

# MEMORANDUM

**To:** Albemarle County Board of Supervisors  
**From:** Gary O'Connell, Executive Director  
**Date:** January 15, 2020  
**Re:** Albemarle County Service Authority (ACSA) Quarterly Briefing  
**cc:** Mr. Jeff Richardson, County Executive; ACSA Board of Directors;  
ACSA Leadership Team and Managers

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Thank you for the continuing opportunity to share with the Board what is happening at your water agency, the Albemarle County Service Authority. We pride ourselves on safe, clean, reliable Albemarle water. Our employees constantly work hard for this to happen and keep that trust in our drinking water, and provide excellent customer service. We have enjoyed working with the Board of Supervisors and County Executive staff, and look forward to working with the new Board. Here are some updates from the ACSA as we head into the New Year 2020:

1. **Strategic Plan 2020-2022** – The three-year Strategic Plan sets a future direction for the ACSA, with a number of projects aimed at better serving our nearly 20,000 customers. The plan serves as an excellent roadmap for our utility. Attached is a copy of the Strategic Plan, that has a priority on AMI (advanced metering) and CMMS (computerized maintenance management). We relied on best management practices and customer and employee input in developing our Strategic Plan. We want to build on customer survey results that had very high levels of satisfaction, to continue to meet the needs of our customers.
2. **AMI (Advanced Metering Infrastructure)** – One of our Strategic Plan major initiatives is to utilize the various AMI technologies that are available in the water metering world. Most medium and large sized water utilities have already converted to the AMI technology. A vendor has been selected, and the Board has approved the contract to move the project forward. A tremendous advantage with AMI is immediate leak detection inside the customer's home or business, or water service line, a tremendous water conservation and cost savings tool. In our Customer Survey, over 97% of the respondents found it important to have leak notification. We also will be adding a new customer "portal" online feature for a customer to track their water use, and modern bill payment options.

3. **CMMS – Computerized Maintenance Management System** – This system for customer service requests, work orders, inventory and asset management is part of our Strategic Plan to improve how we manage our day to day operations and will utilize the CityWorks software program. This is one of those projects that is not so visible, but has the potential to greatly improve our operations to deliver better customer service, productivity and scheduling. We will also have a web portal/mobile app for customer requests in place at the completion of the project, which we expect to finish by the summer.
4. **New Utility Bill Payment Options** – In our Customer Survey last year our customers highlighted the need to improve our electronic bill pay options, as well as supported the removal of a fee incurred by customers for use of credit/debit cards. We are moving forward with both, after December Board approval, with the goal to have the new electronic bill pay options available by early summer.
5. **Utility Community Art** – As part of our efforts to help recognize the value of water in our community, the ACSA has been supportive of a couple of community arts initiatives that relate to water:
  - **Imagine a Day Without Water** – A student art event to coincide with a national annual water initiative. This year over 300 students submitted poster art depicting the water conservation theme – “Only Use What You Need.” A community kick-off event was held on August 28<sup>th</sup>. Student art was submitted by October 23<sup>rd</sup>. A “Fan Favorite” on-line voting occurred in November, with over 1,800 votes. Five student artworks were selected as award winners. Also, four school art teachers who supported the project were recognized. An awards ceremony was held on December 2<sup>nd</sup>. This is a water partnership along with RWSA and City Utilities.
  - **Art on Fire** – This is another ACSA sponsored community art event, in partnership with Albemarle County and the Bridge Arts initiative. Five locations were identified (four in the Georgetown – Commonwealth – Whitewoods Roads area, and one at the ACSA offices on Pantops). The five winning designs came out of a community selection process. They are interesting and creative forms of art, and place an emphasis on the great value of fire hydrants in our community through their prominent look.

The ACSA is proud of these two Community Art Projects, a fun, creative and energetic approach that involved many in the community.

6. **ACSA Capital Projects Update** – The adopted FY 2020 Capital Improvements Program (CIP) started July 1<sup>st</sup> and is a \$10.4 million program (let us know if you would like any detailed project maps or to schedule a tour on any of the projects). Highlights and current major projects are detailed below:
  - **Operations Center Expansion Study (Master Plan)** – A study has been completed to look at the short and long-term future of ACSA

properties (Crozet, Avon Street, and Pantops), and develop a master plan for the long-term needs of the organization as we continue to grow and add customers. Additional Pantops office parking is scheduled for construction this spring. A conceptual site development plan for Avon Street is under discussion with the County Planning staff.

- **Camelot Water Main Replacement** – Replacement of nearly 50-year-old water mains that are also undersized and deteriorating and becoming unreliable. Easement acquisition is nearly complete.
- **Scottsville Water Main Replacement** – Replacement of an aging water main along East Main Street. The project has been bid and a contractor selected to start work in early 2020.
- **Peter Jefferson Place Pump Station Improvements** – This pump station is operating inefficiently. The pumps have been replaced, as has piping and electrical work been completed. A new generator is also part of the project for reliability.
- **Madison Park Pump Station Upgrade** – Constructed 33 years ago, by a private development, and the original equipment is wearing down, building undersized, and not able to install SCADA (computerized monitor). The plan is to replace this pump station on-site. Design work is at the 60% stage.
- **Oak Forest Sewer Pump Station Abandonment** – This is an aging pump station in need of rehabilitation. With the adjacent Stonefield development, we now have the opportunity to extend a sewer main via micro-tunnel, and eliminate this aging pump station and avoid an expensive upgrade. We have completed design, and completed acquiring easements. Project has been bid, and in contract negotiations. Expect to start in early 2020.
- **Jefferson Village Water Main Replacement** – Replacing older (49 years) water mains made of inferior pipe product. Since originally part of a former well system, many of the mains are undersized. Design is at 90% completion.
- **Meriwether Hill Water Main Replacement** – This water main is reaching the end of its useful life and is in need of replacement. This is another of the former well system mains. Project is under construction along the Owensville Road corridor and is 85% complete, with final work occurring along Andrew Lane.
- **Pantops Sewer Study** – Area study to reduce wet weather infiltration and inflow (I/I). This study will likely lead to targeted sanitary sewer system rehabilitation. Flow monitoring and manhole inspections have been completed, and the investigation portion of this project, including robotic televising of the sewer lines, has been completed.
- **SCADA (computerized monitoring)** – A three phased project is nearing completion for over 40 water and wastewater facilities in the ACSA system. This is another of our projects to provide emergency alerting and monitoring to assure reliable water and wastewater service. We have completed the second phase of work, with the third phase design being completed to allow us to hire a contractor through a competitive negotiation process.
- **Crozet Phase IV Water Main Replacement** – Our Strategic Plan calls for the eventual replacement of all asbestos-cement water mains in our

