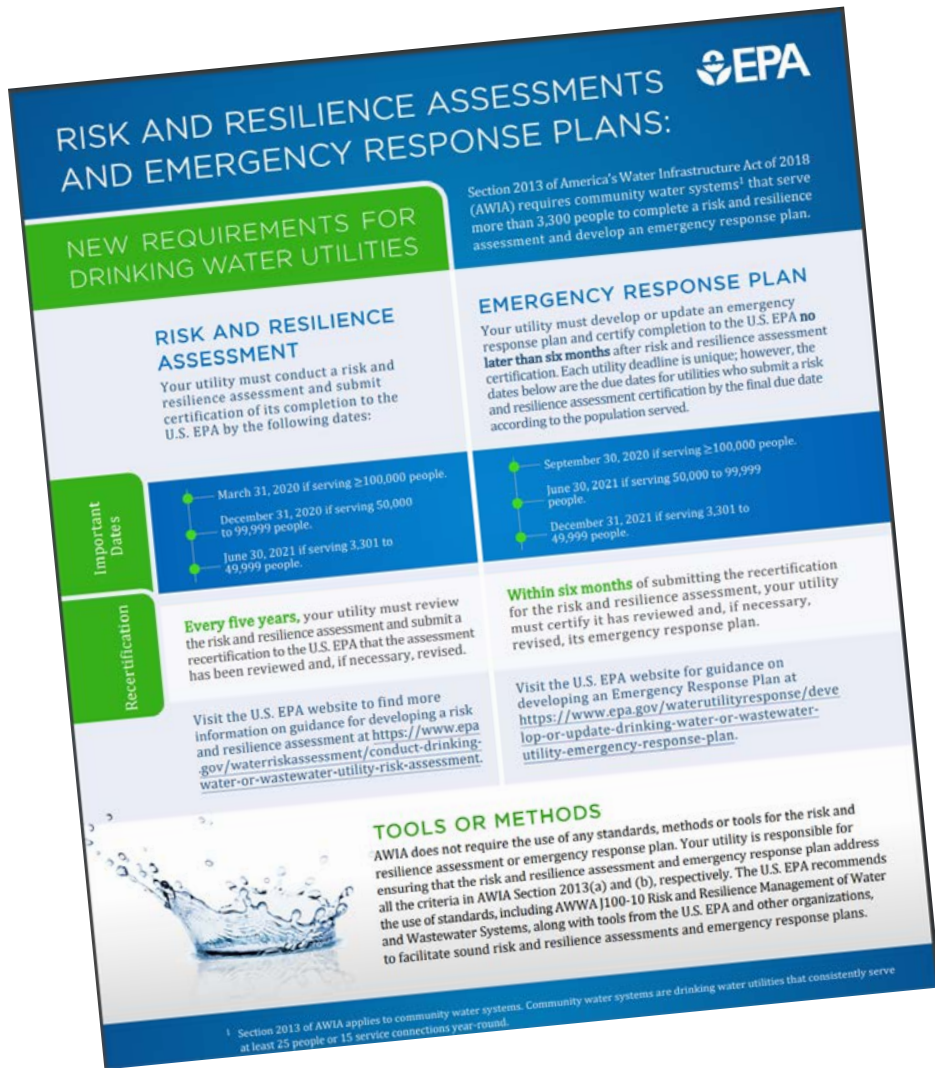
Physical and Cyber Security Update

PRESENTED TO THE BOARDS OF DIRECTORS

BY: JENNIFER WHITAKER, DIRECTOR OF ENGINEERING & MAINTENANCE

JEFF SOUTHWORTH, INFORMATION TECHNOLOGY MANAGER

JULY 26, 2022



Legislative Mandate

- Infrastructure security has been a long-standing concern for the Water and Wastewater Utilities Industry as it is fundamental to community health
- Shortly after 9/11/01 significant regulations and best practices emerged mandating that risk assessments be performed for Critical Infrastructure
- More recently, the America's Water Infrastructure Act of 2018 mandated that Utilities develop and routinely update:
 - Risk Assessments and
 - Emergency Response Plans

Physical Security

- Physical Security at RWSA facilities works in tandem with other security mitigation measures to ***reduce vulnerability*** and ***increase resilience***
- Key Program Areas include:
 - Door Hardening and Replacement
 - Lock Strengthening and Key Inventory
 - Fencing and Gate Improvements
 - Cameras and Lighting
 - Landscaping and Housekeeping
 - Access Control and Badging
- Funding
 - Designated Capital Projects; As Part of other Capital Projects; Routine Maintenance Activities, and Specialized Tasks
 - Seeking DHS/FEMA Homeland Security Grant Program (HSGP) funding for the Moores Creek entrance gate project.

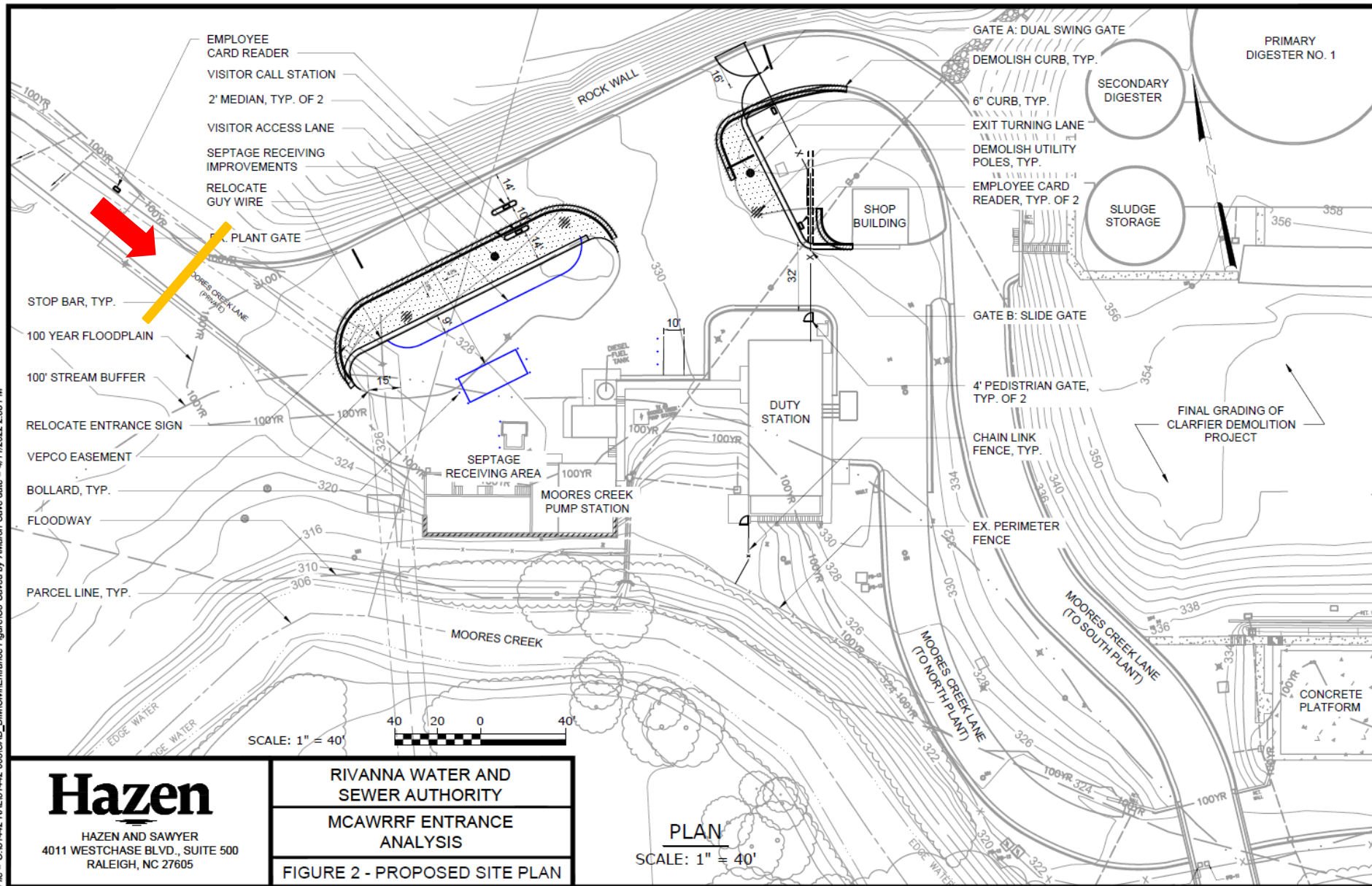


Capital Project – Access Control

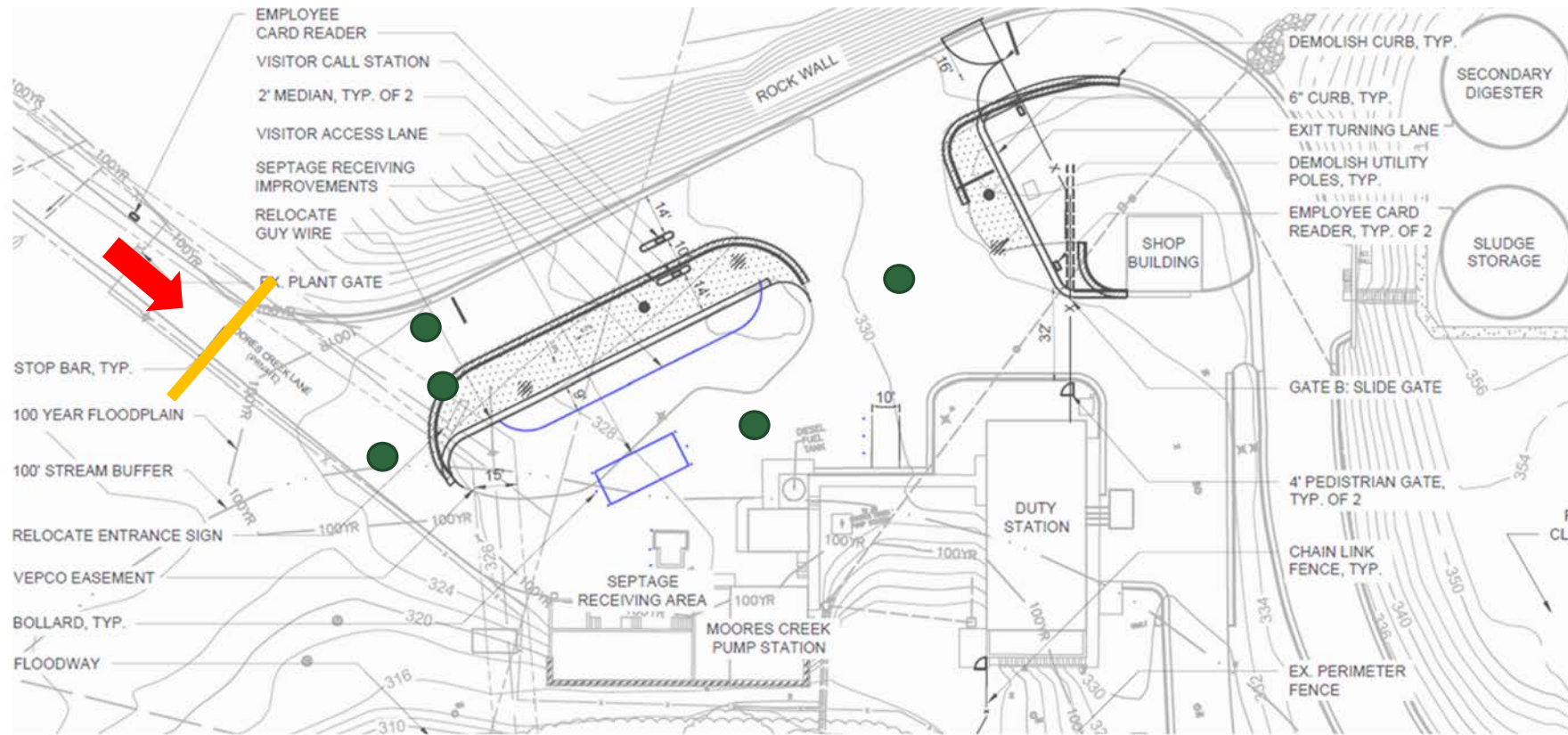
- Access Control Consultant – Security 101
 - System selection
 - Software installation, training, and support
 - Hardware design and installation, and
 - Ongoing on-call maintenance
- Badge System for Employees, Vendors and Contractors
- Programable Permissions by Department, Facility, Time of Day and/or Position
- Improves:
 - Identification of Employees & Visitors
 - Provides Intrusion and Open-Door Notifications
 - Easily Mitigates Lost Keys
 - Key and Padlock Control and Inventory

