

Municipal Services Commission  
Monthly Meeting  
January 18, 2018 -- 4 p.m.  
216 Chestnut Street  
New Castle, Delaware

The meeting was called to order at 4 p.m. with Dr. Roy Sippel, Commissioner, presiding.

Present: Dr. Roy J. Sippel, Commissioner, President  
Daniel F. Knox, Commissioner  
Dr. Allen Hansen, Commissioner  
Pamela A. Patone, Secretary

Staff in Attendance: Treasurer Mary Jane Stubbs; Accounting/Customer Service Manager Tara French; Scott Blomquist, Supervisor, Electric Department; Jay Guyer, Supervisor, Water Department

Secretary Patone informed of two additions to the agenda under New Business. The first is the re-quoting of survey work at Vandyke Village. The second concerns conflicts with water and the storm drain near Third Street associated with the City and the Trustees of the New Castle Common's Phase 3 drainage project.

Mark Beauchamp and Mike Johnson of Utility Financial Solutions presented the Cost of Service Study for MSC. They participated in the meeting by phone. Mr. Beauchamp talked about assumptions used in the development of the financial models for the water and electric, and then presented the results of the financial projections. The presentation includes key financial targets used to determine the health of each utility, minimal level of cash reserves the utilities should maintain, debt coverage (not an issue for MSC), target operating income (tries to recover assets in a more systematic manner than the cash basis does) to determine the breakeven level for that target operating income, identifies how much it costs to provide service to each class of customers and compares it to revenue that is projected for that class to determine how much rates need to change for each rate class. They also look at what the fixed monthly customer charge should be. Mr. Beauchamp is looking for guidance on the financial projection and the rate track to see if MSC agrees with what they are recommending.

Mr. Beauchamp said their report calls for a rate decrease in electric and a rate increase in water. As part of those rate adjustments they would like to move some of the classes closer to cost of service, but would move slowly over time. He is looking for a -3% rate adjustment for electric, but if we went with a bandwidth of plus or minus 1%-2% that would mean that some customer classes might see a decrease of up to 5% while other classes would see a 1% reduction in rate. He is seeking guidance on this and on the fixed monthly customer charge.

Assumptions (in development of models) – Mr. Beauchamp said they assume an inflation rate of 2.5%, which does not have much impact on electric service; the impact is bigger in water. The growth rate they assumed was .5%. They assumed that power supply costs would go down .8% in 2019 and increase thereafter, .9% in 2020, 2.3% in 2021, 3% in 2022, and 3.6% in 2023.

Summary of financial projections (without any rate adjustments in electric) -- the recommended minimum and maximum cash balances – Mr. Beauchamp reported that in 2019 without rate adjustments MSC is looking at an Electric Department cash balance above \$5 million; the minimum level of cash is approximately 2.5% and the maximum is approximately 6.2%. By 2023 Mr. Beauchamp reported MSC is exceeding its maximum cash level in the Electric Department.

Target operating income – adjusted operating income and target operating income – Mr. Beauchamp reported that in 2019 they feel the Electric Department should earn \$365,000, the breakeven rate of return. The adjusted operating income projected is \$813,000, exceeding targeted operating income.

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Mr. Hansen projected the cash balance has to assume some type of base line cash basis, so you have divided the cash balance between electric and water. Mr. Hansen said that has a big impact on the recommended rate adjustments. He asked how they calculated the distribution. Secretary Patone said MSC does not do a departmentalized balance sheet. When MSC submitted for a grant from the USDA a few years ago we had to justify our need for the funding in order to receive the \$500,000 grant. She went back as far as she could and looked at revenues and expenses for electric and water. Additionally, a cost of service study was done six years ago and estimates and assumptions were made based on prior history as to how much was earned and expenses and capital outlay to come up with a starting point. Secretary Patone has been carrying that forward for the last six years to determine cash balances for electric and water. She said six years ago MSC had a 30% increase in water rates and at that time their adjustments were to try to correct the fact that electric was supporting water. You can get significant revenue increases from small electric rate changes, but not with an increase in the water rate. She further reported that staff has been moving towards having water support itself, but considering the capital outlay we have had over the last 3-4 years we are still at a deficit. Mr. Knox noted MSC's rates remain below Artesian Water and Suez Water.

