

CLAYTON COUNTY WATER
AUTHORITY

Adopted Budget

2019 - 2020





TABLE OF CONTENTS

| | |
|---|----|
| TABLE OF CONTENTS..... | 1 |
| INTRODUCTION..... | 6 |
| Transmittal Letter | 6 |
| How to Navigate this Document..... | 8 |
| Consolidated Budget – FY 2019 – 2020 | 9 |
| Organizational Chart | 10 |
| Board of Directors..... | 11 |
| Leadership Team..... | 12 |
| Distinguished Budget Presentation Award | 14 |
| General Information | 15 |
| Mission, Vision and Values..... | 15 |
| Governance | 15 |
| Structure | 16 |
| Schematic of Fund Structure and Cash Flow Diagram | 18 |
| Overview of the System | 19 |
| System Map | 20 |
| Water Operations | 21 |
| Wastewater Operations..... | 21 |
| Stormwater Operations | 22 |
| Interconnections | 22 |
| Distribution and Conveyance Infrastructure | 22 |
| Community Profile | 23 |
| Service Area Map | 23 |
| Transportation and Accessibility..... | 24 |
| Education | 25 |
| Demographics and Economic Outlook..... | 25 |
| Water and Sewer Bill Comparison | 30 |
| Financial Highlights and Trends | 31 |
| Annual Water Usage by Customer Type | 31 |
| Water Customers by Type..... | 31 |
| Average Monthly Water Usage by Customer Type..... | 31 |
| Annual Sewer Usage by Customer Type | 32 |



| | |
|---|----|
| Sewer Customers by Type..... | 32 |
| Average Monthly Sewer Usage by Customer Type..... | 32 |
| Stormwater Customers by Type | 33 |
| Top 10 Customers | 33 |
| Weather Conditions | 34 |
| Priorities and Challenges..... | 35 |
| Economic Factors | 35 |
| Workforce Continuity..... | 36 |
| Technology Advancement..... | 36 |
| Water Quality/Regulatory Issues | 37 |
| Managing Infrastructure and Assets..... | 38 |
| Summary of Factors Influencing the 2019 – 2020 Operating and Capital Budgets | 40 |
| EXECUTIVE SUMMARY | 41 |
| Consolidated Budget – FY 2019 – 2020 | 41 |
| Budget Summary: Water and Sewer Fund..... | 42 |
| Water and Sewer Fund Revenues as Percent of FY 2019-2020 Budget | 43 |
| Water and Sewer Fund Expenses as Percent of FY 2019-2020 Budget | 43 |
| Analysis of Revenues – Water and Sewer Fund..... | 44 |
| Revenue Budget Assumptions FY 2019 – 2020..... | 44 |
| Analysis of Expenses – Water and Sewer Fund | 45 |
| Operating and Capital Expense Budget Assumptions FY 2019 – 2020 | 45 |
| Capital Project Summary – Water and Sewer Fund..... | 50 |
| Budgetary Analysis – Revenues and Expenses: Actual Performance to Budget Comparison | 51 |
| Budgetary Analysis – Revenues: Budget to Budget Comparison..... | 52 |
| Budgetary Analysis – Expenses: Budget to Budget Comparison | 52 |
| Budget Summary: Stormwater Fund | 53 |
| Analysis of Revenues – Stormwater Fund..... | 54 |
| Revenue Budget Assumptions FY 2019 – 2020..... | 54 |
| Analysis of Expenses – Stormwater Fund | 55 |
| Operating and Capital Expense Budget Assumptions FY 2019 – 2020 | 55 |
| Capital Projects Summary – Stormwater Fund | 58 |
| Budgetary Analysis – Revenues and Expenses: Actual Performance to Budget Comparison | 59 |
| Budgetary Analysis – Revenues and Expenses: Budget to Budget Comparison | 60 |



| | |
|--|-----|
| Staffing Summary..... | 61 |
| Summary by Division..... | 61 |
| PLANNING AND DIRECTION | 62 |
| Strategic Master Plan..... | 62 |
| Information Technology Master Plan | 63 |
| Work Priorities | 64 |
| Financial Plan and Cash Flow Analysis | 65 |
| Capital Improvement Need and Cash Flow Generated from Operations..... | 66 |
| Cash Flow Projection – Water and Sewer Fund..... | 75 |
| Projected Net Position – Water and Sewer Fund | 76 |
| Debt..... | 77 |
| Projected Debt Service Coverage - Water and Sewer Fund | 81 |
| Projected Net Position – Stormwater Fund | 82 |
| Levels of Service and Key Performance Indicators | 84 |
| Levels of Service – Goals and Strategies Detail..... | 85 |
| Customer Service Survey | 89 |
| BUDGET DEVELOPMENT | 90 |
| Basis of Accounting | 90 |
| Budget Calendar..... | 93 |
| Rates and Charges..... | 94 |
| Stormwater Fees..... | 94 |
| Adopted Retail Water Rates | 95 |
| OPERATING BUDGET | 96 |
| Water and Sewer Fund | 97 |
| Executive Division – Business Unit Group 100..... | 100 |
| Executive Division Consolidated Operating Budget..... | 104 |
| Water Production Division – Business Unit Group 300 | 133 |
| Water Production Division – Consolidated Operating Budget | 141 |
| Program Management and Engineering Division – Business Unit Group 500..... | 161 |
| Program Management and Engineering Division – Consolidated Operating Budget..... | 166 |
| Distribution and Conveyance Division – Business Unit Group 600..... | 171 |
| Distribution and Conveyance Division – Consolidated Operating Budget..... | 180 |
| Water Reclamation Division – Business Unit Group 700 | 191 |



| | |
|--|-----|
| Water Reclamation Division – Consolidated Operating Budget | 198 |
| General Services Division – Business Unit Group 900 | 210 |
| General Services Division – Consolidated Operating Budget | 215 |
| Stormwater Fund – Business Unit Group 200..... | 222 |
| Stormwater Fund – Consolidated Operating Budget..... | 228 |
| CAPITAL BUDGET..... | 233 |
| Capital Budget Overview..... | 234 |
| Capital Improvement Program – Long-Term Goals and Objectives | 235 |
| Summary of Capital Improvement Program Expenditures | 235 |
| Work Priorities – 2019 – 2020 | 236 |
| Capital Equipment – Summary | 237 |
| Capital Equipment: Water and Sewer Fund – Detail by Business Unit..... | 239 |
| Capital Equipment: Stormwater Fund – Detail by Business Unit..... | 241 |
| Capital Improvement Program (CIP) – Capital Projects | 242 |
| Historical Capital Project Spending | 242 |
| Projected Capital Project Spending..... | 248 |
| Current Capital Project Spending..... | 251 |
| Capital Project FY 2019 – 2020 Budget Funding Summary | 265 |
| Renewal and Extension Funded Projects..... | 266 |
| Impact Summary of Capital Projects on Operating Budget – Renewal and Extension Fund..... | 289 |
| Stormwater Funded Projects | 290 |
| Impact Summary of Capital Projects on Operating Budget – Stormwater Fund | 293 |
| FISCAL POLICIES | 294 |
| Fiscal Policies..... | 294 |
| Operating Budget Policy | 294 |
| Capital Budget Policy | 295 |
| Accounting, Auditing and Financial Reporting Policies..... | 296 |
| Revenue Administration Policy..... | 297 |
| Expenditure Administration Policy | 297 |
| Debt Policy | 298 |
| Investment Policy..... | 298 |
| Reserve Policy | 299 |
| Risk Management Policy | 299 |



| | |
|---|-----|
| Purchasing Policies | 300 |
| STATISCAL INFORMATION | 304 |
| Operating Revenues by Source | 305 |
| Operating Expenses by Function..... | 306 |
| General Demographic Statistics..... | 307 |
| Selected Demographic and Economic Statistics | 308 |
| Percentage of Individuals below Poverty Line | 309 |
| Unemployment Rates | 310 |
| Number of Stormwater Customers by Type | 311 |
| Number of Water and Wastewater Customers by Type | 312 |
| Water and Wastewater Rates Per Thousand Gallons of Usage..... | 313 |
| Gallons of Water Sold and Wastewater Treated | 314 |
| Water and Sewer Rates – Survey of Metro Atlanta Counties..... | 315 |
| Bill Comparison with EPA Standard | 316 |
| Ten Largest Customers Measured by Water and Wastewater Revenues | 317 |
| Ten Largest Customers Measured by Stormwater User Fees..... | 318 |
| Ratio of Outstanding Debt by Type..... | 319 |
| Debt Service Coverage | 320 |
| BUDGET TERMINOLOGY..... | 321 |
| Glossary..... | 322 |
| Acronyms and Abbreviations | 329 |



INTRODUCTION

Transmittal Letter



"Providing Quality Water and Quality Services to Our Community"

www.ccwa.us | 770.961.2130 | 1600 Battle Creek Road, Morrow, GA 30260

Mr. John Chafin, Chairman
Members of the Board of Directors,
and Customers of the Clayton County Water Authority

I am pleased to present the Clayton County Water Authority's approved operating and capital budget for Fiscal Year 2019 - 2020. The budget supports our Strategic Master Plan to finance all the Authority's services, programs and capital needs during the upcoming fiscal year. It also positions the Authority for continued success in future years through steadfast commitment to provide quality water and quality services to our community. The budget is a product of the teamwork between our Board of Directors, Management Team and staff.

As our Executive Team goes through leadership changes, we remain confident that the Authority will continue to provide a quality product at a reasonable price with quality service. A true measure of our efficiency is a comparison of our rates to other utilities. The Authority's rates continue to be among the lowest in the Metro Atlanta region and below average for all water utilities in the State. The Authority does not receive any tax revenue or other significant sources of revenue other than our rates for water, sewer and stormwater service.

Thanks to the encouragement of our Board of Directors, our Leadership Team has developed a robust Succession and Leadership Development Plan and the results of that work are shown by the capable team members who are stepping up into new leadership positions. These fresh faces will bring new ideas and energy to an already innovative and industry leading organization.

Our revenues continue to increase despite three years without rate adjustments and we are also significantly exceeding our Board's target debt service ratio of 1.5 with a result of 2.7 for the last fiscal year. This has enabled us to fund our operational and capital needs for the coming year without a rate adjustment for our customers. The improving economy, the addition of new customers and the efficient operations by our staff have all helped us to avoid a rate adjustment. The 2019-2020 budget assumes our revenues will only increase 0.9% compared to the previous budget year. This estimate is significantly lower than the previous year's actual result, but this follows our conservative approach to revenue projections in anticipation of weather conditions, an economic contraction, or a potential drought that could lead to water use restrictions.



The consolidated budget request (water, sewer and stormwater services) is only slightly higher than last year based on the revenue estimate mentioned above. Operating expenses increased this year due to projects recommended by our Strategic Asset Management Plan (SAMP) completed last year. These projects focus on business processes that will help improve our asset management practices. With revenues remaining flat, capital project funding decreased in the FY 2019 – 2020 budget to offset these operating initiatives. This decrease in capital project funding does not reflect a slowdown in our infrastructure renewal programs because these programs are being partially funded by a low interest loan from the Georgia Environmental Finance Authority and our strong debt service coverage ratio provides a significant amount of capital funding from our annual operating surplus.

The capital projects budget continues to focus on pipeline replacement projects and improvements to our water production and water resource recovery facilities. We are also making significant investments in monitoring and treatment at our water reservoirs and water production facilities to always provide high quality drinking water.

The Authority's future financial position is strong with the retirement of our final bond series in 2023 allowing its annual debt service of \$20 million to be redirected into capital infrastructure. We are proud to be Clayton County's water professionals and look forward to continuing to provide quality water and quality services to our community.

Respectfully submitted,

Acknowledgement

A special thank you is extended to Lesley Rathburn, Plant Operator, Danielle Bunch, Senior Conservation Specialist, Dani Davis, Conservation Assistant and Suzanne Brown, Public Information Officer, for the cover photos and section introductory pages



How to Navigate this Document

For easier navigation when viewing this budget in electronic format, the table of contents serve as an active links to the sections that they reference. Additionally, hyperlinks have been placed throughout the document. These links can be identified by having both blue font and are underlined. They look like this: [Hyperlink](#) or [Hyperlink](#).

To follow the link, select **Ctrl + click**.

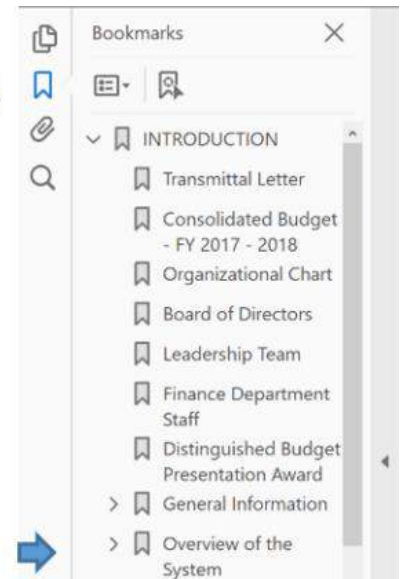
INTRODUCTION



From any page, go back to the Table of Contents by clicking on the CCWA Water Drop logo in the upper right corner of the page.

If you use **Ctrl + click** on an automated cross-reference to jump to the target location in your document, you can go back to your previous location by pressing **Alt + left arrow** key.

To take advantage of electronic bookmarks for this document, open the navigation display in internet browsers, by right clicking any page of the document, from the menu, select *Show Navigation Pane Buttons*. Once the pane is displayed select the bookmark icon, a ribbon. The arrows to the left of the menu items will expand or collapse when selected.

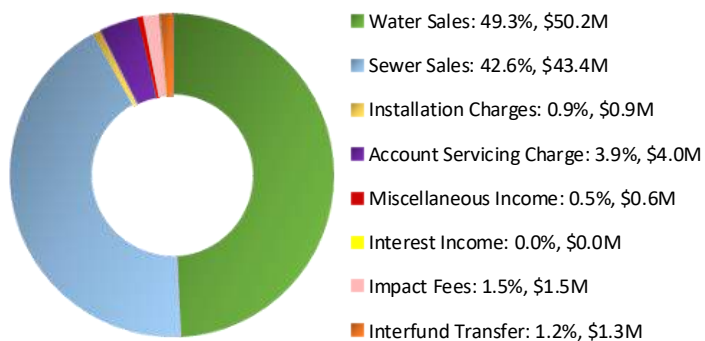




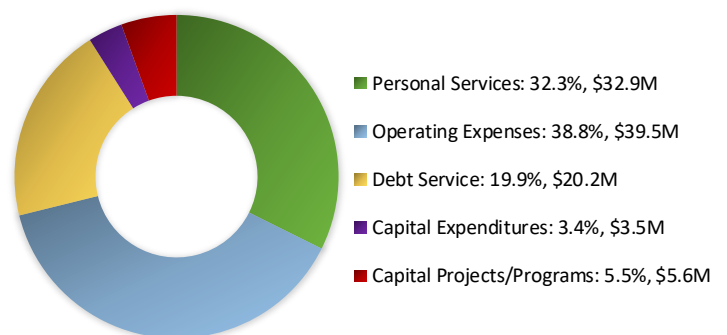
Consolidated Budget – FY 2019 – 2020

| | Water and Sewer Fund | Stormwater Fund | Total | % Chg FY2018-19 |
|--|-----------------------|---------------------|-----------------------|--------------------|
| Revenues | | | | |
| Water Sales | \$ 50,165,164 | \$ - | \$ 50,165,164 | -0.8% |
| Sewer Sales | 43,410,151 | - | 43,410,151 | 0.9% |
| Stormwater Fees | - | 9,724,285 | 9,724,285 | 0.9% |
| Installation Charges | 875,974 | - | 875,974 | 44.9% |
| Account Servicing Charge | 3,956,849 | 157,205 | 4,114,054 | -0.2% |
| Miscellaneous Income | 553,747 | 3,098 | 556,845 | 29.3% |
| Interest Income | 32,235 | 5,193 | 37,428 | -15.9% |
| Impact Fees | 1,539,088 | - | 1,539,088 | 75.4% |
| Interfund Transfer | 1,271,151 | - | 1,271,151 | -10.1% |
| Total Revenues | \$ 101,804,359 | \$ 9,889,781 | \$ 111,694,140 | 0.9% |
| Expenses | | | | |
| Personal Services | \$ 32,923,306 | \$ 1,809,428 | \$ 34,732,734 | -0.3% |
| Operating Expenses | 39,498,061 | 3,084,005 | 42,582,066 | 12.5% |
| Debt Service | 20,242,549 | - | 20,242,549 | -10.6% |
| Interfund Transfer - Revenue Fund | - | 1,271,151 | 1,271,151 | -10.1% |
| Capital Expenditures | 3,509,843 | 532,076 | 4,041,919 | 17.9% |
| Capital Projects | 5,630,600 | 3,193,121 | 8,823,721 | -16.0% |
| Total Expenses and Appropriations | \$ 101,804,359 | \$ 9,889,781 | \$ 111,694,140 | 0.9% |

**REVENUES -
WATER AND SEWER FUND**

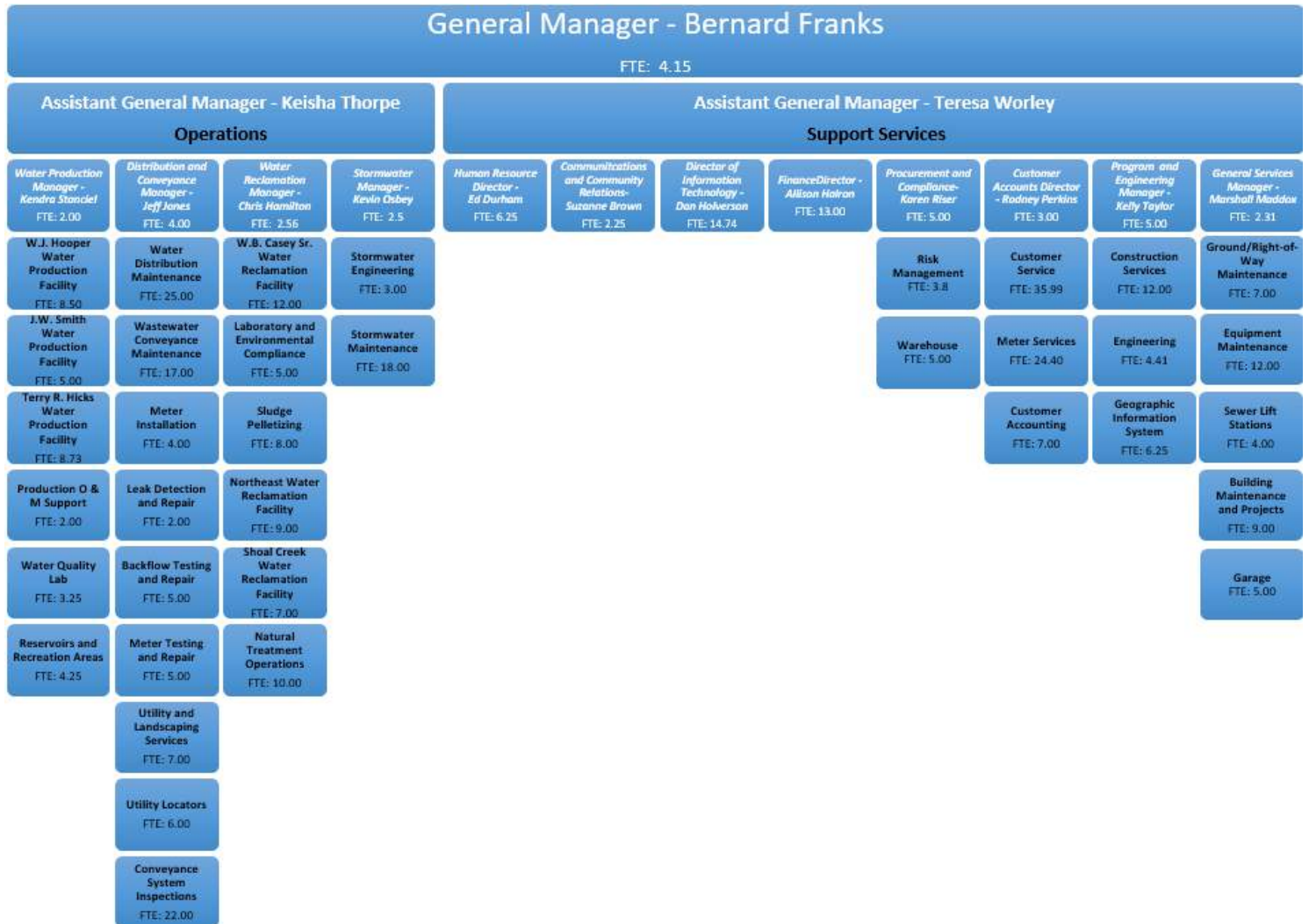


**EXPENSES -
WATER AND SEWER FUND**





Organizational Chart





Board of Directors



John M. Chafin
Chairman



Rodney Givens
Vice Chairman



John L. Westervelt
Secretary – Treasurer



Marie Barber
Member



Dr. Cephus Jackson
Member



Robin Malone
Member



Vivian Baldwin
Member



Leadership Team



Bernard Franks
General Manager



Teresa Worley
*Assistant General Manager
Support Services*



Keisha Thorpe
*Assistant General Manager
Operations*

Suzanne Brown

Ed Durham

Allison G. Halron

Chris Hamilton

Dan Holverson

Jeff Jones

Marshall Maddox

Kevin Osbey

Karen Riser

Kendra Staniel

Kelly Taylor

Rodney Perkins

Public Information Officer

Human Resource Director

Finance Director

Water Reclamation Manager

Information Technology Director

Distribution and Conveyance Manager

General Services Manager

Stormwater Program Manager

Risk Manager

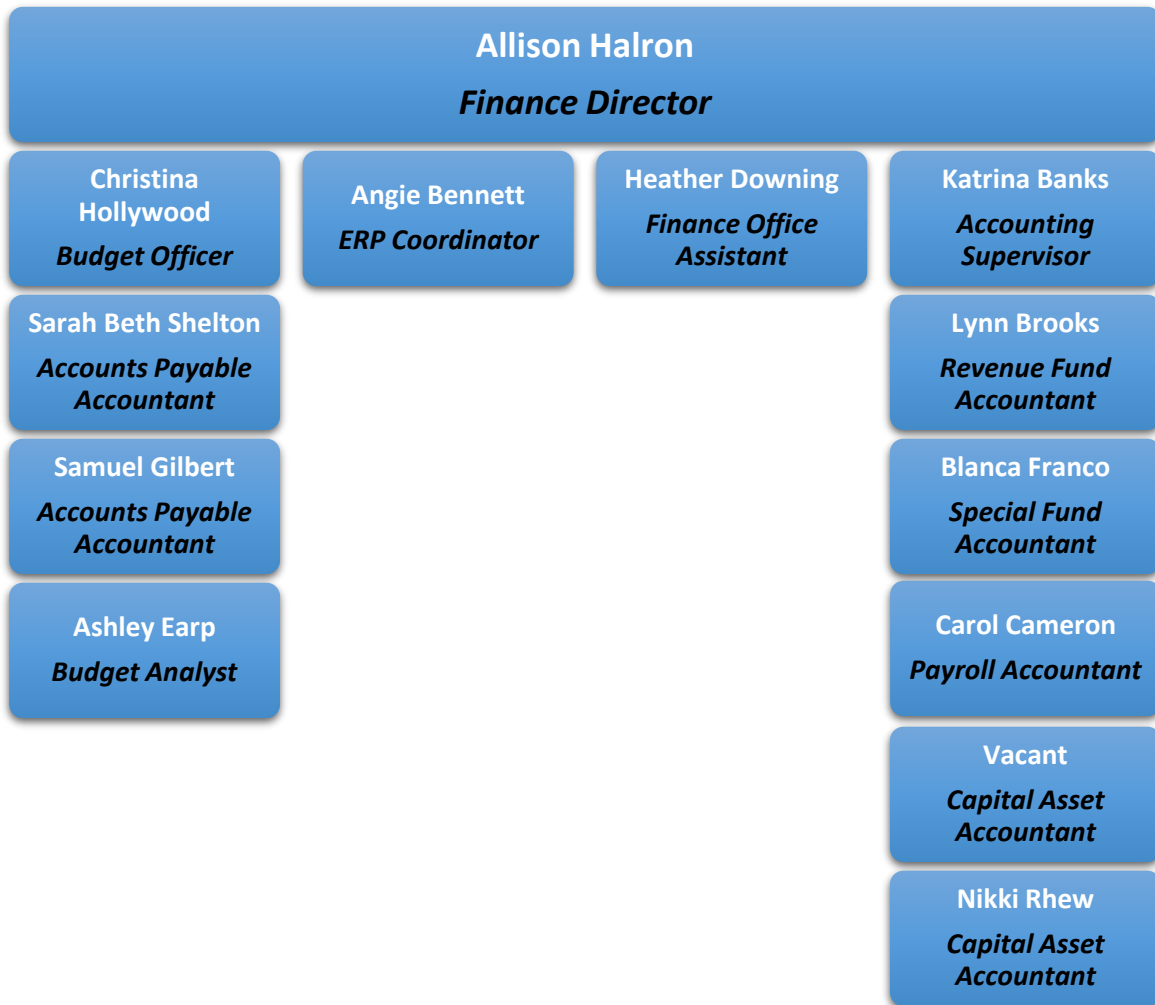
Water Production Manager

Program Management and Engineering Manager

Customer Accounts Director

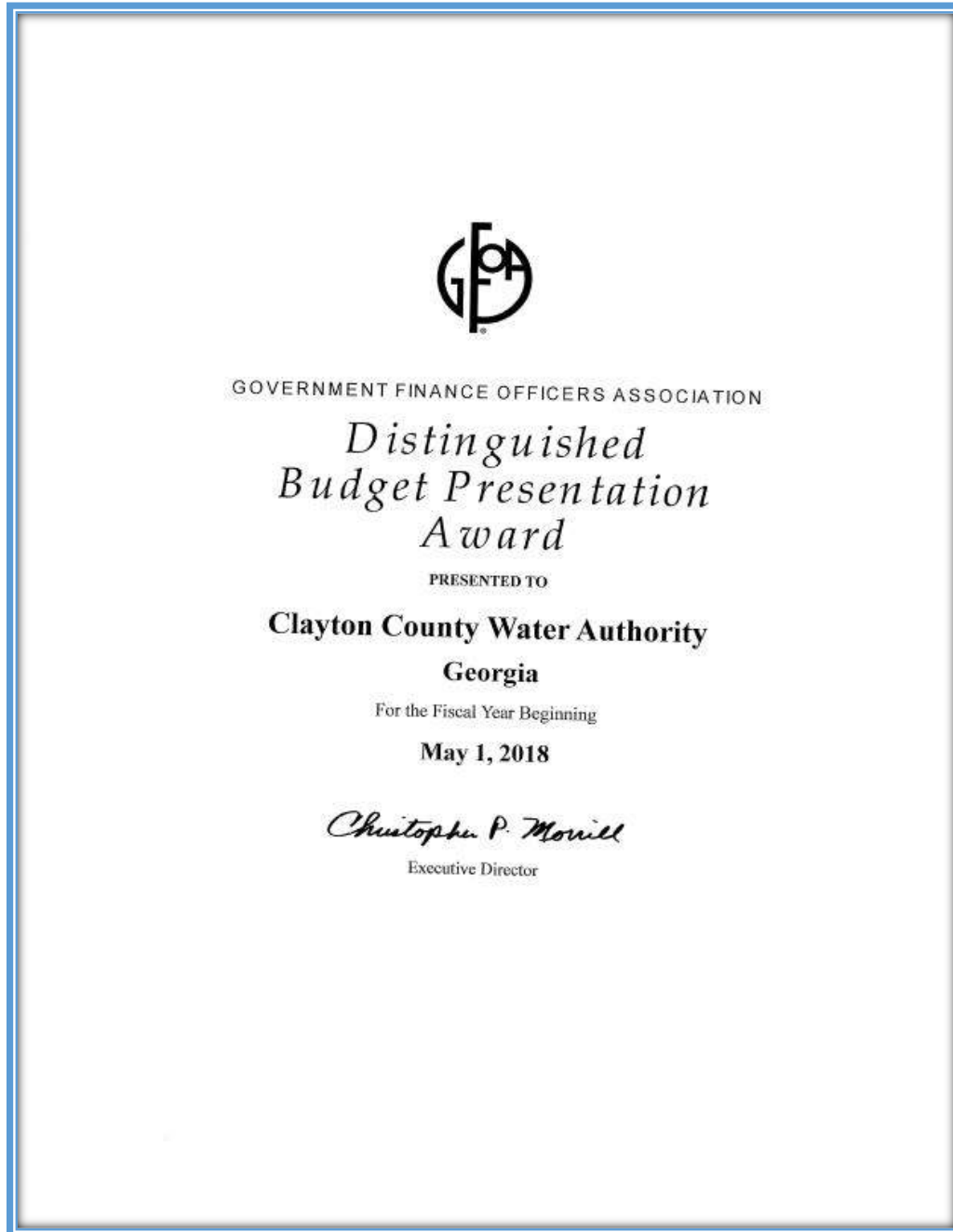


Finance Department Staff





Distinguished Budget Presentation Award



The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Clayton County Water Authority, Clayton County, GA for the Annual Budget beginning May 1, 2018. To receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award. This is the Authority's 13th year of receiving the award.



General Information

The Clayton County Water Authority (“CCWA” or the “Authority”) was created via enabling legislation of the Georgia General Assembly (Georgia Laws 1955, page 3344) on March 7, 1955. This provided for the establishment of an authority to acquire, construct and thereafter operate and maintain projects embracing sources of water supply, distribution, sale of water and related facilities. CCWA supplies water and wastewater services to over 285 thousand residents in Clayton County, in the metro Atlanta area. It is one of 15 counties included in the Metropolitan North Georgia Water Planning District.

In May 2007, the Stormwater Utility was created to help ensure compliance with stricter federal and state water quality standards. The Stormwater Utility is tasked with ensuring safe, efficient design and operation of stormwater management devices along with maintenance and repair of these structures and devices.



Mission, Vision and Values

The mission of CCWA is “Providing quality water and quality services to our community.” Our organization strives to value the environmental and community interests and sustain the resources entrusted in its care. Our Vision is “Utilizing Innovation to Provide Industry-Leading Service for Our Community.”

CCWA is a leader in the water utility industry, recognized for superior results in service, value, environmental stewardship and innovation. The CCWA’s values include the following:

- **Excellence:** Providing the best value in product quality and service.
- **Great Place to Work:** Providing competitive benefits, career-focused training and consistent and effective two-way communications while fostering a family-like spirit.
- **Integrity:** Employing the highest ethical standards, demonstrating honesty, fairness and trust while respecting the rights and beliefs of our fellow employees, our customers and our community.
- **Customer and Community Focused:** Anticipating and meeting customer expectations in both service and product while responding in a timely manner. Actively committed to the betterment of our community.

Governance

The Clayton County Water Authority is governed by a seven-member Board of Directors. Each of them serves on a part-time basis for a term of five years and may be reappointed for additional terms. Members of the Board are appointed by the Clayton County Board of Commissioners. To help ensure continuity in governance, appointments are structured in a staggered manner such that there should be no more than two new members in any given year. The Chairman, Vice-Chairman and Secretary-Treasurer are elected by and serve at the pleasure of the Water Authority Board.



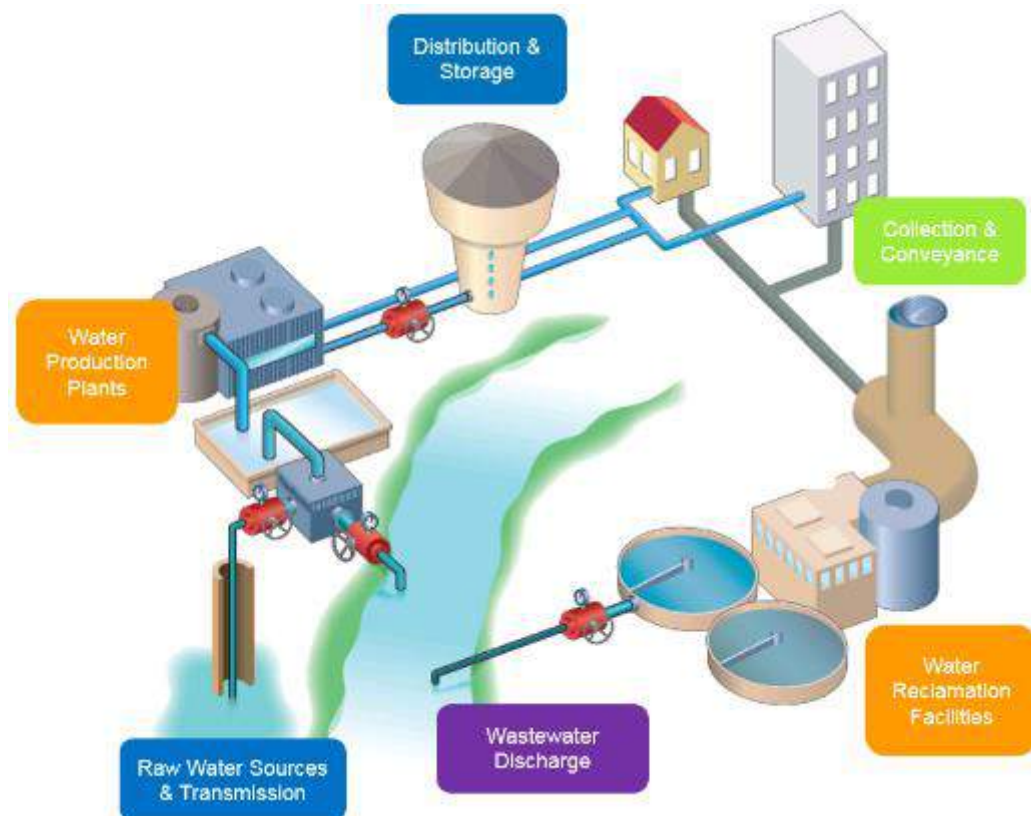
Structure

CCWA is comprised of **two enterprise funds** that utilize 70 business or budget units to track financial performance and budgetary oversight of its business-like operations.

The **Water and Sewer Fund** is used to account for water production activities, wastewater treatment services and all primary executive and administrative functions of the Authority. This fund's revenue is pledged for all long-term debt repayment. The fund's operations are broken down into the six primary divisions below:

- **Executive:** Provides organization oversight and all administrative functions of CCWA including inventory warehousing under procurement. **Business Units – 100's and 940**
- **Water Production:** Produces potable water within the standards promulgated by federal and state regulatory agencies. **Business Units - 300's**
- **Program Management and Engineering:** Plans and administers construction projects and major repairs of all plant facilities, facilities and distribution and collection systems. **Business Units – 500's**
- **Distribution (Water Pipe Infrastructure) and Conveyance (Sewer Pipe Infrastructure):** Installs and maintains waterlines, sewer lines and meters. **Business Units – 600's**
- **Water Reclamation:** Reclaims wastewater in conformity to highly regulated standards of federal and state regulatory agencies. **Business Units – 700's**
- **General Services:** Provides equipment and vehicle repairs, maintenance of lift stations (water) and pump stations (sewer) and building and grounds maintenance. **Business Units – 900's**

Water Cycle





The **Stormwater Fund** is used to comply with initiatives prompted by the Clean Water Act to improve stormwater infrastructure, minimize flooding and provide protection of local streams, rivers and lakes. Services provided by this fund include construction plan reviews, inspections, floodplain management, illicit discharge/illegal connection inspections and maintenance of stormwater infrastructure within the road right-of-way and directly connected to the right-of-way. To cover the cost of these services, user fees are charged based on the area of impervious surface located on a customer's property.

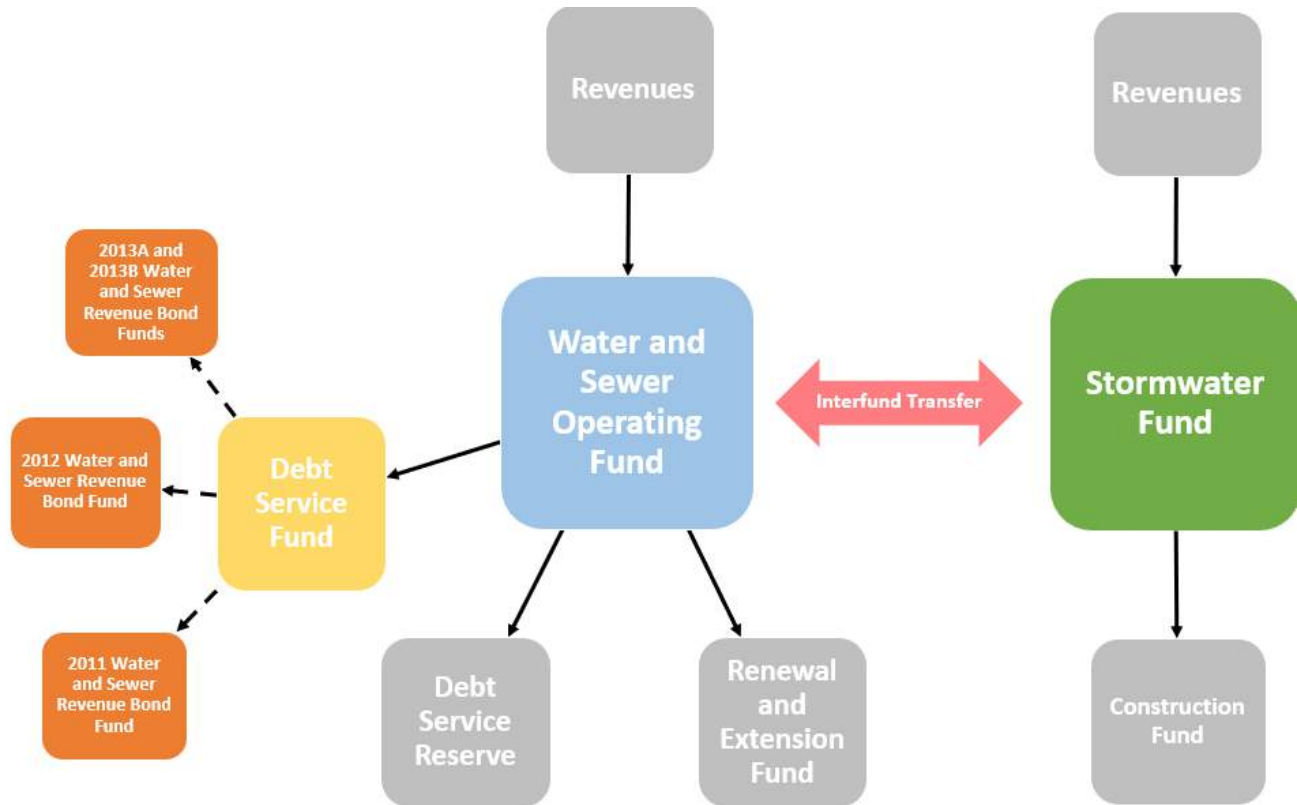
- **Stormwater Management:** Directs, manages and controls the efforts of the Stormwater Utility section.
- **Stormwater Engineering:** Manages construction plan to ensure compliance with State and Federal regulations and mandates.
- **Stormwater Maintenance:** Maintains and repairs stormwater infrastructure within County.





Schematic of Fund Structure and Cash Flow Diagram

All transactions for both the Water and Sewer Fund and the Stormwater Fund flow through the Water and Sewer Fund.





Overview of the System



Water Production

- **3 Production Facilities**
 - 47 MGD Capacity
 - 26 MGD Produced
- **5 Reservoirs**
- **Water Storage**
 - 3 Clear Wells: 6.7 MG
 - 7 Ground Storage Tanks: 23 MG
 - 4 Elevated Tanks: 2.5 MG



Water Reclamation

- **3 Reclamation Facilities**
 - 38.4 MGD Treatment Capacity
 - 21.2 MGD Treated
- **2 Constructed Wetlands systems**
- **44 Lift Stations**



Stormwater

- **6 city systems**
- **1 county system**
- **500 miles of piping**

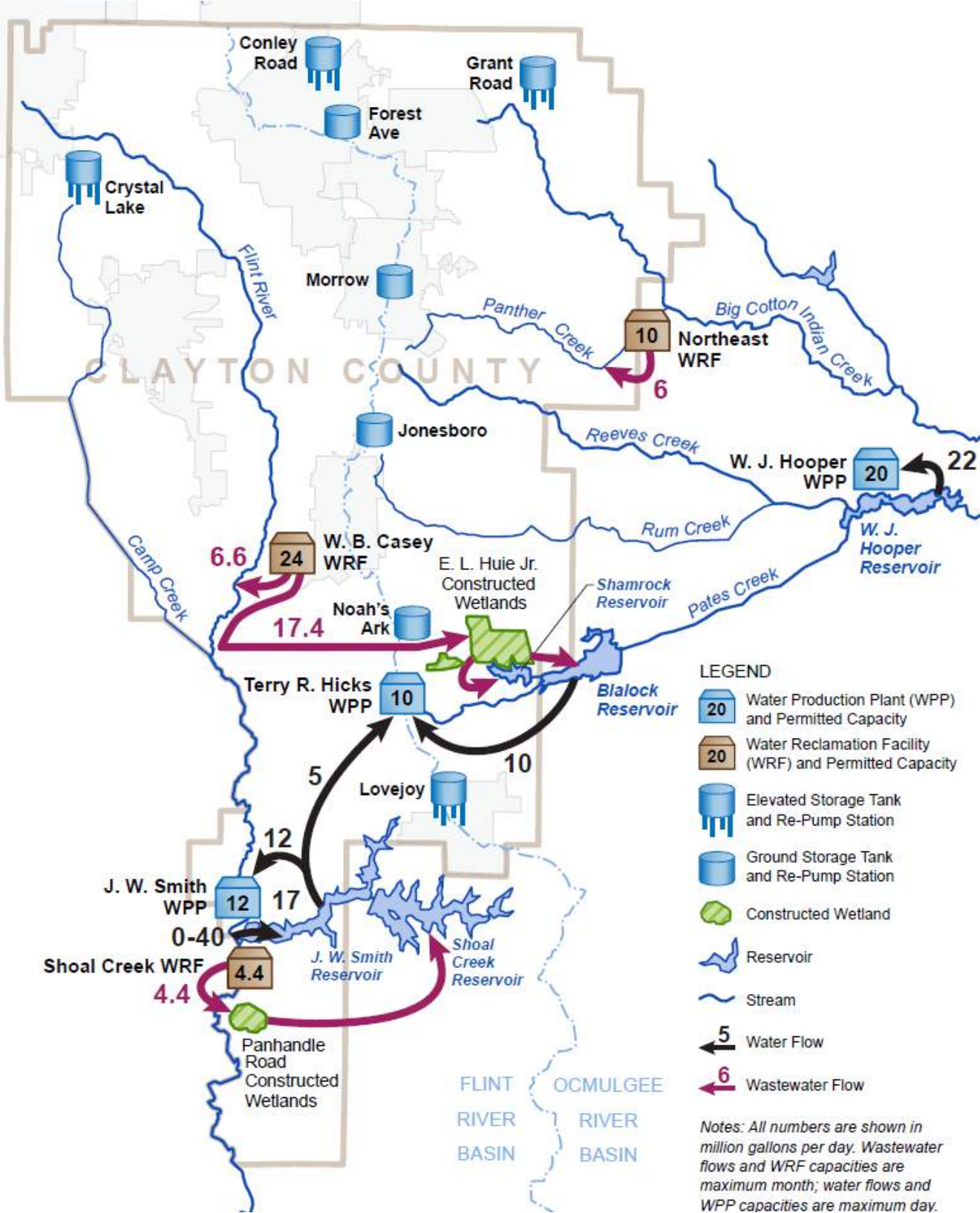
The Authority owns and operates five raw water reservoirs:

- ***J.W. Smith*** - 240 acres in size, holding approximately 844 million gallons of water at capacity
- ***Shamrock*** - 78 acres in size, holding approximately 260 million gallons of water at capacity
- ***Edgar Blalock, Jr.*** - 263 acres in size, holding approximately 889 million gallons of water at capacity
- ***William J. "Billy" Hooper*** - 143 acres in size, holding approximately 180 million gallons at capacity
- ***Shoal Creek*** - 387 acres in size, holding 2.19 billion gallons of water at capacity





System Map





Water Operations

The Authority's service area of approximately 143 square miles lies just south of the city of Atlanta. It is one of Georgia's smallest counties, in terms of land size, yet it is one of the most densely populated counties with more than 285,153 residents. There are six incorporated cities located within the county which are Forest Park, Lake City, Lovejoy, Morrow and the county seat of Jonesboro. The Authority is primarily a retail water utility that sells water directly to end users.



Our system annually delivers approximately 9.9 billion gallons of potable water and serves about 83,000 customers. Our customer base is comprised primarily of residential users (94%) followed by commercial (5%) and industrial and government customers (1%). The Authority produces its

potable water from raw water taken from its reservoirs and supplemental raw water withdrawals from the Flint River. In 1963, reservoirs were developed from flows from Little Cotton Indian River. The construction and development of water treatment facilities, companion reservoirs and the return of reclaimed water provides capacity of 42 MGD. Current operations have resulted in an average production of 25.8 MGD.

The Authority owns and operates three water treatment facilities: W.J. Hooper, J.W. Smith and Terry R. Hicks. The W.J. Hooper facility and its companion reservoirs: Hooper, Edgar J. Blalock and Shamrock supply sufficient resources to provide up to 20 MGD of potable water. The J.W. Smith facility has the capacity to pump up to 40 MGD of raw water from the Flint River into the Shoal Creek Reservoir and its companion, Smith Reservoir. This provides the J.W. Smith facility with the resources to provide up to 12 MGD of potable water. The Terry R. Hicks facility gets its raw water from the J.W. Smith and Edgar Blalock reservoirs. The Terry R. Hicks facility has the capacity to provide 10 MGD of potable water to the Authority's customers.



Wastewater Operations

This operation conveys, treats and reclaims its customers' wastewater. The Authority annually conveys and treats approximately 7.0 billion gallons of wastewater. Currently, the Authority serves approximately 67,339 customers. The Authority is comprised primarily of residential users (94%) followed by commercial (5%) and industrial and government customers (1%). Water reclamation facilities and wetlands provide the capacity to treat almost 39 MGD of wastewater. The Authority has also invested in the capacity of a neighboring facility (DeKalb Snapfinger WRF) to provide another 1 MGD of capacity. Currently, the average daily flow of these facilities is 18.3 MGD.



The Authority owns and operates three water reclamation facilities: W.B. Casey, Northeast and Shoal Creek. Located in the central portion of the

county, the W.B. Casey facility has the capacity to treat 24 MGD of wastewater while the Northeast WRF has a capacity to treat 10 MGD of wastewater. The Authority's most recent constructed facility, Shoal Creek WRF, has the capacity to treat 4.4 MGD of wastewater. Shoal Creek WRF has a companion constructed wetlands treatment system that also provides 4.4 MGD of treatment capacity. This industry renowned system receives the effluent of the Shoal Creek WRF and directs it through terraced wetlands with various plants acting as biological filters providing additional treatment.



The constructed wetlands, at the Huie site, provide a treatment capacity of 17.4 MGD of water. The Shoal Creek WRF and associated wetlands discharge indirectly into the Flint River, via the Shoal creek tributaries, while the Huie Wetlands are in the Ocmulgee basin.

Stormwater Operations



In response to the Clean Water Act of 1972, as amended, Clayton County established a Stormwater Utility to manage the quality and quantity of water flowing into our streams and rivers. Stormwater runoff is rainfall or snowmelt that flows from saturated permeable surfaces like roofs and paved driveways, sidewalks, parking lots and streets. Stormwater runoff creates drainage and flooding problems and picks up pollutants such as oils, grease, fertilizers, pesticides, litter and metal. This runoff is then collected and conveyed by ditches, culverts, intakes, catch basins and storm sewers that discharge directly into creeks, rivers, streams and lakes without being treated to remove the pollutants. The contaminants in stormwater negatively affect the quality of our local streams and lakes.

New federal laws regulating stormwater runoff require the Authority to develop and implement a comprehensive stormwater quality management program to protect and improve water quality. Clayton County is home to 28 large streams, 7 different lakes and the origins of the Flint River. The Authority is tasked with inspection for physical damages, monitoring of water quality, maintenance of constructed infrastructure and remediation of damages and serves over 81,650 customers.

Interconnections

Drinking Water: The Authority has six connections, all with the City of Atlanta, which can be activated on demand pursuant of a contract that expires December 31, 2023. The Authority has piping capable of providing about 8 MGD, in additional supply from these connections. Additional connections exist with the water systems of neighboring DeKalb and Fayette Counties, which can supply up to two MGD.

Wastewater Treatment: The Authority has a contract with DeKalb County for one MGD of capacity.

Distribution and Conveyance Infrastructure

The Authority maintains almost 1,500 miles of water distribution lines, 1,400 miles of sewer conveyance pipe and 500 miles of stormwater pipe. Our pipes, laid end to end, would span from Miami to Seattle.





Transportation and Accessibility

An important attribute of Clayton County is its location in relationship to major transportation modes and the availability of several cost-effective alternatives for moving people and goods in the immediate area.

Air: Hartsfield-Jackson Atlanta International Airport, which lies mostly within Clayton County proper, is a major hub in the air transportation business and has been titled the busiest airport in the world since 2000. Hartsfield-Jackson Atlanta International Airport has annually recorded the largest amount of passenger traffic in the industry since 1998. In May 2012, the airport opened its new \$1.4 billion international concourse and handled over 9.8 million passengers in its first year of operation. In 2016, the airport began work on the \$6 billion in projects outlined in its 20-year master plan.



Additional Hartsfield-Jackson Atlanta International Airport statistics:

- Has a total regional economic impact of \$64.3 billion annually
- Has over 63,000 employees and estimated annual payroll of \$4.2 billion
- Largest employment center in the State of Georgia
- Terminal and parking areas of 4,750 acres
- Airport complex including parking is largely, physically located in Clayton County and is the Authority's largest Stormwater customer
- Atlanta is within a 2-hour flight of 80% of US population
- 105.2 million passengers annually; 288,000 passengers daily

Roadway/Motor Vehicle: Four different interstate highways, I-75, I-85, I-285 and I-675, have 19 exits throughout Clayton County. In terms of other major roads, U.S. highways 19, 23, 29 and 41 and eight state routes are also available to serve our citizens. There are approximately 1,400 miles of paved roads, expressways and streets located within the County. Atlanta's beltway, Interstate 285, provides easy access to all areas of Atlanta and to east/west bound Interstate 20.

Other transportation needs of the local community can also be easily accommodated. The Georgia Regional Transportation Authority (GRTA) offers express bus service that provides workday commuters an alternative to driving their vehicles to downtown Atlanta employment centers. A large, conveniently located park and ride lot situated on a major arterial in Jonesboro provides access to this service. MARTA has a large presence in Clayton County with 633 bus stops that support 13 routes and 7,000 passengers daily. Approximately, 560 County residents are employed by this transit service. In addition, MARTA will expand in the County with two recent major initiatives which include new bus routes along GA Highways 139 and 85 and adding a commuter rail on existing Norfolk Southern rail line.



Rail: For those businesses needing to move freight, there is direct rail service provided by the Norfolk Southern Railways System. In addition, Amtrak has passenger trains, which pass through nearby Atlanta. Approximately 30 freight truck lines serve the County with both intrastate and interstate service. In addition, the Greyhound Bus Line operates a local terminal in nearby Hapeville. Moreover, for international shipping, Savannah, Georgia and Jacksonville, Florida serve as major deep-water seaports, which can easily be reached by interstate highway in a matter of hours.



Education

The Clayton County Board of Education currently operates 65 public schools, twelve of which are high schools. There are also five private schools currently operating in the county. The higher education facility located in the County itself is Clayton State University, which is part of the University System of Georgia.

Some of the other institutions of higher education located in the Atlanta metropolitan area include Agnes Scott College, Atlanta University Complex, Emory University, Georgia Institute of Technology, Georgia State University, Kennesaw State University, Life University, Mercer University, Oglethorpe University and Southern Polytechnic State.

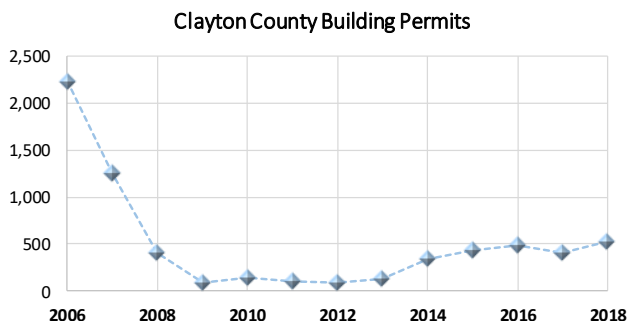
Demographics and Economic Outlook

Median Household and Per Capita Income Statistics



To determine the stability and strength of revenue potential of an organization, including CCWA, the overall economic health of an area is accessed. Of the several economic indicators analysts look at to evaluate fiscal condition, those related to income, jobs and general strength of the regional municipality provide the most meaningful data. Median Household Income (MHI) and Per Capita Income (PCI) are indicators of how much income people have available to spend. The higher the MHI and PCI, the more money people have to spend on discretionary items. Economists estimate that for every one-penny reduction in gas prices, the economy experiences an extra billion dollars in spending. When gas prices decrease, more income will be used for discretionary spending like dining out, shopping or home improvements.

Home values are rising in Clayton County due to increasing demand for affordable housing close to Atlanta. In Spring of 2019 there were only 1.9 months of housing inventory in the County compared to 2.6 months of inventory in metro Atlanta. Currently, there are ten residential developments, or new phases in these developments, in the County that are addressing this housing demand.



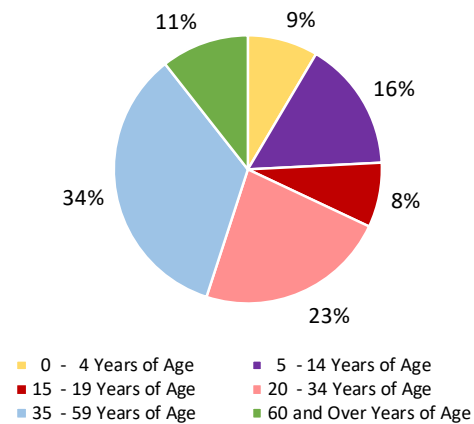


Top 10 Employers

2017

| Employer | Rank | Employees | % of Total Employment |
|---|------|----------------|-----------------------|
| Clayton County Board of Education | 1 | 7,300 | 4.68% |
| Delta Airlines, Inc. | 2 | 6,200 | 3.97% |
| Clayton County Government | 3 | 2,399 | 1.54% |
| Southern Regional Health System | 4 | 1,450 | 0.93% |
| Gate Gourmet Inc. | 5 | 1,200 | 0.77% |
| Fresh Express | 6 | 800 | 0.51% |
| Walmart, Inc. | 7 | 450 | 0.29% |
| Fedex Ground | 8 | 800 | 0.51% |
| Clayton State University | 9 | 675 | 0.43% |
| Southern Company/Georgia Power | 10 | 543 | 0.35% |
| Subtotal (10 Largest Employers) | | 21,817 | 13.98% |
| Total Employment in Clayton County | | 121,278 | 100.00% |

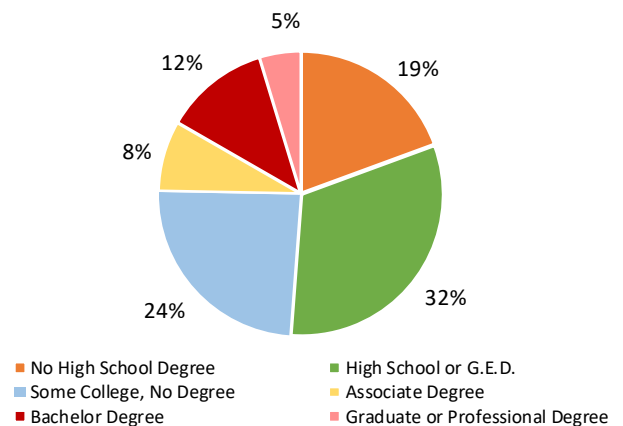
Age of County Residents



Income growth is positively correlated with job growth and lower unemployment rates. Since the 1990's, job growth in the southern crescent of Metro-Atlanta has largely been rooted in the construction that occurs during a strong housing market and economic expansion. Clayton County is now experiencing this type of expansion due to the growth in the **film industry** and the development surrounding **Hartsfield-Jackson Atlanta International Airport**.

A modern, extensive transportation and logistical infrastructure allows Georgia to compete effectively in a global marketplace. Hartsfield-Jackson International Airport is the world's busiest passenger airport and 10th-largest in the nation for cargo. Georgia's deep-water ports and inland barge terminals are a major reason Georgia now ranks second nationally in exports. With 5,000 miles of railroad track, Atlanta is the rail center of the South and the largest intermodal facility on the East Coast.

Education Level



Several recent transportation projects in Clayton and Henry counties have eased congestion on busy Interstate 75. Clayton County voters approved a 1 percent sales tax to fund Metropolitan Atlanta Rapid Transit Authority bus service (MARTA), which has over 160 stops. MARTA links the County's workforce to major employers and activity centers throughout the Metro-Atlanta area.

Hartsfield-Jackson Atlanta International Airport is a powerful economic driver and two community improvement districts (CIDs), Airport West and Airport South (North Clayton County), have joined forces as the *Atlanta Aerotropolis Alliance* to assist the airport into becoming a major economic hub. These CIDs are coordinating plans for the creation of an "Airport City" that will attract new commercial office space, first-class hotels, entertainment venues, condominiums, apartments and other residences. The airport currently has a total regional economic impact of \$64.3 billion annually.



The Atlanta Aerotropolis Alliance, comprised of businesses, local government representatives, nonprofits and other key stakeholders, are playing a major role in forging Hartsfield-Jackson into an even stronger economic development tool for the region. More than 50 percent of Fortune 500 corporate headquarters are located within 10 miles of U.S. hub airports and air travel. Both passengers and cargo are expected to triple between 2010 and 2030 in airports around the world. Airports are evolving into the actual destination of the traveler and not just places of departure and arrival.

As more businesses come into the area, more jobs will be created which spurs more amenities. This will start a perpetual cycle, as it will make the area an even more attractive choice for additional business relocations. The actual development and renovation of the airport will also provide additional jobs and economic impact. In 2016, Hartsfield-Jackson began construction on \$6 billion projects in listed in its 20-year master plan. The Authority's service area will see economic gains from the development surrounding Hartsfield-Jackson Atlanta International Airport.

In addition to offering some of the best tax incentives in the metro region, Clayton County is taking a proactive approach to bringing in new business with an innovative "Concierge Service" program. This initiative is designed to streamline the process of doing business in the County by streamlining processes and eliminating much of the bureaucratic red-tape and need to contract multiple departments or areas to get things done.

Georgia is taking a leading role in the movie industry, which contributes 55,000 jobs and \$7B in annual economic impact to the state. The **film industry** attracts multiple types of commercial and retail businesses to support its movie set building, actors and stage crews. EUE/Screen Gems Studios Atlanta opened a 10-stage, 33-acre studio complex in 2010 on the former Lakewood Fairgrounds. Fayette County, Clayton County's Southside neighbor, got an economic boost last year when Pinewood Atlanta Studios opened a 288-acre complex with five state of the art sound stages. Clayton County will now benefit directly from the movie industry growth as actor and producer, Tyler Perry purchased 330 acres of the 488-acre site at the closed Fort McPherson army base in East Point. His new studio now employs 2,000 people.

In February 2017, Los Angeles developer of film studios stated that it planned to build a five-stage, state-of-the-art studio complex in Clayton County, giving another boost to film production in the County. Managed by Pacifica Ventures, the new studio will be named Clayton County Studios. The new \$12 million studio was built between Lake City and Morrow on 27 acres directly across the street from the National Archives in Morrow. Five sound studios being between 18,000 and 20,000 square feet each were constructed under the first phase. The complex includes production offices, post-production space, a green screen, mill and construction space and a commissary. When completed, it will be the company's second film-production studio in the United States. It has a nine-stage studio in Albuquerque, N.M., where hits like "Breaking Bad" and "The Avengers" were produced. The company chose the location because of its proximity to Hartsfield-Jackson International Airport and downtown Atlanta.

BUSINESS EXPANSIONS

- 🔥 **Clorox: \$42M expansion; 100 new jobs.**
- 🔥 **Clayton Commerce Center: \$38M building constructed.**
- 🔥 **Cummins: \$10M New service and repair center and new parts redistribution center; 80 new jobs.**
- 🔥 **Waste Eliminator: \$7M new 41,000 square-foot building; 30 new jobs.**
- 🔥 **Low Temp Industries: \$17.5M new manufacturing headquarter building; 30 new jobs.**
- 🔥 **Fresh Express: \$10M expansion; 20 new jobs.**
- 🔥 **Kabobs Inc.: \$5M expansion; 7 new jobs.**
- 🔥 **TOTAL: \$130M investment; 267 new jobs.**

Source: Clayton County Office of Economic Development and Film



FACTORS INFLUENCING AREA

- ◆ Qualified opportunity zone which provides incentives to developers to invest in distressed areas.
- ◆ Atlanta Mayor has made economic development in southwest Atlanta a top priority.
- ◆ Near 2 Marta stations along with a proposed light rail project along Campbellton Road. A spur is planned to the Atlanta Beltline.
- ◆ New projects in area improving market:
 - Beltline's three-mile Westside Trail – a \$43 million pathway that opened in 2017 linking Washington Park to Adair Park
 - The trail spurred projects including Lee + White, 23-acre adaptive reuse of warehouses in Historic West End luring new businesses
 - Beltline is currently reviewing proposals for the redevelopment of 20-acres Murphy Crossing

Sources: Atlanta Business Chronical, April 26, 2019, "Fort Mac project making progress, \$760M plan

In 2016, Georgia Motion Picture Studios announced they would be calling Tucker, Georgia home. It is expected to have an additional \$1 billion economic to the area's economy. The University System of Georgia began classes in January 2016 at its new Georgia Film Academy to train future industry workers in the State. Clayton State University has recently followed suite by adding relevant courses to its curriculum catalog. With local talent available, production companies will no longer need to bring crewmembers from New York and Los Angeles.

Film tourism has also had an economic impact on the state. With additional studios and movie productions, this revenue stream will continue to grow. Fans from all over the world visit Senoia, Georgia, which was redeveloped to film the popular television show *The Walking Dead*. Covington has had similar success from *The Vampire Diaries*, which has a real-life replica of the Mystic Grill, a familiar setting on the show. The State's film office has launched a website, TourGeorgiaFilm.com, to cater specifically to film tourism.

With its headquarters located just over the Clayton County border and Hartsfield-Jackson Atlanta International Airport its primary hub, Delta Airlines has a large impact on economic growth for the County. Based on *Flightglobal*; *Flight Airline* Business reports, Delta is the second leading airline worldwide transporting 186.4 million passengers annually in 2017. It is focusing growth in International markets and expanding its routes to China and Korea where air travel to Atlanta is expected to grow 56% and 33%, respectively by 2023.

Fort MacPherson was one of the military posts closed during a national draw down in 2011. Tyler Perry purchased 330 acres in 2015 and has built a film studio that employs 2,000 people. Macauley Investments LLC was selected to redevelop the remaining 145 acres of the site. The \$760M development will include new housing, retail, office, a hotel and community space to Fort Mac. Groundbreaking is anticipated in the Fall of 2019.

Porsche Cars North America completed the construction of its 26-acre complex at the former Ford Motor Company site in Hapeville. This complex includes its headquarters building, the Porsche Technical Service and Training Center and the Porsche Customer Experience Center that features a 1.6-mile test track and handling road course. Walmart completed a \$108M new fulfillment center to process online orders which has added 400 new jobs over the past couple of years.

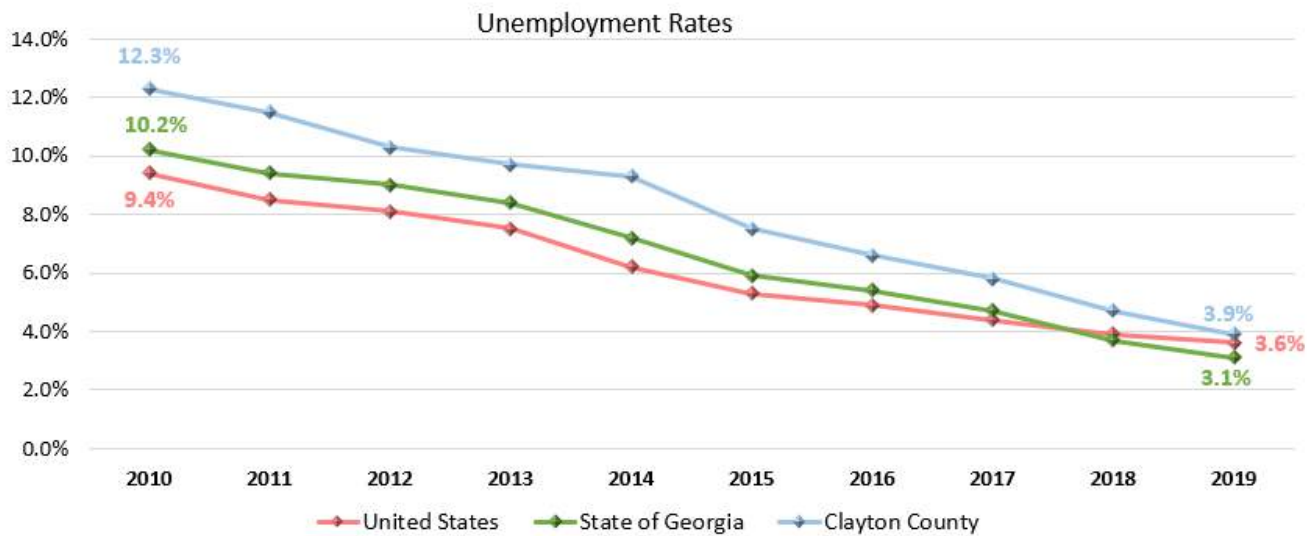
The Forest Park Urban Redevelopment Agency is developing the Fort Gillem Army site for new industry and distribution centers. Kroger has hired 120 employees and has recently invested another \$175M at that location. Castellini Group, a large distributor of fresh produce, completed a \$52M distribution facility in 2016 that created 300 new jobs.



Castellini is a complete vertical supply chain company that provides services from tomato ripening and repacking, to processing and transportation.

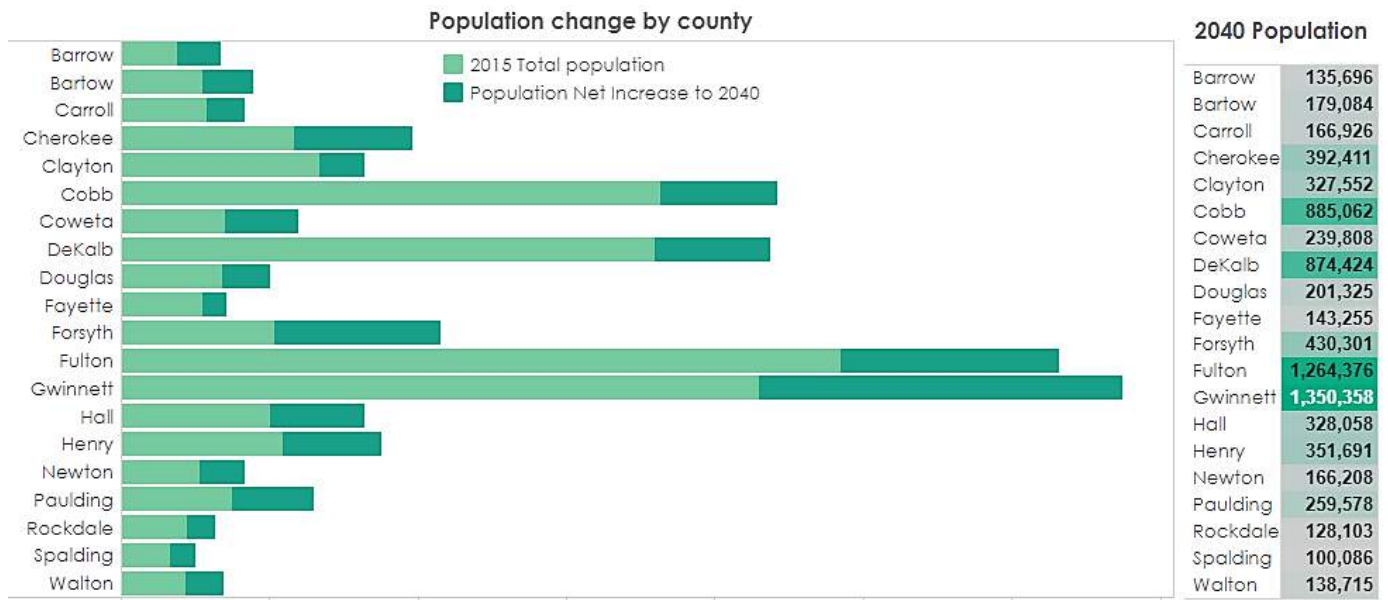
The Tri-Cities Urban Redevelopment Agency is comprised of three Urban Redevelopment Agencies; Forest Park, Lake City and Morrow. These redevelopment agencies have a total of 2,350 acres and 935 individual parcels along 11 miles of commercial corridors in Clayton County and help encourage economic development.

Job Growth and Unemployment Rates



Population Growth

In a high fixed cost business like water utilities, the best way to keep rates lower is to have a larger population in a smaller area. The larger the population, the more customers available to share in the cost of the system and the closer they are together the less pipe and pumping costs needed to distribute the water.



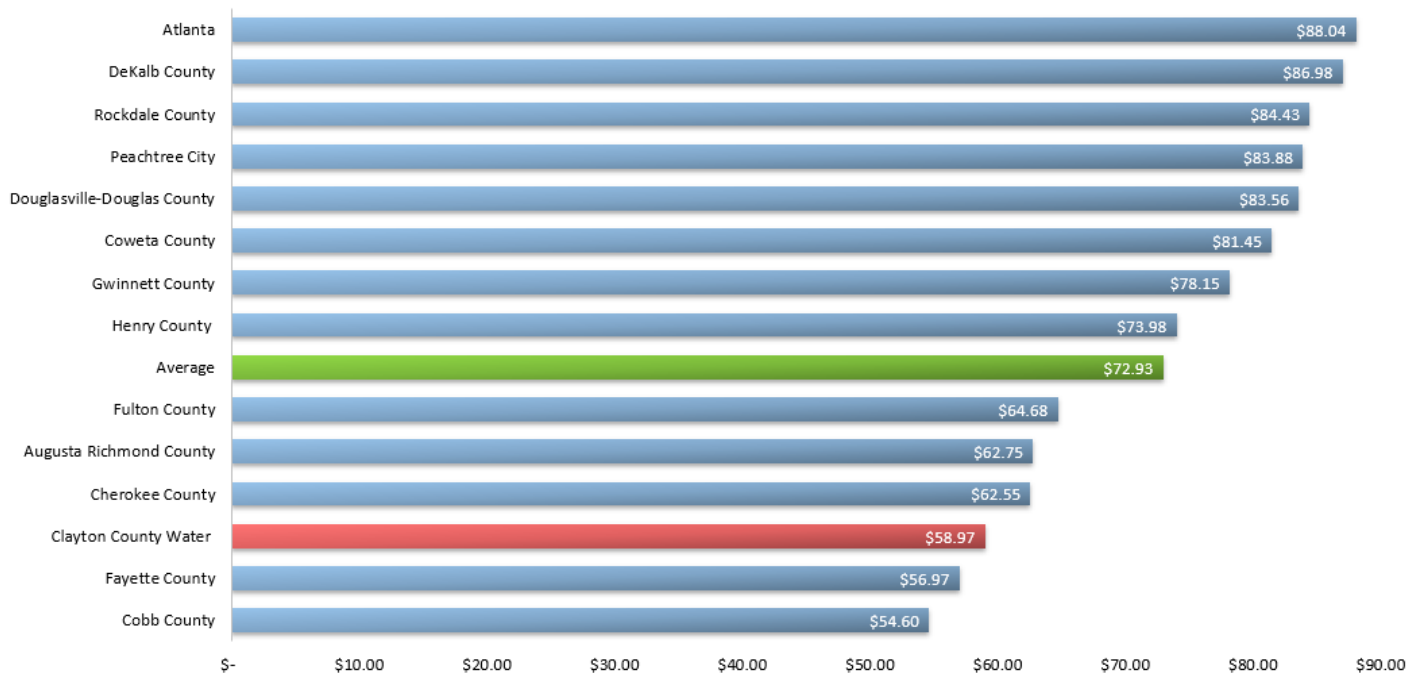


Chief Executive Officers and their company boards are attracted to Georgia's "pro-business" environment with state statutes that support low tax rates and prioritizes economic development. Georgia was the first southeastern state to pass single-factor corporate tax apportionment that applies the 6 percent corporate tax rate only to the portion of income earned inside the state. The state also consistently maintains one of the nation's lowest debt-per-capita levels. Quality and cost of labor are key drivers in every location decision. Georgia's Quick Start work force development program is one of the best in the nation and provides customized training at no cost to qualified companies in an array of industries. Nearly one million workers at 6,200 companies of all sizes have benefited from Quick Start.

Thirty Fortune 1000 companies have headquarters in Georgia including General Motors, Hitachi and Greenway Medical Technologies who are continuing to invest and expand in Georgia. Additionally, AT&T recently announced plans to build a research center in Atlanta to develop the company's latest technologies and applications.

Water and Sewer Bill Comparison

The chart below shows single-family residential water and sewer bills for a typical customer using 4,000 gallons of water in comparison to other benchmark water utilities.



At \$58.97, CCWA customers have an average combined water and sewer bill that is \$13.96, or about 19 percent, lower than our benchmark utilities charge their customers. The Authority can provide water to its customers at a reasonable cost by controlling its own costs.



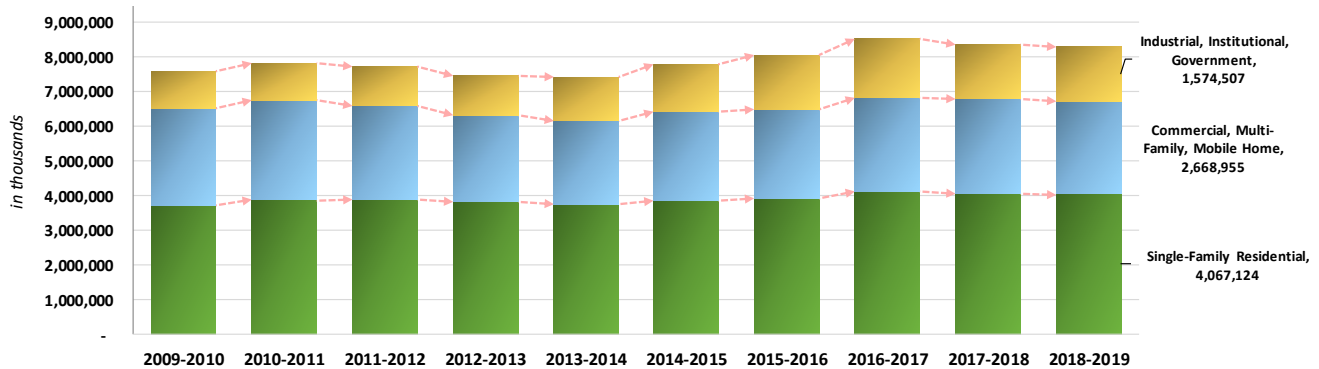


Financial Highlights and Trends

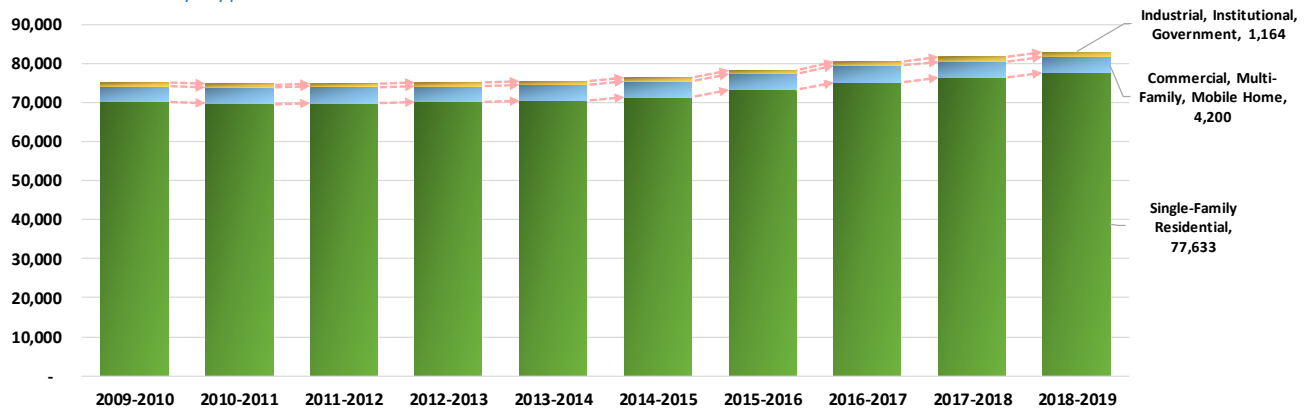
Water usage has steadily increased in all CCWA customer categories since FY 2014-2015. Usually, water usage is relatively flat with the prior year. Although down from peak usage due to drought conditions in FY 2016 – 2017, usage has steadily increased over the previous five years. Sewer usage, measured against water usage, has increased. The number of water and sewer customers has also increased each year since FY 2010 – 2011 in all CCWA customer categories, averaging 1.9 percent annual growth over the last five fiscal years.

The number of stormwater customers in all CCWA customer categories increased an average of 1.6 percent annually over the last three fiscal years. This customer growth is due to the continuing economic improvement in the County and surrounding metro area.

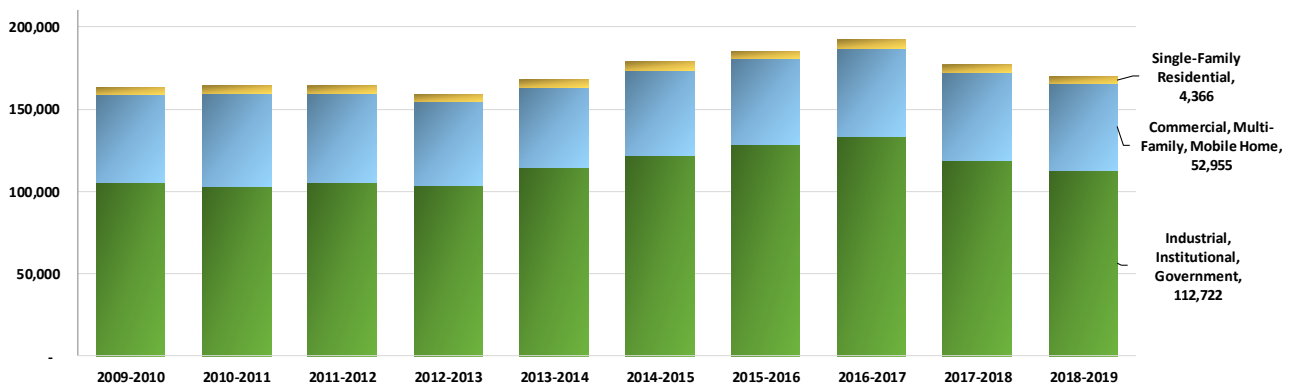
Annual Water Usage by Customer Type



Water Customers by Type

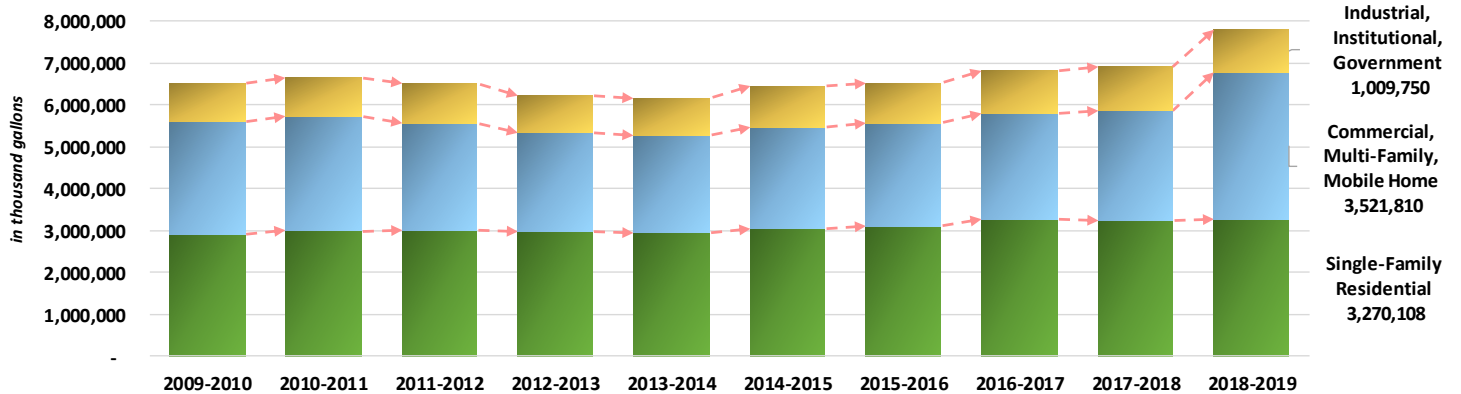


Average Monthly Water Usage by Customer Type

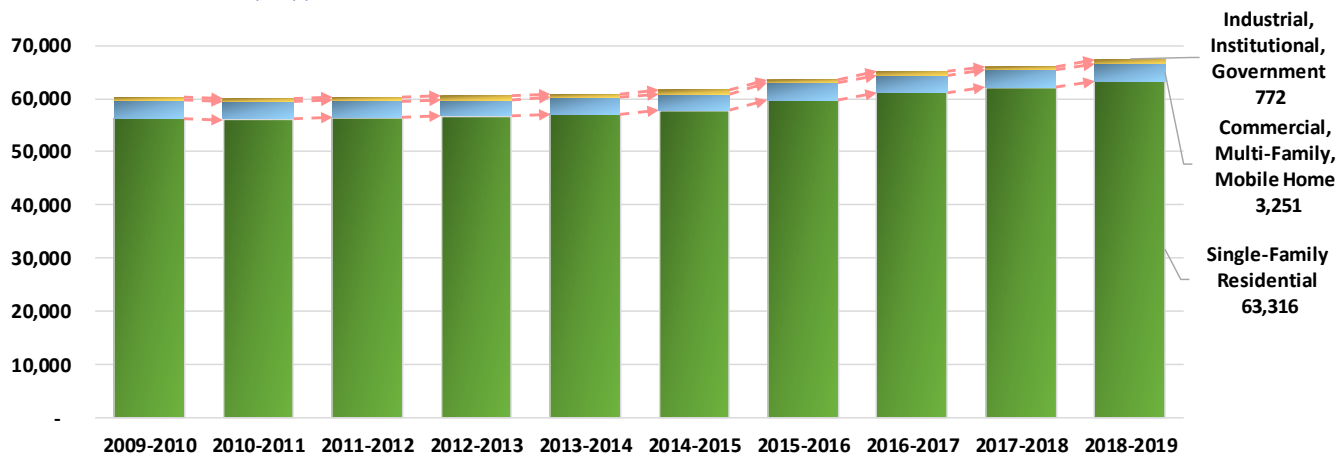




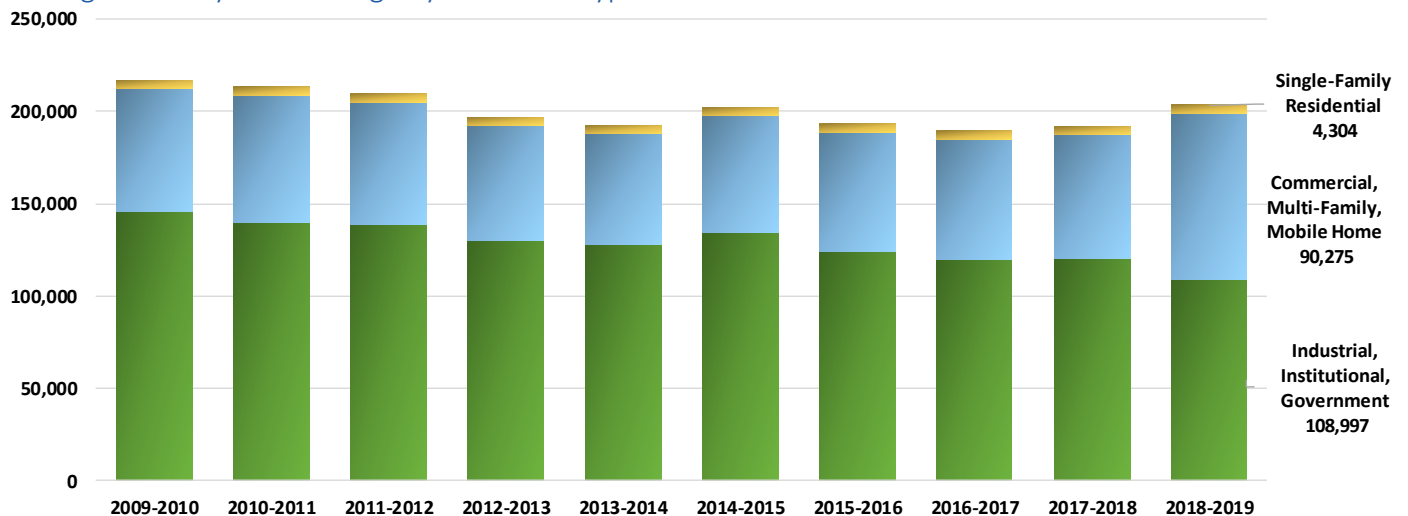
Annual Sewer Usage by Customer Type



Sewer Customers by Type

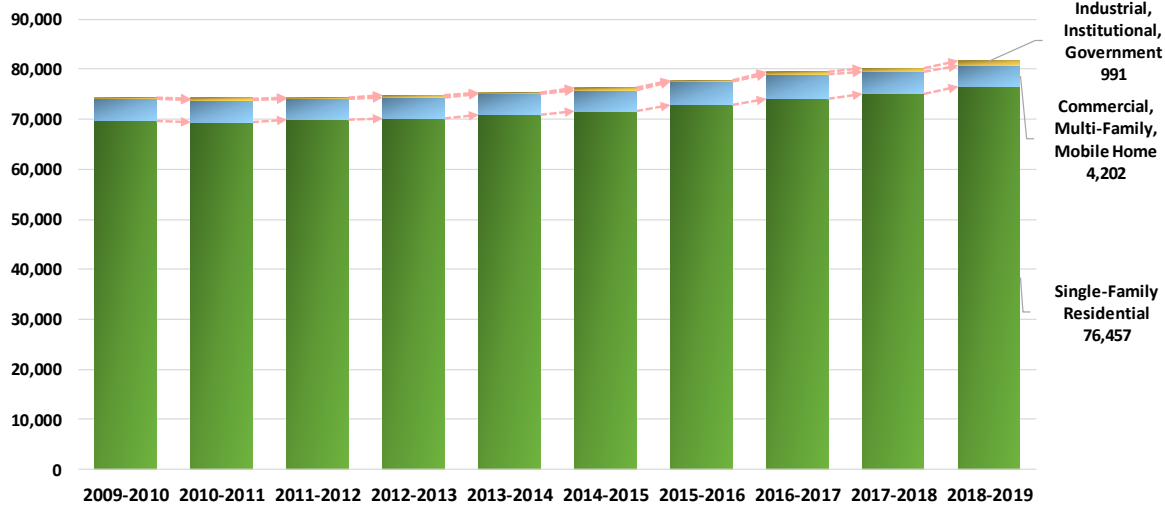


Average Monthly Sewer Usage by Customer Type





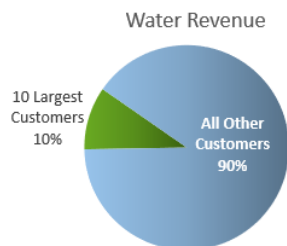
Stormwater Customers by Type



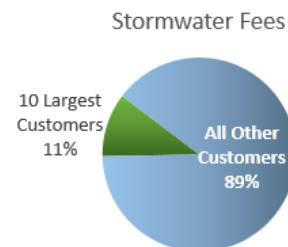
Top 10 Customers

The tables below list the Authority's customers by type of service for fiscal year ended April 30, 2018.

| Customer | Water | | Wastewater | |
|---------------------------------------|---------------------|----------------|---------------------|----------------|
| | Revenue | Percent | Revenue | Percent |
| Fresh Express | 1,429,372 | 2.77% | \$ 1,787,308 | 4.03% |
| City of College Park | \$ 1,317,647 | 2.55% | 359,894 | 0.81% |
| Clorox Company | 736,166 | 1.43% | 335,834 | 0.76% |
| Clayton County Board of Commissioners | 316,812 | 0.61% | 303,548 | 0.68% |
| Club Chef Southeast LLC | 313,571 | 0.61% | 296,750 | 0.67% |
| Atlanta South Properties LLC | 222,501 | 0.43% | 226,981 | 0.51% |
| Deer Creek Mobile Home Park LLC | 214,044 | 0.41% | 212,526 | 0.48% |
| Marcre Sales Inc | 210,290 | 0.41% | 202,882 | 0.46% |
| Toto USA Inc | 191,369 | 0.37% | 180,517 | 0.41% |
| Gateway At Hartsfield LLC | 176,260 | 0.34% | 149,459 | 0.34% |
| 10 Largest Customers | \$ 5,128,033 | 9.93% | \$ 4,055,698 | 9.15% |
| All Other Customers | 46,510,747 | 90.07% | 40,261,258 | 90.85% |
| Total | \$51,638,780 | 100.00% | \$44,316,956 | 100.00% |



| Customer | Stormwater Fees | Percent |
|--|---------------------|----------------|
| Department of Aviation (<i>Hartsfield-Jackson Airport</i>) | \$ 613,976 | 6.22% |
| Georgia Department of Agriculture | 84,551 | 0.86% |
| Urban Redevelopment Agency | 76,461 | 0.77% |
| J C Penney Catalog Division | 62,823 | 0.64% |
| Kroger | 52,843 | 0.54% |
| Fort Gillem - Site Manager | 46,839 | 0.47% |
| Georgia Power | 31,016 | 0.31% |
| Tindall Corporation GA Division | 26,490 | 0.27% |
| Federal Express | 25,672 | 0.26% |
| Gillem Logistics Center Building 200 LLC | 25,400 | 0.26% |
| 10 Largest Customers | \$ 1,046,072 | 10.60% |
| All Other Customers | 8,823,213 | 89.40% |
| Total | \$ 9,869,285 | 100.00% |





Weather Conditions

Weather influences both the supply and demand of water which also impacts the operating costs of a water and sewer utility. During severe drought conditions, water pulled from streams and rivers is less diluted and therefore contains a higher concentration of contaminants. This requires more chemicals to be used during the treatment of drinking water as does high temperatures and sunny days as it proliferates the growth of algae in our reservoirs. When surface water is the source of drinking water, more chemicals may be needed to treat drinking water.



The amount of rain received also impacts chemical usage as it changes the number of suspended solids in water through run-off. The rainwater picks up different particles and deposits them into our reservoirs creating more turbid waters. The more turbidity in the water, the more chemicals needed to remove those particles.

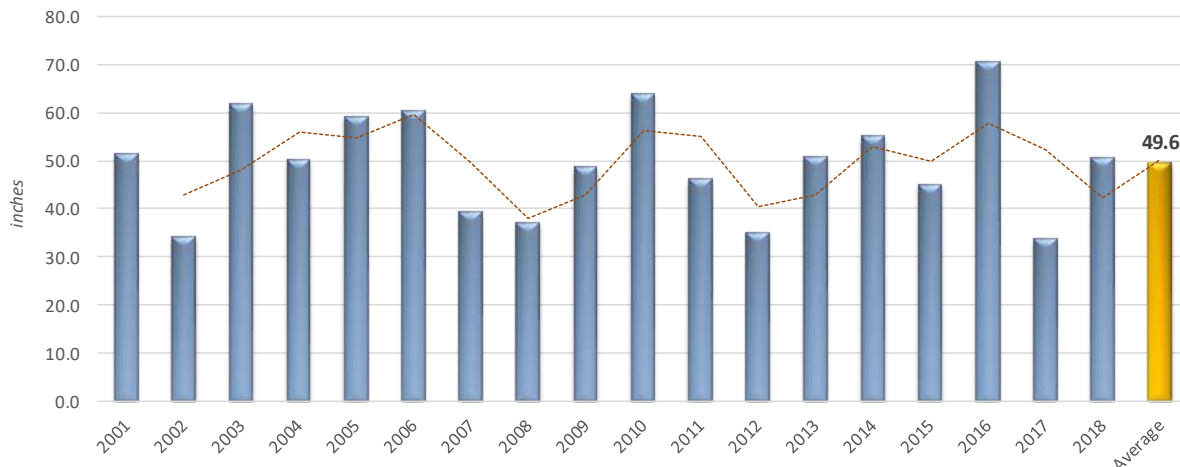
Heavy rain and wet conditions can cause infiltration and inflow (I/I) into sanitary sewer pipe systems meaning increased wastewater flows and chemical demands for treatment. Higher water flow levels increase utility costs because sewer pumps must run longer to manage the additional flow. With extremely rapid or heavy rainfall, additional labor hours are needed to maintain equipment at sewer pump stations and drain areas throughout the service area. It is estimated that up to 10% of water reclamation costs are due to the energy and treatment of the additional flows from I/I. The Authority has a major capital project initiative that will drastically reduce the amount of I/I into the system by replacing the largest sewer piping in our system.



This large pipe is referred to as “Trunk Sewers” or “Outfalls”. The project will take more than 10 years to complete and will replace 18 of the estimated 76 miles of this type of piping.

While operating costs increase due to rainier conditions, demand for the water *usually* decreases. Demand for water used for irrigation is the most obvious reason that demand drops during periods of high rainfall but also fewer showers, fewer laundry loads and less drinking water is consumed because less work is done outdoors, and average temperatures are lower on rainy days. If drought conditions are severe enough, the Georgia Environmental Protection Division (EPD) may restrict water consumption enforced by penalties and fines for violators.

The metro-Atlanta area received record-breaking rainfall during 2018, the highest amounts recorded in 70 years but water usage for the Authority remained relatively consistent with the previous year.





Priorities and Challenges

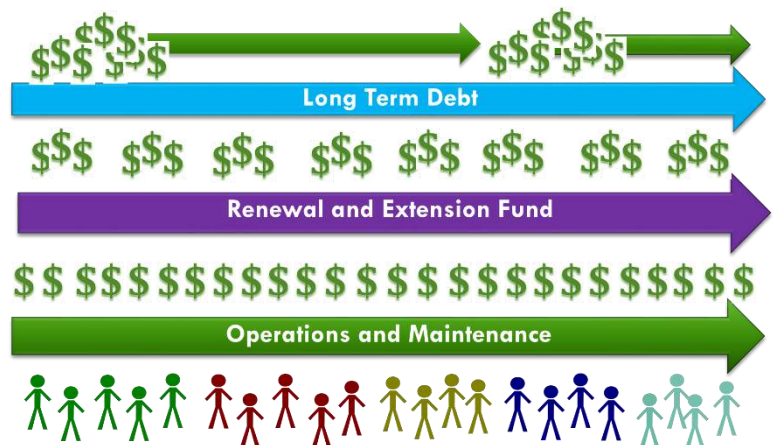
The table below lists the challenges that the Authority faces and managements approach to addressing these issues.

| Challenge | CCWA Approach |
|------------------------------------|--|
| Responding to Changing Economy | Continue balanced approach to funding projects: (1) focus on remaining debt from 2000 master plan, (2) “pay as you go approach” for most project needs and (3) consider accelerated funding for key large programs and projects. |
| Workforce Continuity | Plan for and anticipate changes in CCWA’s workforce to limit loss of institutional knowledge. |
| Technology Advancement | Ensure operations utilize technology to allow CCWA to make best use of its resources. |
| Water Quality/Regulatory Issues | Evaluate micro-constituents in CCWA’s water supply reservoirs to determine treatment options, potential impacts to indirect potable reuse system and the cost implications should regulations be implemented. |
| Managing Infrastructure and Assets | Utilize risk-based approaches to maintain, upgrade and operate existing physical assets in a cost-effective manner. |

Economic Factors

Maintaining a balance between the costs of system renewal, while maintaining affordable rates for our customer base, plays a large role in the timing of capital improvements. With the current customer base and usage levels, rates for both water and sewer would have to be raised by 1 percent for every \$1M in additional cash flow would be needed. A major project underway is the Authority’s rehabilitation of its large sewer interceptors, or trunk sewers, which is estimated to cost \$64M and will require \$6 to \$14 million in capital funding per year. Other important capital projects are needed throughout the system and the risk of delaying work on these projects is too great to ignore until funding from general operations is available.

Intergenerational Equity is the concept that the beneficiaries of the service should be those that help pay for the service. Through monthly water bills, the customers of the system at any point in time pay for the everyday maintenance of the system plus help fund small to medium-sized projects through accumulation of funds in the Renewal and Extension Fund. For large projects that will benefit customers over several decades, funding through debt would be an equitable way to spread the cost of the project with those multiple generations of customers or citizens.



In January 2017, the Authority was awarded a \$25M loan from the Georgia Environmental Finance Authority (GEFA) to fund a portion of its Large Sewer Interceptor Rehabilitation. The loan has an interest rate of 0.65% with a repayment



term of 15-years beginning when construction is complete. There is no prepayment penalty. If all the funds are drawn, the annual debt service will be \$1.7M. Because this Clean Water SRF loan is subordinate debt to bonds, its debt service is not included in the calculation of our bond debt service coverage ratio covenant. The Authority has two additional GEFA loans that are in repayment. The first loan was used to finance the construction of one of the phases of the constructed wetlands. The outstanding principal balance at April 30, 2019 will be \$3.1M and the final payment will be November 1, 2025. The second loan funded the addition of backflow devices within our distribution system. As of April 30, 2019, the outstanding principal balance of this loan will be \$1.8M and its final payment will be made on April 1, 2026.

The Board of Directors approved a second GEFA loan for up to \$25M to fund three additional phases of the Authority's Large Outfall Replacement program that are projected to cost an estimated \$18.4M.

CCWA has five bond issues with a combined outstanding debt of \$89.4M at April 30, 2019. The final bond payment will be made on May 1, 2023 when the 2012 Series bond matures. The final retirement of bond debt will increase cash flow by \$20M, making it available for self-funding capital projects needed.

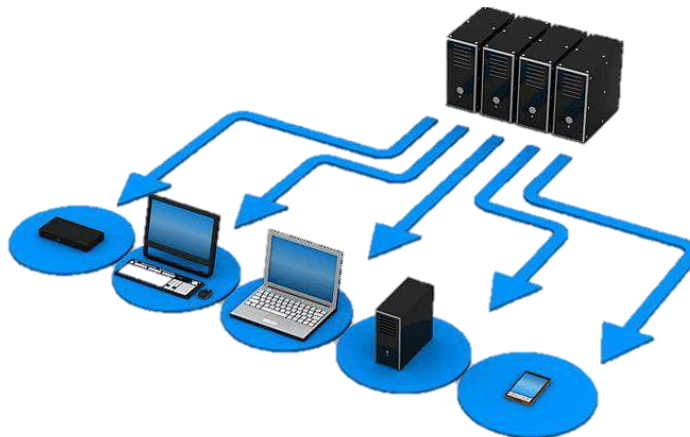
Additional detail about the Authority's debt can be found in the [PLANNING AND DIRECTION](#) section under [Debt](#).

Workforce Continuity

The Authority has implemented a succession planning process to maintain stability in its operations as changes in staffing occur. The process includes routine evaluation of staff and critical positions by department managers and supervisors. It also includes periodic reporting of this information by managers to a "Talent Development Committee" comprised of human resource personnel and executive leadership. In FY 2018 – 2019, the Authority completed a comprehensive compensation study that evaluated

Technology Advancement

Technology is a vital component of the Authority's operation. As part of its strategic planning, CCWA addresses its information technology needs through a separate information technology master plan that is updated every three years. Twenty-two projects with an estimated cost totaling \$15.5M are listed on the master plan. Of those projects, the largest is currently underway, the implementation of the new Customer Information System (estimated completion Spring 2020). This project is funded from the Renewal and Extension Fund, which accumulated funds from previous budget years. This new system requires the development of an interface to the GIS/Cityworks application used to track the location of pipe infrastructure throughout the County, as well as, manage the maintenance and work on that infrastructure. The FY 2019-2020 capital budget includes \$302K for software, network and other technology infrastructure improvements.





Water Quality/Regulatory Issues

Along with stormwater, the water and sewer industries are heavily impacted by both current and emerging regulations. The strategic plan lists eleven projects with total estimated costs of \$46M that address water quality and regulatory issues. Of those projects, five projects totaling \$5.4M will be funded with part of the surplus from FY 2018 – 2019 budget, as directed by the Board of Directors at FYE 2019. A list of sixteen of the regulatory issues that may impact the Authority's operations are described in the table that follows.

| Regulation/Issue | Description | Water | Wastewater | Stormwater | Current | Evolving | Emerging |
|---|---|-------|------------|------------|---------|----------|----------|
| 1. Nutrient Criteria | The Georgia Environmental Protection Division (GAEPD) is working on development of numeric nutrient criteria (NNC) for phosphorus and nitrogen in lakes, rivers, estuaries, and wetlands (natural), with a goal to complete all the NNC by 2021. | | X | X | | | X |
| 2. Capacity, Management, Operations, and Maintenance (CMOM) | Information requests on sanitary sewer overflows (SSOs) and ongoing CMOM activities suggest that U.S. Environmental Protection Agency (EPA) Region IV is looking more closely at GAEPD's program for compliance with CMOM. GAEPD could update existing CMOM requirements in the future. | | X | | X | X | |
| 3. Biosolids | CCWA must comply with 40 Code of Federal Regulations (CFR) Part 503 for biosolids management. | | X | | X | | |
| 4. Long Term 2 Enhanced Surface Water Treatment Rule (LT2ESWTR) | This EPA rule provides additional public health protection against microbial pathogens in public water systems with potential water treatment and monitoring. | X | | | X | | |
| 5. Disinfection By-Product (DBP) Control (Stage 2D/DBPR) | DBPs have been regulated by EPA for the last 30 years with increasingly strict requirements on the amounts of DBPs allowed in the drinking water delivered to customers. | X | | | X | | |
| 6. Perchlorate | EPA is developing a new perchlorate rule that will limit the amount of perchlorate in finished water, which may be an issue for W.J. Hooper and J.W. Smith WPPs. | X | | | | X | X |
| 7. Fluoride | Health and Human Services (HHS) and EPA have proposed lowering the current allowable concentration of fluoride in potable water. | X | | | | X | X |
| 8. Lead and Copper | The National Drinking Water Advisory Council (NDWAC) has a new lead and copper rule working group, which is scheduled to submit recommendations in early 2015. | X | | | X | X | |
| 9. National Pollutant Discharge Elimination System (NPDES) Municipal Separate Storm Sewer System (MS4) | A Stormwater Management Plan (SWMP) must be submitted every 5 years to GAEPD, with a report submitted annually to demonstrate progress in implementing the SWMP. Requirements under the most-recent MS4 permit include requirements related to Green Infrastructure, an Enforcement Response Plan, and an Impaired Waterbodies Plan. | | | X | X | X | |
| 10. Total Maximum Daily Loads (TMDLs) Program | The TMDL program is shifting focus from fecal coliform bacteria to biota and habitat. Biota is intensive to monitor and measure quantitatively; hence, alternate parameters are being considered (such as total suspended solids [TSS]). TMDLs for chlorophyll-a violations are likely in the future but are not anticipated in the next several years. | | X | X | X | X | |
| 11. Emerging Contaminants | GAEPD has suggested possible future treatment requirements for emerging contaminants, such as pharmaceuticals and personal care products (PPCPs), hormones, perchlorate, herbicides and pesticides, nanomaterials, and/or algal toxins. | X | X | | | | X |
| 12. Drought Management Rule | GAEPD has issued a draft drought management rule to clarify requirements for utilities during periods of drought. | X | | | | | X |
| 13. Rules for Public Water Systems to Improve Water Supply Efficiency | GAEPD has issued the Draft Rules for Public Water Systems to Improve Water Supply Efficiency, which would require CCWA to develop and implement a water loss control program and to improve water supply efficiency. | X | | | | | X |
| 14. 2010 Georgia Water Stewardship Act | CCWA must comply with the Stewardship Act, including water loss audits and enforcement of water restrictions. | X | | | X | | |
| 15. Georgia State Regional Water Plans | CCWA will need to track updates to the Upper Flint, Lower Flint, and Middle Ocmulgee Regional Water Plans, specifically with regard to instream flows, future point source nutrient load reductions, and nonpoint source pollutant loadings. | X | X | X | X | X | |
| 16. Metropolitan North Georgia Water Planning District Requirements | MNGWPD Water Supply Plan and Wastewater Plan impact water, wastewater, and watershed management practices required of CCWA. These plans will be updated in 2015. | X | X | X | X | X | |



Managing Infrastructure and Assets

The United States' aging infrastructure has been discussed frequently by news media in recent months. The American Society of Civil Engineers have voiced concern since the early 2000's. The Governmental Accounting Office (GAO) reported in 2017 that the Environmental Protection Agency (EPA) estimates that the US will need \$655B that over the next 20 years to repair and replace aging water and sewer infrastructure. In our nation's population centers, including the Metro-Atlanta area, sinkholes and water boiling notices are common occurrences as the underground water and wastewater pipe networks fail due to deterioration caused by age. Full replacement of Clayton County's water, sewer and stormwater pipes would range from about \$800M-\$1.6B and the Authority is systematically addressing the aging infrastructure in Clayton County with projects outlined in its strategic plan. This challenge consumes the lion's share of budget dollars addressing stormwater, sewer and water pipe projects that total an estimated \$220M over the ten years the plan covers. Of these projects, \$26.8M in funding will be needed in the upcoming year with \$8.3M of that amount included in the 2019 – 2020 budget. Loan disbursements will cover \$12M of the Large Interceptor Rehabilitation funding need and the remaining \$6.5M will be paid from the Renewal and Extension Fund with money accumulated from prior budget years.

As organized in the table that follows, the estimated annual cost of pipe replacement is \$16M to \$31M. Using an average lifespan of 50 years method and replacing 60 miles of line a year would cost \$16M to \$31M per year. Using the 90/10 rule that assumes that 90 percent of what is inspected is good and that 10 percent requires replacement, would cost \$16M to \$23M per year for inspection and renewal.

Renewal and Replacement Estimates

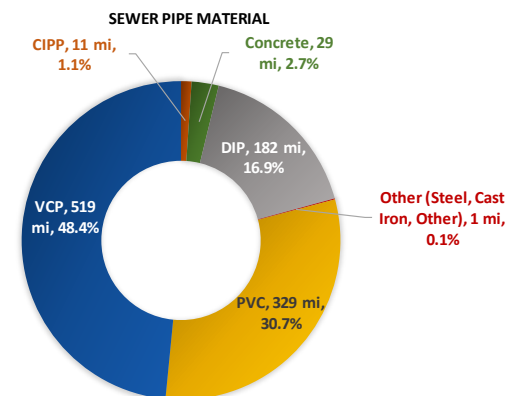
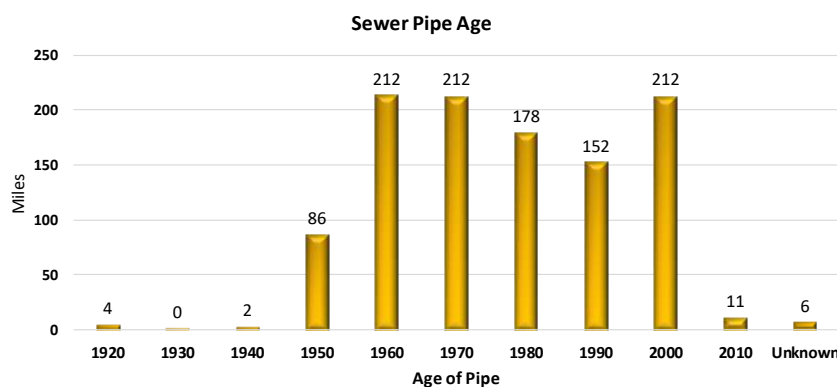
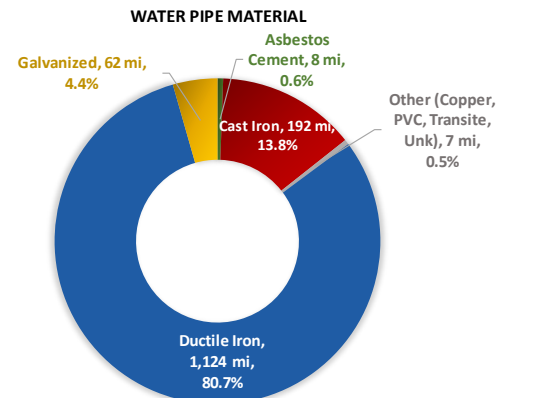
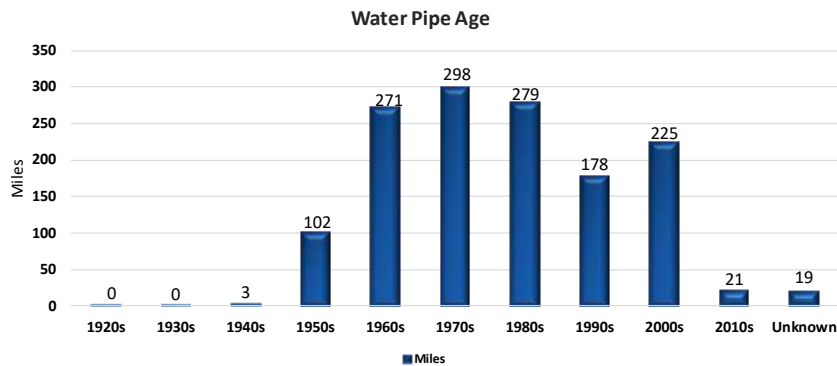
| Estimate Methods | Basis | Unit Cost | 10-year Cost | Annual Cost |
|-------------------------------------|--------------------|-----------------|--------------|-------------------|
| <i>Lifespan (50 yrs.)</i> | 60 miles year | \$50-\$100/foot | | \$16-\$31M |
| <i>90/10 Rule</i> | Inspect 3000 miles | \$5/foot | \$160M | \$16-\$23M |
| | Replace 300 miles | \$50-\$100/foot | | |
| <i>Strategic Master Plan</i> | -- | -- | \$162M | \$16M |

Several factors contribute to the lifespan of pipeline assets:

- **Age:** Over 300 miles of sewer pipe is older than an average 50-year lifespan.
- **Material:** An important indicator of condition and lifespan.
- **Corrosion:** Significant issue that affects lifespan particularly in concrete and ductile iron sewer pipe.
- **Construction Quality:** Quality of construction and inspection at time of installation are key to maximizing lifespan of a pipe.



