WINSTON-SALEM/FORSYTH COUNTY
UTILITY COMMISSION

AGENDA

REGULAR MEETING

July 10, 2023

12:30 P.M.

cityofws.org/utilities
COMMISSION MEMBERS

L. Wesley Curtis, Jr., Chair
Chris Parker, Vice Chair
Simpson O. Brown, Jr.
Stephen Doughton
Harold Eustache
Tom Griffin
Yvonne H. Hines
Hugh W. Jernigan
Duane Long
Calvin McRae
Charles Wilson

STAFF
Aaron King
Assistant City Manager
Courtnay Driver, P.E.
Utilities Director

Beth Broom
Recording Clerk
336-747-6862
1. APPROVAL OF MINUTES – JUNE 12, 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 AN ENGINEERING AGREEMENT WITH HDR ENGINEERING, INC. OF THE CAROLINAS FOR YEAR 8 OF THE COLLECTION SYSTEM IMPROVEMENT PROGRAM.

4. CONSIDERATION OF A RESOLUTION AWARDING A CONTRACT FOR FIRE HYDRANT REPLACEMENTS.

5. CONSIDERATION OF A RESOLUTION AWARDING A CONTRACT FOR SANITARY SEWER MAINLINE INSPECTION AND CLEANING.

6. CONSIDERATION OF A RESOLUTION AUTHORIZING EXECUTION OF A SECOND AMENDMENT TO THE WATER TOWER LICENSE AGREEMENT WITH ALLTEL COMMUNICATIONS OF NORTH CAROLINA LIMITED PARTNERSHIP D/B/A VERIZON WIRELESS.

7. CONSIDERATION OF A RESOLUTION APPROVING A REVISION TO THE ADOPTED FY 2023-24 SEWER RATES.

PLANNING AND POLICY COMMITTEE ITEM(S):

8. PRIME RATE MEMO.
A regular meeting of the Winston-Salem/Forsyth County Utility Commission was held in person Monday, June 12, 2023, at 12:30 p.m., with Chair Wesley Curtis presiding.

Chair Wesley Curtis called the meeting to order.

**CALL TO ORDER**

MEMBERS PRESENT: Chair Wesley Curtis, Simpson Brown, Harold Eustache (Virtual), Tom Griffin, Yvonne Hines, Hugh Jernigan, Duane Long, Charles Wilson, Allan Younger (virtual)

MEMBERS ABSENT: Chris Parker, Calvin McRae

The following agenda item was considered in closed session:

1. CLOSED SESSION – ZACHRY CONSTRUCTION CORPORATION

   Motion to go into closed session.

   Commissioner Griffin: Moved approval
   Commissioner Long: Second Unanimous

   (WHEREUPON, THE UTILITY COMMISSION WENT INTO CLOSED SESSION FROM 12:35 P.M. TO 1:17 P.M.)

The Winston-Salem/Forsyth County Utility Commission authorized $675,471.25 above the previously approved spending amount of $13,797,943.50 to settle a dispute between Zachry Construction Corporation and Winston-Salem/Forsyth County Utilities. The approved settlement includes a final change order to Zachary Construction Corporation in the amount of $945,019.89.

Motion to end closed session.

   Commissioner Jernigan: Moved approval
   Commissioner Long: Second Unanimous

   (WHEREUPON, THE WINSTON-SALEM/FORSYTH COUNTY UTILITY COMMISSION WENT INTO OPEN SESSION AT 1:20 P.M.)

**WELCOME AND ANNOUNCEMENTS – DIRECTOR COURTNEY DRIVER:**

- 91 departmental vacancies
- Juneteenth Festival booth – Saturday, June 17, 1-5 pm inside Biotech Place
- Introduction of Darren Redfield - City/County Purchasing Director
- Introduction of Derek Stroud – Interim Capital Projects Engineer
- Introduction of Summer Intern – Maddie Burgiss
The following agenda items were presented for adoption and/or discussion:

2. RESOLUTION OF APPRECIATION – ALLAN YOUNGER

3. APPROVAL OF MINUTES – May 8, 2023

OPERATIONS ITEM(S):

4. 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):

5. CONSIDERATION OF RESOLUTION AWARDING A CONTRACT FOR BRASS FITTINGS.

6. CONSIDERATION OF A RESOLUTION AUTHORIZING THE EXECUTION OF A UTILITY AGREEMENT WITH THE NORTH CAROLINA DEPARTMENT OF TRANSPORTATION FOR UTILITY WORK RELATED TO ROADWAY WIDENING ON SR 1672 (HANES MILL ROAD) FROM MUSEUM DRIVE TO NC 66 (UNIVERSITY PARKWAY).

7. CONSIDERATION OF A RESOLUTION AWARDING A CONSTRUCTION CONTRACT FOR THE OLD SALISBURY ROAD WATER MAIN RELOCATION PROJECT.

8. CONSIDERATION OF A RESOLUTION AUTHORIZING THE EXECUTION OF AN ENGINEERING AGREEMENT WITH DAVIS, MARTIN, POWELL AND ASSOCIATES, INC. TO PROVIDE CONSTRUCTION ADMINISTRATION SERVICES FOR A NORTH CAROLINA DEPARTMENT OF TRANSPORTATION NORTHERN BELTWAY CONSTRUCTION PROJECT.

9. CONSIDERATION OF A RESOLUTION AUTHORIZING A PURCHASE ORDER FOR TWO HALF-TON 4WD PICKUPS WITH BED COVER.

10. CONSIDERATION OF A RESOLUTION AUTHORIZING A SOLE SOURCE PURCHASE ORDER TO ANDRITZ SEPARATION, INC. FOR THE INSTALLATION OF NFPA 652 EQUIPMENT IN THE BIOSOLIDS DRYING FACILITY.

