

Albemarle County Service Authority Board of Directors

1 The Board of Directors of the Albemarle County Service Authority
2 (ACSA) met in a regular session on March 16, 2023, at 9:00 a.m. at the
3 Administration and Operations Center at 168 Spotnap Road in
4 Charlottesville, Virginia.

5 **Members Present:** Mr. Richard Armstrong, Chair; Mr. Nathan Moore; Dr.
6 Lizbeth Palmer; Mr. John Parcels; Mr. Clarence Roberts; Mr. Charles
7 Tolbert, Vice-Chair.

8 **Members Absent:** None.

9 **Staff Present:** Kenny Barrow, Mike Derdeyn, Brendan Ganz, Terri Knight,
10 Jeremy Lynn, Michael Lynn, Quin Lunsford, Alex Morrison, Gary O’Connell,
11 Emily Roach, Danielle Trent, April Walker, Justin Weiler.

12 **Staff Absent:** None.

13 **Public Present:** None.

14
15 1. Call to Order and Establish a Quorum – Statement of Board Chair

16 Mr. Armstrong called the meeting to order, and a quorum was
17 established. He then read the opening Board Chair statement (Attached as
18 Page _____).

19
20 2. Recognitions – Scott Morris Retirement – 28 Years of Service

21 Mr. Armstrong read the plaque that was presented for Scott Morris
22 in recognition of his retirement after 28 years of service. He noted that Mr.
23 Morris was not present at the meeting but asked to give him a round of
24 applause.

25
26 3. Approve Minutes of February 16, 2023

27 There were no corrections or additions to the minutes of February
28 16, 2023.

29 ***Dr. Palmer moved to approve the minutes, seconded by Mr.***
30 ***Parcels. All members voted aye.***

Albemarle County Service Authority Board of Directors

1 4. Matters from the Public

2 There were no matters from the public.

3

4 5. Response to Public Comment

5 There was no response to public comment.

6

7 6. Consent Agenda

8 **a. Monthly Financial Reports –**

9 **b. Monthly CIP –** Mr. O’Connell stated that the 11x17 project sheet that

10 has been included in this section for years will be discontinued. He

11 stated that the staff feels it is not getting much use, but he wanted to

12 confirm with the Board that this was ok. Mr. Parcels stated that he

13 agrees the sheet is not that helpful. He stated that what he would find

14 helpful is a summary of projects similar to what RWSA provides in their

15 update. He stated that their summaries show a history of the project,

16 the budget and how much has been used to date is listed out, as well

17 as what is projected over the next year. Dr. Palmer stated that she

18 agrees with Mr. Parcels. Jeremy Lynn asked if Mr. Parcels likes the

19 categories that RWSA uses in their summary, such as design,

20 planning, construction, etc. Mr. Parcels replied that his main concern is

21 to see the progress of the project. He mentioned that it is especially

22 important when it is a multi-year project, so that one can see how the

23 money is being spent. He mentioned that Avon Street project, for

24 example. He stated that there has been \$4.5 million budgeted to date,

25 and there is another \$4 million budgeted for FY 2024, bringing the total

26 project cost to somewhere around \$8.5 million. He stated that a

27 summary like RWSA’s, in his opinion, would show that better than the

28 current format. Mr. Lynn asked if Mr. Parcels would be comfortable

29 waiting until the May meeting before changing the format, due to the

30 impending CIP presentation and public hearing next month. Mr.

31 Parcels replied yes.

Albemarle County Service Authority Board of Directors

1 ***c. CIP Authorizations –***

2 ***d. Monthly Maintenance Update –***

3 ***e. Rivanna Water and Sewer Authority (RWSA) Update –***

4 ***f. ACSA Board Policy Future Issues Agenda 2023 –***

5 ***g. Advanced Metering Infrastructure (AMI) Project Update –***

6 ***Mr. Parcels moved to approve the consent agenda, seconded***
7 ***by Dr. Palmer. All members voted aye.***

8

9 7. **Proposed FY 2024 Capital Improvement Program (CIP)**

10 Mr. Lynn stated that there is a memo in the Board packet that
11 includes all the proposed projects that are actively being worked on or
12 contribute to the FY 2024 CIP budget. He stated that this morning, his
13 presentation (Attached as Pages_____) would focus on the four new
14 projects specifically. He mentioned that first he would give some highlights
15 from the proposed FY 2024 CIP budget before going over the new projects,
16 followed by next steps and any questions.

17 Mr. Lynn stated that the proposed FY 2024 CIP budget is
18 \$11,552,000. He stated that of that total, 59% is related to water projects
19 and 41% is related to sewer. He stated that there are four new projects the
20 ACSA will be pursuing in FY 2024, which total \$1,370,000, or 12% of the
21 total budget. He stated that those projects are the ACSA Fire Suppression
22 System Replacement project, Records Management project, the Annual
23 Water Repair and Replacement program, and pump station rehabilitation.

24 Mr. Lynn stated that the Board has a little background information
25 on the Fire Suppression System Replacement project, as the staff
26 requested Board approval a few months ago to pursue a design/build
27 contract for the project. He stated that the current maintenance contractor
28 that performs routine maintenance and repairs has found the system to be
29 in somewhat poor condition due to internal corrosion. He mentioned that
30 the typical lifespan of these systems is 10-20 years, and the ACSA has had
31 its current system for 30 years, which is well beyond its useful life. He

Albemarle County Service Authority Board of Directors

1 noted that the project is expected to take place in FY 2024. He stated that
2 the current estimate for the project is \$750,000, which will be split between
3 water and sewer funds.

4 Mr. Tolbert stated that the ACSA redid the HVAC system in the
5 building within the last couple of years. He asked if this project would affect
6 the work that was done with the HVAC project. Mr. Lynn replied that he
7 does not think it will impact the work that was done with the HVAC system,
8 but it will entail accessing some ceiling areas that will have to be repaired
9 after the project is complete. He stated that the control panels would be
10 replaced, as well as the sprinkler pipes leading to all the sprinkler heads.
11 He mentioned that it will be a disruptive project for ACSA staff, and they will
12 have to find a way to relocate people and allow for the space the
13 contractors need to work in a timely manner.

