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
RSWA BOARD OF DIRECTORS
Minutes of Regular Meeting
September 27, 2022

A regular meeting of the Rivanna Solid Waste Authority (RSWA) Board of Directors was held on Tuesday, September 27, 2022, at 2:00 p.m. at the Moores Creek Advanced Water Resource Recovery Facility.

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

Board Members Absent: none.

Rivanna Staff Present: Bill Mawyer, Phil McKalips, David Rhoades, Betsy Nemeth, Jeff Southworth, John Hull, Deborah Anama.

Attorney(s) Present: Carrie Stanton.

1. CALL TO ORDER
Mr. Gaffney convened the September 27, 2022 regular meeting of the Board of Directors of the Rivanna Solid Waste Authority at 2:00 p.m.

2. AGENDA APPROVAL
There were no comments on or changes to the agenda.

Mr. Andrews moved to approve the agenda. The motion was seconded by Mr. Rogers and passed unanimously (7-0).

3. MINUTES OF PREVIOUS BOARD MEETING
a. Minutes of the Regular Meeting of the Board on July 26, 2022
There were no comments on or changes to the minutes for the meeting held on July 26, 2022.

Mr. Stewart moved to approve the minutes for the meeting held on July 26, 2022. Mr. Rogers seconded the motion, which passed unanimously (7-0).

4. RECOGNITION
There were no recognitions.

5. EXECUTIVE DIRECTOR’S REPORT
Mr. Mawyer noted it had been 30 months since the Board had last convened in person. He stated the last time the Board met in person was February 2020. He introduced Ms. Carrie Stanton and Ms. Valerie Long, the attorneys for the Authority. He asked the staff to introduce themselves to the Board since it was the first time many had met in person, including:

Ms. Jennifer Whitaker, Director of Engineering and Maintenance
Mr. Phil McKalips, Director of Solid Waste

Mr. David Rhoades, Manager of Solid Waste

Mr. Daniel Campbell, Water Department Manager

Mr. Jeff Southworth, Information Technology Manager

Ms. Betsy Nemeth, Human Resources Manager

Mr. Dyon Vega, Engineer

Mr. Santino Granato, Senior Civil Engineer

Ms. Andrea Bowles, Water Resources Manager

Ms. Michelle Simpson, Senior Civil Engineer

Mr. Scott Schiller, Engineering Manager

Mr. John Hull, Information Technology Administrator

Mr. David Tungate, Director of Operations

Mr. Mawyer noted the emergency exits for the building. He stated the public could attend the meeting in person as well as view and listen to the meeting virtually, but could not comment through the virtual platform. He stated the meeting would be recorded and posted to the Authority’s webpage.

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.

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 for staff with the Authority’s insurance.

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.

Mr. Mawyer explained that the code red warning system allowed the Authority to alert its employees to emergencies. He stated employees could receive notification via email, phone, or text message. He stated it was activated annually to ensure the system worked.
Mr. Mawyer stated the Virginia Department of Agriculture and Consumer Services was hosted at the Ivy MUC to conduct a pesticide collection event. He mentioned he previously reported that he was on a Virginia DEQ solid waste fee study group. He reported the group had been charged with developing new fee schedules so the solid waste facilities in the state would pay enough in permit fees to make the DEQ 100% cost recoverable. He stated the schedule was drafted, but the Governor vetoed it, so it was not added to the legislation. He noted the new fee schedule would have cost the Authority a few thousand dollars annually.

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.

7. RESPONSES TO PUBLIC COMMENT
There were no comments from the public, therefore, there were no responses.

8. CONSENT AGENDA
Mr. Gaffney asked if there were comments or questions on the Consent Agenda from the Board.

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

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.

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.

Mr. Mawyer mentioned that in July, they communicated to the Board those excess funds would be used to purchase a new baling machine needed for the Paper Sort facility. He explained that the current baling facility was at its end of life, and it was a critical element because it was the only baling machine owned by the Authority. He stated the recyclables from McIntire and Ivy were baled at the facility, and without the machine, they would struggle to have a recycling program.

Mr. Mawyer explained that the baling machine had broken down several times, and a new baling 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-off truck for the Southern Area Convenience Center.

Mr. Mawyer explained that a similar approach would be used in FY 23 for any year-end funds. He noted that other items in the report were interesting. He explained that the Ivy Municipal Solid Waste (MSW) information included the refuse transfer operation. He stated 46,773 tons of material 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 fill, compost, mulch, vegetative debris, and the encore shop where items were sold for minimal
prices. He noted the category generated $4 per ton in revenue the prior year, attributable to the
clean-fill program. He noted there was $125K in net revenue for this service category.

Mr. Mawyer stated there were 2,456 tons of recycled products processed, for a $342 per ton net cost
deficit to the Authority. He stated when all the tonnages and costs were added together, the net per-
ton cost deficit to the Authority was about $19.

Mr. Gaffney asked if another comparative study of rates of neighboring facilities had been
performed to determine if the Authority’s rates were comparable.

Mr. McKalips responded that they did a study in April 2022. He stated they were right in line with
comparable districts.

Mr. Mawyer stated they would review the information about the comparability of rates as they
underwent the budget process for FY 24. He noted rates had not risen since 2019 when the transfer
station was opened and fees were reduced from $66 to $52 per ton.

Mr. Richardson mentioned the baling machine had been ordered. He asked if there was an
indication as to when it would be delivered.

Mr. Mawyer stated they were told the baler would be delivered in November. He noted there were
supply chain issues, so they did not have confidence it would be delivered in November.

Mr. Richardson asked if the current baler was ready to retire.

Mr. Mawyer stated it was. He stated it was more than 20 years old and had reached the end of its
service life. He stated they wanted to delay purchasing a new baling machine until the new baling
facility was built, but because the machine had broken down several times in the spring, they had to
order a new one.

Mr. Andrews clarified the new baler would replace the old one in the same location on Meade
Avenue.

Mr. Mawyer stated that was correct.

Mr. Andrews asked where the new facility was planned.

Mr. Mawyer stated it was planned to be at Ivy MUC. He stated they planned to have two baling
machines at the new facility: a new one to be purchased for the facility, and the one currently on
order would be relocated to the new baling facility.

