

**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 September 21, 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; Dr. Lizbeth Palmer; Mr.  
6 John Parcels; Mr. Clarence Roberts; Ms. Kim Swanson; Mr. Charles Tolbert,  
7 Vice-Chair.

8           **Members Absent:** None

9           **Staff Present:** Roland Bega; Mike Derdeyn; Brendan Ganz; Quin Lunsford;  
10 Jeremy Lynn; Michael Lynn; Gary O’Connell; Emily Roach (virtual); Danielle  
11 Trent; April Walker (virtual).

12           **Staff Absent:** None

13           **Public Present:** Neil Williamson, Free Enterprise Forum

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

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

19           2.       Approve Minutes of August, 17 2023

20           Mr. Parcels said that on page 8 of the booklet at line 17, he was  
21 puzzled by the offsite characterization and wondered what was meant by  
22 that. He read, “they were able to identify at that point any larger scale  
23 projects which may require offsite or involve RWSA.”

24           Mr. Lunsford asked what page that was on.

25           Mr. Parcels replied that it was on page 6 of the minutes and page 8  
26 of the booklet, line 17.

27           Mr. O’Connell asked if Mr. Lynn knew the context.

28           Mr. Lynn said it was offsite easement, maybe.

29           Mr. O’Connell said that was what Mr. Morrison said, but whether they  
30 could explain it for him was a different matter.

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1           Mr. Derdeyn said he thought Mr. Lynn was right, it was offsite  
2 easements.

3           Mr. Parcels said that he would request that the word “easement” be  
4 added. He said that on the same page, line 26, it states that “Stonefield had  
5 a different name, and that was a debacle of communication.” He said that he  
6 could make an assumption, but he asked if the name mix-up meant that there  
7 was back and forth and that caused it.

8           Dr. Palmer said that was her statement and she did not explain her  
9 sentence clearly. She said that for the record, when she very first got on this  
10 Board, there was a miscommunication between the County and ACSA which  
11 resulted in insufficient sewer capacity for Stonefield. She said that it was a  
12 big to-do, and they had to increase the Meadow Creek Interceptor quicker  
13 than they probably would have done before. She said that it turned out that  
14 the property was sold and was not developed for a while, which gave the  
15 Service Authority time to do that. She said that she probably should not have  
16 brought that up without explaining the entire thing, but her comment was that  
17 since that time, in her impression, they had become a lot better at  
18 communicating with the County. She said that it was shocking to her  
19 because it was one of her first meetings to discuss this. She said that no one  
20 figured out whose fault it was, but the communication was not done as well  
21 as it should have been and created some anxiety.

22           Mr. Parcels asked that the language “debacle of communication  
23 between ACSA and the County” be added.

24           Dr. Palmer said they could add it to this one.

25           Mr. O’Connell said that they could add it to this meeting. He said that  
26 one thing that was significantly better was that all the discussion is  
27 happening early on. He said that it used to be way down in the process when  
28 things were pretty far along from the development community’s standpoint  
29 in working with the County. He said that it was so far down that there was  
30 not a lot of time, but now it was early on, at the pre-application stage, the  
31 conversations that go on to make sure the development team and the County

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1 all get in sync. He said that it had worked much better, and there were formal  
2 and informal processes for that as well.

3 Mr. Parcels said that he had noticed that in a number of references,  
4 what he described was described. He said that it was not necessarily today,  
5 but he had seen that characterization of communication being much better,  
6 so that was great. He said that on page 15, line 8, the minutes read “Mr.  
7 Barrow is referring to ally meters in the system.”, and he was not sure what  
8 that meant.

9 Mr. Lunsford said that an ally meter is a type of meter. He said that  
10 the majority of their system was made up of IPerl meters. He said the ally  
11 meter has been strategically placed at about 50 different locations  
12 throughout the service area, which gives them the ability to monitor the  
13 pressure and temperature of those locations; it is a slightly more advanced  
14 meter for tracking some different metrics.

15 Mr. Parcels asked if it was called an ally meter.

16 Mr. O’Connell said yes, it was an ally meter.

17 Mr. Parcels said that they should proper noun it, capital A-I-I-y. Mr.  
18 Parcels said that there was a typo on page 17, line 28, “incredibly” should  
19 be “incredible,” and at the end of the sentence, “there was” should be “there  
20 were.” He said that then, in line 31, “that one site being,” then the next  
21 phrase, “the site being” should be the leader.

22 Dr. Palmer said that she had a few comments. She said that she was  
23 really torn with these minutes because they were verbatim, and they did not  
24 always speak as clearly as they would like to, which becomes very clear in  
25 these. She asked if some voices were heard more clearly than other voices.

26 Ms. Trent answered yes.

27 Dr. Palmer said that was a complaint she has heard many times.

28 Mr. O’Connell said that he was not at the last meeting, but yes, that  
29 was part of the issue. He said that they would notice that occasionally there  
30 was a wrong name there, because there is still a familiarity issue going on in  
31 terms of who is saying what.

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1 Dr. Palmer said that page 9 at the bottom was a good example of  
2 some of the things that she just did not know that they should be correcting.  
3 She said that line 28 said “Dr. Palmer assumed that many of the trainings  
4 were not relevant for to the organization.” She said that she could see herself  
5 saying “for the organization” and then switching her thought process and  
6 saying “to,” but it looked like a typo, and she was not quite sure how to handle  
7 that because she could not swear that she did not use those two words, so  
8 she was not necessarily trying to correct these things but was pointing out  
9 that these minutes were harder to read because there were multiple places  
10 in there where all of them could do a better job with less words, and she was  
11 one of those people. She said that she was not asking to correct it but was  
12 just making a comment about how much more difficult they were to read  
13 because of that.

14 Mr. O’Connell said that they should also focus on too, this was that  
15 literal versus the effort it took to kind of massage everything, is making sure  
16 that where there is an action, that that is absolutely very clear in the rest of  
17 the context, because if that was not written correctly, then they could have  
18 some issues.

19 Mr. Derdeyn said that it also just raised what they were doing here  
20 with regard to these minutes, which was the point that was made, that they  
21 may have said that, in which case they did not have to actually amend the  
22 minutes. He said that Mr. Parcels had raised a couple of points where there  
23 was some context that was missing that had now been explained. He said  
24 that the Board will have to decide when they review these minutes, if they  
25 are asking to amend them or do they want them to be supplemented with  
26 context in this week’s minutes that explained last month’s minutes. He said  
27 that was something the Board ought to decide so that they knew how they  
28 were approving the minutes, whether they were to be supplemented with  
29 contextual explanation that they were having today.

30 Dr. Palmer asked if it was possible that the clarifications be included  
31 as asterisks at the end of these minutes that referred back to them, so it was

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1 all together in one set of minutes. She said that it would be more meaningful  
2 if people go back to refer to the minutes. She said she had spent a lot of time  
3 going back to the Board of Supervisors minutes to understand what people  
4 were thinking at that time, and if something was not in that set of minutes,  
5 she would not know that it was clarified the following meeting.

6 Mr. Derdeyn asked if there should be footnotes.

7 Dr. Palmer said that it might be the easiest thing to do.

8 Mr. Derdeyn said that it would keep them self-contained to the  
9 minutes, but it was ultimately up to the Board.

10 Dr. Palmer stated that adding footnotes would be the suggestion she  
11 would make to the Board. Mr. Armstrong asked if she was making a motion.  
12 Dr. Palmer replied yes. Mr. Parcels agreed with Dr. Palmer and seconded  
13 the motion. All members agreed and voted aye.

14 Mr. Derdeyn said that Ms. Trent should be given some direction  
15 about how to implement the changes.

16 Dr. Palmer said that footnotes seem reasonable to her.

17 Mr. Armstrong asked if that meant Ms. Trent has to go back and add  
18 footnotes to the minutes from last time. Dr. Palmer asked if this would be  
19 difficult. Mr. Tolbert stated that they were looking at the minutes from last  
20 meeting now. Mr. Derdeyn said that looking at the format for the minutes, it  
21 may or may not be easy. He asked Ms. Trent if she was able to add footnotes  
22 to the minutes. Ms. Trent responded yes.

23 Mr. Parcels asked if the minutes from this particular meeting would  
24 say, "see footnote from prior minutes."

25 Mr. O'Connell said that he envisioned that they would change the set  
26 of minutes being approved, then put the context or statement or whatever.

27 Mr. Parcels asked how they would look that up.

28 Mr. O'Connell said that it would be with this set of minutes they were  
29 approving.

30 Dr. Palmer asked if it would be at the bottom.

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1           Mr. O’Connell said that he would suggest that, for example, the ally  
2 meter that they wanted to put the context of what an ally meter was, that it  
3 be underneath in brackets. He said that they had done that in the past to  
4 create context, so that in history it would be there.

5           Mr. Derdeyn said that the motion today would be to approve the  
6 minutes as amended with the footnotes discussed by the Board.

7           Dr. Palmer said that they were just talking about those situations  
8 where they needed clarity, not the “for to” that she had pointed out or  
9 anything like that.

10          Mr. O’Connell said that any spelling changes or incorrect speaker  
11 names would be corrected so that the minutes were clear for history. He said  
12 that this puts some of the onus on the staff, before giving them to the Board,  
13 to spend a little more time making sure the context was there. He said that  
14 they had kind of spoiled them because it had always been there. He said  
15 that that was the tradeoff, but they could keep working at it. He said that it  
16 was learning for them, and Ms. Trent said this several times, it was learning  
17 for them just to get used to working with the ACSA and the terms and all that.  
18 He said that it would get better as time went on.

19          Mr. Armstrong said that he did not want to complicate this too much,  
20 but when they approve the minutes, should they be approving last month’s  
21 minutes as footnoted, or should they be approving this month’s minutes as  
22 they were assuming they would be footnoted.

23          Mr. Derdeyn said that they should be approving the minutes that  
24 were before the Board as amended, pursuant to this discussion.

25          Mr. O’Connell explained that it would show up in next month’s  
26 minutes, this conversation.

27          Mr. Derdeyn said that the minutes that would be on record are the  
28 ones that they are approving as amended by this discussion.

