



Adopted Budget

2022 - 2023



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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 2022-2023. 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 2 years, the nation has experienced over a million deaths due to this ongoing pandemic. 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 2021-2022, 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 ten percent adjustment to both water and sewer rates was implemented in fiscal year 2020 – 2021, a five percent increase was implemented in fiscal year 2021 - 2022, and effective January 1, 2023, a three percent adjustment will be necessary and is included in the 2022 – 2023 budget. Even with these increases, our rates will remain among the lowest in the metro-Atlanta area.

With these rate adjustments, the 2022 – 2023 budget assumes our revenues will increase \$4.4 million or 3.5 percent 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 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 remains strong with the retirement of our final bond series on May 1, 2023. The last year of debt service for the 2012 Series revenue bonds will be funded entirely from cash in the debt service reserve account which allowed \$20 million from the 2022 - 2023 budget 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,

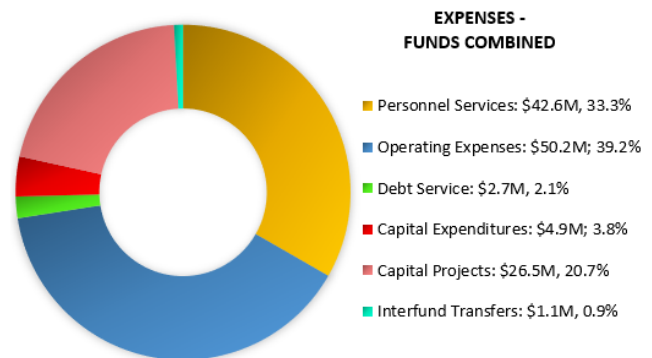
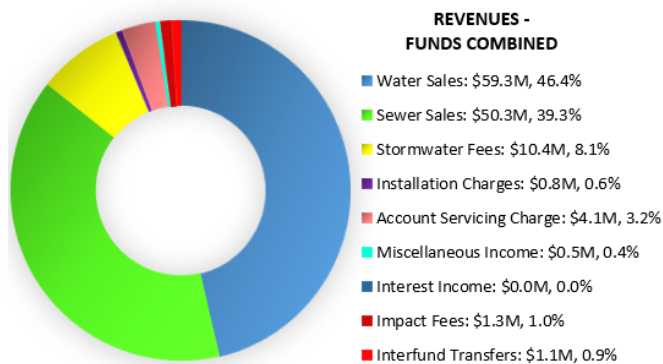
Acknowledgement

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 2022 – 2023

	Water and Sewer Fund	Stormwater Fund	Total	% Chg FY2021 -22
Revenues				
Water Sales	\$ 59,310,394	\$ -	\$ 59,310,394	3.6%
Sewer Sales	50,311,536	-	50,311,536	3.5%
Stormwater Fees	-	10,370,802	10,370,802	4.6%
Installation Charges	820,570	-	820,570	9.2%
Account Servicing Charge	3,968,968	157,205	4,126,173	1.3%
Miscellaneous Income	519,342	658	520,000	0.2%
Interest Income	16,038	2,952	18,990	-51.8%
Impact Fees	1,311,337	-	1,311,337	11.8%
Interfund Transfer from Stormwater	1,111,050	-	1,111,050	-7.0%
Total Revenues	\$ 117,369,235	\$ 10,531,617	\$ 127,900,852	3.5%
Expenses				
Personnel Services	\$ 40,303,509	\$ 2,288,332	\$ 42,591,841	9.6%
Operating Expenses	46,896,300	3,263,170	50,159,470	4.5%
Debt Service	2,655,338	8,700	2,664,038	-88.4%
Interfund Transfers: to W&S	-	1,111,050	1,111,050	-7.0%
Capital Expenditures	4,699,588	219,000	4,918,588	45.8%
Capital Projects	22,814,500	3,641,365	26,455,865	187.5%
Total Expenses and Appropriations	\$ 117,369,235	\$ 10,531,617	\$ 127,900,852	3.5%





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**.

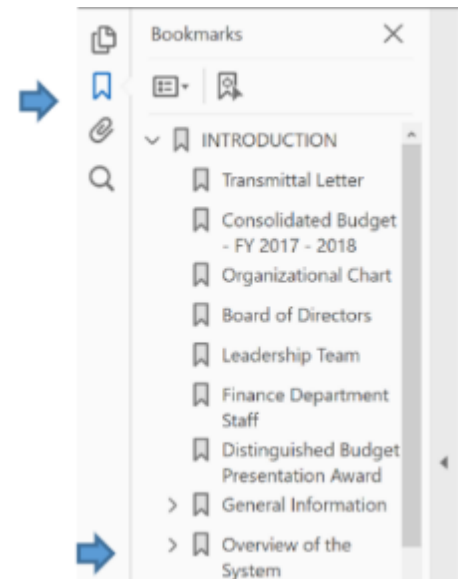
INTRODUCTION



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/>

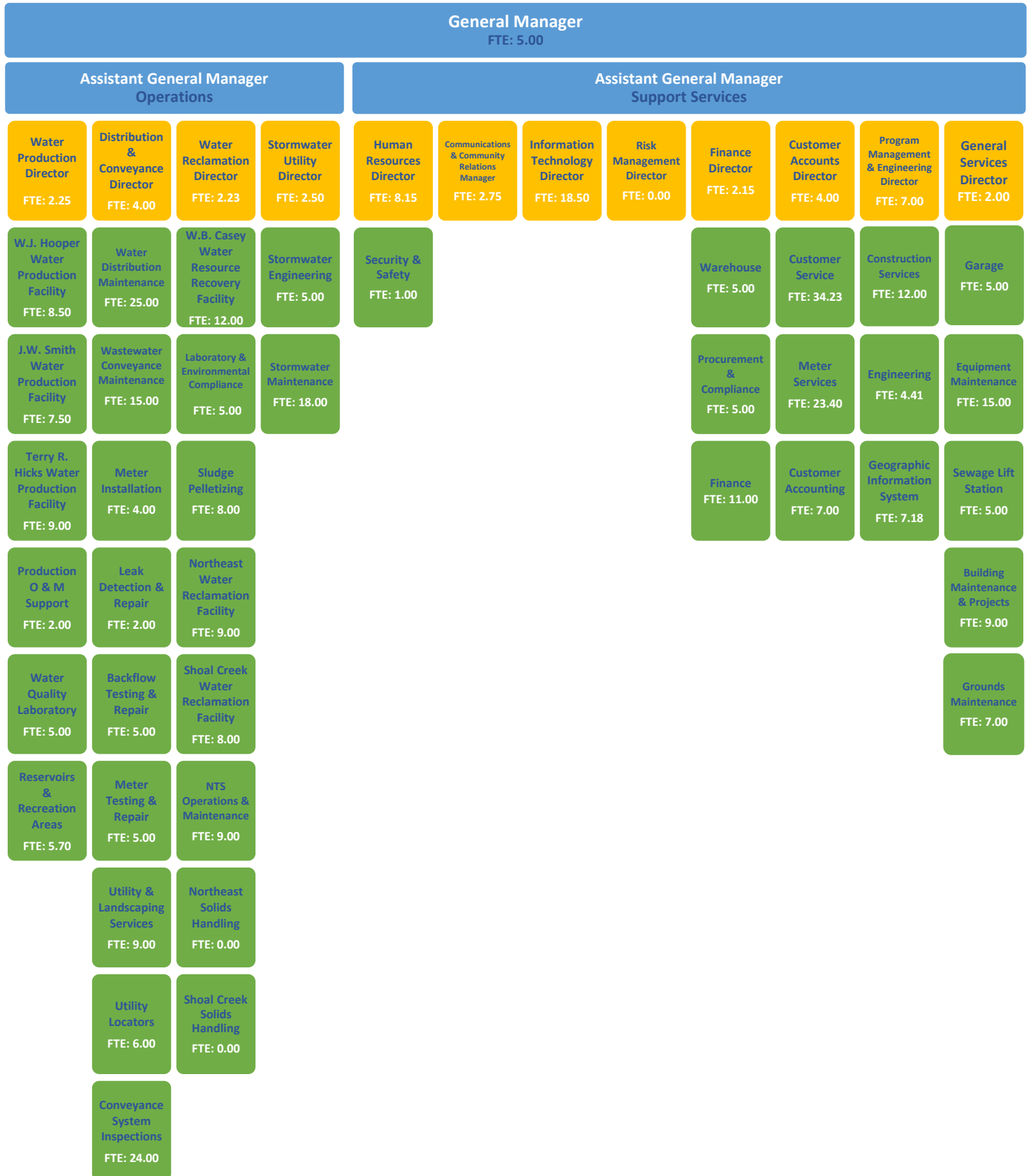
Blog: <https://www.ccwa.us/blog/>

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

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



Organizational Chart





Board of Directors

Member



Emma
Godbee

Member



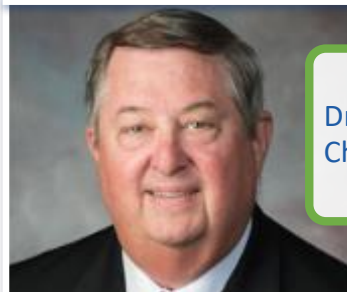
Mike
Thomas

Member



Dr.
Cephus
Jackson

Member



Dr. John
Chafin

Vice Chair



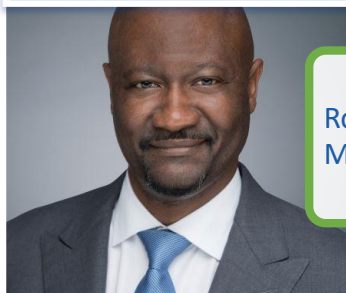
Marie
Barber

Secretary - Treasurer



Rodney
Givens

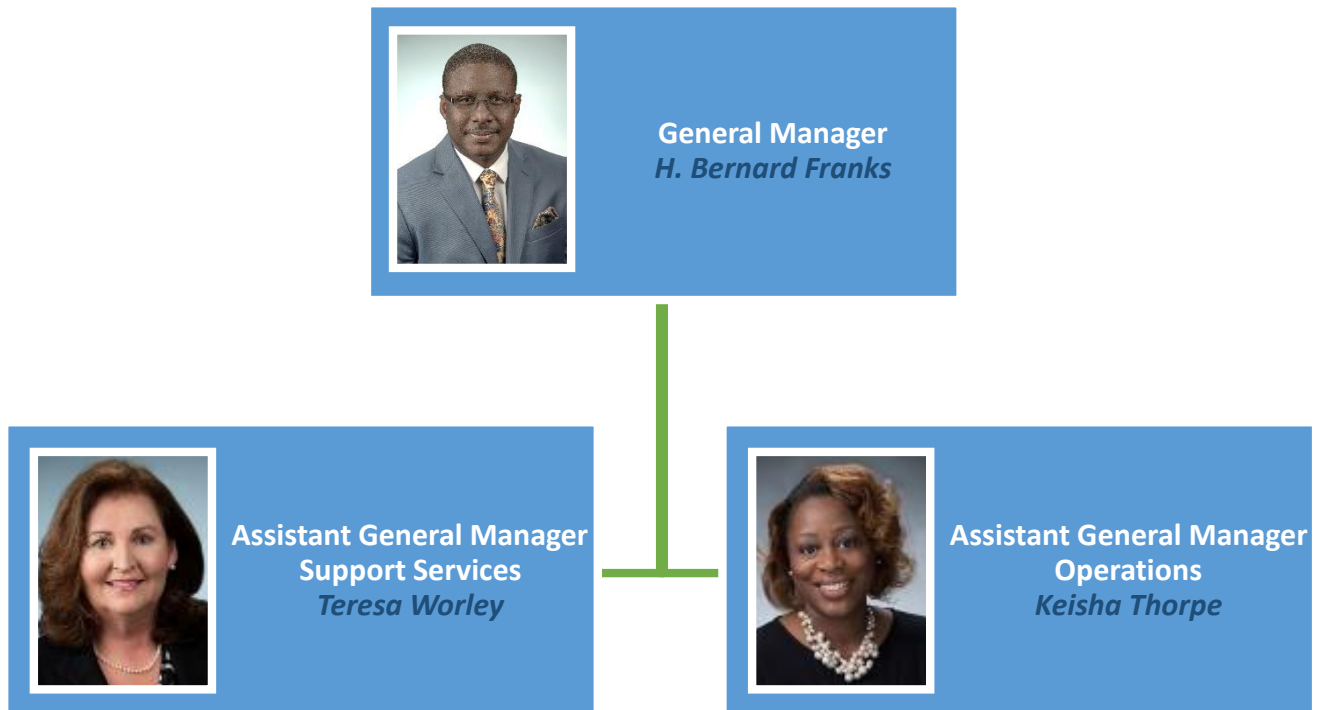
Chair



Robin
Malone



Leadership Team

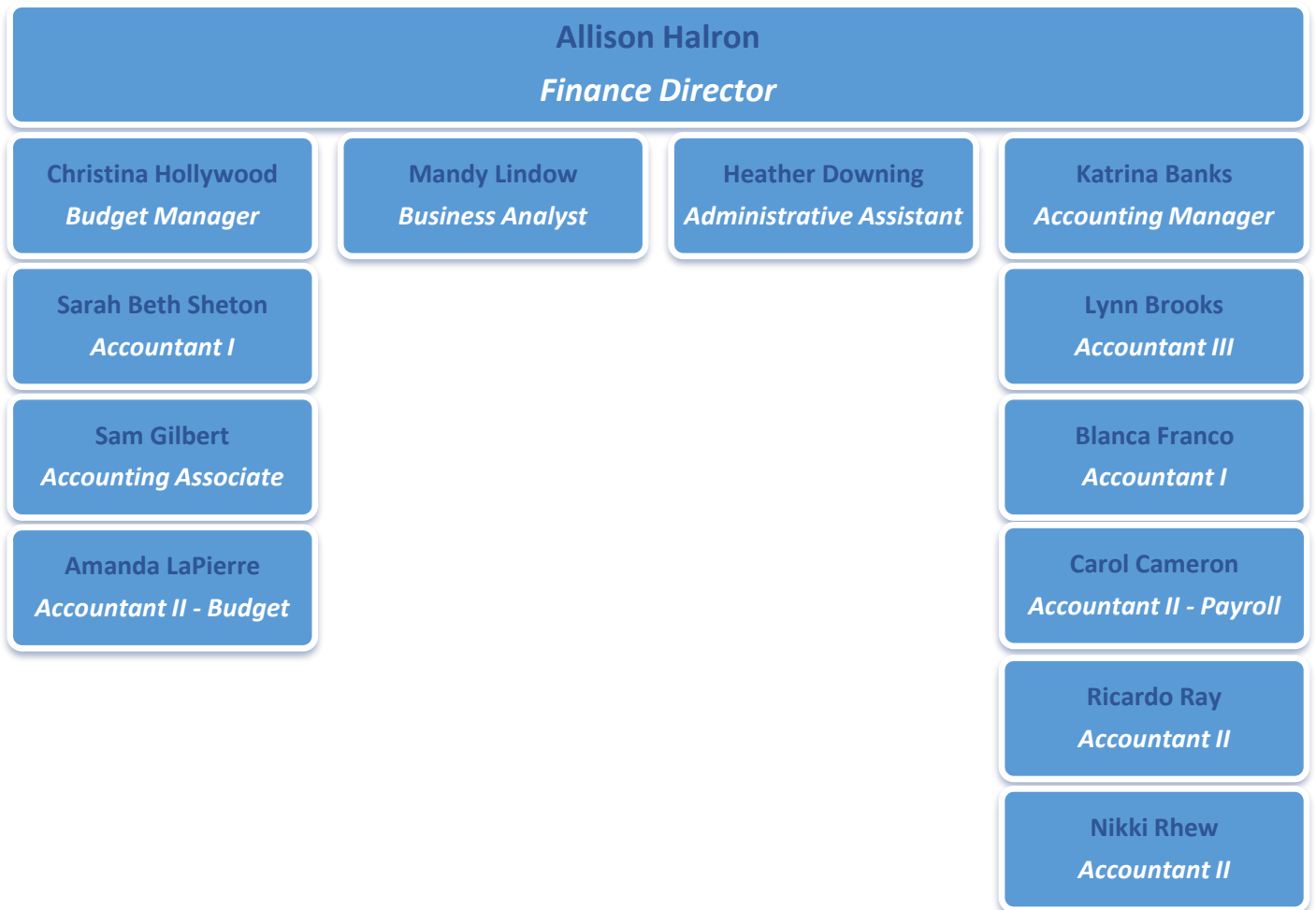


Suzanne Brown
 Anquilla Henderson
 Allison Halron
 Kendra Staniel
 Tommy Higginbotham
 Lamar Hamlin
 Brent Taylor
 Kevin Osbey
 Karen Riser
 Coty McDaniel
 Kelly Taylor
 Rodney Perkins

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

**Clayton County Water Authority
Georgia**

For the Fiscal Year Beginning

May 01, 2021

Christopher P. Morrill

Executive Director

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, 2021. 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.

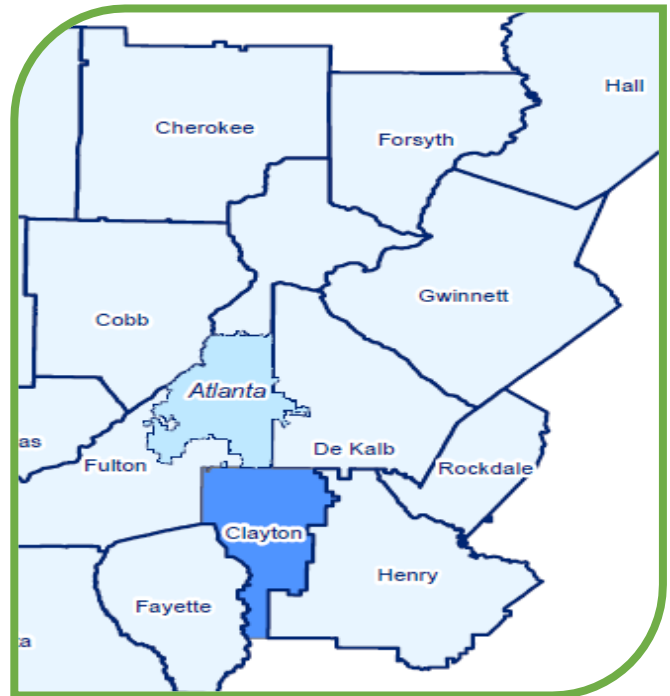
This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award. This is the Authority's 14th year of receiving the award.



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.



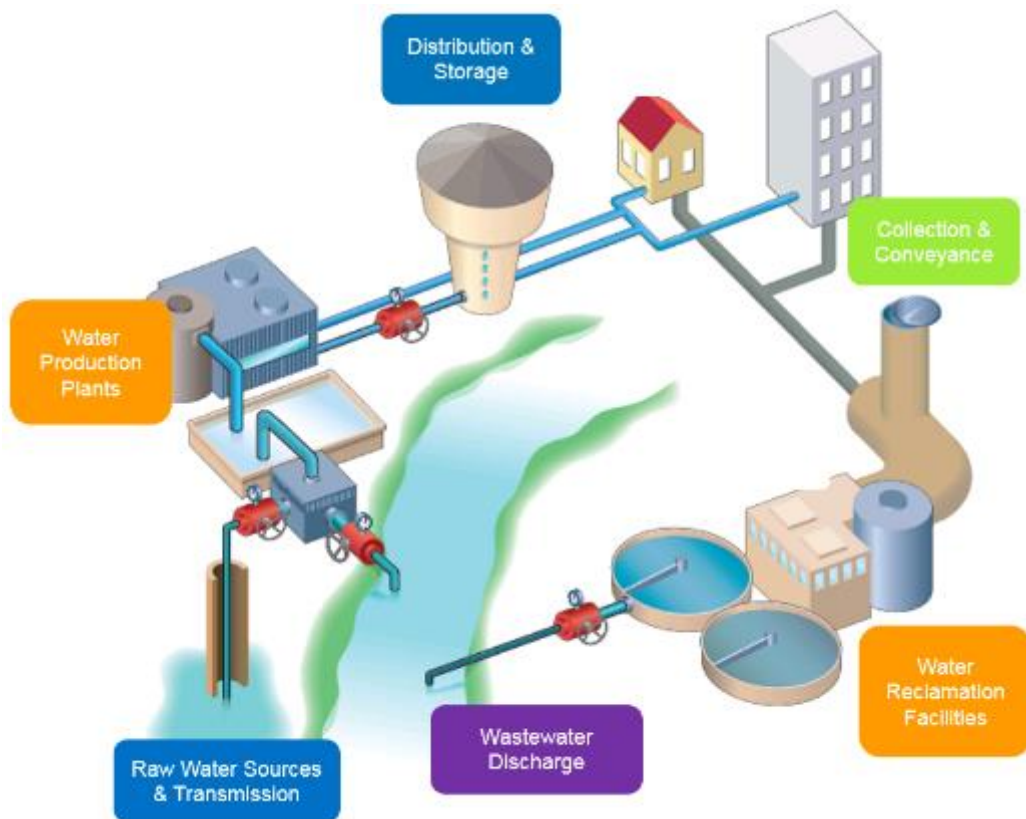
Structure

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.

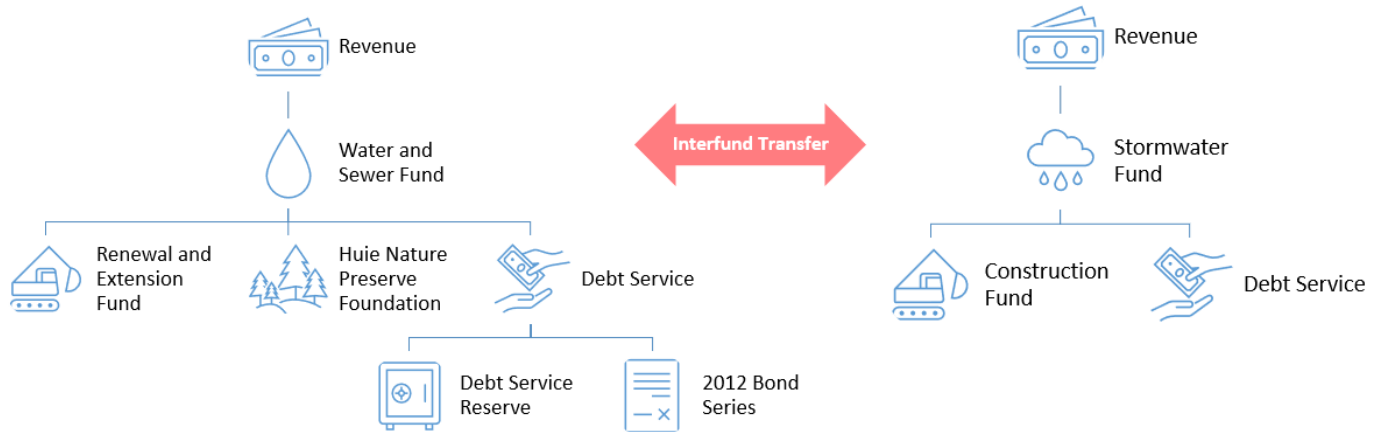
- **Stormwater Management:** Directs, manages and controls the efforts of the Stormwater Utility section. **Business Unit – 201**
- **Stormwater Engineering:** Manages construction plan to ensure compliance with State and Federal regulations and mandates. **Business Unit – 205**
- **Stormwater Maintenance:**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

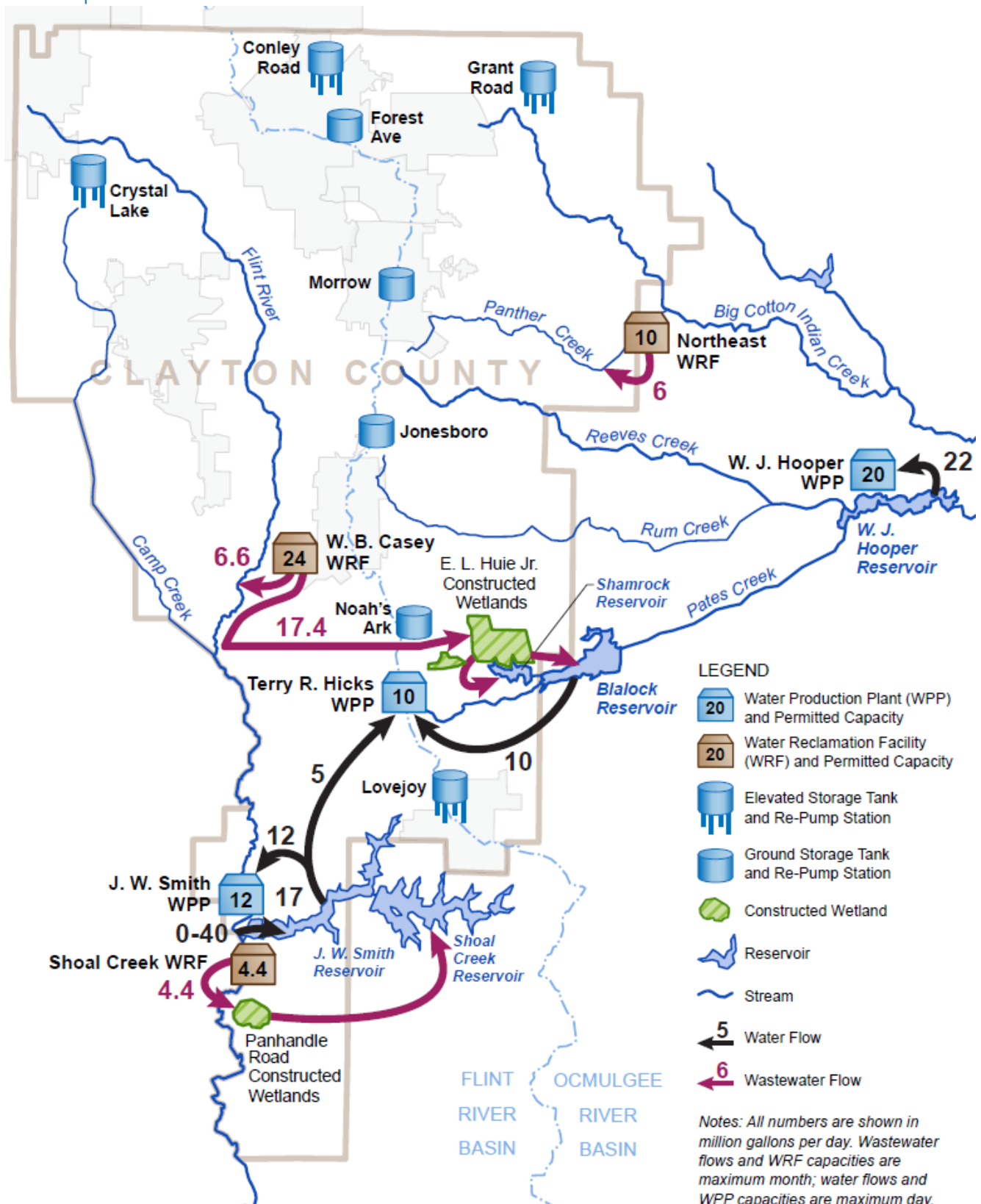
- **6 City systems**
- **1 County system**
- **500 miles of piping**

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 87,000 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.

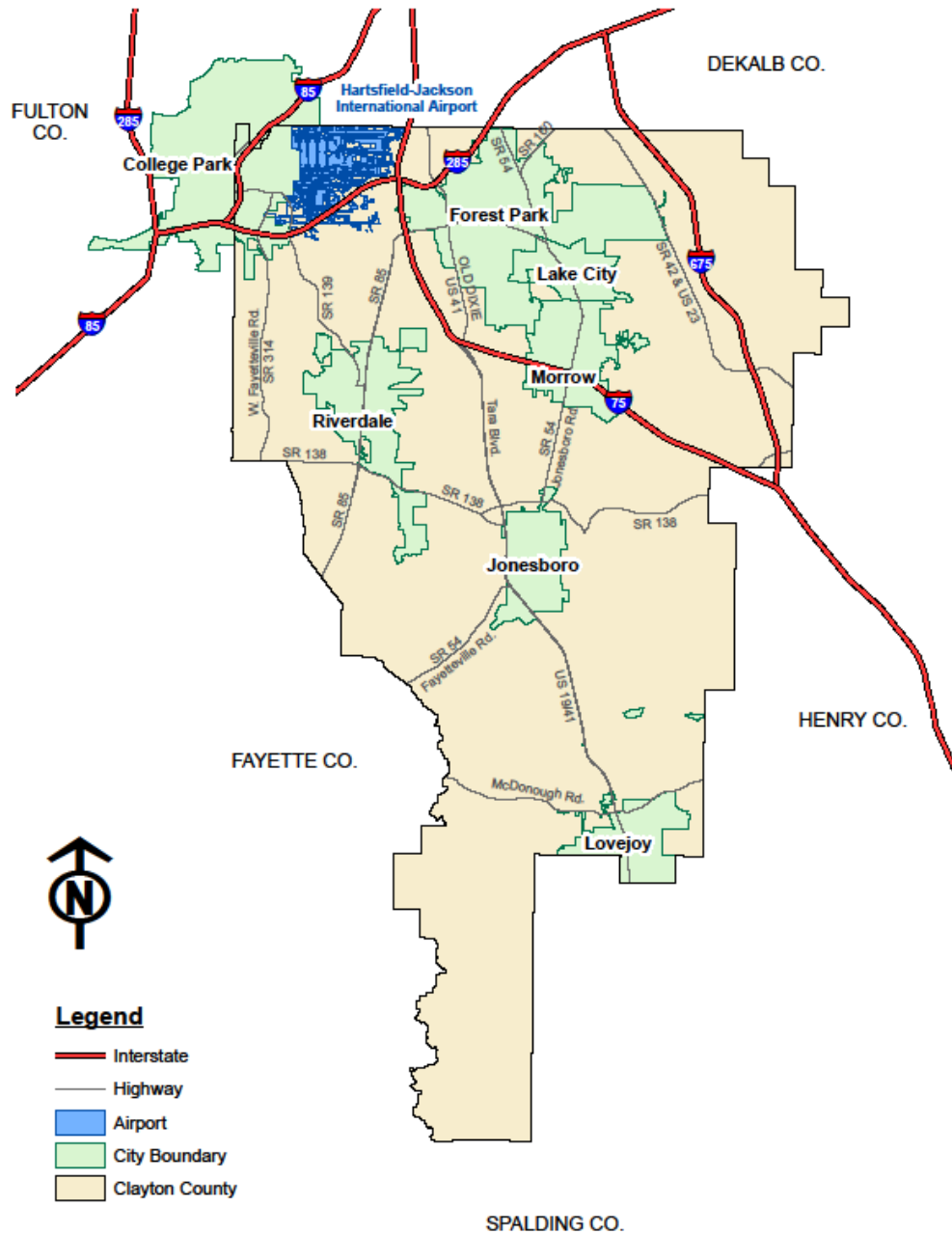




Community Profile

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 297,595 residents, according to the 2020 census, 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 serves 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

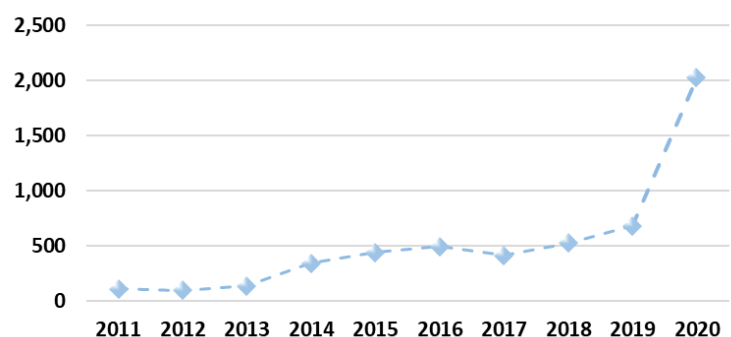
The Clayton County Board of Education currently operates 66 public schools, thirteen of which are high schools. There are also five private schools currently operating in the county. The higher education facility located in the County itself is Clayton State University, which is part of the University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

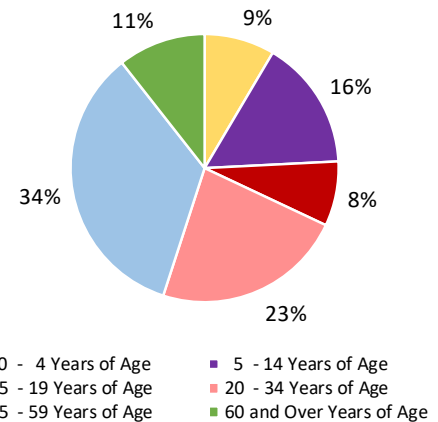
A modern, extensive transportation and logistical infrastructure allows Georgia to compete effectively in a global marketplace. Hartsfield-Jackson International Airport is the world's busiest passenger airport and 10th-largest in the nation for cargo. Georgia's deep-water ports and inland barge terminals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

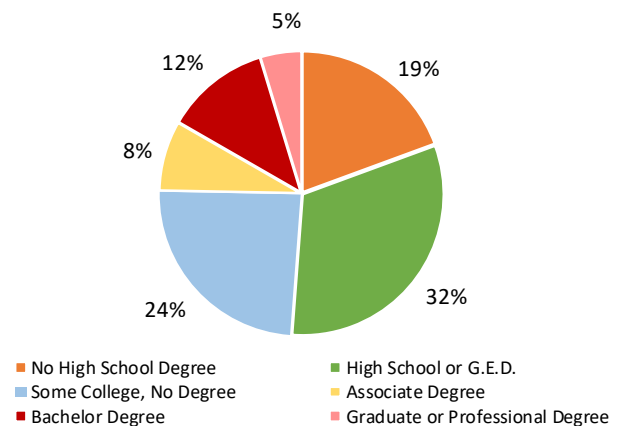
Hartsfield-Jackson Atlanta International Airport is a powerful economic driver and two community improvement districts (CIDs), Airport West and Airport South (North Clayton County), have joined forces as the *Atlanta Aerotropolis Alliance* to assist the airport into becoming a major economic hub. These 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 \$9.5B 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 11-stage, 33-acre studio complex in 2010 on the former Lakewood Fairgrounds. Fayette County, Clayton County's southside neighbor, boosts Trilith studios (Pinewood Atlanta Studios) situated on 700 acres 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 is one of the largest production facilities in the US. it showcases forty buildings on the National Register of Historic Places, twelve purpose-build sound stages with a total of 200,000 SQF, 200 acres of greenspace and a diverse backlot. This studio can film 10 to 20 productions simultaneously, employing over 5,000 people.

In 2017, Los Angeles developer of film studios stated plans 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.

FILM INDUSTRY

◆ Film Studios – South Atlanta:

- Clayton County Studios
- Atlanta Metro Studios
- Tyler Perry Studios
- EUE/Screen Gems LTD
- Trilith (Pinewood)

◆ Economic Impact to Georgia:

- \$9.5 billion
- 55,000 – 92,000 jobs
- 3,040 businesses supported

◆ Number of Productions:

- 2021: 366
- 2020: 242
- 2019: 391
- 2018: 455

◆ 2020 Emmy Nominations - Georgia:

- 50

◆ Famous Productions:

- Walking Dead
- Black Panther
- Hidden Figures
- Hunger Games
- Stranger Things
- Ozark
- Watchmen

Source: Georgia Department of Economic Development



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 re-viewing 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.

The Georgia Department of Economic Development (GDEcD) announced that during 2021, the film and television industry set a record with \$4 billion in direct spending on productions in the state. The Georgia Film Office, a division of GDEcD, reported that these numbers are due to a variety of factors in addition to the state's overall attractiveness to the film industry, including an earlier safe return to production, pent-up demand from the COVID-19 hiatus, and the associated expenses to mitigate risk.

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.

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



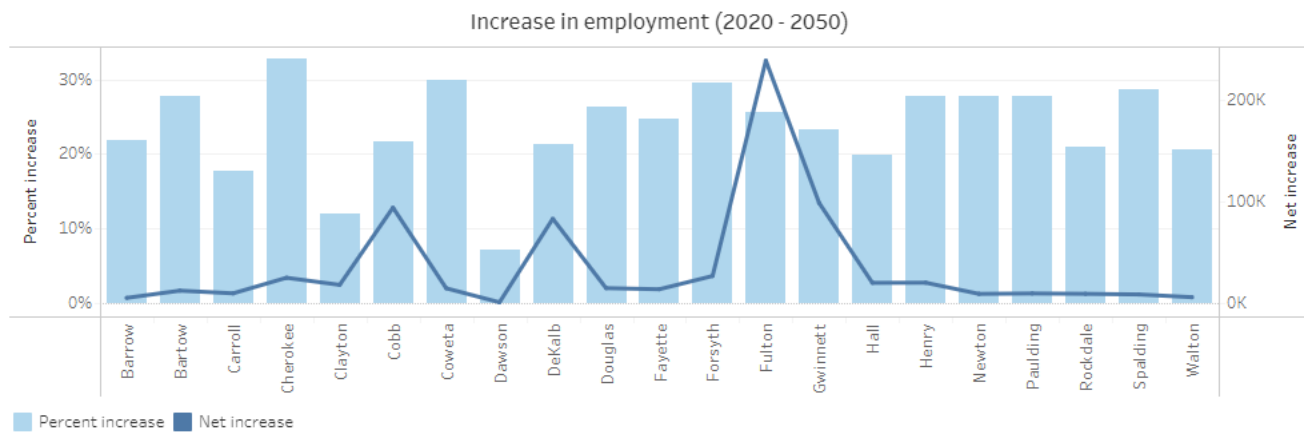
a complete vertical supply chain company that provides services from tomato ripening and repacking, to processing and transportation.

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 per cent.

Employment By County Growth: 2015-2050



Source: Atlanta Regional Commission; [21-County Data Dashboard - 33n \(atlantaregional.com\)](https://atlantaregional.com/21-county-data-dashboard-33n)

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

Information and record clerks	11,500
Air transportation workers	11,300
Motor vehicle operators	9,800
Retail sales workers	8,100
Material moving workers	7,500
Food and beverage serving workers	6,800
Material recording, scheduling, dispatching, and distributin..	5,300
Building cleaning and pest control workers	4,400
Vehicle and mobile equipment mechanics, installers, and	4,100
Construction trades workers	4,100
Business operations specialists	4,000
Other office and administrative support workers	4,000
Other installation, maintenance, and repair occupations	3,700
Secretaries and administrative assistants	3,400
Personal appearance workers	3,300

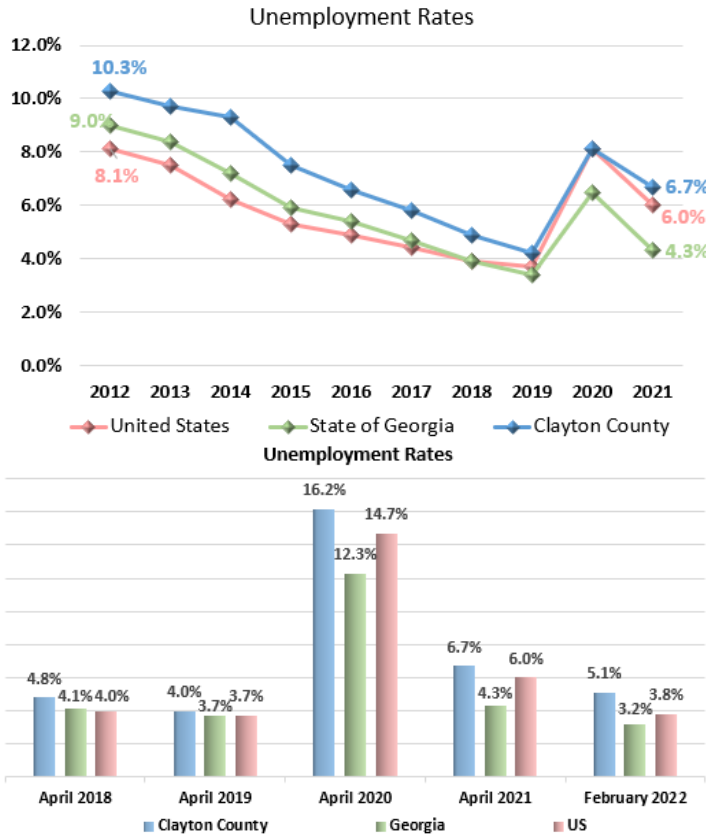
Top 15 Occupations by County, 2050

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

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



Unemployment Rates 2012 – 2021



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 6.0% unemployment, the State of Georgia reported 4.3% unemployment, and Clayton County, GA reported 7.4% unemployment. These figures are not seasonally adjusted. The top graph to the right displays unemployment figures for the ten years from May 2012 through May 2021.

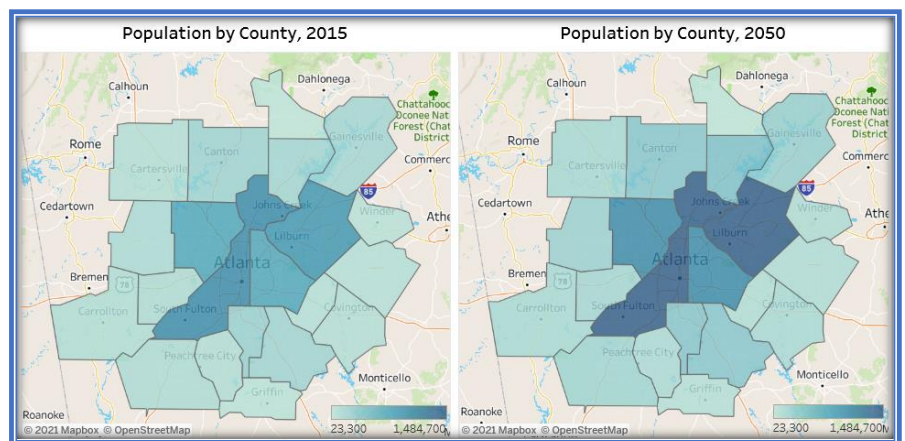
The second graph unemployment graph to the right, compares February 2022 to the previous four years in April, unemployment rates are close to pre-pandemic levels seen in April 2020.

(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.



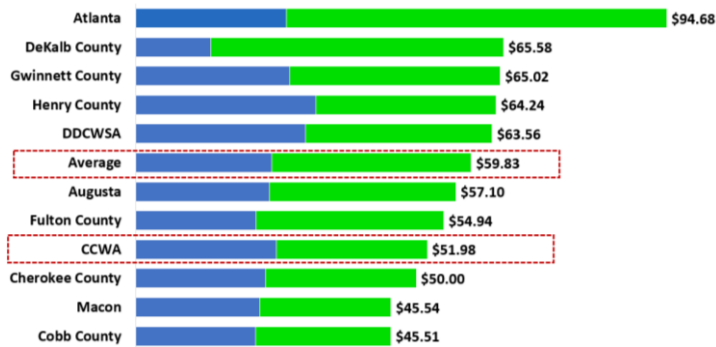
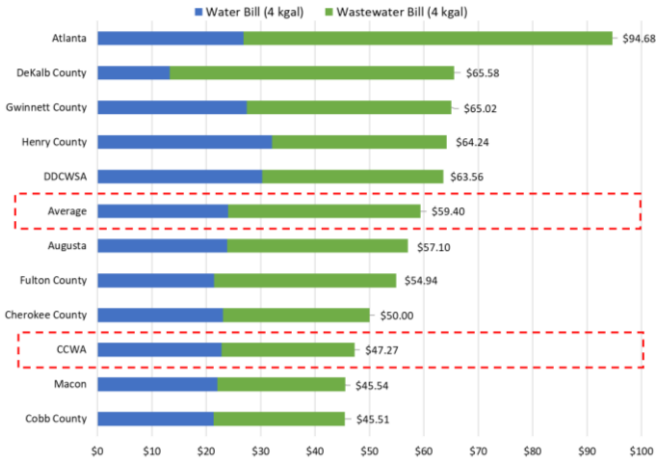
Quality and cost of labor are key drivers in every location decision. Georgia's Quick Start work force development program is one of the best in the nation and provides customized training at no cost to qualified companies in an array of industries. Nearly one million workers at 6,200 companies of all sizes have benefited from Quick Start. Eighteen Fortune 500 companies and thirty-two Fortune 1000 companies have headquarters in Georgia.



Water and Sewer Bill Comparison

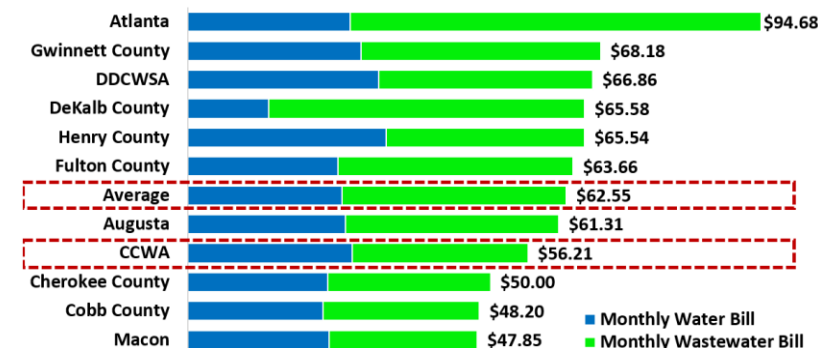
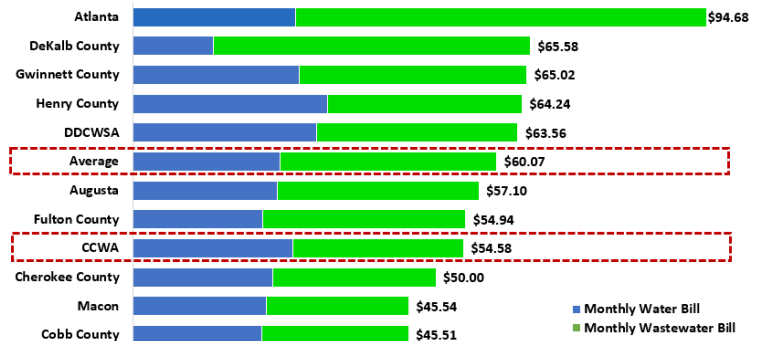
The chart to the right shows single-family residential water and sewer bills for a typical customer using 4,000 gallons of water in comparison to other benchmark water utilities at the Authority's May 2016 water and sewer rates.

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 was impacted by the 5 percent rate adjustment implemented on January 1, 2022. The average customer bill increased \$2.60 a month to \$54.58 and the Authority's rates remained below average in comparison to its metro-Atlanta counterparts.



The graphic to the left demonstrates how the same customer bill will be impacted by the 3 percent rate adjustment to be implemented on January 1, 2023. The average customer bill will increase \$1.63 a month to \$56.21 but the Authority's rates will remain below the average of other utilities in the metro-Atlanta area.

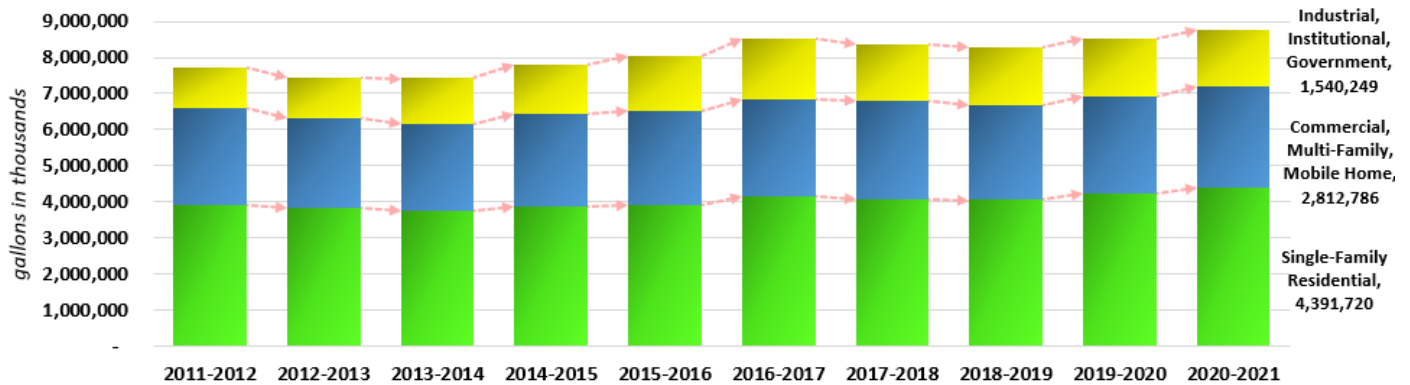


Financial Highlights and Trends

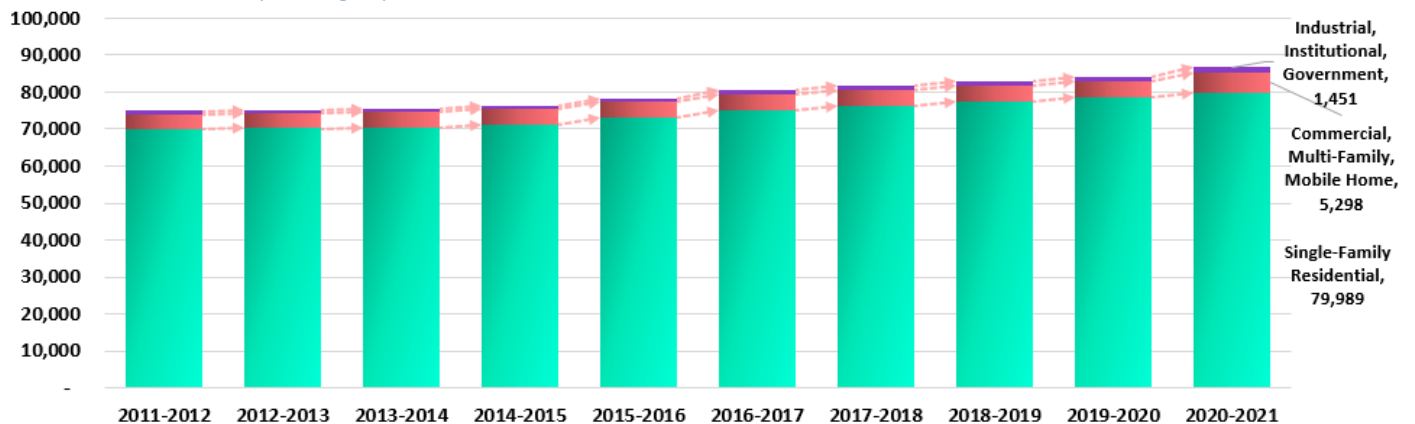
Water usage has increased 13 percent since FY 2011-2012 and has averaged 2 percent annual growth over the past five fiscal years. Drought conditions in FY 2016-2017 increased usage 6 percent from the prior year. Sewer usage, measured against water usage, has followed the same pattern. The number of water and sewer customers has also increased 16 percent since FY 2011 – 2012 and has averaged 2 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 Category

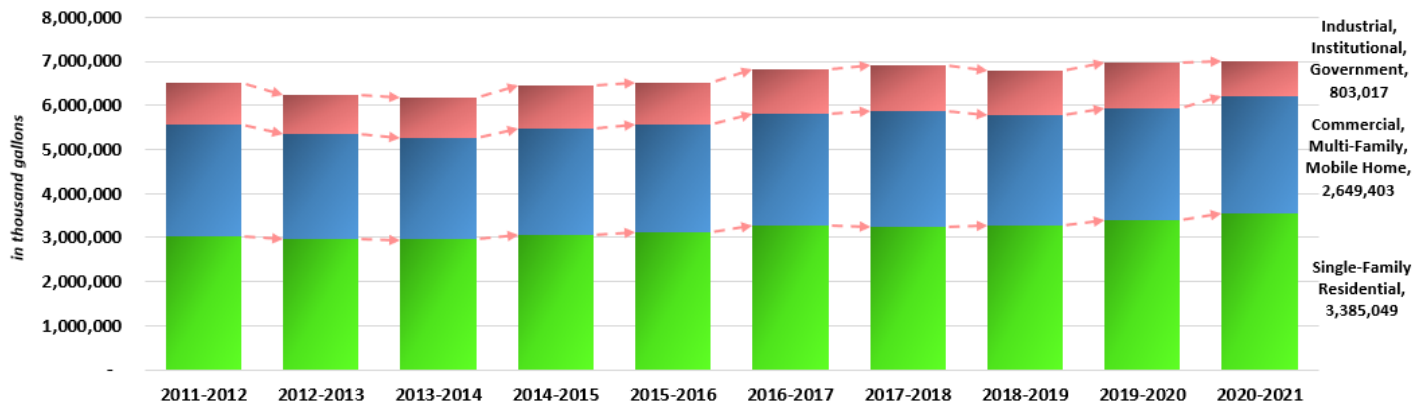


Water Customers by Category

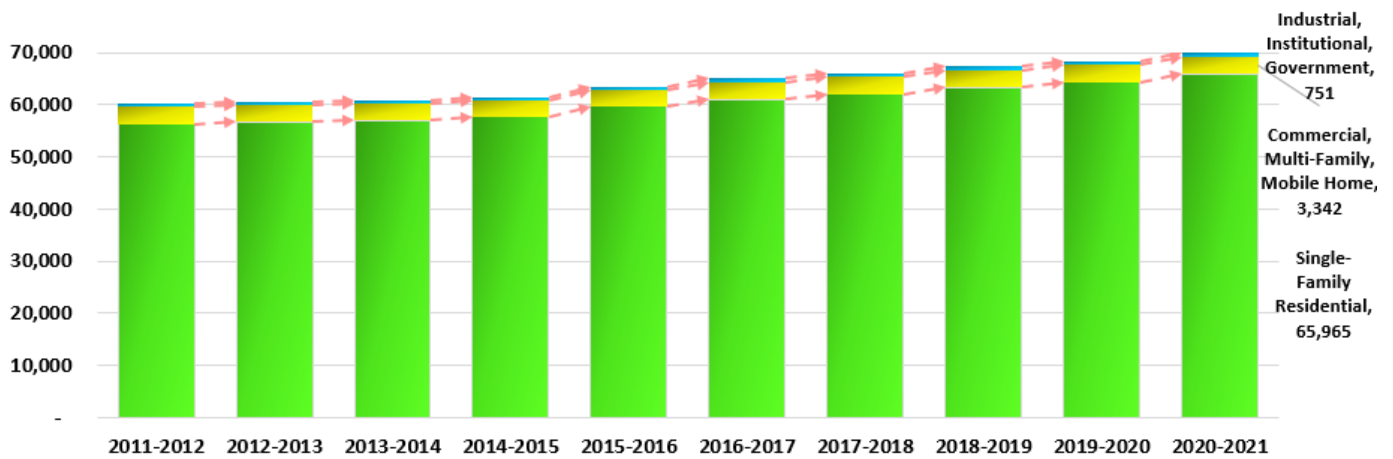




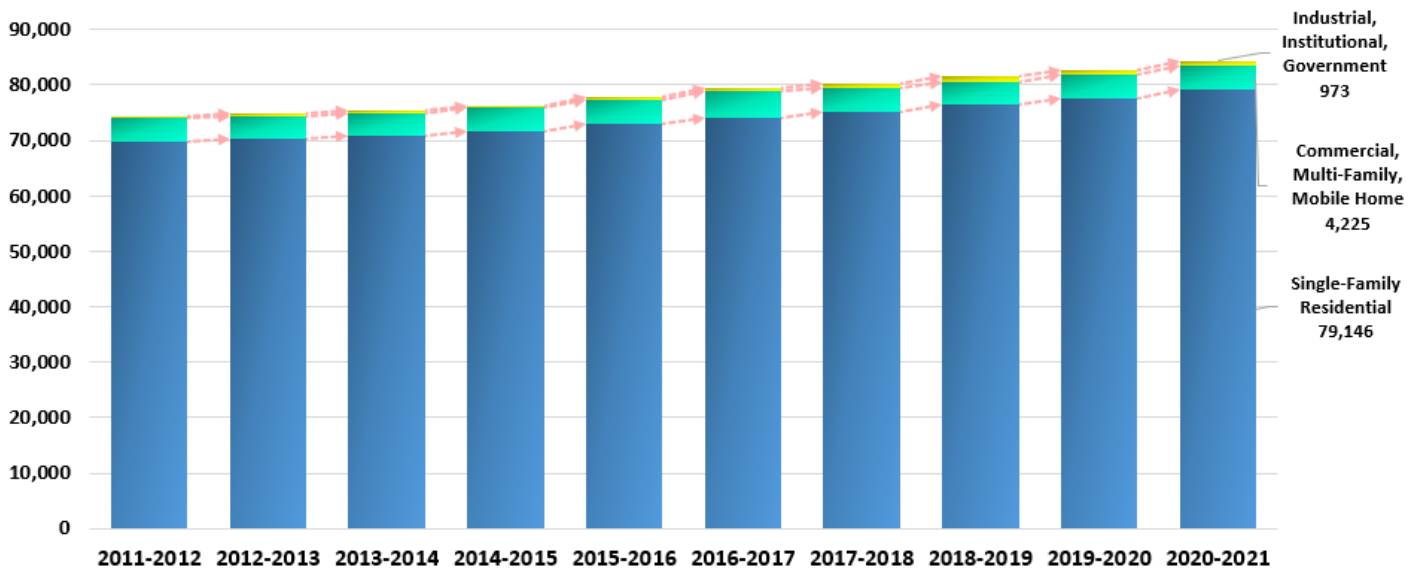
Annual Sewer Usage by Customer Category



Sewer Customers by Category



Stormwater Customers by Category



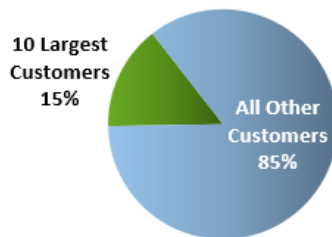


Top 10 Customers

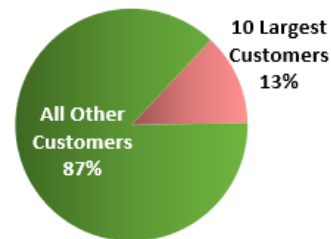
The tables below list the Authority's customers by type of service for fiscal year ended April 30, 2021.

Water			Wastewater		
Customer	Revenue	Percent	Customer	Revenue	Percent
City of College Park	\$ 1,792,705	3.3%	Fresh Express	\$ 2,071,445	4.5%
Fresh Express	1,614,941	3.0%	Clayton County Board of Commissioners	752,894	1.6%
Clorox Co	1,248,815	2.3%	Hunter Ridge MHP LLC	647,808	1.4%
Clayton County Board of Commissioners	831,543	1.6%	Anthos at Pinewood Manor LLC	376,825	0.8%
Hunter Ridge MHP LLC	610,040	1.1%	DMS Overlook LLC	372,844	0.8%
Clayton County Board of Education	504,434	0.9%	Marcie Sales Inc	355,777	0.8%
Anthos at Pinewood Manor LLC	354,169	0.7%	Clayton County Board of Education	341,813	0.7%
DMS Overlook LLC	351,030	0.7%	Deer Creek MHP LLC	332,134	0.7%
Deer Creek MHP LLC	312,676	0.6%	Club Chef Southeast LLC	325,162	0.7%
Southwood Realty Co	289,741	0.5%	DS Ashlar 2019 LLC	311,061	0.7%
10 Largest Customers	\$ 7,910,095	14.7%	10 Largest Customers	\$ 5,887,763	12.8%
All Other Customers	45,720,781	85.3%	All Other Customers	40,141,787	87.2%
Total	\$53,630,876	100.0%	Total	\$46,029,550	100.0%

Water Revenue

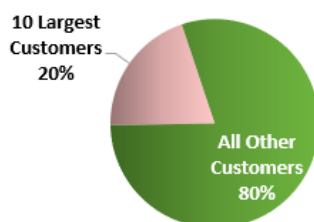


Wastewater Revenue



Customer	Fees	Percent
Department of Aviation (Hartsfield-Jackson Airport)	\$ 809,909	7.8%
Clayton County Board of Education	444,192	4.3%
Clayton County Board of Commissioners	202,971	2.0%
Georgia Power Co	150,562	1.5%
Georgia Dept of Agriculture	112,767	1.1%
Kroger	87,410	0.8%
Weeks Robinson Properties	79,809	0.8%
J C Penney Catalog Division	78,529	0.8%
Site Manager	62,452	0.6%
Clayton State University	59,108	0.6%
10 Largest Customers	\$ 2,087,709	20.1%
All Other Customers	8,278,639	79.9%
Total	\$10,366,348	100.0%

Stormwater Fees





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

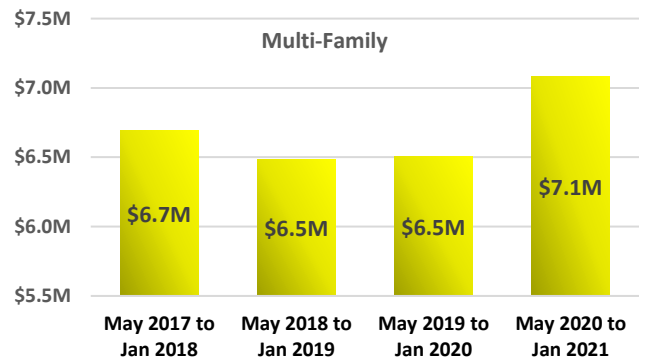
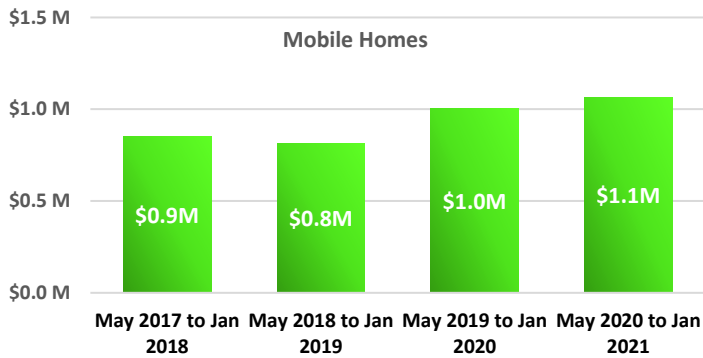
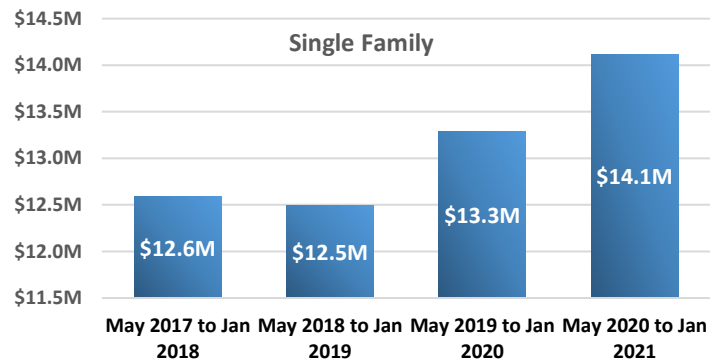
Revenue for water sales billed through January 31 for usage between May 1 through December 31 for this and the previous four years is provided in the table below. This table compares the current year revenue prior to the rate increase for January usage billed in February 2021. The revenue remained relatively 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 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.

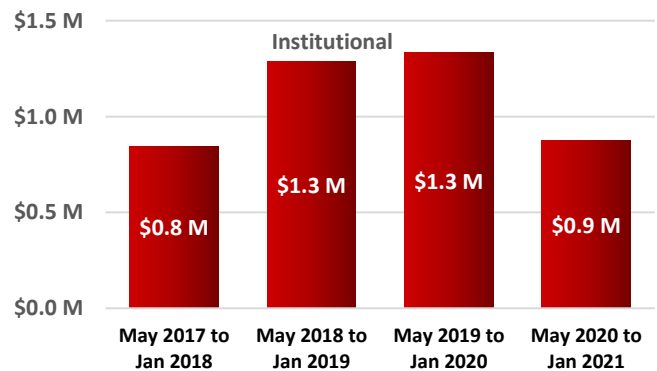
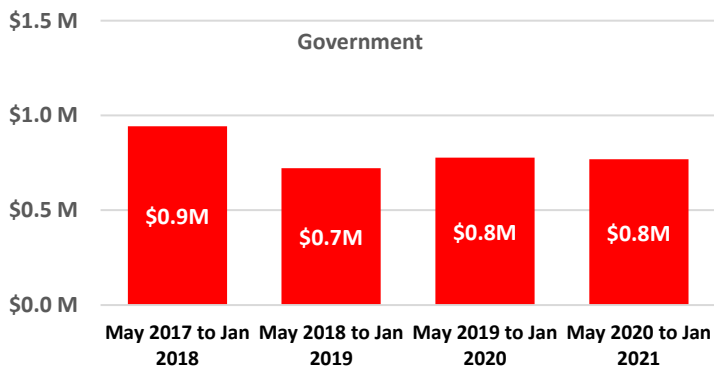
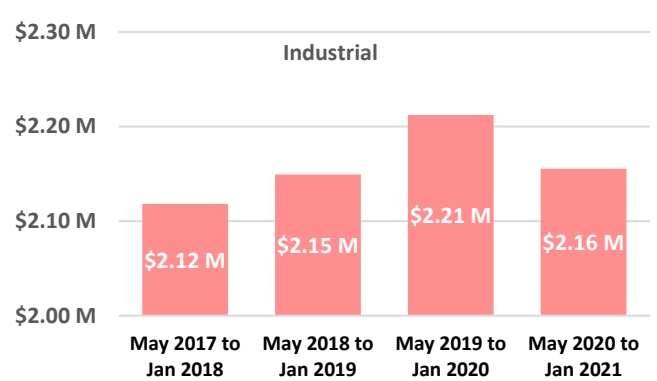
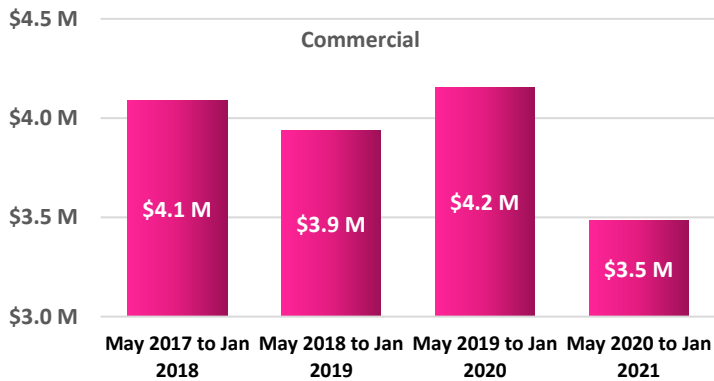
Water Sales: Category Detail	May 2016 to Jan 2017	May 2017 to Jan 2018	May 2018 to Jan 2019	May 2019 to Jan 2020	May 2020 to Jan 2021	\$ chg	% chg
Residential	\$12.99 M	\$12.59 M	\$12.49 M	\$13.29 M	\$14.12 M	\$0.83 M	6.2%
Commercial	\$4.79 M	\$4.09 M	\$3.94 M	\$4.15 M	\$3.48 M	-\$0.67 M	-16.1%
Multi-Family	\$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%



CHANGES IN RESIDENTIAL-TYPE CUSTOMER CATEGORIES

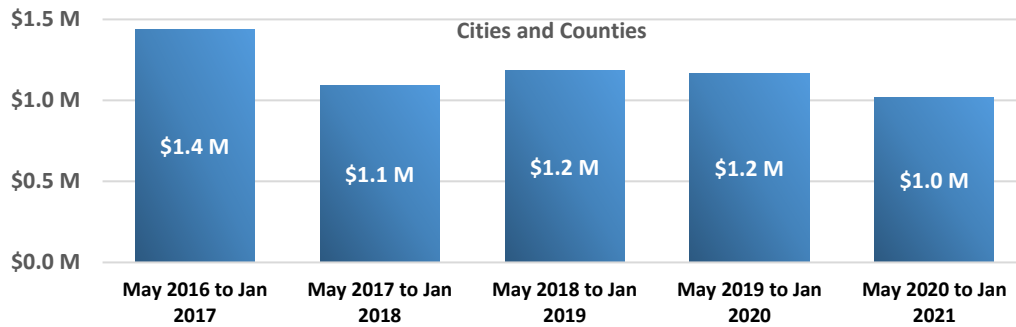


CHANGES IN NON-RESIDENTIAL CUSTOMER CATEGORIES





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.

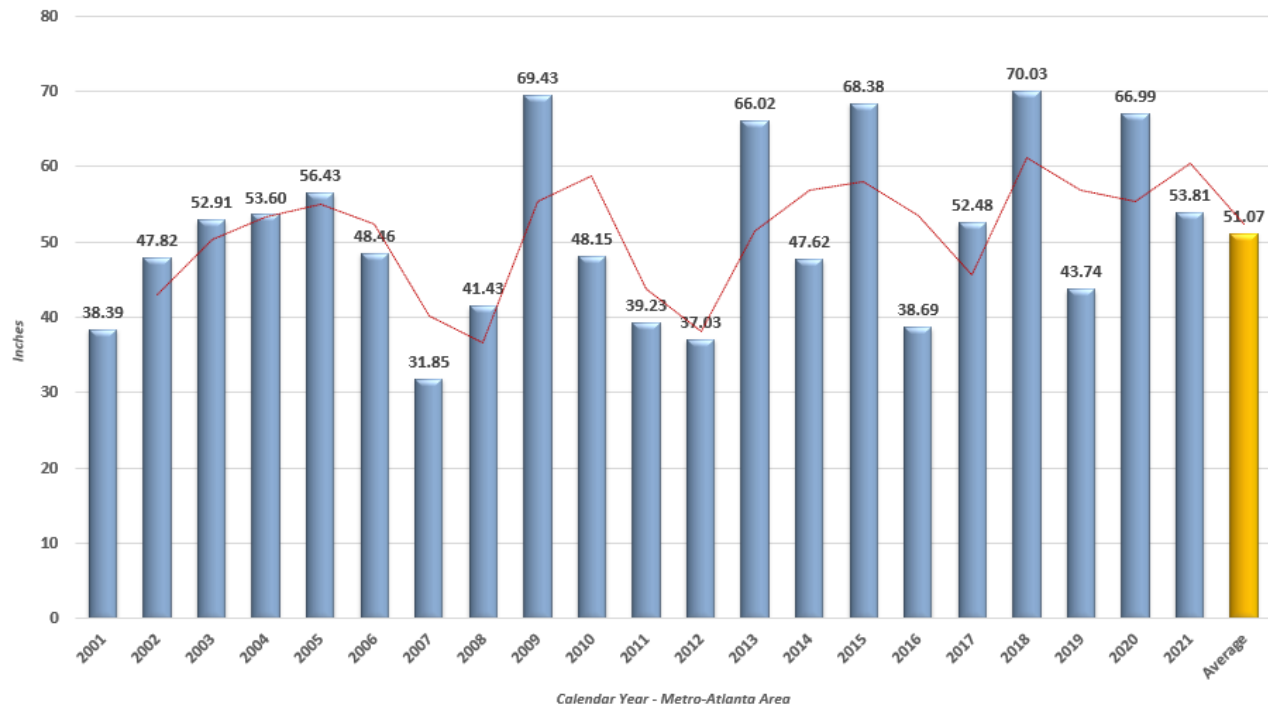
Heavy rain and wet conditions can cause infiltration and inflow (I/I) into sanitary sewer pipe systems meaning increased wastewater flows and chemical demands for treatment. Higher water flow levels increase utility costs because sewer pumps must run longer to manage the additional flow. With extremely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



Source: National Weather Service; NOAA; [National Weather Service](#)

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.

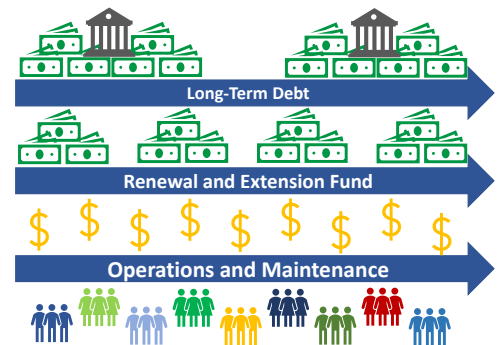


Responding to a Changing Economy

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 was implemented on January 1, 2022, and a 3 percent adjustment will go into effect on January 1, 2023.

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. The first GEFA Outfall loan went into repayment for the full \$25M on August 1, 2021. On April 30, 2022, the estimated outstanding balance will be \$23.7M. The second GEFA outfall loan is still in the disbursement phase and approximately \$6.1M in outstanding at the end of the fiscal year.

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, 2022 will be \$1.7M 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, 2022, the outstanding principal balance of this loan will be \$1.0M and its final payment will be made on March 1, 2026.

GEFA has approved two construction loans of \$50M each for the construction of biosolids treatment at the WB Casey Water Resource Recovery Facility (WRRF) with an estimated project budget of \$105M. The first GEFA Biosolids loan was approved by GEFA in January 2021 and the second loan will be approved in May 2022. Each loan has an interest rate of 0.13 percent and a repayment term of 20 years to begin when disbursement is completed. Each loan will have annual debt service of \$2.5M. At April 30, 2022 no funds had been drawn on these loans.



CCWA has one remaining bond issue with an outstanding principal balance \$38.3M as of April 30, 2022. The final payment on this bond will be made on May 1, 2023. This last year sinking fund payments for this debt service will be paid from the cash balance in the debt service reserve account. Because the FY 2022 – 2023 budget did not have to fund this debt service, and additional \$20.5M was available to self-fund capital projects. Additional detail about the Authority's debt can be found in the [PLANNING AND DIRECTION](#) section under [Debt](#).

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 2022 - 2023 budget includes \$1.3M to address the annual replacement of a quarter of end-user computers and printers, data center and disaster recovery replacements, SCADA security updates and hardware replacement, network facility upgrades, network switching and cabling replacement, 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 2022 – 2023 budget includes \$700K for the following initiatives: [SMP 20-100][SAMP OS-10] Metrics Identification and Usage Improvement Strategy -BI Dashboard Support; [SMP 20-103][SAMP F-01] Facility Asset Data Improvement Strategy; and [SMP 20-107] [SAMP F-02] Facilities Asset Risk Management Improvement Strategy.

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, 4) Pressure Sewer Rehabilitation, and 5) Stormwater Renewal and Replacement.

This challenge consumes a large portion of the capital budget each year to address stormwater, sewer and water pipe projects that total an estimated \$250.2M over the ten years the plan covers. In the upcoming year, projects totaling \$21.0M, including Department of Transportation work, will be undertaken. Of this work, \$6.4M in funding will come from the 2022 – 2023 budget. Loan disbursements will cover \$9.5M of the Large Interceptor Rehabilitation/Sewer Outfall projects and Stormwater Culvert funding need and the remaining \$5.1M will be paid from the Renewal and Extension Fund with money accumulated from prior budget years.

Projects in this year's budget receiving funding in this area include: [SMP 20-601] Galvanized Water Main Replacement - \$1.5M; [SMP 20-608][WP 2022-07] Large Diameter Sewer Main Replacement Design and Survey (non-GEFA projects) - \$500K; [SMP 20-602] Large Meter Replacements - \$500K; [SMP 20-610][WP 2022-08] Sewer Model Update (Casey Basin) - \$300K; [SMP 20-207] Stormwater Cured in Place Pipe (CIPP) - \$1.5M; and [SMP 20-207] Stormwater Renewal and Replacement Pipe (Open-cut) - \$2.1M.

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, \$19.4M in funding will be provided by the FY 2022-2023 budget.