Mr. Mawyer explained that there was a summary of the Authority’s recycling programs. He stated
in FY 2022, they managed 1,635 tons of fiber products—newspaper, magazines, cardboard, mixed
paper, phone books, and file stock—and 821 tons of plastic, metal cans, and glass, totaling 2,456
tons processed and recycled in FY 2022. He stated the numbers were similar to FY 2021. He stated
there was a 10% increase from FY 2020 to 2021, and there was a significant increase from FY 2018
to FY 2021.

Mr. Mawyer noted the recycling program was growing, and they were trying to maintain the
facilities in reasonable condition while keeping costs as low as possible.
Mr. Mawyer provided the report for July 2022, the first of FY 23. He stated there were 4,170 tons from the clean-fill mulch operation, and there was a net revenue of nearly $15 per ton. He stated the transfer station performed similarly to the prior year, and there was a net cost deficit of about $17 per ton. He stated recycling was at a net cost of about $371 per ton. He stated the report was updated every month to show a running total through the months of the fiscal year.

Mr. Richardson clarified that in two years, the Southern Site would be online.

Mr. Mawyer responded the Southern Site would be online in two months, and the new Baling Facility was planned to be completed in two years.

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.

Mr. Mawyer explained there would be three recycling centers; the Southern Center in Esmont, McIntire, and Ivy, and any of the three would be available when the Southern Center was completed. He stated the recycled products from all of the locations would be trucked to Meade Avenue to the Paper Sort facility where they would be processed through a baling machine and put in shipping containers. They would then be delivered to various locations—Lynchburg, North Carolina, or wherever the market was for the products.

Mr. Pinkston confirmed the current baler at Meade was dying, so it was being replaced.

Mr. Mawyer stated that was correct.

Mr. Pinkston clarified that another baler would be resourced for Ivy MUC.

Mr. Mawyer stated they planned to have a second baler when the new facility was built.

Mr. Pinkston confirmed there would be a net of two balers.

Mr. Mawyer reiterated they would take the new baler from Meade Avenue and relocate it to Ivy when the new Baling facility was completed. He explained that the Authority was a leaseholder at Meade Avenue so once they built the new facility in Ivy, they would move baling operations to Ivy.

Mr. Pinkston clarified that the Meade Avenue location would be shut down.

Mr. Mawyer confirmed it would. He stated as soon as the new Baling facility was built, they would no longer need the Meade Avenue facility and they would move the baling machine to Ivy.

Mr. Stewart clarified information about the Paper Sort facility. He stated that there were two studies, and one would shortly wrap up. He stated the studies were about the size, potential locations, and cost of the facility.

Mr. Stewart stated a couple of different options for site location had been considered. He stated Ivy appeared to be the most cost-effective, and it was owned and controlled by the Authority. He stated the project had not yet been funded, and it was up to the Board of Supervisors and City Council to determine the allocation of funds. He stated it was not certain the Paper Sort facility would be replaced by a new baling facility in Ivy.
Mr. Mawyer stated that they would begin discussions with Mr. Stewart and Mr. Smalls the following month regarding the budget for the next year, including an allocation of costs for the new Baling facility.

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.

Mr. McKalips stated a pilot was begun in February that ran through June, and Faulconer Construction ran the pilot. He stated the company had signed up twice more and intended to sign up again unless another company wanted to run the program.

Mr. McKalips stated they were at 107K tons to date of collected clean fill. He stated they were currently using an old landfill cell that had never been filled. He stated they were beginning to consider where to move once the area has been filled.

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.

Mr. McKalips stated they brought in more and more vegetative material to Ivy each year. He mentioned the issue of the spotted lanternfly, an invasive species from Southeast Asia that began spreading in Pennsylvania and was causing damage to wineries, hops, and fruit trees. He stated in early summer or late spring, the County was put under quarantine for moving agricultural 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.

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.

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.

Mr. Smalls asked if the Department of Agriculture had reached out to the County or if the County reached out to the Department of Agriculture concerning the lanternfly.

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.

Mr. McKalips stated it was a strategic plan goal to coordinate better with external agencies. He noted the pesticide event hosted by the Department of Agriculture.
Mr. Gaffney asked if Faulconer Construction was the only company providing large clean-fill services.

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 at a time.

Mr. Gaffney asked if the Authority saved money by partnering with Panorama on compost.

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.

Mr. Gaffney asked if they could expect a change to the tipping fees in FY 24.

Mr. McKalips stated to change the tipping fees, they would have to start with the County because the Board of Supervisors had to request the tipping fees be changed.

Mr. Rogers moved to approve the Staff Report on the Ivy MUC. Mr. Pinkston seconded the motion which was carried unanimously (7-0).

(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).

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

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

Mr. Gaffney called the RSWA back into session.

Mr. Mawyer stated that Mr. Thomas would be presenting the review of the final update on the strategic plan’s progress before working with staff to finalize the plan to be implemented in January.

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.

Mr. Thomas explained that they then engaged with stakeholders, which included the RWSA and 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.

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.

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

Mr. Thomas stated there may be slight adjustments to how success was defined for the five priority areas, and each one was representative of some of the goals of the last strategic plan. He stated none of these things happen in a vacuum and were not mutually exclusive, so they tried to make it apparent that progress with one area would allow progress in another because they were connected.

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

Mr. Thomas stated that optimization and resiliency had strategies for efficiency, development of standard work practices, knowledge capture acknowledgment, and ensuring the organization was doing everything it could to be sustainable. He stated the final priority was planning and infrastructure. He stated this organization delivered large infrastructure, which required good planning. He stated that inside these strategies were effective asset management principles, nimbleness when delivering capital projects in changing conditions, and recognition and focus of the current situation while being proactive for the future.

Mr. Pinkston asked how many of the proposed measures included a target or a trend.

Mr. Thomas stated that the best practice oftentimes was to begin measuring and then reflect on whether the trend seen was acceptable performance, then set goals. He stated the other option was to benchmark some measures, but not all were able to be worked with in that regard. He stated that also ultimately working with leadership to ask if that was the target performance they wanted to achieve was an option.
Mr. Pinkston asked if this would be referred to as a Key Performance Indicator (KPI).

Mr. Thomas responded that they could. He stated that at the strategy level, this was a good place to think about the top-line outcome measures, but other measurements happened in organizations, so this should not represent the entirety of organizational KPIs, but really was how they were doing at the highest level strategically to achieve the success they sought.

Mr. Pinkston asked if the last plan included similar measures.

Mr. Thomas replied that it did, and the Director periodically reported on that information to the Board. He noted that there would be some same measures as well as some new ones.