Pipe Material and Age



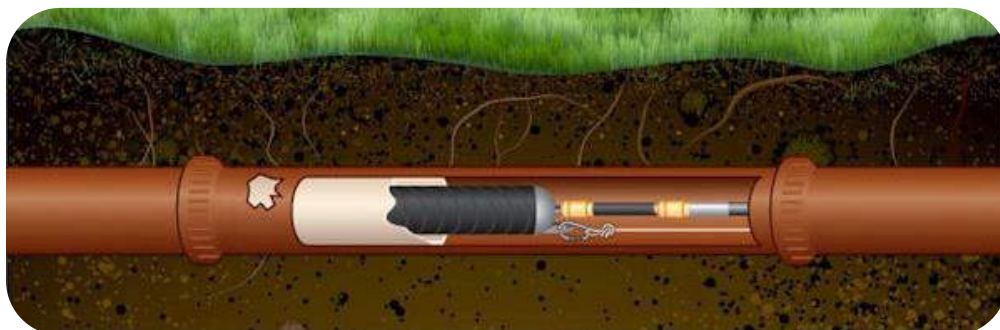
PIPE TYPES:

Used in sewer systems:

- PVC – Polyvinyl Chloride Pipe
- DIP – Ductile Iron Pipe
- HDPE– High Density Polyethylene Pipe
- VCP – Vitrified Clay Pipe
- CMP – Corrugated Metal Pipe
- RCP – Reinforced Concrete Pipe
- CIPP – Cured In Place Pipe
- Steel

Used in water systems:

- Concrete
- Cast Iron
- DIP – Ductile Iron Pipe
- Copper
- Galvanized
- PVC – PolyVinyl Chloride





Summary of Factors Influencing the 2019 – 2020 Operating and Capital Budgets

- ◆ A balanced budget supporting the goals of the [Strategic Master Plan](#)
- ◆ Maintaining affordable water and sewer rates for customer base
- ◆ [Intergenerational equity](#) of funding large projects
- ◆ [New loan proceeds](#) from a second loan through the Georgia Environmental Finance Authority (Clean Water State Revolving Fund program) for [Large Sewer Interceptor Rehabilitation](#). Principal of \$25M, interest rate of 1.25%, repayment term of 15 years.
- ◆ Water consumption consistent with previous two fiscal years
- ◆ No new rate or fee adjustments

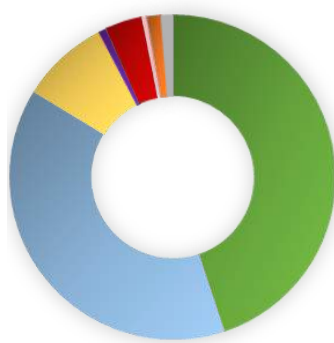




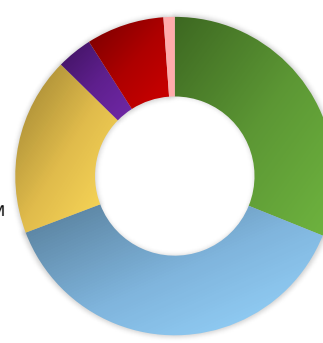
EXECUTIVE SUMMARY

Consolidated Budget – FY 2019 – 2020

| | Water and Sewer Fund | Stormwater Fund | Total | % Chg FY2018-19 |
|--|-----------------------|---------------------|-----------------------|--------------------|
| Revenues | | | | |
| Water Sales | \$ 50,165,164 | \$ - | \$ 50,165,164 | -0.8% |
| Sewer Sales | 43,410,151 | - | 43,410,151 | 0.9% |
| Stormwater Fees | - | 9,724,285 | 9,724,285 | 0.9% |
| Installation Charges | 875,974 | - | 875,974 | 44.9% |
| Account Servicing Charge | 3,956,849 | 157,205 | 4,114,054 | -0.2% |
| Miscellaneous Income | 553,747 | 3,098 | 556,845 | 29.3% |
| Interest Income | 32,235 | 5,193 | 37,428 | -15.9% |
| Impact Fees | 1,539,088 | - | 1,539,088 | 75.4% |
| Interfund Transfer | 1,271,151 | - | 1,271,151 | -10.1% |
| Total Revenues | \$ 101,804,359 | \$ 9,889,781 | \$ 111,694,140 | 0.9% |
| Expenses | | | | |
| Personal Services | \$ 32,923,306 | \$ 1,809,428 | \$ 34,732,734 | -0.3% |
| Operating Expenses | 39,498,061 | 3,084,005 | 42,582,066 | 12.5% |
| Debt Service | 20,242,549 | - | 20,242,549 | -10.6% |
| Interfund Transfer - Revenue Fund | - | 1,271,151 | 1,271,151 | -10.1% |
| Capital Expenditures | 3,509,843 | 532,076 | 4,041,919 | 17.9% |
| Capital Projects | 5,630,600 | 3,193,121 | 8,823,721 | -16.0% |
| Total Expenses and Appropriations | \$ 101,804,359 | \$ 9,889,781 | \$ 111,694,140 | 0.9% |

REVENUES -
FUNDS COMBINED

| |
|--|
| Water Sales: 44.9%, \$50.2M |
| Sewer Sales: 38.9%, \$43.4M |
| Stormwater Fees: 8.7%, \$9.7M |
| Installation Charges: 0.8%, \$0.9M |
| Account Servicing Charge: 3.7%, \$4.1M |
| Miscellaneous Income: 0.5%, \$0.6M |
| Interest Income: 0.0%, \$0.05M |
| Impact Fees: 1.4%, \$1.5M |
| Interfund Transfer: 1.1%, \$1.3M |

EXPENSES -
FUNDS COMBINED

| |
|---|
| Personal Services: 31.1%, \$34.7M |
| Operating Expenses: 38.1%, \$42.6M |
| Debt Service: 18.1%, \$20.2M |
| Capital Expenditures: 3.6%, \$4.0M |
| Capital Projects: 7.9%, \$8.8M |
| Interfund Transfer - W&S Fund: 1.1%, \$1.3M |

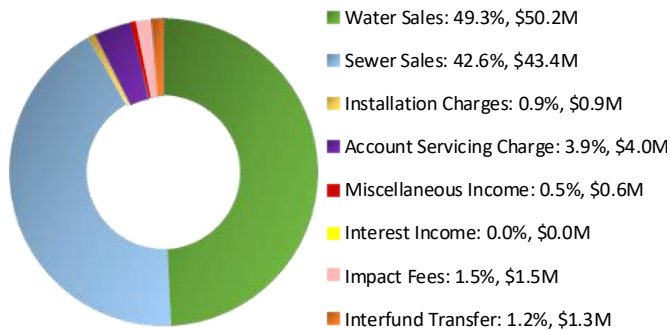


Budget Summary: Water and Sewer Fund

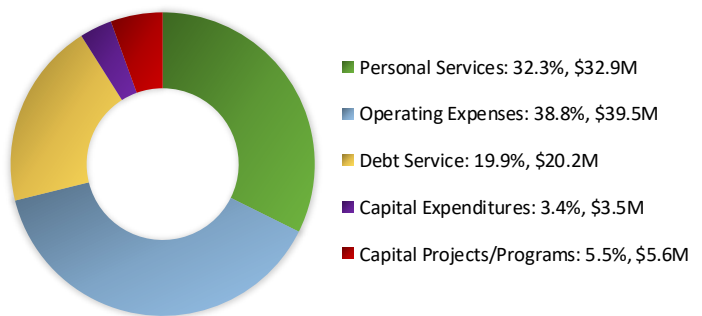
(in millions)

| | Budget FY 2018 - 2019 | Est Actual FY 2018 - 2019 | Budget FY 2019 - 2020 | % Chg Budget FYE 19 -FYE 20 | % Chg Act FYE 2019 with Budget FY 2018-2019 | % Chg Est Act FYE 19 to Budget FYE 20 |
|-------------------------|--------------------------|------------------------------|--------------------------|-----------------------------------|--|---|
| REVENUES | | | | | | |
| Water Sales | \$50.55 M | \$51.25 M | \$50.17 M | -0.8% | 1.4% | -2.1% |
| Sewer Sales | 43.04 M | 43.93 M | 43.41 M | 0.9% | 2.1% | -1.2% |
| Installation Charges | 0.60 M | 1.16 M | 0.88 M | 44.9% | 92.7% | -24.8% |
| Account Service Charges | 3.96 M | 3.88 M | 3.96 M | -0.2% | -2.1% | 1.9% |
| Miscellaneous Income | 0.43 M | 0.90 M | 0.55 M | 30.0% | 112.0% | -38.7% |
| Interest Income | 0.04 M | 0.03 M | 0.03 M | -18.0% | -18.4% | 0.4% |
| Impact Fees | 0.88 M | 1.63 M | 1.54 M | 75.4% | 86.0% | -5.7% |
| Interfund Transfer | 1.41 M | 1.41 M | 1.27 M | -10.1% | 0.0% | -10.1% |
| TOTAL REVENUES | \$100.91 M | \$104.21 M | \$101.80 M | 0.9% | 3.3% | -2.3% |
| EXPENSES | | | | | | |
| Personal Services | \$33.04 M | \$29.23 M | \$32.92 M | -0.4% | -11.5% | 12.6% |
| Operating Expenses | 34.97 M | 28.58 M | 39.50 M | 12.9% | -18.3% | 38.2% |
| Debt Service | 22.65 M | 21.92 M | 20.24 M | -10.6% | -3.2% | -7.6% |
| Capital Expenditures | 2.89 M | 2.50 M | 3.51 M | 21.3% | -13.4% | 40.2% |
| Capital Projects | 7.36 M | 8.67 M | 5.63 M | -23.5% | 17.8% | -35.0% |
| TOTAL EXPENSES | \$100.91 M | \$90.90 M | \$101.80 M | 0.9% | -9.9% | 12.0% |

**REVENUES -
WATER AND SEWER FUND**



**EXPENSES -
WATER AND SEWER FUND**



The 2019 – 2020 annual operating and capital budget for the Water and Sewer Fund remained relatively flat with the prior year budget, up less than 1 percent. Actual revenues for the fiscal year ending April 30, 2019 are estimated at \$104.2M or 3.3 percent higher than budgeted.

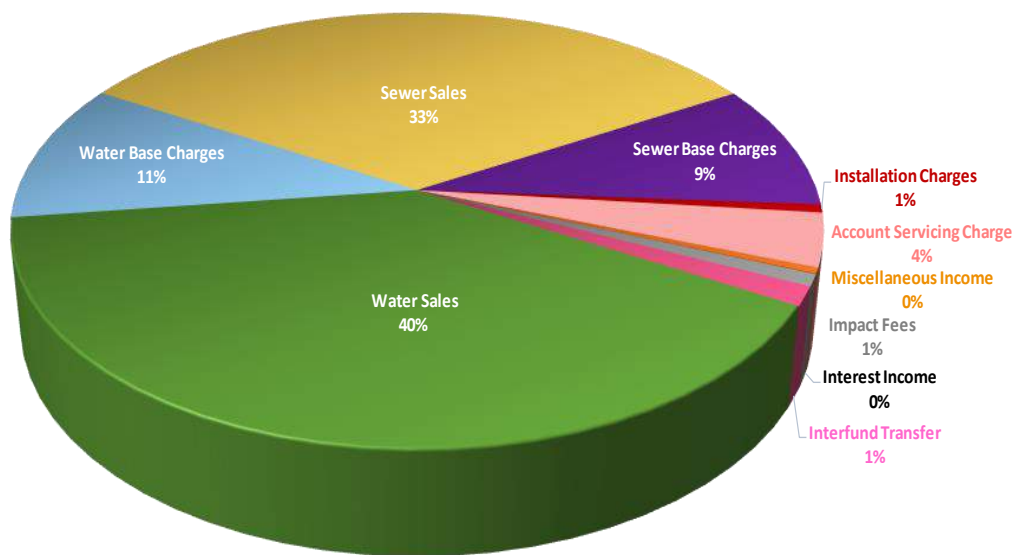
Forecasted revenues for FY 2019 – 2020 are expected to remain flat with this year's actual performance. To be conservative, budgeted revenues for water and sewer usage were discounted by 2 percent. Estimated actual revenue in the current fiscal year from Installation Charges (Tap Fees) and Impact Fees were \$1.2M and \$1.6M, respectively. Because these fees are based on new construction and vary significantly from year to year, revenues from these sources were budgeted at the average amount received over the previous 5 years.



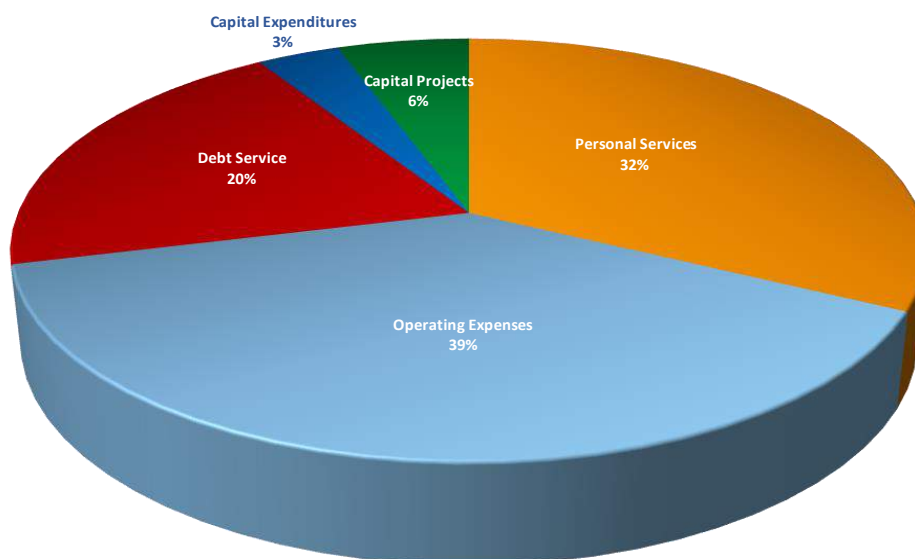
An additional favorable revenue variance to budget was due to the final payment of \$530K received from the Forest Park Urban Redevelopment Agency for the partial cost reimbursement for pipe infrastructure. The Authority entered into an intergovernmental agreement with the Forest Park Redevelopment Agency to assist in Clayton County's economic development effort to convert the Fort Gillem military base into a large industrial and commercial center. The agreement ended July 2018.

Of the \$101.8M in revenue generated in this budget year, \$9.1M or 9 percent, will be reinvested in the utility system via capital equipment and projects. Another \$20.2M or 20 percent will be used to repay debt utilized for previous capital projects and related interest. The remaining \$72.5M will cover the operating expenses of the Water and Sewer Fund including \$2.6M in contingency funds used to fund emergency projects if the need arises during the year.

Water and Sewer Fund Revenues as Percent of FY 2019-2020 Budget

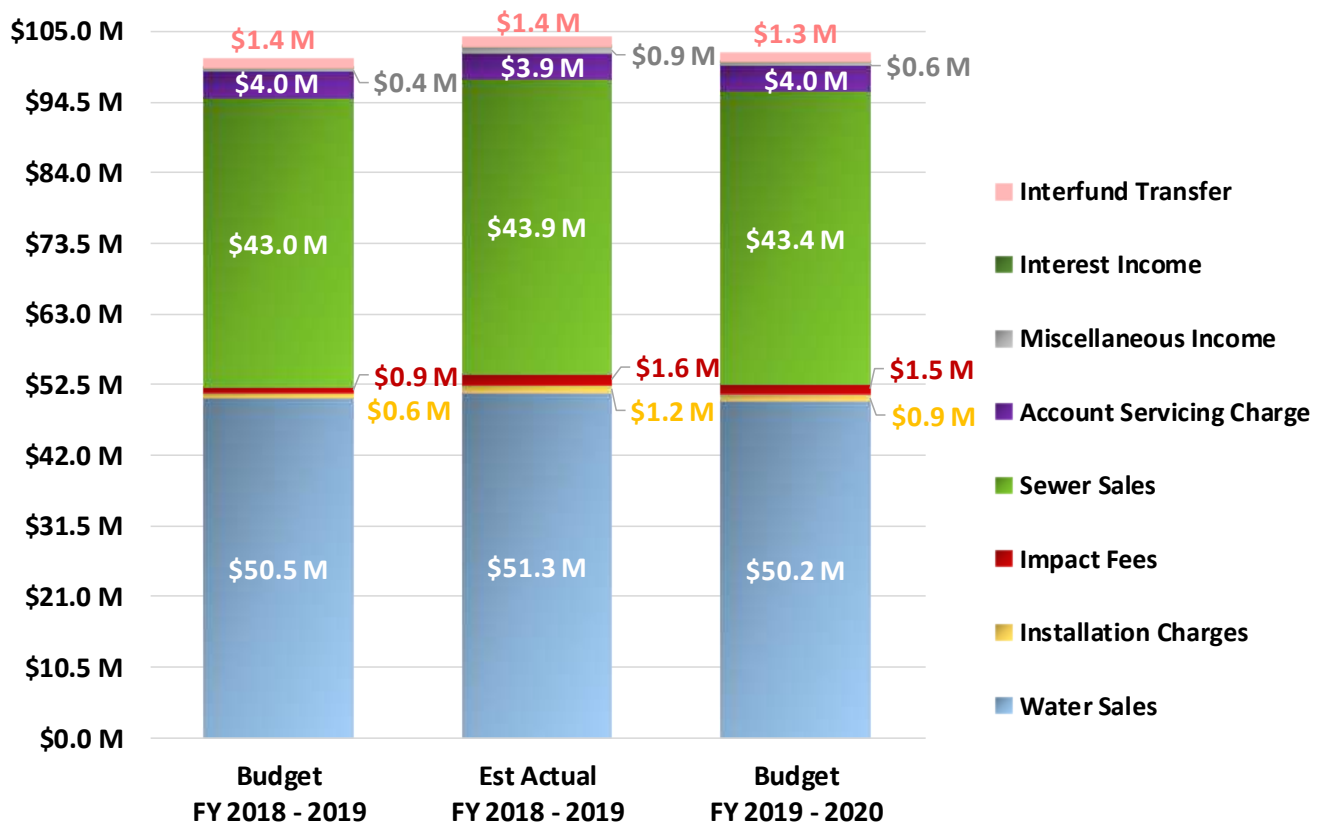


Water and Sewer Fund Expenses as Percent of FY 2019-2020 Budget





Analysis of Revenues – Water and Sewer Fund



Revenue Budget Assumptions FY 2019 – 2020

Water Sales are forecasted at \$50.2M in the upcoming budget year with \$10.7M of that amount coming from base charges. This is \$383K lower than the previous budget year and 2.1 percent lower than estimated actual performance of the year ending April 30, 2019. *Sewer sales* are projected to be \$43.4M in the current budget. This is 1.2 percent lower than estimated actual performance and 0.9 percent higher than the previous budget year. Base sewer charges comprise \$9.7M of the total sewer sales.

Water and Sewer Sales are forecasted using the assumption that usage and the number of customers will remain consistent with the previous year. To be conservative, revenues based on usage in this category were discounted 2 percent and are in line with the average of the previous three years when the last rate increase was implemented.

Estimated actual water sales to cities (City of College Park) will end \$127K higher than budgeted. Forecasted revenue from the City is budgeted in FY 2019 – 2020 at \$1.3M which is the average revenue received over the previous five years. The City of College Park has an agreement that it can purchase up to 3 MGD from the Authority but has no minimum purchase requirement. College Park also has a water purchase agreement with the City of Atlanta. Although there is no formal minimum purchase amount with CCWA, College Park has expressed its intent to continue to purchase at least 1.0 MGD. At this tier of usage, the City receives a reduction in its wholesale rate.

Installation Charges (tap fees) are revenues received from the installation of meters or other related infrastructure to provide water and sewer services. This revenue category was budgeted at \$876K, the average actual revenue received in the previous five fiscal years.

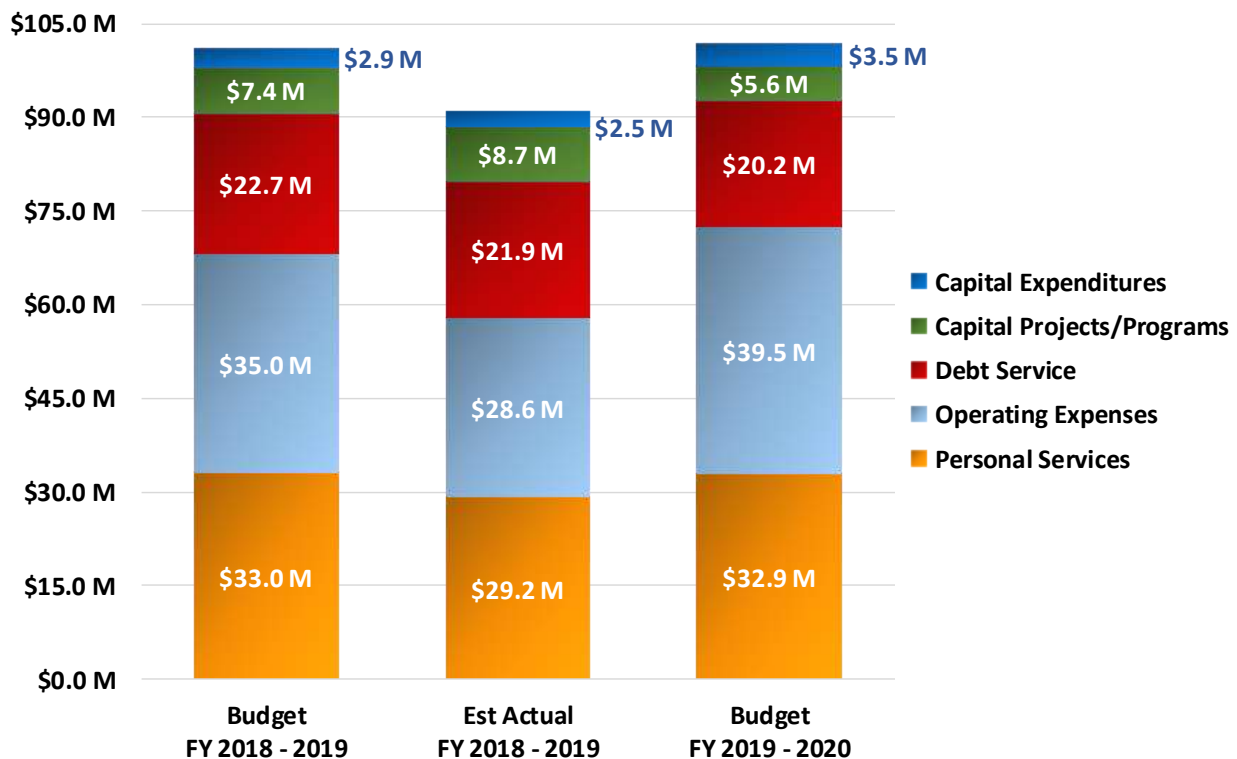


Account Service Charges are revenues associated with the fees and charges for late and delinquent payment of utility charges. This includes late fees and penalties, bad check charges and reconnection fees. These revenues are budgeted at \$4.0M, which is consistent with actual performance over the previous five fiscal years.

Miscellaneous Income includes revenues received from system repair charges, sale of scrap materials, sale of fertilizer pellets, intergovernmental transactions and property and cell tower rental fees. This revenue was budgeted at \$600K, \$200K higher than the prior year budget. Revenue is budgeted for this line by combining the minimum received for each category listed over the previous five years.

Interfund Transfer from the Stormwater Fund is the overhead that is allocated to the Stormwater Fund to cover its share of the Authority's administrative expenses. This year's budgeted amount is \$1.3M. This is a monthly charge of \$106K versus the \$118K per month charged in the previous year. This fee is calculated using a percentage of the prior fiscal year's actual expenses for certain administrative departments.

Analysis of Expenses – Water and Sewer Fund



Operating and Capital Expense Budget Assumptions FY 2019 – 2020

Personal Services

This expense category includes salaries, payroll taxes, pension and medical or related benefits. As has been budgetary practice at the Authority, salaries and benefits are budgeted as if all full-time positions are filled for the entire year. This amount also includes increases for cost of living (COLA) and merit of 2 percent and 3 percent, respectively, whether given or not. *Salaries* and *Payroll Taxes* of \$23.0M and \$1.7M combined for an overall budget increase of \$440K or 1.8 percent over the previous year budget. For the last five fiscal years, the budgeted amount for *Salaries* and *Payroll Taxes* had an average annual increase of 2.7 percent budget year to budget year. In addition to COLA and merit increases, changes in these accounts from year to year are due to net changes in new and eliminated positions



and upgrades and downgrades of current positions. Actual salary expenses have been 7 percent lower than budgeted over the most recent five fiscal years.

Medical and related *Benefits* of \$4.3M are \$673K or 13 percent lower than the previous year budget. The FY 2018 – 2019 budget increased 28 percent over the FY 2017 – 2018 budget due to anticipated increases in insurance costs. Actual employee benefits expense has averaged a 5 percent year over year increase for the previous five years. This year's budget was readjusted to better align with actual costs. In fiscal year 2015 - 2016, the Authority adopted a self-funded insurance program for its medical insurance, which has provided more control over the cost of these benefits but cannot completely curb the general escalation of cost. This year the cost to the employees will be increased 5 percent to help offset these rising expenses.

Pension expense of \$3.1M is \$85K or 2.8 percent higher than the previous budget year. This line item is budgeted as a percentage of salaries and also includes an additional contribution of \$133K necessary to maintain the set allocation between Clayton County employees and Authority employees of 84 percent and 16 percent, respectively. Because this line item is budgeted as a percentage of salaries, actual expenses for this line item averages less than the budgeted amount over the previous five years.

Retiree Benefits, Other Post-Employment Benefits (OPEB), of \$823K make up the remaining portion of the Personal Services category. This line item increased \$30K or 4 percent over the previous budget year due to increases in medical insurance.

Operating Expenses

Operating Expenses are \$39.5M for the new budget year and up 12.9 percent or \$4.5M from the previous budget. This increase is due to the upcoming year's initiatives which includes undertaking six of the thirty-two projects recommended in the Strategic Asset Management Plan [SAMP], the monitoring and maintenance of the water quality projects completed at the reservoirs and security monitoring for the newly implemented phases of security systems at facilities throughout the Authority as well as the placement of full-time security officers at both of our customer service centers.

The *Operating Materials and Supplies* category of \$5.1M is up \$906K or 22 percent from the previous year budget. *Chemical* expenses make up \$2.6M of this category and make up \$590K of the increase over the previous year budget. This increase is due to a combination of changes in pricing of certain chemicals, changes in the types of chemicals used and increases in the amount of water and sewer flow treated. Another large account in this category, is *Other Materials* budgeted at \$1.7M. This account is budgeted at \$247K higher than the previous year primarily due to additional meter setting materials required for the increased work anticipated in the upcoming year. This category includes various supply needs for maintenance of the Authority's infrastructure and facilities including pipe, pipefittings, manhole covers, shovels and other miscellaneous items often issued from the warehouse such as washers, gloves, duct tape and other miscellaneous supplies necessary in day-to-day utility activities. Other accounts in this category include *Lab Supplies*, *Tools and Shop Supplies*, *Uniforms* and *Technology and Software*. The budgeted amount for each of these accounts combine to increase this category \$58K over the previous budget year.

The *Vehicle Supplies* expense category includes gas, oil, diesel fuel and tires with gas prices being the primary budgetary factor used. This line item is budgeted at \$510K in the current fiscal year, which is up \$22K over last year's budget. Gasoline prices have increased over the previous year and make up almost the entire amount of this increase. Actual expenses in this category have averaged \$454K over the previous five years and \$417K over the previous three years due to lower gas prices. Over the last five fiscal years, the Authority has purchased an average of 200,000 gallons of fuel, 108,000 gallons of diesel and 92,000 gallons of unleaded. For every 1-cent drop in the price of fuel, CCWA saves about \$2K.



Administrative Supplies expense category includes office and janitorial supplies, printing and postage which is budgeted at \$345K and is up \$35K or 11 percent from the FY 2018 – 2019 budget. The increase in postage rates added \$20K to this year's budget.

The *Special Purchases* expense category contains the line items *Water Purchases*, *Employee Recognition*, *Toilet Rebate* and the *Hardship Assistance Program* which is funded by the revenue received from cell tower leases. These actual expenses are typically \$100K or less a year. Due to a taste and odor issue in early fall of 2017, water was purchased from the city of Atlanta which increases the actual expense in this category by \$866K. This category also includes the budgeted amount for *Contingencies* where additional funds are held after all budgetary requests are met. These funds are used for projects throughout the year, at the discretion of the General Manager and Board of Directors. This year the amount is budgeted at \$2.5M, which is \$276K higher than the previous year budget to accommodate estimated increases from the final outcome of the compensation study and medical insurance funding changes not solidified before the proposed budget is presented for approval.

Utility expense is budgeted at \$8.0M, which is \$225K or 3 percent higher than the previous budget year. This year's budget is the first year to include the newly completed General Services Building which added \$14K in additional utility costs. Changes in telephone service platforms and additional mobile and mobility cellular devices increased this expense category \$86K.

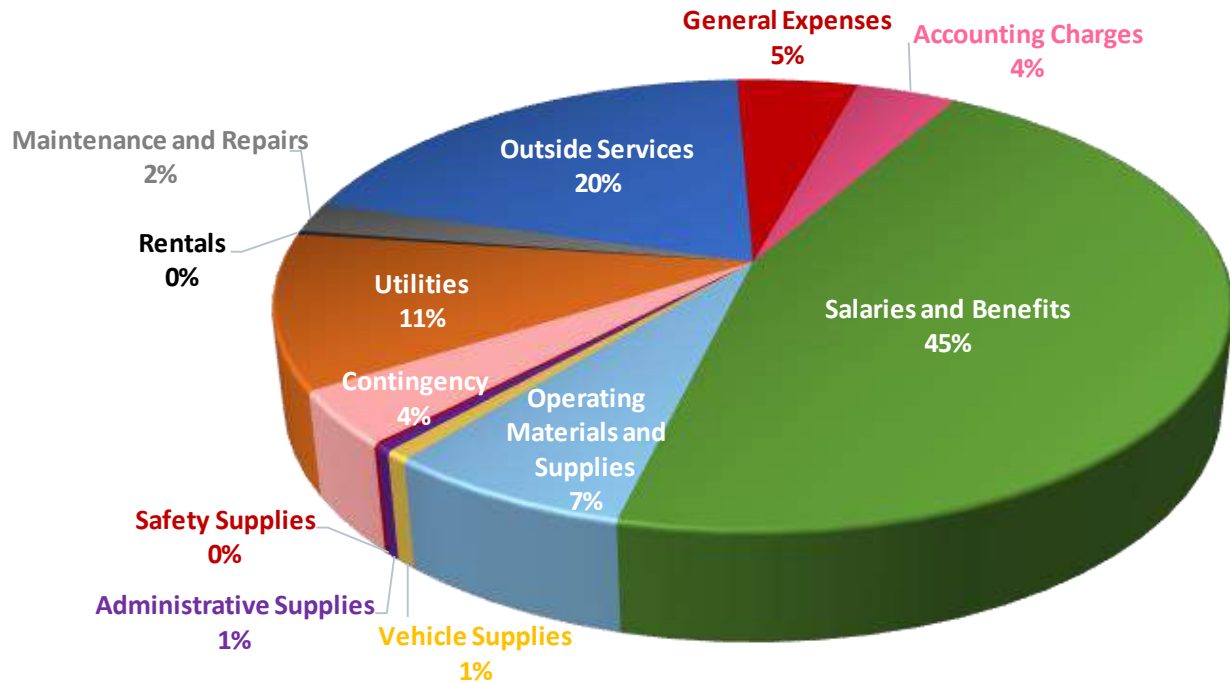
Maintenance and Repair expenses have been budgeted at \$1.6M, which is \$206K higher than the prior year budget. Actual expenses over the prior five fiscal years have averaged \$1.1M. The higher budgeted amount provides a safeguard against an unplanned repair caused by weather or emergency event.

Outside Services expense category consists of a wide range of professional services and third-party assistance including engineering and technology consulting, legal and audit fees, along with various types of maintenance on property facilities and equipment. This line item is budgeted at \$14.7M and is up \$2.2M or 18 percent from the previous year budget. With \$500M in capital assets and rapidly growing, a project was undertaken last year to develop a Strategic Asset Management Plan (SAMP). The FY 2019 – 2020 budget includes six of the thirty-two projects recommended in the plan. These projects account for \$1.25M of the increase in the *Outside Services* expense. Nine separate maintenance expense line items in this category increased a total of \$700K from the previous budget. *Collection System and Outfall Maintenance* increased \$153K due to additional planned work in this area. *Building and Grounds Maintenance* of \$800K increased \$311K in this year's budget. This increase is due to internal and external painting and sealing of several buildings throughout the Authority. Various changes in planned maintenance for equipment and the distribution and water supply system make up the remaining increase of \$236K in this subgroup. *Security Monitoring and Maintenance* increased this expense category by \$345K due to the implementation of the additional phases of the organization's security project along with hiring a security firm to place guards at both of our customer service locations. Finally, anticipated increases in the cost of solids disposal added \$353K to this expense category.

The *General Expenses* category contains the expense line items of *Employee Bonding*, *Property Insurance*, *Training* and *Annual Software License Fees*. At \$3.5M, the *General Expenses* category has increased \$256K or 8 percent from the previous year budget. Accounting for \$125K of the increase, was the purchase of additional *Annual Software Licenses* for various applications the Authority uses, as well as, the overlap in fees charged for our customer information system (CIS) as we transition from the current CIS to the new system in the upcoming year. *Property Insurance* and *Employee Bonding and Liability Insurance* added \$152K of the increase to this category of expenses.



Operating Expenses - Percentage by Category Type



Debt Service

Debt Service includes the required bond debt service for the upcoming year of \$19.3M; the principal and interest payments for two GEFA loans totaling \$798K; and estimated interest-only payments of \$78K for the new GEFA loan that will fund a portion of the large sewer interceptor rehabilitation project. Detailed information about long-term debt is in the [Planning and Direction](#) section of this document under the heading [Debt](#).





Capital Expenditures

Capital expenditures is the use of funds to obtain a long-term asset or extend the productive life of an existing asset used in the operations of a business over multiple year periods. Sometimes referred to as capital outlay, this category of the Capital Budget primarily accounts for the purchase of equipment and vehicles and can vary year to year. CCWA has 175 fleet trucks that range in age from 2000 through 2018. Approximately 10 percent are replaced annually based on a scoring factor that includes mileage, corrective maintenance cost and age. This year 15 were budgeted to be replaced. Vehicles and equipment replaced are sold at auction and proceeds from the sale have averaged \$147K over the last four years. The current year budgeted request is \$3.5M which is \$600K higher than the previous year budget. The budgeted amount over the previous five fiscal years, has averaged \$2.3M. The increase in this budget year is due to the atypical replacements of larger equipment that includes a two dump trucks (\$95K each), a crane truck (\$295K) and an excavator (\$119K). The Authority utilizes the State of Georgia contract pricing for the majority of its fleet replacement. Exceptions occur when larger equipment or trucks can be purchased at lower prices through a competitive bidding process. A list of planned capital expenditures can be found in the table that follows. A detailed listing of capital purchases is in the [Capital Budget](#) section of this document under the heading [Capital Expenditures – Water and Sewer Fund](#).



| Description | Replacement | New | Total |
|--|---------------------|-------------------|---------------------|
| Vehicles | | | |
| Trucks - Fleet | \$ 433,964 | \$ 35,358 | \$ 469,322 |
| Trucks - Dump, Heavy | 390,376 | 95,076 | 485,452 |
| Trailers | - | - | - |
| Buildings and Structures | | | |
| Building, Roof, Paving | 256,000 | 179,500 | 435,500 |
| Tanks and Containers | 375,000 | - | 375,000 |
| Equipment | | | |
| Field Equipment - Construction Equipment | 21,650 | 148,992 | 170,642 |
| Data Processing/IT System Equipment | 211,000 | 362,000 | 573,000 |
| Plant Equipment | 938,987 | 36,840 | 975,827 |
| Other | 25,000 | 100 | 25,100 |
| Total Capital Equipment | \$ 2,651,977 | \$ 857,866 | \$ 3,509,843 |

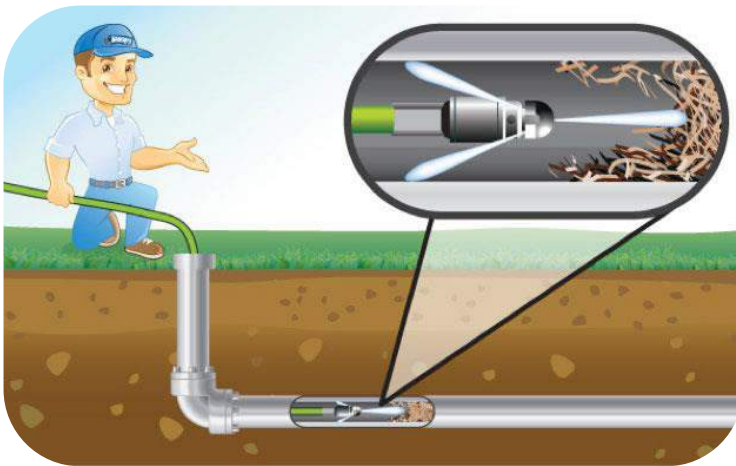


Capital Project

This category of the Capital Budget involves projects that benefit the operations of the Authority over multiple years. CCWA differentiates *Capital Projects* from *Capital Expenditures* by defining a Capital Project as one that requires multiple resources to complete. These resources could include any combination of inside labor, outside labor and various materials or products that require assembly or construction to become a long-term asset. The amount budgeted for the upcoming fiscal year of \$5.6M is \$1.8M lower than the previous budget year, based on project need. The average budgeted amount in this category, over the previous five years, is \$9.8M. Amounts budgeted in this category exclude inside labor costs, which are included in the operating budget in the Personal Services category. Additional detail of capital projects funded in the FY 2019 – 2020 budget, is located in the [Capital Budget](#) section of this document under the heading [Renewal and Extension Funded Projects – Detailed Listing by Project](#).

Capital Project Summary – Water and Sewer Fund

| Construction Line | Project Description | Amount Budgeted | Construction Line | Project Description | Amount Budgeted |
|-------------------|---|-----------------|-------------------------------|----------------------------|---------------------|
| [RE146] | Outdoor Break Area - Meter Services | \$ 21,800 | [RE225] | Water Line Inspection | \$ 40,000 |
| [RE146] | Breakroom Remodel - Forest Park | 20,000 | [RE226] | Sewer Line Inspection | 40,000 |
| [RE146] | Drive-Thru Renovations - Forest Park | 12,000 | [RE227] | Water Meter Inspection | 40,000 |
| [RE146] | Call Center Furniture (Additional funds: 3-135-3) | 6,800 | [RE230] | Blade Server | 45,000 |
| [RE146] | Breakroom Renovations - Hooper Plant | 10,000 | [RE230] | DR Storage Replacement | 48,000 |
| [RE166] | Basin Level Sewer Rehab | 2,500,000 | [RE230] | San Switch Console | 48,000 |
| [RE174] | Galvanized Water Main Replacement | 1,500,000 | [RE230] | Network Equipment | 35,000 |
| [RE180] | DOT - Valley Hill Rd Connector and Bridge | 318,000 | [RE230] | SCADA Host Refresh | 46,000 |
| [RE180] | DOT - Tara Blvd | 120,000 | [RE230] | Hyperconverged Pilot | 40,000 |
| [RE219] | Walnut Creek Lift Station Evaluation and Design | 500,000 | [RE230] | IT Parts Room Equipment | 10,000 |
| [RE222] | Security Mgt System Phase 3 | 200,000 | [RE230] | Automated Testing Software | 30,000 |
| | | | Total Capital Projects | | \$ 5,630,600 |





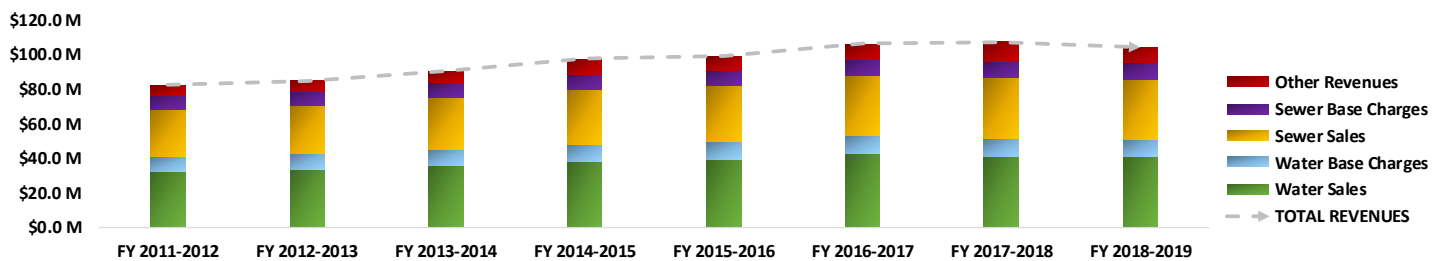
Budgetary Analysis – Revenues and Expenses: Actual Performance to Budget Comparison

(in millions)

| | Actual FY 2016 - 2017 | Actual FY 2017 - 2018 | Est Actual FY 2018 - 2019 | Budget FY 2019 - 2020 | % Chg Budget FYE 19 -FYE 20 | % Chg Est Act FYE 19 to Budget FYE 20 |
|-------------------------|--------------------------|--------------------------|------------------------------|--------------------------|-----------------------------------|---|
| REVENUES | | | | | | |
| Water Sales | \$53.11 M | \$51.64 M | \$51.25 M | \$50.17 M | -0.8% | -2.1% |
| Sewer Sales | 44.19 M | 44.33 M | 43.93 M | 43.41 M | 0.9% | -1.2% |
| Installation Charges | 0.93 M | 1.31 M | 1.16 M | 0.88 M | 44.9% | -24.8% |
| Account Service Charges | 4.07 M | 4.00 M | 3.88 M | 3.96 M | -0.2% | 1.9% |
| Miscellaneous Income | 0.88 M | 2.59 M | 0.90 M | 0.55 M | 30.0% | -38.7% |
| Interest Income | 0.04 M | 0.04 M | 0.03 M | 0.03 M | -18.0% | 0.4% |
| Impact Fees | 1.33 M | 2.58 M | 1.63 M | 1.54 M | 75.4% | -5.7% |
| Interfund Transfer | 1.86 M | 1.16 M | 1.41 M | 1.27 M | -10.1% | -10.1% |
| TOTAL REVENUES | \$106.41 M | \$107.64 M | \$104.21 M | \$101.80 M | 0.9% | -2.3% |
| EXPENSES | | | | | | |
| Personal Services | \$27.11 M | \$28.04 M | \$29.23 M | \$32.92 M | -0.4% | 12.6% |
| Operating Expenses | 25.87 M | 27.72 M | 28.58 M | 39.50 M | 12.9% | 38.2% |
| Debt Service | 20.99 M | 20.89 M | 21.92 M | 20.24 M | -10.6% | -7.6% |
| Capital Expenditures | 1.57 M | 1.22 M | 2.50 M | 3.51 M | 21.3% | 40.2% |
| Capital Projects | 26.87 M | 30.54 M | 8.67 M | 5.63 M | -23.5% | -35.0% |
| TOTAL EXPENSES | \$102.41 M | \$108.40 M | \$90.90 M | \$101.80 M | 0.9% | 12.0% |

The current budget year forecast assumes revenue from water and sewer sales will be consistent with estimated actual financial performance of fiscal year ending April 30, 2019. To be conservative, projected revenue based on usage from these sources were discounted 2 percent.

Actual Revenues – FY 2012 to FY 2019



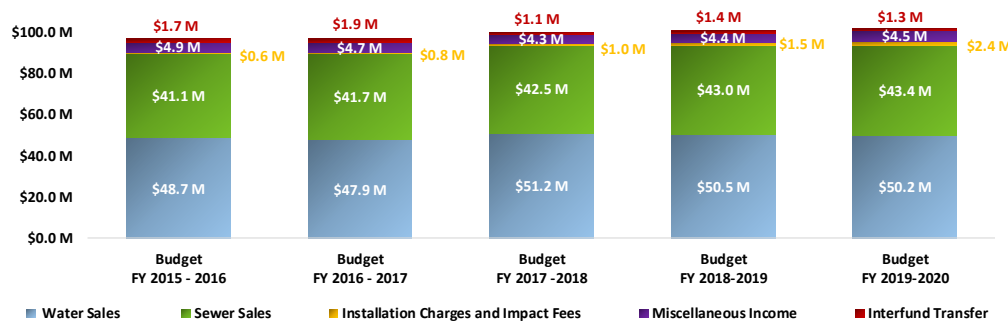


Budgetary Analysis – Revenues: Budget to Budget Comparison

(in millions)

| | Budget FY 2015 - 2016 | Budget FY 2016 - 2017 | % Chg Budget FYE 16 -FYE 17 | Budget FY 2017 - 2018 | % Chg Budget FYE 17 -FYE 18 | Budget FY 2018 - 2019 | % Chg Budget FYE 18 -FYE 19 | Budget FY 2019 - 2020 | % Chg Budget FYE 19 -FYE 20 |
|-------------------------|--------------------------|--------------------------|-----------------------------------|--------------------------|-----------------------------------|--------------------------|-----------------------------------|--------------------------|-----------------------------------|
| REVENUES | | | | | | | | | |
| Water Sales | \$48.69 M | \$47.91 M | -1.6% | \$51.21 M | 6.9% | \$50.55 M | -1.3% | \$50.17 M | -0.8% |
| Sewer Sales | 41.06 M | 41.70 M | 1.6% | 42.54 M | 2.0% | 43.04 M | 1.2% | 43.41 M | 0.9% |
| Installation Charges | 0.21 M | 0.25 M | 18.2% | 0.12 M | -53.1% | 0.60 M | 420.8% | 0.88 M | 44.9% |
| Account Service Charges | 3.99 M | 3.94 M | -1.1% | 3.79 M | -3.8% | 3.96 M | 4.6% | 3.96 M | -0.2% |
| Miscellaneous Income | 0.87 M | 0.68 M | -21.5% | 0.50 M | -27.1% | 0.43 M | -14.5% | 0.55 M | 30.0% |
| Interest Income | 0.01 M | 0.03 M | 113.7% | 0.04 M | 22.9% | 0.04 M | 11.3% | 0.03 M | -18.0% |
| Impact Fees | 0.40 M | 0.52 M | 29.7% | 0.86 M | 65.1% | 0.88 M | 1.7% | 1.54 M | 75.4% |
| Interfund Transfer | 1.68 M | 1.86 M | 11.2% | 1.15 M | -38.5% | 1.41 M | 23.3% | 1.27 M | -10.1% |
| TOTAL REVENUES | \$96.90 M | \$96.90 M | 0.0% | \$100.20 M | 3.4% | \$100.91 M | 0.7% | \$101.80 M | 0.9% |

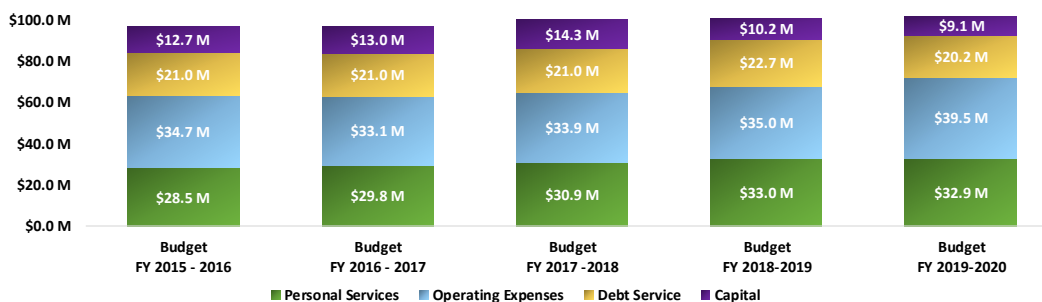
Annual revenues have been consistent budget year over budget year since FY 2015 – 2016 when the last rate increase was implemented. Revenue projections are made conservatively to assure that all planned expenses for the year are covered. *Miscellaneous Income* includes *Interest Income* and *Account Service Charges* in the graph below.



Budgetary Analysis – Expenses: Budget to Budget Comparison

(in millions)

| | Budget FY 2015 - 2016 | Budget FY 2016 - 2017 | % Chg Budget FYE 16 -FYE 17 | Budget FY 2017 - 2018 | % Chg Budget FYE 17 -FYE 18 | Budget FY 2018 - 2019 | % Chg Budget FYE 18 -FYE 19 | Budget FY 2019 - 2020 | % Chg Budget FYE 19 -FYE 20 |
|-----------------------|--------------------------|--------------------------|-----------------------------------|--------------------------|-----------------------------------|--------------------------|-----------------------------------|--------------------------|-----------------------------------|
| EXPENSES | | | | | | | | | |
| Personal Services | \$28.12 M | \$29.81 M | 6.0% | \$30.86 M | 3.6% | \$33.04 M | 7.0% | \$32.92 M | -0.4% |
| Operating Expenses | 35.08 M | 33.13 M | -5.5% | 33.94 M | 2.4% | 34.97 M | 3.0% | 39.50 M | 12.9% |
| Debt Service | 20.99 M | 20.99 M | 0.0% | 21.05 M | 0.3% | 22.65 M | 7.6% | 20.24 M | -10.6% |
| Capital Expenditures | 2.19 M | 1.79 M | -18.4% | 1.71 M | -4.2% | 2.89 M | 69.0% | 3.51 M | 21.3% |
| Capital Projects | 10.52 M | 11.18 M | 6.3% | 12.64 M | 13.0% | 7.36 M | -41.8% | 5.63 M | -23.5% |
| TOTAL EXPENSES | \$96.89 M | \$96.90 M | 0.0% | \$100.20 M | 3.4% | \$100.91 M | 0.7% | \$101.80 M | 0.9% |



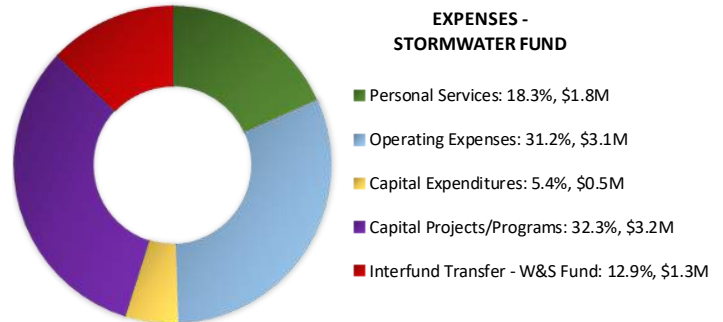
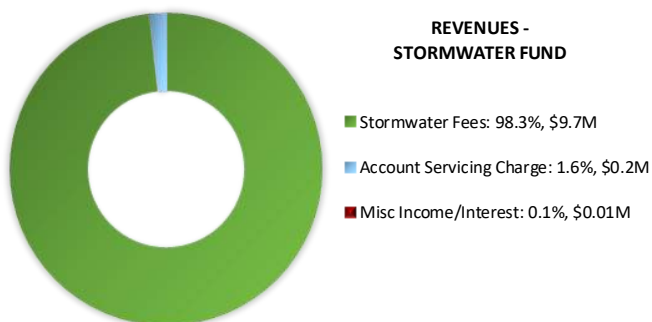


Budget Summary: Stormwater Fund

(in millions)

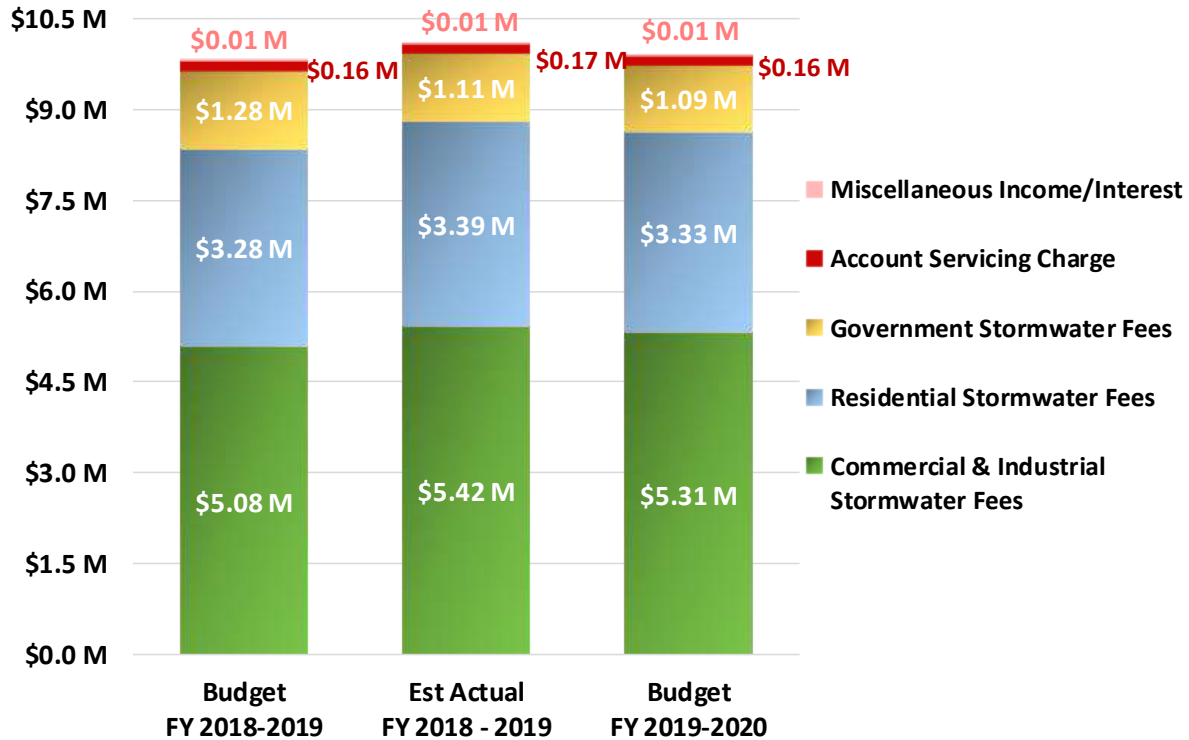
| | Budget FY 2018-2019 | Est Actual FY 2018 - 2019 | Budget FY 2019-2020 | % Chg Budget FYE 19 -FYE 20 | % Chg Act FYE 2018 with Budget FY 2018-2019 | % Chg Est Act FYE 19 to Budget FYE 20 |
|-------------------------|------------------------|------------------------------|------------------------|-----------------------------------|--|---|
| REVENUES | | | | | | |
| Stormwater Fees | \$9.64 M | \$9.92 M | \$9.72 M | 0.9% | 2.9% | -2.0% |
| Account Service Charges | 0.16 M | 0.17 M | 0.16 M | 0.0% | 5.7% | -5.4% |
| Miscellaneous Income | 0.01 M | 0.01 M | 0.01 M | -14.0% | 10.2% | -22.0% |
| Grants | 0.00 M | 0.00 M | 0.00 M | - | - | - |
| TOTAL REVENUES | \$9.81 M | \$10.10 M | \$9.89 M | 0.8% | 3.0% | -2.1% |
| EXPENSES | | | | | | |
| Personal Services | \$1.78 M | \$1.58 M | \$1.81 M | 1.7% | -11.1% | 14.4% |
| Operating Expenses | 2.78 M | 2.53 M | 3.08 M | 10.7% | -9.3% | 22.0% |
| Debt Service | 0.00 M | 0.00 M | 0.00 M | - | - | - |
| Interfund Transfer -W&S | 1.41 M | 1.41 M | 1.27 M | -10.1% | 0.0% | -10.1% |
| Capital Expenditures | 0.54 M | 0.55 M | 0.53 M | -0.9% | 2.9% | -3.7% |
| Capital Projects | 3.29 M | 4.09 M | 3.19 M | -3.0% | 24.2% | -22.0% |
| TOTAL EXPENSES | \$9.81 M | \$10.17 M | \$9.89 M | 0.8% | 3.6% | -2.7% |

The 2019 - 2020 Operating and Capital Budget of \$9.9M is up \$82K or 0.8 percent from the previous budget year. The fund has benefited from increases in occupancy rates as the economy continues to improve and new construction picks up. The additional revenue generated is being invested back into the system through the maintenance of system infrastructure. Estimated actual expenses are slightly higher than budgeted because the Board of Directors approved moving \$800K from cash reserves into the Stormwater Capital Projects Fund to complete additional work needed.





Analysis of Revenues – Stormwater Fund



Revenue Budget Assumptions FY 2019 – 2020

Stormwater Fees: Fees are budgeted at \$9.7M for the upcoming fiscal year. This is \$83K or 0.9 percent higher than the prior year budget and \$198K less than the actual revenue estimated for April 30, 2019. The FY 2019 - 2020 Stormwater Fees were budgeted with the assumption that revenues would remain consistent with estimated actual performance and discounted by 2 percent for a more conservative forecast.

Stormwater Fees are billed based on the amount of impervious service that a property owner has. With the creation of the Stormwater Fund in 2007, the impervious surface was determined based on aeriels performed in 2006 and existing CCWA account information. Digital tax parcel data, a much more accurate assessment of impervious surface, was not available at that time. In late 2013, CCWA acquired updated aerial photography and impervious surface data along with digital tax parcel data. All *Non-Residential Customers* were reassessed, and fees based on the new surface area became effective January 1, 2016. Approximately \$450K in additional Stormwater Fees have been generated using the new impervious surface data. Stormwater rates have remained constant since the fund's inception and are billed at a monthly rate of \$3.75 for residential customers and \$3.75 per 2,950 square feet of impervious surface for all non-residential customers.

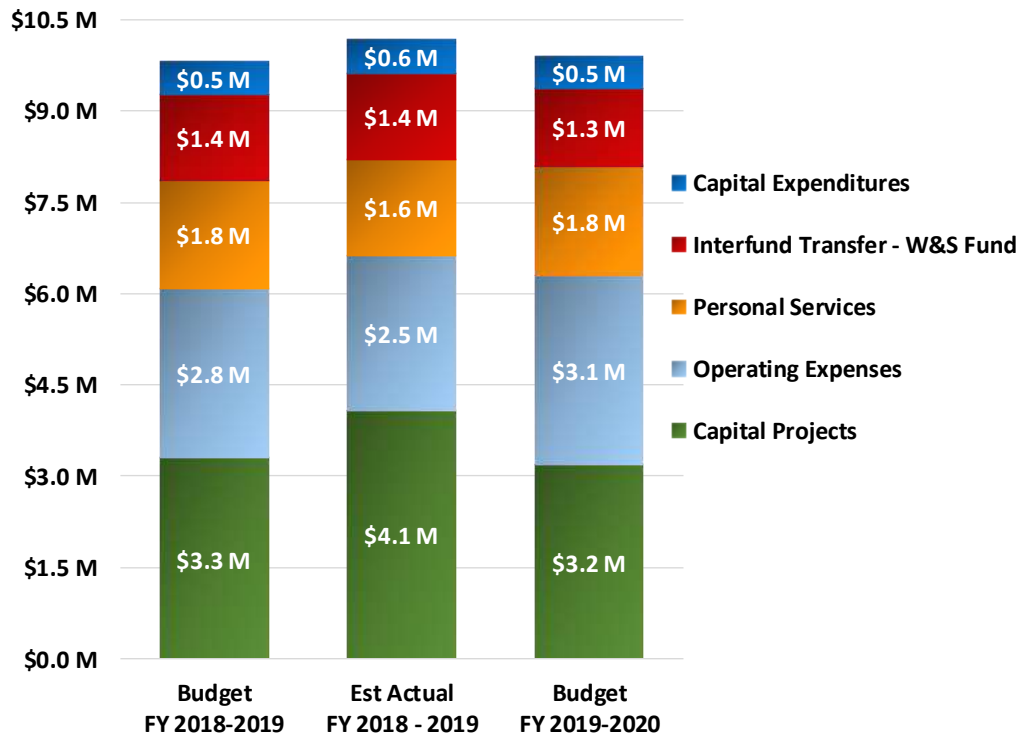
Account Service Charges are revenues associated with the fees and charges for late and delinquent payment of fees. This revenue was budgeted at \$157K for the year, which is the historical average of actual performance over the last five fiscal years.



Miscellaneous Income is revenue received from the sale of scrap materials and other minor revenues and was budgeted at \$3K, which is the minimum actual performance over the last five fiscal years.

Intergovernmental Revenues are primarily funds received from federal or state grants. No grant revenues are anticipated in the upcoming budget year.

Analysis of Expenses – Stormwater Fund



Operating and Capital Expense Budget Assumptions FY 2019 – 2020

Personal Services

This expense category includes salaries, payroll taxes, pension and medical or related benefits. As has been budgetary practice at the Authority, salaries and benefits are budgeted as if all full-time positions are filled for the entire year. This amount also includes increases for cost of living and merit of 2 percent and 3 percent, respectively. *Salaries* and *Payroll Taxes* of \$1.3M and \$96K increased \$79K or 6 percent from the previous year budget.

Estimated actual expenses for Medical and related *Benefits* at April 30, 2019 is \$196K which is \$99K lower than the FY 2018- 2019 budget. Actual employee benefits expense has averaged a 5 percent year over year increase for the previous five years. This year's budget was readjusted to better align with actual costs. In fiscal year 2015 - 2016, the Authority adopted a self-funded insurance program for its medical insurance, which has provided more control over the cost of these benefits but cannot completely curb the general escalation of cost. This year the cost to the employees will be increased 5 percent to help offset these rising expenses.

Pension expense, a percentage of *Salaries*, increased 5 percent from the previous budget year and is budgeted at \$173K.



Operating Expenses

Overall operating expenses, excluding *Personal Services*, of \$3.1M were \$299K or 11 percent higher than the previous budget year.

The *Operating Materials and Supplies* category is budgeted at \$141K and flat with the previous year budget. This category includes various supply needs for maintenance of the stormwater infrastructure including pipe, pipefittings, manhole covers, shovels and other miscellaneous items often issued from the warehouse such as washers, gloves, duct tape and other miscellaneous supplies necessary in day-to-day utility activities. Other accounts in this category include *Lab Supplies, Tools and Shop Supplies, Uniforms and Technology and Software*.

Administrative Supplies expense category includes office and janitorial supplies, printing and postage. This category was budgeted at \$15K, down \$3K from the previous year due to last year's purchase of office furniture for the new staff member and the replacement of existing office furniture and chairs.

The *Vehicle Supplies* expense has been budgeted at \$54K which is up slightly over last year's budget. This group of expenses includes gas, oil, diesel fuel and tires with gas prices being the primary budgetary factor used.

Utility expense at \$28K is up slightly from the previous year budget of \$27K.

Maintenance and Repair expenses have been budgeted at \$28K, which is \$2K lower than the previous year. This category of expenses includes maintenance or repairs of vehicles, construction equipment, non-construction equipment (i.e. trailers, light towers, generators, trash pumps, gas meters, pole cameras, chainsaws) and buildings and ground maintenance.

Outside Services expense category consists of a wide range of professional services and third-party assistance including engineering and technology consulting, legal and audit fees along with various types of maintenance on property facilities and equipment. Budgeted at \$2.3M is up \$243K or 12 percent from the previous year budget. This account increased due to changes in initiatives undertaken in the upcoming year.

The *General Expenses* category contains the expense line items of *Employee Bonding, Property Insurance, Training and Annual Software License Fees*. The budgeted amount of \$156K is \$21K higher than the previous year budget due to increases in *Property Insurance*.

Interfund Transfer to the Water and Sewer Fund is the overhead that is allocated to the Stormwater Fund to cover its share of the Authority's administrative expenses. This year's budgeted amount is \$1.3M. This is a monthly charge of \$106K versus the \$118K per month charged in the previous year. This fee is calculated using the prior fiscal year's actual expenses for certain administrative departments within the Water and Sewer Fund.



Capital Expenditures

Capital expenditures is the use of funds to obtain a long-term asset or extend the productive life of an existing asset used in the operations of a business over multiple year periods. Sometimes referred to as capital outlay, this category of the Capital Budget primarily accounts for the purchase of equipment and vehicles and can vary year to year. At \$532K, *Capital Equipment* is budgeted at \$5K lower than the previous budget year due to the differences in cost of equipment purchases from year to year. A detailed listing of capital purchases is located in the [Capital Budget](#) section of this document under the heading [Capital Expenditures – Stormwater Fund](#).

| Budget Unit - Department | Description | Replacement | New | Total |
|--------------------------------|---|-------------------|------------------|-------------------|
| STORMWATER FUND | | | | |
| 205 Stormwater Engineering | Video Equipment: Pole Inspection Camera | \$ 20,000 | | |
| 210 Stormwater Maintenance | Easements: Easements | | \$ 10,000 | |
| | Construction Equipment: Backhoe Loader | 120,000 | | |
| | Excavator | 115,000 | | |
| | Drilling/Cutting Equipment: Hydraulic Hammer for CAT Track Loader | 12,000 | | |
| | Trucks: Tandem Dump Truck | 120,000 | - | |
| | Flatbed Dump Truck | 95,076 | | |
| | Video Equipment: Portable CCTV | | 40,000 | |
| Total Capital Equipment | | \$ 482,076 | \$ 50,000 | \$ 532,076 |





Capital Projects

This category of the Capital Budget involves projects that benefit the operations of the Authority over multiple years. CCWA differentiates *Capital Projects* from *Capital Expenditures* by defining a Capital Project as one that requires multiple resources to complete. These resources could include any combination of inside labor, outside labor and various materials or products that require assembly or construction to become a long-term asset. Capital Projects are budgeted at \$3.2M compared to the previous budget year amount of \$3.3M. The amount budgeted in this category over the previous five fiscal years has averaged \$3.2M. Amounts budgeted in this category exclude inside labor costs, which are included in the operating budget in the Personal Services category. Additional detail of capital projects funded in the FY 2019 – 2020 budget is in the [Capital Budget](#) section of this document under the heading [Stormwater Funded Projects - Summary](#).

Capital Projects Summary – Stormwater Fund

| Construction Line | Project Description | Amount Budgeted |
|-------------------|-------------------------------|---------------------|
| [SW004] | Cured In Place Pipe | 1,500,000 |
| [SW005] | Removal and Replacement | 1,693,121 |
| | Total Capital Projects | \$ 3,193,121 |

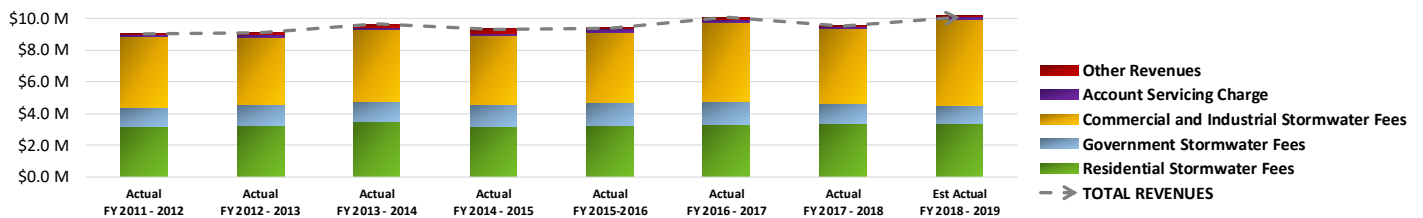




Budgetary Analysis – Revenues and Expenses: Actual Performance to Budget Comparison (in millions)

| | Actual FY 2016 - 2017 | Actual FY 2017 - 2018 | Est Actual FY 2018 - 2019 | Budget FY 2019-2020 | % Chg Budget FYE 19 -FYE 20 | % Chg Est Act FYE 19 to Budget FYE 20 |
|-------------------------|--------------------------|--------------------------|------------------------------|------------------------|-----------------------------------|---|
| REVENUES | | | | | | |
| Stormwater Fees | \$9.76 M | \$9.34 M | \$9.92 M | \$9.72 M | 0.9% | -2.0% |
| Account Service Charges | 0.17 M | 0.17 M | 0.17 M | 0.16 M | 0.0% | -5.4% |
| Miscellaneous Income | 0.02 M | 0.01 M | 0.01 M | 0.01 M | -14.0% | -22.0% |
| Grants | 0.13 M | 0.00 M | 0.00 M | 0.00 M | - | - |
| TOTAL REVENUES | \$10.06 M | \$9.52 M | \$10.10 M | \$9.89 M | 0.8% | -2.1% |
| EXPENSES | | | | | | |
| Personal Services | \$1.50 M | \$1.51 M | \$1.58 M | \$1.81 M | 1.7% | 14.4% |
| Operating Expenses | 2.78 M | 2.30 M | 2.53 M | 3.08 M | 10.7% | 22.0% |
| Debt Service | 0.00 M | 0.00 M | 0.00 M | 0.00 M | - | - |
| Interfund Transfer -W&S | 1.86 M | 1.16 M | 1.41 M | 1.27 M | -10.1% | -10.1% |
| Capital Expenditures | 0.15 M | 0.48 M | 0.55 M | 0.53 M | -0.9% | -3.7% |
| Capital Projects | 4.45 M | 5.12 M | 4.09 M | 3.19 M | -3.0% | -22.0% |
| TOTAL EXPENSES | \$10.75 M | \$10.58 M | \$10.17 M | \$9.89 M | 0.8% | -2.7% |

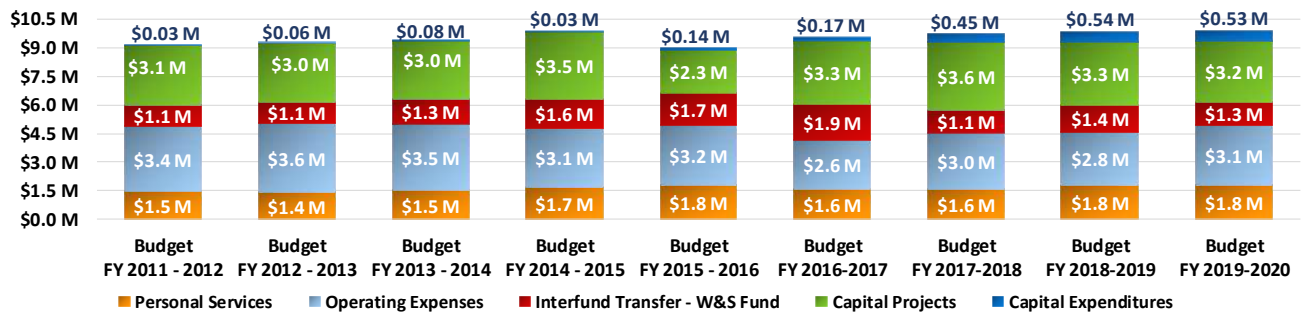
The 2019 - 2020 Operating and Capital Budget of \$9.9M is up \$82K from the previous budget year. These additional funds were used for increases in operating expenses.





Budgetary Analysis – Revenues and Expenses: Budget to Budget Comparison (in millions)

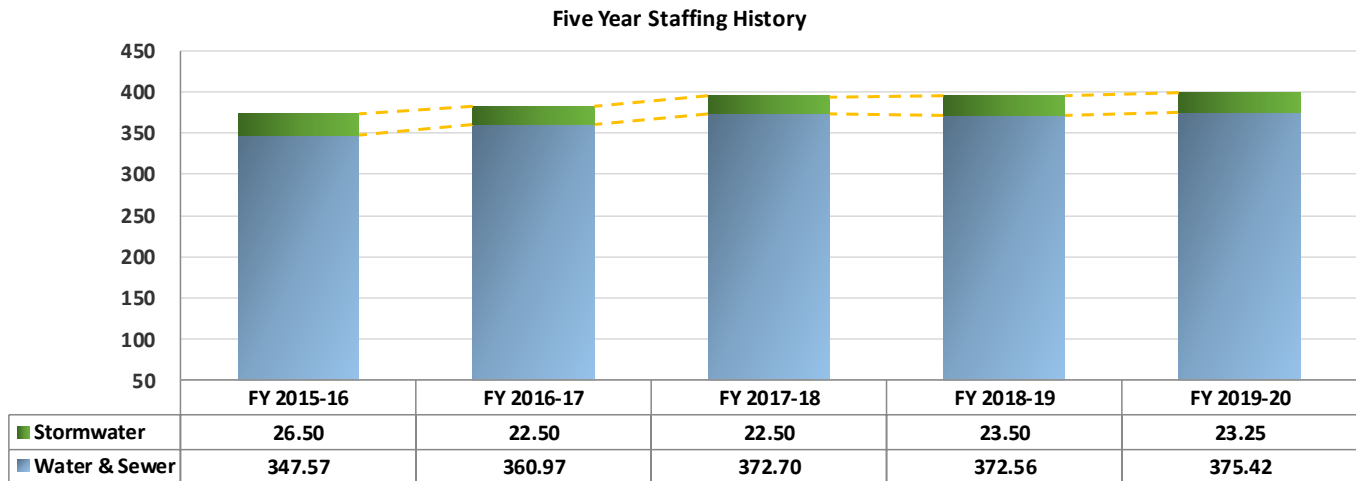
| | Budget FY 2015 - 2016 | Budget FY 2016-2017 | % Chg Budget FYE 16 -FYE 17 | Budget FY 2017-2018 | % Chg Budget FYE 17 -FYE 18 | Budget FY 2018-2019 | % Chg Budget FYE 18 -FYE 19 | Budget FY 2019-2020 | % Chg Budget FYE 19 -FYE 20 |
|-------------------------|--------------------------|------------------------|--------------------------------|------------------------|--------------------------------|------------------------|--------------------------------|------------------------|--------------------------------|
| REVENUES | | | | | | | | | |
| Stormwater Fees | \$8.84 M | \$9.34 M | 5.7% | \$9.54 M | 2.2% | \$9.64 M | 1.0% | \$9.72 M | 0.9% |
| Account Service Charges | 0.16 M | 0.17 M | 6.3% | 0.16 M | -6.4% | 0.16 M | -1.0% | 0.16 M | 0.0% |
| Miscellaneous Income | 0.01 M | 0.01 M | -0.3% | 0.01 M | -37.6% | 0.01 M | 13.7% | 0.01 M | -14.0% |
| Grants | 0.00 M | 0.00 M | - | 0.00 M | - | 0.00 M | - | 0.00 M | - |
| TOTAL REVENUES | \$9.01 M | \$9.53 M | 5.7% | \$9.71 M | 1.9% | \$9.81 M | 1.0% | \$9.89 M | 0.8% |
| EXPENSES | | | | | | | | | |
| Personal Services | \$1.78 M | \$1.58 M | -11.7% | \$1.57 M | -0.2% | \$1.78 M | 13.3% | \$1.81 M | 1.7% |
| Operating Expenses | 3.15 M | 2.59 M | -18.0% | 2.98 M | 15.3% | 2.78 M | -6.6% | 3.08 M | 10.7% |
| Debt Service | 0.00 M | 0.00 M | - | 0.00 M | - | 0.00 M | - | 0.00 M | - |
| Interfund Transfer -W&S | 1.68 M | 1.86 M | 11.2% | 1.15 M | -38.5% | 1.41 M | 23.3% | 1.27 M | -10.1% |
| Capital Expenditures | 0.14 M | 0.17 M | 22.0% | 0.45 M | 156.5% | 0.54 M | 20.0% | 0.53 M | -0.9% |
| Capital Projects | 2.26 M | 3.33 M | 47.5% | 3.57 M | 7.2% | 3.29 M | -7.6% | 3.19 M | -3.0% |
| TOTAL EXPENSES | \$9.01 M | \$9.53 M | 5.7% | \$9.71 M | 1.9% | \$9.81 M | 1.0% | \$9.89 M | 0.8% |





Staffing Summary

The Authority's goal is to balance the impact of new positions within the framework of the direction provided by our Board and work priorities established by management. This includes careful consideration of any staff changes to meet those work priorities and challenges as well as the impact of on service delivery to our customers. A chart denoting the most recent five-year history of the full-time equivalent (FTE) positions is below. A table is provided for an annual comparison of personnel for the current budget the prior two budget years. The detail of personnel by both Division and Budget Unit is in the [OPERATING BUDGET](#) section.



Summary by Division

| Authorized Personnel | FY 2017-2018 Budgeted | FY 2018-2019 Budgeted | FY 2019-2020 Budgeted |
|---|-----------------------------|-----------------------------|-----------------------------|
| Executive Department | 123.60 | 122.21 | 124.16 |
| Water Production | 33.70 | 34.36 | 33.73 |
| Program Management and Engineering | 27.43 | 26.76 | 27.66 |
| Distribution and Conveyance | 98.00 | 97.00 | 97.00 |
| Water Reclamation | 53.23 | 53.23 | 53.56 |
| General Services | 38.00 | 39.00 | 39.31 |
| Water and Sewer Fund | 373.96 | 372.56 | 375.42 |
| Stormwater Fund | 22.50 | 23.50 | 23.25 |
| Total Full-Time Employees (FTEs) | 396.46 | 396.06 | 398.67 |

The Water and Sewer Fund overall staff was increased by 2.86 FTEs. The Stormwater Fund decreased 0.25 FTE for an overall increase in staffing at the Authority of 2.61 FTE, or 0.7 percent. This was the net difference of the addition new positions in the Executive Division in the Water and Sewer Fund combined with reducing the hours of part-time positions or consolidating fractional positions in all areas of the Authority.



PLANNING AND DIRECTION

To support and guide the utility into the near and distant future, CCWA has developed several programs and initiatives.

- **Strategic Master Plan (SMP):** A variant of the Master Plan. Created in 2010 and updated every 5 years. Most recently updated in June 2015.
- **Work Priorities:** Annual assessment and prioritization of capital projects and programs done as part of annual budget process.
- **Financial Plan and Cash Flow Analysis:** Financial and cash flow projections done as part of annual budget process.
- **Key Performance Indicators (KPIs) and Levels of Service (LOS):** Quantitative, measurable targets set to evaluate Board and Management priorities, reviewed on a monthly or quarterly basis.

Strategic Master Plan

Since 1960, the Clayton County Water Authority (CCWA) has developed 10-year master plans to identify regulatory challenges, growth drivers and identify the infrastructure needed to respond to these conditions. In response to a decrease in growth following the rapid growth of the 1990's, the development of another 10-year capital plan was not enough. In 2010, CCWA developed its first Strategic Master Plan (SMP). The change in our operating environment required that the Authority be more efficient and disciplined in not only in its operations, but also in how it prioritized its operating activities and its capital projects or programs. The first step in this process was to identify the major operational components or attributes that are required for our utility to effectively, efficiently and economically provide water, wastewater and stormwater services to our customers. From this effort emerged our strategic goals that provide the impetus for CCWA to address its challenges, improve its performance and continue its success. CCWA maintains the seven strategic goals first established in the Strategic Master Plan.

| Strategy | Weighting | Description |
|--|-----------|---|
| Product Quality (PQ) | 10 | Consistently provide superior product quality and necessary quantity |
| Customer Satisfaction (CS) | 18 | Exceed customer expectations |
| Employee and Leadership Development (ED) | 20 | Hire and develop professional, highly motivated employees who will lead CCWA in the future |
| Operational Optimization/Resiliency (OO) | 20 | Optimize operations to control costs and to ensure effective response to changing regulatory, environmental and economic conditions |
| Financial Viability (FV) | 5 | Promote sound business practices and long-term planning |
| Infrastructure Stability (IS) | 22 | Develop and follow sound asset management practices |
| Stakeholder Understanding, Support and Community Sustainability (SS) | 5 | Develop strong stakeholder understanding, support and community sustainability |

The SMP is a framework with tools for planning, managing and evaluating Authority-wide performance. It considers the long-term economic, environmental and social impacts – the triple bottom line – of CCWA's business activities. It also provides a design template to guide services, projects and operations for CCWA's departments and budget units.



The Authority plans to use the SMP for a variety of objectives, from individual job goal setting and performance evaluations, to the annual Authority Board retreat and planning session.

The 2015 Strategic Master Plan (SMP) serves as an update to the 2010 SMP and will become the comprehensive guide in continuing to achieve CCWA's vision of Quality Water, Quality Service. The approach taken to develop the plan prioritizes the operating and capital projects according to CCWA's strategic priorities. Additionally, the projects are scheduled based on the priority, predecessor or successor projects and other schedule requirements and a 10-year cash flow schedule.

| Functional Area | Number of Projects | % of Total Projects | Total Project Cost | % of Overall SMP Cost |
|-----------------------------|--------------------|---------------------|----------------------|-----------------------|
| Utility-wide | 17 | 17.9% | \$32,005,000 | 9% |
| Information Technology | 13 | 13.7% | \$8,650,000 | 2% |
| Stormwater and Watersheds | 10 | 10.5% | \$41,175,000 | 11% |
| Water Production | 16 | 16.8% | \$27,525,000 | 8% |
| Distribution and Conveyance | 19 | 20.0% | \$188,725,000 | 51% |
| Water Reclamation | 12 | 12.6% | \$51,050,000 | 14% |
| General Services | 8 | 8.4% | \$17,960,000 | 5% |
| Total Projects | 95 | 100% | \$367,090,000 | 100% |

Projects scheduled for FY 2017 - 2018 were incorporated into the budgeting process, and moving forward, this document will continue to support the strategic planning and budgeting process. A financial analysis was performed to assess the cash flow needs of the SMP projects, identify funding alternatives and provide a recommendation for funding the plan. The financial analysis detailing cash flow generated from operations and Capital Improvement Plan need is located under the heading: [Financial Plan and Cash Flow Analysis](#). Detailed cash flow need for projects within the Capital Improvement Plan is located with the [Capital Budget](#) section of this document under the heading [Capital Project Listing with Annual Cash Flow Requirements](#).

Information Technology Master Plan

Over a nine-month period beginning in September 2011, CCWA embarked and developed its first Information Technology Master Plan (ITMP) separate from the Strategic Master Plan. CCWA has a significant investment in technology and realizes that information, reporting, support and resources must be available at the right time, in the right place in the right format to empower our company. Coordinated by a third-party contractor, a Technology Steering Committee of various department representatives was charged with the goal of establishing a vision and plan for how information technology can best be utilized. The committee examined our business practices, various software applications, company-wide hardware, wireless communication capacity and CCWA's internal and external reporting or information requirements and needs. Because technologies evolve so rapidly, the ITMP will be updated every three years. The ITMP goals were:

- Improve the effectiveness of CCWA's use and reliability of information technology;
- Align the various enterprise architectures (business, systems and technology) with the objectives of the Strategic Master Plan (SMP);
- Assess the efficiency of systems and controls to limit deficiencies.

In May 2012, an ITMP was completed to meet the operation and informational challenges of CCWA. Originally developed as a separate plan, the ITMP was combined into the SMP during the 2015 update due to the integral part technology plays in all facets of operations.



Work Priorities

Work Priorities are the result of an annual assessment and prioritization of capital projects and programs that is done as part of the annual budget process. Work Priority projects may come from the Strategic Master Plan or they can come from a department's separate initiative. To prioritize and rank projects, a scoring template that contains the seven strategic goals is used.

During multiple workshops, beginning in September, the management team assesses each project's impact on the individual strategies as they walk through the scoring template. A score of 1, 3, 7 and 10 are collaboratively assigned for each of the strategies with a higher score indicating more of an impact on that strategy by the project.

A score of zero is assigned if the project's impact will have a negative or adverse effect on a strategy. The higher the overall score of a project, the more likely that it will be placed on the annual work priorities list and be included in the upcoming budget. The current list of Work Priorities can be found in the [CAPITAL BUDGET](#) section under [Work Priorities – 2017 – 2018](#). A portion of the scoring tool is provided as an example below.

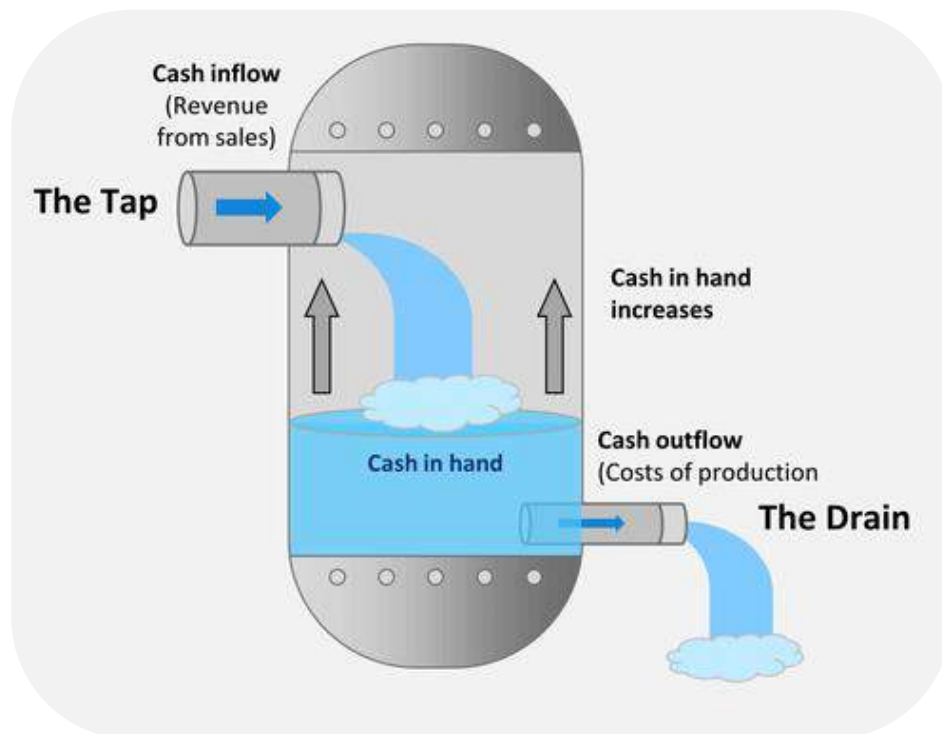
| Project Name | | | | | | | |
|---------------------|---|---|-------|-----------|-------|--|-------|
| Project Category | | | | | | | |
| Total Benefit = 0 | | Project Rating (0 = lowest, 10 = highest) | | | | | |
| Performance Measure | | 0 | Votes | 1 | Votes | 3 | Votes |
| Rating Objectives | PQ: PRODUCT QUALITY/QUANTITY 1. Impact on drinking water quality, effluent/reclaimed water quality, or stormwater quality 2. Regulatory compliance; 3. Impact on capacity | Potential Negative Impact | 0 | No Impact | 0 | SOME improvement in quality OR increases regulatory confidence OR provides needed capacity | 0 |
| | CS: CUSTOMER SATISFACTION 1. Customer satisfaction levels; 2. Customer complaints; 3. Customer responsiveness | Potential Negative Impact | 0 | No Impact | 0 | POSSIBLE improvements to satisfaction/complaints OR POSSIBLE increases in responsiveness | 0 |
| | ED: EMPLOYEE AND LEADERSHIP DEVELOPMENT 1. Morale, retention, interest in CCWA positions; 2. Staff competency, skill levels, opportunities for leadership positions; 3. Internal customer satisfaction | Potential Negative Impact | 0 | No Impact | 0 | MAY improve morale/retention OR MAY improve competency OR MAY improve internal customer satisfaction | 0 |
| | OO: OPERATIONAL OPTIMIZATION / RESILIENCY 1. Operational efficiency - likelihood of injury and/or insurance claims; 2. Responsiveness in emergency conditions, ability to recover from natural/ manmade incident; 3. Risk to employees, customers, community or property | Potential Negative Impact | 0 | No Impact | 0 | MAY improve efficiency OR MAY improve responsiveness/recovery OR MAY reduce risk | 0 |



Financial Plan and Cash Flow Analysis

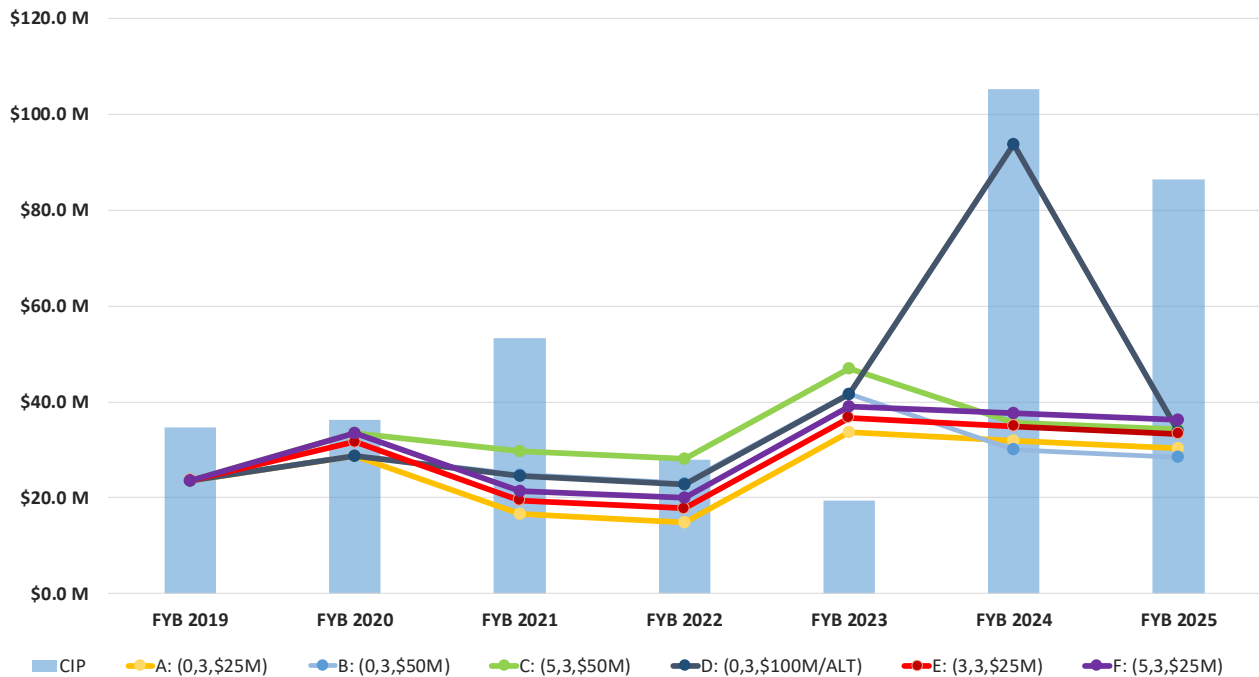
In conjunction with the Strategic Master Plan and updated annually as part of the budget process, a long-term financial plan and cash flow analysis is performed. This forecasting tool assists in determining if additional cash flow must be generated to meet projected capital projects and program needs while maintaining the debt service coverage required by bond covenants. The financial plans include applicable financial summaries for both the Water and Sewer and Stormwater Funds. The summary shows the cash flows generated by operations, annual debt service payments, debt service coverage ratio and the resulting increase to net position. Projected costs and revenues are estimates and subject to variations inherent in all projections. Consequently, the estimates are not precise predictions but rather as indications of expected trends given expenditure, revenue and financing assumptions. These assumptions are based on CCWA's policies, goals and objectives and represent management's best estimates at the time.

Of the types of project financing, organizational preference is given to deferment of projects when possible, water and sewer rate increases and use of the renewal and extension fund over use of debt. In cases of large projects that benefit multiple generations of customers, Intergenerational Equity is taken into consideration.





Capital Improvement Need and Cash Flow Generated from Operations



Assumptions for scenarios and cash flow projections are on the following page

The Authority's capital investments include projects defined in the Strategic Master Plan (SMP) in addition to projects defined annually as departmental work priorities if not have been included in the SMP. The project plan graphed includes all external costs associated with the projects and are included in the light blue segment of the vertical bars. Any internal expenses or labor associated with the Capital Improvement Program (CIP) are represented in the projected operating expenses and cash available to disburse. Between FY 2023 and FY 2024, the last bond series is retired adding \$20M to cash flow.

This graph represents estimated expenses associated with the optimal proposed Capital Improvement Program (CIP) projects and the projected cash flow available after all operating expenses and debt service payments are made. Project totals include a large interceptor, or trunk sewer, rehabilitation project that is estimated to cost \$69M dollars. It should be noted that these scenarios are created for general analysis and discussion purposes only. Depending on board approval, project timing or scope can be altered, or the project can be eliminated from the plan to accommodate funding preferences. Scenarios using debt as a financing option can vary significantly based on amount borrowed, interest rate fluctuations, term of repayment and structure of repayment.

Each line in the graph represents the available cash to spend on capital projects based on six different sample scenarios using combinations of three primary variables holding everything else constant. Each scenario forecasts cash flow based on four major variables; rate increases, customer growth, operating expense growth and the impact of debt – both proceeds and debt service. The proceeds and debt service. The latest rate adjustment was adopted for the 2016 – 2017 budget and became effective May 1, 2017. Rate increases for **Scenario C**, **Scenario E** and **Scenario F** have not been adopted are used in the tables and graphs below to demonstrate the impact to cash flow of these adjustments.

All six scenarios include \$25M in proceeds from a recently approved GEFA loan with an interest rate of 0.65 percent and a repayment term of 15 years, general customer growth of 1.5 percent and operating expense growth of 3 percent.



Assumptions for Cash Flow Projections

At current water and sewer sales levels, each 1 percent rate increase generates about \$1M in additional cash flow.

Scenario A (yellow line): Rate Increase-0%; Operating Expense Growth-3%; Debt Proceeds-\$25M; Customer Growth-1.5%.

Scenario B (medium blue line): Rate Increase-0%; Operating Expense Growth-3%; Debt Proceeds-\$50M; Customer Growth-1.5%.

Scenario C (light green line): Rate Increase-5% FY2020-21; Operating Expense Growth-3%; Debt Proceeds-\$50M; Customer Growth-1.5%.

Scenario D (dark blue line): Rate increase-0%; Operating Expense Growth-3%; Debt Proceeds-\$176M; Customer Growth-1.5%.

Scenario E (red line): Rate increase-3%; Operating Expense Growth-3%; Debt Proceeds-\$25M; Customer Growth-1.5%.

Scenario F (purple line): Rate Increase-5% FY2020-21; Operating Expense Growth-3%; Debt Proceeds-\$25M; Customer Growth-1.5%.

a) Operating Revenues: Held constant in all 5 scenarios; addition to revenue detailed in Cash Flows from Projected Changes – items c) through i).

b) Operating Expenses: 3% annual operating expense growth in all Scenarios.

c) thru f) Rev: Increased growth – base and consumption- Water and Sewer: Additional revenue generated from general customer base growth. Historical growth rate of 1.5% was used.

g) Rev: Increased customer base: Additional revenue generated from water and sewer usage from large new residential, commercial or industrial customers.

h) Rev: Tap Fees: Additional revenue generated from new development; connection fees. Historical growth rate of 1.5% was used.

i) Rev: Rate Increase: Water- base: (each 1%=\$107K); Sewer – base: (each 1%=\$97K); Water – consumption (each 1%=\$405K); Sewer – Consumption: (each 1%=\$343K). Additional revenue generated from rate increases. For every 1% increase in rates, approximately \$953K in additional revenue is generated. Scenarios with rate increases start in the next budget year. First year FY2020-21.

j) Exp: Decreased/ (Increased) Operating Expense: Unique expense in addition to 3% growth in item b)

k) Impact Fees: Additional revenue generated from new commercial and industrial development and expansions. Historical growth rate of 1.5% was used.

l) Operating Transfers in – from Stormwater: Interfund transfers from the Stormwater Fund to cover its share of administrative expenses incurred by the Water and Sewer Fund that budgets all administrative costs. A 3% annual growth rate is applied, consistent with the operating expense growth rate.

m) Existing Bond Debt Service: Bond debt service principal and interest payments are projected as payments made to the debt service accounts (sinking fund) and occur one fiscal year ahead of payments to bondholders (~\$20.3M annually). Latest maturity of existing debt is May 1, 2023 from accumulated payments made to the Debt Service Account through FY 2022-2023.

n) Existing GEFA Debt Service: GEFA Loan CW02008 (Wetlands) matures November 1, 2025 and Loan DW00002P (Backflows) matures April 1, 2026.

o) Proposed New Debt P&I Payments: Principal and Interest payments on new debt.

p) Interest Only Payments: Interest during construction phase of the project.

q) Capital Expenditures: Expense for equipment and assets not included in a Capital Projects. Projected asset replacement costs.

r) Cash Reserve for Contingency: Funding reserved for emergency projects.

s) Loan Proceeds: Loan disbursements for construction of the large interceptor project.



Scenario A (0%, 3%, \$25M):

| Fiscal Year Ended April 30, | Projected - FYE | | | | | |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
| Cash Flows from Current Operations | | | | | | |
| a) Operating Revenues | \$ 98,889,885 | \$98,889,885 | \$98,889,885 | \$98,889,885 | \$98,889,885 | \$98,889,885 |
| b) Less: Operating Expenses (net Depr) | 54,900,741 | 56,547,763 | 58,244,196 | 59,991,522 | 61,791,268 | 63,645,006 |
| Cash Flows from Operations | \$43,989,144 | \$42,342,122 | \$40,645,689 | \$38,898,363 | \$37,098,617 | \$35,244,879 |
| Cash Flows from Projected Changes | | | | | | |
| c) Rev: Increased Growth - consumption- Water | \$ 394,642 | \$ 400,561 | \$ 406,570 | \$ 412,668 | \$ 418,858 | \$ 425,141 |
| d) Rev: Increased Growth - consumption - Sewer | 337,325 | 342,384 | 347,520 | 352,733 | 358,024 | 363,394 |
| e) Rev: Increased Growth - base - Water | 107,010 | 108,615 | 110,244 | 111,898 | 113,576 | 115,280 |
| f) Rev: Increased Growth - base - Sewer | 96,777 | 98,229 | 99,702 | 101,197 | 102,715 | 104,256 |
| g) Rev: Increased Customer Base | - | - | - | - | - | - |
| h) Rev: Tap Fees | 8,760 | 8,891 | 9,025 | 9,160 | 9,298 | 9,437 |
| i) Rev: Rate Increase - Water | - | - | - | - | - | - |
| Rev: Rate Increase - Sewer | - | - | - | - | - | - |
| j) Exp: Decreased / (Increased) Operating Expenses | - | - | - | - | - | - |
| Proposed Project-Related Cash Flows | \$ 944,513 | \$ 958,681 | \$ 973,061 | \$ 987,657 | \$ 1,002,472 | \$ 1,017,509 |
| Non-Operating Revenues (Expenses) | | | | | | |
| k) Impact Fees-Water/Sewer | \$ 1,539,088 | \$ 1,692,997 | \$ 1,718,392 | \$ 1,744,168 | \$ 1,770,330 | \$ 1,796,885 |
| l) Operating Transfers in -from Stormwater | 1,271,151 | 1,309,286 | 1,348,564 | 1,389,021 | 1,430,692 | 1,473,612 |
| Available Cash Flows | \$ 47,743,896 | \$ 46,303,085 | \$ 44,685,706 | \$ 43,019,209 | \$ 41,302,111 | \$ 39,532,886 |
| Current Long-Term Obligations | | | | | | |
| m) Existing Bond Debt Service | \$ 19,279,700 | \$ 20,544,450 | \$ 20,545,500 | \$ 20,543,250 | \$ - | \$ - |
| n) Existing GEFA Debt Service | 797,647 | 797,647 | 797,647 | 797,647 | 797,647 | 797,647 |
| Existing Long-term Debt Service | \$ 20,077,347 | \$ 21,342,097 | \$ 21,343,147 | \$ 21,340,897 | \$ 797,647 | \$ 797,647 |
| Proposed Debt Service | | | | | | |
| o) New Debt: P&I Payments - GEFA 1 (\$25M, 15 yrs, 0.65%) | \$ - | \$ - | \$ 1,749,688 | \$ 1,749,688 | \$ 1,749,688 | \$ 1,749,688 |
| p) Interest Only Payment | 104,000 | 162,500 | - | - | - | - |
| Proposed Additional Obligations | \$ 104,000 | \$ 162,500 | \$ 1,749,688 | \$ 1,749,688 | \$ 1,749,688 | \$ 1,749,688 |
| Total Proposed Obligations | \$ 20,181,347 | \$ 21,504,597 | \$ 23,092,834 | \$ 23,090,584 | \$ 2,547,334 | \$ 2,547,334 |
| Debt Service Coverage - Bonds | 2.46 | 2.24 | 2.00 | 1.93 | 23.61 | 22.59 |
| Debt Service Coverage - Including GEFA Loans | 2.37 | 2.15 | 1.94 | 1.86 | 16.21 | 15.52 |
| Available Cash for Projects/Cap Expenditures | \$ 27,562,550 | \$ 24,798,488 | \$ 21,592,871 | \$ 19,928,624 | \$ 38,754,777 | \$ 36,985,551 |
| q) Capital Expenditures | 3,509,843 | 3,000,000 | 3,090,000 | 3,090,000 | 3,090,000 | 3,090,000 |
| Available Cash for Projects | \$ 24,052,707 | \$ 21,798,488 | \$ 18,502,871 | \$ 16,838,624 | \$ 35,664,777 | \$ 33,895,551 |
| r) Cash Reserve for Contingency | 10,500,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 |
| Available Cash to Disburse | \$ 13,552,707 | \$ 19,798,488 | \$ 16,502,871 | \$ 14,838,624 | \$ 33,664,777 | \$ 31,895,551 |
| s) Loan Proceeds | 10,000,000 | 9,000,000 | - | - | - | - |
| Net Cash | \$ 23,552,707 | \$ 28,798,488 | \$ 16,502,871 | \$ 14,838,624 | \$ 33,664,777 | \$ 31,895,551 |

The graph on [page 74](#) illustrates the cumulative capital improvement funding need (blue vertical bar) in relationship to the cumulative cash flow available (horizontal line; per scenario) after operating expenses and debt service payments are made for each fiscal year. The yellow line shows the impact of **Scenario A** that assumes expense growth of 3 percent and is considered the most conservative option because cash flow is generated by tightly controlling operating expenses. This option produced the highest deficit of \$91.9M through FY 2025-2026 between proposed capital projects planned and the cash flow available to cover the estimated costs and timing of those projects. Between FY 2023 and FY 2024, the last bond series is retired adding \$20M to cash flow.



Scenario B (0%, 3%, \$50M):

| Fiscal Year Ended April 30, | Projected - FYE | | | | | |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
| Cash Flows from Current Operations | | | | | | |
| a) Operating Revenues | \$ 98,889,885 | \$98,889,885 | \$98,889,885 | \$98,889,885 | \$98,889,885 | \$98,889,885 |
| b) Less: Operating Expenses (net Depr) | 54,900,741 | 56,547,763 | 58,244,196 | 59,991,522 | 61,791,268 | 63,645,006 |
| Cash Flows from Operations | \$ 43,989,144 | \$ 42,342,122 | \$ 40,645,689 | \$ 38,898,363 | \$ 37,098,617 | \$ 35,244,879 |
| Cash Flows from Projected Changes | | | | | | |
| c) Rev: Increased Growth - consumption- Water | \$ 394,642 | \$ 400,561 | \$ 406,570 | \$ 412,668 | \$ 418,858 | \$ 425,141 |
| d) Rev: Increased Growth - consumption - Sewer | 337,325 | 342,384 | 347,520 | 352,733 | 358,024 | 363,394 |
| e) Rev: Increased Growth - base - Water | 107,010 | 108,615 | 110,244 | 111,898 | 113,576 | 115,280 |
| f) Rev: Increased Growth - base - Sewer | 96,777 | 98,229 | 99,702 | 101,197 | 102,715 | 104,256 |
| g) Rev: Increased Customer Base | - | - | - | - | - | - |
| h) Rev: Tap Fees | 8,760 | 8,891 | 9,025 | 9,160 | 9,298 | 9,437 |
| i) Rev: Rate Increase - Water | - | - | - | - | - | - |
| Rev: Rate Increase - Sewer | - | - | - | - | - | - |
| j) Exp: Decreased / (Increased) Operating Expenses | - | - | - | - | - | - |
| Proposed Project-Related Cash Flows | \$ 944,513 | \$ 958,681 | \$ 973,061 | \$ 987,657 | \$ 1,002,472 | \$ 1,017,509 |
| Non-Operating Revenues (Expenses) | | | | | | |
| k) Impact Fees-Water/Sewer | \$ 1,539,088 | \$ 1,692,997 | \$ 1,718,392 | \$ 1,744,168 | \$ 1,770,330 | \$ 1,796,885 |
| l) Operating Transfers in -from Stormwater | 1,271,151 | 1,309,286 | 1,348,564 | 1,389,021 | 1,430,692 | 1,473,612 |
| Available Cash Flows | \$ 47,743,896 | \$ 46,303,085 | \$ 44,685,706 | \$ 43,019,209 | \$ 41,302,111 | \$ 39,532,886 |
| Current Long-Term Obligations | | | | | | |
| m) Existing Bond Debt Service | \$ 19,279,700 | \$ 20,544,450 | \$ 20,545,500 | \$ 20,543,250 | \$ - | \$ - |
| n) Existing GEFA Debt Service | 797,647 | 797,647 | 797,647 | 797,647 | 797,647 | 797,647 |
| Existing Long-term Debt Service | \$ 20,077,347 | \$ 21,342,097 | \$ 21,343,147 | \$ 21,340,897 | \$ 797,647 | \$ 797,647 |
| Proposed Debt Service | | | | | | |
| o) New Debt: P&I Payments - GEFA 1 (\$25M, 15 yrs, 0.65%) | \$ - | \$ - | \$ 1,749,688 | \$ 1,749,688 | \$ 1,749,688 | \$ 1,749,688 |
| Proposed New Debt: P&I Payments - GEFA 2 (\$25M, 15 yrs, 1.25%) | | | | | | 1,828,662 |
| p) Interest Only Payment | 104,000 | 162,500 | 104,167 | 208,333 | 312,500 | |
| Proposed Additional Obligations | \$ 104,000 | \$ 162,500 | \$ 1,853,854 | \$ 1,958,021 | \$ 2,062,188 | \$ 3,578,350 |
| Total Proposed Obligations | \$ 20,181,347 | \$ 21,504,597 | \$ 23,197,001 | \$ 23,298,918 | \$ 2,859,834 | \$ 4,375,996 |
| Debt Service Coverage - Bonds | 2.46 | 2.24 | 1.99 | 1.91 | 20.03 | 11.05 |
| Debt Service Coverage - Including GEFA Loans | 2.37 | 2.15 | 1.93 | 1.85 | 14.44 | 9.03 |
| Available Cash for Projects/Cap Expenditures | \$ 27,562,550 | \$ 24,798,488 | \$ 21,488,705 | \$ 19,720,291 | \$ 38,442,277 | \$ 35,156,889 |
| q) Capital Expenditures | 3,509,843 | 3,000,000 | 3,090,000 | 3,090,000 | 3,090,000 | 3,090,000 |
| Available Cash for Projects | \$ 24,052,707 | \$ 21,798,488 | \$ 18,398,705 | \$ 16,630,291 | \$ 35,352,277 | \$ 32,066,889 |
| r) Cash Reserve for Contingency | 10,500,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 |
| Available Cash to Disburse | \$ 13,552,707 | \$ 19,798,488 | \$ 16,398,705 | \$ 14,630,291 | \$ 33,352,277 | \$ 30,066,889 |
| s) Loan Proceeds | 10,000,000 | 9,000,000 | 8,333,333 | 8,333,333 | 8,333,333 | - |
| Net Cash | \$ 23,552,707 | \$ 28,798,488 | \$ 24,732,038 | \$ 22,963,624 | \$ 41,685,610 | \$ 30,066,889 |

The graph on [page 74](#) illustrates the cumulative capital improvement funding need (blue vertical bar) in relationship to the cumulative cash flow available (horizontal line; per scenario) after operating expenses and debt service payments are made for each fiscal year. **Scenario B** illustrates that an additional \$25M in debt could not compensate a rate increase. This scenario had a cumulative funding shortfall of \$71.2M over the remaining seven years of the forecasted period. Between FY 2023 and FY 2024, the last bond series is retired adding \$20M to cash flow.



