



Adopted Budget

2021 - 2022



TABLE OF CONTENTS

TABLE OF CONTENTS.....	1
INTRODUCTION.....	6
Transmittal Letter	6
Consolidated Budget – FY 2021 – 2022	8
How to Navigate this Document.....	9
Website and Social Media Links.....	9
Organizational Chart	10
Board of Directors.....	11
Leadership Team.....	12
Finance Department Staff.....	13
Distinguished Budget Presentation Award	14
General Information	15
Mission, Vision and Values.....	15
Governance	15
Structure	16
Schematic of Fund Structure and Cash Flow Diagram.....	18
Overview of the System	18
System Map	19
Water Operations	20
Wastewater Operations.....	20
Stormwater Operations	21
Interconnections	21
Distribution and Conveyance Infrastructure	21
Community Profile	22
Financial Highlights and Trends	31
Priorities and Challenges.....	37
Factors that Impacted the Development of the FY 2021 – 2022 Budget	43
EXECUTIVE SUMMARY	44
Consolidated Budget – FY 2021 – 2022	44
Factors that Impacted the Development of the FY 2021 – 2022 Budget	44
Budget Summary: Water and Sewer Fund.....	45
Water and Sewer Fund Revenues as Percent of FY 2021-2022 Budget	47



Water and Sewer Fund Expenses as Percent of FY 2021-2022 Budget	47
Analysis of Revenues – Water and Sewer Fund.....	48
Revenue Budget Assumptions FY 2021 – 2022.....	48
Analysis of Expenses – Water and Sewer Fund	50
Operating and Capital Expenditure Budget Assumptions FY 2021 – 2022	50
Capital Project Summary – Water and Sewer Fund.....	55
Budgetary Analysis – Revenues and Expenses: Actual Performance to Budget Comparison	56
Budgetary Analysis – Revenues: Budget to Budget Comparison.....	57
Budgetary Analysis – Expenses: Budget to Budget Comparison	58
Budget Summary: Stormwater Fund	59
Analysis of Revenues – Stormwater Fund.....	60
Revenue Budget Assumptions FY 2021 – 2022.....	60
Analysis of Expenses – Stormwater Fund	61
Operating and Capital Expenditure Budget Assumptions FY 2021 – 2022	61
Capital Projects Summary – Stormwater Fund.....	65
Budgetary Analysis – Revenues and Expenses: Actual Performance to Budget Comparison	66
Budgetary Analysis – Revenues and Expenses: Budget to Budget Comparison	67
Staffing Summary.....	68
Summary by Division.....	68
PLANNING AND DIRECTION	69
Strategic Master Plan.....	69
Strategic Areas	69
Information Technology Master Plan	70
Project by Functional Area or Division.....	70
Work Priorities	71
Financial Plan and Cash Flow Analysis	73
Projected Rate Adjustments	74
Impact to Customer Bill – Rate Adjustments.....	74
Projected Gross Revenues and Expenditures	75
Capital Improvement Need and Cash Flow Sources	75
Projected Net Position – Water and Sewer Fund	77
Debt.....	78
Projected Debt Service Coverage - Water and Sewer Fund	81



Projected Net Position – Stormwater Fund	82
Projected Debt Service Coverage - Stormwater Fund	84
Levels of Service and Key Performance Indicators	85
Levels of Service – Goals and Strategies Detail.....	86
Customer Service Survey	89
BUDGET DEVELOPMENT	90
Basis of Accounting.....	90
Budget Calendar.....	93
Rates and Charges.....	94
Stormwater Fees.....	94
Adopted Retail Water Rates	95
OPERATING BUDGET	96
Water and Sewer Fund	97
Water and Sewer Fund Consolidated Budget.....	98
Water and Sewer Fund Overview	99
Water and Sewer Fund Organization Chart.....	100
Executive Division – Business Unit Group 100.....	101
Water Production Division – Business Unit Group 300	137
Program Management and Engineering Division – Business Unit Group 500.....	163
Distribution and Conveyance Division – Business Unit Group 600.....	173
Water Reclamation Division – Business Unit Group 700	192
General Services Division – Business Unit Group 900	211
Stormwater Fund	223
Stormwater Fund Overview	225
Stormwater Fund – Consolidated Operating Budget.....	229
CAPITAL BUDGET.....	233
Capital Budget Overview.....	234
Capital Improvement Program – Long-Term Goals and Objectives	235
Summary of Capital Improvement Program Expenditures.....	235
Work Priorities	236
Capital Equipment – Summary	237
Capital Equipment: Water and Sewer Fund – Detail by Business Unit.....	239
Capital Equipment: Stormwater Fund – Detail by Business Unit.....	242



Capital Improvement Program (CIP) – Capital Projects	243
Historical Capital Project Spending	243
Projected Capital Project Spending.....	249
Current Capital Project Spending.....	252
Capital Project FY 2021 – 2022 Budget Funding Summary.....	265
Renewal and Extension Funded Projects.....	266
Impact Summary of Capital Projects on Operating Budget – Renewal and Extension Fund.....	288
Stormwater Funded Projects	289
Impact Summary of Capital Projects on Operating Budget – Stormwater Fund	293
FISCAL POLICIES	294
Fiscal Policies.....	294
Operating Budget Policy	294
Capital Budget Policy	295
Accounting, Auditing and Financial Reporting Policies.....	296
Revenue Administration Policy.....	297
Expenditure Administration Policy	297
Debt Policy	298
Investment Policy.....	298
Reserve Policy	299
Risk Management Policy	299
Purchasing Policies.....	300
STATISCAL INFORMATION	304
Operating Revenues by Source	305
Operating Expenses by Function.....	306
General Demographic Statistics.....	307
Selected Demographic and Economic Statistics	308
Percentage of Individuals below Poverty Line.....	309
Unemployment Rates	310
Number of Stormwater Customers by Type.....	311
Number of Water and Wastewater Customers by Type	312
Water and Wastewater Rates Per Thousand Gallons of Usage.....	313
Gallons of Water Sold and Wastewater Treated	314
Water and Sewer Rates – Survey of Metro Atlanta Counties.....	315



Ten Largest Customers Measured by Water and Wastewater Revenues316

Ten Largest Customers Measured by Stormwater User Fees.....317

Ratio of Outstanding Debt by Type.....318

Debt Service Coverage319

BUDGET TERMINOLOGY.....320

Glossary.....321

Acronyms and Abbreviations328



INTRODUCTION

Transmittal Letter



"Providing Quality Water and Quality Services to Our Community"

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

Mr. 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 2021 - 2022. 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.

Despite the effects of COVID-19 Clayton County Water Authority remains resilient and progressive. During the last year and half the nation has experienced extreme loss of life due to the pandemic, civil unrest, and political chaos. The value of water was renewed simply because it became the first line of defense to protect all communities. During these uncertain times, the Authority continued to provide quality water and quality services at a reasonable price. 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 Georgia. 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 support our small and minority-owned businesses through our Small Local Business Enterprise program and assist our customers in need with our **"Care. Connect. Conserve."** affordability programs. We strive to display professionalism while achieving three primary objectives: 1) to continue as industry leaders, 2) by utilizing innovation, and 3) by always focusing on our customer and community. 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. We are an award-winning utility because of the dedicated Servant Leaders within our organization. We have developed a robust succession and leadership development plan; designed to help our internal employees advance and grow to their highest potential. We have utilized our circumstances during the Pandemic to grow and increase employee flexibility. The financial stability of any company is enhanced by employees who truly care because they are cared for.



During the development of the 2020 Strategic Master Plan (SMP) completed 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 capital projects and other organizational initiatives over the next decade. To meet the goals of the SMP, a 10 percent adjustment to both water and sewer rates was implemented in fiscal year 2020 – 2021 and an increase of 5 percent, effective January 1, 2022, will also be necessary and is included in the 2021 – 2022 budget. Even with these increases, our rates will remain among the lowest in the metro-Atlanta area.

With these rate adjustments, the 2021 - 2022 budget assumes our revenues will increase \$6.5 million or 5.6% over the prior year. This estimate 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,

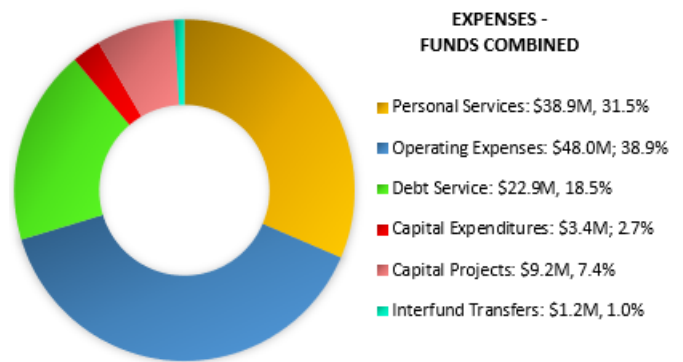
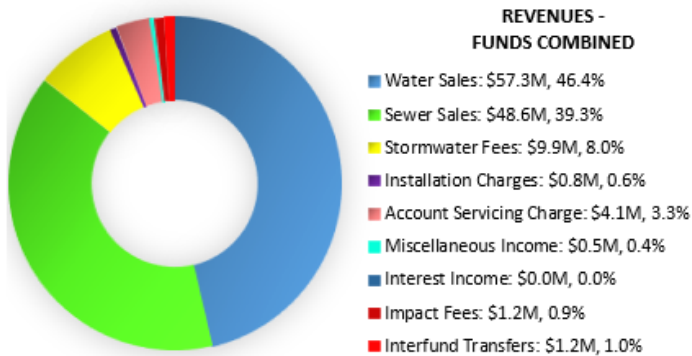
Acknowledgement

A special thank you is extended to Danielle Bunch, Senior Conservation Specialist, Dani Davis, Conservation Assistant and Suzanne Brown, Communications & Community Relations Manager, for the cover photos and section introductory pages



Consolidated Budget – FY 2021 – 2022

	Water and Sewer Fund	Stormwater Fund	Total	% Chg FY2020 -21
Revenues				
Water Sales	\$ 57,260,454	\$ -	\$ 57,260,454	6.6%
Sewer Sales	48,587,318	-	48,587,318	6.8%
Stormwater Fees	-	9,918,789	9,918,789	0.9%
Installation Charges	751,638	-	751,638	-2.2%
Account Servicing Charge	3,915,382	157,205	4,072,587	-2.5%
Miscellaneous Income	518,658	454	519,112	-4.2%
Interest Income	34,244	5,193	39,437	3.2%
Impact Fees	1,173,239	-	1,173,239	-3.2%
Interfund Transfer - Stormwater	1,194,698	-	1,194,698	-2.0%
Total Revenues	\$ 113,435,631	\$ 10,081,641	\$123,517,272	5.6%
Expenses				
Personal Services	\$ 36,841,385	\$ 2,016,152	\$ 38,857,537	3.1%
Operating Expenses	44,858,430	3,150,189	48,008,619	3.9%
Debt Service	22,876,908	4,500	22,881,408	6.7%
Interfund Transfers - Stormwater	-	1,194,698	1,194,698	-25.9%
Capital Expenditures	3,231,308	142,238	3,373,546	3.6%
Capital Projects	5,627,600	3,573,864	9,201,464	35.8%
Total Expenses and Appropriations	\$ 113,435,631	\$ 10,081,641	\$123,517,272	5.6%





How to Navigate this Document

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

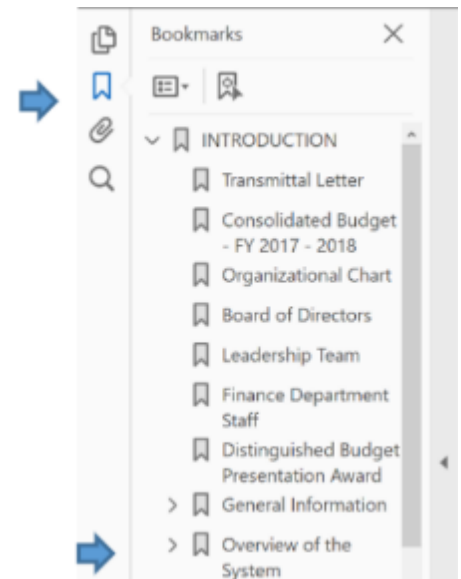
INTRODUCTION



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

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

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



Website and Social Media Links

To learn more about **Clayton County Water Authority**, please visit our website or follow us on social media at the Facebook or Instagram links below.

Website: <https://www.ccwa.us/>

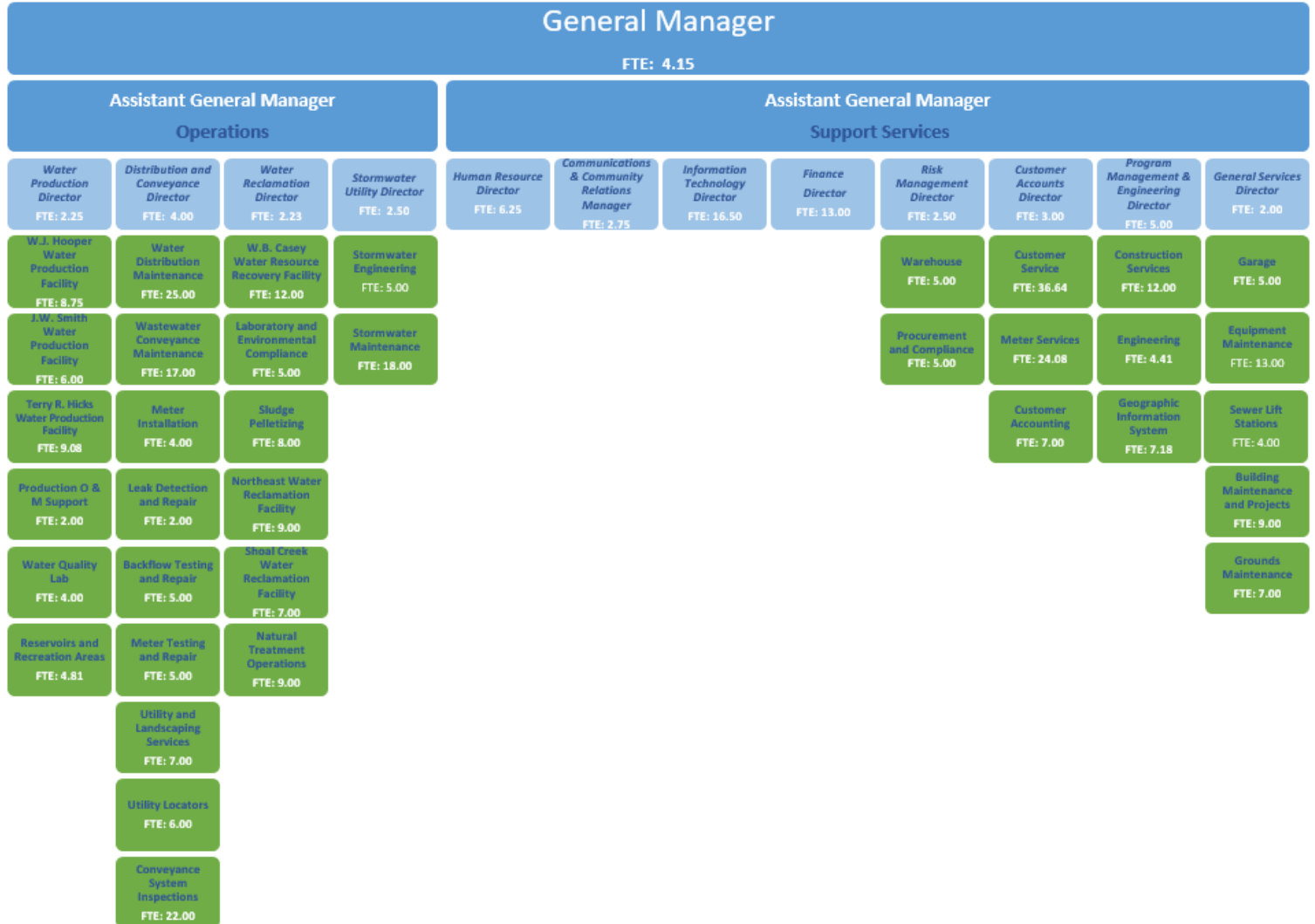
Blog: <https://www.ccwa.us/blog/>

Facebook: <https://www.facebook.com/ClaytonCountyWater/>

Instagram: <https://www.instagram.com/newmanwetlandscenter/>



Organizational Chart



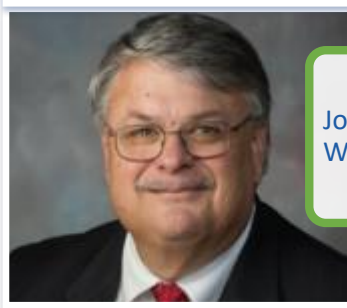


Board of Directors

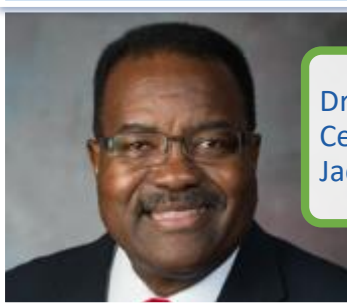
Member

Vivian
Baldwin

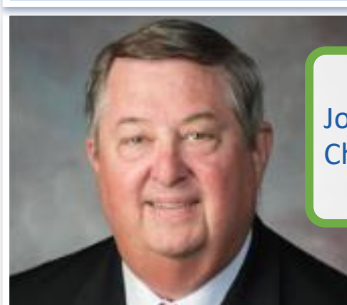
Member

John L.
Westervelt

Member

Dr.
Cephus
Jackson

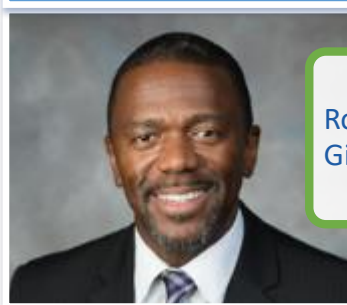
Member

John M.
Chafin

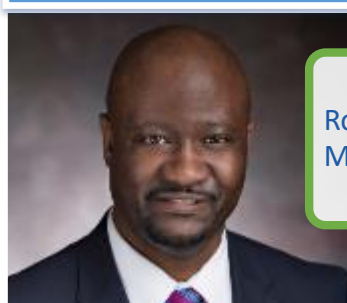
Vice Chair

Marie
Barber

Secretary - Treasurer

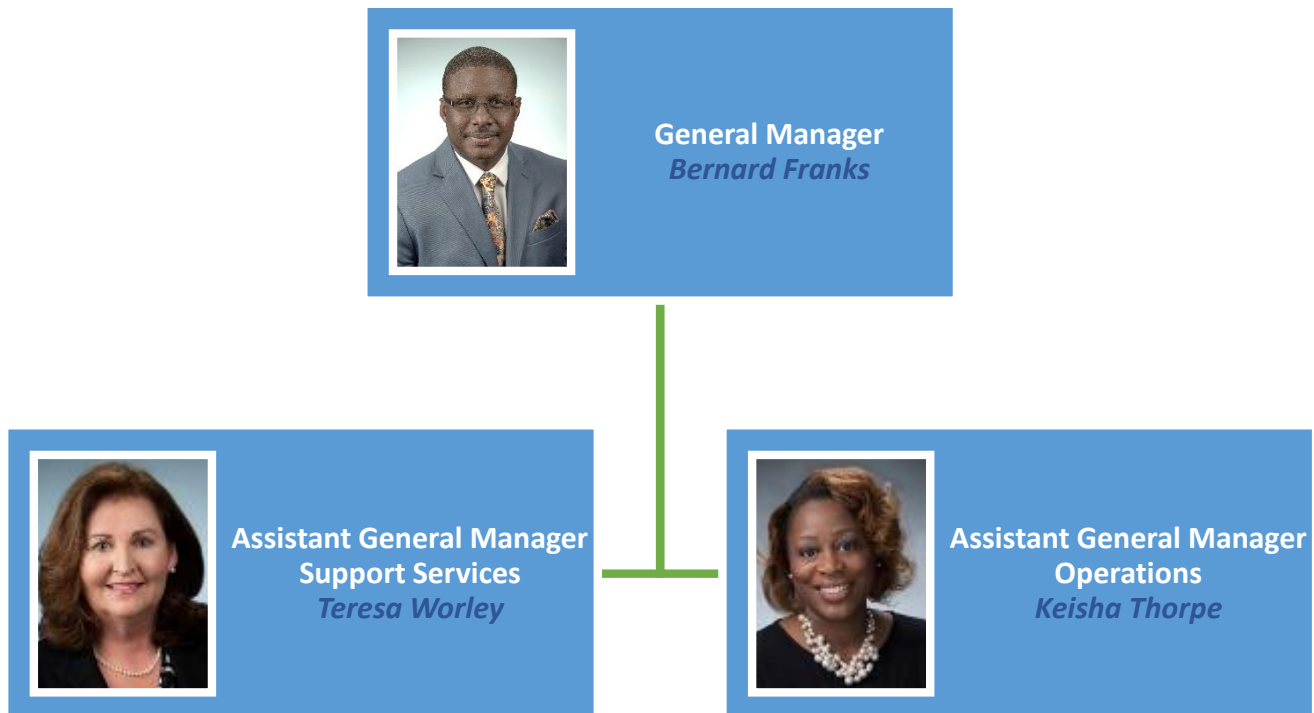
Rodney
Givens

Chairman

Robin
Malone



Leadership Team

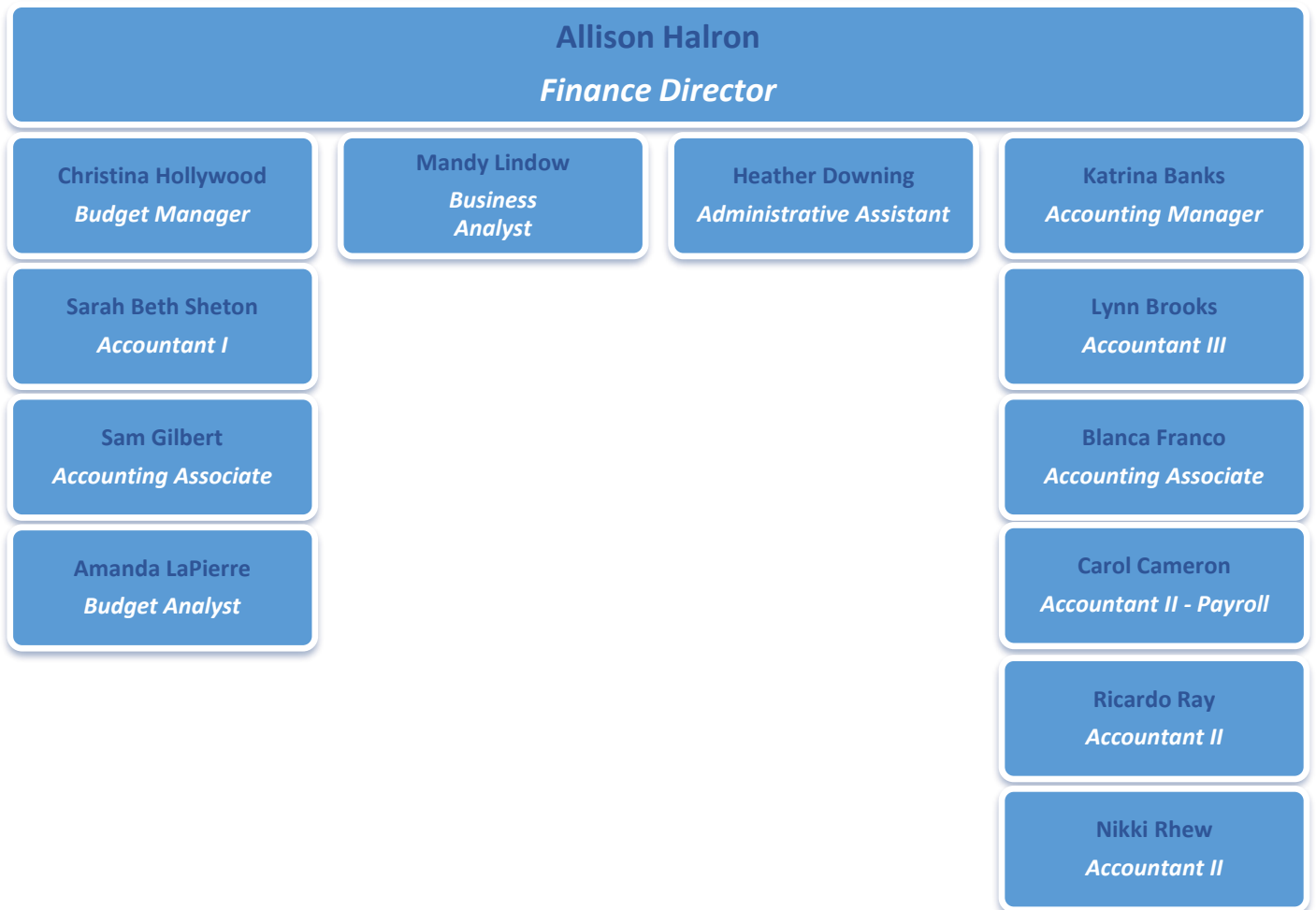


Suzanne Brown
 Anquilla Henderson
 Allison Halron
 Kendra Staniel
 Tommy Higginbotham
 Jeff Jones
 Brent Taylor
 Kevin Osbey
 Karen Riser
 Coty McDaniel
 Kelly Taylor
 Rodney Perkins

Communications & Community Relations Manager
Human Resources 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

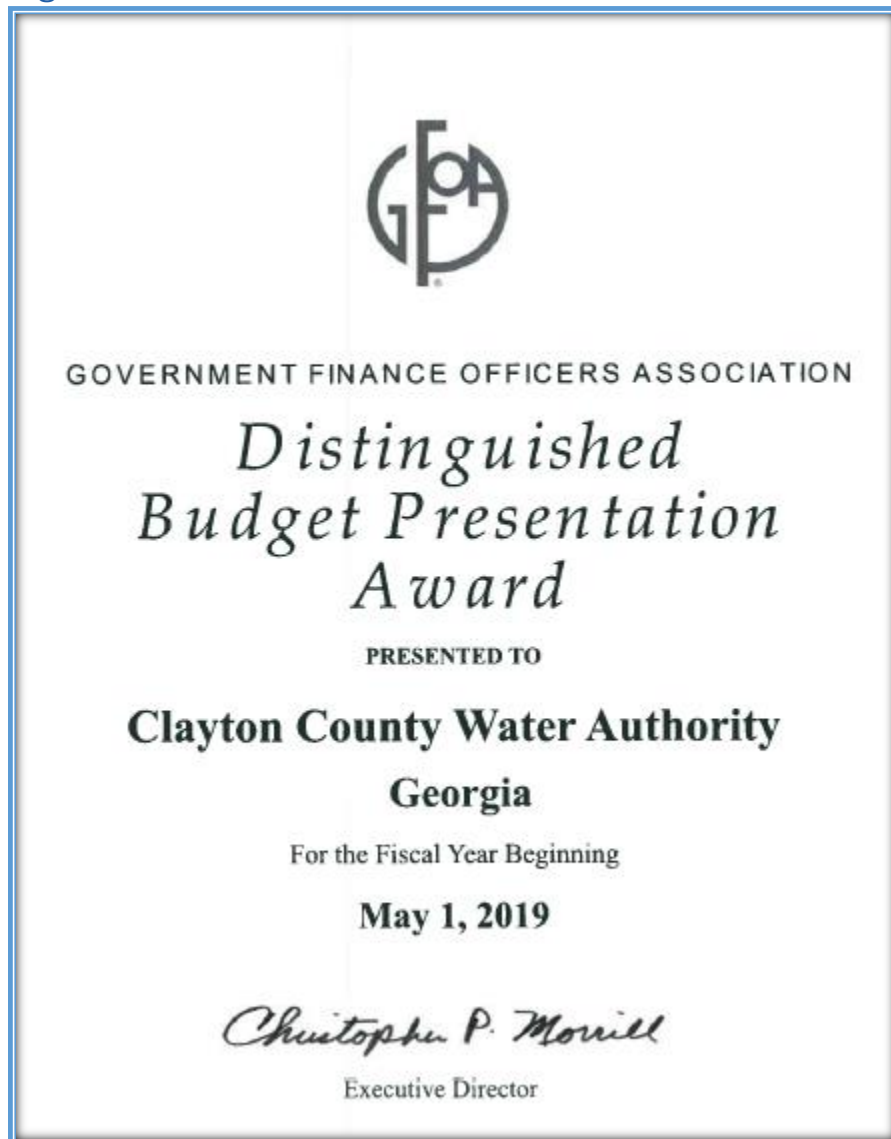


Finance Department Staff





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, 2019. 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.

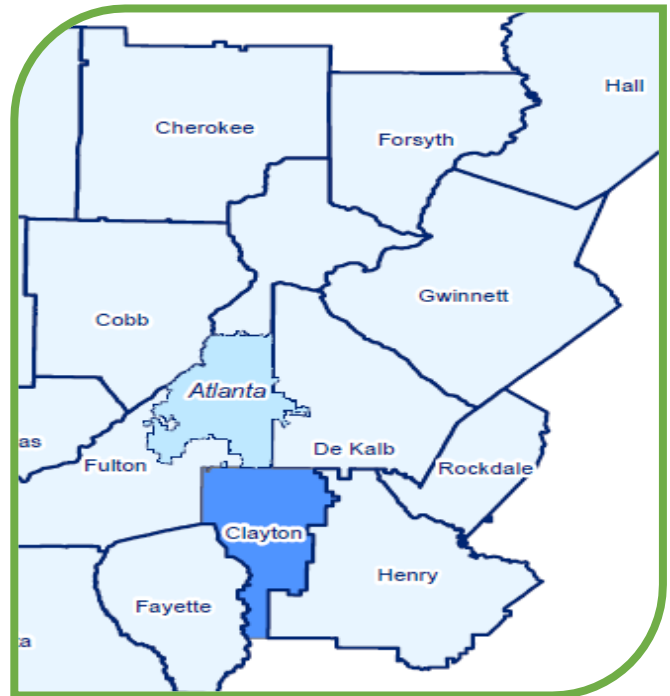
This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award. This is the Authority's 13th year of receiving the award.



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 nearly 300 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.



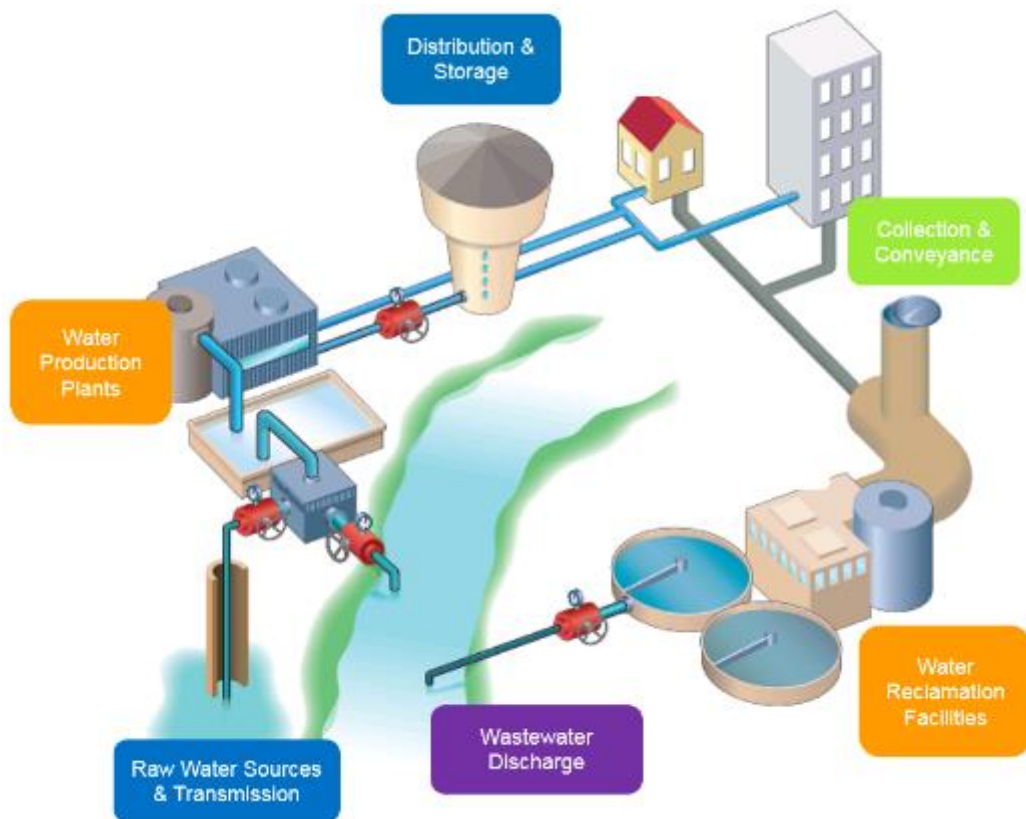
Structure

CCWA is comprised of *two enterprise funds* that utilize 60 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.

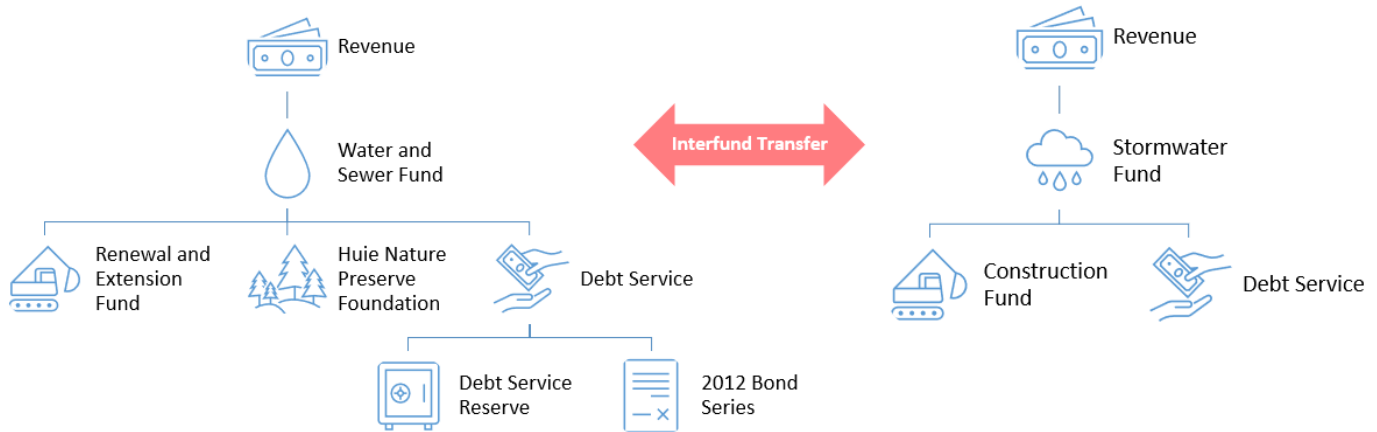
- **Stormwater Management:** Directs, manages and controls the efforts of the Stormwater Utility section. **Business Unit – 201**
- **Stormwater Engineering:** Manages construction plan to ensure compliance with State and Federal regulations and mandates. **Business Unit – 205**
- **Stormwater Maintenance:** Maintains and repairs stormwater infrastructure within County. **Business Unit – 210**





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

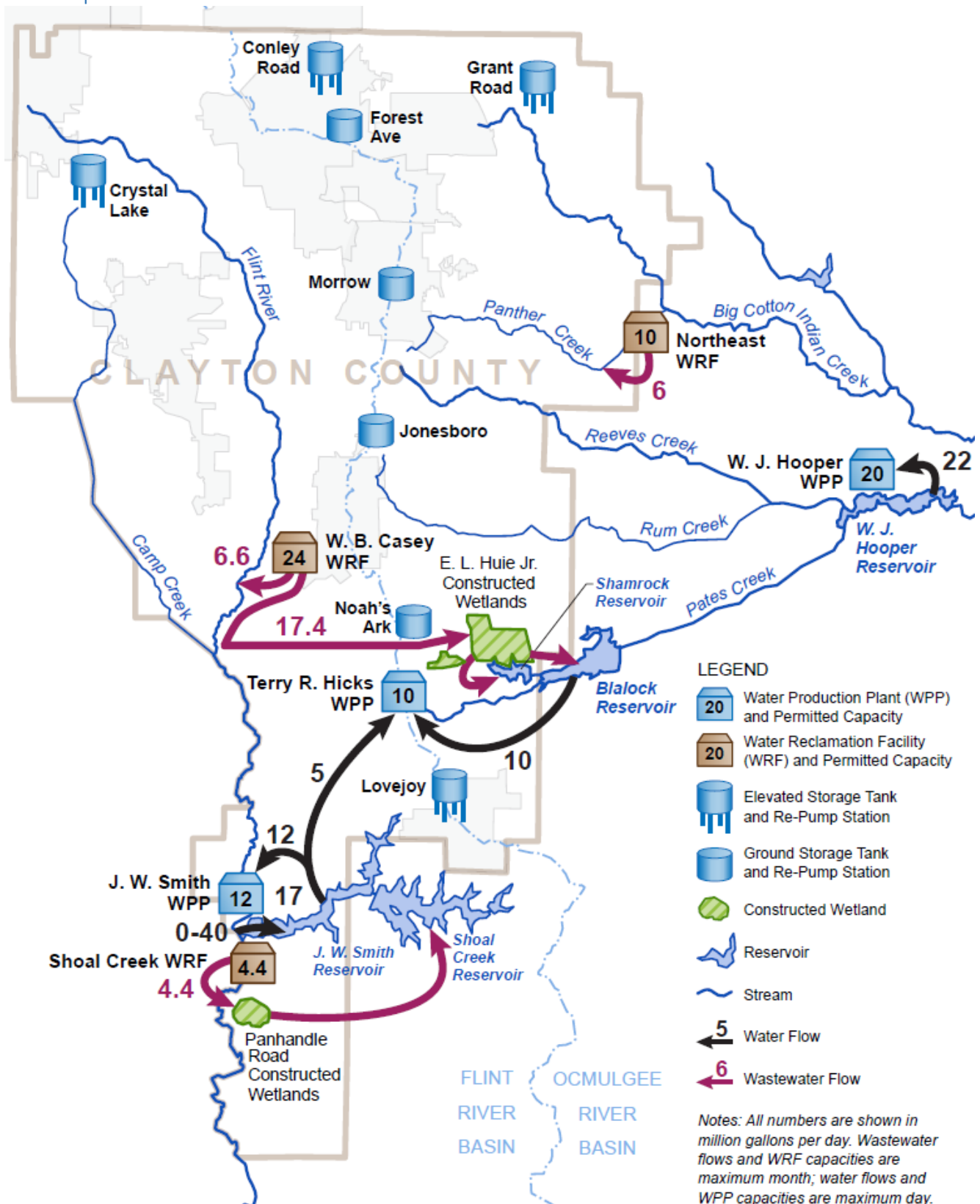
- **6 City systems**
- **1 County system**
- **500 miles of piping**

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, Riverdale, 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 85,000 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 70,000 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 nearly 85,000 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.

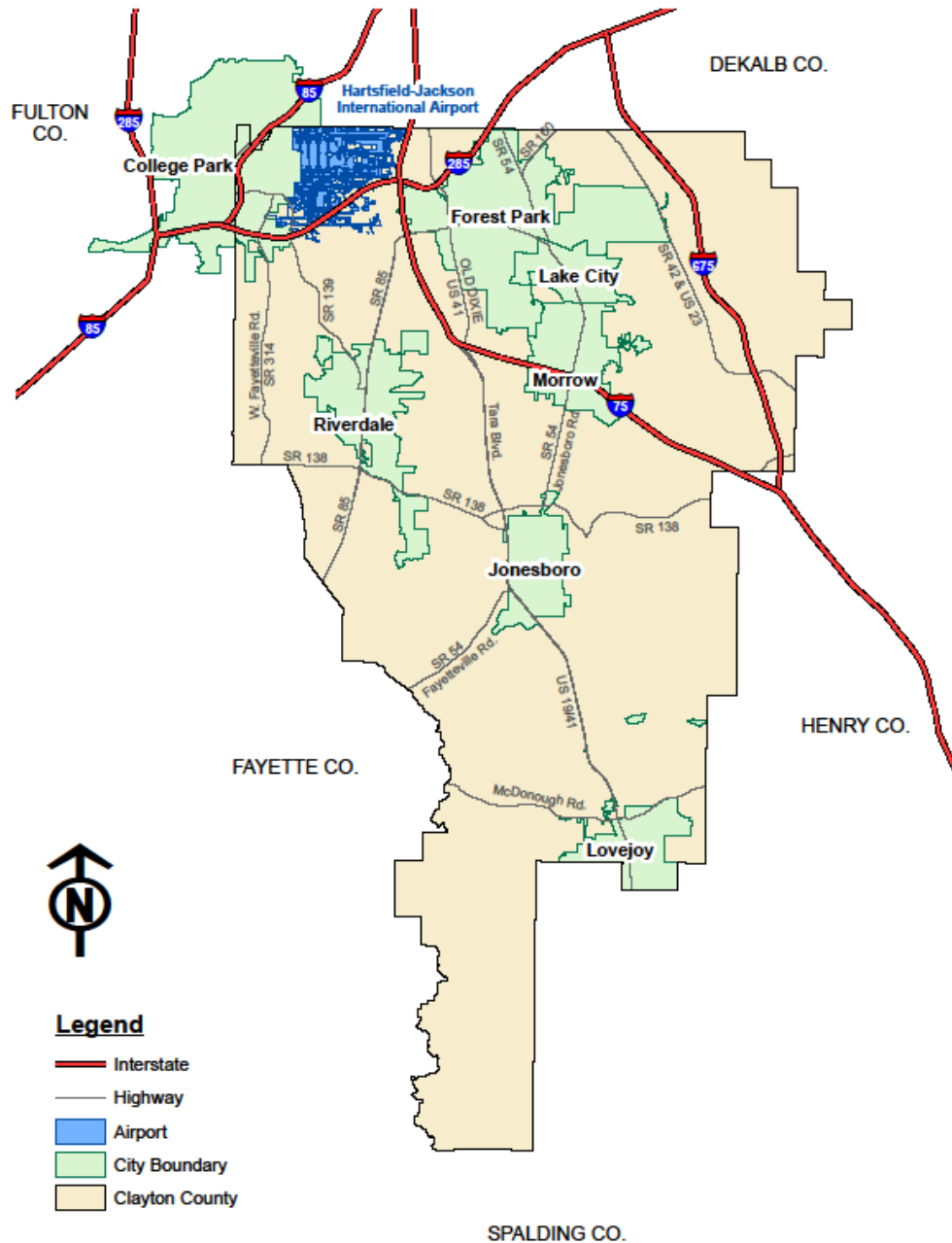




Community Profile

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, Jonesboro, Lake City, Lovejoy, Morrow and Riverdale, with the City of Jonesboro being the county seat. A portion of College Park is also located within County boundaries. This County 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

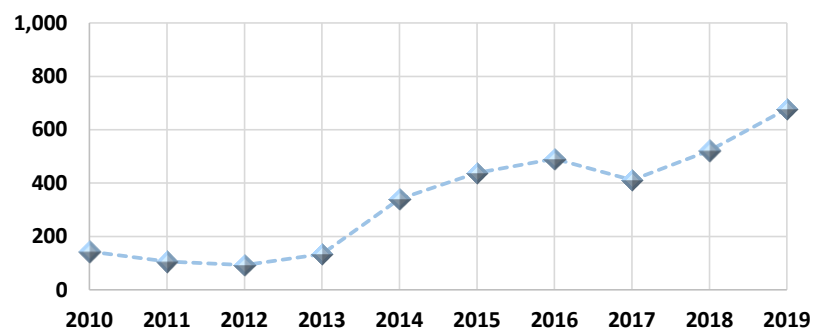
The Clayton County Board of Education currently operates 66 public schools, thirteen of which are high schools. There are also five private schools currently operating in the county. The higher education facility located in the County itself is Clayton State University, which is part of the University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

Clayton County Building Permits
New Construction



Despite the COVID-19 pandemic, new home and commercial construction continue to increase throughout the County with permits issued for new construction increased 30 percent for three years in a row. For the fiscal year 2019 - 2020, the Authority sold a total of 897 meters to builders and developers and for the fiscal year ending April 30, 2021, meter sales are forecasted to total 945 for the year.



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%
Subtotal (10 Largest Employers)		21,817	13.98%

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**.

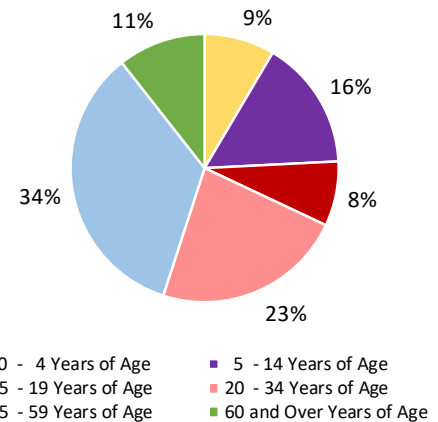
A modern, extensive transportation and logistical infrastructure allows Georgia to compete effectively in a global marketplace. Hartsfield-Jackson International Airport is the world's busiest passenger airport and 10th-largest in the nation for cargo. Georgia's deep-water ports and inland barge terminals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

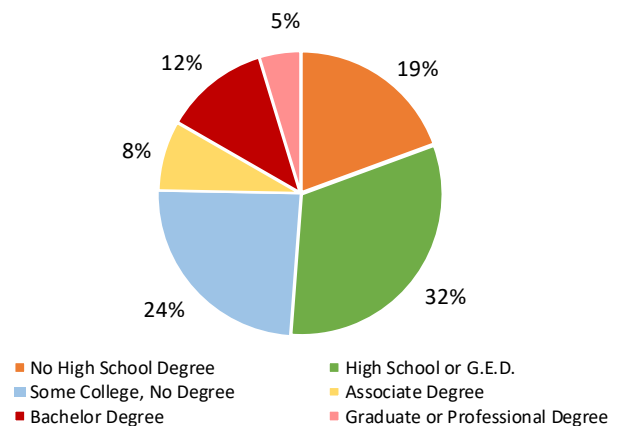
Hartsfield-Jackson Atlanta International Airport is a powerful economic driver and two community improvement districts (CIDs), Airport West and Airport South (North Clayton County), have joined forces as the *Atlanta Aerotropolis Alliance* to assist the airport into becoming a major economic hub. These 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 has also created 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 benefits 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, 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 created a 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.

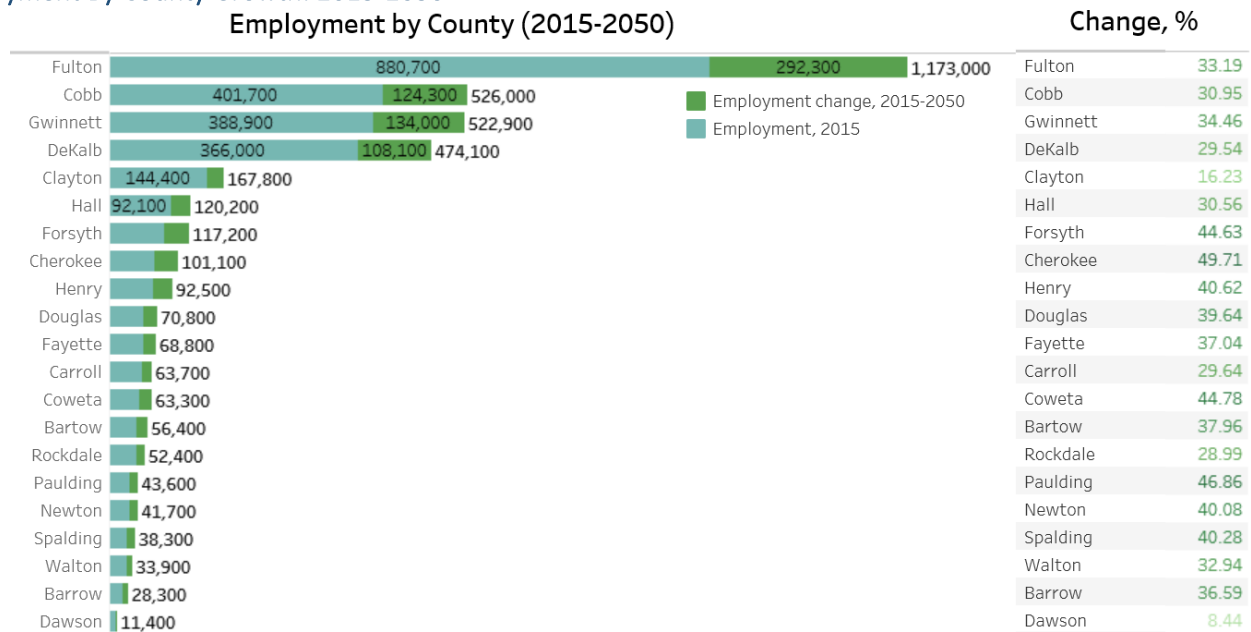


The Tri-Cities Urban Redevelopment Agency is comprised of three urban redevelopment agencies: Forest Park, Lake City and Morrow. These redevelopment agencies have a total of 2,350 acres and 935 individual parcels along 11 miles of commercial corridors in Clayton County and help encourage economic development.

JOB GROWTH AND EMPLOYMENT

Clayton County forecasted employment from 2015 to 2050 is estimated to grow by 168 thousand jobs, or 16 percent.

Employment By County Growth: 2015-2050



Source: Atlanta Reginal Commission; <https://33n.atlantaregional.com/arc-series-16-forecast>

Employment By Occupation – Clayton County Growth: 2015-2050

The growth in the top 15 occupations in Clayton County between 2015 and 2050 are listed in the tables below with the largest increases in information and record clerks, air transportation workers, and motor vehicle operators.

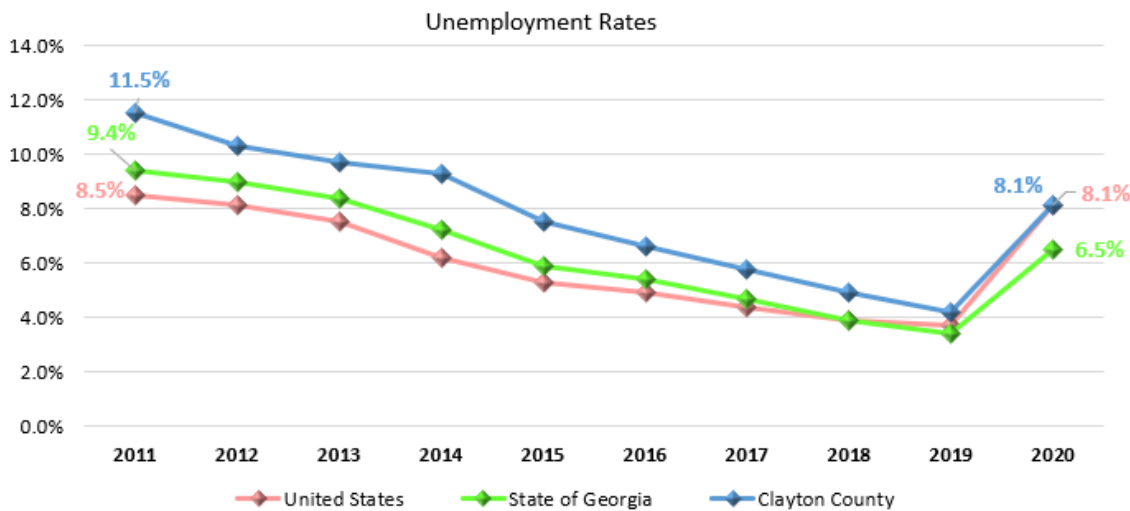
Top 15 Occupations by County, 2015		Top 15 Occupations by County, 2050	
Information and record clerks	11,500	Information and record clerks	13,000
Air transportation workers	11,300	Air transportation workers	12,300
Motor vehicle operators	9,800	Motor vehicle operators	11,500
Retail sales workers	8,100	Retail sales workers	10,500
Material moving workers	7,500	Material moving workers	8,800
Food and beverage serving workers	6,800	Food and beverage serving workers	8,100
Material recording, scheduling, dispatching, and distributin..	5,300	Material recording, scheduling, dispatching, and distribut..	5,900
Building cleaning and pest control workers	4,400	Health diagnosing and treating practitioners	5,900
Vehicle and mobile equipment mechanics, installers, and	4,100	Building cleaning and pest control workers	5,000
Construction trades workers	4,100	Vehicle and mobile equipment mechanics, installers, and r..	4,700
Business operations specialists	4,000	Personal appearance workers	4,600
Other office and administrative support workers	4,000	Construction trades workers	4,500
Other installation, maintenance, and repair occupations	3,700	Business operations specialists	4,400
Secretaries and administrative assistants	3,400	Other office and administrative support workers	4,300
Personal appearance workers	3,300	Secretaries and administrative assistants	3,900

Source: Atlanta Reginal Commission; <https://33n.atlantaregional.com/arc-series-16-forecast>



Unemployment Rates – 2011 – 2020

In May 2021, the Georgia Department of Labor released updated unemployment rates show a strong economic recovery as rates dropped from the high rates experienced during the COVID-19 pandemic; the United States reported 5.5% unemployment, the State of Georgia reported 3.9% unemployment, and Clayton County, GA reported 6.4% unemployment. These figures are not seasonally adjusted. The graph below displays unemployment figures for May 2011 through May 2020.



(Source: Georgia DOL)

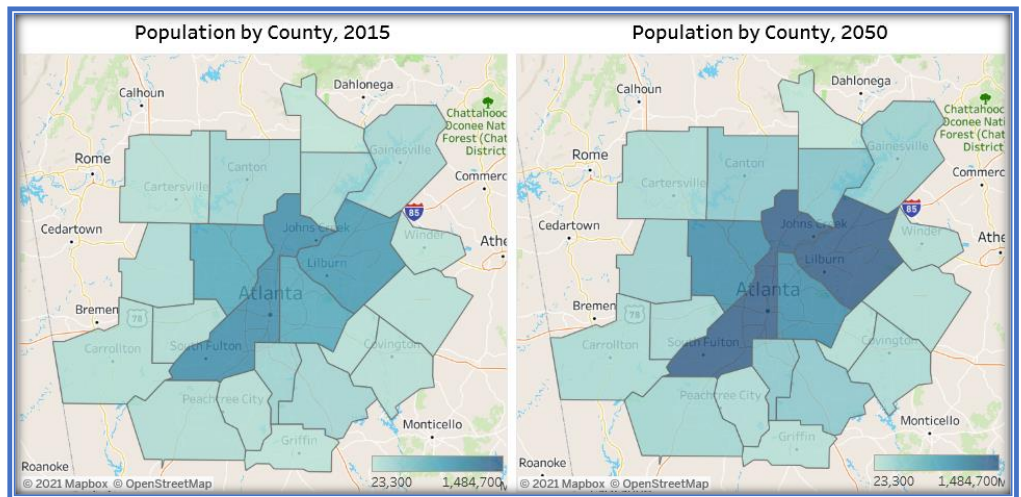
POPULATION GROWTH

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.

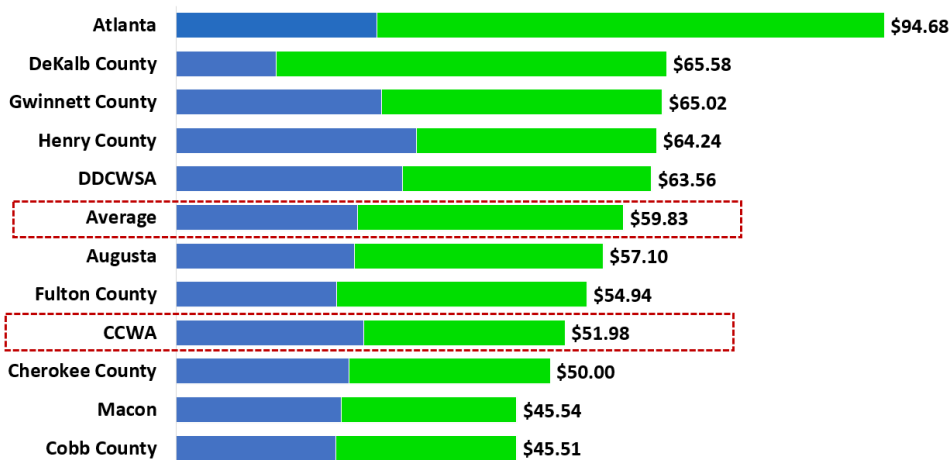
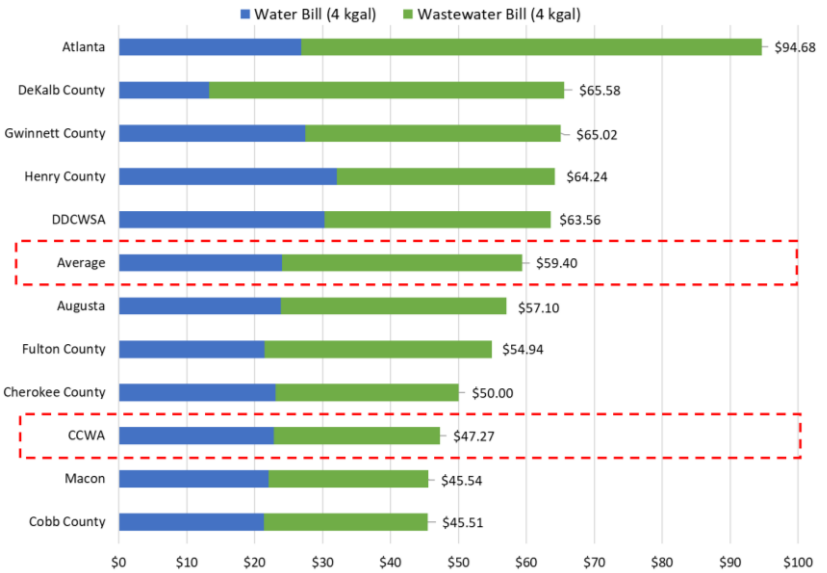




Water and Sewer Bill Comparison

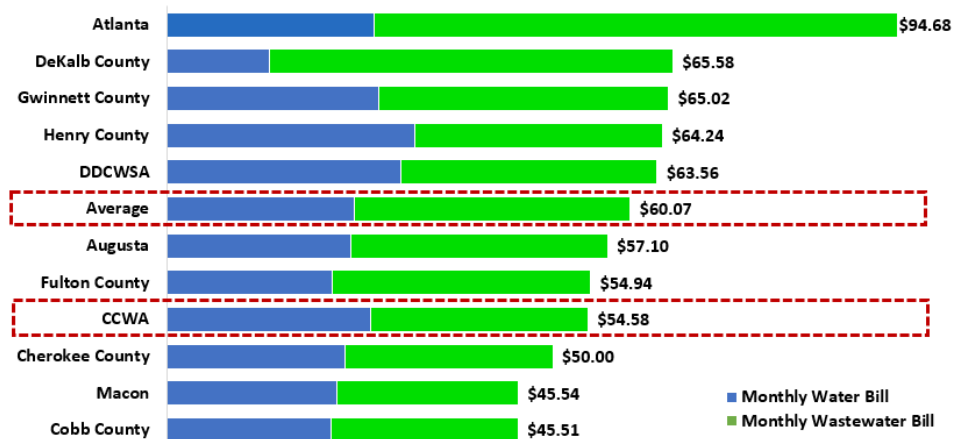
The chart to the right shows single-family residential water and sewer bills for a typical customer using 4,000 gallons of water in comparison to other benchmark water utilities at the Authority's May 2016 water and sewer rates.

At \$47.27, CCWA customers had an average combined water and sewer bill that was \$12.13, or about 20 percent, lower than what its benchmark utilities charge their customers.



The graphic to the left demonstrates how the same customer bill was impacted by the 10 percent rate adjustment implemented on January 1, 2021. The average customer bill increased \$4.71 a month to \$51.98 but the Authority's rates remained among the lowest in the metro-Atlanta area.

The graphic to the right shows how the same customer bill will be impacted by the 5 percent rate adjustment to be implemented on January 1, 2022. The average customer bill will increase \$2.61 a month to \$54.58 and the Authority's rates will remain below average in comparison to its metro-Atlanta counterparts.



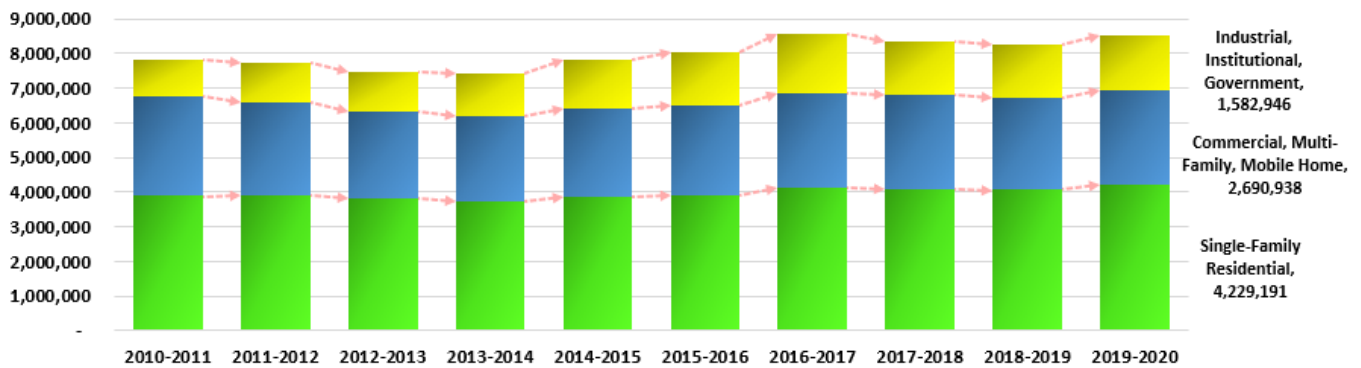


Financial Highlights and Trends

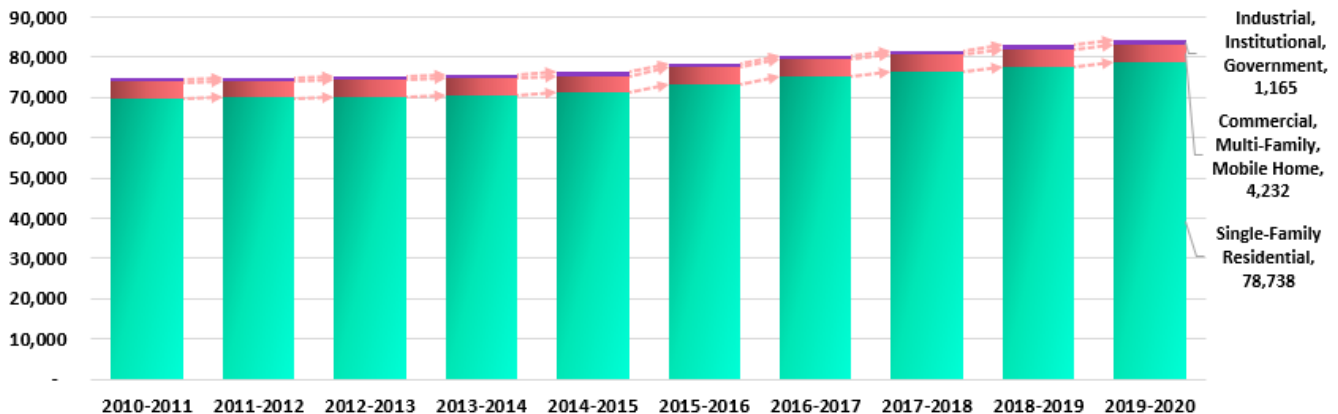
Water usage has increased 9 percent since FY 2010-2011 and has averaged 1.8 percent annual growth over the past five fiscal years. Drought conditions in FY 2016-2017 increased usage 6.1 percent from the prior year. Sewer usage, measured against water usage, has followed the same pattern. The number of 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.

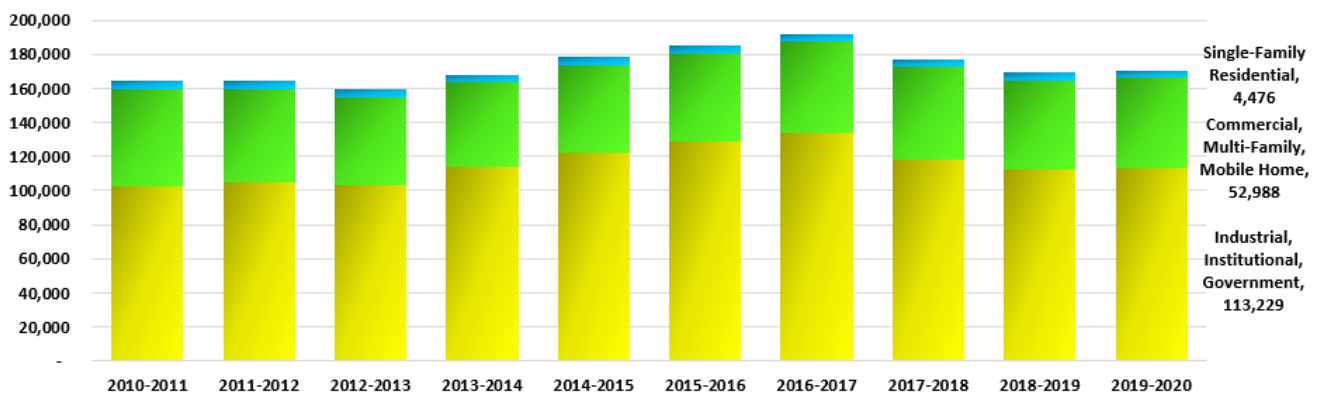
Annual Water Usage by Customer Type



Water Customers by Type

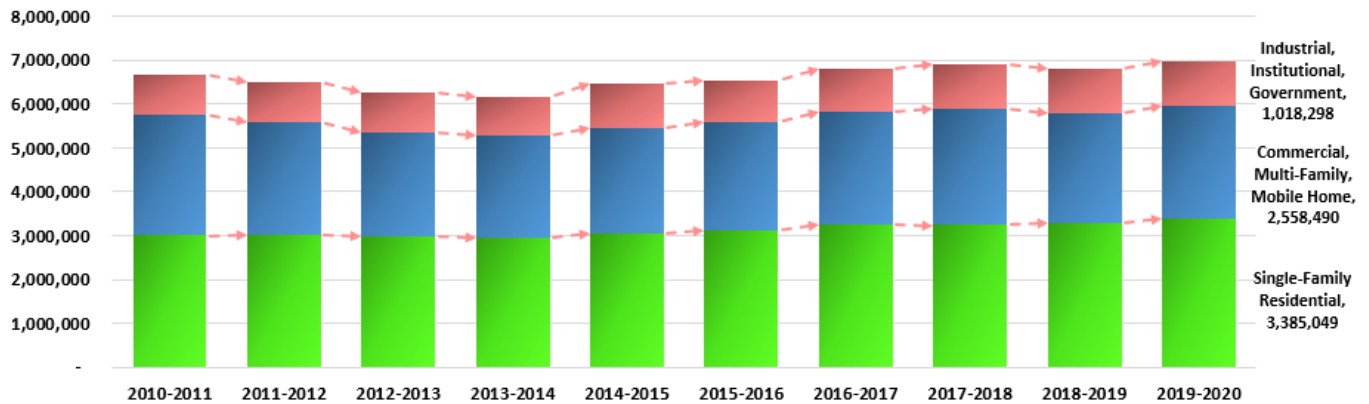


Average Monthly Water Usage by Customer Type

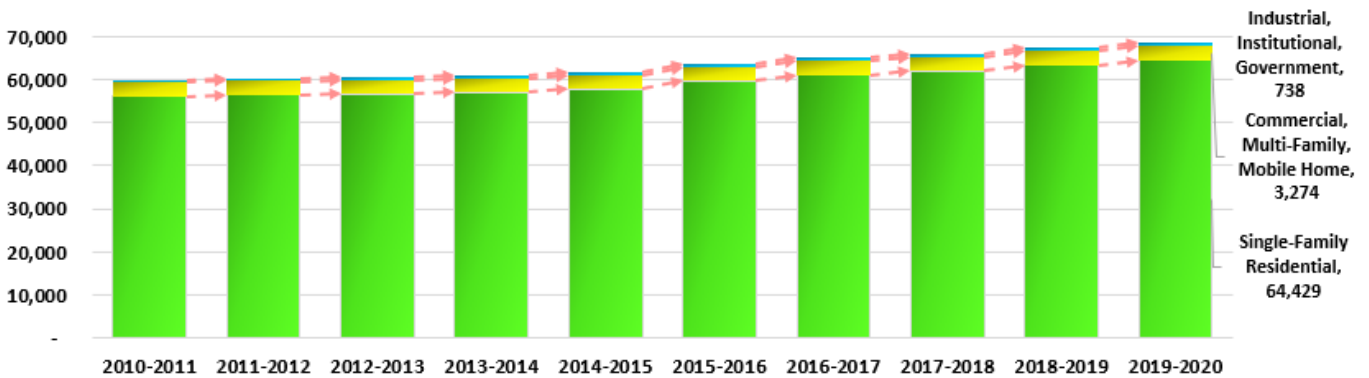




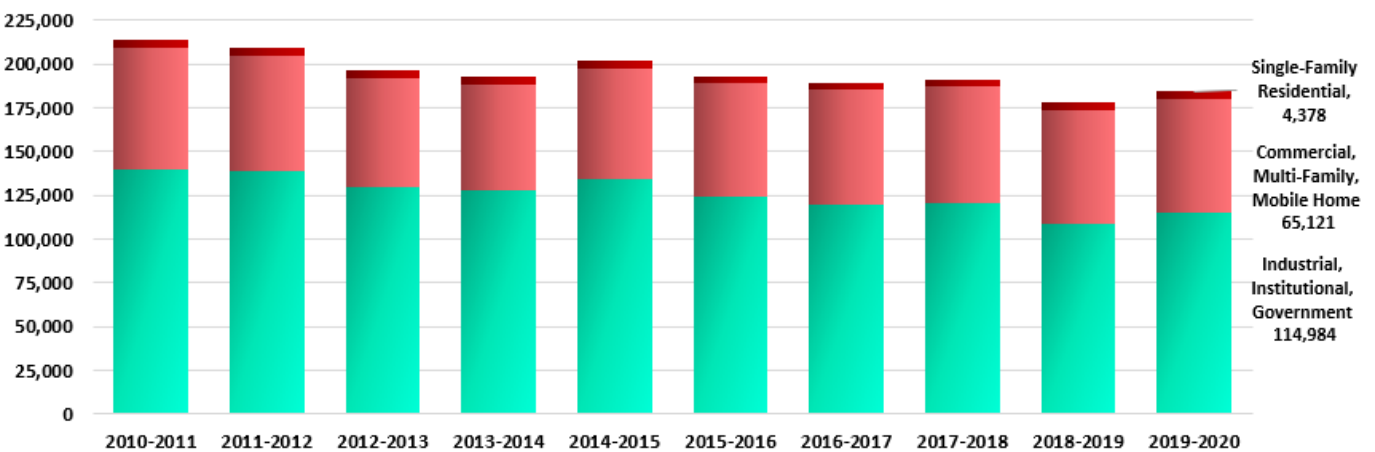
Annual Sewer Usage by Customer Type



Sewer Customers by Type

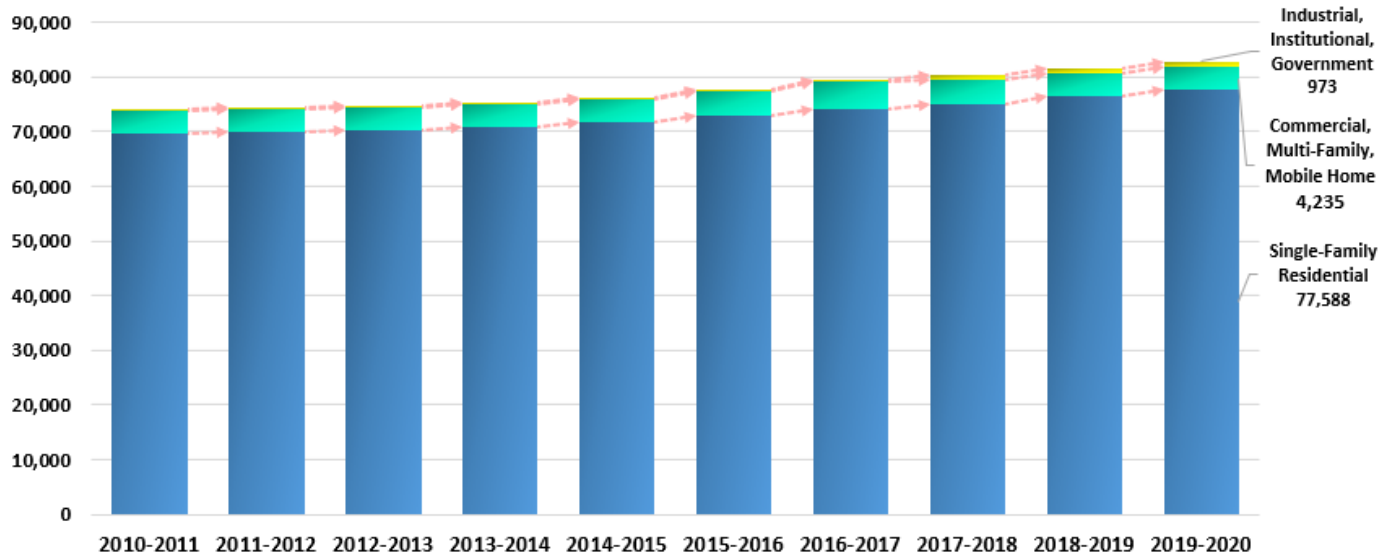


Average Monthly Sewer Usage by Customer Type





Stormwater Customers by Type

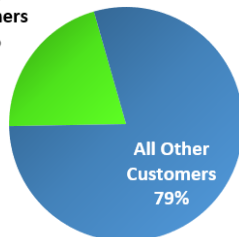


Top 10 Customers

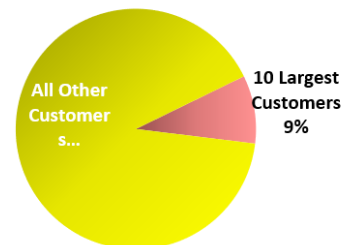
The tables below list the Authority's customers by type of service for fiscal year ended April 30, 2020.

Water			Wastewater		
Customer	Revenue	Percent	Customer	Revenue	Percent
Fresh Express	\$ 2,674,473	5.02%	Fresh Express	\$ 1,699,893	3.77%
Clayton County Board of Education	1,560,615	2.93%	Marcre Sales Inc	381,928	0.85%
City of College Park	1,542,749	2.89%	Clayton County Board of Commissioners	361,045	0.80%
Clayton County Board of Commissioners	1,325,561	2.49%	Deer Creek MHP LLC	288,155	0.64%
Clorox Company	1,092,707	2.05%	DMS Overlook LLC	271,191	0.60%
Marcre Sales Inc	695,001	1.30%	Hunter Ridge MHP LLC	265,935	0.59%
Deer Creek MHP LLC	572,979	1.07%	Club Chef Southeast LLC	263,828	0.58%
Club Chef Southeast LLC	565,694	1.06%	Toto USA Inc	249,182	0.55%
Hunter Ridge MHP LLC	541,262	1.02%	5890 Riverdale LLC	181,829	0.40%
DMS Overlook LLC	534,985	1.00%	Fulton County Public Works Department	169,042	0.37%
10 Largest Customers	\$11,106,026	20.83%	10 Largest Customers	\$ 4,132,028	9.16%
All Other Customers	42,201,237	79.17%	All Other Customers	40,986,003	90.84%
Total	\$53,307,263	100.00%	Total	\$45,118,031	100.00%

Water Revenue
10 Largest Customers 21%

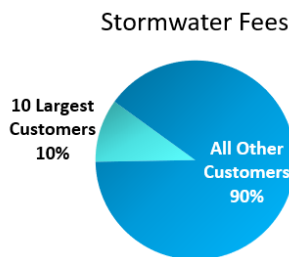


Wastewater Revenue
10 Largest Customers 9%





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%
10 Largest Customers	\$ 1,034,307	10.25%
All Other Customers	9,056,171	89.75%
Total	\$ 10,090,477	100.00%



Impact of COVID-19 Pandemic on Water Sales: Category Detail

Revenue for water sales billed through January 31 for usage between May 1 through December 31 for this and the previous four years is provided in the table below. This table compares the current year revenue prior to the rate increase for January usage billed in February 2021. The revenue remained relatively flat with the prior year, up \$164K or 0.4 percent; however, there was large variances between categories in comparison to the prior year.

