

# **Board of Directors Meeting**

# November 15, 2022 2:00pm



#### **BOARD OF DIRECTORS**

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

- DATE: November 15, 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 SEPTEMBER 27, 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

- a. Staff Report on Finance
- b. Staff Report on Ivy Material Utilization Center/Recycling Operations Update
- c. Approval of Board Meeting Schedule for Calendar Year 2023

#### 9. OTHER BUSINESS

- a. Presentation and Vote on Acceptance: FY 22 Audit Report -Matthew McLearen, Robinson, Farmer, Cox Associates
- b. Presentation and Vote on Approval: Baling Facility Update -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 Vote on Approval: Remote Participation Policy and Amended and Restated By-Laws Bill Mawyer, Executive Director
- d. Presentation and Vote on Approval: Strategic Plan 2023 Update Bill Mawyer, Executive Director
- e. Presentation: Safety Program Update Elizabeth Coleman, Safety Manager

#### 10. OTHER ITEMS FROM BOARD/STAFF NOT ON THE 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



#### 1 2 **RSWA BOARD OF DIRECTORS** 3 **Minutes of Regular Meeting** 4 **September 27, 2022** 5 6 A regular meeting of the Rivanna Solid Waste Authority (RSWA) Board of Directors was held 7 on Tuesday, September 27, 2022, at 2:00 p.m. at the Moores Creek Advanced Water Resource 8 **Recovery Facility.** 9 10 Board Members Present: Mike Gaffney, Jeff Richardson, Michael Rogers, Jim Andrews, Brian 11 Pinkston, Stacey Smalls, Lance Stewart. 12 13 Board Members Absent: none. 14 15 Rivanna Staff Present: Bill Mawyer, Phil McKalips, David Rhoades, Betsy Nemeth, Jeff 16 Southworth, John Hull, Deborah Anama. 17 18 Attorney(s) Present: Carrie Stanton. 19 20 1. CALL TO ORDER 21 Mr. Gaffney convened the September 27, 2022 regular meeting of the Board of Directors of the 22 Rivanna Solid Waste Authority at 2:00 p.m. 23 24 2. AGENDA APPROVAL 25 There were no comments on or changes to the agenda. 26 27 Mr. Andrews moved to approve the agenda. The motion was seconded by Mr. Rogers and 28 passed unanimously (7-0). 29 30 3. MINUTES OF PREVIOUS BOARD MEETING 31 a. Minutes of the Regular Meeting of the Board on July 26, 2022 32 There were no comments on or changes to the minutes for the meeting held on July 26, 2022. 33 34 Mr. Stewart moved to approve the minutes for the meeting held on July 26, 2022. Mr. Rogers 35 seconded the motion, which passed unanimously (7-0). 36 37 4. RECOGNITION 38 There were no recognitions. 39 40 5. EXECUTIVE DIRECTOR'S REPORT 41 Mr. Mawyer noted it had been 30 months since the Board had last convened in person. He stated the 42 last time the Board met in person was February 2020. He introduced Ms. Carrie Stanton and Ms. 43 Valerie Long, the attorneys for the Authority. He asked the staff to introduce themselves to the 44 Board since it was the first time many had met in person, including: 45 46 Ms. Jennifer Whitaker, Director of Engineering and Maintenance 47

- 48 Mr. Phil McKalips, Director of Solid Waste
- 50 Mr. David Rhoades, Manager of Solid Waste
- 52 Mr. Daniel Campbell, Water Department Manager
- 54 Mr. Jeff Southworth, Information Technology Manager
- 56 Ms. Betsy Nemeth, Human Resources Manager
- 58 Mr. Dyon Vega, Engineer59
- 60 Mr. Santino Granato, Senior Civil Engineer61
- 62 Ms. Andrea Bowles, Water Resources Manager63
- 64 Ms. Michelle Simpson, Senior Civil Engineer65
- 66 Mr. Scott Schiller, Engineering Manager
- 68 Mr. John Hull, Information Technology Administrator69
- 70 Mr. David Tungate, Director of Operations
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  72 Mr. Mawyer noted the emergency exits for the building. He stated the public could attend the
  73 meeting in person as well as view and listen to the meeting virtually, but could not comment
  74 through the virtual platform. He stated the meeting would be recorded and posted to the Authority's
  75 webpage.
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Mr. Mawyer stated the General Assembly recently authorized limited virtual Board meetings. He
stated they would draft a policy for the Board to approve that would allow 25% of the meetings to
be held virtually. He stated if the policy is adopted, the following year, they would be able to twice
meet virtually. He stated in November, there would be a policy for the Board to consider continuing
virtual meeting opportunities.

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Mr. Mawyer stated Human Resources would be sponsoring flu vaccines at Moores Creek and the
 Ivy MUC as a workforce development initiative. He stated Augusta Health provided the vaccines

- 85 for staff with the Authority's insurance.
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Mr. Mawyer stated September was National Preparedness Month, and flooding was one of the most
common natural disasters in the country. He stated they were actively monitoring Hurricane Ian. He
stated they encouraged the public to not walk, swim, or drive through flood waters, to stay off of

- bridges when there is fast-moving water, stay away from downed or damaged electric powerlines,
- and sign up for the community's CodeRED warning system.
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- 93 Mr. Mawyer explained that the code red warning system allowed the Authority to alert its
- 94 employees to emergencies. He stated employees could receive notification via email, phone, or text95 message. He stated it was activated annually to ensure the system worked.
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- 97 Mr. Mawyer stated the Virginia Department of Agriculture and Consumer Services was hosted at
- 98 the Ivy MUC to conduct a pesticide collection event. He mentioned he previously reported that he
- 99 was on a Virginia DEQ solid waste fee study group. He reported the group had been charged with
- 100 developing new fee schedules so the solid waste facilities in the state would pay enough in permit
- 101 fees to make the DEQ 100% cost recoverable. He stated the schedule was drafted, but the Governor
- 102 vetoed it, so it was not added to the legislation. He noted the new fee schedule would have cost the 103 Authority a few thousand dollars annually
- 103 Authority a few thousand dollars annually.
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#### 105 6. ITEMS FROM THE PUBLIC

- Mr. Gaffney opened Items from the Public. He asked any speakers to identify themselves for the
  public record and noted that they each had three minutes to speak. He noted there were no speakers,
  so he closed Items from the Public.
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#### 110 7. RESPONSES TO PUBLIC COMMENT

111 There were no comments from the public, therefore, there were no responses.112

#### 113 8. CONSENT AGENDA

- 114 Mr. Gaffney asked if there were comments or questions on the Consent Agenda from the Board.
- 115

Mr. Mawyer stated there was no Consent Agenda for the meeting. He stated the two typical itemshad been pulled, and they would be discussed under Other Business.

#### 118 119 *9. OTHER BUSINESS*

a. Presentation and Vote on Approval: Staff Report on Finance

Mr. Mawyer noted a financial summary report was included in the Consent Agenda, but he wanted
to provide a brief review of the information in the report. He stated they would review the June
2022 report, and it covered the entire 2022 fiscal year—from July 1, 2021 through June 2022.

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Mr. Mawyer reported the RSWA had total revenues of \$3.9M, and total expenditures of \$6.4M,
leaving an operating deficit of \$2.5M. He noted the deficit was offset by the allocations from the
County and the City to RSWA. He noted that \$2.9M was provided to the Authority through those
allocations, and the Authority ended with a surplus of \$455K.

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130 Mr. Mawyer mentioned that in July, they communicated to the Board those excess funds would be 131 used to purchase a new baling machine needed for the Paper Sort facility. He explained that the

- used to purchase a new baling machine needed for the Paper Sort facility. He explained that thecurrent baling facility was at its end of life, and it was a critical element because it was the only
- 132 current baling facility was at its end of life, and it was a critical element because it was the only133 baling machine owned by the Authority. He stated the recyclables from McIntire and Ivy were baled
- 134 at the facility, and without the machine, they would struggle to have a recycling program.
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- 136 Mr. Mawyer explained that the baling machine had broken down several times, and a new baling
- 137 machine was ordered. He stated in July, the Board approved any year-end funds would be
- reallocated to the baling machine, and any remaining County funds would go toward a new roll-offtruck for the Southern Area Convenience Center.
- 140
- 141 Mr. Mawyer explained that a similar approach would be used in FY 23 for any year-end funds. He
- 142 noted that other items in the report were interesting. He explained that the Ivy Municipal Solid
- 143 Waste (MSW) information included the refuse transfer operation. He stated 46,773 tons of material
- 144 went through the transfer station the prior year resulting in a net operating cost deficit of \$808K. He
- stated the net cost deficit per ton was about \$17. He stated the Ivy Other category included the clean
- 146 fill, compost, mulch, vegetative debris, and the encore shop where items were sold for minimal

147 prices. He noted the category generated \$4 per ton in revenue the prior year, attributable to the 148 clean-fill program. He noted there was \$125K in net revenue for this service category. 149 150 Mr. Mawyer stated there were 2,456 tons of recycled products processed, for a \$342 per ton net cost 151 deficit to the Authority. He stated when all the tonnages and costs were added together, the net per-152 ton cost deficit to the Authority was about \$19. 153 154 Mr. Gaffney asked if another comparative study of rates of neighboring facilities had been 155 performed to determine if the Authority's rates were comparable. 156 157 Mr. McKalips responded that they did a study in April 2022. He stated they were right in line with 158 comparable districts. 159 160 Mr. Mawyer stated they would review the information about the comparability of rates as they 161 underwent the budget process for FY 24. He noted rates had not risen since 2019 when the transfer 162 station was opened and fees were reduced from \$66 to \$52 per ton. 163 164 Mr. Richardson mentioned the baling machine had been ordered. He asked if there was an 165 indication as to when it would be delivered. 166 167 Mr. Mawyer stated they were told the baler would be delivered in November. He noted there were 168 supply chain issues, so they did not have confidence it would be delivered in November. 169 170 Mr. Richardson asked if the current baler was ready to retire. 171 172 Mr. Mawyer stated it was. He stated it was more than 20 years old and had reached the end of its 173 service life. He stated they wanted to delay purchasing a new baling machine until the new baling 174 facility was built, but because the machine had broken down several times in the spring, they had to 175 order a new one. 176 177 Mr. Andrews clarified the new baler would replace the old one in the same location on Meade 178 Avenue. 179 180 Mr. Mawyer stated that was correct. 181 182 Mr. Andrews asked where the new facility was planned. 183 184 Mr. Mawyer stated it was planned to be at Ivy MUC. He stated they planned to have two baling 185 machines at the new facility: a new one to be purchased for the facility, and the one currently on 186 order would be relocated to the new baling facility. 187 188 Mr. Mawyer explained that there was a summary of the Authority's recycling programs. He stated 189 in FY 2022, they managed 1,635 tons of fiber products—newspaper, magazines, cardboard, mixed 190 paper, phone books, and file stock—and 821 tons of plastic, metal cans, and glass, totaling 2,456 191 tons processed and recycled in FY 2022. He stated the numbers were similar to FY 2021. He stated 192 there was a 10% increase from FY 2020 to 2021, and there was a significant increase from FY 2018 193 to FY 2021. 194 195 Mr. Mawyer noted the recycling program was growing, and they were trying to maintain the 196 facilities in reasonable condition while keeping costs as low as possible.

197 198 Mr. Mawyer provided the report for July 2022, the first of FY 23. He stated there were 4,170 tons 199 from the clean-fill mulch operation, and there was a net revenue of nearly \$15 per ton. He stated the 200 transfer station performed similarly to the prior year, and there was a net cost deficit of about \$17 201 per ton. He stated recycling was at a net cost of about \$371 per ton. He stated the report was updated 202 every month to show a running total through the months of the fiscal year. 203 204 Mr. Richardson clarified that in two years, the Southern Site would be online. 205 206 Mr. Mawyer responded the Southern Site would be online in two months, and the new Baling 207 Facility was planned to be completed in two years. 208 209 Mr. Richardson noted a new baling machine was to be delivered to the Paper Sort facility. He asked what residents' options for recycling were and where they should go. 210 211 212 Mr. Mawyer explained there would be three recycling centers; the Southern Center in Esmont, 213 McIntire, and Ivy, and any of the three would be available when the Southern Center was 214 completed. He stated the recycled products from all of the locations would be trucked to Meade 215 Avenue to the Paper Sort facility where they would be processed through a baling machine and put 216 in shipping containers. They would then be delivered to various locations—Lynchburg, North 217 Carolina, or wherever the market was for the products. 218 219 Mr. Pinkston confirmed the current baler at Meade was dying, so it was being replaced. 220 221 Mr. Mawyer stated that was correct. 222 223 Mr. Pinkston clarified that another baler would be resourced for Ivy MUC. 224 225 Mr. Mawyer stated they planned to have a second baler when the new facility was built. 226 227 Mr. Pinkston confirmed there would be a net of two balers. 228 229 Mr. Mawyer reiterated they would take the new baler from Meade Avenue and relocate it to Ivy 230 when the new Baling facility was completed. He explained that the Authority was a leaseholder at 231 Meade Avenue so once they built the new facility in Ivy, they would move baling operations to Ivy. 232 233 Mr. Pinkston clarified that the Meade Avenue location would be shut down. 234 235 Mr. Mawyer confirmed it would. He stated as soon as the new Baling facility was built, they would 236 no longer need the Meade Avenue facility and they would move the baling machine to Ivy. 237 238 Mr. Stewart clarified information about the Paper Sort facility. He stated that there were two studies, 239 and one would shortly wrap up. He stated the studies were about the size, potential locations, and 240 cost of the facility. 241 Mr. Stewart stated a couple of different options for site location had been considered. He stated Ivv 242 243 appeared to be the most cost-effective, and it was owned and controlled by the Authority. He stated 244 the project had not vet been funded, and it was up to the Board of Supervisors and City Council to 245 determine the allocation of funds. He stated it was not certain the Paper Sort facility would be 246 replaced by a new baling facility in Ivy.

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- 248 Mr. Mawyer stated that they would begin discussions with Mr. Stewart and Mr. Smalls the
- 249 following month regarding the budget for the next year, including an allocation of costs for the new 250 Baling facility.
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- 252 Mr. Gaffney asked what the schedule was.

Mr. Mawyer stated when the project is funded, the first step would be to complete the design. He
stated the goal was to finish the design in FY 24, start construction in FY 25, and complete the
construction in FY 26.

# Mr. Pinkston motioned to approve the Staff Report on Finance. Mr. Andrews seconded the motion which passed unanimously (7-0).

b. Presentation and Vote on Approval: Staff Report on Ivy Material Utilization Center/Recycling

Mr. Phil McKalips, Director of Solid Waste, stated he wanted to explain the ideas in the memo
that was delivered at each meeting. He stated he would summarize the scale crossing data—raw
data about how many people came into the facilities and how much material they brought.

- Mr. McKalips stated they had a vehicle count and a list of the general materials people brought
  in. He stated the other goal was to highlight information on other programs the Board supported
  financially and other items that may be interesting, such as trends related to solid waste in the
  community.
- Mr. McKalips reported that since the transfer station had been built, the tipping fee lowered, and hours expanded to include Monday operations, they had been trying to provide average daily tonnage information to the Board. He stated they had generated enough additional traffic to the transfer station to justify the expenditures and increase revenues. He stated they included the item to show they were meeting the revenue goals and that they were providing more support for the community.
- Mr. McKalips noted the pilot large clean-fill program that started in February 2022. He stated the
  project had been successful. He stated they had always operated a clean-fill operation where they
  charged \$10 a ton for clean-fill. He stated they had been approached by local businesses for ways
  to support the larger projects, such as the 30K ton projects.
- 285 Mr. McKalips stated a pilot was begun in February that ran through June, and Faulconer
  286 Construction ran the pilot. He stated the company had signed up twice more and intended to sign
  287 up again unless another company wanted to run the program.
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- 289 Mr. McKalips stated they were at 107K tons to date of collected clean fill. He stated they were
  290 currently using an old landfill cell that had never been filled. He stated they were beginning to
  291 consider where to move once the area has been filled.
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- Mr. McKalips stated they provided daily paint collection services. He stated they ran household hazardous waste disposal days twice a year, along with e-waste days, and they hosted days to dispose of furniture, appliances, and tires. He noted there used to be traffic jams at Ivy, so they

- made paint collection a daily process, and it had been that way since 2016. He stated resultingly,
  the household hazardous waste days were more manageable.
- Mr. McKalips stated they were processing compostable food waste at Ivy and McIntire. He
  stated they used to source compost sold at Ivy from McGill, and there was an expensive
  associated haul charge from Waverly, VA. He stated Panorama Paydirt had been taking the
  compostable food waste, so that was where it was currently sourced.
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  304 Mr. McKalips stated they brought in more and more vegetative material to Ivy each year. He
  305 mentioned the issue of the spotted lanternfly, an invasive species from Southeast Asia that began
  306 spreading in Pennsylvania and was causing damage to wineries, hops, and fruit trees. He stated
  307 in early summer or late spring, the County was put under quarantine for moving agricultural
  308 products in and out of the County.
  - Mr. McKalips noted Ivy was the disposal center for several agricultural products—vegetation
    and yard waste. He stated they considered whether it would be helpful to have a surveillance spot
    at Ivy for the spotted lanternfly. He stated they recently started monitoring, and they had not
    identified any of the spotted lanternflies.
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  - 315 Mr. Andrews stated he wanted to know how the traffic situation was improving.
  - Mr. McKalips stated traffic was busy. He stated the daily traffic count had increased. He stated
    there were about 350 normal transfer station customers, about 150 vegetation customers, and
    about 150 truck trips from Faulconer Construction. He noted a scale had recently broken down,
    and so it made busy days even worse. He stated in response to the broken scale, they told
    Faulconer Construction to stop clean fill deliveries to decrease the traffic.
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Mr. McKalips stated it would be worth studying ways to improve and aid traffic control around
Ivy if they wanted to continue to provide the same level of service. He suggested a turn lane. He
stated the site was established when the facility was processing 20 to 30 tons per day. He stated
the prior week, 25 trucks queued before the scales opened.

- Mr. Mawyer stated with the potential baling facility and the success of the clean fill program,
  they were going to complete a review of the entire site. He stated internal traffic along with the
  entrance and external traffic would be reviewed. He stated they would present the information to
  the Board when it was completed.
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- 333 Mr. Smalls asked if the Department of Agriculture had reached out to the County or if the334 County reached out to the Department of Agriculture concerning the lanternfly.
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- Mr. McKalips explained that he had reached out to the Department of Agriculture. He stated the
  County was in the midst of grinding 4,000 tons of vegetation, and there was a buyer south of
  Lynchburg willing to take trailer loads. He stated he reached out to confirm whether transporting
  the mulch would violate the quarantine, and while they responded it would not, it did start the
  dialogue.
- 342 Mr. McKalips stated it was a strategic plan goal to coordinate better with external agencies. He343 noted the pesticide event hosted by the Department of Agriculture.
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- 345 Mr. Gaffney asked if Faulconer Construction was the only company providing large clean-fill
  346 services.
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- Mr. McKalips confirmed Faulconer Construction was the only company to sign up. He stated the
  program had been tweaked from the initial pilot. He stated they aimed for a 90-day project
  completion window, but it was negotiable. He stated because the contractor authorized to bring
  the fill was doing all of the grading and stormwater controls, it did not seem viable to have
  multiple contractors participate concurrently. He stated they intended to only have one contractor
- 353 at a time. 354

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- 355 Mr. Gaffney asked if the Authority saved money by partnering with Panorama on compost. 356
- Mr. McKalips stated they saved a lot of money. He stated they were able to do the trucking. He
  stated they paid \$24 per ton for compost for Panorama versus paying about \$50 per ton for the
  compost from McGill.
- 361 Mr. Gaffney asked if they could expect a change to the tipping fees in FY 24.
- 363 Mr. McKalips stated to change the tipping fees, they would have to start with the County because364 the Board of Supervisors had to request the tipping fees be changed.
- 366 Mr. Rogers moved to approve the Staff Report on the Ivy MUC. Mr. Pinkston seconded the
  367 motion which was carried unanimously (7-0).
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  - (Recess RSWA in a JOINT SESSION with the RWSA)
- At 2:37 p.m., Mr. Stewart moved to recess the meeting of the Rivanna Solid Waste Authority
  Board. Mr. Andrews seconded the motion, which passed unanimously (7-0).