Projected rate adjustments and rate track – Mr. Beauchamp proposes to decrease electric rates by 3% in 2019. The average residential customer would see a reduction of about \$2.90 per month. They are recommending a substantial rate increase for water. In total the increase in water is somewhat being offset by the reduction being proposed for electric. If Commissioners agree with their recommendations, the average residential customer's bill for utilities (both water and electric) will increase about \$4.63 or a 3.45% increase.

Cash reserves on the rate track – Mr. Beauchamp reported that cash balances are projected at \$4.7 million. MSC is within the minimum/maximum target with the rate reduction and is slightly over on cash balances. He spoke about a 3% rate reduction in 2019 followed by a series of 1.5% in subsequent years. The projections are driven by DEMEC's projected power supply costs.

Minimum level of cash reserves and how it is determined – The minimum level of cash is determined by looking at the working capital lag time (time between when bills are paid and customers pay). Purchase power cost – power supply costs fluctuate monthly. They look at the biggest peak supply bill and make sure they have that in reserves. They look at assets (historical rate base), the age of those assets, and the exposure of those assets to a catastrophic event. Because infrastructure is older it is assigned a higher risk factor, or 3% of historical assets to be held in reserves (\$354,000). If a catastrophic event occurs they want to ensure enough money is available to start repairs/replacement until adequate finances are arranged. Capital Improvement Programs – Mr. Beauchamp advised MSC needs to make sure enough money is in reserves to fund MSC's Capital Improvement Program. Minimum cash reserve level \$2.5 million in 2019. Projected cash balances are over \$5 million.

Target operating income – Even though MSC is a not-for-profit utility you need to make money to break even. Mr. Beauchamp said the breakeven point for MSC is having operating income high enough to cover interest expense on debt (does not apply to MSC) and inflationary increase in an assets replacement cost. When setting rates MSC needs to ensure rates are set to ensure consistent funding. Mr. Beauchamp suggested having a consistent funding mechanism in cash reserves to replace infrastructure. When setting rates, cash needs to be monitored; if you have too much cash the public can view this as they have been overcharged.

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Electric cost of service results – Utility Financial Solutions reported the cost of service reflects a need for an overall electric revenue reduction of 4.6%. The breakdown by classification shows some classifications being over the cost to serve and some classifications under the cost to serve. The residential rates are under by 4.2%, space heating under by 15%, and small general service under by 20%. Large customers all show being over the cost to serve, the medium general service 8.8%, large general service demand at secondary voltage 12.2% reduction, and large general service primary 13% reduction. General Service commercial demand is a customer with unique load characteristics. Because MSC's rate structure is not established by cost of service directly and because of their load characteristics, MSC is not recovering almost 20% from them. If commissioners decide on a 3% rate reduction, you may want to consider giving the large general service customers a 4% rate reduction and the residential class a 1%-2% reduction. This would allow MSC to move the classes closer to cost of service over time, avoiding rate shock.

Secretary Patone asked Mr. Beauchamp to speak to whether this is a standard trend with other municipalities to have over charging of customers, commercial versus residential, and how the cost of service corrects the situation. Mr. Beauchamp said it is not unusual to see charges get out of alignment.

Customer charges – The rate for residential shows it should be set at \$19; MSC is currently charging \$10. This is a fixed charge that does not vary based on consumer consumption. Costs that should be recovered through a fixed charge include the expense of installing a meter, the responsibility for repair/replace of the meter, read the meter, bill the meter, and the cost of service extension into the home. Need to try to set the customer charge to customer service levels.

Water

Financial projection without any rate adjustment – recommended minimum and maximum cash -- Minimum cash level is \$850,000. MSC is looking at a negative water department cash balance in 2019 of \$1.2 million and negative cash balances are projected to get worse. By 2023 MSC is looking at a negative 2.4 million in reserves in the Water Department. This is hidden by cash reserves in the Electric Department.

Targeted operating income – The breakeven point is about \$414,000. Operating loss projected in 2019 is \$30,000 and projected to worsen.

Rate track – Mr. Beauchamp is proposing a 20% increase in water rates for 2019. This puts MSC on more solid footing to move the Water Department to be financially stable. Having a 3% rate reduction in electric combined with a 20% increase in water rates, the customers' bills for utilities will go up \$4.63 or a 3.4% increase. This is an ideal time to increase the water rate by decreasing electric rates.

