



## Adopted Budget

2023 - 2024



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## INTRODUCTION

### Transmittal Letter



"Providing Quality Water and Quality Services to Our Community"

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

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Dr. Cephus Jackson, 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 2023-2024. 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.

Clayton County Water Authority is happy to begin to re-emerge from the effects of Covid-19. We remain resilient and progressive in our efforts to refocus and reconnect internally and externally. We exemplify "Why Water Matters" as we continue to provide quality water and quality services to more than 280,000 customers. As the cost of maintaining and improving our infrastructure increases, we are making the appropriate rate adjustments. The Water Authority's rates continue to be among the lowest in the Metro Atlanta region and below average for all water utilities in Georgia. The Water Authority does not receive any tax revenue or other significant sources of revenue other than our rates for water, sewer, and stormwater services. Despite it all, we are investing further into our community by utilizing some of our acreage to accommodate the need for recreation.

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, a three percent increase was implemented in fiscal year 2022 - 2023, and effective January 1, 2024, a five percent adjustment will be necessary and is included in the 2023 – 2024 budget. Even with these increases, our rates will remain among the lowest in the metro-Atlanta area.

With these rate adjustments, the 2023 – 2024 budget assumes our revenues will increase \$9.2 million or 7.2 percent over the prior year budget and are projected to be \$2.8 million or 2.2 percent higher than the estimated actual performance through April 30, 2023. Revenue for the upcoming fiscal year is projected conservatively to anticipate changes in weather conditions, an economic contraction, conservation, 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 funded entirely from cash in the debt service reserve account which allows \$20 million annually to be redirected into capital infrastructure.

We are proud to be Clayton County's water professionals and look forward to continuing to provide quality water and quality services to our community.

Respectfully submitted,

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### Acknowledgement

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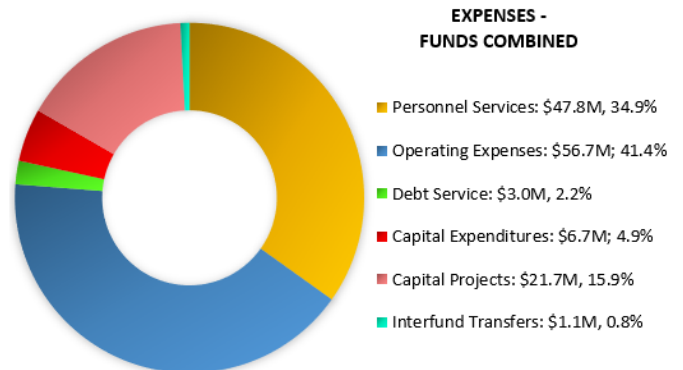
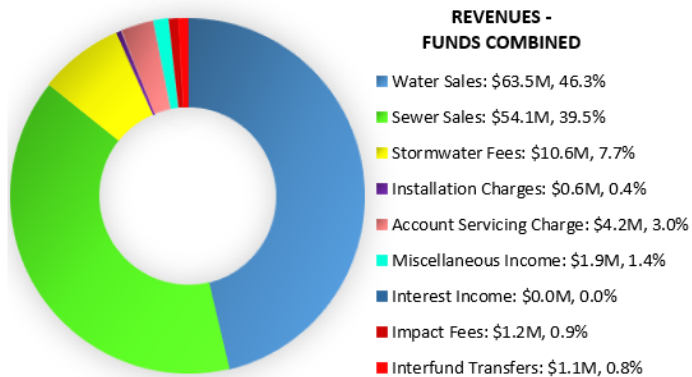
A special thank you is extended to Danielle Bunch, Senior Conservation Specialist, and Suzanne Brown, Communications & Community Relations Manager, for the cover photos and section introductory pages

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## Consolidated Budget: FY 2023 – 2024

	Water and Sewer Fund	Stormwater Fund	Total	% Chg from FY2022 -23
<b>Revenues</b>				
Water Sales	\$ 63,494,402	\$ -	\$ 63,494,402	7.1%
Sewer Sales	54,098,886	-	54,098,886	7.5%
Stormwater Fees	-	10,559,615	10,559,615	1.8%
Installation Charges	609,958	-	609,958	-25.7%
Account Servicing Charge	3,994,739	157,205	4,151,944	0.6%
Miscellaneous Income	1,863,043	658	1,863,701	258.4%
Interest Income	5,196	2,933	8,129	-57.2%
Impact Fees	1,179,117	-	1,179,117	-10.1%
Interfund Transfers: from Stormwater	1,145,681	-	1,145,681	3.1%
<b>Total Revenues</b>	<b>\$ 126,391,022</b>	<b>\$ 10,720,411</b>	<b>\$ 137,111,433</b>	<b>7.2%</b>
<b>Expenses</b>				
Personnel Services	\$ 44,885,414	\$ 2,915,137	\$ 47,800,551	12.2%
Operating Expenses	53,237,786	3,498,073	56,735,859	13.1%
Debt Service	2,955,838	11,700	2,967,538	11.4%
Interfund Transfers: to Water and Sewer	-	1,145,681	1,145,681	3.1%
Capital Expenditures	6,461,984	264,706	6,726,690	36.8%
Capital Projects	18,850,000	2,885,114	21,735,114	-17.8%
<b>Total Expenses and Appropriations</b>	<b>\$ 126,391,022</b>	<b>\$ 10,720,411</b>	<b>\$ 137,111,433</b>	<b>7.2%</b>







