

CLAYTON COUNTY WATER AUTHORITY
Regular Board Meeting
1600 Battle Creek Road
Morrow, GA 30260

Present at the meeting were: Chairman John Chafin, Vice Chairman Marie Barber, Secretary/Treasurer Rodney Givens, Board Member John Westervelt, Board Member Dr. Cephus Jackson, Board Member Robin Malone, Board Member Vivian Baldwin, General Manager Bernard Franks, Assistant General Manager Teresa Worley, Assistant General Manager Keisha Thorpe, Legal Counsel Winston Denmark, Executive Coordinator Amanda La Pierre and other CCWA staff and visitors.

Invocation

Dr. Cephus Jackson introduced USM Crew Leader Sean Ware to perform the invocation.

Adoption of Agenda

UPON MOTION by Dr. Cephus Jackson and second by Marie Barber, to adopt the agenda as presented, it was unanimously

RESOLVED to adopt the agenda as presented.

Approval of Minutes

Chairman John Chafin called for any omissions or additions to the Minutes of the Regular Board Meeting held on October 3, 2019.

UPON MOTION by Marie Barber and second by Dr. Cephus Jackson, it was unanimously

RESOLVED to approve the Minutes of the Regular Board Meeting held on October 3, 2019.

Financial and Statistical Reports

Finance Director Allison Halron reviewed the financial information distributed to the Board for the period ending August 31, 2019. Information only, no action taken.

Recognition

Communications & Community Relations Director Suzanne Brown recognized CCWA's Stormwater staff for correcting a flooding issue at West Clayton Elementary School. Information only, no action taken.

New Business

Auditor's Report: Meredith Lipson with Mauldin & Jenkins presented the Audit Report for the Fiscal Year Ended April 30, 2019. Information only, no action taken.

Affordability Program Recommendation: Customer Accounts Director Rodney Perkins presented a recommendation on the Affordability Program.

Care.Connect.Conserve is the name for CCWA Affordability Programs. Affordability Programs are designed to assist low-income customers or customers experiencing a hardship with help to pay their bills on time. The Affordability Program now includes Hardship Assistance and a Senior Citizen Discount program that was introduced as of September 2016.

The Affordability programs are funded by cell tower lease revenue and Gas South partnership funds. The funds that are generated from both revenue streams adequately cover the yearly costs. Based on the programs fund history with having remaining available funds, CCWA could add additional participants to the program.

The Senior Citizen discount program was established to assist low income seniors that meet an income and age requirement to qualify for up to a \$5.00 discount on their monthly water bill (\$2.50 off water/\$2.50 off sewer). The Senior Discount program to date has had up to 334 eligible participants, which represents 7.6% of the 4,390 low income seniors in Clayton County. Interestingly enough, Clayton County also has approximately 2,785 low income veteran that resided in the county as well. It has been suggested that CCWA assist veterans within CCWA Affordability program.

Based on our existing program, available funding and statistical data regarding the low-income veteran population, staff recommends adding a Veteran's Discount Program. The Veterans Discount will mirror the current Senior Citizen Discount regarding income level but would not have an age requirement. Like the Senior Discount Program, the Veterans Discount Program will be administered by Clayton County Community Services.

**STATE OF GEORGIA
COUNTY OF CLAYTON**

RESOLUTION NO. 2019-06

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

WHEREAS, the Clayton County Water Authority Board of Directors ("Board") has adopted a Clayton County Water Authority Law and Policy Manual; and

WHEREAS, the Board wishes to update the Clayton County Water Authority Law and Policy Manual.

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

Section 20. Hardship Assistance. That Chapter 8 is hereby amended of the Clayton County Water Authority Law and Policy Manual to read as follows:

Affordability Programs are defined as programs that assist low-income customer or otherwise enhance customers' ability to pay their bill on time. The Authority offers two affordability programs Hardship Assistance and the Senior or Veteran Discount Programs.

The Hardship Assistance Program is available to assist applicants demonstrating hardship in paying their water and sewer bills to the Authority. Eligibility is determined by an outside vendor approved by the Board. The selected outside vendor will receive an agreed upon fee to process each applicant submitted. The maximum assistance available to any applicant shall be two hundred dollars (\$200) in a twelve-month period. Once qualified, the applicant and CCWA will be notified by the reviewing vendor and the customer's account will be credited from available Affordability Program funds. The credit will be displayed on the customer's bill.

