



## Adopted Budget

2020 - 2021





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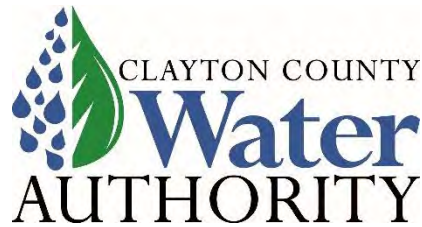
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## INTRODUCTION

### Transmittal Letter



"Providing Quality Water and Quality Services to Our Community"

[www.ccwa.us](http://www.ccwa.us) | 770.961.2130 | 1600 Battle Creek Road, Morrow, GA 30260

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Mr. Robin Malone, 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 2020 - 2021. 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 we continue to cope with the uncertainty of changes within our environment due to COVID-19, 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.

Clayton County Water Authority continues to be a pillar in the community. We strive to display professionalism while achieving three primary goals 1) to continue as industry leaders 2) by utilizing innovation and 3) by always being customer and community focused. We are thankful for the support of our Board of Directors and our Leadership Team as we strive to maintain these specific endeavors. We are proud to consider ourselves the Clayton County Water Authority family as all goals and objectives are achieved together. We recognize, value and reinvest in what is most important for our continued success – our people. It is the people within our organization whom we develop by a robust Succession and Leadership Development Plan. We have promoted over 88% of our employees internally and now during this Pandemic we have recognized and utilized newfound flexibility. The financial stability of any company is enhanced by employees who truly care because they are cared for.

Our revenues continue to increase despite four years without rate adjustments and we are also significantly exceeding our Board's target debt service ratio of 1.5 with a result of 2.58 for the last fiscal year. During the development of the 2020 Strategic Master Plan (SMP) in fiscal year 2019 - 2020, a financial strategy and rate model initiative was undertaken to align the forecasted capital improvement plan with a strategic approach to funding. The financial plan created a balanced strategy that included rate increases along with debt to fund projects and other initiatives over the next





decade. To meet the goals of the SMP, a 10 percent adjustment to both water and sewer rates will be necessary. The increase will be effective January 1, 2021 and is the first adjustment the Authority's implemented since May 2016. Even with this increase, our rates will remain among the lowest in the metro-Atlanta area.

With this rate adjustment, the 2020 - 2021 budget assumes our revenues will increase 4.7% compared to the previous budget year. This estimate is relatively flat with the previous year's actual performance but follows our conservative approach to revenue projections to anticipate unforeseen consequences related to the global coronavirus pandemic, in addition to changes in weather conditions, an economic contraction, or a potential drought that could lead to water use restrictions.

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 on May 1, 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,

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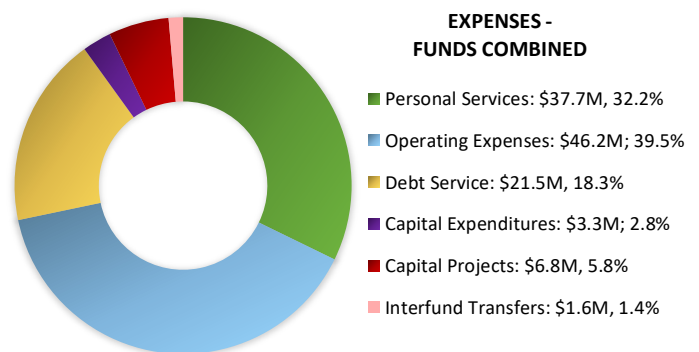
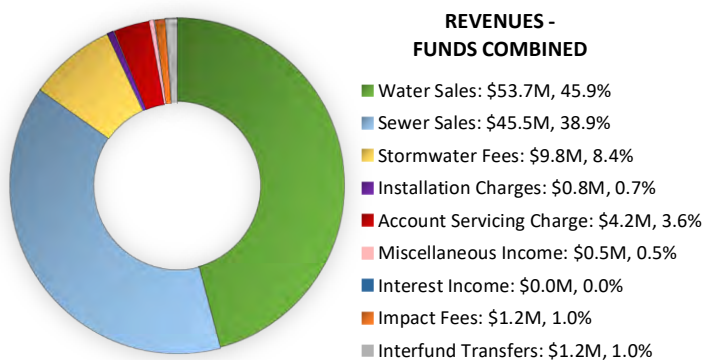
### Acknowledgement

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



## Consolidated Budget – FY 2020 – 2021

	Water and Sewer Fund	Stormwater Fund	Total	% Chg FY2019 -20
<b>Revenues</b>				
Water Sales	\$ 53,707,310	\$ -	\$ 53,707,310	7.1%
Sewer Sales	45,500,448	-	45,500,448	4.8%
Stormwater Fees	-	9,832,771	9,832,771	1.1%
Installation Charges	768,679	-	768,679	-12.2%
Account Servicing Charge	4,018,053	157,205	4,175,258	1.5%
Miscellaneous Income	540,034	1,580	541,614	-2.7%
Interest Income	33,032	5,193	38,225	2.1%
Impact Fees	1,212,437	-	1,212,437	-21.2%
Interfund Transfer - Stormwater	1,219,663	-	1,219,663	-4.1%
<b>Total Revenues</b>	<b>\$ 106,999,656</b>	<b>\$ 9,996,749</b>	<b>\$ 116,996,405</b>	<b>4.7%</b>
<b>Expenses</b>				
Personal Services	\$ 35,681,368	\$ 2,020,633	\$ 37,702,001	8.5%
Operating Expenses	43,160,387	3,038,776	46,199,163	8.8%
Debt Service	21,453,319	-	21,453,319	6.0%
Interfund Transfers - Stormwater and Reserves	392,087	1,219,663	1,611,750	26.8%
Capital Expenditures	2,959,695	296,878	3,256,573	-19.4%
Capital Projects	3,352,800	3,420,799	6,773,599	-24.3%
<b>Total Expenses and Appropriations</b>	<b>\$ 106,999,656</b>	<b>\$ 9,996,749</b>	<b>\$ 116,996,405</b>	<b>4.7%</b>





## 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**.

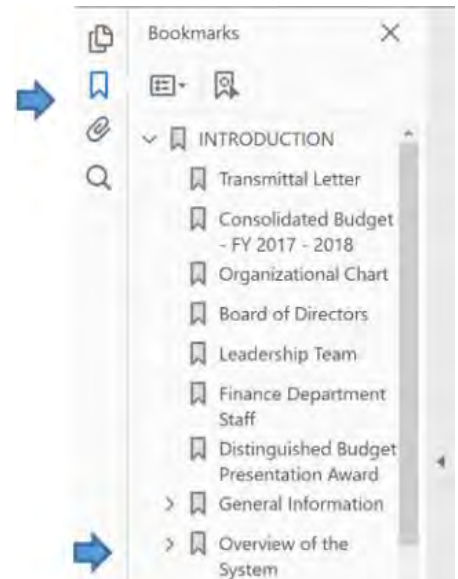
INTRODUCTION



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.

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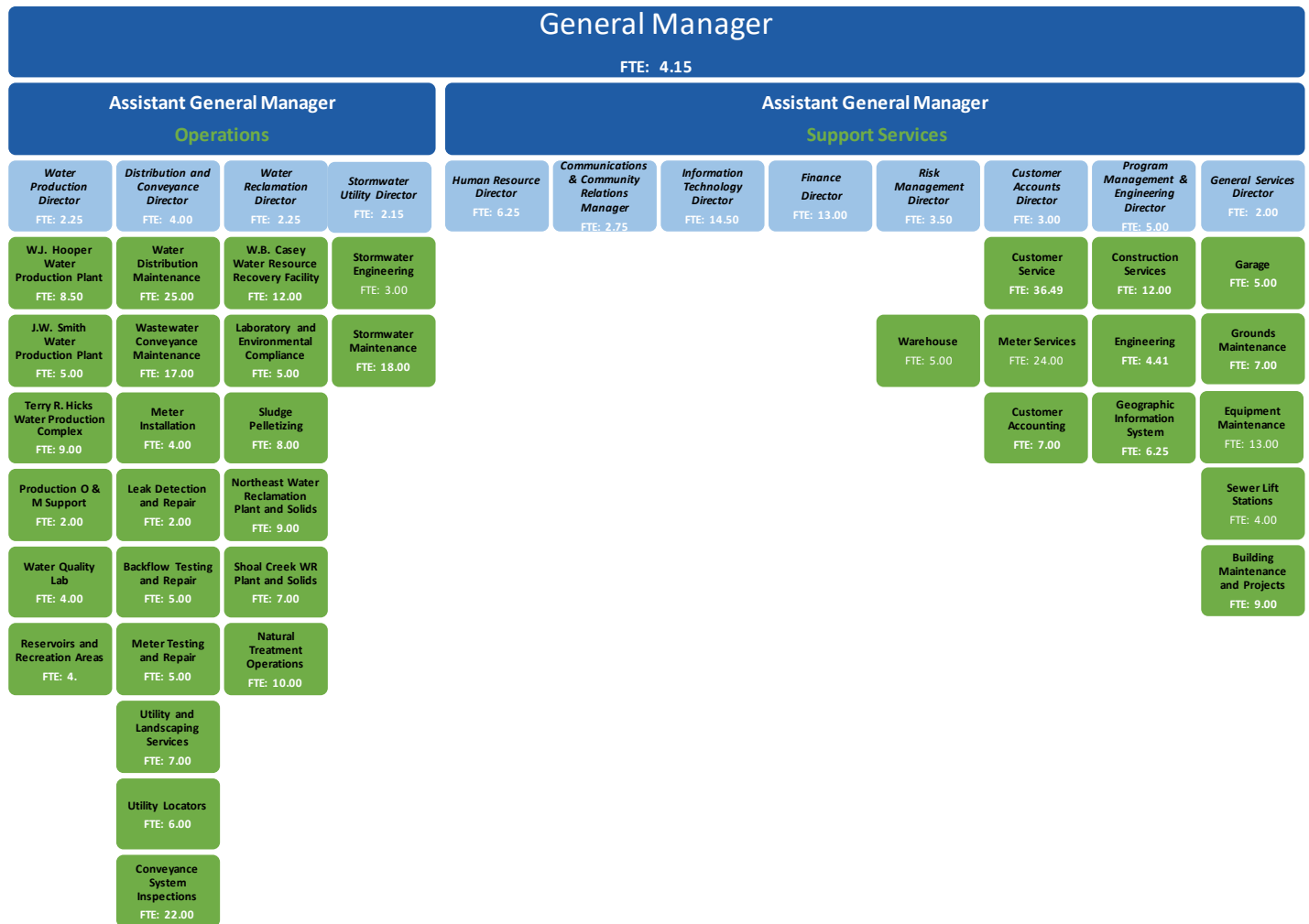
To take advantage of electronic bookmarks for this document, open the navigation display in internet browsers, by right clicking any page of the document, from the menu, select *Show Navigation Pane Buttons*. Once the pane is displayed select the bookmark icon, a ribbon. The arrows to the left of the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







## Organizational Chart





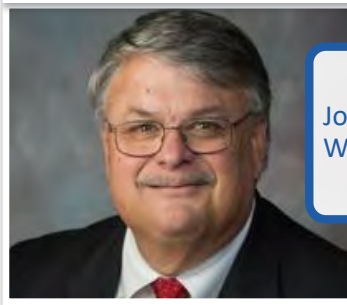
## Board of Directors

Member



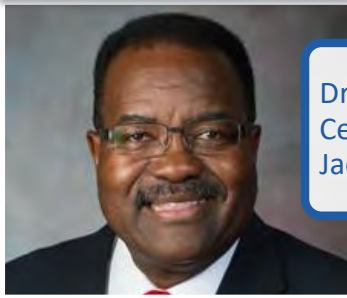
Vivian  
Baldwin

Member



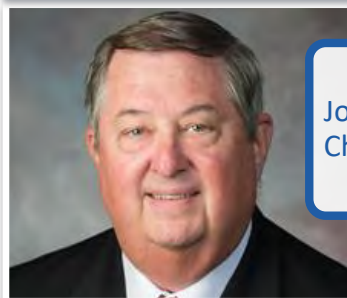
John L.  
Westervelt

Member



Dr.  
Cephus  
Jackson

Member



John M.  
Chafin

Vice Chair



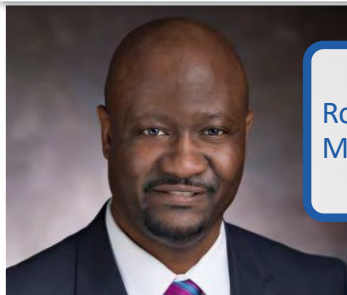
Marie  
Barber

Secretary - Treasurer



Rodney  
Givens

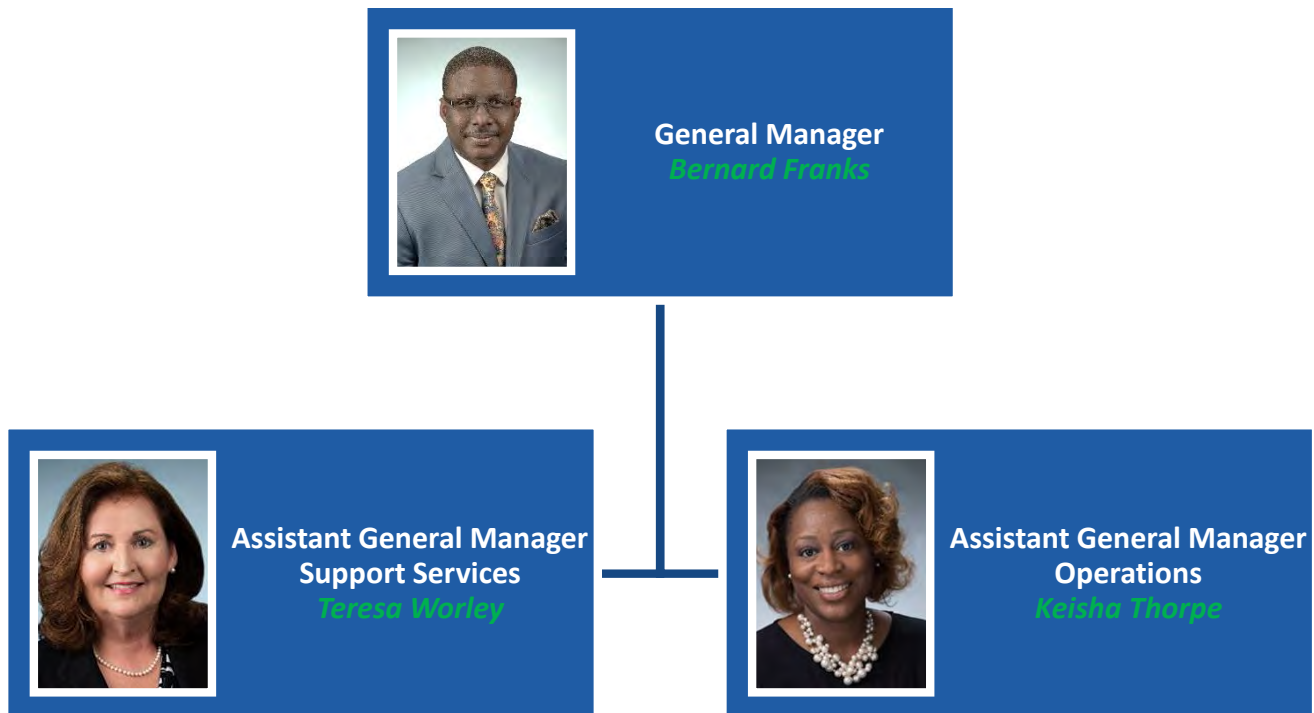
Chairman



Robin  
Malone



## Leadership Team



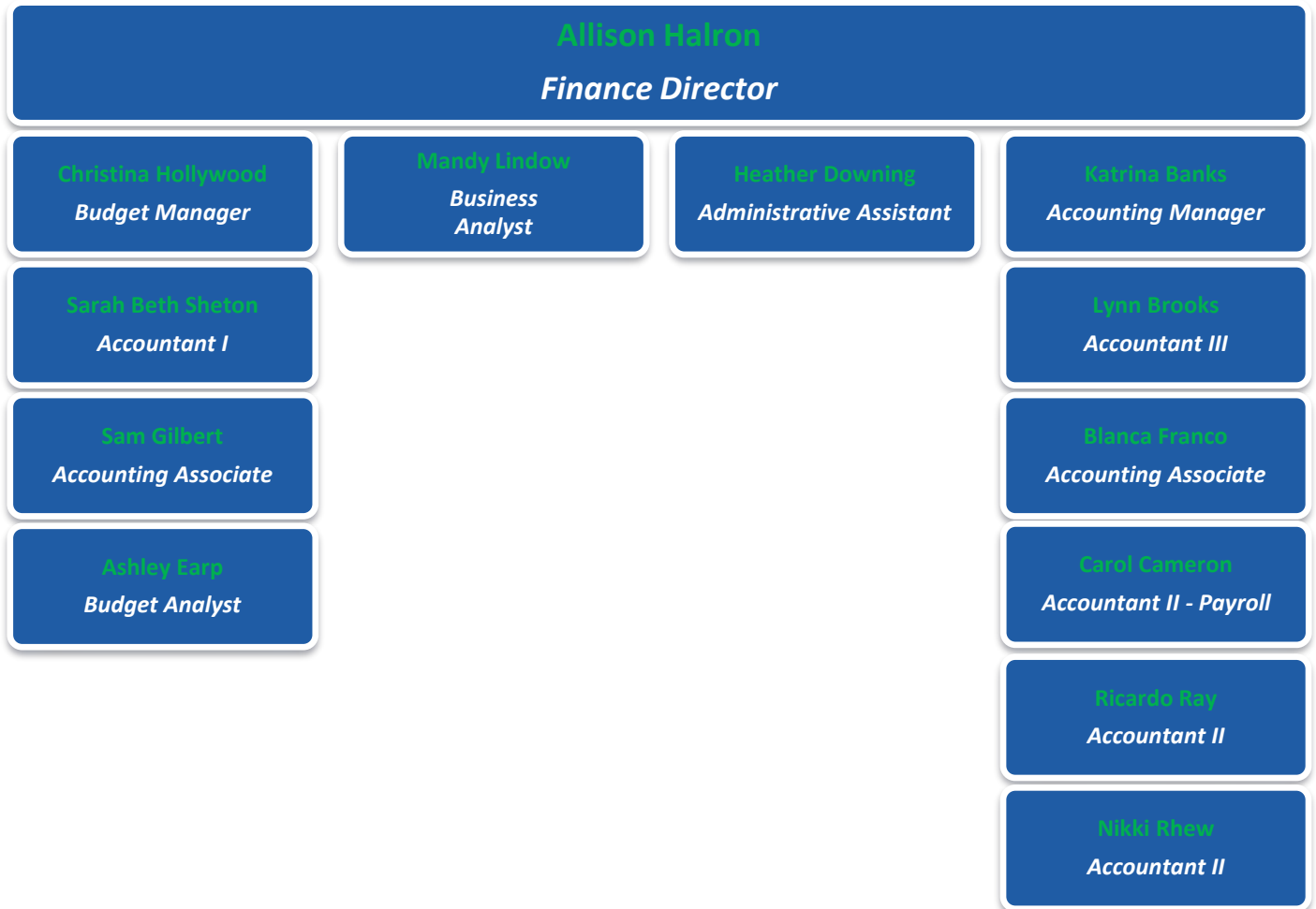
Suzanne Brown  
 Ed Durham  
 Allison G. Halron  
 Kendra Staniel  
 Dan Holverson  
 Jeff Jones  
 Brent Taylor  
 Kevin Osbey  
 Karen Riser  
 Coty McDaniel  
 Kelly Taylor  
 Rodney Perkins

*Communications & Community Relations Manager*  
*Human Resource Director*  
*Finance Director*  
*Water Reclamation Director*  
*Information Technology Director*  
*Distribution & Conveyance Director*  
*General Services Director*  
*Stormwater Utility Director*  
*Risk Management Director*  
*Water Production Director*  
*Program Management & Engineering Director*  
*Customer Accounts Director*



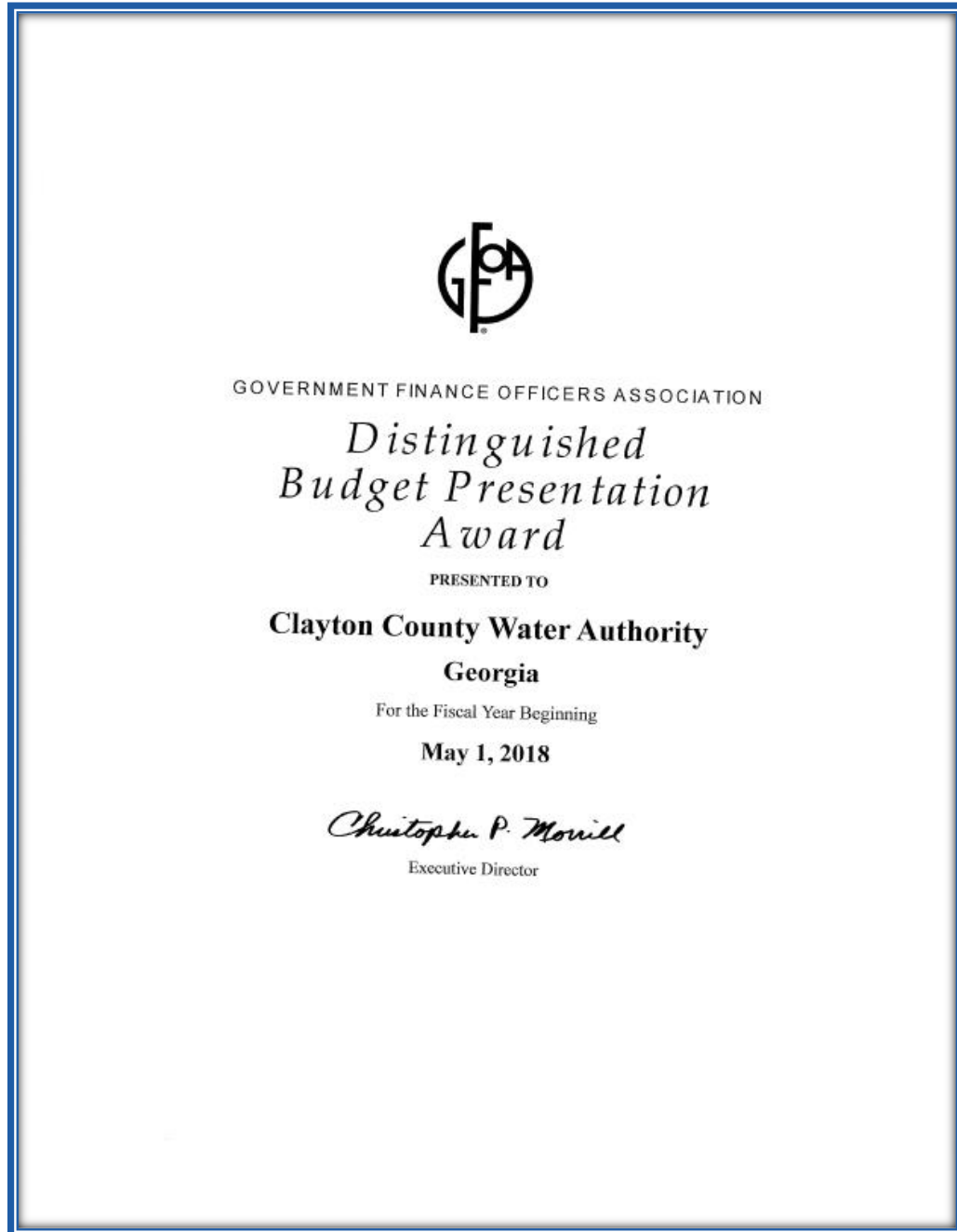


## Finance Department Staff





## 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.

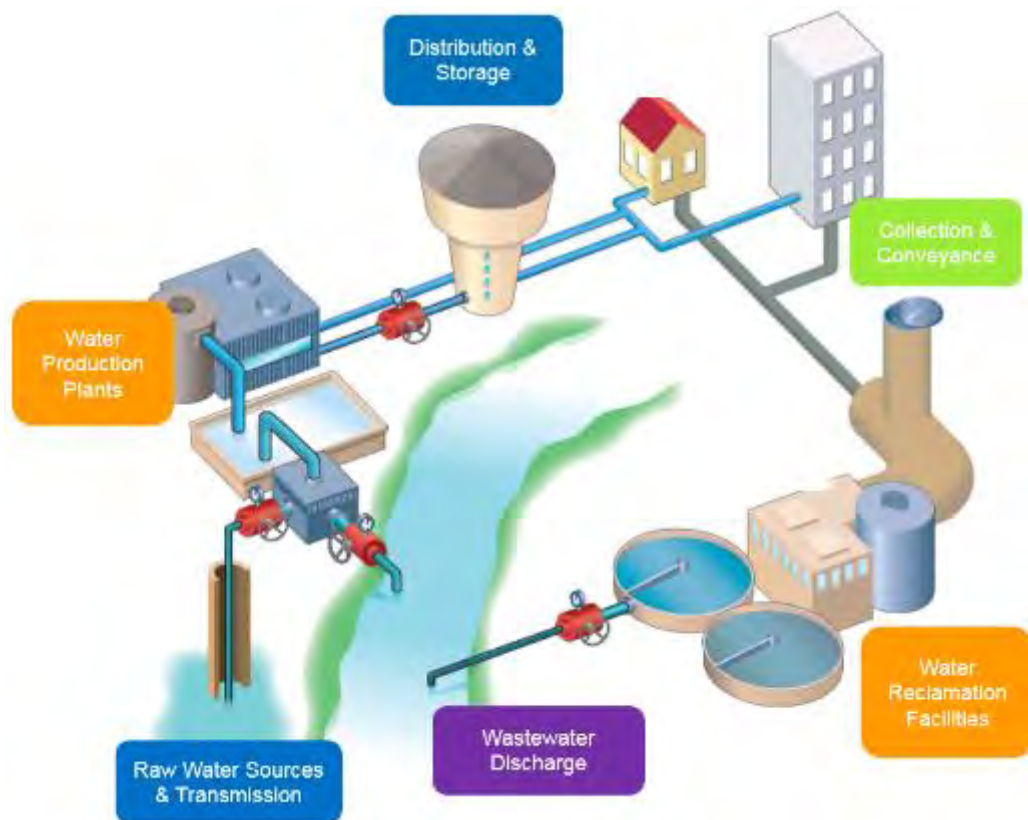




The **Water and Sewer Fund** is used to account for water production activities, wastewater treatment services and all primary executive and administrative functions of the Authority. This fund's revenue is pledged for all long-term debt repayment. The fund's operations are broken down into the six primary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

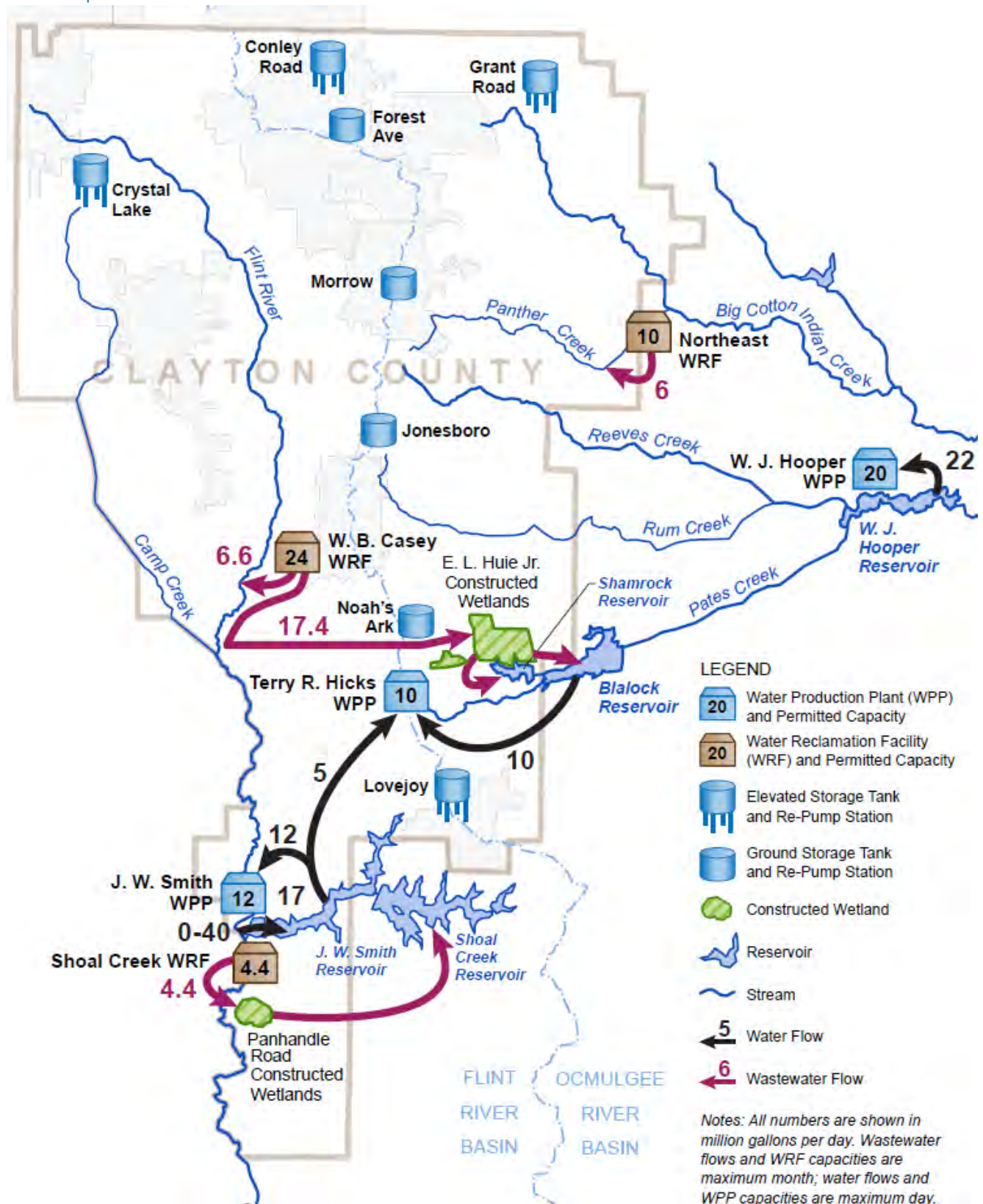
- ***J.W. Smith*** - 240 acres in size, holding approximately 844 million gallons of water at capacity
- ***Shamrock*** - 78 acres in size, holding approximately 260 million gallons of water at capacity
- ***Edgar Blalock, Jr.*** - 263 acres in size, holding approximately 889 million gallons of water 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 292,256 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 over 84,000 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 68,500 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 also utilizes 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.

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, 1,100 miles of sewer conveyance pipe and 500 miles of stormwater pipe. Our pipes, laid end to end, would span from Miami to Seattle.

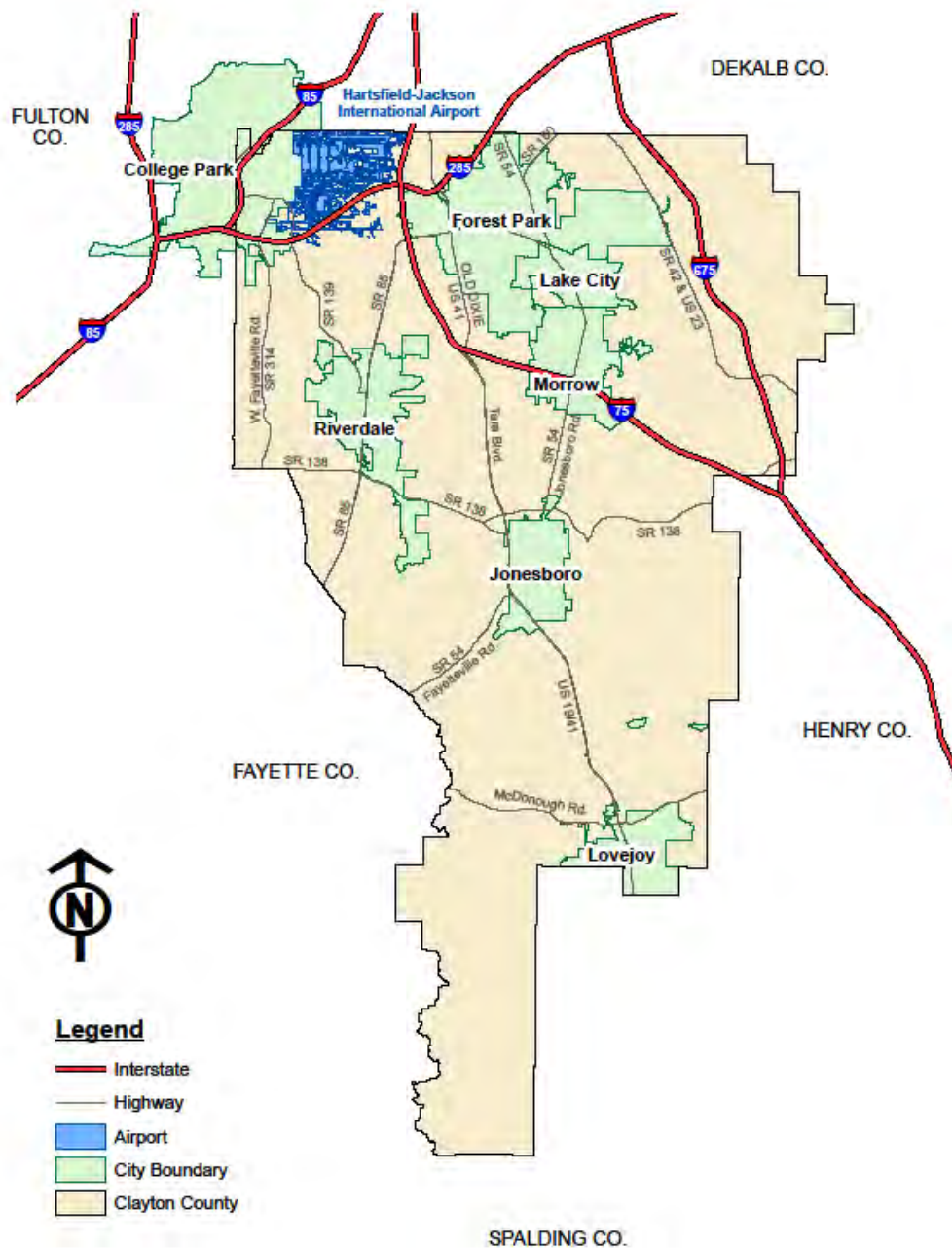




## Community Profile

### Service Area Map

Out of the 159 counties located in Georgia, Clayton County is one of the smallest, in terms of land size, with an area of only 143 square miles. With 292,256 residents, according to most recent 2019 population estimates, it is one of the most densely populated counties in Georgia. There are six incorporated cities located within the county: Forest Park, a portion of College Park, Jonesboro, Lake City, Lovejoy, Morrow and Riverdale, with the City of Jonesboro being the county seat. This suburban community is located just minutes south of downtown Atlanta and is an integral part of the Atlanta Metropolitan Statistical Area (MSA).







## 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.



## Clayton County, Georgia

### 2019 Population Estimates

**292,256**

Source: Vintage 2019 Population Estimates

### Median Household Income

**\$ 45,778**

Source: 2014-2018 American Community Survey 5-Year Estimates

### Persons in poverty, percent

**17.6 %**

Source: 2018 Small Area Income and Poverty Estimates (SAIPE)

### Educational Attainment: Percent high school graduate or higher

**84.7 %**

Source: 2014-2018 American Community Survey 5-Year Estimates

### Persons without health insurance, under age 65 years, percent

**18.5 %**

Source: Source: 2018 Small Area Health Insurance Estimates (SAHIE)

### Median Housing Value

**\$ 97,800**

Source: 2014-2018 American Community Survey 5-Year Estimates

### Total Housing Units

**105,298**

Source: 2014-2018 American Community Survey 5-Year Estimates

### Number of Firms

**29,401**

Source: 2012 Survey of Business Owners: Company Summary

### Veterans

**16,280**

Source: 2014-2018 American Community Survey 5-Year Estimates

### Percent of households with a broadband Internet subscription

**77.2 %**

Source: 2014-2018 American Community Survey 5-Year Estimates

## Education

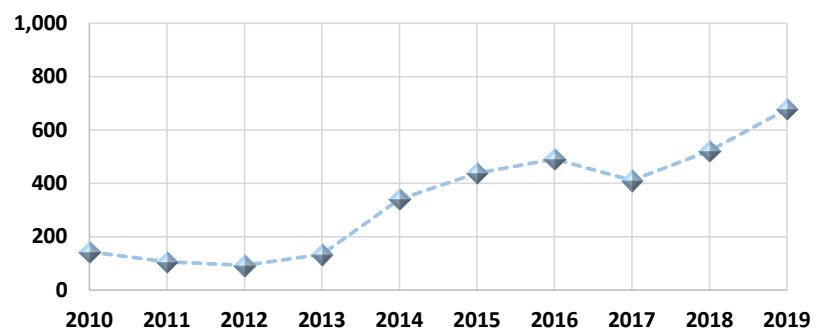
The Clayton County Board of Education currently operates 66 public schools, thirteen of which are high schools. There are also five private schools currently operating in the county. The higher education facility located in the County itself is Clayton State University, which is part of the University 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

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.

Clayton County Building Permits  
New Construction



New home and commercial construction continue to increase throughout the County with permits issued for new construction up 30% between 2018 and 2019. For the fiscal year May 1, 2019 through April 30, 2020, the Authority sold a total of 868 meters to builders and developers.





## Top 10 Employers

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%
Wal-Mart	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%
<b>Subtotal (10 Largest Employers)</b>		<b>21,817</b>	<b>13.98%</b>

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**.

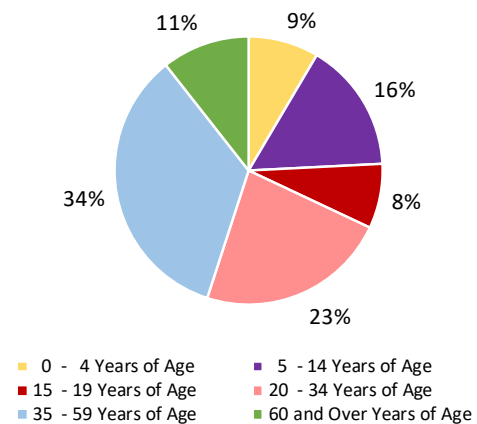
A modern, extensive transportation and logistical infrastructure allows Georgia to compete effectively in a global marketplace. Hartsfield-Jackson International Airport is the world's busiest passenger airport and 10th-largest in the nation for cargo. Georgia's deep-water ports and inland barge terminals 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.

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. In 2019, a new express lane was added to Georgia's toll road network easing traffic congestion between Henry and Clayton Counties between the I 75 and I 675 interchange.

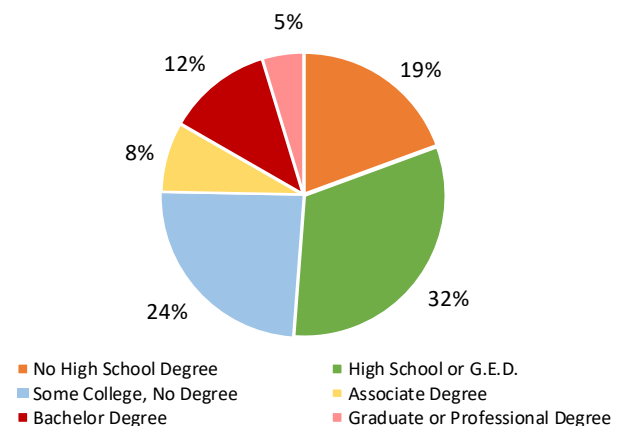
**Hartsfield-Jackson Atlanta International Airport** is a powerful economic driver and two community improvement districts (CIDs), Airport West and Airport South (North Clayton County), have joined forces as the *Atlanta Aerotropolis Alliance* to assist the airport into becoming a major economic hub. 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 airport is CCWA's largest stormwater customer bringing in revenues for the proprietary fund of more than \$600 thousand 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.

Age of County Residents



Education Level





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 emerging," Wenk.

In 2016, Georgia Motion Picture Studios announced they would be calling Tucker, Georgia home. Estimates have the economic impact this studio brings to the area reaching \$1 billion. 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](http://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.

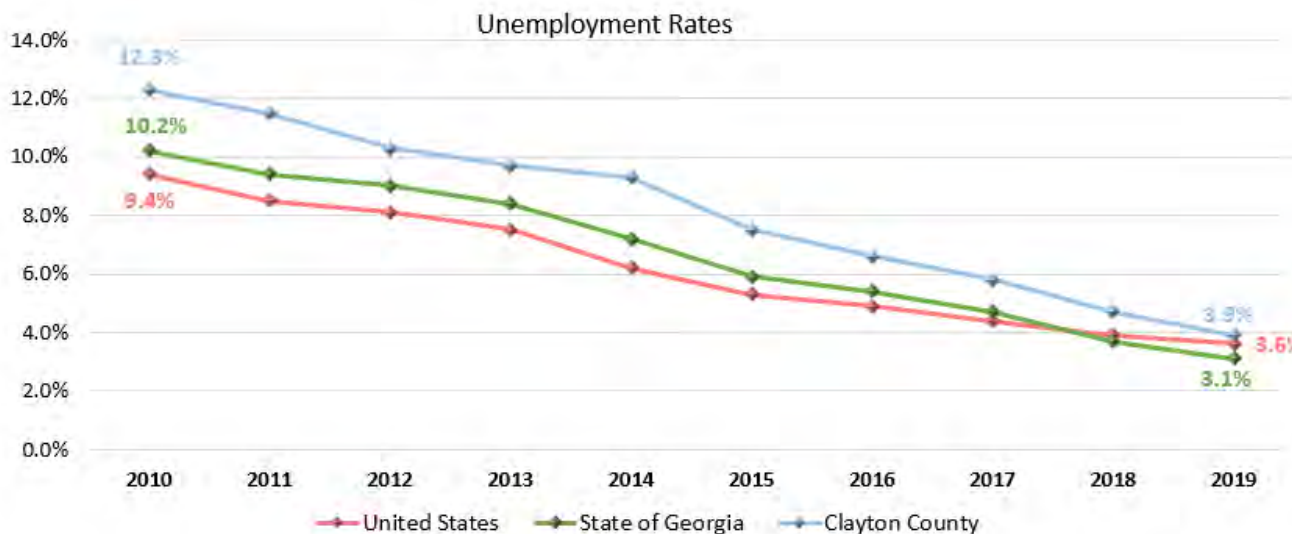
Porsche Cars North America completed the construction of its 26-acre complex at the former Ford Motor Company site in Hapeville. This complex includes its headquarters building, the Porsche Technical Service and Training Center and the Porsche Customer Experience Center that features a 1.6-mile test 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.



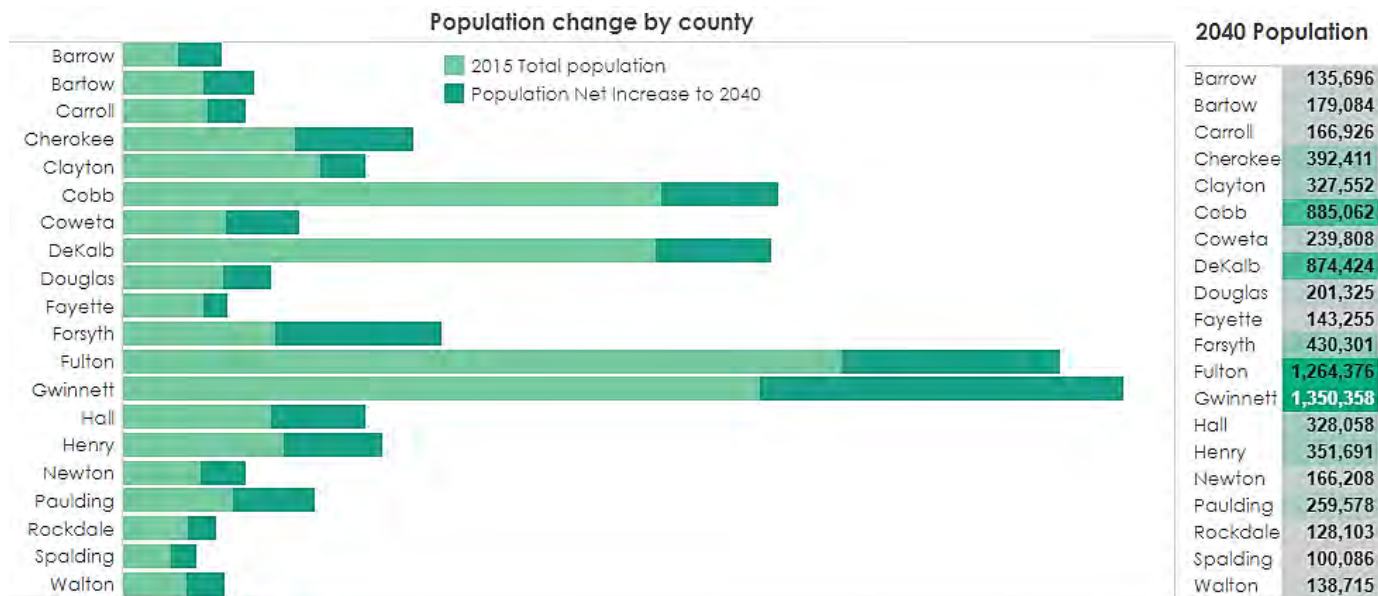
The Tri-Cities Urban Redevelopment Agency is comprised of three urban redevelopment agencies; Forest Park, Lake City and Morrow. These redevelopment agencies have a total of 2,350 acres and 935 individual parcels along 11 miles of commercial corridors in Clayton County and help encourage economic development.

### 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.





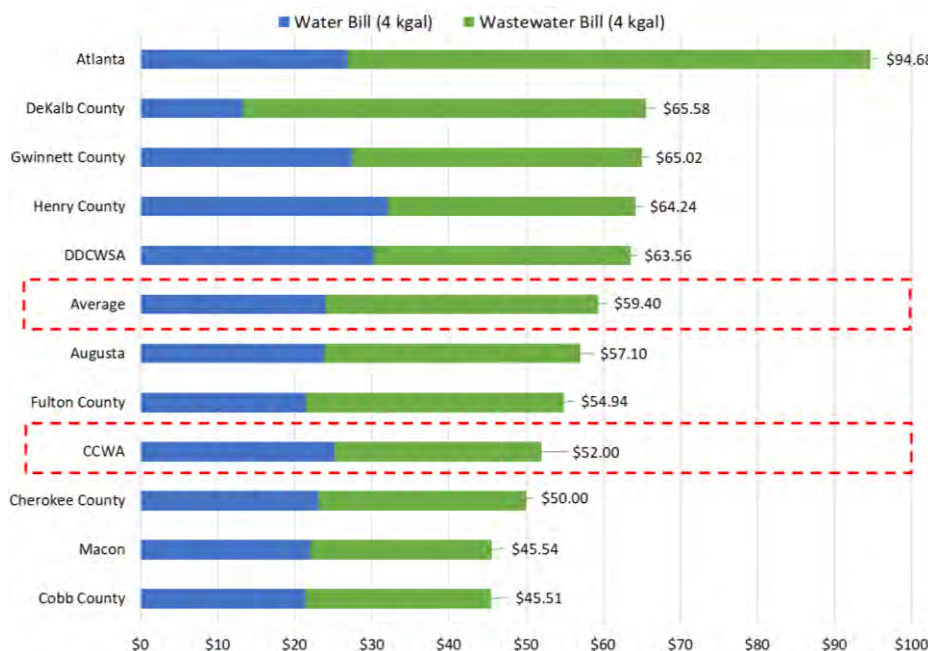
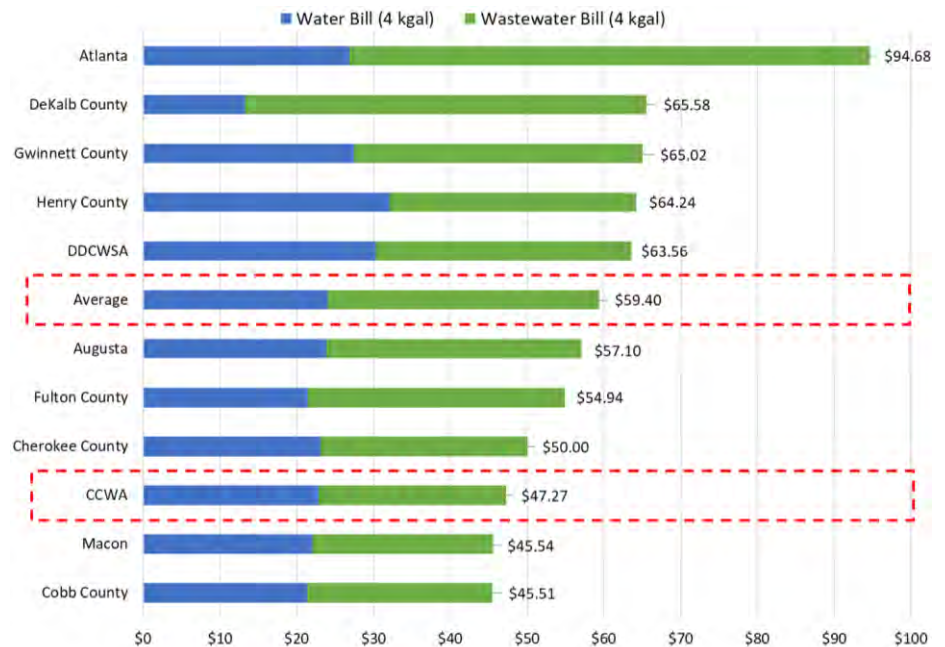
Quality and cost of labor are key drivers in every location decision. Georgia's Quick Start work force development program is one of the best in the nation and provides customized training at no cost to qualified companies in an array of industries. Nearly one million workers at 6,200 companies of all 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 to the right 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 the Authority's May 2016 water and sewer rates.

At \$47.27, CCWA customers have an average combined water and sewer bill that is \$12.13, or about 20 percent, lower than our benchmark utilities charge their customers.



The graphic to the left demonstrates the how the same customer bill will be impacted of a 10 percent rate adjustment that will be implemented on January 1, 2021. The average customer bill will increase \$4.73 a month to \$52.00 but the Authority's rates will remain among the lowest in the metro-Atlanta area.

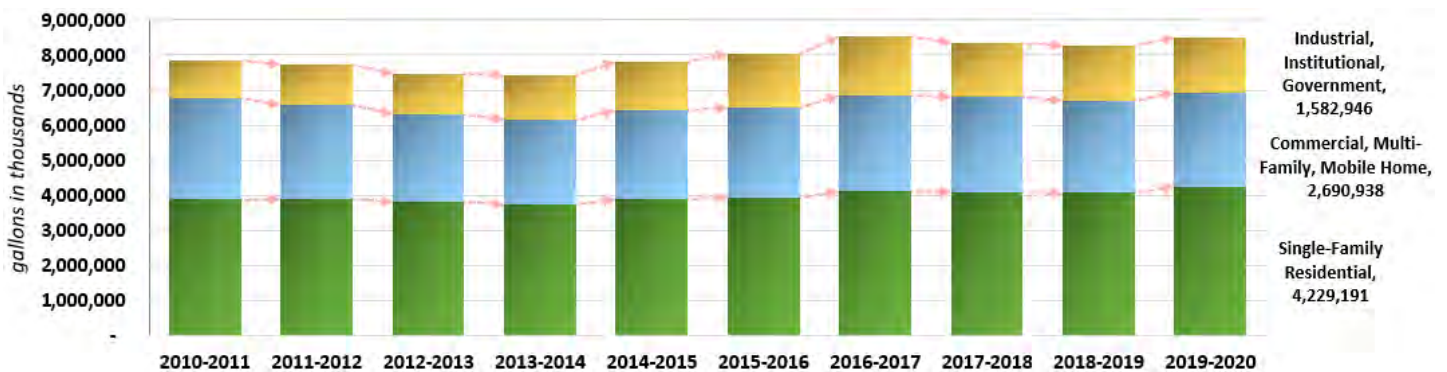


## Financial Highlights and Trends

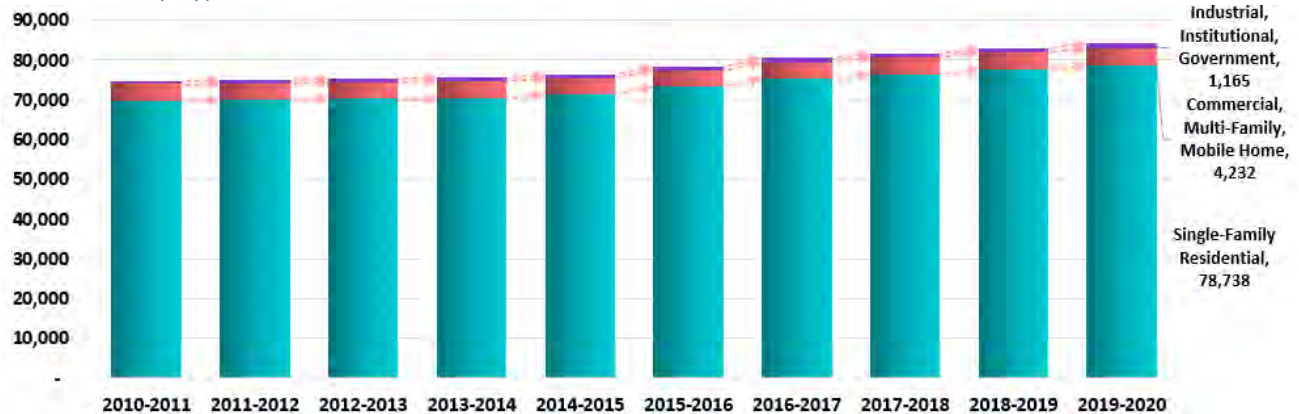
Water usage has increased 9 percent since FY 2010-2011 and has averaged 1.8 percent annual growth over the past five fiscal years. Drought conditions in FY 2016-2017 increased usage 6.1 percent from the prior year. Sewer usage, measured against water usage, has followed the same pattern. The number of water and sewer customers has also increased 12 percent since FY 2010 – 2011 and has averaged 2.0 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 five fiscal years. This customer growth is due to the continuing economic growth in the County and surrounding metro area.

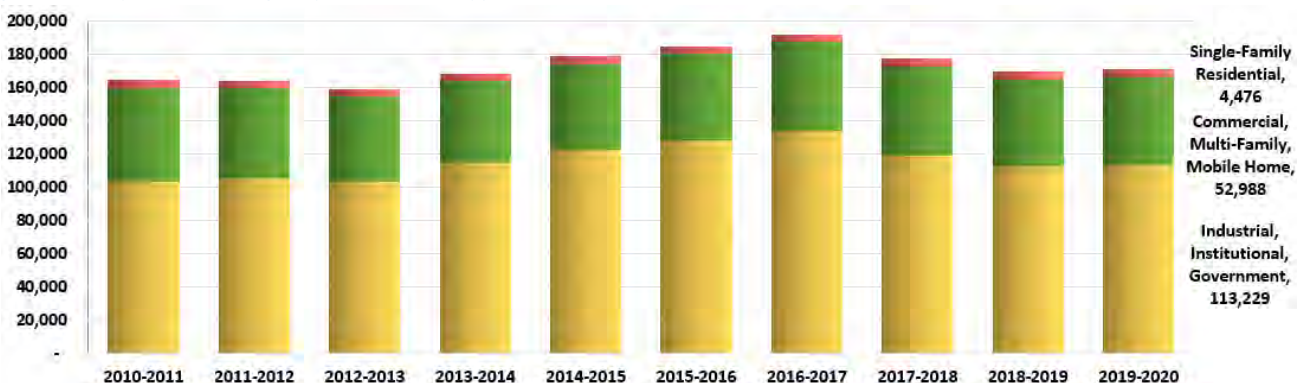
### Annual Water Usage by Customer Type



### Water Customers by Type



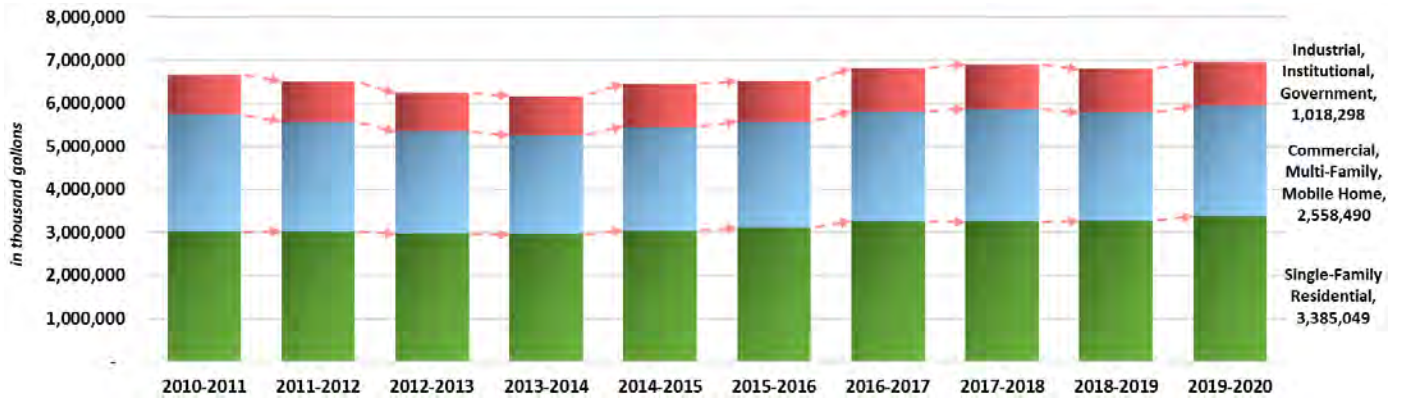
### Average Monthly Water Usage by Customer Type







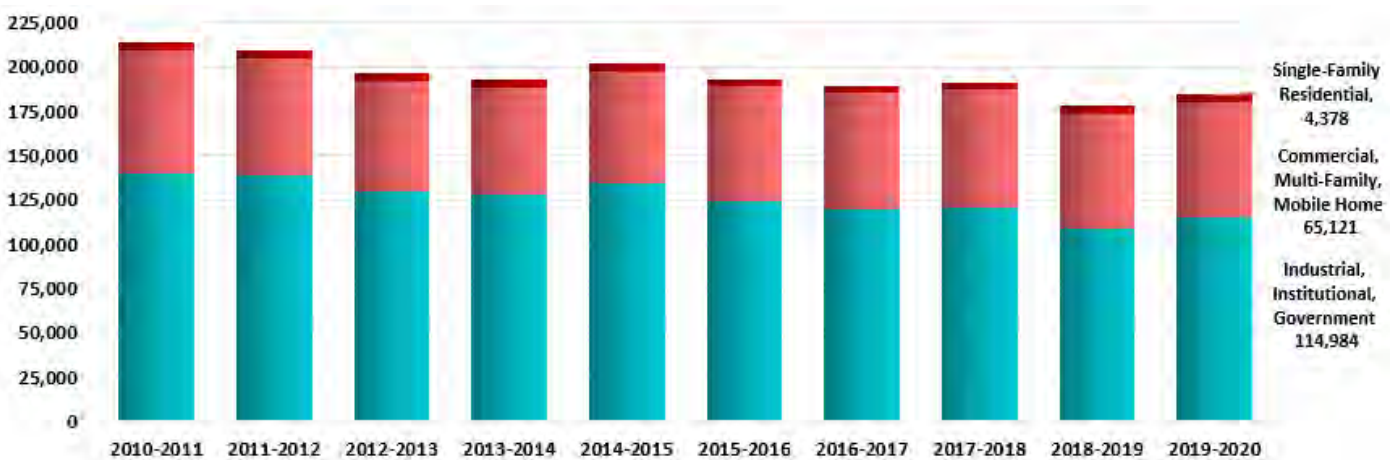
### Annual Sewer Usage by Customer Type



### Sewer Customers by Type

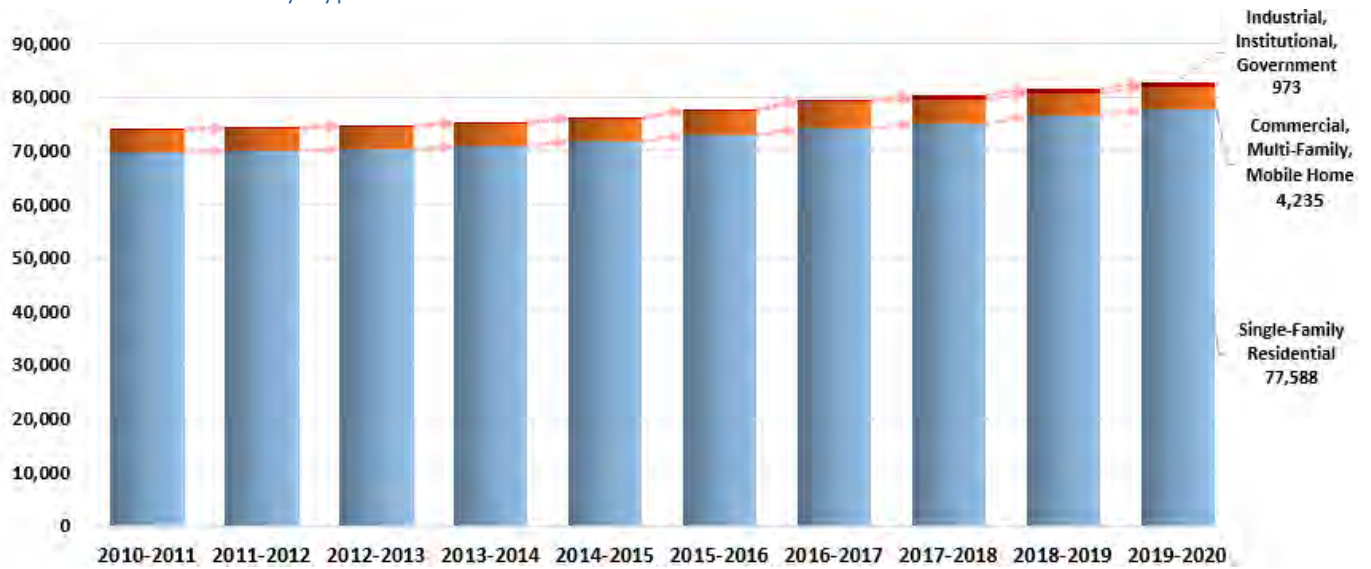


### Average Monthly Sewer Usage by Customer Type





## Stormwater Customers by Type



## Top 10 Customers

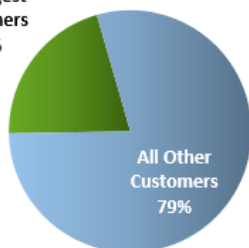
The tables below list the Authority's customers by type of service for fiscal year ended April 30, 2020.

Customer	Water Revenue	Percent
Fresh Express	\$ 2,674,473	5.02%
Clayton County Board of Education	1,560,615	2.93%
City of College Park	1,542,749	2.89%
Clayton County Board of Commissioners	1,325,561	2.49%
Clorox Company	1,092,707	2.05%
Marcres Sales Inc	695,001	1.30%
Deer Creek MHP LLC	572,979	1.07%
Club Chef Southeast LLC	565,694	1.06%
Hunter Ridge MHP LLC	541,262	1.02%
DMS Overlook LLC	534,985	1.00%
<b>10 Largest Customers</b>	<b>\$ 11,106,026</b>	<b>20.83%</b>
All Other Customers	42,201,237	79.17%
<b>Total</b>	<b>\$ 53,307,263</b>	<b>100.00%</b>

Customer	Wastewater Revenue	Percent
Fresh Express	\$ 1,699,893	3.77%
Marcres Sales Inc	381,928	0.85%
Clayton County Board of Commissioners	361,045	0.80%
Deer Creek MHP LLC	288,155	0.64%
DMS Overlook LLC	271,191	0.60%
Hunter Ridge MHP LLC	265,935	0.59%
Club Chef Southeast LLC	263,828	0.58%
Toto USA Inc	249,182	0.55%
5890 Riverdale LLC	181,829	0.40%
Fulton County Public Works Department	169,042	0.37%
<b>10 Largest Customers</b>	<b>\$ 4,132,028</b>	<b>9.16%</b>
All Other Customers	40,986,003	90.84%
<b>Total</b>	<b>\$45,118,031</b>	<b>100.00%</b>

Water Revenue

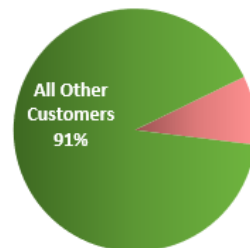
10 Largest Customers  
21%



Wastewater Revenue

All Other Customers  
91%

10 Largest Customers  
9%



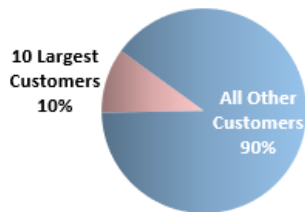


Customer	Stormwater	
	Fees	Percent
Department of Aviation ( <i>Hartsfield-Jackson Airport</i> )	\$ 613,976	6.08%
Georgia Department of Agriculture	86,438	0.86%
J C Penney Catalog Division	62,823	0.62%
Kroger	52,875	0.52%
Federal Express	49,641	0.49%
Fort Gillem - Site Manager	46,839	0.46%
HD Supply Facilities Maintenance LTD	33,642	0.33%
Georgia Power Company	31,016	0.31%
Urban Redevelopment Agency	30,568	0.30%
Tindall Corporation - GA Division	26,490	0.26%
<b>10 Largest Customers</b>	<b>\$ 1,034,307</b>	<b>10.25%</b>
All Other Customers	9,056,171	89.75%
<b>Total</b>	<b>\$ 10,090,477</b>	<b>100.00%</b>



Georgia Power

Stormwater Fees

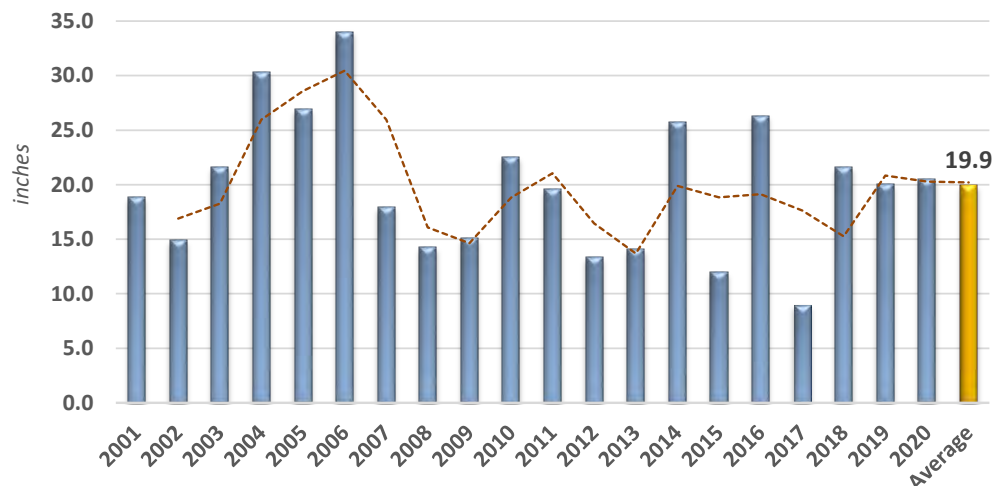


## Weather Conditions

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. Surface water, which is the County's primary source of drinking water, typically requires more chemical treatment than ground water because it is exposed to these elements.

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.

Rainfall by Fiscal Year





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 is entering its sixth year of an estimated 15-to-20-year time frame to complete the remaining 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.



## 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.



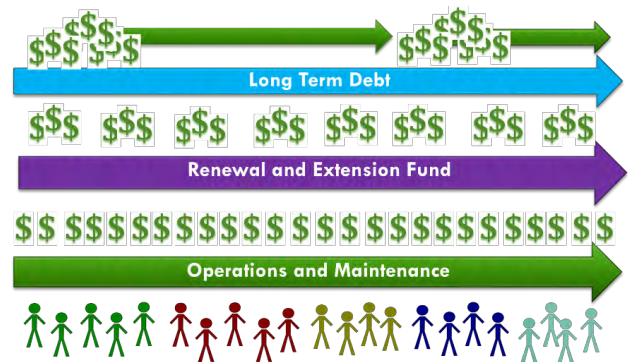


### Responding to a Changing Economy

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 \$80M 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.

During the development of the 2020 Strategic Master Plan in fiscal year 2019-2020, a *Financial Strategy and Rate Model* initiative was undertaken to align the forecasted capital improvement plan with a strategic approach to funding. The financial plan created a balanced strategy that included rate increases along with debt to fund projects and other initiatives over the next decade. Annually during the budgeting process, the forecasted project funding will be reviewed using the rate model and the financial strategy will be updated as needed with approval from the Board of Directors. Cash flow projections to accommodate the 2020 SMP indicated that rate increases will be necessary to meet the goals of the plan. The initial rate adjustment will be 10 percent and will be effective January 1, 2021.

**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.



Two Clean Water State Revolving Fund Loans of \$25M each from the Georgia Environmental Finance Authority (GEFA) were awarded to fund a portion of our large sewer interceptor rehabilitation. The 2016 loan has an interest rate of 0.65% and the 2020 loan has an interest rate of 0.56%. Each loan has 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 for each of these loans. Because this Clean Water SRF loans are subordinate debt to bonds, its debt service is not included in the calculation of our bond debt service coverage ratio covenant. On April 30, 2020, the estimated outstanding balance will be \$12.2M.

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, 2020 will be \$2.6M 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, 2020, the outstanding principal balance of this loan will be \$1.6M 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 three bond issues with a combined outstanding principal of \$72.1M at April 30, 2020. On May 1, 2020, the final payments on series 2011 and 2013-A will be made leaving only the 2012 series which matures on May 1, 2023. 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. This was a major initiative that changed the Authority's pay grade scale and associated compensation as well as reviewed and updated all job descriptions. The FY 2020-2021 budget includes \$270K for the following four operational initiatives that focus on the Workforce Continuity: Organizational Assessment [SAMP OS-07]; Knowledge Retention Strategy [SAMP OS-06]; new Annual Performance Evaluation Process and software; and Business Process Assessment and Documentation pilot.



### 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. During the 2020 Strategic Master Plan development, the IT Master Plan was also reviewed, and eight projects or broad initiatives were identified with a combined forecasted cost over the next ten years of \$11.5M. The FY 2020-2021 budget includes \$800K to address the replacement of a quarter of end-user computers and printers, the replacement of SCADA hardware, network upgrades and cyber security initiatives.



### Managing Infrastructure and Assets

Included in the 2020 Strategic Master Plan (SMP) are projects defined in a Strategic Asset Management Plan (SAMP) that was completed in FY 2018 – 2019. The SAMP was an extensive assessment on how to maintain and manage the Authority's \$600 million in capital assets. The SAMP outlined 30 broad operational initiatives at an estimated cost of \$4.3M to address this priority with the first projects budgeted in FY 2019-2020.

### LINEAR ASSETS – WATER DISTRIBUTION, SEWER CONVEYANCE AND STORMWATER PIPE

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. Through numerous assessment and prioritization models, the Authority addresses the replacement of pipe through four main ongoing programs it classifies as "Pipe Fix": 1) Galvanized water line replacements; 2) Small Gravity Sewer (basin level) renewal; 3) Large Sewer Outfall Rehabilitation and 4) Stormwater Renewal and Replacement. This challenge consumes the lion's share of budget dollars addressing stormwater, sewer and water pipe projects that total an estimated \$250.2M over the ten years the plan covers. Of these projects, \$18.7M in funding will be needed in the upcoming year with \$6.2M of that amount included in the 2020 – 2021 budget. Loan disbursements will cover \$6M 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.



#### VERTICAL ASSETS – WATER PRODUCTION, WATER RECLAMATION, AND LIFT STATION FACILITIES

The 2020 Strategic Master Plan (SMP) listed 59 projects totaling \$358.1M to maintain, upgrade or increase production capacity of the Authority's water, sewer or lift station facilities. Of these projects, \$22.2M in funding will be needed for eleven projects in the upcoming year. The FY 2020-2021 budget funds \$5.3M with an additional \$8.0M coming from an anticipated Georgia Environmental Finance Authority (GEFA) loan. The remaining \$8.9M will be paid from the Renewal and Extension Fund with money accumulated from prior budget years.