14 Mr. Tolbert asked if they considered redoing the fire suppression
15 system in conjunction with the HVAC system project. Mr. Lynn replied that
16 the two projects require different skill sets, thus the contractor for the HVAC
17 system would not have been the same contractor for the fire suppression
18 system. He stated that two different contractors would have probably been
19 in each other's way. Mr. Parcels asked if this is a consideration in the
20 design of the Avon Street buildings. Mr. Lynn replied that it should be, and
21 they will look to see if they have the right equipment and better access to
22 maintain the pipes in the Avon facility.

23 Dr. Palmer asked if the fire suppression system project involved
24 replacing all the pipes or just the head of the pipe. Mr. Lynn replied that
25 they will be replacing all the pipes. Dr. Palmer asked if the pipes have to be
26 replaced every 10-15 years. Mr. Lynn replied that the ACSA's contractor
27 said the typical system has a 10–20-year lifespan. He noted that there are
28 ways to extend the life of the system, such as injecting nitrogen which
29 reduces corrosion. Mr. Roberts asked if they were galvanized pipes. Mr.
30 Lynn replied he believes they are. Mr. Roberts stated that they tend to
31 corrode. Dr. Palmer asked if the staff is looking into replacing the material.

Albemarle County Service Authority Board of Directors

1 Mr. Lynn replied that they have not researched different pipe material yet.
2 He noted that evaluating pipe material would be part of the design/build
3 process. Mr. Parcels noted that the dry system certainly extends the
4 overall life of the system.

5 Mr. Lynn stated that the second new project is the Records
6 Management project. He stated that the ACSA has a lot of paper files that
7 take a considerable amount of time to search through. He stated that the
8 plan is to improve record compliance and retention, as well as reduce
9 physical storage needs by scanning the paper documents for improved
10 access on site and remotely. He mentioned that April Walker, Director of IT
11 will probably speak more about this later, as it is one of the ACSA's
12 Strategic Plan items.

13 Mr. Roberts stated that another organization he is involved with,
14 hired a company to scan all their paper documents to reduce necessary
15 storage space. Mr. Lynn stated that the ACSA's plan is to purchase the
16 scanning software and then begin the scanning process. He mentioned
17 that the staff has not decided whether the scanning will be contracted out
18 or handled by in-house personnel. He stated that the projected budget
19 amount for the project in FY 2024 is \$300,000 to be split evenly between
20 the water and sewer funds.

21 Mr. Parcels asked if the ACSA does hire a third party to do the
22 scanning, would the project budget still be \$300,000. Ms. Walker replied
23 that the estimated cost of the project was based on hiring a third party to
24 come in and perform the work.

25 Mr. Lynn stated that the third new project is Annual Water Repair
26 and Replacement. He stated that the Board should be familiar with the
27 ACSA's sewer find and fix contract, where the maintenance personnel
28 locate defects in the sewer system and then the work is contracted out. He
29 stated that the ACSA wanted a similar contract for the water system. He
30 noted that this would be an annual services contract and will allow the staff
31 to address some of the smaller projects in the CIP program. He added that

Albemarle County Service Authority Board of Directors

1 those jobs that are more difficult to bid out because they are smaller can be
2 given to a long-term contractor. He stated that for FY 2024, the projected
3 budget is \$200,000.

4 Mr. Lynn stated that the fourth new project is a new idea the staff
5 had this year, and was a collaboration among the engineering,
6 maintenance, and facilities personnel. He stated that they brainstormed
7 how the CIP program can support the needs of the facilities group and the
8 projects they have coming up. He stated that out of that brainstorming, they
9 came up with a solid 10–15-year plan in terms of improvements that need
10 to be made at the ACSA’s various pump stations. He mentioned that the
11 line item in the FY 2024 budget will begin to tackle some of those needs.
12 He noted that for FY 2024, the staff has identified climate control upgrades
13 in three water pump stations and five sewer pump stations. He stated that
14 climate control is needed for optimal operation and performance of the
15 SCADA panels and pump control panels.

16 Mr. Parcels asked if the panels would be in their own enclosure, as
17 opposed to being in the main pump room. Mr. Lynn replied that there would
18 be a split system where air will come into the facility through the unit shown
19 in the bottom photo of the slide, with the compressor unit outside. Mr.
20 Parcels stated that when he worked at Merck, there were pump houses or
21 buildings and the control panels were right there as well, which did not
22 make much efficiency sense to him. He asked if the control panels would
23 be in its own separate enclosure that is climate controlled. Mr. Lynn replied
24 that most of the pump stations are 12x12 or 16x16 buildings, so the entire
25 space would be climate controlled. He noted that there is not enough space
26 in the building to break out a separate room just for the panels. Mr.
27 O’Connell replied that the pumps would be climate controlled as well, which
28 would keep them running more efficiently. Mr. Lynn stated that the budget
29 estimate for FY 2024 is \$120,000. He noted that this number will change as
30 priorities change in future years, but this line item is expected to stay in the
31 CIP budget moving forward.

Albemarle County Service Authority Board of Directors

1 Dr. Parcels asked what the life span of the system is. Mr. Lynn
2 replied he does not know, but he would guess about 15 years or the same
3 as an HVAC system. Dr. Palmer asked if the \$120,000 was for three of the
4 units. Mr. Lynn replied that the \$120,000 is for eight of them, three water
5 pump stations and five sewer pump stations. He added that the budget
6 number per unit was \$15,000 with installation.

7 Mr. Lynn asked if there were any other questions about the four
8 new projects, or any of the other projects. Mr. Parcels asked if the \$4.5
9 million for the Avon Operations Center project anticipates construction at all
10 the facilities. Mr. Lynn replied that the staff anticipates more funds in FY
11 2025 to begin constructing the buildings, but they think they will be able to
12 break ground and do all the site work and utilities in FY 2024. He
13 mentioned that it will be about an 18–24-month process to get from
14 breaking ground to being fully operational. He noted that the total budget
15 amount for the project is \$11.99 million. Mr. O’Connell added that the cost
16 will be split over four fiscal years. Mr. Lynn stated that it is probably more
17 than four years, as the staff began funding the project in FY 2020. Mr.
18 Parcels noted that this is one of the times when the CIP summary they
19 discussed earlier would be helpful.

