

**West Virginia Board of Public Works
November 1, 2012 – 10:30 a.m.
Treasurer's Conference Room
Minutes**

Attendees:

Members

Agriculture Commissioner Gus R. Douglass
State Auditor Glen B. Gainer
Secretary of State Natalie E. Tennant
Attorney General Darrell V. McGraw, Jr.
State Superintendent of Schools Dr. Jorea Marple
Peter Markham for Governor Earl Ray Tomblin
Diana Stout for State Treasurer John D. Perdue

Guests:

Jeff Amburgey, Tax Department
Scott McNeil, Tax Department
Nancy Baire, Tax Department
Dawn Warfield, Attorney General's Office
Kathy Schultz, Attorney General's Office
Wayne Williams, Attorney General's Office
Scott Adkins, Attorney General's Office
Russ Rollyson, Auditor's Office
Alma Simpson, Dept. of Education
Sandy Marinacci, Dept. of Agriculture
Ashley Summitt, Secretary of State's Office
Michael Griffith, Jefferson Utilities
Scott Burgess, Jefferson Utilities
Kerry Carnahan, CSX Transportation
Mike Quinn, Norfolk Southern
Phil Kabler, WV Gazette

The West Virginia Board of Public Works met on Thursday, November 1, 2012 at 10:30 a.m. in the Treasurer's Conference Room, Building 1, Room EB54 of the State Capitol Complex. Due to the absence of Governor Earl Ray Tomblin, the meeting was called to order and chaired by Commissioner of Agriculture Gus R. Douglass.

(Attached is a transcript of the meeting.)



Natalie E. Tennant,
Secretary of State
And Ex-Officio Secretary of the
Board of Public Works

STATE OF WEST VIRGINIA

BOARD OF PUBLIC WORKS

November 1, 2012

10:31 AM

WEST VIRGINIA STATE CAPITOL
Treasurer's Conference Room
Charleston, West Virginia

PENNY L. KERNS
Certified Court Reporter
and Notary Public

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BOARD MEMBERS:

Commissioner of Agriculture Gus R. Douglass

Secretary of State Natalie E. Tennant

Attorney General Darrell V. McGraw, Jr.
and Dawn Warfield

Diana Stout for State Treasurer John D. Perdue

State Superintendent of Schools Dr. Jorea Marple

State Auditor Glen B. Gainer, III

Peter Markham, General Counsel
for Governor Earl Ray Tomblin

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P R O C E E D I N G S

COMMISSIONER DOUGLASS: Good morning everyone and welcome to this Board of Public Works meeting. This is a meeting that was recessed on October 1, but we will come back into official session.

I have made a listing of the Board of Public Works here and I find that we have the Treasurer represented by Diana Stout, his legal counsel; and the Governor is represented by Peter Markham. The Attorney General Darrell McGraw is here in person. Natalie Tennant is here in person. State Treasurer John Perdue again has Diana Stout as his legal counsel here representing him. Glen, I've got to get you in here somewhere, Auditor Gainer, on this list, and I'm Gus R. Douglass, Commissioner of Agriculture. Yes, I'd better get Education, Jorea, in here.

Since the Governor is not present, I will be acting as chairman of this meeting. The first item that I have on the agenda as I view it is the minutes from the October 1, 2012, meeting of the Board of Public Works. What is your pleasure?

AUDITOR GAINER: I move approval.

COMMISSIONER DOUGLASS: Second?

DR. MARPLE: Second.

1 COMMISSIONER DOUGLASS: Moved and
2 seconded that the minutes be approved as presented.
3 Discussion?

4 (No response.)

5 COMMISSIONER DOUGLASS: Hearing none,
6 all those in favor signify by saying aye.

7 (Ayes responded.)

8 COMMISSIONER DOUGLASS: Opposed no.

9 (No response.)

10 COMMISSIONER DOUGLASS: The motion
11 carries. The next item on our agenda is an update of
12 the Tax Department Peer Review, and who is the
13 representative? Jeff Amburgey, we'll hear your report.

14 MR. AMBURGEY: All right, Commissioner,
15 Board members, I'm here on behalf of Tax Commissioner
16 Craig Griffith. Prior to finalizing utility values last
17 year the Board voted to have a peer review of the
18 utility appraising processes here in West Virginia. I
19 immediately considered that the most impartial and most
20 professional group to do that review was the
21 International Association of Assessing Officers, of
22 which most states are members and would have peers that
23 could come in and review that process.

24 We began contact with the IAAO and in May

1 they presented the Tax Department with a scope of work.
2 There was some discussion about some things to take in
3 and things to take out, one being the Auditor's Office
4 distributes the values to the counties and they had
5 proposed studying that, but that was really not part of
6 what we were intending to look at, just the appraisal
7 process. So we made those changes and finally we got an
8 official draft from the IAAO.

9 In July we shared that with the Board and
10 sometime after that we sent the Board a memo seeing if
11 we thought this, we could sole-source this contract out
12 and at the next meeting, I believe it was in August, the
13 Board discussed it, thought, agreed for the most part
14 that the IAAO would be the best organization to do this,
15 we'd have the peers that could look at the process, and
16 there was also concern that others that might bid on the
17 contract would have a conflict of interest in that they
18 may have utility clients that would be interested in the
19 outcome.

20 At that point in that August meeting the
21 Board voted for us to proceed with the contract as a
22 sole-source and we eventually got all the -- there was
23 some complications in the contract about when the IAAO
24 would get paid and things of that nature. We got all of

1 that ironed out, and in October we got the contract to
2 submit. We submitted it to Purchasing and I don't know
3 a lot about purchasing, so I have our purchasing expert
4 here with us, Nancy Baer, who will tell you where we
5 stand.

6 MS. BAER: We have submitted it to
7 Purchasing Division three different times as a sole-
8 source, the 16th, the 23rd, and again yesterday, the
9 31st, and they will not let us send it up as a sole-
10 source because they feel that there are other vendors
11 that could do this, so they will not let us do it as a
12 sole-source. I've even had contact with Glen's office,
13 talked to some people there, and they will not approve
14 it that way, so we're going to have to bid this out as
15 an RFQ. So that's our next route. We'll type up the
16 specs and send it out. Jeff and I are going to get
17 together and we're going to work on the specs and try to
18 get that submitted within the next week so that it can
19 go out on the bulletin board, not the 5th, but the 12th
20 hopefully. That's our plan. That's where we're at.

21 COMMISSIONER DOUGLASS: Are there
22 questions of Jeff or Nancy?

23 MR. MARKHAM: What did we estimate the
24 cost being, Jeff or Nancy?

1 MR. AMBURGEY: At the time, you know, we
2 had hoped to be under 25,000. At the last time's
3 meeting, I said I thought it would probably be under
4 fifty, but Nancy tells me we can't really reveal what
5 they submitted.

6 MS. BAER: It's at the Purchasing
7 Division right now. Until we actually have it on the
8 board and it's out for bid, we can't really discuss it.

9 COMMISSIONER DOUGLASS: Any other
10 questions?

11 (No response.)

12 COMMISSIONER DOUGLASS: Hearing none,
13 let the record indicate we have received this report.
14 The purpose of this meeting is that we give those
15 individuals an opportunity to make remarks in reference
16 to the tentative assessments that have been presented to
17 this Board by the Tax Department. My records indicate
18 that we do have three individuals that have requested an
19 opportunity to appear before this Board at this meeting.
20 The order I find them on my minutes and my agenda is
21 Jefferson Utilities is first, Norfolk Southern Railroad
22 Company, and CSX Transportation. Do we have
23 representatives here present from Jefferson Utilities?

24 MR. GRIFFITH: Yes sir.

1 COMMISSIONER DOUGLASS: If you would,
2 identify yourself and your company you represent as well
3 as your background as well.

4 MR. GRIFFITH: Thank you, Commissioner
5 and Members of the Board. I'm Michael Griffith. I'm a
6 CPA and president of Griffith & Associates, PLLC. We
7 are primarily utility consultants in the Public Service
8 Commission matters representing utilities. I represent
9 Jefferson Utilities in this matter. Lee Snyder, who is
10 president and an owner, expressed his regrets that he
11 couldn't make it down from Jefferson County this
12 morning.

13 And they would like for the Board to
14 consider a different valuation. When we looked at the
15 new tax bill, proposed tax bill, one of the things
16 that's facing Jefferson Utilities has been historic
17 losses for since inception. They've had difficulty to
18 the extent that Mr. Snyder, he's the president, has
19 historically taken his salary and immediately written it
20 back in to the company to make payroll. So it's been
21 that type of situation.