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

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1           3.       Matters from the Public

2                   There were no matters from the public.

3  
4           4.       Response to Public Comment

5                   There was no response to public comment.

6  
7           5.       Consent Agenda

8           **a. Monthly Financial Reports**

9           **b. Monthly Capital Improvement Program (CIP) Report** – Mr. Parcels

10                   said that on page 65, item 10, and item 12, the exclusion meter  
11                   replacement, they had a long discussion last time about monitoring and  
12                   capturing water use. He said that the remark under exclusion meters  
13                   was that there are 296 private irrigation exclusion meters. [*Editor’s Note:*  
14                   *296 remaining meters to change out by ACSA, from private metering.*]

15                   Mr. O’Connell said that they had been rethinking as a staff that the  
16                   present way they were doing exclusion meters was they were going onto  
17                   someone’s property and physically digging up the old and replacing with  
18                   a new, and it tears people’s yards and landscaping to get to where they  
19                   could set in a new meter. He said that they had one spot that they were  
20                   going to pilot where they were not going to be replacing lines like that  
21                   but were going to work with an irrigation contractor to literally replace the  
22                   meter. He said that it might take a bigger spot to be able to put a new  
23                   setter in, and all the rest of the lines would be existing ones that would  
24                   limit the amount of disturbance to the property. He said that their crews  
25                   had been doing that work and it was very time-consuming and very  
26                   difficult to get it back to really good condition. He said that they had a  
27                   simpler approach that was probably longer-term and would be cheaper  
28                   with the same result of having a new meter owned by ACSA that they  
29                   could read electronically. He said there were internal administrative  
30                   things they were trying to get into place, but they were piloting that on  
31                   this one property fairly soon to see how that worked out with an irrigation

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1 contractor, and if that went smoothly, they were going to switch from  
2 their crews doing the work to giving the new meter to an irrigation  
3 contractor. He said that they would be working with them through the  
4 homeowner to make the replacement. He said it would be simpler and  
5 they would be able to get the 296 done.

6 Dr. Palmer asked when the process of replacing the exclusion  
7 meters began.

8 Mr. O'Connell said that it was a couple of years ago.

9 Mr. Lynn said that they revised the Rules and Regulations in 2006.  
10 He said that probably around 2019, they developed what they thought  
11 was going to be a five-year program to get the 495, and they were about  
12 four or five years in and made about half, 200 complete. He said that  
13 they were moving at a much slower pace. He said that it was disruptive  
14 to the property owner, and they felt like they had with AMI the other tools  
15 they could try to track the irrigation consumption, then control that meter  
16 in the event of a drought.

17 Dr. Palmer asked if they could track the exclusion meters with that  
18 dynamic. Mr. Lynn replied yes, if they were given an AMI-equipped  
19 meter. He said that right now, those meters are privately owned, and  
20 they manually read those. He said they were offering to the customers  
21 to give them an AMI meter, replace their existing private meter, and then  
22 that allowed them to monitor that reading through their AMI system. He  
23 said that we would have readings on the domestic meter and their  
24 exclusion meter.

25 Mr. O'Connell said that if they got into a drought scenario, they would  
26 be able to electronically read them and know what was going on and  
27 manage it that way. He said that the other big thing for them was they  
28 devoted two crews away from maintenance and regular activities that  
29 they needed to be doing to do this project, so that was another cost they  
30 have. He said they just saw the ability to do it without that and get their  
31 maintenance crews back to what they should be doing with other work.



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1 He said that if the pilot worked out, they probably would come back with  
2 some kind of report to tell them how it was going to work.

3 Mr. Lynn said that they would need to amend the rules and  
4 regulations if they felt the pilot program was successful.

5 Mr. Parcels said that he was confused in his discussion with that item  
6 number. He said that he did have a concern with item 12, exclusion  
7 meter, but they had addressed that concern, and going that route with  
8 the irrigation sounded like a really good idea. He said that regarding  
9 number 10, the water main replacement, they identified this project to  
10 be put on hold, and he wondered if due to the corrosion failures of those  
11 saddle connections, does putting it on hold compromise some of that  
12 corrosion issue.

13 Mr. Lynn said that the construction schedule was still anticipated in  
14 FY 2027 and FY 2028 at this point. He said that they were losing one of  
15 their staff engineers who was moving over to the Director of Operations,  
16 so they would be down a person. He said they wanted to be able to get  
17 the new staff up to speed, then they would start cranking up more CIP  
18 projects or getting this one back on track.

19 Mr. Parcels asked if the corrosion issue was kind of a one-off, so if  
20 it occurred and caused a leak, they would have to address it then.

21 Mr. Lynn said that if it occurred, they had to address it and make the  
22 repair and have services restored.

23 Mr. Parcels asked how often that happened.

24 Mr. Lynn said that they did not have any in there recently, but they  
25 did have one in the Ivy Oaks subdivision over the weekend where there  
26 was a corroded pipe saddle that failed. He said that their crews had to  
27 respond Saturday to make that repair, and service was disrupted to  
28 about 10 customers during the repair.

29 Mr. Parcels said that they were obviously balancing the risk against  
30 the ability to actually expend the resources.

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1 Mr. Lynn said that they had one position that was to be filled in  
2 October and were still trying to fill the second position.

3 Mr. O’Connell said that there was also the issue of using the  
4 experience of maintenance and working on some of the lines around  
5 that neighborhood, but the ultimate way was to put in new lines and new  
6 saddles.

7 Mr. Parcels said that it looked like they had made some progress on  
8 the Lewis Hill Homeowners Association, and they had agreed with a  
9 preference for the alternative group. He asked if they were happy with  
10 that.

11 Mr. Lynn said that they were comfortable and wanted to make sure  
12 they were comfortable. He said that there were some trees that needed  
13 to be removed within the proposed easement, so they would work with  
14 them on where new trees could be planted and how the easement would  
15 be valued.

16 Ms. Swanson said that on page 64, number 8, the Townwood  
17 Water Main Replacement, she was not sure if it was in the Rio District  
18 but it was in her neck of the woods, and she was curious how well-  
19 attended their first public meeting had been.

20 Mr. Lynn said that it was not a public meeting, it was just with the  
21 HOA representative because they wanted to introduce the project to the  
22 HOA representative and get them comfortable with the project. He said  
23 that they were working on the comments on the 50% plan and then they  
24 would look to see if they could have a public meeting for the community.  
25 Ms. Swanson asked if it was well-attended.

26 Mr. Lynn said that it was just the one representative.  
27 Ms. Swanson asked if they were thinking the walkthrough would be in  
28 September or if they had a timeline.

29 Mr. Lynn said that they had a walkthrough with their construction  
30 inspector. He said the focus was primarily on fire hydrant locations, and  
31 then they have a section in the back where it is pretty congested, so they

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1           may be looking at a replace in-place. He said they had to figure out how  
2           to maintain water service to a block of townhomes while they replaced  
3           the existing main.

4           Ms. Swanson asked if this was in the townhome community and not  
5           along the road, or would it also involve replacement in the road.

6           Mr. Lynn said that they would have to make a connection on  
7           Hydraulic Road in the intersection and then everything else will be in the  
8           neighborhood streets.

9           Ms. Swanson asked if it would not go down to the former Einstein  
10          property.

11          Mr. Lynn said that he did not believe so.

12          **c. Rivanna Water and Sewer Authority (RWSA) Monthly Update** – Mr.  
13          Parcells said that on page 77, there was an operational presentation,  
14          and they offered to provide a copy, and he would like to receive a copy  
15          of that presentation.

16          Mr. O’Connell asked if anyone else would like to receive the  
17          presentation about the urban water supply and demand review and  
18          wastewater facilities review.

19          Dr. Palmer said yes.

20          Mr. Roberts said on page 65 was the payroll, and the payroll to  
21          Albemarle County was \$70,000. He said that he would like to know why  
22          they were paying Albemarle County.

23          Mr. O’Connell said that it was the part of the County’s healthcare  
24          program, so every payroll they paid them for that.

25          **d. ACSA Board Policy Future Issues Agenda 2023**

26          **e. Advanced Metering Infrastructure (AMI) Project Update**

27

28          6.        Operational Presentation – JetScan 2.0 Camera

29          Mr. Roland Bega, Maintenance Operations Supervisor, said that this  
30          was a new tool they recently bought after July, and it went into the sewer  
31          lines, which was operational with the flush trucks and displayed on the

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1 screen was a picture of what it looked like. He said that it was packed in a  
2 toolbox and was kept indoors at all times, because if any water froze in it  
3 could cause damage. He said that they went with this particular model  
4 because it was a universal fit for both of their flush trucks. He said that they  
5 looked at some that would only work on Unit 31, which was a ½-inch cable,  
6 and with this one it had an adapter so they were able to utilize it on both  
7 trucks so that if one truck went down they still had an operational vehicle. He  
8 said the screenshots on the slide showed that how it would hook up when  
9 running them down on either truck, and on the righthand side was the test  
10 kit that they would perform with air to make sure that none of their seals were  
11 leaking before they stuck it into the sewer line and water getting into one of  
12 the openings or anything that could cause damage. He said that it was  
13 inspected daily when they used it. He said that with running the camera  
14 down, they were able to see what was there, whether it be grease, roots,  
15 gravel, or something else causing a blockage or during their routine  
16 maintenance. He said that it was able to tell them what nozzle selection they  
17 needed to use based on the type of blockage. He indicated a screenshot on  
18 the slide of what they recently found, and was how it operated. He said that  
19 this was during their routine maintenance, and they ran the camera first. He  
20 noted that it could be seen in the top lefthand corner of the image where  
21 someone had bored through their line. He said that they were able to find  
22 that with the camera, but had they just been doing their routine flushing, they  
23 would never have known it was there. He said that now they were able to  
24 catch anything like this that may have happened.

25 Dr. Palmer said that nothing was coming in there. She asked who would  
26 bore through the line.

27 Mr. Lynn said that this was the one that was mentioned in the FY2024  
28 rehab, this was work order 2, and a Geotech boring company did that. He  
29 said that the next pictures Mr. Bega would show were work order 3 that they  
30 already had repaired.

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1 Dr. Palmer asked if this was just an accident or did the company not let  
2 them know.

3 Mr. Bega said that they did not know that they hit it. He said that they  
4 found it during their routine inspections, and if they had just done normal  
5 routine flushing, they would have just flushed it, and they would have  
6 eventually caught it because they did run their CCTV cameras through all of  
7 the lines, but it depended on what timeframe they would have gotten to that  
8 point.

9 Dr. Palmer said that the Geotech company ought to be using this utility,  
10 but how would they not know.

11 Mr. Parcels said that they were PVC pipes, so it would not resonate.

12 Mr. Bega said that with PVC, they tried to align the manholes and make  
13 a straight line, so he did not know how it was hit, but they were able to find  
14 it with their JetScan camera.