11. CONSIDERATION OF A RESOLUTION AWARDING A PURCHASE ORDER TO GREER INDUSTRIES, INC. FOR HYDRATED LIME.

12. CONSIDERATION OF A RESOLUTION AUTHORIZING A CONTRACT FOR CUSTODIAL AND FLOOR CARE SERVICES AT WATER AND WASTEWATER TREATMENT FACILITIES.

13. CONSIDERATION OF A RESOLUTION AWARDING A CONTRACT FOR GRIT HAULING SERVICES.
PLANNING AND POLICY COMMITTEE ITEM(S):

14. CONSIDERATION OF A RESOLUTION APPROVING UPDATED WATER AND SEWER SYSTEM DEVELOPMENT FEES IN ACCORDANCE WITH THE REQUIREMENTS OF CHAPTER 162A, ARTICLE 8 OF THE NORTH CAROLINA GENERAL STATUTES.

Motion to approve items 3 through 14.

Commissioner Griffin: Moved approval
Commissioner Jernigan: Seconded Unanimous

Kelly Latham (Chief Financial Officer) gave CFO Update.

Bill Brewer (Deputy Director Utilities-Water Treatment) gave an update on Water and Wastewater Treatment.

Michael Stover (Deputy Director Utilities-Operation) gave an update on Field Operations.

Jan McHargue (Assistant Director Utilities - Solid Waste) gave an update on Solid Waste.

Staff gave an update on Capital Improvement Projects.

Presentation of Resolution of Appreciation to Allan Younger who has served the Winston-Salem/Forsyth County Utility Commission from 2018-2023.

Motion to approve item 2, Resolution of Appreciation to Allan Younger.

Commissioner Jernigan: Moved approval
Commissioner Griffin: Seconded Unanimous

Motion to adjourn

Commissioner Long: Moved approval
Commissioner Brown: Seconded Unanimous

ADJOURNMENT:

There being no further business to come before the Winston-Salem/Forsyth County Utility Commission, the meeting was adjourned at 2:10 p.m.

Recording Clerk – Beth A. Broom
Winston-Salem/Forsyth County Utility Commission
Action Request Form

Date: July 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>
</tr>
</thead>
<tbody>
<tr>
<td>12530</td>
<td>Miller’s Reserve Phase 2</td>
<td>114,300 285,560</td>
</tr>
<tr>
<td>12531</td>
<td>Miller’s Reserve Phase 3</td>
<td>166,200 291,920</td>
</tr>
<tr>
<td>12532</td>
<td>Miller’s Reserve Phase 4</td>
<td>198,350 278,360</td>
</tr>
<tr>
<td>12597</td>
<td>Smith Reynolds Airport Corp. Hangar Project</td>
<td>0 62,750</td>
</tr>
<tr>
<td>12658</td>
<td>South Fork Village Phase 1A</td>
<td>199,500 583,640</td>
</tr>
<tr>
<td>12672</td>
<td>Bell West Phase 1D</td>
<td>53,000 99,430</td>
</tr>
<tr>
<td></td>
<td>TOTAL</td>
<td>731,350 1,601,660</td>
</tr>
</tbody>
</table>

Submitted By: Todd Lewis, P.E.  Utilities Administration
Name Department/Division
WHEREAS, various developers request permission to connect to the water and sanitary sewer system 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 $731,350, with said cost to be borne by the developers; and

WHEREAS, the total estimated cost of the sewer improvements is $1,601,660, 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>
<th>PROJECT NUMBER</th>
<th>DEVELOPMENT</th>
<th>ESTIMATED COSTS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>WATER</td>
</tr>
<tr>
<td>12530</td>
<td>Miller’s Reserve Phase 2</td>
<td>114,300</td>
</tr>
<tr>
<td>12531</td>
<td>Miller’s Reserve Phase 3</td>
<td>166,200</td>
</tr>
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</tr>
<tr>
<td>12597</td>
<td>Smith Reynolds Airport Corp. Hangar Project</td>
<td>0</td>
</tr>
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</tr>
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<td>12672</td>
<td>Bell West Phase 1D</td>
<td>53,000</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>731,350</td>
</tr>
</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.
PROJECT NUMBER: 12530
DEVELOPER: Keystone Group, Inc

SUBDIVISION: Miller's Reserve Ph 2
ENGINEER: Clark Fleming

ESTIMATED COST OF PROJECT:
- WATER: $114,300.00
- SEWER: $285,560.00

ESTIMATED DEVELOPER COST:
- WATER: $114,300.00
- SEWER: $285,560.00

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:
- 1006 LF 8" DI
- 0 LF 6" DI
- 1006 TOTAL

SEWER MAIN:
- 1347 LF 8" VC
- 0 LF 8" DI
- 1347 TOTAL

NO. HYDRANTS: 4
NO. MANHOLES: 10
NO. VALVES: 6
NO. LOTS: 32

CONNECTIONS BY DEVELOPER

TRANSMITTAL ADDRESS:
Scott Wallace
Keystone Group, Inc
3708 Alliance Drive
Greensboro, NC 27407
PROJECT NUMBER 12531  DEVELOPER Keystone Group, Inc

SUBDIVISION Miller's Reserve Ph 3

ENGINEER Clark Fleming

ESTIMATED COST OF PROJECT

<table>
<thead>
<tr>
<th></th>
<th>WATER</th>
<th>SEWER</th>
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<tbody>
<tr>
<td></td>
<td>$166,200.00</td>
<td>$291,920.00</td>
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ESTIMATED DEVELOPER COST