Secretary Patone noted a contamination problem that required MSC to put in a significant amount of water infrastructure to address, \$1.2 million was spent, received a grant of \$500,000; MSC put out \$700,000 of outlay that we hope to recover from the source of the contaminant. She asked if we are able to recover those funds how that would affect his projections. According to Mr. Beauchamp it would not have an impact because cash balances would increase by \$500,000, but the deficit is so large it just helps lessen that deficit.

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Minimum cash calculation for water – Working capital, age of infrastructure and the Capital Improvement Program is considered in determining a minimum level of cash of \$848,000.

Target operating income (breakeven rate of return) – This is calculated out at \$487,000 in 2019 and increases annually because of the Capital Improvement Program. The target operating income is about \$400,000-\$500,000 each year.

Cost of service results for water – Mr. Beauchamp noted a change in public fire protection from the last survey. To meet the target operating income the system would need a 28% rate increase; they are recommending 20%. He suggested not increasing public fire protection; but there is a need to increase for private fire protection.

Monthly charge for water – The current monthly customer charge for a ¾-inch domestic service is \$8.25 a month. The cost of service study indicates it should be \$9.97. Mr. Beauchamp suggested an increase in monthly customer charge of about \$1.50.

Summary – They are proposing a decrease in electric rates by 3%, increase water rates by 20%; the net impact on residential customers of approximately 3.4%. To move toward cost of service he suggested one of the following: ¾-inch water meter-increase \$1 increase; increase residential electric monthly charge by \$2.

Mr. Hansen asked Secretary Patone if she has any concerns about the rate for Nixon considering their high usage of water. In the past when rate increases were considered, Secretary Patone said they give direction to the rate design and included them in a sampling of customers, largest electric and water user, to inform commissioners what customers will see with their bills. The same process is done for residential customers. She noted when previous water rate increases took place an electric rate reduction was also adopted which significantly offset the water and its effect on Nixon.

Guidance from commissioners regarding a bandwidth they are comfortable with – Utility Financial Solutions recommended 2% above the low. Mr. Beauchamp said the commission has a history of adopting a rate change in the first year and not adopting a rate change in the second or third year unless the financial statements warrant a change. Mr. Beauchamp stated if rate increase recommendations were followed after the last survey MSC would be looking at increases in water in the 5%-6% range. He emphasized the importance of following a plan for subsequent year increases to help temper rate changes going forward. He asked commissioners to consider an increase in customer charge for the 5/8-inch and ¾-inch water meter by \$1 and \$2 for residential monthly electric charge. Customer charges for small/large commercial and small general service shows the need for a substantial increase.

Secretary Patone reiterated Mr. Beauchamp's recommendation of a water increase of 20% with a 2% bandwidth and a decrease of electric of 3% with a 2% bandwidth.

Mr. Guyer, Water Department Supervisor, said across the industry Water Departments are looking for ways to stabilize income evaluating fixed costs in service charges. They have been able to trend this over 15-20 years and have seen a decrease in consumption with customers upgrading appliances. He asked if that was considered in the proposal for water rate adjustments and cost of service adjustments. Mr. Beauchamp agreed that water consumption has been declining; however, the customer charge is what stabilizes the revenues.

*(Messrs. Beauchamp and Johnson departed the meeting.)*

**Minutes** – A motion was made and seconded to approve the minutes of the 12/21/17 monthly meeting as distributed. The motion was seconded and approved.

**A motion was made and seconded to approve the executive session minutes of the 12/21/17 monthly meeting. The motion was seconded and approved.**

**Treasurer's Report – Treasurer Stubbs reporting**

Treasurer Stubbs reported a total operating cash balance of \$2,075,119.57. PNC escrow and meter deposit total in the amount of \$861,625.14. Total cash balance is \$2,936,744.71. Total investments are \$1,104,695.02. Assistant Electric Supervisor Art Granger reviewed the bank statements. Treasurer Stubbs addressed Mr. Granger's questions satisfactorily. The checkbook register is attached to Treasurer Stubbs' report.

**A motion was made and seconded to approve the disbursements as presented. The motion was approved.**

**Accounting and Customer Service Report – Accounting/Customer Service Manager Tara French reporting**

**Billing --**

- Ms. French reported that Customer Service Representatives continue to perform their daily and monthly duties. They have been given more responsibility to take ownership of their work.
- Ms. French has been preparing reports for the annual electric and water billing audits. She has been working with InCode in order to customize reports to meet our needs.
- She will be attending Key Accounts training at DEMEC's office on 1/24/18. This is the second training in a series of trainings they will be participating in.
- Reviewing nonprofit accounts and adjusting billing software to charge these accounts. (as of 1/1/18 nonprofits will no longer receive free electric/water service) Their first bill showing the new charges will be received about 1/19/18.

