

Albemarle County Service Authority Board of Directors

The Board of Directors of the Albemarle County Service Authority (ACSA) met in a regular session on May 21, 2026, at 9:00 a.m. at the Administration and Operations Center at 168 Spotnap Road in Charlottesville, Virginia.

Members Present: Mr. Armstrong; Ms. McKeel; Ms. Lizbeth Palmer; Mr. John Parcels; Mr. Clarence Roberts; Ms. Kimberly Swanson.

Members Absent: None.

Staff Present: Tim Brown; Quin Lunsford; Jeremy Lynn; Alex Morrison; Emily Roach; Danielle Trent.

Staff Absent: April Walker.

Public Present: Neil Williamson, Free Enterprise Forum; Courtney Rogers and Stephen Geisz, Davenport & Company.

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

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

2. Approve Minutes of April 16, 2026

There were no additions or corrections to the minutes of April 16, 2026.

Ms. Palmer moved to approve the minutes of April 16, 2026; seconded by Mr. Parcels. All other members voted aye.

3. Matters from the Public

There were no matters from the public.

4. Response to Public Comment

There was no response to public comment.

5. Consent Agenda

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a. Monthly Financial Reports

b. Monthly Capital Improvement Program (CIP) Report – Mr. Parcels stated that with respect to the Ragged Mountain Phase 1 Water Main Replacement on page 68, there is a remark about the bore running into problems and the solution is to do a larger bore. He asked if this would not have similar issues. Mr. Lynn replied that a larger bore will allow better access and eliminate the need for two separate bores, increasing the likelihood of success. Mr. Parcels asked if the larger bore would be deeper. Mr. Lynn replied that he does not think it will be deeper. Mr. Parcels asked how big the larger bore would be. Mr. Lynn replied that it is 84 inches because it has to fit a 36-inch and a 12-inch pipe inside it.

Mr. Parcels stated that his next question was about the Airport Trunk Sewer Upgrade project on page 74. He asked why the Water Protection Ordinance (WPO) permit was required and if it was related to the sewage. Mr. Lynn replied that the permit is related to the amount of disturbance this project will cause. He stated that the project site is also adjacent to Lake Hollymead, so they want to ensure everything is done to protect the lake. He noted they were not able to submit the WPO until they have acquired all of the easements. Mr. Parcels asked if this means that additional inspectors will come to compare the work being done with the permit. Mr. Lynn replied that there will be an ACSA inspector focused on the work itself and the installation of the sanitary sewer, as well as a County inspector who will make site visits from an E&S standpoint.

Mr. Parcels stated that he also had a question about the Bellair-Liberty Hills Sewer project on the same page. He asked how the failing septic systems in this area impact the ACSA's construction of the sewer line. Mr. Lynn replied that most of the construction for this project will be along the roadway, so the drain fields will not be impacted. He mentioned that there are a couple of areas where they will have to cross between properties, so they will have to research where those drain fields are located.

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1 Ms. Palmer asked if the Buckingham Circle residents were
2 connected because she could not remember. Mr. Lynn replied that they are
3 connected with water, but not from a sewer standpoint. He stated that both
4 eventually connect to RWSA's Morey Creek interceptor that runs along the
5 western side, but they are not physically connected.

6 Mr. Parcels stated that he wondered if the wetland nature of the
7 terrain had an impact, but he supposes the failure of the drain field is a
8 different problem. Mr. Lynn replied that it is a different kind of problem and
9 one that the Virginia Department of Health (VDH) would be working on with
10 the property owners until public sewer is made available. Ms. Palmer stated
11 that she often wondered how much the failing septic systems contribute to
12 the wetlands.

13 Mr. Parcels stated that his next question was about the Crozet
14 Phase 3 SSES project on the next page. He asked if there was a way to
15 measure the work that is going to be done and how effective it would be in
16 reducing I&I, to show the amount of I&I reduction that there will be, and
17 whether it is worth the money that will be spent. Mr. Lynn replied that they
18 are reviewing the draft report now, and all of the repairs that have been
19 identified are on manhole structures. He mentioned that even from an I&I
20 reduction standpoint, it makes sense to repair those manholes. He noted
21 that they are looking at about \$200,000 in manhole rehab collectively. He
22 stated that it is challenging to compare pre-rehab and post-rehab data
23 because rain events and moisture conditions vary during different times of
24 the year. He added, however, that they should see the peaks come down
25 once the repairs in the sewer system are made. Mr. Parcels asked how
26 long it would take to complete the repairs. Mr. Lynn replied that as soon as
27 they get through the report, they will issue a work order to the contractor,
28 who should have much of the work completed within the next six months.

29 Mr. Parcels stated that he had a question about the Avon
30 Operations Center project on page 77. He mentioned that the update says
31 that the previously approved HVAC system was not able to meet the project

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1 schedule, "forcing an alternative system to be selected." He asked what this
2 meant. Mr. Lynn stated that the original HVAC company was unable to meet
3 the ACSA's project schedule. He stated that they evaluated an alternative
4 system and are working to ensure that they can remain within the ACSA's
5 project schedule. He mentioned that it seems the primary issue was that the
6 coils on the units were not available due to a large demand from data
7 centers. Mr. Parcels asked if this meant they would have a different type of
8 coil or a different system altogether. Mr. Lynn replied that it will be a different
9 system.

10 Mr. Morrison stated that it is a different system than what one would
11 see in a residential home. He stated that this system uses a coil repeat,
12 which helps with energy savings. He stated that it is a specialized system
13 that has additional components related to coils, which have recently been
14 in high demand. Mr. Parcels asked about the financial consequences of the
15 new system. Mr. Morrison replied that currently, they are not seeing any
16 additional cost with the change. He noted that there is a small chance that
17 the ACSA could see some cost savings with the new system.

c. Montclair Subdivision - Oversizing Agreement –

18 ***d. Monthly Maintenance Update –*** Mr. Parcels stated that on page 103,
19 it states that no leaks were reported for April. He stated, however, that there
20 was a huge leak reported in the April Board packet that occurred in March.
21 He stated that he does not recall that being addressed or how it was
22 resolved. Mr. Morrison replied that in the April update, one of the leaks
23 reported was on the fire line to the ACSA's warehouse building. He stated
24 that it was actually in the March packet because it occurred in February.
25 He stated that usually it would show up on the water report at the April
26 Board meeting, but the leak occurred at the end of the month. He
27 mentioned that there is a report generated in Cityworks on the first of the
28 month. He noted that if the work order is not completed and closed out, as
29 it takes a few days to get all of the information in the system, the leak will
30 not be included in that report. He stated that maintenance has worked with
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1 customer service and the CMMS coordinator to implement a 5-day delay
2 in generating the report, to ensure leaks that happen at the end of the
3 month are captured. Mr. Parcels asked about the leak at the warehouse
4 building, stating that it seems 30,000 gallons would be visually obvious.
5 Mr. Morrison replied that an ACSA inspector arrived first on-site that
6 morning and noticed the leak in the maintenance yard. He stated that they
7 quickly isolated it to make the repair. Mr. Parcels stated that he supposes
8 there was no AMI to catch the leak. Mr. Morrison stated that there is no
9 AMI for the fire systems since they are unmetered.

