




Board of Directors Meeting


September 27, 2022


2:00pm



695 Moores Creek Lane | Charlottesville, Virginia 22902-9016

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www.rivanna.org 

BOARD OF DIRECTORS

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

DATE: September 27, 2022

LOCATION: Conference Room, Administration Building
695 Moores Creek Lane, Charlottesville, VA

TIME: 2:00 p.m.

AGENDA

1. **CALL TO ORDER**
2. **AGENDA APPROVAL**
3. **MINUTES OF PREVIOUS BOARD MEETING ON JULY 26, 2022**
4. **RECOGNITION**
5. **EXECUTIVE DIRECTOR'S REPORT**
6. **ITEMS FROM THE PUBLIC**
Matters Not Listed for Public Hearing on the Agenda
7. **RESPONSES TO PUBLIC COMMENTS**
8. **CONSENT AGENDA**
9. **OTHER BUSINESS**
 - a. *Presentation and Vote on Approval: Staff Report on Finance
Bill Mawyer, P.E., Executive Director*
 - b. *Presentation and Vote on Approval: Staff Report on Ivy Material Utilization Center/Recycling
Phil McKalips, Director of Solid Waste*

(Motion and vote to Recess the RSWA Board Meeting)

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

- c. *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.

10. OTHER ITEMS FROM BOARD/STAFF NOT ON AGENDA

11. CLOSED MEETING

12. ADJOURNMENT

GUIDELINES FOR PUBLIC COMMENT AT RIVANNA BOARD OF DIRECTORS MEETINGS

If you wish to address the Rivanna Board of Directors during the time allocated for public comment, please raise your hand or stand when the Chairman asks for public comments.

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.

During public hearings, the Board will attempt to hear all members of the public who wish to speak on a subject, but it must be recognized that on rare occasion comments may have to be limited because of time constraints. If a previous speaker has articulated your position, it is recommended that you not fully repeat the comments and instead advise the Board of your agreement. The time allocated for speakers at public hearings are the same as for regular Board meetings, although the Board can allow exceptions at its discretion.

Speakers should keep in mind that Board of Directors meetings are formal proceedings and all comments are recorded on tape. For that reason, speakers are requested to speak from the podium and wait to be recognized by the Chairman. In order to give all speakers proper respect and courtesy, the Board requests that speakers follow the following guidelines:

- Wait at your seat until recognized by the Chairman.
- Come forward and state your full name and address and your organizational affiliation if speaking 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;
- Summarize your key points and provide the Board with a written statement, or supporting rationale, when possible;
- If you represent a group, you may ask others at the meeting to be recognized by raising their hand or standing;
- Be respectful and civil in all interactions at Board meetings;
- The Board may ask speakers questions or seek clarification, but recognize that Board meetings are not a forum for public debate; Board Members will not recognize comments made from the audience and ask that members of the audience not interrupt the comments of speakers and remain silent while others are speaking so that other members in the audience can hear the speaker;
- 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 citizens 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. September 7, 2022



RSWA BOARD OF DIRECTORS
Minutes of Regular Meeting
July 26, 2022

A regular meeting of the Rivanna Solid Waste Authority (RSWA) Board of Directors was held on Tuesday, July 26, 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, Lonnie Wood, David Tungate, Jennifer Whitaker, John Hull, Jeff Southworth, and Deborah Anama.

Attorney(s) Present: Carrie Stanton.

1. CALL TO ORDER

Mr. Gaffney convened the July 26, 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 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 number 0-22-029, Albemarle County’s Continuity of Government Ordinance adopted on April 15th, 2020, and revised effective November 4, 2020, Ordinance number 20-A16 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 46 Guestwick Road in Sorrento, Maine.

48
49 Mr. Brian Pinkston stated he was located at 575 Alderman Road in Charlottesville, VA.

50
51 Mr. Jeff Richardson stated he was located at 401 McIntire Road, Charlottesville, VA (County
52 Office Building).

53
54 Mr. Michael Rogers stated he was located at 605 E. Main Street, Charlottesville, VA
55 (Charlottesville City Hall).

56
57 Mr. Stacey Smalls stated he was located at the Public Works Administrative Building at 305 4th Ave
58 SW, Charlottesville, VA.

59
60 Mr. Lance Stewart stated he was located at 401 McIntire Road, Charlottesville, VA (County Office
61 Building).

62
63 Mr. Mike Gaffney stated he was located in Quebec, Canada.

64
65 Mr. Gaffney stated the following Authority staff members and consultants were joining the meeting
66 electronically: Bill Mawyer, Phil McKalips, Lonnie Wood, David Tungate, Jennifer Whitaker, John
67 Hull, Jeff Southworth, Deborah Anama, Catherine Carter, and Darin Thomas.

68
69 Mr. Gaffney stated they were also joined electronically by Carrie Stanton (Williams Mullen),
70 Counsel to the Authority.

71
72 **3. AGENDA APPROVAL**

73 Mr. Gaffney asked if there was a motion to approve the agenda.

74
75 **Mr. Rogers moved that the Board approve the agenda as presented. The motion was seconded**
76 **by Mr. Andrews and passed unanimously (7-0).**

77
78 **4. MINUTES OF PREVIOUS BOARD MEETING**

79 *a. Minutes of the Regular Meeting of the Board on May 24, 2022*

80
81 Mr. Gaffney asked if there was any discussion on the minutes. Hearing none, he asked if there was a
82 motion to approve the minutes.

83
84 **Mr. Andrews moved that the Board approve the minutes of the May 24, 2022 regular meeting**
85 **of the Board. The motion was seconded by Mr. Rogers and passed unanimously (7-0).**

86
87 **5. RECOGNITIONS**

88 There were no recognitions presented.

89
90 **6. EXECUTIVE DIRECTOR'S REPORT**

91 Mr. Mawyer recognized Finance Director Lonnie Wood and Senior Accountant Kathy Ware and
92 their staff. He stated they had received the Government Finance Officers Association (GFOA) of
93 the United States and Canada Certificate of Achievement for Excellence in Financial Reporting
94 Program to the Rivanna Solid Waste Authority for their comprehensive financial report from June
95 30, 2021. He congratulated Mr. Wood, Ms. Ware, and their group for receiving this award. He
96 stated they had received this award for at least 25 years so it was a great tribute to continue the
97 tradition.

Mr. Mawyer noted that June was National Safety Month, and that was emphasized with the staff and public as was possible at their recycling facilities and the Ivy Transfer Station. He stated this was because it was brought to their attention that in Spotsylvania County, one of their employees was killed in a recycling compactor. He showed an image of the compactor at the McIntire Center. He stated the portion of the container on the far right was where all the cardboard went, and the shorter section in the middle was the plunger that pushed in and compacted the recyclable cardboard. He stated that an employee was unfortunately inside the container and killed.

Mr. Mawyer stated there were signs on the local containers to warn people not to get into the compactor for any reason; it was actually an official confined space, so employees were not allowed to go into any confined space. He stated further, they had lock-out, tag-out procedures when maintenance may have to work on this machine so that no one could turn on the compactor and crush them. He stated what happened in Spotsylvania was that the equipment was not locked out and someone turned it on while the employee was inside. He stated it was very tragic. He stated safety was an important part of their program and they worked hard to keep staff and the public safe.

Mr. Mawyer stated lastly, in accordance with their understanding of the local emergency ordinances, they would return to in-person Board of Directors meetings starting in September. He stated they would convene in the Moores Creek Administration Building in the second-floor conference room on September 27.

Mr. Mawyer stated February of 2020 was their last in-person Board meeting, so they looked forward to having the members return to Moores Creek.

7. 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 stated there were no members of the public who wished to speak at this time.

Mr. Gaffney closed the Items from the public.

8. RESPONSES TO PUBLIC COMMENT

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

9. CONSENT AGENDA

- a. *Staff Report on Finance*
- b. *Staff Report on Ivy Material Utilization Center/Recycling Operations Update*
- c. *Amendment of the 2022-2023 Capital Budget*

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

10. OTHER BUSINESS

(Motion and Vote to Recess the RSWA Board Meeting)

148 **At 2:11 p.m., Mr. Rogers moved to recess the meeting of the Rivanna Solid Waste Authority**
149 **Board. Mr. Pinkston seconded the motion, which passed unanimously (7-0).**

150
151 *(Reconvene RSWA in a Joint Session with the RWSA)*

152
153 **At 2:28 p.m., Mr. Gaffney reconvened the RSWA Board of Directors meeting and called**
154 **the joint meeting with the RWSA Board of Directors to order.**

155
156 *a. Presentation: Physical and Cyber Security Update*

157 Ms. Whitaker stated she was presenting today with Jeff Southworth from their IT management
158 group. She stated they would be providing an update to the Board on the physical and cyber
159 security program. She stated that infrastructure security had been a longstanding concern for the
160 water and wastewater industry, in part because water and wastewater had historically been
161 fundamental to the security and health of a community.

162
163 Ms. Whitaker stated that shortly after the 9/11 tragedy there were significant regulations that
164 looked at the best practices to assess risk to critical infrastructure. She stated there were 16
165 federally recognized critical infrastructure sectors, and of those 16, three applied to Rivanna
166 Water and Sewer and Solid Waste Authorities. She stated that included the dam sector, the water
167 and wastewater sector, as well as the government facilities sector. She stated more recently, the
168 American Water Infrastructure Act of 2018 mandated that utilities develop and routinely update
169 risk assessments and emergency response plans.

170
171 Ms. Whitaker stated the physical security program is used in combination with other mitigative
172 measures to reduce vulnerability and increase resilience within the Authority. She stated their
173 key programs included door hardening and replacement. She stated many of their facilities were
174 a bit older, so the doors themselves had physically deteriorated. She stated it could be seen on the
175 right side of the slide that they had put in new and more modern doors with locking hardware
176 and more intrusion-resistant facilities.

177
178 Ms. Whitaker stated they had looked at lock strengthening, key inventory, and gating and
179 fencing improvements at all the facilities, as seen with the new front gate to the Observatory
180 Water Treatment Plant. She stated they were looking at cameras and lighting; the camera system
181 that had been set up and many cameras had been added over the last few months in an effort to
182 get a sight on all critical infrastructure and ingress and egress out of their facilities.

183
184 Ms. Whitaker stated they had also done a tremendous amount of lighting work at Moores Creek
185 and other facilities, both security lighting as well as employee safety lighting. She stated that the
186 program also included landscaping and housekeeping, such as clearing fence lines to keep a good
187 line of sight. She stated last on the list was access control and badging, which was what they
188 likely thought of when discussing physical security. She stated funding for this program came
189 from many different places.

190
191 Ms. Whitaker stated that security was included in both specific independent Capital
192 Improvement Projects, as well as other capital projects and more general projects, such as the
193 water treatment plants getting upgraded doors and badging systems. She stated they had routine
194 maintenance activities where they hired out vendors, and they also had specialized tasks that in-
195 house maintenance staff did as well. She stated they were currently seeking funding from
196 Homeland Security for the Moores Creek entrance gate project, which she would discuss more in
197 a moment.

198
199 Ms. Whitaker stated access control referred to door locks, badging, and cameras that allowed
200 people to enter and exit buildings in a controlled fashion. She stated they hired a company called
201 Security 101, who had been their consultant for about two years now. She stated they helped
202 them select a system based on their needs. She stated they helped with software installation,
203 training, and support, as well as hardware design and installation, and they had been working
204 their way from the larger facilities to the smaller facilities.

205
206 Ms. Whitaker stated they were getting close to having enhanced access control at all Rivanna
207 facilities. She stated they also had an ongoing maintenance contract with Security 101, so they
208 were able to call them if a component or piece of equipment stopped working and they could
209 come out and repair it for them. She stated for instance, they occasionally had trucks hit their
210 gate access control devices and they were able to get them out relatively quickly and repair
211 those.

