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2 **RSWA BOARD OF DIRECTORS**
3 **Minutes of Regular Meeting**
4 **September 24, 2024**
5

6 A regular meeting of the Rivanna Solid Waste Authority (RSWA) Board of Directors was held
7 on Tuesday, September 24, 2024, at 2:00 p.m. at the 2nd Floor Conference Room, Moores Creek
8 Administration Building, 695 Moores Creek Lane, Charlottesville, VA, 22902.
9

10 **Board Members Present:** Mike Gaffney, Brian Pinkston, Steven Hicks, Jim Andrews, Jeffrey
11 Dumars (for Lance Stewart)
12

13 **Board Members Absent:** Jeff Richardson, Sam Sanders, Lance Stewart
14

15 **Rivanna Staff Present:** Bill Mawyer, Phil McKalips, Betsy Nemeth, Deborah Anama, Jacob
16 Woodson, George Cheape, Tia Waters
17

18 **Attorney(s) Present:** Valerie Long
19

20 ***1. CALL TO ORDER***

21 Mr. Gaffney convened the September 24, 2024 regular meeting of the Board of Directors of the
22 Rivanna Solid Waste Authority at 2:00 p.m.
23

24 ***2. AGENDA APPROVAL***
25

26 **Mr. Andrews moved the Board to approve the agenda as presented. Mr. Pinkston second the**
27 **motion, which carried unanimously (4-0). (Mr. Richardson, Mr. Sanders, and Mr. Stewart**
28 **were absent)**
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30 ***3. MINUTES OF PREVIOUS BOARD MEETING ON JULY 23, 2024***
31

32 **Mr. Pinkston moved the Board to approve the minutes for the meeting held on July 23, 2024.**
33 **Mr. Andrews seconded the motion, which carried unanimously (4-0). (Mr. Richardson, Mr.**
34 **Sanders, and Mr. Stewart were absent)**
35

36 ***4. RECOGNITION***

37 There were no recognitions.
38

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

40 Mr. Mawyer stated that unfortunately, they were unable to accept any refuse at the Ivy Solid Waste
41 and Recycling Center starting yesterday and continuing today. He stated that the reason for this was
42 that they transferred refuse to a facility that had two scales, and one was not functioning. He stated
43 that the refuse was transported to the Old Dominion Landfill in Henrico County which was owned
44 by Republic Services. He stated that Republic was also their transportation contractor.
45

46 Mr. Mawyer stated that the landfill only had one operational scale, causing the trailers to remain in
47 Henrico for extended periods and preventing them from returning to Ivy and refilling them on the

48 same day. He stated that as a result, they had to close transfer operations today. He stated that they
49 expected the scale repair to be completed today.
50
51 Mr. Mawyer stated that they planned to reopen at Ivy tomorrow on time and continue operations as
52 long as possible, ideally for the full day. He stated that they had several empty trailers available, but
53 once they were full, they would have to cease the transfer operation. He stated that it was
54 unfortunate, but it was somewhat beyond their control.
55
56 Mr. Pinkston asked how often that occurred.
57
58 Mr. McKalips stated that they had never experienced this type of delay before.
59
60 Mr. Pinkston asked if they had issued a public notice.
61
62 Mr. Mawyer stated that they had issued a media release at 10:30 the previous morning indicating
63 they would be closing Ivy at 1 p.m. and would be closed today. He stated that the transfer operation
64 was the only part of the services at Ivy that was closed.
65
66 Mr. Mawyer stated that regarding the transfer station, they were currently receiving approximately
67 200 tons of material per day. He stated that the tonnage for 2024 was beginning to level out, similar
68 to the tonnage for 2023. He stated that this leveling suggested that they may have reached an
69 optimization point in terms of tonnage and charges.
70
71 Mr. Mawyer stated that as a reminder, they had increased the tip fee from \$54 to \$58 on July 1. He
72 stated that they were closely monitoring the impact of this change on tonnage. He stated that
73 although they saw a drop in tonnage from July to August, they would continue to monitor the
74 situation. He stated that they believed they had reached a capacity peak in the optimization between
75 tonnage and cost.
76
77 Mr. Mawyer stated that in July of 2023, the Board approved a new organization plan, which led to
78 the creation of the Administration and Communications Division. He stated that Ms. Nemeth had
79 been promoted to be the Director of this division. He stated that one of the positions they had
80 planned to support this division and align with their strategic plan's communication priorities was a
81 new outreach communications position.
82
83 Mr. Mawyer stated that he was pleased to introduce Tia Waters, the new Communication and
84 Outreach Coordinator. He stated that she brought experience from the Virginia Department of
85 Social Services and had previously worked for the Blue Ridge Health Department District in
86 Charlottesville as the Community Engagement Coordinator. Tia Waters stated that she was excited
87 to work with the organization.
88
89 Mr. Mawyer stated that regarding workforce development, they had a quarterly team-building event
90 in August. He stated that September was National Preparedness Month. He stated that in August,
91 they had their management team in the conference room and reviewed the Emergency Operations
92 Plan. He stated that it entailed continuity of operations. He stated that they discussed what happens
93 if they could not access the Moores Creek Administration building, where they would go as a
94 second location, and who was next in charge. He stated that they had a full, written Emergency
95 Operations Plan that they used for training.
96