20 Mr. Armstrong asked if the staff has looked into how to make this
21 project energy efficient, such as using solar panels. Mr. Lynn replied that
22 the staff is looking into using solar energy at the Avon Street property. Mr.
23 O’Connell added that the staff has also looked at geothermal energy. Mr.
24 Lynn stated that the solar energy made more sense than the geothermal.
25 Mr. O’Connell stated that there will also be infrastructure in place for
26 vehicle charging stations.

27 Mr. Lynn stated that the staff would like the Board to authorize the
28 staff to advertise the public hearing that will address the ACSA’s FY 2024
29 Proposed CIP program. He stated that the public hearing will be held at the
30 April 20th Board meeting, which will include a presentation of all CIP
31 projects. He stated that there will also be more information on proposed

Albemarle County Service Authority Board of Directors

1 funding for all the projects, as well as total budget numbers. He added that
2 there will be a workshop in May to discuss budget and rates, followed by a
3 public hearing for the overall budget in June.

4 ***Mr. Parcels moved to authorize the advertisement for a public***
5 ***hearing to address the FY 2024 CIP, seconded by Dr. Palmer. The***
6 ***Chair asked for a roll-call vote: Dr. Palmer, aye; Mr. Parcels, aye; Mr.***
7 ***Tolbert, aye; Mr. Armstrong, aye; Mr. Roberts, aye; Mr. Moore, aye.***

8
9 8. AMI Update – Power Point Presentation & Video

10 Mr. Lunsford stated that the ACSA is looking forward to the final
11 deployment of this project. He stated that the staff felt it was important to
12 share some general information that was given to the Board a few years
13 ago, as a review. He stated that he, Jeremy Lynn, and Kenny Barrow,
14 Meter Operations Supervisor, would all be giving this presentation
15 (Attached as Pages_____). He noted that Mr. Barrow would speak to
16 specifics related to full deployment, some of the successes the team has
17 experienced, and how he and the customer service staff are using the
18 system. He mentioned that Mr. Lynn will also present a few slides
19 illustrating how the engineering team has already began leveraging some
20 of the data in different areas. He added that he will also show the Board the
21 PSA video that was prepared during the beta phase of the project, which
22 gives a general outline of the project from a customer's perspective.

23 Mr. Lunsford moved to the first slide, which illustrated how AMI
24 works. He stated that conceptually, the meters in the ground communicate
25 to collectors throughout the system. He stated that those collectors then
26 send the information back to the ACSA to be consumed by different
27 programs. He mentioned that the information is used by the meter
28 operations group, customer service, and the engineering team. He noted
29 that they are all learning different ways to use the data as they move
30 forward.

Albemarle County Service Authority Board of Directors

1 Mr. Lunsford stated that the second slide was an illustration that
2 came out of the propagation study, which he wanted to provide as a
3 refresher. He noted that the light green areas on the map represent where
4 the radio signals can be collected. He stated that the dark green dots
5 represent meters that are currently in the ground.

6 Mr. Lunsford stated that the project milestones on the next slide
7 date back to before he was with the ACSA. He stated that AMI was
8 formally introduced in the 2013 Strategic Plan, and the feasibility study was
9 completed in 2018. He mentioned that shortly thereafter, the ACSA
10 advertised for the RFP in preparation for smaller deployments, which is
11 growing into a second deployment. He mentioned that almost 2,300 meters
12 have been installed in the system, and the staff is looking forward to full
13 deployment. He stated that he would now turn the presentation over to Mr.
14 Barrow, who knows the most about this system.

15 Mr. Barrow stated that it has been about a year since there has
16 been any activity in terms of the AMI contractor. He stated that new
17 installations and construction began last summer. He mentioned that the
18 project will begin again on April 4th, with approximately 8,000 meters that
19 need to be changed out and radios installed on them. He noted that this will
20 leave about 12,000 meters in the ground that will have to be visited and
21 reprogrammed down to the gallon and retrofitted for radios. He stated that
22 the ACSA has enough inventory to handle the 8,000 meters, but it does not
23 have the 12,000 radios needed. He stated that the hope is by slow walking
24 the project initially, the supply chain will have time to catch up. He stated
25 that the goal is to keep the installation team onsite and not have to
26 redeploy them. He stated that the plan is to perform 60 installations per
27 day, with the 8,000 installations completed late September or early
28 October.

29 Mr. Parcels asked if the company that is providing the radios thinks
30 that the inventory will be in by the time the ACSA finishes the 8,000
31 installations. Mr. Lunsford replied that Sensus, the manufacturer of the

Albemarle County Service Authority Board of Directors

1 meter and its components, has committed to providing 500 MXUs, which is
2 the radio, per month going forward. He stated that the ACSA has confirmed
3 that its AMI project is a priority for Sensus, and any excess inventory
4 available will be directed to the ACSA. He noted that the last shipment of
5 MXUs was 1,300, which was over the guaranteed 500. He stated that the
6 installer, who is contracted by PMI, is strategically deploying installers to
7 not outpace the inventory. He stated that, unrelated to the AMI project, Mr.
8 Barrow has had to do an incredible amount of work to procure meters of
9 different sizes for current needs. He stated that last month, the staff was
10 able to procure some 1 ½ meters from a utility in Washington State.

11 Dr. Palmer asked what the difference is between the retrofit and the
12 other meters. Mr. Barrow replied that with the retrofits, it is just the radio
13 that is being installed. He stated that they also must be reprogramed to
14 read down to the gallon, as they currently read in hundreds of gallons. Mr.
15 Barrow stated that the meters also are touch read, so there is a touch pad
16 that sits on top of the meter. He noted that the wire that goes from the lid to
17 the touch pad is the same wire that will connect to the radio.

18 Mr. Moore asked what the lifespan of these units is. Mr. Barrow
19 replied that it is 20 years, which is related to battery life. He stated that the
20 meters are supposed to be as accurate 20 years from now, as they are
21 today because there is nothing to really get worn out. Dr. Palmer asked if
22 the batter could be replaced. Mr. Barrow replied no, the battery cannot be
23 replaced.

24 Mr. Barrow then played the PSA video that was created to give an
25 overview of the project for customers. He stated that the first group of
26 customer letters have been mailed out with billing cycle 10. He mentioned
27 that postcards will be mailed to those same customers next week to notify
28 them that the installation time is nearing. He stated that after the installation
29 is complete, customers will receive a door tag with information about their
30 meter replacement and a number to call for any issues or concerns.