Projects in this category receiving funding from this year's budget include: [SMP 20-910][WP 2020-04] London and Cristi Court Lift Station Rehabilitation - \$500K; [SMP 20-309][WP 2021-20] Single Points of Failure Elimination Study and Implementation - \$3.0M; [SMP 20-302][WP 2021-16] Hooper and Hicks UV System Upgrades Construction - \$8.8M; [SMP 20-311/ SMP 20-318][WP 2021-22] Jonesboro and Noah's Ark Re-Pump Station Improvements Construction – \$5.2M; [SMP 20-308][WP 2021-19] Hooper Chemical Feed System Storage Replacement Construction - \$1.1M; [SMP 20-308][WP 2022-15] Hicks and Smith Chemical Feed System Storage and Replacement Design - \$250K; [SMP 20-304][WP 2021-17] Hooper 22 MGD Upgrade Design - \$200K; [SMP 20-312][WP 2022-16] Northwest/College Park Booster Pump Station Design - \$300K; and Shoal Creek WRF Improvements Assessment - \$100K.



Additional detail for capital projects listed in this section can be found in the [CAPITAL BUDGET](#) section under [Renewal and Extension Funded Projects – Detail by Project](#) and [Stormwater Funded Projects](#).



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 2022 – 2023 budget contains \$750K in operating expenses for [WP 2022-10] Lead and Copper Rule Revisions: LSL Inventory 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



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. An updated study is planned for the FY 2022 – 2023 fiscal year. The FY 2022-2023 budget includes \$80K for 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 with a combined budget of \$675K in the upcoming fiscal year include: [SMP 20-209][SAMP OS-04] Development of Career Ladders; [SMP 20-137][SAMP OS-06] Business Process Evaluation and Improvement – Knowledge Retention Strategy; [SMP 20-135] Implementation of Employee Hiring and Retention Strategy; [SMP 20-134] Develop and Implement Emergency Operations and Disaster Recovery; and [SMP 20-133] Business Continuity.



Factors that Impacted the Development of the FY 2022 – 2023 Budget

- ◆ The 2020 Strategic Master Plan (SMP) and accompanying financial strategy
- ◆ The economic impact of COVID-19 including supply chain disruptions and inflationary environment
- ◆ The debt service reserve account will fund the final year of bond debt service
- ◆ A balanced budget supporting the goals of the [Strategic Master Plan](#)
- ◆ A water and sewer rate adjustment of 3 percent, effective January 1, 2023, while maintaining affordable water and sewer rates for customers
- ◆ 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

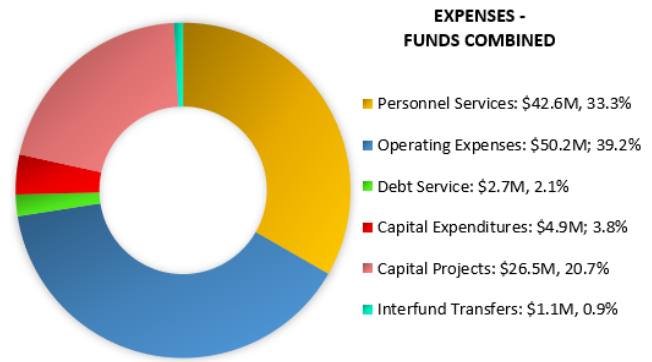
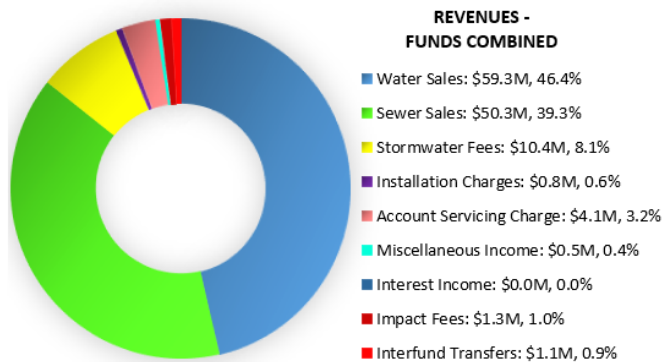




EXECUTIVE SUMMARY

Consolidated Budget: FY 2022 – 2023

	Water and Sewer Fund	Stormwater Fund	Total	% Chg FY2021 -22
Revenues				
Water Sales	\$ 59,310,394	\$ -	\$ 59,310,394	3.6%
Sewer Sales	50,311,536	-	50,311,536	3.5%
Stormwater Fees	-	10,370,802	10,370,802	4.6%
Installation Charges	820,570	-	820,570	9.2%
Account Servicing Charge	3,968,968	157,205	4,126,173	1.3%
Miscellaneous Income	519,342	658	520,000	0.2%
Interest Income	16,038	2,952	18,990	-51.8%
Impact Fees	1,311,337	-	1,311,337	11.8%
Interfund Transfer from Stormwater	1,111,050	-	1,111,050	-7.0%
Total Revenues	\$ 117,369,235	\$ 10,531,617	\$ 127,900,852	3.5%
Expenses				
Personnel Services	\$ 40,303,509	\$ 2,288,332	\$ 42,591,841	9.6%
Operating Expenses	46,896,300	3,263,170	50,159,470	4.5%
Debt Service	2,655,338	8,700	2,664,038	-88.4%
Interfund Transfers: to W&S	-	1,111,050	1,111,050	-7.0%
Capital Expenditures	4,699,588	219,000	4,918,588	45.8%
Capital Projects	22,814,500	3,641,365	26,455,865	187.5%
Total Expenses and Appropriations	\$ 117,369,235	\$ 10,531,617	\$ 127,900,852	3.5%



Factors that Impacted the Development of the FY 2022 – 2023 Budget

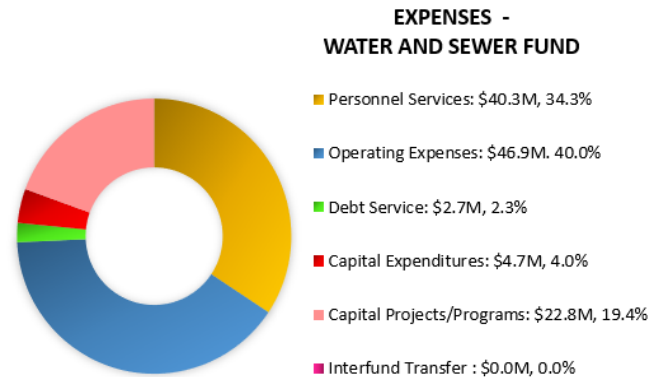
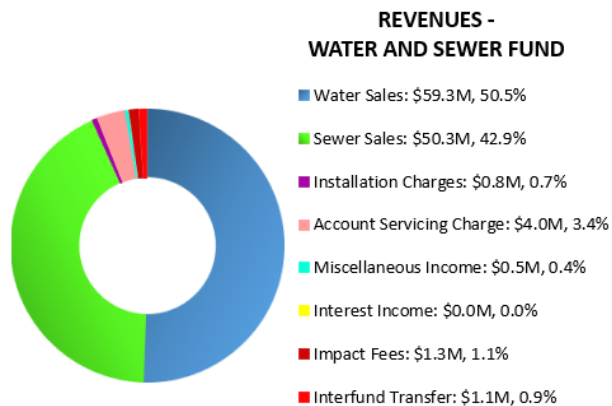
- The 2020 Strategic Master Plan (SMP) and accompanying financial strategy
- The economic impact of COVID-19 including supply chain disruptions and inflationary environment
- A balanced budget supporting the goals of the [Strategic Master Plan](#)
- A water and sewer rate adjustment of 3 percent, effective January 1, 2023, while maintaining affordable water and sewer rates for customers
- 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 2021 - 2022	Est Actual FY 2021 - 2022	Budget FY 2022 - 2023	% Chg Budget FYE 22 -FYE 23	% Chg Act FYE 2022 with Budget FY 2021-2022	% Chg Est Act FYE 22 to Budget FYE 23
REVENUES						
Water Sales	\$57.26 M	\$57.01 M	\$59.31 M	3.6%	-0.4%	4.0%
Sewer Sales	48.59 M	48.73 M	50.31 M	3.5%	0.3%	3.2%
Installation Charges	0.75 M	0.64 M	0.82 M	9.2%	-15.1%	28.6%
Account Service Charges	3.92 M	3.81 M	3.97 M	1.4%	-2.6%	4.1%
Miscellaneous Income	0.52 M	1.37 M	0.52 M	0.1%	163.2%	-62.0%
Interest Income	0.03 M	0.02 M	0.02 M	-53.2%	-53.2%	0.0%
Impact Fees	1.17 M	1.34 M	1.31 M	11.8%	14.0%	-1.9%
Interfund Transfer	1.19 M	1.19 M	1.11 M	-7.0%	0.0%	-7.0%
TOTAL REVENUES	\$113.44 M	\$114.11 M	\$117.37 M	3.5%	0.6%	2.9%
EXPENSES						
Personnel Services	\$36.96 M	\$33.39 M	\$40.30 M	9.0%	-9.7%	20.7%
Operating Expenses	44.74 M	34.60 M	46.90 M	4.8%	-22.7%	35.5%
Debt Service	22.88 M	22.82 M	2.66 M	-88.4%	-0.2%	-88.4%
Capital Expenditures	3.23 M	3.36 M	4.70 M	45.4%	4.1%	39.7%
Capital Projects	5.63 M	6.06 M	22.81 M	305.4%	7.6%	276.7%
TOTAL EXPENSES	\$113.44 M	\$100.23 M	\$117.37 M	3.5%	-11.6%	17.1%



The 2022 – 2023 annual operating and capital budget for the Water and Sewer Fund increased 3.5 percent from the prior year budget. Actual revenues for the fiscal year ending April 30, 2021, are estimated at \$114.1M or 0.6 percent higher than the FY 2021 – 2022 budget while actual expenses are estimated at \$100.2M or 11.6 percent lower than the prior year 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, an increase of 5 percent went into effect on January 1, 2022, and an increase of 3 percent will be necessary on January 1, 2023 to meet the estimated needs of the listed projects. The forecasted revenues for the FY 2022 - 2023 budget anticipated continued economic recovery for Clayton County with projected revenue from usage of all customer categories be consistent with the current fiscal year and was then discounted by 2 percent.

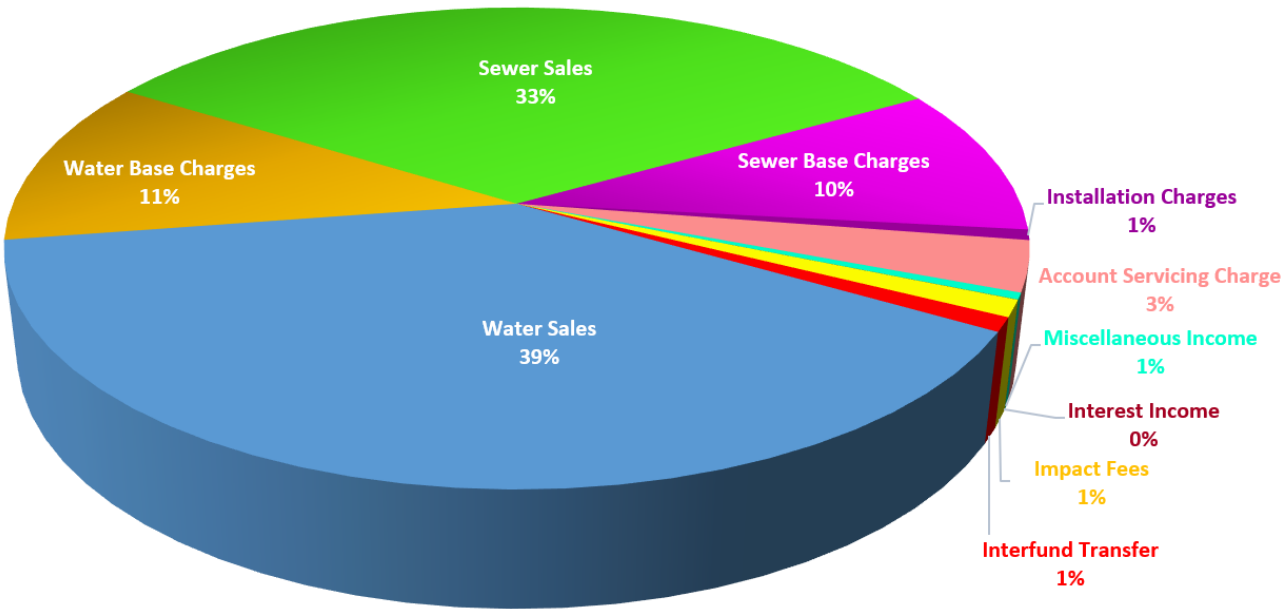
Forecasting methodologies and assumptions can be found in detail in the sections [Revenue Budget Assumptions](#) and [Operating and Capital Expenditure Budget Assumptions](#).

The economic impact of the COVID 19 pandemic throughout the Authority's fiscal year of May 1, 2020 through April 30, 2021 was caused by significant variances with historical performance in almost all customer categories. 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 years. Commercial-type customer categories showed large decreases in usage and sales in comparison to previous periods as restaurants and businesses closed during the first several months of FY 2020 - 2021. 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.

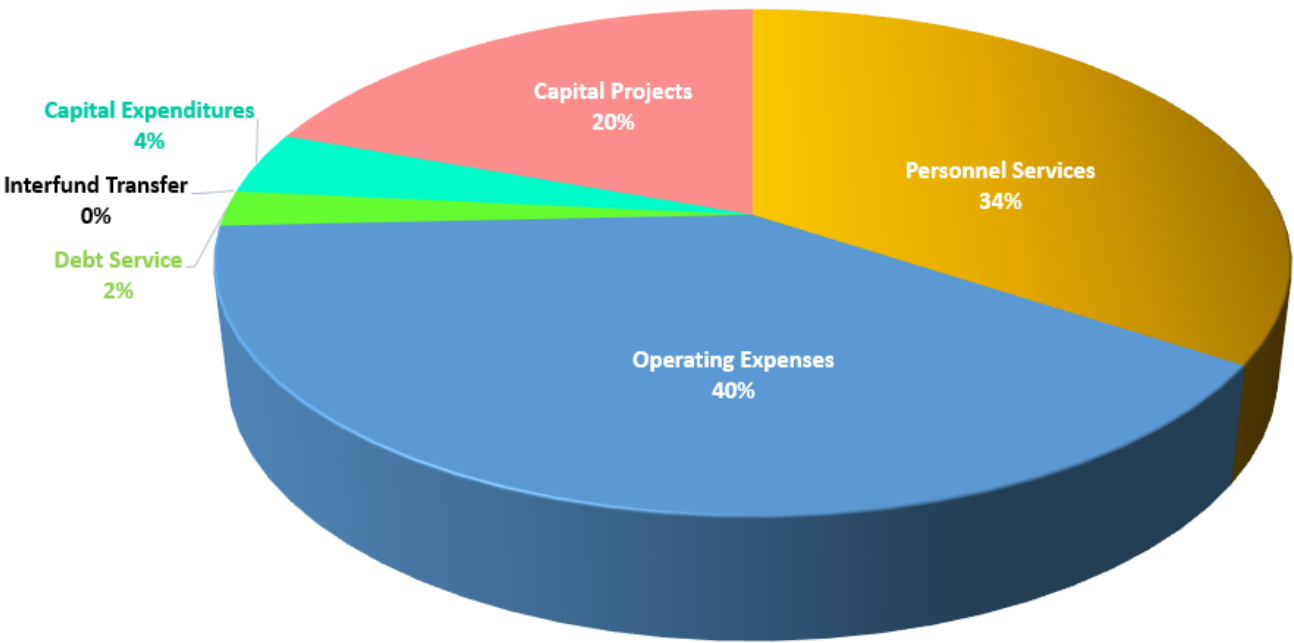




Water and Sewer Fund Revenues as Percent of FY 2022-2023 Budget

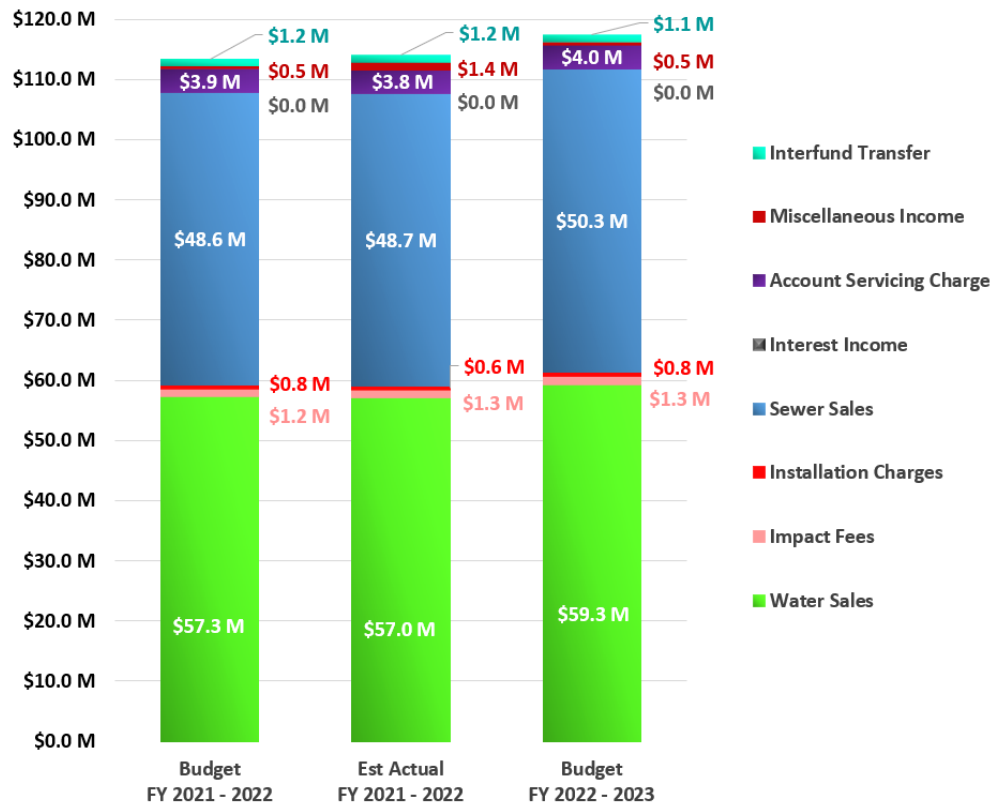


Water and Sewer Fund Expenses as Percent of FY 2022-2023 Budget





Analysis of Revenues – Water and Sewer Fund



Revenue Budget Assumptions FY 2022 – 2023

Water Sales are forecasted at \$59.3M in the upcoming budget year with \$13.2M of that amount coming from base charges. This is \$2.0M or 3.6 percent higher than the previous budget year and \$2.3M or 4.0 percent higher than estimated actual performance for the fiscal year ending April 30, 2022. *Sewer sales* are projected to be \$50.3M in the current budget with \$11.7M of that amount coming from base charges. This is \$1.7M or 3.5 percent higher than the previous budget year and \$1.6M, or 3.2 percent, higher than estimated actual performance for the year ending April 30, 2022.

The following assumptions were made to project revenue for the FY 2022 – 2023 budget:

- Water and Sewer rate increases of 5 percent applied evenly to base and usage tiers in all customer categories, that went into effect on January 1, 2022.
- Water and Sewer rate increases of 3 percent applied evenly to base and usage tiers in all customer categories, that will be effective on January 1, 2023.
- Water and Sewer sales in all customer categories were estimated using the projected year-end actual revenue at April 30, 2022 with the 3 percent rate increase applied for four months of the fiscal year.
 - The projected revenue from water and sewer usage was then discounted by 2 percent for all customer categories.

For the fiscal year ended April 30, 2022, actual water sales to cities (City of College Park) are estimated to be \$1.3M. This is \$364K lower than budgeted. Forecasted revenue from the City is budgeted in FY 2022 – 2023 at \$1.3M which is based on average usage 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 \$821K which is \$183K higher than forecasted actual performance of \$638K for the fiscal year ending April 30, 2022. These fees were estimated by using the average of the previous 5-year actual performance and the planned developments in the County. The actual installation charges over the previous 5-year period have averaged \$1.3M. 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 \$1.3M. Actual performance for FY 2021 – 2022 is estimated at \$1.3M. As with *Installation Charges*, these fees are estimated by using the average of the previous 5-year actuals combined with information received from permitting offices and developers. 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.

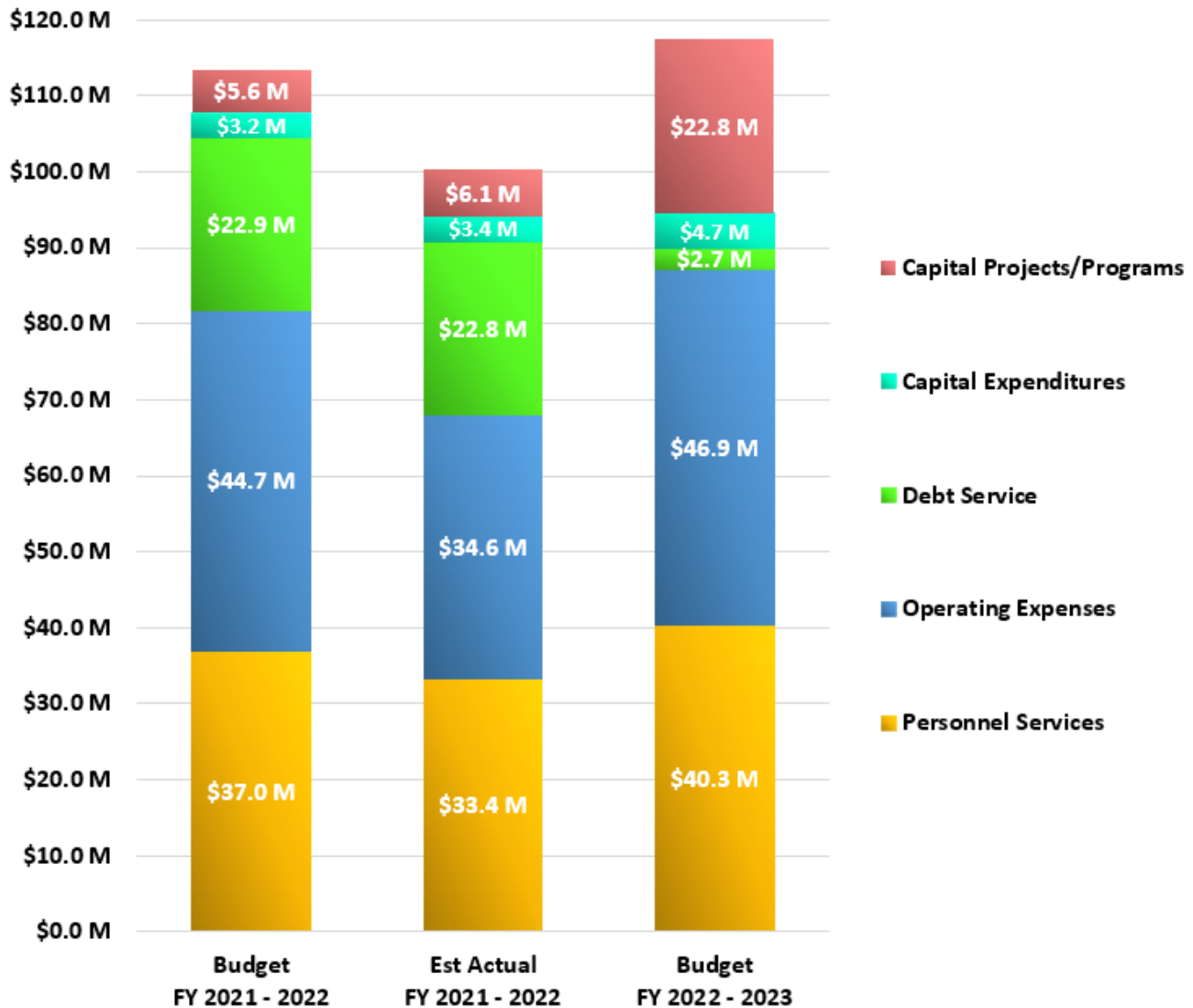
Account Service Charges are revenues associated with the fees and charges for late and delinquent payment of utility charges. This includes late fees and penalties, bad check charges and reconnection fees. These revenues are budgeted at \$4.0M, which is consistent with actual performance over the previous 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. Revenue for the fiscal year ended April 30, 2021 was \$679K 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.

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 \$240K; this is the same as the prior year budget for this category. Revenue is budgeted for this line using the average received for each category listed over the previous five years but excluding one-time revenues. In FY 2020-2021, an insurance reimbursement of \$500K was received for damages sustained at the Shoal Creek Water Reclamation facility. The second and final reimbursement of \$800K was received in December 2021. These reimbursements were excluded from the forecasted budget for this category in the FY 2022 – 2023.

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 \$1.1M. This is a monthly charge of \$93K versus the \$100K 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 2022 – 2023

Personnel Services

This expense category includes *Salaries, Overtime, Payroll Taxes, Pension* and *Medical* and associated 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 includes the requested increase of 6 percent for cost of living (COLA). These amounts also include the requested 3 percent merit increase, whether given or not. *Salaries* and *Payroll Taxes* of \$25.7M and \$2.0M combined for an overall budget increase of \$2.2M or 8.8 percent over the previous year budget.

Last year, the budget included a cost of living (COLA) increase of 2 percent and a merit increase of 3 percent. For the last five fiscal years, the budgeted amount for *Salaries* and *Payroll Taxes* has increased an average of 3.6 percent annually 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. The increase of COLA from 2 percent to 6 percent added \$915K in *Salaries and Wage* expense to the FY 2022 – 2023 budget.



The FY 2022 – 2023 budget includes a net increase of 12.2 full-time employees and 7 position reclassifications to higher paygrades increasing Salaries and Wage expense by \$826K and \$55K, respectively.

Actual salary expenses have been 9 percent lower than budgeted over the most recent five fiscal years and 8 percent lower than budgeted over the previous ten fiscal years. There are two primary reasons that actual salaries are lower than budgeted. The first is because salaries are budgeted assuming that 3 percent merit will be given and that it will be effective on the first day of the fiscal year, May 1. Annual performance reviews are given throughout the year and the average merit increase given is 2 percent. A second reason is because all vacant positions are budgeted to be filled at the highest salary of the paygrade range for that position.

Employee Benefits include workman's compensation related expenses, health insurance and other related benefits. FY 2022 – 2023 budget has this expense category budgeted at \$6.1M which is \$1.4M or 29.5 percent higher than the previous year budget. This category of expense has increased an average of 5 percent over both the previous 5 years and 10 years from budget to budget. Actual employee benefits expense has averaged a 6 percent year over year increase for the previous five years. The budget for FY 2020 – 2021 was increased to anticipate higher need for medical care along with the addition of a telemedicine option for all employees and their families, whether their family members were covered under the group insurance policy. This coverage has been maintained for the upcoming fiscal year. Additional benefit and coverage options along with a choice of providers have been added for employees to select.

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. Being self-insured has saved the Authority approximately \$1.5M over the twenty-seven months from May 1, 2019 through July 31, 2021.

Pension expense of \$4.6M is \$309K or 6.3 percent lower 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. Those assumption changes included 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. 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. Actuarial valuations are done annually for the County's pension plan. As part of the budgeting process, these annual valuations are applied to payroll at calendar year end and vary from year to year based on market return and other actuarial assumptions.

Retiree Benefits, Other Post-Employment Benefits (OPEB), of \$999K make up the remaining portion of the Personal Services category. This line item remained flat with the previous budget year.

Operating Expenses

Operating Expenses are \$46.9M for the new budget year and are up 4.8 percent or \$2.2M from the previous budget. This increase is due to the impact of inflation on the cost of chemicals used at our production and treatment facilities, rate increases in utilities, changes in various consulting initiatives, and an increase in maintenance and repair costs due to inflation.

The FY 2022 – 2023 budget for the *Operating Materials and Supplies* category of \$7.4M is up \$315K or 4.5 percent from the previous year budget. *Chemical* expenses make up \$4.6M of this category and are \$493K higher than the previous year budget due primarily to the impact of inflation on the cost of chemicals. Another large account in this category is *Other Materials* budgeted at \$1.9M, unchanged from the prior year budget. 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. *Technology and Software*, another expense item



in this category, is where computers, laptops and other devices are budgeted for replacement on a four-year rotational cycle. Budgeted at \$241K in the upcoming year, it is \$218K lower than the prior year budget. To assist with business continuity and teleworking necessitated by the COVID-19 pandemic, the prior year budget included the replacement of desktops with laptops, which were more expensive, and replaced several devices ahead of schedule. Other accounts in this category include *Lab Supplies*, *Tools and Shop Supplies*, and *Uniforms*. The combined budgeted amount for these expense accounts totals \$635K and is \$56K higher than the prior year budget.

The *Vehicle Supplies* expense category includes gas, oil, diesel fuel and tires with gas prices being the primary budgetary driver of this group. This line item is budgeted at \$642K in the current fiscal year, which is up \$162K over last year's budget due to rising fuel prices. Over the previous five years, actual expenses for this category have averaged \$422K. The Authority issues an average of approximately 181,000 gallons of fuel annually, 108,000 gallons of diesel and 73,000 gallons of unleaded.

Administrative Supplies expense category contains *Office Supplies*, *Printing*, *Postage*, *Janitorial Supplies* and *Coffee Supplies*. This expense category is budgeted at \$268K and is down \$16K or 5.6 percent from the FY 2021 – 2022 budget. The decrease in this category was due to net impact of a decrease *Office Supplies* as more employees are working from home and more customers are opting for electronic communication versus paper. This decrease was offset by increases in both *Janitorial Supplies* of \$6K and in *Printing* of \$9.5K, both increasing due the rising costs associated with the inflationary environment.

The *Special Purchases* expense category has a budget of \$2.6M 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 have averaged \$320K over the last five years. 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 2022 – 2023. 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 \$2.3M, which is \$88K higher than was budgeted in the previous year.

Utility expense is budgeted at \$9.1M, which is \$1.0M or 12.4 percent higher than the previous budget year. Projected actual expenses in this category are \$7.9M, which is \$246K or 3 percent lower than budgeted. Electricity is the largest expense in this category and is budgeted at \$6.5M which is \$427K higher than budget last year due to a rate increase by Georgia Power. *Telephone and Internet* expense is budgeted at \$812K and is \$276K higher than the prior year budget. This increase was due to major changes to the Authority's internet systems that improves security, increases reliability, and improves business continuity by providing backups and redundancies at critical sites throughout the County. The Authority budgets for its water and sewer expenses. Budgeted amounts for water and sewer increased over the prior year by \$205K and \$34K, respectively. These increases included a full year of the 5 percent rate adjustment, implemented on January 1, 2022 along with the 3 percent increase effective January 1, 2023 for the last four months of the upcoming fiscal year.

Maintenance and Repair expenses have been budgeted at \$1.5M, which is \$28K higher than the prior year budget. Actual expenses over the prior five fiscal years have averaged \$1.1M. The higher budgeted amount provides a safeguard against an unplanned repair caused by weather or emergency event. This category of expenses is for materials and supplies used to repair and maintain facilities and equipment that is performed by CCWA employees in the General Services division or at our treatment facilities.

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 completed by external contractors and vendors. This category is budgeted at \$17.4M and is up \$1.2M or 7 percent from the previous year budget primarily due to increases in *Consulting Fees*, *Maintenance and Repairs of Plant Equipment*, and *Other Outside Services* expense line items.

In FY 2022 – 2023, *Consulting Fees* are budgeted at \$4.0M an increase of \$428K over the prior year budget. This expense varies year to year based on organizational initiatives. The following are the larger initiatives planned in the upcoming fiscal year: Knowledge Retention Strategy, Enterprise-Wide Communication Strategy, Emergency Operations Plan (EOP) Development and Disaster Recovery, Business Continuity Planning, and Lead and Copper Rule Revisions: LSL Inventory.

There are thirteen separate maintenance expense line items in the *Outside Services* category, and combined, account for \$6.7M of the budget. These maintenance expenses increased a total of \$111K from the previous budget. The expense accounts in this group with the largest increases between years were *Maintenance and Repairs of Plant Equipment* which increased \$383K and *Maintenance and Repairs of Distribution System and Reservoirs* which increased \$264K. The budget for *Maintenance and Repairs of Plant Equipment* has increased due to additional planned maintenance on pumps and motors in multiple Water Production facilities coupled with the rising cost of those repairs due to inflation. The increase in the budget for *Maintenance and Repairs of Distribution System and Reservoirs* is primarily due to pressure washing and painting of the tanks at the Jonesboro pumping station which added \$250K to this year's budget. An additional \$80K was added to this year's budget for the maintenance and upgrades to the SolarBees at both the Noah's Ark and Jonesboro pumping stations.

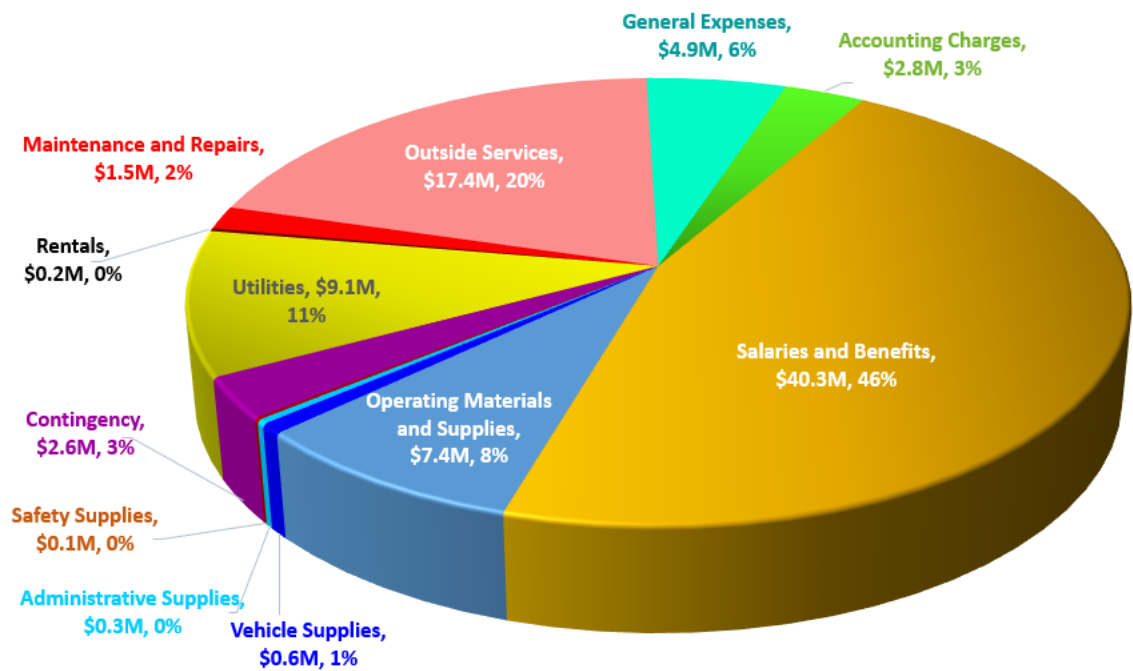
The expense account with largest decrease between years in this group of maintenance expenses was *Collection System and Outfall Maintenance* which is down \$387K due to changes in pressure sewer assessment work needed. This expense line item contains the budget for Sanitary Sewer Evaluation Survey (SSES) work, an ongoing program that assesses the condition of sewer pipes and prioritizes projects throughout the collection system. *Supply Main Maintenance* of \$300K dropped \$250K in this year's budget. Various changes in planned maintenance for field equipment, patching and paving, and buildings and grounds had a net increase of an additional \$102K 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 \$2.8M; a \$1.0M decrease from the prior year. For FY 2020 – 2021, the budget for these expenses were increased by 30 percent, approximately \$870K, in anticipation of more bad debts and higher write-offs that might have occurred because of the pandemic. We maintained this higher amount for the FY 2021 – 2022 budget but have reduced the amount budgeted for this expense group back down to historical budget levels. Over the previous five years, actual expenses incurred in this category have averaged \$2.5M.

The *General Expenses* category contains the expense line items of *Employee Bonding*, *Property Insurance*, *Training*, *Administrative Fees*, and *Annual Software License Fees*. At \$4.9M, the *General Expenses* category has increased \$207K or 4.4 percent from the prior year budget. *Property Insurance* of \$911K and *Employee Bonding/Liability Insurance* of \$345K increased over the prior year budget by \$78K and \$89K, respectively. The FY 2022-2023 *Annual Software License* expense is budgeted at \$1.7M, an increase of \$122K over the amount budgeted in the prior year. Additional cybersecurity software applications along with increases in licensing fees for several existing applications was responsible for the change.



Operating Expenses - Percentage by Category Type



Debt Service

Debt Service of \$2.7M is included in the FY 2022 – 2023 budget and is \$20.2M lower than the prior year budget. The final year of debt service of \$20.5M for the remaining outstanding revenue bond will be paid by using the debt service reserve. The amount budgeted for this expense consists of the principal and interest payments for six GEFA loans. Three of the GEFA loans are in repayment while three are currently in the construction phase. During the construction phase, only interest payments are due on the outstanding balances drawn.

Detailed information on existing long-term obligations can be found in the [PLANNING AND DIRECTION](#) section of this document, under the heading “[Debt](#).”





Capital Expenditures

Capital expenditures is the use of funds to obtain a long-term asset or extend the productive life of an existing asset used in the operations of a business over multiple year periods. Sometimes referred to as capital outlay, this category of the **Capital Budget** primarily accounts for the purchase of equipment and vehicles and can vary year to year. CCWA has 175 fleet trucks that range in age from 2000 through 2020. Approximately 10 percent are reviewed for replacement annually based on a scoring factor that includes mileage, corrective maintenance cost and age. This year, eight 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 five years. These vehicles are included in the current year budgeted request of \$4.7M which is \$1.5M higher than the previous year budget. The budgeted amount over the previous five fiscal years has averaged \$2.9M. The Authority utilizes the State of Georgia contract pricing for 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	Water and Sewer Fund		
	Replacement	New	Total
Vehicles			
Trucks - Fleet	\$ 227,437	\$ 48,181	\$ 275,618
Trucks - Dump, Heavy	239,845	200,000	439,845
Trailers	-	-	-
Buildings and Structures			
Building, Roof, Paving, HVAC	740,000	-	740,000
Tanks and Containers	-	-	-
Equipment			
Field Equipment - Construction Equipment	328,000	6,600	334,600
Data Processing/IT System Equipment	400,000	57,500	457,500
Plant Equipment	1,575,733	110,000	1,685,733
Other	310,192	456,100	766,292
Total Capital Equipment	\$ 3,821,207	\$ 878,381	\$ 4,699,588



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 \$22.8M is \$17.2M higher than the previous budget year. The final year of bond debt service will be paid from the debt service reserve and not from the annual operating budget. The additional funding has been allocated to capital investments in our infrastructure and increased the budget for capital projects. 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 2022 – 2023 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		Amount Budgeted
Line	Project Description	
[RE146]	[WP 2021-05] Open Gov Budget Software	155,600
[RE174]	[SMP 20-601] Galvanized Water Main Replacement	1,500,000
[RE199]	[SMP 20-610][WP 2022-08] Sewer Model Update (Casey Basin)	300,000
[RE219]	[SMP 20-910][WP 2020-04] London and Cristi Court Lift Station Rehabilitation	500,000
[RE223]	[SMP 20-608][WP 2022-07] Large Diameter Sewer Main Replacement	500,000
[RE229]	[SMP 20-309][WP 2021-20] Single Points of Failure Elimination Study and Implementation	2,950,000
[RE229]	[SMP 20-312][WP 2022-16] Northwest/College Park Booster Pump Station Design	300,000
[RE229]	[SMP 20-302][WP 2021-16] Hooper and Hicks UV System Upgrades Construction	8,800,000
[RE229]	[SMP 20-308][WP 2021-19] Hooper Chemical Feed System Storage Replacement Construction	1,088,620
[RE229]	[SMP 20-304][WP 2021-17] Hooper 22 MGD Upgrade Design	200,000
[RE229]	[SMP 20-311/ SMP 20-318][WP 2021-22] Jonesboro and Noah's Ark RPS Improvements Construction	5,170,280
[RE229]	[SMP 20-308][WP 2022-15] Hicks and Smith Chemical Feed System Storage and Replacement Design	250,000
[RE230]	[WP 2022-05] Network Facilities Upgrade	\$ 500,000
[RE232]	[SMP 20-602] Large Meter Replacements	500,000
[RE233]	Shoal Creek WRF Improvements Assessment	100,000
Total Capital Projects		<u>\$22,814,500</u>



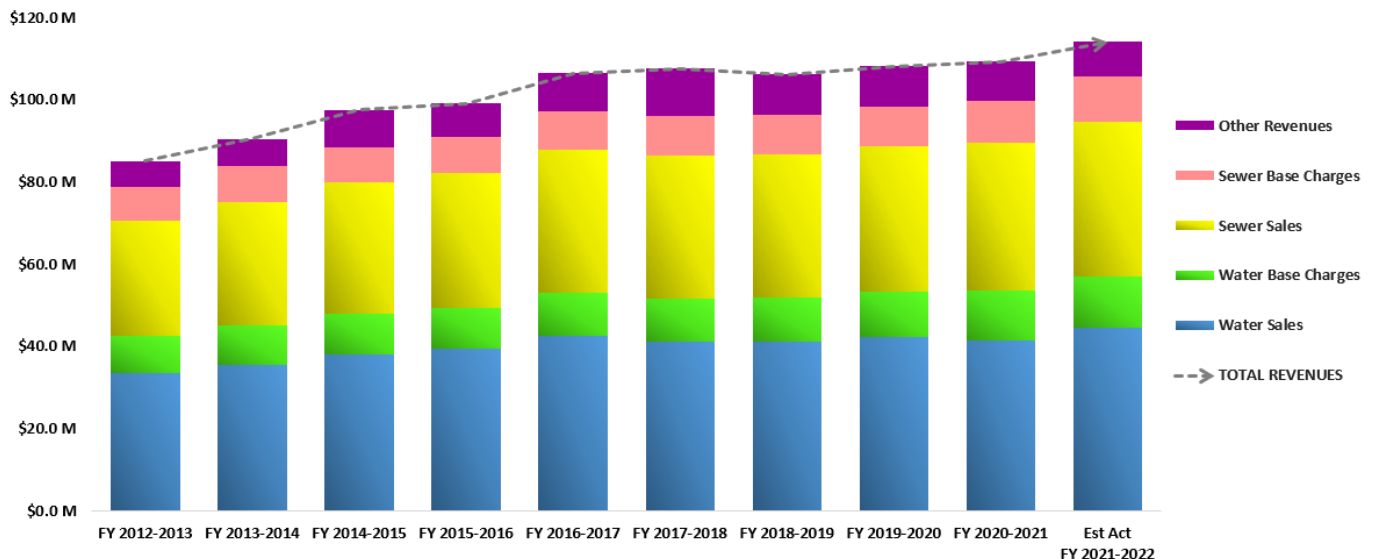


Budgetary Analysis – Revenues and Expenses: Actual Performance to Budget Comparison (in millions)

	Actual FY 2019 - 2020	Actual FY 2020 - 2021	Est Actual FY 2021 - 2022	Budget FY 2022 - 2023	% Chg Budget FYE 22 - FYE 23	% Chg Est Act FYE 22 to Budget FYE 23
REVENUES						
Water Sales	\$53.31 M	\$53.63 M	\$57.01 M	\$59.31 M	3.6%	4.0%
Sewer Sales	45.13 M	46.04 M	48.73 M	50.31 M	3.5%	3.2%
Installation Charges	1.30 M	1.43 M	0.64 M	0.82 M	9.2%	28.6%
Account Service Charges	4.06 M	3.98 M	3.81 M	3.97 M	1.4%	4.1%
Miscellaneous Income	1.48 M	1.21 M	1.37 M	0.52 M	0.1%	-62.0%
Interest Income	0.04 M	0.04 M	0.02 M	0.02 M	-53.2%	0.0%
Impact Fees	1.51 M	1.77 M	1.34 M	1.31 M	11.8%	-1.9%
Interfund Transfer	1.27 M	1.22 M	1.19 M	1.11 M	-7.0%	-7.0%
TOTAL REVENUES	\$108.08 M	\$109.32 M	\$114.11 M	\$117.37 M	3.5%	2.9%
EXPENSES						
Personnel Services	\$29.69 M	\$30.79 M	\$33.39 M	\$40.30 M	9.4%	20.7%
Operating Expenses	28.78 M	29.39 M	34.60 M	46.90 M	4.5%	35.5%
Debt Service	18.52 M	21.46 M	22.82 M	2.66 M	-88.4%	-88.4%
Capital Expenditures	2.42 M	1.30 M	3.36 M	4.70 M	45.4%	39.7%
Capital Projects	21.30 M	21.79 M	6.06 M	22.81 M	305.4%	276.7%
TOTAL EXPENSES	\$100.71 M	\$104.73 M	\$100.23 M	\$117.37 M	3.5%	17.1%

The current budget year forecast assumes revenue from water and sewer usage will be consistent with estimated actual financial performance of fiscal year ending April 30, 2022. This year's revenue projections include a 3 percent rate adjustment that will be effective January 1, 2023. This adjustment will be applied evenly to water and sewer base and usage tiers in all customer categories. Forecasted revenue generated from all usage tiers was then discounted by 2 percent. Revenues have steadily increased over the previous three years as the series of rate adjustments have been implemented. A series of rate adjustments, used in conjunction with long-term debt, is part of a 10-year financial strategy, to fund the projects listed in the 2020 Strategic Master Plan.

Actual Revenues – FY 2013 to FY 2022





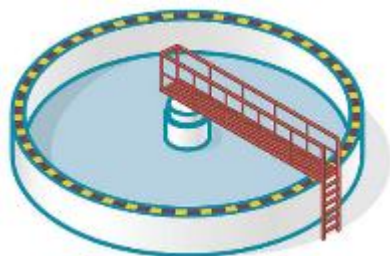
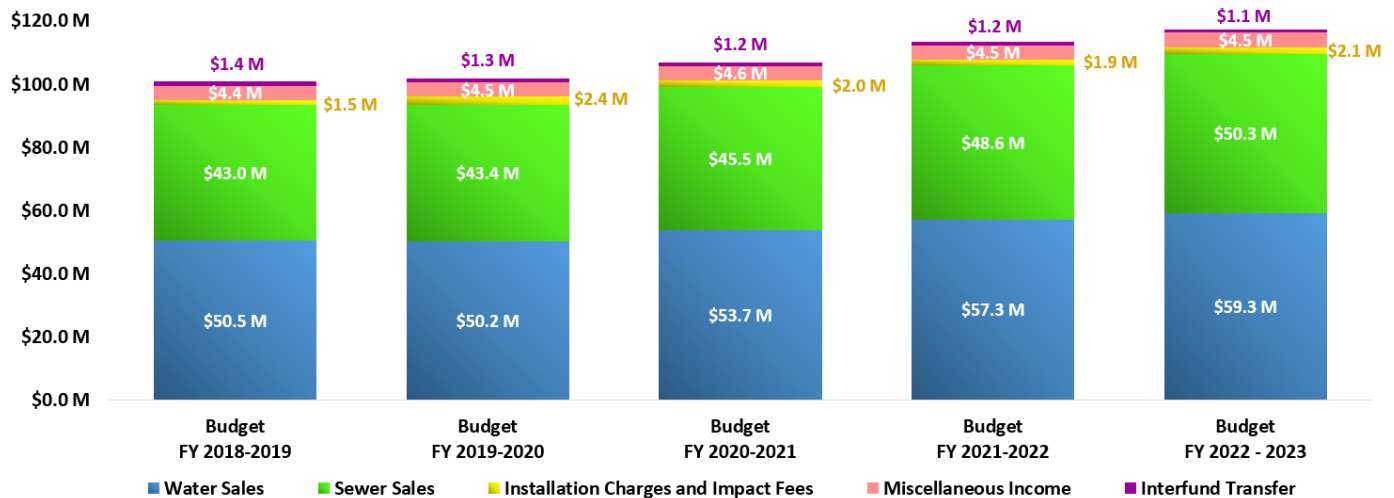
Budgetary Analysis – Revenues: Budget to Budget Comparison

(in millions)

	Budget FY 2018 - 2019	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	Budget FY 2022 - 2023	% Chg Budget FYE 22 - FYE 23
REVENUES									
Water Sales	\$50.55 M	\$50.17 M	-0.8%	\$53.71 M	7.1%	\$57.26 M	6.6%	\$59.31 M	3.6%
Sewer Sales	43.04 M	43.41 M	0.9%	45.50 M	4.8%	48.59 M	6.8%	50.31 M	3.5%
Installation Charges	0.60 M	0.88 M	44.9%	0.77 M	-12.2%	0.75 M	-2.2%	0.82 M	9.2%
Account Service Charges	3.96 M	3.96 M	-0.2%	4.02 M	1.5%	3.92 M	-2.6%	3.97 M	1.4%
Miscellaneous Income	0.43 M	0.55 M	30.0%	0.54 M	-2.5%	0.52 M	-4.0%	0.52 M	0.1%
Interest Income	0.04 M	0.03 M	-18.0%	0.03 M	2.5%	0.03 M	3.7%	0.02 M	-53.2%
Impact Fees	0.88 M	1.54 M	75.4%	1.21 M	-21.2%	1.17 M	-3.2%	1.31 M	11.8%
Interfund Transfer	1.41 M	1.27 M	-10.1%	1.22 M	-4.1%	1.19 M	-2.0%	1.11 M	-7.0%
TOTAL REVENUES	\$100.91 M	\$101.80 M	0.9%	\$107.00 M	5.1%	\$113.44 M	6.0%	\$117.37 M	3.5%

Revenue projections for FY 2022 - 2023 include a 3 percent rate increase that will be effective on January 1, 2023, and applied evenly to water and sewer base and usage tiers in all customer categories. It also includes the 5 percent rate adjustment that went into effect on January 1, 2022. Revenue projections are made conservatively to assure that all planned expenses for the year are covered. Projections for revenue generated from water and sewer usage are based on historical usage and assumed to be consistent with the current fiscal year for all customer categories. This year's forecast was then discounted by 2 percent to anticipate consumer conservation.

Miscellaneous Income includes *Interest Income* and *Account Service Charges* in the graph below. This adjustment will be applied evenly to water and sewer base and usage tiers in all customer categories.



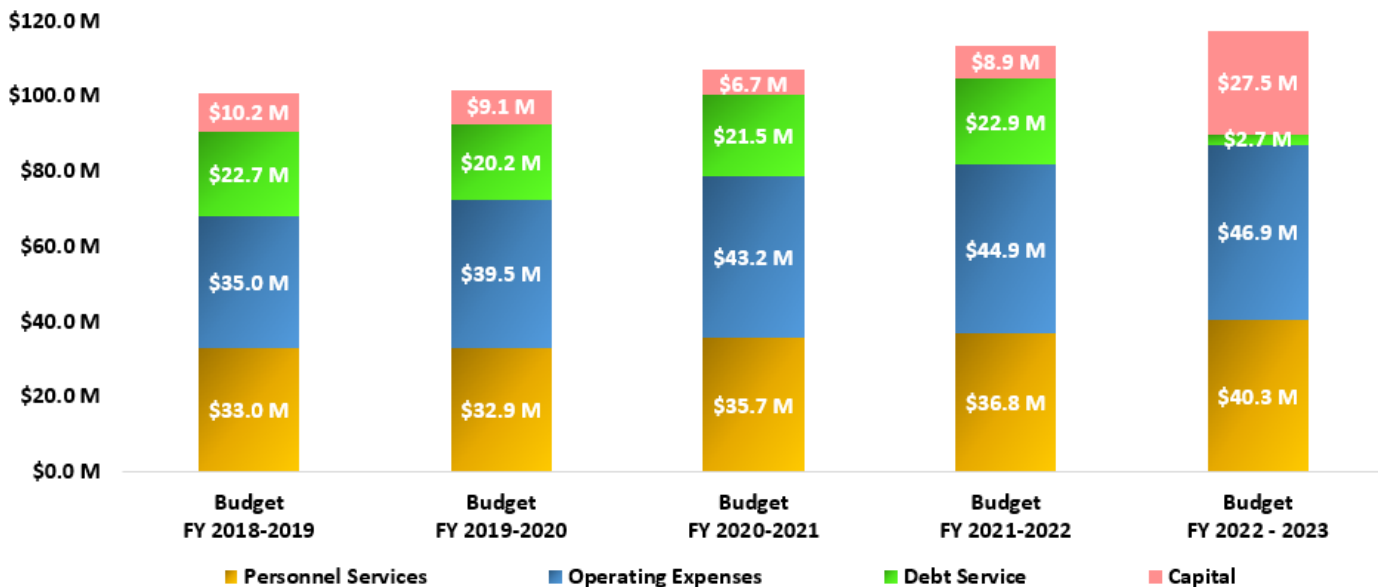


Budgetary Analysis – Expenses: Budget to Budget Comparison

(in millions)

	Budget FY 2018 - 2019	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	Budget FY 2022 - 2023	% Chg Budget FYE 22 -FYE 23
EXPENSES									
Personnel Services	\$33.04 M	\$32.92 M	-0.4%	\$35.68 M	8.4%	\$36.96 M	3.6%	\$40.30 M	9.0%
Operating Expenses	34.97 M	39.50 M	12.9%	43.16 M	9.3%	44.74 M	3.7%	46.90 M	4.8%
Debt Service	22.65 M	20.24 M	-10.6%	21.45 M	6.0%	22.88 M	6.6%	2.66 M	-88.4%
Capital Expenditures	2.89 M	3.51 M	21.3%	2.96 M	-15.7%	3.23 M	9.2%	4.70 M	45.4%
Capital Projects	7.36 M	5.63 M	-23.5%	3.35 M	-40.5%	5.63 M	67.8%	22.81 M	305.4%
TOTAL EXPENSES	\$100.91 M	\$101.80 M	0.9%	\$107.00 M	5.1%	\$113.44 M	6.0%	\$117.37 M	3.5%

The FY 2022 – 2023 expenses are budgeted at \$117.4M, an increase of \$4.0M or 3.5 percent over the previous year. The largest change in expenses is due to the decrease in debt service of \$20.2M or 88.4 percent. The final year of debt service of \$20.5M for the remaining outstanding revenue bond will be paid by using the debt service reserve. These funds will be used to fund capital projects, which increased \$17.2M or 305.4 percent from the prior year budget. Capital expenditures increased \$1.5M from the prior year budget.





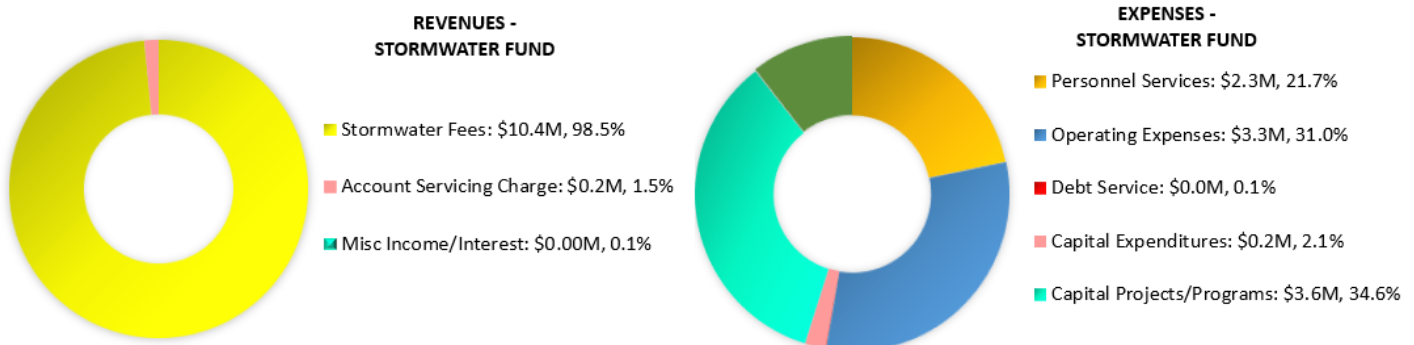
Budget Summary: Stormwater Fund

(in millions)

	Budget FY 2021-2022	Est Actual FY 2021 - 2022	Budget FY 2022-2023	% Chg Budget FYE 22 -FYE 23	% Chg Act FYE 2022 with Budget FY 2021-2022	% Chg Est Act FYE 22 to Budget FYE 23
REVENUES						
Stormwater Fees	\$9.92 M	\$10.58 M	\$10.37 M	4.6%	6.7%	-2.0%
Account Service Charges	0.16 M	0.17 M	0.16 M	0.0%	5.8%	-5.5%
Miscellaneous Income	0.01 M	0.55 M	0.00 M	-36.1%	9629.8%	-99.3%
Grants	0.00 M	0.00 M	0.00 M	-	-	-
TOTAL REVENUES	\$10.08 M	\$11.30 M	\$10.53 M	4.5%	12.1%	-6.8%
EXPENSES						
Personnel Services	\$2.02 M	\$2.00 M	\$2.29 M	13.5%	-0.9%	14.5%
Operating Expenses	3.15 M	2.92 M	3.26 M	3.6%	-7.3%	11.8%
Debt Service	0.00 M	0.00 M	0.01 M	93.3%	-96.9%	0.0%
Interfund Transfer -W&S	1.19 M	1.19 M	1.11 M	-7.0%	0.0%	-7.0%
Capital Expenditures	0.14 M	0.14 M	0.22 M	54.0%	0.0%	54.0%
Capital Projects	3.57 M	4.57 M	3.64 M	1.9%	28.0%	-20.4%
TOTAL EXPENSES	\$10.08 M	\$10.83 M	\$10.53 M	4.5%	7.4%	-2.7%

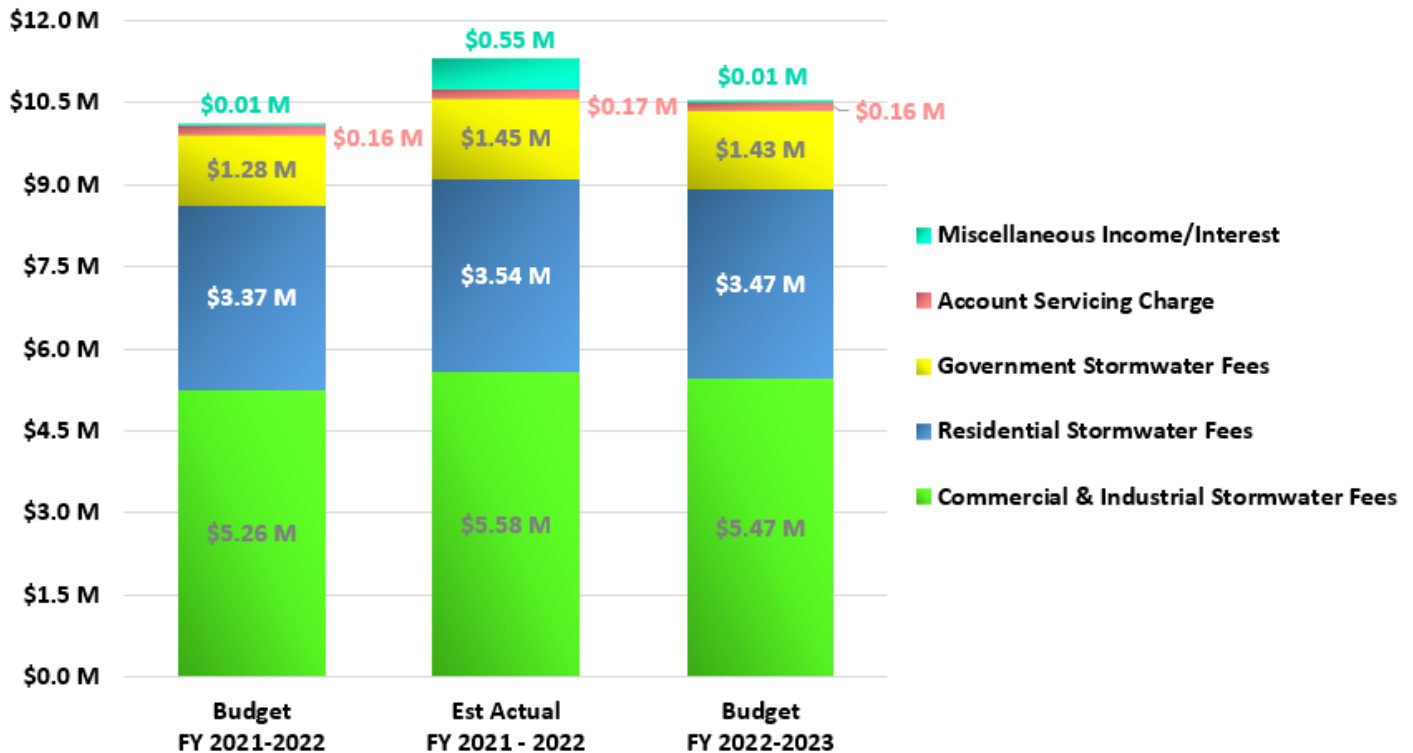
The 2022 - 2023 Operating and Capital Budget of \$10.5M is up \$450K or 4.5 percent from the previous budget year. *Stormwater Fees* are budgeted at \$10.4M in the upcoming year which is 2.0 percent lower than estimated actual revenue generated from those fees for the fiscal year ending April 30, 2022. Estimated actual revenue of \$11.3M is \$1.2M or 12.1 percent higher than budgeted. This favorable variance to budget was due to the sale of mitigation credits for \$546K coupled with the growth in the number of customers over the last three years due to new residential developments throughout the County. In addition, an updated assessment of impervious surface was completed in FY 2020 -2021 that had a positive net impact on billed revenues. The additional revenue generated is being invested back into the system through the maintenance and improvements of system infrastructure.

Estimated actual expenses are higher than budgeted because a transfer of \$1M from cash reserves into the Stormwater Capital Projects budget to complete additional improvements in the stormwater collection systems and watershed areas. This transfer was approved by the Board of Directors in February 2022.





Analysis of Revenues – Stormwater Fund



Revenue Budget Assumptions FY 2022 – 2023

Stormwater Fees: Fees are budgeted at \$10.4M for the upcoming fiscal year. This is \$452K or 4.6 percent higher than the prior year budget and \$212K less than estimated actual revenue of \$10.6M for April 30, 2022. The FY 2022 - 2023 Stormwater Fees were budgeted with the assumption that revenues would remain consistent with estimated actual performance and discounted by 2 percent for a more conservative forecast.

Stormwater Fees are billed based on the amount of impervious service that a property owner has. With the creation of the Stormwater Fund in 2007, the impervious surface was determined based on aeriels performed in 2006 and existing CCWA account information. Digital tax parcel data, a much more accurate assessment of impervious surface, was not available at that time. In late 2013, CCWA acquired updated aerial photography and impervious surface data along with digital tax parcel data.

All *Non-Residential Customers* were reassessed, and fees based on the new surface area became effective January 1, 2016. Approximately \$450K in additional Stormwater Fees have been generated annually using the updated impervious surface data. In FY 2020 – 2021, another review to update impervious surface data was completed. This data showed an overall net increase in impervious surface area which added approximately \$75K annually in stormwater fees. 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.

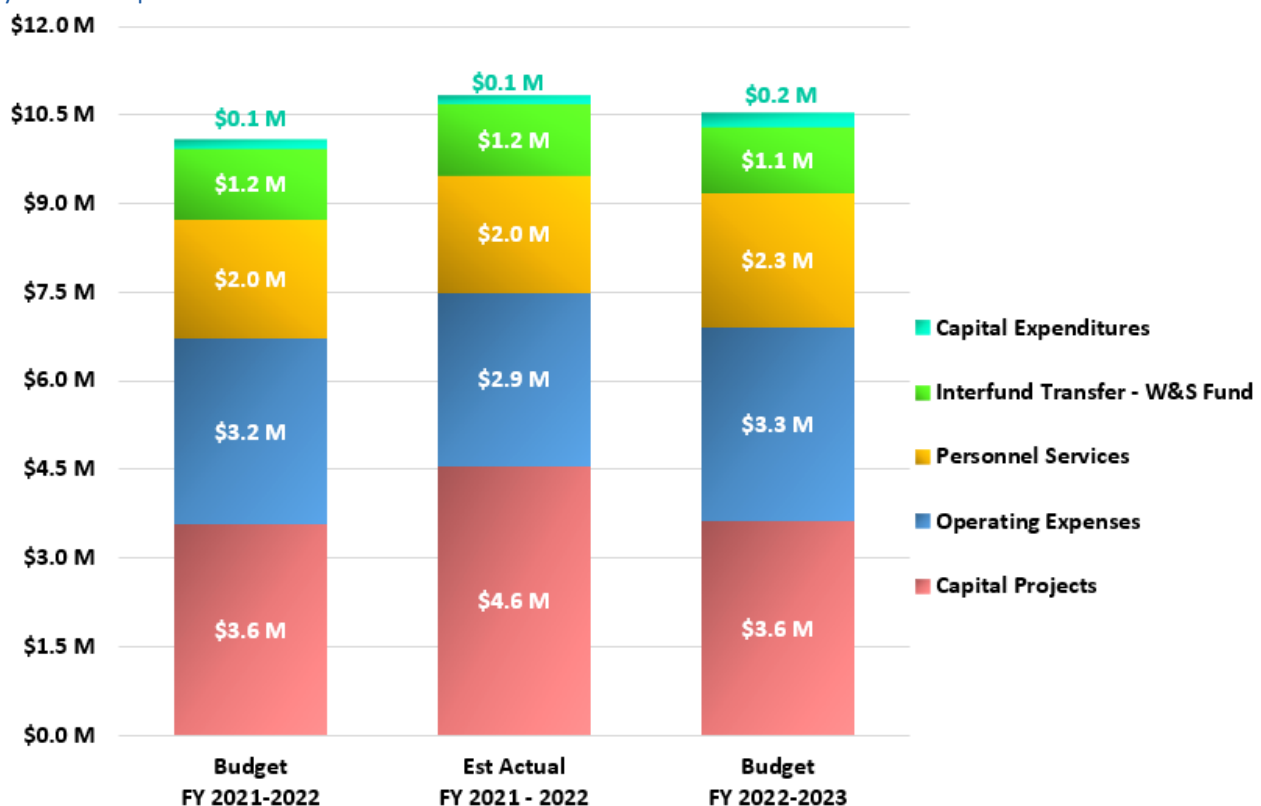
Account Service Charges are revenues associated with the fees and charges for late and delinquent payment of fees. This revenue was budgeted at \$157K for the year, which is the minimum amount received over the previous five fiscal years actual performance. The historical average of actual performance over the last five fiscal years has averaged \$179K.



Miscellaneous Income is revenue received from the sale of scrap materials and other minor revenues and was budgeted at \$658, which is the lowest actual amount received for this revenue over the last five fiscal years. The historical average of actual performance over the last five fiscal years has averaged is just over \$3K. In fiscal year ended April 30, 2021 and again in this fiscal year ending April 30, 2022, the stormwater fund sold mitigation credits earning proceeds of \$261K and \$546K, respectively from those sales. These amounts have been included in the *Miscellaneous Income* category. The value of these intangible assets is based on the value assigned by a mitigation bank and vary year to year as does the timing of their sale. Because the value and timing of the sale of these assets are not predictable, they are not considered in the budgeting process.

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 2022 – 2023

Personnel Services

This expense category includes *Salaries, Overtime, Payroll Taxes, Pension, and Medical* and associated benefits and is budgeted at a combined total of \$2.3M in the FY 2022 – 2023 budget. 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 includes the requested increase of 6 percent for cost of living (COLA). These amounts also include the requested 3 percent merit increase, whether given or not. The combined budget for these expense line items is up \$272K or 13.5 percent from the prior year budget. Actual performance of \$2.0M is estimated for this category at fiscal year ending April 30, 2022 is \$18K or 0.9 percent less than the amount budgeted for FY 2021 - 2022.



Last year, the budget included a cost of living (COLA) increase of 2 percent and a merit increase of 3 percent. For the last five fiscal years, the budgeted amount for *Salaries* and *Payroll Taxes* has increased an average of 3.9 percent annually budget year to budget year. The increase of COLA from 2 percent to 6 percent added \$57K in *Salaries and Wage* expense to the FY 2022 – 2023 budget.

Employee Benefits include workman's compensation expenses, health insurance and other related benefits. FY 2022 – 2023 budget has this expense category budgeted at \$291K which is \$52K or 21.5 percent higher than the budget in the previous year. Actual expenses for the fiscal year ending April 30, 2022 are estimated to be \$258K. The budget for FY 2020 – 2021 was increased to anticipate higher need for medical care along with the addition of a telemedicine option for all employees and their families, whether their family members were covered under the group insurance policy. This coverage has been maintained for the upcoming fiscal year. Additional benefit and coverage options along with a choice of providers have been added for employees to select.

In FY 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 \$69K or 35.3 percent from the previous budget year and is budgeted at \$266K. Actual performance for the fiscal year ending April 30, 2022 is estimated at \$229K. 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. Those assumption changes included 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. 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. Actuarial valuations are done annually for the County's pension plan. As part of the budgeting process, these annual valuations are applied to payroll at calendar year end and vary from year to year based on market return and other actuarial assumptions.

Operating Expenses

Operating expenses, excluding *Personal Services*, are budgeted at \$3.3M and are \$113K or 3.6 percent higher than the previous budget year. Actual performance in this category is estimated at \$2.9M and is \$231K less than the FY 2021 – 2022 budget.

The *Operating Materials and Supplies* category is budgeted at \$137K and is \$14K higher than the previous year budget. This category includes various supply needs for maintenance of the stormwater infrastructure including pipe, pipe fittings, 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 \$15K higher to accommodate more maintenance work planned for in this year than in the last. Other accounts in this category include *Lab Supplies*, *Tools and Shop Supplies*, *Uniforms* and *Technology and Software*.

Administrative Supplies expense category includes office and janitorial supplies, printing, and postage. This category was budgeted at \$17K, down \$750 from the previous year. Actual annual expenses in this category have averaged \$13K over the previous five fiscal years.

The *Vehicle Supplies* expense is budgeted at \$70K and is up \$16K from last year's budget due to rising fuel prices. This group of expenses includes gas, oil, diesel fuel and tires with gas prices being the primary budgetary factor used.

The *Utility* expense category includes electric, telephone, internet, CCWA water, sewer, and stormwater utility fees. In FY 2022 – 2023, these expenses are budgeted at \$25K which is down \$11K from the previous year budget due to shifting the management of internet and phone system providers to the Information Technology department for more



effective cost management. This change resulted in a reduction in expenses of \$12K and was offset by increases in electric, water and sewer budgets totaling \$1K.

Maintenance and Repair expenses have been budgeted at \$27K and is \$5K higher than the previous year budget. Actual performance has averaged \$22K over the last five 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 \$2.4M this expense category is up \$179K or 8 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 2022 – 2023 at \$1.3M; a decrease of \$150K or 10.7 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 \$281K which is \$251K higher than the previous budget year. This expense line-item funds various watershed work planned in FY 2022 – 2023. *Consulting Fees* are budgeted at \$673K and are up \$70K from the prior year budget. Changes in organizational initiatives from year-to-year impact variances in this expense line-item. Initiatives for the FY 2022 – 2023 budget include Implementation of Stormwater Asset Management Recommendations that is estimated at \$150K and the design for the Mud Creek Restoration project which will be done in coordination with the Conservation Fund. This work is a portion of a larger project receiving ARP state funding for creek restoration and trail enhancements. The matching funds provided in this year's budget for this project is \$150K.

The *General Expenses* category contains the expense line items of *Employee Bonding*, *Property Insurance*, *Training* and *Administrative Fees*. At \$127K, the *General Expenses* category has decreased \$92K or 42.0 percent from the prior year budget. The prior year budget included an administrative fee of \$100K associated with a \$10M GEFA loan that was executed last year to fund large culvert replacement and repair projects. *Property Insurance* of \$48K and *Employee Bonding/Liability Insurance* of \$24K increased \$2K and \$6K, respectively, over the prior year budget.

The *Accounting Charges* category contains the expense of write-offs of uncollectable revenues and credit card convenience fees. Budgeted at \$484K this category is flat with the prior year budget.

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 \$1.1M. This is a monthly charge of \$93K versus the \$100K 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 had 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 2022 – 2023 budget contains *Debt Service* of \$8,700 for interest only payments during the construction phase if two-thirds 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 \$219K, *Capital Equipment* is budgeted \$77K higher 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				
205 Stormwater Engineering	<i>Special Maintenance Equipment:</i>			
	Paver Vacuum/Jet Truck		\$ 50,000	
210 Stormwater Maintenance	<i>Audio/Visual Equipment:</i>			
	Pole Inspection Camera and Accessories		20,000	
	<i>Easements:</i>			
	Easements		1,000	
	<i>Construction Equipment</i>			
	Excavating Bucket	\$ 6,000		
	<i>Trucks:</i>			
	12" Box Dump Truck		135,000	
	<i>Trailers (Non-Forestry)</i>			
	Tilt Trailer	7,000		
Total Capital Equipment		\$ 13,000	\$ 206,000	\$ 219,000





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 \$3.64M compared to the previous budget year amount of \$3.57M. 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 2022 – 2023 budget is in the [Capital Budget](#) section of this document under the heading [Stormwater Funded Projects - Summary](#).