<table>
<thead>
<tr>
<th></th>
<th>WATER</th>
<th>SEWER</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$166,200.00</td>
<td>$291,920.00</td>
</tr>
</tbody>
</table>

ESTIMATED CITY INVESTMENT IN OVERSIZE MAIN

<table>
<thead>
<tr>
<th></th>
<th>WATER</th>
<th>SEWER</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$0.00</td>
<td>$0.00</td>
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ESTIMATED POSSIBLE REFUNDS FOR INTERVENING MAIN

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<tr>
<th></th>
<th>WATER</th>
<th>SEWER</th>
</tr>
</thead>
<tbody>
<tr>
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<td>$0.00</td>
<td>$0.00</td>
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QUANTITIES:

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<tr>
<th>WATER MAIN</th>
<th>SEWER MAIN</th>
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<tr>
<td>1525 LF 8&quot; DI</td>
<td>1377 LF 8&quot; VC</td>
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<tr>
<td>0 LF 6&quot; DI</td>
<td>0 LF 8&quot; DI</td>
</tr>
<tr>
<td>1525 TOTAL</td>
<td>1377 TOTAL</td>
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</table>

<table>
<thead>
<tr>
<th>NO. HYDRANTS</th>
<th>NO. MANHOLES</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>13</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>NO. VALVES</th>
<th>NO. LOTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>6</td>
<td>31</td>
</tr>
</tbody>
</table>

TRANSMITTAL ADDRESS:
Scott Wallace
Keystone Group, Inc
3708 Alliance Drive
Greensboro, NC 27407
<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
<th>Water</th>
<th>Sewer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Estimated Cost of Project</td>
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<td>$278,360.00</td>
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<tr>
<td>Estimated Developer Cost</td>
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<td>$278,360.00</td>
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<tr>
<td>Estimated City Investment in Oversize Main</td>
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<td>$0.00</td>
<td>$0.00</td>
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<tr>
<td>Estimated Possible Refunds for Intervening Main</td>
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<td>$0.00</td>
<td>$0.00</td>
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</table>

Quantities:

<table>
<thead>
<tr>
<th>Water Main</th>
<th>Sewer Main</th>
</tr>
</thead>
<tbody>
<tr>
<td>1851 LF 8&quot; DI</td>
<td>1313 LF 8&quot; VC</td>
</tr>
<tr>
<td>0 LF 6&quot; DI</td>
<td>0 LF 8&quot; DI</td>
</tr>
<tr>
<td>1851 TOTAL</td>
<td>1313 TOTAL</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Connections by Developer</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. Hydrants: 3</td>
</tr>
<tr>
<td>No. Valves: 8</td>
</tr>
<tr>
<td>No. Lots: 41</td>
</tr>
</tbody>
</table>

Transmittal Address:
Scott Wallace
Keystone Group, Inc
3708 Alliance Drive
Greensboro, NC 27407
PROJECT NUMBER 12597  DEVELOPER Forsyth County

SUBDIVISION Smith Reynolds Airpot Corp. Hangar Prj.

ENGINEER Neal Tucker

ESTIMATED COST OF PROJECT
WATER $0.00
SEWER $62,750.00

ESTIMATED DEVELOPER COST
WATER $0.00
SEWER $62,750.00

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
0 LF 6" DI
0 TOTAL

SEWER MAIN
209 LF 8" VC
87 LF 8" DI
296 TOTAL

NO. HYDRANTS 0
NO. MANHOLES 3
NO. VALVES 0
NO. LOTS 1

CONNECTIONS BY DEVELOPER

TRANSMITTAL ADDRESS:
Damon L Sanders-Pratt
Forsyth County
201 North Chestnut St
Winston-Salem, NC 27101
PROJECT NUMBER 12658  DEVELOPER LeoTerra Peace Haven, LLC
SUBDIVISION South Fork Village - Phase 1A
ENGINEER Robert L. Frost

ESTIMATED COST OF PROJECT
WATER $199,500.00
SEWER $583,640.00

ESTIMATED DEVELOPER COST
WATER $199,500.00
SEWER $583,640.00

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
1841 LF 8" DI 2408 LF 8" VC
0 LF 6" DI 345 LF 8" DI
1841 TOTAL 2753 TOTAL

NO. HYDRANTS 4
NO. MANHOLES 19
NO. VALVES 8
NO. LOTS 45

CONNECTIONS BY DEVELOPER

TRANSMITTAL ADDRESS:
Christopher Lyons
LeoTerra Peace Haven, LLC
110 Shields Park Drive, Ste. A
Kernersville, NC 27284
Project Number - 12658
South Fork Village Phase 1A
PROJECT NUMBER 12672 DEVELOPER Braxton Real Estate and Development Company, LLC

SUBDIVISION Bell West Phase 1D

ENGINEER Vincent C. Townsend

ESTIMATED COST OF PROJECT
WATER $53,000.00
SEWER $99,430.00

ESTIMATED DEVELOPER COST
WATER $53,000.00
SEWER $99,430.00

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

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

QUANTITIES:

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

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

NO. HYDRANTS 1
NO. MANHOLES 4
NO. VALVES 1
NO. LOTS 19

CONNECTIONS BY DEVELOPER

TRANSMITTAL ADDRESS:
Gregory B Garrett
Braxton Real Estate and Development Company, LLC
6420 Hampton Knoll Rd
Clemmons, NC 27012
Project Number - 12672
Bell West Phase 1D
Winston-Salem/Forsyth County Utility Commission
Action Request Form

Date: July 10, 2023

To: Chair and Members of the Utility Commission

From: Courtney Driver, Utilities Director

Commission Action Requested:

Consideration of a Resolution Approving an Engineering Agreement with HDR Engineering, Inc. of the Carolinas for Year 8 of the Collection System Improvement Program.