10 ***e. IT Monthly Update*** – Mr. Parcels stated that there was a remark in the
11 report about IT onboarding three new employees. He stated that he went
12 back to look at April as well, and there have been five employees onboarded
13 between the two months. He asked if this means the ACSA is now fully
14 staffed. Mr. Lunsford replied that the IT department is fully staffed. Mr.
15 Parcels stated that he assumes the five new employees were for positions
16 across the organization. Mr. Morrison stated that there have been a couple
17 of new Utility Worker I positions that were onboarded to backfill vacancies.
18 He stated that currently, the maintenance department has 35 employees
19 out of the 37 budgeted positions. He mentioned that with the recent
20 promotion for the Facilities Supervisor position, they are looking to backfill
21 the Crew Leader II- Valves and Hydrants position. He noted that they are
22 actively interviewing for that position this week. He added that the other
23 vacant maintenance position is the Electrician Technician, which has been
24 extremely challenging to fill, as they have not received qualified applicants
25 with the required licensure. Mr. Parcels asked how long the position had
26 been vacant and when he foresaw them being able to fill it. Mr. Morrison
27 replied that it has been vacant for about 12 months. Mr. Parcels asked if
28 there was any ability to connect with PVCC to fill the position, because they
29 have a journeyman program. Mr. Morrison stated that they have advertised
30 at PVCC as well as CATEC. He noted that the ACSA has an employee who
31 is currently working through the CATEC journeyman program and is in his

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1 last round of classes. He mentioned that once the employee is done with
2 classes, he will be able to sit for the journeyman's exam. Mr. Parcels asked
3 how many vacancies there were overall in the organization. Ms. Roach
4 replied that she believes there are three vacancies currently. Mr. Lynn
5 added that there is a vacant engineer position, which has been vacant for
6 about seven months. Mr. Lunsford stated that the Director of Finance
7 position is vacant as well, with interviews to start soon.

8 Ms. Swanson stated that it seems like there are a lot of high-flow
9 alerts that come from the AMI system. She stated that although the staff
10 does not have to follow up on all of them, she is interested in understanding
11 what high-flow alerts are related to with the AMI system. Mr. Lunsford stated
12 that he does not know the exact metrics for a high-flow alert, but for
13 continuous flow, it would be constant usage for 24 hours. He stated that a
14 high-flow alert could be indicative of a major break on the customer side.
15 He stated that high-flow alerts come in regularly when a large irrigation
16 system turns on, as it can use hundreds of gallons in a few hours. He
17 mentioned, however, that when they see that consumption stops or returns
18 to a normal level, they consider that to be intentional consumption and do
19 not consider that they have to follow up on.

f. Rivanna Water and Sewer Authority (RWSA) Monthly Update – Ms.

21 Palmer stated that the new demand analysis for Crozet is coming out in
22 October of this year, so there will be updated information. She stated,
23 however, that RWSA performed a study in 2019, and their alternative was
24 to rehab the raw water pump station at Beaver Creek to make it more
25 efficient. She stated that for quite a while, RWSA has had the Beaver
26 Creek raw water pump station and piping improvements in its CIP. She
27 asked if this project would actually do what the Hazen and Sawyer
28 alternative suggested or if this was something different. Mr. Lunsford
29 replied that he would need to speak with RWSA, and he would get back
30 to her.

g. ACSA Board Policy Future Issues Agenda 2026 –

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h. Annual Water Quality Report –

Ms. Palmer moved to approve the consent agenda, seconded by Ms. Swanson. All members voted aye.

6. Proposed FY 2027 Capital Improvement Program (CIP) Public Hearing

Mr. Armstrong opened the floor for public comment on the proposed FY 2027 CIP public hearing. Neil Williamson with the Free Enterprise Forum came forward to address the Board. Mr. Williamson stated that, of all the localities that he covers, the Albemarle County Service Authority is head and shoulders above anyone else in providing information, content, answering questions, and transparency, which is to be commended. He stated that the ACSA's CIP is significant and the trickle down of the RWSA's CIP is equally significant in terms of the cost to ACSA rate payers and developers. He mentioned that he has been informed that there will be increases in connection fees to the tune of 10% annually for the next five years.

Mr. Williamson stated that this will impact the cost of housing. He stated that it is not the ACSA's concern, but it is important to recognize everything that goes into that. He stated that they were a huge supporter of the community water supply plan, and they stand by that support. He stated that they know that it costs money, and this is how you collect it. He noted that, having said that, it should be made known with eyes wide open that there are impacts to RWSA's CIP as well as the ACSA's CIP that go beyond the ACSA's true area of concern, and they should be highlighted.

Barring any further public comment, Mr. Armstrong closed the floor for public comment.

7. Proposed FY 2027 Budget and Rates Workshop

Mr. Lunsford stated that today's presentation was designed in the format of a workshop (Attached as Pages_____). He stated that they welcome any questions the Board may have. He stated that he would begin

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1 by providing an overview of the ACSA. He stated that he would then show
2 where the ACSA is financially in FY 2026 and how the Strategic Plan
3 integrates with the proposed budget for FY 2027. He stated that he would
4 recap the water and sewer rate study that was performed earlier this year
5 and some of the recommendations related to that study. He stated that he
6 would emphasize the value of water and show what different customer types
7 can expect if the proposed rate changes are approved. He added that he
8 would also briefly go through each of the departmental budget proposals.

9 Mr. Lunsford moved to the next slide outlining the ACSA's mission
10 and vision statements. He stated that the ACSA strives every day to provide
11 best-in-class service through clean, safe, and reliable water and wastewater
12 collection.

13 Mr. Lunsford moved to the next slide, showing an overview of the
14 ACSA. He stated that the ACSA was founded in 1964 and has over 23,000
15 unique water accounts, serving over 91,300 customers. He stated that the
16 ACSA has 88 dedicated employees, 380 miles of water lines, and 321 miles
17 of sanitary sewer lines that they are responsible for maintaining to ensure
18 they are operating efficiently.

19 Mr. Lunsford stated that before he discusses FY 2027, he wanted to
20 give an update on FY 2026 through April, which was highlighted on the next
21 slide. He stated that water revenues are slightly behind budgeted
22 expectations, even considering a slight increase in water sold compared to
23 last year. He mentioned that the biggest difference between the budget and
24 where the ACSA is in actuality is consumption in July. He noted that
25 consumption in July 2025 was lower than expected. He stated that sewer
26 revenues are right in line with what was expected. He stated that water
27 expenses are slightly below expectations, and sewer expenses are even
28 more below expectations due to the year being drier. He added that
29 departmental expenses are below expectations as well, by almost 15%. He
30 noted that most of that is driven by vacancies throughout the year, and some
31 of it is timing due to not being able to procure certain items.

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1 Mr. Lunsford stated that, in terms of forecasts for the remainder of
2 FY 2026, they do not expect any major changes to revenues. He stated that
3 they will probably be slightly below budgeted expectations for water
4 revenues and slightly above for sewer. He mentioned that if May and June
5 continue to be very dry, this could change slightly but not dramatically.

6 Mr. Lunsford stated that they want to emphasize the integration of
7 the ACSA's Strategic Plan with the budget. He stated that in the budget
8 document, the staff attempted to call out which of the different pillars the
9 various initiatives support and are working towards. He noted that the
10 graphic on this slide shows that in summary.

11 Mr. Lunsford moved to the next few slides to discuss the water and
12 sewer rate analysis. He stated that earlier this year, the ACSA performed a
13 formal water and sewer rate analysis with the help of its consultant, NewGen
14 Strategies & Solutions. He stated that they comprehensively reviewed
15 historical and projected information, be it RWSA's cost or the ACSA's
16 expectations related to labor or other needs. He mentioned that he did want
17 to highlight the guiding principles of the study, which are that the water and
18 sewer systems must be financially self-supporting, growth needs to pay for
19 growth, reserves should be maintained to provide for contingencies and
20 unplanned expenses, and water and sewer rates should be kept as low as
21 possible over time.