Capital Projects Summary – Stormwater Fund

Construction		Amount Budgeted
Line	Project Description	
[SW004]	[SMP 20-207] Cured In Place Pipe (CIPP)	\$ 1,500,000
[SW005]	[SMP 20-207] Renewal and Replacement Pipe (Open-cut)	2,141,365
Total Capital Projects		\$ 3,641,365





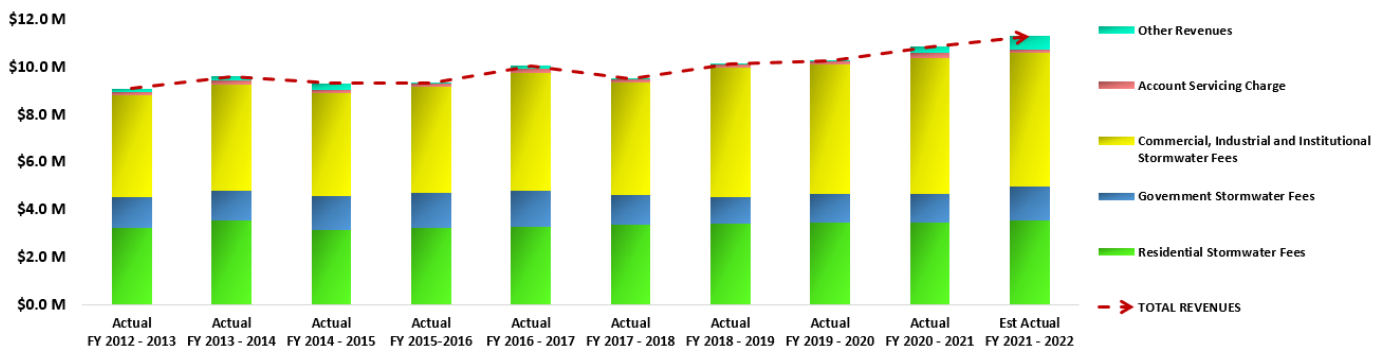
Budgetary Analysis – Revenues and Expenses: Actual Performance to Budget Comparison (in millions)

	Actual FY 2019 - 2020	Actual FY 2020 - 2021	Est Actual FY 2021 - 2022	Budget FY 2022-2023	% Chg Budget FYE 22 -FYE 23	% Chg Act FYE 2022 with Budget FY 2021-2022
REVENUES						
Stormwater Fees	\$10.09 M	\$10.37 M	\$10.58 M	\$10.37 M	4.6%	6.7%
Account Service Charges	0.17 M	0.22 M	0.17 M	0.16 M	0.0%	5.8%
Miscellaneous Income	0.01 M	0.27 M	0.55 M	0.00 M	-36.1%	9629.8%
Grants	0.00 M	0.00 M	0.00 M	0.00 M	-	-
TOTAL REVENUES	\$10.27 M	\$10.86 M	\$11.30 M	\$10.53 M	4.5%	12.1%
EXPENSES						
Personnel Services	\$1.62 M	\$1.85 M	\$2.00 M	\$2.29 M	13.5%	-0.9%
Operating Expenses	2.54 M	2.76 M	2.92 M	3.26 M	3.6%	-7.3%
Debt Service	0.00 M	0.00 M	0.00 M	0.01 M	93.3%	-96.9%
Interfund Transfer -W&S	1.27 M	1.22 M	1.19 M	1.11 M	-7.0%	0.0%
Capital Expenditures	0.60 M	0.47 M	0.14 M	0.22 M	54.0%	0.0%
Capital Projects	4.59 M	4.19 M	4.57 M	3.64 M	1.9%	28.0%
TOTAL EXPENSES	\$10.61 M	\$10.48 M	\$10.83 M	\$10.53 M	4.5%	7.4%

The 2022 - 2023 Operating and Capital Budget of \$10.53M is up \$450K from the previous budget year but \$767K or 6.8 percent lower than estimated actual revenues for the fiscal year ending April 30, 2022. Estimated actual revenue of \$11.3M is \$1.2M or 12.1 percent higher than budgeted. This favorable variance to budget was due to the sale of mitigation credits for \$546K coupled with the growth in the number of customers over the last three years due to new residential developments throughout the County. In addition, an updated assessment of impervious surface was completed in FY 2020 -2021 that had a positive net impact on billed revenues. The additional revenue generated is being invested back into the system through the maintenance and improvements of system infrastructure.

Estimated actual expenses are higher than budgeted because a transfer of \$1M from cash reserves into the Stormwater Capital Projects budget to complete additional improvements in the stormwater collection systems and watershed areas. This transfer was approved by the Board of Directors in February 2022.

Actual Revenues – FY 2013 to FY 2022

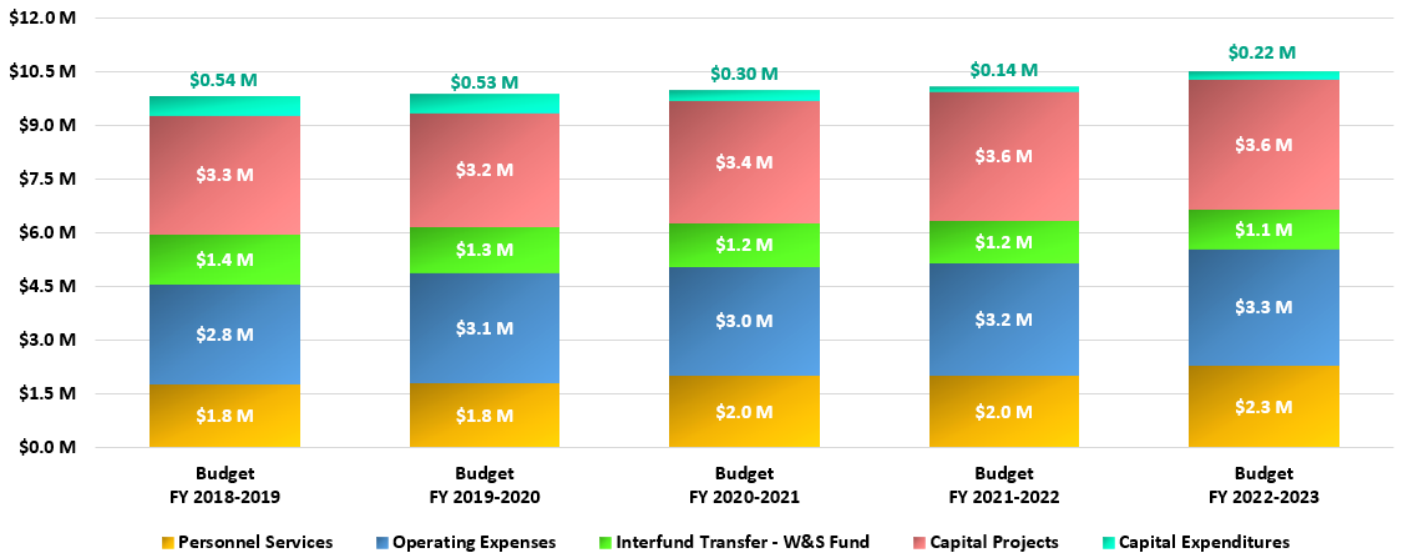




Budgetary Analysis – Revenues and Expenses: Budget to Budget Comparison

(in millions)

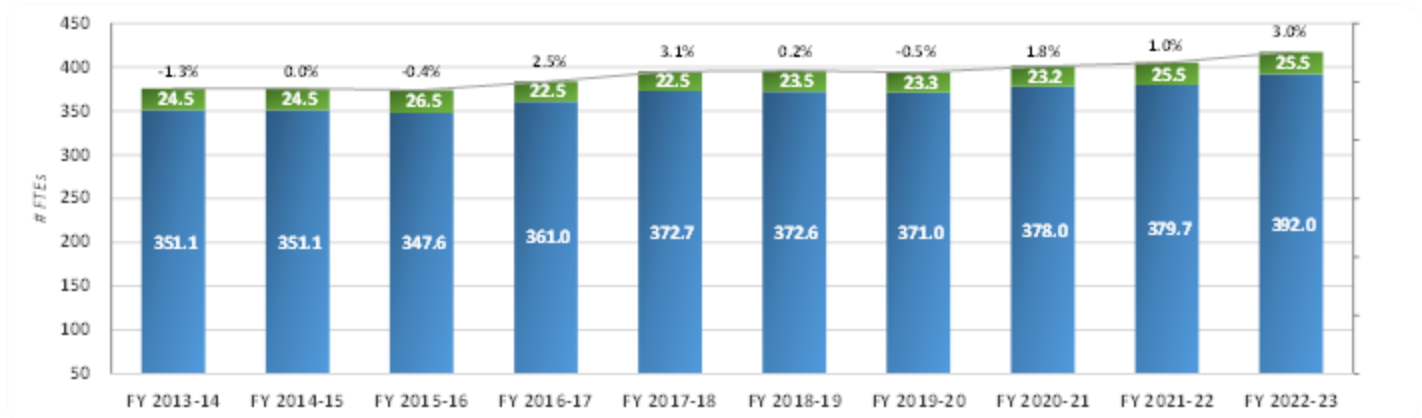
	Budget FY 2018-2019	Budget FY 2019-2020	% Chg Budget FYE 19 -FYE 20	Budget FY 2020-2021	% Chg Budget FYE 20 -FYE 21	Budget FY 2022-2023	% Chg Budget FYE 22 -FYE 23
REVENUES							
Stormwater Fees	\$9.64 M	\$9.72 M	0.9%	\$9.83 M	1.1%	\$10.37 M	4.6%
Account Service Charges	0.16 M	0.16 M	0.0%	0.16 M	0.0%	0.16 M	0.0%
Miscellaneous Income	0.01 M	0.01 M	-14.0%	0.01 M	-18.3%	0.00 M	-36.1%
Grants	0.00 M	0.00 M	-	0.00 M	-	0.00 M	-
TOTAL REVENUES	\$9.81 M	\$9.89 M	0.8%	\$10.00 M	1.1%	\$10.53 M	4.5%
EXPENSES							
Personnel Services	\$1.78 M	\$1.81 M	1.7%	\$2.02 M	11.7%	\$2.29 M	13.5%
Operating Expenses	2.78 M	3.08 M	10.7%	3.04 M	-1.5%	3.26 M	3.6%
Debt Service	0.00 M	0.00 M	-	0.00 M	-	0.01 M	93.3%
Interfund Transfer - W&S	1.41 M	1.27 M	-10.1%	1.22 M	-4.1%	1.11 M	-7.0%
Capital Expenditures	0.54 M	0.53 M	-0.9%	0.30 M	-44.2%	0.22 M	54.0%
Capital Projects	3.29 M	3.19 M	-3.0%	3.42 M	7.1%	3.64 M	1.9%
TOTAL EXPENSES	\$9.81 M	\$9.89 M	0.8%	\$10.00 M	1.1%	\$10.53 M	4.5%





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 last 10-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 three budget years. The detail of personnel by both Division and Budget Unit is in the [OPERATING BUDGET](#) section.



Summary by Division

	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted
Authorized Personnel				
Executive	120.74	125.12	125.03	126.18
Water Production	33.73	35.00	36.89	39.95
Program Management and Engineering	27.66	27.66	28.59	30.59
Distribution and Conveyance	96.00	97.00	97.00	99.00
Water Reclamation	53.56	53.25	52.23	53.23
General Services	39.31	40.00	40.00	43.00
Water and Sewer Fund	371.00	378.03	379.74	391.95
Stormwater Fund	23.25	23.15	25.50	25.50
Grand Total Full-Time Employees (FTEs)	394.25	401.18	405.24	417.45

The Stormwater Fund is maintaining its current staffing level at 25.5 FTEs. The Water and Sewer Fund is requesting a net increase of 12.2 full-time employees (FTE) in the FY 2022 – 2023 budget.



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 2022 - 2023 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(SMP), 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 2022 – 2023](#). A portion of the scoring tool is provided as an example below.

Project Scoring Factors

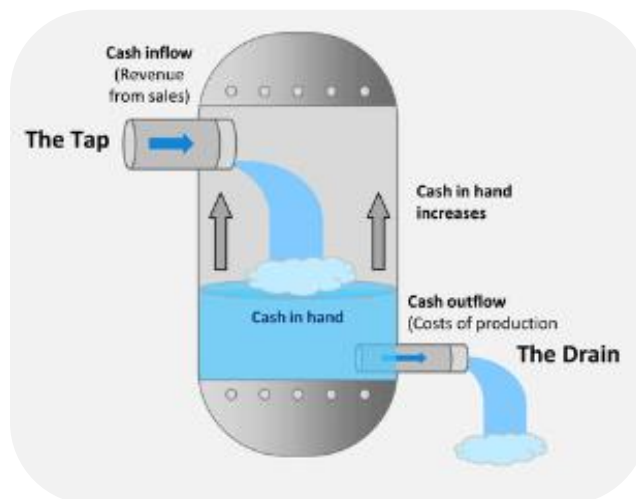
Strategy	Scoring Factor
Product Quality/Quantity (PQ)	1. Impact on drinking water quality, effluent/reclaimed water quality, or stormwater quality
	2. Regulatory compliance
	3. Impact on capacity
Customer Satisfaction (CS)	1. Customer satisfaction levels
	2. Customer complaints
	3. Customer responsiveness
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		Project Rating (0 = lowest, 10 = highest)				
Performance Measure	0	Votes	1	Votes	3	Votes
Rating Objectives PQ: PRODUCT QUALITY/QUANTITY 1. Impact on drinking water quality, effluent/reclaimed water quality, or stormwater quality 2. Regulatory compliance; 3. Impact on capacity CS: CUSTOMER SATISFACTION 1. Customer satisfaction levels; 2. Customer complaints; 3. Customer responsiveness 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 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	SOME improvement in quality OR increases regulatory confidence OR provides needed capacity	0
		-		-		-
	Potential Negative Impact	0	No Impact	0	POSSIBLE improvements to satisfaction/complaints OR POSSIBLE increases in responsiveness	0
		-		-		-
	Potential Negative Impact	0	No Impact	0	MAY improve morale/retention OR MAY improve competency OR MAY improve internal customer satisfaction	0
		-		-		-
	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/smps/>





Long-Range Financial Strategy 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**. An initial goal to limit annual debt service to a maximum of \$21 million, the amount paid in bond debt service over the last 10 years.

The Authority approaches financial projections over three specific timeframes:

- 1) A macro view: an initial long-term projection that looked out over the 10 years that the SMP projects spanned.
- 2) An intermediate timeframe of 5 years: this projection allows more predictable and realistic estimates to be used while still allowing enough time to adapt to changing conditions and maintain a proactive fiscal strategy.
- 3) A micro view: the specific needs of the upcoming budget year are incorporated. The timing and status of projects and economic conditions are better understood, and assumptions are more precise.



Financial Strategy and Rate Model Assumptions – FY 2022 – 2023

The combination of Renewal and Extension Fund (R&E Fund/Pay-as-you-go), rate increases, and debt outlined in scenario 3 of the initial financial strategy approach provides the foundation for assumptions considered each year during the planning and forecasting phase of the annual budget process.

The following areas of concern have impacted the inflationary and operational assumptions used in the rate model for FY 2022 – 2023 budget forecasts:



Supply Chain
Disruptions



Rising Interest
Rates



Inflation



Labor Market



Conflict

- Supply chain disruptions have caused longer lead times to receive goods including technology, fleet vehicles, and other capital equipment. Longer lead times have driven up the cost of items as there is not enough supply to meet demand.
 - Capital expense projections have been increased from 2% to 3% in the model.
 - The model takes into consideration the higher estimates for capital project budgets assumed during Strategic Master Plan (SMP) development. Capital budget estimates had to span the 10-year timeframe the SMP covers.
- The general inflationary environment has increased the cost of chemicals, fuel, and other operating materials and supplies.
 - Operating expense projections have been increased from 3% to 4% in the model.
- In hopes of slowing inflation, the Federal Reserve has raised the interest rate 0.25% (25 basis points) and multiple additional increases are anticipated with economists predicting the rate to be at 1.9% by the end of the year, a full percentage point higher in one year. The last time interest rates were raised was in December 2018.
 - The interest rates for future GEFA loans and the WIFIA and Bond Financing for the Casey Liquids project have been increased by 2% up to 3.5%. The change in this assumption increased interest expense by approximately \$20,000 on every \$1M borrowed.
 - The estimated budget for the Casey Liquids project has also been increased by \$11 million due to increasing capital expense growth rate from 2% to 3% and the current environment.
- The “Great Resignation” and tightening labor market has driven up prices for outside services utilized for maintenance and repairs, temp agency employees, and other professional services.
 - Operating expense assumptions have been increased from 3% to 4% in the model.
- The war in Ukraine has created even more economic uncertainty.
 - Additional support for increases in both operating and capital expense projected growth.

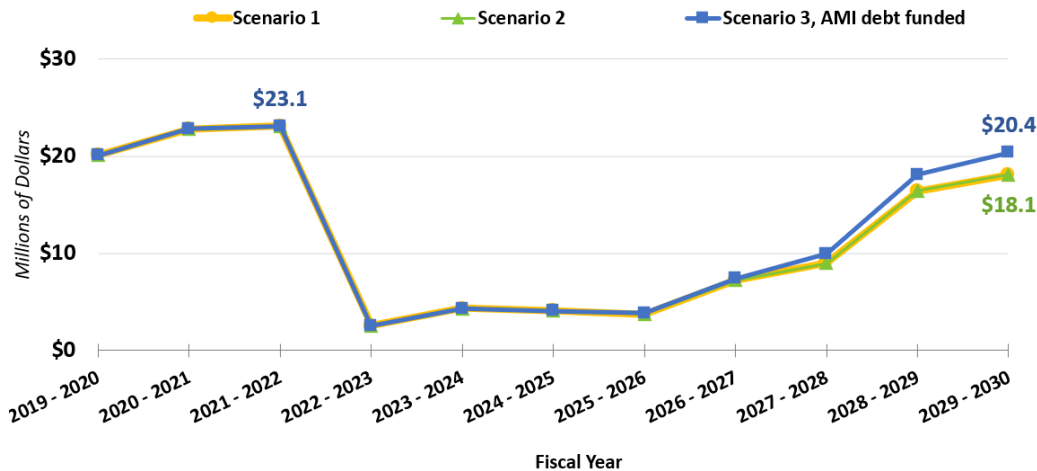
The table below summarizes these operational and debt financing assumptions considered.

	FY 2021-2022	Scenario 1	Scenario 2	Scenario 3
General Operational Assumptions				
FY 2022-2023 Rate Adjustment	5%	3%	0%	3%
Operating Expense Inflation	3%	4%	4%	4%
Capital Expense Inflation	2%	3%	3%	3%
Operating Budget Spend Rate	85%	85%	85%	85%
Debt Assumptions				
GEFA Loans				
Outfall Loans 1 - 4	\$100M	\$100M	\$100M	\$100M
Casey Solids Loans 1 - 2: [FY2022-23]	\$100M	\$100M	\$100M	\$100M
AMI (or equivalent)				\$30M
Other Debt - WIFIA/Bonds				
Casey Liquids [FY2027-2028]	\$106M	\$127M	\$127M	\$127M



Impact of Additional Debt on Debt Service Requirements

The following graph shows that with the additional \$30 million in debt for the Advanced Metering Infrastructure (AMI) project, the goal to maintain annual debt service at or below the \$21 million required for bond debt service over the previous ten years is met.



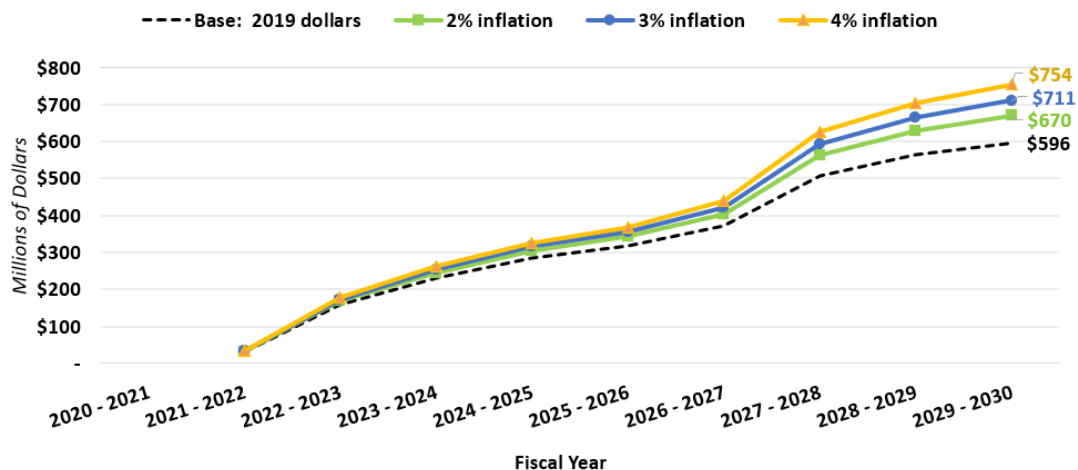
Impact of Inflation on Cumulative Capital Project Budgets

The graph below demonstrates the impact of small increases in the rate of inflation to the cost of the Strategic Master Plan (SMP) projects. The **black dashed line** illustrates the original planning cost of the remaining projects when the 2020 SMP was created in 2019 and serves as a baseline for projections. In FY 2029-2030, these cumulative costs are projected to be \$596 million.

The **green line** shows the impact of a 2 percent inflationary rate on those projects. In FY 2029-2030, these cumulative costs are projected to be \$670 million.

The **blue line** shows the impact of a 3 percent inflationary rate on the projected costs of the SMP projects. In FY 2029 – 2030, these cumulative costs are expected to be \$711 million. This is the inflationary rate used in the model for the current budget year analysis; it is one percent higher than was assumed in the prior year analysis. The change in this assumption increased the estimated cost for the SMP projects by \$41M over the remaining 8 years of the plan.

The **gold line** represents the increase in cost of the SMP projects if a 4 percent inflationary rate is applied. FY 2029-2030, these cumulative costs are projected to be \$754M, an increase of \$43 million over the original planning budgets in 2019.





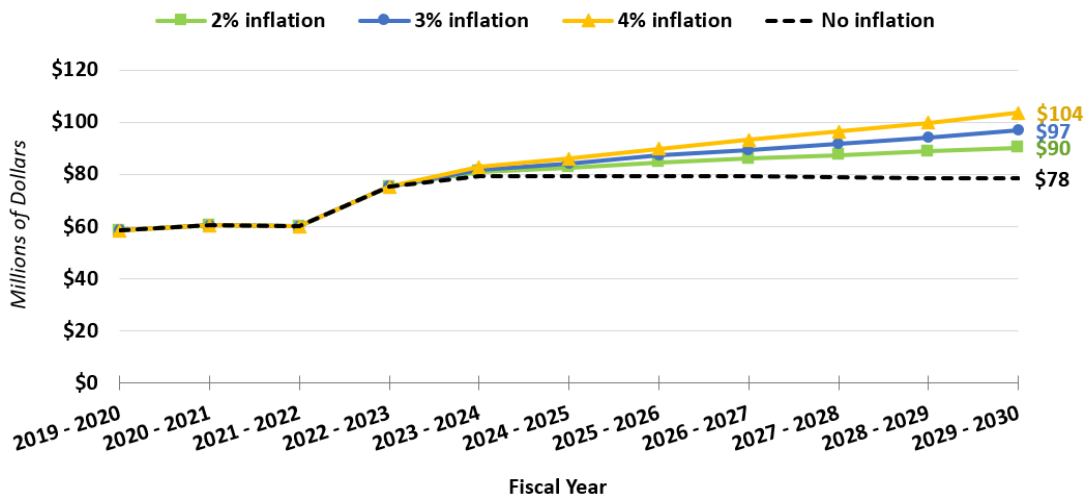
Impact of Inflation on Operating Expenses

The impact of changes in inflation rates on future operating expenses is displayed in the line graph below. The **black dashed line** is no inflation and provides a baseline of \$78M

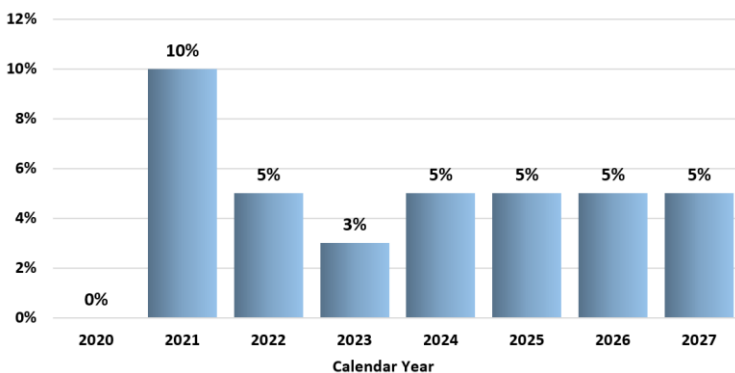
The **green line** illustrates the impact of a 2 percent inflationary rate which forecasts operating expenses in FY 2022 – 2023 at \$90 million.

The **blue line** represents a 3 percent inflationary assumption for operating expenses. At that rate, operating expenses in FY 2029 -2030 are projected to be \$97 million.

The **gold line** is showing the escalation of operating expenses when a 4 percent inflation rate is used and operating expenses in FY 2029 – 2030 are projected to be \$104 million. This is the inflationary rate assumption used for the current year budget analysis, a 1 percent increase over the FY 2021-2022 budget analysis. The increase in this assumption increased projected operating expenses \$7M over the remaining eight years of the SMP.



Impact of 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 included a 5 percent rate increase on those same services that went into effect on January 1, 2022. The financial strategy model showed that a 3 percent rate increase would be needed for the FY 2022 – 2023 budget. This scenario also included additional debt

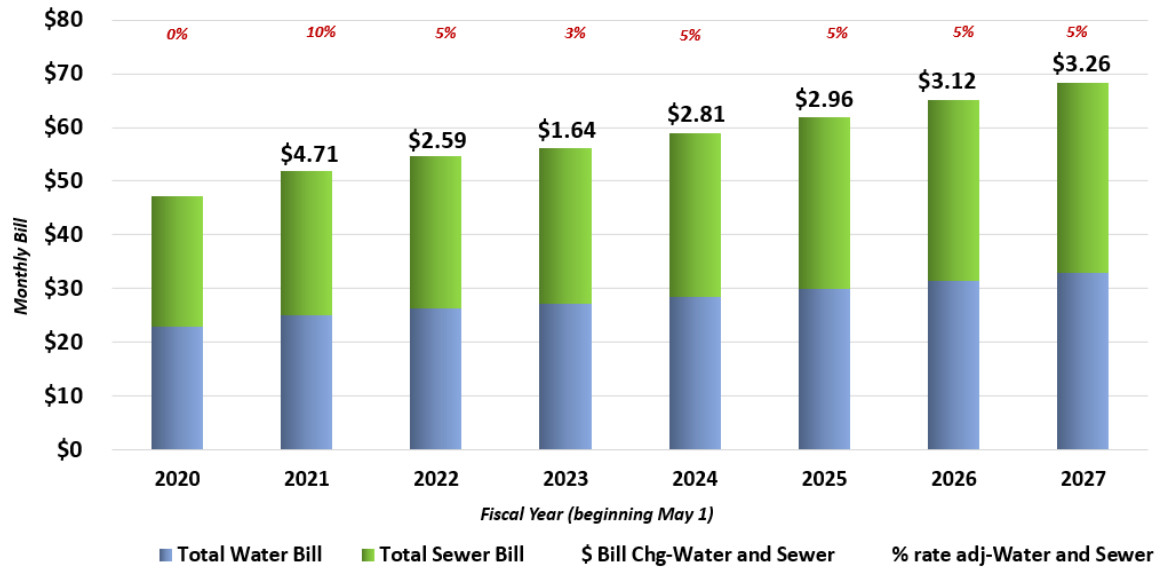
financing of \$30 million for the Advanced Metering Infrastructure (AMI) project.

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 and the Board of Directors vote on rate adjustments as part of the budget adoption for the upcoming fiscal year. Based on the FY 2022 – 2023 financial analysis, projected rate adjustments in future years can be found in the graph above.



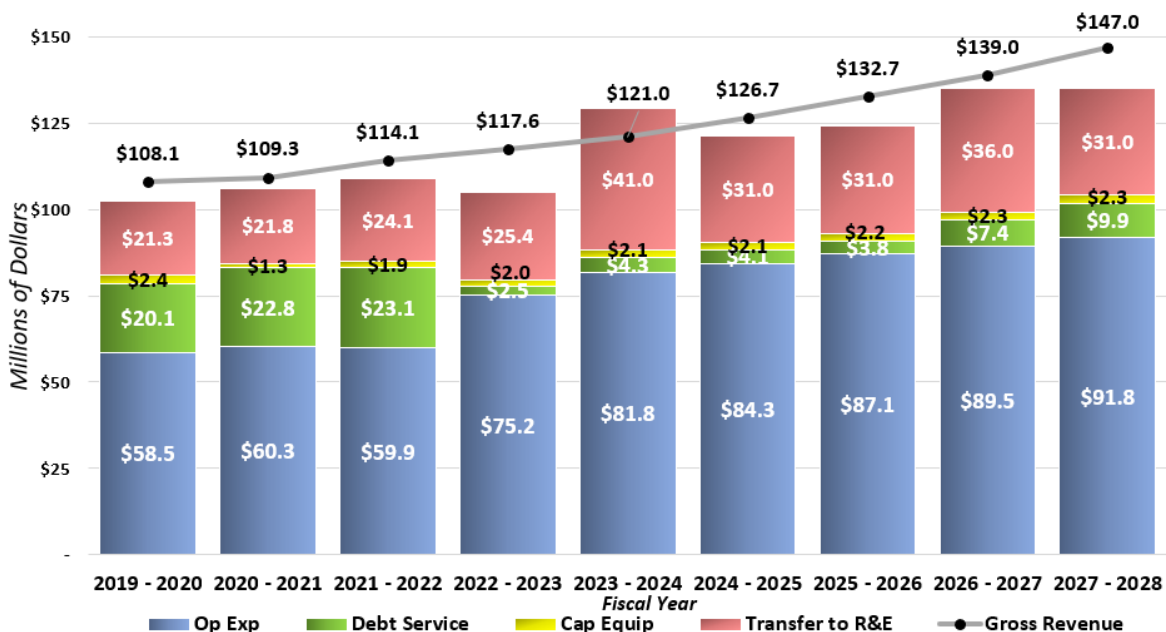
Impact to Customer Bill – Rate Adjustments

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

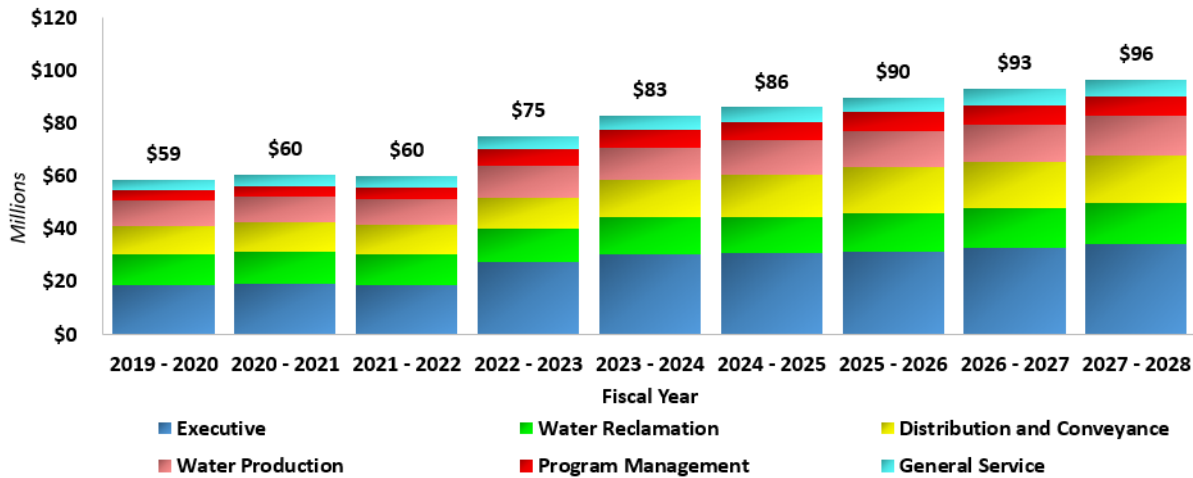
The following graph shows a summary of the projected annual forecast of gross revenues and the allocated areas of use for the fiscal years covered by the Strategic Master Plan (SMP) which include operating expenses, debt service payments, capital equipment purchases, and capital budget transfers to the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





In the current FY 2022 – 2023 budget year, the amount of debt service dropped by approximately \$21million. This is because cash in the debt service reserve account will cover the final year of bond debt service payments to the 2012 bond sinking fund. This allowed those funds to be allocated to the Renewal and Extension (RE) Fund for capital projects.

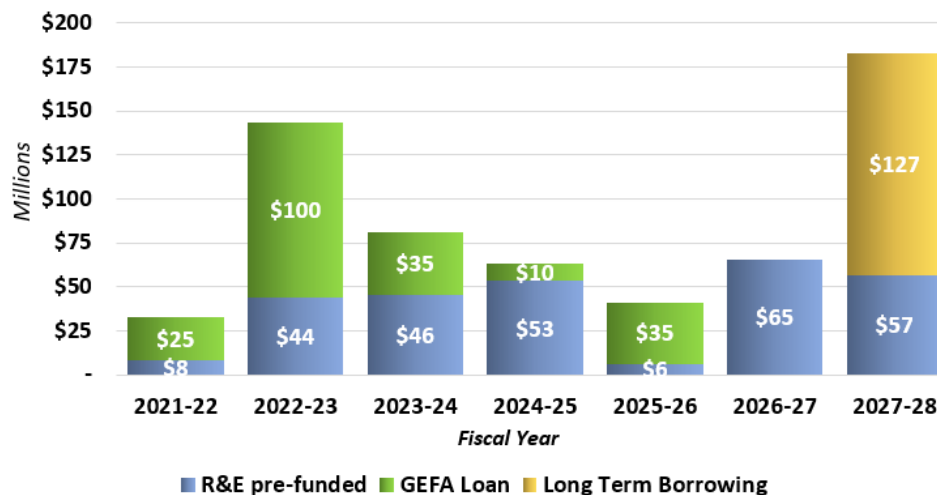
Projected Operating Expenses by Division



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 source of funding for the projected capital improvement need by fiscal year. The cumulative cash flow available after debt service includes prior and future rate adjustments for this and the next five fiscal years, a third sewer outfall rehabilitation GEFA loan for \$30M, two GEFA loans of \$50M each for the large Casey Water Reclamation Biosolids, a \$30 million loan for the Advanced Metering Infrastructure (AMI) project, and additional debt financing of \$127 million from a private placement revenue bond for the large Casey Water Reclamation Liquids project.





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.

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	Est. Actual	Budget Year	Projected				
Fiscal Year Ended April 30,	2021	2022	2023	2024	2025	2026	2027	2028
Operating Revenues	\$ 106,250,967	\$ 112,940,511	\$ 116,057,898	\$ 121,860,793	\$ 127,953,833	\$ 134,351,524	\$ 141,069,100	\$ 150,943,937
Operating Expenses (including depreciation)	79,891,007	83,594,078	88,609,723	93,926,306	99,561,884	105,535,597	111,867,733	118,579,797
Operating Income	\$ 26,359,960	\$ 29,346,433	\$ 27,448,175	\$ 27,934,487	\$ 28,391,948	\$ 28,815,927	\$ 29,201,367	\$ 32,364,140
Nonoperating Revenues (Expenses)	(2,429,611)	(1,555,227)	(1,836,000)	(332,343)	(426,544)	(531,216)	(648,322)	(669,989)
Income Before Contributions and Transfers	\$ 23,930,349	\$ 27,791,206	\$ 25,612,175	\$ 27,602,144	\$ 27,965,404	\$ 28,284,711	\$ 28,553,045	\$ 31,694,151
Capital Contributions including Impact Fees	6,259,900	5,998,623	1,311,337	1,311,337	1,311,337	1,311,337	1,311,337	1,311,337
Transfers In	1,219,663	1,194,698	1,206,645	1,218,711	1,230,899	1,243,208	1,255,640	1,268,196
Changes in Net Position	\$ 31,409,912	\$ 34,984,527	\$ 28,130,158	\$ 30,132,193	\$ 30,507,640	\$ 30,839,256	\$ 31,120,022	\$ 34,273,685
Beginning Net Position	\$ 542,745,042	\$ 574,154,954	\$ 609,139,481	\$ 637,269,639	\$ 667,401,831	\$ 697,909,472	\$ 728,748,727	\$ 759,868,749
Ending Net Position	\$ 574,154,954	\$ 609,139,481	\$ 637,269,639	\$ 667,401,831	\$ 697,909,472	\$ 728,748,727	\$ 759,868,749	\$ 794,142,434

Using some of the information from the cash flow projection on the previous page and adding estimated **financial accounting components** (non-cash flow) such as depreciation, interest expense, and contributed infrastructure, the estimated net position was calculated for the forecasted period through the fiscal year ending 2028. Net Position on April 30, 2021 was \$574,154,954 and is projected to increase by \$35M to \$609,139,481 for the fiscal year ending 2022. Net Position is forecasted to increase by another \$185M to \$794,142,434 by the fiscal year ending April 30, 2028, 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.

The Authority has one final revenue bond series outstanding. The last payment to bondholders will be made on May 1, 2023. About \$21 million in bond debt service has been allocated from each year of the Water and Sewer Fund’s budget for payments into the respective bond series debt service sinking fund. Debt service funding for the final year of bond repayment will be made from the debt service reserve account which will cover all bond debt service requirements and retire the 2012 Series Revenue Bond.

The Water and Sewer Fund’s FY 2022 – 2023 budget has allocated \$2.7 million for the annual debt service of five GEFA loans.



Debt Service Reserve

The debt service reserve was established as a safeguard to protect the bondholders. The Authority has maintained a balance in a separate debt service reserve account 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, 2022. 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. Monies in this account will be used for the last year of bond repayment due on May 1, 2023 that will retire the remaining outstanding bond.



Outstanding Revenue Bond

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.

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 was due on May 1, 2021 and the final principal payment to bondholders will be on May 1, 2023. The outstanding balance on April 30, 2022 was \$38.3 million.

For Fiscal Years End- ing April 30,	Principal		Interest		Total Payments
2023	\$	18,705,000	\$	1,409,375	\$ 20,114,375
2024		19,565,000		489,125	20,054,125
Total	\$	38,270,000	\$	1,898,500	\$ 40,168,500

State Revolving Fund Loans



In addition to the remaining revenue bond series, the Water and Sewer Fund has five Clean Water State Revolving Fund loans with Georgia Environmental Finance Authority (GEFA). Three of those loans are in repayment and two are currently in the construction phase. 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.

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, 2022 will be \$1.7M and the final payment will be November 1, 2025.

In May 2003, the Authority entered into a 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. As of April 30, 2022, the outstanding principal balance of this loan will be \$1.0M and its final payment will be made on March 1, 2026.



Two Clean Water State Revolving Fund Loans of \$25M each from GEFA were awarded to fund a portion of approximately \$99M large sewer interceptor rehabilitation projects. 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. The first GEFA Outfall loan went into repayment for the full \$25M on August 1, 2021. On April 30, 2022, the estimated outstanding balance will be \$23.7M. The second GEFA outfall loan is still in the disbursement phase and approximately \$6.1M in outstanding at the end of the fiscal year.

GEFA has approved two construction loans of \$50M each for the construction of biosolids treatment at the WB Casey Water Resource Recovery Facility (WRRF) with an estimated project budget of \$105M. The first GEFA Biosolids loan was approved in January 2021 and the second loan will be approved in May 2022 but not yet executed. Each loan has an interest rate of 0.13 percent and a repayment term of 20 years to begin when disbursement is completed. Each loan will have annual debt service of \$2.5M. At April 30, 2022 no funds had been drawn on these loans.

The table below shows future debt service for the GEFA loans currently in repayment.

For Fiscal Years Ending April 30,	Principal	Interest	Total Payments
2023	\$ 2,327,336	\$ 219,998	\$ 2,547,334
2024	2,359,798	187,536	2,547,334
2025	2,393,210	154,124	2,547,334
2026	2,076,833	122,433	2,199,266
2027-2031	8,321,384	427,055	8,748,439
2032-2036	8,596,197	152,242	8,748,439
2037	291,379	237	291,616
Total	\$28,397,337	\$ 1,488,145	\$29,885,482

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 2028 using the cash flow generated by a 3 percent rate increase effective January 1, 2023.

Projected Debt Payments, Cash Flow and Debt Service Coverage

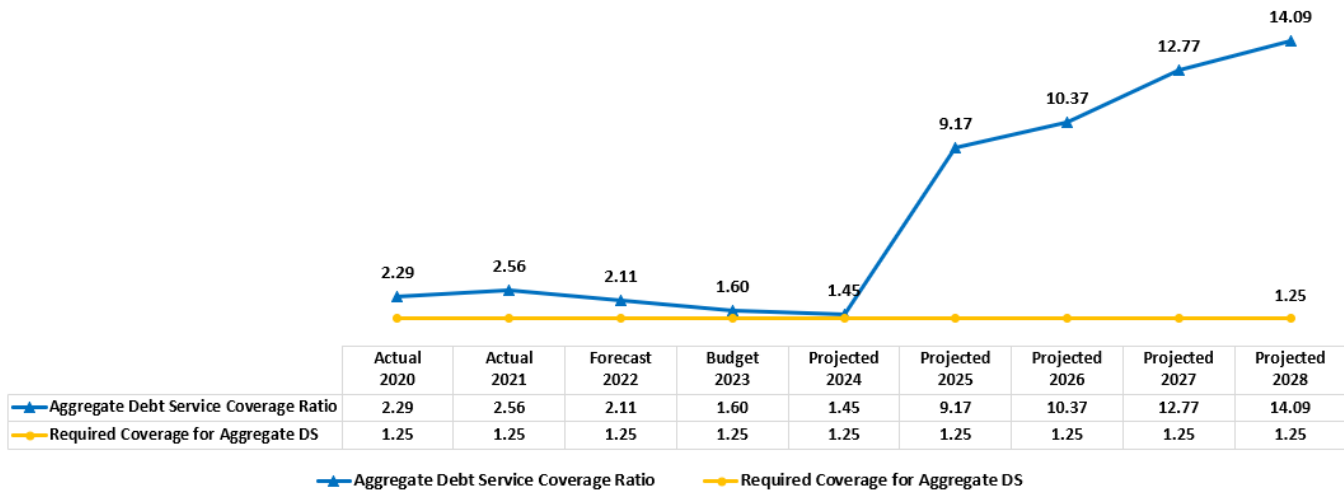
The table below shows the impact of the projected rate increases on Gross Revenue, changes in Operating Expenses, changes in Annual Debt Service on the Debt Service Coverage Ratio through fiscal year 2027 – 2028.

Rate increases	10%	5.0%	3.0%	5.0%	5.0%	5.0%	5.0%	8.0%
	Actual	Estimated	Budget	Projected	Projected	Projected	Projected	Projected
Fiscal Year (ending April 30)	2021	2022	2023	2024	2025	2026	2027	2028
Debt Service Coverage								
Gross Revenues (including impact fees)	\$109,320,269	\$114,144,950	\$117,607,000	\$120,970,000	\$126,678,000	\$132,690,000	\$139,018,000	\$147,022,000
Less: Operating Expenses	\$60,331,000	\$59,932,000	\$75,205,000	\$82,714,000	\$86,005,000	\$89,802,000	\$93,105,000	\$96,474,000
Net Cash Flow Available for Debt Service	\$47,224,000	\$52,876,000	\$41,090,000	\$36,944,000	\$39,361,000	\$41,576,000	\$44,601,000	\$49,236,000
Bond Annual Debt Service	\$17,676,010	\$22,800,000	\$23,093,000	\$23,000,000	\$0	\$0	\$0	\$0
GEFA Loan Debt Service	\$797,647	\$2,255,720	\$2,547,334	\$2,547,334	\$4,291,009	\$4,009,411	\$3,493,362	\$3,493,362
Total Annual Debt Service	\$18,473,657	\$25,055,720	\$25,640,334	\$25,547,334	\$4,291,009	\$4,009,411	\$3,493,362	\$3,493,362
Aggregate Debt Service Coverage Ratio	2.56	2.11	1.60	1.45	9.17	10.37	12.77	14.09

On May 1, 2023, the last bond series is retired adding \$21M to cash flow. The final debt service for the bond will be paid from the Debt Service Reserve. The FY 2022 – 2023 budget does 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 the required coverage to meet bond and GEFA loan covenants of 1.20x, the AA Authority's last two years of actual debt service coverage along with the debt service coverage forecasted for fiscal year ended 2022, and the Authority's projected debt service coverage for the FY 2022 – 2023 budget year and the five fiscal years that follow.

Projected Net Position – Stormwater Fund

Financial Accounting Projections	Actual	Est. Actual	Budget Year	Projected				
Fiscal Year Ended April 30,	2021	2022	2023	2024	2025	2026	2027	2028
Operating Revenues	\$ 10,588,711	\$ 10,839,296	\$ 10,628,665	\$ 10,788,095	\$ 10,949,917	\$ 11,114,165	\$ 11,280,878	\$ 11,450,091
Operating Expenses (including depreciation)	8,374,709	8,072,086	9,251,502	9,618,047	9,795,588	9,978,456	10,166,810	10,360,814
Operating Income	\$ 2,214,002	\$ 2,767,210	\$ 1,377,163	\$ 1,170,048	\$ 1,154,328	\$ 1,135,709	\$ 1,114,068	\$ 1,089,277
Nonoperating Revenues (Expenses)	(867,910)	(1,191,765)	(1,108,098)	(1,119,150)	(1,119,150)	(1,119,150)	(1,119,150)	(1,119,150)
Income Before Contributions and Transfers	\$ 1,346,092	\$ 1,575,445	\$ 269,065	\$ 50,898	\$ 35,178	\$ 16,560	\$ (5,082)	\$ (29,873)
Capital Contributions	775,339	1,597,537	500,000	500,000	500,000	500,000	500,000	500,000
Changes in Net Position	\$ 2,121,431	\$ 3,172,982	\$ 769,065	\$ 550,898	\$ 535,178	\$ 516,560	\$ 494,918	\$ 470,127
Beginning Net Position	57,893,643	60,015,074	63,188,056	63,957,121	64,508,019	65,043,198	65,559,757	66,054,676
Ending Net Position	\$ 60,015,074	\$ 63,188,056	\$ 63,957,121	\$ 64,508,019	\$ 65,043,198	\$ 65,559,757	\$ 66,054,676	\$ 66,524,803

The projected net position above assumes that operating expenses will grow 6 percent between FYE 2023 and FYE 2024 and then 3 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 1.5 percent each year through fiscal year ending 2028.

Ending Net Position at fiscal year-end April 30, 2021 was \$60,015,074 and projected to increase by \$6.5 million to \$66,524,803 by fiscal year ending 2028 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 2028.

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 2027 – 2028.

Fiscal Year Ended April 30,	Actual	Est. Actual	Budget Year	FYE - Projected				
	2021	2022	2023	2024	2025	2026	2027	2028
Cash Flows from Current Operations								
Operating Revenues	\$ 10,588,711	\$ 10,839,296	\$ 10,628,665	\$ 10,788,095	\$ 10,949,917	\$ 11,114,165	\$ 11,280,878	\$ 11,450,091
Less: Operating Expenses (net Depr)	4,631,687	4,372,086	5,551,502	5,918,047	6,095,588	6,278,456	6,466,810	6,660,814
Cash Flows from Operations	\$ 5,957,024	\$ 6,467,210	\$ 5,077,163	\$ 4,870,048	\$ 4,854,328	\$ 4,835,709	\$ 4,814,068	\$ 4,789,277
Non-Operating Revenues (Expenses)								
Intergovernmental Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest Income	7,707	2,933	2,952	3,011	3,011	3,011	3,011	3,011
Operating Transfers Out -to Water and Sewer	(1,219,663)	(1,194,698)	(1,111,050)	(1,122,161)	(1,122,161)	(1,122,161)	(1,122,161)	(1,122,161)
Available Cash Flows	\$ 4,745,068	\$ 5,275,445	\$ 3,969,065	\$ 3,750,898	\$ 3,735,178	\$ 3,716,560	\$ 3,694,918	\$ 3,670,127
Existing Long-Term Debt Service:								
Existing Bond Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Existing GEFA Debt Service	-	286	8,700	10,500	13,000	506,555	506,555	506,555
Existing Long-Term Debt Service	\$ -	\$ 286	\$ 8,700	\$ 10,500	\$ 13,000	\$ 506,555	\$ 506,555	\$ 506,555
Proposed Debt Service								
Proposed New Debt				\$ -	\$ -	\$ -	\$ -	\$ -
Interest Only Annual Payment				-	-	-	-	-
Proposed Additional Obligations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Long-term Obligations	\$ -	\$ 286	\$ 8,700	\$ 10,500	\$ 13,000	\$ 506,555	\$ 506,555	\$ 506,555
Debt Service Coverage	N/A	18445.61	456.21	357.23	287.32	7.34	7.29	7.25

Projected Debt Service Coverage Ratio

Debt Service Coverage when the Georgia Environmental Finance Authority loan goes into repayment in fiscal year ended 2026 will be approximately 7.34 times.

Fiscal Year Ended April 30,	Actual	Est. Actual	Budget Year	FYE - Projected				
	2021	2022	2023	2024	2025	2026	2027	2028
Debt Service Coverage	N/A	18445.61	456.21	357.23	287.32	7.34	7.29	7.25





Levels of Service and Key Performance Indicators

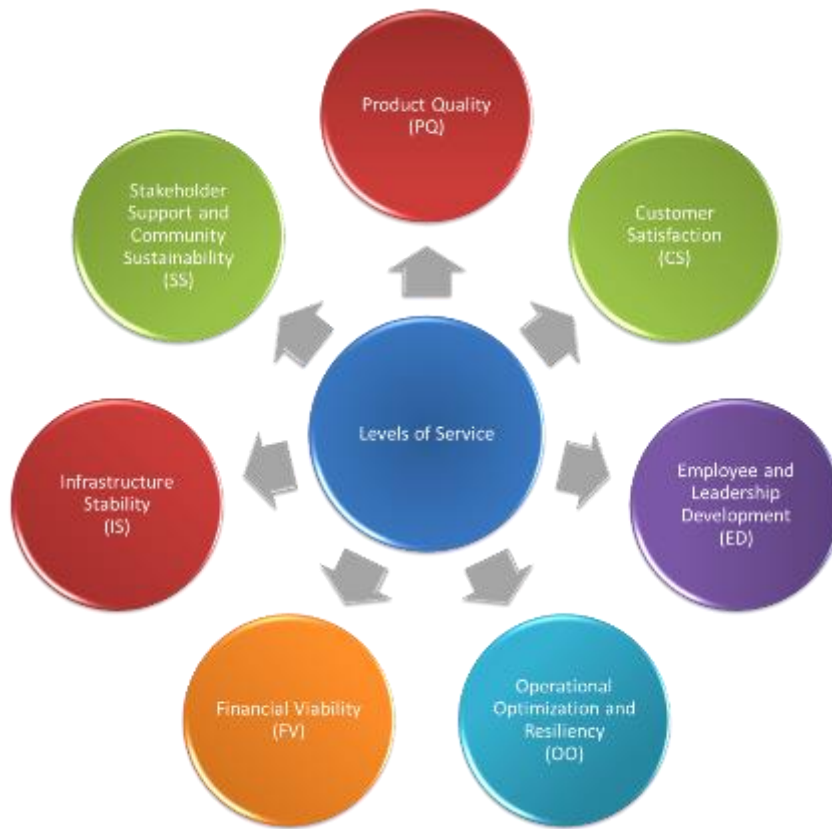
The Authority has implemented Levels of Service (LOS) performance measures, or key performance indicators (KPIs). These KPIs guide operational and capital activities and provide metrics that hold us accountable and responsive to the

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 regularly update 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 2020 - 2021	Actual 2019 - 2020	Actual 2018 - 2019	Actual 2017 - 2018
SUPERIOR PRODUCT QUALITY							
1 Meet all applicable regulatory requirements	% compliance with NPDES permits	WR	100%	100%	100%	100%	100%
	% compliance with Water Production permits	WP	100%	100%	100%	100%	100%
	% compliance with MNGWPD Plan (Jan)	PME	100%	93%	91%	93%	100%
2 Potable water quality that meets customer expectations	# discoloration complaint calls (CCWA issue)	DC	< 200/Yr. - Reduce 10%/Yr.	63	113	84	236
	# water Taste and Odor complaint calls (CCWA issue)	DC	< 25/Yr. - Reduce 10%/Yr.	6	20	17	301
3 Improve the quality of Clayton Co. water resources	% compliance with MS4 Permit (Sep.)	SW	100%	100%	100%	100%	100%
	Miles of water quality non-attainment streams (Sep.)	SW	FY 2020 (< 65) < 66	66	66	65	65
EXCEED CUSTOMER EXPECTATIONS							
4 Improve customer experience	% customers calls that are abandoned	CS	< 3% / Month	15%	2%	2%	1%
	% days the call abandonment rate <3%	CS	> 80% / Month	30%	81%	85%	90%
	% meters accurately read	CS	> 99.98% / Month	100%	100%	100%	100%
	% site visits within 2 hours of customer call	DC	> 90% / Month	90%	92%	92%	94%
	% site visits within 24 hours of customer call	SW	> 90% / Month	72%	79%	91%	96%
	# callers using IVR	CS	> 4,000 /Month	13,728	7,998	8,256	8,561
	# customers using eCare	CS	> 8,000/Month	23,757	22,451	20,067	16,275
	% customer calls within 35 seconds	CS	> 60% / Month	39%	74%	76%	83%
5 Minimize potable water service disruptions	% customers billed within 29-31 days of usage	CS	> 90% / Month	73%	100%	100%	99%
	# low pressure complaints	DC	< 20 / Year	6	9	10	15
	% downtime for production plant and repump stations	WP	FY 2020 (100%/Month) 1% / Month	1.0%	0.20%	0.0%	1.3%
6 Minimize customer sewer backups	% maintenance related water service disruptions < 4 hours	DC	> 80% / Month	83%	90%	83%	83%
	Expense for sewer backup claims	DC	< \$200,000 / Year	\$146,581	\$104,192	\$79,345	\$95,023
	# sewer backup damage claims	DC	< 20 / Year	15	9	13	10
7 Complete all property restorations in 14 days	% property restorations completed < 14 days	DC	100% / Month	57%	74%	61%	53%





Strategies: 8 through 16

Service Level Goal	Key Performance Indicator (KPI)	Division	Target	Actual 2020 - 2021	Actual 2019 - 2020	Actual 2018 - 2019	Actual 2017 - 2018
PROVIDE EMPLOYEE DEVELOPMENT							
8 Provide effective employee training and development	% DC employees with required certifications (Apr)	DC	100% / Year	92%	96%	100%	100%
	% 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	76%	72%	72%	79%
	% Supervisors with completed competency assessment (Apr)	HR	100% / Year	0%	0%	6%	90%
10 Satisfaction with working environment, challenge and opportunities	% non-retirement voluntary turnover (Apr)	HR	< 5% / Year	8%	3%	4%	3%
11 Manage safety to minimize accidents	# of Employee non-lost time injuries	RM	< 23.4 / Year	10	13	22	12
	# Employee lost time injuries	RM	< 11.2 / Year	1	4	2	3
	# of CCWA at-fault equip accidents	RM	< 12 / Year	7	7	18	14
	# of CCWA at-fault vehicle accidents	RM	< 12 / Year	11	15	N/A	N/A
12 Timely/targeted employee communications	% Newsletter distributed by the 5th of the month	PIO	100%	100%	100%	100%	100%
OPTIMIZE OPERATIONS							
13 Reasonable Cost of Service	Water loss based on 12 mo. running avg. - prior month	WP	< 9% / Month	9%	8.2%	Min: 8.15% Max: 11.18%	Min: 7.35% Max: 9.73%
	\$/mile of SW system pipe maintained (Apr)	SW	< \$3,000	\$2,779	\$2,529	\$3,063	\$2,464
	\$/acct. of wastewater collection system pipe maintained (Apr)	DC	< \$373	\$78	\$72	\$89	\$80
	\$/acct. of water distribution system pipe maintained (Apr)	DC	< \$408	\$85	\$87	\$96	\$82
	IT operating cost ratio per million dollars in revenue (Apr)	IT	< 4.10%	3.52%	3.52%	2.80%	2.40%
	IT operational cost per user (Apr)	IT	< \$8,400	\$7,988	\$7,988	\$7,988	\$6,748
	% of budget (Apr)	WP	< 95%	95%	86%	86%	92%
	% of budget (Apr)	WR	< 95%	77%	81%	84%	87%
	% of budget (Apr)	SW	< 95%	86%	77%	84%	83%
	% of budget (Apr)	DC	< 95%	85%	90%	98%	89%
	\$/kGal produced (Apr)	WP	< \$1.00	\$1.00	\$0.87	\$0.82	\$0.98
	\$/kGal reclaimed (Apr)	WR	< \$2.00	\$1.51	\$1.41	\$1.34	\$1.57
	\$ of water/sewer service as % MHI (Jan)	FIN	< 2%	1.3%	1.3%	1.3%	1.4%
14 Minimize Water System Losses	AWWA Infrastructure Leakage Index (Apr)	WP	< 1.35	1.35	1.07	1.03	1.03
15 Provide Minimum Down Time for CCWA's Fleet	Fleet work orders completed within 7 days	GS	> 80%	103%	93%	95%	96%
	Fleet maintenance cost to fleet asset value	GS	< 25%	24%	23%	25%	10%
16 Maximize computer system availability	% unplanned downtime during business hours	IT	< 1% of Business Hours	1.0%	0.1%	0.0%	0.1%





Strategies: 17 through 22

Service Level Goal	Key Performance Indicator (KPI)	Division	Target	Actual 2020 - 2021	Actual 2019 - 2020	Actual 2018 - 2019	Actual 2017 - 2018
ENSURE FINANCIAL VIABILITY							
17 Develop a Sustainable Annual Budget	% of water/sewer operating budget (Apr)	FIN	< 95%	93%	83%	82%	87%
	% SMP projects funded in next FY (Apr)	PME	< 80%	86%	51%	50%	54%
18 Provide financing for the "Pay-As-You-Go" capital plan	Debt Service Coverage Ratio	FIN	> 1.5x	2.50	2.66	2.49	2.84
19 Maximize revenue collection vs. bad debt write-offs	Percentage of bad debt to sales	CS	< 1.5%	1.1%	1.2%	1.0%	1.2%
INFRASTRUCTURE SUSTAINABILITY							
20 Implement asset management practices	Facilities work orders completed within 7 days	GS	> 80%	78%	77%	77%	82%
	Facilities maintenance cost to asset value	GS	< 25%	9%	9%	8%	7%
21 Provide a sustainable water supply	# water main breaks per 100 miles of pipe (Apr)	DC	< 11 / Year	4.4	5.4	5	5.2
	# water main leaks per 100 miles of pipe (Apr)	DC	< 25 / Year	5.4	6.6	8.1	12.6
	% reservoir storage capacity	WP	> 90%	90%	100%	98%	95%
	Value of water services claims paid	DC	< \$50,000 / Year	\$30,270	\$0	\$5,589	\$1,157
22 Provide adequate treatment capacity	% utilized capacity at Casey WRRF	WR	< 80%	56%	64%	65%	57%
	% utilized capacity at Northeast WRF	WR	< 80%	79%	74%	68%	40%
	% utilized capacity at Shoal Creek	WR	< 80%	44%	46%	50%	38%
	% sewer lines with adequate capacity (Apr)	PME	> 75%	97%	97%	62%	62%

Strategies: 23 through 26

Service Level Goal	Key Performance Indicator (KPI)	Division	Target	Actual 2020 - 2021	Actual 2019 - 2020	Actual 2018 - 2019	Actual 2017 - 2018
STAKEHOLDER SUPPORT							
23 Environmental Stewardship and Sustainability	# low flow plumbing kits distributed	CS	> 1,000 / Year	23	13	1,008	827
	# SSOs to state waters	DC	< 40 / Year	40	81	31	44
	# toilet rebates	CS	> 400 / Year	25	40	418	240
	WR Carbon footprint status - Mton/yr. as CO2 (e) (Jan)	WR	n/a	4.32	4.30	4.60	4.71
	Per capita water use in gpcd (Jan)	WP	< 90 gpcd	90	89	89	95
	% beneficial reuse of biosolids (Jan)	WR	100%	100%	100%	100%	100%
24 Timely/targeted customer communications	# new website visits	PIO	> 100,000 / Year	274,639	250,030	N/A	416,842
	# unique website hits	PIO	> 120,000 / Year	217,864	180,042	N/A	419,406
	# educational bill inserts issued (Apr)	PIO	> 7 / Year	12	10	2	10
	# positive media releases issued (Apr)	PIO	> 16 / Year	18	32	4	34
25 Promote Community Involvement & Pride	CCWA staff who have participated in community events (Apr)	PIO	> 75 / Year	54	210	49	102
	Community events CCWA staff have participated in (Apr)	PIO	> 25 / Year	5	59	14	44
	# residents reached through public education events (Apr)	PIO	> 8,000 / Year	1,349	16,923	2,540	11,796
26 Business Opportunity Development	Dollars spent with SLBE Firms during the FY (Apr)	PRO	\$12,000,000	\$13,514,202	\$12,237,660	\$12,510,547	10,315,743





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 Director 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 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 measurement focus 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 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 must 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 must 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 established goals and objectives within a long-term financial strategy plan to assist in setting retail water and sewer rates and stormwater fees.

A summary of the major goals and objectives include:

- Provide sufficient revenues for the operation and maintenance of the Authority's infrastructure consistent with good utility practice.
- Provide sufficient revenues to fund the capital improvements and initiatives outlined in the Strategic Master Plan (SMP).
- 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

In addition to the goals above, along with any legal constraints, the following items are also considered:

- **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.
- **Intergenerational Equity.** 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 year as part of the budget process these objectives are considered during updates to the financial strategy model tool.

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 rate adjustment that went into effect on January 1, 2021 and a 5 percent increase that went into effect on January 1, 2022. On January 1, 2023 a 3 percent rate adjustment will go into effect. 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 2022 – 2023.

January 2022						January 2023					
Description	Usage	Water		Sewer		Description	Usage	Water		Sewer	
		Base Rate	Tier Rate	Base Rate	Tier Rate			Base Rate	Tier Rate	Base Rate	Tier Rate
Residential						Residential					
5/8" meter		\$11.60		\$12.39		5/8" meter		\$11.95		\$12.76	
Tier 1	1k-3k		\$2.73		\$2.96	Tier 1	1k-3k		\$2.81		\$3.05
Tier 2	4k-7k		\$6.55		\$6.96	Tier 2	4k-7k		\$6.75		\$7.17
Tier 3	8k-20k		\$8.12		\$6.96	Tier 3	8k-20k		\$8.36		\$7.17
Tier 4	>20k		\$9.74		\$6.96	Tier 4	>20k		\$10.03		\$7.17
Commercial / Industrial						Commercial / Industrial					
5/8" meter		\$11.60		\$12.39		5/8" meter		\$11.95		\$12.76	
3/4" meter		\$12.27		\$13.09		3/4" meter		\$12.64		\$13.48	
1" meter		\$15.69		\$16.53		1" meter		\$16.16		\$17.03	
1.5" meter		\$27.28		\$41.32		1.5" meter		\$28.10		\$42.56	
2" meter		\$54.55		\$82.64		2" meter		\$56.19		\$85.12	
3" meter		\$81.83		\$123.95		3" meter		\$84.28		\$127.67	
4" meter		\$102.29		\$154.25		4" meter		\$105.36		\$158.88	
6" meter		\$152.74		\$231.37		6" meter		\$157.32		\$238.31	
8" meter		\$190.93		\$289.21		8" meter		\$196.66		\$297.89	
10" meter		\$229.12		\$347.05		10" meter		\$235.99		\$357.46	
Tiers for all commercial meter sizes						Tiers for all commercial meter sizes					
Tier 1	1k-3k		\$3.75		\$4.14	Tier 1	1k-3k		\$3.86		\$4.26
Tier 2	>3k		\$6.55		\$6.96	Tier 2	>3k		\$6.75		\$7.17
Note: Tier 1 applies to 5/8", ¾", and 1" only						Note: Tier 1 applies to 5/8", ¾", and 1" only					
Other						Other					
Irrigation			\$9.74			Irrigation			\$10.03		
MFC/UFC			\$6.55			MFC/UFC			\$6.75		
2"		\$4.32				2"		\$4.54			
4"		\$9.66				4"		\$10.14			
6"		\$14.85				6"		\$15.59			
8"		\$28.46				8"		\$29.88			
10"		\$37.25				10"		\$39.11			
12"		\$44.63				12"		\$46.86			
16"		\$52.20				16"		\$54.81			
Hydrant Meter		\$81.84	\$6.56			Hydrant Meter		\$85.93	\$6.89		
Raw Water						Raw Water					
Tier 1	0-15k		\$0.60			Tier 1	0-15k		\$0.62		
Tier 2	16k-31k		\$1.45			Tier 2	16k-31k		\$1.49		
Tier 3	32k -47k		\$1.77			Tier 3	32k -47k		\$1.82		
Tier 4	> 47k		\$2.14			Tier 4	> 47k		\$2.20		
Minimum			\$4.10			Minimum			\$4.22		



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	FY 2020 - 21	FY 2021 - 22	FY 2022 - 23
Expenditure Class	Actual	Budgeted	Budgeted
Personnel Services	\$ 30,134,624	\$ 35,962,004	\$ 39,304,213
Operating Expenses	30,067,121	45,737,811	47,895,596
Debt Service- GEFA Loans	914,275	2,330,308	2,655,338
Debt Service - Revenue Bonds	20,540,840	20,546,600	-
Capital Outlay	24,792,500	8,858,908	27,514,088
Total Appropriations	<u>\$ 106,449,361</u>	<u>\$ 113,435,631</u>	<u>\$ 117,369,235</u>

Budget Detail by	FY 2020 - 21	FY 2021 - 22	FY 2022 - 23
Individual Categories	Actual	Budgeted	Budgeted
Personnel Services:			
Salaries and Wages	\$ 20,513,351	\$ 23,674,040	\$ 25,730,065
Overtime Pay	645,335	947,029	981,189
F.I.C.A.	1,541,529	1,779,975	1,959,610
Pension	3,965,609	4,881,505	4,572,937
Employee Benefits	3,468,800	4,679,455	6,060,412
Operating Expenditures:			
Operating Materials & Supplies	5,101,600	7,041,856	7,356,370
Vehicle Supplies	383,821	480,676	642,181
Administrative Supplies	203,827	283,701	267,936
Safety Supplies	90,311	111,707	137,269
Special Purchases	100,417	2,323,941	2,585,247
Utilities	7,734,817	8,139,974	9,140,614
Rentals	115,792	198,127	195,508
Maintenance and Repairs	1,224,750	1,432,395	1,460,424
Outside Services	9,846,363	16,254,079	17,430,119
Interest	-	-	-
Retiree Health Benefits	799,129	999,296	999,296
General Expenses	2,953,406	4,650,209	4,856,882
Accounting Charges	1,512,887	3,821,850	2,823,750
Debt Service:			
GEFA Interest	116,723	300,883	328,000
GEFA Principal	797,552	2,029,425	2,327,338
Transfers to Debt Service	20,540,840	20,546,600	-
Capital Budget:			
Capital Expenditures	1,296,970	3,231,308	4,699,588
Capital Projects:			
Transfers to R&E	23,495,530	5,627,600	22,814,500
Total Appropriations	<u>\$ 106,449,361</u>	<u>\$ 113,435,631</u>	<u>\$ 117,369,235</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

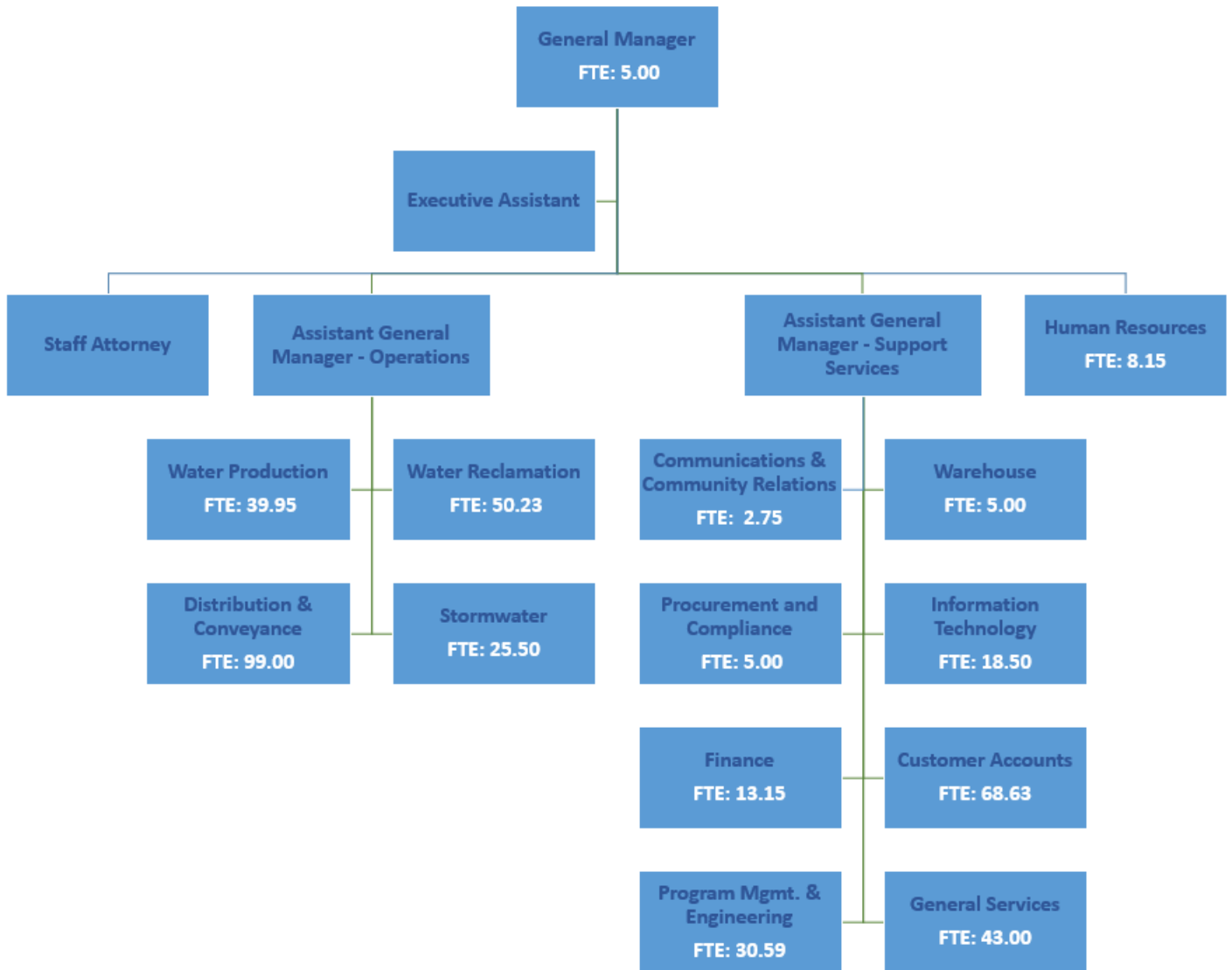
Distribution and Conveyance

Water Reclamation

General Services



Water and Sewer Fund Organization Chart





Executive Division – Business Unit Group 100

EXECUTIVE DIVISION





BUDGET UNIT 100

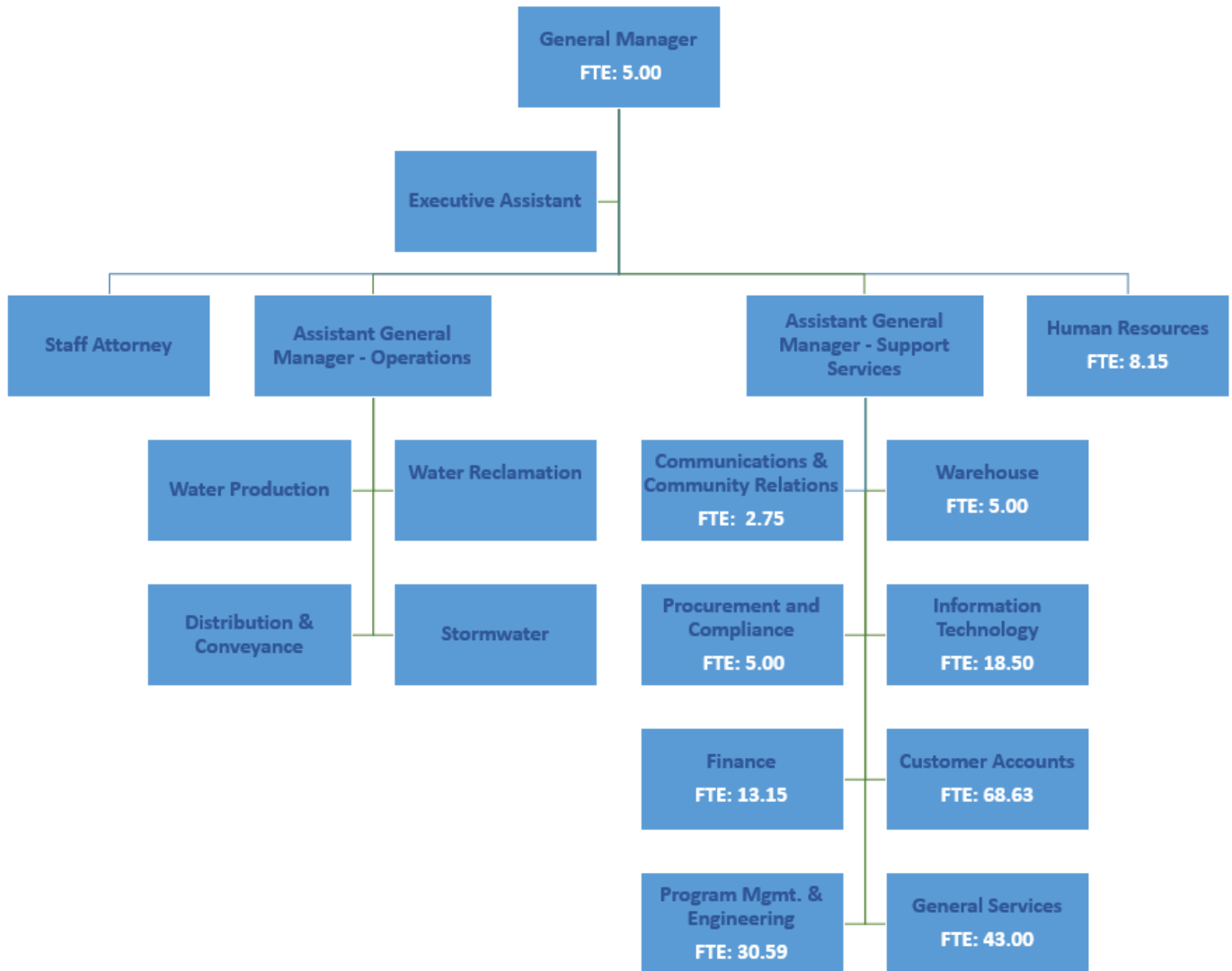
The Executive Department is composed of the typical oversight and administrative functions required in a service provider type of organization. The principal components include management, human resources, public relations, information technology, risk management, procurement, warehouse, financial services 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 the Human Resources Director, the Staff Attorney and two Assistant General Managers (AGM). One Assistant General Manager is over support services and guides the Directors of Finance, Information Technology, Customer Accounts, Program Management and Engineering, 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	116 – Risk Management
102 – Human Resources	130 – Customer Accounts Director
104 – Communications and Community Relations	131 – Meter Services
105 – Board Members	132 – Customer Accounting
106 – Information Technology	135 – Customer Service
109 – Procurement and Compliance	136 – Community Use Room
110 – Finance	940 – Warehouse
115 – Safety and Security	



Executive Division Organizational Chart





EXECUTIVE DIVISION STAFFING

Authorized Personnel	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted
Executive Division				
101 - General Manager	4.15	4.15	4.15	5.00
102 - Human Resources	5.23	6.15	7.15	8.15
104 - Communications & Community Relations	1.73	2.25	2.75	2.75
106 - Information Technology	14.74	15.50	15.50	18.50
109 - Procurement & Compliance	7.50	5.00	5.00	5.00
110 - Finance	13.00	13.00	13.00	13.15
115 - Risk Management/Safety and Security	0.00	3.50	2.00	0.00
130 - Customer Accounts Director	3.00	3.00	3.00	4.00
131 - Meter Services	24.40	24.08	24.08	23.40
132 - Customer Accounting	7.00	7.00	7.00	7.00
135 - Customer Service	34.99	36.49	36.40	34.23
940 - Warehouse	5.00	5.00	5.00	5.00
Total Full-Time Employees (FTEs)	120.74	125.12	125.03	126.18





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 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ 7,137,925	\$ 8,121,215	\$ 8,784,286
Overtime Pay	119,902	144,400	137,000
F.I.C.A.	528,275	611,796	666,638
Pension	1,574,335	2,722,714	1,716,331
Employee Benefits	1,217,141	1,723,261	2,110,068
Operating Expenditures:			
Operating Materials & Supplies	567,625	866,223	668,090
Vehicle Supplies	52,958	68,302	101,014
Administrative Supplies	146,052	195,904	184,260
Safety Supplies	18,554	46,464	55,035
Special Purchases	93,370	2,214,581	2,476,957
Utilities	489,081	515,430	891,450
Rentals	12,392	10,100	10,480
Maintenance and Repairs	37,172	77,288	85,338
Outside Services	2,881,025	5,064,433	5,680,142
Interest	-	-	-
Retiree Health Benefits	799,129	999,296	999,296
General Expenses	1,905,854	3,068,462	3,157,233
Accounting Charges	1,509,656	3,816,750	2,816,750
Debt Service:			
GEFA Interest	58,046	300,883	328,000
GEFA Principal	-	2,029,425	2,327,338
Transfers to Debt Service	20,540,840	20,546,600	-
Capital Budget:			
Capital Expenditures	323,964	143,000	672,354
Capital Projects:			
Transfers to R&E	19,568,780	357,600	655,600
Total Appropriations	<u>\$ 59,582,077</u>	<u>\$ 53,644,127</u>	<u>\$ 34,523,660</u>

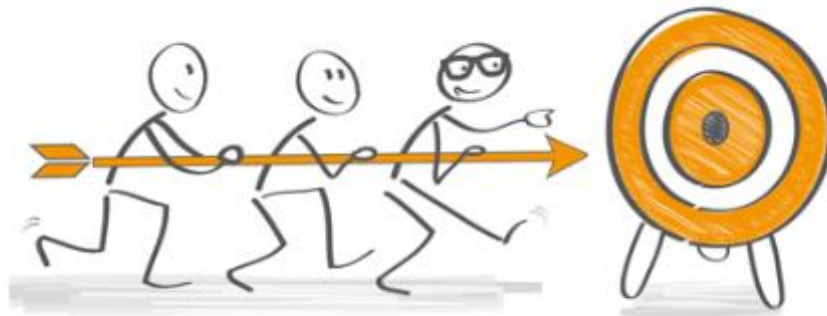


GENERAL MANAGER STAFFING – POSITION DETAIL

	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted
Authorized Personnel				
General Manager				
Assistant General Manager - Operations	1.00	1.00	1.00	1.00
Assistant General Manager - Support Svcs	1.00	1.00	1.00	1.00
Executive Coordinator	1.00	1.00	1.00	1.00
General Manager	1.00	1.00	1.00	1.00
Staff Attorney	0.00	0.00	0.00	1.00
Plan/Policy Review Specialist	0.15	0.15	0.15	0.00
Total Number of Personnel (FTE's)	4.15	4.15	4.15	5.00

GENERAL MANAGER – MAJOR INITIATIVES FOR FY 2022 – 2023

Business Unit	Budget Funding	Account Name	Account Number	Amount Budgeted	Initiative
General Manager					
101	Operating	56110	Consulting Fees	\$ 100,000	Consulting Assistance <i>(as needed basis)</i>
				50,000	Professional Services for Development of Innovation Team
				200,000	Knowledge Retention Study
Total				\$ 350,000	





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:

Personnel Services: represents funding for Staff Attorney and medical insurance increase.