#### 374 At 3:31 p.m., Mr. Gaffney reconvened the Rivanna Solid Waste Authority.

- c. Presentation and Work Session: 2023-2028 Strategic Plan Update
- 378 Mr. Gaffney called the RSWA back into session.

380 Mr. Mawyer stated that Mr. Thomas would be presenting the review of the final update on the
381 strategic plan's progress before working with staff to finalize the plan to be implemented in
382 January.
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- Mr. Thomas explained that he would give both Boards an update on the progress of the strategic plan. He stated he would talk about the mission and values as well as the goals, which in this plan were called priorities, then a high-level overview of strategies and measures. He stated that the Board members had draft strategic plans, and the design and feel were similar without significant departure from the previous, but there were some changes. He noted that on June 9, they met with the leadership team who provide staff-level make decision-making for the strategic plan.
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- 392 Mr. Thomas explained that they then engaged with stakeholders, which included the RWSA and393 RSWA, and held an online survey. He stated that all input from stakeholders was then compiled
- into digestible information that could be consumed in a workshop setting. He noted that they

- took time to define success and came back prepared to engage with the core planning team to
  create strategies and measures to advance specific goals. He stated the goal was to complete the
  strategic plan before the end of the year and then be in a position for the plan to be implemented
  in 2023.
- 399

Mr. Thomas stated the vision of the project referred to where they were going and required working with staff. He stated the vision had not changed much and only had changes in phrasing, but the overall desired future stayed the same. He stated the mission was their purpose and why they existed, and there was only subtle change to this, so the organization recommended back to the Board to not change the vision or mission based on what was last given. He stated values had not changed, but the revised strategic plan now offered clarity about what specifically was meant by integrity, respect, teamwork, and quality.

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408 Mr. Thomas stated that the last strategic plan had six goals, and in the new strategic plan, there 409 were only five. He stated the specificity in the last strategic plan goal about solid waste services 410 specifically had been removed because everything they were trying to accomplish in solid waste 411 from an environmental services standpoint was similar at the strategy level to what they were 412 attempting to accomplish at the water and wastewater side of the business. He stated the five

- 413 priority areas were presented with statements of success.
- 414

415 Mr. Thomas stated there may be slight adjustments to how success was defined for the five416 priority areas, and each one was representative of some of the goals of the last strategic plan. He

- 417 stated none of these things happen in a vacuum and were not mutually exclusive, so they tried to 418 make it apparent that progress with one area would allow progress in another because they were
- 419 connected.
- 420

421 Mr. Thomas stated the first priority was communication and collaboration, which had strategies 422 supported by higher focus on public-facing activities with engagement and communication. He 423 stated the second was environmental stewardship, which described the organization's willingness 424 to lead, teach, and engage in strong stewardship of the environment. He stated there was also a 425 focus on sustainability practices and equitable service delivery. He stated the third priority was 426 workforce, which was focused on recruiting, developing, and maintaining, and in addition to 427 these strategies was more focus on succession management.

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429 Mr. Thomas stated that optimization and resiliency had strategies for efficiency, development of
430 standard work practices, knowledge capture acknowledgment, and ensuring the organization was
431 doing everything it could to be sustainable. He stated the final priority was planning and
432 infrastructure. He stated this organization delivered large infrastructure, which required good

433 planning. He stated that inside these strategies were effective asset management principles,

434 nimbleness when delivering capital projects in changing conditions, and recognition and focus of

- 435 the current situation while being proactive for the future.
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437 Mr. Pinkston asked how many of the proposed measures included a target or a trend.

438439 Mr. Thomas stated that the best practice oftentimes was to begin measuring and then reflect on

440 whether the trend seen was acceptable performance, then set goals. He stated the other option

441 was to benchmark some measures, but not all were able to be worked with in that regard. He

442 stated that also ultimately working with leadership to ask if that was the target performance they

- 443 wanted to achieve was an option.
- 444

445 Mr. Pinkston asked if this would be referred to as a Key Performance Indicator (KPI). 446 447 Mr. Thomas responded that they could. He stated that at the strategy level, this was a good place 448 to think about the top-line outcome measures, but other measurements happened in 449 organizations, so this should not represent the entirety of organizational KPIs, but really was how 450 they were doing at the highest level strategically to achieve the success they sought. 451 452 Mr. Pinkston asked if the last plan included similar measures. 453 454 Mr. Thomas replied that it did, and the Director periodically reported on that information to the 455 Board. He noted that there would be some same measures as well as some new ones. 456 457 Mr. Rogers stated that it was important to set goals, so they knew how to get there. He 458 understood the broad statement, but they wanted to measure how they were progressing, 459 particularly with climate change, as there was a level of accountability, they should feel about 460 how they were progressing with the climate change goals they set. 461 462 Mr. Thomas stated they had a designed document with a recommended design that was near-463 final, pending any additional Board input. He stated that it was not a radical departure from the 464 design they used the last time. He stated that the next steps were to complete and finalize the 465 strategic plan by the end of the year and pivot to active implementation. He stated that he 466 assumed Mr. Mawyer would present that as he had been doing against the progress of 467 implementation and performance of implementation against the KPIs. 468 469 Mr. Stewart stated that he was supportive of this. He stated that one of the priorities was 470 communication and collaboration, and collaboration among partners in the room was key, but 471 there were no measures listed regarding collaboration. He asked if there was a reason for this. 472 473 Mr. Thomas stated that sometimes measuring outside collaboration was tricky. He stated that 474 some measures included community service hours completed by employees, number of outreach 475 events, and how many members of the public attended meetings. He commented that the 476 measures were a good starting point, but there may be more powerful ways to measure in the 477 future that they had yet to identify. 478 479 Mr. Stewart stated collaboration between organizations was difficult to measure, but there were 480 also no strategies specific to that that he could find listed. 481 482 Mr. Pinkston stated it was quasi-internal collaboration if it was among various organizations. 483 484 Mr. Mawyer stated his performance goals included detailed specifics and metrics; however, more 485 could be added to the strategic plan. 486 487 Mr. Andrews stated there were four bullets under strategies on page 11 for environmental 488 stewardship, but only three were reflected on page 13. 489 490 Mr. Thomas stated that would be fixed. 491 492 Ms. Mallek stated related to public-facing success, returning paint cans at the new transfer 493 station was a great change from when she had last done so. She stated it was very managed and 494 professional.

495	
496	Mr. Pinkston asked about the phrasing of "led" or "lead" on page 8.
497	
498	Mr. Thomas stated they would correct it.
499	•
500	Mr. Gaffney stated some photographs had descriptions and others did not.
501	
502	Mr. Pinkston asked about the asset management program.
503	
504	Mr. Mawyer stated they were in the process of getting the program underway, and CityWorks
505	was the new program.
506	was are in a broßram.
507	Mr. Thomas stated he lived in North Carolina and did not benefit from this organization, but he
508	had worked with many organizations across the country and could say this was a high-
509	functioning and well-led utility organization.
510	Turiotioning und woh fod utility organization.
511	Mr. Gaffney asked if there were any other comments or questions.
512	This Summey asked if there any outer comments of questions.
513	Mr. Pinkston asked Mr. Mawyer if these were strategies that he and his leadership team wanted
514	to focus on.
515	
516	Mr. Mawyer stated yes. He stated they worked fairly exclusively on those strategies and
517	measures.
518	
519	Mr. Rogers stated he liked the framework, the approach, and the efficiency with which they put
520	the strategic plan together.
521	the strategic plan together.
522	Mr. Pinkston asked if there was any action to be taken on this now.
523	with a mixing asked in there was any action to be taken on this now.
524	Mr. Mawyer stated the Board could take action to approve the draft unless they wanted to bring
525	back a final version.
526	back a final version.
520	Mr. Gaffney asked if they would bring back a final version.
528	with Garmey asked if they would bring back a final version.
529	Mr. Mawyer stated they could bring it back for approval in November.
530	with wawyer stated they could bring it back for approval in November.
531	
532	10. OTHER ITEMS FROM BOARD/STAFF NOT ON AGENDA
533	There were none.
534	There were none.
535	11. CLOSED MEETING
536	There was no closed meeting.
537	
538	12. ADJOURNMENT
539	At 3:57 p.m., Mr. Andrews moved to adjourn the meeting of the Rivanna Solid Waste
540	Authority. Mr. Stewart seconded the motion, which passed unanimously (7-0).



#### MEMORANDUM

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

FROM: BILL MAWYER, EXECUTIVE DIRECTOR

SUBJECT: EXECUTIVE DIRECTOR'S REPORT

DATE: NOVEMBER 15, 2022

STRATEGIC PLAN GOAL: WORKFORCE DEVELOPMENT

#### Safety Grant and Equipment

Liz Coleman, Safety Manager, applied for and received a \$2000 safety grant from the Virginia Risk Sharing Association, which was used to purchase hearing protection headsets with radio communication capability.



#### Employee Appreciation Day, November 2, 2022

The management teams of our Authorities passed on our thanks to staff for their dedicated support of our services with a picnic and Service Awards program in the Administration Building parking lot.



#### New Employee Welcoming Program Restarted

I had a "meet and greet" luncheon with several of our newest employees to welcome them to our team in November. This effort to get to know our new employees began before the pandemic, but had been paused since 2020.

#### STRATEGIC PLAN GOAL: INFRASTRUCTURE AND MASTER PLANNING

#### New SACC facility

Construction has begun for the new Southern Albemarle Convenience Center (SACC). Completion is expected by the end of 2022.



#### STRATEGIC PLAN GOAL: ENVIRONMENTAL STEWARDSHIP

#### Fall Amnesty Days

The Ivy MUC held successful eWaste, Household Hazardous Waste (HHW), and Bulky Waste Days this fall, collecting over 36,000 pounds of waste as follows:

		1	Albertarle	Charletterville
			<u>Albemarle</u>	<u>Charlottesville</u>
<u>eWaste</u>	Saturday	9/17/2022		
		Customers	224	66
ннш	Friday	9/23/2022		
		Customers	240	128
	Saturday	9/24/2022		
		Customers	250	81
Bulky Waste:	Furniture/Mattresses	- Pounds Collected	20,940	4,920
	Saturday	10/1/2022		
	Appliances	- Pounds Collected	8,610	2,290
		- Freon units Collected	117	39
	Saturday	10/8/2022		
	Tires	Participating Vehicles	93	18
	Saturday	10/15/2022		

#### **Oyster Shell Reuse - Day of Caring**

November is oyster month in Virginia. We appreciate volunteers from the Brown Advisory company that participated in the United Way Day of Caring on September 21<sup>st</sup> and their hard work in bagging oyster shells at Ivy MUC, along with RWSA and RSWA staff. The dried shells are bagged annually and delivered to the VCU Rice Center, where the shells are seeded and taken into the Chesapeake Bay to grow. Each oyster can filter up to 50 gallons of water per day. During this year's event, we filled 218 bags with approximately 550 shells per bag. Each shell contains 15 oysters once set with larvae. That's a total of 1,798,500 oysters returned to the Piankatank River; filtering approximately 90 million gallons of water per day. In a year, that would be filtering 32.8 billion gallons of water!





#### MEMORANDUM

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

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

**REVIEWED: BILL MAWYER, EXECUTIVE DIRECTOR** 

SUBJECT: AUGUST 2022 FINANCIAL SUMMARY

DATE: NOVEMBER 15, 2022

Total operating revenue for the 2 months of this fiscal year was \$807,200, and total operating expenses were \$1.22 million, which results in a \$408,600 operating deficit. This is better than the estimated deficit of \$551,600 per the budget through the month of August. Funding support for operations and remediation of \$760,220 was received through August. The Authority processed 40,221 tons of waste and recycling materials for this period. A breakdown of net revenue or cost per ton, including overhead and administrative support costs, is shown below.

	<u>Ivy C</u>	perations	lv	y Transfer	Ī	Recycling	<u>Total</u>
Tonnage		31,029		8,804		388	40,221
Net operating revenue (costs)	\$	3,148	\$	(123,754)	\$	(162,520)	\$ (283,126)
Net revenue (cost) per ton	\$	0.10	\$	(14.06)	\$	(418.87)	\$ (7.04)

Some highlighted items are noted below and reference to the appropriate line item in the statement:

- A Clean Fill, Vegetative Waste, and MSW continue to bring in higher than expected revenues.
- **B** Wood Grinding costs were the cause for Ivy Operations to be significantly over budget.
- C Recycling costs are running over budget due to engineering services costs for the paper sort that were unbudgeted.

	R	Rivanna S Revenue and E	xpe	Waste Autho nse Summary 2023		port																		
				F	For A	ugust 2022																		
		Budget FY 2023		•		•		•		•		•		•		•		<b>U</b>			Actual YTD		Variance \$	Variance %
<u>Revenues</u>																								
Ivy Operations Tipping Fees Ivy Environmental Revenues	\$	631,800 -	\$	105,300 -	\$	253,330 11,952	\$	148,030 11,952	140.58%															
lvy MSW Transfer Tipping Fees		2,557,300		426,217		492,266		66,049	15.50%															
County Convenience Centers		60,000		10,000		-		(10,000)	-100.00%															
Recycling Revenues		265,000		44,167		41,627		(2,540)	-5.75%															
Other Revenues Administration		20,000		3,333		8,009		4,676	140.27%															
Total Revenues	\$	3,534,100	\$	589,017	\$	807,184	\$	218,167	37.04%															
Expenses	¢	669 227	¢	111 200	¢	212 807	¢	(102 510)	02.020/															
Ivy Operations	\$	668,327 792.311	\$	111,388 132,052	\$	213,897 93,871	\$	(102,510) 38,181	-92.03% <b>I</b> 28.91%															
Ivy Environmental Ivy MSW Transfer		3,283,892		547,315		93,671 579,736		(32,421)	-5.92%															
County Convenience Centers		552,593		92,099		67,111		24,987	27.13%															
Recycling Operations		605,713		100,952		108,008		(7,056)	-6.99%															
Administration		940,562		156,760		153,146		3,614	2.31%															
Total Expenses	\$	6,843,397	\$	1,140,566	\$	1,215,770	\$	(75,204)	-6.59%															
Operating Results	\$	(3,309,297)	\$	(551,550)	\$	(408,586)	\$	142,963	25.92%															
Other Funding Sources																								
Local Government Support	\$	2,240,818	\$	373,470	\$	520,843	\$	147,373	39.46%															
Environmental Support		1,068,480		178,080		239,377	,	61,297	34.42%															
Subtotal	\$	3,309,298	\$	551,550	\$	760,220	\$	208,670	37.83%															
Net Income (Loss)	\$	1	\$	0	\$	351,634	\$	351,634	]															

Local Support Detail			nnualized Payments	Tr	ue-up Est.
				Due to	/ (Due from)
County - Ivy Operations	\$ 266,667	\$ 44,445	\$ 44,445	\$	47,593
County - Ivy Transfer	956,733	159,455	159,455		35,701
County - Convenience Centers	492,593	82,099	82,099		14,987
County - Recycling	367,378	61,230	61,230		(5,557)
County - Environmental MOU	 637,581	 106,264	 53,132		-
	\$ 2,720,951	\$ 453,492	\$ 400,360	\$	92,724
City - Recycling	\$ 157,448	\$ 26,241	\$ -		(28,623)
City - Environmental MOU	 350,917	 58,486	 <u> </u>		<u> </u>
	\$ 508,365	\$ 84,727	\$ -	\$	(28,623)
UVa - Environmental MOU	\$ 79,982	\$ 13,330	\$ 6,665	\$	-
Total Local Support	\$ 3,309,298	\$ 551,550	\$ 407,025	\$	64,102

			F	Y 2023					
		Budget		Budget		Actual	1	Variance	Variance
	1	FY 2023		YTD		YTD		\$	%
Ivy Operations									
<u>Revenues</u>									
Clean fill material	\$	200,000	\$	33,333	\$	147,140		113,807	341.42% <b>A</b>
Grindable material		264,000		44,000		70,780		26,780	60.86% <b>A</b>
Tires whole		22,800		3,800		17,967		14,167	372.82% <b>A</b>
Tires and white good per item		45,000		7,500		7,757		257	3.43%
Material Sales		100,000		16,667		9,686		(6,981)	-41.88%
Total Operations Revenues	\$	631,800	\$	105,300	\$	253,330	\$	148,030	140.58%
Expanses									
Expenses Personnel Cost	¢	274,552	¢	45,759	\$	39,691	¢	6 069	13.26%
Professional Services	Ф	274,552	\$	45,759	Φ	39,091	\$	6,068	13.20%
		- 27,700		- 4.617		- 5,180		-	-12.20%
Other Services and Charges Communications		1,800		4,017		279		(563) 21	6.95%
Information Technology		6,275		1,046		279		807	77.15%
Vehicles and Equip. Maintenance		47,000		7,833		8,258		(425)	-5.42%
Supplies		1,000		167		1,428		(1,261)	-756.55%
Operations and Maintenance		175,000		29,167		136,323		(107,156)	
Environmental Remediations		175,000		29,107		130,323		(107,130)	-307.3970 D
Equipment Replacement		- 135,000		22,500		- 22,500		-	0.00%
Total Operations Expenses	\$	668,327	\$	111,388	\$	213,897	\$	(102,510)	-92.03%
Allocation of Administration Costs	Ψ	230,141	Ψ	38,357	Ψ	36,284	Ψ	2,072	5.40%
Expenses With Admin Allocations	\$	898,467	\$	149,745	\$	250,182	\$	(100,437)	-67.07%
Net Deficit	\$	(266,667)	\$	(44,445)	\$	3,148		47,593	-107.08%
				- · ·		·		47,593	

Summary of Local Support												
County	\$	266,667	\$	44,445	\$	44,445	\$	-				
	\$	266,667	\$	44,445	\$	44,445	\$	-				

Estimated True-up

\$ 47,593

			F	Y 2023					
		Budget FY 2023		Budget YTD		Actual YTD	V	ariance \$	Variance %
Ivy Environmental									
Revenues									
Forestry Management Revenue	\$	-	\$	-	\$	11,952		11,952	
Total Operations Revenues	\$	-	\$	-	\$	11,952	\$	11,952	
Expenses									
Personnel Cost	\$	192,711	\$	32,118	\$	29,609	\$	2,509	7.81%
Professional Services	Ψ	-	Ψ	-	Ψ	179	Ψ	(179)	1.0170
Other Services and Charges		12,700		2,117		583		1,533	72.44%
Communications		1,000		167		30		136	81.86%
Information Technology		1,000		167		-		167	100.00%
Vehicles and Equip. Maintenance		19,900		3,317		1,218		2,099	63.29%
Supplies		-		-		-		-	
Operations and Maintenance		176,500		29,417		25,133		4,284	14.56%
Environmental Remediations		233,500		38,917		11,285		27,632	71.00%
Equipment Replacement		155,000		25,833		25,833		(0)	0.00%
Total Operations Expenses	\$	792,311	\$	132,052	\$	93,871	\$	38,181	28.91%
Allocation of Administration Costs		276,169		46,028		43,541		2,487	5.40%
Expenses With Admin Allocations	\$	1,068,479	\$	178,080	\$	137,412	\$	40,668	22.84%
Net Deficit	\$(	1,068,479)	\$	(178,080)	\$	(125,460)		52,620	-29.55%

Summary of Local Support													
County \$ 637,581 \$ 106,264 \$ 53,132 \$ 53,132													
City		350,917		58,486		-	\$	58,486					
Uva		79,982		13,330		6,665		6,665					
	\$ 1	,068,480	\$	178,080	\$	59,797	\$	118,283					