Strategic Plan Goal Area: Infrastructure
Strategy: Focus on Quality Assurance
Key Work Item: Yes

Summary of Information:

The Collection System Improvement Program (CSIP) was implemented in response to a Notice of Violation issued by the U.S. Environmental Protection Agency (EPA) in 2015 due to the number of sanitary sewer overflows (SSO) that occurred over the period of April 2010 through August 2014.

In 2016, HDR Engineering, Inc. of the Carolinas (HDR) was selected to perform program management services for the CSIP through a qualifications-based selection process. The purpose of the CSIP is to optimize the operations and maintenance of the Winston-Salem/Forsyth County Utilities (WSFC Utilities) wastewater collection system through 1) operational improvements and 2) the prioritization and delivery of capital improvement projects. Based on the success of the first two years of the program, the EPA closed the case in June 2018. The program is currently anticipated to be a ten-year program and is crucial to the long-term sustainability of the wastewater collection system. Since the CSIP began, SSOs have decreased from 124 in 2015 to 55 in 2022, a decrease of over 55%.

A scope of services for Year 8 has been developed from the CSIP roadmap prepared by WSFC Utilities staff and HDR. The fee for the Year 8 scope of services was negotiated to $5,578,700 and is consistent with other pricing for services of this nature in previous years. The Year 8 CSIP scope of services includes the following:

- Program management services
- Operational optimization
- Condition and capacity assessment
- Capital Improvement Plan development and prioritization
- Design and construction administration services
- Staff augmentation support

~Continued~

Submitted By: Derek Stroud
Utilities Administration
Name
Department/Division
Staff recommends approval of an agreement with HDR for Year 8 of the CSIP in the not-to-exceed amount of $5,578,700.

In each subsequent year of the CSIP, the optimization effort will focus on operational initiatives which will be tailored to meet the needs of the department. Each year, a new scope of services and fee have been negotiated by the staff with HDR and presented for review and approval by the Winston-Salem/Forsyth County Utility Commission.
RESOLUTION APPROVING AN ENGINEERING AGREEMENT WITH HDR ENGINEERING, INC. OF THE CAROLINAS FOR YEAR 8 OF THE COLLECTION SYSTEM IMPROVEMENT PROGRAM

WHEREAS, in 2016 HDR Engineering, Inc. of the Carolinas (HDR) was selected to perform program management services for the Collection System Improvement Program (CSIP) through a qualifications-based selection process; and

WHEREAS, the CSIP was implemented to avoid the possible issuance of a future Notice of Violation by the U.S. Environmental Protection Agency for sanitary sewer overflows; and

WHEREAS, staff and HDR have developed a scope of services for Year 8 initiatives based on the previously-developed CSIP roadmap; and

WHEREAS, staff has negotiated a not-to-exceed fee of $5,578,700 with HDR to provide these services for Year 8 of the program.

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 an engineering agreement with HDR to provide the proposed services associated with Year 8 initiatives of the CSIP in the amount of $5,578,700 is hereby approved, and the City Manager and City Clerk are hereby authorized and directed to execute said agreement for and on behalf of the Commission.

BE IT FURTHER RESOLVED, that funds are available in account 812201-533006-71618 to cover the services for Year 8 of the Collection System Improvement Program.
Winston-Salem/Forsyth County Utility Commission
Action Request Form

Date: July 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 Fire Hydrant Replacements.

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

Summary of Information:

The purpose of this contract is to remove fire hydrants and valves at various locations throughout the water distribution system which have been broken or become inoperable, non-existent, or have been identified as being in need of replacement, and to install new fire hydrants and associated materials. Unit prices were obtained for 250 fire hydrants, 100 valve boxes, 10 gate valves, 6 tapping sleeves, up to 150 linear feet of 6” ductile iron pipe, and up to 250 linear feet of hydrant extensions. The contractor is responsible for any pavement replacement or fill and will also obtain and submit digital GIS coordinates to WSFC Utilities.

The City/County Purchasing Department advertised this formal construction bid, and bids were scheduled to be received on May 31, 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. Bids were then opened on June 8, 2023, with this summary of bids received:

<table>
<thead>
<tr>
<th>City/State</th>
<th>Total Bid</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ramey, Inc.</td>
<td>$1,948,598</td>
</tr>
</tbody>
</table>

The low bidder, Ramey, Inc., agreed to the subcontracting goals established for this project of 1% minority and 1% woman-owned businesses, as approved by the Winston-Salem/Forsyth County Utility Commission (Commission) on May 8, 2023.

It is recommended that a contract for fire hydrant replacements be awarded to Ramey, Inc., the lowest responsive, responsible bidder meeting specifications, in the total bid amount of $1,948,598.

~Continued~
Terms of the bid reserve the right for the Commission to renew this contract for two additional annual terms (through June 30, 2026), if both parties agree, and funds are available for this purpose, for a total contract value of $5,845,794 over three years. The vendor may request a price increase at the renewal period by an amount not to exceed the inflationary percentage reported in the latest available Consumer Price Index for All Urban Consumers (CPI-U) on the U.S. Department of Labor Bureau of Labor Statistics’ website at the time the extension is pursued.

