



**RSWA BOARD OF DIRECTORS**  
**Minutes of Regular Meeting**  
**January 25, 2022**

A regular meeting of the Rivanna Solid Waste Authority (RSWA) Board of Directors was held on Tuesday, January 25, 2022, at 2:00 p.m. via Zoom.

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

**Board Members Absent:** Samuel Sanders, Jr.

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

**Attorney(s) Present:** Valerie Long.

**1. CALL TO ORDER**

Mr. Gaffney convened the January 25, 2022 regular meeting of the Board of Directors of the Rivanna Solid Waste Authority at 2:02 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 January 25, 2022 meeting of the Board of Directors to order.

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

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

Mr. Gaffney called the roll.

Mr. James H. Andrews stated he was located at Spoon Hill Farm in the Samuel Miller District of Charlottesville.

Mr. Brian Pinkston stated he was located at 1108 St. Charles Court in Charlottesville, VA.

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

Mr. Stacey Smalls stated he was located at his home in Chantilly, VA.

Mr. Stewart stated he was located at 401 McIntire Road, Charlottesville, VA (County Office Building).

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

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

Mr. Gaffney stated they were also joined electronically by Valerie Long, Counsel to the Authority.

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

#### ***a. Minutes of the Regular Meeting of the Board on November 16, 2021***

Mr. Gaffney asked Mr. Mawyer if there was a quorum to approve the minutes.

Mr. Mawyer replied that there were only three members who were present at the November meeting.

Mr. Gaffney asked Ms. Long for her assistance.

Ms. Long stated she would recommend waiting until the next meeting to approve the minutes.

(Because of the matter of the quorum, a vote was not taken on the minutes.)

### **4. RECOGNITION**

There were no recognitions.

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

Mr. Mawyer stated he gave the Board an update on the Strategic Plan goal for solid waste services and in that, he noted that they received about 148 tons per day of MSW (municipal solid waste) and construction demolition debris in November, and about 145 tons per day in December. He stated as they have talked about over several months, this is probably the highest rate they have had. He presented a graph showing an orange line. He stated 2021 was the highest tonnage received at the new transfer station and likely, the old transfer station. He stated the Board is meeting its goal of increasing tonnage through the transfer facility.

Mr. Mawyer stated he wanted to recognize Mr. Chuck Fuss, who is an employee of Solid Waste who recently obtained his CDL driver's license. He stated now, Mr. Fuss can drive the roll-off trucks that transport the large metal recycling containers at McIntire and Ivy. He stated the

Authority appreciates Mr. Fuss doing this, adding that this is a state license he had to acquire through the DMV. He stated licensed operators are very tough to find and hire, so the Authority appreciates Mr. Fuss showing the initiative to get his CDL license.

Mr. Mawyer stated the Authority received a small grant of \$38,120 from the Department of Environmental Quality (DEQ) Division of Land Protection and Revitalization for the FY 22 Litter Prevention and Recycling Program. He stated the Authority appreciates Mr. McKalips' effort in applying for the grant.

Mr. Mawyer stated work continues on the Keene Convenience Center and hope to have the construction complete and the center open for use towards the end of calendar 2022.

Mr. Mawyer stated he also wanted to thank Mr. McKalips (Director of Solid Waste), Mr. David Rhoades (IMUC Facility Manager), and Mr. Russ Blankenstein (Assistant Manager) for working along with Mr. Stewart and Mr. Smalls to pull together the Vegetative Debris Disposal Program that was hosted at Ivy. He stated through the program, they had over 1,100 vehicles from the City and County bring about 400 tons of vegetative debris to the landfill, where the debris is made into mulch and sold. He complimented Mr. McKalips and his staff for pulling this program together rather quickly, after the large snow. He stated this was the first week in January, when all the trees came down, and the program was a great success.

Mr. Mawyer concluded his report.

Mr. Gaffney stated 400 tons is a lot of tonnage. He asked if there were any comments or questions for Mr. Mawyer.

Mr. Stewart asked if the grant will be applied to the current fiscal year or to a future fiscal year.

Mr. Mawyer replied it was the current fiscal year.

Mr. Richardson stated he wanted to thank the solid waste and recycling staff at Ivy MUC. He stated Mr. Mawyer came before the Board of Supervisors to give his quarterly report and as always, did a good job of connecting with the Supervisors and staff on the important things that are happening at Rivanna.

Mr. Richardson stated aside from that, as the Board knows, there was a significant amount of debris from the winter storm on January 3, and the County Board of Supervisors made a decision to waive fees at Ivy through January 24 to help with the debris cleanup. He stated as always is the case, Mr. Mawyer and his staff were extremely responsive and helpful. He stated the last report the County had from the prior week was that there were 911 County residents who had brought 330 tons of material. He stated this was quite the response and a lot of work for Mr. Mawyer, Mr. McKalips, and their team, and he wanted to give them a public thank-you to them for their response.

Mr. Mawyer stated if he had not made it clear, the residents who brought the debris did not have to pay any fee. He stated the County and the City are sponsoring those costs.

Mr. Gaffney stated this is a great program.

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

Mr. Gaffney opened Items from the Public. He asked any speakers to identify themselves for the public record and noted that they each had three minutes to speak. He asked Mr. Hull if there was anyone from the public who wished to speak.

Mr. Hull replied that Ms. Kimber Hawkeye wished to speak.

Mr. Gaffney stated Ms. Dede Smith sent him a message stating that she wished to speak at the RWSA Board meeting and perhaps not at the RSWA Board meeting.

Mr. Gaffney asked Ms. Hawkeye if she wanted to speak at the RWSA Board.

Ms. Hawkeye replied yes and asked if this was not the right time to talk.

Mr. Gaffney replied no as the meeting was currently of the RSWA.

Ms. Hawkeye apologized and stated she would check in later.

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

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

## **8. CONSENT AGENDA**

*a. Staff Report on Finance*

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

*c. Approval of Cost-of-Living Increase*

Mr. Mawyer requested that the Board defer Item C (“Approval of Cost-of-Living Increase”) as they would talk about this with the RWSA Board during the discussion of the Classification and Compensation Study.

Mr. Gaffney stated they would move Consent Agenda Item C to RWSA Board Agenda Item 9b. He asked if anyone wanted to pull the remaining items for comments or questions and heard none.

**Mr. Stewart moved that the Board approve the Consent Agenda as presented. The motion was seconded by Mr. Andrews and passed unanimously (6-0). (Mr. Sanders was absent.)**

## **9. OTHER BUSINESS**

*a. Presentation: Large Clean Fill Project Program*

Mr. Phil McKalips, Director of Solid Waste, stated he wanted to speak about the Large Clean Fill Project Program for the Board’s consideration. He stated it has been developed, and RSWA would like to run a pilot, as well as see if they can institute a rate change in the fee schedule.

Mr. McKalips stated for background, RSWA has been approached about three times in the past 12 months by regional and local large construction firms (i.e., Faulkner Construction, Curtis Construction), and the firms have been looking to find a site for disposal of clean fill from some large projects. He stated the firms feel that the \$10 fee that is normally charged at the IMUC is prohibitive for these large projects, so they wanted to see if there was some way that if they did all the grading, placement, and backfill they can come up with a reduced fee.

196  
197 Mr. McKalips stated staff has looked at this and thought about different options. He stated they  
198 spoke with counsel, and for a variety of reasons (including maintaining transparency and equal  
199 opportunities in the community, as well as avoiding public procurement conflicts), they decided that  
200 a rate change would be the preferred way to go forward.

