PUBLIC WORKS COMMISSION MEETING OF WEDNESDAY JUNE 9, 2021 8:30 AM

Present: Wade R. Fowler, Jr., Chairman

Evelyn O. Shaw, Vice Chairwoman

Darsweil L. Rogers, Secretary (VIA WEBEX)

Ronna Rowe Garrett, Treasurer

Others Present: Elaina L. Ball, CEO/General Manager

Chris Davis, City Council Liaison Telly Whitfield, Assistant City Manager

Scott Meszaros, Hope Mills Town Manager (VIA WEBEX)

Absent: Michael Boose, Cumberland County Commissioner, Liaison

REGULAR BUSINESS

Chairman Wade Fowler called the meeting of Wednesday, June 9, 2021, to order.

APPROVAL OF AGENDA

Upon motion by Commissioner Rogers, seconded by Commissioner Shaw, the agenda was unanimously approved.

CONSENT ITEMS

Upon motion by Commissioner Shaw, seconded by Commissioner Rogers, the Consent Items were unanimously approved.

- A. Approve Minutes of meeting of May 26, 2021
- B. Approve Request by Duke Energy Progress, LLC (DEP) to Grant Electric Utility Easement in Order to Serve PWC's Rockfish Creek Basin Peak Flow Facility located on George Owen Road

Staff recommends grant of easement to Duke Energy Progress, LLC (DEP) across property of PWC titled in the name of the City of Fayetteville to serve the Rockfish Creek Basin Peak Flow Facility currently under construction. Duke Energy Progress is the electric service provider for that area and has agreed to provide service to the facility and requires an easement be granted to DEP to install and maintain its facilities.

The recommendation, as approved by the Fayetteville Public Works Commission, shall be referred to City Council to request that the City of Fayetteville grant authority to the PWC's CEO/General Manager to grant the easement required by DEP and to also recommend the adoption of a resolution providing such authorization.

C. Approve PWC Resolution # PWC2021.19 – Resolution amending and rescinding policies from the PWC Policy and Procedure Manual.

PWC is currently undertaking a comprehensive review of the entire Policy and Procedure Manual, engaging many employees from across all divisions. Additional resolutions and information will be shared as the effort progresses

D. Approve the following FY2021 Electric and Water/Wastewater (W/WW) Fund Budget Amendment #5 – PWCORD2021-16

PWCORD2021-16 is an Electric and Water/Wastewater Fund amendment changing the fund balances as follows: The Electric Fund is increasing by \$480,400 to \$273.1 million and the Water/Wastewater Fund is decreasing \$4,198,700 to \$138.9 million.

E. Approve the following Capital Project Fund (CPF) Budget Ordinance Amendments

PWCORD2021-17 creates the Series 2021 Water and Wastewater CPF. This will be for the non-Annexation water and wastewater projects to be financed with the Series 2021 Revenue Bonds.

PWCORD2021-18 creates the Series 2021 Electric CPF. This will be for the electric projects to be financed with the Series 2021 Revenue Bonds.

PWCORD2021-19 creates the Renewable Resource Development CPF. This is for a renewable energy source project anticipated to be funded with revenue bonds or a direct placement loan.

PWCORD2021-20 amends the Substation Rebuild CPF to remove a project that will now be financed by the Series 2021 revenue bonds.

PWCORD2021-21 amends the Electric Rate Stabilization Fund to update transfers to actuals as of FY21.

PWCORD2021-22 amends the Hurricane Matthew CPF to update project costs and funding sources.

PWCORD2021-23 amends the Electric Transportation Equipment CPF to close out long lead time purchases made in FY21.

END OF CONSENT

COMMISSION CONSIDERATION OF FY2022 BUDGET ORDINANCE PWCORD2021-24 (FY2021-2022 ANNUAL BUDGET)

Ms. Ball stated today is the last of three meetings on the FY2022 Budget. The FY2022 is \$405.3M, which is \$10.5M or 2.5% less than the FY2021 budget. The revenues for the electric fund are projected to be \$264.7M which is \$7.9M or 2.9% reduction from last year. There are no planned electric rate increases in this proposed budget. The water/wastewater fund is projected at \$140.6M, which is a 1.8% decrease from FY2021, however there is a proposed system rate increase of 5.5% across both funds which is included in the budget.