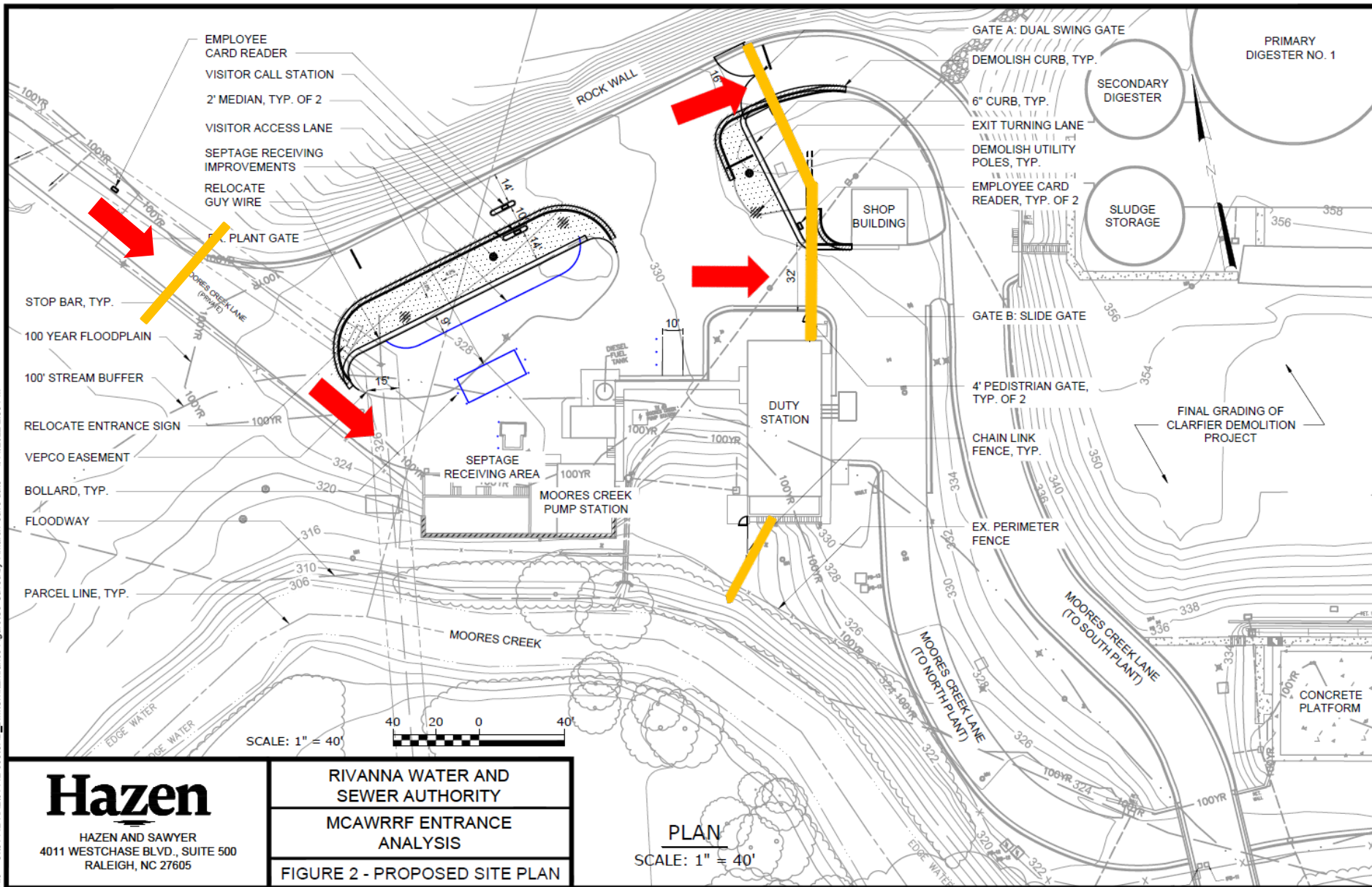


Capital Project – MCAWRRF Main Gate



Capital Project – MCAWRRF Main Gate





Capital Project – MCAWRRF Main Gate

- Controls Public Interaction in Wastewater Process Areas
- Integrates with Access Control and Camera Systems
- Allows Access to Septage during normal hours
- Improves Visitor Check-In

Total current Security Project Cost = \$ 2.8M

MC Gate, Doors and Access Control

Questions?

WHAT IS CYBER-SECURITY?

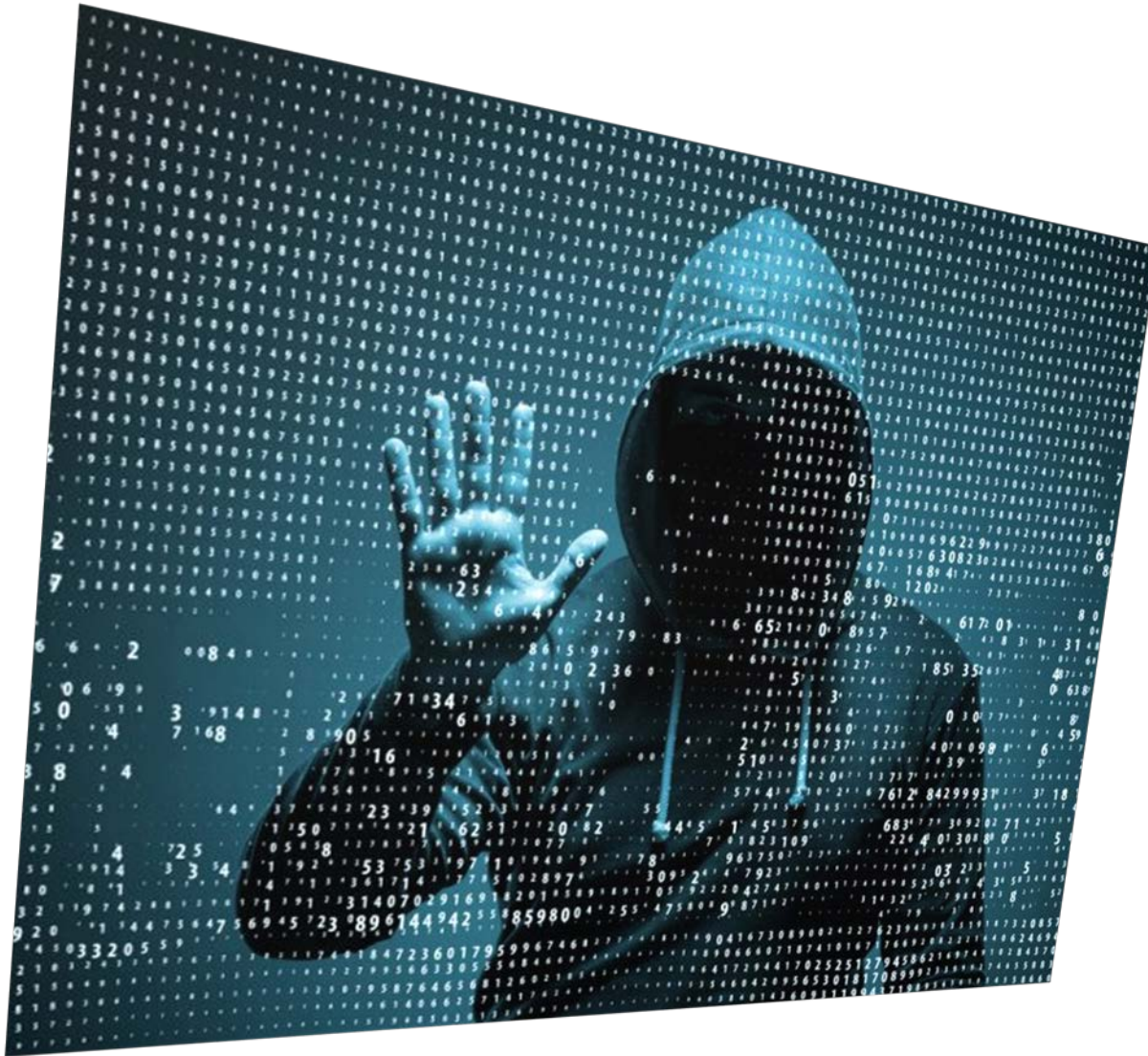


cybersecurity noun
cy·ber·se·cu·ri·ty | \ˈsɪ-bər-si-,kyūr-ə-tē \

***Cyber-security** is the practice of defending computers, servers, mobile devices, electronic systems, networks and data from malicious attacks.*

COMMON CYBER-SECURITY ATTACKS

- Computer Viruses
- Malware
- Phishing Emails
- Social Engineering to obtain passwords from users
- Impersonation
 - Pretending to be someone they aren't to gain information or task performed
- Intercepting Communications



Resources and Guidance



CISA — Cybersecurity & Infrastructure

Security Agency (part of US Dept. of Homeland Security; sets security standards; guidance and threat alerts)

AWWA - GUIDANCE TOOL

(closely aligned with CISA; used in a security assessment)

What should we be asking ourselves?

Self Assessments

- **WHAT** do we need to protect and WHY?
 - We need to understand the risks – both in technology and physical security
 - 90% of successful cyber attacks are caused by human error
 - 3rd Party vendors
- **HOW** we evaluate options and prioritize solutions?
 - This helps the Authority allocate resources
 - Based on the risk assessment, we are developing a cybersecurity plan and protocols
- **WHO** is the lead for cybersecurity within the organization and part of overall team?
 - The Rivanna IT Team is the leader for cybersecurity within the organization
 - Top management involved
 - All staff must be part of defensive posture

CISA Security Assessment

The categories are as follows:

- IT Risk Assessment
- IT Asset Management
- Supply Chain Risk Management
- Identity Management - Authentication and Access Control
- Awareness and Training
- Data Security
- IT Response Planning
- Disaster Recovery Planning

What do we need to Protect and Why?

