

Albemarle County Service Authority Board of Directors

1 The Board of Directors of the Albemarle County Service Authority (ACSA) met in
2 a regular session on January 21, 2016 at 9:00 a.m. at the Administration and
3 Operations Center at 168 Spotnap Road in Charlottesville, Virginia.

4 **Members Present:** Mr. Clarence Roberts, Chair, Mr. Bill Kittrell, Vice-Chair, Mr.
5 Charles Tolbert, Mr. Richard Armstrong, Ms. Jennifer Sulzberger, and Ms.
6 Kimberly Swanson.

7 **Members Absent:** None

8 **Staff Present:** Jim Bowling, Gary O’Connell, Peter Gorham, Emily Shifflett, Quin
9 Lunsford, Michael Lynn, Travis Marrs, Timothy Brown, and Danielle Trent.

10 **Staff Absent:** None

11 **Public Present:** John Martin, Albemarle County Citizen, Holly Hueston, former
12 ACSA Board member.

13

14 1. Call to Order and Establish a Quorum

15 The Executive Director called the meeting to order and a quorum was
16 established. He stated that he wanted to welcome the new Board member Mr.
17 Richard Armstrong, as well as congratulate Mr. Kittrell and Mr. Roberts on their
18 reappointments to the Board. He stated that he looked forward to working with
19 them all.

20

21 2. Election of Officers (Recording Time: 09:02:30 a.m.)

22 Mr. O’Connell stated that the first order of business was the election of
23 officers. Mr. O’Connell opened the floor for nomination(s) for Office of Chair.

24 ***Mr. Kittrell re-nominated Mr. Roberts, seconded by Mr. Tolbert.***

25 ***There being no further nominations, the floor was closed for nominations.***

26 ***All members voted aye. Mr. Roberts was re-elected as Chair.***

27 Mr. O’Connell returned the Chair to Mr. Roberts.

28 Mr. Roberts thanked the Board for their confidence in him. He stated that
29 the position of Chair was not owned by him, but rather by the entire Board. He
30 stated that he worked 37 ½ years for the ABC Board, starting as an entry level
31 moonshine agent and moving up to a commissioner. He stated that he has built

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1 his career on integrity and excellence in public service, and he pledges the same
2 to the ACSA Board, the ratepayers, and the Albemarle County Board of
3 Supervisors. He stated that he would now open the floor for nominations for Vice-
4 Chair.

5 ***Ms. Sulzberger re-nominated Mr. Kittrell, seconded by Mr. Tolbert.***
6 ***There being no further nominations, the floor was closed for nominations.***
7 ***All members voted aye. Mr. Kittrell was re-elected as Vice-Chair.***

8 Mr. Roberts stated that in his experience on the Board, the Executive
9 Director has served as the Secretary-Treasurer. He then asked for nominations
10 for the office of Secretary-Treasurer.

11 ***Mr. Kittrell re-nominated Mr. O'Connell for Secretary-Treasurer,***
12 ***seconded by Ms. Swanson. There being no further nominations, the floor***
13 ***was closed for nominations. All members voted aye. Mr. O'Connell was re-***
14 ***elected as Secretary-Treasurer.***

15 Mr. Roberts stated that the Executive Committee was traditionally
16 composed of the Chair, Vice-Chair, and a third member of the Board, but that
17 anyone on the Board was welcome to serve on the committee. He stated that the
18 Executive Committee served in emergency situations when the Board could not
19 meet. He stated that since he had been on the Board, he could remember the
20 Executive Committee meeting once or twice, years ago, but not recently. The
21 Chair asked for nomination(s) for the Executive Committee.

22 ***Mr. Kittrell nominated the Chair, Vice-Chair, and Ms. Sulzberger for***
23 ***the Executive Committee. There being no further nominations, the floor***
24 ***was closed for nominations. All members voted aye. The Chair, Vice-Chair,***
25 ***and Ms. Sulzberger were elected to the Executive Committee.***

26

27 3. **Board Member Recognition – Holly Hueston (Recording Time: 09:07:37**
28 **a.m.)**

29 Mr. Roberts stated that next the Board wanted to express their
30 appreciation for Holly Hueston's service. He stated that Ms. Hueston served on
31 the Board for four years, and asked not to be reappointed. He stated that he
32 wanted to present her with an award as a token of appreciation on behalf of the

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1 entire Board. Ms. Hueston stated that it had been a pleasure to serve on the
2 Board. She stated that she not only made new friends, but she also learned a lot
3 of new things and, most importantly, she got an opportunity to see the solid inner
4 workings of a really great organization.

5 Ms. Sulzberger stated that it had been a pleasure to serve with Ms.
6 Hueston. She stated that she felt Ms. Hueston had been incredibly diligent and
7 very insightful. Mr. Kittrell stated that Ms. Hueston brought an excellent
8 perspective to the Board given her expertise in Human Resources and
9 Operations, and he felt that it was an important addition to the Board. Mr. Tolbert
10 added that Ms. Hueston was aware of when the Board meetings took place and
11 she was welcome to come back and visit at any time.

12
13 4. Approve Minutes of December 17, 2015 (Recording Time: 09:10:05
14 a.m.)

15 The Chair asked if there were any corrections or additions to the minutes
16 of December 17, 2015. Ms. Sulzberger stated that she had one minor correction
17 on page 19 of the Board packet (page 11 of the minutes). She stated that on line
18 22, the word “to” was missing in the phrase “reach out to the auditor.”

19 ***Mr. Kittrell moved to approve the minutes of December 17, 2015, as***
20 ***amended, seconded by Ms. Sulzberger. All members voted aye. Mr.***
21 ***Roberts and Mr. Armstrong were not present at the December 17, 2015***
22 ***meeting and thus, abstained from voting.***

23
24 Ms. Swanson stated that she wanted to bring up one item before moving
25 on with the agenda. She stated that perhaps the Board could review the By-Laws
26 and move towards the use of gender neutral pronouns. Mr. Roberts stated that
27 he was going to ask Ms. Swanson to bring the issue up towards the end of the
28 meeting when discussing items not on the agenda. He stated that he agreed with
29 Ms. Swanson in that the pronouns needed to be changed.

30
31 5. Matters From the Public Concerning Items Not on the Agenda (Recording
32 Time: 09:12:09 a.m.)

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1 There were no items from the public concerning items not on the agenda.