Scenario C (5%, 3%, \$50M):

| Fiscal Year Ended April 30, | Projected - FYE | | | | | |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
| <i>Cash Flows from Current Operations</i> | | | | | | |
| a) Operating Revenues | \$ 98,889,885 | \$ 98,889,885 | \$ 98,889,885 | \$ 98,889,885 | \$ 98,889,885 | \$ 98,889,885 |
| b) Less: Operating Expenses (net Depr) | 54,900,741 | 56,547,763 | 58,244,196 | 59,991,522 | 61,791,268 | 63,645,006 |
| Cash Flows from Operations | \$ 43,989,144 | \$ 42,342,122 | \$ 40,645,689 | \$ 38,898,363 | \$ 37,098,617 | \$ 35,244,879 |
| <i>Cash Flows from Projected Changes</i> | | | | | | |
| c) Rev: Increased rates - consumption- Water | \$ 394,642 | \$ 400,561 | \$ 406,570 | \$ 412,668 | \$ 418,858 | \$ 425,141 |
| d) Rev: Increased rates - consumption - Sewer | 337,325 | 342,384 | 347,520 | 352,733 | 358,024 | 363,394 |
| e) Rev: Increased rates - base - Water | 107,010 | 108,615 | 110,244 | 111,898 | 113,576 | 115,280 |
| f) Rev: Increased rates - base - Sewer | 96,777 | 98,229 | 99,702 | 101,197 | 102,715 | 104,256 |
| g) Rev: Increase Customer Base | - | - | - | - | - | - |
| h) Rev: Tap Fees | 8,760 | 8,891 | 9,025 | 9,160 | 9,298 | 9,437 |
| i) Rev: Rate Increase - Water | - | 2,508,258 | 2,633,671 | 2,765,355 | 2,903,622 | 3,048,804 |
| Rev: Rate Increase - Sewer | - | 2,170,508 | 2,279,033 | 2,392,985 | 2,512,634 | 2,638,265 |
| j) Exp: Decr / (Incr) Operating Expenses | - | - | - | - | - | - |
| Exp: Other | - | - | - | - | - | - |
| Proposed Project-Related Cash Flows | \$ 944,513 | \$ 5,637,447 | \$ 5,885,765 | \$ 6,145,996 | \$ 6,418,728 | \$ 6,704,578 |
| k) Impact Fees-Water/Sewer | \$ 1,539,088 | \$ 1,692,997 | \$ 1,718,392 | \$ 1,744,168 | \$ 1,770,330 | \$ 1,796,885 |
| l) Operating Transfers in -from Stormwater | 1,271,151 | 1,309,286 | 1,348,564 | 1,389,021 | 1,430,692 | 1,473,612 |
| Available Cash Flows | \$ 47,743,896 | \$ 50,981,851 | \$ 49,598,410 | \$ 48,177,548 | \$ 46,718,367 | \$ 45,219,955 |
| <i>Current Long-Term Obligations</i> | | | | | | |
| m) Existing Bond Debt Service | \$ 19,279,700 | \$ 20,544,450 | \$ 20,545,500 | \$ 20,543,250 | \$ - | \$ - |
| n) Existing GEFA Debt Service | 797,647 | 797,647 | 797,647 | 797,647 | 797,647 | 797,647 |
| Existing Long-term Debt Service | \$ 20,077,347 | \$ 21,342,097 | \$ 21,343,147 | \$ 21,340,897 | \$ 797,647 | \$ 797,647 |
| <i>Proposed Debt Service</i> | | | | | | |
| o) Proposed New Debt: P&I Payments - GEFA 1 (\$25M, 15 yrs, 0.65%) | \$ - | \$ - | \$ 1,749,688 | \$ 1,749,688 | \$ 1,749,688 | \$ 1,749,688 |
| Proposed New Debt: P&I Payments - GEFA 2 (\$25M, 15 yrs, 2.65%) | - | - | - | - | - | 1,828,662 |
| p) Interest Only Payment | 104,000 | 162,500 | 104,167 | 208,333 | 312,500 | - |
| Proposed Additional Obligations | \$ 104,000 | \$ 162,500 | \$ 1,853,854 | \$ 1,958,021 | \$ 2,062,188 | \$ 3,578,350 |
| Total Proposed Obligations | \$ 20,181,347 | \$ 21,504,597 | \$ 23,197,001 | \$ 23,298,918 | \$ 2,859,834 | \$ 4,375,996 |
| Debt Service Coverage - Bonds | 2.46 | 2.46 | 2.21 | 2.14 | 22.65 | 12.64 |
| Debt Service Coverage - Including GEFA Loans | 2.37 | 2.37 | 2.14 | 2.07 | 16.34 | 10.33 |
| Available Cash Produced | \$ 27,562,550 | \$ 29,477,254 | \$ 26,401,409 | \$ 24,878,630 | \$ 43,858,533 | \$ 40,843,958 |
| q) Capital Expenditures | 3,509,843 | 3,000,000 | 3,090,000 | 3,182,700 | 3,182,700 | 3,278,181 |
| Available Cash for Projects | \$ 24,052,707 | \$ 26,477,254 | \$ 23,311,409 | \$ 21,695,930 | \$ 40,675,833 | \$ 37,565,777 |
| r) Cash Reserve for Contingency | 10,500,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 |
| Available Cash to Disburse | \$ 13,552,707 | \$ 24,477,254 | \$ 21,311,409 | \$ 19,695,930 | \$ 38,675,833 | \$ 35,565,777 |
| s) Loan Proceeds | 10,000,000 | 9,000,000 | 8,333,333 | 8,333,333 | 8,333,333 | - |
| Net Cash | \$ 23,552,707 | \$ 33,477,254 | \$ 29,644,742 | \$ 28,029,263 | \$ 47,009,166 | \$ 35,565,777 |

The graph on [page 74](#) illustrates the cumulative capital improvement funding need (blue vertical bar) in relationship to the cumulative cash flow available (horizontal line; per scenario) after operating expenses and debt service payments are made for each fiscal year. **Scenario C** with a rate increase of 5 percent in FY 2020-2021 and an additional \$25M in debt produced a shortfall of \$40M over the forecasted period. Between FY 2023 and FY 2024, the last bond series is retired adding \$20M to cash flow.



Scenario D (0%, 3%, \$100M/\$76M ALT):

| Fiscal Year Ended April 30, | Projected - FYE | | | | | |
|--|----------------------|----------------------|---------------------|---------------------|---------------------|---------------------|
| | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
| Cash Flows from Current Operations | | | | | | |
| a) Operating Revenues | \$ 98,889,885 | \$ 98,889,885 | \$98,889,885 | \$98,889,885 | \$98,889,885 | \$98,889,885 |
| b) Less: Operating Expenses (net Depr) | 54,900,741 | 56,547,763 | 58,244,196 | 59,991,522 | 61,791,268 | 63,645,006 |
| Cash Flows from Operations | \$ 43,989,144 | \$ 42,342,122 | \$40,645,689 | \$38,898,363 | \$37,098,617 | \$35,244,879 |
| Cash Flows from Projected Changes | | | | | | |
| c) Rev: Increased rates - consumption- Water | \$ 394,642 | \$ 400,561 | \$ 406,570 | \$ 412,668 | \$ 418,858 | \$ 425,141 |
| d) Rev: Increased rates - consumption - Sewer | 337,325 | 342,384 | 347,520 | 352,733 | 358,024 | 363,394 |
| e) Rev: Increased rates - base - Water | 107,010 | 108,615 | 110,244 | 111,898 | 113,576 | 115,280 |
| f) Rev: Increased rates - base - Sewer | 96,777 | 98,229 | 99,702 | 101,197 | 102,715 | 104,256 |
| g) Rev: Increased customer base | - | - | - | - | - | - |
| h) Rev: Tap Fees | 8,760 | 8,891 | 9,025 | 9,160 | 9,298 | 9,437 |
| i) Rev: Rate Increase - Water | - | - | - | - | - | - |
| Rev: Rate Increase - Sewer | - | - | - | - | - | - |
| j) Exp: Decreased / (Increased) Operating Expenses | - | - | - | - | - | - |
| Proposed Project-Related Cash Flows | \$ 944,513 | \$ 958,681 | \$ 973,061 | \$ 987,657 | \$ 1,002,472 | \$1,017,509 |
| Non-Operating Revenues (Expenses) | | | | | | |
| k) Impact Fees-Water/Sewer | \$ 1,539,088 | \$ 1,539,088 | \$ 1,562,174 | \$ 1,585,607 | \$ 1,609,391 | \$ 1,633,532 |
| l) Operating Transfers in -from Stormwater | 1,271,151 | 1,309,286 | 1,348,564 | 1,389,021 | 1,430,692 | 1,473,612 |
| Available Cash Flows | \$ 47,743,896 | \$ 46,149,176 | \$44,529,488 | \$42,860,648 | \$41,141,172 | \$39,369,533 |
| Current Long-Term Obligations | | | | | | |
| m) Existing Bond Debt Service | \$ 19,279,700 | \$ 20,544,450 | \$20,545,500 | \$20,543,250 | \$ - | \$ - |
| n) Existing GEFA Debt Service | 797,647 | 797,647 | 797,647 | 797,647 | 797,647 | 797,647 |
| Existing Long-term Debt Service | \$ 20,077,347 | \$ 21,342,097 | \$21,343,147 | \$21,340,897 | \$ 797,647 | \$ 797,647 |
| Proposed Debt Service | | | | | | |
| o) Proposed New Debt: P&I Payments - GEFA 1 (\$25M, 15 yrs, 0.65%) | \$ - | \$ - | \$ 1,749,688 | \$ 1,749,688 | \$ 1,749,688 | \$ 1,749,688 |
| Proposed New Debt: P&I Payments - GEFA 2 (\$25M, 15 yrs, 2.65%) | - | - | - | - | - | 1,828,662 |
| Proposed New Debt: P&I Payments - GEFA 3 (\$25M, 15 yrs, 3.65%) | - | - | - | - | - | - |
| Proposed New Debt: P&I Payments - GEFA 4 (\$25M, 15 yr, 4.65%) | - | - | - | - | - | - |
| p) Interest Only Payment/Second Issue P&I | 104,000 | 162,500 | 104,167 | 208,333 | 312,500 | 187,500 |
| New Bond Interest - Hicks \$81.3M | - | - | - | - | - | - |
| New Bond Interest - WB Casey \$58M | - | - | - | - | - | 2,320,000 |
| Proposed Additional Obligations | \$ 104,000 | \$ 162,500 | \$ 1,853,854 | \$ 1,958,021 | \$ 2,062,188 | \$ 6,085,850 |
| Total Proposed Obligations | \$ 20,181,347 | \$ 21,504,597 | \$23,197,001 | \$23,298,918 | \$ 2,859,834 | \$ 6,883,496 |
| Debt Service Coverage - Bonds | 2.46 | 2.23 | 1.99 | 1.90 | 19.95 | 6.47 |
| Debt Service Coverage - Including GEFA Loans | 2.37 | 2.15 | 1.92 | 1.84 | 14.39 | 5.72 |
| Available Cash for Projects/Cap Expenditures | \$ 27,562,550 | \$ 24,644,580 | \$21,332,487 | \$19,561,730 | \$38,281,337 | \$32,486,036 |
| q) Capital Expenditures | 3,509,843 | 3,000,000 | 3,090,000 | 3,090,000 | 3,090,000 | 3,090,000 |
| Available Cash for Projects | \$ 24,052,707 | \$ 21,644,580 | \$18,242,487 | \$16,471,730 | \$35,191,337 | 29,396,036 |
| r) Cash Reserve for Contingency | 10,500,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 |
| Available Cash to Disburse | \$ 13,552,707 | \$ 19,644,580 | \$16,242,487 | \$14,471,730 | \$33,191,337 | 27,396,036 |
| s) Loan Proceeds | 10,000,000 | 9,000,000 | 8,333,333 | 8,333,333 | 8,333,333 | 8,333,333 |
| t) Bond Proceeds | - | - | - | - | - | 58,000,000 |
| Net Cash | \$ 23,552,707 | \$ 28,644,580 | \$24,575,821 | \$22,805,064 | \$41,524,671 | \$93,729,369 |

The graph on [page 74](#) illustrates the cumulative capital improvement funding need (blue vertical bar) in relationship to the cumulative cash flow available (horizontal line; per scenario) after operating expenses and debt service payments are made for each fiscal year. **Scenario D** assumed an additional \$75M in loans for the large interceptor project and additional funding for the expansion of Casey WRRF (from 24 mgd to 32 mgd) and associated conversion costs of \$76M. This scenario had the lowest funding shortfall of \$2.7M over the forecasted period. Between FY 2023 and FY 2024, the last bond series is retired adding \$20M to cash flow.



Scenario E (3%, 3%, \$25M):

| Fiscal Year Ended April 30, | Projected - FYE | | | | | |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
| Cash Flows from Current Operations | | | | | | |
| a) Operating Revenues | \$ 97,935,672 | \$ 97,935,672 | \$ 97,935,672 | \$ 97,935,672 | \$ 97,935,672 | \$ 97,935,672 |
| b) Less: Operating Expenses (net Depr) | 68,013,217 | 61,211,895 | 63,048,252 | 64,939,700 | 66,887,891 | 68,894,527 |
| Cash Flows from Operations | \$29,922,455 | \$36,723,777 | \$34,887,420 | \$32,995,972 | \$31,047,781 | \$29,041,144 |
| Cash Flows from Projected Changes | | | | | | |
| c) Rev: Increased rates - consumption- Water | 410,181 | 416,333 | 422,578 | 428,917 | 435,351 | 441,881 |
| d) Rev: Increased rates - consumption - Sewer | 342,433 | 347,569 | 352,783 | 358,074 | 363,446 | 368,897 |
| e) Rev: Increased rates - base - Water | 105,364 | 106,945 | 108,549 | 110,177 | 111,830 | 113,507 |
| f) Rev: Increased rates - base - Sewer | 95,133 | 96,560 | 98,008 | 99,478 | 100,970 | 102,485 |
| g) Rev: Increased customer base | - | - | - | - | - | - |
| h) Rev: Tap Fees | 9,686 | 9,831 | 9,979 | 10,129 | 10,280 | 10,435 |
| i) Exp: Decreased / (Increased) Operating Expenses | - | - | (1,470,000) | (1,514,100) | (1,559,523) | (1,606,309) |
| Proposed Project-Related Cash Flows | \$ 962,796 | \$ 977,238 | \$ (478,103) | \$ (507,325) | \$ (537,646) | \$ (569,104) |
| Non-Operating Revenues (Expenses) | | | | | | |
| r) Impact Fees-Water/Sewer | 877,530 | 1,009,160 | 1,110,075 | 1,126,727 | 1,143,627 | 1,160,782 |
| j) Operating Transfers in -Water/Sewer | 1,413,558 | 1,455,965 | 1,499,644 | 1,544,633 | 1,590,972 | 1,638,701 |
| Available Cash Flows | \$ 33,176,339 | \$ 40,166,139 | \$ 37,019,035 | \$ 35,160,007 | \$ 33,244,734 | \$ 31,271,524 |
| Current Long-Term Obligations | | | | | | |
| k) Existing Bond Debt Service | \$ 20,192,955 | \$ 21,070,230 | \$ 19,279,700 | \$ 20,544,450 | \$ 20,545,500 | \$ - |
| l) Existing GEFA Debt Service | 797,647 | 797,647 | 797,647 | 797,647 | 797,647 | 797,647 |
| Existing Long-term Debt Service | \$ 20,990,602 | \$ 21,867,877 | \$ 20,077,347 | \$ 21,342,097 | \$ 21,343,147 | \$ 797,647 |
| Proposed Debt Service | | | | | | |
| m) Proposed New Debt: P&I Payments | \$ - | \$ - | \$ - | \$ 1,749,688 | \$ 1,749,688 | \$ 1,749,688 |
| n) Interest Only Payment | 104,000 | 133,250 | 162,500 | - | 166,667 | 333,333 |
| Proposed Additional Obligations | \$ 104,000 | \$ 133,250 | \$ 162,500 | \$ 1,749,688 | \$ 1,916,354 | \$ 2,083,021 |
| Total Proposed Obligations | \$ 21,094,602 | \$ 22,001,127 | \$ 20,239,847 | \$ 23,091,784 | \$ 23,259,501 | \$ 2,880,668 |
| Debt Service Coverage - Bonds | 1.63 | 1.89 | 1.90 | 1.58 | 1.48 | 15.01 |
| Debt Service Coverage - Including GEFA Loans | 1.57 | 1.83 | 1.83 | 1.52 | 1.43 | 10.86 |
| Available Cash Produced | \$ 12,081,737 | \$ 18,165,012 | \$ 16,779,189 | \$ 12,068,222 | \$ 9,985,233 | \$ 28,390,856 |
| o) Capital Expenditures | 2,892,335 | 2,040,000 | 2,040,000 | 2,040,000 | 2,040,000 | 2,040,000 |
| Available Cash for Projects | \$ 9,189,402 | \$ 16,125,012 | \$ 14,739,189 | \$ 10,028,222 | \$ 7,945,233 | \$ 26,350,856 |
| p) Cash Reserve for Contingency | 2,100,000 | 2,100,000 | 2,100,000 | 2,100,000 | 2,100,000 | 2,100,000 |
| Available Cash to Disburse | \$ 7,089,402 | \$ 14,025,012 | \$ 12,639,189 | \$ 7,928,222 | \$ 5,845,233 | \$ 24,250,856 |
| q) Loan Proceeds | 6,000,000 | 6,000,000 | 6,000,000 | 6,000,000 | 7,000,000 | 6,000,000 |
| Net Cash | \$ 13,089,402 | \$ 20,025,012 | \$ 18,639,189 | \$ 13,928,222 | \$ 12,845,233 | \$ 30,250,856 |

The graph on [page 74](#) illustrates the cumulative capital improvement funding need (blue vertical bar) in relationship to the cumulative cash flow available (horizontal line; per scenario) after operating expenses and debt service payments are made for each fiscal year. **Scenario E** illustrates that a 3 percent rate increase cannot supply the funding provided by additional debt. This scenario produced the second highest shortfall of \$74M over the forecasted period. Between FY 2023 and FY 2024, the last bond series is retired adding \$20M to cash flow.



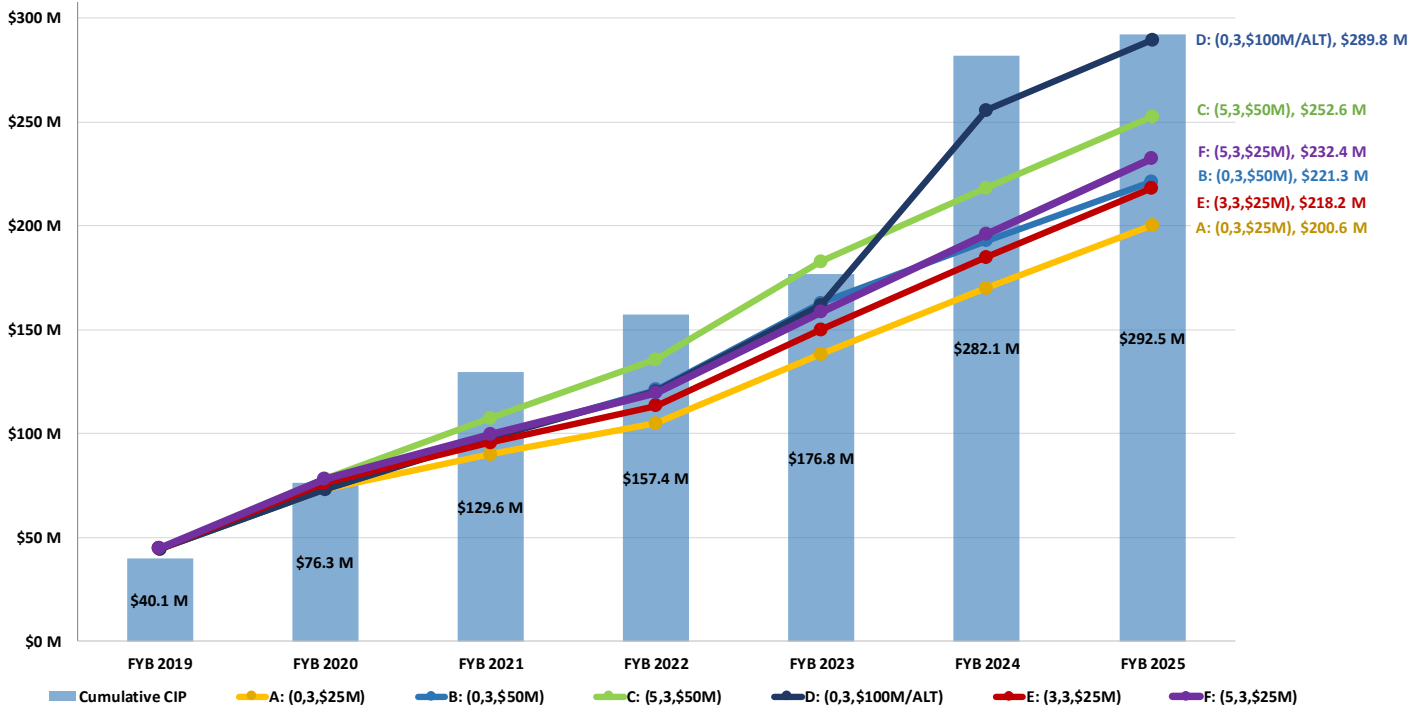
Scenario F (5%, 3%, \$25M):

| Fiscal Year Ended April 30, | Projected - FYE | | | | | |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
| Cash Flows from Current Operations | | | | | | |
| a) Operating Revenues | \$ 98,889,885 | \$98,889,885 | \$ 98,889,885 | \$98,889,885 | \$98,889,885 | \$98,889,885 |
| b) Less: Operating Expenses (net Depr) | 54,900,741 | 56,547,763 | 58,244,196 | 59,991,522 | 61,791,268 | 63,645,006 |
| Cash Flows from Operations | \$ 43,989,144 | \$ 42,342,122 | \$ 40,645,689 | \$ 38,898,363 | \$ 37,098,617 | \$ 35,244,879 |
| Cash Flows from Projected Changes | | | | | | |
| c) Rev: Increased rates - consumption- Water | \$ 394,642 | \$ 400,561 | \$ 406,570 | \$ 412,668 | \$ 418,858 | \$ 425,141 |
| d) Rev: Increased rates - consumption - Sewer | 337,325 | 342,384 | 347,520 | 352,733 | 358,024 | 363,394 |
| e) Rev: Increased rates - base - Water | 107,010 | 108,615 | 110,244 | 111,898 | 113,576 | 115,280 |
| f) Rev: Increased rates - base - Sewer | 96,777 | 98,229 | 99,702 | 101,197 | 102,715 | 104,256 |
| g) Rev: Increased customer base | - | - | - | - | - | - |
| h) Rev: Tap Fees | 8,760 | 8,891 | 9,025 | 9,160 | 9,298 | 9,437 |
| i) Rev: Rate Increase - Water | - | 2,508,258 | 2,633,671 | 2,765,355 | 2,903,622 | 3,048,804 |
| Rev: Rate Increase - Sewer | - | 2,170,508 | 2,279,033 | 2,392,985 | 2,512,634 | 2,638,265 |
| j) Exp: Decreased / (Increased) Operating Expenses | - | - | - | - | - | - |
| Proposed Project-Related Cash Flows | \$ 944,513 | \$ 5,637,447 | \$ 5,885,765 | \$ 6,145,996 | \$ 6,418,728 | \$ 6,704,578 |
| k) Impact Fees-Water/Sewer | \$ 1,539,088 | \$ 1,692,997 | \$ 1,718,392 | \$ 1,744,168 | \$ 1,770,330 | \$ 1,796,885 |
| l) Operating Transfers in -from Stormwater | 1,271,151 | 1,309,286 | 1,348,564 | 1,389,021 | 1,430,692 | 1,473,612 |
| Available Cash Flows | \$ 47,743,896 | \$ 50,981,851 | \$ 49,598,410 | \$ 48,177,548 | \$ 46,718,367 | \$ 45,219,955 |
| Current Long-Term Obligations | | | | | | |
| m) Existing Bond Debt Service | \$ 19,279,700 | \$ 20,544,450 | \$ 20,545,500 | \$ 20,543,250 | \$ - | \$ - |
| n) Existing GEFA Debt Service | 797,647 | 797,647 | 797,647 | 797,647 | 797,647 | 797,647 |
| Existing Long-term Debt Service | \$ 20,077,347 | \$ 21,342,097 | \$ 21,343,147 | \$ 21,340,897 | \$ 797,647 | \$ 797,647 |
| Proposed Debt Service | | | | | | |
| o) Proposed New Debt: P&I Payments - GEFA 1 (\$25M, 15 yrs, 0.65%) | \$ - | \$ - | \$ 1,749,688 | \$ 1,749,688 | \$ 1,749,688 | \$ 1,749,688 |
| p) Interest Only Payment | 104,000 | 162,500 | - | - | - | - |
| Proposed Additional Obligations | \$ 104,000 | \$ 162,500 | \$ 1,749,688 | \$ 1,749,688 | \$ 1,749,688 | \$ 1,749,688 |
| Total Proposed Obligations | \$ 20,181,347 | \$ 21,504,597 | \$ 23,092,834 | \$ 23,090,584 | \$ 2,547,334 | \$ 2,547,334 |
| Debt Service Coverage - Bonds | 2.46 | 2.46 | 2.22 | 2.16 | 26.70 | 25.84 |
| Debt Service Coverage - Including GEFA Loans | 2.37 | 2.37 | 2.15 | 2.09 | 18.34 | 17.75 |
| Available Cash for Projects/Cap Expenditures | \$ 27,562,550 | \$ 29,477,254 | \$ 26,505,575 | \$ 25,086,963 | \$ 44,171,033 | \$ 42,672,620 |
| q) Capital Expenditures | 3,509,843 | 3,000,000 | 3,090,000 | 3,090,000 | 3,090,000 | 3,090,000 |
| Available Cash for Projects | \$ 24,052,707 | \$ 26,477,254 | \$ 23,415,575 | \$ 21,996,963 | \$ 41,081,033 | \$ 39,582,620 |
| r) Cash Reserve for Contingency | 10,500,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 |
| Available Cash to Disburse | \$ 13,552,707 | \$ 24,477,254 | \$ 21,415,575 | \$ 19,996,963 | \$ 39,081,033 | \$ 37,582,620 |
| s) Loan Proceeds | 10,000,000 | 9,000,000 | - | - | - | - |
| Net Cash | \$ 23,552,707 | \$ 33,477,254 | \$ 21,415,575 | \$ 19,996,963 | \$ 39,081,033 | \$ 37,582,620 |

The graph on [page 74](#) illustrates the cumulative capital improvement funding need (blue vertical bar) in relationship to the cumulative cash flow available (horizontal line; per scenario) after operating expenses and debt service payments are made for each fiscal year. **Scenario F** illustrates that a 5 percent rate increase cannot supply the funding provided by additional debt. This scenario produced a shortfall of \$60M over the forecasted period. Between FY 2023 and FY 2024, the last bond series is retired adding \$20M to cash flow.



Scenario Graph



The surplus or deficiency in cash flow based on the five sample scenarios are found in the table below. It should be noted that these scenarios are created for general analysis and discussion purposes only. Depending on board approval, project timing or scope can be altered, or the project can be eliminated from the plan to accommodate funding preferences. Scenarios using debt as a financing option can vary significantly based on amount borrowed, interest rate fluctuations, term of repayment and structure of repayment. Between FY 2023 and FY 2024, the last bond series is retired adding \$20M to cash flow.

| Fiscal Year | Cumulative CIP | Funding Gap (millions) | | | | | |
|-------------|----------------|------------------------|----------------|----------------|---------------------|----------------|----------------|
| | | A: (0,3,\$25M) | B: (0,3,\$50M) | C: (5,3,\$50M) | D: (0,3,\$100M/ALT) | E: (3,3,\$25M) | F: (5,3,\$25M) |
| FYB 2019 | \$40.1 M | \$4.5 | \$4.5 | \$4.5 | \$4.5 | \$4.5 | \$4.5 |
| FYB 2020 | \$76.3 M | -\$2.9 | -\$2.9 | \$1.8 | -\$3.1 | -\$0.1 | \$1.8 |
| FYB 2021 | \$129.6 M | -\$39.6 | -\$31.4 | -\$21.8 | -\$31.7 | -\$33.9 | -\$30.0 |
| FYB 2022 | \$157.4 M | -\$52.7 | -\$36.3 | -\$21.7 | -\$36.8 | -\$44.1 | -\$37.9 |
| FYB 2023 | \$176.8 M | -\$38.4 | -\$14.0 | \$6.0 | -\$14.6 | -\$26.8 | -\$18.2 |
| FYB 2024 | \$282.1 M | -\$111.8 | -\$89.2 | -\$63.8 | -\$26.2 | -\$97.2 | -\$85.9 |
| FYB 2025 | \$292.5 M | -\$91.9 | -\$71.2 | -\$39.9 | -\$2.7 | -\$74.3 | -\$60.1 |
| | | -\$91.9 | -\$71.2 | -\$39.9 | -\$2.7 | -\$74.3 M | -\$60.1 M |

(R=Rate Increase, E=Expense Growth, D=Debt Proceeds)



Cash Flow Projection – Water and Sewer Fund

Scenario C (light green line): Rate increase – 5% in FY 2020 – 2021; Operating Expense Growth - 3%; Debt Proceeds - \$50M to finance a major phase of an interceptor project estimated at \$69M to complete. Scenario C was selected because it was the scenario that best met the funding requirements of the suggested capital project plan and the second \$25M loan was approved by the Board of Directors in March. This six-year projection includes debt proceeds of two GEFA Loans totaling each for \$25M All assumptions are listed below.

Cash Flow and Debt Service Coverage Projection – Water and Sewer Fund

| Fiscal Year Ended April 30, | Projected - FYE | | | | | | |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
| Cash Flows from Current Operations | | | | | | | |
| a) Operating Revenues | \$ 101,129,041 | \$ 98,889,885 | \$ 98,889,885 | \$ 98,889,885 | \$ 98,889,885 | \$ 98,889,885 | \$ 98,889,885 |
| b) Less: Operating Expenses (net Depr) | 57,814,006 | 54,900,741 | 56,547,763 | 58,244,196 | 59,991,522 | 61,791,268 | 63,645,006 |
| Cash Flows from Operations | \$ 43,315,035 | \$ 43,989,144 | \$ 42,342,122 | \$ 40,645,689 | \$ 38,898,363 | \$ 37,098,617 | \$ 35,244,879 |
| Cash Flows from Projected Changes | | | | | | | |
| c) Rev: Increased rates - consumption- Water | | \$ 394,642 | \$ 400,561 | \$ 406,570 | \$ 412,668 | \$ 418,858 | \$ 425,141 |
| d) Rev: Increased rates - consumption - Sewer | | 337,325 | 342,384 | 347,520 | 352,733 | 358,024 | 363,394 |
| e) Rev: Increased rates - base - Water | | 107,010 | 108,615 | 110,244 | 111,898 | 113,576 | 115,280 |
| f) Rev: Increased rates - base - Sewer | | 96,777 | 98,229 | 99,702 | 101,197 | 102,715 | 104,256 |
| g) Rev: Increase Customer Base | | - | - | - | - | - | - |
| h) Rev: Tap Fees | | 8,760 | 8,891 | 9,025 | 9,160 | 9,298 | 9,437 |
| i) Rev: Rate Increase - Water | | | 2,508,258 | 2,633,671 | 2,765,355 | 2,903,622 | 3,048,804 |
| Rev: Rate Increase - Sewer | | | 2,170,508 | 2,279,033 | 2,392,985 | 2,512,634 | 2,638,265 |
| j) Exp: Decr / (Incr) Operating Expenses | | - | - | - | - | - | - |
| Exp: Other | | - | - | - | - | - | - |
| Proposed Project-Related Cash Flows | \$ - | \$ 944,513 | \$ 5,637,447 | \$ 5,885,765 | \$ 6,145,996 | \$ 6,418,728 | \$ 6,704,578 |
| k) Impact Fees-Water/Sewer | \$ 1,539,088 | \$ 1,539,088 | \$ 1,692,997 | \$ 1,718,392 | \$ 1,744,168 | \$ 1,770,330 | \$ 1,796,885 |
| l) Operating Transfers in -from Stormwater | 1,413,558 | 1,271,151 | 1,309,286 | 1,348,564 | 1,389,021 | 1,430,692 | 1,473,612 |
| Available Cash Flows | \$ 46,299,916 | \$ 47,743,896 | \$ 50,981,851 | \$ 49,598,410 | \$ 48,177,548 | \$ 46,718,367 | \$ 45,219,955 |
| Current Long-Term Obligations | | | | | | | |
| m) Existing Bond Debt Service | \$ 21,070,230 | \$ 19,279,700 | \$ 20,544,450 | \$ 20,545,500 | \$ 20,543,250 | \$ - | \$ - |
| n) Existing GEFA Debt Service | 843,147 | 797,647 | 797,647 | 797,647 | 797,647 | 797,647 | 797,647 |
| Existing Long-term Debt Service | \$ 21,913,377 | \$ 20,077,347 | \$ 21,342,097 | \$ 21,343,147 | \$ 21,340,897 | \$ 797,647 | \$ 797,647 |
| Proposed Debt Service | | | | | | | |
| o) Proposed New Debt: P&I Payments - GEFA 1 (\$25M, 15 yrs, 0.65%) | \$ - | \$ - | \$ - | \$ 1,749,688 | \$ 1,749,688 | \$ 1,749,688 | \$ 1,749,688 |
| Proposed New Debt: P&I Payments - GEFA 2 (\$25M, 15 yrs, 2.65%) | | | | | | | 1,828,662 |
| p) Interest Only Payment | | 104,000 | 162,500 | 104,167 | 208,333 | 312,500 | - |
| Proposed Additional Obligations | \$ - | \$ 104,000 | \$ 162,500 | \$ 1,853,854 | \$ 1,958,021 | \$ 2,062,188 | \$ 3,578,350 |
| Total Proposed Obligations | \$ 21,913,377 | \$ 20,181,347 | \$ 21,504,597 | \$ 23,197,001 | \$ 23,298,918 | \$ 2,859,834 | \$ 4,375,996 |
| Debt Service Coverage - Bonds | 2.20 | 2.46 | 2.46 | 2.21 | 2.14 | 22.65 | 12.64 |
| Debt Service Coverage - Including GEFA Loans | 2.11 | 2.37 | 2.37 | 2.14 | 2.07 | 16.34 | 10.33 |
| s) Loan Proceeds | 6,000,000 | 10,000,000 | 9,000,000 | 8,333,333 | 8,333,333 | 8,333,333 | - |

a) Operating Revenues are estimated actual for FY 2018-2019. The operating revenue forecasted in FY 2018-2019 budget is held

constant throughout the years of the projection. Changes in operating revenues are shown in the section with the heading, *Cash Flow from Projected Changes*, to highlight incremental impact to cash flow of assumption.

b) Operating Expenses exclude depreciation expense because it has no impact to cash flow. A compounded annual growth rate (CAGR) of 3 percent was applied to all other operating expenses.

c) thru i) Cash Flows from Projected Changes in operating revenues assumes an annual rate increase of 5% for both base and consumption tiers for all water and sewer customers in FY 2020 – 2021 and then the historical annual customer growth of 1.5% is applied to all revenue types.



j) Operating Transfers in are from the Stormwater Fund to cover its share of administrative expenses incurred by the Water and Sewer Fund that budgets all administrative costs. Portions of those costs are allocated to the Stormwater Fund through an overhead calculation performed annually. A 3% annual growth rate is applied to this line item, consistent with the operating expense growth rate used.

k) For the cash flow analysis, all bond debt service principal and interest payments are projected as payments made to the debt service accounts (sinking fund) which occur one fiscal year ahead of scheduled payments required to be made to bondholders. The 2012 Bonds have the latest maturity of existing bond debt with the final payment to bond holders made on May 1, 2023 from accumulated payments made to the Debt Service Account through FY 2022-2023.

l) GEFA Loan CW02008 (Wetlands) matures 11/1/2025 and Loan DW00002P (Backflows) matures 4/1/2026. The loan agreements require Debt Service Coverage of 1.05x. GEFA loans are subordinate debt and bond covenants exclude their annual debt service payments from the 1.20x covenant calculation.

m), n) Proposed Debt Service shows loan proceeds of two \$25M GEFA loans; disbursed over 5 years with interest only during construction. With proceeds disbursed to fund project costs. The first GEFA loan, **highlighted in blue**, has an interest rate is 0.65% with interest only paid monthly on the amount outstanding. Level principal and interest payments will be paid monthly for 15 years beginning when construction is completed (\$1.7M/yr.). The proposed second GEFA loan, **highlighted in green**, has an interest rate of 1.25% with interest only paid monthly on the outstanding balance. Level principal and interest payments will be monthly for 15 years when construction is completed (\$1.8M/yr.).

Projected Net Position – Water and Sewer Fund

| Fiscal Year Ended April 30, | Actual | | 2019 | Projected - FYE | | | | |
|--|----------------|----------------|----------------|-----------------|----------------|----------------|----------------|--|
| | 2017 | 2018 | | 2020 | 2021 | 2022 | 2023 | |
| Cash Flows from Current Operations | | | | | | | | |
| a) Operating Revenues | \$ 103,046,221 | \$ 103,444,329 | \$ 101,129,041 | \$ 98,889,885 | \$ 98,889,885 | \$ 98,889,885 | \$ 98,889,885 | |
| b) Less: Operating Expenses (net Depr) | 54,481,903 | 54,900,741 | 57,814,006 | 54,900,741 | 56,547,763 | 58,244,196 | 59,991,522 | |
| Cash Flows from Operations | \$ 48,564,318 | \$ 48,543,588 | \$ 43,315,035 | \$ 43,989,144 | \$ 42,342,122 | \$ 40,645,689 | \$ 38,898,363 | |
| Proposed Project-Related Cash Flows | \$ - | \$ - | \$ - | \$ 944,513 | \$ 5,637,447 | \$ 5,885,765 | \$ 6,145,996 | |
| k) Impact Fees-Water/Sewer | 1,334,529 | 2,580,852 | \$ 1,539,088 | \$ 1,539,088 | \$ 1,692,997 | \$ 1,718,392 | \$ 1,744,168 | |
| l) Operating Transfers in -from Stormwater | 1,864,370 | 1,162,140 | 1,413,558 | 1,271,151 | 1,309,286 | 1,348,564 | 1,389,021 | |
| Available Cash Flows | \$ 52,260,364 | \$ 53,335,869 | \$ 46,299,916 | \$ 47,743,896 | \$ 50,981,851 | \$ 49,598,410 | \$ 48,177,548 | |
| Total Proposed Obligations | \$ 20,766,150 | \$ 20,837,995 | \$ 21,913,377 | \$ 20,181,347 | \$ 21,504,597 | \$ 23,197,001 | \$ 23,298,918 | |
| Beginning Net Position | \$ 440,373,283 | \$ 468,100,602 | \$ 500,066,217 | \$ 524,452,757 | \$ 552,015,306 | \$ 581,492,560 | \$ 607,893,969 | |
| Net Revenues/Increase (Decrease) in Net Position | 27,727,319 | 32,497,874 | 24,386,540 | 27,562,550 | 29,477,254 | 26,401,409 | 24,878,630 | |
| Ending Net Position | \$ 468,100,602 | \$ 500,598,476 | \$ 524,452,757 | \$ 552,015,306 | \$ 581,492,560 | \$ 607,893,969 | \$ 632,772,599 | |

[**Scenario C** (light green line): Rate increase – 5% in FY 2020 – 2021; Operating Expense Growth - 3%; Debt Proceeds - \$50M to finance a major phase of an interceptor project estimated at \$69M to complete.]

Using information from the cash flow projection on the previous page, the estimated net position was calculated for the forecasted period through FYE 2023. Net Position at FYE 2018 was **\$500,598,476** and projected to increase by \$24,386,540 to **\$500,000,000** at FYE 2019. This is presented as **Beginning Net Position** in the table above for FYE 2020.

Fund Balance is a term used for the net position of a governmental fund that is equal to the difference between assets and deferred outflows of resources and liabilities and deferred inflows of resources. Net position is the residual of all other financial statement elements presented in a statement of net position. Both Authority's primary funds are proprietary or enterprise funds and use the term Net Position in place of Fund Balance.



Net excess cash produced would add to Net Position whether these funds are invested in capital assets, restricted or unrestricted. Unrestricted Net Position reflects resources accessible for use by the fund.

The Clayton County Water Authority's financial statements are being presented in conformance with provisions of the Governmental Accounting Standards Board (GASB) Statement No. 63 *"Financial Reporting of Deferred Outflows of Resources, Deferred Inflows of Resources and Net Position"* (GASB 63). As required by GASB 63, the Authority has classified net position into three components; net investment in capital assets, restricted and unrestricted. These classifications of Net Position are defined below.

- **Net investment in capital assets:** This component of net position consists of capital assets, including restricted capital assets, net of accumulated depreciation and reduced by the outstanding balances of any bonds, mortgages, notes or other borrowings that are attributable to the acquisition, construction or improvement of those assets. If there are significant unspent proceeds at year-end, the portion of the debt attributable to the unspent proceeds is not included in the calculation of net investment in capital assets. Instead, that portion of the debt is included in the same net position component as the unspent proceeds.
- **Restricted:** This component of net position consists of constraints placed on net position through external restrictions imposed by creditors (e.g., debt covenants), grantors, contributors, laws or regulations of other governments. This component would also include constraints imposed by law through constitutional provisions or enabling legislation. For the Authority, this component consists of a debt service reserve amount, the accrued amounts of debt service principal and interest for the next required payments, working capital and a reserve amount for the Renewal and Extension Fund required by bond covenants.
- **Unrestricted:** This component of net position consists of net position that does not meet the definition of "restricted" or "net investment in capital assets". Generally, this represents those financial resources that are available to the Authority to meet any future obligations that might arise.

The Authority applies restricted resources first, when an expense is incurred, for which both restricted and unrestricted net position is available.

Assessing economic condition of a governmental entity involves consideration of factors that could have an impact on a government's net position. This assessment includes trends in revenues and expenses and how net position has changed over time.

Debt

As needed to fund large construction projects, the Authority issues water and sewer revenue bonds in accordance with the Constitution and laws of the State of Georgia, including the Revenue Bond Law (O.C.G.A. Section 36-82-60 et seq., as amended). With the adoption of each bond resolution, the Authority creates a first lien on the "net revenues" of the System as security for the debt. Currently, the Stormwater Fund has no debt.

Unlike general obligation bonds that pledge the full faith and credit of the government, there are no statutory limitations on the amount of revenue bonds that can be issued by the Authority. Since a portion of the revenues being received must be designated for repaying the existing debt, the ability to issue additional debt is really a function of the rates that the customers are willing to pay for the services being offered.



Debt Service

As part of its bond issuance process, CCWA has promised the bondholders that the money that was borrowed from them will be paid back through a pledge of a portion of its revenue stream each year. To facilitate compliance with that revenue pledge, the bond agreements call for the Water and Sewer Fund to transfer annual debt service each month into a separate bank account. This ensures that funds will be available in our trust accounts to pay the principal and interest when it becomes due.

The entire amount noted as Bond Debt Service, \$19.1M, represents the transfers from the Water and Sewer Fund into these individual bank accounts. Presently, the Authority has four different series of revenue bonds outstanding. The series denotes the calendar year in which those bonds were issued. In adhering to the repayment schedule, the monies that have been deposited into these separate accounts will be disbursed on November 1 and May 1 to cover any bond related expenditures. Each of the Authority's outstanding revenue bonds have an annual principal payment date of May 1 with interest paid semi-annually to the bondholders on May 1 and November 1. The payment that occurs on May 1, which includes the principal payment, is generally much larger and is considered to have transpired at the conclusion of the fiscal year for budgeting and cash flow purposes.

Debt Service Reserve

As an additional safeguard to protect the bondholders, the Authority is required to deposit into a separate debt service reserve account an amount equal to the highest annual debt service payable in any future year. As prescribed in the bond covenants, the current reserve requirement is \$19.1M, which is the debt service payment for May 1, 2020. These "reserve" monies are held in an account by the trustee while the bonds are outstanding and would be available to make the debt service payment if for some unforeseen reason the Authority had to default on a payment. This reserve requirement had to be met by February 1, 2015 and the Authority has currently met this reserve obligation.





Outstanding Bonds

Clayton County Water Authority has a bond rating of AA+ from Standard and Poor's Ratings Services.

| Revenue Bond | Interest Rate | Issue Date | Maturity Date | Amount of Bonds | | |
|--------------|---------------|------------|---------------|-----------------------|-----------------------|----------------------|
| | | | | Issued | Retired | Outstanding |
| 2009 Series | 3.00 - 4.00% | 2009 | 2018 | \$ 17,785,000 | \$ 17,785,000 | \$ - |
| 2011 Series | 2.00 - 5.00% | 2011 | 2020 | 13,190,000 | 8,625,000 | 4,565,000 |
| 2012 Series | 3.00 - 5.00% | 2012 | 2023 | 56,235,000 | - | 56,235,000 |
| 2013a Series | 4.00 - 5.00% | 2013 | 2020 | 17,015,000 | - | 17,015,000 |
| 2013b Series | 0.40 - 1.80% | 2013 | 2019 | 47,895,000 | 36,310,000 | 11,585,000 |
| Total | | | | \$ 486,470,000 | \$ 397,070,000 | \$ 89,400,000 |

SERIES 2011 WATER AND SEWERAGE REFUNDING REVENUE BONDS

On October 11, 2011, the Authority issued \$13.2 million in Series 2011 Water and Sewerage Revenue Refunding Bonds to refund outstanding Series 2003 bonds and pay the issuance costs of the Series 2011 bonds. After redeeming the \$1.6 million in bonds that mature on May 1, 2019, there will be an outstanding balance of \$2.3 million on this series. The last principal payment on this series will be made to bondholders on May 1, 2020.

SERIES 2012 WATER AND SEWERAGE REFUNDING REVENUE BONDS

On March 1, 2012, the Authority issued \$56.2 million in Series 2012 Water and Sewerage Revenue Refunding Bonds to refund the outstanding Series 2005 bonds. The first maturity is not due until May 1, 2021 and will have the final principal payment to bondholders on May 1, 2023.

SERIES 2013 WATER AND SEWERAGE REFUNDING REVENUE BONDS

On June 4, 2013, the Authority issued \$64.9 million in Series 2013A and 2013B Water and Sewerage Revenue Refunding Bonds to refund outstanding 2003 and 2004 bond issues. After redeeming the \$15.0 million in bonds that mature on May 1, 2019, there will remain a balance of \$13.6 million outstanding on this series. The final principal payment for these bonds will be on May 1, 2020.





As of April 30, 2018, the Authority was obligated to make payments of principal, due on May 1, and interest due on May 1 and November 1, for various revenue bond issues as follows:

| <i>For Fiscal Years Ending April 30,</i> | Principal | Interest | Total Payments |
|---|----------------------|----------------------|-----------------------|
| 2019 | 15,995,000 | 4,004,092 | 19,999,092 |
| 2020 | 17,260,000 | 3,592,465 | 20,852,465 |
| 2021 | 15,905,000 | 4,266,800 | 20,171,800 |
| 2022 | 17,965,000 | 2,209,975 | 20,174,975 |
| 2023 | 18,705,000 | 1,409,375 | 20,114,375 |
| 2024 | 19,565,000 | 489,125 | 20,054,125 |
| Totals | \$ 19,565,000 | \$ 14,682,107 | \$ 120,077,107 |

State Revolving Fund Loans

In addition to issuing revenue bonds in the long-term capital market, the Authority has two loans with Georgia Environmental Finance Authority (GEFA) in repayment and a recently approved \$25M loan to assist in funding a portion of the \$60M large sewer interceptor rehabilitation. In October 2002, the Authority entered into a loan agreement with GEFA for \$4.2M to provide funding for the installation of backflow prevention devices on approximately 45,000 water meters. Backflow prevention devices are valves that block the reflux of water from a residence, commercial or industrial site from flowing back into the main water line, which could contaminate the water supply. The outstanding principal balance at April 30, 2018 is \$2.0M with the final monthly payment on April 1, 2026. In May 2003, the Authority entered into a second loan agreement with GEFA for \$7.7M to provide funding for the construction of one phase of wetlands at the Huie land application site. This constructed wetland project includes a flow distribution structure, approximately 13,500 feet of pipeline and the construction of a 55-acre wetlands wastewater treatment system with inlet and outlet structures. The outstanding principal balance at April 30, 2018 is \$3.5M with the final monthly payment due on November 1, 2025. The Authority's bond covenants allow for the exclusion of the debt service for these loans from Debt Service Coverage calculation because Georgia statute allows this debt to be subordinate.





Projected Debt Service Coverage - Water and Sewer Fund

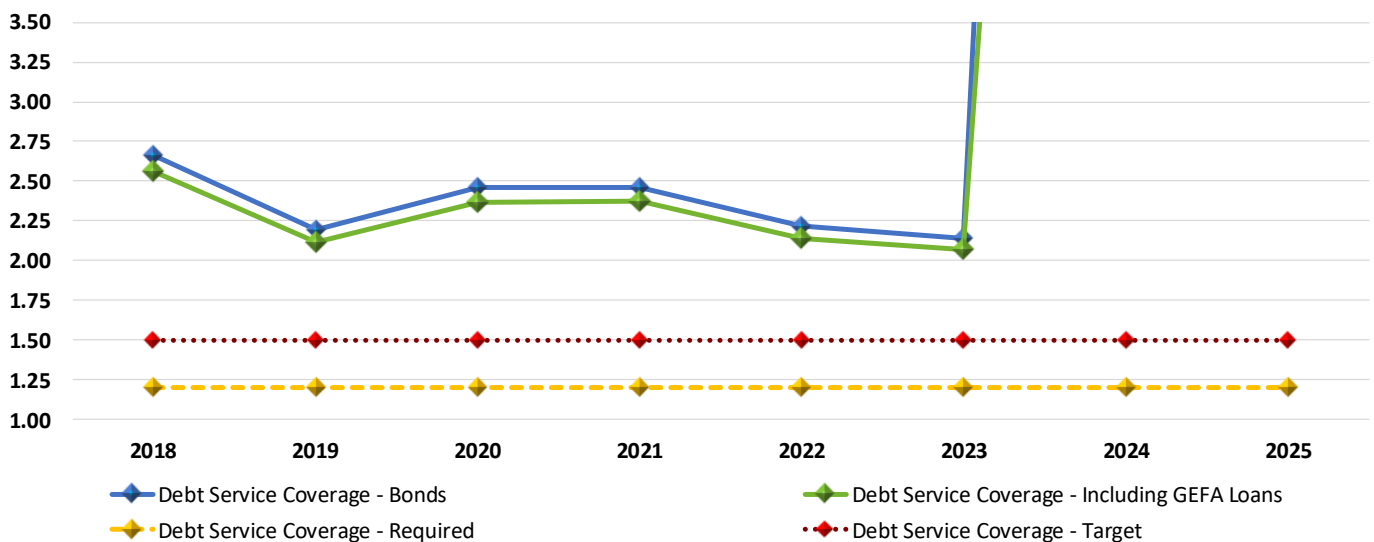
The projected debt service and *Debt Service Coverage Ratio* is shown for the forecasted period through FYE 2025 using the cash flow generated by **Scenario C** using an annual rate increase of 3 percent for water and sewer, annual operating expense growth of 3 percent and Loan Proceeds of \$25M. Between FY 2023 and FY 2024, the last bond series is retired adding \$20M to cash flow.

Debt Payments - Debt Service Schedule

The table and graph below show the required debt service payments and the projected Debt Service Coverage Ratio.

| Fiscal Year Ended April 30, | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|-------------------|-------------------|
| Current Long-Term Obligations | | | | | | | |
| Existing Bond Debt Service | \$ 21,070,230 | \$ 19,279,700 | \$ 20,544,450 | \$ 20,545,500 | \$ 20,543,250 | \$ - | \$ - |
| 2013-A Series - Principal | 3,435,000 | 13,580,000 | | | | | |
| 2013-A Series - Interest | 816,400 | 679,000 | | | | | |
| 2013-B Series - Principal | 11,585,000 | | | | | | |
| 2013-B Series - Interest | 208,530 | | | | | | |
| 2012 Series - Principal | - | - | 17,965,000 | 18,705,000 | 19,565,000 | | |
| 2012 Series - Interest | 2,579,450 | 2,579,450 | 2,579,450 | 1,840,500 | 978,250 | | |
| 2011 Series - Principal | 2,240,000 | 2,325,000 | | | | | |
| 2011 Series - Interest | 205,850 | 116,250 | | | | | |
| Existing GEFA Debt Service | 797,647 | 797,647 | 797,647 | 797,647 | 797,647 | 797,647 | 797,647 |
| CW02008; matures 11/1/2025 | 514,317 | 514,317 | 514,317 | 514,317 | 514,317 | 514,317 | 514,317 |
| DW00002P; matures 4/1/2026 | 283,329 | 283,329 | 283,329 | 283,329 | 283,329 | 283,329 | 283,329 |
| Existing Long-Term Debt Service | \$ 21,867,877 | \$ 20,077,347 | \$ 21,342,097 | \$ 21,343,147 | \$ 21,340,897 | \$ 797,647 | \$ 797,647 |
| Proposed Debt Service | | | | | | | |
| Proposed New Debt | | \$ - | \$ - | \$ 1,749,688 | \$ 1,749,688 | \$ 1,749,688 | \$ 1,749,688 |
| Interest Only Annual Payment | | 81,250 | 162,500 | | | | |
| Proposed Additional Obligations | \$ - | 81,250 | 162,500 | 1,749,688 | 1,749,688 | 1,749,688 | 1,749,688 |
| Debt Service Coverage - Bonds | 2.20 | 2.46 | 2.46 | 2.21 | 2.14 | 22.65 | 12.64 |
| Debt Service Coverage - Including GEFA Loans | 2.11 | 2.37 | 2.37 | 2.14 | 2.07 | 16.34 | 10.33 |

Debt Service Coverage - Graph



Note: Bond covenants require 1.20x debt service coverage, excluding GEFA loan payments.



Projected Net Position – Stormwater Fund

| Fiscal Year Ended April 30, | Historical | | 2019 | FYE - Projected | | | | | |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| | 2017 | 2018 | | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
| Cash Flows from Current Operations | | | | | | | | | |
| Operating Revenues | \$ 9,929,702 | \$ 10,040,481 | \$ 10,092,064 | \$ 10,092,064 | \$ 10,092,064 | \$ 10,092,064 | \$ 10,092,064 | \$ 10,092,064 | \$ 10,092,064 |
| Less: Operating Expenses (net Depr) | 4,343,090 | 3,773,861 | 4,108,780 | 4,232,044 | 4,295,524 | 4,359,957 | 4,425,356 | 4,491,737 | 4,559,113 |
| Cash Flows from Operations | \$ 5,586,612 | \$ 6,266,620 | \$ 5,983,283 | \$ 5,860,020 | \$ 5,796,539 | \$ 5,732,106 | \$ 5,666,707 | \$ 5,600,327 | \$ 5,532,951 |
| Proposed Project-Related Cash Flows | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Non-Operating Revenues (Expenses) | | | | | | | | | |
| Intergovernmental Revenues | \$ 125,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Interest Income | 9,216 | 9,008 | 7,610 | - | - | - | - | - | - |
| Interest Expense | - | - | - | - | - | - | - | - | - |
| Operating Transfers Out -to Water and Sewer | (1,676,527) | (1,158,251) | (1,413,558) | (1,271,151) | (1,309,286) | (1,348,564) | (1,389,021) | (1,430,692) | (1,473,612) |
| Available Cash Flows | \$ 4,044,301 | \$ 5,117,377 | \$ 4,577,335 | \$ 4,588,869 | \$ 4,487,254 | \$ 4,383,542 | \$ 4,277,686 | \$ 4,169,635 | \$ 4,059,338 |
| Total Proposed Obligations | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Beginning Net Position | \$ 50,583,156 | \$ 51,354,452 | \$ 53,763,795 | \$ 57,431,130 | \$ 61,219,999 | \$ 64,707,253 | \$ 68,590,795 | \$ 72,318,481 | \$ 75,828,116 |
| Net Revenues | 771,296 | 2,409,343 | 4,577,335 | 4,588,869 | 4,487,254 | 4,383,542 | 4,277,686 | 4,169,635 | 4,059,338 |
| Planned use of Unrestricted Net Position | | | (910,000) | (800,000) | (1,000,000) | (500,000) | (550,000) | (660,000) | (900,000) |
| Ending Net Position | \$ 51,354,452 | \$ 53,763,795 | \$ 57,431,130 | \$ 61,219,999 | \$ 64,707,253 | \$ 68,590,795 | \$ 72,318,481 | \$ 75,828,116 | \$ 78,987,455 |

The projected net position above assumes that operating expenses will grow 3 percent annually. The Stormwater Fund has no debt obligations. The Stormwater Fund transfers money to the Water and Sewer Fund to cover its share of administrative charges. The transfer in prior years had been based on budgeted expenses of the Water and Sewer Fund. Beginning in this budget year, the Stormwater Fund transfer will be allocated based on the actual expenses incurred by the Water and Sewer Fund in the prior fiscal year. The projected growth of the transfer is 3 percent.

Net Position at FYE 2018 was **\$53,763,795** and projected to increase by \$3,667,355 to **\$57,431,130** at FYE 2019. This is presented as **Beginning Net Position** in the table above.

Fund Balance is a term used for the net position of a governmental fund that is equal to the difference between assets and deferred outflows of resources and liabilities and deferred inflows of resources. Net position is the residual of all other financial statement elements presented in a statement of net position. Both Authority's primary funds are enterprise funds and use the term Net Position in place of Fund Balance.

Net excess cash produced would add to Net Position whether these funds are invested in capital assets, restricted or unrestricted. Unrestricted Net Position reflects resources accessible for use by the fund.

The Clayton County Water Authority's financial statements are being presented in conformance with provisions of the Governmental Accounting Standards Board (GASB) Statement No. 63 *"Financial Reporting of Deferred Outflows of Resources, Deferred Inflows of Resources and Net Position"* (GASB 63). As required by GASB 63, the Authority has classified net position into three components; net investment in capital assets, restricted and unrestricted. These classifications of Net Position are defined below.

- **Net investment in capital assets:** This component of net position consists of capital assets, including restricted capital assets, net of accumulated depreciation and reduced by the outstanding balances of any bonds, mortgages, notes or other borrowings that are attributable to the acquisition, construction or improvement of those assets. If there are significant unspent proceeds at year-end, the portion of the debt attributable to the unspent proceeds is not included in the calculation of net investment in capital assets. Instead, that portion of the debt is included in the same net position component as the unspent proceeds.



- **Restricted:** This component of net position consists of constraints placed on net position through external restrictions imposed by creditors (e.g., debt covenants), grantors, contributors, laws or regulations of other governments. This component would also include constraints imposed by law through constitutional provisions or enabling legislation. For the Authority, this component consists of a debt service reserve amount, the accrued amounts of debt service principal and interest for the next required payments, working capital and a reserve amount for the Renewal and Extension Fund required by bond covenants. The Stormwater Fund has no debt. The restricted amount is in an Escrow Account held until FYE 2019 for a watershed project.
- **Unrestricted:** This component of net position consists of net position that does not meet the definition of “restricted” or “net investment in capital assets”. Generally, this represents those financial resources that are available to the Authority to meet any future obligations that might arise.

The Authority applies restricted resources first, when an expense is incurred, for which both restricted and unrestricted net position is available.

Assessing economic condition of a governmental entity involves consideration of factors that could have an impact on a government’s net position. This assessment includes trends in revenues and expenses and how net position has changed over time.





Levels of Service and Key Performance Indicators

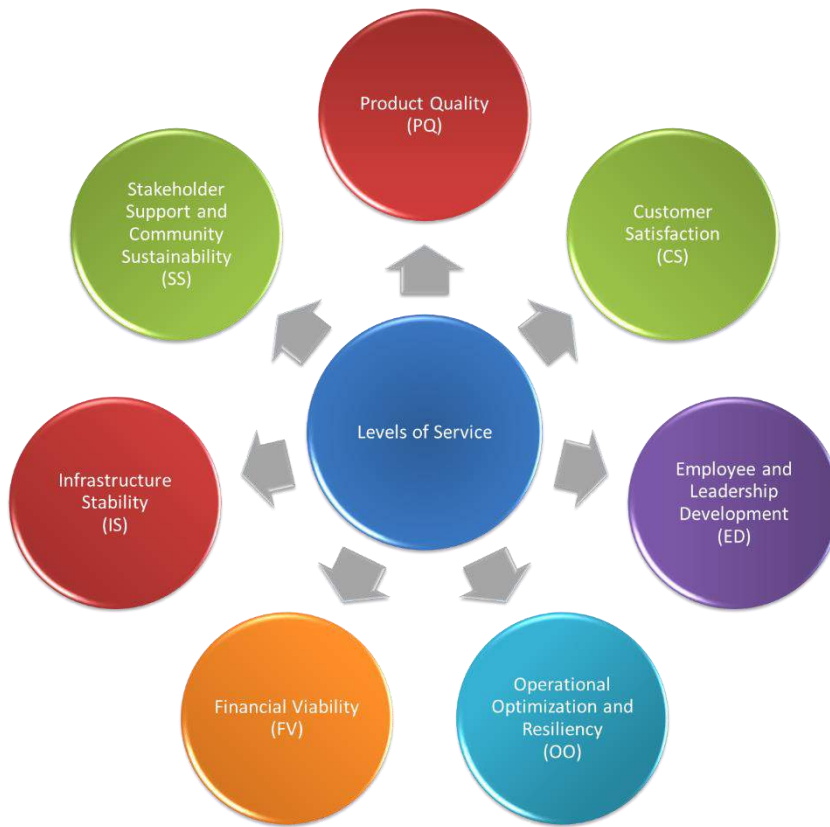
The Authority has implemented Levels of Service (LOS) performance measures, or key performance indicators (KPIs). These KPIs guide operational and capital activities and provide metrics that hold us accountable and responsive to the

Authority's mission and goals. Although the SMP focuses on a 12- to 18-month timeframe, the development and monitoring of these measures, indicators and metrics will have a direct correlation to successfully achieving our strategic goals and prioritizing budget allocations. The General Manager regularly reports to the CCWA Board of Directors the activities, actions and results of our performance.

To promote and encourage success, CCWA has developed a company-wide performance measurement-reporting tool. This online tool is accessible via the company intranet and each manager timely self-reports information for the applicable indicator, measure or metric. Each manager also has developed a set of internal or non-reporting measures that provide for managing operations and external regulatory reporting. Whether reported via the reporting tool or maintained internally,

CCWA plans to update regularly its performance indicators, standards and guidelines.

The Key Performance Indicators (KPIs) and reporting metrics are organized according to one of **7 major goals** supported by **26 primary strategies** that are measured with **78 individual KPI metrics** used to gauge performance against the benchmark.



| Abbreviation | Responsible Division or Department |
|--------------|------------------------------------|
| WR | Water Reclamation |
| WP | Water Production |
| PME | Program Management and Engineering |
| DC | Distribution and Conveyance |
| SW | Stormwater |
| CS | Customer Service |
| HR | Human Resources |
| RM | Risk Management |
| PIO | Public Information |
| IT | Information Technology |
| FIN | Finance |
| GS | General Services |



Levels of Service – Goals and Strategies Detail

Strategies: 1 through 7

| Service Level Goal | | Key Performance Indicator (KPI) | Division | Target | Actual 2017 - 2018 | Actual 2016 - 2017 | Actual 2015 - 2016 |
|------------------------------|--|---|----------|----------------------------|-----------------------|-----------------------|-----------------------|
| SUPERIOR PRODUCT QUALITY | | | | | | | |
| 1 | Meet all applicable regulatory requirements | % compliance with NPDES permits | WR | 100% | 100% | 100% | 98% |
| | | % compliance with Water Production permits | WP | 100% | 100% | 100% | 100% |
| | | % compliance with regulatory annual reporting (July) | WP | 100% | 100% | 100% | 100% |
| | | % compliance with MNGWPD Plan (Jan) | PME | 100% | 100% | 100% | 100% |
| 2 | Potable water quality that meets customer expectations | # discoloration complaint calls (CCWA issue) | DC | < 200/Yr. - Reduce 10%/Yr. | 236 | 272 | 1,034 / 95% |
| | | # water Taste and Odor complaint calls (CCWA issue) | DC | < 25/Yr. - Reduce 10%/Yr. | 301 | 41 | 105 / 8% |
| 3 | Improve the quality of Clayton Co. water resources | % compliance with MS4 Permit (Sep.) | SW | 100% | 100% | 100% | 100% |
| | | Miles of water quality non-attainment streams (Sep.) | SW | < 65 | 65 | 65 | 65 |
| EXCEED CUSTOMER EXPECTATIONS | | | | | | | |
| 4 | Improve customer experience | % customers calls that are abandoned | CS | < 3% / Month | 1% | 5% | 4% |
| | | % days the call abandonment rate <3% | CS | > 80% / Month | 90% | 48% | 65% |
| | | % meters accurately read | CS | > 99.98% / Month | 100% | 100% | 100% |
| | | % site visits within 2 hours of customer call | DC | > 90% / Month | 94% | 93% | 94% |
| | | % site visits within 24 hours of customer call | SW | > 90% / Month | 96% | 98% | 99% |
| | | # callers using IVR | CS | > 4,000 /Month | 8,561 | 8,880 | 4,992 |
| | | # customers using eCare | CS | > 8,000/Month | 16,275 | 12,711 | 8,122 |
| | | % customer calls within 35 seconds | CS | > 60% / Month | 83% | 56% | 65% |
| | | % customers billed within 28-32 days of usage | CS | > 90% / Month | 99% | 95% | 81% |
| 5 | Minimize potable water service disruptions | # low pressure complaints | DC | < 20 / Year | 15 | 14 | 20 |
| | | % downtime for production plant and repump stations | WP | 1% / Month | 1.3% | 0.5% | 0.2% |
| | | % maintenance related water service disruptions < 4 hours | DC | > 80% / Month | 83% | 84% | 81% |
| 6 | Minimize customer sewer backups | Expense for sewer backup claims | DC | < \$200,000 / Year | \$95,023 | \$354,457 | \$108,588 |
| | | # sewer backup damage claims | DC | < 20 / Year | 10 | 10 | 15 |
| 7 | Complete all property restorations in 14 days | % property restorations completed < 14 days | DC | 100% / Month | 53% | 55% | 54% |



Strategies: 8 through 16

| Service Level Goal | | Key Performance Indicator (KPI) | Division | Target | Actual 2017 - 2018 | Actual 2016 - 2017 | Actual 2015 - 2016 | | |
|------------------------------|--|--|----------|------------------------|--------------------------|-----------------------|-----------------------|---------|---------|
| PROVIDE EMPLOYEE DEVELOPMENT | | | | | | | | | |
| 8 | Provide effective employee training and development | % DC employees with required certifications (Apr) | DC | 100% / Year | 100% | 96% | 96% | | |
| | | % SW employees with required certification (Apr) | SW | 100% / Year | | 100% | | 90% | |
| | | % WP employees with required licenses (Apr) | WP | 100% / Year | | 100% | | 100% | |
| | | % WR employees with required licenses (Apr) | WR | 100% / Year | | 100% | | 100% | |
| 9 | Provide CCWA employee opportunity for advancement | % key position non-entry level positions filled within (Apr) | HR | > 80% / Year | 79% | 86% | 85% | | |
| | | % Supervisors with completed competency assessment (Apr) | HR | 100% / Year | | 90% | | 100% | 100% |
| 10 | Satisfaction with working environment, challenge and opportunities | % non-retirement voluntary turnover (Apr) | HR | < 5% / Year | 3% | 1% | 1% | | |
| 11 | Manage safety to minimize accidents | # of Employee non-lost time injuries | RM | < 23.4 / Year | 12 | 15 | 18 | | |
| | | # Employee lost time injuries | RM | < 11.2 / Year | | 3 | | 8 | 10 |
| | | # of CCWA at-fault veh/equip accidents | RM | < 12 / Year | | 14 | | 20 | 21 |
| 12 | Timely/targeted employee communications | % Newsletter distributed by the 5th of the month | PIO | 100% | 100% | 67% | 92% | | |
| OPTIMIZE OPERATIONS | | | | | | | | | |
| 13 | Reasonable Cost of Service | Water loss based on 12 mo. running avg. - prior month | WP | < 9% / Month | Min: 7.35% Max: 9.73% | 8% | 8% | | |
| | | \$/mile of SW system pipe maintained (Apr) | SW | < \$3,000 | | \$2,464 | | \$2,710 | \$2,781 |
| | | \$/acct. of wastewater collection system pipe maintained (Apr) | DC | < \$373 | | \$80 | | \$82 | \$87 |
| | | \$/acct. of water distribution system pipe maintained (Apr) | DC | < \$408 | | \$82 | | \$91 | \$95 |
| | | IT operating cost ratio per million dollars in revenue (Apr) | IT | < 3.82% | | 2.40% | | 2.29% | 2.25% |
| | | IT operational cost per user (Apr) | IT | < \$7,000 | | \$6,748 | | \$6,064 | \$5,946 |
| | | % of budget (Apr) | WP | < 95% | | 92% | | 88% | 80% |
| | | % of budget (Apr) | WR | < 95% | | 87% | | 92% | 82% |
| | | % of budget (Apr) | SW | < 95% | | 83% | | 85% | 79% |
| | | % of budget (Apr) | DC | < 95% | | 89% | | 85% | NA |
| | | \$/kGal produced (Apr) | WP | < \$1.00 | | \$0.98 | | \$0.81 | \$0.82 |
| | | \$/kGal reclaimed (Apr) | WR | < \$2.00 | | \$1.57 | | \$1.64 | \$1.17 |
| | | \$ of water/sewer service as % MHI (Jan) | FIN | < 2% | | 1.4% | | 1.4% | 1.4% |
| 14 | Minimize Water System Losses | AWWA Infrastructure Leakage Index (Apr) | WP | < 1.35 | 1.03 | 0.69 | 1.20 | | |
| 15 | Provide Minimum Down Time for CCWA's Fleet | Fleet work orders completed within 7 days | GS | > 80% | 96% | 97% | 86% | | |
| | | Fleet maintenance cost to fleet asset value | GS | < 25% | 10% | 7% | 10% | | |
| 16 | Maximize computer system availability | % unplanned downtime during business hours | IT | < 1% of Business Hours | 0.1% | 0.2% | 0.2% | | |



Strategies: 17 through 22

| Service Level Goal | Key Performance Indicator (KPI) | Division | Target | Actual 2017 - 2018 | Actual 2016 - 2017 | Actual 2015 - 2016 |
|---|--|----------|-------------------|-----------------------|-----------------------|-----------------------|
| PROVIDE EMPLOYEE DEVELOPMENT | | | | | | |
| 8 Provide effective employee training and development | % DC employees with required certifications (Apr) | DC | 100% / Year | 100% | 96% | 96% |
| | % SW employees with required certification (Apr) | SW | 100% / Year | 100% | 100% | 90% |
| | % WP employees with required licenses (Apr) | WP | 100% / Year | 100% | 100% | 100% |
| | % WR employees with required licenses (Apr) | WR | 100% / Year | 100% | 100% | 100% |
| 9 Provide CCWA employee opportunity for advancement | % key position non-entry level positions filled within (Apr) | HR | > 80% / Year | 79% | 86% | 85% |
| | % Supervisors with completed competency assessment (Apr) | HR | 100% / Year | 90% | 100% | 100% |
| ENSURE FINANCIAL VIABILITY | | | | | | |
| 17 Develop a Sustainable Annual Budget | % of water/sewer budget (Apr) | FIN | < 95% | 87% | 84% | 74% |
| | % SMP projects funded in next FY (Apr) | PME | < 80% | 54% | 49% | 69% |
| 18 Provide financing for the "Pay-As-You-Go" capital plan | Debt Service Coverage Ratio | FIN | > 1.5x | 2.84 | 2.73 | 2.31 |
| 19 Maximize revenue collection vs. bad debt write-offs | Percentage of bad debt to sales | CS | < 1.5% | 1.2% | 1.0% | 1.2% |
| INFRASTRUCTURE SUSTAINABILITY | | | | | | |
| 20 Implement asset management practices | Facilities work orders completed within 7 days | GS | > 80% | 82% | 80% | 80% |
| | Facilities maintenance cost to asset value | GS | < 25% | 7% | 7% | 6% |
| 21 Provide a sustainable water supply | # water main breaks per 100 miles of pipe (Apr) | DC | < 11 / Year | 5 | 7.5 | 0.1 |
| | # water main leaks per 100 miles of pipe (Apr) | DC | < 25 / Year | 12.6 | 11.4 | 0.4 |
| | % reservoir storage capacity | WP | > 90% | 95% | 87% | 99% |
| | Value of water services claims paid | DC | < \$50,000 / Year | \$1,157 | \$9,407 | \$55,374 |
| 22 Provide adequate treatment capacity | % utilized capacity at Casey WRRF | WR | < 80% | 57% | 55% | 68% |
| | % utilized capacity at Northeast WRF | WR | < 80% | 40% | 36% | 50% |
| | % utilized capacity at Shoal Creek | WR | < 80% | 38% | 34% | 42% |
| | % sewer lines with adequate capacity (Apr) | PME | > 75% | 62% | 64% | 64% |

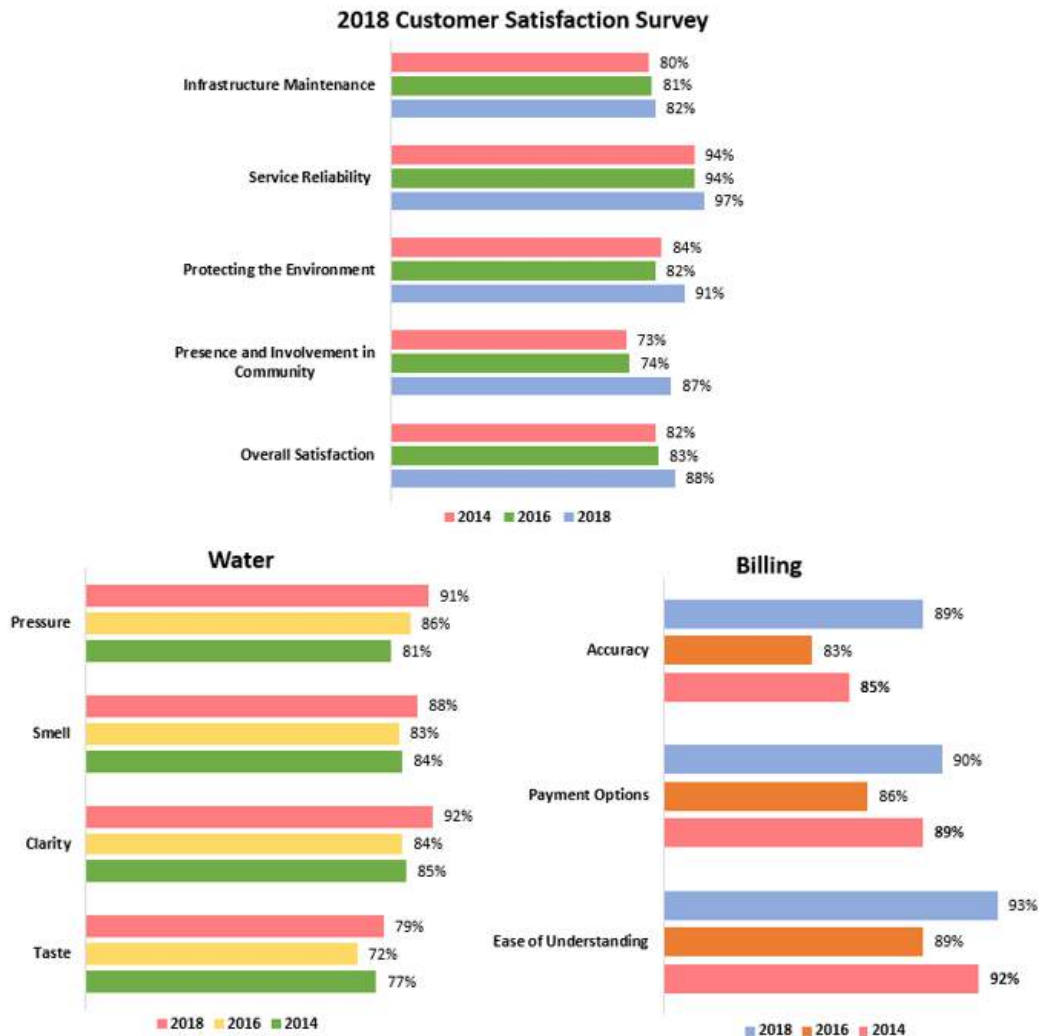


Strategies: 23 through 26

| Service Level Goal | | Key Performance Indicator (KPI) | Division | Target | Actual 2017 - 2018 | Actual 2016 - 2017 | Actual 2015 - 2016 |
|------------------------------|---|--|----------|--|-----------------------|-----------------------|-----------------------|
| PROVIDE EMPLOYEE DEVELOPMENT | | | | | | | |
| 8 | Provide effective employee training and development | % DC employees with required certifications (Apr) | DC | 100% / Year | 100% | 96% | 96% |
| | | % SW employees with required certification (Apr) | SW | 100% / Year | 100% | 100% | 90% |
| | | % WP employees with required licenses (Apr) | WP | 100% / Year | 100% | 100% | 100% |
| | | % WR employees with required licenses (Apr) | WR | 100% / Year | 100% | 100% | 100% |
| 9 | Provide CCWA employee opportunity for advancement | % key position non-entry level positions filled within (Apr) | HR | > 80% / Year | 79% | 86% | 85% |
| | | % Supervisors with completed competency assessment (Apr) | HR | 100% / Year | 90% | 100% | 100% |
| STAKEHOLDER SUPPORT | | | | | | | |
| 23 | Environmental Stewardship and Sustainability | # low flow plumbing kits distributed | CS | > 1,000 / Year | 827 | 1,056 | 1,022 |
| | | # SSOs to state waters | DC | < 40 / Year | 44 | 30 | 40 |
| | | # toilet rebates | CS | > 400 / Year | 240 | 284 | 352 |
| | | WR Carbon footprint status - Mton/yr. as CO2 (e) (Jan) | WR | Report | 4.71 | 4.25 | 4.22 |
| | | Per capita water use in gpcd (Jan) | WP | < 90 gpcd | 95 | 94 | 90 |
| | | % beneficial reuse of biosolids (Jan) | WR | 100% | 100% | 100% | 100% |
| 24 | Business opportunity development | # of CCWA Certified SLBE | PRO | > 56 (2014-15) > 100 (2015-16) > 115 (2017-18) | 254 | 112 | 91 |
| 25 | Timely/targeted customer communications | # new website visits | PIO | > 100,000 / Year | 416,842 | 205,826 | 227,758 |
| | | # unique website hits | PIO | > 120,000 / Year | 419,406 | 244,979 | 261,673 |
| | | # educational bill inserts issued (Apr) | PIO | > 7 / Year | 10 | 11 | 12 |
| | | # positive media releases issued (Apr) | PIO | > 16 / Year | 34 | 31 | 36 |
| 26 | Promote Community Involvement & Pride | CCWA staff who have participated in community events (Apr) | PIO | > 75 / Year | 102 | 128 | 223 |
| | | Community events CCWA staff have participated in (Apr) | PIO | > 25 / Year | 44 | 41 | 54 |
| | | # residents reached through public education events (Apr) | PIO | > 8,000 / Year | 11,796 | 10,572 | 13,868 |



Customer Service Survey



In 2014, partnered with Research America (formerly Metrix Matrix) to perform customer satisfaction survey. Our strategy is to perform a customer relationship survey every two years. Our recent survey was completed in September and October of 2018. From a random customer, Research America who surveyed 400 customers by phone. This number of customers should provide a statistically reliable result (+/-4.8% margin of error or 95% confidence level). The 2018 survey showed that 88 percent of our customers gave a satisfactory rating with regards to overall customer satisfaction. This is up from 83 percent in 2016 survey. The graphs above summarize the survey results.

Using the results from the survey we plan to:

- Review LOS and determine if we need to make any changes
- Continue participating in community events
- Continued exposure for Tap on the Go
- Continue with our overall strategy and projects that are focused on water quality
- With the Customer Information System project completion in the upcoming year, there will be some changes for customers which we hope will contribute to customer satisfaction



BUDGET DEVELOPMENT

The operating budget policy answers some basic questions that include how the budget is developed, who is involved in the budget process, what is included in the budget, if there is internal equity and if there is strategic direction.

The budget is developed in accordance with the priorities that are linked to the Authority's financial and strategic plans set forth by CCWA. These are found in the Authority's strategic master plans, the long-term financial plan, the needs of the community and federal and state laws. Current priorities developed in conjunction with service levels are established and included in each department's levels of service (LOS).

Board policy with respect to the Authority's budget are as follows:

- The budget should support the Authority's mission statement, strategic goals and critical priorities.
- The budget should be regarded as a business-operating plan.
- Balanced annual operating budgets are required for all funds. This means that total anticipated revenues and other financing sources must equal the total estimated expenditures and other financing uses.
- Rates and fees are evaluated and at the discretion of management and authorization by the Board, the authority establishes rate, fees and changes to make all payments required by the bond covenant, including the Authority's operating costs and to satisfy its debt service requirement (minimum 120% of debt service on its bond obligations).
- In the initial stages of the budget process, all departments are required to submit requests for new personnel or changes in the existing positions to Human Resources Department.
- Each Department manager attends the annual strategic planning retreat. As part of a group exercise, participants are charged with the responsibility of establishing goals and objectives, setting operating and capital priorities and determining the strategic direction of the Authority.
- All departments will share in the responsibility of meeting policy goals and ensuring long-term financial health.
- Departments must justify each of their budgetary requests for funding. This allows the budget process to weigh all competing requests for resources within expected financial restraints.
- Senior Management evaluates all of the information that has been provided by the various parties and prioritizes requests based on level of funding available.

Basis of Accounting

The accounting term "*measurement focus*" is used to denote what accountants attempt to **measure** and report in a particular statement. The term "*basis of accounting*" refers to that point in time when revenues and expenses are recognized in the accounts and reported in the financial statements and on budget reports. *Basis of accounting* relates to the **timing** of the measurements made, regardless of the particular measurement focus is being applied. Because of what is being measured and reported, the Authority uses one measurement focus and basis of accounting for its accounting records and a different one for its budget.

Accounting Records

The accounting policies utilized by the Authority in the preparation of its financial statements are in conformity with generally accepted accounting principles (GAAP) as applied to government units. The Governmental Accounting Standards Board (GASB) is the accepted standard-setting body for establishing governmental accounting and financial reporting principles.

With the Authority being operated as a business enterprise, the accounting records are maintained on the *accrual basis* of accounting. The measurement focus of the operating statement is on changes in economic resources (i.e.,



changes in total net assets). Such changes are recognized as soon as the underlying event or transaction has occurred, regardless of the timing of related cash flows (i.e., the accrual basis of accounting). For financial statement reporting purposes, all of the different segments of financial activities for the Authority's Water and Sewer Utility are aggregated together and reported as a single entity.

Budget

In preparing the budget and determining a suitable measurement focus, two major conceptual differences have to be taken into consideration. The first of those is the reporting requirements of the bond covenants or ordinances. Based on the purpose of the appropriation in the Water and Sewer Utility, the flow of funds from operations must be segregated into one of the three following funds or subsidiary budgets: Revenue Fund, Debt Service Funds or Renewal and Extension Funds.

As part of the budgetary structure, the basic unit of organization and operation within the Authority exists at the "fund" level. The Authority uses these funds to demonstrate legal compliance and to aid financial management by segregating transactions related to certain activities. In addition, since the user fees that we collect are associated with the provision of two different service classes, the Authority has to maintain *two separate enterprise funds*.

During the budget process, we are also concerned with balancing the amount of cash inflows and outflows. Accordingly, the Authority uses the *modified accrual basis* of accounting in preparing its budget. In this instance, the measurement focus is on changes in current financial, or expendable, resources to the extent that they normally are expected to impact near-term cash flows (i.e., the modified accrual basis of accounting). Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (i.e., when they are "measurable and available"). "Measurable" means the amount of the transaction can be determined and "available" means collectible within the current period or soon enough thereafter to pay liabilities of the current period.

Budget Process

The budget process is yearlong with the planning for the next fiscal year beginning in September of the year before and ending with the adoption of the budget in April.

September through December: The *Budget Office* creates a calendar with deadlines for the budget in September, which is approved by the *General Manager*. Department managers determine need for new personnel and any changes required to existing positions. They also assess need for new or replacement of equipment, vehicles and capital projects that will begin in the next fiscal year.

In November, the Finance Department prepares a budget preparation package of material for every department. As all needed information is compiled, it is placed into each department's electronic folder. The *Budget Office* uses the current payroll information to calculate salary and benefits needed for the upcoming year. By the end of December, all necessary material and instructions needed by a department to complete its annual budget request is available for Managers to begin creating department budgets.

January: Managers begin building their budgets by reviewing historical spending patterns of operating budgets, fuel and utility rate changes and capital needs. Department Managers have approximately one month for the request preparation period and input into the financial software package. During this month, the *Finance Director* analyzes the historical and most recent revenue collection data. Based on the identified trends and certain economic assumptions, the revenue projections are prepared and sent to the *General Manager* for review. Once reviewed and any changes are made the *Budget Officer* then enters the proposed revenues into the financial software system.



February: All submittals are cataloged and balanced, and then these are given to *Executive Management, Finance Director and Budget Officer*. An administrative review is then conducted by the Financial Director and Budget Officer that includes; clarification of any items as needed, adjustments to submittals where historical spending warrants, incomplete or missing forms from Department Managers.

An onsite capital review is conducted for each department requesting the addition of new or replacement vehicles, capital equipment and projects. The *General Manager, Assistant General Managers, Finance Director and Budget Officer* meet with the respective *Department Managers*. Once *Executive Management* has reviewed all requests, a final budget meeting is scheduled with each department to discuss changes in requested funding. The Budget Office compiles changes and distributes information back to *Department Managers*.

March: All recommended budget information is compiled by the Finance Department and placed in a bound copy of the proposed budget document.

April: The *General Manager* presents a balanced budget to the *Board of Directors* for approval. During this presentation the Assistant General Managers, Department Managers, Finance Director and Budget Officer are all on hand to answer any questions the Board may have before adopting the proposed budget.



After the Board adopts the budget, the Finance Director completes the formal budget document. The final budget is submitted to the Government Finance Officers Association (GFOA) to determine if it meets the criteria for the Distinguished Budget Presentation award. The adopted budget is posted to the CCWA website.

August, November, February and June: After each quarter-end, the Budget Office prepares quarterly budget review workbooks for all departments and schedules budget reviews with each of the Department Managers, General Manager, Assistant General Managers and Finance Director to review budget to actual performance and distributes to Department Managers.

Monthly Board Meetings: The Finance Director prepares monthly budget to actual performance reports for the Water and Sewer Fund and the Stormwater Fund that is presented at each monthly board meeting.

Budget revisions can be made by department managers between object accounts within a budget unit. Revisions between business units, within a department, can be made with approval of the General Manager. All other changes are made with approval from the Board of Directors.

Budget Calendar

| | Aug. | Sept. | Oct. | Nov. | Dec. | Jan. | Feb. | Mar. | April | May | June | July |
|--|------|-------|------|------|------|------|------|------|-------|-----|------|------|
| Strategic Planning: | | | | | | | | | | | | |
| Department Managers Review Work Priorities | → | | | | | | | | | | | |
| Strategic Planning Retreat | | → | | | | | | | | | | |
| Work Priorities and Project Planning Workshops | | | → | | | | | | | | | |
| Work Priorities for Authority Scored and Ranked by All Department Managers | | | | → | | | | | | | | |
| Rate Analysis Performed based on Work Priorities for Next Year Budget | | | | | → | | | | | | | |
| Rate Increases Effective for current year budget | | | | | | → | | | | | | |
| Budget Development: | | | | | | | | | | | | |
| Human Resources completes a Personnel and Compensation Review | | → | | | | | | | | | | |
| Capital Assessment for Equipment, Vehicle, and Technology Replacement | | | | | → | | | | | | | |
| Finance Director prepares revenue Forecast for upcoming year | | | | | | → | | | | | | |
| Department Managers prepare draft Operating and Capital Budgets based on Work Priorities | | | | | | | → | | | | | |
| Budget Office compiles draft Operating and Capital Budgets | | | | | | | → | | | | | |
| Department Managers present Operating and Capital Budget to General Manager's Office | | | | | | | → | | | | | |
| Finalize and Adopt: | | | | | | | | | | | | |
| General Manager convenes budget review team and makes recommendations | | | | | | | → | | | | | |
| Budget Office compiles revisions and changes made | | | | | | | | → | | | | |
| Budget Office prepares Final Budget and Board of Director's Presentation | | | | | | | | → | | | | |
| Final Budget Presented to Board of Directors for Approval | | | | | | | | | → | | | |
| Budget Adoption | | | | | | | | | | → | | |
| Quarterly Budget Reviews with Department Managers | | | → | | | → | | | → | | | → |



Rates and Charges

The Authority establishes a number of goals and objectives for the setting of retail water rates. A summary of the major goals and objectives include:

- Provide sufficient revenues for the operation, maintenance and repair of the systems consistent with good utility practice.
- Provide sufficient revenues to improve or maintain financial condition and bond ratings at or above levels equivalent to highly rated utilities.
- Meet requirements and covenants under all bond indentures.
- Set rates based on costs of service.
- Investigate and develop capacity fees for new development.
- Investigate and develop rate-based conservation incentives.
- Investigate and develop affordability programs for low-income customers.

Rate Objectives

A number of other rate objectives have been considered in developing rates. These objectives, together with other legal considerations, provide a basis for evaluating rate alternatives and selecting a preferred rate structure. The objectives include:

- **Conservation.** The rate structure should encourage customers to conserve water and to use water and sewer services in an environmentally sustainable manner.
- **Simplicity.** The rate structure should be easily communicated customers who should be able to use their knowledge of the rate structure to predict the amount of their water and sewer bill.
- **Stability.** The rate structure should provide a reliable revenue stream such that small changes in residential use patterns should not lead to large changes in revenues. Rate adjustments should be minimized year-to-year to avoid large changes.
- **Fairness.** The rate structure should ensure that all customer classes pay their fair share of costs. Cost of service is a basis for evaluating fairness.

Each April, CCWA undertakes an internal evaluation of its rates structure and customer metrics to ensure that each of these goals and objectives is achieved.

Monthly Service Charges

CCWA's rates include a base or monthly service charge applicable to all retail classes of service. The monthly service charge has two components, a fixed and a variable or volume-based charge. Certain costs such as meter reading and customer billing are equal for all customers and are included in the monthly service charge as fixed cost per account. Other costs such as meter maintenance and replacement are a function of meter size. While also fixed in type, these costs are included in the monthly service charge and are higher for larger metered accounts. Other costs are highly correlated to volume usage and are a part of the variable cost portion of the bill.

Stormwater Fees

Stormwater Fees for residential customers are a flat rate of \$3.75 per household. All non-residential customers are charged based on the square feet of impervious surface on the property. An impervious surface unit is calculated by total square feet of impervious surface divided by 2,950; that amount is then multiplied by \$3.75 to compute the fee assessed. Impervious surfaces are mainly artificial structures such as roads, sidewalks, driveways, parking lots and rooftops that are covered by impenetrable materials such as asphalt, concrete, brick or stone.



These materials, as well as highly compacted soil and gravel surfaces, prevent rainwater from soaking into the ground. This creates runoff that causes problems including flooding, water pollution and stream bank erosion.

Adopted Retail Water Rates

The summary of **Approved Retail Water Rates** reflects water rates per 1,000 gallons approved by the Board. The following rates are effective May 1, 2016 and have been taken into consideration for the current budget year, FY 2018 – 2019.

| May 2016 | | | | | |
|---|--------|-----------|-----------|-----------|-----------|
| Description | Usage | Water | | Sewer | |
| | | Base Rate | Tier Rate | Base Rate | Tier Rate |
| Residential | | | | | |
| 5/8" meter | | \$10.05 | | \$10.73 | |
| Tier 1 | 1k-3k | | \$2.37 | | \$2.56 |
| Tier 2 | 4k-7k | | \$5.68 | | \$6.02 |
| Tier 3 | 8k-20k | | \$7.03 | | \$6.02 |
| Tier 4 | >20k | | \$8.44 | | \$6.02 |
| Commercial / Industrial | | | | | |
| 5/8" meter | | \$10.05 | | \$10.73 | |
| 3/4" meter | | \$10.62 | | \$11.33 | |
| 1" meter | | \$13.58 | | \$14.31 | |
| 1.5" meter | | \$23.62 | | \$35.78 | |
| 2" meter | | \$47.23 | | \$71.54 | |
| 3" meter | | \$70.85 | | \$107.32 | |
| 4" meter | | \$88.56 | | \$133.54 | |
| 6" meter | | \$132.25 | | \$200.32 | |
| 8" meter | | \$165.31 | | \$250.40 | |
| 10" meter | | \$198.37 | | \$300.47 | |
| Tiers for all commercial meter sizes | | | | | |
| Tier 1 | 1k-3k | | \$3.25 | | \$3.58 |
| Tier 2 | >3k | | \$5.68 | | \$6.02 |
| Note: Tier 1 applies to 5/8", ¾", and 1" only | | | | | |
| Other | | | | | |
| Irrigation | | | \$8.44 | | |
| MFC/UFC | | | \$5.68 | | |
| 2" | | \$3.74 | | | |
| 4" | | \$8.36 | | | |
| 6" | | \$12.85 | | | |
| 8" | | \$24.64 | | | |
| 10" | | \$32.25 | | | |
| 12" | | \$38.64 | | | |
| 16" | | \$45.19 | | | |
| Hydrant Meter | | \$70.85 | \$5.68 | | |
| | | | | | |
| Tier 1 | 0-30k | | \$0.60 | | |
| Tier 2 | 31-60k | | \$1.18 | | |
| Tier 3 | > 60k | | \$2.37 | | |
| Minimum | | | \$3.55 | | |



OPERATING BUDGET



Operating Budget

The primary purpose of the **Operating Expenses** section is to provide the reader with detailed information about the expenses that are programmed for each department and budget unit. To provide the user with various levels of detail for their analysis, the information is first provided at the individual fund level. This aggregate expenditure data is then broken down and presented at the departmental level and then finally at the individual budget unit level. The data contained in this section identifies the amount of resources that are being allocated for specific purposes; gives a breakdown of expenses by object account; and provides some historical context for those amounts.

To help the reader place the appropriated amounts in the proper context, the major responsibilities and tasks being performed for each budget unit are described. For each budget unit, significant changes in appropriations and staffing levels are noted. Full-time equivalent information by personnel class is included to show staffing needs over time.

This section is organized by the Utility Fund. The Water and Sewer Fund has six primary divisions. Each division's section includes: (1) an Organizational Chart, (2) Summary of Staffing by business units within the division, (3) Major Objectives for each division and (4) Levels of Service (KPI's) for that division. A detailed staffing list by business unit follows each division's summary section. The Executive Division is presented with a separate summary for each of its individual business units.

Operating budgets are provided at the consolidated division level and then followed by individual business unit budgets.



Water and Sewer Fund



Clayton County Water Authority



**WATER & SEWER
FUND**



*"Providing **Quality**
Water and **Quality**
Services to Our
Community"*

**Department : All Departments - Consolidated****Business Unit : All Departments - Consolidated**

| Budget Summary By Expenditure Class | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 - 20 Budgeted |
|--|--------------------------------|----------------------------------|----------------------------------|
| Personal Services | \$ 27,481,040 | \$ 32,248,286 | \$ 32,100,781 |
| Operating Expenditures | 28,167,398 | 36,701,102 | 40,620,012 |
| Debt Service | - | 641,478 | 660,723 |
| Capital Outlay | 1,224,984 | 2,892,335 | 3,509,843 |
| Other Financing Uses | 50,609,155 | 28,430,355 | 24,913,000 |
| Total Appropriations | \$ 107,482,577 | \$ 100,913,556 | \$ 101,804,359 |

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 - 20 Budgeted |
|---|--------------------------------|----------------------------------|----------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ 19,284,553 | \$ 21,524,870 | \$ 22,058,646 |
| Overtime Pay | 840,827 | 1,002,619 | 926,948 |
| F.I.C.A. | 1,482,555 | 1,700,335 | 1,682,526 |
| Pension | 2,731,470 | 3,060,182 | 3,144,938 |
| Employee Benefits | 3,141,635 | 4,960,280 | 4,287,723 |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | 4,226,398 | 4,206,473 | 5,112,281 |
| Vehicle Supplies | 420,433 | 488,427 | 509,932 |
| Administrative Supplies | 231,272 | 310,284 | 344,846 |
| Safety Supplies | 74,344 | 90,687 | 104,430 |
| Special Purchases | 989,693 | 2,387,818 | 2,787,781 |
| Utilities | 7,436,882 | 7,774,532 | 7,999,530 |
| Rentals | 32,845 | 60,731 | 205,036 |
| Maintenance and Repairs | 1,052,120 | 1,354,350 | 1,560,243 |
| Outside Services | 7,561,038 | 12,160,580 | 14,374,500 |
| Interest | 173,932 | 936,171 | 299,426 |
| Retiree Health Benefits | 557,161 | 792,042 | 822,525 |
| General Expenses | 2,736,277 | 3,286,007 | 3,542,332 |
| Accounting Charges | 2,675,003 | 2,853,000 | 2,957,150 |
| Debt Service: | | | |
| Capital Financing | - | 641,478 | 660,723 |
| Capital Outlay: | | | |
| Capital Expenditures | 1,224,984 | 2,892,335 | 3,509,843 |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | 50,609,155 | 28,430,355 | 24,913,000 |
| Total Appropriations | \$ 107,482,577 | \$ 100,913,556 | \$ 101,804,359 |



Department : All Departments - Consolidated

Business Unit : All Departments - Consolidated

Overview of Water and Sewer Utility Revenue Fund

The Clayton County Water Authority has developed and maintains a fund accounting system to ensure that the financial activities of the Water and Sewer Utility are properly recorded and reported.

The Revenue Fund serves as the principle operating fund of the Authority for the provision of water and sewer services to its customers.

The creation, maintenance and accounting methodologies of the Revenue Fund are required by the existing revenue bond ordinances.

The Authority is required to deposit all receipts from the operation of the water and sewer system, or from properties in connection therewith, into the Revenue Fund.

The Authority is permitted to use monies on deposit in the Revenue Fund to pay the reasonable and necessary costs of operating, maintaining and repairing the water and sewer system.

As a means of ensuring the availability of cash to meet immediate cash flow needs, the bond ordinances require that the Authority maintain a working capital reserve of \$500,000.

The new revenues remaining in the Revenue Fund after paying normal operating expenses and funding the working capital reserve are pledged under the bond resolutions to the payment of the debt service on the revenue bonds that have been issued.

The Authority has covenanted that it will establish, revise and maintain rates, fees and charges to the extent necessary that they generate funds sufficient at all times to (1) maintain and operate the system on a sound business like basis, (2) pay the required debt service amounts into the bond sinking fund, and (3) maintain a reserve for extensions and improvements to the system.

Functional Breakdown of Departments for Budgeting Purposes

Executive
Water Production
Program Management and Engineering
Distribution and Conveyance
Water Reclamation
General Services



Executive Division – Business Unit Group 100



Clayton County Water Authority



**EXECUTIVE
DIVISION**



*"Providing **Quality
Water** and **Quality
Services** to Our
Community"*



EXECUTIVE DIVISION BUDGET UNIT 100

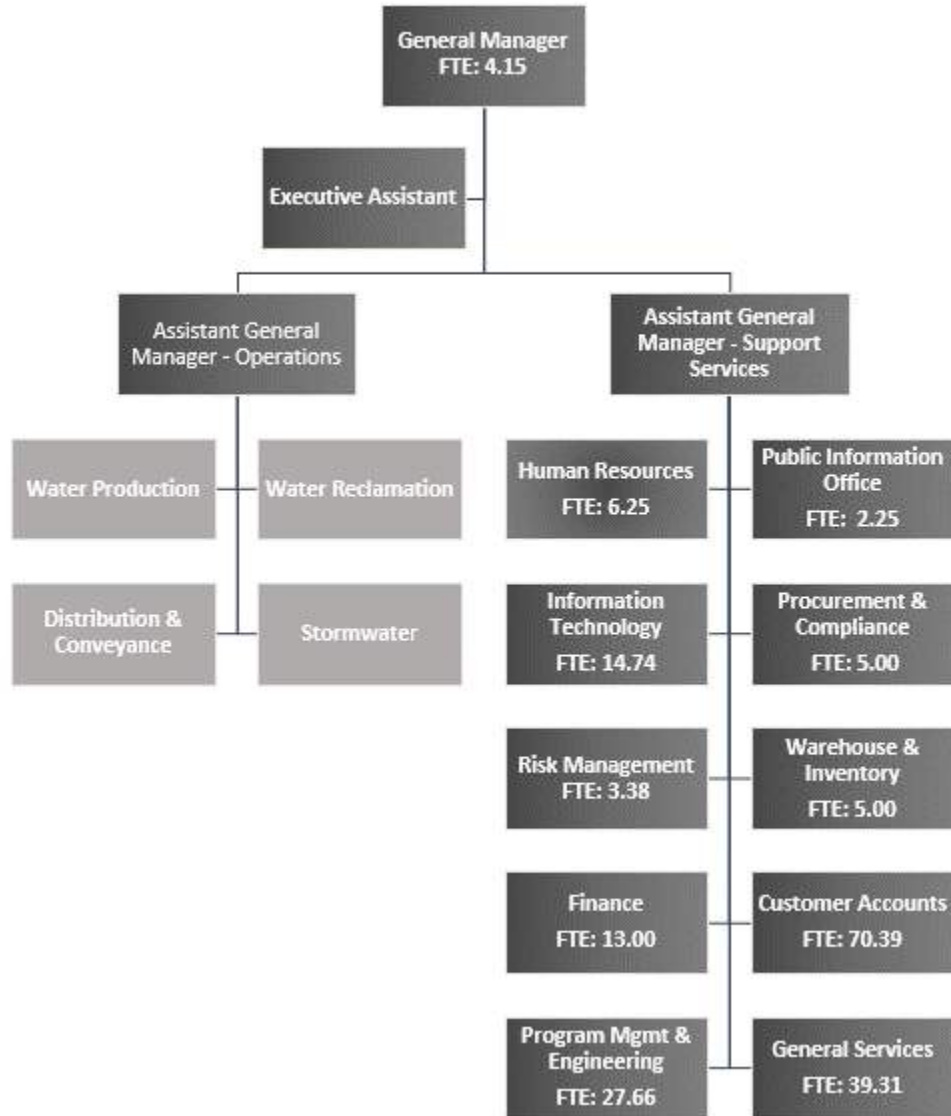
The Executive Department is composed of the typical oversight and administrative functions required in a service provider type of organization. The principal components include management, human resources, public relations, information technology, risk management, procurement, financial services and customer service.

The General Manager is responsible for the overall administration and direction of the Authority in keeping with the Board of Directors' policies and with federal and state laws, rules and regulations. The General Manager provides general direction to two Assistant General Managers (AGM). One Assistant General Manager is over support services and guides the Director of Human Resources, Finance, Information Technology, Risk Management, Procurement, Warehouse, Customer Accounts, Program Management and Engineering, the Public Information Office and General Services. A second Assistant General Manager is over Operations and guides the Managers of Water Production, Water Reclamation, Distribution and Conveyance and General Services. Directors and Managers are responsible for the day-to-day operations of their individual functions. To better manage operating expenses, the departments are broken down into specific programs, activities or functional areas of responsibility and are listed below.

| | |
|----------------------------------|----------------------------------|
| 101 – General Manager | 130 – Customer Accounts Director |
| 102 – Human Resources | 131 – Meter Services |
| 104 – Public Information Office | 132 – Customer Accounting |
| 105 – Board Members | 135 – Customer Service |
| 106 – Information Technology | 136 – Community Use Room |
| 109 – Procurement and Compliance | 940 – Warehouse |
| 110 – Finance | |
| 115 – Risk Management | |



Executive Division Organizational Chart





Executive Division Staffing

| Authorized Personnel | FY 2017-2018 Budgeted | FY 2018-2019 Budgeted | FY 2019-2020 Budgeted |
|---|-----------------------------|-----------------------------|-----------------------------|
| Executive Division | | | |
| 101 - General Manager | 5.68 | 4.32 | 4.15 |
| 102 - Human Resources | 6.23 | 6.23 | 6.25 |
| 104 - Public Relations | 1.73 | 1.73 | 2.25 |
| 106 - Information Technology | 14.74 | 14.74 | 14.74 |
| 109 - Procurement and Compliance | 3.00 | 4.00 | 5.00 |
| 110 - Finance | 13.00 | 13.34 | 13.00 |
| 115 - Risk Management | 3.75 | 3.38 | 3.38 |
| 130 - Customer Accounts Director | 3.00 | 3.00 | 3.00 |
| 131 - Meter Services | 23.40 | 23.40 | 24.40 |
| 132 - Customer Accounting | 7.60 | 7.60 | 7.00 |
| 135 - Customer Service | 35.47 | 35.47 | 35.99 |
| 940 - Warehouse | 6.00 | 5.00 | 5.00 |
| Total Full-Time Employees (FTEs) | 123.60 | 122.21 | 124.16 |



WE ♥ OUR
CUSTOMERS





Executive Division Consolidated Operating Budget

Department : Executive

Business Unit : Division 100 - Consolidated

Overview of Department Responsibilities

The primary responsibility of the Executive Division is to provide administrative and support services to the operating departments. Functional responsibilities include strategic management, human resources, customer service, information technology, fiscal and business services and public relations. This division helps assure that activities of the Authority are performed in accordance with federal and state laws which govern water distribution and wastewater collection systems and the various support responsibilities. This division also provide support services to the Stormwater Utility Fund. Tasks are generally undertaken based on the policies established by the Board of Directors and the priorities established by the General Manager.

