

MAY 5, 2022

BUDGET WORKSHOP

4:00 PM

RICHLAND COUNTY DEPARTMENT OF UTILITIES



UTILITIES

Building Back Better – The Utilities Department of the Future

RICHLAND COUNTY UTILITIES (RCU) IS AN ENTERPRISE FUND

- “An enterprise fund is a self-supporting government fund that sells goods and services to the public for a fee.” (www.accountingtools.com)
- We periodically do a Rate Study to determine the appropriate rates for water and sewer services based on our expenses such as employee salaries, benefits, training and job related licensure, office space, supplies, vehicles, asset replacement/rehabilitation, operational costs, and maintenance costs.
- No rate increases from 2010 – 2019
- Increased Rates in 2019, 2021, and 2022
- Our current rates:
 - Sewer: \$72.03 flat rate per residential equivalent
 - Water: \$20 minimum plus usage by Tier

1st 1,000 gallons Minimum base charge standard meter	\$20.00
Next 8,000 gallons	\$4.67/1,000 gallons
Next 11,000 gallons	\$4.37/1,000 gallons
Next 10,000 gallons	\$4.12/1,000 gallons
Next 30,000 gallons	\$3.87/1,000 gallons
Next 60,000 gallons	\$3.87/1,000 gallons



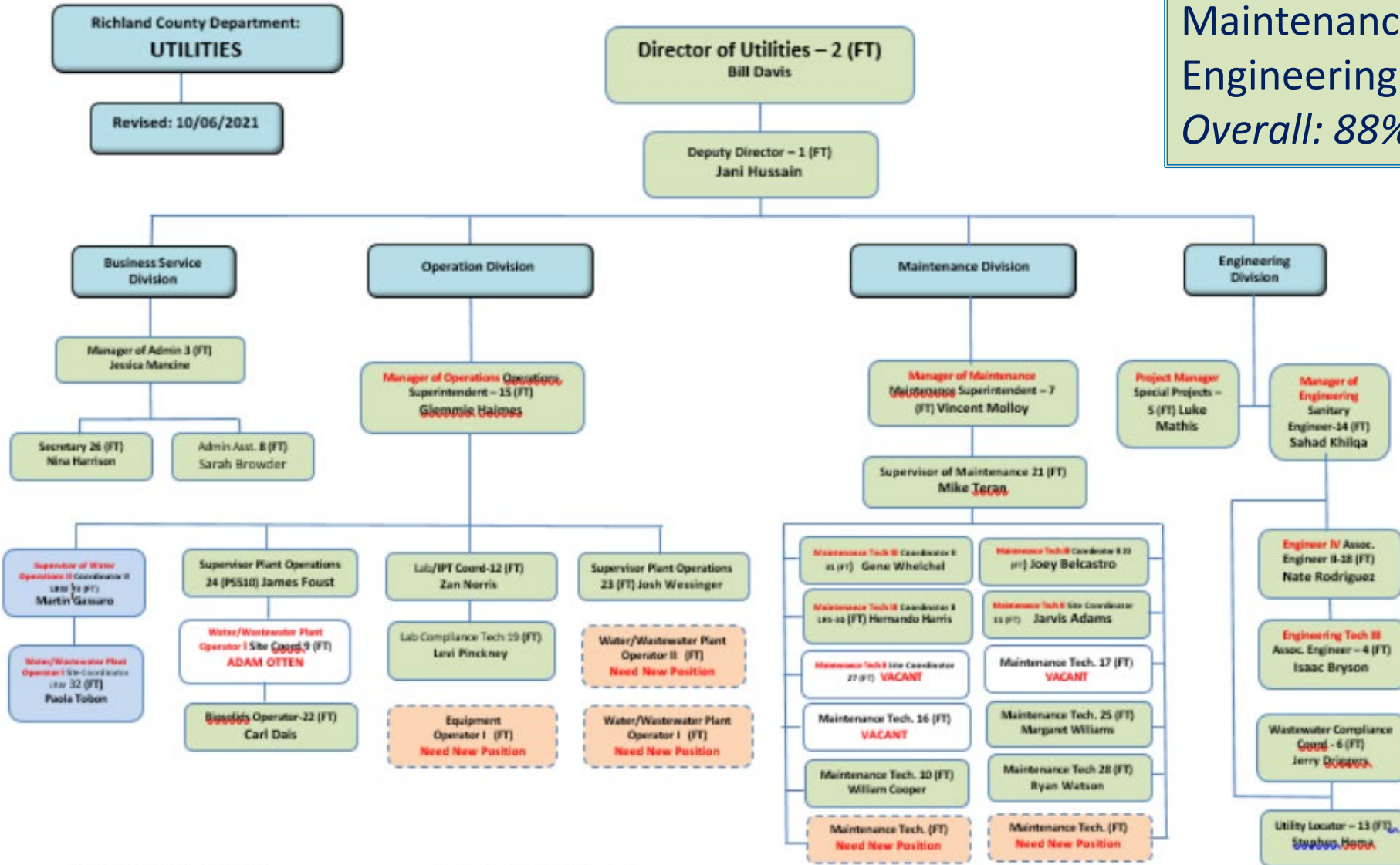
UTILITY DEPARTMENT CONTACTS

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RCU ORGANIZATIONAL CHART

Current Staffing Levels:
 Administration: 100% (5/5)
 Operations: 89% (8/9)
 Maintenance: 75% (9/12)
 Engineering: 100% (6/6)
Overall: 88% (28/32)



Current Staff Diversity:
 6 Women (21%)
 22 Men (79%)
 6 Black (21%)
 17 White (61%)
 2 Hispanic (7%)
 3 Other (11%)

Staff Diversity in 2021:
 Women (12%)
 Men (88%)
 Black (16%)
 White (68%)
 Hispanic (4%)
 Other (12%)

Richland County Government
 Confidential and Privileged



RCU ASSETS

- SEWER SYSTEMS:

- **Broad River Service Area**

- Regional WWTP - 6 MGD
- 13,233 Customer Equivalents
- Blue Granite – Bulk Customer
- 46 Pump Stations
- ~925,000 linear feet of Gravity Sewer Lines
- ~385,000 linear feet of Forcemain
- ~5000 Manholes

- **Southeast Service Area**

- Regional WWTP – 1.2 MGD
- 2,641 Customer Equivalents
