

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 January 18, 2024, 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; Dr. Lizbeth Palmer; Mr. John
6 Parcels; Mr. Clarence Roberts; Ms. Swanson; Mr. Charles Tolbert, Vice-
7 Chair.

8 **Members Absent:** None.

9 **Staff Present:** Mike Derdeyn, Terri Knight, Quin Lunsford, Jeremy Lynn,
10 Alex Morrison, Gary O’Connell, Emily Roach, Sabrina Seay, Danielle Trent,
11 April Walker.

12 **Staff Absent:** None

13 **Public Present:** None.

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

16 Gary O’Connell, Executive Director, called the meeting to order. He
17 then read the opening Board Chair statement (Attached as Page _____),
18 and a quorum was established.

19
20 2. Election of Officers – Board Organizational Meeting

21 Mr. O’Connell stated that he would now open the floor for
22 nominations for the office of Chair.

23 ***Mr. Tolbert moved to nominate Mr. Armstrong, seconded by Mr.***
24 ***Parcells. There being no further nominations, the floor was closed for***
25 ***nominations. All members voted aye. Mr. Armstrong was elected as***
26 ***Chair.***

27 Mr. O’Connell turned the office of Chair to Mr. Armstrong. Mr.
28 Armstrong thanked the Board and stated that he would now open the floor
29 for nominations for the office of Vice-Chair.

30 ***Mr. Parcels moved to nominate Mr. Tolbert for the office of Vice-***
31 ***Chair, seconded by Dr. Palmer. There being no further nominations,***

Albemarle County Service Authority Board of Directors

1 ***the floor was closed for nominations. All members voted aye. Mr.***
2 ***Tolbert was re-elected as Vice-Chair.***

3 Mr. Armstrong stated that generally the Executive Director serves as
4 the Secretary-Treasurer for the Board. He asked the Board if there were any
5 other nominations, besides Mr. O'Connell.

6 ***Mr. Tolbert nominated the Executive Director, Gary O'Connell,***
7 ***for Secretary-Treasurer, seconded by Mr. Armstrong. There being no***
8 ***further nominations, the floor was closed for nominations. All***
9 ***members voted aye. Mr. O'Connell was re-elected as Secretary-***
10 ***Treasurer.***

11
12 3. Approve Minutes of December 14, 2023

13 There were no corrections to the minutes of December 14, 2023.

14 ***Dr. Palmer moved to approve the minutes of December 14, 2023,***
15 ***as amended, seconded by Mr. Parcels. All members voted aye.***

16
17 4. Matters from the Public

18 There were no matters from the public.

19
20 5. Response to Public Comment

21 There was no response to public comment.

22
23 6. Consent Agenda

- 24 ***a. Monthly Financial Reports*** – Ms. Swanson stated that she had a
25 question about the RWSA flows and ACSA customer usage comparison
26 graph on page 49. She asked how the ACSA ends up with negatives.
27 Mr. Lunsford replied that the readings on the RWSA meters are the 1st-
28 30th or 31st, and the ACSA's billing cycles can be the same or they can
29 be the 15th through the 15th, thus they do not necessarily match up. He
30 stated that during periods of higher consumption, the difference can

Albemarle County Service Authority Board of Directors

1 sometimes be seen between what RWSA says they produce and what
2 the ACSA says it sells.

3 Ms. Swanson stated that she had another question about the
4 December payments over \$5,000 shown on page 59. She asked if the
5 pump rebuild at the North Fork Pump Station was scheduled or expected
6 work. Mr. Morrison replied that it was not expected. He stated that there
7 was a pump failure, thus it was rebuilt in lieu of replacing it. He
8 mentioned that the ACSA is assessing the other pumps at the station to
9 determine if funds are needed for additional rebuilds in coming years.
10 Ms. Swanson asked how old the failed pump was. Mr. Lynn stated that
11 the station went online in 2012. He stated that the pump station has four
12 pumps, so it is capable of running with one pump out of service.

13 **b. Monthly Capital Improvement Program (CIP) Report** – Mr. Parcels
14 stated that there was a discussion last month about the Glenmore
15 meeting that was scheduled to discuss residue in the water lines. He
16 asked how that meeting went, and if the issue was resolved. Mr. Lynn
17 replied that it was a very successful meeting with members from ACSA,
18 RWSA, VDH, and about 20 Glenmore residents. He stated that RWSA
19 is working on a work authorization with Cornwell Engineering to perform
20 some more detailed analyses and investigations. He stated that a survey
21 would be sent out to all the residents this week, to get a better
22 understanding of who has experienced the issue as well as more
23 information on their specific homes. He noted that the fluorapatite is
24 forming in the hot water systems, so the ACSA is attempting to
25 determine if it could be a heat related issue or related to recirculation
26 pumps in the homes. He noted that all of the homes are fairly large with
27 1-2 hot water heaters with recirculation pumps. He added that the ACSA
28 would be working with Cornwell Engineering to get further background
29 information, followed by some extensive water sampling in some of the
30 homes.

Albemarle County Service Authority Board of Directors

1 Mr. O'Connell stated that Cornwell is a national firm that specializes
2 in water quality. He stated that the estimated time frame to complete all
3 of the studies and testing is about six months. He mentioned that they
4 would be doing a variety of things, in addition to the residential work Mr.
5 Lynn mentioned. He noted that it will be an extensive amount of work to
6 figure out what is causing the issue, find a good solution, and determine
7 if the fluorapatite changes water chemistry in some unintended way.

8 Dr. Palmer asked what the residue is. Mr. O'Connell replied that it is
9 almost like sand that show up in hot water or inside of the hot water
10 heater. He stated that residents have seen them in floor drains and
11 faucets. Dr. Palmer asked what the chemical makeup was. Mr. Lynn
12 stated that it has fluoride, calcium, and phosphate. He stated that it is a
13 mineral sediment and, although not aesthetically pleasing, not harmful.
14 He stated that the number of homes affected has been relatively small,
15 occurring in about 30-40 of the almost 1,000 homes in Glenmore, and
16 the staff is not getting the number of calls that they have seen in the
17 past. He stated that this was a much bigger problem for residents last
18 winter.

19 Mr. Parcels asked if the work was being shared in cost. Mr.
20 O'Connell replied that RWSA is paying for it, so it is shared with the City.