201  
202 Mr. McKalips stated the Large Clean Fill Project rate would be targeted towards large-scale  
203 projects, such as those that generate 10,000 tons of clean fill material. He explained that clean fill is  
204 different from MSW or construction debris. He stated the County refers to clean fill as “inert fill” in  
205 their ordinances, and it includes things like brick block, asphalt, dirt, and uncontaminated soil. He  
206 stated it does not include roots, grass, or any organics as this is inert material.

207  
208 Mr. McKalips stated staff is looking at larger projects and thinks that they want to stick with  
209 projects that have a project life of 90 to 120 days. He stated these would be projects where the  
210 contractor would not be put off by helping with stormwater controls, obtaining performance bonds,  
211 and the like.

212  
213 Mr. McKalips stated the reason they expect someone would be interested in this is because the \$10  
214 fee is high for many local contractors. He stated in addition to this, and where staff sees this as  
215 providing a public service and meeting a need in the community, Albemarle County has instituted  
216 an ordinance to control the placement of clean fill around the County. He stated contractors are  
217 looking to find a place where they can place the material appropriately. He stated staff thinks this is  
218 a very valuable opportunity for the local community.

219  
220 Mr. McKalips stated they are looking at projects with a 10,000-ton minimum. He stated contractors  
221 will place the fill, at least initially, in the old Cell 4 excavation area, which was a landfill cell that  
222 was excavated but never constructed and is to the north of Cell 3.

223  
224 Mr. McKalips stated the contractor would provide all the compaction and placement effort, which  
225 RSWA currently does for the clean fill that comes in now, so RSWA would not have any of those  
226 costs. He stated the contractor will also provide stormwater controls, seeding, and compaction. He  
227 stated that to ensure this would all get done adequately, the contractor would have to post a  
228 performance bond through the life of the project.

229  
230 Mr. McKalips presented a map of Ivy, with the entrance down on the lower edge of the figure. He  
231 explained that Cell 4 was going to be a landfill cell but was never constructed.

232  
233 Mr. McKalips presented a detailed map of the area. He stated that over the next three slides, he  
234 would show the Board how this fill operation would progress. He stated they would start in the  
235 clean fill area to the western side, bringing fill in and up, then also wrapping slowly around to the  
236 east.

237  
238 Mr. McKalips stated stormwater controls are being integrated into this. He stated these have been  
239 designed by RSWA’s landfill engineer.

240  
241 Mr. McKalips presented a map showing how the whole area would be built out. He stated they are  
242 looking at the area containing, more or less, 200,000 cubic yards of material, which equates to about  
243 400,000 tons, at the recommended tipping fee of \$3.50 per ton, which would be about \$1.4 million  
244 worth of revenue. He stated staff believes that based on what contractors are saying in the area, this  
245 would last about five to ten years, so this would be filled up by about 2033.

246  
247 Mr. McKalips stated there needs to be a public hearing for a rate schedule change at the next RSWA  
248 Board meeting on March 22. He stated there is a project from Faulkner Construction that staff  
249 would like to use as a pilot, which is the Upper-Class Housing 2 project that will produce 20,000  
250 tons, although the latest he had heard was that it may produce 40,000 tons of clean fill material. He  
251 stated the project is expected to start at the beginning of February. He stated staff would like to use  
252 this as a pilot for the concept and see if they need to adapt or modify the program to make it viable.

253  
254 Mr. McKalips asked the Board if there were any questions.

255  
256 Mr. Gaffney asked if the level of the fill will be even with the existing road or if it will go higher.

257  
258 Mr. McKalips replied that he would like it to be even with the existing road. He stated this would  
259 fill in the old cell and not bring it up any higher. He stated it would not be as high as the adjacent  
260 landfill cell.

261  
262 Mr. Gaffney asked if there will be someone out there hired by each of the contractors to do the  
263 compaction study.

264  
265 Mr. McKalips stated this was correct and would happen every day. He stated compaction is a  
266 somewhat difficult thing to specify when talking about clean fill because it can be soil, for which  
267 there are specifications for compaction. He stated sometimes, there can be unsuitable soil, meaning  
268 that it chemically or geologically does not compact well, and RSWA takes this material now. He  
269 stated clean fill also includes things like concrete and asphalt, and they do not have a well-defined  
270 ability to make a specification for compaction, so he could not say that this would all be compacted,  
271 for instance, to 95% of standard proctor, but would be compacted.

272  
273 Mr. McKalips stated that in the clean fill, they will make sure they do not have major settlement or  
274 voids where if they do get plastic or softer material, they spread it out so that it does not create a  
275 management problem over the long haul.

276  
277 Mr. Gaffney asked if no rebar would be put in.

278  
279 Mr. McKalips replied that rebar is allowed, but it is not allowed to stick outside of the concrete  
280 more than 4 inches. He stated this is what DEQ has specified all along. He stated if one has seen  
281 rebar from a demolition site and sees long stringer of rebar hanging out, those need to be cut off  
282 before they are brought to the facility.

283  
284 Mr. Stewart stated he had a question he would ask for the group as much as anything, with new  
285 Board members present. He asked Mr. McKalips if he could clarify where those revenues go and  
286 what the impact is on budgets for the City, County, and UVA.

287  
288 Mr. Lonnie Wood stated that clean fill is a revenue source for the Ivy Operations cost center. He  
289 stated revenues would reduce the net deficit the County pays for now. He stated the City is not part  
290 of that cost center.

291  
292 Mr. Gaffney stated there was a request for a resolution and asked if a Board member wanted to  
293 make this request.

295 **Mr. Stewart moved to authorize the advertisement of a public hearing on March 22, 2022 to**  
296 **revise the tipping fee schedule and include a new Large Project Clean Fill fee of \$3.50 per ton,**  
297 **and to authorize the Executive Director to develop a new Large Project Clean Fill Program**  
298 **and move forward immediately with a pilot project with Faulkner Construction Company.**  
299 **The motion was seconded by Mr. Andrews and passed unanimously (6-0). (Mr. Sanders was**  
300 **absent.)**

301  
302 Mr. Mawyer thanked the Board members as well as Mr. McKalips and his staff for coming up with  
303 another good idea in coordination with the Strategic Plan goal to optimize operations.

304  
305 *(recess RSWA in a JOINT SESSION with the RWSA)*  
306

307 **At 2:28 p.m., moved to recess the meeting of the Rivanna Solid Waste Authority Board. Mr.**  
308 **Smalls seconded the motion, which passed unanimously (6-0). (Mr. Sanders was absent.)**

309  
310 *(reconvene RSWA for a JOINT SESSION with the RWSA)*  
311

312 **At 3:55 p.m., Mr. Pinkston moved to reconvene the Rivanna Solid Waste Authority Board.**  
313 **Mr. Andrews seconded the motion, which passed unanimously (6-0). (Mr. Sanders was**  
314 **absent.)**

315  
316 Mr. Mawyer asked that the Strategic Plan Update presentation be given first.

317  
318 *c. Presentation: Strategic Plan Update; Deborah Anama, Executive Assistant*  
319

320 Ms. Deborah Anama stated she would give a brief Strategic Plan update. She stated Rivanna is  
321 currently in Year 4 of their FY 2018-2023 Strategic Plan, which is their guiding document. She  
322 stated the Rivanna Water and Sewer Authority and Solid Waste Authority are committed to the  
323 following values: integrity, teamwork, respect, and quality. She stated their vision is to serve the  
324 community and be a recognized leader in environmental stewardship by providing exceptional  
325 water and solid waste services. She stated their mission has remained the same.

326  
327 Ms. Anama stated there are six goal teams: Workforce Development, Operational Optimization,  
328 Communication and Collaboration, Environmental Stewardship, Solid Waste Services, and  
329 Infrastructure and Master Planning.