The Senior Discount Program allows senior citizens that are at least 65 years old and have a combined household income of twenty-five thousand dollars (\$25,000) per year or less to receive a monthly discount on their water and/or sewer bill of \$2.50 for water and \$2.50 for sewer.

The Veteran Discount Program allows a qualified veteran that have a combined household income of twenty-five thousand dollars (\$25,000) per year or less to receive a monthly discount on their water and/or sewer bill of \$2.50 for water and \$2.50 for sewer.

Funding for Affordability programs comes from revenue received ~~for from~~ cell tower leases (less all expenses) and, royalties funds from earned through the Gas South alliance partnership and all monies earned through the HomeServe Pipeline Protection Program. At the end of each fiscal year, any funds that are unused will carry over to the next year.

Section 2. General Authority. From and after the adoption of this Resolution, the Board and the proper members, agents and employees of the Board are hereby authorized, empowered and directed to do all such acts and things and to execute all such documents as may be necessary to carry out and comply with the intent of this Resolution.

Section 3. Actions Ratified, Approved, and Confirmed. All acts and doings of the members of the Board which are in conformity with the purposes and intents of this Resolution shall be, and the same hereby are, in all respects ratified, approved, and confirmed.

Section 4. Recordation. This Resolution shall be recorded in the minutes of the
Board.

Section 5. Severability of Invalid Provisions. The sections, paragraphs, sentences, clauses, and phrases of this Resolution are severable, and if any phrase, sentence, paragraph, or section of this Resolution shall be declared illegal by the valid judgment or decree of any court of competent jurisdiction, such an illegality shall not affect any of the remaining phrases, clauses, sentences, paragraphs, and sections of this Resolution.

Section 6. Repealing Clause. All resolutions or parts thereof of the Board in conflict with the provisions herein contained are, to the extent of such conflict, hereby superseded and repealed.

Section 7. Effective Date. This Resolution shall become effective upon its adoption.

SO RESOLVED this 7th day of November 2019.

Clayton County Water Authority:

John Chafin, Chairperson

Attest:

Rodney Givens, Secretary/Treasurer

APPROVED AS TO FORM:

Steven M. Fincher, Attorney for
Clayton County Water Authority

Recommendation:

CCWA staff recommended approving Resolution 2019-06 to add the Veteran's Discount to the CCWA Affordability Program.

UPON MOTION by Marie Barber and second by Dr. Cephus Jackson, it was unanimously

RESOLVED to approve Resolution 2019-06 to add the Veteran's Discount to the CCWA Affordability Program as presented.

HR Policy Recommendation: HR Director Ed Durham presented a recommendation on a new HR Policy.

Staff is recommending the addition of a Child Molestation Policy to the CCWA HR policies. The purpose of adding this policy is to ensure the safety of any minors that come into contact with CCWA volunteers at various activities like plant or wetland tours, presentations at schools or for civic organizations, and any other type of gathering that might cause concern for CCWA employee interactions with minor children. Our property and casualty insurance has also asked that we add a policy of this type to provide litigation liability protection for CCWA.

Child Abuse Policy

SECTION 1 PURPOSE

The Authority is committed to ensuring the safety and well-being of minors and the prompt reporting of actual or suspected abuse of a minor. To that end, and because certain

employees or volunteers of the Authority interact with minors in connection with the performance of their duties for the Authority, the Authority has developed this Child Abuse Policy. This Policy prohibits all forms of child abuse by employees or volunteers in connection with the performance of their duties for the Authority. This Policy also outlines mandatory reporting procedures for employees or volunteers who receive information about the actual or suspected abuse of a minor child, in accordance with applicable law.

