

Albemarle County Service Authority Board of Directors

1 The Board of Directors of the Albemarle County Service Authority (ACSA)
2 met in a regular session on September 17, 2026, 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; Ms. Diantha McKeel; Ms.
6 Lizbeth Palmer; Mr. Clarence Roberts; Ms. Kimberly Swanson.

7 **Members Absent:** Mr. John Parcels.

8 **Staff Present:** Quin Lunsford; Jeremy Lynn; Emily Roach; Sabrina Seay;
9 Danielle Trent.

10 **Staff Absent:** Alex Morrison; April Walker.

11 **Public Present:** Neil Williamson, Free Enterprise Forum (virtual).

12
13 1. Call to Order and Establish a Quorum – Statement of Board Chair

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

17
18 2. Approve Minutes of August 20, 2026

19 Mr. Roberts stated that he had a comment about the members
20 present section of the minutes. He stated that the first and last name should
21 be reflected for each member.

22 Mr. Armstrong stated that Mr. Parcels was not present at the
23 meeting but did email one proposed correction and a few questions. He
24 stated that Mr. Parcels noted in his email that he feels the dollar figures
25 should be expressed as percentages. Mr. Parcels also asked, in his email,
26 where the ACSA's bond request is likely to land with treasury rates
27 increasing to 5%. He asked if there is a possibility of exceeding the 5.5%
28 limit. Mr. Parcels also posed a question in his email about the Rivanna
29 Futures Land Bay 55 project on page 74. He mentioned that states "water
30 and sewer main extensions to serve the proposed AstraZeneca
31 biopharmaceutical manufacturing facility." Mr. Parcels asked if this means

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1 that the ACSA knows the tap size and the likely use rates are now known.
2 Lastly, Mr. Parcels asked if the Board would see the Crozet Drinking Water
3 Infrastructure Plan Update report from RWSA in October.

4 Mr. Lunsford stated that, to the first point related to the percentages
5 and dollars, Ms. Trent did go back and listen, and the dollars were
6 communicated, but in full context, the percentages are more accurate, and
7 the minutes will be updated to reflect the percentages.

8 ***Ms. McKeel moved to approve the minutes of August 20, 2026,***
9 ***as amended; seconded by Ms. Palmer. All other members voted aye.***

10
11 3. Matters from the Public

12 There were no matters from the public.

13
14 4. Response to Public Comment

15 There was no response to public comment.

16
17 5. Consent Agenda

18 Mr. Armstrong stated that they would begin by giving staff an
19 opportunity to address the questions in Mr. Parcels' email that were
20 mentioned earlier. Mr. Lunsford stated that in response to Mr. Parcels'
21 question about the treasury rates and where the ACSA's bond will likely
22 land, they will know on September 22nd. He stated that the underwriters
23 that will bid on the bond proposal likely anticipated that change.

24 Mr. Lunsford asked if Mr. Lynn could speak to Mr. Parcels' second
25 question regarding Rivanna Futures Land Bay 55 project. Mr. Lynn stated
26 that it is a County-funded project that extends utilities primarily along
27 Boulders Road to the AstraZeneca site. He stated that there has been a
28 preconstruction conference and they are working with the County's
29 contractor to extend utilities to the site. He mentioned that in terms of
30 sizing, they do have worst-case scenario of max day demand from
31 AstraZeneca, and the ACSA feels that the pipes being proposed are

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1 adequately sized to handle their peak buildout including first-day
2 production and any long-term expansion needs.

3 Mr. Lunsford stated that Mr. Parcells' third question was about the
4 Crozet Drinking Water Infrastructure Plan Update report from RWSA. He
5 stated that they anticipate seeing that plan in October and will share it with
6 the Board as soon as it is available. Ms. Palmer asked if Mr. Lunsford has
7 seen the preliminary report. Mr. Lunsford replied that he has not seen the
8 preliminary report, as he believes RWSA is still reviewing that.

9 ***a. Monthly Financial Reports –***

10 ***b. Monthly Capital Improvement Program (CIP) Report –*** Ms. Swanson
11 stated that she had a general comment about how the ACSA communicates
12 on the Townwood project. She noted that the project description states that
13 the ACSA is continuing its systematic program to replace PVC water mains,
14 however, that the ACSA is actually replacing that water main with PVC. She
15 stated that perhaps they should say that there are instances where PVC is
16 the better choice in material, rather than make it sound like they are trying
17 to move away from PVC.

18 ***c. Capital Improvement Plan (CIP) Project Close-Outs –***

19 ***d. Monthly Maintenance Update –*** Ms. Swanson stated that she had a
20 question about the confined space entry and grinder extraction at the North
21 Fork Regional Pump Station on page 85. She asked if they were able to
22 identify the hangup during the extraction process. She stated that she
23 thought about the Moore's Creek plant failure due to the grit in the channels
24 and wondered if the ACSA has an issue with the tracks not being cleaned.
25 Mr. Lynn replied that the environment is such that these things happen. He
26 stated that they attempted to pull the grinder with ACSA equipment but
27 were unsuccessful and wanted to ensure that there was nothing else down
28 there causing an issue before they tried harder. He noted that two ACSA
29 staff members made a confined space entry and eventually, they were able
30 to pull the grinder up with a tow truck. Mr. Lunsford added, to Ms.

