

PUBLIC WORKS COMMISSION  
MEETING OF WEDNESDAY, JANUARY 24, 2024  
8:30 AM

Present: Donald L. Porter, Chairman  
Christopher G. Davis, Vice Chairman  
Richard W. King, Treasurer

Others Present: Timothy L. Bryant, CEO/General Manager  
Adam Lindsay, Assistant City Manager  
Derrick Thompson, City Council Liaison  
Deno Hondros, City Council Member  
Chancer McLaughlin, Hope Mills Interim Town Mgr./Liaison  
Media

Absent: Ronna Rowe Garrett, Secretary  
Jimmy Keefe, Cumberland County Liaison

I. REGULAR BUSINESS

Chairman Donald Porter called the meeting of January 24, 2024, to order at 8:30 am.

APPROVAL OF AGENDA

Commissioner Christopher Davis motioned to approve the agenda. The motion was seconded by Commissioner Richard King and unanimously approved.

II. AWARD PRESENTATIONS

NORTH CAROLINA WATERWORKS OPERATORS' ASSOCIATION AWARDS

Presented by: Mick Noland, Chief Operations Officer, Water Resources

Mick Noland, Chief Operations Officer, gave a brief description of these awards and introduced the recipients. He requested Mr. Green and Mr. Coffman to give a brief history of their involvement in the NCAWWA, as well as their work history here at PWC. Mr. Noland noted John Cummings was unable to attend due to his work schedule.

Jason Green, Water Resources Treatment Facilities Manager, received the Educator of the Year Award.

Dale Coffman, Senior Treatment Operator (Glenville Water Plant), received the Outstanding Operator of the Year Award. He is also the recipient of the prestigious Thomas C. Flowers Award for dedication to the NCWOA Southeast Section.

John Cummings, Water Resources Treatment Plant Operator, received the C-Surface Operator of the Year Award.

### III. CONSENT ITEMS

Upon motion by Commissioner Christopher Davis, seconded by Commissioner Richard King, Consent Items were unanimously approved.

- A. Approve Minutes of meeting of January 10, 2024
- B. Approve bid recommendation to award the Readvertisement of Design-Build Services - Line 54-Inch Outfall Research Drive to I-95 Project to T.A. Loving Company, Goldsboro, NC and McKim & Creed, Inc., Raleigh, NC, the highest ranked design-build team. The projected cost for Phase I is \$2,046,832.84. The Commission also approves for this design-build recommendation to be forwarded to City Council for approval.

The Line 54-Inch Outfall, Research Drive to I-95 Project (Phase I) is a budgeted item (budgeted amount of \$2,046,832.84).

#### Design-Build Respondents

##### Contractor

TA Loving Company, Goldsboro, NC  
Sanford Contractors, Inc., Sanford, NC

##### Engineering Firm

McKim & Creed, Inc., Raleigh, NC  
W.K. Dickson & Co., Inc., Raleigh, NC

**COMMENTS:** The Water Engineering Department previously determined that a progressive design-build approach combining the design and construction phases into a single contract would result in faster project delivery, greater cost savings, and greater accountability.

In contrast to a conventional design-build contract, a progressive design-build contract involves the parties entering into the agreement at an early stage of the design process, allowing for substantial input from both sides. The determination of the final contract price, particularly the construction cost, is postponed until the design is well-developed, and both parties have sufficient information to establish a fair and accurate final price. Phase I of the contract focuses on sixty percent (60%) of the preliminary design, while Phase II addresses the final design and construction. The projected cost for Phase I is \$2,046,832.84, representing eleven percent (11%) of the total estimated project price.

As a progressive design-build project, the request is being made in accordance with Resolution No. PWC2022.019 – Resolution Establishing Design-Build Criteria, including the pre-approval of a design-build approach by the Chief Executive Officer pursuant to that certain Memorandum dated September 26, 2022. As the cost of Phase I of the project is expected to exceed \$500,000.00, approval of the Commission is required.