22 Mr. Lunsford stated that, as the Board is well aware, the RWSA's
23 charges to the ACSA are a major driver of the ACSA's budget. He stated
24 that when RWSA's costs increase, the ACSA's rates need to increase to
25 support those costs. He mentioned that the ACSA's FY 2027 budget shows
26 a \$34 million charge for water and sewer treatment and non-growth-related
27 debt service, as well as a \$9 million growth-related debt service charge. He
28 noted that the ACSA's CIP for FY 2027 is large, with the bulk of the cost on
29 the wastewater side. He stated that Mr. Lynn had provided detailed
30 information related to this in the prior month's meeting.

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1 Mr. Lunsford stated that the next slide shows some of the findings
2 from the rate study. He stated that while the ACSA is currently in a sound
3 financial position, rates need to increase due to the increase in costs in the
4 CIP programs. He stated that water rates are proposed to increase by 17%
5 and sewer rates by 3%. He mentioned that combined, the average customer
6 is going to see about a 9.4%-10% increase in their monthly bill. He noted
7 that there is a recommendation to increase the system
8 development/capacity charges by 10%. He stated that, as Mr. Williamson
9 pointed out earlier, this is not a one-time fix. He stated that costs continue to
10 go up and capital programs are enormous, which helps offset growth-related
11 costs.

12 Mr. Lunsford stated that this budget includes something that the
13 ACSA has not done for some time, which is a recommendation for a debt
14 issuance in FY 2027 of \$20 million. He stated that this helps offset some of
15 the costs over time, to help the ACSA finance assets more gradually. He
16 stated that Davenport and Company will speak to some of the specifics
17 related to that shortly.

18 Ms. Swanson stated she recalls they picked scenario 2a as the go-
19 to. She stated that both scenarios called for debt funding of 2/3 of the CIP.
20 She asked if they ever ran the scenario of debt funding half of the CIP in the
21 model and why 2/3 was chosen. Mr. Lunsford stated that he would have to
22 look at the model and the different scenarios. He stated that they felt 2/3 was
23 a reasonable amount of debt service from an annual perspective to help get
24 past some of the major expenditures that they have seen recently. He
25 mentioned that in the April 2025 financials, there was about \$59 million in
26 cash and investment reserves. He noted that in the financials for April 2026,
27 the amount has reduced to \$47 million. He stated that they have spent a
28 substantial amount of reserves this year. He stated that if they are able to
29 issue this debt, they will be able to replenish the reserves for costs related
30 to those projects. He stated that the \$20 million will allow the ACSA to be

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1 reimbursed for about \$15 million, leaving \$5 million to fund costs that have
2 yet to occur.

3 Ms. Swanson stated that if there is a way for the consultant to look
4 at what would happen in a scenario where half of the CIP is debt-funded,
5 that would be interesting to her. She also asked if the existing debt would be
6 rolled into the new issuance. Mr. Lunsford replied that Davenport will speak
7 to that a little bit more, but the debt the ACSA currently has with the VRA is
8 not fully redeemable. He stated that the interest rate on that loan is very
9 attractive and may be lower than what they are able to obtain with the new
10 issuance.

11 Mr. Lunsford stated that the graphic on the next slide shows how they
12 have tried to spread rate increases smoothly over time. He noted that the
13 blue bars represent a single-family customer, and the green bar represents
14 the increases to the ACSA from the RWSA for that same year.

15 Mr. Lunsford moved to the next slide, which illustrated where
16 revenues are collected, debt proceeds in the current budget, and how the
17 ACSA uses reserves. He stated that they expect to collect almost \$50 million
18 for water and sewer charges this year. He mentioned that debt proceeds are
19 the next largest component of this budget, followed by system connection
20 charges. He mentioned that they do include \$3.6 million of reserves to offset
21 RWSA's growth-related debt service in the FY 2027 budget, and the
22 expectation is that other revenues will be slightly lower than in prior years.

23 Mr. Lunsford stated that the next slide shows budgeted expenses
24 and capital costs. He stated that the big, blue box includes both growth and
25 non-growth debt service from RWSA, as well as water and wastewater
26 treatment. He stated that the green box to the right of that represents the
27 ACSA's CIP, followed by each of the departments next to that. He noted that
28 the blue and green boxes are the main drivers of the ACSA's budget.

29 Mr. Lunsford stated that he wanted to show costs over time from
30 RWSA on the next slide. He stated that the graph shows the last 25 years of
31 charges from RWSA to the ACSA, as well as projections from FY 2027 to

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1 FY 2031. He noted that costs have increased significantly, and are related
2 to initiatives important to the community, such as the community water
3 supply plan, urban water treatment and reservoir upgrades, finished water
4 transmission projects, and many sewer projects. He mentioned that all of
5 those projects come with costs, and customers have to be able to pay for
6 those costs.

7 Mr. Lunsford stated that, as seen in the rate study previously, the
8 next slide is a chart showing the proposed water and sewer rates for FY
9 2027. He stated that the service charge is increasing 17%, volume charges
10 on the water side are increasing by 17%, and sewer charges are increasing
11 by 3%.

12 He stated that a proposal to increase the system connection charges is
13 included in the proposed budget as well. He stated that the Board is being
14 asked to approve a 10% increase per ERC, from \$15,000 to \$16,500. He
15 noted again that this will pay for growth and capacity-related capital projects.

16 Mr. Lunsford stated that the ACSA is seeing an 18% increase in
17 charges for water and debt service from RWSA, which equates to about \$4.1
18 million. He stated that the ACSA is also seeing a little over a 10% increase
19 in sewer charges, or about \$1.6 million. He noted that the ACSA's total
20 departmental budget is also seeing an increase of 8.2%, or \$1.3 million. He
21 stated that the increase can be attributed to the performance pool and cola
22 adjustments. He stated that when this budget was created, the CPIU was
23 showing about 2.8% for cola. He stated, however, that for April it is 3.8%. He
24 stated that the 3% performance pool is something they have done in the
25 past, as it is critical to retain the ACSA's skilled, talented, and dedicated
26 workforce.

27 Mr. Parcels asked if there would be a cola adjustment before the
28 June meeting, when they finalize the budget to begin July 1st. Mr. Lunsford
29 replied that if there is direction from the Board to show that, they are happy
30 to do so. Ms. Palmer asked what the average increase for employees is
31 under this proposal. Mr. Lunsford replied that the average would be 5.5%.

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1 Mr. Roberts pointed out that he serves on another Board, and the
2 employees, who are Albemarle County police officers, will be receiving 7%.
3 He stated that he knows they are the lowest paid in Central Virginia, and
4 Green and Louisa counties pay about \$10,000-\$12,000 more per year. Mr.
5 Parcels asked how, or when, the staff would inform the Board of the need
6 to raise the cola for the fiscal year beginning July 1st. Mr. Lunsford asked for
7 time to speak with Ms. Roach and stated that if the Board is interested in
8 pursuing that, they are happy to do so.

9 Mr. Roberts stated that the budget has been advertised and asked if
10 they are now able to increase a particular line item. Ms. Palmer stated that
11 she thinks you can increase a line item, but not the overall budget, but that
12 would be a legal question. Ms. Palmer asked if it would be possible to give
13 hiring bonuses as an incentive for some of the vacancies. Ms. Roach replied
14 that it is possible, but it is a catch-22. She stated that if they do not give
15 bonuses to their current staff, they would be incentivizing people who have
16 not shown their dedication and loyalty to the ACSA. Ms. Palmer stated that
17 she remembers either the police department or the fire department used that
18 incentive a few years ago. Ms. Roach replied that it was very popular during
19 COVID.