			FY 2023						
	Budget		Budget		Actual	V	/ariance	Variance	
	FY 2023		YTD		YTD		\$	%	
Ivy Transfer Station									
Revenues									
MSW / Construction Debris	\$2,392,000	\$	398,667	\$	465,832	\$	67,165	16.85%	Α
Compostable Material	62,300	+	10,383	Ŧ	-	Ŧ	(10,383)	-100.00%	
Service Charges / other revenues	103,000		17,167		26,434		9,267	53.98%	
Total Operations Revenues	\$ 2,557,300	\$	426,217	\$	492,266	\$	66,049	15.50%	
Expenses									
Personnel Cost	\$ 575,035	\$	95,839	\$	85,753	\$	10,086	10.52%	
Professional Services	-		-		-		-		
Other Services and Charges	111,650		18,608		2,777		15,832	85.08%	
Communications	2,000		333		176		157	47.24%	
Information Technology	12,500		2,083		600		1,483	71.20%	
Vehicles and Equip. Maintenance	55,000		9,167		21,151		(11,985)	-130.74%	
Supplies	3,000		500		4,283		(3,783)	-756.54%	
Operations and Maintenance	2,426,207		404,368		449,996		(45,628)	-11.28%	
Environmental Remediations	3,500		583		-		583	100.00%	
Equipment Replacement	95,000		15,833		15,000		833	5.26%	
Total Operations Expenses	\$ 3,283,892	\$	547,315	\$	579,736	\$	(32,421)	-5.92%	
Allocation of Administration Costs	230,141		38,357		36,284		2,072	5.40%	
Expenses With Admin Allocations	\$ 3,514,033	\$	585,672	\$	616,020	\$	(30,348)	-5.18%	
Net Deficit	\$ (956,733)	\$	(159,455)	\$	(123,754)		35,701	-22.39%	

Summary of Local Support												
County	\$	956,733	\$	159,455	\$	159,455	\$	-				
City		-		-		-		-				
	\$	956,733	\$	159,455	\$	159,455	\$	-				

Estimated True-up

\$ 35,701

		F	1				
	Budget FY 2023		Budget YTD	Actual YTD	V	/ariance \$	Variance %
County Convenience Centers							
Revenues							
Material Sales	\$ 60,000	\$	10,000	\$ -	\$	(10,000)	-100.00%
Total Operations Revenues	\$ 60,000	\$	10,000	\$ -	\$	(10,000)	-100.00%
Expenses							
Personnel Cost	\$ 378,293	\$	63,049	\$ 50,758	\$	12,291	19.49%
Professional Services	-		-	-		-	
Other Services and Charges	10,300		1,717	663		1,054	61.40%
Communications	-		-	63		(63)	
Information Technology	-		-	-		-	
Vehicles and Equip. Maintenance	105,000		17,500	4,647		12,853	73.45%
Supplies	-		-	-		-	
Operations and Maintenance	4,000		667	1,814		(1,148)	-172.16%
Environmental Remediations	-		-	-		-	
Equipment Replacement	 55,000		9,167	9,167		0	0.00%
Total Operations Expenses	\$ 552,593	\$	92,099	\$ 67,111	\$	24,987	27.13%
Allocation of Administration Costs	 -		-	-		-	
Expenses With Admin Allocations	\$ 552,593	\$	92,099	\$ 67,111	\$	24,987	27.13%
Net Deficit	\$ (492,593)	\$	(82,099)	\$ (67,111)		14,987	-18.26%

Summary of Local Support											
County	\$	492,593	\$	82,099	\$	82,099	\$	-			
	\$	492,593	\$	82,099	\$	82,099	\$	-			
Estimated True-up					\$	14,987					

			F							
	Budget		Budget			Actual	Variance		Variance	
	4	FY 2023	_	YTD	_	YTD		\$	%	
Recycling										
McIntire & Paper Sort										
<u>Revenues</u>										
Material Sales & other revenues	\$	230,000	\$	38,333	\$	41,627	\$	3,294	8.59%	
Grants		35,000		5,833		-		(5,833)	-100.00%	
Total Operations Revenues	\$	265,000	\$	44,167	\$	41,627	\$	(2,540)	-5.75%	
	<u> </u>	,		, -		, -	-	( ) )		
<u>Expenses</u>										
Personnel Cost	\$	309,413	\$	51,569	\$	46,653	\$	4,915	9.53%	
Professional Services		-		-		7,900		(7,900)		
Other Services and Charges		49,100		8,183		7,771		412	5.04%	
Communications		2,150		358		561		(203)	-56.61%	
Information Technology		-		-		-		-	0.00%	
Vehicles and Equip. Maintenance		68,000		11,333		8,513		2,820	24.88%	
Supplies		1,050		175		-		175	100.00%	
Operations and Maintenance		76,000		12,667		19,943		(7,276)	-57.44%	
Environmental Remediations		-		-		-		-	0.00%	
Equipment Replacement		100,000		16,667		16,667		0	0.00%	
Total Operations Expenses	\$	605,713	\$	100,952	\$	108,008	\$	(7,056)	-6.99%	
Allocation of Administration Costs		184,112		30,685		29,027		1,658	5.40%	
Expenses With Admin Allocations	\$	789,825	\$	131,638	\$	137,036	\$	(5,398)	-4.10%	
Net Deficit	\$	(524,825)	\$	(87,471)	\$	(95,409)		(7,938)	9.08%	

Summary of Local Support											
County	\$	367,378	\$	61,230	\$	61,230	\$	-			
City		157,448		26,241		-	\$	26,241			
	\$	524,825	\$	87,471	\$	61,230	\$	26,241			
Estimated True-up - County Estimated True-up - City					\$ \$	(5,557) (28,623)					

	FY 2023									
		Budget FY 2023		Budget YTD		Actual YTD	Variance \$		Variance %	
Administration										
Revenues										
Interest revenues	\$	5,000	\$	833	\$	6,172	\$	5,339	640.65%	
Late Fees		15,000		2,500		1,837		(663)	-26.52%	
Total Operations Revenues	\$	20,000	\$	3,333	\$	8,009	\$	4,676	140.27%	
<u>Expenses</u>										
Personnel Cost	\$	171,662	\$	28,610	\$	31,606	\$	(2,995)	-10.47%	
Professional Services		50,000		8,333		3,884		4,449	53.39%	
Other Services and Charges		708,700		118,117		116,226		1,890	1.60%	
Communications		5,200		867		377		490	56.49%	
Information Technology		3,500		583		1,000		(417)	-71.43%	
Vehicles and Equip. Maintenance		-		-		-		-		
Supplies		1,500		250		53		197	78.61%	
Operations and Maintenance		-		-		-		-		
Environmental Remediations		-		-		-		-		
Equipment Replacement		-		-		-		-		
Subtotal Before Allocations	\$	940,562	\$	156,760	\$	153,146	\$	3,614	2.31%	
Net Deficit	\$	(920,562)	\$	(153,427)	\$	(145,137)		8,290	-5.40%	

Allocation to Cost Centers (per agreement)											
	Allocation										
	%										
Ivy Operations	25%	\$	230,141	\$	38,357	\$	36,284	\$	2,072	-84.23%	
Ivy Environmental	30%		276,169		46,028		43,541		2,487	-84.23%	
Ivy Transfer	25%		230,141		38,357		36,284		2,072	-84.23%	
County Convenience Centers	0%		-		-		-		-		
Recycling	<u>20%</u>		184,112		30,685		29,027		1,658	- <u>84.23</u> %	
				_		_					
Total Allocation to Cost Centers	100%	\$	920,562	\$	153,427	\$	145,137	\$	8,290	-84.23%	



#### 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: NOVEMBER 15, 2022

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

#### September 2022

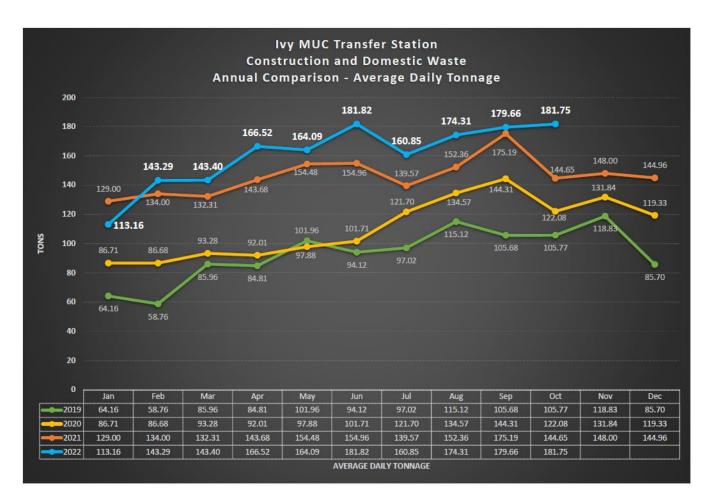
- 7,950 vehicles crossed the scales
- The IMUC transfer station operated 26 days and received a total of 4,504.05 tons of municipal solid waste (MSW), an average of 173.23 tons per day of operation. The monthly transfer station tonnage figures are attached to this report.
- 26,692.26 tons of non-MSW materials were received
- 31,196.31 tons were received as a combined total tonnage (MSW + non-MSW)

#### October 2022

- 8,102 vehicles crossed the scales
- The IMUC transfer station operated 26 days and received a total of 4,738.82 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.
- 25,637.82 tons of non-MSW materials were received
- 30,376.64 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 are generally following seasonal trends, as shown on the following figure.



#### Large Clean Fill Project Program

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

As of October 31, 2022, Ivy has received 136,559.66 tons of clean fill material. At the \$3.50 per ton tipping fee, this equates to approximately \$472,000 of revenue.

#### Southern Albemarle Convenience Center

Construction has started on the Southern Albemarle Convenience Center (SACC). Stormwater controls have been installed, site clearing completed, and grading is underway. The contractor, Findley Asphalt and Concrete, has projected that as long as the asphalt and concrete plans stay open (a function of freezing weather) they will be able to complete construction by the end of December 2022.



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

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

The McIntire Recycle Center received 8.16 tons of compostable materials from residents in September. The McIntire Recycle Center received 7.17 tons of compostable materials from residents in October. The Ivy Convenience Center received 0.59 tons of compostable materials from residents in September. The Ivy Convenience Center received 0.44 tons of compostable materials from residents in October.

#### Fall HHW and Bulky Waste Totals:

#### Saturday, September 17, 2022: E-Waste

A total of 290 vehicles participated, including 224 from the County and 66 from the City.

## Thursday, September 22, Friday, September 23, and Saturday, September 24, 2022: Special Collections

The Conditionally Exempt Small Quantity Generator (CESQG) Special Collection for business hazardous waste was held on Thursday, September 22, 2022. CESQG collection program is a pre-registration, feebased program with sign-up information and instructions on the Rivanna.org website. One customer participated.

Household Hazardous Waste Day was a two-day event this Fall. Hours were from 9am-2pm on both Friday, September 23 and Saturday, September 24, 2022. Wait times on both days this spring were less than 5 minutes. The total customer count for the two-day event was 726 City/County residents. Friday: the split was 240 County, and 128 City. Saturday: the split was 250 County and 81 City. 27 Nelson County residents participated.

#### Saturday, October 1, 2022: Furniture / Mattresses

A total of 159 vehicles participated, including 149 from the County and 30 from the City. 20,940 lbs. of furniture and mattresses were collected from the county. 4,920 lbs. of furniture and mattresses were collected from the City.

#### Saturday, October 8, 2022: Appliances

A total of 180 vehicles participated, including 142 from the County and 38 from the City. 8,610 lbs. of appliances and 117 freon units were collected from the County. 2,290 lbs. of appliances and 39 freon units were collected from the City.

#### Saturday, October 15, 2022: Tires

A total of 111 vehicles participated, including 93 from the County and 18 from the City. Total tonnage of tires will be reported when the trucking to the end user has been completed.

#### **Regional Tipping Fee Survey – November 2022**

County/Facility	<u>MSW (\$/ton)</u>	<u>Notes</u>
Augusta Regional Landfill	\$45.00	Commercial Rate, residential is free
Fluvanna County Transfer Sta.	\$60.00	\$65.00 for CDD
Louisa County Landfill	\$45.00	Res. Rate (over 500#), Comm. \$54/ton
Nelson County Transfer Sta.	\$55.00	
Greene County Transfer Sta.	\$60.00	\$60.00 for CDD
Van der Linde Recycling	\$53.00	\$55.00 for CDD
Republic Services – Zion X-road	\$62.52	Just raised rate in January
AVERAGE:	\$54.36	
MEDIAN:	\$55.00	



#### September 1-30, 2022

Days of								
Operation:	26			MSW	collected at Tra	ansfer Station (	(tons)	Non-MSW
		Vehicles	Count	Citizen-Can	Construction	Domestic	MSW Total	<b>Total Tons</b>
09/01/22	Thursday	220	242	0.54	49.57	135.03	185.14	171.95
09/02/22	Friday	264	337	0.53	81.00	86.37	167.90	291.40
09/03/22	Saturday	265	308	0.64	8.02	38.42	47.08	10.59
09/04/22	Sunday						-	
09/05/22	Monday						-	
09/06/22	Tuesday	319	453	0.68	82.43	126.32	209.43	459.93
09/07/22	Wednesday	288	331	0.42	62.13	120.54	183.09	684.26
09/08/22	Thursday	272	336	0.37	51.41	127.98	179.76	1,006.78
09/09/22	Friday	323	376	0.45	38.07	119.59	158.11	832.19
09/10/22	Saturday	284	329	0.46	25.36	49.21	75.03	10.27
09/11/22	Sunday						-	
09/12/22	Monday	286	306	0.50	53.23	200.54	254.27	819.70
09/13/22	Tuesday	210	247	0.55	61.81	93.99	156.35	324.64
09/14/22	Wednesday	314	340	0.44	89.38	137.79	227.61	1,266.64
09/15/22	Thursday	326	441	0.65	87.64	124.06	212.35	1,518.31
09/16/22	Friday	291	357	0.32	84.30	90.24	174.86	599.94
09/17/22	Saturday	280	381	0.75	17.69	36.17	54.61	8.04
09/18/22	Sunday						-	
09/19/22	Monday	300	372	0.49	87.55	228.52	316.56	892.82
09/20/22	Tuesday	332	360	0.41	97.96	128.05	226.42	1,359.72
09/21/22	Wednesday	372	431	0.44	169.53	101.14	271.11	1,799.54
09/22/22	Thursday	375	379	0.36	73.87	109.90	184.13	2,322.07
09/23/22	Friday	312	327	0.68	48.25	73.87	122.80	1,138.38
09/24/22	Saturday	284	403	0.49	45.96	30.96	77.41	11.77
09/25/22	Sunday						-	
09/26/22	Monday	438	491	0.53	78.53	161.91	240.97	2,513.49
09/27/22	Tuesday	427	433	0.50	54.12	111.32	165.94	2,512.43
09/28/22	Wednesday	454	465	0.30	101.26	127.90	229.46	2,693.78
09/29/22	Thursday	431	434	0.36	100.32	119.91	220.59	2,553.27
09/30/22	Friday	283	318	0.68	44.48	117.91	163.07	890.35
	Total	7,950	9,197	12.54	1,693.87	2,797.64	4.504.05	26,692.26
	TOTAL	7,950	5,157	12.54	1,095.07	2,797.04	4,504.05	20,092.20
	Average	306	354	0.48	65.15	107.60	173.23	1026.63
	Median	300	360	0.49	62.13	119.59	183.09	890.35
	Maximum	454	491	0.75	169.53	228.52	316.56	2,693.78
	Minimum	210	242	0.30	8.02	30.96	47.08	8.04

#### 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



#### October 1-31, 2022

Days of								
, Operation:	26			MSW	collected at Tre	ansfer Station (	(tons)	Non-MSW
		Vehicles	Count	Citizen-Can	Construction	Domestic	MSW Total	<b>Total Tons</b>
10/01/22	Saturday	109	120	0.60	13.69	17.05	31.34	0.44
10/02/22	Sunday						-	
10/03/22	Monday	195	215	0.45	30.84	199.50	230.79	54.97
10/04/22	Tuesday	313	340	0.39	73.67	97.25	171.31	1,817.54
10/05/22	Wednesday	342	439	0.59	108.73	74.15	183.47	1,603.86
10/06/22	Thursday	295	303	0.51	87.36	135.38	223.25	1,144.93
10/07/22	Friday	323	418	0.60	42.56	116.37	159.53	1,190.65
10/08/22	Saturday	291	331	0.59	33.46	57.27	91.32	13.62
10/09/22	Sunday						-	
10/10/22	Monday	362	396	0.33	49.50	226.63	276.46	1,788.51
10/11/22	Tuesday	403	454	0.28	75.17	103.89	179.34	1,899.00
10/12/22	Wednesday	324	363	0.41	66.24	111.80	178.45	1,537.00
10/13/22	Thursday	198	319	1.10	86.01	169.09	256.20	21.21
10/14/22	Friday	295	316	0.42	59.07	101.33	160.82	1,079.13
10/15/22	Saturday	256	306	0.77	37.72	59.48	97.97	11.91
10/16/22	Sunday						-	
10/17/22	Monday	316	389	0.46	62.38	248.56	311.40	1,118.05
10/18/22	Tuesday	272	295	0.49	90.47	134.86	225.82	575.41
10/19/22	Wednesday	333	467	0.52	58.21	119.53	178.26	1,205.20
10/20/22	Thursday	374	401	0.36	37.99	137.79	176.14	2,015.74
10/21/22	Friday	399	460	0.40	68.28	109.46	178.14	1,837.90
10/22/22	Saturday	314	356	0.51	14.31	56.10	70.92	55.27
10/23/22	Sunday						-	
10/24/22	Monday	367	363	0.39	38.47	209.36	248.22	1,052.89
10/25/22	Tuesday	363	355	0.26	67.03	87.20	154.49	1,360.81
10/26/22	Wednesday	374	360	0.59	59.29	106.84	166.72	1,370.24
10/27/22	Thursday	302	333	0.36	91.27	140.65	232.28	826.78
10/28/22	Friday	404	452	0.56	120.33	105.21	226.10	1,222.40
10/29/22	Saturday	266	389	0.95	14.66	48.89	64.50	34.11
10/30/22	Sunday						-	
10/31/22	Monday	312	324	0.70	51.70	213.18	265.58	800.25
	Total	8,102	9,264	13.59	1,538.41	3,186.82	4,738.82	25,637.82
	Average	312	356	0.52	59.17	122.57	182.26	986.07
	Median	315	358	0.52	59.18	110.63	178.36	1,131.49
	Maximum	404	358 467	1.10	120.33	248.56	311.40	2,015.74
	Minimum	404 109	120	0.26	13.69	248.50 17.05	31.34	0.44
	wiiiiiiiuuiii	103	120	0.20	13.03	17.05	51.54	0.44

#### Material Type & Description

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

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

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

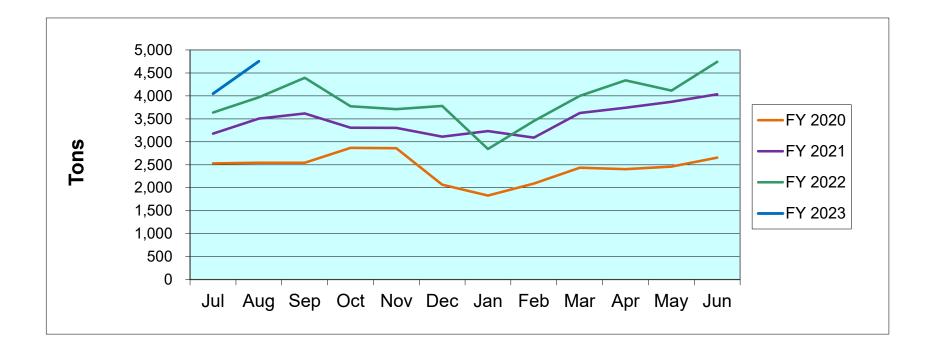
Domestic: Business/residential general or household waste

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

Non-MSW: Materials processed/handled on-site

Vehicle: Transactions or vehicles processed in a day

Rivanna Solid Waste Authority Ivy MSW Transfer Tonnages FY 2020 - 2023





#### **MEMORANDUM**

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

#### FROM: BILL MAWYER, EXECUTIVE DIRECTOR

#### SUBJECT: APPROVAL OF BOARD MEETING SCHEDULE FOR CALENDAR YEAR 2023

#### DATE: NOVEMBER 15, 2022

This memo is to propose a schedule for Board meetings during calendar year 2023, as indicated by the attachment.