**MWDBE / SLS Participation** - TA Loving Company is a firm based in Goldsboro, NC that also has a local office in Fayetteville. TA Loving also pays Cumberland County taxes. McKim & Creed, Inc. is not a local business and is not classified as a MWDBE or SLS.

- C. Approve sole source recommendation from Water Resources Department in the amount of \$123,120.00 to Charles R. Underwood, Inc., Sanford, NC for the purchase and installation of one (1) new 24" Cla-Val pump control valve on service pump # 8 at the P. O. Hoffer Water Treatment Plant.

The Procurement Department has reviewed and concurs with the sole source justification. Currently, 76% of the Service Pump control valves have been converted to Cla-Val brand when the previous valves reached the end of their service life. This process has been ongoing for approximately 12 years. With this standardization, PWC reduces staff learning curves as well

as operating and maintenance costs by reducing the need for multiple types for inventory and replacement parts. Cla-Val has confirmed that Charles R. Underwood, Inc., is the only service and sale representative in our region available to furnish our needs.

**BUDGET INFORMATION:** Funding for this purchase and installation is provided in account 002.0630.0802.240276-01.323000..2406304708.

**COMMENTS:** N.C.G.S. 143-129(e)(6) allows an exception to the bidding requirements when (i) performance or price competition for a product are not available; (ii) a needed product is available from only one source of supply; or (iii) standardization or compatibility is the overriding consideration.

END OF CONSENT

#### IV. PWC PROCESS IMPROVEMENT CULTURE LAUNCH

Presented by: Susan Fritzen, Chief Administrative Officer

Mr. Bryant stated Susan Fritzen, Chief Administrative Officer will share with us what she and her team are leading relative to PWC's Process Improvement Culture Launch.

Ms. Fritzen stated she is excited to present PWC's Process Improvement Culture Launch.

She stated the mission is to create a culture of continuous improvement that embraces innovation for sustained organizational excellence. She stated this vision is that of our CEO, Timothy Bryant, however it is not a new concept for PWC.

Ms. Fritzen stated we will welcome new and improved ways of doing things. We will commit to consistently refining and optimizing processes to increase efficiencies and reduce waste, resulting in better utilization of all resources.

#### Key Concepts

By using these three key methodologies we will accomplish our goal:

- ▶ Six Sigma – A methodology used to improve business processes to near perfection by utilizing statistical analysis rather than guesswork: using data-driven decisions.
- ▶ Lean – An approach to streamlining processes by eliminating waste and optimizing workflow to deliver value.
- ▶ DMAIC – A 5-step approach to problem solving (Define, Measure, Analyze, Improve, Control)

We will utilize data to make data driven decisions, eliminate waste, streamline processes, and limit impact to customers.

What is waste? It is any actions that does not add value, such as:

- Defects - errors
- Overproductions – doing more than needed
- Waiting – waiting or delays
- Not Utilizing Employees – Ideas and skills not used
- Transport – Movement of people or material
- Inventory – Too much material

- Motion – Movement by workers
- Extra Processing – Re-dos

Ms. Fritzen stated this is a company-wide initiative, however we do have a project team, which she introduced to the Commission.

Name:	Role:	Credentials:
Susan Fritzen	Project Sponsor	PMP, MBA
Kevan Meltzer	Business Process Owner (BPO)	MSIS, PMP, LSS-Black Belt
Don Frazier	Project Manager (PM)	MBA, PhD, Info. Systems
Sarah Holbert	Process Improvement Analyst & Organizational Change Mgmt.	LSS-Green Belt, Prosci, Change Professional Cert.
Megan Mears	Process Improvement Analyst	LSS-Green Belt (March 2024)
Connie Rushing	Process Improvement Analyst	LSS-Green Belt (March 2024)
Sheila Mitchell	Sr. Process Improvement Analyst	MBA, LSS-Green Belt, Prosci Change Professional Cert.

### Project Approach

Ms. Fritzen described the project approach, which is to train, identify as-is processes, analyze, define future state, implement & sustain, and then start over again. She stated this process is perpetual.

Below is the Estimated Training Numbers through 2025.