system, as they are older and made of a weaker material than the current industry norm. This project continues our systematic program to replace the aging and undersized water mains in the Crozet Water System. This is the fourth of five phases that have been defined to carry out these improvements and is currently in design phase at the 35% stage.

- **Hessian Hills Water Main Replacement** – The water mains in the Hessian Hills area have major deterioration, and they are also undersized throughout most of the subdivision. This project follows our Strategic Plan goal to replace aging and undersized water mains throughout our system. It will also eliminate a small amount of plastic pipe installed in the early 1980's. Design work is at the 50% stage, with project completion planned for 2021. A community meeting was held in late November. Work along Barracks Road and Georgetown Road will have to take place at night due to high traffic volumes during the day.
- **Hollymead Sewer Study** – ACSA staff has identified other large drainage basins to be evaluated for infiltration and inflow (I/I) to continue our efforts to maintain the integrity of our wastewater collection system. This study area includes the oldest portions of the Hollymead Subdivision, as well as, the offsite portion of the sewer main that serves the westernmost area of Forest Lakes South. The Forest Lakes Offsite Sewer will be the primary collector for the upcoming Brookhill development, and an evaluation of this trunk main will provide an excellent baseline of pipe integrity in advance of the future construction activities around this sewer. All of the manholes have been inspected, flow monitoring continues, and smoke testing to be completed.
- **Redfields Sewer Pump Station Abandonment** – This wastewater pump station was constructed 23 years ago by private development and the parcel is too small to add an emergency standby generator. The Maintenance Department must rely on a portable pump to operate this station during power outages. With the development of Wintergreen Farm Subdivision, ACSA staff saw an opportunity for a sewer main extension that could eliminate this pump station. Now that the sewer main extension is in place the timing is perfect for abandoning this wastewater pump station. Construction is anticipated in early 2020.
- **Vulnerability Assessment** – As part of an on-going emergency preparedness program, the ACSA is in a multi-phase effort to reduce risk and increase resilience. Projects include additional security measures, fencing and access gate enhancements, cybersecurity measures, additional tank protection, etc.
- **Sewer Force Main Condition Assessment** – This project utilizes a computerized "SmartBall" that is flowed through the force main capturing assessment data (via acoustic monitoring technology) to determine any problem areas that require correction or further detailed investigation.
- **Energy Audit**: This project will consist of a comprehensive energy audit of the Operations Center and all pump stations (20). It will evaluate current energy consumption and the factors that drive it, as well as, an analysis of utility rate structures to identify potential cost savings. Surveys will be conducted of all systems, including operation and



maintenance procedures to determine where energy conservation can be improved.

- **Avon Street Maintenance Yard:** The Avon Street property has long been held as a future location to build additional facilities in a central location, as needed. The current Maintenance Yard at our Pantops Operations Center is becoming overcrowded with equipment and materials, causing us to relocate some equipment and larger materials to the former ACSA Maintenance Yard at the Crozet Water Treatment Plant, which we lease from RWSA. This project will begin to develop the ACSA owned Avon Street property into a much larger vehicle and materials storage facility. We are in consultation with Albemarle County Planning staff on this project proposal.
- **Ragged Mountain Phase 1 Water Main Replacement:** This project will replace the oldest active water main remaining in our system, which was part of the water main that served customers out Reservoir Road. This cast iron pipe is over 90 years old and is severely tuberculated, which greatly reduces the flow capacity in this section.
- **Northfields Water Main Replacement:** This project addresses the goal in our Strategic Plan for the eventual replacement of all asbestos-cement water mains in our system. The existing water mains are approximately 54 years old and have reached the end of their useful life. As a former well system that was connected to public water, most of the mains are also undersized.
- **Ednam Water Storage and Northfields Tank Recoating:** As part of our regular water storage tank cleaning and inspections it was determined that these tanks were exhibiting generalized degradation of the paint coating on either the interior or exterior surfaces. The Ednam Tank was constructed in 1977 and was last painted in 1997. The original Northfield Tank was replaced in 2000 when the pump station was renovated. To be proactive in extending the useful life of our water tanks, we are moving forward on the Ednam and Northfields Tanks to be recoated. Ednam Tank recoating is completed, and back in service in early December. The Northfields Tank recoating project will occur in early 2020.
- **Exclusion Meters Replacement:** In the mid 1990's with the development of Glenmore, many new customers installed irrigation systems for their properties and wanted to have their sewer bills reduced by the amount of water that was diverted to irrigate their properties. Private meters were installed behind their ACSA meter to record this volume and it was "excluded" from the calculation of their sewer charges and these became known as exclusion meters. On January 1, 2006 the ACSA Rules and Regulations were modified to no longer allow exclusion meters and required that all future irrigation meters would be tapped separately off our water mains, to be owned and controlled by the ACSA. There are 459 exclusion meters in the ACSA system. This project is a multi-year replacement program by our in-house CIP Crew to install dedicated, ACSA owned irrigation meters that will eliminate all remaining private exclusion meters in our system.
- **Pipe Saddles Replacement:** The ACSA Maintenance Department has discovered in recent years that pipe saddles used to make water service

line connections to PVC water mains have been failing. Either the zinc-coated straps or the cast iron saddle bodies are deteriorating. This project is a multi-year replacement program to be undertaken with our in-house CIP Crew.