22 We've had repeated cases of the Public
23 Service Commission, and a few of which have been
24 appealed to the Supreme Court, where there's been

1 limited relief that's been provided. They very much
2 struggle and one of the things the Public Service
3 Commission dictated really to Mr. Snyder, for him to
4 look at all costs, all operations, one of which is his
5 taxes. So as such, hired a consultant who will make the
6 presentation on behalf of Jefferson Utilities.

7 MR. BURGESS: And I'm Scott Burgess,
8 private consultant in this case offering on behalf of
9 Jefferson Utilities and I appreciate the opportunity. I
10 have a couple of handouts, if I may. If you will
11 distribute those, Maureen, to whoever should get them, I
12 would appreciate it.

13 I've entitled this presentation A Tale of
14 Three Companies, Jefferson Utilities versus CSX and
15 Norfolk Southern. I don't think versus is the right
16 word there. The word should be Jefferson Utilities and
17 CSX and Norfolk Southern. We're ultimately for
18 Jefferson Utilities looking for what the Constitution
19 requires, taxation that's fair and equitable, and we are
20 not here to effectuate change to CSX and Norfolk
21 Southern. We are in awe of CSX and Norfolk Southern.
22 We appreciate the value estimates that they have and we
23 just want to be like them. We want to be like Mike in
24 that we would like the same treatment as those

1 companies.

2 Ultimately, and you'll see this
3 throughout the presentation, Jefferson Utilities is a
4 hundred percent West Virginia.

5 MR. QUINN: Mr. Commissioner, I beg
6 your pardon. I'm so sorry to interrupt. My name is
7 Michael Quinn and I'm with Norfolk Southern Corporation.
8 I heard the name of my company mentioned here, but I was
9 not provided with a handout. Would it be possible for
10 me to have one of the handouts?

11 MR. BURGESS: Sure.

12 MR. QUINN: Thank you very much, and
13 again I apologize for interrupting. I just want to be
14 able to follow what was said. Thank you.

15 MR. BURGESS: Again, I'm not here to
16 effectuate change with these guys. These guys will talk
17 to you after I get done and they can have at it. In the
18 meantime we're here for Jefferson Utilities and we just
19 want to again be treated fairly and equitably.

20 If you'll look at page one, the second
21 page of the handout, this is Jefferson Utilities in a
22 vacuum. If CSX and Norfolk Southern didn't exist, this
23 is what I'd be talking about today, and let's just look
24 at it real quickly. And before I go any further, let's

1 be clear, and you correct me if I'm wrong, while the Tax
2 Department provides the appraisals to the Board, these
3 are your values. Ultimately these are your values, and
4 we beseech you to review this information and make a
5 decision today that Jefferson Utilities has been treated
6 differently and we'd like to see a change made.

7 Secondarily, and I apologize -- I just
8 want to make sure we're all on the same page, and I
9 apologize if you already know this and it won't take
10 half a second to say this, but there's three approaches
11 to value. You have a cost approach, which is basically
12 with utility stuff, it's just original cost less
13 depreciation. It's the depreciated cost of assets. You
14 have an income approach where you take current and
15 historic income, recent income, and you ultimately
16 divine a number to project into the future in perpetuity
17 and divided by the cap rate and you get an income value.
18 So you've got those two approaches.

19 Now, the third approach is the market
20 approach, and that works well with houses, because
21 there's a vibrant market out there for houses. The
22 utility industry there's not a whole lot of sales of
23 those. So as a surrogate a lot of times states will do
24 a stock and debt. It's just stock plus the debt. If

1 you can buy the good, you've got to take the bad. And
2 the state usually performs that on publicly traded
3 companies, but they don't weight it in any way. They
4 don't consider it in the final value estimate.

5 Now, what you ultimately have with West
6 Virginia is you've got two values. You've got a cost
7 approach and an income approach. Now, the right number
8 is either the highest, the lowest or somewhere in the
9 middle, and that's called a correlation process, and
10 that's part of our concern today is the correlation
11 process. If you'll look at the top of the page, the
12 cost for Jefferson Utilities is approaching \$6 million.
13 The income approach is a million two. Pretty yawning
14 gap there between the income and the cost. And then you
15 can see it was correlated to \$5 million and change.

16 Ultimately, the Board weighted it 85
17 percent for cost, 15 percent toward income. If you
18 actually look at the bottom, CSR Code of State Rules
19 110-1M -- 1M is a valuation of public utility
20 properties. It says, "Once generated, the various
21 estimates of value shall be correlated into a final
22 value estimate. The income approach value shall
23 generally be given primary consideration in the
24 correlation process." The income approach. I'm not

1 sure what litmus test Jefferson Utilities failed in that
2 it got 85 percent cost and only 15 percent income.
3 That's issue number one, and I'd like you to keep that
4 top of the mind, because we're going to come back to it
5 very shortly.

6 The second part of it is the box in the
7 middle and this is the income approach. Basically,
8 Jefferson Utilities was ten different companies three
9 years ago, two years ago they were all brought together,
10 so that's why you see zeros. Zero isn't an inaccurate
11 number. It's just those ten companies coming together.
12 Michael can tell you that those ten units lost money.
13 If those numbers could be out there, they would be
14 negatives.

15 But ultimately Jefferson Utilities as a
16 combined unit since 2010, you can see the net operating
17 income, that line, net operating income is 131,000 for
18 2010, 107,000 for 2011, and the average of that's 119.
19 The income that the Board capitalized, the income into
20 perpetuity, was \$107,000. We're not here to complain
21 about that. That's a fair number. We're okay with
22 that. You can see the math, \$107,000 divided by the cap
23 rate less working capital, which is about one-twelfth of
24 operating cost, you get a million two.

1 And you can see 4.2.2 at the bottom, the
2 Board has followed the rule on that in developing the
3 income approach valuation, net operating income after
4 taxes before interest on a long-term debt shall be given
5 primary consideration. So the Board followed that. So
6 in essence on page one the Board deviated from the rule
7 in the correlation process and adhered to the rule in
8 choosing the income to be capitalized.

9 Now let's look at page two. And our
10 friends from CSX and Norfolk Southern here today, and
11 again we're in awe of them. We appreciate them. We're
12 glad they're here today, and they can speak to this
13 when their turn comes, but we're not talking companies
14 in the millions. We're talking companies in the
15 billions now, income in the billions, value in the
16 billions. They have, CSX has a cost -- and they're very
17 similar size companies. It's almost like they're sister
18 companies. CSX has a cost of 24 and a half billion.
19 Norfolk Southern has a cost of 24 billion. The income,
20 as you can see, is about 12 and a half billion, about
21 half of the cost, and for Norfolk Southern it's about 16
22 billion.

23 Look at the correlated values. It was
24 correlated a 100 percent to income. Now here the Board

1 seems to be adhering to the rule 4.2.4 in considering
2 the income approach primarily, I don't know if a hundred
3 percent is primary, but they've correlated a hundred
4 percent, so you're following the rule here, Members of
5 the Board, and we're okay with that, but what about
6 Jefferson Utilities? Why was Jefferson Utilities 85
7 percent cost, 15 percent income? That just kind of
8 defies logic given what the rules says. If there were
9 no rules, have at it, but the rules suggest that you're
10 doing it right for CSX and Norfolk Southern and wrong
11 for Jefferson Utilities.

12 Now if you'll look at the income, the
13 boxes in the middle, you've got the historic income with
14 CSX and Norfolk Southern, net operating income, and you
15 can see last year both of these companies made about
16 \$2.3 billion in net operating income. Jefferson
17 Utilities made \$107,000. The five-year average of that
18 for CSX is 1.84. Norfolk Southern is 1.92, but look at
19 the income you capitalize, Members of the Board. The
20 average is 1.8. You capitalized 1.35 for CSX. The
21 average is 1.92. You capitalized 1.7 for Norfolk
22 Southern, and again you're clearly not using primarily
23 net operating income. You deviated from the rule for
24 CSX and Norfolk Southern while you stuck with the rule

1 with Jefferson Utilities.

2 So every time the Board deviates from the
3 rule, in appears favorable to these two companies and
4 appears unfavorable to Jefferson Utilities. Now, what
5 income is being used? Clearly net operating income
6 isn't being used. If you'll turn the page, notice the
7 income stream to be capitalized, the center column, net
8 operating income, that's what 4.2.2 requires, and you
9 can see the five-year average 1.8, the income is
10 capitalized 1.35. Free cash flow. Free cash flow is
11 basically the income stream that's been capitalized
12 contrary to what the rule says for CSX and for Norfolk
13 Southern.