Commissioner Shaw motioned to approve the FY2022 Budget. Motion was seconded by Commissioner Rogers, and was unanimously approved.

APPROVAL OF CAPITAL PROJECT FUND (CPF) BUDGET ORDINANCE AMENDMENTS FOR FY2022

Upon motion by Commissioner Shaw, seconded by Commissioner Rogers, the Capital Project Fund Budget Ordinance Amendments were unanimously approved.

Upon approval, the following ordinances will be effective July 1, 2021 and reflect the FY2022 activity from the FY2022 Annual Electric and Water/Wastewater Operating and CIP Budgets:

- A. PWCORD2021-25 amends the Electric Rate Stabilization Fund for transfer and investment activity expected in FY22.
- B. PWCORD2021-26 amends the Water and Wastewater Utility Systems Rate Stabilization Fund for transfer activity expected in FY22.
- C. PWCORD2021-27 amends the Annexation Phase V Reserve for FY22 appropriations to and from the General Fund.
- D. PWCORD2021-28 amends the Substation Rebuild CPF to add new projects and update cost estimates for existing projects based on the FY2022 CIP.
- E. PWCORD2021-29 amends the NCDOT CPF to add new projects and update cost estimates for existing projects based on the FY2022 CIP.
- F. PWCORD2021-30 amends the Electric Transportation Equipment CPF to revise the FY 2022 2025 estimates for long lead time purchases and making the budgeting, tracking and pre-audit requirements more manageable to staff.

WATER/WASTEWATER RATES PRESENTATION

Presented by: Elaina L. Ball, CEO/General Manager

Ms. Ball stated we will discuss the following today related to our Water/Wastewater Rates and Fees: Purpose; Financial Modeling; Cost Drivers; Cost Allocation; Rate Recommendations; Customer Bill Projections.

She stated we will not request a vote today We will just have presentation and conduct a public hearing. She stated went on to state we will present to the Commission and the Public recommendations for water and wastewater retail and wholesale rates and charges for the next 2 years. As a reminder our recommendations are based on 10-year capital and O&M budget projections. The complete recommendations are included in the Commission's packet and consistent with the publicly posted information as part of the Public Hearing notice.

Ms. Ball stated we approach rates very similarly to other utilities. We have an advantage as we are looking prospectively. Our test year was 2022-2023. Most utility rate-making is backwards looking. We start will accessing what is the revenue requirements of cost of service (COS). We include key drivers such as Operating Costs, Projected Capital Costs, Reserves, Liquidity, Debt Service Coverage to arrive at the revenue requirement.

We then go through a cost allocation process, which takes those revenue requirements and allocates them to different customer classes. Ms. Ball stated new for water this year is we are using the model that has been developed for electric. This is the first cost of service study we have used this model. We are putting in a more robust model with NewGen. This is the first time we have used AMI data. We have more granularity at the customer level than we have seen. When we begin looking at cost allocations, and some of the deviations we have within the customer classes from cost of service, a good portion of why that exists is because we did not have that granularity within the data. Commissioner Rogers asked how long we have had AMI data. Mr. Brown stated we installed the last meter in 2017, and Ms. Fritzen replied we began in 2014.

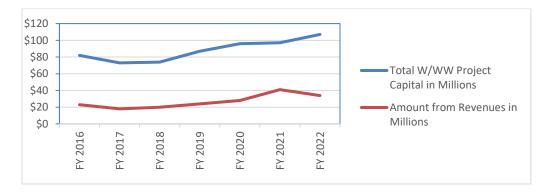
Ms. Ball stated we then move into rate design. We had individual discussions with the Commissioners regarding specific objectives, went over customer analysis and other items. We also keep rate comparisons with other water/wastewater systems in focus. This time we also did a review of charges and fees. We have some recommendations, some nutrient loading changes, but we are commending we keep the rest of our fees flat.

