

CLAYTON COUNTY WATER AUTHORITY

1600 Battle Creek Road
Morrow, Georgia 30260

Regular Board Meeting, July 12, 2012

Chairman, Pete McQueen, called the meeting to order at 1:33 p.m.

Present at the meeting were: Chairman, Pete McQueen, Vice Chairman, John Chafin, Secretary/Treasurer, Marie Barber, Board Members, John Westervelt, Oscar Blalock and Rodney Givens; General Manager, P. Michael Thomas, Deputy Manager, Mike Bennett, Legal Counsel, Steve Fincher of Fincher, Denmark & Williams, Carla Clark, Executive Coordinator and other CCWA staff and visitors.

Chairman McQueen called on Jimmy Powell, Environmental Compliance Inspector, to give the invocation.

Approval of Minutes: Chairman McQueen called for any omissions or additions to the Regular Session Board Meeting minutes of June 7, 2012. Hearing none, the minutes were approved as presented.

Financial and Statistical Report: Chairman McQueen called on Carl Stephens, Finance Director, to give our financial report. Mr. Stephens reviewed the financial information that was given to the Board for the period ending May 31, 2012.

Recognitions: Chairman McQueen called on Guy Pihera, Water Production Department Manager, to recognize Stephen Gibbs, Class I Water Plant Operator for his 15 years of service. He congratulated and thanked him for his continued hard work and dedication to the Water Authority and presented him with a 15-year service pin.

Chairman McQueen called on Bernard Franks, Distribution and Conveyance Department Manager, to recognize Danny Haynes, Wastewater Maintenance Foreman for his 30 years of service. He congratulated and thanked him for his continued hard work and dedication to the Water Authority and presented him with a 30-year service pin.

JDE Servers Upgrade Proposal: CCWA staff budgeted for an upgrade to the JDEdwards Enterprise server to be executed after the completion of the JDEdwards 9.0 Upgrade Project.

Historically the Water Authority has utilized two servers for the JDEdwards solution; a primary server running the JDEdwards solution and a secondary server (housed in our alternate server room) as a hot spare for disaster recovery. In order to execute the JDEdwards 9.0 Upgrade Project the MIS team had to break our disaster recovery model as we upgraded the server at our alternate server room to install JDEdwards 9.0 on it while continuing to run JDEdwards Xe on the server located in the HQ server room.

With the JDEdwards 9.0 Upgrade Project completed it is necessary to upgrade the server located here in the HQ server room in order to re-establish our disaster recovery model. We have designed an enhancement into the disaster recovery model to enable us to get productive everyday use from the disaster recovery server. The enhancement will have the JDEdwards 9.0 production environment here at the HQ server room while the test and development environments are at the alternate server room. This way we do not have an investment in a machine sitting dormant waiting for a disaster to occur. The disaster recovery server will actively be running our test and development environments.

Based on the performance experienced since going live with JDEdwards 9.0 it has been determined that an increase in processor power and additional memory is required for the production environment as well as additional hard drives for data storage.

The MIS team has worked with Softchoice (our IBM Business Partner of Record) to identify and design the best solution available for the Water Authority to ensure adequate performance of the system and to continue to provide us with a low cost disaster recovery model for one of our core enterprise applications. This is a sole source purchase due to the industry standard practice and IBM policy that all enhancements and upgrades to large system servers be purchased from the original partner / vendor initially selling the computer. We have negotiated a cost of \$95,757 with Softchoice.

HQ server	(5AA42)	Power 7 upgrade	\$50,209	
		3yr hardware warranty	1,500	
		LTO4 tape drive	5,787	
		i5os processor license	19,684	
		WebSphere Network Deployment license	12,116	
				\$89,296
DR server	(5C9F2)	5901 feature card	\$674	
		LTO4 tape drive	5,787	
				6,461
				\$95,757

Staff requests authorization to purchase the selected solution at a “not-to-exceed” price \$95,757.

UPON Motion by Marie Barber and seconded by Rodney Givens, it was unanimously

RESOLVED: to proceed with the purchase of the selected solution at a not to exceed price of \$97,757.

Call Center Furniture Recommendation: With the HQ modifications, our goal is to bring the Customer Service group into one area. Currently we do not have enough matching cubicles for this group. Therefore, Customer Service budgeted funds to purchase 12 low walled cubicles for the Call Center and 7 high walled cubicles for the Collections and Back Office staff.

As the HQ modifications begin, it will be necessary to temporarily relocate the Call Center and Collections staff to the Board room. By purchasing the new smaller cubicles, we would be able to use the Board room for all temporary location needs.

At this time, Staff recommends purchasing 12 cubicles with low walls and 3 cubicles with high walls. The remaining 4 cubicles will be purchased when the Customer Service modifications are close to completion. The recommended modular furniture can be purchased on state contract prices.

Distributor - NFL Officeworks - *(cost on state contract)*

<u>HON “Initiate” modular furniture</u>		<u>per cubicle</u>
12	Low cubicles including 2 drawer/file cabinets and ergonomic chair	\$2289
3	High cubicles including 2 drawer/file cabinets, upper shelf and ergonomic chair	\$3072

Total cost of the furniture is \$36,675.81

Staff recommends the purchase of Initiate modular furniture at the state contracted price of \$36,675.81. Funds for this purchase were budgeted in the 2012 budget under BU 130.

UPON Motion by Oscar Blalock and seconded by John Westervelt it was unanimously

RESOLVED: to authorize staff to utilize the state contract for the purchase of the HON Initiate modular furniture and ergonomic chairs at for \$36, 675.81.

Revisions to Customer Service Policy Recommendation: Today, CCWA Customers must come to a CCWA office location to have their water service turned on or transferred from one residence to another. Customers must provide proof of residency for the new premise as well as picture identification. This process was put in place in order to protect CCWA.