Mr. Rogers stated that it was important to set goals, so they knew how to get there. He understood the broad statement, but they wanted to measure how they were progressing, particularly with climate change, as there was a level of accountability, they should feel about how they were progressing with the climate change goals they set.

Mr. Thomas stated they had a designed document with a recommended design that was near-final, pending any additional Board input. He stated that it was not a radical departure from the design they used the last time. He stated that the next steps were to complete and finalize the strategic plan by the end of the year and pivot to active implementation. He stated that he assumed Mr. Mawyer would present that as he had been doing against the progress of implementation and performance of implementation against the KPIs.

Mr. Stewart stated that he was supportive of this. He stated that one of the priorities was communication and collaboration, and collaboration among partners in the room was key, but there were no measures listed regarding collaboration. He asked if there was a reason for this.

Mr. Thomas stated that sometimes measuring outside collaboration was tricky. He stated that some measures included community service hours completed by employees, number of outreach events, and how many members of the public attended meetings. He commented that the measures were a good starting point, but there may be more powerful ways to measure in the future that they had yet to identify.

Mr. Stewart stated collaboration between organizations was difficult to measure, but there were also no strategies specific to that that he could find listed.

Mr. Pinkston stated it was quasi-internal collaboration if it was among various organizations.

Mr. Mawyer stated his performance goals included detailed specifics and metrics; however, more could be added to the strategic plan.

Mr. Andrews stated there were four bullets under strategies on page 11 for environmental stewardship, but only three were reflected on page 13.

Mr. Thomas stated that would be fixed.

Ms. Mallek stated related to public-facing success, returning paint cans at the new transfer station was a great change from when she had last done so. She stated it was very managed and professional.
Mr. Pinkston asked about the phrasing of “led” or “lead” on page 8.

Mr. Thomas stated they would correct it.

Mr. Gaffney stated some photographs had descriptions and others did not.

Mr. Pinkston asked about the asset management program.

Mr. Mawyer stated they were in the process of getting the program underway, and CityWorks was the new program.

Mr. Thomas stated he lived in North Carolina and did not benefit from this organization, but he had worked with many organizations across the country and could say this was a high-functioning and well-led utility organization.

Mr. Gaffney asked if there were any other comments or questions.

Mr. Pinkston asked Mr. Mawyer if these were strategies that he and his leadership team wanted to focus on.

Mr. Mawyer stated yes. He stated they worked fairly exclusively on those strategies and measures.

Mr. Rogers stated he liked the framework, the approach, and the efficiency with which they put the strategic plan together.

Mr. Pinkston asked if there was any action to be taken on this now.

Mr. Mawyer stated the Board could take action to approve the draft unless they wanted to bring back a final version.

Mr. Gaffney asked if they would bring back a final version.

Mr. Mawyer stated they could bring it back for approval in November.

10. OTHER ITEMS FROM BOARD/STAFF NOT ON AGENDA

There were none.

11. CLOSED MEETING

There was no closed meeting.

12. ADJOURNMENT

At 3:57 p.m., Mr. Andrews moved to adjourn the meeting of the Rivanna Solid Waste 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.

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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:

<table>
<thead>
<tr>
<th></th>
<th>Albemarle</th>
<th>Charlottesville</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>eWaste</strong></td>
<td>Saturday</td>
<td>9/17/2022</td>
</tr>
<tr>
<td></td>
<td>Customers</td>
<td>224</td>
</tr>
<tr>
<td><strong>HHW</strong></td>
<td>Friday</td>
<td>9/23/2022</td>
</tr>
<tr>
<td></td>
<td>Customers</td>
<td>240</td>
</tr>
<tr>
<td></td>
<td>Saturday</td>
<td>9/24/2022</td>
</tr>
<tr>
<td></td>
<td>Customers</td>
<td>250</td>
</tr>
<tr>
<td><strong>Bulky Waste:</strong></td>
<td>Saturday</td>
<td>10/1/2022</td>
</tr>
<tr>
<td>Furniture/Mattresses</td>
<td>- Pounds Collected</td>
<td>20,940</td>
</tr>
<tr>
<td>Appliances</td>
<td>- Pounds Collected</td>
<td>8,610</td>
</tr>
<tr>
<td></td>
<td>- Freon units Collected</td>
<td>117</td>
</tr>
<tr>
<td></td>
<td>Saturday</td>
<td>10/8/2022</td>
</tr>
<tr>
<td>Tires</td>
<td>Participating Vehicles</td>
<td>93</td>
</tr>
<tr>
<td></td>
<td>Saturday</td>
<td>10/15/2022</td>
</tr>
</tbody>
</table>


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 21st 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.

<table>
<thead>
<tr>
<th>Tonnage</th>
<th>Ivy Operations</th>
<th>Ivy Transfer</th>
<th>Recycling</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$3,148</td>
<td>$(123,754)</td>
<td>$(162,520)</td>
<td>$(283,126)</td>
</tr>
<tr>
<td>Net operating revenue (costs)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net revenue (cost) per ton</td>
<td>$0.10</td>
<td>$(14.06)</td>
<td>$(418.87)</td>
<td>$(7.04)</td>
</tr>
</tbody>
</table>

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.

Attachments
### Rivanna Solid Waste Authority

**Revenue and Expense Summary Report**

**FY 2023**

#### For August 2022

<table>
<thead>
<tr>
<th></th>
<th>Budget FY 2023</th>
<th>Budget YTD</th>
<th>Actual YTD</th>
<th>Variance $</th>
<th>Variance %</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ivy Operations</td>
<td>$ 631,800</td>
<td>$ 105,300</td>
<td>$ 253,330</td>
<td>$ 148,030</td>
<td>140.58%</td>
</tr>
<tr>
<td>Ivy Environmental</td>
<td>-</td>
<td>11,952</td>
<td>-</td>
<td>-</td>
<td>-100.00%</td>
</tr>
<tr>
<td>Ivy MSW Transfer</td>
<td>2,557,300</td>
<td>426,217</td>
<td>492,266</td>
<td>66,049</td>
<td>15.50%</td>
</tr>
<tr>
<td>County Convenience</td>
<td>60,000</td>
<td>10,000</td>
<td>-</td>
<td>(10,000)</td>
<td>-100.00%</td>
</tr>
<tr>
<td>Recycling Revenues</td>
<td>265,000</td>
<td>44,167</td>
<td>41,627</td>
<td>(2,540)</td>
<td>-5.75%</td>
</tr>
<tr>
<td>Other Revenues</td>
<td>20,000</td>
<td>3,333</td>
<td>8,009</td>
<td>4,676</td>
<td>140.27%</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$ 3,534,100</td>
<td>$ 589,017</td>
<td>$ 807,184</td>
<td>$ 218,167</td>
<td>37.04%</td>
</tr>
</tbody>
</table>