330  
331 Ms. Anama stated the goal teams are about two-thirds of the way through the fourth year, and the  
332 strategies being worked on at the moment include Workforce Development is conducting  
333 training needs assessments and enhancing training programs. She stated they have expanded  
334 leadership coaching programs at PVCC as well as licensing through the state with the  
335 apprenticeship programs. She stated the next steps include working with PVCC for additional  
336 leadership training and also offering a CDL training at PVCC.

337  
338 Ms. Anama stated Workforce Development has also completed a compensation and  
339 classification study, which was completed in December of 2021. She stated they also reviewed  
340 benefit offerings during the peer survey. She stated the next steps are to adopt the  
341 recommendations from the study, issue a proposal for the healthcare offerings, and review  
342 performance evaluations.

343  
344 Ms. Anama stated the Operational Optimization goal team is continually evaluating, prioritizing,

and improving key business and operational processes, including a sampling program for better data to trend and analyze the GAC backwash project. She stated polymer dosing has been installed and is ready to be tested. She stated there is a good deal of progress on the lab certification for TKN on the SEAL instrument, and there is improved oxygen control in the Scottsville Wastewater Plant.

Ms. Anama stated the next steps would be to work with assessing the lab results and improving with the GAC backwash, as well as continuing to work with the instruments and polymer dosing.

Ms. Anama stated an additional strategy that the Operational Optimization goal team is working on is always to protect the workforce and the public through continually growing Rivanna's culture of safety. She stated safety upgrades have been made at the Glenmore influent pump, which increase air exchanges and make it safer for staff to work. She stated security cameras have been added to Observatory, and there will be more cameras added to South Rivanna.

Ms. Anama stated the team continues to work on safety and complete training, and they review the safety manual annually.

Ms. Anama stated that the Communication and Collaboration goal team has been working on creating and maintaining internal communications, as well as switching and migrating documents from Laserfiche to DocLink. She stated they are also publishing a newsletter and will be continuing working on implementing DocLink.

Ms. Anama stated an additional strategy for the Communication and Collaboration goal team is creating and implementing a comprehensive public outreach plan. She stated they created project-specific webpages and community events such as "Imagine a Day Without Water" with the City and the ACSA. She stated they will continue to plan and schedule project and facility videos, and they will continue maintenance of the website and social media to share information with the public.

Ms. Anama stated a third strategy with the Communication and Collaboration team is to enhance internal and external communication and have conducted virtual facility tours of water treatment plants. She stated they will continue to livestream the Board meetings. She stated they have researched continuing to be able to offer the meetings virtually once they resume in person.

Ms. Anama stated the next steps are to continue to work with peer work groups with the City, the County, and Public Works.

Ms. Anama stated the Environmental Stewardship goal team has three strategies they are currently working on. She stated they are increasing internal environmental engagement. She stated staff participated in United Way Day of Caring, and they continue to work with the Rivanna Review newsletter. She stated they also developed an internal sustainability working group. She stated the next steps are to continue to look at opportunities such as stream cleanups or tree plantings.

Ms. Anama stated providing regional leadership in environmental stewardship is another strategy the team is working toward. She stated they are continuing stormwater partnership with the James River Consortium, as well as a tour of the wetland mitigation site with James River. She stated they participated in the County stream study and climate action study. She stated the team will continue to look for opportunities for collaboration.



Ms. Anama stated another strategy is that the team is evaluating potential opportunities for additional environmental activities with Rivanna Water and Sewer facilities. She stated they continue to develop the Buck Mountain Property Management Plan and coordinate with the neighbors. She stated as next steps, they are evaluating the potential for silviculture and solar at Buck Mountain, and they are evaluating the potential for solar at the Rivanna Water and Sewer facilities.

Ms. Anama stated Solid Waste Services completed a customer appreciation event at Ivy MUC, increased public awareness in working toward establishing translations on signs in Spanish for Spanish-speaking customers. She stated they also added a visual buffer in the entryway at Ivy and started a new tactic to evaluate the service fee structure. She stated these are the tactics along the strategies of the community needs and service levels in partnership with UVA, local governments, and best-in-practice service practices.

Ms. Anama stated other activities with Solid Waste Services include working with Nelson County on glass collection and working with the City and County on the vegetative waste service fee that was discussed earlier. She stated they increased the permitted tonnage and operating hours at Ivy.

Ms. Anama stated next steps are continuing the designs for Keene Convenience Center and the new paper sort facility, expanding the vegetative waste collection and processing, and developing the Large Project Clean Fill program.

Ms. Anama stated Infrastructure and Planning is the sixth goal team. She stated they are implementing an authority-wide asset management program. She stated the Technical Asset Management Plan is complete, and the team is working on implementing updates to the facility geodatabase and completion of workshops associated with the software integration. She stated they have begun Phase 3 to complete the asset registry for use in Cityworks.

Ms. Anama stated the next steps will be to continue with Cityworks and anticipate going live in the summer. She stated they would take the results of the asset management plan and review it against the Strategic Asset Management Plan.

Ms. Anama stated another team strategy is that they are working on developing and maintaining long-term master plans for all critical assets. She stated they have completed the analysis at Moores Creek and performed follow-up for analysis there for more recent flow data collected, and they are continuing with the master plan needs at Glenmore and at the Stone Robinson Wastewater Treatment Plant.

Ms. Anama stated the next steps would be to finalize the master plan for Glenmore and Stone Robinson, perform an amendment to the Moores Creek Master Plan, and update the matrix gathered from the annual gap assessment.

Ms. Anama asked the Board if they had any questions.

Mr. Gaffney stated they are about to complete the five-year Strategic Plan period and asked if they are doing a second five years.

Mr. Mawyer replied yes. He stated they will start shortly with another RFP to get a consultant to

445 facilitate the process for Rivanna, with the intent that by the end of the calendar year, they would  
446 have the second five-year Strategic Plan in place. He stated they started around May of 2018, so  
447 they may be a little ahead. He stated in the present calendar year, they plan to get a consultant to  
448 create the second five years of the Strategic Plan.

449  
450 Ms. Mallek stated Ms. Anama briefly mentioned the work with Nelson County on glass  
451 collection. She asked if there was a brief update or if the Board would be getting one in another  
452 month or so.

453  
454 Mr. Mawyer replied that Mr. McKalips has been coordinating with Greene, Nelson, and others to  
455 create enough volume to have a successful glass collection program. He stated they have a  
456 vendor who picks up glass at Ivy, but they could have a better service and program if they had  
457 more volume. He stated Mr. McKalips is working on that, and they will have a more detailed  
458 update likely in March.

459  
460 a. *Presentation: Classification and Compensation Study; Lonnie Wood, Director of Finance*  
461 *& Administration and Betsy Nemeth, Human Resources Manager*

462 Mr. Lonnie Wood, Director of Finance & Administration, stated that every three to five years,  
463 the authorities conduct a compensation study, which Ms. Betsy Nemeth (HR Manager) would  
464 give the Board a brief presentation on how that was conducted and the results of it.

465  
466 Mr. Wood stated February of 2018 was the last time they had presented to the Board and they  
467 had approved the recommendations of a similar compensation study, making this about four  
468 years ago. He stated this is a management best practice that keeps the compensation plan  
469 competitive, updated, and modern. He stated it meets Rivanna's strategic goals of retaining and  
470 attracting highly skilled workers.

471  
472 Mr. Wood stated the recommendations resulting from this agenda item do not increase employee  
473 pay, with the exception of maybe two or three employees who are brushing against the bottom of  
474 the pay scale. He stated it does not have a budget impact this year or next year. He stated it is a  
475 separate item from the cost-of-living increase that Mr. Mawyer would review next.