2

3 6. Response to Public Comment (Recording Time: 09:12:21 a.m.)

4 There was no response to public comment.

5

6 7. Consent Agenda (Recording Time: 09:12:25 a.m.)

7 **a. Monthly Financial Reports** – Ms. Swanson stated that she had a
8 question regarding the chart on page 55 that illustrates RWSA flows
9 and ACSA customer usage. She asked if there was any progress made
10 on pinpointing the cause for the plummeting graph. Mr. Lunsford replied
11 that the ACSA staff had reached out and discussed the issue with
12 RWSA. He stated that RWSA was still researching the consumption
13 figures that they provide to the ACSA. He noted that his understanding
14 was that this occurrence with the graph has happened in the past
15 during this particular time of the year.

16 Ms. Swanson stated that her next question was in reference to the
17 graph at the bottom of page 57 which showed RWSA billed water
18 charges and ACSA billed water revenues for Crozet. She stated that
19 there were periods, according to the graph, when the ACSA revenue
20 was lower than the RWSA charges, and asked if there was an
21 explanation for that. Mr. Lunsford replied that there was an increase in
22 what is billed to the ACSA for that particular area. He noted that,
23 looking at the revenue for December 2014 and December 2015, the
24 change is rather reasonable considering the rate increase between the
25 two years. He mentioned that there was also a significant decrease in
26 consumption during this time period as well. He added that he would
27 not consider the pattern to be irregular, and he expected to see the
28 graph flatten out and increase in the future.

29 Mr. O’Connell stated that as more improvements are made to the
30 water treatment plants, the debt service expenses were likely to go up,
31 which was true for Scottsville and Crozet as well. He noted that the

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1 ACSA had a unified rate throughout the system, so even though the
2 revenues were graphed separately, they were all collected together.

3 Ms. Swanson stated that her last question was in reference to the
4 table on page 67. She asked if the VSMP permit fee was for the fueling
5 station project. Mr. O'Connell stated that the staff would have to check
6 into it because it could be for a number of projects. Ms. Swanson
7 asked if a fee was paid for each project. Mr. Gorham replied yes. He
8 stated that it was based on the area of land that was disturbed during
9 the project. He noted that any project that caused land disturbance
10 required a VSMP permit.

11 **b. Monthly CIP Report -**

12 **c. CIP Authorizations -**

13 **d. RWSA Monthly Update** – Ms. Sulzberger stated that she had a
14 question regarding the Advanced Water Resource Recovery Facility
15 (AWRRF). She asked if there was any additional or updated information
16 on the rebidding for that project. Mr. O'Connell replied that it was his
17 understanding that RWSA was currently attempting to identify aspects
18 of the project that could be changed or removed to lower the price. He
19 noted that one bid was \$1 million over budget. He noted that the
20 schedule was such that the bids should be back in March, thus the
21 ACSA Board should know in March what the results of those bids were.

22 Mr. Kittrell asked when the Board would find out what changes
23 were being made and how they would play out in terms of the overall
24 project. He stated that he wanted to ensure that the changes would not
25 compromise the end result and the initial goal of the project. Mr.
26 O'Connell replied that RWSA had a certain target percentage in terms
27 of odor elimination. He stated that he did not know what changes were
28 currently being contemplated, but he would try to find out and let the
29 Board know via email or put something in the agenda for next month's
30 meeting. Mr. Kittrell stated that he had to wonder why certain items that
31 were being changed were included in the first place, if it caused the

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1 project to be more costly. He stated that he was sure there was a
2 reason for it, but a little justification would be helpful.

3 Mr. O'Connell stated that part of the changes included operations
4 within the plant such as shutting down basins and clarifiers and
5 cleaning them out. He mentioned that there were several places in the
6 plant where changes were being made. He stated that he did not know
7 if the changes would lower the level of odor control, but that it was a
8 good question. He stated that he would get some more information on
9 the proposed changes.

10 ***e. ACSA Board Policy Future Issues Agenda 2016-***

11 ***f. Environmental Management Policy Re-adoption-*** Mr. Kittrell stated
12 that he was aware that the Board readopted this policy every year. He
13 asked if there were any changes to the policy (Attached as Page____)
14 this year. Mr. O'Connell replied that there was not a policy change. He
15 stated that a few of the significant aspects had shifted. He noted that
16 the ACSA was in the midst of the fueling station project, and one of the
17 most significant aspects when the EMS program first began was the
18 delivery of fuel and a strategy in the event of a fuel spill. He stated that
19 water quality had moved to the top of the significant aspects list, which
20 he felt was appropriate given that customers expect clean, safe water.
21 He noted that addressing some tasks of the aspects were in the CIP,
22 such as the removal of asbestos-cement pipe. He mentioned that other
23 aspects were operational items such as water conservation or the
24 reduction of paper and ink use. Mr. O'Connell asked Tim Brown,
25 Environmental Compliance Specialist for the ACSA, if he had anything
26 else to add.

27 Mr. Brown stated that he would be attending a workshop in
28 Roanoke, Virginia Monday and Tuesday of next week, which was an
29 update on the ISO 14001 standard upon which the EMS program is
30 based. He noted that the original EMS team was trained using the
31 2004 version of the standard. He mentioned that he was not aware of
32 any major changes but, after 11 years, he was sure it was time for an

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1 update. He stated that there was no change in the policy and no change
2 in the significant aspects, which were the core activities of the EMS
3 program. He noted that the ACSA attempted to perform those activities
4 in a safer, more regulatory-oriented, and sustainable manner.

5 Mr. O'Connell stated that when the ACSA started the EMS
6 program, there was much more time spent on it because there were
7 many things that needed to change. He noted that it has become part of
8 the standard now, but it continues to be important and he wanted the
9 Board to be aware of it, especially those new members who were not
10 familiar with the program.

11 Mr. O'Connell stated that he received his first question this morning
12 from a customer about the current issues in Flint, Michigan surrounding
13 water quality. He stated that the ACSA did not have any of the water
14 quality issues that were occurring in Flint. He stated that Mr. Brown
15 would be giving a presentation on water quality at next month's meeting
16 to give the Board an understanding of all the different tests and
17 procedures that take place to ensure good water quality.