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 - 20 Budgeted |
|---|--------------------------------|----------------------------------|----------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ 6,716,605 | \$ 7,421,717 | \$ 7,449,989 |
| Overtime Pay | 101,628 | 323,495 | 191,400 |
| F.I.C.A. | 499,226 | 569,946 | 560,964 |
| Pension | 1,009,529 | 1,109,804 | 1,142,533 |
| Employee Benefits | 1,142,598 | 1,708,216 | 1,481,002 |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | 346,115 | 538,483 | 561,075 |
| Vehicle Supplies | 61,101 | 70,560 | 75,563 |
| Administrative Supplies | 171,655 | 230,697 | 255,310 |
| Safety Supplies | 14,738 | 28,085 | 40,385 |
| Special Purchases | 88,832 | 2,203,218 | 2,602,341 |
| Utilities | 399,909 | 443,893 | 514,905 |
| Rentals | 7,807 | 14,665 | 15,165 |
| Maintenance and Repairs | 32,097 | 59,882 | 67,132 |
| Outside Services | 1,857,117 | 3,386,612 | 5,622,865 |
| Interest | 173,932 | 936,171 | 299,426 |
| Retiree Health Benefits | 557,161 | 792,042 | 822,525 |
| General Expenses | 1,751,402 | 2,172,623 | 2,308,359 |
| Accounting Charges | 2,674,885 | 2,853,000 | 2,953,950 |
| Debt Service: | | | |
| Capital Financing | - | 641,478 | 660,723 |
| Capital Outlay: | | | |
| Capital Expenditures | 136,648 | 399,849 | 82,030 |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | 39,804,460 | 21,260,355 | 19,845,000 |
| Total Appropriations | <u>\$ 57,547,445</u> | <u>\$ 47,164,791</u> | <u>\$ 47,552,642</u> |

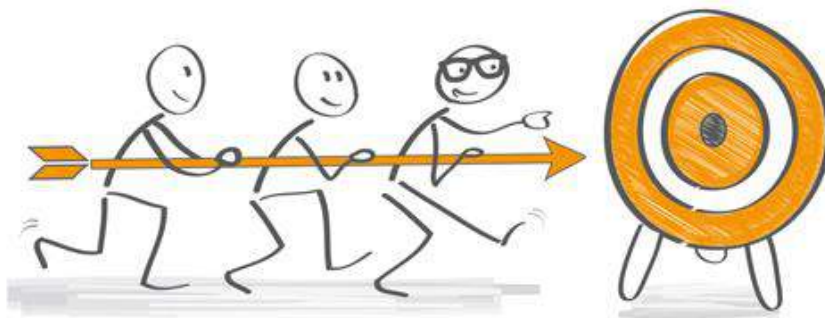


General Manager Staffing – Position Detail

| Authorized Personnel | FY 2017-2018 Budgeted | FY 2018-2019 Budgeted | FY 2019-2020 Budgeted |
|--|-----------------------|-----------------------|-----------------------|
| General Manager | | | |
| Assistant General Manager - Operations | 1.00 | 1.00 | 1.00 |
| Assistant General Manager - Support Svcs | 1.00 | 1.00 | 1.00 |
| Business Analyst | 1.00 | 0.00 | 0.00 |
| Executive Coordinator | 1.00 | 1.00 | 1.00 |
| General Manager | 1.00 | 1.00 | 1.00 |
| General Manager - Shadow | 0.53 | 0.17 | 0.00 |
| Plan/Policy Review Specialist | 0.15 | 0.15 | 0.15 |
| Total Number of Personnel (FTE's) | 5.68 | 4.32 | 4.15 |

General Manager – Major Initiatives for FY 2019 – 2020

| Business Unit | Budget Funding | Account Number | Amount Budgeted | Initiative |
|-----------------|----------------|----------------|-----------------|--|
| General Manager | | | | |
| 101 | Operating | 56110 | \$ 275,000 | Misc. Consulting For Executive Department |
| | | 56131 | 251,000 | Misc. HQ Maintenance |
| | | 59104 | 150,000 | Organizational National and Regional Water Memberships |
| Grand Total | | | \$ 676,000 | |





General Manager - Operating Budget

Department : ExecutiveBusiness Unit : (101) General ManagerMajor Business Unit Functions:

Serves in the Chief Executive Officer capacity for the Authority's operations. Implements policies established by the Board of Directors. Recommends improvements to management and control practices.

Significant Expenditure and Staffing Changes:

Other Materials & Supplies: increase due to supplies needed for 3 new executive team members.

Outside Services: increase due to maintenance and cleaning of the entire Headquarters building.

After meeting all budgetary needs, we are able to place \$2,599,216 into the **Special Purchases** category as a contingency fund to be used at the General Manager's discretion based upon Board approved policies.

| Budget Detail By | FY 2017 - 18 | FY 2018 - 19 | FY 2019 - 20 |
|-------------------------------------|----------------------|------------------------|------------------------|
| <u>Individual Categories</u> | <u>Actual</u> | <u>Budgeted</u> | <u>Budgeted</u> |
| Personal Services: | | | |
| Salaries and Wages | \$ 549,156 | \$ 717,956 | \$ 550,766 |
| Overtime Pay | - | 400 | 400 |
| F.I.C.A. | 35,680 | 46,161 | 35,763 |
| Pension | 74,016 | 98,365 | 75,125 |
| Employee Benefits | 41,053 | 73,814 | 36,036 |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | 3,712 | 4,220 | 15,800 |
| Vehicle Supplies | 848 | 2,600 | 2,750 |
| Administrative Supplies | 8,480 | 7,850 | 14,150 |
| Safety Supplies | 208 | 500 | 500 |
| Special Purchases | 671 | 2,080,418 | 2,599,316 |
| Utilities | 59,794 | 61,850 | 64,850 |
| Rentals | - | 1,515 | 1,515 |
| Maintenance and Repairs | 16,155 | 19,400 | 19,500 |
| Outside Services | 309,840 | 416,005 | 589,205 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 431,002 | 493,661 | 436,560 |
| Accounting Charges | - | - | - |
| Debt Service: | | | |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | - | - | - |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | 80,900 | 60,000 | - |
| Total Appropriations | <u>\$ 1,611,515</u> | <u>\$ 4,084,715</u> | <u>\$ 4,442,236</u> |



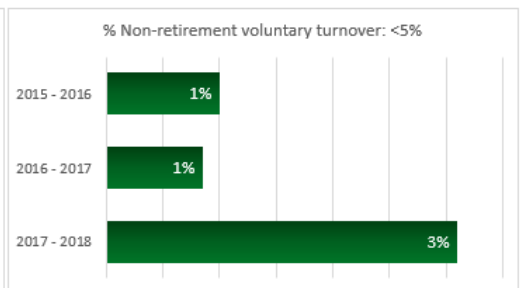
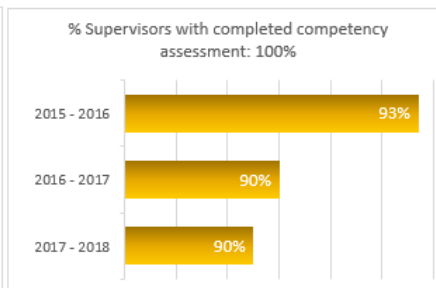
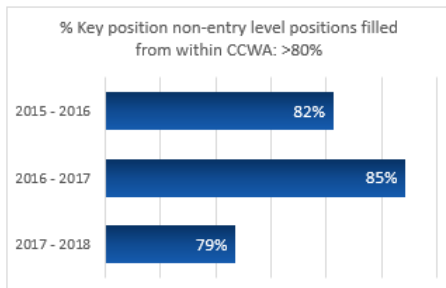
Human Resources Staffing – Position Detail

| Authorized Personnel | FY 2017-2018 Budgeted | FY 2018-2019 Budgeted | FY 2019-2020 Budgeted |
|--|-----------------------------|-----------------------------|-----------------------------|
| Human Resources | | | |
| Compensation and Benefits Coordinator | 1.00 | 1.00 | 1.00 |
| Business Analyst: Human Resources | 1.00 | 1.00 | 1.00 |
| Human Resource Director | 1.00 | 1.00 | 1.00 |
| Human Resource Generalist | 1.00 | 1.00 | 1.00 |
| Human Resource High School Intern | 0.23 | 0.23 | 0.25 |
| Training and Development Coordinator | 1.00 | 1.00 | 1.00 |
| Training Specialist | 1.00 | 1.00 | 1.00 |
| Total Number of Personnel (FTE's) | 6.23 | 6.23 | 6.25 |

Human Resources – Levels of Service

The Human Resources Department has three KPI metrics that are associated with the Authority's **"Provide Employee Development"** goal and strategies 9 and 10 to *"Provide CCWA employees the opportunity for advancement"* and *"Satisfaction with working environment, challenge and opportunities"*.

| Service Level Goal | Key Performance Indicator (KPI) | n | Target | 2017 - 2018 | 2016 - 2017 | 2015 - 2016 |
|---|--|----|-------------|-------------|-------------|-------------|
| PROVIDE EMPLOYEE DEVELOPMENT | | | | | | |
| 9 Provide CCWA employee opportunity for advancement | % Key position non-entry level positions filled within | HR | > 80% | 79% | 85% | 82% |
| | % Supervisors with completed competency assessment | HR | 100% | 90% | 90% | 93% |
| 10 Satisfaction with working environment, challenge and opportunities | % Non-retirement voluntary turnover | HR | < 5% / Year | 3% | 1% | 1% |



Human Resources – Major Initiatives for FY 2019 – 2020

| Human Resources | | | | | |
|------------------------|------------------|-------|-------------------|--|--|
| 102 | Operating | 50402 | \$ 135,000 | Pension Catchup | |
| | | 56101 | 30,000 | Legal Fees | |
| | | 56110 | 50,000 | Wellness Initiatives Monitoring and Coaching | |
| | | 59135 | 54,410 | Internal Employee Training Programs | |
| Grand Total | | | \$ 269,410 | | |



Human Resources - Operating Budget

Department : Executive**Business Unit : (102) Human Resources****Major Business Unit Functions:**

Provides administrative support to departments in the areas of recruitment, selection, development and retention of their employees. Administers a full range of employee benefits, life insurance, workers' compensation, deferred compensation, health insurance and disability plans. Oversees the in-house employee training programs. Maintains personnel files. Assists in policy development and compliance as it applies to providing a fair, equitable and productive work environment for CCWA employees.

Significant Expenditure and Staffing Changes:

Outside Services: increase represents funding for salary study along with wellness monitoring and coaching.

Retiree Health Benefits: represents funding for 10 additional retirees in the upcoming year.

General Expense: represents funding for in-house training and materials for leadership training .

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 - 20 Budgeted |
|---|--------------------------------|----------------------------------|----------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ 523,361 | \$ 532,769 | \$ 568,934 |
| Overtime Pay | 2 | 3,000 | - |
| F.I.C.A. | 39,224 | 39,662 | 41,801 |
| Pension | 176,157 | 177,796 | 212,809 |
| Employee Benefits | 241,479 | 310,232 | 302,616 |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | 8,084 | 32,223 | 5,000 |
| Vehicle Supplies | - | - | - |
| Administrative Supplies | 20,543 | 10,072 | 6,500 |
| Safety Supplies | 256 | - | - |
| Special Purchases | (27) | 120 | 120 |
| Utilities | 12,606 | 13,150 | 14,516 |
| Rentals | 450 | 3,650 | 3,650 |
| Maintenance and Repairs | - | 30 | 30 |
| Outside Services | 93,996 | 246,687 | 156,987 |
| Interest | - | - | - |
| Retiree Health Benefits | 557,161 | 792,042 | 822,525 |
| General Expenses | 109,577 | 116,388 | 135,610 |
| Accounting Charges | - | - | - |
| Debt Service: | | | |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | - | - | - |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | - | - | - |
| Total Appropriations | \$ 1,782,869 | \$ 2,277,821 | \$ 2,271,098 |



Communications & Community Relations Staffing – Position Detail

| Authorized Personnel | FY 2017-2018 Budgeted | FY 2018-2019 Budgeted | FY 2019-2020 Budgeted |
|---|-----------------------------|-----------------------------|-----------------------------|
| Communications and Community Relations | | | |
| Communications Intern | 0.73 | 0.73 | 0.25 |
| Communications Specialist | 0.00 | 0.00 | 1.00 |
| Public Information Officer | 1.00 | 1.00 | 1.00 |
| Total Number of Personnel (FTE's) | 1.73 | 1.73 | 2.25 |

Communications & Community Relations – Major Initiatives for FY 2019 – 2020

Communications and Community Relations

| | | | | |
|--------------------|------------------|-------|-------------------|---|
| 104 | Operating | 56110 | \$ 50,000 | Website Functionality Enhancements |
| | | 56110 | 35,000 | Communication Strategy Ph. 3 [SMP 108] |
| | | 56110 | 25,000 | Organizational Change Management Training |
| | | 56199 | 9,100 | Annual Community Report |
| | | 56199 | 2,500 | Monthly hosting of website |
| | | 56199 | 5,000 | Ad Design Work |
| | | 59110 | 27,200 | Advertisements |
| Grand Total | | | \$ 153,800 | |

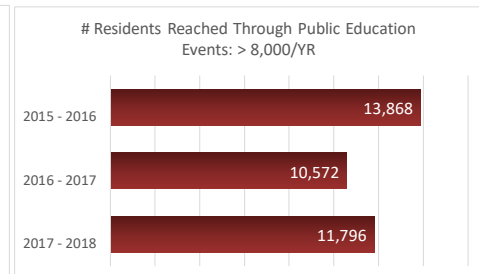
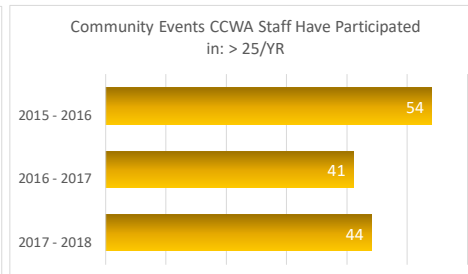
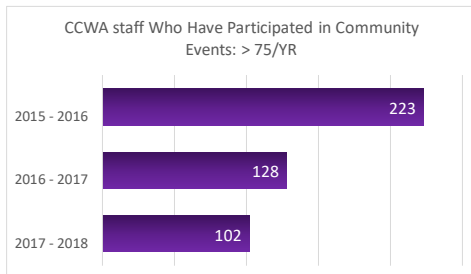
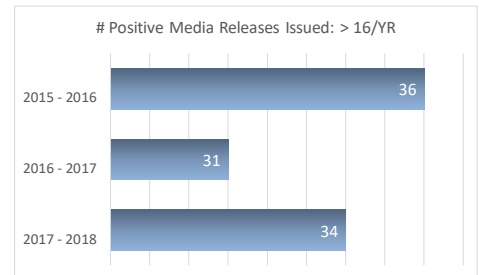
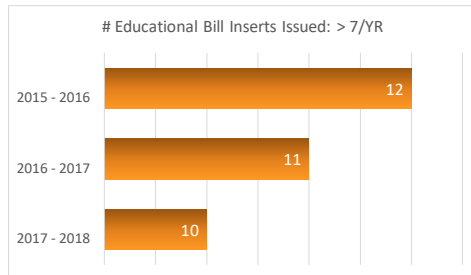
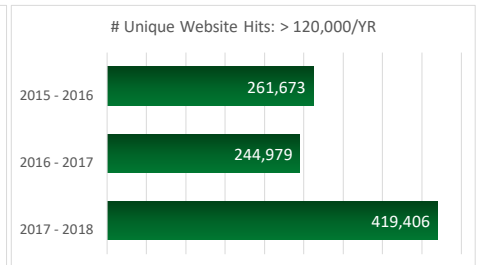
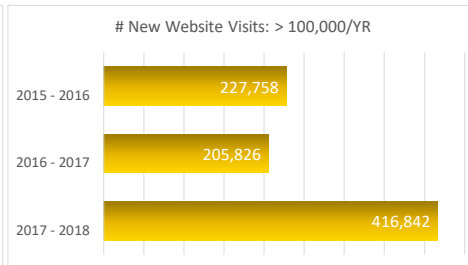
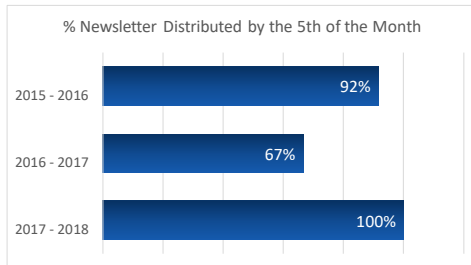




Communications & Community Relations – Levels of Service

The Communications & Community Relations has seven KPI metrics which are associated with the Authority's **"Provide Employee Development"** and **"Stakeholder Support"** goals and strategies 12, 25 and 26 to *"Distribute employee newsletter by the 3rd business day of the month," "Timely and targeted customer communications,"* and *"Promote community Involvement and Pride."* The department met all six of its KPI metrics for the previous two fiscal years

| Service Level Goal | Key Performance Indicator (KPI) | Division | Target | 2017 - 2018 | 2016 - 2017 | 2015 - 2016 |
|--|---|----------|------------------|-------------|-------------|-------------|
| PROVIDE EMPLOYEE DEVELOPMENT | | | | | | |
| 12 Timely/targeted employee communications | % Newsletter Distributed by the 5th of the Month | PIO | 100% | 100.0% | 66.7% | 91.7% |
| STAKEHOLDER SUPPORT | | | | | | |
| 25 Timely/targeted customer communications | # New Website Visits: > 100,000/YR | PIO | > 100,000 / Year | 416,842 | 205,826 | 227,758 |
| | # Unique Website Hits: > 120,000/YR | PIO | > 120,000 / Year | 419,406 | 244,979 | 261,673 |
| | # Educational Bill Inserts Issued: > 7/YR | PIO | > 7 / Year | 10 | 11 | 12 |
| | # Positive Media Releases Issued: > 16/YR | PIO | > 16 / Year | 34 | 31 | 36 |
| 26 Promote Community Involvement & Pride | CCWA staff Who Have Participated in Community Events: > 75/YR | PIO | > 75 / Year | 102 | 128 | 223 |
| | Community Events CCWA Staff Have Participated in: > 25/YR | PIO | > 25 / Year | 44 | 41 | 54 |
| | # Residents Reached Through Public Education Events: > 8,000/YR | PIO | > 8,000 / Year | 11,796 | 10,572 | 13,868 |





Communications & Community Relations - Operating Budget

Department : Executive**Business Unit : (104) Communications & Community Relations****Major Business Unit Functions:**

Coordinates internal and external communications. Prepares media releases and quarterly newsletters informing customers about significant activities. Responds to media inquiries and monitors coverage of Authority's activities in news media. Manages the CCWA website and coordinates community outreach/public education activities.

Significant Expenditure and Staffing Changes:

Personal Services: represents funding for a new Communications Specialist.

Operating Materials & Supplies: represents funding for public outreach supplies.

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 - 20 Budgeted |
|---|--------------------------------|----------------------------------|----------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ 101,713 | \$ 110,854 | \$ 143,082 |
| Overtime Pay | - | - | 1,000 |
| F.I.C.A. | 7,760 | 8,480 | 10,947 |
| Pension | 12,509 | 13,087 | 19,093 |
| Employee Benefits | 7,014 | 10,251 | 24,710 |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | 22,133 | 30,000 | 36,205 |
| Vehicle Supplies | - | - | - |
| Administrative Supplies | 26,378 | 43,930 | 43,500 |
| Safety Supplies | 31 | - | - |
| Special Purchases | - | - | 105 |
| Utilities | 1,745 | 1,905 | 1,869 |
| Rentals | 1,010 | - | - |
| Maintenance and Repairs | - | 1,000 | 1,000 |
| Outside Services | 79,682 | 314,299 | 131,766 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 28,142 | 38,767 | 44,418 |
| Accounting Charges | - | - | - |
| Debt Service: | | | |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | - | 9,307 | - |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | - | - | - |
| Total Appropriations | \$ 288,117 | \$ 581,880 | \$ 457,695 |



Board Members - Operating Budget

Department : Executive**Business Unit : (105) Board Members****Major Business Unit Functions:**

Develops policies that effectively provide and manage water, sewerage and stormwater services that protect the health, safety and welfare of CCWA's customers. Comply with the mandates of local, state and federal legislation or statutes which may require the Authority to provide certain services, or to provide enforcement or regulation of services provided for the benefit of the Authority's customers.

Significant Expenditure and Staffing Changes:

General Expenses: increase due to additional training with American Water Works Association and Water Environmental Federation.

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 - 20 Budgeted |
|---|--------------------------------|----------------------------------|----------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ 42,400 | \$ 42,900 | \$ 44,100 |
| Overtime Pay | - | - | - |
| F.I.C.A. | 3,244 | 3,282 | 3,374 |
| Pension | - | - | - |
| Employee Benefits | 2,534 | 106 | 105 |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | 120 | 5,300 | 1,100 |
| Vehicle Supplies | - | - | - |
| Administrative Supplies | 21 | 300 | 400 |
| Safety Supplies | - | - | - |
| Special Purchases | - | - | - |
| Utilities | 3,472 | 3,650 | 3,950 |
| Rentals | - | - | - |
| Maintenance and Repairs | - | - | - |
| Outside Services | 18,743 | 14,100 | 24,100 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 26,286 | 38,296 | 61,605 |
| Accounting Charges | - | - | - |
| Debt Service: | | | |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | - | - | - |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | - | - | - |
| Total Appropriations | \$ 96,820 | \$ 107,934 | \$ 138,734 |

*Note:

There are seven members of the Board of Directors who serve on a part-time basis.

The directors are appointed officials and thus not included as employed personnel.



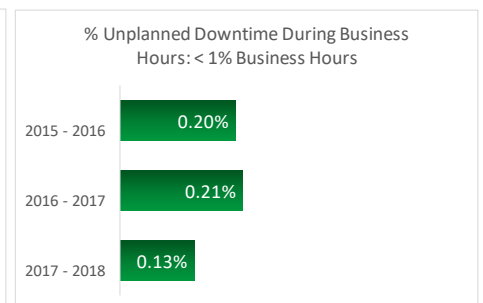
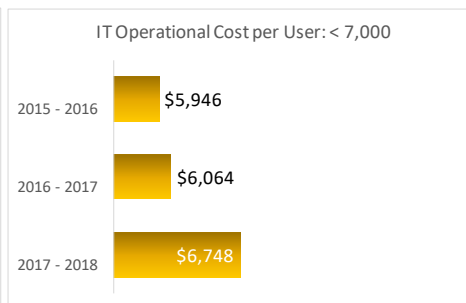
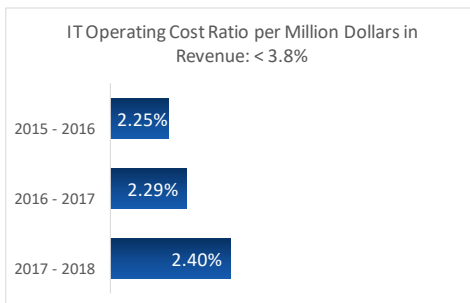
Information Technology Staffing – Position Detail

| Authorized Personnel | FY 2017-2018 Budgeted | FY 2018-2019 Budgeted | FY 2019-2020 Budgeted |
|--|-----------------------------|-----------------------------|-----------------------------|
| Information Technology | | | |
| Communications Administrator | 1.00 | 1.00 | 1.00 |
| Desk Top Technician III | 2.00 | 2.00 | 2.00 |
| Director of IT | 1.00 | 1.00 | 1.00 |
| Document Mgt Administrator | 1.00 | 1.00 | 1.00 |
| Intern | 0.74 | 0.74 | 0.50 |
| Programmer Analyst | 4.00 | 4.00 | 4.00 |
| SCADA Systems Administrator | 1.00 | 1.00 | 1.00 |
| Systems Administrator | 2.00 | 2.00 | 2.00 |
| SQL Database Administrator | 1.00 | 1.00 | 1.00 |
| Technology & Operations Supervisor | 1.00 | 1.00 | 1.00 |
| Total Number of Personnel (FTE's) | 14.74 | 14.74 | 14.50 |

Information Technology – Levels of Service

The Information Technology Department has three KPI metrics that are associated with the Authority's **"Optimize Operations"** goal and strategies 13 and 16 to *"IT operating cost ratio less than 3.8% per million dollars in revenue,"* *"Keep IT operational cost per user less than \$7,000,"* and *"To keep unplanned downtime during business hours under 1%."*

| Service Level Goal | Key Performance Indicator (KPI) | Division | Target | 2017 - 2018 | 2016 - 2017 | 2015 - 2016 |
|---|---|----------|------------------------|----------------|----------------|----------------|
| OPTIMIZE OPERATIONS | | | | | | |
| 13 Reasonable Cost of Service | IT Operating Cost Ratio per Million Dollars in Revenue: < 3.8% | IT | < 3.8% | 2.4% | 2.3% | 2.2% |
| | IT Operational Cost per User: < 7,000 | IT | < \$7,000 | \$6,748 | \$6,064 | \$5,946 |
| 16 Maximize computer system availability | % Unplanned Downtime During Business Hours: < 1% Business Hours | IT | < 1% of Business Hours | 0.1% | 0.2% | 0.2% |





Information Technology – Major Initiatives for FY 2019 – 2020

Information Technology

| | | | | |
|-------------|-----------|--------|--|---|
| 106 | Operating | 51111 | \$ 223,650 | Annual Technology Replacement |
| | | 56110 | 125,000 | JDE Related Consulting |
| | | 56110 | 200,000 | Infrastructure Consulting |
| | | 56110 | 150,000 | Other Apps. Consulting |
| | | 56130 | 264,000 | Hardware Maintenance and Backup |
| | | 59122 | 1,090,440 | Annual Software License |
| | Capital | 59303 | 302,000 | Software, System, Network and Infrastructure Improvements |
| 59983 | | 30,000 | Additional Windows and VMware Software | |
| Grand Total | | | \$ 2,385,090 | |





Information Technology - Operating Budget

Department : Executive**Business Unit : (106) Information Technology****Major Business Unit Functions:**

Provides technology support and application support for the various functions and activities of the Authority. Evaluate existing and changing technologies to determine if and how they can be leveraged to support and enhance the business strategies of the Authority. Provides technical and operational support for the telephone system.

Significant Expenditure and Staffing Changes:

Outside Services: increase is Emerson/Liebert hardware Equipment Maintenance.

General Expenses: increase represents additional funding for new software that came onboard during the last fiscal year.

Intrafund Transfers Out: represents funds being transferred to the Renewal and Extension Fund for DR storage replacement, Blade Server, Network Equipment Upgrade, San Switch Consoles, SCADA Host Refresh, Automated Testing Software, and Hyperconverged Pilot.

Capital Expenditures: represents funding for additional Windows and VMware Software.

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 - 20 Budgeted |
|---|--------------------------------|----------------------------------|----------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ 1,085,482 | \$ 1,134,695 | \$ 1,176,536 |
| Overtime Pay | 25,638 | 25,000 | 25,000 |
| F.I.C.A. | 82,430 | 87,510 | 88,272 |
| Pension | 146,007 | 156,135 | 160,994 |
| Employee Benefits | 125,497 | 175,451 | 151,149 |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | 130,864 | 198,835 | 231,150 |
| Vehicle Supplies | - | - | 750 |
| Administrative Supplies | 9,559 | 11,500 | 10,500 |
| Safety Supplies | 3 | 100 | 100 |
| Special Purchases | 60 | 300 | 300 |
| Utilities | 213,604 | 214,800 | 259,800 |
| Rentals | - | - | - |
| Maintenance and Repairs | - | 3,000 | 3,150 |
| Outside Services | 522,197 | 764,700 | 775,300 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 799,652 | 952,932 | 1,174,979 |
| Accounting Charges | - | - | - |
| Debt Service: | | | |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | 42,058 | 318,000 | 30,000 |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | 702,900 | 96,000 | 302,000 |
| Total Appropriations | \$ 3,885,951 | \$ 4,138,958 | \$ 4,389,980 |



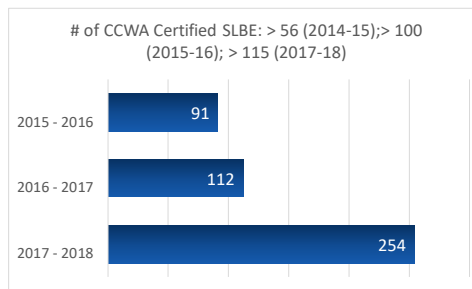
Procurement and Compliance Staffing – Position Detail

| Authorized Personnel | FY 2017-2018 Budgeted | FY 2018-2019 Budgeted | FY 2019-2020 Budgeted |
|--|-----------------------|-----------------------|-----------------------|
| Procurement and Compliance | | | |
| Procurement Compliance Coordinator | 1.00 | 1.00 | 1.00 |
| Procurement & Contract Specialist | 2.00 | 2.00 | 2.00 |
| Purchasing Coordinator | 0.00 | 0.00 | 1.00 |
| Business Analyst: Procurement | 0.00 | 1.00 | 1.00 |
| Total Number of Personnel (FTE's) | 3.00 | 4.00 | 5.00 |

Procurement and Compliance – Levels of Service

The Procurement Department has one KPI metric that is associated with the Authority's "Stakeholder Support" goals. This metric includes strategy 24 to "Certify at least 115 small local businesses per year."

| Service Level Goal | Key Performance Indicator (KPI) | Division | Target | 2017 - 2018 | 2016 - 2017 | 2015 - 2016 |
|-------------------------------------|--|----------|--|-------------|-------------|-------------|
| STAKEHOLDER SUPPORT | | | | | | |
| 24 Business opportunity development | # of CCWA Certified SLBE: > 56 (2014-15); > 100 (2015-16); > 115 (2017-18) | PRO | > 56 (2014-15) > 100 (2015-16) > 115 (2017-18) | 254 | 112 | 91 |



Procurement and Compliance – Major Initiatives for FY 2019 - 2020

| Business Unit | Budget Funding | Account Number | Amount Budgeted | Initiative |
|-----------------------------------|----------------|----------------|------------------|---|
| Procurement and Compliance | | | | |
| 109 | Operating | 56101 | \$ 25,000 | Legal Fees: SLBE Program Assistance, Contract and Procurement |
| | | 56110 | 5,000 | SLBE Workshops and Expo Presenter Fees |
| | | 56199 | 30,000 | SLBE Marketing |
| Grand Total | | | \$ 60,000 | |



Procurement and Compliance – Operating Budget

Department : Executive**Business Unit : (109) Procurement and Compliance****Major Business Unit Functions:**

Monitor and coordinate the CCWA-wide bidding and contracting activities including Small Local Business Enterprise Program, contract administration and contract compliance.

Significant Expenditure and Staffing Changes:

Personal Services: decrease represents moving a Safety and Compliance Officer, Security Officer, Patrol Officer, and Risk Manager from business unit 109 to business unit 115.

Outside Services: decrease represents moving funds from business unit 109 to 115 legal fees and annual fees for security monitoring.

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 - 20 Budgeted |
|---|--------------------------------|----------------------------------|----------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ 378,878 | \$ 545,443 | \$ 309,917 |
| Overtime Pay | 555 | 7,000 | 1,000 |
| F.I.C.A. | 27,719 | 42,214 | 23,174 |
| Pension | 48,683 | 71,365 | 42,106 |
| Employee Benefits | 43,327 | 95,536 | 80,423 |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | 489 | 12,260 | 4,700 |
| Vehicle Supplies | - | 3,250 | - |
| Administrative Supplies | 18,262 | 9,160 | 11,160 |
| Safety Supplies | 12,067 | 24,450 | - |
| Special Purchases | 73 | 140 | 100 |
| Utilities | 3,850 | 5,000 | 2,600 |
| Rentals | 250 | 3,500 | 4,000 |
| Maintenance and Repairs | - | - | - |
| Outside Services | 62,347 | 519,450 | 56,800 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 14,290 | 64,304 | 27,835 |
| Accounting Charges | - | - | - |
| Debt Service: | | | |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | - | - | - |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | 700,000 | - | - |
| Total Appropriations | \$ 1,310,790 | \$ 1,403,072 | \$ 563,815 |



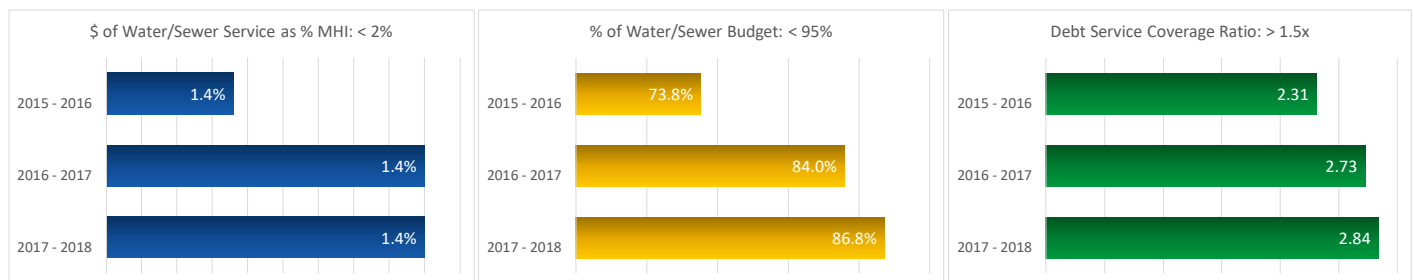
Finance Staffing – Position Detail

| Authorized Personnel | FY 2017-2018 Budgeted | FY 2018-2019 Budgeted | FY 2019-2020 Budgeted |
|--|-----------------------|-----------------------|-----------------------|
| Finance | | | |
| Accounting Supervisor | 1.00 | 1.00 | 1.00 |
| Accounts Payable Analyst | 2.00 | 2.00 | 2.00 |
| Budget Officer | 1.00 | 1.00 | 1.00 |
| Budget Officer - Shadow | 0.00 | 0.34 | 0.00 |
| Capital Asset Accountant | 2.00 | 2.00 | 2.00 |
| ERP Coordinator | 1.00 | 1.00 | 1.00 |
| Finance Assistant | 1.00 | 1.00 | 1.00 |
| Finance Director | 1.00 | 1.00 | 1.00 |
| Financial Analyst | 1.00 | 1.00 | 1.00 |
| Payroll Accountant | 1.00 | 1.00 | 1.00 |
| Revenue Fund Accountant | 1.00 | 1.00 | 1.00 |
| Special Funds Accountant | 1.00 | 1.00 | 1.00 |
| Total Number of Personnel (FTE's) | 13.00 | 13.34 | 13.00 |

Finance – Levels of Service

The Finance Department has three KPI metrics which are associated with the Authority's "**Optimize Operations**" and "**Ensure Financial Viability**" goals and strategies 13, 17 and 18 to "Maintain a reasonable cost of service using the County's median household income (MHI)," "Develop an annual budget that can be sustained," and "Provide financing for the Authority's investment in its capital projects." The department met all three of its KPI metrics for the previous three fiscal years.

| Service Level Goal | Key Performance Indicator (KPI) | Division | Target | 2017 - 2018 | 2016 - 2017 | 2015 - 2016 |
|---|--|----------|--------|-------------|-------------|-------------|
| OPTIMIZE OPERATIONS | | | | | | |
| 13 Reasonable Cost of Service | \$ of Water/Sewer Service as % MHI: < 2% | FIN | < 2% | 1.4% | 1.4% | 1.4% |
| ENSURE FINANCIAL VIABILITY | | | | | | |
| 17 Develop a Sustainable Annual Budget | % of Water/Sewer Budget: < 95% | FIN | < 95% | 87% | 84% | 74% |
| 18 Provide financing for the "Pay-As-You-Go" capital plan | Debt Service Coverage Ratio: > 1.5x | FIN | > 1.5x | 2.8 | 2.7 | 2.3 |





Finance – Major Initiatives for FY 2019 – 2020

| Business Unit | Budget Funding | Account Number | Amount Budgeted | Initiative |
|--------------------|------------------|----------------|-------------------|--|
| Finance | | | | |
| 110 | Operating | 56102 | \$ 55,256 | Audit Fees: Annual and Single Audit |
| | | 56105 | 45,000 | JDE Consulting Assistance for Process Changes |
| | | 56110 | 100,000 | Fixed Asset Cleanup and Linear Asset Conversion |
| | | 56110 | 5,000 | Arbitrage Compliance |
| | Financing | 57106 | 299,426 | Outfalls : Construction interest on \$25m for 12 months (GEFA) |
| | Capital | 59991 | 25,000 | New Desk (4) |
| Grand Total | | | \$ 529,682 | |





Finance – Operating Budget

Department : ExecutiveBusiness Unit : (110) FinanceMajor Business Unit Functions:

Oversees the finances of the Authority. Maintains the accounting records and prepares financial statements. Assists with the preparation and monitoring of the operating and capital budgets. Performs accounts payable function and prepares checks to satisfy outstanding obligations.

Significant Expenditure and Staffing Changes:

Outside Services: increase represents Resources for Fixed Asset Cleanup in JDE as part of SAMP and Linear Asset Conversion.

Capital Expenditures: represent the purchase of new desk for the General Accounting Department.

Intrafund Transfers Out: represents Debt Service payments.

| <u>Budget Detail By Individual Categories</u> | <u>FY 2017 - 18 Actual</u> | <u>FY 2018 - 19 Budgeted</u> | <u>FY 2019 - 20 Budgeted</u> |
|---|--------------------------------|----------------------------------|----------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ 840,403 | \$ 900,081 | \$ 888,631 |
| Overtime Pay | 3,464 | 144,595 | 5,000 |
| F.I.C.A. | 62,626 | 69,047 | 68,363 |
| Pension | 116,786 | 125,114 | 123,519 |
| Employee Benefits | 114,892 | 172,622 | 125,074 |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | 2,394 | 2,190 | 2,995 |
| Vehicle Supplies | 116 | 510 | 250 |
| Administrative Supplies | 13,272 | 20,100 | 15,100 |
| Safety Supplies | - | 35 | 35 |
| Special Purchases | (266) | 260 | 260 |
| Utilities | 16,091 | 17,015 | 19,369 |
| Rentals | - | - | - |
| Maintenance and Repairs | 98 | 175 | 175 |
| Outside Services | 68,348 | 189,650 | 273,766 |
| Interest | 173,932 | 936,171 | 299,426 |
| Retiree Health Benefits | - | - | - |
| General Expenses | 282,400 | 189,324 | 172,635 |
| Accounting Charges | - | - | - |
| Debt Service: | | | |
| Capital Financing | - | 641,478 | 660,723 |
| Capital Outlay: | | | |
| Capital Expenditures | 10,890 | - | 25,000 |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | 38,244,216 | 21,074,355 | 19,282,400 |
| Total Appropriations | <u>\$ 39,949,662</u> | <u>\$ 24,482,722</u> | <u>\$ 21,962,721</u> |



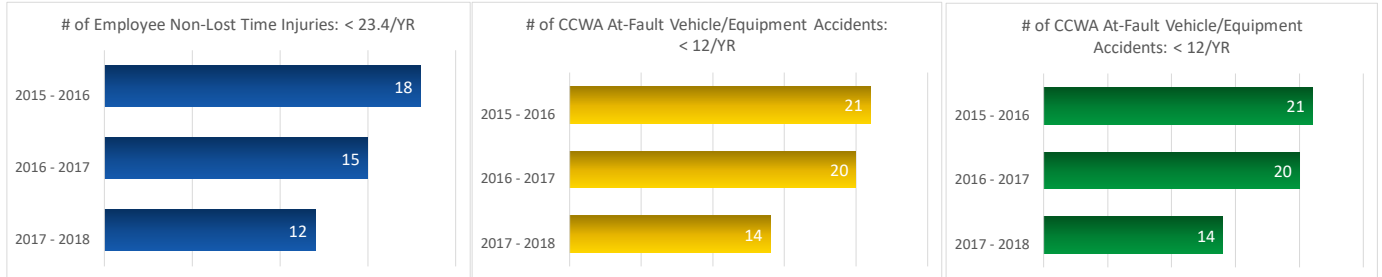
Risk Management Staffing – Position Detail

| Authorized Personnel | FY 2017-2018 Budgeted | FY 2018-2019 Budgeted | FY 2019-2020 Budgeted |
|--|-----------------------|-----------------------|-----------------------|
| Risk Management | | | |
| Patrol Officer | 1.00 | 1.00 | 1.00 |
| Risk Manager | 1.00 | 1.00 | 1.00 |
| Safety & Compliance Officer | 1.00 | 1.00 | 1.00 |
| Security Guards | 0.75 | 0.38 | 0.50 |
| Total Number of Personnel (FTE's) | 3.75 | 3.38 | 3.50 |

Risk Management – Levels of Service

The Risk Management Office has three KPI metrics that are associated with the Authority's **"Provide Employee Development"** goals. These metrics are included in strategy 11 to *"Limit the number of employee **non-lost** time injuries to less than 23.4 per year," "Limit the number of employee **lost** time injuries to less than 11.2 per year," and "Limit the number of CCWA at-fault accidents under 12 per year."*

| Service Level Goal | Key Performance Indicator (KPI) | Division | Target | 2017 - 2018 | 2016 - 2017 | 2015 - 2016 |
|--|---|----------|---------------|-------------|-------------|-------------|
| PROVIDE EMPLOYEE DEVELOPMENT | | | | | | |
| | # of Employee Non-Lost Time Injuries: < 23.4/YR | RM | < 23.4 / Year | 12 | 15 | 18 |
| 11 Manage safety to minimize accidents | # Employee Lost Time Injuries: < 11.2/YR | RM | < 11.2 / Year | 3 | 8 | 10 |
| | # of CCWA At-Fault Vehicle/Equipment Accidents: < 12/YR | RM | < 12 / Year | 14 | 20 | 21 |



Risk Management – Major Initiatives of FY 2019 - 2020

| Business Unit | Budget Funding | Account Number | Amount Budgeted | Initiative |
|------------------------|----------------|----------------|---------------------|--|
| Risk Management | | | | |
| 115 | Operating | 56101 | \$ 1,030,000 | Legal Fees |
| | | 56110 | 10,000 | Active Shooter Preparation |
| | | 56110 | 20,000 | SMS P3 Consulting |
| | | 56110 | 50,000 | Industrial Health & Hygiene Programs |
| | | 56110 | 5,000 | Safety Presenter Fees |
| | | 56156 | 667,132 | Security System Maintenance and Monitoring |
| | | 56199 | 50,000 | Graphic Art for Safety Logo and Marketing Videos |
| | Capital | 59303 | 200,000 | Security Management System Phase 3 |
| Grand Total | | | \$ 2,032,132 | |



Risk Management – Operating Budget

Department : Executive**Business Unit : (115) Risk Management****Major Business Unit Functions:**

Monitor and coordinate the Property and Insurance Program. Risk management assessment activities both internal and external. Lead the CCWA safety committee and all related safety and security activities for various departments and organization.

Significant Expenditure and Staffing Changes:

Personal Services: represent three full-time positions and one part-time position. Safety and Compliance Officer, Security Officer, Patrol Officer, and Risk Manager from business unit 109 to business unit 115.

Intrafund Transfers Out: represents Security Management System Phase 3.

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 - 20 Budgeted |
|---|--------------------------------|----------------------------------|----------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ - | \$ - | \$ 299,834 |
| Overtime Pay | - | - | - |
| F.I.C.A. | - | - | 22,246 |
| Pension | - | - | 39,451 |
| Employee Benefits | - | - | 31,983 |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | - | - | 7,785 |
| Vehicle Supplies | - | - | 3,250 |
| Administrative Supplies | - | - | 4,000 |
| Safety Supplies | - | - | 36,000 |
| Special Purchases | - | - | 60 |
| Utilities | - | - | 2,900 |
| Rentals | - | - | - |
| Maintenance and Repairs | - | - | - |
| Outside Services | - | - | 1,867,427 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | - | - | 119,344 |
| Accounting Charges | - | - | - |
| Debt Service: | | | |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | - | - | - |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | - | - | 200,000 |
| Total Appropriations | \$ - | \$ - | \$ 2,634,280 |



Customer Account Services Staffing – Position Detail

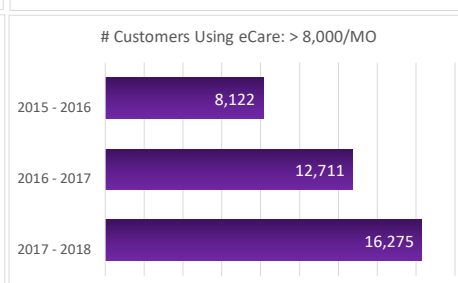
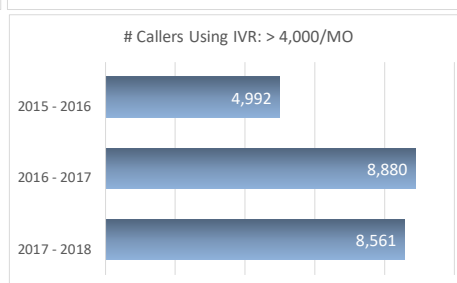
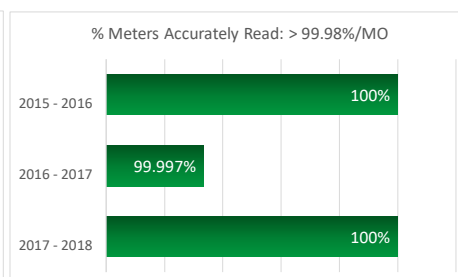
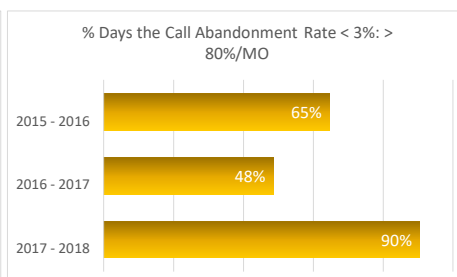
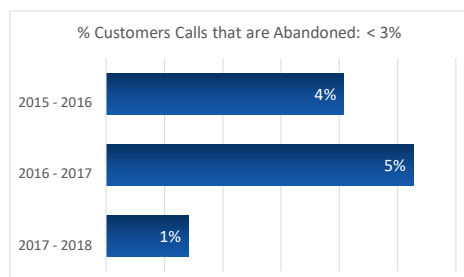
| Authorized Personnel | FY 2017-2018 Budgeted | FY 2018-2019 Budgeted | FY 2019-2020 Budgeted |
|--|-----------------------------|-----------------------------|-----------------------------|
| Customer Accounts Director | | | |
| Business Applications Administrator | 1.00 | 0.00 | 0.00 |
| Business Analyst: Customer Accounts | 0.00 | 1.00 | 1.00 |
| Customer Accounts Director | 1.00 | 1.00 | 1.00 |
| Office Assistant | 1.00 | 1.00 | 1.00 |
| Total Number of Personnel (FTE's) | 3.00 | 3.00 | 3.00 |
| Meter Services | | | |
| Account Service Representative | 10.00 | 10.00 | 10.00 |
| Account Service Representative Lead | 1.00 | 1.00 | 1.00 |
| Account Services Supervisor | 1.00 | 1.00 | 1.00 |
| Account Specialist | 1.00 | 1.00 | 1.00 |
| AMR Install Tech | 0.40 | 0.40 | 0.40 |
| Data Entry Clerk | 1.00 | 0.00 | 0.00 |
| Meter Services General Foreman | 1.00 | 1.00 | 1.00 |
| Meter Services Supervisor | 1.00 | 1.00 | 1.00 |
| Meter Services Installation Tech | 0.00 | 0.00 | 1.00 |
| Meter Services Tech | 7.00 | 7.00 | 7.00 |
| Office Assistant | 0.00 | 1.00 | 1.00 |
| Total Number of Personnel (FTE's) | 23.40 | 23.40 | 24.40 |
| Customer Accounting | | | |
| Accounts Receivable Analyst | 2.00 | 2.00 | 2.00 |
| Accounts Receivable Supervisor | 1.00 | 1.00 | 1.00 |
| Cash Application Specialist I | 3.00 | 3.00 | 3.00 |
| Cash Application Specialist II | 0.60 | 0.60 | 0.00 |
| Sr. Accounts Receivable Analyst | 1.00 | 1.00 | 1.00 |
| Total Number of Personnel (FTE's) | 7.60 | 7.60 | 7.00 |
| Customer Service | | | |
| Account Analyst | 1.00 | 1.00 | 1.00 |
| Call Center Supervisor | 1.00 | 1.00 | 1.00 |
| Collections Specialist | 2.00 | 2.00 | 2.00 |
| CSR - Call Center | 8.00 | 8.00 | 6.50 |
| Customer Account Specialist | 2.00 | 2.00 | 2.00 |
| Customer Service Coordinator | 1.00 | 1.00 | 1.00 |
| Customer Service Representative | 2.00 | 2.00 | 2.00 |
| Customer Service Specialist | 7.00 | 7.00 | 7.00 |
| Customer Service Supervisor | 1.00 | 1.00 | 1.00 |
| Customer Service Support Operator | 1.00 | 1.00 | 1.00 |
| Customer Service Support Specialist | 1.00 | 1.00 | 1.00 |
| Customer Service Training Specialist | 1.00 | 1.00 | 1.00 |
| HS Intern - Temp | 0.23 | 0.23 | 0.25 |
| Lead Customer Service Representative | 1.00 | 1.00 | 1.00 |
| Shadow - Customer Service | 0.24 | 0.24 | 0.24 |
| Sr. CSR - Call Center | 4.00 | 4.00 | 6.00 |
| Sr. Customer Service Specialist | 1.00 | 1.00 | 1.00 |
| Team Lead - Call Center | 1.00 | 1.00 | 1.00 |
| Total Number of Personnel (FTE's) | 35.47 | 35.47 | 35.99 |
| Total Customer Accounts Personnel (FTE's) | 69.47 | 69.47 | 70.39 |

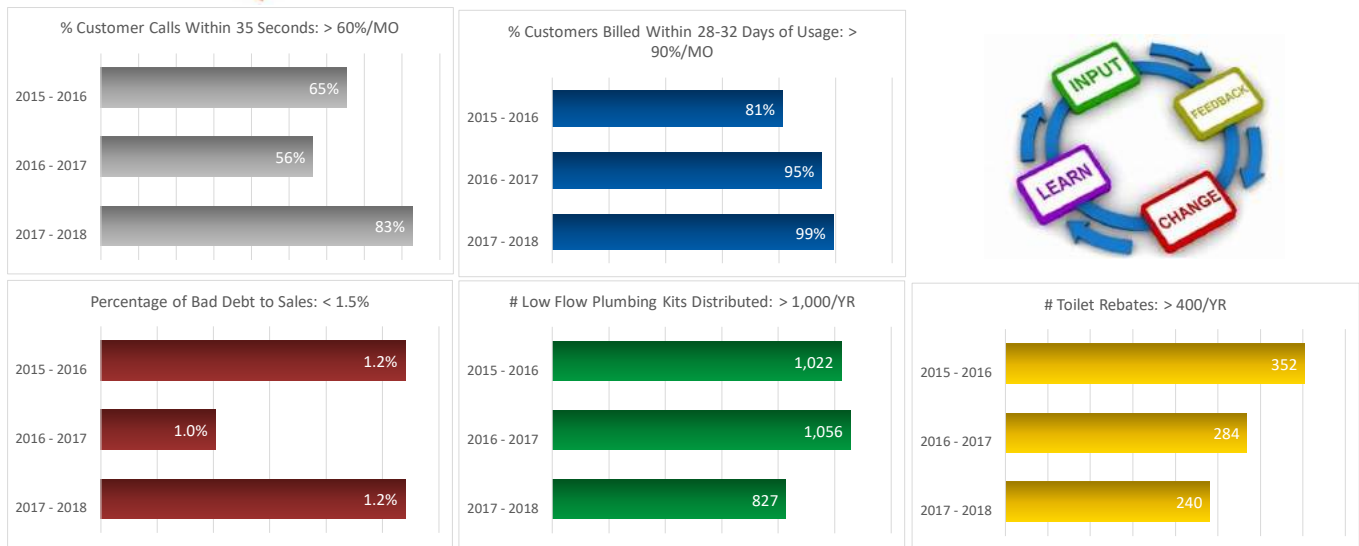


Customer Accounts Services – Levels of Service

The Customer Accounts Department has ten KPI metrics which are associated with the Authority's “**Exceed Customer Expectations**,” “**Ensure Financial Viability**” and “**Stakeholder Support**” goals and strategies 4, 19 and 23 to “*Improve CCWA customer experience*,” “*Maximize revenue collection vs. bad debt write-offs*” and “*Environmental Stewardship and Sustainability*”. The department's performance on these metrics is captured in the table that follows.

| Service Level Goal | Key Performance Indicator (KPI) | Division | Target | 2017 - 2018 | 2016 - 2017 | 2015 - 2016 |
|--|---|----------|------------------|-------------|-------------|-------------|
| EXCEED CUSTOMER EXPECTATIONS | | | | | | |
| 4 Improve customer experience | % Customers Calls that are Abandoned: < 3% | CS | < 3% / Month | 1% | 5% | 4% |
| | % Days the Call Abandonment Rate < 3%: > 80%/MO | CS | > 80% / Month | 90% | 48% | 65% |
| | % Meters Accurately Read: > 99.98%/MO | CS | > 99.98% / Month | 100.00% | 99.997% | 100.00% |
| | # Callers Using IVR: > 4,000/MO | CS | > 4,000 /Month | 8,561 | 8,880 | 4,992 |
| | # Customers Using eCare: > 8,000/MO | CS | > 8,000/Month | 16,275 | 12,711 | 8,122 |
| | % Customer Calls Within 35 Seconds: > 60%/MO | CS | > 60% / Month | 83% | 56% | 65% |
| | % Customers Billed Within 28-32 Days of Usage: > 90%/MO | CS | > 90% / Month | 99% | 95% | 81% |
| ENSURE FINANCIAL VIABILITY | | | | | | |
| 19 Maximize revenue collection vs. bad debt write-offs | Percentage of Bad Debt to Sales: < 1.5% | CS | < 1.5% | 1.2% | 1.0% | 1.2% |
| STAKEHOLDER SUPPORT | | | | | | |
| 23 Environmental Stewardship and Sustainability | # Low Flow Plumbing Kits Distributed: > 1,000/YR | CS | > 1,000 / Year | 827 | 1,056 | 1,022 |
| | # Toilet Rebates: > 400/YR | CS | > 400 / Year | 240 | 284 | 352 |





Customer Accounts Services – Major Initiatives for FY 2019 - 2010

| Business Unit | Budget Funding | Account Number | Amount Budgeted | Initiative |
|----------------------------|----------------|----------------|-----------------|--|
| Customer Accounts Director | | | | |
| 130 | Operating | 56105 | \$ 10,000 | Cash Cycle (CIS Implementation Enhancements) |
| | | 56105 | 20,000 | Cisco Enhancement Reports |
| | | 56110 | 70,000 | Valor Analytics |
| | | 56110 | 30,000 | Customer Survey Process |
| | | 56110 | 100,000 | Post Go Live Consulting for CIS |
| Grand Total | | \$ 230,000 | | |
| Meter Services | | | | |
| 131 | Operating | 51104 | \$ 154,710 | Backflow Cartridges Change Out |
| | | 55106 | 20,000 | Private Property Damage |
| | Capital | 59303 | 21,800 | Outdoor Break Area |
| | | 59953 | 27,030 | F-150 Pickup |
| Grand Total | | \$ 223,540 | | |
| Customer Accounting | | | | |
| 132 | Operating | 56110 | \$ 20,000 | Module or Process Changes for Northstar, CCS, or Profit Stars Inc. |
| Grand Total | | \$ 20,000 | | |
| Customer Service | | | | |
| 135 | Operating | 56101 | \$ 7,000 | CCCS Hardship Assistance |
| | | 56101 | 10,000 | Legal Fees |
| | | 56199 | 33,000 | Process changes |
| | Capital | 59303 | 20,000 | Forest Park Breakroom Remodel |
| | | | 12,000 | Forest Park Drive-Thru Renovations |
| | | | 6,800 | Call Center Furniture |
| Grand Total | | \$ 88,800 | | |



Customer Accounts Services – Operating Budgets
BUSINESS UNIT 130: CUSTOMER ACCOUNTS DIRECTOR

Department : Executive

Business Unit : (130) Customer Accounts Director

Major Business Unit Functions:

Directs, manages and controls the operations of the Customer Service, Customer Accounting and Meter Services functions.

Significant Expenditure and Staffing Changes:

Outside Services: increase represents funding for miscellaneous consulting associated with post go live needs for CIS.

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 - 20 Budgeted |
|---|--------------------------------|----------------------------------|----------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ 262,058 | \$ 270,991 | \$ 229,348 |
| Overtime Pay | 163 | 3,000 | 3,000 |
| F.I.C.A. | 19,178 | 20,354 | 17,774 |
| Pension | 35,717 | 37,667 | 31,879 |
| Employee Benefits | 28,241 | 36,584 | 36,049 |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | 3,131 | 1,000 | 1,000 |
| Vehicle Supplies | - | - | - |
| Administrative Supplies | 1,730 | 13,000 | 10,500 |
| Safety Supplies | - | 250 | 250 |
| Special Purchases | 500 | 500 | 500 |
| Utilities | 12,769 | 15,000 | 8,750 |
| Rentals | - | - | - |
| Maintenance and Repairs | 740 | 1,000 | 1,000 |
| Outside Services | 42,532 | 139,000 | 237,000 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 5,855 | 182,470 | 29,177 |
| Accounting Charges | - | - | - |
| Debt Service: | | | |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | - | - | - |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | - | - | - |
| Total Appropriations | \$ 412,614 | \$ 720,816 | \$ 606,227 |



BUSINESS UNIT 131: METER SERVICES

Department : ExecutiveBusiness Unit : (131) Meter ServicesMajor Business Unit Functions:

This business unit is responsible for reading all the Authority's 85,423 meters each month. Currently these meters are being read electronically using a drive-by radio reading system. Meter Services responsibilities include disconnecting services for accounts in a past due status, reconnecting services after payments are collected, investigating high bill customer concerns and meeting with the customer when necessary. Other responsibilities include updating and maintaining the electronic register on each meter. Meter Services coordinates heavily with the Customer Accounting and Customer Service Sections.

Significant Expenditure and Staffing Changes:

Operating Materials and Supplies: represents funding for backflow cartridge replacements.

Capital Expenditures: represents the scheduled replacement of one pick up truck.

Intrafund Transfers Out: represents funds being transferred to the Renewal and Extension Fund for an outdoor break area.

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 - 20 Budgeted |
|---|--------------------------------|----------------------------------|----------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ 990,467 | \$ 1,062,689 | \$ 1,134,430 |
| Overtime Pay | 25,538 | 40,000 | 50,000 |
| F.I.C.A. | 74,362 | 84,351 | 86,784 |
| Pension | 135,768 | 145,537 | 153,843 |
| Employee Benefits | 193,316 | 291,203 | 240,944 |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | 168,335 | 228,880 | 242,455 |
| Vehicle Supplies | 59,357 | 62,950 | 66,110 |
| Administrative Supplies | 8,654 | 10,450 | 6,165 |
| Safety Supplies | 2,070 | 2,000 | 2,000 |
| Special Purchases | 480 | 480 | 480 |
| Utilities | 22,940 | 30,200 | 37,500 |
| Rentals | - | - | - |
| Maintenance and Repairs | 11,491 | 27,500 | 29,500 |
| Outside Services | 7,968 | 31,400 | 44,300 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 12,226 | 57,599 | 59,702 |
| Accounting Charges | - | - | - |
| Debt Service: | | | |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | 77,015 | 57,542 | 27,030 |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | - | 30,000 | 21,800 |
| Total Appropriations | \$ 1,789,987 | \$ 2,162,781 | \$ 2,203,043 |



BUSINESS UNIT 132: CUSTOMER ACCOUNTING

Department : Executive**Business Unit : (132) Customer Accounting****Major Business Unit Functions:**

Customer Accounting is responsible for preparation and delivery of all water, sewer and stormwater bills each month. Other responsibilities include preparing and posting adjustments to accounts, processing and posting electronic payments, monitoring of controls for the transfer of balances to the general ledger and maintenance of the customer deposit file.

Significant Expenditure and Staffing Changes:

Administrative Supplies: increase represents a 5% increase on postage along with an increase for Cayenta collection letter process.

Accounting Charges: represents and increase for Credit Card Convenience Fees.

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 - 20 Budgeted |
|---|--------------------------------|----------------------------------|----------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ 319,788 | \$ 364,801 | \$ 351,602 |
| Overtime Pay | 2,592 | 10,000 | 15,500 |
| F.I.C.A. | 23,545 | 28,672 | 27,815 |
| Pension | 44,251 | 50,708 | 48,872 |
| Employee Benefits | 54,552 | 98,337 | 68,378 |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | 916 | - | - |
| Vehicle Supplies | - | - | - |
| Administrative Supplies | 29,702 | 36,435 | 50,435 |
| Safety Supplies | - | - | - |
| Special Purchases | - | 200 | 200 |
| Utilities | 4,195 | 3,945 | 3,945 |
| Rentals | 6,097 | 6,000 | 5,000 |
| Maintenance and Repairs | 3 | 580 | 580 |
| Outside Services | 514,698 | 522,550 | 566,550 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 6,817 | 10,053 | 14,142 |
| Accounting Charges | 2,674,885 | 2,853,000 | 2,953,000 |
| Debt Service: | - | - | - |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | - | 15,000 | - |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | 30,000 | - | - |
| Total Appropriations | \$ 3,712,041 | \$ 4,000,281 | \$ 4,106,019 |



BUSINESS UNIT 135: CUSTOMER SERVICE

Department : ExecutiveBusiness Unit : (135) Customer ServiceMajor Business Unit Functions:

This business unit is responsible for creating a positive customer experience for CCWA customers. Sections in this business unit include payment locations such as Headquarters and Forest Park, Call Center and Collections. Services include receipt of payments, applications for new meters, setting up new service or ending service, addressing customer questions and concerns and collection of past due balances.

Significant Expenditure and Staffing Changes:

Administrative Supplies: increase represents funding for ergonomic chairs for Customer Service Representatives.

Interfund Transfers: represents funds being transferred to the Renewal and Extension Fund for new cubicles for CSR's, Forest Park breakroom remodel, and Forest Park drive-thru renovations.

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 - 20 Budgeted |
|---|--------------------------------|----------------------------------|----------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ 1,357,564 | \$ 1,515,328 | \$ 1,516,920 |
| Overtime Pay | 43,647 | 90,000 | 90,000 |
| F.I.C.A. | 103,646 | 123,099 | 116,338 |
| Pension | 183,234 | 203,003 | 202,054 |
| Employee Benefits | 256,202 | 403,762 | 341,608 |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | 3,490 | 17,100 | 8,400 |
| Vehicle Supplies | - | 150 | - |
| Administrative Supplies | 33,386 | 64,150 | 75,500 |
| Safety Supplies | (7) | 250 | 1,000 |
| Special Purchases | 87,341 | 120,800 | 800 |
| Utilities | 23,765 | 48,153 | 48,165 |
| Rentals | - | - | - |
| Maintenance and Repairs | 1,270 | 1,297 | 1,297 |
| Outside Services | 122,644 | 202,400 | 133,900 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 28,050 | 15,497 | 18,143 |
| Accounting Charges | - | - | - |
| Debt Service: | | | |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | 6,685 | - | - |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | 7,800 | - | 38,800 |
| Total Appropriations | \$ 2,258,717 | \$ 2,804,989 | \$ 2,592,925 |



BUSINESS UNIT 136: COMMUNITY USE ROOM

Department : Executive**Business Unit : (136) Community Use Room****Major Business Unit Functions:**

Operates Head Quarters Community Use Room

Significant Expenditure and Staffing Changes:**Administrative Supplies:** represents janitorial supplies for CUR.

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 - 20 Budgeted |
|---|--------------------------------|----------------------------------|----------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ - | \$ - | \$ - |
| Overtime Pay | - | - | - |
| F.I.C.A. | - | - | 268 |
| Pension | - | - | - |
| Employee Benefits | - | - | - |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | - | - | - |
| Vehicle Supplies | - | - | - |
| Administrative Supplies | - | - | 3,150 |
| Safety Supplies | - | - | 250 |
| Special Purchases | - | - | - |
| Utilities | - | - | 15,000 |
| Rentals | - | - | 1,000 |
| Maintenance and Repairs | - | - | 2,000 |
| Outside Services | - | - | 21,000 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | - | - | 480 |
| Accounting Charges | - | - | 950 |
| Debt Service: | | | |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | - | - | - |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | - | - | - |
| Total Appropriations | \$ - | \$ - | \$ 44,098 |



Warehouse Staffing – Position Detail

| Authorized Personnel | FY 2017-2018 Budgeted | FY 2018-2019 Budgeted | FY 2019-2020 Budgeted |
|--|-----------------------|-----------------------|-----------------------|
| Warehouse | | | |
| Garage Inventory Warehouse Worker | 1.00 | 0.00 | 0.00 |
| Inventory - Procurement Specialist | 0.00 | 1.00 | 1.00 |
| Inventory - Warehouse Supervisor | 1.00 | 1.00 | 1.00 |
| Inventory Warehouse Worker | 2.00 | 2.00 | 0.00 |
| Warehouse/Inventory Technician | 0.00 | 0.00 | 2.00 |
| Lead Warehouse Inventory Worker | 1.00 | 1.00 | 0.00 |
| Lead Warehouse/Inventory Technician | 0.00 | 0.00 | 1.00 |
| Warehouse Assistant | 1.00 | 0.00 | 0.00 |
| Total Number of Personnel (FTE's) | 6.00 | 5.00 | 5.00 |

Warehouse – Major Initiatives for FY 2019 – 2020

| Business Unit | Budget Funding | Account Number | Amount Budgeted | Initiative |
|--------------------|----------------|----------------|-------------------|--|
| Warehouse | | | | |
| 940 | Operating | 56110 | \$ 500,000 | Warehouse and Inventory Improvements |
| | | 56110 | 150,000 | Spare Parts Review and Disposal Strategy |
| | | 56131 | 60,000 | Pressure Wash & Seal Building B |
| Grand Total | | | \$ 710,000 | |





Warehouse – Operating Budget

Department : General Services**Business Unit : (940) Warehouse****Major Business Unit Functions:**

Facilitates the purchasing and warehousing of supplies and materials for other departments.
Maintains an inventory of items needed on a regular basis.

Significant Expenditure and Staffing Changes:

Outside Services: increase represents pressure washing and sealing of Building B, Warehouse and Inventory Improvements and Spare Parts Review and Disposal Strategy.

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 - 20 Budgeted |
|---|--------------------------------|----------------------------------|----------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ 265,335 | \$ 223,210 | \$ 235,889 |
| Overtime Pay | 29 | 500 | 500 |
| F.I.C.A. | 19,812 | 17,114 | 18,045 |
| Pension | 36,401 | 31,027 | 32,788 |
| Employee Benefits | 34,491 | 40,318 | 41,927 |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | 2,447 | 6,475 | 4,485 |
| Vehicle Supplies | 780 | 1,100 | 2,453 |
| Administrative Supplies | 1,668 | 3,750 | 4,250 |
| Safety Supplies | 110 | 500 | 250 |
| Special Purchases | - | - | 100 |
| Utilities | 25,078 | 29,225 | 31,691 |
| Rentals | - | - | - |
| Maintenance and Repairs | 2,340 | 5,900 | 8,900 |
| Outside Services | 14,122 | 26,371 | 744,764 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 7,105 | 13,332 | 13,729 |
| Accounting Charges | - | - | - |
| Debt Service: | | | |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | - | - | - |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | 38,644 | - | - |
| Total Appropriations | \$ 448,362 | \$ 398,822 | \$ 1,139,771 |



Water Production Division – Business Unit Group 300



Clayton County Water Authority



WATER
PRODUCTION
DIVISION



*"Providing **Quality**
Water and **Quality**
Services to Our
Community"*



WATER PRODUCTION DIVISION BUDGET UNIT 300

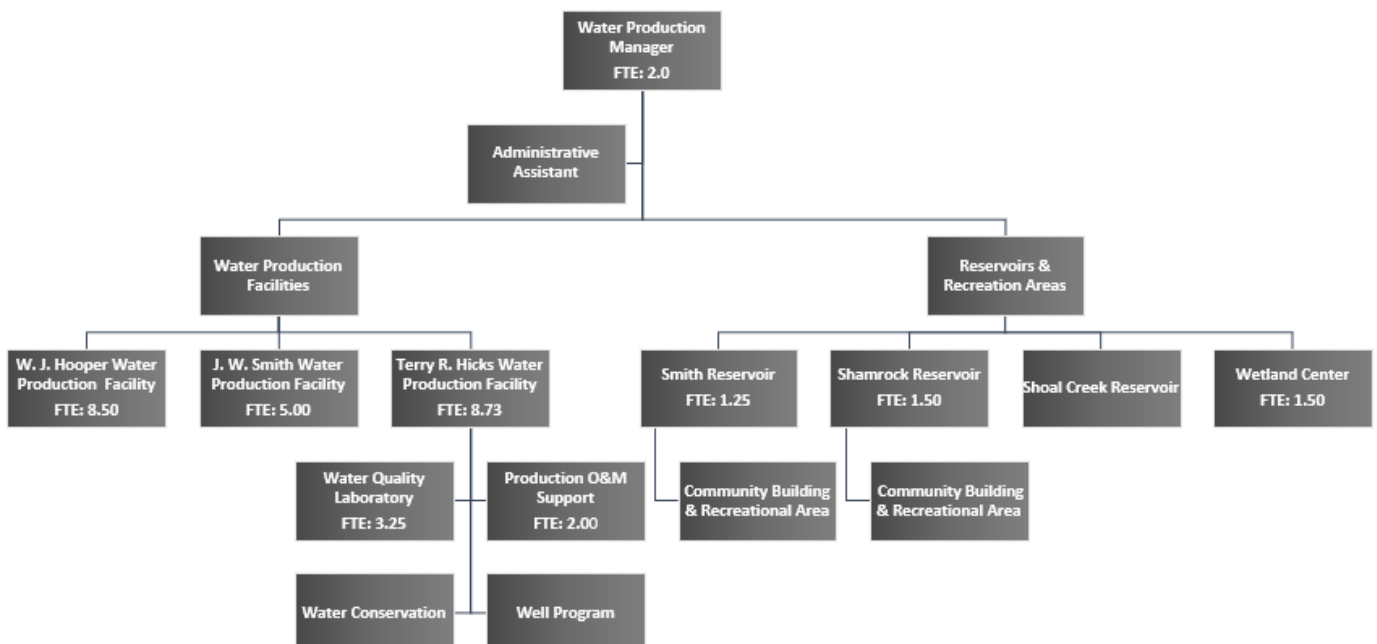
The function of the Water Production Division is to produce potable water, which is then directed into the distribution system and sold to the Authority's customers. The activity of producing drinking water is highly regulated and specific operating standards are promulgated by federal and state regulatory agencies that have oversight of the production of safe drinking water. The Water Production Division is also responsible for operating and maintaining the various recreation facilities.

Responsibilities are accomplished per the general direction of the General Manager and the Assistant General Managers over operations. The Water Production Manager is responsible for the day-to-day operations of the department.

To better manage operating expenses, the department is broken down into specific programs, production facilities or areas of responsibility. The budget units that have been identified for this department are listed in a tabular format below.

301 – Water Production Manager
 305 – Production O&M Support
 310 – W. J. Hooper Water Production Facility
 311 – Morrow Pumping Station
 312 – Noah's Ark Pumping Station
 314 – Elevated Tanks
 315 – J. W. Smith Water Production Facility
 316 – Blalock Jr. Reservoir and Dam
 317 – Jonesboro Pumping Station
 318 – Forest Park & Cajun Queen Pumping Stations

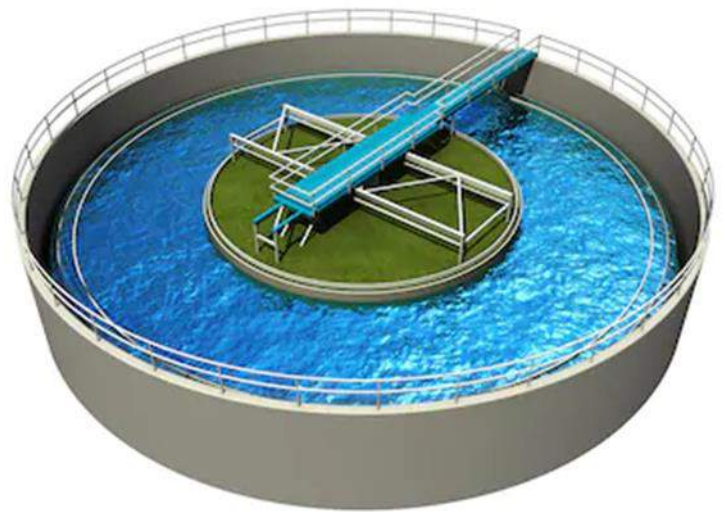
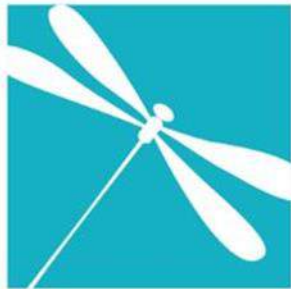
319 – Shoal Creek Reservoir
 320 – Terry R. Hicks Water Production Facility
 325 – Well Program
 330 – Water Quality Laboratory
 340 – Smith CUB & Recreation Park
 350 – Shamrock Recreation
 351 – Shamrock Community Use Building
 352 – Wetland Center
 399 – Water Conservation





Water Production Division – Staffing Summary

| Authorized Personnel | FY 2017-2018 Budgeted | FY 2018-2019 Budgeted | FY 2019-2020 Budgeted |
|--|-----------------------------|-----------------------------|-----------------------------|
| Water Production Division | | | |
| 301 - Water Production Manager | 2.00 | 2.00 | 2.00 |
| 305 - Production Operations & Maintenance Support | 2.00 | 2.00 | 2.00 |
| 310 - W. J. Hooper Water Production Facility | 8.50 | 8.50 | 8.50 |
| 315 - J. W. Smith Water Production Facility | 5.00 | 5.00 | 5.00 |
| 320 - Terry R. Hicks Water Production Facility | 8.00 | 8.66 | 8.73 |
| 330 - Water Quality Laboratory | 3.50 | 3.50 | 3.25 |
| 340 - Smith Community Use Building & Recreation Park | 1.40 | 1.40 | 1.25 |
| 350 - Shamrock Recreation | 1.80 | 1.80 | 1.50 |
| 352 - Wetland Center | 1.50 | 1.50 | 1.50 |
| Total Full-Time Employees (FTEs) | 33.70 | 34.36 | 33.73 |





Water Production Division – Major Initiatives for FY 2019 - 2020

| Business Unit | Budget Funding | Account Number | Amount Budgeted | Initiative |
|--|----------------|----------------|---------------------|--|
| Water Production Operations and Maintenance Support | | | | |
| 301 | Capital | 59951 | \$ 27,601 | Ford Explorer |
| Grand Total | | | \$ 27,601 | |
| W J Hooper Water Plant | | | | |
| 310 | Operating | 51102 | \$ 3,542 | Jar Testing Machine |
| | Capital | 59303 | 10,000 | Breakroom Renovations |
| | | 59922 | 58,000 | HVAC |
| | | 59933 | 35,505 | Turbidimeters (8) |
| | | 59933 | 17,295 | Particle Counters (3) |
| Grand Total | | | \$ 124,342 | |
| Morrow Pumping Station | | | | |
| 311 | Operating | 56199 | \$ 6,500 | Paint Logo on Tank |
| Grand Total | | | \$ 6,500 | |
| Noah's Ark Pumping Station | | | | |
| 312 | Operating | 56123 | \$ 28,722 | Solar Bee Beekeeper Services |
| Grand Total | | | \$ 28,722 | |
| Elevated Tanks | | | | |
| 314 | Capital | 59927 | \$ 375,000 | Grant Road Tank Repainting, Washout and Assessment |
| Grand Total | | | \$ 375,000 | |
| J W Smith Water Plant | | | | |
| 315 | Operating | 56110 | \$ 20,000 | JW Smith North Dam Permitting |
| | Capital | 59303 | 1,000,000 | High Service Replacement Implementation |
| | | 59932 | 150,000 | Sludge Removal Basin |
| | | 59933 | 40,875 | Turbidimeters (9) |
| | | 59933 | 46,800 | Particle Counters (9) |
| Grand Total | | | \$ 1,257,675 | |
| Blalock Jr Reservoir and Dam | | | | |
| 316 | Operating | 54202 | \$ 135,000 | LOX System Rental |
| Grand Total | | | \$ 135,000 | |
| Terry R. Hicks Water Production Complex | | | | |
| 320 | Operating | 56116 | \$ 14,000 | Blalock Raw Water 24" Valve and Actuator Repair |
| | Capital | 59922 | 16,000 | HVAC |
| | | 59931 | 80,000 | VFD's (3) for Blalock Reservoir |
| | | 59933 | 200,000 | Programming to SCADA |
| | | 59933 | 14,000 | Actuator/Valve |
| Grand Total | | | \$ 324,000 | |



| Business Unit | Budget Funding | Account Number | Amount Budgeted | Initiative |
|--|----------------|----------------|------------------|--|
| Shamrock Recreation Center | | | | |
| 350 | Operating | 56125 | \$ 16,000 | Dredge Pates Creek, Treatment and Maintenance of Eel Grass |
| | Capital | 59951 | 28,557 | Truck: F-150 4x4 |
| Grand Total | | | \$ 44,557 | |
| Shamrock Community Use Building | | | | |
| 351 | Operating | 51104 | \$ 29,000 | General Maintenance and Repair |
| | | 59984 | 7,000 | PA System |
| Grand Total | | | \$ 36,000 | |
| Wetland Center | | | | |
| 352 | Operating | 56110 | \$ 30,000 | MP for Internal Building Improvements |
| | | 56131 | 30,000 | Change Out Composite Boards for Boardwalk |
| | Capital | 59951 | 28,557 | Truck: F-150 4x4 |
| Grand Total | | | \$ 88,557 | |
| Water Conservation | | | | |
| 399 | Operating | 51104 | \$ 15,000 | Low Flow Kits |
| | | 53104 | 80,000 | Toilet Rebate |
| Grand Total | | | \$ 95,000 | |

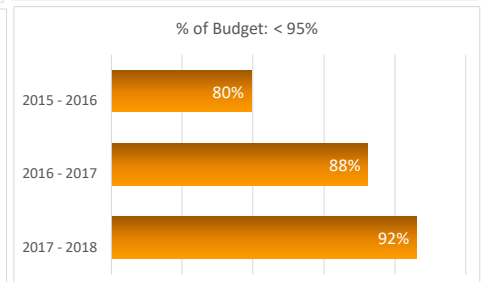
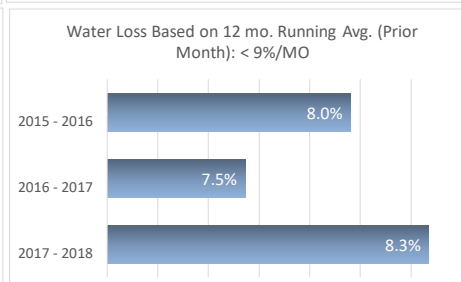
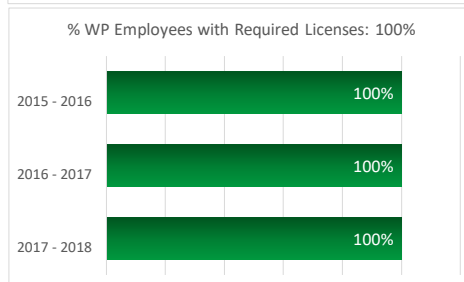
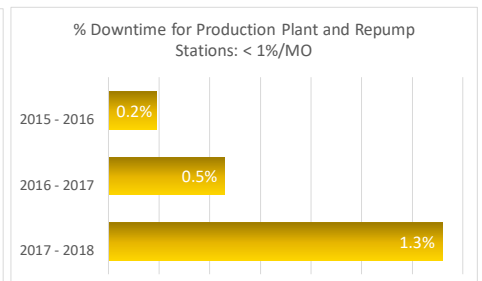
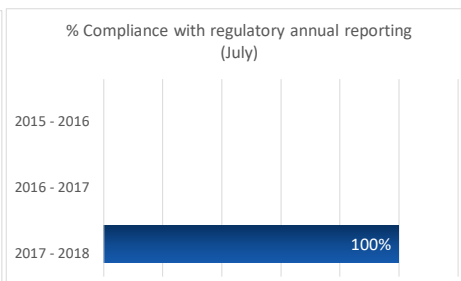
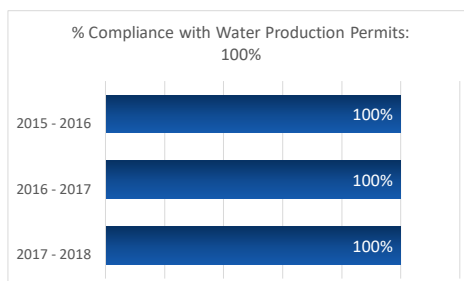


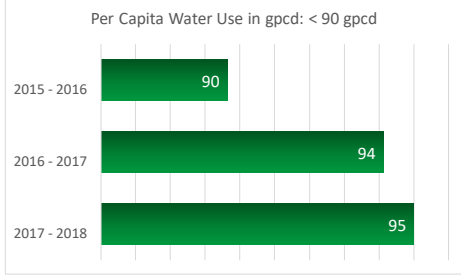
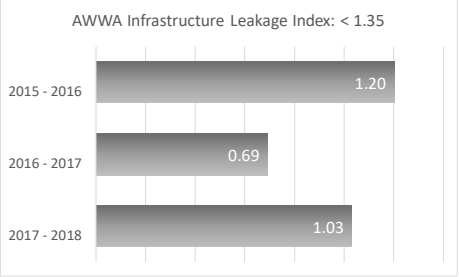
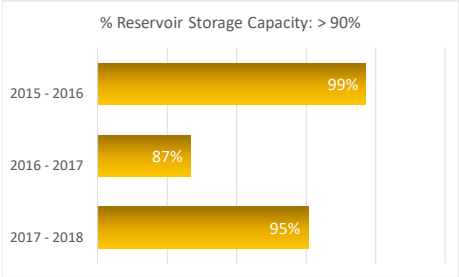
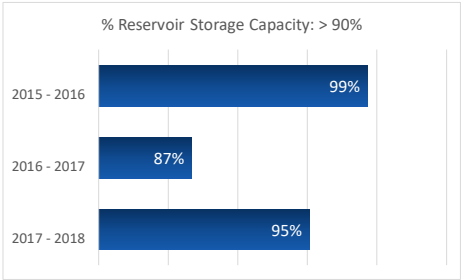
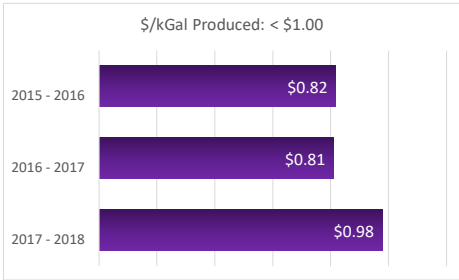


Water Production Division – Levels of Service

The Water Production Division has nine KPI metrics that are associated with the Authority's “**Superior Product Quality**,” “**Exceed Customer Expectations**,” “**Provide Employee Development**,” “**Optimize Operations**,” “**Infrastructure Sustainability**,” and “**Stakeholder Support**” goals and strategies 1, 5, 8, 13, 14, 21 and 23. The department's performance on these metrics is captured in the table that follows.

| Service Level Goal | Key Performance Indicator (KPI) | Division | Target | 2017 - 2018 | 2016 - 2017 | 2015 - 2016 |
|---|--|----------|--------------|-------------|-------------|-------------|
| SUPERIOR PRODUCT QUALITY | | | | | | |
| 1 Meet all applicable regulatory requirements | % Compliance with Water Production Permits: 100% | WP | 100% | 100% | 100% | 100% |
| | % Compliance with regulatory annual reporting (July) | WP | 100% | 100% | N/A | N/A |
| EXCEED CUSTOMER EXPECTATIONS | | | | | | |
| 5 Minimize potable water service disruptions | % Downtime for Production Plant and Repump Stations: < 1%/MO | WP | < 1% / Month | 1.32% | 0.5% | 0.19% |
| PROVIDE EMPLOYEE DEVELOPMENT | | | | | | |
| 8 Provide effective employee training and development | % WP Employees with Required Licenses: 100% | WP | 100% | 100% | 100% | 100% |
| OPTIMIZE OPERATIONS | | | | | | |
| 13 Reasonable Cost of Service | Water Loss Based on 12 mo. Running Avg. (Prior Month): < 9%/MO | WP | < 9% / Month | 8.3% | 7.5% | 8.0% |
| | % of Budget: < 95% | WP | < 95% | 92% | 88% | 80% |
| | \$/kGal Produced: < \$1.00 | WP | < \$1.00 | \$0.98 | \$0.81 | \$0.82 |
| 14 Minimize Water System Losses | AWWA Infrastructure Leakage Index: < 1.35 | WP | < 1.35 | 1.03 | 0.69 | 1.20 |
| INFRASTRUCTURE SUSTAINABILITY | | | | | | |
| 21 Provide a sustainable water supply | % Reservoir Storage Capacity: > 90% | WP | > 90% | 95% | 87% | 99% |







Water Production Division Staffing – Position Detail

| Authorized Personnel | FY 2017-2018 Budgeted | FY 2018-2019 Budgeted | FY 2019-2020 Budgeted |
|--|-----------------------------|-----------------------------|-----------------------------|
| <i>Water Production Manager</i> | | | |
| Office Assistant | 1.00 | 1.00 | 1.00 |
| Water Production Manager | 1.00 | 1.00 | 1.00 |
| Total Number of Personnel (FTE's) | 2.00 | 2.00 | 2.00 |
| <i>Production O&M Support</i> | | | |
| Distribution and Resource Coordinator | 1.00 | 1.00 | 1.00 |
| Distribution and Resource Technician | 1.00 | 1.00 | 1.00 |
| Total Number of Personnel (FTE's) | 2.00 | 2.00 | 2.00 |
| <i>W.J. Hooper Water Production Facility</i> | | | |
| Custodian | 0.50 | 0.50 | 0.50 |
| Plant Operator I | 3.00 | 3.00 | 4.00 |
| Plant Operator II | 2.00 | 2.00 | 3.00 |
| Plant Operator III | 2.00 | 2.00 | 0.00 |
| Plant Supervisor | 1.00 | 1.00 | 1.00 |
| Total Number of Personnel (FTE's) | 8.50 | 8.50 | 8.50 |
| <i>J.W. Smith Water Production Facility</i> | | | |
| Plant Operator I | 3.00 | 2.00 | 1.00 |
| Plant Operator II | 0.00 | 0.00 | 0.00 |
| Plant Operator III | 1.00 | 2.00 | 3.00 |
| Plant Supervisor | 1.00 | 1.00 | 1.00 |
| Total Number of Personnel (FTE's) | 5.00 | 5.00 | 5.00 |
| <i>Terry R Hicks Water Production Facility</i> | | | |
| Plant Operator I | 4.00 | 4.00 | 4.00 |
| Plant Operator II | 0.00 | 0.00 | 0.00 |
| Plant Operator III | 2.00 | 2.00 | 2.00 |
| Plant Supervisor | 1.00 | 1.00 | 1.00 |
| Plant Worker | 1.00 | 1.00 | 1.00 |
| PT Plant Operator Trainee | 0.00 | 0.66 | 0.73 |
| Total Number of Personnel (FTE's) | 8.00 | 8.66 | 8.73 |
| <i>Water Quality Lab</i> | | | |
| Lab Analyst | 1.00 | 1.00 | 1.00 |
| Lab Technician PT | 0.50 | 0.50 | 0.25 |
| Microbiologist | 1.00 | 1.00 | 1.00 |
| Water Lab and Regulatory Compliance Coordinator | 1.00 | 1.00 | 1.00 |
| Total Number of Personnel (FTE's) | 3.50 | 3.50 | 3.25 |
| <i>Smith Community Use Building & Recreation Park</i> | | | |
| Recreation Area Assistant | 1.00 | 1.00 | 1.00 |
| Recreation Area Caretaker | 0.40 | 0.40 | 0.25 |
| Total Number of Personnel (FTE's) | 1.40 | 1.40 | 1.25 |
| <i>Shamrock Recreation</i> | | | |
| Recreation Area Caretaker | 0.80 | 0.80 | 0.50 |
| Recreation Area Coordinator | 1.00 | 1.00 | 1.00 |
| Total Number of Personnel (FTE's) | 1.80 | 1.80 | 1.50 |
| <i>Wetland Center</i> | | | |
| Conservation Assistant | 0.25 | 0.25 | 0.25 |
| Recreation Area Caretaker | 0.25 | 0.25 | 0.25 |
| Sr. Conservation Specialist | 1.00 | 1.00 | 1.00 |
| Total Number of Personnel (FTE's) | 1.50 | 1.50 | 1.50 |
| <i>Water Production Department Total</i> | 33.70 | 34.36 | 33.73 |



Water Production Division – Consolidated Operating Budget

Department : Water Production

Business Unit : Department 300 - Consolidated

Overview of Department Responsibilities

The primary responsibility of the Water Production Division is the production of potable water. This is accomplished primarily through the collection of raw surface water in reservoirs and then treating the stored water with chemicals and ultraviolet lights to ensure that it is fit for human consumption. The Division's responsibilities also include facilitating the passive recreation activities (e.g., fishing, community use buildings) that are permitted on the property adjacent to the reservoirs. The activities are performed in accordance with the rules and regulations which govern the production of safe drinking water. Tasks are generally undertaken based on the priorities established by the General Manager.

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 - 20 Budgeted |
|---|--------------------------------|----------------------------------|----------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ 1,837,759 | \$ 2,066,870 | \$ 2,065,483 |
| Overtime Pay | 195,203 | 152,500 | 180,340 |
| F.I.C.A. | 152,385 | 169,784 | 164,613 |
| Pension | 243,804 | 270,067 | 278,852 |
| Employee Benefits | 259,298 | 415,597 | 358,992 |
| Operating Expenditures: | - | - | - |
| Operating Materials & Supplies | 1,279,855 | 1,323,160 | 1,758,420 |
| Vehicle Supplies | 18,663 | 23,640 | 24,240 |
| Administrative Supplies | 15,060 | 26,625 | 27,850 |
| Safety Supplies | 4,253 | 9,650 | 7,800 |
| Special Purchases | 896,915 | 180,720 | 181,120 |
| Utilities | 3,605,336 | 3,745,185 | 3,764,383 |
| Rentals | 5,160 | 27,875 | 166,450 |
| Maintenance and Repairs | 235,981 | 281,400 | 297,400 |
| Outside Services | 717,190 | 2,508,109 | 1,167,367 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 201,810 | 197,258 | 212,297 |
| Accounting Charges | 118 | - | 3,200 |
| Debt Service: | - | - | - |
| Capital Financing | - | - | - |
| Capital Outlay: | - | - | - |
| Capital Expenditures | 128,488 | 810,279 | 1,125,190 |
| Other Financing Uses: | - | - | - |
| Intrafund Transfers Out: | 5,000,000 | 150,000 | 10,000 |
| Total Appropriations | \$ 14,797,278 | \$ 12,358,719 | \$ 11,793,997 |



BUSINESS UNIT 301: WATER PRODUCTION DEPARTMENT MANAGER

Department : Water Production**Business Unit : (301) Water Production Manager****Major Business Unit Functions:**

Directs, manages and controls the operations of the Water Production Division.

Significant Expenditure and Staffing Changes:**Capital Expenditures:** represents the scheduled replacement of one Explorer.

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 - 20 Budgeted |
|---|--------------------------------|----------------------------------|----------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ 159,326 | \$ 166,556 | \$ 168,467 |
| Overtime Pay | - | - | - |
| F.I.C.A. | 12,046 | 12,742 | 12,887 |
| Pension | 21,740 | 23,151 | 23,417 |
| Employee Benefits | 13,778 | 20,236 | 19,120 |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | 137 | 6,130 | 1,200 |
| Vehicle Supplies | 520 | 910 | 1,000 |
| Administrative Supplies | 395 | 1,000 | 1,000 |
| Safety Supplies | - | - | - |
| Special Purchases | 868,915 | 100,720 | 101,120 |
| Utilities | 778 | 720 | 1,200 |
| Rentals | - | 10,000 | 12,000 |
| Maintenance and Repairs | 117 | 500 | 500 |
| Outside Services | 1,844 | 1,920 | 1,920 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 101,378 | 72,408 | 81,735 |
| Accounting Charges | - | - | - |
| Debt Service: | | | |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | - | - | 27,601 |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | - | - | - |
| Total Appropriations | \$ 1,180,974 | \$ 416,993 | \$ 453,167 |



BUSINESS UNIT 305: PRODUCTION OPERATIONS AND MAINTENANCE SUPPORT

Department : Water Production**Business Unit : (305) Production O&M Support****Major Business Unit Functions:**

Coordinates and performs operation and maintenance of distribution tanks, distribution pumping facilities, reservoirs and dams.

Significant Expenditure and Staffing Changes:

No significant changes from previous fiscal year.

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 - 20 Budgeted |
|---|--------------------------------|----------------------------------|----------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ 99,248 | \$ 107,326 | \$ 111,687 |
| Overtime Pay | 1,343 | 1,500 | 1,000 |
| F.I.C.A. | 7,805 | 8,324 | 8,543 |
| Pension | 14,045 | 14,919 | 15,524 |
| Employee Benefits | 13,512 | 19,982 | 16,072 |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | 2,624 | 2,990 | 2,880 |
| Vehicle Supplies | 2,011 | 4,500 | 3,600 |
| Administrative Supplies | 144 | 450 | 400 |
| Safety Supplies | 178 | 1,400 | 500 |
| Special Purchases | - | - | - |
| Utilities | 1,440 | 1,560 | 2,200 |
| Rentals | - | - | - |
| Maintenance and Repairs | 306 | 4,300 | 2,800 |
| Outside Services | 130 | 900 | 900 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 3,780 | 4,128 | 4,799 |
| Accounting Charges | - | - | - |
| Debt Service: | | | |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | - | 30,000 | - |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | - | - | - |
| Total Appropriations | \$ 146,566 | \$ 202,279 | \$ 170,905 |



BUSINESS UNIT 310: W.J. HOOPER WATER PRODUCTION FACILITY

Department : Water Production**Business Unit : (310) W.J. Hooper Water
Production Facility****Major Business Unit Functions:**

Produces potable water at the W.J. Hooper Water Production Facility.

Significant Expenditure and Staffing Changes:**Operating Materials & Supplies:** increase in funding for treatment chemicals and a new jar testing machine.**Capital Expenditures:** represents funds for HVAC Unit, Online Turarticle Counters (3).**Intrafund Transfers Out:** represents funds being transferred to the Renewal and Extension Fund for Breakroom Renovations.

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 - 20 Budgeted |
|---|--------------------------------|----------------------------------|----------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ 485,659 | \$ 514,642 | \$ 537,310 |
| Overtime Pay | 74,170 | 65,000 | 65,000 |
| F.I.C.A. | 41,370 | 44,343 | 46,079 |
| Pension | 64,712 | 68,758 | 71,809 |
| Employee Benefits | 85,364 | 120,571 | 104,413 |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | 666,197 | 688,110 | 1,045,650 |
| Vehicle Supplies | 706 | 1,100 | 1,250 |
| Administrative Supplies | 1,941 | 3,875 | 3,700 |
| Safety Supplies | 990 | 1,250 | 1,250 |
| Special Purchases | - | - | - |
| Utilities | 1,166,631 | 1,354,090 | 1,266,572 |
| Rentals | 1,352 | 1,175 | 2,750 |
| Maintenance and Repairs | 69,268 | 98,200 | 90,200 |
| Outside Services | 305,591 | 298,885 | 270,550 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 25,983 | 31,761 | 28,644 |
| Accounting Charges | - | - | - |
| Debt Service: | | | |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | 81,503 | 109,075 | 110,800 |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | 2,500,000 | - | 10,000 |
| Total Appropriations | \$ 5,571,437 | \$ 3,400,835 | \$ 3,655,977 |



BUSINESS UNIT 311: MORROW PUMPING STATION

Department : Water Production**Business Unit : (311) Morrow Pumping Station****Major Business Unit Functions:**

Pumps potable water to maintain adequate pressure and supply in water distribution system.

Significant Expenditure and Staffing Changes:**Outside Services:** represents funds for maintenance to (2) VFD's along with LOGO's for this tank.

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 - 20 Budgeted |
|---|--------------------------------|----------------------------------|----------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ - | \$ - | \$ - |
| Overtime Pay | - | - | - |
| F.I.C.A. | - | - | - |
| Pension | - | - | - |
| Employee Benefits | - | - | - |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | 18,467 | 3,300 | 2,300 |
| Vehicle Supplies | 577 | 750 | 1,000 |
| Administrative Supplies | 37 | 100 | 100 |
| Safety Supplies | - | 100 | 100 |
| Special Purchases | - | - | - |
| Utilities | 230,134 | 277,500 | 280,300 |
| Rentals | - | - | - |
| Maintenance and Repairs | 4,516 | 5,000 | 5,000 |
| Outside Services | 6,118 | 36,500 | 47,750 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 1,035 | 1,246 | 1,880 |
| Accounting Charges | - | - | - |
| Debt Service: | | | |
| Capital Financing | | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | - | - | - |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | - | - | - |
| Total Appropriations | <u>\$ 260,884</u> | <u>\$ 324,496</u> | <u>\$ 338,430</u> |



BUSINESS UNIT 312: NOAH'S ARK PUMPING STATION

Department : Water Production**Business Unit : (312) Noah's Ark Pumping Station****Major Business Unit Functions:**

Pumps potable water to maintain adequate pressure and supply in water distribution system.

Significant Expenditure and Staffing Changes:

No significant changes from previous fiscal year.

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 - 20 Budgeted |
|---|--------------------------------|----------------------------------|----------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ - | \$ - | \$ - |
| Overtime Pay | - | - | - |
| F.I.C.A. | - | - | - |
| Pension | - | - | - |
| Employee Benefits | - | - | - |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | 623 | 1,000 | 1,300 |
| Vehicle Supplies | 2,375 | 4,300 | 1,000 |
| Administrative Supplies | 37 | 100 | 100 |
| Safety Supplies | - | 100 | 100 |
| Special Purchases | - | - | - |
| Utilities | 506,165 | 461,350 | 461,375 |
| Rentals | - | - | - |
| Maintenance and Repairs | 6,367 | 4,000 | 4,000 |
| Outside Services | 2,950 | 68,000 | 79,472 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 2,826 | 3,095 | 3,885 |
| Accounting Charges | - | - | - |
| Debt Service: | | | |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | - | - | - |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | - | - | - |
| Total Appropriations | \$ 521,343 | \$ 541,945 | \$ 551,232 |



BUSINESS UNIT 314: ELEVATED TANKS

Department : Water Production**Business Unit : (314) Elevated Tanks****Major Business Unit Functions:**

Provides additional storage of potable water for distribution system.

Significant Expenditure and Staffing Changes:**Outside Services:** increase represents funding for clean out and inspection of four elevated tanks.**Capital Expenditures:** represents funding for Grant Road Tank repainting.

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 - 20 Budgeted |
|---|--------------------------------|----------------------------------|----------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ - | \$ - | \$ - |
| Overtime Pay | - | - | - |
| F.I.C.A. | - | - | - |
| Pension | - | - | - |
| Employee Benefits | - | - | - |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | 196 | 800 | 500 |
| Vehicle Supplies | - | - | - |
| Administrative Supplies | - | - | - |
| Safety Supplies | - | 100 | 100 |
| Special Purchases | - | - | - |
| Utilities | 12,809 | 15,130 | 12,230 |
| Rentals | - | - | - |
| Maintenance and Repairs | 94 | 5,000 | 5,000 |
| Outside Services | 13,444 | 12,200 | 26,200 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 3,299 | 3,617 | 3,850 |
| Accounting Charges | - | - | - |
| Debt Service: | | | |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | - | 387,000 | 375,000 |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | - | - | - |
| Total Appropriations | \$ 29,842 | \$ 423,847 | \$ 422,880 |



BUSINESS UNIT 315: J.W. SMITH WATER PRODUCTION FACILITY

Department : Water Production**Business Unit : (315) J.W. Smith Water
Production Facility****Major Business Unit Functions:**

Produces potable water at the J.W. Smith Water Production Facility.

Significant Expenditure and Staffing Changes:**Operating Materials and Supplies:** increase represents a cost increase for carbon feed.**Capital Expenditures:** represents funding for a Sludge Removal Basin, Filter & Combined Turbidimeters (9) & Particle Counters (9).

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 - 20 Budgeted |
|---|--------------------------------|----------------------------------|----------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ 337,744 | \$ 349,387 | \$ 321,153 |
| Overtime Pay | 31,395 | 35,000 | 35,000 |
| F.I.C.A. | 28,147 | 29,407 | 27,245 |
| Pension | 47,424 | 48,566 | 44,641 |
| Employee Benefits | 44,972 | 63,328 | 57,925 |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | 300,601 | 285,125 | 293,475 |
| Vehicle Supplies | 267 | 580 | 890 |
| Administrative Supplies | 1,406 | 1,850 | 2,350 |
| Safety Supplies | 529 | 2,900 | 750 |
| Special Purchases | - | - | - |
| Utilities | 958,445 | 889,280 | 966,346 |
| Rentals | - | - | - |
| Maintenance and Repairs | 52,573 | 65,200 | 65,200 |
| Outside Services | 64,841 | 218,659 | 152,670 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 14,858 | 18,460 | 19,538 |
| Accounting Charges | - | - | - |
| Debt Service: | | | |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | - | 170,000 | 237,675 |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | - | - | - |
| Total Appropriations | \$ 1,883,202 | \$ 2,177,742 | \$ 2,224,858 |



BUSINESS UNIT 316: BLALOCK JR. RESERVOIR AND DAM

Department : Water Production**Business Unit : (316) Blalock Jr. Reservoir and Dam****Major Business Unit Functions:**

Facilitates storage of raw water prior to treatment.

Significant Expenditure and Staffing Changes:**Other Materials and Supplies:** increases represents funding for Bulk Ferric Chloride Tank for Water Quality improvements for Blalock and Shamrock Reservoirs.**Rentals:** represents funding for a LOX System rental.

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 - 20 Budgeted |
|---|--------------------------------|----------------------------------|----------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ - | \$ - | \$ - |
| Overtime Pay | - | - | - |
| F.I.C.A. | - | - | - |
| Pension | - | - | - |
| Employee Benefits | - | - | - |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | - | 2,500 | 51,500 |
| Vehicle Supplies | - | - | - |
| Administrative Supplies | - | 50 | 50 |
| Safety Supplies | - | - | - |
| Special Purchases | - | - | - |
| Utilities | - | - | - |
| Rentals | - | - | 135,000 |
| Maintenance and Repairs | 169 | 10,000 | 10,000 |
| Outside Services | 7,950 | 1,319,000 | 41,000 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 32 | 66 | 67 |
| Accounting Charges | - | - | - |
| Debt Service: | | | |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | - | 35,000 | - |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | 2,500,000 | - | - |
| Total Appropriations | \$ 2,508,151 | \$ 1,366,616 | \$ 237,617 |



BUSINESS UNIT 317: JONESBORO PUMPING STATION

Department : Water Production**Business Unit : (317) Jonesboro Pumping
Station****Major Business Unit Functions:**

Pumps potable water to maintain adequate pressure and supply in water distribution system.

Significant Expenditure and Staffing Changes:**Outside Services:** increase represents funds for Beekeeper service for Solar Bee units and repairs on level gauges for both tanks.

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 -20 Budgeted |
|---|--------------------------------|----------------------------------|---------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ - | \$ - | \$ - |
| Overtime Pay | - | - | - |
| F.I.C.A. | - | - | - |
| Pension | - | - | - |
| Employee Benefits | - | - | - |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | 1,307 | 2,100 | 2,300 |
| Vehicle Supplies | - | - | - |
| Administrative Supplies | 9 | 100 | 100 |
| Safety Supplies | 101 | 100 | 100 |
| Special Purchases | - | - | - |
| Utilities | 217,009 | 232,250 | 232,250 |
| Rentals | - | - | - |
| Maintenance and Repairs | 5,175 | 3,500 | 3,000 |
| Outside Services | 25,120 | 19,500 | 70,460 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 1,375 | 1,552 | 2,195 |
| Accounting Charges | - | - | - |
| Debt Service: | | | |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | - | - | - |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | - | - | - |
| Total Appropriations | <u>\$ 250,096</u> | <u>\$ 259,102</u> | <u>\$ 310,405</u> |



BUSINESS UNIT 318: FOREST PARK AND CAJUN QUEEN PUMPING STATIONS

Department : Water Production**Business Unit : (318) FP/Cajun Queen Pumping Stations
Station****Major Business Unit Functions:**

Pumps potable water to maintain adequate pressure and supply in water distribution system.

Significant Expenditure and Staffing Changes:

No significant changes from the previous fiscal year.

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 -20 Budgeted |
|---|--------------------------------|----------------------------------|---------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ - | \$ - | \$ - |
| Overtime Pay | - | - | - |
| F.I.C.A. | - | - | - |
| Pension | - | - | - |
| Employee Benefits | - | - | - |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | - | 500 | 500 |
| Vehicle Supplies | - | - | - |
| Administrative Supplies | - | - | - |
| Safety Supplies | - | 100 | 100 |
| Special Purchases | - | - | - |
| Utilities | 11,525 | 27,410 | 12,010 |
| Rentals | - | - | - |
| Maintenance and Repairs | 355 | 3,300 | 3,300 |
| Outside Services | 1,126 | 14,250 | 14,200 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 440 | 521 | 1,134 |
| Accounting Charges | - | - | - |
| Debt Service: | | | |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | 5,159 | - | - |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | - | - | - |
| Total Appropriations | \$ 18,605 | \$ 46,081 | \$ 31,244 |



BUSINESS UNIT 319: SHOAL CREEK RESERVOIR

Department : Water Production**Business Unit : (319) Shoal Creek Reservoir****Major Business Unit Functions:**

Facilitates storage of raw water prior to treatment.

Significant Expenditure and Staffing Changes:

No significant changes from the previous fiscal year.

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 - 20 Budgeted |
|---|--------------------------------|----------------------------------|----------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ - | \$ - | \$ - |
| Overtime Pay | - | - | - |
| F.I.C.A. | - | - | - |
| Pension | - | - | - |
| Employee Benefits | - | - | - |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | 43 | 2,300 | 2,300 |
| Vehicle Supplies | - | - | - |
| Administrative Supplies | - | - | - |
| Safety Supplies | - | - | 100 |
| Special Purchases | - | - | - |
| Utilities | - | - | - |
| Rentals | 2 | 500 | 500 |
| Maintenance and Repairs | 771 | 6,000 | 6,000 |
| Outside Services | 7,916 | 8,000 | 5,000 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 1,796 | 1,986 | 2,043 |
| Accounting Charges | - | - | - |
| Debt Service: | | | |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | - | - | - |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | - | - | - |
| Total Appropriations | <u>\$ 10,528</u> | <u>\$ 18,786</u> | <u>\$ 15,943</u> |



BUSINESS UNIT 320: TERRY R. HICKS WATER PRODUCTION FACILITY

Department : Water Production**Business Unit : (320) Terry R. Hicks Water Production Facility****Major Business Unit Functions:**

Produces potable water at the Terry R. Hicks Water Production Facility.

Significant Expenditure and Staffing Changes:**Personal Services:** increase represents funding to move a part-time Plant Operator Trainee to full-time.**Other Materials and Supplies:** increase represents a treatment cost increase along with four Sludge Blanket indicators.**Capital Expenditures:** represents funding for HVAC, three VFD's, SCADA Programming and an Actuator/Valve.

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 - 20 Budgeted |
|---|--------------------------------|----------------------------------|----------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ 404,130 | \$ 504,555 | \$ 520,847 |
| Overtime Pay | 73,267 | 50,000 | 61,840 |
| F.I.C.A. | 35,485 | 42,425 | 38,721 |
| Pension | 56,047 | 65,906 | 72,869 |
| Employee Benefits | 60,898 | 114,198 | 102,371 |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | 209,613 | 200,060 | 244,145 |
| Vehicle Supplies | 2,385 | 4,100 | 3,050 |
| Administrative Supplies | 7,014 | 6,000 | 6,000 |
| Safety Supplies | 1,661 | 2,500 | 3,000 |
| Special Purchases | - | - | - |
| Utilities | 452,852 | 443,000 | 478,400 |
| Rentals | - | - | 2,500 |
| Maintenance and Repairs | 78,174 | 35,000 | 38,250 |
| Outside Services | 189,472 | 319,350 | 163,000 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 23,700 | 30,297 | 32,753 |
| Accounting Charges | - | - | - |
| Debt Service: | | | |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | - | - | 310,000 |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | - | 150,000 | - |
| Total Appropriations | \$ 1,594,698 | \$ 1,967,391 | \$ 2,077,746 |



BUSINESS UNIT 325: WELL PROGRAM

Department : Water Production**Business Unit : (325) Well Program****Major Business Unit Functions:**

Utilization of underground sources of raw water.

Significant Expenditure and Staffing Changes:

No significant changes from previous fiscal year.

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 - 20 Budgeted |
|---|--------------------------------|----------------------------------|----------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ - | \$ - | \$ - |
| Overtime Pay | - | - | - |
| F.I.C.A. | - | - | - |
| Pension | - | - | - |
| Employee Benefits | - | - | - |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | 89 | 2,200 | 2,150 |
| Vehicle Supplies | - | - | - |
| Administrative Supplies | - | - | - |
| Safety Supplies | - | 150 | 150 |
| Special Purchases | - | - | - |
| Utilities | 3,940 | 6,600 | 4,000 |
| Rentals | - | - | - |
| Maintenance and Repairs | 198 | 1,000 | 1,000 |
| Outside Services | 50 | 100 | 100 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 297 | 419 | 430 |
| Accounting Charges | - | - | - |
| Debt Service: | | | |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | - | - | - |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | - | - | - |
| Total Appropriations | \$ 4,574 | \$ 10,469 | \$ 7,830 |



BUSINESS UNIT 330: WATER QUALITY LABORATORY

Department : Water Production**Business Unit : (330) Water Quality Laboratory****Major Business Unit Functions:**

Testing of quality of produced water to ensure product is in compliance with regulatory standards.