Albemarle County Service Authority Board of Directors

1 Mr. Barrow stated that the next slide shows a screenshot of the
2 main dashboard in Sensus Analytics, which is the meter data management
3 software. He stated that at the time this presentation was created, there
4 were 2,268 active meters in the system and 14 orphan meters. He noted
5 that an orphan meter means the meter is in the ground and the radio is
6 communicating with the tower, but it has not been linked to a customer
7 account yet. He stated that once the meter installation information goes
8 into the billing software, the meter switches from orphan status to an active
9 meter. He noted that the bottom left widget shows four stale meters. He
10 stated that a stale meter is a meter that the system has not heard from in
11 three days. He mentioned that the meter could be covered by an object,
12 and something is blocking the signal. He noted that there have only been
13 MXUs that have been damaged since the project began. He stated that a
14 landscaper shaved off the top of the radio, which will cause it to show up as
15 a stale meter.

16 Dr. Palmer asked how high the radio antenna is above the meter
17 lid. Mr. Barrow replied that it is not much higher than the touch pads were.
18 He noted that in areas where there is a concern of the radio being too high,
19 there are lids that have a recessed spot to allow the radios to sit flush. He
20 stated that the lids will be replaced as they run into this issue, as opposed
21 to replacing all of them. Dr. Palmer asked if someone could damage the
22 radio by stepping on it. Mr. Barrow replied no. He stated that a car driving
23 over it should not impact it either.

24 Mr. Parcels asked if the number of stale meters fluctuates over
25 time. Mr. Barrow replied yes. He noted that this morning there were no
26 stale meters reported, but yesterday there were two. He stated that
27 sometimes the meter shows as stale because the signal in that area is just
28 not very good, similar to a cell phone signal. He mentioned that there are
29 some radios in the Ivy area on Owensville Road that sometimes will not
30 transmit for a couple of days. He stated that they will eventually
31 communicate with the system and backfill all that missing data. He added,

Albemarle County Service Authority Board of Directors

1 however, that most of the time the meter is stale because it is physically
2 blocked. Mr. Parcels asked how many days of data the radio holds. Mr.
3 Barrow replied that it will store 90 days of data. Mr. Lunsford added that it
4 is 90 days of hourly readings.

5 Mr. Barrow stated that every morning he checks the Sensus
6 Analytics dashboard and the RNI, which is the headend that contains all
7 the raw data that comes in. He mentioned that one of the things he checks
8 for is any continuous flow alerts coming in from the radios. He stated that
9 when he sees these alerts, he contacts the customer to let them know they
10 potentially have a leak. He stated that the slide shows the usage of a
11 customer that he contacted about a possible leak. He stated that a
12 continuous flow alert will happen after 24 hours of water continuously going
13 through the meter. He noted that this customer's leak began on February
14 27th at 5pm, and the alert came in at 5pm on February 28th. He stated that
15 he notified the customer the morning of March 1st at 8 am. He stated that
16 he was using roughly 100 gallons per hour for that length of time.

17 Mr. Parcels asked how the staff plans to handle the alerts that will
18 come in when there are 10,000 or so of these meters installed. Mr.
19 Lunsford stated that part of the project that the consultant has helped with
20 is a business process review. He mentioned that the staff is in a different
21 space now because they have been in the system and seen real
22 information. He stated that he feels, between Mr. Barrow and Terri Knight's
23 team, they will be able to develop a business process that allows them to
24 contact customers day of receipt. He stated that when Mr. Barrow is not
25 available, members of Ms. Knight's team are evaluating the alerts and
26 determining if they are legitimate or not. He noted that Mr. Barrow receives
27 alerts every day that are related to apartment building complexes, which
28 have continuous flow because someone is using water every hour of every
29 day. He mentioned that there are thresholds that can be set up to filter out
30 some of them, but the staff has purposefully not set those up yet.

Albemarle County Service Authority Board of Directors

1 Mr. Parcels asked if the system has a way to deliver the
2 continuous flow alert to the customer autonomously. Mr. Barrow replied
3 that there will be a customer portal set up once the project reaches full
4 deployment. He stated that customers will be able to go into the portal and
5 set up their own parameters for the alerts they want to receive.

6 Mr. Armstrong asked what happens with the alerts on the
7 weekends. Mr. Barrow replied that the staff would see the alert on the
8 following Monday and contact the customer.

9 Mr. Roberts stated that the AMI system will reduce the work the
10 staff has to perform, which balances out in terms of staff being able to
11 manage the customer alerts. Mr. Lunsford stated that it more than balances
12 out. He stated that Mr. Barrow identified the leak referenced earlier within a
13 day and a half. He stated that this eliminated the customer having to call in
14 after receiving a high bill and submit documents for a leak adjustment
15 calculation, as well as Mr. Barrow's team having to go into the field to verify
16 that the meter is working properly.

17 Dr. Palmer asked if there have been any customers that have
18 called in asking to receive their AMI meter and/or offering to pay extra to
19 get it faster. Mr. Barrow replied no, that has not happened. He stated that
20 customers are allowed to opt out of the AMI program and so far, there have
21 been six. He noted that none of them are in the area where there are
22 currently AMI meters, but they will be once the project reaches full
23 deployment. He stated that he contacted each customer to verify that they
24 still wish to opt out. He mentioned that of the six customers, those that had
25 an old meter did have their meter replaced with a new one that reads down
26 to the gallon. He stated that there was no radio attached and were labeled
27 with a big yellow tag that reads "opt out- do not install radio."

28 Dr. Palmer asked how the staff deals with the larger customers like
29 hospitals or companies that always have a running toilet or a faucet that
30 was left on. Mr. Barrow replied that the Holiday Inn Express that was
31 recently built is a good example. He stated that the hotel had continuous

Albemarle County Service Authority Board of Directors

1 flow from the day the water was turned on. He stated that the ACSA staff
2 called and notified the contractor, who did not seem concerned due to
3 construction going on. He stated that once the hotel opened for business,
4 they began receiving large water bills. He stated that the hotel staff found a
5 lot of toilets in the rooms that were leaking. He stated that customers like
6 this are always on the list. Mr. Lunsford added that all the 1 ½ inch meters
7 have the AMI technology.