18 Mr. Tolbert asked what caused the water quality issue in Flint,
19 Michigan. Mr. O'Connell replied that lead was the source of
20 contamination in the water in Flint. Mr. Tolbert stated that the pipes
21 were probably not lead, but rather another material that contained lead.
22 Mr. Gorham replied that the water source actually changed in Flint. Mr.
23 Tolbert asked if the lead came from the pipes in the ground, and not the
24 water source. Mr. Gorham replied yes. Mr. Tolbert stated that the
25 problem, as he understood it, was caused by the pipes between the
26 water main and the house. He asked how the ACSA determined the
27 quality of the pipes between the water main and the customer's home.

28 Mr. O'Connell replied that the ACSA did not know the quality of the
29 customer's private water line from the meter to the residence. He stated
30 that the age of the system was a factor, and a city like Flint would have
31 a much older system with older pipes. He stated that much of the issue
32 in Flint was centered on corrosion of the pipes. He noted that the new

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1 water source they were using was corroding the pipes. He stated that
2 RWSA used a corrosion inhibitor at the water treatment plant to
3 eliminate that issue. He added that the ACSA also did not have lead in
4 the water system. He stated that it may be possible for a customer to
5 have lead in their service line, but that it was unlikely.

6 Mr. Lynn stated that most of the older customer service lines in the
7 system were galvanized pipe. He stated that any water lines installed in
8 1970 or after were either copper or plastic. He stated that at one point
9 there were some fittings that contained lead, but that the ACSA had
10 gone through the system and eliminated all those that were found. He
11 noted that all of the lines in the system that ran from the main to the
12 meter were copper.

13 Mr. Tolbert asked if there was lead in the galvanized piping and it
14 became corroded, would that lead leak into the water. Mr. Lynn replied
15 that it was possible. He stated that one of the problems in Flint,
16 Michigan was that the water source they switched to was much more
17 polluted and corrosive than what they had been using. Mr. O'Connell
18 added that there was also no form of corrosion treatment being used,
19 which contributed to the problem as well. Mr. Bowling added that when
20 Washington, D.C. had an issue with lead pipes about 10 years ago, the
21 ACSA took a look at its own water system. He noted that this was not
22 the first time the focus had been on lead pipes.

23 Mr. Tolbert stated that even if the ACSA water system is free of
24 lead, his concern is that a customer's service line from the meter to the
25 house may not be free of lead. He stated that he felt the ACSA should
26 mention to customers that a non-corrosive agent is being used to make
27 it clear that even if the customer's pipe is not lead free, there is
28 something being done on the ACSA's part to combat that. Mr.
29 O'Connell stated that the staff needed to come up with some type of
30 resource for customers if they have that concern. He stated that the
31 ACSA's main concern was to get the water to the meter and to ensure
32 that there are no issues when it gets to the meter. Mr. Kittrell stated

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1 that he felt there needed to be a common set of talking points about the
2 issue so that when any of the agencies received questions, whether it is
3 the City, RWSA, or the ACSA, they could all provide similar answers.
4 Mr. Tolbert stated that the City of Charlottesville had an older system
5 than the ACSA and thus, a bigger issue to deal with. Mr. O'Connell
6 replied that the City had replaced most of the water system, but the
7 average subdivision was 60 to 65 years old or older.

8 Mr. Gorham stated that the ACSA does comply with EPA
9 regulations regarding lead and copper testing. He stated that the ACSA
10 was testing annually and targeting particular homes constructed in
11 specific time periods. He noted that after a certain number of years with
12 no, or low levels of lead and copper, the testing is done every three
13 years. He mentioned that the addition of the granular activated carbon
14 (GAC) filtration system caused the testing frequency to revert back to
15 every year. Mr. Tolbert asked if the testing was spot testing. Mr.
16 Gorham replied yes. He stated that the ACSA distributed the testing kits
17 to the customer, who would collect and submit the sample to RWSA for
18 testing. Mr. Tolbert stated that it would be nice if that testing could be
19 made available to any customer that desired it. Mr. Gorham stated that
20 RWSA's lab was extremely busy, but that the ACSA had an agreement
21 with Aqua Air who performed all of the bacteriological testing for new
22 lines. He noted that the ACSA delivered the sample and, in turn, Aqua
23 Air gave the ACSA a discount in the cost. He mentioned that perhaps a
24 similar arrangement might be available for customers. Mr. O'Connell
25 stated that it was something the staff would need to explore further.

26 Ms. Swanson stated that she hoped there would be a set of
27 guidelines for homeowners when performing testing, as to how that
28 testing should take place. Mr. Gorham replied that the ACSA gave
29 customers specific instructions when collecting samples for the lead
30 and copper testing program. He stated that the staff specified to
31 customers that their samples needed to be the first draw of water off of

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1 the system in the morning so that the sample is of water that has been
2 sitting in the pipe all night long.

3 ***Ms. Sulzberger moved to approve the Consent Agenda, seconded by***
4 ***Mr. Tolbert. All members voted aye.***

5

6 8. **Presentation – Overview of the ACSA (Recording Time: 9:37:28 a.m.)**

7 Mr. O’Connell stated that everything that was on the agenda today was
8 background information. He stated that with this being Mr. Armstrong’s first
9 meeting, he wanted the staff to give a quick overview of the ACSA. He stated
10 that the presentation (Attached as Page_____) would be given as a team, with
11 each department head coming forward to give a quick presentation of their
12 department.

13 Mr. O’Connell stated that the ACSA was more than 50 years old. He
14 stated that the vision for the ACSA, which was part of the strategic plan, was to
15 conserve today, sustain tomorrow, and protect water and environmental
16 resources forever. He stated that Rivanna Water & Sewer Authority (RWSA) is
17 the treatment provider, or the wholesaler, and the City of Charlottesville and the
18 ACSA are the retailers jointly serving 35,000 customers throughout the
19 community. He mentioned that the Albemarle County Board of Supervisors
20 (BOS) makes the determination as to what area the ACSA could operate in,
21 down to the individual parcel. He stated that the question of whether or not the
22 ACSA could provide water or sewer service to a particular property comes up off
23 and on. He noted that it was very rare that the County BOS would change the
24 jurisdictional area, which they referred to as the growth area. He mentioned that
25 it has been changed for a few properties, especially if there is some type of well
26 contamination.

