

**NASHVILLE UTILITY SERVICE BOARD MEETING
WEDNESDAY, FEBRUARY 17, 2021**

Commission members present by remote access via Zoom: President Roger Kelso, Vice-President Bob Willsey, Secretary Alyn Brown, Member Pam Gould, and Member Ted Seastrom. Also in attendance by remote access: Municipal Operations Consultant Dax Norton, Town Council President Jane Gore, Town Councilmember Dave Rudd, Town Administration Manager Phyllis Carr, NMU Water/Sewer Utility Operator Robin Willey.

COMMISSION BUSINESS

1) CALL TO ORDER

President Kelso called the meeting to order at 7:02 pm and did the roll call.

2) APPROVAL OF MINUTES – 1-20-2021 MEETING

Member Seastrom made a motion to approve the 1-20-2021 meeting minutes as presented. Vice-President Willsey seconded the motion. All were unanimously in favor.

3) MONTHLY REPORTS

A. BUDGET/REVENUE MANAGEMENT REPORT – DAX NORTON

MOC Norton sent an email with the reports to the board. The reports that are typically sent out is not necessarily a budget management report. The Clerk-Treasurer tell them what they spend on each line item in the budget.

MOC Norton presented a Review the Budget Management Tool.

- Town Administration Manager asked how much was left on the water budget? – 91.6%
- PDF – Does not have the revenue on it.
- Is there a benefit of showing monthly Budget vs. Actual.
- MOC Norton – Will add this section.
- This is a style report that have used in the past.
- As far as the detail and the data – This is not bad.. but as we move through the agenda and get to the standing committees.
- President Kelso - Maybe we need a summary that points out the highs and lows. A “Dashboard” view.
- MOC Norton - 1 to 2 page P&L report would be good.
- Member Gould - Or a narrative
- MOC Norton work with the financial committee to put work on the budget report
- Vice-President Willsey – Question – Will still provide this detail to us, but will go over a simpler summary
- About 2/3rds of the financial responsibility of the town are utilities.
- President Kelso - Any other comments about the Budget.
- Board Packets will go out on Friday afternoons, so that Board members have an opportunity to look at the info that will be discussed in the meeting.
- Member Seastrom – Water administration Manager – A lot of these things have more than one account for the same title. Why is that?

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- This was done based on Rural Development Loan Reporting
- We had to claim all of the work that we did in each line item... Sewer leak, etc.
- You will see this pulling out of a lot of different budgets.
- The separate lines within the same fund has to do with the RD reporting as well.
- Treasurer hates this.
- The people have to pull from different budget to make up their salary, but why do we have two?
- Customer distribution and Customer
- The Way this is broken up, you have to assemble it to see what everything totals to.
- This is a roll up to what is in the accounting system.
- We will roll this up at least one more time, or put in a summary to point out what we should or should not be looking at...
- If something looks askew, dive in and look at it.
- Distribution and Customer Care
- Phyllis uses a Color code to identify this in the rural development reporting.

i. ON CALL CONTRACT FOR ACCOUNTING SERVICES

- Monthly Accounting Activities to be outsourced – Including the rural development reporting
- This gets presented to Council tomorrow.
- 2 different contracts happening here. 1 to finish and clean up the reporting
- The On Call contract is not ready yet.
- Tomorrow Council hears the \$2700 contract for the RD reporting
- Buzz Krohn of Krohn & Associates has been doing municipal finance for a long time. Well plugged into Indiana. Knows rates and rate studies and how utilities work.

B. WATER OPERATING REPORTS

- Kudos to the team for plowing roads and helping people.
- Customer Care Specialist Fisher finally got ahold of a person at Cargil – Ordered more sand.
- Everything else has been put on hold since the snow. Not a lot of leaks in the past month.
- A few surface leaks lately.
- Any Questions?
 1. MOC Norton – Water Loss Survey – In a short amount of time they got the info in to get the reporting in.
 2. Already working on 2020 and 2021

I. Water Loss Report –

- i. Loss in real volume and in the financial sense.
- ii. For this year, this needs to be a priority to see what we can do to get an action plan to correct this.
- iii. From preliminary numbers that Robin had put together for 2020 –
 1. There has been a downturn... Down to 46%
 2. We have used 24 million gallons less in 2020 than we did in 2019