212
213 Ms. Whitaker stated that the key thing about the access control system was that they were able to
214 get RFID badges for employees, vendors, and contractors, so they had been able to keep better
215 control of who was exiting and entering facilities and their location permissions. She stated they
216 were able to designate permissions by department, time of day, facility, and position of the
217 person. She stated this allows them to prove their identification of employees, as well as vendors,
218 visitors, and licensed contractors. She stated it also gave them intrusion notifications and open-
219 door notifications, so if a door was propped open or broken, they were able to see that.

220
221 Ms. Whitaker stated they were more easily able to mitigate lost keys and lost badges; they were
222 able to turn them on and off quickly. She stated they were investigating an electronic padlock
223 system which they would be able to remotely control through smart phone devices.

224
225 Ms. Whitaker stated the other capital project she wanted to discuss was at Moores Creek
226 Advanced Water Resource Recovery Facility. She stated in September, they would all get the
227 opportunity to see the gate firsthand. She stated displayed on the screen was a map of the Moores
228 Creek facility entrance, which is off Franklin Street in the City, and the red arrow indicated
229 Moores Creek Lane. She stated the orange bar was their current front gate, which was the
230 entrance to the main entrance and exit to the entire 80-acre facility. She stated anyone that had
231 business at the facility—whether it be an employee, a vendor, contractor, the mailman, parks,
232 delivery—everyone passes through this main gate.

233
234 Ms. Whitaker stated while it gave a single point of control, it came with a downside. If the gate
235 was open like it is during the day to allow the public to enter, everyone had access to the entire
236 facility, and then at night it was locked and no one had access to the facility. She stated they
237 were going to get a little more nuanced about how they secured the facility.

238
239 Ms. Whitaker showed the same graphic along with photographs of the entrance to Moores Creek
240 Lane. She stated the picture at the bottom was looking back towards Franklin Street and coming
241 down the lane was how one entered the facility. She stated the front entrance sign was located at
242 the first island. She stated one could either make an entrance into the septage receiving area
243 where they received septage trucks, usually from the County, and those came in day and night,
244 so having access to this facility in both the day and night was important. She stated if not
245 entering the septage receiving area, drivers could enter this main road, which was shown in the
246 third picture.

Ms. Whitaker stated once making it past the first island, there was a choice of turning back into septage receiving, turn and go to the north side of the plant, which would take one under the bridge at Moore's Creek and to the north side of the facility, or continuing straight across the top of the bridge and to the south side of the plant. She stated there were a lot of turning movements at the front end of this facility and a lot of conflicting uses. She stated because of the geometry, there also was the main pump station, septage receiving area, duty pump station, which was an office facility as well as a functional part of the process, and some maintenance activities, all coming in and intermixing at this location as well as at least three road splits. She stated they had to get creative in their thought process about securing this front facility.

Ms. Whitaker stated shown on the slide were four red arrows, one coming into the main plant and main gate, which when opened, they would have badge-controlled access to the gate, which would allow employees to have access after hours, or anyone who had authorized access would be able to come in after hours through that main gate. She stated normally, during the day that main gate would be left open. She stated septage haulers would be able to pull into the septage receiving facility and employees would be able to continue straight down the road, and with their badge system, access through the gate to either the north or south side of the plant through the north and south gates.

Ms. Whitaker stated visitors would have a visitor lane that would allow people without badge access to pull over into the stippled area. She stated they would be able to go through a camera and access the administrative staff who can buzz them in or provide escorted access to the facility. She stated in addition, they would be installing gates that went down to the creek and fencing to create a holding area at the front of the plant, where people who needed to access septage receiving would be able to do so, but visitors could be greeted. She stated it would greatly reduce the public interaction with their wastewater process, which they felt was necessary. She stated it would integrate with their access control and camera system, so the staff had easy access in and out of the gates without too much slow-down.

Ms. Whitaker stated again, it would allow them to continue to operate septage receiving during normal hours as well as after hours, and it would dramatically improve their visitor check-in process. She stated this project of the Moores Creek gate, doors, and access control were all in their current capital plan and estimated at about \$2.8 million. She asked if there were any questions on the security program.

Mr. Gaffney asked if there were any questions for Ms. Whitaker.

Mr. Southworth stated cybersecurity was the practice of defending computers, servers, mobile devices, electronic systems, networks, and data from malicious attacks. He stated common cyberattacks included computer viruses, malware, phishing emails, social engineering to obtain passwords from users, impersonation, which was pretending to be someone in order to gain information or task performed, and intercepting communications. He continued that there were two different sources for guidance, one being the Cybersecurity & Infrastructure Security Agency (CISA), which was part of the Department of Homeland Security, setting security standards and giving guidance and threat alerts. He stated the other was AWWA guidance tool, which closely aligned with CISA and was used in security assessments.

Mr. Southworth stated for what they needed to protect and why, they needed to understand the risks in both technology and physical security and know that 90% of successful cyberattacks were caused by human error, such as clicking a link, answering questions, or allowing someone

inside the network. He stated that third-party vendors could damage the network as well. He stated how the evaluated options and prioritized solutions helped the Authority allocate the resources they needed to secure the network. He stated based on the risk assessments, they were developing a cybersecurity plan and protocols. He stated the Rivanna IT team was the leader for cybersecurity within the organization, but it encompassed all the employees as well as the top management.

Mr. Southworth explained that the CISA Security Assessment looked at the categories of: IT risk assessment; IT asset management; supply chain risk management; identity management, i.e., authentication and access control; awareness and training; data security; IT response planning; and disaster recovery planning.

Mr. Southworth stated for the CISA Security Assessment completed by the outside contractor, they used network mapping tools, the Security Event and Information Management (SEIM) tool, and a vulnerability scan tool. He stated there was a network assessment and a penetration vulnerability testing completed by outside contractors. He provided AWWA recommendations on a slide. He noted one of the recommendations was to implement network segmentation by firewalls. He stated that had been completed. He stated the administrative network was separated from the operational network, so if one network was breached, it did not affect the other. He stated the administrative network was more vulnerable than the operational network.

Mr. Southworth stated they began using strong passwords and had changed the default passwords. He stated they were reviewing other access controls. He stated they had a strong password policy in place. He stated they were evaluating using more multi-factor authentication (MFA) methods. He noted a recommendation was to implement an employee cybersecurity training program. He stated it would be an ongoing training with staff.

Mr. Southworth stated they had adopted a defense-in-depth approach with five different categories—application and data security; host security; network security; physical security; and policies and procedures. He stated a 90-day password expiration policy and strong password requirements were implemented. He stated the password requirements were over eight characters, to include special characters, uppercase and lowercase characters, and at least one numeric character.

Mr. Southworth stated they were cleaning up the Microsoft Active Directory. He stated there were stale items that had been identified. He stated they were using UltraBac Software for file and folder backups. He stated those backups were taken offsite. He stated they used a Barracuda Microsoft Office 365 backup. He stated the organization used Microsoft Exchange, OneDrive, Teams, and SharePoint. He stated there were backups in place for any instance the cloud may be breached.

Mr. Southworth stated they were working on the monthly patching for the servers and computers. He stated they used Sophos Antivirus on the servers, computers, and phones. He stated there was a mobile-device-management (MDM) process for cellphones and laptops. He stated in regard to network security, they were creating a geo-fence to examine the trouble spots. He stated they installed a firewall to protect the network. He stated on a daily basis, there was anywhere from 20,000 to 25,000 access attempts. He stated there was router antivirus software.

Mr. Southworth stated there were IPSEC tunnels between the internal routes, so there were virtual, private connections to those networks. He stated those protections were still being

strengthened. He stated they were constantly monitoring the network to ensure there had been no breaches.

Mr. Southworth stated in regard to physical security, they had implemented a building access badging system. He stated he agreed that they needed more video cameras. He stated they were using email phishing campaign training. He stated they used the KnowBe4 service, and it had been successful. He stated it was rolled out in the past six months, and the staff response had been good.

Mr. Southworth stated they had updated IT policies. He stated they implemented non-disclosure agreements with their IT vendors as well as SCADA vendors coming into the organization. He stated there was a bring-your-own-device (BYOD) policy being developed. He provided an overview of the threat modeling. He stated in terms of geofencing, they were keeping a tight rein on the areas. He stated they were receiving spam mail from all over the world.

Mr. Southworth stated the cybersecurity program was a continuous process of assessing, testing, and implementing the changes to defend against the latest threats. He stated the IT team was committed to leading and fostering a cybersecurity culture with the employees, and providing a security ecosystem that included technology, user training, and leadership awareness.

Mr. Gaffney asked if there were questions or comments.

Ms. Mallek noted the non-disclosure agreement (NDA) for contractors. She asked if the contractors had to provide employee clearance and verification.

Mr. Southworth stated they worked with different, specific companies. He stated they vetted the process before the vendors connected to the internal network. He stated they were also shadowed by the IT department, so they were aware of everything the vendors did on the network. He stated it was also logged.

Ms. Mallek asked if there was a written record of the actions taken, like a keystroke log.

Mr. Southworth stated there was always caution exercised towards outside vendors. He stated they did not have keystroke loggers. He stated they had logs in place for what changes were made to the SCADA system and the internal network. He stated they fully vetted all of the contracted companies before they came into contact with the Authority's network.

Mr. Pinkston asked if the amount of access requests and spam was typical for a utility.

Mr. Southworth stated yes. He stated from his previous experience, cyberattacks could be done remotely and automatically. He stated there were programs that constantly sent out spam requests. He stated the spam was not exclusive to utility organizations. He stated it was typical. He stated the amount of spam depended on how visible and disseminated the organization's email addresses were. He stated Mr. Mawyer, Mr. Wood, and Ms. Nemeth were more vulnerable due to their public exposure. He stated they received nearly 3,000 spam emails a day.

Mr. Pinkston stated he presumed all of the steps taken were also mitigating the risk of a ransomware attack.

Mr. Southworth stated that was correct. He stated he had not mentioned ransomware. He stated

there were backups located offsite, so there was an airgap. He stated the cloud services were also backed up to a third party in two different locations.

Mr. Pinkston asked if the SCADA system was provided by a proprietary vendor or if it was home-grown.

Mr. Southworth stated SCADA was the process that the program logic controllers (PLCs) ran in the devices out in the treatment plants, such as the motors to open the gates or the controls for the chemical treatment of the water. He stated the SCADA programmed monitored the PLCs and the treatment. He stated it was important to separate the systems so that they were more secure.

Mr. Mawyer stated the system was proprietary.

Mr. Southworth stated they did not write the program. He stated they worked with a couple different vendors, and GE was one of them. He stated all utilities used the SCADA system.

Mr. Mawyer stated he believed the system was a GE system.

Mr. Pinkston asked what SCADA stood for.

Mr. Mawyer explained SCADA stood for Supervisory Control and Data Acquisition. He stated the acronym was about monitoring the treatment process through data acquisition and controlling the process through supervisory control in response to the data. He stated it was one of the greatest vulnerabilities for the Authority, that someone would hack into and take control of the SCADA system to potentially impact the treatment process.

Mr. Pinkston noted Mr. Southworth was working hard to protect the system.

Mr. Mawyer stated isolating the system from the administrative network was one of the key components of protecting the SCADA. He stated it was not hooked in with the other internet systems.

Mr. Gaffney noted the Badge system. He asked if they proactively reviewed where the badges went on a regular basis, or if they only reviewed them if an event occurred.

Ms. Whitaker stated there were a variety of ways of examining the problem. She stated they had looked at vendor activity through a facility. She stated they had reviewed individual buildings. She stated she did not know how much random auditing was performed. She stated they had historically looked for specific patterns for different reasons.

Mr. Mawyer stated the badges were programmed to only provide access to the places that employees needed to go. He stated people did not have unlimited access because they had a badge.

Mr. Gaffney asked if there were further comments or questions.

Mr. Rogers asked if the camera system was monitored 24/7.