This process is not customer friendly and serves as an inconvenience to our customer base. It typically requires a minimum of 15 minutes to complete the process and often lends to disgruntled customers at our office locations. After surveying other Water Utilities in surrounding counties, 6 out of 10 do not require Customers turning on service or transfer services to come into an office location.

Recommendation: Allow Customers the ability and flexibility to process turn on and transfer service requests remotely - phone, email, or fax (implement online in near future). This would no longer require customers to come into a CCWA office location. The benefits include improved customer experiences; offering customers alternatives ways to do business with us; decrease in lobby traffic; and a reduction in the time to process requests.

The New Process:

- Customer can call, email, or fax their request to turn-on or transfer service, in addition to coming into a CCWA office location.
- Continue to meet red flag rules by using Online Utility to check social security numbers.
- To protect CCWA, specific scenarios have been identified that will require the customer to provide proof of residency and identification.
- Customer Service will send the new Customer a welcome letter and a copy of the Service Agreement.

Service Agreement

With the new process, Customers will no longer be required to sign a Service Agreement. To support this, the following verbiage in the Service Agreement will change from “signing of this Agreement” to “by accepting service from CCWA, Applicant acknowledges that Applicant is responsible...”. Other changes to the Service Agreement include information regarding Billing Dispute process.

Recommended Revisions to CCWA Policy Manual

Staff recommends the following changes outlined in the resolution below to the CCWA Policy Manual to support the new Turn-on / Transfer Process.

STATE OF GEORGIA

COUNTY OF CLAYTON

RESOLUTION NO. 2012-02

WHEREAS, Georgia Laws 1955, page 3334, created the Board of the Clayton County Water Authority; and

WHEREAS, the Board of Directors (“Board”) has adopted a Clayton County Water Authority Law and Policy Manual consisting of Chapters 1 through 15, each inclusive; and

WHEREAS, the Board wishes to amend the Clayton County Water Authority Law and Policy Manual so as to not require customers to sign the Service Agreement.

NOW THEREFORE, BE IT AND IT IS HEREBY RESOLVED THAT: The Clayton County Water Authority hereby officially amends the Clayton County Water Authority Law and Policy Manual, Chapter 8, Customer Service and more specifically Section 1 (Service Agreement) and Section 22 (Customer Accounts and Adjustments) as follows:

Chapter 8 Customer Service

Section 1 Service Agreement

The Authority shall require all customers, prior to the delivery of service to agree to our service agreement. The service agreement shall be approved by the General Manager and General Counsel for the Authority, and may be amended from time to time as circumstances warrant. The service agreement and any amendments thereto, shall be posted on the Authority’s website under the Customer Service header. The customer’s acceptance of service subsequent to any amendment indicates explicit agreement to the terms and conditions of service with the Authority as outlined in the agreement, including the ability of the Authority to amend the service agreement by posting any changes on its website.

(Reference minutes of August 3, 2006 Pages 3377 – 3381)

Section 22 Customer Accounts and Adjustments

ESTABLISHING AN ACCOUNT

A) New Account:

- 1) Customer is to agree to the terms and conditions of service with the Authority as outlined in the service agreement. The customer is to provide and the Authority is to verify with the customer all pertinent information such as name, address, identity, etc.
- 2) Customer places an appropriate deposit for the type of account;
- 3) Customer pays applicable water and sewer impact fees according to the adopted schedule;
- 4) Customer pays for meter installation costs, including any related costs;
- 5) Customer is required to provide documentation of ownership or Lease agreement; and
- 6) Deposits shall be determined by the Customer Service Director, who will set the deposit at an amount which he/she believes will approximate two months of usage by the customer.

B) Existing Account:

- 1) Customer is to complete an application for service providing pertinent information such as name, address, etc;
- 2) Customer places an appropriate deposit for the type of account; and
- 3) Customer is required to provide documentation of ownership or Lease agreement.

BILLING

A) Frequency:

- 1) Bills are to be rendered once a month on approximately thirty (30) days intervals; and
- 2) Billing date is to be determined by bill cycle.

B) Terms:

- 1) Bills are to be paid within twenty (20) days from the date of the bill;
- 2) Bills paid after twenty (20) days from the date of the bill are assessed a late fee equal to ten percent (10%) of the current month's unpaid balance;
- 3) Service may be terminated for non-payment after thirty-five (35) days from the date of the bill;
- 4) Once service is terminated it will be reconnected only after the past due balance is paid. Reconnection may occur on the same day as requested. If the request is made before 3:00 P.M., there will be a trip charge. If the request is made after

3:00 P.M. an additional fee shall apply. A per trip charge is assessed if field contact or disconnect is required; and
5) Returned payment items constitute non-payment. A return fee will be assessed.

ADJUSTMENTS

A) Customer Relations:

- 1) A customer experiencing unusual water use caused by a leak, not the fault of the Authority, may be entitled to an adjustment, under the following terms and conditions:
 - a) Adjustments to a water bill shall be allowed for up to one-half of the water usage over and above normal usage. If the customer is also a sewer customer, and it is clear that the unusual quantities of water did not enter the sewerage system, the customer shall also receive a credit corresponding to the amount of water determined not to have entered the collection system;
 - b) To qualify for the adjustment, the customer must present evidence of the leak and proof of repair;
 - c) Adjustments shall be for one billing cycle;
 - d) A customer may qualify for this credit only two billing cycles per 12 month period;
 - e) To qualify for an adjustment, the customer must apply within 120 days of the repair; and
 - f) The Customer Accounts Director may approve payment plans for customers with high bills due to leaks, which are not the fault of the Authority, with no late fees added for late payment. Balances below \$1,000 may be spread out over six months. Balances of \$1,000 and above may be spread over twelve months for both residential and commercial accounts.
- 2) At their request, and upon approval of the Customer Service Supervisor or the Customer Accounts Director, a customer with a good pay record may have their late fee waived one time per twelve month period; and
- 3) Adjustments other than the above must be approved by the Customer Accounts Director.