SECTION 2 POLICY TERMS

- 1) Minor or Child – Any person 17 years old or younger.
- 2) Child Abuse - An injury or pattern of injuries to a minor that is non-accidental. Child abuse includes sexual abuse, physical injury, child endangerment, and neglect.
 - a. Sexual abuse can include, for example, employing, using, persuading, inducing, enticing or coercing a minor to engage in any sexual act. Sexual abuse includes molestation, harassment, mistreatment or maltreatment of a sexual nature, including, but not limited to, any sexual involvement, sexual conduct or sexual contact with a minor, regardless of consent.
 - b. Physical abuse can include, for example, non-accidental physical injury of a minor, which can include beatings, burns, bites, fractures, bruises, welts, etc.
 - c. Child endangerment can include, for example, intentionally allowing a child to witness the commission of a forcible felony, battery, or family violence.
 - d. Neglect can include, for example, when a parent or caretaker allows a minor to experience avoidable suffering or fails to provide basic essentials for physical, social, and emotional development.
- 3) Volunteer – A person providing services to the Authority on an unpaid basis through a structured volunteer program.
- 4) Mandatory Reporter – A person required by Georgia law to report actual or suspected child abuse to the appropriate authorities. Georgia law defines mandatory reporters, in relevant part, to mean “persons employed by or volunteering at a business or an organization, whether public, private, for profit, not for profit, or voluntary, that provides care, treatment, education, training, supervision, coaching, counseling, recreational programs, or shelter to children.”

SECTION 3 PROHIBITION OF CHILD ABUSE

The Authority strictly prohibits all forms of child abuse by employees or volunteers in connection with the performance of their duties for the Authority.

SECTION 4 BACKGROUND CHECKS

The Authority will, on an annual basis, conduct background checks on employees and volunteers who interact with minors in connection with the performance of their duties for the Authority. The purpose of such background checks is to ensure that it is permissible and appropriate for such employees or volunteers to interact with minors in connection with the performance of their duties for the Authority.

SECTION 5 MANDATORY TRAINING

All employees or volunteers who interact with minors in connection with the performance of their duties for the Authority must complete a mandatory training module addressing the Authority's Child Abuse Policy prior to the performance of such duties. The training module will be provided by the Authority and must be completed every three years. For non-exempt employees, the time spent completing the training module will be compensable.

SECTION 6 REPORTING REQUIREMENTS

Any employee or volunteer who receives information about actual or suspected child abuse must report such information within 24 hours to (1) the Division of Family and Children Services ("DFCS") and (2) the Authority's Director of Operations and/or an immediate supervisor.

During regular DFCS office hours, reports of child abuse should be made to the DFCS office in the county where the child lives or the county in which the suspected case of abuse/neglect is witnessed. For contact information for county DFCS offices, visit <https://dfcs.georgia.gov/locations>.

Reports of child abuse can also be made by calling 1-855-GA CHILD (1-855-422-4453).

**If a child is in immediate danger, call 911.*

SECTION 7 INVESTIGATIONS

All reports of child abuse made by employees or volunteers will be thoroughly investigated and resolved appropriately. The Authority will take immediate action in order to protect the minor. The Authority will not tolerate retaliation against anyone who reports child abuse in good faith or who participates in an investigation.

To the greatest extent possible, reports shall be treated as confidential. Limited disclosure may be necessary to complete a thorough investigation, however. Employees and

volunteers must be aware that intentionally filing false accusations of child abuse will result in disciplinary action. Any media contact or inquiries regarding an incident of child abuse by personnel of the Authority must be directed to the Director of Operations.

SECTION 8 ENFORCEMENT

Under the law, mandatory reporters who knowingly and willfully fail to report suspected or actual child abuse may be subject to criminal penalties. In addition, failure to report child abuse will result in disciplinary action by the Authority, up to and including termination.

Recommendation:

CCWA staff recommended the addition of a Child Molestation Policy to the CCWA HR Policies as presented.

UPON MOTION by Dr. Cephus Jackson and second by Robin Malone, it was unanimously

RESOLVED to approve the addition of a Child Molestation Policy to the CCWA HR Policies as presented.

Stormwater Funds Transfer Recommendation: Stormwater Director Kevin Osbey presented a recommendation on the transfer of Stormwater Funds.

As part of the Stormwater Utility 2019-20 Annual Budget, \$3,313,121.00 was dedicated for large capital projects that directly went to replacing/renewing existing stormwater Infrastructure. Of this funding, \$1,813,121.00 was dedicated to activities involving the actual removal and replacement of pipe and other structures. The remaining \$1,500,000.00 was dedicated to trenchless technology methods such as cured in place pipe (CIPP).

During the first months of the fiscal year, May 2019 through September 2019, 29 Remove & Replace (R&R) jobs have been assigned to CCWA's construction contractors along with five internal jobs being performed by CCWA staff. At present, six CIPP jobs have been assigned to CCWA's CIPP Company (Layne Inliner).

