



Fayetteville Public Works Commission P.O. Box 1089, Fayetteville, NC 28302 www.faypwc.com



Proud of the Quality Service Our People Provide

2012 Year-End Report



PUBLIC WORKS COMMISSION OF THE CITY OF FAYETTEVILLE

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Fayetteville's Public Works Commission was created in 1905, through an act of the State Legislature, to manage and operate the community's three utility services – electricity, water and sanitary sewer. More than a century later, we're still committed to this mission.

PWC is publicly owned, locally operated and governed by a Board of Commissioners appointed by the Fayetteville City Council. We are proud to continue serving our community as a "hometown utility" ...

proud of the world-class services we provide ... and proud of the nearly 600 dedicated PWC employees who work hard to serve the utility needs of their families, friends and fellow customers.

Over the years, we have planned wisely and worked diligently to keep pace with the utility needs of a growing city and surrounding area. Today, PWC operates the largest municipal electric utility in North Carolina and the 35th largest in the nation. Our electric rates are among the lowest in

the state, and our water and sanitary sewer rates are competitive with major N.C. cities.

PWC is also committed to "sustaining" our community and protecting the environment. Through a number of "green" initiatives – both new and ongoing – we are working hard to be "earth-friendly," preserve resources and promote conservation.

OUR MISSION

To be a safe, highly productive utility that invests in our team, facilities and infrastructure, and provides information to customers, helping them to make informed choices.

OUR VISION

To be valued by our customers for improving their quality of life by providing first-rate utility services and by being a leader in community sustainability.

PWC GOALS 2017

- Lowest Responsible Rates, Most Financially Sound Utility
- Strong Core Business Quality and Reliable Services
- Customer Focused
- Top Quality Work Force
- Visionary Working Relationship with City & Local Government Bodies
- Sustainable Environmental, Economic, and Community Growth

PWC Board

Seated: Luis J. Olivera, (Commissioner since 2003)
Wilson A. Lacy, (Commissioner since 2001)

Standing: Terri Union, (Commissioner since 2002)
Steven K. Blanchard, General Manager/CEO, (CEO since 1994)
Michael G. Lallier, (Commissioner since 2004)



OUTSTANDING SERVICE. EXCEPTIONAL WORKFORCE, 600 STRONG

PWC MANAGEMENT TEAM

Corporate Services Division

Barney McClure
Information Systems Director

Chris McKinney
Warehouse Manager

William Whitehead
Fleet Management Manager

Charles Johnson
Facilities Maintenance Manager

Vacant
Corporate Development Manager

Customer Programs Division

Lucille Phillips
Customer Service Supervisor

Vacant
Development & Marketing Manager

Julie Deaver
Utility Field Service/Meter Shop Supervisor

Corey Brown
Utility Field/Loss Control Supervisor

Electric Systems Division

Rick Anderson
Electric Systems Engineering Manager

Marc Tunstall
Electric Systems Constructions & Maintenance Manager

Ace May
Power Plant Manager (Interim)

Keith Lynch
Power Contract & Compliance Manager

Joel Brown
Electric Systems Support Services Manager

Finance Division

Brenda Chester
Accounting Systems, Controller

Bevan Grice
Customer Service Director

Ike Copeland
Legal Services Manager

Rhonda Haskins
Financial Planning Director

Gloria Wrench
Purchasing Manager

Water Resources Division

Rick Davis
Water Resources Construction & Maintenance Manager

Chris Smith
Water Treatment Facilities Manager

Joe Glass
Water Resources Engineering Manager

Dickie Vinent
Wastewater Treatment Facilities Manager

Chad Ham
Environmental and Compliance Manager



Left to Right

Susan Fritzen, Chief Corporate Services Officer

Carolyn Justice-Hinson, Communications & Community Relations Officer

Dwight Miller, Chief Financial Officer

Mick Noland, Chief Operations Officer - Water Resources

Bobby Russell, Human Resources Officer

David Trego, Senior Customer Programs Officer (Interim)

Reggie Wallace, Chief Operations Officer - Electric Systems (Interim)

FY 2012 FINANCIAL HIGHLIGHTS

Standard and Poor's upgraded PWC's rating from AA- to AA and Moody's corrected its rating from Aa2 to Aa3 by changing the recalibration algorithm utilized when converting the PWC rating to the global scale in May 2012.

PWC continues to report positive net assets at the end of FY2012. Net assets increased \$62.5 million to \$806.6 million in FY2012, up from \$744.1 million in FY2011. PWC's total assets exceeded \$1 billion in FY2012.

Total unrestricted and undesignated cash operating reserves were 140.4 days at June 30, 2012. In FY2012, PWC changed its operating cash reserves policy to 90 days, with a target of 120 days.

Income before Capital Contributions and Transfers was \$60.5 million compared to \$55.3 million in fiscal year 2011, up \$5.2 million or 9.4 per percent.

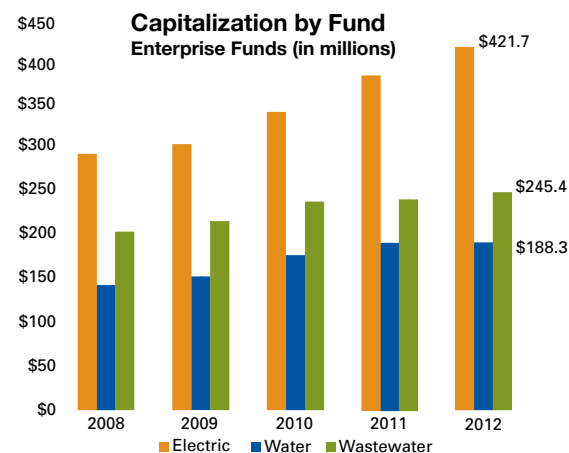
In March of 2012, rate design adjustments were approved effective May 1, 2012 and May 1, 2013 with minimal impact to overall sales revenue.

In March 2011, a two year water/wastewater rate increase was approved for May 2011 and May 2012.

The Electric Rate Stabilization Fund increased to \$70.6 million compared to \$40.9 million in FY2011.

Capital contributions were \$11.1 million, a decreased of \$1.1 million or 9.0 percent, compared to \$12.2 million in the prior year.

Capital spending for the Electric System was \$24.4 million, an increase of \$7.2 million or 42.4 percent, which is primarily the result of \$2.6 million on the Navgate project, \$1.3 million each on the data center expansion and Bragg Boulevard Gateway Improvements and \$1.1 million each on the Franklin Street Parking Deck and NCDOT I-295 project.