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Swanson's point, there are some things they will do going forward to ensure the grinders can be removed more quickly if necessary.

e. IT Monthly Update –

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

Palmer stated that she was looking at the dates for some of the river crossings and asked when RWSA plans to decommission the North Rivanna Water Treatment Plant (NRWTP). Mr. Lunsford replied that the plan currently is to begin the decommissioning once the river crossings are complete. Ms. Palmer asked if both river crossings, south and north, would be done first, which would put the decommissioning around 2032. Mr. Lynn stated that the North Rivanna River crossing is supposed to be completed around 2030, and the decommissioning for the North Rivanna WTP is around 2031, according to RWSA's current CIP schedule. He mentioned that the South Rivanna River crossing would take place before then.

Ms. Palmer stated that GAC infrastructure was put at the North Rivanna WTP with the anticipation that it would be decommissioned. She stated that originally, the plant was supposed to be decommissioned a lot sooner, so she was surprised that all that money was spent to put in GAC just to decommission it. She asked what the anticipation was when the GAC was put in and if it could be moved and used elsewhere.

Mr. Lunsford replied that he does not know when the GAC was put in at the plant. Mr. Lunsford stated that they would have to do some research to find out the timing of when GAC was put in and whether decommissioning the plant was on the radar. Ms. Palmer stated that it was on the radar because there was a date, somewhere around 2028, when it was supposed to be decommissioned. Mr. Lynn replied that with AstraZeneca and Rivanna Futures, the ACSA felt strongly about having the river crossings reinforced and in place before decommissioning North Rivanna. He mentioned that if they lose the river crossing or any other

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1 pipes south, they will still have the treatment plant to provide water
2 service to the area north of North Rivanna.

3 Ms. Palmer stated that there is such a small amount of water being
4 produced at the North Rivanna WTP. She asked if the GAC infrastructure
5 could be moved. Mr. Lynn replied that they will follow up with RWSA to
6 see if there are plans to use that product anywhere else. Ms. Palmer
7 asked if she was correct in her understanding that not all of the water at
8 the North Rivanna WTP is treated by GAC. Mr. Lunsford replied that not
9 100% of the water at North Rivanna is treated by GAC, but more of it is
10 than is not. Mr. Lynn added that they use a blended approach depending
11 on what the target is.

12 Ms. Palmer asked what percentage of water is currently being
13 treated by GAC and how it compares to the small amount of water that
14 goes through the North Rivanna WTP. She mentioned that there have
15 been a series of decisions made about the treatment plant and she is
16 trying to understand how those decisions were made or what the
17 sequence was. Mr. Lunsford replied that much of that information is
18 readily available and he would follow up.

19 Ms. Swanson asked how the kickoff went for the Albemarle Berkeley
20 WWPS Replacement project. She also asked for clarification on the
21 location. Mr. Lunsford replied that he would have to get that information
22 and follow up with her. Mr. Lynn stated that the pump station is located
23 at Lambs Road and Lambs Lane, in front of the bus maintenance facility.
24 Ms. Swanson stated that there was something taken down there and she
25 cannot remember what it was. Mr. Lynn replied that he believes it used
26 to be some sort of basin. Ms. McKeel stated that there was a request
27 made for that basin to be removed. She stated that it was old and
28 unsightly, and she remembers writing a letter asking for it to be removed.
29 She stated that it had been there for 20 years and was awful. Mr. Lynn
30 stated that RWSA is looking at doing some renovations to the pump
31 station, which only serves the schools and maybe Georgetown Green.

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1 Ms. Swanson added that she would be interested to know how that
2 meeting went and what the update might be.

3 ***g. ACSA Board Policy Future Issues Agenda 2026 –***

4 ***h. Imagine a Day Without Water***

5 ***Mr. Roberts moved to approve the consent agenda, seconded***
6 ***by Ms. McKeel. All members voted aye.***

7
8 6. **ACSA – OWAS “Peer-to-Peer Recap” – Chamber of Commerce Trip**
9 **to Chapel Hill, NC**

10 Jeremy Lynn, Director of Engineering, came forward to address the
11 Board. He stated that it was good to be back and apologized for his absence
12 last month. He stated that his presentation today (Attached as
13 Pages_____) was on a trip he took in May, to Chapel Hill, North Carolina,
14 orchestrated by the Charlottesville Regional Chamber of Commerce. He
15 stated that before he begins his presentation, he wanted to thank Ms.
16 McKeel for putting the meeting on their radar, and nudging Mr. Lunsford to
17 suggest the ACSA provide representation on the trip. He stated that he also
18 wanted to thank Ms. Swanson, who was a late addition to the trip but
19 willingly joined them on the bus ride to Chapel Hill.

20 Mr. Lynn moved to the first slide and stated that in late May 35
21 leaders from the Charlottesville-Albemarle-UVA community made a trip to
22 Chapel Hill. He stated that the focus was to explore how another university-
23 centered community addressed a variety of topics, including economic
24 development and university partnerships, community preservation and
25 development, homelessness and public safety, affordable housing, transit
26 and infrastructure, and workforce development. He stated that this was a
27 great opportunity for members of local government, higher education, non-
28 profit organizations, and the private sector to come together and have some
29 really good conversations about these topics.