- **CISA Security Assessment completed outside contractor**
 - Network Mapping Tool
 - SEIM (Security Event and Information Management) Tool
 - Vulnerability Scan Tool
- **Network Assessment** – Completed by outside contractor
- **Penetration and Vulnerability Testing** – Completed by outside contractor

AWWA RECOMMENDATIONS

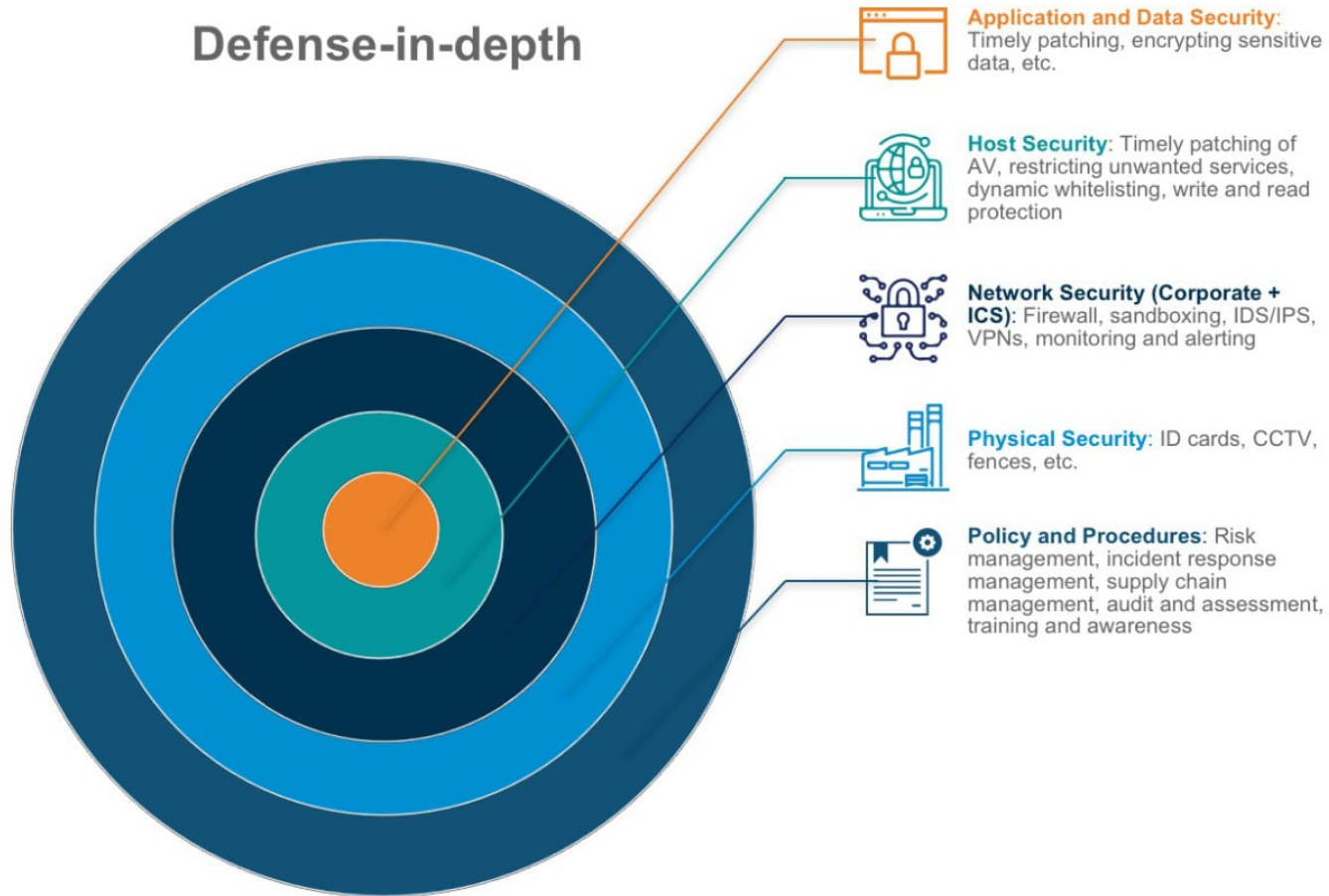
Recommendations	Status
Maintain an Accurate Inventory of Control System Devices and Eliminate Any Exposure of this Equipment to External Networks	Complete - Implemented Network Mapping Tool
<u>Implement Network Segmentation and Apply Firewalls</u>	Complete
Use Secure Remote Access Methods	Complete
Establish Role-Based Access Controls and Implement System Logging	Partially Complete
<u>Use Only Strong Passwords, Change Default Passwords, and Consider Other Access Controls</u>	Complete – Strong password policy in place. MFA (Multi Factor Authentication) in practice
Maintain Awareness of Vulnerabilities and Implement Necessary Patches and Updates	Vulnerability Scan Tool, Monthly Patching - Utilizing RMM – Remote Monitoring and Management system
Develop and Enforce Policies on Mobile Devices	Complete - In-Tune Mobile Device Management
<u>Implement an Employee Cybersecurity Training Program</u>	Ongoing training for all staff
Involve Executives in Cybersecurity	Ongoing
Implement Measures for Detecting Compromises and Develop a Cybersecurity Incident Response Plan	Complete Policy update within 1 year

What have we done?

We have adopted the...

... approach

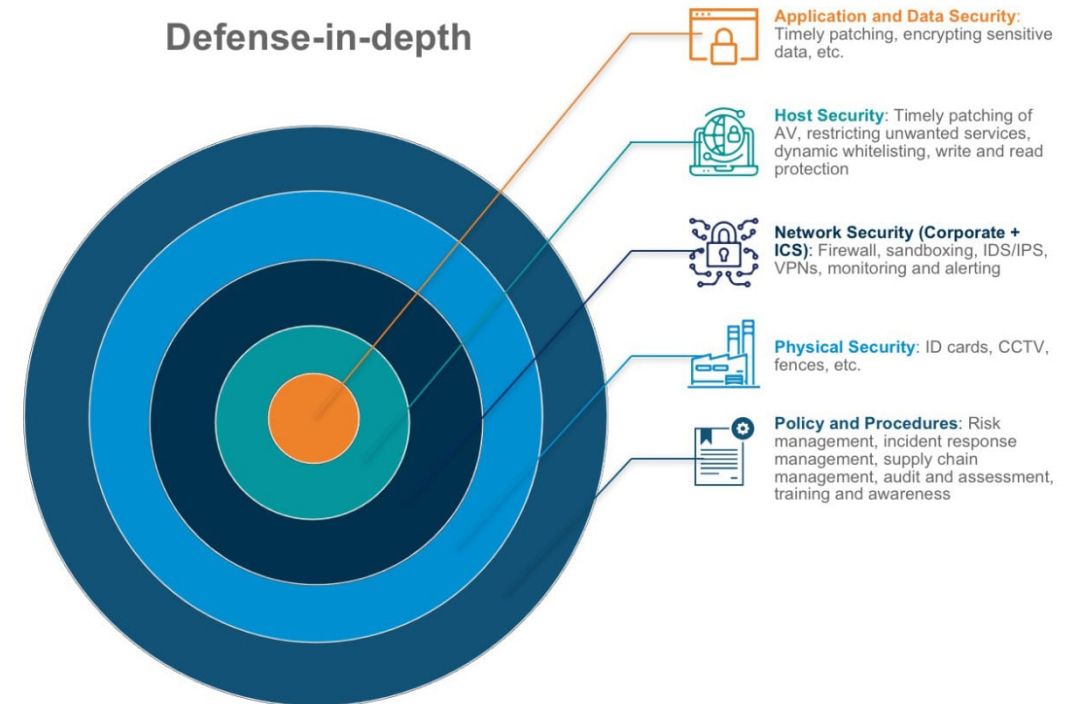
Defense-in-depth



What have we done?

- **Application and Data Security**

- 90-Day Password Expiration – Strong Password requirements
- Active Directory cleanup
- UltraBac Software – File / Folder backup –offsite storage
- Barracuda Office 365 backup – Exchange Email, OneDrive, Teams file backup



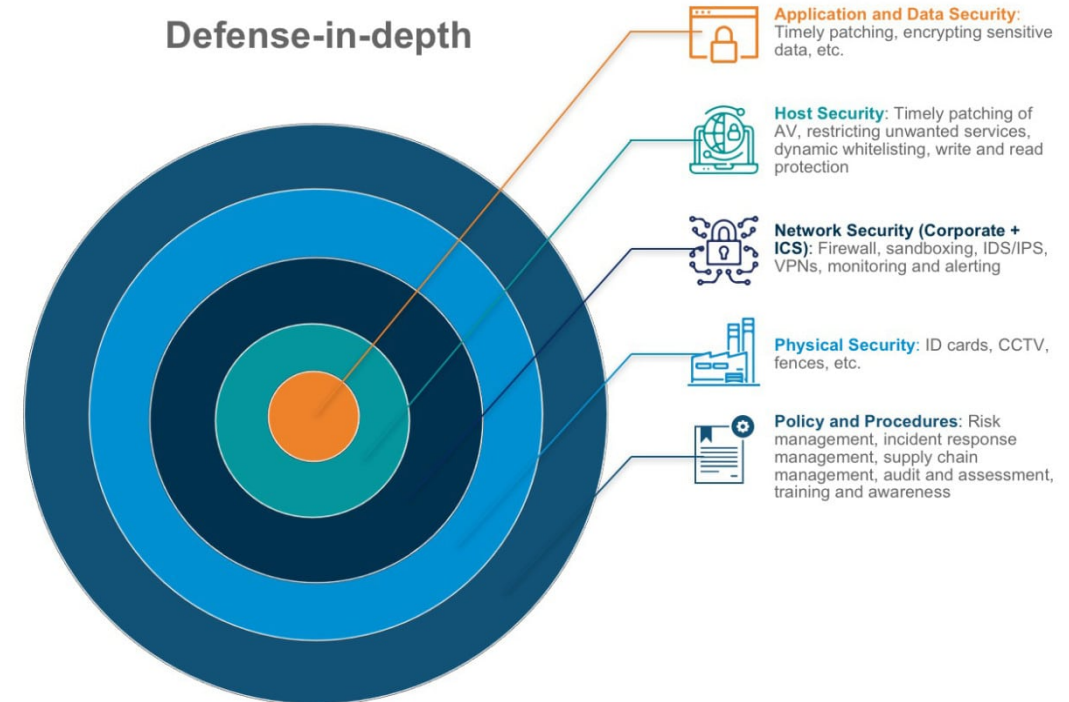
What have we done?

- **Host Security**

- Monthly Patching – Servers and Computers
- Sophos Antivirus – Servers, Computers and Phones

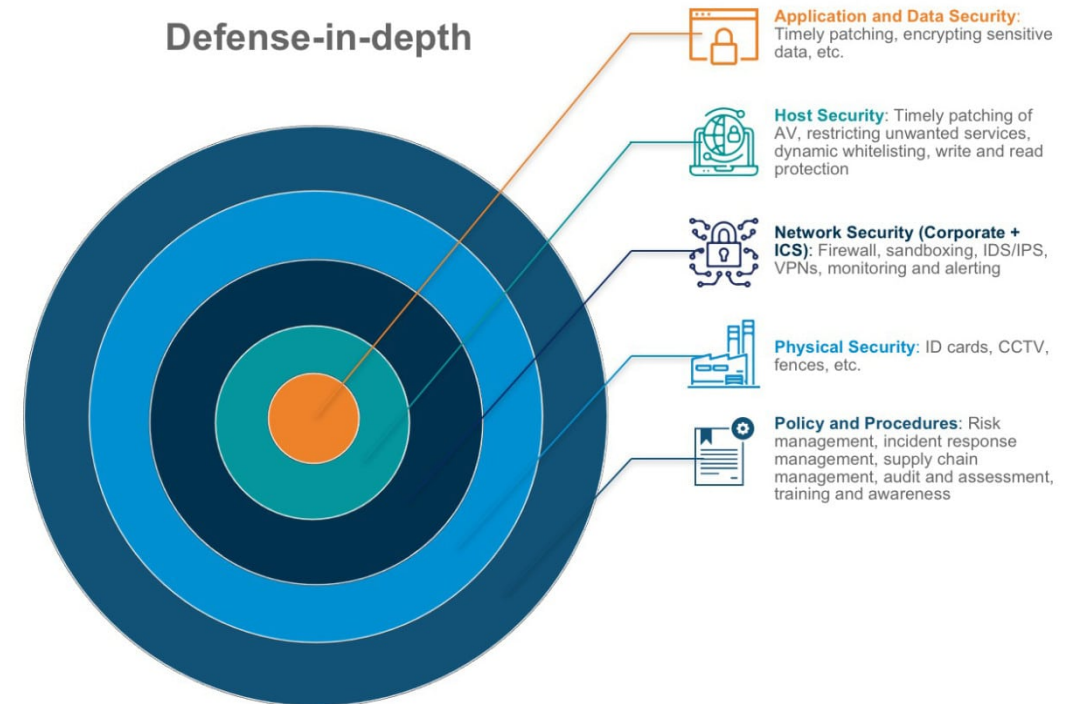
- **Network Security**

- Geofencing – creating a virtual geographic boundary
- Firewall – device at the “front door” that keeps hackers out of our private data network
- Router Anti-virus software
- IPSEC Tunnels between internal routers – secure data transmission between 2 points
- Monitoring and Alerting
- Multi-factor Authentication