In accordance with our By-Laws, the Board will conduct regular public meetings at 2:00 p.m on the fourth Tuesday of January, March, May, July, September and November, except traditionally the November meeting has been advanced to avoid conflicts with the Thanksgiving holiday. The proposed schedule continues this practice.

In addition, recent Virginia legislation allows the Board to conduct virtual public meetings for 25% of the annual meetings (rounded to the higher whole number = 2 for RSWA). The virtual meetings are not allowed to be consecutive, and are proposed for March and September in 2023.

#### **Board Action Requested**

Approval of the attached Board Meeting Schedule for Calendar Year 2023.



### **RSWA Board Meeting Schedule**

Listed below are the proposed RSWA Board of Directors meeting dates for calendar year 2023:

Tuesday, January 24, 2023 Tuesday, March 28, 2023 • Tuesday, May 23, 2023 Tuesday, July 25, 2023 Tuesday, September 26, 2023 • Tuesday, November 14, 2023\*

RSWA Board meetings are held on the fourth Tuesday of the designated months. Meetings will start at 2:00 p.m. and be held in the large conference room on the second floor of the Administration Building at the Moores Creek Advanced Water Resources Recovery Facility, 695 Moores Creek Lane, Charlottesville, VA or virtually via Zoom in March and September 2023.

Virtual Meetings via Zoom

Note: 2 non-consecutive meetings per calendar year are allowed to be conducted virtually

\* The November meeting is advanced to avoid a conflict with the week of Thanksgiving.



Certified Public Accountants

#### Communication with Those Charged with Governance

#### To the Board of Directors Rivanna Solid Waste Authority

We have audited the financial statements of financial statements of Rivanna Solid Waste Authority for the year ended June 30, 2022. Professional standards require that we provide you with information about our responsibilities under generally accepted auditing standards, *Government Auditing Standards*, and Uniform Guidance, as well as certain information related to the planned scope and timing of our audit. We have communicated such information in our letter to you dated August 1, 2022. Professional standards also require that we communicate to you the following information related to our audit.

#### Significant Audit Matters

#### Qualitative Aspects of Accounting Practices

Management is responsible for the selection and use of appropriate accounting policies. The significant accounting policies used by Rivanna Solid Waste Authority are described in Note 1 to the financial statements. No new significant accounting policies were adopted and the application of existing policies was not changed during 2022. We noted no transactions entered into by the entity during the year for which there is a lack of authoritative guidance or consensus. All significant transactions have been recognized in the financial statements in the proper period.

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ significantly from those expected. The most sensitive estimates affecting the Authority's financial statements were:

Management's estimate of the useful lives of depreciable assets is based on industry standards. Pension and OPEB estimates were determined by valuations performed by actuaries. We evaluated the key factors and assumptions used to develop the estimates in determining that they are reasonable in relation to the financial statements taken as a whole.

The financial statement disclosures are neutral, consistent, and clear.

#### Difficulties Encountered in Performing the Audit

We encountered no significant difficulties in dealing with management in performing and completing our audit.

#### Corrected and Uncorrected Misstatements

Professional standards require us to accumulate all known and likely misstatements identified during the audit, other than those that are clearly trivial, and communicate them to the appropriate level of management. Management has corrected all such misstatements. In addition, none of the misstatements detected as a result of audit procedures and corrected by management were material, either individually or in the aggregate, to each opinion unit's financial statements taken as a whole.

- Communication with Those Charged with Governance -

#### Disagreements with Management

For purposes of this letter, a disagreement with management is a financial accounting, reporting, or auditing matter, whether or not resolved to our satisfaction, that could be significant to the financial statements or the auditors' report. We are pleased to report that no such disagreements arose during the course of our audit.

#### Management Representations

We have requested certain representations from management that are included in the management representation letter dated October 24, 2022.

#### Management Consultations with Other Independent Accountants

In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a "second opinion" on certain situations. If a consultation involves application of an accounting principle to the entity's financial statements or a determination of the type of auditors' opinion that may be expressed on those statements, our professional standards require the consulting accountant to check with us to determine that the consultant has all the relevant facts. To our knowledge, there were no such consultations with other accountants.

#### Other Audit Findings or Issues

We generally discuss a variety of matters, including the application of accounting principles and auditing standards, with management each year prior to retention as the entity's auditors. However, these discussions occurred in the normal course of our professional relationship and our responses were not a condition to our retention.

#### Other Matters

We applied certain limited procedures to management's discussion and analysis and the schedules related to pension and OPEB funding, which are required supplementary information (RSI) that supplements the basic financial statements. Our procedures consisted of inquiries of management regarding the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We did not audit the RSI and do not express an opinion or provide any assurance on the RSL.

We were not engaged to report on the introductory section or statistical section which accompany the financial statements but are not RSI. Such information has not been subjected to the auditing procedures applied in the audit of the basic financial statements, and accordingly, we do not express an opinion or provide any assurance on it.

#### Restriction on Use

This information is intended solely for the use of the Board of Directors and management of Rivanna Solid Waste Authority and is not intended to be, and should not be, used by anyone other than these specified parties.

Robinson, Jarmen, Cox Associates Charlottesville, Virginia

October 24, 2022

- Communication with Those Charged with Governance -





#### **MEMORANDUM**

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

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

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

SUBJECT: ANNUAL COMPREHENSIVE FINANCIAL REPORT FISCAL YEAR ENDING JUNE 30, 2022

#### DATE: NOVEMBER 15, 2022

The Authority's Comprehensive Annual Financial Report for the fiscal year ending June 30, 2022 is included with your Board packet. A large part of preparing the financial statements involves having the financial reports audited for the purposes of obtaining an opinion from an independent Certified Public Accountant as to the accuracy of the information presented in the report.

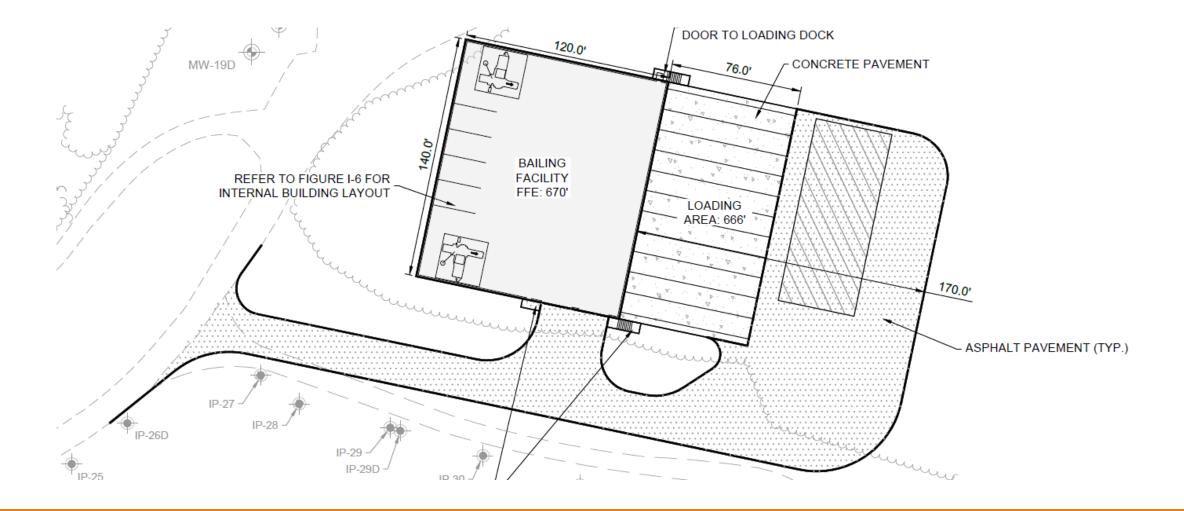
The audit also reviews internal accounting controls and tests for compliance with relevant laws and regulations as a function of expressing the firm's opinion on the financial information. I am pleased to inform you that the Authority received an unmodified opinion, which is the highest opinion that the financial statements are materially accurate and fairly presented.

Mr. Matthew McLearen, a principal of the Charlottesville office of Robinson, Farmer, Cox Associates, will be at the meeting to give a brief review of the audit and discuss any audit findings the firm may have. A letter communicating several aspects of the review is attached for you as well.

I would also like to thank Kathy Ware, Senior Accountant, who performed much of the detailed work in the preparation of this report. The entire administrative staff deserves our appreciation for their hard work during the year in processing our transactions and for providing assistance during the audit.

This report will be submitted to the Certification Program of the Government Finance Officers Association.

Attachment: Comprehensive Annual Financial Report Communication with Those Charged with Governance



### Baling Facility Update

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

November 15, 2022



# Background

- We process our fiber and plastic recyclables at our existing Paper Sort (PS) facility. The PS facility lease options only allow short-term access agreements.
- The existing baler has reached the end of its service life (+20 years); due for replacement in Jan. 2023; no redundancy.
- The facility is only partially enclosed and is not sized to store all the materials we collect indoors without comingling. We process 7 recyclable materials, and the PS only has 6 loading bays.
   Processed 1807 tons of recyclables in FY 2022; 1788 tons in FY 21; 1663 tons in FY 20; 1754 tons in FY 19; 1588 tons in FY 18
- Expanding the existing PS with the short-term lease/access arrangements does not seem prudent.

### Paper Sort Location

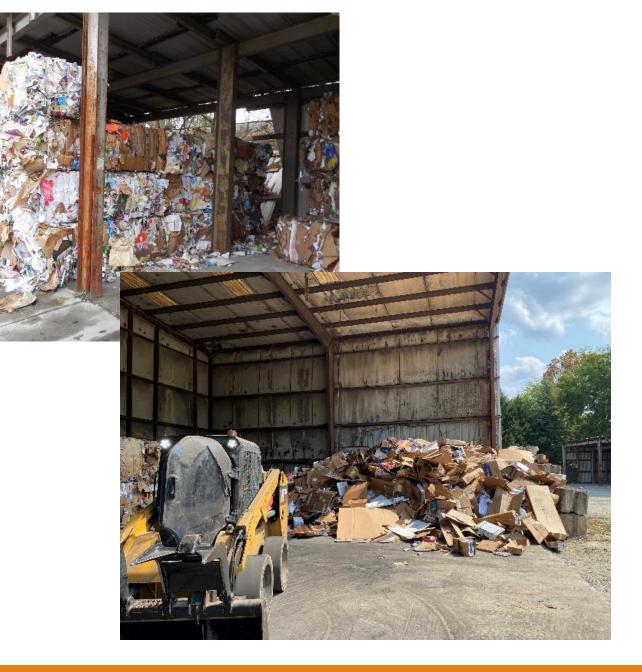
(entrance off of Meade Ave.)











# Actions to Date

- At our September 2021 Board of Directors meeting, staff presented information on the operations and condition of our existing PS Facility and its value to our recycling programs.
- The Board authorized staff to:
  - ➢ find a new location for a replacement facility
  - > complete preliminary engineering for a new facility
  - purchase a new baler for the existing PS (installation in January 2023), which will be moved to new facility

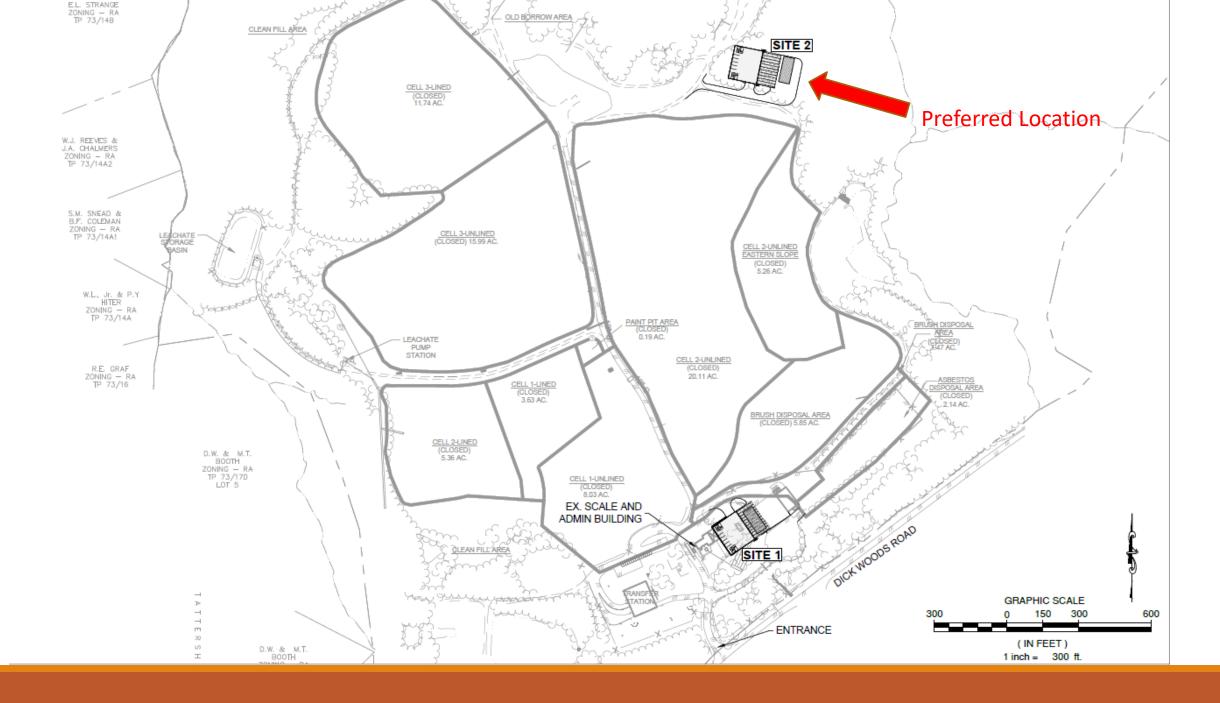
## Design Criteria for new Baling Facility

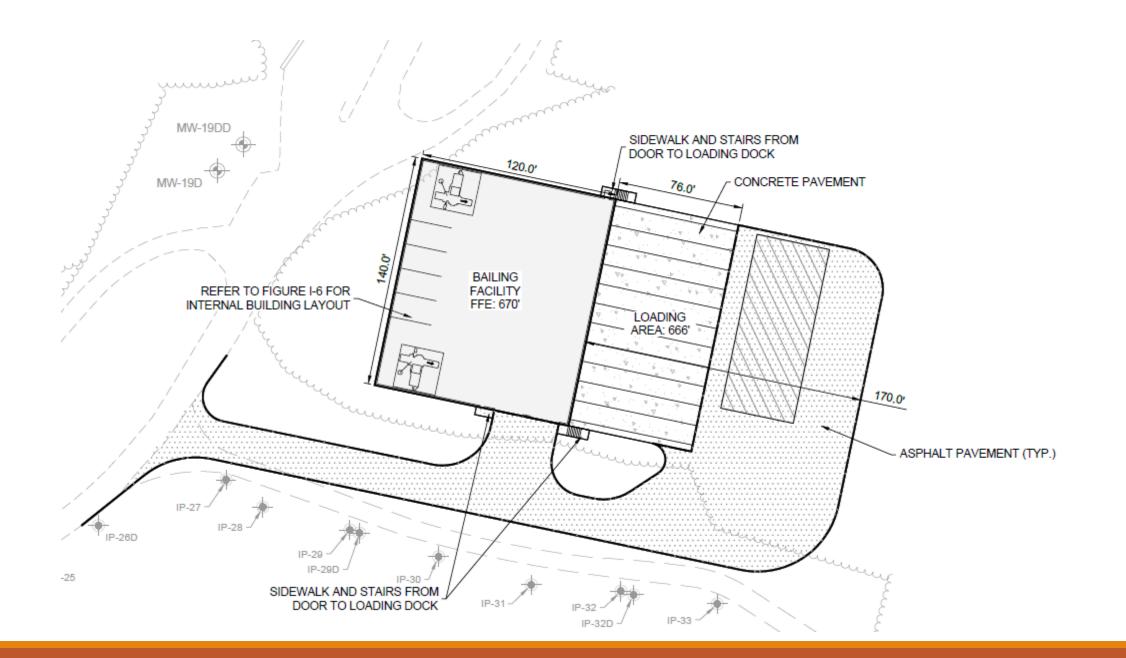
- Located on property owned or controlled by RSWA/Albemarle County/City of Charlottesville
- Fully Enclosed all materials received and processed indoors to prevent litter
- Capacity to fully accommodate the materials we currently manage without outside storage
- Include a second baler for redundancy and to manage growth in recycling

# **Proposed Location**

- Ivy MUC RSWA owned property
- Northeast of landfill cells generally flat site with minimal need for cuts/fills or retaining walls
- Takes advantage of existing site scales and other infrastructure
- Increased access to shared equipment and personnel (sweepers, loaders, roll-off trucks, etc.)
- Beneficial use of otherwise impacted land instead of "greenfield" site







# Next Steps

- Design/Permitting/Bidding services included in FY 2024 Budget (\$420K: 70% County [\$294K] / 30% City [\$126K])
- Construction included in FY 2025 Budget (\$6 M: 70% County [\$4.2 M] / 30% City [\$1.8 M])
- Finalize Draft Baling Facility agreement between RSWA/County/City by end of FY 2023
- Consider revising Local Government Support Agreement for Recycling Programs (2011) to accommodate more accurate allocation of operating costs through improved metrics

# Questions?

### ACTION REQUESTED:

AUTHORIZE EXECUTIVE DIRECTOR TO REQUEST FUNDING FROM THE COUNTY AND CITY FOR THE NEW BALING FACILITY TO INCLUDE COSTS FOR DESIGN/PERMITTING/BIDDING IN THE FY 2024 BUDGET AND CONSTRUCTION IN FY 2025 BUDGET.



#### MEMORANDUM

#### TO: RIVANNA WATER & SEWER AUTHORITY BOARD OF DIRECTORS

#### RIVANNA SOLID WASTE AUTHORITY BOARD OF DIRECTORS

#### FROM: BILL MAWYER, EXECUTIVE DIRECTOR

### SUBJECT:PRESENTATION AND VOTE ON APPROVAL OF REMOTEPARTICIPATION POLICY AND AMENDMENT OF BY-LAWS

#### DATE: NOVEMBER 15, 2022

My brief presentation today is to recommend approval of the attached "Remote Participation Policy" and your "Amended and Restated By-Laws", with both to be effective on November 15, 2022.

The Code of Virginia, Chapter 37 "Virginia Freedom of Information Act", paragraph 2.2-3708.3, effective on September 1, 2022, allows the Rivanna Authorities to implement the following general procedures after adoption of a Remote Participation Policy:

- 1. To allow remote participation by a Board Member, under certain stated circumstances (medical; principal residence is more than 60 miles from the meeting location) and with approval of the Board.
- 2. To conduct all-virtual public meetings, limited to 25% of the annual meetings (rounded to the higher whole number), and on nonconsecutive months, with virtual access and comment in these meetings available to the public.

A similar Policy has been adopted by the Albemarle County Board of Supervisors, City Council, and the Albemarle County Service Authority.

Amendments to the By-Laws of each Authority are also proposed to:

1. Incorporate the Remote Participation Policy into the By-Laws, including clarification of remote and virtual participation to constitute being "present" for the meetings. Our By-Laws require all members to be present to amend the By-Laws.

- 2. Clarify the authority of the Executive Director to execute contracts and other instruments on behalf of the Authority.
- 3. Establish governance of Board meetings by Robert's Rules of Order, and an order of precedence for application of the Rules, By-Laws, and Articles of Incorporation.