- Town of Eastover – Bulk Customer (~342 Customers/~11 Businesses)
- KEMIRA Chemicals – Bulk Customer
- McEntire and McCrady – Bulk Customers
- Schneider Electric (Square D) – Bulk Customer
- 12 Pump Stations

Interesting Fact:

We have about 330 total miles of sewer lines.

If you lay our pipe lines end to end on the roadways, beginning in Irmo South Carolina, you could reach Birmingham Alabama, Nashville Tennessee, or Richmond Virginia

Richmond Virginia, Nashville Tennessee, Birmingham Alabama, Irmo South Carolina



RCU ASSETS

- WATER SYSTEM:
 - Hopkins System
 - 562+ Customers
 - Ground Water Source
 - 300,000 Gallons Elevated Storage Tank
 - Pond Drive
 - 27 Customers
 - Ground Water Source
 - 7,000 Gallon Hydropneumatic Storage Tank
 - Murray Point
 - 14 Customers
 - City of Columbia – Bulk Customer



CRITICAL OBJECTIVES

- Provide Friendly Responsive Customer Service
- Maintain a Culture of Inclusiveness and Diversity
- ***Recruit and Retain High Performing Staff***
- ***Comply with Regulatory Agencies (SC DHEC)***
- Maintain our Delegated Review Program (DRP)
- Follow our Code of Ordinances
- ***Provide Competitive Wages for Our Staff***
- ***Provide Staff with Tools Needed for Success***
- ***Develop a Preventative Maintenance Program to Protect our Assets***
- ***Maintain High Water Quality Standards***
- Close-Out 3 Schools and McEntire WWTPs



CRITICAL OBJECTIVES

- Strategic Planning with a 10 year Capital Improvement Program
- Master Plan for Water and Sewer Service in Northwest and Southeast over the next 20 Years
- Enforce our FOG – Fat, Oil and Grease Ordinance
- Limit new and find better solutions for Low Pressure Sewer Systems
- Reduce Inflow and Infiltration (I&I) into our System
- Prevent Sanitary Sewer Overflows (SSOs)
- Maintain Robust Capacity Assurance Program (CAP)
- Develop our Industrial Pretreatment Program (IPP)
- Continue to have a Strong Presence in Water Industry Associations and Organizations
- Work with other Municipalities to require our review prior to approving new connections or change of use