Outside Services: increase represents funding for professional services for a Knowledge Retention Study.

General Expenses: decrease due to Timber Fund Improvements.

Budget Detail By Individual Categories	FY 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ 568,972	\$ 606,168	\$ 640,045
Overtime Pay	-	400	
F.I.C.A.	37,118	39,083	38,926
Pension	101,628	84,258	110,525
Employee Benefits	46,751	62,486	68,193
Operating Expenditures:			
Operating Materials & Supplies	20,091	18,000	21,700
Vehicle Supplies	517	2,434	3,654
Administrative Supplies	8,200	13,900	14,500
Safety Supplies	2,579	2,500	2,500
Special Purchases	16,808	2,001,243	2,263,102
Utilities	48,692	69,615	79,054
Rentals	-	1,100	1,100
Maintenance and Repairs	17,208	27,500	33,188
Outside Services	338,486	638,205	831,170
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	297,115	732,351	612,029
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	250,000	-	-
Capital Projects:			
Transfers to R&E	2,000,780	-	-
Total Appropriations	\$ 3,754,946	\$ 4,299,243	\$ 4,719,686



HUMAN RESOURCES STAFFING – POSITION DETAIL

	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted
Authorized Personnel				
Human Resources				
Business Analyst	1.00	1.00	1.00	1.00
Compensation and Benefits Manager	1.00	1.00	1.00	0.00
HR Risk Manager	0.00	0.00	0.00	1.00
Human Resources Director	1.00	1.00	1.00	1.00
Human Resources Business Partner	0.00	0.00	1.00	0.00
HR Mgr - Employee Experience	0.00	0.00	0.00	1.00
Human Resource Generalist	1.00	1.00	1.00	1.00
Human Resource High School Intern	0.23	0.15	0.15	0.15
Risk & Safety Specialist	0.00	0.00	0.00	1.00
Software T&D Coordinator	0.00	1.00	1.00	0.00
Training and Development Coordinator	1.00	1.00	1.00	0.00
Talent Development Partner	0.00	0.00	0.00	2.00
Total Number of Personnel (FTE's)	5.23	6.15	7.15	8.15

HUMAN RESOURCES – MAJOR INITIATIVES FOR FY 2022 - 2023

Business Unit		Account		Amount	
Unit	Budget Funding	Name	Account Number	Budgeted	Initiative
Human Resources					
102	Operating	56101	Legal Fees	\$ 30,000	Legal Fees
		56110	Consulting Fees	105,000	Consulting Assistance Authority-Wide Class and Compensation Study Career Ladders Succession Planning
		56199	Other Outside Services	22,000	Fees for Employee Appreciation Day Activities
		59122	Software Maintenance and Licenses	75,098	Software Applications Trakstar Performance Appraisal License & Software Spark Hire Recruiting Software Talent Pool Builder Applicant Tracking Biz Library Absorb Personnel Files
Total				\$ 232,098	



Workplace
Wellness
Coaching

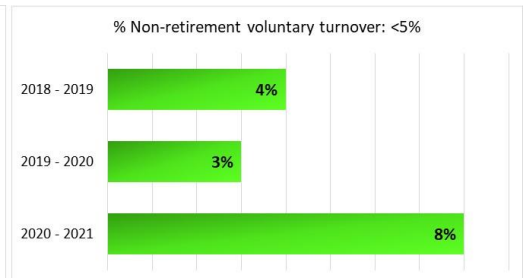
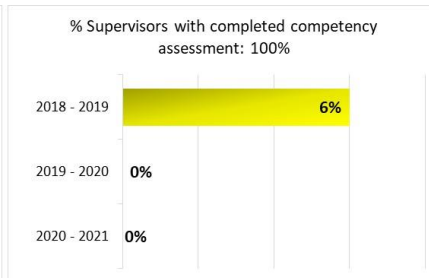
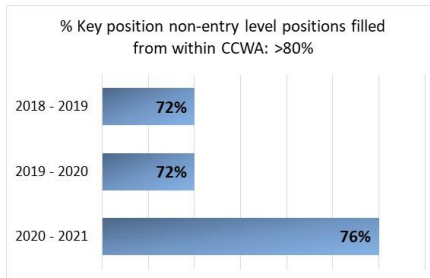




HUMAN RESOURCES – LEVELS OF SERVICE

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	2020 - 2021	2019 - 2020	2018 - 2019
PROVIDE EMPLOYEE DEVELOPMENT						
9 Provide CCWA employee opportunity for advancement	% Key position non-entry level positions filled within	HR	> 80%	76%	72%	72%
	% Supervisors with completed competency assessment	HR	100%	0%	0%	6%
10 Satisfaction with working environment, challenge and opportunities	% Non-retirement voluntary turnover	HR	< 5% / Year	8%	3%	4%



HUMAN RESOURCES





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:

Personnel Services: increase represents funding for the reclassification of three positions: HR Risk Manager, HR Employee Experiences Manager, and HR Safety Specialist and medical insurance increase. Decrease in Pension represents funding for additional contribution in the prior year with current year budget allocated to specific business units.

Safety Supplies: increase represents funding for safety program enhancement incentives.

General Expenses: increase represents funding for conference registrations and professional certifications.

Budget Detail By Individual Categories	FY 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ 630,537	\$ 684,684	\$ 839,404
Overtime Pay	-	-	-
F.I.C.A.	45,900	52,380	64,215
Pension	413,746	1,695,169	344,883
Employee Benefits	185,757	386,169	484,822
Operating Expenditures:			
Operating Materials & Supplies	19,558	8,200	9,200
Vehicle Supplies	-	-	-
Administrative Supplies	1,871	6,350	3,350
Safety Supplies	364	-	1,000
Special Purchases	126	140	140
Utilities	11,165	11,245	12,537
Rentals	8,925	-	2,180
Maintenance and Repairs	24	-	-
Outside Services	140,251	203,818	210,818
Interest	-	-	-
Retiree Health Benefits	799,129	999,296	999,296
General Expenses	104,443	194,683	221,575
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	8,407	-	-
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 2,370,204	\$ 4,242,134	\$ 3,193,420



COMMUNICATIONS & COMMUNITY RELATIONS STAFFING – POSITION DETAIL

	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted
Authorized Personnel				
Communications & Community Relations				
Communications & Community Relations Manager	1.00	1.00	1.00	1.00
Communications Intern	0.73	0.25	0.75	0.75
Communications Specialist	0.00	1.00	1.00	1.00
Total Number of Personnel (FTE's)	1.73	2.25	2.75	2.75

COMMUNICATIONS & COMMUNITY RELATIONS – MAJOR INITIATIVES FOR FY 2022 – 2023

Business Unit	Budget Funding	Account Name	Account Number	Amount Budgeted	Initiative
Public Relations					
104	Operating	56110	Consulting Fees	\$ 205,000	Consulting Assistance <i>Communications/Outreach Support (On-Call)</i> <i>Website Maintenance/Enhancements</i> <i>Video Production (Virtual Tours/AMC Ads)</i> <i>Change Management Training</i> <i>[WP 2022-06] Enterprise-Wide Communication Strategy</i>
		56199	Other Outside Services	12,430	Miscellaneous Services <i>Annual Community Report</i> <i>Website Hosting</i> <i>Ad Design Work</i> <i>Translation Services</i> <i>Water Environment Research Awards</i> <i>Table Cloth Cleaning</i>
		59110	Advertising	32,350	Public Notices, AMC Theater Ads, Publication Ads <i>Public Notices</i> <i>AMC Theater Ads</i> <i>Publication Ads</i> <i>Wedding Spot Ad for Shamrock</i>
Total				\$ 249,780	

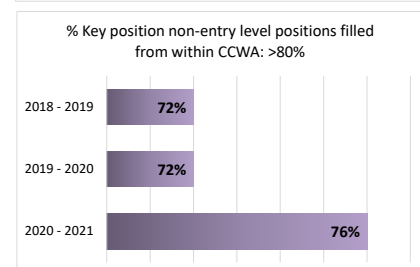
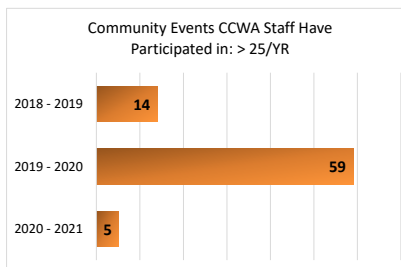
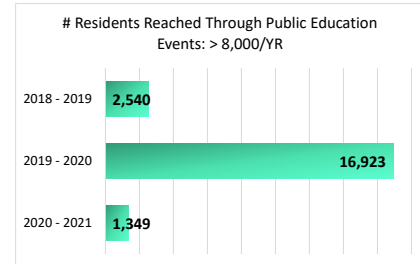
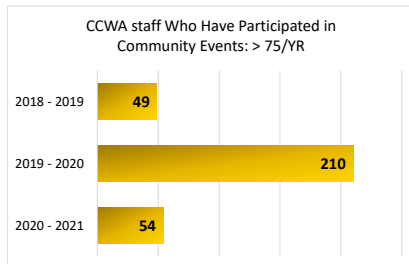
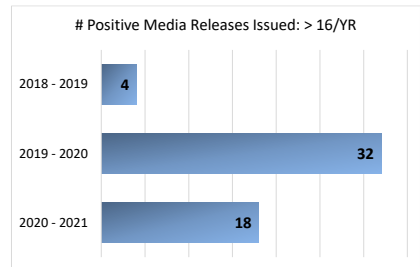
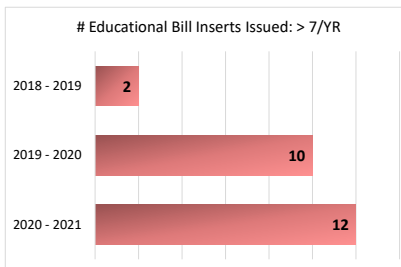
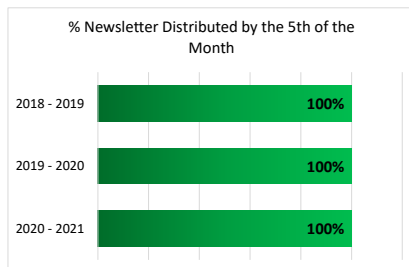




COMMUNICATIONS & COMMUNITY RELATIONS – LEVELS OF SERVICE

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, 24 and 25 to *"Distribute employee newsletter by the 5th 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	2020 - 2021	2019 - 2020	2018 - 2019
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	12	10	2
		# Positive Media Releases Issued: > 16/YR	PIO	> 16 / Year	18	32	4
25	Promote Community Involvement & Pride	CCWA staff Who Have Participated in Community Events: > 75/YR	PIO	> 75 / Year	54	210	49
		Community Events CCWA Staff Have Participated in: > 25/YR	PIO	> 25 / Year	5	59	14
		# Residents Reached Through Public Education Events: > 8,000/YR	PIO	> 8,000 / Year	1,349	16,923	2,540





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 social media accounts, creates monthly employee newsletters, publishes annual community report, and coordinates community outreach

Significant Expenditure and Staffing Changes:

Outside Services: increase represents funding for [WP 2022-06] Enterprise-Wide Communication Strategy.

Budget Detail By Individual Categories	FY 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ 144,121	\$ 164,717	\$ 175,239
Overtime Pay	189	-	2,000
F.I.C.A.	10,823	12,602	13,407
Pension	25,799	22,895	30,247
Employee Benefits	15,468	32,523	18,147
Operating Expenditures:			
Operating Materials & Supplies	15,878	42,415	42,250
Vehicle Supplies	-	-	-
Administrative Supplies	40,585	43,110	47,110
Safety Supplies	18	100	100
Special Purchases	171	398	515
Utilities	1,337	1,555	1,409
Rentals	-	1,000	1,000
Maintenance and Repairs	-	2,000	2,000
Outside Services	23,805	137,055	227,265
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	31,922	49,394	52,458
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	-	-
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 310,115	\$ 509,764	\$ 613,147



BOARD MEMBERS – MAJOR INITIATIVES FOR FY 2022 – 2023

Business		Account		Amount	
Unit	Budget Funding	Name	Account Number	Budgeted	Initiative
Board Members					
105	Operating	56101	Legal Fees	\$ 15,000	Legal Fees
Total				\$ 15,000	





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:

Personnel Services: increase represents funding for a Plan/Policy Review Specialist.

Budget Detail By Individual Categories	FY 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ 44,100	\$ 44,100	\$ 54,396
Overtime Pay	-	-	-
F.I.C.A.	3,374	3,374	4,161
Pension	-	-	9,386
Employee Benefits	143	131	140
Operating Expenditures:			
Operating Materials & Supplies	35	600	850
Vehicle Supplies	-	-	-
Administrative Supplies	196	400	600
Safety Supplies	-	-	-
Special Purchases	-	-	-
Utilities	2,790	3,936	3,411
Rentals	-	-	-
Maintenance and Repairs	-	-	-
Outside Services	10,986	24,100	19,100
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	(1,582)	59,575	64,434
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	-	-
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 60,041	\$ 136,216	\$ 156,478



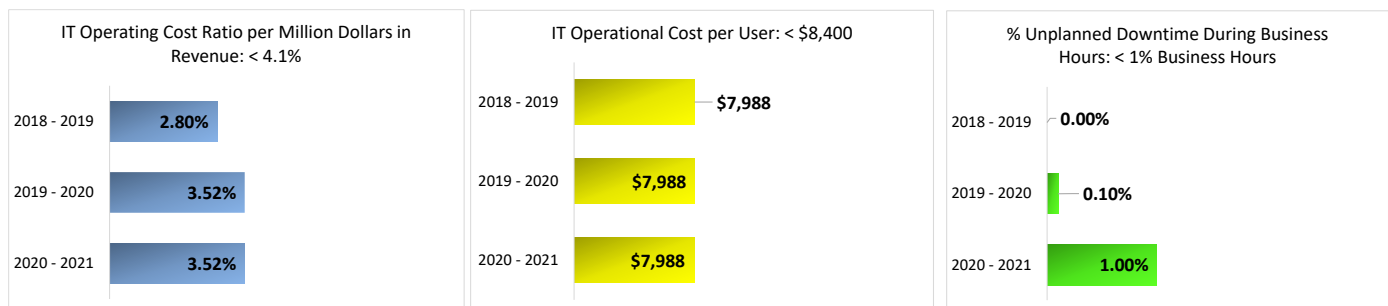
INFORMATION TECHNOLOGY STAFFING – POSITION DETAIL

Authorized Personnel	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted
Information Technology				
Application Developer	4.00	4.00	2.00	2.00
Applications Administrator	0.00	0.00	0.00	1.00
Communications Administrator	1.00	1.00	1.00	1.00
Desk Top Technician III	1.00	1.00	1.00	2.00
Desk Top Technician II	1.00	1.00	1.00	0.00
Information Technology Director	1.00	1.00	1.00	1.00
Document Mgt Administrator	1.00	1.00	1.00	1.00
I.T. Applications Manager	0.00	0.00	1.00	1.00
I.T Operations Manager	1.00	1.00	1.00	1.00
I.T. Help Desk Supervisor	0.00	0.00	1.00	1.00
Intern	0.74	0.50	0.50	0.50
Network Administrator	0.00	1.00	1.00	1.00
Physical Security Administrator	0.00	0.00	0.00	1.00
Resiliency Manager	0.00	0.00	0.00	1.00
SCADA Systems Administrator	1.00	1.00	0.00	0.00
Security Administrator	0.00	0.00	1.00	1.00
SQL Database Administrator	1.00	1.00	1.00	1.00
Systems Administrator	2.00	2.00	2.00	1.00
Windows Administrator	0.00	0.00	0.00	1.00
Total Number of Personnel (FTE's)	14.74	15.50	15.50	18.50

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 4.1% per million dollars in revenue," "Keep IT operational cost per user less than \$8,400,"* and *"To keep unplanned downtime during business hours under 1%."*

Service Level Goal	Key Performance Indicator (KPI)	Division	Target	2020 - 2021	2019 - 2020	2018 - 2019
OPTIMIZE OPERATIONS						
13 Reasonable Cost of Service	IT Operating Cost Ratio per Million Dollars in Revenue: < 4.1%	IT	< 4.10	3.5%	3.5%	2.8%
	IT Operational Cost per User: < \$8,400	IT	< \$8,400	\$7,988	\$7,988	\$7,988
16 Maximize computer system availability	% Unplanned Downtime During Business Hours: < 1% Business Hours	IT	< 1% of Business Hours	1.0%	0.1%	0.0%





INFORMATION TECHNOLOGY – MAJOR INITIATIVES FOR FY 2022 - 2023

Business Unit	Budget Funding	Account Name	Account Number	Amount Budgeted	Initiative
Information Technology					
106	Operating	51111	Annual Tech/Software Replacement	\$ 239,650	[SMP 20-115][WP 2022-04] Annual Technology Replacements
		56110	Consulting Fees	287,290	Consulting Assistance <i>PCI Gap Analysis</i> <i>Network Engineering</i> <i>Annual Security Testing</i> <i>Cayenta Managed Service</i> <i>JDE Monitoring</i>
		56130	Hardware Maintenance and Licenses	275,139	Annual Licenses and Maintenance on Servers, Switches and all Hardware Devices <i>Sophos Firewall Maintenance</i> <i>Ricoh Copier Maintenance</i> <i>Cisco Smartnet</i> <i>Nimble Maintenance</i> <i>Exagrid Maintenance</i> <i>Emerson UPS Maintenance</i> <i>Out of Warranty Service</i> <i>HP Printer Maintenance (IT)</i>
		59122	Software Maintenance and Licenses	1,312,548	Annual Licenses and Maintenance on all enterprise software including JDE, Cayenta, Microsoft, Adobe and reporting applications
	Capital	59303	Capital Project Transfer	500,000	[WP 2022-05] Network Facilities Upgrade
		59983	Cap Equip-Computing Devices	400,000	Data Center Core Switch Replacement
Total				\$ 3,014,627	





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. Evaluates 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:

Personnel Services: increase represents funding for three new positions: Applications Administrator, Physical Security Administrator, and Residency Manager and the reclassification of two Systems Administrators along with increases in Cost of Living Allowance (COLA), pension and medical insurance.

Operating Materials & Supplies: decrease represents the change in funding for company-wide technology replacements.

Utilities: represents funding for company-wide telephone and internet expenses, backup internet circuit, ASE connection upgrades, private 4G network and ASE speed upgrades.

Outside Services: represents funding for PCI Gap analysis, Sophos Firewall maintenance and Ricoh copier maintenance.

Capital Expenditures: represents funding for Data Center Core Switch replacement.

Transfers to R&E: represents funds being transferred to the Renewal and Extension Fund for [WP 2022-05] Network Facilities Upgrade.

Budget Detail By Individual Categories	FY 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ 1,107,282	\$ 1,449,273	\$ 1,544,299
Overtime Pay	21,445	25,000	25,000
F.I.C.A.	86,615	109,638	116,586
Pension	204,375	201,449	266,547
Employee Benefits	142,535	207,929	287,160
Operating Expenditures:			
Operating Materials & Supplies	277,295	462,452	247,150
Vehicle Supplies	41	583	87
Administrative Supplies	16,371	25,500	25,500
Safety Supplies	302	300	300
Special Purchases	-	300	300
Utilities	322,186	309,057	684,868
Rentals	-	-	-
Maintenance and Repairs	161	3,150	3,150
Outside Services	537,695	632,525	578,079
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	1,108,155	1,302,191	1,434,103
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	-	400,000
Capital Projects:			
Transfers to R&E	568,000	37,000	500,000
Total Appropriations	\$ 4,392,458	\$ 4,766,347	\$ 6,113,129



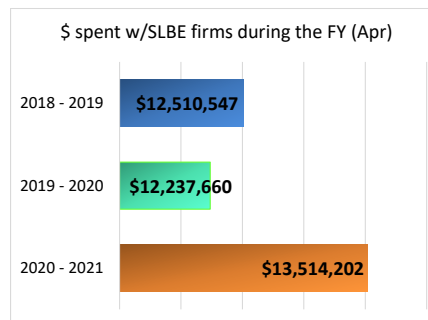
PROCUREMENT AND COMPLIANCE STAFFING – POSITION DETAIL

Authorized Personnel	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted
Procurement and Compliance				
Business Analyst: Procurement	1.00	1.00	1.00	1.00
Patrol Officer	1.00	0.00	0.00	0.00
Procurement Compliance Coordinator	1.00	1.00	1.00	1.00
Procurement & Contract Specialist	2.00	2.00	2.00	2.00
Purchasing Manager	0.00	1.00	1.00	1.00
Risk Manager	1.00	0.00	0.00	0.00
Safety & Compliance Officer	1.00	0.00	0.00	0.00
Security Guards	0.50	0.00	0.00	0.00
Total Number of Personnel (FTE's)	7.50	5.00	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 26 to *"Spend at least \$12 million during the fiscal year through our Small Local Business Enterprises (SLBE)"*.

Service Level Goal	Key Performance Indicator (KPI)	Division	Target	2020 - 2021	2019 - 2020	2018 - 2019
STAKEHOLDER SUPPORT						
26 Business opportunity development	\$ spent w/SLBE firms during the FY (Apr)	PRO	\$12,000,000	\$13,514,202	\$12,237,660	\$12,510,547



PROCUREMENT AND COMPLIANCE – MAJOR INITIATIVES FOR FY 2022 - 2023

Business		Account		Amount	
Unit	Budget Funding	Name	Account Number	Budgeted	Initiative
Procurement and Compliance					
109	Operating	56101	Legal Fees	\$ 15,000	Legal consultation and assistance <i>(as needed basis)</i>
		56110	Consulting Fees	40,000	Consulting Assistance SLBE Workshop and Expo Presenter Fees SharePoint Workflow Consulting [WP 2022-11] e-Procurement Consulting
		56199	Other Outside Services	40,000	Graphic Art for SLBE Events Document and SLBE Marketing Videos
		59110	Advertising	5,000	SLBE Advertising and Marketing of Program
		59122	Annual Software License	25,000	NIGP Code Annual Licensing Fee; eProcurement Software Licensing
				\$ 125,000	
Total					



PROCUREMENT AND COMPLIANCE – OPERATING BUDGET

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

Monitors and coordinates the CCWA-wide procurement activities and purchasing compliance. Administers the Authority's Small Local Business Enterprise (SLBE) Program. Responsible for the administration of contracts and contract compliance associated with purchases.

Significant Expenditure and Staffing Changes:

Personnel Services: increase represents COLA, pension, and medical insurance increases.

General Expenses: increase represents funding for annual NIGP code and eProcurement software licensing.

Budget Detail By Individual Categories	FY 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ 312,011	\$ 319,940	\$ 360,450
Overtime Pay	-	1,000	1,000
F.I.C.A.	22,355	24,477	25,064
Pension	55,734	44,471	62,214
Employee Benefits	53,702	57,958	82,543
Operating Expenditures:			
Operating Materials & Supplies	164	3,500	2,000
Vehicle Supplies	-	-	-
Administrative Supplies	4,192	10,560	3,850
Safety Supplies	3,407	100	250
Special Purchases	-	100	100
Utilities	3,001	2,876	2,989
Rentals	-	2,000	1,000
Maintenance and Repairs	-	-	-
Outside Services	8,766	100,600	100,200
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	3,765	26,717	37,518
Accounting Charges	-	250	250
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	-	-
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 467,098	\$ 594,549	\$ 679,428



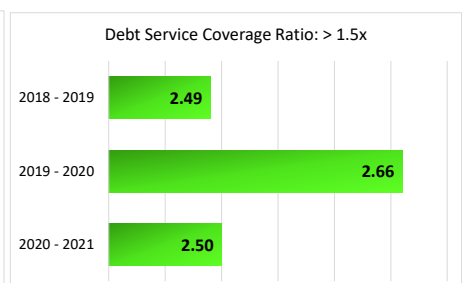
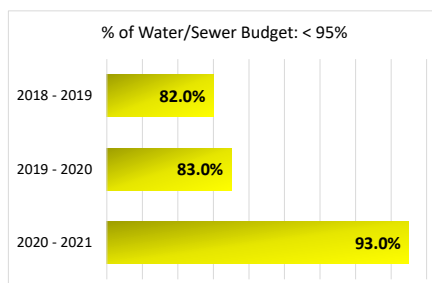
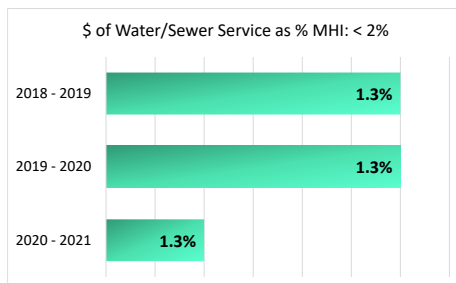
FINANCE STAFFING – POSITION DETAIL

Authorized Personnel	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted
Finance				
Administrative Assistant	1.00	1.00	1.00	1.00
Accountant I	0.00	1.00	2.00	2.00
Accountant II	0.00	2.00	2.00	2.00
Accountant II - Budget	0.00	0.00	1.00	1.00
Accountant III	0.00	1.00	1.00	1.00
Accountant III - Shadow	0.00	0.00	0.00	0.15
Accounting Associate	0.00	2.00	1.00	1.00
Accounting Manager	1.00	1.00	1.00	1.00
Accounts Payable Analyst	2.00	0.00	0.00	0.00
Budget Manager	1.00	1.00	1.00	1.00
Budget Analyst	1.00	1.00	0.00	0.00
Business Analyst	0.00	1.00	1.00	1.00
Capital Asset Accountant	2.00	0.00	0.00	0.00
ERP Coordinator	1.00	0.00	0.00	0.00
Finance Director	1.00	1.00	1.00	1.00
Accountant II - Payroll	1.00	1.00	1.00	1.00
Revenue Fund Accountant	1.00	0.00	0.00	0.00
Special Funds Accountant	1.00	0.00	0.00	0.00
Total Number of Personnel (FTE's)	13.00	13.00	13.00	13.15

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	2020 - 2021	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%	1.3%	1.4%
ENSURE FINANCIAL VIABILITY							
17 Develop a Sustainable Annual Budget	% of Water/Sewer Budget: < 95%	FIN	< 95%	93%	83%	82%	87%
18 Provide financing for the “Pay-As-You-Go” capital plan	Debt Service Coverage Ratio: > 1.5x	FIN	> 1.5x	2.5	2.7	2.5	2.8





FINANCE – MAJOR INITIATIVES FOR FY 2022 – 2023

Business		Account		Amount	
Unit	Budget Funding	Name	Account Number	Budgeted	Initiative
Finance					
110	Operating	56102	Audit Fees	\$ 60,000	Audit Fees
				15,000	Audit and Tax Preparation for Huie Foundation
		56105	System Consulting Fees	45,000	JDE Consulting Assistance for Process Changes
		56110	Consulting Fees	52,000	Consulting Assistance
					[WP 2020-03] Fixed Asset Project
	Financing				Annual Arbitrage Consulting
					County Pension Actuarial Expenses
					OPEB Actuarial Expenses
		57106	Loan Interest Payments	328,000	GEFA Loan Interest
		59806	Loan Principal Payment	2,327,338	GEFA Loan Principal
	59118	Administration Fees	500,000	GEFA Loan Admin Fees	
	59303	Capital Project Transfer	155,600	[WP 2021-05] Open Gov Budget Software	
Total				\$ 3,482,938	





FINANCE – OPERATING BUDGET

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

Oversees the financial operations of the Authority. The General Accounting section maintains the accounting records, prepares financial statements, and performs the payroll function. The Budget Office 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:

Personnel Services: increases due to the changes in COLA, pension, and the cost of medical insurance.

Debt Service: decrease represents funding for the final year of bond debt service payments from the debt service reserve account.

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 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ 970,948	\$ 975,930	\$ 1,091,925
Overtime Pay	6,077	5,500	6,000
F.I.C.A.	70,049	74,659	83,533
Pension	168,846	135,654	188,468
Employee Benefits	115,821	125,964	152,375
Operating Expenditures:			
Operating Materials & Supplies	3,157	3,080	3,890
Vehicle Supplies	25	169	177
Administrative Supplies	5,661	15,200	12,500
Safety Supplies	17	70	135
Special Purchases	-	260	260
Utilities	12,766	13,802	11,334
Rentals	-	-	-
Maintenance and Repairs	86	1,000	1,000
Outside Services	87,689	229,010	184,610
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	273,220	548,621	547,563
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	116,723	300,883	328,000
GEFA Principal	797,552	2,029,425	2,327,338
Transfers to Debt Service	20,540,840	20,546,600	-
Capital Budget:			
Capital Expenditures	-	-	-
Capital Projects:			
Transfers to R&E	17,000,000	155,600	155,600
Total Appropriations	\$ 40,169,478	\$ 25,161,427	\$ 5,094,708



SAFETY AND SECURITY – POSTION DETAIL

Authorized Personnel	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted
<i>Risk Management/Safety and Security</i>				
Patrol Officer	0.00	1.00	0.00	0.00
Risk Management Director	0.00	1.00	1.00	0.00
Safety & Compliance Officer	0.00	1.00	1.00	0.00
Security Guards	0.00	0.50	0.00	0.00
Total Number of Personnel (FTE's)	0.00	3.50	2.00	0.00

SAFETY AND SECURITY – MAJOR INITIATIVES FOR FY 2022 – 2023

Business Unit	Budget Funding	Account Name	Account Number	Amount Budgeted	Initiative
Safety and Security					
115	Operating	56101	Legal Fees	\$ 30,000	Legal Exp. For Assistance, ORR and Other, GA Code Opinions
		56110	Consulting Fees	520,000	Consulting Assistance [SMP 20-134][WP 2022-02] EOP Development and Disaster Recovery Active Shooter Preparation Security Consulting Industrial Health & Hygiene Programs Safety Presenter Fees [SMP 20-133][WP 20-133] Business Continuity Planning
		56156	Security Monitoring and System Maintenance	1,627,000	Safety and Security Assistance, Monitoring and Programs Everbridge Annual System Security Monitoring SMS Customer Support-Hardware Maintenance SMS On-Demand Service Calls Attic Stock Annual Software Maintenance Agreement Lone Worker Safety Devices and Monitoring [SMP 20-138] Security monitoring and projects SecuIThings Device Management
		56199	Other Outside Services	50,000	Graphic Art for Safety Logo and Marketing Videos
Total				\$ 2,227,000	





SAFETY AND SECURITY – OPERATING BUDGET

Department : Executive**Business Unit :** (115) Safety and Security**Major Business Unit Functions:**

Leads the CCWA safety committee and all related safety and security activities for various departments and organization.

Significant Expenditure and Staffing Changes:

Personnel Services: decrease represents moving a Risk Manager from business unit 115 to business unit 116.

Outside Services: increase represents funding for [WP 20-133] Business Continuity Planning, [WP 20-134] Development and Disaster Recovery and [WP 20-138] Security Monitoring Projects.

Budget Detail By Individual Categories	FY 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ 254,436	\$ 263,087	\$ 100,844
Overtime Pay		-	
F.I.C.A.	18,646	19,168	7,714
Pension	43,421	36,568	17,406
Employee Benefits	18,863	21,512	9,286
Operating Expenditures:			
Operating Materials & Supplies	135	5,825	1,290
Vehicle Supplies		-	
Administrative Supplies	58	3,500	2,500
Safety Supplies	3,790	35,850	35,850
Special Purchases		40	20
Utilities	3,404	3,453	3,441
Rentals		-	
Maintenance and Repairs	267	-	
Outside Services	330,063	1,861,645	2,217,860
Interest		-	
Retiree Health Benefits		-	
General Expenses	10,188	26,864	14,142
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	-	-
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 683,271	\$ 2,277,512	\$ 2,410,353



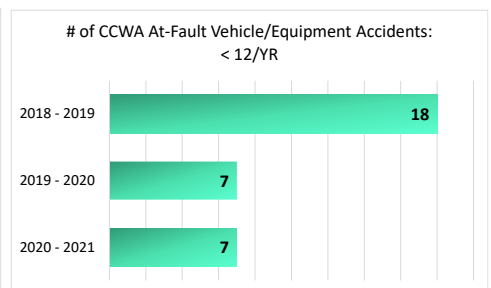
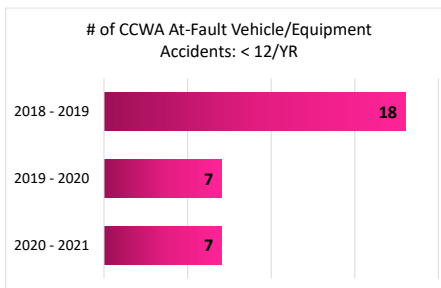
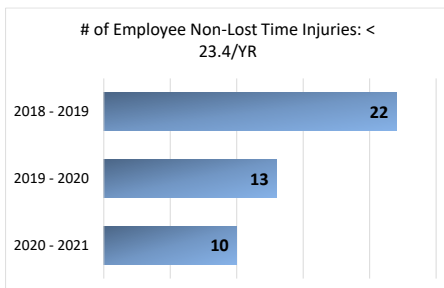
RISK MANAGEMENT STAFFING – POSITION DETAIL

Authorized Personnel	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted
Risk Management/Safety and Security				
Patrol Officer	0.00	1.00	0.00	0.00
Risk Management Director	0.00	1.00	1.00	0.00
Safety & Compliance Officer	0.00	1.00	1.00	0.00
Security Guards	0.00	0.50	0.00	0.00
Total Number of Personnel (FTE's)	0.00	3.50	2.00	0.00

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	2020 - 2021	2019 - 2020	2018 - 2019
PROVIDE EMPLOYEE DEVELOPMENT						
	# of Employee Non-Lost Time Injuries: < 23.4/YR	RM	< 23.4 / Year	10	13	22
11 Manage safety to minimize accidents	# Employee Lost Time Injuries: < 11.2/YR	RM	< 11.2 / Year	1	4	2
	# of CCWA At-Fault Vehicle/Equipment Accidents: < 12/YR	RM	< 12 / Year	7	7	18



RISK MANAGEMENT – MAJOR INITIATIVES FOR FY 2022 – 2023

Business Unit	Budget Funding	Account Name	Account Number	Amount Budgeted	Initiative
Risk Management					
116	Operating	56101	Legal Fees	\$ 30,000	Legal consultation and assistance <i>(as needed basis)</i>
		56110	Consulting Fees	25,000	Various Outside Consultants for Special Projects
Total				\$ 55,000	



RISK MANAGEMENT – OPERATING BUDGET

Department : Executive**Business Unit : (116) Risk Management****Major Business Unit Functions:**

Monitor and coordinate the Property and Insurance Program. Risk management assessment activities both internal and external.

Significant Expenditure and Staffing Changes:

Personnel Services: represents funding for a Risk Manager.

Outside Services: represents associated legal and consulting fees.

Budget Detail By Individual Categories	FY 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ -	\$ -	\$ 167,223
Overtime Pay	-	-	-
F.I.C.A.	-	-	11,539
Pension	-	-	28,863
Employee Benefits	-	-	8,690
Operating Expenditures:			
Operating Materials & Supplies	-	-	100
Vehicle Supplies	-	-	-
Administrative Supplies	-	-	1,000
Safety Supplies	-	-	300
Special Purchases	-	-	20
Utilities	-	-	1,541
Rentals	-	-	-
Maintenance and Repairs	-	-	-
Outside Services	-	-	55,800
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	-	-	5,700
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	-	-
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ -	\$ -	\$ 280,776



CUSTOMER ACCOUNT SERVICES STAFFING – POSITION DETAIL

Authorized Personnel	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted
Customer Accounts Director				
Administrative Assistant	1.00	1.00	1.00	1.00
Business Analyst	1.00	1.00	1.00	2.00
Customer Accounts Director	1.00	1.00	1.00	1.00
Total Number of Personnel (FTE's)	3.00	3.00	3.00	4.00
Meter Services				
Account Service Representative	10.00	11.00	11.00	11.00
Account Services Supervisor	1.00	1.00	1.00	1.00
Account Specialist	1.00	0.00	0.00	0.00
Administrative Assistant	1.00	1.00	1.00	1.00
AMR Install Tech	0.40	0.00	0.00	0.00
Meter Services Installation Tech	1.00	2.00	2.00	1.40
Meter Services Manager	1.00	1.00	1.00	1.00
Meter Services Supervisor	1.00	1.00	1.00	1.00
Meter Services Tech	7.00	6.00	6.00	5.00
Meter Technician Specialist	0.00	0.00	0.00	1.00
Shadow Meter Services Manager	0.00	0.08	0.08	0.00
Sr. Account Service Representative	1.00	1.00	1.00	1.00
Total Number of Personnel (FTE's)	24.40	24.08	24.08	23.40
Customer Accounting				
Accounts Receivable Analyst	2.00	2.00	2.00	2.00
Accounts Receivable Supervisor	1.00	1.00	1.00	1.00
Cash Application Specialist	3.00	3.00	3.00	3.00
Sr. Accounts Receivable Analyst	1.00	1.00	1.00	1.00
Total Number of Personnel (FTE's)	7.00	7.00	7.00	7.00
Customer Service				
Account Analyst	1.00	1.00	1.00	0.00
Call Center Supervisor	1.00	1.00	1.00	1.00
Call Center Specialist I	0.00	10.00	9.00	11.00
Call Center Specialist II	0.00	2.00	3.00	1.00
Collections Specialist	2.00	0.00	0.00	0.00
CSR - Call Center	6.50	1.00	1.00	0.00
Customer Account Specialist	2.00	6.00	6.00	6.00
Customer Service Intern	0.25	0.25	0.23	0.23
Customer Service Manager	1.00	1.00	1.00	1.00
Customer Service Representative	2.00	2.00	2.00	2.00
Customer Service Specialist	7.00	7.00	7.00	7.00
Customer Service Supervisor	1.00	1.00	1.00	1.00
Customer Service Support Specialist	1.00	0.00	0.00	0.00
Lead Customer Service Representative	1.00	0.00	0.00	0.00
Receptionist	0.00	1.00	1.00	1.00
Shadow - Call Center CSR	0.24	0.24	0.00	0.00
Shadow - Call Center Supervisor	0.00	0.00	0.17	0.00
Sr. Call Center Specialist	1.00	1.00	1.00	1.00
Sr. CSR - Call Center	6.00	0.00	0.00	0.00
Sr. Customer Service Specialist	1.00	1.00	1.00	1.00
Training Specialist	1.00	1.00	1.00	1.00
Total Number of Personnel (FTE's)	34.99	36.49	36.40	34.23

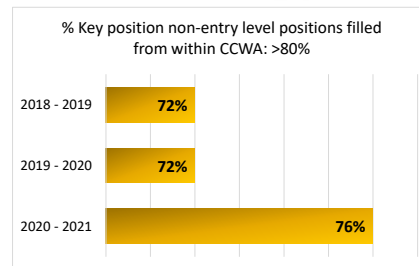
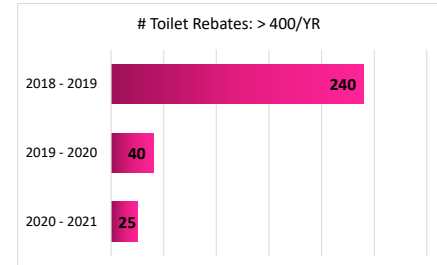
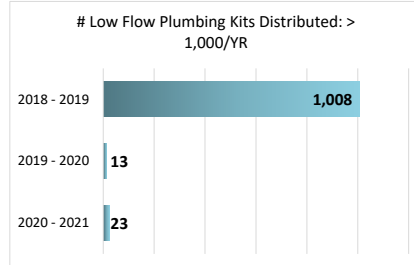
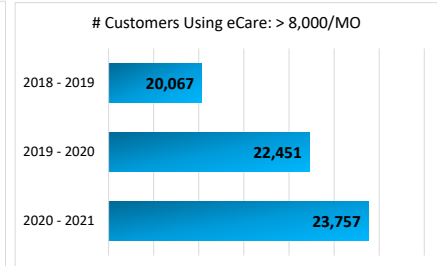
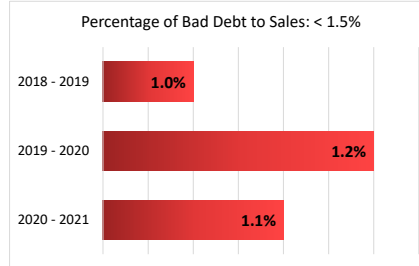
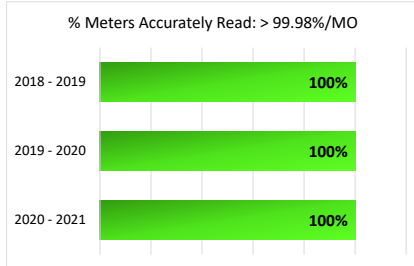
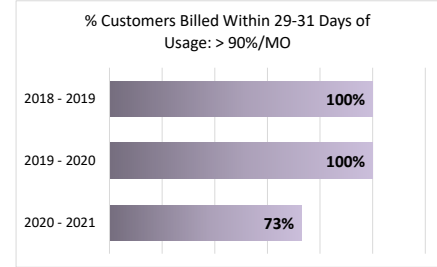
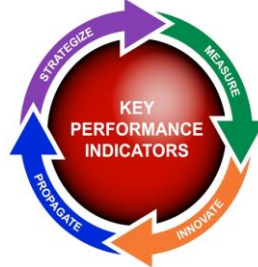
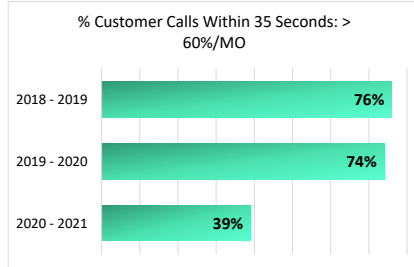
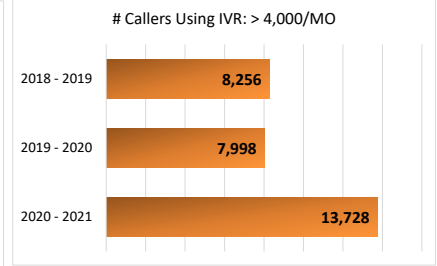
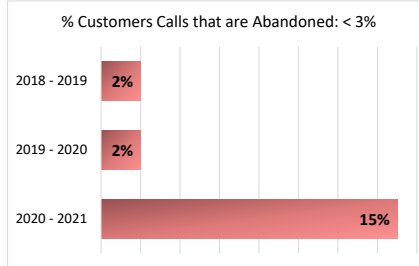
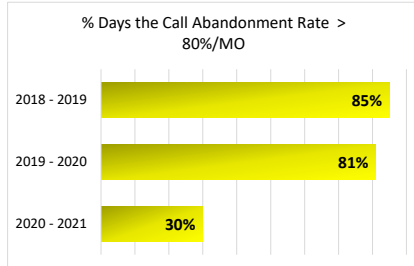


CUSTOMER ACCOUNTS SERVICES – LEVELS OF SERVICE

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	2020 - 2021	2019 - 2020	2018 - 2019
EXCEED CUSTOMER EXPECTATIONS						
4 Improve customer experience	% Customers Calls that are Abandoned: < 3%	CS	< 3% / Month	15%	2%	2%
	% Days the Call Abandonment Rate > 80%/MO	CS	> 80% / Month	30%	81%	85%
	% Meters Accurately Read: > 99.98%/MO	CS	> 99.98% / Month	100%	100%	100%
	# Callers Using IVR: > 4,000/MO	CS	> 4,000 / Month	13,728	7,998	8,256
	# Customers Using eCare: > 8,000/MO	CS	> 8,000/Month	23,757	22,451	20,067
	% Customer Calls Within 35 Seconds: > 60%/MO	CS	> 60% / Month	39%	74%	76%
	% Customers Billed Within 29-31 Days of Usage: > 90%/MO	CS	> 90% / Month	73%	100%	100%
ENSURE FINANCIAL VIABILITY						
19 Maximize revenue collection vs. bad debt write-offs	Percentage of Bad Debt to Sales: < 1.5%	CS	< 1.5%	1.1%	1.2%	1.0%
STAKEHOLDER SUPPORT						
23 Environmental Stewardship and Sustainability	# Low Flow Plumbing Kits Distributed: > 1,000/YR	CS	> 1,000 / Year	23	13	1,008
	# Toilet Rebates: > 400/YR	CS	> 400 / Year	25	40	240







CUSTOMER ACCOUNTS SERVICES – MAJOR INITIATIVES FOR FY 2022 - 2023

Business Unit	Budget Funding	Account Name	Account Number	Amount Budgeted	Initiative
Customer Accounts Director					
130	Operating	56101	Legal Fees	\$ 4,500	Legal consultation and assistance <i>(as needed basis)</i>
		56105	System Consulting Fees	10,000	Soft Choice IVR Enhancement
		56105	System Consulting Fees	50,000	CIS Software Enhancements
		56110	Consulting Fees	80,000	Consulting Assistance
					<i>Possible Marketing for SL Warranty Program</i>
					<i>Payment Strategy Expansion</i>
					<i>CIS Modifications, Surveys, Process Improvemets, and AMI</i>
Total				\$ 144,500	
Meter Services					
131	Operating	51104	Other Materials and Supplies	\$ 280,000	Backflow Cartridges Change Out
		55106	Private Property Repairs	20,000	Private Property Damage
		56110	Consulting Fees	30,000	Mobile Workforce Management CIS Improvements
	Capital	59953	Cap Equip-Automobile/Pickup Trucks	25,427	Replacement for Unit #1748
		59953	Cap Equip-Automobile/Pickup Trucks	25,427	New Unit for Part-Time Meter Installation Tech
		59987	Miscellaneous Equipment	150,000	Purchase and Installation
					<i>4 Ultra Fast Charging Electric Vehicle Charging Stations</i>
Total				\$ 680,854	
Customer Accounting					
132	Operating	56103	Payment Processor Fees	\$ 25,000	Invoice Cloud Payment Processing Fees
		56105	System Consulting Fees	25,000	CIS Software Enhancements
		56199	Other Outside Services	5,500	Direct Sends, Fiserv, Metavante and CSG
Total				\$ 55,500	
Customer Service					
135	Operating	56101	Legal Fees	\$ 7,000	Legal Fees
		56105	System Consulting Fees	25,000	CIS Software Enhancements
		56110	Consulting Fees	20,000	Phone System Needs and CISCO
		56153	Temporary Agency Services	75,000	Temp Services for CS Staff Coverage
		56199	Other Outside Services	30,000	Online Utility Exchange
	Capital	59986	Capital Equip-Communication Equipment	6,500	Queuing System
Total				\$ 163,500	
Community Use Room					
136	Operating	56110	Consulting Fees	\$ 6,500	Audio/Visual Needs
Total				\$ 6,500	
Water Conservation					
137	Operating	51104	Other Materials and Supplies	\$ 15,000	Low Flow Kits
		53104	Toilet Rebate Kits	80,000	Toilet Rebate Program
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:

Personnel Services: increase represents funding for a Business Analyst and medical insurance increase.

Budget Detail By Individual Categories	FY 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ 255,703	\$ 233,499	\$ 348,118
Overtime Pay	1,018	1,000	1,000
F.I.C.A.	18,914	17,862	26,630
Pension	46,013	32,456	60,085
Employee Benefits	31,547	29,919	43,610
Operating Expenditures:			
Operating Materials & Supplies	8,600	2,500	2,500
Vehicle Supplies	-	-	-
Administrative Supplies	5,146	2,500	2,700
Safety Supplies	716	1,100	1,100
Special Purchases	59	500	500
Utilities	2,875	5,037	1,879
Rentals	-	-	-
Maintenance and Repairs	1,729	1,000	1,000
Outside Services	199,219	196,000	147,000
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	5,236	22,861	30,317
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	-	-
Capital Projects:			
Transfers to R&E	-	150,000	-
Total Appropriations	\$ 576,777	\$ 696,234	\$ 666,439



BUSINESS UNIT 131: METER SERVICES

Department : Executive

Business Unit : (131) Meter Services

Major Business Unit Functions:

This business unit is responsible for reading all meters for the Authority's more than 86,000 customers each month. These meters are read electronically using a drive-by radio reading system. In addition to meter reading, 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:

Personnel Services: increase represents funding for the new position of Meter Tech Specialist and increases in COLA, pension, and medical insurance.

Vehicle Supplies: increase due to inflation of gas prices during the pandemic.

General Expenses: increase represents funding for additional safety training.

Capital Expenditures: represent funding for Pickup Truck (F-150 Lightnings) (Qty 2), 4 Ultra Fast Electric Vehicle Charging Stations.

Budget Detail By Individual Categories	FY 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ 1,055,406	\$ 1,157,444	\$ 1,233,885
Overtime Pay	31,065	50,000	50,000
F.I.C.A.	78,701	88,544	94,389
Pension	191,081	160,882	213,075
Employee Benefits	223,901	272,757	318,869
Operating Expenditures:			
Operating Materials & Supplies	194,985	284,249	293,510
Vehicle Supplies	51,837	61,916	93,776
Administrative Supplies	5,563	9,334	11,800
Safety Supplies	4,431	3,594	8,900
Special Purchases	-	480	480
Utilities	30,304	37,781	33,428
Rentals	-	-	-
Maintenance and Repairs	10,583	28,658	30,000
Outside Services	32,233	78,075	72,420
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	46,963	62,137	80,973
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	18,000	200,854
Capital Projects:			
Transfers to R&E	-	15,000	-
Total Appropriations	\$ 1,957,054	\$ 2,328,851	\$ 2,736,359



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:

Personnel Services: increase due to medical insurance.

General Expenses: increase due to Harris conference and Regional User group sessions.

Accounting Charges: decrease due to public relations write-offs.

Budget Detail By Individual Categories	FY 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ 319,263	\$ 385,040	\$ 397,718
Overtime Pay	22,333	15,500	16,000
F.I.C.A.	24,486	29,455	40,428
Pension	57,312	53,521	68,646
Employee Benefits	64,097	86,386	123,235
Operating Expenditures:			
Operating Materials & Supplies	-	-	-
Vehicle Supplies	-	-	-
Administrative Supplies	28,046	28,850	28,850
Safety Supplies	-	100	350
Special Purchases	-	200	600
Utilities	3,122	4,426	3,491
Rentals	3,028	5,000	4,000
Maintenance and Repairs	-	580	600
Outside Services	582,991	657,850	651,350
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	7,083	8,934	21,943
Accounting Charges	1,509,381	3,816,500	2,816,500
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	-	-
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 2,621,144	\$ 5,092,342	\$ 4,173,711



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:

Personnel Services: increase due to medical insurance.

Operating Materials & Supplies: increase represents funding for white noise machine.

Capital Expenditures: represents funding for Queuing System.

Budget Detail By Individual Categories	FY 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ 1,285,796	\$ 1,567,548	\$ 1,584,200
Overtime Pay	37,547	45,000	35,000
F.I.C.A.	97,542	119,915	121,186
Pension	232,755	217,891	273,433
Employee Benefits	280,256	375,047	429,115
Operating Expenditures:			
Operating Materials & Supplies	10,423	10,000	15,400
Vehicle Supplies	-	-	-
Administrative Supplies	26,907	29,200	23,000
Safety Supplies	1,692	1,000	2,500
Special Purchases	71,056	130,800	130,800
Utilities	18,322	21,595	19,422
Rentals	-	-	-
Maintenance and Repairs	3,394	3,000	4,000
Outside Services	162,865	197,900	201,920
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	8,742	18,972	18,459
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	-	6,500
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 2,237,297	\$ 2,737,868	\$ 2,864,935



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:**Operating Materials & Supplies:** increase due to inflation cost for miscellaneous supplies.

Budget Detail By Individual Categories	FY 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
Operating Expenditures:			
Operating Materials & Supplies	2,261	500	3,500
Vehicle Supplies	-	-	-
Administrative Supplies	49	3,500	3,500
Safety Supplies	-	250	250
Special Purchases	-	-	-
Utilities	4,783	5,214	5,579
Rentals	438	1,000	1,200
Maintenance and Repairs	343	2,000	2,000
Outside Services	2,560	20,000	20,000
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	103	1,693	1,771
Accounting Charges	275	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	16,285	-	-
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 27,098	\$ 34,157	\$ 37,800



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 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel 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	5,150	80,000	80,000
Utilities	-	-	-
Rentals	-	-	-
Maintenance and Repairs	-	-	-
Outside Services	-	-	-
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	1,330	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	\$ 6,480	\$ 100,300	\$ 100,300



WAREHOUSE STAFFING – POSITION DETAIL

Authorized Personnel	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted
Warehouse		1.50		
Inventory - Procurement Specialist	1.00	1.00	1.00	1.00
Sr. Inventory Technician	1.00	1.00	1.00	1.00
Warehouse Inventory Supervisor	1.00	1.00	1.00	1.00
Warehouse Inventory Technician	2.00	2.00	2.00	2.00
Total Number of Personnel (FTE's)	5.00	5.00	5.00	5.00

WAREHOUSE – MAJOR INITIATIVES FOR FY 2022 – 2023

Business Unit	Budget Funding	Account Name	Account Number	Amount Budgeted	Initiative
Warehouse					
940	Operating	56110	Consulting Fees	100,000	[SMP 20-141][WP 2020-16] Implement Mobile Inventory Strategy and Additional Pipe Storage Areas
		56153	Temporary Services	10,000	Temp Services
	Capital	59934	Lifting/Handling Equipment	65,000	Forklift for Offsite Pipe Storage Location
Total				\$ 175,000	





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:

Personnel Services: increase due to medical insurance.

Outside Services: increase represents funding for mobile inventory and offsite pipe storage fencing.

Capital Expenditures: represents funding for Forklift at offsite pipe storage location.

Budget Detail By Individual Categories	FY 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ 189,349	\$ 269,785	\$ 246,540
Overtime Pay	227	1,000	1,000
F.I.C.A.	13,750	20,639	18,860
Pension	33,624	37,500	42,553
Employee Benefits	38,300	64,480	83,883
Operating Expenditures:			
Operating Materials & Supplies	15,042	9,902	9,750
Vehicle Supplies	538	3,200	3,320
Administrative Supplies	3,208	4,000	3,500
Safety Supplies	1,238	1,500	1,500
Special Purchases	-	120	120
Utilities	24,333	25,838	27,067
Rentals	-	-	-
Maintenance and Repairs	3,377	8,400	8,400
Outside Services	423,414	87,650	162,550
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	9,173	8,169	8,948
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	49,272	125,000	65,000
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 804,845	\$ 667,183	\$ 682,991



Water Production Division – Business Unit Group 300





WATER PRODUCTION DIVISION BUDGET UNIT 300

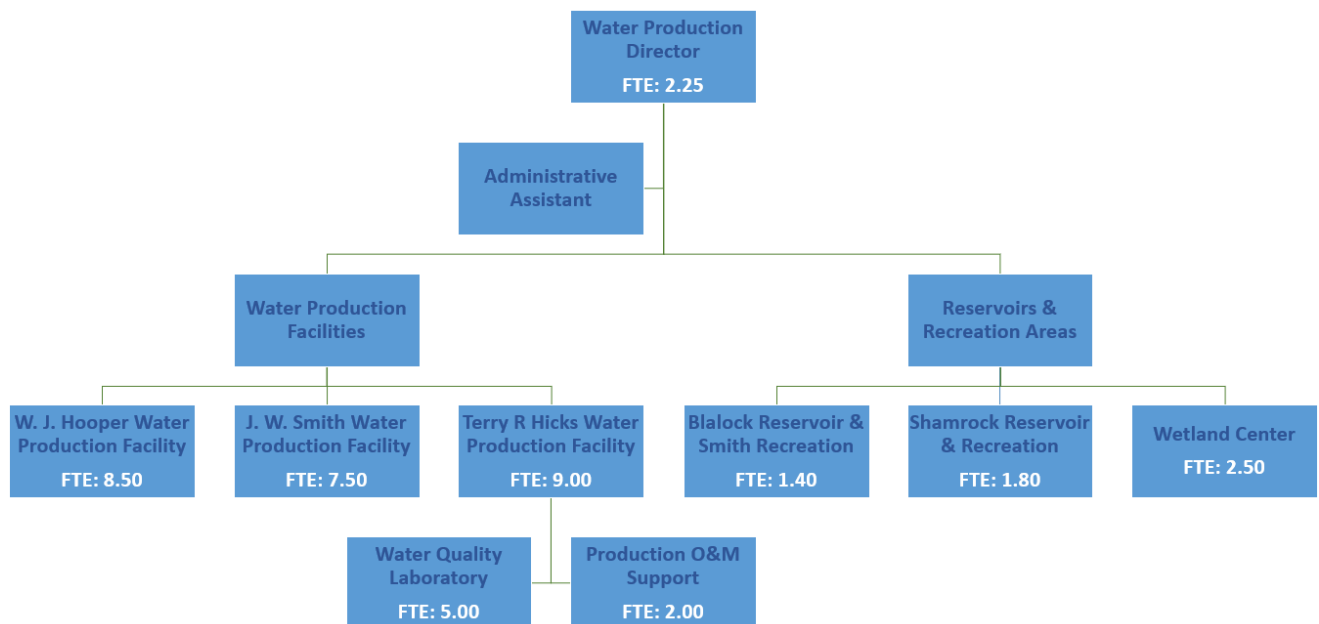
The function of the Water Production Division is to produce potable water, which is then directed into the distribution system and sold to the Authority's customers. The activity of producing drinking water is highly regulated and specific operating standards are promulgated by federal and state regulatory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

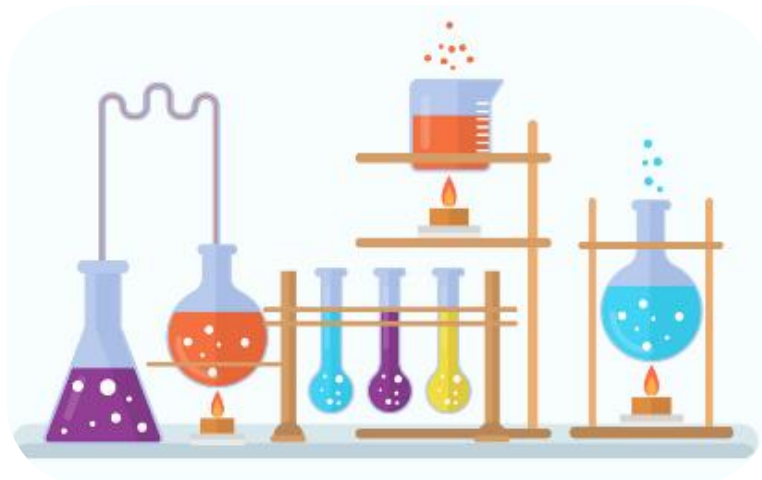
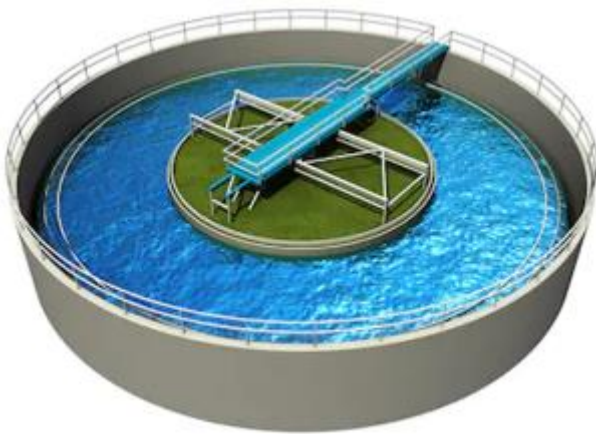
301 – Water Production Director	319 – Shoal Creek Reservoir
305 – Production O&M Support	320 – Terry R. Hicks Water Production Facility
310 – W. J. Hooper Water Production Facility	325 – Well Program
311 – Morrow Pumping Station	330 – Water Quality Laboratory
312 – Noah's Ark Pumping Station	340 – Smith CUB & Recreation Park
314 – Elevated Tanks	350 – Shamrock Recreation
315 – J. W. Smith Water Production Facility	351 – Shamrock Community Use Building
316 – Blalock Jr. Reservoir and Dam	352 – Wetland Center
317 – Jonesboro Pumping Station	399 – Water Conservation
318 – Forest Park & Cajun Queen Pumping Stations	

Water Production Division – Staffing Summary





Authorized Personnel	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted
Water Production Division				
301 - Water Production Director	2.00	2.25	2.25	2.25
305 - Production Operations & Maintenance Support	2.00	2.00	2.00	2.00
310 - W J Hooper Water Production Facility	8.50	8.50	8.75	8.50
315 - J W Smith Water Production Facility	5.00	5.00	6.00	7.50
320 - Terry R Hicks Water Production Facility	8.73	9.00	9.08	9.00
330 - Water Quality Laboratory	3.25	4.00	4.00	5.00
340 - Smith Community Use Building & Recreation Park	1.25	1.25	1.16	1.40
350 - Shamrock Recreation	1.50	1.50	1.40	1.80
352 - Wetland Center	1.50	1.50	2.25	2.50
Total Full-Time Employees (FTEs)	33.73	35.00	36.89	39.95





Water Production Division – Major Initiatives for FY 2022 - 2023

Business Unit		Account		Amount	
Unit	Budget Funding	Name	Account Number	Budgeted	Initiative
Water Production Manager					
301	Operating	54204	Other Rental	\$ 10,000	Rental of DBP Machine
		56110	Consulting Fees	10,000	Hach WIMS Support
				45,000	Meter Testing
	Capital	59303	Capital Project Transfer	2,950,000	[SMP 20-309] Single Points-of-Failure Elimination Study and Implementation
59303		Capital Project Transfer	300,000	[SMP 20-312][WP2022-16] Northwest/College Park Booster Pump Station Design	
Total				\$ 3,315,000	
Water Production O & M Support					
305				\$ -	
Total				\$ -	
W J Hooper Water Plant					
310	Operating	56118	Consulting Fees	\$ 10,000	Hach Wims
	Capital	59303	Capital Project Transfer	8,800,000	[SMP 20-302][WP 2021-16] Hooper and Hicks UV System Upgrades Construction
		59303	Capital Project Transfer	200,000	[SMP 20-304][WP 2021-17] Hooper 22 MGD Upgrade Design
		59303	Capital Project Transfer	12,500,000	[SMP 20-305][WP 2021-18] Hooper 22 MGD Upgrade Construction
		59303	Capital Project Transfer	1,088,620	[SMP 20-308][WP 2021-19] Hooper Chemical Feed Storage Replacement Construction
		59303	Capital Project Transfer	60,000	Upgrades to Hooper House
		59913	Paving & Surfacing	175,000	Paving of 700 Miller Mill Rd Entrance
		59931	Cap Equip-Pumping Equipment	50,000	ACH Pump Skid (New)
		59931	Cap Equip-Pumping Equipment	15,000	Press Polymer Pumps (New)
		59932	Cap Equip-Treatment Equipment	8,000	#1 Basin Actuator (Replacement)
		59932	Cap Equip-Treatment Equipment	140,000	4 Raw Pump VFD's
		59932	Cap Equip-Treatment Equipment	14,000	Upgrade SCADA System
		59932	Cap Equip-Treatment Equipment	8,000	#1 Basin Actuator (Replacement)
		59934	Lifting/Handling Equipment	100,000	Forklift (Replacement for Unit #5240)
		59951	Cap Equip-Trucks	200,000	Roll-off Dump Truck (New Unit)
		59962	Laboratory Equipment	20,000	LCA Analyzer
		59983	Cap Equip-Computing Devices	10,000	Atonix 360
Total				\$ 23,398,620	
Morrow Pumping Station					
311	Operating	56131	M&R-Buildings & Grounds	\$ 25,000	Building Upgrades
	Capital	59933	Cap Equip-Monitoring/Controlling Equip	5,700	Chlorine Analyzer
Total				\$ 30,700	
Noah's Ark Pumping Station					
312	Capital	59933	Cap Equip-Monitoring/Controlling Equip	5,700	Chlorine Analyzer
Total				\$ 5,700	
Elevated Tanks					
314				\$ -	
Total				\$ -	
J W Smith Water Plant					
315	Operating	51104	Operating Materials & Supplies	\$ 28,000	Door Replacements
		56110	Consulting Fees	20,000	Hach Wims
	Capital	59303	Capital Project Transfer	125,000	[SMP 20-302][WP 2022-14] Smith UV System Upgrades Implementation
		59931	Cap Equip-Pumping Equipment	200,000	Large River Pump (Replacement)
59933		Cap Equip-Monitoring/Controlling Equip	25,000	Valve and Actuator for Wash Water Supply (New)	
59983		Cap Equip-Computing Devices	10,000	Atonix 360	
Total				\$ 380,000	
Blalock Jr Reservoir and Dam					
316	Operating	54202	Equipment Rental	\$ 135,000	LOX System Rental
		56110	Consulting Fees	50,000	Vertical Profiler Monthly Calibration Service Agreement
Total				\$ 185,000	



Jonesboro Pumping Station					
317	Operating	56123	M&R Distribution Reservoir	\$ 50,000	Medora Repair to Solar bees
				250,000	Tank Painting
	Capital	59303	Capital Project Transfer	5,170,280	[SMP 20-311][WP 2021-22] Jonesboro and Noah's Ark RPS Improvements Construction
		59933	Cap Equip-Monitoring/Controlling Equip	5,700	Chlorine Analyzer
Total				\$ 5,475,980	
Forest Park/Cajun Queen Pumping Station					
318				\$ -	
Total				\$ -	
Shoal Creek Reservoir					
319				\$ -	
Total				\$ -	
Terry R. Hicks Water Production Complex					
320		56110	Consulting Fees	\$ 15,000	Atonix and Hach WIMS
		56116	Maint/Repair Plant Equipment	4,200	Mission RTU Upgrades
		59303	Capital Project Transfer	250,000	[SMP 20-308][WP 2022-15] Hicks and Smith Chemical Feed System Storage Replacement Design
		59915	Cap Equip-Fencing	80,000	Fence Front Parking Lot and Front of Building
		59921	Cap Equip-Building & Structures	60,000	New Flooring to Cover the Upstairs and in the Lab Offices
		59933	Cap Equip-Monitoring/Controlling Equip	14,000	SCADA System Upgrades
				110,000	VFD Addition to Smith Raw Pumps
				20,000	24" Raw Water Valve/Actuator Replacement
		59974	Cap Equip-Valve (In-Plant/Building)	15,000	Butterfly Valve Replacement
Total				\$ 568,200	
Well Program					
325				\$ -	
Total				\$ -	
Water Quality Laboratory					
330		56110	Consulting Fees	\$ 20,000	Hach WIMS
		56149	Water Testing	200,000	State of Georgia contract renewal: Laboratory Services and Drinking Water
		59953	Cap Equip-Automobile/Pickup Trucks	22,754	Ford Escape or equivalent
		59962	Cap Equip-Laboratory Equipment	20,000	New Fume Hood
Total				\$ 262,754	
Smith CUB & Recreation Park					
340				\$ -	
Total				\$ -	
Shamrock Recreation					
350	Operating	55104	Buildings & Grounds	\$ 50,000	Upgrades Including Kitchen Countertops and Septic Upgrades
		56110	Consulting Fees	49,000	Dredge Canal at Blalock
	Capital	59303	Capital Project Transfer	100,000	Shamrock Upgrades
		59953	Cap Equip-Forestry Equipment	18,000	John Deere RTV
Total				\$ 217,000	
Shamrock Community Use Building					
351	Capital	59922	Building Services	\$ 45,000	Replacement of 3 HVAC Units
Total				\$ 45,000	
Wetland Center					
352	Operating	56110	Consulting Fees	\$ 10,000	Consulting Fees for Nature Therapy and for Website & Social Media
	Capital	59303	Capital Project Transfer	200,000	Additional Funding for Upgrade Project
		59921	Cap Equip-Building & Structures	600,000	Complete Replacement of Boardwalk
		59922	Cap Equip-Building Services	35,000	Replacement of 3 HVAC Units
Total				\$ 845,000	

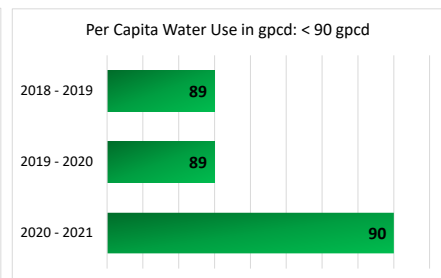
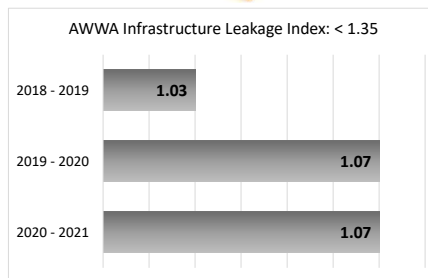
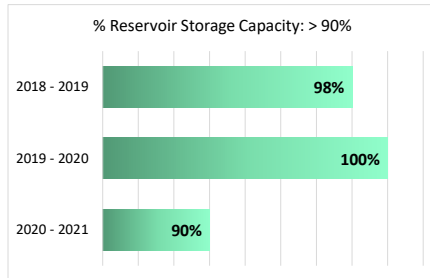
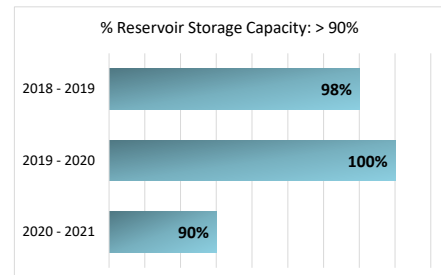
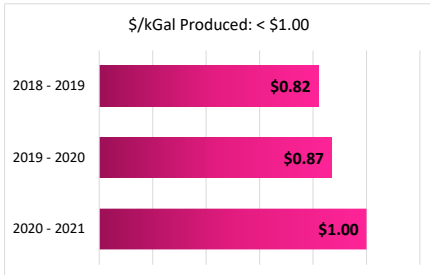
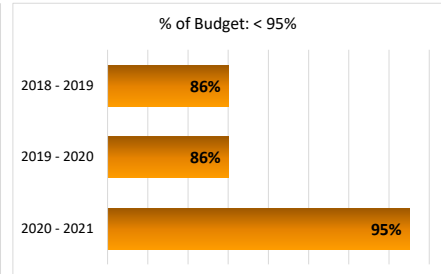
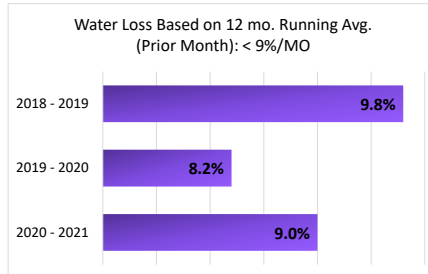
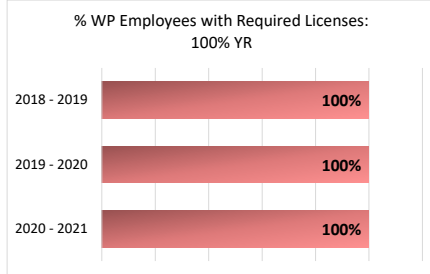
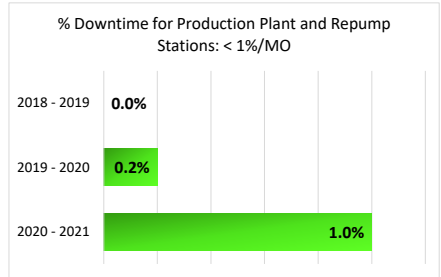
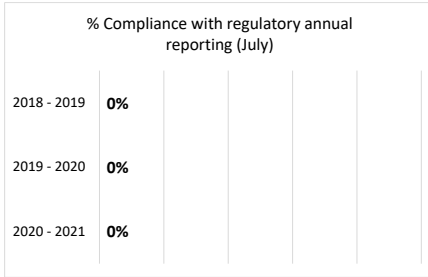
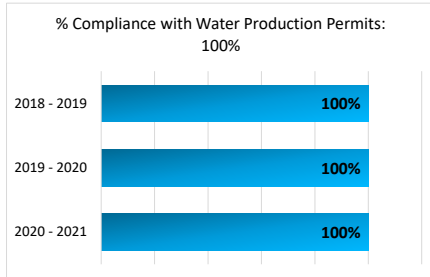


Water Production Division – Levels of Service

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	2020 - 2021	2019 - 2020	2018 - 2019
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	N/A
EXCEED CUSTOMER EXPECTATIONS						
5 Minimize potable water service disruptions	% Downtime for Production Plant and Repump Stations: < 1%/MO	WP	FY 2020 (100%/Month) < 1% / Month	1.0%	0.20%	0.0%
PROVIDE EMPLOYEE DEVELOPMENT						
8 Provide effective employee training and development	% WP Employees with Required Licenses: 100% YR	WP	100%/ Year	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	9.0%	8.2%	9.8%
	% of Budget: < 95%	WP	< 95%	95%	86%	86%
	\$/kGal Produced: < \$1.00	WP	< \$1.00	\$1.00	\$0.87	\$0.82
14 Minimize Water System Losses	AWWA Infrastructure Leakage Index: < 1.35	WP	< 1.35	1.35	1.07	1.03
INFRASTRUCTURE SUSTAINABILITY						
21 Provide a sustainable water supply	% Reservoir Storage Capacity: > 90%	WP	> 90%	90%	100%	98%
STAKEHOLDER SUPPORT						
23 Environmental Stewardship and Sustainability	Per Capita Water Use in gpcd: < 90 gpcd	WP	< 90 gpcd	90	89	89







Water Production Division Staffing – Position Detail

Authorized Personnel	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted
Water Production Manager				
Administrative Assistant	1.00	1.00	1.00	1.00
High School Intern	0.00	0.25	0.25	0.25
Water Production Director	1.00	1.00	1.00	1.00
Total Number of Personnel (FTE's)	2.00	2.25	2.25	2.25
Production O&M Support				
Distribution/Resource Coordinator	1.00	1.00	1.00	1.00
Distribution/Resource Technician	1.00	1.00	1.00	1.00
Total Number of Personnel (FTE's)	2.00	2.00	2.00	2.00
W.J. Hooper Water Production Facility				
Plant Worker	0.50	0.50	0.50	0.50
Plant Operator I	4.00	3.00	2.00	3.00
Plant Operator II	3.00	2.00	3.00	2.00
Plant Operator III	0.00	2.00	2.00	2.00
Plant Operator Trainee Shadow	0.00	0.00	0.25	0.00
Plant Manager	1.00	1.00	1.00	1.00
Total Number of Personnel (FTE's)	8.50	8.50	8.75	8.50
J.W. Smith Water Production Facility				
Plant Operator I	1.00	1.00	1.00	1.00
Plant Operator II	0.00	1.00	1.00	1.00
Plant Operator III	3.00	2.00	3.00	4.00
Facility Worker	0.00	0.00	0.00	0.50
Plant Manager	1.00	1.00	1.00	1.00
Total Number of Personnel (FTE's)	5.00	5.00	6.00	7.50
Terry R Hicks Water Production Facility				
Plant Operator I	4.00	4.00	4.00	4.00
Plant Operator II	0.00	0.00	0.00	1.00
Plant Operator III	2.00	2.00	2.00	1.00
Plant Operator III (Shadow)	0.00	0.00	0.08	0.00
Plant Operator Trainee	0.73	1.00	1.00	1.00
Plant Supervisor	1.00	1.00	1.00	1.00
Plant Worker	1.00	1.00	1.00	1.00
Total Number of Personnel (FTE's)	8.73	9.00	9.08	9.00
Water Quality Lab				
Compliance Analyst	0.00	0.00	0.00	1.00
Env. Compliance Manager	1.00	1.00	1.00	1.00
Lab Analyst	1.00	2.00	2.00	2.00
Lab Technician PT	0.25	0.00	0.00	0.00
Microbiologist	1.00	1.00	1.00	1.00
Total Number of Personnel (FTE's)	3.25	4.00	4.00	5.00
Smith Community Use Building & Recreation Park				
Recreation Area Assistant	1.00	1.00	1.00	1.00
Recreation Area Caretaker	0.25	0.25	0.16	0.40
Total Number of Personnel (FTE's)	1.25	1.25	1.16	1.40
Shamrock Recreation				
Recreation Area Caretaker	0.50	0.50	0.40	0.80
Recreation Area Supervisor	1.00	1.00	1.00	1.00
Total Number of Personnel (FTE's)	1.50	1.50	1.40	1.80
Wetland Center				
Conservation Assistant	0.25	0.25	0.00	0.00
Conservationist	0.00	0.00	1.00	1.00
Facility Worker	0.00	0.00	0.00	0.50
Recreation Area Caretaker	0.25	0.25	0.25	0.00
Sr. Conservation Specialist	1.00	1.00	1.00	1.00
Total Number of Personnel (FTE's)	1.50	1.50	2.25	2.50
Water Production Department Total	33.73	35.00	36.89	39.95



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 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ 2,209,808	\$ 2,413,170	\$ 2,654,513
Overtime Pay	138,744	181,500	180,500
F.I.C.A.	172,255	184,608	203,071
Pension	384,934	335,430	452,235
Employee Benefits	345,414	393,829	538,392
Operating Expenditures:	-	-	-
Operating Materials & Supplies	1,495,978	2,631,104	3,094,435
Vehicle Supplies	15,960	22,979	30,377
Administrative Supplies	20,200	31,300	28,750
Safety Supplies	12,141	10,900	18,750
Special Purchases	3,885	104,840	102,020
Utilities	3,489,385	3,719,285	4,113,176
Rentals	91,155	162,800	163,350
Maintenance and Repairs	262,886	285,900	329,150
Outside Services	726,530	1,158,200	2,024,564
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	186,221	289,343	304,751
Accounting Charges	3,232	5,100	7,000
Debt Service:	-	-	-
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:	-	-	-
Capital Expenditures	394,424	795,000	2,023,854
Capital Projects:	-	-	-
Transfers to R&E	100,000	2,360,000	18,758,900
Total Appropriations	\$ 10,053,152	\$ 15,085,288	\$ 35,027,788



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:**Personnel Services:** increase due to medical insurance.**Outside Services:** increase represents funding for meter testing consulting fees.**General Expenses:** increase due to property and casualty insurance.**Transfers to R&E:** represents funds being transferred to the Renewal and Extension Fund for [SMP 20-309] [WP 2021-20] Single Points-of-Failure Elimination Study and Implementation, [SMP 20-312] [WP 2022-16] Northwest/College Park Booster Pump Station Design.