## Water Quality/Regulatory Issues

Along with stormwater, the water and sewer industries are heavily impacted by both current and emerging regulations. Most of the capital projects listed in the SMP take into consideration regulatory requirements. There are four projects totaling \$6.8M that primarily focus on this priority. Of those projects, two of those projects totaling \$1.1M will be funded from the FY 2020-2021 budget. A list of twenty-four 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) developed an numeric nutrient criteria (NNC) implementation plan in 2013 with a goal of having all the NNC completed by 2021. GAEPD has been focusing on nutrient loadings for specific receiving waters (primarily lakes).		X	X		X	
2. Capacity, Management, Operations, and Maintenance CMOM	CCWA has an approved CMOM program with GAEPD and is in compliance with the requirements for the MNGWPD.		X		X		
3. Biosolids and Residuals	A recent slope stability failure at a Georgia landfill has prompted many landfills throughout the state to further limit biosolids. This has resulted in significant cost increases for municipal biosolids disposal. GAEPD is considering changes to landfill regulation for high-moisture content materials that may further affect disposal costs.	X	X		X	X	
4. Long Term 2 Enhanced Surface Water Treatment Rule	EPA released the Long Term 2 Enhanced Surface Water Treatment Rule in 2006 to address public health risks associated with cryptosporidium. The Rule requires source water monitoring to characterize cryptosporidium risk and includes a "toolbox" of implementation strategies to control cryptosporidium, including source water management, filtration, and disinfection.	X			X		
5. Stage 2 D/DBPR	In 2006, EPA's Stage 2 D/DBPR Rule introduced a locational running annual average for TTHMs and HAAs to provide uniform control of DBP exposure across municipal water systems. The Rule requires removal of total organic carbon from source water to control DBP precursors.	X			X		
6. Perchlorate	EPA determined in 2011 that perchlorate is subject to regulation as a drinking water contaminant due to adverse health effects.	X				X	
7. Fluoride	In 2015, the U.S. Public Health Service decreased the recommended concentration of fluoride in drinking water for dental health to 0.7 mg/L. CCWA may need to adjust added fluoride doses in accordance with this guidance.	X			X		
8. Manganese	There are possible future health-based regulations for manganese in drinking water. In the US, manganese in drinking water has historically been subject to a Secondary Maximum Contaminant Level of 0.05 mg/L due to the potential for aesthetic impacts to drinking water, although lower finished water manganese levels of approximately 0.02 mg/L are typically recommended to minimize discoloration issues.	X					X
9. Lead and Copper	EPA's LCR requires systems to monitor lead and copper levels in drinking water at the tap and take action to control lead and copper corrosion. EPA released the proposed LCR revisions in 2019 and the final Rule is expected to be released in 2020. The proposed revisions will impact all systems and include new requirements.	X			X	X	
10. NPDES MS4	CCWA must submit to GAEPD a SWMP every 5 years and an update report annually demonstrating SWMP implementation progress. The most-recent MS4 permit includes runoff reduction requirements (green infrastructure) be adopted by December of 2020, and the development of an Enforcement Response Plan and an Impaired Waterbodies Plan.			X	X	X	
11. TMDLs Program	GAEPD's TMDL program continues to focus on fecal coliform bacteria, biota/habitat, and chlorophyll-a. Since biota are intensive to monitor and measure quantitatively, there has been a focus on alternate parameters such as total suspended solids.		X	X	X	X	
12. Emerging Contaminants	There are possible future treatment requirements for emerging contaminants, such as pharmaceuticals and personal care products, hormones, herbicides and pesticides, nanomaterials, and microplastics. EPA is expected to propose the Fifth UCMR5 in 2020 to collect additional occurrence data on candidate contaminants.	X	X				X



Regulation/ Issue	Description	Water	Wastewater	Stormwater	Current	Evolving	Emerging
13. Drought Management Rule	GAEPD adopted Drought Management Rules in 2015 that replaced former rule provisions relating to outdoor water use, as well as the 2003 Drought Management Plan. The Drought Management Rules, Chapter 391-3-30, require specific drought response strategies during specified levels of declared drought that may limit or restrict some of the outdoor water uses.	X			X	X	
14. 2010 Georgia Water Stewardship Act	The Stewardship Act requires implementation of a Water Loss Control Program and development of specific measures to internally evaluate water efficiency.	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, related to instream flows, future points source nutrient load reductions, and nonpoint source pollutant loadings.	X	X	X	X	X	
16. Metropolitan North Georgia Water Planning District	MNGWPD issued Water Supply and Water Conservation, Wastewater Management, and Watershed Management water resource management plans in 2003 and 2009. In 2017, MNGWPD combined the plans into one comprehensive Water Resource Management Plan to highlight the interrelationships between approaches to water, wastewater, and watershed management that includes action items that utilities are expected to implement.	X	X	X	X		
17. Indirect Potable Reuse Guidance	GAEPD is preparing an indirect potable reuse guidance document for new or modified drinking water, surface water withdrawal, and wastewater discharge permits through existing permitting processes if the request may affect an existing or currently proposed facility.	X	X				X
18. GAEPD Reservoir Management Plans	GAEPD Environmental Planning Criteria (Rules 391-3-5 and 391-3-16) requires Reservoir Management Plans at each of its water supply reservoirs. Proposed rule changes require addressing recreational use of the reservoir.	X					X
19. EPA RTCR	EPA released the RTCR in 2013 to further reduce risks of fecal contamination in the water distribution system and introduced an MCL for E. coli. The RTCR updated the distribution system sampling and reporting procedures for total coliform and E. Coli.	X			X		
20. America's Water Infrastructure Act (AWIA)	Implemented as a 2018 amendment to the Safe Drinking Water Act, AWIA requires assessment of the risks to, and resilience of, its water production system. A Risk and Resiliency Assessment (RRA) must be performed to determine the risk to the system from malevolent acts and natural hazards, the resilience of the infrastructure (including SCADA/cyber-resilience), the monitoring practices of the system, the financial infrastructure of the system, the use, storage, or handling of various chemicals by the system, and the O&M of the system.	X			X		
21. GAEPD Category 1 Dams	The Georgia Rules for Dam Safety (Rule 391-3-8) require that CCWA operate its Category I dam(s) in accordance with permit(s) issued by the GAEPD. Specific requirements include conducting routine maintenance, performing quarterly inspections, performing biennial engineer's inspections (unless a waiver is granted), operating each gate annually, and submitting all inspection reports to GAEPD annually. Additionally, CCWA must prepare an Emergency Action Plan for each of its Category I dams for approval by GAEPD.	X			X		
22. PFOS/PFOA	Per- and polyfluoroalkyl substances (PFAS) are a large group of human-made chemicals (including PFOS and PFOA) used in consumer products and industrial processes, which are persistent in the environment. In 2016, EPA released a PFOS and PFOA drinking water health advisory due to adverse health effects. In February 2020, EPA determined that PFOS and PFOA are subject to regulation as a drinking water contaminant. Pending regulations on PFOS/PFOA may require additional source water monitoring and prompt systems with elevated levels to implement advanced treatment such as GAC adsorption, ion exchange, or reverse osmosis.	X					X
23. Cyanotoxins	Seasonal cyanobacteria blooms in source water can release cyanotoxins into raw water. In 2015, EPA released a drinking water health advisory for two cyanotoxins (cylindrospermopsin and microcystins) due to adverse health effects.	X					X
24. Opportunistic Pathogens	Opportunistic pathogens (including Legionella, Mycobacterium, Pseudomonas aeruginosa, and Naegleria fowleri) can proliferate in premise plumbing systems and cause illness through alternate pathways such as inhalation. Legionella has been identified as the leading cause of waterborne illness in the U.S. Some systems are coordinating with large buildings and high-risk groups to facilitate localized treatment for control of opportunistic pathogens. Legionella was on the Fourth Candidate Contaminant List, and the EPA is considering including Legionella in UCMR5.	X					X



## Factors that Impacted the Development of the FY 2020 – 2021 Budget

- ◆ The newly completed 2020 Strategic Master Plan (SMP)
- ◆ The global pandemic of COVID-19
- ◆ A balanced budget supporting the goals of the [Strategic Master Plan](#)
- ◆ A water and sewer rate adjustment of 10 percent, effective January 1, 2021, while maintaining affordable water and sewer rates for customer base
- ◆ [Intergenerational equity](#) of funding large projects and consideration of additional debt to fund large projects listed in the Strategic Master Plan



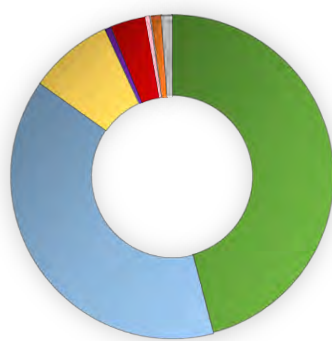




## EXECUTIVE SUMMARY

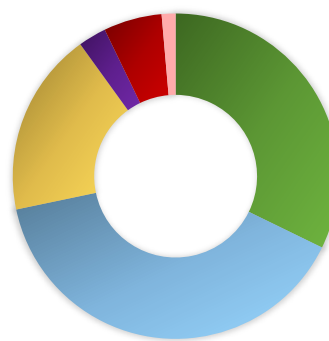
### Consolidated Budget – FY 2020 – 2021

	Water and Sewer Fund		Stormwater Fund		Total	% Chg FY2019 -20
<b>Revenues</b>						
Water Sales	\$	53,707,310	\$	-	\$ 53,707,310	7.1%
Sewer Sales		45,500,448		-	45,500,448	4.8%
Stormwater Fees		-		9,832,771	9,832,771	1.1%
Installation Charges		768,679		-	768,679	-12.2%
Account Servicing Charge		4,018,053		157,205	4,175,258	1.5%
Miscellaneous Income		540,034		1,580	541,614	-2.7%
Interest Income		33,032		5,193	38,225	2.1%
Impact Fees		1,212,437		-	1,212,437	-21.2%
Interfund Transfer - Stormwater		1,219,663		-	1,219,663	-4.1%
<b>Total Revenues</b>	<b>\$</b>	<b>106,999,656</b>	<b>\$</b>	<b>9,996,749</b>	<b>\$ 116,996,405</b>	<b>4.7%</b>
<b>Expenses</b>						
Personal Services	\$	35,681,368	\$	2,020,633	\$ 37,702,001	8.5%
Operating Expenses		43,160,387		3,038,776	46,199,163	8.8%
Debt Service		21,453,319		-	21,453,319	6.0%
Interfund Transfers - Stormwater and Reserves		392,087		1,219,663	1,611,750	26.8%
Capital Expenditures		2,959,695		296,878	3,256,573	-19.4%
Capital Projects		3,352,800		3,420,799	6,773,599	-24.3%
<b>Total Expenses and Appropriations</b>	<b>\$</b>	<b>106,999,656</b>	<b>\$</b>	<b>9,996,749</b>	<b>\$ 116,996,405</b>	<b>4.7%</b>



**REVENUES - FUNDS COMBINED**

Water Sales: \$53.7M, 45.9%
Sewer Sales: \$45.5M, 38.9%
Stormwater Fees: \$9.8M, 8.4%
Installation Charges: \$0.8M, 0.7%
Account Servicing Charge: \$4.2M, 3.6%
Miscellaneous Income: \$0.5M, 0.5%
Interest Income: \$0.0M, 0.0%
Impact Fees: \$1.2M, 1.0%
Interfund Transfers: \$1.2M, 1.0%



**EXPENSES - FUNDS COMBINED**

Personal Services: \$37.7M, 32.2%
Operating Expenses: \$46.2M, 39.5%
Debt Service: \$21.5M, 18.3%
Capital Expenditures: \$3.3M, 2.8%
Capital Projects: \$6.8M, 5.8%
Interfund Transfers: \$1.6M, 1.4%

### Factors that Impacted the Development of the FY 2020 – 2021 Budget

- The newly completed 2020 Strategic Master Plan (SMP)
- The global pandemic of COVID-19
- A water and sewer rate adjustment of 10 percent
- Consideration of additional debt to fund large projects listed in the Strategic Master Plan



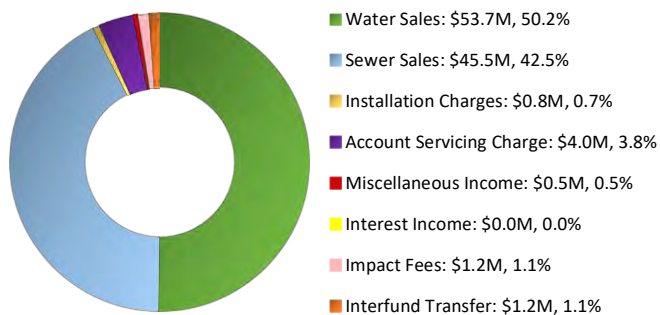


## Budget Summary: Water and Sewer Fund

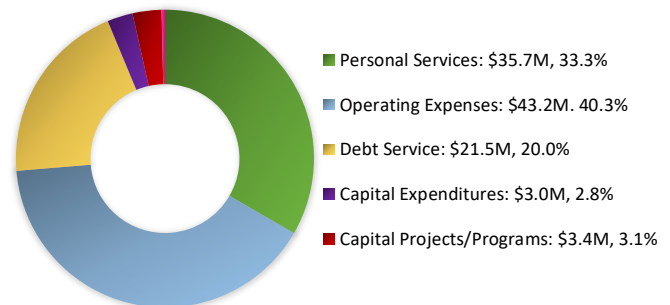
(in millions)

	Budget FY 2019 - 2020	Est Actual FY 2019 - 2020	Budget FY 2020 - 2021	% Chg Budget FYE 20 -FYE 21	% Chg Act FYE 2020 with Budget FY 2019-2020	% Chg Est Act FYE 20 to Budget FYE 21
<b>REVENUES</b>						
Water Sales	\$50.17 M	\$53.30 M	\$53.71 M	7.1%	6.2%	0.8%
Sewer Sales	43.41 M	45.02 M	45.50 M	4.8%	3.7%	1.1%
Installation Charges	0.88 M	1.27 M	0.77 M	-12.2%	44.5%	-39.3%
Account Service Charges	3.96 M	4.12 M	4.02 M	1.5%	4.2%	-2.5%
Miscellaneous Income	0.55 M	0.56 M	0.54 M	-2.5%	0.8%	-3.2%
Interest Income	0.03 M	0.04 M	0.03 M	2.5%	8.9%	-5.9%
Impact Fees	1.54 M	1.46 M	1.21 M	-21.2%	-5.1%	-17.0%
Interfund Transfer	1.27 M	1.27 M	1.22 M	-4.1%	0.0%	-4.1%
<b>TOTAL REVENUES</b>	<b>\$101.80 M</b>	<b>\$107.04 M</b>	<b>\$107.00 M</b>	<b>5.1%</b>	<b>5.1%</b>	<b>0.0%</b>
<b>EXPENSES</b>						
Personal Services	\$32.92 M	\$30.76 M	\$35.68 M	8.4%	-6.6%	16.0%
Operating Expenses	39.50 M	30.14 M	43.16 M	9.3%	-23.7%	43.2%
Appropriated Reserves	0.00 M	0.00 M	0.39 M	0.0%	-	0.0%
Debt Service	20.24 M	20.13 M	21.45 M	6.0%	-0.6%	6.6%
Capital Expenditures	3.51 M	2.65 M	2.96 M	-15.7%	-24.5%	11.7%
Capital Projects	5.63 M	7.21 M	3.35 M	-40.5%	28.1%	-53.5%
<b>TOTAL EXPENSES</b>	<b>\$101.80 M</b>	<b>\$90.90 M</b>	<b>\$107.00 M</b>	<b>5.1%</b>	<b>-10.7%</b>	<b>17.7%</b>

**REVENUES -  
WATER AND SEWER FUND**



**EXPENSES -  
WATER AND SEWER FUND**



The 2020 – 2021 annual operating and capital budget for the Water and Sewer Fund increased 5.1 percent from the prior year budget. Actual revenues for the fiscal year ending April 30, 2020 are estimated at \$107.0M or 5.1 percent higher than budgeted.

In March 2020, the 2020 Strategic Master Plan (SMP) was completed. The SMP defines the projects that the Authority will undertake over the next ten years. This plan will be reviewed and updated in 2025. The SMP project was complemented by a Financial Strategy project that included the creation of a model and analyzed the cash flow requirements for successful funding of those projects throughout the next decade.



To accommodate the projected cash flow needs of the projects listed in the SMP, it was determined that a 10 percent rate increase was necessary. In March 2020, the United States was becoming severely impacted by a world-wide pandemic from a COVID-19 virus.

The economic impact of this pandemic is predicted to be severe and the forecasted revenues and budgeted expenses were adjusted to attempt to accommodate the severity of the impact for Clayton County.

The FY 2020 – 2021 budget will be handled differently than in the past. The Board of Directors will be asked to approve the budget presented as a whole but will have the opportunity to revisit in September for a mid-year review and final approval on the rate increase that will take effect in January 2021, removal of capital projects, and other initiatives that are tentatively set in operating expenses.

Changes in the estimate and forecasting methodologies can be found in detail in the section “[Revenue Budget Assumptions](#)” and the section “[Operating and Capital Expense Budget Assumptions](#)” and are summarized below.

#### Revenues:

Forecasted revenues include water and sewer **rate increases of 10 percent**, effective January 1, 2021. Because of the timing of rate increase, this would equate to a 3.33 percent increase in revenue generated from water and sewer sales.

Historically, revenue generated from **water and sewer usage** has been estimated using projected year end actual amounts and then discounted by 2 percent for all customer categories. This year’s revenue projections have been discounted by the following percentages:

- Residential, Apartments, Mobile Homes and Governments: 2%
- Commercial, Institutional, Industrial: 6%
- Motel and Hotels: 15%

**Impact Fees and Installation (Tap) Fees** are revenues related to new commercial and residential development. Historically, these fees are estimated by using the average of the previous 5-year actuals combined with information received from permitting offices and developers. Revenues from impact and installation fees were forecasted using the same methodology but was then discounted by 40 percent which amounted to a combined reduction of \$800K in total revenue forecasted for these categories. Impact Fees were originally forecasted to be \$1.7M and were reduced to \$1.2M. Installation Fees were originally estimated at \$1.1M and were decreased to \$769K.

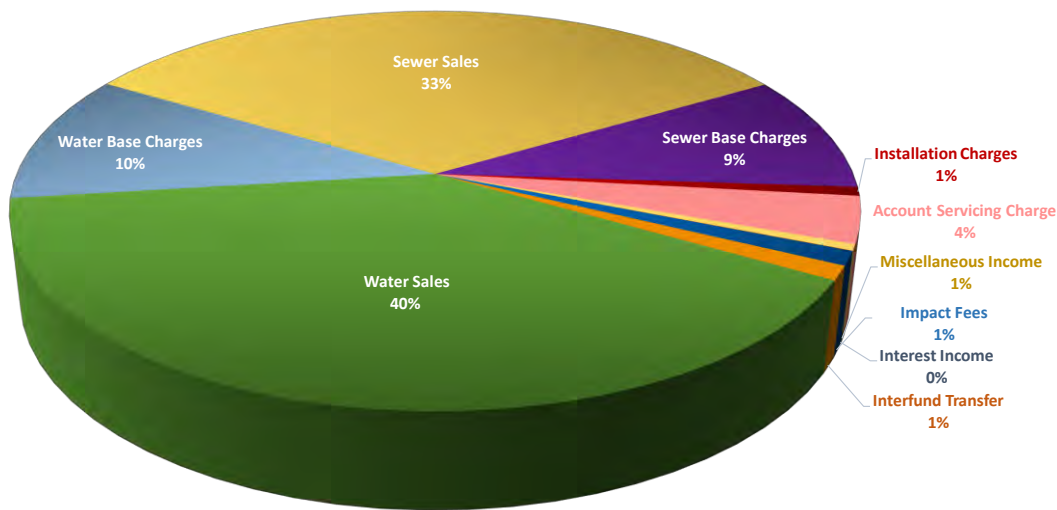
#### Expenses:

Most general operating expenses are estimated using historical averages coupled with known increases due to operational changes or other modifications. This methodology was used but additional increases were made to the following accounts:

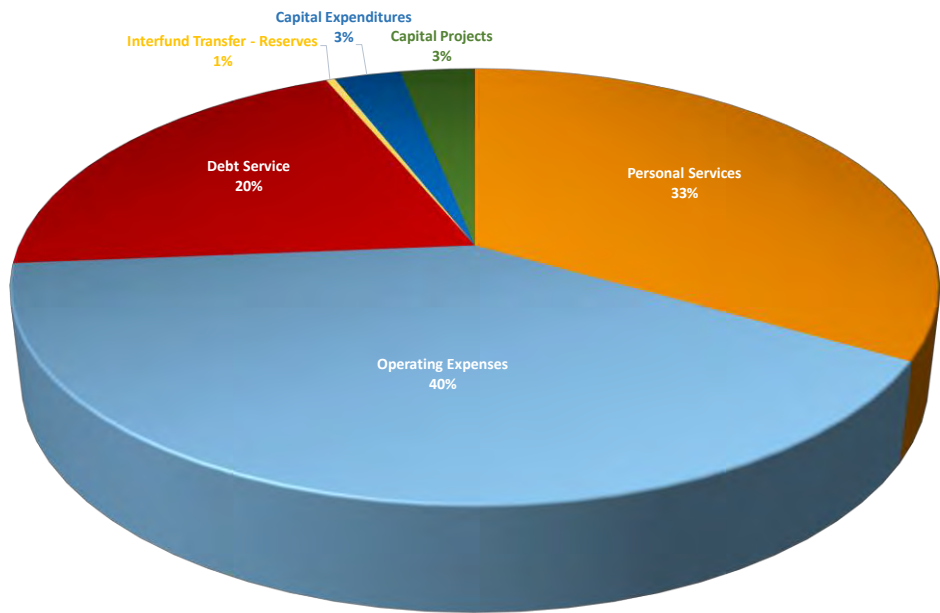
- **Contingency** has been increased from \$2.0M to \$3.1M or 70 percent. The average amount of Contingency used over the last seven years has been \$371K. (FY 2012-2013 through FY 2018-2019)
- **Employee Benefits – Health Insurance** has been increased from \$3.3M to \$3.8M or 15 percent
- **Accounting Charges and Write-offs** have been increased \$750K or 25 percent from \$3.07M to \$3.82M



Water and Sewer Fund Revenues as Percent of FY 2020-2021 Budget

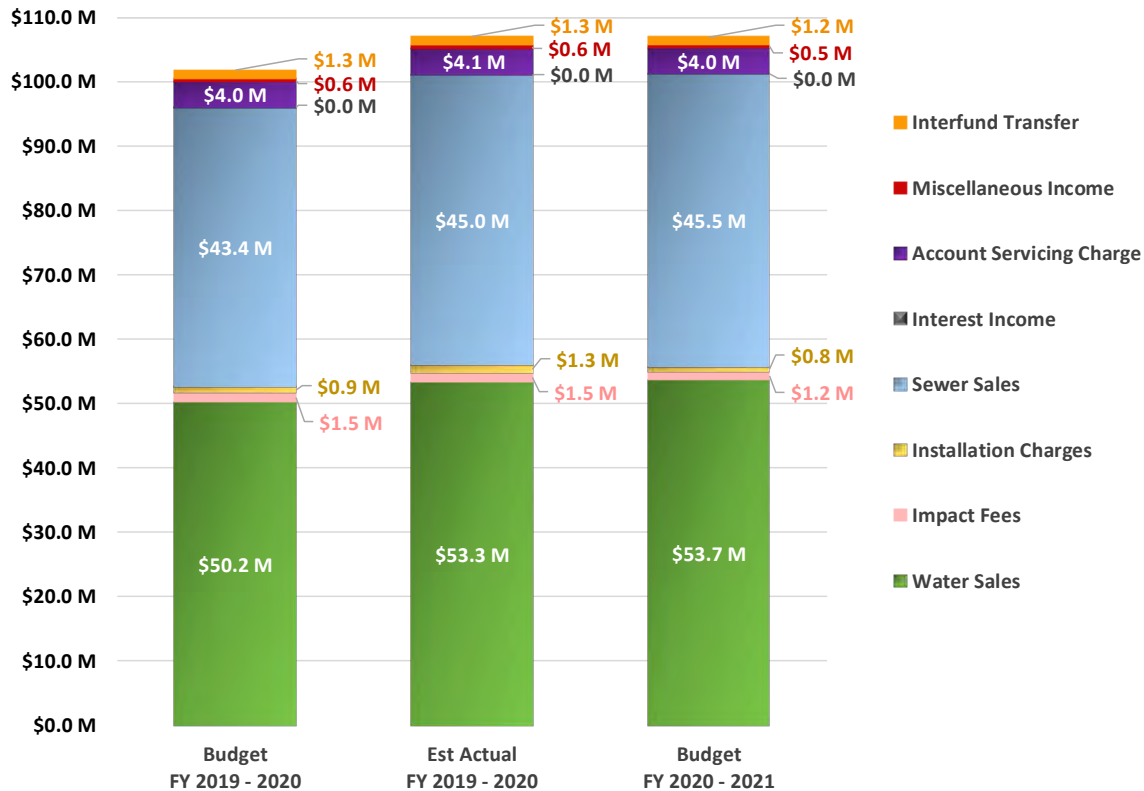


Water and Sewer Fund Expenses as Percent of FY 2020-2021 Budget





## Analysis of Revenues – Water and Sewer Fund



### Revenue Budget Assumptions FY 2020 – 2021

*Water Sales* are forecasted at \$53.7M in the upcoming budget year with \$11.2M of that amount coming from base charges. This is \$3.5M higher than the previous budget year and 0.8 percent higher than estimated actual performance of the year ending April 30, 2020. *Sewer sales* are projected to be \$45.5M in the current budget. This is 1.1 percent higher than estimated actual performance and 4.8 percent higher than the previous budget year. Base sewer charges comprise \$10.2M of the total sewer sales.

The following assumptions were made to project revenue for the FY 2020 – 2021 budget:

- Water and Sewer rate increases of 10 percent applied evenly to base and tier usages, effective on January 1, 2021.
- Water and Sewer sales in all customer categories were estimated using the projected year-end actual revenue at April 30, 2020 with the 10 percent rate increase applied for four months of the fiscal year. Estimated changes to large industrial and Government customers was also taken into consideration.
- The projected revenue from each of the customer categories was then discounted by the following percentages:
  - Residential, Apartments, Mobile Homes and Governments: 2%
  - Commercial, Institutional, Industrial: 6%
  - Motel and Hotels: 15%
  - Cities and Counties: 2%



Estimated actual water sales to cities (City of College Park) will end \$266K higher than budgeted. Forecasted revenue from the City is budgeted in FY 2020 – 2021 at \$1.6M which is the average revenue received over the previous five years plus the anticipated rate increase applied for four months of the Authority's fiscal year. This amount was then discounted an additional 2 percent. 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 related to new commercial and residential development. This revenue category was budgeted at \$769K. Actual performance for FY 2019 – 2020 is estimated at \$1.3M. Historically, these fees are estimated by using the average of the previous 5-year actuals combined with information received from permitting offices and developers. Revenues from installation fees were projected using this same methodology but was then discounted by 40 percent.

*Impact Fees* are another revenue stream related to new commercial and residential development. This revenue category was budgeted \$1.2M. Actual performance for FY 2019 – 2020 is estimated at \$1.5M. As with *Installation Charges*, these fees are estimated by using the average of the previous 5-year actuals combined with information received from permitting offices and developers. Revenues from Impact Fees were projected using this same methodology but was then discounted by 40 percent.

*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.

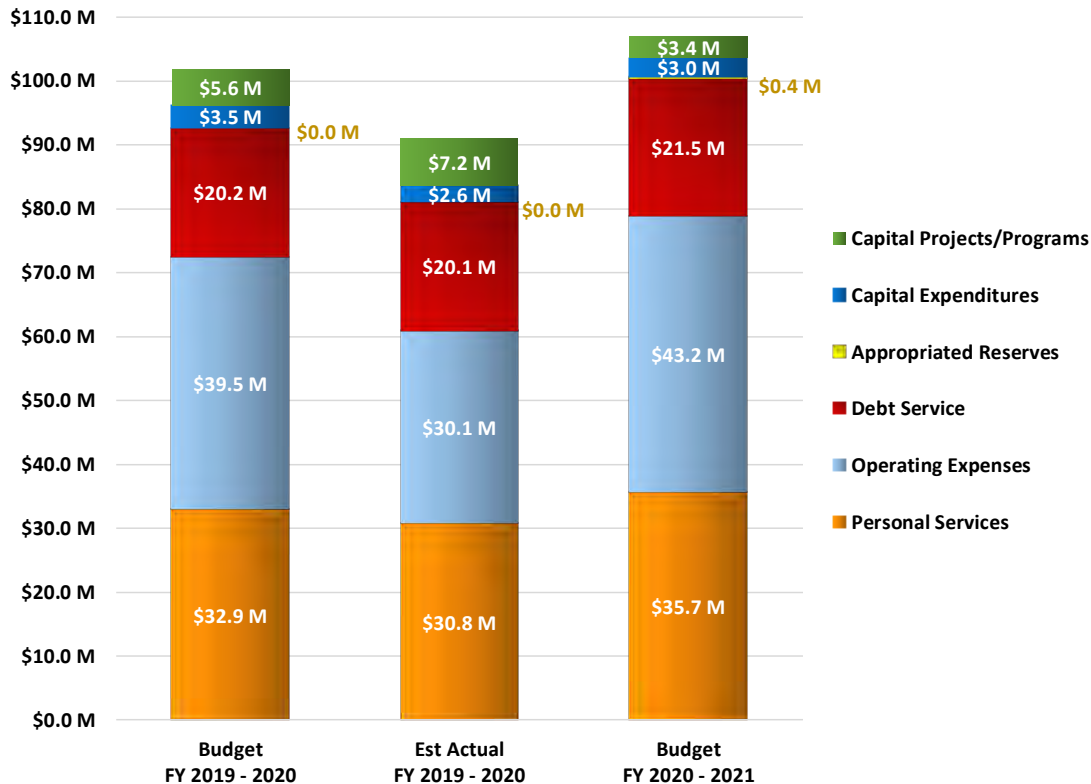
*Miscellaneous Income* includes revenues received from system repair charges, sale of scrap materials, sale of fertilizer pellets, intergovernmental transactions and property and cell tower rental fees. This revenue was budgeted at \$540K, \$14K lower than the prior year budget and \$18K lower than the previous budget. Revenue is budgeted for this line using the average 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 \$1.2M. This is a monthly charge of \$101K versus the \$106K 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 2020 – 2021

### 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 \$23.7M and \$1.7M combined for an overall budget increase of \$764K or 3.3 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 5 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 8 percent lower than budgeted over the most recent five fiscal years and 7 percent lower than budgeted over the previous nine fiscal years.

*Employee Benefits* include workman's compensation related expenses, health insurance and other related benefits. FY 2020 – 2021 budget has this expense category budgeted at \$4.6M which is \$249K or 6 percent higher 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 9 percent year over year increase for the previous five years. 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. Due to the potential of higher claims expected from the global healthcare crisis caused by COVID-19, medical insurance expense, which represents 80 percent of the cost in this expense category, was increased an additional 15 percent from \$3.3M to \$3.8M.



*Pension* expense of \$4.8M is \$1.7M or 52.8 percent higher than the previous budget year. This line item increased to accommodate potential changes in the actuarial assumptions used in projecting the unfunded liability of the pension plan. These assumption changes include a decrease in the expected market rate of return (discount rate), revised mortality tables and other demographic assumptions along with changes in the inflation rate and administrative expenses. In addition to the increases due to actuarial assumptions, an additional contribution of \$262K is included 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 has averaged less than the budgeted amount over the previous five years.

*Retiree Benefits*, Other Post-Employment Benefits (OPEB), of \$882K make up the remaining portion of the Personal Services category. This line item increased \$60K or 7 percent over the previous budget year due to increases in medical insurance.

### Operating Expenses

**Operating Expenses** are \$43.1M for the new budget year and up 9 percent or \$3.7M from the previous budget. This increase is due to an increase in *Contingency* to prepare for unexpected expenses incurred due to the global pandemic of COVID-19, increases in cost and usage of chemicals at our production and treatment facilities, increases in utility rates and potential fees associated with acquisition of additional debt to fund large projects in the Strategic Master Plan (SMP).

The *Operating Materials and Supplies* category of \$6.0M is up \$888K or 17 percent from the previous year budget. *Chemical* expenses make up \$3.3M of this category and \$652K 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, increases in the amount of water and sewer flow treated and the treatment of additional water from the Blalock reservoir. Another large account in this category is *Other Materials* budgeted at \$1.9M. This account is budgeted at \$135K 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 \$102K over the previous budget year with *Technology and Software* contributing \$64K to that increase.

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 \$508K in the current fiscal year, which is down \$2K over last year's budget. Gasoline prices have decreased over the previous year and was the primary influence for the decrease in this category. Actual expenses in this category have averaged \$436K over the previous five years. Over the last five fiscal years, the Authority has purchased an average of 200,000 gallons of fuel annually, 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. This expense category is budgeted at \$326K and is down \$19K or 5.4 percent from the FY 2019 – 2020 budget. This category of expenses contains *Office Supplies*, *Printing*, *Postage*, *Janitorial Supplies* and *Coffee Supplies*. The decrease in this category were due to net impact of decreases in both *Office Supplies* and *Printing* expenses offset by an increase in *Janitorial Supplies*.

The *Special Purchases* expense category contains the line items *Water Purchases*, *Employee Recognition*, *Toilet Rebate*, and the *Hardship Assistance Program*. The latter of which is funded by the revenue received from cell tower



leases. These actual expenses are typically \$350K 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. The target budgeted amount for Contingency is approximately \$2M although it varies from year to year depending on potential events including the additional \$500K budgeted in the previous year to accommodate estimated increases from the final outcome of the compensation study and medical insurance funding changes that had not solidified before the proposed budget was presented for approval. This year the amount is budgeted at \$3.0M, which is \$535K higher than the previous year budget and \$1.1M higher than the target budgeted amount to fund unexpected expenses caused the COVID-19 global pandemic.

*Utility* expense is budgeted at \$8.4M, which is \$447K or 6 percent higher than the previous budget year. Increases in electric rates accounted for \$361K of the increase in this expense category. The Authority budgets for its water and sewer expense and this year's budget included a 5 percent increase as the original 10 percent rate adjustment would go into effect on October 1 is included in the FY 2020 – 2021 budget. These utilities accounted for an additional \$83K of this category's increase.

*Maintenance and Repair* expenses have been budgeted at \$1.5M, which is \$80K lower 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 \$13.7M and is down \$640K or 5 percent from the previous year budget primarily due to a large warehouse evaluation done last year as part of the Strategic Asset Management Plan (SAMP). With \$500M in capital assets and rapidly growing, a project was undertaken in 2018 -2019 to develop a Strategic Asset Management Plan (SAMP). The FY 2019 – 2020 budget included six of the thirty-two projects recommended in the plan. These projects accounted for \$1.25M in the *Outside Services* expense. This year four additional SAMP projects were undertaken with of combined budgeted amount of \$500K.

There are nine separate maintenance expense line items in the *Outside Services* category, and combined, account for \$5.0M of budget. These maintenance expenses increased a total of \$233K from the previous budget. *Collection System and Outfall Maintenance* increased \$500K due to additional planned Sanitary Sewer Evaluation Survey (SSES) work. This program assesses the condition of sewer pipes and prioritizes projects throughout the collection system. *Building and Grounds Maintenance* of \$888K increased \$86K in this year's budget. This increase is due to internal and external painting and sealing and roofing repairs of multiple buildings throughout the Authority. Various changes in planned maintenance for equipment and the distribution and water supply system make up the had a net decrease of \$159K in this subgroup. Other expense line items within the *Outside Services* category with larger changes from the previous budget year were *Meter Settings* which increased \$150K to \$400K in the FY 2020 – 2021 budget and *Security Monitoring and Maintenance*, budgeted at \$521K, decreased \$179K. Actual expenses for *Security Monitoring* are projected to be \$420K for FY 2019 – 2020.

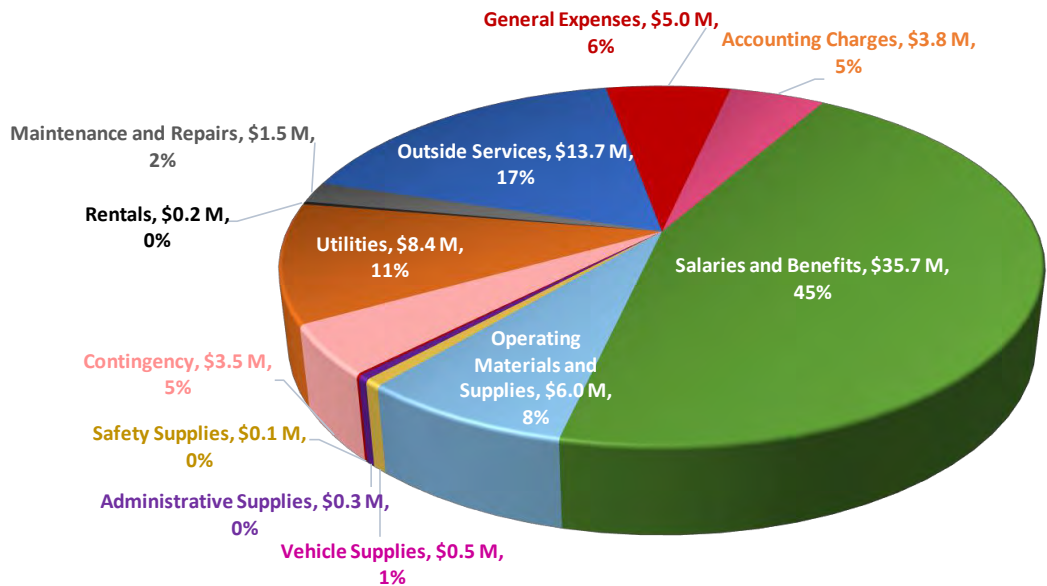
The *Accounting Charges* category contains the expense of write-offs of uncollectable revenues and credit card convenience fees. Budgeted at \$3.8M this category is \$866K or 29 percent higher than the prior year budget because write-offs are expected to increase as a result of the COVID-19 pandemic. Over the previous five years, actual expenses incurred in this category have averaged \$2.7M.

The *General Expenses* category contains the expense line items of *Employee Bonding*, *Property Insurance*, *Training* and *Annual Software License Fees*. At \$5.0M, the *General Expenses* category has increased \$1.4M or 41 percent from



the previous year budget. Accounting for \$1.0M of the increase were potential fees associated with acquisition of additional debt to fund large projects in the Strategic Master Plan (SMP). *Annual Software Licenses* budgeted at \$1.6M added \$200K to the overall increase to this category of expenses. As technology becomes a required necessity, additional software is purchased, and more users are added to the various applications the Authority deploys. Additionally, licensing fees continue to increase each year. *Timber Fund Improvements* were budgeted at \$220K this year and were not budgeted in the prior year. *Property Insurance* of \$677K increased over the prior year budget by \$74K. The remaining expense line items in this category combined for a decrease from last year of \$50K.

Operating Expenses - Percentage by Category Type



Debt Service

*Debt Service* includes the required bond debt service for the upcoming year of \$20.5M; the principal and interest payments for two GEFA loans totaling \$798K; and estimated interest-only payments of \$110K for the GEFA construction loan that is funding a portion of the large sewer interceptor rehabilitation project.







### 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 2019. Approximately 10 percent are replaced annually based on a scoring factor that includes mileage, corrective maintenance cost and age. This year 5 were budgeted to be replaced. Vehicles and equipment replaced are sold at auction and proceeds from the sale have averaged \$140K over the last four years. The current year budgeted request is \$3.0M which is \$500K lower than the previous year budget.



The budgeted amount over the previous five fiscal years has averaged \$2.6M. The FY 2019-2020 budget was higher than this year's budget due to the atypical replacements of larger equipment that included 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 Equipment: Water and Sewer Fund – Detail by Business Unit.](#)

Description	Replacement		New		Total
Vehicles					
Trucks - Fleet	\$	115,243	\$	29,302	\$ 144,545
Trucks - Dump, Heavy		-		-	-
Trailers		-		-	-
Buildings and Structures		-		-	-
Building, Roof, Paving		843,985		-	843,985
Tanks and Containers		-		40,000	40,000
Equipment		-		-	-
Field Equipment - Construction Equipment		200,000		-	200,000
Data Processing and IT System Equipment		338,000		82,900	420,900
Plant Equipment		852,000		28,000	880,000
Other		242,865		187,400	430,265
	\$	2,592,093	\$	367,602	\$ 2,959,695

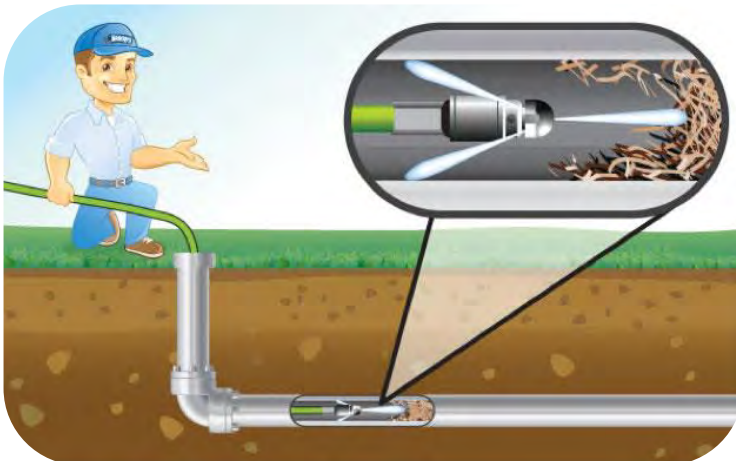


### Capital Project

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 \$3.4M is \$2.2M lower than the previous budget year. Funding for this category has been reallocated to other operating expenses due to the economic uncertainty caused by the global pandemic of the COVID-19 virus. The average budgeted amount in this category over the previous five years is \$8.0M. 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 2020 – 2012 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
[RE146]	Wall Reconfiguration	\$ 10,000
[RE146]	HQ Restroom Renovations	300,000
[RE146]	Shamrock CUB Renovations	100,000
[RE180]	Department of Transportation (DOT) - Hasting Bridge Road	45,850
[RE180]	Department of Transportation (DOT) - Dixon Industrial Road	239,750
[RE180]	Department of Transportation (DOT) - Lake Jodeco and Carnes Road	117,200
[RE199]	[WP# 2020-26][SMP 20-702]: Casey 24 MGD Capacity Recovery Upgrades - Blowers ( <i>\$560,000 Design/Construction \$5.08M- partial construction funding</i> )	2,540,000
<b>Total Capital Projects</b>		<b>\$ 3,352,800</b>





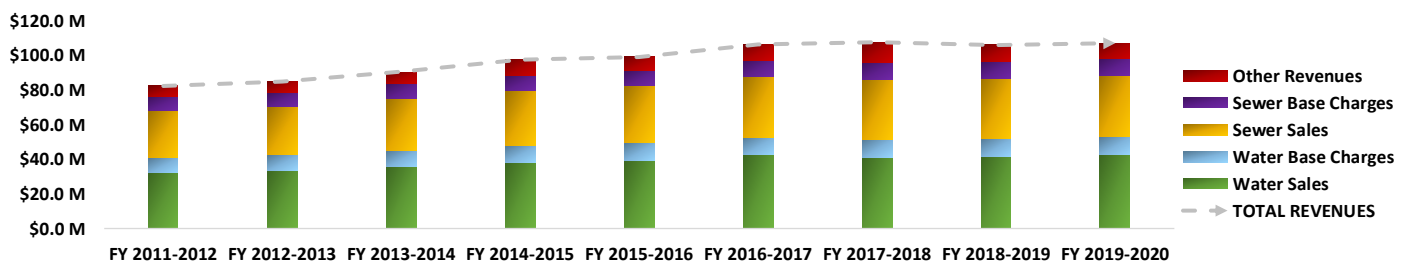
## Budgetary Analysis – Revenues and Expenses: Actual Performance to Budget Comparison

(in millions)

	Actual FY 2017 - 2018	Actual FY 2018 - 2019	Est Actual FY 2019 - 2020	Budget FY 2020 - 2021	% Chg Budget FYE 20 -FYE 21	% Chg Est Act FYE 20 to Budget FYE 21
<b>REVENUES</b>						
Water Sales	\$51.64 M	\$52.01 M	\$53.30 M	\$53.71 M	7.1%	0.8%
Sewer Sales	44.33 M	44.46 M	45.02 M	45.50 M	4.8%	1.1%
Installation Charges	1.31 M	1.33 M	1.27 M	0.77 M	-12.2%	-39.3%
Account Service Charges	4.00 M	3.99 M	4.12 M	4.02 M	1.5%	-2.5%
Miscellaneous Income	2.59 M	1.06 M	0.56 M	0.54 M	-2.5%	-3.2%
Interest Income	0.04 M	0.03 M	0.04 M	0.03 M	2.5%	-5.9%
Impact Fees	2.58 M	1.89 M	1.46 M	1.21 M	-21.2%	-17.0%
Interfund Transfer	1.16 M	1.41 M	1.27 M	1.22 M	-4.1%	-4.1%
<b>TOTAL REVENUES</b>	<b>\$107.64 M</b>	<b>\$106.19 M</b>	<b>\$107.04 M</b>	<b>\$107.00 M</b>	<b>5.1%</b>	<b>0.0%</b>
<b>EXPENSES</b>						
Personal Services	\$28.04 M	\$28.92 M	\$30.76 M	\$35.68 M	8.4%	16.0%
Operating Expenses	27.72 M	29.90 M	30.14 M	43.16 M	9.3%	43.2%
Appropriated Reserves	0.00 M	0.00 M	0.00 M	0.39 M	0.0%	0.0%
Debt Service	20.89 M	21.70 M	20.13 M	21.45 M	6.0%	6.6%
Capital Expenditures	1.22 M	1.58 M	2.65 M	2.96 M	-15.7%	11.7%
Capital Projects	30.54 M	23.63 M	7.21 M	3.35 M	-40.5%	-53.5%
<b>TOTAL EXPENSES</b>	<b>\$108.40 M</b>	<b>\$105.73 M</b>	<b>\$90.90 M</b>	<b>\$107.00 M</b>	<b>5.1%</b>	<b>17.7%</b>

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, 2020. This year's revenue projections include a 10 percent rate increase for water and sewer sales that take effect on January 1, 2020. It also discounts the forecasted revenue significantly to take into consideration changes caused by the COVID-19 pandemic.

### Actual Revenues – FY 2012 to FY 2020



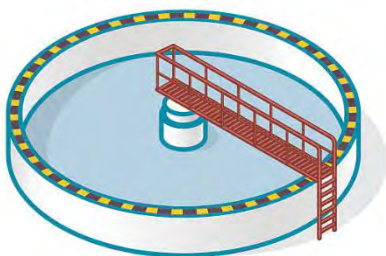
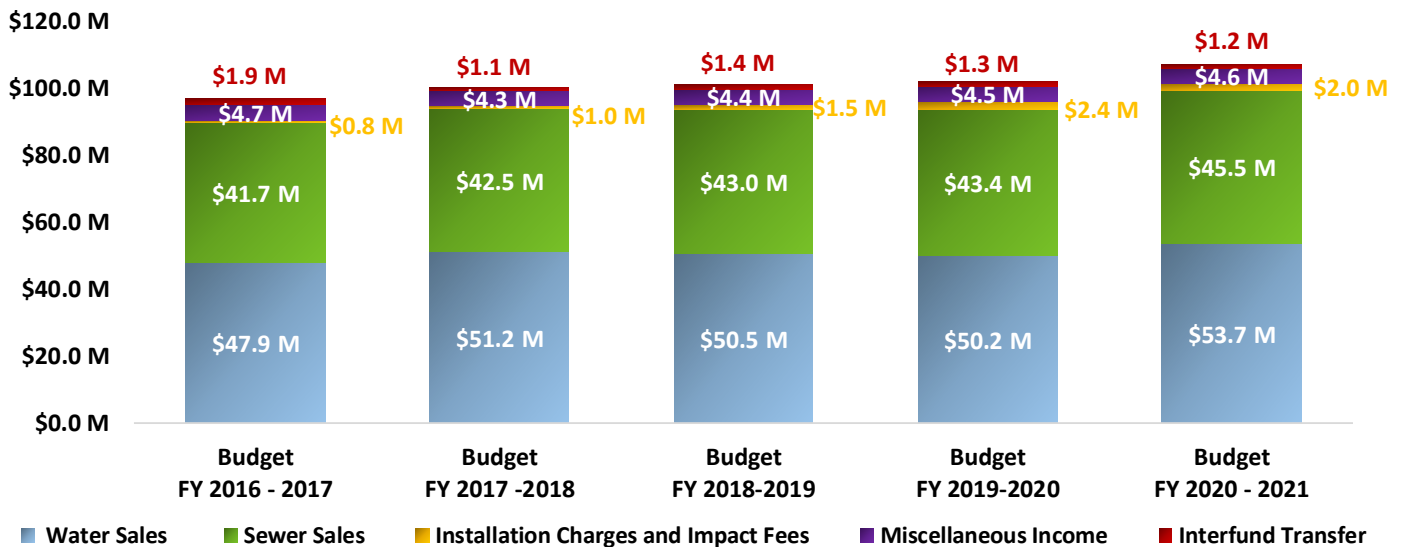


## Budgetary Analysis – Revenues: Budget to Budget Comparison

(in millions)

	Budget FY 2016 - 2017	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	Budget FY 2020 - 2021	% Chg Budget FYE 20 -FYE 21
<b>REVENUES</b>									
Water Sales	\$47.91 M	\$51.21 M	6.9%	\$50.55 M	-1.3%	\$50.17 M	-0.8%	\$53.71 M	7.1%
Sewer Sales	41.70 M	42.54 M	2.0%	43.04 M	1.2%	43.41 M	0.9%	45.50 M	4.8%
Installation Charges	0.25 M	0.12 M	-53.1%	0.60 M	420.8%	0.88 M	44.9%	0.77 M	-12.2%
Account Service Charges	3.94 M	3.79 M	-3.8%	3.96 M	4.6%	3.96 M	-0.2%	4.02 M	1.5%
Miscellaneous Income	0.68 M	0.50 M	-27.1%	0.43 M	-14.5%	0.55 M	30.0%	0.54 M	-2.5%
Interest Income	0.03 M	0.04 M	22.9%	0.04 M	11.3%	0.03 M	-18.0%	0.03 M	2.5%
Impact Fees	0.52 M	0.86 M	65.1%	0.88 M	1.7%	1.54 M	75.4%	1.21 M	-21.2%
Interfund Transfer	1.86 M	1.15 M	-38.5%	1.41 M	23.3%	1.27 M	-10.1%	1.22 M	-4.1%
<b>TOTAL REVENUES</b>	<b>\$96.90 M</b>	<b>\$100.20 M</b>	<b>3.4%</b>	<b>\$100.91 M</b>	<b>0.7%</b>	<b>\$101.80 M</b>	<b>0.9%</b>	<b>\$107.00 M</b>	<b>5.1%</b>

Annual revenues have been consistent budget year over budget year since FY 2015 – 2016 when the last rate increase was implemented. This year revenue projections include a 10 percent rate increase that will be effective on January 1, 2021. These projections were discounted significantly to anticipate revenue shortfalls caused by the COVID-19 pandemic. 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.







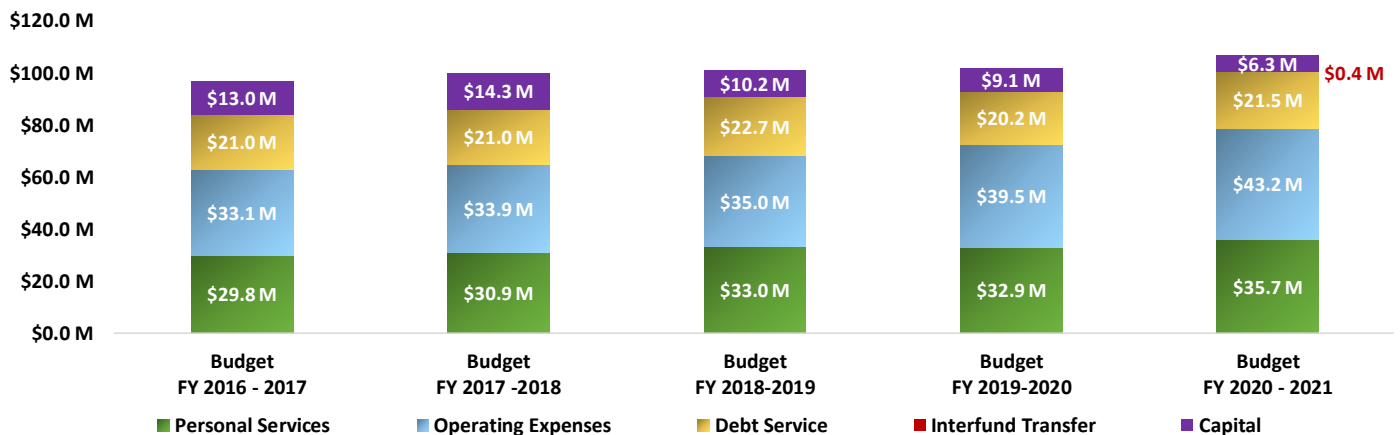
## Budgetary Analysis – Expenses: Budget to Budget Comparison

(in millions)

	Budget FY 2016 - 2017	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	Budget FY 2020 - 2021	% Chg Budget FYE 20 -FYE 21
<b>EXPENSES</b>									
Personal Services	\$29.81 M	\$30.86 M	3.6%	\$33.04 M	7.0%	\$32.92 M	-0.4%	\$35.68 M	8.4%
Operating Expenses	33.13 M	33.94 M	2.4%	34.97 M	3.0%	39.50 M	12.9%	43.16 M	9.3%
Appropriated Reserves	0.00 M	0.00 M	0.0%	0.00 M	0.0%	0.00 M	0.0%	0.39 M	0.0%
Debt Service	20.99 M	21.05 M	0.3%	22.65 M	7.6%	20.24 M	-10.6%	21.45 M	6.0%
Capital Expenditures	1.79 M	1.71 M	-4.2%	2.89 M	69.0%	3.51 M	21.3%	2.96 M	-15.7%
Capital Projects	11.18 M	12.64 M	13.0%	7.36 M	-41.8%	5.63 M	-23.5%	3.35 M	-40.5%
<b>TOTAL EXPENSES</b>	<b>\$96.90 M</b>	<b>\$100.20 M</b>	<b>3.4%</b>	<b>\$100.91 M</b>	<b>0.7%</b>	<b>\$101.80 M</b>	<b>0.9%</b>	<b>\$107.00 M</b>	<b>5.1%</b>

This year's expenses were realigned to take into consideration of the potential impacts created by the COVID-19 pandemic. The focus of funding shifted from certain projects to increase the budgeted amounts of the following expenses:

- *Contingency* has been increased from \$2.0M to \$3.1M or 70 percent. The average amount of Contingency used over the last seven years has been \$371K.
- *Employee Benefits – Health Insurance* has been increased from \$3.3M to \$3.8M or 15 percent
- *Accounting Charges and Write-offs* have been increased \$750K or 25 percent from \$3.07M to \$3.82M



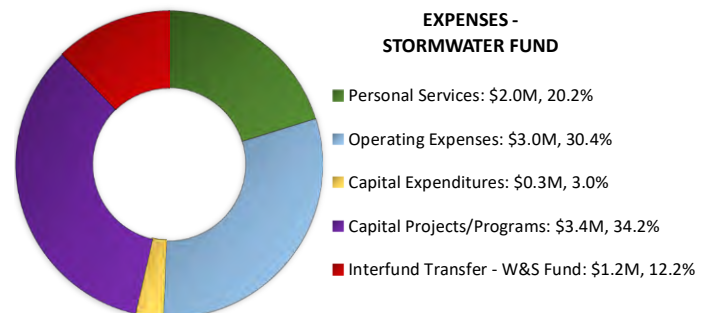
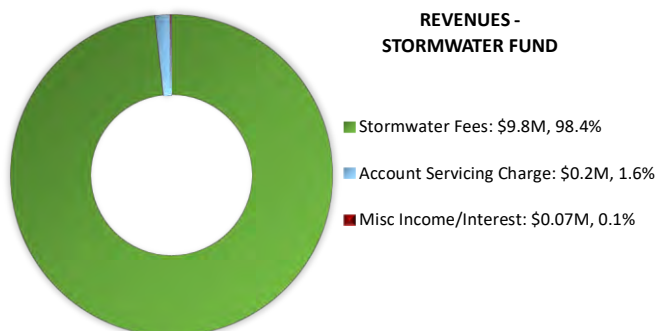


## Budget Summary: Stormwater Fund

(in millions)

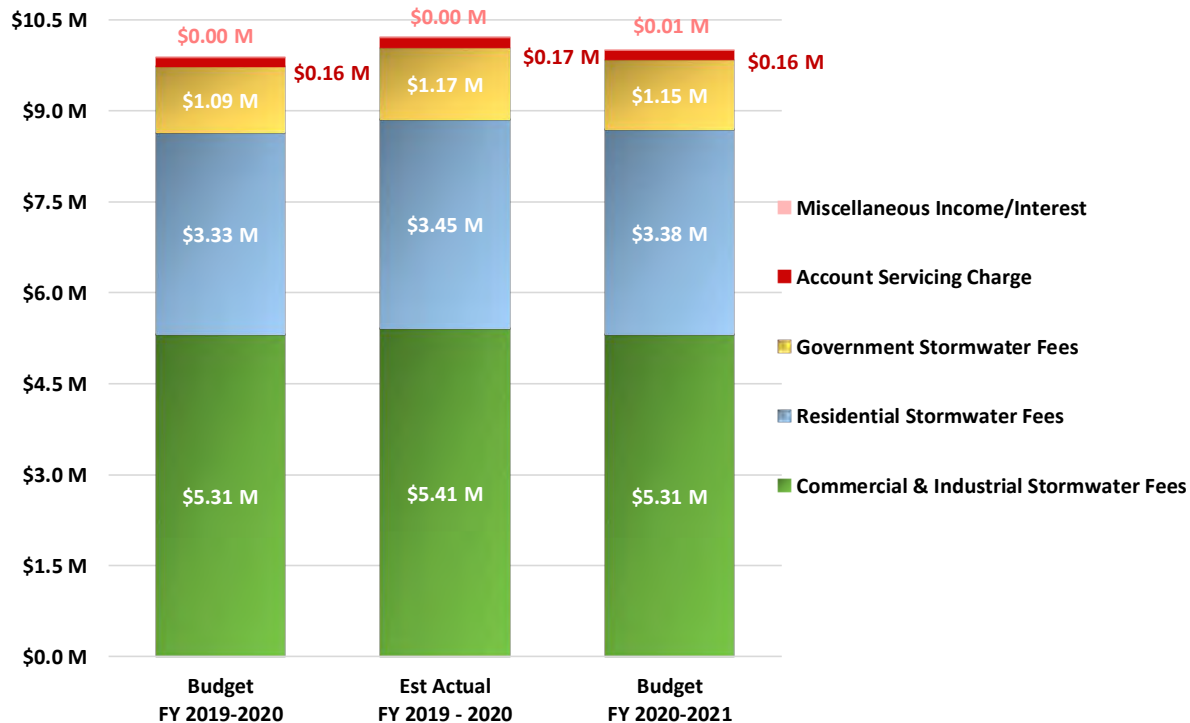
	Budget FY 2019-2020	Est Actual FY 2019 - 2020	Budget FY 2020-2021	% Chg Budget FYE 20 -FYE 21	% Chg Act FYE 2019 with Budget FY 2019-2020	% Chg Est Act FYE 20 to Budget FYE 21
<b>REVENUES</b>						
Stormwater Fees	\$9.72 M	\$10.03 M	\$9.83 M	1.1%	3.2%	-2.0%
Account Service Charges	0.16 M	0.17 M	0.16 M	0.0%	5.6%	-5.3%
Miscellaneous Income	0.01 M	0.01 M	0.01 M	-18.3%	25.2%	-34.8%
Grants	0.00 M	0.00 M	0.00 M	-	-	-
<b>TOTAL REVENUES</b>	<b>\$9.89 M</b>	<b>\$10.21 M</b>	<b>\$10.00 M</b>	<b>1.1%</b>	<b>3.2%</b>	<b>-2.1%</b>
<b>EXPENSES</b>						
Personal Services	\$1.81 M	\$1.63 M	\$2.02 M	11.7%	-10.0%	24.0%
Operating Expenses	3.08 M	2.31 M	3.04 M	-1.5%	-25.0%	31.3%
Debt Service	0.00 M	0.00 M	0.00 M	-	-	-
Interfund Transfer -W&S	1.27 M	1.27 M	1.22 M	-4.1%	0.0%	-4.1%
Capital Expenditures	0.53 M	0.61 M	0.30 M	-44.2%	14.4%	-51.2%
Capital Projects	3.19 M	5.51 M	3.42 M	7.1%	72.6%	-37.9%
<b>TOTAL EXPENSES</b>	<b>\$9.89 M</b>	<b>\$11.34 M</b>	<b>\$10.00 M</b>	<b>1.1%</b>	<b>14.6%</b>	<b>-11.8%</b>

The 2019 - 2020 Operating and Capital Budget of \$10.0M is up \$107K or 1.1 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 higher than budgeted because in February 2019 the Board of Directors approved moving \$800K from cash reserves into the Stormwater Capital Projects Fund to complete additional work needed. In November 2019, the Board of Directors approved another \$1.4M to help fund the pipe repair backlog consisting of roughly 300 different projects.





## Analysis of Revenues – Stormwater Fund



## Revenue Budget Assumptions FY 2020 – 2021

**Stormwater Fees:** Fees are budgeted at \$9.8M for the upcoming fiscal year. This is \$109K or 1.1 percent higher than the prior year budget and \$309K more than the actual revenue estimated for April 30, 2020. The FY 2020 - 2021 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 annually 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.

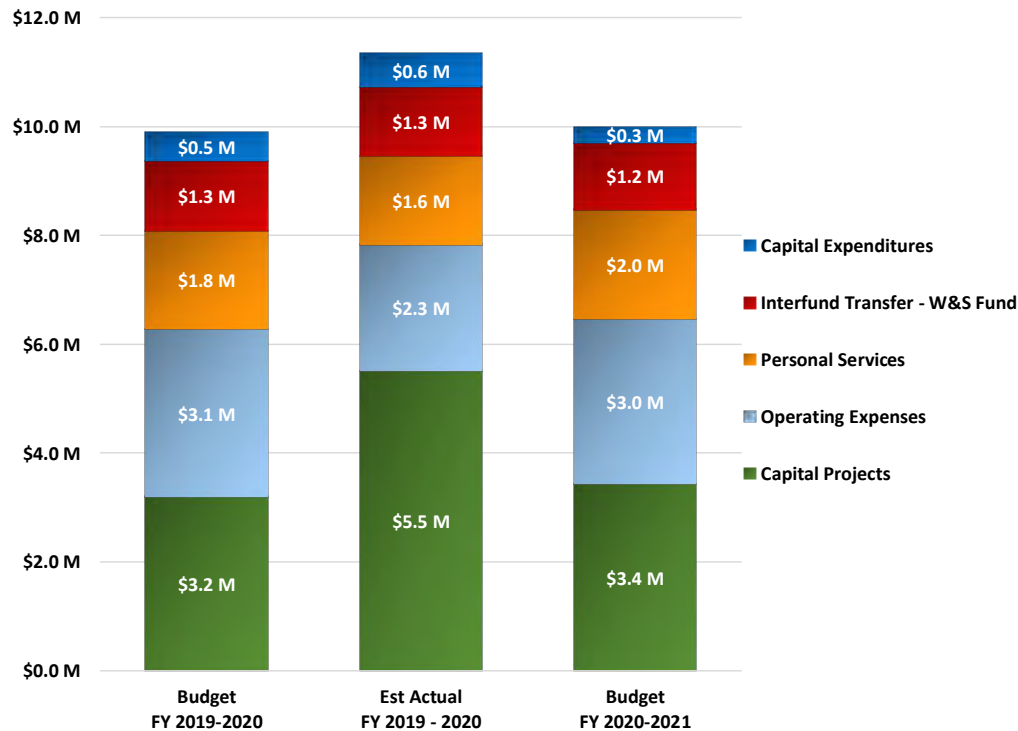
**Account Service Charges** are revenues associated with the fees and charges for late and delinquent payment of fees. This revenue was budgeted at \$157K for the year, which is the historical average of actual performance over the last five fiscal years.

**Miscellaneous Income** is revenue received from the sale of scrap materials and other minor revenues and was budgeted at \$2K, 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 2020 – 2021

### 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 \$1.6M and \$106K increased \$190K or 13 percent from the previous year budget. This increase is due to the request for two new positions. These positions were requested to replace outside services utilized for inspections required by MS4 permits. This outside service costs \$400K annually. The average annual expense of the two inspector technicians, including wages, benefits and equipment is estimated at \$169K resulting in an estimated average savings of \$230K annually.

*Employee Benefits* include workman's compensation related expenses, health insurance and other related benefits. FY 2020 – 2021 budget has this expense category budgeted at \$241K which is \$3K or 1 percent higher than the previous year budget. Estimated actual expenses at April 30, 2020 is \$188K which is \$51K lower than the FY 2019 – 2020 budget. Actual employee benefits expense has averaged a 1 percent year over year increase for the previous five years. 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.

*Pension* expense, a percentage of *Salaries*, increased 11 percent from the previous budget year and is budgeted at \$191K. This increase includes the addition of the two new requested positions as well as the increase due to changes in actuarial assumptions used in projecting the unfunded liability of the pension plan. These assumption changes include a decrease in the expected market rate of return (discount rate), revised mortality tables and other demographic assumptions along with changes in the inflation rate and administrative expenses.





## Operating Expenses

Overall operating expenses, excluding *Personal Services*, of \$3.0M were \$45K or 1.5 percent lower than the previous budget year.

The *Operating Materials and Supplies* category is budgeted at \$173K and \$32K higher than 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 \$22K, up \$7K from the previous year due to purchase of office furniture and general administrative supplies for the two requested positions.

The *Vehicle Supplies* expense has been budgeted at \$61K are up \$8K over last year's budget. This increase takes into consideration the additional vehicle for the requested new inspector positions. This group of expenses includes gas, oil, diesel fuel and tires with gas prices being the primary budgetary factor used.

*Utility* expense at \$35K is up \$7K from the previous year budget of \$28K. This increase is for additional cellular service for iPads utilized more extensively in the field since the Cityworks and JDE integration.

*Maintenance and Repair* expenses have been budgeted at \$28K and is flat with 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 \$2.5M is up \$156K or 7 percent from the previous year budget. *Maintenance of Collection Systems and Outfalls* is a line-item expense in this category that is used to for the maintenance work completed by outside contractors on stormwater system. This expense is budgeted at \$1.6M and is \$330K higher than the previous budget year. This increase is offset by decreases in *Consulting Fees* and *Patching and Paving*, down from the previous year \$130K and \$60K, respectively.

The *General Expenses* category contains the expense line items of *Employee Bonding*, *Property Insurance*, *Training* and *Annual Software License Fees*. The budgeted amount of \$161K is \$4K higher than the previous year budget due to increases in *Property Insurance*.

The *Accounting Charges* category contains the expense of write-offs of uncollectable revenues and credit card convenience fees. Budgeted at \$90K this category is \$262K or 74 percent lower than the prior year budget. Prior to July 1, 2019, the Authority would write-off stormwater fees to Clayton County and its five municipalities which amounted to \$271K in the previous fiscal year. Effective July 1, 2019 these revenues are no longer written off. The average actual accounting charges without this large write-off has been \$61K annually. The budgeted amount this year includes the potential write-offs caused by the COVID-19 pandemic.

*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 \$1.2M. This is a monthly charge of



\$101K versus the \$106K 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 \$297K, *Capital Equipment* is budgeted at \$235K 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 Equipment: Stormwater Fund – Detail by Business Unit](#).

Budget Unit - Department	Description	Replacement	New	Total
<b>STORMWATER FUND</b>				
<b>205 Stormwater Engineering</b>	<b><i>Automobile and Pick-Ups:</i></b>			
	F-150 Truck	\$ 30,710		
	<b><i>Video Equipment:</i></b>			
	Pole Inspection Camera (2)		\$ 40,000	
<b>210 Stormwater Maintenance</b>	<b><i>Easements:</i></b>			
	Easements		10,000	
	<b><i>Trucks:</i></b>			
	Crew Truck F-550		59,486	
	Crew Truck F-550		59,486	
	Crew Truck F-550		59,486	
	<b><i>Trailers (Non-Forestry)</i></b>			
	CAT Track Loader Tilt Trailer	7,000		
	<b><i>Automobile and Pick-Ups:</i></b>			
	F-150 Truck	30,710		
<b>Total Capital Equipment</b>		<b>\$ 68,420</b>	<b>\$ 228,458</b>	<b>\$ 296,878</b>





### 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 \$3.4M compared to the previous budget year amount of \$3.2M. The amount budgeted in this category over the previous five fiscal years has averaged \$3.4M. 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 2020 – 2021 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 (CIPP)	\$ 1,500,000
SW005	Renewal and Replacement Pipe (R/R)	1,920,799
	<b>Total Capital Projects</b>	<b>\$ 3,420,799</b>



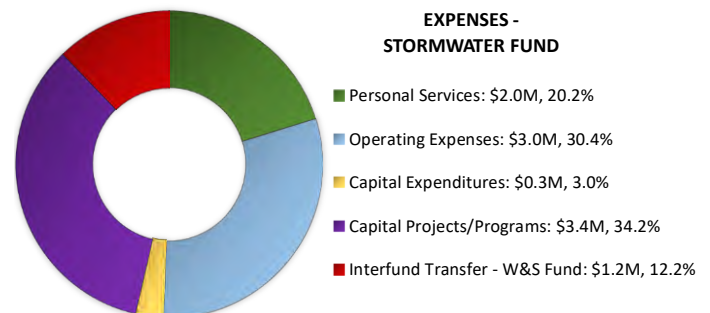
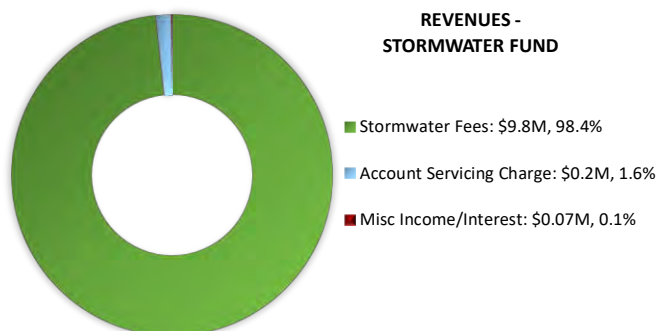


## Budget Summary: Stormwater Fund

(in millions)

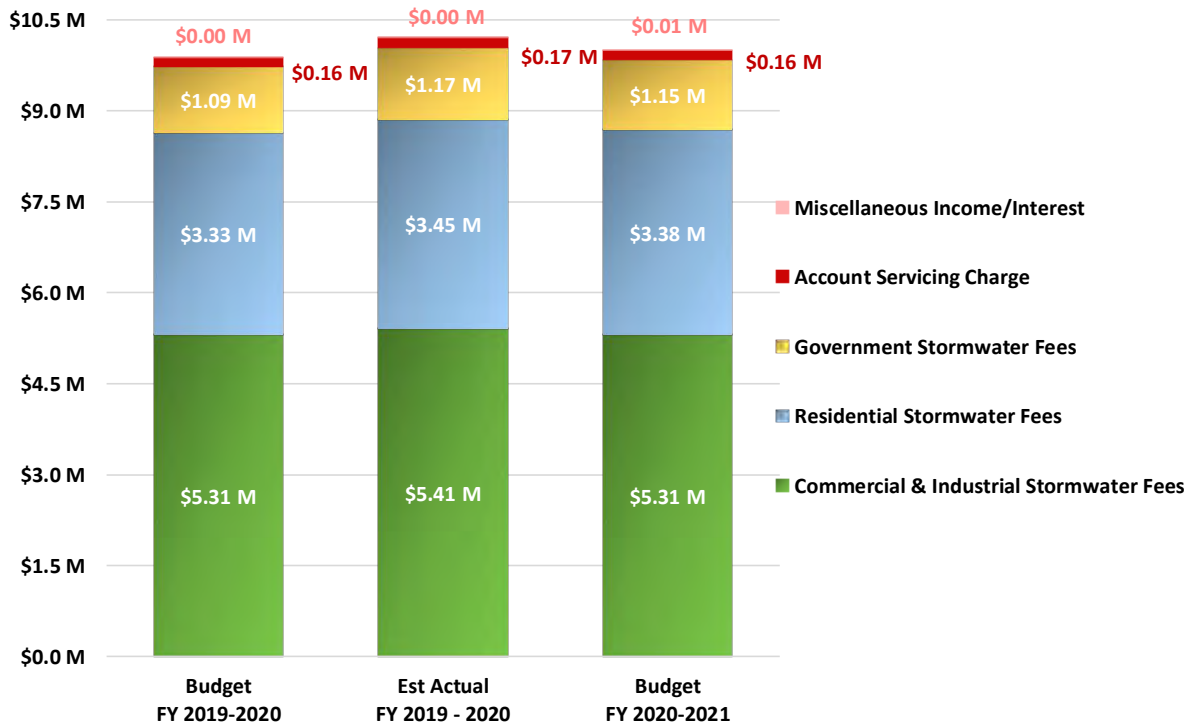
	Budget FY 2019-2020	Est Actual FY 2019 - 2020	Budget FY 2020-2021	% Chg Budget FYE 20 -FYE 21	% Chg Act FYE 2019 with Budget FY 2019-2020	% Chg Est Act FYE 20 to Budget FYE 21
<b>REVENUES</b>						
Stormwater Fees	\$9.72 M	\$10.03 M	\$9.83 M	1.1%	3.2%	-2.0%
Account Service Charges	0.16 M	0.17 M	0.16 M	0.0%	5.6%	-5.3%
Miscellaneous Income	0.01 M	0.01 M	0.01 M	-18.3%	25.2%	-34.8%
Grants	0.00 M	0.00 M	0.00 M	-	-	-
<b>TOTAL REVENUES</b>	<b>\$9.89 M</b>	<b>\$10.21 M</b>	<b>\$10.00 M</b>	<b>1.1%</b>	<b>3.2%</b>	<b>-2.1%</b>
<b>EXPENSES</b>						
Personal Services	\$1.81 M	\$1.63 M	\$2.02 M	11.7%	-10.0%	24.0%
Operating Expenses	3.08 M	2.31 M	3.04 M	-1.5%	-25.0%	31.3%
Debt Service	0.00 M	0.00 M	0.00 M	-	-	-
Interfund Transfer -W&S	1.27 M	1.27 M	1.22 M	-4.1%	0.0%	-4.1%
Capital Expenditures	0.53 M	0.61 M	0.30 M	-44.2%	14.4%	-51.2%
Capital Projects	3.19 M	5.51 M	3.42 M	7.1%	72.6%	-37.9%
<b>TOTAL EXPENSES</b>	<b>\$9.89 M</b>	<b>\$11.34 M</b>	<b>\$10.00 M</b>	<b>1.1%</b>	<b>14.6%</b>	<b>-11.8%</b>

The 2019 - 2020 Operating and Capital Budget of \$10.0M is up \$107K or 1.1 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 higher than budgeted because in February 2019 the Board of Directors approved moving \$800K from cash reserves into the Stormwater Capital Projects Fund to complete additional work needed. In November 2019, the Board of Directors approved another \$1.4M to help fund the pipe repair backlog consisting of roughly 300 different projects.





## Analysis of Revenues – Stormwater Fund



## Revenue Budget Assumptions FY 2020 – 2021

**Stormwater Fees:** Fees are budgeted at \$9.8M for the upcoming fiscal year. This is \$109K or 1.1 percent higher than the prior year budget and \$309K more than the actual revenue estimated for April 30, 2020. The FY 2020 - 2021 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 annually 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.