|                      |                |            |            |             |            |
| **Expenses**         |                |            |            |             |            |
| Ivy Operations       | $ 668,327      | $ 111,388  | $ 213,897  | (102,510)   | -92.03%    |
| Ivy Environmental    | 792,311        | 93,871     | 24,987     | 27.13%      |
| Ivy MSW Transfer     | 3,283,892      | 67,111     | 24,987     | 27.13%      |
| County Convenience   | 552,593        | 61,230     | 24,987     | 27.13%      |
| Recycling Operations | 605,713        | 108,008    | (7,056)    | -6.99%      |
| Administration       | 940,562        | 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    | 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

<table>
<thead>
<tr>
<th></th>
<th>Annualized Payments</th>
<th>True-up Est.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Due to / (Due from)</td>
<td></td>
</tr>
<tr>
<td>County - Ivy Operations</td>
<td>$ 266,667</td>
<td>$ 44,445</td>
</tr>
<tr>
<td>County - Ivy Transfer</td>
<td>956,733</td>
<td>159,455</td>
</tr>
<tr>
<td>County - Convenience Centers</td>
<td>492,593</td>
<td>82,099</td>
</tr>
<tr>
<td>County - Recycling</td>
<td>367,379</td>
<td>61,230</td>
</tr>
<tr>
<td>County - Environmental MOU</td>
<td>637,581</td>
<td>106,264</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$ 2,720,951</td>
<td>$ 453,492</td>
</tr>
</tbody>
</table>

|                      |                     |               |
| City - Recycling      | $ 157,448           | $ 26,241      | -        | (28,623)   |
| City - Environmental MOU | 350,917         | 58,486        | -        | -         |
| **Total**             | $ 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 |
Ivy Operations

Revenues

<table>
<thead>
<tr>
<th>Item</th>
<th>Budget FY 2023</th>
<th>Budget YTD</th>
<th>Actual YTD</th>
<th>Variance $</th>
<th>Variance %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clean fill material</td>
<td>$200,000</td>
<td>$33,333</td>
<td>$147,140</td>
<td>$113,807</td>
<td>341.42%</td>
</tr>
<tr>
<td>Grindable material</td>
<td>$264,000</td>
<td>$44,000</td>
<td>$70,780</td>
<td>$26,780</td>
<td>60.86%</td>
</tr>
<tr>
<td>Tires whole</td>
<td>$22,800</td>
<td>$3,800</td>
<td>$17,967</td>
<td>$14,167</td>
<td>372.82%</td>
</tr>
<tr>
<td>Tires and white good per item</td>
<td>$45,000</td>
<td>$7,500</td>
<td>$7,757</td>
<td>$257</td>
<td>3.43%</td>
</tr>
<tr>
<td>Material Sales</td>
<td>$100,000</td>
<td>$16,667</td>
<td>$9,686</td>
<td>($6,981)</td>
<td>-41.88%</td>
</tr>
</tbody>
</table>

Total Operations Revenues: $631,800 $ 105,300 $ 253,330 $ 148,030 $ 140.58%

Expenses

<table>
<thead>
<tr>
<th>Item</th>
<th>Budget FY 2023</th>
<th>Budget YTD</th>
<th>Actual YTD</th>
<th>Variance $</th>
<th>Variance %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Cost</td>
<td>$274,552</td>
<td>$45,759</td>
<td>$39,691</td>
<td>$6,068</td>
<td>13.26%</td>
</tr>
<tr>
<td>Professional Services</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other Services and Charges</td>
<td>$27,700</td>
<td>$4,617</td>
<td>$5,180</td>
<td>($563)</td>
<td>-12.20%</td>
</tr>
<tr>
<td>Communications</td>
<td>$1,800</td>
<td>$300</td>
<td>$279</td>
<td>$21</td>
<td>6.95%</td>
</tr>
<tr>
<td>Information Technology</td>
<td>$6,275</td>
<td>$1,046</td>
<td>$239</td>
<td>$807</td>
<td>77.15%</td>
</tr>
<tr>
<td>Vehicles and Equip. Maintenance</td>
<td>$47,000</td>
<td>$7,833</td>
<td>$8,258</td>
<td>($425)</td>
<td>-5.42%</td>
</tr>
<tr>
<td>Supplies</td>
<td>$1,000</td>
<td>$167</td>
<td>$1,428</td>
<td>($1,261)</td>
<td>-756.55%</td>
</tr>
<tr>
<td>Operations and Maintenance</td>
<td>$175,000</td>
<td>$29,167</td>
<td>$136,323</td>
<td>($107,156)</td>
<td>-367.39%</td>
</tr>
<tr>
<td>Environmental Remediations</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Equipment Replacement</td>
<td>$135,000</td>
<td>$22,500</td>
<td>$22,500</td>
<td>-</td>
<td>0.00%</td>
</tr>
</tbody>
</table>

Total Operations Expenses: $668,327 $ 111,388 $ 213,897 $ (102,510) $ -92.03%

Allocation of Administration Costs: $230,141 $ 38,357 $ 36,284 $ 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%

Summary of Local Support

<table>
<thead>
<tr>
<th>County</th>
<th>Budget FY 2023</th>
<th>Budget YTD</th>
<th>Actual YTD</th>
<th>Variance $</th>
</tr>
</thead>
<tbody>
<tr>
<td>County</td>
<td>$266,667</td>
<td>$44,445</td>
<td>$44,445</td>
<td>-</td>
</tr>
</tbody>
</table>

Estimated True-up: $47,593
Rivanna Solid Waste Authority
Fiscal Year 2023 - August 2022
Revenue and Expense Summary Report

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

### Summary of Local Support

<table>
<thead>
<tr>
<th></th>
<th>County</th>
<th>City</th>
<th>Uva</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>$ 637,581</td>
<td>$ 106,264</td>
<td>$ 53,132</td>
</tr>
<tr>
<td></td>
<td>$ 53,132</td>
<td>58,486</td>
<td>6,665</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$ 1,068,480</td>
<td>$ 178,080</td>
<td>$ 59,797</td>
</tr>
</tbody>
</table>
### Ivy Transfer Station