Budget Detail By Individual Categories	FY 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ 168,096	\$ 181,120	\$ 197,021
Overtime Pay	-	-	-
F.I.C.A.	12,111	13,855	15,072
Pension	30,168	25,176	34,006
Employee Benefits	26,529	18,168	40,348
Operating Expenditures:			
Operating Materials & Supplies	4,364	2,388	6,165
Vehicle Supplies	328	1,044	1,076
Administrative Supplies	3,115	2,000	2,000
Safety Supplies	179	500	500
Special Purchases	3,818	104,840	101,840
Utilities	1,652	1,540	1,015
Rentals	-	12,000	10,000
Maintenance and Repairs	2	500	500
Outside Services	4,611	12,710	58,860
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	76,783	100,417	117,167
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	-	-
Capital Projects:			
Transfers to R&E	-	200,000	3,250,000
Total Appropriations	\$ 331,756	\$ 676,258	\$ 3,835,570



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:

Personnel Services: increase represents funding for Distribution Resource Coordinator and medical insurance increase.

Budget Detail By Individual Categories	FY 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ 114,410	\$ 119,115	\$ 133,335
Overtime Pay	245	1,000	1,000
F.I.C.A.	8,430	9,112	10,200
Pension	20,948	16,557	23,014
Employee Benefits	16,355	18,004	26,513
Operating Expenditures:			
Operating Materials & Supplies	1,626	2,080	2,330
Vehicle Supplies	2,084	2,903	3,719
Administrative Supplies	45	300	200
Safety Supplies	17	500	1,000
Special Purchases	-	-	-
Utilities	1,440	1,471	-
Rentals	-	-	-
Maintenance and Repairs	1,310	1,500	1,500
Outside Services	-	900	800
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	1,534	4,538	5,953
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	-	-
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 168,444	\$ 177,980	\$ 209,564



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:**Personnel Services:** increase due to medical insurance.**Operating Materials & Supplies:** increase in funding due to inflation cost of water treatment chemicals.

Outside Services: increase due to Arc flash studies/field investigations and canal dredging maintenance.

Capital Expenditures: represents funds for 700 Miller Mill Rd entrance paving, ACH Pump Skid, Press polymer pumps, Raw pump VFD's, #1 Basin actuator, SCADA system upgrades, Forklift, Roll off dump truck, LCA Analyzer and Antonix 360 Software.**Transfers to R&E:** represents funds being transferred to the Renewal and Extension Fund for [SMP 20-302] [WP 2021-16] Hooper and Hicks UV System Upgrades, [SMP 20-304] [WP 2021-17] Hooper 22 MGD Upgrade (Design), and [SMP 20-308] [WP 2021-19] Hooper Chemical Feed System Storage Replacement (Construction).

Budget Detail By Individual Categories	FY 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ 515,713	\$ 555,280	\$ 564,315
Overtime Pay	65,651	65,000	65,000
F.I.C.A.	43,490	42,479	43,172
Pension	91,158	77,184	97,401
Employee Benefits	97,050	105,566	139,311
Operating Expenditures:			
Operating Materials & Supplies	705,085	1,252,458	1,464,485
Vehicle Supplies	487	1,307	1,348
Administrative Supplies	3,274	4,500	4,500
Safety Supplies	5,933	1,000	2,000
Special Purchases	67	-	180
Utilities	1,178,859	1,201,912	1,277,799
Rentals	-	1,500	1,500
Maintenance and Repairs	79,450	105,200	110,300
Outside Services	190,695	199,900	300,383
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	27,572	44,096	42,775
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	21,686	117,000	732,000
Capital Projects:			
Transfers to R&E	-	-	10,088,620
Total Appropriations	<u>\$ 3,026,171</u>	<u>\$ 3,774,382</u>	<u>\$ 14,935,089</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 due to pump repairs, internet connection upgrades and building upgrades.**Capital Expenditures:** represents funding for Swan Chlorine Analyzer.

Budget Detail By Individual Categories	FY 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
Operating Expenditures:			
Operating Materials & Supplies	194	2,800	3,000
Vehicle Supplies	739	406	426
Administrative Supplies	309	250	250
Safety Supplies	-	100	100
Special Purchases	-	-	-
Utilities	283,152	295,123	360,575
Rentals	-	-	-
Maintenance and Repairs	1,816	4,500	4,000
Outside Services	4,842	64,000	145,546
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	1,316	1,730	1,609
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	20,640	-	5,700
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 313,008	\$ 368,909	\$ 521,206



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:**Outside Services:** increase due to pump repairs, internet connection upgrades and solarbee unit upgrades.**Capital Expenditures:** represents funding for Swan Chlorine Analyzer.

Budget Detail By Individual Categories	FY 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
Operating Expenditures:			
Operating Materials & Supplies	-	2,300	2,000
Vehicle Supplies	397	817	858
Administrative Supplies	101	250	250
Safety Supplies	-	100	100
Special Purchases	-	-	-
Utilities	503,864	428,258	455,347
Rentals	-	-	-
Maintenance and Repairs	4,427	3,750	3,750
Outside Services	2,395	56,500	128,970
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	3,709	5,406	6,162
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	20,640	330,000	5,700
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 535,534	\$ 827,381	\$ 603,137



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 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel 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	11,691	13,813	14,577
Rentals	-	-	-
Maintenance and Repairs	590	2,250	1,250
Outside Services	3,917	9,500	5,500
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	4,460	5,755	5,516
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	-	-
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 20,658	\$ 31,618	\$ 27,143



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:**Personnel Services:** represents funding for a part-time Facility Worker and medical insurance increase.**Operating Materials & Supplies:** increase in funds due to inflation cost of water treatment chemicals.**Capital Expenditures:** represents funding for Large River Pump, Valve/Actuator for wash water supply and Antonix 360 software.

Budget Detail By Individual Categories	FY 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ 389,288	\$ 463,892	\$ 502,078
Overtime Pay	20,786	40,000	40,000
F.I.C.A.	28,841	35,488	38,409
Pension	66,987	64,481	83,157
Employee Benefits	60,833	86,149	101,223
Operating Expenditures:			
Operating Materials & Supplies	285,220	509,500	638,905
Vehicle Supplies	85	608	626
Administrative Supplies	1,333	2,350	2,300
Safety Supplies	1,250	3,000	3,000
Special Purchases	-	-	-
Utilities	762,770	941,299	1,035,468
Rentals	-	-	-
Maintenance and Repairs	61,491	57,200	86,200
Outside Services	176,235	151,050	211,816
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	17,596	26,354	26,832
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	108,381	13,000	235,000
Capital Projects:			
Transfers to R&E	-	10,000	-
Total Appropriations	\$ 1,981,097	\$ 2,404,371	\$ 3,005,014



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 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
Operating Expenditures:			
Operating Materials & Supplies	105,061	250,250	253,500
Vehicle Supplies	-	-	-
Administrative Supplies	-	-	-
Safety Supplies	-	-	500
Special Purchases	-	-	-
Utilities	-	-	-
Rentals	81,512	135,000	135,000
Maintenance and Repairs	222	5,000	2,000
Outside Services	40,325	58,000	58,770
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	106	191	128
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	-	-
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 227,226	\$ 448,441	\$ 449,898



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 in funds due to solarbee medora repairs and tank painting.**Capital Expenditures:** represents funding for Swan Chloring Analyzer.**Transfers to R&E:** represents funds being transferred to the Renewal and Extension Fund for [SMP 20-311] [WP 2021-22] Jonesboro and Noah's Ark RPS Improvements (Construction).

Budget Detail By Individual Categories	FY 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
Operating Expenditures:			
Operating Materials & Supplies	423	2,800	2,800
Vehicle Supplies	-	-	-
Administrative Supplies	246	250	250
Safety Supplies	235	100	100
Special Purchases	-	-	-
Utilities	183,905	206,036	216,972
Rentals	-	-	-
Maintenance and Repairs	2,551	3,000	3,000
Outside Services	6,395	84,000	382,266
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	1,720	3,291	3,189
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	39,900	-	5,700
Capital Projects:			
Transfers to R&E	-	400,000	5,170,280
Total Appropriations	\$ 235,375	\$ 699,477	\$ 5,784,557



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:** increase represents funding for landscaping.

Budget Detail By Individual Categories	FY 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
Operating Expenditures:			
Operating Materials & Supplies	-	500	100
Vehicle Supplies	-	-	-
Administrative Supplies	-	-	-
Safety Supplies	-	100	100
Special Purchases	-	-	-
Utilities	3,033	3,816	4,048
Rentals	-	-	-
Maintenance and Repairs	-	1,500	1,000
Outside Services	25	3,500	18,750
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	631	2,857	1,824
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	\$ 3,689	\$ 202,273	\$ 25,822



BUSINESS UNIT 319: SHOAL CREEK RESERVOIR

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

Facilitates storage of raw water prior to treatment.

Significant Expenditure and Staffing Changes:

No significant changes from previous fiscal year.

Budget Detail By Individual Categories	FY 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
Operating Expenditures:			
Operating Materials & Supplies	-	2,300	150
Vehicle Supplies	-	-	-
Administrative Supplies	-	-	-
Safety Supplies	-	50	50
Special Purchases	-	-	-
Utilities	-	-	-
Rentals	387	500	1,550
Maintenance and Repairs	38,239	5,500	5,500
Outside Services	810	4,000	1,500
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	2,371	3,085	2,953
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	-	-
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 41,807	\$ 15,435	\$ 11,703



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:**Personnel Services:** represents funding for Plant Operator Trainee and medical insurance increase.**Operating Materials & Supplies:** increase in funds due to inflation cost of water treatment chemicals.**Outside Services:** increase due to Atonix 360 annual software maintenance, pump, valve and motor repairs.**Capital Expenditures:** represents funding for Parking lot fencing, Flooring installation, VFD addition, 24" Valve/Actuator, SCADA software upgrades and Butterfly valve.**Transfers to R&E:** represents funds being transferred to the Renewal and Extension Fund for [SMP 20-308] [WP 2022-15] Hicks and Smith Chemical Feed Storage Replacement (Design).

Budget Detail By Individual Categories	FY 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ 545,589	\$ 572,129	\$ 617,597
Overtime Pay	36,985	50,000	50,000
F.I.C.A.	42,929	43,768	47,248
Pension	97,571	79,525	106,597
Employee Benefits	77,537	82,763	125,910
Operating Expenditures:			
Operating Materials & Supplies	319,928	480,208	572,235
Vehicle Supplies	2,710	3,704	4,721
Administrative Supplies	6,203	8,000	7,500
Safety Supplies	3,233	4,000	6,000
Special Purchases	-	-	-
Utilities	513,044	568,010	687,672
Rentals	1,800	1,000	2,000
Maintenance and Repairs	27,236	45,750	51,000
Outside Services	76,861	111,500	297,413
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	23,052	43,552	42,462
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	101,859	50,000	299,000
Capital Projects:			
Transfers to R&E	-	1,425,000	250,000
Total Appropriations	\$ 1,876,536	\$ 3,568,909	\$ 3,167,355



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 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
Operating Expenditures:			
Operating Materials & Supplies	-	1,900	1,900
Vehicle Supplies	-	-	-
Administrative Supplies	-	-	-
Safety Supplies	-	150	150
Special Purchases	-	-	-
Utilities	3,946	6,451	6,793
Rentals	-	-	-
Maintenance and Repairs	928	1,000	1,000
Outside Services	75	100	3,100
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	392	599	520
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	-	-
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 5,341	\$ 10,200	\$ 13,463



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:

Personnel Services: represents funding for Compliance Analyst and medical insurance increase.

Capital Expenditures: represents funding for Vehicle (SUV) and Fume hood.

Budget Detail By Individual Categories	FY 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ 232,556	\$ 248,043	\$ 333,683
Overtime Pay	979	1,000	1,000
F.I.C.A.	16,774	18,975	25,526
Pension	41,391	34,478	57,594
Employee Benefits	30,361	37,414	53,004
Operating Expenditures:			
Operating Materials & Supplies	52,662	84,068	104,010
Vehicle Supplies	1,846	2,435	4,501
Administrative Supplies	613	2,400	1,400
Safety Supplies	89	250	1,000
Special Purchases	-	-	-
Utilities	2,998	2,880	2,006
Rentals	6,455	8,000	8,000
Maintenance and Repairs	590	2,000	2,000
Outside Services	115,878	265,450	247,700
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	20,009	37,916	28,089
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	55,863	-	42,754
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 579,065	\$ 745,309	\$ 912,267



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:**Personnel Services:** increase due to medical insurance.**Outside Services:** increase represents funding for HVAC services.

Budget Detail By Individual Categories	FY 2020 - 21 Actual	FY 2022 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ 62,471	\$ 61,739	\$ 67,480
Overtime Pay	3,890	7,000	7,000
F.I.C.A.	4,995	4,724	5,162
Pension	8,754	8,582	11,647
Employee Benefits	11,531	12,644	16,881
Operating Expenditures:			
Operating Materials & Supplies	2,480	2,488	2,580
Vehicle Supplies	4,873	6,478	9,017
Administrative Supplies	521	1,400	1,600
Safety Supplies	76	150	2,000
Special Purchases	-	-	-
Utilities	6,329	9,588	10,391
Rentals	-	100	100
Maintenance and Repairs	9,899	15,650	8,650
Outside Services	32,210	20,710	25,210
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	1,138	1,613	1,719
Accounting Charges	715	1,100	2,000
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	14,109	-	-
Capital Projects:			
Transfers to R&E	-	25,000	-
Total Appropriations	\$ 163,989	\$ 178,966	\$ 171,437



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:**Personnel Services:** increase due to medical insurance.**Operating Materials & Supplies:** increase due to landscaping equipment repairs/replacements.**Maintenance and Repairs:** increase due to stone for erosion control and gravel for parking lots.**Outside Services:** increase due to canal dredging at Blalock.**Capital Expenditures:** represents funding for John Deere RTV.

Budget Detail By Individual Categories	FY 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ 107,779	\$ 104,546	\$ 112,225
Overtime Pay	9,061	15,000	15,000
F.I.C.A.	9,103	7,999	8,585
Pension	14,565	14,532	19,371
Employee Benefits	15,134	16,555	24,645
Operating Expenditures:			
Operating Materials & Supplies	7,580	6,811	12,995
Vehicle Supplies	2,277	2,950	3,742
Administrative Supplies	3,653	2,650	3,150
Safety Supplies	210	300	1,500
Special Purchases	-	-	-
Utilities	12,360	11,970	11,172
Rentals	630	2,000	2,000
Maintenance and Repairs	13,095	14,100	23,100
Outside Services	7,742	26,180	67,830
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	1,634	2,085	2,287
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	11,346	35,000	18,000
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	<u>\$ 216,169</u>	<u>\$ 262,678</u>	<u>\$ 325,602</u>



BUSINESS UNIT 351: SHAMROCK COMMUNITY USE BUILDING

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

Operates Shamrock Community Use Building.

Significant Expenditure and Staffing Changes:**Capital Expenditures:** represents funding for HVAC Replacements (Qty 3).

Budget Detail By Individual Categories	FY 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
Operating Expenditures:			
Operating Materials & Supplies	974	13,650	13,150
Vehicle Supplies	-	20	21
Administrative Supplies	120	2,150	2,150
Safety Supplies	-	100	150
Special Purchases	-	-	-
Utilities	11,179	15,966	18,570
Rentals	371	500	1,000
Maintenance and Repairs	3,440	13,000	14,000
Outside Services	21,666	35,000	35,000
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	709	1,606	1,371
Accounting Charges	2,517	4,000	5,000
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	-	45,000
Capital Projects:			
Transfers to R&E	100,000	-	-
Total Appropriations	<u>\$ 140,976</u>	<u>\$ 85,992</u>	<u>\$ 135,412</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:**Personnel Services:** represents funding for Facility Worker.**Maintenance and Repairs:** increase due to building and educational decor maintenance.**Outside Services:** decrease due to boardwalk repairs.**Capital Expenditures:** represents funding for Composite Plank Boardwalk Replacement and Handicap Accessible Railing.

Budget Detail By Individual Categories	FY 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ 73,905	\$ 107,306	\$ 126,779
Overtime Pay	1,148	2,500	1,500
F.I.C.A.	5,583	8,208	9,697
Pension	13,393	14,915	19,448
Employee Benefits	10,083	16,566	10,557
Operating Expenditures:			
Operating Materials & Supplies	10,382	14,403	13,930
Vehicle Supplies	133	307	322
Administrative Supplies	666	4,800	3,200
Safety Supplies	919	400	400
Special Purchases	-	-	-
Utilities	9,163	11,152	10,771
Rentals	-	2,200	2,200
Maintenance and Repairs	17,599	4,500	10,400
Outside Services	41,849	55,200	35,150
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	1,490	4,252	14,195
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	60,000	635,000
Capital Projects:			
Transfers to R&E	-	300,000	-
Total Appropriations	\$ 186,312	\$ 606,709	\$ 893,549



Program Management and Engineering Division – Business Unit Group 500





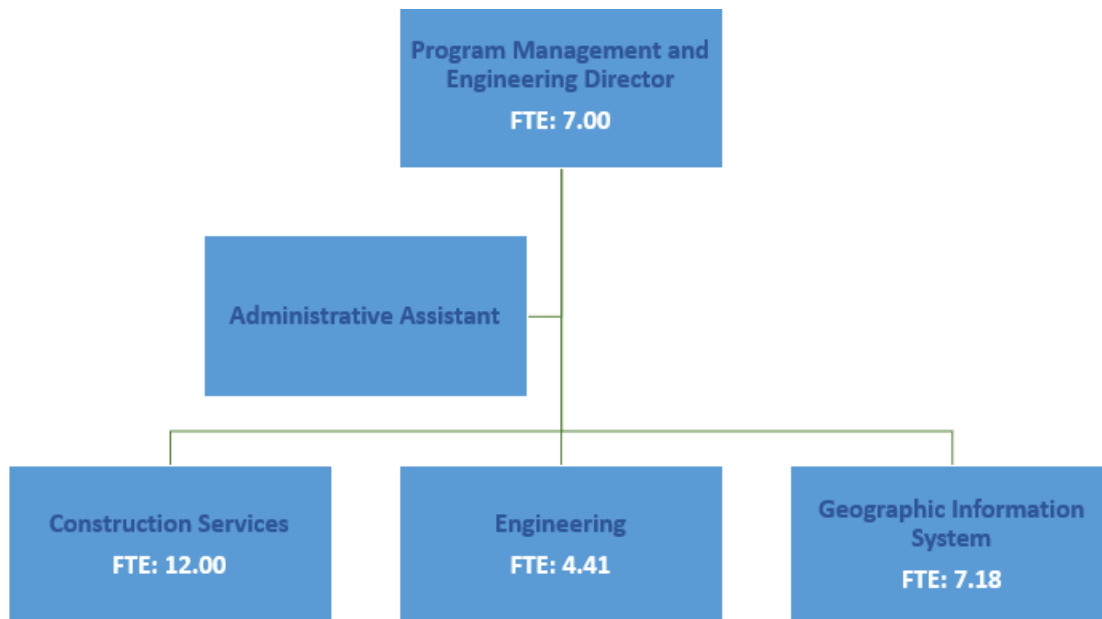
PROGRAM MANAGEMENT AND ENGINEERING DIVISION BUDGET UNIT 500

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

	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted
Authorized Personnel				
Program Management and Engineering				
501 - Program and Engineering Director	5.00	5.00	5.00	7.00
507 - Construction Services	12.00	12.00	12.00	12.00
530 - Engineering	4.41	4.41	4.41	4.41
535 - Geographic Information System	6.25	6.25	7.18	7.18
Total Full-Time Employees (FTEs)	27.66	27.66	28.59	30.59

Program Management and Engineering Division – Major Initiatives for FY 2022 - 2023

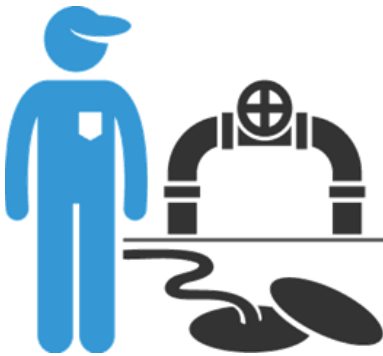
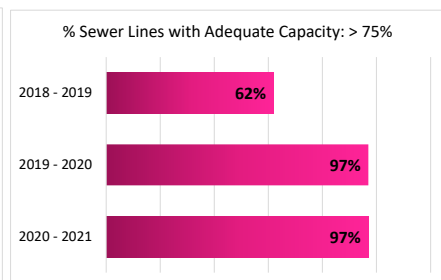
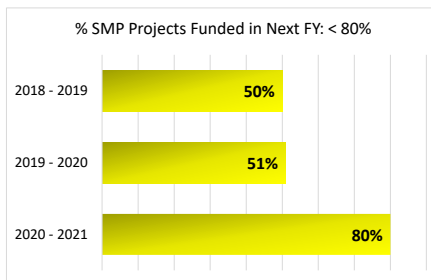
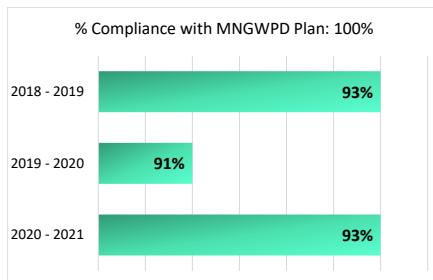
Business Unit	Budget Funding	Account Name	Account Number	Amount Budgeted	Initiative	
Program Management and Engineering Department Manager						
501	Operating	56110	Consulting Fees	\$ 750,000	[WP 2022-10] Lead and Copper Rule Revisions: LSL Inventory	
		56110	Consulting Fees	200,000	On Call Engineering Services	
		56110	Consulting Fees	200,000	Collection System Improvements	
		56110	Consulting Fees	275,000	Staff Augmentation	
	Capital	59303	Capital Project Transfer	150,000	[SMP 20-100][SAMP OS-10][WP 2022-09] BI Dashboard Support	
		59303	Capital Project Transfer	300,000	[SMP 20-610][WP 2022-08] Sewer Model Update (Casey Basin)	
		59303	Capital Project Transfer	100,000	Shoal Creek WRF Improvements Assessment	
	Total			\$ 1,975,000		
	Construction Services					
	507	Capital	59303	Capital Project Transfer	\$ 10,000	Water Meters (RE227)
59303			Capital Project Transfer	20,000	Sewer Lines (RE226)	
59303			Capital Project Transfer	1,500,000	[SMP 20-601] Galvanized Water Main Replacement (RE174)	
59303			Capital Project Transfer	3,000,000	[SMP 20-607] Basin Level Sewer Rehabilitation (Small Diameter Sewer R/R Program) (RE166)	
59303			Capital Project Transfer	500,000	[SMP 20-611] Large Diameter Sewer Main Replacement (RE223)	
59953			Cap Equip-Automobile/Pickup Trucks	34,175	F-150 4X4 Pickup Truck	
Total			\$ 5,064,175			
Engineering						
530	Operating	56124	M&R-Collection System/Outfall	\$ 1,500,000	[SMP 20-606] Sewer Condition Assessment Program (SSES)	
	Capital	59902	Easements	100	Miscellaneous Recording of Easements	
Total			\$ 1,500,100			
Geographic Information Systems						
535	Operating	56110	Consulting Fees	\$ 50,000	CIS/JDE/Cityworks Integration support, integration support with JDE on Pressurized Main Project and ETL support for BI Dashboarding and Graphical reporting within Power BI.	
		56110	Consulting Fees	17,500	Completing Phase 2 of the ESRI Utility Network Migration	
		56110	Consulting Fees	50,000	Contracted Services to Create New Impervious Surface from Aerials	
		59122	Annual Software License	176,250	Various ESRI Licenses	
	Capital	59983	Cap Equip-Computing Devices	10,500	30 Additional Freeance Mobile Licenses	
		59995	Cap Equip-Aerial Photos	50,000	Aerial Update	
	Total			\$ 354,250		



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 80% of the Strategic Master Plan projects funded for the next 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	2020 - 2021	2019 - 2020	2018 - 2019	2017 - 2018
SUPERIOR PRODUCT QUALITY							
1 Meet all applicable regulatory requirements	% Compliance with MNGWPD Plan: 100%	PME	100%	93%	91%	93%	100%
ENSURE FINANCIAL VIABILITY							
17 Develop a Sustainable Annual Budget	% SMP Projects Funded in Next FY: < 80%	PME	< 80%	80%	51%	50%	54%
INFRASTRUCTURE SUSTAINABILITY							
22 Provide adequate treatment capacity	% Sewer Lines with Adequate Capacity: > 75%	PME	> 75%	97%	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	FY 2022-2023 Budgeted
<i>Program Management and Engineering Manager</i>				
Administrative Assistant	1.00	1.00	1.00	1.00
Asset Manager	0.00	0.00	0.00	1.00
Engineering Director	0.00	0.00	0.00	1.00
Program Management and Engineering Director	1.00	1.00	1.00	0.00
Junior Engineer	1.00	0.00	0.00	0.00
Program Management Engineer	1.00	1.00	1.00	1.00
Project Manager	1.00	1.00	1.00	2.00
Program Manager	0.00	1.00	1.00	1.00
Total Number of Personnel (FTE's)	5.00	5.00	5.00	7.00
<i>Construction Services</i>				
Construction Coordinator	2.00	2.00	5.00	5.00
Construction Inspector	7.00	7.00	4.00	4.00
Construction Services Manager	1.00	1.00	1.00	1.00
Construction Supervisor	2.00	2.00	2.00	2.00
Total Number of Personnel (FTE's)	12.00	12.00	12.00	12.00
<i>Engineering</i>				
Engineering Supervisor	1.00	1.00	1.00	1.00
Intern - College	0.41	0.41	0.41	0.41
Plan Review Coordinator	1.00	1.00	1.00	1.00
Senior Engineering Technician	2.00	2.00	2.00	2.00
Total Number of Personnel (FTE's)	4.41	4.41	4.41	4.41
<i>Geographic Information System</i>				
GSI Technician III	2.00	2.00	0.00	0.00
Intern - College	0.25	0.25	0.18	0.18
Spatial Asset Manager	1.00	1.00	1.00	1.00
Spatial Asset Analyst I	0.00	0.00	1.00	1.00
Spatial Asset Analyst III	0.00	0.00	2.00	2.00
Spatial Field Coordinator	1.00	1.00	1.00	1.00
Spatial Field Technician I	2.00	2.00	1.00	1.00
Spatial Field Technician II	0.00	0.00	1.00	1.00
Total Number of Personnel (FTE's)	6.25	6.25	7.18	7.18
Program Management and Engineering Department Total	27.66	27.66	28.59	30.59



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 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ 1,608,739	\$ 2,352,417	\$ 2,679,237
Overtime Pay	136	500	500
F.I.C.A.	113,508	175,317	201,635
Pension	282,280	323,928	466,087
Employee Benefits	203,676	379,334	577,095
Operating Expenditures:			
Operating Materials & Supplies	12,271	19,745	16,773
Vehicle Supplies	20,875	19,314	21,994
Administrative Supplies	1,146	11,091	9,947
Safety Supplies	973	1,500	1,300
Special Purchases	58	560	560
Utilities	28,173	31,244	25,317
Rentals	-	-	-
Maintenance and Repairs	2,666	5,100	6,000
Outside Services	1,345,018	3,591,680	3,013,110
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	260,326	361,827	397,858
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	37,302	55,100	94,775
Capital Projects:			
Transfers to R&E	-	1,010,000	2,400,000
Total Appropriations	\$ 3,917,145	\$ 8,338,657	\$ 9,912,188



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:

Personnel Services: increase represents funding for two new positions of Project Manager and Asset Manager, along with overall increases in COLA, pension, and medical benefit costs.

Transfers to R&E: represents funds being transferred to the Renewal and Extension Fund for Sewer Model Update (Casey Basin) and Shoal Creek WRF Improvements Assessment.

Budget Detail By Individual Categories	FY 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ 545,418	\$ 586,249	\$ 806,440
Overtime Pay	-	-	-
F.I.C.A.	39,066	41,735	58,368
Pension	98,312	81,211	142,841
Employee Benefits	50,402	70,203	147,172
Operating Expenditures:			
Operating Materials & Supplies	-	2,260	825
Vehicle Supplies	578	1,200	1,260
Administrative Supplies	54	4,235	3,235
Safety Supplies	301	100	100
Special Purchases	58	560	560
Utilities	6,129	6,914	4,365
Rentals	-	-	-
Maintenance and Repairs	509	1,000	1,000
Outside Services	419,479	1,604,620	1,429,120
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	78,884	116,558	138,140
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	29,302	-	-
Capital Projects:			
Transfers to R&E	-	-	400,000
Total Appropriations	<u>\$ 1,268,492</u>	<u>\$ 2,516,845</u>	<u>\$ 3,133,426</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:

Personnel Services: increase due to medical insurance.

General Expenses: increase due to continuing education and conference fees.

Capital Expenditures: represents funding for Truck (F-150).

Transfers to R&E: represents funds being transferred to the Renewal and Extension Fund for [SMP 20-601] Galvanized Water Main Replacement and [SMP 20-611] Large Diameter Sewer Main Replacement.

Budget Detail By Individual Categories	FY 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ 413,751	\$ 892,967	\$ 957,833
Overtime Pay	136	500	500
F.I.C.A.	28,644	67,547	73,274
Pension	69,580	122,733	165,322
Employee Benefits	57,836	160,186	231,287
Operating Expenditures:			
Operating Materials & Supplies	8,261	11,952	9,520
Vehicle Supplies	17,856	15,700	17,250
Administrative Supplies	928	3,660	3,400
Safety Supplies	424	1,000	800
Special Purchases	-	-	-
Utilities	14,269	15,514	14,758
Rentals	-	-	-
Maintenance and Repairs	2,039	3,600	4,500
Outside Services	2,464	9,220	7,100
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	8,352	28,925	45,371
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	-	34,175
Capital Projects:			
Transfers to R&E	-	1,010,000	2,000,000
Total Appropriations	\$ 624,541	\$ 2,343,504	\$ 3,565,090



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:

Personnel Services: increase due to medical insurance.

Capital Expenditures: represents funding for Easements.

Budget Detail By Individual Categories	FY 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ 216,846	\$ 322,033	\$ 339,758
Overtime Pay	-	-	-
F.I.C.A.	15,403	24,177	25,990
Pension	37,415	43,928	58,643
Employee Benefits	29,645	46,445	59,859
Operating Expenditures:			
Operating Materials & Supplies	-	1,025	760
Vehicle Supplies	-	-	-
Administrative Supplies	45	2,100	2,216
Safety Supplies	4	100	100
Special Purchases	-	-	-
Utilities	2,741	3,408	2,259
Rentals	-	-	-
Maintenance and Repairs	-	-	-
Outside Services	834,862	1,904,575	1,504,575
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	5,129	18,572	18,714
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	100	100
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 1,142,090	\$ 2,366,463	\$ 2,012,974



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:

Personnel Services: increase due to medical insurance.

Capital Expenditures: represents funding for Freeance Mobile Licenses (Qty 30) and Aerial Update.

Budget Detail By Individual Categories	FY 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ 432,724	\$ 551,168	\$ 575,206
Overtime Pay	-	-	-
F.I.C.A.	30,394	41,858	44,003
Pension	76,972	76,056	99,281
Employee Benefits	65,793	102,500	138,777
Operating Expenditures:			
Operating Materials & Supplies	4,010	4,508	5,668
Vehicle Supplies	2,441	2,414	3,484
Administrative Supplies	119	1,096	1,096
Safety Supplies	243	300	300
Special Purchases	-	-	-
Utilities	5,033	5,408	3,935
Rentals	-	-	-
Maintenance and Repairs	118	500	500
Outside Services	88,213	73,265	72,315
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	167,961	197,772	195,633
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	8,000	55,000	60,500
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 882,022	\$ 1,111,845	\$ 1,200,698



Distribution and Conveyance Division – Business Unit Group 600





DISTRIBUTION AND CONVEYANCE DIVISION BUDGET UNIT 600

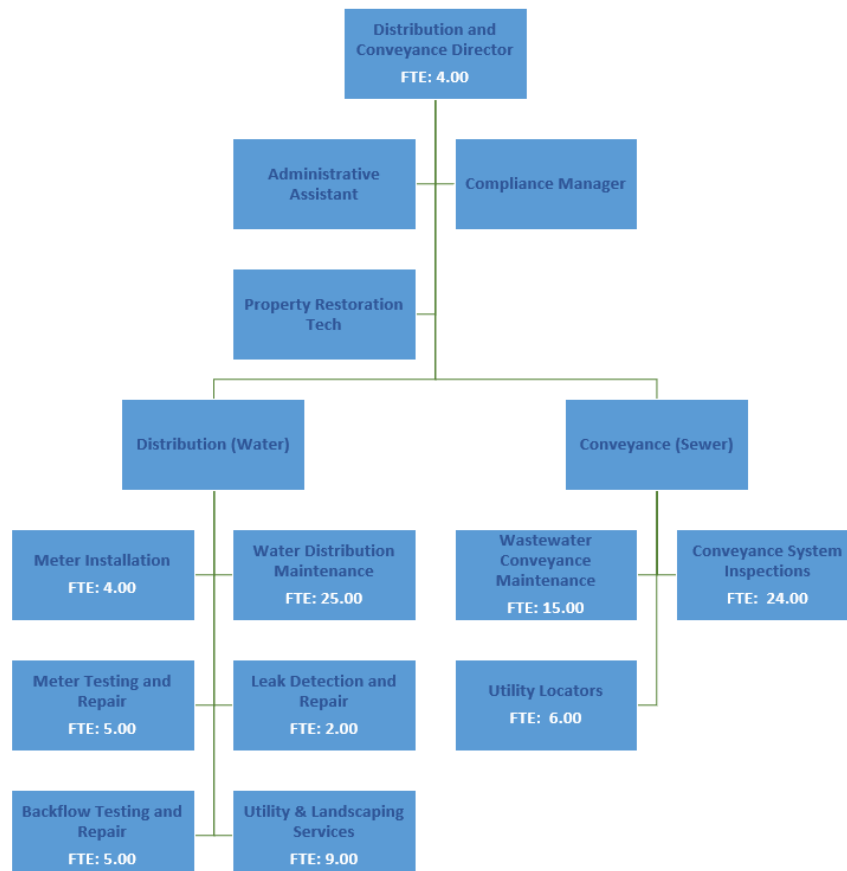
The Distribution and Conveyance Division is charged with the critical task of ensuring the efficiency of the individual distribution and collection systems. It has the responsibilities of installing the Authority's water lines, water meters and maintaining both water and sewer lines. Work must be performed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

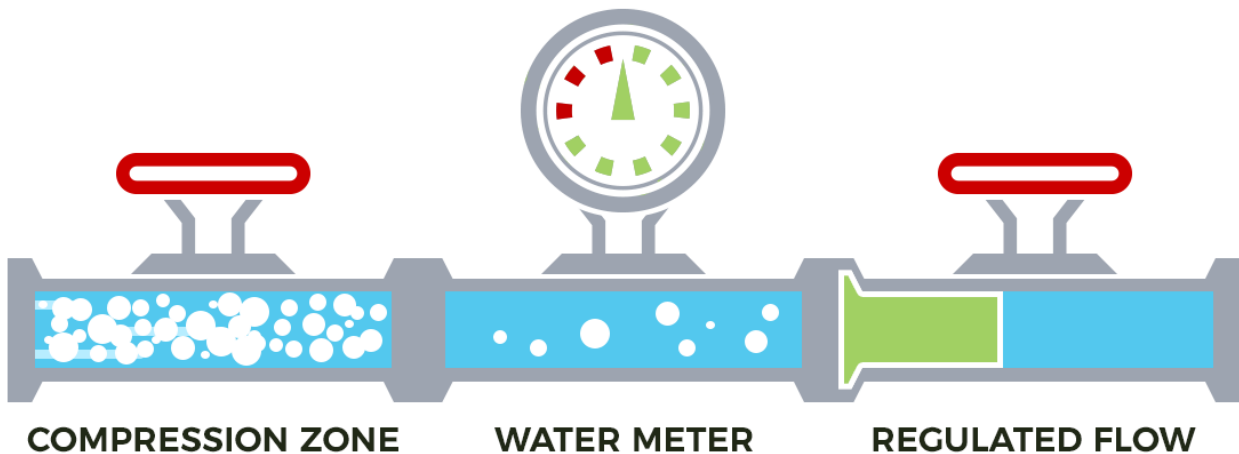




Distribution and Conveyance Division – Staffing Summary

Authorized Personnel	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted
Distribution and Conveyance Division				
601 - Distribution & Conveyance Director	4.00	4.00	4.00	4.00
610 - Meter Installation	4.00	4.00	4.00	4.00
612 - Water Distribution Maintenance	25.00	25.00	25.00	25.00
616 - Meter Testing and Repair	5.00	5.00	5.00	5.00
617 - Leak Detection and Repair	2.00	2.00	2.00	2.00
618 - Backflow Testing and Repair	5.00	5.00	5.00	5.00
619 - Utility & Landscaping Services	7.00	7.00	7.00	9.00
621 - Wastewater Conveyance Maintenance	16.00	17.00	17.00	15.00
627 - Conveyance System Inspections	22.00	22.00	22.00	24.00
630 - Utility Locators	6.00	6.00	6.00	6.00
Total Full-Time Employees (FTEs)	96.00	97.00	97.00	99.00

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 2022 - 2023

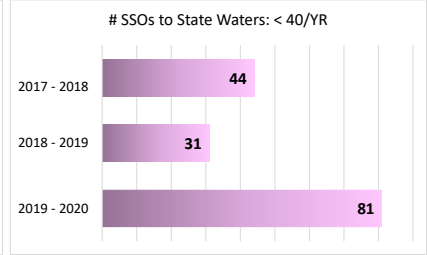
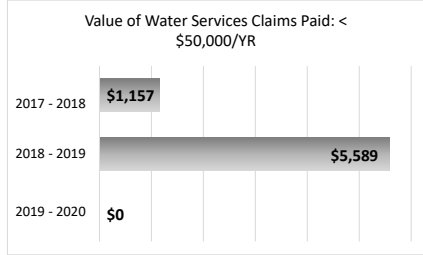
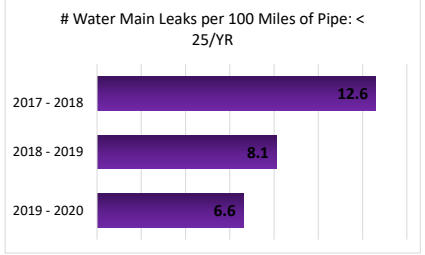
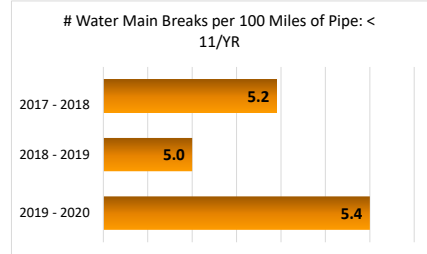
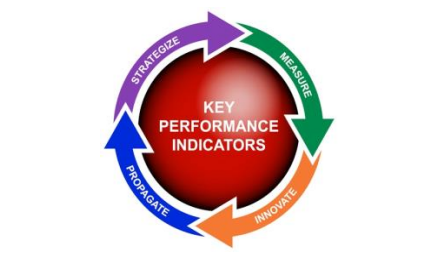
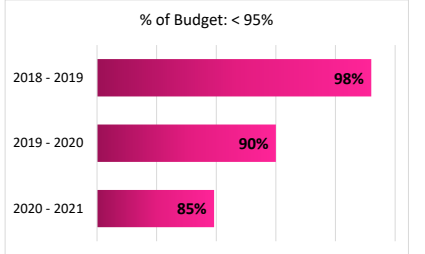
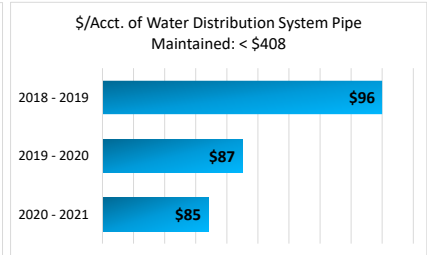
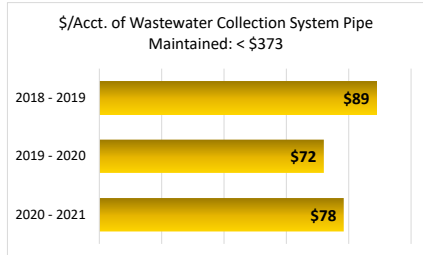
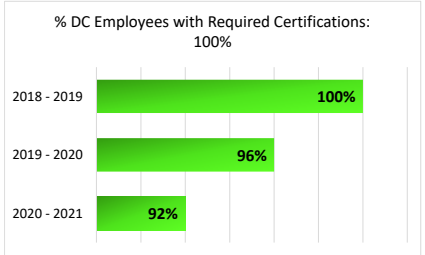
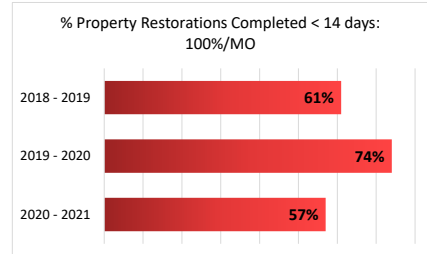
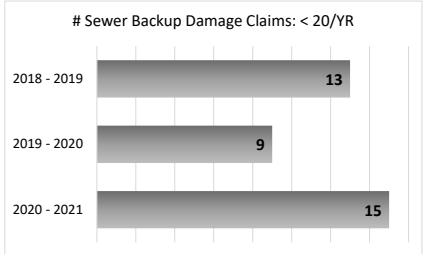
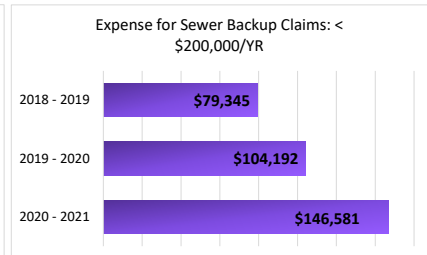
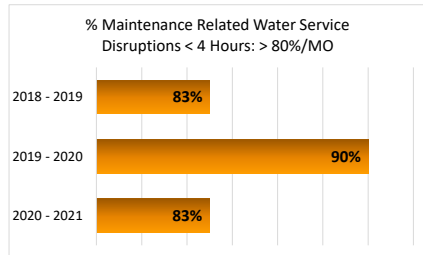
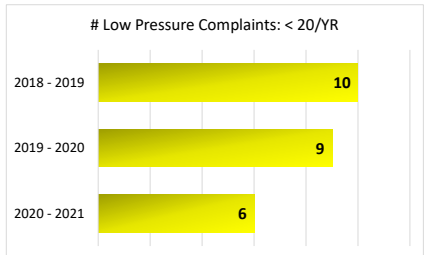
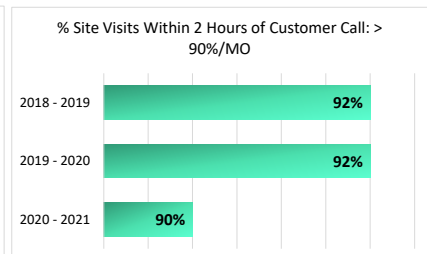
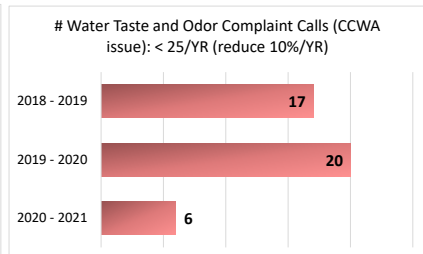
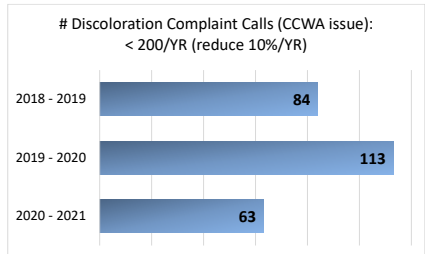
Business Unit	Budget Funding	Account Name	Account Number	Amount Budgeted	Initiative
Distribution & Conveyance Department Manager					
601	Capital	59303	Capital Project Transfer	\$ 500,000	[SMP 20-602] Large Meter Replacements
Total				\$ 500,000	
Meter Installation					
610	Operating	51104	Other Materials and Supplies	\$ 550,000	Meter Setting & Backflow Materials (From Warehouse)
		56141	Meter Setting	400,000	Meter & Backflow Settings (Outside Services)
Total				\$ 950,000	
Water Distribution Maintenance					
612	Operating	51104	Other Materials and Supplies	\$ 350,000	Materials for Water Distribution Maintenance
		56118	M&R-Patching & Paving	300,000	Patching & Paving
		56128	M&R-Supply Mains	300,000	Maintenance of Supply Mains (Concrete, Vault Repairs, Dump Fees, Plumbing Repairs)
	Capital	59303	Capital Project Transfer	1,100,000	[SMP 20-617] DOT - SR 42 Widening
		59303	Capital Project Transfer	100,000	[SMP 20-617] DOT - Brown Road Bridge over Swamp Creek
		59303	Capital Project Transfer	500,000	[SMP 20-617] DOT - Contingency for Unknown Projects/Underfunded Projects
		59303	Capital Project Transfer	167,450	[SMP 20-617] 12" Watermain Extension on Panhandle Road
		59303	Capital Project Transfer	160,000	[SMP 20-617] Tie Lines at E Lovejoy Road and Lacosta Road
		59941	Cap Equip-Construction Equipment	33,000	Vibratory Roller
		59953	Cap Equip-Automobile/Pickup Trucks	47,000	F-250 Pickup Truck with Utility Bed
Total				\$ 3,057,450	
Meter Testing and Repair					
616	Operating	56110	Consulting Fees	\$ 50,000	Hidden Revenue Locator - Valor Water Analytics Contract
		56146	Meter Vault Settings	10,000	Meter Vault Lids
Total				\$ 60,000	
Leak Detection and Repair					
617					
Total				\$ -	
Backflow Testing and Repair					
618	Operating	56146	Meter Vault Settings	\$ 10,000	Meter Vault Lids
		56199	Other Outside Services	30,000	Backflow Testing
Total				\$ 40,000	
Utility & Landscaping Services					
619	Operating	51104	Other Materials and Supplies	\$ 40,200	Materials for Utility & Landscaping Services
	Capital	59941	Cap Equip-Construction Equipment	130,000	Vactron Unit
		59951	Cap Equip-Trucks	72,900	F-550 Four Door Pickup Truck for Valve Crew
Total				\$ 243,100	
Conveyance Wastewater Maintenance					
621	Operating	51104	Other Materials and Supplies	\$ 200,000	Materials for Conveyance Maintenance
		55106	Private Property Repairs	200,000	Private Property Damage
		56118	M&R-Patching & Paving	220,000	Patching & Paving
		56124	M&R-Collection System/Outfall	350,000	Maintenance of Collections and Outfalls (Concrete, Dump Fees, Root Control, Plumbing Repairs)
		56199	Other Outside Services	36,000	Smart Cover Data & Monitoring
	Capital	59303	Capital Project Transfer	100,000	Building C Upstairs Offices/Storage Closet Installation
		59941	Cap Equip-Construction Equipment	85,000	Hydraulic Excavator
		59953	Cap Equip-Automobile/Pickup Trucks	34,175	F-150 4X4 Pickup Truck
Total				\$ 1,225,175	
Conveyance System Inspections					
627	Operating	56104	Utility Locating Services	\$ 150,000	Flow Monitoring
		56124	M&R-Collection System/Outfall	300,000	Maintenance of Collections and Outfalls (Concrete, Dump Fees, Root Control, Plumbing Repairs)
	Capital	59941	Cap Equip-Construction Equipment	80,000	Sewer Outfall Cleaning Machine
		59951	Cap Equip-Trucks	59,486	F-550 Crew Truck
		59953	Cap Equip-Automobile/Pickup Trucks	42,000	ATV (Qty 2)
Total				\$ 631,486	
Utility Locators					
630				-	
Total				\$ -	



Distribution and Conveyance Division – Levels of Service

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

Service Level Goal	Key Performance Indicator (KPI)	Division	Target	2020 - 2021	2019 - 2020	2018 - 2019
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.	63	113	84
	# Water Taste and Odor Complaint Calls (CCWA issue): < 25/YR (reduce 10%/YR)	DC	< 25/Yr. - Reduce 10%/Yr.	6	20	17
EXCEED CUSTOMER EXPECTATIONS						
4 Improve customer experience	% Site Visits Within 2 Hours of Customer Call: > 90%/MO	DC	> 90% / Month	90%	92%	92%
5 Minimize potable water service disruptions	# Low Pressure Complaints: < 20/YR	DC	< 20 / Year	6	9	10
	% Maintenance Related Water Service Disruptions < 4 Hours: > 80%/MO	DC	> 80% / Month	83%	90%	83%
6 Minimize customer sewer backups	Expense for Sewer Backup Claims: < \$200,000/YR	DC	< \$200,000 / Year	\$146,581	\$104,192	\$79,345
	# Sewer Backup Damage Claims: < 20/YR	DC	< 20 / Year	15	9	13
7 Complete all property restorations in 14 days	% Property Restorations Completed < 14 days: 100%/MO	DC	100% / Month	57%	74%	61%
PROVIDE EMPLOYEE DEVELOPMENT						
8 Provide effective employee training and development	% DC Employees with Required Certifications: 100%	DC	100% / Year	92%	96%	100%
OPTIMIZE OPERATIONS						
	\$/Acct. of Wastewater Collection System Pipe Maintained: < \$373	DC	< \$373	\$78	\$72	\$89
13 Reasonable Cost of Service	\$/Acct. of Water Distribution System Pipe Maintained: < \$408	DC	< \$408	\$85	\$87	\$96
	% of Budget: < 95%	DC	< 95%	85%	90%	98%
INFRASTRUCTURE SUSTAINABILITY						
	# Water Main Breaks per 100 Miles of Pipe: < 11/YR	DC	< 11 / Year	4.4	5.4	5.0
21 Provide a sustainable water supply	# Water Main Leaks per 100 Miles of Pipe: < 25/YR	DC	< 25 / Year	5.4	6.6	8.1
	Value of Water Services Claims Paid: < \$50,000/YR	DC	< \$50,000 / Year	\$30,270	\$0	\$5,589
STAKEHOLDER SUPPORT						
23 Environmental Stewardship and Sustainability	# SSOs to State Waters: < 40/YR	DC	< 40 / Year	40	81	31





Distribution and Conveyance Division Staffing – Position Detail

Authorized Personnel	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted
<i>Distribution and Conveyance Dept. Manager</i>				
Compliance Manager	1.00	1.00	1.00	1.00
Distribution & Conveyance Director	1.00	1.00	1.00	1.00
Property Restoration Tech	1.00	1.00	1.00	1.00
Sr. Administrative Assistant	1.00	1.00	1.00	1.00
Total Number of Personnel (FTE's)	4.00	4.00	4.00	4.00
<i>Meter Installation</i>				
Equipment Operator	1.00	1.00	1.00	1.00
Utility Service Mechanic I	2.00	1.00	1.00	1.00
Utility Service Mechanic II	0.00	1.00	1.00	1.00
Utility Service Mechanic Crew Leader	1.00	1.00	1.00	1.00
Total Number of Personnel (FTE's)	4.00	4.00	4.00	4.00
<i>Water Distribution Maintenance</i>				
Administrative Assistant	1.00	1.00	1.00	1.00
Distribution Maintenance Manager	1.00	1.00	1.00	0.00
Distribution Manager	0.00	0.00	0.00	1.00
Equipment Operator	4.00	4.00	4.00	4.00
Equipment Operator Pipeline	2.00	0.00	0.00	0.00
Installation/Repair Supervisor	2.00	2.00	2.00	2.00
Sr. Crew Leader	2.00	2.00	2.00	2.00
Sr. Equipment Operator	1.00	3.00	3.00	3.00
Trouble Shooter	3.00	3.00	3.00	3.00
Utility Service Mechanic I	4.00	4.00	4.00	5.00
Utility Service Mechanic II	2.00	2.00	2.00	1.00
Utility Service Mechanic Crew Leader	3.00	3.00	3.00	3.00
Total Number of Personnel (FTE's)	25.00	25.00	25.00	25.00
<i>Meter Testing and Repair</i>				
Equipment Operator	1.00	1.00	1.00	1.00
Meter/Backflow Testing and Repair Supervisor	1.00	1.00	1.00	1.00
Meter Repair Technician	2.00	2.00	2.00	2.00
Utility Services Mechanic Crew Leader	1.00	1.00	1.00	1.00
Total Number of Personnel (FTE's)	5.00	5.00	5.00	5.00
<i>Leak Detection and Repair</i>				
Leak Detection Crew Leader	1.00	1.00	1.00	1.00
Leak Detection Technician	1.00	1.00	1.00	1.00
Total Number of Personnel (FTE's)	2.00	2.00	2.00	2.00
<i>Backflow Testing and Repair</i>				
Backflow Prevention Crew Leader	1.00	1.00	1.00	1.00
Backflow Technician	4.00	4.00	4.00	4.00
Total Number of Personnel (FTE's)	5.00	5.00	5.00	5.00



Authorized Personnel	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted
<i>Utility & Landscaping Services</i>				
Equipment Operator	1.00	1.00	1.00	2.00
Utility Service Mechanic I	3.00	3.00	3.00	4.00
Utility Service Mechanic Crew Leader	1.00	1.00	1.00	1.00
Utility Services Supervisor	1.00	1.00	1.00	1.00
Valve Maintenance Crew Leader	1.00	1.00	1.00	1.00
Total Number of Personnel (FTE's)	7.00	7.00	7.00	9.00
<i>Wastewater Conveyance Maintenance</i>				
Conveyance Manager	1.00	1.00	1.00	1.00
Conveyance Repair Supervisor	1.00	1.00	1.00	1.00
Equipment Operator	3.00	4.00	4.00	3.00
Office Assistant	1.00	0.00	0.00	0.00
Planner/Scheduler	0.00	1.00	1.00	1.00
Troubleshooter - Conveyance	1.00	1.00	1.00	0.00
Utility Service Mechanic I	3.00	4.00	4.00	5.00
Utility Service Mechanic II	3.00	2.00	2.00	1.00
Utility Service Mechanic Crew Leader	3.00	3.00	3.00	3.00
Total Number of Personnel (FTE's)	16.00	17.00	17.00	15.00
<i>Conveyance System Inspections</i>				
CCTV Crew Leader	2.00	2.00	2.00	2.00
CCTV Technician	2.00	2.00	2.00	2.00
Conveyance Cleaning Supervisor	1.00	1.00	1.00	1.00
Conveyance Maint. Supervisor	1.00	1.00	1.00	1.00
Equipment Operator	5.00	5.00	5.00	5.00
Troubleshooter - Conveyance	0.00	0.00	0.00	2.00
Troubleshooter Crew Leader	0.00	0.00	0.00	1.00
Utility Service Technician	3.00	3.00	3.00	3.00
Utility Service Mechanic I	3.00	3.00	3.00	3.00
Utility Services Mechanic Crew Leader	5.00	5.00	5.00	4.00
Total Number of Personnel (FTE's)	22.00	22.00	22.00	24.00
<i>Utility Locators</i>				
Trouble Shooter/Utility Locator	5.00	5.00	5.00	0.00
Utility Locator	0.00	0.00	0.00	5.00
Utility Service Mechanic Crew Leader	1.00	1.00	1.00	1.00
Total Number of Personnel (FTE's)	6.00	6.00	6.00	6.00
Distribution & Conveyance Department Total	96.00	97.00	97.00	99.00



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 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ 4,518,950	5,165,819	\$ 5,596,897
Overtime Pay	216,619	259,000	296,500
F.I.C.A.	346,747	378,246	428,110
Pension	817,950	718,054	900,072
Employee Benefits	825,867	1,144,442	1,410,915
Operating Expenditures:			-
Operating Materials & Supplies	1,507,973	1,538,487	1,500,570
Vehicle Supplies	191,959	219,555	297,032
Administrative Supplies	14,109	17,476	17,150
Safety Supplies	41,907	36,000	39,750
Special Purchases	2,280	1,960	2,660
Utilities	94,325	105,125	91,782
Rentals	4,724	6,750	7,850
Maintenance and Repairs	312,078	327,899	327,399
Outside Services	2,490,269	2,755,772	2,531,788
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	160,093	265,274	299,754
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	417,105	1,230,444	583,561
Capital Projects:			
Transfers to R&E	623,245	1,100,000	500,000
Total Appropriations	\$ 12,586,201	\$ 15,270,303	\$ 14,831,790



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:**Personnel Services:** increase due to medical insurance.**Transfers to R&E:** represents funds being transferred to the Renewal and Extension Fund for Large Meter Replacements.

Budget Detail By Individual Categories	FY 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ 365,679	\$ 360,959	\$ 381,563
Overtime Pay	6,733	8,500	8,500
F.I.C.A.	26,059	27,612	29,189
Pension	63,353	50,173	-
Employee Benefits	50,030	55,009	91,068
Operating Expenditures:			
Operating Materials & Supplies	19,376	17,245	17,410
Vehicle Supplies	4,695	5,382	6,316
Administrative Supplies	2,130	3,500	3,700
Safety Supplies	611	500	1,600
Special Purchases	1,700	1,960	1,960
Utilities	19,838	22,100	21,384
Rentals	-	350	350
Maintenance and Repairs	11,552	11,900	13,900
Outside Services	29,817	36,730	37,730
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	82,900	113,905	128,898
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	125,000	-
Capital Projects:			
Transfers to R&E	100,000	500,000	500,000
Total Appropriations	\$ 784,473	\$ 1,340,825	\$ 1,243,568



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:**Personnel Services:** increase due to medical insurance.

Budget Detail By Individual Categories	FY 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ 141,330	\$ 181,063	\$ 191,451
Overtime Pay	12,388	15,000	15,000
F.I.C.A.	11,130	13,851	14,648
Pension	26,275	25,168	33,045
Employee Benefits	32,479	48,112	65,464
Operating Expenditures:			
Operating Materials & Supplies	604,770	554,160	558,110
Vehicle Supplies	3,182	6,552	9,529
Administrative Supplies	152	250	250
Safety Supplies	1,454	2,500	2,500
Special Purchases	-	-	-
Utilities	1,176	1,506	502
Rentals	537	400	500
Maintenance and Repairs	2,712	3,800	4,600
Outside Services	516,509	432,285	432,275
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	2,398	5,316	5,348
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	144,077	-
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 1,356,492	\$ 1,434,040	\$ 1,333,222



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:**Personnel Services:** increase due to medical insurance.**Operating Materials & Supplies:** increase due to propress replacements (Qty 4) and pressure monitors (Qty 2).**Outside Services:** decrease due to maintenance and repair of supply mains.**Capital Expenditures:** represents funding for Vibratory Roller an Truck (F-250) (Qty 2).

Budget Detail By Individual Categories	FY 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ 1,156,267	\$ 1,363,498	\$ 1,445,569
Overtime Pay	117,975	120,000	130,000
F.I.C.A.	94,760	104,308	110,585
Pension	210,249	189,528	249,507
Employee Benefits	191,136	291,595	346,203
Operating Expenditures:			
Operating Materials & Supplies	390,763	385,192	404,460
Vehicle Supplies	59,821	70,396	88,824
Administrative Supplies	4,423	3,150	3,150
Safety Supplies	16,944	15,000	15,000
Special Purchases	-	-	-
Utilities	23,537	27,519	21,950
Rentals	304	2,500	2,500
Maintenance and Repairs	23,232	43,500	44,000
Outside Services	803,227	924,985	675,125
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	21,051	41,157	46,298
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	230,683	234,077	80,000
Capital Projects:			
Transfers to R&E	523,245	600,000	-
Total Appropriations	<u>\$ 3,867,617</u>	<u>\$ 4,416,405</u>	<u>\$ 3,663,171</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:**Personnel Services:** increase due to medical insurance.

Budget Detail By Individual Categories	FY 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ 271,381	\$ 281,210	\$ 302,999
Overtime Pay	883	5,000	5,000
F.I.C.A.	20,068	4,578	23,178
Pension	49,232	39,089	52,298
Employee Benefits	50,220	53,946	67,936
Operating Expenditures:			
Operating Materials & Supplies	76,151	60,575	57,575
Vehicle Supplies	4,867	6,163	9,150
Administrative Supplies	619	850	850
Safety Supplies	1,205	1,000	1,250
Special Purchases	-	-	-
Utilities	4,256	4,597	5,211
Rentals	1,446	1,000	1,000
Maintenance and Repairs	4,843	1,214	1,214
Outside Services	3,134	61,224	63,078
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	2,430	5,671	5,510
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	-	-
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 490,735	\$ 526,117	\$ 596,249



BUSINESS UNIT 617: LEAK DETECTION AND REPAIR

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

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

Significant Expenditure and Staffing Changes:

No significant changes from previous fiscal year.

Budget Detail By Individual Categories	FY 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ 105,451	\$ 107,206	\$ 116,790
Overtime Pay	-	500	3,000
F.I.C.A.	7,672	8,200	8,935
Pension	18,705	14,901	20,158
Employee Benefits	18,319	20,160	25,099
Operating Expenditures:			
Operating Materials & Supplies	2,824	3,330	4,330
Vehicle Supplies	2,692	2,972	3,296
Administrative Supplies	133	200	225
Safety Supplies	228	100	500
Special Purchases	-	-	-
Utilities	2,246	2,416	1,629
Rentals	-	-	-
Maintenance and Repairs	412	435	435
Outside Services	4,429	1,747	2,247
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	864	2,428	3,491
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	6,000	-
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 163,972	\$ 170,595	\$ 190,135



BUSINESS UNIT 618: BACKFLOW TESTING AND REPAIR

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

Testing and repair of backflows.

Significant Expenditure and Staffing Changes:**Outside Services:** decrease due to backflow testing.

Budget Detail By Individual Categories	FY 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ 210,870	\$ 256,187	\$ 269,496
Overtime Pay	3,803	12,000	10,000
F.I.C.A.	16,102	19,597	20,615
Pension	38,067	35,609	46,516
Employee Benefits	35,082	45,398	51,215
Operating Expenditures:			
Operating Materials & Supplies	30,561	47,075	47,075
Vehicle Supplies	10,990	12,419	16,912
Administrative Supplies	498	1,350	1,400
Safety Supplies	3,373	1,200	2,500
Special Purchases	-	-	-
Utilities	5,109	5,929	5,419
Rentals	-	-	-
Maintenance and Repairs	2,246	3,200	3,200
Outside Services	3,525	54,322	44,422
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	3,494	12,523	14,343
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	\$ 394,431	\$ 506,809	\$ 533,113



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:**Personnel Services:** represents funding for Valve USM Valve and Valve Equipment Operator and medical insurance increase.**Capital Expenditures:** represent funding for Vactron Unit and Truck (F-550).

Budget Detail By Individual Categories	FY 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ 292,248	\$ 340,610	\$ 458,857
Overtime Pay	8,443	18,000	15,000
F.I.C.A.	22,533	26,058	35,101
Pension	54,016	47,344	79,198
Employee Benefits	55,623	83,870	139,160
Operating Expenditures:			
Operating Materials & Supplies	60,070	78,079	48,935
Vehicle Supplies	19,204	24,456	28,004
Administrative Supplies	432	1,375	875
Safety Supplies	3,957	1,600	1,600
Special Purchases	-	-	-
Utilities	3,379	3,514	3,340
Rentals	-	500	500
Maintenance and Repairs	8,410	12,000	8,200
Outside Services	4,406	6,840	6,740
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	4,913	9,181	8,413
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	8,000	202,900
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 537,635	\$ 661,427	\$ 1,036,823



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:**Personnel Services:** decrease due to movement of Troubleshooters (Qty 2) and medical insurance increase.**Capital Expenditures:** represent funding for Hydraulic Excavator and Truck (F150).

Budget Detail By Individual Categories	FY 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ 731,949	\$ 859,120	\$ 806,957
Overtime Pay	31,972	35,000	50,000
F.I.C.A.	55,089	65,722	61,731
Pension	131,845	119,419	139,282
Employee Benefits	146,994	209,450	228,701
Operating Expenditures:			
Operating Materials & Supplies	248,386	255,229	251,055
Vehicle Supplies	26,862	30,347	44,474
Administrative Supplies	3,435	3,600	4,100
Safety Supplies	6,618	8,000	8,000
Special Purchases	580	-	300
Utilities	12,060	13,464	12,869
Rentals	1,527	2,000	2,000
Maintenance and Repairs	219,682	222,500	222,500
Outside Services	814,065	658,180	655,030
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	12,444	27,355	31,301
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	61,172	28,000	119,175
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 2,504,682	\$ 2,537,386	\$ 2,637,475



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:**Personnel Services:** increase due to movement of Troubleshooters (Qty 2) and medical insurance increase.**Capital Expenditures:** represent funding for Outfall Cleaning Machine, Truck (F-550) and ATV (Qty 2).

Budget Detail By Individual Categories	FY 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ 973,761	\$ 1,126,198	\$ 1,305,442
Overtime Pay	30,386	35,000	50,000
F.I.C.A.	73,363	86,152	99,819
Pension	177,401	156,545	225,220
Employee Benefits	189,989	268,144	335,980
Operating Expenditures:			
Operating Materials & Supplies	57,623	102,304	87,130
Vehicle Supplies	46,399	46,934	71,609
Administrative Supplies	1,659	2,200	1,900
Safety Supplies	6,826	5,500	6,200
Special Purchases	-	-	400
Utilities	15,588	17,458	13,927
Rentals	911	-	1,000
Maintenance and Repairs	37,606	27,000	27,000
Outside Services	237,378	512,397	536,761
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	26,193	40,086	47,460
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	94,540	670,290	181,486
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 1,969,623	\$ 3,096,208	\$ 2,991,334



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:**Operating Materials & Supplies:** decrease due to new locator purchases.