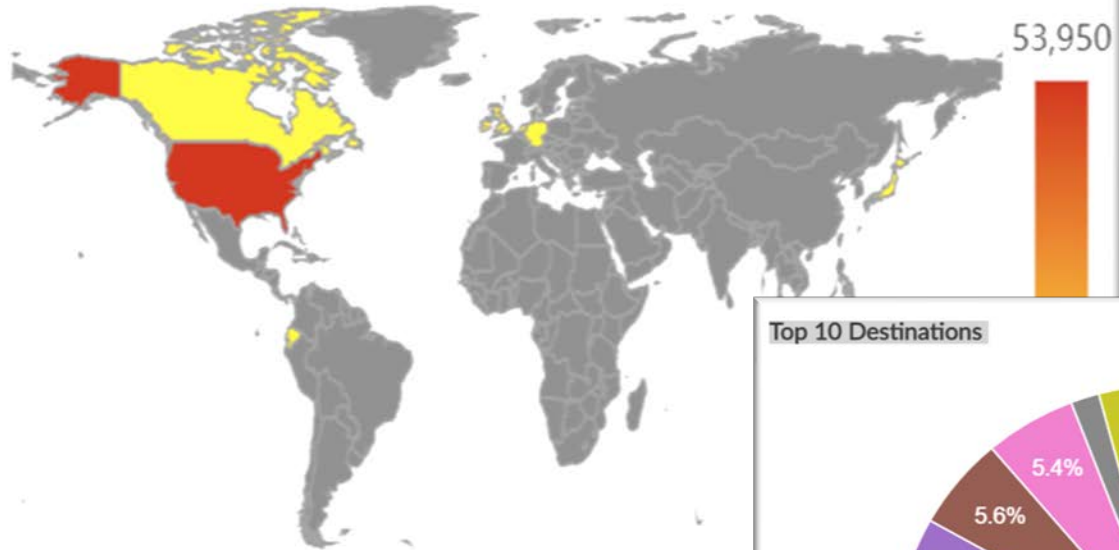
What have we done?

- **Physical Security**
 - Building Access badging system
 - Web based Security Cameras for locations
 - Reservoirs and Dams
 - Front Gates
- **Policy and Procedures**
 - Email Phishing Campaign Training using KnowBe4
 - Updated IT Policies
 - NDA (Non-Disclosure Agreement with our vendors)
 - BYOD (Bring Your Own Device) Policy

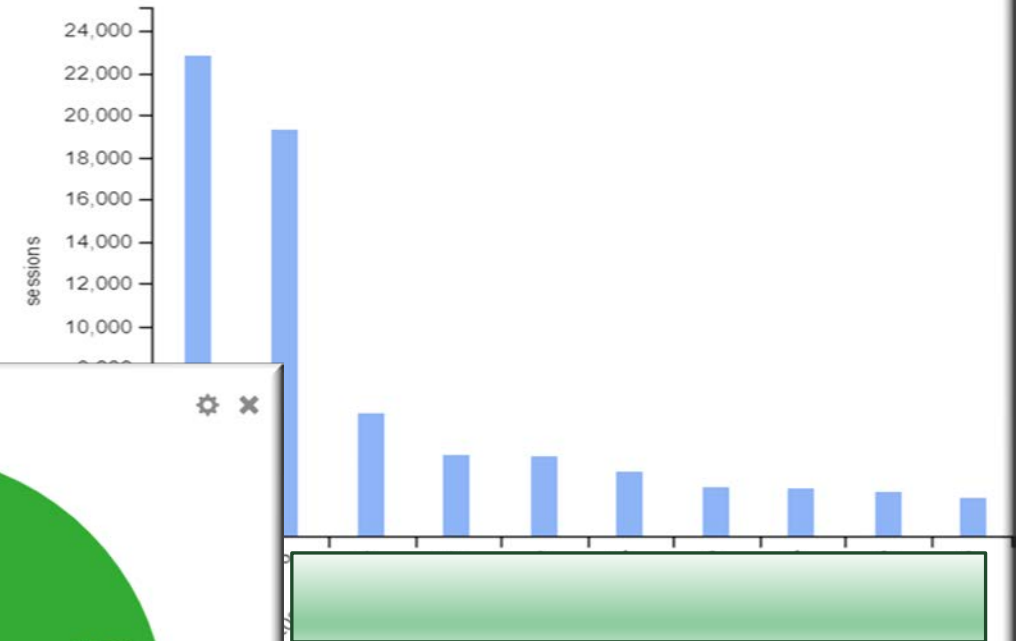


THREAT MONITORING

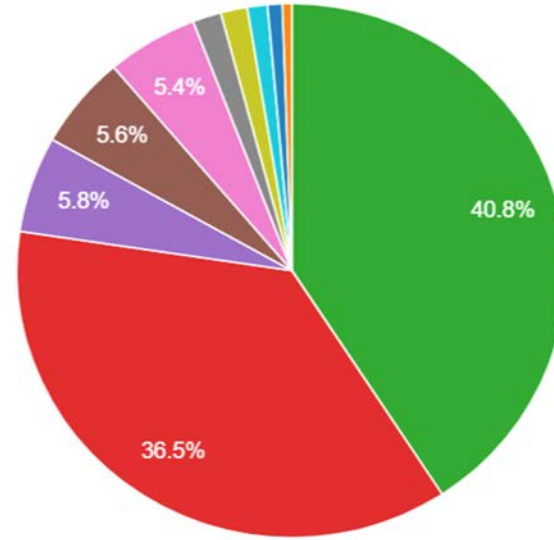
Top 10 Countries



Top 10 Sources



Top 10 Destinations

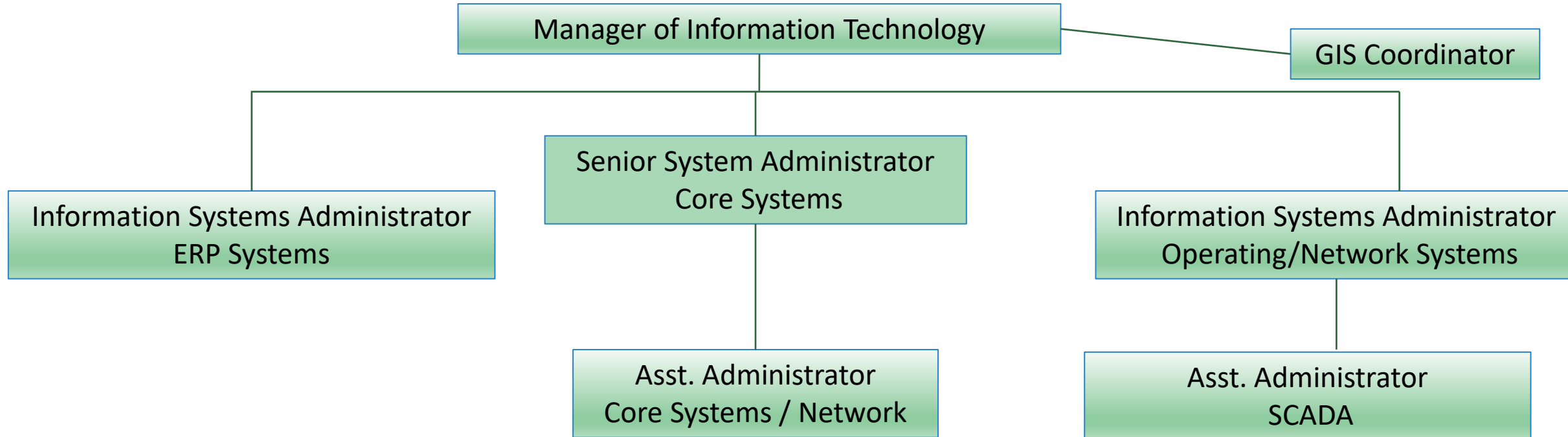


IT OVERVIEW

A **Cyber Security program** is a continuous process of assessing, testing and implementing changes to defend against the latest threats.

The Rivanna IT team is committed to leading and fostering not only a ***Cyber Security culture*** with our employees, but providing a ***Security Ecosystem*** that include technology, user training, and leadership awareness.

INFORMATION TECHNOLOGY TEAM



Questions?



RIVANNA AUTHORITIES

Sense of Stakeholders Information

JULY 7, 2022

Sense of Stakeholders

Leadership Team Interviews - 6

Employee Focus Groups

- Three groups, approximately 35 participants total

Board Interviews – 9

External Stakeholder Interviews - 8

- Residents
- PVCC
- VA Department of Health
- Free Enterprise Forum
- Residential Developer
- Albemarle Co. Facilities & Environmental Services
- Town of Scottsville

STAKEHOLDER INPUT BY GROUP:

Leadership Team

ASPIRATIONS

- Community understanding and appreciation
- Regional leadership
- Increased employee engagement and energy
- Customer satisfaction with services
- Closer to steady state

STRENGTHS

- Solid Waste operation
- Dedicated, professional team
- Continuing education and development opportunities
- Culture
- Willingness to try new ideas
- Resources (e.g., employee, financial, operational)
- Leadership
- Trouble-shooting and problem-solving
- Capital improvement planning
- Collaboration and communication

CRITICAL ISSUES

- Technology integration
- Funding strategies
- Staff workloads/capacity
- Facility modernization
- Institutional knowledge capture and transfer
- Retirements and back-filling positions
- Supply chain issues
- Mitigating environmental impacts (e.g., flooding)
- Cyber threats
- Changing growth patterns
- Continued regulatory compliance

OPPORTUNITIES

- New technologies, including HRIS system
- Streamline processes and policies
- Continue to leverage PVCC partnership for increased training and development opportunities
- Enhanced safety program
- Employee engagement
- Environmental stewardship
- Outreach and community education

STAKEHOLDER INPUT BY GROUP:

Employees

ASPIRATIONS

- Upgraded infrastructure, facilities, and technology
- Known as a great place to work with excellent employee development opportunities
- Community understanding and support
- Valued and respected as leaders and stewards
- Continue to provide high quality water services
- Responsive, collaborative team
- Streamlined, efficient organization
- Emergency preparedness and resiliency
- Set the standard for similar organizations
- Apolitical entity

STRENGTHS

- Dedicated employees – everyone has their eyes on the mission
- High quality water and services
- Staff are flexible and resilient
- Cross-departmental coordination and teamwork
- Investments in and growth opportunities for employees
- Implementation of new and proven technologies (e.g., GAC, inclined plate settlers)
- Employee training, certifications, and knowledge transfer
- Financial strength

CRITICAL ISSUES

- Environmental Sustainability
- Employee recruitment, development, and retention
- Lack of internet connectivity in rural areas
- Inefficient internal processes/administrative systems
- Internal and external communication
- Staff capacity
- Director/Manager span of control/task delegation/time management
- Capital project financing
- Population growth impacts
- Institutional knowledge transfer and record-keeping
- Lack of community understanding
- Water resource management/supply
- Upgrade and update network and systems infrastructure, with a priority on cyber security

STAKEHOLDER INPUT BY GROUP:

Boards of Directors

ASPIRATIONS

- Established as subject matter experts
- Regional leadership
- Enhanced community engagement and communication around the value of services
- Be ready for anything, and well positioned for the next 20 years and beyond
- Financial stability
- Focused on diversity and equity
- Environmentally sustainable (e.g., actively working on limiting carbon footprint and using renewable energy)
- Reliable infrastructure

STRENGTHS

- Organizational leadership
- Talented, experienced staff
- Responsiveness to issues that arise
- Efficient, well-run organization
- People-focus
- Service reliability
- Capital planning and execution
- High-quality water
- Financial position
- Proactive, long-term focus
- Environmental stewardship

CRITICAL ISSUES

- Continued compliance with federal regulations
- Service affordability
- Potential governance challenges
- Climate change adaptation and mitigation
- Lack of community awareness
- Succession planning for Rivanna leadership
- Shift to Zero Waste
- Disruption and equity issues related to the Central Water line
- Ensuring workforce stability
- Board turnover and orientation
- Preparing for population growth