#### Revenues

<table>
<thead>
<tr>
<th>Description</th>
<th>Budget FY 2023</th>
<th>Budget YTD</th>
<th>Actual YTD</th>
<th>Variance $</th>
<th>Variance %</th>
</tr>
</thead>
<tbody>
<tr>
<td>MSW / Construction Debris</td>
<td>$2,392,000</td>
<td>$398,667</td>
<td>$465,832</td>
<td>$67,165</td>
<td>16.85%</td>
</tr>
<tr>
<td>Compostable Material</td>
<td>62,300</td>
<td>10,383</td>
<td>-</td>
<td>(10,383)</td>
<td>-100.00%</td>
</tr>
<tr>
<td>Service Charges / other revenues</td>
<td>103,000</td>
<td>17,167</td>
<td>26,434</td>
<td>9,267</td>
<td>53.98%</td>
</tr>
</tbody>
</table>

**Total Operations Revenues**

$2,557,300 $ 426,217 $ 492,266 $ 66,049 15.50%

#### Expenses

<table>
<thead>
<tr>
<th>Description</th>
<th>Budget FY 2023</th>
<th>Budget YTD</th>
<th>Actual YTD</th>
<th>Variance $</th>
<th>Variance %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Cost</td>
<td>$575,035</td>
<td>$95,839</td>
<td>$85,753</td>
<td>$10,086</td>
<td>10.52%</td>
</tr>
<tr>
<td>Professional Services</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other Services and Charges</td>
<td>111,650</td>
<td>18,608</td>
<td>2,777</td>
<td>15,832</td>
<td>85.08%</td>
</tr>
<tr>
<td>Communications</td>
<td>2,000</td>
<td>333</td>
<td>176</td>
<td>157</td>
<td>47.24%</td>
</tr>
<tr>
<td>Information Technology</td>
<td>12,500</td>
<td>2,083</td>
<td>600</td>
<td>1,483</td>
<td>71.20%</td>
</tr>
<tr>
<td>Vehicles and Equip. Maintenance</td>
<td>55,000</td>
<td>9,167</td>
<td>21,151</td>
<td>(11,985)</td>
<td>-130.74%</td>
</tr>
<tr>
<td>Supplies</td>
<td>3,000</td>
<td>500</td>
<td>4,283</td>
<td>(3,783)</td>
<td>-756.54%</td>
</tr>
<tr>
<td>Operations and Maintenance</td>
<td>2,426,207</td>
<td>404,368</td>
<td>449,996</td>
<td>(45,628)</td>
<td>-11.28%</td>
</tr>
<tr>
<td>Environmental Remediations</td>
<td>3,500</td>
<td>583</td>
<td>-</td>
<td>583</td>
<td>100.00%</td>
</tr>
<tr>
<td>Equipment Replacement</td>
<td>95,000</td>
<td>15,833</td>
<td>15,000</td>
<td>833</td>
<td>5.26%</td>
</tr>
</tbody>
</table>

**Total Operations Expenses**

$3,283,892 $ 547,315 $ 579,736 $(32,421) -5.92%

#### Allocation of Administration Costs

<table>
<thead>
<tr>
<th>Description</th>
<th>Budget FY 2023</th>
<th>Budget YTD</th>
<th>Actual YTD</th>
<th>Variance $</th>
<th>Variance %</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>230,141</td>
<td>38,357</td>
<td>36,284</td>
<td>2,072</td>
<td>5.40%</td>
</tr>
</tbody>
</table>

**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

<table>
<thead>
<tr>
<th>Description</th>
<th>County</th>
<th>City</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$956,733</td>
<td>-</td>
<td>$956,733</td>
</tr>
<tr>
<td></td>
<td>$159,455</td>
<td>-</td>
<td>$159,455</td>
</tr>
<tr>
<td></td>
<td>$159,455</td>
<td>-</td>
<td>$159,455</td>
</tr>
</tbody>
</table>

Estimated True-up $35,701
## Rivanna Solid Waste Authority
### Fiscal Year 2023 - August 2022
#### Revenue and Expense Summary Report

### County Convenience Centers

#### Revenues
- **Material Sales**
  - Budget: $60,000
  - YTD: $10,000
  - Actual: $-
  - Variance: $(10,000) -100.00%

**Total Operations Revenues**
- Budget: $60,000
- YTD: $10,000
- Actual: $-
- Variance: $(10,000) -100.00%

#### Expenses

<table>
<thead>
<tr>
<th>Expense</th>
<th>Budget</th>
<th>Budget YTD</th>
<th>Actual YTD</th>
<th>Variance</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Personnel Cost</strong></td>
<td>$378,293</td>
<td>$63,049</td>
<td>$50,758</td>
<td>$12,291</td>
<td>19.49%</td>
</tr>
<tr>
<td><strong>Professional Services</strong></td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Other Services and Charges</strong></td>
<td>$10,300</td>
<td>$1,717</td>
<td>$63</td>
<td>$1,054</td>
<td>61.40%</td>
</tr>
<tr>
<td><strong>Communications</strong></td>
<td>-</td>
<td>-</td>
<td>$63</td>
<td>$(63)</td>
<td>-</td>
</tr>
<tr>
<td><strong>Information Technology</strong></td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Vehicles and Equip. Maintenance</strong></td>
<td>$105,000</td>
<td>$17,500</td>
<td>$4,647</td>
<td>$12,853</td>
<td>73.45%</td>
</tr>
<tr>
<td><strong>Supplies</strong></td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Operations and Maintenance</strong></td>
<td>$4,000</td>
<td>$667</td>
<td>$1,814</td>
<td>$(1,148)</td>
<td>-172.16%</td>
</tr>
<tr>
<td><strong>Environmental Remediations</strong></td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Equipment Replacement</strong></td>
<td>$55,000</td>
<td>$9,167</td>
<td>$9,167</td>
<td>$0</td>
<td>0.00%</td>
</tr>
</tbody>
</table>

**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

<table>
<thead>
<tr>
<th>County</th>
<th>Budget</th>
<th>Budget YTD</th>
<th>Actual YTD</th>
<th>Variance</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>County</strong></td>
<td>$492,593</td>
<td>$82,099</td>
<td>$82,099</td>
<td>$-</td>
<td>-</td>
</tr>
</tbody>
</table>