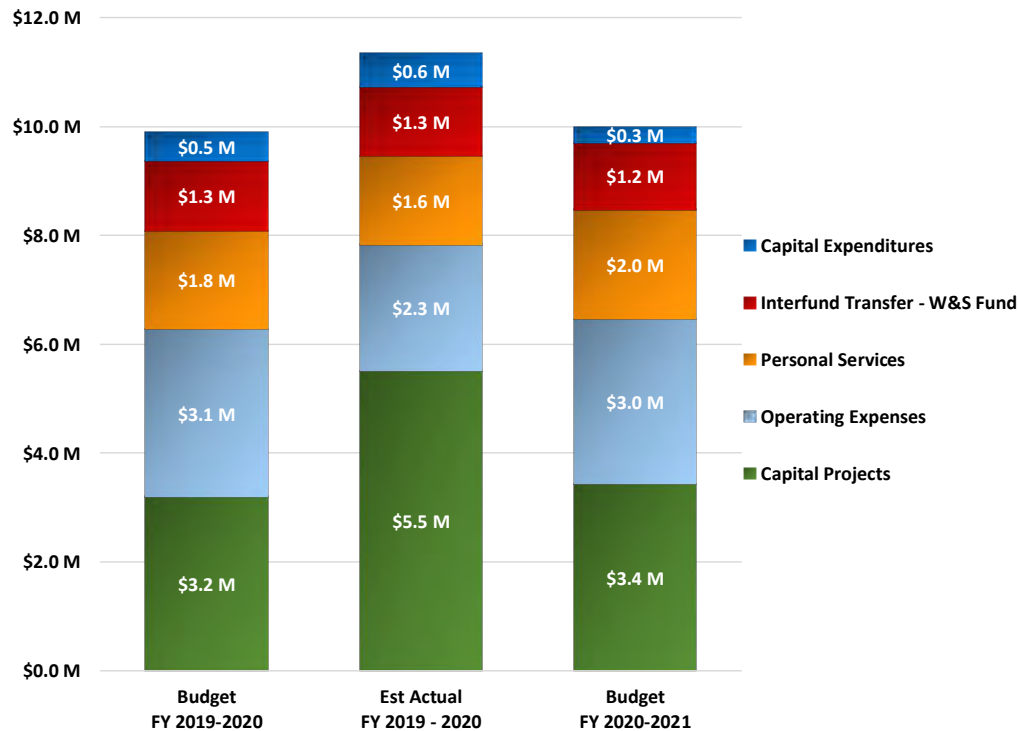
**Miscellaneous Income** is revenue received from the sale of scrap materials and other minor revenues and was budgeted at \$2K, which is the minimum actual performance over the last five fiscal years.

**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 2020 – 2021

### 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 \$1.6M and \$106K increased \$190K or 13 percent from the previous year budget. This increase is due to the request for two new positions. These positions were requested to replace outside services utilized for inspections required by MS4 permits. This outside service costs \$400K annually. The average annual expense of the two inspector technicians, including wages, benefits and equipment is estimated at \$169K resulting in an estimated average savings of \$230K annually.

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The *Vehicle Supplies* expense has been budgeted at \$61K are up \$8K over last year's budget. This increase takes into consideration the additional vehicle for the requested new inspector positions. This group of expenses includes gas, oil, diesel fuel and tires with gas prices being the primary budgetary factor used.

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The *General Expenses* category contains the expense line items of *Employee Bonding*, *Property Insurance*, *Training* and *Annual Software License Fees*. The budgeted amount of \$161K is \$4K higher than the previous year budget due to increases in *Property Insurance*.

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*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 \$1.2M. This is a monthly charge of



\$101K versus the \$106K 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 \$297K, *Capital Equipment* is budgeted at \$235K 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
<b>STORMWATER FUND</b>				
<b>205 Stormwater Engineering</b>	<b><i>Automobile and Pick-Ups:</i></b>			
	F-150 Truck	\$ 30,710		
<b>210 Stormwater Maintenance</b>	<b><i>Video Equipment:</i></b>			
	Pole Inspection Camera (2)		\$ 40,000	
	<b><i>Easements:</i></b>			
	Easements		10,000	
	<b><i>Trucks:</i></b>			
	Crew Truck F-550		59,486	
	Crew Truck F-550		59,486	
	Crew Truck F-550		59,486	
	<b><i>Trailers (Non-Forestry)</i></b>			
	CAT Track Loader Tilt Trailer	7,000		
	<b><i>Automobile and Pick-Ups:</i></b>			
	F-150 Truck	30,710		
<b>Total Capital Equipment</b>		<b>\$ 68,420</b>	<b>\$ 228,458</b>	<b>\$ 296,878</b>





### 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 \$3.4M compared to the previous budget year amount of \$3.2M. The amount budgeted in this category over the previous five fiscal years has averaged \$3.4M. 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 2020 – 2021 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 (CIPP)	\$ 1,500,000
SW005	Renewal and Replacement Pipe (R/R)	1,920,799
	<b>Total Capital Projects</b>	<b>\$ 3,420,799</b>



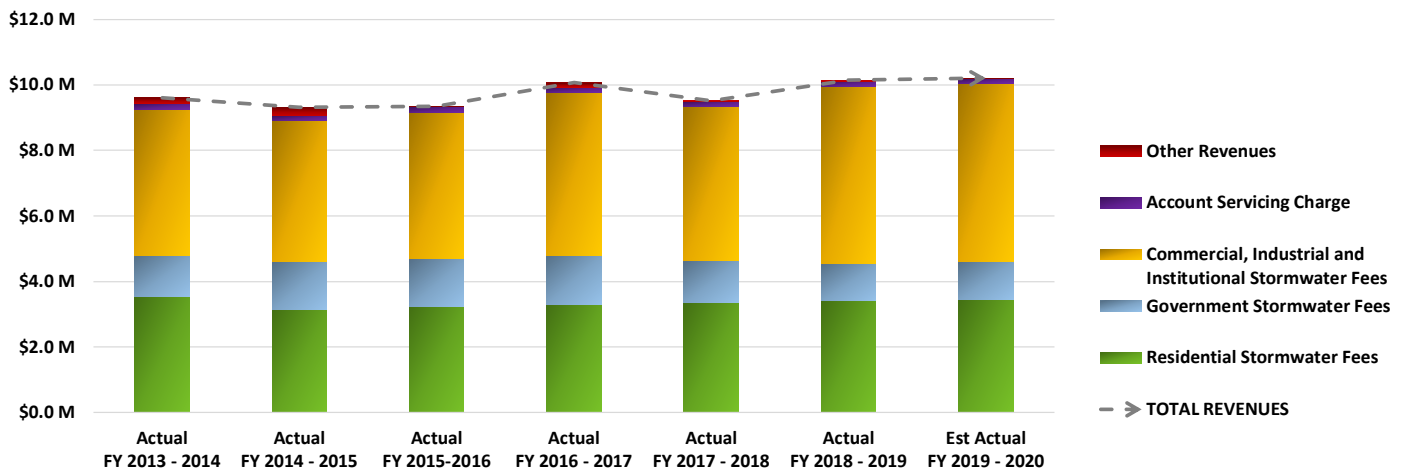


## Budgetary Analysis – Revenues and Expenses: Actual Performance to Budget Comparison

(in millions)

	Actual FY 2017 - 2018	Actual FY 2018 - 2019	Est Actual FY 2019 - 2020	Budget FY 2020-2021	% Chg Budget FYE 20 -FYE 21	% Chg Est Act FYE 20 to Budget FYE 21
<b>REVENUES</b>						
Stormwater Fees	\$9.34 M	\$9.96 M	\$10.03 M	\$9.83 M	1.1%	-2.0%
Account Service Charges	0.17 M	0.17 M	0.17 M	0.16 M	0.0%	-5.3%
Miscellaneous Income	0.01 M	0.01 M	0.01 M	0.01 M	-18.3%	-34.8%
Grants	0.00 M	0.00 M	0.00 M	0.00 M	-	-
<b>TOTAL REVENUES</b>	<b>\$9.52 M</b>	<b>\$10.14 M</b>	<b>\$10.21 M</b>	<b>\$10.00 M</b>	<b>1.1%</b>	<b>-2.1%</b>
<b>EXPENSES</b>						
Personal Services	\$1.51 M	\$1.54 M	\$1.63 M	\$2.02 M	11.7%	24.0%
Operating Expenses	2.30 M	2.67 M	2.31 M	3.04 M	-1.5%	31.3%
Debt Service	0.00 M	0.00 M	0.00 M	0.00 M	-	-
Interfund Transfer -W&S	1.16 M	1.41 M	1.27 M	1.22 M	-4.1%	-4.1%
Capital Expenditures	0.48 M	0.46 M	0.61 M	0.30 M	-44.2%	-51.2%
Capital Projects	5.12 M	4.07 M	5.51 M	3.42 M	7.1%	-37.9%
<b>TOTAL EXPENSES</b>	<b>\$10.58 M</b>	<b>\$10.16 M</b>	<b>\$11.34 M</b>	<b>\$10.00 M</b>	<b>1.1%</b>	<b>-11.8%</b>

The 2020 - 2021 Operating and Capital Budget of \$10.0M is up \$107K from the previous budget year and in line with the total revenues for the previous two fiscal years.

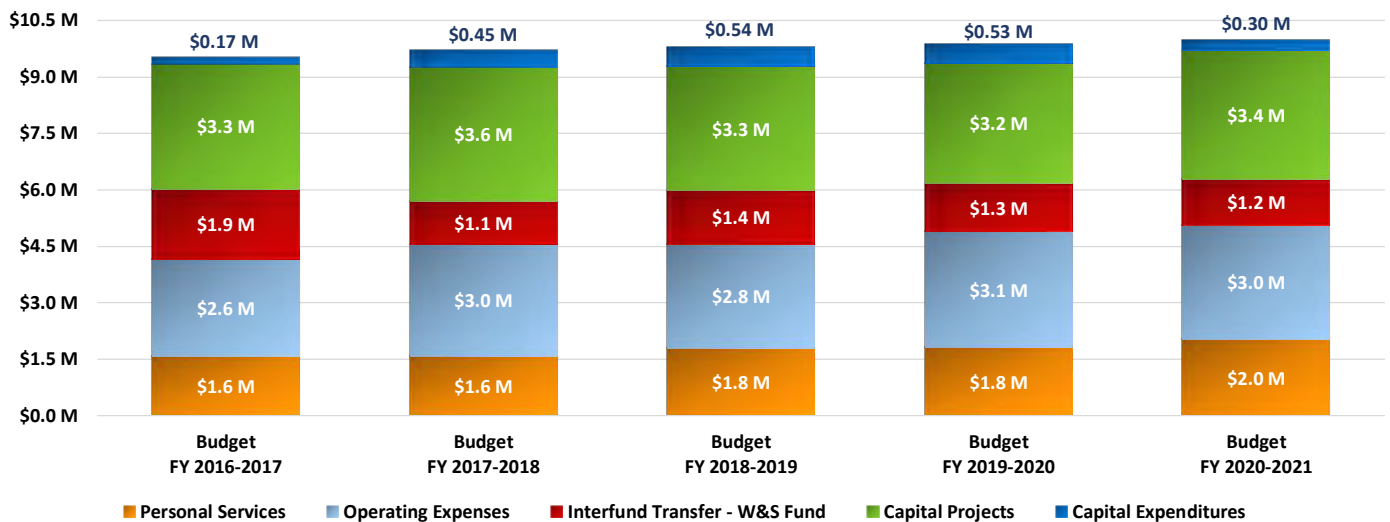






## Budgetary Analysis – Revenues and Expenses: Budget to Budget Comparison (in millions)

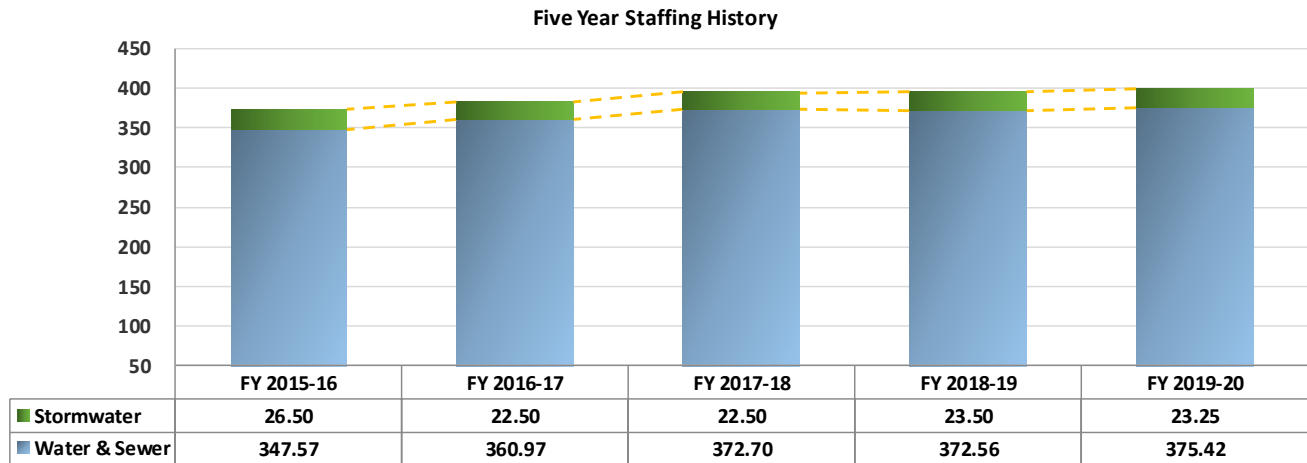
	Budget FY 2016-2017	Budget FY 2017-2018	% Chg Budget FY 17 -FY 18	Budget FY 2018-2019	% Chg Budget FY 18 -FY 19	Budget FY 2019-2020	% Chg Budget FY 19 -FY 20	Budget FY 2020-2021	% Chg Budget FY 20 -FY 21
<b>REVENUES</b>									
Stormwater Fees	\$9.34 M	\$9.54 M	2.2%	\$9.64 M	1.0%	\$9.72 M	0.9%	\$9.83 M	1.1%
Account Service Charges	0.17 M	0.16 M	-6.4%	0.16 M	-1.0%	0.16 M	0.0%	0.16 M	0.0%
Miscellaneous Income	0.01 M	0.01 M	-37.6%	0.01 M	13.7%	0.01 M	-14.0%	0.01 M	-18.3%
Grants	0.00 M	0.00 M	-	0.00 M	-	0.00 M	-	0.00 M	-
<b>TOTAL REVENUES</b>	<b>\$9.53 M</b>	<b>\$9.71 M</b>	<b>1.9%</b>	<b>\$9.81 M</b>	<b>1.0%</b>	<b>\$9.89 M</b>	<b>0.8%</b>	<b>\$10.00 M</b>	<b>1.1%</b>
<b>EXPENSES</b>									
Personal Services	\$1.58 M	\$1.57 M	-0.2%	\$1.78 M	13.3%	\$1.81 M	1.7%	\$2.02 M	11.7%
Operating Expenses	2.59 M	2.98 M	15.3%	2.78 M	-6.6%	3.08 M	10.7%	3.04 M	-1.5%
Debt Service	0.00 M	0.00 M	-	0.00 M	-	0.00 M	-	0.00 M	-
Interfund Transfer -W&S	1.86 M	1.15 M	-38.5%	1.41 M	23.3%	1.27 M	-10.1%	1.22 M	-4.1%
Capital Expenditures	0.17 M	0.45 M	156.5%	0.54 M	20.0%	0.53 M	-0.9%	0.30 M	-44.2%
Capital Projects	3.33 M	3.57 M	7.2%	3.29 M	-7.6%	3.19 M	-3.0%	3.42 M	7.1%
<b>TOTAL EXPENSES</b>	<b>\$9.53 M</b>	<b>\$9.71 M</b>	<b>1.9%</b>	<b>\$9.81 M</b>	<b>1.0%</b>	<b>\$9.89 M</b>	<b>0.8%</b>	<b>\$10.00 M</b>	<b>1.1%</b>





## 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 and 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 2018-2019 Budgeted	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted
Executive Division	122.21	123.04	124.64
Water Production	34.36	33.73	35.00
Program Management and Engineering	26.76	27.66	27.66
Distribution and Conveyance	97.00	96.00	97.00
Water Reclamation	53.23	53.56	53.25
General Services	39.00	39.31	40.00
<b>Water and Sewer Fund</b>	<b>372.56</b>	<b>373.30</b>	<b>377.55</b>
<b>Stormwater Fund</b>	<b>23.50</b>	<b>23.25</b>	<b>23.15</b>
<b>Grand Total Full-Time Employees (FTEs)</b>	<b>396.06</b>	<b>396.55</b>	<b>400.70</b>

The Water and Sewer Fund staff increased by 4.25 FTEs. The Stormwater Fund decreased 0.10 FTE for an overall increase in staffing at the Authority of 4.15 FTE, or 1.0 percent. The Water and Sewer Fund added three new positions: Purchasing Manager in the Executive Division, Planner and Scheduler in Distribution and Conveyance, and Equipment Support Technician in General Services. The remaining 1.25 FTE increase resulted from the net change in hours of part-time positions and interns being converted to full-time positions.



## 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 initiated in 1960. The Initial SMP was created in 2010 and is updated every 5 years. The 2020 Strategic Master Plan was completed in FY 2019-2020 and includes the **IT Master Plan** and the **Strategic Asset Management Plan (SAMP)**.
- **Work Priorities:** Annual assessment and prioritization of both operational and capital projects and is done as part of annual budget process.
- **Financial Strategy 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 2010, CCWA developed its first *Strategic Master Plan (SMP)* which is reviewed and updated every five years. 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. From this effort emerged strategic goals that provide the impetus for CCWA to address its challenges, improve its performance, and continue its success. CCWA prioritizes projects using seven strategic goals based on the attributes of effectively managed water sector utilities defined in the U.S. Environmental Protection Agency (EPA) publication "Effective Utility Management, A Primer for Water and Wastewater Utilities."

Strategy	Weighting	Consideration
Product Quality and Quantity (PQ)	18	Impact on capacity, impact on quality of drinking water, effluent, stormwater, and regulatory compliance
Customer Satisfaction (CS)	2	Customer Satisfaction levels, complaints, and responsiveness to customers
Employee and Leadership Development (ED)	24	Staff morale, retention, and interest, staff competency and opportunities for professional growth, and internal customer satisfaction
Operational Optimization/Resiliency (OO)	20	Operational efficiency, responsiveness in emergencies, and risk to employees, customers, community, and property
Financial Viability (FV)	9	Impact on financial position, financial policy and compliance, and budget management effectiveness
Infrastructure Stability (IS)	22	Asset management best practices, risk of existing infrastructure, technical feasibility, planned versus reactive maintenance
Stakeholder Understanding, Support and Community Sustainability (SS)	5	Ability to improve stakeholder relationships, protection of watershed, support economic development, and increase innovation



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 2020 Strategic Master Plan (SMP) was completed in FY 2019-2020 and serves as a comprehensive guide in continuing to achieve CCWA’s vision of Quality Water, Quality Service over the next ten years. 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. As the number and costs of projects are increasing, it was important to develop a comprehensive, long-term funding strategy to meet the cash flow needs of the Strategic Master Plan projects and a Financial Strategy and Rate Model was created. The table below summarizes the count and cost of the projects defined in the plan by division or area.

Functional Area	Number of Projects	% of Total Projects	Total Project Cost	% of Overall SMP Cost
Utility-wide	46	31%	\$40,185,000	6%
Information Technology	8	5%	\$11,475,000	2%
Stormwater and Watersheds	8	5%	\$42,470,000	6%
Water Production	30	21%	\$47,470,000	7%
Distribution and Conveyance	20	14%	\$215,150,000	32%
Water Reclamation	31	21%	\$302,530,000	45%
General Services	4	3%	\$18,475,000	3%
<b>Total Projects</b>	<b>147</b>	<b>100%</b>	<b>\$677,755,000</b>	<b>100%</b>

Projects scheduled for FY 2020 - 2021 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

In May 2012, an Information Technology Master Plan (ITMP) was completed to meet the operational 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. Because technologies evolve so rapidly, the ITMP will be updated every three years and was revisited in FY 2019-2020 and included in the 2020 Strategic Master Plan. The ITMP drivers for this most recent plan were to increase staff mobility and automation and continued emphasis on cyber security initiatives.

## Work Priorities

Work Priorities are the result of an annual assessment and prioritization of both capital projects and operational initiatives 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 – 2020 – 2021](#). 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

CCWA conducts a master planning on a 10-year cycle, with “updates” completed on a 5-year cycle, to identify and prioritize key projects. The 2020 Strategic Master Plan (SMP) was completed in March 2020 and outlined capital project needs from fiscal year 2020 – 2021 through fiscal year 2029 - 2030. The level of investment in CCWA’s water and wastewater facilities and linear assets in the next twenty years is significant. To ensure a funding and capital plan that is sustainable and best for the Authority’s long term fiscal health, a **Financial Strategy and Rate Model** initiative was undertaken during the creation of the 2020 SMP. a scope of services was designed to accomplish this objective in the six tasks below.

- Task 1: Kickoff Meeting and Data Review
- Task 2: Comparison of Rates and Charges
- Task 3: Affordability and Assistance Programs
- Task 4: Revenue Requirement and Rate Model
- Task 5: Rate Study Report
- Task 6: Rate and Financial Planning Workshop and Board Presentation

Three primary scenarios for funding the Strategic Master Plan were reviewed in the presentation that considered various combinations of Renewal and Extension Fund (Pay-as-you-go), rate increases as well as various forms of debt financing.

Scenario 1: R&E Fund Only	Scenario 2: R&E Fund and GEFA loans	Scenario 3: R&E Fund, GEFA Loan and Private Placement Funding
<ul style="list-style-type: none"> <li>• No borrowing</li> <li>• Funding through rate increases only</li> </ul>	<ul style="list-style-type: none"> <li>• GEFA loan for Casey Solids (\$100M)</li> <li>• GEFA loans for large sewer rehab projects (\$30M every 5 years)</li> <li>• Fund remaining projects through rate increases</li> </ul>	<ul style="list-style-type: none"> <li>• GEFA loan for Casey Solids (\$100M)</li> <li>• GEFA loans for large sewer rehab projects (\$30M every 5 years)</li> <li>• Private Placement Funding for Casey Liquids (\$108M)</li> <li>• Fund remaining projects through rate increases</li> </ul>

Scenario 3 was chosen as the optimal financial plan necessary to complete the capital improvement projects listed in the 2020 Strategic Master Plan while lessening the financial burden on the rate payers. The preferred plan incorporates rate increases that decline over the next 5 years along with low-cost borrowing alternatives.

The financial recommendations approved by the Board of Directors include:

- Water and sewer base and volumetric rate increases beginning January 1, 2021 at 10% and declining thereafter, if they are necessary
- Annual review of rates along with the financial plan to accommodate capital project funding requirements and economic changes
- Utilization of low-cost borrowing for large capital projects to both lessen financial burden on rate payers as well as to promote intergenerational equity between current and future customer bases
- Enhance and expand affordability program components
- Public outreach and education of customers on rate adjustments

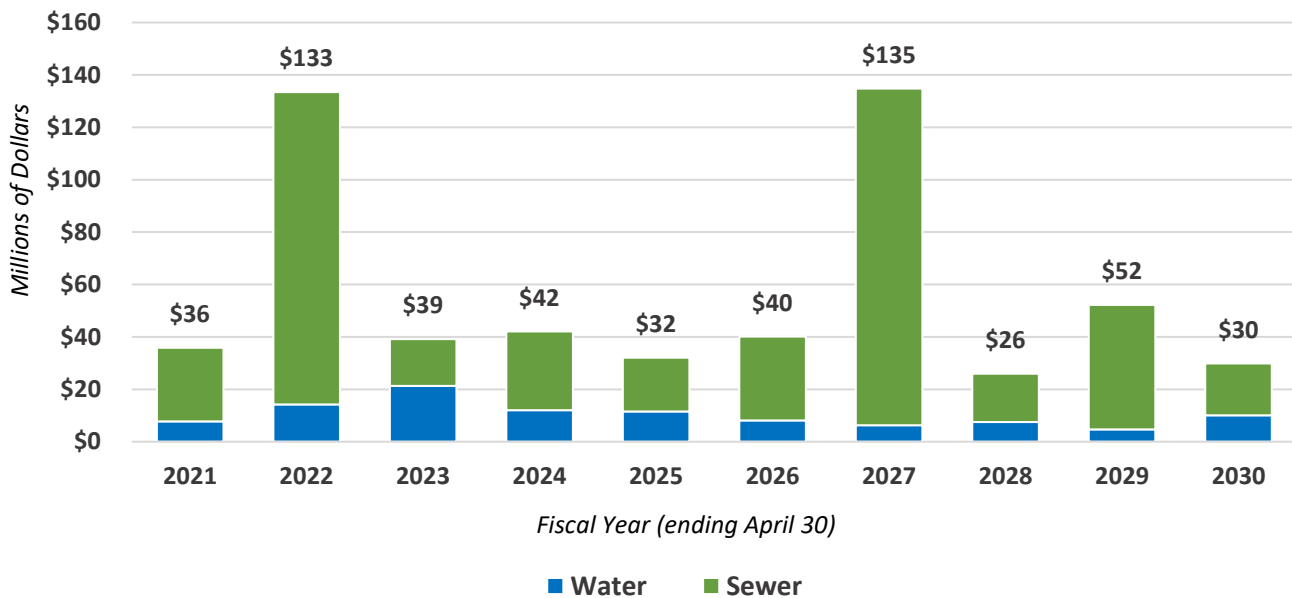


A long-term financial plan and cash flow analysis will continue to be performed annually as part of the budget process. This forecasting tool assists in determining if additional cash flow must be generated to meet projected capital projects and program needs while maintaining the debt service coverage 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 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

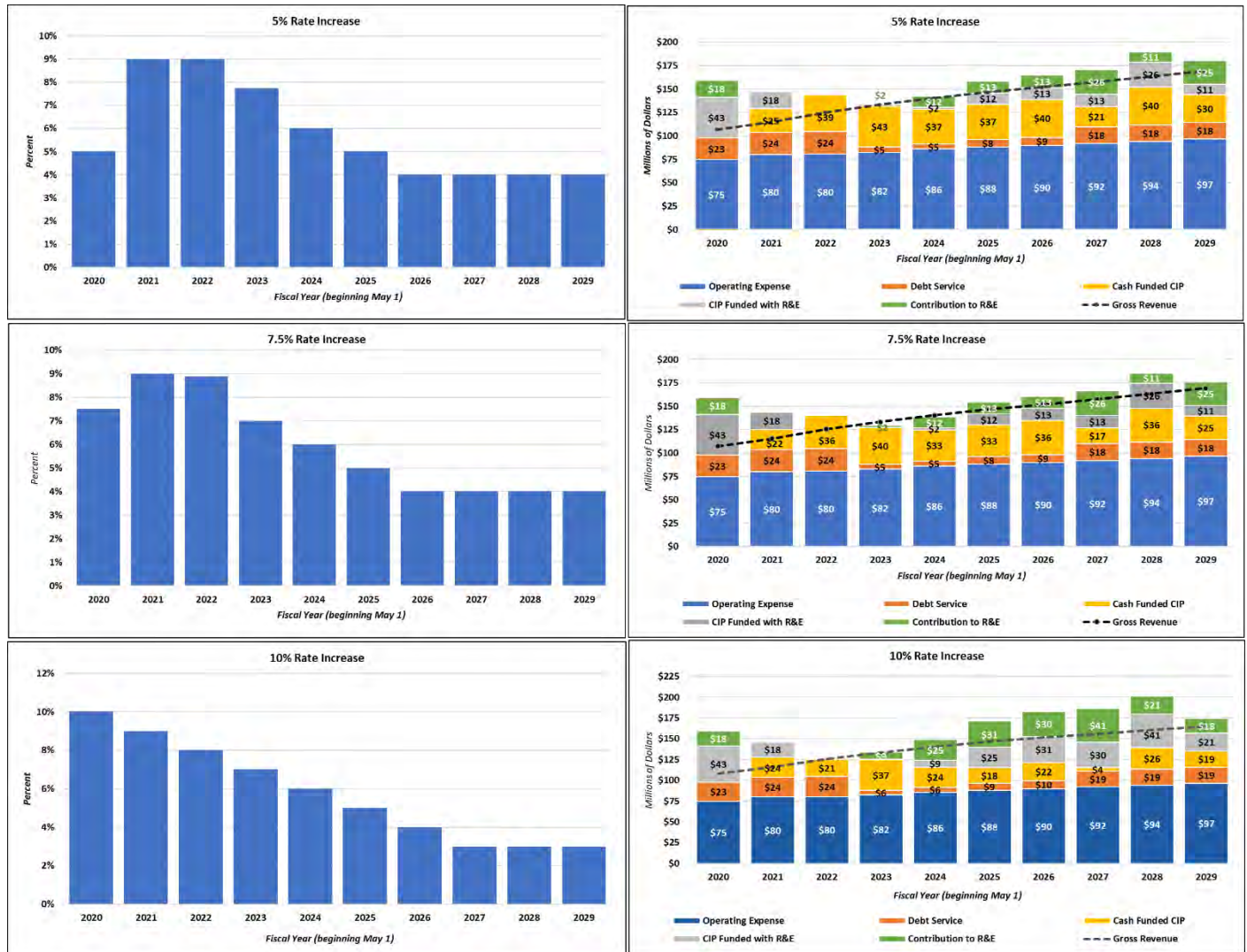
### Capital Improvement Plan



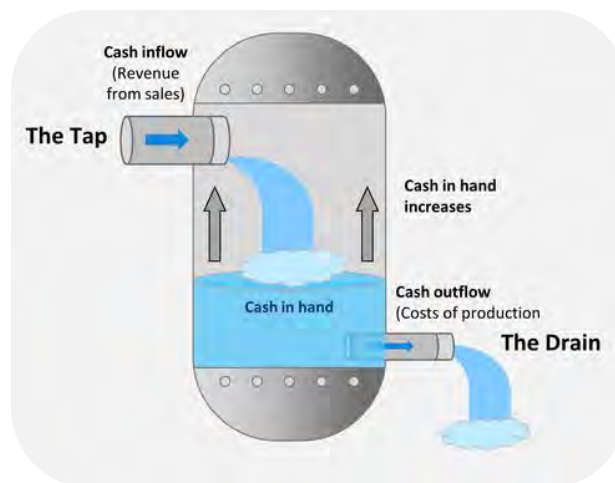
The financial analysis determined that the projects listed in the 2020 SMP could be funded with by leveraging a combination of annual rate increases and low interest borrowing. Rate increases of 5 percent, 7.5 percent and 10 percent were analyzed. The comparison of the impact on funding of these three rate increases are displayed in the graphs that follow. Even with a 10 percent rate increase, there is a projected cash flow shortfall that could be accommodated by using cash reserves, project scheduling management and additional low interest borrowing. Annual rate increases will be necessary to accomplish the projects outlined in the Strategic Master Plan. To assist the County's customer base, additional marketing of the current affordability programs will be done as well as investigation of how to increase and expand the assistance to reach more customers who are in need.



## Comparison of Rate Increase Impacts on Funding

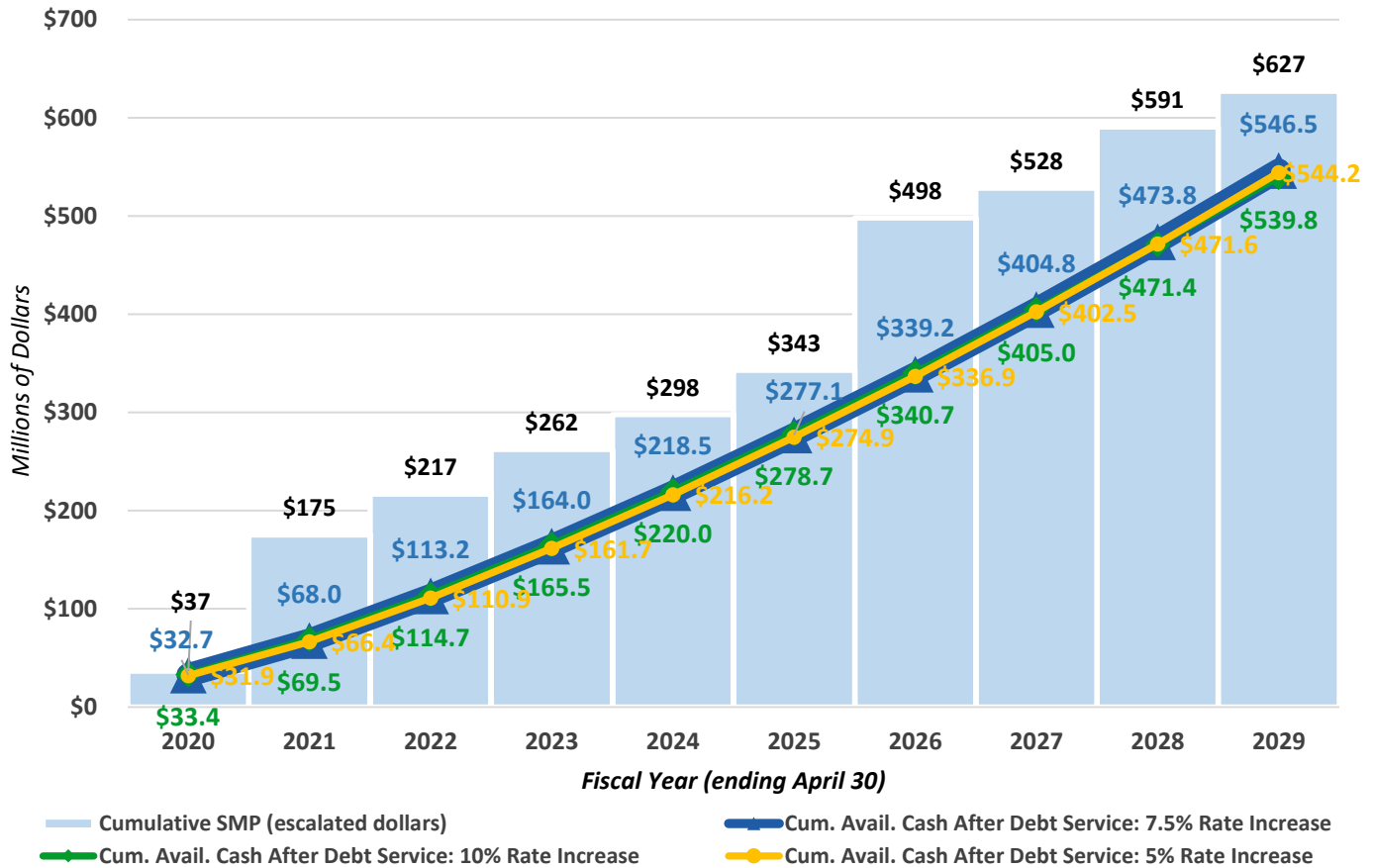


With the objective of declining rate increases for the next several years, although still producing a deficit, a rate increase of 10 percent allowed for slightly more project funding to accumulate in the Renewal and Extension Fund (Pay-Go).





### Cumulative CIP versus Cumulative Cash Available



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 they have not 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 program that is estimated to cost \$80M dollars. It should be noted that these scenarios are created for general analysis and discussion purposes only. Depending on board approval, project timing, scope changes, or project elimination from the plan cash flow needs may vary. Scenarios using debt as a financing option can vary significantly based on amount borrowed, interest rate fluctuations, term of repayment and structure of repayment.

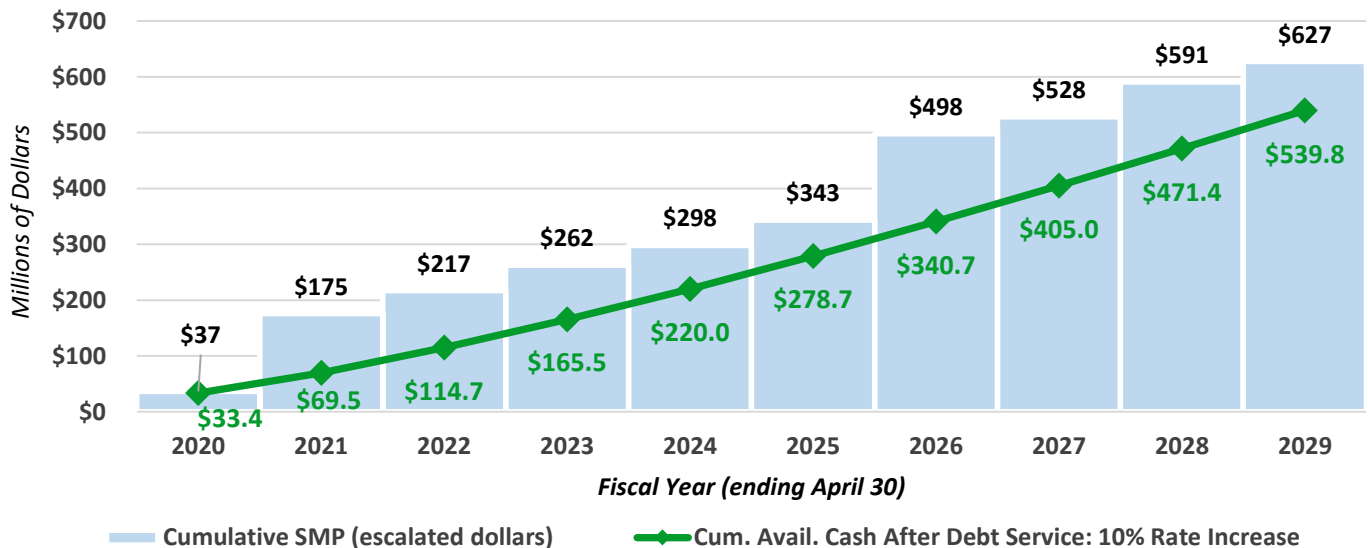
Each line in the graph represents the available cash to spend on capital projects based on three different rate increase scenarios using combinations of three primary variables holding everything else constant: 1) the amount and timing of rate increases; 2) securing low-interest debt; and 3) the cash flow requirements and timing of capital projects. Each scenario forecasts cash flow using the same variables for customer growth, water usage, operating expense growth and debt service.



## Rate Increase of 10%

	Rate Increases					10.0%	9.0%	8.0%	7.0%	6.0%
Fiscal Year (ending April 30)	Actual 2018	Actual 2019	Budget 2020	Projected 2021	Projected 2022	Projected 2023	Projected 2024	Projected 2025		
<b>A. Gross Revenues</b>										
Water	\$57,686,465	\$57,384,000	\$57,779,000	\$58,379,000	\$62,847,000	\$67,949,000	\$72,066,000	\$75,855,000		
Sewer	\$49,953,535	\$48,758,000	\$48,962,000	\$49,714,000	\$53,221,000	\$57,669,000	\$61,211,000	\$64,472,000		
<b>Total Operating Revenues</b>	<b>\$107,640,000</b>	<b>\$106,142,000</b>	<b>\$106,741,000</b>	<b>\$108,093,000</b>	<b>\$116,068,000</b>	<b>\$125,618,000</b>	<b>\$133,277,000</b>	<b>\$140,327,000</b>		
<b>B. Operating Expenses</b>										
Water	\$26,503,000	\$31,284,000	\$32,476,000	\$34,577,000	\$36,618,000	\$36,823,000	\$37,766,000	\$38,979,000		
Sewer	\$28,972,000	\$33,510,000	\$36,245,000	\$40,115,000	\$43,363,000	\$43,572,000	\$44,726,000	\$46,859,000		
<b>Total Operating Expenses</b>	<b>\$55,475,000</b>	<b>\$64,794,000</b>	<b>\$68,721,000</b>	<b>\$74,692,000</b>	<b>\$79,981,000</b>	<b>\$80,395,000</b>	<b>\$82,492,000</b>	<b>\$85,838,000</b>		
<b>C. Net Revenues Available for Debt Service</b>										
Water	\$31,183,465	\$26,100,000	\$25,303,000	\$23,802,000	\$26,229,000	\$31,126,000	\$34,300,000	\$36,876,000		
Sewer	\$20,981,535	\$15,248,000	\$12,717,000	\$9,599,000	\$9,858,000	\$14,097,000	\$16,485,000	\$17,613,000		
<b>Total Net Revenues Available for Debt Service</b>	<b>\$52,165,000</b>	<b>\$41,348,000</b>	<b>\$38,020,000</b>	<b>\$33,401,000</b>	<b>\$36,087,000</b>	<b>\$45,223,000</b>	<b>\$50,785,000</b>	<b>\$54,489,000</b>		
<b>D. Long-Term Obligations</b>										
<b>Existing (sinking fund payments)</b>										
Water	\$10,096,000	\$10,535,000	\$9,923,000	\$10,556,000	\$10,556,000	\$10,555,000	\$284,000	\$0		
Sewer	\$10,096,000	\$10,535,000	\$10,352,000	\$12,612,000	\$12,649,000	\$12,683,000	\$3,798,000	\$3,498,000		
<b>Projected</b>										
Water						\$0	\$5,000	\$76,000	\$160,000	
Sewer						\$554,000	\$968,000	\$1,419,000	\$1,909,000	
<b>Total Long-Term Obligations</b>	<b>\$20,192,000</b>	<b>\$21,070,000</b>	<b>\$20,275,000</b>	<b>\$23,168,000</b>	<b>\$23,759,000</b>	<b>\$24,211,000</b>	<b>\$5,577,000</b>	<b>\$5,567,000</b>		
<b>Debt Service Coverage Ratio</b>	<b>2.58</b>	<b>1.96</b>	<b>1.88</b>	<b>1.44</b>	<b>1.52</b>	<b>1.87</b>	<b>9.11</b>	<b>9.79</b>		

The graph below illustrates the cumulative capital improvement funding need (blue vertical bar) in relationship to the cumulative cash flow available (horizontal green line) after operating expenses and debt service payments are made for each fiscal year. The cumulative cash flow available after debt service includes water and sewer rate increases of 10 percent, effective January 1, 2021, a third GEFA loan construction loan for \$30M for sewer outfall rehabilitation, a GEFA loan for \$100M for the large Casey Water Reclamation Solids project, and private placement revenue bond for \$108M for the large Casey Water Reclamation Liquids project. Also included in available cash flow is \$20M that is added when the last bond series is retired in FY 2023-2024.







## Projected Net Position – Water and Sewer Fund

Fiscal Year Ended April 30,	Actual			Projected				
	2018	2019	2020	2021	2022	2023	2024	2025
Gross Revenues	\$ 107,640,000	\$ 106,897,205	\$ 108,622,905	\$ 108,093,000	\$ 116,068,000	\$ 125,618,000	\$ 133,277,000	\$ 140,327,000
Operating Expenses and Outflows	55,475,000	60,147,229	52,850,036	74,692,000	79,981,000	80,395,000	82,492,000	85,838,000
Net Revenues available for Debt Service	\$ 52,165,000	\$ 46,749,976	\$ 55,772,869	\$ 33,401,000	\$ 36,087,000	\$ 45,223,000	\$ 50,785,000	\$ 54,489,000
Long-term Obligations	20,192,000	20,815,511	21,697,876	23,168,000	23,759,000	24,211,000	5,577,000	5,567,000
Net Increase (Decrease) in Net Position	\$ 31,973,000	\$ 25,934,465	\$ 34,074,993	\$ 10,233,000	\$ 12,328,000	\$ 21,012,000	\$ 45,208,000	\$ 48,922,000
Beginning Net Position	468,100,602	482,735,584	508,670,049	542,745,042	552,978,042	565,306,042	586,318,042	631,526,042
Ending Net Position	\$ 500,073,602	\$ 508,670,049	\$ 542,745,042	\$ 552,978,042	\$ 565,306,042	\$ 586,318,042	\$ 631,526,042	\$ 680,448,042

Using information from the cash flow projection on the previous page, the estimated net position was calculated for the forecasted period through FYE 2025. Net Position at FYE 2019 was \$508,670,049 and projected to increase by \$34,074,993 to \$542,745,042 at FYE 2020 and increase by another \$137,703,000 to \$680,448,042 by FYE 2025 by the accumulated increases in capital assets and cash generated through operations over the forecasted period.

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. As of April 30, 2020, the Authority has three 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 debt service reserve held \$20.7M as of April 30, 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
<b>Total</b>				<b>\$ 486,470,000</b>	<b>\$ 397,070,000</b>	<b>\$ 89,400,000</b>

#### 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 \$64,910,000 in Series 2013A and 2013B Water and Sewerage Revenue Refunding Bonds. Depending upon the specific year, the amount maturing ranges from \$0 to \$15,020,000 with the longest maturity for the issue being seven years from the date of issuance. Interest rates for the various maturities in this series ranges from .40% to 5.00%. The final payment of \$15,020,000 on May 1, 2019, retired the 2013B series leaving an outstanding balance on the 2013A series of \$13,580,000. On May 1, 2020, the final payment on the outstanding balance will be made retiring the series.





As of April 30, 2020, 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:

For Fiscal Years Ending April 30,	Principal	Interest	Total Payments
<b>2021</b>	\$ 15,905,000	\$ 2,977,075	\$ 18,882,075
<b>2022</b>	17,965,000	2,209,975	20,174,975
<b>2023</b>	18,705,000	1,409,375	20,114,375
<b>2024</b>	19,565,000	489,125	20,054,125
<b>Total</b>	<b>\$ 72,140,000</b>	<b>\$ 7,085,550</b>	<b>\$ 79,225,550</b>

### State Revolving Fund Loans

In addition to issuing revenue bonds in the long-term capital market, the Authority has two Clean Water State Revolving Fund loans with Georgia Environmental Finance Authority (GEFA) in repayment and two \$25M loans currently in the construction phase funding 7 projects to assist in funding a portion of the \$80M 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, 2020 is \$1.6M 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, 2020 is \$2.6M 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

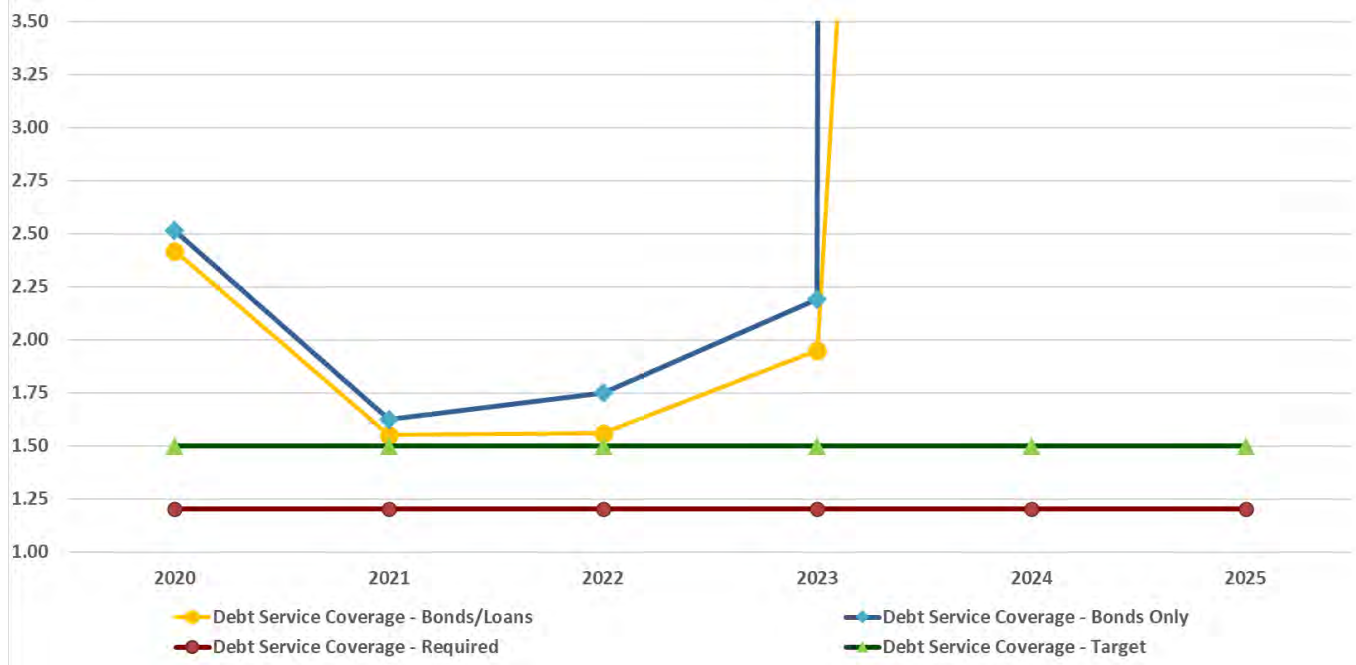
The projected debt service and *Debt Service Coverage Ratio* is shown for the forecasted period through FYE 2025 using the cash flow generated by a 10 percent rate increase effective January 1, 2021.

### 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,	Actual 2020	2021	2022	FYE - Projected		
				2023	2024	2025
<i>Current Long-Term Obligations</i>						
<b>Existing Long-Term Debt Service:</b>						
<b>Existing Bond Debt Service</b>	<b>\$ 20,852,850</b>	<b>\$ 20,544,450</b>	<b>\$ 20,545,500</b>	<b>\$ 20,543,250</b>	<b>\$ -</b>	<b>\$ -</b>
2012 Series - Principal		17,965,000	18,705,000	19,565,000		
2012 Series - Interest		2,579,450	1,840,500	978,250		
<b>Existing GEFA Debt Service</b>	<b>\$ 845,026</b>	<b>\$ 960,147</b>	<b>\$ 2,552,290</b>	<b>\$ 2,552,290</b>	<b>\$ 2,547,334</b>	<b>\$ 2,547,334</b>
CW02008; matures 11/1/2025	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
CW2016037 - construction Interest/repayment	47,379	162,500	1,754,643	1,754,643	1,749,688	1,749,688
<b>Existing Long-Term Debt Service</b>	<b>\$ 21,697,876</b>	<b>\$ 21,504,597</b>	<b>\$ 23,097,790</b>	<b>\$ 23,095,540</b>	<b>\$ 2,547,334</b>	<b>\$ 2,547,334</b>
<i>Proposed Debt Service</i>						
Proposed New Debt		\$ -	\$ -	\$ -	\$ -	\$ 1,743,674
Interest Only Annual Payment		35,625	71,250	106,875	142,500	
<b>Proposed Additional Obligations</b>	<b>\$ -</b>	<b>35,625</b>	<b>71,250</b>	<b>106,875</b>	<b>142,500</b>	<b>1,743,674</b>
<b>Total Proposed Obligations</b>	<b>\$ 21,697,876</b>	<b>\$ 21,540,222</b>	<b>\$ 23,169,040</b>	<b>\$ 23,202,415</b>	<b>\$ 2,689,834</b>	<b>\$ 4,291,009</b>
<b>Debt Service Coverage - Bonds</b>	<b>2.52</b>	<b>1.62</b>	<b>1.75</b>	<b>2.19</b>	<b>356.39</b>	<b>31.25</b>
<b>Debt Service Coverage - Including GEFA Loans</b>	<b>2.42</b>	<b>1.55</b>	<b>1.56</b>	<b>1.95</b>	<b>18.88</b>	<b>12.70</b>

### 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,	2018	2019	2020	2021	2022	2023	2024	2025
FYE - Projected								
<b>Cash Flows from Current Operations</b>								
Operating Revenues	\$ 10,040,481	\$ 10,126,980	\$ 10,265,459	\$ 9,996,749	\$ 10,196,684	\$ 10,298,651	\$ 10,401,637	\$ 10,505,654
Less: Operating Expenses (net Depr)	3,773,861	4,361,423	3,954,887	4,033,985	4,114,664	4,196,958	4,280,897	4,366,515
<b>Cash Flows from Operations</b>	<b>\$ 6,266,620</b>	<b>\$ 5,765,557</b>	<b>\$ 6,310,572</b>	<b>\$ 5,962,764</b>	<b>\$ 6,082,020</b>	<b>\$ 6,101,693</b>	<b>\$ 6,120,740</b>	<b>\$ 6,139,139</b>
<b>Non-Operating Revenues (Expenses)</b>								
Intergovernmental Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest Income	9,008	10,676	9,370	-	-	-	-	-
Interest Expense	-	-	-	-	-	-	-	-
Operating Transfers Out -to Water and Sewer	(1,158,251)	(1,413,558)	(1,271,151)	(1,309,286)	(1,348,564)	(1,348,564)	(1,389,021)	(1,389,021)
<b>Available Cash Flows</b>	<b>\$ 5,117,377</b>	<b>\$ 4,362,675</b>	<b>\$ 5,048,791</b>	<b>\$ 4,653,479</b>	<b>\$ 4,733,455</b>	<b>\$ 4,753,129</b>	<b>\$ 4,731,719</b>	<b>\$ 4,750,118</b>
<b>Total Proposed Debt Obligations</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Beginning Net Position</b>			<b>\$ 54,247,439</b>	<b>\$ 57,893,643</b>	<b>\$ 61,647,122</b>	<b>\$ 63,647,122</b>	<b>\$ 65,647,122</b>	<b>\$ 67,647,122</b>
Net Revenues after Debt Obligations				4,653,479	4,733,455	4,753,129	4,731,719	4,750,118
Planned Use of Unrestricted Net Position				(900,000)	(900,000)	(900,000)	(900,000)	(900,000)
<b>Ending Net Position</b>			<b>\$ 57,893,643</b>	<b>\$ 61,647,122</b>	<b>\$ 63,647,122</b>	<b>\$ 65,647,122</b>	<b>\$ 67,647,122</b>	<b>\$ 69,647,122</b>

The projected net position above assumes that operating expenses will grow an average of 1.5 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 in the upcoming year and 1.5 percent in FY 2023 - 2024.

Ending Net Position at FYE 2020 was \$57,893,643 and projected to increase by \$11,753,479 to \$69,647,122 at FYE 2025 by the net accumulated increases in capital assets and cash generated through operations offset by the consumption of prior year funds over the forecasted period.

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 for a watershed project can now be released.
- **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

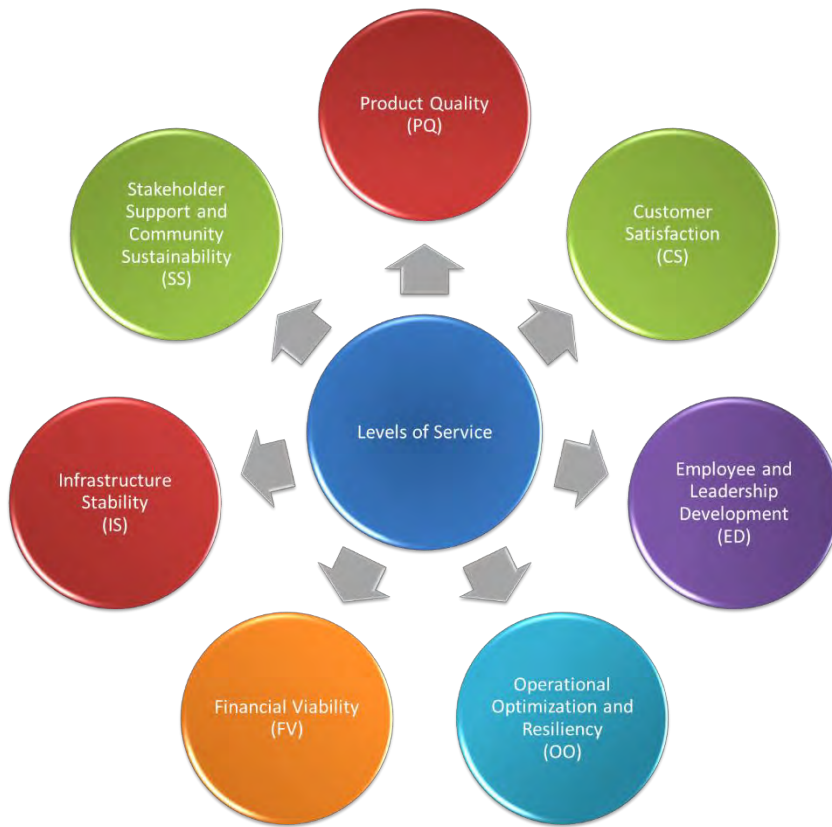
The Authority has implemented Levels of Service (LOS) performance measures, or key performance indicators (KPIs). These KPIs guide operational and capital activities and provide metrics that hold us accountable and responsive to the

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 **25 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 2018 - 2019	Actual 2017 - 2018	Actual 2016 - 2017	Actual 2015 - 2016
<b>SUPERIOR PRODUCT QUALITY</b>							
1 Meet all applicable regulatory requirements	% compliance with NPDES permits	WR	100%	100%	100%	100%	98%
	% compliance with Water Production permits	WP	100%	100%	100%	100%	100%
	% compliance with MNGWPD Plan (Jan)	PME	100%	93%	100%	100%	100%
2 Potable water quality that meets customer expectations	# discoloration complaint calls (CCWA issue)	DC	< 200/Yr. - Reduce 10%/Yr.	84	236	272	1,034 / 95%
	# water Taste and Odor complaint calls (CCWA issue)	DC	< 25/Yr. - Reduce 10%/Yr.	17	301	41	105 / 8%
3 Improve the quality of Clayton Co. water resources	% compliance with MS4 Permit (Sep.)	SW	100%	100%	100%	100%	100%
	Miles of water quality non-attainment streams (Sep.)	SW	< 65	65	65	65	65
<b>EXCEED CUSTOMER EXPECTATIONS</b>							
4 Improve customer experience	% customers calls that are abandoned	CS	< 3% / Month	2%	1%	5%	4%
	% days the call abandonment rate <3%	CS	> 80% / Month	85%	90%	48%	65%
	% meters accurately read	CS	> 99.98% / Month	100%	100%	100%	100%
	% site visits within 2 hours of customer call	DC	> 90% / Month	92%	94%	93%	94%
	% site visits within 24 hours of customer call	SW	> 90% / Month	91%	96%	98%	99%
	# callers using IVR	CS	> 4,000 /Month	8,256	8,561	8,880	4,992
	# customers using eCare	CS	> 8,000/Month	20,067	16,275	12,711	8,122
	% customer calls within 35 seconds	CS	> 60% / Month	76%	83%	56%	65%
5 Minimize potable water service disruptions	% customers billed within 29-31 days of usage	CS	> 90% / Month	100%	99%	95%	81%
	# low pressure complaints	DC	< 20 / Year	10	15	14	20
	% downtime for production plant and repump stations	WP	1% / Month	0.03%	1.3%	0.5%	0.2%
6 Minimize customer sewer backups	% maintenance related water service disruptions < 4 hours	DC	> 80% / Month	83%	83%	84%	81%
	Expense for sewer backup claims	DC	< \$200,000 / Year	\$79,345	\$95,023	\$354,457	\$108,588
7 Complete all property restorations in 14 days	# sewer backup damage claims	DC	< 20 / Year	13	10	10	15
	% property restorations completed < 14 days	DC	100% / Month	61%	53%	55%	54%



## Strategies: 8 through 16

PROVIDE EMPLOYEE DEVELOPMENT							
8	Provide effective employee training and development	% DC employees with required certifications (Apr)	DC	100% / Year	100%	100%	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	72%	79%	86%
		% Supervisors with completed competency assessment (Apr)	HR	100% / Year	6%	90%	100%
10	Satisfaction with working environment, challenge and opportunities	% non-retirement voluntary turnover (Apr)	HR	< 5% / Year	4%	3%	1%
		# of Employee non-lost time injuries	RM	< 23.4 / Year	22	12	15
		# Employee lost time injuries	RM	< 11.2 / Year	2	3	8
11	Manage safety to minimize accidents	# of CCWA at-fault veh/equip accidents	RM	< 12 / Year	18	14	20
							21
12	Timely/targeted employee communications	% Newsletter distributed by the 5th of the month	PIO	100%	100%	100%	67%
OPTIMIZE OPERATIONS							
13	Reasonable Cost of Service	Water loss based on 12 mo. running avg. - prior month	WP	< 9% / Month	Min: 8.15% Max: 11.18%	Min: 7.35% Max: 9.73%	8%
		\$/mile of SW system pipe maintained (Apr)	SW	< \$3,000	\$3,063	\$2,464	\$2,710
		\$/acct. of wastewater collection system pipe maintained (Apr)	DC	< \$373	\$89	\$80	\$82
		\$/acct. of water distribution system pipe maintained (Apr)	DC	< \$408	\$96	\$82	\$91
		IT operating cost ratio per million dollars in revenue (Apr)	IT	< 4.10%	2.80%	2.40%	2.29%
		IT operational cost per user (Apr)	IT	< \$8,400	\$7,988	\$6,748	\$6,064
		% of budget (Apr)	WP	< 95%	86%	92%	88%
		% of budget (Apr)	WR	< 95%	84%	87%	92%
		% of budget (Apr)	SW	< 95%	84%	83%	85%
		% of budget (Apr)	DC	< 95%	98%	89%	85%
		\$/kGal produced (Apr)	WP	< \$1.00	\$0.82	\$0.98	\$0.81
		\$/kGal reclaimed (Apr)	WR	< \$2.00	\$1.34	\$1.57	\$1.64
		\$ of water/sewer service as % MHI (Jan)	FIN	< 2%	1.3%	1.4%	1.4%
14	Minimize Water System Losses	AWWA Infrastructure Leakage Index (Apr)	WP	< 1.35	1.03	1.03	0.69
15	Provide Minimum Down Time for CCWA's Fleet	Fleet work orders completed within 7 days	GS	> 80%	95%	96%	97%
		Fleet maintenance cost to fleet asset value	GS	< 25%	25%	10%	7%
16	Maximize computer system availability	% unplanned downtime during business hours	IT	< 1% of Business Hours	0.0%	0.1%	0.2%





## Strategies: 17 through 22

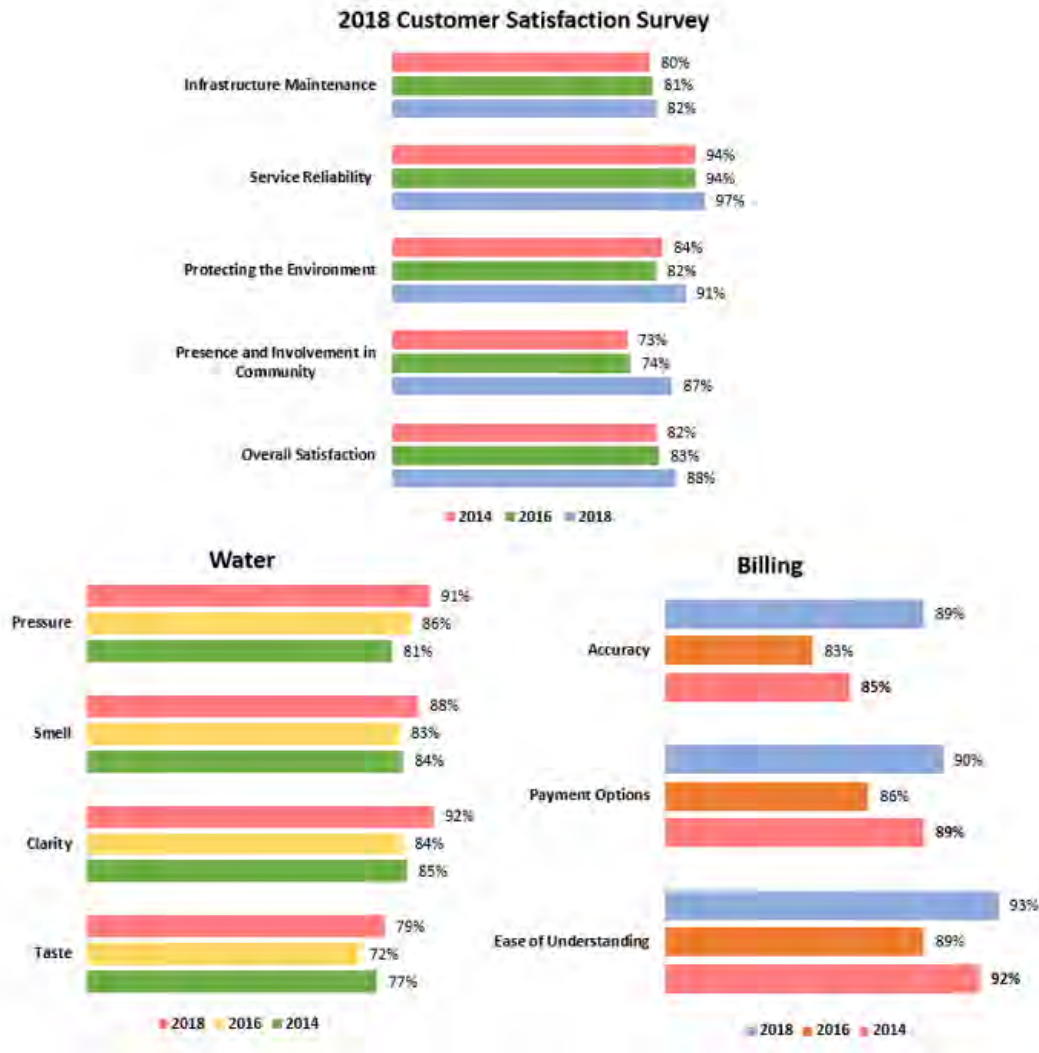
ENSURE FINANCIAL VIABILITY								
17	Develop a Sustainable Annual Budget	% of water/sewer budget (Apr)	FIN	< 95%	82%	87%	84%	74%
		% SMP projects funded in next FY (Apr)	PME	< 80%	50%	54%	49%	69%
18	Provide financing for the “Pay-As-You-Go” capital plan	Debt Service Coverage Ratio	FIN	> 1.5x	2.49	2.84	2.73	2.31
19	Maximize revenue collection vs. bad debt write-offs	Percentage of bad debt to sales	CS	< 1.5%	1.0%	1.2%	1.0%	1.2%
INFRASTRUCTURE SUSTAINABILITY								
20	Implement asset management practices	Facilities work orders completed within 7 days	GS	> 80%	77%	82%	80%	80%
		Facilities maintenance cost to asset value	GS	< 25%	8%	7%	7%	6%
21	Provide a sustainable water supply	# water main breaks per 100 miles of pipe (Apr)	DC	< 11 / Year	4.5	5	7.5	0.1
		# water main leaks per 100 miles of pipe (Apr)	DC	< 25 / Year	8.1	12.6	11.4	0.4
		% reservoir storage capacity	WP	> 90%	98%	95%	87%	99%
		Value of water services claims paid	DC	< \$50,000 / Year	\$5,589	\$1,157	\$9,407	\$55,374
		% utilized capacity at Casey WRRF	WR	< 80%	65%	57%	55%	68%
22	Provide adequate treatment capacity	% utilized capacity at Northeast WRF	WR	< 80%	68%	40%	36%	50%
		% utilized capacity at Shoal Creek	WR	< 80%	50%	38%	34%	42%
		% sewer lines with adequate capacity (Apr)	PME	> 75%	62%	62%	64%	64%

## Strategies: 23 through 25

STAKEHOLDER SUPPORT								
23	Environmental Stewardship and Sustainability	# low flow plumbing kits distributed	CS	> 1,000 / Year	1,008	827	1,056	1,022
		# SSOs to state waters	DC	< 40 / Year	31	44	30	40
		# toilet rebates	CS	> 400 / Year	418	240	284	352
		WR Carbon footprint status - Mton/yr. as CO2 (e) (Jan)	WR	n/a	4.60	4.71	4.25	4.22
		Per capita water use in gpcd (Jan)	WP	< 90 gpcd	89	95	94	90
		% beneficial reuse of biosolids (Jan)	WR	100%	100%	100%	100%	100%
24	Timely/targeted customer communications	# educational bill inserts issued (Apr)	PIO	> 7 / Year	2	10	11	12
		# positive media releases issued (Apr)	PIO	> 16 / Year	4	34	31	36
		CCWA staff who have participated in community events (Apr)	PIO	> 75 / Year	49	102	128	223
25	Promote Community Involvement & Pride	Community events CCWA staff have participated in (Apr)	PIO	> 25 / Year	14	44	41	54
		# residents reached through public education events (Apr)	PIO	> 8,000 / Year	2,540	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. Research America surveyed 400 random customers by phone. This number of customers provides 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 the Authority:

- Reviews Level of Service data and determines if changes are needed
- Continues to participate in community events
- Continues with the overall strategy and projects that focus on water quality
- With the Customer Information System project completion in early fall 2020, 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
<b>Strategic Planning:</b>												
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												
<b>Budget Development:</b>												
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												
<b>Finalize and Adopt:</b>												
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 January 1, 2021 and have been taken into consideration for the current budget year, FY 2020 – 2021.