476  
477 Mr. Wood stated Rivanna views this as a strategic, big-picture item as opposed to a tactical issue,  
478 where the cost-of-living increase was to deal with a specific issue. He asked Ms. Nemeth to give  
479 her presentation.

480  
481 Ms. Betsy Nemeth, Human Resources Manager for the Rivanna Authorities, stated this was  
482 under the Workforce Development Strategic Plan goal of attracting, developing, and maintaining  
483 a professional, highly skilled, dedicated, and versatile team.

484  
485 Ms. Nemeth stated the study began in May of 2021, and Rivanna selected Evergreen Solutions,  
486 LLC to do a classification and compensation for both authorities (Water & Sewer and Solid  
487 Waste). She stated the goals they had were to review the current classification and compensation  
488 system to ensure internal equity, to do a survey of local peers and utility peer organizations to  
489 ensure external equity, and to maintain competitiveness in the local labor marketplace.

490  
491 Ms. Nemeth stated the consultants' assessment of current conditions resulted in points including  
492 that Rivanna currently has an open-range pay plan with 25 pay grades spanning from Grade 10 to  
493 Grade 250. She stated the difference between the minimum and maximum for each individual  
494 grade is 66%, and there is a 5% difference between each pay grade. She stated 60% of Rivanna's

employees' salaries currently fall below the midpoint of their pay grades.

Ms. Nemeth stated in August, there was a market survey. She stated listed on the screen were the organizations that surveys were sent out to. She stated those in blue on the slide were the ones who actually answered and sent data back to Rivanna, so there were four organizations that chose not to participate.

Ms. Nemeth presented the survey results. She stated Rivanna's pay scale is 4.4% below market minimums, with minimums being entry-level salaries. She stated they are 3.6% below market midpoints, with midpoints being what people are paid who are fully proficient at their job. She stated it is 3.8% below the market maximum, with maximums being those paid to people with long tenure, who have a lot of experience and are highly performing employees. She stated they did add to the survey a survey on benefits, and to summarize, Rivanna is competitive with their peers. She stated there were nine peers who responded to this part of the survey.

Ms. Nemeth presented the recommendations from Evergreen. She stated one is to increase the current pay scale by 4% to help with hiring and retention of current employees. She stated there are three employees in Water & Sewer who would fall below the minimum if they did this, so the annual costs for this would be about \$6,600. She stated there is no cost to the Solid Waste Authority.

Ms. Nemeth stated another recommendation is to remove grades 10 and 20 from the pay scale. She stated one of the requests made by Rivanna was to get them to where they have a minimum wage of \$15 per hour, or a living wage, and this was deemed the best way to do it.

Ms. Nemeth stated the third recommendation is to regrade certain positions to provide internal and external equity for all water and wastewater operators, all mechanics, and Solid Waste drivers and equipment drivers (which are somewhat challenging to recruit for).

Ms. Nemeth stated the next slide showed the current pay scale on the left, and the recommended pay scale on the right. She noted that grades 10 and 20 were no longer on the recommended pay scale, which gets them to a minimum wage of \$15 per hour.

Ms. Nemeth presented the specific positions where pay grades have changed. She pointed out that because they eliminated grades 10 and 20, they had to push some positions up to grade 30, which caused them to have to push a few other positions for internal equity based on complexity of the position and the job.

Ms. Nemeth stated staff was asking the Board to approve the recommended pay scale with the 4% increase and the pay grade changes to the specific positions that were listed, to be effective in February.

Ms. Nemeth asked if there were any questions.

Mr. Gaffney asked if the only change in cost to the Rivanna Authorities between now and the end of the fiscal year was \$6,600.

Ms. Nemeth replied that this was actually a complete 12-month change, so it was about \$3,300. She stated that by changing the pay scale, this is the only cost that would be incurred. ‘

Mr. Pinkston asked to again see the list of various positions. He asked if this was what staff was asking specifically for the Board's approval on.

Ms. Nemeth replied it was for this slide and the one previous to it, to move the entire pay scale 4% and to regrade the specific positions. She stated on the left-hand side was the current pay scale, and the one that was recommended by Evergreen was the one on the right. She stated staff was asking for approval for the recommended pay scale, as well as for the reslotting of the pay grades for the specific positions.

Mr. Pinkston asked if it were premature to ask about what sorts of impacts this would have on rates at some point.

Mr. Wood replied that it would not have any impact on the rate. He stated it would not this year nor the next year.

Mr. Gaffney stated he saw that both Albemarle County and Charlottesville were respondents to the survey. He asked how this compares with similar jobs in the City and County, and if they are still comparable to those. He stated he knows they have always strived over many years for pay grades, pay scales, and salaries to be equivalent to the City and County so that Rivanna employees are not looking at other jobs within the community that are similar but pay more.

Mr. Wood replied that it was probably a mixture of both because the City and County do not have water or wastewater operators, so there are no comparables to that. He stated some positions such as accountants, accounting techs, administrative assistants, and GIS coordinators will sometimes be a little higher and other times be a little lower. He stated the results of the survey are averages, so it is not comparing Rivanna just to the four respondents, but to the entire group.

Mr. Andrews stated he wanted to follow up on Mr. Pinkston's question and asked for an example of what this means, choosing a category in the range of where there are people who are currently in the scale and what it means for a director going from a grade 230 to a grade 240 in the future.

Ms. Nemeth replied that this essentially moves up the highest level that the person can go, and it also moves up the lowest so that they cannot hire below it. She stated there is the Director of Solid Waste at grade 230, and based on the survey and on internal equity (as there are three other directors who are at grade 250), the thought process is that this gives Rivanna a little more from a pay perspective in terms of internal equity around this position as well as around the complexity of work that is done. She stated it does not affect the director's actual salary and if this is approved, he does not get a pay raise because of this.

Mr. Wood stated this proposal shifts the pay grade. He stated it does not move as far as pay, but it gives the person more room to grow because the job has gotten more complex. He stated that between 2018 and present, Rivanna has rewritten quite a few job descriptions, so part of the consultant's job is to say that a job description changed from the last time, and 15 more people have been added to the director's organizational structure. He stated it looks at the complexity of each position and how it fits on the pay scale. He stated all of these adjustments are addressing this issue that the consultant came up with.

Mr. Pinkston asked if they could return to the slide that had the bottom-line percentages on it.

Mr. O'Connell asked if the point of this was if they had a vacancy, they are competitive in the marketplace to attract someone who has the skills to be able to fill that job, plus maintaining current employees.

Ms. Nemeth replied that it is twofold: to attract people to fill the positions they have, and to retain the experienced people that they currently have. She stated in a more competitive market than she has seen in a long time, this is to bring talent into the organization as well.

Mr. Andrews asked if he was correct that this was last adjusted in 2018.

Ms. Nemeth replied that the last time they readjusted positions through a survey was in February of 2018. She stated they have had some adjustments by the Board in subsequent years based on the CPI-U and inflation rate.

Mr. Mawyer stated if the Board were ready, two separate motions would be needed – one from the Solid Waste Board and one from the Water and Sewer Board – to take action on this recommendation.

Mr. Gaffney asked if there were other comments or questions from the Board.

Mr. O'Connell stated he believed this was a thorough, thoughtful proposal, and it does not have a budgetary impact. He stated they must stay competitive in the marketplace.