30 Mr. Lynn stated that the next slide shows a couple of photos from the
31 trip. He noted that the picture in the upper left corner of the slide shows the

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1 attendees that made the trip to Chapel Hill. He stated that the photo on the
2 right was taken at The Junction, which is UNC's innovation hub for
3 entrepreneurship and economic growth. He mentioned that the lower photo
4 is of one of the sessions that was held at the hotel conference room.

5 Mr. Lynn moved to the third slide showing a few more pictures. He
6 stated that the upper left photo is the bus trip, and the lower left photo is a
7 Habitat for Humanity community site that they toured. He stated that they
8 all got on a bus and rode around to look at some of the affordable housing
9 communities that were under development in Chapel Hill. He noted that the
10 photo to the right shows one of their sessions concentrated on the
11 unhoused in their community and how they were addressing some of those
12 challenges. He added that there were smaller group breakouts separate
13 from these tours. He stated that one of them was a trip across the UNC
14 campus, which Ms. Swanson joined. He stated that one of the groups he
15 joined was a walk down Franklin Street to look at some mixed-use
16 development and housing opportunities that have happened along the
17 corridor adjacent to the UNC campus.

18 Mr. Lynn moved to the next slide showing photos of the ACSA and
19 OWASA participants. He stated that in March, he attended the Water and
20 Wastewater Leadership Center through UNC Chapel Hill, during which time
21 he met the Director of Wastewater Management with the Orange Water and
22 Sewer Authority (OWASA). He mentioned that through that connection, he
23 was able to meet Vishnu Gangadharan. He stated that Mr. Gangadharan
24 agreed to a meeting while he was in Chapel Hill. He stated that Monica
25 Dodson, OWASA Deputy Executive Director, was at the meeting with
26 himself and Ms. Swanson, and Mr. Gangadharan and Ms. McKeel attended
27 virtually. He stated that they spent a couple of hours discussing a variety of
28 topics.

29 Mr. Lynn moved to the fifth slide, outlining some key facts about
30 OWASA. He stated that OWASA provides drinking water, wastewater, and
31 reclaimed water services to about 86,000 residents primarily in the towns of

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1 Chapel Hill and Carrboro, as well as UNC Chapel Hill. He stated that similar
2 to the ACSA, OWASA has about 22,000 customer accounts with the
3 university being their largest customer. He noted that they are a larger
4 organization with 151 employees, but this is because they provide drinking
5 water and wastewater treatment.

6 Mr. Lynn stated that the next slide shows a layout of their system. He
7 stated that they have three reservoirs. He stated that their initial reservoir
8 was University Lake, which is right outside of Carrboro. He mentioned that
9 they later constructed the Cane Creek Reservoir, which is their largest at 3
10 billion gallons, and the Quarry Reservoir which is very similar to Ragged
11 Mountain Reservoir. He noted that Quarry Reservoir does not have a
12 drainage area, so they have to pump the water in and divert it from the Cane
13 Creek Reservoir. He mentioned that they also have access to water south
14 of their community from Jordan Lake. He stated that they have about a 5%
15 allocation of the demand, which equals about 5-6 million gallons a day for
16 OWASA.

17 Mr. Lynn stated that the Board will notice OWASA only has one water
18 treatment plant, as well as one wastewater treatment plant. He noted that
19 the interesting thing to point out is while they only have one water treatment
20 plant, they have a few interconnects with neighboring communities. He
21 mentioned that this provides them with some redundancy and resiliency for
22 their water system. Ms. Palmer asked if the other communities have the
23 capacity to take it. Mr. Lynn replied yes. He added that OWASA's service
24 area is 35 square miles, whereas the ACSA's service area is about 88
25 square miles.

26 Mr. Lynn stated that during their time at the OWASA office, they tried
27 to focus on the four discussions topics highlighted on the next slide –
28 opportunities and challenges with various stakeholders, development
29 pressures and opportunities, workforce and recruitment challenges, and
30 CIP execution challenges.

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1 Mr. Lynn stated that beginning with opportunities and challenges with
2 various stakeholders, OWASA serves primarily the towns of Chapel Hill and
3 Carrboro, with a small service area in Orange County, as well as UNC
4 Chapel Hill. He stated that this is a little different from the ACSA, as most of
5 the ACSA's service area is in Albemarle County. He noted that the ACSA
6 does provide service to the town of Scottsville, but there have been limited
7 development opportunities there. He added that another big difference is
8 that OWASA provides treatment services, while the ACSA relies on RWSA
9 for water and wastewater treatment.

10 Mr. Lynn stated that they spent a good amount of time, more out of
11 interest than anything else, in the reclaimed water system UNC constructed
12 in the early 2000s. He stated that the system was turned over to OWASA
13 and includes storage. He mentioned that UNC paid all of the costs for the
14 system and continues to predominantly pay all of the operating costs related
15 to the reclaimed water system. He noted that the reclaimed water system
16 does provide service to the campus, one school, and a botanical garden
17 along the route for the system.