OPPORTUNITIES

- Continued investment in the workforce
- Public engagement
- Solid waste and recycling
- Regional visibility (be “at the table” to address regional challenges)
- Develop a cohesive, shared vision for solid waste
- Succession planning
- Invest in resiliency
- Long-term planning (50-100 years out)
- Increase employee diversity
- Solid waste convenience centers

STAKEHOLDER INPUT BY GROUP:

External Stakeholders

ASPIRATIONS

- A planning organization
- Effective community engagement and communication
- A model for other regional water utilities
- Source of technical expertise and assistance
- Stable
- Proactively addressing known challenges
- Strong workforce
- Well-executed capital projects

STRENGTHS

- Investment in staff and leadership
- Forward thinking, professional organization
- Financial expertise and transparency
- Representation of women in leadership
- Planning for treatment and facility updates
- Solid operations and staff who are experts in their fields
- Talented operators
- Effective collaboration
- Continued focus on long-term needs
- Product quality and capacity
- Political neutrality

CRITICAL ISSUES

- Employee diversity
- Strengthen environmental commitment
- Focus on service equity
- Address security challenges (physical and cyber)
- Population growth, density, and new development
- Capital project price increases and inflation
- New regulatory requirements
- Political tension
- Housing within the service area
- Climate change

OPPORTUNITIES

- Attracting diverse candidates
- Promote entry level opportunities to the community
- Collaborate with the City and County on communication and messaging
- Systematize leadership and coaching training
- Increase environmental stewardship activities
- Composting
- Increase focus on mitigating climate change
- Execute long-term water resource plan
- Expand partnerships with surrounding agencies
- Leverage alternative funding opportunities
- Workforce development
- Optimize operations, especially around solid waste
- Increase community presence
- Upgrade public meeting spaces
- Joint conservation messaging efforts

Contact

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Rivanna Authorities

Employee Strategic Planning Survey Results

Final Report / July 2022

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Introduction

The Rivanna Authorities are in the process of updating their 2017 strategic plan and engaged Raftelis to facilitate plan development. One aspect of this process is understanding how Rivanna employees feel about the work they do, the organization today, and where the organization is going. Raftelis worked with Rivanna to develop and administer a survey to all the utility's employees to gather this input. The survey was administered through a web-based tool, Zoho™ Survey, and was available from June 17 to June 26, 2022. A total of 85 employees responded.

The survey was divided into the following sections:

- Demographics
- Strengths
- Issues and Performance
- Opportunities
- Other Comments

This report summarizes the results of that survey. A copy of the survey questions is included in Appendix A.

Demographics

The following section illustrates the breakdown of respondents by Department and Tenure. The survey was sent via email to 114 employees, and 85 answered the majority of the questions. This represents a response rate of 76% Rivanna's employees.

Respondents by Department

A total of 85 respondents provided their Department. Of these, 20% are in Administration and Water. Another 17% indicated they are in Solid Waste, and 12%, indicated they are in Maintenance. The following figure illustrates the breakdown of respondents.

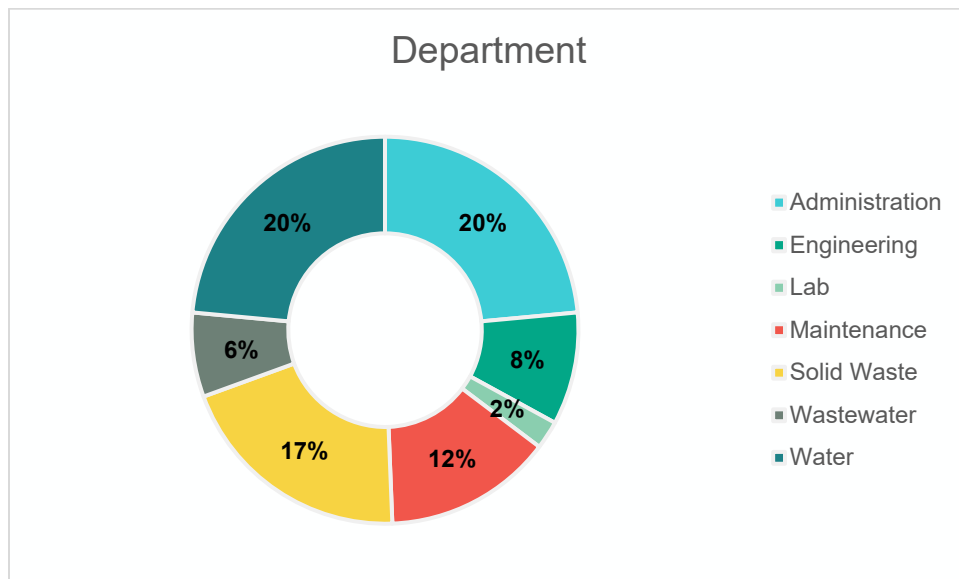


Figure 1: Respondents by Department

Respondents by Tenure

A total of 84 respondents provided their tenure with the organization. Approximately 10% of respondents have been with Rivanna more than 20 years, almost half (46%) have been with the organization between three and 10 years, and a third (27%) have been with the organization less than two years. The following figure illustrates the breakdown of respondents.

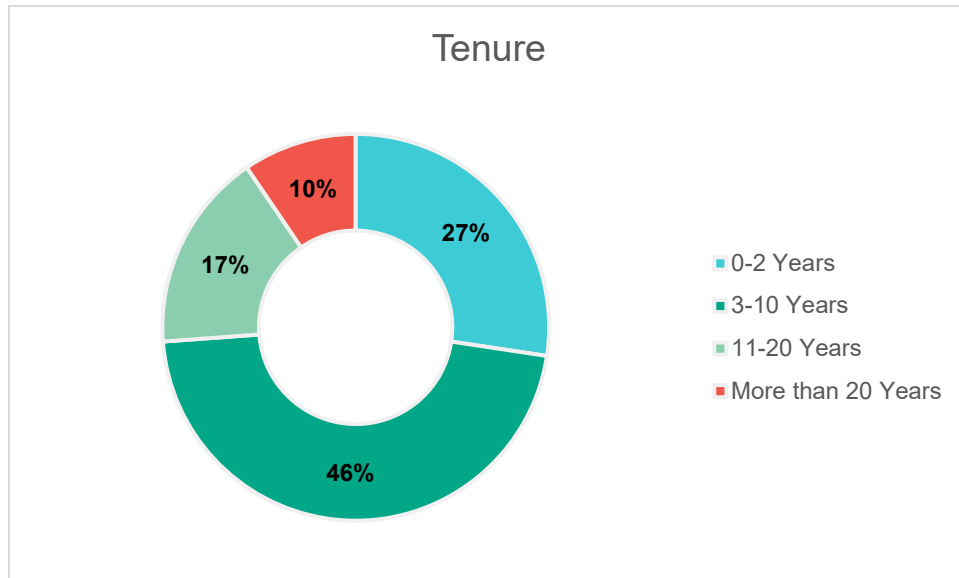


Figure 2: Respondents by Tenure

Strengths

In the next section, respondents were asked about Rivanna’s strengths. The questions were open-ended, and the project team categorized the responses into themes. The top themes for each open-ended question are reported below, along with representative quotes from the responses.

Greatest Strengths

Respondents were asked, “What do you think are Rivanna’s three biggest strengths?”. A total of 81 individuals provided responses. Themes discussed by three or more respondents are shown below, along with the number and percent of respondents who mentioned them.

Table 1: Respondent Input on Rivanna’s Strengths

Theme	Number of Responses	Percent of Responses
Great people	75	35%
Workplace and benefits	30	14%
Product quality	20	9%
Operational environment	17	8%
Decision making	15	7%
Customer-focus	12	6%
Teamwork	12	6%
Communication	9	4%
Trustworthiness	9	4%
Workforce evolution	5	2%
Sustainability	3	1%
Long-term planning	3	1%
Relationship management	3	1%
Other	2	1%

The most common theme discussed was the great people who work for the Rivanna Authorities. Representative quotes from respondents include:

- The experts we have in house
- Talented and dedicated employees
- Management support for employees
- HR department

The second-most common themes were workplace and benefits. Many noted the employment stability and benefits such as compensation and work location and schedule. Comments included:

- Stability for employees

- Pay and benefits
- Loyalty to staff
- Work schedule

The third-most common theme was product quality. Representative quotes from respondents include:

- Ability to deliver a quality product
- Supplying our services to the community
- Producing great water quality year after year
- Exceptional water, wastewater, and solid waste services are provided

Top Services

Next, respondents were asked, “What are three services that Rivanna provides really well, either within the organization for employees or for our customers and community?”. A total of 78 individuals provided responses. Themes discussed by four or more respondents are shown below.

Table 2: Respondent Input on Rivanna’s Top Services

Theme	Number of Responses	Percent of Responses
Water and wastewater service	55	26%
Employer of choice	39	18%
Solid waste and recycling services	26	12%
Safety and environmental stewardship	19	9%
Workplace dynamics	16	7%
Professional development	15	7%
Communication and outreach	10	5%
Resiliency	9	4%
Customer service	8	4%
Programs and initiatives	7	3%
Strong leadership	4	2%
Other	6	3%

The top service discussed was Rivanna’s ability to provide Water and Wastewater services for its customers. Comments included:

- Water and wastewater treatment
- Water quality
- Reliable and needed product
- Excellent drinking water

Employer of Choice was the second-most-common service highlighted by respondents. Comments included:

- Morale-building activities
- Salaries in line with averages
- Stable healthcare costs

- Good optional benefits (gyms/legal/etc.)

The third most commonly mentioned service was Solid Waste and Recycling Services. Comments included:

- Recycling options
- Clean and efficient recycling
- Solid waste services - comprehensive
- An amplitude of recycling and waste disposal services

Accomplishments

Next, respondents were asked, “What are three biggest accomplishments associated with the 2017 strategic plan?”. A total of 69 individuals provided responses. Themes discussed by four or more respondents are shown below.

Table 3: Respondent Input on Rivanna’s Biggest Accomplishments

Theme	Number of Responses	Percent of Responses
Investments and enhancements	33	22%
Culture	18	12%
Teamwork and communication	18	12%
Direction	15	10%
Employee attraction and retention	13	9%
Customer-focus	7	5%
Programs and initiatives	6	4%
Environmental stewardship	5	3%
Implementable goals	5	3%
Safety	5	3%
Brand identity	4	3%
Leadership support	4	3%
Other	16	11%

The biggest accomplishment discussed was Rivanna’s investments and enhancement to facilities and infrastructure. Comments included:

- Upgrading our systems
- Upgrading and expanding the plant
- Training current and hiring new and knowledgeable people
- Focus on infrastructure improvements

The culture was the second-most-mentioned accomplishment highlighted by respondents. Comments included:

- Progressive thinking
- Sense of belonging
- Increase in the professionalism of management and staff
- Better relationships between departments

The third most commonly mentioned accomplishment was teamwork and communication across departments and among staff. Comments included:

- Increased teamwork
- Communication and collaboration
- Teamwork with the other departments
- Allowed insight into other departments' processes

Issues and Performance

Top Issues

Respondents were provided with a list of key issues for Rivanna and asked to select the three issues that they believe are most important to Rivanna’s success over the next five years. The following table illustrates the issues, ranked from most-selected to least-selected.

Table 4: Top Issues

Issue	Number of Responses	Percent of Respondents Selecting
Attracting, retaining, and developing highly qualified employees	72	88%
Ensuring reliable infrastructure and minimizing system failures	50	61%
Making the best and most efficient use of operational resources	29	35%
Addressing challenges and risks proactively	21	26%
Managing long-term capacity needs	20	24%
Balancing short- and long-term financial decisions	18	22%
Providing responsive and reliable customer service	15	18%
Minimizing environmental threats associated with our services	13	16%
Receiving support from citizens, other municipalities, the press, etc.	7	9%
Other (Please specify)	6	7%

The top issue, selected by nearly 88% of respondents, was “Attracting, retaining, and developing highly qualified employees.” Roughly 60% of respondents also selected “Ensuring reliable infrastructure and minimizing system failures”. Approximately 35% selected “making the best and most efficient use of operational resources” as a top issue.