Staff	White Belt (Intro)	Yellow Belt	Green Belt	Total # Positions
Officers	100%	100%	NA	9
Directors/Managers	100%	25%	20%	36
Supervisors	100%	20%	15%	57
Office Staff	100%	5%	NA	258
Field Staff	100%	5%	NA	286

Mr. Bryant noted that this is a cultural shift, and as the process continues, the office staff and field staff will be identified that will receive further training beyond 2025. He reiterated this is a cultural shift.

### The Timeline and Outcomes

#### January – February 2024

- Training
  - Introduction workshops of key Lean Six Sigma concepts
  - Chief Officers- FTCC Six Sigma Training (Yellow Belt Program)
- Analysis of Current State
  - Capture information on key organizational processes
  - Review and catalog existing documentation
- Develop Implementation & Sustainability Plans

- Create standard process/procedure structure for all divisions
- Create templates for Process Playbooks and other documentation
- Create implementation schedule and sustainability plan

#### March – June 2024

- Training
  - Introduction workshops of Lean Six Sigma concepts
  - Project team members- FTCC Six Sigma Training (Yellow/Green/Black Belt Program)
- Finalize Implementation & Sustainability Plans
  - Communicate schedule/expectations to all departments
  - Open shared sites for electronic document storage
- Pilot
  - Conduct pilot using new processes and standards
  - Based on findings, develop project KPIs

#### July 2024 & Beyond

- Training
  - Introduction workshops of Lean Six Sigma concepts
  - For select Directors & Managers: FTCC Six Sigma Training (Yellow/Green Belt)
- Gap Analysis & Future State
  - Conduct gap analysis and provide recommendations for improvement
  - Process mapping of 500+ processes
  - Create Process Playbooks for all 50+/- departments
- Governance & Sustainability
  - Follow up to ensure adoption of new processes
  - Annual review of processes and updating as needed
  - Create baseline KPIs to track increased efficiencies and reduction of waste

#### Implementation & Sustainability

- ▶ Lean Six Sigma is a journey, requiring ongoing commitment from all employees across the organization
- ▶ Employees will be asked to assess daily processes, goals, challenges, and problems and think... can this be an area for improvement?
  - What can you . . . improve, raise, increase?
  - Focus on waste . . . reduce, lower, decrease?

#### Corporate Development will:

- Provide ongoing training and support
- Assist with process mapping, drafting SOP's, and creating Process Playbooks
- Create and monitor KPIs to track increased efficiencies and reduction of waste

In summary, Ms. Fritzen stated none of these concepts are new. They are tried and proven and are needed to sustain and improve PWC's future. If we do not do this, PWC will be left behind, she stated.

Commissioner Davis commended Ms. Fritzen on the presentation. He stated he is a Six-Sigma Green Belt. He stated it is an industry standard. He is glad we are doing it, and he agrees that every area within the Commission needs to have Six Sigma Green Belts, and Black Belts.

Commissioner King stated he likes that we are building out our bench, and he likes to see us hiring from within. He stated when you build from within, you have someone to plug in and you do not miss a step.

Commissioner Porter commended Mr. Bryant for the initiative. He stated the future of the organization is now. None of us are here permanently. He also thanked Ms. Fritzen for the presentation. He looks forward to seeing where it goes from there.

Mr. Bryant thanked Ms. Fritzen for the presentation. He stated this is a continuous improvement mindset shift. Everyone should be asking themselves everyday about every work function, how can we do this more efficiently. That is the ultimate goal to get everyone to think that way. And by thinking that way we will not only ensure our employees are working more safely and efficiently, but the end result is that we are saving dollars for our customers and be better able to redeploy those dollars into our business.

We have challenging opportunities in front of us with the future infrastructure improvements that we need to continue to move forward with. Mr. Bryant said, as Commissioner King pointed out, we have a talent shift that we also need to address. This is the methodology that will help us get there, it will help us identify those true opportunities for us. Near term, long term, and how we can go about executing to get it done. This initial training rollout (the White Belt, Yellow Belt and Green Belt) is aggressive for our organization. But if we do not set aggressive targets we will look back and ask why did we not accomplish the goals we set for ourselves? How did we not achieve for our customers? Mr. Bryant stated he will not shy away from aggressive goals.