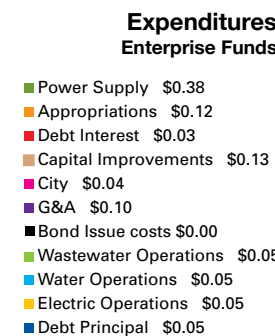
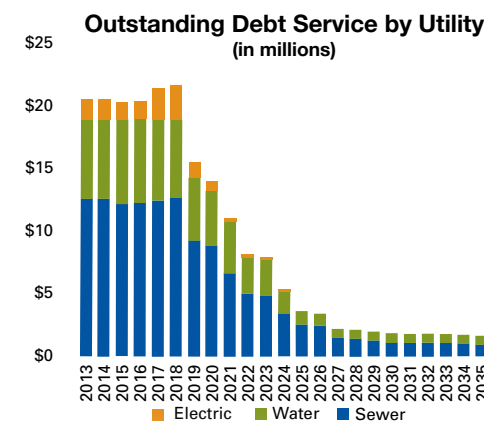
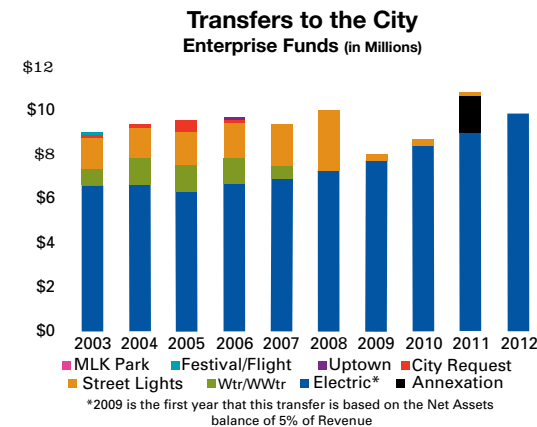
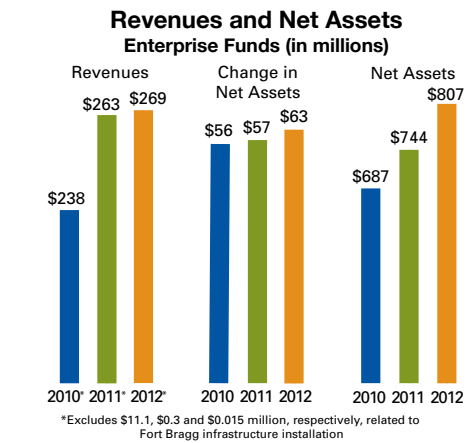
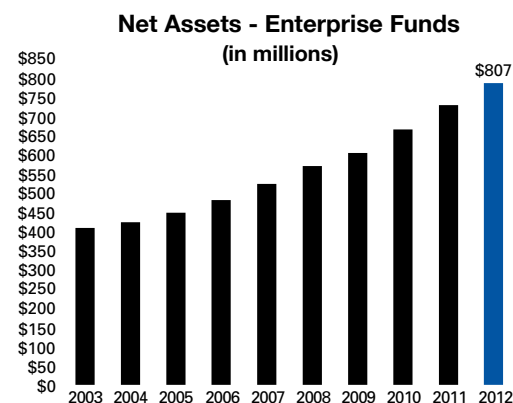


Capital spending for the Water and Wastewater Systems was \$23.9, an increase of \$1.4 million, or 6.2 percent.

- Major capital asset expenditures include:
- \$8.1 million for water and wastewater rehabilitation of mains, laterals and transmission lines.
 - \$6.0 million for installation of wastewater utility systems in annexed areas.
 - \$5.1 million for company-wide software/hardware upgrade (Navgate)
 - \$2.6 million for installation of water and wastewater mains and laterals
 - \$2.1 million for purchase of vehicles and power operated equipment
 - \$1.9 million for electric distribution system transformers
 - \$1.7 million for new installation and system improvements to electric underground distribution
 - \$1.4 million for purchase and installation of electric and water meters

PWC increased its debt coverage ratio by 10.0 percent, with its revenue bond coverage at 5.84, which greatly exceeds the minimum requirement of 1.10.

PWC annually transfers to the City's General Fund an amount based upon a mutually agreed upon method plus additional special transfers requested by the City and approved by the Commission. The City and PWC have an agreement in effect through June 30, 2033 for the City transfer which is equal to 3.1 percent of the total Net Assets of the Electric Fund as reported on the Balance Sheet of the PWC's most recent audited financial report. In addition, PWC paid 50 percent of the street lighting billed to the City by Progress Energy Carolinas which ended in December 2011. The City transfer increased for FY2012 by \$0.8 million while the street lighting decreased \$0.1 million.



PWC HIGHLIGHTS FY2012*

Electric System	FY2010	FY2011	FY2012
Number of Customers (year end) - excluding Area Lighting	77,198	78,101	78,987
Residential	68,644	69,467	70,154
Commercial	8,533	8,616	8,806
Industrial	21	18	18

Electricity sales (kWh)	2,139,521,914	2,201,179,812	2,053,384,900
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Water System	FY2010	FY2011	FY2012
Number of Customers (year end)	80,703	82,155	83,157
Residential	74,687	76,017	76,907
Commercial	5,998	6,119	6,231
Industrial	9	9	9
Wholesale	9	10	10

Water sales (gal)	7,749,106,060	8,888,870,465	8,616,578,607
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Wastewater System	FY2010	FY2011	FY2012
Number of Customers (year end)	76,163	78,040	79,179
Residential	71,024	72,828	73,797
Commercial	5,126	5,199	5,370
Industrial	9	9	8
Wholesale	4	4	4

Gallons Treated	5,999,105,318	6,043,126,183	5,972,453,649
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REVENUE/EXPENSES/CHANGE IN NET ASSETS

	FY2010	FY2011	FY2012
Electric Revenues	\$173,192,801	\$194,811,519	\$197,656,327
Power Supply and Generation Expenses	(103,856,516)	(107,702,994)	(103,619,819)
Electric Operations Expenses	(11,249,470)	(11,439,256)	(12,501,170)
Water Revenues	40,066,041	32,599,286	33,420,708
Wastewater Revenues	35,353,441	36,150,318	37,509,510
Water Operations Expenses	(23,479,673)	(13,477,499)	(14,074,104)
Wastewater Operations Expenses	(11,390,966)	(11,602,787)	(12,743,659)
General and Administrative Expenses	(23,357,418)	(24,634,211)	(27,639,853)
Depreciation Expenses	(29,508,866)	(30,726,227)	(31,405,126)

Total Operating Revenue	\$248,612,284	\$263,561,123	\$268,586,545
Total Operating Expenses	(202,842,909)	(199,582,974)	(201,983,731)
Total Non-Operating Expenses	(6,124,255)	(8,650,069)	(6,163,696)
Income before Operating Transfers	39,645,120	55,328,080	60,439,118
Capital Contributions	24,243,346	12,154,156	11,152,573
Transfers in	0	0	0
Transfers out	0	0	(594,334)
Transfers from the City of Fayetteville	1,063,025	627,172	1,332,077
Transfers to the City of Fayetteville	(8,691,240)	(10,800,269)	(9,820,653)
Change in Net Assets	\$56,260,251	\$57,309,139	\$62,508,781

* based on Annual Audit



FY2012 Highlights

■ PWC's SmartGrid Initiative began with the selection of West Monroe Partners to develop PWC's SmartGrid strategy. Evaluating PWC's infrastructure, resources and staffing, WMP developed a business case that will guide PWC through its SmartGrid implementation.

■ PWC began implementation of its comprehensive Information Technology system project, Navgate. Oracle was selected as the software provider to replace the Customer Information system, financial systems, work management, asset management, and mobile data management. Infosys was selected as the contractor to integrate, test and deploy the systems. The \$14.5 million project will take two years to

fully implement and provide the capabilities for PWC to implement SmartGrid technology.

■ Plans to expand the P.O. Hoffer Water Treatment Facility began with the design of the first of three expansion phases. The first two phases are expected to cost approximately \$17 million and the two-year project will start in 2013. The second phase will focus on expanding the treatment capacity to meeting anticipated future customer demand. The facility was built in the late 1960s and currently has the capacity to treat 32 million gallons of water a day. The proposed expansion will increase the capacity to 48 million gallons a day.

■ PWC aligned its utility extension policy with new changes to the City of Fayetteville's municipal influence area. The Board approved a new policy that will grant extensions only after the City Council has had the opportunity to approve or waive the property's requirement for annexation.