14 Jefferson Utilities when they filed the
15 return, they wasn't aware that they could file a
16 different income stream or they would have. I think if
17 you'll -- you have the universe in your offices, the big
18 thick books, I think if you'll look through those books,
19 you'll find that two companies were afforded free cash
20 flow. Everybody else was net operating income,
21 including Jefferson Utilities.

22 Now, what is free cash flow. If you're
23 an accountant, you may already know this. If you don't,
24 you may not. If you'll look at the next page, and CSX

1 can correct me if I'm wrong, but this is straight from
2 their annual report to stockholders, free cash flow is
3 considered a non-gap financial measure. For those who
4 don't know, gap is generally accepted accounting
5 principles. The keyword there is accepted. This isn't
6 -- free cash flow isn't generally accepted by the
7 accounting community yet. It may be in the future, but
8 for now it's not even recognized by gap.

9 Management believes, however -- now this
10 isn't management of the Tax Department, this isn't
11 management of the Board of Public Works. This is
12 management of CSX in Jacksonville. Management believes
13 that free cash flow should be considered in addition to
14 rather than a substitute for cash. You're not even
15 using cash. You're using net operating income. Cash is
16 one point on the income stream, free cash flow is
17 another point on the income stream. Net operating
18 income is the third point on the income stream that the
19 rule suggests you should use. So that's what free cash
20 flow is. And if you look down below 4.2.2, net
21 operating income shall be given primary consideration.
22 If you look at the numbers on the previous page, net
23 operating income was given no consideration. So again,
24 as the Board deviates from the rule, it hurts Jefferson

1 Utilities and other companies, it helps CSX and Norfolk
2 Southern.

3 If you look at page five, you can see the
4 comparisons of the three companies and the top one,
5 that's compelling. Look at the taxes paid as a percent
6 of income. Now, CSX and Norfolk Southern is in a bunch
7 of states and they're allocated six and a half percent
8 to West Virginia for CSX, five percent for Norfolk
9 Southern. So if you take the 2.3 net operating income
10 times their percentages, you get about \$150 million in
11 net operating income for CSX, about 120 million for
12 Norfolk Southern.

13 They pay surprisingly about the same
14 amount of tax, 10.6 for CSX, 10.8 for Norfolk Southern.
15 You divide that into the net operating income that's
16 West Virginia based, they're paying about seven and nine
17 percent in their taxes to West Virginia for property tax
18 purposes. I'm not saying that number is wrong, but
19 look at Jefferson Utilities. A hundred percent in West
20 Virginia, they made \$107,222 in net operating income in
21 2011. They paid \$56,000 in taxes. They paid over half
22 of their taxes -- of their income in taxes.

23 Now, there's something wrong with that
24 picture. Imagine if every cost they had was half,

1 clearly you're in a negative position, as Jefferson
2 Utilities is and has been. You can't pay half your
3 income in taxes, and that's exactly what's happened, and
4 the value that we're talking about today, the \$5 million
5 value, is actually an increase from last year of
6 \$12,000. If you do nothing, Jefferson Utilities is
7 going to pay \$12,000 more next year than they did last
8 year, 12,000 more, \$68,000, and they're on track to be
9 about the same income this year as they were last year.

10 Then if you'll look at the next two boxes
11 they kind of go hand-in-hand. If you just take the
12 income to be capitalized that you capitalized, Members
13 of the Board capitalized, divided into the tentative
14 assessment you've given them, basically you're telling
15 CSX that you'd settle for about nine times the income
16 we've capitalized. Norfolk Southern you'd settle for
17 about nine times the income we capitalized, and I'm not
18 saying that's a wrong number, but look at Jefferson
19 Utilities. Jefferson Utilities for that little water
20 company you've got up there in Jefferson County that has
21 never made any money, we think somebody come in and
22 write you a check for forty-seven times one year's
23 income and I don't think that would happen.

24 The next one if you use the five-year

1 average, it drops it down to CSX, they'd pay about seven
2 times one year's income, eight times for Norfolk
3 Southern. We weren't offered free cash flow. It's
4 still forty-seven times one year's income. I just don't
5 think that's a realistic number. The last two is the
6 essence of what we've been talking about, 4.2.4 is the
7 weighted percentages. You weighted CSX and Norfolk
8 Southern a hundred percent to income and poor little
9 Jefferson Utilities you weighted 85 percent to cost,
10 contrary to the rule.

11 If you look at the income stream
12 capitalized with Jefferson Utilities and about
13 everybody else, you used net operating income as per
14 the rule, you used free cash flow for Norfolk Southern
15 and CSX. God bless them. They're good citizens,
16 they're good taxpayers of West Virginia. So is
17 Jefferson Utilities. We just want to be treated like
18 them. That's all we're here for. We're not here to
19 bash them. We're here to be like them.

20 If you'll look at the last page of this
21 first handout, and I'm quickly coming to a close, the
22 top is just a rehash of what we talked about. The
23 middle box is, you know, basically Jefferson Utilities a
24 hundred percent in West Virginia. These companies, God

1 bless them, are all over the country, and about six and
2 a half and five percent. Here's what we think the right
3 answer is. We'll accept the income to capitalize 107,
4 even though it's net operating income, we'll accept
5 that. We'll accept the value generated by you for the
6 income approach, then we just want you to weight it a
7 hundred percent just like you did these guys, weighted a
8 hundred percent to income. You're looking at a million
9 two ten in appraised value, seven twenty-six in assessed
10 value. And again, the rule implies pretty heavily that
11 that's the approach to take. Now, that's second and
12 ultimately -- are there any questions on that before I
13 go over the second handout by the Members of the Board?

14 COMMISSIONER DOUGLASS: I'm curious. You
15 are totally operating in West Virginia or do you also
16 operate in other states?

17 MR. BURGESS: Michael can answer that.

18 MR. GRIFFITH: We're a hundred percent in
19 West Virginia in Jefferson County.

20 COMMISSIONER DOUGLASS: You're a hundred
21 percent?

22 MR. GRIFFITH: Yes. We have about 2400
23 customers currently.

24 COMMISSIONER DOUGLASS: You're a co-op?

1 MR. GRIFFITH: No. It's a private
2 company.

3 COMMISSIONER DOUGLASS: You're a private
4 company?

5 MR. GRIFFITH: Yes.

6 COMMISSIONER DOUGLASS: I'm debating
7 should we ask the Tax Department their reaction to this
8 point of alleged discrepancies. Jeff, if you would.

9 MR. AMBURGEY: Commissioner Douglass,
10 what we normally do after all the protests are heard is
11 that we respond to the Board members in a memorandum
12 addressing each of the issues, because oftentimes there
13 are many. Once we get the transcript of the hearing, we
14 send the Board a memorandum addressing each issue that
15 we've heard and then the Board will have time to review
16 that before the final meeting, which is December 1st?

17 MS. LEWIS: No, December 3rd.

18 MR. AMBURGEY: December 3rd. So we will
19 respond to this in a memorandum to the Board once we
20 receive the transcript.

21 COMMISSIONER DOUGLASS: Let the record
22 indicate that we will only receive the comments and
23 those will be evaluated by the Tax Department with a
24 report to the Board by December 1. So you have further

1 comments and further handouts?

2 MR. BURGESS: Briefly. If you'll look
3 at the second handout we gave you, two pages. I've
4 worked with three companies this fall in terms of their
5 utility values, a gas company, a water company and a
6 telecom company, and if you'll look at that and this is
7 really just looking at the weighting, that generally is
8 supposed to be primarily given the income approach,
9 should be given primary consideration, as you can see,
10 CSX and Norfolk Southern meets that. They get a hundred
11 percent present weighting income, but if you'll look at
12 the other railroads, that average you see on page one is
13 excluding CSX and Norfolk Southern. Seventy-two
14 percent. The railroads are weighted 72 percent on
15 average toward cost and twenty-eight percent toward
16 income.

17 Now, if you look at gas companies, it's
18 about 50-50, cost versus income. If you'll look at
19 water, it's about 44-56 and on the second page I've
20 repeated Jefferson -- or railroads, and you can see this
21 average includes the CSX and Norfolk Southern, and so
22 your average is again 61 percent cost, 39 percent
23 income. You know, it just doesn't look like there's a
24 litmus test that follows 4.2.4 in terms of the income

1 approach should get primary consideration. And you can
2 see the telephone companies is all over the board, 60-40
3 higher to cost than it is to income.