M/WBE comment: This project was advertised on the City’s website, several electronic plan rooms, and 23 utility contractors were notified directly of this opportunity, with only two firms attending the non-mandatory, virtual pre-bid conference. No M/WBE firms submitted a bid.
RESOLUTION Awarding a Contract for Fire Hydrant Replacements

WHEREAS, bids were scheduled to be received at 2:00 p.m., Wednesday, May 31, 2023, for the fire hydrant replacement contract, but fewer than three bids were offered, as required by North Carolina General Statute (N.C.G.S.) 143-132(a); and

WHEREAS, in accordance with N.C.G.S. 143-129, the project was re-advertised; and

WHEREAS, after proper re-advertisement, bids were received and publicly opened by the City/County Purchasing Division at 2:00 p.m. on Thursday, June 8, 2023, and the following bid was received:

<table>
<thead>
<tr>
<th>City/State</th>
<th>Total Bid</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ramey, Inc. Bethania, NC</td>
<td>$1,948,598</td>
</tr>
</tbody>
</table>

WHEREAS, the low bidder, Ramey, Inc., agreed to the subcontracting goals established for this project of 1% minority and 1% women-owned businesses; and

WHEREAS, the incumbent and low bidder, Ramey, Inc., will perform the work at unit prices up to the total bid amount of $1,948,598; and

WHEREAS, it is recommended that a contract for fire hydrant replacements be awarded to Ramey, Inc., the lowest responsive, responsible bidder meeting specifications, in the total estimated amount of $1,948,598; and

WHEREAS, terms of the bid reserve the right for the Commission to extend this contract for as many as two additional 12-month periods, where unit prices may be adjusted at the beginning of each additional annual period by an amount not to exceed the latest available Consumer Price Index for All Urban Consumers.

NOW, THEREFORE, BE IT RESOLVED, by the Winston-Salem/Forsyth County Utility Commission (Utility Commission), an agency of the City of Winston-Salem, that the contract for fire hydrant replacements be awarded to Ramey, Inc., the lowest responsive, responsible bidder meeting specifications, in the total estimated amount of $1,948,598; and may
be renewed for as many as two additional 12-month periods, provided funds are made available for the purpose and both parties are in agreement, for a potential total estimated contract value of $5,845,794 over three years.

**BE IT FURTHER RESOLVED,** that the City Manager and City Clerk are hereby authorized to execute contract documents on behalf of the Utility 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 Utility Commission is not legally bound to perform the contract until the contract is duly executed by the appropriate City staff.

**BE IT FURTHER RESOLVED,** that Ramey, Inc., will be required to subcontract – at a minimum, 1% of this contract with certified minority-owned businesses and 1% with certified women-owned businesses, as indicated on the Affidavit “C” submitted by the company.

**BE IT FURTHER RESOLVED,** that funds have been appropriated in the approved FY 2024 budget to cover the cost of this contract through June 30, 2024, with contract renewals subject to future budget appropriations.
**Winston-Salem/Forsyth County Utility Commission**

**Action Request Form**

**Date:** July 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 Sanitary Sewer Mainline Inspection and Cleaning.

### Strategic Plan Goal Area:

Product Quality

### Strategy:

Focus on Quality Assurance

### Key Work Item:

No

### Summary of Information:

Utilities Field Operations has the need for a vendor to perform CCTV inspection of sanitary sewer mains that have been cleaned by others. The approximate amount to be inspected under this contract is estimated to be 180,000 LF of predominantly 6” to 18” diameter sanitary sewer mains located within existing rights of way and sewer outfall easements. Work may also include the hydraulic and mechanical cleaning of sanitary sewer mains to remove all sludge, dirt, sand, grease, roots, and other solid or semi-solid material and restore the mainlines to a minimum of 95% of the original cross-sectional area of the pipe. The approximate amount to be cleaned under this contract is estimated to be 30,000 LF.

The City/County Purchasing Department advertised a Request for Proposals (RFP) to provide unit pricing for inspecting and cleaning. Proposals were due on May 24, 2023, and proposals were received from the following firms: KRG Utility, Inc. (Kernersville, NC); Performance Contracting, Inc. (Denver, NC); Pipeline Management, Inc. (Milford, MI); and Sweeping Corporation of America, LLC (Seven Hills, OH). All proposals were responsive.

Terms of the bid document specified detailed evaluation criteria of M/WBE participation, work experience, manpower commitment, and price value. An evaluation panel of five staff members from Utilities, Stormwater, and the Office of Business Inclusion and Advancement reviewed the proposal received. See Exhibit A for the detailed scores.

Based upon the evaluation panel’s assessment, it is recommended that a contract for sanitary sewer mainline inspection and cleaning, per the unit prices offered in the RFP, be awarded to KRG Utility, Inc. in the annual amount of $425,250. The available budget is $440,000.

~Continued~

---

**Submitted By:** Darren Redfield  
**Name:** Purchasing  
**Department/Division:**
Terms of the RFP reserve the right for the Winston-Salem/Forsyth County Utility Commission to extend this service contract for as many as two additional 12-month periods, if both parties agree and funds are made available for that purpose, for a potential total estimated contract value of $1,275,750 over three years. Unit prices may be adjusted at the beginning of each additional annual period by an amount not to exceed the latest available Consumer Price Index for All Urban Consumers.