20 Mr. Lunsford stated that he wanted to specifically mention that they
21 are proposing three new positions in this budget. He stated that Mr. Morrison
22 will speak to two of the three when he presents his departmental budget. He
23 stated that he would speak to the third position, Information Technology
24 Supervisor, in Ms. Walker's absence when he presents the IT departmental
25 budget.

26 Mr. Lunsford moved to the next slide, highlighting the use of reserves
27 and debt proceeds. He stated that the FY 2027 proposes using \$3.6 million
28 in growth reserves to offset RWSA debt service for growth-related projects,
29 which helps mitigate the rate increase the ACSA would need to see in
30 addition to increases on the connection charge side. He mentioned that the

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1 debt proceeds also help to spread costs over time, which helps to smooth
2 rate increases over time.

3 Mr. Lunsford stated that the graphic on the next slide illustrates
4 current monthly bills and proposed FY 2027 monthly bills at different usage
5 levels for single-family, multi-family, and commercial customers. He stated
6 that the total increases range from 9.4% to 10.9%, based on meter size and
7 consumption level. He noted that the average single-family customer will see
8 about a \$7.00 increase in their monthly bill.

9 Mr. Lunsford moved to the next slide showing a graphic representing
10 the value of water. He stated that one penny does purchase 1.3 gallons of
11 water, which they think is an incredible value. He stated that the quality of
12 the water is very good, and the projects they have completed ensure that the
13 ACSA provides the highest quality water to the community.

14 Mr. Lunsford stated that the next slide was a graphic from the rate
15 study that shows the ACSA's current charge to a single-family customer
16 using 3,000 gallons. He stated that with the proposed increase in FY 2027,
17 the bill increases from \$70.23 to \$76.78. He mentioned that the ACSA
18 compares well to other utilities and localities in the area. He stated that at
19 the time the graphic was done, they did not have the City of Charlottesville's
20 proposed increase, but their water and sewer charges are going to increase
21 about 13% in FY 2027.

22 Mr. Lunsford stated that the graphic on the next slide illustrates how
23 RWSA is the driver for the ACSA's operating expenses. He stated that the
24 chart also shows the operating costs for each of the ACSA's departments.
25 He stated that he would now have the rest of the Lead Team assist in
26 presenting their respective departmental budget initiatives.

27 Ms. Roach came forward to present key initiatives for the
28 Administration department. She stated that they would be working with the
29 Virginia Department of Labor and Industry for the Virginia Challenge
30 Program. She stated that they will be working with them to review the
31 ACSA's safety program, as well as its education and training program. She

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1 stated that they are working with a consultant on two different development
2 training programs, the first being for emerging leaders. She stated that this
3 aligns with the ACSA's Succession Plan in ensuring that the workforce is
4 ready to compete when vacancies occur. She stated that the second would
5 be the continuation of the ACSA's quarterly leadership development with
6 current supervisors.

7 Ms. Roach stated that they would continue working with community
8 partners on various programs, such as the Rivanna Riverfest and the Fix-a-
9 Leak contest, to ensure the community is aware of the value and quality of
10 the water. She stated that they also continue to work with those partners to
11 promote water conservation.

12 Ms. Roach mentioned that they would continue to provide training
13 and professional development opportunities outside of the ACSA, such as
14 classes through CATEC and PVCC. She noted that they did onboard a new
15 safety supervisor recently, who has become certified to perform a lot of the
16 safety training in-house. She stated that they would continue supporting the
17 Board of Directors in policy making, as well as working to enhance the
18 customer experience.

19 Ms. McKeel asked if Ms. Roach could introduce herself for members
20 of the public who are listening and may not know who she is. Ms. Roach
21 stated that she is the Director of Human Resources and Administration at
22 the ACSA.

23 Mr. Parcels stated that he is concerned about the workers'
24 compensation figure, which is higher in the past year than in previous years.
25 He stated that enhancing safety is important, so they do not have issues with
26 employees. Ms. Roach noted that the figure for incidents does not
27 necessarily mean lost time. She stated that it could have been something
28 like an employee being exposed to poison ivy. She stated that the data
29 encompasses everything and is rather broad.

30 Ms. Roach moved to the next slide to highlight the Finance
31 department. She stated that they are working on continuing education and

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1 training for AMI, ERP, and CMMS. She stated that the large project they are
2 working on is the new CIS system. She stated that this project will
3 encompass the entire organization, but currently it primarily involves
4 accounting, customer service, and meter reading, as they are providing lots
5 of data. She noted that they hope to go live with the new system in May
6 2027.

7 Mr. Lynn stated that his name is Jeremy Lynn and his role at the
8 ACSA is the Director of Engineering. He stated that he would be discussing
9 the engineering department's key initiatives that make up the departmental
10 budget for FY 2027. He stated that many of the initiatives are directly related
11 to the ACSA's CIP program. He noted that the first two items focus on their
12 systematic approach to replacing aging and undersized water mains. He
13 stated that this year they have the Townwood project, Scottsville Phase 4,
14 and they hope to get into the Northfields project.

15 Mr. Parcels stated that one of the leaks that occurred at State Farm
16 was on a PVC water main. He asked if that was in the plans to be replaced.
17 Mr. Lynn replied that most of the PVC water mains have been put in the
18 category to be replaced. He noted that many of the pre-1990 PVC water
19 mains are on the list to be replaced over time.

20 Mr. Lynn stated that the third item on the slide speaks to increasing
21 wastewater capacity to handle continued growth. He stated that they have
22 the Airport Trunk sewer project, as well as the Buckingham and Bellair sewer
23 projects. He mentioned that there is a lot of work going on, organization-
24 wide, for the CIS project, as they prepare to move from Billmaster to
25 SpryPoint. He stated that they have some recommended improvements to
26 the ACSA's pump stations and the completion of the Avon Operations
27 Center, which should wrap up at the end of this calendar year. He noted that
28 they have the ArcFlash Hazard Assessment Updates and had a call with the
29 consultant this morning to begin working on the scoping of that project. He
30 stated that the Board has also approved a fourth utility locator, so they will
31 need to purchase a vehicle for that employee. He noted that they have also

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1 been borrowing locating equipment from the maintenance department, so
2 they will need to purchase new equipment as well. He added that there is
3 also the scheduled replacement of some aging pressure monitoring
4 equipment for fire flow testing.

5 Mr. Lunsford came forward to present the IT department's key
6 initiatives for the FY 2027 budget year. He noted that Ms. Walker and a team
7 member are attending an in-person regional cybersecurity tabletop exercise
8 with the Office of Drinking Water. He stated that, in addition to the content
9 that will be shared, many other local partners are in attendance. He stated
10 that the opportunity to network and build relationships is really important.

11 Mr. Lunsford stated that the IT department plays both a leading and
12 supporting role in almost every aspect of the ACSA, be it the Avon
13 Operations Center, the CIS project, the Risk and Resiliency Assessment, or
14 the cybersecurity and facility networking that they shoulder. He stated that
15 this budget supports the continued strengthening of vast security monitoring
16 and enhancements to the current IT infrastructure. He noted that within this
17 budget, is a request for a new IT position, titled Information Technology
18 Supervisor. He stated that this position will report directly to Ms. Walker. He
19 stated that this position will help to normalize the IT department, related to
20 other departments in the ACSA, in that there are supervisors reporting to a
21 director. He mentioned that currently Ms. Walker has six direct reports, which
22 can be difficult to manage. He added that this new position will supervise the
23 systems analyst, the systems engineer, the ISO systems engineer, and the
24 IT technician. He noted that the IT department has grown, from a percentage
25 perspective, more than any other department in the organization over the
26 last decade and a half.