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3. In Volume, certain things are trending down (Repair Cycles are better)
4. Need to keep hammering this down. Goal is low 20's
5. As part of our Summary – Should probably start getting this on a monthly basis to see how it is trending. It is about a \$200K loss on our utility
6. Things that get measured Change.
7. Solicited a leak detection company that can do this.
8. We can likely survey all of the high-pressure systems for \$10K or the whole system for \$20K
9. Over the next 30 days come up with an action plan to present to the board and move forward.
10. Identify some potential problems but should probably audit our large meters as well.
11. Will either be found in our large commercial meters (Probably not a lot)
 - a. About 2.5 years ago we replaced all of the residential meters – was a step going further.
 - b. Look at our commercials – 50% Residential and 50% Commercial.
 - c. Residential is about 1100 meters, and commercial is about 70
 - d. A lot of the mainline leakage will be hard to find without help.
12. Questions from the board –
 - a. Does the AWA have a white paper for common causes?
 - b. Formalized process – Between AWA and EPA
 - c. What is Typical? And what is a good goal?
 - d. Late 80's it was about like this.
 - e. In the 90's it would get down to 11 or 12% but that seemed too good.
 - f. Typically, if you can get into 18 to 20 then we start getting strategic.
 - g. A lot of this piping is put together with a bell and Spigot with a gasket that has an allowable amount of loss.
 - h. If we had more customers on the line, our loss rate would be better... But due to the percentages, the loss RATE is better.
 - i. Only a couple of people per mile... it is a bit of a detriment to how things operate and what they cost.
 - j. As we move through the year and budget, you will see it start to come out.
 - k. Indianapolis you may have 100K people in a few miles, so the infrastructure cost is not in the larger pipe, so the volume makes a big difference.
 - l. Reporting and loss analysis will show this come down a bit.
13. Vice-President Willsey – we lose around \$200K for lost water. A \$20K fee to find the leaks, it seems like a reasonable deal.
14. Camp Atterbury World War II Pipe is where some of our core pipeline came from.
15. There are some lines outside of Town (Knights Corner, Hickory Hill, Hickory Knob, etc.) still has surplus from WWII time. Interesting Collection of pipe.
16. Wasn't that long ago that we stopped using pipe from Salt Creek Well.
17. Would start a retirement program where we start replacing and retiring sections of pipe
18. MOC Norton – Sent a link to the AWA Water loss white paper

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C. WASTEWATER OPERATING REPORTS

- i. Unbilled Wastewater Treatment – Study at the end of last year
- ii. If we raise the rate, how much will lit generate
- iii. At the end of the report, unbilled wastewater. Comparison between what was treated at the plant vs. What was billed.
- iv. We do not bill for about 43 to 44% of what goes through the treatment facility.
- v. At times, it is even higher.
- vi. Sanitary Master Plan Addresses this
 1. How do we prioritize projects under this plan?
 2. Will allow us to have a focus and a reason as to why we would do this.
 3. It is not a little bit of water; it is a lot.
 4. This will be one of our bread and butter efforts that will help us, and the town move forward.
- vii. Have agreed to sit back down, open this up with comments, etc. and see
- viii. Member Gould - Need to have a forward looking plan so that we can stop band aiding everything
 1. Need to be forward looking –
 2. 1962 and 1963 pipe in place
- ix. Is this just about waste treatment or is this more along the global sourcing
- b. Our master plan is the sanitary master plan – Takes into account the current situation of the town, things we need to fix, and expansion outside of town.
- c. MOC Norton – You typically will have 4 items – Wastewater asset management, wastewater master plan, water asset management plan, and a water master plan.
- d. Will also include CIP – Which is Capital Improvement plan – Can combine water and sewer.
- e. For most grants such as SRF, they want to see at least 2 of those documents are required.
- f. Was determined not to do any of the assets on water planning last year (Lack of funds)
- g. Where are we with the state park – Will bring it up in a few minutes