PRUDENT PLANNERS

Year End Report July 2011-June 2012

PWC is guided by a four-member Board of Commissioners. These local citizens represent the interests of all PWC customers and make decisions that support local needs and values. Our Board members are responsible for approving rates, development plans, the annual budget, and setting strategic policies that are carried out by the PWC General Manager/CEO. Throughout PWC's history, the Board of Commissioner's leadership has significantly shaped our community's growth and today, continues to have a positive impact in shaping our communities future.

2012 STRATEGIC ACTION PLAN

Policy Agenda

- Top Priority
- Butler-Warner Generation Plant
- Policies & Service Plan related to MIA Growth
- Economic Development Partners Summit
- Robert C. Williams Bldg.
- County-Wide Water Strategy
- Support Services with City

Management Agenda

- Top Priority
- Bond Program for PWC
- Navgate
- Customer Information
- Street Lights
- Customer Programs Division
- Foreign Trade Zone

High Priority

- Increased Market Shares Opportunities
- Employee Compensation
- Rates for Non-Fayetteville Residents
- Deposit Policy
- Garner Study (Economic Development Study)
- Sustainability Community Foundation Property

High Priority

- Smart Metering
- Commercial & Industrial Customer Use Patterns
- Apprentice Program
- Small Commercial Demand Meter
- Human Resources Policies

Major Projects

- PO Hoffer Water Treatment Plant Expansion
- Large Water Mains Evaluation
- Phase V Water & Sewer Projects

■ Employees reached a significant safety milestone, working over one million consecutive hours with no lost time injuries between September 2010 and July 2011. It marked the sixth time in the last 13 years employees reached one million safe hours, including a span of two million hours in 2007.

■ In preparation for future SmartGrid programs, PWC began an organizational review and restructuring. The most significant change was the development of a Customer Programs Division to focus on development and management of programs made possible through new metering technology. Corporate Development was also created to provide project management, corporate analysis and strategic plan management and joins Fleet Maintenance, Facilities Maintenance, Warehouse and Information Systems within the newly formed Corporate Services Division.

■ In an effort to increase the health and quality of life of employees and control costs, PWC added incentives to the employee insurance program that will provide insurance premium discounts for employees who pledge not to use tobacco products. In FY2013, PWC will include additional discounts based on body mass indexes below 40.



■ PWC maintained its experienced leadership as the Fayetteville City Council reappointed Commissioner Lou Olivera in FY2012 for a third term on the Board. Olivera has served on the Board since 2003 and served as Chairman in FY2007 and FY2011.

■ The American Public Power Association (APPA) awarded PWC its 2012 Energy Innovator Award for PWC's development of the "Voltage Drop Calculator," a tool that has the potential of helping customers and utilities save on energy costs.

The Energy Innovator Award recognizes municipal utility programs that have demonstrated advances in the development or application of creative, energy-efficient techniques or technologies which provide better service to electric customers or projects that increase the efficiency of utility operations or resource efficiency. The award is one of four presented this year by APPA and the second time PWC has been recognized. PWC also received an Energy Innovator Award in 2010 for its Smartworks/Consert project.

■ The Government Finance Officers Association (GFOA) recognized the Fayetteville Public Works Commission with three awards in financial presentation and reporting. PWC received the Distinguished Budget Presentation Award for the 17th consecutive year; the Certificate of Achievement for Excellence in Financial Reporting for the 5th straight year and received its first GFOA Special Capital Recognition. The awards represent a significant achievement, reflecting the commitment of PWC to meeting the highest principles of governmental finance presentation and reporting.



PWC had to satisfy nationally recognized guidelines that reflect the GFOA's best practices in budgeting and to go beyond the minimum requirements of generally accepted accounting principles to prepare comprehensive annual financial reports. Only 3% of US municipalities received the Budget Award in 2012 and only 5% received the CAFR Award. PWC was one of 11 municipalities to receive the Special Capital Recognition for an outstanding rating in presenting PWC's annual capital budget.

■ The United Way of Cumberland County recognized PWC with the Marquis Award. It is the third consecutive year PWC was honored as the organization that has actively promoted leadership giving (\$1,000 or greater) and demonstrated an increase in the number of leadership givers.



■ PWC earned the American Heart Association's Gold Start! Fit Friendly Company award for the third consecutive year. In 2010, PWC was the first company in Cumberland County and the Sandhills Region to receive the award. The award represents PWC's recognition of the importance of a healthy workplace and steps it has taken to create a wellness culture by providing support to employees and implementing physical, nutritional and cultural changes.



■ Commissioner Wilson Lacy was named the Business Advocate of the Year at the Minority Enterprise Development (MED) Week Banquet. The event is presented by the Cumberland Regional Improvement Corporation.

■ Keith Lynch, Power Contract & Compliance Manager, was recognized by the American Public Power Association as a "Rising Star" in the Electric Industry. APPA identified 60 under age 40 employees across the country that are excelling and expected to be among the future leaders of public power. APPA recognized its "Rising Stars" in its September issue of Public Power.

■ Jeff Williams of the Environmental System Protection Department received the Peer Award presented by the North Carolina Pretreatment Consortium.

■ PWC recognized Angelia Rutherford, Barbara Cashwell, Delores Williams and Deborah Jones as its Customer Service Employees of the Year.

■ Linda Jacobs was recognized as PWC's United Way Employee of the Year. Annually, PWC recognizes the employee who contributes the greatest percentage of what they earn to the local United Way.

■ Carolyn Justice-Hinson, Communications/Community Relations Officer received the Leadership Fayetteville Alumni Award during the Fayetteville-Cumberland County Chamber of Commerce Annual Dinner. The award is given to a participant in the program who has gone on to help make the program successful for the current and future participants.

HIGH ACHIEVERS



■ PWC received the Area Wide Optimization Program (AWOP) Award presented by the North Carolina Water Operators Association. AWOP is a joint program between the EPA and the states, developed to help water systems meet successively the more stringent regulations established by the EPA and achieve higher levels of water quality.

■ Darlene Goodheart, Sr. Engineering Tech, and Larry Vinson, Water Resources Equipment Operator, were named Hometown Heroes by Electricities 2012. The Hometown Hero award recognizes municipal employees who have made

outstanding efforts to save a life or lives. The awards are presented annually during the awards banquet, attended by public power officials from across the state. Goodheart and Vinson's split-second



decision to act saved the life of a Fayetteville citizen. In the summer of 2011, both assisted an elderly man unconscious and trapped inside his vehicle after a traffic accident. The man's truck caught fire and Goodheart and Vinson stepped in and used fire extinguishers to put out the fire. Firemen on the scene credited Goodheart and Vinson with saving the man's life.

■ Safety awards earned by PWC during FY2012 included:

- North Carolina Department of Labor's "Certificate for Safety Achievement" award for the 24th consecutive year.
- American Public Power Association's "Electric Utility Safety Award" for the 21st consecutive year.
- Electricities of North Carolina "Municipal Electric Safety Award" for the 16th consecutive year.



Representing PWC

■ Linemen Duane Stalnaker, Maverick Skipper, Chris McArthur, Jeremy Hatem, Keith Evans and Apprentices Russell Jett and Alex Jackson represented PWC at the APPA's Lineman's Rodeo in Cleveland, Ohio. At the annual NCAMES Lineman Rodeo, Stalnaker placed third overall in the Journeyman division and Jett placed first overall in the Apprentice Division.