27 Mr. O’Connell stated that the next slide was a good graphic that illustrated
28 the cycle of clean water, which was the ACSA’s mission and purpose. He stated
29 that water from the reservoirs and rivers was taken and provided to customers
30 as drinking water, which then went through the wastewater treatment process
31 and returned back to the stream. He stated that the goal was for the water to be
32 as clean when it returns to the stream, as it is when it is initially taken out of the

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1 reservoir. He noted that the wastewater treatment process has become
2 advanced to ensure that federal requirements are met or exceeded with regards
3 to discharge.

4 Mr. Tolbert stated that it seemed from the graphic that runoff water was
5 not treated. He asked Mr. O'Connell if that was indeed the case. Mr. O'Connell
6 replied that it was not treated through the ACSA system. He stated that there
7 was a series of new regulations regarding stormwater management, including a
8 permitting process to attempt to clean up the stormwater that makes its way
9 through the streams. He noted that there were some systems, such as
10 Washington, D.C., where the stormwater and sanitary sewer systems were
11 combined and the pipes had to be separated. He mentioned that the County
12 was working on coming up with a method for treating stormwater, but that the
13 ACSA had no involvement in that process.

14 Mr. O'Connell stated that the next slide showed the current urban system
15 with the Sugar Hollow Reservoir that feeds to the new reservoir at Ragged
16 Mountain. He stated that the last report he saw showed the dam being 2.3 ft.
17 from being full. He stated that the largest reservoir was the South Fork Rivanna
18 Reservoir, and that there was a small water treatment plant not pictured on the
19 slide which comes from the North Rivanna River. He added that in addition to
20 the Urban system, there were also the Crozet and Scottsville systems. Mr.
21 O'Connell noted that there is a future project to connect the South Fork Rivanna
22 Reservoir to the Ragged Mountain Dam with a pipeline and abandon the Sugar
23 Hollow pipeline. He stated that discussions for the project such as the alignment
24 and design of the pipeline would probably begin during the next two years. Mr.
25 Tolbert asked if there was a reservoir in the Crozet water system. Mr. O'Connell
26 replied yes. He stated that it was the Beaver Creek Reservoir. Mr. Tolbert
27 asked if the Scottsville water supply came out of the river. Mr. O'Connell replied
28 that it came from Totier Creek.

29 Mr. O'Connell moved to the next few slides that showed the various
30 reservoirs for drinking water. He stated that the first showed a picture of the
31 Ragged Mountain Dam during construction and the most recent picture of the
32 reservoir. He stated that the reservoir looked full, with only a few more feet to

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1 go. He stated that the reservoir contained 1.5 billion gallons of usable water
2 storage, which was meant to be a long term supply for the ACSA, particularly
3 during a drought.

4 Mr. O'Connell stated that the South Fork Rivanna Reservoir had been
5 there for a number of years, and the primary water treatment plant was located
6 next to it. He stated that Sugar Hollow Reservoir was the reservoir that connects
7 to the Ragged Mountain Reservoir via a pipeline. He stated that it flows into the
8 Moorman's River, which ultimately flows into South Fork. He pointed out that
9 Totier Creek was the water source for Scottsville. He stated that there were two
10 intakes in Scottsville, one in the reservoir itself and one on the creek. He
11 mentioned that there had been more success in using the intake on the creek,
12 as opposed to the reservoir. He stated that the final reservoir for drinking water
13 was Beaver Creek, which is the water source for Crozet. He noted that one of
14 the items in RWSA's Capital Improvement Program was to look at future growth
15 in Crozet and the water supply at Beaver Creek. He stated that he suspected it
16 was likely that the water treatment plant in Crozet would need to be increased.
17 He added that there was a reservoir management study currently underway to
18 look at all of the reservoirs in terms of reducing sediment and algae in the
19 reservoirs, including Beaver Creek in Crozet. He noted that the results of that
20 study were expected in March 2016. Mr. Tolbert asked if the study was being
21 done by RWSA, rather than the ACSA. Mr. O'Connell replied that the study was
22 being conducted by RWSA. He stated that RWSA manages the reservoirs and
23 is responsible for the raw water in the reservoir. Ms. Swanson asked if the land
24 surrounding Totier Creek and Beaver Creek was all public land. Mr. O'Connell
25 replied yes. Ms. Swanson asked if South Fork was the only reservoir that had
26 private property surrounding it. Mr. Kittrell replied that there might be a small
27 amount of private land around Beaver Creek. He stated that there were a couple
28 of houses there. Mr. O'Connell added that there were a few properties around
29 Totier Creek as well, but that the majority of the land was a public park. He
30 noted that Sugar Hollow and Ragged Mountain were the two reservoirs that
31 were totally protected.

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1 Mr. O'Connell stated that there were three water treatment plants in the
2 Urban water system, and one in Crozet and Scottsville each, for a total of five.
3 He stated that RWSA was in the midst of a major upgrade to the treatment
4 process by adding granular activated carbon (GAC) filtration. He stated that the
5 project was well under way at the South Rivanna plant, which was the largest
6 water treatment plant in the system. He mentioned that the other plants would
7 follow this spring. He noted that this project would yield some of the best water
8 in the country once it was complete. He stated that RWSA operates each one
9 of the treatment plants, and that there was a cost-sharing agreement for
10 operations and the debt service.

11 Mr. O'Connell stated that the Moores Creek Wastewater Treatment Plant
12 was now referred to as an Advanced Water Resource Recovery Facility
13 (AWRRF). He stated that it was an advanced plant and the additional work
14 being done to control odor at the plant will advance it even further. He
15 mentioned that there was a study currently underway to look at the sewer
16 system throughout the community and the removal of infiltration & inflow (I&I)
17 from the system. He stated that there was also a smaller wastewater plant that
18 served the Glenmore community, as well as a small plant in Scottsville and one
19 at Stone Robinson Elementary School.

20 Mr. Tolbert asked if Crozet had a different wastewater treatment plant than
21 the other areas. Mr. O'Connell replied that, in terms of sewer, Crozet was
22 connected to the Moores Creek AWRRF through a long interceptor line and was
23 part of the Urban system, but had a separate water system. Mr. Tolbert asked if
24 that interceptor line ran along Route 250. Mr. Gorham replied yes and stated
25 that there were four pump stations along the way. Mr. Tolbert stated that he
26 remembered some discussion about residents along Route 250 wanting to tap
27 into the sewer system. Mr. O'Connell replied that those residents were outside
28 of the growth area and thus, were not allowed to do so. Mr. Bowling added that
29 the interceptor line was installed because Crozet used to have one of the largest
30 food processing plants in the country. Mr. O'Connell stated that one of the
31 issues that has come up over the last few years was that there likely was not
32 enough capacity in the lines to handle the growth in Crozet. He stated that

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1 enlarging the Crozet Water Treatment Plant and the sewer project were
2 expensive projects. He mentioned that there would be a special rate district in
3 the future, as well as a special connection fee for the growth in Crozet.