21 Mr. Roberts asked if the residue was showing up at the meter. Mr.
22 Lynn replied no, which was difficult to understand at first. He stated that
23 customers were experiencing the sediment, and the ACSA staff was
24 flushing at hydrants and meters but did not see any of it. He stated that
25 as the staff continued to diagnose the issue, they discovered that it was
26 only happening on the hot water side.

27 Mr. Parcels asked if any of the affected residents were using soft
28 water treatment systems. Mr. Lynn stated that they were not aware of
29 any, but that may be part of the information gathered in the future. He
30 noted that ACSA water is relatively soft to begin with, so there is not
31 much need to soften it further. Mr. O'Connell added that when the water

Albemarle County Service Authority Board of Directors

1 reaches Glenmore, the pH level is on the higher side, which could be
2 part of the issue as well. Mr. Lynn stated that the ACSA has increased
3 flushing efforts this winter to improve water age during the season
4 irrigation does not occur. He stated that this helps to keep the pH level
5 down a bit.

6 Mr. Tolbert stated that he had a question about the Lewis Hill-West
7 Leigh Water Connection project on page 71. He mentioned that the
8 Lewis Hill HOA was supposed to meet with a third-party appraiser in
9 October to determine the value of the easement for the realignment of
10 the water main, and asked if there was any update. Mr. Lynn replied that
11 the HOA has engaged with an appraiser, but ACSA staff has not seen a
12 report yet. He mentioned that the property is a common space thus the
13 County does not have it assessed, which is what the ACSA typically
14 uses to determine the land value.

15 ***c. CIP Authorizations –***

16 ***d. Monthly Maintenance Update –*** Ms. Swanson stated that she had a
17 question regarding the large diameter water meter materials. She asked
18 if the ACSA was still part of a mutual aid effort throughout the state and
19 if so, is the organization making these surplus materials available to
20 other utilities. Mr. Morrison replied that the ACSA is still part of the
21 mutual aid effort, but there have not been discussions as to whether the
22 ACSA would make this material available to other utilities. He stated that
23 the first step was to identify a makeup of the material that should be on
24 hand in the event that a connection to RWSA's transmission fails.

25 Mr. O'Connell stated that it is probably more likely to be made
26 available to the City or RWSA. He stated that the ACSA ran into a situation
27 where they did not have this in stock, so they felt it was important to have
28 it and be able to quickly respond in an emergency.

29 Mr. Parcels stated that he had a related question about carrying
30 cost. He stated that when he was with Merck and there was a significant
31 component that was expensive to keep in inventory, they arranged for the

Albemarle County Service Authority Board of Directors

1 manufacturer to manage the inventory and have something on hand for
2 emergency use. He asked how expensive it is to have these types of
3 specialized items in inventory and if we are sharing it with others, could
4 those other entities share in that cost. Mr. Morrison replied that the ACSA
5 took a universal setup approach with the materials on hand allowing them
6 to be used for various large diameter water main connections, which
7 reduced the cost for acquiring this inventory. He noted that it cost about
8 \$16,000-\$18,000 for the entire container of materials. He mentioned that
9 the materials will not degrade over time, which helps out substantially.

10 Ms. Swanson stated that perhaps at some point, there could be a
11 discussion about how mutual aid works and if it is something that is still
12 being organized. Mr. O'Connell stated that there is a statewide mutual aid
13 agreement, and a network of participating utilities that coordinate efforts
14 through phone calls and emails. He stated that they tend to be fairly small
15 utilities and he has not seen the network used that often. He mentioned
16 that the ACSA assisted a private development in Green County. He stated
17 that they were short on material and needed some expertise, and the
18 ACSA was able to provide that. He noted that occasionally, it could be on
19 a larger scale.

20 Ms. Swanson stated that it sounds a bit informal. Mr. Morrison replied
21 that this scenario was more informal because it was a private water
22 system. He stated that VDH reached out to the ACSA because there
23 were some asbestos-cement lines that needed repairs and they did not
24 have the specialized repair bands. He mentioned that the ACSA keeps
25 those in stock and was able to supply those the same day, as well as
26 some expertise on how to facilitate that repair. He noted that they have
27 also replaced the bands that the ACSA let them borrow.

28 Dr. Palmer stated that along the same lines, the Board has heard a
29 presentation before about emergency cooperation within the state and
30 how that all works. She asked if the mutual aid agreement uses the same
31 structure in terms of sharing equipment and expertise. Mr. Morrison

Albemarle County Service Authority Board of Directors

1 replied yes that, statewide, it would be the same process for mutual aid.
2 Mr. O’Connell added that there is a national program, but he has not
3 seen the statewide mutual aid used for emergencies in over six months.

4 Mr. Parcels stated that this segues into the flooding issue at Moore’s
5 Creek. He asked if any equipment had to be brought in for that
6 emergency response. Mr. O’Connell replied that RWSA brought in some
7 temporary pumps thus far, to try and pump out the water. He stated that
8 RWSA has an on-call contractor, as well as a few others that they
9 brought in. He mentioned that it may be months before they can start to
10 permanently replace equipment. He noted that some of the pumps have
11 continued to work, while others are shut down. He added that until the
12 flooding is removed, they will not know the condition of all the pumps.

13 Mr. Parcels asked, in terms of overall service, if the facility was okay
14 and treating sewage. Mr. O’Connell replied that RWSA is not able to get
15 all of the sewage to the plant without all of the pumps working properly,
16 thus there is some surging at some of the low-lying manholes. He noted
17 that Riverview Park is where the issue has been most prominent. He
18 added that is there any further heavy rain or snow, that could increase
19 the level of flooding.

20 Mr. Parcels asked how we would respond to that. Mr. O’Connell
21 replied that until the flooding is removed, there is not much that can be
22 done. He stated that the ACSA staff will try to help around their
23 manholes, put down some lime, and work with the property owners. Mr.
24 Morrison added that the ACSA has four manholes near the end of East
25 Market Street Ext. that experience sanitary sewer overflows (SSOs)
26 during these surcharging events. He noted that the staff has been in
27 communication with all of the impacted property owners and were onsite
28 with a few of them yesterday. He stated that they understand the issue
29 and know that the SSOs could continue to happen intermittently, until
30 RWSA has the temporary pumps at a capacity to handle the wet weather
31 flows.