B) Billing Corrections:

- 1) Excessive water usage caused by the Authority is to be adjusted to the customer's normal use. Adjustments shall occur whenever needed; and
- 2) Excessive sewer usage caused by the Authority is to be adjusted to the customer's normal use. Adjustments shall occur whenever needed.

AUTOMATIC DRAFT ACCOUNT

A) Setting up Account:

- 1) Customer must complete and sign application form for each account with the Authority;
- 2) Changes to customer's banking account necessitate completion of new application form;
- 3) First draft will occur on the second billing after the date of the application; and
- 4) A customer wishing to terminate automatic draft on an active account must do so in writing.

B) Automatic Draft Billing:

- 1) Customer's account will be automatically drafted on the second billing after the date of the application;
- 2) Change in customer's banking account necessitates a new application. Automatic draft will resume on the second billing after the date of the change;
- 3) Customer is to be mailed a monthly statement no less than ten (10) days before banking account is drafted;
- 4) The amount on the customer's statement will be drafted if customer does not contact Authority within ten (10) days from date of the statement;
- 5) Drafts denied by the bank will be assessed a handling fee; and
- 6) Drafts denied by the bank for non-sufficient funds, account closed, refer to maker, lien on account and the like will result in withdrawal of automatic draft privileges. Privileges may be reinstated only at the Authority's discretion.

(Reference minutes of May 2, 1996 Pages 589 – 593, December 7, 2000 Pages 1272 – 1273, April 1, 2004 Pages 2449 – 2450, June 3, 2004 Pages 2508 – 2509, October 5, 2006 Page 3458, November 1, 2007 Page 3751)

SO RESOLVED this 12th day of July, 2012.

ATTEST:

CLAYTON COUNTY WATER
AUTHORITY

Marie Barber, Secretary

Pete McQueen, Chairman

Sophia Haynes, Board Member

John M. Chafin, Board Member

Rodney Givens, Board Member

Oscar Blalock, Board Member

John L. Westervelt, Board Member

APPROVED AS TO FORM:

Steven M. Fincher, Attorney for
Clayton County Water Authority

UPON Motion by Marie Barber and seconded by Oscar Blalock it was unanimously

RESOLVED: approve Resolution 2012-02 and to amend the Clayton County Water Authority Law and Policy Manual so as to not require customers to sign the Service Agreement.

Revisions to Red Flag Rule Policy Recommendation: The recommended change to our Customer Service Policy will also require a change to our Red Flag Plan. Chapter 8, Section 37 titled Identity Theft Red Flag Plan of the Law and Policy Manual is a very detailed 17 page section. The detail of the policy can make frequent Board approved revisions to the policy necessary. Therefore, we are proposing the following simplified policy that would reference the CCWA identify theft prevention program. The identify

theft prevention program will be outlined in detailed in our CCWA Identify Theft SOP (standard operating procedures). This SOP could be revised without the need for Board approval.

An example of a revision to the CCWA Identify Theft SOP we would like to make to support the proposed Turn-on / Transfer process. The proposed Turn-on / Transfer process does not require a Customer to come to a CCWA office location. However, the SOP will state if there is any suspicious activity, the Customer will be required to come to a CCWA office location and present photo identification and proof of residency at the service location. Examples of suspicious activity include the following:

- Customer declines to provide social security number
- Automatic identify check through Online Utility application fails for any reason
- Fraud alert on the social security number from Online Utility
- Online Utility application indicates the social security number provided is for a minor or deceased person

The following resolution represents CCWA staff's recommended replacement for Chapter 8, Section 37 titled Identity Theft Red Flag Plan of the Law and Policy Manual.

[Continued on next page]

STATE OF GEORGIA

COUNTY OF CLAYTON

RESOLUTION NO. 2012-03

WHEREAS, Georgia Laws 1955, page 3334, created the Board of the Clayton County Water Authority; and

WHEREAS, the Board of Directors (“Board”) has adopted a Clayton County Water Authority Law and Policy Manual consisting of Chapters 1 through 15, each inclusive; and

WHEREAS, the Board wishes to amend the Clayton County Water Authority Law and Policy Manual so as to establish generally an identity theft red flag policy.

NOW THEREFORE, BE IT AND IT IS HEREBY RESOLVED THAT: The Clayton County Water Authority hereby officially amends the Clayton County Water Authority Law and Policy Manual, Chapter 8, Customer Service by deleting the current Section 37 Identity Theft Red Flag Plan and inserting language as follows:

Chapter 8 Customer Service

Section 37 Identity Theft Red Flag Policy

The CCWA shall maintain an identity theft prevention program to provide defense against and response to fraud and identity theft, as it may occur with reference to CCWA customers and as required under section 114 of the Fair and Accurate Credit Transactions Act. This policy includes a provision for identifying transactions and behavior that could indicate that identity theft is about to occur, is occurring or has occurred as well as taking reasonable steps to address any such customer concern. The process shall be approved by the General Manager and General Counsel for the CCWA and may be amended from time to time as circumstances warrant.

SO RESOLVED this 12th day of July, 2012.

ATTEST:

CLAYTON COUNTY WATER
AUTHORITY

Marie Barber, Secretary

Pete McQueen, Chairman

Sophia Haynes, Board Member

John M. Chafin, Board Member

Rodney Givens, Board Member

Oscar Blalock, Board Member

John L. Westervelt, Board Member

APPROVED AS TO FORM:

Steven M. Fincher, Attorney for
Clayton County Water Authority

UPON Motion by Oscar Blalock and seconded John Westervelt, it was
unanimously

RESOLVED: to approve Resolution: 2012-03 as presented and change the
CCWA Law and Policy Manual accordingly.

