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RSWA BOARD OF DIRECTORS
Minutes of Regular Meeting
July 23, 2024

A regular meeting of the Rivanna Solid Waste Authority (RSWA) Board of Directors was held on Tuesday, July 23, 2024, at 2:00 p.m. at the 2nd Floor Conference Room, Moores Creek Administration Building, 695 Moores Creek Lane, Charlottesville, VA, 22902.

Board Members Present: Mike Gaffney, Jeff Richardson, Sam Sanders, Brian Pinkston, Jim Andrews, Lance Stewart

Board Members Absent: Steven Hicks

Rivanna Staff Present: Bill Mawyer, Phil McKalips, Lonnie Wood, Betsy Nemeth, Deborah Anama, Jacob Woodson, Jerry Simmons, Leah Beard

Attorney(s) Present: Micah Schwartz (Williams Mullen)

1. CALL TO ORDER

Mr. Gaffney convened the July 23, 2024 regular meeting of the Board of Directors of the Rivanna Solid Waste Authority at 2:00 p.m.

2. AGENDA APPROVAL

Mr. Mawyer stated that Item 9(d) needed to be deferred since the item required all members to be present.

Mr. Andrews moved to approve the Agenda as amended. Mr. Pinkston seconded the motion, which passed unanimously (6-0). (Mr. Hicks was absent)

3. MINUTES OF PREVIOUS BOARD MEETING ON MAY 28, 2024

There were no amendments to the minutes.

Mr. Pinkston moved to approve the minutes from the meeting held on May 28, 2024. Mr. Stewart seconded the motion, which passed unanimously (6-0). (Mr. Hicks was absent.)

4. RECOGNITION

There were no recognitions.

1. EXECUTIVE DIRECTOR'S REPORT

Mr. Mawyer stated that they had been transferring a lot of refuse at Ivy. He stated that the green line on the chart represented the 2024 calendar year, and it indicated that the volume exceeded that of 2023, except in June, where the volumes were approximately the same. He stated that the Spring Refuse Collection days included over 360 customers bringing e-waste in a single day. He stated that more than 800 customers brought household hazardous waste on Friday and Saturday in April.

48 Mr. Mawyer stated that at the Saturday event, 23,000 pounds of furniture and mattresses, as well as
49 22,000 pounds of appliances, were received. He stated that 138,000 pounds of tires were collected.
50 He stated that this amnesty program, which began around 1999 under County Executive Bob
51 Tucker's leadership, continued to thrive 25 years later with the support of the County and the City
52 through Rivanna. He stated that the fall Refuse Collection days had been scheduled, and they were
53 advertised to inform people to prepare for the e-waste, hazardous waste, and bulky waste disposal.
54

55 Mr. Mawyer stated that in July 2022, the Board requested a succession management plan be
56 developed for positions with eminent retirements. The plan was completed and reviewed with the
57 Board in January 2023 and reviewed with the Board in April 2024. He stated that for RSWA, a new
58 position was created, the Assistant Manager for Recycling, and that position had been filled by Jerry
59 Simmons. He stated that Mr. Simmons has been with Rivanna for three years and was selected
60 through a competitive process to be the new Assistant Manager in charge of recycling. He stated
61 that this organizational change meant that refuse and recycling were now managed separately, each
62 with its own assistant manager.
63

64 Mr. Mawyer stated they had nearly 23% turnover in RSWA in the past fiscal year. He stated their
65 strategic plan goal was 10%, but they were updating this goal to 15% to recognize the limited
66 number of positions in solid waste. He stated that losing three employees in a year statistically
67 would exceed the 10% goal. He stated that a compensation classification study was initiated to
68 evaluate the pay scale and ensure it was appropriate for RWSA and RSWA.
69

70 Mr. Gaffney asked if anyone left RSWA to work for RWSA.
71

72 Mr. Mawyer said no. He said they had some individuals who did not align well with the
73 organization, and they had mutually decided to part ways. He stated that this accounted for the
74 majority of the six employees who had departed over the past year.
75