Significant Expenditure and Staffing Changes:

Outside Services: increase represents renewal of a contract for laboratory services and drinking water program along with a contract for UCRM4 water testing.

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 - 20 Budgeted |
|---|--------------------------------|----------------------------------|----------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ 135,479 | \$ 199,010 | \$ 191,055 |
| Overtime Pay | 194 | 1,000 | 1,000 |
| F.I.C.A. | 9,705 | 15,301 | 14,693 |
| Pension | 17,725 | 25,130 | 24,950 |
| Employee Benefits | 14,258 | 40,495 | 27,576 |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | 54,857 | 72,200 | 63,970 |
| Vehicle Supplies | 1,936 | 3,700 | 3,700 |
| Administrative Supplies | 607 | 3,000 | 2,800 |
| Safety Supplies | 292 | 250 | 250 |
| Special Purchases | - | - | - |
| Utilities | 977 | - | 2,500 |
| Rentals | 2,727 | 11,000 | 10,000 |
| Maintenance and Repairs | 543 | 500 | 1,000 |
| Outside Services | 46,614 | 73,800 | 151,450 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 13,284 | 15,596 | 17,607 |
| Accounting Charges | - | - | - |
| Debt Service: | | | |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | 13,130 | 43,204 | - |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | - | - | - |
| Total Appropriations | \$ 312,328 | \$ 504,186 | \$ 512,551 |



BUSINESS UNIT 340: SMITH COMMUNITY USE BUILDING AND RECREATION PARK

Department : Water Production**Business Unit : (340) Smith CUB & Recreation Park****Major Business Unit Functions:**

Operates the J.W. Smith Recreation Park facilities.

Significant Expenditure and Staffing Changes:

No significant changes from the previous fiscal year.

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 - 20 Budgeted |
|---|--------------------------------|----------------------------------|----------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ 55,893 | \$ 58,715 | \$ 55,655 |
| Overtime Pay | 4,969 | - | 6,500 |
| F.I.C.A. | 4,638 | 4,491 | 4,257 |
| Pension | 5,854 | 6,337 | 8,158 |
| Employee Benefits | 6,627 | 9,845 | 7,873 |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | 2,169 | 2,145 | 2,350 |
| Vehicle Supplies | 4,386 | - | 5,500 |
| Administrative Supplies | 328 | 850 | 1,000 |
| Safety Supplies | - | 100 | 100 |
| Special Purchases | - | - | - |
| Utilities | 7,099 | 1,400 | 7,100 |
| Rentals | - | 800 | 800 |
| Maintenance and Repairs | 2,816 | 10,000 | 11,400 |
| Outside Services | 6,617 | 21,075 | 20,675 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 1,080 | 1,421 | 1,314 |
| Accounting Charges | 12 | - | 800 |
| Debt Service: | | | |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | 28,696 | - | - |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | - | - | - |
| Total Appropriations | \$ 131,184 | \$ 117,179 | \$ 133,482 |



BUSINESS UNIT 350: SHAMROCK RECREATION

Department : Water Production**Business Unit : (350) Shamrock Recreation****Major Business Unit Functions:**

Operates Lake Shamrock Recreation facilities.

Significant Expenditure and Staffing Changes:

Maintenance and Repairs: increase represents installation of septic tank lid along with a cleanout.

Capital Expenditures: represent funding for a replacement truck.

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 - 20 Budgeted |
|---|--------------------------------|----------------------------------|----------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ 93,378 | \$ 102,952 | \$ 93,201 |
| Overtime Pay | 9,865 | - | 10,000 |
| F.I.C.A. | 8,142 | 7,875 | 7,130 |
| Pension | 10,072 | 10,661 | 10,582 |
| Employee Benefits | 13,223 | 17,068 | 15,724 |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | 3,951 | 8,950 | 6,650 |
| Vehicle Supplies | 3,206 | 3,700 | 2,750 |
| Administrative Supplies | 1,796 | 4,900 | 7,250 |
| Safety Supplies | 401 | 300 | 300 |
| Special Purchases | - | - | - |
| Utilities | 10,318 | 9,000 | 8,950 |
| Rentals | 535 | 1,500 | 700 |
| Maintenance and Repairs | 4,958 | 8,700 | 26,000 |
| Outside Services | 7,298 | 32,450 | 25,900 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 1,498 | 1,698 | 1,369 |
| Accounting Charges | - | - | - |
| Debt Service: | | | |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | - | 11,000 | 28,557 |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | - | - | - |
| Total Appropriations | <u>\$ 168,641</u> | <u>\$ 220,754</u> | <u>\$ 245,063</u> |



BUSINESS UNIT 351: SHAMROCK COMMUNITY USE BUILDING

Department : Water Production**Business Unit : (351) Shamrock Community Use Building****Major Business Unit Functions:**

Operates Shamrock Community Use Building.

Significant Expenditure and Staffing Changes:**Capital Expenditures:** represent funding for a replacement PA System.

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 - 20 Budgeted |
|---|--------------------------------|----------------------------------|----------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ - | \$ - | \$ - |
| Overtime Pay | - | - | - |
| F.I.C.A. | - | - | - |
| Pension | - | - | - |
| Employee Benefits | - | - | - |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | 6,583 | 15,050 | 18,150 |
| Vehicle Supplies | - | - | - |
| Administrative Supplies | 544 | 750 | 650 |
| Safety Supplies | 14 | 100 | 100 |
| Special Purchases | - | - | - |
| Utilities | 14,197 | 16,800 | 19,000 |
| Rentals | 154 | 1,200 | 500 |
| Maintenance and Repairs | 5,027 | 10,000 | 14,500 |
| Outside Services | 12,541 | 43,000 | 31,000 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 777 | 990 | 1,107 |
| Accounting Charges | 106 | - | 2,400 |
| Debt Service: | | | |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | - | - | 7,000 |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | - | - | - |
| Total Appropriations | \$ 39,943 | \$ 87,890 | \$ 94,407 |



BUSINESS UNIT 352: WETLAND CENTER

Department : Water ProductionBusiness Unit : (352) Wetland CenterMajor Business Unit Functions:

Operates Wetland Center.

Significant Expenditure and Staffing Changes:

Outside Services: increase represents consulting for master Plan for internal building improvements.

Capital Expenditures: represents funds for a replacement truck.

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 - 20 Budgeted |
|---|--------------------------------|----------------------------------|----------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ 66,902 | \$ 63,727 | \$ 66,108 |
| Overtime Pay | - | - | - |
| F.I.C.A. | 5,047 | 4,876 | 5,058 |
| Pension | 6,185 | 6,639 | 6,902 |
| Employee Benefits | 6,666 | 9,874 | 7,918 |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | 4,828 | 12,700 | 15,600 |
| Vehicle Supplies | 294 | - | 500 |
| Administrative Supplies | 802 | 600 | 1,350 |
| Safety Supplies | 87 | 200 | 800 |
| Special Purchases | - | - | - |
| Utilities | 11,017 | 9,095 | 9,950 |
| Rentals | 390 | 1,700 | 1,700 |
| Maintenance and Repairs | 4,554 | 11,200 | 10,250 |
| Outside Services | 17,568 | 20,520 | 65,120 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 1,397 | 2,797 | 2,747 |
| Accounting Charges | - | - | - |
| Debt Service: | | | |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | - | 25,000 | 28,557 |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | - | - | - |
| Total Appropriations | <u>\$ 125,737</u> | <u>\$ 168,928</u> | <u>\$ 222,560</u> |



BUSINESS UNIT 399: WATER CONSERVATION

Department : Water ProductionBusiness Unit : (399) Water ConservationMajor Business Unit Functions:

Promote programs that encourage water conservation by our customers.

Significant Expenditure and Staffing Changes:

No significant changes from the previous fiscal year.

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 - 20 Budgeted |
|---|--------------------------------|----------------------------------|----------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ - | \$ - | \$ - |
| Overtime Pay | - | - | - |
| F.I.C.A. | - | - | - |
| Pension | - | - | - |
| Employee Benefits | - | - | - |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | 7,570 | 15,000 | 1,500 |
| Vehicle Supplies | - | - | - |
| Administrative Supplies | - | 3,000 | 1,000 |
| Safety Supplies | - | - | - |
| Special Purchases | 28,000 | 80,000 | 80,000 |
| Utilities | - | - | - |
| Rentals | - | - | - |
| Maintenance and Repairs | - | - | - |
| Outside Services | - | - | - |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 2,975 | 5,200 | 5,200 |
| Accounting Charges | - | - | - |
| Debt Service: | | | |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | - | - | - |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | - | - | - |
| Total Appropriations | <u>\$ 38,545</u> | <u>\$ 103,200</u> | <u>\$ 87,700</u> |



Program Management and Engineering Division – Business Unit Group 500



Clayton County Water Authority



**PROGRAM
MANAGEMENT &
ENGINEERING
DIVISION**



*“Providing **Quality**
Water and **Quality**
Services to Our
Community”*



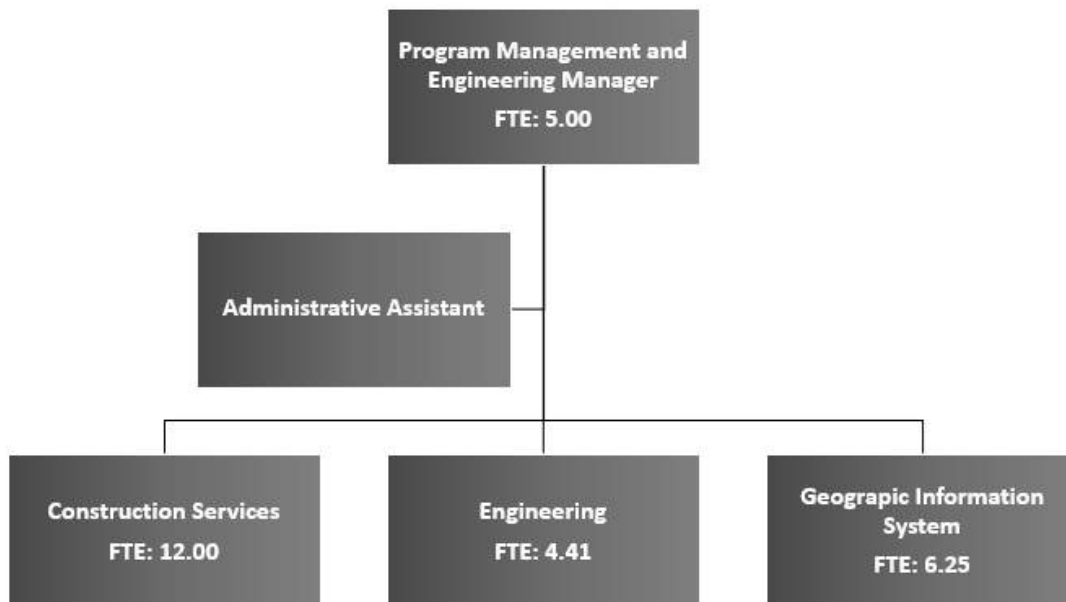
PROGRAM MANAGEMENT AND ENGINEERING DIVISION BUDGET UNIT 500

The Program Management and Engineering Division serves as the Authority's planning, programming, monitoring and review function for its facilities and distribution and collection systems. It is responsible for the implementation of the strategic master plan, engineering, surveying, GIS and inspection of additions to the water and sewer systems. Tasks are performed in conformity with federal, state and local laws and authority laws, regulations and policies.

Responsibilities are accomplished per the general direction of the General Manager and the Assistant General Managers over support services. The Program Management and Engineering Manager is responsible for the day-to-day operations of the department.

To better manage operating expenses, the division is broken down into specific programs, project funding sources or functional areas of responsibility. The budget units that have been identified for this area are listed in a tabular format below.

- 501 – Program Management and Engineering Department Manager
- 507 – Construction Services
- 530 – Engineering
- 535 – Geographic Information Systems





Program Management and Engineering Division – Staffing Summary

| Authorized Personnel | FY 2017-2018 Budgeted | FY 2018-2019 Budgeted | FY 2019-2020 Budgeted |
|---|-----------------------|-----------------------|-----------------------|
| Program Management and Engineering | | | |
| 501 - Program and Engineering Manager | 4.00 | 4.00 | 5.00 |
| 507 - Construction Services | 12.00 | 12.00 | 12.00 |
| 530 - Engineering | 4.00 | 4.38 | 4.41 |
| 535 - Geographic Information System | 7.43 | 6.38 | 6.25 |
| Total Full-Time Employees (FTEs) | 27.43 | 26.76 | 27.66 |

Program Management and Engineering Division – Major Initiatives for FY 2019 - 2020

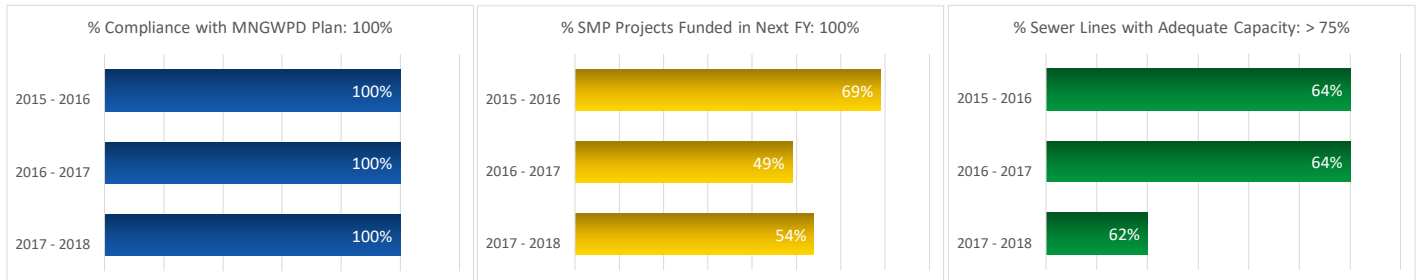
| Business Unit | Budget Funding | Account Number | Amount Budgeted | Initiative |
|---|----------------|----------------|-----------------|--|
| Program Management and Engineering Department Manager | | | | |
| 501 | Operating | 56110 | \$ 210,000 | Unidirectional Flushing Program [WP 2018-07] |
| | | 56110 | 150,000 | On-Call Engineering Services |
| | | 56110 | 75,000 | Collection System Assessment and Program Management [WP 2017-05] |
| | | 56110 | 150,000 | Knowledge Retention Study [WP 2019-09] [SAMP OS-06] |
| | | 56110 | 75,000 | Organizational Assessment [WP 2019-07][SAMP OS-7] |
| | | 56110 | 80,000 | Metrics Improvement Study [WP 2019-10][SAMP OS-10] |
| | | 56110 | 250,000 | Facility Asset Improvement Strategy [WP 2019-11] [SAMP F-01] |
| | Capital | 59303 | 500,000 | Walnut Creek Lift Station Evaluation and Detailed Design [WP 2017-03][SMP 903] |
| | | 59303 | 1,500,000 | Casey WRRF Solids Handling Detailed Design [WP 2019-03][SMP 708] |
| Grand Total | | | \$ 2,990,000 | |
| Construction Services | | | | |
| 507 | Capital | 59303 | \$ 40,000 | Water Line Inspections |
| | | 59303 | 40,000 | Sewer Line Inspections |
| | | 59303 | 40,000 | Water Meter Inspections |
| | | 59303 | 1,500,000 | Galvanized Main Replacements [SMP 601] |
| | | 59303 | 2,500,000 | Basin Level Sewer Rehabilitation [SMP 614] |
| | | 59953 | 30,200 | Truck: F-150 |
| | | 59953 | 25,446 | Ford Escape |
| Grand Total | | | \$ 4,175,646 | |
| Engineering | | | | |
| 530 | Operating | 56124 | \$ 1,000,000 | SSes Discovery Work [SMP 613] |
| | Capital | 59902 | 100 | Easements |
| Grand Total | | | \$ 1,000,100 | |
| Geographic Information Systems | | | | |
| 535 | Operating | 56110 | \$ 30,000 | Cityworks Support: XML and Template Configuration, BP Streamlining, Code Development |
| | | 56110 | 30,000 | SAP Business Objects BI and Reporting Support: Data Mart Design and Construction, Report Development |
| Grand Total | | | \$ 60,000 | |



Program Management and Engineering Division – Levels of Service

The Program Management and Engineering Division has three KPI metrics that are associated with the Authority's **"Superior Product Quality," "Ensure Financial Viability,"** and **"Infrastructure Sustainability"** goals and strategies 1, 17 and 22 to *"To meet all applicable regulatory requirements," "Have 100% of the Strategic Master Plan projects funded for the appropriate fiscal year according to plan,"* and *"Provide adequate treatment capacity."* The department's performance on these metrics is captured in the table that follows.

| Service Level Goal | Key Performance Indicator (KPI) | Division | Target | 2017 - 2018 | 2016 - 2017 | 2015 - 2016 |
|--|---|----------|--------|-------------|-------------|-------------|
| SUPERIOR PRODUCT QUALITY | | | | | | |
| 1 Meet all applicable regulatory requirements | % Compliance with MNGWPD Plan: 100% | PME | 100% | 100% | 100% | 100% |
| ENSURE FINANCIAL VIABILITY | | | | | | |
| 17 Develop a Sustainable Annual Budget | % SMP Projects Funded in Next FY: 100% | PME | 80% | 54% | 49% | 69% |
| INFRASTRUCTURE SUSTAINABILITY | | | | | | |
| 22 Provide adequate treatment capacity | % Sewer Lines with Adequate Capacity: > 75% | PME | > 75% | 62% | 64% | 64% |





Program Management and Engineering Division Staffing – Position Detail

| Authorized Personnel | FY 2017-2018 Budgeted | FY 2018-2019 Budgeted | FY 2019-2020 Budgeted |
|---|-----------------------------|-----------------------------|-----------------------------|
| <i>Program Management and Engineering Manager</i> | | | |
| Office Assistant | 1.00 | 1.00 | 1.00 |
| PME Project Engineer | 1.00 | 1.00 | 1.00 |
| Program Management Engineer | 1.00 | 1.00 | 1.00 |
| Junior Engineer | 0.00 | 0.00 | 1.00 |
| Program Management and Engineering Manager | 1.00 | 1.00 | 1.00 |
| Total Number of Personnel (FTE's) | 4.00 | 4.00 | 5.00 |
| <i>Construction Services</i> | | | |
| Civil Engineer | 1.00 | 1.00 | 1.00 |
| Construction Inspector I | 8.00 | 8.00 | 7.00 |
| Construction Inspector II | 1.00 | 1.00 | 2.00 |
| Construction Services Supervisor | 2.00 | 2.00 | 2.00 |
| Total Number of Personnel (FTE's) | 12.00 | 12.00 | 12.00 |
| <i>Engineering</i> | | | |
| Engineering Coordinator | 1.00 | 1.00 | 1.00 |
| Intern - College | 0.00 | 0.38 | 0.41 |
| Plan Review Technician | 1.00 | 1.00 | 1.00 |
| Senior Engineering Technician | 2.00 | 2.00 | 2.00 |
| Total Number of Personnel (FTE's) | 4.00 | 4.38 | 4.41 |
| <i>Geographic Information System</i> | | | |
| GIS Field Coordinator | 1.00 | 1.00 | 1.00 |
| GIS Field Technician I | 1.00 | 2.00 | 2.00 |
| GIS Field Technician II | 1.00 | 0.00 | 0.00 |
| GIS Supervisor | 1.00 | 1.00 | 1.00 |
| GIS Technician II | 2.00 | 2.00 | 0.00 |
| GSI Technician III | 0.00 | 0.00 | 2.00 |
| GSI Technician I | 1.00 | 0.00 | 0.00 |
| Intern - College | 0.18 | 0.38 | 0.25 |
| Intern - High School | 0.25 | 0.00 | 0.00 |
| Total Number of Personnel (FTE's) | 7.43 | 6.38 | 6.25 |
| <i>Program Management and Engineering Department Total</i> | 27.43 | 26.76 | 27.66 |



Program Management and Engineering Division – Consolidated Operating Budget

Department : Program Management and Engineering **Business Unit :** Department 500 - Consolidated

Overview of Department Responsibilities

The primary responsibilities of the Program Management and Engineering Division include implementation of the Master Plan, engineering design & construction support and surveying, mapping of the water and sewer system, oversight of the Geographic Information System (GIS) and inspection of additions to the water distribution, sewer and stormwater infrastructure systems. The activities are performed in accordance with federal and state laws, and with rules and regulations promulgated to cover water production and wastewater treatment. Tasks are generally undertaken based on the priorities established by the General Manager.

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 - 20 Budgeted |
|---|--------------------------------|----------------------------------|----------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ 1,407,559 | \$ 1,836,358 | \$ 2,006,358 |
| Overtime Pay | 1,170 | 9,000 | 5,000 |
| F.I.C.A. | 101,671 | 140,714 | 152,301 |
| Pension | 188,979 | 251,585 | 275,536 |
| Employee Benefits | 184,402 | 359,288 | 336,552 |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | 7,192 | 13,845 | 16,455 |
| Vehicle Supplies | 13,632 | 18,213 | 19,213 |
| Administrative Supplies | 7,999 | 10,411 | 20,221 |
| Safety Supplies | 1,134 | 1,450 | 1,450 |
| Special Purchases | 500 | - | 540 |
| Utilities | 28,935 | 41,014 | 47,832 |
| Rentals | - | - | - |
| Maintenance and Repairs | 2,104 | 6,100 | 11,100 |
| Outside Services | 891,088 | 1,538,065 | 2,118,340 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 216,033 | 265,475 | 328,175 |
| Accounting Charges | - | - | - |
| Debt Service: | | | |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | 122,683 | 100 | 55,746 |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | 2,996,000 | 5,480,000 | 4,620,000 |
| Total Appropriations | <u>\$ 6,171,081</u> | <u>\$ 9,971,618</u> | <u>\$ 10,014,819</u> |



BUSINESS UNIT 501: PROGRAM MANAGEMENT AND ENGINEERING DEPARTMENT MANAGER

Department : Program Management and Engineering **Business Unit :** (501) Program Management and Engineering Manager

Major Business Unit Functions:

Directs, manages and controls the efforts of the Program Management and Engineering Division. Manages the Authority's Master Planning process including forecasting future capacity needs, accommodating regulatory changes and improving operational efficiency. Manages engineering consulting services and new major construction projects.

Significant Expenditure and Staffing Changes:

Maintenance and Repairs: increase represents removal of wallpaper and painting of 11 offices.

Outside Services: reflects funding for On-Call Engineering Services, Unidirectional Flushing Program, Collection System Advisement, Knowledge Retention Strategy, Organizational Assessment, Metrics Improvement Strategy, along with Facility Asset Improvement Strategy.

Interfund Transfers: represents funds being transferred to the Renewal and Extension Fund for Walnut Creek Lift Station Evaluation

| Budget Detail By | FY 2017 - 18 | FY 2018 - 19 | FY 2019 - 20 |
|--------------------------------|---------------------|---------------------|---------------------|
| Individual Categories | Actual | Budgeted | Budgeted |
| Personal Services: | | | |
| Salaries and Wages | \$ 311,385 | \$ 374,134 | \$ 463,592 |
| Overtime Pay | - | - | - |
| F.I.C.A. | 23,155 | 28,166 | 34,279 |
| Pension | 43,628 | 52,005 | 64,438 |
| Employee Benefits | 31,600 | 52,717 | 65,422 |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | 27 | 1,060 | 1,930 |
| Vehicle Supplies | 241 | 700 | 700 |
| Administrative Supplies | 732 | 2,535 | 12,535 |
| Safety Supplies | - | 50 | 50 |
| Special Purchases | 500 | - | 540 |
| Utilities | 5,294 | 6,819 | 8,129 |
| Rentals | - | - | - |
| Maintenance and Repairs | 118 | 2,000 | 7,000 |
| Outside Services | 267,332 | 456,090 | 996,090 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 68,479 | 86,565 | 94,472 |
| Accounting Charges | - | - | - |
| Debt Service: | | | |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | - | - | - |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | 866,000 | 1,250,000 | 500,000 |
| Total Appropriations | <u>\$ 1,618,491</u> | <u>\$ 2,312,841</u> | <u>\$ 2,249,177</u> |



BUSINESS UNIT 507: CONSTRUCTION SERVICES

Department : Program Management and Engineering**Business Unit** : (507) Construction Services**Major Business Unit Functions:**

Manages construction projects and provides construction support services. Inspects water and sewer line construction to ensure compliance with standards.

Significant Expenditure and Staffing Changes:

Capital Expenditures: represent funding for a replacement Escape and Truck.

Interfund Transfers: represents funds being transferred to the Renewal and Extension Fund for Waterline Inspections, Sewerline Inspections, Meter Inspections, Galvanized Water Main Replacements, Basin Level Sewer Rehab.

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 - 20 Budgeted |
|---|--------------------------------|----------------------------------|----------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ 517,788 | \$ 774,017 | \$ 805,769 |
| Overtime Pay | 1,170 | 9,000 | 5,000 |
| F.I.C.A. | 37,071 | 59,902 | 61,639 |
| Pension | 69,292 | 107,588 | 112,001 |
| Employee Benefits | 75,314 | 164,216 | 152,124 |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | 4,724 | 8,685 | 9,730 |
| Vehicle Supplies | 9,898 | 13,800 | 13,800 |
| Administrative Supplies | 6,050 | 4,060 | 3,840 |
| Safety Supplies | 719 | 1,000 | 1,000 |
| Special Purchases | - | - | - |
| Utilities | 15,175 | 18,971 | 22,751 |
| Rentals | - | - | - |
| Maintenance and Repairs | 1,677 | 3,600 | 3,600 |
| Outside Services | 2,143 | 12,180 | 10,520 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 14,852 | 24,079 | 33,338 |
| Accounting Charges | - | - | - |
| Debt Service: | | | |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | 55,508 | - | 55,646 |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | 2,130,000 | 4,080,000 | 4,120,000 |
| Total Appropriations | \$ 2,941,381 | \$ 5,281,098 | \$ 5,410,758 |



BUSINESS UNIT 530: ENGINEERING

Department : Program Management and Engineering**Business Unit : (530) Engineering****Major Business Unit Functions:**

Provides engineering services for construction of water and sewer lines. Reviews and approves proposed additions to the Authority's water and sewer system. Assists customers with sewer and water service locations, tap-on fees and meter quotes.

Significant Expenditure and Staffing Changes:

Capital Expenditures: represents funding for recording of Easements.

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 - 20 Budgeted |
|---|--------------------------------|----------------------------------|----------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ 179,959 | \$ 275,361 | \$ 300,327 |
| Overtime Pay | - | - | - |
| F.I.C.A. | 13,321 | 21,064 | 22,976 |
| Pension | 23,362 | 37,066 | 39,673 |
| Employee Benefits | 20,517 | 66,809 | 44,042 |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | 130 | 620 | 760 |
| Vehicle Supplies | - | - | - |
| Administrative Supplies | 1,109 | 3,070 | 3,100 |
| Safety Supplies | - | 100 | 100 |
| Special Purchases | - | - | - |
| Utilities | 3,534 | 6,763 | 7,195 |
| Rentals | - | - | - |
| Maintenance and Repairs | - | - | - |
| Outside Services | 610,748 | 1,035,215 | 1,005,015 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 7,079 | 15,756 | 16,799 |
| Accounting Charges | - | - | - |
| Debt Service: | | | |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | - | 100 | 100 |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | - | - | - |
| Total Appropriations | <u>\$ 859,759</u> | <u>\$ 1,461,924</u> | <u>\$ 1,440,087</u> |



BUSINESS UNIT 535: GEOGRAPHIC INFORMATION SYSTEM (GIS)

Department : Program Management and Engineering**Business Unit : (535) Geographic Information System****Major Business Unit Functions:**

Maintains geodatabase for water, sewer and storm piping systems. Manages the development and implementation of work order and inspection tools to support field and management operations. Provides survey information for engineering design projects. Provides data and mapping for asset management and planning purposes. Responsible for acquisition of easements for water and sewer construction projects.

Significant Expenditure and Staffing Changes:

Outside Services: increase represents funding for support for Cityworks, Business Objects BI and reporting along with temporary GIS Field personnel for 1 year.

General Expenses: increase represents twenty various ESRI licenses.

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 - 20 Budgeted |
|---|--------------------------------|----------------------------------|----------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ 398,427 | \$ 412,846 | \$ 436,670 |
| Overtime Pay | - | - | - |
| F.I.C.A. | 28,124 | 31,582 | 33,407 |
| Pension | 52,697 | 54,926 | 59,424 |
| Employee Benefits | 56,971 | 75,546 | 74,964 |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | 2,311 | 3,480 | 4,035 |
| Vehicle Supplies | 3,493 | 3,713 | 4,713 |
| Administrative Supplies | 108 | 746 | 746 |
| Safety Supplies | 415 | 300 | 300 |
| Special Purchases | - | - | - |
| Utilities | 4,932 | 8,461 | 9,757 |
| Rentals | - | - | - |
| Maintenance and Repairs | 309 | 500 | 500 |
| Outside Services | 10,865 | 34,580 | 106,715 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 125,623 | 139,075 | 183,566 |
| Accounting Charges | - | - | - |
| Debt Service: | | | |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | 67,175 | - | - |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | - | 150,000 | - |
| Total Appropriations | <u>\$ 751,450</u> | <u>\$ 915,755</u> | <u>\$ 914,797</u> |



Distribution and Conveyance Division – Business Unit Group 600



Clayton County Water Authority



**DISTRIBUTION
AND
CONVEYANCE
DIVISION**



*"Providing **Quality**
Water and **Quality**
Services to Our
Community"*



DISTRIBUTION AND CONVEYANCE DIVISION BUDGET UNIT 600

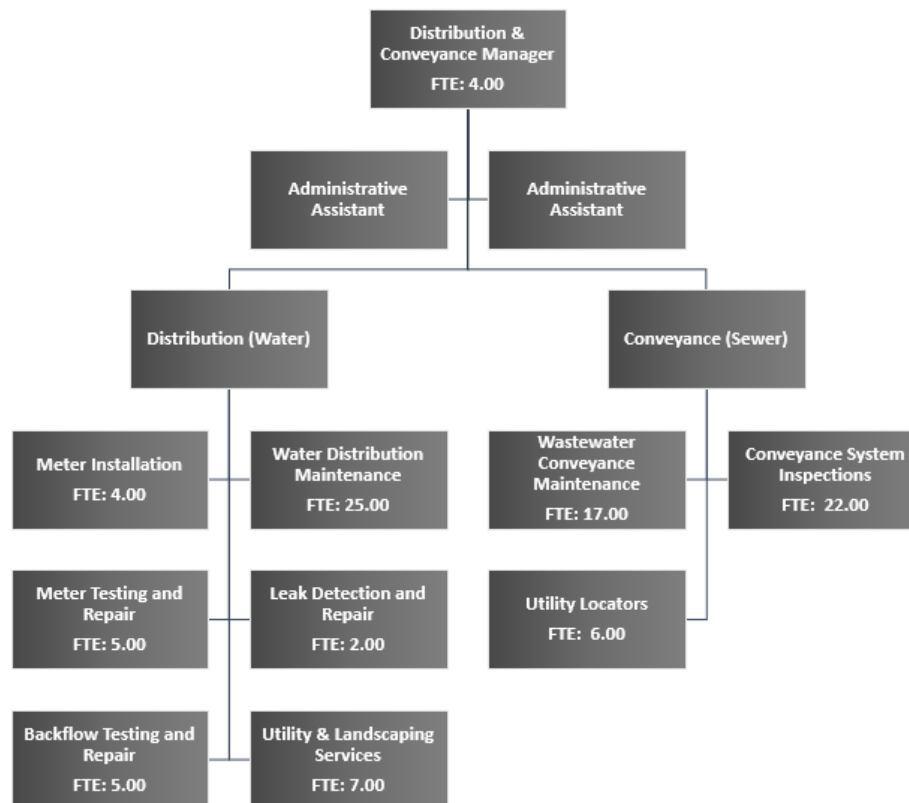
The Distribution and Conveyance Division is charged with the critical task of ensuring the efficiency of the individual distribution and collection systems. It has the responsibilities of installing the Authority's water lines, water meters and maintaining both water and sewer lines. Work must be performed in compliance with standards established by the federal and state regulatory agencies as they pertain to water distribution and sewer collection.

Responsibilities are accomplished per the general direction of the General Manager and the Assistant General Managers over operations. The Distribution and Conveyance Manager is responsible for the day-to-day operations of the department.

To better manage operating expenses, the division is broken down into specific programs, types of services or functional areas of responsibility. The budget units that have been identified for this department are listed below.

601 – Distribution and Conveyance Manager
610 – Meter Installation
612 – Water Distribution Maintenance
616 – Meter Testing and Repair
617 – Leak Detection and Repair

618 – Backflow Testing and Repair
619 – Utility and Landscaping Services
621 – Wastewater Conveyance Maintenance
627 – Conveyance System Inspections
630 – Utility Locators

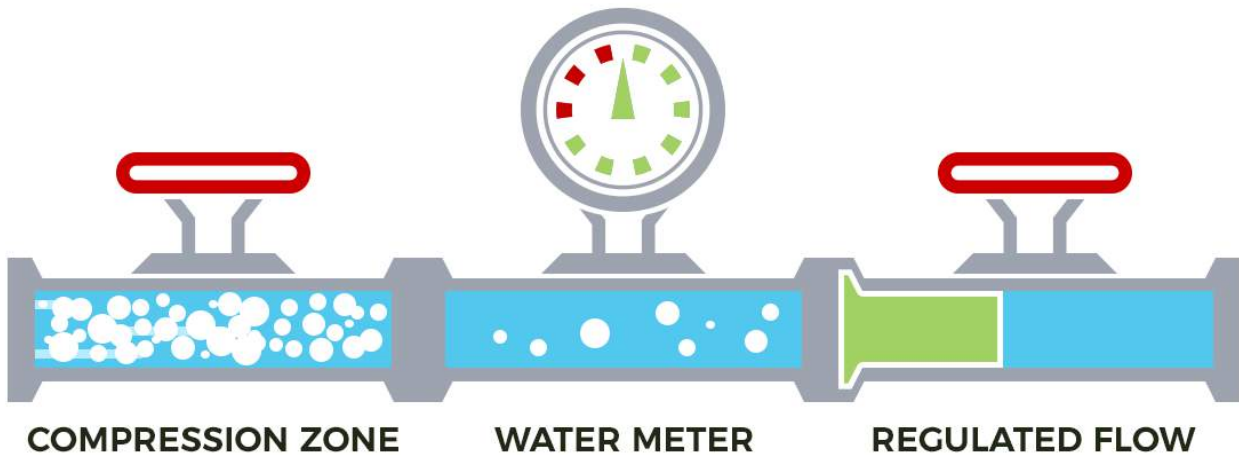




Distribution and Conveyance Division – Staffing Summary

| Authorized Personnel | FY 2017-2018 Budgeted | FY 2018-2019 Budgeted | FY 2019-2020 Budgeted |
|---|-----------------------------|-----------------------------|-----------------------------|
| Distribution and Conveyance Division | | | |
| 601 - Distribution & Conveyance Manager | 4.00 | 4.00 | 4.00 |
| 610 - Meter Installation | 4.00 | 4.00 | 4.00 |
| 612 - Water Distribution Maintenance | 27.00 | 26.00 | 25.00 |
| 616 - Meter Testing and Repair | 6.00 | 5.00 | 5.00 |
| 617 - Leak Detection and Repair | 2.00 | 2.00 | 2.00 |
| 618 - Backflow Testing and Repair | 5.00 | 5.00 | 5.00 |
| 619 - Utility & Landscaping Services | 9.00 | 7.00 | 7.00 |
| 621 - Wastewater Conveyance Maintenance | 15.00 | 16.00 | 17.00 |
| 627 - Conveyance System Inspections | 20.00 | 22.00 | 22.00 |
| 630 - Utility Locators | 6.00 | 6.00 | 6.00 |
| Total Full-Time Employees (FTEs) | 98.00 | 97.00 | 97.00 |

The [Distribution and Conveyance Division](#) decreased by one full-time employee (FTE) in its Water Distribution Maintenance business unit when a supervisory level position was consolidated with another.





Distribution and Conveyance Division – Major Initiatives for FY 2019 - 2020

| Business Unit | Budget Funding | Account Number | Amount Budgeted | Initiative |
|--|----------------|----------------|---------------------|---|
| Distribution and Conveyance Manager | | | | |
| 601 | Operating | 56131 | \$ 60,000 | Pressure Wash and Paint Building |
| | Capital | 59921 | 115,000 | Roof |
| | | 59953 | 29,807 | Truck: F-150 4x4 |
| Grand Total | | | \$ 204,807 | |
| Meter Installation | | | | |
| 610 | Operating | 51104 | \$ 400,000 | Meter Setting Materials-From Warehouse |
| | | 56124 | 250,000 | Meter and Backflow Setting Outside Services |
| | Capital | 59941 | 119,000 | Excavator |
| Grand Total | | | \$ 769,000 | |
| Water Distribution Maintenance | | | | |
| 612 | Operating | 51104 | \$ 350,000 | Materials for Water Distribution Maintenance |
| | | 56118 | 300,000 | Patching and Paving |
| | | 56128 | 250,000 | Maintenance: Supply Mains <i>(Concrete, Vault repairs, Dump fees, Plumbing Repairs)</i> |
| | Capital | 59303 | 318,000 | DOT - Valley Hill Road Connector and Bridge |
| | | 59303 | 120,000 | DOT - Tara Blvd |
| | | 59951 | 41,394 | Truck: F-350 |
| | | 59951 | 41,394 | Truck: F-351 |
| | | 59951 | 95,076 | Flat Dump Truck |
| | | 59951 | 95,076 | Flat Dump Truck |
| Grand Total | | | \$ 1,610,940 | |
| Meter Testing and Repair | | | | |
| 616 | Capital | 59946 | \$ 10,000 | Meter Tester |
| Grand Total | | | \$ 10,000 | |
| Backflow Testing and Repair | | | | |
| 618 | Operating | 56199 | \$ 40,000 | Backflow Testing Contractor |
| Grand Total | | | \$ 40,000 | |
| Utility and Landscaping Services | | | | |
| 619 | Operating | 51104 | \$ 70,000 | Materials for Utility & Landscaping Services |
| Grand Total | | | \$ 70,000 | |



| Business Unit | Budget Funding | Account Number | Amount Budgeted | Initiative |
|-----------------------------------|----------------|----------------|-----------------|---|
| Wastewater Conveyance Maintenance | | | | |
| 621 | Operating | 51104 | \$ 210,000 | Materials for Conveyance Maintenance |
| | | 55106 | 200,000 | Private Property Damage |
| | | 56118 | 150,000 | Patching & Paving |
| | | 56124 | 500,000 | Maintenance: Collections & Outfalls (Concrete, Dump Fees, Plumbing Repairs) |
| | Capital | 59988 | 16,000 | Ridged Camera Reel & Transmitter |
| Grand Total | | | \$ 1,076,000 | |
| Conveyance System Inspections | | | | |
| 627 | Operating | 56104 | \$ 50,000 | Flow Monitoring |
| | | 56124 | 300,000 | Maintenance: Collections & Outfalls (Concrete, Dump Fees, Plumbing Repairs) |
| | Capital | 59933 | 25,000 | SLRAT |
| | | 59946 | 30,000 | Smart Loggers (5) |
| | | 59953 | 29,807 | Truck: F-150 4x4 |
| | | 59988 | 35,000 | Pole Camera (2) |
| | | 59988 | 37,000 | Transporter for Large Pipes |
| | | 59988 | 24,000 | Spare Camera |
| | | Grand Total | | |
| Utility Locators | | | | |
| 630 | Operating | 56104 | \$ 26,000 | IRTH Solutions Locating Software |
| | | 56199 | 32,000 | UPC Annual Membership |
| | Capital | 59953 | 29,807 | Truck: F-150 4x4 |
| | | 59953 | 29,807 | Truck: F-150 4x4 |
| | | 59953 | 29,807 | Truck: F-150 4x4 |
| | | Grand Total | | |

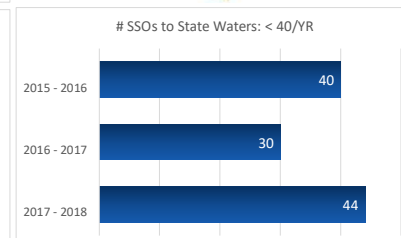
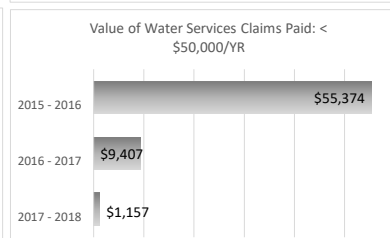
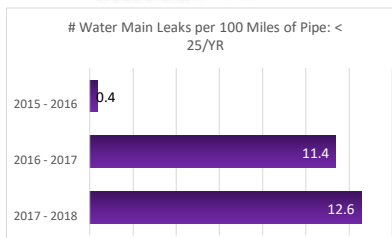
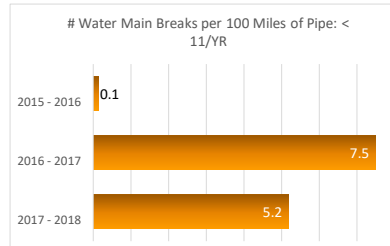
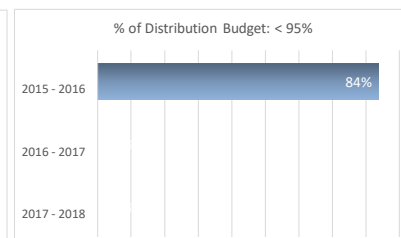
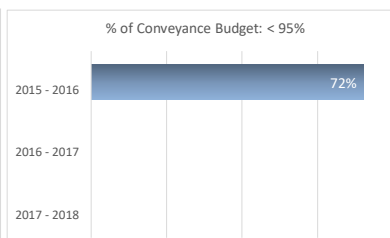
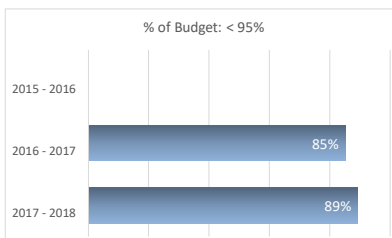
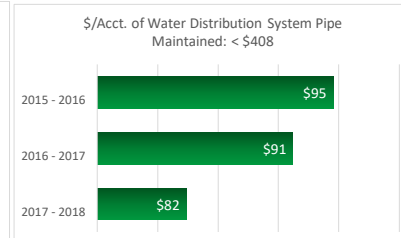
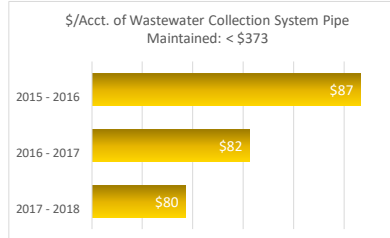
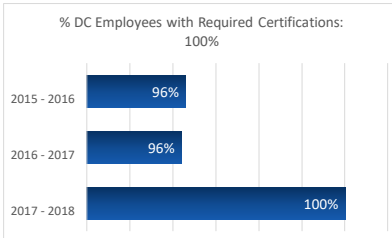
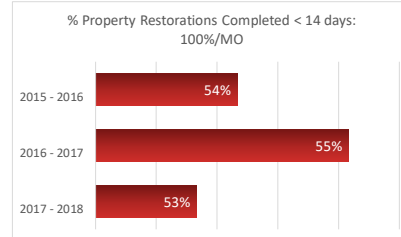
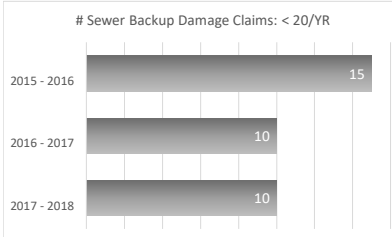
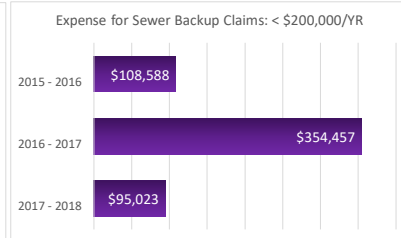
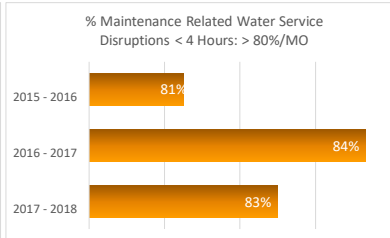
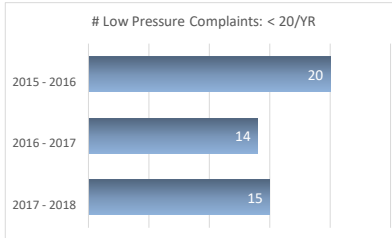
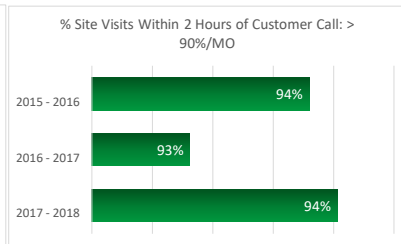
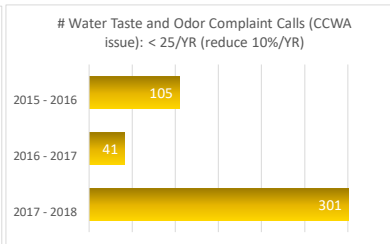
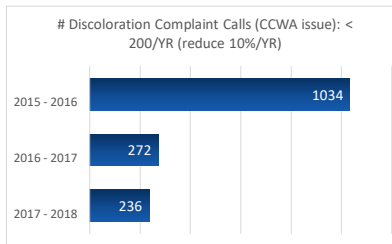


Distribution and Conveyance Division – Levels of Service

The Distribution and Conveyance Division is the Authority's largest division. This group has 16 KPI metrics that are associated with six of the seven goals of the Authority which include "Superior Product Quality," "Exceed Customer Expectations," "Provide Employee Development," "Optimize Operations," "Infrastructure Sustainability," and "Stakeholder Support" goals and strategies 2, 4, 5, 6, 7, 8, 13, 21 and 23. The department's performance on these metrics is captured in the table that follows.

| Service Level Goal | Key Performance Indicator (KPI) | Division | Target | 2017 - 2018 | 2016 - 2017 | 2015 - 2016 |
|--|--|----------|----------------------------|-------------|-------------|-------------|
| SUPERIOR PRODUCT QUALITY | | | | | | |
| 2 Potable water quality that meets customer expectations | # Discoloration Complaint Calls (CCWA issue): < 200/YR (reduce 10%/YR) | DC | < 200/Yr. - Reduce 10%/Yr. | 236 | 272 | 1,034 |
| | # Water Taste and Odor Complaint Calls (CCWA issue): < 25/YR (reduce 10%/YR) | DC | < 25/Yr. - Reduce 10%/Yr. | 301 | 41 | 105 |
| EXCEED CUSTOMER EXPECTATIONS | | | | | | |
| 4 Improve customer experience | % Site Visits Within 2 Hours of Customer Call: > 90%/MO | DC | > 90% / Month | 94% | 93% | 94% |
| 5 Minimize potable water service disruptions | # Low Pressure Complaints: < 20/YR | DC | < 20 / Year | 15 | 14 | 20 |
| | % Maintenance Related Water Service Disruptions < 4 Hours: > 80%/MO | DC | > 80% / Month | 83% | 84% | 81% |
| 6 Minimize customer sewer backups | Expense for Sewer Backup Claims: < \$200,000/YR | DC | < \$200,000 / Year | \$95,023 | \$354,457 | \$108,588 |
| | # Sewer Backup Damage Claims: < 20/YR | DC | < 20 / Year | 10 | 10 | 15 |
| 7 Complete all property restorations in 14 days | % Property Restorations Completed < 14 days: 100%/MO | DC | 100% / Month | 53% | 55% | 54% |
| PROVIDE EMPLOYEE DEVELOPMENT | | | | | | |
| 8 Provide effective employee training and development | % DC Employees with Required Certifications: 100% | DC | 100% / Year | 100% | 96% | 96% |
| OPTIMIZE OPERATIONS | | | | | | |
| 13 Reasonable Cost of Service | \$/Acct. of Wastewater Collection System Pipe Maintained: < \$373 | DC | < \$373 | \$80 | \$82 | \$87 |
| | \$/Acct. of Water Distribution System Pipe Maintained: < \$408 | DC | < \$408 | \$82 | \$91 | \$95 |
| | % of Budget: < 95% | DC | < 95% | 89% | 85% | NA |
| INFRASTRUCTURE SUSTAINABILITY | | | | | | |
| 21 Provide a sustainable water supply | # Water Main Breaks per 100 Miles of Pipe: < 11/YR | DC | < 11 / Year | 5.2 | 7.5 | 0.13 |
| | # Water Main Leaks per 100 Miles of Pipe: < 25/YR | DC | < 25 / Year | 12.6 | 11.4 | 0.36 |
| | Value of Water Services Claims Paid: < \$50,000/YR | DC | < \$50,000 / Year | \$1,157 | \$9,407 | \$55,374 |
| STAKEHOLDER SUPPORT | | | | | | |
| 23 Environmental Stewardship and Sustainability | # SSOs to State Waters: < 40/YR | DC | < 40 / Year | 44 | 30 | 40 |







Distribution and Conveyance Division Staffing – Position Detail

| Authorized Personnel | FY 2017-2018 Budgeted | FY 2018-2019 Budgeted | FY 2019-2020 Budgeted |
|---|-----------------------------|-----------------------------|-----------------------------|
| <i>Distribution and Conveyance Dept. Manager</i> | | | |
| Distribution and Conveyance Manager | 1.00 | 1.00 | 1.00 |
| Compliance Specialist | 1.00 | 1.00 | 1.00 |
| Lead Office Assistant | 1.00 | 1.00 | 1.00 |
| Property Restoration Tech | 1.00 | 1.00 | 1.00 |
| Total Number of Personnel (FTE's) | 4.00 | 4.00 | 4.00 |
| <i>Meter Installation</i> | | | |
| Equipment Operator | 1.00 | 1.00 | 1.00 |
| Utility Service Mechanic I | 1.00 | 2.00 | 2.00 |
| Utility Service Mechanic II | 1.00 | 0.00 | 0.00 |
| Utility Service Mechanic Crew Leader | 1.00 | 1.00 | 1.00 |
| Total Number of Personnel (FTE's) | 4.00 | 4.00 | 4.00 |
| <i>Water Distribution Maintenance</i> | | | |
| Distribution Maintenance Supervisor | 1.00 | 1.00 | 1.00 |
| Equipment Operator | 4.00 | 4.00 | 4.00 |
| Equipment Operator Pipeline | 2.00 | 2.00 | 2.00 |
| Installation/Repair Foreman | 1.00 | 2.00 | 2.00 |
| Installation/Repair Specialist | 1.00 | 0.00 | 0.00 |
| Office Assistant | 1.00 | 1.00 | 1.00 |
| Pipeline Install Crew Leader | 2.00 | 2.00 | 2.00 |
| Senior Equipment Operator | 2.00 | 2.00 | 1.00 |
| Trouble Shooter | 4.00 | 3.00 | 3.00 |
| Utility Service Mechanic Crew Leader | 3.00 | 3.00 | 3.00 |
| Utility Service Mechanic I | 4.00 | 5.00 | 4.00 |
| Utility Service Mechanic II | 2.00 | 1.00 | 2.00 |
| Total Number of Personnel (FTE's) | 27.00 | 26.00 | 25.00 |
| <i>Meter Testing and Repair</i> | | | |
| Equipment Operator | 2.00 | 1.00 | 1.00 |
| Meter Repair Technician | 2.00 | 2.00 | 2.00 |
| Utility Services Mechanic Crew Leader | 1.00 | 1.00 | 1.00 |
| Meter/Backflow Testing and Repair Forer | 1.00 | 1.00 | 1.00 |
| Total Number of Personnel (FTE's) | 6.00 | 5.00 | 5.00 |
| <i>Leak Detection and Repair</i> | | | |
| Leak Detection Crew Leader | 1.00 | 1.00 | 1.00 |
| Leak Detection Technician | 1.00 | 1.00 | 1.00 |
| Total Number of Personnel (FTE's) | 2.00 | 2.00 | 2.00 |
| <i>Backflow Testing and Repair</i> | | | |
| Backflow Technician | 4.00 | 4.00 | 4.00 |
| Backflow Prevention Crew Leader | 1.00 | 1.00 | 1.00 |
| Total Number of Personnel (FTE's) | 5.00 | 5.00 | 5.00 |



| Authorized Personnel | FY 2017-2018 Budgeted | FY 2018-2019 Budgeted | FY 2019-2020 Budgeted |
|--|-----------------------------|-----------------------------|-----------------------------|
| <i>Utility & Landscaping Services</i> | | | |
| Equipment Operator | 2.00 | 1.00 | 1.00 |
| Utility Service Mechanic I | 3.00 | 1.00 | 3.00 |
| Utility Service Mechanic II | 1.00 | 2.00 | 0.00 |
| Utility Service Mechanic Crew Leader | 1.00 | 1.00 | 1.00 |
| Utility Services Foreman | 1.00 | 1.00 | 1.00 |
| Valve Maintenance Coordinator | 1.00 | 1.00 | 1.00 |
| Total Number of Personnel (FTE's) | 9.00 | 7.00 | 7.00 |
| <i>Wastewater Conveyance Maintenance</i> | | | |
| Conveyance Maintenance Supervisor | 1.00 | 1.00 | 1.00 |
| Conveyance System Repair Foreman | 1.00 | 1.00 | 1.00 |
| Equipment Operator | 3.00 | 3.00 | 3.00 |
| Office Assistant | 1.00 | 1.00 | 1.00 |
| Troubleshooter | 0.00 | 1.00 | 1.00 |
| Utility Service Mechanic I | 4.00 | 4.00 | 3.00 |
| Utility Service Mechanic II | 2.00 | 2.00 | 3.00 |
| Utility Service Mechanic Crew Leader | 3.00 | 3.00 | 3.00 |
| Conveyance Planner/Scheduler | 0.00 | 0.00 | 1.00 |
| Total Number of Personnel (FTE's) | 15.00 | 16.00 | 17.00 |
| <i>Conveyance System Inspections</i> | | | |
| Conveyance Preventative Maint Foreman | 1.00 | 1.00 | 1.00 |
| CCTV Crew Leader | 2.00 | 2.00 | 2.00 |
| CCTV Technician | 2.00 | 2.00 | 2.00 |
| Damage Control Foreman | 0.00 | 1.00 | 0.00 |
| Conveyance Cleaning Foreman | 0.00 | 0.00 | 1.00 |
| Damage Control Specialist | 1.00 | 0.00 | 0.00 |
| Equipment Operator | 5.00 | 5.00 | 5.00 |
| Lead Utility Service Mechanic | 2.00 | 3.00 | 3.00 |
| Utility Service Mechanic I | 1.00 | 2.00 | 3.00 |
| Utility Service Mechanic II | 1.00 | 1.00 | 0.00 |
| Utility Services Mechanic Crew Leader | 5.00 | 5.00 | 5.00 |
| Total Number of Personnel (FTE's) | 20.00 | 22.00 | 22.00 |
| <i>Utility Locators</i> | | | |
| Trouble Shooter/Utility Locator | 5.00 | 5.00 | 5.00 |
| Utility Service Mechanic Crew Leader | 1.00 | 1.00 | 1.00 |
| Total Number of Personnel (FTE's) | 6.00 | 6.00 | 6.00 |
| <i>Distribution & Conveyance Department Total</i> | 98.00 | 97.00 | 97.00 |



Distribution and Conveyance Division – Consolidated Operating Budget

Department : Distribution and Conveyance

Business Unit : Department 600 - Consolidated

Overview of Department Responsibilities

The primary responsibility of the Distribution and Conveyance (D&C) Division is ensuring the overall integrity of the water distribution and wastewater collection systems. The Division installs and maintains water lines and water meters. It also maintains the wastewater collection system. The activities are performed in accordance with federal and state laws which govern water distribution and wastewater collection systems. Tasks are generally undertaken based on the priorities established by the General Manager.

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 - 20 Budgeted |
|---|--------------------------------|----------------------------------|----------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ 4,432,646 | 4,864,867 | \$ 4,958,964 |
| Overtime Pay | 241,123 | 234,500 | 239,000 |
| F.I.C.A. | 345,495 | 390,099 | 377,364 |
| Pension | 613,238 | 688,279 | 689,294 |
| Employee Benefits | 777,038 | 1,258,207 | 1,084,864 |
| Operating Expenditures: | | | - |
| Operating Materials & Supplies | 1,516,122 | 1,121,095 | 1,400,010 |
| Vehicle Supplies | 201,568 | 211,400 | 217,100 |
| Administrative Supplies | 11,640 | 15,525 | 15,275 |
| Safety Supplies | 34,897 | 33,400 | 32,200 |
| Special Purchases | 1,972 | 1,960 | 1,960 |
| Utilities | 111,690 | 101,979 | 101,514 |
| Rentals | 3,921 | 6,950 | 7,350 |
| Maintenance and Repairs | 258,756 | 302,349 | 352,849 |
| Outside Services | 1,975,063 | 2,178,150 | 2,265,796 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 185,678 | 220,094 | 232,410 |
| Accounting Charges | - | - | - |
| Debt Service: | | | - |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | 314,599 | 859,962 | 892,975 |
| Other Financing Uses: | | | - |
| Intrafund Transfers Out: | 2,068,000 | 1,269,000 | 438,000 |
| Total Appropriations | \$ 13,093,446 | \$ 13,757,816 | \$ 13,306,925 |



BUSINESS UNIT 601: DISTRIBUTION AND CONVEYANCE DEPARTMENT MANAGER

Department : Distribution and Conveyance**Business Unit : (601) Distribution and Conveyance Manager****Major Business Unit Functions:**

Directs, manages and controls the maintenance and construction of water and sewer lines.

Significant Expenditure and Staffing Changes:

Capital Expenditures: represents funding for a new roof, pressure wash and seal building, and a replacement truck.

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 - 20 Budgeted |
|---|--------------------------------|----------------------------------|----------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ 319,263 | \$ 324,504 | \$ 332,592 |
| Overtime Pay | 5,241 | 5,500 | 8,500 |
| F.I.C.A. | 23,610 | 25,247 | 25,443 |
| Pension | 43,480 | 45,106 | 46,231 |
| Employee Benefits | 43,823 | 58,362 | 52,151 |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | 11,870 | 9,820 | 16,995 |
| Vehicle Supplies | 4,440 | 5,400 | 5,400 |
| Administrative Supplies | 1,071 | 2,600 | 2,600 |
| Safety Supplies | 175 | 500 | 500 |
| Special Purchases | 1,972 | 1,960 | 1,960 |
| Utilities | 23,701 | 21,560 | 20,995 |
| Rentals | - | 350 | 350 |
| Maintenance and Repairs | 3,648 | 11,400 | 11,400 |
| Outside Services | 41,498 | 46,480 | 49,980 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 74,605 | 87,132 | 94,491 |
| Accounting Charges | - | - | - |
| Debt Service: | | | |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | - | - | 204,807 |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | 200,000 | 500,000 | - |
| Total Appropriations | \$ 798,397 | \$ 1,145,921 | \$ 874,395 |



BUSINESS UNIT 610: METER INSTALLATION

Department : Distribution and Conveyance**Business Unit : (610) Meter Installation****Major Business Unit Functions:**

Oversees the installation of meters.

Significant Expenditure and Staffing Changes:**Operating Materials and Supplies:** increase is due to more of the small meters being installed.

Capital Expenditures: represents funding for a new excavator.

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 - 20 Budgeted |
|---|--------------------------------|----------------------------------|----------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ 123,331 | \$ 170,974 | \$ 178,649 |
| Overtime Pay | 12,683 | 10,000 | 10,000 |
| F.I.C.A. | 10,002 | 13,845 | 13,667 |
| Pension | 16,581 | 23,765 | 24,831 |
| Employee Benefits | 21,138 | 45,882 | 38,664 |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | 557,310 | 211,380 | 411,660 |
| Vehicle Supplies | 5,644 | 6,300 | 6,300 |
| Administrative Supplies | 139 | 300 | 300 |
| Safety Supplies | 2,161 | 2,500 | 2,500 |
| Special Purchases | - | - | - |
| Utilities | 1,508 | 1,200 | 1,500 |
| Rentals | 707 | - | 400 |
| Maintenance and Repairs | 2,720 | 4,200 | 4,200 |
| Outside Services | 155,466 | 284,085 | 292,105 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 1,858 | 4,902 | 4,961 |
| Accounting Charges | - | - | - |
| Debt Service: | | | |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | 13,150 | - | 119,000 |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | - | - | - |
| Total Appropriations | \$ 924,398 | \$ 779,333 | \$ 1,108,737 |



BUSINESS UNIT 612: WATER DISTRIBUTION MAINTENANCE

Department : Distribution and Conveyance**Business Unit : (612) Water Distribution
Maintenance****Major Business Unit Functions:**

Maintains water lines.

Significant Expenditure and Staffing Changes:**Outside Services:** represents funding for patching and paving of roads, concrete work and dumping fees after waterline repairs are completed.**Capital Expenditures:** represents funding for two replacement trucks, one replacement and one new Flat Dump Truck**Interfund Transfers:** represents funds being transferred to the Renewal and Extension Fund for DOT Valley Hill Rd Connector & Bridge and DOT Tara Blvd.

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 - 20 Budgeted |
|---|--------------------------------|----------------------------------|----------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ 1,226,481 | \$ 1,361,511 | \$ 1,344,161 |
| Overtime Pay | 119,168 | 110,000 | 110,000 |
| F.I.C.A. | 100,289 | 112,567 | 100,829 |
| Pension | 170,858 | 189,251 | 186,838 |
| Employee Benefits | 206,948 | 333,331 | 266,853 |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | 431,480 | 389,915 | 389,960 |
| Vehicle Supplies | 72,541 | 72,500 | 72,500 |
| Administrative Supplies | 3,059 | 3,300 | 3,300 |
| Safety Supplies | 12,969 | 12,000 | 12,000 |
| Special Purchases | - | - | - |
| Utilities | 27,634 | 25,500 | 25,500 |
| Rentals | - | 2,500 | 2,500 |
| Maintenance and Repairs | 39,892 | 43,000 | 43,500 |
| Outside Services | 515,798 | 590,285 | 615,285 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 27,611 | 33,212 | 33,310 |
| Accounting Charges | - | - | - |
| Debt Service: | | | |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | - | 173,382 | 272,940 |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | 1,750,000 | 769,000 | 438,000 |
| Total Appropriations | <u>\$ 4,704,728</u> | <u>\$ 4,221,254</u> | <u>\$ 3,917,476</u> |



BUSINESS UNIT 616: METER TESTING AND REPAIR

Department : Distribution and Conveyance**Business Unit : (616) Meter Testing and Repair****Major Business Unit Functions:**

Test, install and repair meters & backflows.

Significant Expenditure and Staffing Changes:**Capital Expenditures:** represent funding for a replacement Meter Tester.

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 - 20 Budgeted |
|---|--------------------------------|----------------------------------|----------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ 288,764 | \$ 267,430 | \$ 276,932 |
| Overtime Pay | 3,381 | 5,000 | 5,000 |
| F.I.C.A. | 22,009 | 20,842 | 21,187 |
| Pension | 41,323 | 49,232 | 38,493 |
| Employee Benefits | 53,096 | 68,285 | 55,008 |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | 50,068 | 50,570 | 51,050 |
| Vehicle Supplies | 5,776 | 8,500 | 8,500 |
| Administrative Supplies | 446 | 850 | 850 |
| Safety Supplies | 1,150 | 1,000 | 1,000 |
| Special Purchases | - | - | - |
| Utilities | 5,039 | 4,600 | 4,600 |
| Rentals | 1,162 | 1,000 | 1,000 |
| Maintenance and Repairs | 443 | 1,214 | 1,214 |
| Outside Services | 1,062 | 28,368 | 28,768 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 6,046 | 5,522 | 5,561 |
| Accounting Charges | - | - | - |
| Debt Service: | | | |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | - | - | 10,000 |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | - | - | - |
| Total Appropriations | <u>\$ 479,765</u> | <u>\$ 512,413</u> | <u>\$ 509,163</u> |



BUSINESS UNIT 617: LEAK DETECTION AND REPAIR

Department : Distribution and Conveyance**Business Unit : (617) Leak Detection and Repair****Major Business Unit Functions:**

Detect and locate leaks in water and sewer lines. Monitor the M-Log System.

Significant Expenditure and Staffing Changes:

No significant changes from previous fiscal year.

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 - 20 Budgeted |
|---|--------------------------------|----------------------------------|----------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ 88,869 | \$ 93,357 | \$ 99,568 |
| Overtime Pay | - | 1,000 | 500 |
| F.I.C.A. | 6,710 | 7,219 | 7,617 |
| Pension | 12,122 | 12,977 | 13,840 |
| Employee Benefits | 12,938 | 19,370 | 19,105 |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | 1,412 | 4,290 | 4,830 |
| Vehicle Supplies | 158 | 4,400 | 2,400 |
| Administrative Supplies | 80 | 200 | 200 |
| Safety Supplies | 46 | 300 | 100 |
| Special Purchases | - | - | - |
| Utilities | 2,806 | 2,200 | 2,200 |
| Rentals | - | - | - |
| Maintenance and Repairs | 121 | 435 | 435 |
| Outside Services | 25,122 | 1,652 | 1,652 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 606 | 2,224 | 2,247 |
| Accounting Charges | - | - | - |
| Debt Service: | | | |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | - | - | - |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | - | - | - |
| Total Appropriations | \$ 150,990 | \$ 149,624 | \$ 154,694 |



BUSINESS UNIT 618: BACKFLOW TESTING AND REPAIR

Department : Distribution and Conveyance**Business Unit : (618) Backflow Testing and Repair****Major Business Unit Functions:**

Testing and repair of backflows.

Significant Expenditure and Staffing Changes:**Outside Services:** increase represents funding for Backflow Testing.

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 - 20 Budgeted |
|---|--------------------------------|----------------------------------|----------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ 177,166 | \$ 220,093 | \$ 227,129 |
| Overtime Pay | 12,962 | 10,000 | 12,000 |
| F.I.C.A. | 14,334 | 17,601 | 17,376 |
| Pension | 24,634 | 30,593 | 31,571 |
| Employee Benefits | 33,554 | 63,574 | 43,151 |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | 25,365 | 46,725 | 47,075 |
| Vehicle Supplies | 8,638 | 11,000 | 11,000 |
| Administrative Supplies | 775 | 950 | 1,150 |
| Safety Supplies | 1,705 | 1,200 | 1,200 |
| Special Purchases | - | - | - |
| Utilities | 4,857 | 4,419 | 4,419 |
| Rentals | - | - | - |
| Maintenance and Repairs | 5,175 | 4,000 | 4,000 |
| Outside Services | 2,739 | 29,112 | 109,612 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 10,501 | 10,625 | 11,354 |
| Accounting Charges | - | - | - |
| Debt Service: | | | |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | - | 35,358 | - |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | - | - | - |
| Total Appropriations | \$ 322,405 | \$ 485,250 | \$ 521,037 |



BUSINESS UNIT 619: UTILITY AND LANDSCAPING SERVICES

Department : Distribution and Conveyance**Business Unit : (619) Utility & Landscaping Services****Major Business Unit Functions:**

Maintain valves and hydrants. Performs property restoration.

Significant Expenditure and Staffing Changes:

No significant changes from previous fiscal year.

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 - 20 Budgeted |
|---|--------------------------------|----------------------------------|----------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ 336,655 | \$ 344,492 | \$ 322,330 |
| Overtime Pay | 17,874 | 18,000 | 18,000 |
| F.I.C.A. | 26,731 | 27,730 | 24,658 |
| Pension | 47,287 | 47,885 | 44,804 |
| Employee Benefits | 60,422 | 96,830 | 75,820 |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | 91,483 | 76,715 | 77,965 |
| Vehicle Supplies | 16,604 | 18,300 | 21,500 |
| Administrative Supplies | 476 | 625 | 1,375 |
| Safety Supplies | 1,372 | 1,400 | 1,400 |
| Special Purchases | - | - | - |
| Utilities | 3,710 | 3,600 | 3,600 |
| Rentals | - | 500 | 500 |
| Maintenance and Repairs | 9,100 | 9,600 | 9,600 |
| Outside Services | 2,380 | 10,335 | 6,935 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 7,386 | 9,179 | 9,673 |
| Accounting Charges | - | - | - |
| Debt Service: | | | |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | 127,540 | 28,382 | - |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | - | - | - |
| Total Appropriations | \$ 749,020 | \$ 693,573 | \$ 618,160 |



BUSINESS UNIT 621: WASTEWATER CONVEYANCE MAINTENANCE

Department : Distribution and Conveyance**Business Unit : (621) Wastewater****Major Business Unit Functions:****Conveyance Maintenance**

Repair and maintenance of sewer lines.

Significant Expenditure and Staffing Changes:**Maintenance and Repairs:** increase represents funding for building renovations along with increase in private property.**Capital Expenditures:** represents funding for a new Ridged Camera Reel and Transmitter.

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 - 20 Budgeted |
|---|--------------------------------|----------------------------------|----------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ 668,033 | \$ 771,688 | \$ 818,925 |
| Overtime Pay | 26,095 | 30,000 | 30,000 |
| F.I.C.A. | 50,495 | 61,330 | 62,647 |
| Pension | 91,642 | 107,264 | 113,831 |
| Employee Benefits | 119,064 | 229,621 | 216,936 |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | 267,145 | 238,520 | 270,175 |
| Vehicle Supplies | 32,903 | 34,000 | 32,000 |
| Administrative Supplies | 2,245 | 3,100 | 2,400 |
| Safety Supplies | 9,067 | 9,000 | 8,000 |
| Special Purchases | - | - | - |
| Utilities | 14,788 | 13,550 | 13,350 |
| Rentals | 1,189 | 2,000 | 2,000 |
| Maintenance and Repairs | 146,784 | 179,000 | 237,500 |
| Outside Services | 792,411 | 656,621 | 697,885 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 21,922 | 26,496 | 25,763 |
| Accounting Charges | - | - | - |
| Debt Service: | | | |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | 142,555 | 272,000 | 16,000 |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | - | - | - |
| Total Appropriations | <u>\$ 2,386,338</u> | <u>\$ 2,634,190</u> | <u>\$ 2,547,412</u> |



BUSINESS UNIT 627: CONVEYANCE SYSTEM INSPECTION

Department : Distribution and Conveyance**Business Unit : (627) Conveyance System
Inspection****Major Business Unit Functions:**

Clean and inspect sewer lines to improve flow efficiencies, preventing sewer backups.

Significant Expenditure and Staffing Changes:**Other Materials & Supplies:** increase represents funding for replacement smoke blowers, 2" pumps, and specialized nozzles.**Capital Expenditures:** represents funding for a SLRAT, Smart Loggers, two Pole Cameras, Transporter for large pipes, Spare Camera, and a replacement Truck, .

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 - 20 Budgeted |
|---|--------------------------------|----------------------------------|----------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ 977,191 | \$ 1,061,167 | \$ 1,085,652 |
| Overtime Pay | 39,498 | 35,000 | 35,000 |
| F.I.C.A. | 74,400 | 83,854 | 83,052 |
| Pension | 134,021 | 147,504 | 150,905 |
| Employee Benefits | 179,241 | 271,320 | 249,445 |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | 57,374 | 58,590 | 95,250 |
| Vehicle Supplies | 37,847 | 36,500 | 43,000 |
| Administrative Supplies | 2,512 | 2,700 | 2,200 |
| Safety Supplies | 5,772 | 5,000 | 5,000 |
| Special Purchases | - | - | - |
| Utilities | 19,299 | 17,750 | 17,750 |
| Rentals | 863 | 600 | 600 |
| Maintenance and Repairs | 48,642 | 47,500 | 40,000 |
| Outside Services | 379,749 | 470,182 | 402,544 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 29,449 | 34,415 | 37,583 |
| Accounting Charges | - | - | - |
| Debt Service: | | | |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | 31,354 | 322,458 | 180,807 |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | 118,000 | - | - |
| Total Appropriations | <u>\$ 2,135,212</u> | <u>\$ 2,594,540</u> | <u>\$ 2,428,788</u> |



BUSINESS UNIT 630: UTILITY LOCATORS

Department : Distribution and ConveyanceBusiness Unit : (630) Utility LocatorsMajor Business Unit Functions:

Locate water and sewer lines.

Significant Expenditure and Staffing Changes:**Capital Expenditures:** represents funding for three replacement trucks.

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY2019 - 20 Budgeted |
|---|--------------------------------|----------------------------------|---------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ 226,893 | \$ 249,651 | \$ 273,026 |
| Overtime Pay | 4,221 | 10,000 | 10,000 |
| F.I.C.A. | 16,915 | 19,864 | 20,888 |
| Pension | 31,290 | 34,702 | 37,950 |
| Employee Benefits | 46,814 | 71,632 | 67,731 |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | 22,615 | 34,570 | 35,050 |
| Vehicle Supplies | 17,017 | 14,500 | 14,500 |
| Administrative Supplies | 837 | 900 | 900 |
| Safety Supplies | 480 | 500 | 500 |
| Special Purchases | - | - | - |
| Utilities | 8,348 | 7,600 | 7,600 |
| Rentals | - | - | - |
| Maintenance and Repairs | 2,231 | 2,000 | 1,000 |
| Outside Services | 58,838 | 61,030 | 61,030 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 5,694 | 6,387 | 7,467 |
| Accounting Charges | - | - | - |
| Debt Service: | | | |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | - | 28,382 | 89,421 |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | - | - | - |
| Total Appropriations | <u>\$ 442,193</u> | <u>\$ 541,718</u> | <u>\$ 627,063</u> |



Water Reclamation Division – Business Unit Group 700



Clayton County Water Authority



**WATER
RECLAMATION
DIVISION**



*"Providing **Quality**
Water and **Quality**
Services to Our
Community"*



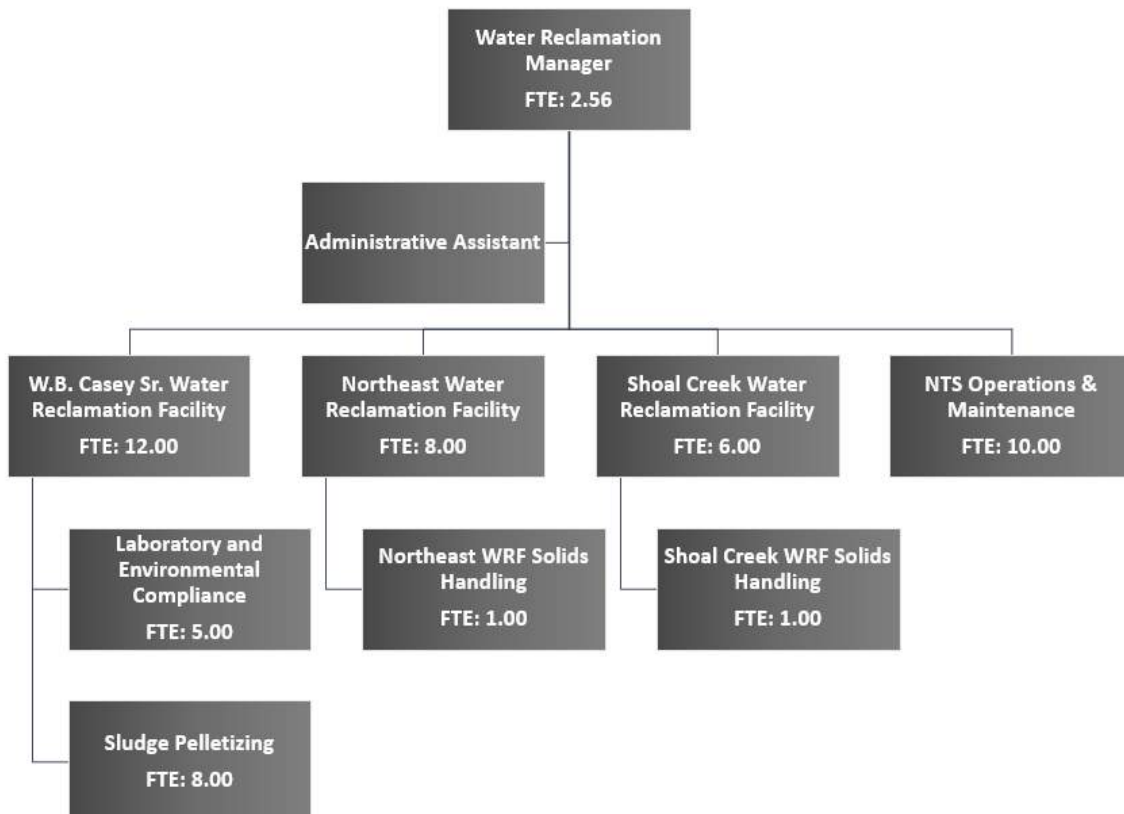
WATER RECLAMATION DIVISION BUDGET UNIT 700

The Water Reclamation Division is responsible for treating the wastewater generated by the Authority's customers. To achieve its task of reclaiming water so that it is environmentally safe, it operates three wastewater facilities, one bio-solid facility and a central laboratory. The activity of treating wastewater is highly regulated and specific operating standards are promulgated by federal and state regulatory agencies that have oversight of wastewater treatment.

Responsibilities are accomplished per the general direction of the General Manager and the Assistant General Managers over operations. The Water Reclamation Manager is responsible for the day-to-day operations of the department.

To better manage operating expenses, the division is broken down into specific programs, reclamation facilities, activities or areas of responsibility. The budget units that have been identified for this area are listed below.

- | | |
|---|--|
| <ul style="list-style-type: none"> 701 – Water Reclamation Manager 720 – W.B. Casey Sr. Water Reclamation Facility 721 – Northeast Water Reclamation Facility 722 – Northeast WRF Solids Handling 724 – Shoal Creek Water Reclamation Facility 727 – Shoal Creek WRF Solids Handling 729 – R. L. Jackson Transfer Pump Station | <ul style="list-style-type: none"> 730 – Laboratory and Environmental Compliance 731 – Sludge Pelletizing 732 – Influent Pump Station 740 – Natural Treatment Operations and Maintenance 741 – Panhandle Road Wetlands 742 – Huie Wetlands |
|---|--|





Water Reclamation Division – Staffing Summary

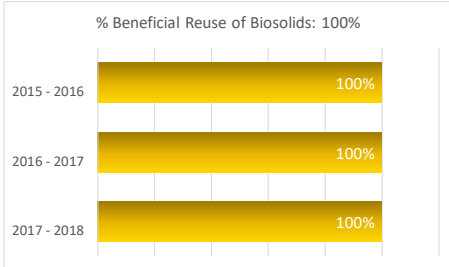
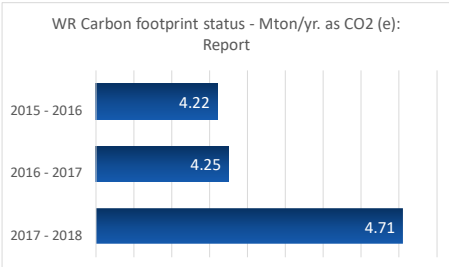
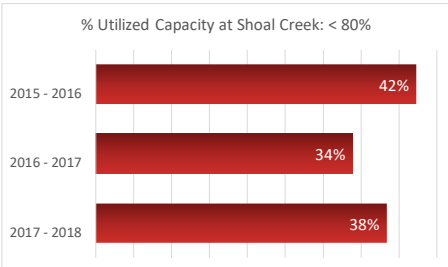
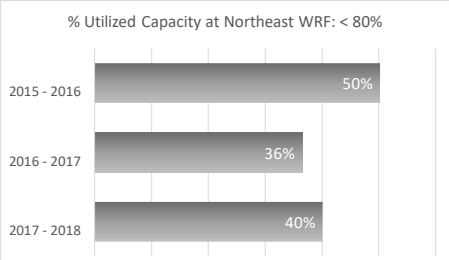
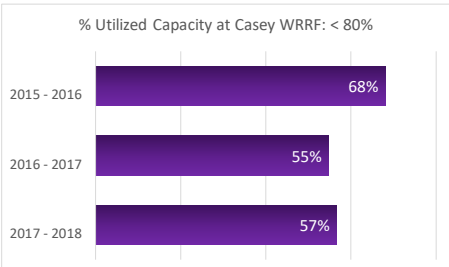
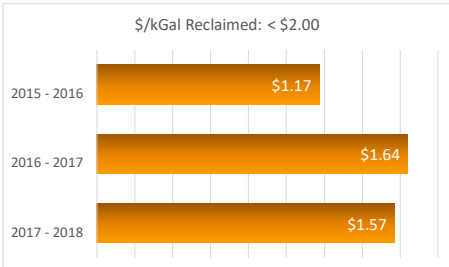
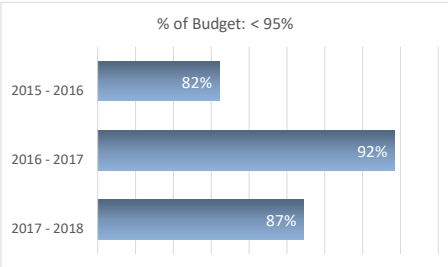
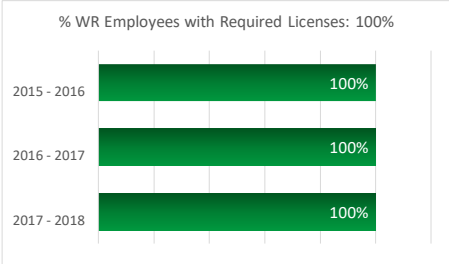
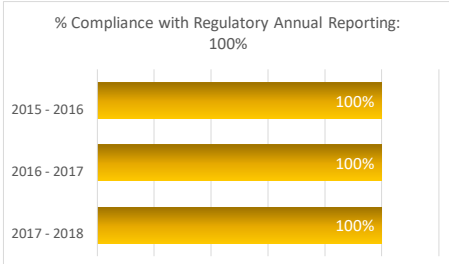
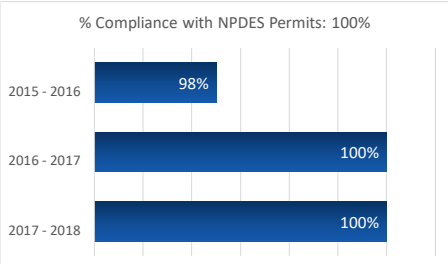
| Authorized Personnel | FY 2017-2018 Budgeted | FY 2018-2019 Budgeted | FY 2019-2020 Budgeted |
|---|-----------------------|-----------------------|-----------------------|
| Water Reclamation Division | | | |
| 701 - Water Reclamation Manager | 2.23 | 2.23 | 2.56 |
| 720 - W.B Casey SR Water Resource Recovery Facility | 10.00 | 11.00 | 12.00 |
| 721 - Northeast Water Reclamation Facility | 9.00 | 9.00 | 8.00 |
| 722 - Northeast WRF Solids Handling | 1.00 | 1.00 | 1.00 |
| 724 - Shoal Creek Water Reclamation Facility | 7.00 | 6.00 | 6.00 |
| 727 - Shoal Creek WRF Solids Handling | 1.00 | 1.00 | 1.00 |
| 730 - Laboratory and Environmental Compliance | 5.00 | 5.00 | 5.00 |
| 731 - Sludge Pelletizing | 8.00 | 8.00 | 8.00 |
| 740 - NTS Operations & Maintenance | 10.00 | 10.00 | 10.00 |
| Total Full-Time Employees (FTEs) | 53.23 | 53.23 | 53.56 |

Water Reclamation Division – Levels of Service

The Water Reclamation Division has 10 KPI metrics that are associated with five of the seven goals of the Authority which include “**Superior Product Quality**,” “**Provide Employee Development**,” “**Optimize Operations**,” “**Infrastructure Sustainability**” and “**Stakeholder Support**” goals and strategies 1, 8, 13, 22 and 23. The department’s performance on these metrics is captured in the table that follows.

| Service Level Goal | Key Performance Indicator (KPI) | Division | Target | 2017 - 2018 | 2016 - 2017 | 2015 - 2016 |
|---|--|----------|----------|-------------|-------------|-------------|
| SUPERIOR PRODUCT QUALITY | | | | | | |
| 1 Meet all applicable regulatory requirements | % Compliance with NPDES Permits: 100% | WR | 100% | 100% | 100% | 98% |
| PROVIDE EMPLOYEE DEVELOPMENT | | | | | | |
| 8 Provide effective employee training and development | % WR Employees with Required Licenses: 100% | WR | 100% | 100% | 100% | 100% |
| OPTIMIZE OPERATIONS | | | | | | |
| 13 Reasonable Cost of Service | % of Budget: < 95% | WR | < 95% | 87% | 92% | 82% |
| | \$/kGal Reclaimed: < \$2.00 | WR | < \$2.00 | \$1.57 | \$1.64 | \$1.17 |
| INFRASTRUCTURE SUSTAINABILITY | | | | | | |
| 22 Provide adequate treatment capacity | % Utilized Capacity at Casey WRRF: < 80% | WR | < 80% | 57% | 55% | 68% |
| | % Utilized Capacity at Northeast WRF: < 80% | WR | < 80% | 40% | 36% | 50% |
| | % Utilized Capacity at Shoal Creek: < 80% | WR | < 80% | 38% | 34% | 42% |
| STAKEHOLDER SUPPORT | | | | | | |
| 23 Environmental Stewardship and Sustainability | WR Carbon footprint status - Mton/yr. as CO2 (e): Report | WR | Report | 4.71 | 4.25 | 4.22 |
| | % Beneficial Reuse of Biosolids: 100% | WR | 100% | 100% | 100% | 100% |







Water Reclamation Division – Major Initiatives for FY 2019 - 2020

| Business Unit | Budget Funding | Account Number | Amount Budgeted | Initiative |
|--|----------------|----------------|-----------------|--|
| Water Reclamation Manager | | | | |
| 701 | Operating | 56110 | \$ 30,000 | Unforeseen Consulting |
| | | 56134 | 650,000 | DeKalb Co Sewer |
| Grand Total | | | \$ 680,000 | |
| W. B. Casey Sr. Water Reclamation Facility | | | | |
| 720 | Operating | 55103 | \$ 30,000 | Diffuser Membrane Replacement |
| | | 56116 | 356,808 | Maintenance: Plant Equipment (<i>As needed basis</i>) |
| | | 56199 | 39,192 | Scum Concentrator and Wetwell Pump Outs |
| Capital | | 59931 | 154,000 | Raw Pump |
| | | 59932 | 37,000 | Scum Trough Assembly |
| | | 59953 | 150,000 | Tublex Blower |
| | | 59953 | 17,000 | HVAC Controller |
| Grand Total | | | \$ 784,000 | |
| Northeast Water Reclamation Facility | | | | |
| 721 | Operating | 56116 | \$ 224,623 | Maintenance: Non-Construction Equip (<i>As needed basis</i>) |
| | Capital | 59947 | 166,000 | PLC & Controls Upgrade |
| | | 59953 | 9,000 | Utility Cart |
| Grand Total | | | \$ 399,623 | |
| Northeast WRF Solids Handling | | | | |
| 722 | Operating | 55103 | \$ 60,000 | Conveyer System Belt |
| | | 56199 | 380,468 | Solids Disposal |
| Grand Total | | | \$ 440,468 | |
| Shoal Creek Water Reclamation Facility | | | | |
| 724 | Operating | 55103 | \$ 126,095 | Maintenance: Plant Equipment (<i>As needed basis</i>) |
| | | 55103 | 129,563 | Maintenance: Non-Construction Equip (<i>As needed basis</i>) |
| Grand Total | | | \$ 255,658 | |
| Shoal Creek WRF Solids Handling | | | | |
| 727 | Operating | 56199 | \$ 224,617 | Solids Disposal |
| Grand Total | | | \$ 224,617 | |
| R. L. Jackson Transfer Pump Station | | | | |
| 729 | Operating | 56116 | \$ 87,654 | Maintenance: Non-Construction Equip (<i>As needed basis</i>) |
| | | 56116 | 80,000 | Jackson Vertical Transfer Pump Rebuild |
| | | 56151 | 21,000 | Ga Power Repair and Maintenance Contract |
| Grand Total | | | \$ 188,654 | |
| Sludge Pelletizing | | | | |
| 731 | Operating | 55103 | \$ 99,100 | Maintenance: Non-Construction Equip (<i>As needed basis</i>) |
| | | 56116 | 30,000 | Dust Hazard Evaluation |
| | | 56199 | 92,470 | Solids Disposal |
| Capital | | 59932 | 196,512 | Dryer Drum |
| | | 59934 | 29,992 | Forklift |
| Grand Total | | | \$ 448,074 | |
| Natural Treatment Operations and Maintenance | | | | |
| 740 | Operating | 56110 | \$ 60,000 | Reclassification of Huie Pond Complex |

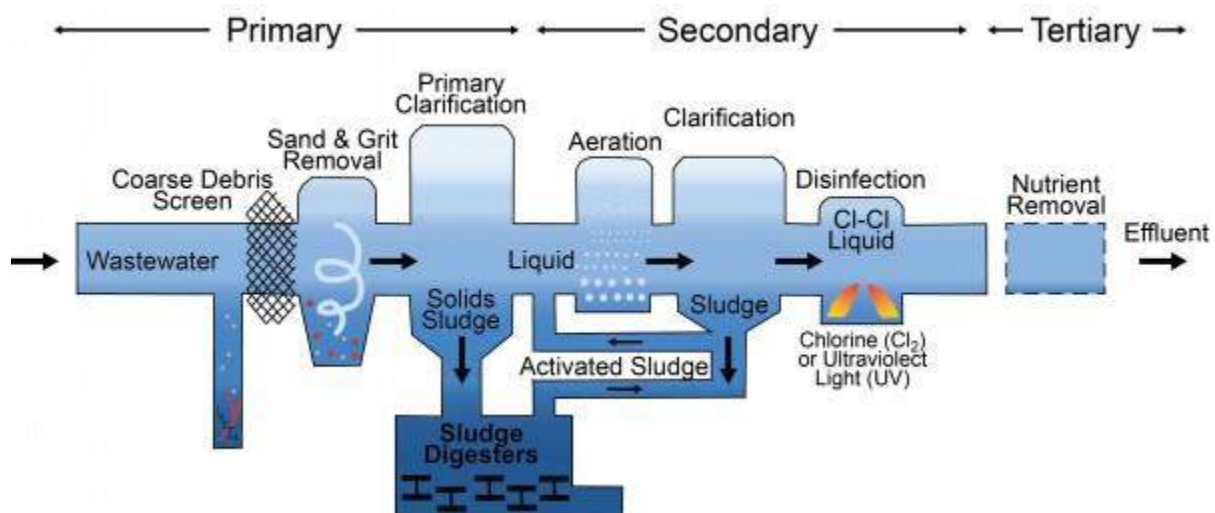


Water Reclamation Division Staffing – Position Detail

| Authorized Personnel | FY 2017-2018 Budgeted | FY 2018-2019 Budgeted | FY 2019-2020 Budgeted |
|---|-----------------------------|-----------------------------|-----------------------------|
| <i>Water Reclamation Department Manager</i> | | | |
| Intern | 0.23 | 0.23 | 0.25 |
| Office Assistant | 1.00 | 1.00 | 1.00 |
| Shadow - Department Manager - Water R | 0.00 | 0.00 | 0.31 |
| Water Reclamation Manager | 1.00 | 1.00 | 1.00 |
| Total Number of Personnel (FTE's) | 2.23 | 2.23 | 2.56 |
| <i>W.B. Casey Sr. Water Reclamation Facility</i> | | | |
| Buildings & Grounds Custodian | 1.00 | 1.00 | 1.00 |
| Chief Operator | 1.00 | 1.00 | 1.00 |
| Plant Operator I | 0.00 | 1.00 | 1.00 |
| Plant Operator II | 3.00 | 2.00 | 1.00 |
| Plant Operator III | 4.00 | 5.00 | 7.00 |
| Plant Supervisor | 1.00 | 1.00 | 1.00 |
| Total Number of Personnel (FTE's) | 10.00 | 11.00 | 12.00 |
| <i>Northeast Water Reclamation Facility</i> | | | |
| Chief Operator | 1.00 | 1.00 | 1.00 |
| Building and Grounds Maintenance | 1.00 | 1.00 | 1.00 |
| Plant Operator I | 6.00 | 6.00 | 4.00 |
| Plant Operator II | 0.00 | 0.00 | 0.00 |
| Plant Operator III | 0.00 | 0.00 | 1.00 |
| Plant Supervisor | 1.00 | 1.00 | 1.00 |
| Total Number of Personnel (FTE's) | 9.00 | 9.00 | 8.00 |
| <i>Northeast WRF Solids Handling</i> | | | |
| Plant Operator III | 1.00 | 1.00 | 1.00 |
| Total Number of Personnel (FTE's) | 1.00 | 1.00 | 1.00 |
| <i>Shoal Creek Water Reclamation Facility</i> | | | |
| Chief Operator | 1.00 | 1.00 | 1.00 |
| Plant Operator I | 4.00 | 3.00 | 3.00 |
| Plant Operator II | 0.00 | 0.00 | 0.00 |
| Plant Operator III | 1.00 | 1.00 | 1.00 |
| Plant Supervisor | 1.00 | 1.00 | 1.00 |
| Total Number of Personnel (FTE's) | 7.00 | 6.00 | 6.00 |
| <i>Shoal Creek WRF Solids Handling</i> | | | |
| Plant Operator I | 1.00 | 1.00 | 1.00 |
| Plant Operator II | 0.00 | 0.00 | 0.00 |
| Plant Operator III | 0.00 | 0.00 | 0.00 |
| Total Number of Personnel (FTE's) | 1.00 | 1.00 | 1.00 |



| Authorized Personnel | FY 2017-2018 Budgeted | FY 2018-2019 Budgeted | FY 2019-2020 Budgeted |
|---|-----------------------|-----------------------|-----------------------|
| Laboratory and Environmental Compliance | | | |
| Environmental Compliance & Lab Coordir | 1.00 | 1.00 | 1.00 |
| Environmental Compliance Inspector | 1.00 | 1.00 | 1.00 |
| Industrial Compliance Specialist | 1.00 | 1.00 | 1.00 |
| Lab Analyst | 2.00 | 2.00 | 2.00 |
| Total Number of Personnel (FTE's) | 5.00 | 5.00 | 5.00 |
| Sludge Pelletizing | | | |
| Buildings & Grounds Custodian | 1.00 | 1.00 | 1.00 |
| Chief Operator | 1.00 | 1.00 | 1.00 |
| Plant Operator I | 2.00 | 1.00 | 1.00 |
| Plant Operator II | 1.00 | 2.00 | 2.00 |
| Plant Operator III | 2.00 | 2.00 | 2.00 |
| Plant Supervisor | 1.00 | 1.00 | 1.00 |
| Total Number of Personnel (FTE's) | 8.00 | 8.00 | 8.00 |
| Natural Treatment Operations & Maintenance | | | |
| NTS Maintenance Operator | 5.00 | 5.00 | 5.00 |
| NTS Operator I | 3.00 | 3.00 | 2.00 |
| NTS Operator III | 0.00 | 0.00 | 0.00 |
| NTS Operator II | 0.00 | 0.00 | 1.00 |
| NTS Operations & Maintenance Coordina | 1.00 | 1.00 | 1.00 |
| NTS Supervisor | 1.00 | 1.00 | 1.00 |
| Total Number of Personnel (FTE's) | 10.00 | 10.00 | 10.00 |
| Water Reclamation Department Total | 53.23 | 53.23 | 53.56 |





Water Reclamation Division – Consolidated Operating Budget

Department : Water Reclamation

Business Unit : Department 700 - Consolidated

Overview of Department Responsibilities

Responsible for the wastewater treatment systems which includes three water reclamation facilities, a natural treatment systems consisting of over 500 acres of constructed wetlands, three bio-solids processing facilities, an industrial pretreatment program, FOG program and the central water reclamation laboratory. Responsible for compliance with all state and federal regulations pertaining to water quality standards. Ensures that CCWA standards and policies are implemented and followed.

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 - 20 Budgeted |
|---|--------------------------------|----------------------------------|----------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ 3,107,421 | \$ 3,279,474 | \$ 3,377,777 |
| Overtime Pay | 219,883 | 200,424 | 214,408 |
| F.I.C.A. | 245,368 | 266,210 | 258,975 |
| Pension | 429,067 | 454,721 | 463,122 |
| Employee Benefits | 490,274 | 722,861 | 580,571 |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | 836,667 | 997,951 | 1,068,322 |
| Vehicle Supplies | 64,360 | 94,193 | 96,881 |
| Administrative Supplies | 16,836 | 20,556 | 19,620 |
| Safety Supplies | 12,897 | 12,052 | 12,095 |
| Special Purchases | 707 | 1,040 | 1,040 |
| Utilities | 3,007,662 | 3,175,868 | 3,288,993 |
| Rentals | 11,692 | 7,841 | 12,471 |
| Maintenance and Repairs | 449,073 | 623,499 | 666,192 |
| Outside Services | 1,928,376 | 2,339,514 | 2,903,240 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 246,046 | 265,219 | 266,236 |
| Accounting Charges | - | - | - |
| Debt Service: | | | |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | 339,607 | 651,888 | 759,504 |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | - | 271,000 | - |
| Total Appropriations | \$ 11,405,936 | \$ 13,384,311 | \$ 13,989,447 |



BUSINESS UNIT 701: WATER RECLAMATION DEPARTMENT MANAGER

Department : Water Reclamation**Business Unit : (701) Water Reclamation Manager****Major Business Unit Functions:**

Directs, manages and controls the efforts of the Water Reclamation Division.

Significant Expenditure and Staffing Changes:

No significant changes from previous fiscal year.

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 - 20 Budgeted |
|---|--------------------------------|----------------------------------|----------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ 150,788 | \$ 165,569 | \$ 212,115 |
| Overtime Pay | - | - | - |
| F.I.C.A. | 11,216 | 12,665 | 16,228 |
| Pension | 20,558 | 21,889 | 23,094 |
| Employee Benefits | 17,210 | 24,038 | 20,240 |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | 182 | 630 | 665 |
| Vehicle Supplies | 266 | 500 | 500 |
| Administrative Supplies | 270 | 600 | 600 |
| Safety Supplies | - | 125 | 100 |
| Special Purchases | 707 | 1,040 | 1,040 |
| Utilities | 1,142 | 1,000 | 2,000 |
| Rentals | - | - | - |
| Maintenance and Repairs | 117 | 500 | 500 |
| Outside Services | 560,176 | 704,530 | 685,500 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 82,489 | 73,329 | 80,993 |
| Accounting Charges | - | - | - |
| Debt Service: | | | |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | - | - | - |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | - | - | - |
| Total Appropriations | <u>\$ 845,121</u> | <u>\$ 1,006,415</u> | <u>\$ 1,043,575</u> |



BUSINESS UNIT 720: W.B. CASEY SR. WATER RECLAMATION FACILITY

Department : Water Reclamation**Business Unit : (720) W.B. Casey Sr. Water
Water Reclamation Facility****Major Business Unit Functions:**

Operates the W.B. Casey Sr. Water Reclamation Facility. Operates Septic Tank Waste Receiving Station. Operates Influent Pump Station and R.L. Jackson Transfer Pump Station.

Significant Expenditure and Staffing Changes:

Utilities: increase represents funding for the new Phosphorus Polishing Building.

Maintenance and Repairs: increase represents funding for membrane replacements.

Outside Services: increases represents funding for installation of BRB diffuser membranes and repairs to Hydroxide tank.

Capital Expenditures: represents funding for Raw Pump, Scum Trough Assembly, Turblex Blower and HVAC Controller and Software.

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 - 20 Budgeted |
|---|--------------------------------|----------------------------------|----------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ 538,676 | \$ 616,632 | \$ 651,675 |
| Overtime Pay | 41,184 | 38,755 | 39,028 |
| F.I.C.A. | 42,799 | 50,137 | 49,852 |
| Pension | 73,945 | 85,712 | 90,582 |
| Employee Benefits | 85,682 | 146,505 | 88,323 |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | 281,255 | 303,003 | 273,559 |
| Vehicle Supplies | 7,491 | 10,429 | 6,534 |
| Administrative Supplies | 4,272 | 5,300 | 5,383 |
| Safety Supplies | 3,178 | 2,889 | 2,792 |
| Special Purchases | - | - | - |
| Utilities | 942,403 | 972,343 | 1,105,690 |
| Rentals | 6,021 | 3,011 | 3,011 |
| Maintenance and Repairs | 78,014 | 93,169 | 132,759 |
| Outside Services | 339,778 | 367,038 | 472,903 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 41,935 | 50,303 | 50,071 |
| Accounting Charges | - | - | - |
| Debt Service: | | | |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | 126,824 | 236,882 | 358,000 |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | - | 221,000 | - |
| Total Appropriations | <u>\$ 2,613,457</u> | <u>\$ 3,203,108</u> | <u>\$ 3,330,162</u> |



BUSINESS UNIT 721: NORTHEAST WATER RECLAMATION FACILITY

Department : Water Reclamation**Business Unit : (721) Northeast Water
Reclamation Facility****Major Business Unit Functions:**

Operates the Northeast Water Reclamation Facility.

Significant Expenditure and Staffing Changes:**Capital Expenditures:** represents funding for a replacement Utility Cart and upgrade to PLC and Controls.

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 - 20 Budgeted |
|---|--------------------------------|----------------------------------|----------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ 521,224 | \$ 557,109 | \$ 489,217 |
| Overtime Pay | 49,154 | 41,461 | 46,483 |
| F.I.C.A. | 41,640 | 45,791 | 37,425 |
| Pension | 72,022 | 77,439 | 68,001 |
| Employee Benefits | 94,843 | 130,781 | 101,643 |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | 161,754 | 187,897 | 184,718 |
| Vehicle Supplies | 7,679 | 5,653 | 7,442 |
| Administrative Supplies | 2,501 | 2,797 | 2,453 |
| Safety Supplies | 4,179 | 2,712 | 2,754 |
| Special Purchases | - | - | - |
| Utilities | 466,594 | 510,570 | 509,345 |
| Rentals | 1,100 | 725 | 980 |
| Maintenance and Repairs | 127,510 | 158,817 | 161,040 |
| Outside Services | 138,788 | 298,910 | 265,941 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 34,437 | 41,744 | 41,261 |
| Accounting Charges | - | - | - |
| Debt Service: | | | |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | - | 28,382 | 175,000 |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | - | - | - |
| Total Appropriations | <u>\$ 1,723,425</u> | <u>\$ 2,090,788</u> | <u>\$ 2,093,703</u> |



BUSINESS UNIT 722: NORTHEAST WRF SOLIDS HANDLING

Department : Water Reclamation**Business Unit : (722) Northeast Solids WRF
Handling****Major Business Unit Functions:**

Operation of solids handling at the Northeast Water Reclamation Facility.

Significant Expenditure and Staffing Changes:**Maintenance and Repairs:** increase represents funding for a conveyor system belt replacement.

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 - 20 Budgeted |
|---|--------------------------------|----------------------------------|----------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ 42,163 | \$ 52,250 | \$ 48,007 |
| Overtime Pay | 2,738 | 3,757 | 3,757 |
| F.I.C.A. | 3,386 | 4,284 | 3,672 |
| Pension | 5,863 | 7,263 | 6,673 |
| Employee Benefits | 7,271 | 10,174 | 15,436 |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | 94,000 | 104,666 | 107,392 |
| Vehicle Supplies | - | - | - |
| Administrative Supplies | 227 | 353 | 353 |
| Safety Supplies | - | 563 | 563 |
| Special Purchases | - | - | - |
| Utilities | 33,016 | 36,742 | 36,742 |
| Rentals | - | - | - |
| Maintenance and Repairs | 3,386 | 6,976 | 68,264 |
| Outside Services | 237,430 | 214,659 | 393,135 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 4,949 | 5,744 | 5,759 |
| Accounting Charges | - | - | - |
| Debt Service: | | | |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | - | - | - |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | - | - | - |
| Total Appropriations | \$ 434,429 | \$ 447,431 | \$ 689,753 |



BUSINESS UNIT 724: SHOAL CREEK WATER RECLAMATION FACILITY

Department : Water Reclamation**Business Unit : (724) Shoal Creek Water
Reclamation Facility****Major Business Unit Functions:**

Operation of the Shoal Creek Water Reclamation Facility.

Significant Expenditure and Staffing Changes:

No significant changes from previous fiscal year.

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 - 20 Budgeted |
|---|--------------------------------|----------------------------------|----------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ 436,361 | \$ 426,405 | \$ 464,941 |
| Overtime Pay | 28,267 | 33,161 | 29,101 |
| F.I.C.A. | 34,839 | 35,156 | 35,567 |
| Pension | 60,318 | 59,268 | 64,627 |
| Employee Benefits | 59,795 | 78,141 | 60,116 |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | 31,979 | 42,581 | 43,928 |
| Vehicle Supplies | 2,812 | 7,358 | 7,244 |
| Administrative Supplies | 2,670 | 3,768 | 3,160 |
| Safety Supplies | 1,538 | 1,855 | 1,888 |
| Special Purchases | - | - | - |
| Utilities | 277,870 | 298,261 | 281,196 |
| Rentals | - | - | - |
| Maintenance and Repairs | 94,353 | 179,571 | 132,589 |
| Outside Services | 106,855 | 168,013 | 165,477 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 26,380 | 29,180 | 28,360 |
| Accounting Charges | - | - | - |
| Debt Service: | | | |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | 7,546 | 77,030 | - |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | - | - | - |
| Total Appropriations | \$ 1,171,583 | \$ 1,439,748 | \$ 1,318,194 |



BUSINESS UNIT 727: SHOAL CREEK WRF SOLIDS HANDLING

Department : Water Reclamation**Business Unit : (727) Shoal Creek WRF Solids Handling****Major Business Unit Functions:**

Removal of solids generated from the operation of the Shoal Creek Water Reclamation Facility.

Significant Expenditure and Staffing Changes:**Outside Services:** increase due to an increase in solids disposal and transportation.

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 - 20 Budgeted |
|---|--------------------------------|----------------------------------|----------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ 74,290 | \$ 78,175 | \$ 79,266 |
| Overtime Pay | 1,423 | 1,940 | 1,239 |
| F.I.C.A. | 5,778 | 6,129 | 6,063 |
| Pension | 10,213 | 10,866 | 11,018 |
| Employee Benefits | 6,867 | 9,431 | 8,106 |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | 42,880 | 36,325 | 36,743 |
| Vehicle Supplies | - | - | - |
| Administrative Supplies | - | 411 | - |
| Safety Supplies | - | 100 | - |
| Special Purchases | - | - | - |
| Utilities | 23,983 | 22,053 | 22,053 |
| Rentals | - | - | - |
| Maintenance and Repairs | 5,584 | 12,819 | 8,561 |
| Outside Services | 148,289 | 148,998 | 233,981 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 4,836 | 5,996 | 5,688 |
| Accounting Charges | - | - | - |
| Debt Service: | | | |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | - | - | - |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | - | - | - |
| Total Appropriations | <u>\$ 324,143</u> | <u>\$ 333,243</u> | <u>\$ 412,718</u> |



BUSINESS UNIT 729: R. L. JACKSON TRANSFER PUMP STATION

Department : Water Reclamation**Business Unit : (729) R.L. Jackson Transfer Pump Station****Major Business Unit Functions:**

Operates the R.L. Jackson Transfer Pump Station that pumps the W.B. Sr. Casey Water Reclamation Facility effluent to Huie site for further treatment.

Significant Expenditure and Staffing Changes:

Outside Services: increase due to repairs needed on two vertical transfer pumps.

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 - 20 Budgeted |
|---|--------------------------------|----------------------------------|----------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ - | \$ - | \$ - |
| Overtime Pay | - | - | - |
| F.I.C.A. | - | - | - |
| Pension | - | - | - |
| Employee Benefits | - | - | - |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | 82 | 200 | 200 |
| Vehicle Supplies | - | 4,878 | 4,878 |
| Administrative Supplies | - | - | - |
| Safety Supplies | - | 200 | 200 |
| Special Purchases | - | - | - |
| Utilities | 585,780 | 614,105 | 614,120 |
| Rentals | 475 | 605 | 605 |
| Maintenance and Repairs | 8,697 | 5,754 | 8,201 |
| Outside Services | 95,896 | 175,766 | 191,841 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 4,549 | 5,616 | 5,362 |
| Accounting Charges | - | - | - |
| Debt Service: | | | |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | - | - | - |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | - | - | - |
| Total Appropriations | \$ 695,479 | \$ 807,124 | \$ 825,407 |



BUSINESS UNIT 730: LABORATORY AND ENVIRONMENTAL COMPLIANCE

Department : Water Reclamation**Business Unit : (730) Laboratory and Environmental Compliance****Major Business Unit Functions:**

Operates Water Reclamation laboratory. Administers Grease Management Program. Administers Industrial Pretreatment Program. Coordinates sewer use ordinance issue.