Financial Modeling and Revenue Requirement

- Developed cost of service model similar to Electric COS model
- Model developed between PWC staff and consultant NewGen Strategies
- Models expected revenues, growth, costs, funding sources for fiscal years 2021-2030
- Solves for cost of service based on meeting operating reserve and debt service coverage ratio targets
 - Operating Reserve for water > 100 days of working capital
 - Total system > 115 days of working capital for most of the years
 - Debt Service Coverage goas is above > 1.75
- Assumes planned bond issuance schedule; introduces bond funded rehabilitation in fiscal years 2022-2026

Factors Driving Water/Sewer Rates

- Operating expenses have been increasing above inflation, capital needs are outpacing inflation
 - Over the past 7 fiscal years (FY2016 FY2022) the W/WW operating expense budget increased an average of 5.3% per year, while the capital budget increased an average of 3.6% per year and outpaced growth and usage
 - Revenue used for W/WW Capital Projects has remained relatively flat with an increase in FY2021 to fund rehab projects
 - Overall water/wastewater costs outpacing growth. Most of the costs are largely fixed.



Capital Drivers Over 5 Year Planning Period

New infrastructure required for system growth

- Phase V Annexation, Big Rockfish WW Outfall, Cross Creek reliability improvements, plant expansions and lift stations
- Major trunk-line upgrades, peak flow facilities, additional water tanks, pumping facilities and generators

Continued and increased funding budget for rehabilitation projects

- \$22.7 million in FY2019 to \$29.5 million in FY2022 & FY2023
 - Includes water lines, sewer lines and manholes

Ms. Ball stated we are replacing assets at 1% a year. We are not going at an exceptional pace; in fact, we would like to go at a quicker pace.

Mr. Noland stated the industry standard is approximately 1 percent. Our strategy is to identify that critical one percent and make sure it gets fixed before it falls apart, and prolong as long as possible the life of the other water and sewer mains in the collection and distribution system.

Commissioner Rogers stated when he began, we did not have the ability to line the system as we do now. Did we ultimately get a baseline on the actual useful life of our system? Mr. Noland stated we typically depreciate the lines over 40 years. But most of the lines will adequately perform over 45 years. Discussion ensued on our asset management program, and the Annexation Program and how much is being spent toward Annexation each year.

Continued support for major road projects

• Three major projects Raeford Rd., Ramsey St. and Camden Rd. are estimated to require more than \$60 million in capital to relocate water/sewer facilities

Factors Driving Water/Sewer Rates

▶ Staff recommends continuing to fund increasing amounts of capital rehab projects through revenues while supporting liquidity targets, and enable PWC to make capital investments that ensure long term reliability of its W/WW systems

Commissioner Shaw asked for clarification on the above statement, specifically 'the request to enable PWC to make capital investments . . ." She asked is the recommendation when needed, PWC make these investments, just broad stroke. Ms. Ball responded, PWC is not asking for unilateral approval to make investments without commission oversight in anyway. We will bring forth projects and recommendations for both the operating and capital budgets, and any deviation will come through our amendment process. Following discussion Ms. Ball modified the statement to reflect the following:

'Factors Driving Water/Sewer Rates

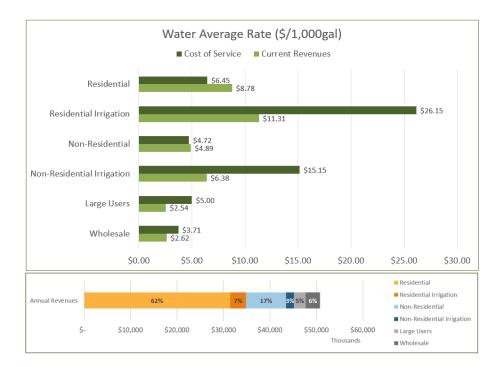
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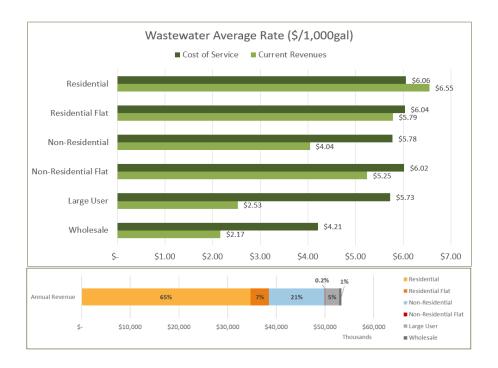
Ms. Ball stated we are seeing modest growth in customer counts, both in water and wastewater. However, we are seeing flat and, in some years, declining in volume metric sales. As a result, you will see in the rate recommendations some movement to more fixed cost recovery. She stated there are a lot of reasons for it. The trend is continuing to move down progressively.

Cost Allocation

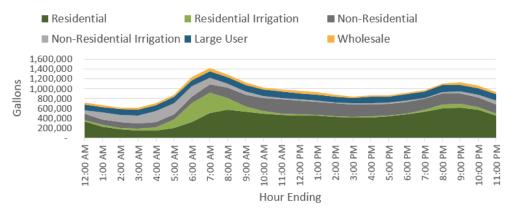
- Conducted an analysis to allocate the revenue requirements to the various customer classes for PWC's Water and Wastewater Utilities
- Methodology Extra Capacity Method for Average Day Demand, Max Day and Max Hour Classifications and Functionalization across Treatment, Transmission, Distribution, etc.
- Commission objectives to focus on interclass equity and movement of rates toward class cost of service over time. Ms. Ball stated you will see some significant differences, and this is not something we can correct in one year or even two years.
- Reflecting more ongoing fixed costs in the Basic Facilities Charge and appropriate variable costs in volumetric usage charges
- First-time use of PWC's AMI (Advanced Metering Infrastructure) in COS

Ms. Ball stated as we took this approach and applied it to the individual customer classes. We determined the COS and the rates, showing the delta between the two. She explained the graphs below in detail to the Commission.

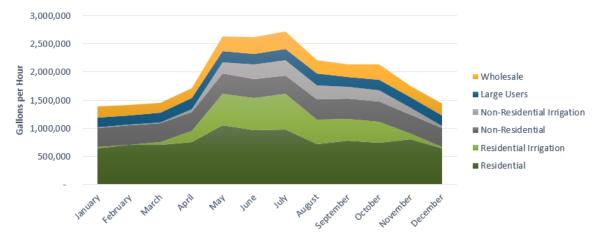




Water Max Hourly Demand Example by Customer Class



Water Max Hourly Demand (AMI) Customer Class by Month



Commissioner Shaw recommended educating customers on peak and off-peak times. Discussion ensued.

Rate Plan and Recommendations

Ms. Ball stated the following:

- Approx. 5.5% annual total system revenue growth requirement; 3.6% from water and 7.1% from wastewater
- **COS** shows more cost recovery needed from the wastewater system
- Direct more of the increase to classes that are farther from cost of service
- Cap maximum rate increase at rate class level for water and wastewater
- ▶ Under-collection exists with the Large User classes
- Equivalent rate changes in each year of two-year rate cycles
- Increase base monthly facilities charge by \$2/month each of the two years, with adjustments to volumetric charges accordingly

Summary of Recommendations

- To meet the long term capital and operational needs of the water and wastewater system Staff recommends the following:
 - August 2021: put in place rates that will result in water revenues increasing 3.5% and wastewater revenues by 6.8% for an overall revenue increase of 5.2%
 - July 2022: put in place rates that will result in water revenues increasing 3.7% and wastewater revenues by 7.4% for an overall revenue increase of 5.7%
 - Maintain current Outside City differential at 75% in both years