15 Mr. Armstrong asked if they had to pay for the repair.

16 Mr. Bega said yes, they would be paying for damages.

17 Dr. Palmer asked how they knew that it happened.

18 Mr. Bega said that they relied on the Engineering Department which knew  
19 they were doing the Geotech boring in that area in certain locations. He said  
20 that once they found something like this, they communicated with the  
21 Engineering Department, or they would call in a Miss Utility ticket and see  
22 what utilities were running through there.

23 Dr. Palmer asked how often they were checking a line like this.

24 Mr. Bega said that the flush truck goes out every day, unless they had  
25 something come up. He said that every time a flush truck came out, they  
26 were running pre-inspections with these, and they had the two CCTV  
27 cameras that they went around with. He said that one was mostly doing CIP,  
28 but the other CCTV camera was doing its normal routine inspection of all the  
29 sewer lines in general.

30 Dr. Palmer asked how often they would flush this.

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1 Mr. Bega said that it depended. He said that they tried to get to all of the  
2 lines every year or year and a half, but there were certain lines they knew  
3 had grease in them, so they try to put them on a regular routine where they  
4 keep them flushed out pretty good. He said that they would make notes that  
5 a line had been pretty clear the past year, but another one had a lot of grease  
6 in it, so they would put the troubled ones in the front and then do regular  
7 maintenance work.

8 Dr. Palmer asked what the diameter of this line.

9 Mr. Bega said that that one was probably an 8-inch line.

10 Ms. Swanson asked if they had a company on the hook for repairing this  
11 and if they had a set of material standards or something.

12 Mr. Bega said yes, they would have to use whatever material they had in  
13 their specs before they would be replaced.

14 Dr. Palmer asked if they would just cut the whole thing out.

15 Mr. Bega said yes, they would have to cut so far on each side and then  
16 make the repair. He said the next line displayed on the slide was what the  
17 JetScan was going to help them with. He said that in the past, before they  
18 had something like this and they had a sewer blockage, they would either  
19 run the flush truck or if they cannot get it with a flush truck, they would run  
20 their rodding machine down through it, which would cut any roots or anything  
21 like that. He said that in this specific case on Commonwealth Drive, they had  
22 a sewer overflow and they were having a hard time getting through it, but  
23 when they ran the camera and everything down there, as shown on the  
24 bottom half of the picture, the power cable bored through their line. He said  
25 that was restricting how much flow was going through that pipe, so eventually  
26 it backed up, and that was when they became aware that there was an issue  
27 on this one. He said they had to flush it every week until the company came  
28 and got it repaired.

29 Dr. Palmer asked if this was Dominion's responsibility.

30 Mr. Bega said yes. He showed the next image on the slide showed where  
31 they had to break it out, and the next showed where they had to cut the

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1 section of the pipe out. He said that the corrugated pipe was where Dominion  
2 rerouted their powerline. He indicated the next image which showed the final  
3 repair on the line itself.

4 Mr. Parcels asked if this was a case where Dominion drilled a hole and  
5 pulled their conduit through.

6 Mr. Bega said yes, that was where they did their directional boring. He  
7 said that the ACSA line could have been marked, but they took a gamble if  
8 they did not test dig right there. He said that this line was fairly deep, so they  
9 may have thought it was deeper than what it was and just bored through it.

10 Mr. O'Connell noted that typically, an out-of-town contractor was there  
11 working quickly, and the lines could go all over the place or could hit a rock,  
12 so they were sometimes not very careful.

13 Dr. Palmer asked how deep were their sewer lines supposed to be dug.

14 Mr. Bega said that it would vary on the mains and everything, so he would  
15 say they had some that were 3 or 4 feet deep to 20 to 25 feet deep.

16 Dr. Palmer asked if they had to be at least 3 feet deep.

17 Mr. Bega said that he did not know what the state required for how deep  
18 they should be.

19 Mr. Lynn said the minimum was typically 3 feet. He said that they  
20 probably had a couple of instances where they had an aerial crossing of a  
21 creek where they could not get under the creek, but 3 feet was the typical  
22 minimum.

23 Dr. Palmer said that their waterlines had to be that deep because they  
24 would freeze.

25 Mr. Bega said that with the JetScan, as he mentioned before, they were  
26 able to run this with their flush truck. He said that in the past, what they had  
27 to do if they knew they had a problem, they would have to go in there and  
28 flush and not really see what they were doing, then we would call in one of  
29 their CCTV trucks vans to come out and run their camera through there and  
30 let them know if they needed to flush more or if they were good. He said that  
31 in one case, they had a lot of gravel in the line and had to call them back like

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1 two or three times. He said that with this JetScan, they were able to see as  
2 they were flushing what they were doing and run it through there. He said  
3 that at the end of the day it was going to save time and money for them  
4 because they were not having to pull that CCTV van and they were going to  
5 be able to stay on their CIP project or their regular maintenance can just  
6 continue to flush and they know what they had and they can walk out of there  
7 once they know that line is clean.

8 Mr. Parcels asked what kind of maintenance was expected to have to  
9 maintain this.

10 Mr. Bega said that as far as the camera, as he showed on that one slide,  
11 it had a little test kit, and as long as the O-rings stayed lubricated and  
12 everything, they did not anticipate any major problems, however, they would  
13 eventually have that surprise one day.

14 Mr. Parcels asked if the lens would get scratched up and need replaced.

15 Mr. Bega said at some point, but they did not know what kind of time  
16 frame they would be looking at for that. He said that hopefully they would not  
17 be running into gravel all that much, and the water should not scratch the  
18 lens. He said that hopefully they would not have much maintenance expense  
19 on that.

20 Ms. Swanson asked if it worked with Bluetooth.

21 Mr. Bega confirmed that it did have Bluetooth.

22 Ms. Swanson asked how far it could go before it lost the signal.

23 Mr. Bega said that it only went probably about 1 foot into the line before  
24 they lost it, so they linked it to their iPad, and once it took off they lost the  
25 connection and could not see what it was doing, but once they brought it  
26 back, the two synchronized back together and it downloaded to the iPad so  
27 they would look at it.

28 Ms. Swanson said that it was not live.

29 Mr. Bega confirmed that it was not live, but once it came back, they  
30 connected back together.



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1 Mike Lynn said that one thing he would like to add from a safety  
2 standpoint was that Mr. Bega showed in the picture that electrical line that  
3 went through there. He said that they had the gas company, telephone,  
4 fiberoptic, and electrical utilities that were doing directional boring. He said  
5 that in the past, if they tried to cut a line that they could not inspect first, there  
6 was a possibility of somebody getting electrocuted or cutting open a gas line,  
7 so this was by far the greatest thing that they had to keep their employees  
8 safe, plus to minimize disruptions to the community.

9 Mr. Parcels asked if they had to request Dominion to turn off power then  
10 while they dug around that electrical cable.

11 Mr. Bega said that Dominion came out and cut the line out and did all of  
12 the work themselves, so the ACSA did not do anything with that.

13 Mr. Parcels said that they took pictures because they were monitoring.

14 Dr. Palmer said that they could have pulled it out at that point.

15 Mr. Bega said that they did not know what was there, so they called a  
16 Miss Utility ticket in so everyone was away from it, but Dominion happened  
17 to be 3 inches away from that, so at that point they notified a representative  
18 from Dominion who came out and looked at that and they showed them their  
19 pictures of the powerline. He said that it was a great tool for them to go out  
20 and know what they were doing and how they were cleaning the lines out as  
21 well as the safety point.

22 Mr. Parcels said that with all the renovations taking place and all this  
23 digging, it was getting more and more complicated.

24 Mr. Bega said that yes, everything was pretty much going in the ground  
25 now and being bored, and unfortunately, it was going close to the water and  
26 sewer line. He said that when they bored into the water lines, they would find  
27 it because obviously they would have a water leak, and for the sewer line, if  
28 they go through it until something stopped up or they were doing regular  
29 maintenance was when they would find the issue.

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1 Mr. Parcels said that when they were digging the trenches for the 36-  
2 inch water lines, it must be a challenge to figure out how to lay that line and  
3 not disturb electrical, gas, or other utilities.

4 Ms. Swanson said that they did a really good job at it. She said that in  
5 her neighborhood, which was an older neighborhood, at the time the sewer  
6 and water line had been installed they were all over the place, so there was  
7 no keeping the sewers not over top of the water line standard.

8 Mr. Parcels said that he was thinking of the Central Water Line project in  
9 the City.

10 Mr. O'Connell said that they already had a conflict in the design stage  
11 because there were so many utilities in the locations, so they were having to  
12 find an alternate route. He said that they were even seeing in new  
13 developments with more density going in, there was not much land left, and  
14 trying to find places to put all the utilities was getting more and more difficult.  
15 He said that for a brand new development and a clear piece of land to some  
16 extent, but there was so much building going on that there was not much  
17 room for utilities.

18 Mr. Parcels said that going back to the earlier point about early  
19 communication, if a developer was going to do something they needed to  
20 talk to the ACSA about where the infrastructure was going to be able to go.

21 Mr. O'Connell said that they got plan reviews. He said that one of the  
22 current conflicts was the County's desire to have more trees, and more trees  
23 were in the green space where the utilities can go, and trying to weave that  
24 in and where manholes occurred. He said that every project had some of  
25 those issues, even with the new things.

26 Mr. Parcels said that it may be a good thing to point out in  
27 communications to customers the challenges they faced and tie that in with  
28 the renovations that they did in terms of being aware of the challenges they  
29 were facing to maintain the water or sewer supply. He said that it would be  
30 helpful for people to understand.

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1 Ms. Swanson said that within the urban ring, with any of the internet  
2 service providers that had been putting in conduit. She asked if they had  
3 much interaction with them or had a way to communicate with them or if they  
4 somehow interfaced with some system that they knew they were working in  
5 an area.

6 Mr. Bega said that when Ting was coming through and boring, the only  
7 way they knew was when they called in the Miss Utility tickets, so the locator  
8 would go out and locate, then they would give them a heads up about where  
9 they would be boring in these areas and where they would be boring close  
10 to the water and sewer line, so they can be ready to dispatch if they do hit  
11 something.

12 Ms. Swanson said that one of the things she had come to understand  
13 that in a lot of the neighborhoods, there was a five-foot right-of-way that  
14 VDOT had, so they might think they had lawn and were cutting that grass,  
15 but anything below electrical powerlines VDOT had the right-of-way. She  
16 said that it was still considered private property, so if they decided to come  
17 through and put internet service underneath that, they could hit the gas line  
18 or water line, that was still on them and not on us.