Warehouse Purchasing Recommendation:

Clayton County Water Authority has approximately 5,000 items purchased through the Warehouse. Approximately 3,000 items are water, wastewater, and storm water related items. The remaining 2,000 items are fleet maintenance related items. The Warehouse currently has 49 items that total annual purchase price per item exceeds \$20,000.

Chapter 12 of the CCWA Law & Policy Manual contains CCWA adopted Purchasing Policies. These policies state that “Purchases, whether by purchase order, or contract, with a value of twenty thousand dollars (\$20,000) or more shall be competitively priced utilizing sealed bids or sealed request for proposals...”. Some inventory items experience frequent price shifts based on metal or other commodity prices and it can be difficult to obtain guaranteed pricing for more than one or two months. It can also be difficult to obtain sealed bid, guaranteed prices for low cost items. The pricing and purchased quantity of some of the items referenced below has also gradually increased causing some of these annual purchases to exceed \$20,000. Currently, these are purchased through the following procurement methods: Request for Bids, Request for Quotes, and Sole Source.

Request for Bids: 11 items are purchased through this process, which are as follows: ductile iron pipe, fuels, uniforms, high density polyethylene pipe and fittings, and reinforced concrete pipe and fittings. Board approval has been obtained for the aforementioned items; therefore, they are not included in the following recommendations.

Request for Quotes: 12 items are purchased through this process in which the Warehouse obtains quotes. For the hydrants, and valve gate mechanical joint 6”, we have been obtaining only 2 quotes from M&H Valve Company, and US Valve Company. In the future, additional quotes will be obtained from American Darling and Mueller Company as these companies’ products do meet our specifications.

Sole Source: 26 items are purchased through this process in which the requesting department deems the product as the only product meeting their specifications.

Request for Quotes (RFQ) – Recommendation: Staff requests approval to purchase the 12 items listed below through the RFQ process as these items’ prices fluctuates throughout the year. Brass, copper, and other metal prices fluctuate weekly which makes it difficult to obtain guaranteed pricing for more than one or two months. Staff will obtain RFQs at the time of each order. Individual orders are typically below \$20,000 but the annual purchases may significantly exceed \$20,000. Reordering point and amounts are determined through the inventory management system when each inventory item reaches its minimum inventory quantity level. Also, based on special projects, below items will be quoted and ordered for specific projects. For items 6 and 7, we will start obtaining 4 quotes. The number of units specified in the “Total Units” column represents the number of units purchased in the last 12 months (June 2011 – May 2012).

	Description	Total Cost	Total Units	Unit Cost	# of Quotes	Date Last Purchased	Material
1	LOCKING DEVICES-J-280 1 IN.	\$128,616.00	3,600	\$37.12	3	5/7/2012	Brass
2	LOCK - HERCULON USA BRASS 0915	\$117,810.67	14,976	\$7.88	3	5/21/2012	Brass
3	VALVE-DUAL CHK REPAIR KIT 3/4"	\$ 99,780.00	7,000	\$14.84	3	5/8/2012	Brass, Bronze
4	TUBING-COPPER SOFT 3/4"K	\$ 94,750.00	30,000	\$2.96	3	6/11/2012	Cooper
5	METER VAULT LID - 48" X 72"	\$ 93,803.22	108	\$845.84	3	2/15/2012	Aluminum
6	HYDRANT (MH,AM,US) 4' 0 BURY	\$ 82,108.00	72	\$1,134.00	2	11/18/2011	Ductile Iron, Steel
7	VALVE-GATE MJ 6 IN	\$ 64,896.00	192	\$344.00	2	6/5/2012	Ductile Iron, Brass
8	TUBING-COPPER HARD 2"M	\$ 34,870.00	5,000	\$6.69	3	6/11/2012	Cooper
9	VALVE-DUAL CHECK 1 X 3/4	\$ 29,232.00	840	\$34.80	3	2/24/2012	Brass, Bronze
10	VALVE-WATTS DOUBLE CHECK 2"	\$ 24,800.00	100	\$248.00	3	5/8/2012	Brass, Bronze
11	METER BOX LID - CI STANDARD CURB STOP-BV	\$ 19,380.00	1,900	\$10.20	3	12/14/2011	Cast Iron
12	FIPXF.C.3/4"X3.75	\$ 15,680.00	800	\$20.90	3	6/11/2012	Brass, Bronze

Sole Source Items - Recommendation: Staff requests approval to purchase the below items through a negotiated Sole Source process. At a previous Board meeting (11/5/09), the Board approved Homeland Security Products and Services as the sole source vendor for supplying the Davidson Anti-Terrorism Valve for a term of three years. The number of units specified in the "Total Units" column represents the number of units purchased in the last 12 months (June 2011 – May 2012).