#### Action Requested by Each Board:

Approve the Resolution to Adopt the Remote Participation Policy and the Amended and Restated By-Laws, with both to be effective on November 15, 2022.

Attachments:

Resolutions of the Rivanna Solid Waste Authority Board of Directors to Adopt the Remote Participation Policy and the Amended and Restated By-Laws Remote Participation Policy of the Rivanna Solid Waste Authority Amended and Restated By-Laws of the Rivanna Solid Waste Authority

Resolutions of the Rivanna Water and Sewer Authority Board of Directors to Adopt the Remote Participation Policy and the Amended and Restated By-Laws Remote Participation Policy of the Rivanna Water and Sewer Authority Amended and Restated By-Laws of the Rivanna Water and Sewer Authority

#### Remote Participation Policy of the Rivanna Solid Waste Authority

#### Effective November 15, 2022

#### 1. <u>Applicability of Policy.</u>

- A. Purposes. Pursuant to Virginia Code § 2.2-3708.3, the following policy:
  - 1. describes the circumstances under which an all-virtual public meeting and/or remote participation will be allowed and the process the Rivanna Solid Waste Authority (hereinafter, the "Authority") will use for making requests to use remote participation, approving or denying such requests, and creating a record of such requests; and
  - 2. fixes the number of times remote participation for personal matters or all-virtual public meetings can be used per calendar year, not to exceed the limitations set forth in *Virginia Code* § 2.2-3708.3(B)(4) and (C)(9).
- **B.** <u>Application</u>. This policy will be applied strictly and uniformly, without exception, to the entire membership and without regard to the identity of the member(s) requesting remote participation or the matters that will be considered or voted on at the meeting.
- 2. <u>Non-Emergency Individual Participation</u>. Except as provided elsewhere in this policy, individual members may use remote participation instead of attending a public meeting in person only pursuant to and in compliance with the following rules:
  - A. <u>Grounds for Remote Participation; Advance Notice of the Chair.</u> Individual members may use remote participation instead of attending a public meeting in person if, in advance of the public meeting, the member notifies the Chair that:
    - 1. <u>Personal Medical Condition.</u> The member has a temporary or permanent disability or other medical condition that prevents the member's physical attendance;
    - 2. <u>Family Member's Medical Condition.</u> A medical condition of a member of the member's family requires the member to provide care that prevents the member's physical attendance;
    - **3.** <u>**Distant Meeting Location.**</u> The member's principal residence is more than 60 miles from the meeting location identified in the required notice for such meeting; or
    - 4. <u>Identified Personal Matter; Limitation on Use.</u> The member is unable to attend the meeting due to a personal matter (such as a family event or business commitment) and identifies with specificity the nature of the personal matter.

However, the member may not use remote participation due to personal matters more than two meetings per calendar year or 25 percent of the meetings held per calendar year rounded up to the next whole number, whichever is greater.

- **B.** <u>Minutes.</u> If participation by a member through electronic communication means is approved by a disinterested majority of the total members of the Authority Board pursuant to Paragraph 2, the Authority shall record in its minutes the remote location from which the member participated; however, the remote location need not be open to the public and may be identified in the minutes by a general description.
  - **a.** <u>Medical Condition</u>. If participation is approved pursuant to Paragraphs 2(A)(1) or 2(A)(2), the Authority shall also include in its minutes the fact that the member participated through electronic communication means due to a (i) temporary or permanent disability or other medical condition that prevented the member's physical attendance or (ii) family member's medical condition that required the member to provide care for such family member, thereby preventing the member's physical attendance.
  - **b.** <u>**Distant Meeting Location.</u>** If participation is approved pursuant to Paragraph 2(A)(3), the Authority shall also include in its minutes the fact that the member participated through electronic communication means due to the distance between the member's principal residence and the meeting location.</u>
  - c. <u>Identified Personal Matter.</u> If participation is approved pursuant to Paragraph 2(A)(4), the Authority shall also include in its minutes the specific nature of the personal matter cited by the member.
  - **d.** <u>**Disapproval.**</u> If a member's participation from a remote location pursuant to Paragraph 2 is disapproved because such participation would violate this policy, such disapproval shall be recorded in the minutes with specificity.
- C. <u>When Chair Requests to Participate Remotely.</u> In the event the Chair seeks to participate through electronic communication means from a remote location, the Chair must notify the Vice-Chair or other presiding officer and should notify the Secretary on or before the day of the meeting.
- **D.** <u>Audibility of Member Participating Remotely.</u> The Secretary will arrange for the voice of the absent member to be heard by all persons in attendance at the meeting location. If, for any reason, the voice of the absent member cannot reasonably be heard, the meeting may continue without the participation of the absent member.
- **3.** <u>All-Virtual Public Meetings.</u> Except as provided in Paragraph 4 below, the Authority may hold all-virtual public meetings only (i) for regular and special meetings deemed appropriate to be conducted virtually by the Chair of the Authority and (ii) pursuant to and in compliance with the following rules:

- **A.** <u>Meeting Notice.</u> An indication of whether the meeting will be an in-person or all-virtual public meeting must be included in the required meeting notice along with a statement notifying the public that the method by which the Authority chooses to meet shall not be changed unless the Authority provides a new meeting notice in accordance with the provisions of *Virginia Code* § 2.2-3707;
- **<u>B.</u>** <u>**Public Access.**</u> Public access to the all-virtual public meeting must be provided via electronic communication means;
- C. <u>Member Audibility/Visibility.</u> The electronic communication means used must allow the public to hear all members of the Authority participating in the all-virtual public meeting and, when audio-visual technology is available, to see the members of the Authority as well;
- **D.** Contact for Transmission Failure. A phone number or other live contact information must be provided to alert the Authority if the audio or video transmission of the meeting provided by the Authority fails, the Authority must monitor such designated means of communication during the meeting, and the Authority must take a recess until public access is restored if the transmission fails for the public;
- **E.** <u>Meeting Materials.</u> A copy of the proposed agenda and all agenda packets and, unless exempt, all materials furnished to members of the Authority for a meeting must be made available to the public in electronic format at the same time that such materials are provided to members of the Authority;
- **<u>F.</u>** <u>**Public Comment.**</u> The public must be afforded the opportunity to comment through electronic means, including by way of written comments, at those public meetings when public comment is customarily received;
- **<u>G.</u>** <u>**Multiple Members in a Single Location.**</u> No more than two members of the Authority may be together in any one remote location unless that remote location is open to the public to physically access it;
- **<u>H.</u>** <u>**Closed Sessions.**</u> If a closed session is held during an all-virtual public meeting, transmission of the meeting to the public must resume before the Authority votes to certify the closed meeting as required by *Virginia Code* § 2.2-3712(D);
- **I.** <u>Number and Frequency of All-Virtual Meetings.</u> The Authority may not convene an all-virtual public meeting (i) more than two times per calendar year or 25 percent of the meetings held per calendar year rounded up to the next whole number, whichever is greater, or (ii) consecutively with another all-virtual public meeting; and
- **J.** <u>Minutes.</u> Minutes of all-virtual public meetings held by electronic communication means must be taken as required by *Virginia Code* § 2.2-3707 and must include the fact that the meeting was held by electronic communication means and the type of electronic communication means by which the meeting was held. If a member's participation from a

remote location pursuant to this subsection is disapproved because such participation would violate this policy, such disapproval shall be recorded in the minutes with specificity.

4. During a Declared Emergency or When a Continuity of Government Ordinance is in Effect. The Authority may meet by electronic communication means without a quorum of the Authority physically assembled at one location when a state of emergency is declared pursuant to *Virginia Code* § 44-146.17 or a local emergency is declared pursuant to *Virginia Code* § 44-246.21, subject to the provisions and requirements of *Virginia Code* § 2.2-3708.2. The Authority also may meet by electronic communication means when an ordinance adopted pursuant to *Virginia Code* § 15.2-1413 to ensure the continuity of government of Albemarle County and the City of Charlottesville is in effect.

(*Virginia Code* §2.2-3708.2 and §2.2-3708.3)

\* \* \* \* \*

Adopted 11/15/22.

101277288.3



#### RESOLUTION OF THE BOARD OF DIRECTORS OF THE RIVANNA SOLID WASTE AUTHORITY REGARDING ADOPTION OF REMOTE PARTICIPATION POLICY

#### NOVEMBER 15, 2022

**WHEREAS**, pursuant to Section 2.2-3708.3 of the Code of Virginia (the "<u>Code</u>"), the Rivanna Solid Waste Authority (the "<u>Authority</u>") has prepared a Remote Participation Policy (the "<u>Policy</u>"), describing the circumstances under which an all-virtual public meeting and/or remote participation will be allowed and the process the Authority will use for making requests to use remote participation, approving or denying such requests, and creating a record of such requests, and fixing the number of times remote participation for personal matters or all-virtual public meetings can be used per calendar year, said Policy being attached hereto as <u>Exhibit A</u>;

**WHEREAS**, Section 2.2-3708.3(D) of the Code requires that the adoption of the Policy by recorded vote at a public meeting; and

**WHEREAS**, the Board of Directors of the Authority (the "<u>Board</u>") deems it advisable and in the best interest of the Authority to adopt the Policy;

**NOW, THEREFORE, BE IT RESOLVED**, that the Board hereby authorizes, approves, adopts and ratifies the Policy in all respects.

Approved by the Board of Directors November 15, 2022

Michael Rogers, Secretary

#### AMENDED AND RESTATED BY-LAWS OF THE RIVANNA SOLID WASTE AUTHORITY

#### (Effective November 15, 2022)

#### <u>ARTICLE I</u>

#### **OFFICES**

1. The principal office of the Rivanna Solid Waste Authority (the "Authority") shall be in Charlottesville or Albemarle County, Virginia, at 695 Moores Creek Lane, Charlottesville, Virginia 22902 or at such particular place as shall be fixed from time to time by resolution of the Board of Directors (the "Board").

2. Except as otherwise required by resolution of the Board, or as business of the Authority may require, all of the books and records of the Authority shall be kept at the office as designated above.

#### ARTICLE II

#### DIRECTORS

1. The Authority shall have a Board of Directors. All corporate powers shall be exercised by or under the authority of, and the business and affairs of the Authority managed under the direction of, its Board of Directors, pursuant to the provisions of the Articles of Incorporation of the Authority, as amended from time to time (the "Articles") and Sections 15.2-5113 and 5114 of the Code of Virginia (the "Code"). Directors shall be appointed or elected in the manner and for the term set forth in the Articles of Incorporation.

#### ARTICLE III

#### **OFFICERS**

1. The officers of the Authority shall be a Chair, a Vice-Chair, and a Secretary-Treasurer. An election will be held at the regular March Board meeting in even-numbered years with the duly elected officers assuming office as of May 1 for a term of two years and such officers may succeed themselves indefinitely.

2. The Chair shall be the presiding officer of the Authority. Unless some other person is specifically authorized by procedures or instructions adopted by vote of the Board, and except as otherwise provided in Article III, Section 5 below, the Chair shall sign all contracts and other instruments to be executed on behalf of the Authority. The Chair shall perform all the duties and have such other powers as the Board may from time to time designate. The Chair shall be a member of the Board.

3. The Vice-Chair shall perform all the duties of the Chair in the event of the Chair's absence or incapacitation or in the event of the Chair's office falling vacant and also perform such tasks as the Chair or the Board may assign from time to time. The Vice-Chair shall be a member of the Board.

4. The Secretary-Treasurer or his or her designee shall attend all meetings of the Board and act as secretary or clerk thereof; such person shall record all votes and keep accurate records of all proceedings at such meetings in a minute book to be kept for that purpose, which shall be open at all reasonable times to the inspection of any member or any other person authorized by law. The Secretary-Treasurer or his or her designee shall keep in safe custody the official seal of the Authority and shall have authority to affix such seal to all papers authorized to be executed by the Authority requiring such seal to be affixed. The Secretary-Treasurer shall have authority to cause copies to be made of all minutes and other records and documents of the Authority and to give certificates under the official seal of the Authority to the effect that such copies are true copies, and all persons dealing with the Authority may rely upon such certificates.

-2-

The Secretary-Treasurer or his or her designee shall perform all the duties commonly incident to the office of secretary or clerk and shall perform such other duties and have such powers as the Board may from time to time designate. In the absence of the Secretary-Treasurer and/or his or her designee from any meeting of the Board, a temporary secretary may be chosen who shall record the proceedings thereof.

Subject to the provisions of any trust agreement securing revenue bonds, bond anticipation notes, or other financial obligation of the Authority, the Secretary-Treasurer or his or her designee shall have the care and custody of the funds of the Authority and shall have and exercise, under the supervision of the Board, all the powers and duties commonly incident to the office of treasurer. The Secretary-Treasurer shall be selected by the Board and may or may not be a member of the Board.

5. There shall be an Executive Director who shall be the chief administrative officer of the Authority and shall be selected from a list of qualified individuals by vote of the Board. The Executive Director, acting on request of the Chair, shall cause notice to be given of all meetings of the Authority as required by law or by these By-Laws. The Executive Director is authorized to sign contracts and other instruments to be executed on behalf of the Authority; provided, for purchasing or procurement contracts: (i) the aggregate amount of the contract is \$200,000 or less; (ii) the term of the contract is one year or less; and (iii) funds required for payment terms of the contract have been authorized by the Board through adoption or amendment of the annual operating budget.

6. In addition to the officers, duties and powers above mentioned, the Board may provide for and delegate to such deputies, assistants and other officers as it may deem necessary from time to time, who shall perform such duties and have powers as the Board may designate.

-3-

#### ARTICLE IV

#### MEETINGS OF THE AUTHORITY

1. Meetings of the Board may be called by the Chair, or in the event of the Chair's absence from the Commonwealth or incapacity, by the Vice-Chair, for such time and at such place in the Commonwealth as may be specified in the call.

2. Meetings shall be governed by Robert's Rules of Order (the "Rules") to the extent that they do not conflict with these Amended and Restated By-Laws (these "Bylaws") or the Articles. Should there be a conflict between the Rules and the Articles and/or these Bylaws, the Articles will control, followed by these Bylaws, followed by the Rules.

3. Regular meetings of the Board will be held at the Authority's Administration Building, 695 Moores Creek Lane, Charlottesville, Virginia, at 2:00 p.m. on the fourth Tuesday of January, March, May, July, September and November of each year, or at such other place as the Board may designate from time to time. Public notice of such meetings will be required only if the time and/or place of such meetings is changed for any reason.

4. Notwithstanding anything herein to the contrary, meetings of the Board may also be held virtually and/or a Board member may participate in a Board meeting through remote participation, in each case in accordance with Sections 2.2-3708.2 and 2.2-3708.3 of the Code and the Remote Participation Policy of the Rivanna Solid Waste Authority adopted by the Board on November 15, 2022, as may be adopted from time to time by the Board in accordance with the Code (the "Remote Participation Policy"), in each case at the frequency and pursuant to the terms and limitations set forth therein.

5. Meetings in addition to the regular meeting may be called by the Chair, or the Vice-Chair when acting for the Chair under the conditions stated above, for such time and at such place in the Commonwealth as may be specified in the call, provided written notice of such meeting is delivered to the Board members, left at their residence or usual place of business, or delivered by electronic mail not less than forty-eight hours prior to the date and time specified for such meeting. In addition, the Executive Director shall take such measures as may be necessary to make sure that news media and the public have at least twenty-four hours notice of any such special meeting.

6. In the event that the officer issuing the call for a special meeting declares an emergency to exist, the notice required shall be three hours, provided that the declaration of emergency is approved by vote of the Board members at that special meeting.

7. The notification of Board meetings at which subject matter is discussed and/or acted upon by the Authority in compliance with the requirements of Section 15.2-5100, et seq. of the Code (the Virginia Water and Waste Authorities Act) will be as specified in that statute.

8. All Board meetings shall be open to the public, except when, pursuant to the provision of Section 2.2-3711 of the Code, the Board members have voted to hold a closed meeting, and no resolution, rule, contract, regulation, or motion discussed in such closed meeting, in each case as authorized by an exemption set forth in Section 2.2-3711 of the Code, shall become effective unless the Board reconvenes in open meeting and takes a vote on such resolution, rule, contract, regulation, or motion that shall have its substance reasonably identified in the open meeting.

9. At meetings of the Board the following order of the business shall be observed, in general, as far as is consistent with the purpose of the meeting:

- a. Correction and approval of the minutes of the preceding meeting.
- Consideration of items from the public, except matters on the agenda for which a public hearing has been called, and responses from Board or staff to public comments.
- c. Vote on approval of consent agenda, to include regular staff reports on

-5-

expenditures, operations, and capital projects.

d. Other business, including unfinished business.

10. The vote on the adoption of every resolution shall be by ayes and nays. The names of the Board members voting for or against the resolution shall be entered upon minutes of the meetings, unless the vote be unanimous, in which case the minutes will so state.

11. A majority of the members of the Board shall constitute a quorum but the vote of the majority of the total members shall be necessary for any action taken by the Board.

12. A Board member may designate an alternate to attend meetings the member is unable to attend. Such alternates may take part in any deliberations of the Board but may not vote on any matter and may be excluded from any closed meeting.

#### ARTICLE V

#### OFFICIAL SEAL

The official seal of the Authority shall consist of the embossed impression of a circular metallic disc containing in the outer rim the words "Rivanna Solid Waste Authority." The Secretary-Treasurer or his or her designee shall secure such seal and cause the impression thereof to be made on the minutes of the meetings of the Board.

#### ARTICLE VI

#### AMENDMENTS

Except as otherwise provided by law, these By-Laws may be amended, added to, altered, or repealed in whole or in part by the Board at any meeting, including at any meeting of the Board held virtually pursuant to the requirements of Article IV, Section 4 herein, provided that notice of the proposed amendment, additions, alteration or repeal is given in the notice of such meeting and that all members of the Board are present at such meeting. Any member participating in the

meeting through remote participation pursuant to the requirements of Article IV, Section 4 herein is deemed to be present at such meeting.

#### ARTICLE VII

#### FISCAL YEAR

The fiscal year of the Authority shall be determined in the discretion of the Board, but in

the absence of any such determination it shall be the year beginning July 1 and ending June 30.

Certified to be the Amended and Restated By-Laws of the Rivanna Solid Waste Authority, duly adopted by the Board at a meeting at which all members of the Board were present on November 15, 2022.

Name:	
Office:	

101356308.4

### AMENDED AND RESTATED BY-LAWS OF <u>THE</u> RIVANNA SOLID WASTE AUTHORITY

#### (Effective August 25<u>November 15</u>, 20202022)

#### **ARTICLE I**

#### **OFFICES**

1. The principal office of the Rivanna Solid Waste Authority (the "Authority") shall be in Charlottesville or Albemarle County, Virginia, at 695 Moores Creek Lane, Charlottesville, Virginia 22902 or at such particular place as shall be fixed from time to time by resolution of the Board of Directors (the "Board").

2. Except as otherwise required by resolution of the Board, or as business of the Authority may require, all of the books and records of the Authority shall be kept at the office as designated above.

#### ARTICLE II

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#### IRECTORS

#### **DIRECTORS**

1. The Authority shall have a Board of Directors. All corporate powers shall be exercised by or under the authority of, and the business and affairs of the Authority managed under the direction of, its Board of Directors, pursuant to the provisions of the Articles of Incorporation <u>of the Authority</u>, as amended from time to time (the "Articles") and Sections 15.2-5113 and 5114 of the Code of Virginia (the "Code"). Directors shall be appointed or elected in the manner and for the term set forth in the Articles of Incorporation.

#### ARTICLE III

#### O FFICERS

#### **OFFICERS**

1. The officers of the Authority shall be a Chair, a Vice-Chair, and a Secretary-Treasurer. An election will be held at the regular March Board meeting in even-numbered years with the duly elected officers assuming office as of May 1 for a term of two years and such officers may succeed themselves indefinitely.