**Accounting:--**

- The accounting assistant has been performing her daily tasks and month-end work papers.
- Ms. French has been preparing and/or reviewing December month-end work papers.
- Reviewing budgets for accurate categorizing of expenses and correcting software setup as needed. Mr. Hansen asked if there is a way to track customer complaints. Tracking complaints could help identify trends. Ms. French is unsure if there is a way to track complaints in the new software. Secretary Patone said if it relates to service there are service orders to reference. Payment questions can be made on their account. Most of the communication would be on service orders.

Feedback on safety issue – Ms. French said that office staff had a meeting to discuss the incident. They were engaged and offered suggestions. A small committee has been formed to expand pursuing different things we want to put in place. Treasurer Stubbs has been getting quotes for more security cameras and a card swipe for the back door. We discussed glass at the front desk and are getting quotes for same. Ms. French said that staff is in favor of glass in the front and she prefers the glass be stationary with an area to slide paperwork underneath. Secretary Patone said by adding cameras to the existing system and adding a card swipe to the back door similar to what we have on the front door we are expanding what is currently in place and does not require getting quotes. She noted it is also more

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cost efficient. Treasurer Stubbs is looking into whether we can include costs in our operating budget for this year. Secretary Patone said that commissioners would be approached at next month's meeting about the glass.

Mr. Hansen asked if electric and water reports would be broken out in Ms. French's report. Secretary Patone said they plan on providing monthly GAAP statements once they are in a position to do so with revenue and expenses segregated by Department but not a Departmentalized balance sheet.

Electric Department Report – Mr. Blomquist reporting

*(See attached report.)*

Vandyke Village – Mr. Blomquist reported a problem with the quote (\$6,000) for surveying work. The scope of work Mr. Blomquist requested was not understood by the contractor. Therefore, additional survey work is needed at a cost not to exceed \$7,000.

Railroad License – Secretary Patone stated these are old licenses we have had for years and paid for annually. We have paid outright for more recent licenses to avoid an annual payment. We are disputing their calculation and are now seeking to buy out the licenses. She does not believe the Railroad Management Company has followed the contract and has sent them a letter. Further, Secretary Patone has alerted our attorney, Dan McCollom, who is reviewing the matter.

Mr. Knox asked for an update on the trees on Harmony Street. Secretary Patone reached out to Tree Advisory Commission Chairman David Robinson to inform him what MSC was able to do to assist with the removal of six trees along Harmony Street and two trees along Fourth Street. She asked Mr. Robinson to speak with Mr. Blomquist if he wanted to move forward. To date Mr. Robinson has not made contact with Secretary Patone or Mr. Blomquist. Mr. Guyer is working on identifying where trees will be planted in Dobbinsville. Mr. Robinson has responded to that inquiry; however, Mr. Guyer has not yet spoken with him.

Water Report – Mr. Guyer reporting

*(See attached report.)*

Mr. Hansen asked what kind of information comes from the various reporting agencies Mr. Guyer included in his report.

- Water Supply Coordinating Council – The council is comprised of water utilities in New Castle County along with other water purveyors in Kent and Sussex Counties. The Council looks at water conditions in New Castle, Kent and Sussex Counties. Further, Secretary Patone said the Council makes recommendations to the Governor during drought conditions. She noted the agencies are a good resource allowing staff to talk to other water purveyors including Artesian Water and Suez Water.
- Delaware Water/Wastewater Agency Response Network (DEWARN) -- This is a volunteer group organized by the Governor's Office. It is a mechanism for individuals, utilities and water providers to have a single point of contact for resources and parts to handle emergencies. Secretary Patone said the group has a mutual aid agreement with the local water community.
- Water Operator Advisory Council – This group oversees the licensing of water operators and ensures they maintain the requirements to keep their license in the State of Delaware. Mr. Guyer said it is a Governor-appointed position and appointees serve three-year terms. Secretary Patone said this group helps us stay abreast on what MSC operators should know in order to maintain their licenses and make contributions on improvements on education we think they should have.

Storm Water Project – Mr. Guyer informed that last year the Trustees of the New Castle Common (Trustees) did storm water improvements across Battery Park. The project is comprised of three phases.