19 Mr. Bega said that they had a little bit of that with Ting going through and  
20 they were hitting a lot of the customers' private service lines, and it was pretty  
21 much Ting's responsibility to make that repair for the customer.

22 Dr. Palmer said there were situations she remembered when the sewer  
23 line was actually underneath the building that was already built or too close  
24 to the building so that it could not be replaced but had to be rerouted. She  
25 said that Boar's Head was one of those situations. She said that it creates  
26 all kinds of problems. She said that the other thing she thought was really  
27 interesting was that she had this utility out to her house three or four times  
28 in the last couple years and they always mark where the utilities are, and it's  
29 been really interesting to her because the red line they put in was always  
30 different, sometimes 5 or 10 feet off. She said that the accuracy was an  
31 issue, and she did not know what the problems were there.

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1 Mr. Bega said that they had some mismarked here and hit powerlines  
2 and stuff like that, such as telephone or cable that was mismarked. He said  
3 that there may have been an old line running through there and that was  
4 what they marked and they did not mark the new one.

5  
6 7. **Imagine a Day Without Water – Resolution**

7 Ms. Emily Roach, Director of Human Resources and Administration,  
8 said that they were excited to partner with Rivanna Water & Sewer Authority  
9 and the City of Charlottesville for their 9<sup>th</sup> annual community event, Imagine  
10 a Day Without Water student art contest. She said that the contest was open  
11 to all students in the City of Charlottesville and County of Albemarle in grades  
12 K-12. She said that this year, they were asking students to convey an action  
13 they take to save water, contest fliers were being distributed with their  
14 monthly customer bills as well as throughout the school systems. She said  
15 that this was part of a national action campaign called Imagine a Day without  
16 Water that this year takes place October 19<sup>th</sup>, and the campaign is designed  
17 to bring communities and stakeholders together to highlight the importance  
18 of conservation of this precious resource. She said they were asking the  
19 Board to approve the resolution in front of them proclaiming October 19th as  
20 Imagine a Day Without Water to help recognize the value of safe and clean  
21 water in our community and nationally.

22 ***Mr. Parcels moved to adopt the Resolution proclaiming***  
23 ***October 19<sup>th</sup> as Imagine a Day Without Water, seconded by Dr. Palmer.***  
24 ***All members voted aye.***

25 Mr. Parcels said that on the topic of water, out where he lived in Free  
26 Union, they were really dry. He said that he wondered what their status was  
27 overall. He said that there had been a voluntary conservation alert in the  
28 news, but he wanted to know how they were.

29 Mr. O’Connell said that supply-wise, they were right at 90%, and they  
30 were at a point without rain and there seemed to be some rain in the forecast.  
31 He said that the reservoir numbers may get less and less quickly. He said

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1 that typically they were going to see some rains from some of the hurricanes  
2 around the Caribbean for some refilling. He said that Rivanna had made a  
3 shift. He said that part of the long-term water supply plan was to increase  
4 the amount of storage at Ragged Mountain and expand the Observatory  
5 Water Treatment Plant. He said that the workhorse has always been South  
6 Rivanna, and that was where they were seeing effects on the reservoir, so  
7 they moved some of the production to Observatory that pulled from Ragged  
8 Mountain to help balance the system better, not put as much strain on the  
9 Sugar Hollow and South Rivanna side. He said that was the immediate  
10 change. He said that if things keep going and they see dry weather, they  
11 may have to start more voluntary conservation kind of information out to the  
12 public. He said that it was getting colder and people were not out there  
13 watering like they have been, and the volume demand daily is starting to  
14 drop, so they should be in a good place.

15 Mr. Parcels asked if there was a threshold for the reservoirs at which  
16 they did implement conservation.

17 Mr. O'Connell said yes, there were some numbers and a formula that  
18 Rivanna used. He said that when they hit the 90%, that triggered the switch  
19 to Observatory. He said that the limitation of the Observatory is the size of  
20 the pipe and the Observatory treatment system. He said they only can push  
21 so much water, 3 or 4 million gallons per day. He said that part of the Central  
22 Water Line project will enlarge the pipe to where they could switch to where  
23 Observatory was doing 100% or 90% percent, so that was the longer term  
24 plan. He said that they also had the pipeline that would move water back and  
25 forth from the reservoirs and the treatment plants that was a piece of that as  
26 well, but that was six or seven years away.

27 Dr. Palmer said that just this morning, the numbers for Ragged  
28 Mountain was 88% full and South Fork was 85% full. She said that the  
29 outlying reservoirs were in better shape, and Rivanna put out a daily water  
30 status report that anyone can sign up for and track it. She said the outlying  
31 put them higher than that, but that was what the point was.

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1 Mr. Parcels asked if Sugar Hollow was higher than that.

2 Dr. Palmer said that Sugar Hollow was 97% full.

3 Mr. Parcels said that the river was stagnant.

4 Mr. O'Connell said that they were not pulling water from it.

5 Dr. Palmer said that on June 29 or around that time was when they  
6 stopped pulling from it.

7 Mr. O'Connell said that they would not pull it until they had some  
8 major rains this fall. He said that they would start to see the Ragged  
9 Mountain number drop, more so because they were using more of that  
10 volume. He said that they still had a lot of storage, which was the whole point  
11 of the long-term water supply plan, so that if they got in a period like now,  
12 they would have enough storage to be able to supply our customers.

13 Ms. Swanson asked if the North Fork was back in operation.

14 Mr. O'Connell said yes. He said that there was a lot of rain in Greene  
15 County that made its way into the river even though it did not rain here at all,  
16 so they had a decent supply so far, but it could get to the point that it stayed  
17 really dry that they had to shut that plant down and start using South  
18 Rivanna.

19 Ms. Swanson asked if South Fork was able to serve all the North  
20 Fork plant's customers.

21 Mr. O'Connell said yes. He said that when they had to shut down  
22 North Fork, there was a network of piping that had been put into place that  
23 in a sense was temporary, there was a new pump station being built that  
24 would make it permanent, but that went smoothly, and he doesn't think  
25 customers noticed anything when they made that shift.

26 Dr. Palmer said that they were closing the North Fork Water  
27 Treatment Plant in 2026.

28 Mr. O'Connell confirmed that 2026 was the current plan.

29 Mr. Roberts said that all of this discussion was good reason why they  
30 needed that pipeline and the 12 feet.

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1           Mr. O’Connell said that their conversations, particularly with the City  
2 about the 12 feet, were trying to do that quicker. He said he sent them a  
3 couple pieces of information about the decision about the 12 feet, which is a  
4 city-owned property leased to Rivanna and changing the 2012 Water Supply  
5 Agreement. He said there was a lease provision that was being discussed  
6 and will be involved with the City Attorney or Rivanna’s attorney on all of this.  
7 He said that the last one is a minimum flow requirement regimen for the  
8 Mormons River to make sure that other releases from Sugar Hollow  
9 continue, even if there was water that was in there. He said that essentially  
10 it was going to be during rainy, wet weather, excess water that was going on  
11 over the dam that Sugar Hollow would be grabbed and moved to Ragged  
12 Mountain, and when that was not occurring, there would not be any kind of  
13 transfer. So, it was a slow fill when the 12 feet was done, but it would make  
14 sure the commitment to in-stream flows would be there. He said that one  
15 was hopefully coming by the end of the year, so they needed to get through  
16 the attorneys’ meeting and then get to City Council and then it would come  
17 back to our Board.

18  
19       8.       Operations Presentation – Role of the Construction Inspector

20           Mr. Jeremy Lynn, Director of Engineering, said that he would start off  
21 by introducing their team of inspectors. He said they could see with the years  
22 of experience that they had a top notch group of individuals. He said that  
23 David Hensley had been here the longest, started in the Maintenance  
24 department in 1980, served for about nine years and then went to the County  
25 Zoning Department where he worked for five years, and then he came back  
26 here as a Construction Inspector in 1994. He said that Jeff Herr started in  
27 Maintenance in 1991, also served in the Finance department as a Meter  
28 Reader, then he transitioned to the Engineering department as Utility  
29 Location Technician and then became an inspector in 2008. He said that  
30 Charles DaCosta is our newest, but had still been with the Service Authority  
31 since 2001, so he joined our team in 2023 following the retirement of another

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1 inspector. He said that Jay Thomas had been here since 1997, and also  
2 served as a Hydrant and Valve Mechanic during his time in the Maintenance  
3 department. He said that Mark Clinedinst also started in 1997 and was their  
4 first construction crew leader and was responsible for the construction of the  
5 distribution system in the Red Hill well system, so he had a lot of experience.  
6 He said that in total, they had 145 years of experience with the Service  
7 Authority, and 80 of those are as construction inspectors, so this was a very  
8 talented group of individuals. He said that he wanted to talk a little bit about  
9 what they do. He said there are responsibilities for the construction inspector  
10 prior to any activities beginning out in the field. He said a project engineer  
11 will approve the plans, and they will assign a construction inspector. He said  
12 they were typically assigned based on availability and geographic location.  
13 He said the approved plans are provided to the inspector for review, to make  
14 sure they are familiar with what the work entails, and to make sure they did  
15 not have any questions. He said that there are sometimes one-on-one  
16 conversations between the project engineer and the inspector ahead of time  
17 just to make sure everybody understands fully what was expected. He said  
18 that they then have a pre-construction conference with the contractor, and  
19 they are usually held in person, but they had transitioned some to virtual  
20 meetings with COVID-19. He said it was just easier to get people from out of  
21 town on the call. He said that during that call, they talk about the ACSA's  
22 utility inspection policy, and when the construction activities are expected to  
23 start. He said a couple of highlights from the utility inspection policy were  
24 that they do require the responsible field superintendent to be at the pre-  
25 construction meeting because they want to know who was going to be in the  
26 field overseeing the work. He said they did not want someone from the office  
27 being the contractor's representative. He said they do require that the  
28 contractor not backfill any valves, hydrants, fittings, or manholes prior to an  
29 ACSA inspector putting their eyes on that and approving the installation. He  
30 said that they did not allow changes without ACSA approval so if a contractor  
31 wants to make a change to the plan, they have to get ACSA approval before



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1 they can proceed with that work. He said they also talk about notifications  
2 for when construction activities are going to start and also when testing this  
3 plan.

