



AMHERST COUNTY SERVICE AUTHORITY BOARD PLANNING SESSION

MINUTES

January 2, 2024
12:00 pm

Members Present: Edgar J.T. Perrow, Jr. Chairman
Wesley Woods, Vice Chairman
Tom Martin, Member

Members Absent: David Pugh, Member
Drew Wade, Member

Staff Present: Timothy Castillo, Executive Director
Richard Hall, Assistant Director

Mark Popovich, ACSA Attorney

I. Call to Order – Chairman Perrow called meeting to order at 12:23 pm.

II. Approval of Agenda -

By motion of Mr. Martin and with the following vote, the ACSA Board voted to approve the agenda for the January 2, 2024, ACSA Board Planning Session:

AYE: Mr. Perrow, Mr. Martin, Mr. Pugh, Mr. Wade, Mr. Woods

ABSENT: Mr. Pugh, Mr. Wade

III. Citizen Concerns / Comment – There were no citizens wishing to speak.

IV. Amherst County Service Authority Board 2024 Planning Session -

A. 2024 ACSA Board Planning Session

Mr. Castillo introduced Mr. Brian McReynolds from the Virginia Rural Water Association and provided a recap of items I through VI listed in the agenda packet report, and background information concerning ACSA's Strategic Planning (Strengths, Opportunities, Aspirations-Results; 2023 SOAR). Mr. McReynolds is administering and prepared the draft SOAR Plan on behalf of ACSA.

Mr. Perrow specifically requested discussions concerning Aspirations to ensure ACSA is positioning for long-term results.

Mr. Martin asked if Results in the SOAR plan are listed in order of priority. Mr. Castillo explained that there is no particular order or prioritization to the listing of Results desired – they are all important. Mr. Martin emphasized Infrastructure Master Planning is critical. Also, all of the items listed are expensive and funding is a concern. Rates will have to be evaluated to fund these projects.

Mr. Woods suggests having Planning (Amherst) involved to assist with understanding how future developments may have financial impacts. Mr. Castillo recommends adding Financial Master Planning to the list of Results.

Mr. Perrow does not see an Aspiration regarding growth in ACSA's draft SOAR. Perrow asked what is ACSA desiring to achieve regarding growth... is ACSA desiring to achieve more water and sewer connections, etc.? Mr. Martin suggests ACSA must align with County positions regarding comprehensive growth planning. Mr. Castillo mentioned the question becomes who pays for the growth... rate payers or developers. Mr. Martin explained costs are shared by both rate payers and developers.

- Collectively, Mr. Woods, Mr. Martin & Mr. Perrow recommend an additional bullet to be added to Aspirations for ACSA's SOAR plan: "Meet current and future demands, as they align with County objectives." (There were two bullets additionally, that were combined)
- Mr. Castillo is adding Financial Master Planning to Results of the SOAR plan.

Mr. Martin asked for a description of an outreach program. Per Mr. Reynolds, an Outreach Plan involves identifying partners, establishing their roles, reaching out to them, and determining partnerships.

Mr. Castillo will add bullets resulting from Board comments, and present the SOAR plan to the ACSA Board for authorization to proceed (this will take place in the following regular Board of Director's session). Following authorization from the Board, Mr. Castillo will establish desired results, durations for achieving results, and present goals to the Board to demonstrate how ACSA is being strategic in its planning.

Mr. Martin is very interested in Infrastructure Master Planning. Mr. Castillo explained that an Infrastructure Master Plan is being developed and is a few months out from being presented.

Mr. Perrow does not see ACSA as being exceptionally innovative. This change will be slow... how can this be conveyed? An example was provided concerning operator apprenticeships and potential partnering with technical institutes, and various programs, e.g. Job Corp. Per Mr. Perrow, innovation involves optimization... how to do the job most effectively while using minimal resources. AMI is a good example of innovation.

Mr. Hall recommended reviewing the Amherst County Ordinances to be sure goals for growth and development align with current Board discussions.

Mr. Perrow mentioned ACSA should strive to achieve more accurate financial reporting that does not only present cash flow reporting. This will increase visibility concerning ACSA's fiscal accountability. (Refer to previous comment for the addition of Financial Master Planning to Results)

Mr. Castillo introduced Ms. Sharlene Haynes and Mr. Chris Cunningham, ACSA's additional senior staff that were in attendance. Ms. Haynes has been an employee of ACSA for over 38 years and Mr. Cunningham has been an employee of ACSA for over 28 years.

Ms. Haynes described conditions of ACSA's business office with respect to an aged facility, e.g. one bathroom shared by all employees, no handicap accessibility for customers or staff, and overall out dated conditions. Ms. Haynes reiterated the need for a new operations center. Mr. Perrow cited the need to quantify the return on investment, which Perrow mentioned Ms. Haynes accomplished by emphasizing recruiting, retention, and customer service. Mr. Martin thanked Ms. Haynes for her input and being direct.

Mr. Cunningham recommends improved coordination with other agency projects. An example is a recent VDOT sidewalk replacement project in Amherst County. With proper coordination, ACSA may have had an opportunity to install replacement water piping infrastructure in conjunction with sidewalk replacement during demolition and prep for this project.

Mr. Castillo concluded with affirming ACSA's leadership team is on the ball in looking out or what's best for the Authority.

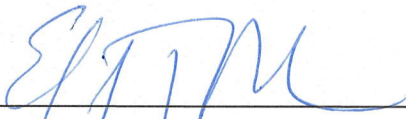
Mr. Perrow requests that that ACSA's Executive Director reach out to and present an opportunity for all Board members to provide additional input regarding overall planning. Any planning recommendations the Board members may provide doesn't have to directly relate to this Soars plan.

Mr. Woods followed up with a comment that he feels we all have common objectives and have our eyes open to what needs to be accomplished.

There were no other Board Member topics or discussions.

V. Adjournment -

Mr. Perrow announced the meeting adjourned at 1:04 p.m.



Edgar J.T. Perrow, Jr., ACSA Board Chair



Timothy E. Castillo, Board Secretary