Ms. Whitaker stated operators could view the camera feeds and certain camera feeds were available at their workstations. She stated if the cameras were applicable to the work being done,

then the feed may be available to operators. She stated as an example, the South Rivanna WTP had a camera on the dam, and the operator was able to access that camera feed at all times. She stated they did not have access to the entire network of cameras.

Mr. Roger asked if an alarm system had been installed at key vulnerability points to alert the system to intruders.

Ms. Whitaker stated the systems in place could be set for several different purposes. She stated cameras could be set to provide internal notifications if there was a particularly heightened concern. She stated the issue became what to do with the information once the alarm was triggered. She stated there were intrusion devices at key doors, hatches, and fences that will trigger an alarm alerting that someone entered the facility unauthorized.

Ms. Mallek stated if someone were busy, they could be notified to review the camera feed when there were people where they should not be. She stated she hoped they were programming the cameras to detect those situations so they were not triggered by the motion of the water.

Ms. Whitaker stated occasionally, they also caught a few bears and deer on the camera.

b. Presentation and Work Session: 2023-2028 Strategic Plan Update

Mr. Darin Thomas, Vice-President of Raftelis Financial Consultants Inc, stated Ms. Catherine Carter, Senior Manager of Raftelis Financial Consultants Inc, was also present. He stated the intent of the presentation was to provide the Board with a briefing on where things stood relative to the development and update of the Authority's strategic plan. He stated the organization had a rich history of strategic planning. He stated he and Ms. Carter did this as a living for utility authorities and local governments around the country.

Mr. Thomas stated he lived in Greensboro, North Carolina, and Ms. Carter worked from the headquarters in Charlotte, North Carolina. He stated they were involved with the development of the previous strategic planning document. He stated typically, it was best practice to update the plans on a five-year cycle. He stated the planning had been initiated by the Board. He stated they had requested a readout on where the Authority was going, what its goals were, and the direction of the organization. He stated he would provide an overview of the process and the timeline. He stated stakeholder input had been gathered. He stated it was best practice when drafting a strategic plan to get the input from people who were leading the organization, or a stakeholder in the organizations.

Mr. Thomas stated he would discuss the stakeholder feedback. He stated the Board had items in their packets that provided more details. He stated he would review vision, mission, and values. He stated they did not recommend, nor was the steering committee recommending—composed of Mr. Mawyer, his leadership team, and a few others—significant changes to the vision, mission, and values. He stated they would discuss emerging or proposed areas of focus for the organization—also known as goals, focus areas, or priorities. He stated the presentation would wrap up with next steps.

Mr. Thomas provided a project timeline for the overall project. He stated there were six events. He stated there had been a kickoff meeting—a structured conversation with the core strategic planning team. He stated the team had about 12 people, including Mr. Mawyer, Ms. Whitaker, Mr. Tungate, Mr. Wood and other leaders in the organization. He stated the event was on June 9, and they produced a project charter and defined the stakeholders to consult at the meeting.

Mr. Thomas stated shortly after the June 9 meeting, many members of the Board were interviewed as part of the portfolio of stakeholder engagement. He stated the engagements included structured interviews, online surveys, and others. He stated stakeholder engagement was concluded in July. He stated on July 7, there was a foundation workshop. He stated at the workshop, development of the draft strategic plan was advanced. He stated moving forward, after receiving Board input, they would have another workshop with the core planning team on August 18. He stated it was a strategy workshop where they add more specificity to the strategic plan.

Mr. Thomas stated that in the August and September timeframe, they would start designing and writing a new, updated, five-year strategic plan for the Authority that would be presented to the Board for its input. He stated once they received the Board's input, they would finalize the draft. He stated in September and October, they would transition into implementation.

Mr. Thomas stated Ms. Carter was involved in driving the stakeholder feedback. He stated the Board had two deliverables in the packets, and Ms. Carter would provide a high-level discussion on the contents.

Ms. Carter noted about 76% of the employees in the Authority took the survey. She stated they performed interviews with members of the leadership team and employee focus groups. She stated about 35 people participated across three different focus groups. She stated Board interviews and external stakeholder interviews were conducted as well. She stated they were still working to schedule some of the interviews, but had been in contact with most of the people identified as high-priority stakeholders. She stated the results were captured in the Board's informational packet.

Ms. Carter stated when they performed stakeholder interviews and employee engagement, they often focused on different types of questions. She stated the first question revolved around aspirations—what would make them proud of the organization in five years, and what did they want the Authority to be known for. She stated there were themes common across the responses. She stated key aspirations focused on regional leadership and being the model for other organizations and utilities. She stated there was focus on workforce development and engagement.

Ms. Carter stated other key themes included topic such as updated facilities and infrastructure. She stated people wanted to work in facilities that met their needs, and people wanted the infrastructure to continue to meet the needs of the client population. She stated another topic was streamlined and efficient operations. She stated the workforce was professional, and strides had been taken to make the operational processes more efficient. She stated employees were especially proud of the work done in those areas. She stated it would make them proud if the stakeholders and community had an understanding of the value of the services provided.

Ms. Carter stated they then asked respondents and interviewees about strengths. She stated there was a lot of energy around the professional and knowledgeable workforce. She stated excellent product quality was mentioned. She stated people felt strongly about the leadership and organizational culture. She stated long-term and capital planning was a strength of the organization. She stated stakeholders and others felt the Authority was responsive and reliable. She stated members of the leadership team and the Authority general felt they had sufficient resources to fulfill the organizational missions—financial resources, operational resources, and

548 internal expertise.

549
550 Ms. Carter stated there was the desire for the Authority to seize the opportunity to increase
551 regional visibility through engagement in regional conversations. She stated there were
552 opportunities for external partnerships to help support the Authority goals. She stated an example
553 may be the relationship with PVCC. She stated in light of the Great Resignation, there was still
554 the feeling of opportunity around employee recruitment and retention, but continued effort was
555 needed.

556
557 Ms. Carter stated there was the feeling they would have the opportunity to expand internal
558 opportunities. She stated a cohesive, shared vision with RSWA was emphasized. She stated there
559 were big opportunities and discussions around environmental stewardship. She stated they were
560 ensuring the operations and activities of the Authority were environmentally friendly. She stated
561 there was the conversation around increasing the organizations focus on diversity, equity, and
562 inclusion. She stated it was a common point.

563
564 Ms. Carter stated they asked questions regarding the critical issues, such as the barriers that
565 needed to be addressed and the things they needed to ensure they were capturing and responding
566 to in the strategic plan. She stated there was a real need to address technology upgrades and
567 cybersecurity needs. She noted the growth of the population of the service area and the future
568 impacts. She noted supply chain issues - materials that the organization needed to operate - were
569 less available, more expensive, or both.

570
571 Ms. Carter stated there was discussion around the lack of community understanding and
572 awareness of the services the Authority provided. She stated it was a topic that needed to be
573 addressed for the organization to be successful. She stated there was discussion around service
574 affordability, capital project financing, and regulatory requirements. She stated a lot was
575 uncertain, and the uncertainty could be addressed through capital projects. She stated addressing
576 changing regulations was expensive. She stated there was discussion around staff workload and
577 capacity. She stated with the turnover and the range of activities at the Authority, people were
578 moving in many directions.

579
580 Ms. Carter stated there was the issue of climate change and operational resiliency. She stated the
581 organization would be forced to adapt to mitigate the impacts of climate change. She stated in
582 the survey, they asked employees to give a sense of the performance in various areas. She stated
583 employees were asked to rate performance from "Excellent" to "Poor," and the responses were
584 given an average numerical score. She stated the same questions were asked in 2017 and in 2022.
585 She stated in every one of the categories, employees considered performance to have increased
586 between 2017 and 2022.

587
588 Ms. Carter stated employees felt performance increased the most in the areas of workforce and
589 employee/leadership development, and in infrastructure stability. She stated both were focus
590 areas of the previous strategic plan. She stated there was a bigger awareness of what the
591 Authority did among the employees and clients. She stated there was deliberate effort to improve
592 in those areas.

593
594 Mr. Richardson asked if the improvements related to performance in workforce was related to
595 the employee perception of the employer's commitment to employee development.

596
597 Ms. Carter stated for each of the categories, there was a short accompanying statement to provide

598 more context. She stated in the case of workforce, it was focused on employee and leadership
599 development—the organization’s ability to attract, develop, and retain a highly skilled and
600 professional workforce. She stated the increase was a reflection of employee’s perception of the
601 categories and concepts.

602
603 Mr. Thomas stated the Board could be comforted that the organization appeared to make
604 progress. He stated it had been five years since his firm last engaged with the Authority. He
605 stated they were able to feel the improvements throughout the organization. He stated in some
606 cases, perception was reality. He stated the data reflected the perception of the employees.

607
608 Mr. Thomas stated they needed to determine a way to deal with the input they received. He
609 stated it was the job of the consultant to help the core planning team convert the input to decision
610 making. He stated they had the tendency to rely on the aspiration questions. He stated they
611 reviewed the aspirational themes against the vision statement. He stated the strengths were used
612 to inform the mission of the strategic plan.

613
614 Mr. Thomas provided the current vision of the organization. He stated after the previous
615 workshop, there was an edit made to the vision statement that smoothed the wording. He stated
616 there was no significant energy from the core planning team to make a radical change to the
617 vision statement. He stated they proposed to make a small change to the vision statement. He
618 read the current vision statement:

619
620 “To serve the community and be a recognized leader in environmental stewardship by providing
621 exceptional water and solid waste services.”

622
623 as compared to the proposed vision statement:

624
625 “To serve the community as a recognized leader in environmental stewardship by providing
626 exceptional water and solid waste services.”

627
628 Mr. Thomas asked if the Board had any reactions or thoughts in response to the changes made to
629 the vision statement.

630
631 Ms. Mallek stated either wording was fine. She stated she appreciated seeing the written vision
632 statement because it showed the provision of services was the priority, and being a recognized
633 leader was a byproduct of providing services. She stated she was concerned all the energy would
634 be devoted to being a regional leader, but the change in the vision statement addressed that
635 concern.

636
637 Mr. Gaffney noted in the current vision statement, there were two goals, and in the proposed
638 statement, there was only one. He stated he supported the conciseness.

639
640 Mr. Thomas read the current mission statement:

641
642 “Our professional team of knowledgeable and engaged personnel serve the Charlottesville,
643 Albemarle, and UVA community by providing high quality water treatment, refuse, and
644 recycling services in a financially and environmentally responsible manner.”

645
646 and the proposed mission statement:

647

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

651
652 Mr. Thomas stated there was a subtle change in the mission statement. He stated the mission
653 statement was the purpose of the organization and communicated the reason it existed. He stated
654 the emphasis of the statement was on a fiscally responsible and sustainable manner at the end.
655 He stated there was sufficient input from all of the stakeholders about the recognition of
656 environmental stewardship and sustainability, and the revisions better emphasized those
657 categories.

658
659 Mr. Gaffney noted financial stability and responsibility meant the Authority was breaking even.

660
661 Mr. Thomas stated utilities were expensive to operate.

662
663 Ms. Mallek stated she was glad the statement did not say “financially feasible,” because there are
664 things that must be done even though they were expensive.

665
666 Mr. Thomas stated there were no proposed changes to the values. He stated during the previous
667 work session, the core planning team thought through what the most deeply held beliefs were
668 and what it wanted the culture to be. He stated values were used to make decisions when no one
669 was watching. He stated the values were still representative of the organization’s beliefs.

670
671 Mr. Thomas stated all of the stakeholder input was used in the foundation workshop. He stated
672 they would review what they had focused on in the past and consider what needed to be done to
673 be responsive to some of the opportunities that had been brought up by the stakeholders. He
674 stated the organization had been focused on advancing workforce development. He stated that
675 was visible in survey results that had been presented. He stated operational optimization had
676 been a focus area along with being an efficient organization that used resources wisely. He stated
677 communication and collaboration served to allow the organization to support its primary
678 customers.