Albemarle County Service Authority Board of Directors

1 Mr. Parcels asked if there has been a previous wet weather event
2 that caused an issue like this one. Mr. O’Connell replied that the Moore’s
3 Creek plant was enlarged, and a lot of effort went into determining the
4 right capacity to handle a large storm event. He stated that the plant was
5 design for and should have been able to handle this most recent event.
6 He stated that something at the plant failed, and the question is what
7 failed and how do they correct it to avoid this in the future. He added that
8 at this point, it is still not clear what failed.

9 Dr. Palmer stated that before all of the sewer improvements that
10 have happened over the last 20 years, these types of events were pretty
11 common. Ms. Swanson asked if that was the case in the wintertime, too.
12 Dr. Palmer replied that it was a regular event at Riverview Park, as she
13 used to walk through that area. She noted that it is very rare now. Mr.
14 O’Connell stated that the excess volume of water should be pumped to
15 a basin where it will be stored and then slowly released into the
16 treatment process, but that did not happen this time.

17 Ms. Swanson asked if RWSA is utilizing the basin in Crozet to help
18 slow down any additional flows. Mr. Lynn replied that they have used the
19 Crozet flow equalization tank on a couple of occasions, but it has been
20 maintenance related. He stated that he thinks during this last storm,
21 RWSA was able to divert some flow to the Crozet tank which does keep
22 sewage out of the system, but it ends up making it to the Moore’s Creek
23 Pump Station. He noted that this is separate from the Rivanna Pump
24 Station, thus it would not have helped the situation.

25 Mr. O’Connell asked if Mr. Lynn had heard anything further about the
26 status of the temporary pumps. Mr. Lynn replied that he spoke with
27 David Tungate, RWSA Director of Operations, and the temporary pumps
28 should be up and running at full capacity within seven days. Mr.
29 O’Connell noted that RWSA has a Board meeting next Tuesday, so he
30 may receive some more information then.

Albemarle County Service Authority Board of Directors

1 Mr. Armstrong asked, in terms of media, if the ACSA had posted
2 anything on its social media pages or website, explaining that this is not
3 directly an ACSA issue, but we are working to help solve it. Mr.
4 O’Connell stated that they have spoken with RWSA about getting out a
5 press release, and the ACSA staff has been in touch with the
6 homeowners that have the manhole issues near their property to ensure
7 they know what is happening.

8 Mr. Armstrong stated that if the public is reading about an issue with
9 sewer overflows in the system, there may be questions about the quality
10 of the water. He asked if the ACSA could preempt that concern by
11 making it clear through the website and other communication, that it is
12 not an issue. Mr. O’Connell stated that the bigger issue will be quality in
13 the park and river, which is part of the conversation with DEQ.

14 Ms. Swanson stated that CBS 19 News reported this morning that
15 the sewer overflow was being pumped onto the Rivanna Trail. Mr.
16 O’Connell stated that the sewer backs up and blows out of the manhole
17 cover and, at the height of the storm, there was five or six feet coming
18 out of the manhole. He stated that until the temporary pumps get going,
19 there is the potential for this to happen. He noted that Riverview Park
20 has been closed.

21 Mr. Tolbert stated that RWSA also had a problem at Sugar Hollow.
22 Mr. O’Connell replied that there was an issue with a connector in the
23 pneumatic air system. Mr. Tolbert stated that they were able to fix the
24 problem, but it is unfortunate that they had two big problems affecting
25 big sections of the County at the same time. He asked if there is any
26 concern that the two might be connected in some way, such as a lack of
27 maintenance. Mr. O’Connell said he does not think so. He mentioned
28 that connections come loose occasionally. He stated that he would be
29 more concerned with the wastewater plant, as it was designed for things
30 like this latest event not to happen.

Albemarle County Service Authority Board of Directors

1 Dr. Palmer stated that it was going to be an expensive repair. Mr.
2 O’Connell concurred. He stated that the pumps are huge, with huge lines
3 coming into them. Mr. Lynn added that the gravity pipe is 60 inches in
4 diameter, and the force main is 36 inches in diameter. Mr. Morrison
5 added that the pump station capacity is 53 MGD. Dr. Palmer noted that
6 the well is incredibly deep. Mr. Lynn stated that RWSA reported about
7 60 feet of sewage wastewater on top of the pumps that were not
8 intended to be submerged. Mr. O’Connell stated that the pumps should
9 be dry, as they are on the dry side of the plant. Mr. Parcels stated that
10 he would love to have a tour of the plant sometime, and asked if he
11 should arrange that through the ACSA or RWSA. Mr. O’Connell stated
12 that he would be glad to arrange a tour for him, but he may not want to
13 tour it right now.

14 Mr. Roberts asked if the sewage was in the tunnel. Mr. Lynn stated
15 that the pipe in the tunnel is full because it is backing up past Riverview
16 Park. Mr. Tolbert asked if the pipe was full, but not the tunnel itself. Mr.
17 Lynn replied that as far as he knows, just the pipe is full.

18 Mr. Parcels stated that he would now shift focus to the list of Active
19 Private Development Projects. He stated that he noticed the Pleasant
20 Green project in White Hall, which was to serve 173 residential units,
21 was no longer on the list. He mentioned that he then started looking at
22 ERCs and making some comparisons, and they do not match up. He
23 stated that he is a bit confused about the relationship between ERCs
24 and the number of units listed in the Active Private Development report.

25 Mr. Lynn stated that the Active Private Development Project list is
26 intended to inform the Board of projects that the ACSA is actively
27 working on to provide the necessary infrastructure for the number of
28 units that are listed. He stated that once the ACSA reaches the initial
29 acceptance phase, the project is removed from the list. He stated that
30 this does not mean that all the units have been constructed, as that
31 process can be spread across multiple years. Mr. Parcels asked when

Albemarle County Service Authority Board of Directors

1 it comes to the ERCs themselves, if that is an individual connection that
2 is then turned on. Mr. Lynn stated that once a builder completes
3 construction of a home and is ready with all the required inspections,
4 they will request a meter and pay the connection fees. He stated that the
5 ACSA will establish service and at that point, the builder is the initial
6 customer until they sell the lot or home. He noted that once the builder
7 is the ACSA's customer, that home has capacity and is counted in the
8 ERC count. Mr. Parcels stated that for the population served
9 characterization, that is multiplied by 2.5. Mr. Lynn replied yes. He stated
10 that the assumption is a single-family home has 2.5 residents, which is
11 how the ACSA comes up with the population served.