**Estimated True-up**
- $14,987
## Rivanna Solid Waste Authority
### Fiscal Year 2023 - August 2022
### Revenue and Expense Summary Report

<table>
<thead>
<tr>
<th>FY 2023</th>
<th>Variance</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget</td>
<td>Budget YTD</td>
<td>Actual YTD</td>
</tr>
</tbody>
</table>

### Recycling
*McIntire & Paper Sort*

<table>
<thead>
<tr>
<th>Revenues</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Material Sales &amp; other revenues</td>
<td>$230,000</td>
<td>$38,333</td>
<td>$41,627</td>
</tr>
<tr>
<td>Grants</td>
<td>$35,000</td>
<td>5,833</td>
<td>-</td>
</tr>
</tbody>
</table>

**Total Operations Revenues**

| $265,000 | $44,167 | $41,627 | (2,540) | -5.75% |

### Expenses

**Personnel Cost**

| $309,413 | $51,569 | $46,653 | $4,915 | 9.53% |

**Other Services and Charges**

| 49,100 | 8,183 | 7,771 | (7,900) | 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

<table>
<thead>
<tr>
<th>Summary of Local Support</th>
<th>County</th>
<th>City</th>
</tr>
</thead>
<tbody>
<tr>
<td>$367,378</td>
<td>$61,230</td>
<td>$61,230</td>
</tr>
<tr>
<td>$157,448</td>
<td>$26,241</td>
<td>- $26,241</td>
</tr>
</tbody>
</table>

**Estimated True-up - County**

| $ (5,557) |

**Estimated True-up - City**

| $ (28,623) |
## Administration

### Revenues

<table>
<thead>
<tr>
<th>Description</th>
<th>Budget FY 2023</th>
<th>Budget YTD</th>
<th>Actual FY 2023</th>
<th>Actual YTD</th>
<th>Variance $</th>
<th>Variance %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest revenues</td>
<td>$5,000</td>
<td>$833</td>
<td>$6,172</td>
<td>$5,339</td>
<td>$640.65</td>
<td></td>
</tr>
<tr>
<td>Late Fees</td>
<td>$15,000</td>
<td>$2,500</td>
<td>$1,837</td>
<td>$(663)</td>
<td>-26.52</td>
<td></td>
</tr>
</tbody>
</table>

**Total Operations Revenues**

<table>
<thead>
<tr>
<th></th>
<th>Budget FY 2023</th>
<th>Budget YTD</th>
<th>Actual FY 2023</th>
<th>Actual YTD</th>
<th>Variance $</th>
<th>Variance %</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$20,000</td>
<td>$3,333</td>
<td>$8,009</td>
<td>$4,676</td>
<td>140.27</td>
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</tr>
</tbody>
</table>

### Expenses

<table>
<thead>
<tr>
<th>Description</th>
<th>Budget FY 2023</th>
<th>Budget YTD</th>
<th>Actual FY 2023</th>
<th>Actual YTD</th>
<th>Variance $</th>
<th>Variance %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Cost</td>
<td>$171,662</td>
<td>$28,610</td>
<td>$31,606</td>
<td>$(2,995)</td>
<td>-10.47</td>
<td></td>
</tr>
<tr>
<td>Professional Services</td>
<td>$50,000</td>
<td>$8,333</td>
<td>$3,884</td>
<td>$4,449</td>
<td>53.39</td>
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</tr>
<tr>
<td>Other Services and Charges</td>
<td>$708,700</td>
<td>$118,117</td>
<td>$116,226</td>
<td>$1,890</td>
<td>1.60</td>
<td></td>
</tr>
<tr>
<td>Communications</td>
<td>$5,200</td>
<td>$867</td>
<td>$377</td>
<td>$490</td>
<td>-71.43</td>
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</tr>
<tr>
<td>Information Technology</td>
<td>$3,500</td>
<td>$583</td>
<td>$1,000</td>
<td>$(417)</td>
<td>-71.43</td>
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</tr>
<tr>
<td>Vehicles and Equip. Maintenance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supplies</td>
<td>$1,500</td>
<td>$250</td>
<td>$53</td>
<td>$197</td>
<td>78.61</td>
<td></td>
</tr>
<tr>
<td>Operations and Maintenance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Environmental Remediations</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equipment Replacement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Subtotal Before Allocations**

<table>
<thead>
<tr>
<th></th>
<th>Budget FY 2023</th>
<th>Budget YTD</th>
<th>Actual FY 2023</th>
<th>Actual YTD</th>
<th>Variance $</th>
<th>Variance %</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$940,562</td>
<td>$156,760</td>
<td>$153,146</td>
<td>$3,614</td>
<td>2.31</td>
<td></td>
</tr>
</tbody>
</table>

### Net Deficit

<table>
<thead>
<tr>
<th></th>
<th>Budget FY 2023</th>
<th>Budget YTD</th>
<th>Actual FY 2023</th>
<th>Actual YTD</th>
<th>Variance $</th>
<th>Variance %</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$(920,562)</td>
<td>$(153,427)</td>
<td>$(145,137)</td>
<td>$8,290</td>
<td>-5.40</td>
<td></td>
</tr>
</tbody>
</table>

### Allocation to Cost Centers (per agreement)

<table>
<thead>
<tr>
<th>Cost Center</th>
<th>Allocation %</th>
<th>Budget FY 2023</th>
<th>Budget YTD</th>
<th>Actual FY 2023</th>
<th>Actual YTD</th>
<th>Variance $</th>
<th>Variance %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ivy Operations</td>
<td>25%</td>
<td>$230,141</td>
<td>$38,357</td>
<td>$36,284</td>
<td>$2,072</td>
<td>-84.23</td>
<td></td>
</tr>
<tr>
<td>Ivy Environmental</td>
<td>30%</td>
<td>$276,169</td>
<td>$46,028</td>
<td>$43,541</td>
<td>$2,487</td>
<td>-84.23</td>
<td></td>
</tr>
<tr>
<td>Ivy Transfer</td>
<td>25%</td>
<td>$230,141</td>
<td>$38,357</td>
<td>$36,284</td>
<td>$2,072</td>
<td>-84.23</td>
<td></td>
</tr>
<tr>
<td>County Convenience Centers</td>
<td>0%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recycling</td>
<td>20%</td>
<td>$184,112</td>
<td>$30,685</td>
<td>$29,027</td>
<td>$1,658</td>
<td>-84.23</td>
<td></td>
</tr>
</tbody>
</table>