Budget Detail By Individual Categories	FY 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ 270,014	\$ 289,768	\$ 317,773
Overtime Pay	4,036	10,000	10,000
F.I.C.A.	19,970	22,168	24,309
Pension	48,807	40,278	54,848
Employee Benefits	55,996	68,758	60,089
Operating Expenditures:			
Operating Materials & Supplies	17,449	35,298	24,490
Vehicle Supplies	13,246	13,934	18,918
Administrative Supplies	628	1,001	700
Safety Supplies	691	600	600
Special Purchases	-	-	-
Utilities	7,136	6,622	5,551
Rentals	-	-	-
Maintenance and Repairs	1,382	2,350	2,350
Outside Services	73,779	67,062	78,380
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	3,404	7,652	8,692
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	15,000	-
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 516,541	\$ 580,491	\$ 606,700



Water Reclamation Division – Business Unit Group 700





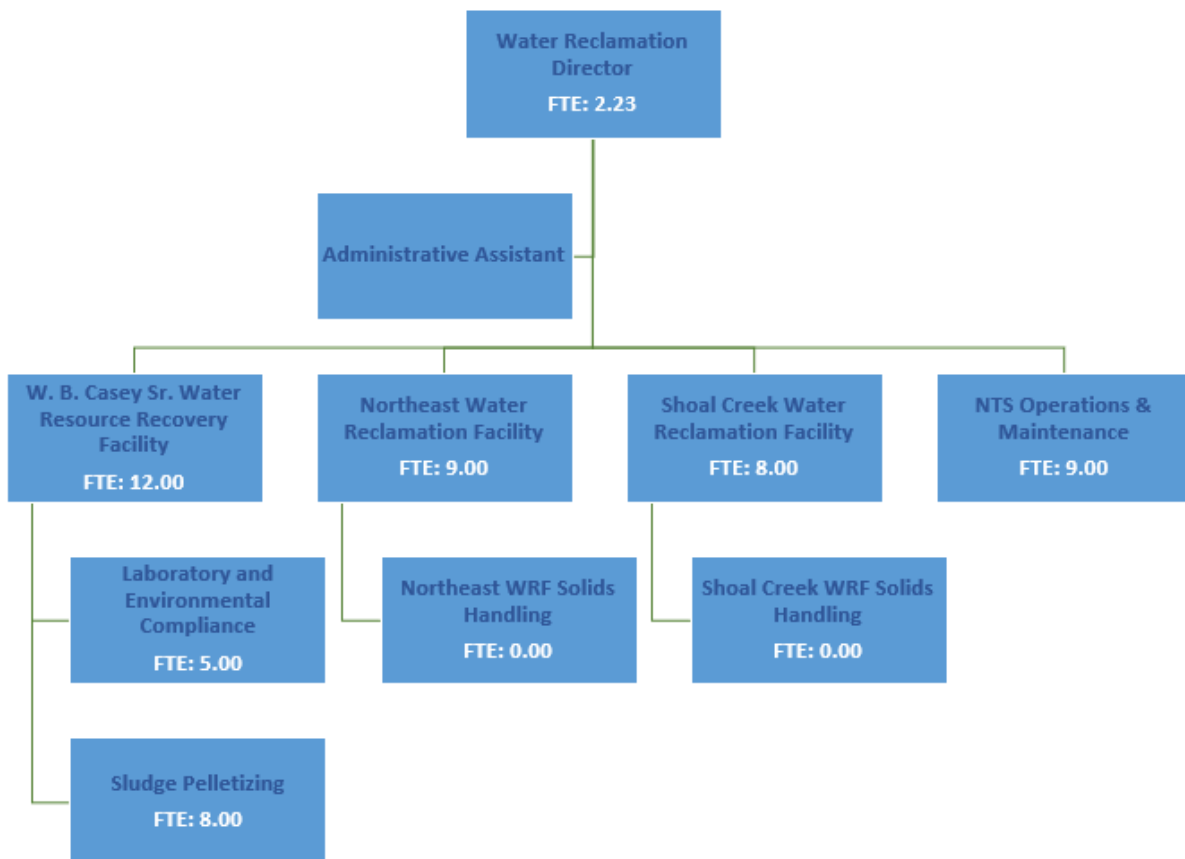
WATER RECLAMATION DIVISION BUDGET UNIT 700

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 | <ul style="list-style-type: none"> 729 – R. L. Jackson Transfer Pump Station 730 – Laboratory and Environmental Compliance 731 – Sludge Pelletizing 732 – Influent Pump Station 740 – Natural Treatment Operations and Maintenance |
|---|---|





Water Reclamation Division – Staffing Summary

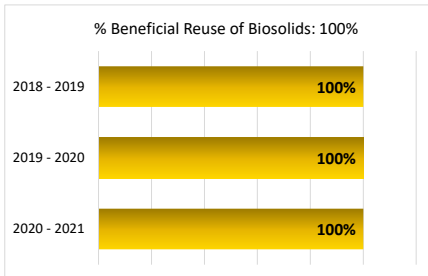
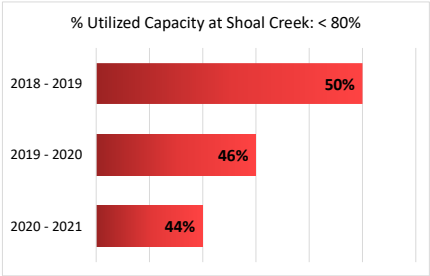
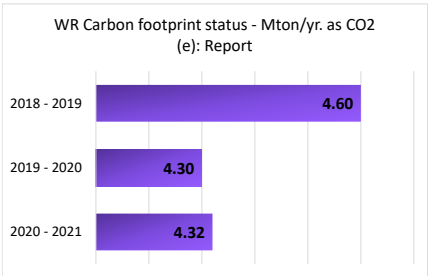
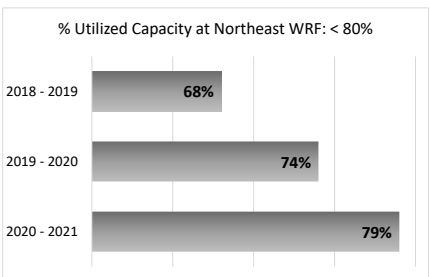
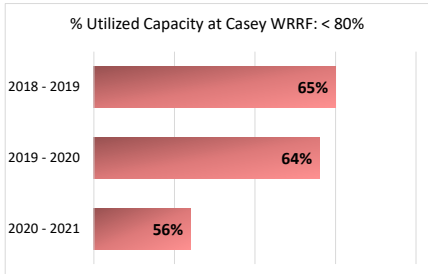
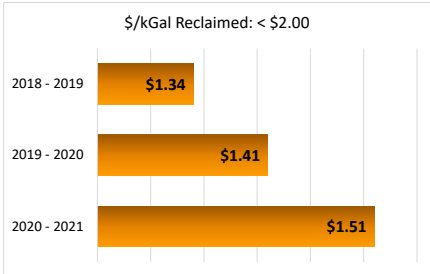
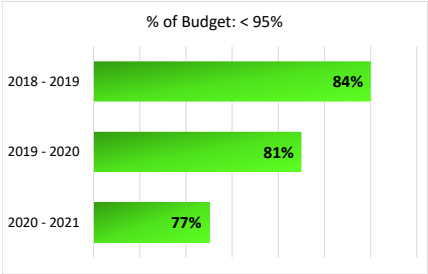
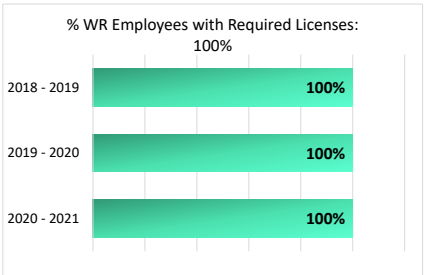
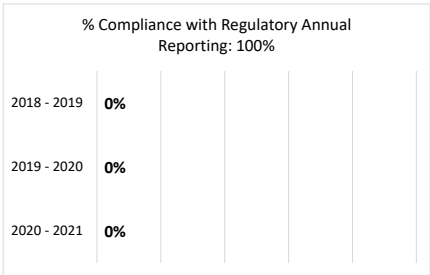
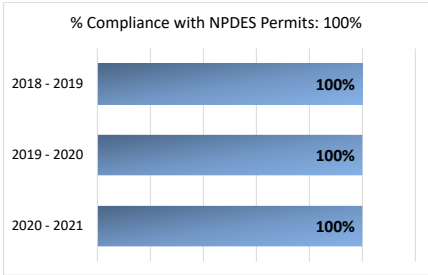
	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted
Authorized Personnel				
Water Reclamation Division				
701 - Water Reclamation Director	2.56	2.25	2.23	2.23
720 - W B Casey SR Water Resource Recovery Facility	12.00	12.00	12.00	12.00
721 - Northeast Water Reclamation Facility	8.00	8.00	8.00	9.00
722 - Northeast Solids Handling	1.00	1.00	1.00	0.00
724 - Shoal Creek Water Reclamation Facility	6.00	6.00	6.00	8.00
727 - Shoal Creek Solids Handling	1.00	1.00	1.00	0.00
730 - Laboratory and Environmental Compliance	5.00	5.00	5.00	5.00
731 - Sludge Pelletizing	8.00	8.00	8.00	8.00
740 - NTS Operations & Maintenance	10.00	10.00	9.00	9.00
Total Full-Time Employees (FTEs)	53.56	53.25	52.23	53.23

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	2020 - 2021	2019 - 2020	2018 - 2019
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%	77%	81%	84%
	\$/kGal Reclaimed: < \$2.00	WR	< \$2.00	\$1.51	\$1.41	\$1.34
INFRASTRUCTURE SUSTAINABILITY						
22 Provide adequate treatment capacity	% Utilized Capacity at Casey WRRF: < 80%	WR	< 80%	56%	64%	65%
	% Utilized Capacity at Northeast WRF: < 80%	WR	< 80%	79%	74%	68%
	% Utilized Capacity at Shoal Creek: < 80%	WR	< 80%	44%	46%	50%
STAKEHOLDER SUPPORT						
23 Environmental Stewardship and Sustainability	WR Carbon footprint status - Mton/yr. as CO2 (e): Report	WR	Report	4.32	4.30	4.60
	% Beneficial Reuse of Biosolids: 100%	WR	100%	100%	100%	100%







Water Reclamation Division – Major Initiatives for FY 2022 - 2023

Business Unit	Budget Funding	Account Name	Account Number	Amount Budgeted	Initiative
Water Reclamation Department Manager					
701		56134	Dekalb County Sewer System	\$ 600,000	Dekalb Co Sewer
Total				\$ 600,000	
W B Casey Sr Water Reclamation Plant					
720	Operating	56110	Consulting Fees	\$ 250,000	[SMP 20-709][WP 2021-24] Casey WRRF Effluent Gravity Line Assessment
		56199	Other Outside Services	58,500	Scum Concentrator & Wetwell Pump Outs
	Capital	59303	Capital Project Transfer	1,000,000	To Add Expenses Paid Before Reimbursed GEFA (Float)
		59933	Cap Equip-Monitoring/Controlling Equip	15,000	Secondary #2 Flow Meter Replacement
		59994	Cap Equip-Shelving	5,000	Shelving Unit
Total				\$ 1,328,500	
N E Clayton Water Reclamation Plant					
721	Capital	59931	Cap Equip-Pumping Equipment	\$ 95,000	Raw or Intermediate Pump
Total				\$ 95,000	
N E Solids Handling					
722	Operating	56199	Other Outside Services	\$ 541,799	Solids Disposal
	Capital	59932	Cap Equip-Treatment Equipment	20,000	Conveyer Roller
Total				\$ 561,799	
Shoal Creek Water Reclamation Plant					
724	Operating	56199	Other Outside Services	\$ 29,000	Grease and Scum Removal from Grease Trough and Raw Wetwell
	Capital	59932	Cap Equip-Treatment Equipment	92,000	Diffusers for Aeration Basin
		59932	Cap Equip-Treatment Equipment	9,000	4 Diffuser Hose Connections
		59932	Cap Equip-Treatment Equipment	16,000	Drive Wheels on the Aeration and Re-Aeration Basins
		59933	Cap Equip-Monitoring/Controlling Equip	41,600	Fine Screen Control Panel Replacement
		59933	Cap Equip-Monitoring/Controlling Equip	14,200	Panhandle SCADA Upgrades
		59933	Cap Equip-Monitoring/Controlling Equip	64,000	Emergency Generator Control Panels
Total				\$ 265,800	
Shoal Creek Solids Handling					
727	Operating	56199	Other Outside Services	\$ 498,000	Earth Products - Solids Disposal
	Capital	59931	Cap Equip-Pumping Equipment	42,791	Solids Transfer Pump #1 of 2 Replacement
Total				\$ 540,791	
R L Jackson Transfer Pump Station					
729					
Total				\$ -	
Laboratory/Environmental Compliance					
730	Operating	56149	Water Testing	\$ 76,000	Water Testing
	Capital	59933	Cap Equip-Monitoring/Controlling Equip	20,000	Upgrade RTU's for the Mission Unit
Total				\$ 96,000	
Sludge Pelletizing					
731	Operating	56199	Other Outside Services	\$ 35,000	Earth Products - Solids Disposal
	Capital	59931	Cap Equip-Pumping Equipment	66,450	2 Sludge Pumps
		59932	Cap Equip-Treatment Equipment	330,000	West Dryer Drum Replacement
Total				\$ 431,450	
Jackson Influent Pump Station					
732	Operating	56199	Other Outside Services	\$ 26,000	RPS Wetwell Pump Outs
Total				\$ 26,000	
NTS Operations & Maintenance					
740	Operating	51101	Chemicals	\$ 60,000	ACH for Wetland Influent Chemical Augmentation
		56110	Consulting Fees	100,000	[WP 2021-25] Wetlands Diaphragm Valve to Butterfly Valve Replacement Assessment
	Capital	59941	Cap Equip-Construction Equipment	6,600	Hydraulic Grapple Bucket for Vegetation Management
		59963	Cap Equip-Landscaping Equipment	28,692	15' Batwing Mower Replacement
				15,000	Herbicide Application Rig Replacement
Total				\$ 210,292	

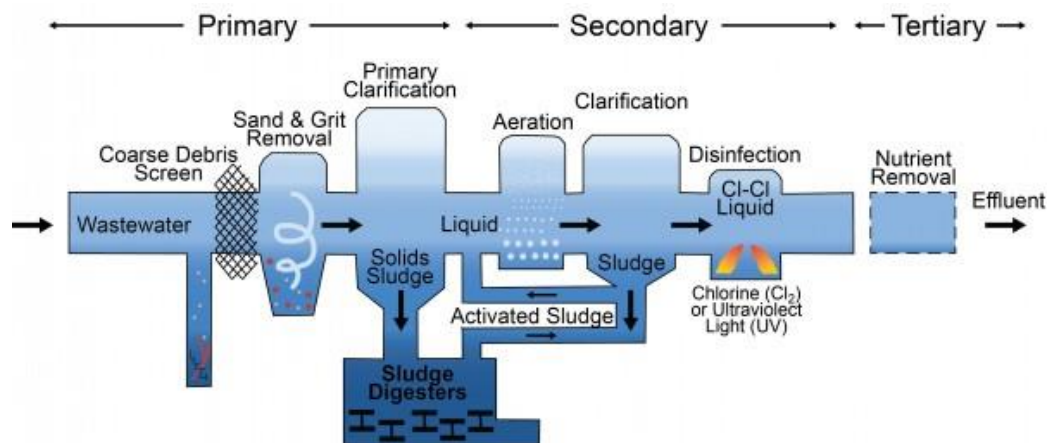


Water Reclamation Division Staffing – Position Detail

Authorized Personnel	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted
<i>Water Reclamation Department Manager</i>				
Administrative Assistant	1.00	1.00	1.00	1.00
Intern	0.25	0.25	0.23	0.23
Shadow - Department Manager - Water Rec.	0.31	0.00	0.00	0.00
Water Reclamation Director	1.00	1.00	1.00	1.00
Total Number of Personnel (FTE's)	2.56	2.25	2.23	2.23
<i>W. B. Casey Sr. Water Resource Recovery Facility</i>				
Buildings & Grounds Custodian	1.00	1.00	1.00	1.00
Chief Operator	1.00	1.00	1.00	1.00
Plant Manager	1.00	1.00	1.00	1.00
Plant Operator I	1.00	1.00	0.00	1.00
Plant Operator II	1.00	1.00	1.00	1.00
Plant Operator III	7.00	7.00	7.00	5.00
Plant Operator Trainee	0.00	0.00	1.00	2.00
Total Number of Personnel (FTE's)	12.00	12.00	12.00	12.00
<i>Northeast Water Reclamation Facility</i>				
Chief Operator	1.00	1.00	1.00	1.00
Plant Manager	1.00	1.00	1.00	1.00
Plant Operator I	4.00	4.00	5.00	5.00
Plant Operator III	1.00	1.00	0.00	0.00
Plant Operator Trainee	0.00	0.00	0.00	1.00
Plant Worker	1.00	1.00	1.00	1.00
Total Number of Personnel (FTE's)	8.00	8.00	8.00	9.00
<i>Northeast Solids Handling</i>				
Plant Operator III	1.00	1.00	1.00	0.00
Total Number of Personnel (FTE's)	1.00	1.00	1.00	0.00
<i>Shoal Creek Water Reclamation Facility</i>				
Chief Operator	1.00	0.00	0.00	1.00
Plant Manager	1.00	1.00	1.00	1.00
Plant Operator I	3.00	4.00	3.00	5.00
Plant Operator Trainee	0.00	0.00	0.00	1.00
Plant Operator III	1.00	1.00	2.00	0.00
Total Number of Personnel (FTE's)	6.00	6.00	6.00	8.00
<i>Shoal Creek Solids Handling</i>				
Plant Operator I	1.00	1.00	1.00	0.00
Total Number of Personnel (FTE's)	1.00	1.00	1.00	0.00
<i>Laboratory and Environmental Compliance</i>				
Environmental Compliance & Lab Manager	1.00	1.00	1.00	1.00
Environmental Compliance Inspector	1.00	1.00	1.00	1.00
Industrial Compliance Specialist	1.00	1.00	1.00	1.00
Lab Analyst	2.00	1.00	1.00	1.00
Sr. Lab Analyst	0.00	1.00	1.00	1.00
Total Number of Personnel (FTE's)	5.00	5.00	5.00	5.00



	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted
Authorized Personnel				
Sludge Pelletizing				
Chief Operator	1.00	1.00	1.00	1.00
Plant Manager	1.00	1.00	1.00	1.00
Plant Operator I	1.00	2.00	2.00	2.00
Plant Operator II	2.00	1.00	1.00	1.00
Plant Operator III	2.00	2.00	2.00	2.00
Plant Worker	1.00	1.00	1.00	1.00
Total Number of Personnel (FTE's)	8.00	8.00	8.00	8.00
Natural Treatment Operations & Maintenance				
NTS Chief Operator	1.00	1.00	1.00	0.00
Operations/Maint Coordinator	0.00	0.00	0.00	1.00
NTS Maintenance Operator	5.00	5.00	4.00	4.00
NTS Manager	1.00	1.00	1.00	1.00
NTS Operator I	2.00	2.00	2.00	2.00
NTS Operator II	1.00	1.00	1.00	1.00
Total Number of Personnel (FTE's)	10.00	10.00	9.00	9.00
Water Redamation Department Total	53.56	53.25	52.23	53.23





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 Manager.

Budget Detail By Individual Categories	FY 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ 3,024,661	\$ 3,383,784	\$ 3,483,082
Overtime Pay	96,181	236,389	235,389
F.I.C.A.	227,026	258,861	266,451
Pension	540,197	470,348	601,180
Employee Benefits	490,743	553,086	780,671
Operating Expenditures:			
Operating Materials & Supplies	1,292,419	1,640,281	1,686,522
Vehicle Supplies	38,802	82,153	91,539
Administrative Supplies	14,447	18,180	16,129
Safety Supplies	7,451	8,743	9,134
Special Purchases	-	1,040	1,040
Utilities	3,269,376	3,402,583	3,638,829
Rentals	2,879	14,727	9,878
Maintenance and Repairs	421,751	611,758	571,497
Outside Services	2,198,594	3,364,834	3,679,743
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	266,440	377,140	380,118
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	97,505	823,030	881,333
Capital Projects:			
Transfers to R&E	3,203,505	300,000	-
Total Appropriations	\$ 15,191,976	\$ 15,546,937	\$ 16,332,535



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:**Outside Services:** increase due to emergency facility repairs.

Budget Detail By Individual Categories	FY 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ 173,255	\$ 186,092	\$ 202,431
Overtime Pay	-	-	-
F.I.C.A.	13,103	14,237	15,486
Pension	31,498	25,867	34,940
Employee Benefits	19,069	20,959	18,682
Operating Expenditures:			
Operating Materials & Supplies	829	1,388	-
Vehicle Supplies	660	700	1,160
Administrative Supplies	728	1,000	600
Safety Supplies	56	100	100
Special Purchases	-	1,040	1,040
Utilities	1,208	1,422	5,502
Rentals	-	-	-
Maintenance and Repairs	14	500	500
Outside Services	709,107	623,500	752,500
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	83,715	103,267	116,845
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	-	-
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 1,033,242	\$ 980,072	\$ 1,149,786



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:

Personnel Services: increases due to changes in COLA, pension, and the cost of medical benefits.

Operating Materials & Supplies: increase in funds due to inflation cost of treatment chemicals.

Outside Services: increase represents funding for [SMP 20-709] [WP 2021-24] Casey WRRF - Effluent Gravity Line Assessment.

Capital Expenditures: represent funding for Secondary #2 Flow Meter and Shelving.

Budget Detail By Individual Categories	FY 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ 565,017	\$ 768,349	\$ 730,596
Overtime Pay	14,386	42,608	42,608
F.I.C.A.	42,877	58,778	55,889
Pension	100,968	106,801	126,101
Employee Benefits	81,336	124,008	144,321
Operating Expenditures:			
Operating Materials & Supplies	388,195	377,515	417,963
Vehicle Supplies	7,309	9,500	11,629
Administrative Supplies	3,533	4,350	3,670
Safety Supplies	1,374	1,489	1,772
Special Purchases	-	-	-
Utilities	1,028,536	1,106,598	1,163,053
Rentals	527	2,045	888
Maintenance and Repairs	45,971	93,264	61,346
Outside Services	169,240	404,113	616,945
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	52,935	80,245	74,829
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	5,671	121,800	20,000
Capital Projects:			
Transfers to R&E	2,580,000	-	-
Total Appropriations	<u>\$ 5,087,876</u>	<u>\$ 3,301,463</u>	<u>\$ 3,471,610</u>



BUSINESS UNIT 721: NORTHEAST WATER RECLAMATION FACILITY

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

Operates the Northeast Water Reclamation Facility.

Significant Expenditure and Staffing Changes:**Personnel Services:** increase due to medical insurance.**Operating Materials & Supplies:** increase in funds due to inflation cost of treatment chemicals.**Outside Services:** increase represents funding for fine screen repairs.**Capital Expenditures:** represents funding for Raw or Intermediate Pump.

Budget Detail By Individual Categories	FY 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ 524,117	\$ 493,652	\$ 623,170
Overtime Pay	26,110	80,000	80,000
F.I.C.A.	39,126	37,765	47,671
Pension	92,553	68,618	107,559
Employee Benefits	97,502	90,828	152,232
Operating Expenditures:			
Operating Materials & Supplies	253,398	266,257	304,597
Vehicle Supplies	984	8,033	7,268
Administrative Supplies	3,111	3,051	3,104
Safety Supplies	853	1,513	1,283
Special Purchases	-	-	-
Utilities	502,560	558,667	597,932
Rentals	-	1,000	1,000
Maintenance and Repairs	113,925	72,891	116,178
Outside Services	148,115	244,509	220,231
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	35,517	56,823	55,554
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	40,087	422,000	95,000
Capital Projects:			
Transfers to R&E	40,000	-	-
Total Appropriations	<u>\$ 1,917,958</u>	<u>\$ 2,405,607</u>	<u>\$ 2,412,779</u>



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:** decrease due to maintenance and repairs to plant equipment.**Capital Expenditures:** represents funding for Conveyor Roller.

Budget Detail By Individual Categories	FY 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ 58,493	\$ -	\$ -
Overtime Pay	1,054	-	-
F.I.C.A.	4,411	-	-
Pension	10,501	-	-
Employee Benefits	7,573	-	-
Operating Expenditures:			
Operating Materials & Supplies	132,953	139,295	89,479
Vehicle Supplies	-	-	-
Administrative Supplies	322	353	429
Safety Supplies	439	563	563
Special Purchases	-	-	-
Utilities	40,648	37,208	39,084
Rentals	-	-	-
Maintenance and Repairs	3,085	14,278	20,116
Outside Services	396,201	667,187	561,076
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	4,774	6,797	6,547
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	-	20,000
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 660,452	\$ 865,681	\$ 737,294



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:**Personnel Services:** increase due to medical insurance.**Capital Expenditures:** represents funding for Diffusers in Aeration Basin, Aeration Basin (Qty 2) Re-Aeration and Thickner Diffuser Hose Connections and Aeration and Re-Aeration Basin Drive Wheels.

Budget Detail By Individual Categories	FY 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ 256,352	\$ 470,744	\$ 360,621
Overtime Pay	10,046	17,481	17,481
F.I.C.A.	19,827	36,011	27,587
Pension	45,470	65,433	62,243
Employee Benefits	32,084	39,493	67,999
Operating Expenditures:			
Operating Materials & Supplies	30,791	79,117	43,402
Vehicle Supplies	998	4,838	6,007
Administrative Supplies	1,050	2,114	2,114
Safety Supplies	1,410	1,310	1,348
Special Purchases	-	-	-
Utilities	258,605	323,370	337,412
Rentals	-	-	-
Maintenance and Repairs	108,683	143,803	111,385
Outside Services	103,517	209,542	149,239
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	26,582	41,542	38,783
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	42,883	157,000	236,800
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 938,299	\$ 1,591,798	\$ 1,462,421



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 & Supplies:** increase in funds due to inflation cost of treatment chemicals.**Outside Services:** increase due to Centrifuge repairs, increased solids hauling costs and increased solids loading on the plant.**Capital Expenditures:** represents funding for Solids Transfer Pump #1.

Budget Detail By Individual Categories	FY 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ 58,011	\$ -	\$ -
Overtime Pay	346	-	-
F.I.C.A.	3,936	-	-
Pension	10,051	-	-
Employee Benefits	14,815	-	-
Operating Expenditures:			
Operating Materials & Supplies	44,325	66,968	119,763
Vehicle Supplies	-	-	-
Administrative Supplies	-	-	-
Safety Supplies	-	-	-
Special Purchases	-	-	-
Utilities	58,846	30,328	73,523
Rentals	-	-	-
Maintenance and Repairs	1,969	9,500	9,291
Outside Services	374,311	329,531	587,412
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	9,475	8,667	10,326
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	5,500	42,791
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 576,084	\$ 450,494	\$ 843,106



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:

No significant changes from previous fiscal year.

Budget Detail By Individual Categories	FY 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
Operating Expenditures:			
Operating Materials & Supplies	-	-	-
Vehicle Supplies	1,627	2,303	2,418
Administrative Supplies	-	-	-
Safety Supplies	-	-	-
Special Purchases	-	-	-
Utilities	506,571	530,738	556,998
Rentals	-	700	749
Maintenance and Repairs	15,991	2,620	12,767
Outside Services	110,113	211,771	191,209
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	7,976	9,488	8,589
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	-	-
Capital Projects:			
Transfers to R&E	72,604	-	-
Total Appropriations	\$ 714,882	\$ 757,620	\$ 772,730



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:

Personnel Services: increase due to medical insurance.

Capital Expenditures: represents funding for Solids Transfer Pump #1.

Budget Detail By Individual Categories	FY 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ 340,685	\$ 353,405	\$ 376,347
Overtime Pay	9,430	10,000	10,000
F.I.C.A.	25,897	27,037	28,792
Pension	61,238	49,124	64,958
Employee Benefits	46,037	50,598	68,869
Operating Expenditures:			
Operating Materials & Supplies	25,475	33,075	32,575
Vehicle Supplies	3,352	4,294	6,010
Administrative Supplies	2,172	2,750	1,650
Safety Supplies	199	300	300
Special Purchases	-	-	-
Utilities	2,478	3,523	1,802
Rentals	2,352	3,500	3,000
Maintenance and Repairs	1,122	2,000	2,000
Outside Services	49,493	83,000	84,900
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	5,953	14,640	11,054
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	8,865	12,000	20,000
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 584,748	\$ 649,246	\$ 712,257



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:

Personnel Services: increase due to medical insurance.

Outside Services: decrease due to andritz dust hazard analysis.

Capital Expenditures: represents funding for Sludge Pumps (Qty 2) and West Dryer Drum.

Budget Detail By Individual Categories	FY 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ 461,706	\$ 499,624	\$ 525,441
Overtime Pay	31,235	76,300	76,300
F.I.C.A.	35,109	38,222	40,196
Pension	81,744	69,448	90,691
Employee Benefits	84,852	108,944	162,343
Operating Expenditures:			
Operating Materials & Supplies	397,833	598,856	599,302
Vehicle Supplies	2,874	26,363	27,646
Administrative Supplies	1,475	2,462	2,462
Safety Supplies	1,594	2,268	2,268
Special Purchases	-	-	-
Utilities	569,210	496,867	548,754
Rentals	-	6,482	3,241
Maintenance and Repairs	76,178	197,902	160,974
Outside Services	64,988	360,079	184,560
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	16,645	28,177	28,214
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	18,292	396,450
Capital Projects:			
Transfers to R&E	510,901	200,000	-
Total Appropriations	\$ 2,336,344	\$ 2,730,286	\$ 2,848,842



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 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
Operating Expenditures:			
Operating Materials & Supplies	916	575	706
Vehicle Supplies	546	344	361
Administrative Supplies	-	-	-
Safety Supplies	-	-	-
Special Purchases	-	-	-
Utilities	189,086	190,442	200,535
Rentals	-	-	-
Maintenance and Repairs	2,695	3,630	1,240
Outside Services	36,249	77,532	77,571
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	3,652	2,699	2,558
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	-	-
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 233,144	\$ 275,222	\$ 282,971



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:

Personnel Services: increase due to medical insurance.

Outside Services: increase represents funding for [WP 2021-25] Wetlands Diaphragm Valve to Butterfly Value Replacement Assessment and [SMP 20-710] [WP 2022-17] Wetland Distribution (Gravity) Line Assessment.

Capital Expenditures: represents funding for Hydraulic Grapple Bucket, Batwing Mower and Herbicide Application Rig.

Budget Detail By Individual Categories	FY 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ 587,026	\$ 611,918	\$ 664,476
Overtime Pay	3,574	10,000	9,000
F.I.C.A.	42,740	46,811	50,830
Pension	106,173	85,057	114,688
Employee Benefits	107,476	118,256	166,225
Operating Expenditures:			
Operating Materials & Supplies	17,703	77,235	78,735
Vehicle Supplies	20,453	25,778	29,040
Administrative Supplies	2,054	2,100	2,100
Safety Supplies	1,526	1,200	1,500
Special Purchases	-	-	-
Utilities	111,629	123,420	114,234
Rentals	-	1,000	1,000
Maintenance and Repairs	52,117	71,370	75,700
Outside Services	37,259	154,070	254,100
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	19,216	24,795	26,819
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	86,438	50,292
Capital Projects:			
Transfers to R&E	-	100,000	-
Total Appropriations	\$ 1,108,946	\$ 1,539,448	\$ 1,638,739



General Services Division – Business Unit Group 900





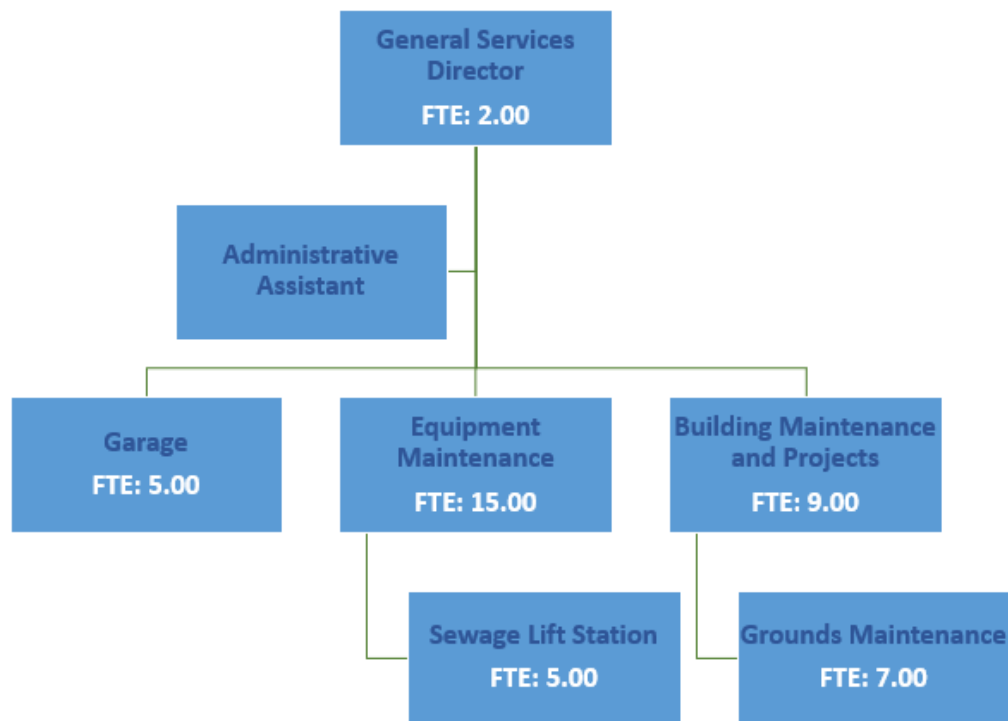
GENERAL SERVICES DIVISION BUDGET UNIT 900

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 Maintenance
- 970 – Building Maintenance and Projects





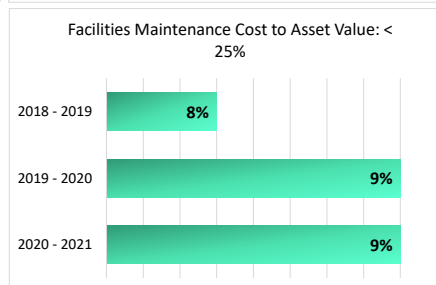
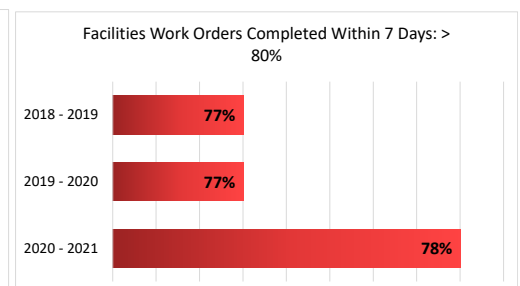
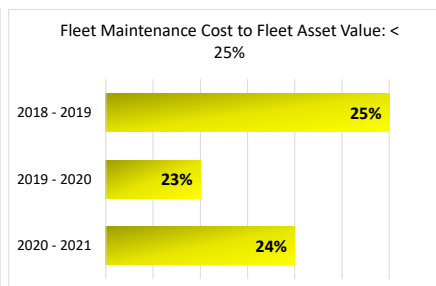
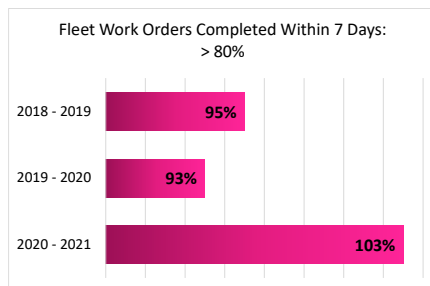
General Services Division – Staffing Summary

Authorized Personnel	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted
General Services Division				
901 - General Services Director	2.31	2.00	2.00	2.00
925 - Sewage Lift Station	4.00	4.00	4.00	5.00
930 - Garage	5.00	5.00	5.00	5.00
950 - Equipment Maintenance	12.00	13.00	13.00	15.00
960 - Grounds Maintenance	7.00	7.00	7.00	7.00
970 - Building Maintenance and Projects	9.00	9.00	9.00	9.00
Total Full-Time Employees (FTEs)	39.31	40.00	40.00	43.00

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	2020 - 2021	2019 - 2020	2018 - 2019
OPTIMIZE OPERATIONS						
15 Provide Minimum Down Time for CCWA's Fleet	Fleet Work Orders Completed Within 7 Days: > 80%	GS	> 80%	103%	93%	95%
	Fleet Maintenance Cost to Fleet Asset Value: < 25%	GS	< 25%	24%	23%	25%
INFRASTRUCTURE SUSTAINABILITY						
20 Implement asset management practices	Facilities Work Orders Completed Within 7 Days: > 80%	GS	> 80%	78%	77%	77%
	Facilities Maintenance Cost to Asset Value: < 25%	GS	< 25%	9%	9%	8%





General Services Division – Major Initiatives for FY 2022 - 2023

Business Unit	Budget Funding	Account Name	Account Number	Amount Budgeted	Initiative
General Services Department Manager					
901	Operating	56116	M&R-Plant Equipment	\$ 58,800	SCADA Technical/Repair Services - MR Systems
		56152	AVL Monitoring Services	32,000	AVL Tracking
		59933	Cap Equip-Monitoring/Controlling Equip	128,872	SCADA Software Upgrades
Total				\$ 219,672	
Sewage Lift Station					
925	Operating	56116	M&R-Plant Equipment	\$ 22,000	Maintenance/Repair to Plant Equipment (As needed basis)
		59122	Software Maintenance and Licenses	76,500	Various Software Licenses (Rockwell, iFix, SCADA, Mission)
	Capital	59303	Capital Project Transfer	500,000	London Court and Cristi Court Lift Station Rehabilitation
		59932	Cap Equip-Treatment Equipment	52,000	Rotating Assemblies and Housings T3 and T4
		59933	Cap Equip-Monitoring/Controlling Equip	10,720	Mission Unit Upgrades for all 43 Lift Stations
Total				\$ 661,220	
Garage					
930	Operating	51103	Tools/Shop Supplies	\$ 40,000	Non-Capital Tools for Shop
Total				\$ 40,000	
Equipment Maintenance					
950	Operating	56110	Consulting Fees	\$ 50,000	Electrical Support Consulting
		59122	Software Maintenance and Licenses	14,500	iHistorian Tags Software for SCADA
	Capital	59953	Cap Equip-Automobile/Pickup Trucks	43,330	F-150 Pickup Truck
		59953	Cap Equip-Automobile/Pickup Trucks	43,330	F-150 Pickup Truck
		59983	Cap Equip-Computing Devices	27,000	Rockwell Software License for Joe Barnett
Total				\$ 128,160	
Grounds Maintenance					
960	Operating	56153	Temporary Agency Services	\$ 60,000	Temp Agency Services
	Capital	59951	Cap Equip-Trucks	53,266	Pickup Truck
		59963	Cap Equip-Landscaping Equipment	15,500	Grass Hopper Mower
				15,500	Grass Hopper Mower
Total				\$ 84,266	
Building Maintenance/Projects					
970	Capital	59951	Cap Equip-Trucks	\$ 54,193	Pickup Truck
Total				\$ 54,193	





General Services Division Staffing – Position Detail

Authorized Personnel	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted
General Services Department Manager				
Administrative Assistant	1.00	1.00	1.00	1.00
General Services Director	1.00	1.00	1.00	1.00
Shadow - Dept Mgr - General Services	0.31	0.00	0.00	0.00
Total Number of Personnel (FTE's)	2.31	2.00	2.00	2.00
Sewage Lift Stations				
Lift Station / PM Specialist	1.00	1.00	1.00	1.00
Lift Station Technician	3.00	3.00	3.00	4.00
Total Number of Personnel (FTE's)	4.00	4.00	4.00	5.00
Garage				
Fleet Services Supervisor	1.00	1.00	1.00	1.00
Fleet Technician	3.00	3.00	3.00	3.00
Garage Inv./Warehouse Technician	1.00	1.00	1.00	1.00
Total Number of Personnel (FTE's)	5.00	5.00	5.00	5.00
Equipment Maintenance				
Electrician	1.00	1.00	1.00	1.00
Electrician Technician	1.00	1.00	1.00	1.00
Instrument/Controls Specialist	1.00	1.00	1.00	1.00
Maintenance Technician I	4.00	3.00	3.00	3.00
Maintenance Technician II	1.00	1.00	1.00	5.00
Maintenance Technician III	1.00	2.00	2.00	0.00
Plant Maintenance Chief Tech.	1.00	1.00	1.00	0.00
Plant Maintenance Supervisor	0.00	0.00	0.00	1.00
Plant Services Manager	1.00	1.00	1.00	1.00
PLC and SCADA Specialist	1.00	1.00	1.00	1.00
Specialist Support Technician	0.00	1.00	1.00	1.00
Total Number of Personnel (FTE's)	12.00	13.00	13.00	15.00
Grounds Maintenance				
Grounds Technician I	3.00	3.00	3.00	3.00
Grounds Technician II	3.00	3.00	3.00	3.00
Grounds Technicians Crew Leader	1.00	1.00	1.00	1.00
Total Number of Personnel (FTE's)	7.00	7.00	7.00	7.00
Building Maintenance/Projects				
Facilities Maint Technician I	4.00	4.00	4.00	4.00
Facilities Maint Technician II	3.00	3.00	3.00	3.00
Facilities and Grounds Manager	1.00	1.00	1.00	1.00
Facilities Tech Crew Leader	1.00	1.00	1.00	1.00
Total Number of Personnel (FTE's)	9.00	9.00	9.00	9.00
General Services Department Total	39.31	40.00	40.00	43.00



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 plant communication systems. Tasks are generally undertaken based on priorities established by the General Manager.

Budget Detail By Individual Categories	FY 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ 2,013,270	\$ 2,237,635	\$ 2,532,050
Overtime Pay	73,752	125,240	131,300
F.I.C.A.	153,717	171,147	193,705
Pension	365,913	311,031	437,032
Employee Benefits	385,959	485,503	643,271
Operating Expenditures:	-	-	-
Operating Materials & Supplies	225,334	346,016	389,980
Vehicle Supplies	63,267	68,373	100,225
Administrative Supplies	7,874	9,750	11,700
Safety Supplies	9,286	8,100	13,300
Special Purchases	825	960	2,010
Utilities	364,476	366,307	380,060
Rentals	4,642	3,750	3,950
Maintenance and Repairs	188,198	124,450	141,040
Outside Services	204,927	319,160	500,772
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	174,472	288,163	317,168
Accounting Charges	-	-	-
Debt Service:	-	-	-
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:	-	-	-
Capital Expenditures	26,670	184,734	443,711
Capital Projects:	-	-	-
Transfers to R&E	-	500,000	500,000
Total Appropriations	\$ 4,262,581	\$ 5,550,319	\$ 6,741,274



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:**Personnel Services:** increase due to medical insurance.**Outside Services:** increase due to county-wide SCADA and instrumentation repair and emergency building repairs.**General Expenses:** increase due to property and casualty insurance.

Capital Expenditures: represents funding for SCADA Software Upgrades.

Budget Detail By Individual Categories	FY 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ 154,487	\$ 163,182	\$ 176,963
Overtime Pay	-	-	-
F.I.C.A.	11,336	12,453	13,537
Pension	28,394	22,682	30,544
Employee Benefits	25,438	27,979	40,720
Operating Expenditures:			
Operating Materials & Supplies	3,260	100	1,000
Vehicle Supplies	262	310	1,206
Administrative Supplies	789	700	1,700
Safety Supplies	260	300	300
Special Purchases	825	960	2,010
Utilities	21,010	19,862	20,661
Rentals	-	-	-
Maintenance and Repairs	-	1,250	1,700
Outside Services	52,529	133,230	171,567
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	80,163	100,512	119,404
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	-	128,872
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 378,753	\$ 483,520	\$ 710,184



BUSINESS UNIT 925: SEWAGE LIFT STATIONS

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

Maintains and repairs 44 sewage lift stations. Covers utilities and insurance expenses on lift stations.

Significant Expenditure and Staffing Changes:

Outside Services: increase due to grease/trash pump out services.

Capital Expenditures: represents funding for Mission Unit Upgrades (All 43 lift stations), Rotating Assemblies and Housings.

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 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ 161,987	\$ 241,525	\$ 253,472
Overtime Pay	19,178	48,240	35,000
F.I.C.A.	13,427	18,475	19,393
Pension	29,335	33,572	43,749
Employee Benefits	34,270	56,673	58,912
Operating Expenditures:			
Operating Materials & Supplies	145,179	228,160	268,775
Vehicle Supplies	12,579	14,455	20,322
Administrative Supplies	1,186	950	1,000
Safety Supplies	744	1,800	4,000
Special Purchases	-	-	-
Utilities	261,156	266,835	276,749
Rentals	-	-	-
Maintenance and Repairs	156,141	94,300	105,590
Outside Services	111,330	117,345	142,630
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	57,520	104,446	102,523
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	98,904	62,720
Capital Projects:			
Transfers to R&E	-	500,000	500,000
Total Appropriations	\$ 1,004,032	\$ 1,825,680	\$ 1,894,835



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:**Personnel Services:** increase due to medical insurance.**Operating Materials & Supplies:** increase due to two roll-up door replacements.

Budget Detail By Individual Categories	FY 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ 258,852	\$ 268,484	\$ 282,980
Overtime Pay	-	1,500	1,500
F.I.C.A.	18,798	20,539	21,648
Pension	46,697	37,320	48,843
Employee Benefits	52,915	58,231	75,677
Operating Expenditures:			
Operating Materials & Supplies	18,116	38,325	50,075
Vehicle Supplies	5,857	5,798	9,588
Administrative Supplies	1,080	1,300	1,450
Safety Supplies	2,227	800	2,000
Special Purchases		-	-
Utilities	8,432	9,456	9,025
Rentals	1,398	1,000	1,200
Maintenance and Repairs	4,934	5,500	6,000
Outside Services	14,004	17,175	17,970
Interest		-	-
Retiree Health Benefits		-	-
General Expenses	6,030	7,849	13,975
Accounting Charges		-	-
Debt Service:			
GEFA Interest		-	-
GEFA Principal		-	-
Transfers to Debt Service		-	-
Capital Budget:			
Capital Expenditures	13,864	-	-
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 453,205	\$ 473,277	\$ 541,931



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:**Personnel Services: increase** represents funding for two additional Plant Maintenance Technicians and overall increases in COLA, Pension, and the cost of medical insurance.**Outside Services:** increase due to electrical support consulting.**Capital Expenditures:** represents funds for Truck (F-250) (Qty 2) and Rockwell Software Licenses.

Budget Detail By Individual Categories	FY 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ 823,862	\$ 852,387	\$ 1,045,904
Overtime Pay	30,324	33,500	50,800
F.I.C.A.	61,633	65,207	80,012
Pension	148,241	118,482	180,522
Employee Benefits	152,813	168,239	272,304
Operating Expenditures:			
Operating Materials & Supplies	23,563	31,480	31,390
Vehicle Supplies	20,511	19,299	27,422
Administrative Supplies	2,348	2,950	3,350
Safety Supplies	2,293	1,200	2,500
Special Purchases	-	-	-
Utilities	40,336	39,825	40,861
Rentals	816	1,250	1,250
Maintenance and Repairs	9,876	3,900	5,000
Outside Services	12,826	27,400	80,530
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	20,870	59,882	62,721
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	70,330	113,660
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 1,350,313	\$ 1,495,331	\$ 1,998,226



BUSINESS UNIT 960: GROUNDS MAINTENANCE

Department : General Services**Business Unit : (960) Grounds Maintenance****Major Business Unit Functions:**

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

Significant Expenditure and Staffing Changes:**Outside Services:** increase due to temp agency services.**Capital Expenditures:** represents funds for Truck (F-350) and Grass Hopper Mower (Qty 2).

Budget Detail By Individual Categories	FY 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ 217,408	\$ 273,883	\$ 299,277
Overtime Pay	7,612	18,000	19,000
F.I.C.A.	17,075	20,951	22,895
Pension	40,148	38,070	51,654
Employee Benefits	44,017	84,439	76,697
Operating Expenditures:			
Operating Materials & Supplies	8,082	17,270	17,705
Vehicle Supplies	11,398	12,700	20,898
Administrative Supplies	386	1,000	1,100
Safety Supplies	188	1,500	2,000
Special Purchases	-	-	-
Utilities	7,875	5,146	6,104
Rentals	2,428	1,500	1,500
Maintenance and Repairs	12,593	12,500	15,250
Outside Services	6,850	12,875	76,600
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	4,551	6,081	8,906
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	12,806	15,500	84,266
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 393,417	\$ 521,415	\$ 703,852



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:

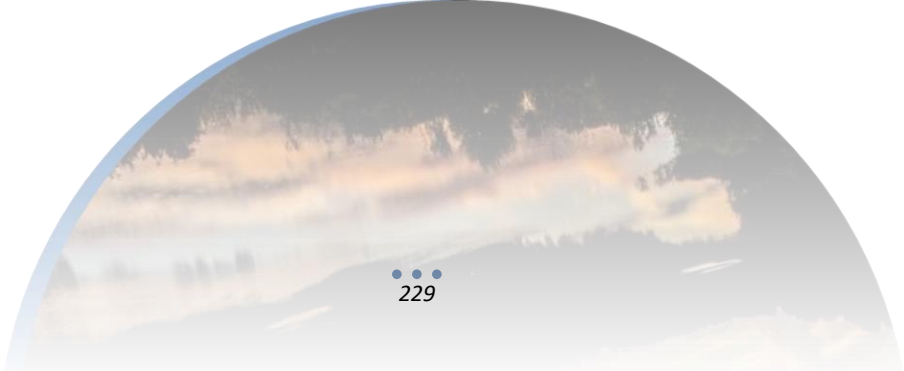
Personnel Services: increase due to medical insurance.

Capital Expenditures: represents funding for Truck (F-350)

Budget Detail By Individual Categories	FY 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ 396,672	\$ 438,174	\$ 473,454
Overtime Pay	16,638	24,000	25,000
F.I.C.A.	31,448	33,522	36,220
Pension	73,098	60,905	81,720
Employee Benefits	76,506	89,942	118,961
Operating Expenditures:			
Operating Materials & Supplies	27,134	30,681	21,035
Vehicle Supplies	12,659	15,811	20,789
Administrative Supplies	2,085	2,850	3,100
Safety Supplies	3,573	2,500	2,500
Special Purchases	-	-	-
Utilities	25,668	25,183	26,660
Rentals	-	-	-
Maintenance and Repairs	4,653	7,000	7,500
Outside Services	7,389	11,135	11,475
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	5,338	9,393	9,639
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	-	54,193
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 682,862	\$ 751,096	\$ 892,246



Stormwater Fund





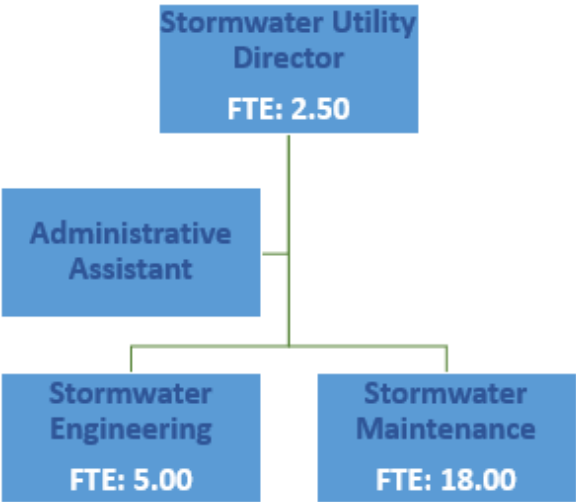
**STORMWATER FUND
BUDGET UNIT 200**

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



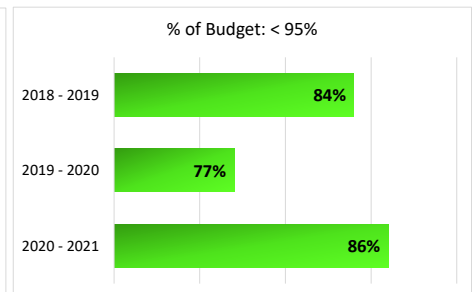
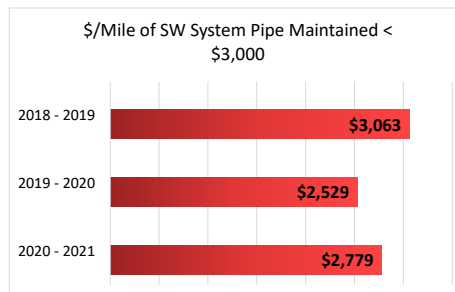
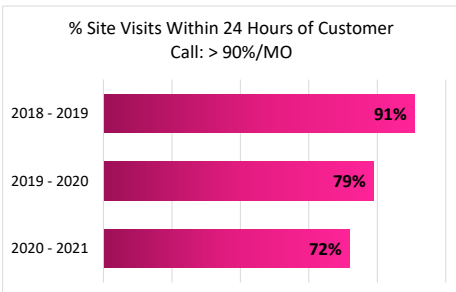
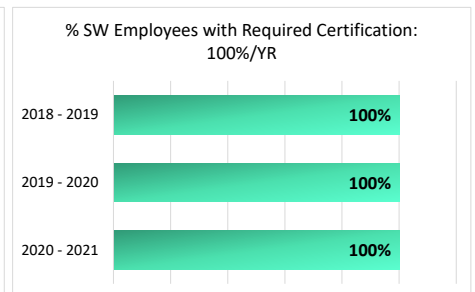
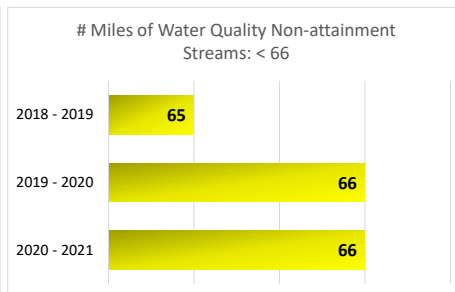
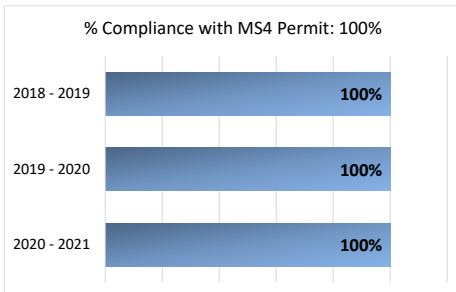
Stormwater Fund – Staffing Summary

Authorized Personnel	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted
Stormwater Fund				
201 - Stormwater Utility Director	2.25	2.15	2.50	2.50
205 - Stormwater Engineering	3.00	3.00	5.00	5.00
210 - Stormwater Maintenance	18.00	18.00	18.00	18.00
Total Full-Time Employees (FTEs)	23.25	23.15	25.50	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	2020 - 2021	2019 - 2020	2018 - 2019
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: < 66	SW	< 66	66	66	65
EXCEED CUSTOMER EXPECTATIONS						
4 Improve customer experience	% Site Visits Within 24 Hours of Customer Call: > 90%/MO	SW	> 90% / Month	72%	79%	91%
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	\$2,779	\$2,529	\$3,063
	% of Budget: < 95%	SW	< 95%	86%	77%	84%





Stormwater Fund – Major Initiatives for FY 2022 - 2023

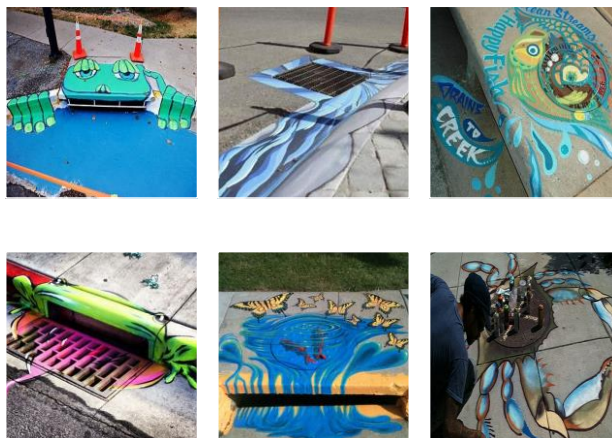
Business Unit	Budget Funding	Account Name	Account Number	Amount Budgeted	Initiative
Stormwater Management					
201	Operating	56110	Consulting Fees	\$ 50,000	[SMP 20-203][WP 2022-12] Stormwater Public Education Plan and Coordination with Cities and Counties
		56110	Consulting Fees	150,000	[SMP 20-204][WP 2022-13] Implement Stormwater Asset Management Recommendations
		56110	Consulting Fees	300,000	On Call Engineering Services
		56110	Consulting Fees	2,500	Consulting Services Support on Spivey Dam
		59302	Administrative OH Expenses	1,111,050	Transfer to Revenue Fund
Total				\$ 1,697,198	
Stormwater Engineering					
205	Operating	56110	Consulting Fees	\$ 150,000	30% Design for Mud Creek Restoration (Match for ARP State Funding for Creek Restoration and Trail Enhancements)
		56125	M&R - Lakes/Rivers/Other	30,800	USGS Gauge Installation: Flint at SR 85 and Flint River at North Bridge
		56199	Other Outside Services	75,000	HHWA Collection Day (Amnesty Day)
	Capital	59944	Cap Equip-Special Maintenance Equipment	50,000	Paver Vacuum/Jet Unit
		59988	Cap Equip-Audio/Visual Equipment	20,000	Pole Inspection Camera & Associated Equipment
Total				\$ 325,800	
Stormwater Maintenance					
210	Operating	56110	Consulting Fees	\$ 20,000	Geotechnical Services Support
		56124	M&R-Collection System/Outfall	1,200,000	Support for SW Pipe Repair
	Capital	59370	Capital Project Transfers	1,500,000	Cured In Place Pipe
		59370	Capital Project Transfers	2,141,365	Removal & Replace
		59902	Cap Equip-Easements	1,000	Easements
		59941	Cap Equip-Construction Equipment	6,000	Excavating Bucket Replacement
		59951	Cap Equip-Trucks	135,000	Box Dump Truck (New Unit)
		59952	Cap Equip-Trailers (Non-Forestry)	7,000	Tilt Trailer (Replacement)
		Total			





Stormwater Fund Staffing – Position Detail

Authorized Personnel	FY 2019-2020 Budgeted	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted
Stormwater Management				
High School Intern	0.3	0.2	0.5	0.5
Office Assistant	1.0	1.0	1.0	1.0
Stormwater Program Director	1.0	1.0	1.0	1.0
Total Number of Personnel (FTE's)	2.3	2.2	2.5	2.5
Stormwater Engineering				
Stormwater Compliance Manager	1.0	1.0	1.0	1.0
Stormwater Compliance Technician	1.0	1.0	1.0	1.0
Stormwater Inspection Technician	1.0	1.0	2.0	2.0
Stormwater Sr. Inspection Technician	0.0	0.0	1.0	1.0
Total Number of Personnel (FTE's)	3.0	3.0	5.0	5.0
Stormwater Maintenance				
Crew Leader	0.0	1.0	1.0	1.0
Equipment Operator	2.0	4.0	4.0	4.0
Lead Maintenance Mechanic	2.0	0.0	0.0	0.0
Maintenance & Install Crew Leader	2.0	0.0	0.0	0.0
Property Restoration Technician	1.0	1.0	1.0	1.0
Senior Equipment Operator	2.0	1.0	1.0	1.0
Sr Crew Leader	1.0	3.0	3.0	3.0
Stormwater Investigation Technician	1.0	1.0	1.0	1.0
SW Maintenance & Install Supervisor	1.0	1.0	1.0	1.0
SW Maintenance Manager	1.0	1.0	1.0	1.0
Utility Service Mechanic I	2.0	2.0	2.0	5.0
Utility Service Mechanic II	3.0	3.0	3.0	0.0
Total Number of Personnel (FTE's)	18.0	18.0	18.0	18.0
Stormwater Fund Grand Total	23.3	23.2	25.5	25.5





Stormwater Fund – Consolidated Operating Budget

Department : Stormwater Utility - Consolidated

Business Unit : Stormwater Fund - Consolidated

Budget Summary By	FY 2020 - 21	FY 2021 - 22	FY 2022 - 23
Expenditure Class	Actual	Budgeted	Budgeted
Personnel Services	\$ 1,847,315	\$ 2,016,152	\$ 2,288,332
Operating Expenditures	2,756,530	3,150,189	3,263,170
Debt Service - GEFA Loans	-	4,500	8,700
Debt Service - Revenue Bonds	-	-	-
Transfers to Revenue Fund	1,219,663	1,194,698	1,111,050
Capital Outlay	4,661,024	3,716,102	3,860,365
	<u>\$ 10,484,532</u>	<u>\$ 10,081,641</u>	<u>\$ 10,531,617</u>

Budget Detail By	FY 2020 - 21	FY 2021 - 22	FY 2022 - 23
Individual Categories	Actual	Budgeted	Budgeted
Personnel Services:			
Salaries and Wages	\$ 1,280,788	\$ 1,416,563	\$ 1,543,128
Overtime Pay	46,642	55,000	70,000
F.I.C.A.	96,553	108,367	118,046
Pension	228,411	196,902	266,346
Employee Benefits	194,922	239,320	290,812
Operating Expenditures:			
Operating Materials & Supplies	80,833	123,441	137,335
Vehicle Supplies	43,902	54,074	70,133
Administrative Supplies	16,174	18,050	17,300
Safety Supplies	7,314	7,150	9,900
Special Purchases	821	500	500
Utilities	30,740	35,428	24,910
Rentals	5,110	10,000	10,000
Maintenance and Repairs	20,444	22,750	27,250
Outside Services	2,125,338	2,176,775	2,355,425
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	115,507	218,103	126,499
Accounting Charges	310,346	483,918	483,918
Debt Service:			
GEFA Interest	-	4,500	8,700
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	470,225	142,238	219,000
Capital Projects:			
Transfers to SW Internal	4,190,799	3,573,864	3,641,365
Transfers to Revenue Fund	1,219,663	1,194,698	1,111,050
Total Appropriations	<u>\$ 10,484,532</u>	<u>\$ 10,081,641</u>	<u>\$ 10,531,617</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:

Transfers to Revenue Fund: represents funds being transferred to the Water and Sewer Fund for allocated share of administrative support.

Budget Detail By Individual Categories	FY 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ 192,897	\$ 199,679	\$ 215,473
Overtime Pay	-	-	-
F.I.C.A.	13,772	15,275	16,484
Pension	33,472	27,755	37,191
Employee Benefits	19,322	21,283	26,346
Operating Expenditures:			
Operating Materials & Supplies	4,146	1,330	1,165
Vehicle Supplies	145	455	478
Administrative Supplies	7,149	11,700	10,350
Safety Supplies	132	150	400
Special Purchases	493	500	500
Utilities	7,976	8,788	8,916
Rentals	-	-	-
Maintenance and Repairs	567	700	500
Outside Services	217,838	318,370	525,370
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	84,324	167,258	74,399
Accounting Charges	310,346	483,918	483,918
Debt Service:			
GEFA Interest	-	4,500	8,700
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	187,573	-	-
Capital Projects:			
Transfers to SW Internal	-	-	-
Transfers to Revenue Fund	1,219,663	1,194,698	1,111,050
Total Appropriations	\$ 2,299,815	\$ 2,456,359	\$ 2,521,240



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 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ 248,211	\$ 279,933	\$ 304,153
Overtime Pay	12,582	10,000	15,000
F.I.C.A.	19,167	21,414	23,268
Pension	44,703	38,911	52,497
Employee Benefits	36,208	45,331	54,471
Operating Expenditures:			
Operating Materials & Supplies	4,474	9,525	10,200
Vehicle Supplies	2,148	3,300	5,962
Administrative Supplies	6,554	3,100	3,200
Safety Supplies	1,282	500	2,500
Special Purchases	329	-	-
Utilities	9,008	10,827	6,137
Rentals	5,110	4,000	4,000
Maintenance and Repairs	1,359	1,050	1,050
Outside Services	851,759	696,655	567,305
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	5,512	12,488	13,042
Accounting Charges	-	-	-
Debt Service:	-	-	-
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	67,410	-	70,000
Capital Projects:			
Transfers to SW Internal	-	-	-
Transfers to Revenue Fund	-	-	-
Total Appropriations	\$ 1,315,817	\$ 1,137,034	\$ 1,132,785



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 2020 - 21 Actual	FY 2021 - 22 Budgeted	FY 2022 - 23 Budgeted
Personnel Services:			
Salaries and Wages	\$ 839,680	\$ 936,951	\$ 1,023,502
Overtime Pay	34,060	45,000	55,000
F.I.C.A.	63,613	71,678	78,294
Pension	150,236	130,236	176,658
Employee Benefits	139,392	172,706	209,995
Operating Expenditures:			
Operating Materials & Supplies	72,212	112,586	125,970
Vehicle Supplies	41,609	50,319	63,693
Administrative Supplies	2,472	3,250	3,750
Safety Supplies	5,899	6,500	7,000
Special Purchases	-	-	-
Utilities	13,756	15,813	9,857
Rentals	-	6,000	6,000
Maintenance and Repairs	18,517	21,000	25,700
Outside Services	1,055,741	1,161,750	1,262,750
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	25,671	38,357	39,058
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	215,242	142,238	149,000
Capital Projects:			
Transfers to SW Internal	4,190,799	3,573,864	3,641,365
Transfers to Revenue Fund	-	-	-
Total Appropriations	<u>\$ 6,868,899</u>	<u>\$ 6,488,248</u>	<u>\$ 6,877,592</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 the upcoming budget year 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.

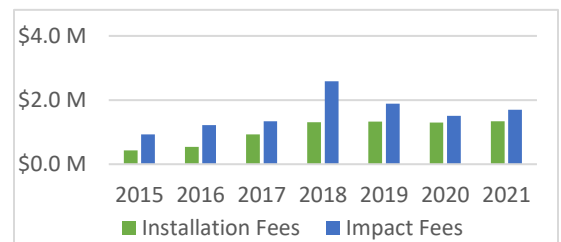
The capital planning process involves identifying current and future needs and prioritizing these needs based on certain operating assumptions. The primary objective of planning efforts for CCWA is to create a stable, long-range financial plan and support an orderly, efficient program of improvement, 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 several 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 the five month cash on hand is classified as budget surplus and 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 2021 and 2022 were \$16.5M and \$18.0M respectively.



Capital Improvement Program – Long-Term Goals and Objectives

The following are CCWA's Capital Improvement Program Goals and Objectives for the fiscal year 2022 - 2023:

- 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 2022 - 2023 are budgeted at \$31.4 million, consisting of \$4.9 million in capital equipment purchases and \$26.5 million in capital projects.

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

CCWA uses the term *capital expenditure* as the purchase of equipment and vehicles. The current year budgeted request is \$4.9 million, \$1.5 million higher than the previous year of \$3.4 million. Summaries of capital item purchases for Fiscal Year 2022 – 2023 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. Amounts budgeted in this category exclude inside labor costs, which are included in the operating budget in the Personal Services but capitalized into the project when completed.

Capital Projects are budgeted at \$26.5 million compared to the previous budget year amount of \$9.2 million. The large increase in the budget is due to funding the final year of bond debt service from the debt service reserve allowing approximately \$21 million to be redirected to capital projects.



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 2022 - 2023

Work Priority No.	Strategic Master Plan (SMP) No.	Strategic Asset Management Plan (SAMP) No.	Project Title	Functional Area/Lead	OP or CAP	Estimated Cost	Prior/ Other Funding	FY22-23 Budget
2020-03			Fixed Asset Project	FIN	OP	\$ 25,000	\$ -	\$ 25,000
2021-05			Open GOV Implementation	FIN	CAP	155,600	-	155,600
2020-04	20-910		London Ct. and Cristi Ct. Lift Station Design and Construction	GS	CAP	1,000,000	935,000	500,000
2022-02	20-134		Develop and Implement Emergency Operations and Disaster Recovery	IT	OP	250,000	-	250,000
2022-05			Network Facilities Upgrade	IT	CAP	1,000,000	-	500,000
2022-06			Enterprise-wide Communication Strategy	PIO	OP	100,000	-	100,000
2020-11			HQ Site Reconfiguration - Construction	PME	CAP	1,584,800	1,584,800	-
2021-09	20-612		Design & Implement Selected Odor and Corrosion Control Technologies	PME	CAP	250,000	-	250,000
2022-08	20-610		Sewer Model Update (Casey Basin)	PME	OP	200,000	-	200,000
2022-09	20-100	OS-10	Power BI Dashboard Support	PME	CAP	150,000	-	150,000
2022-10			Lead and Copper Rule Revisions: LSL Inventory	PME	OP	750,000	-	750,000
2019-09	20-137	OS-06	Knowledge Retention Strategy	UW	OP	150,000	150,000	-
2019-11	20-103	F-01	Facility Asset Data Improvement Strategy	UW	OP	250,000	-	250,000
2021-07	20-106	L-01	Linear Asset Data Improvement Strategy	UW	OP	500,000	-	500,000
2022-12	20-203		Stormwater Public Education Plan	SW	OP	50,000	-	50,000
2022-13	20-204		Implement Stormwater Asset Management Recommendations	SW	OP	150,000	-	150,000
2020-25	20-303		Wetland Center Educational Building	WP	CAP	600,000	600,000	-
2021-16	20-302		Hooper and Hicks UV System Upgrades - Construction	WP	CAP	3,980,000	1,320,000	2,660,000
2021-17	20-304		Hooper 22 MGD Upgrade - Design	WP	CAP	1,500,000	1,300,000	200,000
2021-18	20-305		Hooper 22 MGD Upgrade - Construction	WP	CAP	12,500,000	-	1,000,000
2021-19	20-308		Hooper Chemical Feed System Storage Replacement - Construction	WP	CAP	2,420,000	1,331,380	1,088,620
2021-20	20-309		Single Points-of-Failure Elimination Study and Implementation	WP	CAP	3,150,000	200,000	2,950,000
2021-22	20-311		Jonesboro and Noah's Ark RPS Improvements - Construction	WP	CAP	7,800,000	2,629,720	5,170,280
2021-23	20-313, 20-314		WPP Efficiency Improvements Evaluation and Implementation	WP	CAP	1,600,000	1,600,000	-
2022-14	20-302		Smith UV System Upgrades - Implementation	WP	CAP	125,000	-	125,000
2022-15	20-308		Hicks and Smith Chemical Feed System Storage Replacement - Design	WP	CAP	250,000	-	250,000
2022-16	20-312		Northwest/College Park Booster Pump Station Design	WP	CAP	300,000	-	300,000
2019-03	20-703		Casey WRRF Biosolids Facilities Upgrade	WR	CAP	107,000,000	100,000,000	1,000,000
2020-27	20-706		WB Casey Influent Pump Stations Construction and SDCs	WR	CAP	5,845,618	5,845,618	-
2021-24	20-709		Casey WRRF - Effluent Gravity Line Assessment	WR	OP	250,000	-	250,000
2021-25			Wetlands Diaphragm Valve Replacement Assessment	WR	OP	100,000	-	100,000
2022-17	20-710		Wetland Distribution (Gravity) Line Assessment	WR	OP	100,000	-	100,000
						\$ 154,086,018	\$ 117,496,518	\$ 19,024,500

FIN: Finance; GS: General Services; IT: Information Technology; PIO: Public Information Office; PME: Program Management and Engineering; UW: Utility-wide; SW: Stormwater; WP: Water Production; WR: Water Reclamation



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 \$4.7M which is \$1.5MK higher than the previous year budget. The budgeted amount over the previous five fiscal years has averaged \$3.5M. Due to supply chain issues and backlogs, it is anticipated that fleet vehicles will not be available in the upcoming fiscal year for this replacement.