Respondents also had the option of selecting “Other” and identifying another key issue not on the list. A total of 5 respondents selected “Other.” Themes mentioned by two or more respondents included:

- Workplace concerns
- Sustainability of operations and customer service

Performance Against the Issues

Respondents were given a list of ten areas and asked to rate Rivanna’s performance on an Excellent, Very Good, Good, Fair, Poor, and No Opinion scale.

PRODUCT QUALITY

Producing high-quality water and services that meet and exceed regulatory compliance standards

This graph illustrates employee responses regarding Rivanna's performance in product quality. In 2022, a total of 86% of respondents considered performance in this area to be Excellent or Very Good, which is an increase of 9% since 2017.



Figure 3: Product Quality Performance

EMPLOYEE LEADERSHIP AND DEVELOPMENT

Employee recruitment, development, and retention

This graph illustrates employee responses regarding Rivanna's performance in employee recruitment, development, and retention. A total of 34% of respondents considered performance in this area to be Excellent or Very Good, which is an increase of 17% since 2017, while 30% thought it to be Fair or Poor.

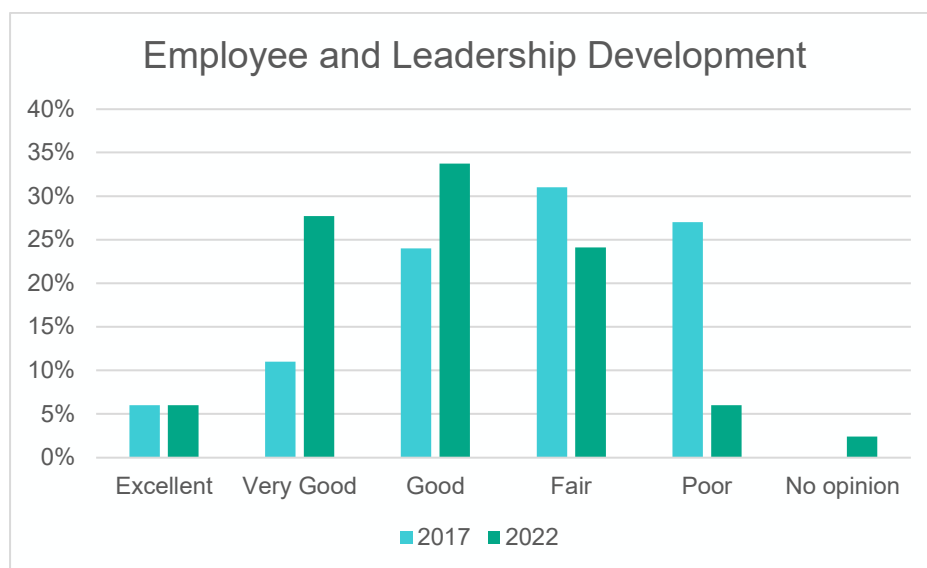


Figure 4: Employee and Leadership Development Performance

INFRASTRUCTURE STABILITY

Ensuring reliable infrastructure and minimizing failures

This graph illustrates employee responses regarding Rivanna's performance in ensuring reliable infrastructure and minimizing failures. A total of 44% of respondents considered performance in this area to be Excellent or Very Good which is an increase of 22% since 2017, while 19% thought it to be Fair or Poor.

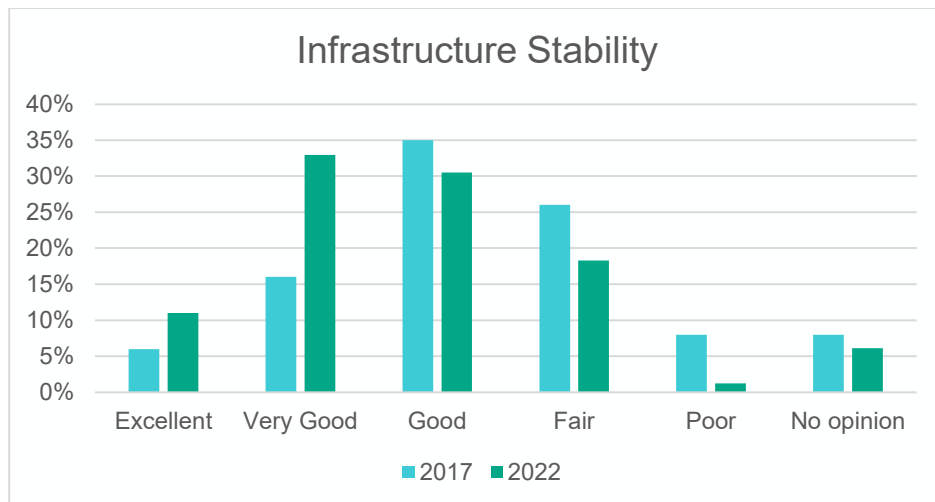


Figure 5: Infrastructure Stability Performance

CUSTOMER SERVICE

Providing responsive and reliable customer service

This graph illustrates employee responses regarding Rivanna's performance in providing good customer service. A total of 73% of respondents considered performance in this area to be Excellent or Very Good, which represents a small improvement on the percentage in 2017 (65%), while 2% thought it to be Fair or Poor.

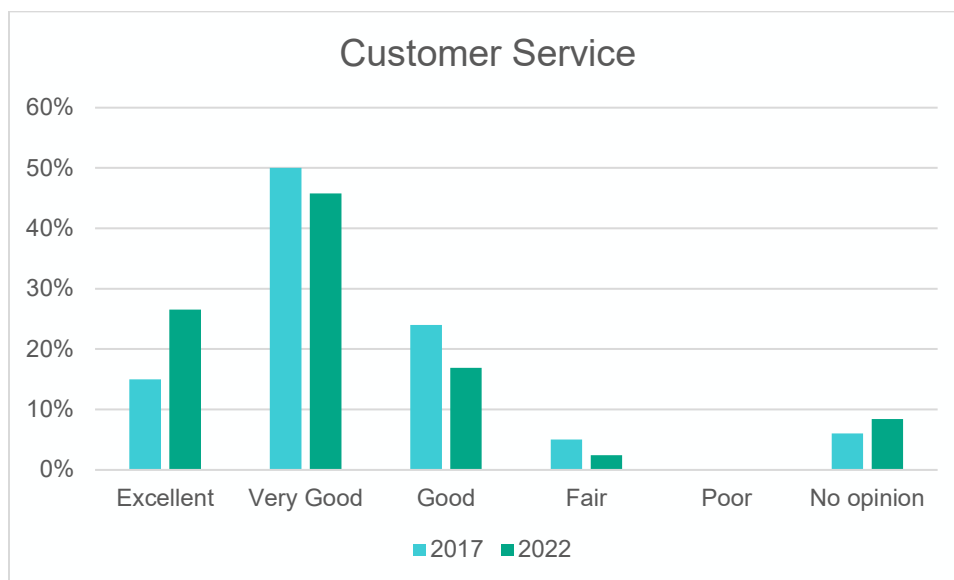


Figure 6: Customer Service Performance

OPERATIONAL OPTIMIZATION

Making the best and most efficient use of operational resources

This graph illustrates employee responses regarding Rivanna's performance in addressing challenges and risks before they become problems. A total of 35% of respondents considered performance in this area to be Excellent or Very Good, which is similar to the percentage in 2017, while 18% thought it to be Fair or Poor. Notably, 10% of respondents in 2022 responded with "no opinion."



Figure 7: Operational Optimization Performance

COMMUNITY SUSTAINABILITY

Minimizing threats associated with our services to the environment, public health, and the community

This graph illustrates employee responses regarding Rivanna's performance in minimizing cyber security threats. A total of 65% of respondents considered performance in this area to be Excellent or Very Good, which is an increase of 15% since 2017, while 11% thought it to be Fair or Poor.

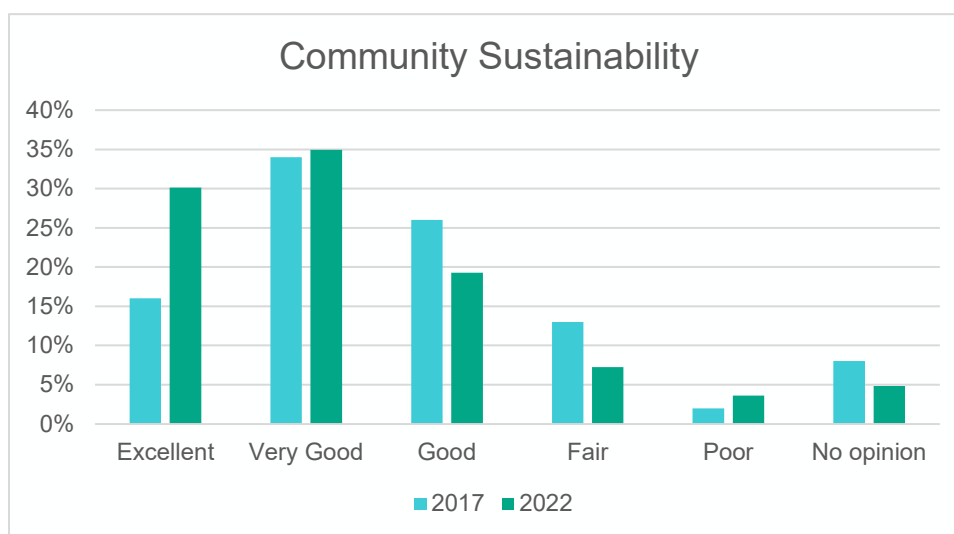


Figure 8: Community Sustainability Performance

STAKEHOLDER UNDERSTANDING AND SUPPORT

Receiving support from citizens, municipalities, the press, etc.

This graph illustrates employee responses regarding Rivanna's performance in receiving support from City leadership, other local utilities, etc. 32% of respondents considered performance in this area to be Excellent or Very Good. In comparison, 14% thought it to be Fair or Poor.

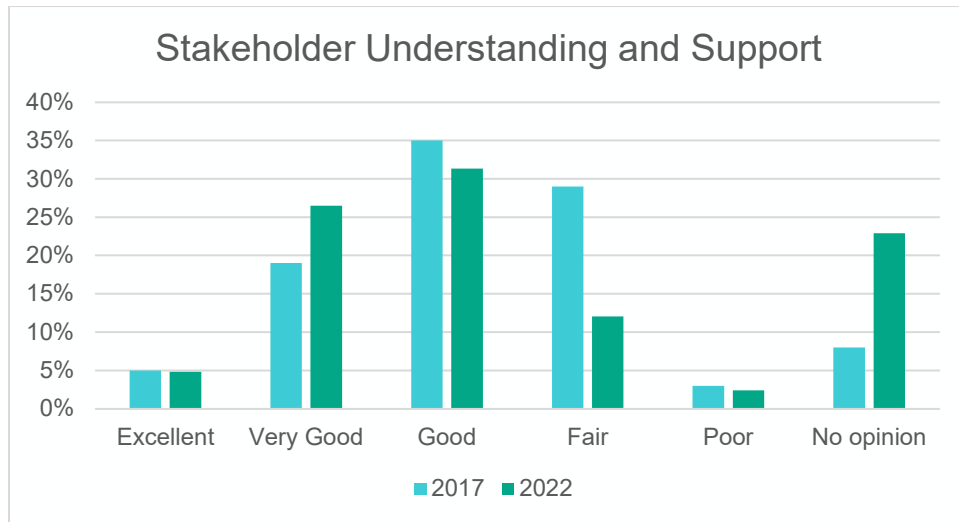


Figure 9: Stakeholder Understanding and Support Performance

CAPACITY AND RESOURCE ADEQUACY

Managing long-term treatment capacity needs

This graph illustrates employee responses regarding Rivanna's capacity and resource adequacy. A total of 43% of respondents considered performance in this area to be Excellent or Very Good, which is a small improvement over 2017, while 12% thought it to be Fair or Poor.