97 Mr. Mawyer stated that they reviewed the Emergency Response Plan. He stated that it was a federal
98 requirement that the American Water Infrastructure Act required them to have. He stated that it was
99 very similar, but was called the emergency response plan. He stated that it was completed in 2018
100 and they were updating it. He stated that in the region, they had the Comprehensive Emergency
101 Management Plan which was for the three utilities: the City, ACSA, and the Authority, which was
102 a plan of how they worked together.

103
104 Mr. Mawyer stated that their goal was to train everyone on the Emergency Operations Plan,
105 emphasizing that when there was an emergency, they did not just rush to respond. He stated that
106 they needed to understand their plan and roles in responding to an emergency. He stated that they
107 presented this to their management team every year. He stated that September 17 was National
108 Information Technology Professionals Day, and he wanted to acknowledge their IT team. He stated
109 that he appreciated the work of the team of IT professionals.

110
111 Mr. Mawyer stated that regarding the emergency operations plan, the backup location was the South
112 Rivanna WTP. He stated that they had constructed a full technology backup system there to provide
113 system redundancy. He stated that if their systems were compromised, they could switch to a
114 backup system or a cloud system.

115
116 Mr. Mawyer stated that as part of their initiative to broaden involvement with regional groups, they
117 participated in a regional solid waste authorities meeting. He stated that the Central Virginia Waste
118 Management Authority serves 13 localities in the Richmond area, and they took them on a virtual
119 tour of their facilities. He stated that Montgomery Regional, which serves the Blacksburg and
120 Virginia Tech area, and the New River Resource Authority, which serves Dublin and west of
121 Blacksburg, also joined them. He stated that the Southeastern Public Service Authority, serving
122 Virginia Beach, Chesapeake, Norfolk, and the Tidewater area, was a very large authority. He stated
123 that the Virginia Peninsula's Public Service Authority, which serves 10 cities and counties including
124 Williamsburg, Hampton, and James City, also attended.

125
126 Mr. Mawyer stated that Mr. McKalips shared a presentation with the group. He stated that it was
127 beneficial that they were networking and understanding the challenges others faced, as they might
128 become our challenges in the future. He stated that Southeastern Authority mentioned that they had
129 about 20 years of landfill space left and were uncertain about their future disposal methods. He
130 stated that refuse disposal was expected to become a significant issue in their state and possibly
131 nationwide.

132
133 Mr. Mawyer stated that they had the semi-annual electronic waste disposal program, which allowed
134 electronic waste to be recycled instead of thrown away. He stated that they had special collection
135 days for furniture, mattresses, appliances, tires, and other items, which were sponsored by the City
136 and County. He stated that these programs were free for customers, and they collected thousands of
137 pounds of products, preventing them from ending up in the waste stream or on the streets and roads
138 in their area. He stated that this amnesty program had been ongoing for over 20 years.

139
140 Mr. Gaffney asked about the United Way Day of Caring.

141
142 Mr. Mawyer stated that it was planned but delayed due to rain. He stated that the event was moved
143 to next week, and it would be hosted at the Ivy facility.