During this period, \$2.7M has been allocated for the 40 jobs discussed above. Most jobs performed are the results of complaints from the public. Several jobs are the results of the aggressive inspection program performed by our internal staff.

At present Stormwater has 53 pipe repair jobs currently assigned to crews. These jobs come directly from customer calls and/or inspections. Another 250 pipe replacement jobs have been identified from inspection activities.

As of May 1, 2019, there was a balance of \$8,374,152.00 of an "Unrestricted" Cash Balance for Stormwater. Staff believes its good practice to maintain a "Operating Reserve" (\$2.00M) as a contingency. Staff also ensure funds are available for existing construction

projects and appropriations carried over (\$4,748,263.00). This leaves a true “Unrestricted” Cash Balance of \$1,625,889.00. Staff requests a direct transfer from this account, in the amount of \$1,400,000.00. These funds will be added to the SW-005 budget.

No increase is requested for the Cured-In-Place Pipe project budget. That work is trending favorably during the first 5 months of this fiscal year.

Project Line	Description	Original Budget	Funding Increase	Adjusted Budget
SW-004	Stormwater - Cured In Place Piping	\$1,500,000	\$0	\$1,500,000
SW-005	Stormwater – Remove & Replace	\$1,813,121	\$1,400,000	\$3,213,121

Recommendation:

CCWA staff recommended a transfer of \$1,400,000.00 from Stormwater Unrestricted Cash to the Stormwater – Remove & Replace capital projects budget.

UPON MOTION by Vivian Baldwin and second by Dr. Cephus Jackson, it was unanimously

RESOLVED to approve a transfer of \$1,400,000.00 from Stormwater Unrestricted Cash to the Stormwater – Remove & Replace capital projects budget.

SAMP Warehouse and Inventory Improvement Project: Risk Management Director Karen Riser presented a recommendation on the SAMP Warehouse and Inventory Improvement Project.

The recently completed Strategic Asset Management Plan (SAMP) identified 32 asset management improvement projects to help CCWA continuously improve the way it manages its assets and realize its strategic vision. The projects were identified through an assessment of “current state” in four functional areas (organization support, warehouse, linear, facilities) based on eight strategic initiatives. The current state assessment was completed through observations, interviews, staff ride-alongs, and physical assessments to compare current practices to best practices and to the CCWA strategic asset management vision and mission.

Of the 32 projects identified by the SAMP, two are focused on improving warehouse organization and inventory management. Staff have prioritized these two projects for the following reasons:

- Of the eight strategic initiatives used to score the functional areas, Inventory Management received the lowest score out of a possible 9 points (see below).

- The warehouse is reaching ultimate capacity as currently organized with the just over 3,200 different inventory items and space in the pipe yard will be compromised by the upcoming Battle Creek Road widening project.
- The warehouse staff currently consists of five full-time positions and due to promotion in the last five years has experienced a consistent turnover which has impacted inventory management process efficiencies.
- Expansion of CCWA operations over the last few years by the addition of the Stormwater Department and Construction Services Section.
- Lack of a comprehensive assessment of the warehouse operations in the history of CCWA.

Strategic Initiative	SAMP Score
1. Organizational Readiness	6.7
2. Operator Driven Reliability	6.6
3. Metrics and Performance	6.0
4. Work Management	5.8
5. Data Management/Usage	5.1
6. Planning and Scheduling	4.8
7. Maintenance and Reliability	4.4
8. Inventory Management	3.1

Areas for improvement identified in the current state assessment (and reasons for the relatively low score) included updating duplicate and obsolete items in J.D. Edwards (JDE), creating and documenting Standard Operating Procedures (SOPs), and following more-recent best practices for storing and labeling inventory items. CCWA staff have acted on certain recommendations made, including addressing obsolete items and developing procedures for returned/used items. However, support from industry experts is required to implement the recommendations to build efficiency and implement supply chain management best business practices.