M/WBE comment: This project was advertised on the City’s website and 26 known companies were notified directly of this opportunity, with three additional firms requesting the RFP from website advertisement. No M/WBE firms submitted a bid.
RESOLUTION AWARDSING A CONTRACT FOR SANITARY SEWER MAINLINE INSPECTION AND CLEANING

WHEREAS, the City/County Purchasing Department gave proper advertisement for a Request for Proposals (RFP) due by 4:00 p.m. on Wednesday, May 24, 2023, to provide unit pricing for sanitary sewer mainline inspection and cleaning, and four proposals were received; and

WHEREAS, terms of the RFP specified detailed evaluation criteria upon which each proposal received would be rated, and an evaluation panel of city staff reviewed the proposals received to score them from highest to lowest based on the requirements noted, and the evaluation panel assigned the highest score to KRG Utility, Inc.; and

WHEREAS, the total of unit prices offered by KRG Utility, Inc. is within the budgeted funds; and

WHEREAS, terms of the RFP reserve the right for the Winston-Salem/Forsyth County Utility Commission (Commission) to extend this service contract for as many as two additional 12-month periods, where unit prices may be adjusted at the beginning of each additional annual period by an amount not to exceed the latest available Consumer Price Index for All Urban Consumers; and

WHEREAS, it is recommended that the contract for sanitary sewer mainline inspection and cleaning, per the unit prices offered in the RFP, be awarded to KRG Utility, Inc. in the estimated annual amount of $425,250, and may be renewed for as many as two additional 12-month periods, provided funds are made available for the purpose and both parties are in agreement, for a potential total estimated contract value of $1,275,750 over three years.

NOW, THEREFORE, BE IT RESOLVED, by the Winston-Salem/Forsyth County Utility Commission, an agency of the City of Winston-Salem, that the contract for sanitary sewer mainline inspection and cleaning, per the unit prices offered in the RFP, is hereby awarded to KRG Utility, Inc. in the estimated annual amount of $425,250, and may be renewed for as many as two
additional 12-month periods, provided funds are made available for the purpose and both parties are in agreement, for a potential total estimated contract value of $1,275,750.

BE IT FURTHER RESOLVED, that the City Manager and City Clerk are hereby authorized to execute contract documents on behalf of the Utility Commission, with the contract 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 the contract is duly executed by the appropriate city staff.

BE IT FURTHER RESOLVED, that funds have been appropriated in the FY2024 budget to cover the cost of this contract through June 30, 2024, with contract renewals subject to future budget appropriations.
### M/WBE Commitment

<table>
<thead>
<tr>
<th>Percent goal or good faith effort made</th>
<th>Points</th>
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</thead>
<tbody>
<tr>
<td>Y</td>
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</tr>
<tr>
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### Work Experience / Job References

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<th>Points</th>
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<td>3 verified references</td>
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<tr>
<td>1 verified reference</td>
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### Manpower & Equipment Commitment

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<td>75% to 100% (15 days or more)</td>
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<td>50% to 74% (10 to 14 days)</td>
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### Price Value

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<th>Points</th>
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<tr>
<td>5th Lowest Price</td>
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### KRG Utility, Inc.

<table>
<thead>
<tr>
<th></th>
<th>Weight</th>
<th>Ave. Grade</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>M/WBE Commitment</td>
<td>20</td>
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<tr>
<td>Work Experience / Job References</td>
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<tr>
<td>Manpower &amp; Equipment Commitment</td>
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<tr>
<td>Price Value</td>
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<tr>
<td><strong>Final Score</strong></td>
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### Sweeping Corporation of America

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<tr>
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</table>

### Pipeline Management, Inc.

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<tr>
<td>Work Experience / Job References</td>
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<td>Manpower &amp; Equipment Commitment</td>
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<tr>
<td>Price Value</td>
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<td>3.00</td>
<td>60</td>
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<tr>
<td><strong>Final Score</strong></td>
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### Performance Contracting, Inc.

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<th>Score</th>
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<tr>
<td>M/WBE Commitment</td>
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<td>0</td>
</tr>
<tr>
<td>Work Experience / Job References</td>
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<td>Manpower &amp; Equipment Commitment</td>
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<tr>
<td>Price Value</td>
<td>20</td>
<td>2.00</td>
<td>40</td>
</tr>
<tr>
<td><strong>Final Score</strong></td>
<td>Max 500</td>
<td></td>
<td><strong>230</strong></td>
</tr>
</tbody>
</table>
Winston-Salem/Forsyth County Utility Commission
Action Request Form

Date: July 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 a Second Amendment to the Water Tower License Agreement with Alltel Communications of North Carolina Limited Partnership D/B/A Verizon Wireless.

Strategic Plan Goal Area: Financial Viability
Strategy: Revenue
Key Work Item: No

Summary of Information:

On June 1, 2004, the City Manager executed a contract approved by the Winston-Salem/Forsyth County Utility Commission with Alltel Communications of North Carolina to lease space on the Wake Forest tank located at 187 Wingate Road, Winston-Salem, NC 27106. Alltel Communications of North Carolina Limited Partnership (Alltel Communications) D/B/A Verizon Wireless (Verizon Wireless) has requested to upgrade their existing equipment and agreement by adding four additional radio heads. The current rent paid by Verizon Wireless is $2,167.12/month.

Key terms of the amendment are as follows:

- Adds an additional $350 per month rent, with escalation, to accommodate the space needed for the additional radios,
- Requires Verizon to pay for our engineer to inspect their work and pay for any repairs as a result of their work,
- Conditions the work on Verizon having permission by Wake Forest,
- Incorporates additional indemnification language required under such contracts,
- Reaffirms that Forsyth County Fire Department’s equipment has precedent on the tank.

Staff recommends approval of the second amendment with the terms outlined above, and any remaining terms to be approved by the Utilities Director and the City Attorney’s Office.