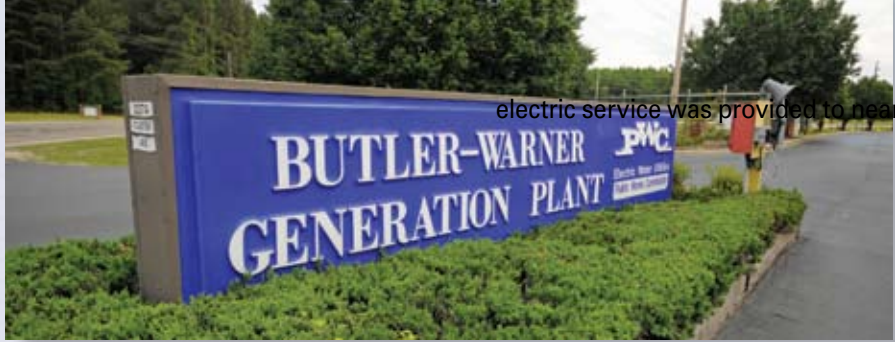
■ Lineman Jason Suggs was featured in the Fayetteville Observer's 'It's My Job'. Three other employees also represented PWC in the Fayetteville Observer during FY2012 as lineman Mark Franklin was pictured with PWC crews hanging Christmas decorations, Pam Owens of the Warehouse, was pictured in an article promoting GOVDEALS Surplus auction, and Joyce Thrash, Accounting Tech, was pictured demonstrating CFL light bulbs during the annual Home and Garden Show.

■ During FY2012, PWC employees served in many leadership roles in national and state organizations:

- CEO/General Manager Steve Blanchard is serving a three-year term on the American Public Power Association's Board of Directors. He is the second representative to serve from PWC. Commissioner Robert C. Williams served from 1994-2000. Blanchard also participated in the 2011 Municipal SmartGrid Summit as a presenter.
- Commissioner Wilson Lacy began a second three-year term on the Electricities of NC Board of Directors.
- Rick Anderson served on the APPA RP³ Award Review Panel and served as Chairman of the VACAR Committee. David Trego, is serving on the SERC Board of Directors; Rick Nunnery

serves as the NCAMES Safety and Training Chairman and Gail Boggs serves as NCAMES Secretary/Treasurer.

- Jeff Carlisle is serving as Chairman of the NC Water Operators Association's Southeast Section; Chad Ham serves as Chairman of the Middle Cape Fear River Basin Association; and Brian Morrison is serving as the President of the Carolina Chapter of the American Backflow Prevention Association.
- Brenda Chester and Donna Lopes both served on Special Review Committees for the Government Finance Officers Association (GFOA). As members of the committees, Chester and Lopes reviewed financial documents from across the country submitted for consideration of GFOA awards.



electric service was provided to nearly

PWC's electric system involves the transmission and distribution of electric energy, which is generated at our Butler-Warner Generation Plant (BWGP), as well as purchased from Progress Energy Carolinas (PEC) and the Southeastern Power Administration (SEPA). The Plant is designed to keep customer rates competitive by providing power during peak consumption hours, when purchasing electricity from outside sources is more expensive. PWC has the distinction of being the only municipal utility in North Carolina to own and operate an electric generation plant.

PWC provides electric service to approximately 60% of the Fayetteville/Cumberland County area. During FY2012,

79,000 customers, ranking PWC as the 35th largest Public Power Provider in the United States. PWC purchased or generated over 2.1 billion kWh (kilowatt hours) of electricity to meet the ever-increasing demand for service. PWC's system peak demand of record electric use is 476.6 MW set on August 9, 2007 and its winter peak is 433.7 MW set on December 15, 2010. For FY2012 the peak consumption was 467.2 MW on July 21, 2011.

In July 2012, PWC will become a full requirements customer of Progress Energy as part of a new 20-year power supply agreement signed in June 2009. PWC will pay a fixed annual capacity and energy charge with a formula-based

annual true-up founded on PEC's system average costs. In a separate agreement, the BWGP will be dispatched by PEC to meet the combined needs of PWC and PEC customers. PWC will continue to operate and maintain the plant while PEC will reimburse PWC for certain operating costs and pay a fee based on plant performance.



PWC successfully recruited new employees to its Electrical Construction Department through two "Lineworker" Job Fairs in FY2012. Using targeted marketing, PWC invited experienced workers to Saturday morning events that highlighted PWC's electric system. Veteran PWC lineworkers were on-hand to talk about what PWC has to offer and held on-site interviews. Through the Job Fairs, several new employees were hired.

A third phase of electric rate adjustments took effect in May 2012 as PWC prepared for its new power supply contract. PWC had anticipated a 40% increase when the new agreement began and had used a phased rate increase approach to minimize the impact. Residential rates increased 9% in both 2010 and 2011 and similar increases were expected in 2012 & 2013. However, as the new contract approached, the impact of the new contract will be less than the original projections. PWC made adjustments in several rate classifications to align closer with power supply cost

structure under the new contract. The new rate design also simplifies rates for better customer understanding, merges duplication of existing rate schedules and begins the transition to time of use rates.

PWC continued its rehabilitation and rebuilding of aging substations. Two substations, Arran Park and Crystal Springs, were replaced and energized, while a new transformer was put in place at the Wilmington Road substation and plans were made to replace a transformer at PWC's Murray Fork Substation. These transformers replaced those that have exceeded their industry standard life.

As a Diamond Level Reliable Public Power Provider, PWC met its goal of providing reliable electric services. The reliability benchmarks that measured our system's performance indicated customers can count on exceptional services and reliability:

- Average length of time each of our customers were without service: 35.7 minutes per year. This

was 50% lower than our goal of less than 60 minutes.

- How many times per year a customer's services is interrupted: 0.552 - below the goal of 1.0.
- How long, on average, a customer is without power when there is an interruption: 64.7 minutes, slightly over our goal of less than 60 minutes. The number one cause of outages was related to squirrels, birds, and reptiles with 168.
- Streetlight maintenance and improvement for our area continued, with over 20,000 streetlights and private lighting maintained in FY2012. Of those, over 16,000 are located within the city limits, and service to these streetlights represents a value of nearly \$2.6 million.

TRUSTED SERVICE PROVIDERS – ELECTRICITY

FY2012 Highlights: Electric

PWC partnered with Siemens to complete a Volt/VAR Optimization project that will improve the efficiency of the PWC electric system. It has the potential to reduce demand 5% of 20MW once fully implemented. PWC received a \$50,000 grant from the APPA's DEED program (Demonstration of Energy Efficient Developments) and efforts were recognized as a 2012 APPA Energy Innovator Award. Staff developed a "Voltage Drop Calculator" to simplify the evaluation of the impact customer equipment has on the electric system. PWC is sharing the tool with smaller municipal electric systems across the country that may not have the resources to provide similar services.

Spared from storm damage from Hurricane Irene in August, several of PWC's line workers traveled to Greenville, NC to help restore power where they experienced the most extensive, widespread damage

in the system's history. Through the Emergency Assistance program (mutual aid), 11 PWC workers spent a week in Greenville "helping our neighbors"!