May 2016						January 2021					
Description	Usage	Water		Sewer		Description	Usage	Water		Sewer	
		Base Rate	Tier Rate	Base Rate	Tier Rate			Base Rate	Tier Rate	Base Rate	Tier Rate
Residential						Residential					
5/8" meter		\$10.05		\$10.73		5/8" meter		\$11.06		\$11.80	
Tier 1	0-3k		\$2.37		\$2.56	Tier 1	1k-3k		\$2.61		\$2.82
Tier 2	4k-7k		\$5.68		\$6.02	Tier 2	4k-7k		\$6.25		\$6.62
Tier 3	8k-20k		\$7.03		\$6.02	Tier 3	8k-20k		\$7.73		\$6.62
Tier 4	>20k		\$8.44		\$6.02	Tier 4	>20k		\$9.28		\$6.62
Commercial / Industrial						Commercial / Industrial					
5/8" meter		\$10.05		\$10.73		5/8" meter		\$11.06		\$11.80	
3/4" meter		\$10.62		\$11.33		3/4" meter		\$11.68		\$12.46	
1" meter		\$13.58		\$14.31		1" meter		\$14.94		\$15.74	
1.5" meter		\$23.62		\$35.78		1.5" meter		\$25.98		\$39.36	
2" meter		\$47.23		\$71.54		2" meter		\$51.95		\$78.69	
3" meter		\$70.85		\$107.32		3" meter		\$77.94		\$118.05	
4" meter		\$88.56		\$133.54		4" meter		\$97.42		\$146.89	
6" meter		\$132.25		\$200.32		6" meter		\$145.48		\$220.35	
8" meter		\$165.31		\$250.40		8" meter		\$181.84		\$275.44	
10" meter		\$198.37		\$300.47		10" meter		\$218.21		\$330.52	
Tiers for all commercial meter sizes						Tiers for all commercial meter sizes					
Tier 1	0-3k		\$3.25		\$3.58	Tier 1	1k-3k		\$3.58		\$3.94
Tier 2	>3k		\$5.68		\$6.02	Tier 2	>3k		\$6.25		\$6.62
Note: Tier 1 applies to 5/8", ¾", and 1" only						Note: Tier 1 applies to 5/8", ¾", and 1" only					
Other						Other					
Irrigation			\$8.44			Irrigation			\$9.28		
MFC/UFC			\$5.68			MFC/UFC			\$6.25		
2"		\$3.74				2"		\$4.11			
4"		\$8.36				4"		\$9.20			
6"		\$12.85				6"		\$14.14			
8"		\$24.64				8"		\$27.10			
10"		\$32.25				10"		\$35.48			
12"		\$38.64				12"		\$42.50			
16"		\$45.19				16"		\$49.71			
Hydrant Meter		\$70.85	\$5.68			Hydrant Meter		\$77.94	\$6.25		
Raw Water						Raw Water					
Tier 1	0-30k		\$0.60			Tier 1	0-15k		\$0.57		
Tier 2	31-60k		\$1.18			Tier 2	16k-31k		\$1.38		
Tier 3	> 60k		\$2.37			Tier 3	32k -47k		\$1.69		
						Tier 4	> 47k		\$2.04		
Minimum			\$3.55			Minimum			\$3.91		



## 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 number 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.

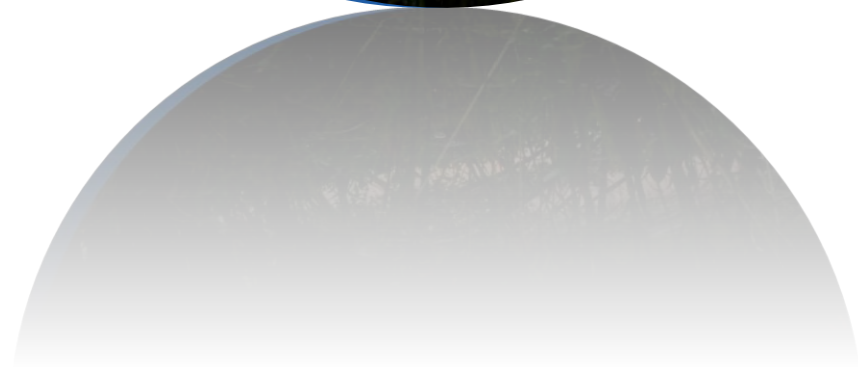
To help the reader place the appropriated amounts in the proper context, the major responsibilities and tasks being performed for each budget unit are described. For each budget unit, significant changes in appropriations and staffing levels are noted. Full-time equivalent information by personnel class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







## Water and Sewer Fund Consolidated Budget

Department : All Departments - Consolidated

Business Unit : All Departments - Consolidated

Budget Summary By Expenditure Class	FY 2018 - 19 Actual	FY 2019 - 20 Budgeted	FY 2020 - 21 Budgeted
Personal Services	\$ 28,272,518	\$ 32,100,781	\$ 34,798,778
Operating Expenditures	30,325,132	40,320,586	44,042,977
Debt Service	176,697	299,426	224,663
Capital Outlay	20,880,828	19,282,400	20,545,670
Other Financing Uses	1,608,172	3,509,843	2,959,695
Total Appropriations	<u>\$ 81,263,347</u>	<u>\$ 95,513,036</u>	<u>\$ 102,571,783</u>

Budget Detail by Individual Categories	FY 2018 - 19 Actual	FY 2019 - 20 Budgeted	FY 2020 - 21 Budgeted
<b>Personal Services:</b>			
Salaries and Wages	\$ 19,565,700	\$ 22,058,646	\$ 22,780,718
Overtime Pay	869,328	926,948	969,074
F.I.C.A.	1,496,382	1,682,526	1,708,158
Pension	2,852,049	3,144,938	4,804,333
Employee Benefits	3,489,060	4,287,723	4,536,495
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	4,725,099	5,112,281	5,999,906
Vehicle Supplies	482,417	509,932	507,579
Administrative Supplies	201,371	344,846	326,361
Safety Supplies	64,067	104,430	109,557
Special Purchases	342,269	2,787,781	3,539,595
Utilities	7,910,166	7,999,530	8,446,673
Rentals	49,461	205,036	205,302
Maintenance and Repairs	1,140,702	1,560,243	1,479,875
Outside Services	9,477,268	14,374,500	13,734,278
Interest	-	-	-
Retiree Health Benefits	643,221	822,525	882,590
General Expenses	2,584,303	3,542,332	4,988,123
Accounting Charges	2,704,786	2,957,150	3,823,138
<b>Debt Service:</b>			
GEFA Interest	176,697	299,426	224,663
GEFA Principal	641,447	660,723	682,986
Transfers to Debt Service	20,880,828	19,282,400	20,545,670
<b>Capital Budget:</b>			
Capital Expenditures	1,608,172	3,509,843	2,959,695
<b>Capital Projects:</b>			
Transfers to R&E	23,630,463	5,630,600	3,352,800
6 Mth Budget Appropriations	-	-	392,087
Total Appropriations	<u>\$ 105,535,258</u>	<u>\$ 101,804,359</u>	<u>\$ 106,999,656</u>



## Water and Sewer Fund Overview

**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





## EXECUTIVE DIVISION BUDGET UNIT 100

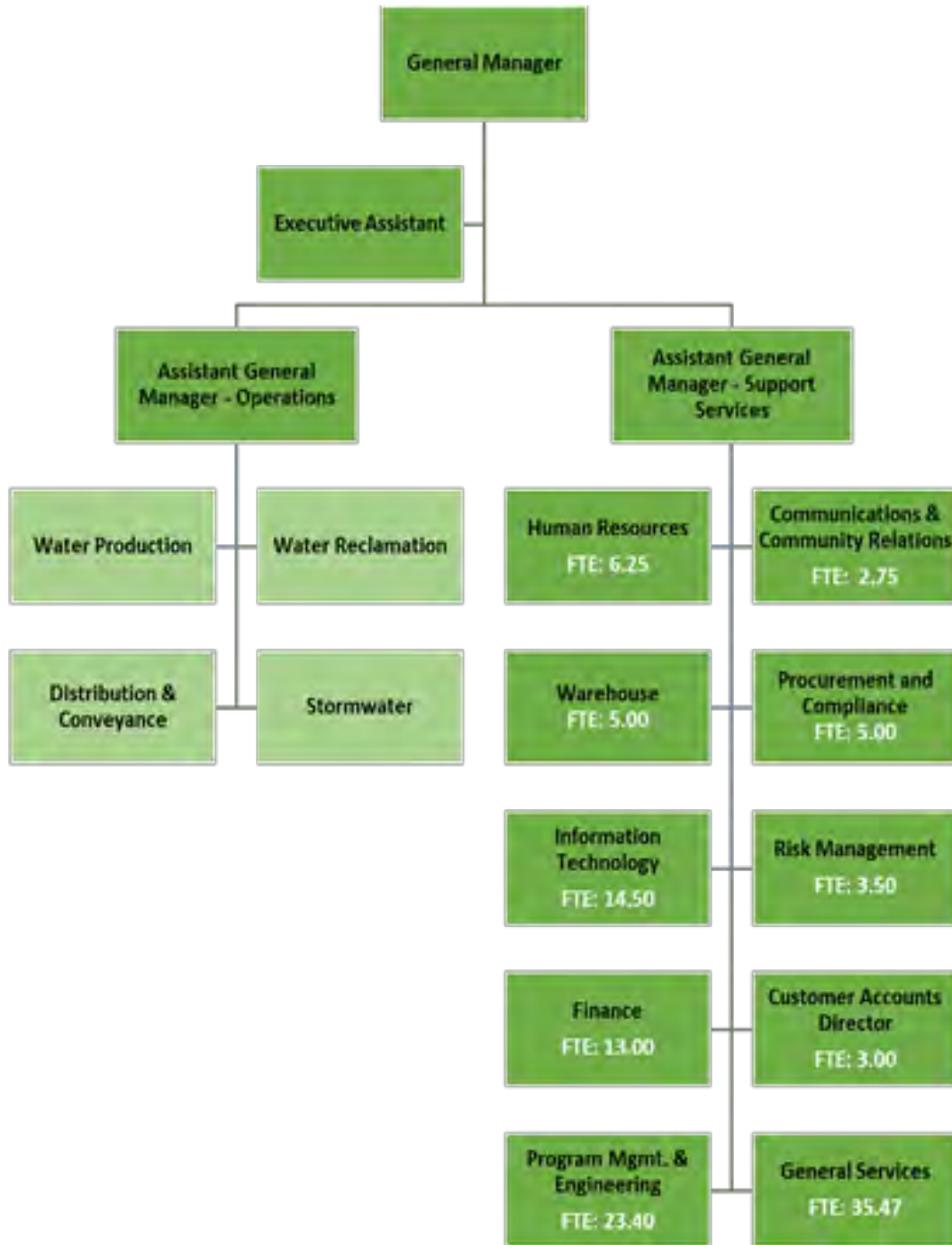
The Executive Department is composed of the typical oversight and administrative functions required in a service provider type of organization. The principal components include management, human resources, public relations, information technology, risk management, procurement, financial services and 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 Directors of Human Resources, Finance, Information Technology, Risk Management, Procurement, Warehouse, Customer Accounts, Program Management and Engineering, the Communications and Community Relations and General Services. A second Assistant General Manager is over Operations and guides the Directors of Water Production, Water Reclamation, Distribution and Conveyance and Stormwater. 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 – Communications and Community Relations	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 2018-2019 Budgeted	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted
<b>Executive Division</b>			
101 - General Manager	4.32	4.15	4.15
102 - Human Resources	6.23	6.25	6.25
104 - Communications & Community Relations	1.73	2.25	2.75
106 - Information Technology	14.74	14.50	14.50
109 - Procurement Compliance	7.38	7.50	5.00
110 - Finance	13.34	13.00	13.00
115 - Risk Management	0.00	0.00	3.50
130 - Customer Accounts Director	3.00	3.00	3.00
131 - Meter Services	23.40	24.40	24.00
132 - Customer Accounting	7.60	7.00	7.00
135 - Customer Service	35.47	35.99	36.49
940 - Warehouse	5.00	5.00	5.00
<b>Total Full-Time Employees (FTEs)</b>	<b>122.21</b>	<b>123.04</b>	<b>124.64</b>



WE  OUR  
CUSTOMERS





## Executive Division Consolidated Operating Budget

**Department : Executive****Business Unit : Department 100 - Consolidated****Overview of Department Responsibilities**

The primary responsibility of the Executive Department is to provide administrative and support along with purchasing and warehousing inventory items as needed to the operating departments. Functional responsibilities include strategic management, human resources, customer service, information technology, business services, public relations and warehouse. The activities are performed in accordance with federal and state laws which govern water distribution and wastewater collection systems and the various support responsibilities. The activities in this department 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.

<b>Budget Detail By Individual Categories</b>	<b>FY 2018 - 19 Actual</b>	<b>FY 2019 - 20 Budgeted</b>	<b>FY 2020 - 21 Budgeted</b>
<b>Personal Services:</b>			
Salaries and Wages	\$ 6,618,411	\$ 7,449,989	\$ 7,688,349
Overtime Pay	106,183	191,400	184,400
F.I.C.A.	489,638	560,964	571,112
Pension	1,073,532	1,142,533	2,752,227
Employee Benefits	1,247,334	1,481,002	1,646,180
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	468,145	562,575	658,922
Vehicle Supplies	67,547	75,563	76,041
Administrative Supplies	134,970	256,310	231,232
Safety Supplies	16,942	40,385	41,775
Special Purchases	339,066	2,682,341	3,430,435
Utilities	425,907	514,905	476,342
Rentals	12,533	15,165	15,130
Maintenance and Repairs	30,149	67,132	73,280
Outside Services	3,447,390	5,622,865	4,097,201
Interest	-	-	-
Retiree Health Benefits	643,221	822,525	882,590
General Expenses	1,617,827	2,313,559	3,621,945
Accounting Charges	2,702,121	2,953,950	3,818,038
<b>Debt Service:</b>			
GEFA Interest	176,697	299,426	224,663
GEFA Principal	641,447	660,723	682,986
Transfers to Debt Service	20,880,828	19,282,400	20,545,670
<b>Capital Budget:</b>			
Capital Expenditures	405,769	82,030	797,850
<b>Capital Projects:</b>			
Transfers to R&E	15,028,149	562,600	310,000
6 Mth Budget Appropriations	-	-	392,087
<b>Total Appropriations</b>	<b>\$ 56,573,806</b>	<b>\$ 47,640,342</b>	<b>\$ 53,218,455</b>

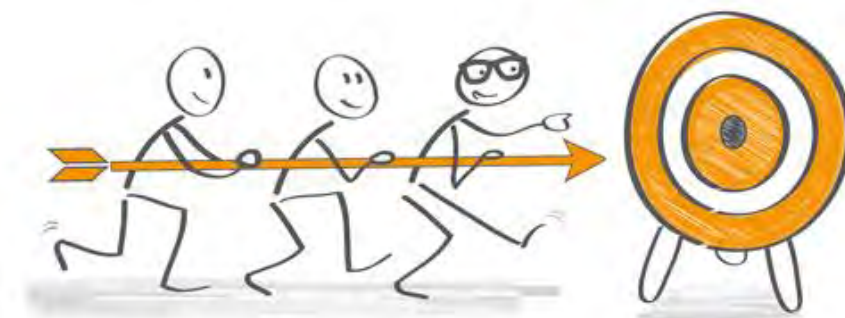


## GENERAL MANAGER STAFFING – POSITION DETAIL

Authorized Personnel	FY 2018-2019 Budgeted	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted
<b>General Manager</b>			
Assistant General Manager - Operations	1.00	1.00	1.00
Assistant General Manager - Support Svcs	1.00	1.00	1.00
Executive Coordinator	1.00	1.00	1.00
General Manager	1.00	1.00	1.00
General Manager - Shadow	0.17	0.00	0.00
Plan/Policy Review Specialist	0.15	0.15	0.15
<b>Total Number of Personnel (FTE's)</b>	<b>4.32</b>	<b>4.15</b>	<b>4.15</b>

## GENERAL MANAGER – MAJOR INITIATIVES FOR FY 2020 – 2021

Business Unit	Budget Funding	Account Number	Amount Budgeted	Initiative
<b>General Manager</b>				
<b>101</b>	<b>Operating</b>	56110	\$ 100,000	Miscellaneous Consulting for Executive Department
		56110	52,000	Professional Services for Development of Innovation Team
		59104	200,000	Organizational National and Regional Water Memberships
		59124	220,000	Timber Harvesting Expenses
		59303	300,000	HQ Restroom Renovations
<b>Grand Total</b>			<b>\$ 872,000</b>	





## 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:

**General Expenses:** increase due to timber harvesting improvements.

**Transfers to R&E:** represents funds being transferred to the Renewal and Extension Fund for Head Quarters Restroom Renovations.

**6 Mth Budget Appropriations:** represents funding for new requested positions.

After meeting all budgetary needs, we are able to place \$3,129,537 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 Individual Categories	FY 2018 - 19 Actual	FY 2019 - 20 Budgeted	FY 2020 - 21 Budgeted
<b>Personal Services:</b>			
Salaries and Wages	\$ 599,896	\$ 550,766	\$ 601,490
Overtime Pay	-	400	400
F.I.C.A.	40,387	35,763	38,707
Pension	82,603	75,125	81,413
Employee Benefits	45,296	36,036	55,549
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	13,012	15,800	12,200
Vehicle Supplies	631	2,750	2,750
Administrative Supplies	13,490	14,150	14,150
Safety Supplies	118	500	500
Special Purchases	168,446	2,599,316	3,129,637
Utilities	61,931	64,850	65,275
Rentals	880	1,515	1,100
Maintenance and Repairs	4,974	19,500	27,500
Outside Services	280,931	589,205	456,905
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	280,741	436,560	716,827
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	37,247	-	-
<b>Capital Projects:</b>			
Transfers to R&E	60,000	-	300,000
6 Mth Budget Appropriations	-	-	392,087
Total Appropriations	\$ 1,690,582	\$ 4,442,236	\$ 5,504,403



## HUMAN RESOURCES STAFFING – POSITION DETAIL

	FY	FY	FY
Authorized Personnel	2018-2019 Budgeted	2019-2020 Budgeted	2020-2021 Budgeted
<b>Human Resources</b>			
Business Analyst	1.00	1.00	1.00
Compensation and Benefits Manager	1.00	1.00	1.00
Human Resources Director	1.00	1.00	1.00
Human Resource Generalist	1.00	1.00	1.00
Human Resource High School Intern	0.23	0.25	0.25
Software T&D Coordinator	0.00	0.00	1.00
Training and Development Coordinator	1.00	1.00	1.00
Training Specialist	1.00	1.00	0.00
<b>Total Number of Personnel (FTE's)</b>	<b>6.23</b>	<b>6.25</b>	<b>6.25</b>

## HUMAN RESOURCES – MAJOR INITIATIVES FOR FY 2020 - 2021

Business Unit	Budget Funding	Account Number	Amount Budgeted	Initiative
<b>Human Resources</b>				
<b>102</b>	<b>Operating</b>	50402	\$1,400,586	Pension Restoration
		56101	30,000	Legal Fees
		56110	105,000	Wellness Initiatives Monitoring and Coaching
		56199	22,000	Fees for EAD Activities
		59122	40,000	Performance Appraisal - License and Software
		59122	12,000	Applicant Tracking
		59122	13,500	Absorb
		59122	13,098	Biz Library
		59135	37,425	Situational Leadership
		59135	25,500	UGA MDP
		59135	3,500	Training Materials
<b>Grand Total</b>			<b>\$1,702,609</b>	



Workplace  
Wellness  
Coaching

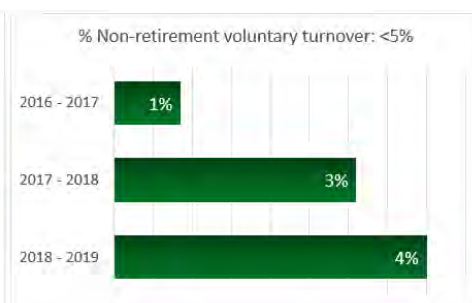
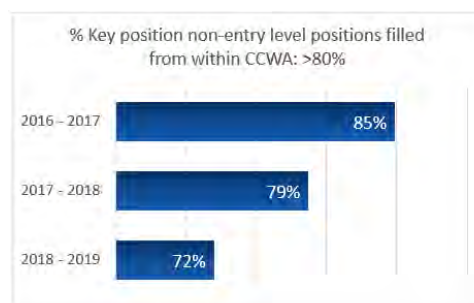




## HUMAN RESOURCES – LEVELS OF SERVICE

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	2018 - 2019	2017 - 2018	2016 - 2017
<b>PROVIDE EMPLOYEE DEVELOPMENT</b>						
9 Provide CCWA employee opportunity for advancement	% Key position non-entry level positions filled within	HR	> 80%	72%	79%	85%
	% Supervisors with completed competency assessment	HR	100%	6%	90%	90%
10 Satisfaction with working environment, challenge and opportunities	% Non-retirement voluntary turnover	HR	< 5% / Year	4%	3%	1%





## 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:**

**Pension:** increase represents funding for additional pension contribution.

**Outside Services:** increase due to wellness initiative monitoring and coaching.

**General Expense:** increase due to performance appraisal licensing and software.

Budget Detail By Individual Categories	FY 2018 - 19 Actual	FY 2019 - 20 Budgeted	FY 2020 - 21 Budgeted
<b>Personal Services:</b>			
Salaries and Wages	\$ 500,036	\$ 568,934	\$ 610,969
Overtime Pay	45	-	-
F.I.C.A.	36,274	41,801	44,745
Pension	242,179	212,809	1,802,822
Employee Benefits	302,644	302,616	402,944
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	20,534	5,000	5,535
Vehicle Supplies	-	-	-
Administrative Supplies	5,730	6,500	6,200
Safety Supplies	221	-	-
Special Purchases	120	120	120
Utilities	11,451	14,516	12,007
Rentals	450	3,650	4,630
Maintenance and Repairs	-	30	80
Outside Services	141,395	156,987	202,978
Interest	-	-	-
Retiree Health Benefits	643,221	822,525	882,590
General Expenses	52,200	135,610	197,356
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	-	-	-
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
Total Appropriations	\$ 1,956,501	\$ 2,271,098	\$ 4,172,976



## COMMUNICATIONS &amp; COMMUNITY RELATIONS STAFFING – POSITION DETAIL

Authorized Personnel	FY 2018-2019 Budgeted	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted
<b><i>Communications &amp; Community Relations</i></b>			
Communications & Community Relations Manager	1.00	1.00	1.00
Communications Intern	0.73	0.25	0.75
Communications Specialist	0.00	1.00	1.00
<b>Total Number of Personnel (FTE's)</b>	<b>1.73</b>	<b>2.25</b>	<b>2.75</b>

## COMMUNICATIONS &amp; COMMUNITY RELATIONS – MAJOR INITIATIVES FOR FY 2020 – 2021

Business Unit	Budget Funding	Account Number	Amount Budgeted	Initiative
<b>Public Relations</b>				
<b>104</b>	<b>Operating</b>	56110	\$ 50,000	Website Functionality Enhancements
		56110	25,000	Video Production
		56110	25,000	Change Management Training
		56199	9,000	Annual Community Report
		56199	2,500	Website Hosting
		56199	5,000	Ad Design Work
		59110	21,000	AMC Theater Ads
		59110	2,000	Wedding Spot Ad for Shamrock CUB
<b>Grand Total</b>			<b>\$ 139,500</b>	

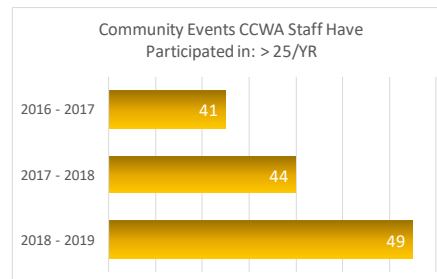
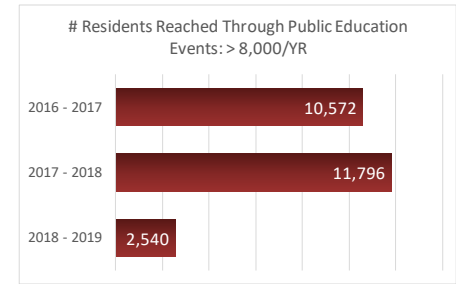
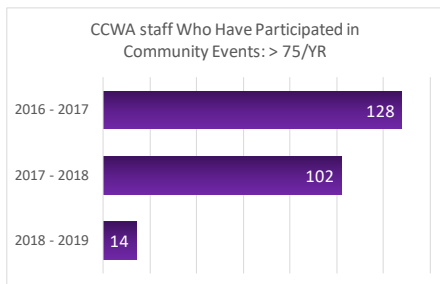
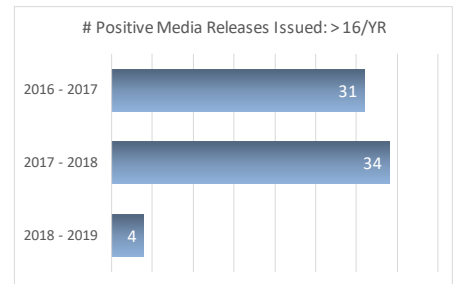
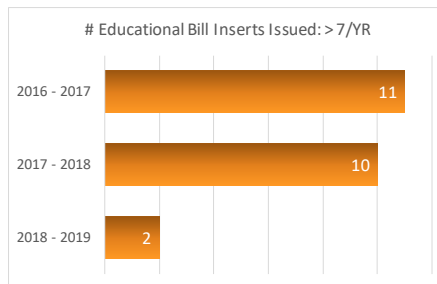
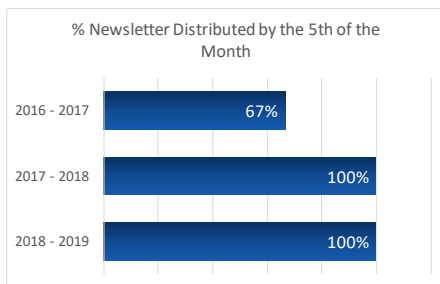




## COMMUNICATIONS & COMMUNITY RELATIONS – LEVELS OF SERVICE

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 3<sup>rd</sup> 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	2018 - 2019	2017 - 2018	2016 - 2017
PROVIDE EMPLOYEE DEVELOPMENT							
12	Timely/targeted employee communications	% Newsletter Distributed by the 5th of the Month	PIO	100%	100.0%	100.0%	66.7%
STAKEHOLDER SUPPORT							
25	Timely/targeted customer communications	# Educational Bill Inserts Issued: > 7/YR	PIO	> 7 / Year	2	10	11
		# Positive Media Releases Issued: > 16/YR	PIO	> 16 / Year	4	34	31
		CCWA staff Who Have Participated in Community Events: > 75/YR	PIO	> 75 / Year	14	102	128
26	Promote Community Involvement & Pride	Community Events CCWA Staff Have Participated In: > 25/YR	PIO	> 25 / Year	49	44	41
		# Residents Reached Through Public Education Events: > 8,000/YR	PIO	> 8,000 / Year	2,540	11,796	10,572





## COMMUNICATIONS &amp; COMMUNITY RELATIONS - OPERATING BUDGET

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

Promotes good public relations in the community. 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:**

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

<b>Budget Detail By Individual Categories</b>	<b>FY 2018 - 19 Actual</b>	<b>FY 2019 - 20 Budgeted</b>	<b>FY 2020 - 21 Budgeted</b>
<b>Personal Services:</b>			
Salaries and Wages	\$ 114,097	\$ 143,082	\$ 159,661
Overtime Pay	-	1,000	1,000
F.I.C.A.	8,658	10,947	12,214
Pension	14,507	19,093	19,688
Employee Benefits	8,204	24,710	18,418
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	33,880	36,205	42,205
Vehicle Supplies	-	-	-
Administrative Supplies	28,354	43,500	43,610
Safety Supplies	-	-	50
Special Purchases	663	105	398
Utilities	1,633	1,869	1,672
Rentals	6,403	-	1,000
Maintenance and Repairs	-	1,000	2,000
Outside Services	35,320	131,766	122,055
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	30,874	44,418	49,356
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	8,935	-	-
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
<b>Total Appropriations</b>	<b>\$ 291,527</b>	<b>\$ 457,695</b>	<b>\$ 473,327</b>





## BOARD MEMBERS – MAJOR INITIATIVES FOR FY 2020 – 2021

Business Unit	Budget Funding	Account Number	Amount Budgeted	Initiative
<b>Board of Directors</b>				
105	Operating	56101	\$ 20,000	Legal Fees
<b>Grand Total</b>			<b>\$ 20,000</b>	





## 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:**

No significant changes from the previous fiscal year.

<b>Budget Detail By Individual Categories</b>	<b>FY 2018 - 19 Actual</b>	<b>FY 2019 - 20 Budgeted</b>	<b>FY 2020 - 21 Budgeted</b>
<b>Personal Services:</b>			
Salaries and Wages	\$ 44,000	\$ 44,100	\$ 44,100
Overtime Pay	-	-	-
F.I.C.A.	3,366	3,374	3,374
Pension	-	-	-
Employee Benefits	132	105	105
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	125	1,100	600
Vehicle Supplies	-	-	-
Administrative Supplies	175	400	400
Safety Supplies	-	-	-
Special Purchases	-	-	-
Utilities	3,859	3,950	4,183
Rentals	-	-	-
Maintenance and Repairs	-	-	-
Outside Services	20,860	24,100	24,100
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	44,600	61,605	59,083
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	-	-	-
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
<b>Total Appropriations</b>	<b>\$ 117,118</b>	<b>\$ 138,734</b>	<b>\$ 135,945</b>

\*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 2018-2019 Budgeted	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted
<b>Information Technology</b>			
Application Developer	4.00	4.00	4.00
Communications Administrator	1.00	1.00	1.00
Desk Top Technician III	2.00	2.00	2.00
Information Technology Director	1.00	1.00	1.00
Document Mgt Administrator	1.00	1.00	1.00
Information Technology Manager	1.00	1.00	1.00
Intern	0.74	0.50	0.50
SCADA Systems Administrator	1.00	1.00	1.00
SQL Database Administrator	1.00	1.00	1.00
Systems Administrator	2.00	2.00	2.00
<b>Total Number of Personnel (FTE's)</b>	<b>14.74</b>	<b>14.50</b>	<b>14.50</b>

## 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	2018 - 2019	2017 - 2018	2016 - 2017
<b>OPTIMIZE OPERATIONS</b>						
13 Reasonable Cost of Service	IT Operating Cost Ratio per Million Dollars in Revenue: < 3.8%	IT	< 3.8%	2.80%	2.4%	2.3%
	IT Operational Cost per User: < 7,000	IT	< \$7,000	\$7,988	\$6,748	\$6,064
16 Maximize computer system availability	% Unplanned Downtime During Business Hours: < 1% Business Hours	IT	< 1% of Business Hours	0.0%	0.1%	0.2%





## INFORMATION TECHNOLOGY – MAJOR INITIATIVES FOR FY 2020 - 2021

Business Unit	Budget Funding	Account Number	Amount Budgeted	Initiative
<b>Information Technology</b>				
<b>106</b>	<b>Operating</b>	51111	\$ 275,495	Annual Technology Replacement
		56110	50,000	Monitoring for JDE
		56110	150,000	Infrastructure Monitoring
		56110	175,000	Cyber and Other Apps
		56110	80,000	Cayenta Managed Services
		56130	233,000	Annual Hardware Licenses
		59122	1,189,445	Annual Software License
	<b>Capital</b>	59303	10,000	Wall Reconfiguration
		59983	45,000	Network Upgrades
		59983	48,000	DR Server Migration and Replacement
		59983	40,000	DR SAN Switch Upgrade and Replacement
		59983	250,000	[WP# 2020-09][SMP# 166] - SCADA Hardware Replacement
<b>Grand Total</b>			<b>\$2,545,940</b>	





## 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:**

**Operating Materials and Supplies:** increase represents funding for company-wide technology replacements.

**Capital Expenditures:** represents funding for Network Upgrades, DR Server, DR SAN Switch, SCADA Hardware.

**Transfers to R&E:** represents funds being transferred to the Renewal and Extension Fund for a Wall Reconfiguration.

Budget Detail By Individual Categories	FY 2018 - 19 Actual	FY 2019 - 20 Budgeted	FY 2020 - 21 Budgeted
<b>Personal Services:</b>			
Salaries and Wages	\$ 1,079,772	\$ 1,176,536	\$ 1,214,724
Overtime Pay	22,413	25,000	25,000
F.I.C.A.	81,440	88,272	90,946
Pension	148,212	160,994	165,128
Employee Benefits	130,770	151,149	169,256
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	189,787	231,150	282,995
Vehicle Supplies	46	750	750
Administrative Supplies	6,865	10,500	10,500
Safety Supplies	20	100	300
Special Purchases	-	300	300
Utilities	240,416	259,800	268,137
Rentals	-	-	-
Maintenance and Repairs	77	3,150	3,150
Outside Services	539,224	775,300	753,300
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	1,075,422	1,174,979	1,295,591
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	206,135	30,000	383,000
<b>Capital Projects:</b>			
Transfers to R&E	147,287	302,000	10,000
Total Appropriations	<u>\$ 3,867,885</u>	<u>\$ 4,389,980</u>	<u>\$ 4,673,077</u>





## PROCUREMENT AND COMPLIANCE STAFFING – POSITION DETAIL

Authorized Personnel	FY 2018-2019 Budgeted	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted
<b>Procurement and Compliance</b>			
Business Analyst: Procurement	1.00	1.00	1.00
Patrol Officer	1.00	1.00	0.00
Procurement Compliance Coordinator	1.00	1.00	1.00
Procurement & Contract Specialist	2.00	2.00	2.00
Purchasing Manager	0.00	0.00	1.00
Risk Manager	1.00	1.00	0.00
Safety & Compliance Officer	1.00	1.00	0.00
Security Guards	0.38	0.50	0.00
<b>Total Number of Personnel (FTE's)</b>	<b>7.38</b>	<b>7.50</b>	<b>5.00</b>

## 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	2018 - 2019	2017 - 2018	2016 - 2017
<b>STAKEHOLDER SUPPORT</b>						
24 Business opportunity development	\$ spent w/SLBE firms during the FY (Apr)	PRO	\$12,000,000	<b>\$12,510,547</b>	N/A	N/A



## PROCUREMENT AND COMPLIANCE – MAJOR INITIATIVES FOR FY 2020 - 2021

Business Unit	Budget Funding	Account Number	Amount Budgeted	Initiative
<b>Procurement and Compliance</b>				
<b>109</b>	<b>Operating</b>	56101	\$ 25,000	Legal Fees: SLBE Program Assistance, Contract and Procurement
		56110	1,600	SLBE Workshops and Expo Presenter Fees
		56110	30,000	SharePoint Workflow
		56199	30,000	Graphic Art for SLBE Events Document and SLBE Marketing Video
		59110	23,000	SLBE Advertising and Marketing of Program
<b>Grand Total</b>			<b>\$ 109,600</b>	



## 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:**

**Outside Services:** increase due to Sharepoint workflow consulting.

**General Expenses:** increase due to marketing and advertising of the SLBE program.

<b>Budget Detail By Individual Categories</b>	<b>FY 2018 - 19 Actual</b>	<b>FY 2019 - 20 Budgeted</b>	<b>FY 2020 - 21 Budgeted</b>
<b>Personal Services:</b>			
Salaries and Wages	\$ 413,140	\$ 309,917	\$ 318,137
Overtime Pay	205	1,000	1,000
F.I.C.A.	29,982	23,174	23,662
Pension	55,622	42,106	42,993
Employee Benefits	57,404	80,423	60,427
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	1,111	4,700	5,000
Vehicle Supplies	-	-	-
Administrative Supplies	2,651	11,160	10,860
Safety Supplies	13,099	-	100
Special Purchases	-	100	100
Utilities	4,626	2,600	3,931
Rentals	1,608	4,000	2,400
Maintenance and Repairs	479	-	-
Outside Services	1,600,260	56,800	101,100
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	14,365	27,835	42,420
Accounting Charges	258	-	350
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	-	-	-
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
<b>Total Appropriations</b>	<b>\$ 2,194,809</b>	<b>\$ 563,815</b>	<b>\$ 612,480</b>



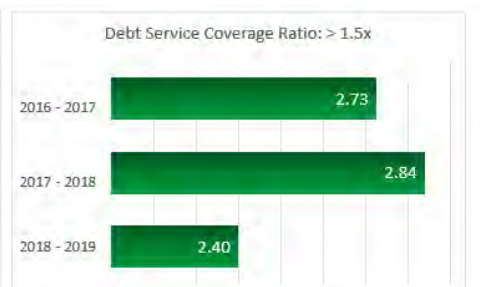
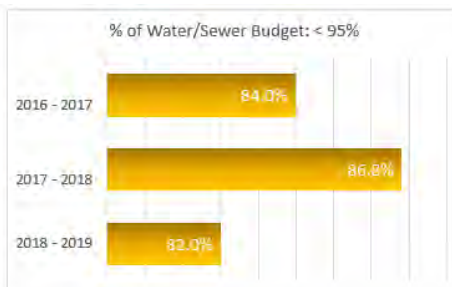
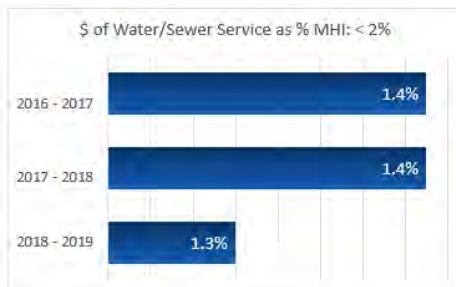
## FINANCE STAFFING – POSITION DETAIL

Authorized Personnel	FY 2018-2019 Budgeted	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted
<b>Finance</b>			
Administrative Assistant	1.00	1.00	1.00
Accountant I	0.00	0.00	1.00
Accountant II	0.00	0.00	2.00
Accountant III	0.00	0.00	1.00
Accounting Associate	0.00	0.00	2.00
Accounting Manager	1.00	1.00	1.00
Accounts Payable Analyst	2.00	2.00	0.00
Budget Manager	1.00	1.00	1.00
Budget Analyst	1.00	1.00	1.00
Budget Officer - Shadow	0.34	0.00	0.00
Business Analyst	0.00	0.00	1.00
Capital Asset Accountant	2.00	2.00	0.00
ERP Coordinator	1.00	1.00	0.00
Finance Director	1.00	1.00	1.00
Accountant II - Payroll	1.00	1.00	1.00
Revenue Fund Accountant	1.00	1.00	0.00
Special Funds Accountant	1.00	1.00	0.00
<b>Total Number of Personnel (FTE's)</b>	<b>13.34</b>	<b>13.00</b>	<b>13.00</b>

## 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	2018 - 2019	2017 - 2018	2016 - 2017
<b>OPTIMIZE OPERATIONS</b>						
13 Reasonable Cost of Service	\$ of Water/Sewer Service as % MHI: < 2%	FIN	< 2%	1.3%	1.4%	1.4%
<b>ENSURE FINANCIAL VIABILITY</b>						
17 Develop a Sustainable Annual Budget	% of Water/Sewer Budget: < 95%	FIN	< 95%	82%	87%	84%
18 Provide financing for the "Pay-As-You-Go" capital plan	Debt Service Coverage Ratio: > 1.5x	FIN	> 1.5x	2.4	2.8	2.7





## FINANCE – MAJOR INITIATIVES FOR FY 2020 – 2021

Business Unit	Budget Funding	Account Number	Amount Budgeted	Initiative
110	Operating	56102	\$ 58,000	Audit Fees - Annual and Single Audit
		56105	45,000	JDE Consulting Assistance for Process Changes
		56110	5,000	Annual Arbitrage Compliance
		56110	95,000	[WP# 2020-03] - Fixed Asset Cleanup and Linear Asset Conversion
	Financing	57106	224,663	Outfalls : Construction interest on \$25m for 12 months (GEFA)
		59118	1,000,000	GEFA Loan Admin Fees
		59806	682,986	GEFA Loan Principle
		Grand Total		\$2,110,649



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## FINANCE – OPERATING BUDGET

**Department : Executive****Business Unit : (110) Finance****Major 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:**

**General Expenses:** increase represents GEFA loan administrative fees.

**Debt Service:** represents GEFA interest, GEFA Principal and Debt Service payments.

Budget Detail By Individual Categories	FY 2018 - 19 Actual	FY 2019 - 20 Budgeted	FY 2020 - 21 Budgeted
<b>Personal Services:</b>			
Salaries and Wages	\$ 829,544	\$ 888,631	\$ 919,913
Overtime Pay	10,554	5,000	5,000
F.I.C.A.	62,185	68,363	69,321
Pension	114,919	123,519	125,917
Employee Benefits	109,856	125,074	135,018
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	28,796	2,995	2,915
Vehicle Supplies	120	250	685
Administrative Supplies	10,975	15,100	15,150
Safety Supplies	98	35	70
Special Purchases	308	260	260
Utilities	13,393	19,369	14,905
Rentals	-	-	-
Maintenance and Repairs	127	175	200
Outside Services	86,743	273,766	215,430
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	33,336	172,635	1,087,719
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	176,697	299,426	224,663
GEFA Principal	-	660,723	682,986
Transfers to Debt Service	20,880,828	19,282,400	20,545,670
<b>Capital Budget:</b>			
Capital Expenditures	-	25,000	-
<b>Capital Projects:</b>			
Transfers to R&E	14,680,603	-	-
Total Appropriations	\$ 37,039,082	\$ 21,962,721	\$ 24,045,822





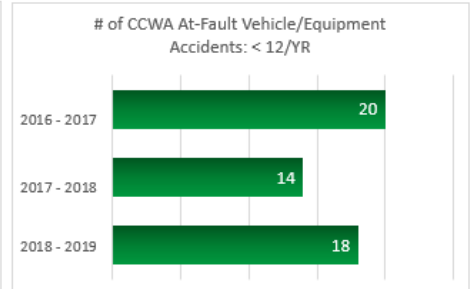
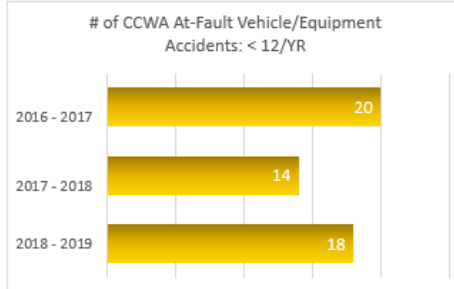
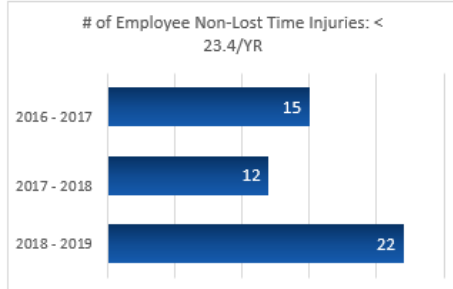
## RISK MANAGEMENT STAFFING – POSITION DETAIL

Authorized Personnel	FY 2018-2019 Budgeted	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted
<b>Risk Management</b>			
Patrol Officer	0.00	0.00	1.00
Risk Management Director	0.00	0.00	1.00
Safety & Compliance Officer	0.00	0.00	1.00
Security Guard	0.00	0.00	0.50
<b>Total Number of Personnel (FTE's)</b>	<b>0.00</b>	<b>0.00</b>	<b>3.50</b>

## 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	2018 - 2019	2017 - 2018	2016 - 2017
<b>PROVIDE EMPLOYEE DEVELOPMENT</b>						
	# of Employee Non-Lost Time Injuries: < 23.4/YR	RM	< 23.4 / Year	22	12	15
11 Manage safety to minimize accidents	# Employee Lost Time Injuries: < 11.2/YR	RM	< 11.2 / Year	2	3	8
	# of CCWA At-Fault Vehicle/Equipment Accidents: < 12/YR	RM	< 12 / Year	18	14	20



## RISK MANAGEMENT – MAJOR INITIATIVES FOR FY 2020 - 2021

<b>Risk Management</b>				
115	Operating	56101	\$ 30,000	Legal Expense for General Assistance, ORR and Other, GA Code Opinions
		56110	10,000	Active Shooter Preparation
		56110	20,000	Security Consulting
		56110	50,000	Industrial Health and Hygiene Programs
		56110	5,000	Safety Presenter Fees
		56156	520,500	Security Maintenance, Software/Emergency Notification Services and Lobby Officers
		56199	50,000	Graphic Art for Safety Logo and Marketing Videos
<b>Grand Total</b>			<b>\$1,206,000</b>	



## 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:** decrease due to deletion of a Patrol Officer position.

**Outside Services:** represents funding for legal cost and building security.

<b>Budget Detail By Individual Categories</b>	<b>FY 2018 - 19 Actual</b>	<b>FY 2019 - 20 Budgeted</b>	<b>FY 2020 - 21 Budgeted</b>
<b>Personal Services:</b>			
Salaries and Wages	\$ -	\$ 299,834	\$ 256,271
Overtime Pay	-	-	-
F.I.C.A.	-	22,246	18,747
Pension	-	39,451	32,706
Employee Benefits	-	31,983	19,299
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	-	7,785	5,910
Vehicle Supplies	-	3,250	-
Administrative Supplies	-	4,000	3,500
Safety Supplies	-	36,000	35,800
Special Purchases	-	60	40
Utilities	-	2,900	2,964
Rentals	-	-	-
Maintenance and Repairs	-	-	-
Outside Services	-	1,867,427	686,645
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	-	119,344	24,845
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfer to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	-	-	-
<b>Capital Projects:</b>			
Transfer to R&E	-	200,000	-
<b>Total Appropriations</b>	<b>\$ -</b>	<b>\$ 2,634,280</b>	<b>\$ 1,086,727</b>



## CUSTOMER ACCOUNT SERVICES STAFFING – POSITION DETAIL

Authorized Personnel	FY 2018-2019 Budgeted	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted
<b>Customer Accounts Director</b>			
Administrative Assistant	1.00	1.00	1.00
Business Analyst	1.00	1.00	1.00
Business Applications Administrator	0.00	0.00	0.00
Customer Accounts Director	1.00	1.00	1.00
<b>Total Number of Personnel (FTE's)</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Meter Services</b>			
Account Service Representative	10.00	10.00	11.00
Account Services Supervisor	1.00	1.00	1.00
Account Specialist	1.00	1.00	0.00
Administrative Assistant	1.00	1.00	1.00
AMR Install Tech	0.40	0.40	0.00
Meter Services Installation Tech	0.00	1.00	2.00
Meter Services Manager	1.00	1.00	1.00
Meter Services Supervisor	1.00	1.00	1.00
Meter Services Tech	7.00	7.00	6.00
Sr. Account Service Representative	1.00	1.00	1.00
<b>Total Number of Personnel (FTE's)</b>	<b>23.40</b>	<b>24.40</b>	<b>24.00</b>
<b>Customer Accounting</b>			
Accounts Receivable Analyst	2.00	2.00	2.00
Accounts Receivable Supervisor	1.00	1.00	1.00
Cash Application Specialist	3.00	3.00	3.00
Cash Application Specialist II	0.60	0.00	0.00
Sr. Accounts Receivable Analyst	1.00	1.00	1.00
<b>Total Number of Personnel (FTE's)</b>	<b>7.60</b>	<b>7.00</b>	<b>7.00</b>
<b>Customer Service</b>			
Account Analyst	1.00	1.00	1.00
Call Center Supervisor	1.00	1.00	1.00
Call Center Specialist I	0.00	0.00	10.00
Call Center Specialist II	0.00	0.00	2.00
Collections Specialist	2.00	2.00	0.00
CSR - Call Center	8.00	6.50	1.00
Customer Account Specialist	2.00	2.00	6.00
Customer Service Intern	0.23	0.25	0.25
Customer Service Manager	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 Specialist	1.00	1.00	0.00
Lead Customer Service Representative	1.00	1.00	0.00
Receptionist	1.00	1.00	1.00
Shadow - Call Center CSR	0.24	0.24	0.24
Sr. Call Center Specialist	1.00	1.00	1.00
Sr. CSR - Call Center	4.00	6.00	0.00
Sr. Customer Service Specialist	1.00	1.00	1.00
Training Specialist	1.00	1.00	1.00
<b>Total Number of Personnel (FTE's)</b>	<b>35.47</b>	<b>35.99</b>	<b>36.49</b>

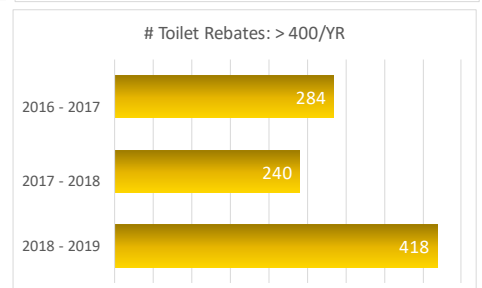
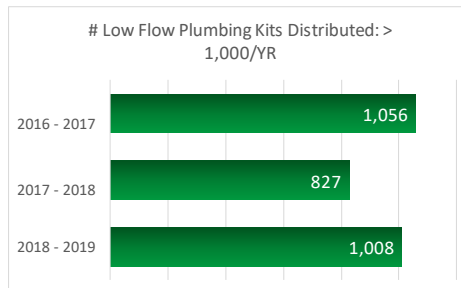
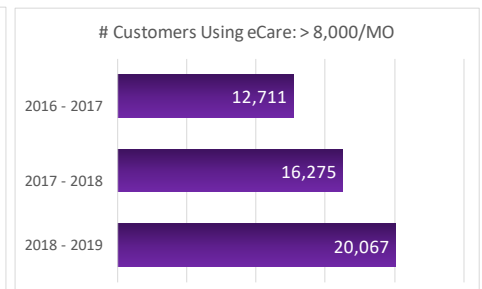
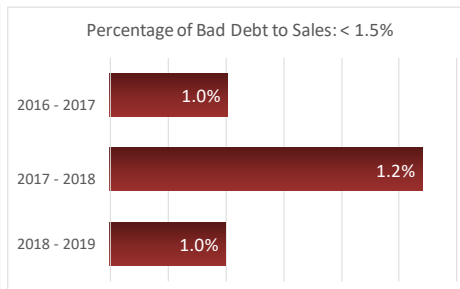
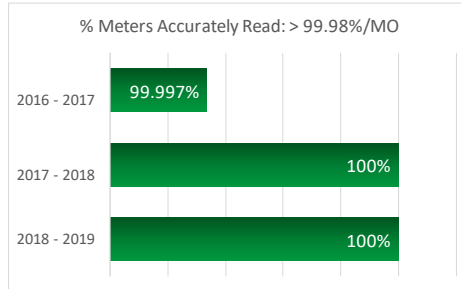
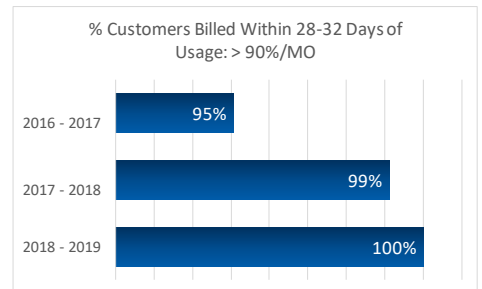
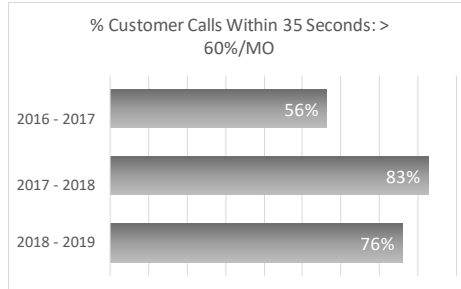
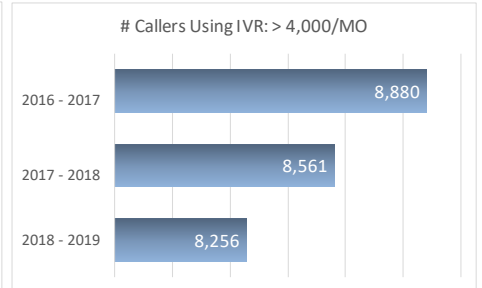
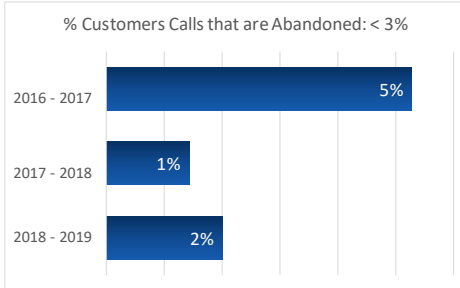
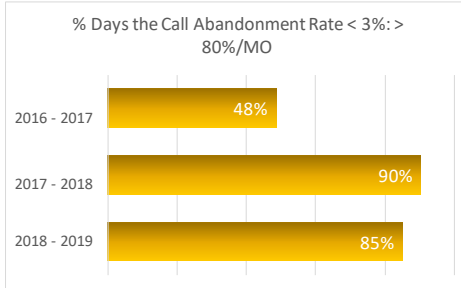


## CUSTOMER ACCOUNTS SERVICES – LEVELS OF SERVICE

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	2018 - 2019	2017 - 2018	2016 - 2017
<b>EXCEED CUSTOMER EXPECTATIONS</b>						
4 Improve customer experience	% Customers Calls that are Abandoned: < 3%	CS	< 3% / Month	2%	1%	5%
	% Days the Call Abandonment Rate < 3%: > 80%/MO	CS	> 80% / Month	85%	90%	48%
	% Meters Accurately Read: > 99.98%/MO	CS	> 99.98% / Month	100%	100%	100%
	# Callers Using IVR: > 4,000/MO	CS	> 4,000 /Month	8,256	8,561	8,880
	# Customers Using eCare: > 8,000/MO	CS	> 8,000/Month	20,067	16,275	12,711
	% Customer Calls Within 35 Seconds: > 60%/MO	CS	> 60% / Month	76%	83%	56%
	% Customers Billed Within 28-32 Days of Usage: > 90%/MO	CS	> 90% / Month	100%	99%	95%
<b>ENSURE FINANCIAL VIABILITY</b>						
19 Maximize revenue collection vs. bad debt write-offs	Percentage of Bad Debt to Sales: < 1.5%	CS	< 1.5%	1.0%	1.2%	1.0%
<b>STAKEHOLDER SUPPORT</b>						
23 Environmental Stewardship and Sustainability	# Low Flow Plumbing Kits Distributed: > 1,000/YR	CS	> 1,000 / Year	1,008	827	1,056
	# Toilet Rebates: > 400/YR	CS	> 400 / Year	418	240	284









## CUSTOMER ACCOUNTS SERVICES – MAJOR INITIATIVES FOR FY 2020 - 2021

Business Unit	Budget Funding	Account Number	Amount Budgeted	Initiative
Customer Accounts Director				
130	Operating	56101	\$ 8,500	Legal Fees
		56105	10,000	Soft Choice IVR Enhancement
		56110	250,000	Miscellaneous Consulting Fees Associated with Post Go Live for CIS
Grand Total			\$ 268,500	
Meter Services				
131	Operating	51104	\$ 162,000	Backflow Cartridges Change Out
		55106	20,000	Private Property Damage
		56110	20,000	Miscellaneous Consulting Fees for CIS Support and Improvements
Grand Total			\$ 202,000	
Customer Accounting				
132	Operating	56103	\$ 21,888	Invoice Cloud Payment Processing Fees
		56105	\$ 20,000	Processing Changes
		56110	\$ 20,000	CIS Implementation
		56199	3,500	Direct Sends Fiserv, Metavante, and CSG
Grand Total			\$ 65,388	
Customer Service				
135	Operating	56101	\$ 7,000	Legal Fees
		56105	10,000	Processing Changes
		56110	30,000	CIS Implementation
		56153	60,000	Temporary Services for CS Staff Coverage
		56199	35,000	Utility Exchange
	Capital	59987	11,000	Receipt Printers
Grand Total			\$ 153,000	
Community Use Room				
136	Capital	59991	\$ 40,000	Tables and Chairs
Grand Total			\$ 40,000	
Water Conservation				
137	Operating	51104	\$ 15,000	Low Flow Kits
		53104	80,000	Toilet Rebate Program
Grand Total			\$ 95,000	



## 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.

<b>Budget Detail By Individual Categories</b>	<b>FY 2018 - 19 Actual</b>	<b>FY 2019 - 20 Budgeted</b>	<b>FY 2020 - 21 Budgeted</b>
<b>Personal Services:</b>			
Salaries and Wages	\$ 206,077	\$ 229,348	\$ 255,901
Overtime Pay	318	3,000	1,000
F.I.C.A.	15,205	17,774	19,389
Pension	28,514	31,879	35,229
Employee Benefits	27,750	36,049	39,037
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	955	1,000	1,000
Vehicle Supplies	-	-	-
Administrative Supplies	1,976	10,500	5,500
Safety Supplies	59	250	500
Special Purchases	90	500	500
Utilities	12,554	8,750	7,207
Rentals	-	-	-
Maintenance and Repairs	662	1,000	1,000
Outside Services	118,760	237,000	290,500
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	40,082	29,177	26,553
Accounting Charges	834	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	9,353	-	-
<b>Capital Projects:</b>			
Transfers to R&E	35,725	-	-
<b>Total Appropriations</b>	<b>\$ 498,914</b>	<b>\$ 606,227</b>	<b>\$ 683,316</b>



## BUSINESS UNIT 131: METER SERVICES

**Department : Executive****Business Unit : (131) Meter Services****Major 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.

<b>Budget Detail By Individual Categories</b>	<b>FY 2018 - 19 Actual</b>	<b>FY 2019 - 20 Budgeted</b>	<b>FY 2020 - 21 Budgeted</b>
<b>Personal Services:</b>			
Salaries and Wages	\$ 1,020,134	\$ 1,134,430	\$ 1,163,017
Overtime Pay	35,659	50,000	50,000
F.I.C.A.	76,868	86,784	87,731
Pension	139,149	153,843	156,956
Employee Benefits	209,552	240,944	272,536
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	144,130	242,455	268,521
Vehicle Supplies	65,592	66,110	68,656
Administrative Supplies	10,633	6,165	6,012
Safety Supplies	2,143	2,000	2,455
Special Purchases	-	480	480
Utilities	25,284	37,500	33,912
Rentals	-	-	-
Maintenance and Repairs	19,013	29,500	27,070
Outside Services	25,903	44,300	50,300
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	18,570	59,702	64,553
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	80,042	27,030	-
<b>Capital Projects:</b>			
Transfers to R&E	30,000	21,800	-
<b>Total Appropriations</b>	<b>\$ 1,902,671</b>	<b>\$ 2,203,043</b>	<b>\$ 2,252,199</b>



## 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.

**Outside Services:** increase due to Invoice Cloud payment processing fees.

**Accounting Charges:** represents and increase for uncollected debt.

Budget Detail By Individual Categories	FY 2018 - 19 Actual	FY 2019 - 20 Budgeted	FY 2020 - 21 Budgeted
<b>Personal Services:</b>			
Salaries and Wages	\$ 333,620	\$ 351,602	\$ 373,110
Overtime Pay	2,219	15,500	15,500
F.I.C.A.	24,300	27,815	28,543
Pension	46,318	48,872	51,862
Employee Benefits	62,378	68,378	63,674
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	105	-	-
Vehicle Supplies	-	-	-
Administrative Supplies	22,848	50,435	56,350
Safety Supplies	-	-	-
Special Purchases	200	200	200
Utilities	4,278	3,945	5,262
Rentals	3,192	5,000	5,000
Maintenance and Repairs	-	580	580
Outside Services	459,576	566,550	626,738
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	7,157	14,142	16,632
Accounting Charges	2,701,030	2,953,000	3,816,500
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	-	-	-
<b>Capital Projects:</b>			
Transfers to R&E	15,000	-	-
Total Appropriations	\$ 3,682,222	\$ 4,106,019	\$ 5,059,951



## BUSINESS UNIT 135: CUSTOMER SERVICE

**Department : Executive****Business Unit : (135) Customer Service****Major 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:**

**Special Purchases:** increase represents funding for hardship assistance.

**Outside Services:** increase due to business process changes consulting.

**Capital Expenditures:** represent funding for receipt printers.

Budget Detail By Individual Categories	FY 2018 - 19 Actual	FY 2019 - 20 Budgeted	FY 2020 - 21 Budgeted
<b>Personal Services:</b>			
Salaries and Wages	\$ 1,269,726	\$ 1,516,920	\$ 1,540,722
Overtime Pay	34,611	90,000	75,000
F.I.C.A.	95,355	116,338	116,424
Pension	172,750	202,054	206,063
Employee Benefits	260,788	341,608	357,068
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	11,369	8,400	7,500
Vehicle Supplies	-	-	-
Administrative Supplies	26,390	75,500	50,000
Safety Supplies	957	1,000	1,000
Special Purchases	89,239	800	218,300
Utilities	21,283	48,165	22,415
Rentals	-	-	-
Maintenance and Repairs	604	1,297	1,300
Outside Services	108,066	133,900	209,100
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	7,470	18,143	26,335
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	35,500	-	11,000
<b>Capital Projects:</b>			
Transfers to R&E	59,534	38,800	-
<b>Total Appropriations</b>	<b>\$ 2,193,643</b>	<b>\$ 2,592,925</b>	<b>\$ 2,842,227</b>





## BUSINESS UNIT 136: COMMUNITY USE ROOM

Department : ExecutiveBusiness Unit : (136) Community Use RoomMajor Business Unit Functions:

Operates Head Quarters Community Use Room

Significant Expenditure and Staffing Changes:**Capital Expenditures:** represent funding for tables and chairs.

Budget Detail By Individual Categories	FY 2018 - 19 Actual	FY 2019 - 20 Budgeted	FY 2020 - 21 Budgeted
<b>Personal Services:</b>			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	268	-
Pension	-	-	-
Employee Benefits	-	-	-
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	-	-	500
Vehicle Supplies	-	-	-
Administrative Supplies	-	3,150	3,500
Safety Supplies	-	250	250
Special Purchases	-	-	-
Utilities	-	15,000	5,542
Rentals	-	1,000	1,000
Maintenance and Repairs	-	2,000	2,000
Outside Services	-	21,000	20,000
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	-	480	1,653
Accounting Charges	-	950	1,188
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	-	-	40,000
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
Total Appropriations	\$ -	\$ 44,098	\$ 75,633



## BUSINESS UNIT 137: WATER CONSERVATION

**Department : Executive****Business Unit : (137) Water Conservation****Major 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 2018 - 19 Actual	FY 2019 - 20 Budgeted	FY 2020 - 21 Budgeted
<b>Personal Services:</b>			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	15,000	1,500	15,000
Vehicle Supplies	-	-	-
Administrative Supplies	3,000	1,000	-
Safety Supplies	-	-	-
Special Purchases	80,000	80,000	80,000
Utilities	-	-	-
Rentals	-	-	-
Maintenance and Repairs	-	-	-
Outside Services	-	-	-
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	5,200	5,200	5,300
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest		-	-
GEFA Principal		-	-
Transfers to Debt Service		-	-
<b>Capital Budget:</b>			
Capital Expenditures	28,557	-	-
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
Total Appropriations	\$ 131,757	\$ 87,700	\$ 100,300



## WAREHOUSE STAFFING – POSITION DETAIL

Authorized Personnel	FY 2018-2019 Budgeted	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted
<b>Warehouse</b>			
Inventory - Procurement Specialist	1.00	1.00	1.00
Inventory Warehouse Worker	2.00	0.00	0.00
Lead Warehouse Inventory Worker	1.00	0.00	0.00
Sr. Inventory Technician	0.00	1.00	1.00
Warehouse Inventory Supervisor	1.00	1.00	1.00
Warehouse Inventory Technician	0.00	2.00	2.00
<b>Total Number of Personnel (FTE's)</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>

## WAREHOUSE – MAJOR INITIATIVES FOR FY 2020 – 2021

**Warehouse**

940	Operating	56110	\$ 300,000	[WP# 2020-16] - Mobile Inventory Implementation
		56153	10,000	Temp Services
	Capital	59921	298,850	Roof, Pressure Wash, Paint and Seal Building
		59934	65,000	Forklift
Grand Total			\$ 673,850	





## WAREHOUSE – OPERATING BUDGET

Department : ExecutiveBusiness Unit : (940) WarehouseMajor 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:

**Capital Expenditures:** represents funding for forklift, pressure washing, roof replacement and sealing of building B.

Budget Detail By Individual Categories	FY 2018 - 19 Actual	FY 2019 - 20 Budgeted	FY 2020 - 21 Budgeted
<b>Personal Services:</b>			
Salaries and Wages	\$ 208,369	\$ 235,889	\$ 230,334
Overtime Pay	158	500	10,500
F.I.C.A.	15,619	18,045	17,309
Pension	28,759	32,788	31,450
Employee Benefits	32,560	41,927	52,849
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	9,341	4,485	9,041
Vehicle Supplies	1,159	2,453	3,200
Administrative Supplies	1,883	4,250	5,500
Safety Supplies	226	250	750
Special Purchases	-	100	100
Utilities	25,200	31,691	28,930
Rentals	-	-	-
Maintenance and Repairs	4,213	8,900	8,400
Outside Services	30,351	744,764	338,050
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	7,811	13,729	7,722
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	-	-	363,850
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
Total Appropriations	\$ 365,649	\$ 1,139,771	\$ 1,107,985



## Water Production Division – Business Unit Group 300







## WATER PRODUCTION DIVISION BUDGET UNIT 300

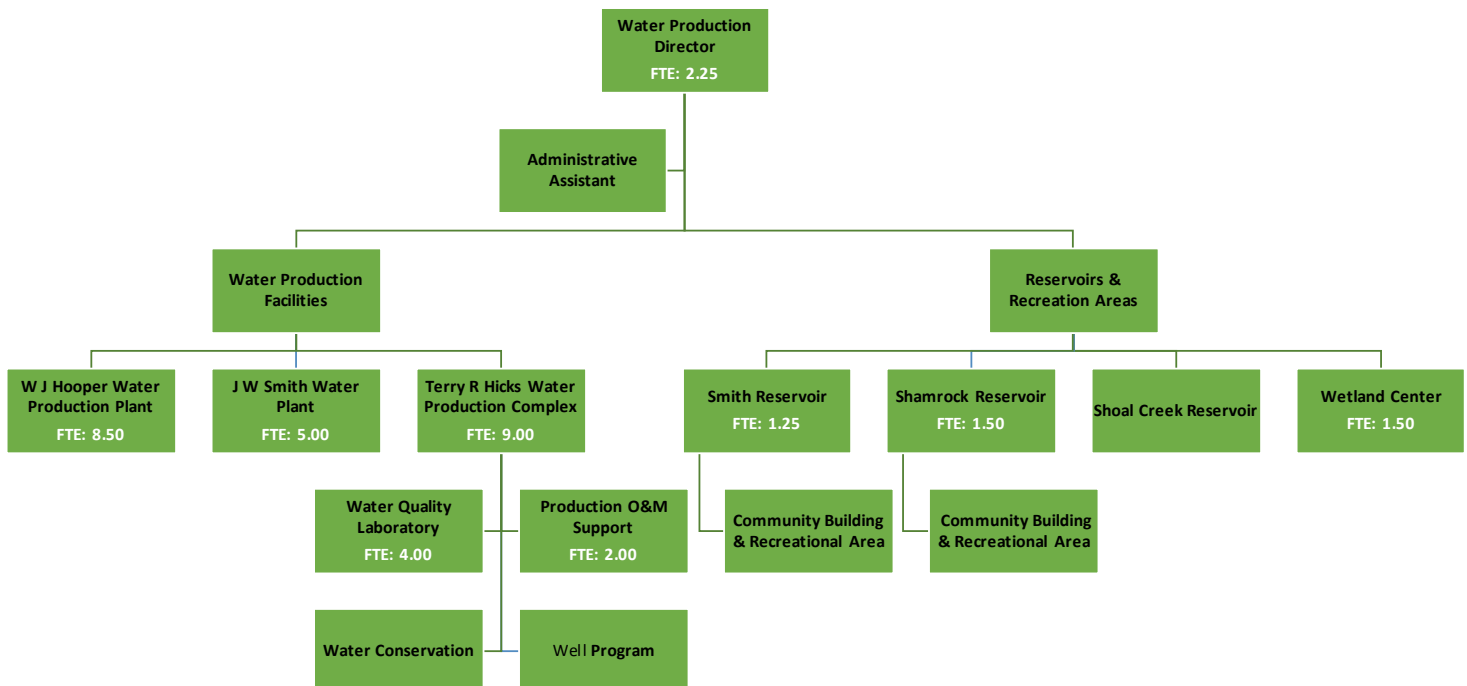
The function of the Water Production Division is to produce potable water, which is then directed into the distribution system and sold to the Authority's customers. The activity of producing drinking water is highly regulated and specific operating standards are promulgated by federal and state regulatory 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 Director  
 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

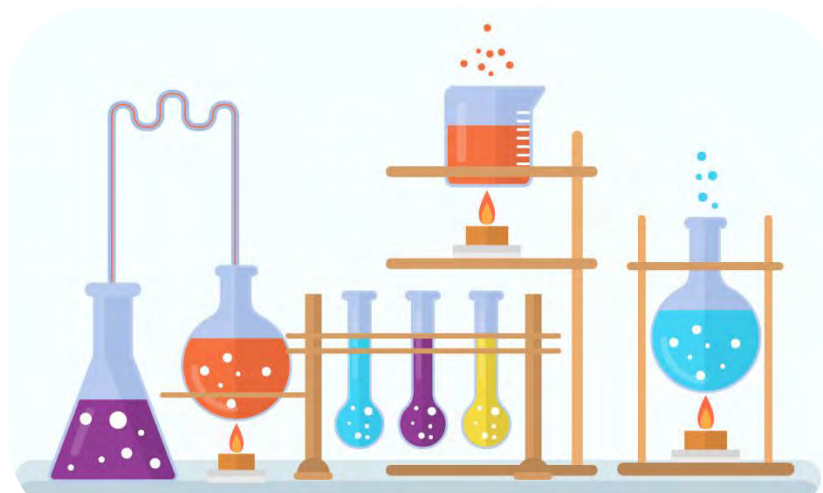
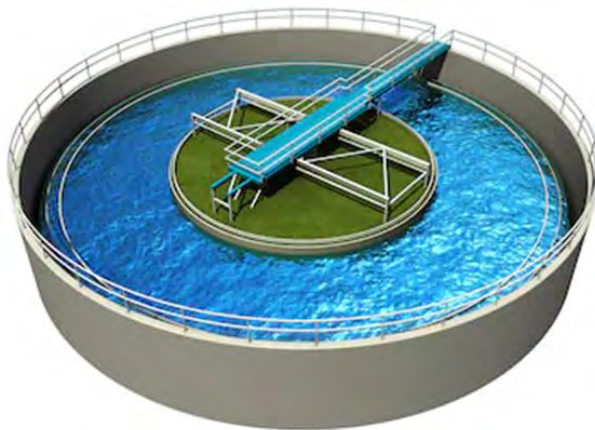
319 – Shoal Creek Reservoir  
 320 – Terry R. Hicks Water Production Facility  
 325 – Well Program  
 330 – Water Quality Laboratory  
 340 – Smith CUB & Recreation Park  
 350 – Shamrock Recreation  
 351 – Shamrock Community Use Building  
 352 – Wetland Center  
 399 – Water Conservation





## Water Production Division – Staffing Summary

Authorized Personnel	FY 2018-2019 Budgeted	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted
<b>Water Production Division</b>			
301 - Water Production Director	2.00	2.00	2.25
305 - Production Operations & Maintenance Support	2.00	2.00	2.00
310 - W J Hooper Water Plant	8.50	8.50	8.50
315 - J W Smith Water Plant	5.00	5.00	5.00
320 - Terry R Hicks Water Production Complex	8.66	8.73	9.00
330 - Water Quality Laboratory	3.50	3.25	4.00
340 - Smith Community Use Building & Recreation Park	1.40	1.25	1.25
350 - Shamrock Recreation	1.80	1.50	1.50
352 - Wetland Center	1.50	1.50	1.50
<b>Total Full-Time Employees (FTEs)</b>	<b>34.36</b>	<b>33.73</b>	<b>35.00</b>





## Water Production Division – Major Initiatives for FY 2020 - 2021

Business Unit	Budget Funding	Account Number	Amount Budgeted	Initiative
Water Production Operations and Maintenance Support				
301	Operating	54204	\$ 12,000	Rental of DBP Machine
		56110	10,000	Hach WIMS Support
Grand Total			\$ 22,000	
W J Hooper Water Plant				
310	Capital	59921	65,000	HVAC Air Handling Unit and Equipment
		59953	10,000	Utility Cart
Grand Total			\$ 75,000	
Morrow Pumping Station				
311	Operating	56131	\$ 20,000	Water Tank Logo Painting
	Capital	59933	\$ 25,000	Blower and Aeration System with Adapter
Grand Total			\$ 45,000	
Noah's Ark Pumping Station				
312	Operating	56131	\$ 16,000	Pressure Wash Tank
	Capital	59933	\$ 25,000	Blower and Hardware
Grand Total			\$ 41,000	
J W Smith Water Plant				
315	Capital	59931	\$ 30,000	Alum Pumps (2) and Bleach Pump (2)
		59933	30,000	Level Transducers
Grand Total			\$ 60,000	
Blalock Jr Reservoir and Dam				
316	Operating	54202	\$ 135,000	LOX System Rental
Grand Total			\$ 135,000	
Jonesboro Pumping Station				
317	Capital	59933	\$ 50,000	Aeration Blowers and Hardware
Grand Total			\$ 50,000	
Forest Park and Cajun Queen Pumping Stations				
318	Operating	56131	\$ 150,000	Water Tank Logo Painting
Grand Total			\$ 150,000	
Shoal Creek Reservoir				
319	Operating	55104	\$ 32,000	Regravel Entry Road to Shoal Creek
Grand Total			\$ 32,000	



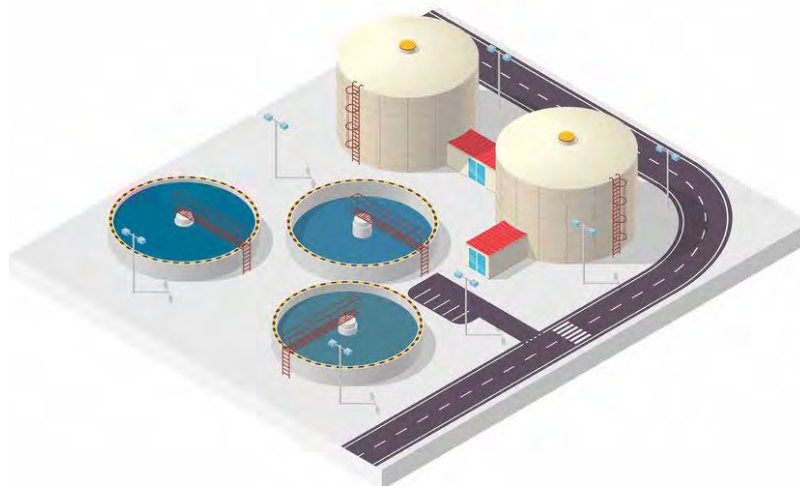
Business Unit	Budget Funding	Account Number	Amount Budgeted	Initiative
Terry R. Hicks Water Production Complex				
320	Capital	59922	50,000	Update Fire System
		59931	70,000	Phosphate, Alum, Bleach Pump Replacement
		59933	15,000	Charge Analyzer
Grand Total			\$	135,000
Water Quality Lab				
330	Operating	56149	\$ 27,000	Renewal of State of Georgia contract for Lab Services and Drinking Water
		56149	40,000	P5 Sampling
	Capital	59953	\$ 23,113	Vehicle (Escape)
		59962	7,000	DI Water Unit
		59962	21,000	Microtox Unit
		59991	10,000	Office Furniture
Grand Total			\$	128,113
Smith CUB and Recreation Park				
340	Operating	55104	\$ 7,000	Internal and External Painting
	Capital	59921	18,000	New Flooring
Grand Total			\$	25,000
Shamrock Recreation Center				
350	Operating	56125	\$ 16,000	Dredge Pates Creek, Treatment and Maintenance of Eel Grass
	Capital	59963	14,000	60 inch Super Z Mower
Grand Total			\$	30,000
Shamrock Community Use Building				
351	Operating	55104	\$ 9,000	Internal and External Painting
	Capital	59303	100,000	Shamrock CUB Renovations
Grand Total			\$	109,000
Wetland Center				
352	Operating	56131	\$ 50,000	Change-out Composite Boards for Boardwalk
Grand Total			\$	50,000

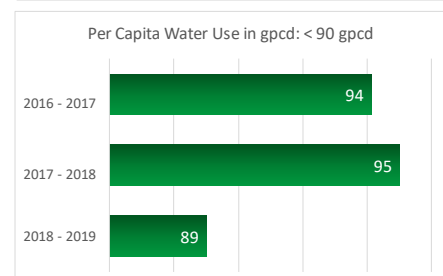
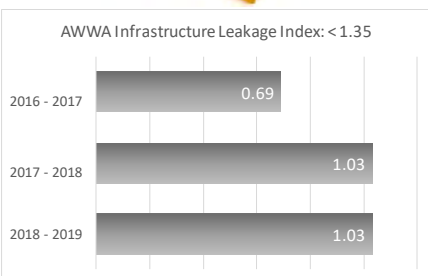
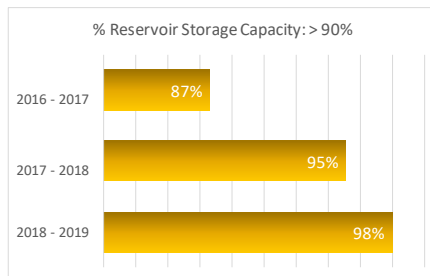
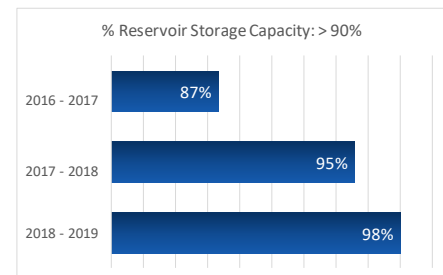
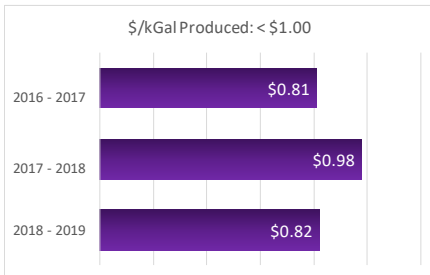
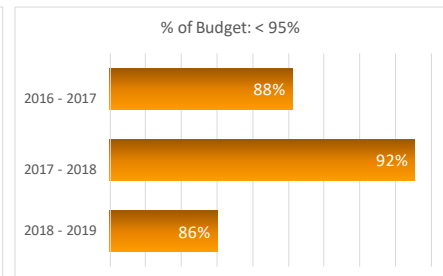
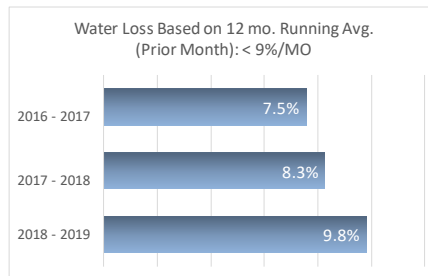
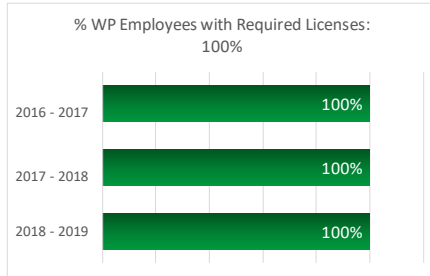
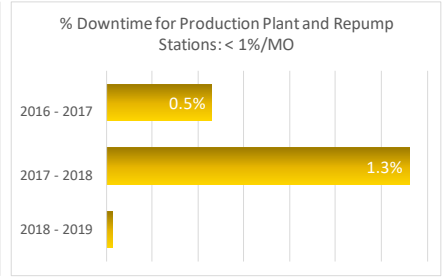
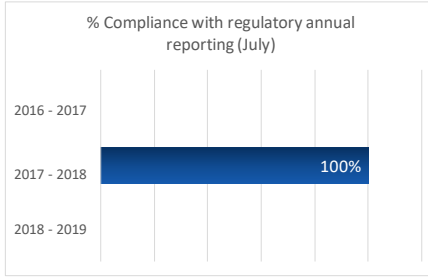
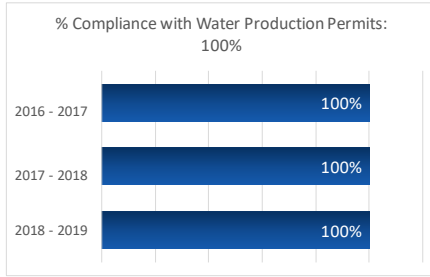


## Water Production Division – Levels of Service

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	2018 - 2019	2017 - 2018	2016 - 2017
<b>SUPERIOR PRODUCT QUALITY</b>						
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%	N/A	100%	N/A
<b>EXCEED CUSTOMER EXPECTATIONS</b>						
5 Minimize potable water service disruptions	% Downtime for Production Plant and Repump Stations: < 1%/MO	WP	< 1% / Month	0.03%	1.32%	0.5%
<b>PROVIDE EMPLOYEE DEVELOPMENT</b>						
8 Provide effective employee training and development	% WP Employees with Required Licenses: 100%	WP	100%	100%	100%	100%
<b>OPTIMIZE OPERATIONS</b>						
13 Reasonable Cost of Service	Water Loss Based on 12 mo. Running Avg. (Prior Month): < 9%/MO	WP	< 9% / Month	9.8%	8.3%	7.5%
	% of Budget: < 95%	WP	< 95%	86%	92%	88%
	\$/kGal Produced: < \$1.00	WP	< \$1.00	\$0.82	\$0.98	\$0.81
14 Minimize Water System Losses	AWWA Infrastructure Leakage Index: < 1.35	WP	< 1.35	1.03	1.03	0.69
<b>INFRASTRUCTURE SUSTAINABILITY</b>						
21 Provide a sustainable water supply	% Reservoir Storage Capacity: > 90%	WP	> 90%	98%	95%	87%
<b>STAKEHOLDER SUPPORT</b>						
23 Environmental Stewardship and Sustainability	Per Capita Water Use in gpcd: < 90 gpcd	WP	< 90 gpcd	89	95	94









## Water Production Division Staffing – Position Detail

Authorized Personnel	FY 2018-2019 Budgeted	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted
<b><i>Water Production Manager</i></b>			
Administrative Assistant	1.00	1.00	1.00
High School Intern	0.00	0.00	0.25
Water Production Director	1.00	1.00	1.00
<b>Total Number of Personnel (FTE's)</b>	<b>2.00</b>	<b>2.00</b>	<b>2.25</b>
<b><i>Production O&amp;M Support</i></b>			
Distribution/Resource Coordinator	1.00	1.00	1.00
Distribution/Resource Technician	1.00	1.00	1.00
<b>Total Number of Personnel (FTE's)</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b><i>W.J. Hooper Water Plant</i></b>			
Plant Worker	0.50	0.50	0.50
Plant Operator I	3.00	4.00	3.00
Plant Operator II	2.00	3.00	2.00
Plant Operator III	2.00	0.00	2.00
Plant Manager	1.00	1.00	1.00
<b>Total Number of Personnel (FTE's)</b>	<b>8.50</b>	<b>8.50</b>	<b>8.50</b>
<b><i>J.W. Smith Water Production Plant</i></b>			
Plant Operator I	2.00	1.00	1.00
Plant Operator II	0.00	0.00	1.00
Plant Operator III	2.00	3.00	2.00
Plant Manager	1.00	1.00	1.00
<b>Total Number of Personnel (FTE's)</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
<b><i>Terry R Hicks Water Production Complex</i></b>			
Plant Operator I	4.00	4.00	4.00
Plant Operator III	2.00	2.00	2.00
Plant Operator Trainee	0.66	0.73	1.00
Plant Supervisor	1.00	1.00	1.00
Plant Worker	1.00	1.00	1.00
<b>Total Number of Personnel (FTE's)</b>	<b>8.66</b>	<b>8.73</b>	<b>9.00</b>
<b><i>Water Quality Lab</i></b>			
Env. Compliance Manager	1.00	1.00	1.00
Lab Analyst	1.00	1.00	2.00
Lab Technician PT	0.50	0.25	0.00
Microbiologist	1.00	1.00	1.00
<b>Total Number of Personnel (FTE's)</b>	<b>3.50</b>	<b>3.25</b>	<b>4.00</b>
<b><i>Smith Community Use Building &amp; Recreation Park</i></b>			
Recreation Area Assistant	1.00	1.00	1.00
Recreation Area Caretaker	0.40	0.25	0.25
<b>Total Number of Personnel (FTE's)</b>	<b>1.40</b>	<b>1.25</b>	<b>1.25</b>
<b><i>Shamrock Recreation</i></b>			
Recreation Area Caretaker	0.80	0.50	0.50
Recreation Area Supervisor	1.00	1.00	1.00
<b>Total Number of Personnel (FTE's)</b>	<b>1.80</b>	<b>1.50</b>	<b>1.50</b>
<b><i>Wetland Center</i></b>			
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
<b>Total Number of Personnel (FTE's)</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>
<b><i>Water Production Department Total</i></b>	<b>34.36</b>	<b>33.73</b>	<b>35.00</b>



## 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 Department 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 Department'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.