Submitted By: Bill Brewer
Utilities Administration
Name
Department/Division
CONSIDERATION OF A RESOLUTION AUTHORIZING EXECUTION OF A SECOND AMENDMENT TO THE WATER TOWER LICENSE AGREEMENT WITH ALLTEL COMMUNICATIONS OF NORTH CAROLINA LIMITED PARTNERSHIP D/B/A VERIZON WIRELESS

WHEREAS, on June 1, 2004, the City Manager executed a contract approved by the Winston-Salem/Forsyth County Utility Commission with Alltel Communications of North Carolina Limited Partnership D/B/A Verizon Wireless (Verizon Wireless); and

WHEREAS, Verizon Wireless has existing equipment on the Wake Forest tank located at 187 Wingate Road, Winston-Salem, NC 27106, and currently pays a monthly rent of $2,167.12; and

WHEREAS, Verizon Wireless has requested to modify their existing equipment by adding additional antennas; and

WHEREAS, staff recommends authorizing the execution of a second amendment to the Water Tower License Agreement with Verizon Wireless with the terms outlined in the accompanying Action Request Form.

NOW, THEREFORE, BE IT RESOLVED, by the Winston-Salem/Forsyth County Utility Commission, an agency of the City of Winston-Salem, that it hereby authorizes the City Manager and the Utilities Director to execute the second amendment to the Water Tower License Agreement with Alltel Communications of North Carolina Limited Partnership D/B/A Verizon Wireless, with the terms outlined in the accompanying Action Request Form, and the remaining terms to be approved by the Utilities Director and the City Attorney’s Office.
Winston-Salem/Forsyth County Utility Commission
Action Request Form

Date: July 10, 2023

To: Chair and Members of the Utility Commission

From: Courtney Driver, Utilities Director

Commission Action Requested:

Consideration of a Resolution Approving a Revision to the Adopted FY 2023-24 Sewer Rates.

Strategic Plan Goal Area: Financial Viability
Strategy: Identify and Communicate Financial Needs
Key Work Item: No

Summary of Information:

Staff is requesting to revise the current sewer rate for Kernersville in order to correct a rounding error that was identified after the FY 2023-24 rates were adopted in May 2023.

The current effective sewer rate per CCF for Kernersville is $6.237 per cubic foot (CCF) as of July 1, 2023. The proposed resolution would change the rate to $6.238 per CCF effective on July 10, 2023.

Submitted By: Ricky Ruvio
Utilities Administration
Name
Department/Division
WHEREAS, the Winston-Salem/Forsyth County Utility Commission approved the FY 2023-24 rates in May 2023; and

WHEREAS, staff identified a rounding error in the rate calculation after the adoption of the rates in May 2023; and

WHEREAS, staff recommends changing the rate for Kernersville sewer to reflect the corrected rate calculation.

NOW, THEREFORE, BE IT RESOLVED, by the Winston-Salem/Forsyth County Utility Commission, an agency of the City of Winston-Salem, that sewer rates, as shown in the attachment, are hereby adopted and effective on July 10, 2023.
ARTICLE III. – CHARGES AND FEES

Sec. 128. – Sewer rates and fees.

All charges and fees referred to herein are set forth in the Schedule of Rates and Fees established by the utility commission.

(c) Volumetric and Readiness-to-Serve Charges:

<table>
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<tr>
<th>Inside City, Rural Hall and Walkertown</th>
<th>Consumption Charge per CCF</th>
<th>$4.158</th>
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</thead>
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<tr>
<td><strong>Readiness-to-Serve Charges</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cycle</td>
<td>⅝ or ¾”</td>
<td>1”</td>
</tr>
<tr>
<td>Bimonthly</td>
<td>$17.37</td>
<td>$24.35</td>
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<tr>
<td>Monthly</td>
<td>$10.05</td>
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<table>
<thead>
<tr>
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<tbody>
<tr>
<td><strong>Readiness-to-Serve Charges</strong></td>
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<tr>
<td>Cycle</td>
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<td>Bimonthly</td>
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<table>
<thead>
<tr>
<th>Lewisville</th>
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<tr>
<td><strong>Readiness-to-Serve Charges</strong></td>
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</tr>
<tr>
<td>Cycle</td>
<td>⅝ or ¾”</td>
<td>1”</td>
</tr>
<tr>
<td>Bimonthly</td>
<td>$26.06</td>
<td>$36.53</td>
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### Kernersville

**Consumption Charge per CCF**

$6.237 - $6.238

**Readiness-to-Serve Charges**

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<th>Cycle</th>
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<th>1.5&quot;</th>
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<th>8&quot;</th>
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</thead>
<tbody>
<tr>
<td>Bimonthly</td>
<td>$26.06$</td>
<td>$36.53$</td>
<td>$54.08$</td>
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### Clemmons

**Consumption Charge per CCF**

$4.990

**Readiness-to-Serve Charges**

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<th>1.5&quot;</th>
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### Sewer Wholesale

**Consumption Charge per CCF**

$6.238

**Readiness-to-Serve Charges**

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<tbody>
<tr>
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(d) **Service where Winston-Salem/Forsyth County water not provided:**

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<th>Code Classification</th>
<th>Bimonthly Rates</th>
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<tbody>
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<td>Inside Corporate Limits</td>
<td>Outside Corporate Limits</td>
</tr>
<tr>
<td>A Single-family, two family residence and mobile home</td>
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<tr>
<td>B Multifamily apartment, per unit</td>
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<tr>
<td>C Hotel or motel, per unit</td>
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<tr>
<td>D Supermarket</td>
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<tr>
<td></td>
<td>Description</td>
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<td>---</td>
<td>-----------------------------------------------------------------------------</td>
</tr>
<tr>
<td>E</td>
<td>Launderette</td>
</tr>
<tr>
<td>F</td>
<td>Commercial establishment with restrooms and drinking fountains only</td>
</tr>
<tr>
<td>G</td>
<td>Beauty or barber shop</td>
</tr>
<tr>
<td>H</td>
<td>Professional or commercial office building (including converted residences with maximum of four (4) restrooms)</td>
</tr>
<tr>
<td>I</td>
<td>Professional or commercial office building (including converted residences, each restroom over four (4))</td>
</tr>
<tr>
<td>J</td>
<td>Service station or garage</td>
</tr>
<tr>
<td>K</td>
<td>School</td>
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<tr>
<td>L</td>
<td>Drugstore with soda fountain or food service</td>
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<tr>
<td>M</td>
<td>Drugstore without soda fountain or food service</td>
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<tr>
<td>N</td>
<td>Restaurant, café, or grill</td>
</tr>
<tr>
<td>O</td>
<td>Manufacturing plant, and any other activity for which no rate is specified</td>
</tr>
</tbody>
</table>
Each year staff evaluates the assessment financing interest rate for the financing of water and sewer special assessments. As of July 1, 2023, the Federal Prime rate is 8.25%.

