WINSTON-SALEM/FORSYTH COUNTY
UTILITY COMMISSION

AGENDA

REGULAR MEETING

April 10, 2023

12:30 P.M.

cityofws.org/utilities
COMMISSION MEMBERS

L. Wesley Curtis, Jr., Chair

Chris Parker, Vice Chair

Simpson O. Brown, Jr.

Harold Eustache

Tom Griffin

Yvonne H. Hines

Hugh W. Jernigan

Duane Long

Calvin McRae

Charles Wilson

Allan Younger

STAFF

Aaron King

Assistant City Manager

Courtney Driver, P.E.

Utilities Director

Beth Broom

Recording Clerk

336-747-6862
AGENDA

Regular Meeting
Winston-Salem/Forsyth County Utility Commission

April 10, 2023

1. APPROVAL OF MINUTES – MARCH 13, 2023

OPERATIONS ITEM(S):

2. CONSIDERATION OF A RESOLUTION AUTHORIZING EXECUTION OF VARIOUS AGREEMENTS REGARDING PROPOSED WATER AND SANITARY SEWER IMPROVEMENTS TO BE INSTALLED WITHIN VARIOUS DEVELOPMENTS.

FINANCE COMMITTEE ITEM(S):

3. CONSIDERATION OF A RESOLUTION APPROVING A PURCHASE ORDER WITH SENSUS USA, INC. FOR TASK ORDER #3 OF THE ADVANCED METERING INFRASTRUCTURE PROGRAM.

4. CONSIDERATION OF A RESOLUTION AWARDING A CONTRACT FOR THE SPRAGUE STREET NEIGHBORHOOD SEWER REHABILITATION PROJECT.

PLANNING AND POLICY COMMITTEE ITEM(S):

5. CONSIDERATION OF A RESOLUTION REQUESTING APPROVAL OF REVISIONS TO THE SOLID WASTE POLICY RESOLUTION.
A regular meeting of the Winston-Salem/Forsyth County Utility Commission was held in person and streamed online Monday, March 13, 2023, at 12:30 p.m., with Chair Wesley Curtis presiding.

**CALL TO ORDER**

MEMBERS PRESENT: Chair Wesley Curtis, Vice-Chair Chris Parker, Harold Eustache (virtual), Tom Griffin, Yvonne Hines, Hugh Jernigan, Duane Long, Calvin McRae, Charles Wilson, Allan Younger (virtual)

MEMBERS ABSENT: Simpson Brown, Jr.

**WELCOME AND ANNOUNCEMENTS BY COURTNEY DRIVER:**

- 87 departmental vacancies.
- Leaf mulch giveaway April 7, 8, 15 & 22, while supplies last.
- Forsyth Creek Week will include a tour of Thomas Water Plant on March 22 at 5:30 p.m. and a Jamboree on March 26 at 1:00 p.m.
- The next Winston-Salem/Forsyth County Utility Commission meeting will be held at our Field Operations location on Martin Luther King Drive. More information will be forthcoming.
- There will be a combined meeting of the Finance and Planning & Policy Committees of the Winston-Salem/Forsyth Utility Commission to discuss System Development Fees and Solid Waste Policy Resolution Revisions on March 20 at 3:00 p.m. There will also be a Capital Budget meeting on March 29 at 10:30 a.m., and an Operating Budget & Preliminary Rate Information meeting on April 21 at 10:00 a.m.

Barry Bickerstaff, with Hazen and Sawyer, gave a presentation on the evaluation of the wastewater lagoons at the Archie Elledge Wastewater Treatment Plant. In order for the lagoons to remain in service, they must be reconstructed to regulatory standards. Barry presented three alternatives, with the recommended alternative estimated cost to be $38.6 million.

The following agenda items were presented for adoption and/or discussion:

1. **APPROVAL OF MINUTES – February 13, 2023**

**OPERATIONS ITEM(S):**

2. **CONSIDERATION OF A RESOLUTION AUTHORIZING EXECUTION OF AN AGREEMENT REGARDING A PROPOSED WATER AND SANITARY SEWER IMPROVEMENT TO BE INSTALLED WITHIN A DEVELOPMENT.**

**FINANCE COMMITTEE ITEM(S):**

*Field Operations:*
3. CONSIDERATION OF A RESOLUTION ACCEPTING AN AMERICAN RESCUE PLAN ACT GRANT FOR THE HIGHWAY 65 WATERLINE EXTENSION PROJECT.

4. CONSIDERATION OF A RESOLUTION AUTHORIZING THE EXECUTION OF MASTER SERVICE AGREEMENTS WITH SELECTED ENGINEERING FIRMS FOR THE ON-CALL ENGINEERING PROGRAM.

5. CONSIDERATION OF A RESOLUTION AUTHORIZING ACQUISITION OF EASEMENTS BY DEED OR CONDEMNATION FOR THE SPRAGUE NEIGHBORHOOD SEWER REHABILITATION PROJECT.

6. CONSIDERATION OF A RESOLUTION AWARDING A CONTRACT WITH ARISTA INFORMATION SYSTEMS, INC. FOR BILL PRINTING AND MAILING SERVICES.

PLANNING AND POLICY COMMITTEE ITEM(S):

7. CONSIDERATION OF A RESOLUTION AUTHORIZING THE EXECUTION OF THE CLEMMONS SEWER MAIN INTERLOCAL AGREEMENT BETWEEN THE VILLAGE OF CLEMMONS AND THE WINSTON-SALEM/FORSYTH COUNTY UTILITY COMMISSION.

Motion to approve items 1 through 7

Commissioner Parker: Moved approval
Commissioner Griffin: Seconded

For: Harold Eustache, Tom Griffin, Yvonne Hines, Hugh Jernigan, Duane Long, Calvin McRae, Chris Parker, Charles Wilson, Allan Younger

Motion passes.

Commissioner Eustache left the meeting.

Bill Brewer and Michael Stover gave updates on Capital Improvement Projects.

Motion to adjourn

Commissioner Jernigan: Moved approval
Commissioner Wilson: Seconded

For: Tom Griffin, Yvonne Hines, Hugh Jernigan, Duane Long, Calvin McRae, Chris Parker, Charles Wilson, Allan Younger

Motion passes.

ADJOURNMENT:

There being no further business to come before the Winston-Salem/Forsyth County Utility Commission, the meeting was adjourned at 1:57 p.m.
Winston-Salem/Forsyth County Utility Commission
Action Request Form

Date: April 10, 2023
To: Chair and Members of the Utility Commission
From: Courtney Driver, Utilities Director

Commission Action Requested:
Consideration of a Resolution Authorizing Execution of Various Agreements Regarding Proposed Water and Sanitary Sewer Improvements to be Installed Within Various Developments.