<b>Budget Detail By Individual Categories</b>	<b>FY 2018 - 19 Actual</b>	<b>FY 2019 - 20 Budgeted</b>	<b>FY 2020 - 21 Budgeted</b>
<b>Personal Services:</b>			
Salaries and Wages	\$ 1,924,640	\$ 2,065,483	\$ 2,212,483
Overtime Pay	179,421	180,340	170,500
F.I.C.A.	155,614	164,613	167,355
Pension	254,378	278,852	292,672
Employee Benefits	306,809	358,992	384,836
<b>Operating Expenditures:</b>	-	-	-
Operating Materials & Supplies	1,460,866	1,756,920	2,240,685
Vehicle Supplies	19,780	24,240	26,290
Administrative Supplies	20,112	26,850	28,300
Safety Supplies	5,928	7,800	14,850
Special Purchases	137	101,120	104,720
Utilities	3,743,118	3,764,383	3,984,420
Rentals	20,880	166,450	167,050
Maintenance and Repairs	181,641	297,400	329,150
Outside Services	737,205	1,167,367	1,194,670
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	169,941	207,097	243,263
Accounting Charges	2,665	3,200	5,100
<b>Debt Service:</b>	-	-	-
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>	-	-	-
Capital Expenditures	153,693	1,125,190	463,113
<b>Capital Projects:</b>	-	-	-
Transfers to R&E	1,356,286	10,000	100,000
<b>Total Appropriations</b>	<b>\$ 10,693,114</b>	<b>\$ 11,706,297</b>	<b>\$ 12,129,457</b>



## BUSINESS UNIT 301: WATER PRODUCTION DEPARTMENT MANAGER

Department : Water ProductionBusiness Unit : (301) Water Production ManagerMajor Business Unit Functions:

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

Significant Expenditure and Staffing Changes:

**Outside Services:** increase in funding due to Hach WIMS support.

Budget Detail By Individual Categories	FY 2018 - 19 Actual	FY 2019 - 20 Budgeted	FY 2020 - 21 Budgeted
<b>Personal Services:</b>			
Salaries and Wages	\$ 159,895	\$ 168,467	\$ 178,327
Overtime Pay	-	-	-
F.I.C.A.	11,987	12,887	13,281
Pension	22,162	23,417	22,974
Employee Benefits	16,238	19,120	28,216
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	2,625	1,200	1,830
Vehicle Supplies	902	1,000	1,150
Administrative Supplies	909	1,000	1,000
Safety Supplies	-	-	400
Special Purchases	137	101,120	104,720
Utilities	1,357	1,200	1,428
Rentals	-	12,000	12,000
Maintenance and Repairs	171	500	500
Outside Services	531	1,920	12,860
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	68,890	81,735	86,380
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	-	27,601	-
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
Total Appropriations	\$ 285,802	\$ 453,167	\$ 465,066



## 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 2018 - 19 Actual	FY 2019 - 20 Budgeted	FY 2020 - 21 Budgeted
<b>Personal Services:</b>			
Salaries and Wages	\$ 105,825	\$ 111,687	\$ 117,807
Overtime Pay	414	1,000	1,000
F.I.C.A.	7,985	8,543	8,872
Pension	14,655	15,524	16,119
Employee Benefits	14,681	16,072	11,423
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	1,632	2,880	2,380
Vehicle Supplies	2,062	3,600	3,600
Administrative Supplies	87	400	500
Safety Supplies	34	500	500
Special Purchases	-		-
Utilities	1,617	2,200	1,692
Rentals	-		-
Maintenance and Repairs	347	2,800	2,500
Outside Services	-	900	900
Interest	-		-
Retiree Health Benefits	-		-
General Expenses	2,426	4,799	5,949
Accounting Charges	-		-
<b>Debt Service:</b>			
GEFA Interest	-		-
GEFA Principal	-		-
Transfers to Debt Service	-		-
<b>Capital Budget:</b>			
Capital Expenditures	32,500	-	-
<b>Capital Projects:</b>			
Transfers to R&E	-		-
Total Appropriations	\$ 184,265	\$ 170,905	\$ 173,242



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

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

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

**Significant Expenditure and Staffing Changes:****Operating Materials & Supplies:** increase in funding due to water treatment chemicals.**Capital Expenditures:** represents funds for HVAC Unit, Utility Cart.

<b>Budget Detail By Individual Categories</b>	<b>FY 2018 - 19 Actual</b>	<b>FY 2019 - 20 Budgeted</b>	<b>FY 2020 - 21 Budgeted</b>
<b>Personal Services:</b>			
Salaries and Wages	\$ 500,175	\$ 537,310	\$ 554,174
Overtime Pay	69,900	65,000	65,000
F.I.C.A.	41,776	46,079	41,743
Pension	66,159	71,809	72,874
Employee Benefits	92,982	104,413	116,481
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	862,372	1,045,650	1,054,485
Vehicle Supplies	875	1,250	1,200
Administrative Supplies	3,011	3,700	5,000
Safety Supplies	631	1,250	6,000
Special Purchases	-	-	-
Utilities	1,171,668	1,266,572	1,248,584
Rentals	-	2,750	2,750
Maintenance and Repairs	66,862	90,200	110,200
Outside Services	262,669	270,550	246,600
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	25,248	28,644	34,096
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	51,706	110,800	75,000
<b>Capital Projects:</b>			
Transfers to R&E	66,286	10,000	-
<b>Total Appropriations</b>	<b>\$ 3,282,321</b>	<b>\$ 3,655,977</b>	<b>\$ 3,634,187</b>



## 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:****Capital Expenditures:** represents funds for Aeration Blower and Hardware.

<b>Budget Detail By Individual Categories</b>	<b>FY 2018 - 19 Actual</b>	<b>FY 2019 - 20 Budgeted</b>	<b>FY 2020 - 21 Budgeted</b>
<b>Personal Services:</b>			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	143	2,300	1,800
Vehicle Supplies	1,613	1,000	1,200
Administrative Supplies	55	100	500
Safety Supplies	-	100	100
Special Purchases	-	-	-
Utilities	276,509	280,300	295,845
Rentals	-	-	-
Maintenance and Repairs	114	5,000	5,000
Outside Services	1,870	47,750	39,000
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	1,046	1,880	1,488
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	-	-	25,000
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
<b>Total Appropriations</b>	<b>\$ 281,350</b>	<b>\$ 338,430</b>	<b>\$ 369,933</b>





## 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:****Capital Expenditures:** represents funds for Aeration Blower and Hardware.

<b>Budget Detail By Individual Categories</b>	<b>FY 2018 - 19 Actual</b>	<b>FY 2019 - 20 Budgeted</b>	<b>FY 2020 - 21 Budgeted</b>
<b>Personal Services:</b>			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	335	1,300	1,300
Vehicle Supplies	413	1,000	1,000
Administrative Supplies	55	100	500
Safety Supplies	-	100	100
Special Purchases			-
Utilities	461,105	461,375	493,299
Rentals		-	-
Maintenance and Repairs	18,351	4,000	4,000
Outside Services	60,741	79,472	69,000
Interest		-	-
Retiree Health Benefits		-	-
General Expenses	3,332	3,885	4,363
Accounting Charges		-	-
<b>Debt Service:</b>			
GEFA Interest	-		-
GEFA Principal	-		-
Transfers to Debt Service	-		-
<b>Capital Budget:</b>			
Capital Expenditures	-	-	25,000
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
<b>Total Appropriations</b>	<b>\$ 544,333</b>	<b>\$ 551,232</b>	<b>\$ 598,562</b>



## BUSINESS UNIT 314: ELEVATED TANKS

Department : Water ProductionBusiness Unit : (314) Elevated TanksMajor Business Unit Functions:

Provides additional storage of potable water for distribution system.

Significant Expenditure and Staffing Changes:

**Outside Services:** decrease represents funding for clean out and inspection of four elevated tanks.

Budget Detail By Individual Categories	FY 2018 - 19 Actual	FY 2019 - 20 Budgeted	FY 2020 - 21 Budgeted
<b>Personal Services:</b>			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	190	500	200
Vehicle Supplies	-	-	-
Administrative Supplies	-	-	-
Safety Supplies	-	100	100
Special Purchases	-	-	-
Utilities	14,924	12,230	15,926
Rentals	-	-	-
Maintenance and Repairs	1,509	5,000	3,000
Outside Services	26,618	26,200	16,200
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	3,598	3,850	4,560
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	5,631	375,000	-
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
Total Appropriations	\$ 52,471	\$ 422,880	\$ 39,986



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

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

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

**Significant Expenditure and Staffing Changes:****Operating Materials and Supplies:** increase represents a cost increase for carbon feed.**Capital Expenditures:** represents funding for Alum Pumps (2), Bleach Pumps (2) and Level Transducers

<b>Budget Detail By Individual Categories</b>	<b>FY 2018 - 19 Actual</b>	<b>FY 2019 - 20 Budgeted</b>	<b>FY 2020 - 21 Budgeted</b>
<b>Personal Services:</b>			
Salaries and Wages	\$ 312,728	\$ 321,153	\$ 337,098
Overtime Pay	26,791	35,000	30,000
F.I.C.A.	25,009	27,245	25,661
Pension	43,130	44,641	46,625
Employee Benefits	51,716	57,925	62,923
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	268,087	293,475	326,075
Vehicle Supplies	756	890	890
Administrative Supplies	1,738	2,350	2,350
Safety Supplies	2,681	750	2,000
Special Purchases	-	-	-
Utilities	1,008,896	966,346	1,070,600
Rentals	-	-	-
Maintenance and Repairs	29,223	65,200	57,200
Outside Services	48,660	152,670	128,050
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	20,388	19,538	22,549
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	-	237,675	60,000
<b>Capital Projects:</b>			
Transfers to R&E	100,000	-	-
Total Appropriations	<u>\$ 1,939,802</u>	<u>\$ 2,224,858</u>	<u>\$ 2,172,021</u>



## 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 ACH and Copper Sulfate for Blalock and Shamrock Reservoirs.

**Outside Services:** increase represents funding for monthly calibration services for vertical profiler.

Budget Detail By Individual Categories	FY 2018 - 19 Actual	FY 2019 - 20 Budgeted	FY 2020 - 21 Budgeted
<b>Personal Services:</b>			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	9,920	51,500	275,500
Vehicle Supplies	-	-	-
Administrative Supplies	-	50	-
Safety Supplies	-	-	-
Special Purchases	-	-	-
Utilities	-	-	-
Rentals	13,716	135,000	135,000
Maintenance and Repairs	-	10,000	5,000
Outside Services	7,857	41,000	54,500
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	16	67	171
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	-	-	-
<b>Capital Projects:</b>			
Transfers to R&E	1,040,000	-	-
Total Appropriations	\$ 1,071,509	\$ 237,617	\$ 470,171



## 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:** decrease represents funds for Beekeeper service for Solar Bee units.**Capital Expenditures:** represents funding for Aeration Blowers and Hardware (2)

Budget Detail By Individual Categories	FY 2018 - 19 Actual	FY 2019 - 20 Budgeted	FY 2020 - 21 Budgeted
<b>Personal Services:</b>			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	661	2,300	1,300
Vehicle Supplies	-	-	-
Administrative Supplies	-	100	500
Safety Supplies	-	100	100
Special Purchases	-	-	-
Utilities	217,535	232,250	232,720
Rentals	-	-	-
Maintenance and Repairs	371	3,000	3,000
Outside Services	1,868	70,460	40,000
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	1,413	2,195	1,870
Accounting Charges	-	-	-
<b>Debt Service:</b>	-	-	-
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	-	-	50,000
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
Total Appropriations	\$ 221,848	\$ 310,405	\$ 329,490



## 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:****Outside Services:** increase represents funding for water tank logo painting.

<b>Budget Detail By Individual Categories</b>	<b>FY 2018 - 19 Actual</b>	<b>FY 2019 - 20 Budgeted</b>	<b>FY 2020 - 21 Budgeted</b>
<b>Personal Services:</b>			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	-	500	500
Vehicle Supplies	-	-	-
Administrative Supplies	-	-	-
Safety Supplies	-	100	100
Special Purchases	-	-	-
Utilities	5,462	12,010	5,783
Rentals	-	-	-
Maintenance and Repairs	-	3,300	1,500
Outside Services	3,875	14,200	153,200
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	508	1,134	681
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	-	-	-
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
<b>Total Appropriations</b>	<b>\$ 9,845</b>	<b>\$ 31,244</b>	<b>\$ 161,764</b>





## BUSINESS UNIT 319: SHOAL CREEK RESERVOIR

Department : Water ProductionBusiness Unit : (319) Shoal Creek ReservoirMajor Business Unit Functions:

Facilitates storage of raw water prior to treatment.

Significant Expenditure and Staffing Changes:**Maintenance and Repairs:** increase represents funding for regravelling of entry road to Shoal Creek.

Budget Detail By Individual Categories	FY 2018 - 19 Actual	FY 2019 - 20 Budgeted	FY 2020 - 21 Budgeted
<b>Personal Services:</b>			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	88	2,300	2,300
Vehicle Supplies	-	-	-
Administrative Supplies	-	-	-
Safety Supplies	-	100	100
Special Purchases	-	-	-
Utilities	-	-	-
Rentals	178	500	500
Maintenance and Repairs	3,383	6,000	38,500
Outside Services	-	5,000	4,500
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	1,936	2,043	2,421
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	-	-	-
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
Total Appropriations	\$ 5,584	\$ 15,943	\$ 48,321



## BUSINESS UNIT 320: TERRY R. HICKS WATER PRODUCTION FACILITY

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

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

**Significant Expenditure and Staffing Changes:****Other Materials and Supplies:** increase represents treatment chemicals.**Capital Expenditures:** represents funding for Phosphate/Alum/Bleach Pump Replacements, Fire System Updates and Charge Analyser.

<b>Budget Detail By Individual Categories</b>	<b>FY 2018 - 19 Actual</b>	<b>FY 2019 - 20 Budgeted</b>	<b>FY 2020 - 21 Budgeted</b>
<b>Personal Services:</b>			
Salaries and Wages	\$ 446,383	\$ 520,847	\$ 553,911
Overtime Pay	63,828	61,840	50,000
F.I.C.A.	37,476	38,721	41,863
Pension	61,773	72,869	76,065
Employee Benefits	77,171	102,371	90,619
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	232,982	244,145	451,735
Vehicle Supplies	1,205	3,050	3,050
Administrative Supplies	7,048	6,000	7,000
Safety Supplies	2,075	3,000	4,000
Special Purchases	-	-	-
Utilities	531,467	478,400	562,046
Rentals	1,141	2,500	1,500
Maintenance and Repairs	30,176	38,250	40,750
Outside Services	219,224	163,000	106,500
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	21,999	32,753	37,532
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	-	310,000	135,000
<b>Capital Projects:</b>			
Transfers to R&E	150,000	-	-
<b>Total Appropriations</b>	<b>\$ 1,883,950</b>	<b>\$ 2,077,746</b>	<b>\$ 2,161,571</b>



## 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.

<b>Budget Detail By Individual Categories</b>	<b>FY 2018 - 19 Actual</b>	<b>FY 2019 - 20 Budgeted</b>	<b>FY 2020 - 21 Budgeted</b>
<b>Personal Services:</b>			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	115	2,150	1,900
Vehicle Supplies	-	-	-
Administrative Supplies	-	-	-
Safety Supplies	-	150	150
Special Purchases	-	-	-
Utilities	3,722	4,000	3,983
Rentals	-	-	-
Maintenance and Repairs	-	1,000	1,000
Outside Services	75	100	100
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	335	430	492
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	-	-	-
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
<b>Total Appropriations</b>	<b>\$ 4,248</b>	<b>\$ 7,830</b>	<b>\$ 7,625</b>



## 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:**

**Other Materials and Supplies:** increase represents funding for GAC pilot, UDF and additional taste and odor sampling.

<b>Budget Detail By Individual Categories</b>	<b>FY 2018 - 19 Actual</b>	<b>FY 2019 - 20 Budgeted</b>	<b>FY 2020 - 21 Budgeted</b>
<b>Personal Services:</b>			
Salaries and Wages	\$ 175,612	\$ 191,055	\$ 239,904
Overtime Pay	129	1,000	1,000
F.I.C.A.	12,690	14,693	18,244
Pension	23,544	24,950	33,148
Employee Benefits	25,162	27,576	40,518
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	60,331	63,970	84,010
Vehicle Supplies	2,046	3,700	3,800
Administrative Supplies	2,866	2,800	2,400
Safety Supplies	277	250	250
Special Purchases	-	-	-
Utilities	1,991	2,500	3,084
Rentals	4,621	10,000	10,000
Maintenance and Repairs	722	1,000	2,000
Outside Services	49,626	151,450	190,450
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	13,436	17,607	32,796
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	53,070	-	61,113
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
<b>Total Appropriations</b>	<b>\$ 426,122</b>	<b>\$ 512,551</b>	<b>\$ 722,717</b>



## 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:****Maintenance and Repairs:** increase represents funding for internal and external painting.**Capital Expenditures:** represents funding for new flooring.

Budget Detail By Individual Categories	FY 2018 - 19 Actual	FY 2019 - 20 Budgeted	FY 2020 - 21 Budgeted
<b>Personal Services:</b>			
Salaries and Wages	\$ 57,525	\$ 55,655	\$ 60,086
Overtime Pay	6,123	6,500	7,000
F.I.C.A.	4,895	4,257	4,596
Pension	6,113	8,158	6,696
Employee Benefits	7,215	7,873	9,031
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	1,838	2,350	2,430
Vehicle Supplies	6,462	5,500	6,500
Administrative Supplies	275	1,000	1,450
Safety Supplies	70	100	150
Special Purchases	-	-	-
Utilities	7,747	7,100	7,960
Rentals	-	800	100
Maintenance and Repairs	6,172	11,400	22,400
Outside Services	14,116	20,675	20,650
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	1,421	1,314	1,377
Accounting Charges	786	800	1,100
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	-	-	18,000
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
Total Appropriations	\$ 120,757	\$ 133,482	\$ 169,526



## BUSINESS UNIT 350: SHAMROCK RECREATION

Department : Water ProductionBusiness Unit : (350) Shamrock RecreationMajor Business Unit Functions:

Operates Lake Shamrock Recreation facilities.

Significant Expenditure and Staffing Changes:

**Maintenance and Repairs:** decrease is due to cleanout and installation of septic tank lid.

**Capital Expenditures:** represents funding for a 60 inch Mower.

<b>Budget Detail By Individual Categories</b>	<b>FY 2018 - 19 Actual</b>	<b>FY 2019 - 20 Budgeted</b>	<b>FY 2020 - 21 Budgeted</b>
<b>Personal Services:</b>			
Salaries and Wages	\$ 97,383	\$ 93,201	\$ 103,145
Overtime Pay	12,237	10,000	15,000
F.I.C.A.	8,548	7,130	7,891
Pension	10,326	10,582	11,025
Employee Benefits	14,392	15,724	16,555
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	5,002	6,650	6,445
Vehicle Supplies	3,202	2,750	3,400
Administrative Supplies	2,439	7,250	2,650
Safety Supplies	56	300	300
Special Purchases	-		-
Utilities	11,451	8,950	12,172
Rentals	677	700	2,500
Maintenance and Repairs	13,566	26,000	16,100
Outside Services	8,761	25,900	26,200
Interest	-		-
Retiree Health Benefits	-		-
General Expenses	1,692	1,369	1,719
Accounting Charges	-		-
<b>Debt Service:</b>			
GEFA Interest	-		-
GEFA Principal	-		-
Transfers to Debt Service	-		-
<b>Capital Budget:</b>			
Capital Expenditures	10,787	28,557	14,000
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
Total Appropriations	<u>\$ 200,518</u>	<u>\$ 245,063</u>	<u>\$ 239,102</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:****Accounting Charges:** increase represents funding for credit card convenience fees.**Transfers to R&E:** represents funds being transferred to the Renewal and Extension Fund for Shamrock CUB Renovations.

Budget Detail By Individual Categories	FY 2018 - 19 Actual	FY 2019 - 20 Budgeted	FY 2020 - 21 Budgeted
<b>Personal Services:</b>			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	6,875	18,150	12,150
Vehicle Supplies	-	-	-
Administrative Supplies	398	650	2,150
Safety Supplies	65	100	100
Special Purchases	-	-	-
Utilities	15,209	19,000	15,990
Rentals	77	500	500
Maintenance and Repairs	3,259	14,500	13,000
Outside Services	20,321	31,000	30,800
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	858	1,107	1,409
Accounting Charges	1,878	2,400	4,000
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	-	7,000	-
<b>Capital Projects:</b>			
Transfers to R&E	-	-	100,000
<b>Total Appropriations</b>	<b>\$ 48,941</b>	<b>\$ 94,407</b>	<b>\$ 180,099</b>



## BUSINESS UNIT 352: WETLAND CENTER

**Department : Water Production****Business Unit : (352) Wetland Center****Major Business Unit Functions:**

Operates Wetland Center.

**Significant Expenditure and Staffing Changes:**

No significant changes from previous fiscal year.

<b>Budget Detail By Individual Categories</b>	<b>FY 2018 - 19 Actual</b>	<b>FY 2019 - 20 Budgeted</b>	<b>FY 2020 - 21 Budgeted</b>
<b>Personal Services:</b>			
Salaries and Wages	\$ 69,114	\$ 66,108	\$ 68,031
Overtime Pay	-	-	1,500
F.I.C.A.	5,248	5,058	5,204
Pension	6,517	6,902	7,146
Employee Benefits	7,253	7,918	9,070
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	7,671	15,600	14,345
Vehicle Supplies	243	500	500
Administrative Supplies	1,231	1,350	2,300
Safety Supplies	38	800	400
Special Purchases	-	-	-
Utilities	12,458	9,950	13,308
Rentals	470	1,700	2,200
Maintenance and Repairs	7,414	10,250	3,500
Outside Services	10,393	65,120	55,160
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	1,400	2,747	3,410
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	-	28,557	-
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
<b>Total Appropriations</b>	<b>\$ 129,449</b>	<b>\$ 222,560</b>	<b>\$ 186,074</b>



Program Management and Engineering Division – Business Unit Group 500





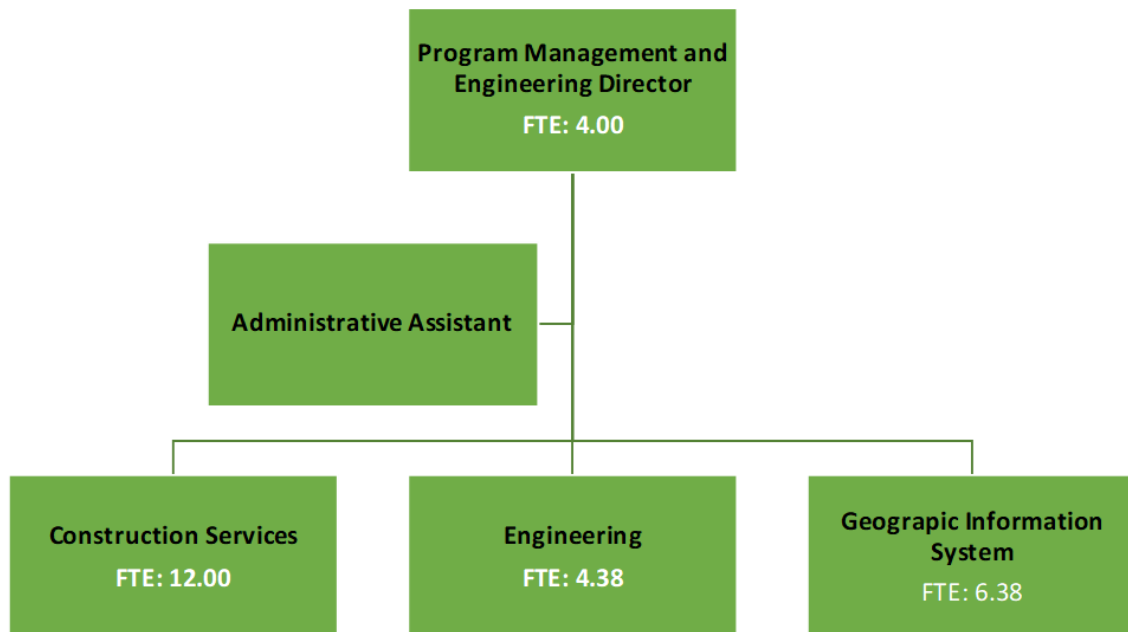
## PROGRAM MANAGEMENT AND ENGINEERING DIVISION BUDGET UNIT 500

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 Director
- 507 – Construction Services
- 530 – Engineering
- 535 – Geographic Information Systems





## Program Management and Engineering Division – Staffing Summary

Authorized Personnel	FY 2018-2019 Budgeted	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted
<b>Program Management and Engineering</b>			
501 - Program and Engineering Director	4.00	5.00	5.00
507 - Construction Services	12.00	12.00	12.00
530 - Engineering	4.38	4.41	4.41
535 - Geographic Information System	6.38	6.25	6.25
<b>Total Full-Time Employees (FTEs)</b>	<b>26.76</b>	<b>27.66</b>	<b>27.66</b>

## Program Management and Engineering Division – Major Initiatives for FY 2020 - 2021

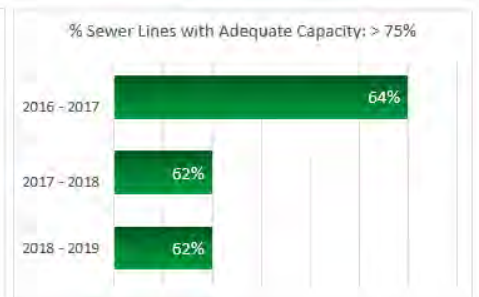
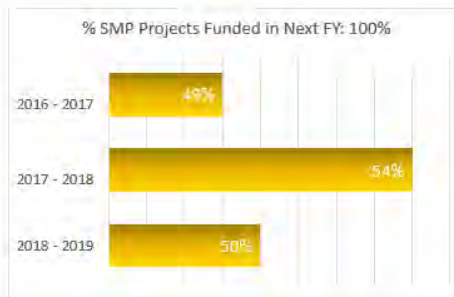
Business Unit	Budget Funding	Account Number	Amount Budgeted	Initiative
<b>Program Management and Engineering Department Manager</b>				
<b>501</b>	<b>Operating</b>	56110	\$ 150,000	On-Call Engineering Services
		56110	75,000	Collection System Advisement
		56110	75,000	[WP# 2019-07][SMP# 20-105] - Organizational Assessment
		56110	100,000	[WP# 2020-15][SMP# 20-611] - WATS Model Corrosion Analysis
		56110	500,000	Implement Force Main Assessment Program
<b>Grand Total</b>			<b>\$ 900,000</b>	
<b>Engineering</b>				
<b>530</b>	<b>Operating</b>	56124	\$ 1,500,000	[SMP# 20-606] - Sewer Condition Assessment Program
	<b>Capital</b>	59902	100	Easements
<b>Grand Total</b>			<b>\$ 1,500,100</b>	
<b>Geographic Information Systems</b>				
<b>535</b>	<b>Operating</b>	56110	\$ 17,900	ArcGIS Utility Network Data Migration Data Check
		56110	17,450	Cityworks Operational Insight
		56110	50,000	Cityworks Support
		56110	19,000	Freelance Implementation and Training
	<b>Capital</b>	59983	\$ 29,900	ESRI Isolation Trace Solution
		59983	8,000	Freeance Mobile (20 Seats)
<b>Grand Total</b>			<b>\$ 142,250</b>	



### 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	2018 - 2019	2017 - 2018	2016 - 2017
<b>SUPERIOR PRODUCT QUALITY</b>						
1 Meet all applicable regulatory requirements	% Compliance with MNGWPD Plan: 100%	PME	100%	93%	100%	100%
<b>ENSURE FINANCIAL VIABILITY</b>						
17 Develop a Sustainable Annual Budget	% SMP Projects Funded in Next FY: 100%	PME	80%	50%	54%	49%
<b>INFRASTRUCTURE SUSTAINABILITY</b>						
22 Provide adequate treatment capacity	% Sewer Lines with Adequate Capacity: > 75%	PME	> 75%	62%	62%	64%







## Program Management and Engineering Division Staffing – Position Detail

Authorized Personnel	FY 2018-2019 Budgeted	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted
<b><i>Program Management and Engineering Manager</i></b>			
Administrative Assistant	1.00	1.00	1.00
Program Management and Engineering Director	1.00	1.00	1.00
Junior Engineer	0.00	1.00	0.00
Program Management Engineer	1.00	1.00	1.00
Project Manager	1.00	1.00	1.00
Program Manager	0.00	0.00	1.00
<b>Total Number of Personnel (FTE's)</b>	<b>4.00</b>	<b>5.00</b>	<b>5.00</b>
<b><i>Construction Services</i></b>			
Construction Coordinator	1.00	2.00	2.00
Construction Inspector	8.00	7.00	7.00
Construction Services Manager	1.00	1.00	1.00
Construction Supervisor	2.00	2.00	2.00
<b>Total Number of Personnel (FTE's)</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>
<b><i>Engineering</i></b>			
Engineering Supervisor	1.00	1.00	1.00
Intern - College	0.38	0.41	0.41
Plan Review Coordinator	1.00	1.00	1.00
Senior Engineering Technician	2.00	2.00	2.00
<b>Total Number of Personnel (FTE's)</b>	<b>4.38</b>	<b>4.41</b>	<b>4.41</b>
<b><i>Geographic Information System</i></b>			
GIS Technician II	2.00	0.00	0.00
GSI Technician III	0.00	2.00	2.00
Intern - College	0.38	0.25	0.25
Spatial Asset Manager	1.00	1.00	1.00
Spatial Field Coordinator	1.00	1.00	1.00
Spatial Field Technician I	2.00	2.00	2.00
<b>Total Number of Personnel (FTE's)</b>	<b>6.38</b>	<b>6.25</b>	<b>6.25</b>
<b><i>Program Management and Engineering Department Total</i></b>	<b>26.76</b>	<b>27.66</b>	<b>27.66</b>



## 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 Department 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 2018 - 19 Actual	FY 2019 - 20 Budgeted	FY 2020 - 21 Budgeted
<b>Personal Services:</b>			
Salaries and Wages	\$ 1,506,598	\$ 2,006,358	\$ 2,184,099
Overtime Pay	711	5,000	-
F.I.C.A.	109,919	152,301	164,186
Pension	207,961	275,536	296,659
Employee Benefits	213,967	336,552	334,347
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	20,683	16,455	18,285
Vehicle Supplies	12,747	19,213	19,555
Administrative Supplies	5,099	20,221	17,711
Safety Supplies	648	1,450	1,500
Special Purchases	-	540	560
Utilities	29,363	47,832	33,326
Rentals	-	-	-
Maintenance and Repairs	1,868	11,100	5,100
Outside Services	1,399,166	2,118,340	2,831,480
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	236,787	328,175	323,350
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	1,709	55,746	67,302
<b>Capital Projects:</b>			
Transfers to R&E	5,664,811	4,620,000	-
Total Appropriations	<u>\$ 9,412,037</u>	<u>\$ 10,014,819</u>	<u>\$ 6,297,460</u>



## BUSINESS UNIT 501: PROGRAM MANAGEMENT AND ENGINEERING DEPARTMENT MANAGER

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

**Major Business Unit Functions:**

Directs, manages and controls the efforts of the Program Management and Engineering Department. 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:**

**Outside Services:** reflects funding for On-Call Engineering Services, Collection System Advisement, Organizational Assessment, WATS Model Corrosion Analysis, Facility Asset Improvement Strategy along with Force Main Assessment.

**Capital Expenditures:** represents funding for a Vehicle (Explorer) Replacement.

Budget Detail By Individual Categories	FY 2018 - 19 Actual	FY 2019 - 20 Budgeted	FY 2020 - 21 Budgeted
<b>Personal Services:</b>			
Salaries and Wages	\$ 317,997	\$ 463,592	\$ 571,953
Overtime Pay	-	-	-
F.I.C.A.	23,211	34,279	42,457
Pension	43,965	64,438	77,500
Employee Benefits	27,275	65,422	50,231
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	6,205	1,930	2,260
Vehicle Supplies	304	700	1,000
Administrative Supplies	692	12,535	9,735
Safety Supplies	31	50	100
Special Purchases	-	540	560
Utilities	4,966	8,129	6,914
Rentals	-	-	-
Maintenance and Repairs	117	7,000	1,000
Outside Services	471,853	996,090	1,205,520
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	71,560	94,472	102,960
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	-	-	29,302
<b>Capital Projects:</b>			
Transfers to R&E	1,130,111	500,000	-
Total Appropriations	<u>\$ 2,098,288</u>	<u>\$ 2,249,177</u>	<u>\$ 2,101,492</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:**

No significant changes from previous fiscal year.

Budget Detail By Individual Categories	FY 2018 - 19 Actual	FY 2019 - 20 Budgeted	FY 2020 - 21 Budgeted
<b>Personal Services:</b>			
Salaries and Wages	\$ 571,727	\$ 805,769	\$ 837,832
Overtime Pay	711	5,000	-
F.I.C.A.	41,862	61,639	63,833
Pension	78,728	112,001	115,984
Employee Benefits	90,273	152,124	163,109
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	10,434	9,730	11,230
Vehicle Supplies	9,685	13,800	13,800
Administrative Supplies	1,588	3,840	3,780
Safety Supplies	453	1,000	1,000
Special Purchases	-	-	-
Utilities	15,452	22,751	17,199
Rentals	-	-	-
Maintenance and Repairs	1,449	3,600	3,600
Outside Services	1,996	10,520	10,720
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	16,211	33,338	27,033
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	-	55,646	-
<b>Capital Projects:</b>			
Transfers to R&E	4,080,000	4,120,000	-
Total Appropriations	\$ 4,920,569	\$ 5,410,758	\$ 1,269,120



## 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:**

**Outside Services:** increase due to Sanitary Sewer Evaluation Survey services.

**Capital Expenditures:** represents funding for Easements.

<b>Budget Detail By Individual Categories</b>	<b>FY 2018 - 19 Actual</b>	<b>FY 2019 - 20 Budgeted</b>	<b>FY 2020 - 21 Budgeted</b>
<b>Personal Services:</b>			
Salaries and Wages	\$ 241,211	\$ 300,327	\$ 308,075
Overtime Pay	-	-	-
F.I.C.A.	17,893	22,976	23,061
Pension	33,269	39,673	40,502
Employee Benefits	33,580	44,042	42,116
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	920	760	760
Vehicle Supplies	-	-	-
Administrative Supplies	2,375	3,100	3,100
Safety Supplies	10	100	100
Special Purchases	-	-	-
Utilities	3,503	7,195	3,632
Rentals	-	-	-
Maintenance and Repairs	-	-	-
Outside Services	903,691	1,005,015	1,505,075
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	12,210	16,799	16,821
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	-	100	100
<b>Capital Projects:</b>			
Transfers to R&E	247,000	-	-
<b>Total Appropriations</b>	<b>\$ 1,495,663</b>	<b>\$ 1,440,087</b>	<b>\$ 1,943,342</b>



## BUSINESS UNIT 535: GEOGRAPHIC INFORMATION SYSTEM (GIS)

**Department :** Program Management and Engineering      **Business Unit :** (535) Geographic Information Systems

**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:**

**Capital Expenditures:** represents funding for ESRI Isolation Trace Solution software and Freeance Mobile software (20 Seats).

Budget Detail By Individual Categories	FY 2018 - 19 Actual	FY 2019 - 20 Budgeted	FY 2020 - 21 Budgeted
<b>Personal Services:</b>			
Salaries and Wages	\$ 375,663	\$ 436,670	\$ 466,239
Overtime Pay	-	-	-
F.I.C.A.	26,954	33,407	34,835
Pension	51,998	59,424	62,673
Employee Benefits	62,839	74,964	78,891
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	3,123	4,035	4,035
Vehicle Supplies	2,757	4,713	4,755
Administrative Supplies	444	746	1,096
Safety Supplies	154	300	300
Special Purchases	-	-	-
Utilities	5,442	9,757	5,581
Rentals	-	-	-
Maintenance and Repairs	303	500	500
Outside Services	21,626	106,715	110,165
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	136,806	183,566	176,536
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	1,709	-	37,900
<b>Capital Projects:</b>			
Transfers to R&E	207,700	-	-
Total Appropriations	<u>\$ 897,518</u>	<u>\$ 914,797</u>	<u>\$ 983,506</u>





## Distribution and Conveyance Division – Business Unit Group 600





## DISTRIBUTION AND CONVEYANCE DIVISION BUDGET UNIT 600

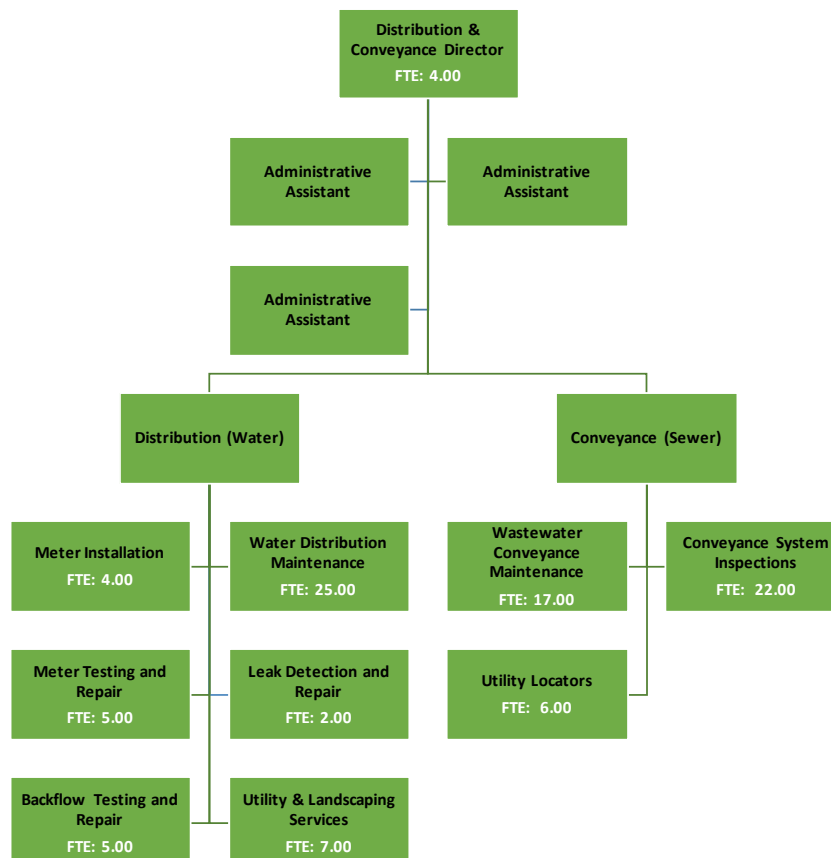
The Distribution and Conveyance Division is charged with the critical task of ensuring the efficiency of the individual distribution and collection systems. It has the responsibilities of installing the Authority's water lines, water meters and maintaining both water and sewer lines. Work must be performed 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 Director  
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

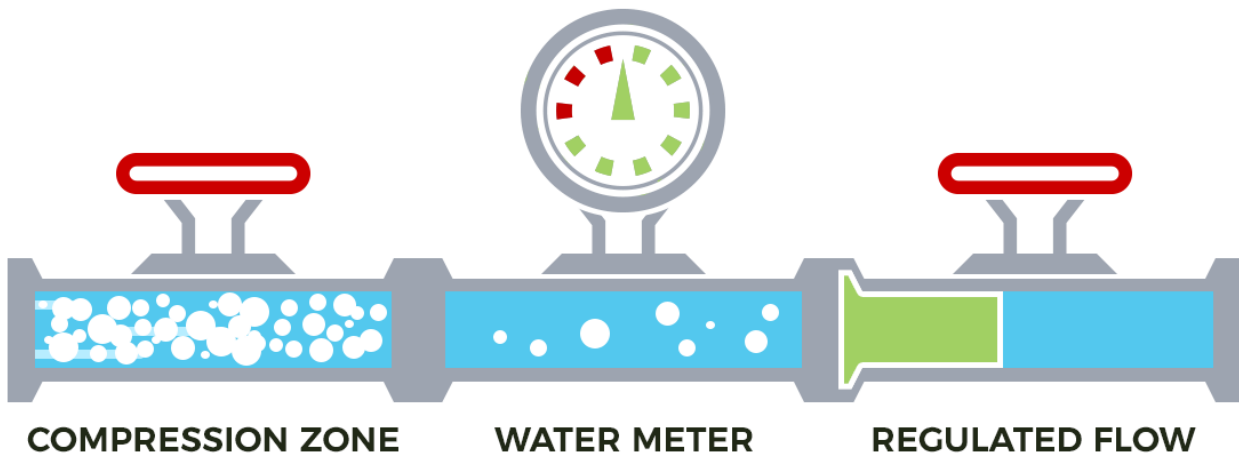




### Distribution and Conveyance Division – Staffing Summary

Authorized Personnel	FY 2018-2019 Budgeted	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted
<b>Distribution and Conveyance Division</b>			
601 - Distribution & Conveyance Director	4.00	4.00	4.00
610 - Meter Installation	4.00	4.00	4.00
612 - Water Distribution Maintenance	26.00	25.00	25.00
616 - Meter Testing and Repair	5.00	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	7.00	7.00	7.00
621 - Wastewater Conveyance Maintenance	16.00	16.00	17.00
627 - Conveyance System Inspections	22.00	22.00	22.00
630 - Utility Locators	6.00	6.00	6.00
<b>Total Full-Time Employees (FTEs)</b>	<b>97.00</b>	<b>96.00</b>	<b>97.00</b>

The [Distribution and Conveyance Division](#) increased by one full-time employee (FTE) in its Wastewater Conveyance Maintenance business unit when a Planner and Scheduling position was created.





## Distribution and Conveyance Division – Major Initiatives for FY 2020 - 2021

Business Unit	Budget Funding	Account Number	Amount Budgeted	Initiative
Distribution and Conveyance Manager				
601	Capital	59921	\$ 290,850	Roof, Pressure Wash, Paint and Seal Building
Grand Total			\$ 290,850	
Meter Installation				
610	Operating	51104	\$ 550,000	Meter Setting and Backflow Materials (from Warehouse)
		56141	400,000	Meter and Backflow Settings (Outside Services)
	Capital	59943	\$ 65,000	Valve Instauration
Grand Total			\$1,015,000	
Water Distribution Maintenance				
612	Operating	51104	\$ 350,000	Materials for Water Distribution Maintenance
		56118	300,000	Patching and Paving
		56128	300,000	Maintenance of Supply Mains (Concrete, Vault Repairs, Dump Fees, Plumbing Repairs)
	Capital	59303	\$ 45,850	DOT - Hasting Bridge Road
		59303	239,750	DOT - Dixon Industrial
		59303	117,200	DOT - Lake Jodeco and Carnes Rd
		59941	200,000	Excavator
		59953	30,710	Truck (F-150)
		Grand Total		
Meter Testing and Repair				
616	Operating	56110	\$ 48,196	Hidden Revenue Locator - Valor Water Analytics Contract
		56146	25,000	Meter Vault Lids
Grand Total			\$ 73,196	
Leak Detection and Repair				
617	Capital	59946	\$ 30,000	Leak Detection Correlator
Grand Total			\$ 30,000	
Backflow Testing and Repair				
618	Operating	56146	\$ 25,000	Meter Vault Lids
		56199	40,000	Backflow Testing
	Capital	59953	\$ 30,710	Truck (F-150)
Grand Total			\$ 95,710	
Utility and Landscaping Services				
619	Operating	51104	\$ 70,000	Materials for Utility and Landscaping Services
	Capital	59944	\$ 13,500	Hydrant Seat Power Tool Remover
Grand Total			\$ 83,500	



Business Unit	Budget Funding	Account Number	Amount Budgeted	Initiative
<b>Wastewater Conveyance Maintenance</b>				
621	Operating	51104	\$ 210,000	Materials for Conveyance Maintenance
		55106	200,000	Private Property Damage
		56118	150,000	Patching and Paving
		56124	300,000	Maintenance: Collections and Outfalls <i>(Concrete, Dump Fees, Plumbing Repairs)</i>
		56199	18,500	Smart Cover Data and Monitoring
<b>Grand Total</b>			<b>\$ 878,500</b>	
<b>Conveyance System Inspections</b>				
627	Operating	56104	\$ 89,775	Flow Monitoring
		56124	300,000	Maintenance: Collections and Outfalls <i>(Concrete, Dump Fees, Plumbing Repairs)</i>
	Capital	59946	30,000	Smart Loggers (5)
		59953	30,710	Truck (F-150)
		59988	37,500	Jet Scan Camera (3)
<b>Grand Total</b>			<b>\$ 487,985</b>	
<b>Utility Locators</b>				
630	Operating	51103	\$ 16,000	New Locators (5)
		56104	29,000	IRTH Solutions Locating Software
		56199	32,000	UPS Annual Membership
<b>Grand Total</b>			<b>\$ 77,000</b>	





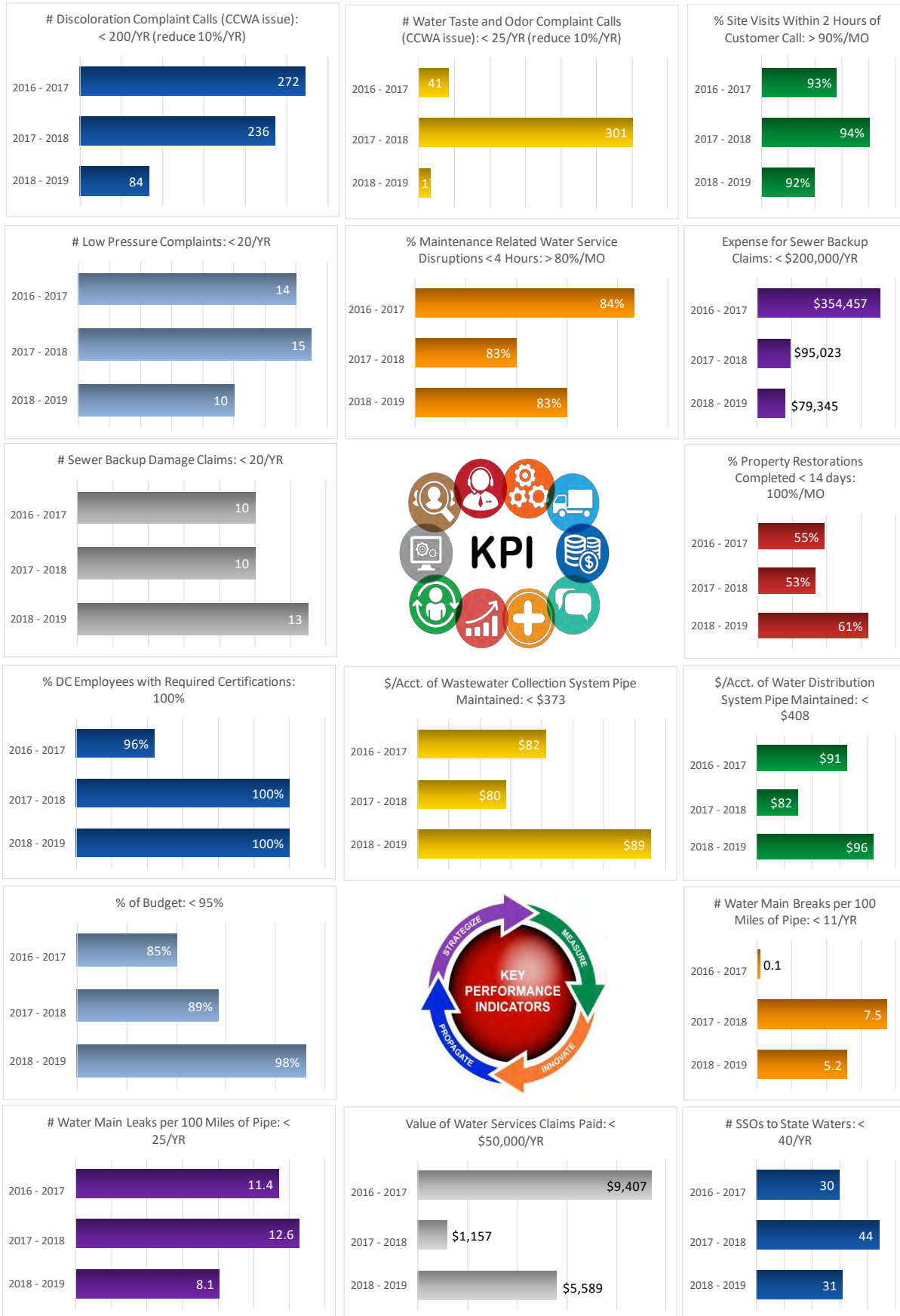
## Distribution and Conveyance Division – Levels of Service

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	2018 - 2019	2017 - 2018	2016 - 2017
<b>SUPERIOR PRODUCT QUALITY</b>						
2 Potable water quality that meets customer expectations	# Discoloration Complaint Calls (CCWA issue): < 200/YR (reduce 10%/YR)	DC	< 200/Yr. - Reduce 10%/Yr.	84	236	272
	# Water Taste and Odor Complaint Calls (CCWA issue): < 25/YR (reduce 10%/YR)	DC	< 25/Yr. - Reduce 10%/Yr.	17	301	41
<b>EXCEED CUSTOMER EXPECTATIONS</b>						
4 Improve customer experience	% Site Visits Within 2 Hours of Customer Call: > 90%/MO	DC	> 90% / Month	92%	94%	93%
5 Minimize potable water service disruptions	# Low Pressure Complaints: < 20/YR	DC	< 20 / Year	10	15	14
	% Maintenance Related Water Service Disruptions < 4 Hours: > 80%/MO	DC	> 80% / Month	83%	83%	84%
6 Minimize customer sewer backups	Expense for Sewer Backup Claims: < \$200,000/YR	DC	< \$200,000 / Year	\$79,345	\$95,023	\$354,457
	# Sewer Backup Damage Claims: < 20/YR	DC	< 20 / Year	13	10	10
7 Complete all property restorations in 14 days	% Property Restorations Completed < 14 days: 100%/MO	DC	100% / Month	61%	53%	55%
<b>PROVIDE EMPLOYEE DEVELOPMENT</b>						
8 Provide effective employee training and development	% DC Employees with Required Certifications: 100%	DC	100% / Year	100%	100%	96%
<b>OPTIMIZE OPERATIONS</b>						
13 Reasonable Cost of Service	\$/Acct. of Wastewater Collection System Pipe Maintained: < \$373	DC	< \$373	\$89	\$80	\$82
	\$/Acct. of Water Distribution System Pipe Maintained: < \$408	DC	< \$408	\$96	\$82	\$91
	% of Budget: < 95%	DC	< 95%	98%	89%	85%
<b>INFRASTRUCTURE SUSTAINABILITY</b>						
21 Provide a sustainable water supply	# Water Main Breaks per 100 Miles of Pipe: < 11/YR	DC	< 11 / Year	4.5	5.2	7.5
	# Water Main Leaks per 100 Miles of Pipe: < 25/YR	DC	< 25 / Year	8.1	12.6	11.4
	Value of Water Services Claims Paid: < \$50,000/YR	DC	< \$50,000 / Year	\$5,589	\$1,157	\$9,407
<b>STAKEHOLDER SUPPORT</b>						
23 Environmental Stewardship and Sustainability	# SSOs to State Waters: < 40/YR	DC	< 40 / Year	31	44	30









## Distribution and Conveyance Division Staffing – Position Detail

Authorized Personnel	FY 2018-2019 Budgeted	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted
<b><i>Distribution and Conveyance Dept. Manager</i></b>			
Compliance Manager	1.00	1.00	1.00
Distribution & Conveyance Director	1.00	1.00	1.00
Property Restoration Tech	1.00	1.00	1.00
Sr. Administrative Assistant	1.00	1.00	1.00
<b>Total Number of Personnel (FTE's)</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
<b><i>Meter Installation</i></b>			
Equipment Operator	1.00	1.00	1.00
Utility Service Mechanic I	2.00	2.00	1.00
Utility Service Mechanic II	0.00	0.00	1.00
Utility Service Mechanic Crew Leader	1.00	1.00	1.00
<b>Total Number of Personnel (FTE's)</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
<b><i>Water Distribution Maintenance</i></b>			
Administrative Assistant	1.00	1.00	1.00
Distribution Maintenance Manager	1.00	1.00	1.00
Equipment Operator	4.00	4.00	4.00
Equipment Operator Pipeline	2.00	2.00	0.00
Installation/Repair Supervisor	2.00	2.00	2.00
Sr. Crew Leader	2.00	2.00	2.00
Sr. Equipment Operator	2.00	1.00	3.00
Trouble Shooter	3.00	3.00	3.00
Utility Service Mechanic I	5.00	4.00	4.00
Utility Service Mechanic II	1.00	2.00	2.00
Utility Service Mechanic Crew Leader	3.00	3.00	3.00
<b>Total Number of Personnel (FTE's)</b>	<b>26.00</b>	<b>25.00</b>	<b>25.00</b>
<b><i>Meter Testing and Repair</i></b>			
Equipment Operator	1.00	1.00	1.00
Meter/Backflow Testing and Repair Supervisor	1.00	1.00	1.00
Meter Repair Technician	2.00	2.00	2.00
Utility Services Mechanic Crew Leader	1.00	1.00	1.00
<b>Total Number of Personnel (FTE's)</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
<b><i>Leak Detection and Repair</i></b>			
Leak Detection Crew Leader	1.00	1.00	1.00
Leak Detection Technician	1.00	1.00	1.00
<b>Total Number of Personnel (FTE's)</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>



Authorized Personnel	FY 2018-2019 Budgeted	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted
<b><i>Backflow Testing and Repair</i></b>			
Backflow Prevention Crew Leader	1.00	1.00	1.00
Backflow Technician	4.00	4.00	4.00
<b>Total Number of Personnel (FTE's)</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
<b><i>Utility &amp; Landscaping Services</i></b>			
Equipment Operator	1.00	1.00	1.00
Utility Service Mechanic I	1.00	3.00	3.00
Utility Service Mechanic II	2.00	0.00	0.00
Utility Service Mechanic Crew Leader	1.00	1.00	1.00
Utility Services Supervisor	1.00	1.00	1.00
Valve Maintenance Crew Leader	1.00	1.00	1.00
<b>Total Number of Personnel (FTE's)</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>
<b><i>Wastewater Conveyance Maintenance</i></b>			
Conveyance Manager	1.00	1.00	1.00
Conveyance Repair Supervisor	1.00	1.00	1.00
Equipment Operator	3.00	3.00	4.00
Office Assistant	1.00	1.00	0.00
Planner/Scheduler	0.00	0.00	1.00
Troubleshooter	1.00	1.00	1.00
Utility Service Mechanic I	4.00	3.00	4.00
Utility Service Mechanic II	2.00	3.00	2.00
Utility Service Mechanic Crew Leader	3.00	3.00	3.00
<b>Total Number of Personnel (FTE's)</b>	<b>16.00</b>	<b>16.00</b>	<b>17.00</b>
<b><i>Conveyance System Inspections</i></b>			
CCTV Crew Leader	2.00	2.00	2.00
CCTV Technician	2.00	2.00	2.00
Conveyance Cleaning Supervisor	0.00	1.00	1.00
Conveyance Maint. Supervisor	1.00	1.00	1.00
Damage Control Foreman	1.00	0.00	0.00
Equipment Operator	5.00	5.00	5.00
Utility Service Technician	3.00	3.00	3.00
Utility Service Mechanic I	2.00	3.00	3.00
Utility Service Mechanic II	1.00	0.00	0.00
Utility Services Mechanic Crew Leader	5.00	5.00	5.00
<b>Total Number of Personnel (FTE's)</b>	<b>22.00</b>	<b>22.00</b>	<b>22.00</b>
<b><i>Utility Locators</i></b>			
Trouble Shooter/Utility Locator	5.00	5.00	5.00
Utility Service Mechanic Crew Leader	1.00	1.00	1.00
<b>Total Number of Personnel (FTE's)</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
<b><i>Distribution &amp; Conveyance Department Total</i></b>	<b>97.00</b>	<b>96.00</b>	<b>97.00</b>



## 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) Department is ensuring the overall integrity of the water distribution and wastewater collection systems. The Department 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.

<b>Budget Detail By Individual Categories</b>	<b>FY 2018 - 19 Actual</b>	<b>FY 2019 - 20 Budgeted</b>	<b>FY 2020 - 21 Budgeted</b>
<b>Personal Services:</b>			
Salaries and Wages	\$ 4,499,942	4,958,964	\$ 5,105,069
Overtime Pay	289,255	239,000	254,000
F.I.C.A.	350,740	377,364	382,896
Pension	623,119	689,294	695,687
Employee Benefits	861,738	1,084,864	1,097,256
<b>Operating Expenditures:</b>			-
Operating Materials & Supplies	1,598,267	1,400,010	1,549,675
Vehicle Supplies	245,271	217,100	216,600
Administrative Supplies	12,826	15,275	16,275
Safety Supplies	23,549	32,200	32,500
Special Purchases	1,960	1,960	1,960
Utilities	110,051	101,514	116,150
Rentals	3,692	7,350	7,350
Maintenance and Repairs	361,698	352,849	357,299
Outside Services	1,817,397	2,265,796	2,376,087
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	168,849	232,410	237,393
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	442,796	892,975	758,980
<b>Capital Projects:</b>			
Transfers to R&E	1,269,000	438,000	402,800
<b>Total Appropriations</b>	<b>\$ 12,680,149</b>	<b>\$ 13,306,925</b>	<b>\$ 13,607,977</b>



## BUSINESS UNIT 601: DISTRIBUTION AND CONVEYANCE DEPARTMENT MANAGER

**Department : Distribution and Conveyance****Business Unit : (601) Distribution  
and Conveyance****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.

Budget Detail By Individual Categories	FY 2018 - 19 Actual	FY 2019 - 20 Budgeted	FY 2020 - 21 Budgeted
<b>Personal Services:</b>			
Salaries and Wages	\$ 324,235	\$ 332,592	\$ 340,047
Overtime Pay	8,606	8,500	8,500
F.I.C.A.	24,360	25,443	26,014
Pension	44,911	46,231	47,267
Employee Benefits	47,628	52,151	55,854
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	23,530	16,995	17,245
Vehicle Supplies	3,765	5,400	5,400
Administrative Supplies	1,718	2,600	3,500
Safety Supplies	204	500	500
Special Purchases	1,960	1,960	1,960
Utilities	22,247	20,995	22,989
Rentals	-	350	350
Maintenance and Repairs	3,657	11,400	11,900
Outside Services	42,881	49,980	49,980
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	76,225	94,491	100,054
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	-	204,807	290,850
<b>Capital Projects:</b>			
Transfers to R&E	500,000	-	-
Total Appropriations	<u>\$ 1,125,927</u>	<u>\$ 874,395</u>	<u>\$ 982,410</u>



## 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 additional Backflows and Meter Settings.**Outside Services:** increase due to Backflow and Meter Setting contracting fees.**Capital Expenditures:** represents funding for a Valve Installation.

Budget Detail By Individual Categories	FY 2018 - 19 Actual	FY 2019 - 20 Budgeted	FY 2020 - 21 Budgeted
<b>Personal Services:</b>			
Salaries and Wages	\$ 126,667	\$ 178,649	\$ 194,139
Overtime Pay	9,924	10,000	10,000
F.I.C.A.	10,083	13,667	14,852
Pension	17,519	24,831	26,985
Employee Benefits	26,500	38,664	52,215
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	558,280	411,660	561,660
Vehicle Supplies	7,250	6,300	6,300
Administrative Supplies	230	300	300
Safety Supplies	1,543	2,500	2,500
Special Purchases	-	-	-
Utilities	1,686	1,500	1,686
Rentals	413	400	400
Maintenance and Repairs	3,718	4,200	4,300
Outside Services	284,725	292,105	447,285
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	3,826	4,961	4,991
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	-	119,000	65,000
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
Total Appropriations	\$ 1,052,363	\$ 1,108,737	\$ 1,392,613





## 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 a Truck Replacement and Excavator.**Transfers to R&E:** represents funds being transferred to the Renewal and Extension Fund for DOT Hasting Bridge Road, Dixon Industrial Road and Lake Jodeco/Carnes Road.

Budget Detail By Individual Categories	FY 2018 - 19 Actual	FY 2019 - 20 Budgeted	FY 2020 - 21 Budgeted
<b>Personal Services:</b>			
Salaries and Wages	\$ 1,227,876	\$ 1,344,161	\$ 1,376,039
Overtime Pay	135,358	110,000	120,000
F.I.C.A.	100,236	100,829	104,218
Pension	169,618	186,838	189,362
Employee Benefits	223,442	266,853	279,482
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	453,958	389,960	389,960
Vehicle Supplies	77,599	72,500	72,000
Administrative Supplies	3,216	3,300	2,900
Safety Supplies	9,347	12,000	12,000
Special Purchases	-	-	-
Utilities	28,516	25,500	29,507
Rentals	-	2,500	2,500
Maintenance and Repairs	51,969	43,500	43,500
Outside Services	547,342	615,285	675,285
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	26,547	33,310	34,472
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	81,662	272,940	230,710
<b>Capital Projects:</b>			
Transfers to R&E	769,000	438,000	402,800
Total Appropriations	<u>\$ 3,905,687</u>	<u>\$ 3,917,476</u>	<u>\$ 3,964,735</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 &amp; backflows.

**Significant Expenditure and Staffing Changes:****Outside Services:** increase due to Hidden Revenue Locator contract.

Budget Detail By Individual Categories	FY 2018 - 19 Actual	FY 2019 - 20 Budgeted	FY 2020 - 21 Budgeted
<b>Personal Services:</b>			
Salaries and Wages	\$ 263,008	\$ 276,932	\$ 282,566
Overtime Pay	-	5,000	5,000
F.I.C.A.	19,157	21,187	21,276
Pension	36,523	38,493	38,658
Employee Benefits	49,909	55,008	60,022
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	42,542	51,050	50,575
Vehicle Supplies	6,076	8,500	8,500
Administrative Supplies	242	850	850
Safety Supplies	469	1,000	1,000
Special Purchases	-	-	-
Utilities	4,760	4,600	5,003
Rentals	1,217	1,000	1,000
Maintenance and Repairs	540	1,214	1,214
Outside Services	899	28,768	77,164
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	4,741	5,561	5,491
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	-	10,000	-
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
Total Appropriations	\$ 430,081	\$ 509,163	\$ 558,319



## 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:****Capital Expenditures:** represent funding for a Leak Detection Correlator.

Budget Detail By Individual Categories	FY 2018 - 19 Actual	FY 2019 - 20 Budgeted	FY 2020 - 21 Budgeted
<b>Personal Services:</b>			
Salaries and Wages	\$ 93,781	\$ 99,568	\$ 103,547
Overtime Pay	-	500	500
F.I.C.A.	6,935	7,617	7,819
Pension	12,933	13,840	14,207
Employee Benefits	17,421	19,105	21,262
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	1,310	4,830	4,830
Vehicle Supplies	1,695	2,400	2,400
Administrative Supplies	47	200	200
Safety Supplies	32	100	100
Special Purchases	-	-	-
Utilities	2,617	2,200	2,560
Rentals	-	-	-
Maintenance and Repairs	236	435	435
Outside Services	234	1,652	1,652
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	784	2,247	2,291
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	9,730	-	30,000
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
Total Appropriations	\$ 147,754	\$ 154,694	\$ 191,803



## 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:****Capital Expenditures:** represent funding for a Truck Replacement.

<b>Budget Detail By Individual Categories</b>	<b>FY 2018 - 19 Actual</b>	<b>FY 2019 - 20 Budgeted</b>	<b>FY 2020 - 21 Budgeted</b>
<b>Personal Services:</b>			
Salaries and Wages	\$ 215,439	\$ 227,129	\$ 236,310
Overtime Pay	15,812	12,000	12,000
F.I.C.A.	17,324	17,376	17,973
Pension	29,774	31,571	32,656
Employee Benefits	39,390	43,151	48,725
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	46,013	47,075	47,075
Vehicle Supplies	13,341	11,000	11,500
Administrative Supplies	748	1,150	1,350
Safety Supplies	1,303	1,200	1,200
Special Purchases	-	-	-
Utilities	5,726	4,419	6,803
Rentals	-	-	-
Maintenance and Repairs	2,468	4,000	4,000
Outside Services	3,907	109,612	69,862
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	5,194	11,354	11,040
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	35,358	-	30,710
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
<b>Total Appropriations</b>	<b>\$ 431,797</b>	<b>\$ 521,037</b>	<b>\$ 531,204</b>



## 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:****Maintenance and Repairs:** increase due to repairs for private property.**Capital Expenditures:** represent funding for Hydrant Seat Power Tool Remover.

Budget Detail By Individual Categories	FY 2018 - 19 Actual	FY 2019 - 20 Budgeted	FY 2020 - 21 Budgeted
<b>Personal Services:</b>			
Salaries and Wages	\$ 298,564	\$ 322,330	\$ 336,068
Overtime Pay	20,228	18,000	18,000
F.I.C.A.	23,625	24,658	25,328
Pension	41,374	44,804	46,020
Employee Benefits	52,202	75,820	82,049
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	95,599	77,965	77,905
Vehicle Supplies	26,801	21,500	21,500
Administrative Supplies	1,368	1,375	1,375
Safety Supplies	832	1,400	1,600
Special Purchases	-	-	-
Utilities	4,141	3,600	6,336
Rentals	-	500	500
Maintenance and Repairs	11,690	9,600	13,600
Outside Services	3,257	6,935	7,030
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	7,035	9,673	8,976
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	28,382	-	13,500
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
Total Appropriations	\$ 615,099	\$ 618,160	\$ 659,787



## 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:**

No significant changes from previous fiscal year.

Budget Detail By Individual Categories	FY 2018 - 19 Actual	FY 2019 - 20 Budgeted	FY 2020 - 21 Budgeted
<b>Personal Services:</b>			
Salaries and Wages	\$ 722,597	\$ 818,925	\$ 824,367
Overtime Pay	40,793	30,000	35,000
F.I.C.A.	55,073	62,647	58,819
Pension	100,152	113,831	106,874
Employee Benefits	154,390	216,936	199,587
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	282,935	270,175	270,055
Vehicle Supplies	35,778	32,000	32,000
Administrative Supplies	3,115	2,400	2,700
Safety Supplies	5,341	8,000	8,000
Special Purchases		-	-
Utilities	14,262	13,350	14,816
Rentals	1,263	2,000	2,000
Maintenance and Repairs	245,070	237,500	236,000
Outside Services	614,408	697,885	511,080
Interest		-	-
Retiree Health Benefits		-	-
General Expenses	15,227	25,763	26,086
Accounting Charges		-	-
<b>Debt Service:</b>			
GEFA Interest			-
GEFA Principal			-
Transfers to Debt Service			-
<b>Capital Budget:</b>			
Capital Expenditures	207,299	16,000	-
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
Total Appropriations	\$ 2,497,704	\$ 2,547,412	\$ 2,327,384





## 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:****Outside Services:** increase is due to flow monitoring contractor services, televising and field equipment repairs along with vehicle maintenance repairs.**Capital Expenditures:** represent funding for Smart Loggers (5), Truck Replacement and Jet Scan Camera (3).

Budget Detail By Individual Categories	FY 2018 - 19 Actual	FY 2019 - 20 Budgeted	FY 2020 - 21 Budgeted
<b>Personal Services:</b>			
Salaries and Wages	\$ 988,743	\$ 1,085,652	\$ 1,129,610
Overtime Pay	52,956	35,000	35,000
F.I.C.A.	76,136	83,052	85,186
Pension	137,126	150,905	154,753
Employee Benefits	197,392	249,445	240,828
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	61,226	95,250	95,130
Vehicle Supplies	56,879	43,000	43,000
Administrative Supplies	1,995	2,200	2,200
Safety Supplies	4,095	5,000	5,000
Special Purchases	-	-	-
Utilities	18,619	17,750	18,952
Rentals	799	600	600
Maintenance and Repairs	39,047	40,000	40,000
Outside Services	254,707	402,544	472,319
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	25,341	37,583	36,467
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	51,983	180,807	98,210
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
Total Appropriations	<u>\$ 1,967,044</u>	<u>\$ 2,428,788</u>	<u>\$ 2,457,255</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:

No significant changes from previous fiscal year.