18 Mr. Lynn stated that the next slide shows a layout of the reclaimed
19 water system. He mentioned the bottom right of the map is where the Mason
20 Farm wastewater treatment plant is located and the purple line shows the
21 reclaimed water that is sent into the system, separate from the domestic
22 system. He stated that the reclaimed water serves the chiller plants, the
23 cooling needs of the university, and irrigation needs.

24 Mr. Lynn moved on to the next topic – development pressures and
25 opportunities. He stated that it is interesting that both OWASA and the
26 ACSA follow the “growth pays for growth” philosophy. He stated that new
27 development is to pay for the impact it has on the system, and the idea is
28 to not have current rate payers pay for the growth that is occurring. He
29 stated that they also talked a good deal about design standards. He
30 mentioned that design standards are great in perfect scenarios but as
31 development becomes denser, they use the phrase “10 lbs. of sugar in a 5

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1 lb. bag.” He stated that they are trying to squeeze in all the utilities and
2 landscaping needs into smaller footprints which can be challenging. He
3 stated that they discussed the concessions that they have to make from
4 time to time, without compromising the system. He noted that an example
5 of this would be the ACSA coordinating with the County on street trees and
6 allowing them in certain areas where they do not quite get the desired 10
7 feet of separation from ACSA utilities. He added that VDOT has been a
8 good partner. He stated that while VDOT does not like to have manholes in
9 the pavement, they do allow the ACSA to place them in the roadway if it is
10 the best location.

11 Mr. Lynn stated that another design standard issue they have
12 encountered recently is the tight space between attached homes. He stated
13 that they have been working with the developer for Southwood, where there
14 is not a lot of room between driveways to locate water meters. He stated
15 that they have a pilot program with them to provide a slightly larger meter
16 box that will accommodate two meters, instead of two individual meter
17 boxes.

18 Mr. Lynn stated that as far as economic development, most of
19 OWASA’s is happening in the town of Chapel Hill. He mentioned that
20 Carrboro is not as active, but not at the level of Scottsville where there is no
21 activity. He stated that ACSA personnel meets with County staff regularly,
22 to ensure the development they are seeking is consistent with the level of
23 service the ACSA can provide.

24 Mr. Lynn stated that the one area where they differ from OWASA is
25 condemnation. He stated that OWASA takes a very hands-off approach. He
26 stated that if a developer needs an easement from an adjacent property
27 owner, OWASA is not going to get involved. He stated that they see it as a
28 cost of development and something that the developer needs to figure out.
29 He mentioned that the ACSA Board has historically played a different role,
30 as they ask ACSA staff to mediate between the two parties. He noted that
31 they did have a successful mediation not too long ago between a

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1 development out north, Airport Industrial, and the UVA Foundation. He
2 stated that they were able to get both parties to come to an agreement,
3 without resorting to condemnation.

4 Ms. Palmer asked if the ACSA had condemned something, would
5 they have condemned it for the ACSA's infrastructure. Mr. Lynn replied yes.
6 She asked if Mr. Lynn is saying that even if it is OWASA's infrastructure
7 going in, they will not condemn. Mr. Lynn replied that OWASA does not get
8 involved and it is the developer's responsibility to do whatever they can to
9 get the easement from the adjacent property owner.

10 Ms. Palmer stated that when the ACSA built the Red Hill water
11 treatment plant, there was a property they had to cross. She stated that they
12 had a lot of discussion with the property owner and the ACSA was
13 discussing condemning the property, as they were trying to help a
14 community that could not use their water. She asked if OWASA was in this
15 type of a situation, would they consider condemnation. Mr. Lynn replied that
16 Red Hill was an ACSA project in which situation they would ask the Board
17 to use their power of condemnation. He mentioned that OWASA does the
18 same thing for a CIP project. He noted, however, if a developer is trying to
19 develop their property and needs an easement from an adjacent property
20 owner, OWASA is not going to get involved in that.

21 Ms. McKeel asked how often the ACSA Board gets involved with
22 these types of mediations. Mr. Lynn replied that it is not very often, but every
23 few years they get close to condemnation. He stated that the ACSA has a
24 very good track record of convincing the involved parties that it is in
25 everyone's best interest to come to an agreement before legal action is
26 taken. Mr. Derdeyn added that they probably deal with this every year and
27 a half. He mentioned that in the past three years, they had one that came
28 close to getting Board authorization for condemnation, but they did not. He
29 mentioned that there was another situation where they obtained
30 authorization from the Board and began the letter-writing process, but it was
31 resolved before condemnation. Ms. McKeel stated that she is not saying

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1 she is against the ACSA's policy, but it must take a lot of staff time. Mr. Lynn
2 replied that it does take staff time, but it reflects positively on the ACSA from
3 a public perception standpoint. Mr. Roberts added that he has been on the
4 Board for over 20 years, and he has not seen one go to court. Ms. Palmer
5 replied that the ACSA has historically overpaid for easements to avoid
6 condemnation. She stated that the UVA Foundation is notorious for taking
7 a long time to grant easements.