679
680 Mr. Thomas stated the organization had a focus on and strategies for communication and
681 collaboration. He stated they were an environmental company at the core and focused on
682 environmental stewardship. He stated a lot of feedback was received related to infrastructure
683 master planning. He stated solid waste services was another topic of focus.

684
685 Mr. Thomas stated there were proposed or emerging areas of focus. He stated the solid waste
686 service goal was not as prominent. He stated it had been assumed by the emerging focus areas.
687 He stated there were six goals in the previous strategic plan. He stated the core planning team
688 was considering having five goals. He stated those five goals were displayed on the slide. He
689 stated they recognized that workforce was a focus of the organization. He stated they needed
690 highly skilled, competent, engaged, and highly performing employees to accomplish the
691 organizational goals. He stated workforce was about attracting, developing, and retaining an
692 adequate and competent workforce.

693
694 Mr. Thomas stated in addition to optimization, the organization needed to be resilient. He stated
695 the second emerging goal category focused on the notion of organizational optimization and
696 resiliency. He stated the organization should be efficient, leverage technology, and be able to
697 know where its risks were and be able to mitigate those risks. He stated the third proposed area

of focus was on planning and infrastructure. He stated the organization, as a utility, must always take a long-term view. He stated the fourth proposed goal area related to communication and collaboration with stakeholders. He stated they did that to elevate the brand and the awareness of the organization.

Mr. Thomas stated the fifth goal of environmental stewardship was about the organization being a strong voice for sustainability, locally and in the region. He stated the message to the Board was that they were proposing five goal areas instead of the former six. He asked for thoughts or reactions from the Board. He asked if there were other priorities that the Board believed should be considered that would not fall under one of the five proposed categories.

Mr. Rogers asked if diversity, equity, and inclusion would fall under the workforce category.

Mr. Thomas stated yes.

Ms. Carter stated they did not put all the information on the slide. She stated at the previous work session, they determined what concepts fell into the five goal categories. She stated diversity, equity, and inclusion was included in the workforce theme and the stakeholder communication and collaboration theme.

Mr. Rogers asked if there would be a work plan within each one the goals to realize the intent.

Mr. Thomas stated that was correct. He stated the next work session would add more specificity and detail to the goals. He stated they would address specific strategies to drive success.

Mr. Rogers stated the five areas were right. He stated he supported the messaging and the intent of the proposed goals.

Ms. Mallek confirmed that the five proposed goals would apply to RWSA and RSWA.

Mr. Thomas stated that was correct.

Ms. Mallek asked when the adjustments for new regulations would be implemented. She stated they had discussed the uncertainty regarding future regulations.

Ms. Carter stated it depended on which regulations. She stated if they were discussing the American Water Infrastructure Act, then it would fall under operational resiliency. She stated some regulations would be addressed through planning and infrastructure, and some planning would fall under environmental stewardship. She stated it would depend on what the content of the regulation was and where they came from. She stated regulations could come from the EPA or be related to the workforce.

Ms. Mallek asked if water quality regulations would be addressed through efficient operations and performing whatever capital investments were required. She stated new water regulations were coming with new testing guidelines.

Mr. Pinkston stated he supported the proposed goals and reflected how he felt about the organization. He stated many people had no concept of what the Authority did. He stated for instance, with the CWL, roughly half the cost was borne by the County. He stated elevating the brand was important.

748
749 Mr. Smalls asked if climate action would be included under environmental stewardship.

750
751 Mr. Thomas stated exactly.

752
753 Mr. Smalls stated it was difficult to have to interpret the goals. He asked if using the Authority's
754 expertise was included under stakeholder communication.

755
756 Mr. Thomas stated that would be his reaction, but he would take that input from Mr. Smalls. He
757 stated these were the conversations needed to sort through the details.

758
759 Mr. Richardson noted solid waste was not included at all within the five proposed goals. He
760 stated his assumption was that as staff worked with the consultant and received input, then they
761 were looking at topics such as waste-stream reduction and performance measurements to take
762 advantage of recycling technology. He stated they looked to be an Authority in a leadership role
763 as technology improved. He asked if solid waste and environmental stewardship connected.

764
765 Mr. Thomas stated he thought it did. He stated Mr. Richardson provided great input because it
766 was helping them prepare from a strategy development perspective. He stated they would weave
767 the themes throughout each of the goals.

768
769 Ms. Hildebrand stated she liked that the "infrastructure and master planning" category had
770 evolved to "planning and infrastructure." She noted the large projects the Authority had
771 undertaken. She stated the master planning that had been accomplished would be put into long-
772 term goals for infrastructure planning.

773
774 Mr. Thomas stated they had that very same discussion.

775
776 Mr. Gaffney asked what the next steps were.

777
778 Mr. Thomas stated the Board's input was appreciated. He stated they would begin to incorporate
779 the feedback, and it would inform how decisions were made for the next work session. He stated
780 they would be able to work with the leadership team to define the specificity around each of the
781 particular focus areas.

782
783 Mr. Thomas stated the specificity would be in the form of various strategies. He stated they
784 would ensure they identified key metrics. He stated they would return to the Board in September.
785 He stated after the September meeting, the goal was to draft a strategic plan by October. He
786 stated the Board would deliberate on the final draft. He stated the plan was then passed to Mr.
787 Mawyer to implement. He stated the plan would then guide the organization for the next five
788 years.

789
790 Mr. Rogers stated he had been through many strategic planning sessions and processes through
791 the years. He stated he supported the way the plan was being done.

792
793 Mr. Stewart stated he was familiar with the current strategic plan. He stated there were more
794 details to revisit and work through with stakeholders. He asked if there were future plans to gain
795 input from stakeholders, such as himself, the County representative for RSWA, Mr. Smalls, and
796 others.

797

798 Mr. Thomas stated the part of the data collection from stakeholder engagement was complete. He
799 stated there were a few people to touch base with. He stated as some of the strategies began to
800 develop, and if there were key stakeholders impacted by some of the strategies, it was in their
801 purview to reach out and get input from the stakeholders who may participate. He stated they did
802 not have a formal point where they would validate the specificity of the plan to outside
803 stakeholders.
804

805 Mr. Mawyer stated it sounded like a good plan. He stated if there were particular items that
806 related, then they could reconnect with Mr. Stewart and Mr. Smalls.
807

808 ***11. OTHER ITEMS FROM BOARD/STAFF NOT ON AGENDA***

809 Mr. Gaffney asked if there were other items from Board members or staff not on the agenda and
810 heard none.
811

812 ***12. CLOSED MEETING***

813 **At 3:59 p.m., Mr. Pinkston moved the RSWA to enter into a joint closed session with the**
814 **RWSA. Mr. Andrews seconded the motion, which passed unanimously (7-0).**
815

816 Mr. Gaffney asked if a roll call vote was required to leave the closed session.
817

818 Ms. Stanton stated the boards would reconvene in public and take a roll call vote to certify the
819 closed session. She explained that any resolution or motion agreed to in the closed session must be
820 voted on in the public meeting for it to be effective. She stated after the certification vote, there
821 would need to be a motion, a second, and a vote to approve whatever was agreed to in the closed
822 meeting.
823

824 **At 4:51 p.m., Mr. Smalls moved the RSWA to certify the closed session. Mr. Rogers seconded**
825 **the motion, which carried unanimously (7-0).**
826

827 Mr. Gaffney requested both boards make a motion that gave the Executive Director, Mr. Mawyer, a
828 6% increase in his salary as of July 1, and increase his vacation from 4 weeks to 5 weeks after 5
829 years of service in keeping with the Rivanna Employees Standard Policy.
830

831 **Mr. Rogers made the motion for the RSWA to approve an increase to the Executive**
832 **Director's salary by 6% and his vacation time to 5 weeks after 5 years of service in keeping**
833 **with the Rivanna Employees Standard Policy. Mr. Pinkston seconded the motion, which**
834 **carried unanimously (7-0).**
835

836 ***13. ADJOURNMENT***

837 **At 4:53 p.m., Mr. Smalls moved to adjourn the meeting of the Rivanna Solid Waste**
838 **Authority. Mr. Rogers seconded the motion, which passed unanimously (7-0).**
839



MEMORANDUM

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

FROM: BILL MAWYER, EXECUTIVE DIRECTOR

SUBJECT: EXECUTIVE DIRECTOR'S REPORT

DATE: SEPTEMBER 27, 2022

STRATEGIC PLAN GOAL: WORKFORCE DEVELOPMENT

On-Site Vaccinations

Augusta Health will provide flu vaccinations at the Moores Creek and IMUC locations for staff on October 4, 2022.

STRATEGIC PLAN GOAL: OPERATIONAL OPTIMIZATION

National Preparedness Month

September is National Preparedness Month and flooding is our country's most common natural disaster. Hurricanes, heavy rain fall, and other natural events can create flooding without warning. Rivanna has an Emergency Operations Plan with numerous checklists to prepare our facilities and staff for these events. We encourage everyone to be prepared for disasters and emergencies. Important safety tips to remember during and after a flood include:

- Do not walk, swim, or drive through flood waters
- Stay off bridges which are over fast- moving water
- Do not go near downed or damaged electric/power lines
- Sign up for our community's Code Red warning system

Code Red Alert System

Along with the Regional Emergency Operations Center, we use the Code Red alert system for staff Emergency Notifications. Code Red is a mass notification system used during emergencies such as active shooters, tornados, fires, etc. We test this system at least annually by sending each staff member an email, phone text or phone call to notify him/her of impending danger.

STRATEGIC PLAN GOAL: ENVIRONMENTAL STEWARDSHIP

Public Pesticide Collection

RSWA hosted the Virginia Department of Agriculture and Consumer Services at Ivy MUC on September 8, 2022 as they conducted a public pesticide collection event. This event allowed the

community to bring pesticide materials to Ivy where a VDACS' contractor collected the materials for proper disposal.



STRATEGIC PLAN GOAL: COMMUNICATION & COLLABORATION

VDEQ Solid Waste Fee Study Working Group

In September 2021, I reported that I was serving on a VDEQ Solid Waste Fee Study Working Group. The purpose of this group was to recommend increases to the annual fees for nonhazardous waste management facilities to recover 100% of VDEQ Solid Waste expenses, as directed by the Virginia General Assembly (S.B. 250). We estimated that our annual transfer station fee of \$6468 may increase to about \$15,000, and our annual post-closure fee of \$1176 may increase to about \$2800, as the result of this directive. This bill and the proposed increases were vetoed by the Governor.



MEMORANDUM

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

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

REVIEWED: BILL MAWYER, EXECUTIVE DIRECTOR

SUBJECT: JUNE 2022 FINANCIAL SUMMARY

DATE: SEPTEMBER 27, 2022

The results of operations and remediation activities for fiscal year ending June 30, 2022 are summarized below and in the attached statements.

	<u>Operating Results</u>	<u>Remediation Results</u>	<u>Total</u>
Total Revenues	\$ 3,978,770	\$ -	\$ 3,978,770
Total Expenses	<u>(5,502,859)</u>	<u>(933,179)</u>	<u>(6,436,038)</u>
Net operating results	(1,524,089)	(933,179)	(2,457,268)
Support - MOU & Local	<u>1,878,711</u>	<u>1,033,698</u>	<u>2,912,409</u>
Surplus/(Deficit)	<u><u>\$ 354,622</u></u>	<u><u>\$ 100,519</u></u>	<u><u>\$ 455,141</u></u>

Total operating revenue for the fiscal year was \$1,440,900 over budget, and total operating expenses were \$1,086,200 over budget. The Authority processed 78,652 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	46,773	29,423	2,456	78,652
Net operating revenue (costs)	\$ (808,257)	\$ 125,463	\$ (841,295)	\$ (1,524,089)
Net revenue (cost) per ton	\$ (17.28)	\$ 4.26	\$ (342.55)	\$ (19.38)

Please note that the budget and these monthly budget vs. actual statements are prepared on a different basis than the annual comprehensive financial report (ACFR). Year-end adjustments are recorded every year to conform to the accounting principles required for the ACFR. These monthly statements were prepared prior to recording those year-end adjustments.