**Mr. Richardson moved that the Rivanna Solid Waste Authority Board accept the recommendations as outlined in the market survey results that were completed and provided. Mr. Andrews seconded the motion, which passed unanimously (6-0). (Mr. Sanders was absent.)**

**Mr. O'Connell moved that the Rivanna Water & Sewer Authority Board approve the recommended pay scale and position changes that would be effective February 1, 2022. Ms. Mallek seconded the motion, which passed unanimously (6-0). (Mr. Sanders was absent.)**

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

### ***a. Approval of Cost-of-Living Increase (from Consent Agenda)***

Mr. Mawyer stated there was a fair amount of discussion over the past week or so about this, and as they were monitoring the market and changes in compensation, difficulties recruiting, and the turnover rate in the fall, while Rivanna does not like to propose midyear changes in the budget, they thought collectively that with the consumer price index at the highest it has been in 40 years, at 7% from December of 2020 to December of 2021, that this was a reasonable proposal to bring to the Board to give a 6% cost of living increase, (COLA) to Water & Sewer and Solid Waste staff.

Mr. Mawyer stated they did look locally, and the City approved a similar 6% increase plus a \$3,500 bonus for its staff in January. He stated the County approved a 6% increase for its staff in December. He stated one of Rivanna's competitors, the Augusta Service Authority, had a 5% increase for its utility staff in December. He stated the Western Virginia Service Authority had a 10% cost of living increase in October. He stated collectively, he felt this was a reasonable recommendation.

645 Mr. Mawyer stated Rivanna has committed that there will be no cost increase to the City,  
646 County, or Service Authority in this current year. He stated they have a 20% turnover rate in the  
647 Solid Waste Authority and an 11% turnover rate in the Water & Sewer Authority, which is for  
648 only half of the fiscal year, so these percentages will likely rise by July. He stated they have  
649 vacancy savings that they would use to offset the increase for the rest of this fiscal year.

650  
651 Mr. Mawyer stated Rivanna has estimated that the cost to the Solid Waste Authority in FY 23  
652 would be about \$69,000 of its total. He stated they will have about a \$6 million budget in Solid  
653 Waste, of which the County's allocation is estimated to currently be about \$3 million and the  
654 City's allocation estimated to be about \$550,000. He stated they estimate that this COLA will  
655 increase the County's allocation by \$59,000 and the City's allocation by \$10,000.

656  
657 Mr. Mawyer stated they estimate that in FY 23, the 6% salary increase will increase the  
658 estimated charges to the City by about 1.2%, from 5.6% to 6.8% which, in his estimation, would  
659 add about \$1 per month to the City's water and sewer bill.

660  
661 Mr. Mawyer stated they have estimated that charges to the Service Authority will increase also  
662 by 1.2%, from 8.3% to 9.5%, which Rivanna estimates would increase the Service Authority's  
663 retail bill by about 65 cents per month, per account.

664  
665 Mr. Mawyer stated he also understands that the Albemarle County School Board has decided to  
666 approve a 4% increase in March. He stated there are many different data points. He stated the  
667 Social Security Administration approved a 5.99% increase for all retirees in January.

668  
669 Mr. Mawyer stated Rivanna does not like the concept of adding to their budgets and impacting  
670 their three customers (County, City and Service Authority) midyear, but with the highest  
671 inflation rate in 40 years, and in following the lead of their local partners as well as other  
672 regional utilities in the area, they felt that this was an appropriate recommendation to ask the  
673 Board to consider.

674  
675 Mr. Mawyer offered to answer any questions.

676  
677 Ms. Mallek stated she was of two minds, with questions for each. She stated she would like to  
678 have more detail about the specific workforce issues. She stated she does understand completely  
679 that turnover is crippling, and hiring and training is expensive, so avoiding this (albeit at some  
680 cost) is important. She stated without their skilled workforce, their wonderful water is in  
681 jeopardy.

682  
683 Ms. Mallek stated the other side of her says that all of her training in 20 years has been even  
684 from ancient trainers, including a 90-year-old finance director who worked in the County in the  
685 50s and 60s and summoned her to his kitchen after she was elected in 2007 and laid down the  
686 law with her, that they never use one-time money for salaries and ongoing expenses, and they  
687 never get themselves in such a pickle that they have to borrow money to do payroll.

688  
689 Ms. Mallek stated these were imprinted strongly on her brain, and she would like to have extra  
690 information provided to help understand those issues.

691  
692 Mr. Mawyer replied that regarding the workforce issue, Rivanna has licensed water operators  
693 that they are required to have onsite 24/7/365. He stated Class I Operators at the largest plants,  
694 Observatory and South Rivanna, have attained the highest level of certification, training, and

experience and have taken tests to prove their credibility and retain these licenses. He stated if Rivanna does not have those people, they would be in violation of the Virginia Department of Health regulations on having qualified, licensed people on the work site. He stated the licensed person has to be on the site when the plant is operating.

Mr. Mawyer stated similarly, in the wastewater world, the Operator in charge has to be licensed, but they do not necessarily have to be onsite. He stated if they have a Class I Operator in charge of Moores Creek, he/she does not have to be there all the time, but they do have to have a Class I Operator on staff who is in charge of the plant, sign all monthly reports, and be responsible for what goes on.

Mr. Mawyer stated those are two examples within the workforce where licensing is critical. He stated as he talked about earlier that day, Rivanna is trying to grow their own and help staff get licensed because they cannot recruit and hire them very easily. He stated every large utility like Rivanna is looking for these same skill sets in Virginia and across the country, and Rivanna needs to be salary-competitive for those people.

Mr. Mawyer stated similarly, they need other professionals such as a CPA and professional engineers. He stated these people are highly sought after, difficult to hire, and expensive in the workplace. He stated they have many other professionals such as HR professionals, and they have IT staff that are under extreme demand and who are just as critical as they keep Rivanna going. He stated computers run all of our systems, so without these staff, they are hamstrung.

Mr. Mawyer stated Rivanna has regulatory licensing requirements for many of their core mission positions, and they need to stay salary-competitive to retain and hire these people.

Mr. Mawyer stated as far as one-time money, Rivanna is using one-time money only in FY 22 from the savings from vacancies. He stated thereafter, those costs would be in the base budget for charges to the three customers (County, Service Authority and City Utility Department).

Ms. Mallek asked if there were any other changes anticipated in the FY 23 budget that would provide some cushion for this increase in the base.

Mr. Mawyer replied that they are always looking for opportunities to optimize their systems and save funds, whether this is in chemicals, electricity, or legal services. He stated they reproced legal services a year ago, when Mr. Krueger was retiring and Rivanna was looking for a new firm. He stated they hired a firm whose rates are half of what they were paying. He stated as soon as the contract year is over at the end of January, he looks forward to reporting to the Board that they have saved some money in legal services this year and expects this in the future as well.

Mr. Mawyer stated this is a tough time. He stated they reproced transporting biosolids to McGill Environmental in Waverly, VA and the cost went up. He stated the cost of chemicals have generally gone up over 4%, and some more than that. He stated this is what people read about in the papers every day, from chips in cars to food on the shelves – that the supply chain is a challenge right now, and there is no question that there is pressure and that costs are going up.

Mr. Mawyer stated Rivanna does look for every opportunity to be cost competitive. They advertise and get multiple prices so that they are getting the best market price for goods, services and construction. He stated for example, with the biosolids, they had a vendor and were paying him \$456 to transport per pull to Petersburg, and he wanted to renew at \$750. He stated Rivanna

745 said no, and they advertised to the public, where they got a new price of \$615. He stated the bad  
746 news was that it was higher than they were paying, but the good news is that it was not as much  
747 as the current vendor at the time wanted to renew.