Significant Expenditure and Staffing Changes:

Outside Services: increase due to testing cost for ACH study at the Huie Wetlands.

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 - 20 Budgeted |
|---|--------------------------------|----------------------------------|----------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ 299,071 | \$ 310,524 | \$ 327,429 |
| Overtime Pay | 5,147 | 6,200 | 7,500 |
| F.I.C.A. | 22,188 | 24,228 | 25,624 |
| Pension | 40,807 | 43,162 | 45,513 |
| Employee Benefits | 45,864 | 63,958 | 51,317 |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | 27,585 | 46,625 | 31,725 |
| Vehicle Supplies | 2,878 | 3,100 | 3,921 |
| Administrative Supplies | 2,182 | 2,900 | 2,900 |
| Safety Supplies | 169 | 150 | 150 |
| Special Purchases | - | - | - |
| Utilities | 2,649 | 2,500 | 3,850 |
| Rentals | - | - | 3,000 |
| Maintenance and Repairs | 1,239 | 1,600 | 1,750 |
| Outside Services | 34,481 | 46,100 | 57,112 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 9,435 | 11,681 | 10,095 |
| Accounting Charges | - | - | - |
| Debt Service: | | | |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | - | - | - |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | - | - | - |
| Total Appropriations | <u>\$ 493,695</u> | <u>\$ 562,728</u> | <u>\$ 571,886</u> |



BUSINESS UNIT 731: SLUDGE PELLETIZING

Department : Water Reclamation**Business Unit : (731) Sludge Pelletizing****Major Business Unit Functions:**

Operation of the solids handling at the W.B. Casey Sr. Water Reclamation Facility which includes the pelletizing process.

Significant Expenditure and Staffing Changes:

Capital Expenditures: represents funding for a Dryer Drum and Forklift.

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 - 20 Budgeted |
|---|--------------------------------|----------------------------------|----------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ 455,092 | \$ 459,573 | \$ 474,600 |
| Overtime Pay | 80,344 | 62,000 | 76,300 |
| F.I.C.A. | 40,222 | 39,900 | 36,308 |
| Pension | 64,443 | 63,882 | 65,969 |
| Employee Benefits | 73,267 | 124,243 | 112,591 |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | 180,645 | 256,595 | 261,567 |
| Vehicle Supplies | 23,018 | 38,963 | 40,404 |
| Administrative Supplies | 2,697 | 2,187 | 2,831 |
| Safety Supplies | 2,626 | 1,443 | 2,248 |
| Special Purchases | - | - | - |
| Utilities | 457,943 | 505,153 | 489,828 |
| Rentals | 4,096 | 2,500 | 3,875 |
| Maintenance and Repairs | 103,860 | 116,282 | 106,868 |
| Outside Services | 233,733 | 129,848 | 250,157 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 17,285 | 18,989 | 17,522 |
| Accounting Charges | - | - | - |
| Debt Service: | | | |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | 56,358 | - | 226,504 |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | - | 50,000 | - |
| Total Appropriations | \$ 1,795,629 | \$ 1,871,558 | \$ 2,167,572 |



BUSINESS UNIT 732: R.L. JACKSON PUMP STATION

Department : Water Reclamation**Business Unit : (732) R.L. Jackson Pump Station****Major Business Unit Functions:**

Operates the Jackson Influent Pump Station which pumps wastewater to the W.B. Casey Sr. Water Reclamation Facility for treatment.

Significant Expenditure and Staffing Changes:

No significant changes from the previous fiscal year.

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 -20 Budgeted |
|---|--------------------------------|----------------------------------|---------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ - | \$ - | \$ - |
| Overtime Pay | - | - | - |
| F.I.C.A. | - | - | - |
| Pension | - | - | - |
| Employee Benefits | - | - | - |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | - | - | - |
| Vehicle Supplies | - | 658 | 658 |
| Administrative Supplies | - | - | - |
| Safety Supplies | - | 200 | 200 |
| Special Purchases | - | - | - |
| Utilities | 106,801 | 104,603 | 112,243 |
| Rentals | - | - | - |
| Maintenance and Repairs | 115 | 1,046 | 380 |
| Outside Services | 7,573 | 57,408 | 38,109 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 1,653 | 2,064 | 1,724 |
| Accounting Charges | - | - | - |
| Debt Service: | | | |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | 5,327 | - | - |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | - | - | - |
| Total Appropriations | <u>\$ 121,469</u> | <u>\$ 165,979</u> | <u>\$ 153,314</u> |



BUSINESS UNIT 740: NTS OPERATIONS AND MAINTENANCE

Department : Water Reclamation**Business Unit : (740) NTS Operations & Maintenance****Major Business Unit Functions:**

Operation and maintenance of Natural Treatment Systems which include spray irrigation facilities, storage ponds, pump stations and constructed wetlands.

Significant Expenditure and Staffing Changes:

Operating Materials and Supplies: increase represents ACH for Wetland influent chemical augmentation.

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 - 20 Budgeted |
|---|--------------------------------|----------------------------------|----------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ 589,756 | \$ 613,237 | \$ 630,527 |
| Overtime Pay | 11,626 | 13,150 | 11,000 |
| F.I.C.A. | 43,300 | 47,920 | 48,236 |
| Pension | 80,898 | 85,240 | 87,645 |
| Employee Benefits | 99,475 | 135,590 | 122,799 |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | 16,305 | 19,429 | 127,825 |
| Vehicle Supplies | 20,216 | 22,654 | 25,300 |
| Administrative Supplies | 2,017 | 2,240 | 1,940 |
| Safety Supplies | 1,207 | 1,815 | 1,200 |
| Special Purchases | - | - | - |
| Utilities | 109,481 | 108,538 | 111,926 |
| Rentals | - | 1,000 | 1,000 |
| Maintenance and Repairs | 26,198 | 46,965 | 45,280 |
| Outside Services | 25,377 | 28,244 | 149,084 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 18,098 | 20,573 | 19,401 |
| Accounting Charges | - | - | - |
| Debt Service: | | | |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | 143,552 | 309,594 | - |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | - | - | - |
| Total Appropriations | <u>\$ 1,187,506</u> | <u>\$ 1,456,189</u> | <u>\$ 1,383,163</u> |



General Services Division – Business Unit Group 900



Clayton County Water Authority



**GENERAL
SERVICES
DIVISION**



*"Providing **Quality**
Water and **Quality**
Services to Our
Community"*



GENERAL SERVICES DIVISION BUDGET UNIT 900

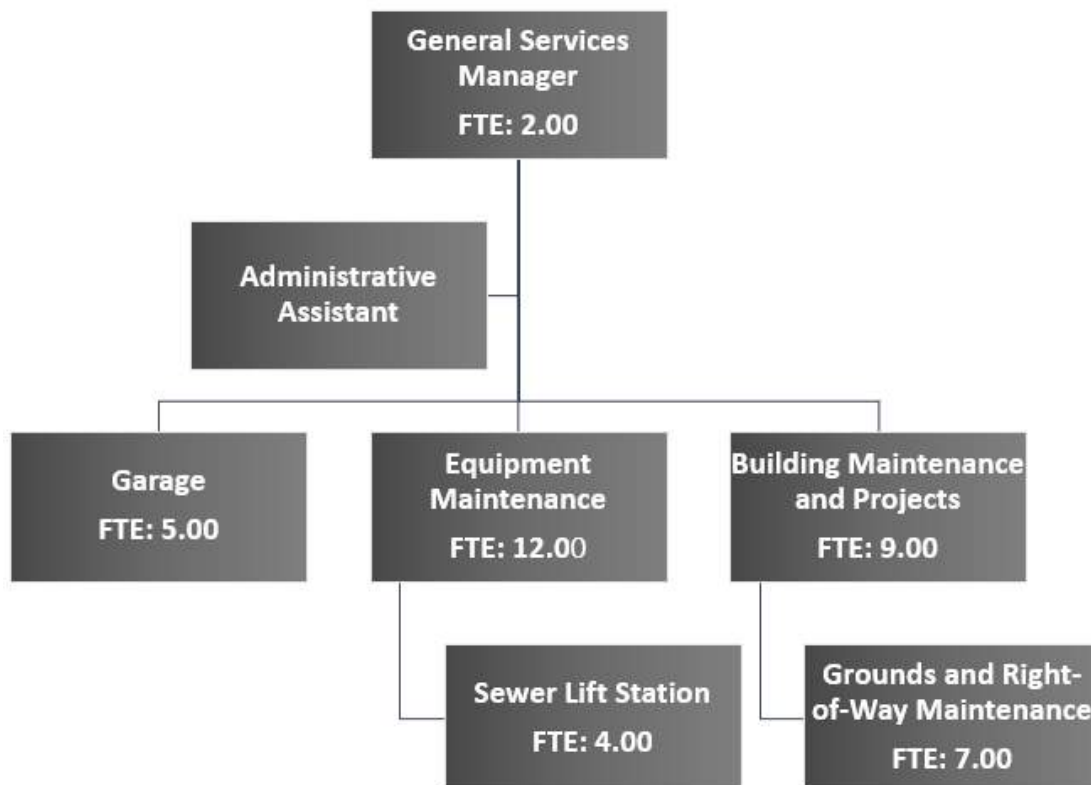
The General Services Division serves in the capacity of an internal services provider for other departments. It has the responsibility of repairing and maintaining the Authority's fleet, mechanical, electrical and structural equipment throughout the Authority. It is responsible for maintaining the following buildings: the headquarters complex, the plant facilities, grounds of the plant facility, recreation sites and sewer lift and metering stations. The General Services Division also performs small renovation and construction projects. Tasks are performed in conformity with federal, state and local laws and authority laws, regulations and policies.

Responsibilities are accomplished per the general direction of the General Manager and the Assistant General Managers over support services. The General Service Manager is responsible for directing the day-to-day operations of the department.

To better manage operating expenses, the division is broken down into specific programs, types of service being provided or areas of responsibility. The budget units that have been identified for this department are listed below.

901 – General Services Manager
925 – Sewer Lift Stations
930 – Garage
940 – Warehouse

950 – Equipment Maintenance
960 – Grounds/Right-of-Way Maintenance
970 – Building Maintenance and Projects





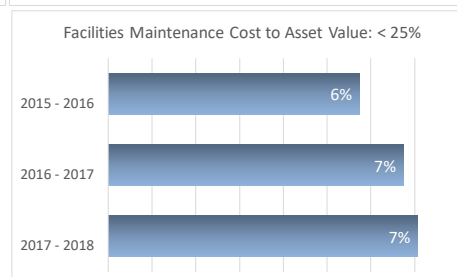
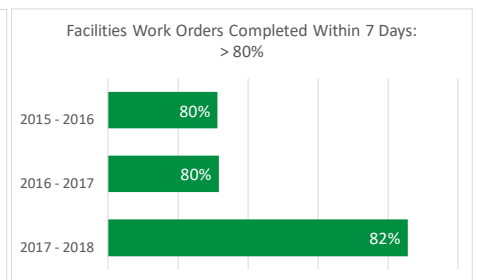
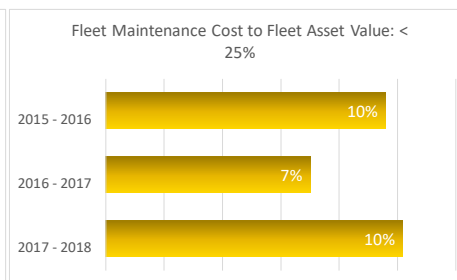
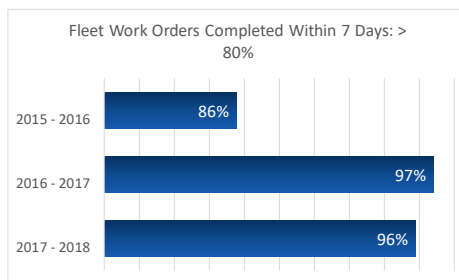
General Services Division – Staffing Summary

| Authorized Personnel | FY 2017-2018 Budgeted | FY 2018-2019 Budgeted | FY 2019-2020 Budgeted |
|--|-----------------------|-----------------------|-----------------------|
| General Services Division | | | |
| 901 - General Services Manager | 2.00 | 2.00 | 2.31 |
| 925 - Sewer Lift Station | 4.00 | 4.00 | 4.00 |
| 930 - Garage | 4.00 | 5.00 | 5.00 |
| 950 - Equipment Maintenance | 9.00 | 12.00 | 12.00 |
| 960 - Grounds and Right-of-Way Maintenance | 7.00 | 7.00 | 7.00 |
| 970 - Building Maintenance and Projects | 12.00 | 9.00 | 9.00 |
| Total Full-Time Employees (FTEs) | 38.00 | 39.00 | 39.31 |

General Services Division – Levels of Service

The General Services Division has a new director that changed the Levels of Service metrics for his group last year. These four KPI metrics are better aligned with the desired performance for the division. These four indicators are associated with the Authority's "**Optimize Operations**" and "**Infrastructure Sustainability**" goals and strategies 15 and 20 to "*Minimize fleet downtime*" and "*Implement sound asset management practices*". The department's performance on these metrics is captured in the table that follows.

| Service Level Goal | Key Performance Indicator (KPI) | Division | Target | 2017 - 2018 | 2016 - 2017 | 2015 - 2016 |
|---|---|----------|--------|-------------|-------------|-------------|
| OPTIMIZE OPERATIONS | | | | | | |
| 15 Provide Minimum Down Time for CCWA's Fleet | Fleet Work Orders Completed Within 7 Days: > 80% | GS | > 80% | 96% | 97% | 86% |
| | Fleet Maintenance Cost to Fleet Asset Value: < 25% | GS | < 25% | 10% | 7% | 10% |
| INFRASTRUCTURE SUSTAINABILITY | | | | | | |
| 20 Implement asset management practices | Facilities Work Orders Completed Within 7 Days: > 80% | GS | > 80% | 82% | 80% | 80% |
| | Facilities Maintenance Cost to Asset Value: < 25% | GS | < 25% | 7% | 7% | 6% |





General Services Division – Major Initiatives for FY 2019 - 2020

| Business Unit | Budget Funding | Account Number | Amount Budgeted | Initiative |
|---|----------------|----------------|-------------------|---|
| General Services Manager | | | | |
| 901 | Operating | 56152 | \$ 31,365 | AVL Tracking |
| Grand Total | | | \$ 31,365 | |
| Sewer Lift Stations | | | | |
| 925 | Operating | 55103 | \$ 86,400 | Sierra Wireless Units (18 @ \$4,800 each) |
| | Capital | 59932 | 35,358 | Truck: F-250 |
| Grand Total | | | \$ 121,758 | |
| Garage | | | | |
| 930 | Capital | 59934 | \$ 36,840 | Tire Storage |
| Grand Total | | | \$ 36,840 | |
| Equipment Maintenance | | | | |
| 950 | Capital | 59951 | \$ 295,300 | Terex Crane Truck |
| Grand Total | | | \$ 295,300 | |
| Grounds and Right-of-Way Maintenance | | | | |
| 960 | Capital | 59915 | \$ 17,500 | Fence GSMB |
| | | 59951 | 34,750 | Truck: F-350 |
| | | 59963 | 12,650 | Grass Hopper Mower |
| Grand Total | | | \$ 64,900 | |
| Building Maintenance and Projects | | | | |
| 970 | Capital | 59921 | \$ 162,000 | Storage Building |
| Grand Total | | | \$ 162,000 | |





General Services Division Staffing – Position Detail

| Authorized Personnel | FY 2017-2018 Budgeted | FY 2018-2019 Budgeted | FY 2019-2020 Budgeted |
|--|-----------------------|-----------------------|-----------------------|
| General Services Department Manager | | | |
| General Services Manager | 1.00 | 1.00 | 1.00 |
| Shadow - Dept Mgr - General Services | 0.00 | 0.00 | 0.31 |
| Office Assistant | 1.00 | 1.00 | 1.00 |
| Total Number of Personnel (FTE's) | 2.00 | 2.00 | 2.31 |
| Sewage Lift Stations | | | |
| Lift Station / PM Specialist | 1.00 | 1.00 | 1.00 |
| Lift Station Technician | 3.00 | 3.00 | 3.00 |
| Total Number of Personnel (FTE's) | 4.00 | 4.00 | 4.00 |
| Garage | | | |
| Fleet Maintenance Foreman | 1.00 | 1.00 | 1.00 |
| Fleet Technician | 0.00 | 3.00 | 3.00 |
| Garage Inv./Warehouse Technician | 0.00 | 1.00 | 1.00 |
| Garage Worker | 1.00 | 0.00 | 0.00 |
| Sr. Fleet Mechanic | 2.00 | 0.00 | 0.00 |
| Total Number of Personnel (FTE's) | 4.00 | 5.00 | 5.00 |
| Equipment Maintenance | | | |
| Electrician | 0.00 | 1.00 | 1.00 |
| Electrician Technician | 0.00 | 1.00 | 1.00 |
| Instrumentation & Controls Technician | 1.00 | 1.00 | 1.00 |
| Maintenance Technician I | 4.00 | 5.00 | 4.00 |
| Maintenance Technician II | 2.00 | 1.00 | 1.00 |
| Maintenance Technician III | 0.00 | 0.00 | 1.00 |
| Plant Services Chief Maint Technician | 1.00 | 1.00 | 1.00 |
| Plant Services Supervisor | 0.00 | 1.00 | 1.00 |
| PLC Specialist | 1.00 | 1.00 | 1.00 |
| Total Number of Personnel (FTE's) | 9.00 | 12.00 | 12.00 |
| Grounds/Right-of-Way Maintenance | | | |
| Grounds Maintenance Crew Leader | 1.00 | 1.00 | 1.00 |
| Grounds Technician I | 0.00 | 0.00 | 3.00 |
| Grounds Technician II | 0.00 | 0.00 | 3.00 |
| Grounds Maintenance Worker I | 3.00 | 3.00 | 0.00 |
| Grounds Maintenance Worker II | 3.00 | 3.00 | 0.00 |
| Total Number of Personnel (FTE's) | 7.00 | 7.00 | 7.00 |
| Building Maintenance/Projects | | | |
| Building Maintenance Worker | 3.00 | 3.00 | 0.00 |
| Building Maintenance Technician | 0.00 | 0.00 | 3.00 |
| Electrician | 1.00 | 0.00 | 0.00 |
| Facilities Maintenance Crew Leader | 1.00 | 1.00 | 1.00 |
| Facilities Maintenance Worker | 3.00 | 4.00 | 0.00 |
| Facilities Technician | 0.00 | 0.00 | 4.00 |
| General Foreman-Facilities Maintenance | 1.00 | 1.00 | 1.00 |
| Plant Services Supervisor | 1.00 | 0.00 | 0.00 |
| Sr. Maintenance Worker | 1.00 | 0.00 | 0.00 |
| Electrician Technician | 1.00 | 0.00 | 0.00 |
| Total Number of Personnel (FTE's) | 12.00 | 9.00 | 9.00 |
| General Services Department Total | 38.00 | 39.00 | 39.31 |



General Services Division – Consolidated Operating Budget

Department : General Services

Business Unit : Department 900 - Consolidated

Overview of Department Responsibilities

The General Services Division represents the internal service functions for the Authority. Its responsibilities include purchasing and warehousing inventory items needed by the operating departments; repairing and maintaining vehicles and heavy-duty equipment; maintaining grounds and clearing right-of-ways; performing small building and construction projects; repairing and maintaining plants, pumping stations and lift stations operating equipment and electrical and communication systems. General Services is also responsible for bidding and contracting for all products and services for CCWA. Tasks are generally undertaken based on priorities established by the General Manager.

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 - 20 Budgeted |
|---|--------------------------------|----------------------------------|----------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ 1,782,563 | \$ 2,055,584 | \$ 2,200,075 |
| Overtime Pay | 81,820 | 82,700 | 96,800 |
| F.I.C.A. | 138,410 | 163,582 | 168,309 |
| Pension | 246,853 | 285,726 | 295,601 |
| Employee Benefits | 288,025 | 496,111 | 445,742 |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | 240,447 | 211,939 | 307,999 |
| Vehicle Supplies | 61,109 | 70,421 | 76,935 |
| Administrative Supplies | 8,082 | 6,470 | 6,570 |
| Safety Supplies | 6,425 | 6,050 | 10,500 |
| Special Purchases | 767 | 880 | 780 |
| Utilities | 283,350 | 266,593 | 281,903 |
| Rentals | 4,265 | 3,400 | 3,600 |
| Maintenance and Repairs | 74,109 | 81,120 | 165,570 |
| Outside Services | 192,204 | 210,130 | 296,892 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 135,308 | 165,338 | 194,855 |
| Accounting Charges | - | - | - |
| Debt Service: | | | |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | 182,959 | 170,257 | 594,398 |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | 740,695 | - | - |
| Total Appropriations | <u>\$ 4,467,391</u> | <u>\$ 4,276,301</u> | <u>\$ 5,146,529</u> |



BUSINESS UNIT 901: GENERAL SERVICES DEPARTMENT MANAGER

Department : General ServicesBusiness Unit : (901) General Services ManagerMajor Business Unit Functions:

Directs, manages and controls the efforts of the General Services Division.

Significant Expenditure and Staffing Changes:

Outside Services: increase represents SCADA and instrumentation repair services.

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 - 20 Budgeted |
|---|--------------------------------|----------------------------------|----------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ 162,323 | \$ 170,576 | \$ 212,706 |
| Overtime Pay | 29 | 100 | 100 |
| F.I.C.A. | 11,604 | 13,058 | 16,273 |
| Pension | 21,972 | 23,710 | 24,449 |
| Employee Benefits | 22,282 | 29,598 | 26,707 |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | 79 | 500 | 100 |
| Vehicle Supplies | 428 | 1,145 | 612 |
| Administrative Supplies | 1,123 | 350 | 250 |
| Safety Supplies | - | 50 | 50 |
| Special Purchases | 767 | 880 | 780 |
| Utilities | 2,740 | 2,567 | 1,524 |
| Rentals | - | - | - |
| Maintenance and Repairs | 1,526 | 3,250 | 250 |
| Outside Services | 4,083 | 72,990 | 129,030 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 65,416 | 70,858 | 83,462 |
| Accounting Charges | - | - | - |
| Debt Service: | | | |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | - | - | - |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | 578,295 | - | - |
| Total Appropriations | <u>\$ 872,667</u> | <u>\$ 389,632</u> | <u>\$ 496,293</u> |



BUSINESS UNIT 925: SEWAGE LIFT STATIONS

Department : General ServicesBusiness Unit : (925) Sewage Lift StationsMajor Business Unit Functions:

Maintains and repairs 41 sewage lift stations. Covers utilities and insurance expenses on lift

Significant Expenditure and Staffing Changes:

Other Materials and Supplies: increase represents 4.98% increase in Odor Control Premier Magnesia chemicals along with use/demand of this product.

Maintenance and Repairs: increase represents funding for new wireless units at 18 lift stations.

Outside Services: increases due to repairs on aging PLC and Soft Start equipment.

Capital Expenditures: represents funding for a replacement Truck.

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 - 20 Budgeted |
|---|------------------------|--------------------------|--------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ 175,854 | \$ 184,688 | \$ 196,369 |
| Overtime Pay | 32,964 | 20,000 | 30,000 |
| F.I.C.A. | 15,303 | 15,658 | 15,022 |
| Pension | 24,423 | 25,672 | 27,295 |
| Employee Benefits | 38,174 | 52,221 | 45,673 |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | 168,007 | 147,355 | 226,585 |
| Vehicle Supplies | 15,315 | 13,308 | 13,558 |
| Administrative Supplies | 604 | 650 | 400 |
| Safety Supplies | 798 | 1,000 | 1,800 |
| Special Purchases | - | - | - |
| Utilities | 246,684 | 224,094 | 227,675 |
| Rentals | - | - | - |
| Maintenance and Repairs | 54,529 | 62,500 | 149,000 |
| Outside Services | 106,773 | 70,818 | 99,787 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 40,460 | 50,746 | 61,242 |
| Accounting Charges | - | - | - |
| Debt Service: | | | |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | 39,698 | - | 35,358 |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | 162,400 | - | - |
| Total Appropriations | \$ 1,121,986 | \$ 868,710 | \$ 1,129,764 |



BUSINESS UNIT 930: GARAGE

Department : General ServicesBusiness Unit : (930) GarageMajor Business Unit Functions:

Maintains and repairs the Authority's vehicles and heavy-duty equipment.

Significant Expenditure and Staffing Changes:

Capital Expenditures: represents funding for a new Tire Storage.

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 - 20 Budgeted |
|---|--------------------------------|----------------------------------|----------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ 183,194 | \$ 244,061 | \$ 254,710 |
| Overtime Pay | 200 | 600 | 1,500 |
| F.I.C.A. | 13,673 | 18,717 | 19,486 |
| Pension | 25,790 | 33,925 | 35,404 |
| Employee Benefits | 35,045 | 60,910 | 50,924 |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | 15,518 | 12,224 | 14,875 |
| Vehicle Supplies | 5,304 | 7,033 | 7,139 |
| Administrative Supplies | 1,213 | 850 | 850 |
| Safety Supplies | 1,245 | 1,000 | 1,000 |
| Special Purchases | - | - | - |
| Utilities | 9,719 | 9,863 | 10,366 |
| Rentals | 1,148 | 1,000 | 1,000 |
| Maintenance and Repairs | 9,259 | 4,700 | 4,500 |
| Outside Services | 23,113 | 6,455 | 8,875 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 3,300 | 7,543 | 7,133 |
| Accounting Charges | - | - | - |
| Debt Service: | | | |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | 26,603 | 13,500 | 36,840 |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | - | - | - |
| Total Appropriations | <u>\$ 354,324</u> | <u>\$ 422,381</u> | <u>\$ 454,602</u> |



BUSINESS UNIT 950: EQUIPMENT MAINTENANCE

Department : General Services**Business Unit : (950) Equipment Maintenance****Major Business Unit Functions:**

Maintains and repairs plant equipment and pumping stations.

Significant Expenditure and Staffing Changes:**Personal Services:** increase represents a new Specialist Support Technician.**Capital Expenditures:** represents funds for the replacement of a Crane Truck.

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 - 20 Budgeted |
|---|--------------------------------|----------------------------------|----------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ 517,582 | \$ 761,123 | \$ 835,616 |
| Overtime Pay | 31,253 | 30,000 | 32,000 |
| F.I.C.A. | 40,724 | 60,521 | 63,925 |
| Pension | 71,452 | 105,795 | 116,151 |
| Employee Benefits | 79,618 | 146,768 | 166,683 |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | 15,172 | 17,140 | 18,032 |
| Vehicle Supplies | 13,196 | 14,600 | 21,700 |
| Administrative Supplies | 2,373 | 1,900 | 2,350 |
| Safety Supplies | 1,430 | 1,500 | 4,100 |
| Special Purchases | - | - | - |
| Utilities | 11,702 | 17,201 | 29,400 |
| Rentals | 816 | 1,000 | 1,100 |
| Maintenance and Repairs | 1,234 | 1,600 | 2,750 |
| Outside Services | 26,777 | 38,200 | 40,235 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 14,971 | 23,779 | 30,873 |
| Accounting Charges | - | - | - |
| Debt Service: | | | |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | 89,906 | 45,000 | 295,300 |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | - | - | - |
| Total Appropriations | <u>\$ 918,206</u> | <u>\$ 1,266,127</u> | <u>\$ 1,660,215</u> |



BUSINESS UNIT 960: GROUNDS AND RIGHT-OF-WAY MAINTENANCE

Department : General Services**Business Unit : (960) Grounds/Right-of-Way
Maintenance****Major Business Unit Functions:**

Maintains the Authority's grounds and right-of-ways.

Significant Expenditure and Staffing Changes:**Capital Expenditures:** represents funding to replace a Truck, Grasshopper Mover, and a new Fence.

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 - 20 Budgeted |
|---|--------------------------------|----------------------------------|----------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ 208,423 | \$ 247,117 | \$ 259,054 |
| Overtime Pay | 4,147 | 12,000 | 13,200 |
| F.I.C.A. | 15,849 | 19,821 | 19,818 |
| Pension | 29,147 | 34,350 | 30,918 |
| Employee Benefits | 41,560 | 88,917 | 69,337 |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | 16,713 | 11,615 | 13,485 |
| Vehicle Supplies | 11,490 | 16,620 | 16,391 |
| Administrative Supplies | 963 | 1,120 | 1,120 |
| Safety Supplies | 696 | 1,000 | 1,000 |
| Special Purchases | - | - | - |
| Utilities | 4,752 | 4,877 | 5,147 |
| Rentals | 2,301 | 1,400 | 1,500 |
| Maintenance and Repairs | 5,487 | 6,420 | 6,420 |
| Outside Services | 14,112 | 14,675 | 11,653 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 3,261 | 3,540 | 3,640 |
| Accounting Charges | - | - | - |
| Debt Service: | | | |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | 12,502 | 106,757 | 64,900 |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | - | - | - |
| Total Appropriations | <u>\$ 371,403</u> | <u>\$ 570,229</u> | <u>\$ 517,583</u> |



BUSINESS UNIT 970: BUILDING MAINTENANCE PROJECTS

Department : General ServicesBusiness Unit : (970) Building Maintenance ProjectsMajor Business Unit Functions:

Repairs and maintains the Authority's buildings and structures. Repairs and maintains the Authority's electrical and communications systems.

Significant Expenditure and Staffing Changes:

Other Materials and Supplies: increase represents the purchase of and installation of new blinds.

Capital Expenditures: category represents funds for a new Storage Building.

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 - 20 Budgeted |
|---|--------------------------------|----------------------------------|----------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ 535,187 | \$ 448,019 | \$ 441,620 |
| Overtime Pay | 13,227 | 20,000 | 20,000 |
| F.I.C.A. | 41,257 | 35,807 | 33,785 |
| Pension | 74,069 | 62,274 | 61,384 |
| Employee Benefits | 71,346 | 117,697 | 86,418 |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | 24,958 | 23,105 | 34,922 |
| Vehicle Supplies | 15,376 | 17,715 | 17,535 |
| Administrative Supplies | 1,806 | 1,600 | 1,600 |
| Safety Supplies | 2,256 | 1,500 | 2,550 |
| Special Purchases | - | - | - |
| Utilities | 7,753 | 7,991 | 7,791 |
| Rentals | - | - | - |
| Maintenance and Repairs | 2,074 | 2,650 | 2,650 |
| Outside Services | 17,346 | 6,992 | 7,312 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 7,900 | 8,872 | 8,505 |
| Accounting Charges | - | - | - |
| Debt Service: | | | |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | 14,250 | 5,000 | 162,000 |
| Other Financing Uses: | | | |
| Intrafund Transfers Out: | - | - | - |
| Total Appropriations | <u>\$ 828,805</u> | <u>\$ 759,222</u> | <u>\$ 888,072</u> |



Stormwater Fund – Business Unit Group 200



Clayton County Water Authority



**STORMWATER
FUND**



*"Providing **Quality**
Water and **Quality**
Services to Our
Community"*



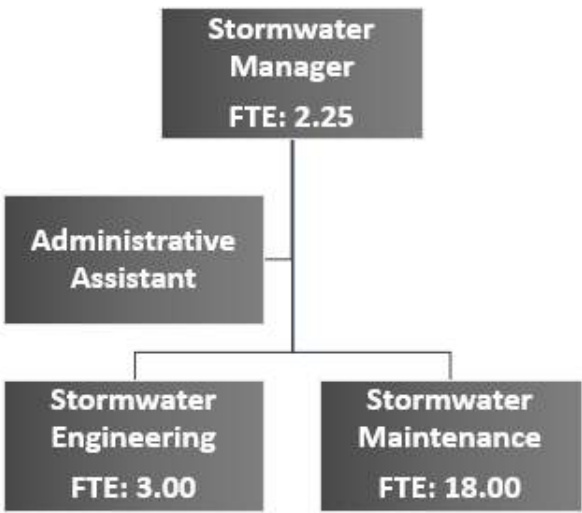
STORMWATER FUND BUDGET UNIT 200

The primary responsibility of the Stormwater Utility Fund is the management of Stormwater related activities throughout Clayton County as regulated through the Clean Water Act set in place in 1977. This act includes, but is not limited to, requirements to set water quality standards for all contaminants in surface water. The Stormwater Fund works closely with County government and local municipalities to protect local streams, rivers and lakes along with the maintenance of and planning for local infrastructure needs.

Responsibilities are accomplished per the general direction of the General Manager and the Assistant General Managers over operations. The Stormwater Manager is responsible for directing the day-to-day operations of the department.

To better manage operating expenses, the department is broken down into specific programs from management to inspection. The budget units that have been identified for this department are listed below.

- 201 – Stormwater Management
- 205 – Stormwater Engineering
- 210 – Stormwater Maintenance





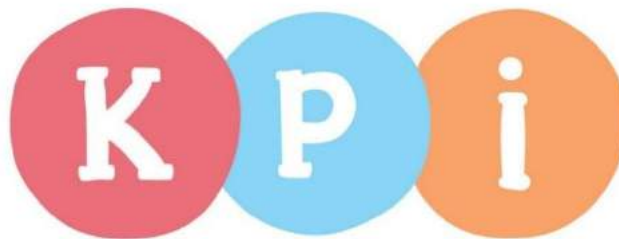
Stormwater Fund – Staffing Summary

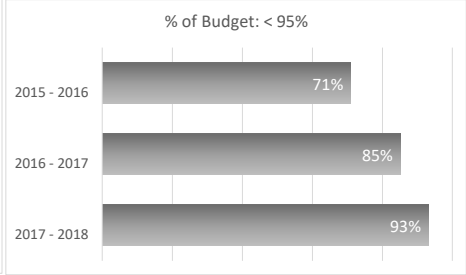
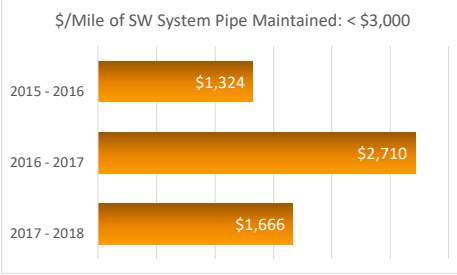
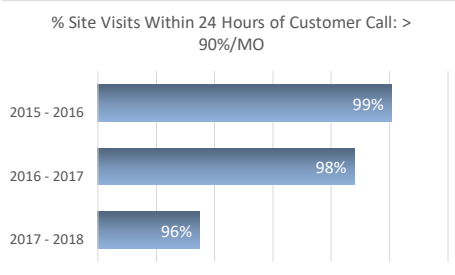
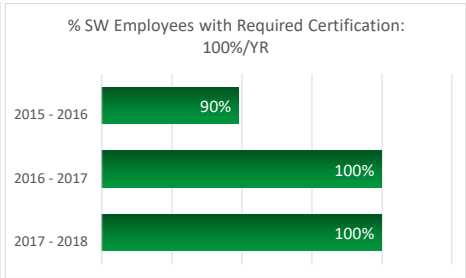
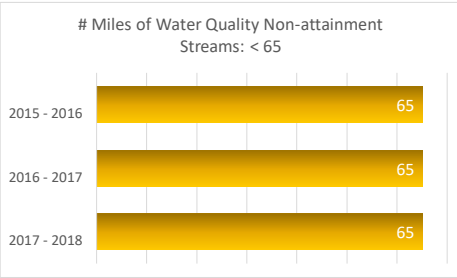
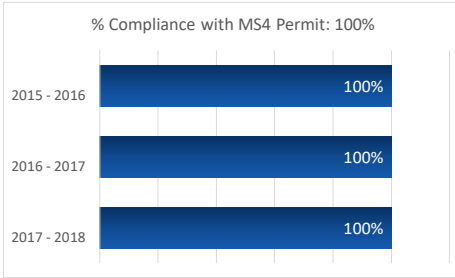
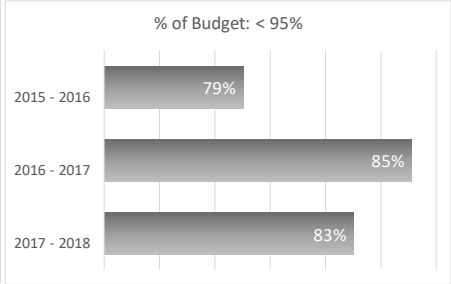
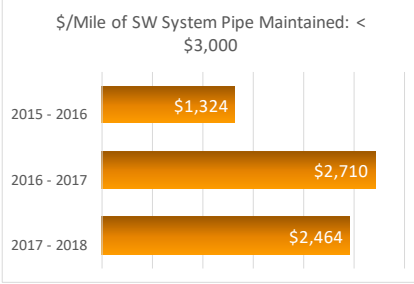
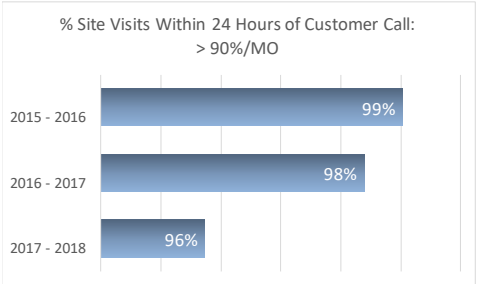
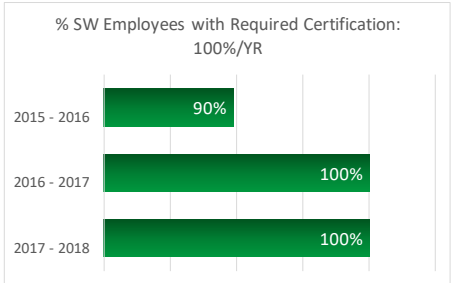
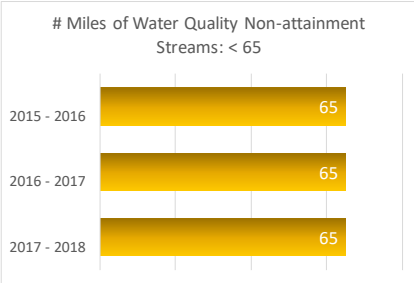
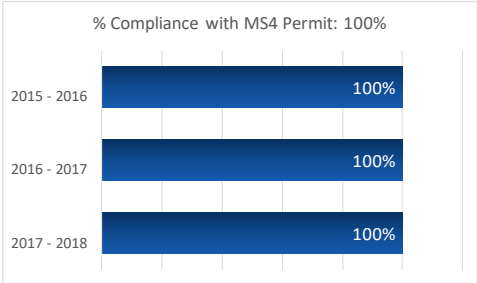
| Authorized Personnel | FY 2017-2018 Budgeted | FY 2018-2019 Budgeted | FY 2019-2020 Budgeted |
|---|-----------------------------|-----------------------------|-----------------------------|
| Stormwater Fund | | | |
| 201 - Stormwater Manager | 2.50 | 2.50 | 2.25 |
| 205 - Stormwater Engineering | 3.00 | 3.00 | 3.00 |
| 210 - Stormwater Maintenance | 17.00 | 18.00 | 18.00 |
| Total Full-Time Employees (FTEs) | 22.50 | 23.50 | 23.25 |

Stormwater Fund – Levels of Service

The Stormwater Fund has six KPI metrics that are associated with the Authority's “**Superior Product Quality**,” “**Exceed Customer Expectations**,” “**Provide Employee Development**,” and “**Optimize Operations**” goals and strategies 3, 4, 8 and 13. The department's performance on these metrics is captured in the table that follows.

| Service Level Goal | Key Performance Indicator (KPI) | Division | Target | 2017 - 2018 | 2016 - 2017 | 2015 - 2016 |
|---|--|----------|---------------|-------------|-------------|-------------|
| SUPERIOR PRODUCT QUALITY | | | | | | |
| 3 Improve the quality of Clayton Co. water resources | % Compliance with MS4 Permit: 100% | SW | 100% | 100% | 100% | 100% |
| | # Miles of Water Quality Non-attainment Streams: < 65 | SW | < 65 | 65 | 65 | 65 |
| EXCEED CUSTOMER EXPECTATIONS | | | | | | |
| 4 Improve customer experience | % Site Visits Within 24 Hours of Customer Call: > 90%/MO | SW | > 90% / Month | 96% | 98% | 99% |
| PROVIDE EMPLOYEE DEVELOPMENT | | | | | | |
| 8 Provide effective employee training and development | % SW Employees with Required Certification: 100%/YR | SW | 100% / Year | 100% | 100% | 90% |
| OPTIMIZE OPERATIONS | | | | | | |
| 13 Reasonable Cost of Service | \$/Mile of SW System Pipe Maintained: < \$3,000 | SW | < \$3,000 | \$2,464 | \$2,710 | \$1,324 |
| | % of Budget: < 95% | SW | < 95% | 83% | 85% | 79% |







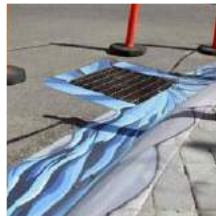
Stormwater Fund – Major Initiatives for FY 2019 - 2020

| Business Unit | Budget Funding | Account Number | Amount Budgeted | Initiative | | |
|------------------------|----------------|----------------|------------------------|---|--------------|--|
| Stormwater Manager | | | | | | |
| 201 | Operating | 56110 | \$ 300,000 | Engineering On Call Services | | |
| | | 56110 | 10,000 | Spivey Station Dam | | |
| | | 59302 | 1,271,151 | Administrative expense allocation transfers to W&S Fund | | |
| Grand Total | | | \$ 1,581,151 | | | |
| Stormwater Engineering | | | | | | |
| 205 | Operating | 56110 | \$ 15,000 | Annual Biological Monitoring | | |
| | | 56110 | 10,000 | Yr. 7 of Mitigation Bank Monitoring | | |
| | | 56110 | 180,000 | Watershed plan for West Jesters Creek Basin | | |
| | | 56110 | 60,000 | 2019-2024 MS4 Permit | | |
| | | 56125 | 29,200 | USGS Gauge Installation on Flint at SR 85 | | |
| | | 56199 | 75,000 | Amnesty Day Contractor Costs | | |
| Capital | 59988 | 20,000 | Pole Inspection Camera | | | |
| Grand Total | | | \$ 389,200 | | | |
| Stormwater Maintenance | | | | | | |
| 210 | Operating | 56110 | \$ 20,000 | Geotechnical Services Support | | |
| | | 56124 | 1,250,000 | Outside Support for Pipe Repairs | | |
| | | 56125 | 220,000 | Outside Support for Lakes, Rivers and Other | | |
| | Capital | 59370 | 1,500,000 | Cured In Place Pipe (CIPP) [SMP 214] | | |
| | | 59370 | 1,813,121 | Removal and Replacement (R/R) [SMP 214] | | |
| | | 59902 | 10,000 | Easements | | |
| | | 59941 | 120,000 | Backhoe Loader | | |
| | | 59941 | 115,000 | Excavator | | |
| | | 59943 | 12,000 | Hydraulic Hammer | | |
| | | 59951 | 120,000 | Tandem Dump Truck | | |
| | | 59951 | 95,076 | Flatbed Dump Truck | | |
| | | 59988 | 40,000 | Portable CCTV | | |
| | | Grand Total | | | \$ 5,180,121 | |



Stormwater Fund Staffing – Position Detail

| Authorized Personnel | FY 2017-2018 Budgeted | FY 2018-2019 Budgeted | FY 2019-2020 Budgeted |
|--|-----------------------------|-----------------------------|-----------------------------|
| <i>Stormwater Management</i> | | | |
| High School Intern | 0.50 | 0.50 | 0.25 |
| Office Assistant | 1.00 | 1.00 | 1.00 |
| Program Manager | 1.00 | 1.00 | 1.00 |
| Total Number of Personnel (FTE's) | 2.50 | 2.50 | 2.25 |
| <i>Stormwater Engineering</i> | | | |
| Stormwater Inspection Technician | 1.00 | 1.00 | 1.00 |
| Stormwater MGT Technician | 1.00 | 1.00 | 1.00 |
| Water Resources Engineer | 1.00 | 1.00 | 0.00 |
| Stormwater Compliance Specialist | 0.00 | 0.00 | 1.00 |
| Total Number of Personnel (FTE's) | 3.00 | 3.00 | 3.00 |
| <i>Stormwater Maintenance</i> | | | |
| Equipment Operator | 2.00 | 2.00 | 2.00 |
| Senior Equipment Operator | 2.00 | 2.00 | 2.00 |
| Lead Maintenance Mechanic | 2.00 | 2.00 | 2.00 |
| Maintenance Crew Leader | 1.00 | 1.00 | 1.00 |
| Maintenance and Install Crew Leader | 2.00 | 2.00 | 2.00 |
| SW Maintenance Supervisor | 1.00 | 1.00 | 1.00 |
| Stormwater Investigative Technician | 1.00 | 1.00 | 1.00 |
| Maintenance Mechanic I | 3.00 | 3.00 | 2.00 |
| Maintenance Mechanic II | 2.00 | 2.00 | 3.00 |
| Property & Restoration Technician | 1.00 | 1.00 | 1.00 |
| SW Maintenance & Install Foreman | 0.00 | 1.00 | 1.00 |
| Total Number of Personnel (FTE's) | 17.00 | 18.00 | 18.00 |
| <u>Stormwater Utility Grand Total</u> | 22.50 | 23.50 | 23.25 |





Stormwater Fund – Consolidated Operating Budget

Department : Stormwater Fund - Consolidated

Business Unit : Stormwater Fund - Consolidated

| Budget Summary By | FY 2017 - 18 | FY 2018 - 19 | FY 2019 - 20 |
|---------------------------------|----------------------|------------------------|------------------------|
| <u>Expenditure Class</u> | <u>Actual</u> | <u>Budgeted</u> | <u>Budgeted</u> |
| Personal Services | \$ 1,504,237 | \$ 1,779,875 | \$ 1,809,428 |
| Operating Expenditures | 2,302,768 | 2,784,796 | 3,084,005 |
| Debt Service | - | - | - |
| Capital Outlay | 484,324 | 537,030 | 532,076 |
| Other Financing Uses | 6,283,091 | 4,706,559 | 4,464,272 |
| | <u>\$ 10,574,420</u> | <u>\$ 9,808,260</u> | <u>\$ 9,889,781</u> |

| Budget Detail By | FY 2017 - 18 | FY 2018 - 19 | FY 2019 - 20 |
|-------------------------------------|----------------------|------------------------|------------------------|
| <u>Individual Categories</u> | <u>Actual</u> | <u>Budgeted</u> | <u>Budgeted</u> |
| Personal Services: | | | |
| Salaries and Wages | \$ 1,040,174 | \$ 1,194,565 | \$ 1,250,367 |
| Overtime Pay | 72,539 | 31,000 | 52,500 |
| F.I.C.A. | 83,084 | 93,754 | 95,657 |
| Pension | 143,766 | 164,787 | 172,526 |
| Employee Benefits | 164,674 | 295,769 | 238,378 |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | 117,464 | 140,120 | 140,940 |
| Vehicle Supplies | 46,471 | 52,240 | 53,540 |
| Administrative Supplies | 12,197 | 17,200 | 14,600 |
| Safety Supplies | 5,306 | 4,750 | 5,550 |
| Special Purchases | 441 | 460 | 460 |
| Utilities | 25,268 | 27,372 | 28,372 |
| Rentals | 4,494 | 4,300 | 8,500 |
| Maintenance and Repairs | 14,704 | 30,700 | 28,250 |
| Outside Services | 1,595,292 | 2,052,510 | 2,295,310 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 128,285 | 135,144 | 156,483 |
| Accounting Charges | 352,846 | 320,000 | 352,000 |
| Debt Service: | | | |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | 484,324 | 537,030 | 532,076 |
| Other Financing Uses: | | | |
| Interfund Transfers Out | 1,217,907 | 1,413,558 | 1,271,151 |
| Intrafund Transfers Out | 5,065,184 | 3,293,001 | 3,193,121 |
| Total Appropriations | <u>\$ 10,574,420</u> | <u>\$ 9,808,260</u> | <u>\$ 9,889,781</u> |



Stormwater Responsibilities

Department : Stormwater Fund - Consolidated

Business Unit : Stormwater Fund - Consolidated

Overview of Stormwater Utility Responsibilities

The primary responsibility of the Stormwater Utility Section is the management of Stormwater related activities throughout Clayton County. These activities include: 1) helping Clayton County government, local municipalities and the Authority comply with the regulations in the Clean Water Act and Safe Drinking Water Act; 2) helping to maintain and improve stormwater infrastructure in Clayton County, protect property values, minimize flooding and maintain facilities; 3) safeguarding water quality; 4) protecting local streams, rivers and lakes; 5) supporting sound, long-term planning of local infrastructure needs and capital improvement activities; and 6) providing a fair and equitable means for distributing the financial responsibility of proper stormwater management in the County.

Functional Breakdown of Business Units for Budgeting Purposes

Stormwater Management
Stormwater Engineering
Stormwater Maintenance



BUSINESS UNIT 201: STORMWATER MANAGEMENT

Department : Stormwater Fund**Business Unit : (201) Stormwater Manager****Major Business Unit Functions:**

Directs, manages and controls the efforts of the Stormwater Utility Section. Manages efforts with consultants and contractors for outside service projects.

Significant Expenditure and Staffing Changes:

Outside Services: increase represents the need for On-Demand Engineering Services.

Interfund Transfers Out: represents a monthly payment to the Water and Sewer Utility Revenue Fund for the Stormwater Utility's pro rata portion of certain administrative expenses.

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 - 20 Budgeted |
|---|--------------------------------|----------------------------------|----------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ 161,607 | \$ 181,055 | \$ 187,802 |
| Overtime Pay | 86 | - | - |
| F.I.C.A. | 12,034 | 13,850 | 14,368 |
| Pension | 22,238 | 23,908 | 24,832 |
| Employee Benefits | 19,865 | 26,862 | 19,459 |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | 709 | 960 | 865 |
| Vehicle Supplies | 246 | 240 | 240 |
| Administrative Supplies | 9,681 | 9,200 | 9,200 |
| Safety Supplies | - | 150 | 150 |
| Special Purchases | 441 | 460 | 460 |
| Utilities | 7,340 | 8,332 | 8,332 |
| Rentals | - | - | - |
| Maintenance and Repairs | 372 | 650 | 700 |
| Outside Services | 69,615 | 174,220 | 324,220 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 96,315 | 89,849 | 99,890 |
| Accounting Charges | 352,846 | 320,000 | 352,000 |
| Debt Service: | | | |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | - | - | - |
| Other Financing Uses: | | | |
| Interfund Transfers Out | 1,158,251 | 1,413,558 | 1,271,151 |
| Intrafund Transfers Out | 70,000 | 20,000 | - |
| Total Appropriations | \$ 1,981,646 | \$ 2,283,294 | \$ 2,313,669 |



BUSINESS UNIT 205: STORMWATER ENGINEERING

Department : Stormwater Utility**Business Unit : (205) Stormwater Engineering****Major Business Unit Functions:**

Manages construction plan review to ensure compliance with Georgia Stormwater Management Manual. Ensures compliance with the various Regulatory Agencies. Serves as floodplain administrator for the County. Responds to flooding and drainage complaints within the County.

Significant Expenditure and Staffing Changes:

Outside Services: increase represents West Jesters Creek Basin, Assistance in updating Stormwater based on the requirements of MS4 permit for the county and six cities.

Capital Expenditures: represent the funding for a replacement Pole Inspection Camera.

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 - 20 Budgeted |
|---|--------------------------------|----------------------------------|----------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ 179,119 | \$ 186,726 | \$ 189,071 |
| Overtime Pay | 2,074 | 1,000 | 2,500 |
| F.I.C.A. | 13,660 | 14,362 | 14,464 |
| Pension | 24,801 | 25,955 | 26,280 |
| Employee Benefits | 23,556 | 33,466 | 36,688 |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | 3,014 | 3,920 | 9,365 |
| Vehicle Supplies | 2,148 | 4,300 | 3,300 |
| Administrative Supplies | 1,280 | 2,650 | 2,650 |
| Safety Supplies | 468 | 400 | 400 |
| Special Purchases | - | - | - |
| Utilities | 4,883 | 5,200 | 6,200 |
| Rentals | 350 | 1,300 | 2,500 |
| Maintenance and Repairs | 279 | 5,050 | 1,050 |
| Outside Services | 155,011 | 286,300 | 379,100 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 7,482 | 10,657 | 14,776 |
| Accounting Charges | - | - | - |
| Debt Service: | | | |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | (20) | - | 20,000 |
| Other Financing Uses: | | | |
| Interfund Transfers Out | 59,656 | - | - |
| Intrafund Transfers Out | - | - | - |
| Total Appropriations | \$ 477,761 | \$ 581,286 | \$ 708,344 |



BUSINESS UNIT 210: STORMWATER MAINTENANCE

Department : Stormwater Fund**Business Unit : (210) Stormwater Maintenance****Major Business Unit Functions:**

Maintenance and repair of stormwater infrastructure throughout the County. Works on smaller scale Capital Improvement Projects (CIP's).

Significant Expenditure and Staffing Changes:

Personal Services: increase represents funding for the reclass of Gradall Maintenance Crew Leader from an 8 to a 9.

Intrafund Transfers Out: represents funding for CIPP (Cured in Place Pipe) and R/R (Removal and Replacement of Pipe).

Capital Expenditures: represents funding for the replacement of a Backhoe, Portable Hydraulic Hammer, Tandem Dump Truck, Flatbed Dump Truck, a new portable CCTV and Easements.

| Budget Detail By Individual Categories | FY 2017 - 18 Actual | FY 2018 - 19 Budgeted | FY 2019 - 20 Budgeted |
|---|--------------------------------|----------------------------------|----------------------------------|
| Personal Services: | | | |
| Salaries and Wages | \$ 699,448 | \$ 826,784 | \$ 873,494 |
| Overtime Pay | 70,379 | 30,000 | 50,000 |
| F.I.C.A. | 57,390 | 65,542 | 66,825 |
| Pension | 96,727 | 114,924 | 121,414 |
| Employee Benefits | 121,253 | 235,441 | 182,231 |
| Operating Expenditures: | | | |
| Operating Materials & Supplies | 113,741 | 135,240 | 130,710 |
| Vehicle Supplies | 44,077 | 47,700 | 50,000 |
| Administrative Supplies | 1,236 | 5,350 | 2,750 |
| Safety Supplies | 4,838 | 4,200 | 5,000 |
| Special Purchases | - | - | - |
| Utilities | 13,045 | 13,840 | 13,840 |
| Rentals | 4,144 | 3,000 | 6,000 |
| Maintenance and Repairs | 14,053 | 25,000 | 26,500 |
| Outside Services | 1,370,666 | 1,591,990 | 1,591,990 |
| Interest | - | - | - |
| Retiree Health Benefits | - | - | - |
| General Expenses | 24,488 | 34,638 | 41,817 |
| Accounting Charges | - | - | - |
| Debt Service: | | | |
| Capital Financing | - | - | - |
| Capital Outlay: | | | |
| Capital Expenditures | 484,344 | 537,030 | 512,076 |
| Other Financing Uses: | | | |
| Interfund Transfers Out | - | - | - |
| Intrafund Transfers Out | 4,995,184 | 3,273,001 | 3,193,121 |
| Total Appropriations | \$ 8,115,013 | \$ 6,943,680 | \$ 6,867,768 |



CAPITAL BUDGET



Capital Budget

The primary purpose of the Capital Budget section is to provide the reader with additional information about the Authority's plan for acquiring or constructing the capital assets that are required to provide water, sewer and storm-water services to our customers. The terms "capital assets" or "capital outlay" refer to the plant facility, piping, property, equipment and infrastructure that are used by CCWA in its day-to-day operations. As far as the specific information provided in this section, the discussion of capital outlay is presented in three segments: 1) Work Priorities, 2) Capital Expenditures and 3) Capital Projects.

In this section, the reader will find an explanation of how the Authority goes about programming or planning for the acquisition of its capital assets. Additional narrative is included to explain the rationale behind the various funding methods that are used. Cost information is also provided as to the anticipated impact of these capital outlay disbursements on future operating expenses.

CCWA uses two primary categories for its **Capital Budget**; *Capital Expenditures* for equipment and vehicles purchases and *Capital Projects*. CCWA differentiates *Capital Projects* from *Capital Expenditures* by defining a *Capital Project* as one that requires multiple resources to complete. These resources could include any combination of inside labor, outside labor and various materials or products that require assembly or construction to become a long-term asset. The equipment and rolling stock being purchased in FY 2018 – 2019 for both the Water and Sewer and Stormwater Funds are detailed first. Next, the Authority's Capital Improvement Plan (CIP) and Projects are presented by historical, current and anticipated future spending requirements.

Within the Water and Sewer Fund, there is a Renewal and Extension Fund (RE) that acts as a capital projects fund. After approval from the Board of Directors, the Capital Budget funding is moved from the operating fund into the Renewal and Extension Fund until the projects are completed. The completed assets are then transferred back into the responsible business unit of the Water and Sewer Fund to be maintained.



Capital Budget Overview

Long-term Capital Planning is a dynamic process and is part of CCWA's overall strategic plan. Because strategic planning is a process and its activities are continually changing, long-term capital planning is reviewed annually during the budgeting process.

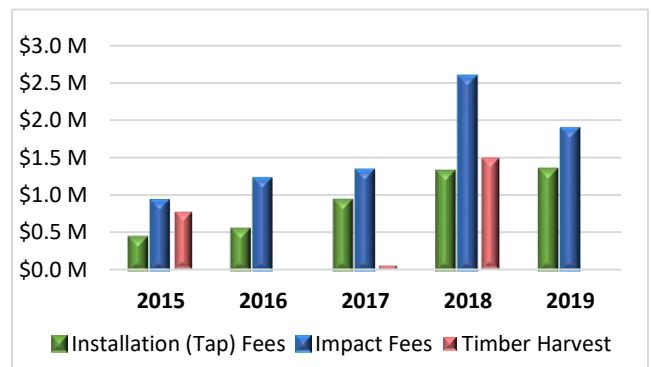
The capital planning process involves identifying current and future needs and prioritizing these needs based on certain operating assumptions. The primary objective of planning efforts for CCWA is to create a stable, long-range financial plan and support an orderly, efficient program of improvement, expansion and replacement. It is the goal of the capital plan to develop an independent, self-sustaining capital improvement program using a mixture of financial resources and timing the project and its cash flow to meet those available resources.

CCWA follows its Strategic Master Plan (SMP) that outlines future water, wastewater, stormwater and administrative improvement projects for the next ten years based on projected future demands. This SMP is used by CCWA staff as a guide to develop the long-range financial plan of the Authority and serves as a living document that can be updated as the Authority grows and as the character of future development becomes more certain.

CCWA conducted its original SMP study in 2010. The study combined various planning efforts into one document that addresses the needs within the vast Authority's operations, water, wastewater and stormwater. An update to the SMP was published during 2015. The Authority prepared a separate Information Technology Master Plan (ITMP) in 2012 and then combined it with the SMP as part of the 2015 update. The 2020 Strategic Master Plan will be completed Spring 2020. Additional information about planning can be found in the section titled [PLANNING AND DIRECTION](#).

To meet pay-as-you-go objectives, all funding required by a project must be available before it is taken to the Board of Directors for approval. Along with financial resources, staff resources are also considered as part of the project planning process. To meet funding requirements, money is accumulated in the Renewal and Extension Fund where it is earmarked for a particular job. Large projects are planned in phases allowing the required funding to be accumulated and work accomplished in stages. Each phase has a distinct, operational benefit when completed and doesn't rely on later phases to perform.

The housing crisis in 2008 prompted a more conservative budgeting approach. To assure basic operations could be maintained, projected revenues are based on reliable, predictable operating revenues. Economic development and the timing of revenue based on that development cannot be easily predicted. Revenues generated from economic development include installation (tapping) fees and impact fees. Revenue generated from the harvesting of timber from properties around CCWA reservoirs is also more difficult to predict as harvesting varies due to market conditions and tree maturity. There will be no timber harvest during the FY 2019 – 2020 fiscal year.



Due to the conservative budgeting approach and the need to accumulate all funds required for a project prior to the beginning of a project, there has been a cash surplus at the end of the previous four years. At the time the budget is approved for the new fiscal year, the amount of that surplus is forecasted and allocated by the Board of Directors to meet future capital project needs and is transferred to one of the Renewal and Extension Fund construction lines. Cash on Hand is maintained at 4.5 months. Budget surplus for the fiscal years ended 2018 and 2019 were \$17.8M and \$14.2M, respectively.



Capital Improvement Program – Long-Term Goals and Objectives

The following are CCWA's Capital Improvement Program Goals and Objectives for the fiscal year 2019 - 2020:

- Within the resources available each fiscal year, to provide safe and reliable services to all customers, maintain and safeguard the Authority's capital assets and infrastructure through implementation of various replacement and betterment programs based on the Strategic Master Plan [SMP].
- Maintain a consistent allocation of resources for programs to carry out the Authority's mission to its customers.
- Complete expansion projects to meet current and future water demands.
- Continue efforts to develop alternative water supplies, including recycled water, through cooperative agreements with various agencies to provide safe and reliable water to each customer in a cost-effective manner.
- Continue to operate the water and wastewater facilities in a cost-effective manner through implementation of various innovative and operational enhancements to the system when needed.
- Continue improving services to all customers using advanced technology in a cost-effective manner.

Summary of Capital Improvement Program Expenditures

Capital Purchases and Projects

The Authority's capital spending includes capital equipment purchases and capital projects. The total capital expenditures for Fiscal Year 2019 - 2020 are budgeted at \$12.8 million, consisting of \$4.0 million in capital equipment purchases and \$8.8 million in capital projects.

Items in the capital budget are those that are non-recurring, cost \$5,000 or more and have a useful life of greater than one year or extend the productive life of an existing asset. These are assets that are used in the operations of a business over a multiple year period and are sometimes referred to as capital outlay.

CCWA uses the term *capital expenditure* as the purchase of equipment and vehicles. The current year budgeted request is \$4.0 million, \$600 thousand higher than the previous year. Summaries of capital item purchases for Fiscal Year 2019 – 2020 are listed on the following pages.

CCWA differentiates *Capital Projects* from *Capital Expenditures and Equipment* by defining a *Capital Project* as one that requires multiple resources to complete. These resources could include any combination of inside labor, outside labor and various materials or products that require assembly or construction to become a long-term asset. Capital Projects are budgeted at \$8.8 million compared to the previous budget year amount of \$10.6 million. Amounts *budgeted* in this category exclude inside labor costs, which are included in the operating budget in the Personal Services.

In addition to other Authority initiatives which are funded from the operating budget, capital projects that are identified in CCWA's Capital Improvement Program are listed as [Work Priorities](#) on the following page and are prioritized based on the criteria in the adjoining table.

| Strategy | Weighting | Description |
|--|-----------|---|
| Product Quality (PQ) | 10 | Consistently provide superior product quality and necessary quantity |
| Customer Satisfaction (CS) | 18 | Exceed customer expectations |
| Employee and Leadership Development (ED) | 20 | Hire and develop professional, highly motivated employees who will lead CCWA in the future |
| Operational Optimization/Resiliency (OO) | 20 | Optimize operations to control costs and to ensure effective response to changing regulatory, environmental and economic conditions |
| Financial Viability (FV) | 5 | Promote sound business practices and long-term planning |
| Infrastructure Stability (IS) | 22 | Develop and follow sound asset management practices |
| Stakeholder Understanding, Support and Community Sustainability (SS) | 5 | Develop strong stakeholder understanding, support and community sustainability |



Work Priorities – 2019 – 2020

| Work Priority [WP] # | Strategic Master Plan [SMP] # | Strategic Asset Management Plan [SMAP] # | Project Name | Estimated Cost | FY 19-20 Budget | Prior Budget Funding | Funding Source/ Construction Line | OP or CAP | Functional Area/Lead | Project Size | Benefit Score |
|----------------------------|-------------------------------------|--|---|---------------------|--------------------|----------------------------|--|--------------|-------------------------|-----------------|------------------|
| 2015-08 | 150 | | Business Intelligence Strategy and Application | \$ 250,000 | \$ - | \$ 250,000 | RE230 | CAP | IT | S | 100.00 |
| 2015-09 | 157 | | Northstar Replacement/Cayenta CIS Implementation | 4,441,575 | - | 4,441,575 | RE220 | CAP | CS | M | 100.00 |
| 2015-10 | 154 | | Office 365/SharePoint/Collaboration Strategy and Application | 150,000 | - | 150,000 | RE230 | CAP | IT | S | 100.00 |
| 2015-11 | 713 | | Flint River Discharge Pipeline & Polishing Facility (C, SDC) | 17,415,414 | - | 17,415,414 | RE199 | CAP | WR/PME | L | 100.00 |
| 2015-15 | 612 | | Develop Sewer Model - Shoal Creek and Dekalb Basins | 350,000 | - | 350,000 | RE166 | CAP | PME | S | 100.00 |
| 2015-16 | 316 | | Smith High Service Pumps Evaluation (D, C) | 3,000,000 | - | 2,000,000 | RE2291 | CAP | WP/PME | M | 100.00 |
| 2016-01A | 617 | | Large Interceptor Rehab. - Jesters Creek Phase 1 | 9,710,800 | - | 300,000 | GEFA/OP001 | CAP | DC/PME | L | 100.00 |
| 2016-01B | 617 | | Large Interceptor Rehab. - Flint River Phase 3 | 10,205,000 | - | 300,000 | GEFA/OP001 | CAP | DC/PME | L | 100.00 |
| 2016-01C | 617 | | Large Interceptor Rehab. - Flint River East Phase 1 | 4,900,000 | - | 300,000 | GEFA/OP001 | CAP | DC/PME | M | 100.00 |
| 2016-08 | 110 | | Asset Management Program Assessment | 250,000 | 250,000 | - | BU 501 | OP | UW/PME | S | 100.00 |
| 2016-09 | 302 | | Implement Water Quality Monitoring/Control in Reservoirs (D, B, C, SDC) | 6,007,924 | - | 6,007,924 | RE229 | CAP | WP/PME | L | 100.00 |
| 2016-18 | 161 | | Additional Cyber Security | 250,000 | - | 250,000 | RE230 | CAP | IT | S | 100.00 |
| 2016-27 | 212 | | Lake Mirror Phase 2 Project (C, SDC) | 2,000,000 | 500,000 | 1,500,000 | SW006 | CAP | SW | M | 100.00 |
| 2017-04 | | | Hooper Solids Handling Improvements (D, B, C) | 6,275,565 | - | 6,275,565 | RE229 | CAP | WP/PME | L | 100.00 |
| 2018-01 | 303 | | Drinking Water Quality Treatment Technology Evaluation | 299,636 | - | 299,636 | RE230 | CAP | WP/PME | S | 100.00 |
| 2018-02 | 718 | | LIMS - Hach WIMS Implementation Project | 432,548 | - | 432,548 | RE146 | CAP | WR/WP | S | 100.00 |
| 2018-03 | | | IT Master Plan Update | 50,000 | - | 50,000 | RE184 | CAP | IT | S | 100.00 |
| 2018-05 | | | 2020 Strategic Master Plan | 750,000 | - | 750,000 | RE184 | CAP | PME | M | 100.00 |
| 2018-08 | | | Shoal Creek Pump Station and Conveyance to Casey WRRF Evaluation | 174,346 | 174,346 | - | RE233 | CAP | WR/PME | S | 100.00 |
| 2018-09 | 708/710 | | Casey WRRF Capacity Projects 4th BRB/Solids Evaluation | 554,081 | - | 554,081 | RE199 | CAP | WR/PME | M | 100.00 |
| 2018-12 | 617 | | Large Interceptor Rehab. - Jesters Creek Phase 4 | 4,800,000 | - | 300,000 | GEFA/OP001 | CAP | DC/PME | M | 100.00 |
| 2018-13 | | | Grant Road Sewer Upgrade Phase 2 | 600,000 | - | 600,000 | RE226 | CAP | DC/PME | M | 100.00 |
| 2019-02 | | | Shoal Creek Pump Station and Conveyance to Casey WRRF (D, B) | 2,000,000 | - | 2,000,000 | RE233 | CAP | WR/PME | M | 100.00 |
| 2019-03 | 708/710 | | Casey WRRF Capacity Projects 4th BRB/Solids (D, B) | 2,500,000 | 1,500,000 | - | RE199 | CAP | WR/PME | M | 100.00 |
| 2019-04 | | | Geochemical (ACH) Augmentation in Constructed Wetlands | 150,000 | - | 150,000 | RE229 | CAP | WR/PME | S | 100.00 |
| 2019-06 | | | Water Production and Storage Analysis | 154,940 | - | 154,940 | RE184 | CAP | WP/PME | S | 100.00 |
| 2016-30 | 902 | | Lift Station Assessment | 250,000 | - | 250,000 | RE219 | OP | GS/PME | S | 77.60 |
| 2018-07 | | | Implement a Unidirectional Flushing (UDF) Program | 500,000 | 210,000 | 250,000 | BU 501 | OP | DC/PME | M | 77.40 |
| 2019-09 | | OS-06 | Knowledge Retention Strategy | 150,000 | 150,000 | - | BU 501 | OP | UW/PME | S | 77.00 |
| 2017-03 | 903 | | "Walnut Creek" Lift Station Rehabilitation/Construction (D, B, C) | 2,000,000 | 500,000 | 1,500,000 | RE219 | CAP | GS/PME | M | 73.00 |
| 2019-07 | | OS-7 | Organizational Assessment | 50,000 | 50,000 | - | BU 501 | OP | UW/PME | S | 73.00 |
| 2016-10 | 307 | | Emergency Power Generator for W.J. Hooper (D, C) | 2,000,000 | - | 2,000,000 | RE229 | CAP | WP/PME | M | 71.00 |
| 2019-10 | | OS-10 | Metrics Identification and Usage Improvement Strategy | 80,000 | 80,000 | - | BU 501 | OP | UW/PME | S | 66.00 |
| 2019-11 | | F-01 | Facility Asset Improvement Strategy | 250,000 | 250,000 | - | BU 501 | OP | UW/PME | S | 64.00 |
| 2018-11 | 705 | | Northeast WRF Phosphorus Polishing (D, B) | 1,500,000 | - | 1,500,000 | RE224 | CAP | WR/PME | M | 60.40 |
| 2016-05 | 638 | | Pressure Sewer Condition Assessment | 250,000 | - | 250,000 | RE228 | CAP | DC/PME | S | 59.40 |
| 2019-01 | 306 | | UV Disinfection Assessment | 500,000 | 500,000 | - | RE229 | CAP | WP/PME | M | 55.00 |
| 2019-05 | | | Predictive Modeling and Training for WQ Data Interpretation | 150,000 | 150,000 | - | BU 501 | OP | WP/PME | S | 55.00 |
| 2019-08 | | W-01/W-02 | Warehouse and Inventory Management Improvement Initiative; Spare Parts Obsolescence Review and Disposal Strategy | 650,000 | 650,000 | - | BU 940 | OP | PRO/PME | M | 55.00 |
| Total | | | | \$86,001,829 | \$4,964,346 | \$50,581,683 | | | | | |

Legend

S: Small projects with costs less than \$500,000

M: Medium projects with costs greater than \$500,000 but less than \$5,000,000

L: Large projects with costs over \$5,000,000

SMP: Project in the Strategic Master Plan

D: Design

B: Bid

C: Construction

SDC: Services During Construction (Project Mgmt.)

OP: Operating Budget

CAP: Capital Budget

RE: Main Construction Line

BU: Business Unit Operating Budget

GEFA: Georgia Environmental Finance Authority Loan



Capital Equipment – Summary

FY 2019 – 2020 Budget

| Description | Replacement | New | Total |
|--|---------------------|-------------------|---------------------|
| Vehicles | | | |
| Trucks - Fleet | \$ 433,964 | \$ 35,358 | \$ 469,322 |
| Trucks - Dump, Heavy | 390,376 | 95,076 | 485,452 |
| Trailers | - | - | - |
| Buildings and Structures | | | |
| Building, Roof, Paving | 256,000 | 179,500 | 435,500 |
| Tanks and Containers | 375,000 | - | 375,000 |
| Equipment | | | |
| Field Equipment - Construction Equipment | 21,650 | 148,992 | 170,642 |
| Data Processing/IT System Equipment | 211,000 | 362,000 | 573,000 |
| Plant Equipment | 938,987 | 36,840 | 975,827 |
| Other | 25,000 | 100 | 25,100 |
| Total Capital Equipment | \$ 2,651,977 | \$ 857,866 | \$ 3,509,843 |





Fleet Assessment Guidelines

Prior to Budget Capital Review each year, using Fleet Maintenance Reports each vehicle is assessed using the criteria below:

| Cars & Trucks under 26,000 GVW | | | | | |
|--------------------------------|--------|-------------------|--------|-------------------------------|--------|
| Age (yrs) | Points | Mileage | Points | Maintenance Cost | Points |
| 0 – 2 | 0 | 0 - 25,000 | 0 | 0 – 10% of replacement costs | 0 |
| 3 – 4 | 1 | 25,000 – 50,000 | 1 | 10 - 20% of replacement costs | 1 |
| 5 – 6 | 2 | 50,000 – 75,000 | 2 | 20 - 30% of replacement costs | 2 |
| 7 – 8 | 3 | 75,000 – 100,000 | 3 | 30 - 40% of replacement costs | 3 |
| 9 | 4 | 100,000 – 125,000 | 4 | 40 - 50% of replacement costs | 4 |
| > 9 | 5 | > 125,000 | 5 | Over 50% of replacement costs | 5 |

| Trucks over 26,000 GVW | | | | | |
|------------------------|--------|-------------------|--------|-------------------------------|--------|
| Age (yrs) | Points | Mileage | Points | Maintenance Cost | Points |
| < 5 | 0 | 0 – 100,000 | 0 | 0 – 10% of replacement costs | 0 |
| 6 | 1 | 100,000 – 150,000 | 1 | 10 - 20% of replacement costs | 1 |
| 7 | 2 | 150,000 – 175,000 | 2 | 20 - 30% of replacement costs | 2 |
| 8 | 3 | 175,000 – 200,000 | 3 | 30 - 40% of replacement costs | 3 |
| 9 | 4 | 200,000 – 250,000 | 4 | 40 - 50% of replacement costs | 4 |
| > 9 | 5 | > 250,000 | 5 | Over 50% of replacement costs | 5 |

Replacement recommendations are based on age, mileage, and maintenance as a percent of purchased price, input from Fleet Maintenance Supervisor. When a combination of two or three categories are high, justification to replace is based on cost avoidance of major repairs and loss of usage to end users. Additional factors such as condition of the vehicle and future required usage are also considered.

Once justification to replace is determined, the recommended replacement is made, and estimated replacement cost is based on the **Georgia State Contract** amount. After final Board of Director approval to replace these vehicles, the General Service Fleet Maintenance Supervisor and Fleet Administrator check availability from the Georgia State Contract. Specifications for vehicles that are not available on through the State Contract are advertised through CCWA's bidding process.

CCWA is currently developing a Strategic Asset Management Plan (SAMP) that will develop criteria for all its capital assets.





Capital Equipment: Water and Sewer Fund – Detail by Business Unit

| Budget Unit - Department | Description | Replacement | New | Total |
|--|---|-------------------|-------------------|---------------------|
| EXECUTIVE DIVISION | | | | |
| 106 Information Technology | Data Processing Equipment: Additional Software - Windows, Vmware | | \$ 30,000 | |
| 110 Finance | Desks, Tables & Racks: Desks (4) | 25,000 | | |
| 131 Meter Services | Automobile/Pickups: Truck: F-150 | 27,030 | | |
| Total Executive | | \$ 52,030 | \$ 30,000 | \$ 82,030 |
| WATER PRODUCTION DIVISION | | | | |
| 301 Water Production Manager | Trucks: Ford Explorer | \$ 27,601 | | |
| 310 WJ Hooper Water Plant | Building Services: HVAC Unit | 58,000 | | |
| | Monitoring/Control Equipment: Turbidimeters (8) | 35,505 | | |
| | Particle Counters (3) | 17,295 | | |
| 314 Elevated Tanks | Laboratory Equipment: Water Tanks: Tank Painting - Grant Road | 375,000 | | |
| 315 J.W. Smith Water Plant | Treatment Equipment: Sludge Removal Basin | 150,000 | | |
| | Monitoring/Control Equipment: Turbidimeters (9) | 40,875 | | |
| | Particle Counters (9) | 46,800 | | |
| 320 Terry R Hicks Wtr Production Plant | Building Services: HVAC Unit | 16,000 | | |
| | Pumping Equipment: VFD's (3) for Blalock Reservoir | 80,000 | | |
| | Monitoring/Control Equipment: Programming for SCADA | | 200,000 | |
| | Actuator/Valve | 14,000 | | |
| 350 Lake Shamrock Recreation | Trucks: Truck: F-150 4x4 | 28,557 | | |
| 351 Shamrock Community Use Building | Audio-Visual Equipment: PA System | 7,000 | | |
| 352 Wetland Center | Trucks: Truck: F-150 4x4 | 28,557 | | |
| Total Water Production | | \$ 925,190 | \$ 200,000 | \$ 1,125,190 |
| PROGRAM MGMT AND ENGINEERING DIVISION | | | | |
| 507 Construction Services | Automobile/Pickups: Truck: F-150 4x4 | \$ 30,200 | | |
| | Ford Escape | 25,446 | | |
| 530 Engineering | Easements: Easements | | 100 | |
| Total Program Mgmt. and Engineering | | \$ 55,646 | \$ 100 | \$ 55,746 |



| Budget Unit - Department | Description | Replacement | New | Total |
|---|---|-------------------|-------------------|-------------------|
| DISTRIBUTION AND CONVEYANCE DIVISION | | | | |
| 601 D&C Department Manager | Building and Structures: | | | |
| | Pressure Wash & Paint Seal Building | \$ 60,000 | | |
| | Roof | \$ 115,000 | | |
| | Automobile/Pickups: | | | |
| | Truck: F-150 4x4 | 29,807 | | |
| 610 Meter Installation | Construction Equipment: | | | |
| | Excavator | | 119,000 | |
| 612 Water Distribution Maintenance | Trucks: | | | |
| | Truck: F-350 | 41,394 | | |
| | Truck: F-350 | 41,394 | | |
| | Flat Bed Dump Truck | 95,076 | | |
| | Flat Bed Dump Truck | | 95,076 | |
| 616 Meter Testing & Repair | Measuring/Drafting Equipment: | | | |
| | Meter Tester | 10,000 | | |
| 621 Water Conveyance Maintenance | Video Equipment: | | | |
| | Ridged Camera Reel & Transmitter | | 16,000 | |
| 627 Conveyance System Inspections | Monitoring/Control Equipment: | | | |
| | SLRAT | | 25,000 | |
| | Measuring/Drafting Equipment: | | | |
| | Smart Loggers (5) | | 30,000 | |
| | Automobile/Pickups: | | | |
| | Truck: F-150 4x4 | 29,807 | | |
| | Video Equipment: | | | |
| | Pole Camera (2) | 35,000 | | |
| | Transporter for Large Pipes | | 37,000 | |
| | Camera (Spare) | | 24,000 | |
| 630 Utility Locators | Automobile/Pickups: | | | |
| | Truck: F-150 4x4 | 29,807 | | |
| | Truck: F-150 4x4 | 29,807 | | |
| | Truck: F-150 4x4 | 29,807 | | |
| Total Distribution and Conveyance | | \$ 546,899 | \$ 346,076 | \$ 892,975 |
| WATER RECLAMATION DIVISION | | | | |
| 720 W.B. Casey Sr. WRRF | Pumping Equipment: | | | |
| | Raw Pump | \$ 154,000 | | |
| | Treatment Equipment: | | | |
| | Scum Trough Assembly in Primary Clarifier | 37,000 | | |
| | Monitoring/Control Equipment: | | | |
| | Turblex Blower Communications/Control Upgrade | 150,000 | | |
| | HVAC Controller and Software | 17,000 | | |
| 721 NE Clayton Water Reclamation Plant | Energy Utility Sources: | | | |
| | PLC and Controls Upgrade | 166,000 | | |
| | Automobile/Pickups: | | | |
| | Utility Cart | 9,000 | | |
| 731 Sludge Pelletizing | Treatment Equipment: | | | |
| | Dryer Drum | 196,512 | | |
| | Lifting/Handling Equipment: | | | |
| | Forklift | | 29,992 | |
| Total Water Reclamation | | \$ 729,512 | \$ 29,992 | \$ 759,504 |



| Budget Unit - Department | Description | Replacement | New | Total |
|--------------------------------------|--|---------------------|-------------------|---------------------|
| GENERAL SERVICES DIVISION | | | | |
| 925 Sewage Lift Station | Automobile/Pickups: Truck: F-250 | | \$ 35,358 | |
| 930 Garage | Lifting/Handling Equipment: Tire Storage | | 36,840 | |
| 950 Equipment Maintenance | Trucks: Terex Crane Truck | 295,300 | | |
| 960 Grounds/Right-of-Way Maintenance | Fencing: Fence for General Services Maintenance Building | | 17,500 | |
| | Trucks: Truck: F-350 | 34,750 | | |
| | Landscaping Equipment: Grass Hopper Mower | 12,650 | | |
| 970 Building Maintenance Projects | Building and Structures: Storage Building | | 162,000 | |
| Total General Services | | \$ 342,700 | \$ 251,698 | \$ 594,398 |
| Total Capital Equipment | | \$ 2,651,977 | \$ 857,866 | \$ 3,509,843 |

Capital Equipment: Stormwater Fund – Detail by Business Unit

FY 2019 – 2020 Budget

| Budget Unit - Department | Description | Replacement | New | Total |
|--------------------------------|---|-------------------|------------------|-------------------|
| STORMWATER FUND | | | | |
| 205 Stormwater Engineering | Video Equipment: Pole Inspection Camera | \$ 20,000 | | |
| 210 Stormwater Maintenance | Easements: Easements | | \$ 10,000 | |
| | Construction Equipment: Backhoe Loader | 120,000 | | |
| | Excavator | 115,000 | | |
| | Drilling/Cutting Equipment: Hydraulic Hammer for CAT Track Loader | 12,000 | | |
| | Trucks: Tandem Dump Truck | 120,000 | - | |
| | Flatbed Dump Truck | 95,076 | | |
| | Video Equipment: Portable CCTV | | 40,000 | |
| Total Capital Equipment | | \$ 482,076 | \$ 50,000 | \$ 532,076 |



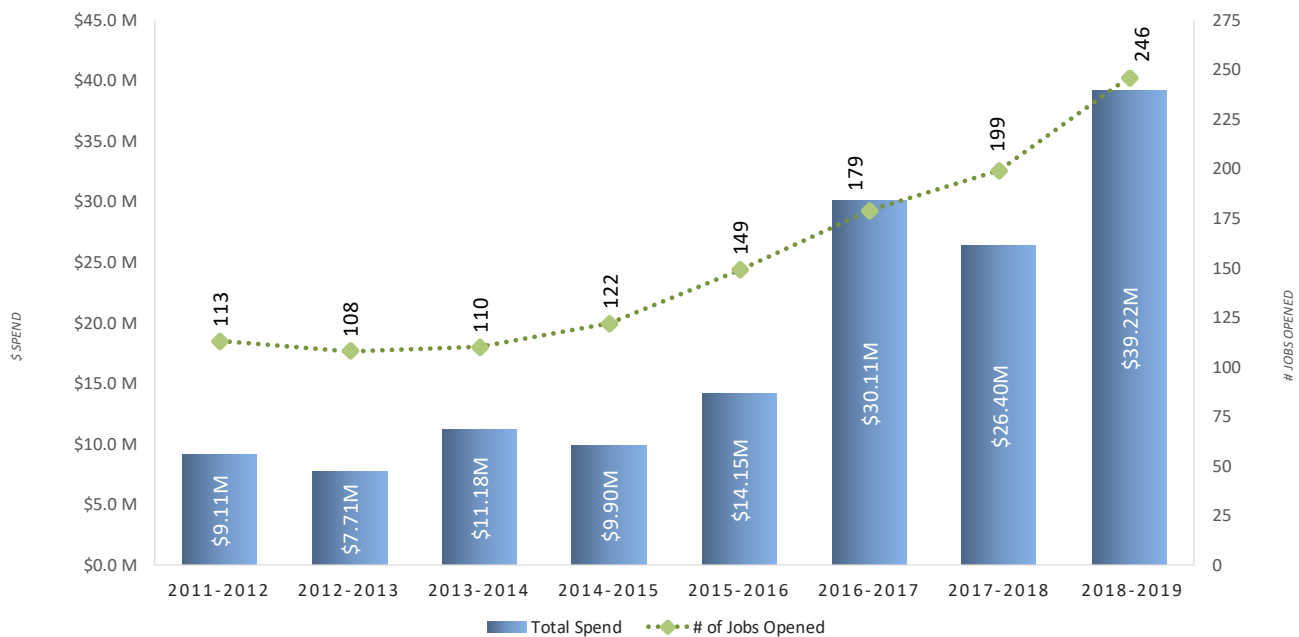


Capital Improvement Program (CIP) – Capital Projects

Projects listed in the CIP budget are reviewed annually by management and staff to allow the program to be more responsive to changing priorities, particularly with respect to changes in demand projections and operational enhancements. The changes sometimes result in the addition of projects and the acceleration or delay of project schedules. Additionally, quarterly review of all active projects will provide on-going updates on project cost estimates as detailed design information becomes available. Construction project status is monitored and reviewed monthly with a construction report.

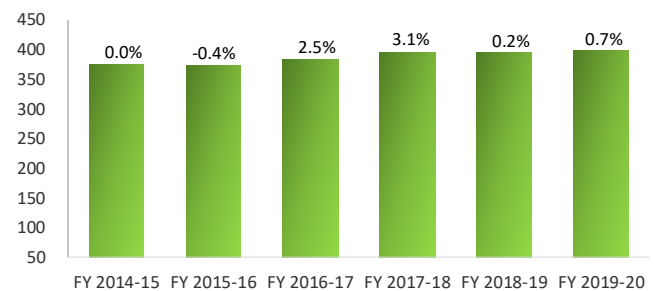
Historical Capital Project Spending

Changes in Capital Project Activity



While the number of capital projects opened has more than doubled and spending has more than quadrupled, staffing has increased by 23 employees or 6 percent. The number of full-time employees (FTEs) in FY 2014-2015 was 376 compared with 399 in FY 2019-2020.

Between fiscal years ended 2013 and 2014, procurement became a focus along with a Small Local Business Enterprise initiative. Since that time, five positions have been added to this department to assist staff with purchasing. CCWA is considering eventually moving toward centralized procurement.

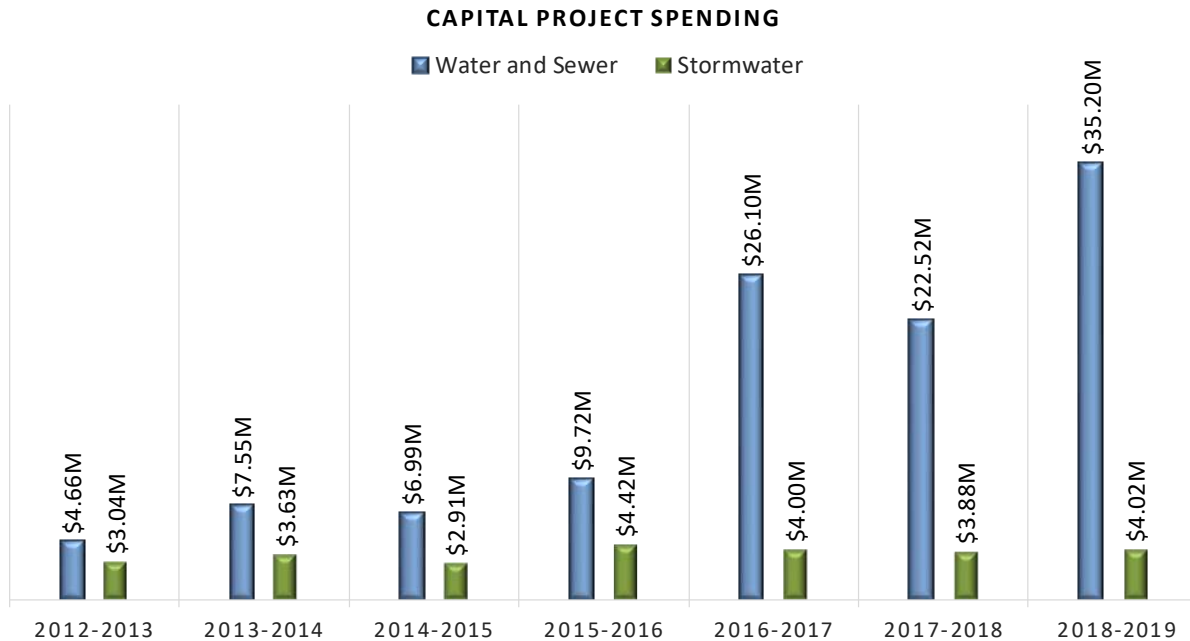


Due to maintenance and repair needs for our Water, Sewer and Stormwater facilities and pipe infrastructure, additional construction and engineering staff were added beginning in FY 2014-2015 budget. Since that time, ten additional positions have been added to the Program Management and Engineering area.

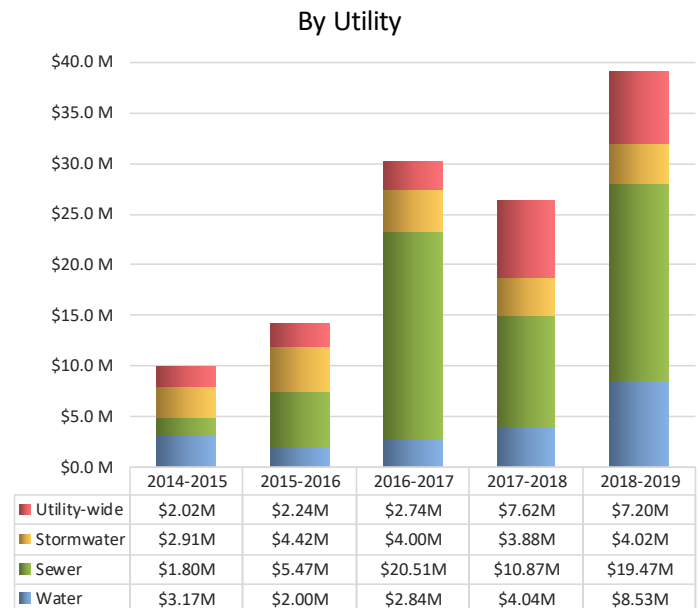
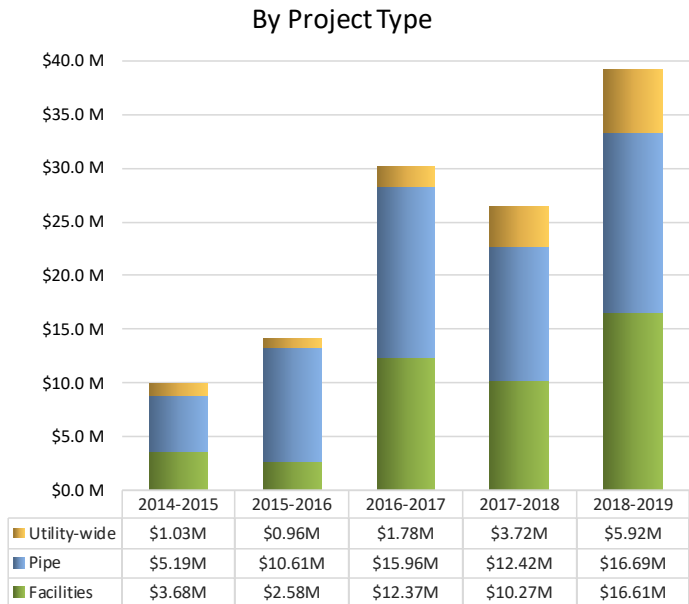
In FY 2017 – 2018, a shift from using prison inmate labor to internal staff for building and grounds maintenance. This decision increased headcount by six FTEs.



Changes in Capital Project Spending - By Fund

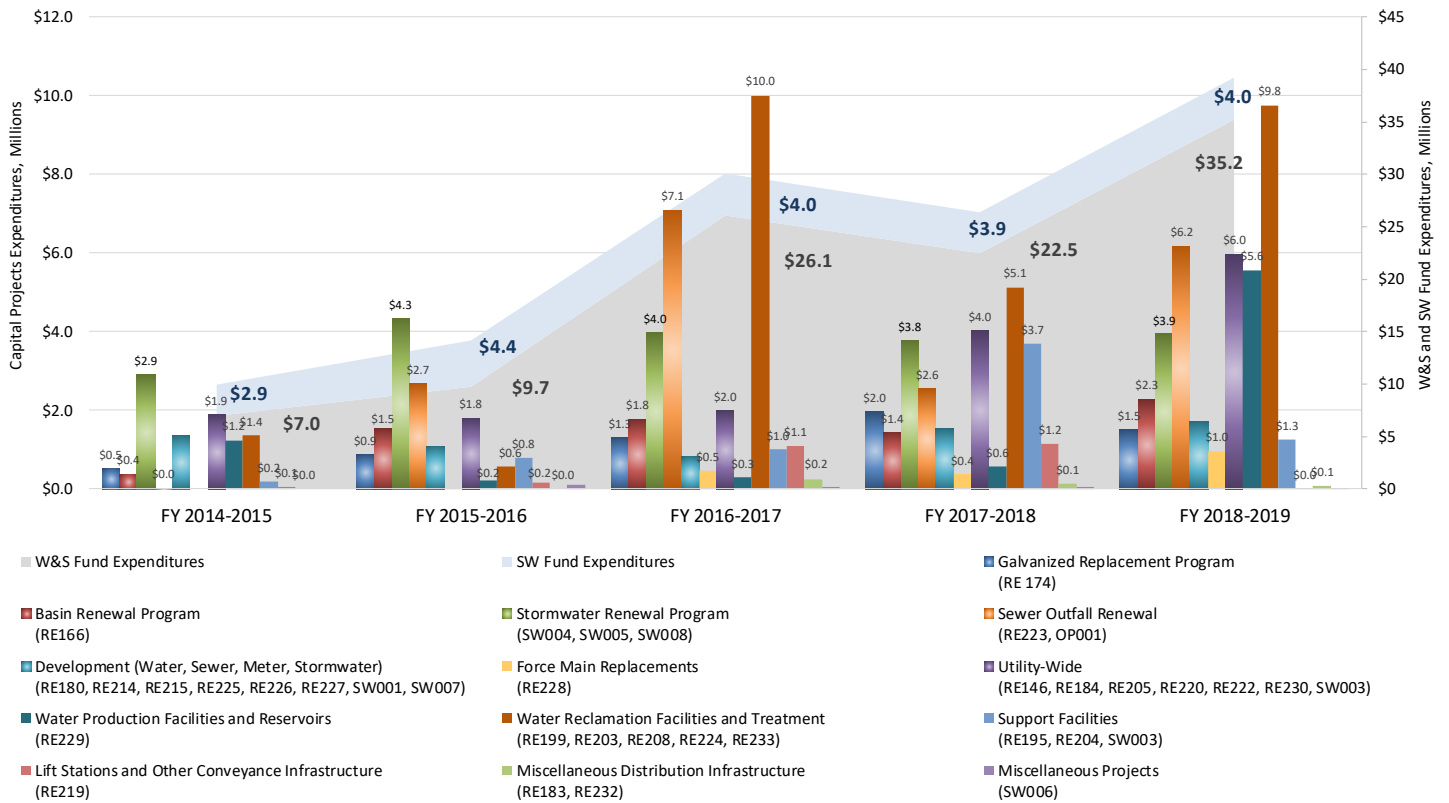


Changes in Capital Project Spending – By Project Type and Utility





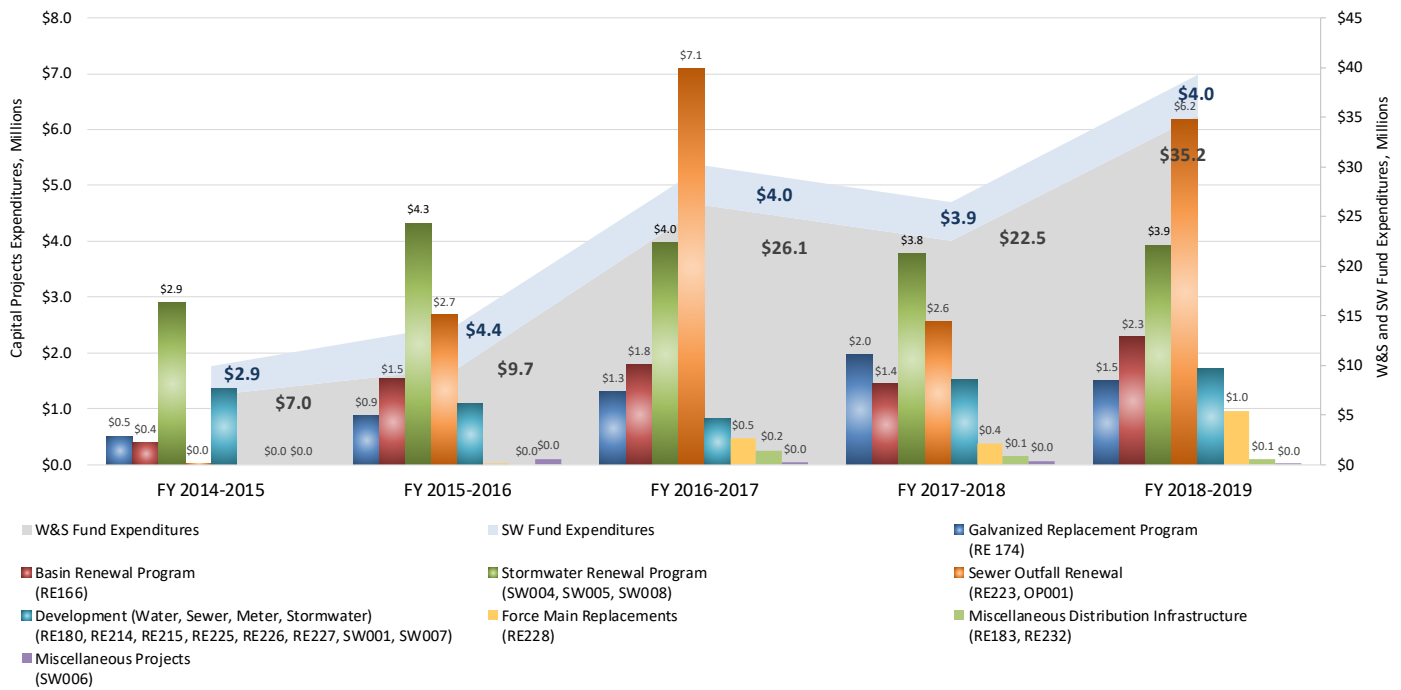
Changes in Capital Project Spending – By Main Renewal and Extension Line



| ANNUAL CAPITAL SPENDING | FY 2014-2015 | FY 2015-2016 | FY 2016-2017 | FY 2017-2018 | FY 2018-2019 |
|---|--------------------|---------------------|---------------------|---------------------|---------------------|
| Total | \$9,902,727 | \$14,145,927 | \$30,106,478 | \$26,400,653 | \$39,219,101 |
| W&S Fund Expenditures | \$6,988,246 | \$9,723,383 | \$26,102,263 | \$22,521,830 | \$35,202,878 |
| SW Fund Expenditures | \$2,914,480 | \$4,422,544 | \$4,004,216 | \$3,878,823 | \$4,016,223 |
| Galvanized Replacement Program (RE 174) | \$510,140 | \$876,219 | \$1,301,274 | \$1,964,307 | \$1,500,791 |
| Basin Renewal Program (RE166) | \$389,393 | \$1,533,862 | \$1,788,554 | \$1,434,946 | \$2,280,780 |
| Stormwater Renewal Program (SW004, SW005, SW008) | \$2,897,494 | \$4,323,362 | \$3,966,480 | \$3,773,716 | \$3,929,828 |
| Sewer Outfall Renewal (RE223, OP001) | \$19,606 | \$2,674,397 | \$7,090,180 | \$2,557,102 | \$6,169,261 |
| Development (Water, Sewer, Meter, Stormwater) (RE180, RE214, RE215, RE225, RE226, RE227, SW001, SW007) | \$1,368,951 | \$1,079,292 | \$821,790 | \$1,525,288 | \$1,730,986 |
| Force Main Replacements (RE228) | \$0 | \$19,379 | \$458,837 | \$372,366 | \$961,214 |
| Utility-Wide (RE146, RE184, RE205, RE220, RE222, RE230, SW003) | \$1,893,126 | \$1,800,552 | \$1,992,911 | \$4,028,479 | \$5,976,620 |
| Water Production Facilities and Reservoirs (RE229) | \$1,240,741 | \$209,382 | \$293,844 | \$572,886 | \$5,560,992 |
| Water Reclamation Facilities and Treatment (RE199, RE203, RE208, RE224, RE233) | \$1,353,726 | \$575,757 | \$10,009,355 | \$5,129,804 | \$9,754,203 |
| Support Facilities (RE195, RE204, SW003) | \$177,263 | \$795,315 | \$1,008,445 | \$3,682,842 | \$1,254,471 |
| Lift Stations and Other Conveyance Infrastructure (RE219) | \$52,288 | \$159,350 | \$1,094,461 | \$1,153,273 | \$3,183 |
| Miscellaneous Distribution Infrastructure (RE183, RE232) | \$0 | \$0 | \$242,776 | \$143,396 | \$91,416 |
| Miscellaneous Projects (SW006) | \$0 | \$99,059 | \$37,572 | \$62,250 | \$5,355 |



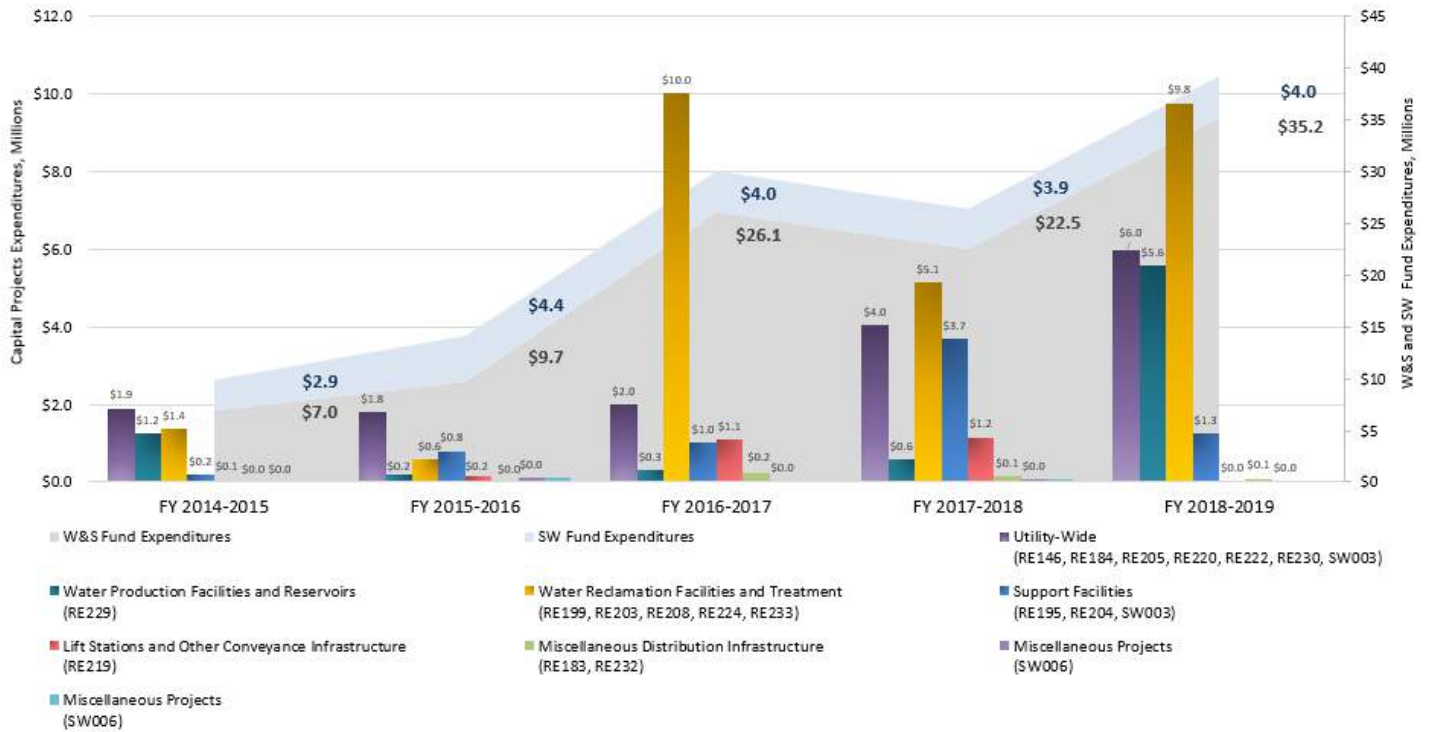
Changes in Capital Spending – Pipeline Infrastructure Programs



| ANNUAL CAPITAL SPENDING | FY 2014-2015 | FY 2015-2016 | FY 2016-2017 | FY 2017-2018 | FY 2018-2019 |
|--|--------------------|---------------------|---------------------|---------------------|---------------------|
| Total | \$9,902,727 | \$14,145,927 | \$30,106,478 | \$26,400,653 | \$39,219,101 |
| W&S Fund Expenditures | \$6,988,246 | \$9,723,383 | \$26,102,263 | \$22,521,830 | \$35,202,878 |
| SW Fund Expenditures | \$2,914,480 | \$4,422,544 | \$4,004,216 | \$3,878,823 | \$4,016,223 |
| Galvanized Replacement Program (RE 174) | \$510,140 | \$876,219 | \$1,301,274 | \$1,964,307 | \$1,500,791 |
| Basin Renewal Program (RE166) | \$389,393 | \$1,533,862 | \$1,788,554 | \$1,434,946 | \$2,280,780 |
| Stormwater Renewal Program (SW004, SW005, SW008) | \$2,897,494 | \$4,323,362 | \$3,966,480 | \$3,773,716 | \$3,929,828 |
| Sewer Outfall Renewal (RE223, OP001) | \$19,606 | \$2,674,397 | \$7,090,180 | \$2,557,102 | \$6,169,261 |
| Development (Water, Sewer, Meter, Stormwater) (RE180, RE214, RE215, RE225, RE226, RE227, SW001, SW007) | \$1,368,951 | \$1,079,292 | \$821,790 | \$1,525,288 | \$1,730,986 |
| Force Main Replacements (RE228) | \$0 | \$19,379 | \$458,837 | \$372,366 | \$961,214 |
| Miscellaneous Distribution Infrastructure (RE183, RE232) | \$0 | \$0 | \$242,776 | \$143,396 | \$91,416 |
| Miscellaneous Projects (SW006) | \$0 | \$99,059 | \$37,572 | \$62,250 | \$5,355 |
| All Pipeline Related Projects⁽¹⁾ | \$5,185,584 | \$10,506,512 | \$15,669,891 | \$11,771,120 | \$16,664,277 |



Changes in Capital Spending – Facility Improvement and Utility wide Projects



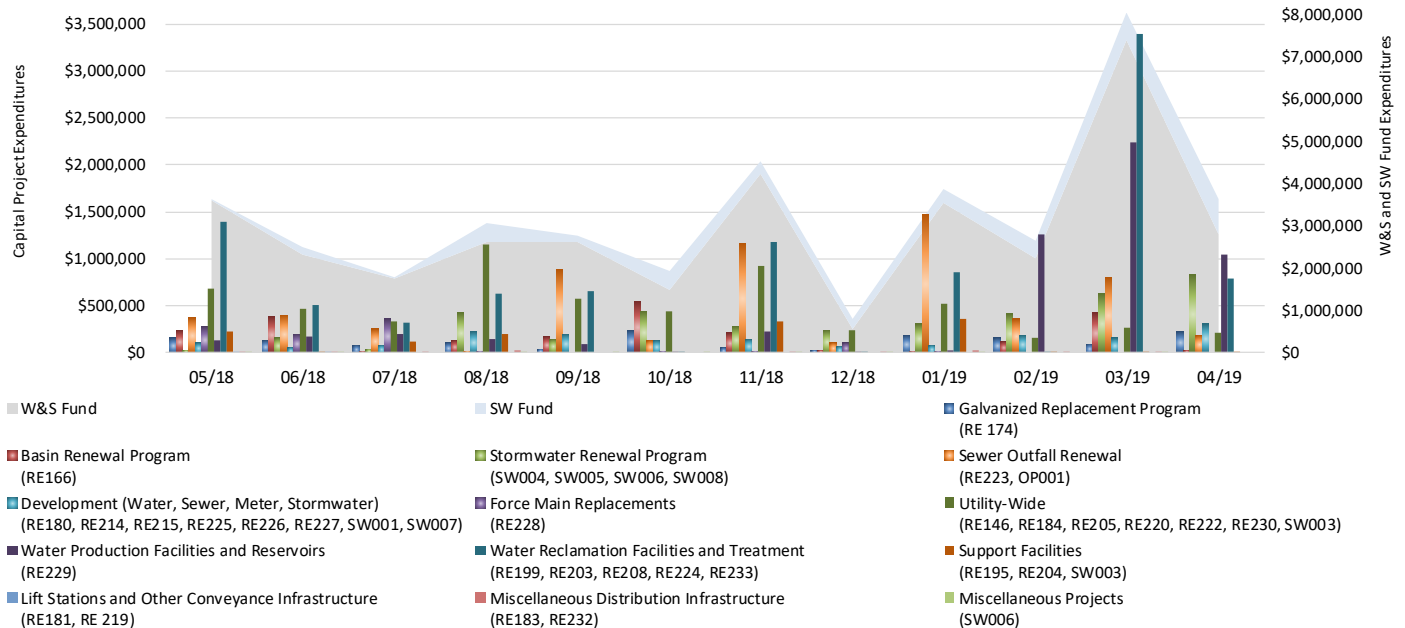
| ANNUAL CAPITAL SPENDING | FY 2014-2015 | FY 2015-2016 | FY 2016-2017 | FY 2017-2018 | FY 2018-2019 |
|---|--------------------|---------------------|---------------------|---------------------|---------------------|
| Total | \$9,902,727 | \$14,145,927 | \$30,106,478 | \$26,400,653 | \$39,219,101 |
| W&S Fund Expenditures | \$6,988,246 | \$9,723,383 | \$26,102,263 | \$22,521,830 | \$35,202,878 |
| SW Fund Expenditures | \$2,914,480 | \$4,422,544 | \$4,004,216 | \$3,878,823 | \$4,016,223 |
| Utility-Wide (RE146, RE184, RE205, RE220, RE222, RE230, SW003) | \$1,893,126 | \$1,800,552 | \$1,992,911 | \$4,028,479 | \$5,976,620 |
| Water Production Facilities and Reservoirs (RE229) | \$1,240,741 | \$209,382 | \$293,844 | \$572,886 | \$5,560,992 |
| Water Reclamation Facilities and Treatment (RE199, RE203, RE208, RE224, RE233) | \$1,353,726 | \$575,757 | \$10,009,355 | \$5,129,804 | \$9,754,203 |
| Support Facilities (RE195, RE204, SW003) | \$177,263 | \$795,315 | \$1,008,445 | \$3,682,842 | \$1,254,471 |
| Lift Stations and Other Conveyance Infrastructure (RE219) | \$52,288 | \$159,350 | \$1,094,461 | \$1,153,273 | \$3,183 |
| Miscellaneous Projects (SW006) | \$0 | \$99,059 | \$37,572 | \$62,250 | \$5,355 |
| All Facility Improvement and Utility-wide Projects | \$2,824,017 | \$1,739,804 | \$12,406,104 | \$10,538,804 | \$22,554,824 |

The description and purpose of the primary Renewal and Extension construction lines follow under the heading [Capital Project Funding FY 2019 – 2020 – By Main Construction Line](#) and [Capital Project Funding FY 2019 – 2020 – By Storm-water Construction Lines](#). Renewal and Extension construction lines specific to Pipeline Programs is located under the heading [Distribution and Conveyance Programs](#).