A scope of services to implement the recommendations has been developed and includes the following tasks:

- **Task 1 – Kick-Off Meeting** – Kickoff the project and document project goals.
- **Task 2 – Define and Document Policies, Procedures and Business Processes** – Develop and document: (1) Warehouse and Inventory Management Policy, (2) 15 business standard operating procedures, and (3) Change Management Plan.
- **Task 3 – Improve Data in JD Edwards** – Develop a standard naming convention and data dictionary in JDE, update the approximately 3,200 items in the JDE database, and confirm database update through visual warehouse assessment.
- **Task 4 – Assess and Improve Warehouse and Yard Spaces (including mobile warehouses)** – Assess the existing designation of space and placement of items and manage execution of recommended changes, oversee the removal of obsolete and unused parts, and identify kitting and staging areas.
- **Task 5 – Identify Performance Metrics to Track Improvements and Audit Performance** – Develop maintenance, repair, and operations (MRO) inventory

management performance metrics, identify how the metrics data will be collected and analyzed, and develop report templates to utilize the metrics to track performance.

- **Task 6 – Train Staff** – Develop staff training strategy and materials and facilitate 4 trainings on the improved warehouse processes and any changes that impacted the JDE database.
- **Task 7 – Support for Vendor Managed Inventory (VMI) Program** – Recommend items for VMI, identify VMI potential vendors, solicit details on VMI programs, and assist the OWNER with vendor selection.

Completion of the scope above is anticipated to provide the following benefits:

- Reduce inventory shrinkage through security of inventory locations and control of consumables.
- Reduce inventory shortages, and in turn reduce engineering “false starts,” by improving the process for issuing/recoding parts.
- Reduce inventory shortages, and in turn reduce costs for using contingency funds, by improving standard work for inventory transactions.
- Reduce the valuation of inventory and associated carrying costs through obsolete inventory reduction.
- Update on-hand inventory/spare parts database to ensure optimal stocking levels.
- Increase staff efficiency through organized spare parts and spare parts database.
- Allow for better contract negotiation with key vendors through better tracking of material usage.
- Allow for more accurate budgets with improved inventory item visibility and data.
- Increase worker morale and decrease staff turnover through safer and better organized, managed and maintained workspace.

Recommendation:

CCWA staff recommended awarding SAMP Warehouse and Inventory Improvement Project Task Order JA-OP-09-03 to Jacobs Engineering for an amount not to exceed \$557,760.00 along with using a CCWA certified SLBE firm to provide temporary labor for approximately 12-14 weeks at a total cost of approximately \$25,000.00; with the remaining budget for the project of \$67,240.00 being used for new warehouse shelving and pipe yard racks.

UPON MOTION by Dr. Cephus Jackson and second by John Westervelt, it was

RESOLVED to award SAMP Warehouse and Inventory Improvement Project Task Order JA-OP-09-03 to Jacobs Engineering for an amount not to exceed \$557,760.00 along with using a CCWA certified SLBE firm to provide temporary labor for approximately 12-14 weeks at a total cost of approximately \$25,000.00; with the remaining budget for the project of \$67,240.00 being used for new warehouse shelving and pipe yard racks; along with authorizing the General Manager to sign the task order. In favor: John Chafin, Marie

Barber, John Westervelt, Dr. Cephus Jackson, Robin Malone and Vivian Baldwin.
Abstain: Rodney Givens. Motion passes.

Executive Session

UPON MOTION by Dr. Cephus Jackson and second by Marie Barber, it was unanimously
RESOLVED to enter an Executive Session in order to discuss personnel matters.

UPON MOTION by Dr. Cephus Jackson and second by Marie Barber, it was unanimously
RESOLVED to leave the Executive Session and return to open session.

Updates from the Board Members and General Manager

UPON MOTION by John Westervelt and second by Dr. Cephus Jackson, it was
unanimously

RESOLVED to approve the Executive Session minutes as presented.


Jason Bodwell with Jacobs Engineering and Stacey Isaac Berahzer with IB Environmental
presented an update on Water and Wastewater Rate Study and Funding Plan Task Order
JA-OP-19-01. Information only, no action taken.


John Chafin announced the creation of an HR Committee to review current CCWA policies
and procedures and make revisions as necessary. Marie Barber was appointed chair of the
committee and Dr. Cephus Jackson was appointed as a committee member. Mr. Chafin
instructed Marie Barber and Dr. Jackson to select two CCWA employees to be appointed
to the committee as well. The first meeting of the committee will be held in January 2020.
Information only, no action taken.

Adjourn

UPON MOTION by John Westervelt and second by Vivian Baldwin, it was unanimously

RESOLVED to adjourn the Board Meeting at 4:06 p.m., there being no further business to
come before the Board of Directors.


John Chafin, Chairman


Rodney Givens, Secretary/Treasurer