2. The Chair shall be the presiding officer of the Authority. Unless some other person is specifically authorized by procedures or instructions adopted by vote of the Board, and except as otherwise provided in Article III, Section 5 below; the Chair shall sign all contracts and other instruments to be executed on behalf of the Authority. The Chair shall perform all the duties and have such other powers as the Board may from time to time designate. The Chair shall be a member of the Board.

3. The Vice-Chair shall perform all the duties of the Chair in the event of the Chair's absence or incapacitation or in the event of the Chair's office falling vacant and also perform such tasks as the Chair or the Board may assign from time to time. The Vice-Chair shall be a member of the Board.

4. The Secretary-Treasurer or his or her designee shall attend all meetings of the Board and act as secretary or clerk thereof; such person shall record all votes and keep accurate records of all proceedings at such meetings in a minute book to be kept for that purpose, which shall be open at all reasonable times to the inspection of any member or any other person authorized by law. The Secretary-Treasurer or his or her designee shall keep in safe custody the official seal of the Authority and shall have authority to affix such seal to all papers authorized to be executed by the Authority requiring such seal to be affixed. The Secretary-Treasurer shall have authority to cause copies to be made of all minutes and other records and documents of the Authority and to give certificates under the official seal of the Authority to the effect that such copies are true copies, and all persons dealing with the Authority may rely upon such certificates.

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The Secretary-Treasurer or his or her designee shall perform all the duties commonly incident to the office of secretary or clerk and shall perform such other duties and have such powers as the Board may from time to time designate. In the absence of the Secretary-Treasurer and/or his or her designee from any meeting of the Board, a temporary secretary may be chosen who shall record the proceedings thereof.

Subject to the provisions of any trust agreement securing revenue bonds, bond anticipation notes, or other financial obligation of the Authority, the Secretary-Treasurer or his or her designee shall have the care and custody of the funds of the Authority and shall have and exercise, under the supervision of the Board, all the powers and duties commonly incident to the office of treasurer. The Secretary-Treasurer shall be selected by the Board and may or may not be a member of the Board.

5.5. There shall be an Executive Director who shall be the chief administrative officer of the Authority and shall be selected from a list of qualified individuals by vote of the Board. The Executive Director, acting on request of the Chair, shall cause notice to be given of all meetings of the Authority as required by law or by these By-Laws. The Executive Director is authorized to sign contracts <u>and other instruments</u> to be executed on behalf of the Authority; provided, for <u>purchasing or procurement contracts</u>: (i) the aggregate amount of the contract is \$200,000 or less; (ii) the term of the contract is one year or less; and <u>(iii)</u>-<u>(iii)</u> funds required for payment terms of the contract have been authorized by the Board through adoption or amendment of the annual operating budget.

6.6. In addition to the officers, <u>duties and powers</u> above mentioned, the Board may provide for <u>and delegate to</u> such deputies, assistants and other officers as it may deem necessary from time to time, who shall perform such duties and have powers as the Board may designate.

- 4-

#### ARTICLE IV

#### **MEETINGS OF THE AUTHORITY**

1. Meetings of the Board may be called by the Chair, or in the event of the Chair's absence from the Commonwealth or incapacity, by the Vice-Chair, for such time and at such place in the Commonwealth as may be specified in the call.

2. <u>Meetings shall be governed by Robert's Rules of Order (the "Rules") to the extent</u> that they do not conflict with these Amended and Restated By-Laws (these "Bylaws") or the Articles. Should there be a conflict between the Rules and the Articles and/or these Bylaws, the Articles will control, followed by these Bylaws, followed by the Rules.

3. 2.Regular meetings of the Board will be held at the Authority's Administration Building, 695 Moores Creek Lane, Charlottesville, Virginia, at 2:00 p.m. on the fourth Tuesday of January, March, May, July, September and November of each year, or at such other place as the Board may designate from time to time. Public notice of such meetings will be required only if the time and/or place of such meetings is changed for any reason.

<u>4.</u> Notwithstanding anything herein to the contrary, meetings of the Board may also be held virtually and/or a Board member may participate in a Board meeting through remote participation, in each case in accordance with Sections 2.2-3708.2 and 2.2-3708.3 of the Code and the Remote Participation Policy of the Rivanna Solid Waste Authority adopted by the Board on November 15, 2022, as may be adopted from time to time by the Board in accordance with the Code (the "Remote Participation Policy"), in each case at the frequency and pursuant to the terms and limitations set forth therein.

5. 3.Meetings in addition to the regular meeting may be called by the Chair, or the Vice-Chair when acting for the Chair under the conditions stated above, for such time and at such place in the Commonwealth as may be specified in the call, provided written notice of such

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meeting is delivered to the Board members, left at their residence or usual place of business, or delivered by electronic mail not less than forty-eight hours prior to the date and time specified for such meeting. In addition, the Executive Director shall take such measures as may be necessary to make sure that news media and the public have at least twenty-four hours notice of any such special meeting.

<u>6.</u> 4.In the event that the officer issuing the call for a special meeting declares an emergency to exist, the notice required shall be three hours, provided that the declaration of emergency is approved by vote of the Board members at that special meeting.

<u>7.</u> <u>5.</u>The notification of Board meetings at which subject matter is discussed and/or acted upon by the Authority in compliance with the requirements of <u>Title 15.2,Section</u> <u>15.2-5100, et seq. of the Code of Virginia (the Virginia Water and Waste Authorities Act) will be as specified in that <u>documentstatute</u>.</u>

<u>8.</u> 6-All Board meetings shall be open to the public, except when<sub>a</sub> pursuant to the provision of Section 2.2-3711 of the Code-of Virginia, the Board members have voted to hold a closed meeting<sub>a</sub> and no resolution, rule, contract, regulation, or motion discussed in such closed meeting, in each case as authorized by an exemption set forth in Section 2.2-3711 of the Code, shall become effective unless the Board members reconvenere in open meeting and taketakes a vote on such resolution, rule, contract, regulation, or motion that shall have its substance reasonably identified in the open meeting.

<u>9.</u> 7.At meetings of the Board the following order of the business shall be observed, in general, as far as is consistent with the purpose of the meeting:

- a. Reading, correction, <u>Correction</u> and approval of the minutes of the preceding meeting.
- b. <u>ItemsConsideration of items</u> from the public, except matters on the agenda
  - <u>- 6</u>-

for which a public hearing has been called, and responses from Board or staff to public comments.

- c. <u>ConsentVote on approval of consent</u> agenda, to include regular staff reports on expenditures, operations, and capital projects.
- d. Other business, including unfinished business.

<u>10.</u> 8. The vote on the adoption of every resolution shall be by ayes and nays. The names of the Board members voting for or against the resolution shall be entered upon minutes of the meetings, unless the vote be unanimous, in which case the minutes will so state.

<u>11.</u> 9.A majority of the members of the Board shall constitute a quorum but the vote of the majority of the total members shall be necessary for any action, other than proceduralmatters, to be taken by the Board.

<u>12.</u> 10.A Board member may designate an alternate to attend meetings the member is unable to attend. Such alternates may take part in any deliberations of the Board but may not vote on any matter and may be excluded from any closed meeting.

11.A Board member may participate in a Board meeting through electroniccommunication from a remote location, subject to the conditions of § 2.2-3708.1 of the Code of Virginia and the Board's policy for remote participation as set forth below:

a.At least four hours prior to the scheduled time for the Board meeting, the Board member desiring to participate remotely shall notify the Chair in writing, which may be by e-mail or text message, and shall identify with specificity the nature of the reason as towhy remote participation is necessary. Permitted reasons shall be limited to

(i) an emergency, (ii) a personal matter, or (iii) a temporary or permanent disability or othermedical condition that prevents the member's physical attendance. The specific nature of

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the reason and the remote location from which the Board member participated shall be recorded in the minutes of the meeting.

b.No Board member may participate remotely in more than one Board meeting per calendar year; provided, however, such limitation shall not apply to remote attendance due to temporary or permanent disability or other medical condition that prevents the Board member's physical attendance.

c.The Authority shall have arranged for the voice of the remote participant to be heard by persons present at the meeting location, including other Board members, and the public. The Authority shall be capable of monitoring the remote connection and record in the minutes both the time the remote participation was connected and the time disconnected, and the minutes shall clearly record the vote of the remote participant on all voting matters during the remote participation.

d.A quorum of Board members shall be physically present at the meeting location in order for Board actions to be considered or taken, however, voting by remoteparticipation may count toward determining that the majority of members voted for or against a particular action as described in Section 9 of this Article IV.

e.In the event a Board member's remote participation is disapproved by the Chairor the Board because such participation would violate the terms and conditions of this-Section 11, such disapproval and the reason therefor shall be recorded in the minutes.

#### ARTICLE V

#### <u>OFFICIAL</u>

#### <u>SEAL</u>

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The official seal of the Authority shall consist of the embossed impression of a circular metallic disc containing in the outer rim the words "Rivanna Solid Waste Authority." The Secretary-Treasurer or his or her designee shall secure such seal and cause the impression thereof to be made on the minutes of the meetings of the Board.

#### ARTICLE VI

#### A

#### MENDMENTS

#### <u>AMENDMENTS</u>

Except as otherwise provided by law, these By-Laws may be amended, added to, altered, or repealed in whole or in part by the Board at any meeting, <u>including at any meeting of the</u> <u>Board held virtually pursuant to the requirements of Article IV, Section 4 herein, provided that</u> notice of the proposed amendment, additions, alteration or repeal is given in the notice of such meeting and that all members of the Board are present at such meeting. <u>Any member</u> <u>participating in the meeting through remote participation pursuant to the requirements of Article</u> IV, Section 4 herein is deemed to be present at such meeting.

#### ARTICLE VII F ISCAL

#### FISCAL YEAR

The fiscal year of the Authority shall be determined in the discretion of the Board, but in the absence of any such determination it shall be the year beginning July 1 and ending June 30.

Proposed August 25, 2020Certified to be the Amended and Restated By-Laws of the Rivanna Solid Waste Authority, duly adopted by the Board at a meeting at which all members of the Board were present on November 15, 2022.

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Name:		
Office:		

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#### RESOLUTION OF THE BOARD OF DIRECTORS OF THE RIVANNA SOLID WASTE AUTHORITY ADOPTING AMENDED AND RESTATED BY-LAWS

#### NOVEMBER 15, 2022

WHEREAS, the Board of Directors (the "<u>Board</u>") of the Rivanna Solid Waste Authority (the "<u>Authority</u>") has determined that it is in the best interests of the Authority to amend and restate the current By-Laws of the Authority, which were adopted and made effective as of August 25, 2020 (the "<u>Current By-Laws</u>"); and

**WHEREAS**, pursuant to Article VI of the Current By-Laws, the Board may amend, add to, alter, or repeal the Current By-Laws at any meeting of all of the Board, provided that notice of the proposed amendment, additions, alteration or repeal is given in the notice of such meeting and that all members of the Board are present at such meeting; and

WHEREAS, the Board deems it advisable and in the best interest of the Authority to amend and restate the Current By-Laws in order to conform language regarding remote participation in Board meetings in accordance with the Code of Virginia and the Remote Participation Policy of the Authority to be adopted on even date herewith, to clarify signing authority for contracts and other instruments of the Authority, and to make certain other procedural updates; and

WHEREAS, the Board has considered the proposed Amended and Restated By-Laws in the form attached hereto as Exhibit A (the "Amended and Restated By-Laws") and has determined that it is advisable and in the best interests of the Authority to amend and restate the Current By-Laws by adoption of the Amended and Restated By-Laws and to ratify, confirm and approve all contracts and other instruments of the Authority signed by the Chair or the Executive Director of the Authority;

**NOW, THEREFORE, BE IT RESOLVED**, that the Current By-Laws are hereby amended and restated in their entirety, and the Amended and Restated By-Laws attached hereto as <u>Exhibit A</u> are hereby adopted and ratified in all respects, effective immediately; and be it

**FURTHER RESOLVED**, that the Secretary of the Authority or any other proper officer of the Authority be, and each of them hereby is, authorized and directed to place the Amended and Restated By-Laws and this resolution in the minute books of the Authority; and be it

**FURTHER RESOLVED**, that all contracts and other instruments of the Authority signed by the Chair or the Executive Director of the Authority prior to the date of these resolutions are hereby ratified, confirmed and approved in all respects as the act and deed of the Authority; and be it **FURTHER RESOLVED**, that the proper officers of the Authority are, and each of them hereby is, authorized and directed to prepare, execute and deliver, or cause to be prepared, executed and delivered, any and all agreements, documents, certificates and instruments, and to take any and all such other actions as may be deemed necessary, desirable or appropriate, to carry out the purpose and intent of each of the foregoing resolutions; and be it

**FURTHER RESOLVED**, that any actions taken by such officers or directors prior to the date of these resolutions that are within the authority conferred by the foregoing resolutions are hereby ratified, confirmed and approved in all respects as the act and deed of the Authority.

Approved by the Board of Directors at a meeting at which all members of the Board of Directors were present

November 15, 2022

Michael Rogers, Secretary

# **Remote Participation Policy** and **Amended and Restated By-Laws**

Presented to the Boards of Directors By: Bill Mawyer, Executive Director November 15, 2022





# In September 2022, the Code of Virginia authorized the following for certain public bodies, after adoption of a Remote Participation Policy:

- A. Individual Members of a public body may use remote participation if the Member notifies the Chair in advance of the meeting that:
  - 1. The Member has a temporary or permanent disability or other medical condition that prevents the Member's physical attendance;
  - 2. A medical condition of a member of the Member's family requires the Member to provide care that prevents the Member's physical attendance;
  - 3. The Member's principal residence is more than 60 miles from the meeting location identified in the required notice for such meeting; or
  - 4. The Member is unable to attend the meeting due to a personal matter and identifies with specificity the nature of the personal matter. However, the Member may not use remote participation due to personal matters more than two meetings per calendar year or 25 percent of the meetings held per calendar year rounded up to the next whole number, whichever is greater.

The public body must approve remote participation by a Member, and the facts must be included in the meeting minutes.

# B. All-Virtual public meetings with the following conditions:

1. An indication of whether the meeting will be an in-person or all-virtual public meeting is included in the required meeting notice along with a statement notifying the public that the method by which a public body chooses to meet shall not be changed unless the public body provides a new meeting notice in accordance with the provisions of § 2.2-3707;

2. Public access to the all-virtual public meeting is provided via electronic communication means;

3. The electronic communication means used allows the public to hear all Members of the public body participating in the all-virtual public meeting and, when audio-visual technology is available, to see the Members of the public body as well;

4. A phone number or other live contact information is provided to alert the public body if the audio or video transmission of the meeting provided by the public body fails, the public body monitors such designated means of communication during the meeting, and the public body takes a recess until public access is restored if the transmission fails for the public;

5. A copy of the proposed agenda and all agenda packets and, unless exempt, all materials furnished to Members of a public body for a meeting is made available to the public in electronic format at the same time that such materials are provided to Members of the public body;

# B. All-Virtual public meetings with the following conditions:

6. The public is afforded the opportunity to comment through electronic means, including by way of written comments, at those public meetings when public comment is customarily received;

7. No more than two Members of the public body are together in any one remote location unless that remote location is open to the public to physically access it;

8. If a closed session is held during an all-virtual public meeting, transmission of the meeting to the public resumes before the public body votes to certify the closed meeting as required by subsection D of § 2.2-3712;

9. The public body does not convene an all-virtual public meeting (i) more than two times per calendar year or 25 percent of the meetings held per calendar year rounded up to the next whole number, whichever is greater, or (ii) consecutively with another all-virtual public meeting; and

10. Minutes of all-virtual public meetings held by electronic communication means are taken as required by § 2.2-3707 and include the fact that the meeting was held by electronic communication means and the type of electronic communication means by which the meeting was held. If a Member's participation from a remote location pursuant to this subsection is disapproved because such participation would violate the policy adopted, such disapproval shall be recorded in the minutes with specificity.

# The By-Laws are proposed to be Amended and Restated to:

- 1. Incorporate the Remote Participation Policy into the By-Laws, including clarification that remote and virtual participation constitute being "present" for the meetings. Our By-Laws require all members to be present to amend the By-Laws.
- 2. Clarify the authority of the Executive Director to execute contracts and other instruments on behalf of the Authority.
- 3. Establish governance of Board meetings by Robert's Rules of Order, and the precedence for application of the Rules, By-Laws, and Articles of Incorporation.

# **Action Requested by Each Board**

Approve the Resolutions to adopt the Remote Participation Policy and the Amended and Restated By-Laws, with both effective on November 15, 2022



434.977.2970 🚖 434.293.8858 👜 www.rivanna.org 🍙

### RESOLUTION OF THE BOARD OF DIRECTORS OF THE RIVANNA SOLID WASTE AUTHORITY REGARDING ADOPTION OF REMOTE PARTICIPATION POLICY

### NOVEMBER 15, 2022

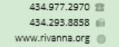
WHEREAS, pursuant to Section 2.2-3708.3 of the Code of Virginia (the "<u>Code</u>"), the Rivanna Solid Waste Authority (the "<u>Authority</u>") has prepared a Remote Participation Policy (the "<u>Policy</u>"), describing the circumstances under which an all-virtual public meeting and/or remote participation will be allowed and the process the Authority will use for making requests to use remote participation, approving or denying such requests, and creating a record of such requests, and fixing the number of times remote participation for personal matters or all-virtual public meetings can be used per calendar year, said Policy being attached hereto as <u>Exhibit A</u>;

WHEREAS, Section 2.2-3708.3(D) of the Code requires that the adoption of the Policy by recorded vote at a public meeting; and

WHEREAS, the Board of Directors of the Authority (the "Board") deems it advisable and in the best interest of the Authority to adopt the Policy;

NOW, THEREFORE, BE IT RESOLVED, that the Board hereby authorizes, approves, adopts and ratifies the Policy in all respects. 695 Moores Creek Lane | Charlottesville, Virginia 22902-9016

SOLID WASTE AUTHORIT'



#### RESOLUTION OF THE BOARD OF DIRECTORS OF THE RIVANNA SOLID WASTE AUTHORITY ADOPTING AMENDED AND RESTATED BY-LAWS

#### NOVEMBER 15, 2022

WHEREAS, the Board of Directors (the "<u>Board</u>") of the Rivanna Solid Waste Authority (the "<u>Authority</u>") has determined that it is in the best interests of the Authority to amend and restate the current By-Laws of the Authority, which were adopted and made effective as of August 25, 2020 (the "<u>Current By-Laws</u>"); and

WHEREAS, pursuant to Article VI of the Current By-Laws, the Board may amend, add to, alter, or repeal the Current By-Laws at any meeting of all of the Board, provided that notice of the proposed amendment, additions, alteration or repeal is given in the notice of such meeting and that all members of the Board are present at such meeting; and

WHEREAS, the Board deems it advisable and in the best interest of the Authority to amend and restate the Current By-Laws in order to conform language regarding remote participation in Board meetings in accordance with the Code of Virginia and the Remote Participation Policy of the Authority to be adopted on even date herewith, to clarify signing authority for contracts and other instruments of the Authority, and to make certain other procedural updates; and

WHEREAS, the Board has considered the proposed Amended and Restated By-Laws in the form attached hereto as <u>Exhibit A</u> (the "<u>Amended and Restated By-Laws</u>") and has determined that it is advisable and in the best interests of the Authority to amend and restate the Current By-Laws by adoption of the Amended and Restated By-Laws and to ratify, confirm and approve all contracts and other instruments of the Authority signed by the Chair or the Executive Director of the Authority; NOW, THEREFORE, BE IT RESOLVED, that the Current By-Laws are hereby amended and restated in their entirety, and the Amended and Restated By-Laws attached hereto as <u>Exhibit A</u> are hereby adopted and ratified in all respects, effective immediately; and be it

FURTHER RESOLVED, that the Secretary of the Authority or any other proper officer of the Authority be, and each of them hereby is, authorized and directed to place the Amended and Restated By-Laws and this resolution in the minute books of the Authority; and be it

FURTHER RESOLVED, that all contracts and other instruments of the Authority signed by the Chair or the Executive Director of the Authority prior to the date of these resolutions are hereby ratified, confirmed and approved in all respects as the act and deed of the Authority; and be it

FURTHER RESOLVED, that the proper officers of the Authority are, and each of them hereby is, authorized and directed to prepare, execute and deliver, or cause to be prepared, executed and delivered, any and all agreements, documents, certificates and instruments, and to take any and all such other actions as may be deemed necessary, desirable or appropriate, to carry out the purpose and intent of each of the foregoing resolutions; and be it

FURTHER RESOLVED, that any actions taken by such officers or directors prior to the date of these resolutions that are within the authority conferred by the foregoing resolutions are hereby ratified, confirmed and approved in all respects as the act and deed of the Authority.



