



## GreenvilleWater

**MINUTES OF REGULAR MEETING  
COMMISSIONERS OF PUBLIC WORKS  
407 West Broad Street  
Commission Room, Level Two  
Greenville, South Carolina  
June 6, 2017  
8:15 a.m.**

Commissioners of Public Works in attendance:

Chairman Phillip A. Kilgore, Vice-Chairman James W. Bannister, and Mayor Knox H. White.

Absent: Debra M. Sofield and J. David Sudduth. A quorum was present.

Greenville Water Staff in attendance:

Chief Executive Officer David H. Bereskin, Chief Financial Officer Phil Robey, Controller Jondia Berry, Director of Information Technology Joe Beineke, Human Resources Director Richard Posey, Water Resources Director Rick Pfeiderer, Business Analyst Jane Arrington, Interim Field Operations Manager Wayne Benson, Communications Manager Olivia Vassey, Billing Supervisor Jan Tinsley, Senior Engineer Susan Overstreet and Commission Attorney David Ward.

Other Guests Present:

The Nature Conservancy: Robert Howard and Kristen Austin

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The Regular Meeting of the Commissioners of Public Works was called to order at 8:15 a.m. by Chairman Kilgore.

### **1. WELCOME**

### **2. PUBLIC COMMENT**

No comments were presented at this time.

### **3. CONSENT AGENDA**

Chairman Kilgore listed the items of the Consent Agenda which were the meeting minutes of the Regular Commission Meeting May 2, 2017, the Water Resources Report, the Financial Update, New Development and New Annexation Covenants. There being no questions or comments regarding the consent agenda, the items were deemed approved.

### **4. APPROVAL OF OUTSOURCING OF BILL PRINTING, INSERTING AND MAILING**

Chairman Kilgore welcomed Chief Financial Officer Phil Robey and Billing Supervisor Jan Tinsley to provide a presentation to explain why Greenville Water is outsourcing bill printing, inserting and mailing. The presentation included the process undertaken in terms of soliciting and evaluating proposals from different companies; the company Staff recommends partnering with; and why it makes sense for Greenville Water to outsource this aspect of operations at this time.

Ms. Tinsley explained the necessity to make adjustments to the billing process was brought about by changes in staffing levels. Pie charts were presented showing the hours associated with bill print duties per week and the time that would be provided to redirect employees to concentrate exclusively on billing functions should outsourcing be approved. Outsourcing would eliminate the need for preprinted material resources used in bill printing. Current equipment used to print and



insert bills is reaching the end of service life. The equipment is unpredictable and breaks down frequently. As an example, in April 2017 approximately 30 employees had to join together to insert by hand 12,203 bills to get them in route by 5:00 p.m. Chairman Kilgore thanked staff for working together to accomplish this task.

The Billing Department has one vacant position which could be eliminated from the staffing pattern should outsourcing be approved. Outsourcing would fulfill the desire to redesign the current bill as print and mail companies provide design/layout services to assist with this. Outsourcing is also a goal for the Business Services division in the 2017 Strategic Plan.

Mr. Robey reviewed the steps taken to develop a request for proposals (RFP) explaining a bill print team developed the RFP with the scope of utility bill print, insert and mail services only. The RFP was issued on March 17<sup>th</sup> and sent to 20 companies including local, regional and national service providers. The RFP was also posted on Greenville Water's website. There were 7 responses received on April 11<sup>th</sup>, two of which were submitted after the response deadline, thus they were disqualified from the process. The criteria used to evaluate the proposals included satisfaction of RFP requirements, implementation approach, pricing, stability, experience and references. The two with the most weighted consideration were the satisfaction of RFP requirements and pricing, which means the vendor has good quality assurance and quality control processes in place with the ability to expeditiously get Greenville Water bills into the mail stream to ensure delivery to customers as quickly as possible. Also, available technology to enable Greenville Water to increase efficiencies and reduce overall costs. From the evaluation of the five responses, SourceLink was determined to have the top proposal. SourceLink rose to the top due to having a local facility, guarantee of same day delivery to USPS with arrival in the customer's mailbox the next day, very competitive pricing, significant amount of experience with statement print and mail services, and redundancy with facilities in Ohio and Mississippi for backup and disaster recovery should the local facility go down.