Attachments



MEMORANDUM

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

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

REVIEWED: BILL MAWYER, EXECUTIVE DIRECTOR

SUBJECT: JULY 2022 FINANCIAL SUMMARY

DATE: SEPTEMBER 27, 2022

Total operating revenue for the first month of this fiscal year was \$395,600, and total operating expenses were \$526,750, which results in a \$131,150 deficit for the month. This deficit is less than the estimated deficit of \$275,775 anticipated in the budget for the month of July. Funding support from the County and City for operations and remediation of \$760,220 was received in July.

The Authority processed 8,395 tons of waste and recycling products in July. A breakdown of net revenue or cost per ton, including overhead and administrative support costs, is shown below.

	<u>Ivy Operations</u>	<u>Ivy Transfer</u>	<u>Recycling</u>	<u>Total</u>
Tonnage	4,170	4,049	176	8,395
Net operating revenue (costs)	\$ 62,225	\$ (68,427)	\$ (65,335)	\$ (71,537)
Net revenue (cost) per ton	\$ 14.92	\$ (16.90)	\$ (371.22)	\$ (8.52)

Attachments

RIVANNA SOLID WASTE AUTHORITY
REVENUE AND EXPENSE SUMMARY REPORT
FISCAL YEAR 2022
FOR THE MONTH ENDED 6/30/2022

Target Rate: 100.00%

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	871,789	\$ 334,800	871,789								
Ivy MSW Transfer Tipping Fees	1,833,400	2,556,019			1,833,400	2,556,019						
Material Sales-Ivy	110,000	87,014	110,000	87,014								
Recycling Revenues	156,300	322,233					20,000	40,542	136,300	281,691		
Other Revenues	93,000	113,733			93,000	113,733						
Interest & Fees	10,400	27,982									10,400	27,982
Total Revenues Budget vs. Actual*	\$ 2,537,900	\$ 3,978,770 156.77%	\$ 444,800	\$ 958,803 215.56%	\$ 1,926,400	\$ 2,669,752 138.59%	\$ 20,000	\$ 40,542 202.71%	\$ 136,300	\$ 281,691 206.67%	\$ 10,400	\$ 27,982 269.06%
EXPENSES												
Ivy Operations	518,796	640,859	518,796	640,859								
Ivy MSW Transfer	2,414,696	3,285,527			2,414,696	3,285,527						
Ivy Convenience Center	314,473	297,500					314,473	297,500				
Recycling Operations	581,368	712,043							581,368	712,043		
Administration	834,506	797,910									834,506	797,910
Total Expenses Budget vs. Actual*	\$ 4,663,839	\$ 5,733,838 122.94%	518,796	640,859 123.53%	2,414,696	3,285,527 136.06%	314,473	297,500 94.60%	581,368	712,043 122.48%	834,506	797,910 95.61%
Net Results Before Administrative Allocation	\$ (2,125,939)	\$ (1,755,068)	\$ (73,996)	\$ 317,945	\$ (488,296)	\$ (615,775)	\$ (294,473)	\$ (256,958)	\$ (445,068)	\$ (430,351)	\$ (824,106)	\$ (769,928)
Administrative allocations:												
Administrative costs to Envir. MOU (below)	247,232	230,978									247,232	230,978
Administrative costs to Operations	-	-	(206,027)	(192,482)	(206,027)	(192,482)	-	-	(164,821)	(153,986)	576,874	538,950
Net Operating Income (Loss)	\$ (1,878,707)	\$ (1,524,089)	\$ (280,023)	\$ 125,463	\$ (694,323)	\$ (808,257)	\$ (294,473)	\$ (256,958)	\$ (609,889)	\$ (584,337)	\$ -	\$ -
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	\$ -	\$ 354,622										

<u>Environmental Programs</u>		
	Budget	Actual Y-T-D
REVENUES		
Remediation Support	1,020,496	1,033,698
Total Revenues	1,020,496	1,033,698
Budget vs. Actual*		101.29%
EXPENSES		
Ivy Environmental	773,264	702,201
Administrative Allocation	247,232	230,978
	1,020,496	933,179
Budget vs. Actual*		91.44%
Cash Reserves Used	-	-
Surplus (Deficit) - Environmental	\$ -	\$ 100,519
Total Surplus (Deficit)	\$ -	\$ 455,141

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

	July	August	September	October	November	December	January	February	March	April	May	June	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	\$ 144,557	\$ 871,789
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	254,569	2,556,019
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	5,509	87,014
Ivy Convenience Center	-	-	9,176	-	-	12,690	-	-	9,747	-	-	8,929	40,542
Recycling	12,816	16,292	10,331	28,198	33,568	59,341	21,439	25,685	18,655	17,437	27,121	10,809	281,691
Other Revenues	16,510	9,031	9,570	7,508	6,879	7,770	6,486	7,576	10,040	10,955	9,991	11,417	113,733
Interest & Late Fees	2,463	1,914	2,783	3,492	1,133	414	2,509	2,499	2,155	3,321	2,437	2,861	27,982
Total Revenues	\$ 272,733	\$ 292,031	\$ 321,377	\$ 294,670	\$ 316,369	\$ 338,051	\$ 242,526	\$ 305,035	\$ 372,860	\$ 402,026	\$ 382,441	\$ 438,651	\$ 3,978,770
<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	\$ 41,832	\$ 640,859
Ivy Environmental	37,298	50,978	53,561	71,467	32,769	92,418	45,185	39,085	50,701	33,255	132,467	63,017	702,201
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	309,420	3,285,527
Ivy Convenience Center	23,687	22,962	29,206	36,397	26,709	28,379	26,417	(109)	28,143	28,159	25,864	21,686	297,500
Recycling Operation	57,427	47,534	62,637	54,115	41,028	51,212	57,963	86,037	71,595	60,313	66,275	55,905	712,043
Administration	64,067	62,839	63,892	70,088	64,676	65,339	74,289	66,355	67,235	69,058	65,259	64,814	797,910
Total Expenses	\$ 361,466	\$ 569,861	\$ 540,547	\$ 612,192	\$ 464,152	\$ 483,648	\$ 567,031	\$ 549,390	\$ 544,487	\$ 545,720	\$ 640,869	\$ 556,675	\$ 6,436,039
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)	\$ (118,023)	\$ (2,457,268)
<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	38,947	1,033,698
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)	\$ (79,076)	\$ 455,141

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

Revenue Line Item

IVY TIPPING FEES

Clean Fill Material	9,000	21,763
Grindable Vegetative Material	4,000	7,210
Tires, Whole	120	66
Tires/White Good (per item)		
<i>Subtotal</i>	13,120	29,038

IVY TRANSFER STATION

Compost Services	500	376
MSW Transfer Station	33,200	46,773
<i>Subtotal</i>	33,700	47,150

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	21,763
4,000	7,210
120	66
13,120	29,038
500	376
33,200	46,773
33,700	47,150

Revenue				
Budget FY 2022	Budget YTD	Actual YTD	Budget vs. Actual	Variance %
\$ 90,000	\$ 90,000	\$ 461,300	\$ 371,300	412.56%
192,000	192,000	350,866	158,866	82.74%
22,800	22,800	12,478	(10,322)	-45.27%
30,000	30,000	47,145	17,145	57.15%
\$ 334,800	\$ 334,800	\$ 871,789	\$ 536,989	160.39%
\$ 89,000	\$ 89,000	\$ 66,865	\$ (22,135)	-24.87%
1,744,400	1,744,400	2,489,154	744,754	42.69%
\$ 1,833,400	\$ 1,833,400	\$ 2,556,019	\$ 722,619	39.41%
\$ 20,000	\$ 20,000	\$ 9,030	\$ (10,970)	-54.85%
40,000	40,000	35,380	(4,620)	-11.55%
30,000	30,000	30,204	204	0.68%
20,000	20,000	12,400	(7,600)	-38.00%
-	-	-	-	
\$ 110,000	\$ 110,000	\$ 87,014	\$ (22,986)	-20.90%
\$ 20,000	\$ 20,000	\$ 40,542	\$ 20,542	102.71%
\$ 20,000	\$ 20,000	\$ 40,542	\$ 20,542	102.71%
\$ 105,300	\$ 105,300	\$ 235,645	\$ 130,345	123.78%
6,000	6,000	5,926	(74)	-1.24%
25,000	25,000	40,120	15,120	60.48%
\$ 136,300	\$ 136,300	\$ 281,691	\$ 145,391	106.67%
\$ 85,000	\$ 85,000	\$ 100,540	\$ 15,540	18.28%
8,000	8,000	13,193	5,193	64.91%
\$ 93,000	\$ 93,000	\$ 113,733	\$ 20,733	22.29%
\$ 2,200	\$ 2,200	\$ 248	\$ (1,952)	-88.71%
1,200	1,200	20,278	19,078	1589.84%
2,000	2,000	1,766	(234)	-11.70%
5,000	5,000	5,689	689	13.79%
\$ 10,400	\$ 10,400	\$ 27,982	\$ 17,582	169.06%
\$ 2,537,900	\$ 2,537,900	\$ 3,978,770	\$ 1,440,870	56.77%
\$ 79,982	\$ 79,982	\$ 79,982	\$ -	0.00%
574,381	574,381	574,380	(1)	0.00%
316,132	316,132	316,132	-	0.00%
50,000	50,000	63,204	13,204	
\$ 1,020,495	\$ 1,020,495	\$ 1,033,698	\$ 13,203	1.29%

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
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In U.S. Tons

Fiber Products

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

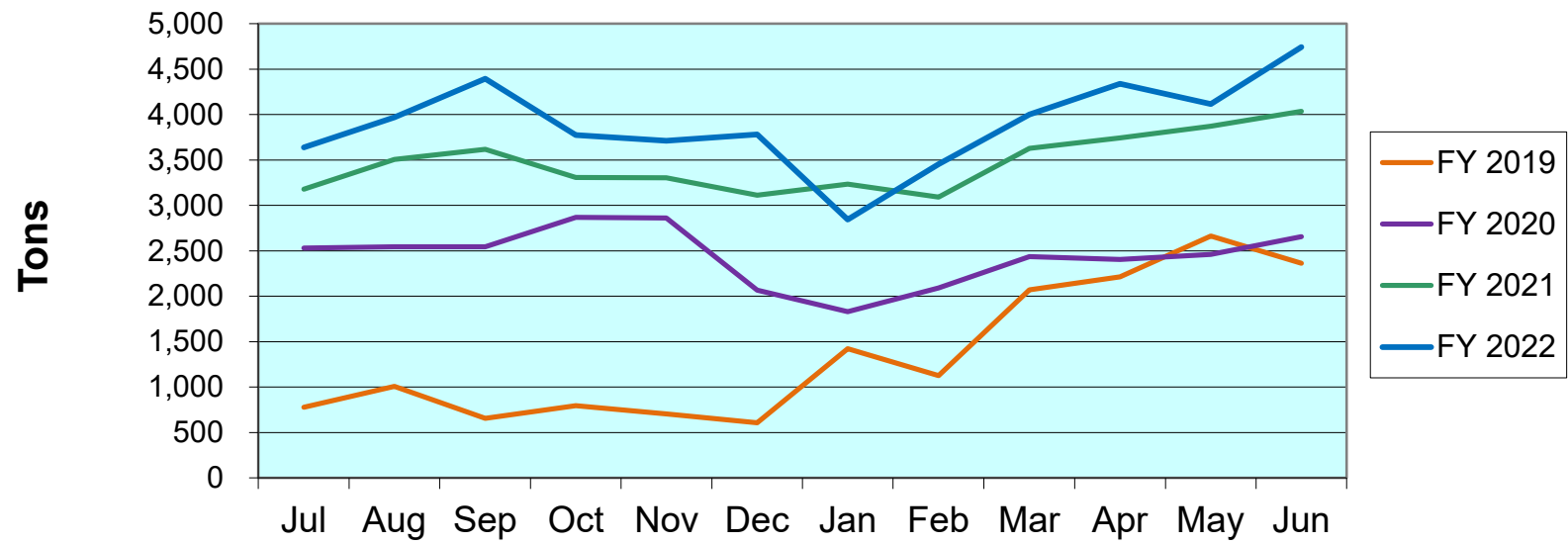
	424	427	120	-	-
	763	807	560	843	833
	187	265	792	777	802
	111	128	77	22	-
Total Fiber Products	1,485	1,627	1,549	1,642	1,635