4) NEW BUSINESS

A. IDEM compliance update – MOC Norton

- i. MOC NORTON sent the 2020 Nashville Compliance Report
- ii. Item 4 – Complete –
- iii. Item 5 –
 1. Try to utilize the drying beds when there is not a flood.
 2. Still having difficulty getting rid of bio solids
 3. Robin – What is sludge and why are we storing it?
 - a. Normal operation of the plant – Our organisms populate and grow.
 - b. We have to remove some and send to a digester.
 - c. After so many days, we remove them from the digester and send to a drying bed or a belt press.
 - d. Then we place them in Geotube Beds. Placed in dumpster and then hauled off to landfill

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- e. We have to remove the biosolids to maintain a healthy treatment center.
- f. To keep a healthy plant, we have to remove a lot of the organisms.
4. MOC Norton –
 - a. So what happened – We have drying beds on flat ground.
 - b. Last spring there was a flood.
 - c. There was no sludge in the drying beds at that time.
5. SSO's and Bypasses –
 - a. Manhole covers, what needed to be done to lock them down.
 - b. Completed last summer
 - c. We locked them down, and bolted them down
 - d. Caused the sewage to backup to the previous manholes.
 - e. We raised 8 that were in flood areas and were receiving water.
6. 5C – 3 Million\$ fix – Something the board needs to discuss.
 - a. Comply with reporting requirements of the permit.
 - b. Have you heard from Idem – Have they officially acknowledged that we sent the compliance plan – Have not heard back yet
7. 2020 – We have done what they asked us to do after the signing of the agreed order. Robin continues to report SSO's as they happen, the plant has been cleaned up.
8. Program Outline –
 - a. Relocate the Geotube set up to higher ground.
 - b. We can't do this until we come up with a better system. SO we need to report this to idem
 - c. Develop equipment maintenance checklist for equipment
 - d. Grease Trap Test –
 - i. Health Department has an agreement to go check, but will not due to the stench.
 - e. I and I Project – 2022 and 2023
 - f. Move Salt pile – It has been done
 - g. MOC Norton will go through and mark status and send summary
9. Except for the major projects on this. Staff has done a good job of fixing the things that were identified in the agreed order.
10. Questions –
 - a. As soon as we can, get it compiled so the table is complete, and any supporting docs start getting into the notebook as well.
 - b. We need to build up our record, so that it is good when someone does an inspection.
 - c. Prefer it to be nicely documented.
11. How have we demonstrated what the compliance is, and what did IDEM Say
12. Communication always seems to be the issue.
13. We need to see what we need to spend the money on

B. Establishment of Standing Committees

- i. Lots of important things to monitor

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1. Need to form a couple of standing committees – Finance and Compliance
2. Vice-President Willsey and Member Gould – Finance Committee
3. Member Seastrom – and Member Brown – Compliance Committee–
4. Work with MOC Norton on the obvious things –
- ii. Member Gould – More clarification on what the committees will be
 1. Is planning for the future a subcommittee or universal board project.
 2. We do not have a full time manager – Same as compliance
 3. Vice-President Willsey – Start the Committees with a committee meeting and President Kelso to set down and go through what the plan is and what the committee should be focused on.
 4. We could bring President Kelso and MOC Norton into the equation – Some of these roll ups.. and picking out high points, not like this will be the only assignment you get.
 5. MOC Norton is getting ready to take on a comprehensive master plan with a different group.
 6. But, agree that we will have an initial meeting to set a direction.
- iii. Compliance Group –
 1. So many things to
 2. Member Seastrom – Same Token – And how do you want to divvy the work up...
 3. On the other hand – Struck Member Seastrom as maybe there should be a point person –
 4. What do you see that interaction being –
 5. How do we allocate our time relative to all of the issues?
 6. Does that make sense?
 7. Initially was thinking of the buddy system – A buddy or person in the foxhole –
 8. Certainly open to having
 9. However... If board things this is overly detailed.. and what we will need
 10. Trying to figure out an organizational set up...
- iv. Suggest a meeting like we outlined and go from there.
- v. Member Gould – What would make her feel more secure – List of priorities and then divide up among committees – And then see whose skills and passions would line up with the goals.
 1. Member Gould – Wants a prioritized goal
 2. Maybe have a work session with MOC Norton and a master plan, to set up a list of priorities and then attack
 3. Member Seastrom Agrees –
 4. MOC Norton – We could do a retreat of sorts and do strategic doing –
 5. Create some sort of a hierarchy of need – Takes about 4 or 5 hours to go through the process and have a good product.