4 Mr. O’Connell moved on to the next slide which outlined some of what the
5 ACSA does. He stated that the ACSA was responsible for the distribution and
6 collection system, all the infrastructure of the water and sewer system. He
7 stated that there were lots of facilities, pump stations, and pressure reducing
8 vaults that Mr. Lynn would talk about in a moment. He stated that the ACSA
9 was proactive with its closed circuit televising (CCTV) to identify any issues in
10 the lines. He stated that the ACSA also reviews, in detail, all of the water and
11 sewer plans as part of new development in the community. He added that the
12 ACSA also had a number of other programs such as the Backflow Prevention
13 and Fats, Oils, and Grease (FOG) programs.

14 Mr. O’Connell stated that the ACSA has 73 employees in five major areas
15 including Engineering, Finance, Information Technology, Maintenance, and
16 Human Resources and Administration. He stated that the staff attempted to
17 identify each individual employee in the presentation. He noted that about 2/3 of
18 ACSA employees were in the field every day and active in the community. He
19 stated that the first presentation would be on the Human Resources and
20 Administration Department which would be given by that department’s head,
21 Emily Shifflett.

22 Ms. Shifflett stated that the Administration team included her, Danielle
23 Trent who is the clerk for the Board, Deborah Grady, and Deborah Herr. She
24 stated that the administration staff performed various duties including hiring,
25 recruitment, training, customer communications, assisting walk-in customers
26 daily, and supporting the Executive Director.

27 Mr. Gorham stated that the Engineering Department currently had a
28 vacancy as the Regulatory Compliance Specialist recently retired and an
29 Engineering Technician was promoted to the position. He stated that the
30 department consisted of a project management group made up of three
31 engineers and five inspectors, a location group which included two Utility
32 Location Technicians, one of which was a senior technician, a modeling group

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1 made up of a modeling engineer and modeling technician, and an environmental
2 group that consisted of two Compliance Specialists, one environmental and the
3 other regulatory.

4 Mr. Gorham stated that the Engineering Department had many
5 responsibilities related to planning, construction, and system maintenance. He
6 stated that system maintenance referred to maintaining the integrity of the
7 system and was not to be confused with the “nuts and bolts” maintenance. He
8 stated that the planning aspect of engineering included reviewing plans for local
9 development connecting to the system. He noted that the Engineering
10 Department works with the Maintenance Department in reviewing plans to
11 ensure that what is being put into the system will not cause issues in the future.
12 He mentioned that the Engineering department was also responsible for long-
13 term planning through the CIP program.

14 Mr. Gorham stated that the construction aspect of engineering overlapped
15 with planning in that the inspectors tested pipes and provided quality control in
16 the field. He stated that the locators were in charge of reviewing building permits
17 and marking ACSA lines in the system. He stated that some aspects of system
18 maintenance such as the Backflow Prevention and FOG reduction programs
19 tied into water quality and protected the ACSA system. He stated that all of the
20 groups within the Engineering Department overlapped frequently. He mentioned
21 that, for example, locators review building permits and bring information back to
22 the environmental group regarding new foodservice establishments that will
23 require a grease trap or commercial installations that will require a backflow
24 device. He added that the locators also worked with the engineers to stay
25 abreast of any construction taking place in the field.

26 Mr. Gorham stated that recently there was a contracted utility locator
27 working on the Key West Water Main Replacement project who was not doing a
28 very good job. He stated that the ACSA contractor kept running into utility lines
29 that were not marked. He stated that this created issues because the initial
30 design for the water main had to be shifted at the last minute in the field. He
31 noted that those types of occurrences are what make engineering fun and
32 interesting work.

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1 Mr. Lunsford came forward next to give an overview of the Finance
2 Department. He stated that Finance was composed of meter operations,
3 customer service, and accounting, all of which are equally dependent upon one
4 another for information and communication to help customers. He stated that
5 the meter operations staff read meters daily and communicated that information
6 electronically to Customer Service. He stated that the Customer Service staff
7 prepares the customer monthly bills, makes collections, and reports that
8 revenue to the accounting staff. He stated that Accounting staff was responsible
9 for all financial reporting aspects that the ACSA must comply with.

10 Mr. Lunsford stated that the ACSA recently went live with the new financial
11 system. He noted that it was a year-long process and he was very proud of the
12 work that everyone had done. Mr. Roberts asked if there were any tasks along
13 the way that the staff failed to identify during the new financial system process.
14 Mr. Lunsford replied that there were often systems or procedures that the staff
15 thought would work a certain way, and they ended up not working as planned
16 during the testing phase. He stated that the staff has identified a few areas
17 currently that will increase efficiency.

18 Travis Marrs, Manager of Information Technology (IT), came forward to
19 give an overview of the department. He stated that the IT Department was
20 relatively small, but they are still able to accomplish a lot thanks to the staff. He
21 stated that the staff was comprised of April Walker who is the Systems
22 Engineer, GIS Coordinator Justin Ray, and recently hired Larry Smoot who is
23 the SCADA Technician.

24 Mr. Marrs stated that the IT Department is responsible for designing and
25 maintaining the ACSA's network and telephone infrastructure. He stated that
26 the staff also installs and maintains hardware and computer software. He noted
27 that the staff currently supports over 160 devices including PC's, printers, and
28 phones, as well as 20 servers. He mentioned that the ACSA's website is
29 created, designed, and maintained solely in-house. He stated that IT also
30 provided physical and data security. He stated that the GIS system is
31 maintained by the IT Department and, with the help of the Engineering and
32 Maintenance staff, it is a true representation of the ACSA's infrastructure. He

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1 stated that the IT staff also provided training in general computer knowledge as
2 well as specialized applications. He stated that the SCADA system currently has
3 four servers and the IT staff maintained those servers, as well as software and a
4 separate network dedicated to the SCADA system.