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145 **6. ITEMS FROM THE PUBLIC**

146 There were none.

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7. RESPONSES TO PUBLIC COMMENT

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

8. CONSENT AGENDA

- a. *Staff Report on Finance*
- b. *Staff Report on Ivy Solid Waste and Recycling Center/Recycling Operations Updates*
- c. *Staff Report on Administration and Communications*

Mr. Pinkston moved the Board to approve the Consent Agenda as presented. Mr. Andrews seconded the motion, which carried unanimously (4-0). (Mr. Richardson, Mr. Sanders, and Mr. Stewart were absent)

9. OTHER BUSINESS

- a. *Presentation: RSWA Projects Update*
Phil McKalips, Director of Solid Waste

Phil McKalips, Director of Solid Waste, stated that they had been discussing the CIP with the Water and Sewer Authority for several months. He stated that it was a good time to provide everyone with an update on their progress with solid waste capital projects. He stated that they had three projects in the pipeline. He stated that the first project was the baling facility, which was intended to replace the paper sorting facility on Meade Avenue. He stated that the design was to have it located at Ivy, behind one of the landfill cells.

Mr. McKalips stated that the second project was the Northern Convenience Center, which was currently going through the special use and planning commission permitting process with the County. He stated that the third project was an office upfit at Ivy. He stated that starting this fiscal year, they had hired an Assistant Recycling Manager to manage their recycling operations. He stated that they lacked office space for him, and they had been exploring solutions. He stated that trailers were considered but ultimately dismissed due to their poor durability. He stated that they then considered creating an office in a section of the heavy equipment shop, which was seldom used.

Mr. McKalips stated that the baling facility was nearly 17,000 square feet and fully enclosed, unlike the existing paper sorting facility, which was open on one of its long sides. He stated that it would feature 11 tractor-trailer bays for storing incoming and baled products. He stated that currently, they had to co-mingle a lot of their products due to space constraints. He stated that the baling facility would provide them with opportunities to generate additional revenue from some of the products they received. He stated that it would be equipped with two baling machines.

Mr. McKalips stated that they had purchased a new baling machine and would have a second machine in the new facility to improve reliability. He stated that this would enable them to expand their operations in the coming years to meet the needs. He stated that they were planning construction to start in April 2025 and continue through the end of FY 26. He stated that the budget remained at \$6.4 million, with the recycling cost agreement allocating 70% to the County and 30% to the City.

196 Mr. McKalips stated that the floor plan illustrated how the facility would operate. He stated that
197 trucks would enter through the truck entrance, and if they carried fiber products such as cardboard
198 and paper, they could unload them into these bunkers. He stated that due to the nature of paper
199 products, they would pile up to some extent. He stated that if they dumped PETE, or number one
200 plastic bottles on the floor, they would spread out, creating an ocean of bottles. He stated that plastic
201 films and plastic bottles would be temporarily stored in trailers.
202

203 Mr. McKalips stated that material would then be transported to one of the two balers and
204 subsequently to other trailers for transportation to the recycling endpoints. He stated that the
205 Northern Convenience Center was almost identical to the Southern Convenience Center, with a few
206 minor modifications. He stated that it would also accept recycled materials and tagged trash.
207

208 Mr. McKalips stated that the facility was located on the north side of the Rivanna River, between
209 Berkmar Drive and Rio Mills Road. He stated that this new extension was added by VDOT two
210 years ago. He stated that the Planning Commission would finish approving the conceptual design by
211 2024. He stated that they hoped to begin construction at the beginning of FY27 and complete it by
212 the end of FY27. He stated that this was a \$1.8 million project, funded entirely by the County.
213

214 Mr. McKalips stated that the office at the Ivy Solid Waste and Recycling Center had consisted of
215 two offices with a break room and restrooms. He stated that originally, this was a heavy equipment
216 shop. He stated that they had been trying to find a place to expand their office space. He stated that
217 they had considered getting rid of the break room or reducing the size of the space, but that would
218 leave little room for their staff to eat lunches, conduct training, and so on.
219

220 Mr. McKalips stated that they had decided to take the heavy equipment bay, which they rarely used
221 except for their equipment, and convert half of it into a two-story addition. He stated that this
222 addition would include two offices on the upper floor and a large conference room, training room,
223 and meeting room on the first floor, all compliant with ADA regulations. He stated that he was
224 thrilled about this because they had never had a dedicated space for staff meetings. He stated that
225 they were usually held outside or in the heavy equipment bay.
226

227 Mr. McKalips stated that the budget for this project was \$150,000, with approximately 90% of it
228 being County funding. He stated that this allocation varied slightly depending on the appropriation
229 between each cost center, but it was roughly a 90-10 split between City and County. He stated that
230 this approach allowed them to utilize existing space and aligned with their charter. He stated that
231 they anticipated construction to begin in the spring, with the architects estimating a three-month
232 duration for a builder to complete the work.
233