Strategic Plan Goal Area: Infrastructure
Strategy: NA
Key Work Item: No

Summary of Information:
The Winston-Salem/Forsyth County Utility Commission has received requests from various developers for permission to connect to Winston-Salem/Forsyth County Utilities water and sanitary sewer systems. The cost of installing these improvements will be borne by the developers.

<table>
<thead>
<tr>
<th>PROJECT NUMBER</th>
<th>DEVELOPMENT</th>
<th>ESTIMATED COSTS</th>
<th>WATER</th>
<th>SEWER</th>
</tr>
</thead>
<tbody>
<tr>
<td>12629</td>
<td>Senior Services</td>
<td></td>
<td>0</td>
<td>40,280</td>
</tr>
<tr>
<td>12649</td>
<td>Sawmill Ridge, Phase 1</td>
<td></td>
<td>297,900</td>
<td>1,170,660</td>
</tr>
<tr>
<td>12650</td>
<td>Balsom Woods</td>
<td></td>
<td>95,150</td>
<td>81,620</td>
</tr>
<tr>
<td></td>
<td></td>
<td>TOTAL</td>
<td>393,050</td>
<td>1,292,560</td>
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</tbody>
</table>

Submitted By: Todd Lewis, P.E.  Utilities Administration
Name:  Department/Division
RESOLUTION AUTHORIZING EXECUTION OF VARIOUS AGREEMENTS REGARDING PROPOSED WATER AND SANITARY SEWER IMPROVEMENTS TO BE INSTALLED WITHIN VARIOUS DEVELOPMENTS

WHEREAS, various developers request permission to connect to the water and sanitary sewer systems of Winston-Salem/Forsyth County Utilities and extend mains within their respective developments; and

WHEREAS, the developers have submitted preliminary engineering drawings relative to their projects which have been reviewed by the staff and approved as being in accordance with current design standards of the City; and

WHEREAS, the total estimated cost of the water improvements is $393,050, with said cost to be borne by the developers; and

WHEREAS, the total estimated cost of the sewer improvements is $1,292,560, with said cost to be borne by the developers; and

WHEREAS, the developers have executed an agreement relative to their project listed below and returned it to the City with a request that these matters be submitted to the Winston-Salem/Forsyth County Utility Commission for its approval and authorization for execution by the appropriate City officials.

<table>
<thead>
<tr>
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<th>DEVELOPMENT</th>
<th>ESTIMATED COSTS</th>
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<tbody>
<tr>
<td>12629</td>
<td>Senior Services</td>
<td>WATER 0</td>
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<td></td>
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<td>SEWER 40,280</td>
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<td>12649</td>
<td>Sawmill Ridge, Phase 1</td>
<td>WATER 297,900</td>
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<td>SEWER 1,170,660</td>
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<tr>
<td>12650</td>
<td>Balsom Woods</td>
<td>WATER 95,150</td>
</tr>
<tr>
<td></td>
<td></td>
<td>SEWER 81,620</td>
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<td></td>
<td>TOTAL</td>
<td>WATER 393,050</td>
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<tr>
<td></td>
<td></td>
<td>SEWER 1,292,560</td>
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</tbody>
</table>

NOW, THEREFORE, BE IT RESOLVED by the Winston-Salem/Forsyth County Utility Commission, an agency of the City of Winston-Salem, that said agreements for the above-described developments are hereby approved, and the Utilities Director and the City Clerk
are hereby authorized and directed to execute same for and on behalf of the City of Winston-Salem.
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<thead>
<tr>
<th></th>
<th>WATER</th>
<th>SEWER</th>
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<tbody>
<tr>
<td>ESTIMATED COST OF PROJECT</td>
<td>$0.00</td>
<td>$40,280.00</td>
</tr>
<tr>
<td>ESTIMATED DEVELOPER COST</td>
<td>$0.00</td>
<td>$40,280.00</td>
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<tr>
<td>ESTIMATED CITY INVESTMENT IN OVERSIZE MAIN</td>
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<td>$0.00</td>
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<tr>
<td>ESTIMATED POSSIBLE REFUNDS FOR INTERVENING MAIN</td>
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**QUANTITIES:**

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<th>SEWER MAIN</th>
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<tr>
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<td>0 LF 8&quot; DI</td>
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<tr>
<th>NO. HYDRANTS</th>
<th>NO. MANHOLES</th>
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<tr>
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<td>2</td>
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<table>
<thead>
<tr>
<th>NO. VALVES</th>
<th>NO. LOTS</th>
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<tbody>
<tr>
<td>0</td>
<td>1</td>
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**CONNECTIONS BY DEVELOPER**

**TRANSMITTAL ADDRESS:**
Lee Covington
Senior Services, Inc.
2895 Shorefair Dr
Winston-Salem, NC 27105
**PROJECT NUMBER** 12649  **DEVELOPER** Leoterra Sawmill, LLC

**SUB-DIVISION** Sawmill Ridge, Phase 1

**ENGINEER** Robert L. Frost

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<tr>
<th></th>
<th>WATER</th>
<th>SEWER</th>
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<tbody>
<tr>
<td><strong>ESTIMATED COST OF PROJECT</strong></td>
<td>$297,900.00</td>
<td>$1,170,660.00</td>
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<tbody>
<tr>
<td><strong>ESTIMATED CITY INVESTMENT IN OVERSIZE MAIN</strong></td>
<td>$0.00</td>
<td>$0.00</td>
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<td>$0.00</td>
<td>$0.00</td>
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<th>SEWER MAIN</th>
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<td>710 LF 8&quot; DI</td>
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<th>NO. MANHOLES</th>
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<table>
<thead>
<tr>
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<th>NO. LOTS</th>
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<tr>
<td>4</td>
<td>74</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>CONNECTIONS BY</th>
<th>DEVELOPER</th>
</tr>
</thead>
</table>

**TRANSMITTAL ADDRESS:**
Christopher Lyons  
Leoterra Sawmill, LLC  
110-A Shields Park Drive  
Kernersville, NC 27284
Project Number - 12649
Sawmill Ridge Phase 1
PROJECT NUMBER 12650  
DEVELOPER Weidl Properties LLC  

SUB-DIVISION Balsom Woods  
ENGINEER Alex Carter  

ESTIMATED COST OF PROJECT  
WATER $95,150.00  
SEWER $81,620.00  

ESTIMATED DEVELOPER COST  
WATER $95,150.00  
SEWER $81,620.00  

ESTIMATED CITY INVESTMENT IN  
OVERSIZE MAIN  
WATER $0.00  
SEWER $0.00  

ESTIMATED POSSIBLE REFUNDS  
FOR INTERVENING MAIN  
WATER $0.00  
SEWER $0.00  

QUANTITIES:  

WATER MAIN  
0 LF 8" DI  
866 LF 6" DI  
866 TOTAL  

SEWER MAIN  
385 LF 8" VC  
0 LF 8" DI  
385 TOTAL  

NO. HYDRANTS 2  
NO. MANHOLES 3  
NO. VALVES 5  
NO. LOTS 13  

CONNECTIONS BY DEVELOPER  

TRANSMITTAL ADDRESS:  
Robert Weidl  
Weidl Properties LLC  
2806 Reynolda Rd, #172  
Winston-Salem, NC 27106
Winston-Salem/Forsyth County Utility Commission  
Action Request Form

Date: April 10, 2023

To: Chair and Members of the Utility Commission

From: Courtney Driver, Utilities Director

Commission Action Requested:

Consideration of a Resolution Approving a Purchase Order with Sensus USA, Inc. for Task Order #3 of the Advanced Metering Infrastructure Program.