Let us know if you have further questions or comments. We are more than glad to meet with you about any of our projects, or facilities, or provide a tour if that would be useful.

Attachments:

- ACSA Strategic Plan 2020-22
- Community Art Initiatives



# 2020 – 2022 Strategic Plan

**Serve & Conserve Today.  
Sustain Tomorrow.  
Protect Our Resources Forever.**

**[www.serviceauthority.org](http://www.serviceauthority.org)**







## Chair's Message



*Clarence W. Roberts  
Chair of the Board,  
Albemarle County  
Service Authority*

A handwritten signature in black ink, appearing to read "Clarence W. Roberts".

The Albemarle County Service Authority (ACSA) is emerging into a period that offers vast opportunities and enormous challenges that will be difficult to navigate without careful planning and a clear vision for the future.

That vision is encapsulated in this 2020-2022 Strategic Plan, which will guide us into the future. The ACSA's Board of Directors and Management Team collaborated to assess key industry trends and gaps in service to identify the critical factors important to ACSA's long-term success.

We have a strong course of action with clear goals and objectives. The detailed steps for implementation and monitoring will guide ACSA's progress for years to come.

I look forward to working with the Board and our Management Team to ensure ACSA reaches its full potential on behalf of our customers.

## Executive Director's Message



*Gary O'Connell  
Executive Director,  
Albemarle County  
Service Authority*

A handwritten signature in black ink, appearing to read "Gary O'Connell".

It has been a great pleasure to work with the Board of Directors and ACSA staff to examine our organizational goals and set a strategic direction that will ensure we remain accountable to our customers and meet the challenges that lie ahead, which range from meeting federal mandates to repairing our aging infrastructure and replacing a maturing, knowledgeable workforce. One goal has never changed: providing safe, clean, reliable Albemarle water.

This 2020-2022 Strategic Plan is a blueprint for excellence in customer service, technology, and environmental sustainability. The services we provide are vital to every person, business, and community in Albemarle County. We will use this plan as a clear roadmap for efficient and effective performance; financial responsibility; outreach and leadership; and high-quality water.

We look forward to the actions we will take, and the impacts we will have, in making sure that every dollar invested in us by our customers goes farther, as we improve our services to them and the rest of our community.

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The Albemarle County Service Authority (ACSA) distributes treated water and collects sewage for treatment, while maintaining, expanding, and replacing the infrastructure within the service area. We were created by the County Board of Supervisors in 1964 with the Crozet community as its sole customer.

In the 1960s the South Rivanna Dam was constructed and several subdivisions were developed throughout the County, such as Carrsbrook, Woodbrook, Westmoreland, Northfields, Berkeley, Hessian Hills, Montvue, Colthurst, Flordon and West Leigh.

## Who We Are

In the late 1960s and early 1970s, these systems were acquired by the County for the ACSA, and the County purchased water from the City of Charlottesville supply to provide all these areas with public water, and eliminate their well systems. In 1973, the Rivanna Water and Sewer Authority (RWSA) was formed and became the wholesale provider of water and wastewater treatment for the City and ACSA.

The ACSA, now more than 50 years later, provides water distribution and wastewater collection services to more than 20,000 customers. The community enjoys water drawn from a protected watershed contained almost entirely within the County's borders.

We maintain close to 350 miles of water lines and nearly 300 miles of sewer mains, including those serving the urban areas of Albemarle County, and nearby communities of Scottsville and Crozet.



# Our Vision

**Serve and conserve today, sustain tomorrow, and protect our resources forever.**

# Our Mission

**With pride and dedication, we serve our customers by providing clean, safe, and reliable water, exemplary wastewater services, and fire protection infrastructure.**

**Together with our community partners, we maintain and improve our infrastructure in a timely, cooperative, and financially responsible manner.**

# Our Values

**The ACSA is committed to providing the highest quality customer service that:**

**A – ALIGNS to our values of honesty, trust, integrity, mutual respect, open communication, and employee empowerment.**

**C – COMMITS to our community through responsiveness and collaboration. We actively promote conservation and environmental stewardship.**

**S – STRIVES for professional excellence by maintaining consistent and fair policies across the organization, and encouraging pride and dedication to ensure a healthy working environment.**

**A – ASPIRES to practice strategic foresight and fiscal responsibility while embracing innovation.**





# 2020 – 2022 Strategic Plan: Our Planning Process





With the successful completion of the Albemarle County Service Authority's 2013-2018 Strategic Plan, the leadership of the ACSA set their sights on proposing and implementing a new, three-year Strategic Plan for 2020 through 2022. The plan is specifically focused on major projects that will move us forward and lay the groundwork for a successful decade and beyond.

Most strategic plan processes review a utility's strategic issues and identify gaps so they can be addressed. For the ACSA, we have identified such areas that we believe can be attended to within the three-year timespan of the plan, and advance us forward for the future. They are our Advanced Metering Infrastructure - AMI for short - and a new Computerized Maintenance Management System, or CMMS.

Before we discuss these initiatives in greater detail, we at the ACSA wanted to detail how we came to determine that these two projects, along with several other topics to tackle, which would serve as the heart of our plan.

The ACSA developed our 2020-2022 Strategic Plan using the following utility best practices to help identify gaps in our services:

**UTILITY BENCHMARKING:**

The ACSA was one of 129 nationwide utility participants in the 2017 American Water Works Association's (AWWA) Utility Benchmarking Program. AWWA leads the water industry as the largest nonprofit scientific and educational association in the world. It is dedicated to helping its more than 4,000 utility members with the management and treatment of their water and wastewater.



# Our Planning Process

The utility benchmarking program provided the ACSA with a holistic view of the organization. We are proud to tell you we ranked high in strategic planning and strategic plan implementation; long-term financial planning; risk management (emergency planning); governing body transparency and accountability; drought response/water shortage contingency plan; source water protection plan; and leadership effectiveness.

Some areas for improvement were found and they included our current CMMS platform and our customer involvement program, both of which are addressed in the AMI and CMMS projects.