Recommendations – Facilities Charges

Water & Wastewater Basic Facilities Charges all Rate Classes - Inside City

_	Current	<u>August 2021</u>	<u>July 2022</u>
3/4" Meter	\$ 16.00	\$ 18.00	\$ 20.00
1" Meter	\$ 25.40	\$ 28.60	\$ 31.80
1-1/2" Meter	\$ 41.50	\$ 46.70	\$ 51.90
2" Meter	\$ 68.90	\$ 77.60	\$ 86.20
2-1/2" Meter	\$ 115.20	\$ 129.60	\$ 144.00
3" Meter	\$ 194.20	\$ 218.50	\$ 242.80
4" Meter	\$ 328.40	\$ 369.50	\$ 410.50
6" Meter	\$ 556.50	\$ 626.10	\$ 695.70
8" Meter	\$ 944.20	\$1.062.30	\$1,180.30
10" Meter	\$1,603.40	\$1,803.90	\$2,004.30
12" Meter	\$2,724.00	\$3,064.50	\$3,405.00

Notes: Outside City Rates apply the 75% differential to what is shown for Inside City rates

Recommendations – Water Usage Charges

Residential Water Per Gallon – Inside City

	<u>Current</u>	<u>August 2021</u>	<u>July 2022</u>
First 2,000 Gallons	\$0.00268	\$0.00240	\$0.00211
Next 3,000 Gallons	\$0.00319	\$0.00286	\$0.00251

Next 5,000 Gallons	\$0.00433	\$0.00388	\$0.00341
Each Additional Gallon	\$0.00518	\$0.00464	\$0.00408
Residential Irrigation Water	er Per Gallon – Inside (City	
	Current	<u>August 2021</u>	<u>July 2022</u>
First 30,000 Gallons	\$0.00557	\$0.00585	\$0.00607
Next 30,000 Gallons	\$0.00682	\$0.00716	\$0.00743
Additional Gallons	\$0.01060	\$0.01113	\$0.01155
Non-Residential Water Per	Gallon - Inside City		
	Current	<u>August 2021</u>	<u>July 2022</u>
All Gallons	\$0.00322	\$0.00317	\$0.00312
Large Water User Per Gall	on - All Users		
	Current	<u>August 2021</u>	<u>July 2022</u>
Water All Gallons	\$0.00269	\$0.00290	\$0.00316
Notes: Outside City Rate	s apply the 75% differentia	l to what is shown for Insid	de City rates

Notes: Outside City Rates apply the 75% differential to what is shown for Inside City rates

Recommendations – Wastewater Usage Charges

Residential Wastewater Per Gallon – Inside City

	<u>Current</u>	<u>August 2021</u>	<u>July 2022</u>
All Gallons	\$0.00528	\$0.00535	\$0.00545

Wastewater Monthly Flat Rate – Inside City

	<u>Current</u>	<u>August 2021</u>	<u>July 2022</u>	
All Gallons Included	\$37.12	\$39.40	\$41.80	

Non-Residential Wastewater Per Gallon – Inside City

	<u>Current</u>	<u>August 2021</u>	<u>July 2022</u>
All Gallons	\$0.00528	\$0.00576	\$0.00631

<u>Large Water User Per Gallon – All Users</u>

	Current	August 2021	July 2022
Wastewater All Gallons	\$0.00396	\$0.00434	\$0.00477

Notes: Outside City Rates apply the 75% differential to what is shown for Inside City rates

Charges

Surcharges

Item	Current Rate (\$/1,000 lbs.)	Cost of Service Rate (\$/1,00 0 lbs.)	Change (%)
Biochemical Oxygen Demand/Carbonaceous Biochemical Oxygen Demand (BOD/CBOD)	\$311.50	\$285.00	-8.5%
Total Suspended Solids (TSS)	\$134.20	\$338.87	152.5%
Total <u>Kjeldahl</u> Nitrogen (<u>TKN</u>)	\$685.60	\$462.11	-32.6%

Total -11.1%

Backflow Prevention Assembly Charges

Current Calculated \$2.20 \$2.25

Typical Customer Impacts – August 2021

Typical residential customer- Inside City rate using 4,000 Gallons/month:

Water bill increase \$0.78

Wastewater bill increase \$2.28

Nonresidential account- Inside City rate with a 3/4" meter using 10,000 Gallons:

Water bill increase \$1.50

Wastewater bill increase \$6.80

Nonresidential account - Inside City rate with a 2" meter using 30,000 Gallons:

Water bill increase \$7.10

Wastewater bill increase \$23.00

PWC Rate Comparisons – Residential (No Riders Included)

Water Wastewater			Wastewater				
4,000 gallons	4,000 gallons						
OWASA (Carrboro-Chapel Hill)	\$	35.60	Cary	\$	43.84		
Harnett Regional Water		31.00	Hoke County		43.40		
Wilmington (Cape Fear Public Auth)		29.86	OWASA (Carrboro-Chapel Hill)		40.61		
PWC (August 2021)		28.52	PWC (August 2021)		39.40		
PWC		27.74	Harnett Regional Water		39.00		
Greenville		27.08	PWC		37.12		
Hoke County		25.25	Greenville		35.30		
Raleigh		24.69	Raleigh		34.63		
Winston-Salem		23.42	Wilmington (Cape Fear Public Auth)		33.07		
Cary		22.28	Durham		32.12		
Durham		22.22	Winston-Salem		29.85		
Greensboro		16.11	Greensboro		24.69		

PWC Rate Comparisons – Non-Residential (No Riders Included)

Water Wastewater						
15,000 gallons	15,000 gallons					
Greensboro	\$	197.56	Greensboro	\$	212.60	
OWASA (Carrboro-Chapel Hill)		195.18	Wilmington (Cape Fear Public Auth)		185.85	
Wilmington (Cape Fear Public Auth)		170.54	Cary		180.53	
PWC (August 2021)		125.05	PWC (August 2021)		163.90	
PWC		117.20	OWASA (Carrboro-Chapel Hill)		161.63	
Durham		114.60	Greenville		155.79	
Cary		108.23	PWC		148.10	
Raleigh		104.81	Durham		141.13	
Greenville		98.81	Raleigh		137.40	
Harnett Regional Water		98.50	Harnett Regional Water		130.00	
Winston-Salem		97.81	Winston-Salem		94.73	
Hoke County		80.00	Hoke County		91.50	

PWC Rate Comparisons – Large Users (No Riders Included)

Water		Wastewater	
1,500,000 gallons		1,500,000 gallons	
OWASA (Carrboro-Chapel Hill)	\$ 9,542.80	Cary	\$ 15,311.55
Harnett Regional Water	8,266.00	Durham	8,994.59
Cary	8,081.55	Greensboro	8,186.70
Durham	6,887.98	Greenville	10,010.57
Raleigh	6,831.76	Harnett Regional Water	9,250.00
Hoke County	6,688.25	Hoke County	7,368.00
Greensboro	6,682.68	OWASA (Carrboro-Chapel Hill)	10,576.30
Wilmington (Cape Fear Public Auth)	6,374.50	Raleigh	9,225.36
Greenville	5,769.80	Wilmington (Cape Fear Public Auth)	7,308.75
PWC (August 2021)	4,719.50	Winston-Salem	7,031.03
Winston-Salem	4,616.05	PWC (August 2021)	6,879.50
PWC	4,363.40	PWC	6,268.40

Commissioners Fowler recommended adding Aqua to our rate comparisons. Commission thanked Ms. Ball for the presentation.

PUBLIC HEARING FOR PROPOSED WATER/WASTEWATER RATES

Chairman Fowler opened the Public Hearing for Water/Wastewater Rates. The Clerk to the Board, Ms. Durant, notified the board there were no written or oral comments. The Public Hearing was then closed.

GENERAL MANAGER REPORT

RUAP

Ms. Ball stated this week PWC began working with a third party administrator with the City on the Rental Utility Assistance Program. Our outstanding payment arrangements are continuing to decline, but this assistance will continue to help those in need. We are ramping up the program in conjunction with the city and county.