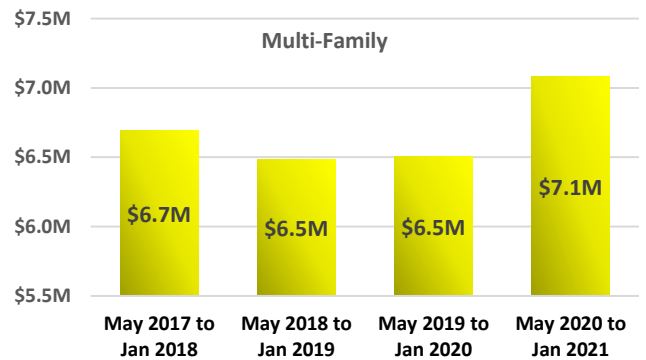
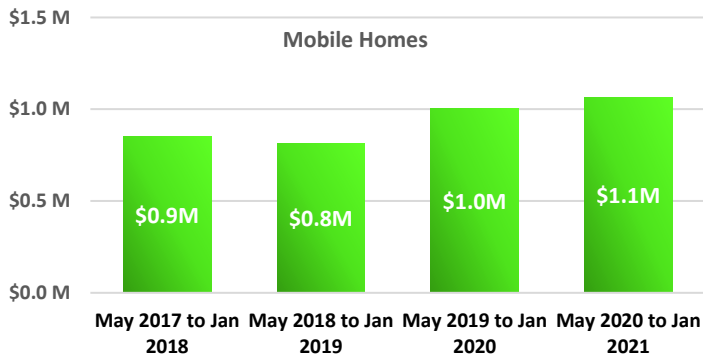
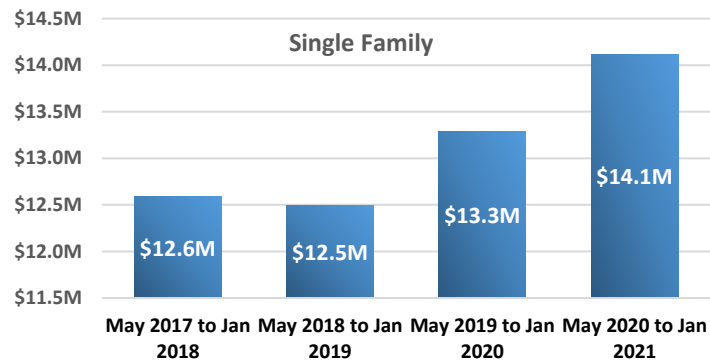
The economic impact of the COVID 19 pandemic throughout the Authority's fiscal year was reflected in the variances to the customer categories between FY 2019-2020 and FY 2020-2021. With the shelter-in-place mandate, social distancing requirements, and the Clayton County Public School System holding all classes virtually, residential-type customers showed

Water Sales: Category Detail	May 2016 to Jan 2017	May 2017 to Jan 2018	May 2018 to Jan 2019	May 2019 to Jan 2020	May 2020 to Jan 2021	\$ chg	% chg
Residential	\$12.99 M	\$12.59 M	\$12.49 M	\$13.29 M	\$14.12 M	\$0.83 M	6.2%
Commercial	\$4.79 M	\$4.09 M	\$3.94 M	\$4.15 M	\$3.48 M	-\$0.67 M	-16.1%
Multi-Family	\$6.65 M	\$6.69 M	\$6.49 M	\$6.50 M	\$7.08 M	\$0.58 M	8.9%
Industrial	\$2.02 M	\$2.12 M	\$2.15 M	\$2.21 M	\$2.16 M	-\$0.06 M	-2.6%
Motel/Hotel	\$0.67 M	\$0.59 M	\$0.57 M	\$0.56 M	\$0.53 M	-\$0.02 M	-4.1%
Institutional	\$0.00 M	\$0.85 M	\$1.29 M	\$1.33 M	\$0.88 M	-\$0.46 M	-34.4%
Government	\$1.43 M	\$0.94 M	\$0.72 M	\$0.78 M	\$0.77 M	-\$0.01 M	-1.2%
Mobile Homes	\$0.78 M	\$0.85 M	\$0.82 M	\$1.00 M	\$1.07 M	\$0.06 M	6.1%
CCWA	\$0.63 M	\$0.61 M	\$0.64 M	\$0.62 M	\$0.55 M	-\$0.07 M	-11.7%
Cities and Counties	\$1.43 M	\$1.09 M	\$1.18 M	\$1.17 M	\$1.02 M	-\$0.15 M	-13.0%
Sprinkler, Hydrants, Other	\$0.29 M	\$0.31 M	\$0.33 M	\$0.38 M	\$0.36 M	-\$0.02 M	-5.3%
Backflow	\$0.68 M	\$0.69 M	\$0.71 M	\$0.71 M	\$0.72 M	\$0.01 M	0.9%
Base Charges	\$7.75 M	\$7.89 M	\$8.01 M	\$8.13 M	\$8.28 M	\$0.15 M	1.9%
Total Water Sales	\$40.10 M	\$39.32 M	\$39.34 M	\$40.84 M	\$41.01 M	\$0.16 M	0.4%

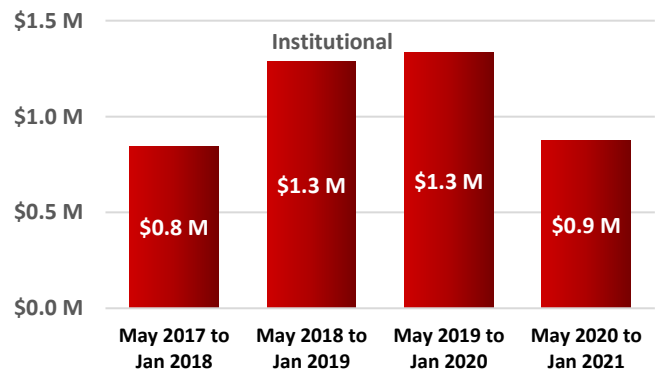
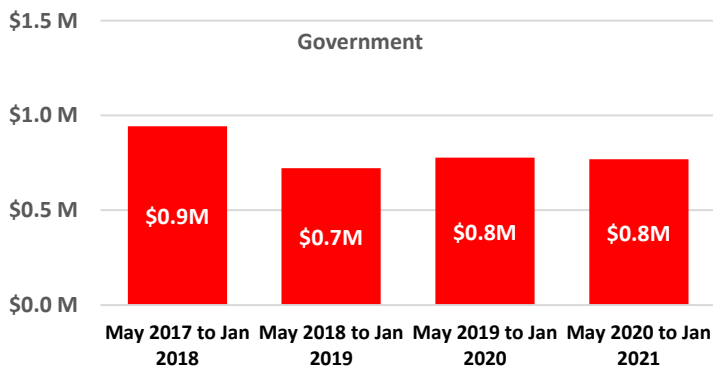
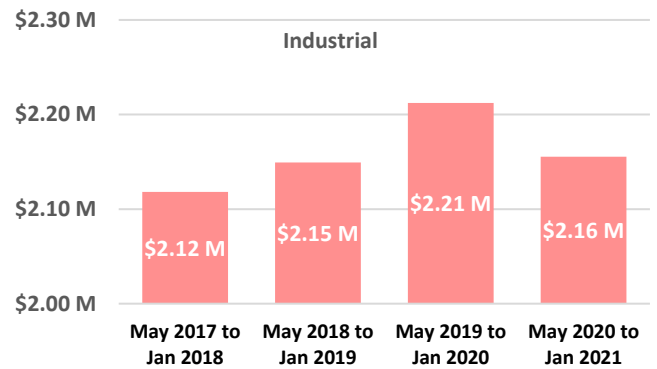
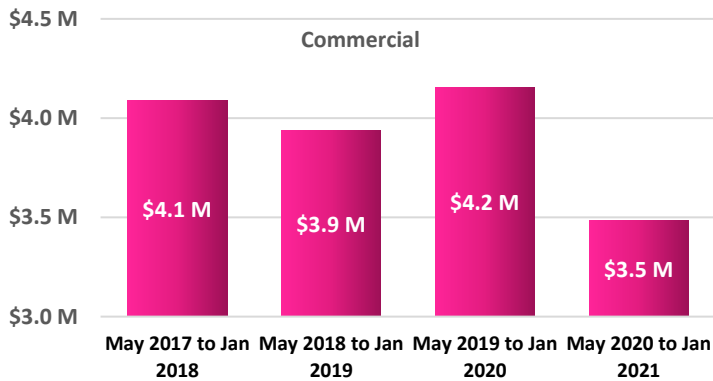
large increases in usage and sales compared to the prior year. Commercial-type customer categories showed large decreases in usage and sales in comparison to the previous period as restaurants and businesses closed during the first several months of the fiscal year. The institutional customer category, which includes schools and churches, also saw sharp declines in usage. Additional decreases were seen between years in city and county water sales due to the drop-in commercial activity because of the pandemic.



CHANGES IN RESIDENTIAL-TYPE CUSTOMER CATEGORIES

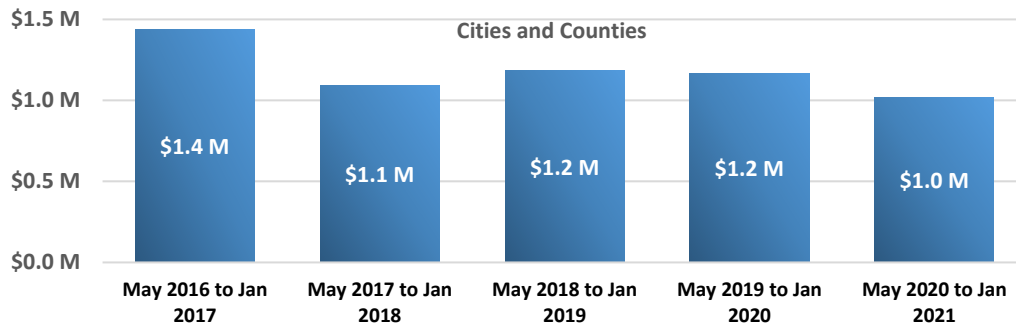


CHANGES IN NON-RESIDENTIAL CUSTOMER CATEGORIES





CHANGES IN CITIES AND COUNTY CATEGORY



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.

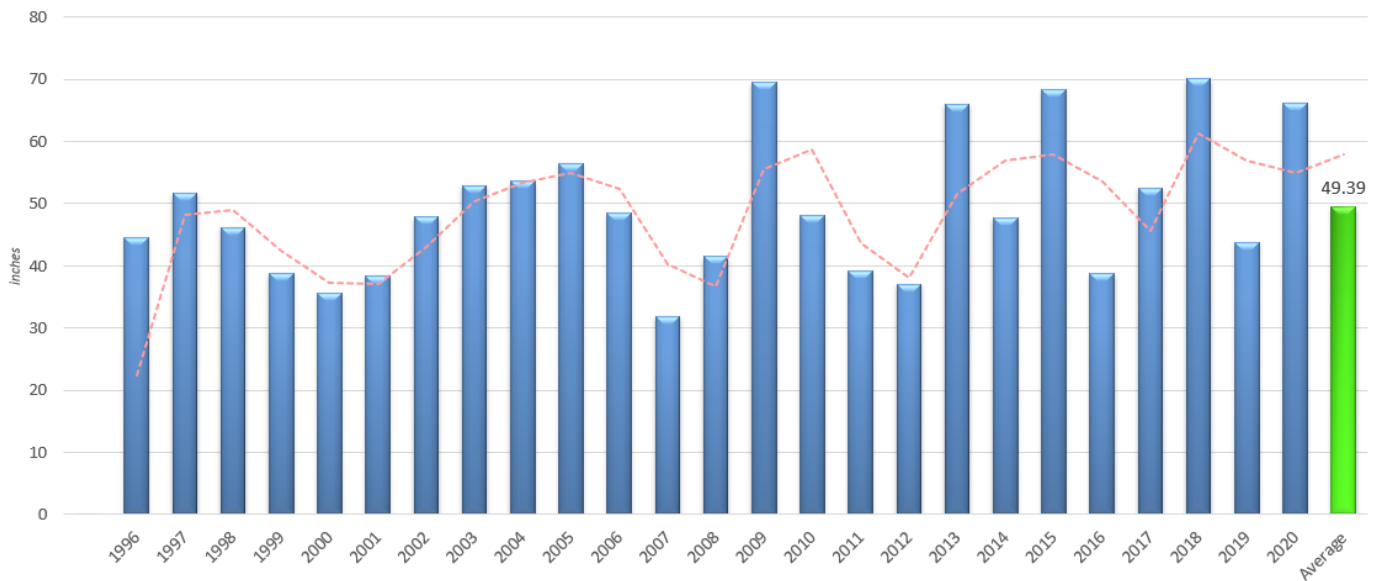
Heavy rain and wet conditions can cause infiltration and inflow (I/I) into sanitary sewer pipe systems meaning increased wastewater flows and chemical demands for treatment. Higher water flow levels increase utility costs because sewer pumps must run longer to manage the additional flow. With extremely 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.



RAINFALL BY CALENDAR YEAR



Priorities and Challenges

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

Challenge	CCWA Approach
Responding to Changing Economy	Continue balanced approach to funding projects: (1) focus on re-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 (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. 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 of 10 percent became effective January 1, 2021. A 5 percent increase will be effective January 1, 2022.

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 on 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 on 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 2021-2022 budget includes \$80K for seven various software applications to address operational initiatives focused on Workforce Continuity, including performance appraisals, recruiting and applicant tracking, training and professional education along with tracking the training and all certifications. Additional initiatives budgeted for the upcoming fiscal year focus on health and wellness monitoring and coaching and easy access to various benefits for physical and emotional health of employees.



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 2021 - 2022 budget includes a little over \$800K to address the replacement of a quarter of end-user computers and printers, phone system upgrades, network testing and upgrades and various 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. The FY 2021 – 2022 budget includes \$500K for the Linear Asset Data Improvement Strategy [SAMP L-01]. Two Strategic Asset Management Plan projects focus on assessments that prioritize the annual capital pipe replacement work that is budgeted each year. The upcoming budget will fund \$1.9M for the Sewer Condition Assessment Program (SSES) [SMP 20-606] and \$500K for the Force Main Assessment Program [SMP 20-615].

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. President Joe Biden has proposed the **American Rescue Act** which is expected to allot millions in federal funding to address the renewal of the Country's 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, \$19.5M in funding will be needed in the upcoming year with \$6.7M of that amount included in the 2021 – 2022 budget. Loan disbursements will cover \$7M of the Large Interceptor Rehabilitation and Stormwater Culvert funding need and the remaining \$5.8M 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, \$16.9M in funding will be needed for eighteen projects in the upcoming year. The FY 2021-2022 budget funds \$3.2M with an additional \$7.0M coming from an anticipated Georgia Environmental Finance Authority (GEFA) loan. The remaining \$6.7M 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. The FY 2021 – 2022 budget contains \$250K for the project **Implementation Odor and Corrosion Control Technologies (WATS Model)** [SMP 20-612] to address this priority. 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 THMs 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 2021 – 2022 Budget

- ◆ The 2020 Strategic Master Plan (SMP) and accompanying financial strategy
- ◆ A moderate economic recovery within the region from the COVID 19 pandemic
- ◆ A balanced budget supporting the goals of the [Strategic Master Plan](#)
- ◆ A water and sewer rate adjustment of 5 percent, effective January 1, 2022, while maintaining affordable water and sewer rates for customer base
- ◆ Georgia Environmental Finance Authority (GEFA) Clean Water State Revolving Fund loan to fund the Water and Sewer Fund SMP project 20-703: Casey Water Reclamation Facility 32 MGD Upgrade – Solids
- ◆ Georgia Environmental Finance Authority (GEFA) Clean Water State Revolving Fund loan to fund Storm-water Fund projects
- ◆ [Intergenerational equity](#) of funding large projects and consideration of additional debt to fund large projects listed in the Strategic Master Plan

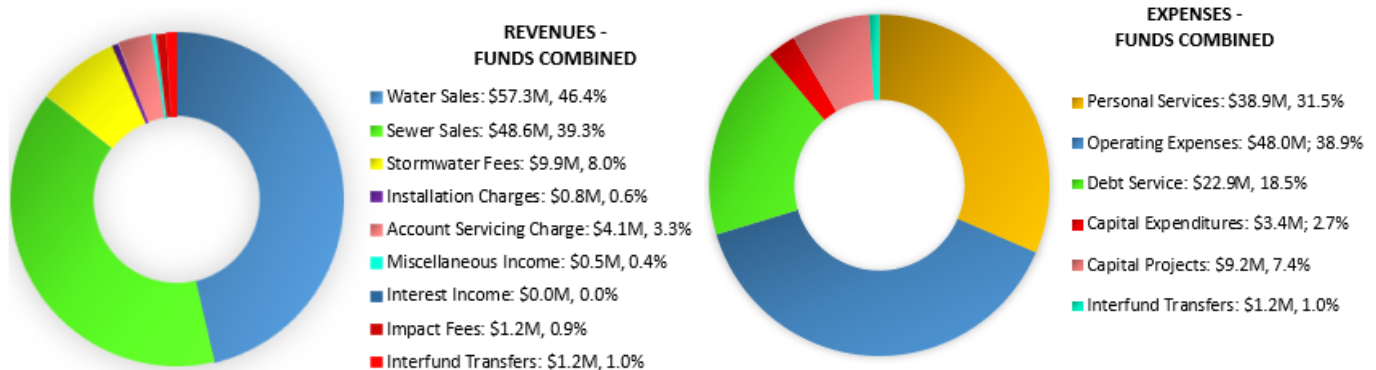




EXECUTIVE SUMMARY

Consolidated Budget – FY 2021 – 2022

	Water and Sewer Fund	Stormwater Fund	Total	% Chg FY2020 -21
Revenues				
Water Sales	\$ 57,260,454	\$ -	\$ 57,260,454	6.6%
Sewer Sales	48,587,318	-	48,587,318	6.8%
Stormwater Fees	-	9,918,789	9,918,789	0.9%
Installation Charges	751,638	-	751,638	-2.2%
Account Servicing Charge	3,915,382	157,205	4,072,587	-2.5%
Miscellaneous Income	518,658	454	519,112	-4.2%
Interest Income	34,244	5,193	39,437	3.2%
Impact Fees	1,173,239	-	1,173,239	-3.2%
Interfund Transfer - Stormwater	1,194,698	-	1,194,698	-2.0%
Total Revenues	\$ 113,435,631	\$ 10,081,641	\$123,517,272	5.6%
Expenses				
Personal Services	\$ 36,841,385	\$ 2,016,152	\$ 38,857,537	3.1%
Operating Expenses	44,858,430	3,150,189	48,008,619	3.9%
Debt Service	22,876,908	4,500	22,881,408	6.7%
Interfund Transfers - Stormwater	-	1,194,698	1,194,698	-25.9%
Capital Expenditures	3,231,308	142,238	3,373,546	3.6%
Capital Projects	5,627,600	3,573,864	9,201,464	35.8%
Total Expenses and Appropriations	\$ 113,435,631	\$ 10,081,641	\$123,517,272	5.6%



Factors that Impacted the Development of the FY 2021 – 2022 Budget

- The 2020 Strategic Master Plan (SMP) and accompanying financial strategy
- A moderate economic recovery within the region from the COVID 19 pandemic
- A balanced budget supporting the goals of the [Strategic Master Plan](#)
- A water and sewer rate adjustment of 5 percent, effective January 1, 2022, while maintaining affordable water and sewer rates for customer base
- Georgia Environmental Finance Authority (GEFA) Clean Water State Revolving Fund loan to fund SMP project: Casey Water Reclamation Facility 32 MGD Upgrade – Solids
- Georgia Environmental Finance Authority (GEFA) Clean Water State Revolving Fund loan to fund Stormwater Fund large culvert replacement and repair projects
- [Intergenerational equity](#) of funding large projects and consideration of additional debt to fund large projects listed in the Strategic Master Plan

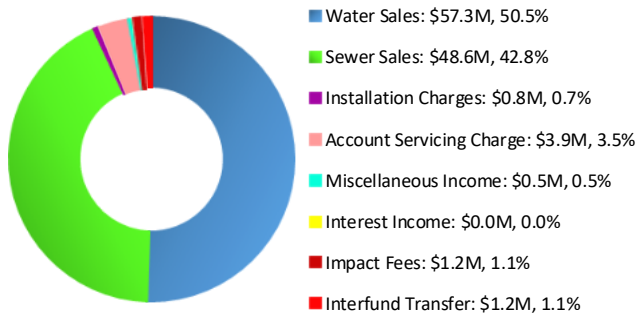


Budget Summary: Water and Sewer Fund

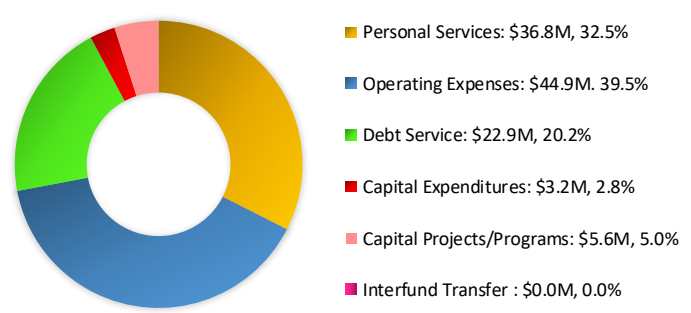
(in millions)

	Budget FY 2020 - 2021	Est Actual FY 2020 - 2021	Budget FY 2021 - 2022	% Chg Budget FYE 21 -FYE 22	% Chg Act FYE 2021 with Budget FY 2020-2021	% Chg Est Act FYE 21 to Budget FYE 22
REVENUES						
Water Sales	\$53.71 M	\$53.54 M	\$57.26 M	6.6%	-0.3%	6.9%
Sewer Sales	45.50 M	45.65 M	48.59 M	6.8%	0.3%	6.4%
Installation Charges	0.77 M	1.26 M	0.75 M	-2.2%	63.7%	-40.3%
Account Service Charges	4.02 M	3.47 M	3.92 M	-2.6%	-13.7%	13.0%
Miscellaneous Income	0.54 M	1.10 M	0.52 M	-4.0%	104.5%	-53.0%
Interest Income	0.03 M	0.04 M	0.03 M	3.7%	17.7%	-11.9%
Impact Fees	1.21 M	1.55 M	1.17 M	-3.2%	27.7%	-24.2%
Interfund Transfer	1.22 M	1.22 M	1.19 M	-2.0%	0.0%	-2.0%
TOTAL REVENUES	\$107.00 M	\$107.83 M	\$113.44 M	6.0%	0.8%	5.2%
EXPENSES						
Personal Services	\$35.68 M	\$32.17 M	\$36.96 M	3.6%	-9.8%	14.9%
Operating Expenses	43.16 M	30.92 M	44.74 M	3.7%	-28.4%	44.7%
Appropriated Reserves	0.39 M	0.00 M	0.00 M	-100.0%	-100.0%	0.0%
Debt Service	21.45 M	21.39 M	22.88 M	6.6%	-0.3%	7.0%
Capital Expenditures	2.96 M	3.07 M	3.23 M	9.2%	3.7%	5.2%
Capital Projects	3.35 M	4.36 M	5.63 M	67.8%	30.2%	28.9%
TOTAL EXPENSES	\$107.00 M	\$91.91 M	\$113.44 M	6.0%	-14.1%	23.4%

**REVENUES -
WATER AND SEWER FUND**



**EXPENSES -
WATER AND SEWER FUND**



The 2021 – 2022 annual operating and capital budget for the Water and Sewer Fund increased 6.0 percent from the prior year budget. Actual revenues for the fiscal year ending April 30, 2021 are estimated at \$107.8M or 0.8 percent higher than budgeted while actual expenses are estimated at \$91.9M or 14.1 percent below budget.

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 initiative 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 series of rate adjustments would be necessary in the next few years. A 10 percent rate increase on base and usage charges for both the water and sewer and sewer utility went into effect on January 1, 2021 and an increase of 5 percent will be necessary on January 1, 2022 to meet the estimated needs of the listed projects. The forecasted revenues for the FY 2021 - 2022 budget anticipated a moderate economic recovery for Clayton County with projected revenue from industrial, commercial, and institutional customers discounted 5 percent, revenue from motel and hotel customers discounted 15 percent, and revenue from other customer categories including residential, multi-family, mobile homes, cities, and governmental organizations discounted 2 percent.

Forecasting methodologies and assumptions can be found in detail in the sections [Revenue Budget Assumptions](#) and [Operating and Capital Expenditure Budget Assumptions](#).

Revenue for water sales billed through January 31 for usage between May 1 through December 31 for this and the previous four years is provided in the table below. This table compares the current year revenue prior to the rate increase for January usage billed in February 2021. The revenue remained relatively flat with the prior year, up \$164K or 0.4 percent; however, there was large variances between categories in comparison to the prior year.

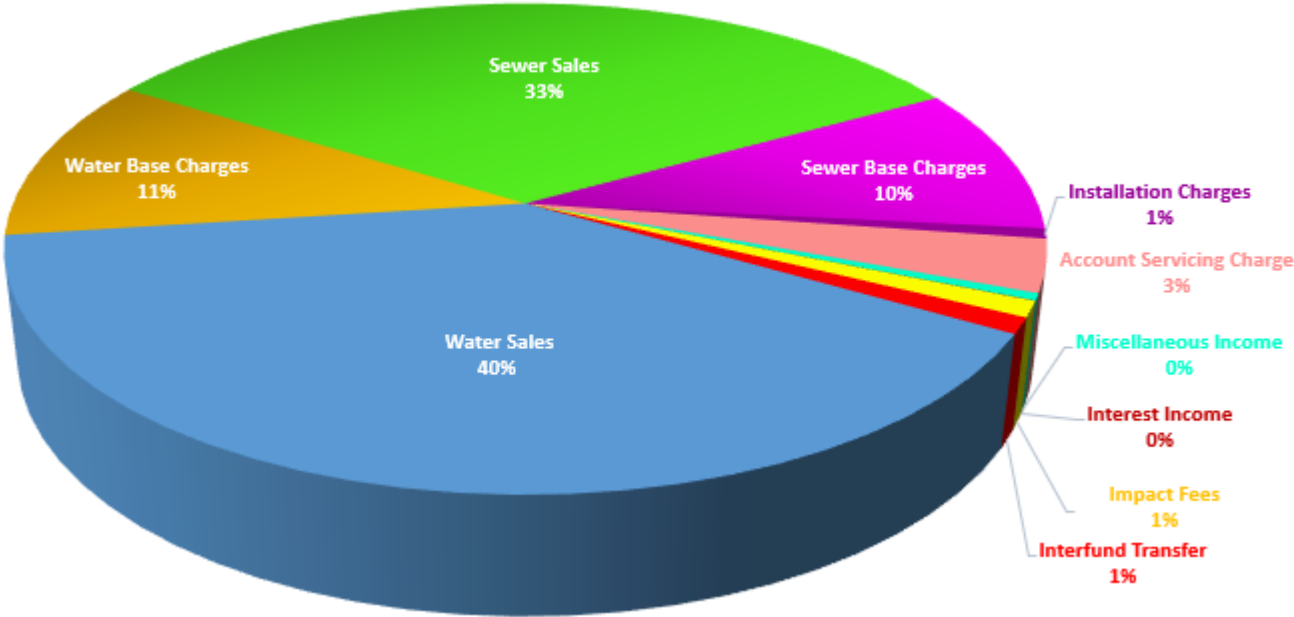
Water Sales: Category Detail

Water Sales: Category Detail	May 2016 to Jan 2017	May 2017 to Jan 2018	May 2018 to Jan 2019	May 2019 to Jan 2020	May 2020 to Jan 2021	\$ chg	% chg
Residential	\$12.99 M	\$12.59 M	\$12.49 M	\$13.29 M	\$14.12 M	\$0.83 M	6.2%
Commercial	\$4.79 M	\$4.09 M	\$3.94 M	\$4.15 M	\$3.48 M	-\$0.67 M	-16.1%
Multi-Family	\$6.65 M	\$6.69 M	\$6.49 M	\$6.50 M	\$7.08 M	\$0.58 M	8.9%
Industrial	\$2.02 M	\$2.12 M	\$2.15 M	\$2.21 M	\$2.16 M	-\$0.06 M	-2.6%
Motel/Hotel	\$0.67 M	\$0.59 M	\$0.57 M	\$0.56 M	\$0.53 M	-\$0.02 M	-4.1%
Institutional	\$0.00 M	\$0.85 M	\$1.29 M	\$1.33 M	\$0.88 M	-\$0.46 M	-34.4%
Government	\$1.43 M	\$0.94 M	\$0.72 M	\$0.78 M	\$0.77 M	-\$0.01 M	-1.2%
Mobile Homes	\$0.78 M	\$0.85 M	\$0.82 M	\$1.00 M	\$1.07 M	\$0.06 M	6.1%
CCWA	\$0.63 M	\$0.61 M	\$0.64 M	\$0.62 M	\$0.55 M	-\$0.07 M	-11.7%
Cities and Counties	\$1.43 M	\$1.09 M	\$1.18 M	\$1.17 M	\$1.02 M	-\$0.15 M	-13.0%
Sprinkler, Hydrants, Other	\$0.29 M	\$0.31 M	\$0.33 M	\$0.38 M	\$0.36 M	-\$0.02 M	-5.3%
Backflow	\$0.68 M	\$0.69 M	\$0.71 M	\$0.71 M	\$0.72 M	\$0.01 M	0.9%
Base Charges	\$7.75 M	\$7.89 M	\$8.01 M	\$8.13 M	\$8.28 M	\$0.15 M	1.9%
Total Water Sales	\$40.10 M	\$39.32 M	\$39.34 M	\$40.84 M	\$41.01 M	\$0.16 M	0.4%

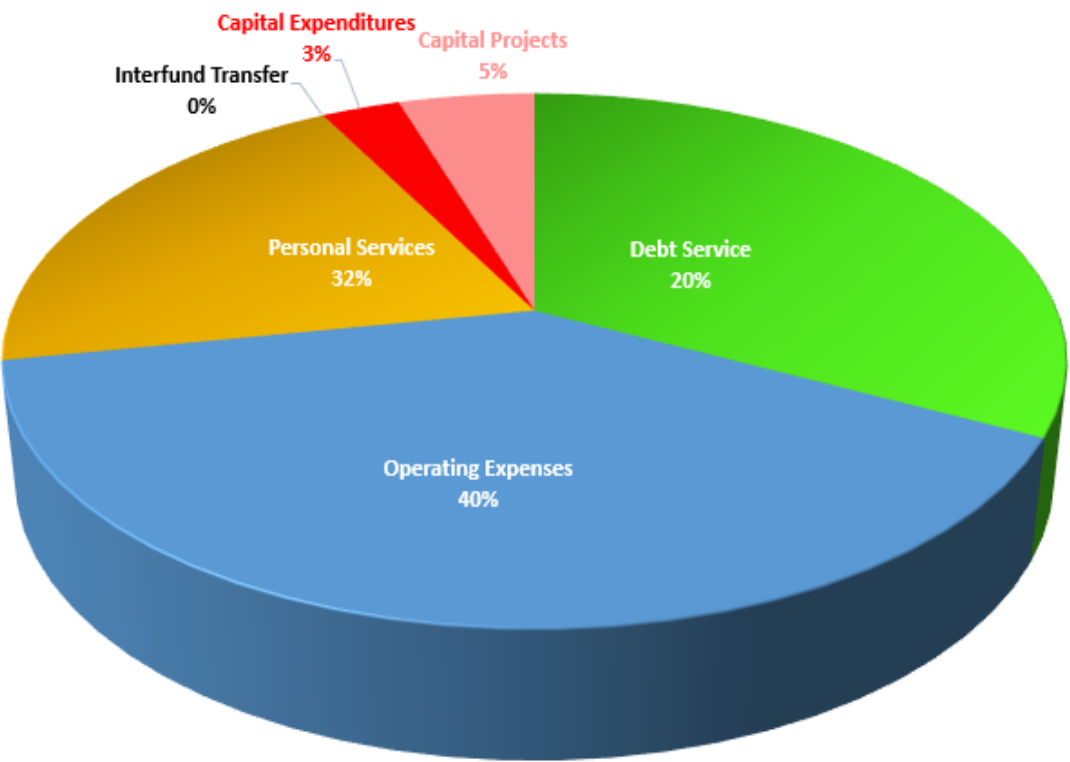
The economic impact of the COVID 19 pandemic throughout the Authority's fiscal year was reflected in the variances to the customer categories between FY 2019-2020 and FY 2020-2021. With the shelter-in-place mandate, social distancing requirements, and the Clayton County Public School System holding all classes virtually, residential-type customers showed large increases in usage and sales compared to the prior year. Commercial-type customer categories showed large decreases in usage and sales in comparison to the previous period as restaurants and businesses closed during the first several months of the fiscal year. The institutional customer category, which includes schools and churches, also saw sharp declines in usage. Additional decreases were seen between years in city and county water sales due to the drop-in commercial activity because of the pandemic.



Water and Sewer Fund Revenues as Percent of FY 2021-2022 Budget



Water and Sewer Fund Expenses as Percent of FY 2021-2022 Budget





Analysis of Revenues – Water and Sewer Fund



Revenue Budget Assumptions FY 2021 – 2022

Water Sales are forecasted at \$57.3M in the upcoming budget year with \$12.4M of that amount coming from base charges. This is \$3.6M higher than the previous budget year of \$53.7M and \$3.7M or 6.9 percent higher than estimated actual performance for the fiscal year ending April 30, 2021. *Sewer sales* are projected to be \$48.6M in the current budget with \$11.0M of that amount coming from base charges. This is \$3.1M or 6.8 percent higher than the previous budget year of \$45.5M and \$2.9M, or 6.4 percent, higher than estimated actual performance for the year ending April 30, 2021.

The following assumptions were made to project revenue for the FY 2021 – 2022 budget:

- Water and Sewer rate increases of 10 percent applied evenly to base and tier usages, that were effective on January 1, 2021.
- Water and Sewer rate increases of 5 percent applied evenly to base and tier usages, that will be effective on January 1, 2022.
- Water and Sewer sales in all customer categories were estimated using the projected year-end actual revenue at April 30, 2021 with the 5 percent rate increase applied for four months of the fiscal year.
- 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) for the fiscal year ended April 30, 2021 of \$1.3M will be \$288K lower than budgeted. Forecasted revenue from the City is budgeted in FY 2021 – 2022 at \$1.7M 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. Revenue from this category was budgeted at \$752K which is \$507K below forecasted actual performance of \$1.3M for the fiscal year ending April 30, 2021. These fees were estimated by using the average of the previous 10-year actual performance which included FY 2011-2021 charges that totaled \$113K. The actual installation charges over the previous 5-year period averaged \$1.2M. Information received from permitting offices and developers are also taken into consideration. Revenues from installation charges are forecasted conservatively because the timing of developments and the purchases can vary significantly.

Impact Fees are another revenue stream related to new commercial and residential development. This revenue category was budgeted \$1.2M. Actual performance for FY 2020 – 2021 is estimated at \$1.5M. As with *Installation Charges*, these fees are estimated by using the average of the previous 10-year actuals combined with information received from permitting offices and developers. Actual revenue from impact fees over the previous 5-year period has averaged \$1.8M. Revenues from impact fees are forecasted conservatively because the timing of development and quantity of usage is difficult to predict.

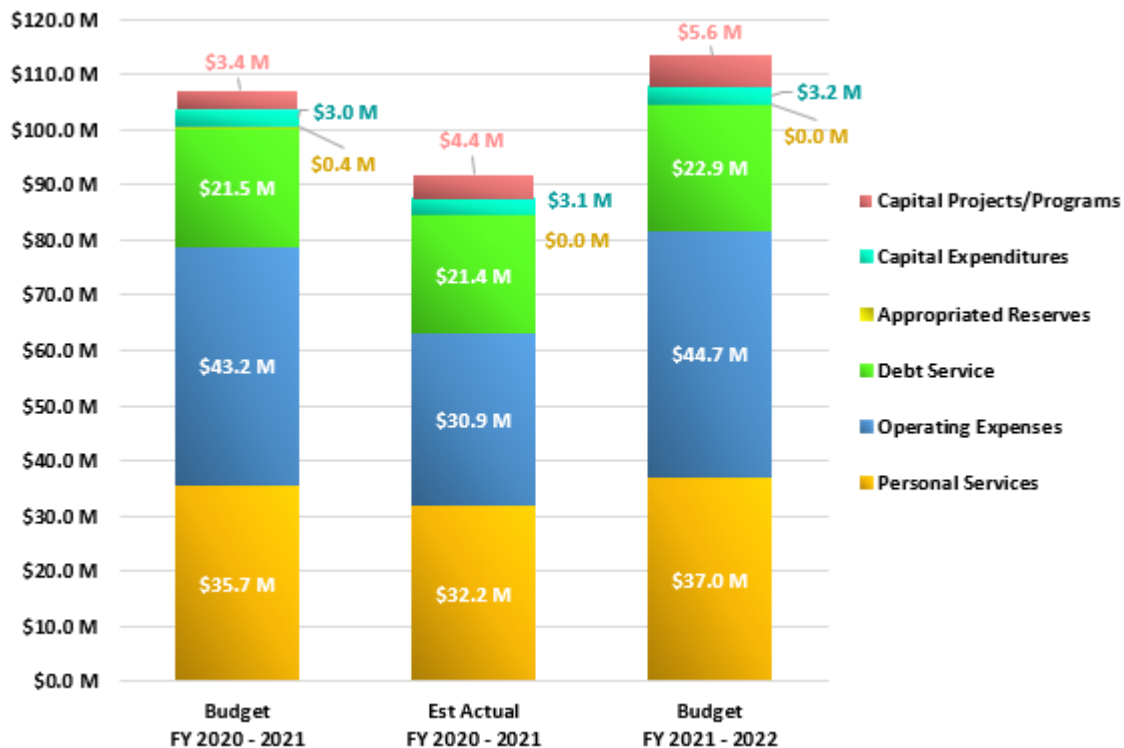
Account Service Charges are revenues associated with the fees and charges for late and delinquent payment of utility charges. This includes late fees and penalties, bad check charges and reconnection fees. These revenues are budgeted at \$3.9M, which is consistent with actual performance over the previous five fiscal years. *Reconnect Charges* over the fiscal years ended 2016 through 2020 averaged \$1.1M and over the last ten fiscal years have averaged \$1.2M. Estimated revenue for the fiscal year ended April 30, 2021 is forecasted at less than \$500K due to the suspension of disconnections for four months due to COVID 19 and then at a much higher past due amount than in previous years. The disconnect past due amount has been reinstated and fees from reconnections are estimated to return to historical levels of around \$1.0M in FY 2021 - 2022.

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 \$519K, \$21K lower than the prior year budget. Revenue is budgeted for this line using the average received for each category listed over the previous five years but excluding one-time revenues.

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 \$100K versus the \$102K 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 Expenditure Budget Assumptions FY 2021 – 2022

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 \$24.6M and \$1.8M combined for an overall budget increase of \$943K or 3.7 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 4.2 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 ten fiscal years.

Employee Benefits include workman's compensation related expenses, health insurance and other related benefits. FY 2021 – 2022 budget has this expense category budgeted at \$4.7M which is \$143K or 3 percent higher than the previous year budget. This category of expense has increased an average of 5 percent over the previous 5 years from budget to budget. Actual employee benefits expense has averaged a 4 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 this expense. Last year, due to the potential of higher need for medical care along with shelter-in-place mandates expected from the global healthcare crisis caused by the COVID 19 pandemic, the Authority added a telemedicine option for all employees and their families, whether or not their family members were covered under the group insurance policy. This coverage has been maintained for the upcoming fiscal year.

Pension expense of \$4.9M is \$77K or 1.6 percent higher than the previous budget year. This line item increased in FY 2020 – 2021 to accommodate 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 have averaged less than the budgeted amount over the previous five years.

Retiree Benefits, Other Post-Employment Benefits (OPEB), of \$999K make up the remaining portion of the Personal Services category. This line item increased \$117K or 13 percent over the previous budget year due to the increase in the number of employees that have retired in the previous two years.

Operating Expenses

Operating Expenses are \$44.7M for the new budget year and are up 3.7 percent or \$1.6M from the previous budget. This increase is primarily due to increases in both cost and usage of chemicals at our production and treatment facilities, new work in pressure sewer assessment and rehabilitation projects, and an increase in security monitoring.

The FY 2021 – 2022 budget for the *Operating Materials and Supplies* category of \$7.0M is up \$1.0M or 17.4 percent from the previous year budget. *Chemical* expenses make up \$4.1M of this category and \$807K 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 \$35K higher than the previous year primarily due to additional materials required for the 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 \$235K over the previous budget year with *Technology and Software* contributing \$171K to that increase to continue initiatives related business continuity and security.

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 \$481K in the current fiscal year, which is down \$27K over last year's budget. A reduction in the use of diesel fuel at the Authority was the primary influence for the decrease in this category. Actual expenses have averaged \$428K over the previous five years for the purchase of approximately 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 \$284K and is down \$43K or 13.1 percent from the FY 2020 – 2021 budget. This category of expenses contains *Office Supplies*, *Printing*, *Postage*, *Janitorial Supplies* and *Coffee Supplies*. The decrease in this category was due to net impact of decreases in both *Office Supplies* and *Postage* expenses as more employees are working from home and more customers are opting for electronic billing versus paper bills. These decreases were offset by a slight increase in *Janitorial Supplies*.

The *Special Purchases* expense category has a budget of \$2.3M for the upcoming year. This group of expenses contains the line items of *Water Purchases*, *Employee Recognition*, *Toilet Rebate*, and the *Affordability and Discount Programs*. Actual expenses in the *Special Purchases* category are typically \$350K or less a year. The *Affordability Programs* are funded through the revenue received from cell tower leases and Gas South incentives and have a budget of \$130K for FY 2021 – 2022. The *Special Purchases* 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. This year the amount is budgeted at \$2.0M, which is \$1.1M lower than the \$3.1M budgeted in the previous year budget. The FY 2020 - 2021 budget was increased to fund unexpected expenses that may have been caused by the COVID 19 pandemic.

Utility expense is budgeted at \$8.1M, which is \$318K or 3.8 percent lower than the previous budget year. Projected actual expenses in this category are \$7.8M, which is \$637K or 7.5 percent lower than budgeted. Decreases in electricity and gas used for heating facilities lowered this year's budget by \$266K and \$95K, respectively. The Authority budgets for its water and sewer expenses and had included a 10 percent increase for these expenses at the beginning of the fiscal year. The rate increase was not implemented until January 1, 2021. This year's budget includes a 5 percent increase for water and sewer expenses, effective January 1, 2022 and increased the budget for FY 2021 – 2022 by \$18K.

Maintenance and Repair expenses have been budgeted at \$1.4M, which is \$47K 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 \$16.3M and is up \$2.5M or 18 percent from the previous year budget primarily due to an increase of \$1.0M in Security Monitoring, an increase of \$456K in Collection and Outfall maintenance for the Pressure Sewer Assessment and Rehabilitation Project (SMP 20-615), an increase of \$286K for miscellaneous consulting work to include Linear Asset Data Improvement Strategy (SMP 20-106/SAMP L-01) and increases in Supply Main Maintenance and Other Outside Services of \$250K and \$247K, respectively.

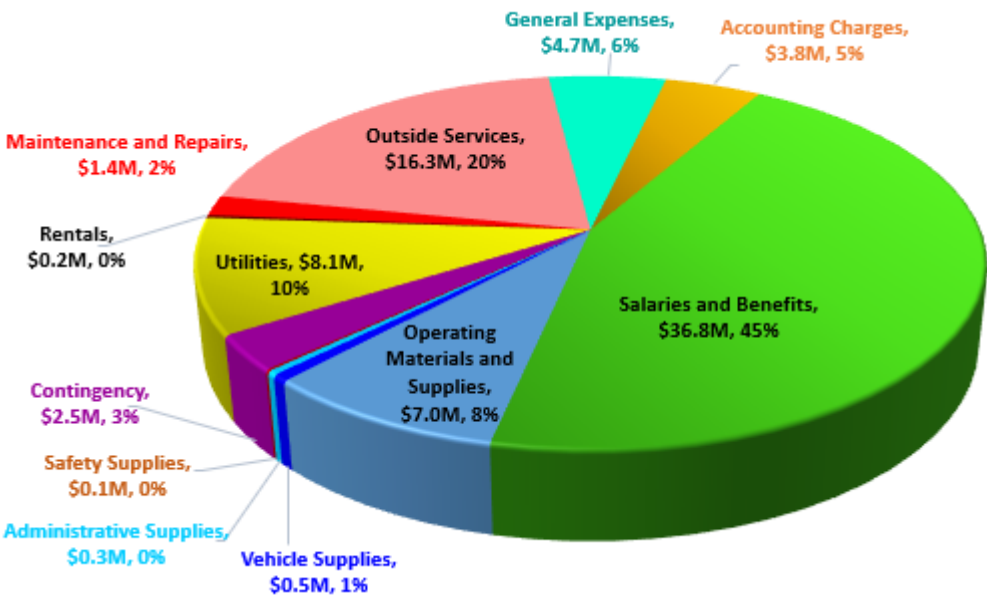
There are thirteen separate maintenance expense line items in the *Outside Services* category, and combined, account for \$6.6M of budget. These maintenance expenses increased a total of \$848K from the previous budget. *Collection System and Outfall Maintenance* increased \$456K due to the Pressure Sewer Assessment work needed to evaluate and prioritize maintenance and repair done on pressure sewer infrastructure throughout the County. An additional \$1.0M is included in the capital budget for the rehabilitation of the infrastructure identified by the assessment. This expense line item also contains the budget for Sanitary Sewer Evaluation Survey (SSES) work. This program assesses the condition of sewer pipes and prioritizes projects throughout the collection system. *Supply Main Maintenance* of \$550K increased \$250K in this year's budget. Various changes in planned maintenance for field and plant equipment, patching and paving, distribution and water supply system make up the had a net increase of an additional \$142K of the overall increase in this subgroup.

The *Accounting Charges* category contains the expense of write-offs of uncollectable revenues and credit card convenience fees. This category is budgeted at \$3.8M; the same amount budgeted in FY 2020 - 2021 budget. Over the previous five years, actual expenses incurred in this category have averaged \$2.9M.

The *General Expenses* category contains the expense line items of *Employee Bonding*, *Property Insurance*, *Training* and *Annual Software License Fees*. At \$4.7M, the *General Expenses* category has decreased \$338K or 6.8 percent from the prior year budget. Administrative Fees decreased \$500K due to the change in fees associated with a GEFA loan to fund the Casey WRRF 32 MGD Upgrade – Solids project. *Property Insurance* and *Employee Bonding/Liability Insurance* of \$1.1M increased over the prior year budget by \$189K.



Operating Expenses - Percentage by Category Type



Debt Service

Debt Service of \$22.9M is budgeted in the FY 2021 – 2022 budget and includes the required bond debt service for the upcoming year of \$20.5M and the principal and interest payments for five GEFA loans totaling \$2.3M.





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 2020. Approximately 10 percent are reviewed for replacement annually based on a scoring factor that includes mileage, corrective maintenance cost and age. This year, four trucks were budgeted to be replaced. Vehicles and equipment that are replaced are sold at auction and proceeds from the sales have averaged \$90K over the last four years. These vehicles are included in the current year budgeted request of \$3.2M which is \$200K higher than the previous year budget. The budgeted amount over the previous five fiscal years has averaged \$2.6M. 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	\$ 170,490	\$ -	\$ 170,490
Trucks - Dump, Heavy	-	290,370	290,370
Trailers	16,000	-	16,000
Buildings and Structures			
Building, Roof, Paving	435,000	25,100	460,100
Tanks and Containers	470,000	-	470,000
Equipment			
Field Equipment - Construction Equipment	665,000	-	665,000
Data Processing/IT System Equipment	92,000	55,000	147,000
Plant Equipment	975,048	-	975,048
Other	37,300	-	37,300
Total Capital Equipment	\$ 2,860,838	\$ 370,470	\$ 3,231,308



Capital Project

This category of the **Capital Budget** involves projects that benefit the operations of the Authority over multiple years. CCWA differentiates *Capital Projects* from *Capital Expenditures* by defining a Capital Project as one that requires multiple resources to complete. These resources could include any combination of inside labor, outside labor and various materials or products that require assembly or construction to become a long-term asset. The amount budgeted for the upcoming fiscal year of \$5.6M is \$2.3M higher than the previous budget year. 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 2021 – 2022 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]	Open Gov Budget Software	\$ 155,600
[RE146]	[SMP 20-131] Evaluation of Next Generation of Meter Technologies	150,000
[RE146]	Roof Addition to Outdoor Break Area	15,000
[RE146]	Break Room Renovation	10,000
[RE146]	Kitchen Area Upgrades	25,000
[RE146]	[SMP 20-303] Wetland Center Education Building Renovations	300,000
[RE180]	[SMP 20-617] DOT - Lake Jodeco at Carnes Road Roundabout	150,000
[RE180]	[SMP 20-617] DOT - Hwy 85 from County Line to Roberts Road	450,000
[RE199]	East Belt Pressing Rig	200,000
[RE219]	[SMP 20-910] London Court & Cristi Court Lift Station Rehabilitation	500,000
[RE227]	Water Meter Inspection	10,000
[RE228]	[SMP 20-615] Pressure Sewer Assessment and Rehab Program (<i>Force Main Replacement</i>)	1,000,000
[RE229]	[SMP 20-309] Single Points of Failure Elimination Study and Implementation	200,000
[RE229]	[SMP 20-311] Back Up Generator, VFD's and New Motors - Design	400,000
[RE229]	[SMP 20-300] Hicks Water Production Plant High-Rate Implementation – Filter Rehabilitation	250,000
[RE229]	[SMP 20-301] Hicks Water Production Plant Liquid Lime Feed System	400,000
[RE229]	[SMP 20-307] Hicks Water Production Plant Blower Upgrades	600,000
[RE229]	[SMP 20-305] Hicks Water Production Plant High-Rate Analysis	175,000
[RE230]	Phone System Upgrades	37,000
[RE232]	[SMP 20-602] Large Meter Replacements	500,000
TBD	Huie Wetlands Valve Assessment	100,000
Total Capital Projects		\$ 5,627,600



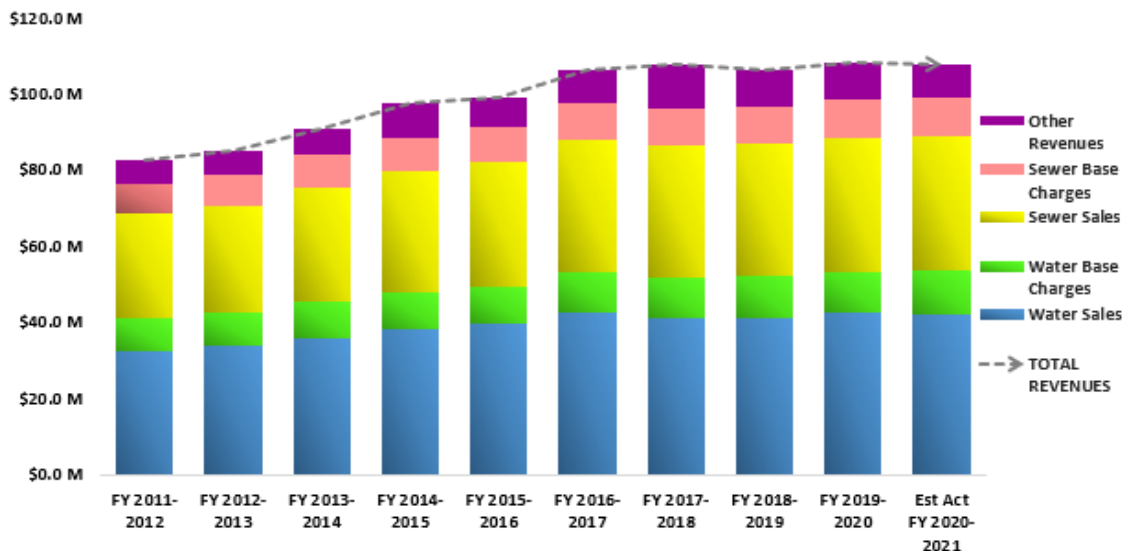


Budgetary Analysis – Revenues and Expenses: Actual Performance to Budget Comparison (in millions)

	Actual FY 2018 - 2019	Actual FY 2019 - 2020	Est Actual FY 2020 - 2021	Budget FY 2021 - 2022	% Chg Budget FY 21 - FY 22	% Chg Est Act FY 21 to Budget FY 22
REVENUES						
Water Sales	\$52.01 M	\$53.31 M	\$53.54 M	\$57.26 M	6.6%	6.9%
Sewer Sales	44.46 M	45.13 M	45.65 M	48.59 M	6.8%	6.4%
Installation Charges	1.33 M	1.30 M	1.26 M	0.75 M	-2.2%	-40.3%
Account Service Charges	3.99 M	4.06 M	3.47 M	3.92 M	-2.6%	13.0%
Miscellaneous Income	1.06 M	1.48 M	1.10 M	0.52 M	-4.0%	-53.0%
Interest Income	0.03 M	0.04 M	0.04 M	0.03 M	3.7%	-11.9%
Impact Fees	1.89 M	1.51 M	1.55 M	1.17 M	-3.2%	-24.2%
Interfund Transfer	1.41 M	1.27 M	1.22 M	1.19 M	-2.0%	-2.0%
TOTAL REVENUES	\$106.19 M	\$108.08 M	\$107.83 M	\$113.44 M	6.0%	5.2%
EXPENSES						
Personal Services	\$28.92 M	\$29.69 M	\$32.17 M	\$36.96 M	3.6%	14.9%
Operating Expenses	29.90 M	28.78 M	30.92 M	44.74 M	3.7%	44.7%
Appropriated Reserves	0.00 M	0.00 M	0.00 M	0.00 M	-100.0%	0.0%
Debt Service	21.70 M	18.52 M	21.39 M	22.88 M	6.6%	7.0%
Capital Expenditures	1.58 M	2.42 M	3.07 M	3.23 M	9.2%	5.2%
Capital Projects	23.63 M	21.30 M	4.36 M	5.63 M	67.8%	28.9%
TOTAL EXPENSES	\$105.73 M	\$100.71 M	\$91.91 M	\$113.44 M	6.0%	23.4%

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, 2021. This year's revenue projections include a 5 percent rate increase for water and sewer sales that take effect on January 1, 2022. It also discounts the forecasted revenue based on a moderate economic recovery for the region from the COVID-19 pandemic.

Actual Revenues – FY 2012 to FY 2021



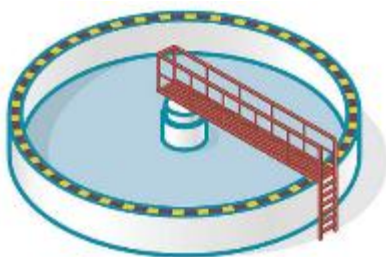
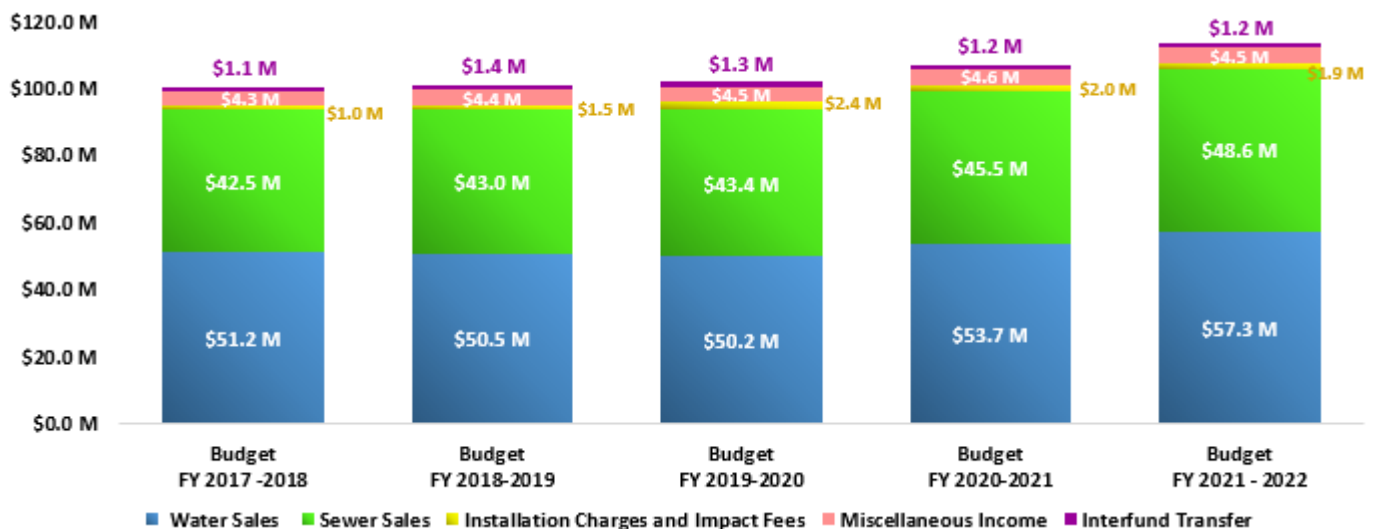


Budgetary Analysis – Revenues: Budget to Budget Comparison

(in millions)

	Budget FY 2017 - 2018	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	Budget FY 2021 - 2022	% Chg Budget FYE 21 -FYE 22
REVENUES									
Water Sales	\$51.21 M	\$50.55 M	-1.3%	\$50.17 M	-2.0%	\$53.71 M	7.1%	\$57.26 M	6.6%
Sewer Sales	42.54 M	43.04 M	1.2%	43.41 M	2.0%	45.50 M	4.8%	48.59 M	6.8%
Installation Charges	0.12 M	0.60 M	420.8%	0.88 M	654.8%	0.77 M	-12.2%	0.75 M	-2.2%
Account Service Charges	3.79 M	3.96 M	4.6%	3.96 M	4.4%	4.02 M	1.5%	3.92 M	-2.6%
Miscellaneous Income	0.50 M	0.43 M	-14.5%	0.55 M	11.1%	0.54 M	-2.5%	0.52 M	-4.0%
Interest Income	0.04 M	0.04 M	11.3%	0.03 M	-8.8%	0.03 M	2.5%	0.03 M	3.7%
Impact Fees	0.86 M	0.88 M	1.7%	1.54 M	78.4%	1.21 M	-21.2%	1.17 M	-3.2%
Interfund Transfer	1.15 M	1.41 M	23.3%	1.27 M	10.9%	1.22 M	-4.1%	1.19 M	-2.0%
TOTAL REVENUES	\$100.20 M	\$100.91 M	0.7%	\$101.80 M	1.6%	\$107.00 M	5.1%	\$113.44 M	6.0%

Annual revenues have been consistent budget year over budget year since FY 2015 – 2016 when the last rate increase was implemented. Revenue projections for FY 2021 - 2022 include the 10 percent rate increase, implemented on January 1, 2021, on base and usage for both water and sewer charges. It also includes a 5 percent rate adjustment, effective January 1, 2022. These projections were discounted to anticipate revenue shortfalls as the economy recovers from impact of 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.

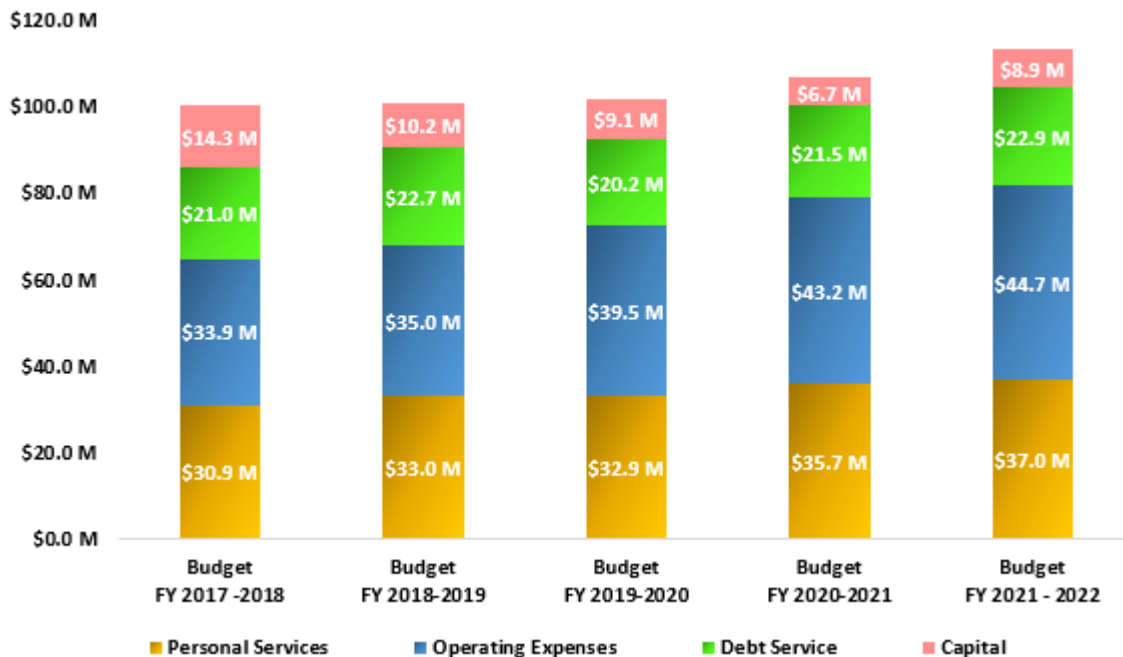




Budgetary Analysis – Expenses: Budget to Budget Comparison

(in millions)

	Budget FY 2017 - 2018	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	Budget FY 2021 - 2022	% Chg Budget FYE 21 -FYE 22
EXPENSES									
Personal Services	\$30.86 M	\$33.04 M	7.0%	\$32.92 M	6.7%	\$35.68 M	8.4%	\$36.96 M	3.6%
Operating Expenses	33.94 M	34.97 M	3.0%	39.50 M	16.4%	43.16 M	9.3%	44.74 M	3.7%
Appropriated Reserves	0.00 M	0.00 M	0.0%	0.00 M	0.0%	0.39 M	0.0%	0.00 M	-100.0%
Debt Service	21.05 M	22.65 M	7.6%	20.24 M	-3.8%	21.45 M	6.0%	22.88 M	6.6%
Capital Expenditures	1.71 M	2.89 M	69.0%	3.51 M	105.1%	2.96 M	-15.7%	3.23 M	9.2%
Capital Projects	12.64 M	7.36 M	-41.8%	5.63 M	-55.4%	3.35 M	-40.5%	5.63 M	67.8%
TOTAL EXPENSES	\$100.20 M	\$100.91 M	0.7%	\$101.80 M	1.6%	\$107.00 M	5.1%	\$113.44 M	6.0%



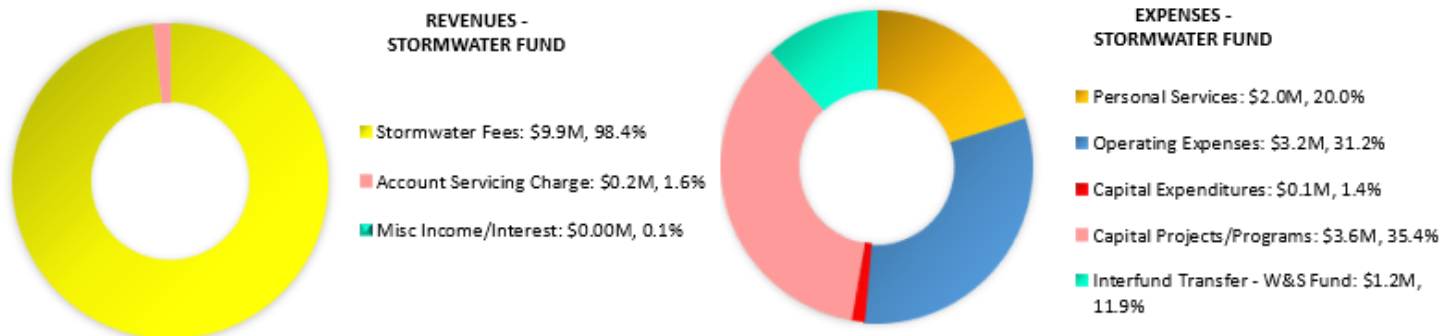


Budget Summary: Stormwater Fund

(in millions)

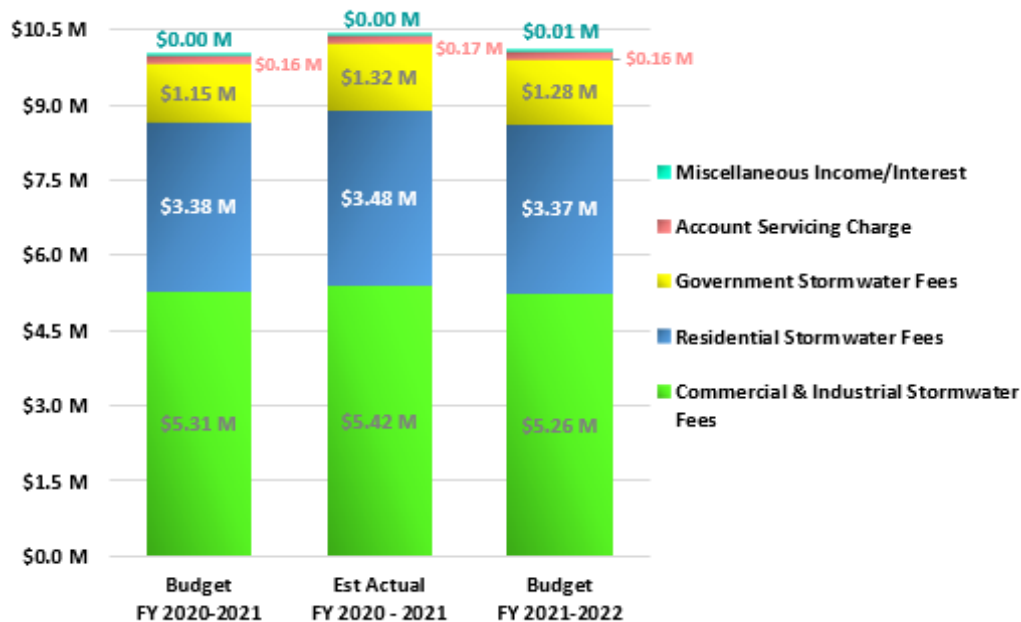
	Budget FY 2020-2021	Est Actual FY 2020 - 2021	Budget FY 2021-2022	% Chg Budget FYE 21 -FYE 22	% Chg Act FYE 2021 with Budget FY 2020-2021	% Chg Est Act FYE 21 to Budget FYE 22
REVENUES						
Stormwater Fees	\$9.83 M	\$10.23 M	\$9.92 M	0.9%	4.0%	-3.0%
Account Service Charges	0.16 M	0.17 M	0.16 M	0.0%	6.4%	-6.0%
Miscellaneous Income	0.01 M	0.01 M	0.01 M	-16.6%	4.1%	-19.9%
Grants	0.00 M	0.00 M	0.00 M	-	-	-
TOTAL REVENUES	\$10.00 M	\$10.40 M	\$10.08 M	0.8%	4.0%	-3.1%
EXPENSES						
Personal Services	\$2.02 M	\$1.71 M	\$2.02 M	-0.2%	-15.6%	18.2%
Operating Expenses	3.04 M	2.62 M	3.15 M	3.7%	-13.7%	20.1%
Debt Service	0.00 M	0.00 M	0.00 M	-	-	#DIV/0!
Interfund Transfer -W&S	1.22 M	1.22 M	1.19 M	-2.0%	0.0%	-2.0%
Capital Expenditures	0.30 M	0.50 M	0.14 M	-52.1%	69.4%	-71.7%
Capital Projects	3.42 M	3.97 M	3.57 M	4.5%	16.1%	-10.0%
TOTAL EXPENSES	\$10.00 M	\$10.02 M	\$10.08 M	0.8%	0.3%	0.6%

The 2021 - 2022 Operating and Capital Budget of \$10.1M is up \$85K or 0.8 percent from the previous budget year. The fund has benefited from increases in occupancy rates as the economy continues to improve and new construction picks up. The additional revenue generated is being invested back into the system through the maintenance of system infrastructure. Estimated actual expenses are slightly higher than budgeted because in December 2020 the Board of Directors approved moving \$539K from cash reserves into the *Stormwater Capital Projects* Fund to complete additional work needed.





Analysis of Revenues – Stormwater Fund



Revenue Budget Assumptions FY 2021 – 2022

Stormwater Fees: Fees are budgeted at \$9.9M for the upcoming fiscal year. This is \$86K or 0.9 percent higher than the prior year budget and \$306K less than estimated actual revenue of \$10.2M for April 30, 2021. The FY 2021 - 2022 Stormwater Fees were budgeted with the assumption that revenues would remain consistent with estimated actual performance and discounted by 3 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 aerials 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 updated 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.

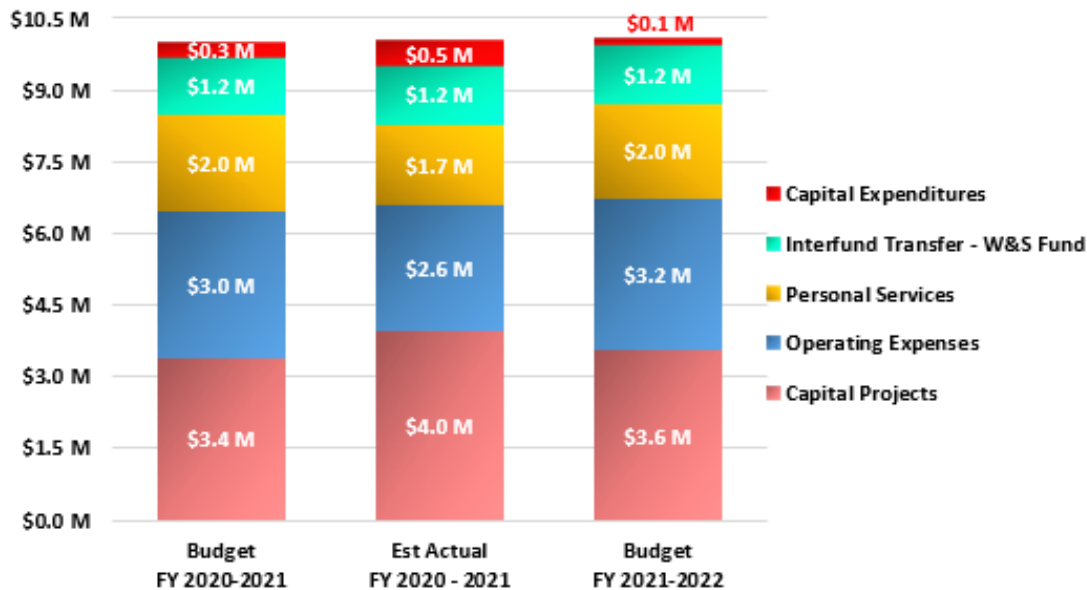
Account Service Charges are revenues associated with the fees and charges for late and delinquent payment of fees. This revenue was budgeted at \$157K for the year, which is the minimum amount received over the previous ten fiscal years actual performance. The historical average of actual performance over the last five fiscal years has averaged \$169K.

Miscellaneous Income is revenue received from the sale of scrap materials and other minor revenues and was budgeted at \$500, which is the estimated amount projected for fiscal year ending April 30, 2021. The historical average of actual performance over the last five fiscal years has averaged \$4K. However, for the fiscal year ended April 30, 2020 actual revenue for this line item was less than \$2K.

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 Expenditure Budget Assumptions FY 2021 – 2022

Personal Services

This expense category includes salaries, payroll taxes, pension and medical or related benefits and is budgeted at a combined total of \$2.0M in the FY 2021 – 2022 budget. This amount is down \$4,500 or negative 0.2 percent from the prior year budget. Estimated actual performance of \$1.7M for this category at fiscal year ending April 30, 2021 is \$310K or 18.2 percent less than the amount budgeted for the upcoming budget year. 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 \$1.5M and \$108K, respectively, combined for an overall decrease of \$9K or 0.6 percent from the previous year budget. This slight decrease is due to less overtime budgeted. Two positions were requested in the FY 2020 – 2021 budget. These positions were added to replace outside services utilized for inspections required by MS4 permits. Outside service costs for these inspections average \$400K annually. The average annual expense of the two inspection 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 expenses, health insurance and other related benefits. FY 2020 – 2021 budget has this expense category budgeted at \$239K which is \$1,600 or 0.7 percent lower than the previous year budget. Estimated actual expenses for the fiscal year ending April 30, 2021 are \$189K which is \$52K lower than the FY 2020 – 2021 budget. Actual employee benefits expense has averaged a 0 percent year over year increase for the previous five years and a 1 percent increase over the previous ten fiscal 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 these expenses.

Pension expense, a percentage of *Salaries*, increased 3.1 percent from the previous budget year and is budgeted at \$197K. 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*, are budgeted at \$3.2M and are \$111K or 3.7 percent higher than the previous budget year. Actual performance in this category is estimated at \$2.3M and is \$527K less than the FY 2021 – 2022 budget.

The *Operating Materials and Supplies* category is budgeted at \$123K and \$49K lower 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. These materials have been budgeted \$45K lower than in the prior year as more work is expected to be performed on capital projects this year than last. Other accounts in this category include *Lab Supplies*, *Tools and Shop Supplies*, *Uniforms* and *Technology and Software*. Combined changes in these expense line-items make up the additional \$4K of the total decrease in this section of expenses.

Administrative Supplies expense category includes office and janitorial supplies, printing and postage. This category was budgeted at \$18K, down \$4K from the previous year due to purchase of office furniture and general administrative supplies for the two requested positions in last year's budget.

The *Vehicle Supplies* expense is budgeted at \$54K and is down \$7K from last year's budget. This decrease takes into consideration the application of equipment and vehicle use on capital projects versus general maintenance. 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 flat with the previous year budget. This category of expenses includes electric, telephone, CCWA water, sewer and stormwater utility fees.

Maintenance and Repair expenses have been budgeted at \$23K and is \$6K lower than the previous year budget. Actual performance has averaged \$23K over the last five fiscal years and \$30K over the last ten fiscal years. 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 done in house by staff in the general services department.

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 \$2.2M this expense category is down \$274K or 11 percent from the previous year budget. *Maintenance of Collection Systems and Outfalls* is a line-item expense in this category that is budgeted in FY 2021 – 2022 at \$1.2M; a decrease of \$430K or 27 percent from the prior year budget. Expenses in this account are for maintenance work completed by outside contractors on stormwater system, which includes the cost of inspections that are required to meet Municipal Separate Storm Sewer System (MS4) permit requirements. Regulated by the Environmental Protection Agency through NPDES MS4 permits and monitored by Georgia's Environmental Protection Division, requires that 20 percent of the County's infrastructure be inspected each year to meet the 100 percent compliance requirement every five-year cycle. The decrease in this budgeted amount is because these inspections are now being completed using in-house staff as opposed to outside contractors. *Maintenance of Lakes and Rivers* is another expense line-item this category and is budgeted at \$280K which is \$30K higher than the previous budget year. This expense line-item funds various watershed work planned in FY 2021 – 2022. *Consulting Fees* are budgeted at \$603K and are up \$138K from the prior year budget. Changes in organizational initiatives from year-to-year impact variances in this expense line-item. Initiatives for the FY 2021 – 2022 budget include development of a flood response plan that is estimated at \$100K and the development of a flood mitigation plan for various areas that is estimated to cost \$160K.



The *General Expenses* category contains the expense line items of *Employee Bonding*, *Property Insurance*, *Training* and *Administrative Fees*. At \$218K, the *General Expenses* category has increased \$57K or 36 percent from the prior year budget. Administrative Fees drove the increase with \$100K budgeted for the fee associated with a \$10M GEFA loan to fund large culvert replacement and repair projects on several major roads in the County to include Southlake Parkway, Flat Shoals, Walt Stephens, and Pine Ridge. *Property Insurance* and *Employee Bonding/Liability Insurance* of \$64K decreased over the prior year budget by \$41K.

The *Accounting Charges* category contains the expense of write-offs of uncollectable revenues and credit card convenience fees. Budgeted at \$484K this category is \$394K higher than the prior year budget. The increase is due to the change in accounting methods between the previous Customer Information System (CIS), Northstar, and the newly implemented CIS, Cayenta. In Northstar, bill credits given to a couple of large Stormwater customers, were subtracted from revenue; in Cayenta, the full amount of the revenue is recorded, and the credits given to those customers are shown as a *voluntary write-off* expense in the Accounting Charges category. The impact to net position (net income) is the same. The change in accounting methodology between the two CIS system accounts for \$350K of the increase between budget years. Potential bad debt increases caused by the COVID 19 pandemic make up the additional increase in this category.

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 \$100K versus the \$102K 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 within the Water and Sewer Fund.