234 *(recess RSWA in a COMBINED SESSION with the RWSA)*
235

236 **At 2:24 p.m., Mr. Pinkston moved to recess the meeting of the Rivanna Solid Waste Authority**
237 **Board. Mr. Andrews seconded the motion, which passed unanimously (4-0). (Mr. Richardson,**
238 **Mr. Sanders, and Mr. Stewart were absent)**
239

240 **At 3:05 p.m., Mr. Andrews moved to reconvene the Rivanna Solid Waste Authority Board.**
241 **Mr. Pinkston seconded the motion, which passed unanimously (4-0). (Mr. Richardson, Mr.**
242 **Sanders, and Mr. Stewart were absent)**
243

244 *(See RWSA Board minutes for combined meeting presentations and motions.)*
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246 *b. Presentation: Safety Program Update*
247 *George Cheape, Safety Manager*
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249 George Cheape, Safety Manager, stated that he had assumed this role in December 2023 and had
250 been with the company for just over six years. He stated that his initial role was as a Engineering
251 Project Inspector. He stated that he transitioned into this position primarily due to his extensive
252 background. He stated that he had accumulated approximately 35 years of construction
253 experience, with over 29 years specializing in water and wastewater. He stated that he held a
254 Class 2 Operator certification in both water and wastewater.
255

256 Mr. Cheape stated that he had significant experience in maintenance and held Master Electrician
257 and Master Plumber licenses. He stated that he had also been previously certified and was
258 currently working towards recertification as an instructor trainer for OSHA 10 and OSHA 30. He
259 stated that his involvement with Rivanna began when he was an adjunct professor at PVCC. He
260 stated that Rivanna required OSHA training, which led to his introduction to the Authority.
261

262 Mr. Cheape stated that his vision was to cultivate a culture of safety through building
263 relationships with others. He stated that it was not just about office work; it was about being
264 present. He stated that their goal was for all Rivanna personnel and contractors to always think
265 and practice safety, making it an automatic process. He stated that they had a strong culture of
266 safety at Rivanna, and his goal was to enhance it further.
267

268 Mr. Cheape stated that he preferred a hands-on, helpful approach rather than pointing out
269 mistakes. He stated that he believed in being present in various departments and job sites,
270 engaging in conversations with their staff and contractors, and building relationships to improve
271 safety. He stated that effective communication was key to accomplishing tasks efficiently and
272 safely. He stated that while enforcing safety standards was necessary, he aimed to focus on
273 positive conversations about how they could make their work environment safer. He stated that
274 their goal was zero accidents, ensuring everyone went home safely.
275

276 Mr. Cheape stated that safety was a continuous improvement process that protected their staff
277 and reduced workplace incidents. He stated that it was an integral part of their strategic plan, and
278 they aimed to set safety goals and strategies through site visits and communication with their
279 team. He stated that he wanted to expand their safety initiatives, offering more to their staff and
280 the public through a commitment to a growing culture of safety. He stated that all of their staff
281 were dedicated to fostering a safety culture.
282

283 Mr. Cheape stated that from the very beginning, he had been actively involved in the field
284 making site visits. He stated that he also spent time in the office. He stated that he had been
285 visiting with the Rivanna Solid Waste Authority, Rivanna Water and Sewer Authority, and
286 Maintenance and Operations in the field. He stated that he communicated with different
287 departments, attended safety meetings, and asked questions. He stated that he also ensured that
288 employees were safe when working in hot conditions.
289

290 Mr. Cheape stated that his current role with the pump station involved ongoing safety
291 coordination for the rehabilitation. He stated that he would attend a Safety Committee meeting
292 the next day, which was a pre-conference for load testing the VFDs to ensure their reliability. He
293 stated that they had experienced some failures with the primary clarifiers recently, which served
294 as a prime example of collaborating with people to find unique solutions. He stated that these
295 clarifiers were approximately 110 feet in diameter and 10 feet deep, making them a permit-

296 required confined space.

297

298 Mr. Cheape stated that he had worked with the Maintenance Manager, Greg Marrs, and their
299 maintenance team to develop a safe method for accessing these clarifiers, and they had
300 successfully achieved this on both clarifiers. He stated that he also conducted site safety
301 inspections at their CIP sites, including the Airport Road Pump Station, South Rivanna and
302 Observatory WTPS, and the 5kV project.