Budget Detail By Individual Categories	FY 2018 - 19 Actual	FY 2019 - 20 Budgeted	FY 2020 - 21 Budgeted
<b>Personal Services:</b>			
Salaries and Wages	\$ 239,032	\$ 273,026	\$ 282,376
Overtime Pay	5,577	10,000	10,000
F.I.C.A.	17,812	20,888	21,411
Pension	33,189	37,950	38,905
Employee Benefits	53,463	67,731	57,232
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	32,874	35,050	35,240
Vehicle Supplies	16,087	14,500	14,000
Administrative Supplies	147	900	900
Safety Supplies	383	500	600
Special Purchases	-	-	-
Utilities	7,476	7,600	7,498
Rentals	-	-	-
Maintenance and Repairs	3,303	1,000	2,350
Outside Services	65,037	61,030	64,430
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	3,930	7,467	7,525
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	28,382	89,421	-
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
Total Appropriations	\$ 506,693	\$ 627,063	\$ 542,467



## Water Reclamation Division – Business Unit Group 700





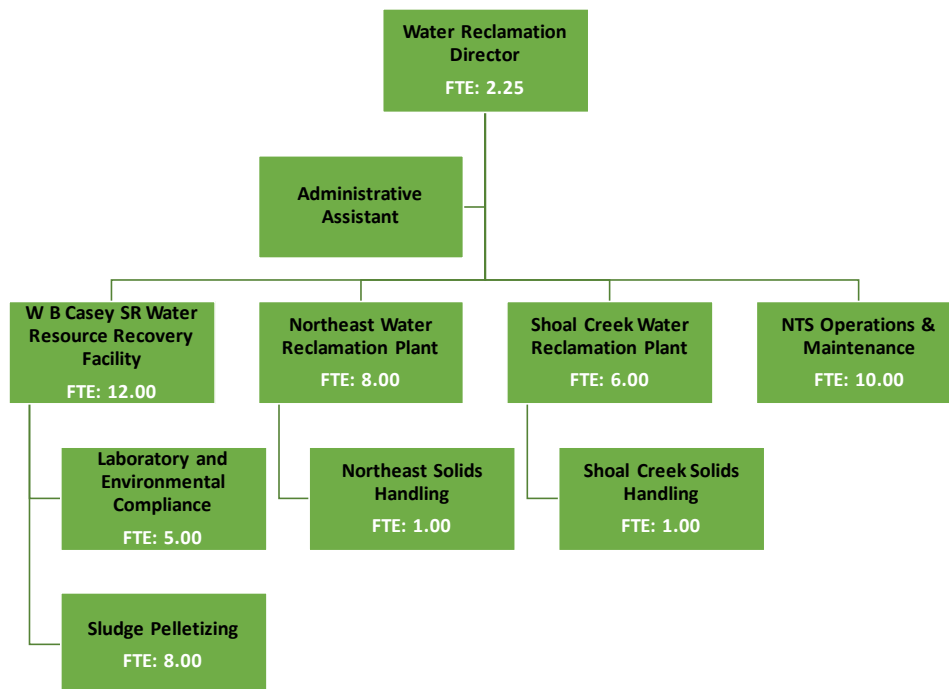
## WATER RECLAMATION DIVISION BUDGET UNIT 700

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





## Water Reclamation Division – Staffing Summary

Authorized Personnel	FY 2018-2019 Budgeted	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted
<b>Water Reclamation Division</b>			
701 - Water Reclamation Director	2.23	2.56	2.25
720 - W B Casey SR Water Resource Recovery Facility	11.00	12.00	12.00
721 - Northeast Water Reclamation Plant	9.00	8.00	8.00
722 - Northeast Solids Handling	1.00	1.00	1.00
724 - Shoal Creek Water Reclamation Plant	6.00	6.00	6.00
727 - Shoal Creek 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
<b>Total Full-Time Employees (FTEs)</b>	<b>53.23</b>	<b>53.56</b>	<b>53.25</b>

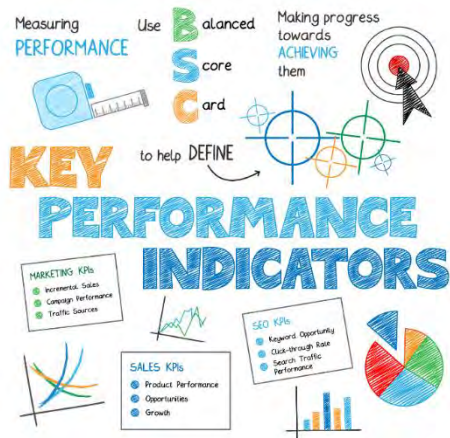
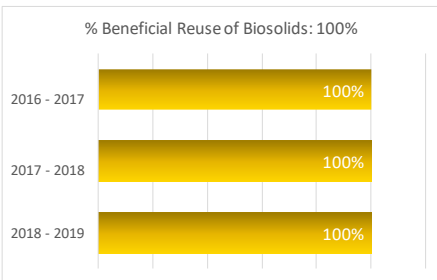
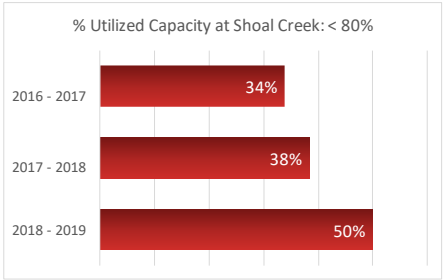
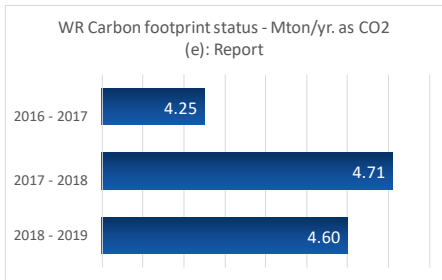
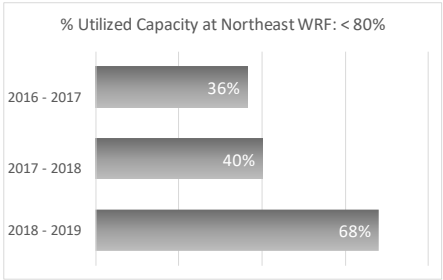
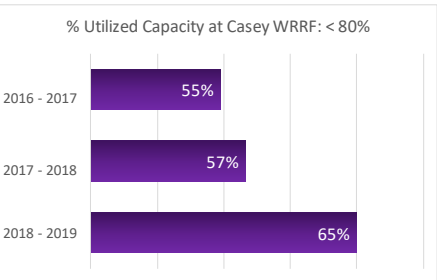
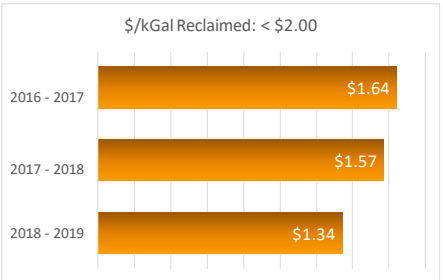
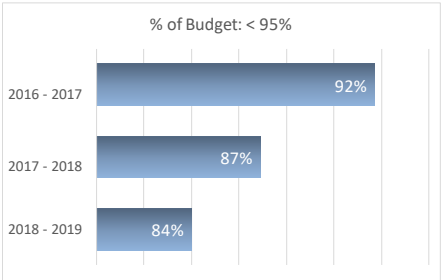
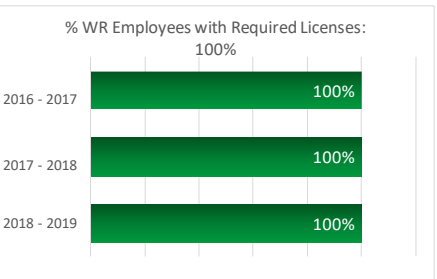
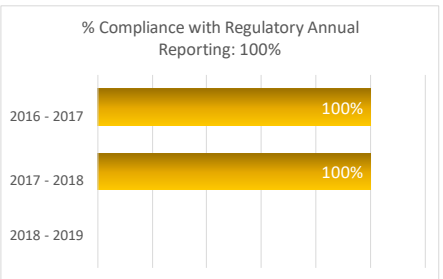
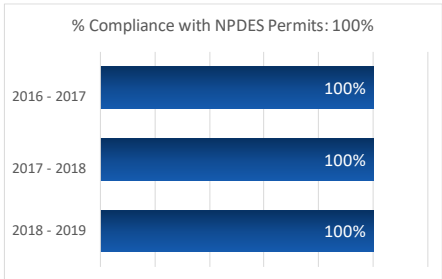
## Water Reclamation Division – Levels of Service

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	2018 - 2019	2017 - 2018	2016 - 2017
<b>SUPERIOR PRODUCT QUALITY</b>						
1 Meet all applicable regulatory requirements	% Compliance with NPDES Permits: 100%	WR	100%	100%	100%	100%
<b>PROVIDE EMPLOYEE DEVELOPMENT</b>						
8 Provide effective employee training and development	% WR Employees with Required Licenses: 100%	WR	100%	100%	100%	100%
<b>OPTIMIZE OPERATIONS</b>						
13 Reasonable Cost of Service	% of Budget: < 95%	WR	< 95%	84%	87%	92%
	\$/kGal Reclaimed: < \$2.00	WR	< \$2.00	\$1.34	\$1.57	\$1.64
<b>INFRASTRUCTURE SUSTAINABILITY</b>						
22 Provide adequate treatment capacity	% Utilized Capacity at Casey WRRF: < 80%	WR	< 80%	65%	57%	55%
	% Utilized Capacity at Northeast WRF: < 80%	WR	< 80%	68%	40%	36%
	% Utilized Capacity at Shoal Creek: < 80%	WR	< 80%	50%	38%	34%
<b>STAKEHOLDER SUPPORT</b>						
23 Environmental Stewardship and Sustainability	WR Carbon footprint status - Mton/yr. as CO2 (e): Report	WR	Report	4.60	4.71	4.25
	% Beneficial Reuse of Biosolids: 100%	WR	100%	100%	100%	100%











## Water Reclamation Division – Major Initiatives for FY 2020 - 2021

Business Unit	Budget Funding	Account Number	Amount Budgeted	Initiative
Water Reclamation Manager				
701	Operating	56110	\$ 20,000	Unforeseen Consulting
		56134	600,000	DeKalb Co Sewer
		59122	6,000	WIMS Annual Software Support
Grand Total			\$ 626,000	
W. B. Casey Sr. Water Reclamation Plant				
720	Operating	56116	\$ 275,000	Maintenance and Repair
		56199	41,848	Scum Concentrator and Wetwell Pump Outs
	Capital	59303	2,540,000	[WP# 2020-26][SMP 20-702]-Casey 24 MGD Capacity Recovery Upgrades Construction - Blowers
		59932	37,000	Scum Trough Assembly
		59932	60,000	Secondary Launder Covers
		59967	40,000	Hydroxide Tank
Grand Total			\$2,993,848	
Northeast Water Reclamation Plant				
721	Operating	55104	\$ 10,000	Install Ramp to Filters
		56110	10,000	Unforeseen Consulting
		56116	122,647	Maintenance and Repairs: Plant Equipment (As Needed Basis)
	Capital	59933	8,000	Effluent Autosampler
Grand Total			\$ 150,647	
Northeast Solids Handling				
722	Operating	56199	\$ 376,488	Erth Products - Solids Disposal
Grand Total			\$ 376,488	
Shoal Creek Water Reclamation Plant				
724	Operating	55103	\$ 30,000	Spare and Replacement Parts for UV System
		55103	91,086	Maintenance: Non-Construction Equipment (As needed basis)
		56116	110,000	Maintenance: Plant Equipment (As Needed basis)
		56116	50,000	Repair #1 Raw Pump
		56116	18,000	VFD Capacitors
		56116	48,000	Influent Course Screen Rebuild
		56199	15,000	Grease and Scum Removal from Grease Trough and Raw Wetwell
	Capital	59933	11,000	BOD Sampler
Grand Total			\$ 373,086	
Shoal Creek Solids Handling				
727	Operating	56199	\$ 224,617	Erth Products - Solids Disposal
Grand Total			\$ 224,617	



Business Unit	Budget Funding	Account Number	Amount Budgeted	Initiative
<b>R L Jackson Transfer Pump Station</b>				
729	Operating	56116	\$ 120,431	Maintenance: Plant Equipment <i>(As Needed Basis)</i>
<b>Grand Total</b>			<b>\$ 120,431</b>	
<b>Laboratory and Environmental Compliance</b>				
730	Operating	56149	\$ 83,479	Water Testing
	Capital	59962	\$ 10,000	Spectrophotometer
<b>Grand Total</b>			<b>\$ 93,479</b>	
<b>Sludge Pelletizing</b>				
731	Operating	55103	\$ 93,805	Maintenance: Non-Construction Equipment <i>(As Needed Basis)</i>
		55103	16,785	Scrubber Media and Equipment
		56110	100,000	Dust Hazard Analysis Implementation
		56116	37,863	Repair to Scrubber Equipment <i>(Including Installation)</i>
		56116	82,497	Maintenance: Plant Equipment <i>(As needed Basis)</i>
		56199	49,150	Erth Products - Solids Disposal
	Capital	59921	121,285	Roof Replacement
		59932	510,000	Belt Press Dewatering Equipment
<b>Grand Total</b>			<b>\$1,011,385</b>	
<b>Jackson Influent Pump Station</b>				
732	Operating	56116	\$ 50,000	Maintenance: Plant Equipment <i>(As Needed Basis)</i>
		56199	17,100	RPS Wetwell Pump Outs
<b>Grand Total</b>			<b>\$ 67,100</b>	
<b>Natural Treatment Operations and Maintenance</b>				
740	Operating	51101	\$ 60,000	ACH for Wetland Influent Chemical Augmentation <i>(System Projected to be installed July 2020)</i>
		56110	60,000	Reclassification of Huie Pond Complex
<b>Grand Total</b>			<b>\$ 120,000</b>	



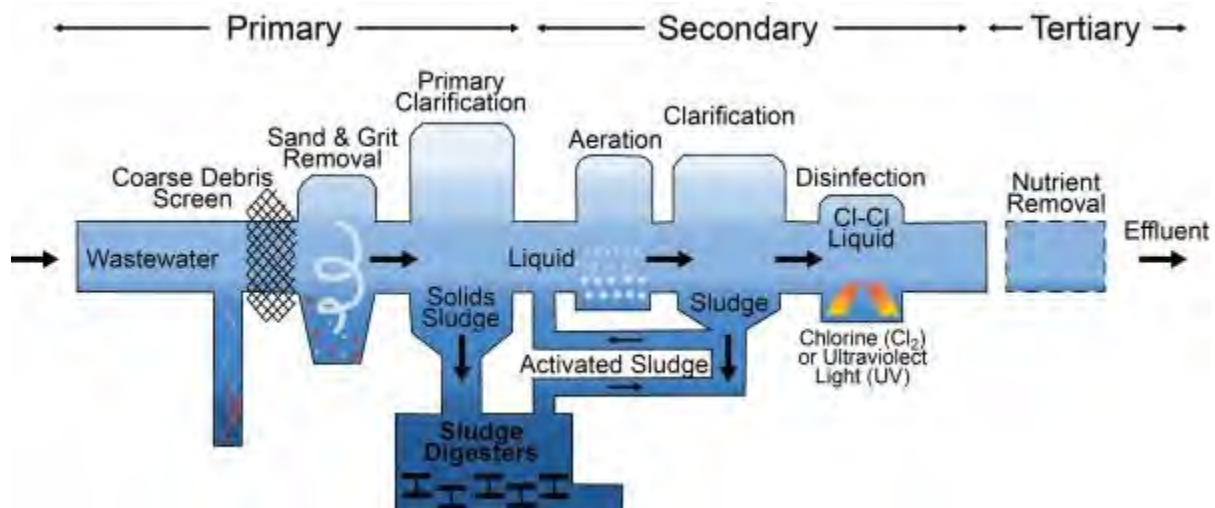


## Water Reclamation Division Staffing – Position Detail

Authorized Personnel	FY 2018-2019 Budgeted	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted
<b><i>Water Reclamation Department Manger</i></b>			
Administrative Assistant	1.00	1.00	1.00
Intern	0.23	0.25	0.25
Shadow - Department Manager - Water Rec.	0.00	0.31	0.00
Water Reclamation Director	1.00	1.00	1.00
<b>Total Number of Personnel (FTE's)</b>	<b>2.23</b>	<b>2.56</b>	<b>2.25</b>
<b><i>W. B. Casey Sr. Water Resource Recovery Facility</i></b>			
Buildings & Grounds Custodian	1.00	1.00	1.00
Chief Operator	1.00	1.00	1.00
Plant Manager	1.00	1.00	1.00
Plant Operator I	1.00	1.00	1.00
Plant Operator II	2.00	1.00	1.00
Plant Operator III	5.00	7.00	7.00
<b>Total Number of Personnel (FTE's)</b>	<b>11.00</b>	<b>12.00</b>	<b>12.00</b>
<b><i>Northeast Water Reclamation Plant</i></b>			
Chief Operator	1.00	1.00	1.00
Plant Manager	1.00	1.00	1.00
Plant Operator I	6.00	4.00	4.00
Plant Operator III	0.00	1.00	1.00
Plant Worker	1.00	1.00	1.00
<b>Total Number of Personnel (FTE's)</b>	<b>9.00</b>	<b>8.00</b>	<b>8.00</b>
<b><i>Northeast Solids Handling</i></b>			
Plant Operator III	1.00	1.00	1.00
<b>Total Number of Personnel (FTE's)</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b><i>Shoal Creek Water Reclamation Plant</i></b>			
Chief Operator	1.00	1.00	0.00
Plant Manager	1.00	1.00	1.00
Plant Operator I	3.00	3.00	4.00
Plant Operator III	1.00	1.00	1.00
<b>Total Number of Personnel (FTE's)</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
<b><i>Shoal Creek Solids Handling</i></b>			
Plant Operator I	1.00	1.00	1.00
<b>Total Number of Personnel (FTE's)</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>



Authorized Personnel	FY 2018-2019 Budgeted	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted
<b>Laboratory and Environmental Compliance</b>			
Environmental Compliance & Lab Manager	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	1.00
Sr. Lab Analyst	0.00	0.00	1.00
<b>Total Number of Personnel (FTE's)</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
<b>Sludge Pelletizing</b>			
Chief Operator	1.00	1.00	1.00
Plant Manager	1.00	1.00	1.00
Plant Operator I	1.00	1.00	2.00
Plant Operator II	2.00	2.00	1.00
Plant Operator III	2.00	2.00	2.00
Plant Worker	1.00	1.00	1.00
<b>Total Number of Personnel (FTE's)</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>
<b>Natural Treatment Operations &amp; Maintenance</b>			
NTS Chief Operator	1.00	1.00	1.00
NTS Maintenance Operator	5.00	5.00	5.00
NTS Manager	1.00	1.00	1.00
NTS Operator I	3.00	2.00	2.00
NTS Operator II	0.00	1.00	1.00
<b>Total Number of Personnel (FTE's)</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>
<b>Water Reclamation Department Total</b>	<b>53.23</b>	<b>53.56</b>	<b>53.25</b>





## Water Reclamation Division – Consolidated Operating Budget

**Department : Water Reclamation****Business Unit : Department 700 - Consolidated****Overview of Department Responsibilities**

The primary responsibility of the Water Reclamation Department is the operation of three water reclamation facilities. These operations include treating the wastewater, educating the public about sanitary sewers, monitoring the treatment results and effecting the environmentally safe disposition of the residuals produced by the process. The activities are performed in accordance with federal and state laws, and with rules and regulations promulgated to cover wastewater treatment. Tasks are generally undertaken based on the priorities established by the General

<b>Budget Detail By Individual Categories</b>	<b>FY 2018 - 19 Actual</b>	<b>FY 2019 - 20 Budgeted</b>	<b>FY 2020 - 21 Budgeted</b>
<b>Personal Services:</b>			
Salaries and Wages	\$ 3,080,866	\$ 3,377,777	\$ 3,418,121
Overtime Pay	207,624	214,408	247,874
F.I.C.A.	242,132	258,975	258,705
Pension	425,178	463,122	469,275
Employee Benefits	508,286	580,571	605,785
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	908,115	1,068,322	1,185,270
Vehicle Supplies	68,092	96,881	84,842
Administrative Supplies	20,523	19,620	22,618
Safety Supplies	10,895	12,095	11,332
Special Purchases	384	1,040	1,040
Utilities	3,258,229	3,288,993	3,467,453
Rentals	8,090	12,471	11,772
Maintenance and Repairs	481,076	666,192	594,996
Outside Services	1,900,933	2,903,240	2,914,230
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	239,295	266,236	318,594
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	501,065	759,504	797,285
<b>Capital Projects:</b>			
Transfers to R&E	312,179	-	2,540,000
<b>Total Appropriations</b>	<b>\$ 12,172,961</b>	<b>\$ 13,989,447</b>	<b>\$ 16,949,192</b>



## BUSINESS UNIT 701: WATER RECLAMATION DEPARTMENT MANAGER

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

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

**Significant Expenditure and Staffing Changes:****Administrative Supplies:** increase due to office chair replacement (2).**General Expenses:** increase due to WIMS annual software support.

Budget Detail By Individual Categories	FY 2018 - 19 Actual	FY 2019 - 20 Budgeted	FY 2020 - 21 Budgeted
<b>Personal Services:</b>			
Salaries and Wages	\$ 156,877	\$ 212,115	\$ 178,402
Overtime Pay		-	-
F.I.C.A.	11,772	16,228	13,648
Pension	21,608	23,094	24,007
Employee Benefits	18,485	20,240	22,004
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	261	665	700
Vehicle Supplies	270	500	550
Administrative Supplies	452	600	2,100
Safety Supplies	-	100	100
Special Purchases	384	1,040	1,040
Utilities	1,452	2,000	1,548
Rentals	-	-	-
Maintenance and Repairs	374	500	500
Outside Services	622,431	685,500	627,500
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	67,918	80,993	91,402
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-		-
GEFA Principal	-		-
Transfers to Debt Service	-		-
<b>Capital Budget:</b>			
Capital Expenditures	-	-	-
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
Total Appropriations	\$ 902,284	\$ 1,043,575	\$ 963,501





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

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

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

**Significant Expenditure and Staffing Changes:**

**Other Materials and Supplies:** increase represents treatment chemicals.

**General Expenses:** increase due to property insurance.

Capital Expenditures: represent funding for Scum Trough Assembly, Secondary Launder Covers and Hydroxide Tank.

**Transfers to R&E:** represents funds being transferred to the Renewal and Extension Fund for Casey Influent Pump and Blower 24 MGD Capacity Recovery Upgrades.

Budget Detail By Individual Categories	FY 2018 - 19 Actual	FY 2019 - 20 Budgeted	FY 2020 - 21 Budgeted
<b>Personal Services:</b>			
Salaries and Wages	\$ 580,622	\$ 651,675	\$ 710,305
Overtime Pay	43,438	39,028	42,608
F.I.C.A.	46,752	49,852	53,485
Pension	80,254	90,582	97,182
Employee Benefits	86,505	88,323	109,109
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	265,638	273,559	350,911
Vehicle Supplies	11,632	6,534	9,627
Administrative Supplies	7,226	5,383	5,116
Safety Supplies	2,096	2,792	2,135
Special Purchases	-	-	-
Utilities	1,016,225	1,105,690	1,086,519
Rentals	-	3,011	2,045
Maintenance and Repairs	127,440	132,759	127,344
Outside Services	246,132	472,903	474,145
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	53,558	50,071	66,602
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	95,135	358,000	137,000
<b>Capital Projects:</b>			
Transfers to R&E	272,663	-	2,540,000
Total Appropriations	<u>\$ 2,935,315</u>	<u>\$ 3,330,162</u>	<u>\$ 5,814,133</u>



## BUSINESS UNIT 721: NORTHEAST WATER RECLAMATION FACILITY

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

Operates the Northeast Water Reclamation Plant.

**Significant Expenditure and Staffing Changes:****Other Materials and Supplies:** increase represents treatment chemicals.**Capital Expenditures:** represents funding for a Effluent Autosampler.

Budget Detail By Individual Categories	FY 2018 - 19 Actual	FY 2019 - 20 Budgeted	FY 2020 - 21 Budgeted
<b>Personal Services:</b>			
Salaries and Wages	\$ 464,073	\$ 489,217	\$ 508,718
Overtime Pay	44,359	46,483	80,000
F.I.C.A.	36,737	37,425	38,624
Pension	63,947	68,001	70,179
Employee Benefits	94,402	101,643	109,164
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	178,542	184,718	264,824
Vehicle Supplies	1,433	7,442	6,703
Administrative Supplies	4,498	2,453	3,877
Safety Supplies	2,800	2,754	2,906
Special Purchases	-	-	-
Utilities	523,176	509,345	559,340
Rentals	457	980	622
Maintenance and Repairs	63,295	161,040	145,300
Outside Services	155,018	265,941	181,763
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	36,763	41,261	46,020
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	85,279	175,000	8,000
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
Total Appropriations	\$ 1,754,778	\$ 2,093,703	\$ 2,026,040



## BUSINESS UNIT 722: NORTHEAST WRF SOLIDS HANDLING

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

Operation of solids handling at the Northeast Plant.

**Significant Expenditure and Staffing Changes:**

No significant changes from previous fiscal year.

Budget Detail By Individual Categories	FY 2018 - 19 Actual	FY 2019 - 20 Budgeted	FY 2020 - 21 Budgeted
<b>Personal Services:</b>			
Salaries and Wages	\$ 45,568	\$ 48,007	\$ 51,496
Overtime Pay	3,829	3,757	2,538
F.I.C.A.	3,406	3,672	3,868
Pension	6,358	6,673	7,028
Employee Benefits	14,070	15,436	7,575
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	104,706	107,392	104,195
Vehicle Supplies	-	-	-
Administrative Supplies	555	353	353
Safety Supplies	510	563	563
Special Purchases	-	-	-
Utilities	38,630	36,742	41,364
Rentals	-	-	-
Maintenance and Repairs	6,180	68,264	7,500
Outside Services	228,128	393,135	394,626
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	4,185	5,759	6,109
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	-	-	-
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
Total Appropriations	\$ 456,125	\$ 689,753	\$ 627,215



## BUSINESS UNIT 724: SHOAL CREEK WATER RECLAMATION FACILITY

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

Operation of the Shoal Creek Water Reclamation Plant.

**Significant Expenditure and Staffing Changes:****Outside Services:** increase due to Raw Pump #1 repairs and VFD Capacitor replacement (6).**Capital Expenditures:** represents funding for BOD Sampler.

Budget Detail By Individual Categories	FY 2018 - 19 Actual	FY 2019 - 20 Budgeted	FY 2020 - 21 Budgeted
<b>Personal Services:</b>			
Salaries and Wages	\$ 440,679	\$ 464,941	\$ 433,996
Overtime Pay	21,452	29,101	23,750
F.I.C.A.	34,684	35,567	32,818
Pension	60,528	64,627	59,631
Employee Benefits	55,006	60,116	56,507
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	34,145	43,928	45,167
Vehicle Supplies	6,328	7,244	5,649
Administrative Supplies	2,944	3,160	2,920
Safety Supplies	1,847	1,888	1,660
Special Purchases	-	-	-
Utilities	277,373	281,196	295,618
Rentals	-	-	-
Maintenance and Repairs	110,502	132,589	128,029
Outside Services	112,368	165,477	258,068
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	23,890	28,360	33,550
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	77,199	-	11,000
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
Total Appropriations	\$ 1,258,945	\$ 1,318,194	\$ 1,388,363



## BUSINESS UNIT 727: SHOAL CREEK WRF SOLIDS HANDLING

Department : Water ReclamationBusiness Unit : (727) Shoal Creek Solids HandlingMajor Business Unit Functions:

Removal of solids generated from operation of the Shoal Creek Plant.

Significant Expenditure and Staffing Changes:**Operating Materials & Supplies:** increase due to treatment chemicals.

Budget Detail By Individual Categories	FY 2018 - 19 Actual	FY 2019 - 20 Budgeted	FY 2020 - 21 Budgeted
<b>Personal Services:</b>			
Salaries and Wages	\$ 74,671	\$ 79,266	\$ 56,881
Overtime Pay	1,659	1,239	1,678
F.I.C.A.	5,817	6,063	4,231
Pension	10,290	11,018	7,687
Employee Benefits	7,432	8,106	16,288
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	41,467	36,743	56,092
Vehicle Supplies	-	-	-
Administrative Supplies	-	-	-
Safety Supplies	-	-	-
Special Purchases	-	-	-
Utilities	18,107	22,053	19,404
Rentals	-	-	-
Maintenance and Repairs	1,699	8,561	3,710
Outside Services	157,185	233,981	234,561
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	5,044	5,688	7,865
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	-	-	-
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
Total Appropriations	\$ 323,372	\$ 412,718	\$ 408,397



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

Department : Water ReclamationBusiness Unit : (729) R.L. Jackson Transfer Pump StationMajor Business Unit Functions:

Operates the R.L. Jackson Transfer Pump Station that pumps the Casey Plant effluent to Huie site for further treatment.

Significant Expenditure and Staffing Changes:

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

Budget Detail By Individual Categories	FY 2018 - 19 Actual	FY 2019 - 20 Budgeted	FY 2020 - 21 Budgeted
<b>Personal Services:</b>			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	-	200	200
Vehicle Supplies	3,581	4,878	2,987
Administrative Supplies	-	-	-
Safety Supplies	-	200	200
Special Purchases	-	-	-
Utilities	595,074	614,120	638,311
Rentals	-	605	605
Maintenance and Repairs	8,229	8,201	7,291
Outside Services	144,875	191,841	148,163
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	4,875	5,362	7,188
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	-	-	-
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
Total Appropriations	\$ 756,635	\$ 825,407	\$ 804,945





## 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 2018 - 19 Actual	FY 2019 - 20 Budgeted	FY 2020 - 21 Budgeted
<b>Personal Services:</b>			
Salaries and Wages	\$ 300,878	\$ 327,429	\$ 343,531
Overtime Pay	13,526	7,500	10,000
F.I.C.A.	23,445	25,624	26,280
Pension	41,798	45,513	47,751
Employee Benefits	43,900	51,317	49,955
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	21,075	31,725	27,575
Vehicle Supplies	3,720	3,921	4,327
Administrative Supplies	902	2,900	4,050
Safety Supplies	258	150	300
Special Purchases	-	-	-
Utilities	3,544	3,850	5,000
Rentals	1,018	3,000	3,500
Maintenance and Repairs	2,365	1,750	2,350
Outside Services	54,004	57,112	97,038
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	8,364	10,095	12,930
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	6,517	-	10,000
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
Total Appropriations	\$ 525,314	\$ 571,886	\$ 644,587



## BUSINESS UNIT 731: SLUDGE PELLETIZING

Department : Water ReclamationBusiness Unit : (731) Sludge PelletizingMajor Business Unit Functions:

Operation of solids handling at the Casey Plant which includes the pelletizing process.

Significant Expenditure and Staffing Changes:

**Outside Services:** increase is due to dust hazard analysis implementation.

**Capital Expenditures:** represents funding for Roof Replacement and Belt Press Dewatering Equipment.

Budget Detail By Individual Categories	FY 2018 - 19 Actual	FY 2019 - 20 Budgeted	FY 2020 - 21 Budgeted
<b>Personal Services:</b>			
Salaries and Wages	\$ 410,911	\$ 474,600	\$ 489,184
Overtime Pay	73,342	76,300	76,300
F.I.C.A.	35,243	36,308	36,942
Pension	56,753	65,969	67,124
Employee Benefits	77,755	112,591	102,737
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	241,525	261,567	256,381
Vehicle Supplies	12,520	40,404	26,428
Administrative Supplies	1,846	2,831	2,202
Safety Supplies	2,032	2,248	2,268
Special Purchases	-	-	-
Utilities	534,578	489,828	551,245
Rentals	6,615	3,875	4,000
Maintenance and Repairs	116,805	106,868	121,564
Outside Services	153,599	250,157	335,671
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	15,788	17,522	22,780
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	-	226,504	631,285
<b>Capital Projects:</b>			
Transfers to R&E	39,516	-	-
Total Appropriations	\$ 1,778,827	\$ 2,167,572	\$ 2,726,111



## 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 Casey Plant for treatment.

**Significant Expenditure and Staffing Changes:**

**Outside Services:** increase due to RPS Wetwell Pump Outs.

Budget Detail By Individual Categories	FY 2018 - 19 Actual	FY 2019 - 20 Budgeted	FY 2020 - 21 Budgeted
<b>Personal Services:</b>			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	431	-	575
Vehicle Supplies	1,164	658	871
Administrative Supplies	-	-	-
Safety Supplies	-	200	200
Special Purchases	-	-	-
Utilities	134,711	112,243	144,141
Rentals	-	-	-
Maintenance and Repairs	97	380	516
Outside Services	3,990	38,109	73,881
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	1,764	1,724	2,117
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	-	-	-
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
Total Appropriations	\$ 142,157	\$ 153,314	\$ 222,301



## 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:** decrease represents ACH for Wetland influent chemical augmentation.

Budget Detail By Individual Categories	FY 2018 - 19 Actual	FY 2019 - 20 Budgeted	FY 2020 - 21 Budgeted
<b>Personal Services:</b>			
Salaries and Wages	\$ 606,587	\$ 630,527	\$ 645,608
Overtime Pay	6,018	11,000	11,000
F.I.C.A.	44,277	48,236	48,809
Pension	83,642	87,645	88,686
Employee Benefits	110,731	122,799	132,446
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	20,326	127,825	78,650
Vehicle Supplies	27,444	25,300	27,700
Administrative Supplies	2,100	1,940	2,000
Safety Supplies	1,351	1,200	1,000
Special Purchases	-	-	-
Utilities	115,358	111,926	124,963
Rentals	-	1,000	1,000
Maintenance and Repairs	44,090	45,280	50,892
Outside Services	23,203	149,084	88,814
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	17,147	19,401	22,031
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	236,935	-	-
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
Total Appropriations	\$ 1,339,209	\$ 1,383,163	\$ 1,323,599



## General Services Division – Business Unit Group 900





## GENERAL SERVICES DIVISION BUDGET UNIT 900

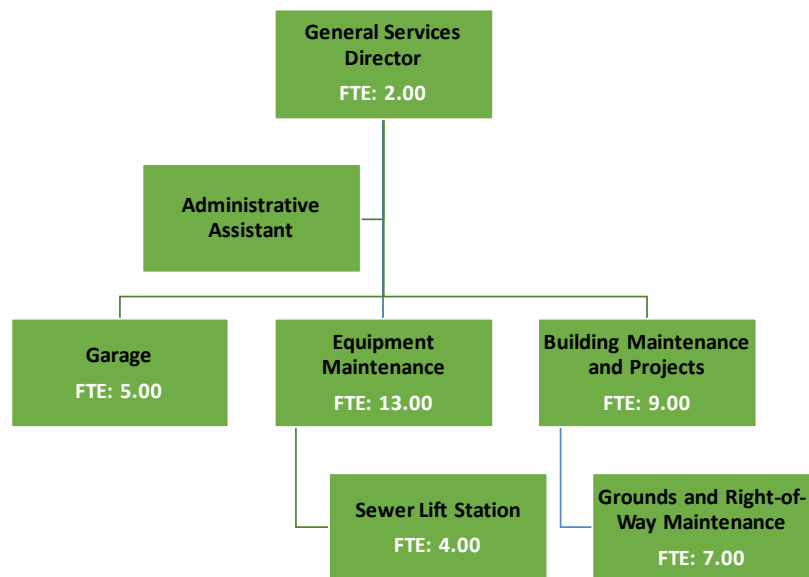
The General Services Division serves in the capacity of an internal services provider for other departments. It has the responsibility of repairing and maintaining the Authority's fleet, mechanical, electrical and structural equipment throughout the Authority. It is responsible for maintaining the following 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 Director  
925 – Sewer Lift Stations  
930 – Garage

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







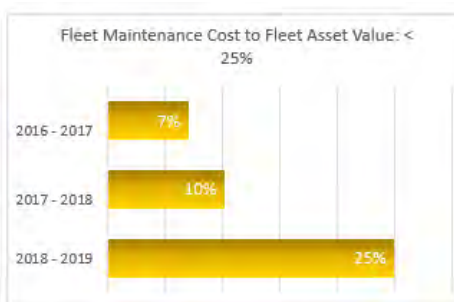
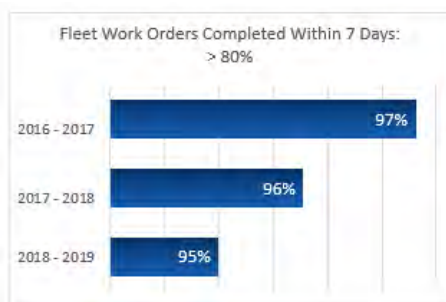
## General Services Division – Staffing Summary

Authorized Personnel	FY 2018-2019 Budgeted	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted
<b>General Services Division</b>			
901 - General Services Director	2.00	2.31	2.00
925 - Sewer Lift Station	4.00	4.00	4.00
930 - Garage	5.00	5.00	5.00
950 - Equipment Maintenance	12.00	12.00	13.00
960 - Grounds and Right-of-Way Maintenance	7.00	7.00	7.00
970 - Building Maintenance and Projects	9.00	9.00	9.00
<b>Total Full-Time Employees (FTEs)</b>	<b>39.00</b>	<b>39.31</b>	<b>40.00</b>

## 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	2018 - 2019	2017 - 2018	2016 - 2017
<b>OPTIMIZE OPERATIONS</b>						
15 Provide Minimum Down Time for CCWA's Fleet	Fleet Work Orders Completed Within 7 Days: > 80%	GS	> 80%	95%	96%	97%
	Fleet Maintenance Cost to Fleet Asset Value: < 25%	GS	< 25%	25%	10%	7%
<b>INFRASTRUCTURE SUSTAINABILITY</b>						
20 Implement asset management practices	Facilities Work Orders Completed Within 7 Days: > 80%	GS	> 80%	77%	82%	80%
	Facilities Maintenance Cost to Asset Value: < 25%	GS	< 25%	8%	7%	7%





## General Services Division – Major Initiatives for FY 2020 - 2021

Business Unit	Budget Funding	Account Number	Amount Budgeted	Initiative	
General Services Manager					
901	Operating	56116	\$ 50,000	SCADA Technical Repair Services - MR Systems	
		56152	31,365	AVL Tracking	
Grand Total			\$ 81,365		
Sewer Lift Stations					
925	Operating	56116	\$ 13,600	Maintenance to Spare V-Series Rotating Assembly	
		56116	15,000	Maintenance: Plant Equipment <i>(As needed Basis)</i>	
		59122	9,074	Rockwell Automation Tech Connect	
		59122	36,751	iFix Support	
		59122	5,880	SCADA support	
		59122	24,295	Mission Communication Software for 44 Units	
	Capital	59931	\$ 47,300	Rotating Assemblies (8)	
Grand Total			\$ 151,900		
Garage					
930	Operating	51103	\$ 2,000	40 Ton Axle Jack	
		51103	2,200	Handheld Grinder and Belt Sander	
		51103	3,000	Air Compressed Air Dryer	
		51103	1,300	Magnetic-Mount Drill	
		51103	1,100	Leak Detection Smoke Machine	
		51104	1,200	Tool Bins for Fleet Truck	
	51104	3,000	Winch for Fuel Truck		
Capital	59961	\$ 7,500	Medium Duty Vehicle Analyzer		
Grand Total			\$ 21,300		
Equipment Maintenance					
950	Operating	59122	\$ 11,000	iHistorian Tags Software for SCADA	
	Capital	59933	\$ 5,100	HART Communication Device	
Grand Total			\$ 16,100		
Grounds and Right-of-Way Maintenance					
960	Capital	59963	\$ 15,265	Grass Hopper Mower	
Grand Total			\$ 15,265		



## General Services Division Staffing – Position Detail

Authorized Personnel	FY 2018-2019 Budgeted	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted
<b>General Services Department Manager</b>			
Administrative Assistant	1.00	1.00	1.00
General Services Director	1.00	1.00	1.00
Shadow - Dept Mgr - General Services	0.00	0.31	0.00
<b>Total Number of Personnel (FTE's)</b>	<b>2.00</b>	<b>2.31</b>	<b>2.00</b>
<b>Sewage Lift Stations</b>			
Lift Station / PM Specialist	1.00	1.00	1.00
Lift Station Technician	3.00	3.00	3.00
<b>Total Number of Personnel (FTE's)</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
<b>Garage</b>			
Fleet Services Supervisor	1.00	1.00	1.00
Fleet Technician	3.00	3.00	3.00
Garage Inv./Warehouse Technician	1.00	1.00	1.00
<b>Total Number of Personnel (FTE's)</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
<b>Equipment Maintenance</b>			
Electrician	1.00	1.00	1.00
Electrician Technician	1.00	1.00	1.00
Instrument/Controls Specialist	1.00	1.00	1.00
Maintenance Technician I	5.00	4.00	3.00
Maintenance Technician II	1.00	1.00	1.00
Maintenance Technician III	0.00	1.00	2.00
Plant Maintenance Chief Tech.	1.00	1.00	1.00
Plant Services Manager	1.00	1.00	1.00
PLC and SCADA Specialist	1.00	1.00	1.00
Specialist Support Technician	0.00	0.00	1.00
<b>Total Number of Personnel (FTE's)</b>	<b>12.00</b>	<b>12.00</b>	<b>13.00</b>
<b>Grounds/Right-of-Way Maintenance</b>			
Grounds Maintenance Worker I	3.00	0.00	0.00
Grounds Maintenance Worker II	3.00	0.00	0.00
Grounds Technician I	0.00	3.00	3.00
Grounds Technician II	0.00	3.00	3.00
Grounds Technicians Crew Leader	1.00	1.00	1.00
<b>Total Number of Personnel (FTE's)</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>
<b>Building Maintenance/Projects</b>			
Building Maintenance Worker	3.00	0.00	0.00
Facilities Maint Technician I	0.00	4.00	4.00
Facilities Maint Technician II	0.00	3.00	3.00
Facilities and Grounds Manager	1.00	1.00	1.00
Facilities Maintenance Worker	4.00	0.00	0.00
Facilities Tech Crew Leader	1.00	1.00	1.00
<b>Total Number of Personnel (FTE's)</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>
<b>General Services Department Total</b>	<b>39.00</b>	<b>39.31</b>	<b>40.00</b>



## General Services Division – Consolidated Operating Budget

**Department : General Services****Business Unit : Department 900 - Consolidated****Overview of Department Responsibilities**

The General Services Department represents the internal service functions for the Authority. Its responsibilities include 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.

<b>Budget Detail By Individual Categories</b>	<b>FY 2018 - 19 Actual</b>	<b>FY 2019 - 20 Budgeted</b>	<b>FY 2020 - 21 Budgeted</b>
<b>Personal Services:</b>			
Salaries and Wages	\$ 1,935,244	\$ 2,200,075	\$ 2,172,597
Overtime Pay	86,134	96,800	112,300
F.I.C.A.	148,338	168,309	163,904
Pension	267,881	295,601	297,813
Employee Benefits	350,926	445,742	468,091
<b>Operating Expenditures:</b>	-	-	-
Operating Materials & Supplies	269,024	307,999	347,069
Vehicle Supplies	68,981	76,935	84,251
Administrative Supplies	7,841	6,570	10,225
Safety Supplies	6,105	10,500	7,600
Special Purchases	722	780	880
Utilities	343,497	281,903	368,982
Rentals	4,266	3,600	4,000
Maintenance and Repairs	84,271	165,570	120,050
Outside Services	175,177	296,892	320,610
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	151,604	194,855	243,578
Accounting Charges	-	-	-
<b>Debt Service:</b>	-	-	-
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>	-	-	-
Capital Expenditures	103,140	594,398	75,165
<b>Capital Projects:</b>	-	-	-
Transfers to R&E	38	-	-
<b>Total Appropriations</b>	<b>\$ 4,003,190</b>	<b>\$ 5,146,529</b>	<b>\$ 4,797,115</b>



## BUSINESS UNIT 901: GENERAL SERVICES DEPARTMENT MANAGER

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

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

Significant Expenditure and Staffing Changes:**Utilities:** increase is due to the new General Services Maintenance Building.

Budget Detail By Individual Categories	FY 2018 - 19 Actual	FY 2019 - 20 Budgeted	FY 2020 - 21 Budgeted
<b>Personal Services:</b>			
Salaries and Wages	\$ 178,655	\$ 212,706	\$ 159,390
Overtime Pay	-	100	100
F.I.C.A.	13,008	16,273	11,956
Pension	24,733	24,449	21,724
Employee Benefits	25,471	26,707	28,380
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	1,755	100	515
Vehicle Supplies	193	612	612
Administrative Supplies	427	250	300
Safety Supplies	-	50	100
Special Purchases	722	780	880
Utilities	2,510	1,524	17,226
Rentals	-	-	-
Maintenance and Repairs	936	250	1,250
Outside Services	22,840	129,030	132,030
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	64,500	83,462	81,384
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	-	-	-
<b>Capital Projects:</b>			
Transfers to R&E	38	-	-
Total Appropriations	\$ 335,789	\$ 496,293	\$ 455,847



## BUSINESS UNIT 925: SEWAGE LIFT STATIONS

**Department : General Services****Business Unit : (925) Sewage Lift Stations****Major Business Unit Functions:**

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

**Significant Expenditure and Staffing Changes:**

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

**General Expenses:** increase due to Mission Communication software services for 44 liftstations.

**Capital Expenditures:** represents funding for Rotating Assemblies (8).

Budget Detail By Individual Categories	FY 2018 - 19 Actual	FY 2019 - 20 Budgeted	FY 2020 - 21 Budgeted
<b>Personal Services:</b>			
Salaries and Wages	\$ 184,716	\$ 196,369	\$ 184,844
Overtime Pay	27,890	30,000	40,200
F.I.C.A.	15,352	15,022	13,803
Pension	25,462	27,295	25,080
Employee Benefits	41,676	45,673	43,085
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	176,911	226,585	231,165
Vehicle Supplies	16,566	13,558	17,400
Administrative Supplies	1,159	400	3,050
Safety Supplies	672	1,800	2,000
Special Purchases	-	-	-
Utilities	256,035	227,675	273,940
Rentals	-	-	-
Maintenance and Repairs	60,034	149,000	89,000
Outside Services	108,232	99,787	107,945
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	54,584	61,242	104,639
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	-	35,358	47,300
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
Total Appropriations	\$ 969,291	\$ 1,129,764	\$ 1,183,451





## 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:

**Operating Materials & Supplies:** increase is due to the replacement of a 40ton axle jack, hand held grinder, compressed air dryers, magnetic mount drill and a fuel truck winch.

**Capital Expenditures:** represents funding for Medium Duty Vehicle Analyzer.

Budget Detail By Individual Categories	FY 2018 - 19 Actual	FY 2019 - 20 Budgeted	FY 2020 - 21 Budgeted
<b>Personal Services:</b>			
Salaries and Wages	\$ 238,342	\$ 254,710	\$ 260,352
Overtime Pay	4,510	1,500	1,500
F.I.C.A.	17,987	19,486	19,589
Pension	33,232	35,404	35,594
Employee Benefits	43,360	50,924	60,278
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	11,959	14,875	32,025
Vehicle Supplies	4,580	7,139	7,319
Administrative Supplies	762	850	1,100
Safety Supplies	931	1,000	1,000
Special Purchases	-	-	-
Utilities	9,985	10,366	10,208
Rentals	1,169	1,000	1,000
Maintenance and Repairs	2,368	4,500	5,500
Outside Services	9,559	8,875	18,925
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	5,055	7,133	7,254
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	13,000	36,840	7,500
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
Total Appropriations	\$ 396,798	\$ 454,602	\$ 469,144



## BUSINESS UNIT 950: EQUIPMENT MAINTENANCE

Department : General ServicesBusiness Unit : (950) Equipment MaintenanceMajor Business Unit Functions:

Maintains and repairs plant equipment and pumping stations.

Significant Expenditure and Staffing Changes:**Operating Materials & Supplies:** increase due to laser alignment tools, fluke clamp meter, metric wrench set and two utility carts.**Capital Expenditures:** represents funds for HART Communication Device.

Budget Detail By Individual Categories	FY 2018 - 19 Actual	FY 2019 - 20 Budgeted	FY 2020 - 21 Budgeted
<b>Personal Services:</b>			
Salaries and Wages	\$ 698,645	\$ 835,616	\$ 824,664
Overtime Pay	30,982	32,000	33,500
F.I.C.A.	53,386	63,925	62,225
Pension	96,520	116,151	113,063
Employee Benefits	116,808	166,683	171,964
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	17,927	18,032	35,390
Vehicle Supplies	19,195	21,700	25,000
Administrative Supplies	2,400	2,350	2,775
Safety Supplies	954	4,100	1,000
Special Purchases	-	-	-
Utilities	60,624	29,400	36,493
Rentals	816	1,100	1,500
Maintenance and Repairs	10,488	2,750	3,800
Outside Services	21,572	40,235	39,300
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	16,314	30,873	37,316
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	53,555	295,300	5,100
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
Total Appropriations	\$ 1,200,185	\$ 1,660,215	\$ 1,393,090



## 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:****Maintenance and Repairs:** increase represents hydraulic drives and rubber track replacement for mini excavator.**Capital Expenditures:** represents funding for a Grass Hopper Mower.

Budget Detail By Individual Categories	FY 2018 - 19 Actual	FY 2019 - 20 Budgeted	FY 2020 - 21 Budgeted
<b>Personal Services:</b>			
Salaries and Wages	\$ 217,976	\$ 259,054	\$ 274,966
Overtime Pay	14,475	13,200	15,000
F.I.C.A.	17,025	19,818	20,878
Pension	30,312	30,918	37,935
Employee Benefits	45,125	69,337	68,551
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	15,762	13,485	16,624
Vehicle Supplies	12,163	16,391	16,420
Administrative Supplies	722	1,120	1,000
Safety Supplies	621	1,000	1,000
Special Purchases	-	-	-
Utilities	8,206	5,147	8,937
Rentals	2,282	1,500	1,500
Maintenance and Repairs	8,656	6,420	16,000
Outside Services	9,541	11,653	12,775
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	3,545	3,640	4,815
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	36,585	64,900	15,265
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
Total Appropriations	\$ 422,995	\$ 517,583	\$ 511,666



## BUSINESS UNIT 970: BUILDING MAINTENANCE PROJECTS

**Department : General Services****Business Unit : (970) Building Maintenance Projects****Major 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:**

**Utilities:** increase is due to the new General Services Maintenance Building.

Budget Detail By Individual Categories	FY 2018 - 19 Actual	FY 2019 - 20 Budgeted	FY 2020 - 21 Budgeted
<b>Personal Services:</b>			
Salaries and Wages	\$ 416,910	\$ 441,620	\$ 468,381
Overtime Pay	8,278	20,000	22,000
F.I.C.A.	31,580	33,785	35,453
Pension	57,622	61,384	64,417
Employee Benefits	78,487	86,418	95,833
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	44,709	34,922	31,350
Vehicle Supplies	16,284	17,535	17,500
Administrative Supplies	2,372	1,600	2,000
Safety Supplies	2,927	2,550	2,500
Special Purchases	-	-	-
Utilities	6,138	7,791	22,178
Rentals	-	-	-
Maintenance and Repairs	1,789	2,650	4,500
Outside Services	3,433	7,312	9,635
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	7,606	8,505	8,170
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	-	162,000	-
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
Total Appropriations	\$ 678,134	\$ 888,072	\$ 783,917



Stormwater Fund





## **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 – Consolidated Operating Budget

**Department :** Stormwater Utility - Consolidated

**Business Unit :** Stormwater Fund - Consolidated

Budget Summary By Expenditure Class	FY 2018 - 19 Actual	FY 2019 - 20 Budgeted	FY 2020 - 21 Budgeted
Personal Services	\$ 1,544,046	\$ 1,809,428	\$ 2,020,633
Operating Expenditures	2,668,320	2,964,005	3,038,776
Debt Service	-	-	-
Capital Outlay	-	-	-
Other Financing Uses	461,044	532,076	296,878
	<u>\$ 4,673,410</u>	<u>\$ 5,305,509</u>	<u>\$ 5,356,287</u>

Budget Detail By Individual Categories	FY 2018 - 19 Actual	FY 2019 - 20 Budgeted	FY 2020 - 21 Budgeted
<b>Personal Services:</b>			
Salaries and Wages	\$ 1,050,989	\$ 1,250,367	\$ 1,392,120
Overtime Pay	79,449	52,500	90,774
F.I.C.A.	83,655	95,657	105,827
Pension	145,002	172,526	191,010
Employee Benefits	184,950	238,378	240,902
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	134,276	20,940	172,655
Vehicle Supplies	55,018	53,540	61,200
Administrative Supplies	13,520	14,600	22,100
Safety Supplies	6,415	5,550	7,150
Special Purchases	402	460	500
Utilities	28,093	28,372	35,014
Rentals	5,848	8,500	10,000
Maintenance and Repairs	39,319	28,250	28,250
Outside Services	1,940,557	2,295,310	2,450,975
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	128,636	156,483	160,932
Accounting Charges	316,235	352,000	90,000
<b>Debt Service:</b>	-	-	-
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>	-	-	-
Capital Expenditures	461,044	532,076	296,878
<b>Capital Projects:</b>	-	-	-
Transfers to SW Internal	4,073,001	3,313,121	3,420,799
Transfers to Revenue Fund	1,413,558	1,271,151	1,219,663
Total Appropriations	<u>\$ 10,159,969</u>	<u>\$ 9,889,781</u>	<u>\$ 9,996,749</u>





Stormwater Fund Overview

**Department :** Stormwater Utility - Consolidated

**Business Unit :** Stormwater Fund - Consolidated

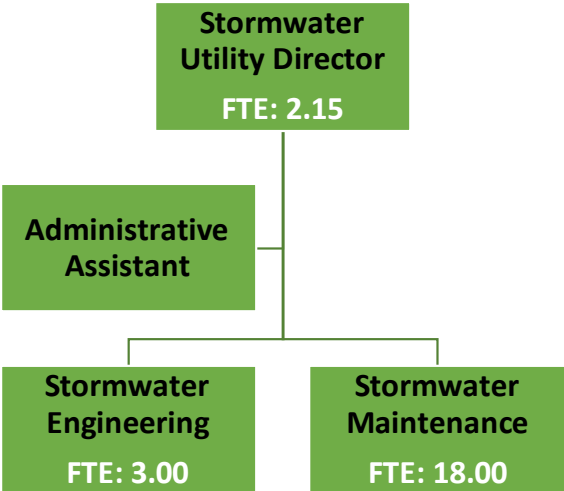
Overview of Stormwater Utility Responsibilities

The primary responsibility of the Stormwater Utility Section is the management of Stormwater related activities throughout Clayton County. These activities include , but are not limited to: 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

Stormwater Fund Organizational Chart





## Stormwater Fund – Staffing Summary

Authorized Personnel	FY 2018-2019 Budgeted	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted
<b>Stormwater Fund</b>			
201 - Stormwater Utility Director	2.50	2.25	2.15
205 - Stormwater Engineering	3.00	3.00	3.00
210 - Stormwater Maintenance	18.00	18.00	18.00
<b>Total Full-Time Employees (FTEs)</b>	<b>23.50</b>	<b>23.25</b>	<b>23.15</b>

## 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	2018 - 2019	2017 - 2018	2016 - 2017
<b>SUPERIOR PRODUCT QUALITY</b>						
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
<b>EXCEED CUSTOMER EXPECTATIONS</b>						
4 Improve customer experience	% Site Visits Within 24 Hours of Customer Call: > 90%/MO	SW	> 90% / Month	91%	96%	98%
<b>PROVIDE EMPLOYEE DEVELOPMENT</b>						
8 Provide effective employee training and development	% SW Employees with Required Certification: 100%/YR	SW	100% / Year	100%	100%	100%
<b>OPTIMIZE OPERATIONS</b>						
13 Reasonable Cost of Service	\$/Mile of SW System Pipe Maintained: < \$3,000	SW	< \$3,000	\$3,063	\$2,464	\$2,710
	% of Budget: < 95%	SW	< 95%	84%	83%	85%





## Stormwater Fund – Major Initiatives for FY 2020 - 2021

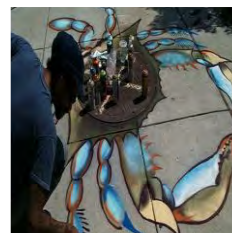
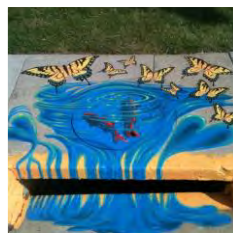
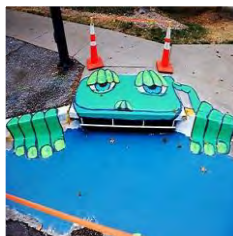
Business Unit	Budget Funding	Account Number	Amount Budgeted	Initiative		
Stormwater Manager						
201	Operating	56110	\$ 300,000	Engineering On Call Services		
		56110	10,000	Spivey Station Dam with Emergency Action Plan		
		59302	1,271,151	Transfer to Revenue Fund		
Grand Total			\$1,581,151			
Stormwater Engineering						
205	Operating	56110	\$ 15,000	Annual Biological Monitoring		
		56110	120,000	Assistance in Updating SWU Guidelines		
		56125	30,200	USGS Gauge Installation on Flint at SR 85		
		56199	75,000	HHWA Collection Day		
	Capital	59953	30,710	Truck (F- 150)		
		59988	40,000	Pole Inspection Camera (2)		
		Grand Total			\$ 310,910	
Stormwater Maintenance						
210	Operating	56110	\$ 20,000	Geotechnical Services Support		
		56124	1,330,000	Support for SW Pipe Repair		
		56125	220,000	Support for Lakes, Rivers, Streams and Ponds		
	Capital	59370	1,500,000	[SMP# 20- 207] Cured In Place Pipe (CIPP)		
		59370	1,920,799	[SMP# 20-207] Removal and Replacement (R/R)		
		59902	10,000	Easements		
		59953	7,000	CAT Track Loader Tilt Trailer		
		59951	59,486	Truck (F-550)		
		59951	59,486	Truck (F-550)		
		59951	59,486	Truck (F-550)		
		59953	30,710	Truck (F-150)		
		Grand Total			\$5,216,967	





## Stormwater Fund Staffing – Position Detail

Authorized Personnel	FY 2018-2019 Budgeted	FY 2016-2017 Requested	FY 2020-2021 Budgeted
<b><i>Stormwater Management</i></b>			
High School Intern	0.50	0.25	0.15
Office Assistant	1.00	1.00	1.00
Stormwater Utility Director	1.00	1.00	1.00
<b>Total Number of Personnel (FTE's)</b>	<b>2.50</b>	<b>2.25</b>	<b>2.15</b>
<b><i>Stormwater Engineering</i></b>			
Stormwater Compliance Manager	1.00	1.00	1.00
Stormwater Compliance Technician	1.00	1.00	1.00
Stormwater Inspection Technician	1.00	1.00	1.00
<b>Total Number of Personnel (FTE's)</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b><i>Stormwater Maintenance</i></b>			
Crew Leader	0.00	0.00	1.00
Equipment Operator	2.00	2.00	4.00
Lead Maintenance Mechanic	2.00	2.00	0.00
Maintenance & Install Crew Leader	2.00	2.00	0.00
Property Restoration Technician	1.00	1.00	1.00
Senior Equipment Operator	2.00	2.00	1.00
Sr Crew Leader	1.00	1.00	3.00
Stormwater Investigation Technician	1.00	1.00	1.00
SW Maintenance & Install Supervisor	1.00	1.00	1.00
SW Maintenance Manager	1.00	1.00	1.00
Utility Service Mechanic I	3.00	2.00	2.00
Utility Service Mechanic II	2.00	3.00	3.00
<b>Total Number of Personnel (FTE's)</b>	<b>18.00</b>	<b>18.00</b>	<b>18.00</b>
<b><i>Stormwater Utility Grand Total</i></b>	<b>23.50</b>	<b>23.25</b>	<b>23.15</b>





### Stormwater Fund – Staffing Summary

Authorized Personnel	FY 2018-2019 Budgeted	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted
<b>Stormwater Fund</b>			
201 - Stormwater Utility Director	2.50	2.25	2.15
205 - Stormwater Engineering	3.00	3.00	3.00
210 - Stormwater Maintenance	18.00	18.00	18.00
<b>Total Full-Time Employees (FTEs)</b>	<b>23.50</b>	<b>23.25</b>	<b>23.15</b>

### 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	2018 - 2019	2017 - 2018	2016 - 2017
<b>SUPERIOR PRODUCT QUALITY</b>						
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
<b>EXCEED CUSTOMER EXPECTATIONS</b>						
4 Improve customer experience	% Site Visits Within 24 Hours of Customer Call: > 90%/MO	SW	> 90% / Month	91%	96%	98%
<b>PROVIDE EMPLOYEE DEVELOPMENT</b>						
8 Provide effective employee training and development	% SW Employees with Required Certification: 100%/YR	SW	100% / Year	100%	100%	100%
<b>OPTIMIZE OPERATIONS</b>						
13 Reasonable Cost of Service	\$/Mile of SW System Pipe Maintained: < \$3,000	SW	< \$3,000	\$3,063	\$2,464	\$2,710
	% of Budget: < 95%	SW	< 95%	84%	83%	85%





## Stormwater Fund – Major Initiatives for FY 2020 - 2021

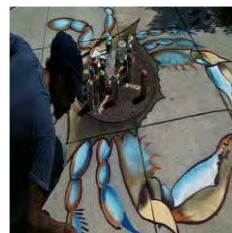
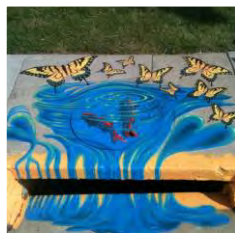
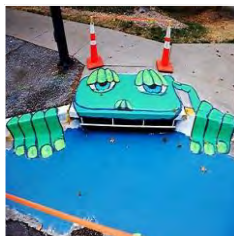
Business Unit	Budget Funding	Account Number	Amount Budgeted	Initiative	
Stormwater Manager					
201	Operating	56110	\$ 300,000	Engineering On Call Services	
		56110	10,000	Spivey Station Dam with Emergency Action Plan	
		59302	1,271,151	Transfer to Revenue Fund	
Grand Total			\$1,581,151		
Stormwater Engineering					
205	Operating	56110	\$ 15,000	Annual Biological Monitoring	
		56110	120,000	Assistance in Updating SWU Guidelines	
		56125	30,200	USGS Gauge Installation on Flint at SR 85	
		56199	75,000	HHWA Collection Day	
	Capital	59953	30,710	Truck (F- 150)	
		59988	40,000	Pole Inspection Camera (2)	
		Grand Total			\$ 310,910
		Stormwater Maintenance			
210	Operating	56110	\$ 20,000	Geotechnical Services Support	
		56124	1,330,000	Support for SW Pipe Repair	
		56125	220,000	Support for Lakes, Rivers, Streams and Ponds	
	Capital	59370	1,500,000	Cured In Place Pipe (CIPP) [SMP 214]	
		59370	1,869	Removal and Replacement (R/R) [SMP 214]	
		59902	10,000	Easements	
		59953	7,000	CAT Track Loader Tilt Trailer	
		59951	59,486	Truck (F-550)	
		59951	59,486	Truck (F-550)	
		59951	59,486	Truck (F-550)	
		59953	30,710	Truck (F-150)	
		Grand Total			\$3,298,037





## Stormwater Fund Staffing – Position Detail

Authorized Personnel	FY 2018-2019 Budgeted	FY 2016-2017 Requested	FY 2020-2021 Budgeted
<b>Stormwater Management</b>			
High School Intern	0.50	0.25	0.15
Office Assistant	1.00	1.00	1.00
Stormwater Utility Director	1.00	1.00	1.00
<b>Total Number of Personnel (FTE's)</b>	<b>2.50</b>	<b>2.25</b>	<b>2.15</b>
<b>Stormwater Engineering</b>			
Stormwater Compliance Manager	1.00	1.00	1.00
Stormwater Compliance Technician	1.00	1.00	1.00
Stormwater Inspection Technician	1.00	1.00	1.00
<b>Total Number of Personnel (FTE's)</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Stormwater Maintenance</b>			
Crew Leader	0.00	0.00	1.00
Equipment Operator	2.00	2.00	4.00
Lead Maintenance Mechanic	2.00	2.00	0.00
Maintenance & Install Crew Leader	2.00	2.00	0.00
Property Restoration Technician	1.00	1.00	1.00
Senior Equipment Operator	2.00	2.00	1.00
Sr Crew Leader	1.00	1.00	3.00
Stormwater Investigation Technician	1.00	1.00	1.00
SW Maintenance & Install Supervisor	1.00	1.00	1.00
SW Maintenance Manager	1.00	1.00	1.00
Utility Service Mechanic I	3.00	2.00	2.00
Utility Service Mechanic II	2.00	3.00	3.00
<b>Total Number of Personnel (FTE's)</b>	<b>18.00</b>	<b>18.00</b>	<b>18.00</b>
<b>Stormwater Utility Grand Total</b>	<b>23.50</b>	<b>23.25</b>	<b>23.15</b>







## Stormwater Fund – Consolidated Operating Budget

**Department :** Stormwater Utility - Consolidated

**Business Unit :** Stormwater Fund - Consolidated

Budget Summary By Expenditure Class	FY 2018 - 19 Actual	FY 2019 - 20 Budgeted	FY 2020 - 21 Budgeted
Personal Services	\$ 1,544,046	\$ 1,809,428	\$ 2,020,633
Operating Expenditures	2,668,320	2,964,005	3,038,776
Debt Service	-	-	-
Capital Outlay	-	-	-
Other Financing Uses	461,044	532,076	296,878
	<u>\$ 4,673,410</u>	<u>\$ 5,305,509</u>	<u>\$ 5,356,287</u>

Budget Detail By Individual Categories	FY 2018 - 19 Actual	FY 2019 - 20 Budgeted	FY 2020 - 21 Budgeted
<b>Personal Services:</b>			
Salaries and Wages	\$ 1,050,989	\$ 1,250,367	\$ 1,392,120
Overtime Pay	79,449	52,500	90,774
F.I.C.A.	83,655	95,657	105,827
Pension	145,002	172,526	191,010
Employee Benefits	184,950	238,378	240,902
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	134,276	20,940	172,655
Vehicle Supplies	55,018	53,540	61,200
Administrative Supplies	13,520	14,600	22,100
Safety Supplies	6,415	5,550	7,150
Special Purchases	402	460	500
Utilities	28,093	28,372	35,014
Rentals	5,848	8,500	10,000
Maintenance and Repairs	39,319	28,250	28,250
Outside Services	1,940,557	2,295,310	2,450,975
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	128,636	156,483	160,932
Accounting Charges	316,235	352,000	90,000
<b>Debt Service:</b>	-	-	-
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>	-	-	-
Capital Expenditures	461,044	532,076	296,878
<b>Capital Projects:</b>	-	-	-
Transfers to SW Internal	4,073,001	3,313,121	3,420,799
Transfers to Revenue Fund	1,413,558	1,271,151	1,219,663
Total Appropriations	<u>\$ 10,159,969</u>	<u>\$ 9,889,781</u>	<u>\$ 9,996,749</u>



## Business Unit 201: Stormwater Management

**Department : Stormwater Utility****Business Unit : (201) Stormwater Management****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:**

**Accounting Charges:** decrease due to governmental relations write offs.

**Transfers to Revenue Fund:** represents funds being transferred to the Revenue Fund for Company Support.

<b>Budget Detail By Individual Categories</b>	<b>FY 2018 - 19 Actual</b>	<b>FY 2019 - 20 Budgeted</b>	<b>FY 2020 - 21 Budgeted</b>
<b>Personal Services:</b>			
Salaries and Wages	\$ 172,909	\$ 187,802	\$ 196,536
Overtime Pay	29	-	-
F.I.C.A.	12,954	14,368	14,470
Pension	23,655	24,832	25,017
Employee Benefits	18,377	19,459	18,230
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	2,914	865	1,330
Vehicle Supplies	204	240	400
Administrative Supplies	9,034	9,200	9,200
Safety Supplies	59	150	150
Special Purchases	402	460	500
Utilities	8,158	8,332	9,138
Rentals	-	-	-
Maintenance and Repairs	2,830	700	700
Outside Services	130,200	324,220	324,370
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	88,484	99,890	105,427
Accounting Charges	316,235	352,000	90,000
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	39,994	-	-
<b>Capital Projects:</b>			
Transfers to SW Internal	-	-	-
Transfers to Revenue Fund	1,413,558	1,271,151	1,219,663
Total Appropriations	<u>\$ 2,239,998</u>	<u>\$ 2,313,669</u>	<u>\$ 2,015,131</u>



## 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:**

**Capital Expenditures:** represent the funding for a Truck Replacement and Pole Inspection Camera (2).

<b>Budget Detail By Individual Categories</b>	<b>FY 2018 - 19 Actual</b>	<b>FY 2019 - 20 Budgeted</b>	<b>FY 2020 - 21 Budgeted</b>
<b>Personal Services:</b>			
Salaries and Wages	\$ 119,528	\$ 189,071	\$ 287,592
Overtime Pay	5,574	2,500	-
F.I.C.A.	9,339	14,464	21,914
Pension	16,676	26,280	39,818
Employee Benefits	19,620	36,688	63,171
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	8,216	9,365	14,855
Vehicle Supplies	2,446	3,300	5,800
Administrative Supplies	2,125	2,650	8,850
Safety Supplies	47	400	500
Special Purchases	-	-	-
Utilities	5,074	6,200	9,519
Rentals	2,180	2,500	4,000
Maintenance and Repairs	132	1,050	1,050
Outside Services	207,143	379,100	501,855
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	9,283	14,776	11,643
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	-	20,000	70,710
<b>Capital Projects:</b>			
Transfers to SW Internal	-	-	-
Transfers to Revenue Fund	-	-	-
<b>Total Appropriations</b>	<b>\$ 407,383</b>	<b>\$ 708,344</b>	<b>\$ 1,041,277</b>



## Business Unit 210: Stormwater Maintenance

**Department : Stormwater Utility****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:**

**Capital Expenditures:** represents funding for Easements, Track Loader Tilt Trailer, Truck Replacements (3).

**Transfers to SW Internal:** represents funding for CIPP (Cured in Place Pipe) and R/R (Removal and Replacement of Pipe).

Budget Detail By Individual Categories	FY 2018 - 19 Actual	FY 2019 - 20 Budgeted	FY 2020 - 21 Budgeted
<b>Personal Services:</b>			
Salaries and Wages	\$ 758,552	\$ 873,494	\$ 907,992
Overtime Pay	73,847	50,000	90,774
F.I.C.A.	61,363	66,825	69,443
Pension	104,671	121,414	126,175
Employee Benefits	146,952	182,231	159,501
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	123,147	10,710	156,470
Vehicle Supplies	52,368	50,000	55,000
Administrative Supplies	2,360	2,750	4,050
Safety Supplies	6,309	5,000	6,500
Special Purchases	-	-	-
Utilities	14,861	13,840	16,357
Rentals	3,668	6,000	6,000
Maintenance and Repairs	36,357	26,500	26,500
Outside Services	1,603,214	1,591,990	1,624,750
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	30,869	41,817	43,862
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	421,050	512,076	226,168
<b>Capital Projects:</b>			
Transfers to SW Internal	4,073,001	3,313,121	3,420,799
Transfers to Revenue Fund	-	-	-
Total Appropriations	\$ 7,512,588	\$ 6,867,768	\$ 6,940,341



## 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.

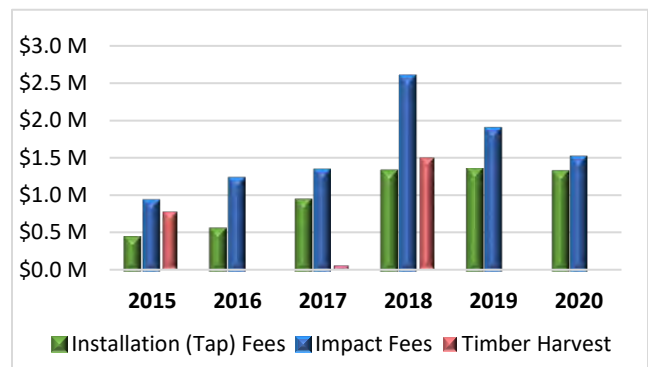
The capital planning process involves identifying current and future needs and prioritizing these needs based on certain operating assumptions. The primary objective of planning efforts for CCWA is to create a stable, long-range financial plan and support an orderly, efficient program of improvement, 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 2020 Strategic Master Plan was completed in March 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 does not 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 2020 – 2021 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 2019 and 2020 were \$14.2M and \$12.8M, respectively.