### RESOLUTION OF THE BOARD OF DIRECTORS OF THE RIVANNA WATER AND SEWER AUTHORITY REGARDING ADOPTION OF REMOTE PARTICIPATION POLICY

### NOVEMBER 15, 2022

WHEREAS, pursuant to Section 2.2-3708.3 of the Code of Virginia (the "<u>Code</u>"), the Rivanna Water and Sewer Authority (the "<u>Authority</u>") has prepared a Remote Participation Policy (the "<u>Policy</u>"), describing the circumstances under which an all-virtual public meeting and/or remote participation will be allowed and the process the Authority will use for making requests to use remote participation, approving or denying such requests, and creating a record of such requests, and fixing the number of times remote participation for personal matters or all-virtual public meetings can be used per calendar year, said Policy being attached hereto as <u>Exhibit A;</u>

WHEREAS, Section 2.2-3708.3(D) of the Code requires that the adoption of the Policy by recorded vote at a public meeting; and

WHEREAS, the Board of Directors of the Authority (the "Board") deems it advisable and in the best interest of the Authority to adopt the Policy;

NOW, THEREFORE, BE IT RESOLVED, that the Board hereby authorizes, approves, adopts and ratifies the Policy in all respects.



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#### RESOLUTION OF THE BOARD OF DIRECTORS OF THE RIVANNA WATER AND SEWER AUTHORITY ADOPTING AMENDED AND RESTATED BY-LAWS

#### NOVEMBER 15, 2022

WHEREAS, the Board of Directors (the "Board") of the Rivanna Water and Sewer Authority (the "Authority") has determined that it is in the best interests of the Authority to amend and restate the current By-Laws of the Authority, which were adopted and made effective as of August 25, 2020 (the "Current By-Laws"); and

WHEREAS, pursuant to Article VI of the Current By-Laws, the Board may amend, add to, alter, or repeal the Current By-Laws at any meeting of all of the Board, provided that notice of the proposed amendment, additions, alteration or repeal is given in the notice of such meeting and that all members of the Board are present at such meeting; and

WHEREAS, the Board deems it advisable and in the best interest of the Authority to amend and restate the Current By-Laws in order to conform language regarding remote participation in Board meetings in accordance with the Code of Virginia and the Remote Participation Policy of the Authority to be adopted on even date herewith, to clarify signing authority for contracts and other instruments of the Authority, and to make certain other procedural updates; and

WHEREAS, the Board has considered the proposed Amended and Restated By-Laws in the form attached hereto as <u>Exhibit A</u> (the "<u>Amended and Restated By-Laws</u>") and has determined that it is advisable and in the best interests of the Authority to amend and restate the Current By-Laws by adoption of the Amended and Restated By-Laws and to ratify, confirm and approve all contracts and other instruments of the Authority signed by the Chair or the Executive Director of the Authority; NOW, THEREFORE, BE IT RESOLVED, that the Current By-Laws are hereby amended and restated in their entirety, and the Amended and Restated By-Laws attached hereto as <u>Exhibit A</u> are hereby adopted and ratified in all respects, effective immediately; and be it

FURTHER RESOLVED, that the Secretary of the Authority or any other proper officer of the Authority be, and each of them hereby is, authorized and directed to place the Amended and Restated By-Laws and this resolution in the minute books of the Authority; and be it

FURTHER RESOLVED, that all contracts and other instruments of the Authority signed by the Chair or the Executive Director of the Authority prior to the date of these resolutions are hereby ratified, confirmed and approved in all respects as the act and deed of the Authority; and be it

FURTHER RESOLVED, that the proper officers of the Authority are, and each of them hereby is, authorized and directed to prepare, execute and deliver, or cause to be prepared, executed and delivered, any and all agreements, documents, certificates and instruments, and to take any and all such other actions as may be deemed necessary, desirable or appropriate, to carry out the purpose and intent of each of the foregoing resolutions; and be it

FURTHER RESOLVED, that any actions taken by such officers or directors prior to the date of these resolutions that are within the authority conferred by the foregoing resolutions are hereby ratified, confirmed and approved in all respects as the act and deed of the Authority.



#### MEMORANDUM

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

#### FROM: BILL MAWYER, EXECUTIVE DIRECTOR

SUBJECT: STRATEGIC PLAN 2023

#### DATE: NOVEMBER 15, 2022

The attached Strategic Plan has been updated to include recommendations from the Board during the September meeting. The updated plan includes additional metrics to assess our progress in attaining the strategies and measures. An enhanced focus on communications and collaboration with our local and regional partners along with our community has also been added.

I will provide a brief review of these updates during our meeting. Implementation of the strategies will begin in January 2023. Periodic updates will be provided to the Board.

**Board Action Requested:** 

Approve the proposed Strategic Plan 2023.



**RIVANNA** WATER AND SEWER AUTHORITY & SOLID WASTE AUTHORITY

# **STRATEGIC PLAN 2023**





# **CONTENTS**

# **MESSAGE FROM THE EXECUTIVE DIRECTOR** INTRODUCTION Process **Community Profile TRENDS Population and Community**

**Regulations and Environmental Impacts** Workforce Shifts Technology and Risk Profile

### SOAR

Strengths **Opportunities** Aspirations Results

### **STRATEGIC DIRECTION**

Vision, Mission, Values Priorities Strategic Framework **Objectives and Strategies** 





# MESSAGE FROM THE **EXECUTIVE** DIRECTOR

### The Rivanna Authorities have continued to improve the water, wastewater, refuse and recycling services we provide for our community since our most recent Strategic Plan was crafted in 2018.

Through the engagement and professionalism of our staff, and with support from our Boards of Directors, our culture of continuous operational and safety improvements has flourished over the last five years. With guidance from our Strategic Plan, development of our workforce has increased, the operational effectiveness of our programs has improved, and the master planning and construction of our infrastructure has grown in a financially responsible manner. Despite the unthinkable pandemic endured in 2020, our workforce has persevered at our work sites to provide uninterrupted services 24/7/365 to support our community. Throughout this challenging period, our Strategic Plan has helped us visualize and prioritize our course moving forward.

Our opportunities will continue with the 2023 update to our five-year Strategic Plan. Successful completion of our environmental stewardship goals will remain constant, while a heightened focus on sustainability and strategic workforce planning with diversity, equity and inclusion will help us to strengthen our team and continue our legacy of successful service.

W.A. mangle

William I. Mawyer, Jr., PE **Executive** Director

Rivanna Water and Sewer Authority and Rivanna Solid Waste Authority

# INTRO

Building on the success achieved in its 2018 Strategic Plan, the Rivanna Authorities (Rivanna) initiated an update to its plan in 2022. The strategic framework presented in this document will help guide investment, allocate resources, and provide a structure for annual reviews to assure that long-term goals and objectives are achieved.

## **PROCESS**

#### RIVANNA'S STRATEGIC PLANNING PROCESS WAS DESIGNED TO ENSURE:

- A shared vision of Rivanna's ultimate priorities. Organizations driven by clear purposes and shared values have a greater capacity to succeed than those that are not. Rivanna's strategic planning process was inclusive, with opportunities for participation by the Boards of Directors, employees, and external stakeholders.
- A collective understanding of the available resources, the environment, and the principles upon which strategies will be based. One key element of the strategic planning approach included the need to focus on short-term goals that will support a long-term vision.
- Acceptance of the direction and urgency of the strategic and operating plans, which will be integrated into the way Rivanna is operated on a day-to-day basis. From an implementation standpoint, it was very important for the plan to have clear alignment with the people and roles necessary to ensure accountability and progress on each of the strategic priorities.

#### TO ACHIEVE THESE CONDITIONS FOR SUCCESS,

Rivanna's strategic planning process involved input from a broad group of internal and external stakeholders and involvement of more than 85 employees in the strategy development process. Major elements of the process included:

### Kick-off Workshop

• The Core Team met to review the implementation progress and process used with the 2018 Strategic Plan. The group discussed accomplishments, where work was still underway, and what some of the focus areas might be for continued success in the future.

#### Stakeholder Engagement

• Input was obtained from Board members, employees, and external stakeholders through a combination of interviews, an online employee survey, facilitated sessions, and three employee focus groups.

#### Foundation Workshop

• The Core Team met to consider stakeholder input and to update the organization's Vision, Mission, Values, and Priorities.

#### Strategy Workshop

• The Core Team made preliminary decisions concerning the measures and strategies to be included in the final plan.

# **COMMUNITY PROFILE**

The Rivanna Water and Sewer Authority was created in 1972 by the City of Charlottesville (City) and Albemarle County (County) to provide wholesale water supply, water treatment, and wastewater interception and treatment for the City and County. In 1990, the Rivanna Solid Waste Authority was created by the City and County to assume operation of the existing Ivy Landfill, which later closed in 1998. While the Water and Sewer Authority has two main customers two main customers [the City and Albemarle County Service Authority (ACSA)], the Solid Waste Authority currently provides recycling, refuse, and household hazardous waste disposal services for more than 20,000 City and County residents and businesses each month.





The Authorities are located in central Virginia. Charlottesville is surrounded by Albemarle County, but the City and County are two separate entities. According to the US Census Bureau, both the City and the County have experienced significant population growth over the last several decades. The City's population increased by 15% or 6,212 residents between 1990 and 2020 to 46,553, but dropped slightly in 2021 to 45,672. The County has increased by 65% or by 44,355 residents over the last 30 years, for a total population of 113,535 in 2021. The median household income in the City is \$59,598, which is lower than both that of the County (\$84,643) and the national median (\$67,521), according to the US Census. The average unemployment rate for the Charlottesville Metropolitan Statistical Area was 3.4% in 2021, which is almost 2% lower than the national average. In 2021, Livability.com ranked Charlottesville as the 5th best city to live in America.

The largest regional employers are the University of Virginia/UVA Hospital/UVA Medical Center, Albemarle County, the City of Charlottesville, Sentara Healthcare, and the US Department of Defense. The area has a rich cultural heritage, having been home to Presidents Thomas Jefferson, James Madison, and James Monroe, with the County housing Thomas Jefferson's estate, Monticello. Charlottesville's Downtown Mall is one of the longest outdoor pedestrian malls in the country, and the nearby Shenandoah National Park offers many recreational activities year-round.

# TRENDS

# **POPULATION AND COMMUNITY**

The population of Charlottesville (City) is stable with potential future growth on the horizon, while Albemarle County (County) has grown at a faster pace than the City. The University of Virginia (UVA) is also expanding, and there are new development projects for hotels, schools, and housing in the community. In general, utility service demands have not increased simultaneously with population growth. This trend is expected to change as opportunities for additional utility efficiencies decrease and regulatory requirements increase.

*...utility service* demands...are expected to change as opportunities for additional utility efficiencies decrease and regulatory requirements increase.

The regional political landscape is mostly stable, though turnover at partner organizations has made coordinating long-term water, sewer, and solid waste initiatives more challenging. The City, County, and UVA have been supportive of Rivanna's activities. and continue to work collaboratively on regional

utility and solid waste issues. While the Authorities are available as a resource, the City and ACSA generally take the lead on end-user engagement and outreach efforts.

From a service affordability standpoint, Rivanna closely manages its expenses to minimize negative financial impacts. Rivanna uses five- and ten-year rate models to project financial resource requirements on a rolling basis, but budgeting discussions are often political processes, as rising costs ultimately lead to end-user rate increases.

In the future, Rivanna will continue to balance infrastructure investment required to support growth in the region with financial constraints and service affordability.

## **REGULATIONS AND ENVIRONMENTAL IMPACTS**

Rivanna's regulatory landscape is highly dependent on the political environment at the federal and state level. Remaining responsive to rapidly changing regulations impacts Rivanna's operations, capital planning, and organizational priorities. While emerging technology and innovative approaches can move quickly, Rivanna's planning efforts are evolving in response to changing regulatory conditions. Capital improvement project needs are expected to increase for the foreseeable future.

Public awareness and engagement is increasing, particularly around sustainability and reducing negative environmental impacts. Customers and stakeholders expect timely communication and responses, and national interest in PFAS, revisions to the Lead and Copper Rule, and updates to the Clean Water Act are driving local discussions. Rivanna has several environmental initiatives underway; for example, granular activated carbon has been incorporated into water treatment processes, which improves water quality by removing chemical contaminants and disinfection byproducts.

The uncertain regulatory environment is expected to remain, and Rivanna's associated expenses will continue to increase as new regulations are established at the federal and state levels. The organization is working to stay on top of industry trends and new technologies through professional associations, and will continue to educate, engage in conversations, adapt, and adhere to regulations. Rivanna is also focusing on data-driven decision-making and gathering baseline information to build appropriate sustainability goals and targets.



## **WORKFORCE SHIFTS**

Rivanna maintains a professional and highly qualified workforce to support its infrastructure and operations. Like many similar organizations, Rivanna has needed to respond to workforce shifts as a result of the COVID-19 pandemic and

As of July 🔘 2022. the unemployment rate in Albemarle County is 2.7%.

the "Great Resignation." While Rivanna has generally been able to fill vacancies, certain positions are more challenging to attract a diverse pool of candidates and ultimately fill. As of July 2022, the unemployment rate in Albemarle County is 2.7%, which is lower than the state (3%) and national (3.6%) rates. Though unemployment rates in the surrounding area will likely remain low, Rivanna has had success in meeting its retention goals by being responsive to employee needs, offering development opportunities, and ensuring competitive compensation.

The average age of Rivanna's workforce has declined and gender diversity in the workforce has increased. Board members and external stakeholders are engaged and focused on diversity, equity, and inclusion, which will continue into the future.

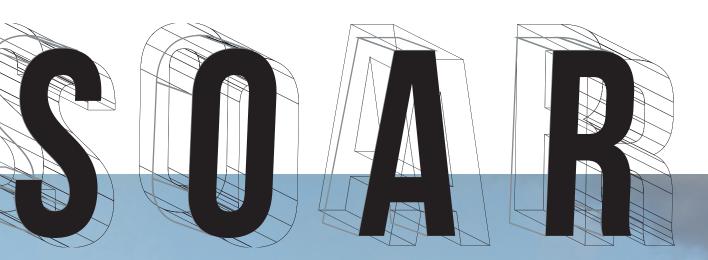
# **TECHNOLOGY AND RISK PROFILE**

Rivanna must regularly respond to and mitigate risks, including shifting focus to address new or different risk drivers resulting from the COVID-19 pandemic. These risk drivers include public health, employee health, and supply chain concerns. Regionally, the focus on climate change mitigation and adaptation has increased over the last five years, as unpredictable and severe weather events are occurring at a greater frequency.

Cyber security risks are on the rise for municipal and public services organizations across the country...

Cyber security risks are on the rise for municipal and public services organizations across the country and were a major focus of America's Water Infrastructure Act (AWIA). In response to these threats, Rivanna has improved its cyber security posture, and continues to address aging infrastructure, devices, and network equipment challenges. Remaining vigilant against the on-going risk requires continuous technology systems updates and resources.

Rivanna's Supervisory Control and Data Acquisition (SCADA) system has expanded to exceed the number of people available to support the system, and both the volume and complexity of the data required are increasing. Currently, Rivanna relies on contractors to do initial SCADA programming, but contractors are also short-staffed.



THE RIVANNA AUTHORITIES UTILIZED A *Strengths, opportunities, Aspirations,* and *results* (soar) Analysis to form the basis for its strategic plan.









**BEAVER CREEK RESERVOIR** 



### STRENGTHS

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



### **OPPORTUNITIES**

- Increased Regional Visibility
- Employee Recruitment and Retention
- Environmental Stewardship
- External Partnerships to Support Rivanna Goals (e.g., PVCC)
- Cohesive, Shared Vision for Solid Waste
- Organizational Focus on Diversity, Equity, and Inclusion

### **ASPIRATIONS**

- Regional Leadership a Model for Others
- Excellent Workforce Development and Engagement
- Updated Facilities and Infrastructure
- Streamlined and Efficient Operations
- Stakeholder and Community Understanding



### RESULTS

- Communication and Collaboration
- Environmental Stewardship
- Workforce Development
- Optimization and Resiliency
- Planning and Infrastructure

# **STRATEGIC** DIRECTION

# 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, lead 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



Planning and Infrastructure

### Communication and Collaboration



# strategic

# VISION

VALUES

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

The Rivanna Water and Sewer Authority and **Rivanna Solid** Waste Authority are committed to the following values: Integrity

#### Teamwork

 Respect Quality

# MISSION

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



# **PRIORITIES**

#### 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.

# **STRATEGIES**

- Develop and share the Authorities' public-facing brand identity, supported by resources and organizational structure
- 2. Promote our team to the community for educational outreach and partnerships
- 3. Provide resources to foster involvement with our community and collaboration with our local and regional partners
- Enhance the Rivanna.org website to provide interactive 4. and accessible information
- Develop and implement a social media strategy for the 5. Authorities to increase on-line presence
- 6. Strengthen and broaden involvement with regional environmental groups, task forces, and committees
- 7. Identify, implement, and strengthen internal sustainability initiatives to address climate action goals; protect the environment and public health, and optimize resource use
- Enhance and maintain business practices to ensure 8. equitable service provision, including the same tipping fees, for all solid waste customers
- 9. Develop a formal employee engagement and retention plan
- 10. Expand the Authorities diverse candidate sourcing avenues
- 11. Formalize strategic workforce planning for the Authorities, including expectations for performance, leadership, advancement and succession management

- 12. Develop avenues for employees to enable sharing of ideas and opportunities to increase efficiency
- 13. Expand the Standard Operating Procedure (SOP) inventory, conduct gap analysis, enhance SOPs through the use of templates and interactive media
- 14. Develop a cross-departmental awareness program to celebrate and share improvements and efficiency gains
- 15. Complete a disaster recovery center for all business systems
- 16. Expand training opportunities for employee safety education
- 17. Expand adoption and use of the asset management program
- 18. Increase capacity for knowledge sharing, analysis and planning to remain as nimble as possible in a dynamic and changing operating environment
- 19. Enhance long- and short-term project planning and delivery processes



- · Increase communications with the public 5% per year
- Heighten community awareness by enhancing the website to increase public engagement 5% per year
- Support community educational outreach events by increasing staff participation hours 2% per year
- · Expand community service initiatives. Increase employee community service hours 1% per year. Increase local and regional partnerships.
- Increase social media interactions 10% per year
- Increase staff participation with regional environmental groups 3% per year
- · Create a sustainability team to reduce the Authorities' carbon footprint 5% per year
- · Increase the number of facilities reviewed and plans developed to address climate and flood resiliency 5% per year
- Maintain staff turnover rate of less than 10% per year
- Increase sourcing resources 20% per year to recruit diverse candidates
- Increase the number of employees participating in professional education and training 2% per year
- Update 20% of the job descriptions annually
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- Increase the number of optimizations undertaken 5% per year. Measure associated process, volumetric or cost changes
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- Reduce the number of unplanned Critical System disruptions greater than 4 hours 10% per year
- Complete 90% of active projects on time and within budget
- · Increase the number of assets in the asset management system 5% per year
- Include 75% of the assets in the annual **CIP**/master planning effort



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

Communication and collaboration is a key focus area for the Authorities. Fostering a culture that supports open communication and strengthens partnerships has been essential for regional projects, such as working with the County on public information dissemination and dam safety initiatives. The Rivanna Solid Waste Authority has increased its positive media coverage and advertising for special events, including the Oyster Shell program and Pumpkin Smash event. Additionally, Rivanna has leveraged regional relationships with other utilities and industry associations to implement best practices, and has worked to increase its brand exposure through the Riverfest, Fix a Leak, and Imagine a Day Without Water campaigns.