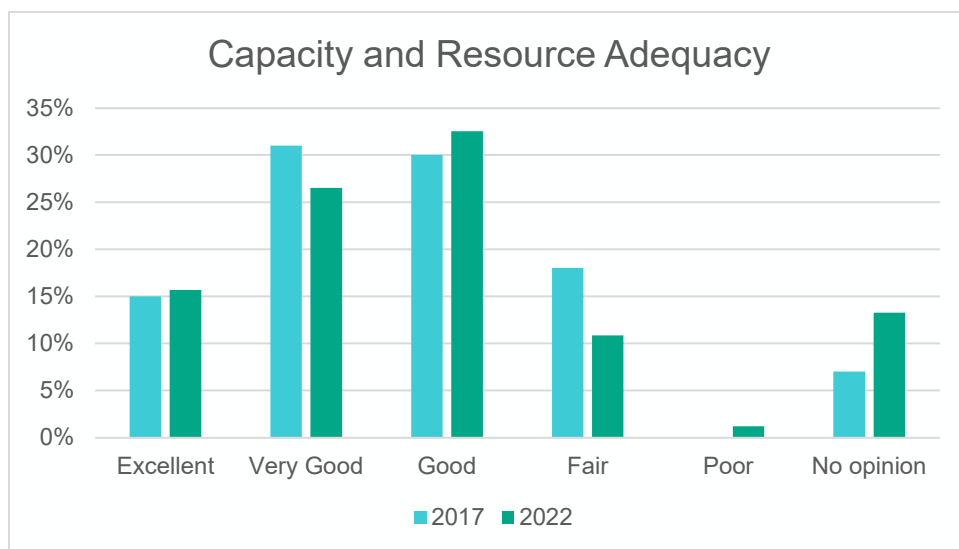


Figure 10: Capacity and Resource Adequacy Performance

OPERATIONAL RESILIENCY

Addressing challenges and risks proactively

This graph illustrates employee responses regarding Rivanna's performance in operational resiliency. A total of 47% of respondents considered performance in this area to be Excellent or Very Good, which is an increase of 22% since 2017, while 12% thought it to be Fair or Poor.

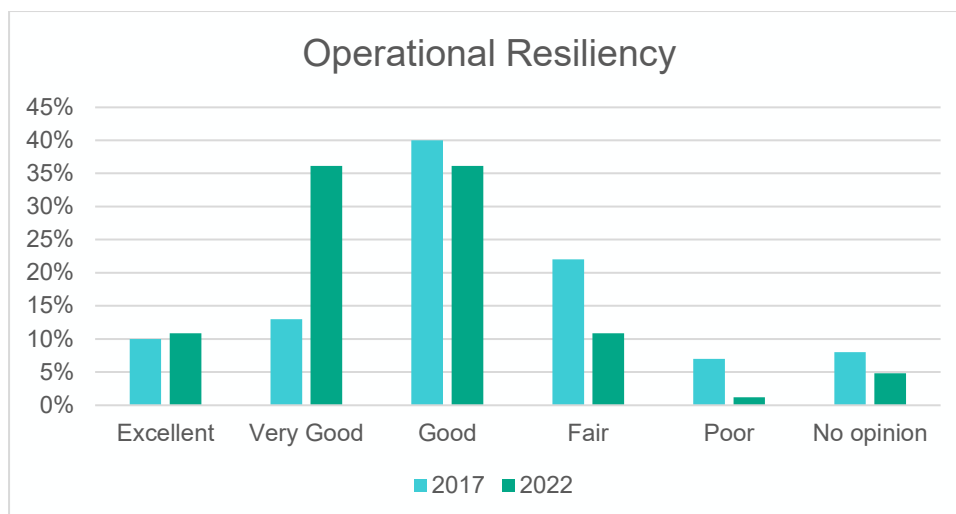


Figure 11: Operational Resiliency Performance

FINANCIAL VIABILITY

Balancing short- and long-term financial decisions

This graph illustrates employee responses regarding Rivanna's performance in balancing short- and long-term financial decisions. A total of 37% of respondents considered performance in this area to be Excellent or Very Good – a 10% increase over 2017, while 12% thought it to be Fair or Poor.

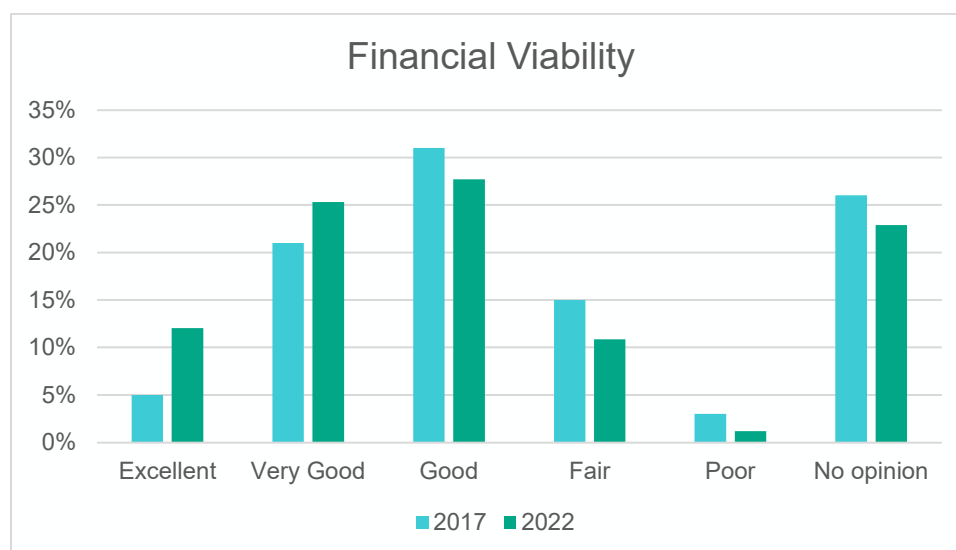


Figure 12: Financial Viability Performance

Keys to Management Success

Respondents were asked to rate Rivanna's performance in terms of a number of different management techniques and their effectiveness for the organization. According to respondents, Rivanna does well at having a well-communicated vision that describes the desired future state of the organization and developing and sharing a plan to guide the organization into the future. Areas where performance was rated at a lower level include willingness to make changes to support increased organizational accountability and effectiveness and empowering teams of employees to consider challenges and develop solutions.



Figure 13: Keys to Management Success, 2022



Figure 14: Performance in Key Management Areas, 2017

In 2017, the organization performed well at making changes to support increased accountability and effectiveness, and leading and communicating the organizational values and priorities. Areas where performance was rated at a lower level include internal communication, producing regular reports to communicate organizational performance, and having a well-communicated vision.

Respondents have identified having a well-communicated vision that describes the desired future state of the organization as a strength for Rivanna and empowering teams of employees to consider challenges and develop solutions to be area of improvement in both 2017 and 2022.

Opportunities

Looking forward, respondents were asked to think about what opportunities the organization should pursue in the future. Questions were open-ended, with themes summarized by the project team.

Focus Areas

Respondents were first asked, “What are the three biggest things that Rivanna should focus on to do better in the future.” A total of 59 individuals responded. The following table summarizes themes mentioned by two or more respondents.

Table 5: Respondent Input on Rivanna’s Opportunities

Theme	Number of Responses	Percent of Responses
Infrastructure Resiliency	9	15%
Retention	9	15%
Communication	6	10%
Workplace conditions	5	8%
Environmental footprint	4	7%
None	4	7%
Public awareness	4	7%
Technology	4	7%
Collaboration	3	5%
Planning	3	5%
Resources	2	3%
Safety	2	3%
Other	4	5%

Infrastructure resiliency was the top focus area, mentioned by nearly 15% of respondents. Comments included:

- Aging infrastructure
- Airgap all backups
- Continue to improve infrastructure
- Ensuring reliable infrastructure and minimizing system failures

Many also discussed a desire for efforts focused on retention by Rivanna. Comments included:

- Employee retention
- Focus on using in house talent versus hiring consultants and contractors
- Improving health and dental plans – costs are high for anything but preventative work
- More focus on employee retention and being competitive in the job market

The third-most-common theme was improving communication. Comments included:

- Improve communication

- Communicate the overall plan for growth
- Explain project needs to the public
- Improve communication and coordination between departments

Rivanna in Five Years

Respondents were next asked to respond to the prompt, “In five years, I would be most proud of Rivanna if:”. A total of 60 individuals responded. The following table summarizes themes mentioned by four or more respondents.

Table 6: Respondent Input on Rivanna in Five Years

Theme	Number of Responses	Percent of Responses
Employer of choice	20	27%
CIP	16	13%
Continuous improvement culture	10	13%
High quality services and initiatives	9	12%
Growth and success	6	8%
Training and advancement	5	7%
Public awareness	4	5%
Other	4	5%

Being and Employer of Choice were again a top theme. Comments included:

- [I would be most proud of Rivanna if] I’m still employed and advancing within the company
- [I would be most proud of Rivanna if] Staff shared a feeling of oneness with team spirit soaring
- [I would be most proud of Rivanna if] The health and dental plan were improved to make costs less prohibitive
- [I would be most proud of Rivanna if] We learned to communication with open ears and speak to each other with respect

The second-most-common themes were Capital Improvement Projects. Comments on Rivanna included:

- [I would be most proud of Rivanna if] a water and wastewater training programs was established with PVCC
- [I would be most proud of Rivanna if] we continued to grow and serve our communities to the best of our capabilities
- [I would be most proud of Rivanna if] we upgraded our equipment and facilities
- [I would be most proud of Rivanna if] we reconciled our current capital improvement project situation

Finally, some again see an opportunity to enhance the Continuous Improvement Culture. Comments included:

- [I would be most proud of Rivanna if] we are known as a center of excellence
- [I would be most proud of Rivanna if] we simplified and automated several processes to allow for maximum effort on tasks that can’t be automated
- [I would be most proud of Rivanna if] we were open to new and different ideas
- [I would be most proud of Rivanna if] we were more efficient, with higher quality product with less operational impact

Other Comments

In the final section of the survey respondents were asked to provide any additional comments that might be helpful in developing the strategic plan. A total of 15 individuals provided feedback. Themes mentioned by two or more respondents are shown below.

Table 7: Themes from Other Comments

Theme	Number of Responses	Percent of Responses
Engaging and motivating employees	5	28%
Establishing and maintaining a good work culture	3	17%
Improving communication across and below	2	11%
None	2	11%
Training and development	2	11%

The most common theme was the importance of engaging and motivating employees. Comments included:

- The stick is less effective than the carrot.
- Any fringe benefits provided to one employee need to be provided to all employees
- Have anyone with ideas, have a suggestion box. Way it is never forgotten
- Implement program to educate new hires on the strategic plan and implement ongoing program for continuing education of strategic plan. Implement more frequent employee surveys like this one.

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APPENDIX A:

SURVEY INSTRUMENT

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Rivanna Employee Strategic Planning Survey

We are in the early stages of create a strategic plan for Rivanna Authorities. This plan will serve as a road map for where we want to go and how we want to get there.

Your input is needed. As a Rivanna team member, you have a very valuable perspective on the opportunities and issues ahead of us.

Please complete this survey by Friday, June 24th. The survey should take you about 10 minutes to complete. Your answers are anonymous. Thank you for your time in sharing your views.

Demographics

1. What Department do you work for?
 - ☐ Administration
 - ☐ Engineering
 - ☐ Lab
 - ☐ Maintenance
 - ☐ Solid Waste
 - ☐ Wastewater
 - ☐ Water
2. How long have you worked for Rivanna?
 - ☐ 0-2 Years
 - ☐ 3-10 Years
 - ☐ 11-20 Years
 - ☐ More than 20 Years

Strengths

3. What do you think are Rivanna's three biggest strengths?
4. What are three services that Rivanna provides really well, either within the Department for employees or for our customers and community?
5. From your perspective, what are the three biggest accomplishments associated with the 2017 strategic plan?