	Description	Total Cost	Total Units	Unit Cost	Date Last Purchased	Sole Source Justification
1	METER BOX - CDR- (COFFIN)	\$ 43,050.00	30	\$1,435.00	6/11/2012	Patented Parts
2	HYD-M & H SECURITY DEVICE	\$ 29,280.00	48	\$610.00	9/22/2011	Board Approved Homeland Security
3	PRECAST CATCH BASIN-RING	\$ 26,089.00	600	\$43.83	6/21/2012	Only Foundry
4	ASPHALT - EASY STREET 50 LB BG	\$ 25,760.00	2,240	\$11.50	2/20/2012	Specifications, and Testing
5	12" HYD EXT KIT FOR M&H HYD	\$ 23,376.96	92	\$264.96	4/18/2012	Only Foundry for M&H
6	METER BOX LID - CDR W/READER	\$ 22,050.00	30	\$735.00	11/16/2011	Patented Parts
7	PRECAST CATCH BASIN-COVER	\$ 18,946.00	600	\$31.83	6/21/2012	Only Foundry
8	6" HYD EXT KIT FOR M&H HYD (8 BOLT)	\$ 17,512.74	82	\$213.57	9/27/2011	Only Foundry for M&H

Sole Source Meter Purchases: Staff recommends continuing to purchase the below Badger Meter items through the Sole Source process. During Regular Board Meeting, on February 6, 2003, the Board accepted the recommendation of the Authority's staff to approve Badger Meters and Itron Radios as the Authority's standard meter and radios. This represented the most reliable option at the time and continues to serve the Water Authority's needs very well. Favorable prices have been negotiated by Mr. Bennett. The number of units specified in the "Total Units" column represents the number of units purchased in the last 12 months (June 2011 – May 2012); meter purchases will significantly decline with the completion of the meter upgrade project.

	Description	Total Cost	Total Units	Unit Cost	Date Last Purchased
1	METER-BADGER RTR 5/8X3/4 M25 ORION	\$902,664.00	9,072	\$99.50	12/6/2011
2	METER REGISTER BADGER 5/8" M25 (I)	\$296,654.00	3,400	\$102.03	4/10/2012
3	METER-BADGER RTR 5/8X3/4 M25 ITRON	\$263,625.12	2,992	\$88.11	3/28/2012
4	METER - BADGER 6" FS ASSY	\$125,482.00	20	\$6,274.10	10/18/2011
5	METER - BADGER 2" M170	\$ 89,360.00	200	\$446.80	10/18/2011
6	METER - BADGER 8" FS ASSY	\$ 86,880.00	10	\$8,688.00	10/18/2011
7	METER - BADGER RTR 1" M70 ORION	\$ 74,094.70	370	\$197.71	10/18/2011
8	METER - BADGER 3" COMPOUND	\$ 58,140.00	40	\$1,453.50	10/18/2011
9	METER - BADGER RTR 3/4" M35 ORION	\$ 36,513.60	235	\$152.40	10/18/2011
10	METER - BADGER 1 1/2" M120	\$ 33,734.00	100	\$337.34	10/18/2011
11	METER - BADGER 2" TURBO 200	\$ 28,704.00	40	\$717.60	10/18/2011
12	METER - BADGER 6" FS ASSY 2"PD	\$ 25,096.40	4	\$6,274.10	10/18/2011
13	METER - BADGER RTR 1" M70 ITRON	\$ 24,964.80	160	\$156.03	3/28/2012
14	ITRON THRU LID INSTALL KIT	\$ 22,484.00	4,000	\$5.63	5/16/2012
15	METER REGISTER BADGER 5/8 (P-3)	\$ 18,365.40	180	\$102.03	3/13/2012
16	METER - BADGER 8" FS ASSY 2"PD	\$ 17,376.00	2	\$8,688.00	10/18/2011
17	METER - BADGER RTR 3/4" M35 ITRON	\$ 16,218.00	150	\$108.12	3/28/2012
18	METER REGISTER BADGER1 1/2" (I)	\$ 13,780.80	120	\$114.84	9/6/2011

UPON Motion by John Chafin and seconded John Westervelt, it was unanimously

RESOLVED: to approve the warehouse purchasing recommendations as presented.

IT Master Plan Final Report Summary and Recommendations: The Board authorized the development of an Information Technology (IT) Master Plan through a Task Order with Brown & Caldwell in September 2011. CCWA staff worked with Brown & Caldwell to perform an assessment of CCWA's IT operations and identify gaps in IT systems and best management practices. Based on this evaluation, a plan was developed that includes twenty one technology related projects at an estimated cost of \$6,636,560. These projects were evaluated by CCWA staff using the same scoring and attributes as the 2010 Strategic Master Plan. The attached Executive Summary identifies each of the projects and shows the respective scoring and estimated cost on a per project basis.

Executive Summary

Project Scope

The Clayton County Water Authority (CCWA) staff, with assistance from Brown and Caldwell (BC), developed an Information Technology Master Plan (IT Master Plan) over a nine (9) month period from September of 2011 through May of 2012. Development of the Plan was guided by a six-member Technology Steering Committee (TSC), comprised of representatives from various Departments within CCWA covering all targeted functional areas the IT Master Plan would need to support. Project prioritization was performed by a larger group of an approximately 20-member IT Master Plan Committee, comprised of representatives from the same representative Departments.

The goal of developing an IT Master Plan is to establish a vision and plan for how information technology can best be utilized to support CCWA while performing routine business processes. The objectives to be achieved through the development of the IT Master Plan, as defined by the TSC, include the following:

- To improve the effectiveness of CCWA's use of information technology
- To align the various enterprise architectures (business, systems, and technology) with the CCWA master plan and objectives
- To separately perform an efficiency assessment of systems and controls to limit deficiencies

Technology Mission and Vision

CCWA established the following technology mission and vision to guide its IT master planning efforts:

Mission Statement:

The CCWA TSC was established to make decisions on how information technology is to be used by CCWA in the achievement of its mission, vision, and business objectives.

The TSC was also established to make decisions on technology investments that support the Technology Vision and integrate new projects resulting from investment decisions into the ITMP's portfolio of projects by applying the accepted evaluation and ranking criteria. Also, periodic ITMP project portfolio analysis and reevaluation will be performed, especially when the evaluation and ranking criteria change.

Vision Statement:

CCWA utilizes technology to help our customers effectively use our services and to make our work efficient and safe.