76 Mr. Andrews asked how close they were to their daily tonnage limits.
77

78 Mr. Mawyer stated that the limit was 450 tons, so they were well under that on most days. He stated
79 they sometimes had a lot of volume on Mondays. He stated that they even had to call some of the
80 big haulers to ask if they could level their deliveries and switch to Tuesday or Wednesday, instead
81 of bringing all of it on Monday. He stated that on average days, they received about 200 tons and
82 were within the permitted daily limit.
83

84 **5. ITEMS FROM THE PUBLIC**

85 *Matters Not Listed for Public Hearing on the Agenda*
86

87 There were none.
88

89 **6. RESPONSES TO PUBLIC COMMENT**

90 There were none.
91

92 **7. CONSENT AGENDA**

93 *a. Staff Report on Finance*
94

95 *b. Staff Report on Ivy Material Utilization Center/Recycling Operations Update*
96
97

98 c. *Staff Report on Administration and Communications*

99
100 d. *Approval of Work Authorization for FY 2025 Environmental Monitoring at the Ivy Material*
101 *Utilization Center*

102
103 e. *Approval of Purchasing Manual Update*
104

105 **Mr. Sanders moved to approve the Consent Agenda. Mr. Andrews seconded the motion,**
106 **which passed unanimously (6-0). (Mr. Hicks was absent)**
107

108 **8. OTHER BUSINESS**

109 a. *Presentation and Consider Vote to Approve: New Name for the Ivy Material Utilization*
110 *Center*

111 *Betsy Nemeth, Director of Administration and Communications*

112 Ms. Nemeth stated that she was there to discuss the renaming of the Ivy Material Utilization Center
113 and provide some background on its origins. She stated that it was exciting to consider such a
114 change. She stated that the Ivy landfill, which had opened in 1968, had served the City of
115 Charlottesville, Albemarle County, and UVA. She stated that RSWA had been established in 1990
116 to manage the landfill, which was originally called the Ivy Sanitary Landfill.

117
118 Ms. Nemeth stated that in 1996, the Citizen Solid Waste Task Board had recommended a name
119 change to reflect a higher focus on the three R's: reduction, reuse, and recycle. She stated that
120 consequently, in 1998, the name had been changed to the Ivy Material Utilization Center. She stated
121 that upon reviewing historical records, it was unclear whether a board action had been responsible
122 for this change. She stated that a letter to the editor from the Daily Progress had suggested that the
123 name change had been intended to align with the organization's evolving focus on recycling.

124
125 Ms. Nemeth stated that all landfilling operations had ceased in 1990. She stated that since 1998, the
126 facility had been known as the Ivy Material Utilization Center. She stated that the reason for
127 considering a name change now was related to the strategic plan, specifically within the
128 communication collaboration team, which aimed to create a public-facing brand identity.

129
130 Ms. Nemeth stated that people did not understand what "material utilization center" meant, but they
131 did know what "Ivy" meant. She stated that they wanted to name the facility something that
132 reflected the services they were providing at the site. She stated that they had several different
133 programs, including the Municipal Refuse and Construction Debris Transfer Program, the
134 Recycling Convenience Center, and they recycled various materials like paper, glass and plastics.
135 She stated that they also collected compostable food waste, and they accepted vegetative debris and
136 made mulch which they gave away for free to the public.

137
138 Ms. Nemeth stated that their baling facility was set to open in the next two years, making it a
139 consolidated location for many of their services. She stated that she had researched "material
140 utilization", a manufacturing term, to understand its meaning. She stated that it referred to the use of
141 raw materials in manufacturing, which was not what they were doing. She stated that they explored
142 different facility names, and "material utilization" was not a common name.

143
144 Ms. Nemeth stated that they were the only facility referred to as "material utilization", and the name
145 did not reflect the services they offered. She stated that Mr. Mawyer had conducted a survey among
146 employees to generate potential names, and they had narrowed it down to three: the Ivy Solid Waste

147 Center, the Ivy Solid Waste and Recycling Center, and the Ivy Refuse and Recycling Center. She
148 stated that the final decision was up to the Board.