Debt Service

Since its inception in 2007 as a separate utility of the Clayton County Water Authority, the Stormwater Fund has never incurred any type of debt obligation. In February 2021, the Board of Directors approved an application for a \$10M Clean Water State Revolving Fund (CWSRF) loan from the Georgia Environmental Finance Authority (GEFA). The proceeds of this loan will fund large culvert replacement and repair projects on several major roads in the County. Additional terms of this loan include an interest rate of 0.13 percent with interest only payments on disbursed principal through the construction phase of the project and then monthly level principal and interest payments over a 20- year term. If all the funds are disbursed, monthly principal and interest payments of \$42K for total annual debt service of \$507K.

The FY 2021 – 2022 budget contains *Debt Service* of \$4,500 for interest only payments if one-third of the loan funds are disbursed.





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 \$73K, *Capital Equipment* is budgeted \$233K lower than the previous budget year due to the differences in the type and 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
STORMWATER FUND				
210 Stormwater Maintenance	<i>Easements:</i>			
	Easements		\$ 1,000	
	<i>Construction Equipment</i>			
	Mini-Hydraulic Excavator	\$ 65,473		
	<i>Trailers (Non-Forestry)</i>			
	Tilt Trailer		7,000	
Total Capital Equipment		\$ 65,473	\$ 8,000	\$ 73,473





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 \$3.6M compared to the previous budget year amount of \$3.4M. 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 2021 – 2022 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]	[SMP 20-207] Cured In Place Pipe (CIPP)	\$ 1,500,000
[SW005]	[SMP 20-207] Renewal and Replacement Pipe (Open-cut)	1,573,864
[SW010]	[SMP 20-206] Watershed Improvement Projects	500,000
Total Capital Projects		\$ 3,573,864

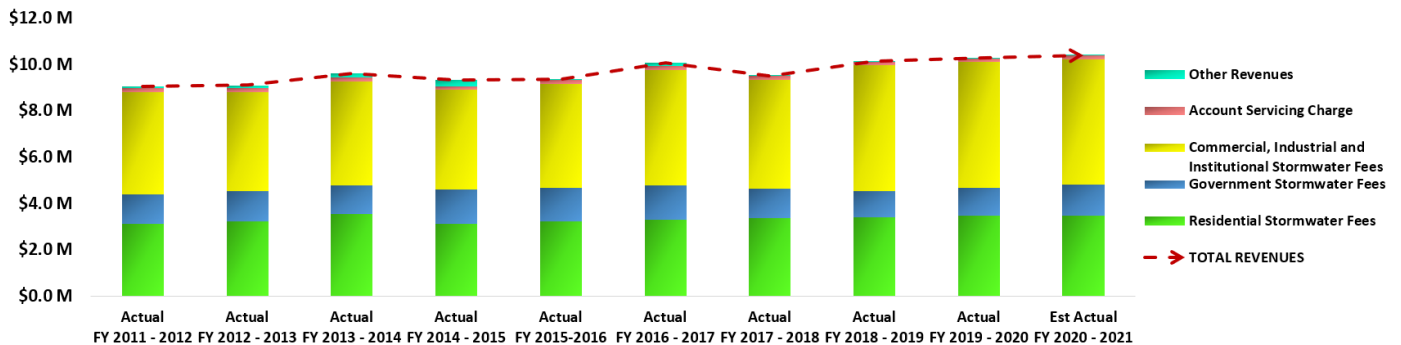




Budgetary Analysis – Revenues and Expenses: Actual Performance to Budget Comparison (in millions)

	Actual FY 2018 - 2019	Actual FY 2019 - 2020	Est Actual FY 2020 - 2021	Budget FY 2021-2022	% Chg Budget FYE 21 -FYE 22	% Chg Act FYE 2021 with Budget FY 2020-2021
REVENUES						
Stormwater Fees	\$9.96 M	\$10.09 M	\$10.23 M	\$9.92 M	0.9%	4.0%
Account Service Charges	0.17 M	0.17 M	0.17 M	0.16 M	0.0%	6.4%
Miscellaneous Income	0.01 M	0.01 M	0.01 M	0.01 M	-16.6%	4.1%
Grants	0.00 M	0.00 M	0.00 M	0.00 M	-	-
TOTAL REVENUES	\$10.14 M	\$10.27 M	\$10.40 M	\$10.08 M	0.8%	4.0%
EXPENSES						
Personal Services	\$1.54 M	\$1.62 M	\$1.71 M	\$2.02 M	-0.2%	-15.6%
Operating Expenses	2.67 M	2.54 M	2.62 M	3.15 M	3.7%	-13.7%
Debt Service	0.00 M	0.00 M	0.00 M	0.00 M	-	-
Interfund Transfer -W&S	1.41 M	1.27 M	1.22 M	1.19 M	-2.0%	0.0%
Capital Expenditures	0.46 M	0.60 M	0.50 M	0.14 M	-52.1%	69.4%
Capital Projects	4.07 M	4.59 M	3.97 M	3.57 M	4.5%	16.1%
TOTAL EXPENSES	\$10.16 M	\$10.61 M	\$10.02 M	\$10.08 M	0.8%	0.3%

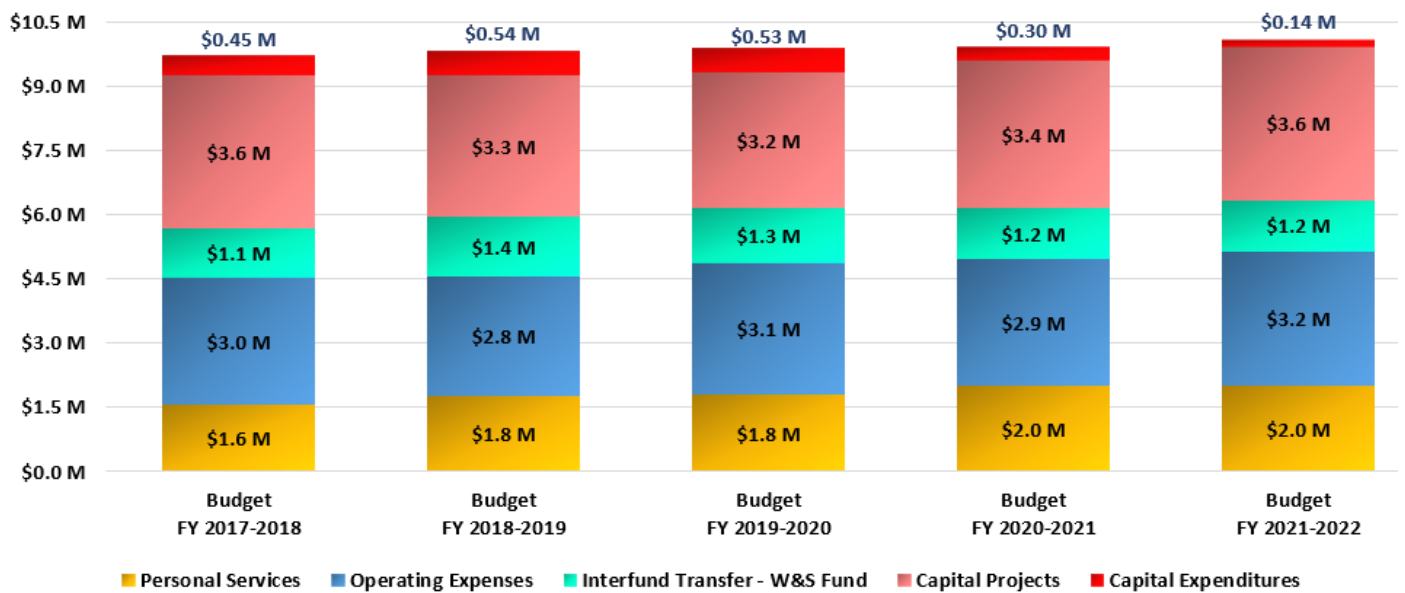
The 2021 - 2022 Operating and Capital Budget of \$10.1M is up \$85K from the previous budget year slightly lower than total actual revenues for the previous two fiscal years.





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

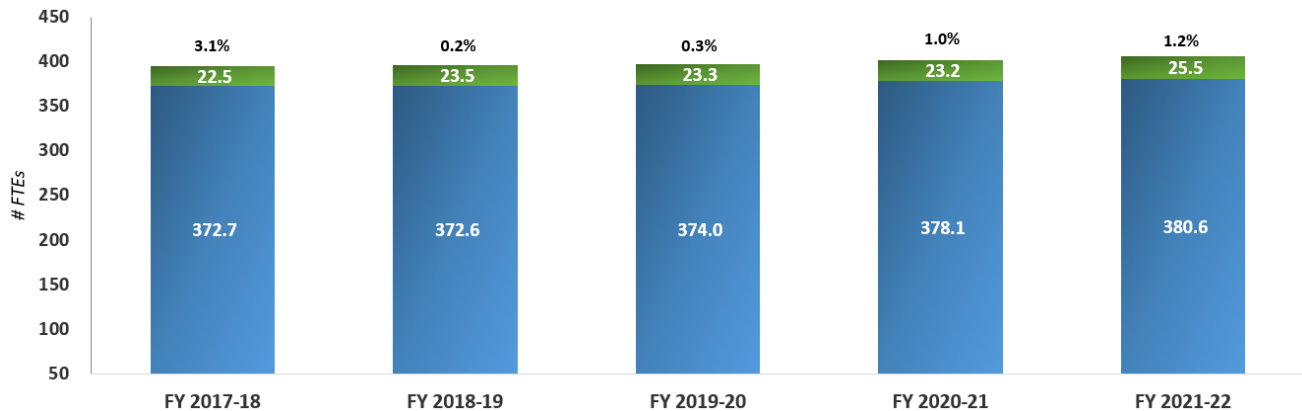
	Budget FY 2017-2018	Budget FY 2018-2019	% Chg Budget FY 18 - FY 19	Budget FY 2019-2020	% Chg Budget FY 19 - FY 20	Budget FY 2020-2021	% Chg Budget FY 20 - FY 21	Budget FY 2021-2022	% Chg Budget FY 21 - FY 22
REVENUES									
Stormwater Fees	\$9.54 M	\$9.64 M	1.0%	\$9.72 M	0.9%	\$9.83 M	1.1%	\$9.92 M	0.9%
Account Service Charges	0.16 M	0.16 M	-1.0%	0.16 M	0.0%	0.16 M	0.0%	0.16 M	0.0%
Miscellaneous Income	0.01 M	0.01 M	13.7%	0.01 M	-14.0%	0.01 M	-18.8%	0.01 M	-16.6%
Grants	0.00 M	0.00 M	-	0.00 M	-	0.00 M	-	0.00 M	-
TOTAL REVENUES	\$9.71 M	\$9.81 M	1.0%	\$9.89 M	0.8%	\$10.00 M	1.1%	\$10.08 M	0.8%
EXPENSES									
Personal Services	\$1.57 M	\$1.78 M	13.3%	\$1.81 M	1.7%	\$2.02 M	11.7%	\$2.02 M	-0.2%
Operating Expenses	2.98 M	2.78 M	6.6%	3.08 M	10.7%	3.04 M	1.5%	3.15 M	3.7%
Debt Service	0.00 M	0.00 M	-	0.00 M	-	0.00 M	-	0.00 M	-
Interfund Transfer -W&S	1.15 M	1.41 M	23.3%	1.27 M	-10.1%	1.22 M	-4.1%	1.19 M	-2.0%
Capital Expenditures	0.45 M	0.54 M	20.0%	0.53 M	-0.9%	0.30 M	-44.2%	0.14 M	-52.1%
Capital Projects	3.57 M	3.29 M	-7.6%	3.19 M	-3.0%	3.42 M	7.1%	3.57 M	4.5%
TOTAL EXPENSES	\$9.71 M	\$9.81 M	1.0%	\$9.89 M	0.8%	\$10.00 M	1.1%	\$10.08 M	0.8%





Staffing Summary

The Authority's goal is to balance the impact of new positions within the framework of the direction provided by our Board and work priorities established by management. This includes careful consideration of any staff changes to meet those work priorities and challenges as well as the impact of on service delivery to our customers. A chart denoting the most recent five-year history of the full-time equivalent (FTE) positions is below. A table is provided for an annual comparison of personnel for the current budget 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 2019-2020 Budgeted	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted
Executive Division	123.74	125.20	125.85
Water Production	33.73	35.00	36.89
Program Management and Engineering	27.66	27.66	28.59
Distribution and Conveyance	96.00	97.00	97.00
Water Reclamation	53.56	53.25	52.23
General Services	39.31	40.00	40.00
Water and Sewer Fund	374.00	378.11	380.56
Stormwater Fund	23.25	23.15	25.50
Grand Total Full-Time Employees (FTEs)	397.25	401.26	406.06

The Water and Sewer Fund staff increased by 2.45 FTEs. The Stormwater Fund increased 2.35 FTEs for an overall increase in staffing at the Authority of 4.8 FTE, or 1.2 percent. The Water and Sewer Fund added two new positions: Security Administrator to focus more on cyber security and an additional Plant Operator in Water Production. The remaining 0.45 FTE increase resulted from the net change in hours of part-time positions and interns in various departments. The Stormwater Fund added two positions in the FY 2020 – 2021 budget. These positions were added to replace outside services utilized for inspections required by the MS4 permit. 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. The additional 0.35 FTE is for an intern position.



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."

Strategic Areas

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.

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. It 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.

Project by Functional Area or Division

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%
Total Projects	147	100%	\$677,755,000	100%

Projects scheduled for FY 2021 - 2022 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](#).



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 Project List – FY 2021 – 2022](#). A portion of the scoring tool is provided as an example below.

Project Scoring Factors

Strategy	Scoring Factor
Product Quality/Quantity (PQ)	1. Impact on drinking water quality, effluent/reclaimed water quality, or stormwater quality
	2. Regulatory compliance
	3. Impact on capacity
Customer Satisfaction (CS)	1. Customer satisfaction levels
	2. Customer complaints
	3. Customer responsiveness
Employee and Leadership Development (ED)	1. Morale, retention, interest in CCWA positions
	2. Staff competency, skill levels, opportunities for leadership positions
	3. Internal customer satisfaction
Operational Optimization/Resiliency (OO)	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
Financial Viability (FV)	1. Impact on overall financial position (short or long-term)
	2. Financial Policy and Procedure Integrity/Compliance
	3. Budget Management Effectiveness
Infrastructure Stability (IS)	1. Asset Management best practices
	2. Risk of existing infrastructure - Including risk posed by climate change
	3. Technological feasibility and/or impact to IT
	4. Planned versus reactive maintenance
Stakeholder Understanding, Support and Community Sustainability (SS)	1. Ability to improve relationship with stakeholders and generate positive media coverage
	2. Improves protection of the watershed
	3. Support community economic development efforts
	4. Level of innovation



Sample Scoring Sheet

Project Name							
Project Category							
Total Benefit = 0		0Project 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
			-		-		-

A link to the **2020 Strategic Master Plan** can be found on the www.ccwa.us website here:
<https://www.ccwa.us/smpps/>



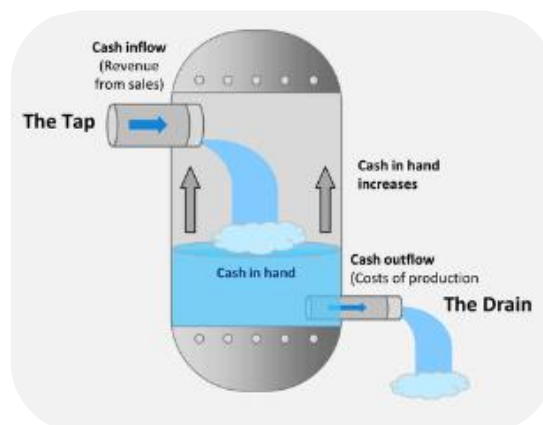
Financial Plan and Cash Flow Analysis

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.

Three primary scenarios for funding the Strategic Master Plan were reviewed in the presentation that considered various combinations of Renewal and Extension Fund (R&E 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"> •No borrowing •Funding through rate increases only 	<ul style="list-style-type: none"> •GEFA loan for Casey Solids (\$100M) •GEFA loans for large sewer rehab projects (\$30M every 5 years) •Fund remaining projects through rate increases 	<ul style="list-style-type: none"> •GEFA loan for Casey Solids (\$100M) •GEFA loans for large sewer rehab projects (\$30M every 5 years) •Private Placement Funding for Casey Liquids (\$108M) •Fund remaining projects through rate increases

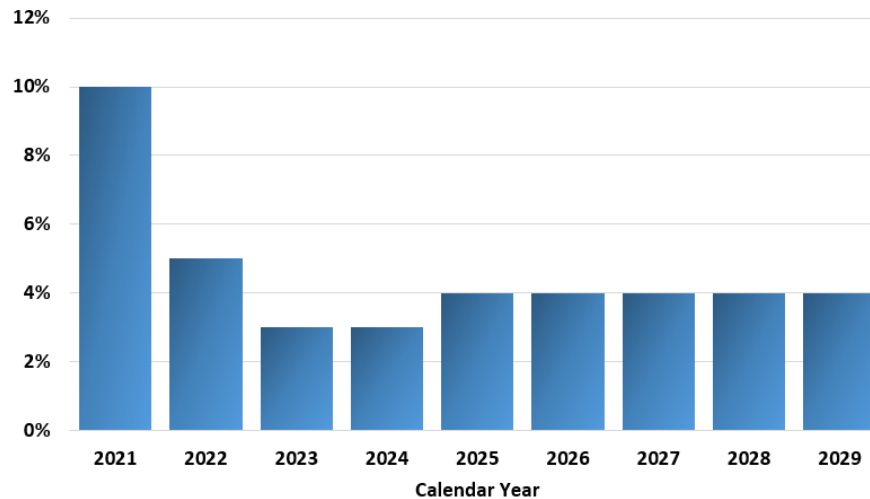
Scenario 3 was chosen as the optimal financial plan necessary to complete the capital improvement projects listed in the 2020 Strategic Master Plan. This scenario incorporated low cost debt funding to lessen the financial burden on the rate payers. The preferred plan incorporates rate increases that decline over the next 5 years along with low-cost borrowing alternatives. 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 the use of debt. In cases of large projects that will benefit multiple generations of customers, debt is considered as a more appropriate form of funding so that the multiple generations of customers who will benefit from the project, share in a portion of the cost for that benefit - [Intergenerational Equity](#).



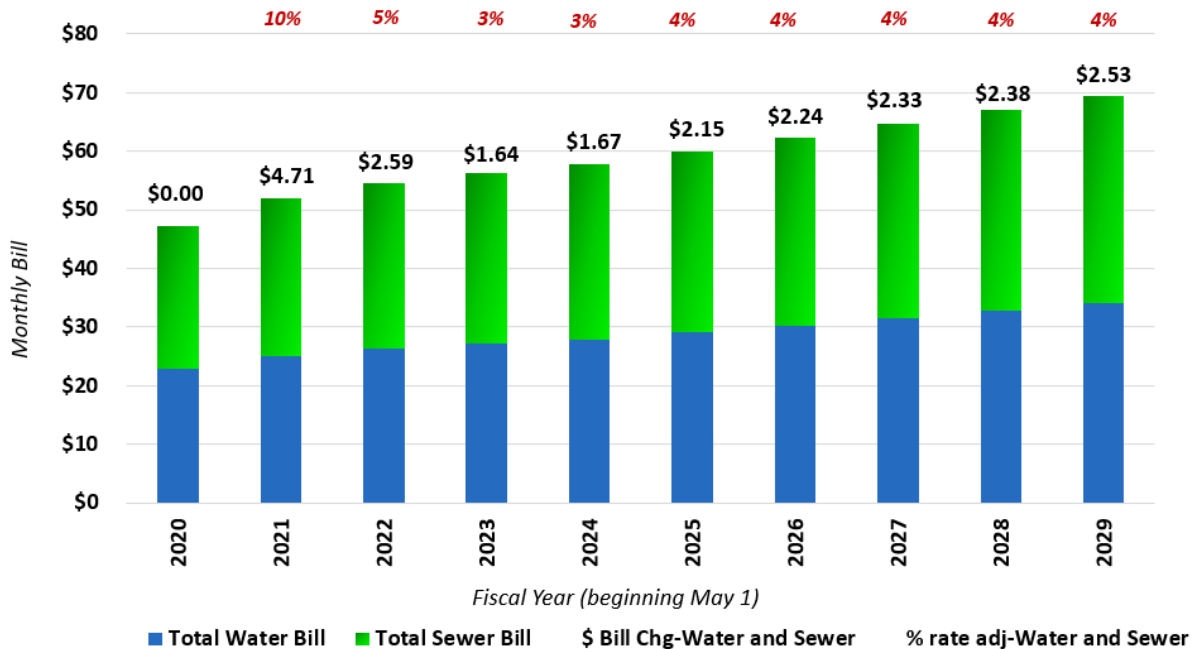


Projected Rate Adjustments

To accomplish the balanced financial approach outlined in Scenario 3 above, a 10 percent rate adjustment on both water and sewer services, for both base and usage tiers, was implemented on January 1, 2021. The FY 2021 – 2022 budget includes a 5 percent rate increase on those same services and will be effective January 1, 2022. An annual review of cash flow need based on current capital project requirements will be completed each year during the new fiscal year budget creation. Based on the FY 2021 – 2022 financial analysis, projected rate adjustments in future years can be found in the graph below.



Impact to Customer Bill – Rate Adjustments



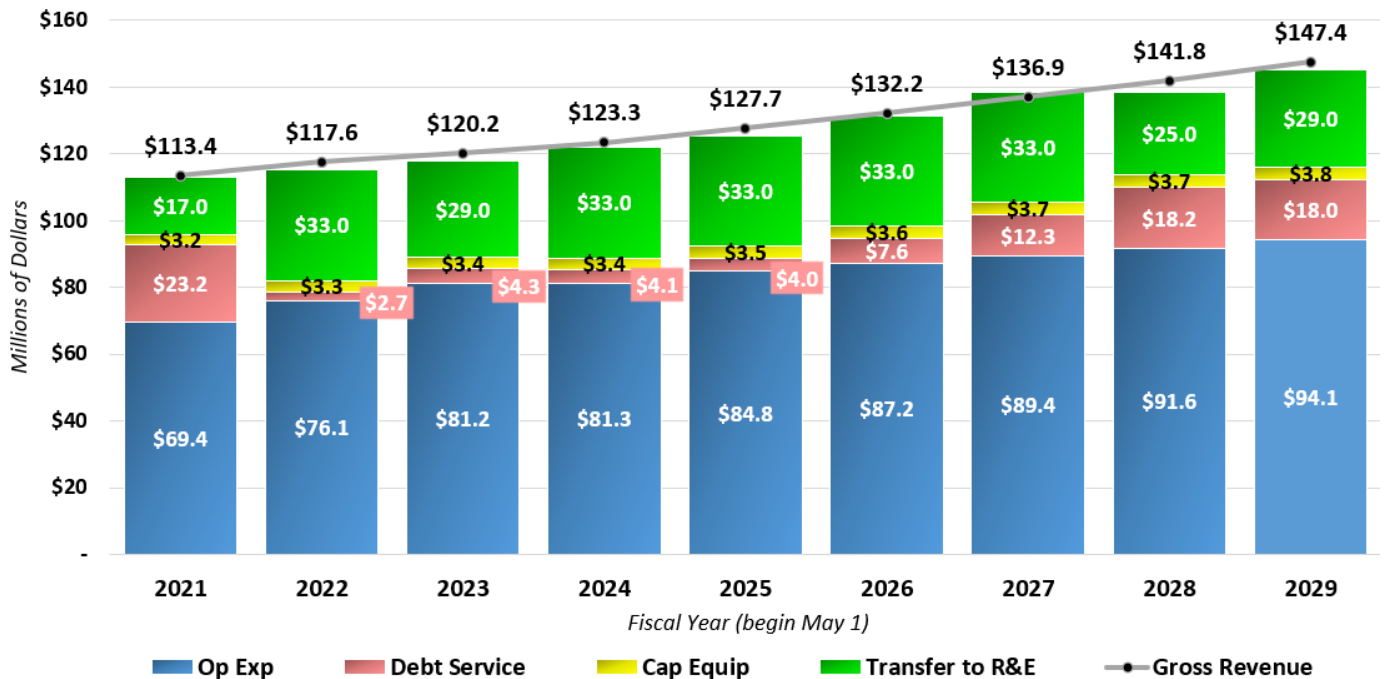
A long-term financial plan and cash flow analysis will continue to be performed annually as part of the budget process. This forecasting tool assists in determining if additional cash flow must be generated to meet projected capital projects and program needs while maintaining the debt service coverage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



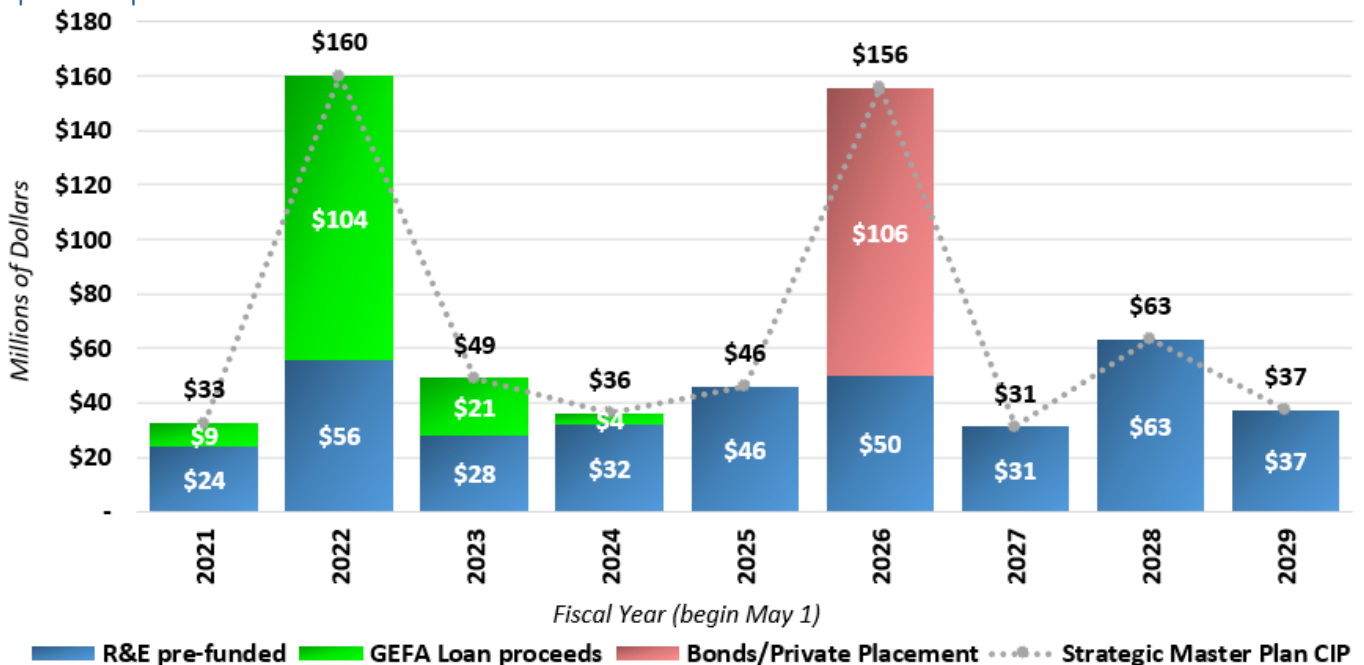
average Clayton County Water Authority's monthly bill with benchmark water utilities in the Metro-Atlanta can be found under [Water and Sewer Bill Comparison](#) in the [Demographics and Economic Outlook](#) section of this document.

Projected Gross Revenues and Expenditures

The following graph shows a summary of the projected annual forecast of gross revenues and the allocated areas of use for the fiscal years covered by the Strategic Master Plan (SMP) which include operating expenses, debt service payments, capital equipment purchases, and capital budget transfers to the Renewal and Extension Fund.



Capital Improvement Need and Cash Flow Sources

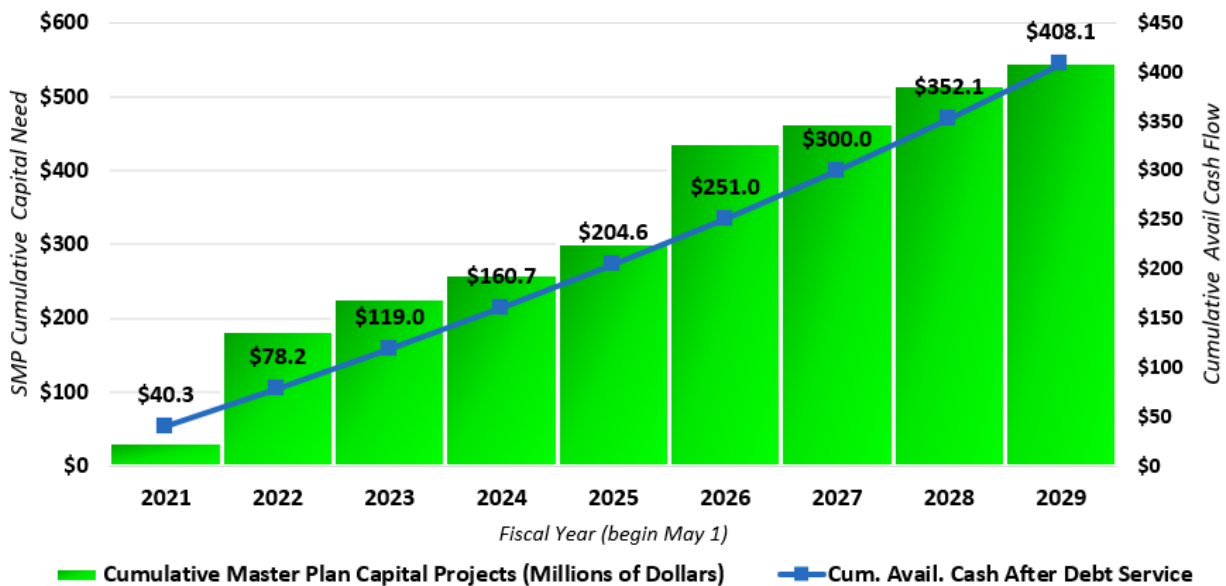




The financial analysis determined that the projects listed in the 2020 SMP could be funded by leveraging a combination of annual rate increases, low interest borrowing, accumulating cash reserves in the Renewal and Extension Fund (R&E), and project scheduling management. Because annual rate increases will be necessary to accomplish the projects outlined in the Strategic Master Plan (SMP), a portion of the financial strategy included the recommendation of increased marketing of the current affordability programs and the development of ways to expand assistance to more customers.

The graph below illustrates the cumulative capital improvement funding need (green vertical bar) in relationship to the cumulative cash flow available (horizontal blue 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 5 percent, effective January 1, 2022, 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 will be added when the last bond series is retired on May 1, 2023 in the 2023-2024 fiscal year.

It should be noted that this scenario and projections are created for general analysis and discussion purposes only. Depending on board approval, project timing, scope changes, or project elimination, 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.



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 green 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. The blue line in the graph represents the cumulative cash available for capital project funding after operating expenses and debt service payments are made. On May 1, 2023, the last bond series is retired adding \$20M to cash flow. The final debt service for the bond will be paid from the Debt Service Reserve so the FY 2022 – 2023 budget will not include the final \$21 million dollar payment.

Detail of SMP project cash flow needs for the next five fiscal years are listed by area or division and can be found in the [Capital Improvement Program \(CIP\) – Capital Projects](#) section under the subsection [Projected Capital Project Spending](#).



Projected Net Position – Water and Sewer Fund

Financial Accounting Projections:			Actual	Budget Year	Projected				
Fiscal Year Ended April 30,	2020	2021	2022	2023	2024	2025	2026	2027	
Operating Revenues	\$ 104,244,650	\$ 105,665,092	\$ 111,033,450	\$ 115,104,775	\$ 117,714,771	\$ 120,776,786	\$ 125,083,802	\$ 129,566,798	
Operating Expenses (including depreciation)	75,060,485	78,702,977	87,645,000	87,561,900	88,980,795	90,333,867	91,609,328	92,795,193	
Operating Income	\$ 29,184,165	\$ 26,962,115	\$ 23,388,450	\$ 27,542,875	\$ 28,733,976	\$ 30,442,920	\$ 33,474,474	\$ 36,771,605	
Nonoperating Revenues (Expenses)	\$ (2,518,318)	\$ (1,789,234)	\$ (1,800,000)	\$ (1,836,000)	\$ (332,343)	\$ (426,544)	\$ (531,216)	\$ (646,322)	
Income Before Contributions and Transfers	\$ 26,665,847	\$ 25,172,881	\$ 21,588,450	\$ 25,706,875	\$ 28,401,633	\$ 30,016,375	\$ 32,943,258	\$ 36,125,283	
Capital Contributions	\$ 6,137,995	\$ 6,259,900	\$ 1,207,483	\$ 1,231,633	\$ 1,256,265	\$ 1,281,391	\$ 1,307,018	\$ 1,333,159	
Transfers In	1,271,151	1,219,663	1,194,698	1,218,592	1,242,964	1,267,823	1,293,180	1,319,043	
Change in Net Position	\$ 34,074,993	\$ 32,652,444	\$ 23,990,631	\$ 28,157,100	\$ 30,900,862	\$ 32,565,589	\$ 35,543,456	\$ 38,777,485	
Beginning Net Position	508,670,049	542,745,042	575,397,486	599,388,117	627,545,217	658,446,079	691,011,668	726,555,124	
Ending Net Position	\$ 542,745,042	\$ 575,397,486	\$ 599,388,117	\$ 627,545,217	\$ 658,446,079	\$ 691,011,668	\$ 726,555,124	\$ 765,332,609	

Using some of the information from the cash flow projection on the previous page and adding financial accounting components such as depreciation and interest expense, the estimated net position was calculated for the forecasted period through the fiscal year ending 2027. Net Position at April 30, 2020 was \$542,745,042 and is projected to increase by \$32,652,444 to \$575,397,486 for the fiscal year ending 2021. Net Position is forecasted to increase by another \$189,935,123 to \$765,332,609 by the fiscal year ending April 30, 2027, due to the accumulated increases in capital assets, less annual depreciation, and the 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.

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.

Of the \$22.9M budgeted in the Water and Sewer Fund for **Debt Service** in the FY 2021 – 2022 budget, \$2.33M was budgeted for the monthly principal and Interest payments of GEFA loans and \$20.55M was budgeted for the principal and interest payment for the 2012 Revenue Bond. This amount represents the transfers from the Water and Sewer Fund into the sinking fund bank account for the remaining revenue bond series the Authority has 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 this account will be disbursed on November 1 and May 1 to cover any bond related expenditures. The Authority’s outstanding revenue bond has 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, 2021. 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 Service and a rating of Aa2 from Moody's Investors Service.

Revenue Bond	Interest Rate	Issue Date	Maturity	Amount of Bonds		
				Issued	Retired	Outstanding
2011 Series	2.00 - 5.00%	2011	2020	\$ 13,190,000	\$ 13,190,000	\$ -
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	-
Total				\$ 86,440,000	\$ 30,205,000	\$ 56,235,000

SERIES 2011 WATER AND SEWERAGE REFUNDING REVENUE BONDS

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





As of April 30, 2021, 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
2022	\$ 17,965,000	\$ 2,209,975	\$ 20,174,975
2023	18,705,000	1,409,375	20,114,375
2024	19,565,000	489,125	20,054,125
Total	\$ 56,235,000	\$ 4,108,475	\$ 60,343,475

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 on April 30, 2021, is \$1.3M with the final monthly payment on March 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 on April 30, 2021, is \$2.1M 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.

For Fiscal Years Ending April 30,	Principal	Interest	Total Payments
2022	\$ 701,808	\$ 95,839	\$ 797,647
2023	723,154	74,493	797,647
2024	745,059	52,588	797,647
2025	767,879	29,767	797,646
2026	575,657	7,552	583,209
Total	\$ 3,513,557	\$ 260,2393	\$ 3,773,796





Projected Debt Service Coverage - Water and Sewer Fund

The projected debt service and *Debt Service Coverage Ratio* is shown for the forecasted period through fiscal year ending 2027 using the cash flow generated by a 5 percent rate increase effective January 1, 2022.

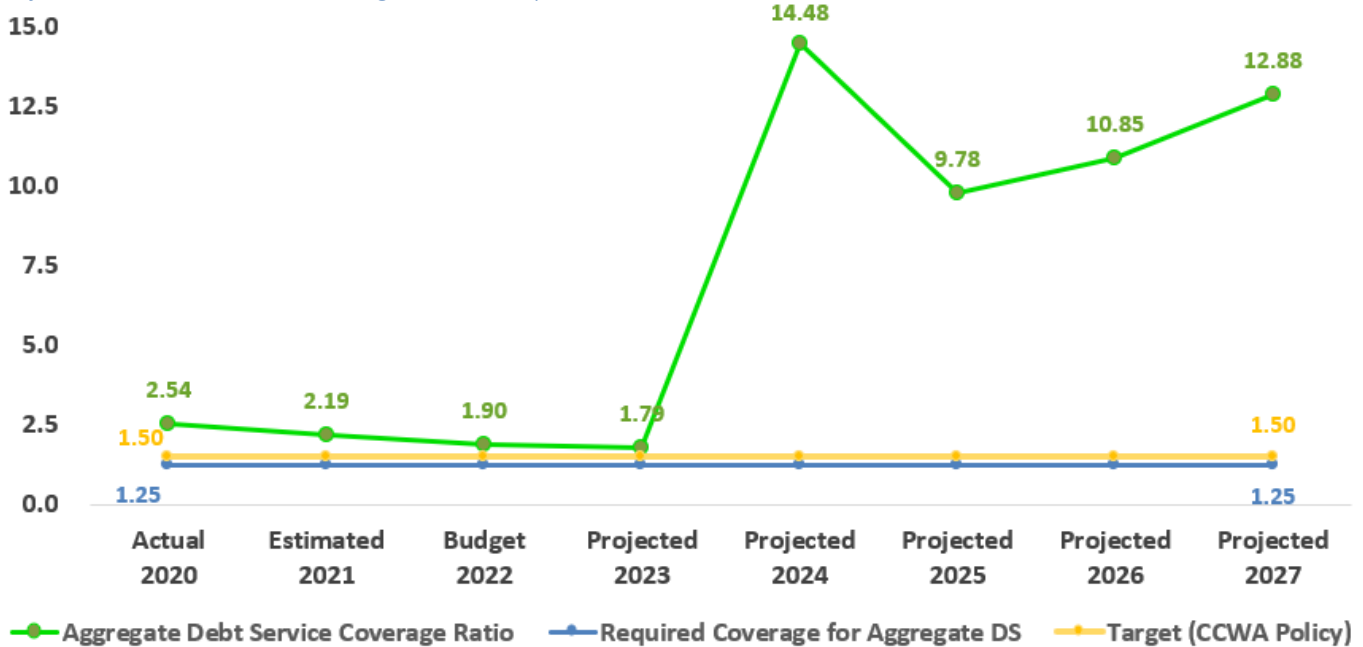
Projected Debt Payments, Cash Flow and Debt Service Coverage

The table below shows the impact of the projected rate increases on Gross Revenue, changes in Operating Expenses, changes in Annual Debt Service on the Debt Service Coverage Ratio through fiscal year 2026 – 2027.

	Rate Increases		10.0%	5.0%	3.0%	3.0%	4.0%	4.0%	4.0%
Fiscal Year Ending April 30,	Actual	Estimated	Budget	Projected	Projected	Projected	Projected	Projected	Projected
2020	2021	2022	2023	2024	2025	2026	2027		
Debt Service Coverage									
Gross Revenues (including impact fees)	\$109,720,907	\$105,665,092	\$113,447,000	\$117,555,000	\$120,214,000	\$123,326,000	\$127,684,000	\$132,219,000	
Less: Operating Expenses	\$58,536,000	\$58,542,000	\$69,445,000	\$76,062,000	\$81,186,000	\$81,309,000	\$84,835,000	\$87,153,000	
Net Cash Flow Available for Debt Service	\$51,184,907	\$47,123,092	\$44,002,000	\$41,493,000	\$39,028,000	\$42,017,000	\$42,849,000	\$45,066,000	
Bond Annual Debt Service	\$19,280,000	\$20,544,000	\$20,546,000	\$20,543,250	\$0	\$0	\$0	\$0	
GEFA Loan Debt Service	\$854,708	\$982,947	\$2,597,890	\$2,620,690	\$2,694,790	\$4,295,964	\$3,949,232	\$3,498,318	
Total Annual Debt Service	\$20,134,708	\$21,526,947	\$23,143,890	\$23,163,940	\$2,694,790	\$4,295,964	\$3,949,232	\$3,498,318	
Aggregate Debt Service Coverage Ratio	2.54	2.19	1.90	1.79	14.48	9.78	10.85	12.88	

On May 1, 2023, the last bond series is retired adding \$20M to cash flow. The final debt service for the bond will be paid from the Debt Service Reserve so the FY 2022 – 2023 budget will not include the final \$21 million dollar payment. However, the calculation of the debt service coverage ratio includes the final Series 2012 Bond debt service.

Projected Debt Service Coverage Ratio Graph



The graph above displays 1) the required coverage to meet bond and GEFA loan covenants of 1.25x, 2) the Authority's target coverage of 1.50x, and 3) the projected debt service coverage for the FY 2021 – 2022 budget year and the five fiscal years that follow.



Projected Net Position – Stormwater Fund

Financial Accounting Projections:			Actual		Budget Year	Projected				
Fiscal Year Ended April 30,	2020	2021	2022	2023	2024	2025	2026	2027		
Operating Revenues	\$ 10,265,459	\$ 10,598,977	\$ 10,076,448	\$ 10,227,595	\$ 10,381,009	\$ 10,536,724	\$ 10,694,775	\$ 10,855,196		
Operating Expenses (including depreciation)	7,522,048	7,896,490	8,666,341	8,796,336	8,928,281	9,062,205	9,198,138	9,336,111		
Operating Income	\$ 2,743,411	\$ 2,702,487	\$ 1,410,107	\$ 1,431,259	\$ 1,452,727	\$ 1,474,518	\$ 1,496,636	\$ 1,519,086		
Nonoperating Revenues (Expenses)	(72,204)	269,127	693	(67,000)	(68,340)	(69,707)	(71,101)	(72,523)		
Income Before Contributions and Transfers	\$ 2,671,207	\$ 2,971,614	\$ 1,410,800	\$ 1,364,259	\$ 1,384,387	\$ 1,404,812	\$ 1,425,535	\$ 1,446,563		
Capital Contributions	\$ 2,246,148	\$ 775,339	\$ 300,000	\$ 530,000	\$ 200,000	\$ 400,000	\$ 357,000	\$ 200,000		
Transfers Out	(1,271,151)	(1,219,663)	(1,194,698)	(1,218,592)	(1,242,964)	(1,267,823)	(1,293,180)	(1,319,043)		
Change in Net Position	\$ 3,646,204	\$ 2,527,290	\$ 516,102	\$ 675,667	\$ 341,424	\$ 536,989	\$ 489,356	\$ 327,520		
Beginning Net Position	\$ 54,247,439	\$ 57,893,643	\$ 60,420,933	\$ 60,937,035	\$ 61,612,701	\$ 61,954,125	\$ 62,491,113	\$ 62,980,469		
Ending Net Position	\$ 57,893,643	\$ 60,420,933	\$ 60,937,035	\$ 61,612,701	\$ 61,954,125	\$ 62,491,113	\$ 62,980,469	\$ 63,307,989		

The projected net position above assumes that operating expenses will grow an average of 1.5 percent annually. The Stormwater Fund has recently incurred its first debt obligation. 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 2 percent each year through fiscal year ending 2027.

Ending Net Position at fiscal year-end April 30, 2020 was \$57,893,643 and projected to increase by \$5,414,346 to \$63,307,989 by fiscal year ending 2027 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.





Projected Debt Service Coverage - Stormwater Fund

The projected debt service and *Debt Service Coverage Ratio* is shown for the forecasted period through fiscal year ending 2027.

In May 2021, the Stormwater Fund was awarded a Georgia Environmental Finance Authority (GEFA) loan for up to \$10 million with an interest rate of 0.13 percent for a period of 20 years. This loan will fund major culvert repair and replacements in the County. Interest only payments will be made on principal disbursed during the construction period. When construction is completed, or all funds are fully drawn, level fixed amortization payments will be made monthly for 20 years. If the total \$10 million is drawn, monthly payments will be \$42,213 with annual debt service totaling \$506,555. This is the first long-term debt incurred by the Fund.

Projected Debt Payments, Cash Flow and Debt Service Coverage

The table below shows the Debt Service Coverage Ratio through fiscal year 2026 – 2027.

Fiscal Year Ended April 30,	Actual 2020	Projected 2021	Budget Year 2022	2023	2024	Projected 2025	2026	2027
Cash Flows from Current Operations								
Operating Revenues	\$10,265,459	\$ 10,399,900	\$ 10,081,641	\$10,081,641	\$10,081,641	\$10,081,641	\$10,081,641	\$10,081,641
Less: Operating Expenses (net Depr)	3,954,887	4,073,534	4,195,740	4,258,676	4,322,556	4,387,394	4,453,205	4,520,003
Cash Flows from Operations	\$ 6,310,572	\$ 6,326,367	\$ 5,885,902	\$ 5,822,966	\$ 5,759,086	\$ 5,694,247	\$ 5,628,436	\$ 5,561,638
Non-Operating Revenues (Expenses)								
Intergovernmental Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest Income	9,370	7,610	5,193	5,193	5,193	5,193	5,193	5,193
Interest Expense	-	-	4,500	-	-	-	-	-
Operating Transfers Out -to Water and Sewer	(1,271,151)	(1,219,663)	(1,194,698)	(1,218,592)	(1,242,964)	(1,267,823)	(1,293,180)	(1,319,043)
Available Cash Flows	\$ 5,048,791	\$ 5,114,313	\$ 4,700,897	\$ 4,609,567	\$ 4,521,315	\$ 4,431,617	\$ 4,340,450	\$ 4,247,788
Existing Long-Term Debt Service:								
Existing Bond Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Existing GEFA Debt Service	-	-	-	-	-	-	-	-
Existing Long-Term Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Proposed Debt Service								
Proposed New Debt			\$ -	\$ -	\$ -	\$ 506,555	\$ 506,555	\$ 506,555
Interest Only Annual Payment			4,333	8,667	13,000	-	-	-
Proposed Additional Obligations	\$ -	\$ -	\$ 4,333	\$ 8,667	\$ 13,000	\$ 506,555	\$ 506,555	\$ 506,555
Total Proposed Obligations	\$ -	\$ -	\$ 4,333	\$ 8,667	\$ 13,000	\$ 506,555	\$ 506,555	\$ 506,555
Debt Service Coverage	N/A	N/A	1084.82	531.87	347.79	8.75	8.57	8.39

Projected Debt Service Coverage Ratio Graph

Debt Service Coverage when the Georgia Environmental Finance Authority loan goes into repayment will be approximately 8.5x.

Fiscal Year Ended April 30,	Actual 2020	Projected 2021	Budget Year 2022	Projected 2023	Projected 2024	Projected 2025	Projected 2026	Projected 2027
Debt Service Coverage Ratio	N/A	N/A	1084.82	531.87	347.79	8.75	8.57	8.39





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 2019 - 2020	Actual 2018 - 2019	Actual 2017 - 2018	Actual 2016 - 2017
SUPERIOR PRODUCT QUALITY							
1	Meet all applicable regulatory requirements	% compliance with NPDES permits	WR	100%	100%	100%	100%
		% compliance with Water Production permits	WP	100%	100%	100%	100%
		% compliance with MNGWPD Plan (Jan)	PME	100%	91%	93%	100%
2	Potable water quality that meets customer expectations	# discoloration complaint calls (CCWA issue)	DC	< 200/Yr. - Reduce 10%/Yr.	113	84	236
		# water Taste and Odor complaint calls (CCWA issue)	DC	< 25/Yr. - Reduce 10%/Yr.	20	17	301
3	Improve the quality of Clayton Co. water resources	% compliance with MS4 Permit (Sep.)	SW	100%	100%	100%	100%
		Miles of water quality non-attainment streams (Sep.)	SW	< 65	66	65	65
EXCEED CUSTOMER EXPECTATIONS							
4	Improve customer experience	% customers calls that are abandoned	CS	< 3% / Month	2%	2%	1%
		% days the call abandonment rate <3%	CS	> 80% / Month	81%	85%	90%
		% meters accurately read	CS	> 99.98% / Month	100%	100%	100%
		% site visits within 2 hours of customer call	DC	> 90% / Month	92%	92%	94%
		% site visits within 24 hours of customer call	SW	> 90% / Month	79%	91%	96%
		# callers using IVR	CS	> 4,000 /Month	7,998	8,256	8,561
		# customers using eCare	CS	> 8,000/Month	22,451	20,067	16,275
		% customer calls within 35 seconds	CS	> 60% / Month	74%	76%	83%
		% customers billed within 29-31 days of usage	CS	> 90% / Month	100%	100%	99%
		# low pressure complaints	DC	< 20 / Year	9	10	15
5	Minimize potable water service disruptions	% downtime for production plant and repump stations	WP	1% / Month	0.20%	0.0%	
		% maintenance related water service disruptions < 4 hours	DC	> 80% / Month	90%	83%	
6	Minimize customer sewer backups	Expense for sewer backup claims	DC	< \$200,000 / Year	\$104,192	\$79,345	
		# sewer backup damage claims	DC	< 20 / Year	9	13	
7	Complete all property restorations in 14 days	% property restorations completed < 14 days	DC	100% / Month	74%		



Strategies: 8 through 16

Service Level Goal	Key Performance Indicator (KPI)	Division	Target	Actual 2019 - 2020	Actual 2018 - 2019	Actual 2017 - 2018	Actual 2016 - 2017
PROVIDE EMPLOYEE DEVELOPMENT							
8 Provide effective employee training and development	% DC employees with required certifications (Apr)	DC	100% / Year	96%	100%	100%	96%
	% SW employees with required certification (Apr)	SW	100% / Year	100%	100%	100%	100%
	% WP employees with required licenses (Apr)	WP	100% / Year	100%	100%	100%	100%
	% WR employees with required licenses (Apr)	WR	100% / Year	100%	100%	100%	100%
9 Provide CCWA employee opportunity for advancement	% key position non-entry level positions filled within (Apr)	HR	> 80% / Year	72%	72%	79%	86%
	% Supervisors with completed competency assessment (Apr)	HR	100% / Year	0%	6%	90%	100%
10 Satisfaction with working environment, challenge and opportunities	% non-retirement voluntary turnover (Apr)	HR	< 5% / Year	3%	4%	3%	1%
11 Manage safety to minimize accidents	# of Employee non-lost time injuries	RM	< 23.4 / Year	13	22	12	15
	# Employee lost time injuries	RM	< 11.2 / Year	4	2	3	8
	# of CCWA at-fault equip accidents	RM	< 12 / Year	7	18	14	20
	# of CCWA at-fault vehicle accidents	RM	< 12 / Year	15			
12 Timely/targeted employee communications	% Newsletter distributed by the 5th of the month	PIO	100%	100%	100%	100%	67%
OPTIMIZE OPERATIONS							
13 Reasonable Cost of Service	Water loss based on 12 mo. running avg. - prior month	WP	< 9% / Month	8.2%	Min: 8.15% Max: 11.18%	7.35% Max: 9	8%
	\$/mile of SW system pipe maintained (Apr)	SW	< \$3,000	\$2,529	\$3,063	\$2,464	\$2,710
	\$/acct. of wastewater collection system pipe maintained (Apr)	DC	< \$373	\$72	\$89	\$80	\$82
	\$/acct. of water distribution system pipe maintained (Apr)	DC	< \$408	\$87	\$96	\$82	\$91
	IT operating cost ratio per million dollars in revenue (Apr)	IT	< 4.10%	3.52%	2.80%	2.40%	2.29%
	IT operational cost per user (Apr)	IT	< \$8,400	\$7,988	\$7,988	\$6,748	\$6,064
	% of budget (Apr)	WP	< 95%	86%	86%	92%	88%
	% of budget (Apr)	WR	< 95%	81%	84%	87%	92%
	% of budget (Apr)	SW	< 95%	77%	84%	83%	85%
	% of budget (Apr)	DC	< 95%	90%	98%	89%	85.1%
	\$/kGal produced (Apr)	WP	< \$1.00	\$0.87	\$0.82	\$0.98	\$0.81
	\$/kGal reclaimed (Apr)	WR	< \$2.00	\$1.41	\$1.34	\$1.57	\$1.64
14 Minimize Water System Losses	\$ of water/sewer service as % MHI (Jan)	FIN	< 2%	1.3%	1.3%	1.4%	1.4%
	AWWA Infrastructure Leakage Index (Apr)	WP	< 1.35	1.07	1.03	1.03	0.69
15 Provide Minimum Down Time for CCWA's Fleet	Fleet work orders completed within 7 days	GS	> 80%	93%	95%	96%	97%
	Fleet maintenance cost to fleet asset value	GS	< 25%	23%	25%	10%	7%
16 Maximize computer system availability	% unplanned downtime during business hours	IT	< 1% of Business Hours	0.1%	0.0%	0.1%	0.2%



Strategies: 17 through 22

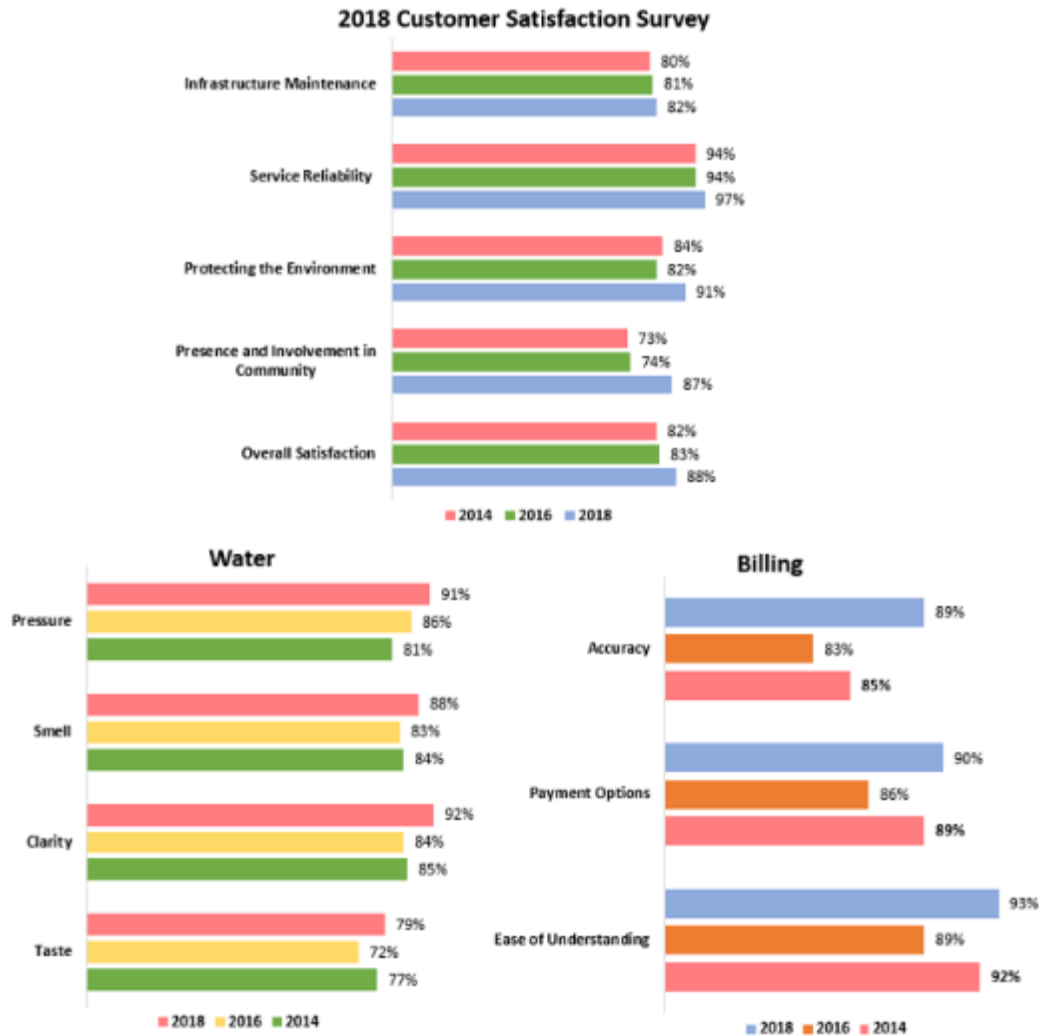
Service Level Goal	Key Performance Indicator (KPI)	Division	Target	Actual 2019 - 2020	Actual 2018 - 2019	Actual 2017 - 2018	Actual 2016 - 2017
ENSURE FINANCIAL VIABILITY							
17 Develop a Sustainable Annual Budget	% of water/sewer budget (Apr)	FIN	< 95%	83%	82%	87%	84%
	% SMP projects funded in next FY (Apr)	PME	< 80%	51%	50%	54%	49%
18 Provide financing for the "Pay-As-You-Go" capital plan	Debt Service Coverage Ratio	FIN	> 1.5x	2.66	2.49	2.84	2.73
19 Maximize revenue collection vs. bad debt write-offs	Percentage of bad debt to sales	CS	< 1.5%	1.2%	1.0%	1.2%	1.0%
INFRASTRUCTURE SUSTAINABILITY							
20 Implement asset management practices	Facilities work orders completed within 7 days	GS	> 80%	77%	77%	82%	80%
	Facilities maintenance cost to asset value	GS	< 25%	9%	8%	7%	7%
	# water main breaks per 100 miles of pipe (Apr)	DC	< 11 / Year	5.4	5	5.2	7.5
21 Provide a sustainable water supply	# water main leaks per 100 miles of pipe (Apr)	DC	< 25 / Year	6.6	8.1	12.6	11.4
	% reservoir storage capacity	WP	> 90%	100%	98%	95%	87%
	Value of water services claims paid	DC	< \$50,000 / Year	\$0	\$5,589	\$1,157	\$9,407
22 Provide adequate treatment capacity	% utilized capacity at Casey WRRF	WR	< 80%	64%	65%	57%	55%
	% utilized capacity at Northeast WRF	WR	< 80%	74%	68%	40%	36%
	% utilized capacity at Shoal Creek	WR	< 80%	46%	50%	38%	34%
	% sewer lines with adequate capacity (Apr)	PME	> 75%	97%	62%	62%	64%

Strategies: 23 through 26

Service Level Goal	Key Performance Indicator (KPI)	Division	Target	Actual 2019 - 2020	Actual 2018 - 2019	Actual 2017 - 2018	Actual 2016 - 2017
STAKEHOLDER SUPPORT							
23 Environmental Stewardship and Sustainability	# low flow plumbing kits distributed	CS	> 1,000 / Year	13	1,008	827	1,056
	# SSOs to state waters	DC	< 40 / Year	81	31	44	30
	# toilet rebates	CS	> 400 / Year	40	418	240	284
	WR Carbon footprint status - Mton/yr. as CO2 (e) (Jan)	WR	n/a	4.3	4.60	4.71	4.25
	Per capita water use in gpcd (Jan)	WP	< 90 gpcd	89	89	95	94
	% beneficial reuse of biosolids (Jan)	WR	100%	100%	100%	100%	100%
24 Timely/targeted customer communications	# new website visits	PIO	> 100,000 / Year	250,030	N/A	416,842	205,826
	# unique website hits	PIO	> 120,000 / Year	180,042	N/A	419,406	244,979
	# educational bill inserts issued (Apr)	PIO	> 7 / Year	10	2	10	11
	# positive media releases issued (Apr)	PIO	> 16 / Year	32	4	34	31
25 Promote Community Involvement & Pride	CCWA staff who have participated in community events (Apr)	PIO	> 75 / Year	210	49	102	128
	Community events CCWA staff have participated in (Apr)	PIO	> 25 / Year	59	14	44	41
	# residents reached through public education events (Apr)	PIO	> 8,000 / Year	16,923	2,540	11,796	10,572
26 Business Opportunity Development	Dollars spent with SLBE Firms during the FY (Apr)	PRO	\$12,000,000	\$12,237,660	12,510,547	10,315,743	7,728,341



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 at a Board Meeting open to the public.



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

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

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

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

Budget Calendar

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



Rates and Charges

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

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

Rate Objectives

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

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

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

Monthly Service Charges

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

Stormwater Fees

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



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

Adopted Retail Water Rates

The summary of **Approved Retail Water Rates** reflects water rates per 1,000 gallons approved by the Board. There was a 10 percent increase that went into effect on January 1, 2021 and a 5 percent increase will go into effect on January 1, 2022. These increases are applied to both water and sewer services, on to base and tier rates. These increases have been taken into consideration for the current budget year, FY 2021 – 2022.

January 2021					
Description	Usage	Water		Sewer	
		Base Rate	Tier Rate	Base Rate	Tier Rate
Residential					
5/8" meter		\$11.05		\$11.80	
Tier 1	0k-3k		\$2.60		\$2.82
Tier 2	4k-7k		\$6.24		\$6.63
Tier 3	8k-20k		\$7.73		\$6.63
Tier 4	>20k		\$9.28		\$6.63
Commercial / Industrial					
5/8" meter		\$11.05		\$11.80	
3/4" meter		\$11.69		\$12.47	
1" meter		\$14.94		\$15.74	
1.5" meter		\$25.98		\$39.35	
2" meter		\$51.95		\$78.70	
3" meter		\$77.93		\$118.05	
4" meter		\$97.42		\$146.90	
6" meter		\$145.47		\$220.35	
8" meter		\$181.84		\$275.44	
10" meter		\$218.21		\$330.52	
Tiers for all commercial meter sizes					
Tier 1	1k-3k		\$3.57		\$3.94
Tier 2	>3k		\$6.24		\$6.63
Note: Tier 1 applies to 5/8", ¾", and 1" only					
Other					
Irrigation			\$9.28		
MFC/UFC			\$6.25		
2"		\$4.11			
4"		\$9.20			
6"		\$14.14			
8"		\$27.10			
10"		\$35.48			
12"		\$42.50			
16"		\$49.71			
Hydrant Meter		\$77.94	\$6.25		
Raw Water					
Tier 1	0-15k		\$0.57		
Tier 2	16k-31k		\$1.38		
Tier 3	32k -47k		\$1.69		
Tier 4	> 47k		\$2.04		
Minimum			\$3.91		

January 2022					
Description	Usage	Water		Sewer	
		Base Rate	Tier Rate	Base Rate	Tier Rate
Residential					
5/8" meter		\$11.60		\$12.39	
Tier 1	1k-3k		\$2.73		\$2.96
Tier 2	4k-7k		\$6.55		\$6.96
Tier 3	8k-20k		\$8.12		\$6.96
Tier 4	>20k		\$9.74		\$6.96
Commercial / Industrial					
5/8" meter		\$11.60		\$12.39	
3/4" meter		\$12.27		\$13.09	
1" meter		\$15.69		\$16.53	
1.5" meter		\$27.28		\$41.32	
2" meter		\$54.55		\$82.64	
3" meter		\$81.83		\$123.95	
4" meter		\$102.29		\$154.25	
6" meter		\$152.74		\$231.37	
8" meter		\$190.93		\$289.21	
10" meter		\$229.12		\$347.05	
Tiers for all commercial meter sizes					
Tier 1	1k-3k		\$3.75		\$4.14
Tier 2	>3k		\$6.55		\$6.96
Note: Tier 1 applies to 5/8", ¾", and 1" only					
Other					
Irrigation			\$9.74		
MFC/UFC			\$6.56		
2"		\$4.32			
4"		\$9.66			
6"		\$14.85			
8"		\$28.46			
10"		\$37.25			
12"		\$44.63			
16"		\$52.20			
Hydrant Meter		\$81.84	\$6.56		
Raw Water					
Tier 1	0-15k		\$0.60		
Tier 2	16k-31k		\$1.45		
Tier 3	32k -47k		\$1.77		
Tier 4	> 47k		\$2.14		
Minimum			\$4.11		



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 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services	\$ 29,051,745	\$ 34,798,778	\$ 35,914,080
Operating Expenditures	30,383,943	44,042,977	45,737,811
Debt Service	135,267	224,663	300,883
Capital Outlay	17,676,010	20,545,670	20,546,600
Other Financing Uses	2,422,653	2,959,695	3,231,308
Total Appropriations	<u>\$ 79,669,618</u>	<u>\$ 102,571,783</u>	<u>\$ 105,730,682</u>

Budget Detail by Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ 20,157,415	\$ 22,780,718	\$ 23,674,040
Overtime Pay	893,753	969,074	947,029
F.I.C.A.	1,535,963	1,708,158	1,779,975
Pension	2,850,058	4,804,333	4,881,505
Employee Benefits	3,614,556	4,536,495	4,631,531
Operating Expenditures:			
Operating Materials & Supplies	4,851,434	5,999,906	7,041,856
Vehicle Supplies	405,025	507,579	480,676
Administrative Supplies	196,138	326,361	283,701
Safety Supplies	66,849	109,557	111,707
Special Purchases	105,491	3,539,595	2,335,186
Utilities	7,914,883	8,446,673	8,128,729
Rentals	119,669	205,302	198,127
Maintenance and Repairs	962,154	1,479,875	1,432,395
Outside Services	8,785,817	13,734,278	16,254,079
Interest	-	-	-
Retiree Health Benefits	692,344	882,590	999,296
General Expenses	3,181,804	4,988,123	4,650,209
Accounting Charges	3,102,336	3,823,138	3,821,850
Debt Service:			
GEFA Interest	135,267	224,663	300,883
GEFA Principal	641,447	682,986	2,029,425
Transfers to Debt Service	17,676,010	20,545,670	20,546,600
Capital Budget:			
Capital Expenditures	2,422,653	2,959,695	3,231,308
Capital Projects:			
Transfers to R&E	21,299,660	3,053,100	5,627,600
6 Mth Budget Appropriations	-	392,087	-
Total Appropriations	<u>\$ 101,610,725</u>	<u>\$ 106,699,956</u>	<u>\$ 113,387,707</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

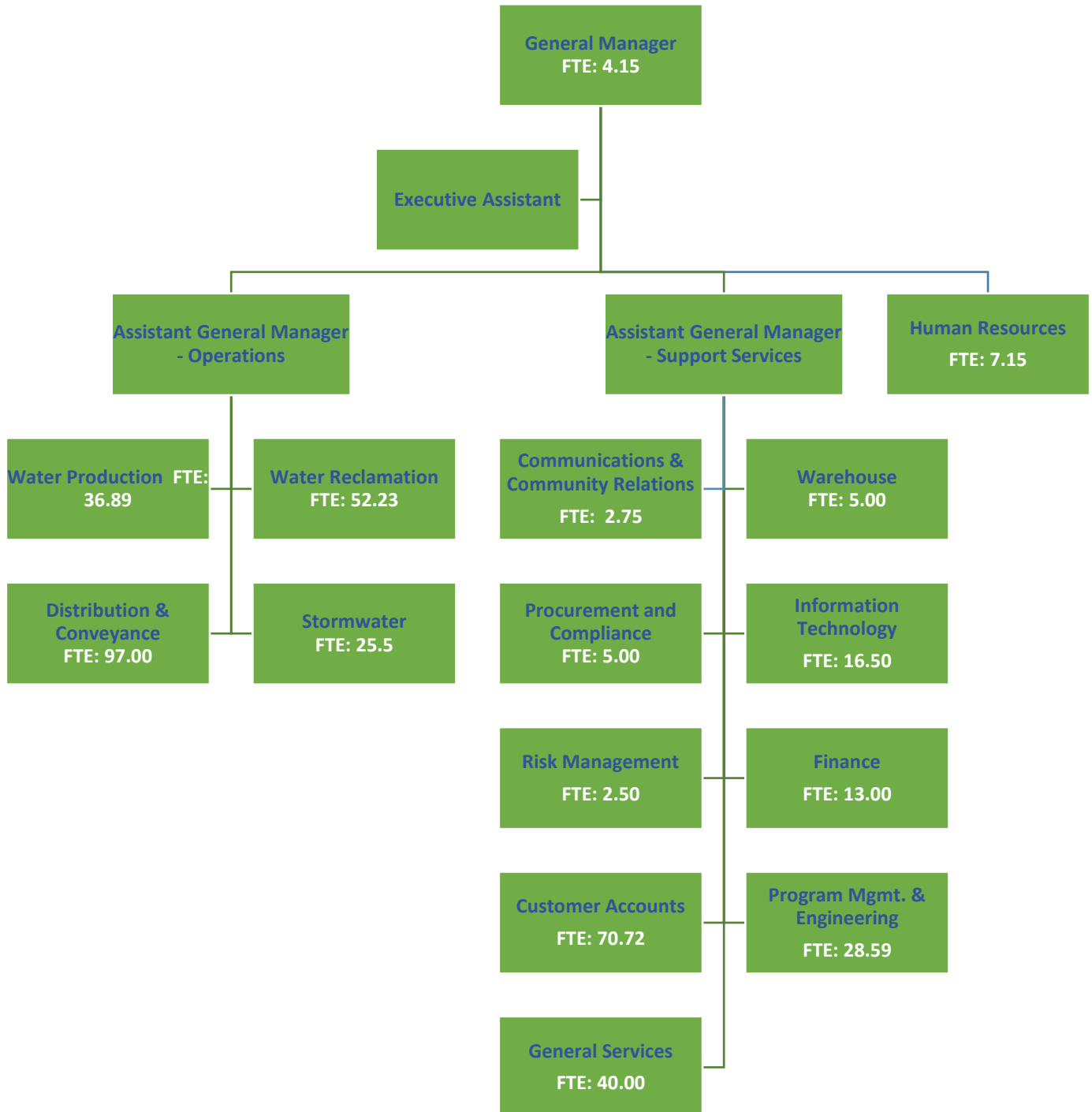
Distribution and Conveyance

Water Reclamation

General Services



Water and Sewer Fund Organization Chart





Executive Division – Business Unit Group 100





EXECUTIVE DIVISION BUDGET UNIT 100

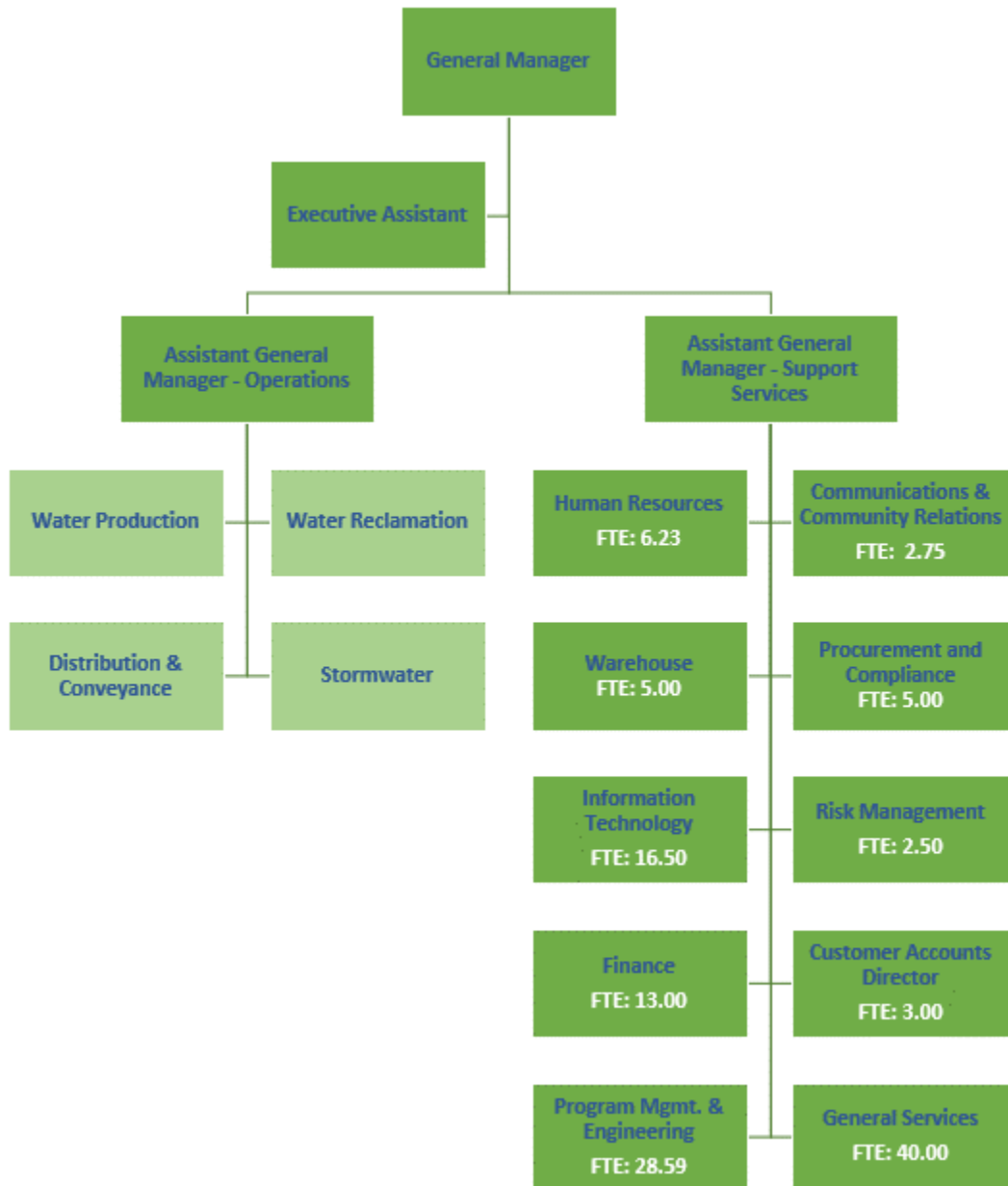
The Executive Department is composed of the typical oversight and administrative functions required in a service provider type of organization. The principal components include management, human resources, public relations, information technology, risk management, procurement, financial services and 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 2019-2020 Budgeted	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted
Executive Division			
101 - General Manager	4.15	4.15	4.15
102 - Human Resources	6.23	6.15	7.15
104 - Communications & Community Relations	1.73	2.25	2.75
106 - Information Technology	15.74	15.50	16.50
109 - Procurement Compliance	7.50	5.00	5.00
110 - Finance	13.00	13.00	13.00
115 - Risk Management	0.00	3.50	2.50
130 - Customer Accounts Director	3.00	3.00	3.00
131 - Meter Services	24.40	24.08	24.08
132 - Customer Accounting	7.00	7.00	7.00
135 - Customer Service	35.99	36.49	36.64
940 - Warehouse	5.00	5.00	5.00
Total Full-Time Employees (FTEs)	123.74	125.12	126.77





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.

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ 7,055,253	\$ 7,688,349	\$ 8,121,215
Overtime Pay	99,739	184,400	144,400
F.I.C.A.	518,174	571,112	611,796
Pension	1,054,624	2,752,227	2,722,714
Employee Benefits	1,344,213	1,646,180	1,723,261
Operating Expenditures:			
Operating Materials & Supplies	392,018	658,922	866,223
Vehicle Supplies	63,706	76,041	68,302
Administrative Supplies	128,651	231,232	195,904
Safety Supplies	20,095	41,775	46,464
Special Purchases	101,792	3,430,435	2,214,581
Utilities	507,102	476,342	515,430
Rentals	7,521	15,130	10,100
Maintenance and Repairs	44,867	73,280	77,288
Outside Services	2,465,907	4,097,201	5,064,433
Interest	-	-	-
Retiree Health Benefits	692,344	882,590	999,296
General Expenses	2,165,722	3,621,945	3,068,462
Accounting Charges	3,098,946	3,818,038	3,816,750
Debt Service:			
GEFA Interest	135,267	224,663	300,883
GEFA Principal	641,447	682,986	2,029,425
Transfers to Debt Service	17,676,010	20,545,670	20,546,600
Capital Budget:			
Capital Expenditures	110,421	797,850	143,000
Capital Projects:			
Transfers to R&E	13,739,497	10,300	357,600
6 Mth Budget Appropriations	-	392,087	-
Total Appropriations	\$ 52,063,317	\$ 52,918,755	\$ 53,644,127

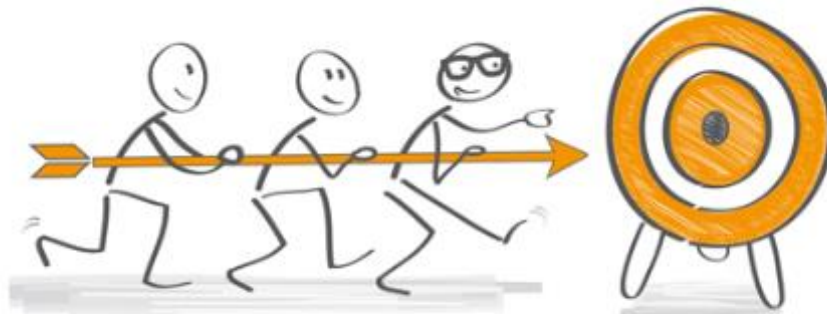


GENERAL MANAGER STAFFING – POSITION DETAIL

Authorized Personnel	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted
General Manager			
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
Plan/Policy Review Specialist	0.15	0.15	0.15
Total Number of Personnel (FTE's)	4.15	4.15	4.15

GENERAL MANAGER – MAJOR INITIATIVES FOR FY 2021 – 2022

Business Unit	Budget Funding	Account Name	Account Number	Amount Budgeted	Initiative
General Manager					
101	Operating	Consulting Fees	56110	\$ 100,000	Consulting Assistance (as needed basis)
		Consulting Fees	56110	50,000	Professional Services for Development of Innovation Team
		Consulting Fees	56110	75,000	SharePoint Consulting
		Timber Fund Improvements	59104	220,000	Huie Nature Preserve
Grand Total				\$ 445,000	





GENERAL MANAGER – OPERATING BUDGET

Department : Executive**Business Unit : (101) General Manager****Major 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:

Operating Materials & Supplies: increase due to COVID related materials.