## How to Navigate this Document

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

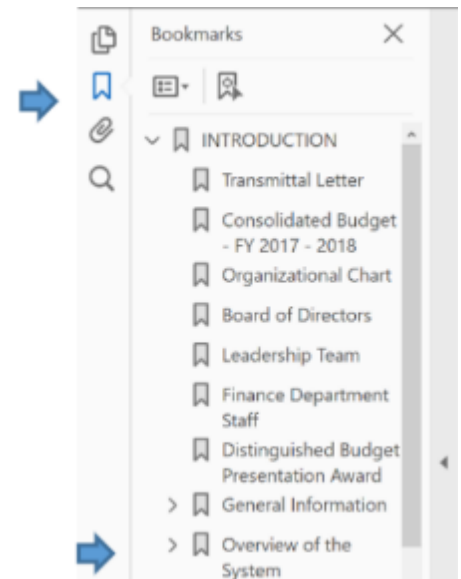
INTRODUCTION



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

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/>

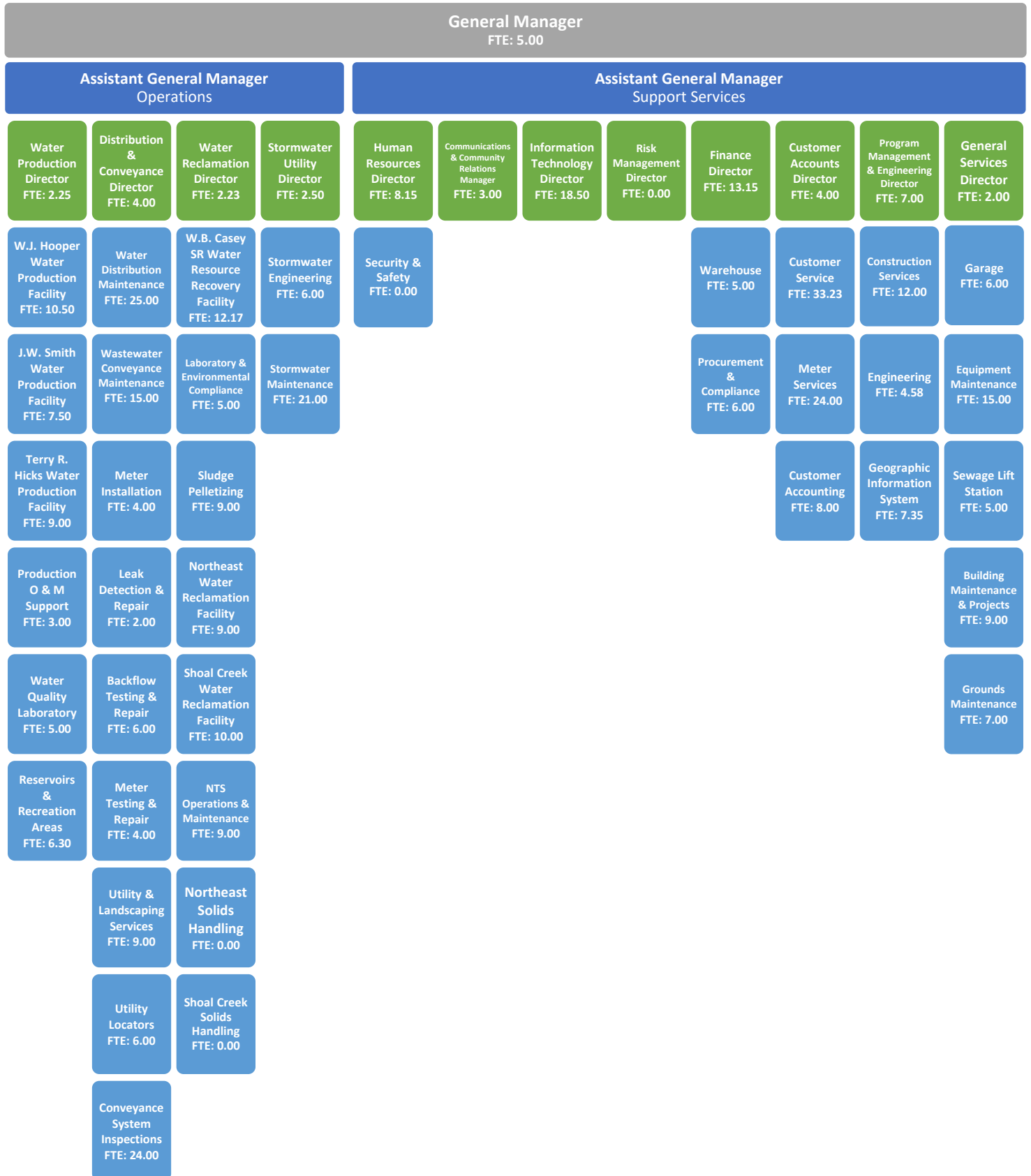
**Blog:** <https://www.ccwa.us/blog/>

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

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



## Organizational Chart





## Board of Directors

Member



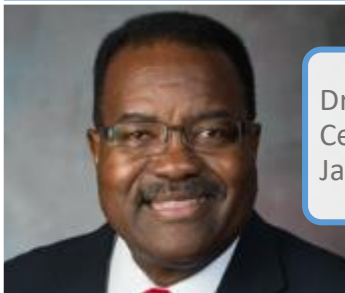
Emma  
Godbee

Member



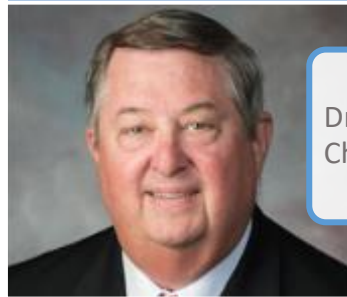
Mike  
Thomas

Member



Dr.  
Cephus  
Jackson

Member



Dr. John  
Chafin

Vice Chair



Marie  
Barber

Secretary - Treasurer



Rodney  
Givens

Chair



Robin  
Malone



## Leadership Team



**General Manager**  
*H. Bernard Franks*



**Assistant General Manager  
Support Services**  
*Teresa Worley*



**Assistant General Manager  
Operations**  
*Keisha Thorpe*

**Suzanne Brown**

Communications & Community Relations Manager

**Allison Halron**

Finance Director

**Derek Doss**

Information Technology Director

**Doug Thomas**

General Services Director

**Anquilla Henderson**

Human Resources Director

**Coty McDaniel**

Water Production Director

**Kelly Taylor**

Program Management & Engineering Director

**Kendra Stanciel**

Water Reclamation Director

**Lamar Hamlin**

Distribution & Conveyance Director

**Kevin Osbey**

Stormwater Utility Director

**Julius Tolbert**

General Counsel

**Rodney Perkins**

Customer Accounts Director



## Finance Department Staff

**Allison Halron**

*Finance Director*

**Christina Hollywood**  
*Budget Manager*

**Mandy Lindow**  
*Business Analyst*

**Heather Downing**  
*Administrative Assistant*

**Katrina Banks**  
*Accounting Manager*

**Sarah Beth Sheton**  
*Accountant I*

**Lucianna Farmer**  
*Accountant III*

**Sam Gilbert**  
*Accounting Associate*

**Blanca Franco**  
*Accountant I*

**Amanda LaPierre**  
*Accountant II - Budget*

**Carol Cameron**  
*Accountant II - Payroll*

**Ricardo Ray**  
*Accountant II*

**Taniesha Maxwell**  
*Accountant II*





## 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, 2022**

*Christopher P. Morill*

**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, 2022. 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.

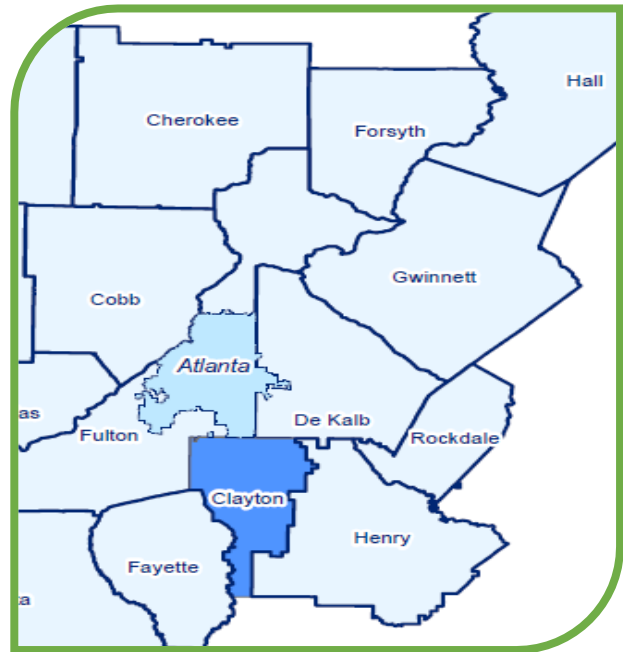
This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award. This is the Authority's 15th year of receiving the award.