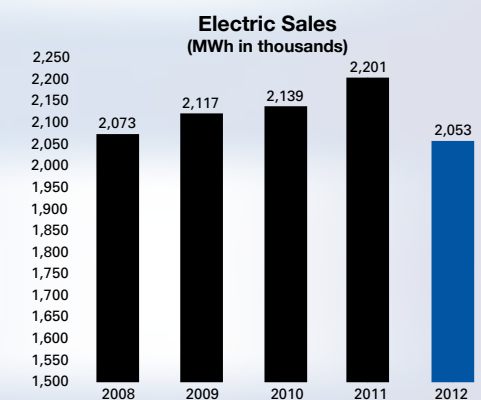
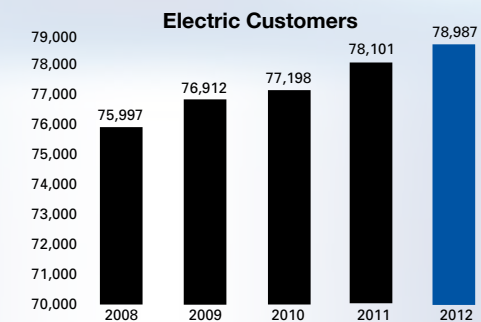


An evaluation of PWC area lights neared completion as PWC reviewed all area lights on customer premises, to ensure customers are being properly billed and that the correct wattage of every light is verified. At the end of FY2012, over 75,000 records had been reviewed and

revenue increases from the project are estimated at \$300,000 annually.

PWC continued testing LED streetlights in and around downtown Fayetteville. PWC is developing a Subdivision Re-Lighting Project to test the use of LEDs in residential neighborhoods. Installation of the test LEDs is scheduled during FY2013 and results of the pilot will establish how future installations are managed.

The first year of PWC's 69 kV Pole Replacement Project to replace aging wooden poles with steel poles was completed. The first areas completed were near PWC's Points of Delivery 1 and 2. The second year will include replacing poles in the western part of the PWC System and near the Cross Creek Mall. The new poles have a life expectancy in excess of 50 years and a 30-year project will replace all 3,000 of PWC's current 69 kV poles at a rate of 100 poles per year.



230kV Delivery Points from Progress Energy:	3
Distribution Substations:	32
System Peak Demand:	476.6MW
(set on August 9, 2007)	
Miles of Transmission Lines:	123
Miles of Overhead Distribution:	2,407
Miles of Underground Lines:	994
Distribution Line Poles:	46,886
Total Customers:	79,987
Residential:	70,154
Commercial:	8,806
Industrial:	18
Streetlights:	18,088
Area Lights:	13,305
Private Lighting:	2,264

(as of June 30, 2012)



The Public Works Commission is committed to supplying safe water that meets or surpasses state and federal standards and achieves the highest standards of customer satisfaction. Drawing water from two independent water sources, the Cape Fear River and Glenville Lake, PWC's two water treatment facilities, P.O. Hoffer and Glenville Lake, have a combined treatment capacity of 58 million gallons a day (MGD), with an average demand of 26.7 MGD in FY2012. PWC's all-time peak demand of 42.25 MGD has held since 1999. The peak consumption for FY2012 was 35.2 MGD on June 30, 2012.

PWC has utilized chloramination as its disinfection method since 2003 and since 2008, implemented year round outdoor watering schedules to support water

conservation efforts and better manage its system peak.

PWC currently provides water service to more than 84,000 customer households and businesses - or a population of over 200,000 - throughout the Fayetteville/Cumberland County area, including Spring Lake, Hope Mills, Eastover and Stedman. PWC also provides service to a small portion of Hoke County and began supplying water services to Fort Bragg through its 40-year contract with the Department of Defense.

During FY2012, 8.9 billion gallons of drinking water were treated. After treatment, water is delivered to customers through an extensive distribution system consisting of over 1,300 miles of underground piping. PWC continues to plan in accordance with the Water System Master Plan developed in FY2002. This 20-year plan projects that PWC will serve more than 300,000 persons, with an average daily demand of 46 MGD.

In FY2012, both PWC water treatment facilities met all 1,286 drinking water compliance points. PWC has the distinction of being the first utility in North Carolina to be recognized with the Partnership for Safe Drinking Water's Director's Award for outstanding commitment to quality drinking water treatment. PWC has continued to maintain the award's high standards since 2000. In 2012, PWC was one of less than 100 water utilities across the country to be honored for meeting the standards for 10 consecutive years. PWC is also a charter member of the Partnership for Safe Water Distribution System Optimization program. The new partnership program focuses on the operation and maintenance of our distribution system. As a member, PWC will test program materials and provide input to improve the program for others to follow.

FY2012 highlights

Water

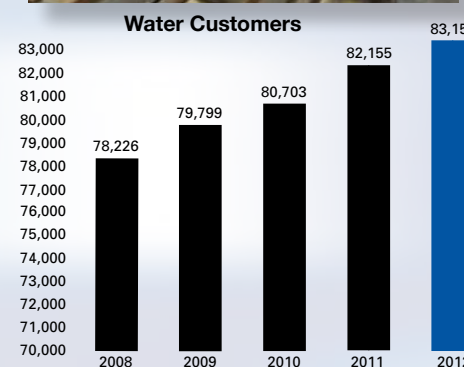
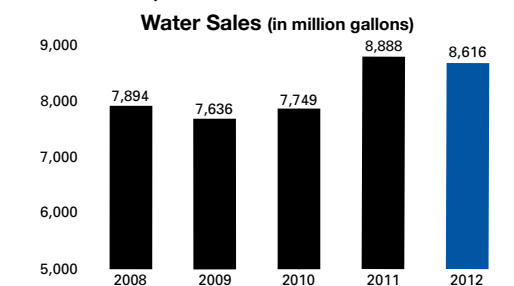
PWC started plans to upgrade the P.O. Hoffer Water Treatment Facility as it began the design of the first of three expansion phases. The first two phases are expected to cost approximately \$17 million and the 2-year project is expected to start in 2013. The second phase will focus on expanding the treatment capacity to meeting anticipated future customer demand. The facility was built in the late 1960s and currently has the capacity to treat 32 million gallons of water a day. The proposed expansion will increase the capacity to 48 million gallons a day.

To improve efficiencies and accuracy of monthly testing, PWC installed 30 permanent sampling stations for use in collecting its required 120 monthly samples from our drinking water distribution system. The samples are used to ensure compliance with the Safe Drinking Water Act. Prior to the permanent sampling stations, PWC



had collected these samples at various private and public service locations which presented several problems including lack of 24 hour access. PWC plans to install 30 sample stations per year over the next few years until all of the stations are converted.

PWC continued to be proactive in monitoring at the P.O. Hoffer Facility, where contaminated groundwater is located from Texfi, an abandoned textile industry, located adjacent to the PWC plant. PWC has monitored the site since 2000 and the State began cleanup at Texfi in 2008. Since contamination was identified, no contamination has been found in monthly samples drawn from the storage containers. Special precautions taken at Hoffer include installation of a liner in its clearwells and a special drain was installed to divert groundwater from the clearwell. As an additional measure, in FY2012, PWC began testing source water from the Cape Fear River before it enters the treatment process.



PWC received approval to move ahead with replacing the Glenville Lake Dam and Spillway. The project will replace the 100 year old spillway and require PWC to drain the 21-acre Glenville Lake. The work is expected to begin in mid FY2013 and take a year to complete.

Work continued on PWC's water main rehabilitation and replacement initiative during FY2012. Due to the age and condition of these mains, some areas of the distribution system are experiencing reduced pressure and reduced fire flows. The project replaces and re-aligns existing water mains to increase flow and extend the life of the distribution system. In FY2012, 4.17 miles of water mains were re-lined.

About the PWC Water System

Mains:	1,340 miles
Operate and maintain:	151 miles*
Hydrants:	7,639
Total Customers:	83,157
Residential	78,300
Commercial	6,309
Industrial	8
Wholesale:	10
Irrigation:	7,657

Meters: 84,627
Storage Capacity 36.1 MG
System Peak Demand
42.25 MGD (June 8, 1999)

*Stedman and Eastover systems
(as of June 30, 2012)



Since PWC's first water reclamation facility was built in 1959, the growth of Fayetteville/Cumberland County has increased the demand for quality wastewater services annually. PWC continues to meet the needs brought on by residential expansion and economic development as well as being instrumental in the installation of wastewater services in developed areas that were built without the benefits of public utilities.