149
150 Mr. Richardson asked if staff had a preference for any of the three choices.

151
152 Mr. Mawyer stated that the Solid Waste Center had received numerous votes, but it did not
153 communicate recycling specifically.

154
155 Mr. Pinkston stated that recycling should be in the name.

156
157 Ms. Nemeth stated that they preferred “solid waste” in the name because they were the Rivanna
158 Solid Waste Authority, which was an industry standard name for such entities. She stated that this
159 name was commonly seen across the country. She stated that different centers used “transfer
160 station” or “recycling center” names, but we provided both of those services at Ivy.

161
162 Mr. Gaffney stated that a member of the Solid Waste Authority staff had mentioned that simplicity
163 was preferred, so the Ivy Solid Waste Center was the simplest option.

164
165 Mr. McKalips stated that he preferred the Ivy Solid Waste Center.

166
167 Mr. Andrews stated that the broader public were the people who would need to understand this best,
168 and they would be interested in recycling. He stated that he appreciated that he was part of the Solid
169 Waste Board, which is why it was such a tough decision.

170
171 Ms. Nemeth stated that when they conducted tours, the visitors were primarily interested in seeing
172 the recycling process. She stated that they added the transfer station to the tour, but when people
173 requested tours, they were mainly interested in recycling.

174
175 Mr. Pinkston asked if Ivy Solid Waste and Recycling Center was a good compromise.

176
177 Mr. Andrews stated that he was comfortable with any of the names, but Ivy Solid Waste and
178 Recycling Center was the longest. He stated that none of the names lent themselves to a snappy
179 acronym.

180
181 Mr. Sanders stated that he believed recycling represented a community value. He stated that it
182 seemed there was a basis for including it in the title. He stated that although he was inclined towards
183 the first (Ivy Solid Waste Center) and second options (Ivy Solid Waste and Recycling Center), he
184 would likely choose the second one for that reason.

185
186 Mr. Gaffney stated that solid waste was definitely a better term to use in the name than refuse.

187
188 **Mr. Sanders moved to rename the Ivy Materials Utilization Center to the Ivy Solid Waste and**
189 **Recycling Center. Mr. Richardson seconded the motion, which passed unanimously (6-0).**
190 **(Mr. Hicks was absent)**

191 *(Motion and vote to Recess the RSWA Board Meeting)*

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193 **Mr. Andrews moved to recess the RSWA Board meeting. Mr. Sanders seconded the motion,**
194 **which passed unanimously (6-0). (Mr. Hicks was absent)**

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

Mr. Andrews moved to reconvene the RSWA Board meeting. Mr. Sanders seconded the motion, which passed unanimously (6-0). (Mr. Hicks was absent)

(Joint Session with the RSWA)

b. Presentation: Strategic Plan Update

Betsy Nemeth, Director of Administration and Communications

Betsy Nemeth, Director of Administration and Communications, stated that she would provide an update the strategic plan, which was the second update to the Board for the 2023 plan. She stated that their vision was to become a recognized leader in environmental stewardship by offering exceptional water and solid waste services. She stated that their mission was to serve the Charlottesville, Albemarle, and UVA community with high-quality water and wastewater treatment, refuse, and recycling services in a financially responsible and sustainable manner.

Ms. Nemeth stated that their values represented a change from their first strategic plan (2018 – 2023), because they are now better defined. She stated that their first priority was communication and collaboration. She stated that they had provided several tours at their facilities, including for Woodbrook Elementary first graders who visited the Ivy Convenience Center and Transfer Station, with 96 students participating. She stated that they were terrific, and staff received letters from the students afterward. She stated that the school had also been teaching them about recycling and solid waste.

Ms. Nemeth stated that they had signed a contract with WNRN, a nonprofit listener-supported independent radio network, to discuss their solid waste services. She stated that this initiative included special information on hazardous household waste (HHW). She stated that they were also redesigning the Rivanna website. She stated that they had chosen the firm “Red Orange Studio” from Charlottesville to complete the project, and they were currently in the middle of the process.