## 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.



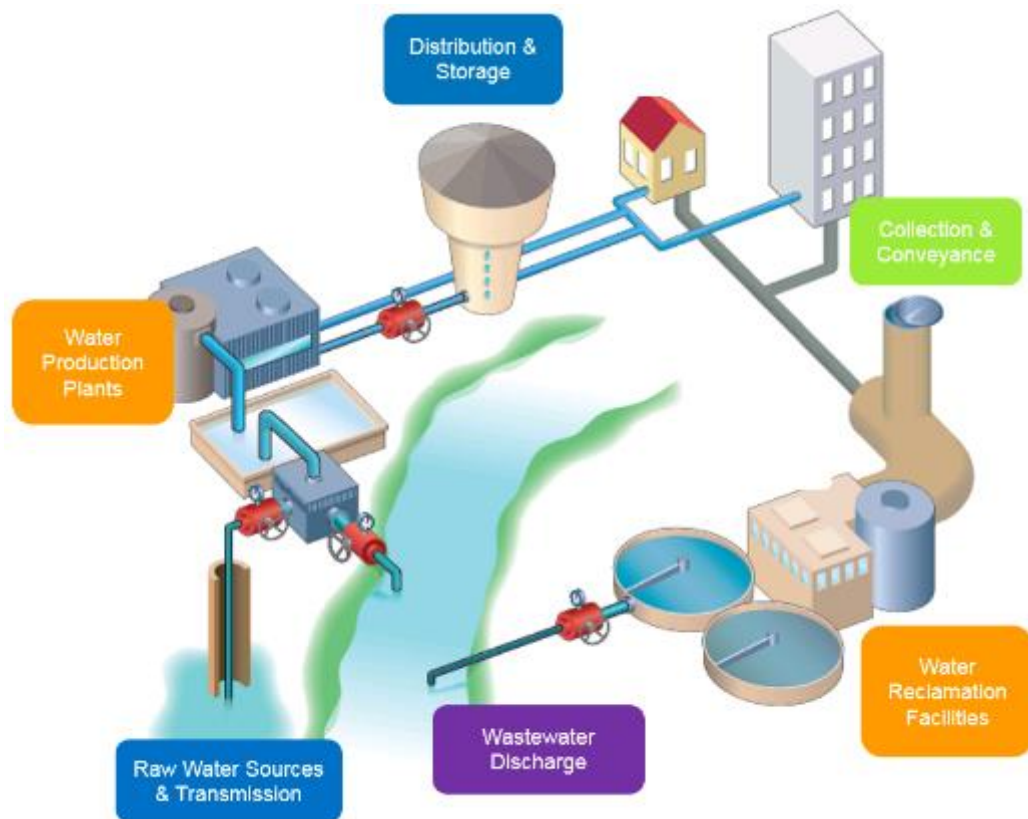
## Structure

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.

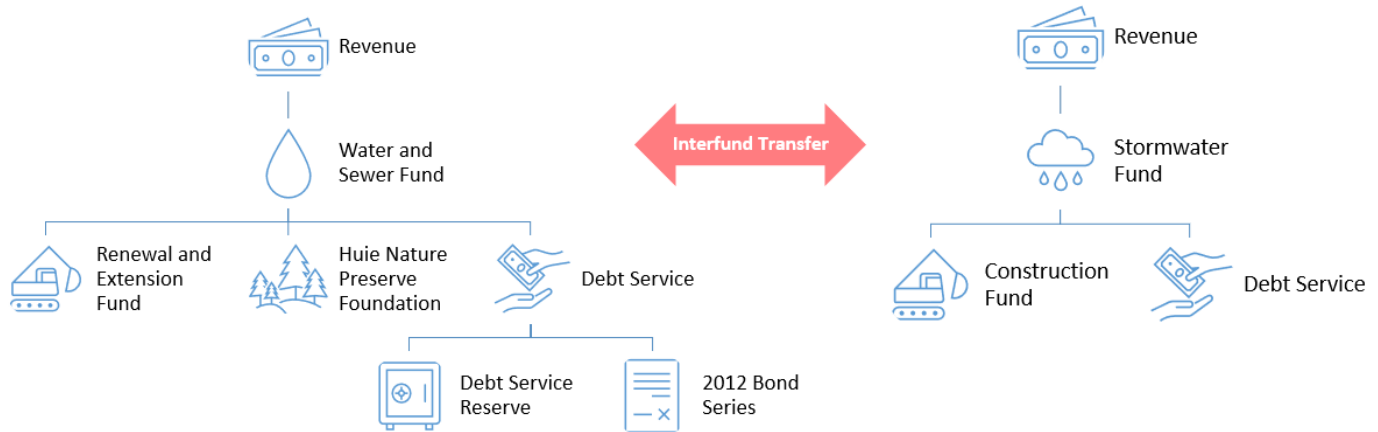
- **Stormwater Management:** Directs, manages and controls the efforts of the Stormwater Utility section. **Business Unit – 201**