PWC's EPA Award-winning Cross Creek Water Reclamation Facility (WRF) and Rockfish Creek WRF have the capacity to

treat more than 46 MGD. During FY2012, Cross Creek WFR treated an average of 10.5 MGD and Rockfish Creek treated an average 13.2 MGD. The demand on the Rockfish Creek facility continues to increase, as it serves the fast-growing southwestern portion of the county. Phase II expansion to upgrade the capacity at Rockfish Creek to 21 MGD, was completed in the summer of 2006. PWC maintains over 1,200 miles of sewer mains, 82 miles of forced sewer mains and 88 lift stations. In FY2012, 5.9 billion gallons of wastewater were treated.

As a regional utility provider, PWC also maintains and operates several sanitary sewer systems in the area. Services are provided to nearly 1,200 customers in the Town of Stedman, the Eastover and Kelly Hills Sanitary Sewer Districts, and NORCRESS (Towns of Wade, Godwin and Falcon) all in Cumberland County as well as approximately 700 customers in Hoke County.

PWC operates a water reuse program at the two water reclamation facilities. Treated

water is used to irrigate approximately 40 acres of landscaped turf at the two facilities. The recycled water is also utilized for in-plant applications such as cleaning equipment and various plant processes.

In addition, PWC, under a state-monitored Land Application Program, recycles bio-solids at 3,100 acres of Cumberland County farmland, including a 750-acre farm owned by PWC. Liquid bio-solids are either injected below the ground or applied to the surface at the "agronomic" rate (the nitrogen rate required by the crop) to fertilize crops such as corn, soybeans, coastal Bermuda grass and small grains. Inspections and research by state regulatory agencies since 1987 have shown this process to be a beneficial and environmentally sound way to recycle by-products from the water reclamation facilities. In FY2012 the farm generated over \$38,000 in revenue and produced over 1,300 bales of Bermuda hay, 917 bushels of corn, 1,057 bushels of milo, 1,683 bushels of soybeans, 693 bushels of wheat and 1,093 bushels of oats.

FY2012 Highlights Wastewater

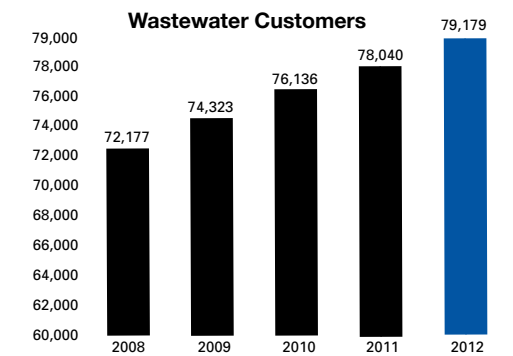
■ Sewer services were made available to 500 homes in the LaGrange and Summerhill neighborhoods as part of the City of Fayetteville's Annexation Phase V utility retrofitting project. The project was the third and final installation in those areas. During FY2012 work began in Arran Hills and Arran Park and design for additional services in the Arran Lakes West and Shenandoah areas also began, with installation scheduled to start in FY2013. Since 2007, PWC has installed 1,950 services in newly annexed neighborhoods.

■ PWC identified areas of unbilled services including commercial dumpster pads that were tied into the sanitary sewer system instead of the storm water system. PWC worked with customers to correct the issues and developed a flat-fee billing for those who remained on the sewer system.

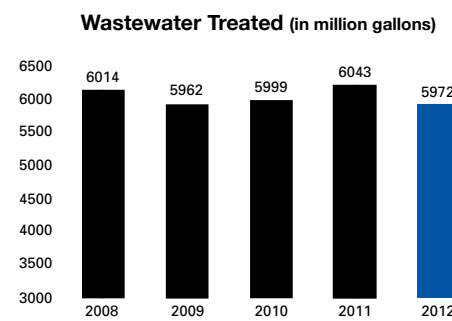
■ In FY2012, both PWC water reclamation treatment facilities met all 368 water reclamation compliance points. PWC also maintained its compliance requirements for its Biosolid Land Application program.

■ PWC continued its efforts to reduce overflow in the sewer system and during FY2012, the amount of sewer overflow was 0.0000447% of PWC's annual 8.6 billion gallons of wastewater collected in the PWC system. PWC efforts include continued public education public education on the impact of improper grease disposal through our "Cease the Grease" program. Over 1,600 "Fat Trappers" (grease collectors) were handed out to PWC residential customers for disposing of cooking grease and oil. PWC staff worked with customers to improve grease trap pumping compliance to prevent grease blockages in the sewer system and achieved an 86% compliance rate in FY2012.

■ Work continued on PWC's sewer main rehabilitation and replacement project during FY2012. The project relines existing sewer mains and rehabs manholes. During FY2012, over six miles of sewer mains were relined including a \$744,000 project that relined 1.2 miles of 8" to 24" mains along Edgewater Drive.



TRUSTED SERVICE PROVIDERS – WASTEWATER TREATMENT



About the PWC Sanitary Sewer System

Gravity Sewer Mains: 1,210 miles
(Operate and maintain -O&M): 61 miles*

Force Sewer Mains: 54 miles, (O&M: 28 miles*)

Sewer Manholes: 29,936 (O&M: 1,386 miles*)

Lift Stations Maintained: 68 (O&M: 20*)

Total Customers: 79,179

- Residential: 73,797
- Commercial: 5,370
- Industrial: 8
- Wholesale: 4

*Hoke County, Stedman, NORCRESS, Eastover

(as of June 30, 2012)





At PWC, customer service is of the highest priority. All areas of the company are committed to serving our customers, and employees of PWC's Customer Service Department lead the effort. As Fayetteville's hometown utility, PWC offers a full service customer service center as well as phone service that extends to 8 pm week nights and a website and automated phone system that allow customers to access information, manage their account and make payments 24-hours a day.

Customer contact increased 2.5% during FY2012. Customer Service Representatives responded to more than

558,000 customers including 466,000 telephone calls answered in our call center and over 2,000 monthly visits to our offices to establish utility services, get information or solve account problems. During FY2012, the total number of customers increased from 111,000 to 114,000.

An average of 115,000 bills were generated each month in FY2012, and in total, PWC collected nearly 1.3 million payments. Despite an increase in uncollectable accounts, PWC's overall writeoffs remained less than .45% of PWC's total billed revenue. Extreme weather temperatures causing higher

bills and the economy contributed to the increase in writeoffs, requests for bill extensions and disconnection notices.

In an effort to reduce the large number of customers paying in person, PWC expanded the number of Western Union locations by adding local Food Lion grocery stores. An average of 20,000 customers pay in person each month, the second highest payment method. Twenty-two percent of customers pay on-line or by phone, 12% pay using on-line banking, 10% use automatic bank draft and 3% use Western Union options.

PWC offers several customer service programs including medical priority, deposit waiver program for local military and local teachers, as well as Equal Payment Option and the Project People Who Care utility payment assistance program.



DILIGENT SERVICE AND STAFF

FY2012 Highlights

■ PWC's overall customer satisfaction scores in its annual survey remained "strong" despite a slight shift from extremely satisfied to somewhat satisfied. Contributing factors to the shift were rate increases, record high temperatures, a late fee increase and the overall economy. Residential customers ranked their overall satisfaction at 7.9 (scale of 1-10) while commercial customers ranked it 8.6. PWC continued to score high in understanding and courteous employees, resolving issues in a timely manner and the overall value of electric and water services.