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

13 ***f. ACSA Board Policy Future Issues Agenda 2024 –***

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

15 ***h. Annual Water Conservation Report –***

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

18
19 7. Strategic Plan Update

20 Mr. O'Connell stated that the goal is to come before the Board every
21 six months with an update on the Strategic Plan, with today being the first in
22 that series of updates. He stated that he has asked the Leadership Team to
23 divide the presentation up and present the four sections of the plan (Attached
24 as Pages_____). He mentioned that April Walker, Director of IT, would
25 present first.

26 Ms. Walker stated that she would be presenting the data optimization
27 section to the Board, beginning with an update on the ACSA's
28 comprehensive review of systems. She stated that they are about mid-way
29 through the Data Classification Project. She stated that the staff has
30 classified and developed scheme for all data, and each department is
31 creating an inventory and mapping their data. She mentioned that

Albemarle County Service Authority Board of Directors

1 simultaneously, security roles are being developed to determine how that
2 data will be maintained and secured in the system.

3 Ms. Walker stated that the SCADA Phase 3 Project, as seen in the
4 CIP Report, is near completion, with site acceptance testing and
5 commissioning of all devices remaining. She mentioned that they are also
6 reviewing the recommendations from the ESRI Utility Network Feasibility
7 Study, which will include a total overhaul of the ACSA's GIS to add
8 functionality and tools.

9 Ms. Walker stated that the data classification efforts will lead into the
10 Document Management System Project. She stated that there is a meeting
11 scheduled in February to discuss further policy creation surrounding records
12 management.

13 Ms. Walker stated that regarding system monitoring and reporting,
14 the IT staff has replaced firewalls, as well as started the process of replacing
15 all of the data network switches to enhance security and allow for more
16 monitoring and reporting tools. She stated that Cityworks reports have
17 increased, which are set at different intervals for staff and management. She
18 added that all of the ACSA's cybersecurity efforts and practices are being
19 increased as well.

20 Mr. Lynn stated that he and Mr. Morrison would co-present the
21 business resilience focus area of the Strategic Plan. He stated that he would
22 give an overview of business continuity planning and optimization of
23 resources, after which Mr. Morrison would discuss the ACSA's
24 environmental sustainability. He stated that in terms of business continuity
25 planning, IT has revised and tested their disaster recovery, which is an
26 ongoing task. He mentioned that the Maintenance staff is conducting a
27 review of the ACSA's Emergency Response Plan checklists, which ensures
28 the accuracy of the lists and serves as training for employees to ensure they
29 are familiar with them. He stated that the checklists would be used in the
30 event of emergencies such as an earthquake, power failure, active assailant,
31 or a loss of key supplies.

Albemarle County Service Authority Board of Directors

1 Mr. Lynn stated that the ACSA performed a water contamination
2 exercise with its community partners this past June. He stated that the goal
3 is to partner with them on another drill in the coming year, to ensure the
4 ACSA is practicing and performing regional exercises. He noted that also
5 with regard to business continuity, the ACSA's first come, first served policy
6 was incorporated into the Rules and Regulations this past June. He stated
7 that this affirms the ACSA's longstanding position that capacity in the system
8 is not reserved.

9 Mr. Lynn moved to the optimization of resources. He stated that the
10 ACSA made an effort to utilize a third-party transcription service for Board
11 meeting minutes. He mentioned that there were some audio issues that have
12 since been resolved but based on feedback from the Board, the minutes will
13 most likely continue to be done in-house by the Board clerk.

14 Mr. Lynn stated that the ACSA has also done some role restructuring
15 in its efforts to optimize resources. He stated that within the Engineering
16 department, the full-time modeling engineer retired, and that position was
17 shifted to a staff engineer to provide more support on CIP and private
18 development work. He mentioned that the modeling is done in-house on a
19 part-time basis, in conjunction with the utilization of ACSA consultants. He
20 noted that some departments have doubled up on office space to address
21 space constraints.

22 Mr. Lynn stated that the ACSA implemented an applicant tracking
23 software called Applicant Pro that integrates seamlessly with the ACSA
24 website. He stated that it allows jobs to be posted on multiple platforms and
25 gives applicants the ability to create profiles and view the status of their
26 application. He noted that this software has streamlined and greatly
27 improved the hiring process.

28 Dr. Palmer stated that she has heard from jobseekers that they have
29 been kicked out of job application systems for not having a keyword in their
30 resume. She asked how specific Applicant Pro is with respect to narrowing
31 down the applicant pool. Ms. Roach replied that applications are not

Albemarle County Service Authority Board of Directors

1 currently filtered. She stated that the Applicant Pro platform allows them to
2 set up different users based on the job openings, which are typically the
3 department head and supervisor of the position. She stated that they are
4 able to see every application that is submitted and rate them or make internal
5 notes.

6 Mr. Lynn added that they received over 100 applications for the
7 customer service representative position. Ms. Roach stated that the position
8 was posted last Monday, and they have received 195 applications already.
9 She noted that not all jobs receive that many applications. She stated that
10 the civil engineer position has been posted for 20 days and there have been
11 17 applications received. Mr. Lunsford stated that they are still very early in
12 the review process for the customer service applications. He stated that the
13 job posting cast a very wide net and identified some talent that they may not
14 have been able to identify in the past.

15 Mr. Morrison stated that he would go over a few items related to the
16 environmental sustainability section of the Strategic Plan. He stated that he
17 would begin with a discussion on electric vehicles. He stated that the
18 Engineering department has ordered the first electric vehicle for the ACSA.
19 He stated that it is a Ford F-150 to replace one of the construction inspector
20 vehicles. He mentioned that the Ford has been manufactured and received
21 by the dealership, and it is expected to arrive at the ACSA the week of
22 January 29th. He noted that this will be the first electric vehicle deployed in
23 the ACSA fleet.

24 Mr. Morrison stated that looking forward to the FY 2025 budget, the
25 Engineering department is exploring additional vehicle replacements with
26 electric vehicles. He stated that the IT department is also exploring an
27 electric vehicle as part of their department fleet. He stated that in concert
28 with the electric vehicles, the staff is working on the construction of the
29 charging infrastructure for the vehicles. He noted that until that is up and
30 running, the vehicle that arrives at the end of the month does come with a
31 portable charging unit. He stated that the ACSA has acquired some of the

Albemarle County Service Authority Board of Directors

1 components for the charging station from Dominion Energy, who will install
2 a 1200-amp service. He mentioned that this will cover the full deployment of
3 electric vehicles for the ACSA in the future. He added that they have received
4 quotes for some of the distribution panels and disconnects required for the
5 service, which are being ordered this week. He mentioned that there is a
6 fairly long lead time on those items but after they are installed, the charging
7 infrastructure can be switched over to the stand-alone 1200-amp service
8 through Dominion.