5 Mr. Tolbert stated that he pays his bill online and at some point in that
6 process, he is directed to an outside server. He asked if the IT staff had any
7 control over that third party website. Mr. Marrs replied no. Mr. Roberts asked
8 what the fee was that had to be paid to that third party. Mr. Marrs replied that he
9 was not sure. Mr. Lunsford stated that there was a fee for those customers that
10 paid their bill online with credit cards. He stated that the ACSA was not able to
11 administer that fee which is why it is outsourced like most local governments. He
12 noted that Official Payments is the vendor for the ACSA. Mr. Tolbert stated that,
13 aside from that fee, there must be some fee to the ACSA for Official Payments
14 to keep the payment records. Mr. Lunsford replied that the staff did an analysis
15 last year, and the fee was very minimal. Mr. Tolbert asked if the online billing
16 was cheaper than doing the billing in-house and if the ACSA encouraged
17 customers to pay their bill online. Mr. Lunsford replied that the ACSA did
18 encourage customers to pay online and the staff felt it was an area that could be
19 improved. Mr. O'Connell added that when the ACSA explores options for a new
20 metering system, a new billing system would probably be implemented as well.

21 Mr. Lynn came forward next to give an overview of Maintenance. He
22 stated that the Maintenance Department had 32 employees, with 3 Utility
23 Worker positions that they were in the process of filling. He stated that the
24 maintenance staff pretty much took care of anything in the field. He stated that
25 there was a construction crew that worked on in-house capital projects and
26 three employees in charge of pump stations, storage tanks, and PRV's. He
27 stated that there was a six-person hydrant and valve crew, with one full-time
28 hydrant inspection position and a two-person hydrant repair crew that fixes any
29 hydrant issues the inspectors find, installs, and replaces hydrants. He noted
30 that there was also a two-person valve crew that inspects and operates the
31 ACSA valves on a normal basis. He mentioned that there were two water repair

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1 crews, as well as two CCTV vans, each with a two-person crew that went out on
2 a daily basis to inspect the sewer lines in certain areas.

3 Mr. Lynn stated that the ACSA had approximately 2,300 hydrants to
4 maintain and the goal was to inspect all of them at least once a year, which was
5 the AWWA standard. He stated that there were also 10,000 valves the staff
6 tracked, maintained, and kept accessible. He added that the staff also had to
7 maintain approximately 350 miles of water lines, over 250 miles of sewer lines,
8 22 pump stations, and 8 water storage tanks.

9 Mr. Lynn stated that he wanted to credit the Board for being proactive as
10 opposed to reactionary in providing the staff with the money and resources to
11 perform preventative maintenance. He stated that 35 years ago, the ACSA
12 would possibly have had 35 to 50 water main breaks per year on a 4 inch line or
13 larger. He noted that last year, the ACSA had about 9 water main breaks, which
14 is an indication of the resources put into the preventative maintenance program.

15 Mr. Lynn stated that the ACSA sees all restoration work through from
16 beginning to end. He stated that the ACSA does not have private contractors to
17 do any patching or asphalt work, unless the job is too large for ACSA
18 maintenance staff.

19 Mr. Lynn stated that in terms of ACSA vs. homeowner responsibility, the
20 customer owns the sewer lateral from the residence to where it connects to the
21 sewer main. He stated that the ACSA takes care of the water main up to the
22 water meter. He noted that beyond the meter is the customer's service lateral,
23 which the customer is responsible for.

24 Mr. Lynn stated that the Engineering and Maintenance Departments work
25 hand in hand in trying to eliminate infiltration & inflow in the system. He stated
26 that the CCTV vans are out regularly taking videos of the sewer system, He
27 noted that if a defect is found, the staff will fix it or consult with the engineering
28 staff about relining or replacing the sewer system in that particular area.

29 Mr. Lynn stated that the maintenance staff is there to ensure that
30 customers have safe drinking water, that the water is available for the fire
31 department, and that it is there for the future. He stated that the maintenance
32 staff was also attempting to educate the fire department on the water system.

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1 He noted that the maintenance staff focused a lot on emergency response as
2 well.

3 9. Budget Guidelines and Schedule – FY 2017 (Recording Time: 10:21:07
4 a.m.)

5 Mr. O'Connell stated that the budget schedule pretty much followed that of
6 last year. He stated that it would start with the proposed CIP in March, as well as
7 the scheduling of the CIP public hearing. He stated that in April, there would be
8 the CIP public hearing and a budget work session which would begin the actual
9 work on the budget and the rate proposal. He noted that there might be
10 additional work on the budget and rates in May, which would be more in-depth,
11 followed by a formal public hearing and adoption of the rates in June. He stated
12 that the schedule would follow the normal meeting dates that have already been
13 established. He mentioned that customers were typically notified by mail of the
14 budget and rate proposal, as well as the date for the public hearing.

15 Mr. O'Connell stated that RWSA's rate determines 60% of the ACSA's
16 overall budget. He stated that he had not seen RWSA's operations budget yet,
17 but he was aware of some cost increases that they were anticipating. He
18 mentioned that the staff had seen their CIP, and there was \$38 million worth of
19 RWSA projects proposed for next year that will need to be funded. He noted that
20 the ACSA was already looking at a 5 or 6% increase just on the debt service
21 alone. He stated that RWSA's CIP would be presented at their next meeting and
22 he would provide that information to the Board next month.

23 Mr. O'Connell stated that the ACSA was not anticipating any major
24 projects, and most of the CIP projects would be items the Board was already
25 familiar with. He stated that the biggest change would be a salary survey. He
26 noted that the ACSA had not done one in at least 8 years. He stated that the plan
27 was to put the project out to bid in April. He stated that he would like to propose
28 some additional funding in the budget to offset market adjustments. He stated
29 that one other change was with the healthcare plan. He stated that the ACSA
30 purchased healthcare from Albemarle County and they were expecting major
31 changes due to efforts on their part to reduce costs, as well as some federal
32 Affordable Care Act (ACA) requirements. Mr. Kittrell asked if the ACSA was

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1 expecting to add any new positions. Mr. O’Connell stated that departmental
2 budgets were due February 1st, and there was one new position being
3 considered but it would probably be minimal. Mr. O’Connell stated that the staff
4 would be using the rate model for the basis of developing the rate proposal that
5 would be brought before the Board.