**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, fee-based 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

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

**AVERAGE:** $54.36  
**MEDIAN:** $55.00
# Ivy Material Utilization Center

## Daily Scale Crossing Data

**September 1-30, 2022**

<table>
<thead>
<tr>
<th>Days of Operation</th>
<th>Vehicles</th>
<th>Count</th>
<th>MSW collected at Transfer Station (tons)</th>
<th>Non-MSW Total Tons</th>
</tr>
</thead>
<tbody>
<tr>
<td>09/01/22 Thursday</td>
<td>220</td>
<td>242</td>
<td>0.54 49.57 135.03 185.14</td>
<td>171.95</td>
</tr>
<tr>
<td>09/02/22 Friday</td>
<td>264</td>
<td>337</td>
<td>0.53 81.00 86.37 167.90</td>
<td>291.40</td>
</tr>
<tr>
<td>09/03/22 Saturday</td>
<td>265</td>
<td>308</td>
<td>0.64 8.02 38.42 47.08</td>
<td>10.59</td>
</tr>
<tr>
<td>09/04/22 Sunday</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>09/05/22 Monday</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>09/06/22 Tuesday</td>
<td>319</td>
<td>453</td>
<td>0.68 82.43 126.32 209.43</td>
<td>459.93</td>
</tr>
<tr>
<td>09/07/22 Wednesday</td>
<td>288</td>
<td>331</td>
<td>0.42 62.13 120.54 183.09</td>
<td>684.26</td>
</tr>
<tr>
<td>09/08/22 Thursday</td>
<td>272</td>
<td>336</td>
<td>0.37 51.41 127.98 179.76</td>
<td>1,006.78</td>
</tr>
<tr>
<td>09/09/22 Friday</td>
<td>323</td>
<td>376</td>
<td>0.45 38.07 119.59 158.11</td>
<td>832.19</td>
</tr>
<tr>
<td>09/10/22 Saturday</td>
<td>284</td>
<td>329</td>
<td>0.46 25.36 49.21 75.03</td>
<td>10.27</td>
</tr>
<tr>
<td>09/11/22 Sunday</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>09/12/22 Monday</td>
<td>286</td>
<td>306</td>
<td>0.50 53.23 200.54 254.27</td>
<td>819.70</td>
</tr>
<tr>
<td>09/13/22 Tuesday</td>
<td>210</td>
<td>247</td>
<td>0.55 61.81 93.99 156.35</td>
<td>324.64</td>
</tr>
<tr>
<td>09/14/22 Wednesday</td>
<td>314</td>
<td>340</td>
<td>0.44 89.38 137.79 227.61</td>
<td>1,266.64</td>
</tr>
<tr>
<td>09/15/22 Thursday</td>
<td>326</td>
<td>411</td>
<td>0.65 87.64 124.06 212.35</td>
<td>1,518.31</td>
</tr>
<tr>
<td>09/16/22 Friday</td>
<td>291</td>
<td>357</td>
<td>0.32 84.30 90.24 174.86</td>
<td>599.94</td>
</tr>
<tr>
<td>09/17/22 Saturday</td>
<td>280</td>
<td>381</td>
<td>0.75 17.69 36.17 54.61</td>
<td>8.04</td>
</tr>
<tr>
<td>09/18/22 Sunday</td>
<td>-</td>
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<td>-</td>
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</table>

**Material Type & Description**

- **Citizen-Can**: Roll-off container at the Ivy MUC Convenience Center—citizens dispose of prepaid trashbags
- **Construction**: Construction/demolition debris (shingles, sheetrock, treated lumber, etc.)
- **Count**: Transactions per item (appliances, hauling fees, service fees, tag-bag stickers, tires)
- **Domestic**: Business/residential general or household waste
- **MSW**: Materials processed/handled at the Transfer Station
- **Non-MSW**: Materials processed/handled on-site
- **Vehicle**: Transactions or vehicles processed in a day
# Ivy Material Utilization Center
## Daily Scale Crossing Data

### October 1-31, 2022

<table>
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<tr>
<th>Days of Operation</th>
<th>Vehicles</th>
<th>Count</th>
<th>MSW collected at Transfer Station (tons)</th>
<th>Non-MSW Total Tons</th>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Citizen-Can</td>
<td>Construction</td>
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<tr>
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<tr>
<td>10/28/22 Friday</td>
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<td>324</td>
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<td>51.70</td>
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**Total**

| 8,102 | 9,264 | 13.59 | 1,538.41 | 3,186.82 | 4,738.82 | 25,637.82 |

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<th>Median</th>
<th>Maximum</th>
<th>Minimum</th>
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<td>986.07</td>
<td>1,131.49</td>
<td>2,015.74</td>
<td>0.44</td>
</tr>
</tbody>
</table>

**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

The graph shows the monthly tons of waste transferred over the years FY 2020 to FY 2023. The graph indicates a general increase in waste transfer over time, with notable peaks and troughs throughout the years.
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.
Communication with Those Charged with Governance

To the Board of Directors
Rivanna Solid Waste Authority

We have audited the 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.
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 RSI.

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, Farley, Cof, Associates

Charlottesville, Virginia

October 24, 2022
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
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
REFER TO FIGURE 1-8 FOR INTERNAL BUILDING LAYOUT

BAILING FACILITY FFE: 670'

LOADING AREA: 666'

SIDEWALK AND STAIRS FROM DOOR TO LOADING DOCK

CONCRETE PAVEMENT

ASPHALT PAVEMENT (TYP.)
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 REMOTE PARTICIPATION 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.