■ PWC launched its new website, redesigned to make it easier to navigate and offer new features to customers. New additions to the website include a Conservation/Environment menu, features for reporting emergencies

and answering "Frequently Asked Questions," as well as a video and publication library. The website provides account access and bill payment options for customers as well as Energy Depot-an Online Energy Audit, Annexation Utility Installation schedules and project updates, as well as employment information. The PWC website averaged 30,000 visitors a month in FY2012.

■ PWC successfully launched its electronic billing service – eBill. The option is a secure electronic billing service that allows customers to view and pay their bill without paper and offers a no-cost electronic payment option. In the first 9 months, 20,000 customers enrolled in the eBill service.

■ Customer payment options were expanded as area Food Lion stores began accepting PWC payments through Western Union. In FY2012, 3% of PWC customers

used the Western Union available at over 25 local businesses.

■ PWC's newly formed Customer Programs Division developed a plan for communicating rate changes to PWC's top-100 largest customers. In addition, Customer Programs developed and provided information to several thousand customers as they transitioned to demand meters.

■ PWC provides conservation tools and educational material to thousands of customers using a variety of sources throughout the year.

- During FY2012 PWC provided conservation tools and utility educational information through participation in community events including the Carolina Home & Garden Show, Chamber of Commerce's ShowBiz, WIDU Community Expo, and Wade Founders Day.
- Over 7,000 customers received PWC's annual Energy Saver Wall Calendar and we collaborated with the Fayetteville Observer to provide Hurricane Preparedness information through the 2012 "Eye of the Storm."
- We held regular meetings with our Community Advisory Group,

a broad-based group of customers who serve as a "sounding board" for feedback on current or proposed issues and become community-based "ambassadors" for PWC.

- The monthly PWC Connections 30-minute television show airs on the Time-Warner Community Channels and Fort Bragg Television. The production has earned a Telly award, the highest honor given by the videography industry, and an Excellence in Communications award from the North Carolina City and County Communicators organization in 2010.
- PWC released the 2011 annual Water Quality Report, which included annual testing results, in accordance with the Safe Drinking Water Act and FY2012 annual Wastewater Collections and

Treatment Systems Report, was published in accordance with the NC Clean Water Act of 1999.

- An on-going information campaign about water system flushing, sewer system smoke testing and water main rehabilitation continued to keep customers informed of activities in their neighborhoods.
- With a four percent increase of calls in FY2012, PWC upgraded its automated phone system. PWC averaged over 46,000 calls a month and had a monthly-high 60,000 calls in August 2011.

PWC is committed to providing quality utility services and supports our area's economic growth by ensuring reliable utilities with significant capacity available. Annually, PWC commits \$315,000 to economic development efforts of the Fayetteville/Cumberland County Chamber of Commerce and the PWC Chairman and CEO serve as members of the Chamber Board of Directors. PWC is also an active supporter of other local organizations that support and promote business growth including the Home Builders Association, Cumberland Regional Improvement Corporation, Fayetteville Business Professional League and the Methodist University Center for Entrepreneurship. PWC participates in utility extension programs and utility projects to provide necessary utilities and planning to areas in need of services.

FY2012 Highlights

- Fayetteville's first downtown public parking deck was completed in FY2012. A partnership between PWC, the City of

Fayetteville and Cumberland County, the \$6.2 million parking deck is attached to the PWC Robert C. Williams Business Center and is expected to increase the value of the business center making the building more marketable.



- PWC worked with Cumberland County to extend sewer to the Vander community to provide public sewer to Morty Pride Meats. The sewer will allow Morty Pride to expand its operations and hire 10-15 more workers after the connection. Without the sewer, the facility was considering moving its operations out of the county.

- Installation of electric, water and sanitary sewer services continued in the Hope VI development. PWC, in conjunction with the Fayetteville Cumberland County Chamber of Commerce, the City of Fayetteville and the State of North Carolina are working together to develop a mix use development along Old Wilmington Road.

- Work was completed on an area of Bragg Boulevard that supports the City's Gateway Improvement Plan, an effort to improve the aesthetics of the major Fayetteville entrances. The project made use of existing infrastructure that was underutilized and made the area more attractive to encourage in-fill.

- Expansion continues on the PWC fiber network which now has over 200 miles of 144-count fiber. As PWC continues to expand its system, fiber was built out to all water and wastewater major facilities in western Fayetteville during FY2012. Annual revenues from the fiber network are over \$1 million. PWC leases lit fiber to other governmental agencies including the City of Fayetteville, Cumberland County, Cape Fear Valley Medical Center and Fayetteville Technical Community College. PWC also has nine dark-fiber customers.

- PWC actively supported the City's effort to promote resurgence in commercial activity in the downtown area and supports the City's downtown revitalization. PWC completed the conversion of two overhead 12 kV feeds along Russell Street to underground facilities and provided underground utility infrastructure improvements along Hay Street.



STRONG ECONOMIC SUPPORTERS

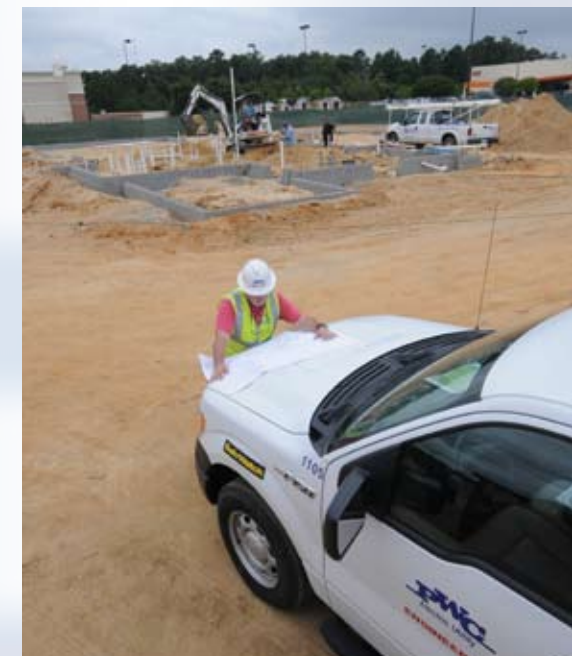
Growing Services FY2012

Water/Sewer Development Permits Issued:	46
New Electric Customers:	886
New Water Customers:	1,002
New Sewer Customers:	1,139



Fayetteville's new Embassy Suites and Conference Center opened in 2012 and chose PWC as its electric, water and sewer services provider.

- PWC worked with NCDOT Utilities Division to accommodate relocating existing electric, water and sanitary sewer as part of road widening projects throughout our community. FY2012 projects included: Completion of the Elk Road widening project, improvements to the Fayetteville Outer Loop, and extensive work on Camden Road widening from Hope Mills Bypass to Hope Mills Road and Murchison Road widening from the Outer Loop to Spring Lake.