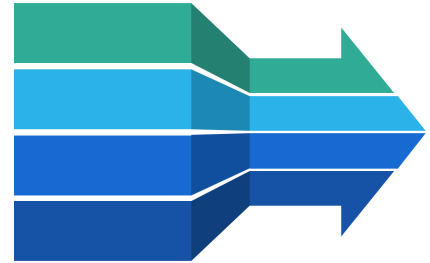
## **EFFECTIVE UTILITY MANAGEMENT (EUM):**

The ACSA staff used the Effective Utility Management (EUM) ranking process to look at current management areas and rank criteria for current or expected challenges. EUM is a nationally recognized strategic planning tool used by U.S. EPA, AWWA, the Water Environment Federation and other top water organizations to use as an organizational self-assessment.

EUM focuses on ten key management dimensions, including 1) water resource and supply adequacy; 2) water quality – clean and safe water; (3) customer satisfaction; (4) community sustainability and economic development; (5) employee and leadership development; (6) financial viability; (7) operational optimization; (8) infrastructure stability; (9) operational resiliency – vulnerability assessment; and (10) community and customer stakeholder understanding and support.

## **BEST PRACTICES REVIEW PANEL:**

Three experienced utility managers from outside of the ACSA spent two days reviewing the utility. The panel highly rated the ACSA in a number of management areas. They identified two areas for the ACSA to strategically address: Advanced Metering Infrastructure and Computerized Maintenance Management.



# Our Planning Process

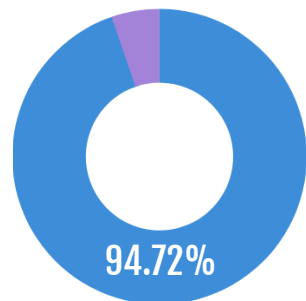
## ACSA CUSTOMER SURVEY:

ACSA staff developed a survey for our customers to gain their feedback and input to inform our strategic planning process. Nearly 1,200 customers responded and we are pleased to report the results showed a high level of customer satisfaction. When it came to overall satisfaction with the ACSA, 94.72% of our customers approved of how we conduct ourselves.

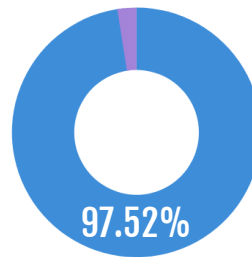
There is always more to improve and our customers did express a strong desire to receive water leak notifications, as well as wanting a new customer portal to manage their accounts. These asks are components of the AMI project.



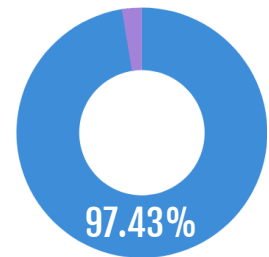
## 2019 Customer Survey Results (% Satisfied)



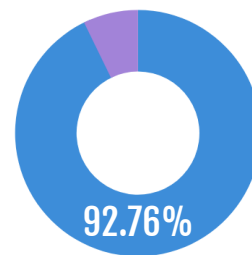
Overall Satisfaction



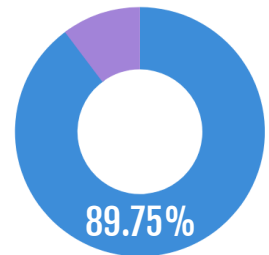
Customer Service Satisfaction



Water Information



Water Quality



Water Rates


## EMPLOYEE INPUT:

To inform the 2020-2022 Strategic Plan from the employee point-of-view, the ACSA used an extensive employee survey and a series of staff meetings to gain their knowledgeable feedback.

The results mirrored the AWWA's findings. While our employees rated the utility high in a number of areas, they honestly expressed concerns in the areas of AMI and CMMS. We also reviewed the ACSA's present Vision and Values statements.





A photograph of a winter landscape. A dark, paved path leads from the foreground into the distance, flanked by snow-covered ground. On the left side of the path, there is a wooden fence and several large, bare trees with intricate branch structures. The sky is a clear, bright blue. The overall scene is peaceful and serene.

# 2020 – 2022 Strategic Plan: Major Initiatives



# Major Initiatives

## Advanced Metering Infrastructure (AMI)

The first of the ACSA's two major projects under the 2020-2022 Strategic Plan is the implementation of advanced metering infrastructure (AMI) throughout our water system.

Advanced metering infrastructure (AMI) is an integrated system of technologically advanced water meters, communications networks, and data management systems that enables enhanced two-way communication between utilities and their customers. This upgrades the customer experience, supports green initiatives, adds efficiencies, and provides strategic information for utility decision-making.

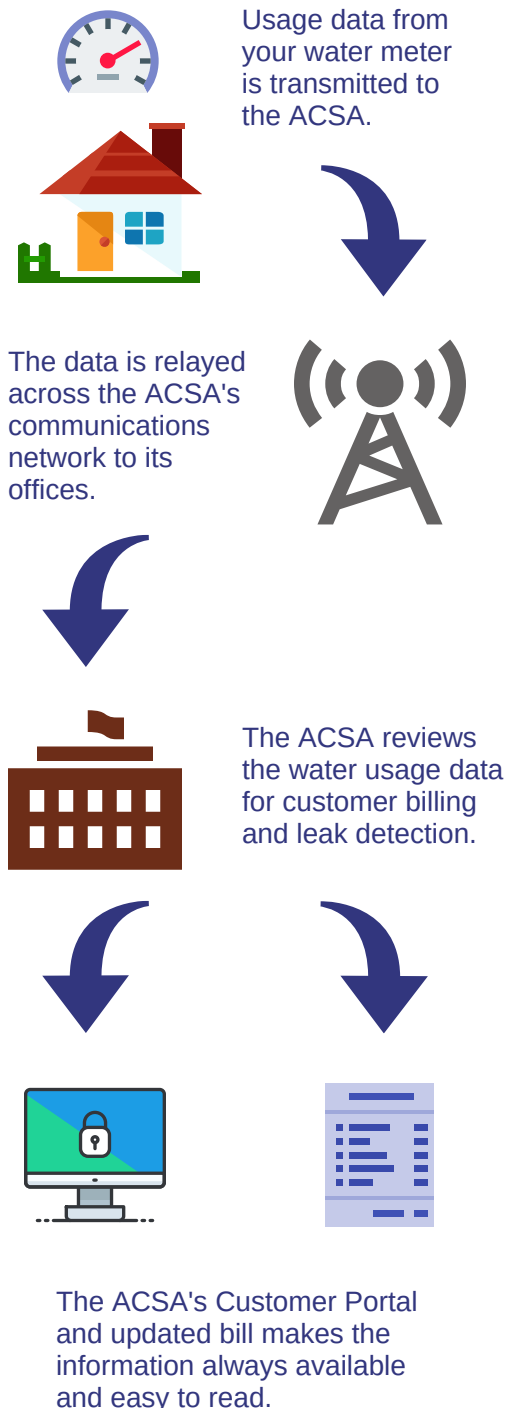
With AMI, customers can gain 24/7 access to their water usage through a web portal accessible through their computer or smartphone and choose to receive text or email alerts about leaks or unusual usage. AMI also improves communication between customers and billing staff; both can look at the same real-time data while discussing accounts.