Other Products

Glass
Metal Cans
Plastic

	252	411	467	564	591
	41	58	54	92	100
	103	127	114	146	130
Total Other Products	396	596	635	802	821
Total	1,881	2,223	2,184	2,444	2,456

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



**Rivanna Solid Waste Authority
Revenue and Expense Summary Report
FY 2023**

For July 2022

	Budget FY 2023	Budget YTD	Actual YTD	Variance \$	Variance %
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Revenues

Ivy Operations Tipping Fees	\$ 631,800	\$ 52,650	\$ 123,408	\$ 70,758	134.39%
Ivy Environmental Revenues	-	-	11,569	11,569	
Ivy MSW Transfer Tipping Fees	2,557,300	213,108	225,612	12,503	5.87%
County Convenience Centers	60,000	5,000	-	(5,000)	-100.00%
Recycling Revenues	265,000	22,083	30,800	8,717	39.47%
Other Revenues Administration	20,000	1,667	4,256	2,590	155.38%

Total Revenues	\$ 3,534,100	\$ 294,508	\$ 395,644	\$ 101,136	34.34%
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Expenses

Ivy Operations	\$ 668,327	\$ 55,694	\$ 42,893	\$ 12,801	22.99%
Ivy Environmental	792,311	66,026	49,191	16,835	25.50%
Ivy MSW Transfer	3,283,892	273,658	275,749	(2,091)	-0.76%
Ivy Convenience Center	552,593	46,049	32,853	13,197	28.66%
Recycling Operations	605,713	50,476	48,650	1,826	3.62%
Administration	940,562	78,380	77,418	962	1.23%

Total Expenses	\$ 6,843,397	\$ 570,283	\$ 526,753	\$ 43,531	7.63%
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Operating Results	\$ (3,309,297)	\$ (275,775)	\$ (131,108)	\$ 144,667	52.46%
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Other Funding Sources

Local Government Support	\$ 2,240,818	\$ 186,735	\$ 520,843	\$ 334,108	178.92%
Environmental Support	1,068,480	89,040	239,377	150,337	168.84%
Subtotal	\$ 3,309,298	\$ 275,775	\$ 760,220	\$ 484,445	175.67%

Net Income (Loss)	\$ 1	\$ 0	\$ 629,112	\$ 629,112
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Local Support Detail

			Annualized Payments	True-up Est. Due to / (Due from)
County - Ivy Operations	\$ 266,667	\$ 22,222	\$ 22,222	\$ 84,447
County - Ivy Transfer	956,733	79,728	79,728	11,301
County - Convenience Centers	492,593	41,049	41,049	8,197
County - Recycling	367,378	30,615	30,615	7,877
County - Environmental MOU	637,581	53,132	53,132	-
	<u>\$ 2,720,951</u>	<u>\$ 226,746</u>	<u>\$ 226,746</u>	<u>\$ 111,821</u>
City - Recycling	\$ 157,448	\$ 13,121	\$ -	(9,745)
City - Environmental MOU	350,917	29,243	-	-
	<u>\$ 508,365</u>	<u>\$ 42,364</u>	<u>\$ -</u>	<u>\$ (9,745)</u>
UVa - Environmental MOU	\$ 79,982	\$ 6,665	\$ 6,665	\$ -
Total Local Support	\$ 3,309,298	\$ 275,775	\$ 233,411	\$ 102,077

Rivanna Solid Waste Authority
Fiscal Year 2023 - July 2022
Revenue and Expense Summary Report

FY 2023			Variance \$	Variance %
Budget FY 2023	Budget YTD	Actual YTD		

Ivy Operations

Revenues

Clean fill material	\$ 200,000	\$ 16,667	\$ 58,549	41,882	251.29%
Grindable material	264,000	22,000	39,075	17,075	77.61%
Tires whole	22,800	1,900	17,967	16,067	845.63%
Tires and white good per item	45,000	3,750	3,808	58	1.55%
Material Sales	100,000	8,333	4,009	(4,325)	-51.90%

Total Operations Revenues

\$ 631,800	\$ 52,650	\$ 123,408	\$ 70,758	134.39%
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Expenses

Personnel Cost	\$ 274,552	\$ 22,879	\$ 22,079	\$ 801	3.50%
Professional Services	-	-	-	-	
Other Services and Charges	27,700	2,308	1,787	521	22.57%
Communications	1,800	150	140	10	6.95%
Information Technology	6,275	523	200	323	61.75%
Vehicles and Equip. Maintenance	47,000	3,917	1,894	2,023	51.65%
Supplies	1,000	83	261	(178)	-213.46%
Operations and Maintenance	175,000	14,583	5,282	9,301	63.78%
Environmental Remediations	-	-	-	-	
Equipment Replacement	135,000	11,250	11,250	-	0.00%

Total Operations Expenses

\$ 668,327	\$ 55,694	\$ 42,893	\$ 12,801	22.99%
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Allocation of Administration Costs

230,141	19,178	18,290	888	4.63%
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Expenses With Admin Allocations

\$ 898,467	\$ 74,872	\$ 61,183	\$ 13,689	18.28%
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Net Deficit

\$ (266,667)	\$ (22,222)	\$ 62,225	84,447	-380.01%
			84,447	

Summary of Local Support

County	\$ 266,667	\$ 22,222	\$ 22,222	\$ -
	\$ 266,667	\$ 22,222	\$ 22,222	\$ -

Estimated True-up

\$ 84,447

Rivanna Solid Waste Authority
Fiscal Year 2023 - July 2022
Revenue and Expense Summary Report

Ivy Environmental

FY 2023			Variance \$	Variance %
Budget FY 2023	Budget YTD	Actual YTD		

Revenues

Forestry Management Revenue	\$ -	\$ -	\$ 11,569	11,569	#DIV/0!
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Total Operations Revenues	\$ -	\$ -	\$ 11,569	\$ 11,569	#DIV/0!
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Expenses

Personnel Cost	\$ 192,711	\$ 16,059	\$ 17,501	\$ (1,442)	-8.98%
Professional Services	-	-	179	(179)	
Other Services and Charges	12,700	1,058	351	707	66.82%
Communications	1,000	83	15	68	81.86%
Information Technology	1,000	83	-	83	100.00%
Vehicles and Equip. Maintenance	19,900	1,658	801	857	51.69%
Supplies	-	-	-	-	
Operations and Maintenance	176,500	14,708	9,438	5,271	35.84%
Environmental Remediations	233,500	19,458	7,989	11,469	58.94%
Equipment Replacement	155,000	12,917	12,917	(0)	0.00%

Total Operations Expenses	\$ 792,311	\$ 66,026	\$ 49,191	\$ 16,835	25.50%
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Allocation of Administration Costs	276,169	23,014	21,948	1,066	4.63%
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Expenses With Admin Allocations	\$ 1,068,479	\$ 89,040	\$ 71,139	\$ 17,901	20.10%
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Net Deficit	\$ (1,068,479)	\$ (89,040)	\$ (59,571)	29,469	-33.10%
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Summary of Local Support					
County	\$ 637,581	\$ 53,132	\$ 53,132	\$ -	
City	350,917	29,243	-	\$ 29,243	
Uva	79,982	6,665	6,665	-	
	\$ 1,068,480	\$ 89,040	\$ 59,797	\$ 29,243	

**Rivanna Solid Waste Authority
Fiscal Year 2023 - July 2022
Revenue and Expense Summary Report**

FY 2023				
Budget FY 2023	Budget YTD	Actual YTD	Variance \$	Variance %

Ivy Transfer Station

Revenues

MSW / Construction Debris	\$ 2,392,000	\$ 199,333	\$ 215,149	\$ 15,816	7.93%
Compostable Material	62,300	5,192	-	(5,192)	-100.00%
Service Charges / other revenues	103,000	8,583	10,463	1,879	21.90%
Total Operations Revenues	\$ 2,557,300	\$ 213,108	\$ 225,612	\$ 12,503	5.87%

Expenses

Personnel Cost	\$ 575,035	\$ 47,920	\$ 50,529	\$ (2,610)	-5.45%
Professional Services	-	-	-	-	
Other Services and Charges	111,650	9,304	1,814	7,490	80.50%
Communications	2,000	167	88	79	47.24%
Information Technology	12,500	1,042	600	442	42.40%
Vehicles and Equip. Maintenance	55,000	4,583	8,264	(3,681)	-80.31%
Supplies	3,000	250	784	(534)	-213.46%
Operations and Maintenance	2,426,207	202,184	206,169	(3,986)	-1.97%
Environmental Remediations	3,500	292	-	292	100.00%
Equipment Replacement	95,000	7,917	7,500	417	5.26%
Total Operations Expenses	\$ 3,283,892	\$ 273,658	\$ 275,749	\$ (2,091)	-0.76%
Allocation of Administration Costs	230,141	19,178	18,290	888	4.63%
Expenses With Admin Allocations	\$ 3,514,033	\$ 292,836	\$ 294,039	\$ (1,203)	-0.41%

Net Deficit	\$ (956,733)	\$ (79,728)	\$ (68,427)	11,301	-14.17%
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Summary of Local Support					
County	\$ 956,733	\$ 79,728	\$ 79,728	\$ -	
City	-	-	-	-	
	\$ 956,733	\$ 79,728	\$ 79,728	\$ -	

Estimated True-up	\$	11,301
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Rivanna Solid Waste Authority
Fiscal Year 2023 - July 2022
Revenue and Expense Summary Report

County Convenience Centers

Revenues

	Budget FY 2023	Budget YTD	Actual YTD	Variance \$	Variance %
Material Sales	\$ 60,000	\$ 5,000	\$ -	\$ (5,000)	-100.00%
Total Operations Revenues	\$ 60,000	\$ 5,000	\$ -	\$ (5,000)	-100.00%

Expenses

Personnel Cost	\$ 378,293	\$ 31,524	\$ 25,441	\$ 6,084	19.30%
Professional Services	-	-	-	-	
Other Services and Charges	10,300	858	598	261	30.36%
Communications	-	-	32	(32)	
Information Technology	-	-	-	-	
Vehicles and Equip. Maintenance	105,000	8,750	2,199	6,551	74.86%
Supplies	-	-	-	-	
Operations and Maintenance	4,000	333	-	333	100.00%
Environmental Remediations	-	-	-	-	
Equipment Replacement	55,000	4,583	4,583	0	0.00%
Total Operations Expenses	\$ 552,593	\$ 46,049	\$ 32,853	\$ 13,197	28.66%
Allocation of Administration Costs	-	-	-	-	
Expenses With Admin Allocations	\$ 552,593	\$ 46,049	\$ 32,853	\$ 13,197	28.66%
Net Deficit	\$ (492,593)	\$ (41,049)	\$ (32,853)	8,197	-19.97%

Summary of Local Support					
County	\$ 492,593	\$ 41,049	\$ 41,049	\$ -	
	\$ 492,593	\$ 41,049	\$ 41,049	\$ -	

Estimated True-up \$ 8,197

Rivanna Solid Waste Authority
Fiscal Year 2023 - July 2022
Revenue and Expense Summary Report

Recycling

McIntire & Paper Sort

Revenues

Material Sales & other revenues	\$ 230,000	\$ 19,167	\$ 30,800	\$ 11,634	60.70%
Grants	35,000	2,917	-	(2,917)	-100.00%