Outside Services: increase represents funding for Professional Services for Development of Innovation Team and SharePoint Consulting.

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ 553,980	\$ 601,490	\$ 606,168
Overtime Pay	-	400	400
F.I.C.A.	36,574	38,707	39,083
Pension	74,852	81,413	84,258
Employee Benefits	49,406	55,549	62,486
Operating Expenditures:			
Operating Materials & Supplies	17,372	12,200	18,000
Vehicle Supplies	652	2,750	2,434
Administrative Supplies	8,697	14,150	13,900
Safety Supplies	51	500	2,500
Special Purchases	1,559	3,129,637	2,001,243
Utilities	66,848	65,275	69,615
Rentals	2,005	1,100	1,100
Maintenance and Repairs	26,798	27,500	27,500
Outside Services	247,669	456,905	638,205
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	596,476	716,827	732,351
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	-	-
Capital Projects:			
Transfers to R&E	-	300	-
6 Mth Budget Appropriations	-	392,087	-
Total Appropriations	\$ 1,682,940	\$ 5,596,790	\$ 4,299,243



HUMAN RESOURCES STAFFING – POSITION DETAIL

	FY	FY	FY
Authorized Personnel	2019-2020 Budgeted	2020-2021 Budgeted	2021-2022 Budgeted
Human Resources			
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 Resources Director (Shadow)	0.00	0.08	0.08
Human Resource Generalist	1.00	1.00	1.00
Human Resource High School Intern	0.23	0.15	0.15
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
Total Number of Personnel (FTE's)	6.23	6.23	6.23

HUMAN RESOURCES – MAJOR INITIATIVES FOR FY 2021 - 2022

Business Unit	Budget Funding	Account Name	Account Number	Amount Budgeted	Initiative
Human Resources					
102	Operating	Legal Fees	56101	\$ 30,000	Legal consultation and assistance <i>(as needed basis)</i>
		Consulting Fees	56110	105,000	Wellness Initiative Monitoring and Coaching
		Other Outside Services	56199	22,000	Fees for EAD Activities
		Software Maintenance and Licenses	59122	17,000	Performance Appraisal - License & Software
		Software Maintenance and Licenses	59122	2,000	Spark Hire Recruiting Software
		Software Maintenance and Licenses	59122	12,000	Talent Pool Builder Applicant Tracking
		Software Maintenance and Licenses	59122	13,098	Biz Library
		Software Maintenance and Licenses	59122	13,500	Absorb
		Software Maintenance and Licenses	59122	10,000	HRIS Employee Navigator
		Software Maintenance and Licenses	59122	11,000	Certifications & Training Tracking Software
Grand Total				\$ 235,598	



Workplace
Wellness
Coaching

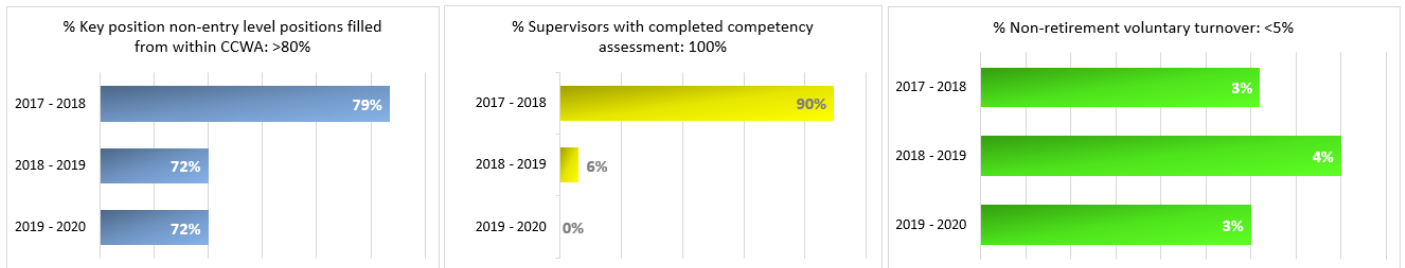




HUMAN RESOURCES – LEVELS OF SERVICE

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)	Target	2019 - 2020	2018 - 2019	2017 - 2018
PROVIDE EMPLOYEE DEVELOPMENT					
9 Provide CCWA employee opportunity for advancement	% Key position non-entry level positions filled within	HR > 80%	72%	72%	79%
	% Supervisors with completed competency assessment	HR 100%	0%	6%	90%
10 Satisfaction with working environment, challenge and opportunities	% Non-retirement voluntary turnover	HR < 5% / Year	3%	4%	3%





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:

Operating Materials & Supplies: increase represents funding for HR Team logo shirts.

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ 589,977	\$ 610,969	\$ 684,684
Overtime Pay	1,207	-	-
F.I.C.A.	42,549	44,745	52,380
Pension	179,259	1,802,822	1,695,169
Employee Benefits	319,463	402,944	386,169
Operating Expenditures:			
Operating Materials & Supplies	1,582	5,535	8,200
Vehicle Supplies	-	-	-
Administrative Supplies	3,381	6,200	6,350
Safety Supplies	15	-	-
Special Purchases	-	120	140
Utilities	11,246	12,007	11,245
Rentals	2,180	4,630	-
Maintenance and Repairs	80	80	-
Outside Services	154,638	202,978	203,818
Interest	-	-	-
Retiree Health Benefits	692,344	882,590	999,296
General Expenses	76,678	197,356	194,683
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	-	-
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 2,074,599	\$ 4,172,976	\$ 4,242,134



COMMUNICATIONS & COMMUNITY RELATIONS STAFFING – POSITION DETAIL

Authorized Personnel	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted
Communications & Community Relations			
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
Total Number of Personnel (FTE's)	1.73	2.25	2.75

COMMUNICATIONS & COMMUNITY RELATIONS – MAJOR INITIATIVES FOR FY 2021 – 2022

Business Unit	Budget Funding	Account Name	Account Number	Amount Budgeted	Initiative
Public Relations					
104	Operating	Consulting Fees	56110	\$ 50,000	Communications/Outreach Support <i>(as needed basis)</i>
		Consulting Fees	56110	25,000	Website Maintenance/Enhancements
		Consulting Fees	56110	30,000	Video Production
		Consulting Fees	56110	10,000	Change Management Training
		Other Outside Services	56199	9,000	Annual Community Report
		Other Outside Services	56199	2,500	Website Hosting
		Other Outside Services	56199	5,000	Ad Design Work
		Advertising	59110	2,500	Public Notices
		Advertising	59110	21,000	AMC Theater Ads
		Advertising	59110	5,000	Publication Ads
		Advertising	59110	2,000	Wedding Spot Ad for Shamrock
Grand Total				\$ 162,000	

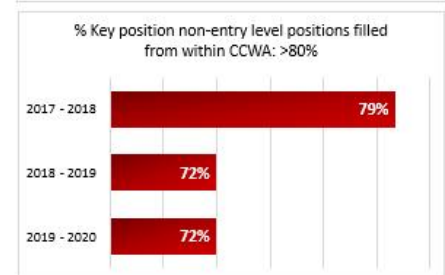
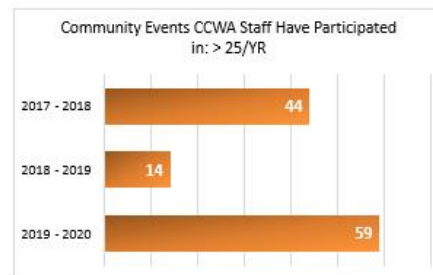
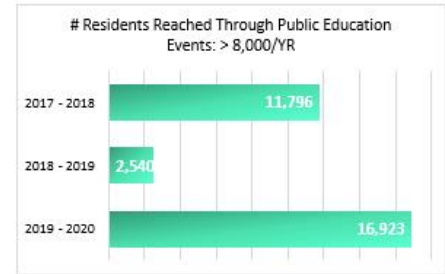
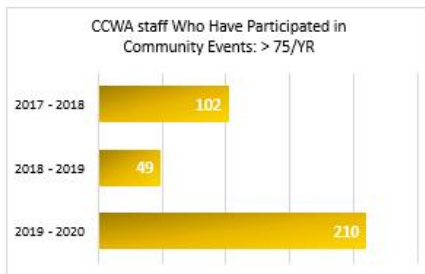
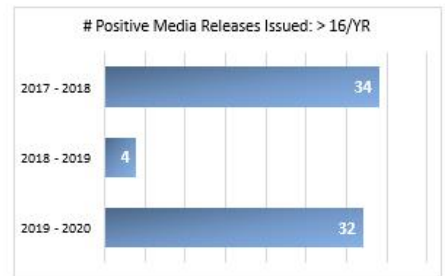
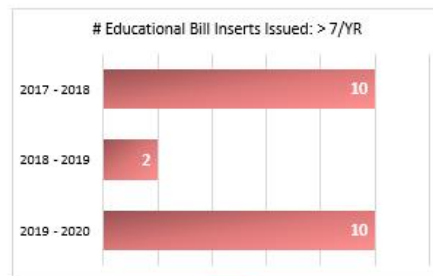
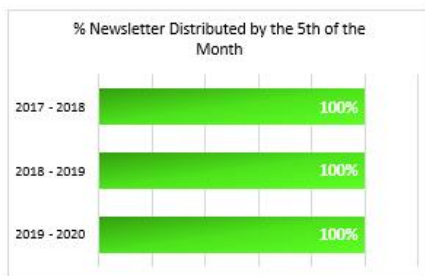




COMMUNICATIONS & COMMUNITY RELATIONS – LEVELS OF SERVICE

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

Service Level Goal	Key Performance Indicator (KPI)	Division	Target	2019 - 2020	2018 - 2019	2017 - 2018
PROVIDE EMPLOYEE DEVELOPMENT						
12 Timely/targeted employee communications	% Newsletter Distributed by the 5th of the Month	PIO	100%	100.0%	100.0%	100.0%
STAKEHOLDER SUPPORT						
24 Timely/targeted customer communications	# Educational Bill Inserts Issued: > 7/YR	PIO	> 7 / Year	10	2	10
	# Positive Media Releases Issued: > 16/YR	PIO	> 16 / Year	32	4	34
	CCWA staff Who Have Participated in Community Events: > 75/YR	PIO	> 75 / Year	210	49	102
25 Promote Community Involvement & Pride	Community Events CCWA Staff Have Participated in: > 25/YR	PIO	> 25 / Year	59	14	44
	# Residents Reached Through Public Education Events: > 8,000/YR	PIO	> 8,000 / Year	16,923	2,540	11,796





COMMUNICATIONS & COMMUNITY RELATIONS – OPERATING BUDGET

Department : Executive**Business Unit : (104) Communications and
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:

Outside Services: increase represents funding for on-call communications and outreach support.

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ 138,883	\$ 159,661	\$ 164,717
Overtime Pay		1,000	-
F.I.C.A.	10,323	12,214	12,602
Pension	18,794	19,688	22,895
Employee Benefits	15,355	18,418	32,523
Operating Expenditures:			
Operating Materials & Supplies	34,943	42,205	42,415
Vehicle Supplies	-	-	-
Administrative Supplies	34,621	43,610	43,110
Safety Supplies	42	50	100
Special Purchases	280	398	398
Utilities	1,556	1,672	1,555
Rentals	-	1,000	1,000
Maintenance and Repairs	473	2,000	2,000
Outside Services	35,787	122,055	137,055
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	45,374	49,356	49,394
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	-	-
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 336,432	\$ 473,327	\$ 509,764



BOARD MEMBERS – MAJOR INITIATIVES FORFY 2021 – 2022

Business Unit	Budget Funding	Account Name	Account Number	Amount Budgeted	Initiative
Board of Directors					
105	Operating	Legal Fees	56101	\$ 20,000	Legal consultation and assistance <i>(as needed basis)</i>
Grand Total				\$ 20,000	





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.

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ 44,100	\$ 44,100	\$ 44,100
Overtime Pay	-	-	-
F.I.C.A.	3,374	3,374	3,374
Pension	-	-	-
Employee Benefits	119	105	131
Operating Expenditures:			
Operating Materials & Supplies	392	600	600
Vehicle Supplies	-	-	-
Administrative Supplies	236	400	400
Safety Supplies	-	-	-
Special Purchases	-	-	-
Utilities	3,578	4,183	3,936
Rentals	-	-	-
Maintenance and Repairs	-	-	-
Outside Services	14,849	24,100	24,100
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	46,284	59,083	59,575
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	-	-
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	<u>\$ 112,930</u>	<u>\$ 135,945</u>	<u>\$ 136,216</u>

***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

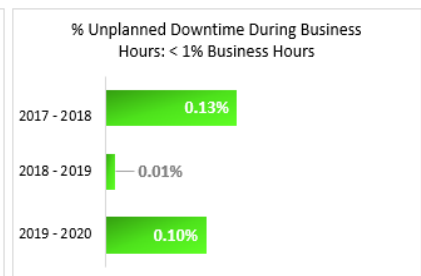
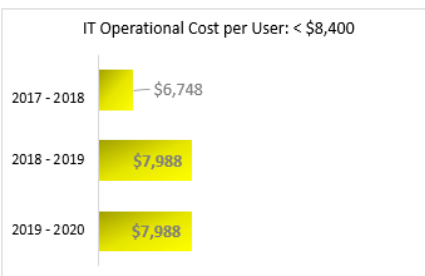
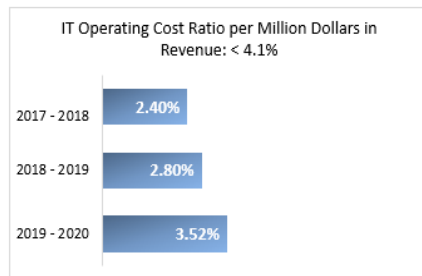
Authorized Personnel	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted
Information Technology			
Application Developer	4.00	4.00	4.00
Communications Administrator	1.00	1.00	1.00
Desk Top Technician III	2.00	2.00	1.00
Desk Top Technician II	1.00	1.00	1.00
Information Technology Director	1.00	1.00	1.00
Document Mgt Administrator	1.00	1.00	1.00
I.T. Applications Manager	0.00	0.00	1.00
I.T. Operations Manager	1.00	1.00	1.00
Intern	0.74	0.50	0.50
SCADA Systems Administrator	1.00	1.00	1.00
Security Administrator	0.00	0.00	1.00
SQL Database Administrator	1.00	1.00	1.00
Systems Administrator	2.00	2.00	2.00
Total Number of Personnel (FTE's)	15.74	15.50	16.50

INFORMATION TECHNOLOGY – LEVELS OF SERVICE

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

INFORMATION TECHNOLOGY – MAJOR INITIATIVES FOR FY 2021 - 2022

Service Level Goal	Key Performance Indicator (KPI)	Division	Target	2019 - 2020	2018 - 2019	2017 - 2018
OPTIMIZE OPERATIONS						
13 Reasonable Cost of Service	IT Operating Cost Ratio per Million Dollars in Revenue: < 4.1%	MIS	< 3.8%	3.5%	2.8%	2.4%
	IT Operational Cost per User: < \$8,400	MIS	< \$7,000	\$7,988	\$7,988	\$6,748
16 Maximize computer system availability	% Unplanned Downtime During Business Hours: < 1% Business Hours	IT	< 1% of Business Hours	0.1%	0.0%	0.1%



Business Unit	Budget Funding	Account Name	Account Number	Amount Budgeted	Initiative
Information Technology					
106	Operating	Annual Tech/Software Replacement	51111	\$ 454,952	Annual Technology Replacements
		Hardware Maintenance and Licenses	56130	254,960	Annual Licenses and Maintenance on Servers, Switches and all Hardware Devices
		Software Maintenance and Licenses	59122	1,212,324	Annual Licenses and Maintenance on all enterprise software including JDE, Cayenta, Microsoft, Adobe and reporting applications
	Capital	Capital Project Transfer	59303	37,000	Phone System Upgrade
Grand Total				\$ 1,959,236	



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.

Administrative Supplies: represents funding for company-wide technology accessories.

Transfers to R&E: represents funds being transferred to the Renewal and Extension Fund for Phone System Upgrades.

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ 1,186,103	\$ 1,214,724	\$ 1,449,273
Overtime Pay	26,284	25,000	25,000
F.I.C.A.	88,100	90,946	109,638
Pension	159,360	165,128	201,449
Employee Benefits	145,079	169,256	207,929
Operating Expenditures:			
Operating Materials & Supplies	172,201	282,995	462,452
Vehicle Supplies	79	750	583
Administrative Supplies	9,955	10,500	25,500
Safety Supplies	280	300	300
Special Purchases	2,574	300	300
Utilities	309,057	268,137	309,057
Rentals	-	-	-
Maintenance and Repairs	1,512	3,150	3,150
Outside Services	430,972	753,300	632,525
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	1,284,826	1,295,591	1,302,191
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	53,568	383,000	-
Capital Projects:			
Transfers to R&E	302,000	10,000	37,000
Total Appropriations	<u>\$ 4,171,952</u>	<u>\$ 4,673,077</u>	<u>\$ 4,766,347</u>



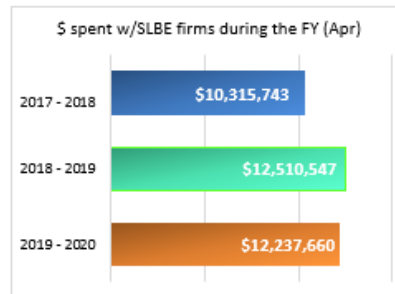
PROCUREMENT AND COMPLIANCE STAFFING – POSITION DETAIL

Authorized Personnel	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted
Procurement and Compliance			
Business Analyst: Procurement	1.00	1.00	1.00
Patrol Officer	1.00	0.00	0.00
Procurement Compliance Coordinator	1.00	1.00	1.00
Procurement & Contract Specialist	2.00	2.00	2.00
Purchasing Manager	0.00	1.00	1.00
Risk Manager	1.00	0.00	0.00
Safety & Compliance Officer	1.00	0.00	0.00
Security Guards	0.50	0.00	0.00
Total Number of Personnel (FTE's)	7.50	5.00	5.00

PROCUREMENT AND COMPLIANCE – LEVELS OF SERVICE

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

Service Level Goal	Key Performance Indicator (KPI)	Division	Target	2019 - 2020	2018 - 2019	2017 - 2018
STAKEHOLDER SUPPORT						
26 Business opportunity development	\$ spent w/SLBE firms during the FY (Apr)	PRO	\$12,000,000	\$12,237,660	\$12,510,547	\$10,315,743



PROCUREMENT AND COMPLIANCE – MAJOR INITIATIVES FOR FY 2021 - 2022

Business Unit	Budget Funding	Account Name	Account Number	Amount Budgeted	Initiative
Procurement and Compliance					
109	Operating	Legal Fees	56101	\$ 25,000	Legal consultation and assistance (as needed basis)
		Consulting Fees	56110	2,200	SLBE Workshop and Expo Presenter Fees
		Consulting Fees	56110	37,800	SharePoint Workflow
		Other Outside Services	56199	30,000	Graphic Art for SLBE Events Document and SLBE Marketing Videos
		Advertising	59110	15,000	SLBE Advertising and Marketing of Program
Grand Total				\$ 110,000	



PROCUREMENT AND COMPLIANCE – OPERATING BUDGET

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

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

Significant Expenditure and Staffing Changes:

General Expenses: decrease due to virtual marketing and advertising of the SLBE program due to the pandemic.

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ 225,726	\$ 318,137	\$ 319,940
Overtime Pay	239	1,000	1,000
F.I.C.A.	17,637	23,662	24,477
Pension	33,900	42,993	44,471
Employee Benefits	48,563	60,427	57,958
Operating Expenditures:			
Operating Materials & Supplies	3,848	5,000	3,500
Vehicle Supplies	-	-	-
Administrative Supplies	2,037	10,860	10,560
Safety Supplies	5,003	100	100
Special Purchases	-	100	100
Utilities	2,529	3,931	2,876
Rentals	144	2,400	2,000
Maintenance and Repairs	-	-	-
Outside Services	226,126	101,100	100,600
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	951	42,420	26,717
Accounting Charges	-	350	250
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	-	-
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 566,704	\$ 612,480	\$ 594,549



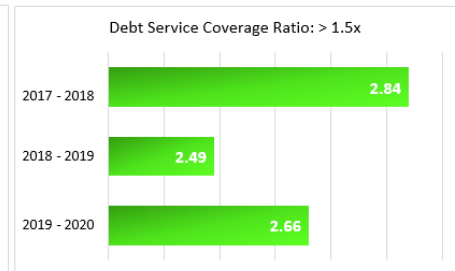
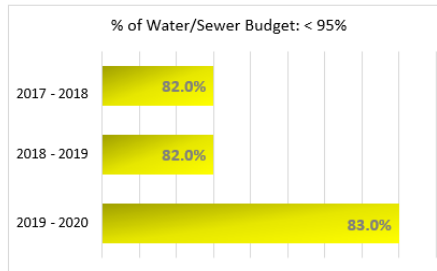
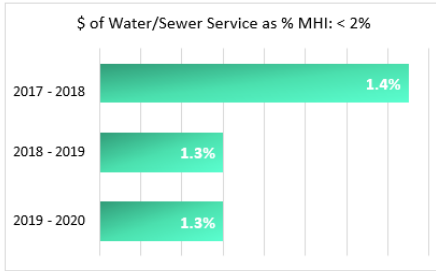
FINANCE STAFFING – POSITION DETAIL

Authorized Personnel	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted
Finance			
Administrative Assistant	1.00	1.00	1.00
Accountant I	0.00	1.00	2.00
Accountant II	0.00	2.00	3.00
Accountant III	0.00	1.00	1.00
Accounting Associate	0.00	2.00	1.00
Accounting Manager	1.00	1.00	1.00
Accounts Payable Analyst	2.00	0.00	0.00
Budget Manager	1.00	1.00	1.00
Budget Analyst	1.00	1.00	0.00
Business Analyst	0.00	1.00	1.00
Capital Asset Accountant	2.00	0.00	0.00
ERP Coordinator	1.00	0.00	0.00
Finance Director	1.00	1.00	1.00
Accountant II - Payroll	1.00	1.00	1.00
Revenue Fund Accountant	1.00	0.00	0.00
Special Funds Accountant	1.00	0.00	0.00
Total Number of Personnel (FTE's)	13.00	13.00	13.00

FINANCE – LEVELS OF SERVICE

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

Service Level Goal	Key Performance Indicator (KPI)	Division	Target	2019 - 2020	2018 - 2019	2017 - 2018
OPTIMIZE OPERATIONS						
13 Reasonable Cost of Service	\$ of Water/Sewer Service as % MHI: < 2%	FIN	< 2%	1.3%	1.3%	1.4%
ENSURE FINANCIAL VIABILITY						
17 Develop a Sustainable Annual Budget	% of Water/Sewer Budget: < 95%	FIN	< 95%	83%	82%	82%
18 Provide financing for the "Pay-As-You-Go" capital plan	Debt Service Coverage Ratio: > 1.5x	FIN	> 1.5x	2.7	2.5	2.8



FINANCE – MAJOR INITIATIVES FOR FY 2021 – 2022

Business Unit	Budget Funding	Account Name	Account Number	Amount Budgeted	Initiative
Finance					
110	Operating	Audit Fees	56102	\$ 71,000	Audit Fees - Annual & Single Audit
		System Consulting Fees	56105	45,000	JDE Consulting Assistance for Process Changes
		Consulting Fees	56110	5,000	Annual Arbitrage Compliance
			56110	100,000	Fixed Asset Cleanup and Linear Asset Conversion
	Financing	Loans Payable Interest	57106	299,883	GEFA Loan Interest
		Administration Fees	59118	500,000	GEFA Loan Admin Fees - [SMP 20-703] Casey WRRF 32 MGD Upgrade - Solids
		Loan Principal Payments	59806	2,029,425	GEFA Loan Principal
	Capital	Capital Project Transfer	59303	155,600	Open Gov Budget Software
		Bond Debt Service Transfer	59304	20,546,600	Transfers for Bond Debt Service
	Grand Total				\$ 23,752,508





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: decrease represents GEFA loan administrative fees.

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

Transfers to R&E: represents funds being transferred to the Renewal and Extension Fund for Open Gov Budget Software.

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ 897,409	\$ 919,913	\$ 975,930
Overtime Pay	3,624	5,000	5,500
F.I.C.A.	67,117	69,321	74,659
Pension	124,167	125,917	135,654
Employee Benefits	110,401	135,018	125,964
Operating Expenditures:			
Operating Materials & Supplies	1,123	2,915	3,080
Vehicle Supplies	160	685	169
Administrative Supplies	8,217	15,150	15,200
Safety Supplies	39	70	70
Special Purchases	-	260	260
Utilities	13,800	14,905	13,802
Rentals	-	-	-
Maintenance and Repairs	788	200	1,000
Outside Services	85,401	215,430	229,010
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	31,013	1,087,719	548,621
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	135,267	224,663	300,883
GEFA Principal	-	682,986	2,029,425
Transfers to Debt Service	17,676,010	20,545,670	20,546,600
Capital Budget:			
Capital Expenditures	10,418	-	-
Capital Projects:			
Transfers to R&E	13,060,317	-	155,600
Total Appropriations	\$ 32,225,273	\$ 24,045,822	\$ 25,161,427



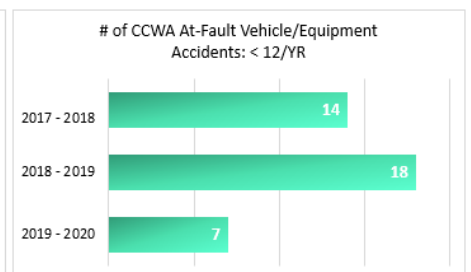
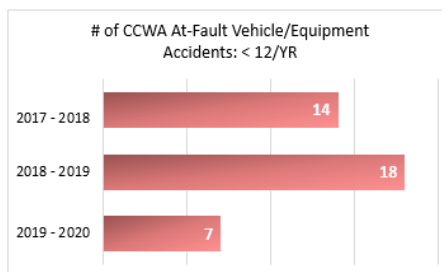
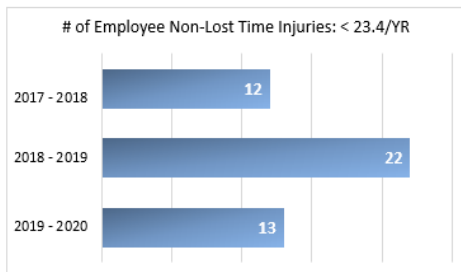
RISK MANAGEMENT STAFFING – POSITION DETAIL

Authorized Personnel	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted
Risk Management			
Patrol Officer	0.00	1.00	0.00
Risk Management Director	0.00	1.00	1.00
Safety & Compliance Officer	0.00	1.00	1.00
Security Guards	0.00	0.50	0.50
Total Number of Personnel (FTE's)	0.00	3.50	2.50

RISK MANAGEMENT – LEVELS OF SERVICE

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

Service Level Goal	Key Performance Indicator (KPI)	Division	Target	2019 - 2020	2018 - 2019	2017 - 2018
PROVIDE EMPLOYEE DEVELOPMENT						
	# of Employee Non-Lost Time Injuries: < 23.4/YR	RM	< 23.4 / Year	13	22	12
11 Manage safety to minimize accidents	# Employee Lost Time Injuries: < 11.2/YR	RM	< 11.2 / Year	4	2	3
	# of CCWA At-Fault Vehicle/Equipment Accidents: < 12/YR	RM	< 12 / Year	7	18	14



RISK MANAGEMENT – MAJOR INITIATIVES FOR FY 2021 - 2022

Business Unit	Budget Funding	Account Name	Account Number	Amount Budgeted	Initiative
Risk Management					
115	Operating	Legal Fees	56101	\$ 30,000	Legal consultation and assistance (as needed basis)
		Consulting Fees	56110	10,000	Active Shooter Preparation
		Consulting Fees	56110	20,000	Security Consulting
		Consulting Fees	56110	50,000	Industrial Health & Hygiene Programs
		Consulting Fees	56110	5,000	Safety Presenter Fees
		Consulting Fees	56110	175,000	[SMP 20-133] Business Continuity Planning
		Security Monitoring and System Maintenance	56156	1,570,500	Safety and Security Assistance, Monitoring and Programs
		Other Outside Service	56199	50,000	Graphic Art for Safety Logo and Marketing Videos
Grand Total				\$ 1,910,500	



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:

Outside Services: increase represents funding for security monitoring.

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ 266,459	\$ 256,271	\$ 263,087
Overtime Pay	-	-	-
F.I.C.A.	17,935	18,747	19,168
Pension	31,591	32,706	36,568
Employee Benefits	15,562	19,299	21,512
Operating Expenditures:			
Operating Materials & Supplies	3,244	5,910	5,825
Vehicle Supplies	-	-	-
Administrative Supplies	169	3,500	3,500
Safety Supplies	8,627	35,800	35,850
Special Purchases	-	40	40
Utilities	3,404	2,964	3,453
Rentals	-	-	-
Maintenance and Repairs	446	-	-
Outside Services	177,663	686,645	1,861,645
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	12,103	24,845	26,864
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	-	-
Capital Projects:			
Transfers to R&E	200,000	-	-
Total Appropriations	\$ 737,203	\$ 1,086,727	\$ 2,277,512



CUSTOMER ACCOUNT SERVICES STAFFING – POSITION DETAIL

Authorized Personnel	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted
Customer Accounts Director			
Administrative Assistant	1.00	1.00	1.00
Business Analyst	1.00	1.00	1.00
Customer Accounts Director	1.00	1.00	1.00
Total Number of Personnel (FTE's)	3.00	3.00	3.00
Meter Services			
Account Service Representative	10.00	11.00	11.00
Account Services Supervisor	1.00	1.00	1.00
Account Specialist	1.00	0.00	0.00
Administrative Assistant	1.00	1.00	1.00
AMR Install Tech	0.40	0.00	0.00
Meter Services Installation Tech	1.00	2.00	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	6.00	6.00
Shadow Meter Services Manager	0.00	0.08	0.08
Sr. Account Service Representative	1.00	1.00	1.00
Total Number of Personnel (FTE's)	24.40	24.08	24.08
Customer Accounting			
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
Sr. Accounts Receivable Analyst	1.00	1.00	1.00
Total Number of Personnel (FTE's)	7.00	7.00	7.00
Customer Service			
Account Analyst	1.00	1.00	1.00
Call Center Supervisor	1.00	1.00	1.00
Call Center Specialist I	0.00	10.00	9.00
Call Center Specialist II	0.00	2.00	3.00
Collections Specialist	2.00	0.00	0.00
CSR - Call Center	6.50	1.00	1.00
Customer Account Specialist	2.00	6.00	6.00
Customer Service Intern	0.25	0.25	0.23
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	0.00	0.00
Lead Customer Service Representative	1.00	0.00	0.00
Receptionist	1.00	1.00	1.00
Shadow - Call Center CSR	0.24	0.24	0.24
Shadow - Call Center Supervisor	0.00	0.00	0.17
Sr. Call Center Specialist	1.00	1.00	1.00
Sr. CSR - Call Center	6.00	0.00	0.00
Sr. Customer Service Specialist	1.00	1.00	1.00
Training Specialist	1.00	1.00	1.00
Total Number of Personnel (FTE's)	35.99	36.49	36.64

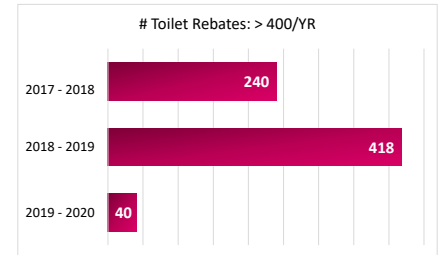
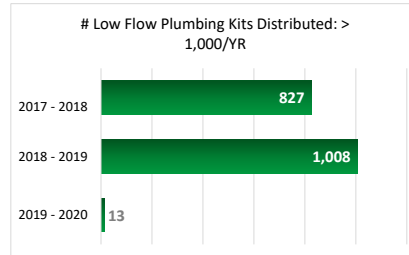
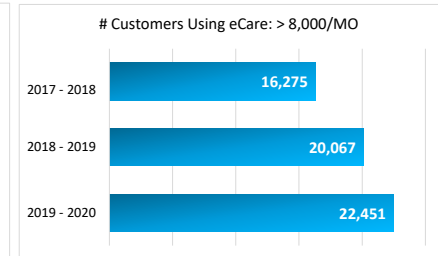
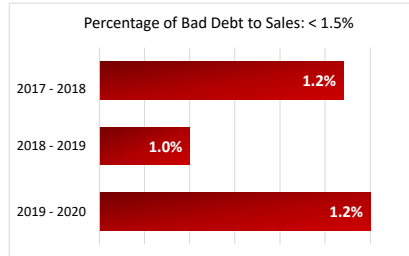
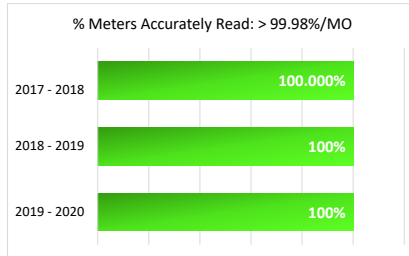
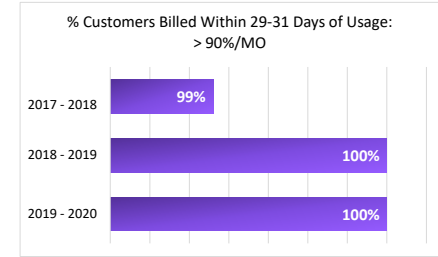
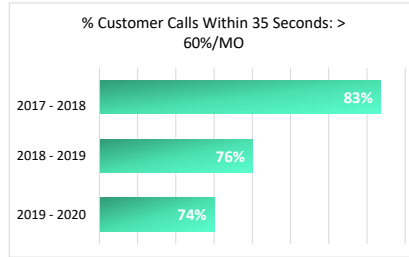
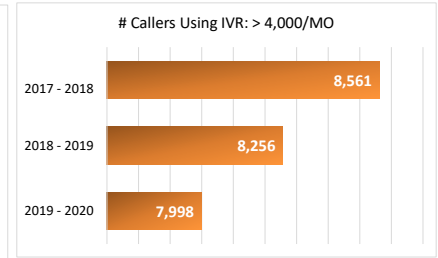
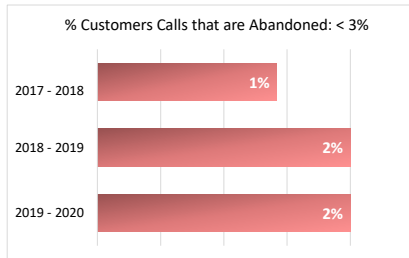
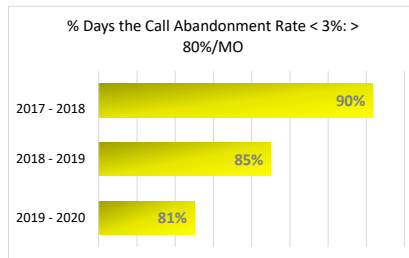


CUSTOMER ACCOUNTS SERVICES – LEVELS OF SERVICE

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	2019 - 2020	2018 - 2019	2017 - 2018
EXCEED CUSTOMER EXPECTATIONS						
4 Improve customer experience	% Customers Calls that are Abandoned: < 3%	CS	< 3% / Month	2%	2%	1%
	% Days the Call Abandonment Rate < 3%: > 80%/MO	CS	> 80% / Month	81%	85%	90%
	% Meters Accurately Read: > 99.98%/MO	CS	> 99.98% / Month	100%	100%	100%
	# Callers Using IVR: > 4,000/MO	CS	> 4,000 /Month	7,998	8,256	8,561
	# Customers Using eCare: > 8,000/MO	CS	> 8,000/Month	22,451	20,067	16,275
	% Customer Calls Within 35 Seconds: > 60%/MO	CS	> 60% / Month	74%	76%	83%
	% Customers Billed Within 29-31 Days of Usage: > 90%/MO	CS	> 90% / Month	100%	100%	99%
ENSURE FINANCIAL VIABILITY						
19 Maximize revenue collection vs. bad debt write-offs	Percentage of Bad Debt to Sales: < 1.5%	CS	< 1.5%	1.2%	1.0%	1.2%
STAKEHOLDER SUPPORT						
23 Environmental Stewardship and Sustainability	# Low Flow Plumbing Kits Distributed: > 1,000/YR	CS	> 1,000 / Year	13	1,008	827
	# Toilet Rebates: > 400/YR	CS	> 400 / Year	40	418	240







CUSTOMER ACCOUNTS SERVICES – MAJOR INITIATIVES FOR FY 2021 - 2022

Business Unit	Budget Funding	Account Name	Account Number	Amount Budgeted	Initiative
Customer Accounts Director					
130	Operating	Legal Fees	56101	\$ 8,500	Legal consultation and assistance <i>(as needed basis)</i>
		System Consulting Fees	56105	10,000	Soft Choice IVR Enhancement
		System Consulting Fees	56105	50,000	CIS Software Enhancements
		Consulting Fees	56110	65,000	[SMP 20-142] Service Line Warranty Program; [SMP 20-146] Payment Strategy Expansio
		Consulting Fees	56110	60,000	CIS Modifications <i>(as needed)</i>
	Capital	Capital Project Transfer	59303	150,000	[SMP 20-131] Evaluation of Next Generation of Meter Technologies (AMI)
Grand Total				\$ 343,500	
Meter Services					
131	Operating	Other Materials and Supplies	51104	\$ 162,000	Backflow Cartridges Change Out
		Private Property Repairs	55106	20,000	Private Property Damage
		Consulting Fees	56110	20,000	Misc. Consulting for CIS Support and Improvements <i>(as needed)</i>
	Capital	Capital Project Transfer	59303	15,000	Roof Addition to Outdoor Break Area
		Cap Equip-Furniture	59991	18,000	Office Furniture in Meter Services
Grand Total				\$ 235,000	
Customer Accounting					
132	Operating	Payment Processor Fees	56103	\$ 22,000	Invoice Cloud Payment Processing Fees
		System Consulting Fees	56105	40,000	CIS Modifications <i>(as needed)</i>
		Other Outside Services	56199	3,500	Direct Sends Fireserve, Metavante and CSG
Grand Total				\$ 65,500	
Customer Service					
135	Operating	Legal Fees	56101	\$ 7,000	Legal consultation and assistance <i>(as needed basis)</i>
		System Consulting Fees	56105	40,000	CIS Modifications <i>(as needed)</i>
		Consulting Fees	56110	20,000	Phone System Needs and CISCO
		Temporary Agency Services	56153	35,000	Temp Services for Customer Service Staff Coverage
		Other Outside Services	56199	35,000	Online Utility Exchange
Grand Total				\$ 137,000	
Community Use Room					
136	Operating	Consulting Fees	56110	\$ 6,500	Audio/Visual Needs
Grand Total				\$ 6,500	
Water Conservation					
137	Operating	Other Materials and Supplies	51104	\$ 15,000	Low Flow Kits
		Toilet Rebate 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: decrease is due to miscellaneous consulting associated with post go live needs for CIS.

Transfers to R&E: represents funds being transferred to the Renewal and Extension Fund for Evaluation of Next Generation Meter Technologies (AMI).

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ 236,382	\$ 255,901	\$ 233,499
Overtime Pay	141	1,000	1,000
F.I.C.A.	17,279	19,389	17,862
Pension	32,605	35,229	32,456
Employee Benefits	34,487	39,037	29,919
Operating Expenditures:			
Operating Materials & Supplies	345	1,000	2,500
Vehicle Supplies	-	-	-
Administrative Supplies	2,856	5,500	2,500
Safety Supplies	3,010	500	1,100
Special Purchases	93	500	500
Utilities	7,042	7,207	5,037
Rentals	-	-	-
Maintenance and Repairs	1,603	1,000	1,000
Outside Services	176,669	290,500	196,000
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	6,737	26,553	22,861
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	3,800	-	-
Capital Projects:			
Transfers to R&E	-	-	150,000
Total Appropriations	\$ 523,050	\$ 683,316	\$ 696,234



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:

Capital Expenditures: represent funding for replacement office furniture.

Transfers to R&E: represents funds being transferred to the Renewal and Extension Fund for Outdoor Break Area Roof Addition.

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ 1,040,660	\$ 1,163,017	\$ 1,157,444
Overtime Pay	32,289	50,000	50,000
F.I.C.A.	77,927	87,731	88,544
Pension	143,740	156,956	160,882
Employee Benefits	229,791	272,536	272,757
Operating Expenditures:			
Operating Materials & Supplies	123,801	268,521	284,249
Vehicle Supplies	60,538	68,656	61,916
Administrative Supplies	5,193	6,012	9,334
Safety Supplies	2,377	2,455	3,594
Special Purchases	192	480	480
Utilities	31,735	33,912	37,781
Rentals	-	-	-
Maintenance and Repairs	9,882	27,070	28,658
Outside Services	22,075	50,300	78,075
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	44,710	64,553	62,137
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	36,629	-	18,000
Capital Projects:			
Transfers to R&E	55,100	-	15,000
Total Appropriations	\$ 1,916,639	\$ 2,252,199	\$ 2,328,851



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:

No significant changes from the previous fiscal year.

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ 330,955	\$ 373,110	\$ 385,040
Overtime Pay	3,571	15,500	15,500
F.I.C.A.	24,223	28,543	29,455
Pension	46,004	51,862	53,521
Employee Benefits	63,946	63,674	86,386
Operating Expenditures:			
Operating Materials & Supplies	-	-	-
Vehicle Supplies	-	-	-
Administrative Supplies	25,066	56,350	28,850
Safety Supplies	34	-	100
Special Purchases	-	200	200
Utilities	4,425	5,262	4,426
Rentals	3,192	5,000	5,000
Maintenance and Repairs	-	580	580
Outside Services	554,537	626,738	657,850
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	7,348	16,632	8,934
Accounting Charges	3,098,291	3,816,500	3,816,500
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	-	-
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	<u>\$ 4,161,592</u>	<u>\$ 5,059,951</u>	<u>\$ 5,092,342</u>



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:

Operating Materials & Supplies: increase represents funding for replacement of 5 high top chairs.

Administrative Supplies: decrease due to Cayenta Implementation office supplies.

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ 1,357,786	\$ 1,540,722	\$ 1,567,548
Overtime Pay	32,368	75,000	45,000
F.I.C.A.	101,088	116,424	119,915
Pension	183,594	206,063	217,891
Employee Benefits	269,936	357,068	375,047
Operating Expenditures:			
Operating Materials & Supplies	20,549	7,500	10,000
Vehicle Supplies	-	-	-
Administrative Supplies	26,825	50,000	29,200
Safety Supplies	236	1,000	1,000
Special Purchases	97,093	218,300	130,800
Utilities	21,509	22,415	21,595
Rentals	-	-	-
Maintenance and Repairs	1,152	1,300	3,000
Outside Services	145,386	209,100	197,900
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	5,256	26,335	18,972
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	11,000	-
Capital Projects:			
Transfers to R&E	122,080	-	-
Total Appropriations	\$ 2,384,860	\$ 2,842,227	\$ 2,737,868



BUSINESS UNIT 136: COMMUNITY USE ROOM

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

Operates Head Quarters Community Use Room

Significant Expenditure and Staffing Changes:

No significant changes from the previous fiscal year.

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
Operating Expenditures:			
Operating Materials & Supplies	2,163	500	500
Vehicle Supplies	-	-	-
Administrative Supplies	139	3,500	3,500
Safety Supplies	-	250	250
Special Purchases	-	-	-
Utilities	5,214	5,542	5,214
Rentals	-	1,000	1,000
Maintenance and Repairs	363	2,000	2,000
Outside Services	4,216	20,000	20,000
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	32	1,653	1,693
Accounting Charges	655	1,188	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	6,006	40,000	-
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 18,789	\$ 75,633	\$ 34,157



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 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
Operating Expenditures:			
Operating Materials & Supplies	-	15,000	15,000
Vehicle Supplies	-	-	-
Administrative Supplies	-	-	-
Safety Supplies	-	-	-
Special Purchases	-	80,000	80,000
Utilities	-	-	-
Rentals	-	-	-
Maintenance and Repairs	-	-	-
Outside Services	-	-	-
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	-	5,300	5,300
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	-	-
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ -	\$ 100,300	\$ 100,300



WAREHOUSE STAFFING – POSITION DETAIL

Authorized Personnel	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted
Warehouse			
Inventory - Procurement Specialist	1.00	1.00	1.00
Sr. Inventory Technician	1.00	1.00	1.00
Warehouse Inventory Supervisor	1.00	1.00	1.00
Warehouse Inventory Technician	2.00	2.00	2.00
Total Number of Personnel (FTE's)	5.00	5.00	5.00

WAREHOUSE – MAJOR INITIATIVES FOR FY 2021 – 2022

Business Unit	Budget Funding	Account Name	Account Number	Amount Budgeted	Initiative
Warehouse					
940	Operating	Consulting Fees	56110	\$ 50,000	[SMP 20-141] Implement mobile and remote inventory strategy
		Temporary Services	56153	10,000	Temp Services
	Capital	Cap Equip-Building & Structures	59921	125,000	Pressure Washing, Paint & Sealant Application - Building C
Grand Total				\$ 185,000	





WAREHOUSE – OPERATING BUDGET

Department : Executive**Business Unit : (940) Warehouse****Major Business Unit Functions:**

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

Significant Expenditure and Staffing Changes:

Capital Expenditures: represents funding for pressure wash, paint & sealing building.

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ 186,831	\$ 230,334	\$ 269,785
Overtime Pay	16	10,500	1,000
F.I.C.A.	14,049	17,309	20,639
Pension	26,759	31,450	37,500
Employee Benefits	42,106	52,849	64,480
Operating Expenditures:			
Operating Materials & Supplies	10,454	9,041	9,902
Vehicle Supplies	2,277	3,200	3,200
Administrative Supplies	1,259	5,500	4,000
Safety Supplies	382	750	1,500
Special Purchases	-	100	120
Utilities	25,158	28,930	25,838
Rentals	-	-	-
Maintenance and Repairs	1,770	8,400	8,400
Outside Services	189,917	338,050	87,650
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	7,932	7,722	8,169
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	363,850	125,000
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 508,909	\$ 1,107,985	\$ 667,183



Water Production Division – Business Unit Group 300





WATER PRODUCTION DIVISION BUDGET UNIT 300

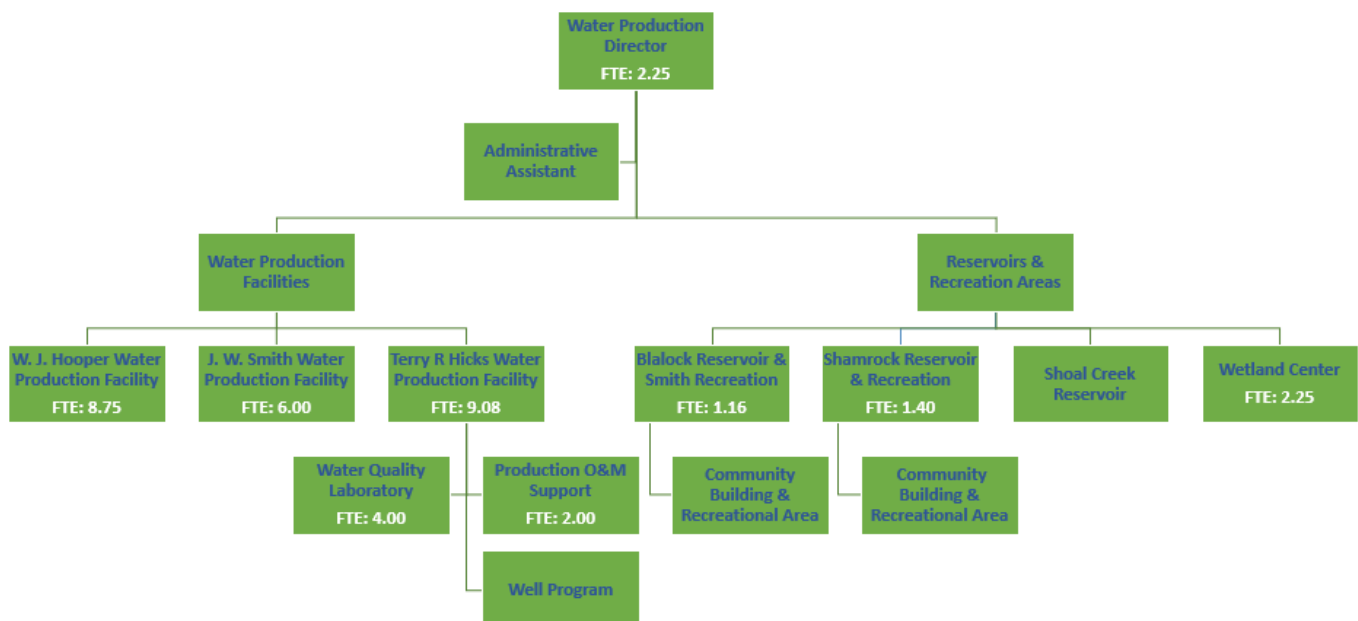
The function of the Water Production Division is to produce potable water, which is then directed into the distribution system and sold to the Authority's customers. The activity of producing drinking water is highly regulated and specific operating standards are promulgated by federal and state regulatory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

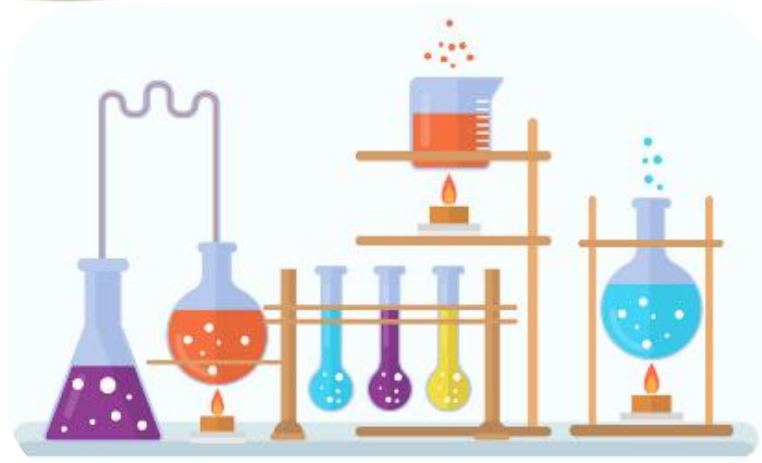
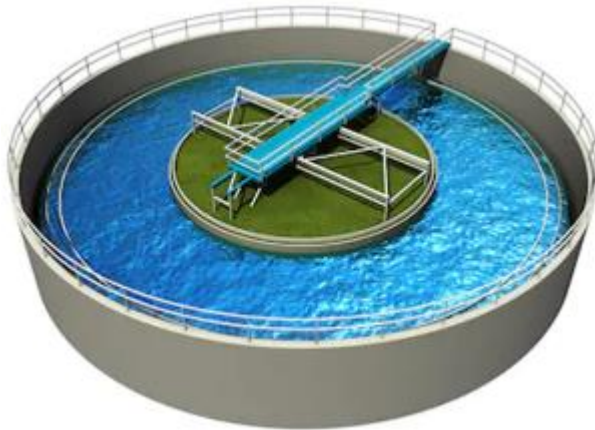
319 – Shoal Creek Reservoir
 320 – Terry R. Hicks Water Production Facility
 325 – Well Program
 330 – Water Quality Laboratory
 340 – Smith CUB & Recreation Park
 350 – Shamrock Recreation
 351 – Shamrock Community Use Building
 352 – Wetland Center
 399 – Water Conservation





Water Production Division – Staffing Summary

Authorized Personnel	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted
Water Production Division			
301 - Water Production Director	2.00	2.25	2.25
305 - Production Operations & Maintenance Support	2.00	2.00	2.00
310 - W J Hooper Water Production Facility	8.50	8.50	8.75
315 - J W Smith Water Production Facility	5.00	5.00	6.00
320 - Terry R Hicks Water Production Facility	8.73	9.00	9.08
330 - Water Quality Laboratory	3.25	4.00	4.00
340 - Smith Community Use Building & Recreation Park	1.25	1.25	1.16
350 - Shamrock Recreation	1.50	1.50	1.40
352 - Wetland Center	1.50	1.50	2.25
Total Full-Time Employees (FTEs)	33.73	35.00	36.89





Water Production Division – Major Initiatives for FY 2021 - 2022

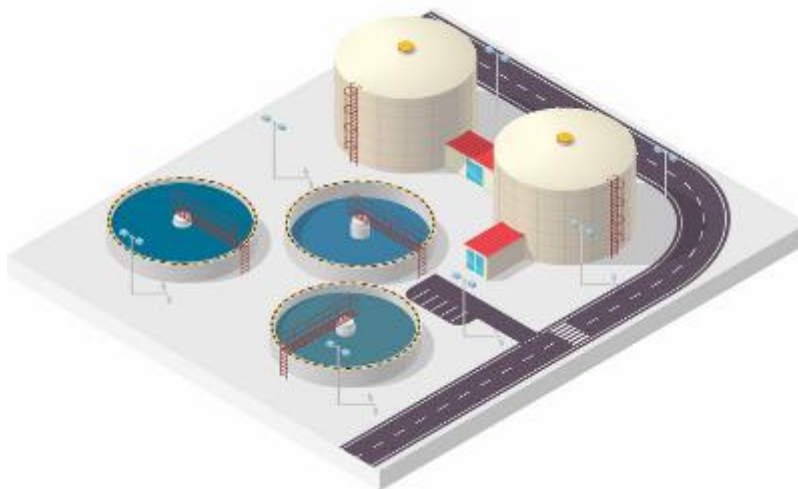
Business Unit	Budget Funding	Account Name	Account Number	Amount Budgeted	Initiative
Water Production Operations and Maintenance Support					
301	Operating	Other Rental	54204	\$ 12,000	Rental of DBP Machine
		Consulting Fees	56110	10,000	Hach WIMS Support
	Capital	Capital Project Transfer	59303	200,000	[SMP 20-309] Single Points-of-Failure Elimination Study and Implementation
Grand Total				\$ 222,000	
W J Hooper Water Production Facility					
310	Capital	Cap Equip-Building & Structures	59921	\$ 90,000	HVAC Hooper Residual Building
		Cap Equip-Treatment Equipment	59932	15,000	Polymer Feed System
		Cap Equip-Valve (In-Plant/Building)	59974	12,000	Wastewater Valve Replacement #5 Filter
Grand Total				\$ 117,000	
Morrow Pumping Station					
311	Operating	M&R-Buildings & Grounds	56131	\$ 20,000	Water Tank Logo Painting
Grand Total				\$ 20,000	
Noah's Ark Pumping Station					
312	Capital	Cap Equip-Reconditioning Water Tanks	59927	\$ 280,000	Reconditioning of Water Tanks (2)
		Cap Equip-Valve (In-Plant/Building)	59974	50,000	Replacement of Suction Valves for Pumps
Grand Total				\$ 330,000	
J W Smith Water Production Facility					
315	Operating	Consulting Fees	56110	\$ 24,000	Rate Study & VIR for Dam
	Capital	Capital Project Transfer	59303	10,000	Break Room Renovations
		Cap Equip-Monitoring/Controlling Equip	59933	13,000	Streaming Current Monitor
Grand Total				\$ 47,000	
Blalock Jr Reservoir and Dam					
316	Operating	Consulting Fees	56110	\$ 54,000	EOR for VIR at Blalock
Grand Total				\$ 54,000	
Jonesboro Pumping Station					
317	Capital	Capital Project Transfer	59303	\$ 400,000	[SMP 20-311] Back-up Generator [SMP 20-316] VFD's, and new motors at Jonesboro pump station
Grand Total				\$ 400,000	
Forest Park/Cajun Queen Pumping Station					
318	Capital	Cap Equip-Reconditioning Water Tanks	59927	\$ 190,000	CCWA logo and reconditioning tanks (3)
Grand Total				\$ 190,000	
Shoal Creek Reservoir					
319	Operating	Consulting Fees	56110	\$ 2,500	VIR Report/ consulting fees for Dams
Grand Total				\$ 2,500	
Terry R. Hicks Water Production Facility					
320	Capital	Capital Project Transfer	59303	\$ 250,000	[SMP 20-300] Hicks WPP High-Rate Implementation-Filter Rehab (RE22940)
		Capital Project Transfer	59303	400,000	[SMP 20-301] Hicks Liquid Lime Feed (RE22942)
		Capital Project Transfer	59303	600,000	[SMP 20-307] Hicks Blowers upgrades
		Capital Project Transfer	59303	175,000	[SMP 20-305] Hicks WPP High Rate Analysis
		Cap Equip-Construction Equipment	59914	25,000	Re-do landscaping at Hicks.
		Cap Equip-Monitoring/Controlling Equip	59933	25,000	Connection of cone flow meters to SCADA system
Grand Total				\$ 1,475,000	
Water Quality Lab					
330	Operating	Consulting Fees	56110	\$ 75,000	[SMP 20-310] Enhanced Source Water Monitoring Program
		Meter Vaults Settings	56149	27,000	Renewal of State of Georgia contract for Laboratory Services & Drinking Water
Grand Total				\$ 102,000	
Smith CUB and Recreation Park					
340	Capital	Capital Project Transfer	59303	\$ 25,000	Upgrade Kitchen Area
Grand Total				\$ 25,000	
Shamrock Recreation Center					
350	Capital	Cap Equip-Landscaping	59914	\$ 25,000	Replace island bridges with dirt and rock causeways
		Cap Equip-Landscaping Equipment	59963	10,000	Scag windstorm ride behind blower
Grand Total				\$ 35,000	
Wetland Center					
352	Capital	Capital Project Transfer	59303	\$ 300,000	[SMP 20-303] Wetlands Center Education Building Renovation
		Cap Equip-Building & Structures	59921	45,000	Roof Replacement of main building and outside learning center
		Cap Equip-Communication Equipment	59986	15,000	Add 6 Educational Videos for the Wetlands Center
Grand Total				\$ 360,000	

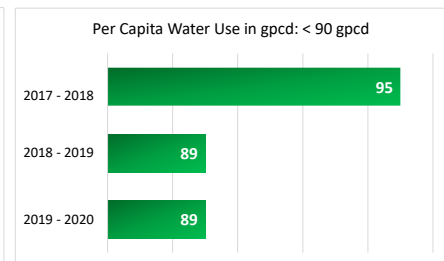
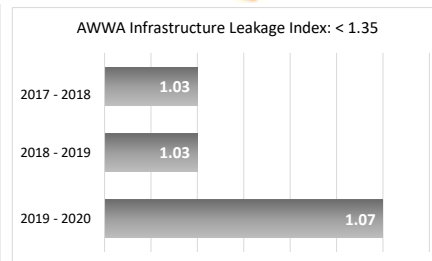
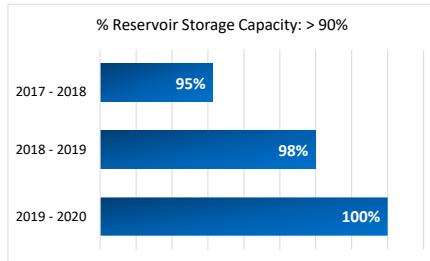
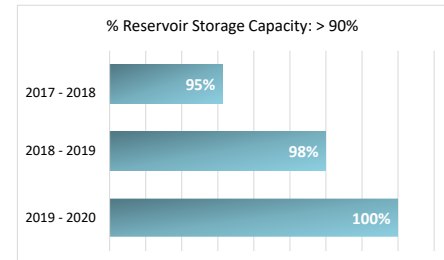
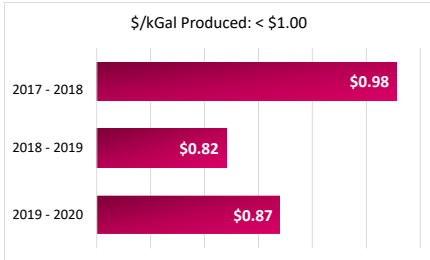
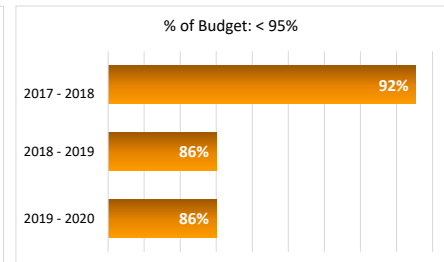
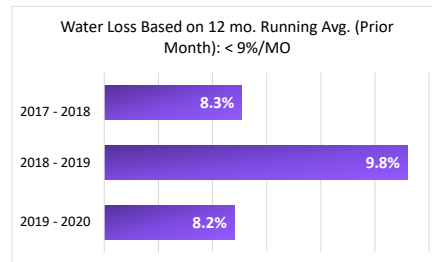
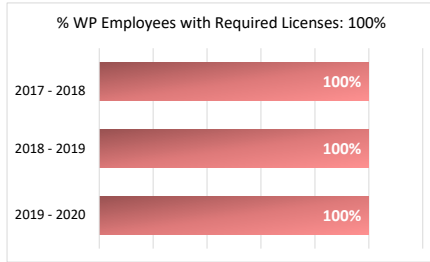
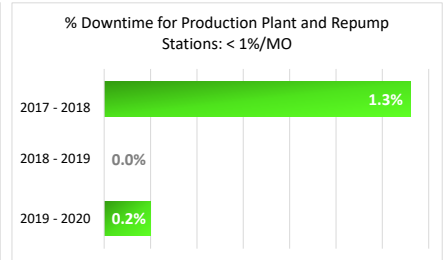
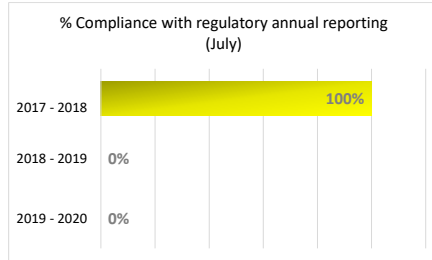
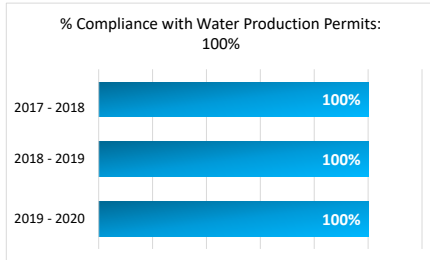


Water Production Division – Levels of Service

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	2019 - 2020	2018 - 2019	2017 - 2018
SUPERIOR PRODUCT QUALITY							
1	Meet all applicable regulatory requirements	% Compliance with Water Production Permits: 100%	WP	100%	100%	100%	100%
		% Compliance with regulatory annual reporting (July)	WP	100%	N/A	N/A	100%
EXCEED CUSTOMER EXPECTATIONS							
5	Minimize potable water service disruptions	% Downtime for Production Plant and Repump Stations: < 1%/MO	WP	< 1% / Month	0.20%	0.00%	1.3%
PROVIDE EMPLOYEE DEVELOPMENT							
8	Provide effective employee training and development	% WP Employees with Required Licenses: 100%	WP	100%	100%	100%	100%
OPTIMIZE OPERATIONS							
13	Reasonable Cost of Service	Water Loss Based on 12 mo. Running Avg. (Prior Month): < 9%/MO	WP	< 9% / Month	8.2%	9.8%	8.3%
		% of Budget: < 95%	WP	< 95%	86%	86%	92%
		\$/kGal Produced: < \$1.00	WP	< \$1.00	\$0.87	\$0.82	\$0.98
14	Minimize Water System Losses	AWWA Infrastructure Leakage Index: < 1.35	WP	< 1.35	1.07	1.03	1.03
INFRASTRUCTURE SUSTAINABILITY							
21	Provide a sustainable water supply	% Reservoir Storage Capacity: > 90%	WP	> 90%	100%	98%	95%
STAKEHOLDER SUPPORT							
23	Environmental Stewardship and Sustainability	Per Capita Water Use in gpcd: < 90 gpcd	WP	< 90 gpcd	89	89	95







Water Production Division Staffing – Position Detail

Authorized Personnel	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted
<i>Water Production Manager</i>			
Administrative Assistant	1.00	1.00	1.00
High School Intern	0.00	0.25	0.25
Water Production Director	1.00	1.00	1.00
Total Number of Personnel (FTE's)	2.00	2.25	2.25
<i>Production O&M Support</i>			
Distribution/Resource Coordinator	1.00	1.00	1.00
Distribution/Resource Technician	1.00	1.00	1.00
Total Number of Personnel (FTE's)	2.00	2.00	2.00
<i>W.J. Hooper Water Production Facility</i>			
Plant Worker	0.50	0.50	0.50
Plant Operator I	4.00	3.00	2.00
Plant Operator II	3.00	2.00	3.00
Plant Operator III	0.00	2.00	2.00
Plant Operator Trainee Shadow	0.00	0.00	0.25
Plant Manager	1.00	1.00	1.00
Total Number of Personnel (FTE's)	8.50	8.50	8.75
<i>J.W. Smith Water Production Facility</i>			
Plant Operator I	1.00	1.00	1.00
Plant Operator II	0.00	1.00	1.00
Plant Operator III	3.00	2.00	3.00
Plant Manager	1.00	1.00	1.00
Total Number of Personnel (FTE's)	5.00	5.00	6.00
<i>Terry R Hicks Water Production Facility</i>			
Plant Operator I	4.00	4.00	4.00
Plant Operator III	2.00	2.00	2.00
Plant Operator III (Shadow)	0.00	0.00	0.08
Plant Operator Trainee	0.73	1.00	1.00
Plant Supervisor	1.00	1.00	1.00
Plant Worker	1.00	1.00	1.00
Total Number of Personnel (FTE's)	8.73	9.00	9.08
<i>Water Quality Lab</i>			
Env. Compliance Manager	1.00	1.00	1.00
Lab Analyst	1.00	2.00	2.00
Lab Technician PT	0.25	0.00	0.00
Microbiologist	1.00	1.00	1.00
Total Number of Personnel (FTE's)	3.25	4.00	4.00
<i>Smith Community Use Building & Recreation Park</i>			
Recreation Area Assistant	1.00	1.00	1.00
Recreation Area Caretaker	0.25	0.25	0.16
Total Number of Personnel (FTE's)	1.25	1.25	1.16
<i>Shamrock Recreation</i>			
Recreation Area Caretaker	0.50	0.50	0.40
Recreation Area Supervisor	1.00	1.00	1.00
Total Number of Personnel (FTE's)	1.50	1.50	1.40
<i>Wetland Center</i>			
Conservation Assistant	0.25	0.25	0.00
Conservationist	0.00	0.00	1.00
Recreation Area Caretaker	0.25	0.25	0.25
Sr. Conservation Specialist	1.00	1.00	1.00
Total Number of Personnel (FTE's)	1.50	1.50	2.25
<i>Water Production Department Total</i>	33.73	35.00	36.89



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.

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ 2,008,977	\$ 2,212,483	\$ 2,413,170
Overtime Pay	176,529	170,500	181,500
F.I.C.A.	160,652	167,355	184,608
Pension	263,586	292,672	335,430
Employee Benefits	315,624	384,836	393,829
Operating Expenditures:	-	-	-
Operating Materials & Supplies	1,646,059	2,240,685	2,631,104
Vehicle Supplies	17,750	26,290	22,979
Administrative Supplies	21,804	28,300	31,300
Safety Supplies	5,130	14,850	10,900
Special Purchases	851	104,720	104,840
Utilities	3,692,751	3,984,420	3,719,285
Rentals	97,820	167,050	162,800
Maintenance and Repairs	220,796	329,150	285,900
Outside Services	806,219	1,194,670	1,158,200
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	180,070	243,263	289,343
Accounting Charges	3,390	5,100	5,100
Debt Service:	-	-	-
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:	-	-	-
Capital Expenditures	278,301	463,113	795,000
Capital Projects:	-	-	-
Transfers to R&E	254,887	100,000	2,360,000
Total Appropriations	\$ 10,151,196	\$ 12,129,457	\$ 15,085,288



BUSINESS UNIT 301: WATER PRODUCTION DEPARTMENT MANAGER

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

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

Significant Expenditure and Staffing Changes:**General Expenses:** increase in funding due to property/casualty insurance.

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ 138,182	\$ 178,327	\$ 181,120
Overtime Pay	-	-	-
F.I.C.A.	10,049	13,281	13,855
Pension	18,845	22,974	25,176
Employee Benefits	20,894	28,216	18,168
Operating Expenditures:			
Operating Materials & Supplies	2,280	1,830	2,388
Vehicle Supplies	613	1,150	1,044
Administrative Supplies	891	1,000	2,000
Safety Supplies	-	400	500
Special Purchases	851	104,720	104,840
Utilities	1,398	1,428	1,540
Rentals	-	12,000	12,000
Maintenance and Repairs	741	500	500
Outside Services	3,635	12,860	12,710
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	70,855	86,380	100,417
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	27,601	-	-
Capital Projects:			
Transfers to R&E	-	-	200,000
Total Appropriations	\$ 296,835	\$ 465,066	\$ 676,258



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 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ 100,561	\$ 117,807	\$ 119,115
Overtime Pay	273	1,000	1,000
F.I.C.A.	7,542	8,872	9,112
Pension	13,927	16,119	16,557
Employee Benefits	8,817	11,423	18,004
Operating Expenditures:			
Operating Materials & Supplies	1,512	2,380	2,080
Vehicle Supplies	2,075	3,600	2,903
Administrative Supplies	145	500	300
Safety Supplies	191	500	500
Special Purchases	-	-	-
Utilities	1,471	1,692	1,471
Rentals	-	-	-
Maintenance and Repairs	197	2,500	1,500
Outside Services	1,780	900	900
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	1,917	5,949	4,538
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	-	-
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 140,409	\$ 173,242	\$ 177,980



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

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

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

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

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ 532,464	\$ 554,174	\$ 555,280
Overtime Pay	70,446	65,000	65,000
F.I.C.A.	43,853	41,743	42,479
Pension	70,588	72,874	77,184
Employee Benefits	102,822	116,481	105,566
Operating Expenditures:			
Operating Materials & Supplies	803,775	1,054,485	1,252,458
Vehicle Supplies	1,295	1,200	1,307
Administrative Supplies	3,082	5,000	4,500
Safety Supplies	929	6,000	1,000
Special Purchases	-	-	-
Utilities	1,164,846	1,248,584	1,201,912
Rentals	-	2,750	1,500
Maintenance and Repairs	104,867	110,200	105,200
Outside Services	210,464	246,600	199,900
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	29,958	34,096	44,096
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	109,497	75,000	117,000
Capital Projects:			
Transfers to R&E	24,887	-	-
Total Appropriations	<u>\$ 3,273,773</u>	<u>\$ 3,634,187</u>	<u>\$ 3,774,382</u>



BUSINESS UNIT 311: MORROW PUMPING STATION

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

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

Significant Expenditure and Staffing Changes:**Outside Services:** increase in funding represents water tank logo painting.

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
Operating Expenditures:			
Operating Materials & Supplies	81	1,800	2,800
Vehicle Supplies	386	1,200	406
Administrative Supplies	146	500	250
Safety Supplies	11	100	100
Special Purchases	-	-	-
Utilities	275,808	295,845	295,123
Rentals	-	-	-
Maintenance and Repairs	925	5,000	4,500
Outside Services	39,892	39,000	64,000
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	1,080	1,488	1,730
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	25,000	-
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 318,330	\$ 369,933	\$ 368,909



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 Recondition of Two Water Tanks, Pump Suction Valves.

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
Operating Expenditures:			
Operating Materials & Supplies	445	1,300	2,300
Vehicle Supplies	778	1,000	817
Administrative Supplies	103	500	250
Safety Supplies	-	100	100
Special Purchases	-	-	-
Utilities	527,392	493,299	428,258
Rentals	-	-	-
Maintenance and Repairs	686	4,000	3,750
Outside Services	67,615	69,000	56,500
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	3,101	4,363	5,406
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	25,000	330,000
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 600,121	\$ 598,562	\$ 827,381



BUSINESS UNIT 314: ELEVATED TANKS

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

Provides additional storage of potable water for distribution system.

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

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
Operating Expenditures:			
Operating Materials & Supplies	-	200	200
Vehicle Supplies	-	-	-
Administrative Supplies	-	-	-
Safety Supplies	-	100	100
Special Purchases	-	-	-
Utilities	13,753	15,926	13,813
Rentals	-	-	-
Maintenance and Repairs	759	3,000	2,250
Outside Services	1,712	16,200	9,500
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	3,752	4,560	5,755
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	-	-
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 19,976	\$ 39,986	\$ 31,618



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

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

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

Significant Expenditure and Staffing Changes:**Operating Materials and Supplies:** increase represents a cost increase for chemicals.**Capital Expenditures:** represents funding for Streaming Current Monitor.**Transfers to R&E:** represents funds being transferred to the Renewal and Extension Fund for Breakroom Renovations.

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ 325,515	\$ 337,098	\$ 463,892
Overtime Pay	20,505	30,000	40,000
F.I.C.A.	24,977	25,661	35,488
Pension	44,088	46,625	64,481
Employee Benefits	53,566	62,923	86,149
Operating Expenditures:			
Operating Materials & Supplies	287,482	326,075	509,500
Vehicle Supplies	342	890	608
Administrative Supplies	1,514	2,350	2,350
Safety Supplies	175	2,000	3,000
Special Purchases	-	-	-
Utilities	901,647	1,070,600	941,299
Rentals	-	-	-
Maintenance and Repairs	41,616	57,200	57,200
Outside Services	75,599	128,050	151,050
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	16,772	22,549	26,354
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	38,205	60,000	13,000
Capital Projects:			
Transfers to R&E	-	-	10,000
Total Appropriations	<u>\$ 1,832,002</u>	<u>\$ 2,172,021</u>	<u>\$ 2,404,371</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:

No significant changes from previous fiscal year.

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
Operating Expenditures:			
Operating Materials & Supplies	47,242	275,500	250,250
Vehicle Supplies	-	-	-
Administrative Supplies	-	-	-
Safety Supplies	-	-	-
Special Purchases	-	-	-
Utilities	-	-	-
Rentals	88,923	135,000	135,000
Maintenance and Repairs	338	5,000	5,000
Outside Services	25,962	54,500	58,000
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	73	171	191
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	35,000	-	-
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 197,537	\$ 470,171	\$ 448,441



BUSINESS UNIT 317: JONESBORO PUMPING STATION

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

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

Significant Expenditure and Staffing Changes:**Outside Services:** increase represents funds for tank level gauge repairs.**Transfers to R&E:** represents funds being transferred to the Renewal and Extension Fund for Back-up Generator[SMP 20-316] VFD's, and new motors at Jonesboro pumping station .

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
Operating Expenditures:			
Operating Materials & Supplies	176	1,300	2,800
Vehicle Supplies	-	-	-
Administrative Supplies	27	500	250
Safety Supplies	-	100	100
Special Purchases	-	-	-
Utilities	206,012	232,720	206,036
Rentals	-	-	-
Maintenance and Repairs	457	3,000	3,000
Outside Services	32,138	40,000	84,000
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	1,453	1,870	3,291
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	50,000	-
Capital Projects:			
Transfers to R&E	-	-	400,000
Total Appropriations	\$ 240,263	\$ 329,490	\$ 699,477



BUSINESS UNIT 318: FOREST PARK AND CAJUN QUEEN PUMPING STATIONS

Department : Water Production**Business Unit : (318) FP/Cajun Queen Pumping Stations****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 funding for water tank logo painting.**Capital Expenditures:** represents funding for Tank Logo Painting.

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
Operating Expenditures:			
Operating Materials & Supplies	-	500	500
Vehicle Supplies	-	-	-
Administrative Supplies	-	-	-
Safety Supplies	-	100	100
Special Purchases	-	-	-
Utilities	3,766	5,783	3,816
Rentals	-	-	-
Maintenance and Repairs	323	1,500	1,500
Outside Services	25	153,200	3,500
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	1,047	681	2,857
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	-	190,000
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 5,161	\$ 161,764	\$ 202,273



BUSINESS UNIT 319: SHOAL CREEK RESERVOIR

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

Facilitates storage of raw water prior to treatment.