9 Mr. Morrison stated that for the FY 2023 Urban Water Audit, the
10 ACSA has had several meetings with the City of Charlottesville and RWSA
11 to discuss the approach for the audit since the entities are interconnected in
12 multiple locations, all of which will be treated as a single system.

13 Mr. Morrison stated that the IT department has transitioned to
14 purchasing computers, monitors, and servers that all have energy efficient
15 specifications in an effort to implement environmental-friendly devices. He
16 mentioned that LED lighting upgrades have been completed at all ACSA
17 facilities. He stated, as previously mentioned to the Board, that the new
18 ACSA operations center on Avon Street will include the use of LED lights,
19 specifically the warm yellow lighting in lieu of the bright white light historically
20 used.

21 Mr. Morrison added that the hot water heater serving the ACSA's
22 administration building has been changed out. He stated that it was a tank
23 electric water heater and the recommendation from the Energy Audit was to
24 change that to a hybrid water heater. He stated that the hybrid water heater
25 uses a heat pump setup to extract heat from the surroundings to heat the
26 water, instead of using electrical demand with the diodes. He noted that the
27 water heater is located in the ACSA's mechanical room, which reduces the
28 cooling demand for that room since it extracts the heat coming from the
29 surrounding equipment to heat the water. He added that when the hot water
30 heater was installed, there was also some additional valving done in the

Albemarle County Service Authority Board of Directors

1 plumbing. He stated that this will allow future work on the hot water side
2 without shutting down water service to the entire building.

3 Dr. Palmer asked if there was any feedback on how the new lighting
4 affected outside security, if at all. Mr. Morrison replied that he has not
5 received any feedback thus far, but he will check into it and report back. Dr.
6 Palmer stated that she was curious as to whether the yellow spectrum
7 lighting was being used outside. Mr. Morrison stated that all of the exterior
8 lighting had been completed when the discussion about the yellow spectrum
9 lighting came up, and he does not believe any of the exterior lighting has had
10 to be replaced or worked on. Dr. Palmer stated that if there is no objection,
11 perhaps when it is time to replace the lighting, they could replace it with the
12 warm yellow. Mr. Morrison concurred and stated that there will be a
13 substantial amount of lighting at the Avon Operations Center where they can
14 utilize the warm yellow. He mentioned that the Engineering group is also
15 looking at using it for the Madison Park Pump Station.

16 Mr. Parcels asked what the expected timing is for the water audit
17 report. Mr. Lynn stated that the entities will be meeting as a group in
18 February. He stated that the ACSA and the City are both in the process of
19 getting all of their data to RWSA. He stated that RWSA will compile all the
20 data into an AWWA water audit spreadsheet, after which time they will
21 discuss the results. He mentioned that audits have been done in the past for
22 Red Hill, Scottsville, and Crozet but they have never tackled the Urban
23 system due to the interconnectedness with the City and RWSA.

24 Mr. Parcels asked if there was any sense of what the ACSA's results
25 from the water audit will be like. Mr. Lynn replied no, not without knowing the
26 City's data. Mr. Parcels asked if RWSA has projected how long it will take
27 to analyze the data. Mr. Lynn replied that he hopes RWSA will be sharing
28 the compiled spreadsheet at the February meeting.

29 Ms. Swanson asked if the new Ford F-150 was leased or purchased.
30 Mr. Morrison replied that the ACSA purchased the vehicle through a state
31 contract. Ms. Swanson asked if there was any possibility the charging

Albemarle County Service Authority Board of Directors

1 infrastructure is covered through any of the infrastructure legislation. Mr.
2 Morrison stated that the ACSA is looking into that for reimbursement on
3 some of the chargers. He stated that Dominion Energy may have some other
4 programs that the ACSA can utilize as well. He noted that the design from
5 Dewberry gives the project a phased approach, so they can hopefully take
6 advantage of any grants or programs that come up in the future to offset
7 some of the costs. Ms. Swanson asked if there are limitations as to who can
8 take advantage of funding through the Infrastructure Act. Mr. Morrison
9 replied that he does not know, but he can definitely get back to her on that.

10 Ms. Swanson asked if the new hybrid hot water heater covered the
11 hot water in the restrooms or any of the sinks. Mr. Morrison stated that it
12 provides all of the hot water throughout the building. Ms. Swanson asked if
13 it was able to provide the necessary hot water on demand without a tank.
14 Mr. Morrison replied that the hybrid unit has a tank but uses a heat pump
15 setup for heating instead of a direct electrical demand with heating elements.
16 Mr. Lynn added that there was a picture of the new hot water heater in last
17 month's CIP update.

18 Mr. Lunsford came forward to share information with the Board
19 related to the customer experience section of the Strategic Plan. He stated
20 that late last fall, a large group of ACSA employees worked with the E-
21 Source consultant to develop a Customer Experience (CX) Vision
22 Statement. He stated that the workshop facilitated conversations with the
23 group about how to best serve ACSA customers, which led to the
24 development of an aspirational CX Vision Statement. He mentioned that the
25 ACSA strives to provide the best customer service to both external and
26 internal customers.

27 Mr. Lunsford stated that the next item on the list is the Customer
28 Information System (CIS) project. He stated that in early January, the ACSA
29 began collaboration with consultant Validos to assess where the
30 organization is now, what is available, design an RFP, and assist with
31 implementation. He stated that the first meeting was a small group, followed

Albemarle County Service Authority Board of Directors

1 by an organization-wide meeting with Validos to ensure all voices are heard
2 early in the process and capture the needs of all. He mentioned that after
3 that meeting, a survey was sent to all employees to share, in their specific
4 role, how they interact with customers and what can be done better. He
5 added that feedback from the customer survey last year is being used as
6 well. He noted that the consultant will be onsite the week of February 12th,
7 and they will give a short presentation to the Board.

8 Mr. Lunsford stated that the third item under customer experience is
9 customer engagement opportunities. He stated that the ACSA is working
10 with a communications firm to formalize and improve customer outreach
11 programs, social media, and print media. He stated that the consultant has
12 performed an audit of what has been done historically, to analyze what is
13 working and what can be done better.