Total Operations Revenues

FY 2023			Variance \$	Variance %
Budget FY 2023	Budget YTD	Actual YTD		
\$ 265,000	\$ 22,083	\$ 30,800	\$ 8,717	39.47%

Expenses

Personnel Cost	\$ 309,413	\$ 25,784	\$ 26,840	\$ (1,055)	-4.09%
Professional Services	-	-	-	-	
Other Services and Charges	49,100	4,092	3,071	1,020	24.94%
Communications	2,150	179	280	(101)	-56.23%
Information Technology	-	-	-	-	0.00%
Vehicles and Equip. Maintenance	68,000	5,667	2,891	2,776	48.98%
Supplies	1,050	88	-	88	100.00%
Operations and Maintenance	76,000	6,333	7,235	(901)	-14.23%
Environmental Remediations	-	-	-	-	0.00%
Equipment Replacement	100,000	8,333	8,333	0	0.00%
Total Operations Expenses	\$ 605,713	\$ 50,476	\$ 48,650	\$ 1,826	3.62%
Allocation of Administration Costs	184,112	15,343	14,632	710	4.63%
Expenses With Admin Allocations	\$ 789,825	\$ 65,819	\$ 63,282	\$ 2,536	3.85%

Net Deficit

\$ (524,825)	\$ (43,735)	\$ (32,482)	11,253	-25.73%
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Summary of Local Support

County	\$ 367,378	\$ 30,615	\$ 30,615	\$ -
City	157,448	13,121	-	\$ 13,121
	\$ 524,825	\$ 43,735	\$ 30,615	\$ 13,121

Estimated True-up - County

\$ 7,877

Estimated True-up - City

\$ (9,745)

Rivanna Solid Waste Authority
Fiscal Year 2023 - July 2022
Revenue and Expense Summary Report

Administration

Revenues

Interest revenues	\$ 5,000	\$ 417	\$ 2,581	\$ 2,164	519.45%
Late Fees	15,000	1,250	1,675	425	34.02%
Total Operations Revenues	\$ 20,000	\$ 1,667	\$ 4,256	\$ 2,590	155.38%

Expenses

Personnel Cost	\$ 171,662	\$ 14,305	\$ 18,499	\$ (4,193)	-29.31%
Professional Services	50,000	4,167	-	4,167	
Other Services and Charges	708,700	59,058	58,877	181	0.31%
Communications	5,200	433	42	391	90.26%
Information Technology	3,500	292	-	292	100.00%
Vehicles and Equip. Maintenance	-	-	-	-	
Supplies	1,500	125	-	125	100.00%
Operations and Maintenance	-	-	-	-	
Environmental Remediations	-	-	-	-	
Equipment Replacement	-	-	-	-	
Subtotal Before Allocations	\$ 940,562	\$ 78,380	\$ 77,418	\$ 962	1.23%
Net Deficit	\$ (920,562)	\$ (76,714)	\$ (73,161)	3,552	-4.63%

Allocation to Cost Centers (per agreement)						
	Allocation %					
Ivy Operations	25%	\$ 230,141	\$ 19,178	\$ 18,290	\$ 888	-92.05%
Ivy Environmental	30%	276,169	23,014	21,948	1,066	-92.05%
Ivy Transfer	25%	230,141	19,178	18,290	888	-92.05%
County Convenience Centers	0%	-	-	-	-	
Recycling	20%	184,112	15,343	14,632	710	-92.05%
Total Allocation to Cost Centers	100%	\$ 920,562	\$ 76,714	\$ 73,161	\$ 3,552	-92.05%

Ivy Material Utilization Center
Daily Scale Crossing Data



July 1-31, 2022

Days of

Operation: 25

Operation: 25		MSW collected at Transfer Station (tons)						Non-MSW
		Vehicles	Count	Citizen-Can	Construction	Domestic	MSW Total	Total Tons
07/01/22	Friday	313	353	0.61	61.56	88.76	150.93	410.85
07/02/22	Saturday	279	353	0.74	16.51	43.73	60.98	33.73
07/03/22	Sunday						-	
07/04/22	Monday						-	
07/05/22	Tuesday	328	389	0.84	45.31	166.31	212.46	683.85
07/06/22	Wednesday	284	397	0.45	39.24	115.34	155.03	158.57
07/07/22	Thursday	265	309	0.33	53.59	142.69	196.61	117.55
07/08/22	Friday	307	356	0.67	103.55	88.63	192.85	422.32
07/09/22	Saturday	243	270	0.59	19.64	46.85	67.08	16.81
07/10/22	Sunday						-	
07/11/22	Monday	272	345	0.52	77.68	193.08	271.28	167.41
07/12/22	Tuesday	297	386	0.41	50.68	146.89	197.98	608.10
07/13/22	Wednesday	291	340	0.40	57.10	91.62	149.12	896.88
07/14/22	Thursday	273	319	0.34	94.98	111.23	206.55	382.84
07/15/22	Friday	293	333	0.53	72.63	114.28	187.44	627.83
07/16/22	Saturday	299	352	0.50	23.54	29.12	53.16	28.00
07/17/22	Sunday						-	
07/18/22	Monday	280	347	0.50	60.07	197.64	258.21	531.39
07/19/22	Tuesday	266	268	0.38	45.20	83.27	128.85	760.32
07/20/22	Wednesday	299	326	0.43	69.11	116.46	186.00	831.79
07/21/22	Thursday	239	275	0.54	56.56	102.36	159.46	374.85
07/22/22	Friday	302	336	0.46	104.63	89.27	194.36	519.46
07/23/22	Saturday	265	318	0.64	12.63	41.45	54.72	15.65
07/24/22	Sunday						-	
07/25/22	Monday	360	426	0.32	58.38	197.51	256.21	1,378.01
07/26/22	Tuesday	234	282	0.37	38.62	113.45	152.44	523.81
07/27/22	Wednesday	222	261	0.35	61.33	109.48	171.16	134.15
07/28/22	Thursday	291	312	0.26	49.54	108.14	157.94	962.85
07/29/22	Friday	290	306	0.49	48.76	103.53	152.78	978.48
07/30/22	Saturday	279	403	0.77	33.35	25.88	60.00	25.75
07/31/22	Sunday						-	
Total		7,071	8,362	12.44	1,354.19	2,666.97	4,033.60	11,591.25
Average		283	334	0.50	54.17	106.68	161.34	463.65
Median		284	336	0.49	53.59	108.14	159.46	422.32
Maximum		360	426	0.84	104.63	197.64	271.28	1,378.01
Minimum		222	261	0.26	12.63	25.88	53.16	15.65

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

August 1-31, 2022

Days of

Operation: 27

Days 81

Operation: 27			MSW collected at Transfer Station (tons)				Non-MSW
	Vehicles	Count	Citizen-Can	Construction	Domestic	MSW Total	Total Tons
08/01/22 Monday	357	414	0.41	69.71	185.21	255.33	1,045.76
08/02/22 Tuesday	339	390	0.73	64.83	133.99	199.55	1,062.19
08/03/22 Wednesday	289	310	0.20	63.76	87.12	151.08	926.13
08/04/22 Thursday	253	277	0.42	49.23	129.37	179.02	596.20
08/05/22 Friday	254	285	0.48	82.50	107.72	190.70	366.40
08/06/22 Saturday	263	325	0.59	15.65	32.90	49.14	23.90
08/07/22 Sunday						-	
08/08/22 Monday	292	380	0.44	81.05	183.34	264.83	454.99
08/09/22 Tuesday	284	358	0.47	69.10	71.03	140.60	659.27
08/10/22 Wednesday	286	298	0.40	74.22	92.83	167.45	970.03
08/11/22 Thursday	306	330	0.43	70.05	112.97	183.45	821.43
08/12/22 Friday	292	338	0.54	32.16	101.67	134.37	978.61
08/13/22 Saturday	290	367	0.84	23.00	46.93	70.77	56.63
08/14/22 Sunday						-	
08/15/22 Monday	218	249	0.21	41.19	185.66	227.06	57.77
08/16/22 Tuesday	174	178	0.31	80.97	93.59	174.87	100.90
08/17/22 Wednesday	349	411	0.66	73.28	113.05	186.99	1,292.99
08/18/22 Thursday	352	357	0.55	64.42	146.13	211.10	1,334.93
08/19/22 Friday	342	401	0.59	65.48	94.94	161.01	1,207.23
08/20/22 Saturday	309	337	0.72	10.23	44.87	55.82	43.84
08/21/22 Sunday						-	
08/22/22 Monday	411	463	0.52	56.34	179.98	236.84	2,089.27
08/23/22 Tuesday	413	604	0.67	47.20	103.21	151.08	2,191.14
08/24/22 Wednesday	354	368	0.32	93.94	144.96	239.22	1,454.90
08/25/22 Thursday	271	312	0.60	67.89	127.81	196.30	417.98
08/26/22 Friday	244	304	0.47	57.76	76.03	134.26	266.53
08/27/22 Saturday	305	444	1.02	22.98	62.71	86.71	23.48
08/28/22 Sunday						-	
08/29/22 Monday	269	286	0.22	80.76	205.86	286.84	153.97
08/30/22 Tuesday	263	291	0.38	90.50	131.92	222.80	324.02
08/31/22 Wednesday	244	265	0.44	55.31	106.98	162.73	422.46
Total	8,023	9,342	13.63	1,603.51	3,102.78	4,719.92	19,342.95
Average	297	346	0.50	59.39	114.92	174.81	716.41
Median	290	337	0.47	64.83	107.72	179.02	596.20
Maximum	413	604	1.02	93.94	205.86	286.84	2,191.14
Minimum	174	178	0.20	10.23	32.90	49.14	23.48

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: SEPTEMBER 27, 2022

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

July 2022

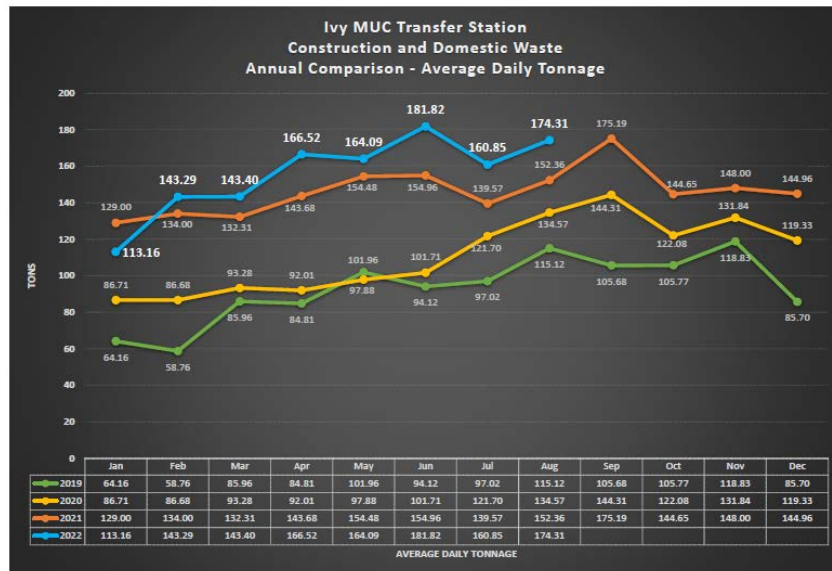
- **7,071 vehicles crossed the scales**
- The IMUC transfer station operated 25 days and received a total of 4,033.60 tons of municipal solid waste (MSW), an average of 161.34 tons per day of operation. The monthly transfer station tonnage figures are attached to this report.
- 11,591.25 tons of non-MSW materials were received
- 15,624.85 tons were received as a combined total tonnage (MSW + non-MSW)

August 2022

- **8,023 vehicles crossed the scales**
- The IMUC transfer station operated 27 days and received a total of 4,719.92 tons of municipal solid waste (MSW), an average of 174.81 tons per day of operation. The monthly transfer station tonnage figures are attached to this report.
- 19,342.95 tons of non-MSW materials were received
- 24,062.87 tons were received as a combined total tonnage (MSW + non-MSW)

Transfer Station Update

We are generally receiving about 10% 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 Program

The Large Clean Fill Program, approved at the January 25, 2022 Board of Directors meeting, continues to be a success. As of September 13, 2022 the program has received over 95,000 tons of clean fill from Faulconer Construction. At the \$3.50 per ton tipping fee, this equates to over \$330,000 in revenue.