4 You know, you can't look at this and see
5 any consistency whatsoever. You know, it just seems to
6 be random, capricious. I'll draw your attention on the
7 first page to the water companies. Jefferson Utilities
8 is weighted 85-15. They have another company, Lee
9 Elder, the president of the company, has another
10 company, Valley Water and Sewer, they don't make any
11 money. They're weighted 20-80. He has two entities.
12 One's weighted 85-15, the other's weighted 20-80. And
13 then if you'll look at Fox Glenn Utilities, they're
14 literally next door, literally next door to Jefferson
15 Utilities and they're weighted 30-70. Did they vote
16 right? Did they meet the litmus test, whatever occurs?
17 We just can't see any rhyme or reason to the process.

18 And again, you know, the peer review is a
19 wonderful idea. I think for Jefferson utilities and
20 other companies I represent, they just want to be
21 treated fair and equitably as per the Constitution.
22 That's kind of what we're looking for from the Board
23 today. Again, these are your values. You have treated
24 Jefferson Utilities one way and you've treated other

1 companies another way, and we just simply want to be
2 treated fairly and equitably as those companies.

3 That concludes my prepared remarks.

4 Michael can answer any operating questions. I can talk
5 about the valuation process if you'd like to. I'm at
6 your disposal.

7 COMMISSIONER DOUGLASS: Let the record
8 indicate the Attorney General is excused and a member of
9 his staff --

10 MS. WARFIELD: Dawn Warfield.

11 COMMISSIONER DOUGLASS: -- has been
12 delegated to stand in. All right. You are ready for
13 questions from the Board?

14 MR. BURGESS: Yes sir.

15 COMMISSIONER DOUGLASS: Are there
16 questions from the Board of Public Works? And questions
17 can only originate at this time from the Board of Public
18 Works.

19 MS. STOUT: What's the basis for the
20 data that you're providing for us? What is the source?

21 MR. BURGESS: It's the tentative
22 assessment as provided for the Board of Public Works.

23 SECRETARY TENNANT: How long has
24 Jefferson Utilities operated in Jefferson County?

1 MR. BURGESS: They were ten separate
2 entities. They were pulled together two years ago, but
3 they've operated for --

4 MR. GRIFFITH: Approximately twelve
5 years.

6 MR. BURGESS: -- approximately twelve
7 years, yes, ma'am.

8 MS. STOUT: Would you elaborate on
9 that? Explain what you mean by ten companies. Was that
10 overnight, did that occur over a year?

11 MR. BURGESS: Michael can address that.

12 MR. GRIFFITH: There were ten individual
13 divisions of different sections of Jefferson County,
14 some that were served by different water sources and the
15 Public Service Commission mandated they unify the
16 company. So it was a mandated PSC for them to begin
17 reporting all of them under Jefferson Utilities. It's
18 been commonly owned since its inception.

19 MR. BURGESS: Michael, you had mentioned
20 Fox Glenn Utilities next door that was weighted 20/80, I
21 think, 30/70, I think. You said they were perhaps in
22 receivership and Lee Elder was going to have to take it
23 over?

24 MR. GRIFFITH: Actually, Fox Glenn, which

1 is right next door to the operating offices of Jefferson
2 Utilities, they had significant operational problems and
3 the Public Service Commission has considered putting
4 them in receivership and one of the receivers, the first
5 one that comes to mind would be Jefferson Utilities.

6 Actually, we'd like for Jefferson
7 Utilities to acquire -- even though you receive values
8 of that company, he cannot afford to pay one dollar and
9 keep them in a good water operating service. So there's
10 -- the value of Fox Glenn is actually pretty low. They
11 really struggle to meet Health Department requirements.
12 A lot of times that comes into play a lot more -- you're
13 really accustomed sometimes of seeing the larger
14 utilities.

15 A lot of these are smaller utilities.
16 For example, Jefferson is 2400 customers, and a lot of
17 the value of the assets that are in the ground of
18 Jefferson, which I think the dispute goes against a
19 little bit this valuation as well are contributed
20 assets. You see that the assets are contributed capital
21 through some developers that won't put an extension in
22 and contribute that to Jefferson Utilities. Well, they
23 only get the benefit of the new customers. They haven't
24 been able to get the benefit of anything in rates at the

1 Public Service Commission, and it seems to work against
2 them in cost for tax purposes. But anyway that's
3 probably one that's a little bit different with
4 Jefferson Utilities and maybe many others.

5 Jefferson Utilities has two distinct
6 groups, a valley and a mountain. The mountain customers
7 have a horrible water situation and it's very expensive
8 to keep them in operation. As a matter of fact, it's
9 the main drag on operating income for Jefferson
10 Utilities. The valley is a lot of new residential
11 development over the last ten years those customers are
12 relatively cheaper to operate, so it's kind of a little
13 different than many of the other utilities that probably
14 come before you. I represent primarily non-property
15 taxing entities, cities and PSD's and stuff
16 generally, but that's just a little distinction here.

17 COMMISSIONER DOUGLASS: Let the record
18 indicate the Attorney General has assumed his place on
19 the Board here. I have one question for you. Your
20 source of electric power, do you have your generation?

21 MR. GRIFFITH: I'm not sure. I think
22 they have some generators up there but this is a water
23 company. Most of their water use is in treatment plants
24 and pump stations, and I think it's -- I believe they

1 use Potomac Edison as their power supplier. I'm not
2 quite sure, Commissioner.

3 COMMISSIONER DOUGLASS: Is that correct?

4 MR. BURGESS: I don't know. I'm not
5 familiar with the operations.

6 COMMISSIONER DOUGLASS: Okay. Good
7 enough. Are there additional questions? Yes, Ms.
8 Secretary of State.

9 SECRETARY TENNANT: Correct me if I'm
10 wrong, but is this the first time that Jefferson
11 Utilities has protested assessments?

12 MR. GRIFFITH: I believe it is, yes.

13 COMMISSIONER DOUGLASS: Other questions?
14 Further questions? If not, do you have any closing
15 statements?

16 MR. BURGESS: We appreciate the Board's
17 time today. We certainly appreciate a favorable outcome
18 to this. You know, we're in your corner. We appreciate
19 your efforts and we just want to be treated fairly.

20 COMMISSIONER DOUGLASS: Thank you very
21 much for being here, and I can assure you from past
22 experience, the Board will give you due consideration of
23 your request. With that, you're excused.

24 MR. BURGESS: Thank you very much.

1 COMMISSIONER DOUGLASS: And we will call
2 the next individual company to testify before this Board
3 of Public Works is Norfolk Southern Railway Company, and
4 you're representing --

5 MR. QUINN: I beg your pardon?

6 COMMISSIONER DOUGLASS: You're
7 representing Norfolk Southern?

8 MR. QUINN: Yes, sir. My name is
9 Michael Quinn. I'm an employee of Norfolk Southern
10 Corporation. I'm the Director of State Taxes at Norfolk
11 Southern, and I've been looking after the property taxes
12 and sales and use taxes for many years here, property
13 tax approximately 25 years. I'm a CPA, member of the
14 Virginia State Bar, but I've been employed with Norfolk
15 Southern for about that entire period, about the last 26
16 years. And I think you all may have in your packets, is
17 that right, the handouts that I wanted to refer to. It
18 looks like this (indicating). I have a few extras if
19 anybody is missing one.

20 I wanted to make a few comments about the
21 property tax assessment process in general, and so I
22 hope you'll bear with me. Mr. Burgess touched on this,
23 but I just want to -- because I think it would be
24 helpful in the context of hearing a discussion about

1 values, if we would focus on the purpose of this whole
2 process. And, of course, that purpose is to determine
3 the value of property, and we can get, as we do I think
4 some of us that work in this full-time, we begin to
5 become very focused on one or the other approach, the
6 income approach or the stock and debt or market
7 approach, or the cost approach. And sometimes we become
8 so focused on those approaches and the data that we look
9 at, that we begin to forget that the purpose of this
10 whole project is to determine some reasonable value,
11 fair market value for the assets that we use in our
12 businesses.