8 Mr. Lynn stated that he was given the opportunity to weigh in on
9 this presentation to share how the engineering staff is utilizing AMI. He
10 stated that the first topic he wanted to discuss was auto-flusher monitoring.
11 He stated that there are eight auto-flushers within the ACSA distribution
12 system, some that run year-round and some that run only during the
13 summer months to deal with chlorine residual issues. He stated that every
14 morning, a group of engineering employees receive an email with data on
15 all eight auto-flushers for the previous 24 hours. He mentioned that it lets
16 the staff know if the flushers are working properly and the way they were
17 set to run. He noted that sometimes, in the winter months, the flushers can
18 get frozen open and will not turn off. He stated that the staff can see in one
19 day, from these reports, when the auto-flusher is not operating properly.

20 Mr. Lynn stated that the second topic is Scottsville/Red Hill water
21 system monitoring. He stated that there is full AMI capability in both areas.
22 He stated that the reports on these systems are so important because they
23 are small, thus one customer issue can become a system issue.

24 Mr. Lunsford stated that the staff is incredibly prepared for full
25 deployment. He stated that there has been nothing but positive contact with
26 customers, and the staff has been able to identify some significant leaks
27 which is impactful from a financial and conservation perspective. He
28 mentioned that he wanted to thank the entire ACSA organization and
29 Board of Directors for being supportive of this project. He stated that it is a
30 major project, it is expensive, and has been very time-consuming. He noted
31 that the AMI committee has met weekly with the consultant for the past two

Albemarle County Service Authority Board of Directors

1 and a half years, to prepare for next steps. He noted that Mr. Barrow and
2 Ms. Knight are on the committee and have helped to bring their teams
3 along. He stated that the administrative team has helped to contact
4 customers in advance of work being done in the field, and the engineering
5 team have independently looked at and leveraged the data. He mentioned
6 that Mike Lynn’s team, specifically Bill Defibaugh, Facilities Supervisor, has
7 helped with a lot of the electrical work coordination with the antennas
8 throughout the system. He thanked the Meter Operations group and
9 Customer Service team for being supportive of this major change to what
10 they do. He added that he also wanted to thank the IT staff for ensuring
11 that all the data is available in the various systems.

12
13 9. Strategic Plan 2023-2025 Draft Presentation

14 Mr. O’Connell stated that the staff has been hard at work, putting
15 the pieces together for the new Strategic Plan that begins this year and
16 runs for three years. He stated that the third slide is a reminder of the
17 planning process that took place. He mentioned that the staff attempted to
18 involve a variety of people including the ACSA Board, customers,
19 employees, and E-Source, a utilities consultant. He stated that today is the
20 formal presentation of the new plan (Attached as Pages_____), which is
21 meant to be a draft. He noted that the staff is open to questions, thoughts,
22 or suggestions.

23 Mr. O’Connell moved to the next slide, which outlined the ACSA’s
24 vision, mission, and values which have been in place for a decade. He
25 stated that it is important to come back to this, to remind the organization
26 what is important. He stated that there is a lot of discussion about safe,
27 clean, reliable water, which is part of the ACSA’s mission. He mentioned
28 that the ACSA has also tried to put more emphasis on its relationship with
29 its water partners. He stated that the commitment statement under values,
30 speaks to what he would describe as the customer experience. He stated

Albemarle County Service Authority Board of Directors

1 that the aspire statement looks to the future, which is what the Strategic
2 Plan does.

3 Mr. O'Connell stated that the next slide illustrates the framework of
4 the 2023-2025 Strategic Plan. He stated that the four themes are data
5 optimization, business continuity, customer experience, and employee
6 experience. He mentioned that each Lead Team member would present on
7 a different theme to give the Board a sense of where time and energy will
8 be focused.

9 April Walker came forward first to discuss the data optimization.
10 She stated that the first item is a comprehensive review of all systems. She
11 stated that the staff will be conducting a thorough analysis of ACSA data
12 sources to find ways to be more efficient. She mentioned that the data will
13 be mapped to determine how it is used. She stated that the data will also
14 be classified to ensure that it is being properly maintained and stored. She
15 noted that the record management system that Mr. Lynn spoke about
16 earlier will be part of this data optimization effort. She added that the staff
17 will then investigate and review to determine the best way to distribute data
18 to staff. She stated that dashboards will be created and utilized to give staff
19 analyzed, summarized data at their fingertips.

20 Mr. Parcels asked if customers are assured that their data is
21 classified and contained. Ms. Walker replied yes. She stated that the staff
22 currently does its best to keep the fire wall and data secure. She mentioned
23 that the goal is to ensure that the data is maintained with the same
24 classification from the authoritative source all the way through.

25 Mr. Armstrong asked if it would be possible to go paperless going
26 forward and what that would entail. Ms. Walker replied that it is something
27 that will be considered, but to even eliminate a good amount of paper
28 would be a huge step for the organization.

29 Mike Lynn, Director of Operations, came forward to speak about
30 business continuity. He stated that the official Business Continuity Plan
31 must be a written, formal document, not just something that is kept in

Albemarle County Service Authority Board of Directors

1 theory. He stated that the plan includes immediate actions to get business
2 functions back up and running, as well as long-term solutions to restore
3 things to normal. He mentioned that there needs to be a plan in place in the
4 event of loss of service due to equipment and system failures. He
5 mentioned that there must also be backups in place for the loss of maps or
6 vital records for employees, and even loss of service due to a reduction in
7 workforce. He stated that COVID gave the ACSA a baseline for this. He
8 noted that part of this plan is also evaluating communication processes,
9 internally for staff and externally for customers.

10 Mr. Lynn stated that after everything is finished, the plan must be
11 tested based on the worst-case scenario. He stated that this allows staff to
12 tweak the process and evaluate it from a vulnerability standpoint. He noted
13 that this should be done at least every couple of years, but annually would
14 be best.

15 Mr. Tolbert stated that the ACSA is totally dependent on RWSA, as
16 they are the sole supplier of water on one end and the sole receiver of
17 wastewater on the other end. He asked if any part of the continuity plan
18 takes into consideration what RWSA is doing, and how does the ACSA
19 influence their continuity. Mr. Lynn stated that the ACSA and the City have
20 a member on the RWSA Board of Directors. He stated that the ACSA and
21 RWSA have a memorandum of understanding, where the two
22 organizations will do what they can to help RWSA get their system back up
23 and running. He noted that an example of this would be back in February
24 when there was a water leak next to RWSA's transmission line in
25 Redfields. He stated that the two organizations worked on the issue
26 together.