27 Ms. Palmer asked if Mr. Lunsford could say a few words about
28 whether the growth in the department has saved the organization money or
29 how it has helped the ACSA. Mr. Lunsford replied that there are quantitative
30 and qualitative aspects to what the IT group does. He stated that they have
31 certainly enhanced our ability to prevent a potential security breach or attack,

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1 but it is impossible to quantify that with a dollar amount. He mentioned that
2 the data that this team helps all other departments gather is critical as they
3 begin entering the next phase of the organization's existence. He stated, for
4 example, the ability to evaluate pipe condition on other data besides age and
5 material that is being compiled in the CMMS, which definitely has a
6 quantitative benefit.

7 Ms. Swanson stated that she assumes, with the growth of IT and the
8 migration to the cloud, that there will end up being an AI way to interface on
9 some level to get pertinent information to perform different job tasks. She
10 asked if this is what is envisioned. Mr. Lunsford replied that at this point, they
11 do not know what they do not know related to AI and its capabilities. He
12 stated that there is an absolute opportunity in the future, but there would be
13 a considerable analysis and vetting of needs and what is capable with the
14 current setup.

15 Mr. Alex Morrison, Director of Operations, came forward to discuss
16 key initiatives in FY 2027 for the maintenance department. He stated that for
17 FY 2027, their initiatives focus on preparing the department for continued
18 system and organizational growth. He stated that the ACSA now maintains
19 more than 380 miles of water mains, 320 miles of sewer mains, 18 pump
20 stations, 7 water storage tanks, and more than 23,300 connections to the
21 water system serving a population of over 91,000. He stated that as the
22 system grows, the ACSA's operational capacity must grow with it to maintain
23 reliable service.

24 Mr. Morrison stated that they continue to expand preventative and
25 predictive maintenance programs through coordination with GIS, CMMS,
26 and engineering. He mentioned that these efforts help to reduce failures,
27 improve planning, and support long-term asset management. He noted that
28 one of the proposed new positions is a pipeline condition technician. He
29 stated that this position will support a condition-based assessment program
30 for pressurized pipe infrastructure. He mentioned that historically, CIP
31 prioritization has relied on age, material, break history, and GIS data. He

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1 stated that this program and position will add real-world condition data to
2 better prioritize rehabilitation and replacement projects. He added that
3 bringing these capabilities in-house is more cost-effective than relying on
4 third-party contractors for these assessments.

5 Mr. Morrison stated that another proposed new position is a
6 mechanic assistant. He stated that last year's equipment and inventory
7 technician position has already improved repair and response time, and
8 equipment readiness. He mentioned that the maintenance department
9 currently supports 54 fleet vehicles, 5 CDL vehicles, 16 tote assets, 35 other
10 equipment assets, and 19 permanent generators. He stated that adding
11 support staff will increase efficiency, improve turnaround times, and allow
12 the expansion of the inventory management responsibilities.

13 Mr. Morrison stated that the Avon Operations Center remains under
14 construction and represents a major and long-term operational resource for
15 the ACSA as a whole. He stated that in FY 2027, efforts will focus on
16 resource planning and how the facility will best support both maintenance for
17 operations and the organization as a whole. He mentioned that the facility
18 will expand operational capabilities, improve continuity of operations, and
19 provide additional organizational redundancy. He noted that the property
20 was acquired in 1987, and development today, nearly four decades later,
21 reflects the continued growth of the utility and operational needs of the
22 ACSA.

23 Mr. Morrison stated that succession planning and workforce
24 development remain critical priorities in the maintenance department for FY
25 2027. He stated that currently, 66% of the maintenance staff have less than
26 10 years of service, and 20% have more than 20 years of service. He stated
27 that continued investment in leadership, safety, and technical training
28 prepares employees for advancement and critical operational roles. He
29 added that, finally, maintenance will continue to coordinate with the
30 engineering department on converting the remaining exclusion meters in the
31 system.

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1 Mr. Parcels asked if Mr. Morrison foresees a time when the Avon
2 Operations Center will be built out or occupied. Mr. Morrison replied that he
3 believes there will be a time when it is fully built out and occupied. He stated
4 that currently, they are working on plans to see what the first phase of
5 occupying the building will look like. He mentioned that there will be some
6 staff that will be based out of the Avon Operations Center, such as the
7 mechanic group, as the facility is geared towards those activities. He stated
8 that he thinks they will see other departments utilize the facility as well.

9 Mr. Parcels stated that he is curious in terms of the future need for
10 acquiring another site, having lost the Crozet storage area. He stated that in
11 a sense, they have added an extra dimension of travel time and are utilizing
12 vehicles for a longer time to get out to that area. He asked if they foresee a
13 need to establish a satellite facility back in Crozet. Mr. Morrison replied that
14 they would need to discuss that internally to see if there is a possibility or
15 need for a facility in Crozet. He stated that they would need to allow RWSA
16 to get through their projects at the filter plant, to see if there is any capability
17 of utilizing the footprint there.

18 Mr. Parcels asked when they foresee moving into the Avon
19 Operations Center. Mr. Morrison replied that it will be completed near the
20 end of this calendar year. He stated that the IT department is continuing work
21 to deploy the data security infrastructure. He stated that he imagines they
22 would begin partially occupying the space in the first quarter of 2027 or at
23 least having activities occurring out of the facility. Mr. Parcels asked if there
24 would be an open house. Mr. Morrison replied that they are discussing that
25 to see what it would look like.

26 Mr. Lunsford stated that the next slide lists some of the planned
27 capital equipment purchases for FY 2027. He mentioned that some of the
28 purchases are for new equipment, and some are for planned replacements
29 for assets reaching the end of their useful life. He stated that Mr. Lynn
30 mentioned the purchase of a vehicle for the new utility locator. He mentioned
31 that there are some additional vehicles and flagging equipment needed for

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1 the maintenance department. He stated that on the IT side, there are
2 purchases needed for the regular upkeep of the ACSA's servers and GPS
3 units. He noted that the new equipment totals about \$511,000, and the
4 planned capital equipment replacement is about \$1.2 million for FY 2027.

5 Ms. Swanson asked if it is true that Ford is going to stop making the
6 Lightning vehicles, and what that will mean for the two that the ACSA has.
7 Mr. Morrison replied that moving forward, they will have to evaluate other
8 electric vehicles. He stated that he believes Ford will have other pickup truck
9 models that are electric. Mr. Lynn replied that he did hear that the Lightning
10 was going to be discontinued, but he does not know what the other options
11 will be. He stated that they will continue to evaluate that as vehicle
12 replacement needs are identified. He noted that the van they have is in the
13 IT department, and the two lightning vehicles are in the engineering
14 department.

15 Mr. Lunsford stated that he will not belabor the CIP program, as Mr.
16 Lynn presented it in detail last month. He stated that the FY 2027 budget
17 includes \$4 million for water projects, \$14 million for wastewater projects,
18 and \$930,000 for non-utility/facility projects. He noted that on the water side,
19 the Northfield Water Main Replacement project, Ragged Mountain Water
20 Main Replacement, and the Scottsville Phase 4 Water Main Replacement
21 make up the bulk of the \$4 million. He stated that on the sewer side, the
22 Airport Trunk Sewer project, the Buckingham Circle project, and the Bellair-
23 Liberty Hills project make up the bulk of the cost. He mentioned that, related
24 to non-utility projects, there is about \$600,000 of the budget related to the
25 CIS project.