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. **Applicability of Policy.**

   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. **Application.** 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. **Non-Emergency Individual Participation.** 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. **Grounds for Remote Participation; Advance Notice of the Chair.** 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. **Personal Medical Condition.** The member has a temporary or permanent
         disability or other medical condition that prevents the member’s physical
         attendance;

      2. **Family Member’s Medical Condition.** 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. **Distant Meeting Location.** The member’s principal residence is more than 60
         miles from the meeting location identified in the required notice for such meeting;
         or

      4. **Identified Personal Matter; Limitation on Use.** 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. Minutes.** 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. **Medical Condition.** 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. **Distant Meeting Location.** 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.

c. **Identified Personal Matter.** 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. **Disapproval.** 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. When Chair Requests to Participate Remotely.** 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. Audibility of Member Participating Remotely.** 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. All-Virtual Public Meetings.** 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. **Meeting Notice.** 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;

B. **Public Access.** Public access to the all-virtual public meeting must be provided via electronic communication means;

C. **Member Audibility/Visibility.** 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. **Meeting Materials.** 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;

F. **Public Comment.** 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;

G. **Multiple Members in a Single Location.** 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;

H. **Closed Sessions.** 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. **Number and Frequency of All-Virtual Meetings.** 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. **Minutes.** 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 “Code”), the Rivanna Solid Waste Authority (the “Authority”) has prepared a Remote Participation Policy (the “Policy”), 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 Exhibit A;

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.

Approved by the Board of Directors
November 15, 2022

__________________________________
Michael Rogers, Secretary
AMENDED AND RESTATE
BY-LAWS OF THE
RIVANNA SOLID WASTE AUTHORITY

(Effective November 15, 2022)

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
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.
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.
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.
   
   b. 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
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 THE
RIVANNA SOLID WASTE AUTHORITY
(Effective August 25, 2020
November 15, 2022)

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
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.
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 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.

6.6. 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.
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.

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.

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

6. All Board meetings shall be open to the public, except when, pursuant to the provision of Section 2.2-3711 of the Code of Virginia, 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.

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 and approval of the minutes of the preceding meeting.

   b. 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. **Consent Vote on approval of consent** agenda, to include regular staff reports on 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, other than procedural matters, to be 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.

11. A Board member may participate in a Board meeting through electronic communication 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 to why 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 other medical condition that prevents the member’s physical attendance. The specific nature of
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.

e. 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 remote participation 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 Chair or 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.

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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.

Proposed August 25, 2020 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.
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 “Board”) of the Rivanna Solid Waste 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 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 Exhibit A 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.

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
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 “Code”), the Rivanna Solid Waste Authority (the “Authority”) has prepared a Remote Participation Policy (the “Policy”), 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 Exhibit A;

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.
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 "Board") of the Rivanna Solid Waste 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 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 Exhibit A 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 “Code”), the Rivanna Water and Sewer Authority (the “Authority”) has prepared a Remote Participation Policy (the “Policy”), 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 Exhibit A;

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.
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 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 Exhibit A are hereby adopted and ratified in all respects, effective immediately; and 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 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 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 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.
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.

William I. Mawyer, Jr., PE
Executive Director
Rivanna Water and Sewer Authority and Rivanna Solid Waste Authority
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 (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 133,535 in 2021. The median household income in the City is $55,598, 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 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 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.

**WORKFORCE SHIFTS**

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

**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.

**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
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

PRIORITIES
- Communication and Collaboration
- Environmental Stewardship
- Workforce Development
- Optimization and Resiliency
- Planning and Infrastructure
The Rivanna Authorities

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 RESILIENCE
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 and environmentally responsible manner.

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

VALUES
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

STRAATEGIES
1. 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

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

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

10. Increase communications with the public 5% per year
11. Heighten community awareness by enhancing the website to increase public engagement 5% per year
12. Support community educational outreach events by increasing staff participation hours 2% per year
13. Expand community service initiatives. Increase employee community service hours 1% per year, increase local and regional partnerships.
14. Increase social media interactions 10% per year

MEASURES
1. Increase staff participation with regional environmental groups 3% per year
2. Create a sustainability team to reduce the Authorities’ carbon footprint 5% per year
3. Increase the number of facilities reviewed and plans developed to address climate and flood resiliency 5% per year
4. Maintain staff turnover rate of less than 10% per year
5. Increase sourcing resources 20% per year to recruit diverse candidates
6. Increase the number of employees participating in professional education and training 2% per year
7. Update 20% of the job descriptions annually
8. Update a 5-year staffing master plan annually
9. Expand SOPs in a document management format
10. Increase the number of optimizations undertaken 5% per year. Measure associated process, volumetric or cost changes
11. Increase hours of safety training per employee 1% per year to reduce the number of reportable and near-miss accidents
12. Develop an Employee Operational Optimization Incentive Program
13. Reduce the number of unplanned Critical System disruptions greater than 4 hours 10% per year
14. Complete 50% of active projects on time and within budget
15. Increase the number of assets in the asset management system 5% per year
16. Include 75% of the assets in the annual CIP/master planning effort
**COMMUNICATION AND COLLABORATION**

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

**ENVIRONMENTAL STEWARDSHIP**

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

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.

**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
PLANNING AND INFRASTRUCTURE

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
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.
Strategic Plan 2023 Update

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

1. 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

MEASURES

- 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
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
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

MEASURES

- 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
- Update a 5-year staffing master plan annually

- Expand SOPs in a document management format
- Increase the number of optimizations undertaken 5% per year. Measure associated process, volumetric or cost changes
- Increase hours of safety training per employee 1% per year to reduce the number of reportable and near-miss accidents
- Develop an Employee Operational Optimization Incentive Program
STRATEGIES & MEASURES

STRATEGIES

PLANNING AND INFRASTRUCTURE
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

MEASURES

- 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.
SAFETY PROGRAM UPDATE
for the RWSA/RSWA Boards of Directors

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 safely 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
Safety Manual
(25 Chapters)
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

<table>
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<tr>
<th>DEPARTMENT</th>
<th>SAFETY TRAINING ANNUAL HOURS PER EMPLOYEE</th>
<th>ALL TRAINING ANNUAL HOURS PER EMPLOYEE (COMPARABLE SIZED COMPANIES)</th>
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<td>Solid Waste</td>
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<td>Administration</td>
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<tr>
<td>Engineering</td>
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<tr>
<td>Laboratory</td>
<td>19.8</td>
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<td>Maintenance</td>
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<td>U.S.: hours of training per employee by company size 2021</td>
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<td>Wastewater</td>
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<tr>
<td>Water</td>
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</table>
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

<table>
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<th>Lab Sample Number</th>
<th>Client Sample Number</th>
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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

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<th>Year</th>
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<tr>
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<td>0.93</td>
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<tr>
<td>2021</td>
<td>0.90</td>
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In 2018 job specific training began.

TRIR includes all incidents.
DECLINING RSWA INCIDENT RATES

TRIR includes all incidents
In 2019 job specific training began.
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.
THANK YOU