27 Mr. O'Connell stated that RWSA will be taking the lead on the
28 emergency exercise in the fall, to look at water contamination events. He
29 stated that it will be a paper exercise and will consider things the ACSA has
30 not experienced and how they can be addressed.

Albemarle County Service Authority Board of Directors

1 Dr. Palmer stated that the degree of sophistication that the ACSA
2 has reached over the last few years has happened while RWSA has done
3 the same in parallel, which she is impressed with.

4 Mr. Moore stated that he figures there has been some type of
5 informal continuity plan over the ACSA's 60-year history. He asked how
6 much of this current plan was just formalizing and redeveloping what was
7 already there. Mr. Lynn replied that the ACSA focused on its disaster
8 Emergency Response Plan that was mandated through America's Water
9 Infrastructure ACT (AWIA), which goes hand in hand with a business
10 continuity plan.

11 Jeremy Lynn stated that he would be discussing business
12 continuity as well. He stated that when looking at new development the
13 ACSA follows two principles, which are growth pays for growth and first
14 come, first served. He stated that growth pays for growth has already been
15 adopted in the ACSA's financial policies, but the first come, first serve
16 policy has never been formally adopted. He noted that the staff feels it is
17 important to put that policy in writing, in the ACSA's Rules and Regulations.
18 He stated that the goal is to have some draft language for the Board to
19 review in June. He stated that first come, first serve basically means that
20 capacity will not be reserved for a certain developer.

21 Mr. Lynn stated that the other item under business continuity that
22 he wanted to touch on was the optimization of resources. He stated that
23 the staff continues to hear that the ACSA is a lean organization, which is
24 something to be proud of. He mentioned that it does place some stress on
25 employees, as there are ever-increasing expectations from customers and
26 regulatory entities. He stated that some of the direct recommendations that
27 came out of the Best Practices Review Panel were to consider the use of
28 additional consultants to support staff in a variety of ways, hire a firm to
29 assist with easement negotiations, and evaluate staffing levels to
30 determine if more resources are needed. He stated that based on this
31 feedback, the staff is planning to perform an audit of workspace and

Albemarle County Service Authority Board of Directors

1 staffing levels and explore opportunities to partner with consultants. He
2 noted that once all the documents are scanned, there will be a ton of office
3 space to use.

4 Mr. Lunsford came forward to speak about the customer
5 experience, which the Board heard about in the E-Source presentation last
6 month. He mentioned that the new Strategic Plan is looking to review
7 various customer experiences and define a formal vision for the
8 organization. He stated that there is a workshop scheduled in the next few
9 months to help analyze some of that information. He stated that the goal is
10 to develop a roadmap or guide for current and new employees, to help
11 them understand what the essence of customer service is to the
12 organization.

13 Mr. Lunsford stated that the next item regarding customer
14 experience is the need for a replacement and upgrade of the Customer
15 Information System (CIS). He stated that the current billing system works
16 well, but it is older and not as configurable as the staff would like it to be.
17 He mentioned that an RFP is scheduled to be posted later this month for
18 an as-is and future needs assessment. He noted that along with this will be
19 a website redesign consultation and a phone system analysis. He stated
20 that this will be an opportunity to consider the customer experience
21 holistically.

22 Mr. Lunsford stated that the third and last focus area under the
23 customer experience theme is customer engagement opportunities. He
24 stated that the ACSA will continue to enhance its customer outreach. He
25 mentioned that in addition to getting customers the information they need,
26 when they need it, this will also be an opportunity to participate in
27 community events. Mr. Parcels asked if developers are included in the
28 customer discussion. Mr. Lunsford replied absolutely.

29 Ms. Roach came forward to discuss the employee experience. She
30 noted that none of the themes discussed here today would be possible
31 without ACSA employees. She stated that the first piece of the employee

Albemarle County Service Authority Board of Directors

1 experience that the staff will be looking at with the new Strategic Plan is
2 recruitment and retention. She mentioned that the COVID-19 pandemic
3 has change recruitment, and the ACSA is trying to stay ahead of the curve
4 by hiring employees faster and be sure to retain current employees. She
5 noted that one example of this is the recent change in the background
6 check process. She stated that typically, it takes about 45 days from the
7 time a candidate is interviewed to onboard them as a new employee. She
8 mentioned that the biggest lag is due to the Virginia State Police
9 background check, which can take 30 or more days. She stated that the
10 ACSA has just contracted with a company called HireRight to conduct
11 background checks. She noted that it is not a state background check, but
12 they can check the court systems and return information within two days.
13 She mentioned that this will be a game changer in terms of speeding up
14 the hiring process. She stated that in terms of retention, the staff will be
15 formalizing a cost-of-living adjustment policy that will be brought before the
16 Board in June each year with the budget and ensuring that the ACSA stays
17 competitive in the market through compensation studies.

18 Ms. Roach stated that the ACSA will be reviewing current programs
19 and creating new opportunities for employee engagement. She noted that
20 the organization recently began its first Employee of the Month program to
21 give employees the opportunity to recognize their peers.

22 Ms. Roach stated that there will also be a review of the
23 organization's current training and education programs, to ensure that what
24 is being offered is relevant in preparing the workforce for the future. She
25 stated that the ACSA has a formal succession plan, but there are ways to
26 improve it. She mentioned that the ACSA is also looking at formalizing a
27 training program for new supervisors to give them the skill sets they need
28 in their job roles.

29 Mr. Tolbert asked if the ACSA hires ex-offenders. Ms. Roach
30 replied yes. She stated that if someone does not have a clean background
31 report, there is a conversation with the applicant about the charges, but

Albemarle County Service Authority Board of Directors

1 they do not necessarily rule them out. Mr. Roberts noted that the state
2 police background checks are only allowed to use information from the
3 Virginia Criminal Information Network (VCIN), but they do not use the
4 National Crime Information Center (NCIC). He stated that he performs
5 background checks for a pre-school that his wife is involved with, and he
6 knows that there is a website that is recommended by the insurance
7 company. He noted that he can receive background check results
8 immediately.