8 Ms. Swanson stated that she had a question about the way in which
9 information is made available to both parties involved. She asked if there is
10 a parcel that needs infrastructure, are both parties able to access the same
11 information so they can see things together and understand what they need
12 to agree on. Mr. Lynn replied that it is important for everyone to have a full
13 picture of the plan, design, and why it is the only or best way. He stated that
14 sometimes the ACSA has to play a role in that because the developer is
15 focused on installing the infrastructure, while the ACSA's focus is how they
16 will maintain that asset years down the road.

17 Ms. Swanson asked if, after the two parties have reached an
18 agreement, does OWASA have their engineers come in and ensure they
19 are adhering to the standards that have to be met before the water can flow
20 through the pipe. Mr. Lynn replied yes. He stated that it would be part of the
21 normal plan review process.

22 Mr. Lynn moved to the next slide outlining workforce and recruitment
23 challenges. He stated that both utilities have struggled to fill technical and
24 professional positions. He mentioned that the ACSA had a vacant civil
25 engineer position for about eight months, but thankfully the engineering
26 department is currently fully staffed. He noted that OWASA has had a
27 development services program position vacant for 10 months. He stated
28 that they discussed the importance of training, as people are retiring and
29 leaving for other job opportunities.

30 Ms. Palmer stated that there are a lot of students graduating from
31 engineering schools and civil engineer programs. She asked why the ACSA

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1 is having so much trouble and if it was because there is more going on in
2 the private sector. Mr. Lynn replied that the public sector is having
3 challenges in attracting and recruiting them. Ms. Palmer asked if it was a
4 money issue. Mr. Lynn replied that he was not sure if it was a money issue,
5 but he does feel that the lack of an internship program puts the ACSA at a
6 disadvantage. He mentioned that if a company has intern programs every
7 summer, they are churning students through and picking the ones that rise
8 to the top. He stated that by October of their fourth year of college, they
9 already have jobs lined up. He added that the ACSA does not have the
10 advantage of knowing if they will have a vacancy come May when the
11 student graduates.

12 Ms. Palmer stated that RWSA has an internship program, and they
13 do not necessarily know they are going to have vacancies and asked how
14 they handle it. Mr. Lynn replied that he does not know how RWSA's
15 internship program works. He mentioned that the ACSA used to have an
16 internship program, but they have not had one in about 8-10 years. He
17 noted that two of the ACSA's engineers, Keane Rucker and himself, were
18 interns at the ACSA, thus the program was beneficial when they had it. Ms.
19 McKeel asked why the ACSA stopped the program. Mr. Lynn replied that it
20 is something they contemplated restarting, but he does not recall why they
21 stopped the program.

22 Ms. Palmer stated that RWSA has a variety of different internship
23 opportunities in different departments and asked how they orchestrate that.
24 Mr. Lunsford replied that he does not know what the main purpose is. He
25 stated that they will inquire and ask about their internship program. Ms.
26 McKeel asked if there has every been any discussion about partnering with
27 RWSA and sharing one of their interns for a short period of time. Mr.
28 Lunsford stated that they would discuss it a bit more in the next presentation
29 but to Ms. Palmer's point, there are levels of effort in bringing in an intern.

30 Ms. Swanson asked if Mr. Lynn could talk about how OWASA has
31 navigated filling their technical roles. Mr. Lynn replied that OWASA was

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1 having a difficult time filling their utility engineer role, which required an
2 engineering background and education, along with some strong technical
3 skills. He stated that they ended up making it a project manager position,
4 which took the education requirements off the table. He mentioned that this
5 opened the position up to internal staff lower in the organizational chart. He
6 stated that the change was very successful, and they contemplated playing
7 around with this idea to fill the vacant engineer position. He noted that
8 before they got to fully vetting that idea, they hired an engineer. Ms.
9 Swanson added that there were other presentations given during the trip on
10 the economic side of things and found that a lot of people are commuting to
11 the area for work. She stated that one of the issues was figuring out how to
12 fill vacancies when they are already bringing most of their workers from
13 other areas.

14 Mr. Lynn moved to the next slide which highlighted some of the CIP
15 execution challenges. He stated that easement acquisition is by far one of
16 the biggest challenges for both organizations. He stated that acquiring the
17 necessary easements to construct projects is time consuming and
18 sometimes difficult to convince property owners of the need to grant the
19 easements. He mentioned that it causes delays in the design and getting
20 projects to construction.

21 Mr. Lynn stated that from a safety perspective, both OWASA and the
22 ACSA assign construction inspectors to private development and CIP
23 projects. He stated that the inspectors are the ones on the ground daily,
24 ensuring that projects are going according to the approved plans. He
25 mentioned that OWASA has a safety manager, and the ACSA has a safety
26 supervisor. He stated that those roles are both to support in-house team
27 members in maintenance and operations, as well as the inspectors and their
28 efforts to keep the contractor on task and doing what they need to do from
29 a safety perspective.

30 Mr. Lynn stated that in terms of pavement restoration, OWASA works
31 primarily with the towns of Carrboro and Chapel Hill. He stated that they do

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1 have some projects on North Carolina Department of Transportation
2 (NCDOT) roads, but most of their work is in the towns. He mentioned that
3 the ACSA is more focused on VDOT roads but there are some private roads
4 on occasion. He noted that both organizations take advantage of road
5 repaving projects, saving ratepayers money.