Strategic Plan Goal Area: Infrastructure
Strategy: Multiple
Key Work Item: Yes

Summary of Information:

On June 8, 2020, the Winston-Salem/Forsyth County Utility Commission (Commission) approved a Master Products and Services Agreement (MPSA) with Sensus USA, Inc. (Sensus) for the Advanced Metering Infrastructure (AMI) Program. Under the agreement, Sensus will:

- Provide approximately 130,000 water meters and radio endpoints for replacement of Winston-Salem/Forsyth County Utilities’ (WSFC Utilities) existing meter population
- Oversee the installation of approximately 130,000 water meters and radio endpoints
- Rehabilitate distribution system-related infrastructure to current standards
- Procure, install and maintain the radio network for the AMI system for 20 years
- Endeavor to maintain a 99% meter-reading rate for the entire term of the 20-year contract, and issue service level credits in the unlikely event that the meter reading rate falls below 99%
- Provide and support the AMI and analytics software systems for 20 years
- Integrate the AMI and analytics software systems with the WSFC Utilities billing system
- Provide system-wide pressure monitoring
- Provide software testing and training

Also, on June 8, 2020, the Commission approved a purchase order in the amount of $4,804,799 for Task Order #1, which entailed the initial deployment of approximately 10,000 meters, the implementation/integration of the AMI and analytics software systems and the installation of radio network hardware throughout the entire system.

~continued~

Submitted By: Michael Stover, P.E. 
Utilities Administration
Name 
Department/Division
On June 14, 2021, the Commission approved a purchase order in the amount of $11,633,800 for Task Order #2, which entailed the deployment of an additional 34,500 meters and associated distribution system improvements at those locations, as well as the pre-installation survey of the remainder of the system.

Staff is now requesting approval of Task Order #3 for the full deployment phase. This phase will have an expected deployment timeline of 34 months and deliver additional relief to the Meter Services Division by replacing meters in all remaining service areas. It will also cover associated distribution system improvements and any remaining work identified with Sensus in the MPSA.

Staff recommends approval of a purchase order in the amount of $25,181,785 for Task Order #3 of the Master Products and Services Agreement with Sensus.
RESOLUTION APPROVING A PURCHASE ORDER WITH SENSUS USA, INC. FOR TASK ORDER #3 OF THE ADVANCED METERING INFRASTRUCTURE PROGRAM

WHEREAS, Winston-Salem/Forsyth County Utilities (WSFC Utilities) is engaged in the implementation of an Advanced Metering Infrastructure (AMI) Program; and

WHEREAS, on June 8, 2020, the Winston-Salem/Forsyth County Utility Commission (Commission) approved a Master Products and Services Agreement (MPSA) with Sensus USA, Inc. (Sensus) for the Advanced Metering Infrastructure (AMI) Program; and

WHEREAS, on June 8, 2020, the Commission also approved a purchase order in the amount of $4,804,799 for Task Order #1, which entailed the initial deployment of approximately 10,000 meters, the implementation/integration of the AMI and analytics software systems, and the installation of radio network hardware throughout the entire system; and

WHEREAS, on June 14, 2021, the Commission approved a purchase order in the amount of $11,633,800 for Task Order #2, which entailed the installation of an additional 34,500 meters and associated distribution system improvements at those locations, as well as the pre-installation survey of the remainder of the system; and

WHEREAS, staff is now requesting to proceed with Task Order #3 for the installation of the remaining system-wide water meters and associated distribution system improvements at those locations, as well as any remaining work identified in the MPSA; and

WHEREAS, staff has negotiated a fee of $25,181,785 with Sensus to provide these services.

NOW, THEREFORE, BE IT RESOLVED by the Winston-Salem/Forsyth County Utility Commission, an agency of the City of Winston-Salem, that the resolution approving a purchase order with Sensus USA, Inc. to perform Task Order #3, in the amount of $25,181,785, is hereby approved; and the City Manager and City Clerk are hereby authorized and directed to
execute contracts and documents pertaining to Task Order #3 for and on behalf of the Commission, with terms satisfactory to the City Attorney’s Office.

**BE IT FURTHER RESOLVED** that funds are available in account 811201-533006-700081 to cover the cost of this contract.
**Winston-Salem/Forsyth County Utility Commission**  
**Action Request Form**

**Date:** April 10, 2023  
**To:** Chair and Members of the Utility Commission  
**From:** Courtney Driver, Utilities Director  

**Commission Action Requested:**

Consideration of a Resolution Awarding a Contract for the Sprague Street Neighborhood Sewer Rehabilitation Project.

**Strategic Plan Goal Area:** Infrastructure  
**Strategy:** NA  
**Key Work Item:** Yes

**Summary of Information:**

The Sprague Street neighborhood was identified as an area needing extensive sewer rehabilitation based on the condition assessment performed as part of the Collection System Improvement Program. The City/County Purchasing Division publicly advertised the bid for the Sprague Street Neighborhood Sewer Rehabilitation project and seven firms attended a virtual pre-bid meeting. The scope of work consists of open cut pipe replacement, open cut point repairs, cured-in-place pipe, pipe bursting, replacement or rehabilitation of service laterals, restoring ground and roadway surfaces and traffic control for approximately 110 gravity sewer pipe sections throughout the Sprague Street Neighborhood, as well as sanitary sewer manhole rehabilitations.

Bids were scheduled to be received on March 14, 2023, but fewer than three bids were offered as required by North Carolina General Statute (N.C.G.S.) 143-132(a). Therefore, in accordance with N.C.G.S. 143-129, the project was re-advertised. Again, only one bid was received on the new bid date of March 21, 2023, as follows:

<table>
<thead>
<tr>
<th>City/State</th>
<th>Total Bid</th>
</tr>
</thead>
<tbody>
<tr>
<td>KRG Utility, Inc.</td>
<td>$6,203,450</td>
</tr>
</tbody>
</table>

The low bidder, KRG Utility, Inc. agreed to the subcontracting goals established for this project of 5% with minority-owned businesses and 5% with woman-owned businesses by submission of an Affidavit ‘C’.