748  
749 Mr. Mawyer stated Rivanna tries to use competition to optimize all their processes, bid things  
750 out, and get the best market prices as best they can while staying away from sole-source  
751 procurements. He stated they look at all of their operations, with COVID testing as an example.  
752 He stated they are testing all of their employees that are not vaccinated, and the safety manager  
753 found an in-house testing kit and machine that will hopefully save them about 50% of the costs  
754 of COVID testing. He stated Rivanna tries to capitalize on every opportunity they can to save  
755 money for themselves, which then flows to the County, and to Service Authority and City utility  
756 customers.

757  
758 Mr. Wood added that he would take a look at some of their bonds coming up in the next year or  
759 two that have a call date and see if there are any good candidates to refinance. He stated he  
760 would like to probably bring to the next Board meeting a summary of the last three years. He  
761 stated Rivanna has refinanced quite a few of their revenue bonds with some substantial savings.

762  
763 Mr. O'Connell stated he would follow some of Ms. Mallek's comments and then possibly go  
764 into this in more detail. He stated he thinks this is a proposal that should be included with the  
765 upcoming budget, and he would explain his perspective, adding that he has been in this for a  
766 long time. He stated in raising all this, he recognizes that it is like being between a rock and a  
767 hard place.

768  
769 Mr. O'Connell stated he clearly understands the need for good pay for the employees, to retain  
770 and recognize employees, and to recognize the good works that go on. He stated Mr. Mawyer  
771 has mentioned a number of things, and the employees are the backbone of water and wastewater  
772 treatment. He stated he very much supports this concept.

773  
774 Mr. O'Connell stated what is bothering him is the way this is being done and the timing, and he  
775 would state a couple of reasons why. He stated his concern is in the context of future multiyear  
776 very large rate increases. He stated next year is likely to be a 10% wholesale rate increase, with  
777 similar increases over the next four years. He stated from his perspective, this will be sticker  
778 shock for customers. He stated the ACSA is looking for every way they can to try to minimize  
779 that increase, and he thinks this has an impact on that.

780  
781 Mr. O'Connell stated the 6% increase is outside of the normal budgeting process. He stated one  
782 can make arguments one way or the other about that, but he thinks the most telling one is a  
783 double-whammy cost increase proposed from existing vacancy savings, which are one-time  
784 revenues. He stated like Ms. Mallek, this was drilled into his head 48 years ago, when he started.  
785 He stated they are only covering the cost for half the budget year, and it is not funded with any  
786 ongoing revenue, so it will hit the customer rate doubly hard next year by approving it now and  
787 by having to find new rate revenue to offset an unbudgeted expense.

788  
789 Mr. O'Connell stated if this were proposed by cutting costs (like not filling a vacancy  
790 permanently or some other actual reduction in cost that is permanent and sustainable), this would  
791 get at his bigger concern of not increasing the need for a future customer rate increase, but this is  
792 not the case. He stated to him, this seems to be bad timing. He stated he thinks this needs to be  
793 part of the normal budget process, which will be proposed within a month (less than 30 days).



795 Mr. O'Connell stated as stated earlier, he wants to support Rivanna employees, and he was  
796 cautious to raise this because of that, but he thinks they have to put the customers first. He stated  
797 he would support such a pay increase as part of the normal budget process. He stated then, he  
798 and the Board can understand the impact on their customers in the context of rates and the  
799 proposed operating budget, and perhaps make some budget changes or reductions to help better  
800 afford a salary increase. He stated they are not even entertaining that conversation right now.

801  
802 Mr. O'Connell stated that with this, he could not support the proposal as it was presented using  
803 the one-time revenues at this time.

804  
805 Mr. Gaffney stated he wanted to qualify something that Mr. O'Connell stated. He stated they are  
806 there as Board members of the Rivanna Water & Sewer Authority and the Rivanna Solid Waste  
807 Authority. He stated when Mr. O'Connell referred to his customers, he was acting as the  
808 Executive Director of ACSA and not Rivanna. He stated Rivanna's customers are ACSA, the  
809 City of Charlottesville, and solid waste customers.

810  
811 Mr. O'Connell stated that in reality, all the City and County residents that are water users are  
812 customers of the Rivanna Water & Sewer Authority and the retail providers, so it has an impact.  
813 He stated 70% of the Service Authority budget is paid to Rivanna, so it has a huge impact on  
814 customer retail rates, which was his point.

815  
816 Mr. Gaffney agreed with this point.

817  
818 Mr. Andrews stated he had a clarifying question. He stated he does appreciate the employees and  
819 the cost of living increases that are happening. He stated Mr. Mawyer did talk about using  
820 existing vacancy savings, and Mr. O'Connell and Ms. Mallek both mentioned the accounting  
821 rules or advice they have been given. He asked what happens to this money if it is not used for  
822 this purpose and if it simply carries over.

823  
824 Mr. Mawyer replied that it goes into Rivanna's reserve fund, which can be used to reduce rates  
825 or charges for the following year, or they can maintain it in the reserves. He stated particularly  
826 on the Water & Sewer side, they have about \$200 million in debt, and 50% of the operating  
827 budget is in debt service payment. He stated this is not so on the Solid Waste side. He stated  
828 Rivanna's reserve fund is very important to their creditors and bond holders because when they  
829 look at Rivanna's financial credibility, they want to see that there are adequate reserves to  
830 warrant their AA+ bond rating. He stated they would like to be AAA because the higher rating  
831 they have, the lower rates they get, and the less cost they have to pay for borrowed funds.

832  
833 Mr. Mawyer stated any monies that are not used for expenses during the fiscal year would go  
834 into the appropriate reserves. He stated they have different reserves for water, wastewater, and  
835 solid waste, as well as different cost centers that have different funding formulas for recycling  
836 versus operating the landfill. He stated Rivanna allocates the reserves to those cost centers.

837  
838 Mr. Mawyer stated Mr. Wood would go through the different reserves with the Board in the near  
839 future. He stated some years, Rivanna is in the negative, and they have to take money out of their  
840 reserves to fund their expenses.

841  
842 Mr. Pinkston stated he wanted to make sure he understood that Mr. Mawyer was hoping to give  
843 his team a 6% increase for roughly six months using vacancies that have not been filled. He  
844 asked if this was correct.

845  
846 Mr. Mawyer replied yes.  
847

848 Mr. Pinkston stated then, going forward into the next fiscal year, Mr. Mawyer would want to  
849 make this permanent and have it fully baked into the rates.  
850

851 Mr. Mawyer stated this was correct. He stated it would be in the base budget and the new  
852 charges for FY 23.  
853

854 Mr. Pinkston stated the point that Mr. O'Connell raised, which made sense to him, is that they  
855 are getting out of kilter or out of sequence of how this would normally work. He asked if it was  
856 an option to say that they would give people a 6% cost of living increase from now until the end  
857 of this fiscal year, then revisit the conversation at that point, or would that be too convoluted.  
858

859 Mr. Mawyer replied that he supposed it could be a bonus. He stated the costs to the two  
860 customers in FY 23 are the same whether they start them in February or whether they start them  
861 in July. He stated it would be the same cost increase to both the City and the Service Authority  
862 because Rivanna is trying to do a good thing in using existing savings, not to add the cost to their  
863 account in the current fiscal year.  
864

865 Mr. Pinkston stated his point was that if it helps get past the objection that Mr. O'Connell raised  
866 of doing this out of sequence, they could call the six months they are talking about a "bonus" and  
867 say that they will revisit it at the appropriate time. He stated he would think at that point, there  
868 would be a lot of goodwill to go ahead and do it.  
869

870 Mr. Wood stated one of the issues with the bonus is it does cost more. He stated the 6% is  
871 basically saying, "Here's a 6% annual increase," but they only have to pay it over a five-month  
872 period. He stated if they do a six-month bonus, it is a lot more money.  
873