26 Mr. Lunsford stated that in terms of budget next steps, a mailer has
27 been or is in the process of being sent to all of the ACSA customers that
28 illustrates the proposed rates that were shared today. He mentioned that
29 there is a public hearing for the FY 2027 budget and rates scheduled for the
30 June Board meeting. He stated that they will also be presenting some
31 revisions to the ACSA's Rules and Regulations. He stated that some of the

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1 revisions reflect the changes in the rates, but there is also some clean-up of
2 the language as well. He noted that, specifically, there will be some changes
3 to the Carwash Certification Program to encourage participation moving
4 forward. He noted that there will also be some Personnel Management Plan
5 (PMP) changes that will be shared as well. He stated that they will also be
6 requesting the Board to adopt the proposed FY 2027 budget and rates.

7 Mr. Lunsford stated that he would like to sincerely thank the ACSA
8 Lead Team members who had input in the FY 2027 budget creation, as well
9 as the accounting team that helped to compile the information in the
10 document.

11 Mr. Parcels stated that he noticed that every department really
12 bumped up their office supplies. He stated that they are small numbers in
13 the grand scheme of things, but many of them were over 150% more. He
14 stated that he was curious as to why, especially when the office supplies are
15 projected to be less than the budgeted amount for FY 2026. Mr. Lunsford
16 replied that, being a smaller line item, he did not readily know, but they could
17 certainly follow up with the Board on that.

18 19 8. Plan of Finance and Financing Schedule Presentation

20 Mr. Lunsford stated that they have two representatives from
21 Davenport & Co. today, Courtney Rogers and Stephen Geisz. He stated that
22 they have prepared a presentation (Attached as Pages_____) to help
23 explain the process of the debt issuance and what it entails.

24 Mr. Rogers stated that the Board may remember that they came to
25 present last summer and give a financial overview. He stated that since that
26 time, NewGen came in and performed the rate study which lead to the
27 previous presentation on the budget. He stated that today they will discuss
28 the issuance of debt in the amount of \$20 million to help support the ACSA's
29 capital plan. He stated that he would discuss the interest rate market, the
30 process and the best way to procure the money, credit ratings, and finally
31 summary on the impact on the ACSA's cash flows.

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1 Mr. Rogers stated that in terms of the interest market, he would begin
2 with a chart showing tax-exempt interest rates over the last 20-25 years. He
3 stated that they have generally been downward sloping up until just prior to
4 COVID. He stated that after COVID, interest rates came up. He stated that
5 the rates have basically come back up to where they were around 2012-
6 2017, which were still good rates. He noted that on the right side of the slide,
7 the chart shows what has been going on since January 2024. He added that
8 rates were pretty flat but then started to inch upwards as the economy began
9 to recover in late 2024.

10 Mr. Rogers stated that he wanted to give the Board a sense of the
11 tax-exempt interest rate yield curve over the last 30 years with the next slide.
12 He stated that the graph shows interest rates from year one to year thirty.
13 He noted that two years ago, there was an inverted yield curve meaning
14 rates on the front end were higher in some places than the long end. He
15 stated that the rates from year one through five were actually higher than
16 years ten through twelve. He added that the Fed really impacted the first five
17 years of the yield curve. He noted that as the Fed lowered rates, the front
18 part of the curve came down. He stated that the blue line represents a year
19 ago and the purple line shows where we are now.

20 Mr. Rogers state that the next slide gives the Board a sense of some
21 recent governmental bond sales. He stated that they recently sold for the
22 City of Lynchburg on April 21, 2026, as well as the County of Albemarle on
23 April 22, 2026. He noted that the City of Lynchburg has a 3.85% rate, which
24 is a bit higher than the County even though they have similar ratings because
25 Lynchburg borrowed on the long end at 30 years. He stated that if you are
26 looking at just 20 years, the County's rate was at 3.62%. He noted that since
27 the end of April, rates have gone up almost 15 basis points. He added that
28 the County is actually rated AAA, but the bonds were sold as appropriation
29 bonds which are one notch off and why it shows the Aa1/AA+ rating.

30 Mr. Rogers stated that the next slide shows some of the recent water
31 and sewer bond sales. He mentioned that they do not see as many water

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1 and sewer credits around the state, so he included one that he worked on
2 for the City of Winder, Georgia. He noted that are similar to the ACSA in size
3 and are rated at Aa3/AA-. He stated that they are slightly different in that
4 they do operate a water treatment plant. He noted that their rate was 4.20%,
5 but interest rates have gone up since then. He stated that it would now be in
6 the 4.40% range. He stated that the other example on the slide was Henrico
7 County, Virginia, and they are rated AAA across the Board. He mentioned
8 that their rate was right at 4%, but again, rates are up by about 25 basis
9 points, so it is now more in the 4.30% range.

10 Ms. McKeel asked what Richmond's rating is. Mr. Rogers stated that
11 they are AA rated with S&P and Finch, and AA1 with Moody's. He stated that
12 they had a negative outlook because their CIP was \$800 million in 2020 and
13 has increased to \$1.6 billion currently. He stated that they were concerned
14 that their coverage would not be as high. He mentioned that they did not get
15 any pushback from buyers, and they do not feel that it caused any issues
16 with pricing.

17 Mr. Parcels asked what pushback from buyers would look like. Mr.
18 Rogers replied that it would look like someone saying they are not willing to
19 buy, or they will buy but at more basis points.

20 Mr. Rogers moved to the next slide to discuss financing options. He
21 stated that the first option is public market issuance. He stated that this is
22 where they go out to the public and offer the bonds to the public
23 competitively. He stated that the second option of going to the public market
24 would be to use the Virginia Resources Authority (VRA) as an option. He
25 mentioned that they used the VRA for the ACSA when the current bond was
26 refinanced. He stated that the third option is slightly different and does not
27 involve going to the public market. He stated that this would be a direct bank
28 loan via RFP. He noted that this is how the ACSA's bond was done, which
29 was issued in the 2000s.

30 Mr. Rogers stated that the direct bank loan process is a little faster.
31 He stated that the public market issuance process takes a little longer and

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1 part of it requires putting together an official statement with detailed
2 information about the ACSA's service area, customers, rates, history of
3 financials, and other items. He noted that the VRA goes out to the market a
4 couple of times a year and has its own credit rating. He stated that in both
5 cases, the rates are locked in for the full 20 or 30 years. He stated, for
6 reference, that the bond that was issued in the early 2000s was issued for
7 20 years, as the administration did not want to go out for the full 30 years.
8 He stated that it could have been that the average life of the projects then
9 was shorter. He stated that one thing to note, which is highlighted in the
10 middle of the slide, is that the VRA has an administration fee, which is really
11 the difference between that option and the stand-alone option.

12 Mr. Rogers stated that when they did their analysis about a week
13 ago, the all-in interest rate for a public market stand-alone issuance was
14 about 4.38%. He stated that the VRA was at a 4.47%, which is slightly higher
15 due to their fee. He stated that the direct bank loan came back at around
16 5.08%. He stated that they found the public market issuance to be the best
17 option, with the VRA costing about \$500,000 over the life of 30 years, and
18 the direct bank loan would be around \$3.2 million.

19 Mr. Rogers stated that he wanted to speak to Ms. Swanson's
20 question about the banks and why they are not as competitive. He stated
21 that he had a client a few months back who reached out to their local bank
22 for a 20-year loan. He stated that the bank gave them an interest rate of
23 4.12%, but they were able to go to the public market and get a rate of less
24 than 3.70%. He mentioned that the reason the banks are not as competitive
25 these days is that it is about their cost of money. He stated that banks were
26 pretty competitive up until 2017 when the tax rate was cut, and they have
27 been less competitive since then.

28 Ms. Swanson stated that she does not understand why banks would
29 not want to make their money available for local projects. Mr. Rogers replied
30 that part of it is size, as smaller banks do not have \$20 million to loan to one
31 organization. He stated that they have been talking to banks out of state that

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1 she probably has not heard of. He mentioned that credit unions are not really
2 players in the tax-exempt world.