Ms. Nemeth stated that by the end of 2024, they would have a main site for Rivanna.org, as well as two subsites: RivannaWater.org and RivannaSolidWaste.org, which were specific to those authorities. She stated that she believed it would be a really neat improvement once they were completed. She stated that the UVA public health class had toured Moores Creek Treatment Plant. She stated that this class visited the plant every year. She stated that the Authorities were now on Facebook and Instagram, and she encouraged everyone to visit their pages.

Ms. Nemeth stated that their staff attended Riverfest this year, so they were pretty busy with public outreach. She stated that they were excited to add an outreach coordinator position this year, which would help them expand those efforts. She stated that regarding environmental stewardship, she observed that pollinators were arriving at the no-mow area of the Ivy site, which elevated the environmental education efforts. She stated that Jennifer Whitaker, along with Leah Beard and Dave Tungate, volunteered with the Rivanna Conservation Alliance, teaching children about the environment, stream health, and more.

Ms. Nemeth stated that the 10th-grade class from St. Anne's Belfield had also participated in

244 cleaning up the Moores Creek wetlands, removing tubes from trees and exploring an interesting
245 area of our property that was not often seen. She stated that regarding their clean fill area, Mr.
246 McKalips calculated that it prevented 780 tons of CO2 from being discharged into the
247 environment because it reduced the distance trucks had to travel to get clean fill.
248

249 Ms. Nemeth stated that regarding workforce development, Solid Waste Manager David Rhodes
250 received his Bachelor's Degree in Environmental Science from Southern New Hampshire
251 University. She stated that through Rivanna's tuition reimbursement program, he would begin his
252 Master's program in January.
253

254 Ms. Nemeth stated that they were using Barrenridge Consulting for individual leadership
255 coaching for all their new and current leaders. She stated that their consultant, Tim Smith, had
256 developed a Rivanna-specific program, which spoke to their organization's values. She stated
257 that they continued to update their existing job descriptions, for which they had a 20% per year
258 goal. She stated that the creation of new job descriptions for new positions occurred as well.
259

260 Ms. Nemeth stated that they had two mechanics attend a Commercial Driver's License (CDL)
261 class at PVCC and they received their Class A CDLs. She stated that they used PVCC because of
262 a federal law that required the organization to use an accredited teacher. She stated that another
263 goal for the workforce development team was to expand candidate-sourcing to increase diversity
264 of candidates. She stated that their Paychex payroll system also served as a hiring and recruiting
265 application system, so they automatically posted jobs on multiple job boards.
266

267 Ms. Nemeth stated that they posted some water and sewer jobs to the American Water Works
268 Association website as well. She stated that regarding optimization and resiliency, at Moores
269 Creek they optimized the caustic feed into the wastewater aeration basins, which saved about
270 \$173,000 annually. She stated that regarding safety, they conducted ARC Flash training for 38
271 employees and introduced an electrical safety chapter into their safety manual by collaborating
272 with UVA.
273

274 Ms. Nemeth stated that these initiatives not only provided valuable resources but also
275 demonstrated the benefits of partnership in the area. She stated that they were standardizing
276 equipment across different plants, simplifying operator training. She stated that the
277 implementation of a specialized alum feed system for South Rivanna was expected to save
278 approximately \$20,000 annually through determining the correct feed amount for treatment
279 conditions at the plant.
280

281 Ms. Nemeth stated that regarding planning and infrastructure, one of their challenges was cost-
282 efficient project planning. She stated that the image on the slide was a report from value
283 engineering sessions for the Moores Creek Administrative building renovation project. She
284 stated that while not every idea presented had resulted in cost savings, they provided a
285 comprehensive view of possible areas for efficiency improvements. She stated that the sessions
286 involved experts from various fields, not just their own team.
287

288 Ms. Nemeth stated that the maintenance team used the asset management system, CityWorks, for
289 documenting preventive maintenance and maintaining equipment records. She stated that another
290 image on the slide was of staff using iPads to input information into CityWorks, keeping their
291 maintenance records up to date. She stated that DocLink, their document management system,
292 had seen a 4.7% increase in 2024 so far, with a goal of achieving a 5% annual increase.
293

294 Ms. Nemeth stated that this was important because it made their information much more
295 accessible and easier to find; it was categorized, which helped them with quicker decisions. She
296 stated that a significant change was regarding their turnover goal for the Solid Waste Authority.
297 She stated that their turnover goal for the Solid Waste Authority was currently 10%, but this year
298 they had seen a 22.6% turnover rate with six employees leaving between July 1, 2023, and June
299 30, 2024, out of 24 employees.