It is recommended that a contract for the Sprague Street Neighborhood Sewer Rehabilitation project be awarded to KRG Utility, Inc., the lowest responsive, responsible bidder meeting specifications, in the total base bid amount of $6,203,450. The engineer’s estimate was $6,440,500.

M/WBE comment: This project was advertised on the City and State’s purchasing websites, and with several electronic plan rooms. Notifications were sent directly to 31 utility contractors and sent bi-weekly to all local M/WBE and regional HUB businesses. No minority or woman-owned businesses submitted a bid.

**Submitted By:** Shantell McClam  
**Name:** Purchasing  
**Department/Division:**
RESOLUTION AWARDING A CONTRACT FOR THE SPRAGUE STREET NEIGHBORHOOD SEWER REHABILITATION PROJECT

WHEREAS, the Sprague Street neighborhood was identified as an area needing extensive sewer rehabilitation based on the condition assessment performed as part of the Collection System Improvement Program; and

WHEREAS, after proper advertisement, less than three bids were offered at the initial bid opening as required by N.C.G.S. 143-132(a); therefore, the project was re-advertised per N.C.G.S. 143-129. Bids were received and publicly opened by the City/County Purchasing Division at 2:00 p.m. on Tuesday, March 21, 2023, for the Sprague Street Neighborhood Sewer Rehabilitation project, and the following bid was received:

<table>
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</thead>
<tbody>
<tr>
<td>KRG Utility, Inc.</td>
<td>$6,203,450</td>
</tr>
</tbody>
</table>

WHEREAS, the low bidder, KRG Utility, Inc., agreed to the M/WBE subcontracting goals established for this project of 5% with minority-owned businesses and 5% with woman-owned businesses; and

WHEREAS, it is recommended that the contract for the Sprague Street Neighborhood Sewer Rehabilitation project be awarded to KRG Utility, Inc. in the total estimated amount of $6,203,450.

NOW, THEREFORE, BE IT RESOLVED by the Winston-Salem/Forsyth County Utility Commission (Commission), an agency of the City of Winston-Salem, that a contract for the Sprague Street Neighborhood Sewer Rehabilitation project is hereby awarded to KRG Utility, Inc., the lowest responsive, responsible bidder meeting specifications, in the total estimated amount of $6,203,450.

BE IT FURTHER RESOLVED that the City Manager and City Clerk are hereby authorized to execute contract documents on behalf of the Commission with contract and bonds to be approved by the City Attorney.
BE IT FURTHER RESOLVED that the award of this contract constitutes a preliminary determination as to the bidder’s qualifications. The Commission is not legally bound to perform the contract until it is duly executed by the appropriate City staff.

BE IT FURTHER RESOLVED that KRG Utility, Inc., will be required to subcontract, at a minimum, 5.0% with certified minority-owned businesses and 5.0% with certified woman-owned businesses as indicated on the Affidavit “C” submitted by the company.

BE IT FURTHER RESOLVED that funds have been appropriated in the FY 2022-23 budget to cover the cost of this contract.
# Winston-Salem/Forsyth County Utility Commission

## Action Request Form

**Date:** April 10, 2023  
**To:** Chair and Members of the Utility Commission  
**From:** Courtney Driver, Utilities Director

### Commission Action Requested:

Consideration of a Resolution Requesting Approval of Revisions to the Solid Waste Policy Resolution.

### Strategic Plan Goal Area:

- **Customers & Stakeholders**
- **Strategy:** Update Policies  
- **Key Work Item:** Yes

### Summary of Information:

Staff is requesting consideration of a resolution approving revisions to the Solid Waste Policy Resolution. These revisions are intended to remove outdated references, clarify governing authority, and align the document with current practices. No significant changes to service levels or operational practices are proposed with these updates.

The changes are shown in detail on the attached, red-lined document with additions underlined and deletions shown in strike-through, and are generally described below:

- **Section 1 – Definitions:** Added missing terms, deleted obsolete terms, and clarified others.
- **Section 7 - Authority to Refuse Entry:** Updated and moved to Section 39.
- **Section 21 - Rates and Billing:** Fees are removed from the body of the policy resolution and incorporated by reference.
- **Section 31, 32, 33, 34, 35:** Updated to reflect current practices and terminology.
- **Section 36 - Waste Items Unacceptable for Landfill Disposal:** Specific list removed, and language added to prohibit any/all banned waste types.
- **Section 37 - Material Requiring Special Handling:** Waste determination process for approval of special waste is described. Ability to assess a surcharge for certain waste types is added.
- **Section 39 - Authority of the City and the Commission to Refuse Entry to Solid Waste Management Facilities, Enforcement and Appeals:** Revised to clarify the Director’s authority to suspend entry for nonpayment and other violations of this policy.

The Planning and Policy Committee of the Utility Commission met on March 20 to review the proposed revisions and recommends approval of the attached revisions to the Solid Waste Policy Resolution.

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**Submitted By:** Jan McHargue, P.E.  
**Name:**  
**Utilities Solid Waste**  
**Department/Division:**
RESOLUTION REQUESTING APPROVAL OF REVISIONS TO THE SOLID WASTE POLICY RESOLUTION

WHEREAS, staff has identified a need to revise the Solid Waste Policy Resolution; and

WHEREAS, these revisions are intended to remove outdated references, clarify governing authority and align the document with current practices; and

WHEREAS, no significant changes to service levels or operational practices are proposed with these updates; and

WHEREAS, these proposed revisions are detailed on the attached red-lined document with additions underlined and deletions shown in strike-through, and are recommended by the Planning and Policy Committee;

NOW, THEREFORE, BE IT RESOLVED that the Winston-Salem/Forsyth County Utility Commission, an agency of the City of Winston-Salem, approves the attached revisions to the Solid Waste Policy Resolution.
SOLID WASTE DISPOSAL POLICY RESOLUTION

ARTICLE I. IN GENERAL

Sec. 1. Definitions.

The following words, terms and phrases, as used in this policy, shall have their given meanings:

Assistant City Manager. The Assistant City Manager whose responsibilities include oversight of the Department, or their designee.

City. The City of Winston-Salem, North Carolina, or any duly authorized officials acting on behalf of the city.

Commercial Scrap Tire Generator. Those persons or businesses that, through the normal course of business (auto repair, tire dealer, etc.), generate more than five (5) tires per month.


Construction and Demolition Landfill. A solid waste disposal facility designated specifically for the disposal of construction and demolition waste.

Construction and Demolition Waste. Waste generated solely by construction, remodeling, repair and/or demolition activities on buildings, pavement and other structures.

Composting Facility. Designated sites for the disposal of leaves generated by city residents.

County. Forsyth County, North Carolina, including the area within the corporate boundaries of the City of Winston-Salem.

Customer. The person responsible for the payment of solid waste disposal bills.

Department. The North Carolina Department of Environment, Health and Natural Resources, Winston-Salem/Forsyth County Utilities, a department of the City of Winston-Salem.