In accordance with G.S. 160A-233, assessments shall bear interest until paid at a rate to be fixed in the assessment resolution but not more than eight percent (8%) per annum.

Financing periods of 3-year, 5-year and 10-year will bear interest at 8%.

Beverly H Whitt
Senior Financial Analyst
### WSFC Utilities Commonly Used Abbreviations

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>AMI</td>
<td>advanced metering infrastructure</td>
</tr>
<tr>
<td>AMR</td>
<td>automated meter reading</td>
</tr>
<tr>
<td>ARV</td>
<td>air release valve</td>
</tr>
<tr>
<td>CCTV</td>
<td>closed circuit television</td>
</tr>
<tr>
<td>C &amp; D</td>
<td>construction and demolition</td>
</tr>
<tr>
<td>CIP</td>
<td>capital improvement plan</td>
</tr>
<tr>
<td>CIP</td>
<td>cast iron pipe</td>
</tr>
<tr>
<td>CO</td>
<td>change order</td>
</tr>
<tr>
<td>CSIP</td>
<td>Collection System Improvement Program</td>
</tr>
<tr>
<td>DIP</td>
<td>ductile iron pipe</td>
</tr>
<tr>
<td>EIP</td>
<td>enterprise integration platform</td>
</tr>
<tr>
<td>FM</td>
<td>force main</td>
</tr>
<tr>
<td>FRP</td>
<td>fiber reinforced pipe</td>
</tr>
<tr>
<td>GIS</td>
<td>geographic information system</td>
</tr>
<tr>
<td>HDPE</td>
<td>high-density polyethylene pipe</td>
</tr>
<tr>
<td>HVAC</td>
<td>heating, ventilation and air conditioning</td>
</tr>
<tr>
<td>LF</td>
<td>linear feet</td>
</tr>
<tr>
<td>LOI</td>
<td>letter of interest</td>
</tr>
<tr>
<td>MH</td>
<td>manhole</td>
</tr>
<tr>
<td>MSW</td>
<td>municipal solid waste</td>
</tr>
<tr>
<td>MSEW</td>
<td>mechanically stabilized earthen wall</td>
</tr>
<tr>
<td>NOI</td>
<td>notice of intent to enforce</td>
</tr>
<tr>
<td>NOV</td>
<td>notice of violation</td>
</tr>
<tr>
<td>NTP</td>
<td>notice to proceed</td>
</tr>
<tr>
<td>PCCP</td>
<td>pre-stressed concrete cylinder pipe</td>
</tr>
<tr>
<td>PLC</td>
<td>programmable logic controller</td>
</tr>
<tr>
<td>PSE</td>
<td>permanent sewer easement</td>
</tr>
<tr>
<td>PSI</td>
<td>pounds per square inch</td>
</tr>
<tr>
<td>PVC</td>
<td>polyvinyl chloride pipe</td>
</tr>
<tr>
<td>RCP</td>
<td>reinforced concrete pipe</td>
</tr>
<tr>
<td>RFP</td>
<td>request for proposals</td>
</tr>
<tr>
<td>RFQ</td>
<td>request for qualifications</td>
</tr>
<tr>
<td>ROW</td>
<td>right of way</td>
</tr>
<tr>
<td>SCADA</td>
<td>Supervisory Control and Data Acquisition</td>
</tr>
<tr>
<td>SF</td>
<td>square feet</td>
</tr>
<tr>
<td>SSES</td>
<td>Sanitary Sewer Evaluation Study</td>
</tr>
<tr>
<td>SSO</td>
<td>sanitary sewer overflow</td>
</tr>
<tr>
<td>State</td>
<td>North Carolina Department of Environmental Quality</td>
</tr>
<tr>
<td>TCE</td>
<td>temporary construction easement</td>
</tr>
<tr>
<td>VCP</td>
<td>vitrified clay pipe</td>
</tr>
</tbody>
</table>
STRATEGIC FRAMEWORK

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

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
<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Darren Redfield</td>
<td>Purchasing Director</td>
</tr>
<tr>
<td>Kelly Latham</td>
<td>Chief Financial Officer</td>
</tr>
<tr>
<td>Janice Hillanbrand</td>
<td>Senior Budget &amp; Evaluation Analyst</td>
</tr>
<tr>
<td>Jakira Westbrook</td>
<td>Business Inclusion Manager</td>
</tr>
<tr>
<td>Travis Cockerham</td>
<td>Real Estate Administrator</td>
</tr>
</tbody>
</table>
WINSTON-SALEM/FORSYTH COUNTY
UTILITY COMMISSION

COMMITTEES

FINANCE
Chris Parker – Chair
Tom Griffin
Hugh W. Jernigan

OPERATIONS
Hugh W. Jernigan – Chair
Harold Eustache
Yvonne H. Hines

PLANNING & POLICY
Tom Griffin – Chair
Simpson O. Brown, Jr.
Duane Long
Charles Wilson