A major benefit of implementing AMI is the reduction of water wastage. Customers are provided with a more accurate picture of their water use, enabling them to adjust it as desired. Both the ACSA and our customers can check their usage more often, allowing leaks to be found in minutes, enabling repairs to take place before volumes of water are wasted and large bills are received.

The ACSA gains a major operational advantage with AMI: the increased ability to monitor water usage remotely without the expense of sending meter readers into the field, saving energy costs and reducing employee risk. To properly evaluate our enlistment of AMI, the ACSA conducted a feasibility study to ensure an investment in AMI would provide us with our desired outcomes. The report detailed how AMI would positively impact: customer service; the availability and usability of information; engineering and revenue analytics; automation and systems integration; and the billing process.

Following the feasibility report, the ACSA's Board approved a recommended approach and deployment timeline in line with the Strategic Plan. The process will enable the ACSA to fully maximize its use of the new technology.

### How AMI Works



# Major Initiatives

## Computerized Maintenance Management System (CMMS)

Computerized Maintenance Management Systems (CMMS) enable utilities to schedule, track, and monitor maintenance activities to provide cost, inventory, personnel, and reporting history. It will improve the overall efficiency of utility operations and will apply the latest technologies toward streamlining operational processes.

The ACSA, through its benchmarking work with AWWA, determined that its current maintenance management system was not meeting the long-term needs of the utility. Its reliance on manual data entry, lack of connection to our Geographic Information System (GIS), and lack of a web portal for customer service requests impose a time-consuming and inefficient system on our staff. A key component of the new CMMS will be its near-real-time updating of customer service requests, which will enable us to better track their progress through to the completion of the work.

As a result, the ACSA began moving towards the acquisition of a successful CMMS solution. The ACSA's board appropriated funds to enable staff to move forward with the procurement of a utility-wide solution. Every department from within the ACSA was represented on a team focused on finding a class-leading software solution and enabling its proper implementation.

Following a transparent proposal process, Cityworks was selected because it provides a centralized database with direct integration with the ACSA's GIS system. The new system will offer a customer web portal for the 24/7 creation of customer service requests; improved inventory and asset management; and enhanced tracking of work orders and asset inspections.

The software is being configured to help seamlessly transfer our business processes from the old system to the new one, adapting them to take full advantage of the new CMMS system. The integration will take place under the 2020-2022 Strategic Plan. The end result of this effort? Improved customer service. Improved tracking and usage of the ACSA's assets. Improved efficiency in the performance of our duties.

## What A Computerized Maintenance Management System (CMMS) Does:



# Additional Areas of Focus

The 2019-2022 Strategic Plan will not just direct attention to the AMI and CMMS projects, but it will also aim to address multiple goals that will set the utility on a positive course for the future.

*Among the added areas of focus under the plan are the following:*

**Succession Planning:** Utilities across the country are facing the impacts of an aging workforce and loss of institutional knowledge. The ACSA will continue its succession planning efforts, using mentoring and professional development initiatives to prepare the ACSA for future waves of managerial retirement.

**Best Practice Inclusion:** The ACSA will continue striving to learn from the best in the water utility business, scheduling best practices utility visits to engage with leaders from other jurisdictions.

**Emergency Response Plan:** Under the America's Water Infrastructure Act, the ACSA will complete training and checklists and our emergency preparedness to avoid water disruptions to our customers, building on our goal to be a highly reliable water provider. We will also incorporate a formal business continuity plan for operations in times of crisis, adding to system reliability.

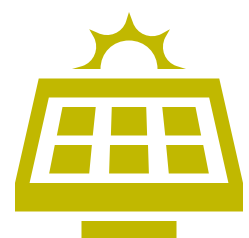
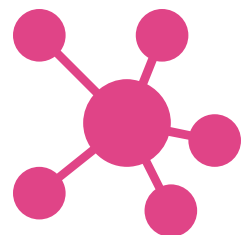
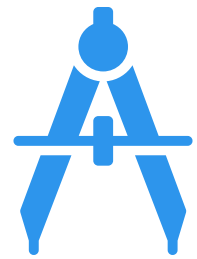
**Improved Data Management and Utilization:** The ACSA will explore the creation of a strategic implementation plan to best manage for upcoming data: GIS, Financial, SCADA, CMMS, AMI, and System Modeling. We'll also implement an updated financial system.

**Implementation of IT Risk Assessment:** The ACSA is taking a proactive approach to cybersecurity, implementing measures to further protect our computer/IT assets and data.

**Facility Master Planning:** A long-term plan to ensure the ACSA can and will grow to meet the operational requirements to provide high-quality customer service.