300
301 Ms. Nemeth stated that their new number of positions was 28. She stated that if they lost three
302 this year, they would exceed their goal. She stated that they aimed to set realistic, transparent,
303 and achievable goals, yet challenging ones. She stated that therefore, they were changing the
304 Solid Waste turnover goal to 15%, to recognize that it was difficult to maintain unskilled labor
305 positions while achieving such a challenging goal. She stated that they were not changing the
306 Water and Sewer turnover goal of 10%.

307
308 Ms. Hildebrand asked if the turnover rate also included people who were retiring.

309
310 Ms. Nemeth stated yes.

311
312 Mr. Mawyer stated that they did not exclude any category from that turnover number. He stated
313 that regardless of whether they retired or left in any other way, they were included in the
314 turnover rate.

315
316 *c. Presentation: Human Resources Update*
317 *Leah Beard, Human Resources Manager*

318
319 Leah Beard, Human Resources Manager, stated that she had been part of the organization since
320 January and felt honored to share the work they do. She stated that staff wanted to emphasize the
321 importance of helping employees understand their total rewards package, which includes
322 benefits. She stated that she had been conducting one-on-one sessions with employees in the
323 Solid Waste Department, because sometimes they only focused on the extra dollar offered in a
324 new job, not realizing the full benefits package.

325
326 Ms. Beard stated that something she found extraordinary about Rivanna was that although
327 Anthem costs had risen 30% during this renewal, the Board and Executive Director had decided
328 that Rivanna would absorb that cost so that employees would not have to pay for those increases.
329 She stated that employees may not immediately recognize the importance of insurance rates
330 staying the same for the past seven years, so she wanted to ensure that employees were aware of
331 all the benefits available.

332
333 Ms. Beard stated that they had started open enrollment in May, which took place online through
334 Paychex. She stated that they had re-evaluated their dental and vision plans due to feedback from
335 employees about the network quality. She stated that they switched to another company, hoping
336 to improve those benefits for their employees. She stated that Alisa Cooper, the Payroll and
337 Benefits Administrator, had been instrumental in making the process easy for everyone. She
338 stated that she ensured the open enrollment process was streamlined and made easy for their
339 employees.

340
341 Ms. Beard stated that she had hosted numerous in-person sessions aimed at educating employees
342 about their benefits. She stated that she was initiating this process with her new hires, ensuring
343 they understood the differences between high and low deductibles. She stated that staff also

344 conducted retirement sessions, including early retirement through the state of Virginia, as the
345 organization operated on the VRS system. She stated that their goal was to offer various
346 opportunities for employees' growth and learning. She stated that for instance, she had recently
347 held a session with AFLAC discussing supplemental health benefits for those considering
348 retirement.

349
350 Ms. Beard stated that this was just one example of the different opportunities they provided. She
351 stated that the managers and supervisors were actively engaging with employees to help them
352 reach their career goals. She stated that since she had been there since January, they had seen 15
353 internal promotions, a testament to the team's dedication to employee development. She stated
354 that they had also welcomed 14 new hires. She stated that they were beginning to establish a
355 baseline for their diversity through review of those policies.

356
357 Ms. Beard stated that 18% of their current employees were composed of people of color (POC).
358 She stated that 40% of their executive leadership team were women. She stated that they were
359 establishing this baseline to improve their rates of diversity and inclusion. She stated that for
360 recruiting, they had created an online job portal, which Ms. Nemeth had also spoken about. She
361 stated that they were posting to eight different external sites to attract potential candidates. She
362 stated that she had started conducting in-person interviews on site at the location where the
363 candidate would be working if hired.