6

7 10. Strategic Plan Annual Update Report (Recording Time: 10:27:39 a.m.)

8 Mr. O’Connell stated that this was the fourth year of the strategic plan. He
9 stated that some of the staff that worked on the plan felt it was too ambitious, but
10 the staff has followed through with the plan and it was amazing to him how many
11 items had actually been completed. He mentioned that there were some projects
12 that have taken several years, such as the new financial management system, as
13 well as some others that are still outstanding. He stated that every six months,
14 the staff would give the Board a quick update on the strategic plan, and once a
15 year the Board would receive a full report in detail. He mentioned that each
16 department spent a good amount of time preparing a status report on each item,
17 and he would highlight a few of those items.

18 Mr. O’Connell stated that the ACSA had new evaluation forms for
19 employee performance evaluations and feedback. He stated that the staff would
20 use them in January for mid-year reviews. He added that the new forms would
21 utilize the new job descriptions as well. He stated that the next item he wanted to
22 touch on was the SCADA Computerized Controls project, which was in the
23 original strategic plan. He stated that the staff finished Phase 1, was ready to go
24 forward with Phase 2, and was beginning the design for Phase 3. He noted that
25 SCADA would likely be fully complete and operational within the five year
26 strategic plan program. He stated that the new financial management system
27 went live December 1 and was successful. He stated that the Purchasing Manual
28 had been updated and approved by the Board, as well as the Rules and
29 Regulations. He noted that some of the policies had not been looked at for a long
30 time, and it took a lot of work and effort to update them. He mentioned that the
31 ACSA website was brand new and designed in-house by April Walker. He stated
32 that it was a very nice website and had lots of information available. He noted

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1 that the ACSA has web analytics now which would allow the staff to see what
2 parts of the website were being utilized, to get a better feel of how to best serve
3 the customer. He stated that his current thought was that most customers used
4 the website to pay their bill.

5 Ms. Swanson stated that this raised a question about an item that she had
6 inquired about in the past. She asked if the staff would be able to capture how
7 people were using the water quality report, for example, if they were using it as a
8 resource or just glancing at it. Mr. O'Connell stated that the analytics package
9 allowed the staff to see how many views the report receives. Mr. Marrs added
10 that the analytics would tell the staff how many people visit that particular page
11 and how long they stay on the website itself, but not necessarily how long they
12 stay on a specific page.

13 Mr. O'Connell stated that there were a number of CIP projects that had
14 been completed, specifically a lot of pump station upgrades. He stated that the
15 Four Party Agreement was a big project, which was completed, and the transfer
16 of the Scottsville and Crozet facilities was approved as well. He stated that there
17 was also a series of things happening with regards to emergency planning. He
18 noted that the ACSA was in the midst of the Vulnerability Assessment, which was
19 being done in partnership with the City, RWSA, and the University of Virginia. He
20 stated that the regional Emergency Communications Center had a new program
21 called Code Red to encourage citizens to sign up to receive emergency alerts.
22 He added that the Safety Manual was being updated as well, and there was a
23 committee of employees working on it.

24 Mr. O'Connell stated that he has typically found the Strategic Plan to be a
25 great tool, and from a departmental standpoint, staff utilized it as well. He stated
26 that one item he neglected to mention was a long-range facilities plan that the
27 ACSA was in the midst of developing. He stated that the ACSA was outgrowing
28 its current facility. He mentioned that the ACSA owned property on Avon Street,
29 but it was likely that when the water treatment plant in Crozet expands, the ACSA
30 would lose that storage space. He stated that this was probably the last in terms
31 of long-range plans in the Strategic Plan. He stated that the ACSA was doing a

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1 lot of things that most utilities the same size were not doing such as the new
2 financial system.

3 Mr. Kittrell stated that he felt the full Strategic Plan report was helpful. He
4 stated that one thing the staff might think about doing is color-coding the status of
5 some of the items in the plan. He stated that it provided a quick way of looking at
6 the chart and determining how things were going in terms of whether a project
7 was on track. He stated that there was a lot of information in the chart, which was
8 a good thing, but perhaps there was a way to simplify it so that one could quickly
9 assess the status of an individual project or task. Mr. O’Connell replied that
10 color-coding the chart was a great idea.

11

12 11. Report on the current status of the Water Supply Plan & the Wholesale
13 Metering project (Recording Time: 10:39:35 a.m.)

14 Mr. O’Connell stated that he periodically updated the Board on the Water
15 Supply Agreement, which is now four years old. He stated that the Ragged
16 Mountain Dam, which was the key project in the agreement, is finished and
17 almost at full height. He stated that a majority of the agreement was centered on
18 completing that project and details surrounding it such as the land lease. He
19 noted that the reservoir level is 12 feet short of the full height of the dam and that
20 there is another provision in the agreement that when the average daily demand
21 reaches 85% of the safe yield, the City or the ACSA can request that the
22 reservoir be raised the additional 12 feet. He stated that the provision was the
23 ACSA’s effort to ensure that if the water was ever needed, it could be accessed
24 without a complicated political process.

25 Mr. O’Connell stated that another big project that is part of the Water
26 Supply Plan is the pipeline. He stated that the current pipeline ran from the
27 Sugar Hollow Reservoir to the Ragged Mountain Reservoir, and the new pipeline
28 would run from the South Fork Reservoir to the Ragged Mountain Reservoir. He
29 noted that this project was initially estimated to cost \$60 million, but there were
30 probably some things that could be done to reduce that cost. He mentioned that
31 within the five year capital program was the beginning of an alignment study, the
32 design, and easement acquisition. He stated that he suspected that part of the

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1 process would take a couple of years. He stated that if the pipeline was built
2 before the 12 foot extension of the reservoir, it could delay the reservoir being
3 extended the 12 feet. He mentioned that there would be another long-term water
4 supply plan done in 2020.

5 Mr. Tolbert asked Mr. O'Connell if he said that the Ragged Mountain
6 Reservoir had a day and a half water supply. Mr. O'Connell replied that he said
7 the reservoir had a water supply of one and a half billion gallons. He stated that
8 the design intent of the reservoir was to supply the community with water in the
9 case of a drought and could last 60 to 90 days. Mr. Tolbert asked how much
10 water was currently used on an average daily basis. Mr. Lunsford replied that the
11 ACSA billed anywhere from 120 to 140 million gallons per month.