Construction in Progress – FY 2018 – 2019 Monthly Capital Project Spending

During construction, all capital projects are reported in the Renewal and Extension Fund (RE Fund) and Stormwater Construction under main lines of construction. A monthly construction report shows the detailed spending and status of each project during construction. A graph showing the monthly capital spending for FY 2018 – 2019 is shown below.



FY 2018-2019 MONTHLY CAPITAL SPENDING SUMMARY

| | 05/18 | 06/18 | 07/18 | 08/18 | 09/18 | 10/18 | 11/18 | 12/18 | 01/19 | 02/19 | 03/19 | 04/19 |
|--|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-----------|-------------|-------------|-------------|-------------|
| W&S Fund | \$3,594,348 | \$2,326,897 | \$1,743,877 | \$2,631,683 | \$2,618,216 | \$1,489,034 | \$4,236,099 | \$569,071 | \$3,552,707 | \$2,247,537 | \$7,404,659 | \$2,788,751 |
| SW Fund | \$39,149 | \$175,669 | \$50,329 | \$430,497 | \$151,823 | \$435,755 | \$287,710 | \$237,646 | \$313,818 | \$418,349 | \$636,910 | \$838,568 |
| Galvanized Replacement Program (RE 174) | \$161,673 | \$133,932 | \$84,345 | \$107,781 | \$41,660 | \$238,265 | \$58,485 | \$18,365 | \$185,510 | \$152,703 | \$92,940 | \$225,133 |
| Basin Renewal Program (RE166) | \$239,644 | \$391,665 | \$6,826 | \$131,452 | \$171,838 | \$544,393 | \$207,820 | \$23,091 | \$619 | \$116,721 | \$426,918 | \$19,793 |
| Stormwater Renewal Program (SW004, SW005, SW006, SW008) | \$27,305 | \$161,233 | \$42,053 | \$428,688 | \$140,327 | \$435,597 | \$274,653 | \$236,938 | \$308,932 | \$414,072 | \$626,831 | \$833,200 |
| Sewer Outfall Renewal (RE223, OP001) | \$378,705 | \$406,649 | \$253,832 | \$17,533 | \$887,266 | \$128,628 | \$1,161,752 | \$103,782 | \$1,469,293 | \$363,325 | \$808,263 | \$190,234 |
| Development (Water, Sewer, Meter, Stormwater) | \$101,351 | \$50,773 | \$75,290 | \$230,063 | \$206,068 | \$135,445 | \$151,332 | \$61,377 | \$75,576 | \$180,800 | \$162,044 | \$300,867 |
| Force Main Replacements (RE228) | \$279,707 | \$194,697 | \$354,387 | \$295 | \$0 | \$268 | \$13,297 | \$109,472 | \$9,090 | \$0 | \$0 | \$0 |
| Utility-Wide (RE146, RE184, RE205, RE220, RE222, RE230, Water Production Facilities and Reservoirs (RE229)) | \$677,832 | \$470,117 | \$334,520 | \$1,156,202 | \$570,958 | \$438,484 | \$927,105 | \$243,039 | \$525,314 | \$157,722 | \$266,815 | \$208,512 |
| Water Reclamation Facilities and Treatment (RE199, RE203, RE208, RE224, RE233) | \$137,259 | \$172,111 | \$199,365 | \$143,778 | \$97,385 | \$3,500 | \$222,574 | \$3,523 | \$30,856 | \$1,263,600 | \$2,236,518 | \$1,050,523 |
| Support Facilities (RE195, RE204, SW003) | \$1,393,480 | \$502,934 | \$324,531 | \$630,294 | \$653,248 | \$51 | \$1,173,972 | \$566 | \$863,939 | \$16,785 | \$3,398,103 | \$796,300 |
| Lift Stations and Other Conveyance Infrastructure (RE181, RE 219) | \$226,527 | \$9,331 | \$118,666 | \$194,912 | \$0 | \$0 | \$329,981 | \$0 | \$364,406 | \$2,160 | \$5,729 | \$2,758 |
| Miscellaneous Distribution Infrastructure (RE183, RE232) | \$1,595 | \$1,588 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Miscellaneous Projects (SW006) | \$8,191 | \$6,895 | \$389 | \$19,372 | \$0 | \$0 | \$2,500 | \$6,091 | \$30,828 | \$26 | \$17,123 | \$0 |
| Total Monthly Capital Project Expenditures | \$3,633,497 | \$2,502,566 | \$1,794,205 | \$3,062,180 | \$2,770,040 | \$1,924,788 | \$4,523,809 | \$806,716 | \$3,864,497 | \$2,667,914 | \$8,041,569 | \$3,627,319 |

The description and purpose of the primary Renewal and Extension construction lines follow under the heading [Capital Project Funding FY 2019 – 2020 – By Main Construction Line](#).



Projected Capital Project Spending

Capital Project Listing with Annual Cash Flow Requirements: FY 2019 – 2020 through FY 2024 - 2025

The tables on the following pages list, by department, the capital projects that comprise the next 5 years of eight remaining years of CCWA's 10-Year Master Plan and the corresponding cash flows required to fund those projects. A total of roughly \$367 million will be required over the life of the Master Plan to complete all planned projects. Of that total, Water and Sewer Fund projects total \$326 million and Stormwater Fund projects total \$41 million. A portion of these projects is included in the current adopted budget for FY 2019 – 2020 and the impact of each of those projects on the operating budget is detailed, by individual project, in the sections **RENEWAL AND EXTENSION FUNDED PROJECTS** and **STORMWATER FUNDED PROJECTS**. Summaries for the operational impact of these projects are under the headings [Impact Summary of Capital Projects on Operating Budget - Renewal and Extension Fund](#) and [Impact Summary of Capital Projects on Operating Budget - Stormwater Fund](#) in the upcoming pages of this document. Capital projects funded by the FY 2019 – 2020 budget total \$8.8 million with an additional \$14.2 million funded from the FY 2018 – 2019 budget surplus approved by the Board of Directors when the FY 2019 – 2019 budget was approved. Pre-funded amounts

Summary of Capital Project Cash Flow Requirements by Area or Division

| | 2019 - 2020 | 2020 - 2021 | 2021 - 2022 | 2022 - 2023 | 2023 - 2024 | 2024 - 2025 |
|------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-----------------------|
| Dist & Conveyance | \$19,760,500 | \$21,027,500 | \$22,569,167 | \$22,494,167 | \$14,219,167 | \$ 24,552,500 |
| General Services | \$ 1,571,429 | \$ 1,571,429 | \$ 1,571,429 | \$ - | \$ - | \$ - |
| IT | \$ 1,005,000 | \$ 790,000 | \$ 695,000 | \$ 215,000 | \$ 900,000 | \$ 1,650,000 |
| SW & Watersheds | \$ 3,500,000 | \$ 4,600,000 | \$ 4,750,000 | \$ 4,675,000 | \$ 4,500,000 | \$ 3,500,000 |
| Utility-wide | \$ 360,600 | \$ 590,000 | \$ 6,325,000 | \$ 6,600,000 | \$ 6,500,000 | \$ 6,250,000 |
| Water Production | \$ 9,801,855 | \$ 6,291,855 | \$24,450,000 | \$ 900,000 | \$ 400,000 | \$ - |
| Water Reclamation | \$ 4,500,000 | \$ 9,000,000 | \$ - | \$ - | \$ - | \$ 76,000,000 |
| Grand Total | \$40,499,384 | \$43,870,784 | \$60,360,595 | \$34,884,167 | \$26,519,167 | \$ 111,952,500 |

- Dist & Conveyance: Distribution and Conveyance
- IT: Information Technology
- SW & Watersheds: Stormwater Fund
- Utility-wide: Clayton County Water Authority
- Water Production, Water Reclamation and General Services



CASH FLOW REQUIREMENTS OF CAPITAL PROJECTS – DISTRIBUTION AND CONVEYANCE

| | 2019 - 2020 | 2020 - 2021 | 2021 - 2022 | 2022 - 2023 | 2023 - 2024 | 2024 - 2025 |
|---|---------------------|---------------------|---------------------|---------------------|--------------------|---------------------|
| Dist & Conveyance | \$ 7,260,500 | \$15,027,500 | \$16,569,167 | \$16,494,167 | \$8,219,167 | \$18,552,500 |
| 601 / Galvanized Water Main Replacement Program | 2,250,000 | 2,250,000 | 2,250,000 | 2,250,000 | 2,250,000 | 2,250,000 |
| 607 / Develop and Implement Large Valve Replacement Program | 152,500 | 152,500 | 152,500 | 152,500 | 152,500 | 152,500 |
| 608 / Backflow Preventer and Commercial Meter Replacement Program | 500,000 | 500,000 | 500,000 | 500,000 | - | - |
| 610 / Distribution System Linear Infrastructure Risk Assessment & Prioritization Strategy | - | - | 125,000 | 125,000 | - | - |
| 613 / Infiltration/Inflow Program, SSES Studies (for all three basins) | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 |
| 614 / Basin Level Sanitary Sewer Rehabilitation (for all three basins) | 2,500,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 |
| 616 / Large Interceptor Condition Assessment | - | 200,000 | 200,000 | 150,000 | 50,000 | 50,000 |
| 617 / Large Interceptor Rehabilitation (Flint River Phases 1B, 2, 3, R.L. Jackson, Jesters Creek) | 6,000,000 | 6,000,000 | 6,000,000 | 6,000,000 | 6,000,000 | 6,000,000 |
| 618 / Post Infiltration/Inflow Rehabilitation Flow Monitoring, Analysis, and System Capacity | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| 619 / Identification, Evaluation and Selection of Recommended Odor and Corrosion Control | - | 250,000 | - | - | - | - |
| 620 / Design & Implement Selected Odor and Corrosion Control Technologies | - | - | 1,666,667 | 1,666,667 | 1,666,667 | - |
| 630 / Conveyance Modifications to take DeKalb County Flows | - | 5,000,000 | 5,000,000 | 5,000,000 | - | - |
| 636 / College Park Contract WW Flows | - | - | - | - | 450,000 | 7,450,000 |
| 638 / Pressure Sewer Condition Assessment | 250,000 | 125,000 | 125,000 | 100,000 | 100,000 | 100,000 |
| 639 / Pressure Sewer Rehabilitation | 3,000,000 | 3,000,000 | 3,000,000 | 3,000,000 | - | - |
| Pre-Funded Dist & Conveyance | (12,500,000) | (6,000,000) | (6,000,000) | (6,000,000) | (6,000,000) | (6,000,000) |
| Sewer Line Inspection | 40,000 | - | - | - | - | - |
| DOT - Tara Blvd | 120,000 | - | - | - | - | - |
| Sewer Outfall - Emergency | 2,000,000 | - | - | - | - | - |
| Water Line Inspection | 40,000 | - | - | - | - | - |
| Water Meter Inspection | 40,000 | - | - | - | - | - |
| DOT - Valley Hill Rd Connector & Bridge | 318,000 | - | - | - | - | - |
| DOT - Battle Creek | 1,000,000 | - | - | - | - | - |

CASH FLOW REQUIREMENTS OF CAPITAL PROJECTS – WATER PRODUCTION

| | 2019 - 2020 | 2020 - 2021 | 2021 - 2022 | 2022 - 2023 | 2023 - 2024 | 2024 - 2025 |
|--|--------------------|--------------------|---------------------|-------------------|-------------------|-------------|
| Water Production | \$4,401,855 | \$6,291,855 | \$24,450,000 | \$ 900,000 | \$ 400,000 | \$ - |
| 304 / CCWA WPP Treatment Technology Implementation | 2,500,000 | - | 22,500,000 | - | - | - |
| 306 / UV Disinfection System Technology Evaluation, Condition Assessment | 400,000 | - | - | - | - | - |
| 307 / Emergency Power Generators (W.J. Hooper WPP) | 1,800,000 | - | - | - | - | - |
| 310 / Liquid Lime Feed System (Terry R. Hicks WPP) | - | 450,000 | 450,000 | - | - | - |
| 311 / Replace Dry Chemical Feed Equipment (J.W. Smith WPP) | - | 250,000 | - | - | - | - |
| 312 / Evaluate Flood Proofing (J.W. Smith WPP) | - | - | - | 150,000 | - | - |
| 313 / Flood Proofing (J.W. Smith WPP) | - | - | - | - | 400,000 | - |
| 314 / Bar Screen Replacement (Flint River Pump Station) | - | - | - | 750,000 | - | - |
| 315 / Plant Improvements Phase 2 (J.W. Smith WPP) | - | 1,500,000 | 1,500,000 | - | - | - |
| 316 / Replace High Service Pumps (J.W. Smith WPP) | 3,000,000 | - | - | - | - | - |
| 317 / Forest Ave Demolition and Booster Pump Design and Construction | - | 2,000,000 | - | - | - | - |
| Pre-Funded Water Production | (5,400,000) | - | - | - | - | - |
| Hooper Residual Solids Construction & SDC's | 2,091,855 | 2,091,855 | - | - | - | - |
| Breakroom Renovations | 10,000 | - | - | - | - | - |

CASH FLOW REQUIREMENTS OF CAPITAL PROJECTS – WATER RECLAMATION

| | 2019 - 2020 | 2020 - 2021 | 2021 - 2022 | 2022 - 2023 | 2023 - 2024 | 2024 - 2025 |
|---|--------------------|--------------------|-------------|-------------|-------------|---------------------|
| Water Reclamation | \$1,000,000 | \$9,000,000 | \$ - | \$ - | \$ - | \$76,000,000 |
| 705 / Phosphorus Removal System Modifications (Northeast WRF) | 1,000,000 | 9,000,000 | - | - | - | - |
| 708 / Design & Construct Dewatering Facility, Primary Solids (W.B. Casey WRF) | 1,500,000 | - | - | - | - | - |
| Pre-Funded Water Reclamation | (3,500,000) | - | - | - | - | - |
| Shoal Creek Pump Station & Conveyance | 2,000,000 | - | - | - | - | - |
| Casey WRRF (24 mgd to 32 mgd) | - | - | - | - | - | 65,000,000 |
| Convey Shoal Creek Flows to Casey WRRF | - | - | - | - | - | 11,000,000 |



CASH FLOW REQUIREMENTS OF CAPITAL PROJECTS – UTILITY-WIDE

| | 2019 - 2020 | 2020 - 2021 | 2021 - 2022 | 2022 - 2023 | 2023 - 2024 | 2024 - 2025 |
|--|-------------------|-------------------|--------------------|--------------------|--------------------|--------------------|
| Utility-wide | \$ 360,600 | \$ 590,000 | \$6,325,000 | \$6,600,000 | \$6,500,000 | \$6,250,000 |
| 101 / Re-Assess and Implement Learning and Leadership Development Program | - | 150,000 | - | - | - | - |
| 104 / Develop and Implement Vulnerability Assessment/Security Master Plan | 200,000 | - | - | - | - | - |
| 105 / Develop and Implement Emergency Operations and Disaster Recovery | - | 75,000 | 75,000 | - | - | - |
| 106 / Business Continuity | 100,000 | - | - | - | - | - |
| 107 / Comprehensive Safety Program | - | 100,000 | - | - | - | - |
| 111 / Implement Meter Service Routing | - | 115,000 | - | - | - | - |
| 113 / Define Project Management Resources | - | - | - | 200,000 | - | - |
| 114 / CCWA Energy Optimization Study | - | - | - | 150,000 | - | - |
| 115 / Evaluate Next Generation of Meter Technologies | - | 150,000 | - | - | - | - |
| 116 / Customer Meter Replacement Program (includes moving from AMR to AMI) | - | - | 6,250,000 | 6,250,000 | 6,250,000 | 6,250,000 |
| 121 / Enhance Compliance Reporting | - | - | - | - | 250,000 | - |
| Pre-Funded Utility-wide | (250,000) | - | - | - | - | - |
| Risk and Resiliency Study | 250,000 | - | - | - | - | - |
| Outdoor Break Area | 21,800 | - | - | - | - | - |
| Forest Park Breakroom Remodel | 20,000 | - | - | - | - | - |
| Forest Park Drive-Thru Renovations | 12,000 | - | - | - | - | - |
| Call Center Furniture (Ext of 3-135-3) | 6,800 | - | - | - | - | - |

CASH FLOW REQUIREMENTS OF CAPITAL PROJECTS – IT

| | 2019 - 2020 | 2020 - 2021 | 2021 - 2022 | 2022 - 2023 | 2023 - 2024 | 2024 - 2025 |
|---|--------------------|-------------------|-------------------|-------------------|-------------------|--------------------|
| IT | \$1,005,000 | \$ 790,000 | \$ 695,000 | \$ 215,000 | \$ 900,000 | \$1,650,000 |
| 155 / Software Application Upgrade & Technology Refresh | 530,000 | 790,000 | 695,000 | 215,000 | 600,000 | 1,050,000 |
| 158 / Review/Develop Architecture Standards | 50,000 | - | - | - | - | - |
| 160 / Evaluate and Implement System Integration Strategy | - | - | - | - | 300,000 | 600,000 |
| 161 / Refresh Disaster Recovery - Data Center & Cyber Security Strategy | 48,000 | - | - | - | - | - |
| 164 / Sourcing Strategy-Cloud | 75,000 | - | - | - | - | - |
| Pre-Funded IT | - | - | - | - | - | - |
| Blade Server | 45,000 | - | - | - | - | - |
| Disaster Recovery Storage Replacement | 48,000 | - | - | - | - | - |
| San Switch Console | 48,000 | - | - | - | - | - |
| Network Equipment | 35,000 | - | - | - | - | - |
| SCADA Host Refresh | 46,000 | - | - | - | - | - |
| Hyperconverged Pilot | 40,000 | - | - | - | - | - |
| IT Parts Room Equipment | 10,000 | - | - | - | - | - |
| Automated Testing Software | 30,000 | - | - | - | - | - |

CASH FLOW REQUIREMENTS OF CAPITAL PROJECTS – GENERAL SERVICES

| | 2019 - 2020 | 2020 - 2021 | 2021 - 2022 | 2022 - 2023 | 2023 - 2024 | 2024 - 2025 |
|-----------------------------------|--------------------|--------------------|--------------------|-------------|-------------|-------------|
| General Services | \$1,571,429 | \$1,571,429 | \$1,571,429 | \$ - | \$ - | \$ - |
| 903 / Lift Station Rehabilitation | 1,571,429 | 1,571,429 | 1,571,429 | - | - | - |

CASH FLOW REQUIREMENTS OF CAPITAL PROJECTS – STORMWATER AND WATERSHEDS

| | 2019 - 2020 | 2020 - 2021 | 2021 - 2022 | 2022 - 2023 | 2023 - 2024 | 2024 - 2025 |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| SW & Watersheds | \$3,500,000 | \$4,600,000 | \$4,750,000 | \$4,675,000 | \$4,500,000 | \$3,500,000 |
| 206 / Update Stormwater Development Guidelines, Plan Review, Inspection Procedures | - | - | 100,000 | - | - | - |
| 207 / Stormwater Public Education Program Implementation | - | 50,000 | - | - | - | - |
| 208 / Ongoing Coordination Program with Cities and County | - | 50,000 | - | - | - | - |
| 211 / Develop Watershed Master Plan | - | - | - | 175,000 | - | - |
| 212 / Implement Watershed Improvement Projects | - | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | - |
| 213 / Develop New Prioritization and Asset Management Process | - | - | 150,000 | - | - | - |
| 214 / Implement Stormwater Capital Improvement Projects | 3,500,000 | 3,500,000 | 3,500,000 | 3,500,000 | 3,500,000 | 3,500,000 |
| Pre-Funded SW & Watersheds | - | - | - | - | - | - |



Current Capital Project Spending

Capital Project Funding FY 2019 - 2020 - By Main Construction Line; Renewal and Extension Fund DISTRIBUTION AND CONVEYANCE PROGRAMS

RE166- COLLECTION SYSTEM– INFILTRATION AND INFLOW (I/I) [SMP 613, 614, 618]

This construction line contains projects related to major sewer line replacements, repairs or lining (Cured-in-place pipe -CIPP). This construction line focuses on sewer pipe with a diameter of 15" or smaller. Many of these projects are the result of evaluations for Inflow and Infiltration performed on the wastewater collection system. Outside contractors perform CIPP lining work and open cut work to replace damaged pipe and reduce infiltration. CCWA crews perform sewer line point repairs in these basins to address sewer pipe components that are in danger of collapse or significant infiltration. Projects under this construction line are driven by the SSES program which utilizes infiltration and inflow (I/I) studies, age of pipe and staff knowledge. Since FY 2015-2016, the first year of the 2015 Strategic Master Plan, the **Small Gravity Sewer Renewal and Replacement Program** has spent \$6.7M completing 45 projects which replaced 11 miles of pipe infrastructure under this construction line.



Basin Level Sewer Rehabilitation projects [SMP 614] are under this construction line with \$2M budgeted annually for this program. At that funding level, approximately 2.5 miles of pipeline can be renewed each year. The FY 2019 – 2020 capital budget will fund \$2.5M or approximately 3.1 miles of this pipeline. The Sewer System Evaluation Surveys (SSES) condition assessments [SMP 613] that are performed on our system prioritize the projects that are worked on. SSES assessment work has an annual operating budget of \$1.5M.



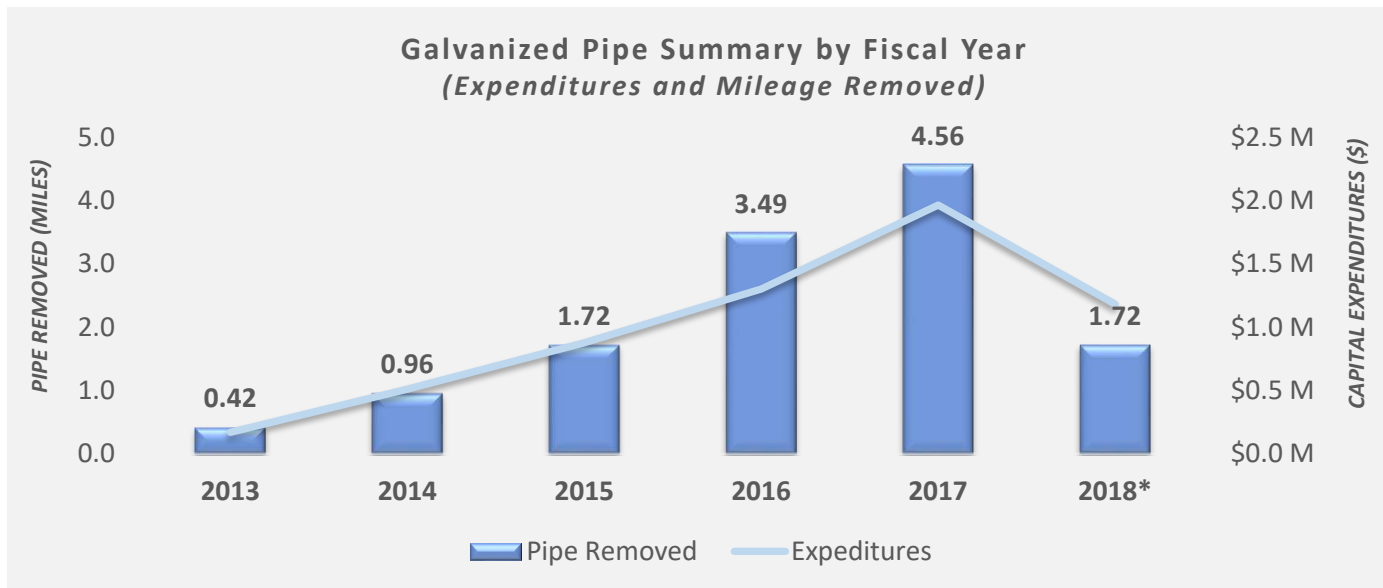
RE174 - GALVANIZED WATERMAIN REPLACEMENTS [SMP 601]

In 2003, the County had an estimated 62 miles of galvanized watermain. This program focuses on the systematic replacement these pipes to improve water quality and fire protection. The affected areas of water distribution system targeted for water main replacements are the areas with most of water leakage and water quality complaints as well as fire hydrant spacing.





The planning level estimated cost of this program is \$35M with an estimated duration of 28 years. The annual budget goal for [Galvanized Watermain Replacement](#) is \$1.25M, which will keep one crew busy 52 weeks a year and replaces about 2.4 miles of pipe. A typical replacement job takes about one week to complete. These projects are small and replace small sections of pipe throughout the County, taking longer to complete than our other pipe programs that replace long stretches of pipe at a time. The FY 2019-2020 capital budget allocates \$1.5M. Since FY 2015 – 2016, \$5.3M has been spent and 11.5 miles of pipeline has been replaced with approximately 43 miles remaining.



RE180 – WATERMAIN RELOCATIONS

This construction line funds the relocation of water lines due to the widening of roads by the both state and federal departments of transportation (DOT). Funding varies from year to year based on state and federal need. The FY 2019 – 2020 budget has \$438K for expected DOT projects within the fiscal year for two projects, [Department of Transportation \(DOT\) – Valley Hill and Battle Creek Roads](#) and [Department of Transportation \(DOT\) – Tara Boulevard](#).

RE225 – WATER LINE EXTENSIONS

This construction line is used for to capture inspections and other Authority related costs from the expansion of water lines created by new residential and commercial developments. Real Estate Developers donate the water lines, sewer pipe and water meters to the Authority to maintain once their developments are completed. There are no annual targets and budgeting in this line follows County permits and development needs. Plans submitted for new development estimate that 48,386 feet of new water lines, 80,099 feet of new sewer pipe and 14,420 feet of new force main connecting to four associated sewer lift stations will be added when these residential and commercial developments are completed. Assuming a third of this pipe is donated over each of the following three years, an additional 16,129 ft of water pipe will be added to water infrastructure each of those years. The FY 2019 – 2020 Capital Budget includes \$40K for CCWA labor affiliated with these [Water Line Extensions](#).

RE226 – SEWER LINE EXTENSIONS AND STUB-OUTS

Projects to capture inspections and other Authority related costs for the expansion of sewer lines required by new residential and commercial development are placed under this construction line. There are no annual targets and budgeting in this line follows County permits and development needs. Plans submitted for new development estimate that 48,386 feet of new water lines, 80,099 feet of new sewer pipe and 14,420 feet of new force main connecting to



four associated sewer lift stations will be added when these residential and commercial developments are completed. Assuming a third of this pipe is donated over each of the following three years, an additional 31,506 ft of sewer pipe will be added to sewer infrastructure each of those years. The current budget includes funding of \$40K for this [sewer initiative](#).

RE227 – METER SETTINGS

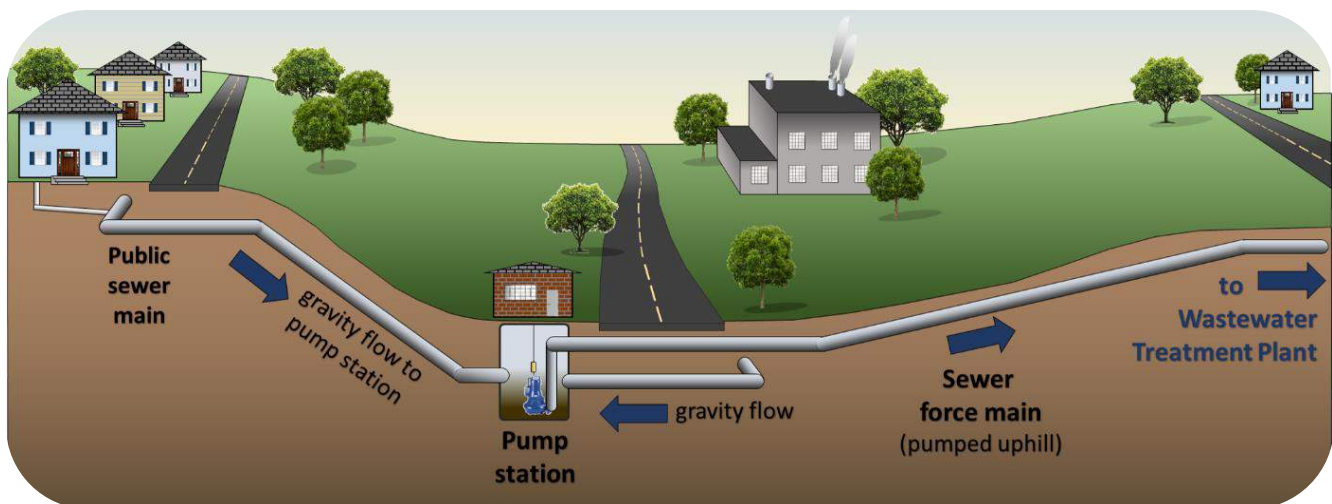
This construction line contains projects to capture inspections other Authority related costs for to new meters associated with new development throughout the County. There are no annual targets and budgeting in this line follows County permits and development needs. The FY 2019 – 2020 budget includes \$40K for [Meter Settings](#).

RE228 – SEWER FORCE MAIN REPLACEMENTS [SMP 639]

The annual funding target for the **Sewer Force Main Program** is \$1.2M beginning in the next budget year. The FY 2017 - 2018 budget contained \$250K to develop a formal Pressure Sewer Condition Assessment program for the 51 miles of sewer force mains throughout the conveyance system in Clayton County. The resulting projects from this assessment program are funded under this construction line. Of the 51 miles of sewer force main in Clayton County, \$1.8M has been spent and four projects replacing 2 miles of this pipe have been completed since the implementation of the 2015 Strategic Master Plan. Additional funding of \$3M from FY 2018-2019 budget surplus was approved by the Board of Directors for **Force Main Replacement at Walnut Creek**.

RE232 – LARGE METER REPLACEMENTS [SMP 608]

This construction line contains projects for the replacement of large meters for commercial and industrial customers. There are no annual targets and budgeting in this line follows need. This construction line has unassigned funds of \$500K that will fund work done during the FY 2019 – 2020 fiscal year.



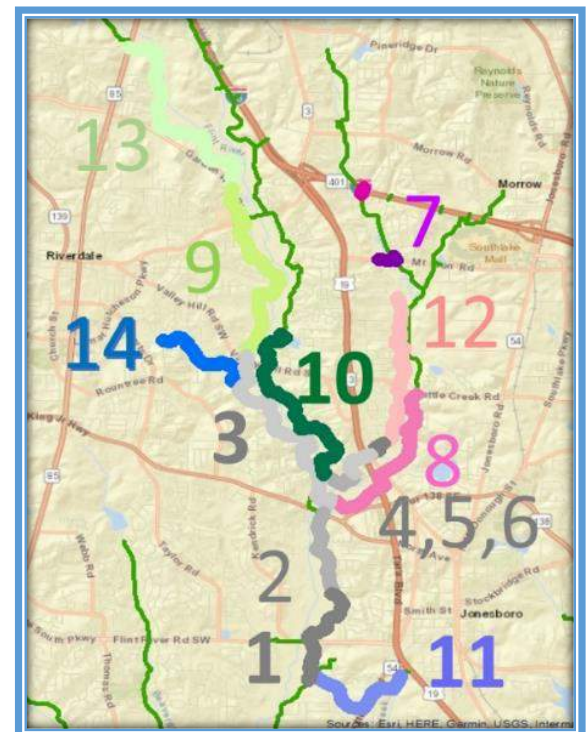
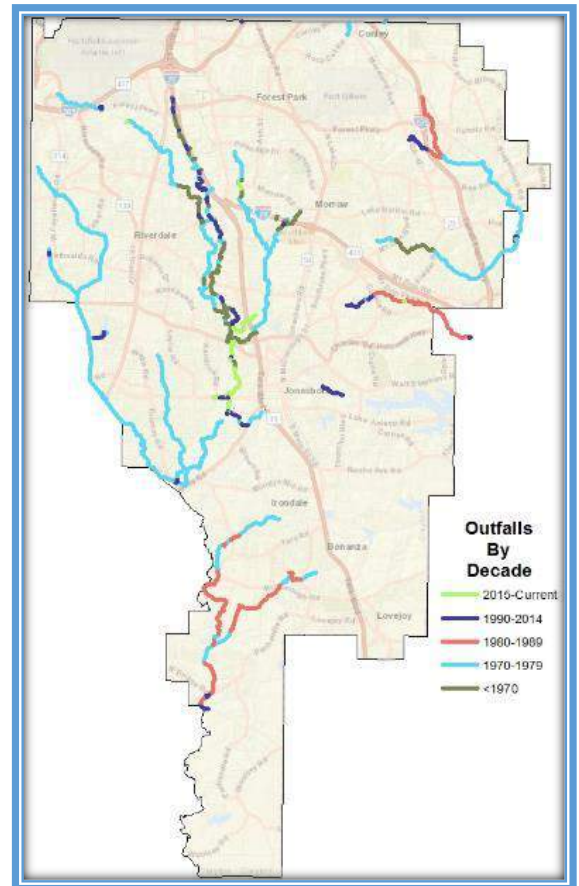


RE223 – LARGE SEWER INTERCEPTOR / OUTFALL REHABILITATION [SMP 617]

A primary focus for the Authority over the next several years will be on its conveyance system and its Large Outfall Rehabilitation program. CCWA defines sewer pipe with a diameter greater than 15 inches as Sewer Interceptors or Outfalls. The map below shows the County's 76 miles of this large sewer pipe by its estimated age. The cost of the projects affiliated with this outfall replacement initiative is currently estimated at \$69M. Started in FY 2015 -2016, replacement will occur over several years. The table with the current status of multiple forecasted projects is below. In January 2017, Georgia Environmental Finance Authority (GEFA) approved a \$25M Clean Water SRF loan to assist with the funding of projects three of the projects in this rehabilitation program. Internal labor is used for the design of these projects and estimated at \$300K per project. This year three phases are expected to be designed and the Board of Directors approved a request for the pursuit of a second GEFA loan for up to \$25M for the construction of these three outfall project phases.

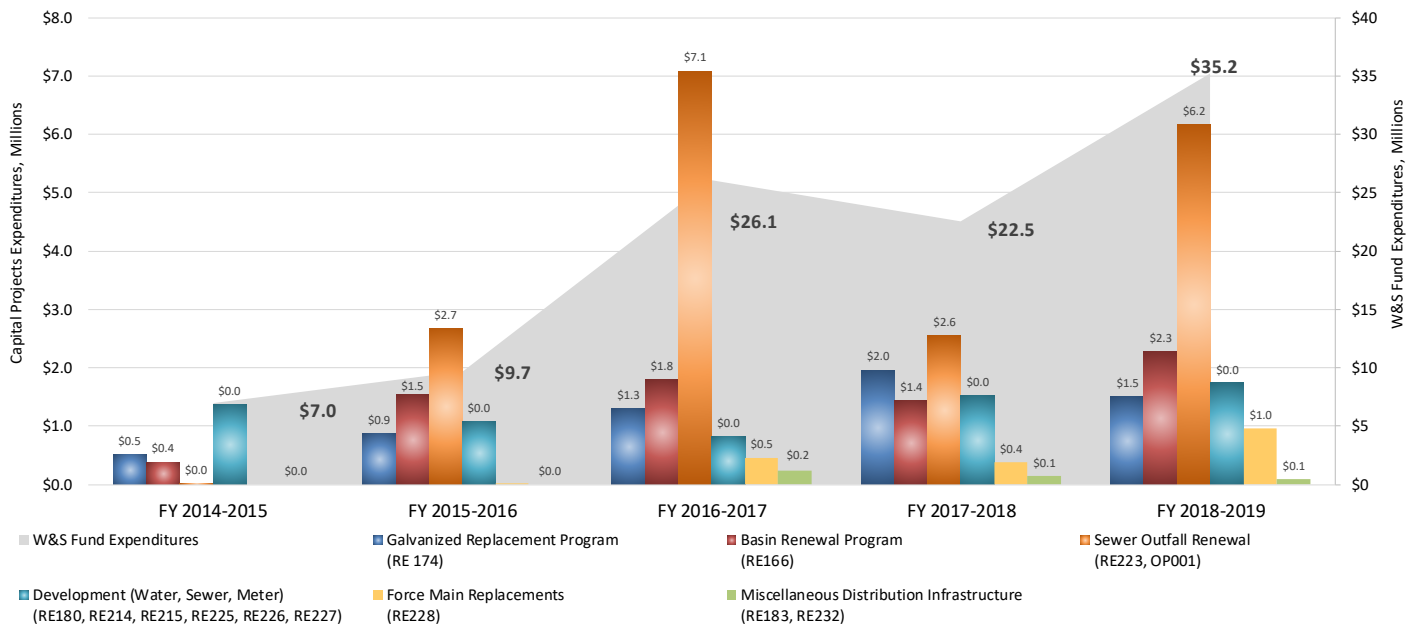
Status of Major Outfall Projects

| Project | Funding / Status | Length (miles) | Cost |
|---|----------------------------|-------------------|-----------------|
| MAJOR REPLACEMENT PROJECTS (2015 - Current) | | | |
| 1) Flint River Outfall Ph 1a | Complete | 0.8 | \$4.7 M |
| 2) Flint River Outfall Ph 1b | Complete | 1.1 | \$5.7 M |
| 3) Flint River Outfall Ph 2 | Complete (GEFA 1-1) | 2.3 | \$7.5 M |
| 4) Jesters Creek Outfall Ph 1 | Complete | 0.3 | \$0.6 M |
| 5) Jesters Creek Outfall Ph 2 | Complete | 0.2 | \$0.5 M |
| 6) Jesters Creek Outfall Ph 3 | Complete | 0.5 | \$1.2 M |
| Subtotal | | 5.2 | \$20.2 M |
| PROJECTS UNDERWAY / PLANNED FOR FY 2019-2020 | | | |
| 7) Jesters Creek Outfall East Misc. | Construction | 0.5 | \$1.7 M |
| 8) Jesters East Ph 1 | Design (GEFA 1-2) | 1.3 | \$8.5 M |
| 9) Flint River Outfall Ph 3 | Design (GEFA 1-3) | 2.3 | \$10.3 M |
| 10) Flint River Outfall East Ph 1 | Design (Proposed GEFA 2-1) | 2.1 | \$4.9 M |
| 11) Rum Creek Outfall | Design | 1.2 | \$3.1 M |
| 12) Jesters Creek Outfall Ph 4 | Design | 1.7 | \$4.8 M |
| 13) Flint River Outfall Ph 4 | Proposed GEFA 2-2 | 2.2 | \$11.2 M |
| 14) Riverdale Outfall Ph1 | Proposed GEFA 2-3 | 1.1 | \$2.3 M |
| 15) Emergency Outfall Work | RE223 | --- | \$2.0 M |
| Subtotal | | 12.4 | \$48.8 M |
| Total | | 17.6 | \$69.0 M |





SUMMARY OF DISTRIBUTION AND CONVEYANCE ANNUAL CAPITAL SPENDING



ANNUAL CAPITAL SPENDING

| | FY 2014-2015 | FY 2015-2016 | FY 2016-2017 | FY 2017-2018 | FY 2018-2019 |
|--|--------------|--------------|--------------|--------------|--------------|
| W&S Fund Expenditures | \$6,988,246 | \$9,723,383 | \$26,102,263 | \$22,521,830 | \$35,202,878 |
| Galvanized Replacement Program (RE 174) | \$510,140 | \$876,219 | \$1,301,274 | \$1,964,307 | \$1,500,791 |
| Basin Renewal Program (RE166) | \$389,393 | \$1,533,862 | \$1,788,554 | \$1,434,946 | \$2,280,780 |
| Sewer Outfall Renewal (RE223, OP001) | \$19,606 | \$2,674,397 | \$7,090,180 | \$2,557,102 | \$6,169,261 |
| Development (Water, Sewer, Meter) (RE180, RE214, RE215, RE225, RE226, RE227) | \$1,368,951 | \$1,079,292 | \$821,790 | \$1,525,288 | \$1,730,986 |
| Force Main Replacements (RE228) | \$0 | \$19,379 | \$458,837 | \$372,366 | \$961,214 |
| Miscellaneous Distribution Infrastructure (RE183, RE232) | \$0 | \$0 | \$242,776 | \$143,396 | \$91,416 |
| All Pipeline Related Projects | \$5,185,584 | \$10,506,512 | \$15,669,891 | \$11,771,120 | \$16,664,277 |

FACILITY IMPROVEMENT PROJECTS

RE199 – CASEY WRF IMPROVEMENTS



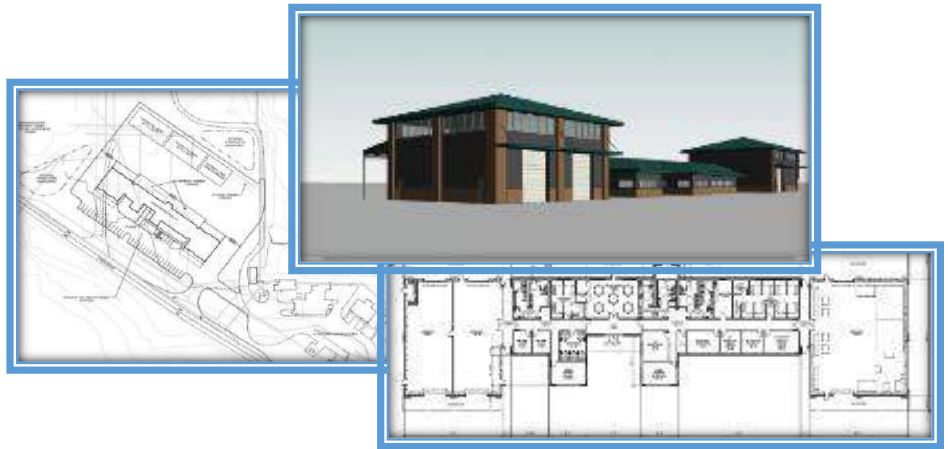
This Renewal and Extension Fund construction line focuses on improvements at CCWA's largest and newest water reclamation facility, W.B. Casey. Large projects underway are the preliminary treatment unit (PTU) improvements, the addition of a fourth-secondary clarifier, rehabilitation of the three existing clarifiers and a new polishing facility. Enhancements to the PTU with a new screen structure and rotary drum screen will reduce maintenance costs by protecting downstream treatment equipment, help mitigate peak flow situations, provide better odor control and improve the byproduct pellets sold to a fertilizer company. The additional clarifier and the rehabilitation of the existing clarifiers will provide additional needed treatment capacity and meet increasingly stringent effluent regulatory requirements. The Board of



Directors approved \$1.5M of surplus funds from the FY 2018 – 2019 Budget for the Casey WRRF Solids Handling Detailed Design project [SMP 708].

RE204 – GENERAL SERVICES MAINTENANCE BUILDING [SMP 901]

The General Services Maintenance Building will co-locate and improve working conditions for 30 staff members currently located in three separate facilities spread throughout the county. Each of the separate facilities have significant issues related to its structural condition, functionality and environmental conditions and lack of adequate work and storage space for needed parts and flammable items. Co-locating these facilities in an energy efficient, secure location will improve operational efficiencies, reduce utility costs and increase productivity of personnel.



Construction has been completed and this construction line will be closed in FY 2019 – 2020.

RE219 – LIFT STATION REHABILITATION [SMP 902, SMP 903]

This construction line is used to fund capital improvements to the 44 lift stations that are part of the sewer conveyance infrastructure throughout the County. A comprehensive Lift Station Assessment [SMP 902] was funded in the FY 2017 – 2018 budget. The first phases of this project will be the development of a master list of stations and any known operational or capital issues. Based on this initial list, follow-up condition assessment activities will be conducted in future years and the resulting construction activities will be performed under [SMP 903] - Lift Station Rehabilitation. The Rum Creek Lift Station upgrade with a cost of \$2.1M was recently completed under this construction line. The FY 2019 – 2020 budget will fund \$500K for the evaluation and detailed design for the [Walnut Creek Lift Station](#) rehabilitation.

RE229 – WATER PRODUCTION FACILITIES IMPROVEMENTS

This main construction line contains capital projects for the work done at one of three water production facilities or for improving water quality in the reservoirs that supply these water facilities. The FY 2019 – 2020 budget will fund a \$10K [breakroom renovation](#) at the Hooper Water Production Facility. In addition to this project, surplus approved by the Board of Directors from the FY 2018 – 2019 budget will add funding to several additional projects under this construction line.

The [Hooper Solids Reservoir Improvements](#) initiative, which will replace the current sludge removal system at the Hooper Water Production Facility, received an additional \$1M. This \$6.3M project will provide a more robust technology that is able to remove consistently the sludge that accumulates in the holding pond. This chain and flight system will alleviate the need for an outside contractor to remove the sludge. This has become a quarterly expense of approximately \$20,000 and will save the Authority almost \$80,000 annually. Effectively removing sludge helps the Authority comply with the requirements of our National Pollutant Discharge Elimination System (NPDES) permit by discharging "cleaner water" back into the Hooper Reservoir. The NPDES permit program, created in 1972 by the Clean Water Act, addresses water pollution by regulating point sources that discharge pollutants to waters in the US. The second project funded by budgetary surplus added \$500K for the [Hooper Emergency Generator](#) [SMP 307] to provide back-up power in the event of an electrical outage. The [Ultraviolet Disinfection System Technology Evaluation](#) [SMP

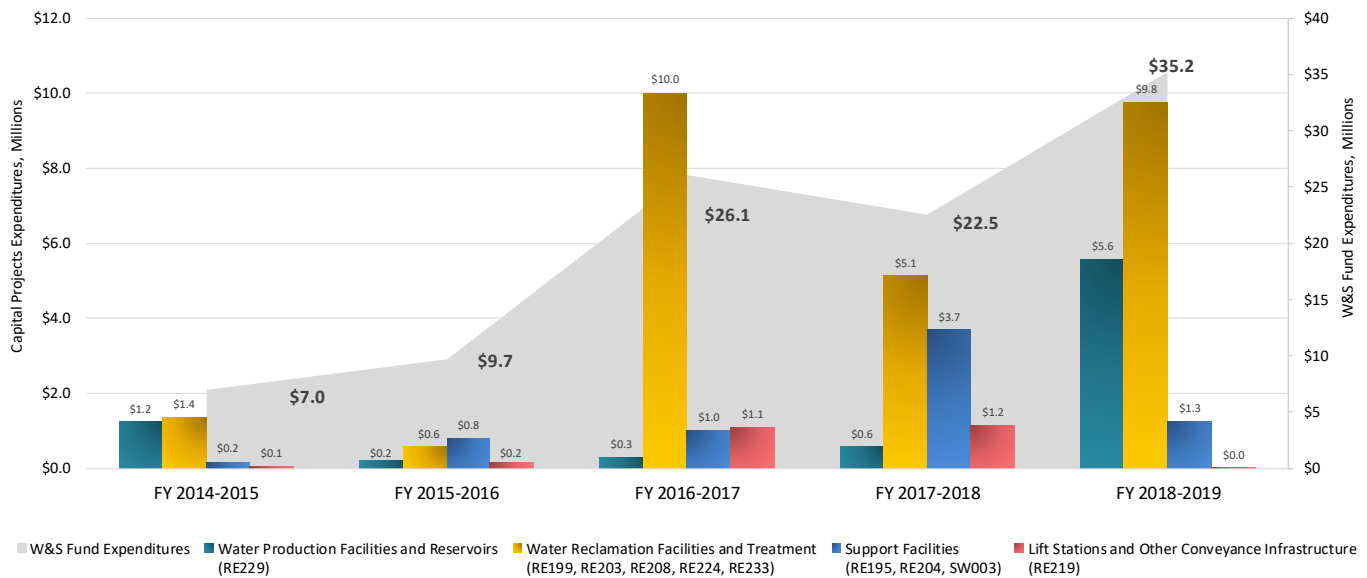


306] received \$400K from last year's budget surplus. This project will assess the existing system to identify and implement more advanced technologies for water treatment. The **Treatment Technology Implementation Design** [SMP 304] project received \$2.5M in surplus funding to implement the recommended treatment technology at both the Hooper and Hicks Water Production Facilities. The **High Service Pump Replacement** project at the J.W. Smith Water Production Facility [SMP 316] received an additional \$1M from last year's surplus bringing the amount reserved for this initiative up to \$2M of its estimated cost of \$3M.

RE233 – SHOAL CREEK WATER RECLAMATION FACILITY MODIFICATIONS

This construction line will contain projects related to the modification of the Shoal Creek Water Reclamation Plant from a separate treatment facility into a pump and conveyance station. This conversion follows the recommendation of a large facilities evaluation the Authority completed in FY 2015 – 2016. The Board of Directors approved \$2M from the FY 2018 – 2019 budget surplus to fund the Shoal Creek Pump Station and Conveyance project under this construction line.

SUMMARY OF FACILITY IMPROVEMENTS ANNUAL CAPITAL SPENDING



| ANNUAL CAPITAL SPENDING | FY 2014-2015 | FY 2015-2016 | FY 2016-2017 | FY 2017-2018 | FY 2018-2019 |
|--|--------------|--------------|--------------|--------------|--------------|
| W&S Fund Expenditures | \$6,988,246 | \$9,723,383 | \$26,102,263 | \$22,521,830 | \$35,202,878 |
| Water Production Facilities and Reservoirs (RE229) | \$1,240,741 | \$209,382 | \$293,844 | \$572,886 | \$5,560,992 |
| Water Reclamation Facilities and Treatment (RE199, RE203, RE208, RE224, RE233) | \$1,353,726 | \$575,757 | \$10,009,355 | \$5,129,804 | \$9,754,203 |
| Support Facilities (RE195, RE204, SW003) | \$177,263 | \$795,315 | \$1,008,445 | \$3,682,842 | \$1,254,471 |
| Lift Stations and Other Conveyance Infrastructure (RE219) | \$52,288 | \$159,350 | \$1,094,461 | \$1,153,273 | \$3,183 |
| All Facility Improvement Projects | \$2,824,017 | \$1,739,804 | \$12,406,104 | \$10,538,804 | \$22,554,824 |



UTILITY-WIDE PROJECTS

RE146 – MISCELLANEOUS INHOUSE PROJECTS



This Renewal and Extension line contains smaller capital projects that will be performed by CCWA staff that do not fit into other primary Renewal and Extension Fund construction lines. The FY 2019 – 2020 Budget has funding for \$22K for the [Outdoor Break Area](#) for Meter Services at the Headquarters building, an additional \$7K for the [Call Center Upgrades](#), the \$12K [Drive-thru Renovation](#) for the customer service center at the Forest Park location, and \$20K for [Breakroom Remodel](#) at the Forest Park location.

RE184 – STRATEGIC MASTER PLAN

This Renewal and Extension line holds funding for consulting services for evaluations, assessments and studies that support the five-year updates to the Strategic Master Plan [SMP]. The last update to the SMP was 2015. The FY 2018 – 2019 Budget funded the [2020 Strategic Master Plan](#), with multiple workshops taking place at all the facilities this year.

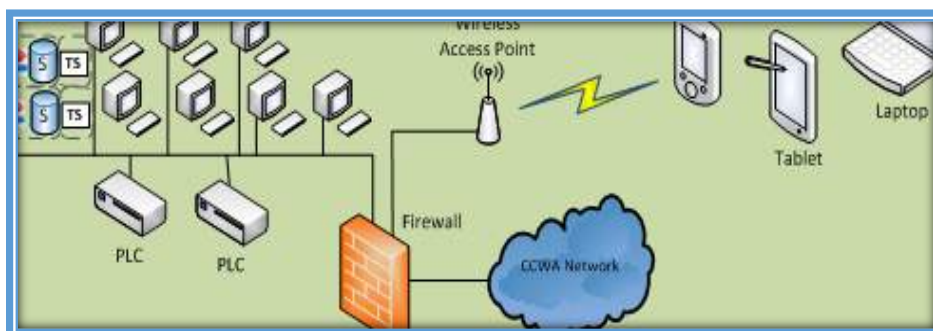
RE205 – SCADA UPGRADES [SMP 906]

This Renewal and Extension main line holds major SCADA (supervisory control and data acquisition) projects. SCADA is a software application program for used for process control and for gathering of data in real time from remote locations in order to control equipment and conditions. SCADA Systems consist of both hardware and software components. The hardware collects and feeds data into a computer with SCADA software installed. The data is then processed by the computer before presenting it. The function of SCADA is to record and log all events in a file that is stored in a hard disk or that is sent to a printer. If conditions become hazardous, SCADA can sound warning alarms.

SCADA systems are used in our water and wastewater treatment facilities to track performance of treatment equipment and processes. The system directly interacts with devices such as sensors, valves, pump, motors while it monitors, gathers and processes data in real-time and is vital to our production and treatment of water and wastewater.

SCADA Upgrades planned under this construction line consists of six projects with the final two funded in the prior year budget:

1. SCADA Servers (*Completed April 2016*)
2. Bristol RTU Upgrades (*Completed March 2017*)
3. Mission Communication Upgrades (*Completed March 2017*)
4. Facility Ethernet Upgrades (*Estimated Completion September 2018*)
5. Facility Firewall and Wireless Access Points (*Estimated Completion December 2019*)
6. GE Mobile Products (*Estimated to start FY 2019-2020*)





RE220 – CUSTOMER INFORMATION SYSTEM DEVELOPMENT [SMP 157]

This main construction line contains all projects and task orders relevant to the replacement and implementation of the Authority's Customer Information System. The budget for this project is \$4.5M. This major initiative is expected to be completed during FY 2019 – 2020.

RE222 – COMPANYWIDE SECURITY – [SMP 104]



This construction line of the Renewal and Extension Fund holds projects undertaken as part of the *Security Management System* to provide physical security of the Authority's properties. The objective of projects under this line is to improve organization security by integrating access controls and video (CCTV) management on one unified security platform. The projects include hardware and software installation, access control, visitor management system and formalized security processes and procedures for the operation and maintenance of this new system.

The two primary phases of this initiative had a total cost of \$2.5M and was funded through previous years' budgets. The first phase of the project was completed in March 2017 and the second phase in FY 2018 - 2019. The FY 2019 – 2020 budget allocated \$200K for the [Security Management System - Phase 3](#). This phase includes additional security features that were postponed until the completion of the primary projects or the need was discovered during the installation of the systems.

RE230 – INFORMATION TECHNOLOGY PROJECTS

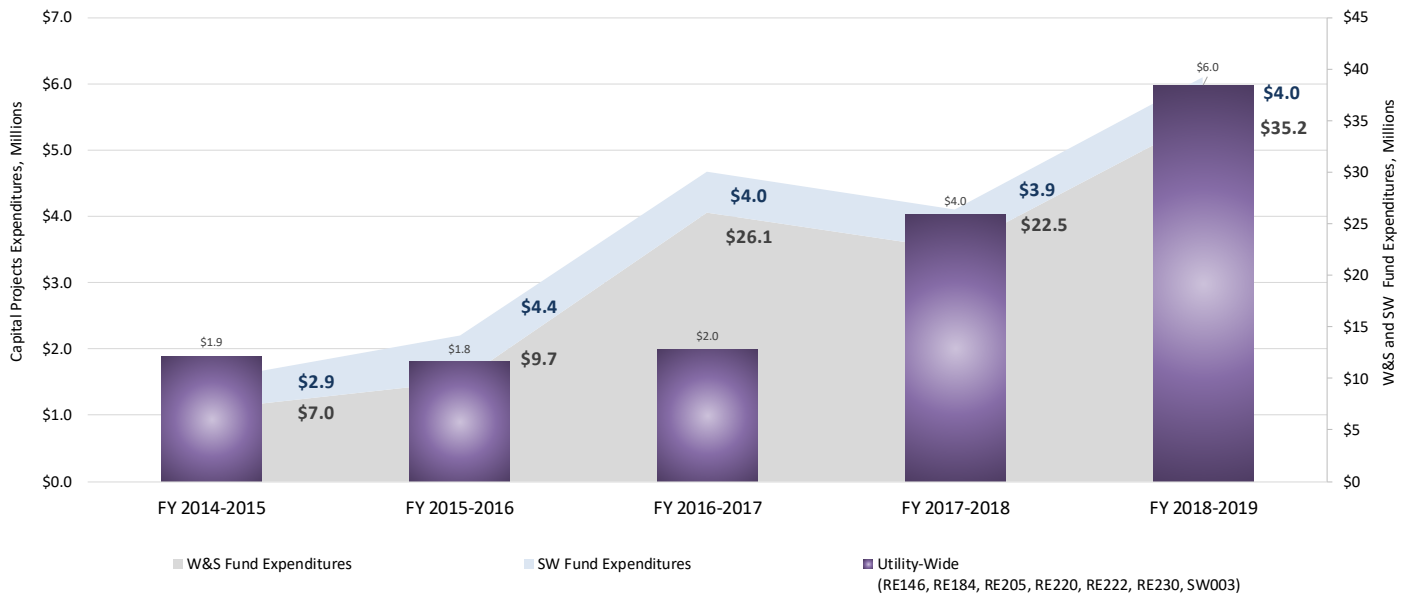
This construction line contains capital projects that improve the technology infrastructure of the Authority. Projects under this Renewal and Extension line include network upgrades and improvements and consist of both hardware and software enhancements.

The 2019 – 2020 capital budget funds a total of \$302K for the following projects: [Blade Server Replacement](#), [Disaster Recovery Storage Replacement](#), [San Switch Console](#), [Network Equipment](#), [SCADA Host Refresh](#), [Hyperconverged Pilot](#), [IT Parts Room Storage Equipment](#), and [Automated Testing Software](#).





SUMMARY OF UTILITY-WIDE IMPROVEMENTS ANNUAL CAPITAL SPENDING



| ANNUAL CAPITAL SPENDING | FY 2014-2015 | FY 2015-2016 | FY 2016-2017 | FY 2017-2018 | FY 2018-2019 |
|---|--------------|--------------|--------------|--------------|--------------|
| W&S Fund Expenditures | \$6,988,246 | \$9,723,383 | \$26,102,263 | \$22,521,830 | \$35,202,878 |
| SW Fund Expenditures | \$2,914,480 | \$4,422,544 | \$4,004,216 | \$3,878,823 | \$4,016,223 |
| Utility-Wide (RE146, RE184, RE205, RE220, RE222, RE230, SW003) | \$1,893,126 | \$1,800,552 | \$1,992,911 | \$4,028,479 | \$5,976,620 |

Capital Project Funding FY 2019 – 2020 – By Stormwater Construction Lines

The Stormwater Fund has two primary types of projects, Watershed Improvements and Capital infrastructure Improvements. The capital infrastructure projects are classified as either *Open-Cut* (Removal and Replacement – R/R) or *Cured-In-Place-Pipe* (CIPP). These projects are similar to gravity sewer programs (RE 166) with open cut and cured-in-place methods. Projects are driven by complaints and permit required inspections. Since FY 2015-2016, \$14.2M has been spent and 8.5 miles of Stormwater Infrastructure renewed.

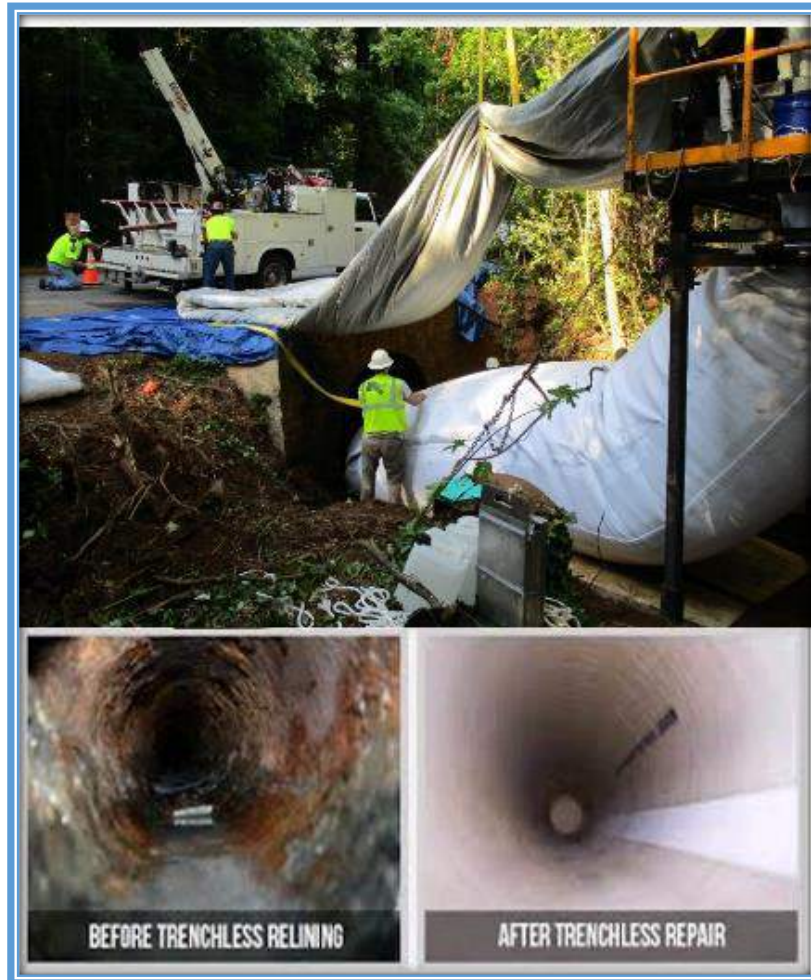
The 10-year strategic master plan estimated the cost of capital infrastructure rehabilitation would be \$35M. The annual budget target for stormwater pipe renewal is \$3.5M, which would rehabilitate approximately two miles of stormwater pipe. The table shows a summary of stormwater infrastructure projects by fiscal year.

| | SW-004 | | | SW-005 | | | Sum of All Years | | | |
|---------|--------|--------------|----------|--------|--------------|----------|------------------|--------------|-----------|-------|
| | LF | Total \$ | \$/LF | LF | Total \$ | \$/LF | LF | Total \$ | \$/LF | Miles |
| FY 2018 | 3,809 | \$ 1,517,148 | \$398.31 | 9,228 | \$ 3,062,484 | \$331.87 | 13,037 | \$ 4,579,632 | \$ 365.09 | 2.5 |
| FY 2017 | 3,169 | 897,645 | 283.26 | 7,064 | 2,276,456 | 322.26 | 10,233 | 3,174,101 | 302.76 | 1.9 |
| FY 2016 | 2,946 | 925,993 | 314.32 | 8,184 | 2,413,203 | 294.87 | 11,130 | 3,339,196 | 304.60 | 2.1 |
| FY 2015 | 5,850 | 1,582,819 | 270.57 | 4,480 | 1,517,832 | 338.80 | 10,330 | 3,100,650 | 304.68 | 2.0 |
| FY 2014 | 8,362 | 2,213,246 | 264.68 | 5,680 | 1,449,543 | 358.40 | 14,042 | 3,662,789 | 311.54 | 2.7 |
| FY 2013 | 6,400 | 1,515,190 | 236.75 | 3,854 | 979,168 | 360.81 | 10,254 | 2,494,357 | 298.78 | 1.9 |
| FY 2012 | 11,574 | 2,598,507 | 230.51 | 7,318 | 1,239,107 | 230.59 | 18,892 | 3,837,614 | 230.55 | 3.6 |
| FY 2011 | 9,775 | 1,508,688 | 154.34 | 6,742 | 1,203,471 | 178.50 | 16,517 | 2,712,159 | 166.42 | 3.1 |
| FY 2010 | 2,280 | 793,421 | 347.99 | 8,758 | 1,908,816 | 217.95 | 11,038 | 2,702,237 | 282.97 | 2.1 |
| FY 2009 | 1,745 | 807,771 | 462.91 | 2,912 | 962,319 | 330.47 | 4,657 | 1,770,090 | 396.69 | 0.9 |
| Total | 48,932 | \$11,945,635 | \$296.36 | 47,928 | \$11,673,458 | \$296.45 | 96,860 | \$23,619,093 | \$296.41 | 18.3 |



SW004 – STORMWATER CURED-IN-PLACE PIPE (CIPP) – [SMP 214]

This construction line funds the Cured-In-Place-Pipe (CIPP) Stormwater program. CIPP is the most common trenchless technology used by CCWA for pipeline rehabilitation. A large liner is inserted inside a pipe and then applied to coat the inside of an existing stormwater pipe. The standard design provides a standalone, structurally complete replacement. The FY 2019 – 2020 budget will fund \$1.5M of Stormwater Cured-In-Place Pipe improvements.





SW005 – STORMWATER REMOVAL AND REPLACEMENT PIPE (R/R) – [SMP 214]

This construction line funds the Stormwater Removal and Replacement (R/R) projects in the capital infrastructure improvement program. The FY 2019 – 2020 budget will fund \$1.7M of [Remove and Replace](#) projects.



Photographs below show the “before and after” of a culvert renewal.





SW006 – UPPER FLINT-LAKE MIRROR STORMWATER IMPROVEMENTS

This construction line was set-up for the repair that will resolve flooding on Lake Mirror Place (at Cajun Queen Ground Storage Tank). This is the second phase of the Upper Flint River – Lake Mirror Stormwater Improvement project that was identified in the Upper Flint Watershed Management Plan in 2010. Phase 2 of this project consists of installing 1,300 feet of 60-inch reinforced concrete pipe and other drainage intake structures to capture and improve existing stormwater drainage. The first phase of this watershed project installed 700 feet of 60-inch reinforced concrete pipe and other intake structures to capture stormwater flow.

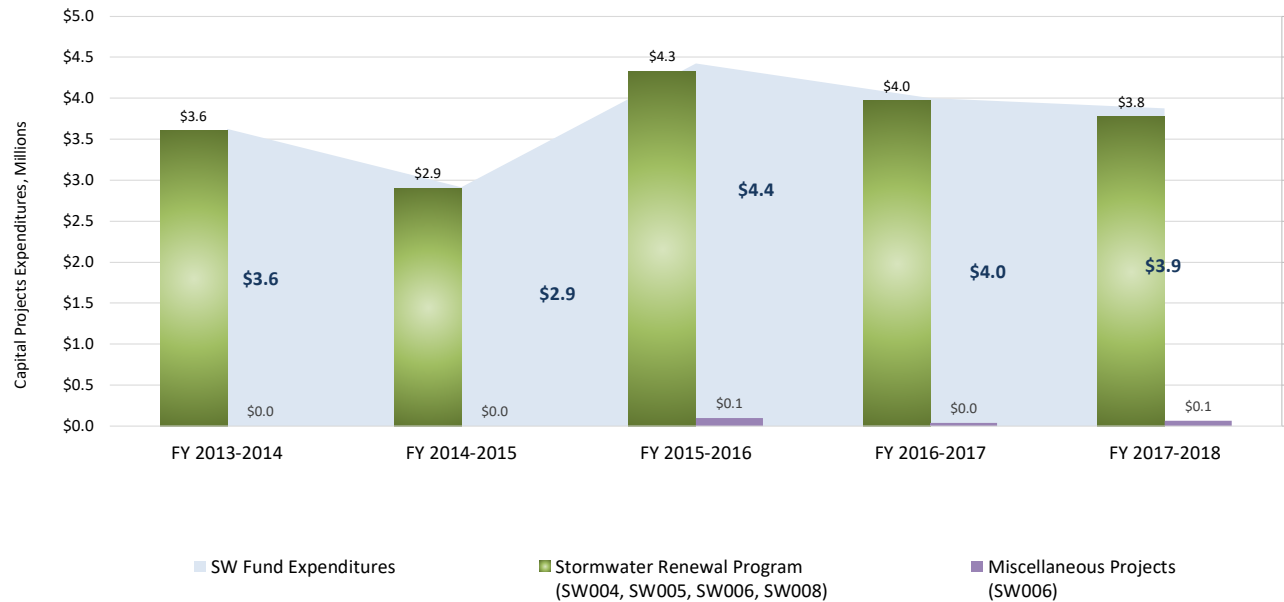


SW008 – VETERAN'S PARKWAY PHASE 2

This construction line holds the Veterans Parkway Stormwater Rehabilitation project that will replace and reroute dual runs of 48" Corrugated Metal Pipe, roughly 790' each. The existing pipe route is not entirely within road right-of-way (ROW), therefore the lines will be combined and replaced with a single 72" Reinforced Concrete Pipe and rerouted to be within the ROW.



SUMMARY OF STORMWATER ANNUAL CAPITAL SPENDING



ANNUAL CAPITAL SPENDING

| | FY 2013-2014 | FY 2014-2015 | FY 2015-2016 | FY 2016-2017 | FY 2017-2018 |
|--|--------------|--------------|--------------|--------------|--------------|
| SW Fund Expenditures | \$3,626,423 | \$2,914,480 | \$4,422,544 | \$4,004,216 | \$3,878,823 |
| Stormwater Renewal Program (SW004, SW005, SW006, SW008) | \$3,602,702 | \$2,897,494 | \$4,323,362 | \$3,966,480 | \$3,773,716 |
| Miscellaneous Projects (SW006) | \$0 | \$0 | \$99,059 | \$37,572 | \$62,250 |

The photograph shows the challenge utility lines present when replacing pipe infrastructure.





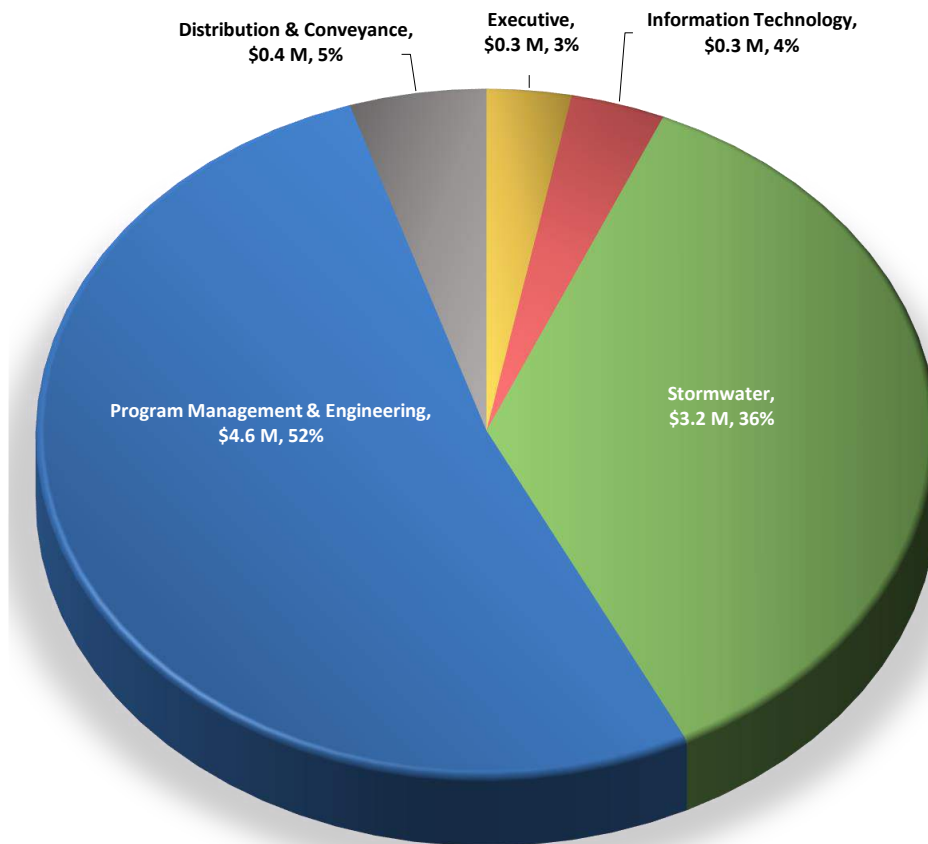
Capital Project FY 2019 – 2020 Budget Funding Summary

Water and Sewer Fund - Renewal and Extension Fund

| Construction Line | Project Description | Amount Budgeted | Construction Line | Project Description | Amount Budgeted |
|-------------------|--|-----------------|-------------------------------|----------------------------|---------------------|
| [RE146] | Outdoor Break Area - <i>Meter Services</i> | \$ 21,800 | [RE225] | Water Line Inspection | \$ 40,000 |
| [RE146] | Breakroom Remodel - <i>Forest Park</i> | 20,000 | [RE226] | Sewer Line Inspection | 40,000 |
| [RE146] | Drive-Thru Renovations - <i>Forest Park</i> | 12,000 | [RE227] | Water Meter Inspection | 40,000 |
| [RE146] | Call Center Furniture (<i>Additional funds: 3-135-3</i>) | 6,800 | [RE230] | Blade Server | 45,000 |
| [RE146] | Breakroom Renovations - <i>Hooper Plant</i> | 10,000 | [RE230] | DR Storage Replacement | 48,000 |
| [RE166] | Basin Level Sewer Rehab | 2,500,000 | [RE230] | San Switch Console | 48,000 |
| [RE174] | Galvanized Water Main Replacement | 1,500,000 | [RE230] | Network Equipment | 35,000 |
| [RE180] | DOT - Valley Hill Rd Connector and Bridge | 318,000 | [RE230] | SCADA Host Refresh | 46,000 |
| [RE180] | DOT - Tara Blvd | 120,000 | [RE230] | Hyperconverged Pilot | 40,000 |
| [RE219] | Walnut Creek Lift Station Evaluation and Design | 500,000 | [RE230] | IT Parts Room Equipment | 10,000 |
| [RE222] | Security Mgt System Phase 3 | 200,000 | [RE230] | Automated Testing Software | 30,000 |
| | | | Total Capital Projects | | \$ 5,630,600 |

Stormwater Fund - Construction Fund

| Construction Line | Project Description | Amount Budgeted |
|-------------------------------|-------------------------|---------------------|
| [SW004] | Cured In Place Pipe | 1,500,000 |
| [SW005] | Removal and Replacement | 1,693,121 |
| Total Capital Projects | | \$ 3,193,121 |





Renewal and Extension Funded Projects

FUNDING SOURCES

| DESCRIPTION OF REVENUE SOURCES | AMOUNT |
|--|---------------------|
| Other Financing Sources: | |
| Capital Budget Transfers FY 2019-2020 from Water and Sewer Operating Fund | \$ 5,630,600 |
| Total Funding Sources | \$ 5,630,600 |

PROJECTS

| BUDGET UNIT - PROJECT SPONSOR | GENERAL PROJECT DESCRIPTION | AMOUNT |
|---------------------------------------|---|---------------------|
| Information Technology | Blade Server | \$ 45,000 |
| Information Technology | Disaster Recovery Storage Replacement | 48,000 |
| Information Technology | San Switch Console | 48,000 |
| Information Technology | Network Equipment | 35,000 |
| Information Technology | SCADA Host Refresh | 46,000 |
| Information Technology | Hyperconverged Pilot | 40,000 |
| Information Technology | IT Parts Room Equipment | 10,000 |
| Information Technology | Automated Testing Software | 30,000 |
| Risk Management | Security Management System Phase Three | 200,000 |
| Meter Services | Outdoor Break Area | 21,800 |
| Customer Service | Forest Park Breakroom Remodel | 20,000 |
| Customer Service | Forest Park Drive-Thru Renovations | 12,000 |
| Customer Service | Call Center Furniture (Ext of 3-135-3) | 6,800 |
| W.J. Hooper Water Production Facility | Breakroom Renovations | 10,000 |
| | Walnut Creek Lift Station Evaluation & Detailed Design | 500,000 |
| PM & E Department Manager | Water Line Inspection | 40,000 |
| Construction Services | Sewer Line Inspection | 40,000 |
| Construction Services | Water Meter Inspection | 40,000 |
| Construction Services | Galvanized Water Main Replacement | 1,500,000 |
| Construction Services | Basin Level Sewer Rehab | 2,500,000 |
| Water Distribution Maintenance | Department of Transportation - Valley Hill Connector and Battle Creek Roads | 318,000 |
| Water Distribution Maintenance | Department of Transportation - Tara Boulevard | 120,000 |
| Total Projects | | \$ 5,630,600 |



Renewal and Extension Funded Projects – Detail by Project

Blade Server Replacement

Department: Executive

Fund: R & E

Budget Unit: Information Technology

Utility: Water / Sewer

Blade Server Replacement- \$45,000

DESCRIPTION OF PROJECT

This project will add standalone servers to our environment to migrate the workload off of the Cisco Blade Chassis. This will allow for maximum redundancy.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

| | <u>Available</u> | <u>2019</u> | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> |
|----------------------------|------------------|-------------|-------------|-------------|-------------|-------------|
| Project Funding | \$ - | \$ 45,000 | \$ - | \$ - | \$ - | \$ - |
| Impact to Operating Budget | - | - | 4,500 | 4,500 | 4,500 | 4,500 |
| Total Financial Impact | \$ - | \$ 45,000 | \$ 4,500 | \$ 4,500 | \$ 4,500 | \$ 4,500 |

IMPACT ON OPERATING BUDGET

This project is replacement of existing infrastructure and will have \$4,500 impact on the operating budget consisting of annual maintenance fees which are estimated at 10 percent of the project cost.





Disaster Recovery Storage Replacement

Department: Executive

Fund: R & E

Budget Unit: Information Technology

Utility: Water / Sewer

Disaster Recovery Storage Replacement - \$48,000

DESCRIPTION OF PROJECT

The IBM V7000 has reached its end of life. We will need to replace the storage at our disaster recovery site.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

| | <u>Available</u> | <u>2019</u> | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> |
|----------------------------|------------------|-------------|-------------|-------------|-------------|-------------|
| Project Funding | \$ - | \$ 48,000 | \$ - | \$ - | \$ - | \$ - |
| Impact to Operating Budget | - | - | 4,800 | 4,800 | 4,800 | 4,800 |
| Total Financial Impact | \$ - | \$ 48,000 | \$ 4,800 | \$ 4,800 | \$ 4,800 | \$ 4,800 |

IMPACT ON OPERATING BUDGET

This project is replacement of existing infrastructure and will have \$4,800 impact on the operating budget consisting of annual maintenance fees which are estimated at 10 percent of the project cost.





San Switch Console

Department: Executive

Fund: R & E

Budget Unit: Information Technology

Utility: Water / Sewer

San Switch Console - \$48,000
DESCRIPTION OF PROJECT

Consolidate 3 smaller switch stacks into 1 switch stack which will provide greater flexibility and redundancy.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

| | <u>Available</u> | <u>2019</u> | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> |
|----------------------------|------------------|-------------|-------------|-------------|-------------|-------------|
| Project Funding | \$ - | \$ 48,000 | \$ - | \$ - | \$ - | \$ - |
| Impact to Operating Budget | - | - | 4,800 | 4,800 | 4,800 | 4,800 |
| Total Financial Impact | \$ - | \$ 48,000 | \$ 4,800 | \$ 4,800 | \$ 4,800 | \$ 4,800 |

IMPACT ON OPERATING BUDGET

This project is replacement of existing infrastructure and will have \$4,800 impact on the operating budget consisting of annual maintenance fees which are estimated at 10 percent of the project cost.





Network Equipment

| | | | |
|--------------|------------------------|----------|---------------|
| Department: | Executive | Fund: | R & E |
| Budget Unit: | Information Technology | Utility: | Water / Sewer |

Network Equipment - \$35,000

DESCRIPTION OF PROJECT

This project will add networking capacity throughout the organization.

| Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1 | | | | | | |
|---|-----------|-----------|----------|----------|----------|----------|
| | Available | 2019 | 2020 | 2021 | 2022 | 2023 |
| Project Funding | \$ - | \$ 35,000 | \$ - | \$ - | \$ - | \$ - |
| Impact to Operating Budget | - | - | 3,500 | 3,500 | 3,500 | 3,500 |
| Total Financial Impact | \$ - | \$ 35,000 | \$ 3,500 | \$ 3,500 | \$ 3,500 | \$ 3,500 |

IMPACT ON OPERATING BUDGET

The impact of this project on the annual operating budget will be \$3,500 in annual maintenance cost estimated at 10 percent of the project cost.





SCADA Host Refresh

Department: Executive

Fund: R & E

Budget Unit: Information Technology

Utility: Water / Sewer

SCADA Host Refresh - \$46,000

DESCRIPTION OF PROJECT

The Cisco servers currently hosting the SCADA environment are nearing end of life. This project will replace these servers.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

| | <u>Available</u> | <u>2019</u> | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> |
|----------------------------|------------------|-------------|-------------|-------------|-------------|-------------|
| Project Funding | \$ - | \$ 46,000 | \$ - | \$ - | \$ - | \$ - |
| Impact to Operating Budget | - | - | 4,600 | 4,600 | 4,600 | 4,600 |
| Total Financial Impact | \$ - | \$ 46,000 | \$ 4,600 | \$ 4,600 | \$ 4,600 | \$ 4,600 |

IMPACT ON OPERATING BUDGET

This project is replacement of existing infrastructure and will have \$4,600 impact on the operating budget consisting of annual maintenance fees which are estimated at 10 percent of the project cost.





Hyperconverged Pilot

Department: Executive

Fund: R & E

Budget Unit: Information Technology

Utility: Water / Sewer

Hyperconverged Pilot - \$40,000

DESCRIPTION OF PROJECT

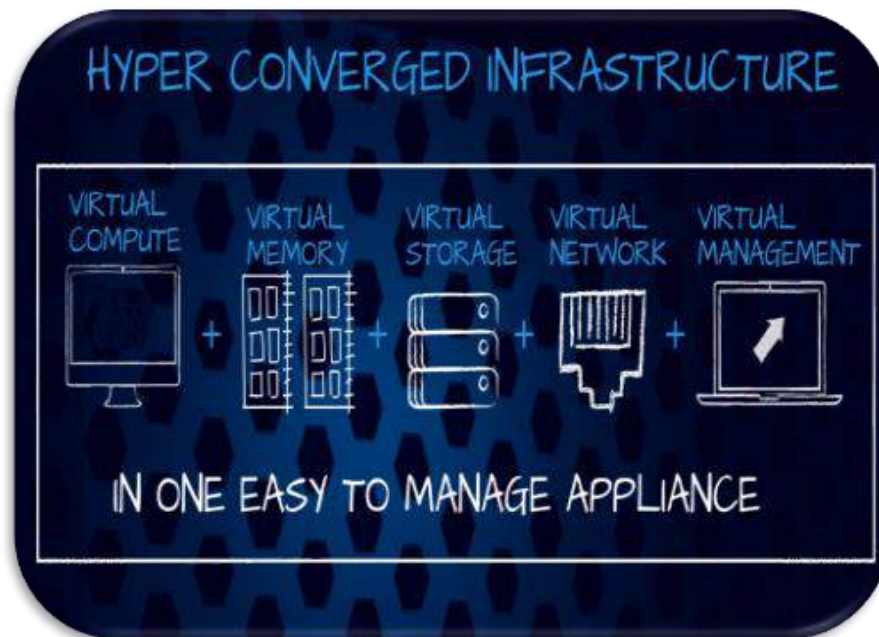
This pilot project will test the validity of using hyperconverged equipment for remote site data centers.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

| | <u>Available</u> | <u>2019</u> | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> |
|----------------------------|------------------|-------------|-------------|-------------|-------------|-------------|
| Project Funding | \$ - | \$ 40,000 | \$ - | \$ - | \$ - | \$ - |
| Impact to Operating Budget | - | - | 6,000 | 6,000 | 6,000 | 6,000 |
| Total Financial Impact | \$ - | \$ 40,000 | \$ 6,000 | \$ 6,000 | \$ 6,000 | \$ 6,000 |

IMPACT ON OPERATING BUDGET

The impact of this project on the annual operating budget will be \$6,000 in annual maintenance cost of both hardware and software and is estimated at 15 percent of the project cost.





IT Parts Room Equipment

Department: Executive

Fund: R & E

Budget Unit: Information Technology

Utility: Water / Sewer

IT Parts Room Equipment - \$10,000

DESCRIPTION OF PROJECT

The IT Parts Room needs to be re-organized with cabinets and work benches. Cable Management needs will also be considered.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

| | <u>Available</u> | <u>2019</u> | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> |
|----------------------------|------------------|-------------|-------------|-------------|-------------|-------------|
| Project Funding | \$ - | \$ 10,000 | \$ - | \$ - | \$ - | \$ - |
| Impact to Operating Budget | - | - | - | - | - | - |
| Total Financial Impact | \$ - | \$ 10,000 | \$ - | \$ - | \$ - | \$ - |

IMPACT ON OPERATING BUDGET

The impact on the operating budget for this project is neutral and will be a reorganization of the existing room with new storage equipment.





Automated Testing Software

Department: Executive

Fund: R & E

Budget Unit: Information Technology

Utility: Water / Sewer

Automated Testing Software - \$30,000

DESCRIPTION OF PROJECT

This is for the acquisition and implementation of automated testing software for our JD Edwards ERP application; highlighted the areas of changes between versions. This will allow us to more easily upgrade to newer versions by reducing the time CCWA employees are required to test JD Edwards applications. Scripts will be utilized to simulate processes being performed.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

| | <u>Available</u> | <u>2019</u> | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> |
|----------------------------|------------------|-------------|-------------|-------------|-------------|-------------|
| Project Funding | \$ - | \$ 30,000 | \$ - | \$ - | \$ - | \$ - |
| Impact to Operating Budget | - | - | 3,100 | 3,100 | 3,100 | 3,100 |
| Total Financial Impact | \$ - | \$ 30,000 | \$ 3,100 | \$ 3,100 | \$ 3,100 | \$ 3,100 |

IMPACT ON OPERATING BUDGET

The impact to the operating budget will be for the additional annual maintenance of the software, estimated at 20 percent of the software cost, or approximately \$4,000. There would be a reduction of 30 hours of testing for annual updates producing an annual savings of \$900 in labor costs at an estimated hourly rate of \$30.





Security Management System Phase 3

Department: Executive

Fund: R & E

Budget Unit: Risk Management

Utility: Water / Sewer

Security Management System Phase 3 - \$200,000

DESCRIPTION OF PROJECT

Phase 3 will integrate CCWA's security and fire alarms, mass notification system, and the Genetec Security Center to provide more efficient monitoring and response. Additionally, Phase 3 will remedy operational needs that were identified either during installation or after implementation of SMS Phases 1 and 2.
[SMP 104]

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

| | <u>Available</u> | <u>2019</u> | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> |
|----------------------------|------------------|-------------|-------------|-------------|-------------|-------------|
| Project Funding | \$ - | \$ 200,000 | \$ - | \$ - | \$ - | \$ - |
| Impact to Operating Budget | - | - | 30,000 | 30,000 | 30,000 | 30,000 |
| Total Financial Impact | \$ - | \$ 200,000 | \$ 30,000 | \$ 30,000 | \$ 30,000 | \$ 30,000 |

IMPACT ON OPERATING BUDGET

The impact on the operating budget for this project will be the annual maintenance of the software and equipment installed and is estimated at 15 percent of the project cost.





Outdoor Break Area

Department: Customer Account

Fund: R & E

Budget Unit: Meter Services

Utility: Water / Sewer

Outdoor Break Area - \$21,800

DESCRIPTION OF PROJECT

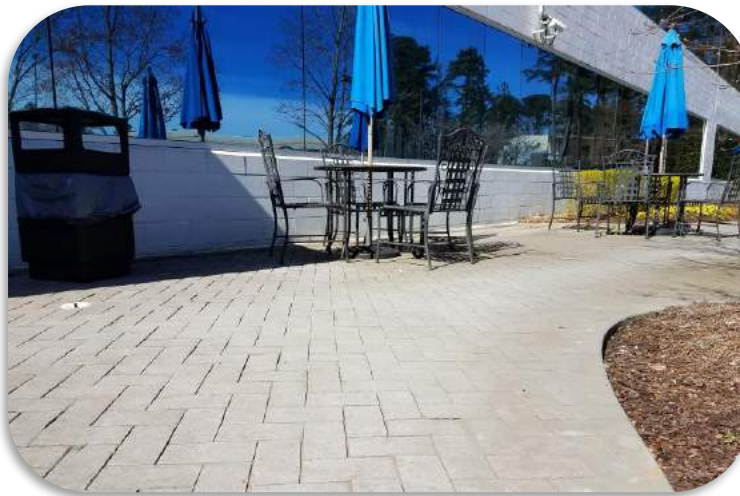
In an effort to continue to strengthen employee morale and create a more positive work atmosphere, the Meter Services group would like to have an outside patio area for employees. The Meter Services team also assists the entire Customer Service staff with cook-outs for employee appreciations lunches and customer service weeks during the seasonal periods. This area would be a benefit for CCWA for these activities and would also benefit others located at the HQ campus.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

| | <u>Available</u> | <u>2019</u> | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> |
|----------------------------|------------------|-------------|-------------|-------------|-------------|-------------|
| Project Funding | \$ - | \$ 21,800 | \$ - | \$ - | \$ - | \$ - |
| Impact to Operating Budget | - | - | - | - | - | - |
| Total Financial Impact | \$ - | \$ 21,800 | \$ - | \$ - | \$ - | \$ - |

IMPACT ON OPERATING BUDGET

There would be a negligible impact on the operating budget for this project as the concrete patio would require little to no maintenance for the first 10 years.





Forest Park Breakroom Remodel

Department: Customer Accounts

Fund: R & E

Budget Unit: Customer Service

Utility: Water / Sewer

Forest Park Breakroom Remodel - \$20,000

DESCRIPTION OF PROJECT

This project will update the employee breakroom at the Forest Park Business office enhancing employee moral. This update was originally scheduled to be included in the 2018-2019 budget but was postponed due to roof repairs that were needed at the same location.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

| | <u>Available</u> | <u>2019</u> | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> |
|----------------------------|------------------|-------------|-------------|-------------|-------------|-------------|
| Project Funding | \$ - | \$ 20,000 | \$ - | \$ - | \$ - | \$ - |
| Impact to Operating Budget | - | - | - | - | - | - |
| Total Financial Impact | \$ - | \$ 20,000 | \$ - | \$ - | \$ - | \$ - |

IMPACT ON OPERATING BUDGET

This project is to update the existing area and will have a neutral impact to the operating budget after the initial project outlay.





Forest Park Drive-Thru Renovations

Department: Customer Accounts

Fund: R & E

Budget Unit: Customer Service

Utility: Water / Sewer

Forest Park Drive-Thru Renovations - \$12,000

DESCRIPTION OF PROJECT

This project will update the drive-thru area at the Forest Park Business office. This project was scheduled to be included in the 2018-2019 budget but was postponed due to roof repairs that were needed at the same location.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

| | <u>Available</u> | <u>2019</u> | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> |
|----------------------------|------------------|-------------|-------------|-------------|-------------|-------------|
| Project Funding | \$ - | \$ 12,000 | \$ - | \$ - | \$ - | \$ - |
| Impact to Operating Budget | - | - | - | - | - | - |
| Total Financial Impact | \$ - | \$ 12,000 | \$ - | \$ - | \$ - | \$ - |

IMPACT ON OPERATING BUDGET

This project is to update the existing area and will have a neutral impact to the operating budget after the initial project outlay.





Call Center Furniture

Department: Customer Accounts

Fund: R & E

Budget Unit: Customer Service

Utility: Water / Sewer

Call Center Furniture (Ext. of 3-135-3) - \$6,800

DESCRIPTION OF PROJECT

This project will complete the Call Center renovation undertaken in the prior fiscal year to improve workstation ergonomics. This funding will outfit the final 4 workstations in the center with adjustable desks, as well as, monitor holders for all 16 workstations in the Call Center.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

| | <u>Available</u> | <u>2019</u> | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> |
|----------------------------|------------------|-------------|-------------|-------------|-------------|-------------|
| Project Funding | \$ - | \$ 6,800 | \$ - | \$ - | \$ - | \$ - |
| Impact to Operating Budget | - | - | - | - | - | - |
| Total Financial Impact | \$ - | \$ 6,800 | \$ - | \$ - | \$ - | \$ - |

IMPACT ON OPERATING BUDGET

This project is to update the existing area and will have a neutral impact to the operating budget after the initial project outlay.





Breakroom Renovations

Department: Water Production

Fund: R & E

Budget Unit: W.J. Hooper Water Production Facility

Utility: Water / Sewer

Breakroom Renovations - \$10,000

DESCRIPTION OF PROJECT

This project will upgrade the breakroom facility at our W.J. Hooper Water Production Facility and includes the replacement of the refrigerator, range, microwave, cabinet and countertops.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

| | <u>Available</u> | <u>2019</u> | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> |
|----------------------------|------------------|-------------|-------------|-------------|-------------|-------------|
| Project Funding | \$ - | \$ 10,000 | \$ - | \$ - | \$ - | \$ - |
| Impact to Operating Budget | - | - | - | - | - | - |
| Total Financial Impact | \$ - | \$ 10,000 | \$ - | \$ - | \$ - | \$ - |

IMPACT ON OPERATING BUDGET

This project is to update the existing area and will have a neutral impact to the operating budget after the initial project outlay.





Walnut Creek Lift Station Evaluation and Detailed Design

| | | | |
|---------------------|----------------------------------|-----------------|---------------|
| Department: | Program Management & Engineering | Fund: | R & E |
| Budget Unit: | PM&E Department Manager | Utility: | Water / Sewer |

Walnut Creek Lift Station Evaluation & Detailed Design - \$500,000

DESCRIPTION OF PROJECT

This project will consist of an evaluation, design, and replacement of the Walnut Creek Lift Station, located in Lovejoy, Georgia. The station needs to be upgraded to accommodate development that has occurred in this area of the county. [SMP 903][WP 2017-03]

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

| | <u>Available</u> | <u>2019</u> | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> |
|----------------------------|------------------|-------------|-------------|-------------|-------------|-------------|
| Project Funding | \$ 1,500,000 | \$ 500,000 | \$ - | \$ - | \$ - | \$ - |
| Impact to Operating Budget | - | - | - | - | 23,000 | 23,000 |
| Total Financial Impact | \$ 1,500,000 | \$ 500,000 | \$ - | \$ - | \$ 23,000 | \$ 23,000 |

IMPACT ON OPERATING BUDGET

The operating budget will not be impacted for the portion of the project that includes the evaluation and design of this lift station. However, when the lift station is constructed and replaces the existing station the ongoing maintenance of the lift station is approximately \$23,000 annually.





Water Line Inspection

Department: Program Management & Engineering

Fund: R & E

Budget Unit: Construction Services

Utility: Water / Sewer

Water Line Inspection - \$40,000

DESCRIPTION OF PROJECT

This set of water line jobs will include the inspection of water line installations donated as part of new developments, along with inspection of service line connections.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

| | <u>Available</u> | <u>2019</u> | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> |
|----------------------------|------------------|-------------|-------------|-------------|-------------|-------------|
| Project Funding | \$ - | \$ 40,000 | \$ 40,000 | \$ 40,000 | \$ 40,000 | \$ 40,000 |
| Impact to Operating Budget | - | - | 8,709 | 17,419 | 26,128 | 26,128 |
| Total Financial Impact | \$ - | \$ 40,000 | \$ 48,709 | \$ 57,419 | \$ 66,128 | \$ 66,128 |

IMPACT ON OPERATING BUDGET

There is no impact on the operating budget of the inspection part of the capitalized infrastructure. However, the inspections done are for new water infrastructure and that will impact the operating budget at a rate of \$0.54 per foot. The plans for new development estimate 48,386 feet of water lines, 80,099 feet of sewer pipe and 14,420 feet of force main connecting to 4 associated sewer lift stations. Assuming a third of this pipe is donated over each of the following three years, an additional 16,129 ft of water pipe will be added to water infrastructure each of those years. At \$0.54 per foot, the maintenance expense would increase the operating budget an additional \$8,709 over each of the next three years.





Sewer Line Inspection

| | |
|--------------------|---|
| Department: | Program Management & Engineering |
|--------------------|---|

| | |
|--------------|------------------|
| Fund: | R & E |
|--------------|------------------|

| | |
|---------------------|------------------------------|
| Budget Unit: | Construction Services |
|---------------------|------------------------------|

| | |
|-----------------|----------------------|
| Utility: | Water / Sewer |
|-----------------|----------------------|

Sewer Line Inspection - \$40,000

DESCRIPTION OF PROJECT

This set of sewer line jobs will include the inspection of sewer line installations donated as part of new developments, along with inspection of sewer line stub outs. These stub outs will serve adjacent, unsewered property.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

| | <u>Available</u> | <u>2019</u> | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> |
|----------------------------|------------------|-------------|-------------|-------------|-------------|-------------|
| Project Funding | \$ - | \$ 40,000 | \$ 10,000 | \$ 10,000 | \$ 10,000 | \$ 10,000 |
| Impact to Operating Budget | - | - | 19,219 | 38,438 | 57,657 | 57,657 |
| Total Financial Impact | \$ - | \$ 40,000 | \$ 29,219 | \$ 48,438 | \$ 67,657 | \$ 67,657 |

IMPACT ON OPERATING BUDGET

There is no impact on the operating budget of the inspection part of the capitalized infrastructure. However, the inspections done are for new sewer infrastructure and that will impact the operating budget at a rate of \$0.61 per foot. The plans for new development estimate 48,386 feet of water lines, 80,099 feet of sewer pipe and 14,420 feet of force main connecting to 4 associated sewer lift stations. Assuming a third of this pipe is donated over each of the following three years, an additional 31,506 ft of sewer pipe will be added to sewer infrastructure each of those years. At \$0.61 per foot, the maintenance expense would increase the operating budget an additional \$19,219 over each of the next three years.





Water Meter Inspection

| | |
|--------------------|---|
| Department: | Program Management & Engineering |
|--------------------|---|

| | |
|--------------|------------------|
| Fund: | R & E |
|--------------|------------------|

| | |
|---------------------|------------------------------|
| Budget Unit: | Construction Services |
|---------------------|------------------------------|

| | |
|-----------------|----------------------|
| Utility: | Water / Sewer |
|-----------------|----------------------|

Water Meter Inspection - \$40,000

DESCRIPTION OF PROJECT

This set of meter jobs will include the inspection of larger meter installations donated as part of new developments.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

| | <u>Available</u> | <u>2019</u> | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> |
|----------------------------|------------------|-------------|-------------|-------------|-------------|-------------|
| Project Funding | \$ - | \$ 40,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 |
| Impact to Operating Budget | - | 466 | 699 | 932 | 1,165 | 1,398 |
| Total Financial Impact | \$ - | \$ 40,466 | \$ 20,699 | \$ 20,932 | \$ 21,165 | \$ 21,398 |

IMPACT ON OPERATING BUDGET

There is no impact on the operating budget of the inspection part of the capitalized infrastructure. However, the inspections done are for new meters and that will impact the operating budget through annual maintenance of the meter. The meter inspections are budgeted at \$1,000 per meter. The 2019-2020 funding this in this project will inspect 40 meters. With an average annual maintenance cost per meter is \$11.65, the total estimated maintenance cost of 40 meters that this inspection budget covers would total \$466 annually. Funding projected for this project is \$20,000 annually which will add \$233 in maintenance cost per year.





Galvanized Water Main Replacement

| | |
|--------------------|---|
| Department: | Program Management & Engineering |
|--------------------|---|

| | |
|--------------|------------------|
| Fund: | R & E |
|--------------|------------------|

| | |
|---------------------|------------------------------|
| Budget Unit: | Construction Services |
|---------------------|------------------------------|

| | |
|-----------------|----------------------|
| Utility: | Water / Sewer |
|-----------------|----------------------|

Galvanized Water Main Replacement - \$1,500,000

DESCRIPTION OF PROJECT

This project is a continuation of a long-term annual program that replaces galvanized steel water mains throughout the County. When these pipes age, they cause a number of problems within our Distribution System. We replace the galvanized lines with ductile iron pipe or 2" copper, based on customer service needs and fire protection. The cost to replace this pipe is approximately \$100 per ft. This amount budgeted will replace approximately 2.84 miles of galvanized pipe.

[SMP 601]

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

| | <u>Available</u> | <u>2019</u> | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> |
|----------------------------|------------------|--------------|--------------|--------------|--------------|--------------|
| Project Funding | \$ - | \$ 1,500,000 | \$ 1,500,000 | \$ 1,500,000 | \$ 1,500,000 | \$ 1,500,000 |
| Impact to Operating Budget | - | 8,100 | 16,200 | 24,300 | 32,400 | 40,500 |
| Total Financial Impact | \$ - | \$ 1,508,100 | \$ 1,516,200 | \$ 1,524,300 | \$ 1,532,400 | \$ 1,540,500 |

IMPACT ON OPERATING BUDGET

The impact on the operating budget for this year's investment of \$1,500,000 will consist of general maintenance of the replaced existing infrastructure of 2.84 miles of pipe (~15,000 ft.) is \$8,100 (\$0.54/ft.).





Basin Level Sewer Rehabilitation

| | | | |
|--------------|----------------------------------|----------|---------------|
| Department: | Program Management & Engineering | Fund: | R & E |
| Budget Unit: | Construction Services | Utility: | Water / Sewer |

Basin Level Sewer Rehab - \$2,500,000

DESCRIPTION OF PROJECT

This project will implement repairs, rehabilitations, or replacements of the wastewater collection system based on the findings of the Sanitary Sewer Evaluation Survey (SSES) program. The solutions implemented will be the most cost effective for reduction of Inflow and Infiltration (I/I) in the system at the W.B. Casey, Northeast, and Shoal Creek Basins. Cost to replace is approximately \$800,000 per mile or about \$152/ft. The amount budgeted of \$2,500,000 will replace about 3.1 miles (~16,500 ft.)

[SMP 614]

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

| | Available | 2019 | 2020 | 2021 | 2022 | 2023 |
|----------------------------|-----------|--------------|--------------|--------------|--------------|--------------|
| Project Funding | \$ - | \$ 2,500,000 | \$ 2,000,000 | \$ 2,000,000 | \$ 2,000,000 | \$ 2,000,000 |
| Impact to Operating Budget | | 7,754 | 13,977 | 20,201 | 26,424 | 32,647 |
| Total Financial Impact | \$ - | \$ 2,507,754 | \$ 2,013,977 | \$ 2,020,201 | \$ 2,026,424 | \$ 2,032,647 |

IMPACT ON OPERATING BUDGET

The net impact on the operating budget for this year's project investment of \$2,500,000 is \$7,754. At \$0.61/ft, it will cost approximately \$10,033 annually for the general maintenance of the 3.1 miles (16,500 ft.) of sewer pipe infrastructure the project will replace.

Cost savings in energy and chemicals would reduce that impact by \$2,279. This is due to a reduction in Inflow and Infiltration (I/I) which is estimated to be responsible for \$1 million of water reclamation expenses. (3.1 miles is .23% of 1,367 miles of sewer pipeline).

Future project investments estimated at \$2,000,000 annually will replace 2.5 miles (13,200 ft.) of existing sewer pipe infrastructure which will have general maintenance costs of \$8,052 annually at \$0.61/ft. Cost savings in energy and chemicals would reduce that impact by \$1,829 by the reduction in I/I (2.5 miles is .18% of 1,367 miles of sewer pipeline).





DOT – Valley Hill Road Connector & Bridge

Department: Distribution & Conveyance

Fund: R & E

Budget Unit: Water Distribution
Maintenance

Utility: Water / Sewer

Department of Transportation (DOT) - Valley Hill Road Connector & Bridge - \$318,000

DESCRIPTION OF PROJECT

This project is part of a Department of Transportation project that will widen the section of Valley Hill Road between the Bridge and Battle Creek Road. This project requires the relocation of 2,400 feet of 12-inch water main and 600 feet of 8-inch sewer main that runs along this section of the road. ☐

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

| | <u>Available</u> | <u>2019</u> | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> |
|----------------------------|------------------|-------------|-------------|-------------|-------------|-------------|
| Project Funding | \$ - | \$ 318,000 | \$ - | \$ - | \$ - | \$ - |
| Impact to Operating Budget | | - | 1,662 | 1,662 | 1,662 | 1,662 |
| Total Financial Impact | \$ - | \$ 318,000 | \$ 1,662 | \$ 1,662 | \$ 1,662 | \$ 1,662 |

IMPACT ON OPERATING BUDGET

The impact to the operating budget is neutral. The general maintenance of water main is \$0.54 per foot and ongoing maintenance of this existing infrastructure is \$1,296 for 2,400 feet of distribution (water) pipe. The general maintenance of sewer pipe is \$0.61 per foot and ongoing maintenance of this existing infrastructure is \$366 for 600 feet of conveyance (sewer) pipe.





Department of Transportation – Tara Blvd

Department: Distribution & Conveyance

Fund: R & E

Budget Unit: Water Distribution
Maintenance

Utility: Water / Sewer

Department of Transportation (DOT) - Tara Blvd - \$120,000

DESCRIPTION OF PROJECT

This project is part of a Department of Transportation project that is widening Tara Boulevard between Tara Road and Highway 54. This project requires the relocation of 3,700 feet of 24-inch water main and 200 feet of 8-inch water main along this section of the road.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

| | <u>Available</u> | <u>2019</u> | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> |
|----------------------------|------------------|-------------|-------------|-------------|-------------|-------------|
| Project Funding | \$ - | \$ 120,000 | \$ - | \$ - | \$ - | \$ - |
| Impact to Operating Budget | - | - | 2,106 | 2,106 | 2,106 | 2,106 |
| Total Financial Impact | \$ - | \$ 120,000 | \$ 2,106 | \$ 2,106 | \$ 2,106 | \$ 2,106 |

IMPACT ON OPERATING BUDGET

The impact to the operating budget is neutral. The general maintenance of water main is \$0.54 per foot and ongoing maintenance of this existing infrastructure is \$2,106 for 3,900 feet of distribution (water) pipe.