4 Ms. Swanson asked if during that process they were able to quickly  
5 accommodate if a change needed to be made.

6 Mr. Lynn said that with the experience that they have in the field, a  
7 lot of those decisions are handled between the contractor and the inspector.  
8 He said the inspector has some leeway in making decisions in the field based  
9 on their experience and that they were good with this change. He would let  
10 the project engineer know, but they can proceed with this work. He said if it  
11 was a complicated decision where feedback or input is needed from the  
12 project engineer, they were on the phone, they have FaceTime capabilities,  
13 and they are able to make those decisions pretty quickly to avoid a shutdown  
14 of the job. He said once they conduct the preconstruction meeting and the  
15 contractor is ready to get started, the construction inspector is going to report  
16 to the job site, to become familiar with the layout of the project. He said they  
17 want to make sure that all of the materials that they were proposing to use  
18 meet the ACSA's approved products list because they did not want inferior  
19 products to put in the ground that are going to be our responsibility down the  
20 road. He said the inspector is also going to make sure the contractor has the  
21 right equipment, both for installation and testing purposes. He said they  
22 talked a fair amount about Miss Utility earlier in the meeting, but the inspector  
23 is responsible for Miss Utility markings for their private development projects  
24 and also for their capital improvement projects. He said they were the ones  
25 that are coordinating directly with the contractor to know what needs to be  
26 marked when and they were taking care of that. He said that during  
27 construction, there are certain things that the inspector is going to be focused  
28 on ensuring that they were properly installed. He said they were going to  
29 make sure hydrants are set plumb. He said that if they thought about their  
30 utility system, hydrants are the most visible so we want to make sure those  
31 look good and were going to operate properly in the event of emergency. He

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1 said they were going to make sure adequate thrust blocks were installed;  
2 those are at fittings and valves, so that when the pipe is pressurized and  
3 water was flowing, they were going to have proper restraint on the water  
4 main. He said they were going to make sure the meter boxes are put in the  
5 right spot because they did not want meter boxes up near the house, they  
6 want them down near the road where their crews can access them easily.  
7 He said that on the sewer side, they want to make sure manhole elevations  
8 are proper, they did not want them too high or too low. He said that alignment  
9 and grade of sewer lines between manholes is a straight line and at a set  
10 grade. He said they do have minimum grades to ensure the wastewater  
11 continues to flow without any sort of build-up, so the inspectors are making  
12 sure those grades and alignment are set properly. He said that ensuring  
13 adequate bedding, they want to make sure the pipes are protected  
14 underneath so that it was not going to settle and it was not laid in contact  
15 with rock that was going to present a challenge in the future. He said those  
16 are specific to both water and sewer. He said they were going to make sure  
17 the contractors using the appropriate trenching, so if they see something  
18 unsafe they were going to say something, and if that means they had to  
19 notify OSHA, they would. He said they wanted to make sure that everyone  
20 went home from a job site each and every day. He said they want to make  
21 sure the contractor stays within the easements. He said that easements are  
22 pretty tight in new development, and they have buildings that are right on the  
23 edge of easements so utilities cannot meander and get out of those  
24 easements. He said the inspector was going to take field notes, and that can  
25 be progress, any challenges encountered, any decisions that were made  
26 that differ from what had been approved on the plans, all of those notes are  
27 going to be documented by the construction inspector. He said that to take  
28 this a step further, on CIP projects those notes can be extremely important  
29 when they got to disputes or mediation, so they really challenge and really  
30 stress the importance of field notes by the inspector when they were on CIP  
31 projects. He said that Mike Derdeyn can probably attest to that. He indicated

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1 on the screen four pictures of water main installation. He said that the first  
2 picture on the left is a T-intersection with three valves and it could be seen  
3 the concrete thrust blocks there to ensure that pipes do not move once  
4 pressurized. He said that the second picture is a nighttime installation along  
5 Georgetown Road, and the third is their maintenance crews making a tap.  
6 He said they called it a wet tap, so that existing pipe, where the gentleman  
7 in the yellow hat is standing, that pipe is in service, and it had water flowing  
8 through it. They were going to make a connection to that existing main to  
9 extend the water main in the direction of the worker in the white hat. He said  
10 that allowed them to make connections to existing pipes without disrupting  
11 water service to our customers. He said that the fourth picture, the one on  
12 the right, is an installation of water main out at Boar's Head. He said that he  
13 wanted to share some pictures on the sewer side. He said that sewer was  
14 generally deeper. He said they had to make sure that the properties can be  
15 served by gravity flow. He indicated the left picture on the slide, where they  
16 started to stack sections of a concrete manhole, and they were applying  
17 some mastic tape to seal that joint between the two sections of concrete  
18 manhole. He said that the second picture, which Mr. Parcels had probably  
19 seen, was Oak Forest, where they were boring behind the Costco property.  
20 He said that the third picture is a trench box, where the contractor is installing  
21 a manhole on a Northfields project. He said the fourth picture is an aerial  
22 sewer crossing. He said that when they could not get gravity sewer under a  
23 body of water, sometimes they had to go above it, and they have about a  
24 dozen of those in their system.

25 Dr. Palmer said that they must constantly have to go back and put  
26 the riprap back in.

27 Mr. Lynn said that they had to keep an eye on that. He said that  
28 maintenance does a really good job before and after any heavy storms. He  
29 said they anticipate that if they were getting calls for a couple inches of water  
30 or a storm, they were checking those before and after to make sure there's

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1 nothing hung up that was going to create a problem and then make sure that  
2 things are moving through there after a storm.

3 Dr. Palmer asked if they preferred that they go under.

4 Mr. Lynn said they would prefer to go under as well, but if the  
5 alternative is a pump station, then they were going to use an aerial crossing.  
6 He said that regarding decisions in the field, with the experience of their  
7 inspectors, they have the latitude to make some decisions without running  
8 every single thing by the project manager. He said they know their specs  
9 and probably more in tune with what the specs say than anyone else in the  
10 organization, so they were contending on a regular basis with conflicts with  
11 other utilities, with grades, with rock. He said they were responsible for  
12 incorporating those changes into the plans for as-built development. He said  
13 that as they could see on the right side of the slide, Mr. DaCosta is GPS  
14 locating a manhole. He said it was important that they were GPS-locating all  
15 valves, fittings, hydrants, manholes, and then that information is relayed to  
16 their IT department where their GIS is continuing to be developed. He said  
17 that the GIS was probably the most important tool that they have as an  
18 organization; every department is using their GIS, and that forms the basis  
19 of their CMMS program. He said that after everything was installed, there  
20 was a testing process. He said that they were testing water mains,  
21 disinfecting water mains, pressure testing, and then they were making sure  
22 samples are collected that go to an independent lab that indicates that the  
23 water is safe to drink following construction. He said that on the sewer side,  
24 they were testing manholes and mains with the focus of making sure it was  
25 tight, they were not introducing inflow and infiltration into the system, so they  
26 want to make sure that sanitary sewer system is only conveying sanitary  
27 sewer and not rainwater. He said that at the point where the project was  
28 finished, all the construction is in, all the testing is complete, and they were  
29 starting to allow customers to come online, the contractor and the inspector  
30 go through a final inspection process. He said the inspector develops a list  
31 of punch list items for the contractor to address, and that might be raising

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1 certain things or correcting broken valve boxes, and then the inspector is  
2 also reviewing and approving the as-built drawings to make sure they have  
3 a paper trail of what was installed in the field. He said that this is where their  
4 CMMS program begins, so there is a valve inspection and a hydrant  
5 inspection performed on each of those assets and establishes the foundation  
6 in their CMMS, our City Works program. He said that the project is turned  
7 back over to the project engineer who works with the developer to complete  
8 the dedication process, which means ensuring easements are recorded and  
9 also a Letter of Dedication. He said that once all of those steps are complete,  
10 that begins the one-year warranty period, so the developer and the  
11 contractor are then required to ensure that everything is maintained and  
12 corrected through the end of that one-year warranty period. He said that at  
13 about the 10-month mark, they send the inspector and their maintenance  
14 folks back out to perform a follow-up inspection to make sure nothing has  
15 changed, and then they generate a one-year warranty punch list for the  
16 contractor to address.

17 Ms. Swanson asked if they had had any issues where they had to  
18 have the contractor come back in, and how frequently that happened.

19 Mr. Lynn said very regularly. He said that most of the time it was stuff  
20 that has been damaged during winter of snowplows, maybe there are some  
21 valve boxes in the roadway that were just a little bit high, and they had been  
22 hit and damaged and they have to repair those. He said it was pretty regular  
23 that they have one year warranty punch list items. He said that most of what  
24 he had talked about was specific to developer projects. He said that there  
25 are slight differences between a developer project and a CIP project. He said  
26 the big difference is they were funding the CIP project, so they were paying  
27 the contractor to do the work and were overseeing every aspect of what they  
28 were doing on a daily basis. He said that CIP projects have a full-time  
29 inspector. He said they may have some private developer jobs in the area,  
30 but they are the in-field point of contact for that project. He said that after the  
31 introduction letter to the residents, the inspector is the day-to-day point of

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1 contact for customers. So if they have an issue, they've been given the  
2 inspector's phone number and contact information and they're the ones that  
3 speak to them on a regular basis. Inspectors responsible for maintaining an  
4 inventory of materials. They want to make sure that what they have still  
5 meets the specifications and sometimes a contractor will want to be paid for  
6 stored materials, so they had to balance what was stored and what had been  
7 incorporated into the work. He said that each month, the contractor and the  
8 inspector meet to go over the pay request. He said that was done and agreed  
9 to before it even makes it to the project engineer's desk. He said they were  
10 making sure they know how much pipe has been installed, how many  
11 services, how many valves, how much stone, etcetera. He said that as stated  
12 earlier, the inspector is responsible for Miss Utility locating. He said that to  
13 give Jefferson Village as an example, Jefferson Village had asbestos cement  
14 water mains, which is not traceable, so it was very difficult for the  
15 construction inspector to perform Miss Utility responsibilities in  
16 neighborhoods such as Jefferson Village. He said that they did not have any  
17 breaks, any hits, or unexpected water disruptions in Jefferson Village. He  
18 said there was more hands-on involvement from the inspector's standpoint  
19 when they were dealing with CIP projects. He said they were the ones  
20 fielding the calls after hours on the weekends when there was an issue.

21 Mr. Parcels said that they had 26 projects, all of which are not  
22 necessarily in the field, but with five inspectors to have a full-time assigned  
23 CIP project, in addition to the about 20 developer projects going on. He  
24 asked if five inspectors are enough.