Based on recent conversations with Faulconer Construction, the company is confident it will bring an additional 60,000 tons of material to the site through January or February 2023. The company is optimistic they will be bringing another 10,000 to 20,000 tons later in the first quarter of CY 2023. Their long-range projection is that the local market place should be producing somewhere in the range of 75,000 to 100,000 tons each year barring any drastic economic downturn.



Paint Collection:

As of August 15, 2022, the Ivy MUC has shipped 49 containers of paint cans. Each container holds about 4,200 one-gallon paint cans; therefore, we have shipped about 205,800 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 9.91 tons of compostable materials from residents in July.

The McIntire Recycle Center received 9.05 tons of compostable materials from residents in August.

The Ivy Convenience Center received 0.59 tons of compostable materials from residents in July.

The Ivy Convenience Center received 1.02 tons of compostable materials from residents in August.

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.

Spotted Lantern Fly

The Spotted Lantern Fly (SLF) is an invasive species from Southeast Asia that was introduced into Pennsylvania in 2014. Efforts to isolate this pest to that area have not been successful. The Virginia Department of Agriculture and Consumer Services (VDACS) instituted a quarantine of Albemarle County and the City of Charlottesville in early 2022 after finding SLF in the area. This quarantine means that all agricultural products, equipment, and materials that may harbor SLF individuals or eggs must be inspected before they can be moved outside of the quarantine area.

As the Ivy MUC collects a large amount of vegetation from throughout the City and County, RSWA has worked with VDACS to establish SLF monitoring traps to attempt to identify whether these pests are moving through the area and whether our vegetative waste management operations are effective at minimizing their spread.

The traps installed by VDACS will be monitored regularly by RSWA staff to assess whether SLF are in our area and how our operations are managing their populations.





RIVANNA

WATER AND SEWER AUTHORITY
SOLID WASTE AUTHORITY

Board of Directors Briefing, September 27, 2022





AGENDA

Project Timeline Update

Vision, Mission, Values

Priorities – “Goals”

Measures & Strategies

Draft Strategic Plan

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 - JUN <i>June 9th</i>	JUN - JUL <i>June to July</i>	JUNE - JUL <i>July 7th</i>	JUL - AUG <i>Aug 18th</i>	AUG - SEP <i>Sept 27 - Oct 7</i>	SEP - OCT

PROPOSED - VISION, MISSION, VALUES

VISION

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

MISSION

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

VALUES

INTEGRITY: We are open and transparent, led by example, and are committed to ethical behavior

TEAMWORK: We work collaboratively to help each other succeed and serve the community

RESPECT: We treat our fellow employees, customers, business partners, and stakeholders with dignity and respect by embracing their diverse backgrounds and experiences

QUALITY: We deliver exceptional services and products, serve our community responsibly, and safeguard natural resources

PROPOSED PRIORITIES – “GOALS”



COMMUNICATION AND COLLABORATION

To elevate awareness of the Authorities' impact and value through proactive communication, effective partnerships, and community involvement.



ENVIRONMENTAL STEWARDSHIP

To demonstrate and promote best practices in sustainability, resources conservation, and environmental education.



WORKFORCE DEVELOPMENT

To attract, develop, and retain a professional, highly skilled, engaged, and diverse team.



OPTIMIZATION AND RESILIENCY

To empower a culture of innovative and collaborative thinking that advances efficient operational processes, technology modernization, and risk mitigation.



PLANNING AND INFRASTRUCTURE

To address evolving needs by planning, delivering, and maintaining dependable infrastructure and facilities in a financially responsible manner.



MEASURES & STRATEGIES

MEASURES



COMMUNICATION AND COLLABORATION

- Number of hours of community service completed by employees
- Number of educational outreach events and total staff hours
- Website engagement metrics



ENVIRONMENTAL STEWARDSHIP

- Participation with regional environmental groups (number of events and total staff hours)
- Reduction in Rivanna's total carbon footprint
- Number of facilities reviewed and plans developed to address climate and flood resiliency

STRATEGIES

1. Develop and share the Authorities' public-facing brand identity
2. Promote our team to the community for educational outreach and partnerships
3. Provide resources to foster community involvement by our employees
4. Enhance the Rivanna.org website to provide interactive and accessible information
5. Develop and implement a social media strategy for the Authorities to increase on-line presence
6. Strengthen and broaden involvement with regional environmental groups, task forces, and committees
7. Strengthen internal sustainability focus and participation
8. Identify and implement internal sustainability initiatives to address climate action goals; protect the environment and public health, and optimize resource use
9. Enhance and maintain business practices to ensure equitable service provision, including the same tipping fees, for all solid waste customers.

MEASURES & STRATEGIES

MEASURES



WORKFORCE DEVELOPMENT

- Number of job descriptions updated with minimum requirements
- Number of candidate sourcing resources for recruitment of diverse candidates
- Turnover rate, with a target of less than 10%
- Hours of training, higher educations, etc. taken annually by employees



OPTIMIZATION AND RESILIENCY

- Number of specific/discrete optimizations undertaken and associated process, volumetric or cost changes
- Hours of safety training per employee; number of reportable incidents and near misses
- Annual cost savings based on resource reduction (e.g., chemicals, electricity)

STRATEGIES

10. Develop a formal employee engagement and retention plan
11. Expand Rivanna's use of diverse candidate sourcing avenues
12. Formalize strategic workforce planning for the Authorities, including expectations for performance, leadership, advancement, and succession management
13. Develop avenues for employees to enable sharing of ideas and opportunities to increase efficiency
14. Expand the SOP inventory, conduct gap analysis, and enhance SOPs through the use of templates and interactive media
15. Develop a cross-departmental awareness program to celebrate and share improvements and efficiency gains
16. Develop and train staff on a disaster recovery center for all business systems
17. Expand resources for employee safety education

MEASURES & STRATEGIES

MEASURES



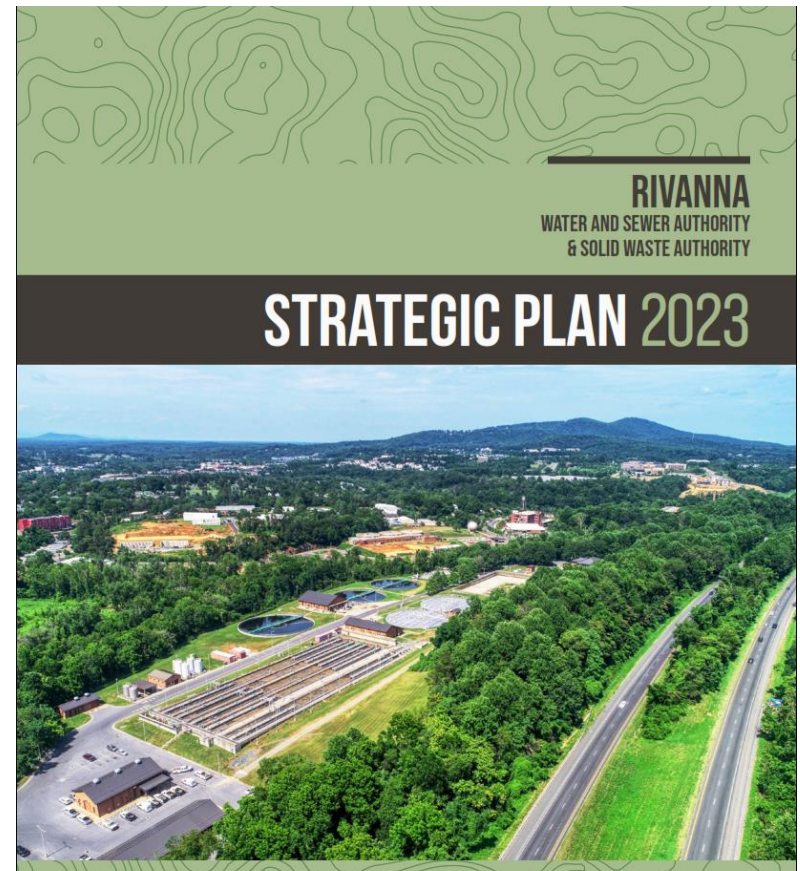
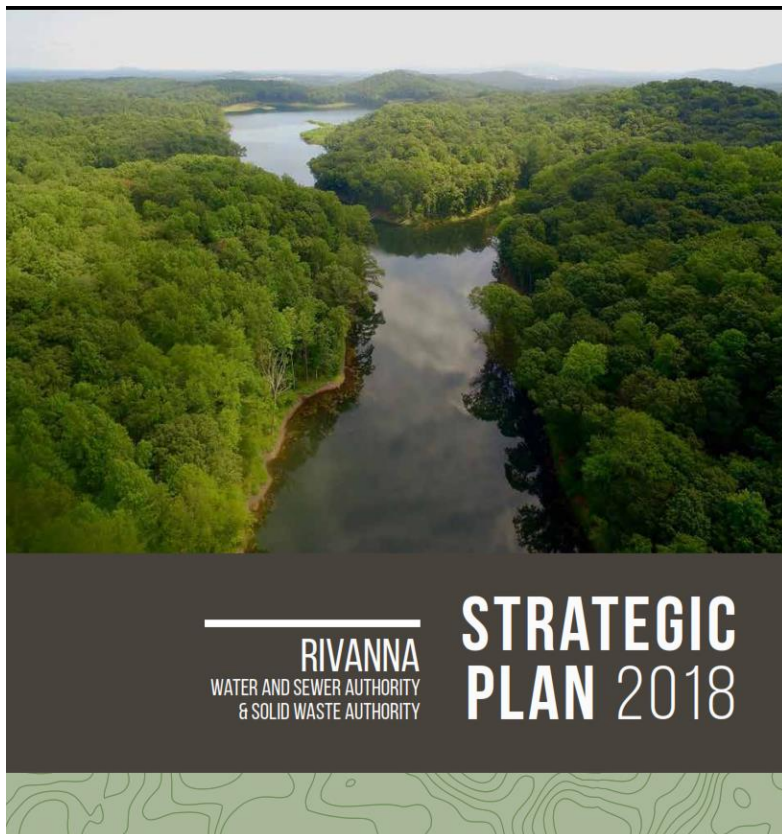
PLANNING AND INFRASTRUCTURE

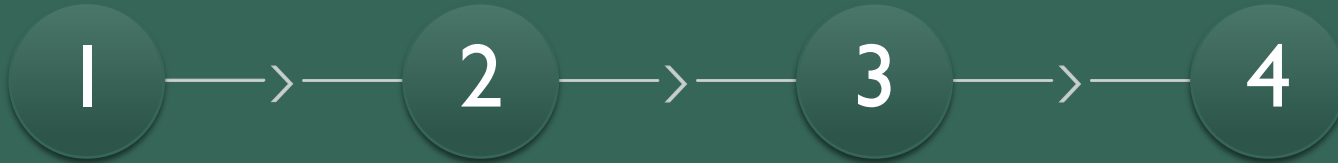
- Number of Critical System disruptions of greater than four hours
- Percent of projects completed on time and on budget
- Number of assets fully logged in the asset management system
- Percent of assets covered in the CIP/master planning effort

STRATEGIES

18. Expand adoption and use of the asset management program
19. Increase capacity for knowledge sharing, analysis and planning to remain as nimble as possible in a dynamic and changing operating environment
20. Enhance long- and short-term project planning and delivery processes

DESIGN UPDATE





Incorporate feedback
from today

Work with the
Leadership Team to
update and finalize

Begin active
implementation in
January 2023

Report implementation
progress - quarterly

NEXT STEPS