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

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
Operating Expenditures:			
Operating Materials & Supplies	245	2,300	2,300
Vehicle Supplies	-	-	-
Administrative Supplies	-	-	-
Safety Supplies	-	100	50
Special Purchases	-	-	-
Utilities	-	-	-
Rentals	443	500	500
Maintenance and Repairs	1,511	38,500	5,500
Outside Services	1,800	4,500	4,000
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	1,992	2,421	3,085
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	-	-
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 5,992	\$ 48,321	\$ 15,435



BUSINESS UNIT 320: TERRY R. HICKS WATER PRODUCTION FACILITY

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

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

Significant Expenditure and Staffing Changes:**Capital Expenditures:** represents funding for Landscaping Improvements, Flow Meter Communication System.**Transfers to R&E:** represents funds being transferred to the Renewal and Extension Fund for [SMP 20-300] Hicks WPP High-Rate Implementation (filter rehab), [SMP 20-301] Hicks Liquid Lime Feed, [SMP 20-307] Hicks Blowers upgrades, [SMP 20-300] Hicks WPP High Rate Analysis.

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ 466,132	\$ 553,911	\$ 572,129
Overtime Pay	64,191	50,000	50,000
F.I.C.A.	39,520	41,863	43,768
Pension	64,262	76,065	79,525
Employee Benefits	69,798	90,619	82,763
Operating Expenditures:			
Operating Materials & Supplies	377,858	451,735	480,208
Vehicle Supplies	1,920	3,050	3,704
Administrative Supplies	5,524	7,000	8,000
Safety Supplies	2,928	4,000	4,000
Special Purchases	-	-	-
Utilities	540,695	562,046	568,010
Rentals	535	1,500	1,000
Maintenance and Repairs	31,220	40,750	45,750
Outside Services	111,194	106,500	111,500
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	25,861	37,532	43,552
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	135,000	50,000
Capital Projects:			
Transfers to R&E	200,000	-	1,425,000
Total Appropriations	\$ 2,001,638	\$ 2,161,571	\$ 3,568,909



BUSINESS UNIT 325: WELL PROGRAM

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

Utilization of underground sources of raw water.

Significant Expenditure and Staffing Changes:

No significant changes from previous fiscal year.

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
Operating Expenditures:			
Operating Materials & Supplies	445	1,900	1,900
Vehicle Supplies	-	-	-
Administrative Supplies	-	-	-
Safety Supplies	-	150	150
Special Purchases	-	-	-
Utilities	6,451	3,983	6,451
Rentals	-	-	-
Maintenance and Repairs	360	1,000	1,000
Outside Services	50	100	100
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	332	492	599
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	-	-
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 7,638	\$ 7,625	\$ 10,200



BUSINESS UNIT 330: WATER QUALITY LABORATORY

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

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

Significant Expenditure and Staffing Changes:

Outside Services: increase represents funding for [SMP 20-310] Enhanced Source Water Monitoring Program.

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ 208,457	\$ 239,904	\$ 248,043
Overtime Pay	546	1,000	1,000
F.I.C.A.	15,011	18,244	18,975
Pension	28,125	33,148	34,478
Employee Benefits	28,869	40,518	37,414
Operating Expenditures:			
Operating Materials & Supplies	77,054	84,010	84,068
Vehicle Supplies	1,927	3,800	2,435
Administrative Supplies	687	2,400	2,400
Safety Supplies	220	250	250
Special Purchases	-	-	-
Utilities	2,215	3,084	2,880
Rentals	6,621	10,000	8,000
Maintenance and Repairs	199	2,000	2,000
Outside Services	85,114	190,450	265,450
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	16,159	32,796	37,916
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	61,113	-
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 471,203	\$ 722,717	\$ 745,309



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:**Capital Expenditures:** represents funding for Kitchen Area Upgrades.

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ 59,780	\$ 60,086	\$ 61,739
Overtime Pay	6,133	7,000	7,000
F.I.C.A.	5,051	4,596	4,724
Pension	6,443	6,696	8,582
Employee Benefits	8,204	9,031	12,644
Operating Expenditures:			
Operating Materials & Supplies	998	2,430	2,488
Vehicle Supplies	5,776	6,500	6,478
Administrative Supplies	1,096	1,450	1,400
Safety Supplies	221	150	150
Special Purchases	-	-	-
Utilities	9,042	7,960	9,588
Rentals	-	100	100
Maintenance and Repairs	3,053	22,400	15,650
Outside Services	17,624	20,650	20,710
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	1,082	1,377	1,613
Accounting Charges	965	1,100	1,100
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	7,075	18,000	-
Capital Projects:			
Transfers to R&E	-	-	25,000
Total Appropriations	\$ 132,544	\$ 169,526	\$ 178,966



BUSINESS UNIT 350: SHAMROCK RECREATION

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

Operates Lake Shamrock Recreation facilities.

Significant Expenditure and Staffing Changes:**Capital Expenditures:** represents funding for Island Bridge Landscaping, Ride Behind Blower.

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ 105,200	\$ 103,145	\$ 104,546
Overtime Pay	14,240	15,000	15,000
F.I.C.A.	9,129	7,891	7,999
Pension	10,463	11,025	14,532
Employee Benefits	15,070	16,555	16,555
Operating Expenditures:			
Operating Materials & Supplies	16,834	6,445	6,811
Vehicle Supplies	2,326	3,400	2,950
Administrative Supplies	6,133	2,650	2,650
Safety Supplies	204	300	300
Special Purchases	-	-	-
Utilities	11,810	12,172	11,970
Rentals	908	2,500	2,000
Maintenance and Repairs	8,999	16,100	14,100
Outside Services	25,575	26,200	26,180
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	1,415	1,719	2,085
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	32,366	14,000	35,000
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 260,672	\$ 239,102	\$ 262,678



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:

No significant changes from previous fiscal year.

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
Operating Expenditures:			
Operating Materials & Supplies	20,771	12,150	13,650
Vehicle Supplies	19	-	20
Administrative Supplies	1,178	2,150	2,150
Safety Supplies	16	100	100
Special Purchases	-	-	-
Utilities	15,434	15,990	15,966
Rentals	-	500	500
Maintenance and Repairs	14,972	13,000	13,000
Outside Services	60,514	30,800	35,000
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	1,012	1,409	1,606
Accounting Charges	2,420	4,000	4,000
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	-	-
Capital Projects:			
Transfers to R&E	30,000	100,000	-
Total Appropriations	<u>\$ 146,336</u>	<u>\$ 180,099</u>	<u>\$ 85,992</u>



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:**Capital Expenditures:** represents funding for Roof Replacement, Educational Videos (Qty 6).**Transfers to R&E:** represents funds being transferred to the Renewal and Extension Fund for [SMP 20-303] Wetlands Center Education Building Renovations.

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ 72,687	\$ 68,031	\$ 107,306
Overtime Pay	194	1,500	2,500
F.I.C.A.	5,520	5,204	8,208
Pension	6,845	7,146	14,915
Employee Benefits	7,583	9,070	16,566
Operating Expenditures:			
Operating Materials & Supplies	8,861	14,345	14,403
Vehicle Supplies	292	500	307
Administrative Supplies	1,277	2,300	4,800
Safety Supplies	236	400	400
Special Purchases	-	-	-
Utilities	11,012	13,308	11,152
Rentals	390	2,200	2,200
Maintenance and Repairs	9,572	3,500	4,500
Outside Services	45,527	55,160	55,200
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	2,210	3,410	4,252
Accounting Charges	5	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	28,557	-	60,000
Capital Projects:			
Transfers to R&E	-	-	300,000
Total Appropriations	\$ 200,767	\$ 186,074	\$ 606,709



Program Management and Engineering Division – Business Unit Group 500





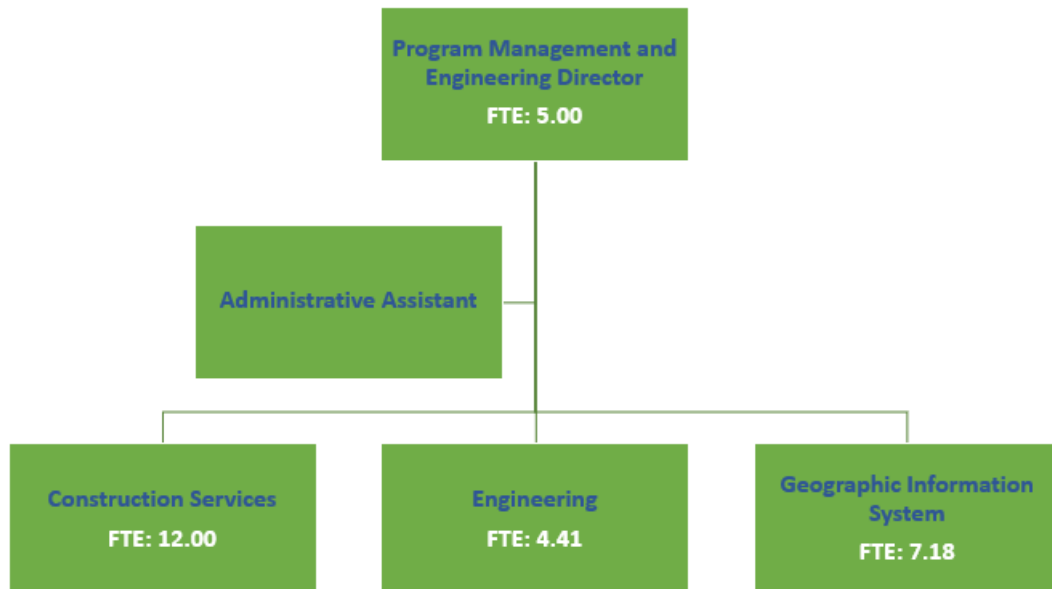
PROGRAM MANAGEMENT AND ENGINEERING DIVISION BUDGET UNIT 500

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





Program Management and Engineering Division – Staffing Summary

Authorized Personnel	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted
Program Management and Engineering			
501 - Program and Engineering Director	5.00	5.00	5.00
507 - Construction Services	12.00	12.00	12.00
530 - Engineering	4.41	4.41	4.41
535 - Geographic Information System	6.25	6.25	7.18
Total Full-Time Employees (FTEs)	27.66	27.66	28.59

Program Management and Engineering Division – Major Initiatives for FY 2021 - 2022

Business Unit	Budget Funding	Account Name	Account Number	Amount Budgeted	Initiative
Program Management and Engineering Department Manager					
501	Operating	Consulting Fees	56110	\$ 150,000	On Call Engineering Services
		Consulting Fees	56110	200,000	Collection System Advisement
		Consulting Fees	56110	500,000	[SMP 20-106] Linear Asset Data Improvement Strategy (SAMP L-01)
		Consulting Fees	56110	250,000	[SMP 20-612] Implement Odor and Corrosion Control Technologies (WATS Model)
		Consulting Fees	56110	500,000	[SMP 20-615] Implement Force Main Assessment Program
Grand Total				\$ 1,600,000	
Construction Services					
507	Capital	Capital Project Transfer	59303	\$ 10,000	Water Meters
		Capital Project Transfer	59303	1,000,000	[SMP 20-615] Force Main Replacement (<i>Pressure Sewer Rehab Program</i>)
Grand Total				\$ 1,010,000	
Engineering					
530	Operating	M&R-Collection System/Outfall	56124	\$ 1,900,000	[SMP 20-606] Sewer Condition Assessment Program (SSES)
	Capital	Cap Equip-Easements	59902	100	Easements
Grand Total				\$ 1,900,100	
Geographic Information Systems					
535	Operating	Consulting Fees	56110	\$ 50,000	GIS to CIS integration support (transition to FME server); GIS to JDE integration support (Pressurized Main project)
		Consulting Fees	56110	17,450	Cityworks Operational Insight
	Capital	Cap Equip-Computing Devices	59983	55,000	S6 Total Station Firmware/Hardware
Grand Total				\$ 122,450	

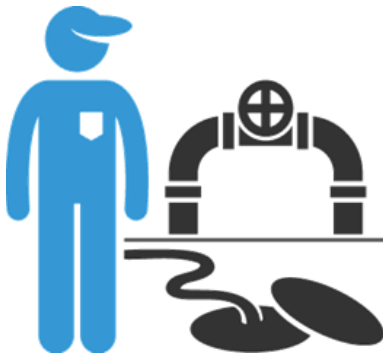
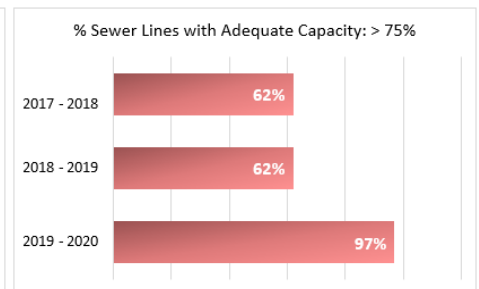
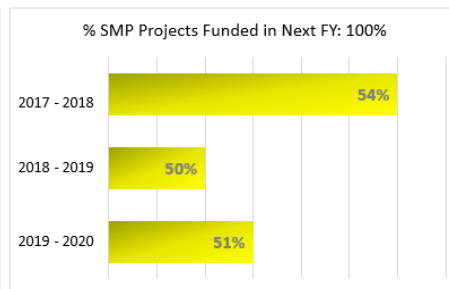
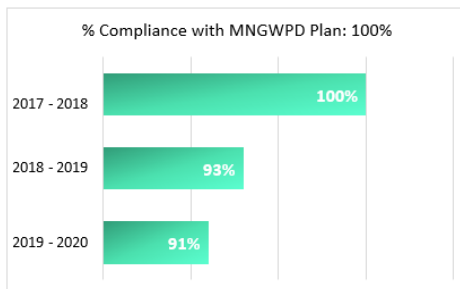




Program Management and Engineering Division – Levels of Service

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	2019 - 2020	2018 - 2019	2017 - 2018
SUPERIOR PRODUCT QUALITY						
1 Meet all applicable regulatory requirements	% Compliance with MNGWPD Plan: 100%	PME	100%	91%	93%	100%
ENSURE FINANCIAL VIABILITY						
17 Develop a Sustainable Annual Budget	% SMP Projects Funded in Next FY: 100%	PME	80%	51%	50%	54%
INFRASTRUCTURE SUSTAINABILITY						
22 Provide adequate treatment capacity	% Sewer Lines with Adequate Capacity: > 75%	PME	> 75%	97%	62%	62%





Program Management and Engineering Division Staffing – Position Detail

Authorized Personnel	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted
<i>Program Management and Engineering Manager</i>			
Administrative Assistant	1.00	1.00	1.00
Program Management and Engineering Director	1.00	1.00	1.00
Junior Engineer	1.00	0.00	0.00
Program Management Engineer	1.00	1.00	1.00
Project Manager	1.00	1.00	1.00
Program Manager	0.00	1.00	1.00
Total Number of Personnel (FTE's)	5.00	5.00	5.00
<i>Construction Services</i>			
Construction Coordinator	2.00	2.00	5.00
Construction Inspector	7.00	7.00	4.00
Construction Services Manager	1.00	1.00	1.00
Construction Supervisor	2.00	2.00	2.00
Total Number of Personnel (FTE's)	12.00	12.00	12.00
<i>Engineering</i>			
Engineering Supervisor	1.00	1.00	1.00
Intern - College	0.41	0.41	0.41
Plan Review Coordinator	1.00	1.00	1.00
Senior Engineering Technician	2.00	2.00	2.00
Total Number of Personnel (FTE's)	4.41	4.41	4.41
<i>Geographic Information System</i>			
GSI Technician III	2.00	2.00	0.00
Intern - College	0.25	0.25	0.18
Spatial Asset Manager	1.00	1.00	1.00
Spatial Asset Analyst I	0.00	0.00	1.00
Spatial Asset Analyst III	0.00	0.00	2.00
Spatial Field Coordinator	1.00	1.00	1.00
Spatial Field Technician I	2.00	2.00	1.00
Spatial Field Technician II	0.00	0.00	1.00
Total Number of Personnel (FTE's)	6.25	6.25	7.18
<i>Program Management and Engineering Department Total</i>	27.66	27.66	28.59



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 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ 1,570,127	\$ 2,184,099	\$ 2,352,417
Overtime Pay	993	-	500
F.I.C.A.	113,022	164,186	175,317
Pension	213,651	296,659	323,928
Employee Benefits	211,149	334,347	379,334
Operating Expenditures:			
Operating Materials & Supplies	12,737	18,285	19,745
Vehicle Supplies	11,653	19,555	19,314
Administrative Supplies	7,940	17,711	11,091
Safety Supplies	441	1,500	1,500
Special Purchases	-	560	560
Utilities	30,382	33,326	31,244
Rentals	42	-	-
Maintenance and Repairs	1,297	5,100	5,100
Outside Services	1,404,492	2,831,480	3,591,680
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	257,591	323,350	361,827
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	92,342	67,302	55,100
Capital Projects:			
Transfers to R&E	5,526,690	-	1,010,000
Total Appropriations	\$ 9,454,549	\$ 6,297,460	\$ 8,338,657



BUSINESS UNIT 501: PROGRAM MANAGEMENT AND ENGINEERING DIRECTOR

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

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:

No significant changes from previous fiscal year.

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ 485,467	\$ 571,953	\$ 586,249
Overtime Pay	-	-	-
F.I.C.A.	34,375	42,457	41,735
Pension	64,790	77,500	81,211
Employee Benefits	40,564	50,231	70,203
Operating Expenditures:			
Operating Materials & Supplies	1,332	2,260	2,260
Vehicle Supplies	339	1,000	1,200
Administrative Supplies	4,564	9,735	4,235
Safety Supplies	136	100	100
Special Purchases	-	560	560
Utilities	6,051	6,914	6,914
Rentals	42	-	-
Maintenance and Repairs	6	1,000	1,000
Outside Services	642,125	1,205,520	1,604,620
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	71,977	102,960	116,558
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	29,302	-
Capital Projects:			
Transfers to R&E	1,406,690	-	-
Total Appropriations	<u>\$ 2,758,457</u>	<u>\$ 2,101,492</u>	<u>\$ 2,516,845</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:

Transfers to R&E: represents funds being transferred to the Renewal and Extension Fund for Water Meters, [SMP 20-615] Force Main Replacement (Pressure Sewer Rehab Program).

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ 479,201	\$ 837,832	\$ 892,967
Overtime Pay	981	-	500
F.I.C.A.	35,113	63,833	67,547
Pension	65,869	115,984	122,733
Employee Benefits	75,956	163,109	160,186
Operating Expenditures:			
Operating Materials & Supplies	8,162	11,230	11,952
Vehicle Supplies	9,356	13,800	15,700
Administrative Supplies	1,387	3,780	3,660
Safety Supplies	155	1,000	1,000
Special Purchases		-	-
Utilities	15,515	17,199	15,514
Rentals		-	-
Maintenance and Repairs	1,111	3,600	3,600
Outside Services	4,914	10,720	9,220
Interest		-	-
Retiree Health Benefits		-	-
General Expenses	14,321	27,033	28,925
Accounting Charges		-	-
Debt Service:			
GEFA Interest	-		-
GEFA Principal	-		-
Transfers to Debt Service	-		-
Capital Budget:			
Capital Expenditures	55,407	-	-
Capital Projects:			
Transfers to R&E	4,120,000	-	1,010,000
Total Appropriations	<u>\$ 4,887,447</u>	<u>\$ 1,269,120</u>	<u>\$ 2,343,504</u>



BUSINESS UNIT 530: ENGINEERING

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

Major Business Unit Functions:

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

Significant Expenditure and Staffing Changes:

Capital Expenditures: represents funding for Easements.

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ 208,315	\$ 308,075	\$ 322,033
Overtime Pay	11	-	-
F.I.C.A.	15,059	23,061	24,177
Pension	28,088	40,502	43,928
Employee Benefits	31,174	42,116	46,445
Operating Expenditures:			
Operating Materials & Supplies	620	760	1,025
Vehicle Supplies	-	-	-
Administrative Supplies	1,759	3,100	2,100
Safety Supplies	2	100	100
Special Purchases	-	-	-
Utilities	3,409	3,632	3,408
Rentals	-	-	-
Maintenance and Repairs	-	-	-
Outside Services	730,842	1,505,075	1,904,575
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	7,740	16,821	18,572
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	25	100	100
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 1,027,044	\$ 1,943,342	\$ 2,366,463



BUSINESS UNIT 535: GEOGRAPHIC INFORMATION SYSTEM (GIS)

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

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

Significant Expenditure and Staffing Changes:

General Expenses: increase represents funding for additional Freeance Mobile and FME Desktop licenses.

Capital Expenditures: represents funding for Freeance UI Customization, Survey Tablet, S6 Total Station Firmware/Hardware.

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ 397,144	\$ 466,239	\$ 551,168
Overtime Pay	2	-	-
F.I.C.A.	28,474	34,835	41,858
Pension	54,905	62,673	76,056
Employee Benefits	63,455	78,891	102,500
Operating Expenditures:			
Operating Materials & Supplies	2,623	4,035	4,508
Vehicle Supplies	1,958	4,755	2,414
Administrative Supplies	231	1,096	1,096
Safety Supplies	148	300	300
Special Purchases	-	-	-
Utilities	5,407	5,581	5,408
Rentals	-	-	-
Maintenance and Repairs	180	500	500
Outside Services	26,612	110,165	73,265
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	163,553	176,536	197,772
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	36,910	37,900	55,000
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	<u>\$ 781,602</u>	<u>\$ 983,506</u>	<u>\$ 1,111,845</u>



Distribution and Conveyance Division – Business Unit Group 600





DISTRIBUTION AND CONVEYANCE DIVISION BUDGET UNIT 600

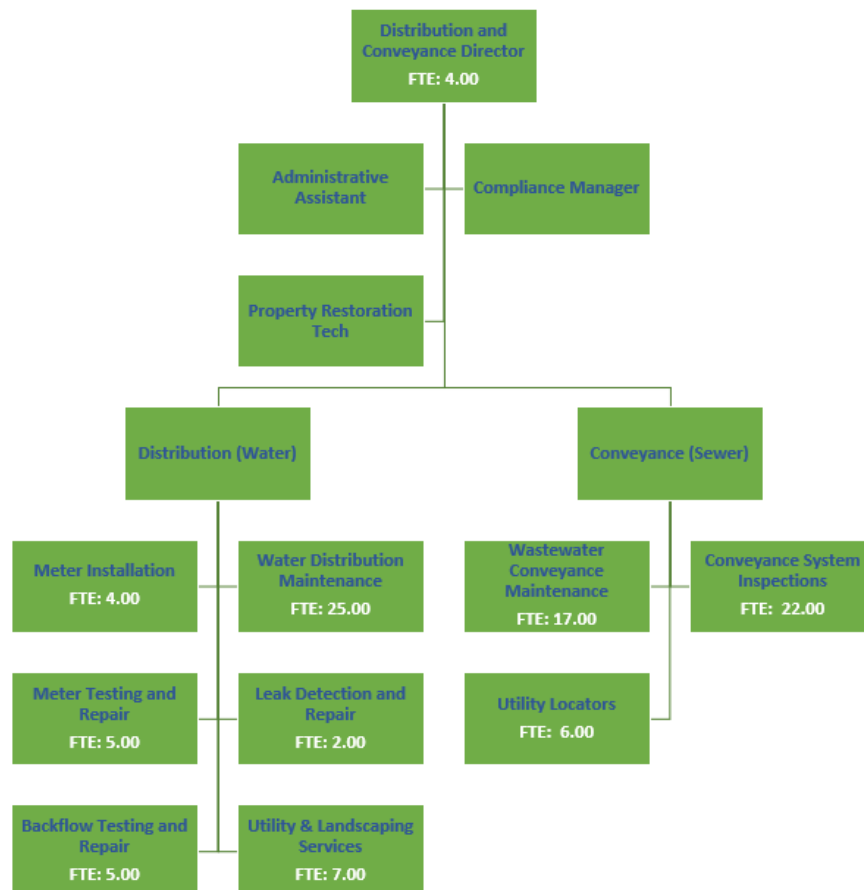
The Distribution and Conveyance Division is charged with the critical task of ensuring the efficiency of the individual distribution and collection systems. It has the responsibilities of installing the Authority's water lines, water meters and maintaining both water and sewer lines. Work must be performed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

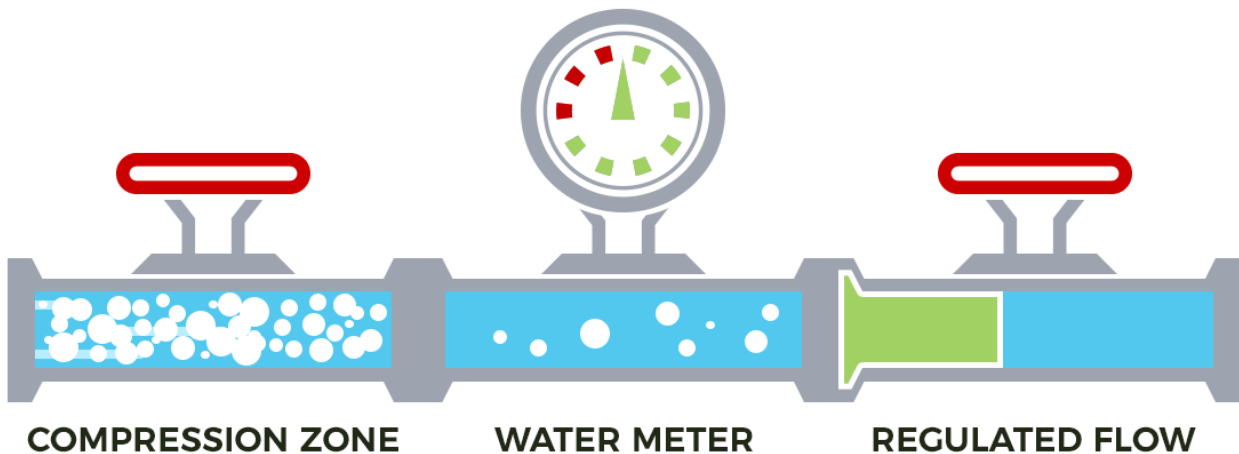




Distribution and Conveyance Division – Staffing Summary

Authorized Personnel	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted
Distribution and Conveyance Division			
601 - Distribution & Conveyance Director	4.00	4.00	4.00
610 - Meter Installation	4.00	4.00	4.00
612 - Water Distribution Maintenance	25.00	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	17.00	17.00
627 - Conveyance System Inspections	22.00	22.00	22.00
630 - Utility Locators	6.00	6.00	6.00
Total Full-Time Employees (FTEs)	96.00	97.00	97.00

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 2021 - 2022

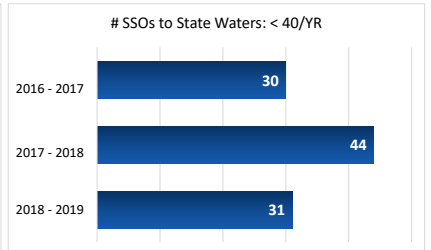
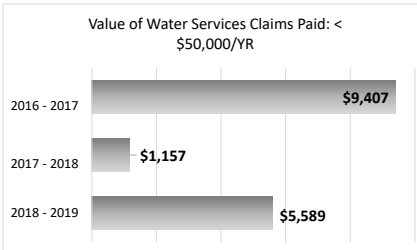
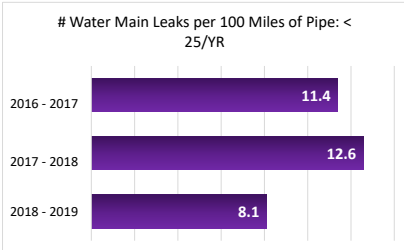
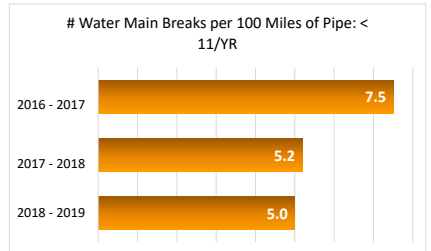
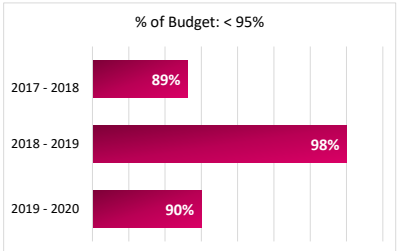
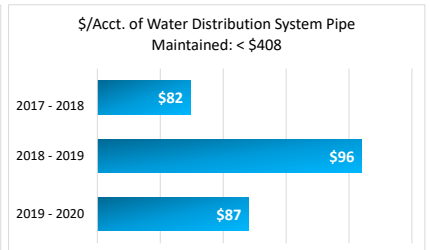
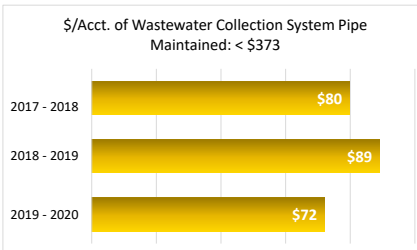
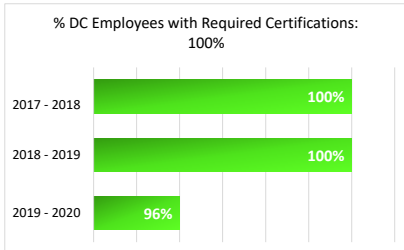
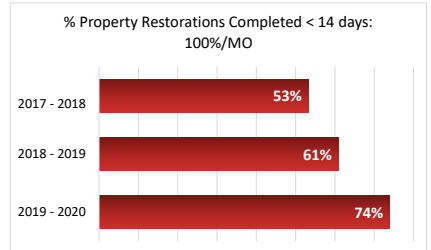
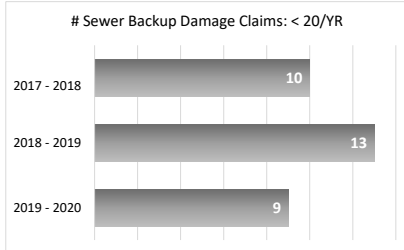
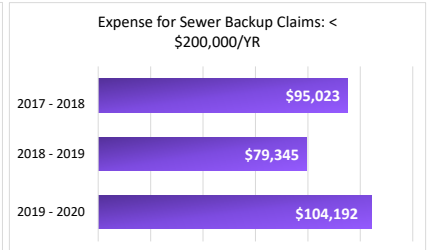
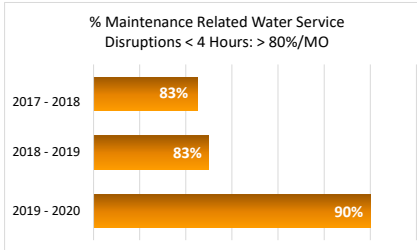
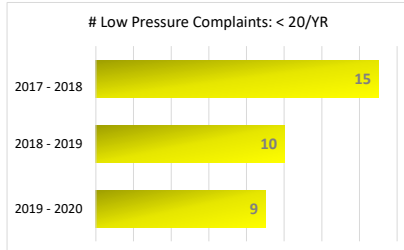
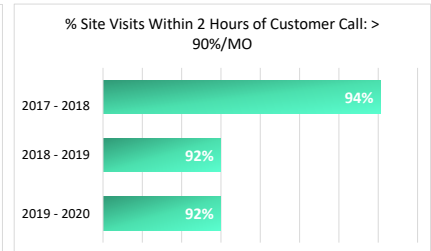
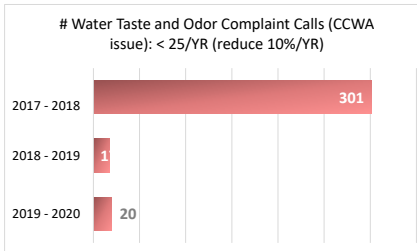
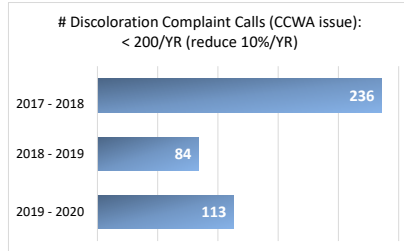
Business Unit	Budget Funding	Account Name	Account Number	Amount Budgeted	Initiative
Distribution and Conveyance Manager					
601	Capital	Capital Project Transfer	59303	\$ 500,000	[SMP 20-602] Commercial Meter Replacement & Fire Metering Program
		Cap Equip-Building & Structures	59921	125,000	Pressure Washing, Paint & Sealant Application - Building B
Grand Total				\$ 625,000	
Meter Installation					
610	Operating	Other Materials and Supplies	51104	\$ 550,000	Meter Setting & Backflow Materials <i>(Warehouse Issue)</i>
		Meter Setting	56141	400,000	Meter & Backflow Settings
	Capital	Cap Equip-Trucks	59951	47,287	Ford F-350 Pickup Truck with Utility Bed
		Cap Equip-Trucks	59951	96,790	Flat Bed Dump Truck
Grand Total				\$ 1,094,077	
Water Distribution Maintenance					
612	Operating	Other Materials and Supplies	51104	\$ 350,000	Materials for Water Distribution Maintenance
		M&R-Patching & Paving	56118	300,000	Patching & Paving
		M&R-Supply Mains	56128	550,000	Maintenance of Supply Mains <i>(Concrete, Vault Repairs, Dump Fees, Plumbing Repairs)</i>
	Capital	Capital Project Transfer	59303	150,000	[SMP 20-617] DOT - Lake Jodeco Road at Carnes Road Roundabout
		Capital Project Transfer	59303	450,000	[SMP 20-617] DOT - Hwy 85 from County Line to Roberts Rd
		Cap Equip-Construction Equipment	59941	90,000	Rubber Tire Backhoe
		Cap Equip-Trucks	59951	47,287	Ford F-350 Pickup Truck with Utility Bed
		Cap Equip-Trucks	59951	96,790	Flat Bed Dump Truck
Grand Total				\$ 2,034,077	
Meter Testing and Repair					
616	Operating	Consulting Fees	56110	\$ 48,196	Hidden Revenue Locator - Valor Water Analytics Contract
		Meter Vault Settings	56146	10,000	Meter Vault Lids
Grand Total				\$ 58,196	
Leak Detection and Repair					
617	Capital	Cap Equip-Measuring/Drafting Equipment	59946	\$ 6,000	Ground Mic
Grand Total				\$ 6,000	
Backflow Testing and Repair					
618	Operating	Meter Vault Settings	56146	\$ 10,000	Meter Vault Lids
		Other Outside Services	56199	40,000	Backflow Testing
Grand Total				\$ 50,000	
Utility and Landscaping Services					
619	Operating	Other Materials and Supplies	51104	\$ 70,000	Materials for Utility & Landscaping Services
	Capital	Cap Equip-Trailers	59952	8,000	16-ft Trailer
Grand Total				\$ 78,000	
Wastewater Conveyance Maintenance					
621	Operating	Other Materials and Supplies	51104	\$ 210,000	Materials for Conveyance Maintenance
		Private Property Repairs	55106	200,000	Private Property Damage
		M&R-Patching & Paving	56118	220,000	Patching & Paving
		M&R-Collection System/Outfall	56124	350,000	Maintenance of Collections & Outfalls <i>(Concrete, Dump Fees, Root Control, Plumbing Repairs)</i>
		Other Outside Services	56199	36,000	Smart Cover Data & Monitoring
	Capital	Cap Equip-Trailers	59952	8,000	16-ft Trailer
		Cap Equip-Safety Equipment	59964	6,000	Tripod and Wench System
		Cap Equip-Audio/Visual Equipment	59988	14,000	Snake Camera
Grand Total				\$ 1,044,000	
Conveyance System Inspections					
627	Operating	Utility Locating Services	56104	\$ 129,568	Flow Monitoring
		M&R-Collection System/Outfall	56124	300,000	Maintenance of Collections & Outfalls <i>(Concrete, Dump Fees, Root Control, Plumbing Repairs)</i>
	Capital	Cap Equip-Forestry Equipment	59945	130,000	New Unit and Cutting Head
		Cap Equip-Forestry Equipment	59945	18,500	ATV
		Cap Equip-Measuring/Drafting Equipment	59946	30,000	Smart Loggers (5)
		Cap Equip-Trucks	59951	395,000	Vac Combo Jet Truck
		Cap Equip-Trucks	59951	96,790	Flat Bed Dump Truck
Grand Total				\$ 1,099,858	
Utility Locators					
630	Operating	Tools/Shop Supplies	51103	\$ 16,000	New Locators (Qty 5)
		Utility Locating Services	56104	29,232	IRTH Solutions Locating Software
		Other Outside Services	56199	32,000	UPC Annual Membership
	Capital	Cap Equip-Measuring/Drafting Equipment	59946	15,000	GPR Unit
Grand Total				\$ 92,232	



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	2019 - 2020	2018 - 2019	2017 - 2018
SUPERIOR PRODUCT QUALITY						
2 Potable water quality that meets customer expectations	# Discoloration Complaint Calls (CCWA issue): < 200/YR (reduce 10%/YR)	DC	< 200/Yr. - Reduce 10%/Yr.	113	84	236
	# Water Taste and Odor Complaint Calls (CCWA issue): < 25/YR (reduce 10%/YR)	DC	< 25/Yr. - Reduce 10%/Yr.	20	17	301
EXCEED CUSTOMER EXPECTATIONS						
4 Improve customer experience	% Site Visits Within 2 Hours of Customer Call: > 90%/MO	DC	> 90% / Month	92%	92%	94%
5 Minimize potable water service disruptions	# Low Pressure Complaints: < 20/YR	DC	< 20 / Year	9	10	15
	% Maintenance Related Water Service Disruptions < 4 Hours: > 80%/MO	DC	> 80% / Month	90%	83%	83%
6 Minimize customer sewer backups	Expense for Sewer Backup Claims: < \$200,000/YR	DC	< \$200,000 / Year	\$104,192	\$79,345	\$95,023
	# Sewer Backup Damage Claims: < 20/YR	DC	< 20 / Year	9	13	10
7 Complete all property restorations in 14 days	% Property Restorations Completed < 14 days: 100%/MO	DC	100% / Month	74%	61%	53%
PROVIDE EMPLOYEE DEVELOPMENT						
8 Provide effective employee training and development	% DC Employees with Required Certifications: 100%	DC	100% / Year	96%	100%	100%
OPTIMIZE OPERATIONS						
13 Reasonable Cost of Service	\$/Acct. of Wastewater Collection System Pipe Maintained: < \$373	DC	< \$373	\$72	\$89	\$80
	\$/Acct. of Water Distribution System Pipe Maintained: < \$408	DC	< \$408	\$87	\$96	\$82
	% of Budget: < 95%	DC	< 95%	90%	98%	89%
INFRASTRUCTURE SUSTAINABILITY						
21 Provide a sustainable water supply	# Water Main Breaks per 100 Miles of Pipe: < 11/YR	DC	< 11 / Year	5.4	5.0	5.2
	# Water Main Leaks per 100 Miles of Pipe: < 25/YR	DC	< 25 / Year	6.6	8.1	12.6
	Value of Water Services Claims Paid: < \$50,000/YR	DC	< \$50,000 / Year	\$0	\$5,589	\$1,157
STAKEHOLDER SUPPORT						
23 Environmental Stewardship and Sustainability	# SSOs to State Waters: < 40/YR	DC	< 40 / Year	81	31	44





Distribution and Conveyance Division Staffing – Position Detail

Authorized Personnel	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted
<i>Distribution and Conveyance Dept. Manager</i>			
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
Total Number of Personnel (FTE's)	4.00	4.00	4.00
<i>Meter Installation</i>			
Equipment Operator	1.00	1.00	1.00
Utility Service Mechanic I	2.00	1.00	1.00
Utility Service Mechanic II	0.00	1.00	1.00
Utility Service Mechanic Crew Leader	1.00	1.00	1.00
Total Number of Personnel (FTE's)	4.00	4.00	4.00
<i>Water Distribution Maintenance</i>			
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	0.00	0.00
Installation/Repair Supervisor	2.00	2.00	2.00
Sr. Crew Leader	2.00	2.00	2.00
Sr. Equipment Operator	1.00	3.00	3.00
Trouble Shooter	3.00	3.00	3.00
Utility Service Mechanic I	4.00	4.00	4.00
Utility Service Mechanic II	2.00	2.00	2.00
Utility Service Mechanic Crew Leader	3.00	3.00	3.00
Total Number of Personnel (FTE's)	25.00	25.00	25.00
<i>Meter Testing and Repair</i>			
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
Total Number of Personnel (FTE's)	5.00	5.00	5.00
<i>Leak Detection and Repair</i>			
Leak Detection Crew Leader	1.00	1.00	1.00
Leak Detection Technician	1.00	1.00	1.00
Total Number of Personnel (FTE's)	2.00	2.00	2.00



Authorized Personnel	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted
<i>Backflow Testing and Repair</i>			
Backflow Prevention Crew Leader	1.00	1.00	1.00
Backflow Technician	4.00	4.00	4.00
Total Number of Personnel (FTE's)	5.00	5.00	5.00
<i>Utility & Landscaping Services</i>			
Equipment Operator	1.00	1.00	1.00
Utility Service Mechanic I	3.00	3.00	3.00
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
Total Number of Personnel (FTE's)	7.00	7.00	7.00
<i>Wastewater Conveyance Maintenance</i>			
Conveyance Manager	1.00	1.00	1.00
Conveyance Repair Supervisor	1.00	1.00	1.00
Equipment Operator	3.00	4.00	4.00
Office Assistant	1.00	0.00	0.00
Planner/Scheduler	0.00	1.00	1.00
Troubleshooter	1.00	1.00	1.00
Utility Service Mechanic I	3.00	4.00	4.00
Utility Service Mechanic II	3.00	2.00	2.00
Utility Service Mechanic Crew Leader	3.00	3.00	3.00
Total Number of Personnel (FTE's)	16.00	17.00	17.00
<i>Conveyance System Inspections</i>			
CCTV Crew Leader	2.00	2.00	2.00
CCTV Technician	2.00	2.00	2.00
Conveyance Cleaning Supervisor	1.00	1.00	1.00
Conveyance Maint. Supervisor	1.00	1.00	1.00
Equipment Operator	5.00	5.00	5.00
Utility Service Technician	3.00	3.00	3.00
Utility Service Mechanic I	3.00	3.00	3.00
Utility Services Mechanic Crew Leader	5.00	5.00	5.00
Total Number of Personnel (FTE's)	22.00	22.00	22.00
<i>Utility Locators</i>			
Trouble Shooter/Utility Locator	5.00	5.00	5.00
Utility Service Mechanic Crew Leader	1.00	1.00	1.00
Total Number of Personnel (FTE's)	6.00	6.00	6.00
<i>Distribution & Conveyance Department Total</i>			
	96.00	97.00	97.00



Distribution and Conveyance Division – Consolidated Operating Budget

Department : Distribution and Conveyance**Business Unit : Department 600 -
Consolidated****Overview of Department Responsibilities**

The primary responsibility of the Distribution and Conveyance (D&C) 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.

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ 4,535,420	5,105,069	\$ 5,165,819
Overtime Pay	271,686	254,000	259,000
F.I.C.A.	350,264	382,896	378,246
Pension	625,061	695,687	718,054
Employee Benefits	867,494	1,097,256	1,144,442
Operating Expenditures:			-
Operating Materials & Supplies	1,567,839	1,549,675	1,538,487
Vehicle Supplies	207,202	216,600	219,555
Administrative Supplies	15,635	16,275	17,476
Safety Supplies	27,997	32,500	36,000
Special Purchases	1,884	1,960	1,960
Utilities	104,322	116,150	105,125
Rentals	3,989	7,350	6,750
Maintenance and Repairs	196,732	357,299	327,899
Outside Services	1,879,037	2,376,087	2,755,772
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	188,958	237,393	265,274
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	982,416	758,980	1,230,444
Capital Projects:			
Transfers to R&E	912,013	402,800	1,100,000
Total Appropriations	\$ 12,737,949	\$ 13,607,977	\$ 15,270,303



BUSINESS UNIT 601: DISTRIBUTION AND CONVEYANCE DIRECTOR

Department : Distribution and Conveyance**Business Unit :** (601) Distribution and Conveyance Director**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 Pressure Wash and Seal Building.**Transfers to R&E:** represents funds being transferred to the Renewal and Extension Fund for [SMP 20-602] Commercial Meter Replacement & Fire Metering Program.

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ 339,424	\$ 340,047	\$ 360,959
Overtime Pay	8,733	8,500	8,500
F.I.C.A.	25,227	26,014	27,612
Pension	46,569	47,267	50,173
Employee Benefits	49,836	55,854	55,009
Operating Expenditures:			
Operating Materials & Supplies	14,067	17,245	17,245
Vehicle Supplies	4,650	5,400	5,382
Administrative Supplies	2,081	3,500	3,500
Safety Supplies	373	500	500
Special Purchases	1,884	1,960	1,960
Utilities	21,320	22,989	22,100
Rentals	-	350	350
Maintenance and Repairs	4,955	11,900	11,900
Outside Services	28,833	49,980	36,730
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	78,767	100,054	113,905
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	29,807	290,850	125,000
Capital Projects:			
Transfers to R&E	350,000	-	500,000
Total Appropriations	<u>\$ 1,006,526</u>	<u>\$ 982,410</u>	<u>\$ 1,340,825</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:**Capital Expenditures:** represents funding for Truck (F-350 W/Utility Bed), Flat Bed Dump Truck.

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ 105,932	\$ 194,139	\$ 181,063
Overtime Pay	10,281	10,000	15,000
F.I.C.A.	8,747	14,852	13,851
Pension	15,227	26,985	25,168
Employee Benefits	23,376	52,215	48,112
Operating Expenditures:			
Operating Materials & Supplies	706,648	561,660	554,160
Vehicle Supplies	7,147	6,300	6,552
Administrative Supplies	174	300	250
Safety Supplies	2,241	2,500	2,500
Special Purchases	-	-	-
Utilities	1,506	1,686	1,506
Rentals	416	400	400
Maintenance and Repairs	2,132	4,300	3,800
Outside Services	435,205	447,285	432,285
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	3,903	4,991	5,316
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	113,869	65,000	144,077
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	<u>\$ 1,436,804</u>	<u>\$ 1,392,613</u>	<u>\$ 1,434,040</u>



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:** increase represents funding for River crossing replacements at two locations Upper Riverdale Road and Valley Hill Road.**Capital Expenditures:** represents funding for Rubber Tire Backhoe, Truck (F-350 W/Utility Bed), Flat Bed Dump Truck.**Transfers to R&E:** represents funds being transferred to the Renewal and Extension Fund for Lake Jodeco Rd @ Carnes Rd Roundabout, Hwy 85 from County Line to Roberts Rd.

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ 1,264,609	\$ 1,376,039	\$ 1,363,498
Overtime Pay	126,111	120,000	120,000
F.I.C.A.	102,397	104,218	104,308
Pension	174,292	189,362	189,528
Employee Benefits	216,664	279,482	291,595
Operating Expenditures:			
Operating Materials & Supplies	382,239	389,960	385,192
Vehicle Supplies	65,245	72,000	70,396
Administrative Supplies	3,147	2,900	3,150
Safety Supplies	9,557	12,000	15,000
Special Purchases	-	-	-
Utilities	27,519	29,507	27,519
Rentals	-	2,500	2,500
Maintenance and Repairs	24,358	43,500	43,500
Outside Services	572,250	675,285	924,985
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	27,638	34,472	41,157
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	370,621	230,710	234,077
Capital Projects:			
Transfers to R&E	562,013	402,800	600,000
Total Appropriations	<u>\$ 3,928,659</u>	<u>\$ 3,964,735</u>	<u>\$ 4,416,405</u>



BUSINESS UNIT 616: METER TESTING AND REPAIR

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

Test, install and repair meters & backflows.

Significant Expenditure and Staffing Changes:

No significant changes from previous fiscal year.

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ 278,294	\$ 282,566	\$ 281,210
Overtime Pay	-	5,000	5,000
F.I.C.A.	19,934	21,276	4,578
Pension	37,908	38,658	39,089
Employee Benefits	52,519	60,022	53,946
Operating Expenditures:			
Operating Materials & Supplies	59,119	50,575	60,575
Vehicle Supplies	5,459	8,500	6,163
Administrative Supplies	618	850	850
Safety Supplies	801	1,000	1,000
Special Purchases	-	-	-
Utilities	4,597	5,003	4,597
Rentals	1,331	1,000	1,000
Maintenance and Repairs	933	1,214	1,214
Outside Services	3,102	77,164	61,224
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	4,332	5,491	5,671
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	9,957	-	-
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 478,905	\$ 558,319	\$ 526,117



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 Ground Mic.

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ 100,772	\$ 103,547	\$ 107,206
Overtime Pay	333	500	500
F.I.C.A.	7,356	7,819	8,200
Pension	13,633	14,207	14,901
Employee Benefits	18,264	21,262	20,160
Operating Expenditures:			
Operating Materials & Supplies	1,469	4,830	3,330
Vehicle Supplies	2,476	2,400	2,972
Administrative Supplies	52	200	200
Safety Supplies	46	100	100
Special Purchases	-	-	-
Utilities	2,417	2,560	2,416
Rentals	-	-	-
Maintenance and Repairs	38	435	435
Outside Services	555	1,652	1,747
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	1,999	2,291	2,428
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	30,000	6,000
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 149,408	\$ 191,803	\$ 170,595



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:

No significant changes from previous fiscal year.

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ 222,238	\$ 236,310	\$ 256,187
Overtime Pay	11,857	12,000	12,000
F.I.C.A.	17,723	17,973	19,597
Pension	31,014	32,656	35,609
Employee Benefits	40,288	48,725	45,398
Operating Expenditures:			
Operating Materials & Supplies	26,727	47,075	47,075
Vehicle Supplies	11,202	11,500	12,419
Administrative Supplies	979	1,350	1,350
Safety Supplies	962	1,200	1,200
Special Purchases	-	-	-
Utilities	5,929	6,803	5,929
Rentals	-	-	-
Maintenance and Repairs	744	4,000	3,200
Outside Services	4,200	69,862	54,322
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	4,229	11,040	12,523
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	30,710	-
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 378,092	\$ 531,204	\$ 506,809



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:**Capital Expenditures:** represent funding for 16 Foot Trailer.

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ 308,269	\$ 336,068	\$ 340,610
Overtime Pay	18,063	18,000	18,000
F.I.C.A.	23,578	25,328	26,058
Pension	41,959	46,020	47,344
Employee Benefits	60,496	82,049	83,870
Operating Expenditures:			
Operating Materials & Supplies	74,933	77,905	78,079
Vehicle Supplies	22,889	21,500	24,456
Administrative Supplies	436	1,375	1,375
Safety Supplies	2,060	1,600	1,600
Special Purchases	-	-	-
Utilities	3,514	6,336	3,514
Rentals	-	500	500
Maintenance and Repairs	7,014	13,600	12,000
Outside Services	3,234	7,030	6,840
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	8,462	8,976	9,181
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	7,491	13,500	8,000
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	<u>\$ 582,399</u>	<u>\$ 659,787</u>	<u>\$ 661,427</u>



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:**Outside Services:** increase represents funding for additional patching and paving, additional gravel/rock, building exterminating and repairs.**Capital Expenditures:** represent funding for 16 Foot Trailer, Tripod and Wench System, Snake Camera.

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ 706,303	\$ 824,367	\$ 859,120
Overtime Pay	50,759	35,000	35,000
F.I.C.A.	54,071	58,819	65,722
Pension	97,437	106,874	119,419
Employee Benefits	162,067	199,587	209,450
Operating Expenditures:			
Operating Materials & Supplies	203,445	270,055	255,229
Vehicle Supplies	29,798	32,000	30,347
Administrative Supplies	4,105	2,700	3,600
Safety Supplies	4,839	8,000	8,000
Special Purchases	-	-	-
Utilities	13,464	14,816	13,464
Rentals	1,283	2,000	2,000
Maintenance and Repairs	120,515	236,000	222,500
Outside Services	511,974	511,080	658,180
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	24,470	26,086	27,355
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	-	28,000
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 1,984,532	\$ 2,327,384	\$ 2,537,386



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:**Capital Expenditures:** represent funding for Loader with Cutting Head, Smart Loggers (Qty 5), Vac Combo Jet Truck, Flat Bed Dump Truck.

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ 947,434	\$ 1,129,610	\$ 1,126,198
Overtime Pay	42,719	35,000	35,000
F.I.C.A.	71,993	85,186	86,152
Pension	130,997	154,753	156,545
Employee Benefits	188,626	240,828	268,144
Operating Expenditures:			
Operating Materials & Supplies	77,987	95,130	102,304
Vehicle Supplies	45,160	43,000	46,934
Administrative Supplies	3,615	2,200	2,200
Safety Supplies	6,421	5,000	5,500
Special Purchases	-	-	-
Utilities	17,434	18,952	17,458
Rentals	959	600	-
Maintenance and Repairs	34,539	40,000	27,000
Outside Services	254,088	472,319	512,397
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	28,820	36,467	40,086
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	361,250	98,210	670,290
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	<u>\$ 2,212,039</u>	<u>\$ 2,457,255</u>	<u>\$ 3,096,208</u>



BUSINESS UNIT 630: UTILITY LOCATORS

Department : Distribution and Conveyance**Business Unit :** (630) Utility Locators**Major Business Unit Functions:**

Locate water and sewer lines.

Significant Expenditure and Staffing Changes:**Capital Expenditures:** represent funding for GPR Unit.

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ 262,145	\$ 282,376	\$ 289,768
Overtime Pay	2,831	10,000	10,000
F.I.C.A.	19,238	21,411	22,168
Pension	36,025	38,905	40,278
Employee Benefits	55,357	57,232	68,758
Operating Expenditures:			
Operating Materials & Supplies	21,206	35,240	35,298
Vehicle Supplies	13,177	14,000	13,934
Administrative Supplies	427	900	1,001
Safety Supplies	698	600	600
Special Purchases	-	-	-
Utilities	6,622	7,498	6,622
Rentals	-	-	-
Maintenance and Repairs	1,505	2,350	2,350
Outside Services	65,597	64,430	67,062
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	6,338	7,525	7,652
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	89,421	-	15,000
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	<u>\$ 580,586</u>	<u>\$ 542,467</u>	<u>\$ 580,491</u>



Water Reclamation Division – Business Unit Group 700





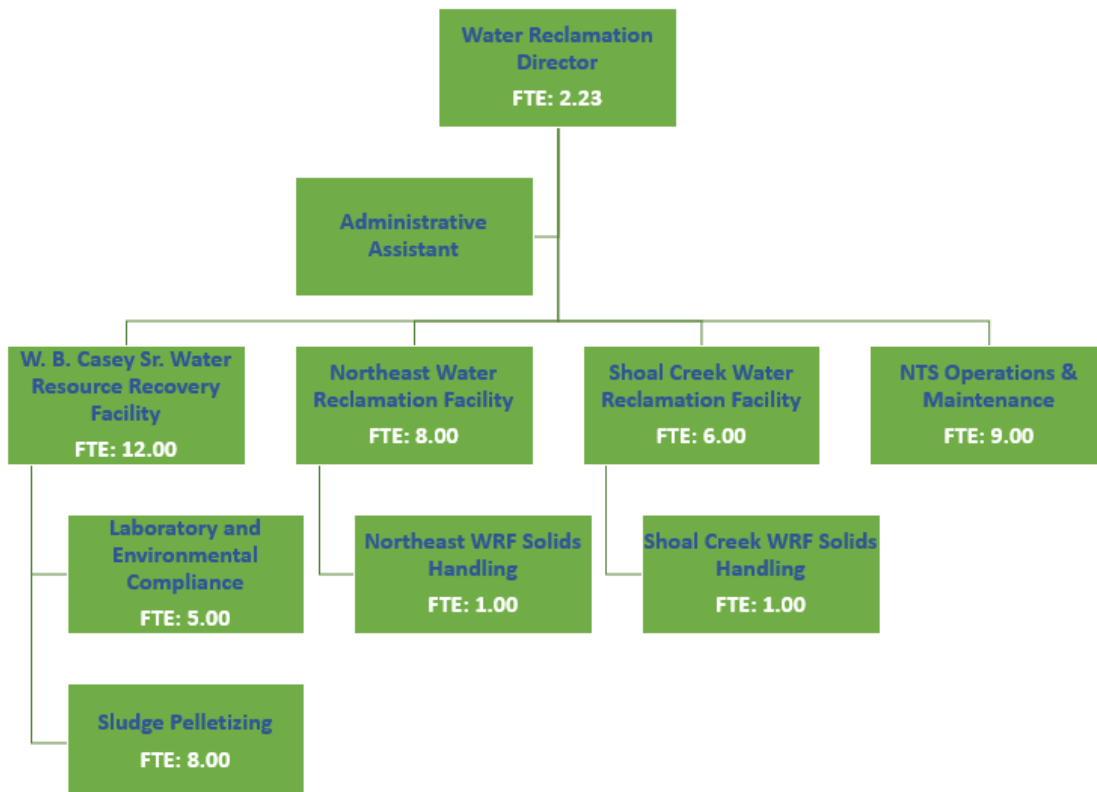
WATER RECLAMATION DIVISION BUDGET UNIT 700

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





Water Reclamation Division – Staffing Summary

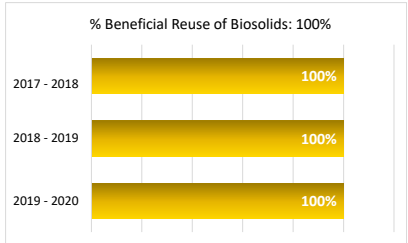
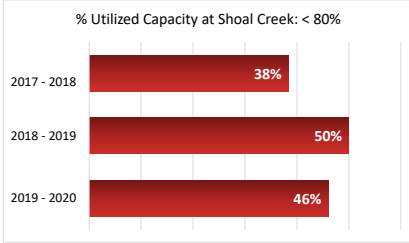
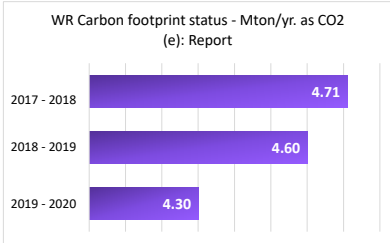
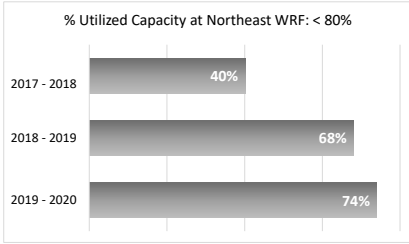
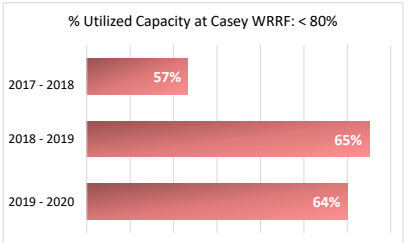
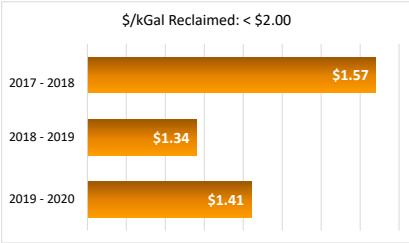
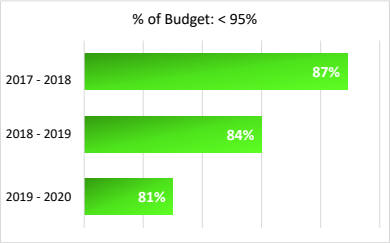
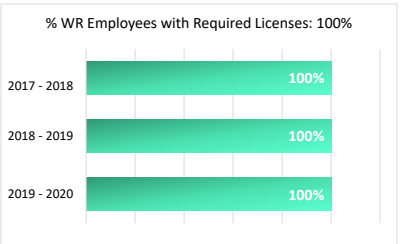
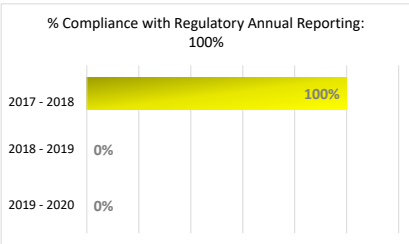
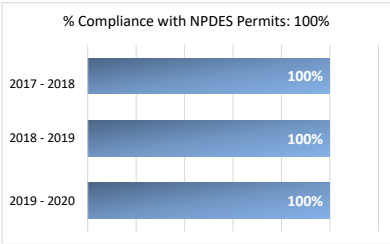
Authorized Personnel	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted
Water Reclamation Division			
701 - Water Reclamation Director	2.56	2.25	2.23
720 - W B Casey SR Water Resource Recovery Facility	12.00	12.00	12.00
721 - Northeast Water Reclamation Facility	8.00	8.00	8.00
722 - Northeast Solids Handling	1.00	1.00	1.00
724 - Shoal Creek Water Reclamation Facility	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	9.00
Total Full-Time Employees (FTEs)	53.56	53.25	52.23

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	2019 - 2020	2018 - 2019	2017 - 2018
SUPERIOR PRODUCT QUALITY						
1 Meet all applicable regulatory requirements	% Compliance with NPDES Permits: 100%	WR	100%	100%	100%	100%
PROVIDE EMPLOYEE DEVELOPMENT						
8 Provide effective employee training and development	% WR Employees with Required Licenses: 100%	WR	100%	100%	100%	100%
OPTIMIZE OPERATIONS						
13 Reasonable Cost of Service	% of Budget: < 95%	WR	< 95%	81%	84%	87%
	\$/kGal Reclaimed: < \$2.00	WR	< \$2.00	\$1.41	\$1.34	\$1.57
INFRASTRUCTURE SUSTAINABILITY						
22 Provide adequate treatment capacity	% Utilized Capacity at Casey WRRF: < 80%	WR	< 80%	64%	65%	57%
	% Utilized Capacity at Northeast WRF: < 80%	WR	< 80%	74%	68%	40%
	% Utilized Capacity at Shoal Creek: < 80%	WR	< 80%	46%	50%	38%
STAKEHOLDER SUPPORT						
23 Environmental Stewardship and Sustainability	WR Carbon footprint status - Mton/yr. as CO2 (e): Report	WR	Report	4.30	4.60	4.71
	% Beneficial Reuse of Biosolids: 100%	WR	100%	100%	100%	100%







Water Reclamation Division – Major Initiatives for FY 2021 - 2022

Business Unit	Budget Funding	Account Name	Account Number	Amount Budgeted	Initiative
Water Reclamation Manager					
701	Operating	Consulting Fees	56110	\$ 20,000	Consulting Assistance <i>(as needed basis)</i>
		Dekalb County Sewer System	56134	600,000	Dekalb Co Sewer
		Software Maintenance and Licenses	59122	5,000	WIMS Annual Software Support
Grand Total				\$ 625,000	
W. B. Casey Water Resource Recovery Facility					
720	Operating	Consulting Fees	56110	\$ 20,000	Polishing Facility Chemical Assessment/Evaluation
		Consulting Fees	56110	100,000	[SMP 20-709] Casey Effluent Gravity Line Assessment
		M&R-Plant Equipment	56116	135,000	Maintenance/Repair to Plant Equipment <i>(As needed basis)</i>
		M&R-Plant Equipment	56116	40,000	W-3 Pump Rebuild
		Other Outside Services	56199	58,000	Scum Concentrator & Wetwell Pump Outs
	Capital	Cap Equip-Pumping Equipment	59931	8,000	Rotor and Stator Pump #1
		Cap Equip-Treatment Equipment	59932	100,000	Secondary Launder Covers
		Cap Equip-Automobile/Pickup Trucks	59953	8,800	Utility Cart
		Cap Equip-Shelving	59994	5,000	SP Shelving
Grand Total				\$ 474,800	
Northeast Water Reclamation Facility					
721	Operating	Consulting Fees	56110	\$ 20,000	Consulting Assistance <i>(as needed basis)</i>
		M&R-Plant Equipment	56116	122,484	Maintenance/Repair to Plant Equipment <i>(As needed basis)</i>
		M&R-Plant Equipment	56116	50,000	Repairs to Fine Screens
	Capital	Cap Equip-Building & Structures	59921	10,000	Ramp to Filters
		Cap Equip-Pumping Equipment	59931	75,000	Raw Pump
		Cap Equip-Pumping Equipment	59931	76,000	Intermediate Pump
		Cap Equip-Treatment Equipment	59932	261,000	Diffuser Replacement in #1 Aeration Basin
Grand Total				\$ 614,484	
Northeast Solids Handling					
722	Operating	Other Outside Services	56199	\$ 507,849	Solids Disposal
Grand Total				\$ 507,849	
Shoal Creek Water Reclamation Facility					
724	Operating	Non-Construction Equipment Maintenance-Inhouse	55103	\$ 22,500	Critical Spare Parts
		Non-Construction Equipment Maintenance-Inhouse	55103	110,972	Maintenance/Repair to Non-Construction Equipment <i>(As needed basis)</i>
		M&R-Plant Equipment	56116	98,136	Maintenance/Repair to Plant Equipment <i>(As needed basis)</i>
		M&R-Plant Equipment	56116	80,000	Influent Fine Screens
		Other Outside Services	56199	15,000	Grease and Scum Removal from Grease Trough & Raw Wetwell
	Capital	Cap Equip-Treatment Equipment	59932	110,000	Diffusers for Aeration & Re-Aeration Basins
		Cap Equip-Monitoring/Controlling Equip	59933	47,000	Emergency General Panel Controls
Grand Total				\$ 483,608	
Shoal Creek Solids Handling					
727	Operating	Other Outside Services	56199	\$ 303,433	Erth Products - Solids Disposal
		Cap Equip- Shop Equipment	59965	5,500	Pressure Washer & Accessories
Grand Total				\$ 308,933	
R L Jackson Transfer Pump Station					
729	Operating	M&R-Plant Equipment	56116	\$ 93,625	Maintenance/Repair to Plant Equipment <i>(As needed basis)</i>
		M&R-Plant Equipment	56116	80,000	TP Rebuild
Grand Total				\$ 173,625	
Laboratory/Environmental Compliance					
730	Operating	Water Testing	56149	\$ 73,000	Water Testing
	Capital	Cap Equip-Laboratory Equipment	59962	12,000	Lab Dishwasher
Grand Total				\$ 85,000	
Sludge Pelletizing					
731	Operating	Non-Construction equipment maintenance-Non-Construction equipment maintenance-	55103	\$ 100,000	Maintenance/Repair to Non-Construction Equipment <i>(As needed basis)</i>
		Non-Construction equipment maintenance-	55103	86,928	Scrubber Media and Equipment
		Consulting Fees	56110	150,000	Dust Hazard Analysis Implementation
		M&R-Plant Equipment	56116	19,358	Installation and Repair to Scrubber Equipment
		M&R-Plant Equipment	56116	120,360	Maintenance/Repair to Plant Equipment <i>(As needed basis)</i>
		Other Outside Services	56199	25,000	Erth Products - Solids Disposal
	Capital	Capital Project Transfer	59303	200,000	East Belt Press Rigging
		Cap Equip-Monitoring/Controlling Equip	59933	18,292	Flow Meter
Grand Total				\$ 719,938	
Jackson Influent Pump Station					
732	Operating	M&R-Plant Equipment	56116	\$ 51,532	Maintenance/Repair to Plant Equipment <i>(As needed basis)</i>
		Other Outside Services	56199	26,000	RPS Wetwell Pump Outs
Grand Total				\$ 77,532	
Natural Treatment Operations and Maintenance					
740	Operating	Chemicals	51101	\$ 60,000	ACH for Wetland Influent Chemical Augmentation
	Capital	Capital Project Transfer	59303	100,000	Assessment to change intake valves on Huie wetland sites A, B, C and H <i>(from actuated diaphragm valves to actuated butterfly valves)</i>
		Automobile/Pickup Trucks	59953	32,586	Ford F-150 4X4 Pickup Truck
Grand Total				\$ 192,586	

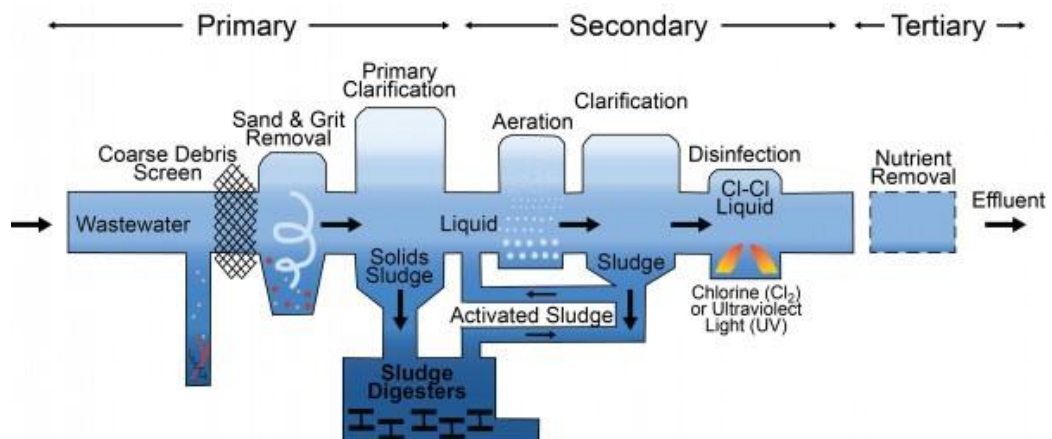


Water Reclamation Division Staffing – Position Detail

Authorized Personnel	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted
<i>Water Reclamation Department Manger</i>			
Administrative Assistant	1.00	1.00	1.00
Intern	0.25	0.25	0.23
Shadow - Department Manager - Water Rec.	0.31	0.00	0.00
Water Reclamation Director	1.00	1.00	1.00
Total Number of Personnel (FTE's)	2.56	2.25	2.23
<i>W. B. Casey Sr. Water Resource Recovery Facility</i>			
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	0.00
Plant Operator II	1.00	1.00	1.00
Plant Operator III	7.00	7.00	7.00
Plant Operator Trainee	0.00	0.00	1.00
Total Number of Personnel (FTE's)	12.00	12.00	12.00
<i>Northeast Water Reclamation Facility</i>			
Chief Operator	1.00	1.00	1.00
Plant Manager	1.00	1.00	1.00
Plant Operator I	4.00	4.00	5.00
Plant Operator III	1.00	1.00	0.00
Plant Worker	1.00	1.00	1.00
Total Number of Personnel (FTE's)	8.00	8.00	8.00
<i>Northeast Solids Handling</i>			
Plant Operator III	1.00	1.00	1.00
Total Number of Personnel (FTE's)	1.00	1.00	1.00
<i>Shoal Creek Water Reclamation Facility</i>			
Chief Operator	1.00	0.00	0.00
Plant Manager	1.00	1.00	1.00
Plant Operator I	3.00	4.00	3.00
Plant Operator III	1.00	1.00	2.00
Total Number of Personnel (FTE's)	6.00	6.00	6.00
<i>Shoal Creek Solids Handling</i>			
Plant Operator I	1.00	1.00	1.00
Total Number of Personnel (FTE's)	1.00	1.00	1.00



Authorized Personnel	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted
Laboratory and Environmental Compliance			
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	1.00	1.00
Sr. Lab Analyst	0.00	1.00	1.00
Total Number of Personnel (FTE's)	5.00	5.00	5.00
Sludge Pelletizing			
Chief Operator	1.00	1.00	1.00
Plant Manager	1.00	1.00	1.00
Plant Operator I	1.00	2.00	2.00
Plant Operator II	2.00	1.00	1.00
Plant Operator III	2.00	2.00	2.00
Plant Worker	1.00	1.00	1.00
Total Number of Personnel (FTE's)	8.00	8.00	8.00
Natural Treatment Operations & Maintenance			
NTS Chief Operator	1.00	1.00	1.00
NTS Maintenance Operator	5.00	5.00	4.00
NTS Manager	1.00	1.00	1.00
NTS Operator I	2.00	2.00	2.00
NTS Operator II	1.00	1.00	1.00
Total Number of Personnel (FTE's)	10.00	10.00	9.00
Water Reclamation Department Total			
	53.56	53.25	52.23





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

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ 3,047,390	\$ 3,418,121	\$ 3,383,784
Overtime Pay	201,138	247,874	236,389
F.I.C.A.	241,854	258,705	258,861
Pension	425,940	469,275	470,348
Employee Benefits	507,091	605,785	553,086
Operating Expenditures:			
Operating Materials & Supplies	1,043,311	1,185,270	1,640,281
Vehicle Supplies	42,532	84,842	82,153
Administrative Supplies	14,212	22,618	18,180
Safety Supplies	5,888	11,332	8,743
Special Purchases	737	1,040	1,040
Utilities	3,207,889	3,467,453	3,402,583
Rentals	5,271	11,772	14,727
Maintenance and Repairs	381,063	594,996	611,758
Outside Services	2,043,675	2,914,230	3,364,834
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	231,796	318,594	377,140
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	465,643	797,285	823,030
Capital Projects:			
Transfers to R&E	658,378	2,540,000	300,000
Total Appropriations	\$ 12,523,807	\$ 16,949,192	\$ 15,546,937



BUSINESS UNIT 701: WATER RECLAMATION DIRECTOR

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

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

Significant Expenditure and Staffing Changes:

No significant changes from previous fiscal year.

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ 189,961	\$ 178,402	\$ 186,092
Overtime Pay		-	-
F.I.C.A.	14,253	13,648	14,237
Pension	25,807	24,007	25,867
Employee Benefits	19,004	22,004	20,959
Operating Expenditures:			
Operating Materials & Supplies	11,128	700	1,388
Vehicle Supplies	300	550	700
Administrative Supplies	310	2,100	1,000
Safety Supplies	9	100	100
Special Purchases	737	1,040	1,040
Utilities	1,422	1,548	1,422
Rentals	-	-	-
Maintenance and Repairs	88	500	500
Outside Services	574,892	627,500	623,500
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	68,652	91,402	103,267
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	-	-
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 906,563	\$ 963,501	\$ 980,072



BUSINESS UNIT 720: W.B. CASEY SR. WATER RESOURCE RECOVERY FACILITY

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

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

Significant Expenditure and Staffing Changes:

Capital Expenditures: represent funding for Rotor and Stator, Secondary Launder Covers, Utility Cart, SP Shelving.

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ 543,126	\$ 710,305	\$ 768,349
Overtime Pay	44,736	42,608	42,608
F.I.C.A.	44,302	53,485	58,778
Pension	75,479	97,182	106,801
Employee Benefits	82,974	109,109	124,008
Operating Expenditures:			
Operating Materials & Supplies	387,296	350,911	377,515
Vehicle Supplies	7,125	9,627	9,500
Administrative Supplies	3,915	5,116	4,350
Safety Supplies	1,269	2,135	1,489
Special Purchases	-	-	-
Utilities	1,007,849	1,086,519	1,106,598
Rentals	1,079	2,045	2,045
Maintenance and Repairs	77,641	127,344	93,264
Outside Services	201,875	474,145	404,113
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	43,524	66,602	80,245
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	244,861	137,000	121,800
Capital Projects:			
Transfers to R&E	295,866	2,540,000	-
Total Appropriations	\$ 3,062,918	\$ 5,814,133	\$ 3,301,463



BUSINESS UNIT 721: NORTHEAST WATER RECLAMATION FACILITY

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

Operates the Northeast Water Reclamation Facility.

Significant Expenditure and Staffing Changes:**Outside Services:** increase represents funding for fine screen repairs.**Capital Expenditures:** represents funding for Ramp to Filters, Raw Pump, Intermediate Pump, Diffuser for Aeration #1 Basin.

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ 493,382	\$ 508,718	\$ 493,652
Overtime Pay	76,363	80,000	80,000
F.I.C.A.	40,902	38,624	37,765
Pension	67,007	70,179	68,618
Employee Benefits	97,270	109,164	90,828
Operating Expenditures:			
Operating Materials & Supplies	190,489	264,824	266,257
Vehicle Supplies	1,013	6,703	8,033
Administrative Supplies	1,932	3,877	3,051
Safety Supplies	1,153	2,906	1,513
Special Purchases	-	-	-
Utilities	514,638	559,340	558,667
Rentals	307	622	1,000
Maintenance and Repairs	84,734	145,300	72,891
Outside Services	184,820	181,763	244,509
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	33,171	46,020	56,823
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	45,200	8,000	422,000
Capital Projects:			
Transfers to R&E	166,000	-	-
Total Appropriations	\$ 1,998,380	\$ 2,026,040	\$ 2,405,607



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 Water Reclamation Facility.

Significant Expenditure and Staffing Changes:**Outside Services:** increase represents funding for 12,000 hour Centrifuge maintenance, conveyer roller replacement, Fine screen rebuilds.