25 Mr. Lynn said that at this point, they felt good. He said that if they  
26 have to ramp up CIP projects, right now they have Crozet Phase 4 that's  
27 getting ready to go to construction, and they want to get Broadway Street  
28 and Barracks West to construction in the next six months. He said that it will  
29 be difficult to complete those three projects at the same time. He said they  
30 had gotten to where they typically had two active pipe in the ground CIP  
31 projects. He said that as mentioned, several of those would not require a

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1 construction inspector, so they were pulling in resources. He said that like  
2 the four story backflow, they used their environmental group to handle that  
3 project. He said that for a lot of the pump station and comminutor work, they  
4 were pulling in the facilities group, for exclusion meters, that was handled  
5 strictly by their Maintenance department. He said that the 26 starts to dwindle  
6 down, and then they have projects spread out over the next four or five years,  
7 but it was difficult. He said that at some point, if they ramp up their CIP, they  
8 were probably going to have to look at another inspector.

9 Mr. Parcels asked at what point they became involved, because they  
10 had design stages and then they got to the construction stage.

11 Mr. Lynn said that for the question about Townwood, their project  
12 engineer walked the job with a construction inspector. He said that they are  
13 looking at things on paper while they have actually had to install these things  
14 in the field. He said that using their experience, they were going to see  
15 challenges that we might be missing, and that was why they partner up an  
16 inspector and a project engineer during the 50% design to make sure they  
17 were not overlooking something from their perspective.

18 Mr. Parcels said that David Hensley seemed close to retirement. He  
19 asked if they had someone lined up for succession planning.

20 Mr. Lynn said they had those conversations every six months on  
21 what their succession plan looks like, and Mr. Hensley was still a few years  
22 away from retirement. He said that it was something they must start figuring  
23 out, and it was the same with all senior employees. He said that if they have  
24 a time frame where they were going to give us notice that it was going to be  
25 a year or two, they are probably going to have to have a sixth to get a little  
26 bit larger to have some overlap, and then they may have to contract back to  
27 five.

28 Dr. Palmer said that she did not know if they had people working their  
29 way up to this. She said that she knew that when she left the Board of  
30 Supervisors, they did not have enough inspectors and it was challenging to

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1 hire new inspectors, and it did create some issues with not being able to get  
2 people out there in time for contractors to continue out there.

3 Mr. Lynn said that when they hired Mr. DaCosta, they had several  
4 other very qualified internal candidates, so that was promising for them, but  
5 those candidates would be coming from other departments within the  
6 organization which may stress another department.

7 Mr. Parcels said that Mr. Lynn's presentation about their  
8 responsibilities and the duties was impressive, and it certainly speaks to the  
9 intent they had to make sure the link was good.

10 Mr. Lynn said that it was important to them because they were going  
11 to own these lines, this infrastructure, and they want to make sure it was top  
12 notch when it went in the ground. He said that it was not done cheaply, and  
13 it was going to be a lasting product to avoid a CIP project in the future, or  
14 further delay a CIP project.

15 Mr. Parcels asked if he said that on the one-year review it was that  
16 assigned inspector that got that review.

17 Mr. Lynn said that was correct. He said that it was a partnership with  
18 their Maintenance department, so there was a coordinated effort between  
19 maintenance and engineering to do those one-year warranties. He said that  
20 the CCTV group is handling all of the sewer inspection, televising every line,  
21 inspecting every manhole before that one-year warranty so we can have  
22 anything fixed that needs to be fixed on the developer's dime and not theirs.

23 Mr. Parcels asked if there were frequently items that needed to be  
24 fixed.

25 Mr. Lynn replied yes. He said that they had to think that when they  
26 accept the utilities, maybe not every home is built, so builders make changes  
27 to the grade, homeowners may make changes, and then damage to things  
28 in the roadway were the typical things.

29 Ms. Swanson said that on the materials side of things, like at the  
30 project development stage, they were looking at whether they do soil testing,  
31 and she assumes they have to do soil testing because they had a



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1 requirement that they do, so for areas where they know they have acidic soil,  
2 and she thought they had a policy to have them be wrapped.

3 Mr. Lynn said that was correct.

4 Ms. Swanson said that they wanted to get a 60-year life at least out  
5 of the pipe.

6 Mr. Lynn said that there was a layer in their GIS tool that displayed  
7 corrosiveness, so if it fell into the medium or high, they required Geotech soil  
8 samples performed by the developer at their expense prior to construction,  
9 and that was when they made that decision if the soil was corrosive that they  
10 would wrap the pipe. He noted that all pipe is now zinc-coated, which is an  
11 initial form of corrosion protection. He said that their Crozet Phase 4 project  
12 is poly-wrapped because there are corrosive soils in Crozet. He said that he  
13 tried to add a bit of lightness to the end of the presentation, and he asked  
14 Ms. Trent if she thought it was corny, but it seemed to be appropriate that  
15 everything looks good on paper, the lines were where they were supposed  
16 to be, but then when they were out in the field, they certainly encounter things  
17 they did not anticipate. He indicated the examples shown on the slide. He  
18 quoted, "life is like a box of chocolates, you never know what you're going to  
19 get."

20 Dr. Palmer asked what happened with the house pictured on the  
21 screen.

22 Mr. Lynn explained that the contractor was taking down trees for a  
23 sewer project and they knocked the fence over.

24 Mr. Parcels asked what the second picture was showing.

25 Mr. Lynn answered that the top pipe that was running at an angle at  
26 the top was the existing water main, the green pipe was the existing sanitary  
27 sewer main, and they were threading the needle with that black pipe, which  
28 was the new water main.

29 Mr. Parcels asked if that meant the old water main on top would  
30 remain.

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1           Mr. Lynn said that it would be taken out of service but would remain  
2 intact throughout construction. He said that they could not just get it out of  
3 the way because it is still in service providing water service to their  
4 customers. He said that during a CIP project, they had all the other utilities,  
5 but they had an existing water main that they had to keep in service and  
6 active. He said they had to put the new main in, had to get the new main in  
7 service, and then they start the process of switching customers from the old  
8 main to the new main.

9           Ms. Swanson asked if the picture on the left was Dominion by  
10 chance.

11           Mr. Lynn said that the picture on the left was a large stormwater pipe  
12 probably 12 to 15 inches in diameter. He said that those were usually  
13 unmarked and they did not know about them, and they were usually in pretty  
14 poor shape. He said that if they see something like this on a project where  
15 VDOT was involved and they were in a VDOT roadway, they will let them  
16 know and give them a chance to make that repair or replacement before they  
17 ended up repaving the roads. He said that they had a couple of those in the  
18 Hessian Hills where they communicated with VDOT and they replaced them  
19 before the roads were repaved.

20           Ms. Swanson said that when they did the water line replacement in  
21 the Berkeley neighborhood, after the fact that VDOT came in and replaced.

22           Mr. Lynn said that they could only tell them that their pipes were in  
23 that condition and they could not force them to do anything.

24           Mr. O'Connell asked if Mr. Lynn could discuss paving and the final  
25 step for projects.

26           Mr. Lynn asked if Mr. O'Connell was referring to CIP projects. He  
27 said that he would give Mr. O'Connell a lot of credit, they used to do the bare  
28 minimum when it came to repaving neighborhoods for CIP projects. He said  
29 they would do just enough to get by, would try to pave a lane, would try to  
30 do a slurry mix that would just cover up what they did. He said that they made  
31 the change a number of years ago that the lasting impression that they want

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1 to make for their communities that they were disrupting for three months, six  
2 months, nine months a year is a really good finished product, and they had  
3 been really successful. He said that a couple of projects they had shared the  
4 pavement costs with VDOT, Barracks Road was an example. He said that  
5 on Berkeley and Westmoreland, they shared repaving costs with the City  
6 gas and they actually put in City gas in those communities at the same time  
7 that they were doing their water main replacement project, so they shared  
8 the cost. He said they tried to make a really good lasting impression and fully  
9 repave these roads when they were finished. He said that was what they  
10 were going to likely remember them by. He said the water disruption was  
11 inconvenient, the construction noise, the dust, but when they see the finished  
12 product, they hope that they were happy. He said they get a lot of good  
13 positive feedback when we take that approach, so it was kind of a feel-good  
14 story, but it does drive up the cost of these projects. He said that pavement  
15 is a very expensive part of CIP projects, but they feel that it was important to  
16 leave a good lasting product.

17 Ms. Swanson asked if a neighborhood was on VDOT's get-around-  
18 to list for repaving, was there not a way they could have VDOT share in the  
19 cost since it was already built into their cycle.

20 Mr. Lynn said there were coordination meetings they had annually  
21 with VDOT staff to identify and understand what their paving schedule was  
22 going to be, and Barracks Road was a prime example. He said that VDOT  
23 had actually scheduled to repave Barracks Road a year or two in advance,  
24 but ACSA asked them to wait because they did not want to tear up a brand-  
25 new road because it would make them all look pretty stupid. He said that  
26 they had them hold off on that project for a year or two while they did their  
27 work, they paved their lane, and then VDOT paved the other side so that at  
28 the end it was a good finished product that they shared in the cost.

29  
30 9. Strategic Plan 2023-2027 Update

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1           Mr. O’Connell said that the Board adopted their strategic plan this  
2 past spring. He said that one change they are recommending in this update  
3 is that they extend the plan from a three-year plan to five-year plan. He said  
4 that essentially, as they got into the current projects they have going on, such  
5 as something like advanced metering that had gone slower than they hoped,  
6 keeping that going and then being able to do some of the newer projects that  
7 they were proposing in the strategic plan, they think it makes more sense to  
8 look at on a five year basis in terms of how they schedule things, how they  
9 coordinate things, how things fall together. He said that at the end, he would  
10 like to come back and ask the Board to consider doing that because they  
11 think it makes a lot more sense. He said that most of their strategic plan is  
12 focusing on newer things. He said that some of these have been teed up by  
13 projects in the past to either finish or be able to connect to something new  
14 that they were proposing to do. He said they also looked at four major  
15 themes around data optimization, business resilience, customer experience  
16 and employee experience. He said that they might hear him say CX is kind  
17 of the new term around that, and then internally the employee experience.  
18 He said they had done some level of internal work, and actually had a  
19 meeting last week, a facilitated discussion with probably half of their  
20 employees to talk about what does customer experience look like and what  
21 does it mean. He said this is taking a deeper dive into customer service, and  
22 it was really something every employee is involved in in some sense and  
23 some fashion. He said they were going to internally tee up a customer  
24 experience vision to help guide them as they look at work that they do and  
25 new projects that they were doing to try to make sure that they had that focus  
26 on their customers. He said he was going to run through these quickly. He  
27 said that data optimization, the business resilience, customer experience,  
28 and employee experience, are the major themes and kind of buckets of work.  
29 He said that he looked at them as four pillars for the future, but really  
30 improvement areas for them to try to get focused on. He said that data  
31 optimization is really regarding that they collect lots of data in all kinds of