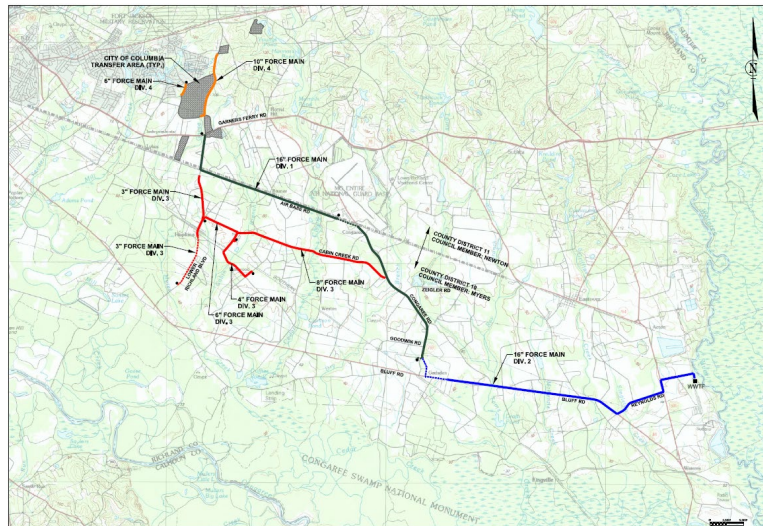


SOUTHEAST SEWER SYSTEM

- ✓ 26% Increase in Assets
- ✓ 13% Increase in Customers
- ✓ 29% Increase in Flow at WWTP

With 26% more Assets, we need 8 additional FTEs for Maintenance and Operations

New Collection System



Addition Flow to Wastewater Treatment Plant (WWTP)



OVERCOMING CURRENT CHALLENGES

- Recruiting and Retaining High Performing Staff
 - Last few employees who left the county received offers for nearly twice their salary
 - Current work demands with added systems and failing infrastructure are requiring more overtime hours for employees in Maintenance Division
 - Low wages combined with long hours are affecting morale and causing burnout
 - Solution is more competitive wages comparable to the industry standards combined with additional staff to reduce overtime hours
 - ***To accomplish this, we need to adjust pay to new livable wage standards and add 5 new positions: 2 Operators, 2 Maintenance, and 1 Equipment Operator***
- Complying with Regulatory Agencies (SC DHEC)
 - Aging infrastructure can cause sewer overflows and other capacity related issues
 - ***We need to develop a robust asset management plan***
 - Implementing a predictive maintenance system will decrease our energy use and potential regulatory issues resulting from asset failure or poor performance
 - ***Develop capacity enhancing projects to reduce constrictions in the system***



OVERCOMING CURRENT CHALLENGES

- Provide Staff with Tools Needed for Success
 - Most of our heavy equipment has exceeded it's useful life
 - We will utilize CCTV truck to access our piping for issues to reduce overflows
 - ***We need a new backhoe for in-house maintenance work***
 - ***We need a new roll-off truck*** for hauling wastewater sludge
- Develop a Preventative Maintenance Program to Protect our Assets
 - We need a wastewater plant maintenance team dedicated to the two plants
 - Need staff dedicated to each system to reduce response time
 - ***Need a storage building with office space at Eastover WWTP for added staff***
- Maintain High Water Quality Standards
 - ***We need to replace old water meters with new state of the art smart meters***
 - We need to ensure compliance with new Lead and Copper Rules
 - ***Need to add a water tank to our system*** to provide adequate pressure and capability to maintain existing tank



REQUESTED CHANGES

- Adjusting Personnel Expenditures for COLA and Adding 5 Additional Personnel
- Revenue Projections need to be Adjusted to Actual Customer Equivalents not Number of Customers (some are higher)
 - ✓ Actual Customer Equivalents
 - ✓ Increased Customer Base
 - ✓ Increased Sewer Rates
 - ✓ Non-Payment
 - ✓ ~650 Customers at Lower Rate in Transfer Area
 - ✓ Added Bulk Customer Revenue

	FY 2023 Admin	FY 2023 Department	Requested
Expenditures	Recommended Total	Requested Total	Increase/Decrease
Sewer Personnel	\$2,724,758.00	\$3,114,491.60	\$389,733.60
Sewer Operating	\$9,841,224.00	\$9,759,450.40	-\$81,773.60
Sewer Capital	\$295,000.00	\$295,000.00	\$0.00
Water Personnel	\$234,724.00	\$234,724.00	\$0.00
Water Operating	\$401,334.00	\$401,334.00	\$0.00
Water Capital	\$15,000.00	\$15,000.00	\$0.00
Total Expenditures	\$13,512,040.00	\$13,820,000.00	\$307,960.00
Revenue	FY 2023 Admin Projected	FY 2023 Department Projected	Projected Increase
Sewer Rate Fees	\$10,250,000.00	\$12,700,000.00	\$2,450,000.00
Water Rate Fees	\$200,000.00	\$200,000.00	\$0.00
TAP Fees	\$920,000.00	\$920,000.00	\$0.00
Transfers In	\$0.00	\$0.00	\$0.00
Total Revenue	\$11,370,000.00	\$13,820,000.00	\$2,450,000.00
Surplus/Deficit	-\$2,142,040.00	\$0.00	



QUESTIONS?



UTILITIES