**Water and Energy Audits:** The ACSA will incorporate utility best practices to reduce water loss using tools to identify water leaks throughout our system. The first audit is scheduled for 2020 and is expected to be carried out on an annual basis. The ACSA will also research and establish an energy efficiency initiative.

**Employee Pay Plans:** The ACSA, in addition to its succession planning, will conduct annual, "market rate" recommendations to stay competitive as an employer in our area. We will emphasize competitiveness and internal equity in an effort to keep top performers working on behalf of our customers to provide the best service possible.





# The ACSA So Far

**20,252 Customer Accounts**

**75,373 Residents Served**

**1.7 BILLION Gallons Sold (2019)**

**50.4 Square Miles Covered**

**353 Miles of Water Mains**

**298 Miles of Sewer Mains**

**2,747 Fire Hydrants**

**10,250 Valves Maintained**

**9,153 Sewer Manholes**

**21 Pumping Stations**

**8 Water Tanks**



# ACSA Board & Staff

## Board of Directors

**Chair:** Clarence Roberts, Rivanna District  
**Vice Chair:** Jennifer Sulzberger, Samuel Miller District  
Richard Armstrong, Scottsville District  
Bill Kittrell, White Hall District  
Kimberly Swanson, Rio District  
Charles Tolbert, Jack Jouett District

**Legal Counsel:** James M. Bowling, IV  
**Executive Director:** Gary O'Connell



## Staff





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# Community Art Partnerships



# 2019 School Art Contest

*Imagine a Day  
without Water*

Accepting  
Art:  
Aug 28th  
Oct 23rd

## 2019 IMAGINE A DAY WITHOUT WATER STUDENT ART CONTEST AWARDS CEREMONY





*"NO WATER TO DRINK, OR EVEN TO MAKE COFFEE WITH. NO WATER TO SHOWER, FLUSH THE TOILET, OR DO LAUNDRY. HOSPITALS WOULD CLOSE WITHOUT WATER. FIREFIGHTERS COULDN'T PUT OUT FIRES AND FARMERS COULDN'T WATER THEIR CROPS."*

- NATIONAL CAMPAIGN FOCUSING ON THE VALUE OF WATER
- CAMPAIGN AND OUR ART CONTEST HAVE BEEN GOING ON FOR 5 YEARS!



## Imagine a Day Without Water

October 23, 2019





# IMAGINE A DAY WITHOUT WATER KICK-OFF EVENT

AUGUST, 28<sup>TH</sup> 2019

## THE SHOPS AT STONEFIELD





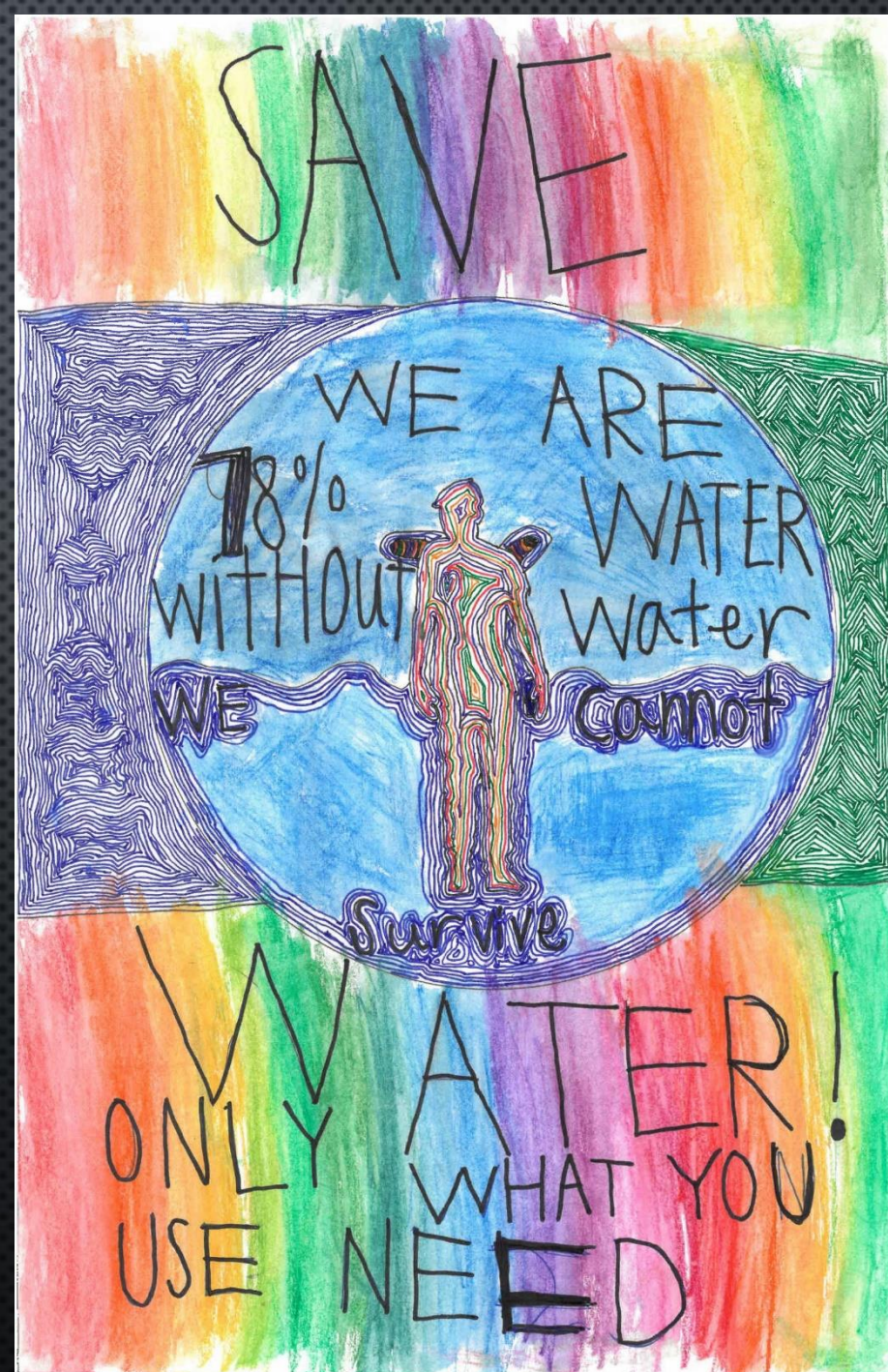
# K – 2<sup>ND</sup> GRADE WINNER:

LUCY SUTTON, BURNLEY MORAN ELEMENTARY, GRADE 2



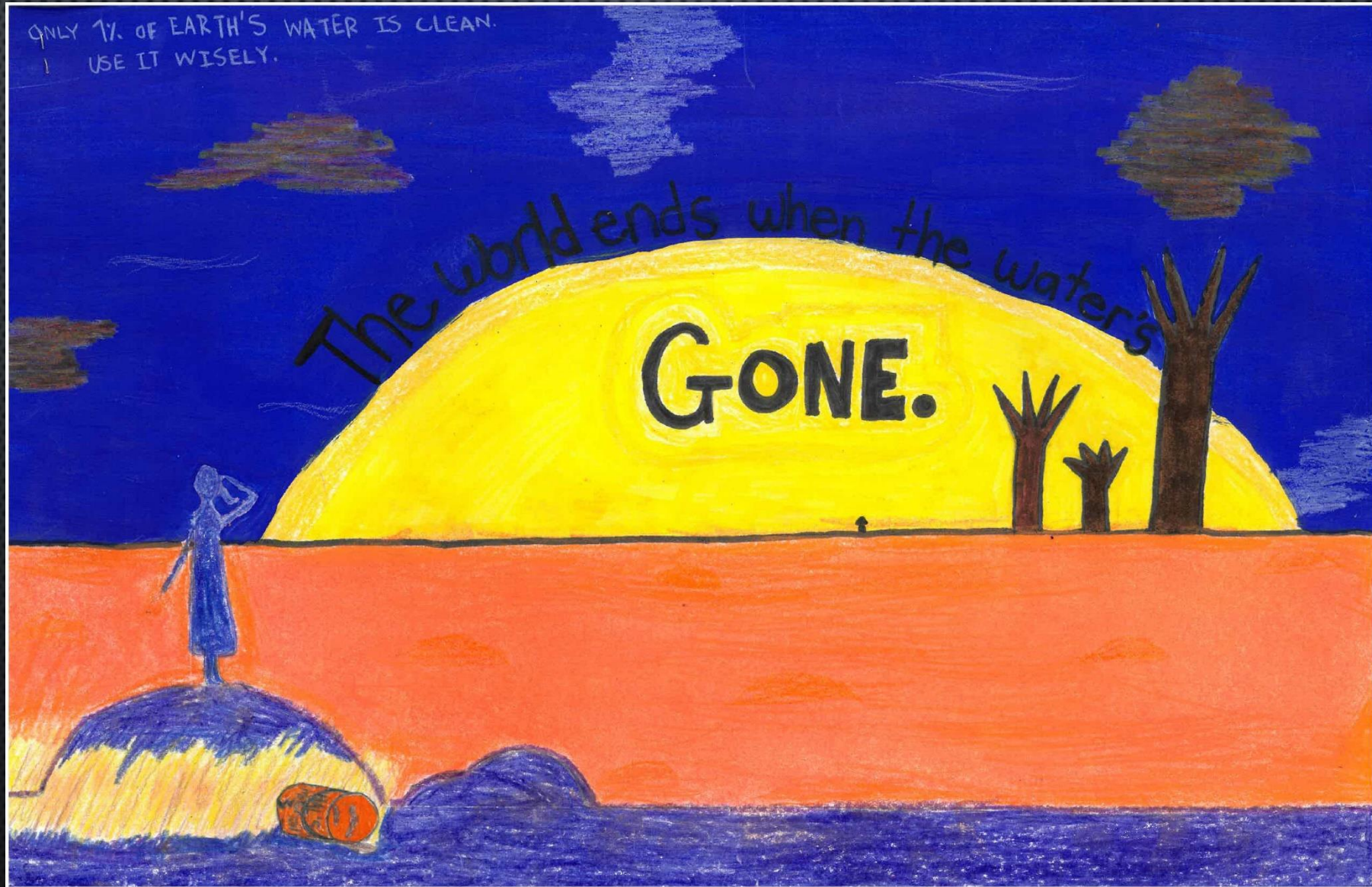


**3<sup>RD</sup> – 4<sup>TH</sup> GRADE**  
**WINNER:**  
TIMOTHY CHOO,  
BAKER-BUTLER  
ELEMENTARY,  
GRADE 3





**5<sup>TH</sup> – 6<sup>TH</sup> GRADE WINNER:**  
BEATRICE MITCHELL, CROZET ELEMENTARY, GRADE 5





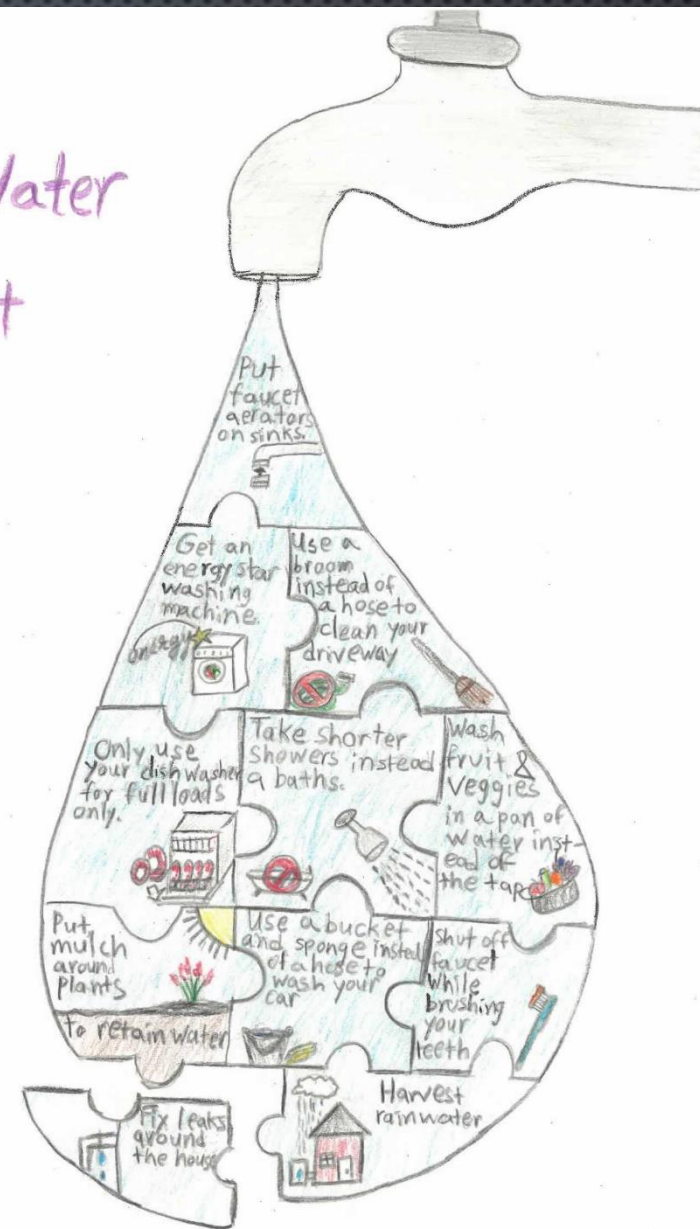