Mr. Robey explained outsourcing of Greenville Water's bill printing, inserting and mailing makes sense because of a significant reduction in costs associated with printing and inserting; technology advantages that increase efficiencies such as eliminating return envelopes for customers paying through bank drafts/recurring credit cards, combining bills and reduction of postage costs. Outsourcing will also allow Billing staff to redirect employees to focus exclusively on billing tasks.

Commissioner Bannister moved, seconded by Mayor White, to approve outsourcing Greenville Water's bill printing, inserting and mailing. The motion carried unanimously.

## **5. LEGISLATIVE UPDATE**

Chief Executive Officer David Bereskin requested the Legislative Update be moved up on the Agenda to allow Legislative Liaison Bob Knight to attend a meeting in Columbia, SC. Chairman Kilgore welcomed Mr. Knight to present the legislative update.

Mr. Knight stated the Legislature would be meeting to approve the budget. The South Carolina Retirement System amendment will be included in the budget for approval. The amendment proposes sending money to South Carolina Public Employee Benefit Authority (PEBA) rather than the local government fund. The approval of the amendment stipulated the decision to disperse the money to PEBA would be revisited the next year with the option to decide where the money would be dispersed at that time.



The plastic pipe bill is coming along and will head over to the Senate. There are rumblings about the Surface Water Withdrawal Act since the last meeting, where it was discussed briefly. The Google controversy in Charleston, SC has really brought the Surface Water Withdrawal Act up with a lot of editorials and newspaper articles being written about the withdrawal Google wants. Two really large farms in Aiken County, in the Edisto Basin, have drawn a lot of attention. There is some concern the Surface Water Withdrawal Act will come back up in the next year. South Carolina Department of Health and Environmental Control Water Bureau Chief David Baize was replaced by Mark Hollis who was formerly with Duke Energy.

## **6. APPROVAL OF EMPLOYEE HANDBOOK**

Chairman Kilgore invited Human Resources Director Richard Posey to present on the Greenville Water Employee Handbook. Mr. Posey announced Greenville Water has a new employee handbook that was distributed to the Commissioners for review. The difference from the old handbook is it has been broken out into nine policy groups to allow employees to view the same type policies at the same time, it will also make it easier to make future changes and to keep up with when the policies were last revised. Mr. Posey also reviewed the new policies not included in the old handbook, the major revisions, benefits added since 2011, the process for revisions and the proposed process for distribution.

Commissioner Bannister moved, seconded by Mayor White, to approve the employee handbook as revised. The motion carried unanimously.

## **7. APPROVAL OF WATERSHED COMMITTEE MEETING RECOMMENDATIONS**

Chairman Kilgore invited Rick Pfeleiderer to present the Watershed Committee Recommendations for caring for the watersheds, wildland fire response and the North Saluda Watershed prescribed fire plan for 2017 and beyond. Chairman Kilgore took a moment to welcome former Greenville Water Commissioner and current Nature Conservancy Board Member Bob Howard and The Nature Conservancy's Southern Blue Ridge Program Director Kristen Austin to the meeting.

The first recommendation was for the Greenville Water Management Team and Commissioners involved in any type of incident command going forward, the Manager of Field Operations and staff to receive Incident Command System training through the Federal Emergency Management Agency's (FEMA) website. Another recommendation was to create a ten person Greenville Water Fire Support Team. The team would provide logistics, communication and support during wildland fires and perform small prescribed fires within Greenville Water watersheds. This team would train as Firefighter Type 2.