CCWA will:

- Leverage proven, stable, and dependable technology
- Make wise technology investments that consider both tangible and intangible benefits
- Strive to be innovative and efficient in its use of technology

Project Approach

The project was divided into the eight phases as listed below:

Task 100 – Project Management

Task 200 – Establish Technology Governance Approach

Task 300 – Establish Technology Vision

Task 400 – Assess Current State

Task 500 – Determine Future State

Task 600 – Perform Gap Analysis

Task 700 – Perform IT System Assessment

Task 800 – Develop IT Master Plan

The phases were designed to inventory and gather information about existing IT systems in use at CCWA, to discuss how staff is currently using existing technology, to discuss how staff would like the IT systems to support them better, to identify projects to meet those needs, and to develop an IT Master Plan that summarizes and prioritizes projects to be implemented over the next 3-5 years. The inventorying and information gathering activities included documentation gathering and review, interviews, and workshops with representatives from the various functional areas of the CCWA. During these activities

the relevant business drivers, service levels, and Strengths-Weaknesses-Opportunities-Threats (SWOTs) were identified. The analysis and planning focused on grouping the identified “gaps” between the current and future state into twenty-one (21) “Gap Closure Action Plans” or “projects.” The projects were subsequently scored and prioritized using the same set of criteria and weights as those used to score and rank projects included in CCWA’s 2010 Strategic Master Plan. The identified projects will provide for both “Quick Wins” and long term systems and integration improvements at CCWA.

A critical success factor during development of the IT Master Plan was to establish an ongoing project review and prioritization process. As future additional IT needs are identified, the TSC intends to follow the same process that they followed to prioritize and rank the twenty-one (21) IT projects described in this IT Master Plan.

As part of the approach to provide CCWA with a sustainable IT planning process, Brown and Caldwell used ProVision enterprise modeling software to capture much of the information contained within this document. ProVision was used to capture the current and future state enterprise architecture components, and the ProVision models, diagrams, and reports have been exported and added to this report and the appendices at several points.

Summary of Findings

Information technology will be an increasingly important enabler to help CCWA meet its organizational mission and vision. Information, reporting, support, and resources must be available at the right time, in the right place, and in the right format to empower CCWA to make properly informed decisions. Staff will need to be properly trained to maximize the benefit of using the technology.

A very high level summary follows, with supporting information and data contained in other parts of this document. Major findings from the analysis included:

- Systems integration and implementation of a Business Intelligence (BI) dashboard solution would substantially improve communications and would eliminate both manual data management and the entry and storage of duplicate data throughout the organization.
- The JDE system was configured primarily to support the CCWA financial activities.
- The configurations of the current IT systems are not fully capable of meeting performance tracking and reporting requirements.
- Where possible, standardization among software (e.g., SCADA systems) can facilitate data management.
- Expansion of administrative licenses and training of additional staff to manage the supporting IT systems will reduce risk of the software issues to CCWA.
- Implementation of a commercial Laboratory Information Management System (LIMS) would standardize regulatory compliance data and reduce risk.

Summary of Recommendations

A list of twenty-one (21) projects was identified to help CCWA reach its desired future state. The projects were scored and prioritized by the IT Master Plan Committee. Table ES-1 below lists these in order of execution. Where appropriate, project dependencies are noted.

Table ES-1. IT Master Plan Project List					
Order	Project #	Ranking Score	Project Name	Estimated Cost	Dependencies
1	8	58	Implement IT Support Enhancements (Capital and Operating)	\$523,600	
2	13	49	Implement Northstar Enhancements (Capital)	\$578,400	8
3	21	51	Implement Phone System Upgrade and IVR System Enhancements (Capital and Operating)	\$276,400	
4	2	53	Implement BI/Dashboard Solution (Capital and Operating)	\$440,800	18
5	16	23	Implement Records Retention Policy (Operating)	\$61,200	
6	17	52	Evaluate and Create SCADA Enhancement Plan (Capital and Operating)	\$340,800	
7	19	46	Evaluate and Implement System Integration Enhancements (Capital)	\$974,400	2, 18
8	4	46	Implement CMMS Enhancements (Capital and Operating)	\$688,800	19
9	5	28	Implement Compliance Reporting Enhancements (Operating)	\$225,800	18
10	1	24	Implement a LIMS (Capital)	\$605,000	
11	11	58	Evaluate Mobile Computing Enhancements (Operating)	\$105,800	
12	18	36	Upgrade SharePoint to the Enterprise Version (Capital)	\$170,600	
13	6	23	Implement FOG Enhancements (Operating)	\$31,280	
14	12	36	Evaluate and Implement Network Connectivity Enhancements (Capital and Operating)	\$68,680	
15	15	51	Implement Phone Improvements (Capital)	\$343,400	12, 21
16	10	34	Implement Meter Service Routing Improvements (Operating)	\$124,000	11
17	7	41	Implement GIS Enhancements (Capital)	\$326,800	10
18	20	32	Implement Training Program Enhancements (Capital and Operating)	\$336,400	
19	14	24	Implement Operations Enhancements (Capital and Operating)	\$80,800	
20	3	22	Implement Budgeting Automation (Operating)	\$139,400	18
21	9	20	Implement JDE Enhancements (Operating)	\$194,200	

CCWA staff recommends the Board accept the project list as presented along with authorization to merge these projects in with the 2010 Strategic Master Plan for prioritization and funding/budgeting purposes.

UPON Motion by John Westervelt and seconded by Marie Barber it was unanimously

RESOLVED: to accept the project list as presented and to authorize the merge in to the 2010 Strategic Master Plan for prioritization, funding and budgeting purposes.

Huie Site Management Plan: Most of the property that makes up the Huie site was purchased with the aid of a Federal Grant back in the late 1970's with the grant paying 75% of the cost of the property and CCWA covering the remaining 25%. As part of the grant requirements an encumbrance had to be placed on the property deeds that restrict the use of the property to wastewater treatment unless the Federal Government (EPA) is reimbursed 75% of the fair market value of the property.