13 In the railroad business most of the
14 states in which we operate, and I did a little
15 calculating earlier -- we're in 22 states. We go from,
16 Norfolk Southern, we go from up in New York and New
17 England with arrangements with other railroads that we
18 partner with down into Florida. We go out to St. Louis
19 and actually get into Kansas, but we've just got some
20 rights across the bridge that Burlington Northern owns
21 there, and we even have a little property in Des Moines,
22 Iowa, although that's all we have as far as operating
23 property in Iowa. So we're spread out over the eastern
24 half of the United States and to a degree, a very slight

1 degree, over into Missouri and into -- Missouri is a big
2 state for us, but as I mentioned, Kansas and Iowa, we
3 even get over there. Down in Louisiana, Mississippi,
4 Alabama, Georgia, all along the coast and so our
5 operation takes in about half of the United States. And
6 of those states, of those 22 states that we -- is that
7 an emergency?

8 COMMISSIONER DOUGLASS: Yes.

9 (WHEREUPON, due to a fire alarm,
10 a recess was taken.)

11 COMMISSIONER DOUGLASS: I have a quorum
12 of five, and so we will bring this Board of Public Works
13 back to order, let the record indicate at approximately
14 12:40, and we'll resume hearing from CSX.

15 MR. QUINN: Norfolk Southern.

16 COMMISSIONER DOUGLASS: Norfolk
17 Southern. We'll resume hearing from Norfolk Southern.
18 Let the record indicate we were in recess approximately
19 35 minutes due to a declared emergency in the Capitol
20 Complex, which has been resolved. So we are back in
21 session, so you may resume your testimony and our court
22 reporter is ready to operate as well. Proceed.

23 MR. QUINN: Thank you. Before we left
24 the building, I was making the point that the object of

1 the exercise and work that's done in reaching values is
2 just that, to come to the value of the property, and I
3 made the point that in doing that we look at so much
4 data that sometimes we begin to over focus on the
5 numbers representing the income or perhaps the cost, the
6 amount of money that's been invested, and sometimes in
7 the notion of what the market value of comparable
8 property would be, and we began to look at those things
9 so closely that it's always good, I think, to keep in
10 mind that the purpose of the work we're doing is to come
11 to some notion of what is a fair value of the property
12 that's being assessed, and that's generally, as Mr.
13 Burgess pointed out, it's accomplished by a look at an
14 income approach and there the notion there with the
15 income approach is that there is a relationship between
16 the value of property, commercial type property, and
17 business type property, that there's a relationship
18 between the value of that property and the income that
19 it can produce.

20 With the cost approach, the idea there is
21 that there's probably some relationship between what
22 somebody paid for something and what its value is. But
23 with that cost approach you also have to focus on the
24 fact that just because somebody paid something, paid a

1 certain amount for a piece of property, doesn't mean
2 that they actually, that that actually reflects its fair
3 market value, because of course deterioration can occur,
4 and even what we refer to as obsolescence, the asset may
5 have sold -- I always think for example somebody cited
6 the people that had this perfectly well equipped up and
7 running buggy manufacturing operation, Studebaker, they
8 were huge in manufacturing wagons and buggies, and then
9 the automobile, internal combustion engine came along
10 and they converted, but much of what they had became
11 obsolete. And then there's also this notion of
12 deterioration that just not from some economic principle
13 but the assets themselves deteriorate, so the actual
14 cost that was paid again may not reflect the fair market
15 value.

16 And finally that market approach, here
17 we've got in our situation at Norfolk Southern -- as I
18 mentioned, we're spread out over 22 states, and most of
19 that, the track that we put in place, I say most of it,
20 a good portion of it was installed and we have to
21 maintain it, but it was installed to serve small
22 localities back when that was the only way really to get
23 goods from one place to another and for passengers to
24 travel was on the railroad. So if we were to build it

1 all over again, I think there is substantial question
2 about whether or not economically making the investment
3 to connect a very small locality that's already served
4 by a highway, whether it would make economic sense to
5 install a rail line into that small locality. So all of
6 those things go into effect.

7 It's not simply a mechanical approach of
8 look at the income, come up with a capitalization rate
9 or relationship between income and value, apply that
10 rate and, bingo, you've got it. It's all about
11 judgment, and for many years I've seen our value in West
12 Virginia increase and our business hasn't actually
13 increased. I want to go back to the year 2000, and the
14 reason I want to go back to the year 2000, in 1999 my
15 friend Kerry Carnahan's railroad, CSX, and my railroad,
16 Norfolk Southern -- I call it my railroad. I think I've
17 been there long enough maybe to use that expression, but
18 Norfolk Southern and CSX got into a bidding war for the
19 stock of Conrail Consolidated Rail Corporation, and
20 Conrail operated in the east along with Norfolk Southern
21 and CSX.

22 In fact, Conrail operated here in West
23 Virginia, so we got into a bidding war. They wanted to
24 buy all of the stock of Conrail. It would have resulted

1 in Norfolk Southern being something of a marginalized
2 large regional railroad, so we weren't going to let that
3 happen. So we started bidding up the price of the stock
4 and finally we found peace and got together and the two
5 companies together, Norfolk Southern and CSX, bought all
6 the stock of Conrail. That happened in 1988 -- I'm
7 sorry, 1998-1999, and we divided up the routes that
8 Conrail had.

9 Norfolk Southern took about 58 percent of
10 the rail lines of the former Conrail and CSX took 42
11 percent. So the year 2000, the reason I focus on the
12 year 2000, is it is the first year that Norfolk Southern
13 is the same railroad as it is today. We increased the
14 size of our railroad by approximately a third through
15 that transaction. So it really doesn't make sense to
16 compare what we're doing today with what we did before
17 the year 2000, because we weren't the same railroad back
18 then. We're a third bigger now.

19 And the reason I went through that is
20 because that's the start date for the data I want to
21 look at. And if you'll look at this graph, the first
22 graph I gave you there, it shows our unit value and West
23 Virginia value and the tons of freight that we've hauled
24 going all the way back to the year 2000. I say all the

1 way back. It doesn't seem so long ago to me really, but
2 it's as I say since we've been the same railroad we are
3 today, and the tons of coal shipments and those are coal
4 cars actually.

5 Just for information, most often a coal
6 car carries about a hundred tons of coal, and so those
7 shipments that I show, you'll see that it looks like one
8 line is the bottom of the graph, but actually that's two
9 lines. Those are the tons of freight, the total tons of
10 freight that we handled in each of those years and also
11 the coal shipment. And you can see how we're not even
12 today hauling as much freight in total as we did back in
13 2000. Our business, the level of our business has not
14 increased, and -- I mean it's been all over the news,
15 it's not a secret, that coal shipments are down. And
16 yet at the same time you can see our unit values
17 increasing and our West Virginia value increasing every
18 year.

19 And if the graph, the reason I use that
20 graph, if you just look at the data, it's kind of hard
21 to make sense out of all of that data below, but those
22 are the actual numbers through each year, and then if
23 you look below that, I've indexed it so that, in terms
24 of billions and millions and hundreds of thousands of

1 shipments, all of that will fit on the same graph. All
2 I've done is start with the same base year 2000 and
3 compare each of those points of data with the point for
4 the year 2000. That's what indexing accomplishes. But
5 the raw data is there as well so that you could look at
6 the unit value.

7 In 2012 it's almost 70 percent higher
8 than it was in the year 2000, but if you look at the
9 tons of freight -- 2012 isn't over, but I've got the
10 2011 data -- we're only hauling 96 percent of what we
11 hauled in the year 2000. So the point of all of that
12 data is that our railroad isn't, businesswise we're not
13 hauling more freight, we're not doing more business, but
14 in spite of that, in spite of my pleas, my value keeps
15 going up.

16 But I want to put some, an overall
17 bracket around everything that I say here. There is a
18 range, as I mentioned, there's three approaches, and the
19 whole idea is to get to some notion of fair market value
20 for property, and there's a range of values that would
21 probably be fair. That's why a buyer and seller go back
22 and forth and finally reach some understanding. Here we
23 might go back and forth but we've reached an
24 understanding about the value and I think the value I

1 had to take this year in West Virginia, 16 billion for
2 all of our rail assets, which are unit value, \$16
3 billion, and that's reflected here.

4 That value is within a range of
5 reasonable value for our operating property, but it is
6 at the very high end of that range of values, and the
7 reason I'm confident of that, as I said, I've been doing
8 this for 25 years, I had a notion every year at the
9 beginning of the year when I thought I was going to have
10 to see when I went around to all of the states and
11 reached an understanding about our assessment.