Commissioner Porter stated he believes this is a great initiative and he looks forward to hearing more about it. Staff can depend on the board to do whatever they can to help in the process.

## **V. GENERAL MANAGER REPORT**

### **Safety**

Mr. Bryant stated the team continues to work safety across the organization. There is no specific incident or challenge issue he needs to bring before the board at this time.

### **People**

We will be issuing our July 2023 thru December 2023 Service Awards on Tuesday morning @ 8am, in the Main Meeting Room. He invited the Commissioners to come out and celebrate with us.

The United Way drive is complete, and we will have our celebration this Friday. We raised over \$130,000.00. We will celebrate in great fashion. He stated the Officers will be serving our staff, and he invited the Commissioners to come and stand side by side with them. Mr. Bryant stated you have to serve in order to serve.

On Tuesday, January 30<sup>th</sup>, the Fayetteville Chamber will hold its annual awards @ 5:30 pm. He invited the Commissioners to join him in the Carolina Barn at McCormick Farms.

We will begin a communications campaign on Operation Clean and Clear. We will begin to send mailings, as well as have website and other educational outreach over the next several weeks, to include four public meetings beginning on February 15<sup>th</sup>.

The next Community Advisory Meeting will be held on Tuesday, February 20<sup>th</sup>.

## VI. COMMISSIONER/LIAISON COMMENTS

Commissioner Porter commended our outgoing liaison, Council Member Hondros. He came in with a large pair of shoes to fill. Commissioner Porter thanked him for doing his job.

Council Member Hondros stated he did not want his last meeting to be a no-show. So, he is here again today. Council Member Derrick Thompson will take his place and we find that his work and ethics speak for itself.

CM Hondros stated he has learned so much and met so many good people. He commended the Officers and gave more complimentary comments to the staff. He stated he also believes we have the most growth minded Commissioners seated, including our OG, Former Commissioner Shaw that we have had in a long time.

City Council Liaison Derrick Thompson

Council Member Thompson stated he is serving in his second term as a Council Member. He has been affiliated with PWC for 15 years. H stated most of you know because it had to do with the annexation that went on, as he was the President of Rayconda. He worked with Mark Brown and through that affiliation they became good friends. He will always be appreciative for being asked to speak during his memorial service.

CM Thompson stated he always tried to make sure he was proactive when it came to PWC and his residents, his community, and his district. He stated PWC is doing great things in our community. He is glad that Mr. Bryant's vision is to prepare those he leaves behind to carry on into the future.

Commissioner Richard King

Commissioner King welcomed Council Member Thompson.

Commissioner Christopher Davis

Commissioner Davis welcomed Council Member Thompson as well. He stated he is his district's Council Member.

## VII. REPORTS AND INFORMATION

- A. Monthly Cash Flow Report – December 2023
- B. Recap of Uncollectible Accounts – December 2023
- C. Investment Report - December 2023
- D. Purchase Orders
  - November 2023
  - December 2023
- E. Career Opportunities

- F. Financial Statement Recaps
  - Electric System – December 2023
  - Water/Wastewater – December 2023
- G. Approved N.C. Department of Transportation Encroachment Agreement(s):
  - Encr.# 19089 – Install of overhead/underground street lighting facilities on Owen Drive
- H. Actions by City Council during the meeting of January 8, 2024, related to PWC:
  - Approved Bid Recommendation – Re-advertisement of Various Sewer Manhole Rehabilitation Polymeric Epoxy
  - Approved Bid Recommendation – Re-advertisement of Various Sewer Manhole Rehabilitation (CIP) Fiberglass Reinforced Epoxy
  - Approved Resolution of the City of Fayetteville, NC to Authorize the Tentative Award of a Bid Contract By and Through Fayetteville Public Works Commission

#### VIII. ADJOURN

There being no further business, upon motion by Commissioner Christopher Davis, seconded by Commissioner Richard King, and unanimously approved, the Commission adjourned at 9:13 a.m.