364
365 Ms. Beard stated that regarding workforce development, some of the information in her report
366 was repeating Ms. Nemeth's discussion on the strategic plan, which emphasized organizational
367 growth and development. She stated that this included their five-year staffing plan, addition of
368 more positions, the offering of tuition reimbursement for employees, and the evaluation of
369 turnover rates to retain employees. She stated that for employee growth and development,
370 speaking to their internal processes, they should view their employees as an investment, not a
371 liability on their budget sheets.

372
373 Ms. Beard stated that they had paid bonuses for individuals in the Maintenance department who
374 earned certifications outside of the organization, and they developed specific training for
375 wastewater and water employees, which had helped them with their continuing education. She
376 stated that leadership training had been offered to recently promoted supervisors and managers.
377 She stated that training was now available on phones and mobile devices through Paychex,
378 allowing individuals who were not in front of a desktop to access it.

379
380 Ms. Beard stated that LinkedIn Learning was offered as a free opportunity for all their
381 employees. She stated that staff had hosted sessions with local community partners, including
382 Star Hill Pathways, which had collaborated with them over the last couple of years, and they
383 gave them a tour of one of their water plants. She stated that they had also visited Beaver Creek
384 to see both sides of the operation. She stated that they had conducted tours with local elementary,
385 middle, and high schools. She stated that they were working with local Rivanna watershed
386 organizations, such as the Rivanna Conservation Alliance and the Rivanna Stormwater
387 Education Partnership.

388
389 Ms. Beard stated that their interns this summer were also contributing to these efforts. She stated
390 that she had reached out to an individual who was new to the Career Center at UVA, serving as a
391 liaison between the Career Center at UVA and the Virginia Talent and Opportunity Partnership
392 (VTOP). She stated that their goal was to open more internships, job shadowing, and mentoring
393 programs to the local community.

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*d. Presentation and Consider Vote to Approve: Amended and Restated By-Laws
Lonnie Wood, Director of Finance and Information Technology*

Item was deferred.

9. OTHER ITEMS FROM BOARD/STAFF NOT ON AGENDA

There were none.

11. CLOSED MEETING

(Motion, second and roll call vote to enter into a joint closed session to discuss confidential information related to cybersecurity and the security of the authorities' physical premises as permitted by the public safety exemptions at Section 2.2-3711-A(19) of the Code of Virginia and confidential performance evaluations, goals and objectives of specific personnel as permitted by the personnel exemption at Section 2.2-3711-A(1) of the Code of Virginia).

Motion *:

I move that the Rivanna Solid Waste Authority enter into a joint closed session with the Rivanna Water & Sewer Authority to discuss confidential information related to cybersecurity and the security of the authorities' physical premises as permitted by the public safety exemptions at Section 2.2-3711-A(19) of the Code of Virginia and confidential performance evaluations, goals and objectives of specific personnel as permitted by the personnel exemption at Section 2.2-3711-A(1) of the Code of Virginia.

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

Motion *:

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

** Closed meeting motion subject to change**

(Complete and close the RWSA meeting, then complete and close the RSWA meeting)

Mr. Pinkston moved to enter into a closed session. Mr. Andrews seconded the motion, which passed unanimously (6-0) with roll call vote. (Mr. Hicks was absent)

Ms. Andrews moved to certify the closed session. Mr. Sanders seconded the motion, which passed unanimously (6-0) with roll call vote. (Mr. Hicks was absent)

Ms. Andrews moved to approve the 3% salary increase for the Executive Director effective July 1, 2024. Mr. Sanders seconded the motion, which passed unanimously (6-0). (Mr. Hicks was absent)

12. ADJOURNMENT

443 At 4:08 p.m., Mr. Pinkston moved to adjourn the meeting of the Rivanna Solid Waste
444 Authority. Mr. Andrews seconded the motion, which passed unanimously (6-0). (Mr. Hicks
445 was absent)

446
447 Respectfully submitted,



Mr. Jeff Richardson
Secretary - Treasurer