12 This is at the very high end and I can
13 tell you that -- well, I made a note about it, because I
14 don't normally try to determine how many states do I
15 visit where I have a unit value, but it was 19 states
16 that I deal with regularly every year, and out of those
17 19 states as I mentioned, we have some property in Des
18 Moines, Iowa, rail property. I got a number in Iowa
19 that was within one percent of the number that we took
20 here in West Virginia, and that was the highest number
21 I've had so far.

22 I can't settle with Florida on a unit
23 basis. I always appeal and we settle on a state value
24 and I run through the same situation in Kentucky where I

1 go to the protest resolution branch. So those two
2 states I really don't know what my unit would be,
3 because I don't agree to a unit there. I agree to a
4 state value with them. But I go through very much the
5 process I do here in West Virginia, talking about the
6 three approaches, talking about value.

7 We've made money and we continue to make
8 money in spite of the fact that our business is not
9 increasing because we've delivered better service every
10 year and people are willing to pay a little more for
11 good service. So we have been able to increase our
12 rates and we have streamlined our operation, cut costs
13 viciously, and that's allowed us to remain profitable,
14 and it's that income that is the focus that leads to a
15 notion of what value is. We've got property that is
16 meant to produce income and that income is some measure
17 of what the value of that property could be.

18 The only other thing I would like to
19 point to is the second graph, and what I've done there
20 and I didn't notice till I got here this morning and saw
21 Kerry, Mr. Carnahan, but he is going to touch on the
22 notion of capital expenditures. We made about \$2
23 billion in net operating, what we call net railway
24 operating income. That's the actual revenue that we ran

1 running the railroad, subtracting out the expenses
2 related to the railroad, no debt service, but we take
3 out the taxes. And if you do that, we made about \$2
4 billion and we spent about \$2.2 billion plowing it back
5 into the track, rails, ties, ballast and track. Every
6 year we are one of the most capital intensive industries
7 in the country and you can imagine why. We're spread
8 out over half the country and everywhere we go, I always
9 say everywhere we go we leave tracks. It's tracks, I
10 mean it's rails, ties and ballast.

11 MS. WARFIELD: The second graph you're
12 talking about, I don't have that.

13 MR. QUINN: It's this one. They don't
14 look too awfully different.

15 MS. WARFIELD: I only have one graph.
16 I've got two pages.

17 MR. QUINN: And I can understand how
18 that happened. I happen to have a couple more copies.
19 I'm sorry. I tried to send this by email. Thank you
20 for pointing that out to me. The second graph just
21 shows exactly the same thing as the first as far as the
22 coal tonnage and the coal shipments and the tons of
23 freight, but what I've done there is I've
24 attempted to show how much we've had to plow back into

1 the railroad every year, and it's horribly expensive and
2 it's all done in current values. In other words, we go
3 out and buy track material and ties and the ballast, the
4 rocks, and a huge devotion to keeping the track in good
5 shape, signals so that we don't run into ourselves. The
6 track is inspected and some parts of it are inspected
7 two times a week. They walk the track.

8 It's just horribly expensive to keep all
9 those in place. It's not like an asset where you maybe
10 poured the foundation of a building and it stays there.
11 We're constantly reviewing, inspecting and replacing
12 rails, ties ballast and signals. And as I pointed out,
13 it's horribly expensive. We had income in the
14 neighborhood of 2 billion, but we plowed back in 2.2
15 billion and that's a cash flow, a look, it's a different
16 income approach and most assessors would look at a cash
17 flow approach as saying that looks at the income as
18 calculated by the accountants, but then also look at the
19 cash, because the purpose of being in operations in any
20 kind of business is to throw up cash and to the extent
21 the business is able to generate its own cash and
22 provide something for the owners, that's worth looking
23 at. That's the reason we think cash flow is important
24 and I will say no more about it because I know Mr.

1 Carnahan wants to mention that.

2 COMMISSIONER DOUGLASS: For the court
3 reporter, for the record show that the Superintendent of
4 Schools Dr. Marple has returned to the table. You may
5 proceed now.

6 MR. QUINN: Thank you, Mr. Chairman.
7 I think that's about all the information I wanted to
8 provide. I do want to say in spite of the fact I
9 mentioned that West Virginia gives me one of the highest
10 values that I encounter in any of our states, I have
11 always felt like, as I mentioned how long I've been
12 doing this, but I've always felt like I was received
13 politely and that the information I provided was taken
14 seriously and we have a good honest back-and-forth
15 discussion about value. I've felt for years that it was
16 higher than it needed to be, but as I say, we do it
17 professionally, politely, and it's well received and I
18 feel like it's at the high end of the reasonable range
19 but it's still within that range. And I thank you and I
20 thank the consideration that staff gives me.

21 COMMISSIONER DOUGLASS: Thank you. I
22 appreciate the industry and your level and I've listened
23 to 44, and you will be fairly evaluated here. I just
24 have one question. Is part of your expenditures for the

1 total enlargements, is that part of your large
2 expenditure?

3 MR. QUINN: Yes, the capital
4 expenditure is normally under assessment context,
5 evaluation context. If a view is given to the cash flow
6 approach, the assessor will try to separate out the
7 amount that is invested for expansion, because that
8 really should not be an indicator of the value of the
9 assets that are in place already. In other words, if
10 we've got, if we spent half of that \$2.2 billion to try
11 to expand our operation, that doesn't provide us with an
12 indicator of the value of the operation that's in place
13 on the assessment date.

14 So the point you make is, yes, we should
15 take out of the consideration the amount for expansion,
16 and I provided to the staff when I came, I think it was
17 in July but it may have been August, I just don't
18 recall, I provided an indication of the number of ties,
19 rail ties that we had replaced and the number of new
20 ties for expansion, the miles of rail, steel rail, and
21 the poundage with the size of the rail, its ability to
22 handle traffic and the number of miles for expansion,
23 the number of bridge ties, the number of new cars we
24 purchased, and the number of old cars that we retired,

1 and the same for the locomotives.

2 In each of those factors, the vast
3 majority of what we purchased was for replacement and
4 not expansion. But I'll be as honest here as I was with
5 Jeff and the staff when I say that a new locomotive has
6 more mode of power than an old one. If we take an old
7 locomotive 30 years old, and we've still got them and
8 use them and they're 35 years old and they've been
9 rebuilt and everything, but if we would buy a new GE
10 locomotive, it's got more power and it's more efficient
11 than one of the older locomotives. So even when I
12 replace a locomotive, it's replacement but I am getting
13 a little bit of expansion type capital expenditure, but
14 when you look at the total number of the cars,
15 locomotives, the ties, rails, bridge ties, all that, you
16 can see, and I provided that data, the vast majority of
17 what we do in that 2.2 billion that I mentioned for
18 capital expenditures is replacement and not really
19 expansion.

20 COMMISSIONER DOUGLASS: You answered my
21 second question. Thank you.

22 MR. QUINN: Oh, good.

23 COMMISSIONER DOUGLASS: Other questions?

24 Any Board member have any comments?

1 (No response.)

2 COMMISSIONER DOUGLASS: Hearing none,
3 thank you for being with us.

4 MR. QUINN: I appreciate your time and
5 your attention.

6 COMMISSIONER DOUGLASS: And we apologize
7 for the delay.

8 MR. QUINN: Oh, no, it's quite all
9 right. Glad to see that we're all being safe.

10 COMMISSIONER DOUGLASS: All right. Now
11 we'll proceed in calling CSX Transportation forward and
12 please identify yourself and who you represent and
13 background, whatever.

14 MR. CARNAHAN: My thanks to the Board
15 today for hearing my comments. My name is Kerry
16 Carnahan. I'm the Director of Property Taxes for CSX
17 Transportation. I've been with CSX Transportation now
18 for 19 years in the Property Taxes. Prior to that I
19 spent just shy of ten years with the State of Ohio where
20 I assessed railroads for property taxes, so I have kind
21 of a dual perspective of what goes on, from the State's
22 perspective and from the rail perspective.

23 What I'd like to talk about today is --
24 if you don't mind, could I sit down? What I'd like to

1 talk about today are a couple of items, and I had some
2 handouts that I hope you all have.

3 I'd like to talk a little bit about the
4 process in West Virginia of the valuation of property
5 taxes and how it relates to other states. First of all,
6 I guess I'll just jump to my first exhibit, which is CSX
7 Transportation's unit values for what I call 2011 and
8 2012. This is kind of divulging everything and maybe
9 even letting some trade secrets that my friend Mr. Quinn
10 doesn't know all my answers.