CDC Guideline Revisions

With the recent interim guidance changes by the CDC for fully vaccinated people. PWC is walking back some of our COVID provisions. For employees who voluntarily share their vaccination status, they may cease wearing masks in PWC facilities and vehicles. They will receive a different color badge to prove they are fully vaccinated. They will also be able to use our wellness centers that are on-site. We continue to encourage all employees to get vaccinated. We will hold two onsite clinics which are completely free. It will be a Pfizer vaccine, and if employees have had their first dose, and if they are within the window, they can come to either clinic to receive their second. The first clinic will be Thursday, June 17th. We are essential workers, and this has not changed during the pandemic. We must maintain our health to keep our plants up and respond during the storm season. We are encouraging our employees to get vaccinations.

We are still working through provisions on company travel and will get the information out soon.

County Taking New Approach to Industrial Pollution

The County is taking a new approach to industrial pollution throughout the County, including Grays Creek. We have started discussions with the County Manager on a water agreement to help with Grays Creek. They have announced some changes in their approach to Chemours.

RC Williams Building

Our real estate broker has had several interested parties request our full offering memorandum. We have multiple perspective buying groups who are evaluating it. Ms. Fritzen stated we have 100% occupancy, and this is the first time she is aware of of 100%. Ms. Ball stated we are still working with a parking matter with the City, but we are making progress there.

APPA Day of Caring

We will have an APPA Day of Caring on June 18th. We will be participating in a community cleanup day.

Performance Measures

We will kick-off our Customer Satisfaction Measurement Work with Escalon. It will be one of the categories in the strategic plan we will use to drive improvement. The Executive Team has been doing a lot of work with performance measures. We are finalizing the goals and will bring them back to the Commission for consideration.

Orthus Review

Overall, we had positive news from Orthus on our wellness program. Our participation in our bio-metrics and KYN have treaded water. A lot of companies have seen a back-slide because of COVID. Our risk scores and bio-metrics are mostly pretty level. We have seen a back-slide in some areas. Our focus will be on diabetes and pre-diabetes in the coming year.

Business North Carolina

PWC is being recognized by Business North Carolina as one of the best employers for large companies. We saw an increase from 83% to 87%.

June 16th Meeting

We will ask the Commission to consider the Water/Wastewater Rates and fees to be effective August 1st.

NC and CDC

Mr. Noland stated PWC has been approached by the State of NC and the CDC to work with them in getting some wastewater sampling for COVID virus so they can use it as an indicator of what the community is seeing. We will put some information out concerning it. Ms. Ball stated to be clear, wastewater is not a vector for spread. Additional discussion ensued.

COMMISSIONER/LIAISON COMMENTS

Commissioner Evelyn Shaw

Commissioner Shaw asked about the mask policy for Commissioners. Will they be allowed to show their vaccination card, sign the necessary form, and then receive a different colored ID? Ms. Ball replied yes. We will ensure the necessary paperwork is available during the next Commission Board Meeting.

Commissioner Shaw stated several years ago, there was a young leadership council group (The Youth Leadership Council), and we allowed them to utilize space for their meetings. She asked are they still there or is all the space leased. Ms. Fritzen stated all the space is now leased and paying.

REPORTS AND INFORMATION

The Commission acknowledges receipt of the following reports and information.

- A. Personnel Report May 2021
- B. Position Vacancies
- C. Approved N.C. Department of Transportation Encroachment Agreement(s):
 - ► Encr. # 19170 install 8" C900 water main @ SR2220 & SR4534 for Village at Rockfish Phase IV.
- D. Actions by City Council during the meeting of May 24, 2021, related to PWC:
 - ➤ Approved Resolution Authorizing the Conveyance of a Water & Sanitary Sewer Easement for Annex. Project Area 25 @ 9254 Tine Road to the City of Fayetteville by and through Fayetteville Public Works Commission

ADJOURNMENT

There being no further business, upon motion by Commissioner Shaw, seconded by Commissioner Rogers, and unanimously approved, the meeting was adjourned at 9:34 a.m.