303

304 Mr. Cheape stated that the pump station incident occurred approximately three weeks into his
305 new role. He stated that he had been performing a dual role as an inspector, inspecting the
306 emergency bypass installation, while also collaborating with Rivanna staff, consulting engineers,
307 and contractors to ensure the safe installation of additional pumps and piping. He stated that this
308 included designing an effective fall protection system for workers who would be working at
309 heights.

310

311 Mr. Cheape stated that he worked to ensure the drywell areas were safe for entrance to perform
312 the initial analysis and inspection. He stated that he coordinated with contractors to get the
313 drywell cleaned and disinfected. He stated that one of the achievements that year was that VRSA
314 had a safety grant system. He stated that they had qualified for a \$4,000 safety grant for Rivanna
315 Water and Sewer Authority. He stated that they had successfully obtained all \$4,000 of that. He
316 stated that they had standardized their vests, purchasing 43 Class III high-visibility vests
317 company-wide. He stated that they were also acquiring three new gas monitors for the
318 maintenance department, and six chemical rain suits for wastewater.

319

320 Mr. Cheape stated that for Solid Waste, he had collaborated with David Rhoades, the Solid
321 Waste Manager, to apply a \$2,000 grant. He stated that they developed a project aimed to protect
322 their employees on the tipping floor by installing a specialized gate. He stated that he had
323 confirmed with VRSA that the \$2,000 grant could be applied to this project, enhancing employee
324 safety while cleaning the tipping floor. He stated that they had created a new Electrical Safety
325 chapter for the Safety Manual, which was the first of its kind in their safety manual. He stated
326 that he had collaborated with UVA Facilities Management for this initiative, and they had been
327 very helpful. He stated that the chapter was nearly complete and had been finalized and
328 published.

329

330 Mr. Cheape stated that in addition to attending meetings with CUA 911, the City of
331 Charlottesville, ACSA, and others, he had been actively building relationships and participating
332 in various activities. He stated that the safety manual consisted of 25 chapters. He stated that the
333 manual was expected to continue expanding as they progressed.

334

335 Mr. Cheape stated that one of the things he was particularly excited about was the upcoming
336 rollout of a new incident reporting system in the fourth quarter of this year. He stated that their
337 current incident reporting system had been primarily paper-based, but they had been
338 collaborating with different stakeholders, including IT and HR, to integrate it with their existing
339 Paychex employee payroll system, which is also used for safety training.

340

341 Mr. Cheape stated that this integration would enable every employee to have incident reporting
342 readily available on their phone, allowing them to document incidents. He stated that this
343 approach would not only make incident reporting more accessible but also enhance their data
344 collection capabilities, enabling them to focus on specific injuries or incident types. He stated
345 that they were developing a comprehensive lockout/tagout program to comply with OSHA

346 requirements. He stated that this program would be incorporated into their CityWorks asset
347 management program, and they were working on streamlining forms and systems for review and
348 approval.

349
350 Mr. Pinkston asked what they had been historically doing for lockout/tagout.

351
352 Mr. Cheape stated that they were currently implementing lockout/tagout procedures. He stated
353 that although they had always performed this work, they were now documenting their actions
354 and establishing procedures to ensure that every new employee would know how to secure
355 equipment. He stated that he would attend all pre-construction meetings related to projects,
356 focusing on safety. He stated that he would also conduct on-site safety inspections and
357 collaborate with construction inspectors to develop safety guidelines for these jobs.

358
359 Mr. Mawyer stated that they had a position in the proposed budget for July to add another safety
360 person to assist Mr. Cheape and to focus on Solid Waste. He stated that this was a topic that had
361 been mentioned by the Solid Waste Board several years ago. He stated that they expressed a
362 desire for a more dedicated safety resource, which they may discuss further in the spring.

363
364 ***10. OTHER ITEMS FROM BOARD/STAFF NOT ON AGENDA***

365 There was none.

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367 ***11. CLOSED MEETING***

368 There was no closed meeting.

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370 ***12. ADJOURNMENT***

371 **At 3:18 p.m., Mr. Andrews moved to adjourn the meeting of the Rivanna Solid Waste**
372 **Authority. Mr. Pinkston seconded the motion, which passed unanimously (4-0). (Mr.**
373 **Richardson, Mr. Sanders, and Mr. Stewart were absent)**

374
375 Respectfully submitted,

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Mr. Jeff Richardson
Secretary - Treasurer