11 What's unique in West Virginia is the tax
12 year is ahead one year compared to all other states, but
13 it's based upon the same financial data. So for
14 instance Alabama's 2011 tax year is West Virginia's 2012
15 tax year, but they're based upon the same financial
16 data. So for comparability purposes, we are talking
17 about the same valuation. So as you can see here,
18 they're in alphabetical order. West Virginia is at the
19 top of the range, as Mr. Quinn puts it, the acceptable
20 range that we find for valuation purposes. In 2011 they
21 were just shy of 12 billion and as you can see for 2012
22 for tax year 2013 at 12.6. So they are well ahead of
23 most other states, although it is within the acceptable
24 range of values, it's at the top and at the painful

1 portion of the range, I would say, that we consider to
2 be acceptable.

3 Some of the things that I like to point
4 out are as we look to how other states do valuation, it
5 has been mentioned today that free cash flow has been
6 considered in West Virginia. I, too, am -- I'm in 23
7 states, including Mississippi, two Canadian provinces,
8 and the District of Columbia. So fifteen of the states
9 that we deal with that are listed here do unit
10 valuations and there's various ways that unit valuations
11 are done, but the vast majority of these states that are
12 doing unit valuations are giving free cash flow some
13 consideration. So we have been going around telling the
14 states that railroads are unique, and I think the second
15 handout I have here will prove that to you that
16 railroads are unique when it comes to valuation
17 perspective and net operating income doesn't tell the
18 full story.

19 One other point I'd like to make in my
20 almost 30 years of valuation practice is that valuation
21 of any company is more of an art than a science. To say
22 that you can use a formula to value all companies is not
23 the way that you should go about it. You have to look
24 behind some of the numbers sometimes. For instance an

1 income approach for a certain company may not be
2 appropriate because they've got various special charges,
3 they've got items that may not be a normal operating
4 income item that you need to consider. So as you do a
5 valuation, you may say I do a valuation, I've got an
6 income approach number, I've got a cost approach number,
7 the income approach number is suspect to me, so I'm not
8 going to give it as much weight as I would otherwise.
9 Some companies have very pure income, like for instance
10 the railroads have very pure income numbers, so you
11 could put a lot of reliance on income to come up with
12 the proper valuation, so I just wanted to make that
13 point.

14 COMMISSIONER DOUGLASS: Since you're on
15 that level, I have a question.

16 MR. CARNAHAN: Sure.

17 COMMISSIONER DOUGLASS: And as I viewed
18 this, the evaluation growth amongst the state is
19 basically equal, as I see.

20 MR. CARNAHAN: I'm not sure. When you
21 say year over year, the percentage increase across all
22 states?

23 COMMISSIONER DOUGLASS: Well, in 2011,
24 well, in fact West Virginia, it's about a billion

1 dollars as growth. You go up above and look at South
2 Carolina and it's basically the same.

3 MR. CARNAHAN: Right. Yes.

4 COMMISSIONER DOUGLASS: Is there any
5 basis for that?

6 MR. CARNAHAN: Well, they're all
7 essentially trying to arrive at the same basis, and
8 that's fair market value, and they all basically have
9 the same things that they're looking at, income cost
10 approach. Some will look at stock and debt, but not
11 weighted. If I understand your question correctly, it's
12 not unusual to see states go up at the same level.

13 COMMISSIONER DOUGLASS: Okay. This is
14 my question. My first blush is this is strange to see
15 it the same across the states, and you used Alabama as a
16 reference earlier and again back we're basically the
17 same group, over a billion dollars.

18 MR. CARNAHAN: Yes, and that's not
19 unusual. I may pressure West Virginia a little bit more
20 to not grow as high because they are at the top of the
21 range. So folks at the bottom of the range, you may
22 have a little more acceptable notion to say, hey, you
23 can go a billion dollars, but if you're at the top of
24 the range and you try to go up a billion dollars,

1 there's going to be more pressure to do so.

2 COMMISSIONER DOUGLASS: Excuse the
3 interruption.

4 MR. CARNAHAN: Oh, that's quite all
5 right. That's an excellent question. So a couple of
6 points that I wanted to make at least about CSX
7 Transportation is that coal is our largest commodity
8 that we haul and we are struggling with the coal
9 industry right now because of natural gas prices, as I'm
10 sure you're all aware, natural gas is about \$2-\$2.50 per
11 NCF, which a lot of the coal plants have now started to
12 burn natural gas versus coal.

13 So coal is about 25 to 30 percent of our
14 overall business. We have seen coal down about 13
15 percent this year, 2012. We saw it declining last year
16 and we foresee that occurring into the near future. We
17 don't foresee those natural gas prices rebounding or
18 increasing to where coal plants start to go back to
19 natural -- or to coal. So in the third quarter alone
20 this year we were down 17 percent, and these are revenue
21 figures. Our revenues were down 17 percent. So these
22 are significant numbers.

23 We're talking CSX is about just shy of
24 \$12 billion in revenue. Coal makes up 25 percent of

1 that. So when we see these types of numbers decline, it
2 starts to concern us and we feel that it starts to
3 affect our values.

4 So I believe now I'm ready to move on to
5 the second handout that I have here. The second handout
6 is just a couple of slides out of a PowerPoint
7 presentation that I've used with most of the states this
8 year. It's basically saying that net operating income
9 isn't insufficient to look at when you look at a
10 railroad. Free cash flow tells a more realistic story
11 of the earnings or of the income that needs to be
12 capitalized for property tax purposes. So the first
13 bullet point here, railroads, and I believe Mr. Quinn
14 touched on this, that railroads are one of the most
15 capital intensive industries in the country.

16 And as we flip to the second slide,
17 you'll see why. And book depreciation is significantly
18 insufficient to represent the cost of asset
19 depreciation. Real assets are extremely long-lived and
20 cash flow after reinvestment tell a significantly
21 different story than book earnings.

22 What we're trying to say here is, when
23 you look at net operating income, you're only allowing
24 an expense for depreciation. For instance, if I buy a

1 hundred million dollar asset that lives, that's 50 years
2 long, you only get an occurrent expense of \$2 million of
3 that, but when you look at it from a cash flow
4 perspective, you deduct the full hundred million
5 dollars. It's kind of like if you're looking at your
6 house. You don't look at how -- if you've got to put a
7 roof on your house, you look at how much you've got to
8 spend this year, not how much you can ratably stretch it
9 out over the course of 20 years or so. So that's what
10 we're really saying when we say free cash flow is really
11 what we need to look at when it comes to the rail
12 industry.

13 And on the second page, if you'll flip to
14 this chart, this is why we believe it's most appropriate
15 for railroads. As you can see, capital expenditures as
16 a percent of revenue, we spend about 17 to 20 percent of
17 our revenues back into the railroad for capital
18 expenditures. The vast majority of that is to replace
19 existing assets. You've got a hundred year old asset
20 and it cost a thousand dollars a hundred years ago, it
21 costs you a million dollars today to put in. So you're
22 replacing assets at a much higher cost.

23 So when we ask for consideration and free
24 cash flow, this is why. We feel that most other

1 industries, if you look at net operating income, their
2 capital expenditures are likely closely reflected or
3 likely close to their depreciation numbers. So for
4 instance if you have a company that spends a billion
5 dollars, their depreciation, a telecom for instance that
6 spends a billion dollars, in depreciation it's likely a
7 billion dollars. Railroads are unique in that aspect
8 where our depreciation expense for CSX anyway for 2011
9 was about \$980 million. We spent \$2.3 billion to keep
10 up our assets.

11 So in a net operating income perspective,
12 you're deducting \$980 million, but that doesn't tell the
13 full story of what it takes to keep your railroad
14 running and earning that type of revenue. So as we look
15 at the last slide here, this basically tells the
16 difference of depreciation versus capital expenditures.
17 The blue portion of the chart is depreciation and the --
18 I'm not sure what color that is. We'll just call it
19 maroon. Pink? Okay, we'll go with pink. Is what is
20 the portion in excessive of depreciation that represents
21 nonstrategic capital. When I say nonstrategic capital,
22 I mean that is the capital that's replacing existing
23 assets. You heard Mr. Quinn refer to growth capital.
24 That excludes the growth capital. We spend about \$270

1 million a year growing our business. Of the 2.3 billion
2 we spent, 270 million of that was growth assets. So we
3 don't ask for that as a deduction when we're doing our
4 free cash flow.