This year, the **Stormwater Fund** budgeted \$219K for *Capital Equipment*. This request is \$77K higher 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	Total	Replacement	New	Total	
Vehicles							
Trucks - Fleet	\$ 227,437	\$ 48,181	\$ 275,618	\$ -	\$ -	\$ -	\$ 275,618
Trucks - Dump, Heavy	239,845	200,000	439,845	-	135,000	135,000	574,845
Trailers	-	-	-	7,000	-	7,000	7,000
Buildings and Structures							
Building, Roof, Paving, HVAC	740,000	-	740,000	-	-	-	740,000
Tanks and Containers	-	-	-	-	-	-	-
Equipment							
Field Equipment - Construction Equipment	328,000	6,600	334,600	6,000	50,000	56,000	390,600
Data Processing/IT System Equipment	400,000	57,500	457,500	-	-	-	457,500
Plant Equipment	1,575,733	110,000	1,685,733	-	-	-	1,685,733
Other	310,192	456,100	766,292	-	21,000	21,000	787,292
Total Capital Equipment	\$ 3,821,207	\$ 878,381	\$ 4,699,588	\$ 13,000	\$ 206,000	\$ 219,000	\$ 4,918,588





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 2021. 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 \$4.7M which is \$1.5M higher than the previous year budget. The budgeted amount over the previous five fiscal years has averaged \$3.5M. 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				
106 IT	Computing Devices:			
	Data Center Core Switch	\$ 400,000		
131 Meter Services	Automobile/Pickup Trucks:			
	F-150 Pickup Truck	25,427		
	F-150 Pickup Truck		\$ 25,427	
	Miscellaneous Equipment:			
	Purchase/Installation of 4 Ultra Fast Charging Electric Vehicle Charging Stations		150,000	
135 Customer Service	Communication Equipment:			
	Queuing System		6,500	
940 Warehouse	Lifting/Handling Equipment:			
	Forklift		65,000	
Total Executive		\$ 425,427	\$ 246,927	\$ 672,354
WATER PRODUCTION DIVISION				
310 WJ Hooper Water Plant	Paving & Surfacing:			
	700 Millers Mill Rd Entrance Paving	\$ 175,000		
	Pumping Equipment:			
	ACH Pump Skid	50,000		
	Press Polymer Pumps	15,000		
	Monitoring/Control Equipment:			
	Raw Pump VFD's (4 Units)	140,000		
	#1 Basin Actuator	8,000		
	Upgrade SCADA System	14,000		
	Lifting/Handling Equipment:			
	Forklift	100,000		
	Trucks:			
	Roll Off Dump Truck		\$ 200,000	
	Laboratory Equipment:			
	LCA Analyzer	20,000		
	Computing Devices:			
	Antonix 360		10,000	
311 Morrow Pumping Station	Monitoring/Control Equipment:			
	Chlorine Analyzer	5,700		
312 Noah's Ark Rd Pumping Station	Monitoring/Control Equipment:			
	Chlorine Analyzer	5,700		



Budget Unit - Department	Description	Replacement	New	Total
315 J.W. Smith Water Plant	Chlorine Analyzer	5,700		
	Pumping Equipment:			
	Large River Pump	200,000		
	Monitoring/Control Equipment:			
	Valve/Actuator for Wash Water Supply	25,000		
317 Jonesboro Pumping Station	Computing Devices:			
	Antonix 360		10,000	
	Monitoring/Control Equipment:			
320 Terry R Hicks Water Production Plant	Chlorine Analyzer	5,700		
	Fencing:			
	Fencing for Parking Lot		80,000	
	Building & Structures:			
	Flooring Installation Upstairs/Lab Offices	60,000		
	Monitoring/Control Equipment:			
	VFD Addition Smith Raw Pumps		110,000	
	24" Raw Water Valve/Actuator	20,000		
	SCADA Software Upgrades	14,000		
	Valve (In- Plant/Building):			
330 Water Quality Laboratory	Butterfly Valve	15,000		
	Automobile/Pickup Trucks:			
	SUV		22,754	
	Laboratory Equipment:			
350 Lake Shamrock Recreation	Fume Hood	20,000		
	Automobile/Pickup Trucks:			
351 Shamrock Community Use Building	RTV Vehicle	18,000		
	Building Services:			
352 Wetland Center	HVAC Replacement (3 Units)	45,000		
	Building & Structures:			
	Boardwalk Replacement	600,000		
	Building Services:			
	HVAC Replacement (3 Units)	35,000		
Total Water Production		\$ 1,591,100	\$ 432,754	\$ 2,023,854
PROGRAM MGMT AND ENGINEERING DIVISION				
507 Construction Services	Automobile/Pickup Trucks:			
	F-150 Pickup Truck	\$ 34,175		
530 Engineering	Easements:			
	Easements		\$ 100	
535 Geographic Information System	Computing Devices:			
	Freeance Mobile Licenses (30 Units)		10,500	
	Décor/Aerial Photos:			
	Aerial Photos		50,000	
Total Program Mgmt. and Engineering		\$ 34,175	\$ 60,600	\$ 94,775
DISTRIBUTION AND CONVEYANCE DIVISION				
612 Water Distribution Maintenance	Construction Equipment:			
	Vibratory Roller	\$ 33,000		
	Automobile/Pickup Trucks:			
619 Utility and Landscaping Services	F-250 Pickup Truck	47,000		
	Construction Equipment:			
	Vactron Unit	\$ 130,000		
	Trucks:			
	F-550 Pickup Truck	72,900		



Budget Unit - Department	Description	Replacement	New	Total
621 Water Conveyance Maintenance	Construction Equipment: Hydraulic Excavator	85,000		
	Automobile/Pickup Trucks: F-150 Pickup Truck	34,175		
627 Conveyance System Inspections	Construction Equipment: Outfall Cleaning Machine	80,000		
	Trucks: F-550 Crew Truck	59,486		
	Automobile/Pickup Trucks: ATV		\$ 21,000	
	ATV		21,000	
Total Distribution and Conveyance		\$ 541,561	\$ 42,000	\$ 583,561
WATER RECLAMATION DIVISION				
720 W.B. Casey Sr. WRRF	Monitoring/Control Equipment: Secondary #2 Flow Meter	\$ 15,000		
	Shelving: Shelving	5,000		
721 NE Clayton Water Reclamation Plant	Pumping Equipment: Raw or Intermediate Pump	95,000		
722 NE Solids Handling	Treatment Equipment: Conveyor Roller	20,000		
724 Shoal Creek WRP	Treatment Equipment: Diffusers in Aeration Basin Aeration Basins (2), Re-Aeration and Thickener Diffuser Hose Connections Aeration and Re-Aeration Basin Drive Wheels	92,000 9,000 16,000		
	Monitoring/Control Equipment: Panhandle SCADA Upgrade Emergency Control Panels Fine Screen Control Panel	14,200 64,000 41,600		
727 Shoal Creek Solids Handling	Pumping Equipment: Solids Transfer Pump #1	42,791		
730 Laboratory/Environmental Compliance	Monitoring/Control Equipment: Mission Unit RTU Upgrades	20,000		
731 Pelletizing	Pumping Equipment: Sludge Pumps (2 Units)	66,450		
	Treatment Equipment: West Dryer Drum	330,000		
740 NTS Operations & Maintenance	Construction Equipment: Hydraulic Grapple Bucket		\$ 6,600	
	Landscaping Equipment: Batwing Mower Herbicide Application Rig	28,692 15,000		
Total Water Reclamation		\$ 874,733	\$ 6,600	\$ 881,333



Budget Unit - Department	Description	Replacement	New	Total
GENERAL SERVICES DIVISION				
901 General Services Department Manager	Monitoring/Control Equipment:			
	SCADA Software Upgrades	\$ 128,872		
925 Sewage Lift Station	Treatment Equipment:			
	Rotating Assemblies and Housings	52,000		
	Monitoring/Control Equipment:			
	Mission Unit Upgrades (All 43 Lift Stations)	10,720		
950 Plant Maintenance	Automobile/Pickup Trucks:			
	F-250 Pickup Truck	43,330		
	F-250 Pickup Truck	43,330		
	Computing Devices:			
	Rockwell Software Licenses		27,000	
960 Grounds/Right-of-Way Maintenance	Trucks:			
	F-350 Pickup Truck	\$ 53,266		
	Landscaping Equipment:			
	Grass Hopper Mower	15,500		
	Grass Hopper Mower	15,500		
970 Building Maintenance/Projects	Trucks:			
	F-350 Pickup Truck	\$ 54,193		
Total General Services		\$ 416,711	\$ 27,000	\$ 443,711
Total Capital Equipment		\$ 3,883,707	\$ 815,881	\$ 4,699,588





Capital Equipment: Stormwater Fund – Detail by Business Unit

At \$219K, *Capital Equipment* is budgeted at \$76K higher 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				
205 Stormwater Engineering	<i>Special Maintenance Equipment:</i>			
	Paver Vacuum/Jet Truck		\$ 50,000	
	<i>Audio/Visual Equipment:</i>			
	Pole Inspection Camera & Accessories		20,000	
210 Stormwater Maintenance	<i>Easements:</i>			
	Easements		1,000	
	<i>Construction Equipment</i>			
	Excavating Bucket	\$ 6,000		
	<i>Trucks:</i>			
	12' Box Dump Truck		135,000	
	<i>Trailers (Non-Forestry)</i>			
	Tilt Trailer	7,000		
Total Capital Equipment		\$ 13,000	\$ 206,000	\$ 219,000

Capital Improvement Program (CIP) – Capital Projects

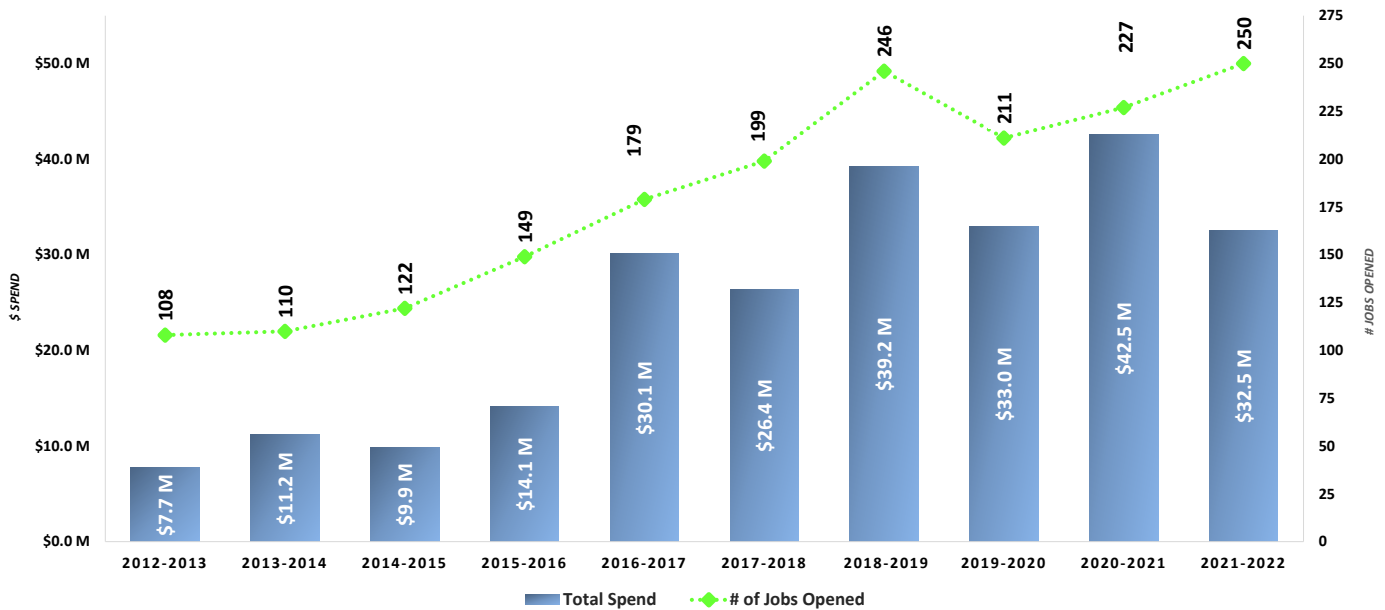
Projects listed in the CIP budget are reviewed annually by management and staff to allow the program to be more responsive to changing priorities, particularly with respect to changes in demand projections and operational enhancements. The changes sometimes result in the addition of projects and the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



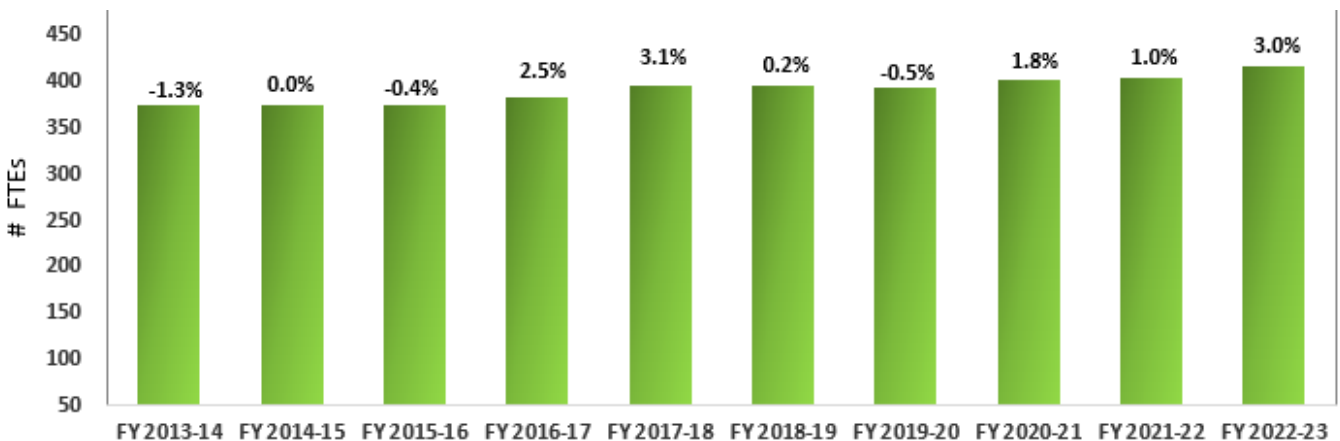


Historical Capital Project Spending

Changes in Capital Project Activity



While the number of capital projects opened has increased 131 percent and spending has increased 257 percent, staffing has increased by 42 employees or 11 percent. The number of full-time employees (FTEs) in FY 2014-2015 was 376 compared with 418 in the FY 2022-2023 budget.

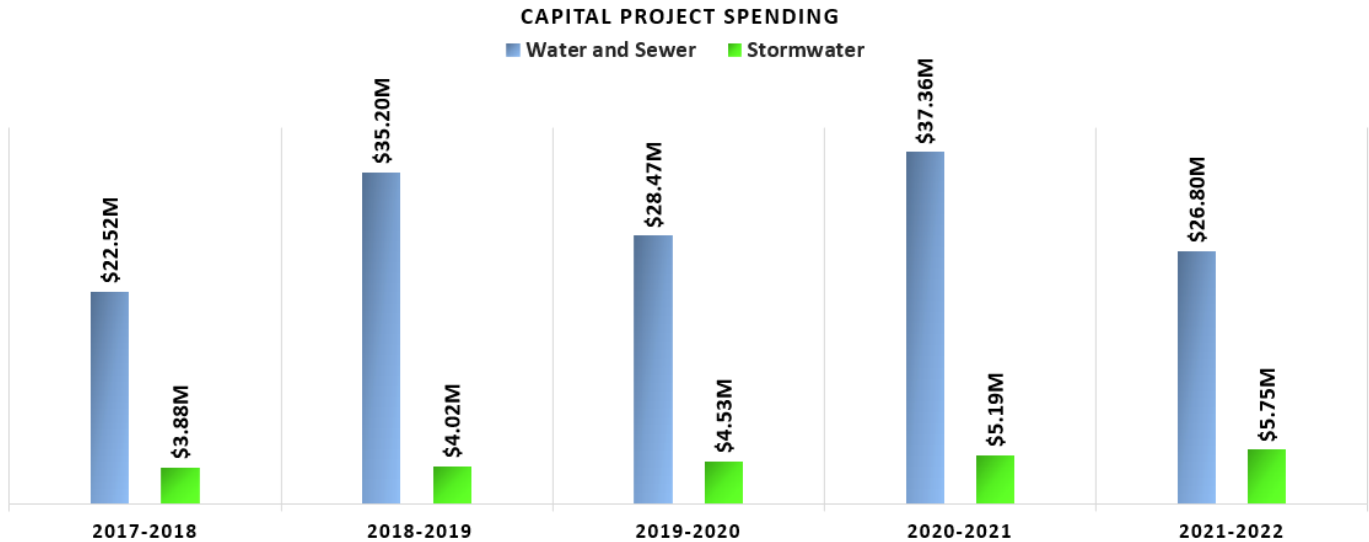


Between fiscal years ended 2013 and 2014, procurement became a focus along with a Small Local Business Enterprise initiative. Since that time, four positions have been added to this department to assist staff with purchasing and with the small local business initiative. In FY 2017 – 2018, a shift from using prison inmate labor to internal staff for building and grounds maintenance. This decision increased headcount by six FTEs. The Information Technology area has grown by five employees since FY 2013-2014 with two new positions added within this budget year. Water Production staffing has grown by six employees over the past decade as additional Plant Operators and Lab analysts have been added. The General Services division has also increased in size by ten employees during the ten-year period with six staff added to the Equipment Maintenance section to maintain the additional new assets being constructed.

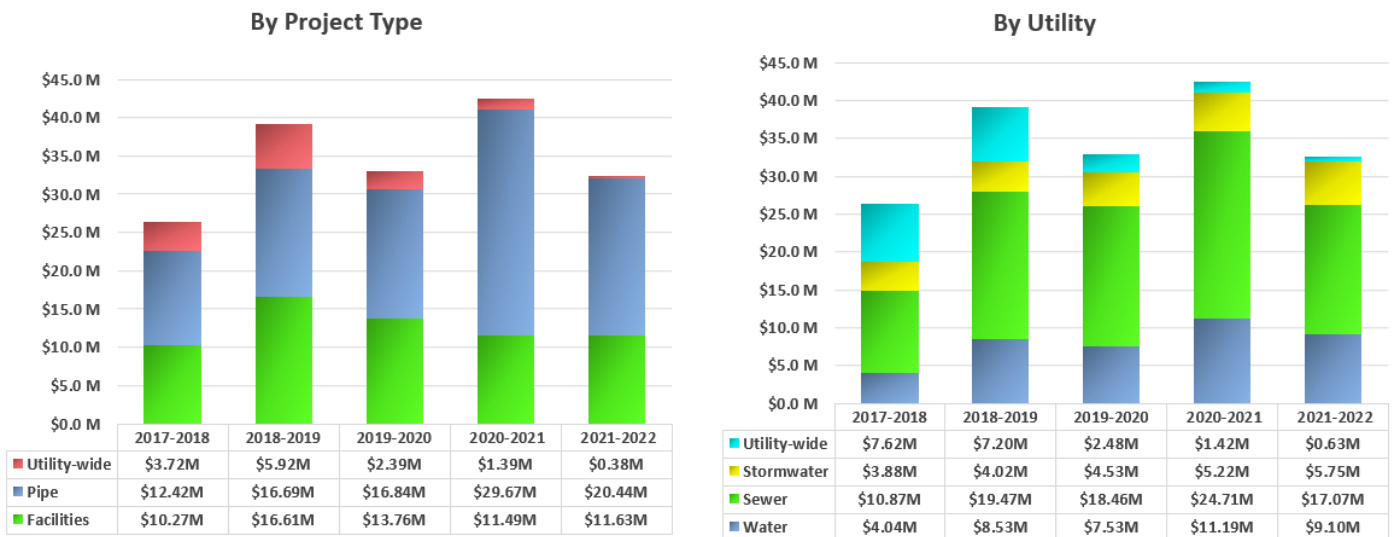


Due to maintenance and repair needs for our Water, Sewer and Stormwater facilities and pipe infrastructure outlined in the 2015 Strategic Master Plan update, additional construction and engineering staff were added beginning in FY 2014-2015 budget. Since that time, thirteen additional positions have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

Changes in Capital Project Spending - By Fund

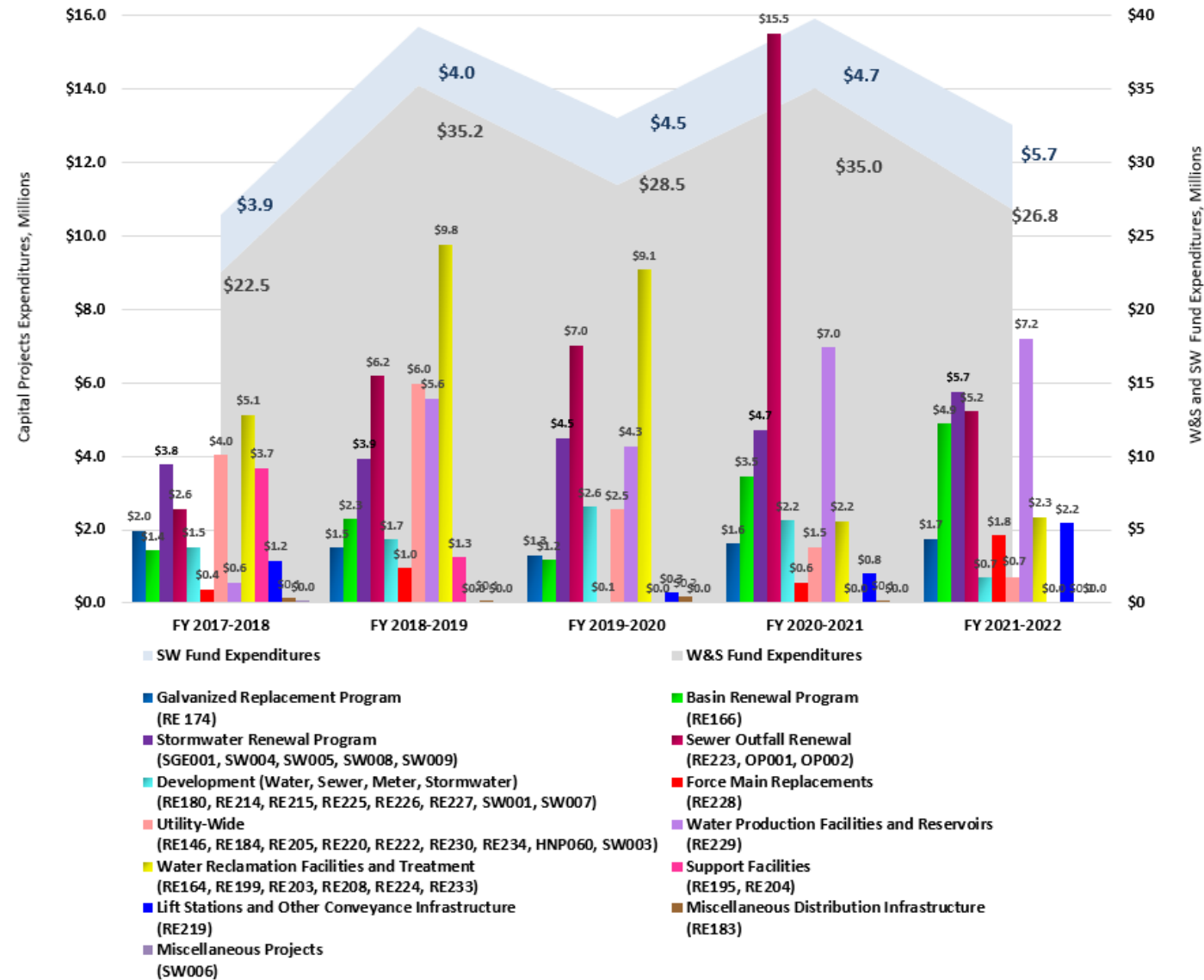


Changes in Capital Project Spending – By Project Type and Utility





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

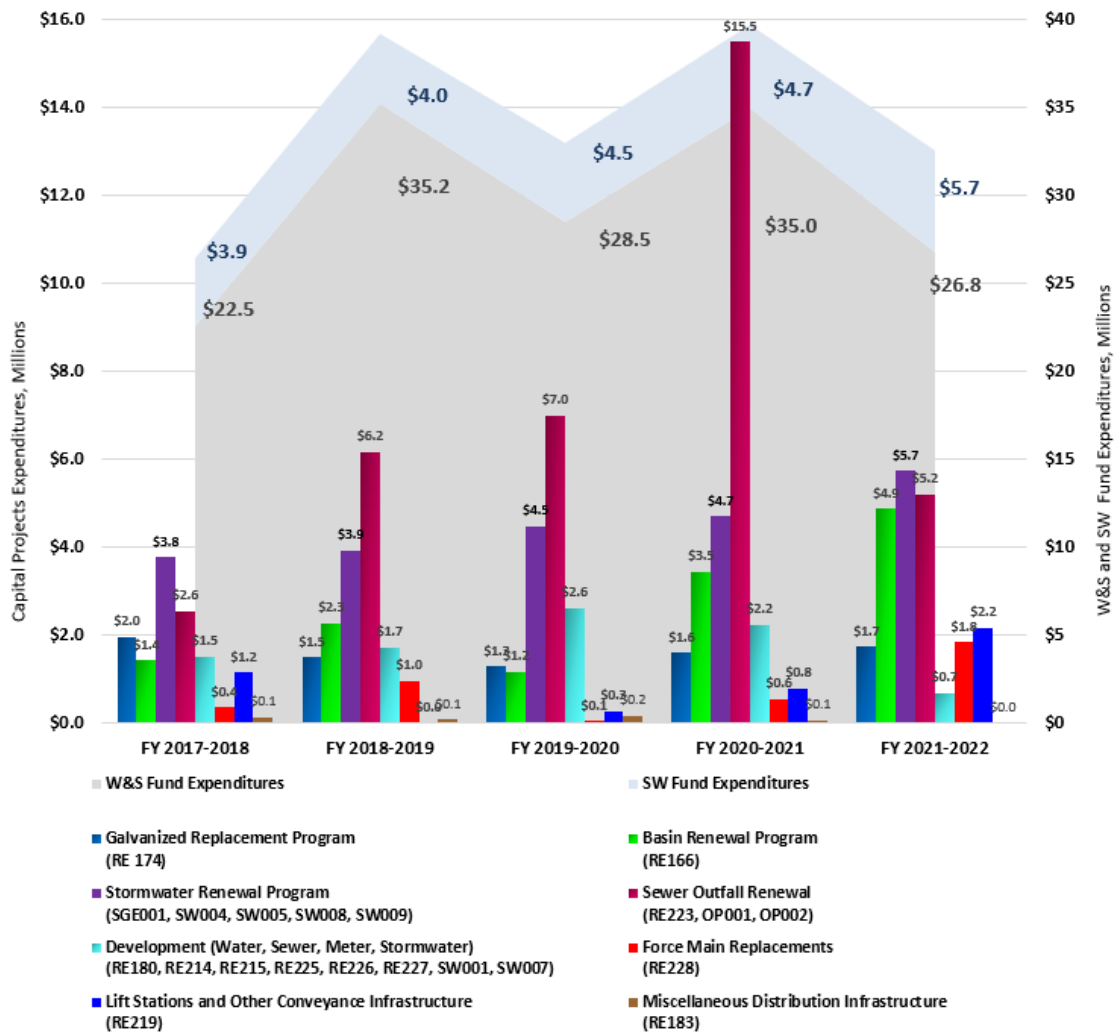




ANNUAL CAPITAL SPENDING	FY 2017-2018	FY 2018-2019	FY 2019-2020	FY 2020-2021	FY 2021-2022
Total	\$26,400,653	\$39,219,101	\$32,992,536	\$39,731,884	\$32,548,669
W&S Fund Expenditures	\$22,521,830	\$35,202,878	\$28,467,246	\$35,007,579	\$26,798,740
SW Fund Expenditures	\$3,878,823	\$4,016,223	\$4,525,290	\$4,724,305	\$5,749,928
Galvanized Replacement Program (RE 174)	\$1,964,307	\$1,500,791	\$1,295,883	\$1,611,912	\$1,745,902
Basin Renewal Program (RE166)	\$1,434,946	\$2,280,780	\$1,171,729	\$3,453,095	\$4,883,394
Stormwater Renewal Program (SGE001, SW004, SW005, SW008, SW009)	\$3,773,716	\$3,929,828	\$4,485,222	\$4,706,594	\$5,741,388
Sewer Outfall Renewal (RE223, OP001, OP002)	\$2,557,102	\$6,169,261	\$7,007,259	\$15,496,838	\$5,208,882
Development (Water, Sewer, Meter, Stormwater) (RE180, RE214, RE215, RE225, RE226, RE227, SW001, SW007)	\$1,525,288	\$1,730,986	\$2,621,994	\$2,243,303	\$700,315
Force Main Replacements (RE228)	\$372,366	\$961,214	\$50,336	\$556,570	\$1,840,886
Utility-Wide (RE146, RE184, RE205, RE220, RE222, RE230, RE234, HNP060, SW003)	\$4,028,479	\$5,976,620	\$2,541,608	\$1,534,668	\$717,036
Water Production Facilities and Reservoirs (RE229)	\$572,886	\$5,560,992	\$4,271,594	\$6,952,466	\$7,189,122
Water Reclamation Facilities and Treatment (RE164, RE199, RE203, RE208, RE224, RE233)	\$5,129,804	\$9,754,203	\$9,072,285	\$2,241,189	\$2,345,630
Support Facilities (RE195, RE204)	\$3,682,842	\$1,254,471	\$4,491	\$6,050	\$0
Lift Stations and Other Conveyance Infrastructure (RE219)	\$1,153,273	\$3,183	\$281,941	\$802,540	\$2,169,307
Miscellaneous Distribution Infrastructure (RE183, RE232)	\$143,396	\$91,416	\$179,853	\$74,812	\$0
Miscellaneous Projects (SW006)	\$62,250	\$5,355	\$8,343	\$16,444	\$6,807



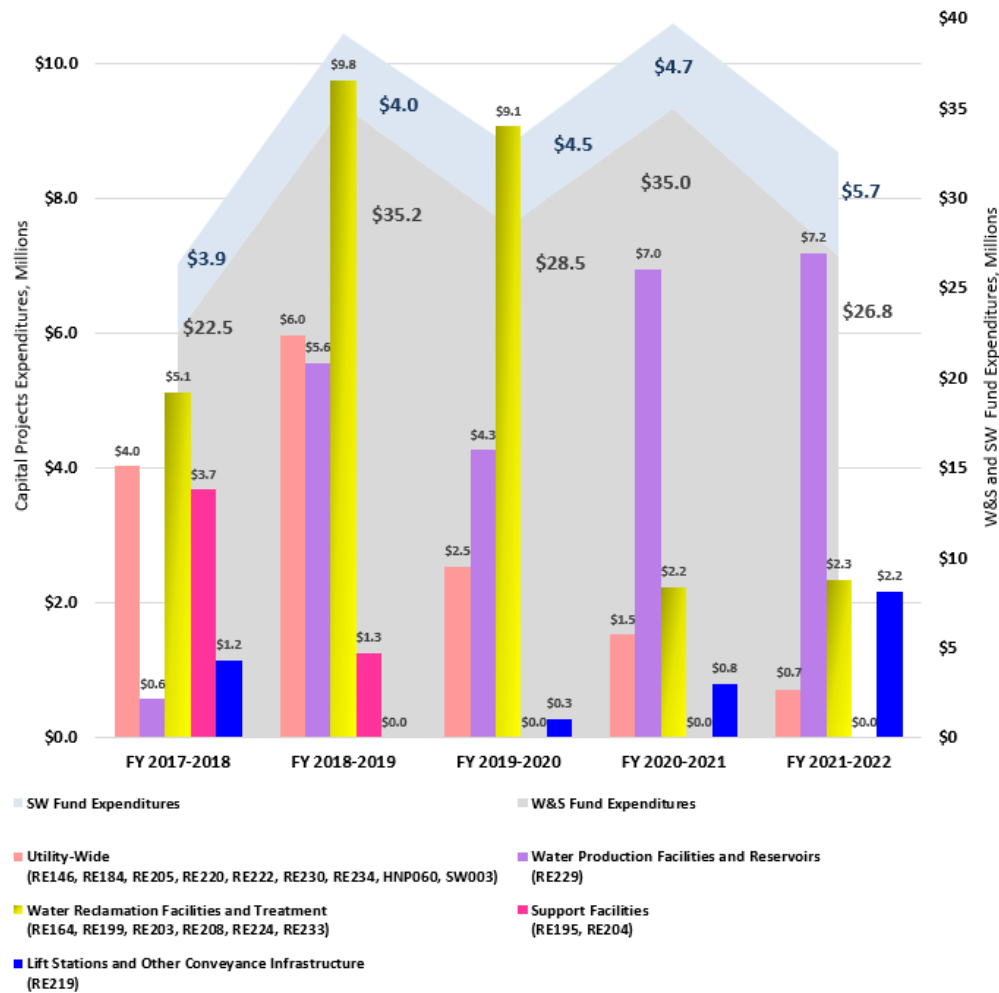
Changes in Capital Spending – Pipeline Infrastructure Programs



ANNUAL CAPITAL SPENDING	FY 2017-2018	FY 2018-2019	FY 2019-2020	FY 2020-2021	FY 2021-2022
Total	\$26,400,653	\$39,219,101	\$32,992,536	\$39,731,884	\$32,548,669
W&S Fund Expenditures	\$22,521,830	\$35,202,878	\$28,467,246	\$35,007,579	\$26,798,740
SW Fund Expenditures	\$3,878,823	\$4,016,223	\$4,525,290	\$4,724,305	\$5,749,928
Galvanized Replacement Program (RE 174)	\$1,964,307	\$1,500,791	\$1,295,883	\$1,611,912	\$1,745,902
Basin Renewal Program (RE166)	\$1,434,946	\$2,280,780	\$1,171,729	\$3,453,095	\$4,883,394
Stormwater Renewal Program (SGE001, SW004, SW005, SW008, SW009)	\$3,773,716	\$3,929,828	\$4,485,222	\$4,706,594	\$5,741,388
Sewer Outfall Renewal (RE223, OP001, OP002)	\$2,557,102	\$6,169,261	\$7,007,259	\$15,496,838	\$5,208,882
Development (Water, Sewer, Meter, Stormwater) (RE180, RE214, RE215, RE225, RE226, RE227, SW001, SW007)	\$1,525,288	\$1,730,986	\$2,621,994	\$2,243,303	\$700,315
Force Main Replacements (RE228)	\$372,366	\$961,214	\$50,336	\$556,570	\$1,840,886
Miscellaneous Distribution Infrastructure (RE183)	\$143,396	\$91,416	\$179,853	\$74,812	\$0
All Pipeline Related Projects	\$11,771,120	\$16,664,277	\$16,812,274	\$28,143,123	\$20,120,768



Changes in Capital Spending – Facility Improvement and Utility wide Projects



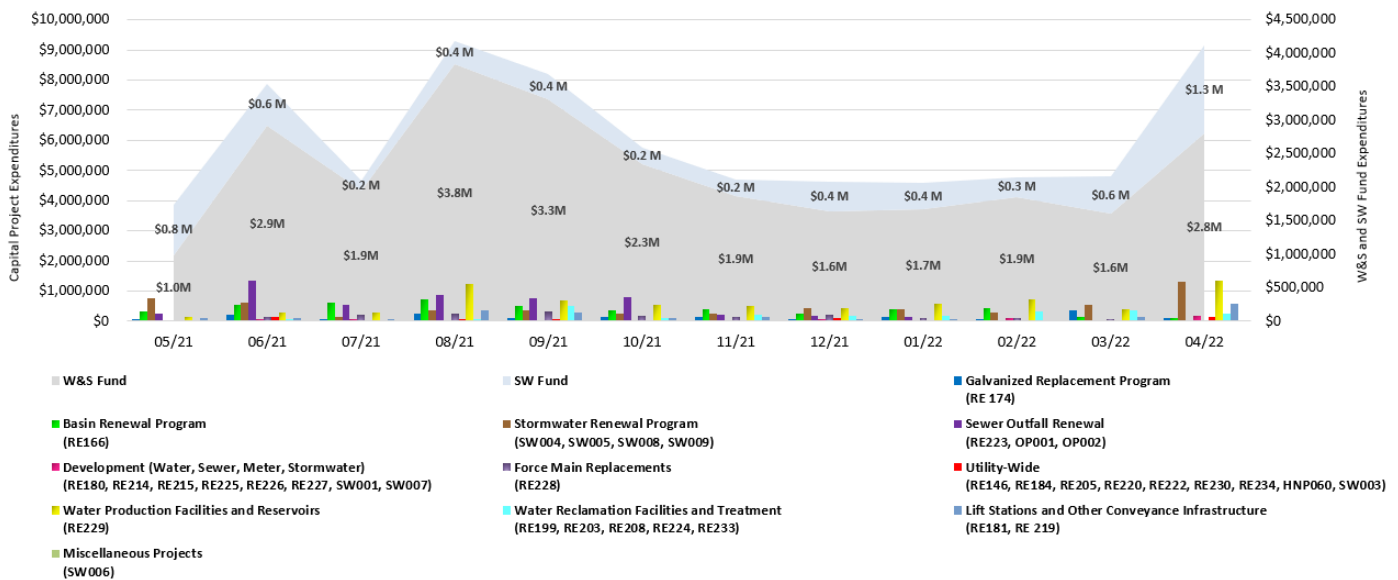
ANNUAL CAPITAL SPENDING	FY 2017-2018	FY 2018-2019	FY 2019-2020	FY 2020-2021	FY 2021-2022
Total	\$26,400,653	\$39,219,101	\$32,992,536	\$39,731,884	\$32,548,669
W&S Fund Expenditures	\$22,521,830	\$35,202,878	\$28,467,246	\$35,007,579	\$26,798,740
SW Fund Expenditures	\$3,878,823	\$4,016,223	\$4,525,290	\$4,724,305	\$5,749,928
Utility-Wide (RE146, RE184, RE205, RE220, RE222, RE230, RE234, HNP060, SW003)	\$4,028,479	\$5,976,620	\$2,541,608	\$1,534,668	\$717,036
Water Production Facilities and Reservoirs (RE229)	\$572,886	\$5,560,992	\$4,271,594	\$6,952,466	\$7,189,122
Water Reclamation Facilities and Treatment (RE164, RE199, RE203, RE208, RE224, RE233)	\$5,129,804	\$9,754,203	\$9,072,285	\$2,241,189	\$2,345,630
Support Facilities (RE195, RE204)	\$3,682,842	\$1,254,471	\$4,491	\$6,050	\$0
Lift Stations and Other Conveyance Infrastructure (RE219)	\$1,153,273	\$3,183	\$281,941	\$802,540	\$2,169,307
All Facility Improvement Projects	\$14,567,284	\$22,549,469	\$16,171,919	\$11,536,914	\$12,421,095

The description and purpose of the primary Renewal and Extension construction lines follow under the heading [Capital Project Funding FY 2022 – 2023 – By Main Construction Line](#) and [Capital Project Funding FY 2022 – 2023 – 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 2021 – 2022 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 2021 – 2022 is shown below.



FY 2021-2022 MONTHLY CAPITAL SPENDING SUMMARY

	05/21	06/21	07/21	08/21	09/21	10/21	11/21	12/21	01/22	02/22	03/22	04/22
W&S Fund	\$992,057	\$2,920,848	\$1,948,047	\$3,830,886	\$3,315,093	\$2,347,341	\$1,868,254	\$1,643,876	\$1,671,185	\$1,858,289	\$1,601,745	\$2,801,122
SW Fund	\$754,595	\$630,117	\$152,095	\$352,561	\$369,057	\$237,851	\$247,814	\$436,788	\$399,543	\$293,732	\$561,427	\$1,314,349
Galvanized Replacement Program (RE 174)	\$69,575	\$218,287	\$74,495	\$246,316	\$111,692	\$145,705	\$139,549	\$66,783	\$129,452	\$76,231	\$360,102	\$107,716
Basin Renewal Program (RE166)	\$323,208	\$561,701	\$636,578	\$729,117	\$518,956	\$367,409	\$408,238	\$272,386	\$393,547	\$419,591	\$132,061	\$120,602
Stormwater Renewal Program (SW004, SW005, SW008, SW009)	\$748,211	\$629,730	\$151,537	\$351,882	\$368,877	\$237,711	\$247,814	\$436,788	\$399,543	\$293,647	\$561,427	\$1,314,222
Sewer Outfall Renewal (RE223, OP001, OP002)	\$256,562	\$1,343,851	\$547,110	\$863,582	\$782,966	\$795,964	\$200,614	\$171,173	\$135,047	\$24,991	\$39,965	\$47,058
Development (Water, Sewer, Meter, Stormwater) (RE180, RE214, RE215, RE225, RE226, RE227, SW001, SW007)	\$24,119	\$68,930	\$57,579	\$10,088	\$23,038	\$54,149	\$39,152	\$80,919	\$19,966	\$103,617	\$40,992	\$177,766
Force Main Replacements (RE228)	\$6,644	\$133,961	\$222,925	\$265,065	\$311,614	\$181,804	\$152,181	\$221,438	\$127,192	\$105,551	\$82,164	\$30,348
Utility-Wide (RE146, RE184, RE205, RE220, RE222, RE230, RE234, HNP060, SW003)	\$21,666	\$130,775	\$4,427	\$55,306	\$76,939	\$34,906	\$48,912	\$121,916	\$39,631	\$23,486	\$17,473	\$141,600
Water Production Facilities and Reservoirs (RE229)	\$140,968	\$283,561	\$300,627	\$1,232,733	\$675,096	\$542,056	\$504,690	\$438,116	\$578,969	\$727,542	\$416,672	\$1,348,091
Water Reclamation Facilities and Treatment (RE199, RE203, RE208, RE224, RE233)	\$35,725	\$62,517	\$22,058	\$57,718	\$506,652	\$100,323	\$229,496	\$185,500	\$185,968	\$323,846	\$375,854	\$259,973
Lift Stations and Other Conveyance Infrastructure (RE181, RE 219)	\$113,719	\$117,607	\$82,300	\$371,640	\$308,318	\$125,166	\$145,420	\$85,645	\$61,414	\$53,518	\$136,464	\$568,095
Miscellaneous Projects (SW006)	\$6,255	\$45	\$507	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Monthly Capital Project Expenditures	\$1,746,651	\$3,550,965	\$2,100,143	\$4,183,446	\$3,684,150	\$2,585,192	\$2,116,068	\$2,080,664	\$2,070,728	\$2,152,020	\$2,163,172	\$4,115,471

The description and purpose of the primary Renewal and Extension construction lines follow under the heading [Capital Project Funding FY 2022 – 2023 – By Main Construction Line](#).

Projected Capital Project Spending

Capital Project Listing with Annual Cash Flow Requirements: FY 2022 – 2023 through FY 2026 - 2027

The tables on the following pages list, by department, the cash flow requirements of capital projects for the current budget year and the following four years of the 10-year 2020 Master Plan. Water and Sewer Fund projects require a



total of \$174.2 million from the budget over the five-year period and Stormwater Fund projects require a total of \$16.6 million from the budget over five years. This cash flow requirement is net of any funding received from loan proceeds. A portion of these projects is included in the current adopted budget for FY 2022 – 2023 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 2022 – 2023 budget total \$26.5 million with an additional \$18.0 million funded from the FY 2021 – 2022 budget surplus approved by the Board of Directors when the FY 2022 – 2023 budget was approved.

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

Capital	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
Water Reclamation	1,200,000	11,920,000	14,990,000	9,620,000	18,700,000
Water Production	17,298,900	23,310,000	4,620,000	500,000	1,750,000
Dist & Conveyance-Water	\$ 3,700,000	\$ 4,500,000	\$ 4,500,000	\$ 4,500,000	\$ 4,500,000
Dist & Conveyance-Sewer	4,800,640	10,520,640	10,020,640	3,520,640	3,520,640
General Services	800,000	1,850,000	1,850,000	1,750,000	1,850,000
IT	915,000	765,000	490,000	295,000	170,000
Utility-wide	1,435,600	1,000,000	1,000,000	1,000,000	1,000,000
Total Water and Sewer Fund	\$ 30,150,140	\$ 53,865,640	\$ 37,470,640	\$ 21,185,640	\$ 31,490,640
Stormwater Fund	\$ 3,283,333	\$ 1,833,333	\$ 3,500,000	\$ 4,500,000	\$ 3,500,000

- 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 – WATER RECLAMATION

Project Name	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
20-701 / Northeast Capacity Upgrades	\$ -	\$ 2,000,000	\$ 12,800,000	\$ -	\$ -
20-703 / Casey WRRF 32 MGD Upgrade - Solids	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	108,000,000
20-725 / Casey WRRF Improvements - Equalization	-	-	-	1,500,000	10,500,000
20-726 / Casey WRRF Improvements - Primary Clarifier Concrete Repair	-	-	-	350,000	-
22-23 [WP 2022-25]: Wetlands Diaphragm/Butterfly Valve Replacement Assessment	100,000	-	-	-	-
22-23 - Casey Biosolids Temporary Reserve Funding -Pay vendors before reimbursed	1,000,000	6,000,000	-	-	-
<i>Pre-Funded or Financed</i>	<i>(94,000,000)</i>	-	-	<i>(10,000,000)</i>	<i>(108,000,000)</i>
Total Budget Needed	\$ 1,100,000	\$ 11,920,000	\$ 14,990,000	\$ 9,620,000	\$ 18,700,000



CASH FLOW REQUIREMENTS OF CAPITAL PROJECTS – WATER PRODUCTION

Project Name	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
20-302 / UV Disinfection Improvement Implementation	\$ 6,140,000	-	-	-	-
20-303 / Wetlands Center Education Building Renovation	200,000	-	-	-	-
20-304 / Hooper Upgrades (changed from Hooper GAC)	1,000,000	20,000,000	-	-	-
20-304 / Hooper Upgrades (changed from Hooper GAC)-Design	200,000	-	-	-	-
20-308 / WPP Chemical Feed System Storage Replacement	1,338,620	-	800,000	-	-
20-309 / Single Points-of-Failure Elimination Study and Implementation	2,950,000	-	-	-	-
20-311 / Back-up Generators: Jonesboro, Noah's Ark Re-pump Stations;	5,170,280	-	-	-	-
20-318 / Noah's Ark and Jonesboro Pump Station	-	-	-	-	1,500,000
20-312 / Northwest/College Park Booster Pump Station Design and Construction	300,000	2,200,000	-	-	-
20-315 / Bar Screen Replacement (Flint River Pump Station)	-	150,000	860,000	-	-
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	-	-	-	-	250,000
<i>Pre-Funded or Financed</i>	-	-	-	-	-
Total Budget Needed	\$17,298,900	\$ 23,310,000	\$ 4,620,000	\$ 500,000	\$ 1,750,000

CASH FLOW REQUIREMENTS OF CAPITAL PROJECTS – DISTRIBUTION AND CONVEYANCE

Project Name	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
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	6,500,000	6,000,000	6,000,000	6,000,000	6,000,000
20-612 / Design & Implement Selected Odor/Corrosion Control Technologies (WATS model)	250,000	-	-	-	-
20-613 / Conveyance Modifications to Accept DeKalb County Flows	-	7,000,000	6,500,000	-	-
20-615 / Pressure Sewer Rehabilitation Program - Capital	1,520,640	1,520,640	1,520,640	1,520,640	1,520,640
20-617 / GDOT Projects	1,700,000	2,000,000	2,000,000	2,000,000	2,000,000
22-23 WP: \$20,000 Sewer Lines; \$10,000 Water Meters	30,000	-	-	-	-
<i>Pre-Funded or Financed</i>	(6,500,000)	(6,000,000)	(6,000,000)	(6,000,000)	(6,000,000)
Total Budget Needed	\$ 8,500,640	\$15,020,640	\$14,520,640	\$ 8,020,640	\$ 8,020,640

CASH FLOW REQUIREMENTS OF CAPITAL PROJECTS – GENERAL SERVICES

Project Name	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
20-910 / Lift Station Rehabilitation	500,000	1,700,000	1,700,000	1,700,000	1,700,000
20-913 / SCADA Master Plan Project Implementation	200,000	100,000	100,000	-	100,000
20-914 / Upgrade GE IFIX / GE Proficy Software	100,000	50,000	50,000	50,000	50,000
<i>Pre-Funded or Financed</i>	-	-	-	-	-
Total Budget Needed	\$ 800,000	\$ 1,850,000	\$ 1,850,000	\$ 1,750,000	\$ 1,850,000

CASH FLOW REQUIREMENTS OF CAPITAL PROJECTS – IT

Project Name	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
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	50,000
20-166 / SCADA Hardware Replacement and Refresh	30,000	30,000	200,000	30,000	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	30,000
22-23 WP: Network Facilities Upgrade [WP 22-05]	500,000	500,000	-	-	-
<i>Pre-Funded or Financed</i>	-	-	-	-	-
Total Budget Needed	\$ 915,000	\$ 765,000	\$ 490,000	\$ 295,000	\$ 170,000



CASH FLOW REQUIREMENTS OF CAPITAL PROJECTS – UTILITY-WIDE

Project Name	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
20-132 / Customer Meter Replacement Program (AMR to AMI)	\$ -	\$ 10,000,000	\$ 10,000,000	\$ 10,000,000	\$ -
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	-	-	-	-
22-23 [WP 2021-05]: Open Gov Budget Software	155,600	-	-	-	-
22-23 WP: Completion of outdoor roof #3-131-8	25,000	-	-	-	-
22-23 WP: Remodel of bathrooms in Building B - Meter Services	125,000	-	-	-	-
<i>Pre-Funded or Financed</i>	-	(10,000,000)	(10,000,000)	(10,000,000)	-
Total Budget Needed	\$ 1,435,600	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000

CASH FLOW REQUIREMENTS OF CAPITAL PROJECTS – STORMWATER AND WATERSHEDS

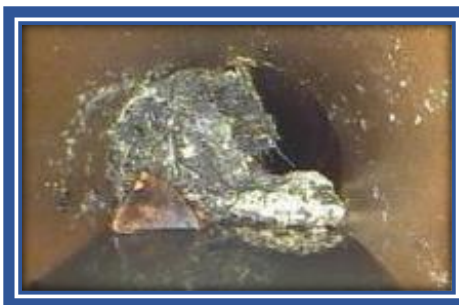
Project Name	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027
20-206 / Implement Watershed Improvement Projects	\$ -	\$ 1,000,000	\$ -	\$ 1,000,000	\$ -
20-207 / Implement Stormwater Capital Improvement Projects	6,783,333	6,833,333	3,500,000	3,500,000	3,500,000
<i>Pre-Funded or Financed</i>	(3,500,000)	(6,000,000)	-	-	-
Total Budget Needed	\$ 3,283,333	\$ 1,833,333	\$ 3,500,000	\$ 4,500,000	\$ 3,500,000

Current Capital Project Spending

Capital Project Funding FY 2022 - 2023 - 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 (I/I) 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.

The Sanitary Sewer Evaluation Study (SSES) [SMP 20-606] utilizes infiltration and inflow (I/I) studies, age of pipe and staff knowledge to prioritize replacements. Condition assessments include cleaning, CCTV, smoke testing, man-hole inspections, and other work items such as pole camera inspections, flow monitoring and dye testing for the 1,100 miles of gravity pipe throughout the County. Since FY 2015-2016, the first year of the 2015 Strategic Master Plan, the **Small Gravity Sewer Renewal and Replacement Program** has spent \$9.6M completing 64 projects which replaced 18.4 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 2021 – 2022 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 2022 – 2023 budget has \$1.5M for these assessments.





RE174 - GALVANIZED WATERMAIN REPLACEMENTS [SMP 20-601]

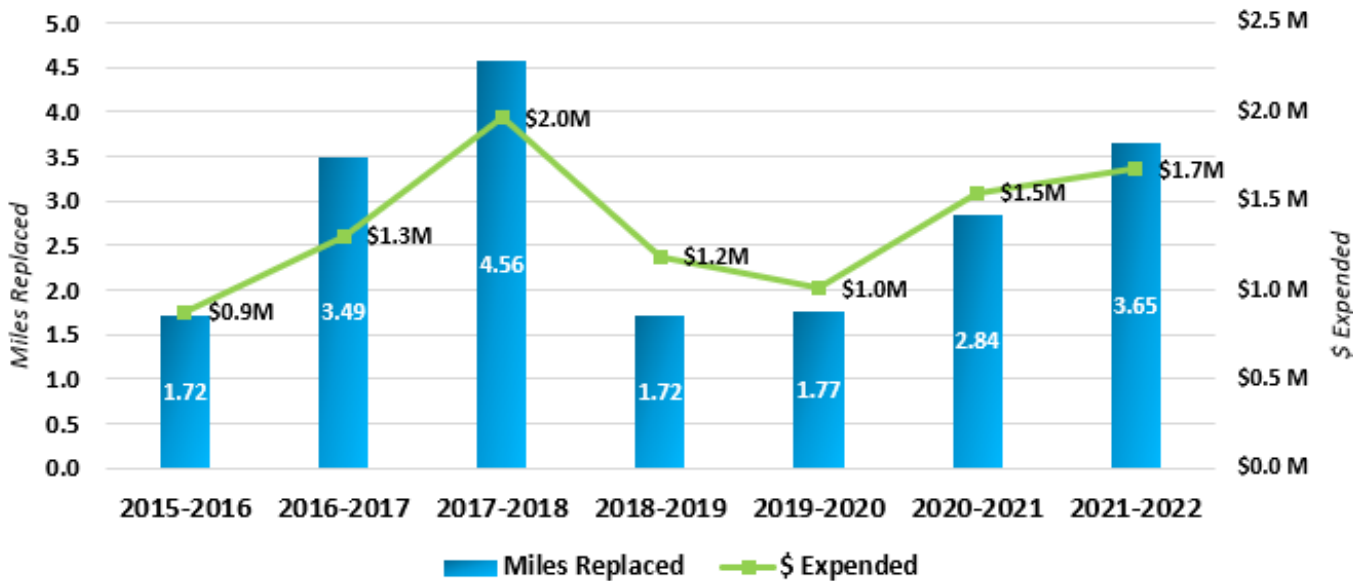
In 2003, the County had an estimated 65 miles of galvanized watermain. Projects in this program focus on the systematic replacement of these pipes to improve water quality and fire protection. The affected areas of water distribution system targeted for water main replacements are the areas with most 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 2022-2023 budget includes \$1.5M in funding for the **Galvanized Watermain Replacement** program. Since FY 2015 – 2016, \$9.5M has been spent on projects that have replaced 19.7 miles of pipeline. The 2020 Strategic Master Plan continues the replacement of the estimated 40 miles of remaining galvanized pipe and includes \$20M in planned costs over the 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. Although the FY 2022 – 2023 budget does not contain funding for projects in this construction line, surplus funds from the FY 2021 – 2022 budget of \$2.0M has been allocated for expected DOT work to widen State Route 42 along with separate work done on Brown Bridge Road over Swamp Creek, Panhandle Road, and East Lovejoy Road and Lacosta Road during the upcoming fiscal year.

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 14,376 feet of new water lines, and 24,085 feet of new sewer pipe will be added when these residential and commercial developments are completed. There was no funding provided for this work from the FY 2022 – 2023 Capital Budget. There is approximately \$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 14,376 feet of new water lines, and 24,085 feet of new sewer pipe will be added when these residential and commercial developments are completed. There is no funding provided in the FY 2022 – 2023 Capital Budget for this work, however \$20K in funding from the FY 2021 – 2022 budget surplus has been allocated to this construction line. Additionally, there is \$45K in this construction line that can be used for sewer line extension projects if 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. Although the FY 2022 – 2023 capital budget has no funding for this work, the FY 2021 – 2022 budget surplus allocates an additional \$10K to the existing \$54K in this construction line for the upcoming year.

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 2022 – 2023 capital budget allocates \$500K for [Large Meter Replacements](#).

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 which began in the previous budget year. There are 48 miles of sewer force mains throughout the conveyance system in Clayton County. Projects are driven by an assessment program. Each year the operating budget will allocate approximately \$250K in addition to the capital budget targeted amount to repair pressure sewer infrastructure throughout the County. Since FY 2015-2016, the first year of the 2015 Strategic Master Plan, \$3.7M has been spent and six projects replacing 5.2 miles of this pipe have been completed.

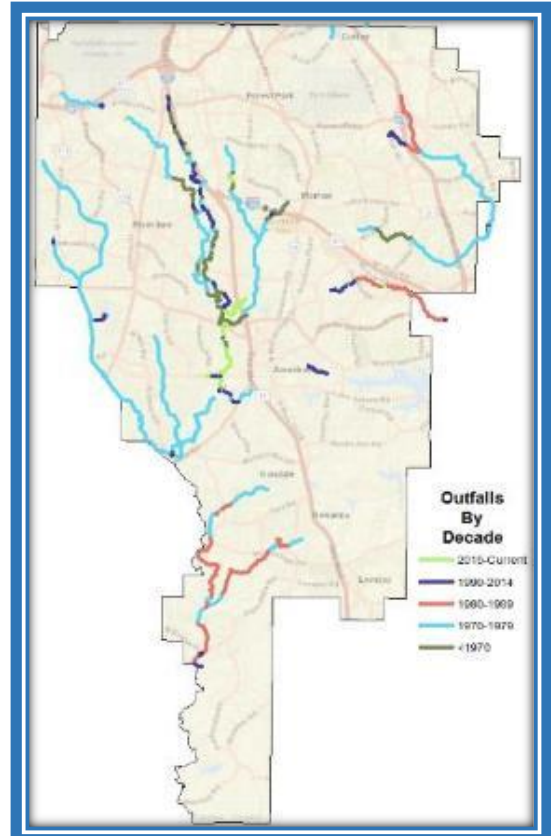


*RE223, OP001 AND OP002 – LARGE DIAMETER SEWER REHABILITATION AND REPLACEMENT PROGRAM /
OUTFALL REHABILITATION [SMP 20-608]*

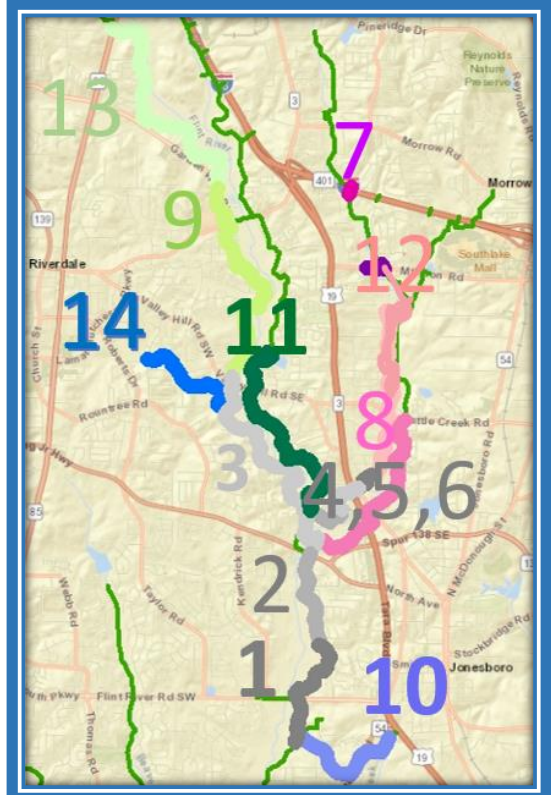
A primary focus for the Authority over the next several years will be on its conveyance system and its **Large Outfall Rehabilitation** program. CCWA defines sewer pipe with a diameter greater than 15 inches as Sewer Interceptors or Outfalls. The map to the right shows the County's 76 miles of this large 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 2022, 12.7 miles of pipe have been replaced at a total cost of \$49.9M. The table below shows the status of the 15 outfall projects undertaken. In January 2017 and in January 2020, Georgia Environmental Finance Authority (GEFA) approved Clean Water SRF loans of \$25M each to assist with the funding of projects in this rehabilitation program. Internal labor is used for the design of these projects and estimated at \$300K per project and is included in the operating budget. The three projects funded by the first GEFA loan have been completed and the loan is in repayment.

The FY 2022 – 2023 budget has allocated \$500K for **Large Diameter Sewer Main Replacement** work that is not in the projects covered by the GEFA loans.

Status of Major Outfall Projects

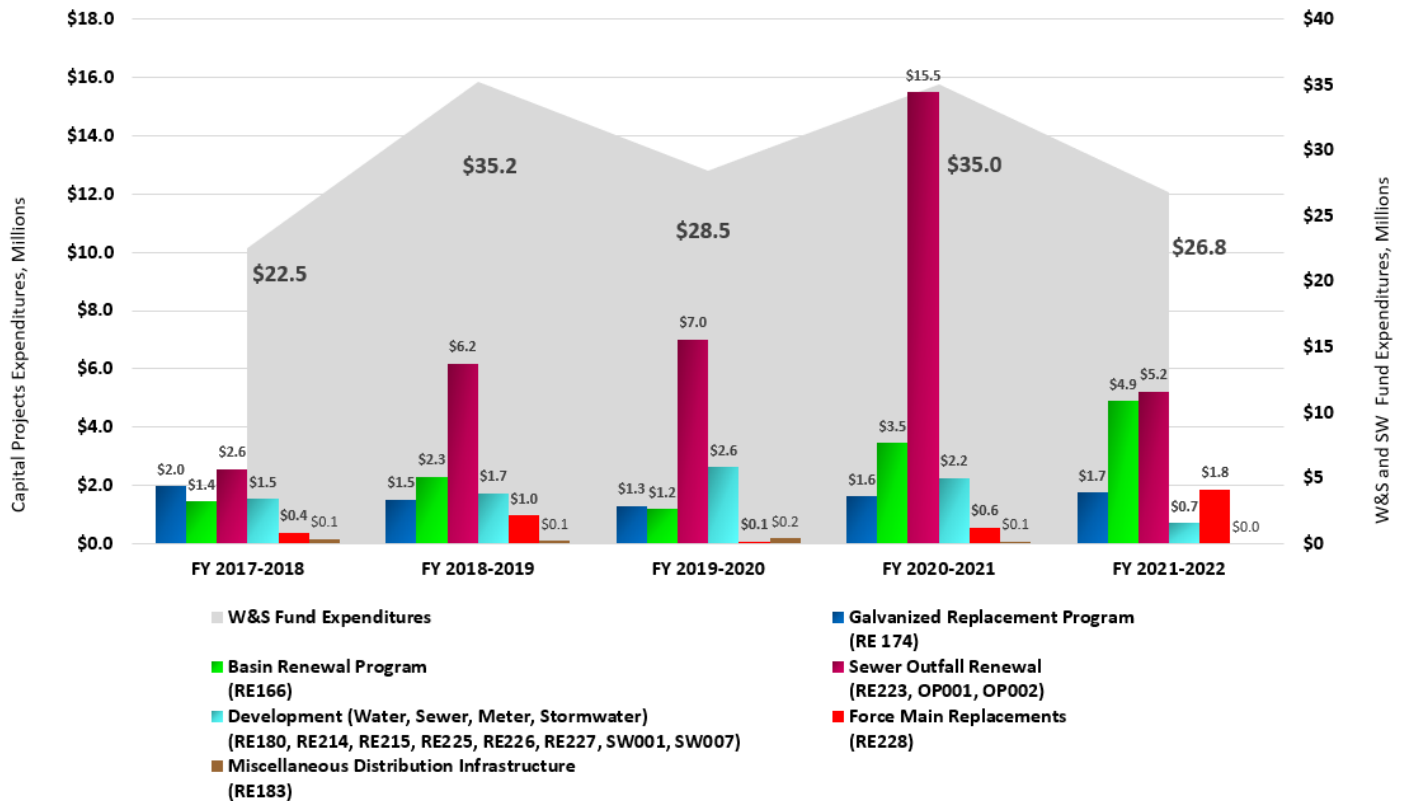


Project	Funding / Status	Length (miles)	Cost
MAJOR REPLACEMENT PROJECTS (2015 - Current)			
1) Flint River Outfall Ph 1a	Complete	1.1	\$4.7 M
2) Flint River Outfall Ph 1b	Complete	0.9	\$5.7 M
3) Flint River Outfall Ph 2	Complete (GEFA 1-1)	2.3	\$7.2 M
4) Jestors Creek Outfall Ph 1	Complete	0.3	\$0.6 M
5) Jestors Creek Outfall Ph 2	Complete	0.2	\$0.5 M
6) Jestors Creek Outfall Ph 3	Complete	0.5	\$1.2 M
7) Jestors Creek Outfall East Misc.	Complete	0.2	\$1.8 M
8) Jestors Creek East Ph 1	Complete (GEFA 1-2)	1.3	\$8.1 M
9) Flint River Outfall Ph 3	Complete (GEFA 1-3)	2.3	\$11.1 M
10) Flint River Outfall East Ph 1	Complete (GEFA 2-1)	1.8	\$6.1 M
11) Jestors Creek Outfall Ph 4	Complete	1.7	\$3.0 M
Subtotal		12.7	\$49.9 M
PROJECTS UNDERWAY / PLANNED FOR FY 2022-2023			
12) Jestors East Ph 2	Bidding (GEFA 2-2)	2.2	\$8.6 M
13) Flint River Outfall Ph 4	Bidding (GEFA 2-3)	2.2	\$8.9 M
14) Riverdale Outfall Ph1	Planning (GEFA 2-4)	1.1	\$2.3 M
15) Rum Creek Outfall Ph 3	Planning	1.2	\$3.1 M
Subtotal		6.7	\$22.9 M
Total		19.3	\$72.8 M





SUMMARY OF DISTRIBUTION AND CONVEYANCE ANNUAL CAPITAL SPENDING



ANNUAL CAPITAL SPENDING

	FY 2017-2018	FY 2018-2019	FY 2019-2020	FY 2020-2021	FY 2021-2022
Total	\$26,400,653	\$39,219,101	\$32,992,536	\$39,731,884	\$32,548,669
W&S Fund Expenditures	\$22,521,830	\$35,202,878	\$28,467,246	\$35,007,579	\$26,798,740
Galvanized Replacement Program (RE 174)	\$1,964,307	\$1,500,791	\$1,295,883	\$1,611,912	\$1,745,902
Basin Renewal Program (RE166)	\$1,434,946	\$2,280,780	\$1,171,729	\$3,453,095	\$4,883,394
Sewer Outfall Renewal (RE223, OP001, OP002)	\$2,557,102	\$6,169,261	\$7,007,259	\$15,496,838	\$5,208,882
Development (Water, Sewer, Meter, Stormwater) (RE180, RE214, RE215, RE225, RE226, RE227, SW001, SW007)	\$1,525,288	\$1,730,986	\$2,621,994	\$2,243,303	\$700,315
Force Main Replacements (RE228)	\$372,366	\$961,214	\$50,336	\$556,570	\$1,840,886
Miscellaneous Distribution Infrastructure (RE183)	\$143,396	\$91,416	\$179,853	\$74,812	\$0
All Pipeline Related Projects	\$7,997,404	\$12,734,449	\$12,327,053	\$23,436,529	\$14,379,380



FACILITY IMPROVEMENT PROJECTS

OP003 AND OP004 – WB CASEY BIOSOLIDS [SMP 20-703]

In 2018, CCWA initiated the WB Casey Water Resource Recovery Facility (WRRF) Capacity Analysis and Plant Expansion Evaluation Project. This project determined that the Casey WRRF liquid trains processes are sufficiently sized for the near-term but that the biosolids facility is reaching ultimate capacity and is at the end of its useful life. A biosolids management alternatives analysis was conducted, and the recommended alternative which includes anaerobic digestion and thermal drying, was included in a final Preliminary Engineering Report (PER) in November 2020. The estimated cost of construction of the new 32 MGD Biosolids Facility is \$100M. In January 2021, the Georgia Environmental Finance Authority (GEFA) approved a \$50M Clean Water State Revolving Fund (CWSRF) loan and in May 2022, approved a second \$50M. These loans will fund this project.

RE199 – WB CASEY WRF IMPROVEMENTS

This Renewal and Extension Fund construction line focuses on improvements at CCWA's largest water reclamation facility, W.B. Casey. The FY 2022 - 2023 budget includes \$300K for a [Sewer Model Update](#) of the Casey Basin.

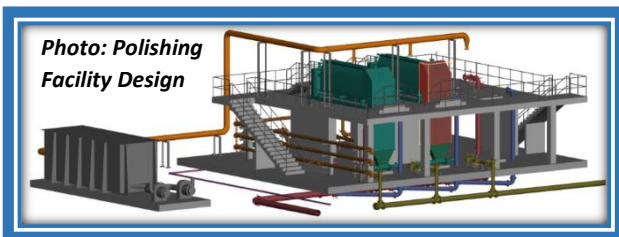


Photo: Polishing Facility Design

The largest project under this line is the construction of the new **Phosphorous Polishing Facility and Thickening Upgrades**. Construction is almost complete and will be placed into production early summer 2022. This project began in FY 2017 – 2018 and when completed will cost approximately \$18.2M including fees, design, construction, and assessments. This project will provide the capacity necessary to handle high flow situations and meet more stringent effluent requirements for discharging flow into the Flint River. It will also replace the decommissioned Land Application System (LAS) and the need for additional wetland capacity that would otherwise be necessary and reduce the inter-basin transfer of treated wastewater.

Another large project just getting underway is the [SMP 20-702] **Casey Influent Pump Stations** at a budgeted cost of \$6.6M. This project will replace the aging equipment with increased pumping capacity and ensure that redundancy and reliability are maintained.



Photo: Influent Pump Station

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 but funding is based on project progress and need in the upcoming fiscal year. The **Walnut Creek Lift Station Upgrade** project, with a budget of \$3.4M, 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 upcoming lift station upgrades will be those located at London and Cristi Courts with an estimated budget of \$1.2M. This project will replace components that are reaching end of life. It will also enlarge the pump enclosures to allow more space to maintain the equipment. Additionally, the size of the wet wells will be increased. Undersized wet wells put additional stress on pumps and decrease their useful life. The FY 2022 – 2023 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 2022 – 2023 budget will add \$18.8M in funding for seven projects under this construction line.

The [Single Points of Failure Elimination Study and Implementation](#) project [SMP 20-309] received \$2.95M of this year's funding. Each Water Production Plant (WPP) contains known single points of failure that will limit future maintenance activities and poses an operational risk. These points are being systematically identified and projects planned to address these areas.



The FY 2022 – 2023 budget provides \$750K in funding for three design initiatives that will lead to construction for the following projects, the [Northwest-College Park Booster Pump Station](#) project [SMP 20-312], the [Hooper 22 MGD Upgrade](#) project [SMP 20-304], and the [Hicks and Smith Chemical Feed System Storage and Replacement](#) project [SMP 20-308].

This year's budget also allocates \$8.8M for the [Hooper and Hicks Ultra-Violet System Upgrades Construction](#). This project will replace the UV Systems at both Hooper and Hicks Water Production Plants as the current systems have reached their useful life.



The [Jonesboro and Noah's Ark Repump Station](#) project [SMP 20-311] will receive \$5.2M from the FY 2022 – 2023 budget. This project consists of adding backup generators to the Noah's Ark building and Jonesboro pump station. It also includes pump and motor replacements, valve replacements, and the addition of Variable Frequency Drives (VFD's).

The current year budget also includes \$1.1M for the construction of the [Hooper Chemical Feed System Storage Replacement](#) project [SMP 20-308].



This main construction line also received funding from the FY 2021 – 2022 budget surplus of \$1.0M for the [Hooper 22 MGD Upgrade – Construction](#) project [SMP 20-304] and \$125K for the [Smith UV System Upgrades Implementation](#) project [SMP20-302].

RE233 – SHOAL CREEK WATER RECLAMATION FACILITY MODIFICATIONS

This construction line contains projects related to the modification of the Shoal Creek Water Reclamation Plant from a separate treatment facility into a pump and conveyance station. The FY 2022 – 2023 budget approved \$100K for the [Shoal Creek Water Reclamation Facility Improvements Assessment](#).

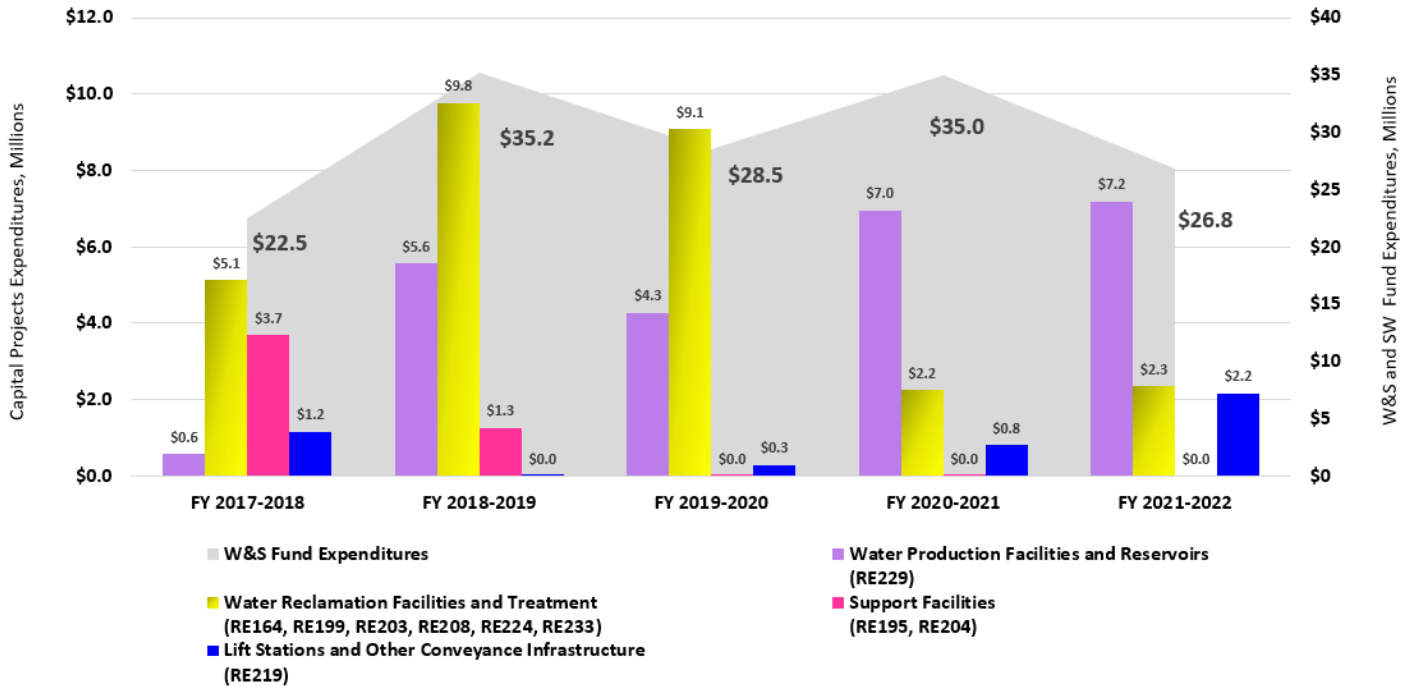
RE234 – HQ BATTLE CREEK PARKING LOT AND WAREHOUSE MODIFICATION

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. No additional funds were added from the FY 2022 – 2023 budget.

SUMMARY OF FACILITY IMPROVEMENTS ANNUAL CAPITAL SPENDING



ANNUAL CAPITAL SPENDING

	FY 2017-2018	FY 2018-2019	FY 2019-2020	FY 2020-2021	FY 2021-2022
Total	\$26,400,653	\$39,219,101	\$32,992,536	\$39,731,884	\$32,548,669
W&S Fund Expenditures	\$22,521,830	\$35,202,878	\$28,467,246	\$35,007,579	\$26,798,740
Water Production Facilities and Reservoirs (RE229)	\$572,886	\$5,560,992	\$4,271,594	\$6,952,466	\$7,189,122
Water Reclamation Facilities and Treatment (RE164, RE199, RE203, RE208, RE224, RE233)	\$5,129,804	\$9,754,203	\$9,072,285	\$2,241,189	\$2,345,630
Support Facilities (RE195, RE204)	\$3,682,842	\$1,254,471	\$4,491	\$6,050	\$0
Lift Stations and Other Conveyance Infrastructure (RE219)	\$1,153,273	\$3,183	\$281,941	\$802,540	\$2,169,307
All Facility Improvement Projects	\$14,567,284	\$22,549,469	\$16,171,919	\$11,536,914	\$12,421,095

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 2022 – 2023 budget has funding of \$156K for the purchase and implementation of [OpenGov Budget Software](#). Funding of \$620K from the FY 2021 – 2022 budget was allocated to this construction line for various office and building renovations.



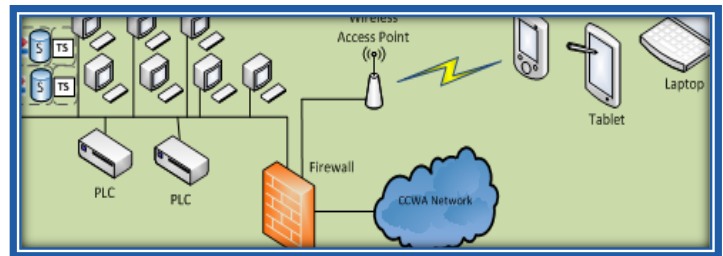
RE184 – STRATEGIC MASTER PLAN

This Renewal and Extension line holds funding for consulting services for evaluations, assessments and studies that support the five-year updates to the Strategic Master Plan [SMP]. The FY 2018 – 2019 Budget funded the **2020 Strategic Master Plan**, which was completed in FY 2019 – 2020 and implemented as part of the FY 2020 – 2021 budget. This line received no funding from the FY 2022 – 2023 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 2022 – 2023 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. This construction line is expected to be closed in the upcoming fiscal year.

RE222 – COMPANYWIDE SECURITY – [SMP 20-138]



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.

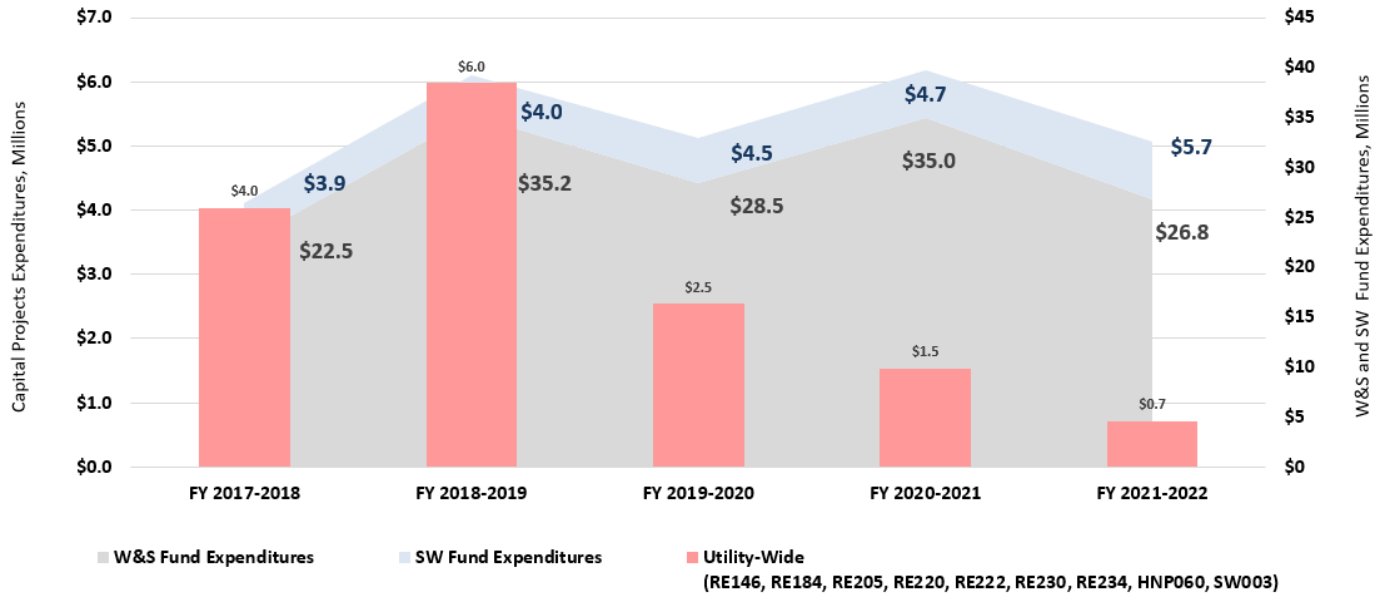
The annual funding target for this construction line is \$1.0M. No funds were allotted from the FY 2022 – 2023 budget but \$1.0M was allocated from the FY 2021 – 2022 budget surplus for security projects needed during the upcoming fiscal year.



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 [Network Facilities Upgrade](#) project received \$500K in the FY 2022 – 2023 budget.