- **Stormwater Engineering:** Manages construction plan to ensure compliance with State and Federal regulations and mandates. **Business Unit – 205**
- **Stormwater Maintenance:**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



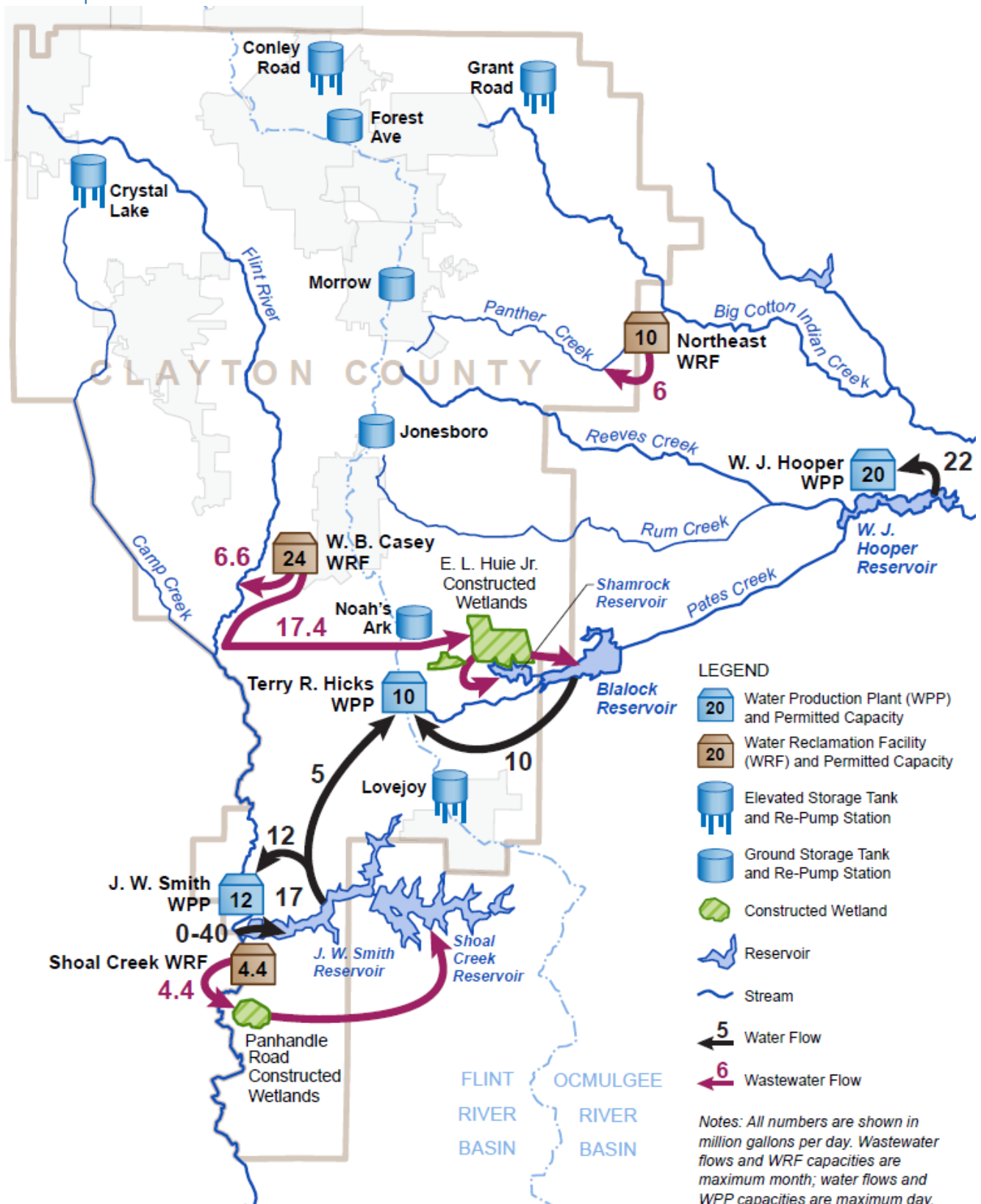
The Authority owns and operates five raw water reservoirs:

- **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 297,595 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 28.15 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 23.263 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.

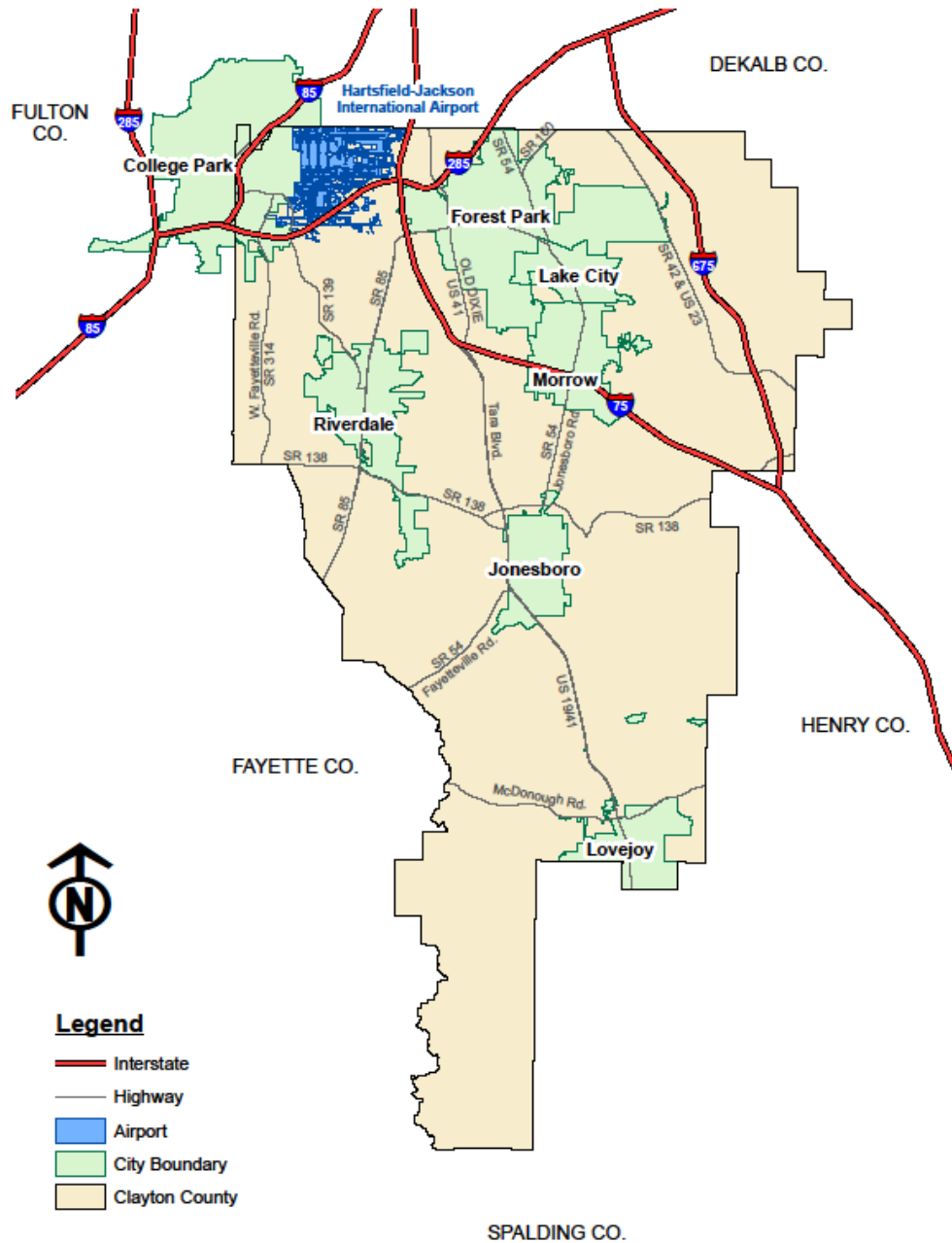




## Community Profile

### 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. The Airport is undergoing a \$7.5 billion 2030 Master plan called ATLNext.