Director. The person who plans, directs and supervises the overall operations of the Department, or their designee.

Designated Facility. A permitted solid waste disposal facility or facilities serving a designated geographic area. All municipal solid waste generated within said designated geographic area that is placed in the waste stream for disposal shall be collected, transported and disposed of at said solid waste disposal facility.

Designated Geographic Area. An area designated by the department as a specified geographic area. All municipal solid waste generated within the area and placed in the waste stream for management shall be delivered to the designated facility.

Demolition Landfill. A solid waste disposal facility designated by the department specifically for the disposal of stumps, brick, shingles and other types of inert debris.
**Demolition waste.** General building and demolition debris to include the following: concrete, brick, wood, sheet rock, duct work, piping and other types of inert debris.

**Hazardous Waste.** A solid waste, or combination of solid wastes, which because of its quantity, concentration or physical, chemical or infectious characteristics may:

a. Cause or significantly contribute to an increase in mortality or an increase in serious irreversible or incapacitating reversible illness; or

b. Pose a substantial present or potential hazard to human health or the environment when improperly treated, stored, transported, disposed of or otherwise managed.

**Household Hazardous Waste.** Those wastes generated by households that may have hazardous characteristics (toxic, corrosive, ignitable, reactive). These wastes include but are not limited to paints, pesticides, cleaners, batteries, products containing mercury, waste oil, antifreeze, thinners, strippers, corrosives and solvents.

**Landfill.** A solid waste management facility or part of a solid waste management facility which meets the requirements of the regulations set forth in 40 C.F.R. Part 258.40 (Subpart D), enacted pursuant to the Resource Conservation and Recovery Act and [in] which Municipal Solid Waste and/or Construction and Demolition Waste is placed. Landfill does not include a treatment facility, surface impoundment, hazardous waste storage facility or a surface storage facility.

**Landfill Permit.** A free entry permit for City of Winston-Salem residents only. Permit is good for two (2) trips per calendar year, beginning on the issue date. The permits are limited to vehicles that are eligible for flat rates in the fee schedule.

**Municipal Solid Waste.** Any solid waste resulting from the operation of residential, commercial, industrial, governmental, or institutional establishments that would normally be collected, processed, and disposed of through a public or private solid waste management service. Municipal Solid Waste does not include Hazardous Waste, sludge or solid waste from mining or agricultural operations as defined in Chapter 130A of the General Statutes of North Carolina.

**Sanitary landfill.** A landfill designated for the disposal of garbage and refuse from households and commercial entities, permitted by the department and having a solid waste management plan in place.

**Sanitary waste.** Garbage, refuse and wastewater treatment sludge generated from households and commercial entities.

**NC DEQ.** North Carolina Department of Environmental Quality.

**Solid Waste disposal Management Facilities.** Any and all facilities owned and/or operated or designated by by the Commission, permitted by the department NC DEQ, if applicable, and used in the management, processing or disposal of Municipal Solid Waste or Yard Waste, including, but not limited to, sanitary Municipal Solid Waste Landfill, a Construction and Demolition Landfill, or Yard Waste processing facility, and composting facilities.
Solid waste management plan. A document that outlines the protocols for solid waste management services and the closure and post-closure care of a landfill.

Solid waste management service. General operations of the landfill or other waste management facility to include accepting, processing, burying, compacting and covering waste.

Tare weight. The empty weight of a vehicle.

Tipping fee. Rates, fees and charges imposed by the Commission for the use of the solid waste Management disposal facilities whether such rates, fees and charges are imposed at the time of entry or through other billing mechanisms.

White goods. Appliances such as refrigerators, washer and dryers, water heaters, ovens and freezers.

Yard waste facility. A disposal facility that is permitted by the department and specifically designated for limbs, leaves, brush, grass clippings and other types of yardwaste vegetative material.

Sec. 2. Provisions administered by the Assistant City Manager for public works.

The Assistant City Manager for public works or his designee shall administer the provisions of this resolution subject to the policies of the City and the Commission.

Sec. 3. Liability of City and Commission to landfill customers.

Neither the City or Commission shall be liable to customers of solid waste Management disposal facilities for the failure to provide solid waste disposal services for any purpose or under any conditions.

Sec. 4. Trespassing on property designated as a solid waste disposal Management facility.

Any person who hunts, fishes or otherwise enters upon, in any manner whatsoever and without permission, or as permitted by this resolution, any portion of land owned, leased or controlled by the City or the Commission for the purpose of providing solid waste disposal Management facilities, shall be considered a trespasser whether such property is located within or without the corporate limits. The City may pursue any and all civil or criminal remedies available.

Sec. 5. Defacing of, damage to or obstructing access to solid waste disposal Management facilities.

No person shall obstruct access to, deface, damage, tamper with or work on any property or building designated as or part of a solid waste disposal Management Facility, without prior permission from the Director assistant city manager for public works or his designee. Any person who violates this provision shall be liable to the City for all costs, of any nature,
resulting from and/or attributable to such action. The City may pursue any and all civil or criminal remedies available.

Sec. 6. Salvaging of items or material from Solid Waste disposal Management Facilities.

No person, including, but not limited to customers or City employees, shall salvage or otherwise take items or materials from any Solid Waste Management Facility, unless authorized by the Director, regulations and permit conditions. Any person who violates this provision shall be liable to the City for all costs resulting from or attributable to such action. The City may pursue any and all civil or criminal remedies available.

Sec. 7. Authority of the City and the Commission to Refuse Entry to Solid Waste Management Facilities.

(a) The Director may order entry to Solid Waste Management Facilities and/or Solid Waste Management Services temporarily or permanently discontinued for the following reasons:

(1) Nonpayment of landfill charges, as described in Section 21.
(2) Fraudulent use of Landfill Permit.
(3) Disposing of unauthorized waste.
(4) Any activity that compromises the Department’s ability to remain in compliance with applicable laws, rules and permit conditions.
(5) Other violations of this Policy Resolution.

(b) No person other than the Assistant City Manager, or the Director, shall reinstate Solid Waste Management Services or permit re-entry to Solid Waste Management Facilities. Any person who violates this provision shall be subject to all penalties, civil and criminal, provided by law.

(c) Before Solid Waste Management Services are terminated for one or more of the violations listed above, the Director shall give written notice to the Customer and if applicable, to their contractor, agent employee or agent, that such service/entry will be terminated on the eleventh day after the notice is issued. Such notice shall contain information relating to:

(1) The nature of the violation, any fines/charges, if applicable, and in the case of nonpayment, the amount of the delinquent account.
(2) The right to appeal to the Assistant City Manager to consider the alleged violation or liability for the delinquent account. The appeal must be in writing and must be received by the Assistant City Manager within ten (10) days of the date of the notice of intent to terminate. If the appeal is not timely made, any right to appeal is waived.