6 Mr. Lynn stated that with regard to funding, the ACSA has been in a
7 really good spot financially with less than \$3 million in debt currently,
8 although that is about to change next month. He stated that OWASA is in a
9 different position, as they historically have about \$80-\$100 million in debt.
10 He noted that they are also about to face some challenges with PFAS and
11 GAC at their water treatment plant, so they are probably looking to increase
12 that debt. Ms. Swanson added that OWASA is also a spreader of their own
13 material locally, which is ironic.

14 Mr. Lynn stated that his conversations with Mr. Gangadharan and
15 OWASA have not stopped since he left Chapel Hill. He stated that he has
16 had the opportunity to meet with Mr. Gangadharan on a number of
17 occasions and they communicate on a regular basis. He stated that they
18 have had the chance to talk about some other topics such as development
19 review processes and how they are ensuring that they allow the
20 development to put their best foot forward and get through the design
21 process in an efficient manner. He mentioned that they have also had
22 conversations about various pipe materials and awarding contracts on CIP
23 projects. He added that most recently, Mr. Lunsford, Ms. Roach, and himself
24 had a call with OWASA's Director of Community Relations to discuss
25 SpryPoint. He noted that OWASA made the shift to SpryPoint in 2024, and
26 they will continue to have those conversations as the ACSA rolls out
27 SpryPoint and get it through implementation.

28 Mr. Lynn stated that the biggest takeaway for him is the professional
29 relationship that he has established with a counterpart at OWASA. He
30 stated that he has appreciated getting to know Mr. Gangadharan on a
31 professional and personal level, and he looks forward to ongoing

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1 conversations with him. He stated that he wanted to thank Ms. McKeel
2 again for planting the seed for this trip, Ms. Swanson for joining, and the
3 Board's support of the trip as well.

4 Ms. Swanson stated that she appreciates Ms. McKeel offering up her
5 seat at the last minute. She stated that she graduated from the UNC Chapel
6 Hill School of Public Health, so this was sort of a homecoming for her. She
7 stated that one of the more interesting things she learned about Chapel Hill
8 proper was their efforts to contain growth, which was a move that came out
9 of the 1970s and 1980s. She mentioned that to Mr. Lynn's point that the
10 ACSA has a much bigger service area, Chapel Hill actually has a forest
11 boundary that limits their ability to grow. She mentioned that Chapel Hill's
12 town council actually shifted from a no-growth policy to an intentional growth
13 policy. She stated that a lot of people are coming into Chapel Hill and there
14 is a lot of traffic, and the growth is a result of people coming from other
15 places.

16 Ms. Swanson stated that in terms of how their system is set up,
17 Chapel Hill already has something in place for interconnects between
18 communities to move water. She stated that Hillsboro is a completely
19 separate system and asked Mr. Lynn to explain how it plays into the
20 discussion of water resources. Mr. Lynn replied that it is just a town center.
21 He stated that he believes there is an interconnect, but the water does not
22 normally go that way. He mentioned that Scottsville could be treated that
23 way, but Hillsboro is a different animal. Ms. Swanson stated that it was
24 intriguing to her that Hillsboro sits within the jurisdiction but is completely
25 separate. Mr. Lynn mentioned that he does not know if there have been any
26 questions about OWASA taking over Hillsboro, but he can ask Mr.
27 Gangadharan.

28 Ms. Swanson stated that she was wildly fascinated to hear the
29 backstory about the reclaimed water system that UNC built. She stated that
30 as a graduate student, she worked for a small time on a research project

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1 related to the development of that system. She added that the university
2 using the reclaimed water is remarkable.

3 Ms. McKeel stated that she appreciated that Ms. Swanson agreed at
4 the last minute to join the trip. She stated that she has been on many of
5 these trips and in her experience, it is not just about the networking but also
6 getting ideas and seeing what other communities are doing. She stated that
7 what is really interesting about governments is that they share information.
8 She mentioned that she took a trip to Champaign-Urbana to discuss transit
9 and it was an absolutely informative conversation. She stated that in terms
10 of the trip to Chapel Hill, someone mentioned the transportation system and
11 how well it works. She stated that there is one transit agency that serves
12 Chapel Hill, Carrboro, and UNC Chapel Hill, just like Champaign-Urbana
13 and Blacksburg.

14 Ms. McKeel stated that she wanted to give a shoutout to Neil
15 Williamson from the Free Enterprise Forum. She stated that Mr. Williamson
16 did a great white paper when he returned from the trip and she wanted to
17 share a few of his key takeaways. She stated that the first one was to
18 strengthen city-county-university collaboration. She stated that she agrees
19 with this because she sees a much stronger collaboration between the
20 university and the town in other places than she sees here.

21 Ms. McKeel stated that another takeaway is to promote regional civic
22 pride and positive storytelling about the community achievements. She
23 stated that they were seeing more of this in Chapel Hill, and she saw more
24 of this in Champaign-Urbana as well. She stated that the next takeaway
25 was to explore affordable housing tools including land trusts and
26 adjustments to inclusionary zoning policies. She mentioned that she does
27 believe the Albemarle County Board of Supervisors are working on this
28 currently. She stated that the next two takeaways were to improve transit
29 coordination by integrating transportation providers into regional planning
30 structures and increase accountability in progress tracking on major
31 community priorities such as workforce development, housing,

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1 homelessness, and education. She added that the last takeaway was to
2 foster innovation and cross-sector collaboration within Albemarle and the
3 region by reducing organizational silos.