12 Ms. Swanson asked if the dredging portion of the agreement was still a
13 possibility. Mr. O'Connell replied that the dredging project was in the original plan
14 but when it went out for bid, there was only one bidder. He stated that the bidder
15 could not find a property to take the sediment spoils to, so they withdrew from the
16 project. He stated that part of the reservoir management study being done is to
17 look at sediment removal for water supply purposes, and there may be some
18 recommendations that come from the study. He noted that the ACSA agreed to
19 share 50% of \$3.5 million, which is the cost for the project, so currently that
20 money is in the RWSA CIP budget for a future year. He added that having willing
21 landowners was a key factor in the project being successful because it involved a
22 great deal of dirt. Mr. Kittrell added that it is a combination of willing landowners
23 and cost, which were proportional to each other. He stated that if there were no
24 willing landowners nearby, the dirt would have to be transported elsewhere,
25 which would be expensive.

26 Mr. O'Connell stated that removing the dirt would clearly be an
27 improvement for recreational purposes, and there were some landowners who
28 would like to see the sediment removed as well. Ms. Swanson asked if there
29 would be any benefit to the water quality. Mr. O'Connell replied that he did not
30 think so, but that it was being looked at. Mr. Kittrell added that most of the water
31 quality issues were not related to the existing sediment, but rather the sediment
32 that was coming in, which was suspended as it was coming into the reservoir.

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1 Ms. Swanson stated that the sediment changed the dynamics of the light
2 penetration and how algae grow. Mr. Kittrell stated that only the suspended
3 sediment would affect the light penetration, not the sediment sitting on the
4 bottom.

5 Mr. O’Connell stated that the Wholesale Metering Program was another
6 part of the Water Supply Agreement. He stated that the project was underway,
7 and would be finished around this same time next year. He noted that, as part of
8 the GAC project, new meters would be installed at all the water treatment plants.
9 He mentioned that the new meters would allow a better determination of City and
10 ACSA water use. He added that he suspected the 1983 Working Agreement,
11 which is the agreement RWSA has in place regarding billing, would have to be
12 amended to accommodate the new metering system.

13 Mr. Kittrell stated that he wanted to ensure that the metering project
14 moved forward with all due haste because it was a significant piece of the
15 financial puzzle of the agreement between the ACSA and the City. He stated
16 that the metering system would be the mechanism by which payments were
17 accurately determined between the City and the ACSA. He noted that it was the
18 ACSA’s projection that the ACSA would be the beneficiary of this project. Mr.
19 O’Connell stated that there was no evidence that this project was slowing down
20 at all. Mr. Gorham stated that the pre-construction conference had been held, so
21 the Board should see a schedule soon. Mr. O’Connell stated that the only
22 issues, which he mentioned to the Board last month, were the two UVA meters.
23 He stated that the issue was still not resolved, but that the meter could be placed
24 elsewhere and that the project was moving forward regardless. He added that
25 the new metering numbers would be used beginning in FY 2018, which was not
26 that far off.

27

28 12. Items Not on the Agenda (Recording Time: 10:54:09 a.m.)

29 Ms. Swanson stated that as she was looking at the By-Laws, she noticed
30 that Article III, Section 3.3 which pertained to the selection of officers, made use
31 of gendered pronouns such as “he” and “his.” She stated that she wanted to
32 know if the Board would agree to a document review and move towards the use

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1 of gender neutral pronouns. The Board agreed. Mr. Roberts asked what the
2 process was for changing the By-Laws. Mr. Bowling replied that it required a 2/3
3 vote of the entire authority after a 10 day notice. Mr. O'Connell stated that it
4 would be placed on the agenda for next month, or the month after.

5
6 13. Executive Session (Recording Time: Due to Executive Session, no
7 recording was conducted during this time period.)

8 Ms. Trent read a Resolution to enter into Executive Session pursuant to
9 Virginia Code §2.2-3711 A (7) to consult with legal counsel and staff regarding
10 specific legal matters requiring legal advice (Attached as Page _____).

11 ***Mr. Tolbert moved to approve the Resolution as presented to the***
12 ***Board, seconded by Ms. Sulzberger. The Chair asked for a roll-call vote:***
13 ***Ms. Swanson, aye; Mr. Armstrong, aye; Mr. Roberts, aye; Mr. Tolbert, aye;***
14 ***Ms. Sulzberger, aye; Mr. Kittrell, aye.***

15 The Board of Directors came back into regular session. Ms. Trent read
16 into record a Resolution stating that only matters so previously stated and
17 exempted from open discussion in regular session were discussed in Executive
18 Session (Attached as Page _____).

19 ***Mr. Kittrell moved to approve the Resolution as presented to the***
20 ***Board, seconded by Ms. Sulzberger. The Chair asked for a roll-call vote:***
21 ***Ms. Swanson, aye; Mr. Armstrong, aye; Mr. Roberts, aye; Mr. Tolbert, aye;***
22 ***Ms. Sulzberger, aye; Mr. Kittrell, aye.***

23
24 Mr. Roberts asked what the content in the blue folders provided to the
25 Board was for. Mr. O'Connell replied that it was information that Mr. Bowling
26 provided for the Board. Mr. Bowling stated that if a Board member had a conflict
27 of interest, after disclosing that conflict, they would follow up with the form in the
28 folder which would be put on file for five years. He stated that currently, Board
29 members disclosed conflicts of interest in open session, which were documented
30 through the minutes. He added that the form would also allow the Board to
31 determine what constitutes a conflict of interest, as the Conflict of Interest Act
32 has become more complicated.

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1 Mr. Roberts asked about the form that is filled out and sent to the
2 Secretary of the Commonwealth. Mr. Bowling replied that this was a different
3 form. He stated that this form was for those things that arise that may affect the
4 business a Board member is involved in, and provided a way for the Board
5 member to disclose that formally on the record. Mr. O'Connell added that if a
6 Board member has a business conflict to let him or Mr. Bowling know so that
7 they may research it.

8

9 14. Adjourn (Recording Time: 11:46:38 a.m.)

10 ***There being no further business, Mr. Kittrell moved that the meeting***
11 ***be adjourned, seconded by Mr. Tolbert. All members voted aye.***

12

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Gary B. O'Connell, Secretary-Treasurer

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