## Capital Improvement Program – Long-Term Goals and Objectives

The following are CCWA's Capital Improvement Program Goals and Objectives for the fiscal year 2020 - 2021:

- 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 2020 - 2021 are budgeted at \$10.1 million, consisting of \$3.3 million in capital equipment purchases and \$6.8 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 \$3.3 million, \$700 thousand lower than the previous year. Summaries of capital item purchases for Fiscal Year 2020 – 2021 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 \$10.1 million compared to the previous budget year amount of \$8.8 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 – FY 2020 – 2021

Work Priority No.	Strategic Master Plan (SMP) No.	Strategic Asset Mgmt Plan (SAMP) No.	Project Title	OP or CAP	Estimated Cost	Prior/ Other Funding	FY2020-21 Budget	Funding Source/ Construction Line	Functional Area/Lead
	20-601		Galvanized Water Main Replacement Program	CAP	\$ 2,000,000	\$ 2,000,000	-	RE174	DC
	20-602		Commercial Meter Replacement and Fire Metering Program	CAP	500,000	500,000	-	RE232	DC
2020-02	20-617		GDOT Projects	CAP	2,582,800	2,180,000	402,800	RE1804	DC
2020-03			Fixed Asset Project	OP	50,000	-	50,000	110.56110	FIN
2017-03	15-903		Walnut Creek Lift Station Construction	CAP	2,883,587	2,883,587	-	RE2197, RE219	GS
	20-914		Upgrade GE iFix/Proficy Software	OP	50,000	13,249	36,751	925.59122	GS
2020-04	20-910		Lift Station Rehabilitation	CAP	1,500,000	1,500,000	-	RE2197	GS
2020-05	20-912		SCADA Master Plan Update	CAP	125,000	125,000	-	RE205	GS
	20-155		Software Application Upgrade & Technology Refresh	OP	700,000	-	700,000	106.51111	IT
2020-08	20-165		Implement SCADA Cybersecurity Recommendations (AWIA)	CAP	300,000	300,000	-	106.59303	IT
2020-09	20-166		SCADA Hardware Replacement and Refresh	EQUIP	250,000	-	250,000	106.59983	IT
2020-07	20-167		Implement CCWA Cybersecurity Recommendations	CAP	250,000	250,000	-	RE230 7-106-1	IT
2020-06			JD Edwards Code Current Project	OP	25,000	-	25,000	106.56110	IT
	20-607		Small Diameter Sewer Rehabilitation and Replacement Program	CAP	2,000,000	2,000,000	-	RE166	PME
	20-608		Large Diameter Sewer Rehabilitation and Replacement Program	CAP	6,000,000	6,000,000	-	RE2236	PME
2020-12	20-615		Pressure Sewer Assessment and Rehabilitation Program	CAP	1,000,000	1,000,000	-	RE2236	PME
	20-606		Sewer Condition Assessment Program	OP	1,500,000	-	1,500,000	501.56124	PME
2020-15	20-611		Develop WATS Model	OP	150,000	-	150,000	501.56110	PME
2020-13			Large Diameter Sewer Replacement - Flint River East Phase 1	CAP	4,900,000	4,900,000	-	GEFA	PME
2020-14			Large Diameter Sewer Replacement - Flint River Phase 4	CAP	8,900,000	8,900,000	-	GEFA	PME
2020-11			Battle Creek Road - Construct HQ Modifications	CAP	970,000	970,000	-	RE Fund	PME
2020-10			Battle Creek Road - Design HQ Modifications	CAP	200,000	200,000	-	530.59303	PME
2020-16			Implement Mobile Inventory Strategy from SAMP W-01	OP	300,000	-	300,000	940.56110	PRO
2020-19	20-200		Update SW Dev. Guidelines, Plan Review and Inspection Proc.	OP	120,000	-	120,000	201.56110	SW
2020-20			Huie Nature Preserve Implementation	CAP	-	-	-	Huie Foundation	UW
2019-10	20-100	OS-10	BI Tool Selection and Implementation ( <i>Metrics Improvement Project Phase 2</i> )	CAP	250,000	250,000	-	RE230	UW
2019-11	20-103	F-01	Facility Asset Data Improvement Strategy	OP	250,000	-	250,000	501.56110	UW
2019-07	20-105	OS-07	Organizational Assessment	OP	75,000	-	75,000	501.56110	UW
2019-09	20-137	OS-06	Business Process Evaluation and Improvement ( <i>includes Knowledge Retention Strategy</i> )	OP	150,000	-	150,000	501.56110	UW
2015-16	15-316		J.W. Smith WPP High Service Pump Station Construction	CAP	4,725,115	4,725,115	-	RE22911	WP
2018-06	20-300		Hicks WPP High Rate Study/EPD Approval	CAP	150,000	150,000	-	RE229	WP
2020-21	20-300		Hicks Filter Rehabilitation	CAP	225,000	225,000	-	RE229	WP
2020-23	20-301		Hicks WPP Liquid Lime Feed System	CAP	1,500,000	1,500,000	-	RE229	WP
2020-25	20-303		Wetlands Center Education Building Renovation - Phase 1	CAP	300,000	300,000	-	RE146	WP
			Shamrock Community Use Building Renovations	CAP	100,000	-	100,000	RE146	WP
			HQ Restroom Renovations	CAP	300,000	-	300,000	RE146	GS
			IT Wall Reconfiguration	CAP	10,000	-	10,000	RE146	IT
2020-29	20-701		Northeast WRF Capacity Upgrades	CAP	3,600,000	3,600,000	-	RE2242	WR
2020-26	20-702		Casey 24 MGD Capacity Recovery Upgrades - Blowers (Design and Construction)	CAP	5,640,000	3,100,000	2,540,000	RE199	WR
2020-28	20-704		Casey WRRF Interim Pelletizing Operational Improvements	EQUIP	510,000	-	510,000	RE199	WR
2019-03	20-703		Casey Solids Alternative Detailed Design and Bid Services	CAP	8,000,000	8,000,000	-	GEFA	WR
2020-27	20-706		Casey 24 MGD Capacity Recovery Upgrades - RL Jackson upgrades (Evaluation)	CAP	100,000	100,000	-	RE199	WR
Total Operating					\$ 3,370,000	\$ 13,249	\$ 3,356,751		
Total Capital					\$ 59,011,502	\$ 55,658,702	\$ 3,352,800		

## Legend

OP: Operating Budget

CAP: Capital Budget

RE: Main Construction Line

BU: Business Unit Operating Budget

GEFA: Georgia Environmental Finance Authority Loan



## Capital Equipment – Summary

Water and Sewer and Stormwater Funds Combined

Description	Replacement	New	Total
Vehicles			
Trucks - Fleet	\$ 176,663	\$ 207,760	\$ 384,423
Trucks - Dump, Heavy	-	-	-
Trailers	7,000	-	7,000
Buildings and Structures			
Building, Roof, Paving	843,985	-	843,985
Tanks and Containers	-	40,000	40,000
Equipment			
Field Equipment - Construction Equipment	200,000	-	200,000
Data Processing and IT System Equipment	338,000	82,900	420,900
Plant Equipment	852,000	28,000	880,000
Other	242,865	237,400	480,265
<b>Total Capital Equipment</b>	<b>\$ 2,660,513</b>	<b>\$ 596,060</b>	<b>\$ 3,256,573</b>





### 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
<b>EXECUTIVE DIVISION</b>				
106 Information Technology	<b>Data Processing Equipment:</b>			
	Network Upgrades		\$ 45,000	
	DR Server Migration and Replacement	\$ 48,000		
	DR SAN Switch Upgrade and Replacement	40,000		
	SCADA Hardware Replacement	250,000		
135 Customer Accounts	<b>Miscellaneous Equipment</b>			
	Receipt Printer	11,000		
136 Community Use Room	<b>Desks, Tables, and Racks</b>			
	Chairs and Tables	40,000		
940 Warehouse	<b>Building and Structures:</b>			
	Roof, Pressure Wash, Paint & Seal	\$ 298,850		
	<b>Lifting and Handling Equipment:</b>			
	Forklift	65,000		
<b>Total Executive</b>		<b>\$ 752,850</b>	<b>\$ 45,000</b>	<b>\$ 797,850</b>
<b>WATER PRODUCTION DIVISION</b>				
310 WJ Hooper Water Plant	<b>Building Services:</b>			
	HVAC Air Handling Unit Equipment	\$ 65,000		
	<b>Automobile and Pickups:</b>			
	Utility Cart	10,000		
311 Morrow Pumping Station	<b>Monitoring and Control Equipment:</b>			
	Blower and Aeration System with Adaptor	25,000		
312 Noah's Ark Rd Pumping Station	<b>Monitoring and Control Equipment:</b>			
	Blower and Hardware	25,000		
315 J.W. Smith Water Plant	<b>Pumping Equipment:</b>			
	Alum Pumps (2), Bleach Pumps (2)	30,000		
	<b>Monitoring and Control Equipment:</b>			
	Level Transducers	30,000		
317 Jonesboro Pumping Station	<b>Monitoring and Control Equipment:</b>			
	Aeriation Blowers and Hardware	50,000		
320 Terry R Hicks Water Production Plant	<b>Building Services:</b>			
	Update Fire System	50,000		
	<b>Pumping Equipment:</b>			
	Phosphate, Alum, Bleach Pump Replacement	70,000		
	<b>Monitoring and Control Equipment:</b>			
	Charge Analyzer	15,000		
330 Water Quality Laboratory	<b>Automobile and Pickups:</b>			
	Ford Escape	23,113		
	<b>Laboratory Equipment:</b>			
	DI Water Unit		\$ 7,000	
	Microtox Unit		21,000	
	<b>Desks, Tables, and Racks:</b>			
	Furniture	10,000		
340 Smith CUB and Recreation Park	<b>Building and Structures:</b>			
	New Flooring	18,000		
350 Lake Shamrock Recreation	<b>Landscaping Equipment:</b>			
	Mower - 60in Super Z	14,000		
<b>Total Water Production</b>		<b>\$ 435,113</b>	<b>\$ 28,000</b>	<b>\$ 463,113</b>



Budget Unit - Department	Description	Replacement	New	Total
<b>PROGRAM MGMT AND ENGINEERING DIVISION</b>				
501 PME Director	<b>Automobile and Pickups:</b> Ford Explorer		\$ 29,302	
530 Engineering	<b>Easements:</b> Easements		100	
535 Geographic Information System	<b>Data Processing Equipment:</b> ESRI Isolation Trace Solution Freeance Mobile (20 Seats)		29,900 8,000	
<b>Total Program Mgmt. and Engineering</b>		<b>\$ -</b>	<b>\$ 67,302</b>	<b>\$ 67,302</b>
<b>DISTRIBUTION AND CONVEYANCE DIVISION</b>				
601 D&C Department Manager	<b>Building and Structures:</b> Roof, Pressure Wash, Paint and Seal	\$ 290,850		
610 Meter Installation	<b>Drilling and Cutting Equipment:</b> Valve Instauration		\$ 65,000	
612 Water Distribution Maintenance	<b>Construction Equipment:</b> Excavator	200,000		
	<b>Automobile and Pickups:</b> Ford F-150	30,710		
617 Leak Detection and Repair	<b>Measuring and Drafting Equipment:</b> Leak Detection Correlator	30,000		
618 Backflow Testing and Repair	<b>Automobile and Pickups:</b> Ford F-150	30,710		
619 Utility and Landscaping Services	<b>Specialized Maintenance Equipment</b> Hydrant Seat Power Tool Remover	13,500		
627 Conveyance System Inspections	<b>Measuring and Drafting Equipment:</b> Smart Loggers (5) <b>Automobile and Pickups:</b> Ford F-150 <b>Video Equipment:</b> Jet Scan Camera (3)		30,000  37,500	
<b>Total Distribution and Conveyance</b>		<b>\$ 626,480</b>	<b>\$ 132,500</b>	<b>\$ 758,980</b>
<b>WATER RECLAMATION DIVISION</b>				
720 W.B. Casey Sr. WRRF	<b>Treatment Equipment:</b> Scum Trough Assembly Secondary Launder Covers <b>Containers:</b> Hydroxide tank	\$ 37,000 60,000	\$ 40,000	
721 NE Clayton Water Reclamation Plant	<b>Monitoring and Control Equipment:</b> Effluent Autosampler	8,000		
724 Shoal Creek WRP	<b>Treatment Equipment:</b> BOD Sampler	11,000		
730 Laboratory and Environmental Compliance	<b>Laboratory Equipment:</b> Spectrophotometer	10,000		
731 Pelletizing	<b>Building and Structures:</b> Roof <b>Treatment Equipment:</b> Belt Press Dewatering Equipment	121,285 510,000		
<b>Total Water Reclamation</b>		<b>\$ 757,285</b>	<b>\$ 40,000</b>	<b>\$ 797,285</b>



Budget Unit - Department	Description	Replacement	New	Total
<b>GENERAL SERVICES DIVISION</b>				
925 Sewage Lift Station	<b>Pumping Equipment:</b> Rotating Assemblies (8)		\$ 47,300	
930 Garage	<b>Garage Equipment:</b> Medium Duty Vehicle Analyzer		7,500	
950 Equipment Maintenance	<b>Monitoring and Control Equipment:</b> HART Communication Device	5,100		
960 Grounds and Right-of-Way Maintenance	<b>Landscaping Equipment:</b> Grass Hopper Mower	15,265		
<b>Total General Services</b>		<b>\$ 20,365</b>	<b>\$ 54,800</b>	<b>\$ 75,165</b>
<b>Total Capital Equipment</b>		<b>\$ 2,592,093</b>	<b>\$ 367,602</b>	<b>\$ 2,959,695</b>

### Capital Equipment: Stormwater Fund – Detail by Business Unit

Budget Unit - Department	Description	Replacement	New	Total
<b>STORMWATER FUND</b>				
205 Stormwater Engineering	<b>Automobile and Pick-Ups:</b> F-150 Truck	\$ 30,710		
	<b>Video Equipment:</b> Pole Inspection Camera (2)		\$ 40,000	
210 Stormwater Maintenance	<b>Easements:</b> Easements		10,000	
	<b>Trucks:</b> Crew Truck F-550		59,486	
	Crew Truck F-550		59,486	
	Crew Truck F-550		59,486	
	<b>Trailers (Non-Forestry)</b> CAT Track Loader Tilt Trailer	7,000		
	<b>Automobile and Pick-Ups:</b> F-150 Truck	30,710		
<b>Total Capital Equipment</b>		<b>\$ 68,420</b>	<b>\$ 228,458</b>	<b>\$ 296,878</b>





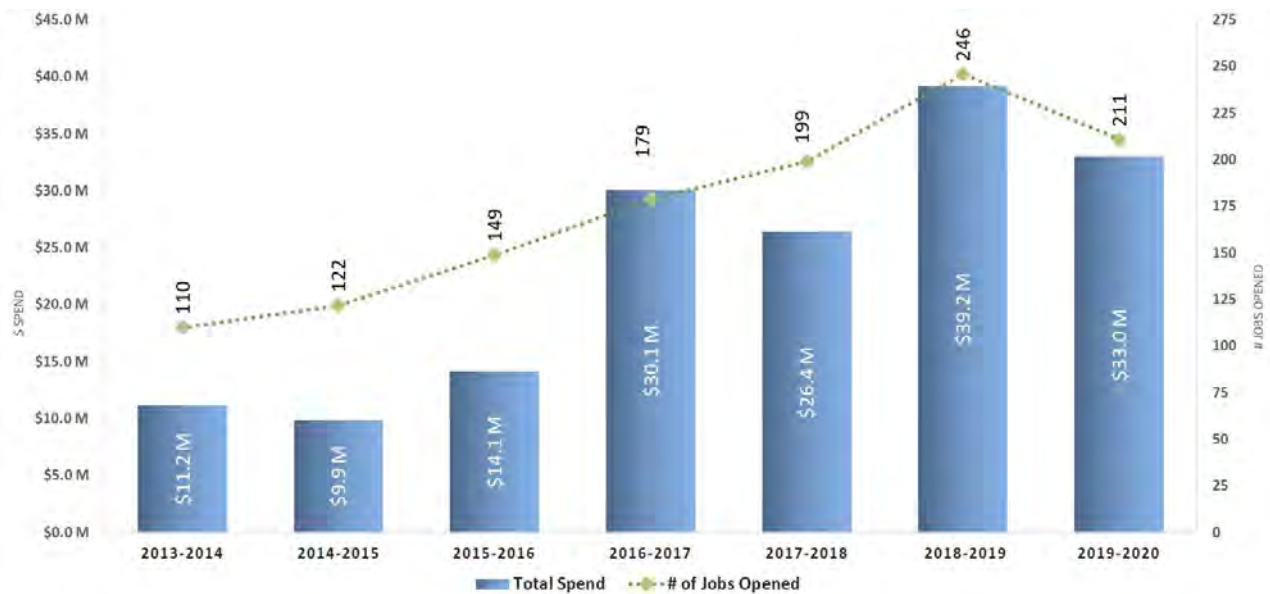


## Capital Improvement Program (CIP) – Capital Projects

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.

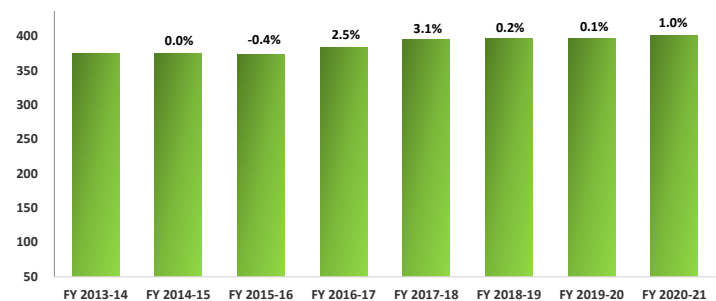
### Historical Capital Project Spending

#### Changes in Capital Project Activity



While the number of capital projects opened has almost doubled and spending has more than tripled, staffing has increased by 25 employees or 6 percent. The number of full-time employees (FTEs) in FY 2013-2014 was 376 compared with 401 in FY 2020-2021.

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.



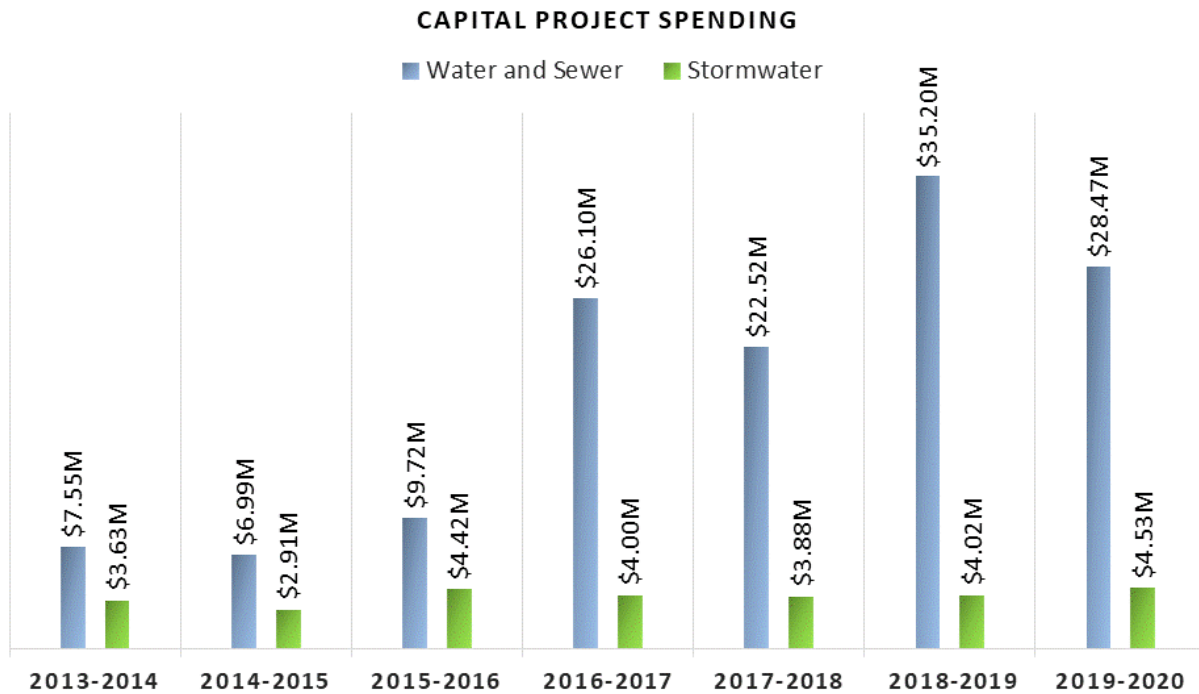
Due to maintenance and repair needs for our Water, Sewer and Stormwater facilities and pipe infrastructure, additional construction and engineering staff were added beginning in FY 2014-2015 budget. Since that time, ten additional positions have been added to the Program Management and Engineering area.

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.

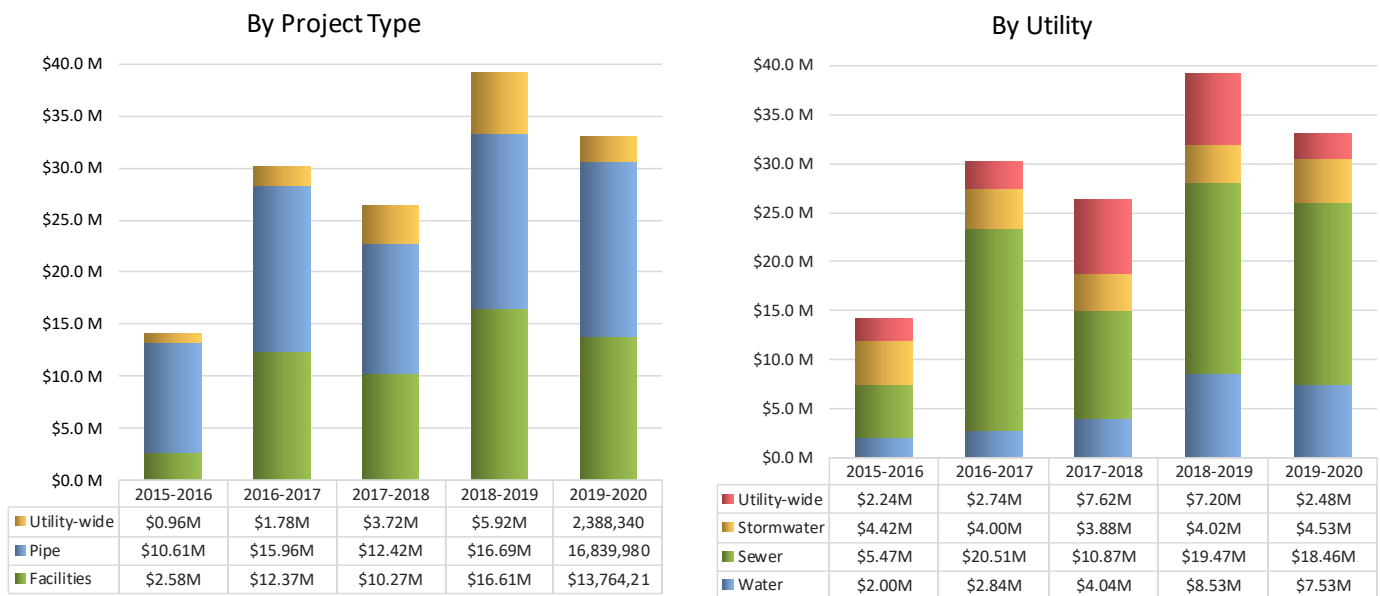




## Changes in Capital Project Spending - By Fund

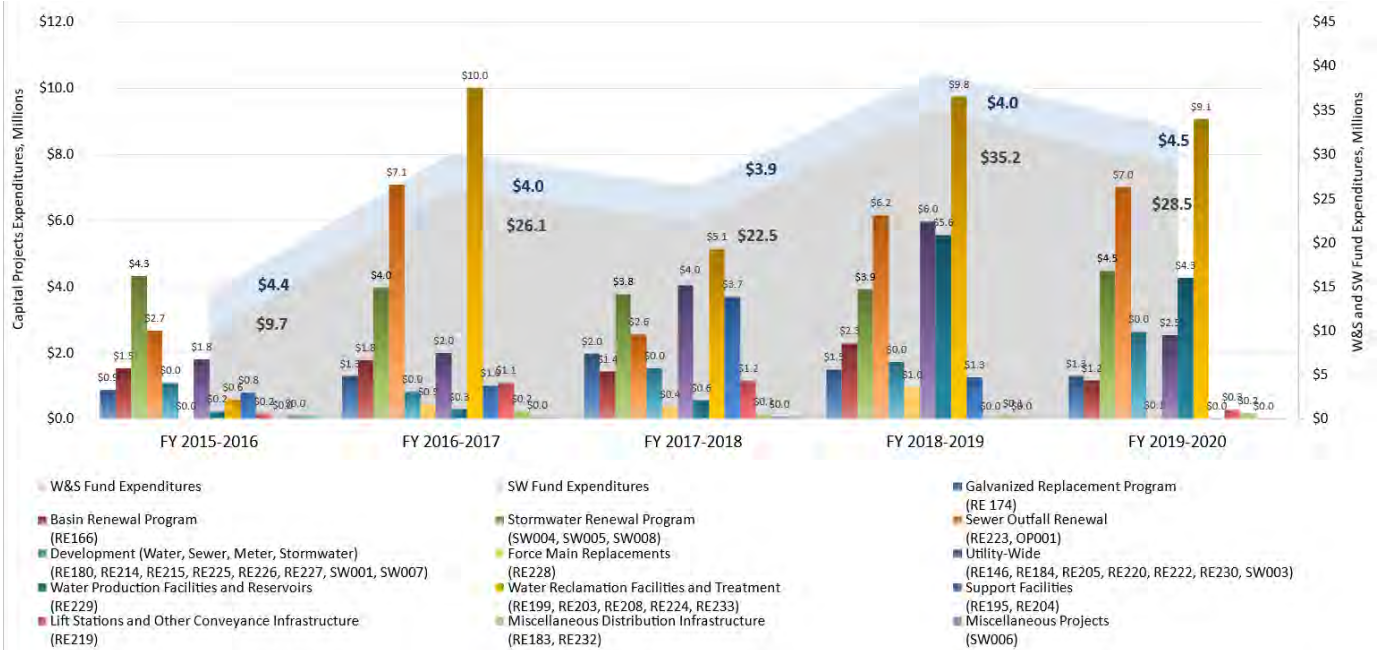


## Changes in Capital Project Spending – By Project Type and Utility





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

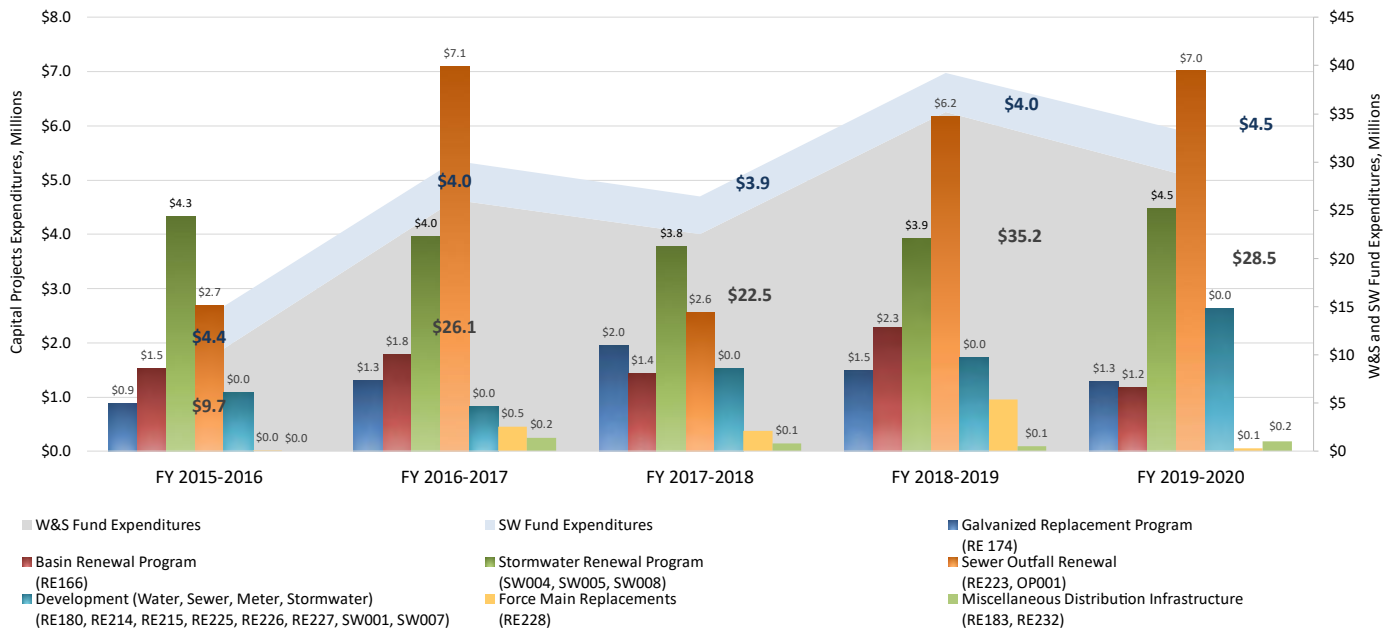


### ANNUAL CAPITAL SPENDING

	FY 2015-2016	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2019-2020
<b>Total</b>	<b>\$14,145,927</b>	<b>\$30,106,478</b>	<b>\$26,400,653</b>	<b>\$39,219,101</b>	<b>\$32,992,536</b>
<b>W&amp;S Fund Expenditures</b>	<b>\$9,723,383</b>	<b>\$26,102,263</b>	<b>\$22,521,830</b>	<b>\$35,202,878</b>	<b>\$28,467,246</b>
<b>SW Fund Expenditures</b>	<b>\$4,422,544</b>	<b>\$4,004,216</b>	<b>\$3,878,823</b>	<b>\$4,016,223</b>	<b>\$4,525,290</b>
<b>Galvanized Replacement Program (RE 174)</b>	<b>\$876,219</b>	<b>\$1,301,274</b>	<b>\$1,964,307</b>	<b>\$1,500,791</b>	<b>\$1,295,883</b>
<b>Basin Renewal Program (RE166)</b>	<b>\$1,533,862</b>	<b>\$1,788,554</b>	<b>\$1,434,946</b>	<b>\$2,280,780</b>	<b>\$1,171,729</b>
<b>Stormwater Renewal Program (SW004, SW005, SW008)</b>	<b>\$4,323,362</b>	<b>\$3,966,480</b>	<b>\$3,773,716</b>	<b>\$3,929,828</b>	<b>\$4,485,222</b>
<b>Sewer Outfall Renewal (RE223, OP001)</b>	<b>\$2,674,397</b>	<b>\$7,090,180</b>	<b>\$2,557,102</b>	<b>\$6,169,261</b>	<b>\$7,007,259</b>
<b>Development (Water, Sewer, Meter, Stormwater) (RE180, RE214, RE215, RE225, RE226, RE227, SW001, SW007)</b>	<b>\$1,079,292</b>	<b>\$821,790</b>	<b>\$1,525,288</b>	<b>\$1,730,986</b>	<b>\$2,621,994</b>
<b>Force Main Replacements (RE228)</b>	<b>\$19,379</b>	<b>\$458,837</b>	<b>\$372,366</b>	<b>\$961,214</b>	<b>\$50,336</b>
<b>Utility-Wide (RE146, RE184, RE205, RE220, RE222, RE230, SW003)</b>	<b>\$1,800,552</b>	<b>\$1,992,911</b>	<b>\$4,028,479</b>	<b>\$5,976,620</b>	<b>\$2,541,608</b>
<b>Water Production Facilities and Reservoirs (RE229)</b>	<b>\$209,382</b>	<b>\$293,844</b>	<b>\$572,886</b>	<b>\$5,560,992</b>	<b>\$4,271,594</b>
<b>Water Reclamation Facilities and Treatment (RE199, RE203, RE208, RE224, RE233)</b>	<b>\$575,757</b>	<b>\$10,009,355</b>	<b>\$5,129,804</b>	<b>\$9,754,203</b>	<b>\$9,072,285</b>
<b>Support Facilities (RE195, RE204)</b>	<b>\$795,315</b>	<b>\$1,008,445</b>	<b>\$3,682,842</b>	<b>\$1,254,471</b>	<b>\$4,491</b>
<b>Lift Stations and Other Conveyance Infrastructure (RE219)</b>	<b>\$159,350</b>	<b>\$1,094,461</b>	<b>\$1,153,273</b>	<b>\$3,183</b>	<b>\$281,941</b>
<b>Miscellaneous Distribution Infrastructure (RE183, RE232)</b>	<b>\$0</b>	<b>\$242,776</b>	<b>\$143,396</b>	<b>\$91,416</b>	<b>\$179,853</b>
<b>Miscellaneous Projects (SW006)</b>	<b>\$99,059</b>	<b>\$37,572</b>	<b>\$62,250</b>	<b>\$5,355</b>	<b>\$8,343</b>



## Changes in Capital Spending – Pipeline Infrastructure Programs

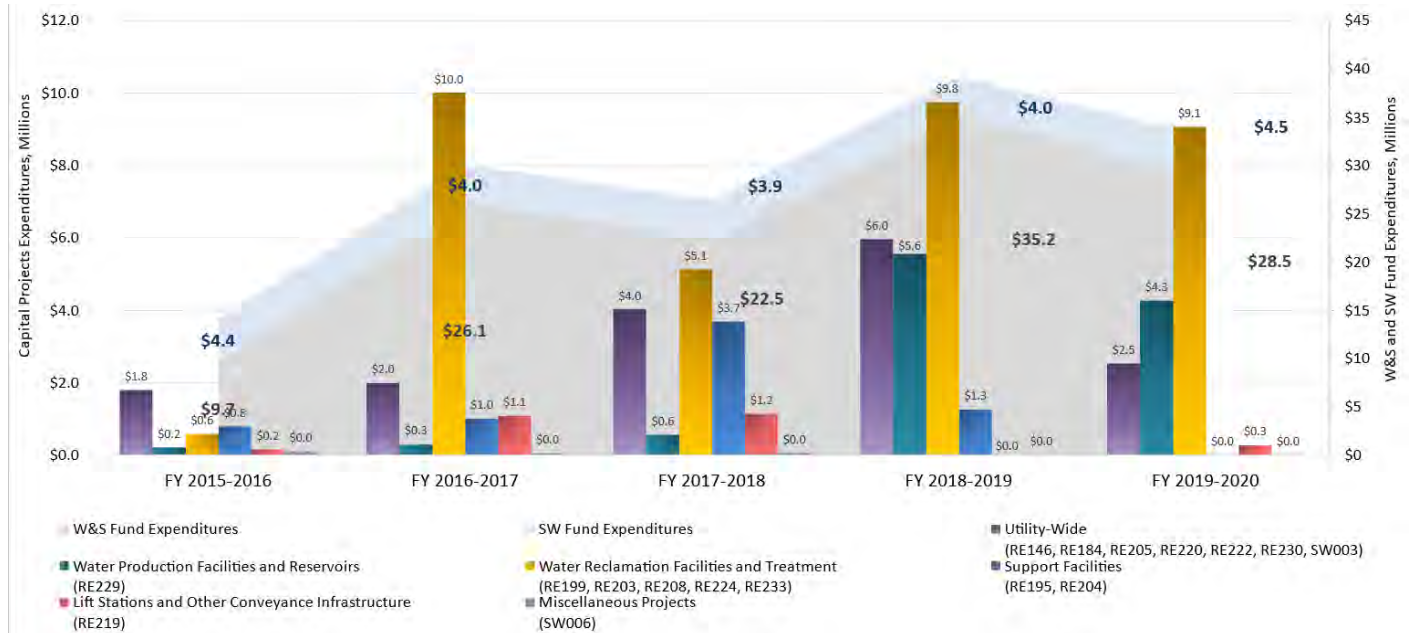


### ANNUAL CAPITAL SPENDING

	FY 2015-2016	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2019-2020
<b>Total</b>	<b>\$14,145,927</b>	<b>\$30,106,478</b>	<b>\$26,400,653</b>	<b>\$39,219,101</b>	<b>\$32,992,536</b>
W&S Fund Expenditures	\$9,723,383	\$26,102,263	\$22,521,830	\$35,202,878	\$28,467,246
SW Fund Expenditures	\$4,422,544	\$4,004,216	\$3,878,823	\$4,016,223	\$4,525,290
Galvanized Replacement Program (RE 174)	\$876,219	\$1,301,274	\$1,964,307	\$1,500,791	\$1,295,883
Basin Renewal Program (RE166)	\$1,533,862	\$1,788,554	\$1,434,946	\$2,280,780	\$1,171,729
Stormwater Renewal Program (SW004, SW005, SW008)	\$4,323,362	\$3,966,480	\$3,773,716	\$3,929,828	\$4,485,222
Sewer Outfall Renewal (RE223, OP001)	\$2,674,397	\$7,090,180	\$2,557,102	\$6,169,261	\$7,007,259
Development (Water, Sewer, Meter, Stormwater) (RE180, RE214, RE215, RE225, RE226, RE227, SW001, SW007)	\$1,079,292	\$821,790	\$1,525,288	\$1,730,986	\$2,621,994
Force Main Replacements (RE228)	\$19,379	\$458,837	\$372,366	\$961,214	\$50,336
Miscellaneous Distribution Infrastructure (RE183, RE232)	\$0	\$242,776	\$143,396	\$91,416	\$179,853
<b>All Pipeline Related Projects</b>	<b>\$10,506,512</b>	<b>\$15,669,891</b>	<b>\$11,771,120</b>	<b>\$16,664,277</b>	<b>\$16,812,274</b>



### Changes in Capital Spending – Facility Improvement and Utility wide Projects



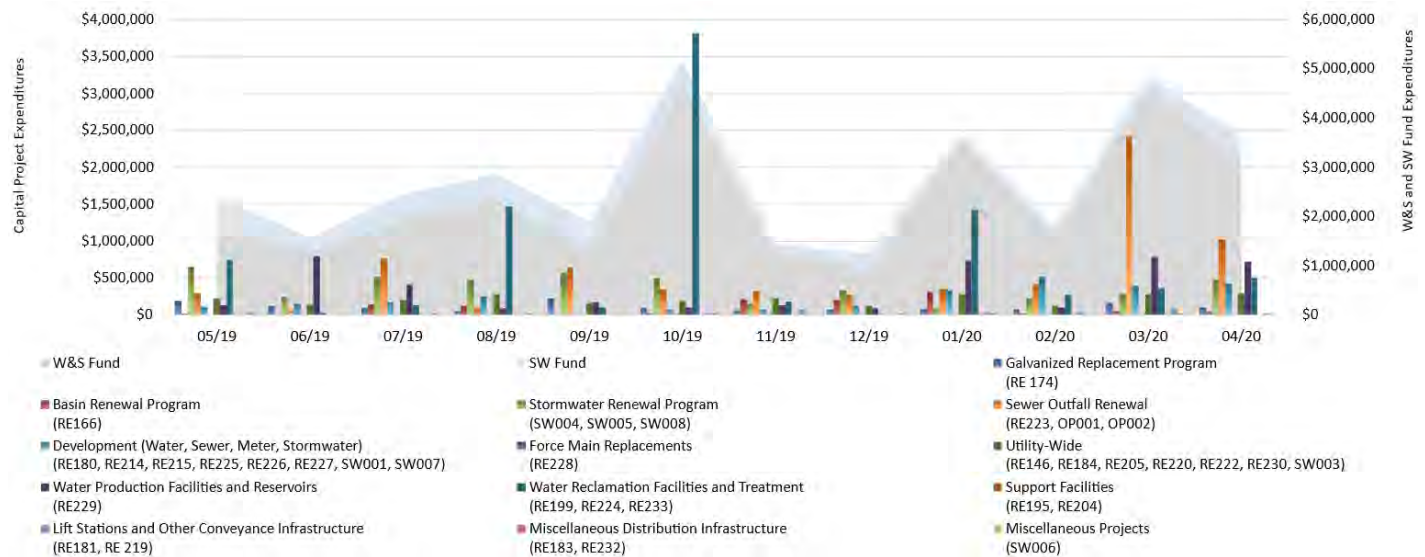
ANNUAL CAPITAL SPENDING	FY 2015-2016	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2019-2020
<b>Total</b>	<b>\$14,145,927</b>	<b>\$30,106,478</b>	<b>\$26,400,653</b>	<b>\$39,219,101</b>	<b>\$32,992,536</b>
<b>W&amp;S Fund Expenditures</b>	<b>\$9,723,383</b>	<b>\$26,102,263</b>	<b>\$22,521,830</b>	<b>\$35,202,878</b>	<b>\$28,467,246</b>
<b>SW Fund Expenditures</b>	<b>\$4,422,544</b>	<b>\$4,004,216</b>	<b>\$3,878,823</b>	<b>\$4,016,223</b>	<b>\$4,525,290</b>
<b>Utility-Wide (RE146, RE184, RE205, RE220, RE222, RE230, SW003)</b>	<b>\$1,800,552</b>	<b>\$1,992,911</b>	<b>\$4,028,479</b>	<b>\$5,976,620</b>	<b>\$2,541,608</b>
<b>Water Production Facilities and Reservoirs (RE229)</b>	<b>\$209,382</b>	<b>\$293,844</b>	<b>\$572,886</b>	<b>\$5,560,992</b>	<b>\$4,271,594</b>
<b>Water Reclamation Facilities and Treatment (RE199, RE203, RE208, RE224, RE233)</b>	<b>\$575,757</b>	<b>\$10,009,355</b>	<b>\$5,129,804</b>	<b>\$9,754,203</b>	<b>\$9,072,285</b>
<b>Support Facilities (RE195, RE204)</b>	<b>\$795,315</b>	<b>\$1,008,445</b>	<b>\$3,682,842</b>	<b>\$1,254,471</b>	<b>\$4,491</b>
<b>Lift Stations and Other Conveyance Infrastructure (RE219)</b>	<b>\$159,350</b>	<b>\$1,094,461</b>	<b>\$1,153,273</b>	<b>\$3,183</b>	<b>\$281,941</b>
<b>Miscellaneous Projects (SW006)</b>	<b>\$99,059</b>	<b>\$37,572</b>	<b>\$62,250</b>	<b>\$5,355</b>	<b>\$8,343</b>
<b>All Facility Improvement and Utility-wide Projects</b>	<b>\$1,739,804</b>	<b>\$12,406,104</b>	<b>\$10,538,804</b>	<b>\$22,554,824</b>	<b>\$16,180,262</b>

The description and purpose of the primary Renewal and Extension construction lines follow under the heading [Capital Project Funding FY 2020 – 2021 – By Main Construction Line](#) and [Capital Project Funding FY 2020 – 2021 – 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 2019 – 2020 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 2019 – 2020 is shown below.



FY 2019-2020 MONTHLY CAPITAL SPENDING SUMMARY

	05/19	06/19	07/19	08/19	09/19	10/19	11/19	12/19	01/20	02/20	03/20	04/20
<b>W&amp;S Fund</b>	\$1,743,490	\$1,319,778	\$1,929,160	\$2,383,086	\$1,329,378	\$4,684,577	\$1,289,947	\$926,185	\$3,572,326	\$1,563,461	\$4,583,557	\$3,142,300
<b>SW Fund</b>	\$659,677	\$245,557	\$522,852	\$478,827	\$566,861	\$491,973	\$151,220	\$329,850	\$95,596	\$226,468	\$277,972	\$478,435
<b>Galvanized Replacement Program (RE 174)</b>	\$188,025	\$118,110	\$87,198	\$52,195	\$217,767	\$86,554	\$58,232	\$71,093	\$82,095	\$69,237	\$166,498	\$98,878
<b>Basin Renewal Program (RE166)</b>	\$21,841	\$11,349	\$138,319	\$120,497	\$10,071	\$25,435	\$211,565	\$202,839	\$317,619	\$20,497	\$51,221	\$40,476
<b>Stormwater Renewal Program (SW004, SW005, SW008)</b>	\$652,740	\$242,950	\$512,994	\$472,934	\$561,690	\$490,780	\$151,023	\$329,850	\$89,289	\$224,554	\$277,972	\$478,445
<b>Sewer Outfall Renewal (RE223, OP001, OP002)</b>	\$293,792	\$63,413	\$766,543	\$87,429	\$641,121	\$347,505	\$324,421	\$275,429	\$351,275	\$408,798	\$2,423,566	\$1,023,968
<b>Development (Water, Sewer, Meter, Stormwater) (RE180, RE214, RE215, RE225, RE226, RE227, SW001, SW007)</b>	\$108,145	\$148,174	\$174,891	\$253,976	\$15,615	\$71,822	\$69,715	\$123,470	\$330,786	\$510,720	\$389,335	\$425,345
<b>Force Main Replacements (RE228)</b>	\$0	\$0	\$0	\$0	\$0	\$1,684	\$9,433	\$3,765	\$1,327	\$9,829	\$13,991	\$10,306
<b>Utility-Wide (RE146, RE184, RE205, RE220, RE222, RE230, SW003)</b>	\$224,970	\$142,530	\$197,784	\$284,680	\$164,173	\$193,741	\$227,841	\$121,691	\$282,335	\$123,197	\$282,757	\$295,909
<b>Water Production Facilities and Reservoirs (RE229)</b>	\$133,422	\$790,574	\$411,300	\$89,969	\$175,882	\$98,707	\$136,452	\$95,920	\$732,710	\$99,774	\$784,853	\$722,031
<b>Water Reclamation Facilities and Treatment (RE199, RE224, RE233)</b>	\$746,341	\$33,434	\$136,167	\$1,466,031	\$99,114	\$3,824,727	\$179,505	\$5,944	\$1,433,214	\$276,214	\$366,680	\$504,914
<b>Support Facilities (RE195, RE204)</b>	\$962	\$0	\$2,782	\$0	\$0	\$0	\$0	\$0	\$118	\$245	\$384	\$0
<b>Lift Stations and Other Conveyance Infrastructure (RE181, RE 219)</b>	\$0	\$0	\$4,780	\$12,465	\$4,580	\$17,110	\$71,793	\$0	\$26,303	\$36,521	\$87,978	\$20,411
<b>Miscellaneous Distribution Infrastructure (RE183, RE232)</b>	\$32,536	\$14,059	\$19,254	\$21,377	\$6,227	\$18,025	\$1,187	\$26,033	\$16,152	\$8,644	\$16,296	\$62
<b>Miscellaneous Projects (SW006)</b>	\$393	\$743	\$0	\$360	\$0	\$461	\$0	\$0	\$4,698	\$1,698	\$0	(\$10)
<b>Total Monthly Capital Project Expenditures</b>	<b>\$2,403,167</b>	<b>\$1,565,335</b>	<b>\$2,452,012</b>	<b>\$2,861,913</b>	<b>\$1,896,239</b>	<b>\$5,176,550</b>	<b>\$1,441,168</b>	<b>\$1,256,035</b>	<b>\$3,667,922</b>	<b>\$1,789,930</b>	<b>\$4,861,529</b>	<b>\$3,620,735</b>

The description and purpose of the primary Renewal and Extension construction lines follow under the heading Capital Project Funding FY 2020 – 2021 – By Main Construction Line.



## Projected Capital Project Spending

### Capital Project Listing with Annual Cash Flow Requirements: FY 2020 – 2021 through FY 2025 - 2026

The tables on the following pages list, by department, the cash flow requirements of capital projects for the current budget year and the following 5 years of the 10-year 2020 Master Plan. Water and Sewer Fund projects total \$362 million and Stormwater Fund projects total \$26 million. A portion of these projects is included in the current adopted budget for FY 2020 – 2021 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 2020 – 2021 budget total \$6.8 million with an additional \$14.6 million funded from the FY 2019 – 2020 budget surplus approved by the Board of Directors when the FY 2020 – 2021 budget was approved.

### Summary of Capital Project Cash Flow Requirements by Area or Division

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
<b>Dist &amp; Conveyance</b>	\$ 16,300,000	\$ 21,000,000	\$ 21,000,000	\$ 23,550,000	\$ 23,850,000	\$ 16,800,000
<b>General Services</b>	2,000,000	1,850,000	1,850,000	1,850,000	1,850,000	2,000,000
<b>IT</b>	1,650,000	1,390,000	1,090,000	920,000	1,240,000	995,000
<b>Stormwater</b>	3,620,000	4,750,000	4,000,000	4,700,000	4,500,000	4,500,000
<b>Utility-wide</b>	1,625,000	7,295,000	6,730,000	6,700,000	6,535,000	490,000
<b>Water Production</b>	2,775,000	9,790,000	13,685,000	4,435,000	3,960,000	700,000
<b>Water Reclamation</b>	16,810,000	107,740,000	1,020,000	9,990,000	1,050,000	19,170,000
<b>Total</b>	<b>\$ 44,780,000</b>	<b>\$153,815,000</b>	<b>\$ 49,375,000</b>	<b>\$ 52,145,000</b>	<b>\$ 42,985,000</b>	<b>\$ 44,655,000</b>

- 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

Project Name	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
20-600 / Partnership for Safe Water - Distribution		50,000			
20-601 / Galvanized Water Main Replacement Program	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
20-602 / Commercial Meter Replacement and Fire Metering Program	500,000	500,000	500,000	500,000	500,000
20-603 / Distribution System Risk Assessment & Prioritization Strategy					250,000
20-604 / Water Distribution Model Update					350,000
20-605 / Uni-Directional Flushing Program			350,000	350,000	350,000
20-606 / Sewer Condition Assessment Program	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
20-607 / Small Diameter Sewer Rehabilitation and Replacement Program	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
20-608 / Large Diameter Sewer Rehabilitation and Replacement Program	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000
20-609 / Expand Sewer Service to Key Unsewered (Septic Tank) Areas					
20-610 / Sewer Model Update (Casey Basin; DeKalb/Northeast/Shoal Basins)			200,000		200,000
20-611 / Develop WATS Model	100,000				
20-612 / Design & Implement Selected Odor and Corrosion Control Technologies		250,000	250,000		
20-613 / Conveyance Modifications to Accept DeKalb County Flows				7,000,000	6,500,000
20-614 / College Park Contract Wastewater Flows		4,500,000	4,000,000		
20-615 / Pressure Sewer Assessment and Rehabilitation Program	1,700,000	1,700,000	1,700,000	1,700,000	1,700,000
20-616 / Cathodic Protection Evaluation					
20-617 / GDOT Projects	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
20-618 / Shoal Creek WRF to Casey WRRF Forcemain Conveyance Design					
20-619 / Shoal Creek WRF to Casey WRRF Forcemain Conveyance Construction					
	<b>\$16,300,000</b>	<b>\$21,000,000</b>	<b>\$21,000,000</b>	<b>\$23,550,000</b>	<b>\$23,850,000</b>

## CASH FLOW REQUIREMENTS OF CAPITAL PROJECTS – IT

Project Name	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
20-152 / Mobility Strategy	\$ -	\$ 50,000	\$ -	\$ 50,000	\$ 50,000
20-155 / Software Application Upgrade & Technology Refresh	700,000	700,000	700,000	700,000	700,000
20-161 / Refresh Disaster Recovery - Data Center	150,000	125,000			150,000
20-164 / Sourcing Strategy - Cloud		150,000	125,000		
20-165 / SCADA Security	300,000	125,000	50,000	50,000	50,000
20-166 / SCADA Hardware Replacement and Refresh	250,000	30,000	30,000	30,000	200,000
20-167 / Cyber Security	250,000	60,000	60,000	60,000	60,000
20-168 / Network Switching and Cabling		150,000	125,000	30,000	30,000
	<b>\$ 1,650,000</b>	<b>\$ 1,390,000</b>	<b>\$ 1,090,000</b>	<b>\$ 920,000</b>	<b>\$ 1,240,000</b>

## CASH FLOW REQUIREMENTS OF CAPITAL PROJECTS – GENERAL SERVICES

Project Name	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
20-910 / Lift Station Rehabilitation	\$ 1,700,000	\$ 1,700,000	\$ 1,700,000	\$ 1,700,000	\$ 1,700,000
20-912 / SCADA Master Plan Update	250,000				
20-913 / SCADA Master Plan Project Implementation		100,000	100,000	100,000	100,000
20-914 / Upgrade GE IFIX / GE Proficy Software	50,000	50,000	50,000	50,000	50,000
	<b>\$ 2,000,000</b>	<b>\$ 1,850,000</b>	<b>\$ 1,850,000</b>	<b>\$ 1,850,000</b>	<b>\$ 1,850,000</b>





## CASH FLOW REQUIREMENTS OF CAPITAL PROJECTS – UTILITY-WIDE

Project Name	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
20-100 / Metrics Identification and Usage Improvement Strategy (SAMP-OS-10)					
20-101 / Warehouse Inventory Mgmt Improvement Initiative (SAMP-W-01)					
20-102 / Spare Parts Obsolescence Review and Disposal Strategy (SAMP-W-02)					
20-103 / Facility Asset Data Improvement Strategy (SAMP-F-01)	\$ 250,000				
20-105 / Organizational Assessment (SAMP-OS-07)	75,000				
20-106 / Linear Asset Data Improvement Strategy (SAMP-L-01)	500,000				
20-107 / Facilities Asset Risk Management Improvement Strategy (SAMP-F-02)		\$ 200,000			
20-108 / Linear Asset Risk Management Improvement Strategy (SAMP-L-02)		120,000			
20-109 / Develop Career Development Ladders (SAMP-OS-04)		100,000			
20-110 / Develop Asset Contingency Plans (SAMP-OS-11)			\$ 150,000		
20-111 / Staff Training Improvement Strategy (SAMP-OS-09)			-		
20-115 / Develop a Data Management Strategy (SAMP-OS-01)				\$ 100,000	
20-116 / Facilities Planning and Scheduling Improvement Strategy (SAMP-F-05)					\$ 50,000
20-117 / Linear Planning and Scheduling Improvement Strategy (SAMP-L-05)					50,000
20-118 / Develop Tactical Asset Management Plans (SAMP-OS-14)					135,000
20-119 / Facilities Operations Optimization Initiative (SAMP-F-10)					
20-120 / Linear Maintenance Improvement Strategy (SAMP-L-03)					
20-121 / Linear Work Management Process Improvement (SAMP-L-04)					
20-122 / Facilities Maintenance Improvement Strategy (SAMP-F-03)					
20-123 / Asset Financial Planning Strategy (SAMP-OS-03)					
20-124 / Facilities Work Management Process Improvement (SAMP-F-04)					
20-125 / Facilities Asset Obsolescence Strategy (SAMP-F-07)					
20-126 / Facilities Configuration Control Policy Development (SAMP-F-09)					
20-127 / Facilities Bill of Materials Initiative (SAMP-F-08)					
20-128 / Facilities Lubrication Program Improvement (SAMP-F-06)					
20-129 / Space Management Strategy (SAMP-L-06)					
20-130 / Enterprise-wide Communications Strategy (Asset Mgmt Communication (SAMP OS-02))				100,000	
20-131 / Evaluate Next Generation of Meter Technologies	150,000				
20-132 / Customer Meter Replacement Program ( AMR to AMI)		6,250,000	6,250,000	6,250,000	6,250,000
20-133 / Business Continuity		175,000			
20-134 / Develop and Implement Emergency Operations and Disaster Recovery		250,000			
20-135 / Implementation of Employee Hiring and Retention Strategy		50,000			
20-136 / Project Management Manual (Contractor Mgmt Strategy (SAMP OS-05)/Project Strategy (SAMP-OS-08))			50,000		
20-137 / Business Process Evaluation and Improvement (Knowledge Retention Strategy (SAMP OS-06))	150,000	100,000	100,000	100,000	
20-138 / Security Projects/Improvements	250,000	50,000	50,000	50,000	50,000
20-139 / Comprehensive Safety Program				100,000	
20-140 / BI Tool Selection and Implementation (Ph 2: SAMP OS-10)	250,000				
20-141 / Mobile Application Implementation Project			130,000		
20-142 / Service Line Warranty Program					
20-143 / Identification and Evaluation of Future Raw Water Storage Options					
20-144 / Equipment Assessment and Obsolete Equipment Disposal Plan					
20-145 / Implementation of Water Loss Reduction Strategy					
20-146 / Payment Strategy Expansion					
20-147 / CCWA Energy Optimization Analysis					
20-148 / Identify Other Revenue Sources					
20-149 / Obsolete Infrastructure Demolition and Disposal Plan					
	\$ 1,625,000	\$ 7,295,000	\$ 6,730,000	\$ 6,700,000	\$ 6,535,000



## CASH FLOW REQUIREMENTS OF CAPITAL PROJECTS – WATER PRODUCTION

Project Name	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
20-300 / Hicks WPP High-Rate Analysis and Implementation	\$ 375,000	\$ 250,000			
20-301 / Hicks WPP Liquid Lime Feed System	1,500,000				
20-302 / UV Disinfection Improvement Implementation	600,000	1,300,000			
20-303 / Wetlands Center Education Building Renovation	300,000	300,000			
20-304 / Hooper GAC Filter Retrofit and Plant High Rating		1,300,000	12,500,000		
20-305 / Smith WPP High-Rate Analysis		175,000			
20-306 / Smith Reservoir Water Quality Assessment		250,000	75,000		
20-307 / Hicks WPP Blower Upgrades		570,000			
20-308 / WPP Chemical Feed System Storage Replacement		820,000			800,000
20-309 / Single Points-of-Failure Elimination Study and Implementation		3,150,000			
20-310 / Enhanced Source Water Monitoring Program		75,000			
20-311 / Back-up Generators at Jonesboro and Noah's Ark Re-pump Stations		1,500,000			
20-312 / Northwest/College Park Booster Pump Station Design and Construction		100,000		2,400,000	
20-313 / Bar Screen Replacement (Flint River Pump Station)			1,010,000		
20-314 / Partnership for Safe Water - Treatment			50,000		
20-315 / Operability and Safety Improvement Plan			50,000		
20-316 / Noah's Ark and Jonesboro Re-pump Stations VFDs				1,000,000	
20-317 / Flood Proofing Evaluation (Smith)				75,000	
20-318 / Hicks Solids Handling Improvements				610,000	
20-319 / Re-Pump Station - SCADA Upgrades and Instrumentation				350,000	
20-320 / Smith Plant Improvements - Phase 2					2,960,000
20-321 / Abandon and Demolish Elevated Storage Tanks					200,000
20-322 / Flood Proofing Implementation (Smith)					
20-323 / Process Optimization/Evaluation					
20-324 / Smith Reservoir Oxygenation System					
20-325 / Hooper Belt Filter Press Evaluation					
20-326 / Forest Ave Booster Pump Design and Construction					
20-327 / Morrow Re-Pump Station Improvements					
	<b>\$ 2,775,000</b>	<b>\$ 9,790,000</b>	<b>\$13,685,000</b>	<b>\$ 4,435,000</b>	<b>\$ 3,960,000</b>



## CASH FLOW REQUIREMENTS OF CAPITAL PROJECTS – WATER RECLAMATION

Project Name	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
20-700 / Northeast Biosolids Regionalization Evaluation	\$ 100,000				
20-701 / Northeast Capacity Upgrades	1,600,000	12,800,000			
20-702 / Casey 24 MGD Capacity Recovery Upgrades - Blowers	7,600,000				
20-703 / Casey WRRF 32 MGD Upgrade - Solids	7,000,000	88,000,000			
20-704 / Casey WRRF Interim Pelletizing Operational Improvements	510,000	490,000			
20-705 / Shoal Creek Process Upgrades - UV Disinfection System Upgrade		1,400,000			
20-706 / Casey 24 MGD Capacity Recovery Upgrades - RL Jackson upgrades		1,000,000			
20-707 / Casey WRRF Improvements - W3 Pump Station		3,600,000			
20-708 / Wetland Assessment and O&M Plan Update		100,000			
20-709 / Casey WRRF - Effluent Gravity Line Assessment		250,000			
20-710 / Wetland Distribution (Gravity) Line Assessment		100,000			
20-711 / Northeast WRF Improvements - Flow Metering			170,000	1,540,000	
20-712 / Casey WRRF Improvements - Influent Screens			800,000	8,200,000	
20-713 / Operability and Safety Improvement Plan			50,000		
20-714 / Casey WRRF Chemical Optimization Study				50,000	
20-715 / Huie Wetland – High Rating Analysis				150,000	
20-716 / Partnership for Clean Water				50,000	
20-717 / Northeast WRF Improvements - Influent Screening					500,000
20-718 / Northeast WRF Improvements - Coatings					400,000
20-719 / Automated Sampling Technology					150,000
20-720 / Shoal Creek Process Upgrades - Aeration System					
20-721 / Shoal Creek Process Upgrades - Screening					
20-722 / Huie Pond Complex Evaluation					
20-723 / Casey WRRF Improvements - Energy Recovery Assessment					
20-724 / Casey WRRF 32 MGD Upgrade - Liquids					
20-725 / Casey WRRF Improvements - Equalization					
20-726 / Casey WRRF Improvements - Primary Clarifier Concrete Repair					
20-727 / Decommission Shoal Creek WRF - New Shoal Creek pump station					
20-728 / Decommission Shoal Creek WRF - Upgrade RJ Jackson pump station					
20-729 / Decommission Shoal Creek WRF - Fiber optic line					
20-730 / Decommission Shoal Creek WRF - Demolition					
20-731 / Evaluate, Develop and Implement Panhandle Land Management Plan					
	<b>\$16,810,000</b>	<b>\$107,740,000</b>	<b>\$ 1,020,000</b>	<b>\$ 9,990,000</b>	<b>\$ 1,050,000</b>

## CASH FLOW REQUIREMENTS OF CAPITAL PROJECTS – STORMWATER AND WATERSHEDS

Project Name	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
20-200 / Update Stormwater Development Guidelines, Plan Review & Inspection Procedures	\$ 120,000				
20-201 / Develop Watershed Master Plan				\$ 200,000	
20-202 / Green Infrastructure Program Development		\$ 200,000			
20-203 / Stormwater Public Education Plan and Coordination with Cities and County		50,000			
20-204 / Stormwater Inspection Data Optimization			\$ 500,000		
20-205 / Data-Driven Decision Tools					\$ 1,000,000
20-206 / Implement Watershed Improvement Projects		1,000,000		1,000,000	
20-207 / Implement Stormwater Capital Improvement Projects	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
	<b>\$ 3,620,000</b>	<b>\$ 4,750,000</b>	<b>\$ 4,000,000</b>	<b>\$ 4,700,000</b>	<b>\$ 4,500,000</b>



## Current Capital Project Spending

Capital Project Funding FY 2020 - 2021 - By Main Construction Line; Renewal and Extension Fund

### DISTRIBUTION AND CONVEYANCE PROGRAMS

#### RE166- COLLECTION SYSTEM– INFILTRATION AND INFLOW (I/I) [SMP 20-606; 20-607]



This construction line contains projects related to major sewer line replacements, repairs, or lining (Cured-in-place pipe -CIPP) and 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 to prioritize replacements.

Since FY 2015-2016, the first year of the 2015 Strategic Master Plan, the **Small Gravity Sewer Renewal and Replacement Program** has spent \$7.6M completing 57 projects which replaced 16 miles of pipe infrastructure under this construction line.

**Small Diameter Sewer Renewal and Replacement** projects (*Basin Level Sewer Rehabilitation*) [SMP 20-607] are under this construction line with an annual budget target of \$2M for this program. At that funding level, approximately 2.5 miles of pipeline can be renewed each year. Surplus of \$1.3M from the FY 2019 – 2020 budget was moved into this construction line and will fund approximately 1.6 miles of pipe replacement. The Sewer System Evaluation Surveys (SSES) condition assessments [SMP 20-606] that are performed on our system prioritize the projects that are worked on. SSES assessment work has an annual operating budget of \$2.0M.



#### RE174 - GALVANIZED WATERMAIN REPLACEMENTS [SMP 20-601]

In 2003, the County had an estimated 65 miles of galvanized watermain. Projects in this program focus on the systematic replacement of 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 in the 2020 Strategic Master Plan is \$20M with an annual budget goal of \$2M which would replace approximately 3.8 miles of **Galvanized Watermain** a year. These projects are small,



and an average job takes a crew approximately a week to complete. Because this program replaces small sections of pipe throughout the County, it takes longer to complete than our other pipe programs that replace long stretches of pipe at a time. Due to conservative budgeting, the FY 2020-2021 budget does not include funding for this project. However, surplus from the FY 2019-2020 budget allocated \$550K toward the continuation of this replacement effort. Since FY 2015 – 2016, \$6.7M has been spent on 87 projects that have replaced 21.6 miles of pipeline. The 2020 Strategic Master Plan continues the replacement of the estimated 43 miles of remaining galvanized pipe and includes \$20M in planned costs over the next 10 years to complete the replacement.

#### *RE180 – DEPARTMENT OF TRANSPORTATION (DOT) [SMP 20-617]*

This construction line funds the relocation of water lines due to the widening of roads by both state and federal departments of transportation (DOT). Funding varies from year to year based on state and federal need. There were six projects totaling \$2.2M that were funded from the FY 2019-2020 budget surplus. The FY 2020 – 2021 budget has \$403K for expected DOT projects within the fiscal year for three projects, [\*Department of Transportation \(DOT\) – Hastings Bridge Road\*](#), [\*Department of Transportation \(DOT\) – Dixon Industrial Road\*](#) and [\*Department of Transportation \(DOT\) – Lake Jodeco and Carnes Road\*](#).

#### *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. There was no funding provided for this work from the FY 2020 – 2021 Capital Budget.

#### *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. There was no funding provided for this work from the FY 2020 – 2021 Capital Budget.

#### *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. There was no funding provided for this work from the FY 2020 – 2021 Capital Budget.

#### *RE228 – PRESSURE SEWER ASSESSMENT AND REHABILITATION PROGRAM [SMP 20-615]*

The annual funding target for the **Pressure Sewer Program** (*Sewer Force Main*) is \$1.7M beginning in the next budget year. There are 49 miles of sewer force mains throughout the conveyance system in Clayton County. Projects are

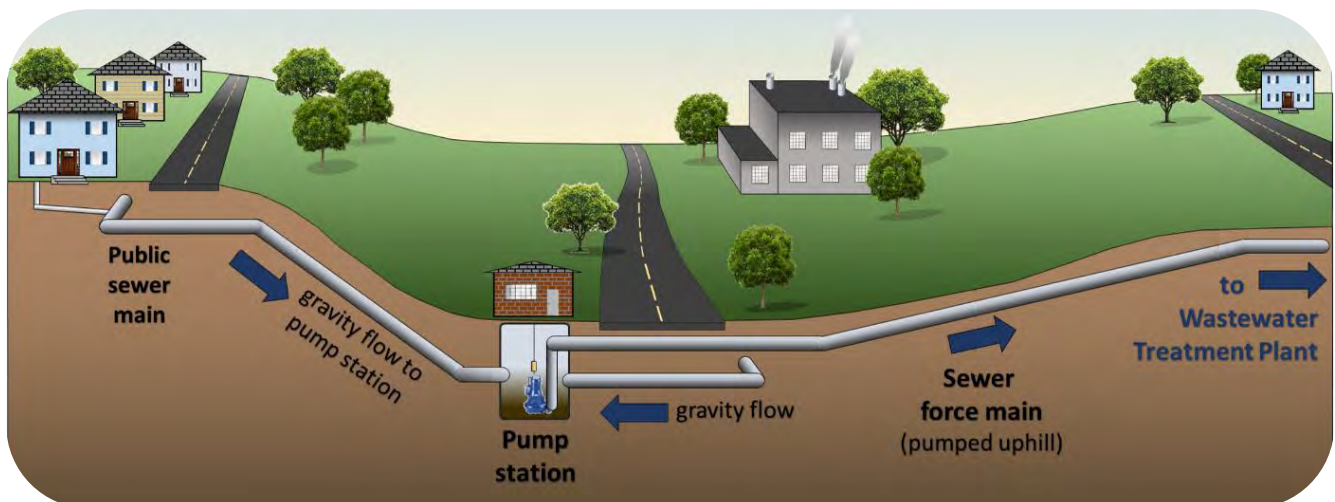




driven by an assessment program. Since FY 2015-2016, the first year of the 2015 Strategic Master Plan, \$1.9M has been spent and five projects replacing 2.2 miles of this pipe have been completed. There was no funding provided for this work from the FY 2020 – 2021 Capital Budget.

*RE232 – LARGE METER REPLACEMENTS [SMP 20-602]*

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 \$454K that will fund work done during the FY 2020 – 2021 fiscal year.



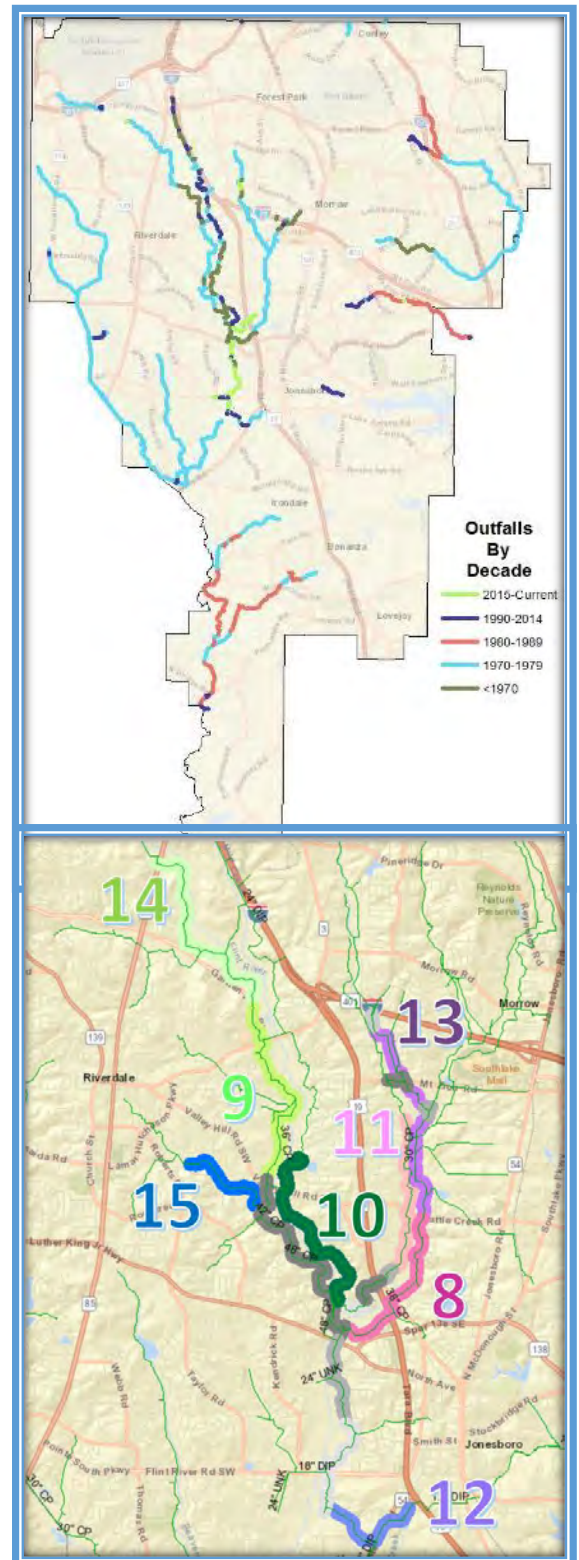


*RE223, OP001 AND OP002 – LARGE DIAMETER SEWER REHABILITATION AND REPLACEMENT PROGRAM /  
OUTFALL REHABILITATION [SMP 20-608]*

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 \$76.5M. Started in FY 2015 -2016, replacement will occur over several years. As of April 2020, 5.6 miles of pipe have been replaced at a total cost of \$21.6M. The table below shows the status of the 15 outfall projects undertaken. In January 2017 and in January 2020, Georgia Environmental Finance Authority (GEFA) approved Clean Water SRF loans of \$25M each to assist with the funding of projects in this rehabilitation program. Internal labor is used for the design of these projects and estimated at \$300K per project.

**Status of Major Outfall Projects**

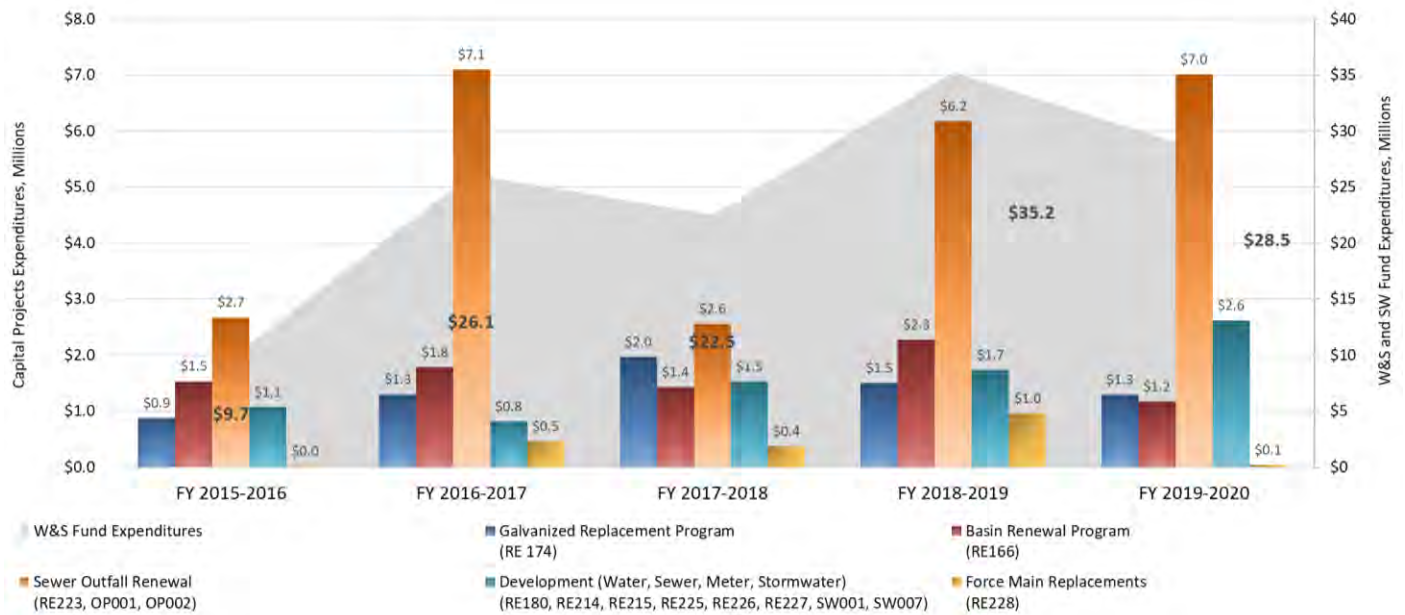
Project	Funding / Status	Length (miles)	Cost
<b>MAJOR REPLACEMENT PROJECTS (2015 - Current)</b>			
1) Flint River Outfall Ph 1a	Complete	1.1	\$4.7 M
2) Flint River Outfall Ph 1b	Complete	0.9	\$5.7 M
3) Flint River Outfall Ph 2	Complete (GEFA 1-1)	2.3	\$7.2 M
4) Jesters Creek Outfall Ph 1	Complete	0.3	\$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
7) Jesters Creek Outfall East Misc.	Construction	0.2	\$1.8 M
<b>Subtotal</b>		<b>5.6</b>	<b>\$21.6 M</b>
<b>PROJECTS UNDERWAY / PLANNED FOR FY 2020-2021</b>			
8) Jesters East Ph 1	Construction (GEFA 1-2)	1.3	\$8.6 M
9) Flint River Outfall Ph 3	Construction (GEFA 1-3)	2.3	\$11.6 M
10) Flint River Outfall East Ph 1	Design (GEFA 2-1)	1.8	\$7.0 M
11) Jesters Creek Outfall Ph 4	Design	1.7	\$4.8 M
12) Rum Creek Outfall	Design	1.2	\$3.1 M
13) Jesters East Ph 2	Planning (GEFA 2-2)	2.2	\$8.6 M
14) Flint River Outfall Ph 4	Design (GEFA 2-3)	2.2	\$8.9 M
15) Riverdale Outfall Ph1	Planning (GEFA 2-4)	1.1	\$2.3 M
<b>Subtotal</b>		<b>13.8</b>	<b>\$54.9 M</b>
<b>Total</b>		<b>19.36</b>	<b>\$76.5 M</b>







## SUMMARY OF DISTRIBUTION AND CONVEYANCE ANNUAL CAPITAL SPENDING



## ANNUAL CAPITAL SPENDING

	FY 2015-2016	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2019-2020
W&S Fund Expenditures	\$9,723,383	\$26,102,263	\$22,521,830	\$35,202,878	\$28,467,246
Galvanized Replacement Program (RE 174)	\$876,219	\$1,301,274	\$1,964,307	\$1,500,791	\$1,295,883
Basin Renewal Program (RE166)	\$1,533,862	\$1,788,554	\$1,434,946	\$2,280,780	\$1,171,729
Sewer Outfall Renewal (RE223, OP001, OP002)	\$2,674,397	\$7,090,180	\$2,557,102	\$6,169,261	\$7,007,259
Development (Water, Sewer, Meter, Stormwater) (RE180, RE214, RE215, RE225, RE226, RE227, SW001, SW007)	\$1,079,292	\$821,790	\$1,525,288	\$1,730,986	\$2,621,994
Force Main Replacements (RE228)	\$19,379	\$458,837	\$372,366	\$961,214	\$50,336
Miscellaneous Distribution Infrastructure (RE183, RE232)	\$0	\$242,776	\$143,396	\$91,416	\$179,853
All Pipeline Related Projects	\$6,183,150	\$11,703,411	\$7,997,404	\$12,734,449	\$12,327,053



## 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 FY 2020-

2021 budget includes \$2.54M for a portion of the [Casey 24 MGD Capacity Recovery Blower Upgrade](#) construction. The Board of Directors approved \$3.1M of surplus funds from the FY 2019 – 2020 Budget for the design and additional construction costs [SMP 20-702] [WP 2020-26]. This capital project will upgrade the facility to restore its capacity to its design of 24 MGD. The current capacities of the bioreactor aeration system and the influent pump stations are below 24 MGD as determined in the WB Casey Capacity Analysis and Plant Expansion Evaluation project. Projects addressed in this initiative which includes the addition of a blower to meet peak air requirements and to restore reliability and redundancy if one of the units is out of service.