SUMMARY OF UTILITY-WIDE IMPROVEMENTS ANNUAL CAPITAL SPENDING



ANNUAL CAPITAL SPENDING	FY 2017-2018	FY 2018-2019	FY 2019-2020	FY 2020-2021	FY 2021-2022
Total	\$26,400,653	\$39,219,101	\$32,992,536	\$39,731,884	\$32,548,669
W&S Fund Expenditures	\$22,521,830	\$35,202,878	\$28,467,246	\$35,007,579	\$26,798,740
SW Fund Expenditures	\$3,878,823	\$4,016,223	\$4,525,290	\$4,724,305	\$5,749,928
Utility-Wide (RE146, RE184, RE205, RE220, RE222, RE230, RE234, HNP060, SW003)	\$4,028,479	\$5,976,620	\$2,541,608	\$1,534,668	\$717,036



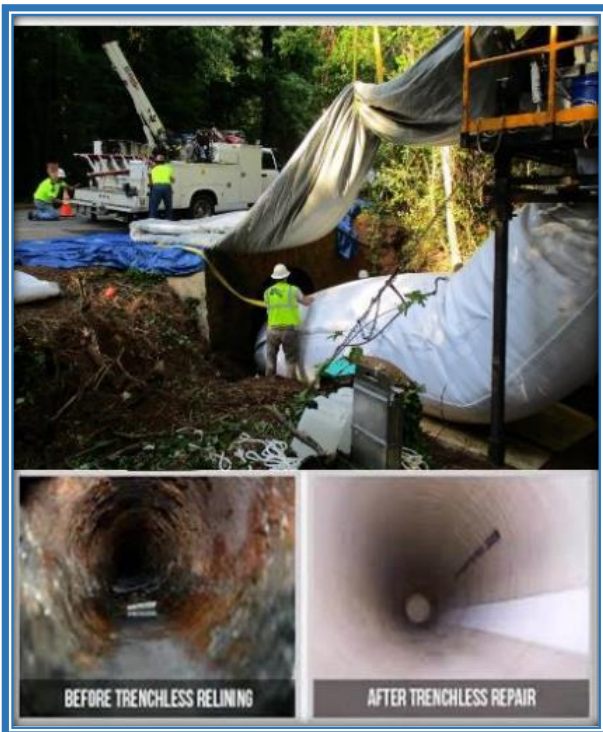
Capital Project Funding FY 2022 – 2023 – By Stormwater Fund Main Construction Line

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, \$26.5M has been spent and 17.5 miles of stormwater infrastructure renewed at an average cost of \$293 per linear foot.

	SW-004			SW-005			Sum of All Years		
	LF	Total \$	\$/LF	LF	Total \$	\$/LF	LF	Total \$	\$/LF
FY 2021	3,330	\$ 989,570	\$292.03	12028	\$ 2,904,916	\$249.89	15,358	\$ 3,894,486	\$270.96
FY 2020	4,940	\$ 1,033,997	\$209.31	11723	\$ 2,829,710	\$241.38	16,663	\$ 3,863,707	\$225.35
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	29,073	\$ 8,088,922	\$284.35	63,295	\$18,454,839	\$300.86	92,368	\$ 26,543,761	\$292.61

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 2022 – 2023 budget includes funding for pipe renewal. Additional capital work planned includes major repairs and replacement of culverts throughout the county. These major culvert and replacement projects will be funded by a \$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 2022 – 2023 budget will fund \$1.5M of **Stormwater Cured-In-Place Pipe improvements** at a cost of \$300 per linear foot, approximately 5,000 feet, or a little less than 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 2022 – 2023 budget will fund \$2.1M of **Removal and Replacement** projects. At \$300 per linear foot, approximately 7,138 feet, or over 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 repairs 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 2022 – 2023 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 2022 – 2023 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 two 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 2022 – 2023 budget allocated no additional funding for Watershed Improvement projects under this main construction line.

SGE001 – GEFA LOAN 1 – STORMWATER CULVERT REPLACEMENTS – [SMP 20-207]

This construction line was set up to track infrastructure replacement projects that are funded by a \$10M Georgia Environmental Finance Authority (GEFA) loan. These projects were too large in scope and cost to be funded from the Stormwater annual capital budget as it would not allow the Stormwater Fund to provide the much-needed typical infrastructure work for County residents. Overall, nine creek culverts will be replaced or repaired using GEFA funding.

The **Creek Culverts Replacement** project is budgeted at \$6.9M and will replace culverts at Flat Shoals Road, Pineridge Road, Cynthia Lane, and three locations along Southlake Parkway.

The estimated budget for the **Creek Culvert Repairs** project is \$717K and will repair failing wingwalls, foundation scour, and downstream erosion at Rock Cut Road and Walt Stephens Road.



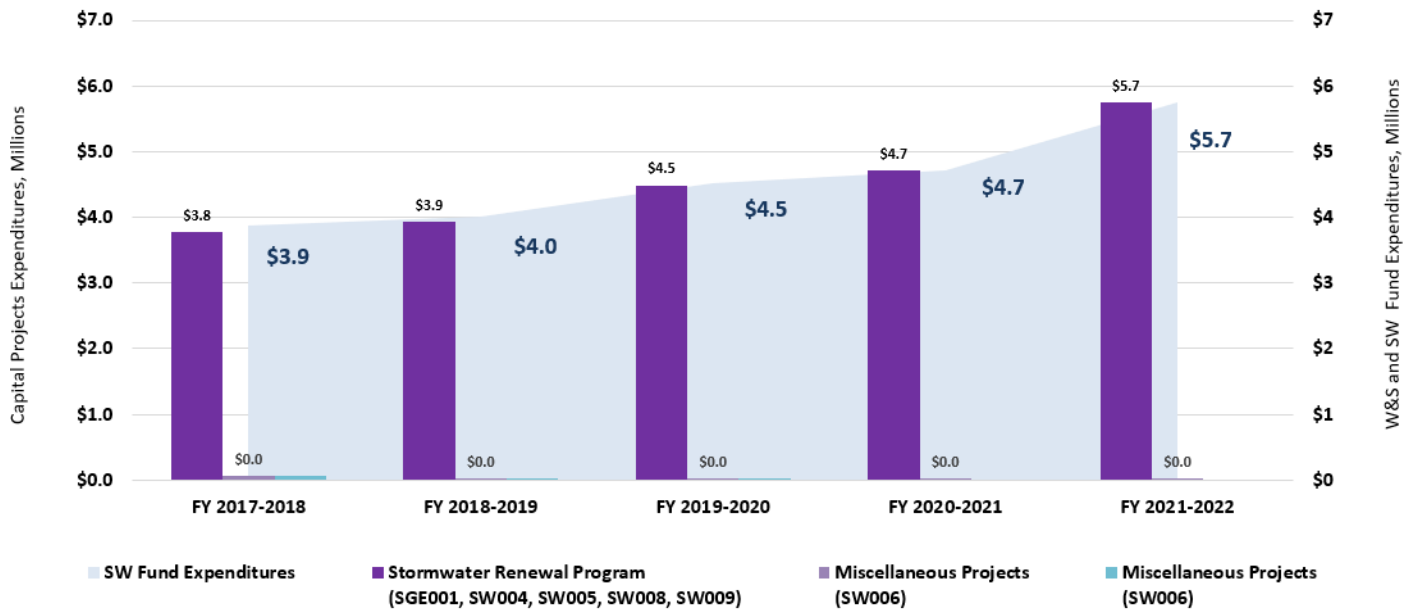
Photo: Creek Culvert Repairs – Rock Cut Road



Photo: Creek Culvert Repairs – Walt Stephens Road



SUMMARY OF STORMWATER ANNUAL CAPITAL SPENDING



ANNUAL CAPITAL SPENDING

	FY 2017-2018	FY 2018-2019	FY 2019-2020	FY 2020-2021	FY 2021-2022
Total	\$26,400,653	\$39,219,101	\$32,992,536	\$39,731,884	\$32,548,669
SW Fund Expenditures	\$3,878,823	\$4,016,223	\$4,525,290	\$4,724,305	\$5,749,928
Stormwater Renewal Program (SGE001, SW004, SW005, SW008, SW009)	\$3,773,716	\$3,929,828	\$4,485,222	\$4,706,594	\$5,741,388
Miscellaneous Projects (SW006)	\$62,250	\$5,355	\$8,343	\$16,444	\$6,807





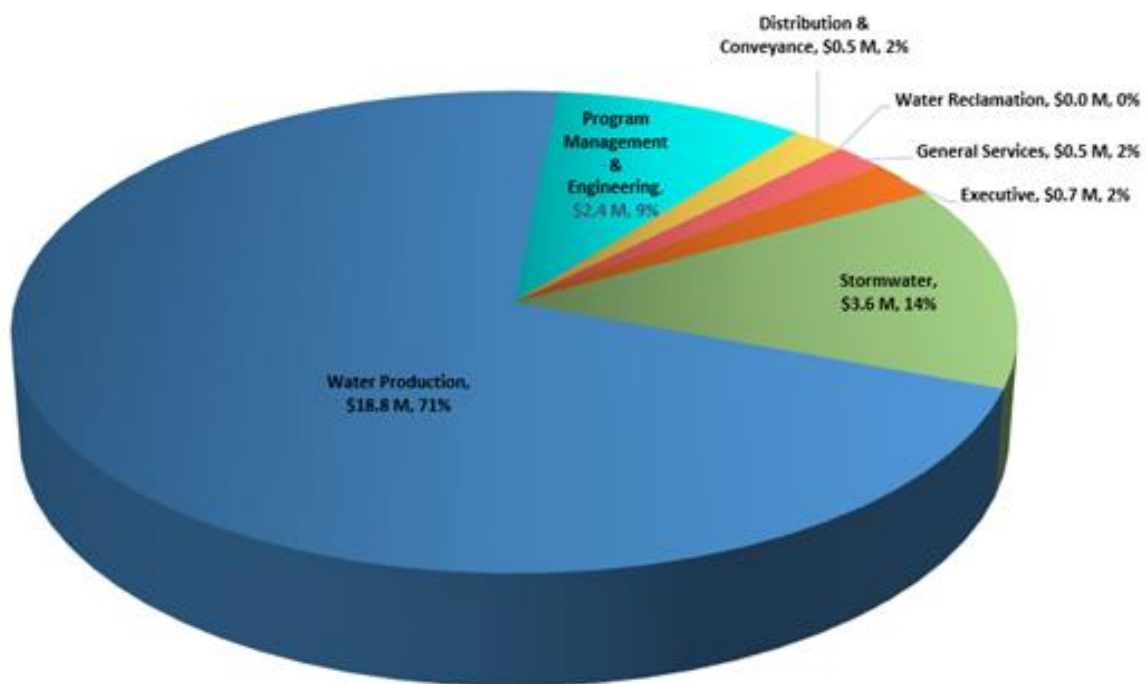
Capital Project FY 2022 – 2023 Budget Funding Summary

Water and Sewer Fund - Renewal and Extension Fund

Construction Line	Project Description	Amount Budgeted
[RE146]	[WP 2021-05] Open Gov Budget Software	\$ 155,600
[RE174]	[SMP 20-601] Galvanized Water Main Replacement	1,500,000
[RE199]	[SMP 20-610][WP 2022-08] Sewer Model Update (Casey Basin)	300,000
[RE219]	[SMP 20-910][WP 2020-04] London and Cristi Court Lift Station Rehabilitation	500,000
[RE223]	[SMP 20-608][WP 2022-07] Large Diameter Sewer Main Replacement	500,000
[RE229]	[SMP 20-309][WP 2021-20] Single Points of Failure Elimination Study and Implementation	2,950,000
[RE229]	[SMP 20-312][WP 2022-16] Northwest/College Park Booster Pump Station Design	300,000
[RE229]	[SMP 20-302][WP 2021-16] Hooper and Hicks UV System Upgrades Construction	8,800,000
[RE229]	[SMP 20-308][WP 2021-19] Hooper Chemical Feed System Storage Replacement Construction	1,088,620
[RE229]	[SMP 20-304][WP 2021-17] Hooper 22 MGD Upgrade Design	200,000
[RE229]	[SMP 20-311/ SMP 20-318][WP 2021-22] Jonesboro and Noah's Ark RPS Improvements Construction	5,170,280
[RE229]	[SMP 20-308][WP 2022-15] Hicks and Smith Chemical Feed System Storage and Replacement Design	250,000
[RE230]	[WP 2022-05] Network Facilities Upgrade	500,000
[RE232]	[SMP 20-602] Large Meter Replacements	500,000
[RE233]	Shoal Creek WRF Improvements Assessment	100,000
Total Capital Projects		\$ 22,814,500

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)	2,141,365
Total Capital Projects		\$ 3,641,365





Renewal and Extension Funded Projects

FUNDING SOURCES

REVENUE SOURCES

AMOUNT

Other Financing Sources:

Interfund Transfers from Revenue
Fund

\$ 22,814,500

Total Funding Sources

\$ 22,814,500

PROJECTS

BUDGET UNIT

GENERAL PROJECT DESCRIPTION

AMOUNT

Information Technology	Network Facilities Upgrade [WP 2021-05]	\$ 500,000
Finance	Open Gov Budget Software	155,600
Water Production Manager	Single Points of Failure Elimination Study and Implementation [WP 2021-20] [SMP 20-309]	2,950,000
Water Production Manager	Northwest/College Park Booster Pump Station Design [WP 2022-16] [SMP 20-312]	300,000
Jonesboro Pumping Station	Hooper/Hicks UV System Upgrades – Construction [WP 2021-16] [SMP 20-302]	8,800,000
W.J. Hooper Water Plant	Hooper 22 MGD Upgrade - Design [WP 2021-17] [SMP 20-304]	200,000
W.J. Hooper Water Plant	Hooper Chemical Feed System Storage Replacement - Construction [WP 2021-19] [SMP 20-308]	1,088,620
Jonesboro Pumping Station	Jonesboro and Noah's Ark RPS Improvements - Construction [WP 2021-22] [SMP 20-311]	5,170,280
Hicks Water Production Facility	Hicks and Smith Chemical Feed System Storage and Replacement - Design [WP 2022-15] [SMP 20-308]	250,000
Program Mgmt. & Eng. Dept Mgr.	Sewer Model Update (Casey Basin) [WP 2022-08] [SMP 20-610]	300,000
Program Mgmt. & Eng. Dept Mgr.	Shoal Creek WRF Improvements Assessment	100,000
Construction Services	Galvanized Water Main Replacement [SMP 20-601]	1,500,000
Construction Services	Large Diameter Sewer Main Replacement [WP 2022-07] [SMP 20-608]	500,000
D&C Department Manager	Large Meter Replacements [SMP 20-602]	500,000
Sewage Lift Station	London Court and Cristi Court Lift Station Rehabilitation [WP 2020-04] [SMP 20-910]	500,000

Total Projects

\$ 22,814,500



Renewal and Extension Funded Projects – Detail by Project

Network Facilities Upgrade [WP 2022-05]

Department: Executive

Fund: R & E

Budget Unit: Information Technology

Utility: Water / Sewer

[WP 2022-05] Network Facilities Upgrade - \$500,000

DESCRIPTION OF PROJECT

These funds will be used to improve the facilities where the Information Technology equipment is put in to service. Our current facilities have a lack of space, there is limited cooling, inefficient battery power, missing surge protection and a lack of physical security controls. The purpose of this money is to improve this for all facilities.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

	<u>Available</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Project Funding	\$ -	\$ 500,000	\$ 500,000	\$ 500,000	\$ -	\$ -
Impact to Operating Budget	-	-	50,000	50,000	50,000	50,000
Total Financial Impact	\$ -	\$ 500,000	\$ 550,000	\$ 550,000	\$ 50,000	\$ 50,000

IMPACT ON OPERATING BUDGET

This project is upgrade of existing infrastructure and will have a neutral impact to the operating budget. Annual maintenance for hardware is estimated at 10% of project cost, \$50K for this project.





Open Gov Budget Software [WP 2021-05]

Department: Executive

Fund: R & E

Budget Unit: Finance

Utility: Water / Sewer

[WP 2021-05] Open Gov Budget Software - \$155,600

DESCRIPTION OF PROJECT

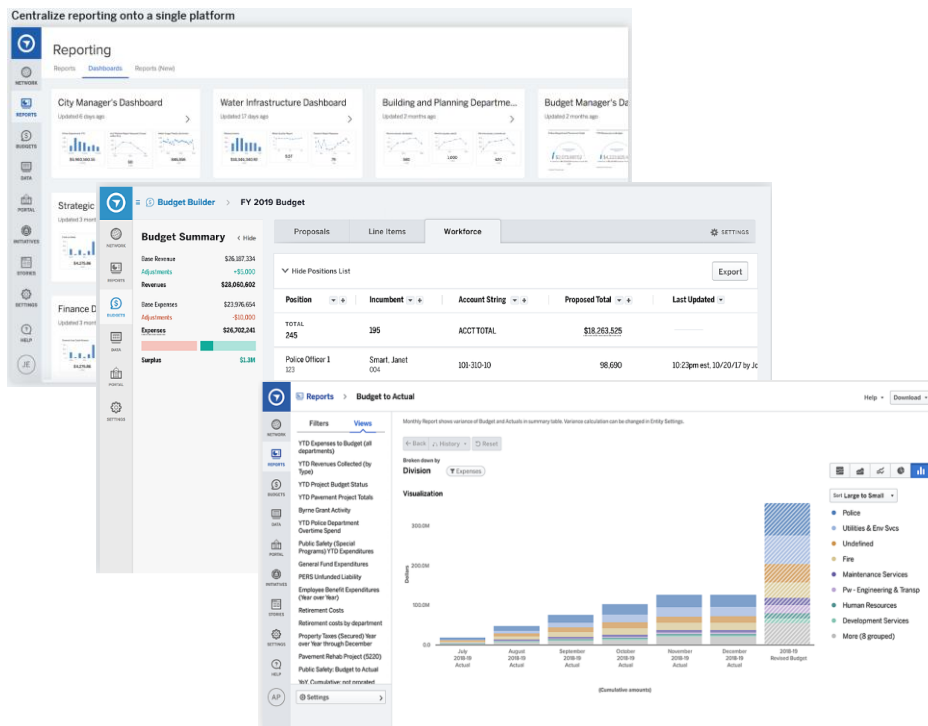
This initiative would integrate OpenGov, a budgeting and planning software, with JD Edwards ERP. This new software would allow our budget processes to be more automated, help with personnel cost forecasting, capital budget forecasting and make reporting capabilities more robust. OpenGov should improve 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>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Project Funding	\$ -	\$ 155,400	\$ -	\$ -	\$ -	\$ -
Impact to Operating Budget	-	-	90,600	90,600	90,600	90,600
Total Financial Impact	\$ -	\$ 155,400	\$ 90,600	\$ 90,600	\$ 90,600	\$ 90,600

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. Labor savings is estimated at 60 hours at an average of \$40/hr ~\$2,400 annually.





Single Points of Failure Elimination Study and Implementation [WP 2021-20] [SMP 20-309]

Department: Water Production

Fund: R & E

Budget Unit: Water Production Manager

Utility: Water / Sewer

[WP 2021-20] [SMP 20-309] Single Points of Failure Elimination Study and Implementation - \$2,950,000

DESCRIPTION OF PROJECT

This study is to identify single points of failure for the Hicks and Smith WTP. 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. The single points of failure study at the Hooper WTP is currently being done. The implementation will start after the study is completed.

[SMP 20-309]

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

	<u>Available</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Project Funding	\$ -	\$ 950,000	\$ 2,000,000	\$ -	\$ -	\$ -
Impact to Operating Budget	-	-	-	-	-	-
Total Financial Impact	\$ -	\$ 950,000	\$ 2,000,000	\$ -	\$ -	\$ -

IMPACT ON OPERATING BUDGET

This is an assessment that will determine the capital projects needed. The projects defined by the study will impact the operating budget. The change in operating budget but cannot be calculated until the projects are identified.





Northwest/College Park Booster Pump Station Design [WP 2022-16] [SMP 20-312]

Department: Water Production

Fund: R & E

Budget Unit: Water Production Manager

Utility: Water / Sewer

[WP 2022-16] [SMP 20-312] Northwest/College Park Booster Pump Station Design - \$300,000

DESCRIPTION OF PROJECT

Hydraulic analysis verified the need for a new booster pump station to service the Northwest and College Park service areas. The booster pump will increase pressure in this area and allow the pumps at the Morrow Re-Pump station to operate at a lower pressure, which in turn will help to reduce system pressure in the Central portion of the water system. \$300,000 is the design phase of this project.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

	<u>Available</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Project Funding	\$ -	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -
Impact to Operating Budget	-	-	-	-	-	50,000
Total Financial Impact	\$ -	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ 50,000

IMPACT ON OPERATING BUDGET

The operating budget will not be impacted by the design work completed during this phase of the project. The new pump station will impact on the operating budget due to changes in energy cost. This will not happen until after construction which will be after 2025.





Hooper 22 MGD Upgrade - Design [WP 2021-17] [SMP 20-304]

Budget Unit: **W.J. Hooper Water Plant**

Utility: **Water / Sewer**

[WP 2021-17] [SMP 20-304] Hooper 22 MGD Upgrade - Design - \$200,000

DESCRIPTION OF PROJECT

This project will look to increase the full treatment plant to 22 million gallons a day (MGD). This project will evaluate the potential energy and cost savings by installing Variable Frequency Drives (VFDs) at all pumps along with adding treatment processed to obtain the 22 MGD flow rate. Future demands have indicated that the additional 2 MGD will be needed. The \$200,000 will be added to the funds for the Design phase of this project.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

	<u>Available</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Project Funding	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -
Impact to Operating Budget	-	-	-	-	-	-
Total Financial Impact	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -

IMPACT ON OPERATING BUDGET

The operating budget will not be impacted by the design work done during this phase of the project. The design will include an estimate of the actual upgrade when construction is completed after the 2025-2026 fiscal year. Because the plan will accomodate a higher volume of flow, both chemical and energy costs will increase.





Hooper Chemical Feed System Storage Replacement – Construction [WP 2021-19] [SMP 20-308]

Department: Water Production

Fund: R & E

Budget Unit: W.J. Hooper Water Plant

Utility: Water / Sewer

[WP 2021-19] [SMP 20-308] Hooper Chemical Feed System Storage Replacement - Construction - \$1,088,620

DESCRIPTION OF PROJECT

This Project will look replacing chemical storage tanks at the Hooper WTP. Which will include ACH, Sulfuric Acid, Purate, Sodium Hypochlorite, and Phosphoric Acid. The chemical transfer pumps will also be evaluated to determine if they will need to be replaced as well. The design and evaluation is currently being performed and this cost is for the construction piece of this project.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

	<u>Available</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Project Funding	\$ -	\$ 1,088,620	\$ -	\$ -	\$ -	\$ -
Impact to Operating Budget	-	-	500	500	500	500
Total Financial Impact	\$ -	\$ 1,088,620	\$ 500	\$ 500	\$ 500	\$ 500

IMPACT ON OPERATING BUDGET

This project is upgrade of existing infrastructure and will have a neutral impact to the operating budget. The cost estimated to clean and maintain tank and area is approximately \$500 annually.





Hooper and Hicks UV System Upgrades - Construction [WP 2021-16] [SMP 20-302]

Department: Water Production

Fund: R & E

Budget Unit: W.J. Hooper Water Plant

Utility: Water / Sewer

[WP 2021-16] [SMP 20-302] Hooper/Hicks UV System Upgrades - Construction - \$8,800,000

DESCRIPTION OF PROJECT

Based on the results of the UV Disinfection Improvement study, It was deemed that the UV Systems at all plants have reached their useful life and the cost of fixing the current issues were similar to the upgrade cost. Therefore, it was deemed to upgrade the UV systems at Hicks and Hooper WTP's, and this will also allow us to gain additional credits for disinfection. Design for this project is currently being completed and is in the 60% design phase.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

	<u>Available</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Project Funding	\$ -	\$ 6,800,000	\$ 2,000,000	\$ -	\$ -	\$ -
Impact to Operating Budget	-	-	-	(5,000)	(5,000)	(5,000)
Total Financial Impact	\$ -	\$ 6,800,000	\$ 2,000,000	\$ (5,000)	\$ (5,000)	\$ (5,000)

IMPACT ON OPERATING BUDGET

The impact on the operating budget for this project will be a decrease due to less maintenance and energy cost of a new system. This financial change is estimated at a savings of \$5,000 annually.





Jonesboro/Noah's Ark RPS Improvements – Construction [WP 2021-22] [SMP 20-311]

Department: Water Production

Fund: R & E

Budget Unit: Jonesboro Pumping Station

Utility: Water / Sewer

[WP 2021-22] [SMP 20-311] Jonesboro/Noah's Ark Repump Station (RPS) Improvements - Construction - \$5,170,280

DESCRIPTION OF PROJECT

Design is currently being completed for this project. This project consists of adding backup generators to Noah's Ark building #1 and Jonesboro pump station. It also includes pump and motor replacements, the addition of Variable Frequency Drives (VFD's) and valve replacements. These funds are for the construction piece of this project and will start after completion of the design.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

	<u>Available</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Project Funding	\$ -	\$ -	\$ 5,170,280	\$ -	\$ -	\$ -
Impact to Operating Budget	-	-	-	(5,000)	(5,000)	(5,000)
Total Financial Impact	\$ -	\$ -	\$ 5,170,280	\$ (5,000)	\$ (5,000)	\$ (5,000)

IMPACT ON OPERATING BUDGET

This project replaces existing infrastructure and will have a net impact on the operating budget of less than \$5,000 as expenses should be reduced due to the pump stations running more efficiently.





Hicks/Smith Chemical Fed System Storage and Replacement Design [WP 2022-15] [SMP 20-308]

Department: Water Production

Fund: R & E

Budget Unit: Hicks Water Production Facility

Utility: Water / Sewer

[WP 2022-15] [SMP 20-308] Hicks/Smith Chemical Fed System Storage and Replacement Design - \$250,000

DESCRIPTION OF PROJECT

Currently, an evaluation is being completed to help go into design for the Hicks and Smith Chemical Storage tanks replacement project. This is similar to the Hooper Project and will look at replacing all liquid storage tanks. These funds are allocated for the design piece of this project.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

	<u>Available</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Project Funding	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ -
Impact to Operating Budget	-	-	-	-	-	-
Total Financial Impact	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ -

IMPACT ON OPERATING BUDGET

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





Sewer Model Update (Casey Basin) [WP 2022-08] [SMP 20-610]

Department: Engineering

Fund: R & E

Budget Unit: Program Mgmt & Eng. Dept Mgr

Utility: Water / Sewer

[WP 2022-08] [SMP 20-610] Sewer Model Update (Casey Basin) - \$300,000

DESCRIPTION OF PROJECT

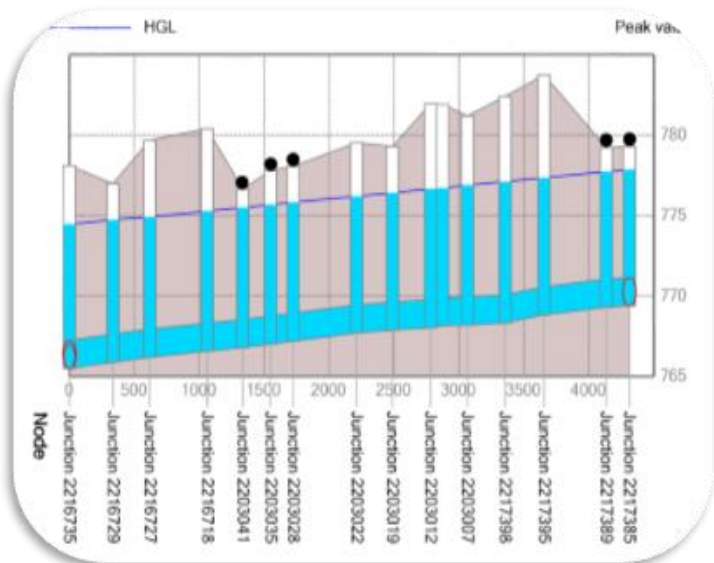
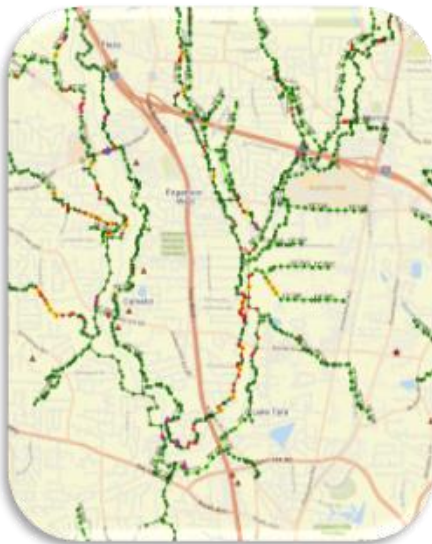
A calibrated sewer model was developed in 2015-2016 based on a comprehensive flow monitoring project in the W.B. Casey WRRF basin. This model has been utilized for multiple things, but primarily has been a tool to determine appropriate sizing of pipes for sewer replacement projects. Since 2015, CCWA has been completing a number of replacement projects, primarily in the W.B. Casey WRRF basin. All of the GEFA funded large sewer replacement projects are located in the W.B Casey WRRF basin and many of these projects have corrected capacity deficiencies in the system. Due to the substantive improvements that have been made in the system, CCWA would like to develop an updated capacity model of this basin.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

	<u>Available</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Project Funding	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -
Impact to Operating Budget	-	-	-	-	-	-
Total Financial Impact	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -

IMPACT ON OPERATING BUDGET

This initiative is to upgrade an existing model used to prioritize replacement of sewer pipe infrastructure; it will not have an impact on the operating budget.





Shoal Creek WRF Improvements Assessment

Department: Engineering

Fund: R & E

Budget Unit: Program Mgmt & Eng. Dept Mgr

Utility: Water / Sewer

Shoal Creek WRF Improvements Assessment - \$100,000

DESCRIPTION OF PROJECT

This project is to do an evaluation to determine near-term improvements that need to be made at the Shoal Creek Water Reclamation Facility.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1							
	<u>Available</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</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.





Galvanized Water Main Replacement [SMP 20-601]

Department: Engineering

Fund: R & E

Budget Unit: Construction Services

Utility: Water / Sewer

[SMP 20-601] Galvanized Water Main Replacement - \$1,500,000

DESCRIPTION OF PROJECT

This project is a continuation of a long-term annual program that replaces galvanized steel water mains throughout the County. When these pipes age they cause a number of problems within our distribution system. We replace the galvanized lines with ductile iron pipe or 2" copper, based on customer service needs and fire protection. The cost to replace this pipe is approximately \$100 per ft. This amount budgeted will replace approximately 2.84 miles of galvanized pipe.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

	<u>Available</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Project Funding	\$ -	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000
Impact to Operating Budget	-	8,100	16,200	24,300	32,400	40,500
Total Financial Impact	\$ -	\$ 1,508,100	\$ 1,516,200	\$ 1,524,300	\$ 1,532,400	\$ 1,540,500

IMPACT ON OPERATING BUDGET

The impact on the operating budget for this year's investment of \$1,500,000 will consist of general maintenance of the replaced existing infrastructure of 2.84 miles of pipe (~15,000 ft.) is \$8,100 (\$0.54/ft.).





Large Diameter Sewer Main Replacement [WP 2022-07][SMP 20-608]

Department: Engineering

Fund: R & E

Budget Unit: Construction Services

Utility: Water / Sewer

[WP 2022-07][SMP 20-608] Large Diameter Sewer Main Replacement - \$500,000

DESCRIPTION OF PROJECT

Several large diameter sewer main replacement projects are in the planning phase. These funds are to perform the design and survey services needed for the Flint River East Outfall Phase 2 and Camp Creek Outfall Phase 1 projects.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

	<u>Available</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Project Funding	\$ -	\$ 500,000	\$ -	\$ 500,000	\$ -	\$ -
Impact to Operating Budget	-	-	-	-	-	-
Total Financial Impact	\$ -	\$ 500,000	\$ -	\$ 500,000	\$ -	\$ -

IMPACT ON OPERATING BUDGET

This is for the design and survey services phase of large diameter sewer main replacement projects and have no impact on the operating budget.





Large Meter Replacements [SMP 20-602]

Department: Distribution & Conveyance

Fund: R & E

Budget Unit: D&C Department Manager

Utility: Water / Sewer

[SMP20-602] 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>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</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.





London Court and Cristi Court Lift Station Rehabilitation [WP 2020-04] [SMP 20-910]

Department: General Services

Fund: R & E

Budget Unit: Sewage Lift Station

Utility: Water / Sewer

[WP 2020-04] [SMP 20-910] 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 one lift station located at London Court.
[SMP 20-910]

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

	<u>Available</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Project Funding	\$ 500,000	\$ 500,000	\$ 500,000	\$ -	\$ -	\$ -
Impact to Operating Budget	-	-	-	-	-	-
Total Financial Impact	\$ 500,000	\$ 500,000	\$ 500,000	\$ -	\$ -	\$ -

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	Type of Cost	Impact on Operating Budget				
			2023	2024	2025	2026	2027
[WP 2022-05] Network Facilities Upgrade	\$ 500,000	M	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
[WP 2021-05] Open Gov Budget Software	155,600	M,L	90,600	90,600	90,600	90,600	90,600
[SMP 20-610][WP 2022-08] Sewer Model Update (Casey Basin)	300,000	A	-	-	-	-	-
[SMP 20-309][WP 2021-20] Single Points of Failure Elimination Study and Implementation	2,950,000	A,M,E	-	-	-	-	-
[SMP 20-302][WP 2021-16] Hooper and Hicks UV System Upgrades	8,800,000	M,E	-	(5,000)	(5,000)	(5,000)	(5,000)
[SMP 20-304][WP 2021-17] Hooper 22 MGD Upgrade Design	200,000	A	-	-	-	-	-
[SMP 20-311/ SMP 20-318][WP 2021-22] Jonesboro and Noah's Ark RPS Improvements Construction	5,170,280	M,E	-	(5,000)	(5,000)	(5,000)	(5,000)
[SMP 20-308][WP 2022-15] Hicks and Smith Chemical Feed System Storage and Replacement Design	250,000	A	-	-	-	-	-
[SMP 20-312][WP 2022-16] Northwest/College Park Booster Pump	300,000	A	-	-	-	-	-
[SMP 20-308][WP 2021-19] Hooper Chemical Feed System Storage Replacement Construction	1,088,620	M	500	500	500	500	500
Shoal Creek WRF Improvements Assessment	100,000	A	-	-	-	-	-
[SMP 20-601] Galvanized Water Main Replacement	1,500,000	M	8,100	16,200	24,300	32,400	40,500
[SMP 20-602] Large Meter Replacements	500,000	M	-	233	466	699	932
[SMP 20-608][WP 2022-07] Large Diameter Sewer Main Replacement Design and Survey	500,000	A	-	-	-	-	-
[SMP 20-910][WP 2020-04] London and Cristi Court Lift Station Rehabilitation Evaluation, Design, and Bid	500,000	A	-	-	-	-	-
Total FY 2022-2023 Capital Project Funding	\$22,814,500						
Net Increase/(Decrease) to Operating Budget			\$149,200	\$147,533	\$155,866	\$164,199	\$172,532

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	\$ 3,641,365
Total Funding Sources	\$ 3,641,365

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)	2,141,365
Total Projects		\$ 3,641,365



Cured in Place Pipe (CIPP) [SMP 20-207]

Department: Stormwater

Fund: Construction

Budget Unit: Stormwater Maintenance

Utility: Stormwater

[SMP 20-207] Cured In Place Pipe (CIPP) - \$1,500,000

DESCRIPTION OF PROJECT

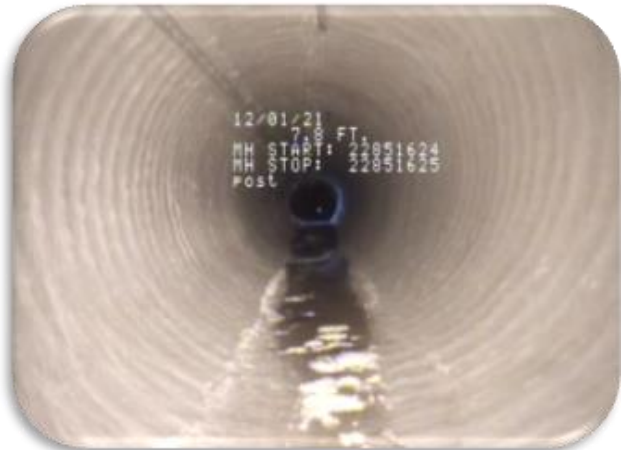
Cured in Place is a means of rehabilitating and restoring existing pipe by using a felt tube saturated with resin and coated with a waterproof layer. This tube is inserted into the existing pipe system and allowed to harden, essentially creating a new pipe. This work is performed by an outside annual 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.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

	<u>Available</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Project Funding	\$ 269,850	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000
Impact to Operating Budget	662	3,645	7,290	10,935	14,580	18,225
Total Financial Impact	\$ 270,512	\$ 1,503,645	\$ 1,507,290	\$ 1,510,935	\$ 1,514,580	\$ 1,518,225

IMPACT ON OPERATING BUDGET

The impact on the operating budget for this project will be neutral as it restores existing infrastructure. The cost to continue to maintain 4,500 feet of existing infrastructure is \$3,645 per year. (\$0.81/ft.)





Removal and Replacement (R/R) [SMP 20-207]

Department: Stormwater

Fund: Construction

Budget Unit: Stormwater Maintenance

Utility: Stormwater

[SMP 20-207] Removal and Replacement (R/R) - \$2,141,365

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 6,700 feet of pipe.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

	<u>Available</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Project Funding	\$ 585,772	\$ 2,057,717	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000
Impact to Operating Budget	1,581	5,427	10,613	15,799	20,985	26,171
Total Financial Impact	\$ 587,353	\$ 2,063,144	\$ 1,510,613	\$ 1,515,799	\$ 1,520,985	\$ 1,526,171

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 6,700 linear feet at \$0.81/LF of stormwater pipe is \$5,427.





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	2023	2024	2025	2026	2027
Cured In Place Pipe (CIPP)	\$ 1,500,000	M	\$ 3,645	\$ 7,290	\$ 10,935	\$ 14,580	\$ 18,225
Removal and Replacement (R/R)	2,141,365	M	5,427	10,613	15,799	20,985	26,171
Total FY 2022-2023 Capital Project Funding	\$ 3,641,365						
Net Increase/(Decrease) to Operating Budget			\$ 9,072	\$ 17,903	\$ 26,734	\$ 35,565	\$ 44,396

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 while 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, expenses, 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, expenses, 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 can 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 principal 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 retain treasury and financial 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, Federal and State regulations for investing public funds along with 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 with a unit price of five hundred dollars (\$500) or more with an aggregate value of \$4,999, 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 over \$50,000 shall apply.
- Purchases shall follow 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. 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 more than \$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. Most of this information is taken from the Authority's most recent Annual Comprehensive 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. Demographic statistics are taken from the most recent Clayton County General Government's Annual Comprehensive Financial Report or the Bureau of Labor Statistics.

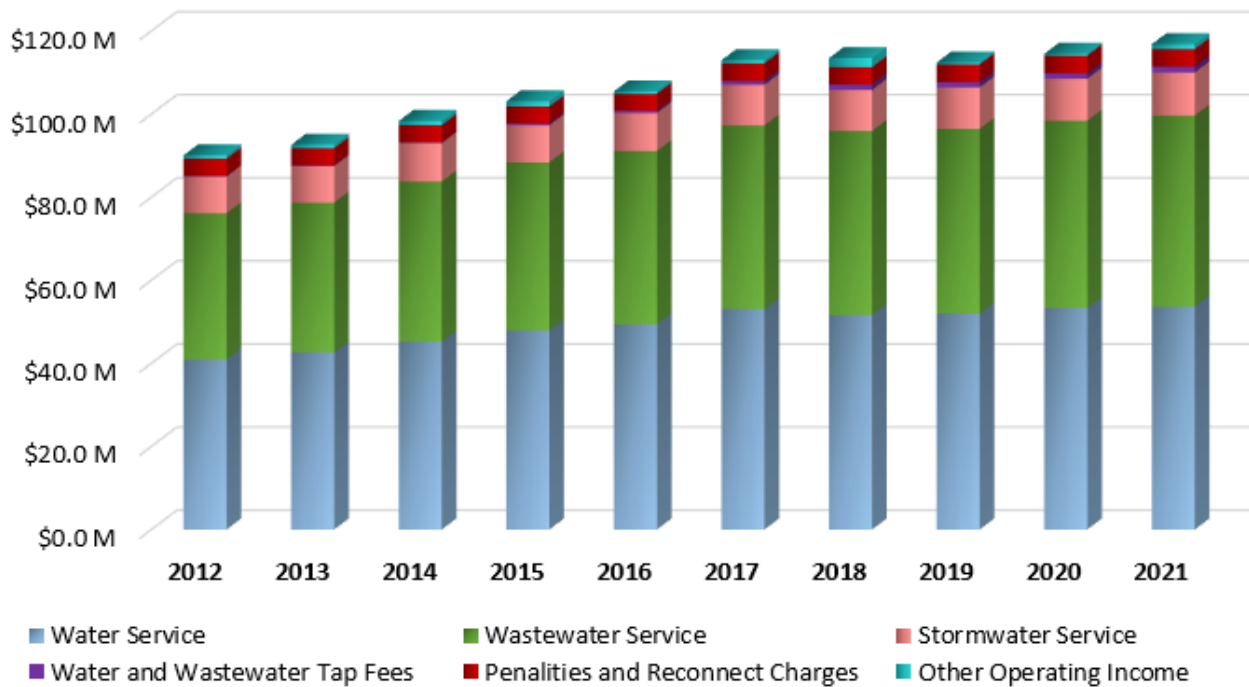


Operating Revenues by Source

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
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
2021	53,630,876	46,029,550	10,366,348	1,429,959	4,200,415	1,182,530	116,839,678



Source: CCWA Annual Comprehensive Financial Reports

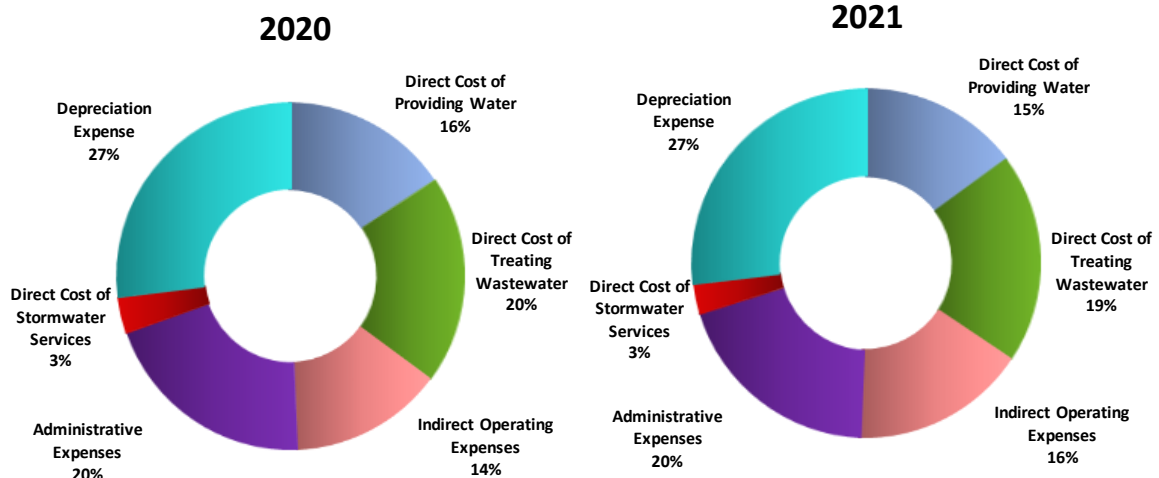
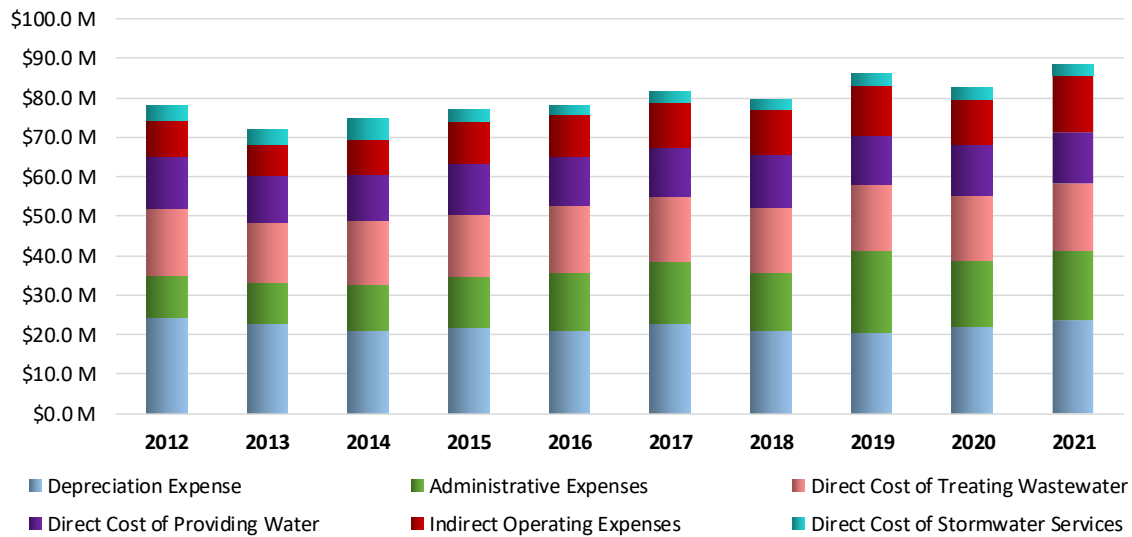


Operating Expenses by Function

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
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
2021	13,103,103	17,206,904	14,369,197	17,406,906	2,424,562	64,510,672	23,755,044	88,265,716





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%

Source: Bureau of Labor Statistics

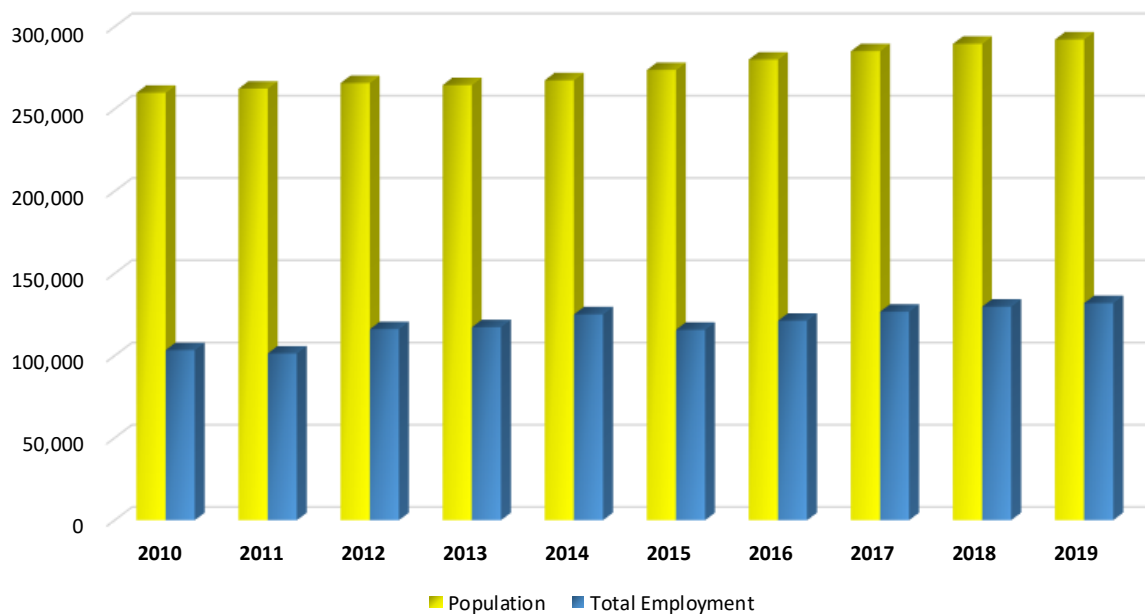


Selected Demographic and Economic Statistics

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



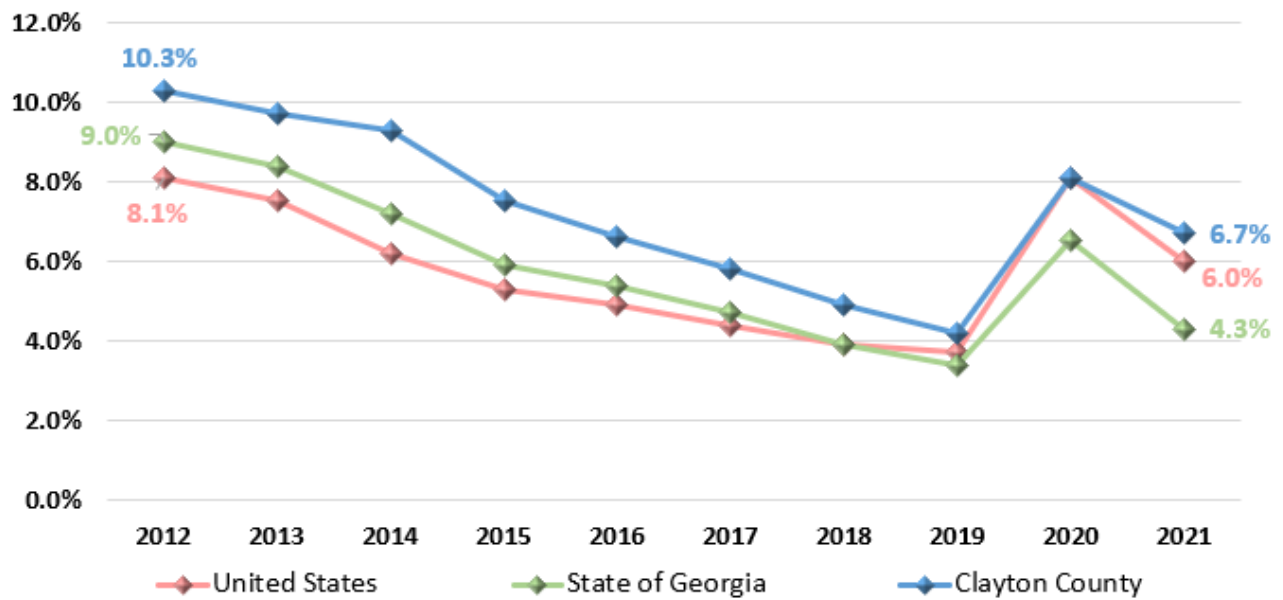
Source: Clayton County General Government Annual Comprehensive Financial Report (FYE June 30, 2021)



Unemployment Rates

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

Unemployment Rate	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
United States	8.1%	7.5%	6.2%	5.3%	4.9%	4.4%	3.9%	3.7%	8.1%	6.0%
State of Georgia	9.0%	8.4%	7.2%	5.9%	5.4%	4.7%	3.9%	3.4%	6.5%	4.3%
Clayton County	10.3%	9.7%	9.3%	7.5%	6.6%	5.8%	4.9%	4.2%	8.1%	6.7%



Source: Georgia Department of Labor (DOL)

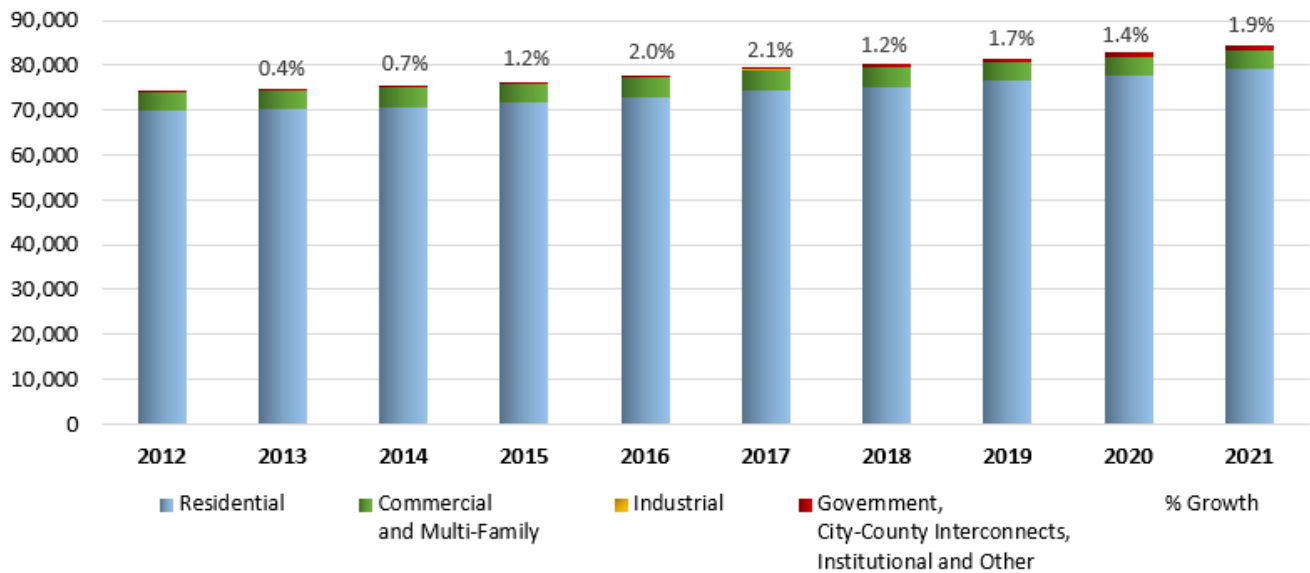


Number of Stormwater Customers by Type

NUMBER OF STORMWATER CUSTOMERS BY TYPE

Last Ten Fiscal Years

Fiscal Year	Residential	Commercial and Multi-Family	Industrial	Government, City-County Interconnects, Institutional and Other	Total Stormwater Customers	% Growth
2012	69,831	4,286	47	284	74,448	
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%
2021	79,146	4,225	47	926	84,344	1.9%



Source: CCWA Annual Comprehensive Financial Reports and Operational Data

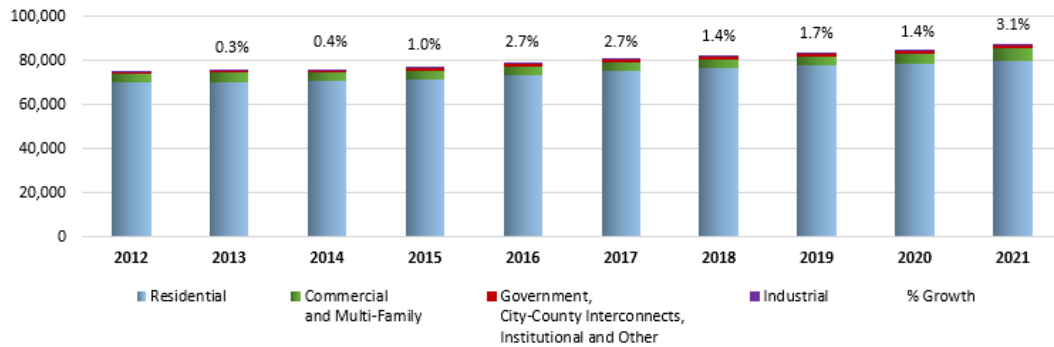


Number of Water and Wastewater Customers by Type

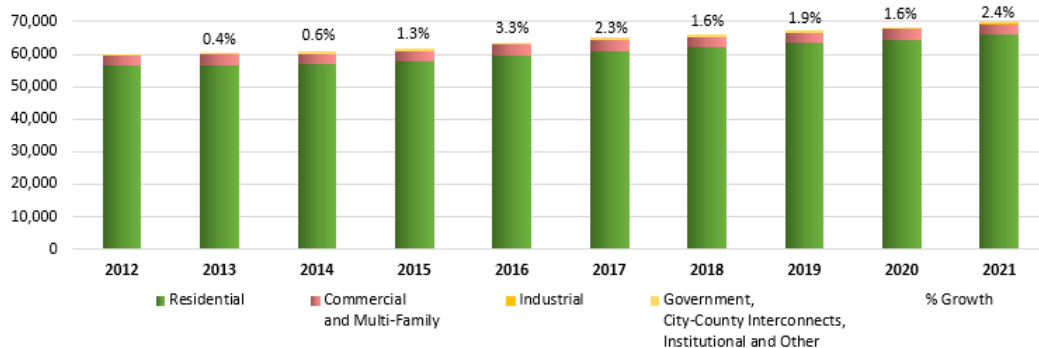
NUMBER OF WATER AND WASTEWATER CUSTOMERS BY TYPE

Last Ten Fiscal Years

Fiscal Year	Residential	Commercial and Multi-Family	Industrial	Government, City-County Interconnects, Institutional and Other	Total Water Customers	% Growth
2012	69,929	4,141	48	847	74,965	
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%
2021	79,989	5,298	76	1,375	86,738	3.1%



Fiscal Year	Residential	Commercial and Multi-Family	Industrial	Government, City-County Interconnects, Institutional and Other	Total Sewer Customers	% Growth
2012	56,387	3,241	34	526	60,188	
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%
2021	65,965	3,342	46	705	70,058	2.4%





Water and Wastewater Rates Per Thousand Gallons of Usage

WATER AND SEWER FUND

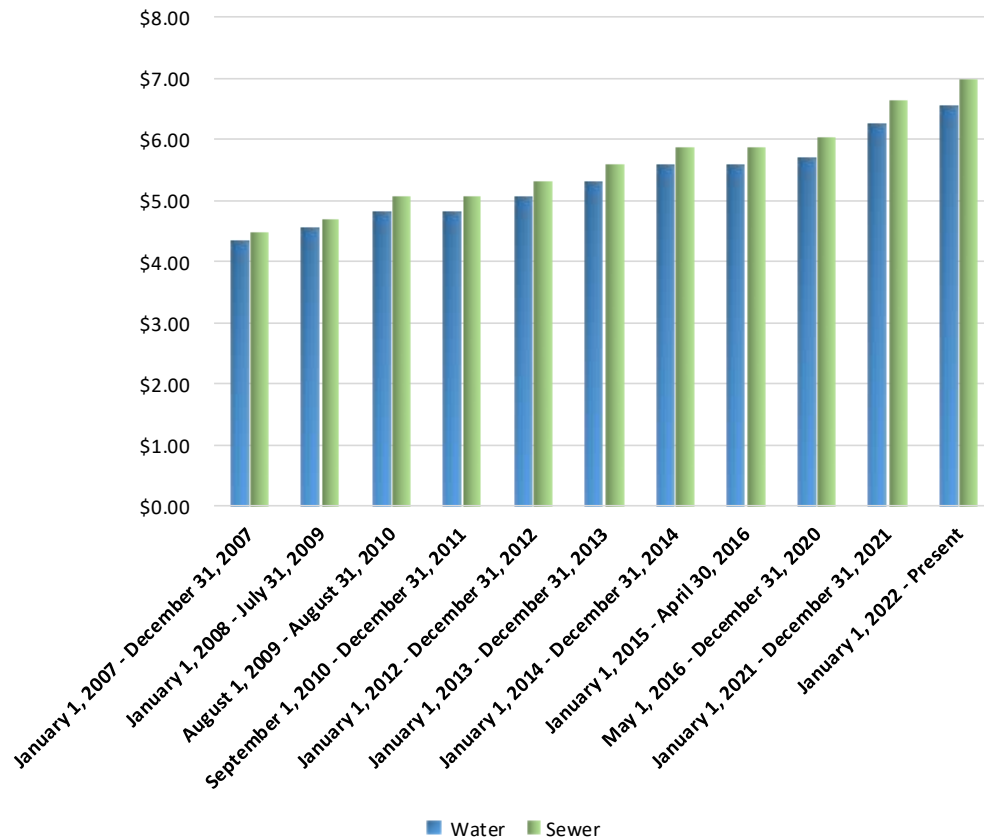
WATER AND SEWER RATES

Last Ten Fiscal Years

Period	<i>Per Thousand Gallons</i>	<i>Per Thousand Gallons</i>
	Water	Sewer
January 1, 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 - December 31, 2021	\$6.24	\$6.63
January 1, 2022 - Present	\$6.55	\$6.96

Note: The amounts shown above do not reflect conservation rate surcharges, minimums or base rates. Rates represent Tier 2 (4K-7K) usage for Residential customers

Note: Effective September 1, 2010 a base rate was implemented and the minimum use tier charges were reduced



Source: CCWA Operational Data



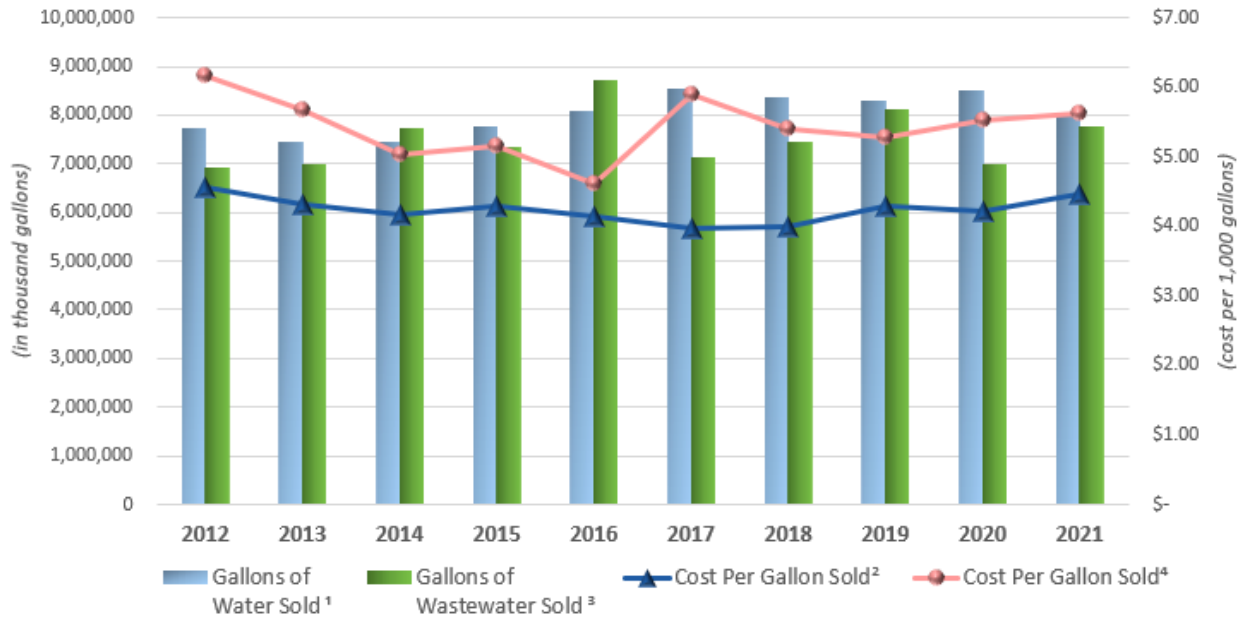
Gallons of Water Sold and Wastewater Treated Cost Per Unit

GALLONS OF WATER SOLD AND WASTEWATER TREATED

Last Ten Fiscal Years

(in thousand gallons)

Fiscal Year	Gallons of Water Sold ¹	Cost Per Gallon Sold ²	Gallons of Wastewater Sold ³	Cost Per Gallon Sold ⁴
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
2021	7,960,601	4.46	7,760,643	5.62



Source: CCWA Operational and Billing Data

Notes:

¹ See ACFR Schedule 7, Gallons of Water Consumed

² See ACFR Schedule 27, Itemized cost per gallon

³ See ACFR Schedule 10, Gallons of Wastewater Treated

⁴ See ACFR Schedule 28, Itemized cost per gallon

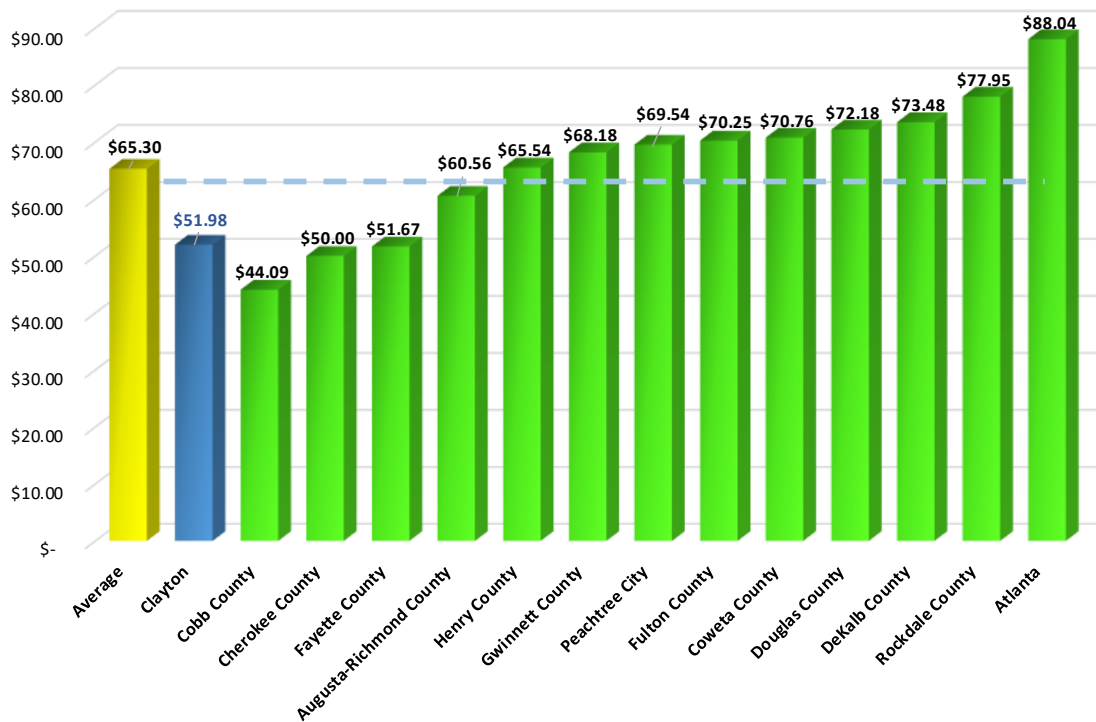


Water and Sewer Rates – Survey of Metro Atlanta Counties

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



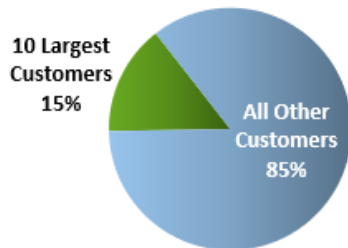


Ten Largest Customers Measured by Water and Wastewater Revenues

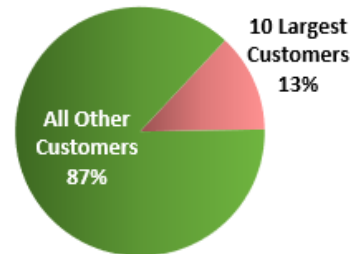
TEN LARGEST WATER AND SEWER CUSTOMERS MEASURED BY CONSUMPTION IN GALLONS AND WATER AND SEWER REVENUES For the Fiscal Year Ended April 30, 2021

Customer	Water Revenue	Percent	Customer	Wastewater Revenue	Percent
City of College Park	\$ 1,792,705	3.34%	Fresh Express	\$ 2,071,445	4.50%
Fresh Express	1,614,941	3.01%	Clayton County Board of Commissione	752,894	1.64%
Clorox Co	1,248,815	2.33%	Hunter Ridge MHP LLC	647,808	1.41%
Clayton County Board of Commissione	831,543	1.55%	Anthos at Pinewood Manor LLC	376,825	0.82%
Hunter Ridge MHP LLC	610,040	1.14%	DMS Overlook LLC	372,844	0.81%
Clayton County Board of Education	504,434	0.94%	Marcre Sales Inc	355,777	0.77%
Anthos at Pinewood Manor LLC	354,169	0.66%	Clayton County Board of Education	341,813	0.74%
DMS Overlook LLC	351,030	0.65%	Deer Creek MHP LLC	332,134	0.72%
Deer Creek MHP LLC	312,676	0.58%	Club Chef Southeast LLC	325,162	0.71%
Southwood Realty Co	289,741	0.54%	DS Ashlar 2019 LLC	311,061	0.68%
10 Largest Customers	\$ 7,910,095	14.75%	10 Largest Customers	\$ 5,887,763	12.79%
All Other Customers	45,720,781	85.25%	All Other Customers	40,141,787	87.21%
Total	\$ 53,630,876	100.00%	Total	\$46,029,550	100.00%

Water Revenue



Wastewater Revenue

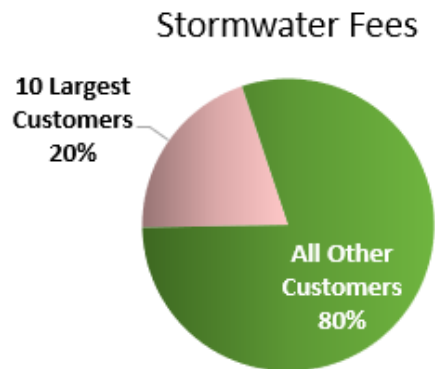




Ten Largest Customers Measured by Stormwater User Fees

STORMWATER UTILITY TEN LARGEST CUSTOMERS MEASURED BY STORMWATER USER FEES For the Fiscal Year Ended April 30, 2021

Customer	Stormwater Fees	Percent
Department of Aviation (<i>Hartsfield-Jackson Airport</i>)	\$ 809,909	7.81%
Clayton County Board of Education	444,192	4.28%
Clayton County Board of Commissioners	202,971	1.96%
Georgia Power Co	150,562	1.45%
Georgia Dept of Agriculture	112,767	1.09%
Kroger	87,410	0.84%
Weeks Robinson Properties	79,809	0.77%
J C Penney Catalog Division	78,529	0.76%
Site Manager	62,452	0.60%
Clayton State University	59,108	0.57%
10 Largest Customers	\$ 2,087,709	20.14%
All Other Customers	8,278,639	79.86%
Total	\$ 10,366,348	100.00%

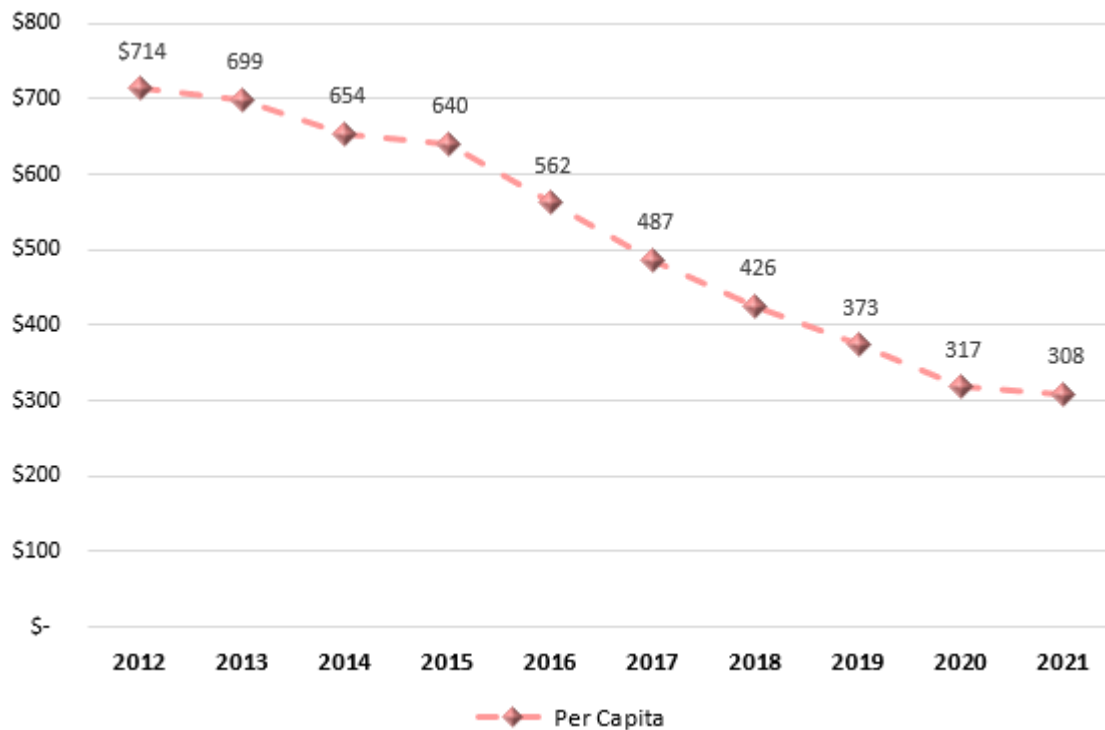




Ratio of Outstanding Debt by Type

RATIOS OF OUTSTANDING DEBT BY TYPE
Last Ten Fiscal Years

Fiscal Year	Revenue Bonds	GEFA Loans	Total Amount	Per Capita	% of Per Capita Personal Income
2012	\$ 190,625,000	\$ 8,967,819	\$ 199,592,819	\$ 714	3.18%
2013	178,300,000	8,431,354	186,731,354	699	2.85%
2014	180,116,610	7,879,126	187,995,736	654	2.66%
2015	163,953,530	7,310,101	171,263,631	640	3.47%
2016	147,250,664	6,724,191	153,974,855	562	2.19%
2017	130,017,798	6,119,630	136,137,428	487	1.98%
2018	112,349,932	6,604,761	118,954,693	426	1.73%
2019	94,555,071	11,839,256	106,394,327	373	1.37%
2020	75,495,210	16,400,550	91,895,760	317	1.13%
2021	58,471,807	30,785,857	89,257,664	308	1.10%



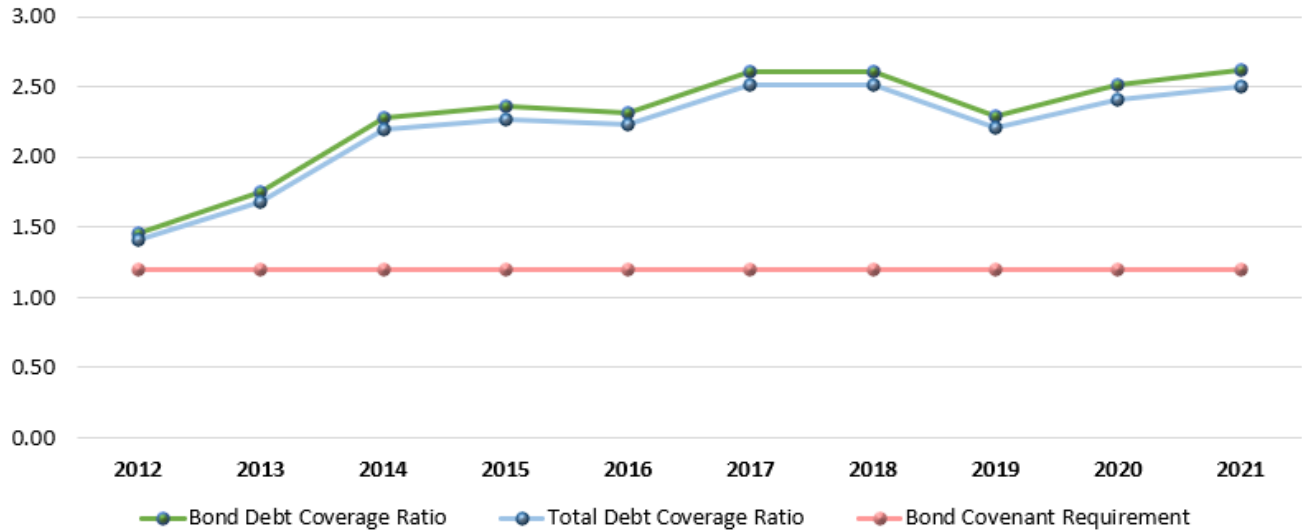


Debt Service Coverage

DEBT SERVICE COVERAGE

Last Ten Fiscal Years

Fiscal Year	Gross Revenues	Operating Expenses <i>(excludes Deprec)</i>	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
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
2021	109,410,114	59,878,985	49,531,129	18,876,626	2.62	914,275	2.50	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 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 to produce 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.

Personnel 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
ACFR Annual Comprehensive 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 (Federal Agency)
EPD Environmental Protection Division (State of Georgia Agency)
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/RE	Renewal and Extension
R & R or 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 Enterprise
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
WRRF	Water Resource Recovery Facility

Acronyms for Types of Pipe

Used in sewer systems:

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

Used in water systems:

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