Additional recommendations include:

- Identify and train a liaison and back-up liaison for Greenville Water to the Incident Command Center.
- Improve communication capabilities.
- Watershed research requests will follow the Greenville Water protocol and support the Greenville Water Natural Resources Management Plan.
- Modify the Greenville Water Natural Resource Management Plan and the Wildfire Management Plan for the Greenville Watersheds to include updating of contact information and prohibition of the use of fire retardants within the Greenville Water Watersheds.



Mr. Pfeleiderer introduced Watershed Manager Henry Poole to discuss the North Saluda Watershed Prescribed Fire Plan. Mr. Poole explained the prescribed fire plan would require a departure analysis from the 4<sup>th</sup> Ecological Zone Model to tell where to introduce the prescribed fire in the watershed. The options for support in developing a departure analysis include Clemson University, Furman University, US Forestry Service Hydrologic Lab and private consultants. It could take up to 24 months to complete the departure analysis depending on the scope and funding. Mr. Poole reviewed the comprehensive prescribed fire plan components which were certified prescribed fire manager, prescribed fire objectives, where to introduce prescribed fire, feasible units, burn acres, interval for maintenance and resources including number of staff, equipment, MOU, etc. Following is the timeline presented:

**2017**

- Train Greenville Water ten person fire support team to have the skills and experience to manage a prescribed fire on Greenville Water property
- Greenville Water will complete a prescribed fire on two acres or less
- Release a Request For Proposal (RFP) for a Departure Analysis of the North Saluda Watershed by the end of 2017

**2018**

- Perform a Departure Analysis

**2019**

- Develop a communication plan for prescribed fires

**2020**

- Finalize a comprehensive prescribed fire plan based on the recommendations from the departure analysis with support from the SC Forestry Commission

Chairman Kilgore questioned if it would take this long to put something together. Mr. Poole advised that it could take the entire time, but the timeline is an estimate. It would depend on the RFP and who does the departure analysis. Chairman Kilgore asked if there would be additional prescribed burns after the initial one in 2017. Mr. Poole responded yes. Mr. Bereskin added the departure analysis deals with the environmental component for prescribed burns. Greenville Water will begin undertaking and continue performing prescribed burns for fuel reduction. Staff will look to partners for assistance with the more arduous and complicated prescribed burns.

Chairman Kilgore welcomed comments from The Nature Conservancy. Ms. Austin stated the recommendations were excellent and right on point. Chairman Kilgore expressed the Commission's appreciation for the partnership with The Nature Conservancy over the years and the continued interest in the watersheds.

## **8. STRATEGIC PLAN UPDATE**

Chairman Kilgore welcomed department representatives to provide strategic plan updates. Mr. Bereskin began by listing the corporate-wide strategic goals interspersed in each departments presentation which included asset management, improve internal financial reporting, deliver a document imaging system, enhance the maintenance and management of Greenville Water's fleet and construction equipment, succession planning, and ensuring sustainable water supply.

Mr. Bereskin explained that these goals are long term goals and each department has strategies for achieving these goals. Strategies may vary from year to year depending upon needs that arise. These goals have long term methods of measurement to ensure continued excellence.

Mayor White left the meeting at 8:50 a.m.

Representatives of each department presented progress on their initiatives as provided in the Commission Agenda package. Chairman Kilgore thanked staff for an excellent job presenting the updates, adding the presentations were very informative.

**9. CHIEF EXECUTIVE REPORT**


No comments presented.

**10. COMMISSION COMMENTS**

Commissioner Bannister affirmed the strategic plan review exercise is very beneficial. Mr. Bereskin added there are a lot of good things that will be happening. Some of those plans take longer than others and added the Information Technology department has five specific items of the strategic plan but the department is crucial to completing about 100 items which takes time and puts them behind on their specific goals.

**11. ADJOURNMENT**

There being no further business, the meeting was adjourned at 9:20 a.m.

  
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Phillip A. Kilgore, Chairman  
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Kimberly J. Hauler, Executive Assistant