9 Mr. Parcels asked how often is it that a background check will
10 negate a candidate. Ms. Roach replied that it has happened, but
11 infrequent. She stated that one of the biggest things for field employees, for
12 example, is that they must be able to access the National Ground
13 Intelligence Center (NGIC). She stated that they perform their own
14 background checks, but there are certain types of offenses that they will
15 not allow.

16 Ms. Roach noted that the ACSA is happy to announce they have
17 made offers on all their open positions and will be fully staffed. She stated
18 that there is one open job posting for the ISO Systems Engineer, in
19 preparation of the current employee that will be leaving in June. She noted
20 that this is a major accomplishment in the current job market.

21 Mr. Parcels stated that he is happy to see the focus on training and
22 education programs. He recalled that there was mention of sending staff
23 members to the leadership training at UVA's Darden School of Business.
24 He stated that he is very supportive of that because he feels it is great for
25 personnel development. He stated that some of that training experience
26 can broaden their perspective in not only their job roles, but their interaction
27 in their departments as well.

28 Mr. O'Connell stated that the intent is to give the Board a
29 presentation twice a year and update the Board on the status of the items
30 in the Strategic Plan. He stated that it will be a simple presentation, unlike
31 the spreadsheet done before. He stated that behind the Strategic Plan is

Albemarle County Service Authority Board of Directors

1 something the staff refers to as the “playbook,” which is an internal guide of
2 all the pieces needed for each theme. He stated that finally, he would like
3 to ask the Board to formally adopt the 2023-2025 Strategic Plan.

4 Mr. Armstrong stated that he would also like to see some mention
5 of environmental concerns and/or the ACSA minimizing its environmental
6 impact as much as possible. He stated that there was mention of solar
7 power and a few other items in the presentation today, but he did not see
8 anything written in the Strategic Plan. He stated that there may be a place
9 for it in areas such as optimization of resources and business continuity.
10 He stated that he feels it is an important element, especially in the time we
11 live in.

12 Dr. Palmer stated that the “serve and conserve” under the ACSA’s
13 vision, mission, and values addresses it to some extent, but she also feels
14 it should be exclusively mentioned somewhere in the plan. Mr. Parcels
15 agreed. Mr. O’Connell replied that the staff will work on this and include it in
16 the plan.

17 ***Mr. Tolbert moved to formally adopt the ACSA 2023-2025***
18 ***Strategic Plan as presented, seconded by Mr. Parcels. All members***
19 ***voted aye.***

20
21 10. Customer Late Payments – Update

22 Terri Knight, Customer Service Supervisor, came forward to
23 present. She stated that it has always been a goal of the ACSA to keep its
24 collection percentages and disconnections low. She stated that during the
25 COVID-19 pandemic a lot of things shifted, and there were different
26 guidelines to abide by regarding collections and disconnections. She
27 mentioned that the ACSA took a very human approach with customers,
28 understanding that some lost jobs for various reasons. She noted that as a
29 result, there was an increase in customer arrearages. She stated that with
30 the help of the ACSA Lead Team and specifically, Mr. Lunsford, the staff
31 began to apply for, and receive, several grants to assist customers and the

Albemarle County Service Authority Board of Directors

1 organization. She stated that the customer service personnel worked
2 diligently and patiently with customers through the process.

3 Ms. Knight stated that the ACSA has participated in a few grant
4 programs, the first being The CARES Act. She stated that with CARES, the
5 ACSA received \$180,000 and was able to assist 300 customers. She
6 mentioned that with the CARES program, customers had to apply for
7 consideration. She stated that staff had to evaluate each account
8 individually and determine what time frames and charges were eligible.
9 She noted that the average credit for each customer was about \$600.

10 Ms. Knight stated that in October 2021, about a year later, the
11 ACSA was awarded \$195,000 through the American Rescue Plan Act
12 (ARPA). She mentioned that with ARPA, customers did not need to apply
13 for the funds. She stated that, instead, the ACSA staff was able to look at
14 the customers that were significantly in arrearages and apply money to
15 those accounts fairly across the board. She noted that with those funds, the
16 ACSA was able to assist 400 customers, at an average of a \$488 credit to
17 each customer.

18 Ms. Knight stated that the third program the ACSA participated in
19 was the Low-Income Household Water Assistance Program (LIHWAP).
20 She stated that, to date, the ACSA has received \$30,000 through the
21 program. She stated that the ACSA provides information to its customers
22 on the program, and the organization that is supporting the program
23 receives a daily file of customers that are in arrearages and is reaching out
24 to customers as well. She noted that the ACSA receives information daily
25 on those customers that are being considered for assistance and will not
26 disconnect them while they are going through the application and review
27 process.

28 Mr. Armstrong asked if the same core of customers received
29 assistance from the CARES Act and the LIHWAP. Ms. Knight replied that
30 some customers were able to receive assistance from both programs,
31 while others were newer customers.

Albemarle County Service Authority Board of Directors

1 Dr. Palmer asked if LIHWAP was part of ARPA. Mr. Lunsford
2 replied that he is not sure what grant umbrella LIHWAP falls under, but it
3 was a separate program than the APRA program. Mr. O'Connell added that
4 LIHWAP was different because it went through the state social services
5 department, who then contracted with a group called Promise.

6 Ms. Knight stated that the ACSA began the process with LIHWAP
7 in October 2022, and there has been great success in a short period of
8 time. Mr. Parcels asked if there was a deadline on the LIHWAP funds. Ms.
9 Knight replied that there is not a time deadline for the funding, but the
10 program does work on a "first come, first served" basis. She stated that the
11 ACSA got on board quickly with the program and was one of the first
12 organizations to push the information out to its customers. Mr. Parcels
13 asked how much funding is left. Mr. Lunsford replied that at the end of
14 January, there was about \$10 million in funding left for all participating
15 utilities. He stated that he thinks the requirement of the customer to apply
16 has slowed it down to a degree.

17 Ms. Knight stated that in addition to the three grant programs, the
18 ACSA also implemented payment plans for its customers. She stated that
19 the plan is very customer-friendly, in that customers determine what they
20 can pay each month, in addition to their regular bill. She mentioned that
21 there have been roughly about 120 payment plans established thus far,
22 and 32 of those have paid in full. She noted that the staff has kept a close
23 eye on those accounts on a payment plan to ensure the customer does not
24 fall behind.