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6. Think it is a great idea – Become the board of a startup company – Been around for a long time, but at the stage of startup and need to take it to stage graduate out of the incubator...
7. No objection to Member Gould's thought
- vi. Once we have a set of priorities –
 1. Point person per issue – We are all involved in everything... but there is a difference between one person making sure it will move it forward and a team of people that will solve the problem –
 2. Needs to be that level of connection so that none of the balls are being dropped.
 3. At least need a key person... and then how the work gets done is more of a key effort...
- vii. President Kelso –
 1. Back up –
 2. GO through the Doing exercise with MOC NORTON
 3. And then set up our priorities, and then we will revisit the committee concept.
 4. MOC Norton New Assignment – Set up the “Doing” process and assignment
 5. We do have to remember that we are part time board members, and need a structure to move things forward.
 6. We will do that, prioritize, and re-visit what we want to do with committees.
- viii. The next item is tied to MOC Norton's Doing thing –

5) WORK SESSION SCHEDULE TO REVIEW SEWER MASTER PLAN

- a. Series of work sessions where we go through the master plan and see what progress we need.
- b. But a progress to see what, as a board, we can look at the document and understand what it needs... This is a high level impact.
- c. Key thing we will deal with for the next 10 years.
- d. Become familiar with the master plan going forward.
- e. Member Gould Question –
 - i. Is the master plan already signed off on?
 - ii. The Council has adopted it, but prior to the Boards Existence
 - iii. We will go back to Pre-Adoption and open it up for comment.
 - iv. Should there be some cross over with the Comprehensive plan?
 1. It is a 30 year urban planning plan
 2. There will be a section that includes Utilities planning
 3. The two do come together a little bit.
 4. Think of the sewer master plan as your proforma of growth of specifically just the utility due to the growth of a good comprehensive plan.
 5. If we do not follow the master plan, we will not be able to issue sewer permits because we are not doing what we are supposed to do. So there will be a convergence.

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6. May be important for a member of this board to be on the comprehensive planning board.
7. The Comprehensive Plan was formed in 1999 for the town of Nashville, and should be updated every 5 to 10 years, but it was never adopted by the Council.
8. Town is moving forward and planning with no comprehensive plan.
9. Member Gould would consider doing that.
- v. No idea what kind of pipe to build because do not know what the city is planning
- vi. As it stands right now, and then we can start making suggestions as to how it gets implemented, or changed...
- vii. But we do have to have a plan
- f. How should we go forward with this –
- g. Doing and Master Plan can go hand in hand
- viii. Shore up the master plan, get it ready for review, then we have
- ix. Do this first, then we have the doing session...
- h. Thoughts and Comments

6) STATE PARK UTILITY EXPANSION PROJECT

- a. Robin meeting with Bob Curry tomorrow at 10:00 am
- b. President Kelso, MOC Norton, Jane, and Dave meeting with Bob Curry at 2:30
- c. Bob Curry – Engineering firm from the state. Has been doing the analysis of the forced main
- d. Wants us to provide all of water and sanitary sewer to the park.
- e. Need to see who pays for the infrastructure
- f. Preliminary meetings –
 - 6.f.i. Town wants to do it
 - 6.f.ii. State has taken it back to the financing authority
 - 6.f.iii. Tomorrow we will learn some of bob's results from the wastewater side.
 - 6.f.iv. Meeting on Feb 23rd to talk about the financing of all of this.
 - 6.f.v. Will have a great bearing on what the discussion is with the discussion with the state park concerning – Who owns the infrastructure, who pays for it, who sets the rate.
 - 6.f.vi. SO it is big
 - 6.f.vii. State park is our largest customer
 - 6.f.vii.1. And now they want to give us everything.
 - 6.f.vii.2. Will they pay what they need to pay in order to make sure our capacity is not compromised
- g. Questions or comments –
 - 6.g.i. Now they get some of the water from Ogle
 - 6.g.ii. Want us to provide all of their water
 - 6.g.iii. They had a small package plant that did their wastewater, but they want it out.
 - 6.g.iv. They no longer want to be in the wastewater business yet.
 - 6.g.v. They just do not want to do it. It is a big task to keep it running.