14 Mr. Lunsford mentioned that the ACSA continues to participate in the
15 popular Imagine a Day Without Water Contest, where local school-aged
16 artists submit artwork centered around an annual theme. He noted that Ms.
17 Roach has a presentation on that which she will share later. He stated that
18 additionally, the ACSA, along with community partners, will be participating
19 in the Fix-A-Leak event which brings attention to water conservation and
20 helps people better understand how they use water. He added that the ACSA
21 has also participated in a rain barrel workshop and the annual Riverfest
22 event.

23 Ms. Swanson asked if the ACSA has ever looked at how people do
24 Google reviews or looked at them to see what customers are saying, and
25 the authenticity of the comments. Mr. Lunsford replied that before now, the
26 staff had an informal approach of looking at them and attempting to contact
27 the customer. He noted that sometimes it can be difficult to determine who
28 the customer is or how to reach them. He stated that looking forward, he has
29 seen some plans to promote the ACSA more. He mentioned, for example,
30 asking customers to leave a review after interacting with them. He stated
31 that the communications consultant will assist with this as well.

Albemarle County Service Authority Board of Directors

1 Dr. Palmer asked how the City handles their communications and if
2 they hired a firm. Mr. Lunsford stated that he is not sure but would not be
3 surprised if they had someone internal to assist with that. Mr. O’Connell
4 stated that the City has several people on staff, similar to the County. He
5 noted that they just hired a new Director of Communications. Dr. Palmer
6 asked if those people would take care of customer outreach. Mr. O’Connell
7 replied that the City has a communications person specifically for the gas
8 utility, who may occasionally assist in the water department as well.

9 Dr. Palmer stated that she wonders about the number of people,
10 especially renters or people in apartment complexes, that do not know where
11 their water comes from, and if there should be any coordination with the City
12 in terms of customer outreach. Mr. Lunsford stated that one of the first tasks
13 the communications consultant is helping with is a roadmap to formalize
14 what gets shared and when. He stated that even if the content has not been
15 decided yet, the ACSA will be communicating information with customers at
16 regular intervals.

17 Dr. Palmer stated that she is not necessarily saying the ACSA should
18 do what the City does in terms of communication but should know what they
19 are doing. Mr. Lunsford stated that they have looked at what some other,
20 larger authorities are doing and will try to mirror some of them.

21 Ms. Roach stated that last, but not least, she would discuss the
22 Employee Experience portion of the Strategic Plan. She stated that none of
23 the other goals could be achieved without the ACSA’s talented staff. She
24 stated that over the past year, the organization has worked hard to attract
25 and retain highly skilled employees while providing them opportunities for
26 growth.

27 Ms. Roach stated that she would begin with discussing recruitment
28 and retention. She stated that in July of last year, the Board approved a 7%
29 market rate adjustment to the pay scale, which allows the ACSA to remain
30 competitive with other employers in the market and retain its current
31 workforce. She mentioned that the vacation carryover policy was revised as

Albemarle County Service Authority Board of Directors

1 well, which increased the amount each level of tenure can carryover by 50
2 hours. She stated that this provided employees with flexibility in terms of
3 taking leave. She noted that during the COVID-19 pandemic, employees
4 were generally not utilizing vacation as much due to travel restrictions.

5 Ms. Roach stated that as Mr. Lynn mentioned, Applicant Pro was
6 implemented, which streamlined the recruitment process. She stated that
7 with Applicant Pro, applicants are only asked to submit resumes and are not
8 required to fill out full applications. She stated that in the ever-changing job
9 market, some applicants prefer not to fill out lengthy applications when job-
10 searching. She added that if applicants are interviewed and seem to be a
11 good fit for the job, they are then required to fill out an ACSA job application.
12 She stated that they have also implemented an “open until filled” concept in
13 terms of job postings. She mentioned that previously, job postings would
14 have a specific end date, and applications would be reviewed after that time.
15 She stated that now, supervisors and department heads are reviewing
16 applications as they are submitted and reaching out to candidates to set up
17 interviews within days.

18 Ms. Roach stated that the ACSA now utilizes a company called
19 HireRight. She stated that they provide background and credit checks for
20 potential candidates, with results between 1-3 business days. She noted that
21 this has vastly improved the recruitment process, whereas before staff relied
22 on VA State Police background checks that can take roughly 30 days.

23 Ms. Roach stated that in terms of employee engagement opportunities,
24 the ACSA started using a company called Reward Builder, which provides
25 an online employee incentive program. She stated that with this portal, staff
26 has the ability to give gift cards via text, email, or print as opposed to
27 physically going to the store to purchase them. She added that employees
28 also have over 400 gift card options to choose from with Reward Builder.

29 Ms. Roach stated that the ACSA has implemented a new employee
30 evaluation form. She stated that it took a couple of months to gather
31 feedback from employees about the current form and then create a form that

Albemarle County Service Authority Board of Directors

1 would meet the needs of everyone. She mentioned that they then shared the
2 new form with all employees, giving them an opportunity to share any
3 additional feedback. She noted that the most recent mid-year evaluation was
4 the first time the new form was utilized. She added that they would gather
5 more information from staff, most likely in February, to see if there are any
6 tweaks that need to be made to the new form. She stated that the last item
7 pertaining to employee engagement was the ACSA's new Employee of the
8 Month Program, which Ms. Trent would be presenting later in the meeting.

9 Ms. Roach stated that the final area pertaining to the employee
10 experience was training and education programs. She stated that with
11 COVID, some training had to be delayed because of in-person requirements
12 so the staff was excited to get caught up over the past year. She mentioned
13 that Emergenetics training, which is a tool to help people understand how
14 others think and behave, was given to all employees that had not been
15 trained yet. She noted that there was also a special Emergenetics training
16 for all supervisors on how to use the tool within their teams.

17 Ms. Roach stated that there was also a one-day workshop for
18 supervisors in leadership development, and they are working on
19 implementing a quarterly training for the supervisor group as well. She stated
20 that ideally, a trainer would come in once a quarter for a half-day training
21 session to discuss various topics. She stated the ACSA has found a
22 company out of Ohio to conduct CDL training for employees. She stated that
23 previously, the ACSA partnered with Piedmont Virginia Community College
24 (PVCC) for this training, but the program was not ideal for the needs of the
25 organization. She mentioned that the new company was onsite last week
26 and completed training for four employees and will be back next week to
27 train five more employees.