(d) If no appeal is received within the ten (10) days above described, the termination will become immediately effective.
Customers that disagree with the decisions made by the Assistant City Manager can appeal by filing a written request within ten (10) days of such decision to the City Secretary. If the Customer disagrees with the Assistant City Manager’s decision and files as stated above, the Customer's situation will be decided upon by a committee composed of Commission members. The committee members will be chosen by the Commission chair. The committee composed of the Commission members will make a formal report to the full Commission of its findings and the decision on the Customer’s appeal. The committee’s decision shall be final. Fines or penalties approved by the Commission are not subject to appeal.

Secs. 8—20. Reserved.

ARTICLE II. RATES AND BILLING

Sec. 21. Use of City-Owned Landfills, Tipping Fees and Billing Schedule.

Customers will be permitted to enter the appropriate Winston-Salem/Forsyth County Utility Commission-designated Solid Waste Disposal Management Facilities for the purpose of depositing Municipal Solid Waste, Construction and Demolition Waste or Yard Waste material therein upon payment of the following tipping fees currently in effect, posted on the Department’s section of the City of Winston-Salem’s website, and incorporated herein by reference:

(1) Hanes landfill rates:

a. Rate per ton:

Municipal solid waste $34.00*
Special agreement municipal solid waste (volume discount) $33.00/ton*

*Plus an additional $2.00/ton Solid Waste Tax assessed by the State

Tires, five (5) or less per household, per year (Disposal tax prepaid) No cost
Tires, six (6) or more, must be approved as clean-up (Disposal tax prepaid) No cost
Ineligible tires (No disposal tax paid), charged at current contract rate per ton
Appliances No cost

b. Flat rate charges:

Cargo vehicles (pick-ups with unaltered bed, ½-ton maximum; full size vans) $13.00
Single axle trailers (8 ft. long or less, and 3.5 ft. high) $13.00
Automobiles, mini-vans, station wagons, SUVs $7.00

c. Deposit (Price based on scale weight after reweigh):

Cargo vehicles (pick-ups with unaltered bed, ½-ton maximum; full size vans)
Deposit 13.00
Minimum 10.00

Single axle trailers (8 ft. long or less, and 3.5 ft. high)
Deposit 13.00
Minimum 10.00

(2) Old Salisbury Road Demolition and Construction Landfill rates:
   a. Rate per ton:

   Demolition and Construction 33.00*
   *Plus an additional $2.00/ton Solid Waste Tax assessed by the State

   b. Flat rate charges:

   Cargo vehicles (pick-ups with unaltered bed, ½-ton maximum; full size vans) 15.00
   Single axle trailers (8 ft. long or less, and 3.5 ft. high) 15.00
   Automobiles, mini-vans, station wagons, SUVs 4.00

   c. Deposit (Price based on scale weight after reweigh):

   Cargo vehicles (pick-ups with unaltered bed, ½-ton maximum; full size vans)
   Deposit 15.00
   Minimum 10.00

   Single axle trailers (8 ft. long or less, and 3.5 ft. high)
   Deposit 15.00
   Minimum 10.00

(3) Yard waste processing, Overdale, and Forum 52:
   a. Rate per ton:

   Yard waste processing 33.00

   b. Flat rate charges:

   Cargo vehicles (pick-ups with unaltered bed, ½-ton maximum; full size vans) 12.00
   Single axle trailers (8 ft. long or less, and 3.5 ft. high) 12.00
   Automobiles, mini-vans, station wagons, SUVs 4.00

   c. Deposit (Price based on scale weight after reweigh):

   Cargo vehicles (pick-ups with unaltered bed, ½-ton maximum; full size vans)
   Deposit 12.00
   Minimum 7.00
Single axle trailers (8 ft. long or less, and 3.5 ft. high)
Deposit 12.00
Minimum 7.00

(4) Billing schedule. Customers shall adhere to the following billing schedule:

a. Landfill tipping fees shall be paid at the time of entry to a landfill Solid Waste Management Facilities or entry may be denied by City staff/employees.

b. The City is authorized to enter into contracts with frequent users of the Solid Waste Management Facilities landfills, executed by the Assistant City Manager or his designee, providing for periodic billing.

1. If any charge for use of the Solid Waste Management Facilities landfill remains unpaid for thirty (30) days after the due date of such charge, on or about the thirtieth day a second bill notice of payment will be mailed. Past due balances may be subject to a late charge of one and one-half (1.5) percent per month. If a bill remains unpaid after sixty (60) days, the customer will be denied entry to the facilities.

2. The outstanding balance plus all late charges must be paid in full before the customer or his agents, employees, contractors or assigns will be permitted to enter and/or use the Solid Waste Management disposal facilities.

3. Any accounts as described above which remain unpaid after ninety (90) days may be turned over to an external collection agency.

Sec. 22. Reserved.

Editor's note(s)—Res. of July 9, 2007, repealed § 22, which pertained to landfill fees not applicable to Sara Lee Corporation.

Sec. 23. Reserved.

Editor's note(s)—Res. of July 9, 2007, repealed § 23, which pertained to rate discounts for large volume commercial haulers.

Secs. 24—30. Reserved.

ARTICLE III. REGULATIONS AND ENFORCEMENT

Sec. 31. Landfill Regulations.

Solid Waste Management Facilities Landfills will be operated in accordance with the rules and policies of the Commission, and the laws and administrative code of the State of North Carolina and federal laws, as they may be amended, from time to time.
Sec. 32. Operations Guidelines.

(a) Traffic control. All vehicles, upon entering the landfill gates, shall follow all speed, directional, and instructional signs, or shall follow instructions given by City employees, and shall proceed to and stop at the scale house in an orderly fashion.

(b) Weighing of vehicles.

(1) All vehicles weighing more than one-half (½) ton empty, trailers with more than one (1) axle, and single-axle trailers greater than eight (8) feet in length, and sideboards greater than three and one-half (3½) feet shall be weighed. In the event that scales are inoperable, other methods (such as estimated average weights or measuring for volume) may be used if feasible, practical, and Customers agree.

(2) Any vehicle that is to be weighed and does not have a predetermined tare weight shall be weighed upon entry to determine gross weight, then be permitted to unload. The vehicle will then be weighed after it has unloaded before exiting the facility to determine tare and net weights. Payment for use of the Solid Waste Management Facilities solid waste facility will be due before exiting the facility.

(c) Provisions for open-body vehicles with loose materials.

(1) All open-body vehicles shall have all loose materials of any nature covered so said materials will not fall, blow, spill, or leak therefrom. To prevent blowing or falling materials, all open-body vehicles transporting loose materials are required to use a suitable cover made from a flexible material, secured in all corners and completely surrounding the load leaving nothing exposed.

(2) All open-body vehicles with loads having no loose material shall have each item secured in a manner so it will not fall off the vehicle.