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ 4,932	\$ 51,496	\$ -
Overtime Pay	-	2,538	-
F.I.C.A.	696	3,868	-
Pension	1,288	7,028	-
Employee Benefits	1,239	7,575	-
Operating Expenditures:			
Operating Materials & Supplies	77,983	104,195	139,295
Vehicle Supplies	-	-	-
Administrative Supplies	68	353	353
Safety Supplies	-	563	563
Special Purchases	-	-	-
Utilities	37,208	41,364	37,208
Rentals	-	-	-
Maintenance and Repairs	8,313	7,500	14,278
Outside Services	330,179	394,626	667,187
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	4,130	6,109	6,797
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	-	-
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 466,034	\$ 627,215	\$ 865,681



BUSINESS UNIT 724: SHOAL CREEK WATER RECLAMATION FACILITY

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

Operation of the Shoal Creek Water Reclamation Facility.

Significant Expenditure and Staffing Changes:**Capital Expenditures:** represents funding for Diffusers in Aeration & Rearation Basins, Emergency Generator Panel Controls.

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ 389,218	\$ 433,996	\$ 470,744
Overtime Pay	18,442	23,750	17,481
F.I.C.A.	33,293	32,818	36,011
Pension	58,666	59,631	65,433
Employee Benefits	48,605	56,507	39,493
Operating Expenditures:			
Operating Materials & Supplies	36,302	45,167	79,117
Vehicle Supplies	2,209	5,649	4,838
Administrative Supplies	1,653	2,920	2,114
Safety Supplies	823	1,660	1,310
Special Purchases	-	-	-
Utilities	321,855	295,618	323,370
Rentals	-	-	-
Maintenance and Repairs	88,573	128,029	143,803
Outside Services	120,241	258,068	209,542
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	23,527	33,550	41,542
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	74,096	11,000	157,000
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 1,217,500	\$ 1,388,363	\$ 1,591,798



BUSINESS UNIT 727: SHOAL CREEK WRF SOLIDS HANDLING

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

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

Significant Expenditure and Staffing Changes:**Operating Materials and Supplies:** increase represents a cost increase for chemicals.**Outside Services:** increase due to Centrifuge repairs, increased solids hauling costs and increased solids loading on the plant due to population and COVID-19.**Capital Expenditures:** represents funding for Pressure Washer and Accessories.

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ 73,268	\$ 56,881	\$ -
Overtime Pay	1,916	1,678	-
F.I.C.A.	5,883	4,231	-
Pension	10,710	7,687	-
Employee Benefits	10,677	16,288	-
Operating Expenditures:			
Operating Materials & Supplies	55,761	56,092	66,968
Vehicle Supplies	-	-	-
Administrative Supplies	50	-	-
Safety Supplies	-	-	-
Special Purchases	-	-	-
Utilities	30,328	19,404	30,328
Rentals	-	-	-
Maintenance and Repairs	5,213	3,710	9,500
Outside Services	248,313	234,561	329,531
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	4,455	7,865	8,667
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	-	5,500
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 446,575	\$ 408,397	\$ 450,494



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

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

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

Significant Expenditure and Staffing Changes:

Outside Services: increase represents funding for Transfer Pump rebuild.

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
Operating Expenditures:			
Operating Materials & Supplies	-	200	-
Vehicle Supplies	1,148	2,987	2,303
Administrative Supplies	-	-	-
Safety Supplies	-	200	-
Special Purchases	-	-	-
Utilities	509,587	638,311	530,738
Rentals	562	605	700
Maintenance and Repairs	1,756	7,291	2,620
Outside Services	84,246	148,163	211,771
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	6,510	7,188	9,488
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	-	-
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 603,809	\$ 804,945	\$ 757,620



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:

Capital Expenditures: represents funding for Lab Dishwasher.

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ 322,635	\$ 343,531	\$ 353,405
Overtime Pay	10,072	10,000	10,000
F.I.C.A.	24,254	26,280	27,037
Pension	43,851	47,751	49,124
Employee Benefits	45,325	49,955	50,598
Operating Expenditures:			
Operating Materials & Supplies	19,623	27,575	33,075
Vehicle Supplies	4,263	4,327	4,294
Administrative Supplies	2,422	4,050	2,750
Safety Supplies	249	300	300
Special Purchases	-	-	-
Utilities	3,523	5,000	3,523
Rentals	3,204	3,500	3,500
Maintenance and Repairs	109	2,350	2,000
Outside Services	42,284	97,038	83,000
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	7,656	12,930	14,640
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	10,000	12,000
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 529,470	\$ 644,587	\$ 649,246



BUSINESS UNIT 731: SLUDGE PELLETIZING

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

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

Significant Expenditure and Staffing Changes:

Operating Materials & Supplies: increase is due to new RDT Operations.

Capital Expenditures: represents funding for Flow Meter.

Transfers to R&E: represents funds being transferred to the Renewal and Extension Fund for East Belt Press Rigging.

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ 446,492	\$ 489,184	\$ 499,624
Overtime Pay	42,341	76,300	76,300
F.I.C.A.	35,380	36,942	38,222
Pension	61,748	67,124	69,448
Employee Benefits	88,272	102,737	108,944
Operating Expenditures:			
Operating Materials & Supplies	255,119	256,381	598,856
Vehicle Supplies	2,009	26,428	26,363
Administrative Supplies	2,228	2,202	2,462
Safety Supplies	1,402	2,268	2,268
Special Purchases	-	-	-
Utilities	472,128	551,245	496,867
Rentals	120	4,000	6,482
Maintenance and Repairs	81,126	121,564	197,902
Outside Services	129,544	335,671	360,079
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	18,043	22,780	28,177
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	28,496	631,285	18,292
Capital Projects:			
Transfers to R&E	196,512	-	200,000
Total Appropriations	\$ 1,860,961	\$ 2,726,111	\$ 2,730,286



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:

No significant changes from previous fiscal year.

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
Operating Expenditures:			
Operating Materials & Supplies	288	575	575
Vehicle Supplies	328	871	344
Administrative Supplies	-	-	-
Safety Supplies	-	200	-
Special Purchases	-	-	-
Utilities	190,442	144,141	190,442
Rentals	-	-	-
Maintenance and Repairs	578	516	3,630
Outside Services	91,950	73,881	77,532
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	4,624	2,117	2,699
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	-	-
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 288,210	\$ 222,301	\$ 275,222



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:

Outside Services: increase represents funding for reclassification of the dams for Huie holding ponds B, D, and E.

Capital Expenditures: represents funding for Trailer Mounted Trash Pump, Truck- F150 4X4 Pickup.

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ 584,375	\$ 645,608	\$ 611,918
Overtime Pay	7,267	11,000	10,000
F.I.C.A.	42,891	48,809	46,811
Pension	81,384	88,686	85,057
Employee Benefits	113,726	132,446	118,256
Operating Expenditures:			
Operating Materials & Supplies	9,321	78,650	77,235
Vehicle Supplies	24,138	27,700	25,778
Administrative Supplies	1,635	2,000	2,100
Safety Supplies	983	1,000	1,200
Special Purchases	-	-	-
Utilities	118,911	124,963	123,420
Rentals	-	1,000	1,000
Maintenance and Repairs	32,932	50,892	71,370
Outside Services	35,331	88,814	154,070
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	17,503	22,031	24,795
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	72,990	-	86,438
Capital Projects:			
Transfers to R&E	-	-	100,000
Total Appropriations	\$ 1,143,387	\$ 1,323,599	\$ 1,539,448



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

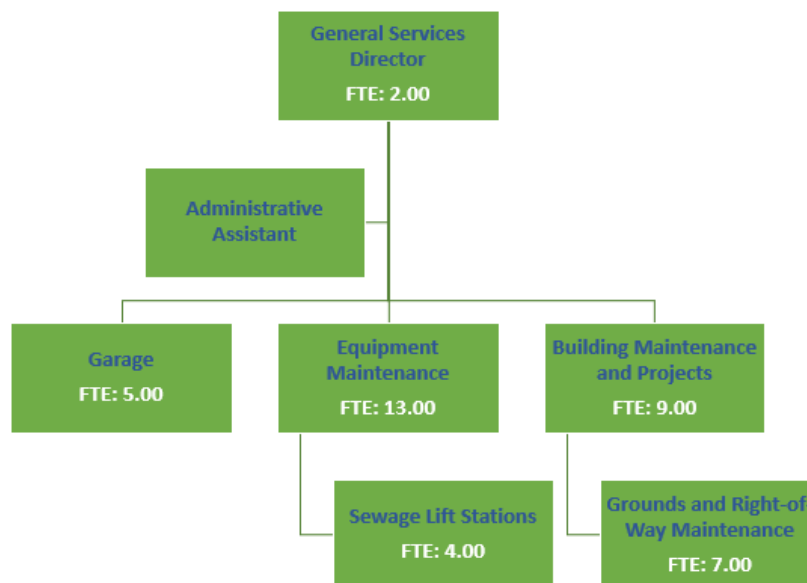
925 – Sewage Lift Stations

930 – Garage

950 – Equipment Maintenance

960 – Grounds/Right-of-Way Maintenance

970 – Building Maintenance and Projects





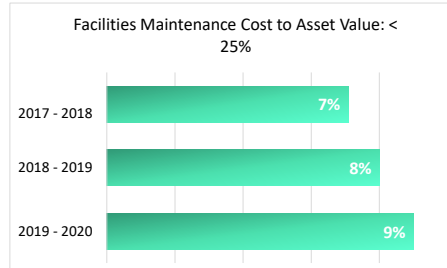
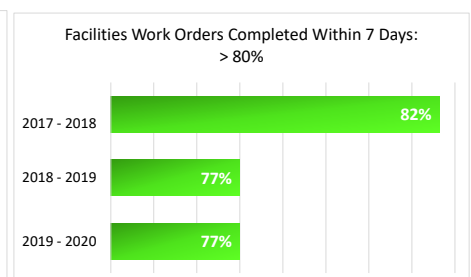
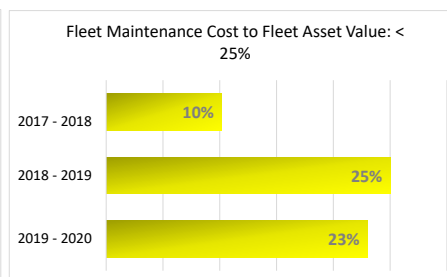
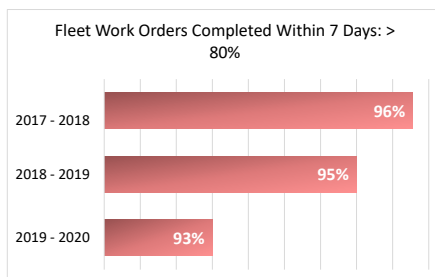
General Services Division – Staffing Summary

Authorized Personnel	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted
General Services Division			
901 - General Services Director	2.31	2.00	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	13.00	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
Total Full-Time Employees (FTEs)	39.31	40.00	40.00

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	2019 - 2020	2018 - 2019	2017 - 2018
OPTIMIZE OPERATIONS						
15 Provide Minimum Down Time for CCWA's Fleet	Fleet Work Orders Completed Within 7 Days: > 80%	GS	> 80%	93%	95%	96%
	Fleet Maintenance Cost to Fleet Asset Value: < 25%	GS	< 25%	23%	25%	10%
INFRASTRUCTURE SUSTAINABILITY						
20 Implement asset management practices	Facilities Work Orders Completed Within 7 Days: > 80%	GS	> 80%	77%	77%	82%
	Facilities Maintenance Cost to Asset Value: < 25%	GS	< 25%	9%	8%	7%





General Services Division – Major Initiatives for FY 2021 - 2022

Business Unit	Budget Funding	Account Name	Account Number	Amount Budgeted	Initiative
General Services Manager					
901	Operating	M&R-Plant Equipment	56116	\$ 50,000	SCADA Technical/Repair Services
		AVL Monitoring Services	56152	31,365	AVL Tracking
Grand Total				\$ 81,365	
Sewer Lift Stations					
925	Operating	M&R-Plant Equipment	56116	\$ 20,000	Maintenance/Repair to Plant Equipment <i>(As needed basis)</i>
		Software Maintenance and Licenses	59122	9,074	Rockwell Automation Tech Connect
		Software Maintenance and Licenses	59122	36,751	iFix Support
		Software Maintenance and Licenses	59122	5,880	SCADA Support
		Software Maintenance and Licenses	59122	24,795	Mission Communication Software for 44 Units
	Capital	Capital Project Transfer	59303	500,000	[SMP 20-910] London Court and Cristi Court, Lift Station Rehab (RE21911)
		Cap Equip-Treatment Equipment	59932	98,904	Rotating Assemblies and Housings T3 and T4
Grand Total				\$ 695,404	
Garage					
930	Operating	Tools/Shop Supplies	51103	\$ 1,700	2 Retractable Cord Reels
		Tools/Shop Supplies	51103	250	2 Saw Bucks
		Tools/Shop Supplies	51103	1,700	2 Wall Mounted Work Stations
		Tools/Shop Supplies	51103	1,800	4 Bulk Oil Dispensers
		Tools/Shop Supplies	51103	4,900	Air Compressor
		Tools/Shop Supplies	51103	2,800	Carport for Service Vehicles
		Tools/Shop Supplies	51103	1,650	Tire Cage
		Tools/Shop Supplies	51103	1,800	Lift for Tire Balancer
		Tools/Shop Supplies	51103	1,800	8 Retractable Door Barriers
		Tools/Shop Supplies	51103	2,600	2 Air Jacks
		Tools/Shop Supplies	51103	2,250	Crusher for Used Filters
Grand Total				\$ 23,250	
Equipment Maintenance					
950	Operating	Software Maintenance and Licenses	59122	\$ 13,000	iHistorian Tags Software for SCADA
	Capital	Cap Equip-Trucks	59951	43,330	Ford F-250 super cab pickup truck with utility bed, strobes, 4x4
		Cap Equip-Computing Devices	59983	27,000	Rockwell Software License
Grand Total				\$ 83,330	
Grounds and Right-of-Way Maintenance					
960	Capital	Cap Equip-Landscaping Equipment	59963	\$ 15,500	Grass Hopper Mower
Grand Total				\$ 15,500	





General Services Division Staffing – Position Detail

Authorized Personnel	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted
General Services Department Manager			
Administrative Assistant	1.00	1.00	1.00
General Services Director	1.00	1.00	1.00
Shadow - Dept Mgr - General Services	0.31	0.00	0.00
Total Number of Personnel (FTE's)	2.31	2.00	2.00
Sewage Lift Stations			
Lift Station / PM Specialist	1.00	1.00	1.00
Lift Station Technician	3.00	3.00	3.00
Total Number of Personnel (FTE's)	4.00	4.00	4.00
Garage			
Fleet 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
Total Number of Personnel (FTE's)	5.00	5.00	5.00
Equipment Maintenance			
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	4.00	3.00	3.00
Maintenance Technician II	1.00	1.00	1.00
Maintenance Technician III	1.00	2.00	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	1.00	1.00
Total Number of Personnel (FTE's)	12.00	13.00	13.00
Grounds/Right-of-Way Maintenance			
Grounds Technician I	3.00	3.00	3.00
Grounds Technician II	3.00	3.00	3.00
Grounds Technicians Crew Leader	1.00	1.00	1.00
Total Number of Personnel (FTE's)	7.00	7.00	7.00
Building Maintenance/Projects			
Facilities Maint Technician I	4.00	4.00	4.00
Facilities Maint Technician II	3.00	3.00	3.00
Facilities and Grounds Manager	1.00	1.00	1.00
Facilities Tech Crew Leader	1.00	1.00	1.00
Total Number of Personnel (FTE's)	9.00	9.00	9.00
General Services Department Total	39.31	40.00	40.00



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.

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ 1,940,249	\$ 2,172,597	\$ 2,237,635
Overtime Pay	143,669	112,300	125,240
F.I.C.A.	151,996	163,904	171,147
Pension	267,196	297,813	311,031
Employee Benefits	368,985	468,091	485,503
Operating Expenditures:	-	-	-
Operating Materials & Supplies	189,470	347,069	346,016
Vehicle Supplies	62,181	84,251	68,373
Administrative Supplies	7,895	10,225	9,750
Safety Supplies	7,297	7,600	8,100
Special Purchases	226	880	960
Utilities	372,436	368,982	366,307
Rentals	5,026	4,000	3,750
Maintenance and Repairs	117,399	120,050	124,450
Outside Services	186,487	320,610	319,160
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	157,668	243,578	288,163
Accounting Charges	-	-	-
Debt Service:	-	-	-
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:	-	-	-
Capital Expenditures	493,530	75,165	184,734
Capital Projects:	-	-	-
Transfers to R&E	208,195	-	500,000
Total Appropriations	\$ 4,679,906	\$ 4,797,115	\$ 5,550,319



BUSINESS UNIT 901: GENERAL SERVICES DIRECTOR

Department : General Services**Business Unit : (901) General Services
Director****Major Business Unit Functions:**

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

Significant Expenditure and Staffing Changes:

No significant changes from previous fiscal year.

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ 158,950	\$ 159,390	\$ 163,182
Overtime Pay	-	100	-
F.I.C.A.	12,978	11,956	12,453
Pension	24,689	21,724	22,682
Employee Benefits	26,624	28,380	27,979
Operating Expenditures:			
Operating Materials & Supplies	687	515	100
Vehicle Supplies	295	612	310
Administrative Supplies	545	300	700
Safety Supplies	47	100	300
Special Purchases	226	880	960
Utilities	11,291	17,226	19,862
Rentals	-	-	-
Maintenance and Repairs	1,376	1,250	1,250
Outside Services	63,196	132,030	133,230
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	74,693	81,384	100,512
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	-	-
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 375,598	\$ 455,847	\$ 483,520



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:

Capital Expenditures: represents funding for Rotating Assemblies and Housings T3 and T4.

Transfers to R&E: represents funds being transferred to the Renewal and Extension Fund for London Court and Cristi Court, Lift Station Rehab.

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ 156,939	\$ 184,844	\$ 241,525
Overtime Pay	28,037	40,200	48,240
F.I.C.A.	13,554	13,803	18,475
Pension	21,682	25,080	33,572
Employee Benefits	32,837	43,085	56,673
Operating Expenditures:			
Operating Materials & Supplies	117,645	231,165	228,160
Vehicle Supplies	13,439	17,400	14,455
Administrative Supplies	758	3,050	950
Safety Supplies	1,195	2,000	1,800
Special Purchases	-	-	-
Utilities	264,975	273,940	266,835
Rentals	-	-	-
Maintenance and Repairs	90,654	89,000	94,300
Outside Services	63,708	107,945	117,345
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	50,036	104,639	104,446
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	50,901	47,300	98,904
Capital Projects:			
Transfers to R&E	46,195	-	500,000
Total Appropriations	\$ 952,555	\$ 1,183,451	\$ 1,825,680



BUSINESS UNIT 930: GARAGE

Department : General Services**Business Unit : (930) Garage****Major Business Unit Functions:**

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

Significant Expenditure and Staffing Changes:

No significant changes from previous fiscal year.

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ 235,524	\$ 260,352	\$ 268,484
Overtime Pay	235	1,500	1,500
F.I.C.A.	16,940	19,589	20,539
Pension	32,231	35,594	37,320
Employee Benefits	51,486	60,278	58,231
Operating Expenditures:			
Operating Materials & Supplies	12,874	32,025	38,325
Vehicle Supplies	5,037	7,319	5,798
Administrative Supplies	1,208	1,100	1,300
Safety Supplies	1,313	1,000	800
Special Purchases	-	-	-
Utilities	9,164	10,208	9,456
Rentals	1,283	1,000	1,000
Maintenance and Repairs	7,406	5,500	5,500
Outside Services	15,603	18,925	17,175
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	5,694	7,254	7,849
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	7,500	-
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 395,996	\$ 469,144	\$ 473,277



BUSINESS UNIT 950: EQUIPMENT MAINTENANCE

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

Maintains and repairs plant equipment and pumping stations.

Significant Expenditure and Staffing Changes:**Capital Expenditures:** represents funds for Truck - F250 Super Cab W/ Utility Bed, Rockwell Software License.

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ 741,832	\$ 824,664	\$ 852,387
Overtime Pay	28,599	33,500	33,500
F.I.C.A.	54,812	62,225	65,207
Pension	100,085	113,063	118,482
Employee Benefits	132,482	171,964	168,239
Operating Expenditures:			
Operating Materials & Supplies	19,210	35,390	31,480
Vehicle Supplies	17,369	25,000	19,299
Administrative Supplies	2,613	2,775	2,950
Safety Supplies	1,171	1,000	1,200
Special Purchases	-	-	-
Utilities	62,592	36,493	39,825
Rentals	816	1,500	1,250
Maintenance and Repairs	3,350	3,800	3,900
Outside Services	28,418	39,300	27,400
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	16,908	37,316	59,882
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	284,200	5,100	70,330
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 1,494,456	\$ 1,393,090	\$ 1,495,331



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

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

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

Significant Expenditure and Staffing Changes:**Capital Expenditures:** represents funds for Grasshopper Mower.

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ 216,954	\$ 274,966	\$ 273,883
Overtime Pay	18,236	15,000	18,000
F.I.C.A.	16,960	20,878	20,951
Pension	29,969	37,935	38,070
Employee Benefits	48,202	68,551	84,439
Operating Expenditures:			
Operating Materials & Supplies	13,870	16,624	17,270
Vehicle Supplies	11,448	16,420	12,700
Administrative Supplies	578	1,000	1,000
Safety Supplies	691	1,000	1,500
Special Purchases	-	-	-
Utilities	8,604	8,937	5,146
Rentals	2,927	1,500	1,500
Maintenance and Repairs	12,740	16,000	12,500
Outside Services	9,159	12,775	12,875
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	3,669	4,815	6,081
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	158,429	15,265	15,500
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 552,435	\$ 511,666	\$ 521,415



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.

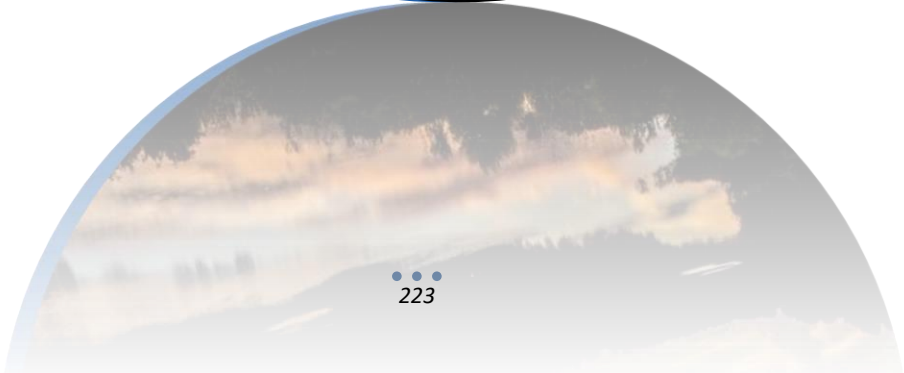
Significant Expenditure and Staffing Changes:

No significant changes from previous fiscal year.

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ 430,050	\$ 468,381	\$ 438,174
Overtime Pay	68,563	22,000	24,000
F.I.C.A.	36,752	35,453	33,522
Pension	58,540	64,417	60,905
Employee Benefits	77,355	95,833	89,942
Operating Expenditures:			
Operating Materials & Supplies	25,184	31,350	30,681
Vehicle Supplies	14,594	17,500	15,811
Administrative Supplies	2,193	2,000	2,850
Safety Supplies	2,880	2,500	2,500
Special Purchases	-	-	-
Utilities	15,811	22,178	25,183
Rentals	-	-	-
Maintenance and Repairs	1,872	4,500	7,000
Outside Services	6,403	9,635	11,135
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	6,668	8,170	9,393
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	-	-
Capital Projects:			
Transfers to R&E	162,000	-	-
Total Appropriations	\$ 908,866	\$ 783,917	\$ 751,096



Stormwater Fund





STORMWATER FUND

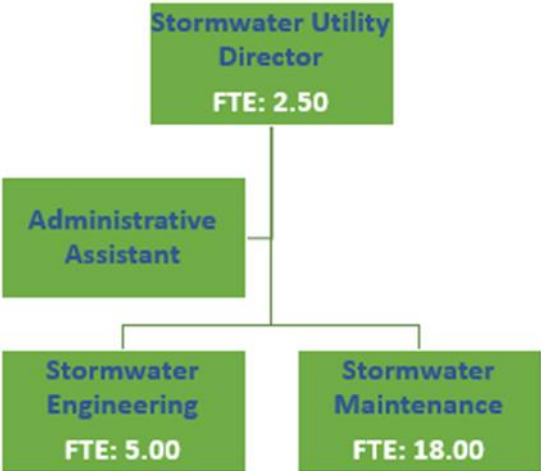
BUDGET UNIT 200

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 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



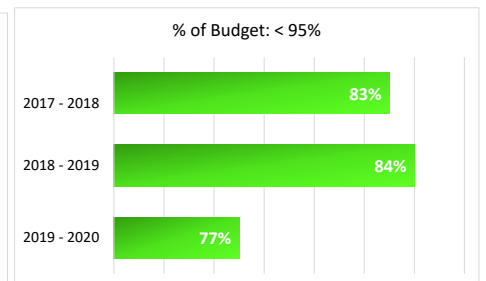
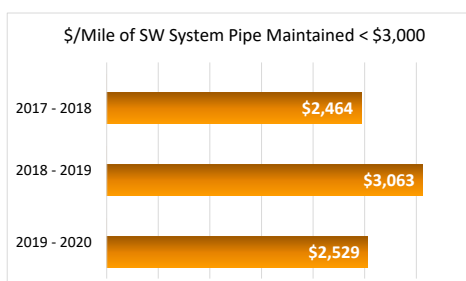
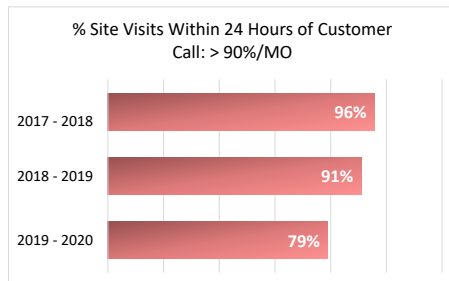
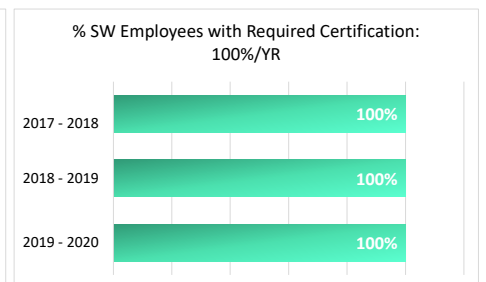
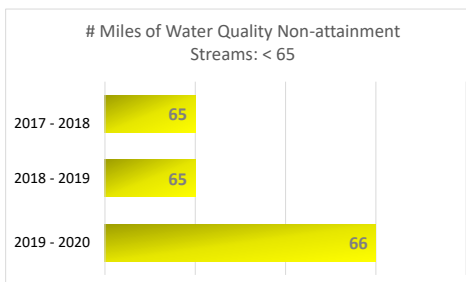
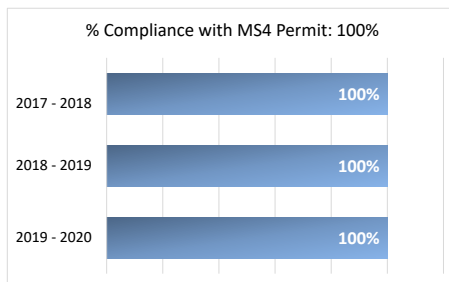
Stormwater Fund – Staffing Summary

Authorized Personnel	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted
Stormwater Fund			
201 - Stormwater Utility Director	2.25	2.15	2.50
205 - Stormwater Engineering	3.00	3.00	5.00
210 - Stormwater Maintenance	18.00	18.00	18.00
Total Full-Time Employees (FTEs)	23.25	23.15	25.50

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	2019 - 2020	2018 - 2019	2017 - 2018
SUPERIOR PRODUCT QUALITY						
3 Improve the quality of Clayton Co. water resources	% Compliance with MS4 Permit: 100%	SW	100%	100%	100%	100%
	# Miles of Water Quality Non-attainment Streams: < 65	SW	< 65	66	65	65
EXCEED CUSTOMER EXPECTATIONS						
4 Improve customer experience	% Site Visits Within 24 Hours of Customer Call: > 90%/MO	SW	> 90% / Month	79%	91%	96%
PROVIDE EMPLOYEE DEVELOPMENT						
8 Provide effective employee training and development	% SW Employees with Required Certification: 100%/YR	SW	100% / Year	100%	100%	100%
OPTIMIZE OPERATIONS						
13 Reasonable Cost of Service	\$/Mile of SW System Pipe Maintained: < \$3,000	SW	< \$3,000	\$2,529	\$3,063	\$2,464
	% of Budget: < 95%	SW	< 95%	77%	84%	83%





Stormwater Fund – Major Initiatives for FY 2021 - 2022

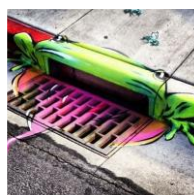
Business Unit	Budget Funding	Account Name	Account Number	Amount Budgeted	Initiative
Stormwater Manager					
201	Operating	Consulting Fees	56110	\$ 300,000	On Call Engineering Services
		Consulting Fees	56110	2,500	Spivey Station Dam with Emergency Action Plan
		Administrative OH Expenses	59302	1,194,698	Transfer to Revenue Fund
Grand Total				\$ 1,497,198	
Stormwater Engineering					
205	Operating	Consulting Fees	56110	\$ 20,000	Annual Biological Monitoring
		Consulting Fees	56110	100,000	Flood Response Plan
		Consulting Fees	56110	160,000	Flood Mitigation Plan for Camp Creek Flooding Areas
		M&R - Lakes/Rivers/Other	56125	30,200	USGS Gauge Installation on Flint at SR 85
		Other Outside Services	56199	75,000	HHWA Collection Day (Amnesty Day)
Grand Total				\$ 385,200	
Stormwater Maintenance					
210	Operating	Consulting Fees	56110	\$ 20,000	Geotechnical Services Support
		M&R-Collection System/Outfall	56124	1,100,000	Support for SW Pipe Repair
	Capital	Capital Project Transfers	59370	\$ 1,500,000	[SMP 20-207] Cured In Place Pipe (CIPP)
		Capital Project Transfers	59370	1,573,864	[SMP 20-207] Removal & Replace (R/R)
		Capital Project Transfers	59370	500,000	[SMP 20-206] Watershed Projects
		Cap Equip-Easements	59902	1,000	Easements
		Cap Equip-Construction Equipment	59941	65,473	Mini Hydraulic Excavator
		Cap Equip-Construction Equipment	59941	68,765	Compact Track Loader
		Cap Equip-Trailers	59952	7,000	Tilt Trailer
Grand Total				\$ 4,836,102	





Stormwater Fund Staffing – Position Detail

Authorized Personnel	FY 2019-2020 Budgeted	FY 2020-2021 Requested	FY 2021-2022 Budgeted
<i>Stormwater Management</i>			
High School Intern	0.25	0.15	0.50
Office Assistant	1.00	1.00	1.00
Stormwater Utility Director	1.00	1.00	1.00
Total Number of Personnel (FTE's)	2.25	2.15	2.50
<i>Stormwater Engineering</i>			
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	2.00
Stormwater Sr. Inspection Technician	0.00	0.00	1.00
Total Number of Personnel (FTE's)	3.00	3.00	5.00
<i>Stormwater Maintenance</i>			
Crew Leader	0.00	1.00	1.00
Equipment Operator	2.00	4.00	4.00
Lead Maintenance Mechanic	2.00	0.00	0.00
Maintenance & Install Crew Leader	2.00	0.00	0.00
Property Restoration Technician	1.00	1.00	1.00
Senior Equipment Operator	2.00	1.00	1.00
Sr Crew Leader	1.00	3.00	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	2.00	2.00	2.00
Utility Service Mechanic II	3.00	3.00	3.00
Total Number of Personnel (FTE's)	18.00	18.00	18.00
<i>Stormwater Utility Grand Total</i>	23.25	23.15	25.50





Stormwater Fund – Consolidated Operating Budget

Department : Stormwater Utility - Consolidated

Business Unit : Stormwater Fund - Consolidated

Budget Summary By Expenditure Class	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services	\$ 1,620,077	\$ 2,020,633	\$ 2,016,152
Operating Expenditures	2,535,632	3,038,776	3,150,189
Debt Service	-	-	4,500
Capital Outlay	4,593,121	226,168	3,573,864
Other Financing Uses	595,521	3,491,509	142,238
	<u>\$ 9,344,351</u>	<u>\$ 8,777,086</u>	<u>\$ 8,886,943</u>

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2021 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ 1,131,997	\$ 1,392,120	\$ 1,416,563
Overtime Pay	64,083	90,774	55,000
F.I.C.A.	88,593	105,827	108,367
Pension	156,391	191,010	196,902
Employee Benefits	179,013	240,902	239,320
Operating Expenditures:			
Operating Materials & Supplies	119,185	172,655	123,441
Vehicle Supplies	46,734	61,200	54,074
Administrative Supplies	13,743	22,100	18,050
Safety Supplies	7,092	7,150	7,150
Special Purchases	148	500	500
Utilities	30,509	35,014	35,428
Rentals	2,991	10,000	10,000
Maintenance and Repairs	12,931	28,250	22,750
Outside Services	2,002,187	2,450,975	2,176,775
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	110,737	160,932	218,103
Accounting Charges	189,376	90,000	483,918
Debt Service:	-	-	-
GEFA Interest	-	-	4,500
GEFA Principal	-	-	-
Transfers to Debt Service	4,593,121	226,168	3,573,864
Capital Budget:	-	-	-
Capital Expenditures	595,521	3,491,509	142,238
Capital Projects:	-	-	-
Transfers to SW Internal	-	-	-
Transfers to Revenue Fund	1,271,151	1,219,663	1,194,698
Total Appropriations	<u>\$ 10,615,502</u>	<u>\$ 9,996,749</u>	<u>\$ 10,081,641</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: increase due to credits to Department of Aviation.

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

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ 177,921	\$ 196,536	\$ 199,679
Overtime Pay	10	-	-
F.I.C.A.	13,404	14,470	15,275
Pension	24,521	25,017	27,755
Employee Benefits	15,306	18,230	21,283
Operating Expenditures:			
Operating Materials & Supplies	1,195	1,330	1,330
Vehicle Supplies	433	400	455
Administrative Supplies	8,186	9,200	11,700
Safety Supplies	610	150	150
Special Purchases	148	500	500
Utilities	8,484	9,138	8,788
Rentals	-	-	-
Maintenance and Repairs	709	700	700
Outside Services	90,274	324,370	318,370
Interest		-	-
Retiree Health Benefits		-	-
General Expenses	78,416	105,427	167,258
Accounting Charges	189,376	90,000	483,918
Debt Service:			
GEFA Interest		-	4,500
GEFA Principal		-	-
Transfers to Debt Service		-	-
Capital Budget:			
Capital Expenditures	-	-	-
Capital Projects:			
Transfers to SW Internal	-	-	-
Transfers to Revenue Fund	1,271,151	1,219,663	1,194,698
Total Appropriations	<u>\$ 1,880,143</u>	<u>\$ 2,015,131</u>	<u>\$ 2,456,359</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:

Outside Services: increase represents funding for assistance in the development of a Flood Response Plan, Flood Mitigation Plan for Camp Creek nuisance flooding areas.

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ 140,400	\$ 287,592	\$ 279,933
Overtime Pay	11,018	-	10,000
F.I.C.A.	11,293	21,914	21,414
Pension	19,543	39,818	38,911
Employee Benefits	19,785	63,171	45,331
Operating Expenditures:			
Operating Materials & Supplies	7,668	14,855	9,525
Vehicle Supplies	1,146	5,800	3,300
Administrative Supplies	1,862	8,850	3,100
Safety Supplies	518	500	500
Special Purchases		-	-
Utilities	6,212	9,519	10,827
Rentals	2,991	4,000	4,000
Maintenance and Repairs	349	1,050	1,050
Outside Services	387,294	501,855	696,655
Interest		-	-
Retiree Health Benefits		-	-
General Expenses	6,461	11,643	12,488
Accounting Charges		0	-
Debt Service:			
GEFA Interest			-
GEFA Principal			-
Transfers to Debt Service			-
Capital Budget:			
Capital Expenditures	-	70,710	-
Capital Projects:			
Transfers to SW Internal	-	-	-
Transfers to Revenue Fund	-	-	-
Total Appropriations	\$ 616,542	\$ 1,041,277	\$ 1,137,034



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, Mini Hydraulic Excavator, Compact Track Loader, Tilt Trailer.

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

Budget Detail By Individual Categories	FY 2019 - 20 Actual	FY 2020 - 21 Budgeted	FY 2021 - 22 Budgeted
Personal Services:			
Salaries and Wages	\$ 813,676	\$ 907,992	\$ 936,951
Overtime Pay	53,055	90,774	45,000
F.I.C.A.	63,896	69,443	71,678
Pension	112,328	126,175	130,236
Employee Benefits	143,922	159,501	172,706
Operating Expenditures:			
Operating Materials & Supplies	110,321	156,470	112,586
Vehicle Supplies	45,154	55,000	50,319
Administrative Supplies	3,695	4,050	3,250
Safety Supplies	5,964	6,500	6,500
Special Purchases		-	-
Utilities	15,813	16,357	15,813
Rentals	-	6,000	6,000
Maintenance and Repairs	11,873	26,500	21,000
Outside Services	1,524,619	1,624,750	1,161,750
Interest		-	-
Retiree Health Benefits		-	-
General Expenses	25,860	43,862	38,357
Accounting Charges	-	0	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	4,593,121	226,168	3,573,864
Capital Budget:			
Capital Expenditures	595,521	3,420,799	142,238
Capital Projects:			
Transfers to SW Internal	-	-	-
Transfers to Revenue Fund	-	-	-
Total Appropriations	<u>\$ 8,118,817</u>	<u>\$ 6,940,341</u>	<u>\$ 6,488,248</u>



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.

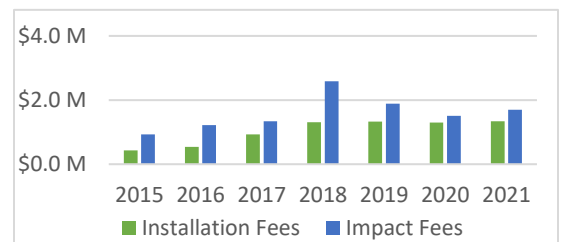
The capital planning process involves identifying current and future needs and prioritizing these needs based on certain operating assumptions. The primary objective of planning efforts for CCWA is to create a stable, long-range financial plan and support an orderly, efficient program of improvement, 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 capital project. 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.



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. Approximately five months of unrestricted Cash on Hand is the Authority's target to start each fiscal year. At the time the budget is approved for the new fiscal year, the amount of budget surplus is forecasted and five months of operating cash on hand is estimated. The amount over this surplus is then 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. Budget surplus for the fiscal years ended 2020 and 2021 were \$12.8M and \$16.6M, 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 co-operative 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 2021 - 2022 are budgeted at \$12.6 million, consisting of \$3.4 million in capital equipment purchases and \$9.2 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 \$3.4 million, \$117 thousand higher than the previous year. Summaries of capital item purchases for Fiscal Year 2021 – 2022 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 \$9.2 million compared to the previous budget year amount of \$6.8 million. Amounts *budgeted* in this category exclude inside labor costs, which are included in the operating budget in the Personal Services.



Work Priorities

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 table below.

Work Priorities – Criteria and Weighting

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 Project List – FY 2021 - 2022

Work Priority #	SMP #	Project
2021-01	SMP 20-131	Evaluate Next Generation of Meter Technologies
2021-02	SMP 20-142	Service Line Warranty Program
2021-03	SMP 20-146	Payment Strategy Expansion
2021-04		Impacts Fee Process Improvements
2021-05		Open GOV Implementation
2021-06	SMP 20-910	Lift Station Rehabilitation
2021-07	SMP 20-106	Linear Asset Data Improvement Strategy (SAMP-L-01)
2021-08	SMP 20-608	Large Diameter Sewer Rehabilitation and Replacement Program
2021-09	SMP 20-612	Design & Implement Selected Odor and Corrosion Control Technologies
2021-10	SMP 20-615	Pressure Sewer Assessment and Rehabilitation Program
2021-11		Implement Mobile Inventory and Facility Storerooms
2021-12	SMP 20-133	Business Continuity
2021-13	SMP 20-138	Security Projects/Improvements
2021-14		Stormwater Culverts Improvement - Construction
2021-16	SMP 20-302	UV Disinfection Improvement Implementation - Hooper
2021-17	SMP 20-304	Hooper 22 MGD Expansion
2021-18	SMP 20-307	Hicks WPP Blower Upgrades
2021-19	SMP 20-308	WPP Chemical Feed System Storage Replacement - Hooper
2021-20	SMP 20-309	Single Points-of-Failure Elimination Study
2021-21	SMP 20-310	Enhanced Source Water Monitoring Program
2021-22	SMP 20-311	Back-up Generators at Jonesboro
2021-23	SMP 20-313	WPP Efficiency Improvements Evaluation and Implementation
2021-24	SMP 20-709	Casey WRRF - Effluent Gravity Line Assessment
2021-25		Wetlands Diaphragm Valve Replacement Assessment
2021-26		Rock Cut/Walt Stephens and Tara Emissions Design



Capital Equipment – Summary

Approximately 10 percent of the Authority's fleet trucks are reviewed for replacement annually based on a scoring factor that includes mileage, corrective maintenance cost and age. This year the **Water and Sewer Fund** budgeted for four trucks to be replaced. These vehicles are included in the current year budgeted request for Capital Equipment of \$3.2M which is \$200K higher than the previous year budget. The budgeted amount over the previous five fiscal years has averaged \$2.6M.

This year, the **Stormwater Fund** budgeted \$73K for *Capital Equipment*. This request is \$223K lower than the previous budget year due to the differences in the type and cost of equipment purchases from year to year.

Water and Sewer and Stormwater Funds capital equipment combined is shown in the table below:

Description	Water and Sewer Fund		Stormwater Fund		Total
	Replacement	New	Replacement	New	
Vehicles					
Trucks - Fleet	\$ 174,447	\$ -	\$ -	\$ -	\$ 174,447
Trucks - Dump, Heavy	-	290,370	-	-	290,370
Trailers	16,000	-	-	7,000	23,000
Buildings and Structures					
Building, Roof, Paving	435,000	25,100	-	1,000	461,100
Tanks and Containers	470,000	-	-	-	470,000
Equipment					
Field Equipment - Construction Equipment	665,000	-	65,473	-	730,473
Data Processing/IT System Equipment	92,000	55,000	-	-	147,000
Plant Equipment	975,048	-	-	-	975,048
Other	37,300	-			37,300
Total Capital Equipment	\$ 2,864,795	\$ 370,470	\$ 65,473	\$ 8,000	\$ 3,308,738





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.

Vehicles and equipment that are replaced are sold at auction and proceeds from the sales have averaged \$90K over the last four years.





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

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 2020. Approximately 10 percent are reviewed for replacement annually based on a scoring factor that includes mileage, corrective maintenance cost and age. This year, four trucks were budgeted to be replaced. These vehicles are included in the current year budgeted request of \$3.2M which is \$200K higher than the previous year budget. The budgeted amount over the previous five fiscal years has averaged \$2.6M. The Authority utilizes the State of Georgia contract pricing for most 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 tables that follow:

Budget Unit - Department	Description	Replacement	New	Total
EXECUTIVE DIVISION				
136 Community Use Room	Desks, Tables, & Racks			
	Desk, Credenza	\$ 18,000		
940 Warehouse	Building and Structures:			
	Roof, Pressure Wash, Paint & Seal	125,000		
Total Executive		\$ 143,000	\$ -	\$ 143,000
WATER PRODUCTION DIVISION				
310 WJ Hooper Water Plant	Buildings & Structures:			
	HVAC Air Handling Unit Equipment	\$ 90,000		
	Treatment Equipment:			
	Polymer Feed System	15,000		
	Valve (In-Plant/Building):			
	Washwater Valve for #5 Filter	12,000		
312 Noahs Ark Rd Pumping Station	Reconditioning Water Tanks:			
	Repaint Tanks and Logos	280,000		
	Valve (In-Plant/Building):			
	Suction Valves for Pumps	50,000		
315 J.W. Smith Water Plant	Monitoring/Control Equipment:			
	Streaming Current Monitor	13,000		
318 Forest Park/Cajun Queen Pumping Station	Reconditioning Water Tanks:			
	Repaint Tanks and Logos	190,000		
320 Terry R Hicks Wtr Production Plant	Landscaping:			
	Landscaping Remodel	25,000		
	Monitoring/Control Equipment:			
	Cone Flow Meters/SCADA Communication	25,000		
350 Lake Shamrock Recreation	Landscaping:			
	Island Bridges		\$ 25,000	
	Landscaping Equipment:			
	Ride Behind Blower	10,000		
352 Wetland Center	Buildings & Structures:			
	Roof Replacement	45,000		
	Educational Videos (Qty 6)	15,000		
Total Water Production		\$ 770,000	\$ 25,000	\$ 795,000
PROGRAM MGMT AND ENGINEERING DIVISION				
530 Engineering	Easements:			
	Easements		\$ 100	
535 Geographic Information System	Computing Devices:			
	S6 Total Station Firmwater/Hardware		55,000	
Total Program Mgmt. and Engineering		\$ -	\$ 55,100	\$ 55,100



Budget Unit - Department	Description	Replacement	New	Total
DISTRIBUTION AND CONVEYANCE DIVISION				
601 D&C Department Manager	Building and Structures:			
	Roof, Pressure Wash, Paint & Seal	\$ 125,000		
610 Meter Installation	Trucks:			
	F-350 Pickup with Utility Bed	47,287		
	Flat Bed Dump Truck		96,790	
612 Water Distribution Maintenance	Construction Equipment:			
	Rubber Tire Backhoe	90,000		
	Trucks:			
	F-350 Pickup with Utility Bed	47,287		
	Flat Bed Dump Truck		96,790	
617 Leak Detection and Repair	Measuring/Drafting Equipment:			
	New Ground Mic	6,000		
619 Utility and Landscaping Services	Trailers (Non-Forestry):			
	Trailer	8,000		
621 Water Conveyance Maintenance	Trailers (Non-Forestry):			
	Trailer	8,000		
	Safety Equipment:			
	Tripod and Wench System	6,000		
	Audio/Visual Equipment:			
	Snake Camera	14,000		
627 Conveyance System Inspections	Forestry Equipment			
	Loader with Cutting Head	130,000		
	ATV	18,500		
	Measuring/Drafting Equipment:			
	Smart Loggers (Qty 5)	30,000		
	Trucks:			
	Vac Combo Jet Truck	395,000		
	Flat Bed Dump Truck		96,790	
630 Utility Locators	Measuring/Drafting Equipment:			
	GPR Unit	15,000		
Total Distribution and Conveyance		\$ 940,074	\$ 290,370	\$ 1,230,444





Budget Unit - Department	Description	Replacement	New	Total
WATER RECLAMATION DIVISION				
720 W.B. Casey Sr. WRRF	Pumping Equipment: Rotor and Stator Pump #1	\$ 8,000		
	Treatment Equipment: Secondary Launder Covers	100,000		
	Automobile/Pickup Trucks: Utility Cart	8,800		
	Shelving: Shelving	5,000		
721 NE Clayton Water Reclamation Plant	Building and Structures: Ramp to Filters	10,000		
	Pumping Equipment: Raw Pump	75,000		
	Intermediate Pump	76,000		
	Treatment Equipment: Diffuser for Aeration #1 Basin	261,000		
724 Shoal Creek WRP	Treatment Equipment: Diffusers in Aeration & Rearation Basin	110,000		
	Monitoring/Control Equipment: Emergency Generator Panel Controls	47,000		
727 Shoal Creek Solids Handling	Shop Equipment: Pressure Washer and Accessories	5,500		
730 Laboratory/Environmental Compliance	Laboratory Equipment: Lab Dishwasher	12,000		
731 Pelletizing	Monitoring/Control Equipment: Flow Meter	18,292		
740 NTS Operations & Maintenance	Pumping Equipment: Trailer Mounted Trash Pump	53,852		
	Automobile/Pickup Trucks: F-150 4x4 Pickup	32,586		
Total Water Reclamation		\$ 823,030	\$ -	\$ 823,030
GENERAL SERVICES DIVISION				
925 Sewage Lift Station	Treatment Equipment: Rotating Assemblies and Housings (Qty 5)	\$ 98,904		
950 Equipment Maintenance	Trucks: F-350 Pickup with Utility Bed	47,287		
	Computing Devices: Rockwell Software Licenses	27,000		
960 Grounds/Right-of-Way Maintenance	Landscaping Equipment: Grasshopper Mower	15,500		
Total General Services		\$ 188,691	\$ -	\$ 188,691
Total Capital Equipment		\$ 2,864,795	\$ 370,470	\$ 3,235,265



Capital Equipment: Stormwater Fund – Detail by Business Unit

At \$73K, *Capital Equipment* is budgeted at \$223K lower than the previous budget year due to the differences in the type and cost of equipment purchases from year to year.

Budget Unit - Department	Description	Replacement	New	Total
STORMWATER FUND				
210 Stormwater Maintenance	<i>Easements:</i>			
	Easements		\$ 1,000	
	<i>Construction Equipment</i>			
	Mini-Hydraulic Excavator	\$ 65,473		
	<i>Trailers (Non-Forestry)</i>			
	Tilt Trailer		7,000	
Total Capital Equipment		\$ 65,473	\$ 8,000	\$ 73,473





Capital Improvement Program (CIP) – Capital Projects

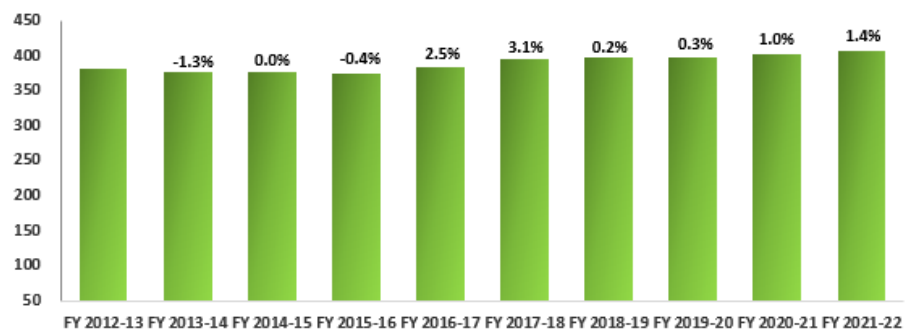
Projects listed in the CIP budget are reviewed annually by management and staff to allow the program to be more responsive to changing priorities, particularly with respect to changes in demand projections and operational enhancements. The changes sometimes result in the addition of projects and the 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



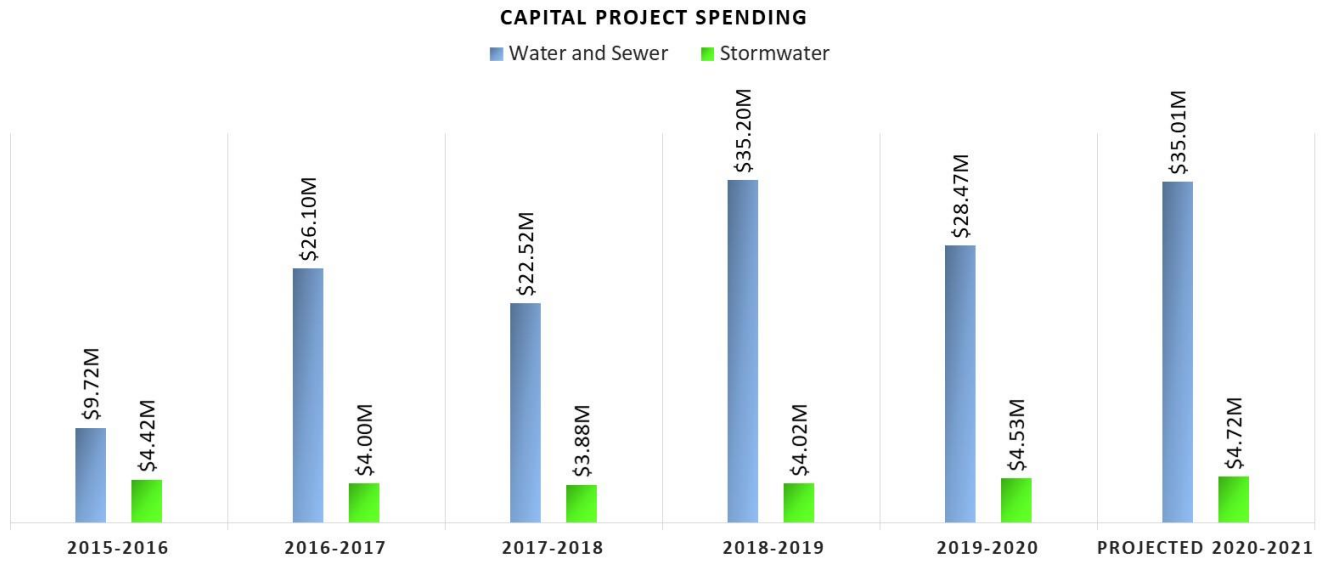
While the number of capital projects opened has approximately doubled and spending has almost tripled, staffing has increased by 26 employees or 7 percent. The number of full-time employees (FTEs) in FY 2013-2014 was 380 compared with 407 in FY 2021-2022.



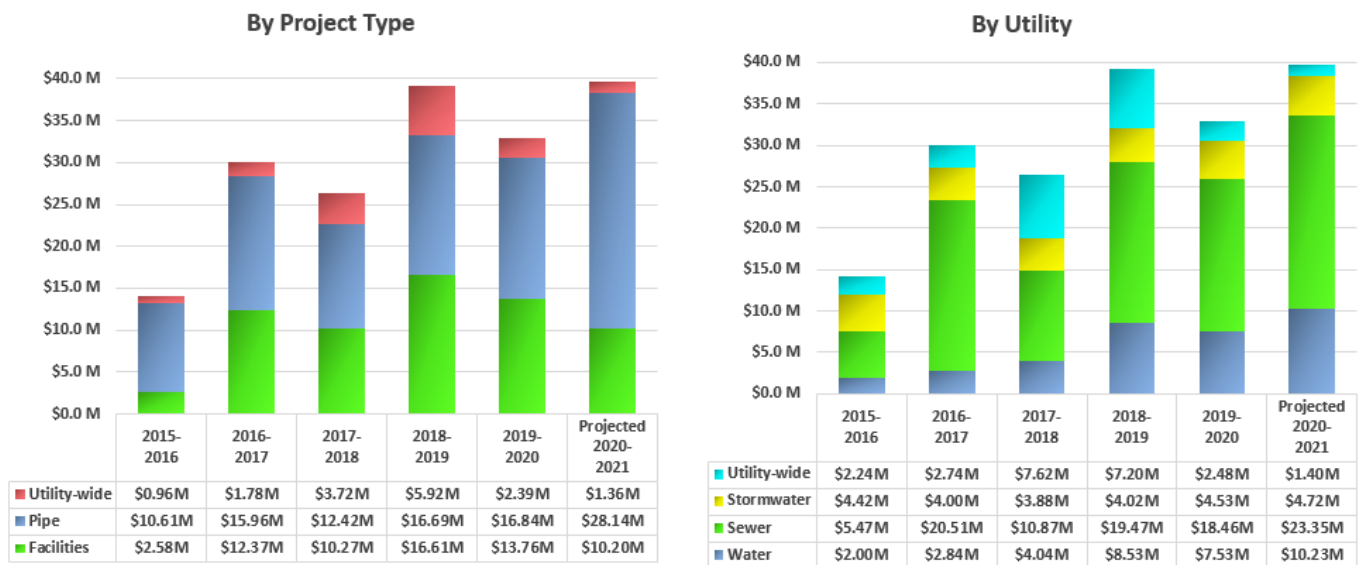
Between fiscal years ended 2013 and 2014, procurement became a focus along with a Small Local Business Enterprise initiative. Since that time, five positions have been added to this department to assist staff with purchasing. CCWA is considering eventually moving toward centralized procurement. Due to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

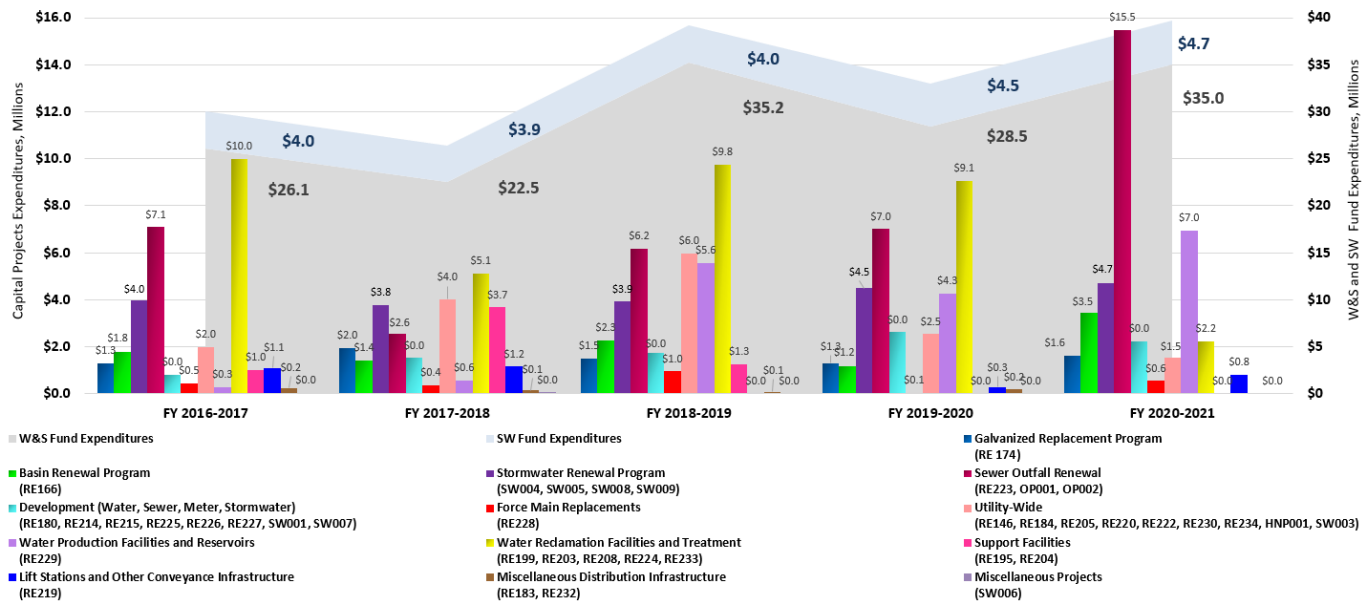


Changes in Capital Project Spending – By Project Type and Utility





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

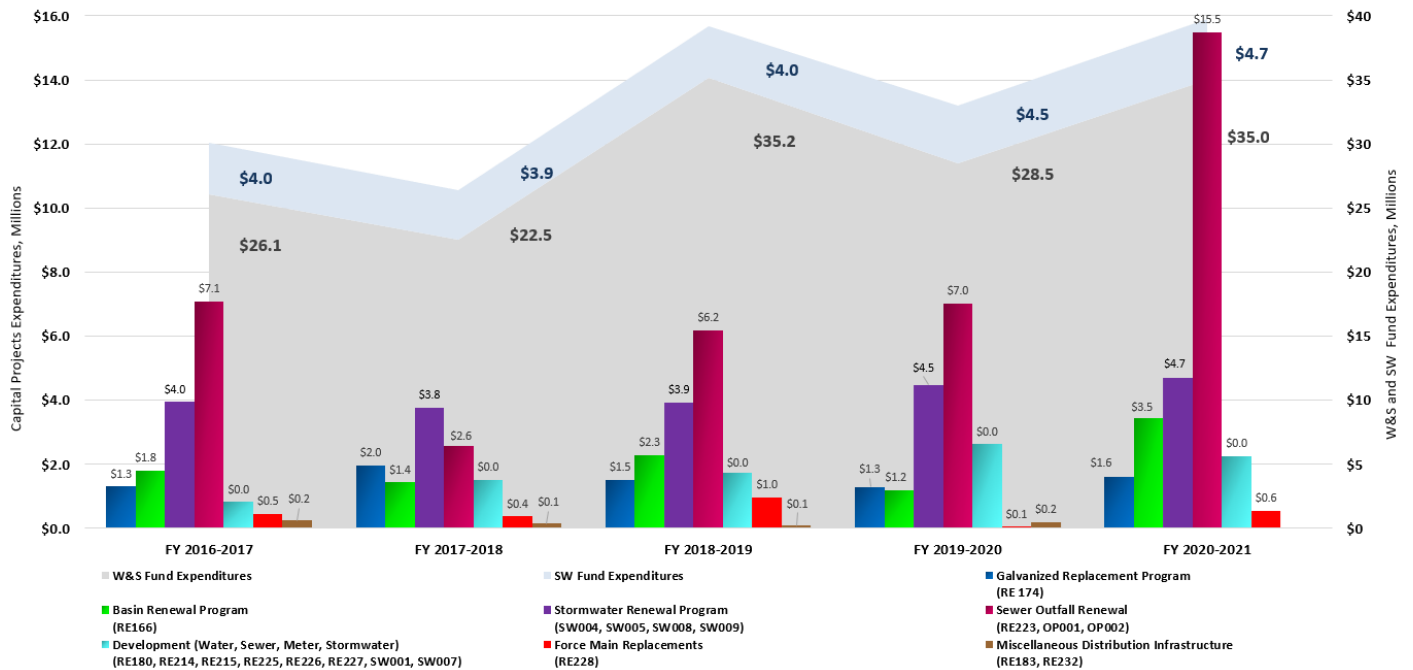


ANNUAL CAPITAL SPENDING

	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2019-2020	FY 2020-2021
Total	\$30,106,478	\$26,400,653	\$39,219,101	\$32,992,536	\$39,731,884
W&S Fund Expenditures	\$26,102,263	\$22,521,830	\$35,202,878	\$28,467,246	\$35,007,579
SW Fund Expenditures	\$4,004,216	\$3,878,823	\$4,016,223	\$4,525,290	\$4,724,305
Galvanized Replacement Program (RE 174)	\$1,301,274	\$1,964,307	\$1,500,791	\$1,295,883	\$1,611,912
Basin Renewal Program (RE166)	\$1,788,554	\$1,434,946	\$2,280,780	\$1,171,729	\$3,453,095
Stormwater Renewal Program (SW004, SW005, SW008, SW009)	\$3,966,480	\$3,773,716	\$3,929,828	\$4,485,222	\$4,706,594
Sewer Outfall Renewal (RE223, OP001)	\$7,090,180	\$2,557,102	\$6,169,261	\$7,007,259	\$15,496,838
Development (Water, Sewer, Meter, Stormwater) (RE180, RE214, RE215, RE225, RE226, RE227, SW001, SW007)	\$821,790	\$1,525,288	\$1,730,986	\$2,621,994	\$2,243,303
Force Main Replacements (RE228)	\$458,837	\$372,366	\$961,214	\$50,336	\$556,570
Utility-Wide (RE146, RE184, RE205, RE220, RE222, RE230, RE234, HNP001, SW003)	\$1,992,911	\$4,028,479	\$5,976,620	\$2,541,608	\$1,534,668
Water Production Facilities and Reservoirs (RE229)	\$293,844	\$572,886	\$5,560,992	\$4,271,594	\$6,952,466
Water Reclamation Facilities and Treatment (RE199, RE203, RE208, RE224, RE233)	\$10,009,355	\$5,129,804	\$9,754,203	\$9,072,285	\$2,241,189
Support Facilities (RE195, RE204)	\$1,008,445	\$3,682,842	\$1,254,471	\$4,491	\$6,050
Lift Stations and Other Conveyance Infrastructure (RE219)	\$1,094,461	\$1,153,273	\$3,183	\$281,941	\$802,540
Miscellaneous Distribution Infrastructure (RE183, RE232)	\$242,776	\$143,396	\$91,416	\$179,853	\$74,812
Miscellaneous Projects (SW006)	\$37,572	\$62,250	\$5,355	\$8,343	\$16,444



Changes in Capital Spending – Pipeline Infrastructure Programs

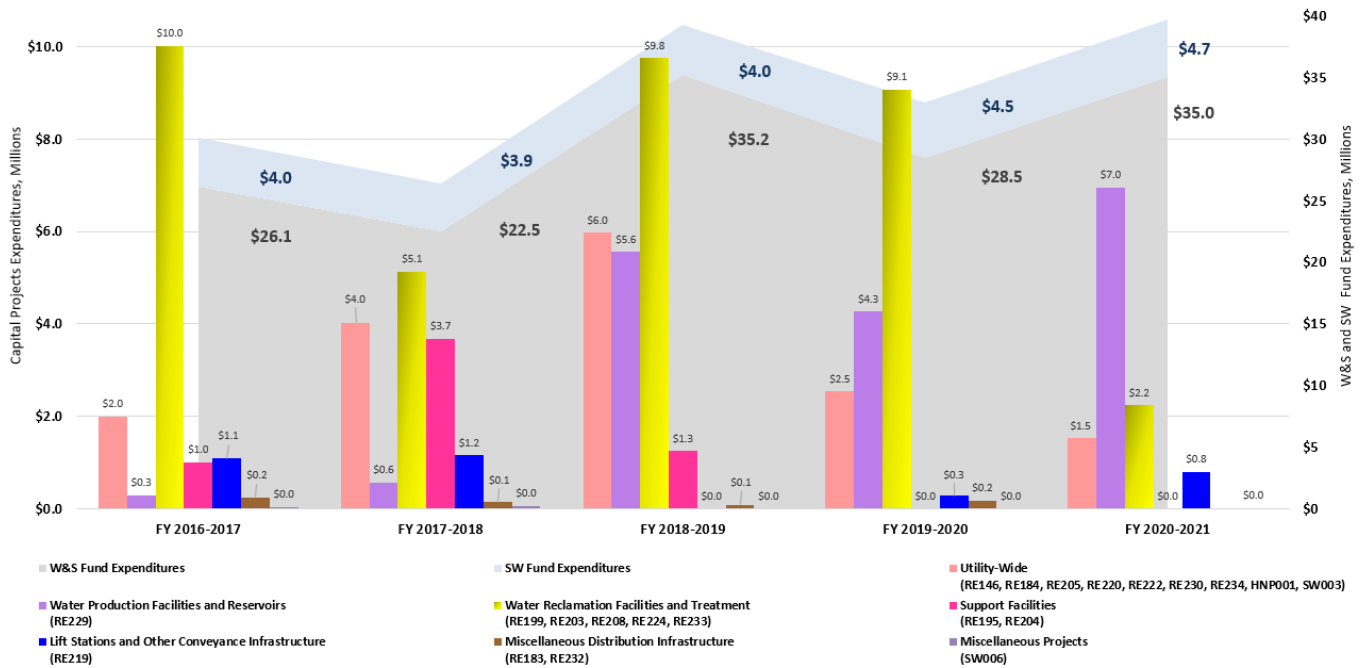


ANNUAL CAPITAL SPENDING

	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2019-2020	FY 2020-2021
Total	\$30,106,478	\$26,400,653	\$39,219,101	\$32,992,536	\$39,731,884
W&S Fund Expenditures	\$26,102,263	\$22,521,830	\$35,202,878	\$28,467,246	\$35,007,579
SW Fund Expenditures	\$4,004,216	\$3,878,823	\$4,016,223	\$4,525,290	\$4,724,305
Galvanized Replacement Program (RE 174)	\$1,301,274	\$1,964,307	\$1,500,791	\$1,295,883	\$1,611,912
Basin Renewal Program (RE166)	\$1,788,554	\$1,434,946	\$2,280,780	\$1,171,729	\$3,453,095
Stormwater Renewal Program (SW004, SW005, SW008, SW009)	\$3,966,480	\$3,773,716	\$3,929,828	\$4,485,222	\$4,706,594
Sewer Outfall Renewal (RE223, OP001)	\$7,090,180	\$2,557,102	\$6,169,261	\$7,007,259	\$15,496,838
Development (Water, Sewer, Meter, Stormwater) (RE180, RE214, RE215, RE225, RE226, RE227, SW001, SW007)	\$821,790	\$1,525,288	\$1,730,986	\$2,621,994	\$2,243,303
Force Main Replacements (RE228)	\$458,837	\$372,366	\$961,214	\$50,336	\$556,570
Miscellaneous Distribution Infrastructure (RE183, RE232)	\$242,776	\$143,396	\$91,416	\$179,853	\$74,812
All Pipeline Related Projects	\$15,669,891	\$11,771,120	\$16,664,277	\$16,812,274	\$28,143,123



Changes in Capital Spending – Facility Improvement and Utility wide Projects



ANNUAL CAPITAL SPENDING

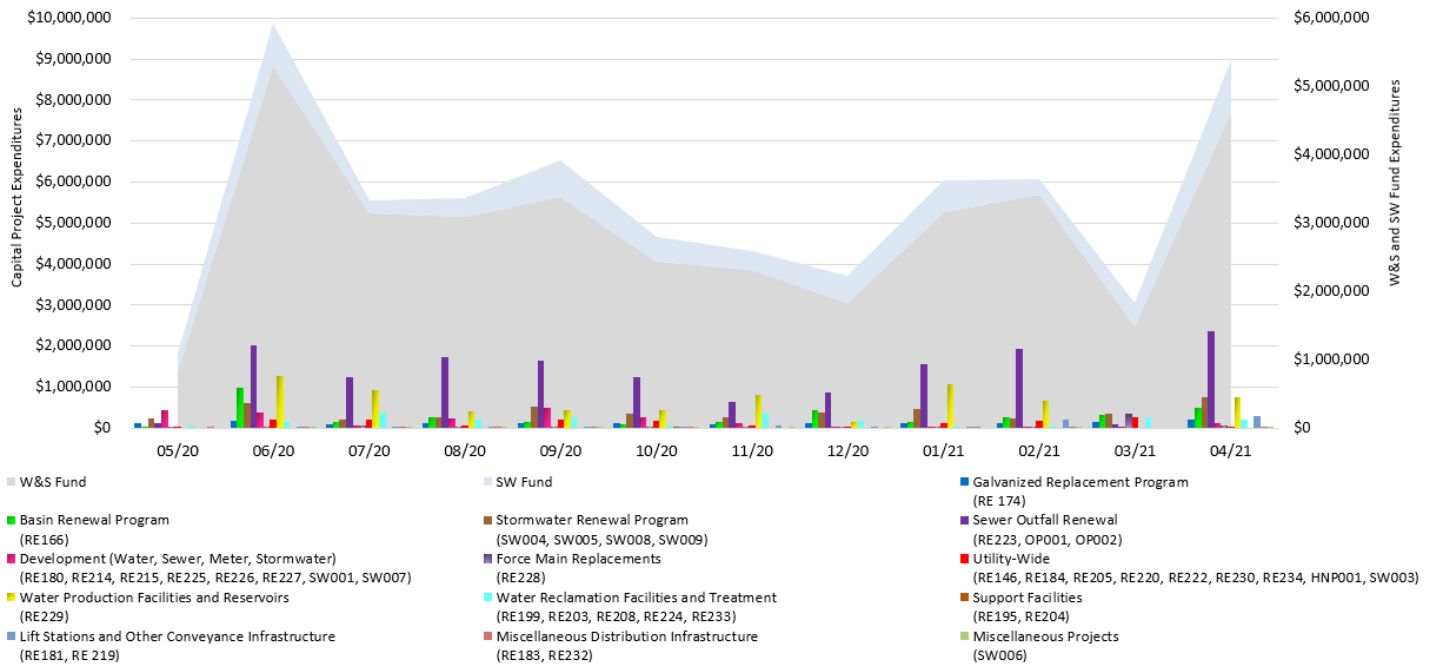
	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2019-2020	FY 2020-2021
Total	\$30,106,478	\$26,400,653	\$39,219,101	\$32,992,536	\$39,731,884
W&S Fund Expenditures	\$26,102,263	\$22,521,830	\$35,202,878	\$28,467,246	\$35,007,579
SW Fund Expenditures	\$4,004,216	\$3,878,823	\$4,016,223	\$4,525,290	\$4,724,305
Utility-Wide (RE146, RE184, RE205, RE220, RE222, RE230, RE234, HNP001, SW003)	\$1,992,911	\$4,028,479	\$5,976,620	\$2,541,608	\$1,534,668
Water Production Facilities and Reservoirs (RE229)	\$293,844	\$572,886	\$5,560,992	\$4,271,594	\$6,952,466
Water Reclamation Facilities and Treatment (RE199, RE203, RE208, RE224, RE233)	\$10,009,355	\$5,129,804	\$9,754,203	\$9,072,285	\$2,241,189
Support Facilities (RE195, RE204)	\$1,008,445	\$3,682,842	\$1,254,471	\$4,491	\$6,050
Lift Stations and Other Conveyance Infrastructure (RE219)	\$1,094,461	\$1,153,273	\$3,183	\$281,941	\$802,540
Miscellaneous Projects (SW006)	\$37,572	\$62,250	\$5,355	\$8,343	\$16,444
All Facility Improvement Projects	\$12,406,104	\$10,538,804	\$16,572,849	\$13,630,311	\$10,002,246

The description and purpose of the primary Renewal and Extension construction lines follow under the heading [Capital Project Funding FY 2021 – 2022 – By Main Construction Line](#) and [Capital Project Funding FY 2021 – 2022 – By Stormwater Construction Lines](#). Renewal and Extension construction lines specific to Pipeline Programs is located under the heading [Distribution and Conveyance Programs](#).



Construction in Progress – FY 2020 – 2021 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 2020 – 2021 is shown below.



FY 2021-2022 MONTHLY CAPITAL SPENDING SUMMARY

	05/20	06/20	07/20	08/20	09/20	10/20	11/20	12/20	01/21	02/21	03/21	04/21
W&S Fund	\$839,000	\$5,297,979	\$3,139,065	\$3,088,972	\$3,380,510	\$2,431,807	\$2,315,803	\$1,831,392	\$3,161,798	\$3,420,438	\$1,480,386	\$4,622,566
SW Fund	\$245,705	\$613,981	\$201,587	\$278,410	\$538,730	\$369,331	\$273,125	\$393,434	\$457,188	\$228,230	\$361,211	\$763,374
Galvanized Replacement Program (RE 174)	\$134,237	\$177,182	\$87,475	\$111,668	\$128,363	\$120,635	\$96,307	\$123,740	\$138,314	\$127,805	\$144,369	\$221,816
Basin Renewal Program (RE166)	\$21,355	\$994,403	\$143,530	\$258,794	\$140,080	\$85,650	\$155,180	\$436,632	\$143,717	\$259,982	\$314,118	\$499,652
Stormwater Renewal Program (SW004, SW005, SW008, SW009)	\$245,705	\$612,853	\$201,052	\$277,302	\$535,863	\$367,241	\$269,325	\$392,180	\$457,317	\$225,685	\$361,131	\$760,939
Sewer Outfall Renewal (RE223, OP001, OP002)	\$131,646	\$2,016,690	\$1,252,222	\$1,745,793	\$1,653,803	\$1,232,431	\$642,315	\$859,836	\$1,569,956	\$1,930,100	\$92,405	\$2,369,639
Development (Water, Sewer, Meter, Stormwater) (RE180, RE214, RE215, RE225, RE226, RE227, SW001, SW007)	\$434,775	\$378,155	\$64,607	\$243,611	\$498,449	\$270,379	\$126,570	\$8,297	\$25,072	\$20,619	\$43,633	\$129,136
Force Main Replacements (RE228)	\$8,060	\$39,780	\$53,393	\$18,664	\$4,800	\$5,218	\$666	\$3,017	\$5,310	\$9,429	\$341,810	\$66,423
Utility-Wide (RE146, RE184, RE205, RE220, RE222, RE230, RE234, HNP001, SW003)	\$41,432	\$202,441	\$213,245	\$61,046	\$204,550	\$171,384	\$53,447	\$24,577	\$132,596	\$175,142	\$261,354	\$28,857
Water Production Facilities and Reservoirs (RE229)	\$0	\$1,287,989	\$918,094	\$401,694	\$452,726	\$429,221	\$826,558	\$166,387	\$1,058,753	\$657,084	\$0	\$753,960
Water Reclamation Facilities and Treatment (RE199, RE203, RE208, RE224, RE233)	\$67,149	\$155,606	\$371,484	\$209,925	\$261,343	\$64,238	\$360,982	\$172,242	\$42,993	\$40,648	\$282,776	\$211,803
Support Facilities (RE195, RE204)	\$0	\$0	\$0	\$0	\$0	\$6,050	\$0	\$0	\$0	\$0	\$0	\$0
Lift Stations and Other Conveyance Infrastructure (RE181, RE 219)	\$0	\$44,874	\$21,900	\$24,605	\$29,210	\$45,808	\$54,598	\$37,508	\$40,100	\$197,990	\$0	\$305,949
Miscellaneous Distribution Infrastructure (RE183, RE232)	\$344	\$872	\$13,154	\$13,184	\$7,224	\$845	\$0	(\$845)	\$5,000	\$1,681	\$0	\$33,352
Miscellaneous Projects (SW006)	\$0	\$1,116	\$495	\$1,095	\$2,828	\$2,037	\$2,980	\$1,254	(\$143)	\$2,505	\$0	\$2,278
Total Monthly Capital Project Expenditures	\$1,084,705	\$5,911,960	\$3,340,652	\$3,367,381	\$3,919,240	\$2,801,137	\$2,588,928	\$2,224,827	\$3,618,985	\$3,648,668	\$1,841,596	\$5,383,804

The description and purpose of the primary Renewal and Extension construction lines follow under the heading [Capital Project Funding FY 2021 – 2022 – By Main Construction Line](#).