874 Mr. Mawyer stated Mr. Pinkston could have meant that it would be prorated for the five months.  
875

876 Mr. Pinkston stated this is what he meant. He stated whatever the net amount is, they would  
877 distribute it out.  
878

879 Mr. Wood stated this would be like a 2.7% increase.  
880

881 Mr. Mawyer agreed that it would be, more or less. He stated this could be an idea from Mr.  
882 Pinkston. He stated this is different than what their City and County colleagues did, where they  
883 gave a full salary increase to their employees, and the City even added a \$3,500 bonus on top of  
884 it. He stated as they look for equity regionally, this was part of the logic of what they came up  
885 with.  
886

887 Mr. Pinkston stated he was only introducing his idea as a way to meet Mr. O'Connell's concerns.  
888

889 Ms. Mallek stated while she has raised this issue and does understand the dilemma, she also  
890 understands the other side, which is that this is important for operations to continue. She stated  
891 people will not want to hear this, but she thinks that compared to other places, they have  
892 dramatically lower water fees. She stated while they are higher now than they were 15 years ago,  
893 they were ridiculously low back then, and they were held back on their ability to do systemic  
894 improvements, which have been accomplished in the last 15 years because there was more

895 reality and therefore appreciation of finished water brought into costs.

896  
897 Ms. Mallek stated she knows the County has used occasional bonuses when it was appropriate,  
898 but also in the last raises, they made that choice because there was new revenue that was coming  
899 that was going to be ongoing, so they were able to see a future consistency with that increased  
900 revenue and persuade themselves that this was okay to do midyear. She stated these were the  
901 mental gymnastics they were all working with here, and perhaps there were other ways this could  
902 be described (e.g., other operations and the recent suggestion from Mr. Pinkston) as she was very  
903 concerned about not doing anything.

904  
905 Mr. Richardson stated he had questions for staff, but he noticed that Ms. Hildebrand had her  
906 hand raised. He stated he did not want to jump ahead but wanted to get in the queue.

907  
908 Ms. Hildebrand stated she and Mr. O'Connell have had several discussions with Mr. Mawyer  
909 about this. She stated she echoed Mr. O'Connell's concerns in looking at City customers and  
910 what the potential impact would be.

911  
912 Ms. Hildebrand stated she is one of Rivanna's biggest supporters, and she has a utility  
913 background from long ago and loves what she does. She stated she understands the obstacles that  
914 they are up against, but she wants to keep in mind that they need to be thoughtful when, from a  
915 City perspective, Rivanna fees are over 50% of their water and wastewater rates. She stated in  
916 figuring midyear adjustments, it is out of sync from when they normally set rates, and they have  
917 to be thoughtful when they look at potential increases to the water and wastewater rates  
918 associated with City customers. She stated that since Mr. O'Connell put this into perspective  
919 with ACSA, she thought she should put it into perspective when it comes to City customer rates.

920  
921 Mr. Richardson asked Mr. Mawyer if he could have the appropriate staff member talk more  
922 about what they are seeing in Rivanna with turnover and what this looks like in terms of how  
923 they are getting the critical functions of the job done right now. He stated for example, Mr.  
924 Mawyer stated earlier that in solid waste, year to date, they are looking at 20%. He stated he did  
925 not give them a full year, but six months, with 20% turnover. He stated that on the water side,  
926 year to date is 11%. He stated the simple math is that if the next six months are just like the first  
927 six, for the year, they would be looking at a 40% turnover in solid waste and about 22% in water.  
928 He asked if his understanding was correct.

929  
930 Mr. Mawyer replied this was correct.

931  
932 Mr. Richardson asked if this turnover rate is higher when looking over the last few years. He  
933 asked if they are seeing a spike in turnover based on this current data.

934  
935 Mr. Wood stated Ms. Nemeth could answer this as she had a chart.

936  
937 Mr. Wood stated that 2021 was a sort of anomaly because they were in the middle of the  
938 pandemic, and there was not much hiring or people moving around, so last year was extremely  
939 low. He stated he believed the current trend is slightly higher than it was the last three years  
940 before the pandemic.

941  
942 Ms. Nemeth stated she would agree with that based on the data she had. She stated in Solid  
943 Waste, with the exception of FY 2019, it is already higher than all of the other years, and it will  
944 only go up from there.

945  
946 Mr. Mawyer recalled that there was 15% turnover for the year in FY 21.  
947

948 Ms. Nemeth stated that in FY 21, they did not have turnover in Solid Waste. She stated it was  
949 zero. She stated in Water & Sewer, it was 6.4%.  
950

951 Mr. Mawyer asked about the year before that.  
952

953 Ms. Nemeth stated the year before that, the turnover in Solid Waste was 16.7% and in Water &  
954 Sewer, it was 15%. She stated the 0% and 6.4% were very much COVID-related.  
955

956 Mr. Gaffney asked Ms. Nemeth what she was finding out from exit surveys and when they are  
957 hiring new people.  
958

959 Ms. Nemeth stated she has lost a couple of licensed operators. She stated to start on the Water &  
960 Sewer side, when she loses a licensed operator, she tends to hire a trainee because licensed  
961 operators are not really on the market. She stated they are starting at the beginning with no  
962 license. She stated she does try to find college graduates because it helps from a licensing  
963 perspective and cuts off experience time that is required to sit for a license. She stated on  
964 average, training is six months out from testing for a license to begin with versus a licensed  
965 operator. She stated she has lost a couple of those to higher-paying jobs.  
966

967 Ms. Nemeth stated she lost a CDL driver in Solid Waste to a higher-paying job. She stated she  
968 was excited that the Board approved the pay scale because she can offer them more money now,  
969 which is important to a CDL driver.  
970

971 Ms. Nemeth stated she also lost a Solid Waste attendant to a rather significant pay increase as  
972 well (about 20%). She stated she is starting to see things pick up where there are people out there  
973 getting better job offers from other places. She stated there are training expenses at that point.  
974

975 Ms. Nemeth stated regarding CDL drivers, she has to try to hire a person who has a commercial  
976 driver's license because as of February 7, Rivanna can no longer do its training of commercial  
977 drivers in house. She stated the Federal Motor Carrier Safety Administration now requires them  
978 to take formal training, which will cost Rivanna time and money in working with PVCC. She  
979 stated she is currently working with PVCC to figure this out. She stated these are significant  
980 losses if she cannot replace a driver with another who carries a CDL.  
981

982 Mr. Gaffney asked if there were other comments from the Board.  
983

984 Mr. Richardson stated he would make a couple of comments. He stated there was absolutely no  
985 disputing Mr. O'Connell's statement that it is not a good budget practice to look at midyear  
986 adjustments that are ongoing in nature with one-time money. He stated this is absolutely tried  
987 and true.  
988

989 Mr. Richardson stated what he sees with this discussion topic is what the Board is contemplating  
990 – whether they would support allowing the director to jumpstart the budget process and to make  
991 an adjustment to the base, knowing that with inflation being the highest it has been in 40 years, if  
992 they do not make this decision now, they are just getting further behind as they go towards July.  
993 He stated what the obligation would be to the City and County is if the Board were to make this  
994 decision today, they are obligating themselves that when the budget comes back in FY 23, they

995 have made this decision ahead of the budget, but it is because the director and his staff feel like  
996 the workforce stabilization issues are too fragile to wait until July.