Sec. 33. Waste Permitted.

The following waste will be permitted as described herein:

(1) In the sanitary Municipal Solid Waste Landfill. Municipal solid waste and wastewater treatment sludge-biosolids generated in Forsyth County and from other counties as permitted by agreement, franchise and solid waste rules and permit conditions.

(2) In the Construction and Demolition landfill. Construction and Demolition Waste as defined herein, generated solely from construction, demolition, repair or renovation on buildings, structures or pavement.

(3) In the Yard Waste processing Facilities. Yard Waste as defined herein. General yardwaste debris to include the following: grass clippings, brush, stumps, limbs, and trees.
Sec. 34. Tires, White Goods and Recyclables.

(a) All scrap tires generated in Forsyth County are eligible for free disposal per the state scrap tire management statutes and rules. Scrap tires in quantities of five (5) or less may be taken to the Hanes Mill Road Landfill and placed in a staging area. Scrap tires in quantities greater than five (5) must be taken directly to a designated scrap tire facility for recycling. Commercial scrap tire generators will be required to provide documentation attesting to the fact that the tires being presented for disposal were generated in Forsyth County, recycling were generated in the normal course of business and are in compliance with all applicable rules and statutes.

(b) All White Goods in Forsyth County are eligible for free disposal, per the state statutes and rules. The appliances must be taken to the Hanes Mill Road Landfill and placed in the designated appliance drop-off area.

(c) The city and commission provides for recycling drop-off containers at the Hanes Mill Road Landfill. Admission to the recycling drop-off is free to all county residents. Items collected and accepted for recycling at the landfill are as follows: cardboard, plastics, newspaper, aluminum, magazines, mixed paper and glass.

Sec. 35. Household Hazardous Waste Collection.

The Winston-Salem/Forsyth County Utility Commission provides City of Winston-Salem and Forsyth County residents with opportunities to dispose of Household Hazardous Waste at times and places designated by the Commission.

Sec. 36. Waste Items Unacceptable for Sanitary Landfill Disposal.

Any waste that is prohibited by the State of North Carolina’s General Statutes, administrative code or facility permit conditions will not be accepted for disposal or processing. The following will not be accepted by the city for disposal at any solid waste facility:

1. Structural steel, railroad rails, railroad cars, railroad wheels.
2. Automobile, truck cab and chassis, truck bodies, auto or truck parts such as engines, axles, etc.
3. Road machinery parts.
4. Power transformer.
5. Chemicals, liquid or powder, or chemical residue, unless approved through the waste determination process.
6. Hazardous or radioactive waste.
7. Regulated medical waste.
8. Liquid wastes.
9. Lead-acid batteries.
(10) Fluorescent tubes, unless demonstrated to be non-hazardous.
(11) Barrels or drums not sufficiently perforated (one end removed and opposite end punctured with a minimum of eight (8) one-inch holes, or both ends removed).
(12) Petroleum products or waste containing petroleum products.
(13) Any waste deemed unacceptable by the commission, or prohibited by laws, rules or permit conditions.

Sec. 37. Material Requiring Special Handling.

Special waste (e.g. industrial waste, sludges, process residuals, etc.) must be pre-approved through the waste determination process prior to admittance to acceptance into the facility. The Director will allow acceptance of such waste only after submittal, review and approval of a completed written application, accompanied by supporting analytical data and certification from the generator that the waste is not Hazardous Waste. The Director reserves the right to refuse any waste deemed unacceptable due to its physical or chemical characteristics. Waste that is determined to be difficult to handle or requires special operational effort may be assessed a surcharge, if one has been outlined in the current fee schedule referenced in Sec. 21, above.

Sec. 38. Waste screening.

All vehicles entering the Solid Waste Management Facilities solid waste facilities are subject to examination and waste screening by the City staff. Any vehicle found in violation of this resolution or state or federal law shall not be permitted to enter the facility until the violation is corrected.

Sec. 39. Authority of the City and the Commission to Refuse Entry to Solid Waste Management Facilities, Enforcement and Appeals.

Violators of this resolution shall be denied entry to the solid waste facility and may be denied future entry as determined by the assistant city manager for public works or his designee.

a) The Director may order entry to Solid Waste Management Facilities and/or the provision of Solid Waste Management Services to a Customer to be suspended for up to three years for the following reasons:

(1) Repeated nonpayment of landfill charges,
(2) Fraudulent use of Landfill Permit,
(3) Disposing of unauthorized waste,
(4) Any activity that compromises the Department’s ability to remain in compliance with applicable laws, rules and permit conditions, and/or
(5) Other material violations of this Policy Resolution.

(b) No person other than the Assistant City Manager, or the Director, shall reinstate Solid Waste Management Services or permit re-entry to Solid Waste Management Facilities. Any person who violates this provision shall be subject to all penalties, civil and criminal, provided by law.

(c) The Director shall give written notice of suspension to the Customer and, if applicable, to their contractor, employee or agent, that such service/entry will be suspended immediately, as of the date of notice, provided that if an appeal is timely and properly filed, per the subsections below, the filing of the original and/or any subsequent appeal will stay enforcement of the suspension, pending the outcome of the appeal(s), provided, furthermore, that if a stay would cause imminent peril to life or property, would jeopardize the Department’s ability to remain in compliance with applicable laws, rules, or permit conditions, or would otherwise violate applicable laws, rules, or permit conditions, then, enforcement of the suspension will not be stayed. Such notice shall contain information relating to:

(1) The nature of the violation, any fines/charges, if applicable, and, in the case of non-payment, the amount of the delinquent account.

(2) The right to appeal to the Assistant City Manager to reconsider the suspension and a description of the appeals procedure.

(d) The notice of appeal must be in writing, must set forth the reasons why the suspension is allegedly improper, and must be received by the Assistant City Manager within 10 (ten) calendar days of the postmark date on the notice of suspension. If notice of appeal is not properly made and timely received, the right to appeal is waived. If notice of appeal is properly made and timely received, a hearing will be scheduled within 20 (twenty) calendar days of receipt. A notice of the hearing date will be sent to the Customer at least 10 (ten) calendar days before the hearing. The Assistant City Manager will make findings following the hearing and will rule on the appeal within 10 (ten) calendar days of the date of the hearing. The Assistant City Manager will notify the Customer, in writing, of the Assistant City Manager’s decision, the right to appeal that decision to a committee of the Commission, and the appeals procedure therefor.