Additional Hartsfield-Jackson Atlanta International Airport statistics:

- Has an economic impact for metro-Atlanta of \$34.8 billion annually
- Has over 63,000 employees and is the State of Georgia's largest employer
- Terminal and parking areas of 4,700 acres and over 49,000 feet make up its five runways
- 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; 275,000 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-Yr 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-Yr Estimates

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

**18.5%**

Source: 2018 Small Area Health Insurance Estimates (SAHIE)

### Median Housing Value

**\$97,800**

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

### Total Housing Units

**105,298**

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

### Number of Firms

**29,401**

Source: 2012 Survey of Business Owners: Company Summary

### Veterans

**16,280**

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

### Percent of households with a broadband Internet subscription

**77.2%**

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

## Education

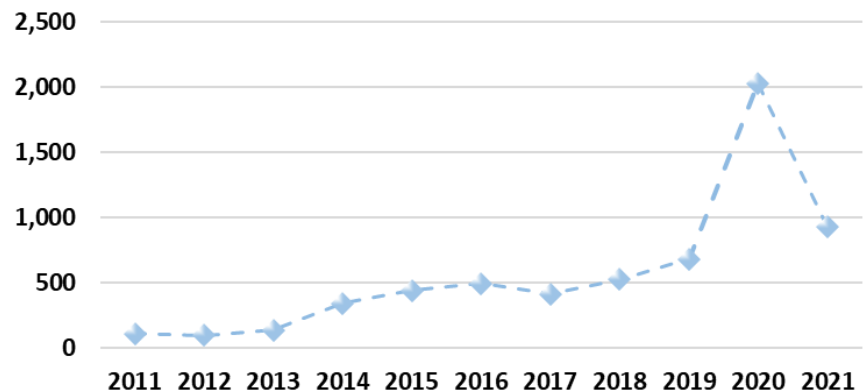
The Clayton County Board of Education currently operates 66 public schools, thirteen of which are high schools. There are also five private schools currently operating in the county. The higher education facility located in the County itself is Clayton State University, which is part of the University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



During the COVID-19 pandemic, new home and commercial construction increased throughout the County with permits issued for new construction increasing almost 200 percent between calendar years 2019 and 2020. New construction permits have doubled over the five-year period between 2017 and 2021.



## Top 10 Employers

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

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

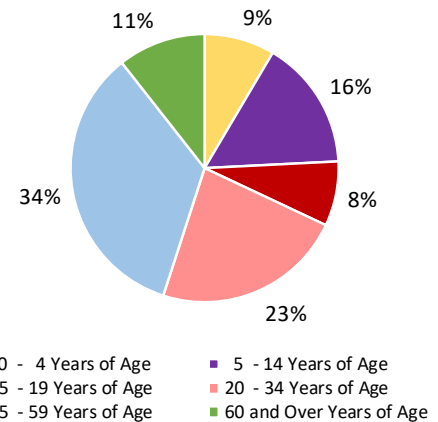
A modern, extensive transportation and logistical infrastructure allows Georgia to compete effectively in a global marketplace. Hartsfield-Jackson International Airport is the world's busiest passenger airport and 10th-largest in the nation for cargo. Georgia's deep-water ports and inland barge terminals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

Several recent transportation projects in Clayton and Henry counties have eased congestion on busy Interstate 75. Clayton County voters approved a 1 percent sales tax to fund Metropolitan Atlanta Rapid Transit Authority bus service (MARTA), which has over 160 stops. MARTA links the County's workforce to major employers and activity centers throughout the Metro-Atlanta area. In 2019, a new express lane was added to Georgia's toll road network easing traffic congestion between Henry and Clayton Counties between the I 75 and I 675 interchange.

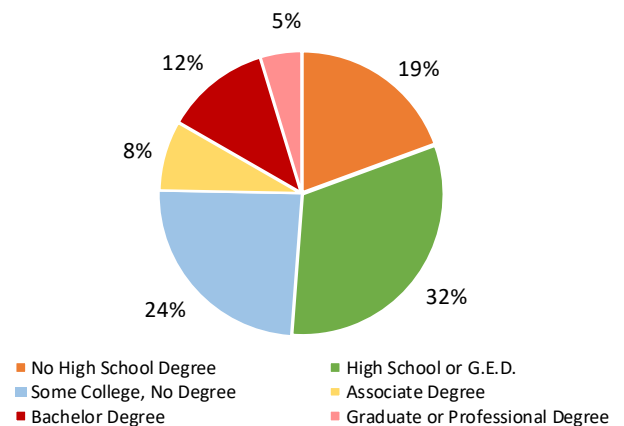
**Hartsfield-Jackson Atlanta International Airport** is a powerful economic driver and two community improvement districts (CIDs), Airport West and Airport South (North Clayton County), have joined forces as the *Atlanta Aerotropolis Alliance* to assist the airport into becoming a major economic hub. These CIDs are coordinating plans for the creation of an "Airport City" that will attract new commercial office space, first-class hotels, entertainment venues, condominiums, apartments, and other residences. The airport currently has a total regional economic impact of \$64.3 billion annually. The airport is CCWA's largest stormwater customer bringing in revenues for the proprietary fund of more than \$600 thousand annually.