3 Ms. Palmer asked Mr. Rogers to remind her of how Davenport's
4 consultant fee works. Mr. Rogers stated that he does not remember the
5 exact contract, but sometimes it is based on size, and sometimes it is just a
6 flat fee. Mr. Rogers stated that bank loans require less work, so it is lower
7 for a bank loan. He stated that he believes the way their contract works is
8 that there is an additional fee for the credit rating. Ms. Palmer asked if those
9 fees are included in the prices on the slide. Mr. Rogers replied yes, they are
10 included.

11 Mr. Rogers stated that, as he mentioned earlier, they are very much
12 advocates for competitive sales. He stated that they will have to first go out
13 and get a bond rating. He mentioned that for larger entities like the County,
14 they would get three ratings, but for the ACSA, they will probably get two.
15 He noted that there are some buyers who require the entity to have two
16 ratings, or they will not buy. He stated that the bonds will be sold based on
17 whatever rating the ACSA gets. He stated that the credit rating agencies will
18 issue a rating for the ACSA as the issuer, but also for the bond issue itself.
19 He stated that, as he mentioned before, a public offering document will be
20 prepared that will include a lot of information about the ACSA, including
21 financial data, engineering reports, etc.

22 Ms. Swanson asked how much of the reporting will be ongoing once
23 the debt issuance is finalized. She noted that the ACSA does not currently
24 have a Director of Finance, so she wonders how they would manage the
25 reporting internally. Mr. Rogers replied that the credit rating agencies are
26 required to do surveillance as long as the bond is outstanding. He stated that
27 their surveillance consists of the ACSA sending in their annual audit
28 information. He noted that the audits need to be done on time, however,
29 because the credit rating agency will withdraw the rating.

30 Ms. McKeel asked Mr. Rogers to explain what the benefit would be
31 to the ACSA of having a rating. Mr. Rogers replied that the real benefit for

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1 the ACSA would be being able to borrow at the lowest cost. He stated that if
2 their analysis determined that the best way to issue the bond was to go
3 through the VRA or directly through the bank, they would not need the rating.
4 He mentioned, however, that their analysis shows they will save money by
5 going through the competitive public market.

6 Mr. Rogers stated that as they go through the process, the interest
7 rates get locked in on the day they complete the sale. He noted that as they
8 were planning, they added a cushion of 50 basis points to the analysis they
9 just did in case rates go up by the time they go to market.

10 Mr. Parcels asked Mr. Rogers about the slide, referring to a series
11 of bonds as opposed to one bond. Mr. Rogers replied that it is just a
12 nomenclature and really just refers to the year. He mentioned that
13 sometimes bonds are split up for various reasons, such as one being taxable
14 and one being tax-exempt.

15 Mr. Rogers stated that when doing any revenue bond, they do what
16 is called a master indenture. He stated that the bond will be issued pursuant
17 to a master indenture, and they will work with counsel to see if there are any
18 edits or tweaks that need to be made to it. He added that the master
19 indenture protects any original investors of the bond that the ACSA currently
20 has. Ms. McKeel asked if there was any advantage to paying off that current
21 debt. Mr. Rogers stated that the original bond is noncallable because the
22 ACSA refinanced it with only ten years left. He mentioned that the ACSA
23 could put money into escrow to pay the bond off legally, and it would no
24 longer be on the books from an auditing standpoint. He noted that this
25 usually happens with older indentures, but the ACSA's indenture is not that
26 old.

27 Mr. Rogers stated that, in terms of a timeline, generally it will take
28 about 45-60 days to work through a public sale. He stated that they have the
29 bond documents to work on, as well as the credit presentation. He stated
30 that the Board is being presented with the plan of finance today, and the
31 bond counsel has already started work on some of the documents. He stated

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1 that later, they will set up meetings with the credit rating agencies, Moody's,
2 and S&P. He mentioned that they will get the ratings back about a week
3 later, and a week out from that, they will have the actual bond sale and lock
4 in the rates. He stated that about two weeks after that, documents will be
5 finalized and the money will change accounts.

6 Mr. Rogers stated that, as he mentioned earlier, a credit rating is
7 important because it allows the ACSA to get the lowest interest rate. He
8 stated that credit spreads are compressed right now because things are
9 going well economically. He stated that during the credit crisis of 2008-2009,
10 AAA ratings got the lowest rate, but the spread was wide between each
11 category from there. He mentioned, however, that for most of his career, the
12 spreads have been fairly narrow.

13 Mr. Rogers stated that credit rating agencies generally look at four
14 key areas. He stated that the first is system characteristics, such as how big
15 the organization is and the age and condition of the infrastructure. He
16 mentioned that the second thing they will look at is the ACSA's financial
17 strength. He stated that they want to see what their numbers look like in
18 terms of budget versus actual. He stated that this speaks to the third area,
19 which is management. He mentioned that they will look to see if
20 management has done a good job managing the budgets. He stated that the
21 fourth key area is the actual legal provisions. He stated that the rate covenant
22 is one of the key things that leads to the bottom of the page, showing two
23 key financial metrics – debt service coverage and days cash on hand. He
24 stated that debt service coverage is essentially how much is left to pay debt
25 service after paying operational bills. He noted that in order to get a AAA
26 rating, the ACSA will need at least a debt service coverage of 2.0x. He stated
27 that days cash on hand means how many days the ACSA can operate if
28 there are no more revenues coming in.

29 Mr. Rogers moved to the next slide outlining current credit ratings.
30 He stated that the box represents where he thinks the ACSA will be rated,
31 which is a conservative projection. He stated that he does not think the ACSA

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1 will be at the A level. He stated that he believes the ACSA will get an AA
2 rating. He mentioned that last time he presented, he was asked if the ACSA
3 ever had a rating and he said no. He stated, however, that the ACSA did
4 have a rating in 1993 of A+ from S&P, and an AA from Moody's. He noted
5 that the AA rating from Moody's had no number associated with it, as their
6 ratings do now, so he will have to find out what that rating really meant.

7 Ms. Swanson asked if RWSA's rating impacts the ACSA. Mr. Rogers
8 replied that it might because the ACSA has to pay the charges passed on
9 from RWSA. Ms. Swanson asked if he knew what their rating is. Mr. Rogers
10 replied that he thinks they are AA but does not know if they are + or -. Mr.
11 Lunsford stated that he would find out.

12 Mr. Rogers stated that in terms of the ACSA's existing debt, the
13 outstanding principal is \$2.5 million, and there are basically five years left.
14 He stated that if they think they need to get rid of it, they can, but there will
15 not be any savings in doing so.

16 Mr. Rogers stated that the next slide shows the projected series 2026
17 debt service. He stated that it is an estimate with the plus 50 basis points
18 added to provide a cushion. He stated that about \$1.3 million is what they
19 are currently seeing for \$20 million, over 30 years.

20 Mr. Rogers stated that the next slide shows what it looks like if the
21 ACSA does not do anything with the \$2.5 million in existing debt. He stated
22 that the debt service will jump up to about \$1.85 million. He stated that it
23 flattens out in 2028-2031, unless they decide to do something different
24 structurally. He stated that, depending upon the need and timing of things,
25 the ACSA could potentially issue another bond in a few years.

26 Mr. Parcels asked if it would make sense to just increase this bond
27 issuance by \$10 million so they could, in a sense, push it down the road. Mr.
28 Rogers replied that the IRS says that the \$20 million is expected to be spent
29 in three years. He stated that interest rates are in a good place now, but no
30 one knows how they will be in the next three years.