28 Mr. Tolbert asked what type of information is gathered in the
29 background checks performed by HireRight. Ms. Roach replied that
30 HireRight pulls the court records from every locality the applicant has lived
31 in for the past seven years. She stated that the court records could reflect a

Albemarle County Service Authority Board of Directors

1 number of things. Mr. Tolbert stated that the records would basically show
2 interactions with the law, to which Ms. Roach concurred. She stated that
3 there is a separate DMV record check performed separately, through a
4 different portal. Mr. Parcels asked if the staff conducted background checks
5 on education or other things. Ms. Roach replied no, HireRight does not
6 perform education background checks.

7 Ms. Swanson asked if every applicant goes through a background
8 check. Ms. Roach replied yes. Ms. Swanson stated that this gets into the
9 State being unclear about marijuana usage, but she assumes the ACSA has
10 a drug policy in place. She asked how the organization handles infractions
11 with marijuana, even though it is legal. Ms. Roach replied that it depends on
12 the position. She stated that maintenance employees are federally regulated
13 under the Department of Transportation (DOT), so those infractions must be
14 reported to the Drug and Alcohol Clearinghouse. She mentioned that the
15 employee would have to complete a rehabilitation program and submit to
16 random testing for an amount of time to be determined by the medical review
17 officer's recommendations. She stated that for those employees that are not
18 subject to that federal mandate, it would depend on different factors such as
19 previous infractions and whether they were under the influence on the job.

20 Ms. Swanson asked if the ACSA conducts drug tests as part of its
21 hiring process. Ms. Roach replied that this also depends on the position, as
22 not all of them require drug testing. She noted that the maintenance positions
23 do require drug testing as part of the hiring process.

24 25 8. ACSA 2023 Annual Report Update

26 Mr. O'Connell stated that he would be taking a look back at 2023,
27 from the perspective of staff successes and accomplishments as well as
28 some of the issues the Board has dealt with. He stated that the Board
29 approved the five-year Strategic Plan and just heard presentations on the
30 various theme areas and what is being done to address them.

Albemarle County Service Authority Board of Directors

1 Mr. O’Connell stated that the next slide outlined some of the Board
2 policy issues that the Board dealt with last year. He stated that being post-
3 COVID, the ACSA resumed in-person Board meetings with an option for the
4 public to join virtually. He mentioned that there has been a lot of work and
5 equipment changes to ensure those meetings work well. He stated that the
6 previous Strategic Plan was finished and there was a report done on that as
7 well. He noted that the six-month updates to the Board will continue with the
8 new plan. He stated that there were a lot of changes to the customer late
9 payment policy due to COVID, and the organization is slowly getting back to
10 a more normal payment process with fewer disconnections. He added that
11 the staff also looked at a new budget, and that process is about to begin. He
12 stated that it is about a five-month process, beginning with the CIP in March.
13 He added that the budget, rates, CIP, salary recommendations, and some
14 policy updates will all be part of the final budget adoption.

15 Mr. O’Connell stated that continued on the next slide are additional
16 board policy issues such as the regular CIP reports and authorizations. He
17 stated the Board approved the transfer of a portion of the Scottsville water
18 infrastructure to RWSA, which made more sense from a treatment
19 standpoint. He mentioned that there were a number of annual reports and
20 year-end appropriations that the Board considered. He stated that there
21 were discussions about PFAS and the proposed class-action settlement. He
22 stated that after getting more information on the settlement, it became clear
23 that the ACSA should team up with RWSA and let them take the lead in a
24 shared approach. He noted that there was also an extensive discussion
25 surrounding the ACSA Bylaws, which have been amended. He added that
26 in terms of water supply, the Ragged Mountain Reservoir Project Agreement
27 has now been approved and signed by all parties. He stated that RWSA has
28 the design contract on their meeting agenda for next week, to begin the
29 design work that will probably take about a year or two.

30 Mr. O’Connell stated that he would not go through all of the Board
31 background/operational presentations outlined on the next two slides. He

Albemarle County Service Authority Board of Directors

1 stated that the staff's approach is to try and continue to give the Board
2 information. He stated in 2024, the staff will continue to try and present these
3 types of items at every meeting. He mentioned that some of them are
4 operational presentations on day-to-day items, while others are broader
5 overviews of things going on at the ACSA.

6 Mr. O'Connell stated that he would next discuss some of the ACSA's
7 key accomplishments outlined over the next few slides. He stated that the
8 staff has spend a lot of time over a number of years on succession planning
9 and continue to do so. He stated that one of the results of the Succession
10 Plan was Alex Morrison's promotion to Director of Operations after Mike
11 Lynn's retirement. He noted that Mr. Morrison worked hard to get himself
12 ready for that position, and he has been successful.

13 Mr. O'Connell stated that members of the ACSA Lead Team have
14 been involved with the UVA Darden School Executive Education program,
15 and a few of them will continue with it. He mentioned new employees and
16 supervisors have completed the Emergenetics training Ms. Roach
17 mentioned earlier, as well as the supervisor training. He added that
18 BizLibrary has also been a resource for online trainings like cybersecurity.

19 Mr. O'Connell stated that AMI is one of the ACSA's major projects,
20 and it is about 2/3 complete overall. He noted that all of the meter
21 replacements have been done, with the holdup being the delivery of the radio
22 units. He stated that the staff hopes the inventory will increase over the next
23 couple of months, so the radio installations can be scheduled by late spring.
24 He stated that the staff has also been working on asset management in
25 Cityworks through a product called Operational Insights. He noted that other
26 accomplishments include increased cybersecurity efforts, the kick-off of the
27 Data Classification project, the feasibility study for the CIS project, and new
28 staff performance evaluations as Ms. Roach mentioned earlier.

29 Mr. O'Connell stated that the ACSA is still having success with
30 electronic payments, with about 72% of payments being done this way. He
31 stated that this percentage will most likely increase with the new billing

Albemarle County Service Authority Board of Directors

1 system. He stated that the Customer Experience Project was kicked off and
2 there has been some work over the last year, such as the workshop and
3 development of an intent statement, to dive deeper into the experience
4 ACSA customers have with the organization. He mentioned that the in-house
5 portion of the Exclusion Meter Project was completed, and the ACSA is
6 piloting several exclusion meter conversions with a private contractor.