The Atlanta Aerotropolis Alliance, comprised of businesses, local government representatives, nonprofits, and other key stakeholders, are playing a major role in forging Hartsfield-Jackson into an even stronger economic development tool for the region. More than 50 percent of Fortune 500 corporate headquarters are located within 10 miles of U.S.

Age of County Residents



Education Level





hub airports and air travel. Both passengers and cargo are expected to triple between 2010 and 2030 in airports around the world. Airports are evolving into the actual destination of the traveler and not just places of departure and arrival.

As more businesses come into the area, more jobs will be created which spurs more amenities. This will start a perpetual cycle, as it will make the area an even more attractive choice for additional business relocations. The actual development and renovation of the airport 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 reviewing proposals for the redevelopment of 20-acres Murphy Crossing**

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

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](http://TourGeorgiaFilm.com), to cater specifically to film tourism.

With its headquarters located just over the Clayton County border and Hartsfield-Jackson Atlanta International Airport its primary hub, Delta Airlines has a large impact on economic growth for the County. Delta is one of the leading airlines. The company employees 90,000 people and has 4,000 flights daily flying 200 million passengers annually.

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 built a large fulfillment center near the airport and has created 400 new jobs over the past couple of years.

The Forest Park Urban Redevelopment Agency is developed the Fort Gillem Army site for new industry and distribution centers. Kroger has a salad and vegetable preparation and distribution center at this location. Castellini Group, a large distributor of fresh produce, also has a location here and operates a complete vertical supply chain company that provides services from tomato ripening and repacking, to processing and transportation.

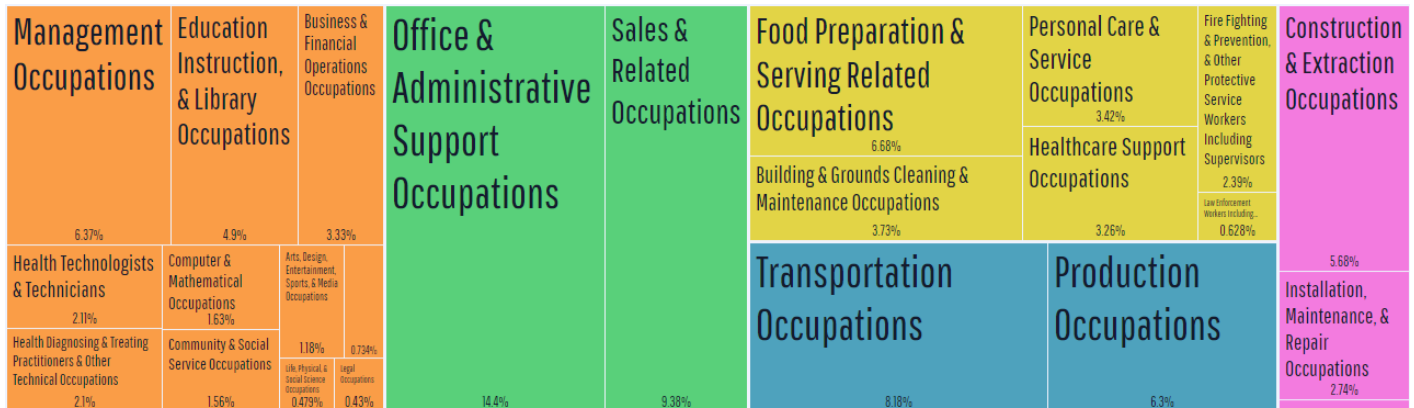


The Tri-Cities Urban Redevelopment Agency is comprised of three urban redevelopment agencies: Forest Park, Lake City and Morrow. These redevelopment agencies have a total of 2,350 acres and 935 individual parcels along 11 miles of commercial corridors in Clayton County and help encourage economic development.

### JOB GROWTH AND EMPLOYMENT

In 2020, there were over 132,000 employed in Clayton County, GA. The industries and percentage of those employed are found in the graphic below.

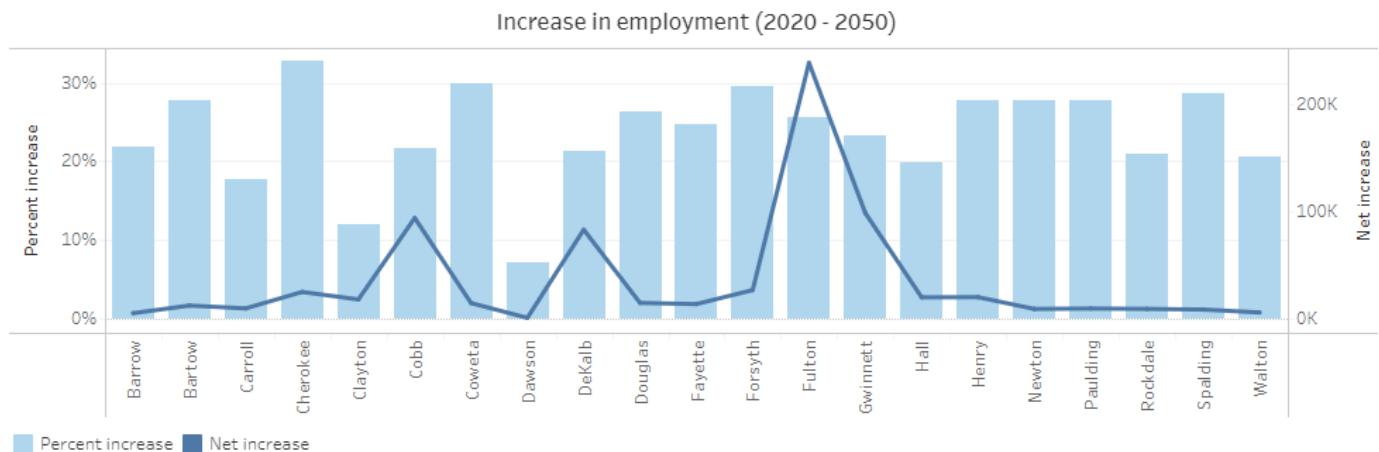
#### Employment Occupations – (2020)