Impact Summary of Capital Projects on Operating Budget – Renewal and Extension Fund

The detailed annual financial impact of each project is explained on each of the previous project pages.

| Fiscal Year Ended April 30, | Initial Funding | Impact on Operating Budget | | | | | |
|--|---------------------|----------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | 2020 | Type of Cost | 2021 | 2022 | 2023 | 2024 | 2025 |
| Blade Server | \$ 45,000 | M | \$ 4,500 | \$ 4,500 | \$ 4,500 | \$ 4,500 | \$ 4,500 |
| Disaster Recovery Storage Replacement | 48,000 | M | 4,800 | 4,800 | 4,800 | 4,800 | 4,800 |
| San Switch Console | 48,000 | M | 4,800 | 4,800 | 4,800 | 4,800 | 4,800 |
| Network Equipment | 35,000 | M | 3,500 | 3,500 | 3,500 | 3,500 | 3,500 |
| SCADA Host Refresh | 46,000 | M | 4,600 | 4,600 | 4,600 | 4,600 | 4,600 |
| Hyperconverged Pilot | 40,000 | M | 6,000 | 6,000 | 6,000 | 6,000 | 6,000 |
| IT Parts Room Equipment | 10,000 | M | - | - | - | - | - |
| Automated Testing Software | 30,000 | M,L | 3,100 | 3,100 | 3,100 | 3,100 | 3,100 |
| Security Management System Phase Three | 200,000 | M | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 |
| Outdoor Break Area | 21,800 | M | - | - | - | - | - |
| Forest Park Breakroom Remodel | 20,000 | M | - | - | - | - | - |
| Forest Park Drive-Thru Renovations | 12,000 | M | - | - | - | - | - |
| Call Center Furniture (Ext of 3-135-3) | 6,800 | M | - | - | - | - | - |
| Breakroom Renovations | 10,000 | M | - | - | - | - | - |
| Walnut Creek Lift Station Evaluation and Detailed Design | 500,000 | A, M | | | | 23,000 | 23,000 |
| Water Line Inspection | 40,000 | M | 8,709 | 17,419 | 26,128 | 26,128 | 26,128 |
| Sewer Line Inspection | 40,000 | M | 19,219 | 38,438 | 57,657 | 57,657 | 57,657 |
| Water Meter Inspection | 40,000 | M | 466 | 699 | 932 | 1,165 | 1,398 |
| Galvanized Water Main Replacement | 1,500,000 | M | 8,100 | 16,200 | 24,300 | 32,400 | 40,500 |
| Basin Level Sewer Rehab | 2,500,000 | M, E | 7,754 | 13,977 | 20,201 | 26,424 | 32,647 |
| DOT - Valley Hill and Battle Creek Roads | 318,000 | M | 1,662 | 1,662 | 1,662 | 1,662 | 1,662 |
| DOT - Tara Boulevard | 120,000 | M | 2,106 | 2,106 | 2,106 | 2,106 | 2,106 |
| Total FY 2019-2020 Capital Project Funding | \$ 5,630,600 | | | | | | |
| Net Increase/(Decrease) to Operating Budget | | | \$ 109,317 | \$ 151,801 | \$ 194,286 | \$ 231,842 | \$ 246,398 |

Type of Cost:

FTE = New Employee

L = Labor Hour Impact

M = Annual Maintenance or Licensing Fees

E = Energy or Utility Charges

A = Construction design or Assessment that prioritizes pipeline projects that will be capitalized and then require maintenance depending on results



Stormwater Funded Projects

FUNDING SOURCES

| <u>DESCRIPTION OF REVENUE SOURCES</u> | <u>AMOUNT</u> |
|--|---------------------|
| Other Financing Sources: | |
| Interfund Transfers from Stormwater Fund | \$ 3,395,185 |
| Total Funding Sources | \$ 3,395,185 |

PROJECTS

| <u>BUDGET UNIT - PROJECT SPONSOR</u> | <u>GENERAL PROJECT DESCRIPTION</u> | <u>AMOUNT</u> |
|--------------------------------------|------------------------------------|---------------------|
| Stormwater Maintenance | Cured In Place Pipe | \$ 1,500,000 |
| Stormwater Maintenance | Removal and Replacement | 1,693,121 |
| Total Projects | | \$ 3,193,121 |



Cured In Place Pipe (CIPP)

Department: Stormwater

Fund: Construction

Budget Unit: Stormwater Maintenance

Utility: Stormwater

Cured In Place Pipe (CIPP) - \$1,500,000

DESCRIPTION OF PROJECT

Cured in Place is a means of rehabilitating and restoring existing pipe by using a felt tube saturated with resin and coated with a waterproof layer. This tube is inserted into the existing pipe system and allowed to harden, essentially creating a new pipe. This work is performed by an outside annual services contractor and is part of a 10-year strategic master plan program. Estimated annual funding for CIPP is \$1,500,000. At a cost of \$330 per linear foot, approximately 4,500 feet, or 3/4 of a mile, of stormwater pipe can be relined per year.

[SMP 214]

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

| | <u>Available</u> | <u>2019</u> | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> |
|----------------------------|------------------|--------------|--------------|--------------|--------------|--------------|
| Project Funding | \$ - | \$ 1,500,000 | \$ 1,500,000 | \$ 1,500,000 | \$ 1,500,000 | \$ 1,500,000 |
| Impact to Operating Budget | | 3,645 | 7,290 | 10,935 | 14,580 | 18,225 |
| Total Financial Impact | \$ - | \$ 1,503,645 | \$ 1,507,290 | \$ 1,510,935 | \$ 1,514,580 | \$ 1,518,225 |

IMPACT ON OPERATING BUDGET

The impact on the operating budget for this project will be neutral as it restores existing infrastructure. The cost to continue to maintain 4,500 feet of existing infrastructure is \$3,645. (\$0.81/ft.)





Removal and Replacement (R/R)

Department: Stormwater

Fund: Construction

Budget Unit: Stormwater Maintenance

Utility: Stormwater

Removal and Replacement (R/R) - \$1,693,121

DESCRIPTION OF PROJECT

Removal and Replacement involves the actual excavation, repair, and/or replacement of Stormwater Infrastructure. These projects usually involve an effort where larger diameter infrastructure is being replaced or a longer term effort is required to replace existing infrastructure. This year, an emphasis is being made to include more linear assets regardless of pipe diameter. These jobs are usually performed by an annual outside services contractor but more jobs performed by internal staff will be captured. This work is part of a 10-year strategic master plan program. Estimated annual funding for R/R is \$1,500,000. At a cost of \$300 per linear foot, approximately 5,000 feet, or almost one mile, of stormwater pipe can be replaced per year. This budgeted amount will replace 5,644 feet of pipe.

[SMP 214]

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

| | <u>Available</u> | <u>2019</u> | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> |
|----------------------------|------------------|--------------|--------------|--------------|--------------|--------------|
| Project Funding | \$ - | \$ 1,693,121 | \$ 1,500,000 | \$ 1,500,000 | \$ 1,500,000 | \$ 1,500,000 |
| Impact to Operating Budget | | 4,571 | 8,621 | 12,671 | 16,721 | 20,771 |
| Total Financial Impact | \$ - | \$ 1,697,692 | \$ 1,508,621 | \$ 1,512,671 | \$ 1,516,721 | \$ 1,520,771 |

IMPACT ON OPERATING BUDGET

This project will have a neutral impact to the operating budget as it replaces existing stormwater infrastructure currently maintained. The annual maintenance cost on 5,644 linear feet at \$0.81/LF of stormwater pipe is \$4,571.





Impact Summary of Capital Projects on Operating Budget – Stormwater Fund

The detailed annual financial impact of each project is explained on each of the previous project pages.

| Fiscal Year Ended April 30, | Initial Funding | <i>Impact on Operating Budget</i> | | | | | |
|-------------------------------|---------------------|-----------------------------------|-----------------|------------------|------------------|------------------|------------------|
| | 2020 | Type of Cost | 2021 | 2022 | 2023 | 2024 | 2025 |
| Cured In Place Pipe (CIPP) | \$ 1,500,000 | M | \$ 3,645 | \$ 7,290 | \$ 10,935 | \$ 14,580 | \$ 18,225 |
| Removal and Replacement (R/R) | 1,693,121 | M | 4,571 | 8,621 | 12,671 | 16,721 | 20,771 |
| | <u>\$ 3,193,121</u> | | <u>\$ 8,216</u> | <u>\$ 15,911</u> | <u>\$ 23,606</u> | <u>\$ 31,301</u> | <u>\$ 38,996</u> |

Type of Cost:

FTE = New Employee

L = Labor Hour Impact

M = Annual Maintenance or Licensing Fees

E = Energy or Utility Charges

A = Construction design or Assessment that prioritizes pipeline projects that will be capitalized and then require maintenance depending on results



FISCAL POLICIES

Fiscal Policies

The financial policy document, comprised of individual yet cohesive policies, incorporates many of the Authority's financial management practices that are used by CCWA staff as guidelines for operational and strategic decision making related to current and future financial matters.

The purpose of establishing these policies is to identify acceptable and unacceptable courses of action, thus establishing parameters in which the Authority can operate as well as providing a standard against which the Authority's fiscal performance can be reviewed. In all the Authority's policies, the overriding consideration is to assure that its services are provided to its customers into perpetuity. Some policies are flexible when they are utilized by CCWA staff as performance measurement tools to monitor the Authority's finances; others are restrictive to emphasize accountability.

Due to the above reasons, these policies are drafted as a living document to maintain their effectiveness in order to accommodate changes. CCWA staff and Board members review these policies on a recurring basis to accommodate minor changes to the existing financial policy or major shifts in financial priorities, as approved by the CCWA Board of Directors at its sole discretion.

The Authority's financial policies encompass the following functional areas:

- Operating Budget Policy
- Capital Budget Policies
- Accounting, Auditing and Financial Reporting Policies
- Revenue Administration Policy
- Expenditure Administration Policy
- Debt Management Policy
- Investment Policy
- Reserve Policy
- Risk Management Policy
- Purchasing Policy

Operating Budget Policy

Operating Budget policies are adopted to ensure that a sound business approach is taken in the course of preparing the annual expenditure plan. The guiding principle of the Authority's budgetary policies is to achieve structural balance between revenues and expenditures to endure that desired service levels are provided on a sustained basis. To remain a viable, ongoing enterprise the Authority's annual operating expenditures must be based on a stable stream of revenues. These principles are designed to encourage consideration of long-term objectives rather than short-term benefits. Adherence to these policies will enable the Authority to maintain a stable level of services, expenditures and user rates in future periods.

Board guidelines with respect to the Authority's operating budget are as follows:

- Provide a mechanism for exercising managerial control over cash flows. The Authority shall *annually adopt a balanced budget* where operating revenues are equal to, or exceed, operating expenditures for each twelve-month cycle.
- The operating budget will be prepared utilizing the modified accrual basis of accounting as a means of estimating the flow of financial resources on an annual basis.
- The Authority will annually submit its budget document to the Government Finance Officers Association (GFOA) for consideration of its adherence to the criteria established for receiving the "Distinguished Budget Presentation Award".



- The Authority will finance all current expenditures with current revenues. The Authority will avoid budgetary procedures that balance current expenditures through the obligation of future resources. The Authority will not use short-term borrowing to meet operating budget requirements.
- The Authority will utilize performance measures and workload indicators to provide qualitative and quantitative information about operations.
- Departments must justify each of their budgetary requests for funding. The budget process is intended to weigh all competing requests for resources, within expected fiscal constraints.
- All unencumbered operating budget appropriations will lapse at the year-end unless their carry-over is specifically approved by the General Manager. Encumbered balances will be re-appropriated in the following fiscal period.
- The Authority will maintain a budgetary control system to ensure adherence to the budget and will prepare timely financial reports comparing actual revenues, expenditures and encumbrances with budgeted amounts.
- Budgeting procedures will be used to identify distinct functions and activities and to allocate resources to perform these functions and activities as required. The operating budget shall be developed to control both direct and indirect costs of programs and services wherever practical.
- The Authority will estimate its annual revenues by an objective analytical process in a prudent manner.
- All departments will share in the responsibility of meeting policy goals and ensuring long-term financial health. Future service plans and program initiatives will be developed to reflect current policy directives, projected resources and future service requirements.
- The appropriations portion of the operating budget will contain a sufficient level of contingency funds that are unplanned and available to meet unanticipated expenditures that might arise.
- The operating budget will provide for adequate maintenance of capital equipment and facilities, as well as for their orderly replacement.
- The Board of Directors will adopt the annual operating budget for the Authority no later than April 20th.
- Funding priorities in the Operating Budget will be aligned with the Strategic Master Plan that has been prepared by the management team.
- Information from the annual operating budget will be made available to the customers and other interested parties via the Authority's website.
- During the year, the Finance Department shall prepare and disseminate quarterly budget-to-actual reports for all operating funds to members of the management team. The report shall include an analysis of the revenue and expenditure activity year-to-date. The document will also discuss any significant deviations from the original budget operating plan.

Capital Budget Policy

Capital budget policies are needed to ensure that capital expenditures are well planned and enable the Authority to replace its plant facility, piping, equipment and other capital assets when needed, without requiring significant fluctuations in the user service charges.

- Based on a review of existing capital assets and a comprehensive assessment of future needs, the Authority shall prepare a ten-year capital plan to define the major projects that will need to be addressed during that decade. The plan shall be reviewed periodically and updated as needed.



- Using the ten-year plan as a guiding document, the Authority will develop a five-year plan for capital improvements and update it annually.
- The Authority will coordinate development of the capital improvement budget with development of the operating budget. Future operational costs associated with new capital improvements will be projected and included in operating budget forecasts.
- The Authority will provide ongoing preventative maintenance and upkeep on all its assets at a level adequate to protect the Authority's investment and to minimize future maintenance and replacement costs.
- The Authority will determine the least costly financing method for all new projects.
- The Authority will establish specific replacement criteria (e.g., mileage, hours, age) for rolling stock and heavy equipment based on financial and operational considerations.
- The Authority will develop an annual capital budget schedule for replacement of equipment generally having a replacement cost of more than \$5,000. The replacement schedule should cover the succeeding five fiscal years and identify the specific unit and its estimate cost.
- Whenever financially feasible, the Authority will fund its capital budget needs on a pay-as-you-go basis.
- Federal, State, other intergovernmental and private funding sources are sought and used as available to provide supplemental funding for capital improvements.
- Upon completion of any capital project, any remaining appropriated funds for that project will be returned to the undesignated capital project fund balance.
- Capital project proposals should include complete, reliable and attainable cost estimates. At the time of award of the construction contract, each project should include a reasonable provision for contingencies.
- The Authority will utilize innovative and cost-effective methods for the disposal of unserviceable capital assets.

Accounting, Auditing and Financial Reporting Policies

The purpose of accounting, auditing and financial reporting policies are to ensure accurate and consistent accounting practices that conform to generally accepted accounting principles. These policies promote public confidence in and ensure the integrity of the Authority's financial system and processes.

Board guidelines with respect to the Authority's fiscal policies are as follows:

- The Authority will develop an ongoing system of financial reporting to meet the needs of the Board of Directors, the General Manager, department heads and the general public. Reporting systems will monitor the costs of providing services wherever possible. The reporting systems will also promote budgetary control and comparative analysis.
- An independent audit in compliance with Generally Accepted Audit Standards (GAAS) will be performed annually by a qualified, independent auditor in accordance with HB 535.
- The Authority will establish and maintain a high standard of accounting practices. Accounting records and systems will conform to Generally Accepted Accounting Principles (GAAP). These principles will be updated as mandated by the Governmental Accounting Standards Board (GASB), which is the legal authority charged with defining GAAP.
- The Authority will prepare a Comprehensive Annual Financial Report (CAFR) in accordance with Generally Accepted Accounting Principles (GAAP) for governmental entities. The Authority will strive to prepare the Comprehensive Annual Financial Report to meet the standards of the GFOA Certificate of Achievement for Excellence in Financial Reporting Program.



- The Authority will follow a policy of full disclosure on every financial report.
- The Authority will maintain accurate records of all assets to ensure a high degree of stewardship for property under its control.
- Regular monthly and annual financial reports will present a summary of financial activity for the various individual accounts of the Authority.
- Information from the Comprehensive Annual Financial Report will be made available to the customers and other interested parties via the Authority's website.

Revenue Administration Policy

Revenue administration policies are needed to ensure that the Authority has a stable revenue based on which to fund its operations over the long-term. The primary objective of these policies is to ensure that sufficient revenues are generated so that the Authority remains an ongoing concern.

Board guidelines with respect to the Authority's revenue administration policy are as follows:

- The user charges being assessed customers should represent the full cost of providing service.
- Annually, a five-year forward operating forecast will be prepared. Based on those estimates, planned rate adjustments on a consistent basis will be programmed as part of the financial plan.
- User fees will be adjusted periodically to ensure that estimated net revenues (i.e., revenues after paying operating expenses) will remain at a minimum of 1.5 times the annual debt service amount.
- Revenues generated from impact fees will be designated for capital expenditures.
- The Authority shall establish and annually re-evaluate, all user charges and fees to ensure that they remain at a rate that directly correlates to the cost of providing the associated service.
- Revenues of a limited or indefinite term should be used for capital projects or one-time operating expenditures to ensure that no ongoing service program is lost when such revenues are reduced or discontinued.
- Grant applications to fund new service programs with State or Federal funds will be reviewed by the Authority, as they become available, with due consideration being given to whether user fee revenues will be required to support these programs when external funding is no longer available.
- The Authority will follow a vigorous policy of collecting all revenues that are due to the Authority.

Expenditure Administration Policy

Expenditure administration policies are needed to ensure that the authority exercises adequate control over its expenditures and analyzes them in terms of their long-term financial impact. The overriding objective of these policies is to help ensure that the Authority is able to maintain its user rates at the lowest possible level.

Board guidelines with respect to the Authority's debt policy are as follows:

- Expenditures should be controlled by management and should stay within the amount of appropriated funds.
- High priority will be given to expenditures that will reduce future operating costs, such as increased utilization of technology and equipment and prudent business methods.
- Should the revenue projections fall short of the projected expenditures, the Finance Director shall convey service alternatives to the General Manager to match the projected revenues.
- A continuing effort shall be made to reduce duplicative and inefficient functions within the Authority. To that end, business process redesign and reorganization will be encouraged whenever increased efficiency and effectiveness can be demonstrated.



Debt Policy

Debt policies are adopted to define the role of debt in the Authority's total fiscal strategy. The principle goal of these policies is to avoid using debt in a way that weakens other segments of the financial structure of the Authority. The Authority's primary objective is to minimize debt service and issuance costs; maintain access to cost-effective borrowing; achieve the highest practical credit rating; ensure full and timely repayment of debt; maintain full and complete financial disclosure and reporting; and ensure compliance with applicable state and federal laws.

Board guidelines with respect to the Authority's debt policy are as follows:

- The Authority will confine long-term borrowing to capital improvements or projects that cannot be financed from current revenues. The Authority will not use debt for the purchase of vehicles and heavy equipment.
- When the Authority finances capital projects by issuing bonds, it will pay back the bonds within a period not to exceed the expected useful life of the project.
- The Authority will not use long-term debt for current operations.
- Bond issues shall be planned to mitigate substantial year-to-year shifts in future debt service requirements.
- The Authority will follow a policy of full disclosure on every bond prospectus.
- Refinancing or bond refunding will only be undertaken when there is significant economic advantage to the Authority, and when it does not conflict with other fiscal or credit policies. As a savings target, the Authority looks to project a net present value savings, after bond issuance costs, of at least 3 percent of refunded principle.
- The Authority shall comply with all Internal Revenue Service arbitrage rebate requirements for bond indebtedness. As a rule, calculations as to the liability amount for each series should be prepared annually.
- For all competitive and negotiated sales, underwriters will be required to demonstrate sufficient capitalization and experience related to the debt issuance.
- The maintenance of the best possible credit rating shall be a major factor in all financial decisions.

Investment Policy

Investment policies are needed to ensure the most efficient use of the Authority's idle funds and to identify the preferred investment strategy. The primary objective of these policies is to provide a reasonable rate of return on idle funds while limiting the amount of risk involved.

Board guidelines with respect to the Authority's investment policy are as follows:

- The Authority will make arrangements for banking services on a contractual basis for a period not to exceed five one-year terms. The contract will contain a fee schedule for each service rendered.
- The investment program shall comply with all Authority related legislation and Federal/State regulations for investing public funds and safekeeping/security requirements.
- The investment program shall be operated based on the following principles, with priorities placed on the order as listed below:
 - **Legality:** All investments will comply with State laws and local ordinances. Specific requirements, such as those set forth in bond ordinances, will take precedence and could further restrict investment options;
 - **Safety of Principal:** Principal is protected from loss with secure investment practices and collateralization;



- **Maintenance of Adequate Liquidity:** A sufficient quantity of investments is readily convertible to cash when needed to meet current obligations without incurring losses; and
- **Yield or Return on Investment:** The earnings rate on investments is maximized without diminishing the other principles.
- The investment program should use a competitive selection process for investments with maturity dates greater than 90 days. Investments should be placed with only qualified financial institutions.
- The investment program should provide for a system of internal control over investments and timely financial reporting of investing activities.
- The accounting system will provide regular information concerning cash position and investment performance.
- Where permitted, the Authority will pool its cash resources from various accounts for investment purposes.
- All Authority bank accounts shall be reconciled on a timely basis.

Reserve Policy

Reserve policies are needed to provide the working capital that is needed to address significant fluctuations in cash flows that may occur during the fiscal year. These principles also provide a cushion against unexpected revenue and income interruptions.

Board guidelines with respect to the Authority's reserve policy are as follows:

- The Authority shall maintain a minimum of \$1,500,000 in the Renewal and Extension Fund. Monies held in this reserve fund may only be expended upon authorization of the Board of Directors for unanticipated operating and maintenance activities.
- The Authority will maintain reserves in compliance with all debt service requirements to maintain bond ratings and the marketability of bonds. As a rule, cash balances will be maintained at such a level, as determined by Senior Management, necessary to provide the Authority with sufficient working capital and a comfortable margin of safety to address emergencies and unexpected declines in revenue without borrowing.
- The Authority shall set aside sufficient funds to cover future postemployment benefits as employees earn them.

Risk Management Policy

Risk management policies are needed to ensure that the Authority undertakes a diligent effort to prevent loss or degradation of its assets and to reduce its exposure to liability.

Board guidelines with respect to the Authority's risk management policy are as follows:

- The Authority shall transfer risk to other parties, where cost effective, by purchasing insurance.
- Insurance policies will be analyzed regularly to assure proper coverage and deductibles.
- The Authority shall shift the legal and financial responsibility to third parties who perform work or provide services to the Authority for losses or potential losses caused by the actions of those third parties. This transfer of risk may occur through a variety of means in leases, purchase and service agreements and other contracts. The transfer of risk shall be made formally and in writing and may include bid bonds, payment bonds, performance bonds, fidelity bonds indemnification agreements, insurance requirements and the required provision of certificates of insurance.



Purchasing Policies

It is essential that uniform purchasing policies be followed and observed when purchases are made on the behalf of Clayton County Water Authority (“Authority”) to ensure the best product and services are obtained. The primary purpose of these policies is to provide an equitable and fair methodology for acquiring the goods and services needed for the Authority’s operations at the lowest total cost. Purchasing policies are needed to ensure that the Authority obtains the best product for money that is expended.

Board guidelines with the respect to the Authority’s purchasing policy are as follows:

- The Authority will strive to obtain the highest quality of goods and services for the most economical costs. Bulk purchases, quantity discounts, standardization of common items and other approaches will be used to acquire goods and services economically.
- It is the intent of the Authority to establish uniform regulations and procedures to provide for an efficient and fiscally responsible system for the purchase of materials and services necessary for the effective operations of the Company.
- All departments of the Authority must utilize competitive bidding procedures as outlined in the purchasing policies. Bids will be awarded on a nondiscriminatory basis with appropriate efforts to include local and disadvantaged businesses.
- The Authority will maintain a purchasing system that provides needed materials and services in a timely manner to avoid interruptions in the delivery of services.
- The Authority will strive to take advantage of attractive payment terms by seeking the necessary approvals and processing checks in a timely fashion.
- Purchases in excess of a unit price of one hundred dollars (\$100) or an aggregate value of one hundred dollars (\$100), except as supported by an executed contract or under the Purchasing Card or Credit Card program shall be by purchase order. These goods or services should not be included in a price agreement or available in inventory, when possible.
- Purchases of any item, group of items or service, whether by purchase order or contract, with a total cost of fifty thousand dollars (\$50,000) or more shall be competitively priced utilizing sealed bids or sealed request for proposals with the exception of purchases made through the State of Georgia pursuant to Title 50, Chapter 5, Section 100 of the Official Code of Georgia Annotated or goods and services that are of an expected and continuing nature, including but not limited to replenishment of inventory goods, utility bills, travel, seminar fees, conference and registration fees, membership dues, subscription costs and maintenance agreements. Notification of sealed bids or request for proposals will be advertised in the County’s Legal Organ or on the CCWA website a minimum of twice in a four-week period prior to the bid or proposal opening. The first advertisement must occur at least four weeks prior to the opening of the sealed bids or proposals with the second advertisement following no earlier than two weeks from the first advertisement. The Board of Directors shall make awards to vendors. Contracts may not be divided for purposes of avoiding the limitations of this section.
- Purchases of any item, group of items or service whose total cost is less than fifty thousand dollars (\$50,000) may be competitively priced if it is determined to be in the best interest of the Authority. Any of the competitive pricing methods, i.e., sealed bids, Request for Proposal or quotes may be used. The General Manager or designee shall make awards to vendors.
- Management may elect to contract on an annual basis for supplies and/or services under a Master Contract and make specific purchases or assignments by issuing Purchase Orders; such annual contracts must be no more than fifty (\$50,000) without the prior approval of the Board. Such situations will require annual certificates of insurance and contractual provisions as required.



- Sole Source Purchases would only occur when there is only one available supplier of a good or service that meets the needs of the Authority and meets one or more of sixteen qualifying criteria. Negotiation should be used to complete the terms and conditions for this purchase. Sole source approval shall be effective for a period of three (3) years after which time a search of the market for adequate competition must be performed to justify continued sole source contract.
- The provisions of the Purchasing Policy shall not apply to the payment of recurring bills including, but not limited to, utility payments. Said payments may be made when due to avoid the accrual of interest or the imposition of late payment fees and/or penalties.
- In the event of an emergency condition, which threatens the water, sewer or storm water system's ability to operate, the General Manager is to contact the Chairman of the Board as soon as practically possible and proceed without competitive pricing, if necessary. If the Chairman is not available, then the remaining officers in the order of Vice Chairman, then Secretary/Treasurer will be notified. The scope shall be limited only to the emergency procurement of goods and services exceeding \$50,000 and necessary to meet the emergency. All emergency contracts for public works or improvements in excess of \$50,000 shall apply.
- Purchases shall be in compliance with the approved budget a single budget revision of less than fifty thousand dollars (\$50,000) shall be approved by the General Manager whether for an individual item or in aggregate.
- Upon the recommendation of the General Manager, purchases may be made through the State of Georgia pursuant to Title 50, Chapter 5, Section 100 of the Official Code of Georgia Annotated, without the necessity of further competitive pricing. For any such purchase of less than fifty thousand dollars (\$50,000), the General Manager or his/her designee may make awards to vendors for items approved in the budget without further action of the Board. For all other contracts, Board approval shall be required.
- Competitive bidding will not be required for repair, maintenance or reconditioning of equipment and/or devices by the manufacturer or if there is only one manufacturer-authorized firm for purchases up to one hundred thousand dollars (\$100,000) with Board approval.
 - This provision will be utilized when it is advisable to take advantage of certain expertise or equipment not available from other or to comply with or protect warranties. For non-warranty repair work, the requesting Department should consult with Contracts and Procurement for advice on how to proceed. In some cases, competitive bids may not be in the best interest of the Authority, if they require the disassembly, reassembly and transport of the equipment to obtain repair estimates. In such cases, the Department and Contracts and Procurement will attempt to achieve competition by utilizing various vendors over a period of time. In the procurement of automotive repair parts, the competition among vendors may be limited in certain instances due to the stringent delivery time requirements for parts.
- Consistent with Official Code of Georgia Annotated, Title 14, Chapter 7, Section 2, the purchase of Professional Services shall not be subject to competitive pricing:
 - 'Profession' means of profession of certified public accountancy, architecture, chiropractic, dentistry, professional engineering, land surveying, law, pharmacy, psychology, medicine and surgery, optometry, osteopathy, podiatry, veterinary medicine, registered professional nursing or harbor piloting.



- In any situation where the Authority has requested bids, proposals or any other competitive offers for a contract for the provision of goods and/or services, the Board may, except in the case of contracts for “Public Works,” award the contract to a proposer other than the proposed offering the lowest price where:
 - The difference in price between the low proposal and the preferred proposal is nominal.
 - The Board determines that the preferred proposal provides the most cost-effective option due to the closer proximity of the preferred proposer’s place of business to the affected Authority facility or facilities; and
 - The instructions to bidders, request for proposals or other documents produced by the Authority and pursuant to which proposals are received provides express notice that the Authority will consider proximity in its decision-making process.
 - Other evaluation factors may weigh the decision to award to a bidder without regard to price such as a qualifications-based procurement where price is not the only evaluation criteria.
- As a part of these purchasing policies, the Clayton County Water Authority will adhere to the following regarding contracting with Minority-owned, Women-owned and Small Local Business Enterprises:
 - As used in this section, the terms used have the following definitions:
 - “Minority Business Enterprise or **MBE**” means a business entity which is at least fifty-one percent (51%) owned and controlled by one or more African American, Hispanic, Asian American, Native American, Pacific Islander or disabled citizens of the United States and such person or persons operate the business; and
 - “Women Business Enterprise or **WBE**” means a business entity which is at least fifty-one percent (51%) owned by women who are United States citizens and who also control and operate the business.
 - “Small Local Business Enterprise or **SLBE**” means a small locally based business concern whose average annual gross receipts for the previous three years must not exceed (1) Construction Firms- \$5,000,000 (2) Professional Services Firms, except architectural and engineering firms - \$1,000,000, Architectural & Engineering - \$2,000,000 and Goods & Services – less than 100 employees.
 - The Clayton County Water Authority (the “Authority”) will provide equal opportunities for all and to not discriminate against anyone, regardless of race, color, religion, national origin, age, gender, sexual orientation or disability. It is also the policy of the Authority to award contracts for the sale or purchase of goods or services to the responsible and responsive bidder whose proposal is determined, in writing, to be the most advantageous to the Authority. It is further declared that the policy of the Authority is to take steps to provide economic opportunity, ensure non-discriminatory results and practices while involving minority business enterprises, women business enterprises and small local business enterprises completely in the process by the Authority of awarding contracts for the sale or purchase of goods or services. These policies, together with the general principles of sound procurement, are intended to achieve the maximum practical opportunities for minority-owned,



- women-owned and small local business enterprises by the Authority, consistent with Constitutional principles of equal protection and to protect the assets of the Authority;
- The provisions contained in this Policy are intended for all departments of the Authority to consider when the Authority awards contracts for the sale or purchase of goods or services. However, it is the responsibility of the Contracts, Compliance and Risk Management Section of the Authority to ensure compliance with the provisions of this policy by all CCWA departments of the Authority. It is the written policy of the Authority to make affirmative and deliberate efforts to assure that minority-owned, women-owned and small local business enterprises are involved with the Authority as sources of supplies, services and construction items; and
 - Affirmative efforts to be made may include but may not be limited to:
 - Including qualified minority-owned, women-owned and small local business enterprises on solicitation lists;
 - Assuring that minority-owned, women-owned and small local business enterprises are solicited whenever they are potential sources; and
 - Where the requirement permits, establishing delivery schedules which will encourage participation from minority-owned, women-owned and small local business enterprises.
 - This policy is provided as an internal guideline for outreach and non-discriminatory practices in contract and procurement procedures in the award of contracts for the sale or purchase of goods or services by the Authority. This policy does not provide or create any obligation on behalf of the Authority to any third parties. The Authority has discretion to award contracts for the sale and purchase of goods or services to the most responsible and responsive bidder.
 - The Authority staff shall provide to the Board with a monthly report detailing the corresponding calendar month's non-recurring expenditures that are in excess of \$20,000 and that did not require Board award under approved purchasing policies.



STATISCAL INFORMATION



Statistical Information

The primary purpose of the Statistical Information section is to provide the reader with additional background about the operations of the Authority and the demographics of the customers that we serve.

The data contained in this section includes a tabular and graphical presentation of the results of operations for the most recently completed ten-year period. From this information, the user of this document can identify any significant trends in the revenues and operating expenses for the Company over the last decade.

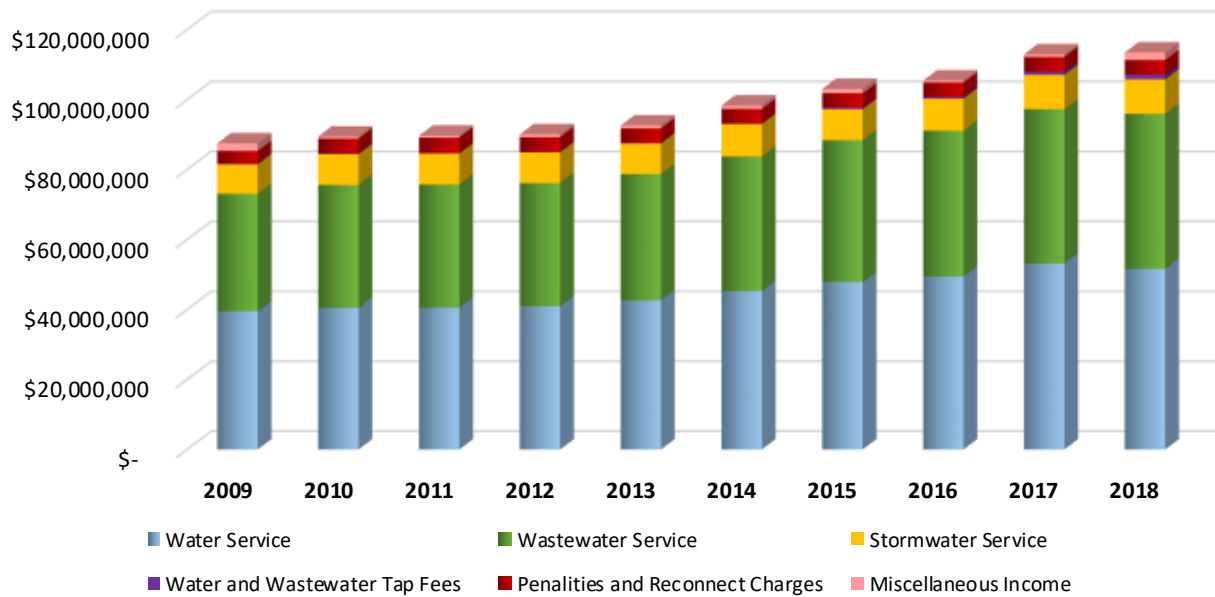
To assist in the understanding of revenues, schedules showing water and sewer rates and number of customers are provided. To lend additional perspective on expenses, tables showing the number of gallons of raw water treated and wastewater flows reclaimed are included. As a general rule, much of this information is taken from the Authority's Comprehensive Annual Financial Report. Thus, the user should be aware that the fiscal year information being reported is as of April 30th of the year designated in the table. In addition, economic information about the Authority's business environment is provided to help the reader place the budgetary data in the proper perspective. Finally, a number of demographic statistics for the County's population are included.



Operating Revenues by Source

WATER AND SEWER FUND STORMWATER FUND OPERATING REVENUES BY SOURCE Last Ten Fiscal Years

| Fiscal Year | Water Service | Wastewater Service | Stormwater Service | Water and Wastewater Tap Fees | Penalties and Reconnect Charges | Miscellaneous Income | Total |
|-------------|---------------|--------------------|--------------------|-------------------------------|---------------------------------|----------------------|---------------|
| 2009 | \$ 39,491,798 | \$ 33,589,398 | \$ 8,420,466 | \$ 226,792 | \$ 3,645,236 | \$ 2,129,920 | \$ 87,503,610 |
| 2010 | 40,483,822 | 35,147,385 | 8,795,285 | 243,803 | 4,190,306 | 612,656 | 89,473,257 |
| 2011 | 40,582,754 | 35,148,237 | 8,859,096 | 134,353 | 4,428,917 | 533,099 | 89,686,456 |
| 2012 | 40,921,924 | 35,238,977 | 8,817,272 | 120,080 | 4,176,454 | 822,984 | 90,097,691 |
| 2013 | 42,668,980 | 36,021,876 | 8,806,125 | 141,110 | 4,140,089 | 834,388 | 92,612,568 |
| 2014 | 45,257,155 | 38,518,066 | 9,256,014 | 147,245 | 4,151,497 | 1,017,065 | 98,347,042 |
| 2015 | 47,878,265 | 40,511,433 | 8,904,863 | 434,708 | 4,083,185 | 1,276,393 | 103,088,847 |
| 2016 | 49,402,423 | 41,702,605 | 9,153,440 | 543,879 | 4,084,382 | 579,386 | 105,466,115 |
| 2017 | 53,110,970 | 44,182,570 | 9,758,230 | 927,741 | 4,230,691 | 765,721 | 112,975,923 |
| 2018 | 51,638,780 | 44,316,956 | 9,869,285 | 1,308,596 | 4,168,748 | 2,182,445 | 113,484,810 |

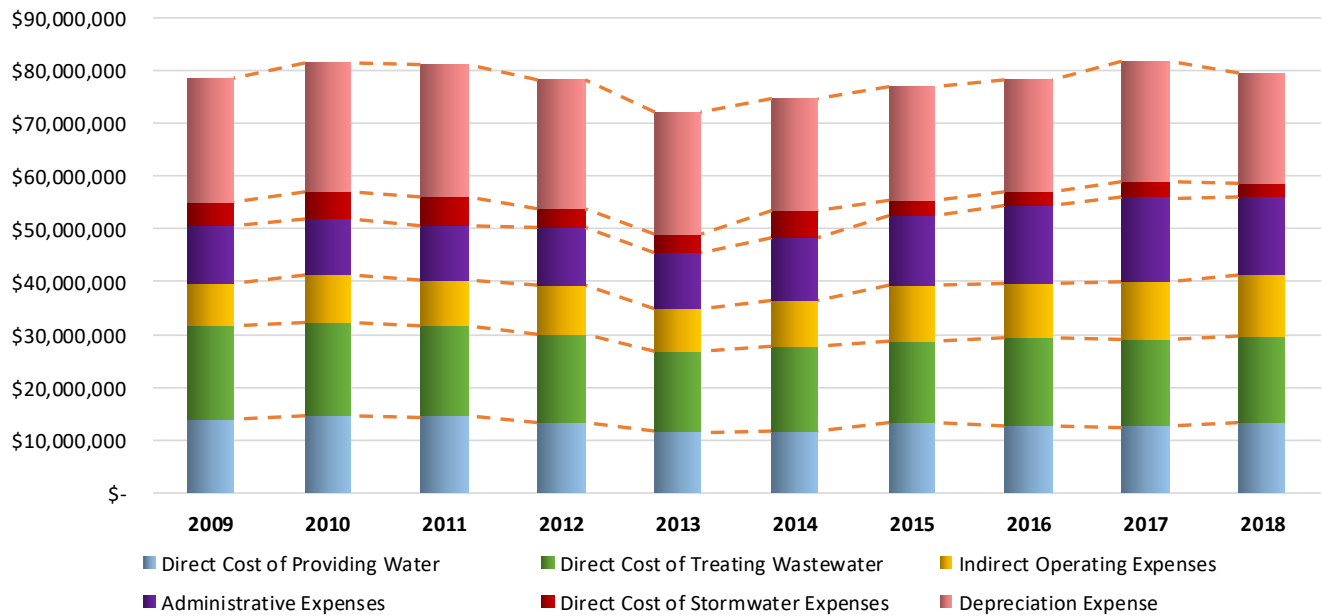




Operating Expenses by Function

WATER AND SEWER FUND STORMWATER FUND OPERATING EXPENSES BY FUNCTION Last Ten Fiscal Years

| Fiscal Year | Direct Cost of Providing Water | Direct Cost of Treating Wastewater | Indirect Operating Expenses | Administrative Expenses | Direct Cost of Stormwater Expenses | Total Expenses before Depreciation | Depreciation Expense | Total Operating Expenses |
|-------------|--------------------------------|------------------------------------|-----------------------------|-------------------------|------------------------------------|------------------------------------|----------------------|--------------------------|
| 2009 | \$ 14,041,212 | \$ 17,657,662 | \$ 7,904,903 | \$ 10,911,205 | \$ 4,573,188 | \$ 55,088,170 | \$ 23,384,670 | \$ 78,472,840 |
| 2010 | 14,472,265 | 17,700,390 | 8,997,632 | 10,808,461 | 4,962,752 | 56,941,500 | 24,337,439 | 81,278,939 |
| 2011 | 14,445,285 | 17,245,305 | 8,473,871 | 10,501,177 | 5,333,818 | 55,999,456 | 25,169,019 | 81,168,475 |
| 2012 | 13,402,560 | 16,515,463 | 9,255,517 | 10,928,317 | 3,812,880 | 53,914,737 | 24,279,130 | 78,193,867 |
| 2013 | 11,540,882 | 15,248,122 | 8,195,943 | 10,448,241 | 3,635,044 | 49,068,232 | 22,902,469 | 71,970,701 |
| 2014 | 11,786,815 | 16,068,233 | 8,705,040 | 11,642,974 | 5,393,363 | 53,596,425 | 21,025,400 | 74,621,825 |
| 2015 | 13,172,973 | 15,478,178 | 10,645,097 | 13,129,577 | 2,877,188 | 55,303,013 | 21,591,768 | 76,894,781 |
| 2016 | 12,754,527 | 16,469,567 | 10,511,474 | 14,831,159 | 2,520,871 | 57,087,598 | 21,178,153 | 78,265,751 |
| 2017 | 12,656,515 | 16,246,840 | 11,196,737 | 15,870,455 | 2,854,446 | 58,824,993 | 22,774,299 | 81,599,292 |
| 2018 | 13,206,938 | 16,450,059 | 11,528,995 | 14,833,778 | 2,654,832 | 58,674,602 | 20,967,132 | 79,641,734 |





General Demographic Statistics

GENERAL DEMOGRAPHIC STATISTICS U.S. BUREAU OF CENSUS INFORMATION For Clayton County, Georgia

| Population | Amount |
|-------------|---------|
| 1930 Census | 10,260 |
| 1950 Census | 22,872 |
| 1970 Census | 98,126 |
| 1980 Census | 150,357 |
| 1990 Census | 182,052 |
| 2000 Census | 236,517 |
| 2010 Census | 259,424 |

| Median Age of Population | Years |
|--------------------------|-------|
| 2010 Census | 30.1 |

| Age Distribution - 2010 Census | Percent |
|--------------------------------|---------|
| 0 - 4 Years of Age | 8.5% |
| 5 - 14 Years of Age | 15.7% |
| 15 - 19 Years of Age | 7.8% |
| 20 - 34 Years of Age | 23.0% |
| 35 - 59 Years of Age | 34.4% |
| 60 and Over Years of Age | 10.6% |

| Education Level for Residents 25 Years of Age and Older - 2010 | | |
|---|----------------|---------------|
| Census | Amount | Percent |
| Less Than 9th Grade | 12,841 | 8.20% |
| Some High School, No Diploma | 17,539 | 11.20% |
| High School or G.E.D. | 49,798 | 31.80% |
| Some College, No Degree | 37,740 | 24.10% |
| Associate Degree | 12,528 | 8.00% |
| Bachelor Degree | 18,792 | 12.00% |
| Graduate or Professional Degree | 7,360 | 4.70% |
| Total | 156,597 | 100.0% |



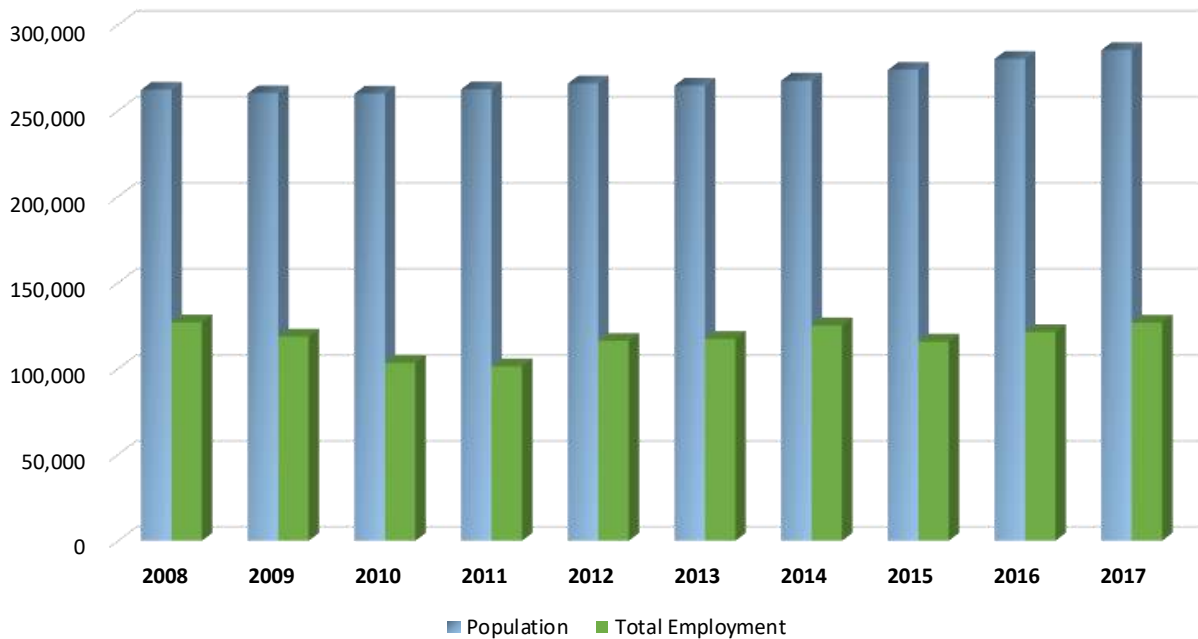
Selected Demographic and Economic Statistics

SELECTED DEMOGRAPHIC AND ECONOMIC STATISTICS

Last Ten Calendar Years

Average Unemployment Rate

| Calendar Year | Population | Personal Income (Thousands of Dollars) | Per Capita Personal Income | Total Full-Time and Part-Time Employment | Average Annual Pay | Clayton County | State of Georgia | United States | Labor Force | Total Housing Units |
|---------------|------------|--|----------------------------|--|--------------------|----------------|------------------|---------------|-------------|---------------------|
| 2008 | 262,099 | 6,322,652 | 24,123 | 126,855 | 41,805 | 7.60% | 7.50% | 7.20% | 137,223 | 107,167 |
| 2009 | 260,067 | 6,285,498 | 24,169 | 118,660 | 40,652 | 11.30% | 9.60% | 10.00% | 133,824 | 107,245 |
| 2010 | 259,857 | 6,441,380 | 24,788 | 103,353 | 40,922 | 12.30% | 10.20% | 9.40% | 131,098 | 104,705 |
| 2011 | 262,360 | 6,824,142 | 26,011 | 101,357 | 42,674 | 11.50% | 9.40% | 8.50% | 129,784 | 104,463 |
| 2012 | 265,777 | 6,521,165 | 24,536 | 116,109 | 47,552 | 10.30% | 9.00% | 8.10% | 130,580 | 103,913 |
| 2013 | 264,511 | 6,530,963 | 24,691 | 117,301 | 46,620 | 9.70% | 8.40% | 7.50% | 129,950 | 104,343 |
| 2014 | 267,405 | 6,810,947 | 25,471 | 125,119 | 48,430 | 9.30% | 7.20% | 6.20% | 125,119 | 104,535 |
| 2015 | 273,675 | 7,186,778 | 26,260 | 115,708 | 48,990 | 7.50% | 5.90% | 5.30% | 125,051 | 104,719 |
| 2016 | 280,006 | 7,461,902 | 26,649 | 121,278 | 53,637 | 6.60% | 5.40% | 4.90% | 129,852 | 104,996 |
| 2017 | 285,153 | 7,781,551 | 27,289 | 126,727 | 53,956 | 5.80% | 4.70% | 4.40% | 134,595 | 105,606 |

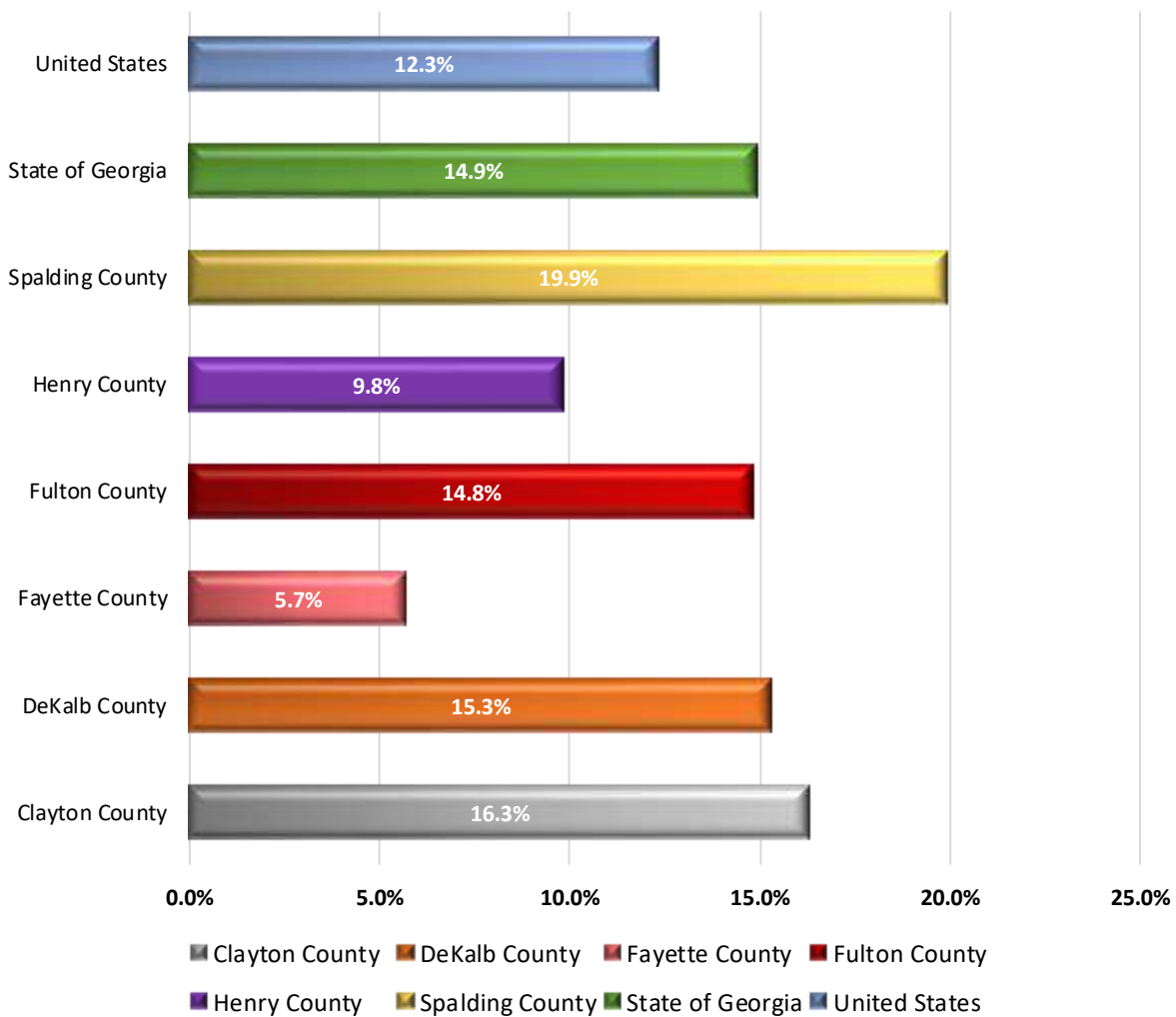




Percentage of Individuals below Poverty Line

**PERCENTAGE OF INDIVIDUALS BELOW THE POVERTY LINE
COMPARISON OF CONTIGUOUS COUNTIES AND STATE AVERAGE**
Calendar Year 2017

| Clayton County | DeKalb County | Fayette County | Fulton County | Henry County | Spalding County | State of Georgia | United States |
|----------------|---------------|----------------|---------------|--------------|-----------------|------------------|---------------|
| 16.3% | 15.3% | 5.7% | 14.8% | 9.8% | 19.9% | 14.9% | 12.3% |

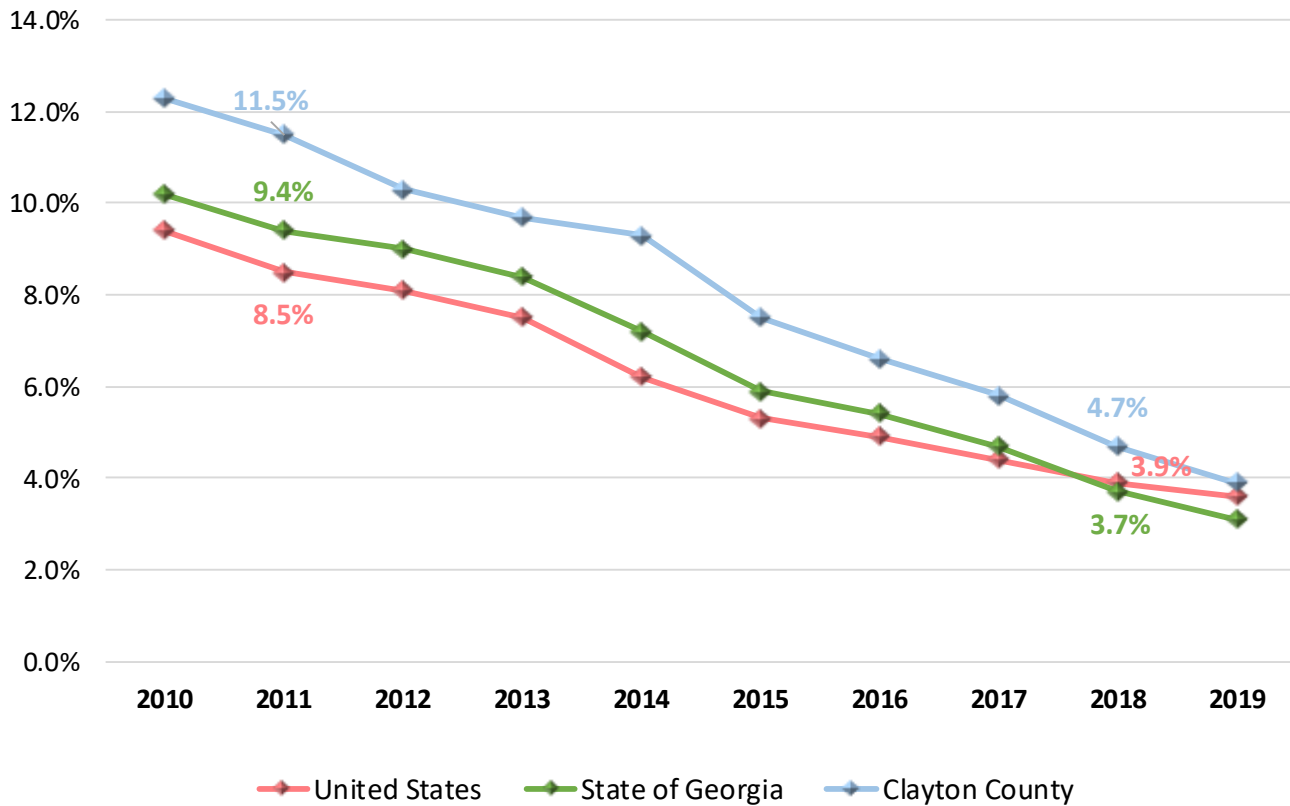




Unemployment Rates

UNEMPLOYMENT RATES
COMPARISON OF NATIONAL, STATE AND COUNTY
 Last Ten Calendar Years

| Unemployment Rate | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
|-------------------|-------|-------|-------|------|------|------|------|------|------|------|
| United States | 9.4% | 8.5% | 8.1% | 7.5% | 6.2% | 5.3% | 4.9% | 4.4% | 3.9% | 3.6% |
| State of Georgia | 10.2% | 9.4% | 9.0% | 8.4% | 7.2% | 5.9% | 5.4% | 4.7% | 3.7% | 3.1% |
| Clayton County | 12.3% | 11.5% | 10.3% | 9.7% | 9.3% | 7.5% | 6.6% | 5.8% | 4.7% | 3.9% |



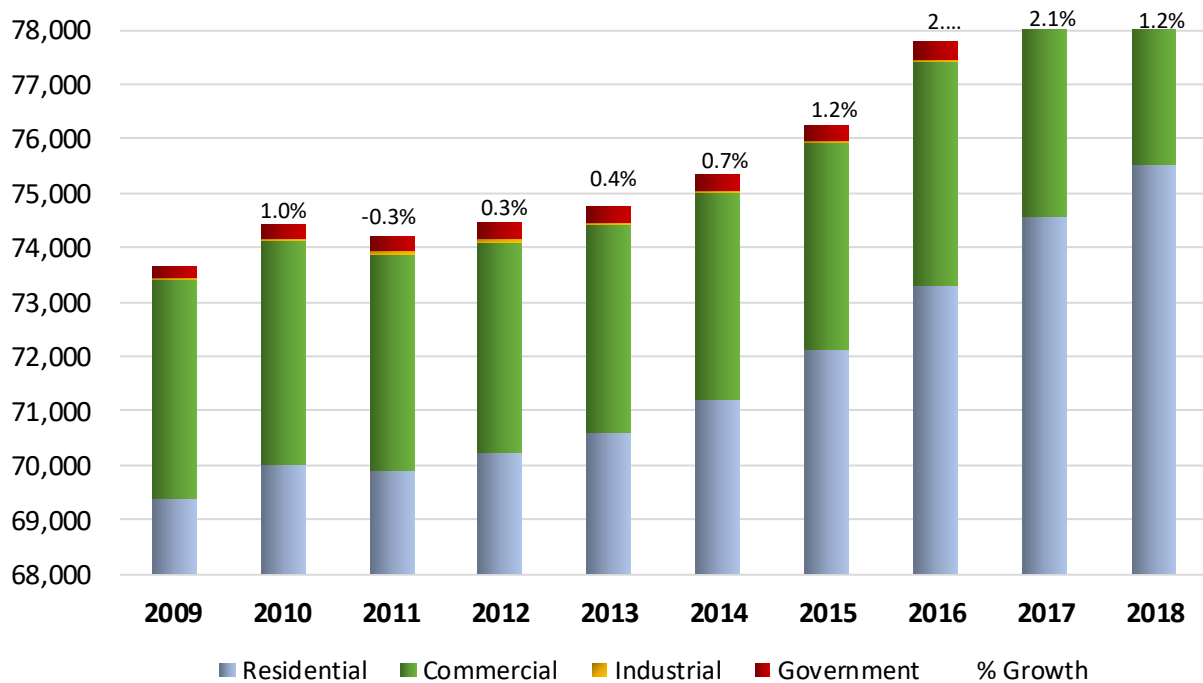


Number of Stormwater Customers by Type

NUMBER OF STORMWATER CUSTOMERS BY TYPE

Last Five Fiscal Years

| Fiscal Year | Residential | Commercial | Industrial | Government | Total Stormwater Customers | % Growth |
|-------------|-------------|------------|------------|------------|----------------------------|----------|
| 2009 | 69,407 | 3,987 | 46 | 240 | 73,680 | |
| 2010 | 70,022 | 4,112 | 46 | 237 | 74,417 | 1.0% |
| 2011 | 69,909 | 3,990 | 43 | 284 | 74,226 | -0.3% |
| 2012 | 70,228 | 3,885 | 47 | 288 | 74,448 | 0.3% |
| 2013 | 70,603 | 3,831 | 46 | 291 | 74,771 | 0.4% |
| 2014 | 71,232 | 3,765 | 46 | 288 | 75,331 | 0.7% |
| 2015 | 72,113 | 3,806 | 47 | 286 | 76,252 | 1.2% |
| 2016 | 73,293 | 4,135 | 47 | 299 | 77,774 | 2.0% |
| 2017 | 74,572 | 4,445 | 48 | 308 | 79,373 | 2.1% |
| 2018 | 75,521 | 4,527 | 48 | 228 | 80,324 | 1.2% |





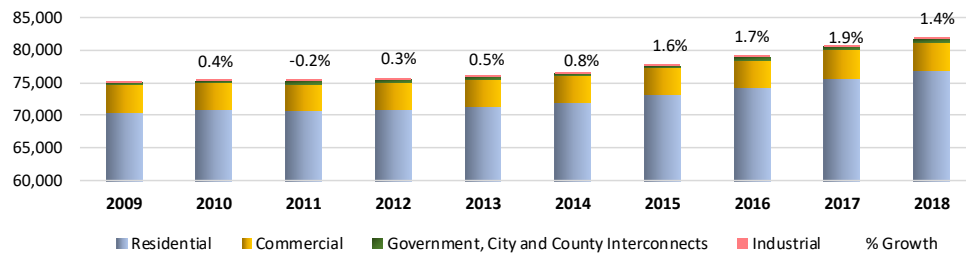
Number of Water and Wastewater Customers by Type

NUMBER OF WATER AND WASTEWATER CUSTOMERS BY TYPE

Last Ten Fiscal Years

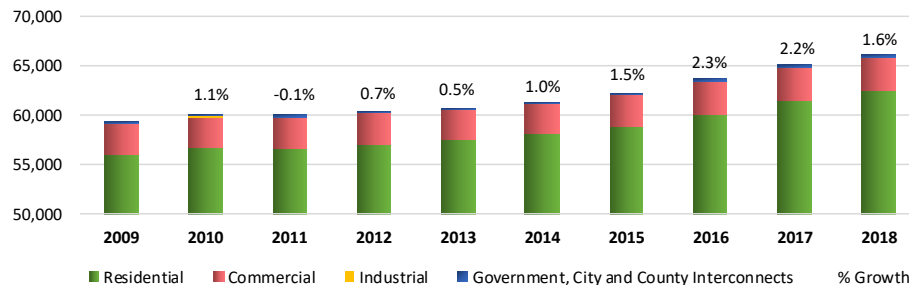
| Fiscal Year | Residential | Commercial | Industrial | Government, City and County Interconnects | Total Water Customers | % Growth |
|-------------|-------------|------------|------------|---|-----------------------|----------|
| 2009 | 70,476 | 4,209 | 49 | 318 | 75,052 | |
| 2010 | 70,856 | 4,159 | 51 | 317 | 75,383 | 0.4% |
| 2011 | 70,656 | 4,124 | 50 | 426 | 75,256 | -0.2% |
| 2012 | 70,930 | 4,086 | 54 | 434 | 75,504 | 0.3% |
| 2013 | 71,335 | 4,057 | 50 | 440 | 75,882 | 0.5% |
| 2014 | 72,054 | 4,069 | 50 | 315 | 76,488 | 0.8% |
| 2015 | 73,107 | 4,104 | 54 | 425 | 77,690 | 1.6% |
| 2016 | 74,224 | 4,294 | 52 | 433 | 79,003 | 1.7% |
| 2017 | 75,658 | 4,329 | 53 | 457 | 80,497 | 1.9% |
| 2018 | 76,747 | 4,493 | 53 | 354 | 81,647 | 1.4% |

Total Water Customers



| Fiscal Year | Residential | Commercial | Industrial | Government, City and County Interconnects | Total Wastewater Customers | % Growth |
|-------------|-------------|------------|------------|---|----------------------------|----------|
| 2009 | 55,996 | 3,165 | 37 | 195 | 59,393 | |
| 2010 | 56,679 | 3,140 | 38 | 193 | 60,050 | 1.1% |
| 2011 | 56,669 | 3,114 | 38 | 197 | 60,018 | -0.1% |
| 2012 | 57,096 | 3,085 | 43 | 196 | 60,420 | 0.7% |
| 2013 | 57,454 | 3,046 | 38 | 202 | 60,740 | 0.5% |
| 2014 | 58,097 | 3,007 | 38 | 197 | 61,339 | 1.0% |
| 2015 | 58,913 | 3,093 | 39 | 195 | 62,240 | 1.5% |
| 2016 | 60,123 | 3,240 | 37 | 243 | 63,643 | 2.3% |
| 2017 | 61,467 | 3,279 | 37 | 245 | 65,028 | 2.2% |
| 2018 | 62,425 | 3,408 | 37 | 187 | 66,057 | 1.6% |

Total Wastewater Customers





Water and Wastewater Rates Per Thousand Gallons of Usage

WATER AND SEWER FUND

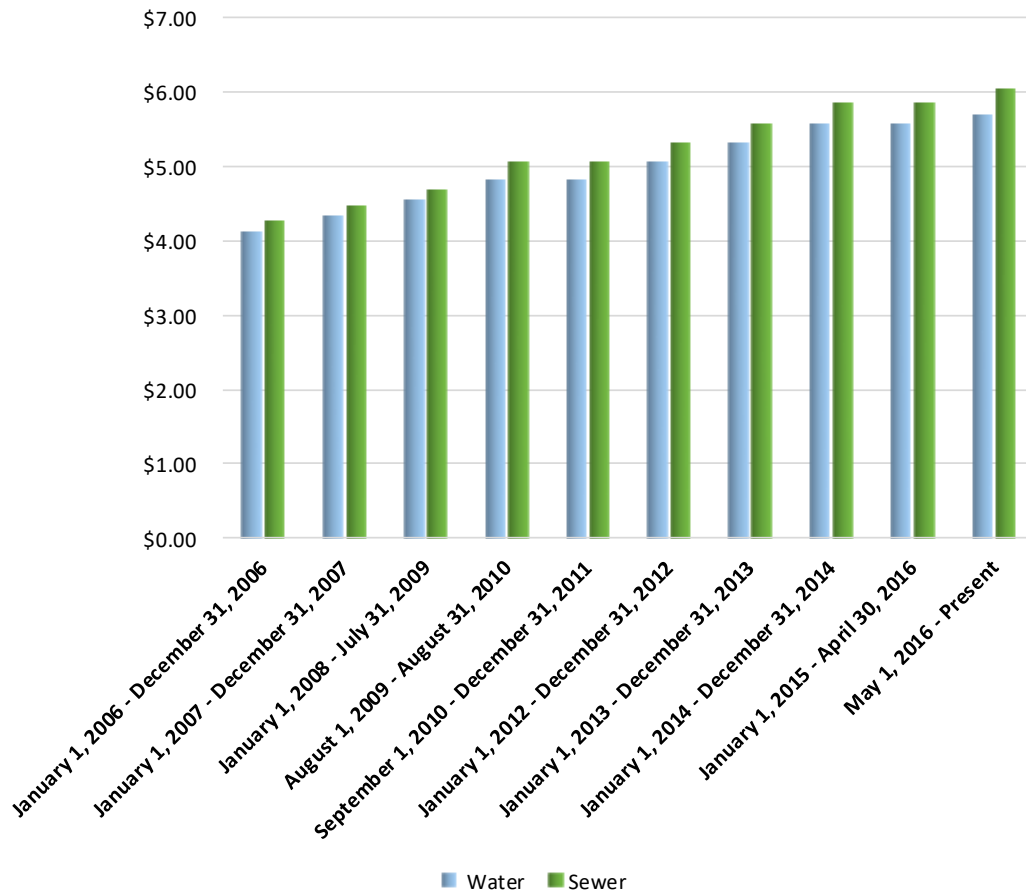
WATER AND SEWER RATES

Last Ten Fiscal Years

| Period | <i>Per Thousand Gallons</i> | <i>Per Thousand Gallons</i> |
|---------------------------------------|-----------------------------|-----------------------------|
| | Water | Sewer |
| January 1, 2006 - December 31, 2006 | \$4.11 | \$4.25 |
| January 1, 2007 - December 31, 2007 | \$4.32 | \$4.46 |
| January 1, 2008 - July 31, 2009 | \$4.54 | \$4.68 |
| August 1, 2009 - August 31, 2010 | \$4.81 | \$5.05 |
| September 1, 2010 - December 31, 2011 | \$4.81 | \$5.05 |
| January 1, 2012 - December 31, 2012 | \$5.05 | \$5.30 |
| January 1, 2013 - December 31, 2013 | \$5.30 | \$5.57 |
| January 1, 2014 - December 31, 2014 | \$5.57 | \$5.85 |
| January 1, 2015 - April 30, 2016 | \$5.57 | \$5.85 |
| May 1, 2016 - Present | \$5.68 | \$6.02 |

Note: The amounts shown above do not reflect conservation rate surcharges, minimums or base rates

Note: Effective September 1, 2010 a base rate was implemented and the minimum use tier charges were reduced





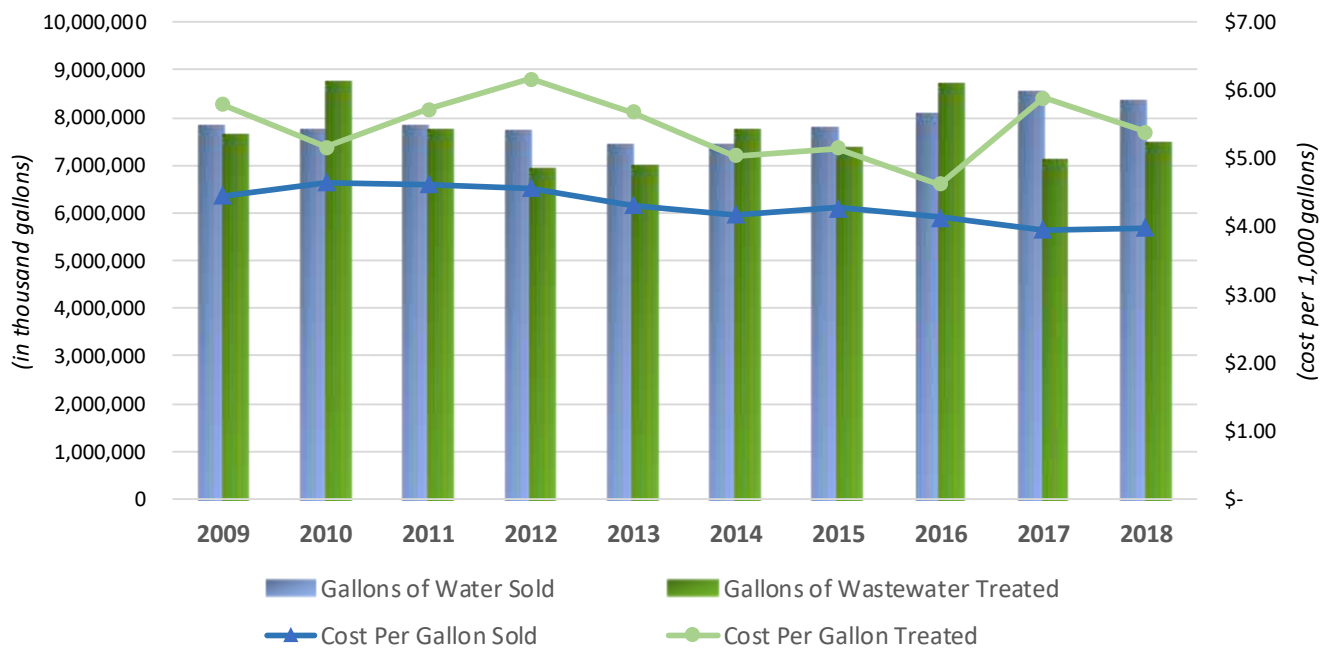
Gallons of Water Sold and Wastewater Treated

GALLONS OF WATER SOLD AND WASTEWATER TREATED

Last Ten Fiscal Years

(in thousand gallons)

| Fiscal Year | Gallons of Water Sold | Cost Per Gallon Sold | Gallons of Wastewater Treated | Cost Per Gallon Treated |
|-------------|-----------------------|----------------------|-------------------------------|-------------------------|
| 2009 | 7,817,860 | \$ 4.45 | 7,637,213 | \$ 5.79 |
| 2010 | 7,759,403 | 4.65 | 8,745,866 | 5.17 |
| 2011 | 7,823,417 | 4.62 | 7,736,072 | 5.72 |
| 2012 | 7,700,805 | 4.57 | 6,890,218 | 6.17 |
| 2013 | 7,442,676 | 4.32 | 6,970,915 | 5.68 |
| 2014 | 7,444,278 | 4.17 | 7,727,264 | 5.04 |
| 2015 | 7,767,732 | 4.28 | 7,329,418 | 5.15 |
| 2016 | 8,051,729 | 4.14 | 8,703,540 | 4.61 |
| 2017 | 8,539,097 | 3.96 | 7,100,709 | 5.88 |
| 2018 | 8,358,331 | 3.99 | 7,451,024 | 5.39 |





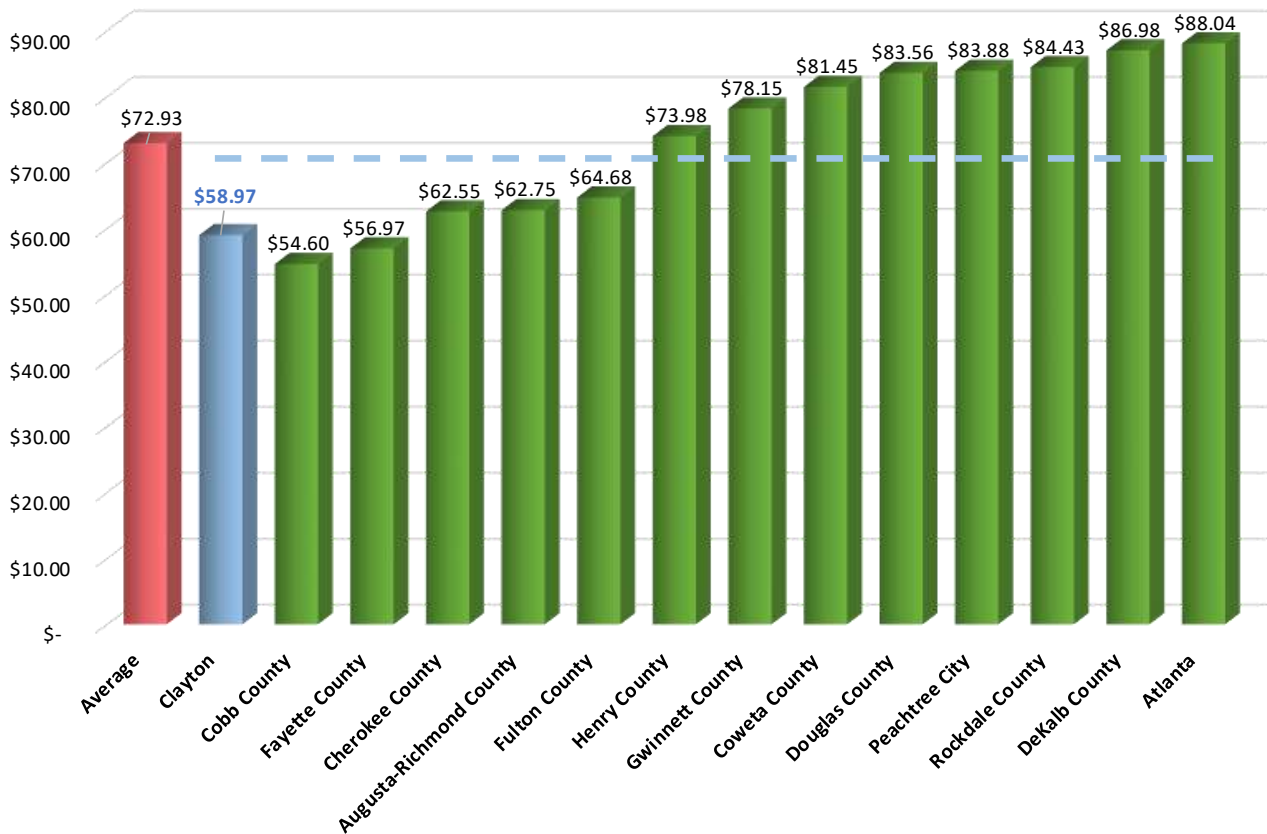
Water and Sewer Rates – Survey of Metro Atlanta Counties

COMPARISON OF WATER AND SEWER RATES SURVEY OF METRO ATLANTA COUNTIES

User Fee Information as of February 2019

Bill Based on Monthly Usage of 4,000 Gallons

| Metro Atlanta Jurisdiction | Total Charges |
|----------------------------|---------------|
| Atlanta | 88.04 |
| Augusta-Richmond County | 62.75 |
| Cherokee County | 62.55 |
| Clayton County | 58.97 |
| Cobb County | 54.60 |
| Coweta County | 81.45 |
| DeKalb County | 86.98 |
| Douglas County | 83.56 |
| Fayette County | 56.97 |
| Fulton County | 64.68 |
| Gwinnett County | 78.15 |
| Henry County | 73.98 |
| Peachtree City | 83.88 |
| Rockdale County | 84.43 |



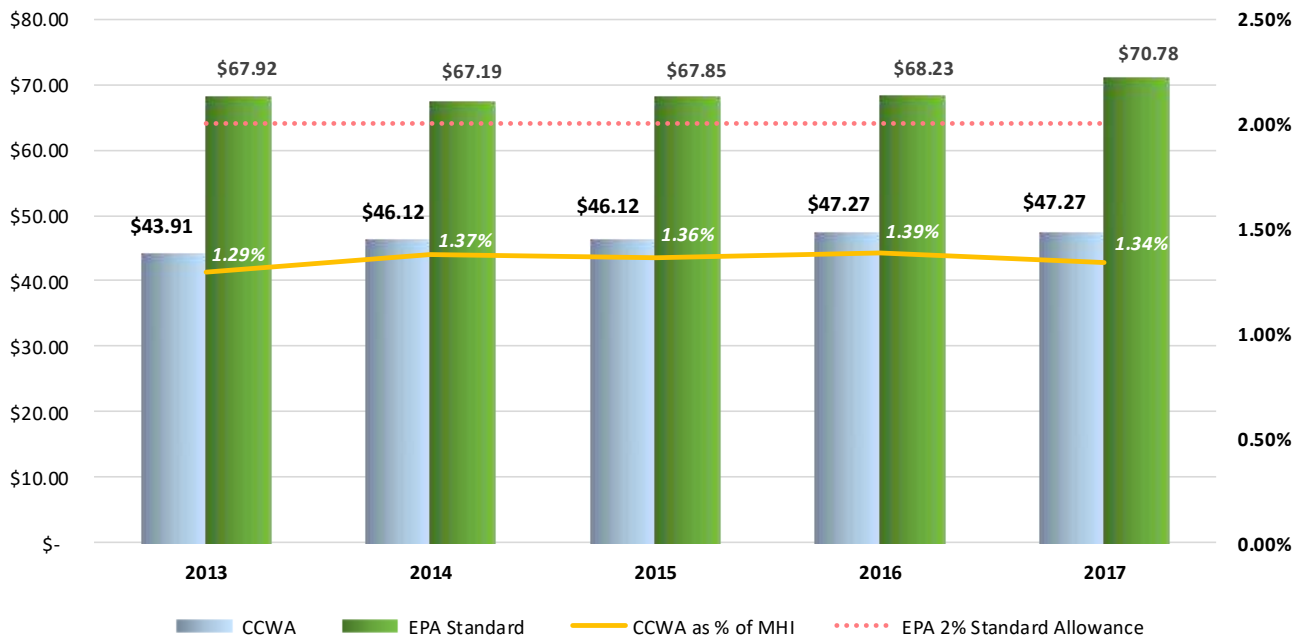


Bill Comparison with EPA Standard

WATER AND SEWER FUND CCWA AVERAGE BILL COMARISON WITH EPA STANDARD

Last Five Calendar Years

| Calendar Year | Average Monthly Usage | Median Household Income (MHI) | CCWA Average Monthly Bill | CCWA Annual Water Bill | CCWA as % of MHI | EPA 2% Standard Allowance | Difference Actual Bill & Standard | CCWA as Percent of Standard |
|---------------|-----------------------|-------------------------------|---------------------------|------------------------|------------------|---------------------------|-----------------------------------|-----------------------------|
| 2013 | 4,000 | \$ 40,754 | \$ 43.91 | \$ 526.92 | 1.29% | \$ 67.92 | \$ 24.01 | 64.65% |
| 2014 | 4,000 | 40,314 | 46.12 | 553.44 | 1.37% | 67.19 | 21.07 | 68.64% |
| 2015 | 4,000 | 40,712 | 46.12 | 553.44 | 1.36% | 67.85 | 21.73 | 67.97% |
| 2016 | 4,000 | 40,938 | 47.27 | 567.24 | 1.39% | 68.23 | 20.96 | 69.28% |
| 2017 | 4,000 | 42,470 | 47.27 | 567.24 | 1.34% | 70.78 | 23.51 | 66.78% |



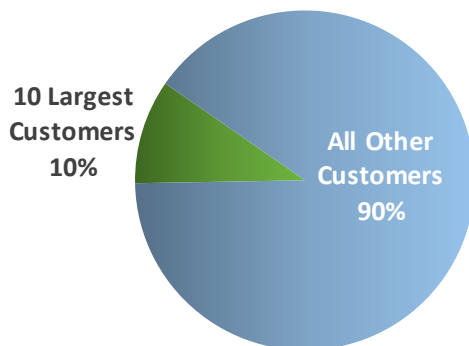


Ten Largest Customers Measured by Water and Wastewater Revenues

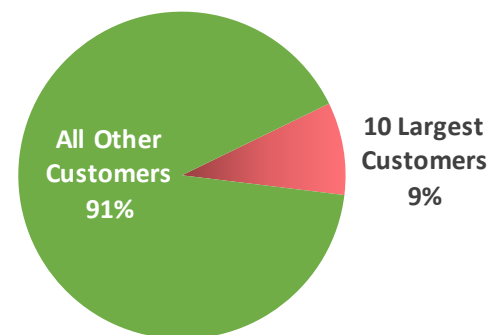
TEN LARGEST WATER AND WASTEWATER CUSTOMERS MEASURED BY CONSUMPTION IN GALLONS AND WATER AND WASTEWATER REVENUES For the Fiscal Year Ended April 30, 2018

| Customer | Water Revenue | Percent | Wastewater Revenue | Percent |
|---------------------------------------|---------------------|----------------|-----------------------|----------------|
| Fresh Express | 1,429,372 | 2.77% | \$ 1,787,308 | 4.03% |
| City of College Park | \$ 1,317,647 | 2.55% | 359,894 | 0.81% |
| Clorox Company | 736,166 | 1.43% | 335,834 | 0.76% |
| Clayton County Board of Commissioners | 316,812 | 0.61% | 303,548 | 0.68% |
| Club Chef Southeast LLC | 313,571 | 0.61% | 296,750 | 0.67% |
| Atlanta South Properties LLC | 222,501 | 0.43% | 226,981 | 0.51% |
| Deer Creek Mobile Home Park LLC | 214,044 | 0.41% | 212,526 | 0.48% |
| Marcre Sales Inc | 210,290 | 0.41% | 202,882 | 0.46% |
| Toto USA Inc | 191,369 | 0.37% | 180,517 | 0.41% |
| Gateway At Hartsfield LLC | 176,260 | 0.34% | 149,459 | 0.34% |
| 10 Largest Customers | \$ 5,128,033 | 9.93% | \$ 4,055,698 | 9.15% |
| All Other Customers | 46,510,747 | 90.07% | 40,261,258 | 90.85% |
| Total | \$51,638,780 | 100.00% | \$44,316,956 | 100.00% |

Water Revenue



Wastewater Revenue





Ten Largest Customers Measured by Stormwater User Fees

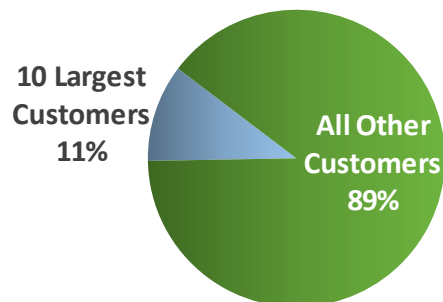
STORMWATER UTILITY

TEN LARGEST CUSTOMERS MEASURED BY STORMWATER USER FEES

For the Fiscal Year Ended April 30, 2018

| Customer | Stormwater Fees | Percent |
|--|---------------------|----------------|
| Department of Aviation (<i>Hartsfield-Jackson Airport</i>) | \$ 613,976 | 6.22% |
| Georgia Department of Agriculture | 84,551 | 0.86% |
| Urban Redevelopment Agency | 76,461 | 0.77% |
| J C Penney Catalog Division | 62,823 | 0.64% |
| Kroger | 52,843 | 0.54% |
| Fort Gillem - Site Manager | 46,839 | 0.47% |
| Georgia Power | 31,016 | 0.31% |
| Tindall Corporation GA Division | 26,490 | 0.27% |
| Federal Express | 25,672 | 0.26% |
| Gillem Logistics Center Building 200 LLC | 25,400 | 0.26% |
| 10 Largest Customers | \$ 1,046,072 | 10.60% |
| All Other Customers | 8,823,213 | 89.40% |
| Total | \$ 9,869,285 | 100.00% |

Stormwater Fees

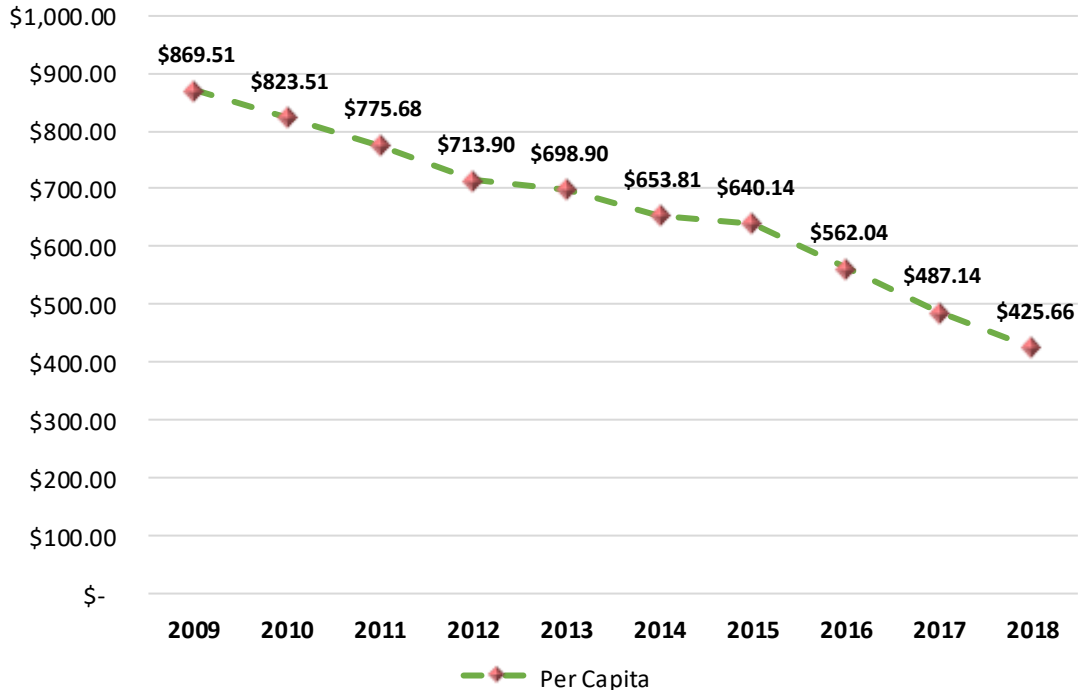




Ratio of Outstanding Debt by Type

WATER AND SEWER FUND RATIOS OF OUTSTANDING DEBT BY TYPE Last Ten Fiscal Years Ended April 30

| Fiscal Year | Revenue Bonds | GEFA Loans | Total Amount | Per Capita | As a Share of Personal Income |
|-------------|----------------|---------------|----------------|------------|-------------------------------|
| 2009 | \$ 227,495,000 | \$ 10,481,980 | \$ 237,976,980 | \$ 869.51 | 3.98% |
| 2010 | 216,950,000 | 9,992,123 | 226,942,123 | 823.51 | 3.81% |
| 2011 | 205,735,000 | 9,487,366 | 215,222,366 | 775.68 | 3.51% |
| 2012 | 190,625,000 | 8,967,819 | 199,592,819 | 713.90 | 3.18% |
| 2013 | 178,300,000 | 8,431,354 | 186,731,354 | 698.90 | 2.85% |
| 2014 | 180,116,610 | 7,879,126 | 187,995,736 | 653.81 | 2.66% |
| 2015 | 163,953,530 | 7,310,101 | 171,263,631 | 640.14 | 3.47% |
| 2016 | 147,250,664 | 6,724,191 | 153,974,855 | 562.04 | 2.19% |
| 2017 | 130,017,798 | 6,119,630 | 136,137,428 | 487.14 | 1.98% |
| 2018 | 112,349,932 | 6,604,761 | 118,954,693 | 425.66 | 1.73% |



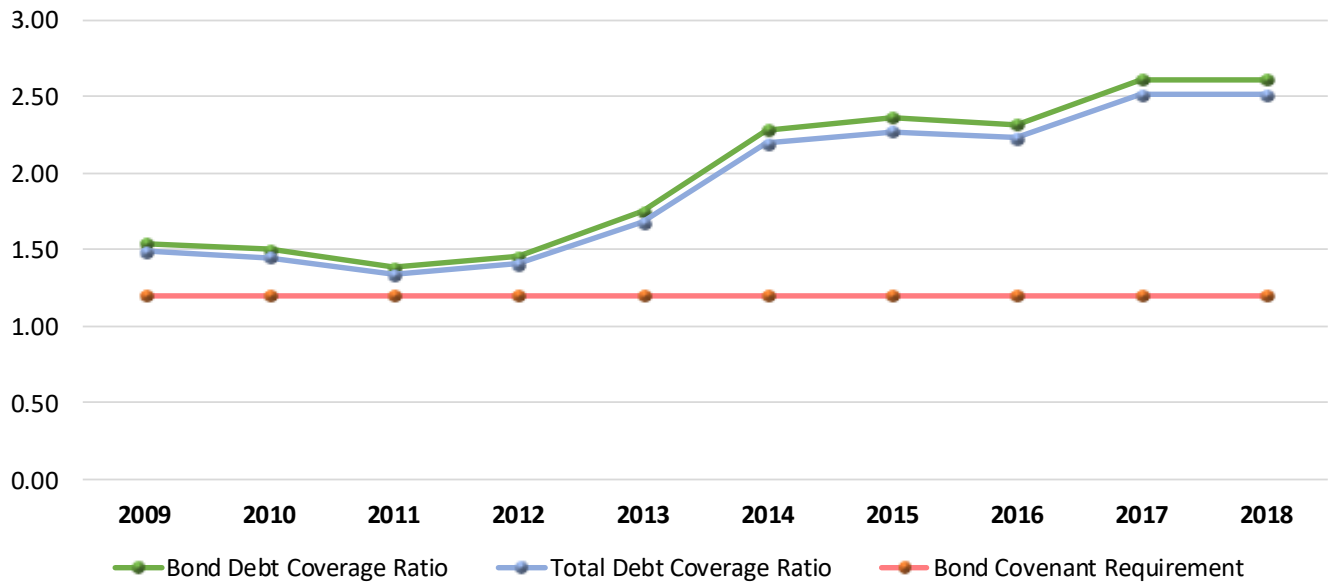


Debt Service Coverage

DEBT SERVICE COVERAGE

Last Ten Fiscal Years

| Fiscal Year | Gross Revenues | Operating Expenses (excludes Deprec) | Net Cash Flow Available for Debt Service | Bond Annual Debt Service | Bond Debt Coverage Ratio | GEFA Loan Debt Service | Total Debt Coverage Ratio | Bond Covenant Requirement |
|-------------|----------------|--------------------------------------|--|--------------------------|--------------------------|------------------------|---------------------------|---------------------------|
| 2009 | \$ 81,330,240 | \$ 47,728,607 | \$33,601,633 | \$ 21,797,732 | 1.54 | \$ 797,647 | 1.49 | 1.20 |
| 2010 | 81,850,879 | 49,546,582 | 32,304,297 | 21,565,183 | 1.50 | 797,647 | 1.44 | 1.20 |
| 2011 | 80,835,611 | 51,006,748 | 29,828,863 | 21,557,268 | 1.38 | 797,647 | 1.33 | 1.20 |
| 2012 | 81,265,317 | 49,669,638 | 31,595,679 | 21,705,160 | 1.46 | 797,647 | 1.40 | 1.20 |
| 2013 | 83,882,779 | 48,955,857 | 34,926,922 | 20,017,027 | 1.74 | 797,647 | 1.68 | 1.20 |
| 2014 | 89,383,063 | 44,287,188 | 45,095,875 | 19,783,983 | 2.28 | 797,647 | 2.19 | 1.20 |
| 2015 | 95,320,360 | 48,612,496 | 46,707,864 | 19,780,828 | 2.36 | 797,647 | 2.27 | 1.20 |
| 2016 | 97,429,249 | 51,317,854 | 46,111,395 | 19,879,133 | 2.32 | 797,647 | 2.23 | 1.20 |
| 2017 | 104,702,175 | 52,617,533 | 52,084,642 | 19,968,503 | 2.61 | 797,647 | 2.51 | 1.20 |
| 2018 | 106,898,748 | 54,900,741 | 51,998,007 | 19,903,233 | 2.61 | 797,647 | 2.51 | 1.20 |





BUDGET TERMINOLOGY

Budget Terminology

The primary purpose of the Budget Terminology section is to function as the user's dictionary. The terms, definitions and explanatory information that follow are provided to help ensure that the reader understands what is being presented in the budget document and to place the narrative information in the proper context. As with any other discipline, numerous terms, acronyms and abbreviations are generic to the accounting, budgeting, stormwater, water production and wastewater reclamation fields. In the following pages, we have attempted to identify those items and have provided additional explanation for each of them.



Glossary

A

Accounting System: The total set of records and procedures which are used to record, classify and report information on the financial statements and operations of an entity.

Accrual Basis of Accounting: The method of accounting under which revenues are recorded when they are earned (whether or not cash is received at that time) and expenditures are recorded when goods and services are received (whether or not cash disbursements are made at that time).

Aeration: The process that forces compressed air into wastewater. The oxygen keeps the microorganisms alive and sets off a chain reaction; live, eat and work. Oxygen is an essential ingredient in “activating” sludge.

Appropriation: An authorization made by the Board of Directors that permits officials to incur obligations against and to make expenditures of Authority resources. Appropriations are usually made for fixed amounts and are typically granted for a one-year period.

Asset: All property such as cash, inventory and receivables that is owned by a business or government and may be applied to cover liabilities.

Audit: An independent systematic examination of resource utilization concluding in a written report. It is a test of management’s internal accounting records. It also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statements.

Automated Meter Reading (AMR): System that automatically reads customers’ meters using radio frequencies, allowing for more accurate and frequent meter readings.

B

Balanced Budget: A budget in which estimated revenues and other financing sources equal estimated expenditures and other financing uses.

Basin: The drainage area to a particular point

Biochemical Oxygen Demand (BOD): An indicator of the amount of biodegradable contaminants in wastewater.

Biosolids: Sludge that has been treated to reduce pathogens, organics and odors, forming a reusable agricultural product.

Bond: An obligation issued by CCWA promising to pay a specified sum of money (called principal or face value) at a specified future date (called the maturity date) along with periodic interest paid at a specified percentage of the principal (interest rate). Bonds are typically issued to fund specific capital improvement expenditures.

Bond Refinancing: The payoff and re-issuance of bonds, to obtain better interest rates and/or bond conditions.

Budget: Proposed plan of revenue and expenditures over a given time period, usually one year.



Budget Adjustment: A procedure utilized by the Water Authority staff to revise a budget appropriation.

Budget Calendar: The schedule of key dates or milestones that the Water Authority follows in the preparation and adoption of the budget.

Budget Document: The instrument or publication used by the Budget Officer to present a comprehensive financial plan to the Board of Directors.

Budget Message: A general discussion of the proposed budget presented in writing as part of or supplement to the budget document. The transmittal letter explains the principal budget issues against the background of financial experience in recent years and presents recommendations made by the General Manager.

Budget Unit: A unique organizational structure used in the accounting system to identify transactions related to that specific segment of operations.

Budgetary Control: The control or management of a budget unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within limitations of available appropriations and available revenues.

C

Capital Asset: These are assets such as plant facility, property and equipment of significant value and having a useful life of more than one year. Capital assets are also called fixed assets.

Capital Budget: A plan of proposed capital expenditures and the means of financing them. The capital budget is usually enacted as part of a complete annual budget, which includes both operating and capital outlays. The capital budget is based on the Authority's ten-year master plan or capital improvement program (CIP).

Capital Expenditure/Outlay: The purchase or improvement of a tangible fixed asset; e.g., land, buildings and furniture/equipment; with the cost of \$5,000 or more and a useful life of at least three years.

Capital Improvement Program (CIP): A plan that identifies the nature, schedule and cost of long-term improvements to CCWA's infrastructure.

Clean Water Act (CWA): Act passed by the U.S. Congress to control water pollution.

Comprehensive Annual Financial Report (CAFR): This report is prepared by the Finance Department and is usually referred to by its abbreviation. It is a government's audit report and summarizes financial data for the previous fiscal year in a standardized format that includes three basic sections: introductory section, financial section and statistical section. The CAFR contains three types of financial statements: a statement of net assets, a statement of revenues, expenses and changes in net assets and a statement of cash flows.

Contingency: A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Customer Information System (CIS): System that CCWA utilizes for customer billing information and other related services.



D **Debt:** An obligation resulting from the borrowing of money or from the purchase of goods or services over a period of time. Legal definitions of debt vary from state to state and are determined by constitutional provisions, statutes and court decisions.

Debt Rating: An independent opinion, based on a comprehensive quantitative and qualitative evaluation, of a company's financial position, operating performance, business profile and management. Specifically, the debt rating reflects a company's ability to meet its obligations to repay interest and principal on outstanding obligations to investors.

Debt Service: The amount of money required to pay maturities of principal on bonds plus the interest due on the outstanding debt, usually reported on an annual basis.

Debt Service Coverage: Requirement of CCWA's bond indenture and Board policy that provides that annual revenue available to pay debt service must exceed annual debt service by a certain percentage. CCWA's bond indenture for rates requires 120 percent debt service coverage; CCWA Board's target and the parity bond test is 150 percent debt service coverage.

Debt Service Funds: Funds used to account for the accumulation of resources for and the payment of general long-term debt principal, interest and related costs.

Debt Service Requirements: The amount of money necessary for scheduled payment of outstanding debt, both principal and interest becoming due during the fiscal period and contributions which may be required to accumulate monies for the future retirement of bonds.

Department: A basic organizational unit of the Water Authority that is functionally unique in its delivery of services.

Depreciation Expense: Depreciation or amortization of the cost of capital assets over their useful lives.

Distinguished Budget Presentation Awards Program: A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

E **Enabling Act:** Legislation which established CCWA and defined its purpose and authority. CCWA's enabling legislation was initially enacted in 1955.

Encumbrance: Obligations in the form of purchase orders, contracts or salary commitments which are chargeable to an appropriation and for which part of the appropriation is reserved. They cease to be encumbrances when paid or when an actual liability is set up.

Enterprise Fund: A governmental accounting fund in which the services provided are financed and operated similarly to those of a private business. The rate schedules for these services are established to ensure that revenues are adequate to meet all necessary expenditures.

Environmental Protection Agency (EPA): Federal level agency responsible for all environmental issues and policies.

Expenditure: Decrease in net financial resources. Expenditures include current operating expenses requiring the present and future use of net current assets, debt service, capital outlays and intergovernmental grants, entitlements and shared revenues.



Expenses: Outflows or increases of liabilities from delivering or producing goods, rendering services or carrying out other activities that constitute the entity's ongoing major or general operations.

F **Fiscal Year:** For the Clayton County Water Authority, the 12 month accounting period that begins with May 1 and ends April 30 of the designated fiscal year ;(e.g. FY 2011 ends April 30, 2012).

Fixed Asset: Assets of long-term character which are intended to continue to be held or used in carrying out the operations of the Authority, such as land, buildings, machinery and furniture. These items are also referred to as capital assets.

Flow Monitoring: Metering of sanitary sewer flows in a basin.

Force Main Pressure Sewer: Sanitary sewer pipes that convey sewer by pump stations.

Full Time Equivalent (FTE): The relative value of a position in terms of a 40-hour workweek for 52 weeks, or one full year. For example, a part-time position in which the incumbent works 20 hours would equal one-half or .50 of an FTE.

Fund: A fiscal and accounting entity which is comprised of a self-balancing set of accounts which reflect all assets, liabilities, equity, revenue and expenditures (or expenses) necessary to disclose financial position and the results of operations. Funds are established as individual entities in order to segregate financial records for the purpose of legal compliance, different natures of activities performed, measurement of different objectives and to facilitate management control.

Fund Balance: Net position of a governmental fund that is equal to the difference between assets and deferred outflows of resources and liabilities and deferred inflows of resources.

Generally Accepted Accounting Principles (GAAP): A body of accounting and financial reporting standards set by the Governmental Accounting Standards Board (GASB) for state and local governments and by the Financial Accounting Standards Board (FASB) for private sector organizations.

Geographic Information Systems (GIS): A computerized mapping system that captures, stores, analyzes, manages and presents data that is linked to a location.

Grant: A contribution by a government or other organization to support a particular function or program.

Impact Fees: A payment of money imposed upon development as a condition of development approval, to pay for a proportionate share of the cost of system improvements needed to serve new growth and development.

Infrastructure: Physical assets of a government, upon which the continuance and growth of a community depends.

Interest Income: Revenue earned for the use of idle monies.

Interfund Transfer: Contributions and operating transfers of cash made between the various funds of the Water Authority.



Investment: Securities purchased and held for the production of income in the form of interest, dividends or base payments.

L

Lease Purchase: A method of acquiring high cost equipment or property and spreading the payments over a specified period of time.

Level of Service Standards: A measure of the amount (and/or quality) of the public facility which must be provided to meet the community's basic needs and expectations.

Liability: Debt or other legal obligation arising out of transactions in the past that must be liquidated renewed or refunded at some future date. This term does not include encumbrances.

Lift Station: A pumping facility generally for a sewer line, which is usually used to lift the raw wastewater to a higher elevation so that gravity can take it further down the line.

Line Item Budget: A budget that lists each expenditure category separately along with the dollar amount budgeted for each specific category.

M

Metropolitan North Georgia Water Planning District (MNGWPD): Signed into law on April 5, 2001 (2001 S.B. 130). This planning entity is dedicated to developing comprehensive regional and watershed-specific plans to be implemented by local governments in the District. These plans will protect water supplies downstream of the region and minimize potential adverse impacts of development on water in and downstream of the region. The area includes the following 16 counties: Bartow, Cherokee, Clayton, Cobb, Coweta, DeKalb, Douglas, Fayette, Fulton, Forsyth, Gwinnett, Hall, Henry, Paulding, Rockdale and Walton Counties.

Million Gallons a Day (MGD): A measure of the amount of water processed through a water reclamation or a water production facility in a day.

Modified Accrual Basis of Accounting: The method of accounting in which revenue is recognized in the accounting period in which it becomes available and measurable and expenditures are recognized in the accounting period in which the liability (a claim against an asset) is incurred.

O

Open Cut: Trench excavation for pipe installation.

Operating Budget: Authorized expenditures for on-going day-to-day services ;(e.g., maintenance, materials, supplies, etc.).

Outfall: An 18-inch or larger pipe that is a trunk-line sanitary sewer. These large sewer pipelines connect to smaller sewer lines that navigate waste from various areas of the system up to treatment facilities.

P

PACP Codes: Pipeline Assessment Certification Program, standard codes for pipe condition.

Pay-As-You-Go Financing: A term used to describe a financial policy by which the capital program is financed from current revenue rather than through borrowing.



Performance Measures: Specific quantitative and qualitative measures of work performed as an objective of a department or business unit.

Personal Services: Expenditures for salaries, wages and fringe benefits of a government's employees.

Pipe Types:

- Cast Iron (used in water systems)
- CIPP - Cured in Place Pipe (used in sewer and stormwater systems)
- CMP - Corrugated Metal Pipe (used in sewer and stormwater systems)
 - Aluminized CMP
 - Bituminous CMP
- Concrete (used in sewer systems)
- Copper (used in water systems)
- DIP - Ductile Iron Pipe (used in sewer and water systems)
- Galvanized (used in water systems)
- HDPE - High Density Polyethylene Pipe (used in stormwater systems and recently in sewer systems)
- PVC - Polyvinyl Chloride Pipe (used in sewer systems)
- RCP - Reinforced Concrete Pipe (used in sewer and stormwater systems)
- Steel (used in sewer systems)
- VCP - Vitrified Clay Pipe (used in sewer systems)

Policy: A plan, course of action or a guiding principle designed to set parameters for decisions and actions.

Potable Water: Drinking water.

Primary Treatment: A wastewater treatment process that takes place in a tank and allows those substances in wastewater that readily settle or float to be separated from the water being treated.

Purchase Order: A document issued to authorize a vendor or vendors to deliver specified merchandise or render a specified service for stated estimated price. Outstanding purchase orders are called encumbrances.

R

Raw Water: Untreated water.

Reserve: An account used to indicate that a portion of a fund's fund balance is legally restricted for a specific purpose or commitment and is, therefore, not available for general appropriation.

Reservoir: A structure or impoundment for physically storing raw water.



Revenue: The term designates an increase to a fund's asset that does not increase a liability, represent a repayment of an expenditure already made, represent a cancellation of certain liabilities or represent an increase in contributed capital.

Revenue Bonds: Bonds where pledges are made to dedicate specific revenue sources to repay the bonds.

Risk Management: An organization goal to protect a government's assets against accidental loss in the most economical method.

S

Safe Drinking Water Act (SDWA): Act passed by the U.S. Congress (most recently amended in 1996) to control drinking water quality.

Secondary Treatment: Usually following primary treatment, secondary treatment employs microorganisms to reduce the level of biochemical oxygen demand (BOD) in wastewater.

Sludge: Solid residue from wastewater treatment.

Stormwater Utility: A stormwater utility is essentially a special assessment district set up to generate funding specifically for stormwater management. Users within the district pay a stormwater fee and the revenue thus generated directly supports maintenance and upgrade of existing storm drain systems; development of drainage plans, flood control measures and water-quality programs; administrative costs; and sometimes construction of major capital improvements.

Supervisory Control and Data Acquisition (SCADA): Equipment and computer technology used to monitor and control the water distribution and wastewater conveyance systems.

T

Tap Fees: Fees charged to join or to extend an existing utility system. Also referred to as system development fees or connection fees.

W

Work Load Indicators: Units of work produced by a department or budget unit which indicates the output.



Acronyms and Abbreviations

| | |
|------------------|--|
| ACECGA | American Council of Engineering Companies of Georgia |
| ARC | Atlanta Regional Commission |
| AMR | Automated Meter Reading |
| AWWA | American Water Works Association |
| BOD | Biochemical Oxygen Demand |
| BU | Budget Unit |
| CAFR | Comprehensive Annual Financial Report |
| CCR | Consumer Confidence Report |
| CCWA | Clayton County Water Authority |
| CFR | Code of Federal Regulations |
| CIP | Capital Improvement Plan |
| CIPP | Cured in Place Pipe |
| CIS | Customer Information System |
| COLA | Cost of Living Adjustment |
| DBPs | Disinfection By-Products |
| DNR | Department of Natural Resources |
| D & C | Distribution and Conveyance |
| EEO | Equal Employment Opportunity |
| EPA | Environmental Protection Agency |
| EPD | Environmental Protection Division |
| FTE | Full Time Equivalent |
| FY | Fiscal Year |
| GAAP | Generally Accepted Accounting Principles |
| GASB | Governmental Accounting Standards Board |
| GAWP | Georgia Association of Water Professionals |
| GEFA | Georgia Environmental Finance Authority |
| GFOA | Government Finance Officers Association |
| GGFOA | Georgia Government Finance Officers Association |
| GIS | Geographic Information System |
| GM | General Manager |



| | |
|------------------------|---|
| GPCD | Gallons Per Capita per Day |
| GPS | Global Positioning System |
| HAAs | Haloacetic Acids |
| HVAC | Heating, Ventilation and Air-Conditioning |
| I/I | Infiltration/Inflow |
| IT | Information Technology |
| JDE | JD Edwards EnterpriseOne: Accounting Software |
| LF | Linear Feet |
| LOSS | Level of Service Standards |
| LTO | Linear Tape Open |
| MG/L | Milligrams per Liter |
| MGD | Million Gallons per Day |
| N/A | Not Applicable or Not Available |
| OPEB | Other Post-Employment Benefits |
| ORP | Oxidation Reduction Potential |
| pH | Potential of Hydrogen |
| PSI | Pounds per Square Inch |
| R & E | Renewal and Extension |
| R & R | Removal and Replacement |
| ROW | Right of Way |
| SCADA | Supervisory Control and Data Acquisition |
| SDWA | Safe Drinking Water Act |
| SEACAP | System Evaluation and Capacity Assurance Plan |
| SLBE | Small Local Business |
| SND | Standard Non-Compliance Day |
| SSes | Sewer System Evaluation Study |
| SSOs | Sanitary Sewer Overflows |
| TARP | Troubled Asset Relief Program |
| TBD | To Be Determined |
| TMDL | Total Maximum Daily Load |
| TOC | Total Organic Carbon |



TOD Total Oxygen Demand
TTHMs.....Total Trihalomethanes
UV Ultraviolet
WEF Water Environment Federation
WPF.....Water Production Facility
WRF.....Water Reclamation Facility