Existing strategies will be leveraged over the coming years to refresh and build awareness of the Authorities' brand identity and utilizing the organization's website to provide interactive and accessible information. Rivanna will continue to cultivate community engagement opportunities for employees with educational outreach, resources, and partnerships.

#### **STRATEGIES**

- Develop and share the Authorities' public-facing brand identity, supported by resources and organizational structure
- Promote our team to the community for educational outreach and partnerships
- Provide resources to foster involvement with our community and collaboration with our local and regional partners
- Enhance the Rivanna.org website to provide interactive and accessible information
- Develop and implement a social media strategy for the Authorities to increase on-line presence





STEWARDSHIP

Rivanna has committed to maintaining and enhancing the long-term health of the community and environment by providing recycling education and hosting special collection days for household hazardous waste and electronic materials. To support efforts in exceeding regulatory requirements, the Authorities' have launched a greenhouse gas inventory pilot project and are working to develop a climate resilience and action plan.

A continued focus will involve building strategic partnerships with regional environmental groups. Additionally, Rivanna will lead internal initiatives to support sustainability participation and opportunities to reduce resource use and carbon footprint.

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

#### **STRATEGIES**

- Strengthen and broaden involvement with regional environmental groups, task forces, and committees
- Identify, implement, and strengthen internal sustainability initiatives to address climate action goals; protect the environment and public health, and optimize resource use
- Enhance and maintain business practices to ensure equitable service provision, including the same tipping fees, for all solid waste customers



# WORKFORCE DEVELOPMENT

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

The Authorities have made significant progress in the Workforce Development area since the 2018 Strategic Plan. Over that period, Rivanna has regularly updated its compensation and five-year staffing plan – an effort that recently included providing employees with a well-received cost-of-living adjustment. Additionally, progress has been made with identifying employee career paths, with this continuing to be a priority for leadership moving forward. Currently, Rivanna has an apprenticeship program in place that supports recruitment goals. A training and development program has been established with Piedmont Virginia Community College (PVCC) to focus on leadership training, CDL licensures, management coaching, and math tutoring for operators working to increase their certification levels. Rivanna will continue to invest in its employees with programs such as tuition reimbursement and implement other engagement opportunities to support retention initiatives.

Going forward, plans to support the workforce involve developing an employee engagement plan, which will allow leadership to conduct a gap assessment of employee-focused policies and review the organization's benefit plan to identify areas of improvement that align with retention efforts. Continued success in recruiting a strong workforce will require building awareness and promoting Rivanna as an employer of choice, as well as expanding the avenues and platforms used to reach potential employees. Formalizing the professional development process will help employees to understand performance expectations and career progression, while also strengthening the organization by formalizing avenues for knowledge transfer and succession planning.

#### **STRATEGIES**

- Develop a formal employee engagement and retention plan
- Expand the Authorities diverse candidate sourcing avenues
- Formalize strategic workforce planning for the Authorities, including expectations for performance, leadership, advancement and succession management

# OPTIMIZATION AND RESILIENCY

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

Efficiency and innovation across the organization has been a commitment that will continue into the future. For example, the Authorities' have developed a culture of safety by hiring a full-time Safety Manager, updating its safety manual, and providing more training centered on safety. Additionally, efforts to improve key business and operational processes such as document management and process flows have yielded greater operational efficiency. The Authorities have also taken advantage of favorable interest rates and refinanced bonds in support of effective financial management.

Over the next several years, Rivanna will continue to foster a work environment for employees to collaborate and increase efficiency by developing a cross-departmental program to pursue and celebrate innovation and performance improvements. Rivanna is also creating an SOP inventory and disaster recovery center for all business systems.

#### **STRATEGIES**

- Develop avenues for employees to enable sharing of ideas and opportunities to increase efficiency
- Expand the Standard Operating Procedure (SOP) inventory, conduct gap analysis, enhance SOPs through the use of templates and interactive media
- Develop a cross-departmental awareness program to celebrate and share improvements and efficiency gains
- Complete a disaster recovery center for all business systems
- Expand training opportunities for employee safety education





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

Maintaining reliable infrastructure is a core function for the Rivanna Authorities. Over the last several years, the Authorities have created a strategic asset management plan, conducted a pilot for implementation, created a position to oversee asset management, and are now working to fully implement the Authorities' program. All of the Authorities' master plans have been updated and are now being evaluated on a five-year cycle, and the organization is in the process of implementing CityWorks to manage asset replacement and maintenance activities.

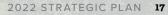
Existing initiatives will include expanding the adoption and use of the asset management program to enhance long-and-short-term project planning and delivery processes. Moreover, Rivanna will increase its capacity for knowledge sharing and analysis to support goals for maintaining dependable infrastructure.

#### STRATEGIES

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







# REALIZING THE VISION

Our vision is "To serve the community and be a recognized leader in environmental stewardship by providing exceptional water and solid waste services"

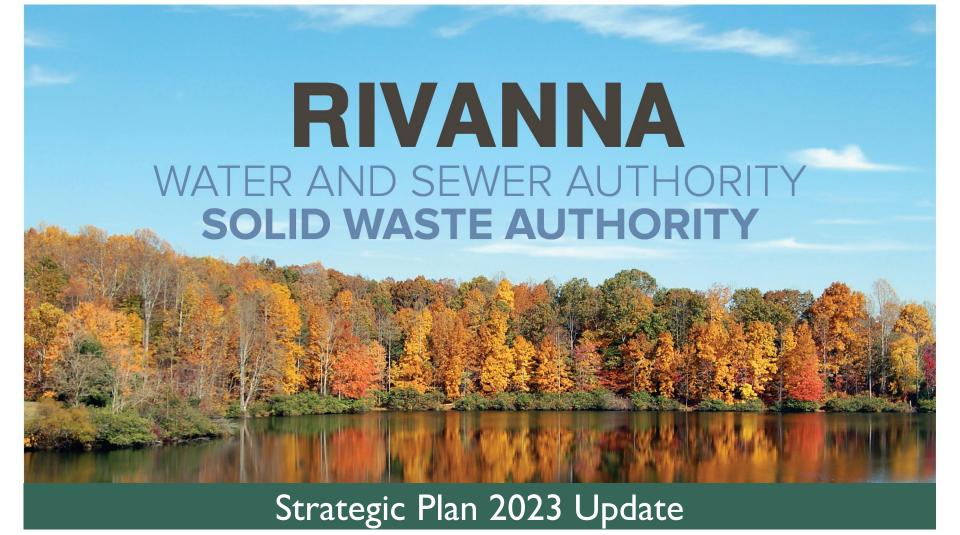
To make our vision a reality, we have created this plan, with the input of our staff and our external stakeholders, to ensure that we meet and exceed their expectations. Building on the momentum achieved through successful implementation of the 2018 Strategic Plan, Rivanna is committed to leveraging cross-functional teams, involving employees across the organization in strategic initiatives, and regularly communicating updates with its Boards of Directors, employees, stakeholders, and public.

Rivanna is grateful to all the individuals who took the time to provide input during this strategic planning process, and we look forward to sharing our progress and success as we work to achieve our strategic plan.



### www.RIVANNA.org

695 Moores Creek Ln Charlottesville, VA 22902



Boards of Directors By: Bill Mawyer, Executive Director November 15, 2022



# 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

# 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.



# **STRATEGIES & MEASURES**

### **STRATEGIES**

# COMMUNICATION AND COLLABORATION

- Develop and share the Authorities' public-facing brand identity, supported by resources and organizational structure
- 2. Promote our team to the community for educational outreach and partnerships
- 3. Provide resources to foster involvement with our community and collaboration with our local and regional partners
- 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

#### ENVIRONMENTAL STEWARDSHIP

- 6. Strengthen and broaden involvement with regional environmental groups, task forces, and committees
- 7. Identify, implement, and strengthen internal sustainability initiatives to address climate action goals; protect the environment and public health, and optimize resource use
- 8. Enhance and maintain business practices to ensure equitable service provision, including the same tipping fees, for all solid waste customers

- Increase communications with the public
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# **STRATEGIES & MEASURES**

## **STRATEGIES**

### WORKFORCE DEVELOPMENT

- 9. Develop a formal employee engagement and retention plan
- 10. Expand the Authorities diverse candidate sourcing avenues
- 11. Formalize strategic workforce planning for the Authorities, including expectations for performance, leadership, advancement and succession management



### **OPTIMIZATION AND RESILIENCY**

- 12. Develop avenues for employees to enable sharing of ideas and opportunities to increase efficiency
- Expand the Standard Operating Procedure (SOP) inventory, conduct gap analysis, enhance SOPs through the use of templates and interactive media
- 14. Develop a cross-departmental awareness program to celebrate and share improvements and efficiency gains
- 15. Complete a disaster recovery center for all business systems
- 16. Expand training opportunities for employee safety education

- Maintain staff turnover rate of less than
   10% per year
- Increase sourcing resources 20% per year to recruit diverse candidates
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- Develop an Employee Operational Optimization
  Incentive Program

# STRATEGIES & MEASURES

### **STRATEGIES**

#### PLANNING AND INFRASTRUCTURE

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

- Reduce the number of unplanned Critical System disruptions greater than 4 hours 10% per year
- Complete 90% of active projects on time and within budget
- Increase the number of assets in the asset management system 5% per year
- Include 75% of the assets in the annual CIP/master planning effort



# **Board Action Requested:**

Motion and Vote to Approve the proposed Strategic Plan 2023.





November 15, 2022 Presented by Liz Coleman, Safety Manager





#### Safety:

a continuous improvement process that protects staff and reduces the number of workplace deaths, injuries, and illnesses.

Part of Our Strategic Plan Goal of Operational Optimization Includes Safety.

"To efficiently, reliably, and <u>safely</u> provide high quality services, assuring the best value for our customers."

Safety Goal Strategies:

Enhance our culture of safety.

**Protect** our **workforce** and the public **through** continually growing a **culture of safety**.



#### SAFETY PROGRAM

- SAFETY MANUAL
- SAFETY TRAINING
- EQUIPMENT PURCHASES
- JOB PROCEDURES
- NEW EMPLOYEE
   ORIENTATION
- CONTRACTOR SAFETY
- EMERGENCY MANAGEMENT



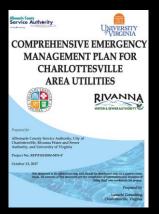
Welcome to the Rivanna Authorities! New Hire Safety Orientation Training Agenda ADMINISTRATION DEPARTMENT TRAINING



CONTRACTOR SAFETY MEETING WITH RIVANNA











SAFETY TRAINING NEEDS

- INDIVIDUAL TRAINING MATRICES FOR EACH DEPARTMENT INCLUDE:
  - ANNUAL REQUIRED TRAINING
  - PERIODIC REQUIRED TRAINING (EVERY 3 YEARS)
  - ANNUAL BEST PRACTICES

## SAFETY TRAINING TAKES TIME

DEPARTMENT	SAFETY TRAINING ANNUAL HOURS PER EMPLOYEE	ALL TRAINING ANNUAL HOURS PER EMPLOYEE (COMPARABLE SIZED COMPANIES)
Solid Waste	23.0	In 2021, 63.9 hours spent per employee each year for a small company. U.S.: hours of training per employee by company size 2021   Statista
Administration	17.3	
Engineering	22.8	
Laboratory	19.8	
Maintenance	27.7	
Wastewater	23.2	
Water	26.7	



### SAFETY TRAINING UPDATE

- 2021-2022 COMPLETED TRAINING
  - 2 HOUR HAZARDOUS CHEMICALS FOR MANAGERS
  - HEAVY EQUIPMENT TRAINING FOR SOLID
     WASTE
  - HANDS ON FIRE EXTINGUISHER TRAINING
  - CERTIFICATION FOR CONFINED SPACE, LOTO, FALL PROTECTION TRAINING
  - ARC FLASH TRAINING
  - OSHA 30 FOR INSPECTORS
  - OSHA ANNUAL TRAINING

#### PURCHASED EQUIPMENT AND GRANTS RECEIVED

- Spill Containment for Chemical Storage Drums
- New 55-gallon Drum Dollies

RWSA received \$4,000• VRSA SAFETY EQUIPMENT GRANT• MANHOLE GUARD RAILS

RSWA received \$2,000 • VRSA SAFETY TRAINING GRANT • HEAVY DUTY HEARING PROTECTION HEADSET WITH RADIO COMMUNICATION

VRSA =VIRGINIA RISK SHARING ASSOCIATION

provides auto, property, liability and worker's compensation insurance for Rivanna Authorities.







#### PROGRAM ENHANCEMENTS DUE TO EMPLOYEE SUGGESTIONS:

- Convex Safety Mirror at Ivy Material Utilization Center to view traffic.
- Steps replaced at South Rivanna Clarifier
- Smoke Detectors in Blower Building Breakroom and Sludge Pumping building workroom at Moores Creek Campus.













#### SAFE WORK PRACTICES: METHANE SPHERE INTERIOR INSPECTION

- METHANE SPHERE
  - VENTILATED FOR APPROXIMATELY 18 HOURS.
  - LEVELS OF METHANE CONTINUALLY MONITORED.
  - DRONE ENTRY FOR INSPECTION
  - VIDEO OF INSPECTION

#### SAFE WORK PRACTICES: LEAD PAINT ABATEMENT South Rivanna and Observatory Construction



Project/Test Address	: South Rivanna			
	. oodan kavanna	VVIP		
Collection Date:	10/24/2022			
<u>Client Number:</u> 201022		Laboratory F	Result	S
Lab Sample Number	Client Sample Number	Collection Location	Air Volume (L)	Total Metal (ug)
2-10-04023-001	102422FF-1	CLEAN ROOM	168	<2.00
2-10-04023-002	102422FF-2	PIPE GALLERY 506	170	<2.00
2-10-04023-003	102422FF-3	PIPE GALLERY 1&2	180	<2.00
2-10-04023-004	102422FF-4	FILTER ROOM	186	<2.00
2-10-04023-005	102422FF-5	EXTERIOR EXHAUST	174	<2.00
2-10-04023-006	102422FF-6	BLANK		<2.00
	201022 Lab Sample Number 2-10-04023-001 2-10-04023-002 2-10-04023-003 2-10-04023-004 2-10-04023-005	201022       Client Sample Number         Lab Sample Number       Client Sample Number         2-10-04023-001       102422FF-1         2-10-04023-002       102422FF-2         2-10-04023-003       102422FF-3         2-10-04023-004       102422FF-3         2-10-04023-005       102422FF-4	Lab Sample NumberClient Sample NumberCollection Location2-10-04023-001102422FF-1CLEAN ROOM2-10-04023-002102422FF-2PIPE GALLERY 5062-10-04023-003102422FF-3PIPE GALLERY 1&22-10-04023-004102422FF-4FILTER ROOM2-10-04023-005102422FF-5EXTERIOR EXHAUST	Lab Sample NumberClient Sample NumberCollection Location Collection LocationAir Volume (L)2-10-04023-001102422FF-1CLEAN ROOM1682-10-04023-002102422FF-2PIPE GALLERY 5061702-10-04023-003102422FF-3PIPE GALLERY 1&21802-10-04023-004102422FF-4FILTER ROOM1862-10-04023-005102422FF-5EXTERIOR EXHAUST174



# SAFETY PROGRAM RESOURCES

One Full Time Safety Manager

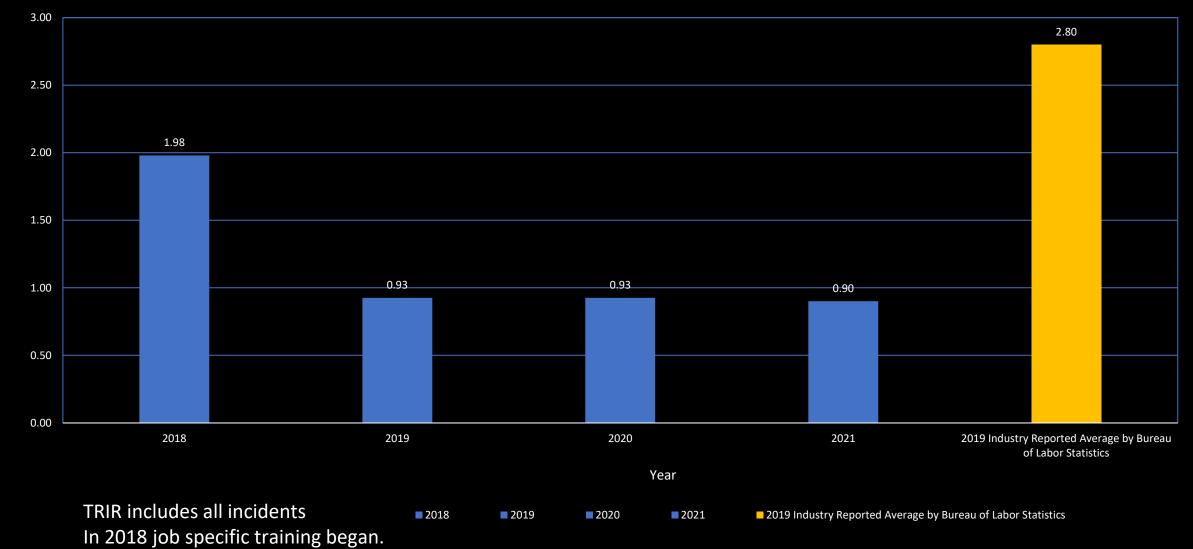
Staff Safety Committee

RWSA 2022-2023 Budget: \$103,180

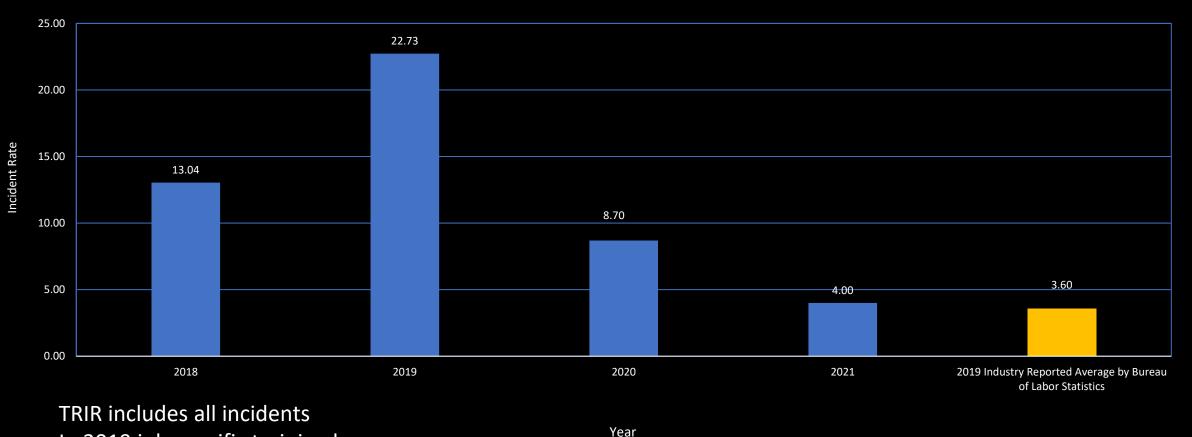
RSWA 2022-2023 Budget: \$26,000

2022-2023 Grants Received: \$6,000

### **DECLINING RWSA INCIDENT RATES**



### **DECLINING RSWA INCIDENT RATES**



In 2019 job specific training began.

■ 2018 ■ 2019 ■ 2020 ■ 2021 ■ 2019 Industry Reported Average by Bureau of Labor Statistics

### IN SUMMARY

- Many safety program improvements have been completed.
- Continual Updates Are Needed To:
  - Protect our valuable human resources by providing a safe workplace.
  - Enhance our safety culture through safe work practices.
  - Maintain VOSH requirements and avoid noncompliance fines.