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- 6.g.vi. They have several issues going on – Will need to find another operator before long... Operator is retiring
- 6.g.vii. Upkeep is high.
- 6.g.viii. Cost of running the plant is high. Run it elsewhere and not worry about it.
- 6.g.ix. Most of their sewer has been coming to Nashville for many years.
- 6.g.x. The pressure main that goes to Creekstone apartments and the golf course was put in in 68 and the State Park was part of that.
- 6.g.xi. The water thing, they found out how vulnerable they were last year when the flood shut down their water treatment.
- 6.g.xii. Member Gould-
 - 6.g.xii.1. Want to make sure we are not the “Underdog” on this.
 - 6.g.xii.2. What would it cost them not to move forward, so that we could expect them to send those assets to upgrade our capacity?
 - 6.g.xii.3. Not quite to this stage yet, so we have time to ask those questions.
 - 6.g.xii.4. Do not limit our future capacity expansion by adding them.
 - 6.g.xii.5. Not anyone’s intent to give it away.
 - 6.g.xii.5.a. It is like any other expansion, there are certain capacity charges that will take into account some of these concerns.
- 6.g.xiii. Is the existing Forced main on 46 east?
 - 6.g.xiii.1. Yep – Stops in the general area of the golf course and then heads west on the south side of 46 and terminates in salt creek plaza. Is then gravity fed to the brown county inn station and then into the treatment plant.
- 6.g.xiv. Any other questions or thoughts

7) OUTREACH TO NEIGHBORING WATER/WASTEWATER UTILITIES

- a. We should start on a regular basis – Start liaison with the regional utilities that are involved in water and wastewater so that we can function more as a regional entity
- b. It would be nice if we talked to east Monroe water utility on a regular basis.
- c. Same as with the Gnow Bone sewer district. Are there things we can help each other and communicate.
- d. Once a year, have an annual conference for these groups
- e. Seems like a good idea.

8) STORMWATER MASTER PLAN PROGRESS

- a. Doing hydraulic analysis now – About 40% DB Engineering. Where does the water go?
- b. Doing a stormwater masterplan for the town.
- c. No one wants water in their way when it rains. Will be very comprehensive.
- d. Nashville sits in a bowl, so this will always be an issue
- e. Will have an adoptable plan to the Council in May

9) AGENDA ITEM REQUESTS FOR UPCOMING MEETINGS

- a. Curious if there are specific topics that the board wants to have in future meetings?

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- b. Vice-President Willsey –
 - i. Establishing this Board – All of the things that we have talked about today are important.. long term... need to be addressed.
 - ii. As far as specific meetings going forward, need to prioritize a few of these things and hunker down on them.
 - iii. Can't eat the whole elephant on the first day, but need to identify everything that is there.
 - iv. Losing money to water leaks should be a top priority. Pick 3 or 4 items to hunker down on and work.
 - v. Also set a work session when we can expect to spend 2 to 3 hours on this.
 - vi. In these individual meetings... identify our next priority and a first priority... and then hone it down.
 - vii. Agenda was too lengthy today.
- c. How quickly can we engage someone for the leak detection –
 - i. Would be the Council and they are ready to go. They would move forward with it.
 - ii. Do we need to make a formal recommendation?
 - iii. Only issue with the recommendation -
 - iv. We need to review the proposal first to make sure that it is complete and ready to go.
 - 1. \$10K to \$20K

Vice-President Willsey made a motion to recommend moving forward with the proposal. Member Gould seconded the motion. All were unanimously in favor.

10) ADJOURN

Member Gould made a motion to adjourn the meeting. Vice-President Willsey seconded the motion. All were unanimously in favor. President Kelso adjourned the meeting at 9:08pm.

The audio recording made at the Nashville Utility Service Board meeting on 2-17-2021 is retained in the office of the Town Clerk-Treasurer.



President Roger Kelso

2/17/2021
Date