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1 ways, so this is the first of a status report. He said that every six months they  
2 will come to the Board and do one of these updates to try to tell them where  
3 they are in a summary fashion. He said they were starting with looking at  
4 individual types of data, being able to classify that, and then look to bigger  
5 uses of how they integrate the data between different systems that they  
6 have. He said that some of them do that now, but the ultimate goal five years  
7 out is everything is integrated to where they can have dashboards that have  
8 connections with all this different information. He said that some of that they  
9 would have available for their customers, like the advanced metering project  
10 has a customer portal that was going to make data available to their  
11 customers when they finish that project. He said that a lot of this is going to  
12 be internal to better utilize what they had. He said that he was not going to  
13 go through every one of the projects, but there was some list in here of the  
14 status. He said they have what they called an internal playbook that is  
15 beginning, and they had more work to do, but it has all these different  
16 projects and how they break out. He said that as they look at the five-year  
17 period, what needs to happen, when and how do they sequence and time  
18 that with other projects that are going on, What staff was involved with it,  
19 resources and those kinds of things. He said the data pieces in his mind  
20 were two big things. He said that one is the integration between the systems,  
21 and the second one is a document management system. He said they still  
22 have a lot of paper documents that they need to convert to electronic  
23 documents to be able to take advantage of the new technology, so those are  
24 two big results of what they were trying to do with data. He said there was  
25 also wrapped around all these things that they were doing to try to protect  
26 security. He said they would see things like firewalls, part of their technology  
27 plan is looking at cybersecurity things. He said they have one of the  
28 cybersecurity federal agencies actually doing some testing on our systems  
29 to see if we have any issues that we need to address, but they were trying  
30 to shore it up both internally and then things like SCADA that are external to  
31 be sure that we have the right security protections in place.

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1           Mr. Roberts asked if the percentages shown on the righthand side of  
2 the slide were achievements to date beginning July 1, 2023, and they had  
3 achieved 5% of their goals and objectives.

4           Mr. O'Connell said that was the intent. He said that if they got to 50%,  
5 they were halfway there, if they were at 100%, they were finished. He said  
6 that to be honest, it was an estimate at this point because they were so early  
7 in. He said that part of what he thinks they will do is they will get into the  
8 playbook further and schedule things out more so and can better define what  
9 25% looks like and what 50% looks like. He said that it is an estimate to give  
10 them a gauge. He said that the Board may recall they used to use colors and  
11 they moved to this percentage gauge to give some sense of the status. He  
12 said that in most cases, they were early on.

13           Mr. Roberts asked if the plan began on July 1.

14           Mr. O'Connell said that some of the projects started a little bit earlier  
15 than that.

16           Mr. O'Connell said that it would be for the full calendar year of 2023,  
17 and they were proposing it run through the full calendar year of 2027. He  
18 said then they have some carryover projects, AMI is the biggest one with the  
19 advanced metering, and they were roughly halfway through that particular  
20 project.

21           Mr. Roberts said that they needed the percentages, and even with  
22 the estimate they needed to know where they were.

23           Mr. O'Connell said that they were there to give them some kind of  
24 gauge of where they were. He said that as time goes on, if it was still at 5%,  
25 it was going to be saying they were pretty far behind if they were three years  
26 into the project. He said there are a few of these that may not happen, the  
27 document management is probably one. He said they had to get through all  
28 the data classification, look at how they were going to do it, go through a  
29 proposal process, get the software in to be able to set up the document  
30 management system. He said it might stay at 5% for a couple of years until  
31 they get to that process.

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1           Mr. Roberts said that he was sure that Dr. Palmer and himself would  
2 be happy to see this done, because they mentioned they had none initially.

3           Ms. Swanson asked if they were at the point where Amazon Services  
4 was storing all of this or if they were storing everything on-site.

5           Mr. O’Connell replied that it depended on which system. He said that  
6 more and more things were going to the cloud, and he did not know that all  
7 of them were on Amazon.

8           Ms. April Walker, Director of Information Technology, said that they  
9 actually did not use Amazon, they used Azure, but yes, some of their  
10 programs were starting to go to the cloud, such as some of their newer  
11 softwares, but the majority of those were still on premises.

12           Ms. Swanson said that she would assume that there was an awful  
13 lot of security that should come with that service.

14           Ms. Walker replied yes, it does.

15           Ms. Swanson asked if, as they were thinking about data longer term,  
16 is there an idea about what type of data they were going to keep for how  
17 long.

18           Ms. Walker said that they were very early in the project right now  
19 where they were going to classify, first mapping all of their data, and it was  
20 basically taking an inventory of where data comes from, where does it go.  
21 She said after that, they were going to classify it and once they classify it will  
22 be whether it is secure, confidential, whether it is public, FOIA-able data. She  
23 said that after they classify all of that, they are going to strengthen their  
24 security of each of the data items based on their classification. She said that  
25 will change a lot of what they are currently doing.

26           Mr. O’Connell noted that the Library of Virginia requires certain  
27 retention periods and destruction of certain types of documents at different  
28 periods, so that was something they do, but will be incorporated in this  
29 comprehensive evaluation as they looked at alternatives. He said the next  
30 section is business resilience. He said that one piece is around the term  
31 continuity planning, but really emergency response. He said the planning for

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1 that, Mr. Mike Lynn is leaving us as he heads towards retirement soon. He  
2 said that a pretty robust emergency response plan, they did a recent regional  
3 exercise on it. He said there was a lot of training and work that was going on  
4 to try to share that kind of information, and they were getting ready to work  
5 on the communications piece and crisis communications and that aspect of  
6 it as well. He said the Board approved the first-come, first-serve policy, which  
7 was one of the early projects, so that one is complete. He said that had been  
8 a policy that had been, in a sense, informal and they wanted to get it  
9 formalized as part of their rules and regulations. He said the next area is  
10 environmental sustainability, and these are really project driven to some  
11 extent with the philosophy of trying to be sure that they were a sustainable  
12 organization, that they were doing those kinds of things, particularly as they  
13 build new projects. He said they had ordered their first electric vehicle as an  
14 example, they were looking at solar at the Avon facility that will be under  
15 construction next spring, they hoped. He said they then did the energy audit  
16 that had a number of projects for them to work on to try to be more energy  
17 efficient and were finishing up most of that work. He said the final group, as  
18 they call it, is optimization of resources, but it was really them trying to be as  
19 efficient as possible. He said they were looking at different ways to do  
20 different things, in some cases, it may be technology. He said the minutes  
21 are on here is something that they were trying to find a nice balance between  
22 getting the Board the kind of information they need and it being a much more  
23 efficient, not as time-consuming as their previous process. He said there has  
24 been some internal restructuring and roles to take advantage of as staff  
25 changes occur, making sure the roles and responsibilities are pretty clear.  
26 He said that probably will go on as time goes on. He said there was also the  
27 issue about efficient use of this building and the space that they have. He  
28 said the next group is customer experience, and he thought the vision piece  
29 is an important part. He said they have a culture of good customer service  
30 and were trying to take a deeper dive to look harder at what they do to be  
31 sure that that experience in the end for their customers is a good one. He



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1 said the first big project was the customer experience itself, the vision  
2 workshop that they held last week. He noted that on some of the fees that  
3 they have, they had done some restructuring to try to consolidate those to  
4 make it easier for their construction customers to make those payments and  
5 streamline that process. He said a big project that was coming up is to  
6 replace their billing system. He said that it was bigger than just billing and  
7 was really about customer information, and that was the term that gets used,  
8 CIS, customer information system. He said they were looking at new  
9 software, they were also looking at website changes and phone system  
10 changes so that they were looking at all the data that they have on their  
11 customers and be sure that they mesh and work together. He said they were  
12 in the midst of finalizing a contract with a firm to help them go through an  
13 assessment, to be sure they were looking at all the right pieces, that they  
14 spec the right things so when they go out to buy the software and the  
15 hardware to make replacements of all those that they were going to get what  
16 they think they want and need and what their customers are saying that they  
17 need. He said that was a big project for them, multi-year, they were replacing  
18 a billing system that was 41 years old. He said they called it the senior citizen  
19 of the systems they have, but it was one that needs replacing with some  
20 modern technology, and with that will be a lot of information and tools that  
21 they have available for their staff to serve their customers and probably  
22 information for their customers to be able to use as well.

23 Dr. Palmer asked what their customers were asking for or what their  
24 customers want. She asked if there were specifics on that.

25 Mr. O'Connell said that the biggest one was probably how people  
26 can make payments. He said that part of the survey came back to say their  
27 website is a bit clunky in terms of payments. He said that depending on how  
28 they make their payment, they might have to go to two places rather than all  
29 be streamlined into one. He said there were some technology issues behind  
30 that to be able to implement that, but that was one of the big goals with the  
31 new billing system. He said they will probably get into how we present the

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1 bills to people, how they receive them. He said that he knew that Mr. Tolbert  
2 has been quite an advocate for this, and so, from his perspective, and they  
3 had this conversation with a couple different groups, the ACSA is the only  
4 provider of water in the community. He said, however, when it comes to  
5 items such as computer systems and how people pay their bills, in a sense,  
6 the ACSA is in competition with how people pay their bills to the banks and  
7 to other utilities, etcetera. He said they need to ramp up to that, and that was  
8 a big piece in my mind with the new billing system. He said there probably  
9 will be some focus groups that come along as they are making decisions  
10 about what would be the right thing to do for our customers and making sure  
11 that they are getting it modernized and it was going to work as smoothly as  
12 possible. He said they had learned in a couple of these big projects that it  
13 was important for them to spend a lot of planning time before we jump into  
14 actually buying a product. He said they were probably going to spend 9  
15 months to 12 months just assessing where they need to go and then getting  
16 the specifications right to purchase.

17 Mr. Parcels asked about the idea of implementing something similar  
18 to what the County uses for paying their real estate and their property taxes  
19 and whatever. He said that in his mind, their method was pretty good and  
20 they were easy to use, and so that they were not reinventing the wheel.

21 Mr. O'Connell said they have a totally different database. He said the  
22 ACSA's is fee based and theirs is property taxpayer based. He said their  
23 group of customers is different than ours, so it was going to have to come  
24 off of the ACSA customer database to get to what the billing system is. He  
25 said they know there are more customer-friendly approaches out there, they  
26 just technology-wise have not been able to go to that, and this will be that  
27 particularly.