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With Phase 3 there are possible conflicts with the water line and new storm water infrastructure. Mr. Guyer asked ForeSite Engineers and the Trustees engineer when they would have the issues resolved or give MSC something to review. No response was received. On Tuesday, 2/6/18, Mr. Guyer was given a set of plans and asked to make comments on what MSC would do as far as corrections or modifications to water mains and services affected by their project. Comments were due on Monday, 2/12/18. The City wants to go out for bid next week and start work on 3/1/18. There does appear to be a potential conflict with the water service that supplies the Trustees garage, restroom and convenient station in Battery Park. It will require relocation of the service. One storm water crossing will require horizontal adjustment for clearance from a new storm water inlet and another adjustment will be required to vertically lower the larger storm water pipe that will come from the grass lot near the tennis courts, across the street and tie in to a new storm water inlet installed in the park. Mr. Guyer has started to assemble a list of materials and associated costs. He said the work can be done in-house. Secretary Patone noted this is a City/Trustee project and because of the project they need utilities to be moved in order to meet MSC's standards with separation. She said that commissioners have given Secretary Patone and Messrs. Blomquist and Guyer the ability to provide labor to any City or Trustee project as it fits our scheduling, but materials associated with the project would be borne by the City or Trustees. Secretary Patone said the project is labor intensive. Mr. Guyer added that weather will be a factor and considering the timeline he was given for the project he will push to have the timeline extended to April 1 to get the work done. Secretary Patone will inform City Administrator Bill Barthel that MSC will contribute labor but will need flexibility in timing. Further, she will provide him with an estimate for materials that MSC anticipates the City will pay for.

Ninth Street Project (as it relates to the Third Street project) – Secretary Patone reported that last year MSC was planning our water projects and encountered a storm water issue on Ninth Street. We went ahead and absorbed some material cost into project costs at the time since we were doing work in the area. We believed it as part of our own restoration of an infrastructure. The City may question why they are being asked to pay for something now when they were not last year. Secretary Patone said there is no reason for MSC to be going into these areas on Third Street, there is no project going on, we are not coordinating with any other utilities. We may get push back from the City since we did something on Ninth Street and did not charge them at that time and now we are asking for materials to be covered. Mr. Guyer informed that materials on Ninth Street were minimal at less than \$600.

*(Treasurer Stubbs and Ms. French were excused from the meeting.)*

*(With no further business to discuss, Treasurer Stubbs and Ms. French were thanked and left the meeting.)*

**A motion was made and seconded to enter executive session at 5:42 p.m.**

Commissioners returned to general session at 6:39 p.m.

*(Messrs. Blomquist and Guyer were thanked and excused from the executive session after discussing the potential real estate transaction.)*

**A motion was made and seconded to approve the Personnel Budget with adjustments. The motion was approved.**

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DEMEC – Secretary Patone reported that Matthew Reed of the Community Energy Centers of Delaware (CEC) provided details on the efficiency program they have with the Delaware energy utility. There was an energy efficiency initiative established with the State of Delaware several years back. The Public Service Commission (PSC) requires Delmarva Power and the Delaware Electric Cooperative to have specific programs to promote efficiency with their customers. DEMEC is not under the requirements of the PSC but does try to adopt some programs. AMP Freemont has a program for energy efficiency that some felt would be useful for their communities while others felt that the sustainable energy group with the State should provide more opportunities for communities. That group was invited to present to DEMEC members. Secretary Patone gave an overview of what some communities are doing that include providing workshops to educate the public on what they can do within their home to reduce usage, LED lights, counseling for people who get disconnected from services to get them back on a payment plan. She thinks the City of New Castle could benefit from some of those programs. However, CEC is not able to assist with nonprofits, small and large commercial accounts. Secretary Patone informed that we currently refer our customers having difficulty paying their bills to the Salvation Army “New Castle Cares” fund for assistance up to \$400 in a year.

Mr. Sippel said DEMEC has an energy improvement program and the City of New Castle is one of 9 signees for the program. He said we are not sure whether we will continue to support this program with DEMEC while trying to learn what the sustainable energy utility (SEU) does. The SEU is free. Secretary Patone said DEMEC President Pat McCullar suggested that DEMEC may be offering their energy efficiency program at no cost which she believes we would want to take advantage of some parts of the program. She reaffirmed to Scott Lynch of DEMEC that the City of New Castle would participate if we are not paying any more and they get the program moving forward.