(e) Customers who disagree with the decision made by the Assistant City Manager can appeal the Assistant City Manager’s decision by filing with the City Clerk another written notice of appeal, setting forth the reasons why the decision of the Assistant City Manager is allegedly improper, within 10 (ten) calendar days of the postmark date on the notice notifying the Customer of the Assistant City Manager’s decision. If notice of appeal is not timely and properly made and filed, the right to appeal is waived. If notice of appeal is timely and properly made and filed, a hearing will be scheduled within 20 (twenty) calendar days of receipt. A notice of the hearing date will be sent to the Customer at least 10 (ten) calendar days before the hearing. The hearing will be held before a committee composed of Commission members. The committee members will be chosen by the Commission chair. Following the hearing, the committee will make a formal report to the full Commission of its findings and the committee’s decision on the Customer’s appeal. The committee’s decision will be final. Fines or penalties approved by the Commission are not subject to appeal.
APPENDIX
<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Definition</th>
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<tbody>
<tr>
<td>AMI</td>
<td>advanced metering infrastructure</td>
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<td>AMR</td>
<td>automated meter reading</td>
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<td>ARV</td>
<td>air release valve</td>
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<td>BNR</td>
<td>biological nutrient removal</td>
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<td>CCTV</td>
<td>closed circuit television</td>
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<td>C &amp; D</td>
<td>construction and demolition</td>
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<td>CIP</td>
<td>capital improvement plan</td>
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<td>CIP</td>
<td>cast iron pipe</td>
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<td>CO</td>
<td>change order</td>
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<td>CSIP</td>
<td>Collection System Improvement Program</td>
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<td>DEQ</td>
<td>NC Department of Environmental Quality</td>
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<td>DIP</td>
<td>ductile iron pipe</td>
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<td>DWR</td>
<td>NC Division of Water Resources</td>
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<td>EIP</td>
<td>enterprise integration platform</td>
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<td>FM</td>
<td>force main</td>
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<td>FRP</td>
<td>fiber reinforced pipe</td>
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<td>GIS</td>
<td>geographic information system</td>
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<td>HDPE</td>
<td>high-density polyethylene pipe</td>
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<td>HVAC</td>
<td>heating, ventilation and air conditioning</td>
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<td>LCCR</td>
<td>Lead &amp; Copper Rule Revision</td>
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<td>Lead Compliance Program</td>
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<td>linear feet</td>
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<td>letter of interest</td>
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<td>manhole</td>
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<td>MSW</td>
<td>municipal solid waste</td>
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<td>MSEW</td>
<td>mechanically stabilized earthen wall</td>
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<td>NOI</td>
<td>notice of intent to enforce</td>
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<td>notice of violation</td>
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<td>NTP</td>
<td>notice to proceed</td>
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<td>PCCP</td>
<td>pre-stressed concrete cylinder pipe</td>
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<td>PFAS</td>
<td>Per- and Polyfluorinated Substances</td>
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<td>PLC</td>
<td>Programmable logic controller</td>
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<td>PSE</td>
<td>permanent sewer easement</td>
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<tr>
<td>PSI</td>
<td>pounds per square inch</td>
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<tr>
<td>PVC</td>
<td>polyvinyl chloride pipe</td>
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<td>Public Water Supply</td>
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<td>reinforced concrete pipe</td>
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<td>RFP</td>
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<td>SCADA</td>
<td>Supervisory Control and Data Acquisition</td>
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<td>square feet</td>
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<td>SSES</td>
<td>Sanitary Sewer Evaluation Study</td>
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<td>sanitary sewer overflow</td>
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<tr>
<td>State</td>
<td>North Carolina Department of Environmental Quality</td>
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<td>TCE</td>
<td>temporary construction easement</td>
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<td>UCMR</td>
<td>Unregulated Contaminant Monitoring Rule</td>
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<td>UFO</td>
<td>Utilities Field Operations</td>
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<tr>
<td>WWTP</td>
<td>wastewater treatment plant</td>
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**Vision**
A top-performing utility proactively safeguarding public health and the environment through a culture of continuous improvement.

**Mission**
Our dedicated team provides quality water, wastewater, and solid waste services to the region through responsible use of resources.

**Values**
Winston-Salem/Forsyth County Utilities is committed to meeting the needs of the region, through:
- **Integrity**
  Being open and honest
- **Dedication**
  To our customers and our employees
- **Quality**
  Providing safe and reliable services
- **Stewardship**
  Of our environment and public health

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**Goals**

1. **PRODUCT QUALITY**
   To ensure the quality of our services by proactively managing and safely operating our systems

2. **WORKFORCE**
   To recruit, develop, and retain a dedicated team prepared to provide water, wastewater, and solid waste services today and tomorrow

3. **INFRASTRUCTURE**
   To proactively maintain and improve our infrastructure while ensuring compliance and sufficient capacity

4. **TECHNOLOGY AND INNOVATION**
   To develop innovative and customer-focused solutions by harnessing technology and process improvements

5. **CUSTOMERS AND STAKEHOLDERS**
   To effectively communicate, engage, and respond to the needs of our customers and stakeholders

6. **FINANCIAL VIABILITY**
   To enhance financial stability while ensuring product and service quality
**Measures**

- Sanitary Sewer Overflows per 100 Miles of Pipe
- Reported Violations of Any Water, Wastewater, or Solid Waste Disposal Permit or Standard
- Technical Service Complaints per 1,000 Accounts
- Average Response Time to Sanitary Sewer Overflow
- Retention Rate
- Number of Employees with Certifications Above What is Required for their Positions
- Average Daily Water Treatment Capacity as a Percentage of Permitted Capacity
- Average Daily Wastewater Treatment Capacity as a Percentage of Permitted Capacity
- Projected Remaining Life of Landfills
- Water Main Breaks per 100 Miles of Pipe
- Percent of Sewer Lines Cleaned Annually
- Percent of Utilities Information Management Master Plan Completed
- Number of Employee Innovations Proposed, Reviewed, and Selected for Implementation
- Number of Public Outreach Events Held
- Number of Website Hits
- Number of Customer Inquiries Received through CityLink
- Percent of Targeted Cash Reserves
- Total Debt Service Coverage Ratio
- Bond Ratings

**Strategies**

1. Increase proactive engagement with regulatory groups
2. Enhance operational programs with a focus on quality assurance
3. Expand the use of business analytics focused on product quality enhancement
4. Develop a program to reward job-related certifications
5. Develop an enhanced employee recognition program
6. Develop relevant and progressive training programs
7. Develop a structured program for succession planning and knowledge transfer
8. Develop and regularly update Master Plans
9. Expand the use of business analytics focused on infrastructure and process data to enhance capital investment
10. Increase public outreach related to infrastructure operations and capital projects
11. Complete and implement the Utilities Information Management Master Plan
12. Develop and advance a continuous improvement and innovations program
13. Define and achieve enhanced customer experience service levels
14. Expand stakeholder outreach and engagement
15. Identify and communicate financial needs
16. Leverage improved data to enhance long-term financial planning
17. Evaluate and consider rate simplification
18. Develop a process for evaluating regionalization opportunities
WINSTON-SALEM/FORSYTH COUNTY
UTILITY COMMISSION

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