28 Mr. Parcels asked if Mr. O'Connell was saying that in a lot of cases,  
29 the software application is custom, so each time they come to a database  
30 set, they need to manipulate the software to utilize it, providing that kind of  
31 portal they want for the customer.

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1           Mr. O’Connell said to some extent, although they were oriented to a  
2 utility like theirs and like their size, they basically have those modules that  
3 can be purchased to be able to do different things. He said that part of what  
4 they want to match up to is to make sure that those systems will do what  
5 they think it will and make it as seamless as possible. He said the other one  
6 is to be able to connect with other pieces of data that we have and  
7 information. He said a big one would be getting from the meters and the  
8 readings into the billing system to get the bills to their customers.

9           Mr. Parcels said that when they had the interaction with multiple  
10 utilities last year and they had those takeaways, for example that they had a  
11 discussion, were there systems in there, payment systems that were favored  
12 over one other system that they could benefit from.

13           Mr. O’Connell said that to his knowledge, each utility had a different  
14 setup. He said that some communities are more active with electronic  
15 payment; they were above 70% now.

16           Mr. Lunsford said that it was more like 60%.

17           Mr. O’Connell said that about two-thirds of their customers make  
18 some kind of electronic bill payment. He said they want to make it as simple  
19 as possible, and they know it was not as simple as possible right now. He  
20 said without new software that was more modern to be able to do that, they  
21 really could not get to that goal. He said that what they heard in the survey  
22 was a lot of positives about things we do, but that was one that they need to  
23 improve, and it stuck with him. He said that one of the interviews that they  
24 did in the survey was a customer saying it was clunky. He said that was a  
25 big goal here. He continued that they were about halfway through with  
26 advanced metering, and they get a daily report on that. He said that at the  
27 end of that is one of our goals to have available for their customer an online  
28 portal that they can go and look at their own water use and get notifications  
29 and manage that if they want to. He said the ultimate goal will be that  
30 integrated in with the billing system so they can go to one place and see that  
31 and all their billing information. He said that another big piece on this was

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1 what they were calling customer engagement, but it was really educating  
2 their customers. He said they think they have a great story to tell, so they  
3 are ramping up some of the communications work that they were doing. He  
4 said they actually interviewed a couple of different firms to look at this. He  
5 said they are trying to negotiate a final contract with one of them, but to try  
6 to be sure they are present in community media, social media, information  
7 that they direct mail to our customers and try to ramp that up some so they  
8 do a much better job with what they share with our customers. He said the  
9 last group is what they were calling an employee experience. He said they  
10 have talked about this some and they had heard some of the challenges with  
11 succession as well. He said it was trying to do some proactive planning to  
12 look at succession throughout the organization. He said they had done that  
13 seven or eight different times in some pretty critical positions, and they have  
14 groups now that they heard Mr. Lynn talking about, like the construction  
15 inspectors, that is another area to focus. He said that as the marketplace has  
16 changed and it was getting harder to find employees when they have a  
17 vacancy, they were trying some new things to try to address that. He said  
18 they changed the background system check, for example, to a new system  
19 to try to speed that up. He said that was an ever-changing thing that they  
20 were having to adjust to. He said they are looking to ways to get their  
21 employees involved, to recognize their employees, and they had several  
22 different activities that are going on. He said they started a new employee of  
23 the month program that he thought has been well received. He said they let  
24 the Board know, but they were pretty regularly doing events that he looks at  
25 as employee appreciation, but trying to get their employees together as sort  
26 of a teambuilding exercise to some extent to get to know each other better.  
27 He said that unless they bring everybody together, they did not really see a  
28 lot of their fellow employees. He said they were doing a variety of those kind  
29 of things. He said the final group is a contingent emphasis on training and  
30 education for employees. He said that both functional training they need to  
31 do to be able to get their job done and then a lot of supervisory leadership

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1 kind of training that they were doing in various ways, and as time goes on,  
2 they would get into that in more detail. He said that he would like to get the  
3 Board's concurrence on them moving into five years if they agree that that  
4 makes sense. He said that he did not know if the Board needed to vote or  
5 not, but they would like to be sure they were comfortable with that part of it  
6 if it made sense to them all.

7 Mr. Parcels said that he would expect that some of these would be  
8 complete before five years, and that was okay.

9 Mr. O'Connell said that ideally by the third year they would start to  
10 see some 50%, 75%, and some completed, but it was pretty ambitious. He  
11 said that most everything on here is something new, not something that they  
12 are currently doing. He said that AMI were obviously doing, but a lot of these  
13 are newer initiatives that will get them in a very different place in the next  
14 couple of years.

15 Mr. Parcels asked if Mr. O'Connell foresees that by going to five  
16 years, was there any way to assess the cost for the billing system plan.

17 Mr. O'Connell said that CIS, customer information in the billing  
18 system, was going to have a cost. He said that some of them are  
19 administrative reorganization, the way they do work, succession planning,  
20 construction inspection is probably not a cost item, so there was a variety of  
21 them that internal policies and that kind of thing. He said that some do have  
22 a cost that they would see come up in the in the budgets as they propose  
23 things.

24 Mr. Parcels said he agreed with making it five years instead of three  
25 years because some of this was pretty extensive to try to squeeze into three  
26 years.

27 Mr. O'Connell said that they would be, in reality, if it stayed at three  
28 years, carrying a lot of things over that raised the question of why not look at  
29 getting a game plan that gets it to the finish line. He said that was part of  
30 what the internal playbook that they were going use is really to, over that five  
31 years, see when things need to happen and breaking that out to kind of have

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1 a structure to it. He said that also making sure that they did not have more  
2 than one big project going on at the same time and the other one was going  
3 on at the same stage so people did not get overloaded.

4 Mr. Parcels asked if they would say six months or something like  
5 that for a review.

6 Mr. O'Connell said they had it scheduled for January and July as next  
7 year's schedule, but every six months is the goal.

8 Mr. Roberts said the previous strategic plan was for three years, so  
9 they were going to go to five.

10 Mr. O'Connell said that most places did them over five years. He said  
11 that they had picked three years to some extent to be more aggressive in  
12 trying to get certain things done, but five years made more sense for them  
13 and gave them a good planning tool for what they want to accomplish. He  
14 said that if they involve the budget, they will be making budget proposals  
15 around that.

### 16 17 10. Items Not on the Agenda

18 Mr. O'Connell said he had two to three quick ones. He noted that  
19 they were finishing up the year-end financials and the audit report. He said  
20 it was traditional for the Board to have an audit committee. He stated that  
21 over the next month or so, Mr. Parcels and Mr. Tolbert had agreed, along  
22 with the Chair, to participate in it. He said that they would have the meeting  
23 and a formal presentation on the year-end financials and the audit report at  
24 the upcoming November meeting. He made the Board aware, because they  
25 may notice it in the media, that DuPont and 3M were involved in national  
26 settlements over PFAS. He explained that there was a settlement agreement  
27 going to every utility over a certain size in the country, and it would determine  
28 what PFAS impacts had occurred in those systems. He said they could either  
29 get in line for the settlement or opt out to go on their own on some kind of  
30 legal issue around that. He noted that they had legal documents coming that  
31 were being reviewed. He would like to come before the Board in October to

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1 give the pros and cons. He said that there were specialty water attorneys  
2 that they would want to talk to. He thought it was because they had not had  
3 major PFAS protections, which had been minimal, if at all. He said they had  
4 not had to spend money specifically on PFAS, so they would likely be at the  
5 end of the line. He said that the pool of money was in the billions of dollars,  
6 but there were thousands of utilities in the mix. He said that they thought it  
7 was important that the Board got involved in the conversation, and they  
8 would make a decision on how to move forward. He said the final one was  
9 on the next agenda, which was to start a discussion on what he called the  
10 roles and responsibilities. He said that he felt that there was a bit of a gap in  
11 some of the corporate documents about clarity. He said they considered a  
12 by-laws change that may address that. He said they looked at what a number  
13 of utilities were doing to see how they addressed it. He noted that he and  
14 Mike were working on a resolution to review signing authority and approvals,  
15 which got more specific. He noted that practically, it would not change  
16 anything. He reiterated that it would be on the next agenda along with the  
17 documents. He said they would come back a month later to request approval  
18 from the Board.

19 Ms. Palmer said that she wondered about some of the settlements,  
20 since they did not currently have a PFAS problem. She questioned whether  
21 the settlement disbursement would cover the legal costs of going out to other  
22 lawyers and consulting with water specialists. She said that it was just a  
23 comment.

24 Mr. O'Connell said that the water specialist they had talked to  
25 represented the state water association. He noted that indirectly, they had  
26 planned for that. He said that it did not make sense for them to go on alone.  
27 He said there would probably be a pool of money that would be distributed  
28 by the level of PFAS in the system and how much money was spent. He  
29 provided an example of the Cape Fear River that Dupont dumped directly  
30 into. He said they had spent billions on treatment facilities.

31 Ms. Swanson asked why the ACSA did not provide that.

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1 Mr. O’Connell said it was one of the things they were exploring. He  
2 said it was based on databases and state water permits. He noted the City  
3 got the same settlement.

4 Ms. Swanson confirmed that the activated carbon removed that.

5 Mr. O’Connell responded that the activated carbon is the treatment  
6 of choice. He explained that if they thought about it, it was an additional  
7 barrier to remove PFAS. He said that it was likely that over the next year,  
8 they would ramp up the level GAC at all of the treatment plants.

9 Ms. Palmer clarified that they had activated carbon filtration at every  
10 plant.

11 Mr. O’Connell said that was correct.

12 Ms. Palmer asked if it was powdered.

13 Mr. O’Connell responded that it was in the big canisters. He said that  
14 it was one of the big decisions related to renovating that plant.

15 Ms. Palmer asked if it treated all of the water.

16 Mr. O’Connell responded that at this point, it treated roughly 50% of  
17 the water. He explained that the issue was, for PFAS or other contaminants,  
18 as they moved towards 100% treatment, GAC had to be changed out, and  
19 there was a cost to the replacement, but the cost was either included in this  
20 CIP or the next one. He indicated there was an update out at Crozet going  
21 on right now that would do that. He said it would just be a small one, but it  
22 was a start.

23 Ms. Palmer said they could consider one at North Fork.

24  
25 11. Adjourn

26 ***There being no further business, Dr. Palmer moved that the***  
27 ***meeting be adjourned, seconded by Mr. Parcels. All members voted***  
28 ***aye.***

29 \_\_\_\_\_  
30 Gary B. O’Connell, Secretary-Treasurer