FY2012 PWC Contributions to City of Fayetteville's Community Improvement and Economic Development Efforts

General Fund Contribution:	\$9,769,900
Additional Street Lighting:	\$400,000
Revitalized Downtown and gateways:	\$3,375,000
Parking Deck:	\$1,350,000
Annexation V Fund:	\$1,591,400
Annexation City Debt Service Payment:	\$805,200*
City of Fayetteville Storm Drainage Improvement:	\$1,426,000

Economic Development

Fayetteville-Cumberland Chamber of Commerce:	\$315,000
Foreign Trade Zone Designation:	\$50,000
Hope VI Project:	\$500,000

* Net of City Contribution of \$385,200



CARING NEIGHBORS – WORKING IN THE COMMUNITY

Committed to improving the quality of life for residents of our area, PWC each year supports community organizations and their activities that further enrich the lives of our citizens. PWC also offers community speakers, facility tours and education resources annually to our community, and organizes or participates in activities to promote PWC and its services. In FY2012, PWC supported the community through over 80 educational outreach activities that included facility tours, speakers and presentations and supported over 400 events and programs through financial and in-kind contributions including bottled water.

FY2012 Highlights

Over 25 PWC employees were a part of a community wide effort to support ABC's "Extreme Makeover Home Edition" as the show came to town to build a new home for a deserving Fayetteville resident. PWC employees

from engineers to lineworkers to meter technicians worked on the planning and the installation of upgraded electric and water utilities for a home which grew from around 1,000 square feet to 5,000 square feet. The home was built round the clock for seven days in 100 degree temperatures and PWC employees worked alongside of hundreds of builders and volunteers. The reveal of the new home was the show's season premier and highlighted by the visit of First Lady Michelle Obama.

PWC participated in a community initiative 'Hiring our Heros,' workshops and a job fair to help veterans and active-duty soldiers transition from military careers into the public sector. PWC Human Resources employees joined other local HR professionals in helping veterans prepare resumes, and participate in mock interviews. As a result of the job fair, PWC filled three

positions with veterans.

PWC supported the Simply Science program through the Fascinate-U Children's Museum. The hands-on science program for fourth and fifth graders was conducted at Ferguson Easley Elementary School. The school is designated as a low-wealth school and student scores showed improvement from the program pre tests and post tests. More significantly, all students involved in the Simply Science program passed their End of Grade science tests.



PWC's support of the Sustainable Sandhills "Go Green" Initiative with the Cumberland County Schools resulted in a significant energy savings. The program certified 53 schools as "Green Schools" and saw a net energy savings of 1,294 MWh. A Green School certification requires the administration and staff to stress the importance of energy conservation and required items including adhering to the CCS temperature set points, replacing incandescent lamps with CFLs, setting computers and copiers to 'sleep' after an hour of inactivity, posting signs for awareness and use of natural lighting whenever possible.

PWC participated in over 25 events that promoted utility services, conservation and sustainability including the Carolina Home and Garden Show, CCAP Energy Expo and Green Night at the local baseball stadium. At each, PWC provided information and tools to customers to help them manage their utility costs.

Beyond their contributions to the United Way, and other charities, PWC employees also supported the community through blood drives and holiday gifts for children. Over 53 units of blood were given by employees during FY2012 blood drives. Over 70 area children received gifts the last holiday season, thanks to the support of the Salvation Army's Angel Tree program. PWC also supported the Friends of the Children of Cape Fear Valley Health System, the Child Advocacy Center, Partnership for Children and Fascinate-U Children's Museum.

About PWC's Community Outreach FY2012

PWC Facility tours provided:	49
Speaking engagements & presentations:	15
Community Events participated in:	22
Employee volunteers:	300
Money raised by PWC employees for local United Way Agencies	\$96,966
Units of Blood Donated:	53
Gifts provided for Salvation Army's Angel Tree:	70
Bags of Trash Removed by PWC Volunteers During Big Sweep Cleanup:	60



During FY2012, PWC was involved in activities that promoted environmental awareness through the Cape Fear Botanical Garden. PWC coordinated the 18th annual Grinding of the Greens Christmas Tree recycling program that turned trees into mulch for the Garden, and provided discounted and free admission to the Cape Fear Botanical Garden to promote the Water Wise Demonstration Garden.

Employees continued their strong support of the United Way of Cumberland County. PWC is a seven-time winner of the United Way of North Carolina Spirit of NC Award and in FY2012, pledged a record \$96,000 to the community organization. PWC also lead the way with the highest number of Marquis (\$1,000+) givers.

Support continued for major community events that have come to define Fayetteville: 4th Friday, Fayetteville Dogwood Festival, A Dickens Holiday and the annual downtown Grand Illumination, and April's 4th Friday featured the annual "Public Works" open art exhibition.

Annually, PWC supports a variety of Fort Bragg training efforts. Locally based soldiers tour PWC electric and water treatment facilities and our staff provides education on basic utility operations, such as water treatment and electric generation and distribution, that are often used in re-building efforts in war-torn countries.



Environmental Stewardship

At PWC, we have always been committed to Environmental Stewardship and sustaining our community through our efforts to preserve resources and protect the environment. Each year our operations and employees reflect that commitment as PWC works to be a community and industrial leader in sustainability. Bio-solid recycling, wetland preservation, environmentally friendly facilities, recycling, and conservation programs represent just a few of PWC's broad range of sustainable initiatives. Efforts are strengthened by PWC's partnerships with local organizations including the Cape Fear River Assembly, Sandhills Area Land Trust, Sustainable Sandhills and Cumberland County Air Quality Stakeholders.

FY2012 Highlights

- The Sustainable Community Foundation, a partnership between PWC, Fayetteville State University, The City of Fayetteville, the Chamber

of Commerce and Sustainable Sandhills, initiated a market study to determine the viability of developing a sustainable business park on a 42-acre PWC property adjacent to the PWC Operations Campus. The Foundation was awarded a \$50,000 grant from the Department of Energy to conduct the study.

- PWC utilized a \$50,000 grant from the APPA's DEED program (Demonstration of Energy Efficient Developments) for the Volt/VAR Optimization project which will improve the efficiency of the PWC electric systems.

- A hybrid bucket truck was introduced into the PWC fleet. Using a Jobsite Energy Management System, the hybrid is designed to fully operate its lift on battery power allowing crews to reduce and nearly eliminate idling which in turn will lower emissions, fuel consumption and noise pollution while on the job site.

- Electronic bill (eBill) was added as a payment option for PWC customers. The environmentally-friendly bill option emails monthly bills offering a no-cost on-line payment option. Over 20,000 customers enrolled in eBill in the first nine months of the program.

- PWC customers continued to participate in the voluntary NC GreenPower program. Customer contributions invest in green power production in North Carolina. In FY2012, PWC customers have provided 1085 units or 1,085,000 kWh to the program. NC GreenPower has nearly 12,000 participants across the state and over 600 producers of renewable energy now exist in North Carolina as a result of the program.

- PWC added a Conservation/Environmental section on the redesigned PWC website. The menu offers prominent information on conservation, environmental programs, renewable energy and other PWC practices that demonstrate PWC's commitment to sustainability.

- PWC maintained its Green Business Certification from the Sustainable Sandhills. The program assists businesses in reducing the costs of energy and water use and solid waste disposal, and to promote the certified businesses' achievements to the public. PWC is also a Green Business partner, providing utility audits for businesses working to earn their certification.



- Work continued on two PWC sustainable initiatives benefiting the Cumberland County Schools. PWC supported the Go Green Initiative, a project to certify over 53 schools as "Green Schools", and continued to work on a partnership to install solar panels at New Century Elementary.

- Participation in community events during FY2012 supported PWC's leadership efforts in environmental stewardship. PWC coordinated and/or participated in numerous events promoting sustainability, and distributed over 1,500 compact fluorescent light bulbs to attendees to promote conservation. In addition to helping customers reduce energy usage, CFL distribution applies credit to PWC's renewable energy portfolio requirements.