**7<sup>TH</sup>- 8<sup>TH</sup> GRADE**  
**WINNER:**  
EMILY ZHU,  
SUTHERLAND MIDDLE  
SCHOOL, GRADE 8





**FAN FAVORITE:**  
MANAN JANI, BURLEY  
MIDDLE SCHOOL,  
GRADE 6

Be Water  
Smart



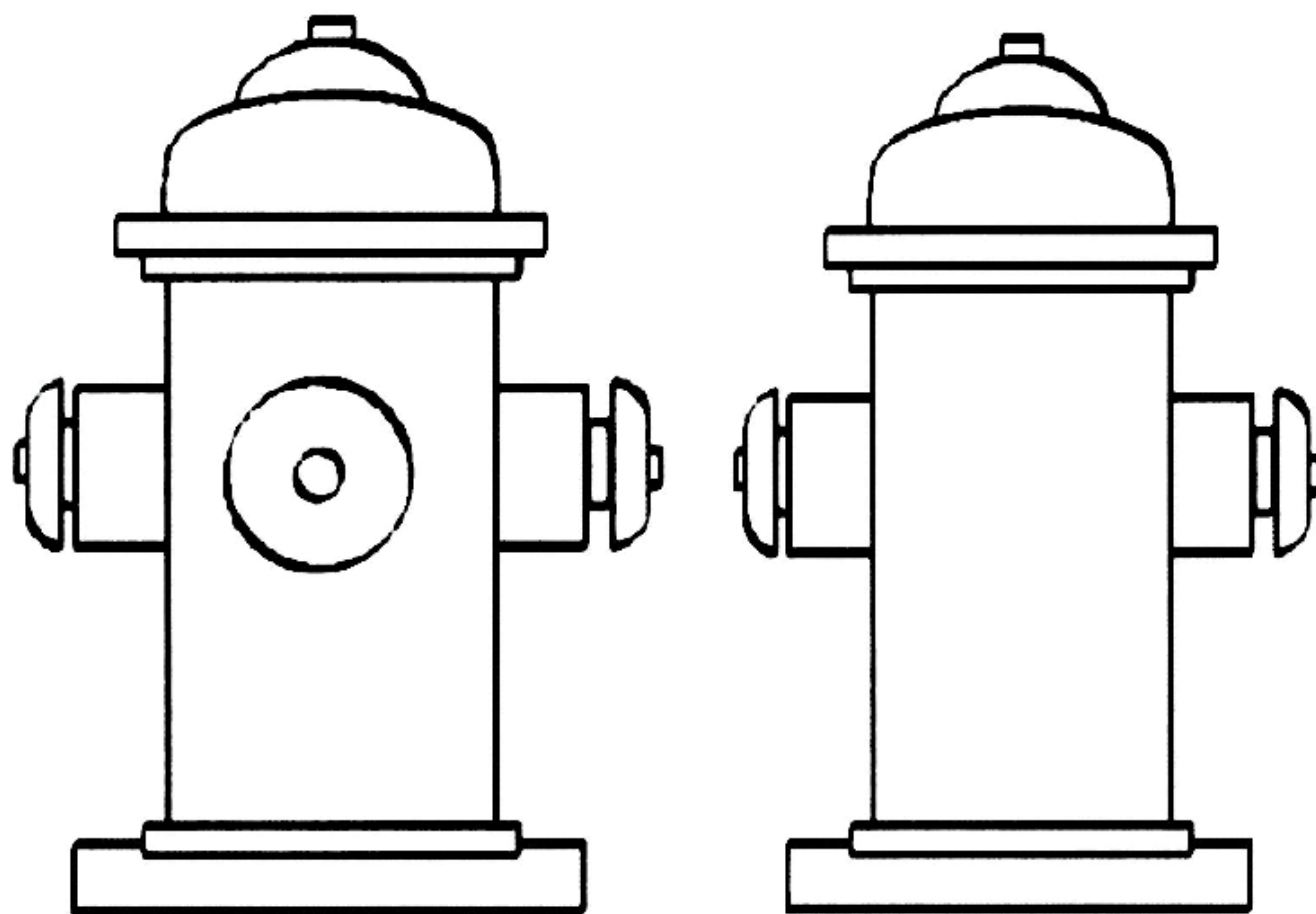
THEY ALL START WITH  
YOU!











- DESIGN TEMPLATE -



# Art on Fire