4 Ms. McKeel stated that she also had a couple of notes from Mr.
5 Williamson about the trip. She stated that he said participants returned from
6 the trip with new ideas, practical examples and renewed inspiration. She
7 stated that Mr. Williamson noted that the exchange demonstrated how
8 strong partnerships among local governments, universities, non-profits, and
9 businesses can address complex community challenges while supporting
10 growth, affordability, workforce development, and quality of life.

11 Ms. McKeel stated that Mr. Williamson also noted that taxes were
12 higher in Chapel Hill, as they have a number of different types of taxes. She
13 stated that he also noted that there was a greater deal of community support
14 from the university. She stated that UNC Chapel Hill paid for, and continue
15 to pay for, much more of the local infrastructure than here. She mentioned
16 that this was also true in Champaign-Urbana and Blacksburg. She added
17 that she does not want to bash the University of Virginia, but it is important
18 for everyone to get out of their silos and work together.

19 Ms. Palmer stated over the years, the ACSA and the County have
20 worked very well together, which was not always the case. She stated that
21 her impression is that the two entities are working hard to do so. Ms. McKeel
22 replied that she appreciates that insight, as she does not have that history
23 and was not insinuating otherwise. Ms. Palmer stated that she just wanted
24 to point out that there are some positives in the way the ACSA works with
25 other government organizations in the area. Ms. McKeel concurred and
26 stated that she has seen the way the ACSA is working more closely with
27 VDOT as well.

28 Ms. Palmer stated that one of the other things she has seen over the
29 years is the way in which the City and the ACSA work on the RWSA Board.
30 She stated that she thinks it is more collaborative and everyone involved
31 makes a concerted effort to do so.

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7. ACSA Strategic Plan Update

Mr. Lunsford stated that it has been some time since there has been an update to the Strategic Plan, but it is a really good time to give this presentation (Attached as Pages_____). He stated that he would not go through each bullet point, but there are some themes that he wanted to focus on. He mentioned that there are four themes or pillars of the Strategic Plan – data optimization, business resilience, customer experience, and employee experience. He noted that anything forward-looking is looked at through these lenses to ensure the ACSA is meeting the needs of these different pillars. He stated that these pillars represent the ACSA's commitment to operational excellence, service quality, and long-term sustainability. He added that he believes there has been meaningful progress made since the last Strategic Plan update.

Mr. Lunsford stated that he would begin with the employee experience, which gets to a lot of what Mr. Lynn was sharing earlier about the challenges that utilities and local governments are facing across the country. He stated that the ACSA has historically hired skilled, knowledgeable, and dedicated employees, which is reflected in the stability of the staff over time. He mentioned that employees are regularly recognized with the Board when they celebrate their 20th, 30th, even 40th anniversary with the ACSA. He stated that this is a big deal as it does not happen everywhere and speaks to not only the quality of people being hired, but also the environment that they have been able to work and progress in throughout their careers.

Mr. Lunsford stated that a lot of the long-tenured dedicated employees are starting to move on to new phases in their lives. He stated that this Strategic Plan emphasizes the need to retain the employees the ACSA has and train them to progress in the organization, but also recruit people from the outside to bring new experience and skills. He noted that Ms. Roach, Ms. Trent, and all of the departments have done an incredible amount of work to interview, recruit, hire, and promote folks over the last

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1 twelve months for all of the positions listed on the slide. He noted that some
2 bullet points represent multiple positions. He stated that this has been a
3 focus throughout the Strategic Plan and it is coming to fruition. He stated that
4 a component of this is updates to the Personnel Management Plan (PMP).
5 He stated that the Board is incredibly supportive of staff and
6 recommendations over time to ensure the ACSA is as competitive as
7 possible in the marketplace. He noted that one of the most recent changes
8 to the PMP was to increase family sick time from 24 hours to 40 hours. He
9 added that the Board also approved a 3.5% cost of living adjustment
10 effective July 1st of this year.

11 Mr. Lunsford moved to the next slide, highlighting the ACSA's
12 employee engagement opportunities. He stated that operational council
13 meetings are held quarterly in-person with a variety of employees from
14 across the organization. He stated that they discuss major initiatives and
15 project updates, as well as successes and challenges. He noted that it is a
16 good opportunity to share positive feedback from customers as well for those
17 employees that may not normally hear about it. He added that they also hold
18 monthly Board recap meetings with staff, sharing the same presentations
19 that are given to the Board. He stated that this allows those employees that
20 cannot join the Board meetings to understand what is happening
21 organizationally.