Projected Capital Project Spending

Capital Project Listing with Annual Cash Flow Requirements: FY 2021 – 2022 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 2021 – 2022 budget total \$9.2 million with an additional \$16.5 million funded from the FY 2020 – 2021 budget surplus approved by the Board of Directors when the FY 2021 – 2022 budget was approved.

Summary of Capital Project Cash Flow Requirements by Area or Division

Capital	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Dist & Conveyance-Water	\$ 2,650,000	\$ 4,500,000	\$ 4,500,000	\$ 4,500,000	\$ 4,500,000
Dist & Conveyance-Sewer	10,250,000	9,770,640	16,520,640	16,020,640	9,520,640
General Services	500,000	3,200,000	1,850,000	1,850,000	1,750,000
IT	97,000	1,115,000	965,000	1,190,000	995,000
Utility-wide	1,320,600	7,380,000	7,250,000	7,250,000	7,250,000
Water Production	8,535,000	21,060,000	4,860,000	3,760,000	500,000
Water Reclamation	7,830,000	114,970,000	11,890,000	650,000	18,820,000
Total	\$ 31,182,600	\$ 161,995,640	\$ 47,835,640	\$ 35,220,640	\$ 43,335,640
Stormwater	\$ 7,333,333	\$ 6,833,333	\$ 7,833,333	\$ 3,500,000	\$ 4,500,000

- 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	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
20-601 / Galvanized Water Main Replacement Program	\$ 1,500,000	\$ 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
20-607 / Small Diameter Sewer Rehabilitation and Replacement Program	3,000,000	2,000,000	2,000,000	2,000,000	2,000,000
20-608 / Large Diameter Sewer Rehabilitation and Replacement Program	6,000,000				
20-609 / Expand Sewer Service to Key Unsewered (Septic Tank) Areas	-	-	-	-	-
20-612 / Design & Implement Selected Odor and Corrosion Control Technologies (WATS model)	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	-	-	-	-	-
20-615 / Pressure Sewer (Assessment and) Rehabilitation Program - capital	1,000,000	1,520,640	1,520,640	1,520,640	1,520,640
20-617 / GDOT Projects	640,000	2,000,000	2,000,000	2,000,000	2,000,000
2021-2022 Work Priority Projects not SMP					
21-22 WP: BU 507 -Water Meter Inspection	10,000				
	\$12,900,000	\$ 14,270,640	\$21,020,640	\$20,520,640	\$ 14,020,640

CASH FLOW REQUIREMENTS OF CAPITAL PROJECTS – IT

Project Name	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
20-155 / Software Application Upgrade & Technology Refresh	-	700,000	700,000	700,000	700,000
20-161 / Refresh Disaster Recovery - Data Center	-	125,000	-	150,000	125,000
20-165 / SCADA Security	-	50,000	50,000	50,000	50,000
20-166 / SCADA Hardware Replacement and Refresh	-	30,000	30,000	200,000	30,000
20-167 / Cyber Security	60,000	60,000	60,000	60,000	60,000
20-168 / Network Switching and Cabling	-	150,000	125,000	30,000	30,000
2021-2022 Work Priority Projects not SMP					
21-22 WP: BU 106-Cisco Upgrades	37,000				
	\$ 97,000	\$ 1,115,000	\$ 965,000	\$ 1,190,000	\$ 995,000

CASH FLOW REQUIREMENTS OF CAPITAL PROJECTS – GENERAL SERVICES

Project Name	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
20-910 / Lift Station Rehabilitation	500,000	2,900,000	1,700,000	1,700,000	1,700,000
20-912 / SCADA Master Plan Update	-	-	-	-	250,000
20-913 / SCADA Master Plan Project Implementation	-	200,000	100,000	100,000	
20-914 / Upgrade GE IFIX / GE Proficy Software	-	100,000	50,000	50,000	50,000
	\$ 500,000	\$ 3,200,000	\$ 1,850,000	\$ 1,850,000	\$ 2,000,000

CASH FLOW REQUIREMENTS OF CAPITAL PROJECTS – UTILITY-WIDE

Project Name	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
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
20-138 / Security Projects/Improvements	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
20-141 / Mobile Application Implementation Project	-	130,000	-	-	-
2021-2022 Work Priority Projects not SMP					
21-22 WP: BU 110-Open Gov Budget Software	155,600				
21-22 WP: BU 131-Roof Addition to Outdoor Break Area (add to 3-131-8)	15,000				
	\$ 1,320,600	\$ 7,380,000	\$ 7,250,000	\$ 7,250,000	\$ 7,250,000



CASH FLOW REQUIREMENTS OF CAPITAL PROJECTS – WATER PRODUCTION

Project Name	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
20-300 / Hicks WPP High-Rate Analysis and Filter Implementation	250,000	-	-	-	-
20-301 / Hicks WPP Liquid Lime Feed System	400,000	-	-	-	-
20-302 / UV Disinfection Improvement Implementation	1,700,000	1,700,000	-	-	-
20-303 / Wetlands Center Education Building Renovation	300,000	-	-	-	-
20-304 / Hooper GAC Filter Retrofit and Plant High Rating	1,300,000	12,500,000	-	-	-
20-305 / Smith Hicks WPP High-Rate Analysis	175,000	-	-	-	-
20-307 / Hicks WPP Blower Upgrades	600,000	-	-	-	-
20-308 / WPP Chemical Feed System Storage Replacement	1,600,000	1,500,000	-	800,000	-
20-309 / Single Points-of-Failure Elimination Study and Implementation	200,000	1,450,000	1,500,000	-	-
20-311 / Back-up Generators at Jonesboro and Noah's Ark Re-pump Stations	400,000	1,100,000	-	-	-
20-312 / Northwest/College Park Booster Pump Station Design and Construction	-	100,000	2,400,000	-	-
20-313 / WPP Efficiency Improvements Evaluation	100,000	-	-	-	-
20-314 / WPP Efficiency Improvements Implementation	1,500,000	-	-	-	-
20-315 / Bar Screen Replacement (Flint River Pump Station)	-	1,010,000	-	-	-
20-318 / Noah's Ark and Jonesboro Re-pump Stations VFDs	-	1,700,000	-	-	-
20-320 / Hicks Solids Handling Improvements	-	-	610,000	-	-
20-321 / Re-Pump Station - SCADA Upgrades and Instrumentation	-	-	350,000	-	-
20-322 / Smith Plant Improvements - Phase 2	-	-	-	2,960,000	-
20-324 / Flood Proofing Implementation (Smith)	-	-	-	-	500,000
20-325 / Process Optimization/Evaluation	-	-	-	-	-
20-326 / Smith Reservoir Oxygenation System	-	-	-	-	-
2021-2022 Work Priority Projects not SMP	-	-	-	-	-
21-22 WP: BU 315 Smith -Break Room Renovation	10,000	-	-	-	-
	\$ 8,535,000	\$21,060,000	\$ 4,860,000	\$ 3,760,000	\$ 500,000

CASH FLOW REQUIREMENTS OF CAPITAL PROJECTS – WATER RECLAMATION

Project Name	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
20-701 / Northeast Capacity Upgrades	-	12,800,000	2,000,000	-	-
20-702 & 706 / Casey Raw Pump Station and RL Jackson Raw Pump Station	550,000	-	-	-	-
20-703 / Casey WRRF 32 MGD Upgrade - Solids	7,000,000	94,000,000	-	-	-
20-707 / Casey WRRF Improvements - W3 Pump Station	-	3,600,000	-	-	-
20-711 / Northeast WRF Improvements - Flow Metering	-	170,000	1,540,000	-	-
20-712 / Casey WRRF Improvements - Influent Screens	-	800,000	8,200,000	-	-
20-715 / Huie Wetland – High Rating Analysis	-	-	150,000	-	-
20-717 / Northeast WRF Improvements - Influent Screening	-	-	-	500,000	4,570,000
20-719 / Automated Sampling Technology	-	-	-	150,000	-
20-720 / Shoal Creek Process Upgrades - Aeration System	-	-	-	-	2,300,000
20-721 / Shoal Creek Process Upgrades - Screening	-	-	-	-	100,000
20-724 / Casey WRRF 32 MGD Upgrade - Liquids	-	-	-	-	10,000,000
20-725 / Casey WRRF Improvements - Equalization	-	-	-	-	1,500,000
20-726 / Casey WRRF Improvements - Primary Clarifier Concrete Repair	-	-	-	-	350,000
2021-2022 Work Priority Projects not SMP	-	-	-	-	-
21-22 WP: BU 731-Pelletizing - East Belt Press Rigging for Pelletizing	200,000	-	-	-	-
21-22 WP: BU 721 - Fine Screens at NE	80,000	-	-	-	-
	\$ 7,830,000	\$114,970,000	\$11,890,000	\$ 650,000	\$18,820,000



CASH FLOW REQUIREMENTS OF CAPITAL PROJECTS – STORMWATER AND WATERSHEDS

Project Name	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
20-206 / Implement Watershed Improvement Projects	\$ 500,000	\$ -	\$ 1,000,000	\$ -	\$ 1,000,000
20-207 / Implement Stormwater Capital Improvement Projects	6,833,333	6,833,333	6,833,333	3,500,000	3,500,000
	\$ 7,333,333	\$ 6,833,333	\$ 7,833,333	\$ 3,500,000	\$ 4,500,000

Current Capital Project Spending

Capital Project Funding FY 2021 - 2022 - By Renewal and Extension Fund Main Construction Line

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 Sewer Condition Assessment Program (SSES) [SMP 20-606] 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 \$3.0M from the FY 2020 – 2021 budget was moved into this construction line and will fund approximately 3.7 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 target of \$2.0M and the FY 2021 – 2022 budget has \$1.9M for these assessments.

*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

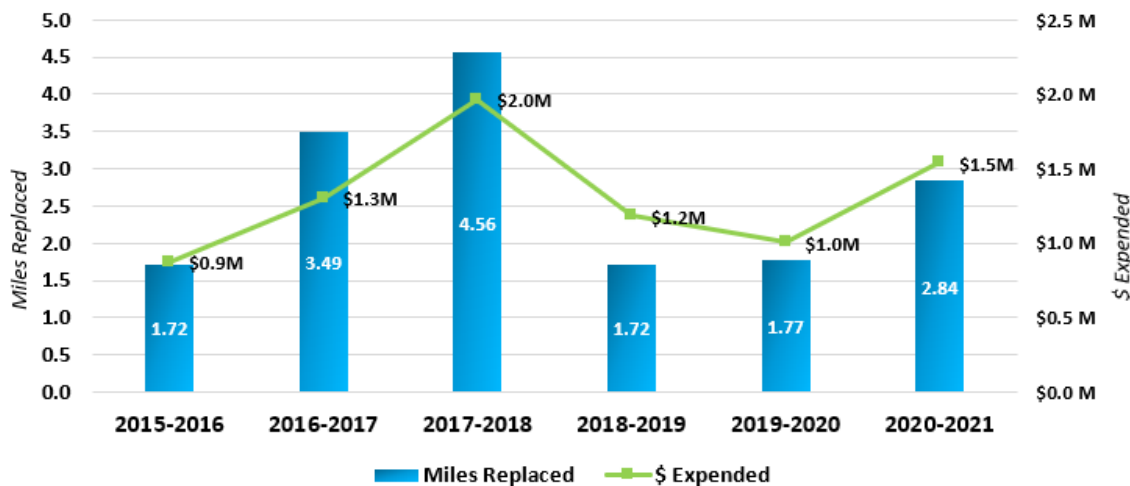


pipe throughout the County, it takes longer to complete than our other pipe programs that replace long stretches of pipe at a time.



The FY 2021-2022 budget does not include funding for this project. However, surplus from the FY 2020-2021 budget of \$1.5M was allocated for the continuation of this replacement effort. Since FY 2015 – 2016, \$7.9M has been spent on projects that have replaced 16.1 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.

Summary of Galvanized Pipe 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. The FY 2021 – 2022 budget has \$600K for expected DOT projects within the fiscal year for two projects, [Department of Transportation \(DOT\) – Highway 85 – County Line to Roberts Road](#) and [Department of Transportation \(DOT\) – Lake Jodeco at Carnes Road Roundabout](#).

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 feet of water pipe will be added to water infrastructure each of those years. There was no funding provided for this work from the FY 2021 – 2022 Capital Budget. There is \$50K in this construction line that has not yet been assigned to projects. These unassigned funds will be used for water extension projects that may be needed during the fiscal year.

RE226 – SEWER LINE EXTENSIONS AND STUB-OUTS

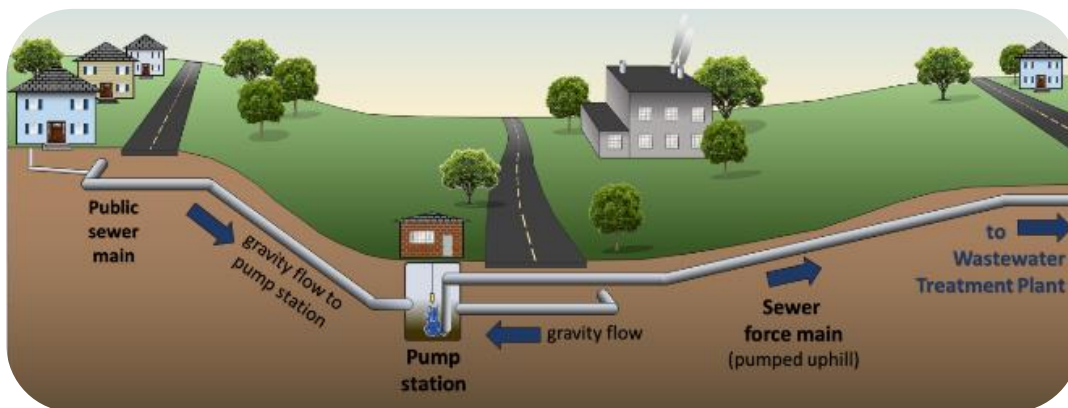
Projects to capture inspections and other Authority related costs for the expansion of sewer lines required by new residential and commercial development are placed under this construction line. There are no annual targets and budgeting in this line follows County permits and development needs. Plans 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 2021 – 2022 Capital Budget. There is \$43K in this construction line that has not yet been assigned to projects. These unassigned funds will be used for sewer line extension projects that may be needed during the fiscal year.

RE227 – METER SETTINGS

This construction line contains projects to capture inspections other Authority related costs for to new meters associated with new development throughout the County. There are no annual targets and budgeting in this line follows County permits and development needs. The FY 2021 – 2022 capital budget will fund \$10K for [Water Meter Inspections](#) in the upcoming year.

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 48 miles of sewer force mains throughout the conveyance system in Clayton County. Projects are driven by an assessment program. The FY 2021 – 2022 operating budget allocates \$500K for the Pressure Sewer Assessment and \$1M to fund almost a mile of [Pressure Sewer Rehabilitation](#). 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.



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. The FY 2021 – 2022 capital budget allocates \$500K for [Large Meter Replacements](#).

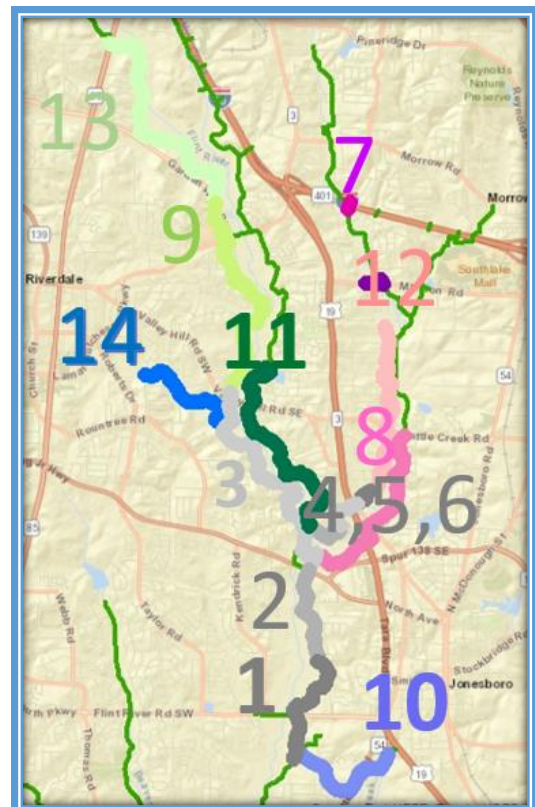
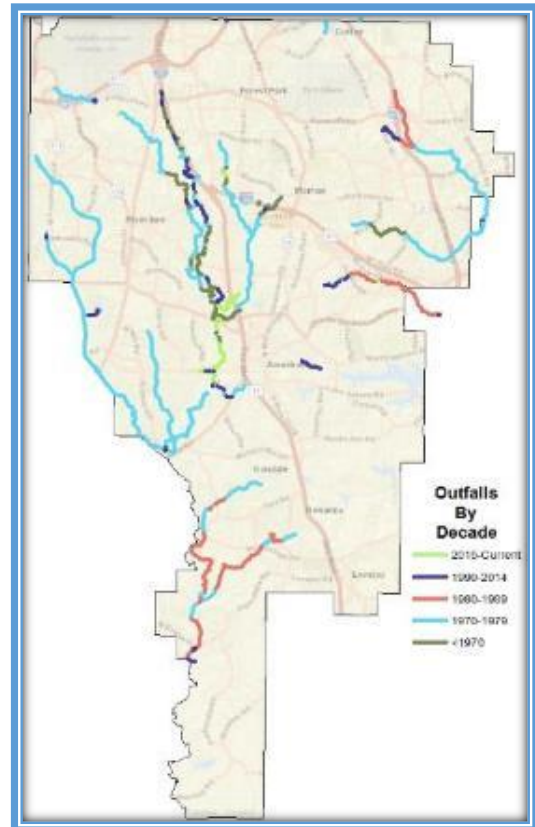


*RE223, OP001 AND OP002 – LARGE DIAMETER SEWER REHABILITATION AND REPLACEMENT PROGRAM /
OUTFALL REHABILITATION [SMP 20-608]*

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 \$77.2M. Started in FY 2015 -2016, replacement will occur over several years. As of April 2021, 10.4 miles of pipe have been replaced at a total cost of \$42.8M. The table below shows the status of the 16 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 and is included in the operating budget. In the summer of 2021, projects funded by the January 2017 loan are expected to be completed and the first GEFA loan will go into repayment.

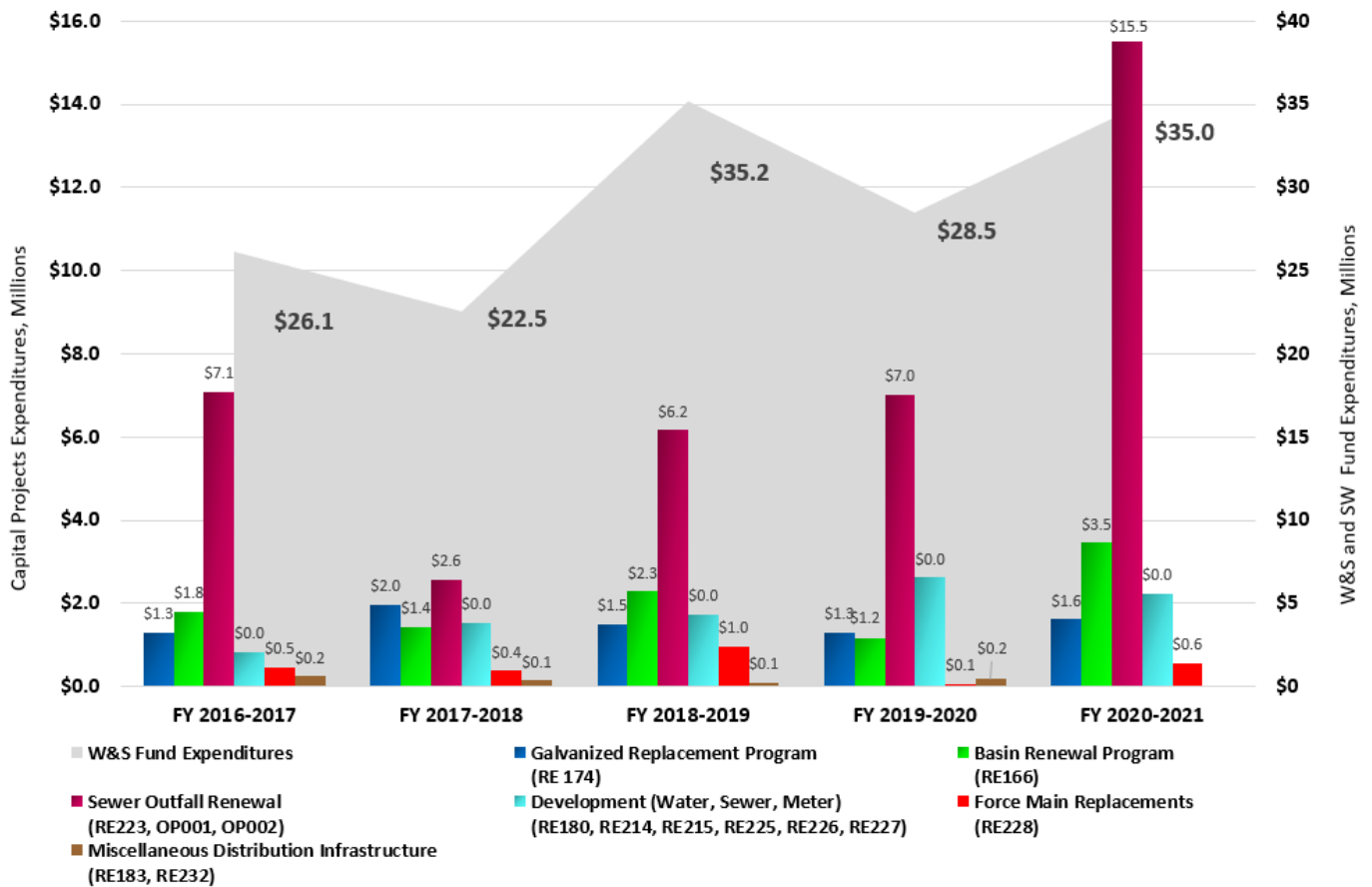
Status of Major Outfall Projects

Project	Funding / Status	Length (miles)	Cost
MAJOR REPLACEMENT PROJECTS (2015 - Current)			
1) Flint River Outfall Ph 1a	Complete	0.8	\$4.7 M
2) Flint River Outfall Ph 1b	Complete	1.1	\$5.7 M
3) Flint River Outfall Ph 2	Complete (GEFA 1-1)	2.3	\$7.5 M
4) Jesters Creek Outfall Ph 1	Complete	0.3	\$0.6 M
5) Jesters Creek Outfall Ph 2	Complete	0.2	\$0.5 M
6) Jesters Creek Outfall Ph 3	Complete	0.5	\$1.2 M
7) Jesters Creek Outfall East Misc.	Complete	0.5	\$1.8 M
8) Jesters Creek East Ph 1	Complete (GEFA 1-2)	1.7	\$7.7 M
9) Flint River Outfall Ph 3	Complete (GEFA 1-3)	2.3	\$11.6 M
10) Rum Creek Outfall	Complete	0.7	\$1.5 M
Subtotal		10.4	\$42.8 M
PROJECTS UNDERWAY / PLANNED FOR FY 2021-2022			
11) Flint River Outfall East Ph 1	Construction (GEFA 2-1)	1.8	\$6.7 M
12) Jesters Creek Outfall Ph 4	Construction	1.2	\$3.6 M
13) Flint River Outfall Ph 4	Design (GEFA 2-2)	2.2	\$11.2 M
14) Riverdale Outfall Ph1	Design (GEFA 2-3)	1.1	\$2.3 M
15) Emergency Outfall Work	RE223	---	\$2.0 M
16) Jesters Creek East Ph 2	Design (GEFA 2-4)	2.2	\$8.6 M
Subtotal		8.5	\$34.4 M
Total		18.9	\$77.2 M





SUMMARY OF DISTRIBUTION AND CONVEYANCE ANNUAL CAPITAL SPENDING



ANNUAL CAPITAL SPENDING

	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2019-2020	FY 2020-2021
W&S Fund Expenditures	\$26,102,263	\$22,521,830	\$35,202,878	\$28,467,246	\$35,007,579
Galvanized Replacement Program (RE 174)	\$1,301,274	\$1,964,307	\$1,500,791	\$1,295,883	\$1,611,912
Basin Renewal Program (RE166)	\$1,788,554	\$1,434,946	\$2,280,780	\$1,171,729	\$3,453,095
Sewer Outfall Renewal (RE223, OP001, OP002)	\$7,090,180	\$2,557,102	\$6,169,261	\$7,007,259	\$15,496,838
Development (Water, Sewer, Meter) (RE180, RE214, RE215, RE225, RE226, RE227)	\$821,790	\$1,525,288	\$1,730,986	\$2,621,994	\$2,243,303
Force Main Replacements (RE228)	\$458,837	\$372,366	\$961,214	\$50,336	\$556,570
Miscellaneous Distribution Infrastructure (RE183, RE232)	\$242,776	\$143,396	\$91,416	\$179,853	\$74,812
All Pipeline Related Projects	\$11,703,411	\$7,997,404	\$12,734,449	\$12,327,053	\$23,436,529



FACILITY IMPROVEMENT PROJECTS

RE199 – CASEY WRF IMPROVEMENTS



This Renewal and Extension Fund construction line focuses on improvements at CCWA's largest 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 2021-2022 budget includes

\$200K for the replacement of a [Belt Pressing Rig](#) for its pelletizing facility. The Board of Directors approved \$550K of surplus funds from the FY 2020 – 2021 budget for a portion of the [Casey Raw Pump Station and RL Jackson Raw Pump Station Upgrades](#) [SMP 20-702 and 20-706].

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. This main line has an annual funding target of \$1.7M. The Rum Creek Lift Station upgrade with a cost of \$2.1M was recently completed under this construction line. The [Walnut Creek Lift Station Upgrade](#) project, with a budget of \$3.0M, is currently underway. This project required doubling the capacity of the current lift station as several new residential and commercial developments were straining existing capacity. Existing structures including a large force main, and four monitoring wells had to be replaced. The FY 2021 – 2022 budget allocated \$500K for the [Rehabilitation of the London Court and Cristi Court Lift Stations](#).

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. The FY 2021 – 2020 budget will add \$2.0M in funding for six projects under this construction line.

The [Hicks Water Production Plant Liquid Lime](#) project [SMP 20-301] received \$400K of this funding for a portion of the \$1.7M cost of this project to design and construct a new liquid lime feed system. This system will be like the systems installed at the Hooper and Smith Water Production Plants and will replace existing hydrated lime system used to control the pH and alkalinity of finished water. The current hydrated lime system periodically creates operational and maintenance problems. A new liquid lime system is expected to reduce annual costs by approximately \$35,000 in these three areas: 1) a 10 percent reduction in chemical usage will save \$1,100 each year; 2) labor





savings estimated at \$6,900 due to the elimination of manual cleaning and other maintenance processes; and 3) savings of \$27,000 due to the elimination of water usage required of the current lime system used. The funding for the design portion of the [Back-Up Generator, Variable Frequency Drives \(VFDs\) and New Motors](#) project at the Jonesboro Pumping Station [SMP 20-311] received \$400K from the FY 2021 – 2022 capital budget. This year's budget also allocates \$250K for the [Hicks Water Production Facility High-Rate Implementation – Filter Rehabilitation](#), another \$600K for the [Hicks Water Production Facility Blower](#)

[Upgrades](#) [SMP 20-307], and \$175K for the [Hicks Water Production Facility High-Rate Analysis](#) [SMP 20-305]. The remaining funding of \$200K that will be transferred to this main construction line will go to the [Single Points of Failure Elimination Study and Implementation](#) project. Each Water Production Plant (WPP) contains known single points of failure that will limit future maintenance activities and poses an operational risk. This project will systematically identify all the single points of failure with each WPP, develop a cost estimate for each project and an implementation schedule.

This main construction line received funding totaling \$9M from the FY 2020 – 2021 budget surplus. The projects receiving funding from surplus under this line include: the [Back-up Generator, Variable Frequency Drives and New Motors](#) project [SMP 20-311] which will receive an additional \$2.8M for construction costs; the [Efficiency Improvements Evaluation](#) [SMP 20-313] [and Implementation](#) [SMP 20-314] project was allocated \$1.6M; the [Chemical Feed System Storage Replacements](#) project [SMP 20-308] received \$1.6M; the [UV Disinfectant Improvements Implementation](#) [SMP 20-302] was allocated \$1.7M; and the [Hooper GAC Filter Retrofit and Plant High Rating](#) project [SMP 20-304] received \$1.3M to round out the \$9.0M of the surplus approved under this construction line.

[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 2021-2022 budget for this construction line.

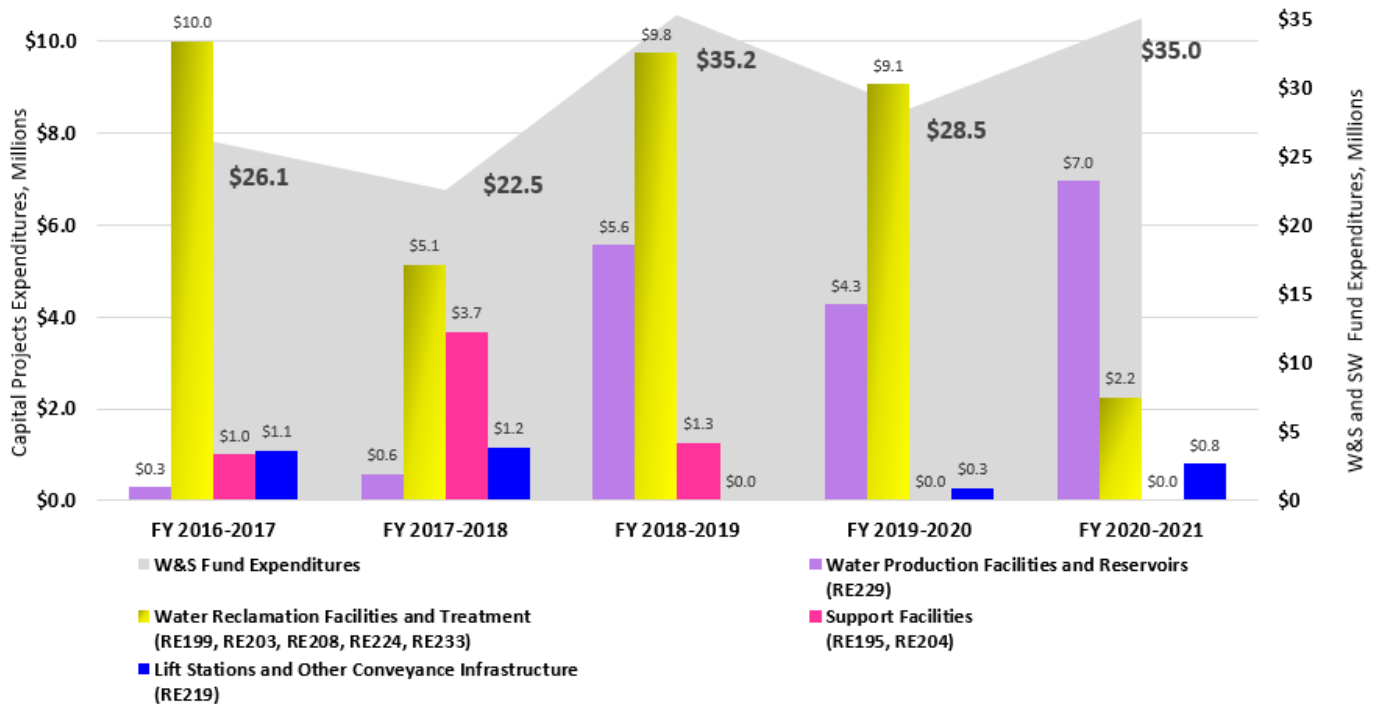
[RE234 – HQ BATTLE CREEK PARKING LOT AND WAREHOUSE MODIFICATION](#)

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 2020 – 2021 budget of \$410K was approved by the Board of Directors to assist with the modifications.





SUMMARY OF FACILITY IMPROVEMENTS ANNUAL CAPITAL SPENDING



ANNUAL CAPITAL SPENDING

	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2019-2020	FY 2020-2021
W&S Fund Expenditures	\$26,102,263	\$22,521,830	\$35,202,878	\$28,467,246	\$35,007,579
Water Production Facilities and Reservoirs (RE229)	\$293,844	\$572,886	\$5,560,992	\$4,271,594	\$6,952,466
Water Reclamation Facilities and Treatment (RE199, RE203, RE208, RE224, RE233)	\$10,009,355	\$5,129,804	\$9,754,203	\$9,072,285	\$2,241,189
Support Facilities (RE195, RE204)	\$1,008,445	\$3,682,842	\$1,254,471	\$4,491	\$6,050
Lift Stations and Other Conveyance Infrastructure (RE219)	\$1,094,461	\$1,153,273	\$3,183	\$281,941	\$802,540
All Facility Improvement Projects	\$12,406,104	\$10,538,804	\$16,572,849	\$13,630,311	\$10,002,246

UTILITY-WIDE PROJECTS

RE146 – MISCELLANEOUS INHOUSE PROJECTS

This Renewal and Extension line contains smaller capital projects that will be performed by CCWA staff or that do not fit into other primary Renewal and Extension Fund construction lines. The FY 2021 – 2022 budget has funding of \$656K for the following projects: [OpenGov Budget Software](#) - \$156K; [Evaluation of Next Generation Meter Technologies](#) (AMI) - \$150K [SMP 20-131]; [Roof Addition to Outdoor Break Area](#) - \$15K; [Smith Water Plant Break Room Renovation](#) - \$10K; [Kitchen Upgrades](#) - \$25K at the Smith Community Use Building to improve the renters' experience at this facility; and [Wetland Center Education Building Renovations](#) - \$300K [SMP 20-303].





RE184 – STRATEGIC MASTER PLAN

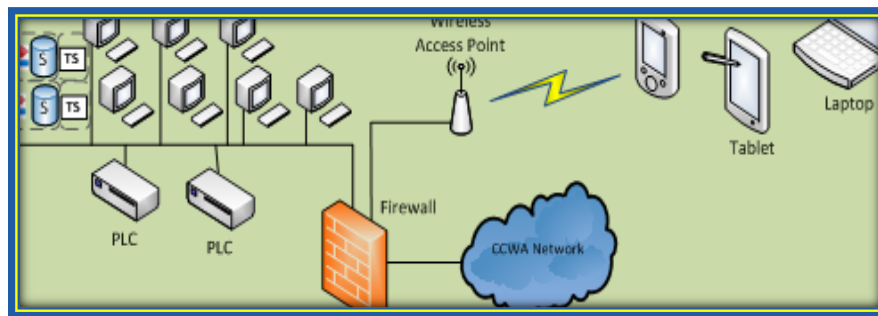
This Renewal and Extension line holds funding for consulting services for evaluations, assessments and studies that support the five-year updates to the Strategic Master Plan [SMP]. The FY 2018 – 2019 Budget funded the **2020 Strategic Master Plan**, which was completed in FY 2019 – 2020 and implemented as part of the FY 2020 – 2021 budget. This line received no funding from the FY 2021 – 2022 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 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 2021 – 2022 budget does not include funding for any projects under this construction line. A current project expected to be underway in this construction line is the SCADA Master Plan Update. Funding from a prior budget year of \$125K is allotted for this initiative.



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 was implemented in September 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.



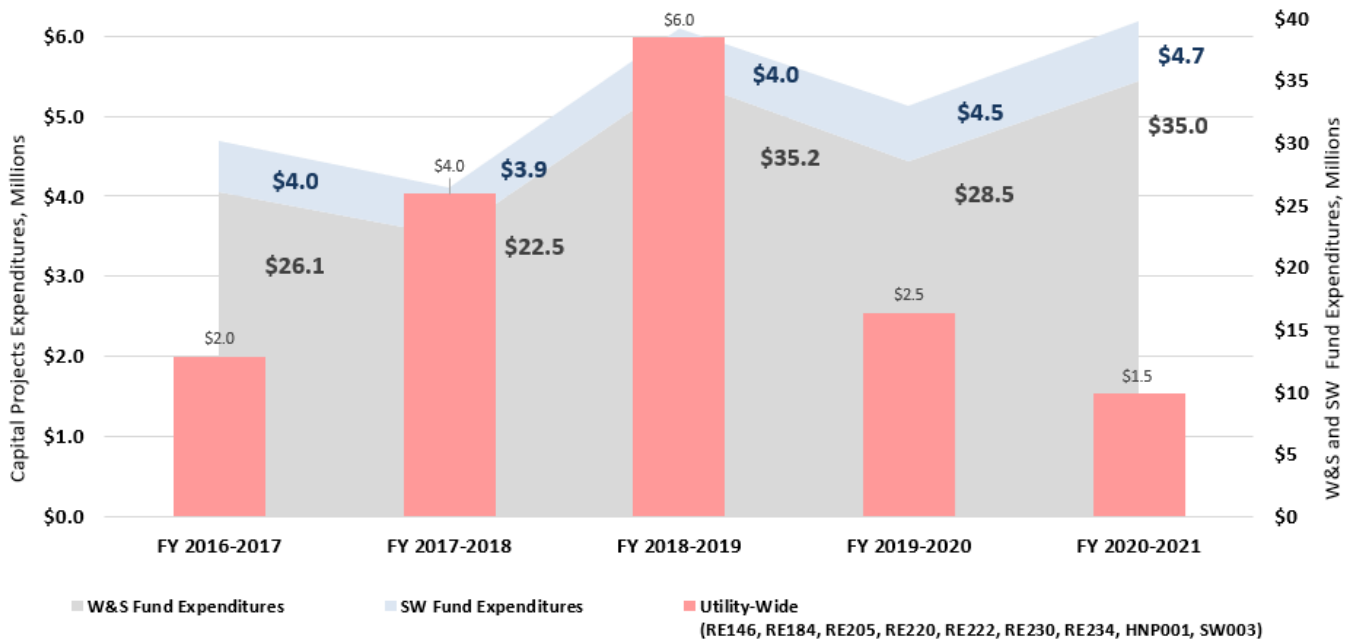
The two primary phases of this initiative had a total cost of \$2.5M and was funded through previous years' budgets. The first phase of the project was completed in March 2017 and the second phase in FY 2018 - 2019. The FY 2019 – 2020 budget allocated \$200K for the Security Management System - Phase 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 2021 – 2022 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. The [Phone System Upgrade](#) project received \$37K in the FY 2021 – 2022 budget.



SUMMARY OF UTILITY-WIDE IMPROVEMENTS ANNUAL CAPITAL SPENDING



ANNUAL CAPITAL SPENDING

	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2019-2020	FY 2020-2021
W&S Fund Expenditures	\$26,102,263	\$22,521,830	\$35,202,878	\$28,467,246	\$35,007,579
SW Fund Expenditures	\$4,004,216	\$3,878,823	\$4,016,223	\$4,525,290	\$4,724,305
Utility-Wide (RE146, RE184, RE205, RE220, RE222, RE230, RE234, HNP001, SW003)	\$1,992,911	\$4,028,479	\$5,976,620	\$2,541,608	\$1,534,668



Capital Project Funding FY 2021 – 2022 – By Stormwater Fund Main Construction Line

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 MS4 permit required inspections. Since FY 2015-2016, \$23.0M has been spent and 14.7 miles of stormwater infrastructure renewed at an average cost of \$300 per linear foot.

	SW-004			SW-005			Sum of All Years		
	LF	Total \$	\$/LF	LF	Total \$	\$/LF	LF	Total \$	\$/LF
FY 2020	5,351	\$ 1,326,332	\$247.87	11,743	\$ 2,849,859	\$242.69	17,094	\$ 4,176,191	\$245.28
FY 2019	5,127	\$ 1,283,395	\$250.32	10,548	\$ 3,445,620	\$326.66	15,675	\$ 4,729,015	\$288.49
FY 2018	3,711	\$ 1,375,503	\$370.66	9,248	\$ 3,024,102	\$327.00	12,959	\$ 4,399,605	\$348.83
FY 2017	3,169	\$ 897,645	\$283.26	7,084	\$ 2,319,456	\$327.42	10,253	\$ 3,217,101	\$305.34
FY 2016	2,946	\$ 925,993	\$314.32	8,184	\$ 2,413,204	\$294.87	11,130	\$ 3,339,197	\$304.60
FY 2015	5,850	\$ 1,582,819	\$270.57	4,480	\$ 1,517,832	\$338.80	10,330	\$ 3,100,650	\$304.68
Total	26,154	\$ 7,391,687	\$289.50	51,287	\$15,570,073	\$309.57	77,441	\$ 22,961,760	\$299.54

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. The FY 2021 – 2022 budget included major culvert and replacement projects that will be funded by a new \$10M Georgia Environmental Finance Authority (GEFA) loan.

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 2021 – 2022 budget will fund \$1.5M of **Stormwater Cured-In-Place Pipe improvements**, at a cost of \$330 per linear foot, approximately 4,500 feet, or three quarters of a mile, of stormwater pipe can be relined.





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 2021 – 2022 budget will fund \$1.6M of [Removal and Replacement](#) projects. At \$300 per linear foot, approximately 5,000 feet, or nearly one mile of stormwater pipe can be replaced.



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

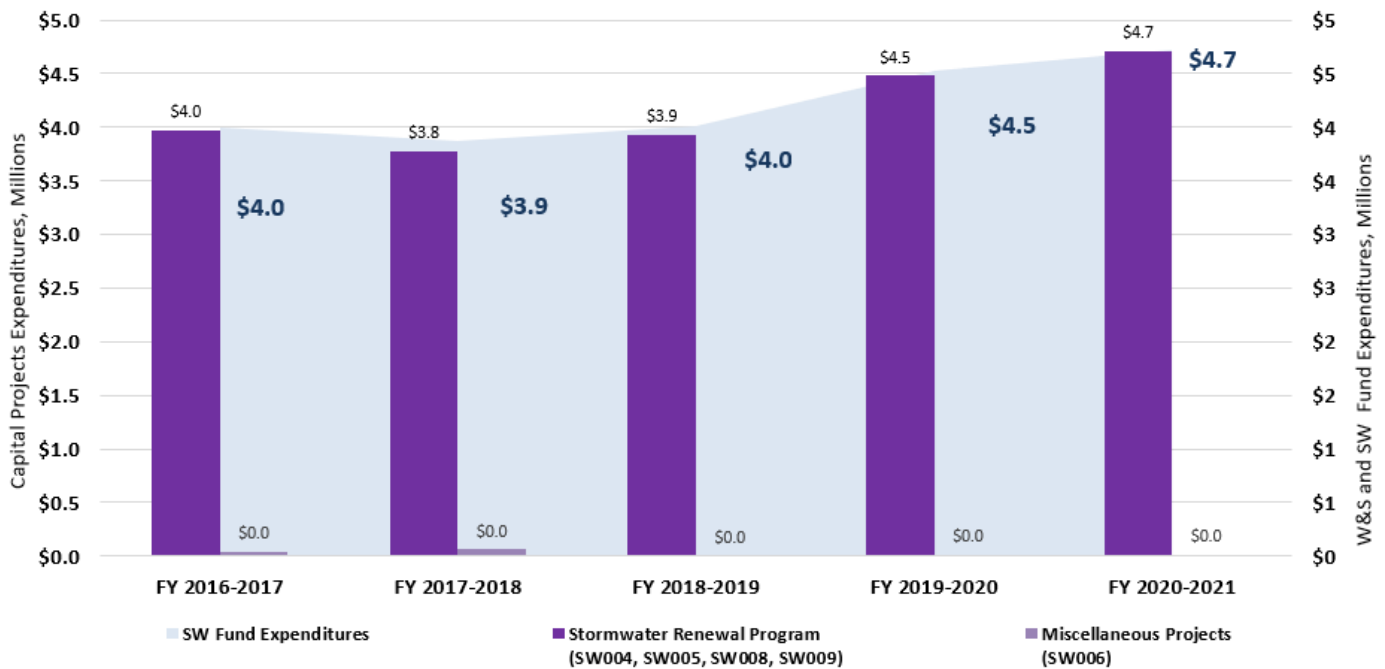
This construction line holds the *Veterans Parkway Stormwater Rehabilitation project* that will replace and reroute dual runs of 48” Corrugated Metal Pipe, roughly 790’ each. The existing pipe route is not entirely within road right-of-way (ROW), therefore the lines will be combined and replaced with a single 72” Reinforced Concrete Pipe and rerouted to be within the ROW. The FY 2021 – 2022 budget provided no additional funding for this construction line.

SW010 – WATERSHED IMPROVEMENT PROJECTS – [SMP 20-206]

The construction line holds the projects recommended under the *Watershed Master Plan* [SMP 20-201]. These plans will be designed to meet several objectives: 1) use existing information and supplemental targeted field studies to identify and characterize watershed stressors; 2) develop recommended actions to address watershed stressors, resulting in improved, or maintained, water quality, enhanced physical stream conditions, flood control, and safe infrastructure operation; 3) relate the study to goals of the enterprise-wide CCWA master planning efforts; and 4) anticipate and comply with regulatory requirements. One project may include a combination of green infrastructure or low impact development, stream restoration, flood control, drainage improvements, and new or retrofits to traditional stormwater best management practices (BMPs). CCWA will implement a watershed improvement project once every 2 years. The estimated budget includes design, permitting, and construction, along with the effort to provide some public marketing of the benefits of each watershed improvement project to the public.

The FY 2021 – 2022 budget allocated \$500K to *Watershed Improvement* projects under this main construction line.

SUMMARY OF STORMWATER ANNUAL CAPITAL SPENDING



ANNUAL CAPITAL SPENDING

	FY 2016-2017	FY 2017-2018	FY 2018-2019	FY 2019-2020	FY 2020-2021
SW Fund Expenditures	\$4,004,216	\$3,878,823	\$4,016,223	\$4,525,290	\$4,724,305
Stormwater Renewal Program (SW004, SW005, SW008, SW009)	\$3,966,480	\$3,773,716	\$3,929,828	\$4,485,222	\$4,706,594
Miscellaneous Projects (SW006)	\$37,572	\$62,250	\$5,355	\$8,343	\$16,444



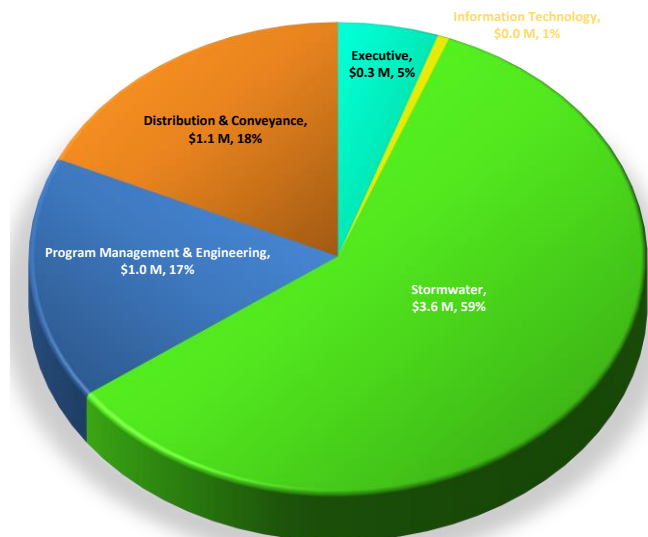
Capital Project FY 2021 – 2022 Budget Funding Summary

Water and Sewer Fund - Renewal and Extension Fund

Construction Line	Project Description	Amount Budgeted
[RE146]	Open Gov Budget Software	\$ 155,600
[RE146]	[SMP 20-131] Evaluation of Next Generation of Meter Technologies	150,000
[RE146]	Roof Addition to Outdoor Break Area	15,000
[RE146]	Break Room Renovation	10,000
[RE146]	Kitchen Area Upgrades	25,000
[RE146]	[SMP 20-303] Wetland Center Education Building Renovations	300,000
[RE180]	[SMP 20-617] DOT - Lake Jodeco at Carnes Road Roundabout	150,000
[RE180]	[SMP 20-617] DOT - Hwy 85 from County Line to Roberts Road	450,000
[RE199]	East Belt Pressing Rig	200,000
[RE219]	[SMP 20-910] London Court & Cristi Court Lift Station Rehabilitation	500,000
[RE227]	Water Meter Inspection	10,000
[RE228]	[SMP 20-615] Pressure Sewer Assessment and Rehab Program (<i>Force Main Replacement</i>)	1,000,000
[RE229]	[SMP 20-309] Single Points of Failure Elimination Study and Implementation	200,000
[RE229]	[SMP 20-311] Back Up Generator, VFD's and New Motors - Design	400,000
[RE229]	[SMP 20-300] Hicks Water Production Plant High-Rate Implementation – Filter Rehabilitation	250,000
[RE229]	[SMP 20-301] Hicks Water Production Plant Liquid Lime Feed System	400,000
[RE229]	[SMP 20-307] Hicks Water Production Plant Blower Upgrades	600,000
[RE229]	[SMP 20-305] Hicks Water Production Plant High-Rate Analysis	175,000
[RE230]	Phone System Upgrades	37,000
[RE232]	[SMP 20-602] Large Meter Replacements	500,000
TBD	Huie Wetlands Valve Assessment	100,000
Total Capital Projects		\$ 5,627,600

Stormwater Fund - Construction Fund

Construction Line	Project Description	Amount Budgeted
[SW004]	[SMP 20-207] Cured In Place Pipe (CIPP)	\$ 1,500,000
[SW005]	[SMP 20-207] Renewal and Replacement Pipe (Open-cut)	1,573,864
[SW010]	[SMP 20-206] Watershed Improvement Projects	500,000
Total Capital Projects		\$ 3,573,864





Renewal and Extension Funded Projects

FUNDING SOURCES

REVENUE SOURCES

AMOUNT

Other Financing Sources:

Interfund Transfers from Operating Fund

\$ 5,627,600

Total Funding Sources

\$ 5,627,600

PROJECTS

BUDGET UNIT

GENERAL PROJECT DESCRIPTION

AMOUNT

Information Technology	Phone System Upgrades	\$ 37,000
Finance	Open Gov Budget Software	155,600
Customer Accounts Director	Evaluation of Next Generation of Meter Technologies [SMP 20-131]	150,000
Meter Services	Roof Addition to Outdoor Break Area	15,000
Water Production Manager	Single Points of Failure Elimination Study and Implementation [SMP 20-309]	200,000
Smith Water Production Facility	Breakroom Renovations	10,000
Jonesboro Pumping Station	Back-Up Generator, Variable Frequency Drives (VFDs), and New Motors – Design [SMP 20-311]	400,000
Hicks Water Production Facility	Hicks Water Production Facility High-Rate Implementation – Filter Rehabilitation [SMP 20-300]	250,000
Hicks Water Production Facility	Hicks Water Production Facility Liquid Lime Feed System [SMP 20-301]	400,000
Hicks Water Production Facility	Hicks Water Production Facility Blower Upgrades [SMP 20-307]	600,000
Hicks Water Production Facility	Hicks Water Production Facility High-Rate Analysis [SMP 20-305]	175,000
Smith CUB & Recreation Area	Kitchen Area Upgrades	25,000
Wetland Center	Wetland Center Education Building Renovations [SMP 20-303]	300,000
Construction Services	Pressure Sewer Assessment and Rehabilitation Program [SMP 20-615]	1,000,000
Construction Services	Water Meter Inspections	10,000
D&C Department Manager	Large Meter Replacements [SMP 20-602]	500,000
Water Distribution Maintenance	Department of Transportation (DOT) – Lake Jodeco at Carnes Road Roundabout [SMP 20-617]	150,000
Water Distribution Maintenance	Department of Transportation (DOT) – Highway 85 from County Line to Roberts Road [SMP 20-617]	450,000
Sludge Pelletizing	East Belt Pressing Rig	200,000
NTS Operations and Maintenance	Huie Wetlands Valve Assessment	100,000
Sewage Lift Station	London Court and Cristi Court Lift Station Rehabilitation [SMP 20-910]	500,000
Total Projects		\$ 5,627,600



Renewal and Extension Funded Projects – Detail by Project

Phone System Upgrades

Department: Executive

Fund: R & E

Budget Unit: Information Technology

Utility: Water / Sewer

Phone System Upgrades - \$37,000

DESCRIPTION OF PROJECT

These funds, if approved will be used to upgrade our Cisco Phone system to the latest version. The total amount includes professional services (\$27,000) and some hardware upgrades (\$10,000).

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

	<u>Available</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Project Funding	\$ -	\$ 37,000	\$ -	\$ -	\$ -	\$ -
Impact to Operating Budget	-	-	-	-	-	-
Total Financial Impact	\$ -	\$ 37,000	\$ -	\$ -	\$ -	\$ -

IMPACT ON OPERATING BUDGET

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





Open Gov Budget Software

Department: Executive

Fund: R & E

Budget Unit: Finance

Utility: Water / Sewer

Open Gov Budget Software - \$155,600

DESCRIPTION OF PROJECT

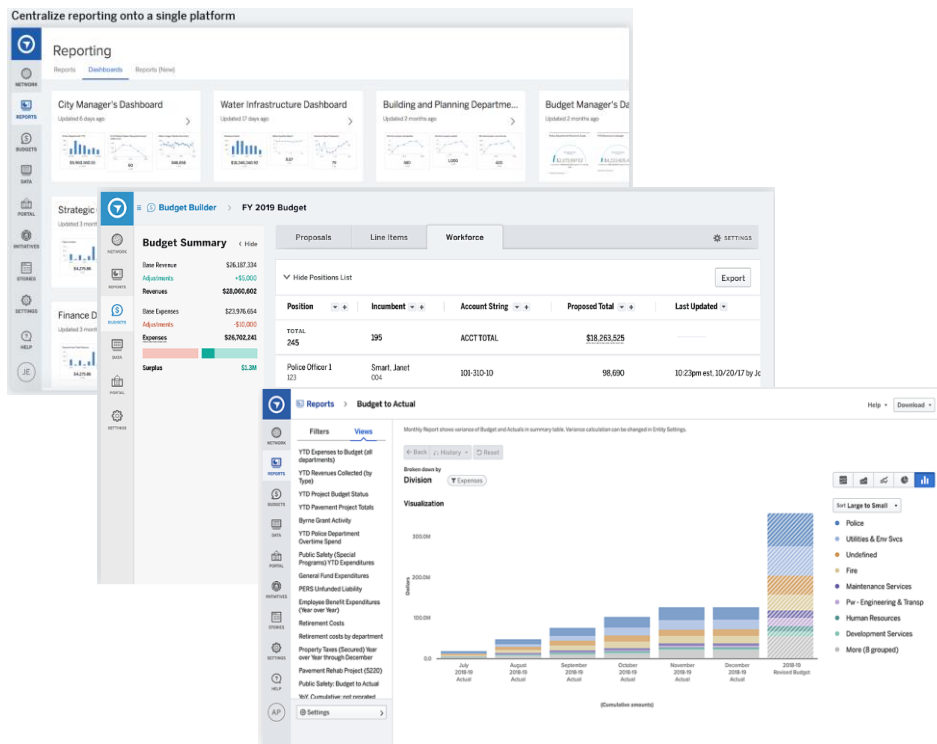
This initiative would integrate OpenGov, a budgeting and planning software, with JD Edwards ERP. This new software would allow our budget processes to be more automated, help with personnel cost forecasting, capital budget forecasting and make reporting capabilities more robust. OpenGov should improve overall efficiencies in the budget creation process. Additionally, this application will provide the functionality to post an interactive budget document online providing greater transparency to CCWA customers and stakeholders.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

	<u>Available</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Project Funding	\$ -	\$ 155,400	\$ -	\$ -	\$ -	\$ -
Impact to Operating Budget	-	-	93,000	93,000	93,000	93,000
Total Financial Impact	\$ -	\$ 155,400	\$ 93,000	\$ 93,000	\$ 93,000	\$ 93,000

IMPACT ON OPERATING BUDGET

Implementation costs in the first year are \$155,400. Licensing and support fees are \$93,000 annually in the years following.





Evaluation of Next Generation of Meter Technologies [SMP 20-131]

Department: Customer Accounts

Fund: R & E

Budget Unit: Customer Accounts Director

Utility: Water / Sewer

Evaluation of Next Generation Meter Technologies - \$150,000

DESCRIPTION OF PROJECT

All of CCWA metering is currently done through Automated Meter Reading (AMR) technology. The authority has completed pilot studies on Badger's Beacon Advanced Metering Analytics (AMA) and Orion Advanced Metering Infrastructure (AMI) system to determine benefits for both CCWA and customers. This project will summarize the results of the evaluation and provide recommendations on the path forward and timing for moving to the next generation of system.

[SMP 20-131]

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

	<u>Available</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Project Funding	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -
Impact to Operating Budget	-	-	-	-	-	-
Total Financial Impact	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -

IMPACT ON OPERATING BUDGET

This is an evaluation and has no impact to the operating budget in future years.





Roof Addition to Outdoor Break Area

Department: Customer Accounts

Fund: R & E

Budget Unit: Meter Services

Utility: Water / Sewer

Roof Addition to Outdoor Break Area - \$15,000

DESCRIPTION OF PROJECT

This project is to add a roof to the outdoor break area that budgeted in FY 2018-2019.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

	<u>Available</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Project Funding	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ -
Impact to Operating Budget	-	-	-	-	-	-
Total Financial Impact	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ -

IMPACT ON OPERATING BUDGET

There would be a negligible impact on the operating budget for this project as the roof and concrete patio would require little to no maintenance for the first 10 years.





Single Points of Failure Elimination Study and Implementation [SMP 20-309]

Department: Water Production

Fund: R & E

Budget Unit: Water Production Manager

Utility: Water / Sewer

Single Points of Failure Elimination Study and Implementation - \$200,000

DESCRIPTION OF PROJECT

This study is to identify single points of failure in water production. As part of the 2020 Strategic Master Plan process, it was determined that there were multiple areas that had a single point of failure. This could be the raw water line entering a plant or discharge lines exiting the plants. This study would identify those areas in detail and identify a cost for implementation to cure or mitigate the risks of these types of failures. Any projects defined from the results of this study will be addressed in the years when those projects are implemented.

[SMP 20-309]

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

	<u>Available</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Project Funding	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -
Impact to Operating Budget	-	-	-	-	-	-
Total Financial Impact	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -

IMPACT ON OPERATING BUDGET

This is an evaluation and has no impact to the operating budget in future years.





Breakroom Renovations

Department: Water Production

Fund: R & E

Budget Unit: Smith Water Plant

Utility: Water / Sewer

Breakroom Renovations - \$10,000

DESCRIPTION OF PROJECT

This project is to renovate the breakroom at the J.W. Smith Water Treatment Plant. This update will include the replacement of cabinets, appliances and the table and chairs. This will be the last of four water production facility breakrooms to be updated.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

	<u>Available</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Project Funding	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -
Impact to Operating Budget	-	-	-	-	-	-
Total Financial Impact	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -

IMPACT ON OPERATING BUDGET

This project is to update the existing area and will have a neutral impact to the operating budget after the initial project outlay.





Back-Up Generator, Variable Frequency Drives (VFDs), and New Motors Design [SMP 20-311]

Department: Water Production

Fund: R & E

Budget Unit: Jonesboro Pumping Station

Utility: Water / Sewer

Back-Up Generator, Variable Frequency Drives (VFDs) and New Motors - Design - \$400,000

DESCRIPTION OF PROJECT

This project is for the design phase of adding a back-up generator, Variable Frequency Drives (VFDs) and new motors at the Jonesboro pump station. This will be a complete electrical upgrade. A back-up generator will allow water to be supplied during power failures and adding the VFDs and new motors will update the electrical conditions which will assist this site in running more efficiently. The electrical components being replaced are very old and this upgrade is necessary to prevent future pump failures and injuries. Implementation of this project will be budgeted in future years.

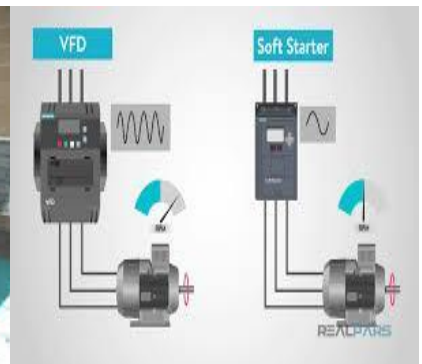
[SMP 20-311]

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

	<u>Available</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Project Funding	\$ -	\$ 400,000	\$ -	\$ -	\$ -	\$ -
Impact to Operating Budget	-	-	-	-	-	-
Total Financial Impact	\$ -	\$ 400,000	\$ -	\$ -	\$ -	\$ -

IMPACT ON OPERATING BUDGET

The operating budget will not be impacted by the design work completed during this phase of the project.





Hicks Water Production Facility High-Rate Implementation – Filter Rehabilitation [SMP 20-300]

Department:	Water Production	Fund:	R & E
Budget Unit:	Hicks Water Production Plant	Utility:	Water / Sewer

Hicks Water Production Plant High-Rate Implementation - Filter Rehabilitation - \$250,000

DESCRIPTION OF PROJECT

The Hicks Water Production Plant filters, including underdrains and media, are 22 years old and nearing the end of their useful life. Plant staff have noticed sand particles breaking through the filters which indicates filter failure. To determine the failure, the media will need to be removed. One of eight filters will be rehabilitated each year. The \$250,000 budgeted amount will fund the complete refurbishment of one filter which includes replacement of new underdrains, new sand and new anthracite. [SMP 20-300]

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

	<u>Available</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Project Funding	\$ -	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
Impact to Operating Budget	-	-	-	-	-	-
Total Financial Impact	\$ -	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000

IMPACT ON OPERATING BUDGET

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





Hicks Water Production Facility Liquid Lime Feed System [SMP 20-301]

Department: Water Production

Fund: R & E

Budget Unit: Hicks Water Production Plant

Utility: Water / Sewer

Hicks Water Production Plant Liquid Lime Feed System - \$400,000

DESCRIPTION OF PROJECT

The preliminary planning costs for the construction of the liquid lime system at the Hicks Water Production Plant of \$1,300,000 was budgeted in the FY 2020-2021 budget. Based on the Preliminary Design Report that was completed, construction costs were estimated at \$1,700,000. This \$400,000 request will provide the additional funding necessary to for the construction of this project. Currently, the Hicks plant uses hydrated (dry) lime to adjust the PH of the water. This system is 22 years old and is obsolete. Hydrated lime also creates dust particles which is a safety concern for the operators.
[SMP 20-301]

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

	<u>Available</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Project Funding	\$ 1,300,000	\$ 400,000	\$ -	\$ -	\$ -	\$ -
Impact to Operating Budget	-	-	(34,900)	(34,900)	(34,900)	(34,900)
Total Financial Impact	\$ 1,300,000	\$ 400,000	\$ (34,900)	\$ (34,900)	\$ (34,900)	\$ (34,900)

IMPACT ON OPERATING BUDGET

This project will decrease operating expenses by approximately \$34,900 annually. The annual savings will come from the following three areas: A 10 percent reduction in chemical usage saves \$1,153, labor savings of \$6,900 due to the elimination of the manual cleaning of the feed chamber and mixing tank as well additional maintenance requirements, and the elimination of carry water needed for the current dry lime feeders would result in a savings of \$26,870.





Hicks Water Production Facility Blower Upgrades [SMP 20-307]

Department:	Water Production	Fund:	R & E
Budget Unit:	Hicks Water Production Plant	Utility:	Water / Sewer

Hicks Water Production Plant Blower Upgrades - \$600,000

DESCRIPTION OF PROJECT

This project includes the design and construction of two blowers and minimal piping and electrical upgrades. The construction will consist of the removal of the existing blower and its replacement with two new blowers. Currently, there is no redundancy blower for backwashing the filters. This will update the 22 year old blower and add the much needed redundancy. [SMP 20-307]

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1							
	Available	2021	2022	2023	2024	2025	
Project Funding	\$ -	\$ 600,000	\$ -	\$ -	\$ -	\$ -	
Impact to Operating Budget	-	-	-	-	-	-	
Total Financial Impact	\$ -	\$ 600,000	\$ -	\$ -	\$ -	\$ -	

IMPACT ON OPERATING BUDGET

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





Hicks Water Production Facility High-Rate Analysis [SMP 20-305]

Department: Water Production

Fund: R & E

Budget Unit: Hicks Water Production Plant

Utility: Water / Sewer

Hicks Water Production Plant High-Rate Analysis - \$175,000

DESCRIPTION OF PROJECT

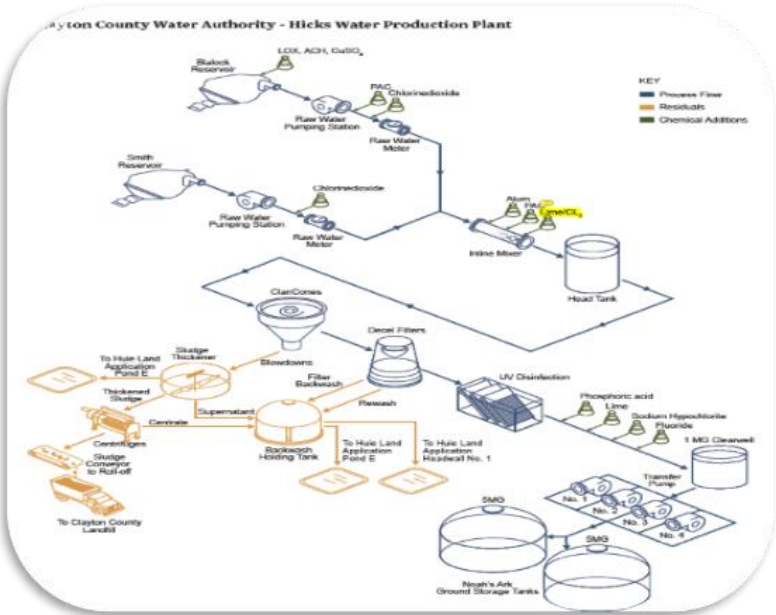
The Hicks plant is currently going through a high rate study. During this study we have determined that a plant stress test will need to be performed. This stress test includes contacting EPD and monitoring different parameters within the plant. This will help CCWA determine if more water can be pushed through the plant and look at seasonal changes in the process. [SMP 20-305]

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

	Available	2021	2022	2023	2024	2025
Project Funding	\$ -	\$ 175,000	\$ -	\$ -	\$ -	\$ -
Impact to Operating Budget	-	-	-	-	-	-
Total Financial Impact	\$ -	\$ 175,000	\$ -	\$ -	\$ -	\$ -

IMPACT ON OPERATING BUDGET

This is an assessment that will determine the capital projects needed. The assessment has no impact to the operating budget in future years; however, the projects defined by the assessment will impact the operating budget. The change in operating budget but cannot be calculated until the projects are identified.





Kitchen Area Upgrades

Department: Water Production

Fund: R & E

Budget Unit: Smith CUB & Recreation Park

Utility: Water / Sewer

Kitchen Area Upgrades - \$25,000

DESCRIPTION OF PROJECT

This includes updating the appliances and cabinets at the Smith Community Use Building (CUB). The flooring at this CUB has been replaced and updating the kitchen area will improve the renter's experience.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

	<u>Available</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Project Funding	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ -
Impact to Operating Budget	-	-	-	-	-	-
Total Financial Impact	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ -

IMPACT ON OPERATING BUDGET

This project is to update the existing area and will have a neutral impact to the operating budget after the initial project outlay.





Wetland Center Education Building Renovations [SMP 20-303]

Department: Water Production

Fund: R & E

Budget Unit: Wetland Center

Utility: Water / Sewer

Wetland Center Education Building Renovations - \$300,000

DESCRIPTION OF PROJECT

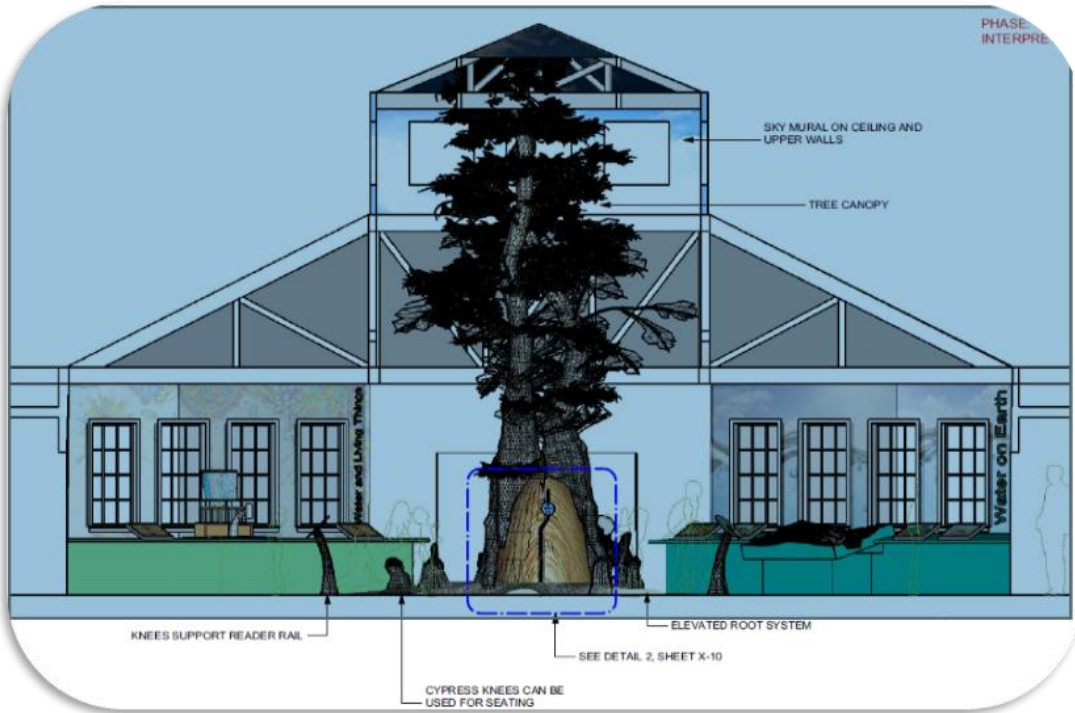
In 2020-2021, \$300,000 was budgeted for renovations to the Wetlands Center. This year's budget request will be for the second half of the funding needed to complete the design and construction of this project. This project will consist of the replacement of existing flooring, repainting the building, bathroom renovations, along with adding interactive models and a cypress tree as the center point at the learning center. This will help teach our visitors about the wetlands and other aid in explaining various topics of a school's curriculum.
[SMP 20-303]

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

	<u>Available</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Project Funding	\$ 300,000	\$ 300,000	\$ -	\$ -	\$ -	\$ -
Impact to Operating Budget	-	-	-	-	-	-
Total Financial Impact	\$ 300,000	\$ 300,000	\$ -	\$ -	\$ -	\$ -

IMPACT ON OPERATING BUDGET

This project is to update the existing area and will have a neutral impact to the operating budget after the initial project outlay.





Pressure Sewer Assessment and Rehabilitation Program [SMP 20-615]

Department: Engineering

Fund: R & E

Budget Unit: Construction Services

Utility: Water / Sewer

Pressure Sewer Rehabilitation Program - \$1,000,000

DESCRIPTION OF PROJECT

CCWA is currently completing development of a program that will allow us to plan and implement field assessment of our pressure sewer assets. The methodology developed will be used to continuously identify priority projects for rehabilitation and replacement and recommended techniques for field assessment. CCWA has a total of 48 miles of pipe that will be assessed over a 10 year period, using a variety of methods. Assessment will begin with our highest risk pipes and we anticipate several pressure sewer rehabilitation projects will be required based on the results.

[SMP 20-615]

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

	<u>Available</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Project Funding	\$ -	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Impact to Operating Budget	-	-	3,050	6,100	9,150	12,200
Total Financial Impact	\$ -	\$ 1,000,000	\$ 1,003,050	\$ 1,006,100	\$ 1,009,150	\$ 1,012,200

IMPACT ON OPERATING BUDGET

The impact on the operating budget for this project is the cost of the assessment and modeling process that identifies and prioritizes the replacement or rehabilitation of the pressure sewer pipe infrastructure throughout Clayton County. The estimate for the assessing this infrastructure is \$500K annually and is budgeted in operating expenses each year. At the estimated cost of \$200 to replace a linear foot of pipe, this budget of \$1M will replace approximately 5,000 feet. The maintenance of sewer pipe infrastructure is approximately \$0.61/ft. so the annual maintenance cost for the replaced pipe will be about \$3,050.





Water Meter Inspections

Department: Engineering

Fund: R & E

Budget Unit: Construction Services

Utility: Water / Sewer

Water Meter Inspections - \$10,000

DESCRIPTION OF PROJECT

This set of meter jobs will include the inspection of larger meter installations donated as part of new developments.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

	<u>Available</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Project Funding	\$ 10,000	\$ 10,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Impact to Operating Budget	-	117	350	583	816	1,049
Total Financial Impact	\$ 10,000	\$ 10,117	\$ 20,350	\$ 20,583	\$ 20,816	\$ 21,049

IMPACT ON OPERATING BUDGET

There is no impact on the operating budget of the inspection part of the capitalized infrastructure. However, the inspections done are for new meters and that will impact the operating budget through annual maintenance of the meter. The meter inspections are budgeted at \$1,000 per meter. The 2021-2022 funding this in this project will inspect 10 meters. With an average annual maintenance cost per meter is \$11.65, the total estimated maintenance cost of 10 meters that this inspection budget covers would total \$117 annually. Funding projected for this project is \$20,000 annually which will add \$233 in maintenance cost per year.





Large Meter Replacements [SMP 20-602]

Department: Distribution & Conveyance

Fund: R & E

Budget Unit: D&C Department Manager

Utility: Water / Sewer

Large Meter Replacements - \$500,000

DESCRIPTION OF PROJECT

This project will consist of the replacement of large meters that are not repairable or in need of full retrofitting with backflow devices. The 2020 Strategic Master Plan (SMP) estimated that there are an additional 200 commercial meters that remain to be replaced along with 1,000 firelines that need to have a meter installed. The preliminary planning cost estimate for these remaining meters is \$500,000 annually for each of the ten years outlined in the SMP. With an average cost of \$25,000 per large meter, the budgeted amount of \$500,000 should replace about 20 meters. [SMP 20-602]

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

	<u>Available</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Project Funding	\$ -	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Impact to Operating Budget	-	-	233	466	699	932
Total Financial Impact	\$ -	\$ 500,000	\$ 500,233	\$ 500,466	\$ 500,699	\$ 500,932

IMPACT ON OPERATING BUDGET

This project replaces existing meters so it should have no additional impact to the operating budget. Ongoing maintenance of 20 existing meters, with backflows, at \$11.65 per meter is \$233 per year.





Department of Transportation (DOT) – Lake Jodeco at Carnes Road Roundabout [SMP 20-617]

Department: Distribution & Conveyance

Fund: R & E

Budget Unit: Water Distribution Maintenance

Utility: Water / Sewer

Department of Transportation (DOT) - Lake Jodeco at Carnes Road Roundabout - \$150,000

DESCRIPTION OF PROJECT

This project will consist of relocating 1,500 feet of 6-inch and 8-inch water main for the new Roundabout at Lake Jodeco and Carnes Road.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

	<u>Available</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Project Funding	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -
Impact to Operating Budget	-	-	810	810	810	810
Total Financial Impact	\$ -	\$ 150,000	\$ 810	\$ 810	\$ 810	\$ 810

IMPACT ON OPERATING BUDGET

This project relocates existing pipe infrastructure and has a neutral impact on the annual operating budget. The annual operating cost to maintain water main infrastructure is approximately \$0.54 per linear foot or approximately \$810 for 1,500 feet of distribution (water) pipe.





Department of Transportation (DOT) – Highway 85 from County Line to Roberts Road [SMP 20-617]

Department: Distribution & Conveyance

Fund: R & E

Budget Unit: Water Distribution Maintenance

Utility: Water / Sewer

Department of Transportation (DOT) - Highway 85 from County Line to Roberts Road - \$450,000

DESCRIPTION OF PROJECT

This project will consist of relocating 4,100 feet of 12 inch water main. This project will include the cost of a contractor making three road bores under the highway and installing a casing to slide the pipe through. This additional work is done so that this busy roadway does not have to be closed during the construction process.