Now that we are nearing completion of the transition from irrigation to constructed wetlands, we are exploring the ability to use this property for purposes other than wastewater treatment and were originally encouraged that we might be able to have the encumbrances released. However, after extensive research, EPA has determined this is not possible, unless the property is used for wastewater treatment or some other purpose consistent with the Clean Water Act EPA must be reimbursed.

CCWA staff has determined in meetings with EPA, that constructed wetland is a consistent use. Also, as long as the other property is not developed then its use can be stated as watershed protection or nonpoint source pollution abatement since this area is also our drinking water watershed. Other passive activities such as outdoor recreation, environmental education and forest management could occur on this property to enhance its watershed protection value. CCWA staff is developing a request for "property disposition instructions" from EPA to clarify the changes in use of the property from irrigation of treated wastewater to constructed wetlands or nonpoint source pollution protection. There may be some small tracts containing buildings used for other purposes (the Community Use Building) where we actually will have to pay the 75% of fair market value to EPA to continue these uses.

As this effort progresses, we have also been working with a consultant on a forest management plan for the property. They were tasked with the following activities:

- Preparation of a land cover map in GIS format;
- Development of a 10 year plan for timber harvesting;

- Development of a plan to enhance the game and non-game wildlife habitat on the site;
- Development of reforestation plans after harvesting; and
- Proposal for timber sales.

The “Timber Harvest Plan” as prepared by Timber Management, Inc. provides timber harvest values by year for the next ten years and provides a balanced approach to managing the forests on the site. This will serve as a guide only and be re-evaluated each year based on timber prices and site conditions.

CCWA staff requests the Board's approval of the request for property disposition instructions to EPA and implementation of the timber harvesting plan using Timber Management, Inc. as our timber broker with a commission of 6.75% of timber sales value.

UPON Motion by John Chafin and seconded by Rodney Givens, it was unanimously

RESOLVED: to approve staff's recommendation for property disposition instructions to EPA and implementation of the timber harvesting plan using Timber Management, Inc. as our timber broker with a commission of 6.75% of timber sales value.

Travel/Training Policy Revision Recommendation: The current CCWA Travel Policy is a part of the Personnel Policy Manual and is a very detailed 16 page section. The detail of the policy can require frequent Board review and action to make simple revisions to the policy. Therefore, we are proposing the following simplified policy that would reference the more detailed CCWA Travel and Training Reimbursement Guidelines. These Guidelines could be revised without the need for Board approval.

An example of a revision that we would like to make is to change the process for per diem reimbursement for travel. With the rising cost of travel and limited budgets, we no longer believe a straight per diem for three meals should be provided when meals are a part of a conference or training class registration. In these circumstances, we recommend these meals be subtracted from the daily per diem.

The following resolution represents CCWA staff's recommended replacement Travel Policy.

[See Next Page]

STATE OF GEORGIA

**COUNTY OF CLAYTON
RESOLUTION NO. 2012-04**

WHEREAS, Georgia Laws 1955, page 3334, created the Board of the Clayton County Water Authority; and

WHEREAS, the Board of Directors (“Board”) has adopted a Clayton County Water Authority Law and Policy Manual consisting of Chapters 1 through 15, each inclusive; and

WHEREAS, the Board of Directors wishes to amend and simplify the current Travel Policy contained in Section XXVIII of the Clayton County Water Authority Personnel Policy Manual which is incorporated by reference in the Clayton County Water Authority Law and Policy Manual; and

NOW THEREFORE, BE IT AND IT IS HEREBY RESOLVED THAT:

All business travel must be approved in advance and should be engaged in and reimbursed according to the policy below. CCWA employees should consult the CCWA Travel and Training Reimbursement Guidelines and Procedures (referred to as “guidelines”) for more details.

(1) CCWA will issue guidelines specifying or restricting travel requirements. Employees should use the most appropriate form of transportation available, book the least expensive fares, and stay in and eat at moderately priced establishments.

(2) Employees should provide their supervisor with a copy of their itinerary before leaving on business travel.

(3) Employee expenses for approved travel will be paid or reimbursed when properly documented by the employee and approved by the supervisor and/or other authorized employees as outlined in the guidelines. Examples of expenses normally paid or reimbursed include transportation, meals, lodging, and limited incidental expenses. Employees who know or anticipate that they will have a special request for travel expense reimbursement must ask for written approval from their supervisor before incurring the expense. Any travel expenses considered unreasonable under the circumstances will not be paid or reimbursed and are the employee's personal responsibility.

(4) Employees may obtain a cash advance for approved business travel by submitting a written request to the Finance Department according to the guidelines.

(5) Employees traveling on CCWA business are representatives of CCWA and are expected to maintain a high level of professionalism and to follow all of CCWA's policies and rules.

(6) Employees who drive a vehicle on CCWA business must exercise due diligence to drive safely and follow all traffic laws, to avoid distractions while driving (such as using cellular telephones), and to maintain the security of the vehicle and its contents. Drivers must also make sure that the vehicle meets any CCWA or legal standards for insurance, maintenance, and safety. Employees are responsible for any driving infractions or fines that result from their driving and must report them to their supervisors.

(7) Employees are not permitted, under any circumstances, to operate a CCWA vehicle, or a personal vehicle for CCWA business, when any physical or mental impairment causes the employee to be unable to drive safely. This prohibition includes circumstances in which the employee is temporarily unable to operate a vehicle safely or legally because of illness, medication, or intoxication.

(8) CCWA employees must check on the availability of a CCWA vehicle before requesting reimbursement for the use of a personal vehicle as outlined in the guidelines.