5 One last point I think I would like to
6 make before any questions is, as we look through and we
7 heard some comments from Mr. Burgess about free cash
8 flow, I think the railroad industry is unique there.
9 I'm not sure what free cash flow for his company would
10 be, but if for some reason the Board sees fit to change
11 the valuation for CSX Transportation or change the
12 income basis, I would ask that we go back and look at
13 the capitalization rate that was used in the income
14 approach. If we're going to use a higher income, I
15 think we need to look at the capitalization rate and
16 maybe increase that so we're using a comparable base.
17 So with that, those are really the only comments I have
18 and I welcome any questions.

19 COMMISSIONER DOUGLASS: Thank you. Are
20 there questions from members of the Board?

21 (No response.)

22 COMMISSIONER DOUGLASS: There seems to
23 be none. Thank you very much, and we will give you due
24 consideration from the local Tax Department.

1 MR. CARNAHAN: Thank you very much.

2 COMMISSIONER DOUGLASS: Are there others
3 to be heard in reference to the valuations? Let the
4 record indicate I see none, no indication that there are
5 others. We'll go on, then, to the next item on our
6 agenda and that is a presentation by the Department of
7 Education on the material bond.

8 DR. MARPLE: Mr. Chairman, we actually
9 have Mr. Simpson here, if you have questions. This is
10 routine required by statute that any vendor that is
11 placed on the instructional material adoption list must
12 issue a bond. This vender has been on the list for some
13 time but switched names and this is a replacement bond.

14 MS. WARFIELD: It's been approved by
15 the Attorney General.

16 COMMISSIONER DOUGLASS: Are there
17 questions that need attention? Is this the same amount
18 of bond that we previously approved, 10 million?

19 DR. MARPLE: This is a \$10,000 bond.

20 COMMISSIONER DOUGLASS: They're saying
21 you have some over the place.

22 DR. MARPLE: I think there's 5,000 and
23 10,000. Two and ten. Two for the extra material,
24 supplemental materials, 5,000 for the primary source

1 materials -- I mean 10,000 for the primary source
2 materials. Two and ten.

3 COMMISSIONER DOUGLASS: Further
4 questions?

5 (No response.)

6 COMMISSIONER DOUGLASS: Hearing none, is
7 there a motion to approve?

8 AUDITOR GAINER: So moved.

9 MR. MARKHAM: Second.

10 COMMISSIONER DOUGLASS: Moved and
11 seconded that we approve this amount of bond for the
12 Department of Education. And that is to Davis
13 Publications Incorporated, I guess indicated here. Yes.
14 Discussion?

15 (No response.)

16 COMMISSIONER DOUGLASS: Hearing none,
17 all those in favor of the motion to approve, signify by
18 saying aye.

19 (Ayes responded.)

20 COMMISSIONER DOUGLASS: Opposed no.

21 (No response.)

22 COMMISSIONER DOUGLASS: The motion
23 carries. Are there other items to come before the Board
24 before we go into an executive session?

1 SECRETARY TENNANT: I don't know if it's
2 appropriate now or after we come back from executive
3 session, but I don't know if anybody wants to know any
4 updates with the weather in terms of voting. I'm sure
5 you've all heard with election day early voting taking
6 place, on Tuesday there were six counties that
7 suspended, we had suspended early voting for, two
8 yesterday, none officially today. There could be some
9 in place as I'm speaking, but we have seen the impact of
10 the storm on early voting when you have about 14,000
11 come out on Monday and 5600 on Tuesday. I don't have
12 the full results from yesterday.

13 We are on schedule, obviously, for early
14 voting to go through Saturday, November 3rd, and we're
15 making preparations for what we might face on Tuesday,
16 the 6th in terms of limited electricity. For that we
17 might change precincts. Precincts might be moved to a
18 facility that has power or precincts might be
19 consolidated. That's probably what you'll see the most
20 of, depending if we get any flooding or anymore severe
21 weather between now and then.

22 And then as far as electronic voting
23 machines, they do have battery backup, not for the full
24 thirteen hours of an election day, but that's where

1 paper ballots and absentee ballots that counties have
2 been giving for absentee voting would be used if power
3 becomes limited.

4 So I can answer any questions. We're
5 working with the Governor's office and making schools
6 and courthouses priorities and then also house shelters.
7 That's where I was when I came in late the first time,
8 working with the shelters that are up in 47 counties
9 right now. So it's really just fluid for us, but I know
10 there's been a lot of questions, people saying is the
11 election going to be postponed. Well, we have a federal
12 presidential election and only Congress has that power
13 to do what it needs to do there, but I think the
14 contingency plans and working with the county clerks, we
15 have good plans set in place.

16 COMMISSIONER DOUGLASS: So the plans are
17 as has been indicated previously and you haven't had to
18 make any specific alterations extending voting or
19 anything of this nature?

20 SECRETARY TENNANT: No. We cannot --
21 early voting is already scheduled to go through about
22 five o'clock on Saturday. We can't extend it beyond
23 then because clerks need those two days to wrap up early
24 voting in preparation for election day, so early voting

1 won't be extended and it's really what we see. Today is
2 Thursday. By Friday morning I'm supposed to have a list
3 of precincts that we know will not have electricity. So
4 once we have that, we'll be working with the counties to
5 make any changes that they might need.

6 COMMISSIONER DOUGLASS: Consolidating or
7 something?

8 SECRETARY TENNANT: Either consolidating
9 or just moving even, and the way that those voters will
10 be notified, at the very least there will be a sign on
11 the door of the precinct where they would have voted,
12 "moved to another place." That has happened before in
13 elections where maybe one or two precincts in a county
14 needed to be changed because of that, but people will
15 not be notified by phone. We have had situations in
16 previous elections where voters have received phone
17 calls saying that their precinct was moved, when indeed
18 they weren't moved. It's just a way to try to trip a
19 voter up, so we will not be, or counties won't be
20 phoning voters. So they'll see it on the door or --

21 MS. WARFIELD: So you'll see it on doors
22 or in the newspapers or on the news?

23 SECRETARY TENNANT: Or media, yeah, on
24 the door or the media.

1 COMMISSIONER DOUGLASS: Are there
2 questions of the Secretary?

3 (No response.)

4 COMMISSIONER DOUGLASS: Hearing none,
5 thank you for your report. I would entertain a motion
6 to go into executive session.

7 AUDITOR GAINER: So move.

8 MR. MARKHAM: Second.

9 COMMISSIONER DOUGLASS: Moved and
10 seconded that we go into executive session. All those
11 in favor signify by saying aye.

12 (Ayes responded.)

13 COMMISSIONER DOUGLASS: Opposed no.

14 (No response.)

15 COMMISSIONER DOUGLASS: Motion carries.
16 We are in executive session. Everyone is excused except
17 the Board members or the designees.

18 (WHEREUPON, the Board was in
19 executive session, with further
20 proceedings as follows:)

21 COMMISSIONER DOUGLASS: Let the record
22 indicate we are back on the record out of executive
23 session. No actions were taken in the executive
24 session. Are there other items to come before the Board

1 of Public Works?

2 (No response.)

3 COMMISSIONER DOUGLASS: I hear none.

4 AUDITOR GAINER: I move we recess
5 until December 3rd, the time to be set.

6 COMMISSIONER DOUGLASS: Moved that we be
7 recessed. Second?

8 MS. WARFIELD: Second.

9 COMMISSIONER DOUGLASS: All those in
10 favor signify by saying aye.

11 (Ayes responded.)

12 COMMISSIONER DOUGLASS: Opposed?

13 (No response.)

14 COMMISSIONER DOUGLASS: Motion carries.
15 We are in recess to December 3rd.

16

17 (WHEREUPON, the meeting was
18 recessed at 12:26 PM.)

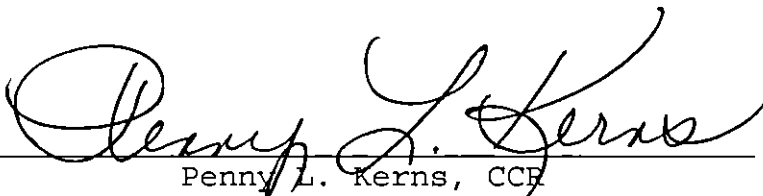
19

REPORTER'S CERTIFICATE

STATE OF WEST VIRGINIA,
COUNTY OF PUTNAM, To-wit:

I, Penny L. Kerns, Certified Court Reporter, do hereby certify that the foregoing is a correct verbatim record of the proceedings had at the time and place set forth herein.

Given under my hand this 26th day of November, 2012.


Penny L. Kerns, CCR
Notary Public

My commission expires May 13, 2018.