25 Ms. Knight stated that the staff did start sending final notices out
26 again and contacting customers by phone and e-mail about disconnection
27 of services. She stated that some customers stopped paying their bill
28 altogether during the pandemic but submitted payment after being
29 contacted by staff. She stated that even though the disconnection
30 moratorium has ended, the number of disconnections due to non-payment
31 is low. She added that she wanted to thank the entire customer service

Albemarle County Service Authority Board of Directors

1 staff for their hard work and diligence, as they are the ones that make
2 everything happen.

3 Ms. Knight stated that the last slide shows a graph of how the
4 arrearages have changed from the beginning of the pandemic to when the
5 grant funds were applied to customer accounts. Mr. Parcels asked what
6 the “w/o” at the end of the graph stood for. Mr. Lunsford stated that the
7 “w/o” stands for write-offs. He stated that this represents those customers
8 that left service with a balance, and the staff has exhausted all efforts to
9 collect payment. Ms. Knight added that the write-offs were larger than what
10 the staff wanted, but once the three-year time frame ended, the staff could
11 not pursue payment after that. Mr. Parcels asked if there was a line-item
12 for write-offs, or if it just gets folded in with everything else. Mr. Lunsford
13 replied that when the ACSA recognized the debt from arrearages last year,
14 it essentially reduced the receivables.

15 Mr. Tolbert asked if the ACSA ever uses third-party collection
16 agencies. Ms. Knight replied that the staff is currently looking for a third-
17 party collection agency that will take the organization as a client with the
18 limited number of accounts that need collection. She mentioned that the
19 customer service team works so hard and diligently, that there is a small
20 number of accounts in collection status. She noted that the company the
21 ACSA spoke to a month ago stated that it was not worth setting up a portal
22 for the small number of accounts the organization has.

23 Mr. Lunsford added that during the disconnection moratorium, the
24 account balances obviously grew. He stated that the balances are much
25 less now that the ACSA is disconnecting for non-payment again, which
26 reduces the need for an aggressive third-party collector. Mike Derdeyn,
27 ACSA attorney, noted that much of the amount written off was from two
28 larger accounts. Ms. Knight concurred and stated that they were multi-
29 family accounts. Mr. Parcels noted that it looked to be about \$100,000
30 written off. Ms. Knight replied that it was \$88,000. Dr. Palmer asked if multi-
31 family was an apartment complex. Ms. Knight replied yes. Dr. Palmer

Albemarle County Service Authority Board of Directors

1 asked what happened to the apartment complex now. Mr. O’Connell
2 replied that they are under new ownership now. Mr. Derdeyn replied that
3 the debt dated back a decade or so. Dr. Palmer stated that she would think
4 if someone purchased the property, they would inherit the debt that goes
5 with it as well. Mr. Derdeyn stated that the point is that the write-offs are
6 due to historical anomalies, as opposed to an issue going forward.

7
8 11. Items Not on the Agenda

9 Mr. O’Connell stated that he had two or three things to discuss. He
10 stated that the first is related to per-and polyfluoroalkyl substances (PFAS).
11 He stated that PFAS is a huge issue for some utilities, but the ACSA does
12 not have a PFAS issue.

13 Mr. O’Connell stated that in terms of the FY 2024 budget and rates,
14 the staff began the process today with the CIP presentation focusing on
15 new projects. He stated that next month, there will be a presentation on the
16 full CIP program. He noted that RWSA is at a 13.5% increase in cost to the
17 ACSA, and the ACSA is trying to absorb as much of that as possible. He
18 stated that the budget and rates workshop will be in May, followed by the
19 adoption of the budget in June.

20 Mr. Tolbert asked if there was any new information on raising the
21 level of the reservoir. Mr. O’Connell replied that the discussion at the
22 RWSA Board meeting was that it is in the CIP program for FY 2025, and
23 the focus right now is to get the pipeline project approved. He stated that
24 once the pipeline project gets approved, easements are obtained, and work
25 is underway, then the Board will revisit the discussion. He stated that
26 ideally, the increase will be finished before the pipeline project is finished.

27 Dr. Palmer stated that initially, the idea was to raise the dam at the
28 same time as the pipeline project. She stated that she does not understand
29 why the dam is going to be filled from Sugar Hollow. Mr. O’Connell replied
30 that the original plan projected that the Ragged Mountain increase would
31 occur in 2025, which is not too far off. He stated that as the project

Albemarle County Service Authority Board of Directors

1 progressed, the increase was pushed further out. He stated that the current
2 thinking is that if there was an emergency, the larger reservoir could be
3 used while the pipeline is being built. He mentioned that there are some
4 concerns about filling the reservoir too quickly and draining the Sugar
5 Hollow Reservoir.

6 Dr. Palmer stated that the pipeline originally had a different
7 timeline, which has been increased over the years. Mr. O'Connell replied
8 that the irony is that the pipeline never had a timeframe in which it would
9 occur. Dr. Palmer replied that the Water Supply Plan had a timeline, thus
10 the assumption was that the pipeline was a part of that which, according to
11 that timeline, would be completed by now.

12 Mr. Parcels asked if the additional 12 feet was an entire project in
13 and of itself, as opposed to something that could be done gradually. Mr.
14 O'Connell replied that it will require cutting down trees around the reservoir.
15 Dr. Palmer stated that the issue for a lot of people is that the dam is going
16 to be filled off a 17 square mile watershed, as opposed to a 250 square
17 mile watershed.

18 Mr. Tolbert stated that he noticed in The Daily Progress, they have
19 a column called "In Brief," which announces various meetings such as the
20 County Board of Supervisors meeting. He asked what the ACSA can do to
21 have its Board meetings announced as well, or if we even want to. Mr.
22 O'Connell replied that they receive a notice of our meetings. Mr. Tolbert
23 stated that we need to inform the public because just announcing it on the
24 website is not sufficient. Mr. O'Connell replied that unless the ACSA wants
25 to purchase an ad, they receive the information and make the decision as
26 to what they want to publish. He stated that he would be glad to contact
27 them, although they usually take an interest in the budget and rates
28 discussions.

29
30
31

Albemarle County Service Authority Board of Directors

1 12. Adjourn

2 *There being no further business, Mr. Parcels moved that the*
3 *meeting be adjourned, seconded by Mr. Tolbert. All members voted*
4 *aye.*

5

6

Gary B. O'Connell, Secretary-Treasurer