(9) Employees must report any accident, theft, damage, breakdown, or mechanical problem involving a CCWA vehicle or a personal vehicle used on CCWA business to their supervisor and the Human Resources Department, regardless of the extent of damage or lack of injuries.

(10) The Board of Directors often has unique travel needs, therefore, these policies and procedures serve only as a general guide for the reimbursement of Board Member expenses. Based on those needs, the Chairman of the Board will be responsible for approving all travel requests submitted by a member of the Board.

SO RESOLVED this 12th day of July, 2012.

ATTEST:

CLAYTON COUNTY WATER
AUTHORITY

Marie Barber, Secretary

Pete McQueen, Chairman

Sophia Haynes, Board Member

John M. Chafin, Board Member

Rodney Givens, Board Member

Oscar Blalock, Board Member

John L. Westervelt, Board Member

APPROVED AS TO FORM:

Steven M. Fincher, Attorney for
Clayton County Water Authority

UPON Motion by Marie Barber and seconded Oscar Blalock by it was
unanimously

RESOLVED: to approve the Resolution 2012-04: Travel Training Policy as
presented and approving notation of the change in the Law and Policy manual and
updating the Personnel Handbook.

Review of Clayton County Disparity Study: CCWA staff reviewed the recommendations contained in the Clayton County Disparity Study and our current procurement practices. The County has not yet taken action on any of the recommendations in the Disparity Study; however, we have provided some potential actions the Board may wish to consider. CCWA can improve our programs that are Race and Gender Neutral but will improve the utilization of Small and Disadvantaged Businesses. Race and Gender based programs will be evaluated once Clayton County finalizes their actions based on the Disparity Study recommendations.

Race and Gender Neutral Programs

- Unbundling Procedures – CCWA procurement staff does this with some procurements but will now review each major procurement (in excess of \$20,000 for one purchase order or contract) and determine if the procurement can be unbundled to provide better opportunities for small and disadvantaged businesses. This could include the direct purchase of costly materials to lower total contract amounts and insurance and bonding needs; disaggregating procurements for separate geographical locations or facilities; and unbundling material purchases.
- Direct Purchase for Construction Contracts – CCWA already has implemented this informally but going forward our procurement staff will evaluate each major procurement to insure where practical, direct purchases of materials are conducted. Examples of where this has already been practiced is the purchase of pipe, valves and manholes for annual contracts associated with sewer, water and stormwater system repairs and additions, and the direct purchase of hydrant security devices with a separate installation contract.
- Review of Insurance and Bonding Requirements – CCWA already has implemented reduced insurance and bonding requirements for contracts less than \$40,000; however, we will review our current procedures to see if enhancements can be made without significantly increasing risk to CCWA. These actions could include increasing the threshold for revised insurance and bond requirements to \$100,000; reducing the payment and performance bonding requirements to 50% of contract value for certain types of procurements; and evaluating workers compensation insurance requirements.
- Prime Contractor Validation of Subcontractor Participation and Payments – CCWA already requires contractors to submit affidavits for subcontractor payments on some contracts but implementation and auditing of this practice company-wide could be improved. CCWA also requires monthly reporting of utilization of minority and disadvantaged business subcontractors on some contracts; however, this could be required on all procurements in excess of a certain dollar value.

- Website Enhancements – improvements to CCWA’s website with regard to notification of opportunities for minority and disadvantaged businesses could be improved. CCWA is also considering improvements to its software for vendor registration and procurement announcements such as the request for bids and quotes.
- Documentation and Training – Improved documentation of procedures and staff training would benefit CCWA staff and likely improve utilization of minority and disadvantaged businesses.

UPON Motion by John Chafin and seconded by Oscar Blalock it was unanimously

RESOLVED: that the Board adjourn into executive session for land, legal, and personnel issues. The Board reserves the right to return to open session.

The Board returned to open session.

Upon Motion by John Westervelt and seconded by Marie Barber it was unanimously

RESOLVED: to approve the Executive Sessions Minutes of June 7, 2012.

Upon Motion by Rodney Givens and seconded by Oscar Blalock it was unanimously

RESOLVED: to approve the Executive Sessions Minutes of July 12, 2012.

Engineering Contract Renewals: Mr. Thomas reported on the work of the Engineering firms over the last year. CCWA’s contracts with our two annual services consulting engineers, Jacobs and Brown & Caldwell will expire at the end of July. We will need to renew the contracts for one more year or modify the contracts to cover the ongoing work until complete.

The board was provided scorecards for work that has been completed or for which significant progress has been made. These scorecards were developed to provide feedback to our consultants on our staff’s review of their work and responsiveness. We have also attached reports from Jacobs and Brown & Caldwell showing utilization of sub consultants.

Staff recommends renewal of these contracts which will allow the Board to make a case by case decision on whether to award additional work to these consultants. We will

continue to monitor their work quality and utilization of subconsultants to assist with future decisions on additional work.

Mr. Thomas informed the Board of Historical Jonesboro's request for a donation of a water meter and installation. The Board reaffirmed its position to refrain from donations of this kind.

Mr. Thomas informed that Board of the opportunity to keep a specialized piece of equipment that is up for auction on hand as a spare unit. The sewer jet truck is one of the CCWA's most important pieces of equipment. Because of the time frame for repairs of this unit, staff is requesting permission to keep this unit on hand to be used so as not to delay or interrupt the function of this section.

Mr. Thomas informed the Board of CCWA's intent to utilize the Clayton County Police Departments community use room for our Board meetings during the headquarters remodeling.

UPON Motion by Rodney Givens and seconded by Oscar Blalock it was unanimously

RESOLVED: to adjourn the regular session board meeting.

There being no further business to come before the open meeting, the meeting was adjourned.

Pete McQueen, Chairman

Walter Marie Barber, Secretary/Treasurer