7 Mr. O’Connell stated that the Imagine a Day Without Water Art
8 Contest is a great campaign, and Ms. Roach would share some information
9 on that with the Board next. He stated that in terms of employee recognition,
10 the ACSA has done a number of things such as the new Employee of the
11 Month program. He stated that the last slide shows a group photo of ACSA
12 employees at the holiday luncheon in December. He stated that they are the
13 talent behind all of the work and services the ACSA provides.

14 Mr. O’Connell stated that the next slide outlines the Woodbrook
15 Force Main Replacement Project that was completed this past year and
16 shows some pictures of the work. He stated that the Pump Station
17 Comminutors shown on the next slide were installed at three pump stations
18 to deal with material in the sewer systems, specifically the flushable wipes.
19 He mentioned that the Four-Story Backflow Retrofit Project on the next slide
20 is almost complete, with 80 of 82 installations completed. He noted that it
21 took a lot of time and effort to coordinate the work with individual customers.

22 Mr. O’Connell moved to the last slide, highlighting upcoming future
23 items in 2024. He stated that there will be a continued focus on clean, safe,
24 reliable water and the customer experience improvements the staff has been
25 working on. He stated that the AMI project will also be completed, and the
26 budget and rates for FY 2025 will be determined as well. He noted that the
27 ACSA is looking at a double-digit increase in rates, given RWSA’s capital
28 needs. He stated that the staff will continue implementation work on the
29 Strategic Plan and background work for the Data Classification project. He
30 mentioned that there will be a salary survey and rate study performed in the
31 fall of 2024, both of which will be FY 2025 budget recommendations. He

Albemarle County Service Authority Board of Directors

1 added that the staff will continue working on customer communications with
2 a company called Letterpress, to determine how the process can be
3 improved. He stated that the CIS project will take about six months to get
4 through the feasibility study and develop an RFP.

5 Dr. Palmer stated that she is curious as to what can be done about
6 the flushable wipes situation. She stated that she was in New Zealand over
7 the holiday break, mostly in smaller towns. She mentioned that everywhere
8 she went, there were signs warning against the use of flushable wipes in the
9 commode. She noted that the signs were even posted in tourist areas and
10 the Airbnb, and she was shocked that there was such a campaign against
11 using them. She mentioned that she saw a specially designed wipe in one
12 of the grocery stores there that they claimed could be flushed down the toilet.

13 Mr. O'Connell stated that the program here is not as comprehensive.
14 He stated that there is some effort to educate through social media, and
15 there are even some lawsuits to try and prevent companies from selling
16 wipes that do not degrade and cause issues in the sewer system. He stated
17 that he is not familiar with New Zealand's approach.

18 Dr. Palmer stated that she is not suggesting that the ACSA take the
19 same approach, but she was struck by the level of what she assumes to be
20 government involvement on the matter. She stated that she wonders if we
21 can do more by working with the County and the City, or through our
22 communications efforts. Mr. O'Connell stated that clearly more can be done
23 through communications, but he is not sure from a County perspective. He
24 added that he does not know of any regulations in place at this point. Dr.
25 Palmer stated that given the ACSA is hiring a communications consultant, it
26 would be a good way to educate people. She stated that if people knew
27 about the special grinding and things that have to take place to get rid of
28 them, maybe they would stop using them.

29 Mr. Parcels stated that nothing should go down the toilet but human
30 waste and toilet paper. Dr. Palmer stated that when she was in the hut in
31 New Zealand, they were told they could not use double-ply toilet paper. Mr.

Albemarle County Service Authority Board of Directors

1 O'Connell stated that there are some strange things in the screens at the
2 wastewater treatment plant. Mr. Roberts stated that facial tissues cause
3 issues as well because they have fibers in them that are not biodegradable.

4 Mr. Tolbert asked if the two remaining installations for the Four-Story
5 Backflow Retrofit Project had not been completed because they have not
6 gotten to them yet, or if there was an issue. Mr. Lynn stated that the staff is
7 struggling to communicate with the last two homeowners to schedule the
8 work. He stated that one of the homeowners has been fairly unresponsive
9 and the other home has changed owners, so the staff has had to reengage
10 with the new owner. Mr. Morrison stated that the staff has had some
11 communication with the new property owner this week and are working on
12 scheduling the installation. Mr. Parcels asked if the service could be
13 disconnected for the unresponsive homeowner. Mr. Tolbert added that this
14 has been an issue for a while, and it would be nice to have that problem
15 gone. Mr. O'Connell stated that they may have to be more aggressive in their
16 approach. He stated that unfortunately, people respond when you tell them
17 you may disconnect their service, but the ACSA is reluctant to do that.

18 19 9. Imagine a Day Without Water Contest

20 Ms. Roach stated that the ACSA worked closely with the City of
21 Charlottesville and RWSA for the ninth annual Imagine a Day Without Water
22 Art Contest. She stated that all three entities participate in radio interviews
23 and various campaigning ahead of the contest. She noted that it was another
24 successful year, with 271 entries received. She stated that she would now
25 show a video highlighting the contest and its winners.

26 27 10. ACSA Employee of the Month Program- 2023 Winners

28 Ms. Trent stated that she had a video to share with the Board but
29 wanted to touch on a couple of things first. She stated that as mentioned
30 earlier during the Strategic Plan presentation, identifying opportunities for
31 employee engagement and recognition has been a goal over the past year.

Albemarle County Service Authority Board of Directors

1 She stated that in response to that effort, the ACSA's Employee of the Month
2 program was created in February of last year. She stated that as a human
3 resources technician, employee engagement and recognition is one of the
4 more enjoyable parts of her job.

5 Ms. Trent stated that this program was created to be a peer
6 recognition program. She stated that as opposed to having supervisors or
7 members of the Lead Team nominate people, employees are able to
8 highlight the things that their co-workers are doing that supervisors might not
9 be privy to. She mentioned that it is an evolving program, so the staff is
10 continuously learning what is working well and what needs to be tweaked, in
11 an effort to focus on the things that employees appreciate and how they want
12 to be recognized. She stated that she would now play the video highlighting
13 the program and the winners from last year.

14
15 11. Items Not on the Agenda

16 There were no items not on the agenda.

17
18 12. Adjourn

19 ***There being no further business, Mr. Tolbert moved that the***
20 ***meeting be adjourned, seconded by Mr. Parcels. All members voted***
21 ***aye.***

22
23
24
25
26 _____
Gary B. O'Connell, Secretary-Treasurer