Generation report – Secretary Patone reported during the recent week when the Beasley units were called upon to run 86 truckloads of fuel were delivered. Due to the weather, the Beasley units have been running. Natural gas is not available in the winter when there are no firm contracts. They also had issues with drivers reaching their limits making them unable to continue driving, which causes delivery delays. Secretary Patone reminded the Commissioners that PJM instituted a penalty for any generation facilities that are called upon to run and are unable to operate. PJM pays DEMEC for the Beasley capacity. DEMEC has set up a maintenance reserve to ensure the units are operational and do not fall into penalties.

**Construction projects:**

Middletown – They are dealing with one resident on right of way issues.

Seaford – They are putting in a new substation, expanding a line, and doing the AMI project. Their budget will be \$7.2 million rather than \$9 million.

Secretary Patone reported all the members were asked to sign off on the AMP Freemont bond document that discusses bond proceeds cannot be used to build out investor-owned infrastructure. You cannot get tax-exempt bond funding in order to build out investor-owned infrastructure. AMP now requires that each municipality sign off rather than DEMEC President Pat McCullar. She has requested a meeting with DEMEC as this would have related to our system back in 2008 when we had our bond. She will report back to Commissioners.

Education and training – Secretary Patone provided information about the Delaware League of Local Governments to commissioners. The group is comprised of city managers and council members and



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meets on a regular basis. She attends when topics are relevant to MSC. DEMEC will present to all municipalities at the next meeting and Secretary Patone plans to attend. She invited commissioners to attend.

Rate comparison (residential) – Secretary Patone provided commissioners with the report from DEMEC. New Castle is the third lowest on the list. Mr. Hansen asked a number of questions about the report and the data provided in the report and Secretary Patone answered his questions. She said Mr. Hansen is welcome to attend DEMEC meetings.

Mr. Hansen asked what the impact would be with the move to push target renewal energy sources to 50% by 2030. Secretary Patone said Senator McDowell established the RPS requirements with the State that says our portfolio must include 25% of renewables with a 3.5% carve out by 2025. We are on target if not exceeding the schedule. She understands there is a push to increase that to 50% by 2030. Her understanding is it is being discussed and may be put on the floor very quickly. DEMEC has lobbyists to keep them abreast of activities and to defend our ability to not opt into this. DEMEC wants to maintain control of our portfolio within the local communities and not be a part of a State mandate.

Old Business

Non-Profit Services Update – Discussed earlier in the meeting.

Office Security – Discussed earlier in the meeting.

New Business

Drainage Project – Discussed earlier in the meeting.

Vandyke Village Survey – Discussed earlier in the meeting. **A motion was made to increase the capital budget by \$1,000. The motion was seconded and approved.**

Cost of Service – Mr. Sippel is not comfortable with Mr. Beauchamp's comment that commissioners have not followed Utility Financial Solutions' recommendations beyond the first year, hence creating the need for a rate adjustment. He believes that as commissioners we can formulate our opinion on what should be done based on what was proposed. He suggested having another meeting dedicated to the subject of rate design. Messrs. Knox and Hansen agreed. Secretary Patone is not opposed to continuing our past practice. We need to address the rates, but not necessarily beyond one year. She understands past Commission decisions not wanting to go to residents every year with another rate increase.

Mr. Hansen had some questions about the consultant and MSC's history with Utility Financial Solutions. Secretary Patone responded to his questions and provided MSC's history with them. This is Utility Financial Solutions' second cycle with MSC. She has been very pleased with them and considers them to be a good resource. However, she suggested it may be time to investigate other options when we do another cost of service study.

Next Meeting

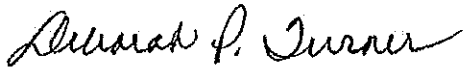
Commissioners set a special meeting to discuss the Electric and Water Rate Study Preliminary Results and make recommendations on rate design for 1/29/18, 4 p.m. at the office of the Commission, 216 Chestnut Street, New Castle, Delaware.

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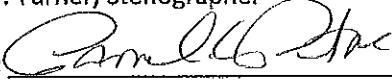
Commissioners set the next monthly Board meeting to be 2/27/18, 4 p.m. at the office of the Commission, 216 Chestnut Street, New Castle, Delaware.

Adjournment

A motion was made and seconded to adjourn the meeting. The motion received unanimous approval. The meeting was adjourned at 7:17 p.m.



Deborah P. Turner, Stenographer

Approved: 

(Minutes transcribed from recording.)