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1 Ms. Swanson stated that she went the opposite direction with her
2 question earlier about why the ACSA is looking at 2/3 of its CIP being debt
3 financed as opposed to 1/2 of it. Mr. Rogers replied that this segways into the
4 next slide showing the two key metrics rate agencies are looking at, which
5 are debt service coverage and days cash on hand. He stated that the current
6 indenture has a coverage of 1.2x, which is what the ACSA's current policy
7 says. He stated that one of the things they discussed last summer was
8 putting a policy in place as more of a target. He stated that they suggested
9 1.3x, and NewGen built their model around that, and 270 days cash on hand.
10 He noted that between the two graphs, coverage is going up, which means
11 there is more cash to use on the CIP. He noted, however, that the cash level
12 by 2031 is exactly at the target, which means there is no additional cash to
13 put into the CIP. He added that it is all about balance.

14 Mr. Rogers stated that in terms of the schedule and next steps,
15 Davenport will be working with bond counsel and ACSA staff for the next
16 couple of months to prepare the preliminary official statement and resolution.
17 He stated that they are shooting for the week of July 6 to hold credit rating
18 meetings and are looking to bring documents back to the Board at the July
19 16 meeting. He noted that they may have the ratings back at that time,
20 depending on how the dates work out. He mentioned that, at minimum, they
21 will have the bond resolution and documents, and the official statement will
22 be presented to the Board for approval. He added that they are looking to
23 conduct the bond sale of July 29 and closing by August 12th.

24 Mr. Parcels asked what effect the lack of a Director of Finance would
25 have on gathering all the data and the rating determination. Mr. Lunsford
26 replied that he believes the ACSA is in a position to provide all of the
27 information that bond counsel is requesting. He stated that, for the Board's
28 knowledge, they do have in-person interviews for the Director of Finance
29 position scheduled for the middle of June. He stated that this means there
30 very well could be someone in place to participate in some of the process.

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1 Mr. Parcels stated that it also ties into the audit process. Mr.
2 Lunsford replied that Ms. Roach is working closely with the auditors and the
3 accounting team, and they are on track with that. He stated that a non-VRA
4 public issuance may be a bit different on the whole, but the compliance work
5 related to the VRA issuance consists of a twice-per-year touchpoint. He
6 stated that they send a letter when the Board adopts the budget and when
7 the audit is done.

8 Ms. Palmer stated that Mr. Rogers mentioned looking up RWSA's
9 credit rating. She stated that, as she remembers, it is AA+ and it is highly
10 based upon the fact that they only have two customers and their credit
11 ratings. She stated, however, that she has always been curious about how
12 they came up with their credit rating, given the substantial amount of debt
13 they carry. Mr. Rogers stated that he will work with his colleague to get a
14 better understanding of their rating.

15 Ms. Swanson stated that when RWSA had its catastrophic failure at
16 the pump station, they fortunately had insurance that covered a great deal
17 of the rebuild. She asked if the ACSA has that level of coverage on its assets
18 and if it plays into the credit ratings at all. Mr. Lunsford stated that he could
19 speak to the first part of her question. He stated that Ms. Roach manages
20 the ACSA's insurance program, and he is pretty confident that they have
21 similar coverage. Ms. Roach added that the ACSA has the same insurance
22 carrier as RWSA, but they use a third-party company to conduct appraisals
23 every three years, so it is very up-to-date. Mr. Rogers stated that in terms of
24 the second part of Ms. Swanson's question, they will look at the insurance
25 as well as cybersecurity.

26 27 9. Items Not on the Agenda

28 Mr. Armstrong asked if it was possible to get a quick report on water
29 levels. He stated that he also saw that it looks like the federal government
30 will probably drop the ban on PFAS in water systems, and how that impacts
31 the ACSA. Mr. Lunsford replied that as of this morning, our region is in a

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1 warning stage overall, an emergency stage for groundwater and
2 precipitation, and the reservoirs are normal. He noted that South Rivanna
3 is 100% full as of this morning, and Ragged Mountain has decreased some.
4 He mentioned that the transfer to Sugar Hollow from Ragged Mountain
5 stopped in April. He added that as of right now, the water system is in good
6 shape. He stated that RWSA ran their OASIS model two weeks ago, and
7 the probability of changing to a different status was less than the threshold,
8 so they have not made a drought status change recommendation at this
9 time. Ms. McKeel added that she wanted to thank Ms. Palmer for telling her
10 about signing up to receive the reports from RWSA, as they have been very
11 helpful.

12 Mr. Lynn stated that the ACSA reports on PFAS in its annual water
13 quality report, and they have had one instance of detectable PFAS in the
14 raw water. He stated that with GAC, however, they are well protected on
15 the finished water side.

16 Mr. Lunsford stated that he wanted to thank Ms. McKeel for pointing
17 out an opportunity for the ACSA to participate in a chamber event in Chapel
18 Hill, North Carolina, next week. He stated that Mr. Lynn and Ms. Swanson
19 will be attending the event. He stated that Mr. Lynn has coordinated a
20 meeting with the Orange Water and Sewer Authority (OWASA) in that area
21 to ask more specific utility questions and share ideas.

22 Ms. Palmer stated that she had not seen this event and asked if Ms.
23 McKeel could say what it is. Ms. McKeel replied that the chamber is offering
24 a tour of Chapel Hill, and a mix of people from the community are going.
25 She stated that they will be looking at a lot of different things, but the ACSA
26 will be looking at what they are doing with water and sewer, as they are a
27 very similar community to ours. Mr. Lunsford added that Ms. Swanson was
28 able to find out that they are actually using the CIS system that the ACSA
29 is currently working to deploy.

30 Mr. Lunsford stated that the final item he wanted to mention is that
31 the ACSA will hold its annual employee appreciation picnic tomorrow at

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1 noon. He stated that it will be at Pen Park, not Darden Towe as they have
2 done in the past years. He stated that the Board was welcome to join and
3 have lunch and/or play cornhole.

4 Ms. Palmer stated that she did have one quick announcement. She
5 stated that in RWSA's CIP, they have had the decommissioning of the
6 Camelot water treatment plant for many years. She stated that they are also
7 planning to remove the low-head dam that is there, but that has recently
8 been pushed to 2031. She stated that Mr. Lunsford has explained why that
9 is, as there have been some line breaks, and RWSA does not want to risk
10 doing it at this point in time. She mentioned that she volunteers with the
11 Rivanna Conservation Alliance (RCA), and there is supposed to be before
12 and after water quality monitoring when they take down the dam. She noted
13 that she was over there doing the monitoring with the RCA, and she was
14 struck by the amount of development and the fact that there is a playground
15 near there. She stated that she did give Ann Mallek a call, since it is her
16 district, and asked her to take a look because she was concerned about the
17 risks associated with the dam. She noted that since then, she has been
18 finding out more about these old dams. She stated that she is on the
19 Rivanna Master Naturalist education committee, and they have a program
20 next Thursday at 7 pm, at the Ivy Creek Natural Area. She mentioned that
21 Louise Finger from the Virginia Department of Natural Resources, who has
22 taken down 10 of these dams, will talk about the benefits and risks if anyone
23 is interested. She stated that some of the dams are privately owned and
24 some are municipally owned, so it is a mixed bag.

25 Ms. McKeel stated that a lot of the dams are on private
26 property, which Ms. Palmer just stated. She stated that she knows
27 Albemarle County has worked hard to reach out to private dam owners to
28 educate them on how to deal with them and the risks.

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There being no further business, Mr. Parcels moved that the meeting be adjourned, seconded by Ms. Palmer. All members voted aye.

May 21, 2026
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