### RE219 – LIFT STATION REHABILITATION [SMP 20-910]

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 was funded in the 2015 Strategic Master Plan which developed a master list of stations and any known operational or capital issues. Based on this list, follow-up condition assessment activities are conducted and assist in prioritizing lift station rehabilitation. The Rum Creek Lift Station upgrade with a cost of \$2.1M was recently completed under this construction line. A total of \$1.6M from the FY 2019 – 2020 budget surplus was approved to fund a Lift Station Rehabilitation Assessment [SMP 20-910] [WP 2020-04] and a portion of the Walnut Creek Lift Station Construction [SMP 15-903] [WP 2017-03] with costs of \$500K and \$1.1M, respectively.

### 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 production facilities. Surplus approved by the Board of Directors from the FY 2019 – 2020 budget will add \$4.9M in funding to several additional projects under this construction line.

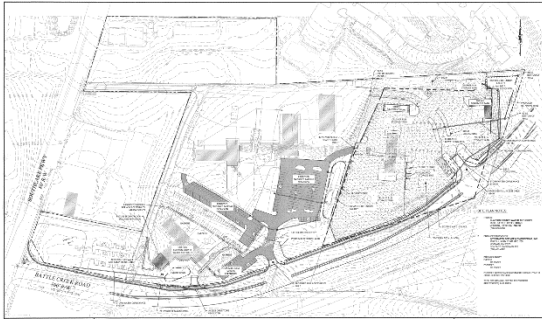
The [Hicks Water Production Plant Liquid Lime](#) project [SMP 20-301] [WP 2020-23] received \$1.5M of this funding which will cover the cost of the design and construction of a new liquid lime feed system, similar to the systems installed at the Hooper and Smith Water Production Plants, replacing the existing hydrated lime system for the control of pH and alkalinity during treatment and in the finished water. The current hydrated lime system periodically creates operational and maintenance problems. A new liquid lime system will minimize costs and will provide a feed system like those at the other water plants. The [Smith High Service Pump Replacement](#) [SMP 15-316] [WP 2015-16] received \$3.0M of the surplus funding. The remaining funding went to the following projects: [Hicks Water Production Plant High-Rate Pump Analysis](#) [SMP 20-300] [WP 2018-06] - \$150K; [Hicks Filter Rehab](#) [WP 2020-21] - \$225K, additional [security fencing](#) at the Hooper plant - \$48K; and [clamps on flow meters](#) at the Hicks plant - \$20K.



### 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. No funding was approved from the FY 2020-2021 budget for this construction line.

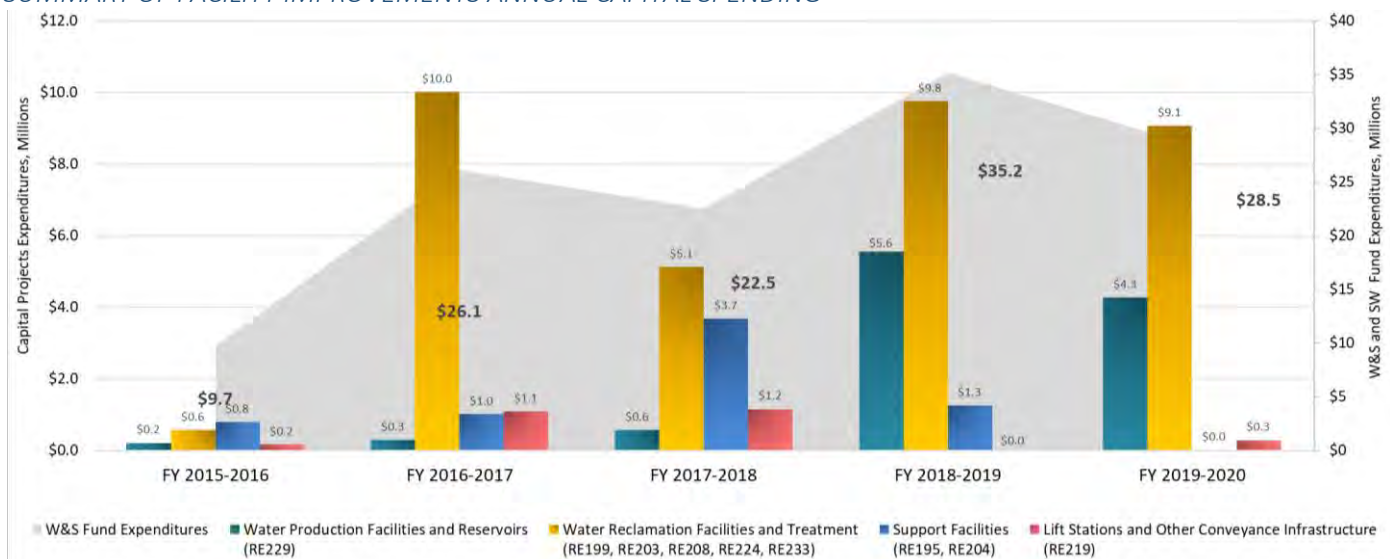
### RE234 – HQ BATTLE CREEK PARKING LOT AND WAREHOUSE MODIFICATION



The Clayton County Department of Transportation is widening Battle Creek Road. Several parking lots, entryways, streetlights, signs, detention ponds, security gate and fencing, and almost all the warehouse storage areas at CCWA's headquarter building will be impacted. The County reimbursed the Authority for the land and a portion of the cost to cure. The total project is expected to cost approximately \$2.0M in addition to the cost of moving the distribution and conveyance pipelines which adds an additional \$2.0M to the project. The funding for pipe relocation has been budgeted in prior years and is in RE180 – Department of Transportation main construction line. Surplus from

the FY 2019 – 2020 budget of \$200K was approved by the Board of Directors to fund the design work for the HQ campus modification [WP 2020-10].

### SUMMARY OF FACILITY IMPROVEMENTS ANNUAL CAPITAL SPENDING



### ANNUAL CAPITAL SPENDING

	FY 2015-2016	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2019-2020
<b>W&amp;S Fund Expenditures</b>	\$9,723,383	\$26,102,263	\$22,521,830	\$35,202,878	\$28,467,246
<b>Water Production Facilities and Reservoirs (RE229)</b>	\$209,382	\$293,844	\$572,886	\$5,560,992	\$4,271,594
<b>Water Reclamation Facilities and Treatment (RE199, RE203, RE208, RE224, RE233)</b>	\$575,757	\$10,009,355	\$5,129,804	\$9,754,203	\$9,072,285
<b>Support Facilities (RE195, RE204)</b>	\$795,315	\$1,008,445	\$3,682,842	\$1,254,471	\$4,491
<b>Lift Stations and Other Conveyance Infrastructure (RE219)</b>	\$159,350	\$1,094,461	\$1,153,273	\$3,183	\$281,941
<b>All Facility Improvement Projects</b>	<b>\$1,739,804</b>	<b>\$12,406,104</b>	<b>\$10,538,804</b>	<b>\$16,572,849</b>	<b>\$13,630,311</b>



## 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 2020 – 2021 budget has funding of \$300K for the Restroom Renovations at the Headquarters building and \$100K for the Shamrock Community Use Building Renovations.



### RE184 – STRATEGIC MASTER PLAN

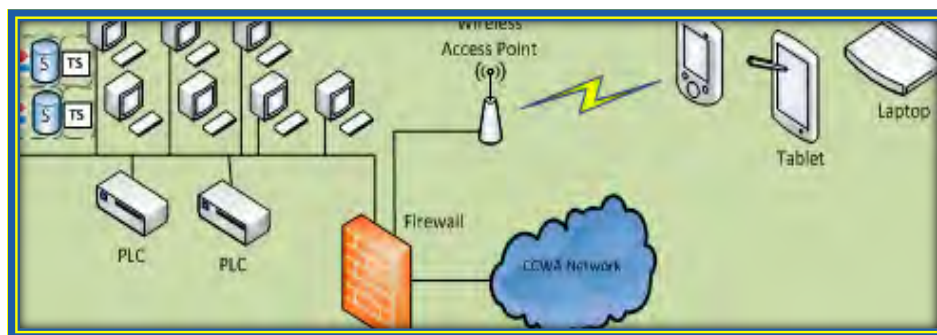
This Renewal and Extension line holds funding for consulting services for evaluations, assessments and studies that support the five-year updates to the Strategic Master Plan [SMP]. The FY 2018 – 2019 Budget funded the **2020 Strategic Master Plan**, which was completed in FY 2019 – 2020 and implemented as part of the FY 2020 – 2021 budget.

### RE205 – SCADA UPGRADES [SMP 20-906]

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, as well as, in the lift stations throughout the County 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.

The FY 2020 – 2021 budget includes \$250K for SCADA hardware equipment [SMP 20-166] [WP 2020-09]. Remaining funds from previous SCADA projects in the RE205 – SCADA Upgrade construction line of \$300K was reassigned to the SCADA Cyber Security (AWIA) initiative [SMP 20-165] [WP 2020-08] and another \$125K was reallocated to the SCADA Master Plan Update project [SMP 20-912] [WP 2020-05].



### RE220 – CUSTOMER INFORMATION SYSTEM DEVELOPMENT [SMP 15-157]

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 was \$4.5M. This major software initiative will be implemented in early fall 2020.





### RE222 – COMPANYWIDE SECURITY – [SMP 15-104]



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.

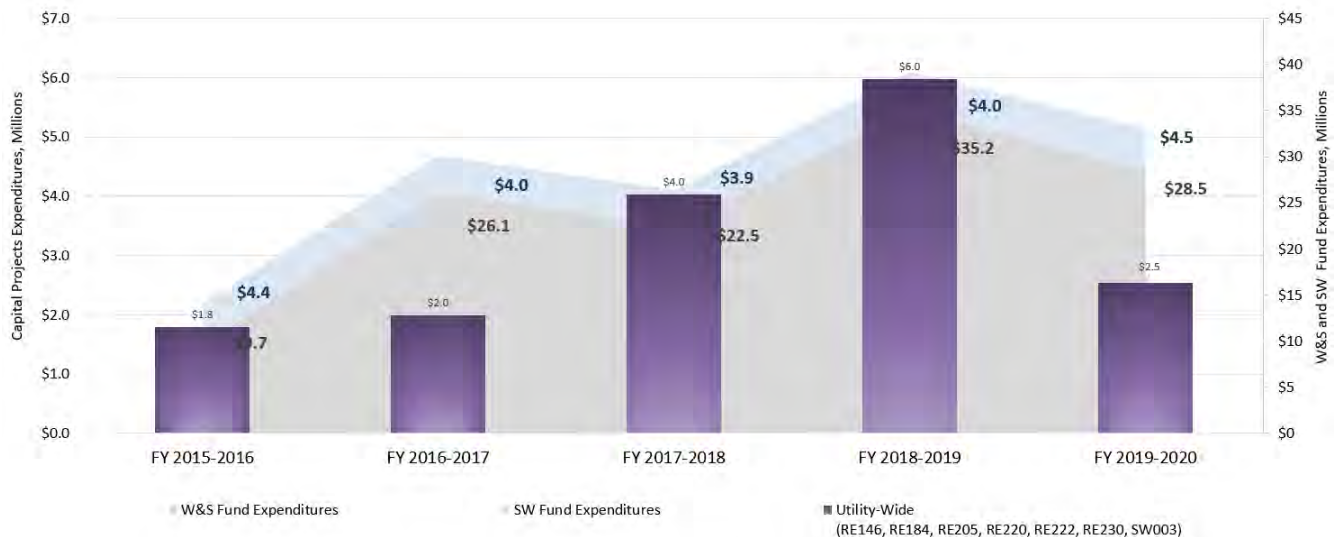
The two primary phases of this initiative had a total cost of \$2.5M and was funded through previous years' budgets. The first phase of the project was completed in March 2017 and the second phase in FY 2018 - 2019. The FY 2019 – 2020 budget allocated \$200K for the Security Management System - Phase 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. Funding for ongoing maintenance and monitoring of the new system is in the FY 2020 – 2020 operating budget.

### 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. There were no funds allocated in the FY 2020 – 2021 budget for capital projects in this main construction line.



### SUMMARY OF UTILITY-WIDE IMPROVEMENTS ANNUAL CAPITAL SPENDING



#### ANNUAL CAPITAL SPENDING

	FY 2015-2016	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2019-2020
W&S Fund Expenditures	\$9,723,383	\$26,102,263	\$22,521,830	\$35,202,878	\$28,467,246
SW Fund Expenditures	\$4,422,544	\$4,004,216	\$3,878,823	\$4,016,223	\$4,525,290
Utility-Wide (RE146, RE184, RE205, RE220, RE222, RE230, SW003)	\$1,800,552	\$1,992,911	\$4,028,479	\$5,976,620	\$2,541,608



### Capital Project Funding FY 2020 – 2021 – 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 2020 Strategic Master Plan estimated the cost of capital infrastructure rehabilitation would be \$35M over the next 10 years. The annual budget target for stormwater pipe renewal is \$3.5M, which would rehabilitate approximately two miles of stormwater pipe.

#### SW004 – STORMWATER CURED-IN-PLACE PIPE (CIPP) – [SMP 20-207]

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 2020 – 2021 budget will fund \$1.5M of [Stormwater Cured-In-Place Pipe improvements](#).







#### SW005 – STORMWATER REMOVAL AND REPLACEMENT PIPE (R/R) – [SMP 20-207]

This construction line funds the Stormwater Removal and Replacement (R/R) projects in the capital infrastructure improvement program. The FY 2020 – 2021 budget will fund \$1.9M of Remove and Replace projects.



Before and after photographs 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. No money from the FY 2020 – 2021 was added to this construction line.





### 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 2015-2016	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2019-2020
SW Fund Expenditures	\$4,422,544	\$4,004,216	\$3,878,823	\$4,016,223	\$4,525,290
Stormwater Renewal Program (SW004, SW005, SW008)	\$4,323,362	\$3,966,480	\$3,773,716	\$3,929,828	\$4,485,222
Miscellaneous Projects (SW006)	\$99,059	\$37,572	\$62,250	\$5,355	\$8,343



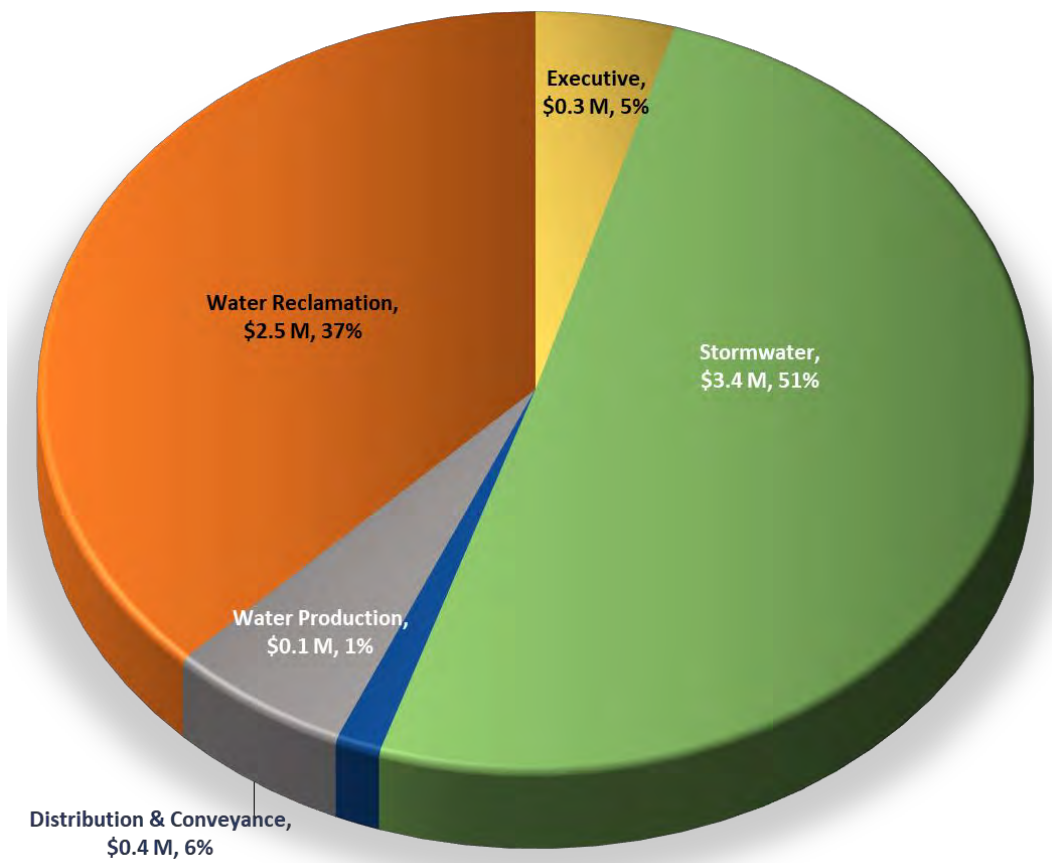
## Capital Project FY 2020 – 2021 Budget Funding Summary

### Water and Sewer Fund - Renewal and Extension Fund

Construction Line	Project Description	Amount Budgeted
[RE146]	Wall Reconfiguration	\$ 10,000
[RE146]	Restroom Renovations	300,000
[RE146]	Shamrock CUB Renovations	100,000
[RE180]	DOT - Hasting Bridge Road	45,850
[RE180]	DOT - Dixon Industrial Road	239,750
[RE180]	DOT - Lake Jodeco/Carnes Road	117,200
[RE199]	[WP# 2020-26][SMP 20-702]: Casey 24 MGD Capacity Recovery Upgrades - Blowers: Construction	2,540,000
<b>Total Capital Projects</b>		<b>\$ 3,352,800</b>

### Stormwater Fund - Construction Fund

Construction Line	Project Description	Amount Budgeted
[SW004]	Cured In Place Pipe	1,500,000
[SW005]	Removal and Replacement	1,920,799
<b>Total Capital Projects</b>		<b>\$ 3,420,799</b>





## Renewal and Extension Funded Projects

### FUNDING SOURCES

DESCRIPTION OF REVENUE SOURCES	AMOUNT
Other Financing Sources:	
Interfund Transfers from Revenue Fund	\$ 3,352,800
<b>Total Funding Sources</b>	<b>\$ 3,352,800</b>

### PROJECTS

BUDGET UNIT - PROJECT SPONSOR	GENERAL PROJECT DESCRIPTION	AMOUNT
Executive	<a href="#"><u>HQ Restroom Renovations</u></a>	\$ 300,000
Information Technology	<a href="#"><u>Wall Reconfiguration</u></a>	10,000
Shamrock Community Use Building	<a href="#"><u>Shamrock Community Use Building Renovations</u></a>	100,000
Water Distribution Maintenance	<a href="#"><u>Department of Transportation - Hasting Bridge Road</u></a>	45,850
Water Distribution Maintenance	<a href="#"><u>Department of Transportation - Dixon Industrial Road</u></a>	239,750
Water Distribution Maintenance	<a href="#"><u>Department of Transportation - Lake Jodeco at Carnes Road</u></a>	117,200
W. B Casey Water Reclamation Facility	<a href="#"><u>Casey 24 MGD Capacity Recovery Upgrade Construction</u></a>	2,540,000
<b>Total Projects</b>		<b>\$ 3,352,800</b>





Renewal and Extension Funded Projects – Detail by Project  
Restroom Renovations

Department:	Executive	Fund:	R & E
Budget Unit:	General Manager	Utility:	Water / Sewer

Restroom Renovations - \$300,000

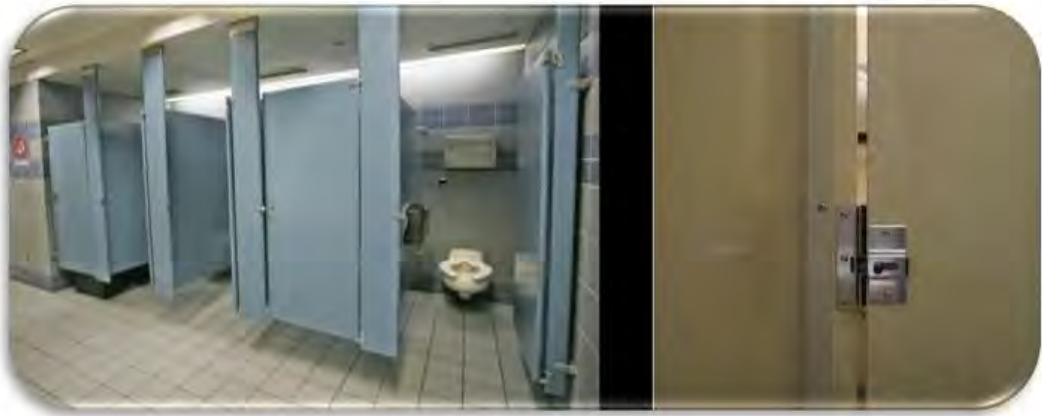
DESCRIPTION OF PROJECT

Total renovation of (4) restrooms. First, second and third floor.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1							
	Available	2020	2021	2022	2023	2024	
Project Funding	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	
Impact to Operating Budget	-	-	-	-	-	-	
Total Financial Impact	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	

IMPACT ON OPERATING BUDGET

This project is to update an existing bathroom and will have no additional operating impact after the initial project outlay.





Wall Reconfiguration

<b>Department:</b>	Executive	<b>Fund:</b>	R & E
<b>Budget Unit:</b>	Information Technology	<b>Utility:</b>	Water / Sewer

Wall Reconfiguration - \$10,000
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DESCRIPTION OF PROJECT

Construction/reconfiguration of walls in Information Technology office that is closest to the break room to reduce noise in the work area.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

	<u>Available</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Project Funding	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -
Impact to Operating Budget	-	-	-	-	-	-
Total Financial Impact	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -

IMPACT ON OPERATING BUDGET

This project is replacement of existing infrastructure and will have a neutral impact to the operating budget.







Shamrock CUB Renovations

Department:	Water Production	Fund:	R & E
Budget Unit:	Shamrock Community Use Building	Utility:	Water / Sewer

Shamrock CUB Renovations - \$100,000

DESCRIPTION OF PROJECT

This project will consist of replacing the decking boards to fully composite boards, updating the exterior doors, updating the bathrooms and updating the upstairs loft area.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1							
	<u>Available</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	
Project Funding	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	
Impact to Operating Budget	-	-	-	-	-	-	
Total Financial Impact	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	

IMPACT ON OPERATING BUDGET

This project is to update a existing structures and will have no additional operating impact after the initial project outlay.





## Department of Transportation (DOT) – Hasting Bridge Road

Department: Distribution &amp; Conveyance

Fund: R &amp; E

Budget Unit: Water Distribution Maintenance

Utility: Water / Sewer

## Department of Transportation (DOT) - Hasting Bridge Road - \$45,850

## DESCRIPTION OF PROJECT

This project will consist of relocating 465 feet of 8-inch water main for the sidewalk project.

## Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

	<u>Available</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Project Funding	\$ -	\$ 45,850	\$ -	\$ -	\$ -	\$ -
Impact to Operating Budget	-	-	251	251	251	251
Total Financial Impact	\$ -	\$ 45,850	\$ 251	\$ 251	\$ 251	\$ 251

## 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 \$251 for 465 feet of distribution (water) pipe.





## Department of Transportation (DOT) – Dixon Industrial Road

Department: Distribution &amp; Conveyance

Fund: R &amp; E

Budget Unit: Water Distribution Maintenance

Utility: Water / Sewer

## Department of Transportation (DOT) - Dixon Industrial Road - \$239,750

## DESCRIPTION OF PROJECT

This project will consist of relocating 1,135 feet of 6-inch force main, 370 feet of fiber line, 300 feet of 8-inch water main, 705 feet of 16-inch water main and 160 feet of 30-inch water main due to the road widening project.

## Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

	<u>Available</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Project Funding	\$ -	\$ 239,750	\$ -	\$ -	\$ -	\$ -
Impact to Operating Budget	-	1,321	1,321	1,321	1,321	1,321
Total Financial Impact	\$ -	\$ 241,071	\$ 1,321	\$ 1,321	\$ 1,321	\$ 1,321

## 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 \$629 for 1,165 feet of distribution (water) pipe. The general maintenance of sewer pipe is \$0.61 per foot and ongoing maintenance of this existing infrastructure is \$692 for 1,135 feet of conveyance (sewer) pipe.







## Department of Transportation (DOT) – Lake Jodeco and Carnes Road

Department: Distribution &amp; Conveyance

Fund: R &amp; E

Budget Unit: Water Distribution Maintenance

Utility: Water / Sewer

## Department of Transportation (DOT) - Lake Jodeco and Carnes Road - \$117,200

## DESCRIPTION OF PROJECT

This project will consist of relocating 985 feet of 6-inch water main, and 480 feet of 8-inch water main due to the DOT project.

## Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

	<u>Available</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Project Funding	\$ -	\$ 117,200	\$ -	\$ -	\$ -	\$ -
Impact to Operating Budget	-	-	791	791	791	791
Total Financial Impact	\$ -	\$ 117,200	\$ 791	\$ 791	\$ 791	\$ 791

## 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 \$791 for 1,465 feet of distribution (water) pipe.





## Casey 24 MGD Capacity Upgrades Construction

Department: Water Reclamation

Fund: R &amp; E

Budget Unit: WB Casey Water Reclamation Facility

Utility: Water / Sewer

## Casey 24 MGD Capacity Upgrades Construction

## DESCRIPTION OF PROJECT

Upgrades to restore capacity to design basis capacity of 24 MGD. Current capacities of the bioreactor aeration system and the influent pump stations are below 24 MGD as determined in the WB Casey Capacity Analysis and Plant Expansion Evaluation project. Projects to be addressed include blower addition to meet peak air requirements and restore reliability and redundancy criteria of one unit out of service. This project also includes adding additional pumping capacity to the W.B. Casey Influent Pump Station.

## Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

	<u>Available</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Project Funding	\$ -	\$ 2,540,000	\$ -	\$ -	\$ -	\$ -
Impact to Operating Budget	-	-	-	-	-	-
Total Financial Impact	\$ -	\$ 2,540,000	\$ -	\$ -	\$ -	\$ -

## IMPACT ON OPERATING BUDGET

The impact on the operating budget for this project will be the general maintenance of the expanded plant. Detailed expenses will not be available until the design for this upgrade is completed in FY 2021-2022.





## 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 2021	Impact on Operating Budget					
		Type of Cost	2022	2023	2024	2025	2026
HQ Restroom Renovations	\$ 300,000	M	\$ -	\$ -	\$ -	\$ -	\$ -
Wall Reconfiguration	10,000	M	-	-	-	-	-
Shamrock Community Use Building Renovation	100,000	M	-	-	-	-	-
Department of Transportation - Hasting Bridge Road	45,850	M	251	251	251	251	251
Department of Transportation - Dixon Industrial Road	239,750	M	1,321	1,321	1,321	1,321	1,321
Department of Transportation - Lake Jodeco at Carnes Road	117,200	M	791	791	791	791	791
Casey 24 MGD Capacity Recovery Upgrade - Construction	2,540,000	M	-	-	-	-	-
<b>Total FY 2020-2021 Capital Project Funding</b>	<b>\$ 3,352,800</b>						
<b>Net Increase/(Decrease) to Operating Budget</b>			<b>\$ 2,363</b>	<b>\$ 2,363</b>	<b>\$ 2,363</b>	<b>\$ 2,363</b>	<b>\$ 2,363</b>

### 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	\$ 3,420,799
<b>Total Funding Sources</b>	<b>\$ 3,420,799</b>

## PROJECTS

<u>BUDGET UNIT - PROJECT SPONSOR</u>	<u>GENERAL PROJECT DESCRIPTION</u>	<u>AMOUNT</u>
Stormwater Maintenance	<a href="#">Cured in Place Pipe (CIPP)</a>	\$ 1,500,000
Stormwater Maintenance	<a href="#">Removal and Replacement (R/R)</a>	1,920,799
<b>Total Projects</b>		<b>\$ 3,420,799</b>



Cured in Place Pipe (CIPP)

Department:	Stormwater	Fund:	Construction
Budget Unit:	Stormwater Maintenance	Utility:	Stormwater

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Cured In Place Pipe (CIPP) - \$1,500,000

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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 20-207]

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1						
	Available	2020	2021	2022	2023	2024
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 per year. (\$0.81/ft.)





## Removal and Replacement (R/R)

Department: Stormwater

Fund: Construction

Budget Unit: Stormwater Maintenance

Utility: Stormwater

## Removal and Replacement (R/R) - \$1,920,799

## 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 6,403 feet of pipe.

[SMP 20-207]

## Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

	<u>Available</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Project Funding	\$ -	\$ 1,920,799	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000
Impact to Operating Budget	-	5,186	9,236	13,286	17,336	21,386
Total Financial Impact	\$ -	\$ 1,925,985	\$ 1,509,236	\$ 1,513,286	\$ 1,517,336	\$ 1,521,386

## 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 6,403 linear feet at \$0.81/LF of stormwater pipe is \$5,186.





## 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	Impact on Operating Budget					
	2021	Type of Cost	2022	2023	2024	2025	2026
Cured In Place Pipe (CIPP)	\$ 1,500,000	M	\$ 3,645	\$ 7,290	\$ 10,935	\$ 14,580	\$ 18,225
Removal and Replacement (R/R)	1,920,799	M	5,186	9,236	13,286	17,336	21,386
	<u>\$ 3,420,799</u>		<u>\$ 8,831</u>	<u>\$ 16,526</u>	<u>\$ 24,221</u>	<u>\$ 31,916</u>	<u>\$ 39,611</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 20<sup>th</sup>.
- 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.

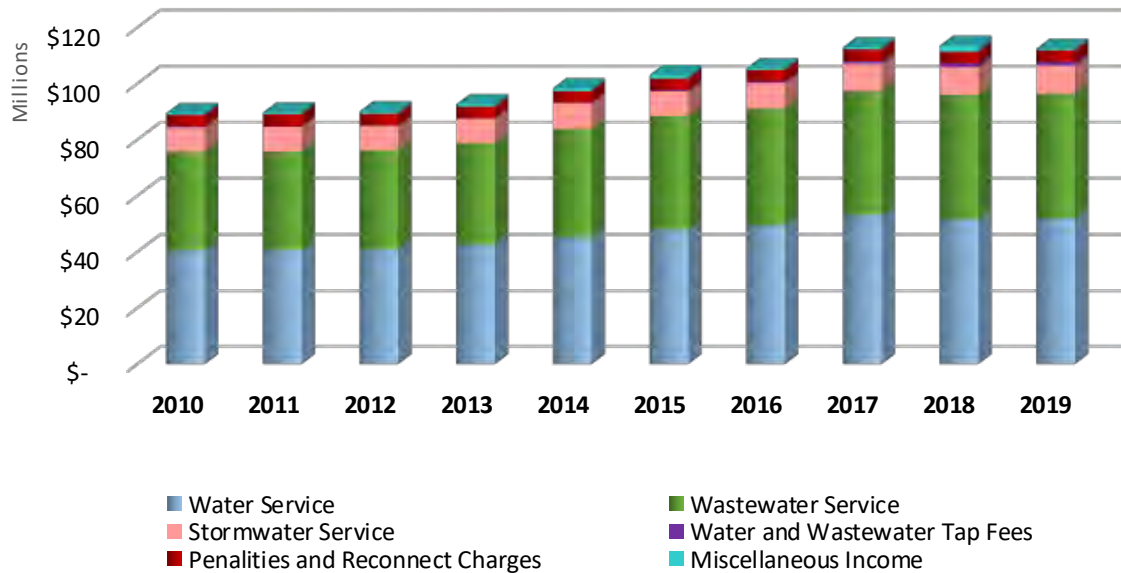
To assist in the understanding of revenues, schedules showing water and sewer rates and number of customers are provided. To lend additional perspective on expenses, tables showing the number of gallons of raw water treated and wastewater flows reclaimed are included. As a general rule, much of this 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 30<sup>th</sup> 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
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
2019	52,010,546	44,449,171	9,955,756	1,334,445	4,158,182	502,453	112,410,553

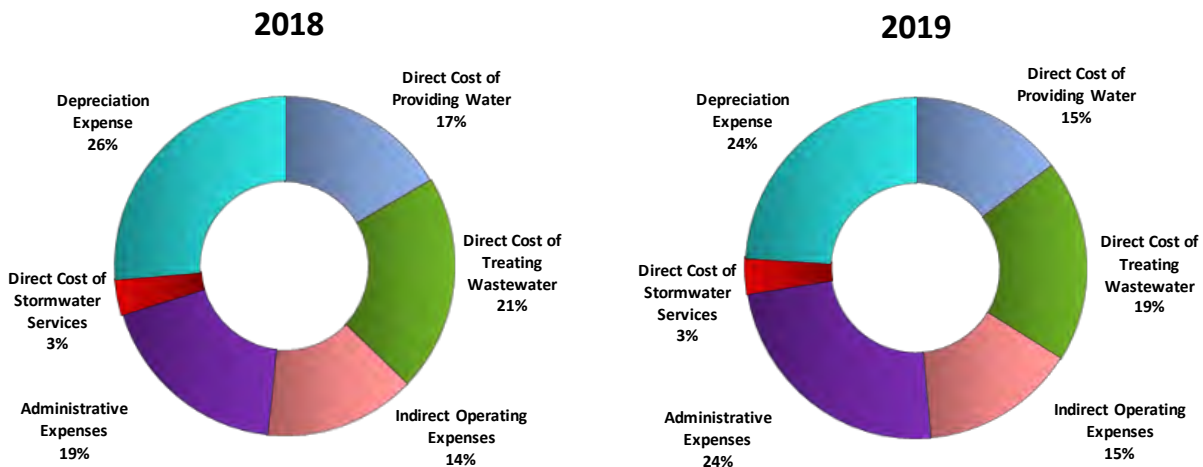
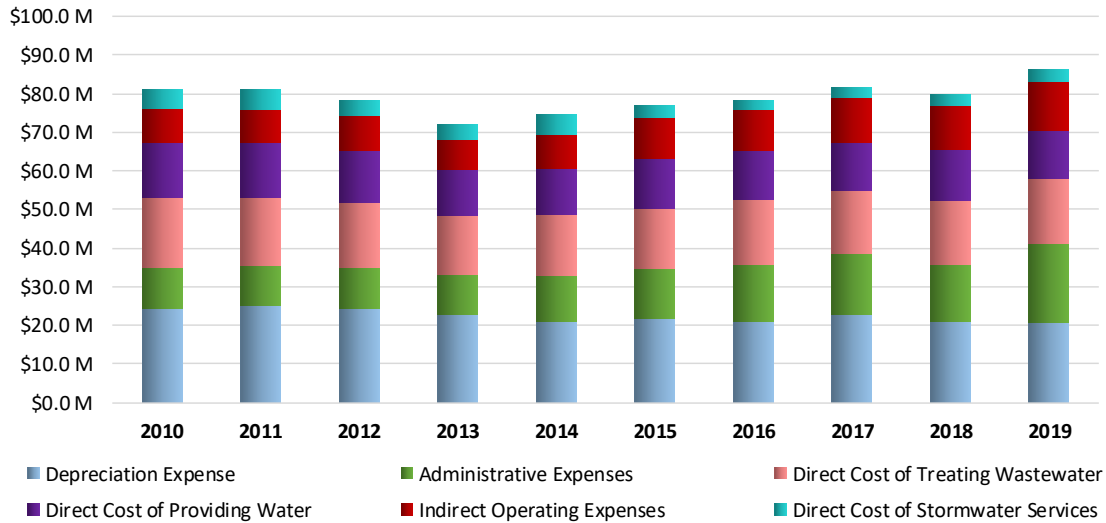




## Operating Expenses by Function

### CLAYTON COUNTY WATER AUTHORITY OPERATING EXPENSE 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 Services	Total Expenses before Depreciation	Depreciation Expense	Total Operating Expenses
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
2019	12,669,453	16,521,214	12,614,189	20,573,887	2,989,969	65,368,712	20,693,364	86,062,076





## 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%
<b>Total</b>	<b>156,597</b>	<b>100.0%</b>



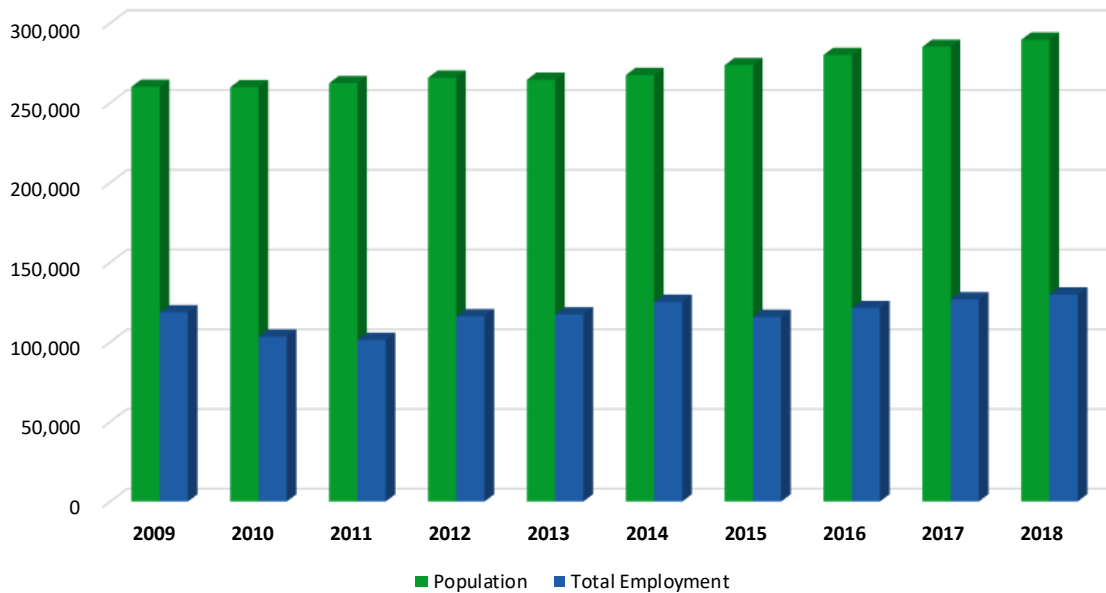


## Selected Demographic and Economic Statistics

### SELECTED DEMOGRAPHIC AND ECONOMIC STATISTICS

Last Ten Calendar Years

Calendar Year	Population	Personal Income (Thousands of Dollars)	Per Capita Personal Income	Total Full-Time and Part-Time Employment	Average Annual Pay	Average Unemployment Rate			Labor Force	Total Housing Units
						Clayton County	State of Georgia	United States		
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
2018	289,615	8,115,041	28,020	129,814	57,839	4.90%	3.90%	3.90%	136,502	105,859

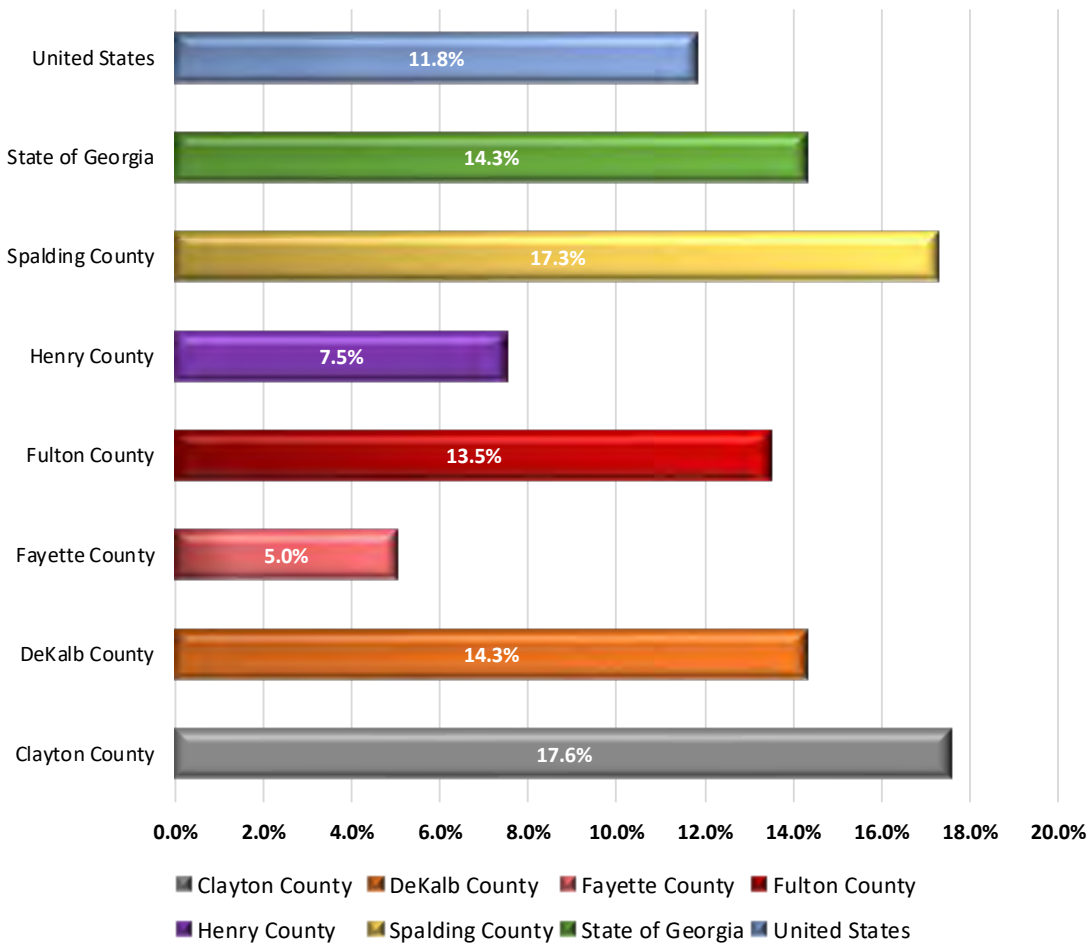




## Percentage of Individuals below Poverty Line

**PERCENTAGE OF INDIVIDUALS BELOW THE POVERTY LINE**  
**COMPARISON OF CONTIGUOUS COUNTIES AND STATE AVERAGE**  
 Calendar Year 2018

Clayton County	DeKalb County	Fayette County	Fulton County	Henry County	Spalding County	State of Georgia	United States
17.6%	14.3%	5.0%	13.5%	7.5%	17.3%	14.3%	11.8%

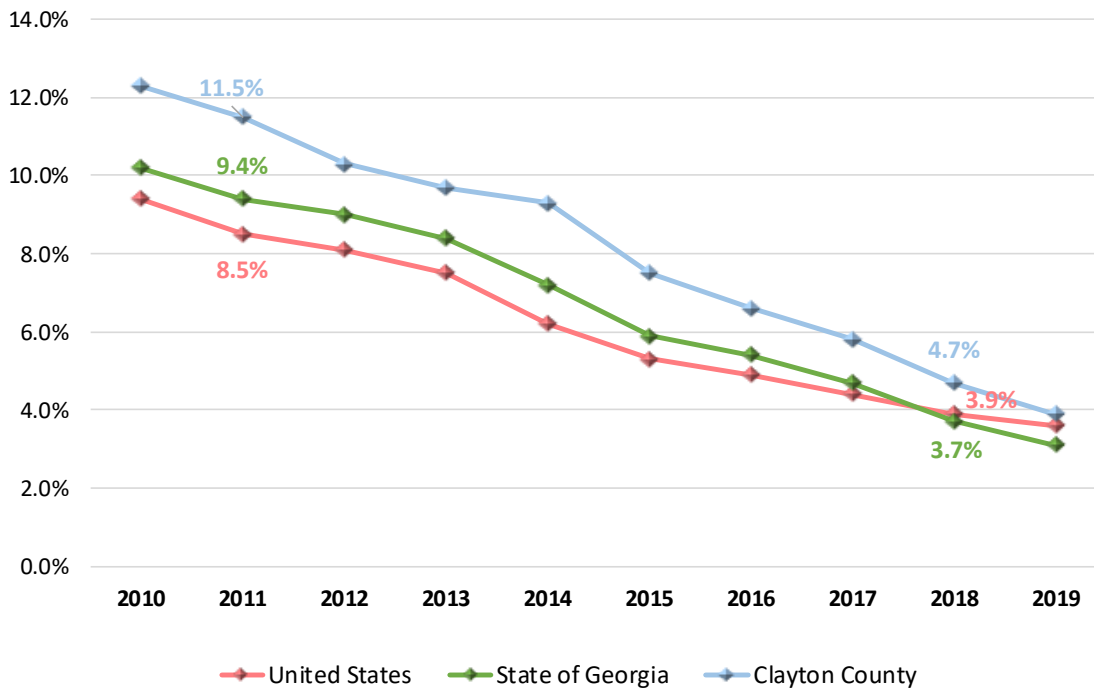




## Unemployment Rates

**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%



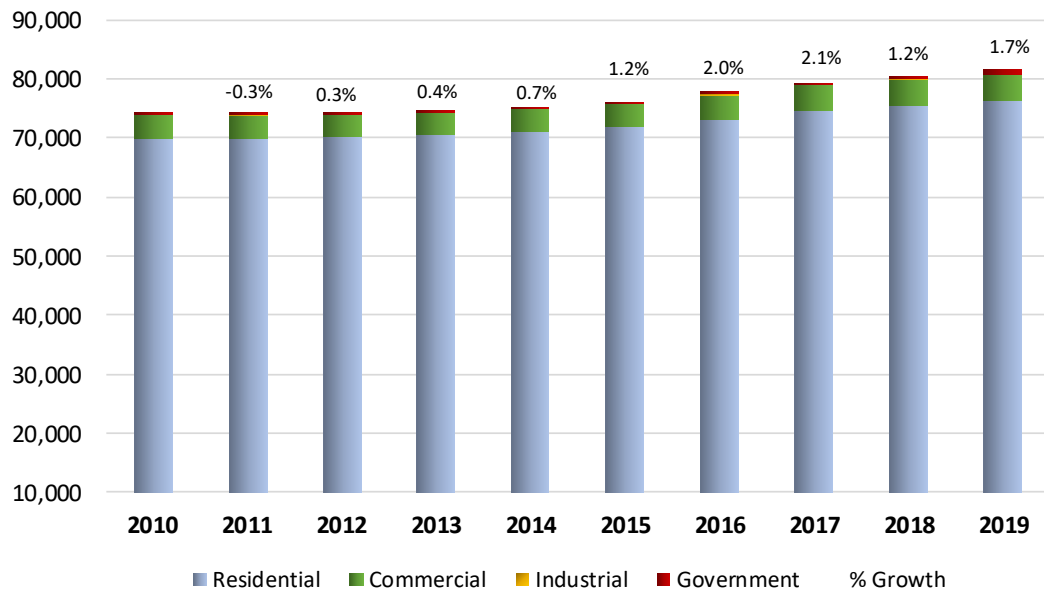


## Number of Stormwater Customers by Type

### NUMBER OF STORMWATER CUSTOMERS BY TYPE

Last Five Fiscal Years

Fiscal Year	Residential	Commercial	Industrial	Government	Total Stormwater Customers	% Growth
2010	70,022	4,112	46	237	74,417	
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%
2019	76,457	4,202	48	943	81,650	1.7%



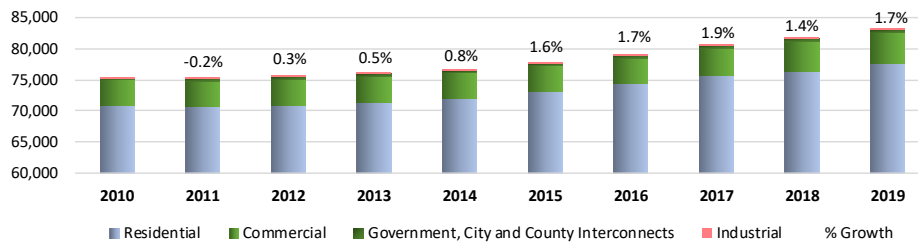


## Number of Water and Wastewater Customers by Type

### CLAYTON COUNTY WATER AUTHORITY NUMBER OF WATER AND WASTEWATER CUSTOMERS BY TYPE Last Ten Fiscal Years

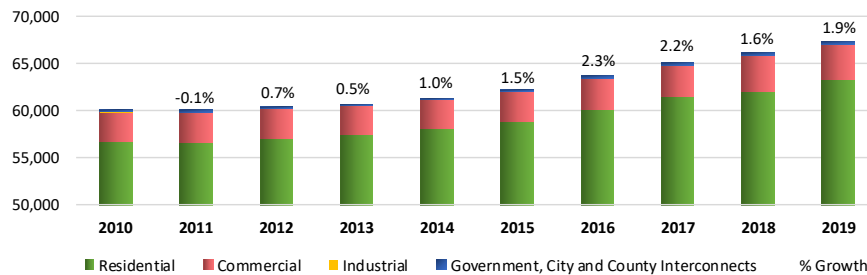
Fiscal Year	Residential	Commercial	Industrial	Government, City and County Interconnects	Total Water Customers	% Growth
2010	70,856	4,159	51	317	75,383	
2011	70,656	4,124	50	426	75,256	-0.2%
2012	70,930	4,086	54	434	75,504	0.3%
2013	71,335	4,057	50	440	75,882	0.5%
2014	72,054	4,069	50	315	76,488	0.8%
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	76,342	4,898	53	354	81,647	1.4%
2019	77,633	4,883	56	425	82,997	1.7%

Total Water Customers



Fiscal Year	Residential	Commercial	Industrial	Government, City and County Interconnects	Total Wastewater Customers	% Growth
2010	56,679	3,140	38	193	60,050	
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	62,070	3,785	37	165	66,057	1.6%
2019	63,316	3,756	39	228	67,339	1.9%

Total Wastewater Customers





## Water and Wastewater Rates Per Thousand Gallons of Usage

### WATER AND SEWER FUND

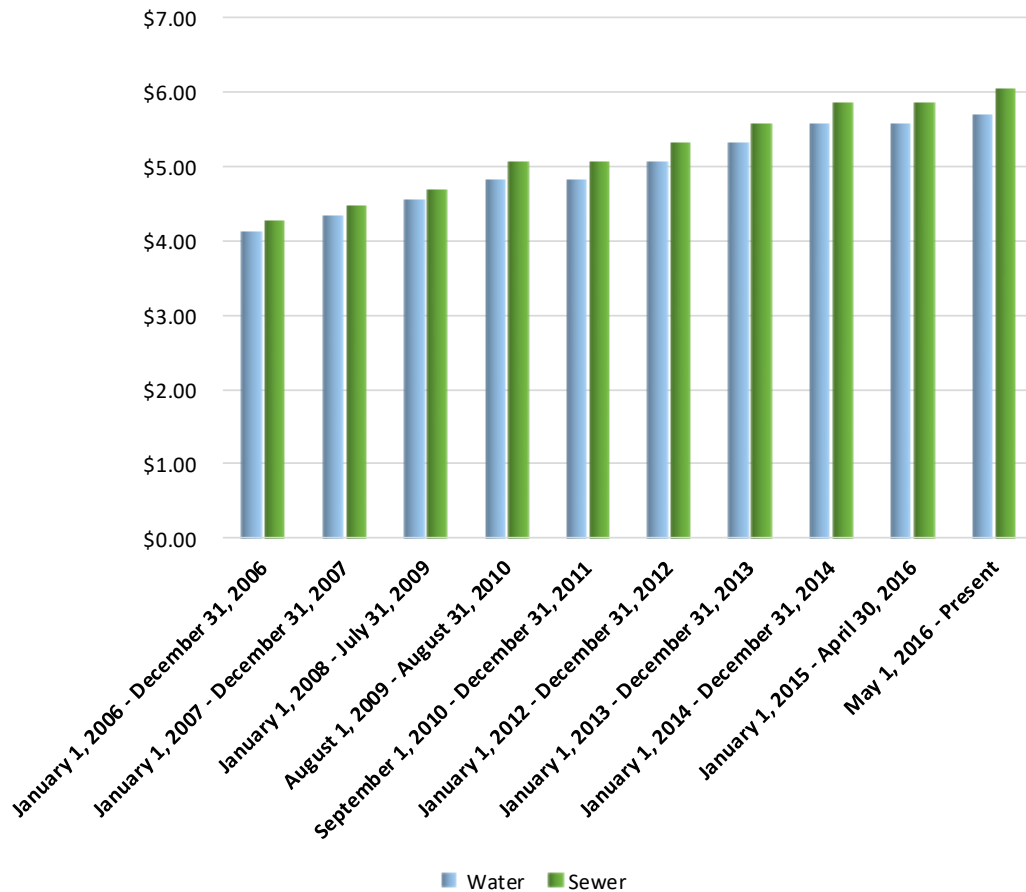
### WATER AND SEWER RATES

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







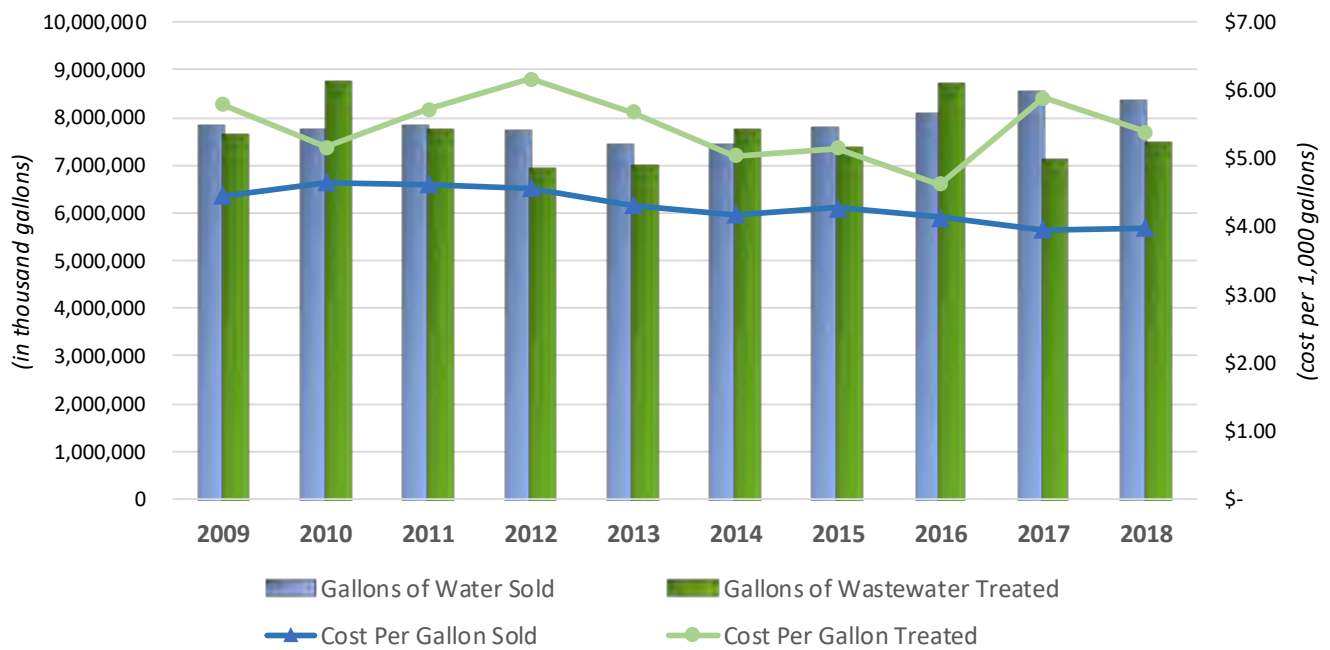
## Gallons of Water Sold and Wastewater Treated

### 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





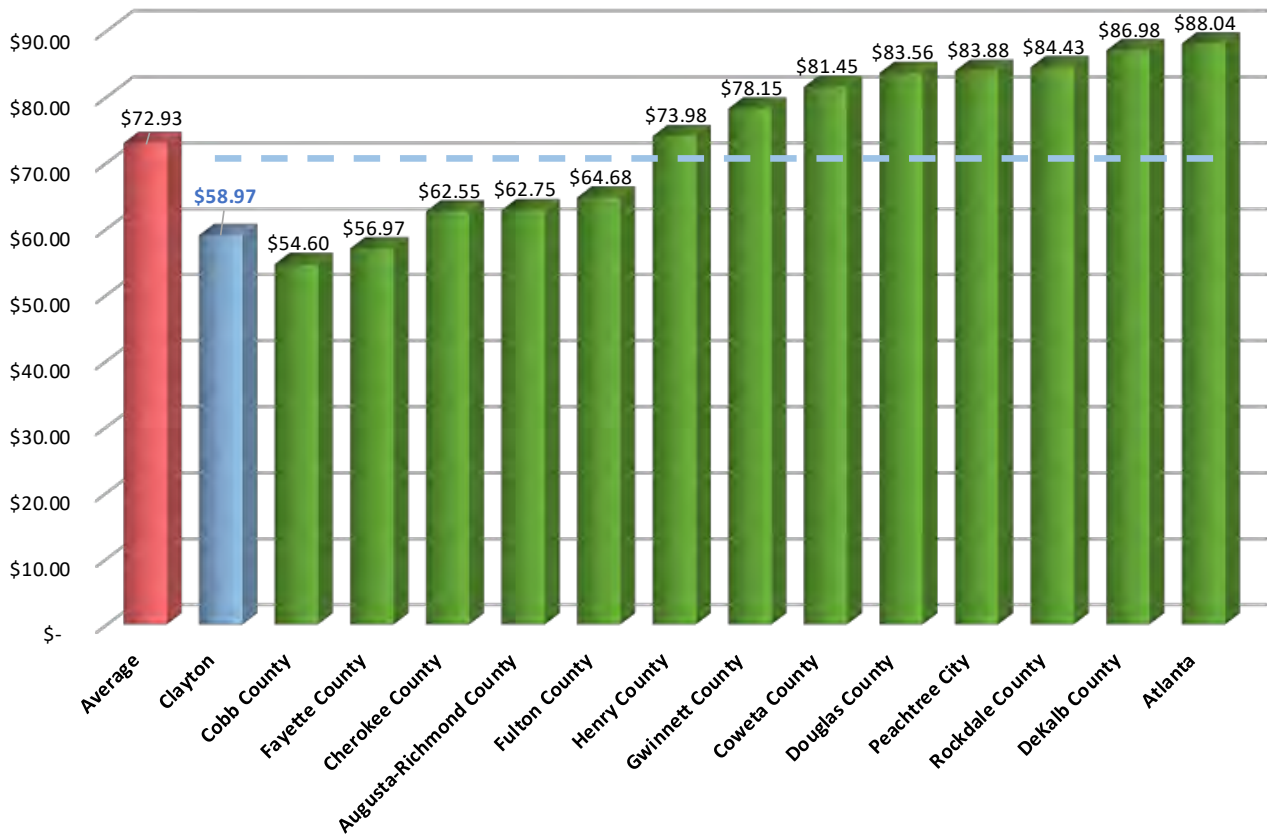
## Water and Sewer Rates – Survey of Metro Atlanta Counties

### 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
<b>Clayton County</b>	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



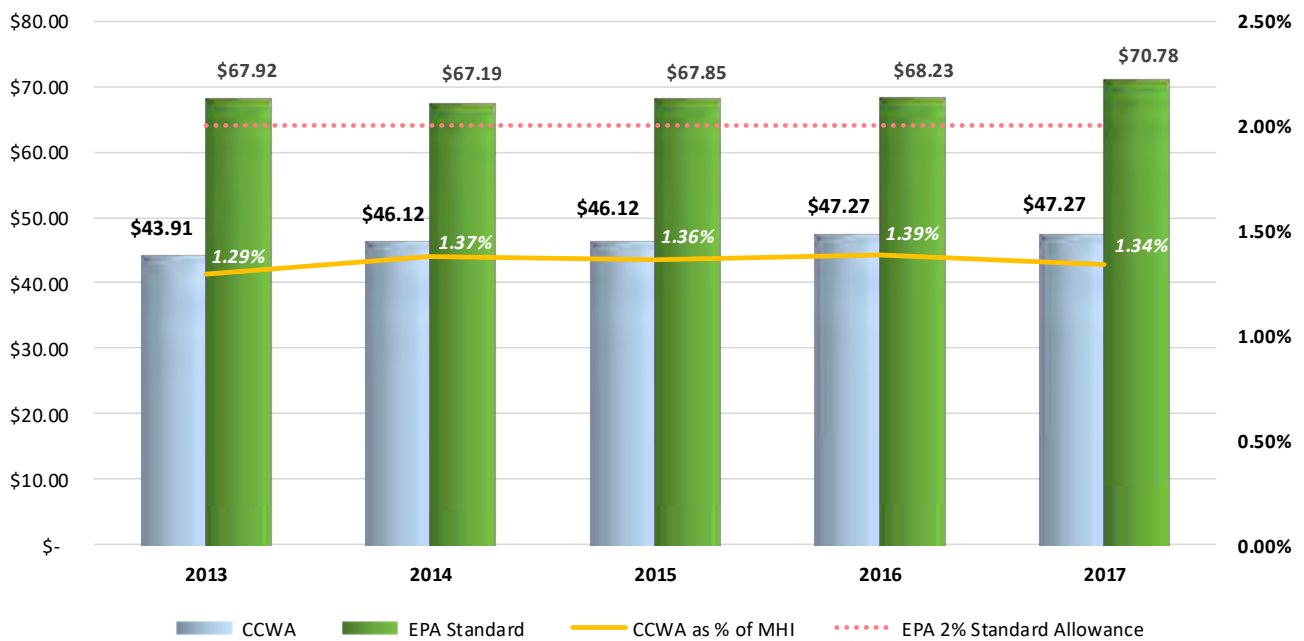


## Bill Comparison with EPA Standard

### 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%

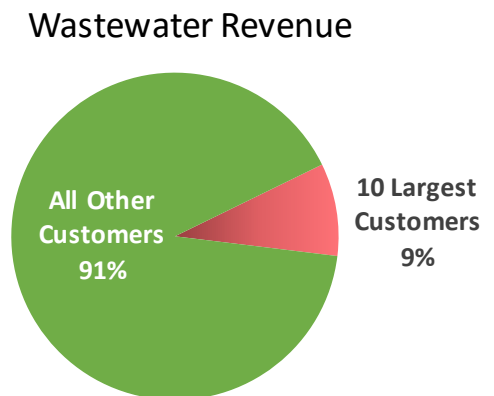
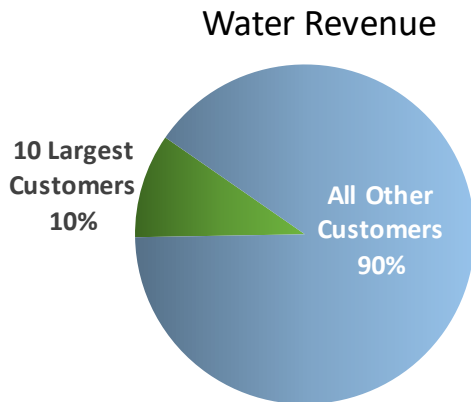




## Ten Largest Customers Measured by Water and Wastewater Revenues

### 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%
<b>10 Largest Customers</b>	<b>\$ 5,128,033</b>	<b>9.93%</b>	<b>\$ 4,055,698</b>	<b>9.15%</b>
All Other Customers	46,510,747	90.07%	40,261,258	90.85%
<b>Total</b>	<b>\$51,638,780</b>	<b>100.00%</b>	<b>\$44,316,956</b>	<b>100.00%</b>





## Ten Largest Customers Measured by Stormwater User Fees

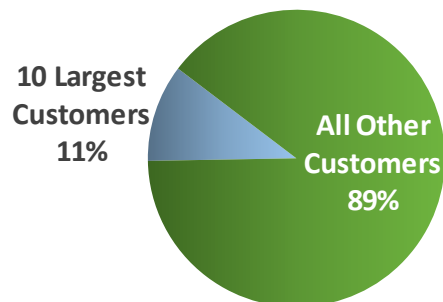
### STORMWATER UTILITY

#### 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%
<b>10 Largest Customers</b>	<b>\$ 1,046,072</b>	<b>10.60%</b>
All Other Customers	8,823,213	89.40%
<b>Total</b>	<b>\$ 9,869,285</b>	<b>100.00%</b>

### Stormwater Fees

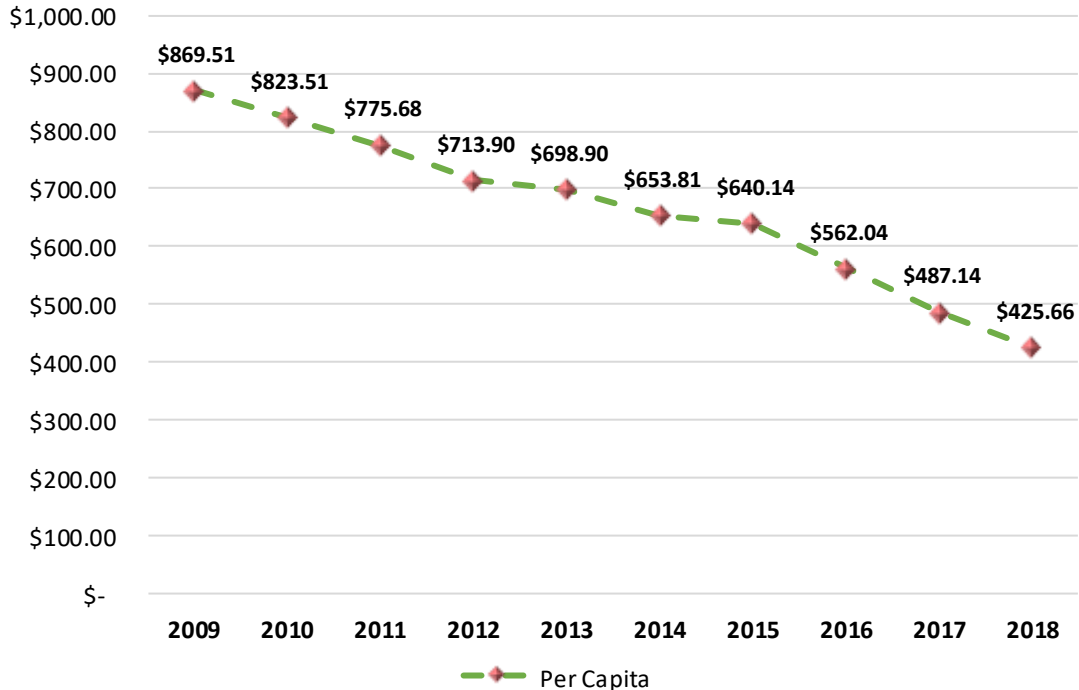




## Ratio of Outstanding Debt by Type

### 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%





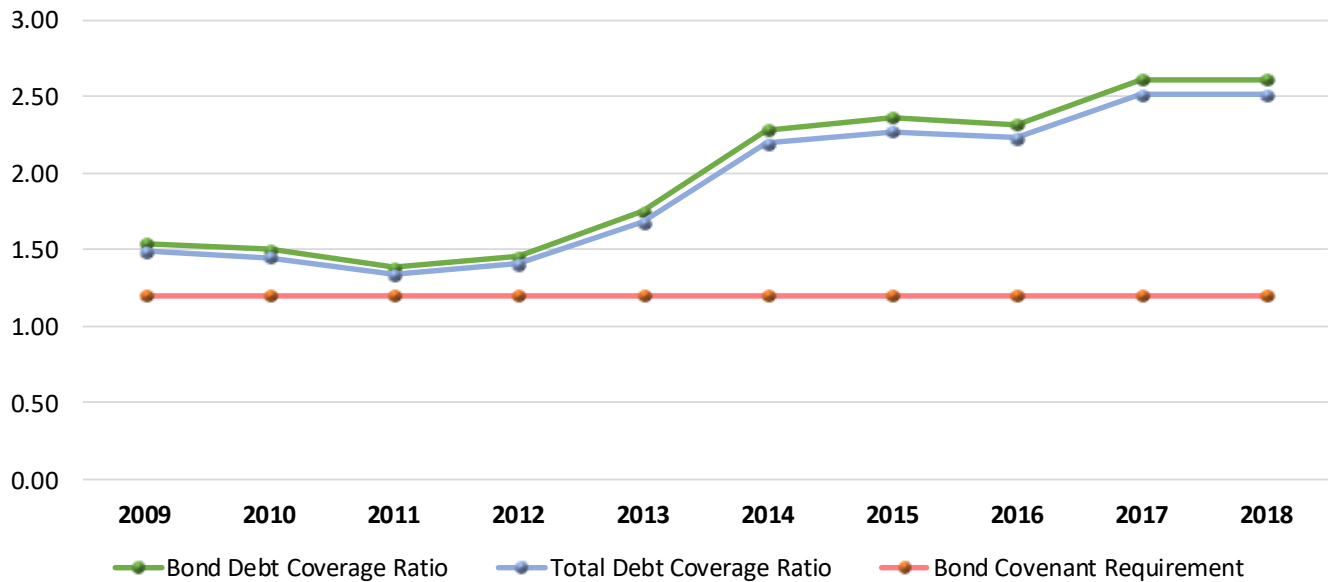


## Debt Service Coverage

### 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.

**I** **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

<b>ACECGA</b>	..... American Council of Engineering Companies of Georgia
<b>ARC</b>	..... Atlanta Regional Commission
<b>AMR</b>	..... Automated Meter Reading
<b>AWWA</b>	..... American Water Works Association
<b>BOD</b>	..... Biochemical Oxygen Demand
<b>BU</b>	..... Budget Unit
<b>CAFR</b>	..... Comprehensive Annual Financial Report
<b>CCR</b>	..... Consumer Confidence Report
<b>CCWA</b>	..... Clayton County Water Authority
<b>CFR</b>	..... Code of Federal Regulations
<b>CIP</b>	..... Capital Improvement Plan
<b>CIPP</b>	..... Cured in Place Pipe
<b>CIS</b>	..... Customer Information System
<b>COLA</b>	..... Cost of Living Adjustment
<b>DBPs</b>	..... Disinfection By-Products
<b>DNR</b>	..... Department of Natural Resources
<b>D &amp; C</b>	..... Distribution and Conveyance
<b>EEO</b>	..... Equal Employment Opportunity
<b>EPA</b>	..... Environmental Protection Agency
<b>EPD</b>	..... Environmental Protection Division
<b>FTE</b>	..... Full Time Equivalent
<b>FY</b>	..... Fiscal Year
<b>GAAP</b>	..... Generally Accepted Accounting Principles
<b>GASB</b>	..... Governmental Accounting Standards Board
<b>GAWP</b>	..... Georgia Association of Water Professionals
<b>GEFA</b>	..... Georgia Environmental Finance Authority
<b>GFOA</b>	..... Government Finance Officers Association
<b>GGFOA</b>	..... Georgia Government Finance Officers Association
<b>GIS</b>	..... Geographic Information System
<b>GM</b>	..... General Manager



<b>GPCD</b> .....	Gallons Per Capita per Day
<b>GPS</b> .....	Global Positioning System
<b>HAAs</b> .....	Haloacetic Acids
<b>HVAC</b> .....	Heating, Ventilation and Air-Conditioning
<b>I/I</b> .....	Infiltration/Inflow
<b>IT</b> .....	Information Technology
<b>JDE</b> .....	JD Edwards EnterpriseOne: Accounting Software
<b>LF</b> .....	Linear Feet
<b>LOSS</b> .....	Level of Service Standards
<b>LTO</b> .....	Linear Tape Open
<b>MG/L</b> .....	Milligrams per Liter
<b>MGD</b> .....	Million Gallons per Day
<b>N/A</b> .....	Not Applicable or Not Available
<b>OPEB</b> .....	Other Post-Employment Benefits
<b>ORP</b> .....	Oxidation Reduction Potential
<b>pH</b> .....	Potential of Hydrogen
<b>PSI</b> .....	Pounds per Square Inch
<b>R &amp; E</b> .....	Renewal and Extension
<b>R &amp; R</b> .....	Removal and Replacement
<b>ROW</b> .....	Right of Way
<b>SCADA</b> .....	Supervisory Control and Data Acquisition
<b>SDWA</b> .....	Safe Drinking Water Act
<b>SEACAP</b> .....	System Evaluation and Capacity Assurance Plan
<b>SLBE</b> .....	Small Local Business
<b>SND</b> .....	Standard Non-Compliance Day
<b>SSes</b> .....	Sewer System Evaluation Study
<b>SSOs</b> .....	Sanitary Sewer Overflows
<b>TARP</b> .....	Troubled Asset Relief Program
<b>TBD</b> .....	To Be Determined
<b>TMDL</b> .....	Total Maximum Daily Load
<b>TOC</b> .....	Total Organic Carbon



**TOD** ..... Total Oxygen Demand  
**TTHMs**.....Total Trihalomethanes  
**UV** ..... Ultraviolet  
**WEF** ..... Water Environment Federation  
**WPF**.....Water Production Facility  
**WRF**.....Water Reclamation Facility