22 Mr. Lunsford stated that they also continue to take advantage of
23 opportunities to collaborate with community partners. He stated that the
24 OWASA trip was a wonderful example of this. He mentioned that the ACSA
25 staff regularly meets with RWSA, City staff, and the County. Ms. Swanson
26 asked if the ACSA had a group participate in this year's United Way Day of
27 Caring. Mr. Lunsford replied yes that it was yesterday. Mr. Lunsford stated
28 that Ms. Trent did a wonderful job of coordinating it and asked her to say a
29 few words. Ms. Trent stated that the ACSA had a group that volunteered at
30 the Community Lab School. She stated that this is the 5th or 6th year that the
31 ACSA has volunteered at the school. She mentioned that every year, the

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1 school reaches out to the ACSA prior to the project list being released to
2 inquire about their participation, which reflects the impact that the ACSA has
3 made with the school and in the community. She stated that this year's
4 project was a painting job, so the group did some painting inside the school
5 as well on the exterior. She noted that the ACSA staff worked in conjunction
6 with another organization this year, Woodard Properties, to complete the
7 project. She added that it was a great day and the event is something the
8 staff looks forward to every year.

9 Mr. Lunsford moved to the next slide outlining the training and
10 education programs. He stated that he wanted to call out that two years ago,
11 the Board approved a Safety Supervisor position. He noted that this position
12 has been instrumental in some of the various training opportunities from a
13 regulatory and compliance standpoint, as well as ensuring people come to
14 work safely and go home safely. He stated that Matthew Martin, the ACSA's
15 Safety Supervisor is conducting OSHA trainings that they were not able to
16 do in-house before. He mentioned that there was a team of employees that
17 created an extreme weather operating policy to ensure employees in the
18 field are safe in extreme cold or heat.

19 Mr. Lunsford stated that considerable time and effort is being spent
20 in the area of cybersecurity preparedness. He stated that Ms. Walker and
21 her team, as well as others, have collaborated on a number of different
22 events and attended various tabletop exercises with local, state, and federal
23 partners. He noted that so many of the different initiatives fall under multiple
24 pillars of the Strategic Plan. He mentioned that some of the ACSA's junior
25 employees that have taken the initiative to start succession planning for
26 themselves are attending leadership symposiums and trainings related to
27 what they want to do in the future.

28 Mr. Lunsford shifted to the customer experience and vision on the
29 next slide. He stated that the ACSA's stated Strategic Plan goal is to provide
30 best-in-class service by ensuring the needs of our customers are exceeded.
31 He stated that those needs can be quantitative needs like sustainable rates,

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1 or qualitative through streamlined processes. He mentioned that an example
2 of this is communicating well and keeping customers informed during a
3 waterline replacement project. He stated that doing quality work and
4 delivering a quality finished project are directly related to the customer
5 experience.

6 Mr. Lunsford stated that SpryPoint is the ACSA's new customer
7 information system (CIS) package. He stated that next month, Ms. Roach
8 will give a presentation on the CIS system, covering where the ACSA began,
9 where it is now, and where the organization will be in May. He mentioned
10 that the new CIS will be transformational for customers, improving access to
11 information, streamlining processes, and modernizing the way that the
12 ACSA is able to serve. He noted that the new CIS will integrate with other
13 systems such as AMI and CMMS.

14 Mr. Lunsford stated that in terms of customer engagement
15 opportunities, the ACSA continues to try and provide information in the ways
16 that customers prefer to receive it. He stated that the ACSA has participated
17 in a number of events, such as the Imagine a Day Without Water contest.

18 Mr. Lunsford moved to the next slide outlining business resilience.
19 He stated that a lot of the projects he mentioned are related to continuity
20 planning. He stated that system upgrades and enhancements, the cloud
21 migration project, the Emergency Response Plan (ERP), and the Risk and
22 Resiliency Assessment (RRA), are important from a resilience perspective.

23 Mr. Lunsford stated that also related to business resilience is
24 environmental sustainability and optimization of resources. He stated that a
25 good example of this are the solar panels at the Avon Operations Center.
26 He stated that the revitalized carwash certification program supports water
27 conservation and responsible water use. Ms. Palmer stated that she asked
28 last year about using lower lighting and cutoffs when the lights are not in use
29 at the Avon Operations Center, but she does not recall how it turned out. Mr.
30 Lynn stated that he would have to check with Mr. Morrison about what they
31 decided for the design, but he would get her that information.

1 Mr. Lunsford moved to the last slide outlining data optimization. He
2 stated that he only included one slide for this theme, as almost everything
3 that he has talked about before this is used in the optimization of the data
4 they are collecting and how they are using it. He stated that the new CIS
5 system is an incredible opportunity for both an internally facing database of
6 information and externally to customers. He mentioned that it is integrated
7 with other systems that will allow decision makers to analyze information in
8 a way that they have not been able to do before. He added that they do not
9 necessarily know what some of that will look like currently, but they are
10 learning more as they continue to build these systems.

Mr. Lunsford stated that Mr. Tolbert was an encouraging force in terms of the customer experience. He stated that the ACSA is excited about where the organization is headed related to that, and hope that Mr. Tolbert would have been pleased.

17 There were no items not on the agenda.

20 *There being no further business, Ms. Palmer moved that the*
21 *meeting be adjourned, seconded by Mr. Roberts. All members voted*
22 *aye.*

23 _____
24 Quin Lunsford, Secretary-Treasurer