[SMP 20-617]

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

	<u>Available</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Project Funding	\$ -	\$ 450,000	\$ -	\$ -	\$ -	\$ -
Impact to Operating Budget	-	-	2,214	2,214	2,214	2,214
Total Financial Impact	\$ -	\$ 450,000	\$ 2,214	\$ 2,214	\$ 2,214	\$ 2,214

IMPACT ON OPERATING BUDGET

This project relocates existing pipe infrastructure and has a neutral impact on the annual operating budget. The annual operating cost to maintain water main infrastructure is approximately \$0.54 per linear foot or approximately \$2,214 for 4,100 feet of distribution (water) pipe.





East Belt Pressing Rig

Department: Water Reclamation

Fund: R & E

Budget Unit: Sludge Pelletizing

Utility: Water / Sewer

East Belt Press Rig - \$200,000

DESCRIPTION OF PROJECT

This initiative will allow for the completion of the Belt Press Replacement Project. This is the cost for placement of the belt press rig.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

	<u>Available</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Project Funding	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -
Impact to Operating Budget	-	-	-	-	-	-
Total Financial Impact	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -

IMPACT ON OPERATING BUDGET

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





Huie Wetlands Valve Assessment

Department: Water Reclamation

Fund: R & E

Budget Unit: NTS Operations and Maintenance

Utility: Water / Sewer

Huie Wetlands Valve Assessment - \$100,000

DESCRIPTION OF PROJECT

This is an assessment to replace intake valves on Huie Wetland sites A,B,C and H to the more reliable butterfly valves.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

	<u>Available</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Project Funding	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -
Impact to Operating Budget	-	-	-	-	-	-
Total Financial Impact	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -

IMPACT ON OPERATING BUDGET

This project is an assessment for the upgrade of existing infrastructure and will not impact the operating budget.





London Court and Cristi Court Lift Station Rehabilitation [SMP 20-910]

Department: General Services

Fund: R & E

Budget Unit: Sewage Lift Station

Utility: Water / Sewer

London Court and Cristi Court Lift Station Rehabilitation - \$500,000

DESCRIPTION OF PROJECT

This budget request will fund the evaluation, design, bid and initiate Notice to Proceed (NTP) for the replacement of two lift stations located at London Court and Cristi Court.
[SMP 20-910]

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

	<u>Available</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Project Funding	\$ 500,000	\$ 350,000	\$ 150,000	\$ -	\$ -	\$ -
Impact to Operating Budget	-	-	-	-	-	-
Total Financial Impact	\$ 500,000	\$ 350,000	\$ 150,000	\$ -	\$ -	\$ -

IMPACT ON OPERATING BUDGET

The operating budget will not be impacted by the evaluation, design and bid services completed during this phase of the project.



London Court L.S.



Cristi Court L.S.



Impact Summary of Capital Projects on Operating Budget – Renewal and Extension Fund

The detailed annual financial impact of each project is explained on each of the previous project pages.

Fiscal Year Ended April 30,	Initial Funding	Impact on Operating Budget					
		Type of Cost	2022	2023	2024	2025	2026
Phone System Upgrades	\$ 37,000	M	\$ 3,700	\$ 3,700	\$ 3,700	\$ 3,700	\$ 3,700
Open Gov Budget Software	155,600	M,L	90,600	90,600	90,600	90,600	90,600
Evaluation/Selection of Next Generation Meter Technologies	150,000	A	-	-	-	-	-
Single Points of Failure Elimination Study	200,000	A	-	-	-	-	-
Breakroom Renovations	10,000	M	-	-	-	-	-
Roof Addition to Outdoor Break Area	15,000	M	-	-	-	-	-
New Motors - Design	400,000	A	-	-	-	-	-
Filter Rehabilitation	250,000	M	-	-	-	-	-
Hicks Water Production Facility Liquid Lime Feed System	400,000	M,L,E	(34,923)	(34,923)	(34,923)	(34,923)	(34,923)
Hicks Water Production Facility Blower Replacement	600,000	M	-	-	-	-	-
Hicks Water Production Facility High-Rate Analysis	175,000	A	-	-	-	-	-
Kitchen Area Upgrades: Smith Community Use Building	25,000	M	-	-	-	-	-
Wetland Center Education Building Renovations	300,000	M	-	-	-	-	-
Pressure Sewer Rehabilitation Program	1,000,000	M	3,050	3,050	3,050	3,050	3,050
Water Meter Inspection	10,000	M	117	117	117	117	117
Large Meter Replacement	500,000	M	233	233	233	233	233
Road Roundabout	150,000	M	810	810	810	810	810
County Line to Roberts Road	450,000	M	2,214	2,214	2,214	2,214	2,214
Pelletizing East Belt Press Rig Replacement	200,000	M	-	-	-	-	-
Huie Wetlands Valve Assessment	100,000	M	-	-	-	-	-
Court Lift Station Rehabilitation	500,000	A	-	-	-	-	-
Total FY 2021-2022 Capital Project Funding	\$5,627,600						
Net Increase/(Decrease) to Operating Budget			\$65,801	\$65,801	\$65,801	\$ 65,801	\$ 65,801

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	\$ 3,573,864
Total Funding Sources	\$ 3,573,864

PROJECTS

<u>BUDGET UNIT - PROJECT SPONSOR</u>	<u>GENERAL PROJECT DESCRIPTION</u>	<u>AMOUNT</u>
Stormwater Maintenance	[SMP 20-207] Cured In Place Pipe (CIPP)	\$ 1,500,000
Stormwater Maintenance	[SMP 20-207] Removal and Replacement Pipe (R/R)	1,573,864
Stormwater Maintenance	[SMP 20-206] Watershed Improvement Projects	
Total Projects		\$ 3,573,864



Cured in Place Pipe (CIPP)

Department: Stormwater

Fund: Construction

Budget Unit: Stormwater Maintenance

Utility: Stormwater

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

DESCRIPTION OF PROJECT

Cured in Place is a means of rehabilitating and restoring existing pipe by using a felt tube saturated with resin and coated with a waterproof layer. This tube is inserted into the existing pipe system and allowed to harden, essentially creating a new pipe. This work is performed by an outside annual services contractor and is part of a 10-year strategic master plan program. Estimated annual funding for CIPP is \$1,500,000. At a cost of \$330 per linear foot, approximately 4,500 feet, or 3/4 of a mile, of stormwater pipe can be relined per year.

[SMP 20-207]

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

	<u>Available</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Project Funding	\$ -	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000
Impact to Operating Budget	-	-	3,645	7,290	10,935	14,580
Total Financial Impact	\$ -	\$ 1,500,000	\$ 1,503,645	\$ 1,507,290	\$ 1,510,935	\$ 1,514,580

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) - \$1,573,864

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>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Project Funding	\$ -	\$ 1,573,864	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000
Impact to Operating Budget	-	-	5,186	10,372	15,558	20,744
Total Financial Impact	\$ -	\$ 1,573,864	\$ 1,505,186	\$ 1,510,372	\$ 1,515,558	\$ 1,520,744

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.





Watershed Projects

Department: Stormwater

Fund: Construction

Budget Unit: Stormwater Maintenance

Utility: Stormwater

Watershed Projects - \$500,000

DESCRIPTION OF PROJECT

Watershed Project are developed to address drainage area locations with impaired or impacted water quality. Watershed projects can include stream restoration, green infrastructure/low impact development, flood mitigation and drainage improvements, and existing storm water pond improvements. Most of the projects are developed from Watershed Master Plans which are developed to identify and prioritize stormwater project to address water quality, reduce flooding and sedimentation transfer, and improve aquatic habitat.

[SMP 20-206]

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

	<u>Available</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Project Funding	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -
Impact to Operating Budget	-	-	-	-	-	-
Total Financial Impact	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -

IMPACT ON OPERATING BUDGET

As actual project are defined, there's a possibility of minor operational impacts on annual budgeting such as monitoring and maintenance.





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					
		Type of Cost	2022	2023	2024	2025	2026
Cured In Place Pipe (CIPP)	\$1,500,000	M	\$ 3,645	\$ 3,645	\$ 3,645	\$ 3,645	\$ 3,645
Removal and Replacement (R/R)	1,693,121	M	5,186	5,186	5,186	5,186	5,186
Watershed Projects	500,000	M	-	-	-	-	-
Total FY 2021-2022 Capital Project Funding	\$3,193,121						
Net Increase/(Decrease) to Operating Budget			\$ 8,831	\$ 8,831	\$ 8,831	\$ 8,831	\$ 8,831

Type of Cost:

FTE = New Employee

L = Labor Hour Impact

M = Annual Maintenance or Licensing Fees

E = Energy or Utility Charges

A = Construction design or Assessment that prioritizes pipeline projects that will be capitalized and then require maintenance depending on results



FISCAL POLICIES

Fiscal Policies

The financial policy document, comprised of individual yet cohesive policies, incorporates many of the Authority's financial management practices that are used by CCWA staff as guidelines for operational and strategic decision making related to current and future financial matters.

The purpose of establishing these policies is to identify acceptable and unacceptable courses of action, thus establishing parameters in which the Authority can operate as well as providing a standard against which the Authority's fiscal performance can be reviewed. In all the Authority's policies, the overriding consideration is to assure that its services are provided to its customers into perpetuity. Some policies are flexible when they are utilized by CCWA staff as performance measurement tools to monitor the Authority's finances; others are restrictive to emphasize accountability.

Due to the above reasons, these policies are drafted as a living document to maintain their effectiveness in order to accommodate changes. CCWA staff and Board members review these policies on a recurring basis to accommodate minor changes to the existing financial policy or major shifts in financial priorities, as approved by the CCWA Board of Directors at its sole discretion.

The Authority's financial policies encompass the following functional areas:

- Operating Budget Policy
- Capital Budget Policies
- Accounting, Auditing and Financial Reporting Policies
- Revenue Administration Policy
- Expenditure Administration Policy
- Debt Management Policy
- Investment Policy
- Reserve Policy
- Risk Management Policy
- Purchasing Policy

Operating Budget Policy

Operating Budget policies are adopted to ensure that a sound business approach is taken in the course of preparing the annual expenditure plan. The guiding principle of the Authority's budgetary policies is to achieve structural balance between revenues and expenditures to endure that desired service levels are provided on a sustained basis. To remain a viable, ongoing enterprise the Authority's annual operating expenditures must be based on a stable stream of revenues. These principles are designed to encourage consideration of long-term objectives rather than short-term benefits. Adherence to these policies will enable the Authority to maintain a stable level of services, expenditures and user rates in future periods.

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

- Provide a mechanism for exercising managerial control over cash flows. The Authority shall *annually adopt a balanced budget* where operating revenues are equal to, or exceed, operating expenditures for each twelve-month cycle.
- The operating budget will be prepared utilizing the modified accrual basis of accounting as a means of estimating the flow of financial resources on an annual basis.
- The Authority will annually submit its budget document to the Government Finance Officers Association (GFOA) for consideration of its adherence to the criteria established for receiving the "Distinguished Budget Presentation Award".



- The Authority will finance all current expenditures with current revenues. The Authority will avoid budgetary procedures that balance current expenditures through the obligation of future resources. The Authority will not use short-term borrowing to meet operating budget requirements.
- The Authority will utilize performance measures and workload indicators to provide qualitative and quantitative information about operations.
- Departments must justify each of their budgetary requests for funding. The budget process is intended to weigh all competing requests for resources, within expected fiscal constraints.
- All unencumbered operating budget appropriations will lapse at the year-end unless their carry-over is specifically approved by the General Manager. Encumbered balances will be re-appropriated in the following fiscal period.
- The Authority will maintain a budgetary control system to ensure adherence to the budget and will prepare timely financial reports comparing actual revenues, expenditures and encumbrances with budgeted amounts.
- Budgeting procedures will be used to identify distinct functions and activities and to allocate resources to perform these functions and activities as required. The operating budget shall be developed to control both direct and indirect costs of programs and services wherever practical.
- The Authority will estimate its annual revenues by an objective analytical process in a prudent manner.
- All departments will share in the responsibility of meeting policy goals and ensuring long-term financial health. Future service plans and program initiatives will be developed to reflect current policy directives, projected resources and future service requirements.
- The appropriations portion of the operating budget will contain a sufficient level of contingency funds that are unplanned and available to meet unanticipated expenditures that might arise.
- The operating budget will provide for adequate maintenance of capital equipment and facilities, as well as for their orderly replacement.
- The Board of Directors will adopt the annual operating budget for the Authority no later than April 20th.
- Funding priorities in the Operating Budget will be aligned with the Strategic Master Plan that has been prepared by the management team.
- Information from the annual operating budget will be made available to the customers and other interested parties via the Authority's website.
- During the year, the Finance Department shall prepare and disseminate quarterly budget-to-actual reports for all operating funds to members of the management team. The report shall include an analysis of the revenue and expenditure activity year-to-date. The document will also discuss any significant deviations from the original budget operating plan.

Capital Budget Policy

Capital budget policies are needed to ensure that capital expenditures are well planned and enable the Authority to replace its plant facility, piping, equipment and other capital assets when needed, without requiring significant fluctuations in the user service charges.

- Based on a review of existing capital assets and a comprehensive assessment of future needs, the Authority shall prepare a ten-year capital plan to define the major projects that will need to be addressed during that decade. The plan shall be reviewed periodically and updated as needed.
- Using the ten-year plan as a guiding document, the Authority will develop a five-year plan for capital improvements and update it annually.



- The Authority will coordinate development of the capital improvement budget with development of the operating budget. Future operational costs associated with new capital improvements will be projected and included in operating budget forecasts.
- The Authority will provide ongoing preventative maintenance and upkeep on all its assets at a level adequate to protect the Authority's investment and to minimize future maintenance and replacement costs.
- The Authority will determine the least costly financing method for all new projects.
- The Authority will establish specific replacement criteria (e.g., mileage, hours, age) for rolling stock and heavy equipment based on financial and operational considerations.
- The Authority will develop an annual capital budget schedule for replacement of equipment generally having a replacement cost of more than \$5,000. The replacement schedule should cover the succeeding five fiscal years and identify the specific unit and its estimate cost.
- Whenever financially feasible, the Authority will fund its capital budget needs on a pay-as-you-go basis.
- Federal, State, other intergovernmental and private funding sources are sought and used as available to provide supplemental funding for capital improvements.
- Upon completion of any capital project, any remaining appropriated funds for that project will be returned to the undesignated capital project fund balance.
- Capital project proposals should include complete, reliable and attainable cost estimates. At the time of award of the construction contract, each project should include a reasonable provision for contingencies.
- The Authority will utilize innovative and cost-effective methods for the disposal of unserviceable capital assets.

Accounting, Auditing and Financial Reporting Policies

The purpose of accounting, auditing and financial reporting policies are to ensure accurate and consistent accounting practices that conform to generally accepted accounting principles. These policies promote public confidence in and ensure the integrity of the Authority's financial system and processes.

Board guidelines with respect to the Authority's fiscal policies are as follows:

- The Authority will develop an ongoing system of financial reporting to meet the needs of the Board of Directors, the General Manager, department heads and the general public. Reporting systems will monitor the costs of providing services wherever possible. The reporting systems will also promote budgetary control and comparative analysis.
- An independent audit in compliance with Generally Accepted Audit Standards (GAAS) will be performed annually by a qualified, independent auditor in accordance with HB 535.
- The Authority will establish and maintain a high standard of accounting practices. Accounting records and systems will conform to Generally Accepted Accounting Principles (GAAP). These principles will be updated as mandated by the Governmental Accounting Standards Board (GASB), which is the legal authority charged with defining GAAP.
- The Authority will prepare a Comprehensive Annual Financial Report (CAFR) in accordance with Generally Accepted Accounting Principles (GAAP) for governmental entities. The Authority will strive to prepare the Comprehensive Annual Financial Report to meet the standards of the GFOA Certificate of Achievement for Excellence in Financial Reporting Program.
- The Authority will follow a policy of full disclosure on every financial report.
- The Authority will maintain accurate records of all assets to ensure a high degree of stewardship for property under its control.



- Regular monthly and annual financial reports will present a summary of financial activity for the various individual accounts of the Authority.
- Information from the Comprehensive Annual Financial Report will be made available to the customers and other interested parties via the Authority's website.

Revenue Administration Policy

Revenue administration policies are needed to ensure that the Authority has a stable revenue based on which to fund its operations over the long-term. The primary objective of these policies is to ensure that sufficient revenues are generated so that the Authority remains an ongoing concern.

Board guidelines with respect to the Authority's revenue administration policy are as follows:

- The user charges being assessed customers should represent the full cost of providing service.
- Annually, a five-year forward operating forecast will be prepared. Based on those estimates, planned rate adjustments on a consistent basis will be programmed as part of the financial plan.
- User fees will be adjusted periodically to ensure that estimated net revenues (i.e., revenues after paying operating expenses) will remain at a minimum of 1.5 times the annual debt service amount.
- Revenues generated from impact fees will be designated for capital expenditures.
- The Authority shall establish and annually re-evaluate, all user charges and fees to ensure that they remain at a rate that directly correlates to the cost of providing the associated service.
- Revenues of a limited or indefinite term should be used for capital projects or one-time operating expenditures to ensure that no ongoing service program is lost when such revenues are reduced or discontinued.
- Grant applications to fund new service programs with State or Federal funds will be reviewed by the Authority, as they become available, with due consideration being given to whether user fee revenues will be required to support these programs when external funding is no longer available.
- The Authority will follow a vigorous policy of collecting all revenues that are due to the Authority.

Expenditure Administration Policy

Expenditure administration policies are needed to ensure that the authority exercises adequate control over its expenditures and analyzes them in terms of their long-term financial impact. The overriding objective of these policies is to help ensure that the Authority is able to maintain its user rates at the lowest possible level.

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

- Expenditures should be controlled by management and should stay within the amount of appropriated funds.
- High priority will be given to expenditures that will reduce future operating costs, such as increased utilization of technology and equipment and prudent business methods.
- Should the revenue projections fall short of the projected expenditures, the Finance Director shall convey service alternatives to the General Manager to match the projected revenues.
- A continuing effort shall be made to reduce duplicative and inefficient functions within the Authority. To that end, business process redesign and reorganization will be encouraged whenever increased efficiency and effectiveness can be demonstrated.



Debt Policy

Debt policies are adopted to define the role of debt in the Authority's total fiscal strategy. The principle goal of these policies is to avoid using debt in a way that weakens other segments of the financial structure of the Authority. The Authority's primary objective is to minimize debt service and issuance costs; maintain access to cost-effective borrowing; achieve the highest practical credit rating; ensure full and timely repayment of debt; maintain full and complete financial disclosure and reporting; and ensure compliance with applicable state and federal laws.

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

- The Authority will confine long-term borrowing to capital improvements or projects that cannot be financed from current revenues. The Authority will not use debt for the purchase of vehicles and heavy equipment.
- When the Authority finances capital projects by issuing bonds, it will pay back the bonds within a period not to exceed the expected useful life of the project.
- The Authority will not use long-term debt for current operations.
- Bond issues shall be planned to mitigate substantial year-to-year shifts in future debt service requirements.
- The Authority will follow a policy of full disclosure on every bond prospectus.
- Refinancing or bond refunding will only be undertaken when there is significant economic advantage to the Authority, and when it does not conflict with other fiscal or credit policies. As a savings target, the Authority looks to project a net present value savings, after bond issuance costs, of at least 3 percent of refunded principle.
- The Authority shall comply with all Internal Revenue Service arbitrage rebate requirements for bond indebtedness. As a rule, calculations as to the liability amount for each series should be prepared annually.
- For all competitive and negotiated sales, underwriters will be required to demonstrate sufficient capitalization and experience related to the debt issuance.
- The maintenance of the best possible credit rating shall be a major factor in all financial decisions.

Investment Policy

Investment policies are needed to ensure the most efficient use of the Authority's idle funds and to identify the preferred investment strategy. The primary objective of these policies is to provide a reasonable rate of return on idle funds while limiting the amount of risk involved.

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

- The Authority will make arrangements for banking services on a contractual basis for a period not to exceed five one-year terms. The contract will contain a fee schedule for each service rendered.
- The investment program shall comply with all Authority related legislation and Federal/State regulations for investing public funds and safekeeping/security requirements.
- The investment program shall be operated based on the following principles, with priorities placed on the order as listed below:
 - **Legality:** All investments will comply with State laws and local ordinances. Specific requirements, such as those set forth in bond ordinances, will take precedence and could further restrict investment options;
 - **Safety of Principal:** Principal is protected from loss with secure investment practices and collateralization;



- **Maintenance of Adequate Liquidity:** A sufficient quantity of investments is readily convertible to cash when needed to meet current obligations without incurring losses; and
- **Yield or Return on Investment:** The earnings rate on investments is maximized without diminishing the other principles.
- The investment program should use a competitive selection process for investments with maturity dates greater than 90 days. Investments should be placed with only qualified financial institutions.
- The investment program should provide for a system of internal control over investments and timely financial reporting of investing activities.
- The accounting system will provide regular information concerning cash position and investment performance.
- Where permitted, the Authority will pool its cash resources from various accounts for investment purposes.
- All Authority bank accounts shall be reconciled on a timely basis.

Reserve Policy

Reserve policies are needed to provide the working capital that is needed to address significant fluctuations in cash flows that may occur during the fiscal year. These principles also provide a cushion against unexpected revenue and income interruptions.

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

- The Authority shall maintain a minimum of \$1,500,000 in the Renewal and Extension Fund. Monies held in this reserve fund may only be expended upon authorization of the Board of Directors for unanticipated operating and maintenance activities.
- The Authority will maintain reserves in compliance with all debt service requirements to maintain bond ratings and the marketability of bonds. As a rule, cash balances will be maintained at such a level, as determined by Senior Management, necessary to provide the Authority with sufficient working capital and a comfortable margin of safety to address emergencies and unexpected declines in revenue without borrowing.
- The Authority shall set aside sufficient funds to cover future postemployment benefits as employees earn them.

Risk Management Policy

Risk management policies are needed to ensure that the Authority undertakes a diligent effort to prevent loss or degradation of its assets and to reduce its exposure to liability.

Board guidelines with respect to the Authority's risk management policy are as follows:

- The Authority shall transfer risk to other parties, where cost effective, by purchasing insurance.
- Insurance policies will be analyzed regularly to assure proper coverage and deductibles.
- The Authority shall shift the legal and financial responsibility to third parties who perform work or provide services to the Authority for losses or potential losses caused by the actions of those third parties. This transfer of risk may occur through a variety of means in leases, purchase and service agreements and other contracts. The transfer of risk shall be made formally and in writing and may include bid bonds, payment bonds, performance bonds, fidelity bonds indemnification agreements, insurance requirements and the required provision of certificates of insurance.



Purchasing Policies

It is essential that uniform purchasing policies be followed and observed when purchases are made on the behalf of Clayton County Water Authority (“Authority”) to ensure the best product and services are obtained. The primary purpose of these policies is to provide an equitable and fair methodology for acquiring the goods and services needed for the Authority’s operations at the lowest total cost. Purchasing policies are needed to ensure that the Authority obtains the best product for money that is expended.

Board guidelines with the respect to the Authority’s purchasing policy are as follows:

- The Authority will strive to obtain the highest quality of goods and services for the most economical costs. Bulk purchases, quantity discounts, standardization of common items and other approaches will be used to acquire goods and services economically.
- It is the intent of the Authority to establish uniform regulations and procedures to provide for an efficient and fiscally responsible system for the purchase of materials and services necessary for the effective operations of the Company.
- All departments of the Authority must utilize competitive bidding procedures as outlined in the purchasing policies. Bids will be awarded on a nondiscriminatory basis with appropriate efforts to include local and disadvantaged businesses.
- The Authority will maintain a purchasing system that provides needed materials and services in a timely manner to avoid interruptions in the delivery of services.
- The Authority will strive to take advantage of attractive payment terms by seeking the necessary approvals and processing checks in a timely fashion.
- Purchases in excess of a unit price of one hundred dollars (\$100) or an aggregate value of one hundred dollars (\$100), except as supported by an executed contract or under the Purchasing Card or Credit Card program shall be by purchase order. These goods or services should not be included in a price agreement or available in inventory, when possible.
- Purchases of any item, group of items or service, whether by purchase order or contract, with a total cost of fifty thousand dollars (\$50,000) or more shall be competitively priced utilizing sealed bids or sealed request for proposals with the exception of purchases made through the State of Georgia pursuant to Title 50, Chapter 5, Section 100 of the Official Code of Georgia Annotated or goods and services that are of an expected and continuing nature, including but not limited to replenishment of inventory goods, utility bills, travel, seminar fees, conference and registration fees, membership dues, subscription costs and maintenance agreements. Notification of sealed bids or request for proposals will be advertised in the County’s Legal Organ or on the CCWA website a minimum of twice in a four-week period prior to the bid or proposal opening. The first advertisement must occur at least four weeks prior to the opening of the sealed bids or proposals with the second advertisement following no earlier than two weeks from the first advertisement. The Board of Directors shall make awards to vendors. Contracts may not be divided for purposes of avoiding the limitations of this section.
- Purchases of any item, group of items or service whose total cost is less than fifty thousand dollars (\$50,000) may be competitively priced if it is determined to be in the best interest of the Authority. Any of the competitive pricing methods, i.e., sealed bids, Request for Proposal or quotes may be used. The General Manager or designee shall make awards to vendors.
- Management may elect to contract on an annual basis for supplies and/or services under a Master Contract and make specific purchases or assignments by issuing Purchase Orders; such annual contracts must be no more than fifty (\$50,000) without the prior approval of the Board. Such situations will require annual certificates of insurance and contractual provisions as required.



- Sole Source Purchases would only occur when there is only one available supplier of a good or service that meets the needs of the Authority and meets one or more of sixteen qualifying criteria. Negotiation should be used to complete the terms and conditions for this purchase. Sole source approval shall be effective for a period of three (3) years after which time a search of the market for adequate competition must be performed to justify continued sole source contract.
- The provisions of the Purchasing Policy shall not apply to the payment of recurring bills including, but not limited to, utility payments. Said payments may be made when due to avoid the accrual of interest or the imposition of late payment fees and/or penalties.
- In the event of an emergency condition, which threatens the water, sewer or storm water system's ability to operate, the General Manager is to contact the Chairman of the Board as soon as practically possible and proceed without competitive pricing, if necessary. If the Chairman is not available, then the remaining officers in the order of Vice Chairman, then Secretary/Treasurer will be notified. The scope shall be limited only to the emergency procurement of goods and services exceeding \$50,000 and necessary to meet the emergency. All emergency contracts for public works or improvements in excess of \$50,000 shall apply.
- Purchases shall be in compliance with the approved budget a single budget revision of less than fifty thousand dollars (\$50,000) shall be approved by the General Manager whether for an individual item or in aggregate.
- Upon the recommendation of the General Manager, purchases may be made through the State of Georgia pursuant to Title 50, Chapter 5, Section 100 of the Official Code of Georgia Annotated, without the necessity of further competitive pricing. For any such purchase of less than fifty thousand dollars (\$50,000), the General Manager or his/her designee may make awards to vendors for items approved in the budget without further action of the Board. For all other contracts, Board approval shall be required.
- Competitive bidding will not be required for repair, maintenance or reconditioning of equipment and/or devices by the manufacturer or if there is only one manufacturer-authorized firm for purchases up to one hundred thousand dollars (\$100,000) with Board approval.
 - This provision will be utilized when it is advisable to take advantage of certain expertise or equipment not available from other or to comply with or protect warranties. For non-warranty repair work, the requesting Department should consult with Contracts and Procurement for advice on how to proceed. In some cases, competitive bids may not be in the best interest of the Authority, if they require the disassembly, reassembly and transport of the equipment to obtain repair estimates. In such cases, the Department and Contracts and Procurement will attempt to achieve competition by utilizing various vendors over a period of time. In the procurement of automotive repair parts, the competition among vendors may be limited in certain instances due to the stringent delivery time requirements for parts.
- Consistent with Official Code of Georgia Annotated, Title 14, Chapter 7, Section 2, the purchase of Professional Services shall not be subject to competitive pricing:
 - 'Profession' means of profession of certified public accountancy, architecture, chiropractic, dentistry, professional engineering, land surveying, law, pharmacy, psychology, medicine and surgery, optometry, osteopathy, podiatry, veterinary medicine, registered professional nursing or harbor piloting.



- In any situation where the Authority has requested bids, proposals or any other competitive offers for a contract for the provision of goods and/or services, the Board may, except in the case of contracts for “Public Works,” award the contract to a proposer other than the proposed offering the lowest price where:
 - The difference in price between the low proposal and the preferred proposal is nominal.
 - The Board determines that the preferred proposal provides the most cost-effective option due to the closer proximity of the preferred proposer’s place of business to the affected Authority facility or facilities; and
 - The instructions to bidders, request for proposals or other documents produced by the Authority and pursuant to which proposals are received provides express notice that the Authority will consider proximity in its decision-making process.
 - Other evaluation factors may weigh the decision to award to a bidder without regard to price such as a qualifications-based procurement where price is not the only evaluation criteria.
- As a part of these purchasing policies, the Clayton County Water Authority will adhere to the following regarding contracting with Minority-owned, Women-owned and Small Local Business Enterprises:
 - As used in this section, the terms used have the following definitions:
 - “Minority Business Enterprise or **MBE**” means a business entity which is at least fifty-one percent (51%) owned and controlled by one or more African American, Hispanic, Asian American, Native American, Pacific Islander or disabled citizens of the United States and such person or persons operate the business; and
 - “Women Business Enterprise or **WBE**” means a business entity which is at least fifty-one percent (51%) owned by women who are United States citizens and who also control and operate the business.
 - “Small Local Business Enterprise or **SLBE**” means a small locally based business concern whose average annual gross receipts for the previous three years must not exceed (1) Construction Firms- \$5,000,000 (2) Professional Services Firms, except architectural and engineering firms - \$1,000,000, Architectural & Engineering - \$2,000,000 and Goods & Services – less than 100 employees.
 - The Clayton County Water Authority (the “Authority”) will provide equal opportunities for all and to not discriminate against anyone, regardless of race, color, religion, national origin, age, gender, sexual orientation or disability. It is also the policy of the Authority to award contracts for the sale or purchase of goods or services to the responsible and responsive bidder whose proposal is determined, in writing, to be the most advantageous to the Authority. It is further declared that the policy of the Authority is to take steps to provide economic opportunity, ensure non-discriminatory results and practices while involving minority business enterprises, women business enterprises and small local business enterprises completely in the process by the Authority of awarding contracts for the sale or purchase of goods or services. These policies, together with the general principles of sound procurement, are intended to achieve the maximum practical opportunities for minority-owned,



- women-owned and small local business enterprises by the Authority, consistent with Constitutional principles of equal protection and to protect the assets of the Authority;
- The provisions contained in this Policy are intended for all departments of the Authority to consider when the Authority awards contracts for the sale or purchase of goods or services. However, it is the responsibility of the Contracts, Compliance and Risk Management Section of the Authority to ensure compliance with the provisions of this policy by all CCWA departments of the Authority. It is the written policy of the Authority to make affirmative and deliberate efforts to assure that minority-owned, women-owned and small local business enterprises are involved with the Authority as sources of supplies, services and construction items; and
 - Affirmative efforts to be made may include but may not be limited to:
 - Including qualified minority-owned, women-owned and small local business enterprises on solicitation lists;
 - Assuring that minority-owned, women-owned and small local business enterprises are solicited whenever they are potential sources; and
 - Where the requirement permits, establishing delivery schedules which will encourage participation from minority-owned, women-owned and small local business enterprises.
 - This policy is provided as an internal guideline for outreach and non-discriminatory practices in contract and procurement procedures in the award of contracts for the sale or purchase of goods or services by the Authority. This policy does not provide or create any obligation on behalf of the Authority to any third parties. The Authority has discretion to award contracts for the sale and purchase of goods or services to the most responsible and responsive bidder.
 - The Authority staff shall provide to the Board with a monthly report detailing the corresponding calendar month's non-recurring expenditures that are in excess of \$20,000 and that did not require Board award under approved purchasing policies.



STATISCAL INFORMATION



Statistical Information

The primary purpose of the Statistical Information section is to provide the reader with additional background about the operations of the Authority and the demographics of the customers that we serve.

The data contained in this section includes a tabular and graphical presentation of the results of operations for the most recently completed ten-year period. From this information, the user of this document can identify any significant trends in the revenues and operating expenses for the Company over the last decade.

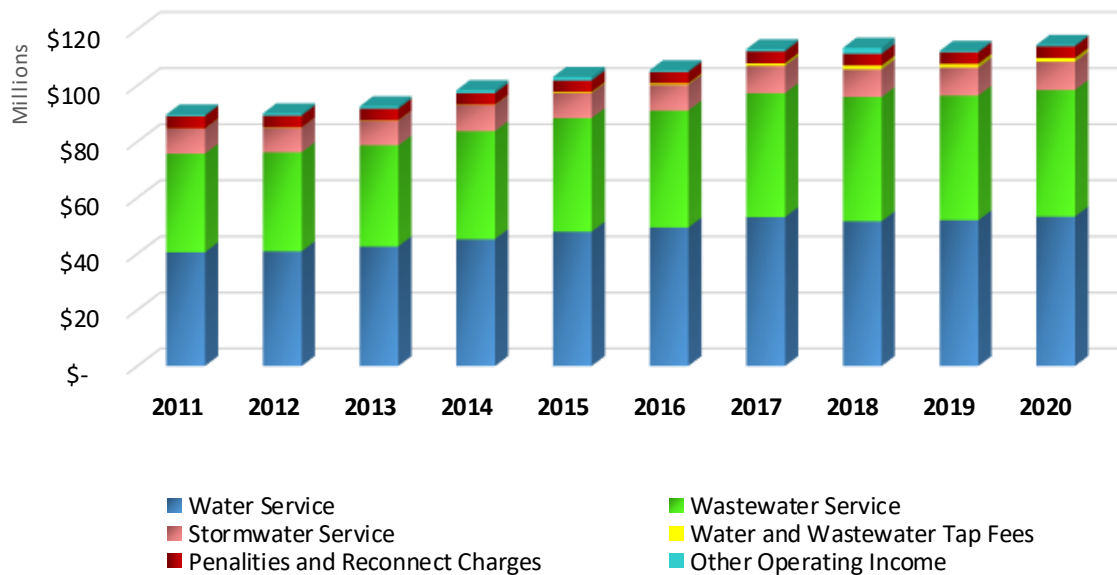
To assist in the understanding of revenues, schedules showing water and sewer rates and number of customers are provided. To lend additional perspective on expenses, tables showing the number of gallons of raw water treated and wastewater flows reclaimed are included. As a general rule, much of this information is taken from the Authority's Comprehensive Annual Financial Report. Thus, the user should be aware that the fiscal year information being reported is as of April 30th of the year designated in the table. In addition, economic information about the Authority's business environment is provided to help the reader place the budgetary data in the proper perspective. Finally, a number of demographic statistics for the County's population are included.



Operating Revenues by Source

WATER AND SEWER FUND STORMWATER FUND OPERATING REVENUES BY SOURCE Last Ten Fiscal Years

Fiscal Year	Water Service	Wastewater Service	Stormwater Service	Water and Wastewater Tap Fees	Penalties and Reconnect Charges	Other Operating Income	Total
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
2020	53,307,263	45,118,031	10,090,477	1,300,050	4,232,414	461,874	114,510,109

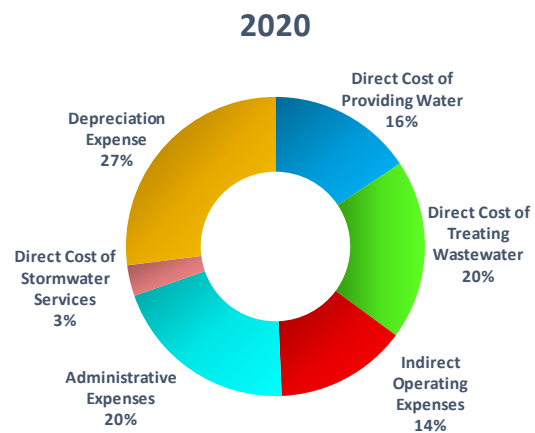
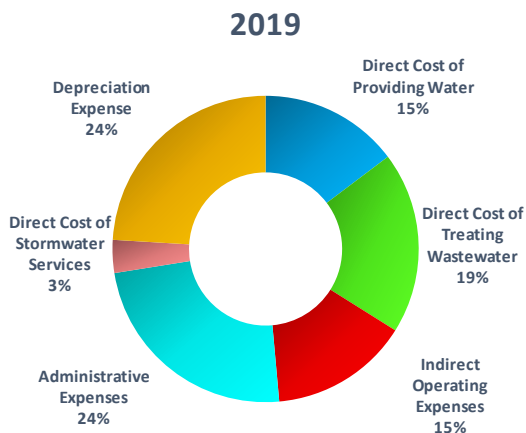
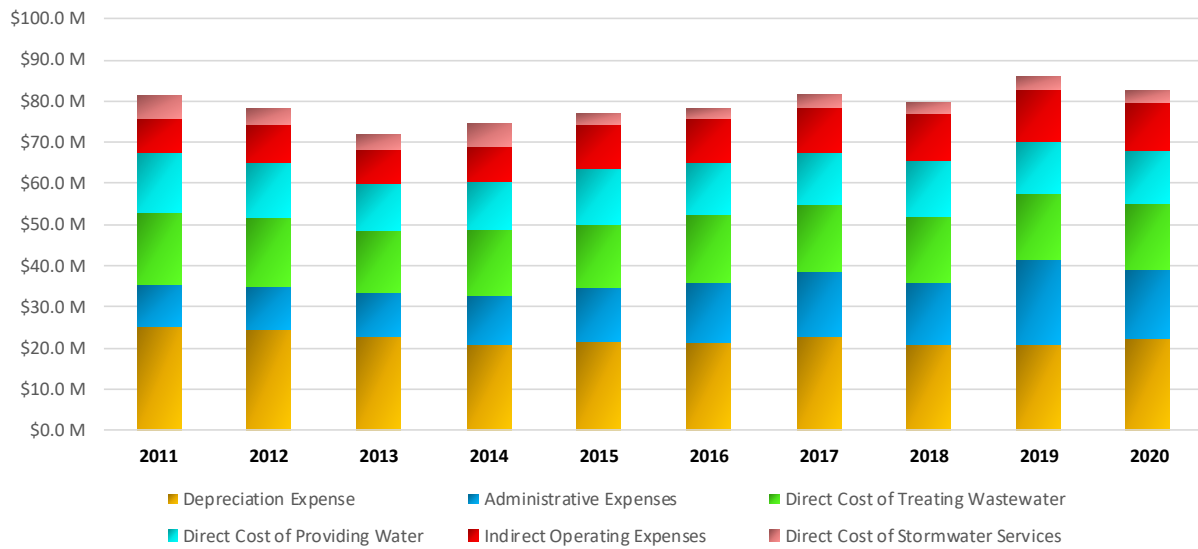




Operating Expenses by Function

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
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
2020	12,916,375	16,078,097	11,745,934	16,775,504	2,755,139	60,271,049	22,311,484	82,582,533





General Demographic Statistics

GENERAL DEMOGRAPHIC STATISTICS U.S. BUREAU OF CENSUS INFORMATION For Clayton County, Georgia

Population	Amount
1930 Census	10,260
1950 Census	22,872
1970 Census	98,126
1980 Census	150,357
1990 Census	182,052
2000 Census	236,517
2010 Census	259,424

Median Age of Population	Years
2010 Census	30.1

Age Distribution - 2010 Census	Percent
0 - 4 Years of Age	8.5%
5 - 14 Years of Age	15.7%
15 - 19 Years of Age	7.8%
20 - 34 Years of Age	23.0%
35 - 59 Years of Age	34.4%
60 and Over Years of Age	10.6%

Education Level for Residents 25 Years of Age and Older - 2010		
Census	Amount	Percent
Less Than 9th Grade	12,841	8.20%
Some High School, No Diploma	17,539	11.20%
High School or G.E.D.	49,798	31.80%
Some College, No Degree	37,740	24.10%
Associate Degree	12,528	8.00%
Bachelor Degree	18,792	12.00%
Graduate or Professional Degree	7,360	4.70%
Total	156,597	100.0%

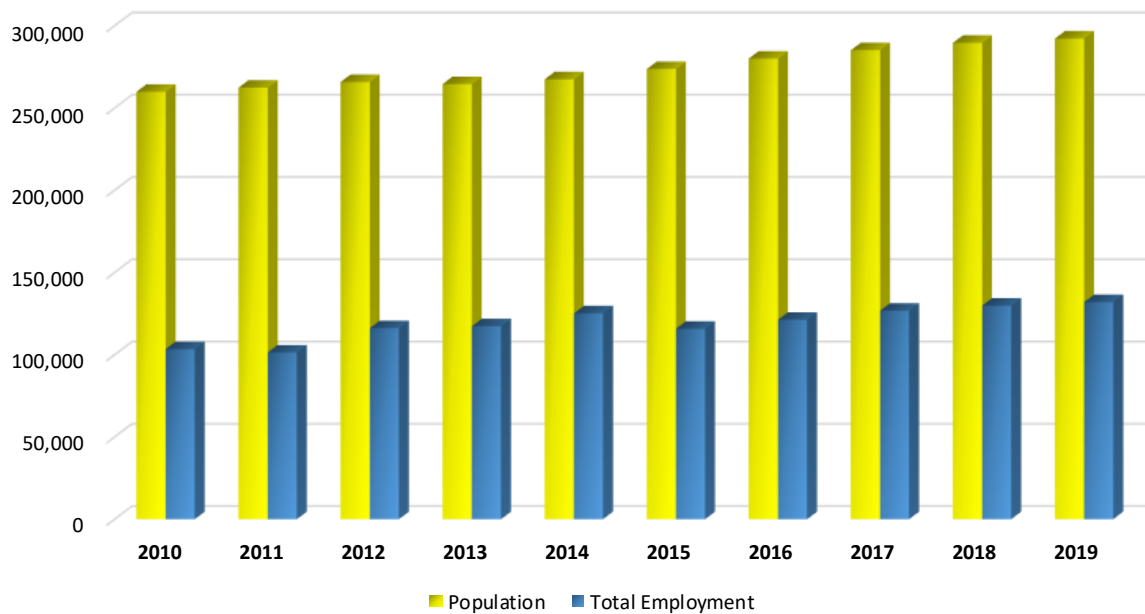


Selected Demographic and Economic Statistics

SELECTED DEMOGRAPHIC AND ECONOMIC STATISTICS

Last Ten Calendar Years

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		
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
2019	292,256	8,377,425	28,665	131,980	59,533	4.20%	3.40%	3.70%	137,796	106,360



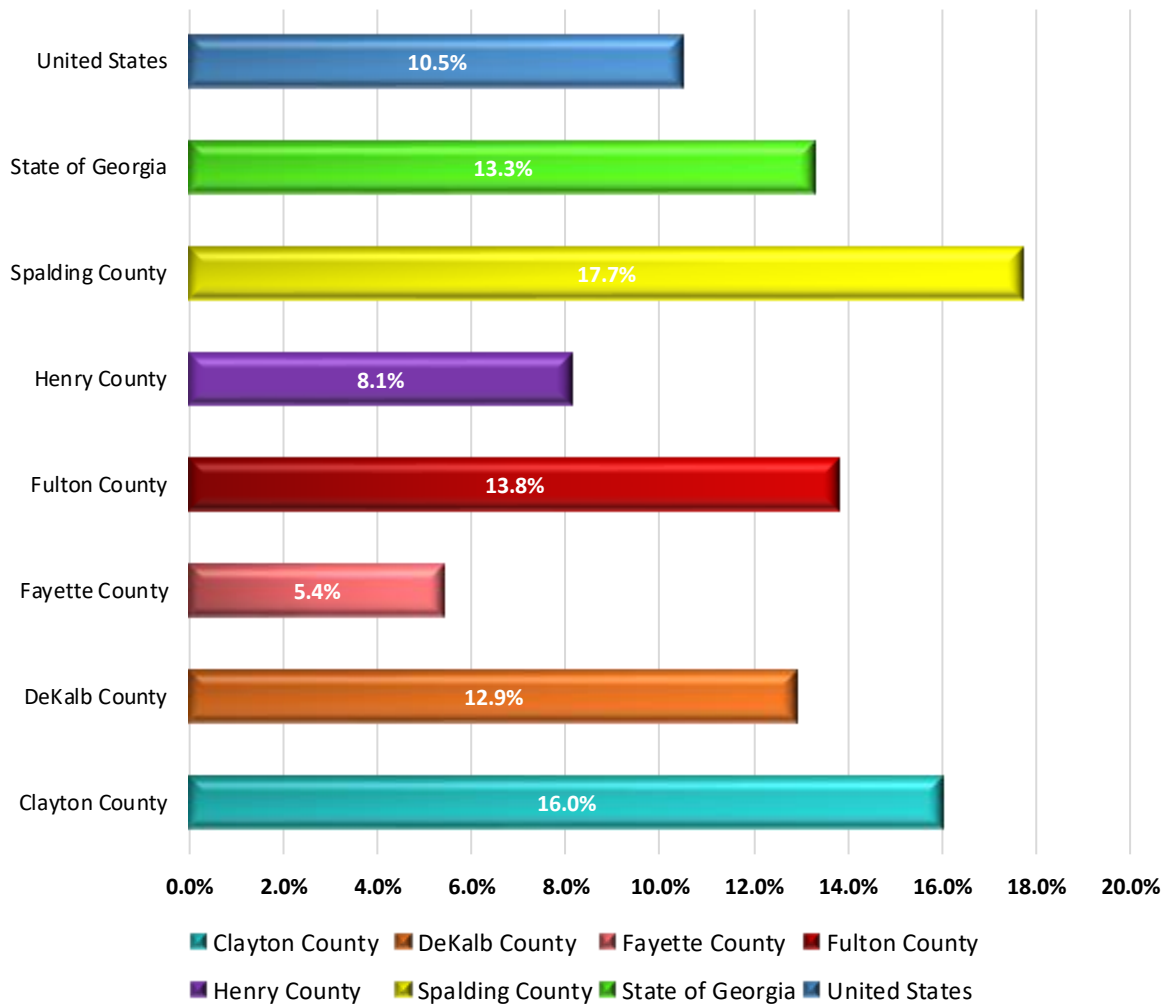


Percentage of Individuals below Poverty Line

PERCENTAGE OF INDIVIDUALS BELOW THE POVERTY LINE COMPARISON OF CONTIGUOUS COUNTIES AND STATE AVERAGE

Calendar Year 2019

Clayton County	DeKalb County	Fayette County	Fulton County	Henry County	Spalding County	State of Georgia	United States
16.0%	12.9%	5.4%	13.8%	8.1%	17.7%	13.3%	10.5%

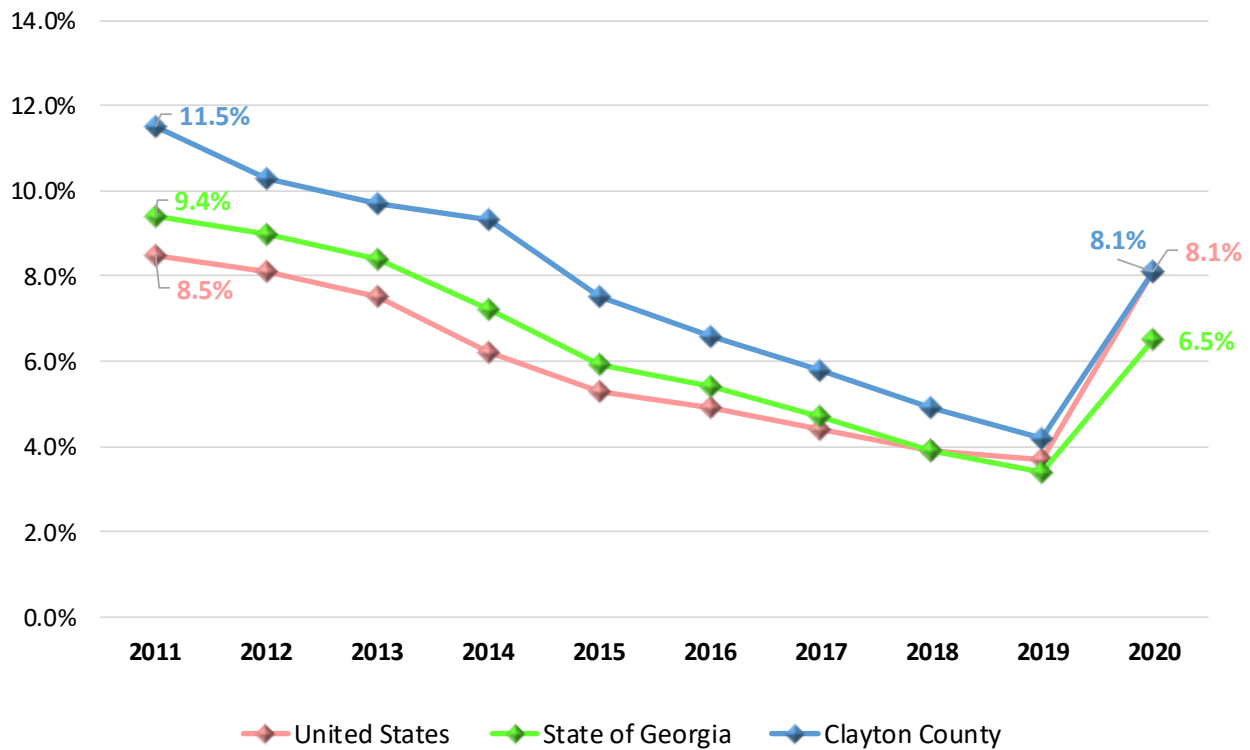




Unemployment Rates

UNEMPLOYMENT RATES
COMPARISON OF NATIONAL, STATE AND COUNTY
 Last Ten Calendar Years

Unemployment Rate	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
United States	8.5%	8.1%	7.5%	6.2%	5.3%	4.9%	4.4%	3.9%	3.7%	8.1%
State of Georgia	9.4%	9.0%	8.4%	7.2%	5.9%	5.4%	4.7%	3.9%	3.4%	6.5%
Clayton County	11.5%	10.3%	9.7%	9.3%	7.5%	6.6%	5.8%	4.9%	4.2%	8.1%



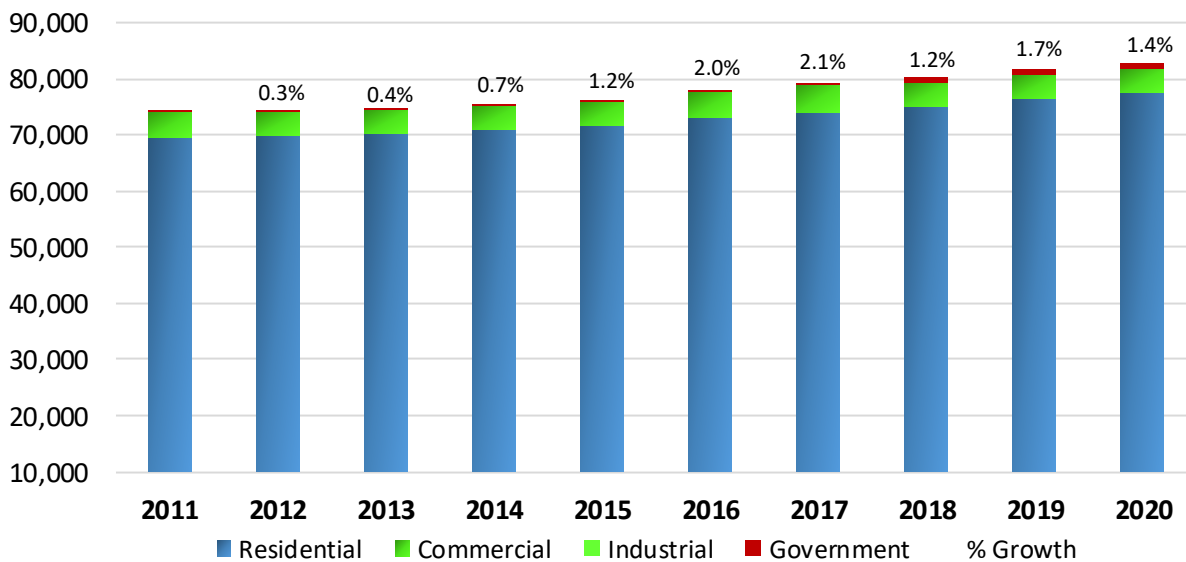


Number of Stormwater Customers by Type

NUMBER OF STORMWATER CUSTOMERS BY TYPE

Last Five Fiscal Years

Fiscal Year	Residential	Commercial	Industrial	Government	Total Stormwater Customers	% Growth
2011	69,517	4,382	43	284	74,226	
2012	69,831	4,286	47	284	74,448	0.3%
2013	70,206	4,231	46	288	74,771	0.4%
2014	70,809	4,191	46	285	75,331	0.7%
2015	71,738	4,181	47	286	76,252	1.2%
2016	72,909	4,519	47	299	77,774	2.0%
2017	74,194	4,829	48	302	79,373	2.1%
2018	75,140	4,273	48	863	80,324	1.2%
2019	76,457	4,202	48	943	81,650	1.7%
2020	77,588	4,235	47	926	82,796	1.4%



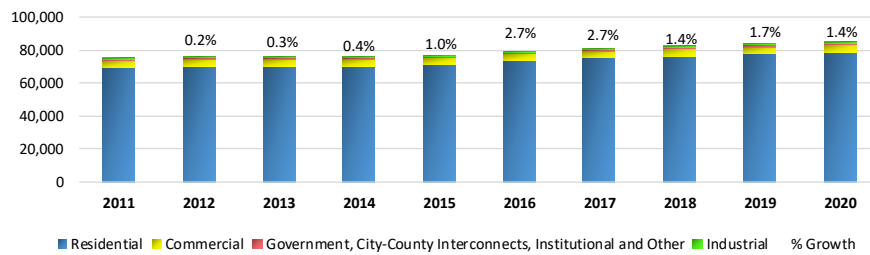


Number of Water and Wastewater Customers by Type

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

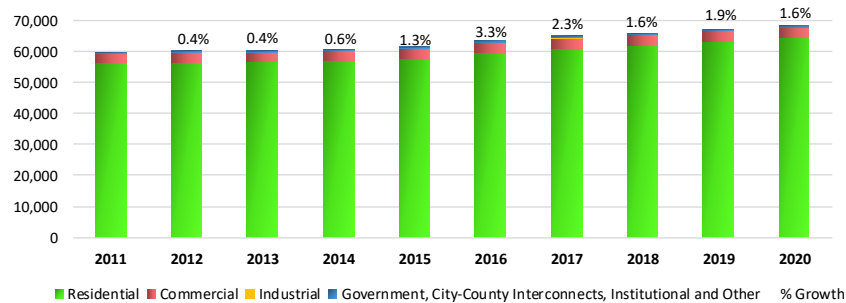
Fiscal Year	Residential	Commercial	Industrial	Government, City-County Interconnects, Institutional and Other	Total Water Customers	% Growth
2011	69,720	4,212	47	819	74,798	
2012	69,929	4,141	48	847	74,965	0.2%
2013	70,233	4,079	46	862	75,220	0.3%
2014	70,536	4,080	46	879	75,541	0.4%
2015	71,272	4,093	48	902	76,315	1.0%
2016	73,263	4,138	51	958	78,410	2.7%
2017	75,254	4,180	53	1,010	80,497	2.7%
2018	76,342	4,216	53	1,036	81,647	1.4%
2019	77,633	4,200	56	1,108	82,997	1.7%
2020	78,738	4,232	55	1,110	84,135	1.4%

Total Water Customers



Fiscal Year	Residential	Commercial	Industrial	Government, City-County Interconnects, Institutional and Other	Total Wastewater Customers	% Growth
2011	56,134	3,286	32	513	59,965	
2012	56,387	3,241	34	526	60,188	0.4%
2013	56,681	3,171	31	542	60,425	0.4%
2014	57,022	3,163	31	561	60,777	0.6%
2015	57,750	3,188	32	582	61,552	1.3%
2016	59,744	3,181	29	602	63,556	3.3%
2017	61,090	3,240	37	661	65,028	2.3%
2018	62,070	3,274	37	676	66,057	1.6%
2019	63,316	3,251	39	733	67,339	1.9%
2020	64,429	3,274	39	699	68,441	1.6%

Total Wastewater Customers





Water and Wastewater Rates Per Thousand Gallons of Usage

WATER AND SEWER FUND

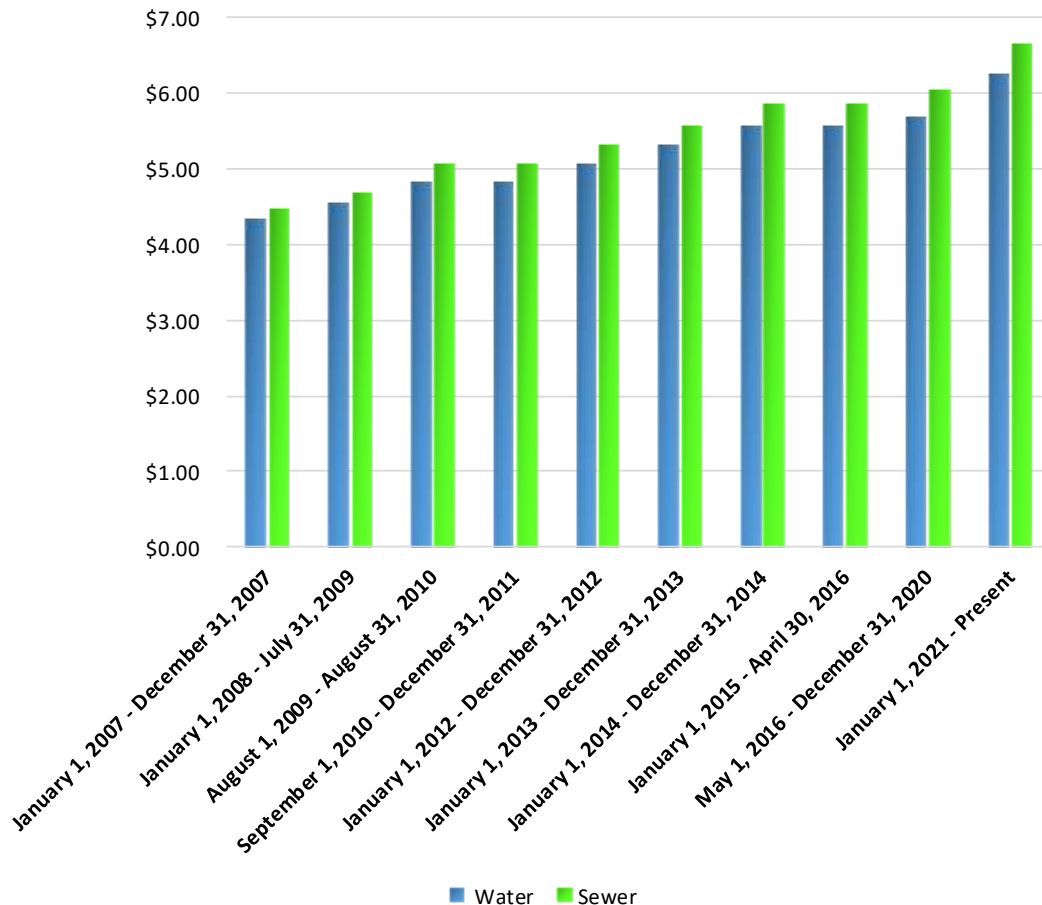
WATER AND SEWER RATES

Last Ten Fiscal Years

Period	Per Thousand Gallons	
	Water	Sewer
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 - December 31, 2020	\$5.68	\$6.02
January 1, 2021 - Present	\$6.24	\$6.63

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



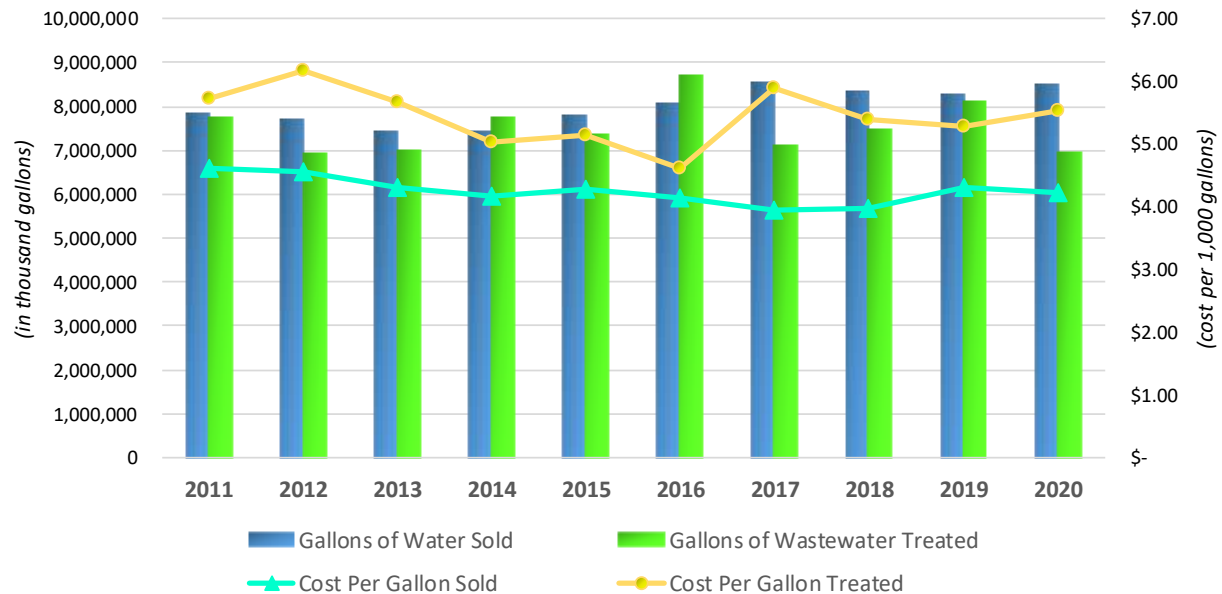


Gallons of Water Sold and Wastewater Treated

Clayton County Water Authority
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
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
2019	8,271,269	4.30	8,102,896	5.27
2020	8,503,072	4.22	6,961,837	5.53



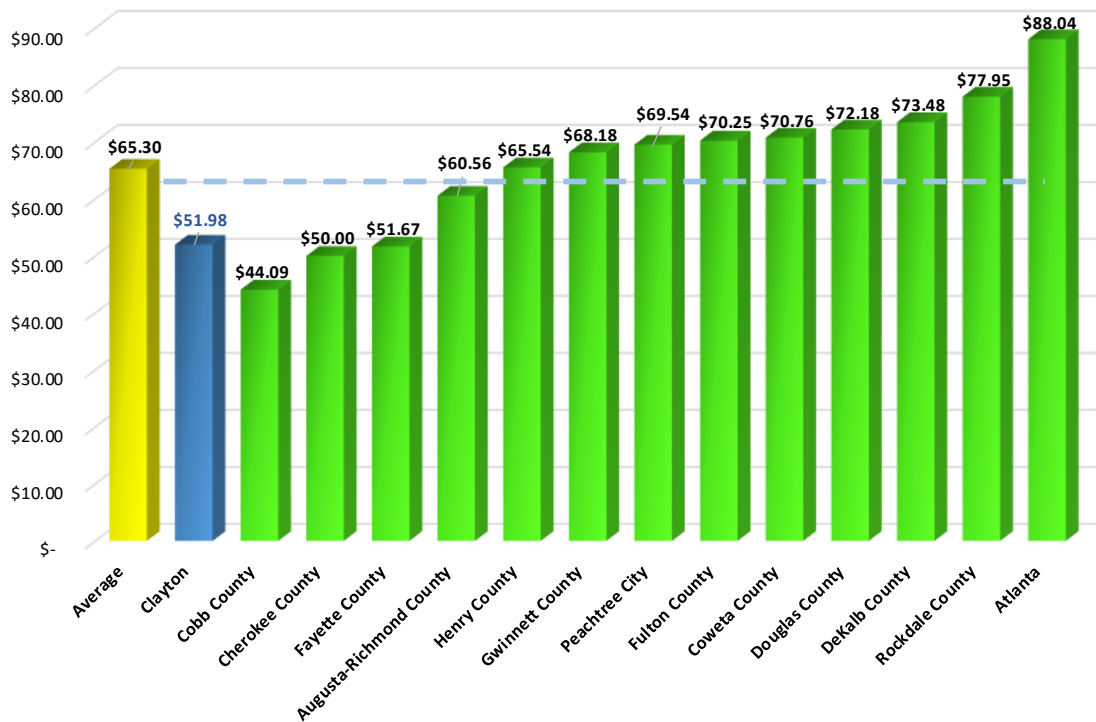


Water and Sewer Rates – Survey of Metro Atlanta Counties

COMPARISON OF WATER AND SEWER RATES SURVEY OF METRO ATLANTA COUNTIES User Fee Information as of June 2021

Bill Based on Monthly Usage of 4,000 Gallons

Metro Atlanta Jurisdiction	Total Charges
Atlanta	88.04
Augusta-Richmond County	60.56
Cherokee County	50.00
Clayton County	51.98
Cobb County	44.09
Coweta County	70.76
DeKalb County	73.48
Douglas County	72.18
Fayette County	51.67
Fulton County	70.25
Gwinnett County	68.18
Henry County	65.54
Peachtree City	69.54
Rockdale County	77.95

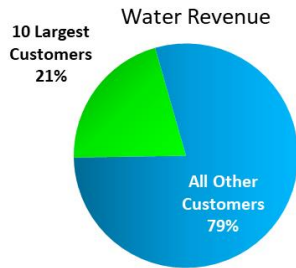




Ten Largest Customers Measured by Water and Wastewater Revenues

TEN LARGEST WATER AND SEWER CUSTOMERS MEASURED BY CONSUMPTION IN GALLONS AND WATER AND SEWER REVENUES For the Fiscal Year Ended April 30, 2020

Customer	Water Revenue	Percent	Customer	Wastewater Revenue	Percent
Fresh Express	\$ 2,674,473	5.02%	Fresh Express	\$ 1,699,893	3.77%
Clayton County Board of Education	1,560,615	2.93%	Marcre Sales Inc	381,928	0.85%
City of College Park	1,542,749	2.89%	Clayton County Board of Commissioners	361,045	0.80%
Clayton County Board of Commissioners	1,325,561	2.49%	Deer Creek MHP LLC	288,155	0.64%
Clorox Company	1,092,707	2.05%	DMS Overlook LLC	271,191	0.60%
Marcre Sales Inc	695,001	1.30%	Hunter Ridge MHP LLC	265,935	0.59%
Deer Creek MHP LLC	572,979	1.07%	Club Chef Southeast LLC	263,828	0.58%
Club Chef Southeast LLC	565,694	1.06%	Toto USA Inc	249,182	0.55%
Hunter Ridge MHP LLC	541,262	1.02%	5890 Riverdale LLC	181,829	0.40%
DMS Overlook LLC	534,985	1.00%	Fulton County Public Works Department	169,042	0.37%
10 Largest Customers	\$ 11,106,026	20.83%	10 Largest Customers	\$ 4,132,028	9.16%
All Other Customers	42,201,237	79.17%	All Other Customers	40,986,003	90.84%
Total	\$ 53,307,263	100.00%	Total	\$45,118,031	100.00%



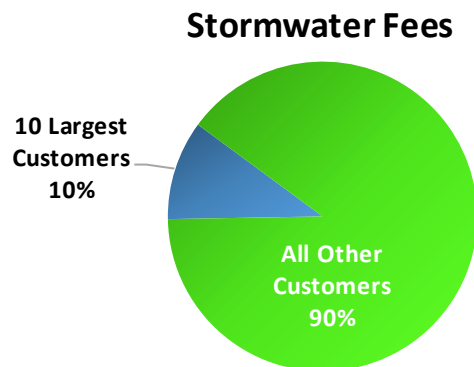


Ten Largest Customers Measured by Stormwater User Fees

STORMWATER UTILITY TEN LARGEST CUSTOMERS MEASURED BY STORMWATER USER FEES

For the Fiscal Year Ended April 30, 2020

Customer	Stormwater Fees	Percent
Department of Aviation (Hartsfield-Jackson Airport)	\$ 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%
10 Largest Customers	\$ 1,034,307	10.25%
All Other Customers	9,056,171	89.75%
Total	\$ 10,090,478	100.00%

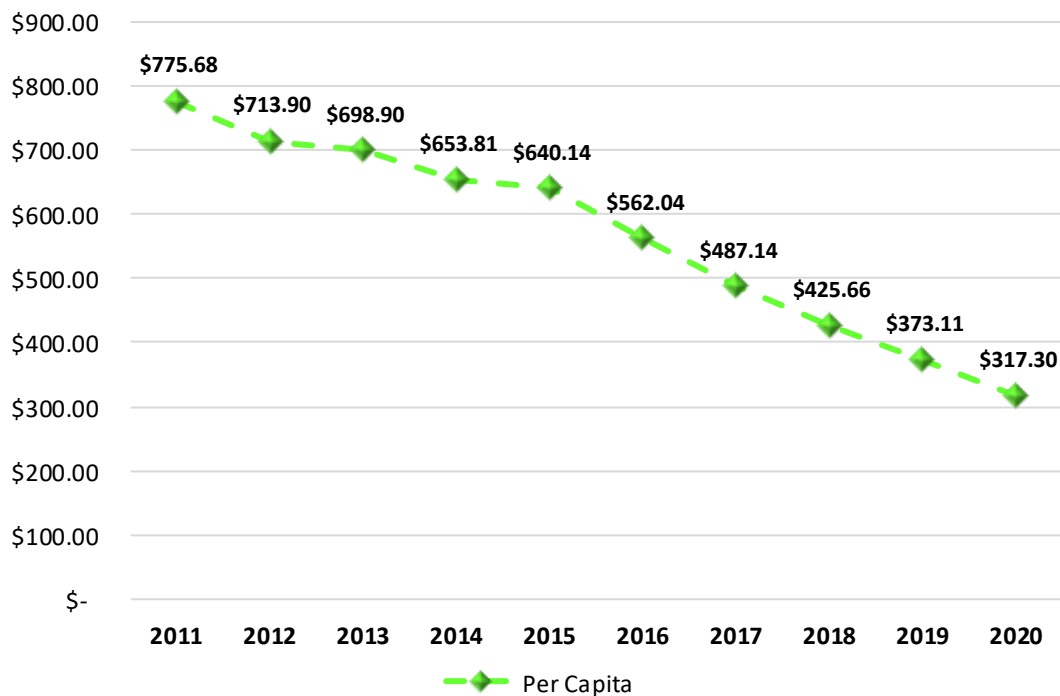




Ratio of Outstanding Debt by Type

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
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%
2019	94,555,071	11,839,256	106,394,327	373.11	1.37%
2020	75,495,210	16,400,550	91,895,760	317.30	1.13%

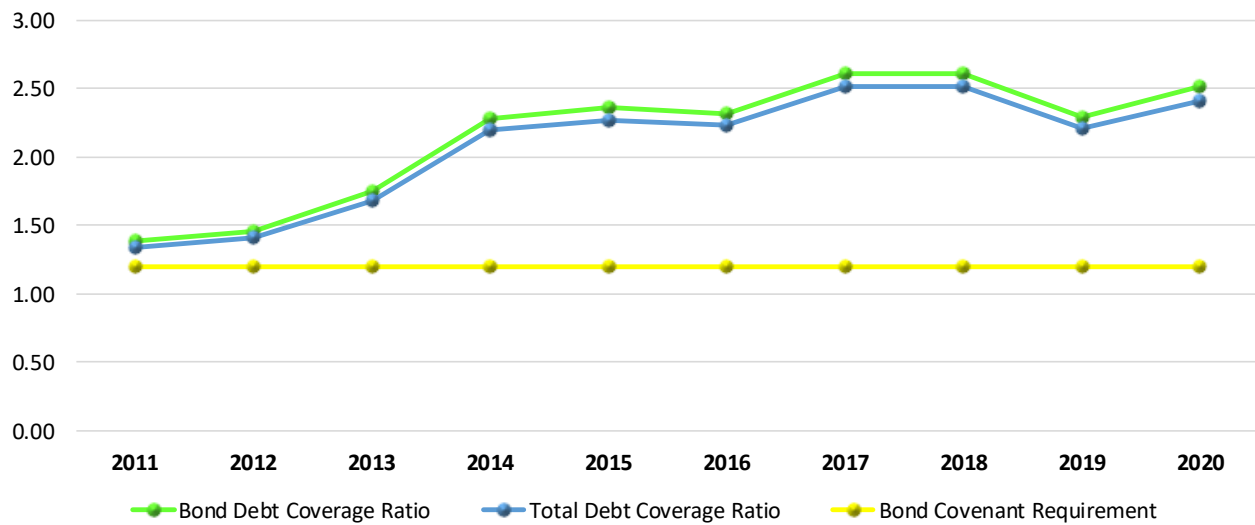




Debt Service Coverage

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
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
2019	106,897,205	61,007,289	45,889,916	20,017,864	2.29	797,647	2.20	1.20
2020	108,622,905	56,316,162	52,306,743	20,852,850	2.51	845,026	2.41	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.

G **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.

N

Net Position: Proprietary Fund equivalent to fund balance of a governmental fund. It is equal to the difference between assets and deferred outflows of resources and liabilities and deferred inflows of resources.

O

Open Cut: Trench excavation for pipe installation.

Operating Budget: Authorized expenditures for on-going day-to-day services ;(e.g., maintenance, materials, supplies, etc.).

Outfall: An 18-inch or larger pipe that is a trunk-line sanitary sewer. These large sewer pipelines connect to smaller sewer lines that navigate waste from various areas of the system up to treatment facilities.



P

PACP Codes: Pipeline Assessment Certification Program, standard codes for pipe condition.

Pay-As-You-Go Financing: A term used to describe a financial policy by which the capital program is financed from current revenue rather than through borrowing.

Performance Measures: Specific quantitative and qualitative measures of work performed as an objective of a department or business unit.

Personal Services: Expenditures for salaries, wages and fringe benefits of a government's employees.

Pipe Types:

- Cast Iron (used in water systems)
- CIPP - Cured in Place Pipe (used in sewer and stormwater systems)
- CMP - Corrugated Metal Pipe (used in sewer and stormwater systems)
 - Aluminized CMP
 - Bituminous CMP
- Concrete (used in sewer systems)
- Copper (used in water systems)
- DIP - Ductile Iron Pipe (used in sewer and water systems)
- Galvanized (used in water systems)
- HDPE - High Density Polyethylene Pipe (used in stormwater systems and recently in sewer systems)
- PVC - Polyvinyl Chloride Pipe (used in sewer systems)
- RCP - Reinforced Concrete Pipe (used in sewer and stormwater systems)
- Steel (used in sewer systems)
- VCP - Vitrified Clay Pipe (used in sewer systems)

Policy: A plan, course of action or a guiding principle designed to set parameters for decisions and actions.

Potable Water: Drinking water.

Primary Treatment: A wastewater treatment process that takes place in a tank and allows those substances in wastewater that readily settle or float to be separated from the water being treated.

Purchase Order: A document issued to authorize a vendor or vendors to deliver specified merchandise or render a specified service for stated estimated price. Outstanding purchase orders are called encumbrances.

R

Raw Water: Untreated water.

Reserve: An account used to indicate that a portion of a fund's fund balance is legally restricted for a specific purpose or commitment and is, therefore, not available for general appropriation.



Reservoir: A structure or impoundment for physically storing raw water.

Revenue: The term designates an increase to a fund's asset that does not increase a liability, represent a repayment of an expenditure already made, represent a cancellation of certain liabilities or represent an increase in contributed capital.

Revenue Bonds: Bonds where pledges are made to dedicate specific revenue sources to repay the bonds.

Risk Management: An organization goal to protect a government's assets against accidental loss in the most economical method.

S

Safe Drinking Water Act (SDWA): Act passed by the U.S. Congress (most recently amended in 1996) to control drinking water quality.

Secondary Treatment: Usually following primary treatment, secondary treatment employs microorganisms to reduce the level of biochemical oxygen demand (BOD) in wastewater.

Sludge: Solid residue from wastewater treatment.

Stormwater Utility: A stormwater utility is essentially a special assessment district set up to generate funding specifically for stormwater management. Users within the district pay a stormwater fee and the revenue thus generated directly supports maintenance and upgrade of existing storm drain systems; development of drainage plans, flood control measures and water-quality programs; administrative costs; and sometimes construction of major capital improvements.

Supervisory Control and Data Acquisition (SCADA): Equipment and computer technology used to monitor and control the water distribution and wastewater conveyance systems.

T

Tap Fees: Fees charged to join or to extend an existing utility system. Also referred to as system development fees or connection fees.

W

Work Load Indicators: Units of work produced by a department or budget unit which indicates the output.



Acronyms and Abbreviations

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



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



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