997  
998 Mr. Richardson stated the ongoing money in FY 23 would be that if they make the decision  
999 today to plow the money into the base, they are starting the budget process knowing that when  
1000 they go into the FY 23 budget, they have already obligated themselves to the 6%. He stated they  
1001 would not go back to revisit it and discuss whether they want to continue to do it. He stated the  
1002 Rivanna employees would depend on the Board making a 6% adjustment to the pay plan as a  
1003 done decision, and as the Board gets into the budget process, Mr. Mawyer and his team would be  
1004 coming back to look at anything else in addition to that.

1005  
1006 Mr. Richardson stated this is the reason he asked the questions about turnover and recruitment  
1007 and asking the HR Manager to give her perspective about how tough it is right now. He stated  
1008 what they do not want to do is when the director is trying to keep an eye on this and keep him in  
1009 good stead, to wait too late.

1010  
1011 Mr. Richardson stated his point was if they delay it to the budget process, when they get to the  
1012 budget process, they will be looking at a significant raise to address the inflation over the last  
1013 year. He stated this is what the City and County just did. He stated this is what they would be  
1014 doing in the budget process and that they would have to address this with worker pay.

1015  
1016 Mr. Richardson stated the good news is that there was an entire organizational compensation  
1017 study done in 2018, and the organization had the discipline to have another one done four years  
1018 later. He stated the numbers that came back that Mr. Mawyer and his team presented, with 3-4%  
1019 behind market rate, is very good. He stated he applauds the staff for staying on top of this and  
1020 trying to take steps with the Board's support to keep their pay plan competitive and be able to  
1021 recruit and retain.

1022  
1023 Mr. Richardson stated respectfully to the Board that if they put this off, this will be a very high  
1024 priority in the next couple of months. He stated that with the 40-year record of inflation, they  
1025 will have to address it more, as the 3-4% behind market could quickly slip to 8-12% behind  
1026 market. He stated these are things they have seen in the County over the last six to eight months  
1027 – that there is a lot of energy out there with workforce pay in the public sector, and the County  
1028 very quickly got alarmingly behind in very key areas. He stated he does not want this to happen  
1029 to Mr. Mawyer and his team.

1030  
1031 Mr. Richardson stated if the Board does this now, they are obligating themselves to stick to this  
1032 in the budget process. He stated if they do not do this now, this is going to be a very high priority  
1033 that they address in the budget.

1034  
1035 Mr. Gaffney stated he wanted to apologize to Mr. O'Connell because he did not mean anything  
1036 negative when he made the statement that he thought in the moment, he was representing the  
1037 ACSA Board and not the Rivanna Board. He stated he was actually stating this for many of the  
1038 new members who come from either the City or County relationships, and it is important for  
1039 everyone to note that they are acting as the Board members for Rivanna. He stated they are  
1040 responsible for ensuring that their system is well-staffed, well-maintained, meets all state and  
1041 federal requirements, and it is prepared to serve the current and future needs of the community.

1042  
1043 Mr. Gaffney stated this is who they are as a Board and what they need to focus on in the  
1044 decisions they make. He stated they all obviously reflect on how this affects the organizations

they come from, but he urges the Board members to act in this manner as Board members of Rivanna.

Mr. Gaffney asked if there were other comments from the Board.

Ms. Mallek stated she was finding herself more and more in favor of doing this, with the understanding of what Mr. Richardson just stated. She stated the loss of licensure and recognition by state regulators that they are not having their staff sufficient to do the job is far more impactful to her than what she is certainly concerned about as far as any rate increase. She stated she liked the way it was just described as far as getting a jump on the budget process and understanding that they are committing to this.

Ms. Mallek stated these are truly unusual times, and she thinks they need to balance very carefully. She stated they cannot always be perfect, but they are taking this on with their eyes wide open, knowing this is what they have to do to keep their staff. She stated they are important and essential to the operation. She stated she was glad she asked what she did and learned, as this is helping her to be stronger in wanting to do this.

Mr. Pinkston echoed and agreed with what Ms. Mallek stated.

Mr. Andrews agreed as well, adding that he had a procedural question. He asked if this is likely to be two motions. He stated it would be awkward if they did not end up the same way.

Mr. Gaffney stated he was thinking about the same thing, and he had a question for Ms. Long. He stated they do have to take two separate votes, and he would ask Ms. Long what would happen if they were at odds with one another.

Ms. Long stated this was a good question. She stated technically, if it were to pass through one Board, then it would be in effect for that Board and, likewise, not in effect for the other.

Mr. Richardson stated he believed the attorney was spot on and, because of that, they may want to understand before making a formal motion if either both boards support it or if both boards want to delay it. He stated he thinks it would be difficult to figure out what to do if one supports and one does not as it affects the entire staff of Mr. Mawyer's team.

Mr. Gaffney stated he was happy to ask that question if there were no more comments at that time. He stated not hearing any other comments, he would ask the RSWA Board if there were members who did not support a motion that may come forward.

Mr. Stewart stated he supported it with the understanding that at a staff-to-staff level, they will all have work to do over the next two to three months in looking at the upcoming budget and taking a good, hard look at elective things, opportunities, and creative thinking to try to hold down the ultimate impact.

Mr. Gaffney stated he would pose the same question to the RWSA Board. He asked if there were members of the Board who would not support the potential motion to come.

Mr. O'Connell stated he could not support it. He stated he tried to listen hard, but he believed it needs to wait. He stated they lose the opportunity to look at other parts of the budget to help support the salary increase by doing it this way.

Ms. Mallek stated there was plenty of opportunity to look at the future budget in the same way and figure out which bucket needs more or less money. She stated she did not understand that connection, but she would take it up another time.

Ms. Hildebrand stated she also could not support it.

Mr. Gaffney stated he believed they should ask the question of the remaining RWSA Board members, to confirm that there was enough to approve it. He stated Ms. Mallek stated yes. He asked if there were other RWSA Board members who wanted to disclose their opinion.

Mr. Richardson stated he would support the recommendation for Mr. Mawyer to execute this COLA increase.

Mr. Pinkston stated he would do the same.

Mr. Gaffney stated he believed they were ready for motions, seconds, and votes. He asked if anyone saw they were not, and he heard no comments.

**Mr. Andrews moved that the RSWA Board approve the cost-of-living increase. Mr. Stewart seconded the motion, which passed unanimously (6-0). (Mr. Sanders was absent.)**

**Ms. Mallek moved that the RWSA Board approve the cost-of-living increase. Mr. Richardson seconded the motion, which passed by a vote of 4-2. (Mr. O'Connell and Ms. Hildebrand opposed.)**

Mr. Gaffney stated he appreciated all the discussion. He stated he knew this was a hard decision, especially when working on budgets. He stated the budget would be coming up again very soon.

*(Reconvene RSWA Board)*

**At 3:55 p.m., Mr. Pinkston moved to reconvene the Rivanna Solid Waste Authority Board. Mr. Andrews seconded the motion, which passed unanimously (6-0). (Mr. Sanders was absent.)**

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

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

Ms. Long pointed out that the RSWA had not yet approved the minutes from the prior month due to the procedural question that they had earlier. She stated if the Board liked, she could provide some guidance on that, or they could carry that over to the next month.

Mr. Gaffney suggested to carry it over to the next meeting.

#### ***11. CLOSED MEETING***

There was no closed meeting.

#### ***12. ADJOURNMENT***

1144 At 5:10 p.m., Mr. Andrews moved to adjourn the meeting of the Rivanna Solid Waste  
1145 Authority. Mr. Smalls seconded the motion, which passed unanimously (6-0). (Mr. Sanders  
1146 was absent.)

1147  
1148 Respectfully submitted,

1149  
1150  
1151  
1152  
1153

A handwritten signature in black ink, appearing to read "Jeff Richardson", written over a horizontal line.

Mr. Jeff Richardson  
Secretary - Treasurer