Issues, Performance, and Opportunities

6. Please select the top three issues that you believe are most important to Rivanna's success over the next five years.
 - ☐ Attracting, retaining, and developing highly qualified employees
 - ☐ Ensuring reliable infrastructure and minimizing failures
 - ☐ Providing responsive and reliable customer service
 - ☐ Addressing challenges and risks proactively
 - ☐ Minimizing environmental threats like pollution associated with our services

- Receiving support from residents' other cities/counties the press etc.
 - Managing long-term capacity needs
 - Making the best and most efficient use of operational resources
 - Balancing short- and long-term financial decisions
 - Other (please specify)
7. Please rate Rivanna's performance for each of the issues listed in the previous question:
- Producing high-quality water and services that meet and exceed regulatory compliance standards
 - Attracting, retaining, and developing highly qualified employees
 - Ensuring reliable infrastructure and minimizing system failures
 - Providing responsive and reliable customer service
 - Addressing challenges and risks proactively
 - Minimizing environmental threats associated with our services
 - Receiving support from citizens, other municipalities, the press, etc.
 - Managing long-term capacity needs
 - Making the best and most efficient use of operational resources
 - Balancing short- and long-term financial decisions
 - Performance on any other important issues listed in the previous question:
8. Please rate Rivanna's performance in each of the following areas:
- Leading and communicating the organizational values and priorities
 - Having a well-communicated vision that describes the desired future state of the organization
 - Developing and sharing a plan to guide that organization into the future
 - Internal communications within and between departments
 - Empowering teams of employees to consider challenges and develop solutions
 - Measuring organizational performance
 - Producing regular reports to communication organizational performance
 - Willingness to make changes to support increased organizational accountability and effectiveness
 - Performance in any other management-related areas (please specify):
9. What are the three biggest things that Rivanna should focus on to do better in the future?
10. In five years, I would be most proud of Rivanna if:

Other Comments

11. Please provide any additional comments that might be helpful in developing the strategic plan.



RIVANNA

WATER AND SEWER AUTHORITY
SOLID WASTE AUTHORITY

Board of Directors Briefing, July 26, 2022





AGENDA

Welcome/Introductions

Rivanna Strategic Plan Update Process & Timeline

Summary of Stakeholder Input Received

Check-in on Vision, Mission and Values

Board Input/Discussion – Proposed Goals (Focus Areas) Next 5 Years

Next Steps/Wrap-Up

STRATEGIC PLANNING PROCESS & TIMELINE

Rivanna Authorities

STRATEGIC PLANNING FLOW CHART & TIMELINE

 PROJECT KICK OFF & DOCUMENT REVIEW	 STAKEHOLDER ENGAGEMENT	 FOUNDATION WORKSHOP	 STRATEGY WORKSHOP	 PREPARE STRATEGIC PLANNING DOCUMENTS	 IMPLEMENTATION SUPPORT
Major Activities <ul style="list-style-type: none"> Facilitate a virtual half-day Project Kick-off Workshop (w/Core Team) Discuss process, schedule, and participants Develop project charter Conduct an environmental scan Deliverables <ul style="list-style-type: none"> Project Charter Final project schedule Trends analysis 	Major Activities <ul style="list-style-type: none"> Conduct interviews with key stakeholders <ul style="list-style-type: none"> Core Team Other employees External stakeholders Members of the Board of Directors Administer online employee survey Facilitate three employee focus groups Deliverables <ul style="list-style-type: none"> Sense of stakeholder information Presentation for Board of Directors 	Major Activities <ul style="list-style-type: none"> Facilitate a one-day Foundation Workshop Review summarized stakeholder information Refine: <ul style="list-style-type: none"> Vision Mission Core values Goal categories Deliverables <ul style="list-style-type: none"> Partial strategic framework Presentation for Board of Directors 	Major Activities <ul style="list-style-type: none"> Facilitate a one-day Strategy Workshop Review Foundation Workshop results Evaluate, select, and prioritize goal categories, measures, and strategies Deliverables <ul style="list-style-type: none"> Final strategic framework 	Major Activities <ul style="list-style-type: none"> Draft plan and review strategic plan documents Deliver final strategic plan document Deliverables <ul style="list-style-type: none"> Final strategic plan document Summary strategic framework 	Major Activities <ul style="list-style-type: none"> Set up access to StrategyBlocks Develop a reporting template Deliverables <ul style="list-style-type: none"> Initial set up of StrategyBlocks
MAY - JUNE <i>June 9th</i>	JUNE <i>June to July</i>	JUNE - JUL <i>July 7th</i>	JUL - AUG <i>Aug 18th</i>	AUG - SEP	SEP - OCT

STAKEHOLDER INPUT SUMMARY

Rivanna Authorities

Employee Strategic Planning Survey Results

Final Report / July 2022



RIVANNA AUTHORITIES

Sense of Stakeholders Information

JULY 7, 2022



THEMES - ASPIRATIONS

Regional
Leadership – a
Model for Others

Excellent
Workforce
Development and
Engagement

Updated Facilities
and Infrastructure

Streamlined and
Efficient
Operations

Stakeholder and
Community
Understanding

THEMES - STRENGTHS

-
- Professional, Knowledgeable Workforce
 - Excellent Product Quality
 - Leadership and Organizational Culture
 - Capital/Long-range Planning
 - Responsive and Reliable
 - Sufficient Resources (e.g., Financial, Operational, Internal Expertise)

THEMES - OPPORTUNITIES



Increased Regional
Visibility



External Partnerships
to Support Rivanna
Goals (e.g., PVCC)



Employee
Recruitment and
Retention



Cohesive, Shared
Vision for Solid
Waste



Environmental
Stewardship



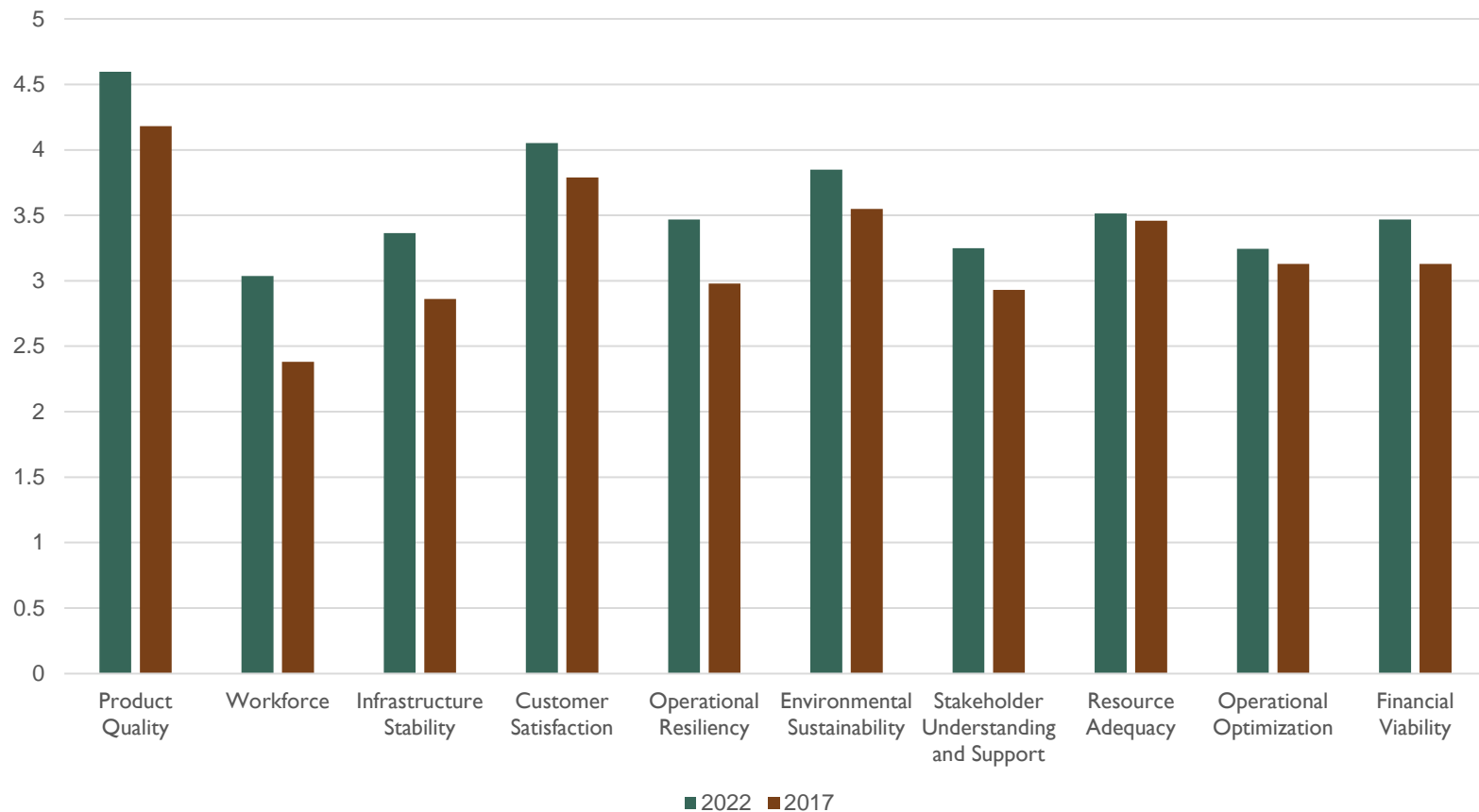
Organizational Focus
on Diversity, Equity,
and Inclusion

THEMES – CRITICAL ISSUES

- Technology Upgrades / Cyber Security
- Population / Service Area Growth
- Supply Chain Issues
- Lack of Community Understanding and Awareness
- Service Affordability / Capital Project Financing, Regulatory Requirements
- Staff Workload / Capacity
- Climate Change / Resiliency

EMPLOYEE SURVEY PERFORMANCE RATINGS

Average Performance Ratings (2022 vs. 2017)



CHECK-IN ON VISION, MISSION, VALUES

Vision - Current

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

Vision - Proposed

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

CHECK-IN ON VISION, MISSION, VALUES

Mission - Current

“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 stable and environmentally responsible manner.”

Mission - Proposed

“Our knowledgeable and professional team serves the Charlottesville, Albemarle, and UVA community by providing high-quality water treatment, refuse, and recycling services in a financially responsible and sustainable manner.”

CHECK-IN ON VISION, MISSION VALUES

Values - Current

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

- *Integrity*
- *Teamwork*
- *Respect*
- *Quality*

Values - Proposed

No Change Proposed

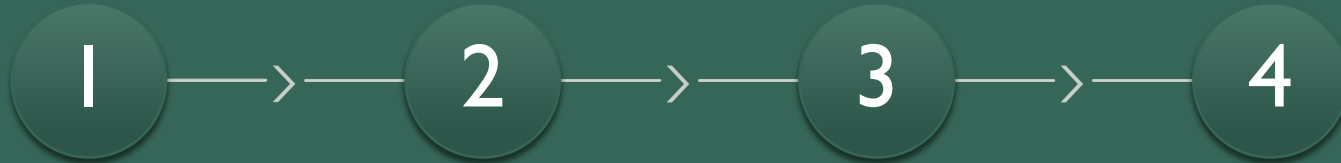
PRIORITIES “GOAL AREAS” FOR NEXT 5 YEARS

Current



Proposed/Emerging

- Workforce
(Attract, Develop, Retain)
- Optimization & Resiliency
(Be Efficient, Leverage Technology, Risk Mitigation)
- Planning & Infrastructure
(Long-Term View, CIP Delivery)
- Stakeholder, Communications, Collaboration
(Elevate Brand and Awareness)
- Environmental Stewardship
(A Strong Voice for Sustainability)



Incorporate feedback
from today in the
Strategic Framework

Work with the
Leadership Team to
define Strategies and
Measures for Success

Draft updated Strategic
Plan

Determine
Implementation
Approach

NEXT STEPS