Source: [Clayton County, GA / Data USA](#)

#### Employment By County Growth: 2015-2050

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



Source: Atlanta Regional Commission; [21-County Data Dashboard - 33n \(atlantaregional.com\)](#)



### 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

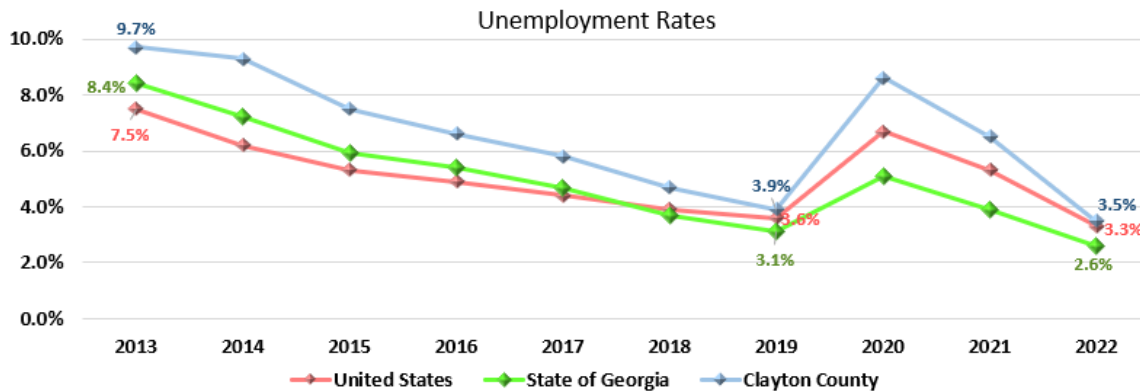
**Top 15 Occupations by County, 2050**

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

### Unemployment Rates 2013 – 2022

For April 2022, the Georgia Department of Labor released updated unemployment rates that show a strong economic recovery as rates dropped have are the lowest in the previous decade. These figures are not seasonally adjusted.



Source: Georgia DOL; not seasonally adjusted

### POPULATION GROWTH

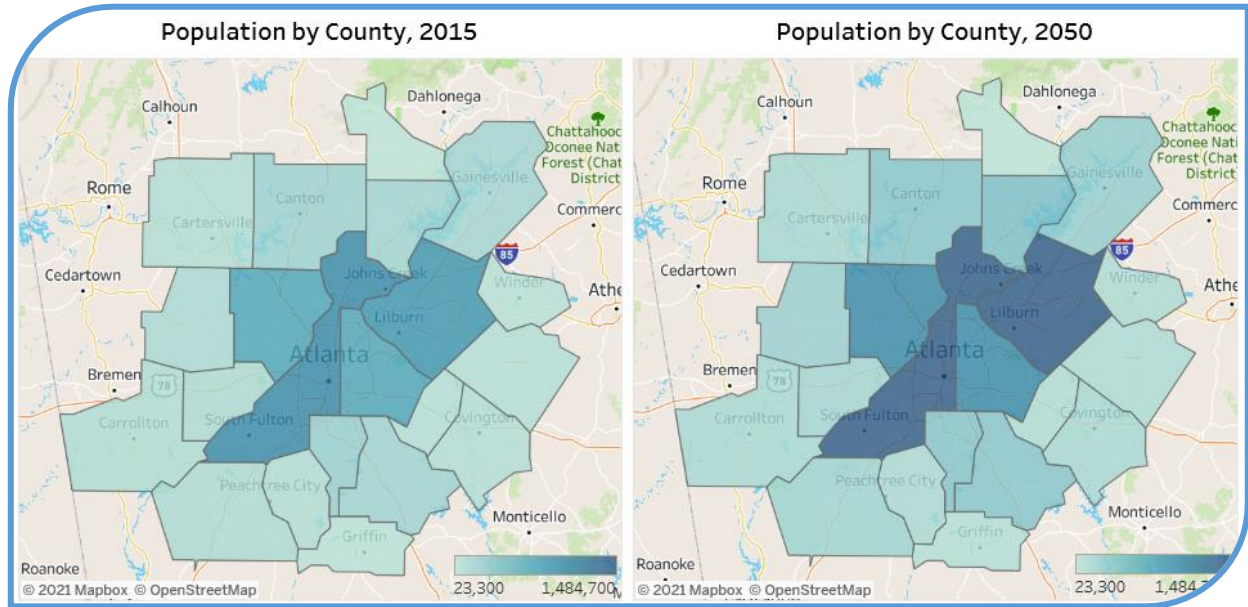
In a high fixed cost business like water utilities, the best way to keep rates lower is to have a larger population in a smaller area. The larger the population, the more customers available to share in the cost of the system and the closer they are together the less pipe and pumping costs needed to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



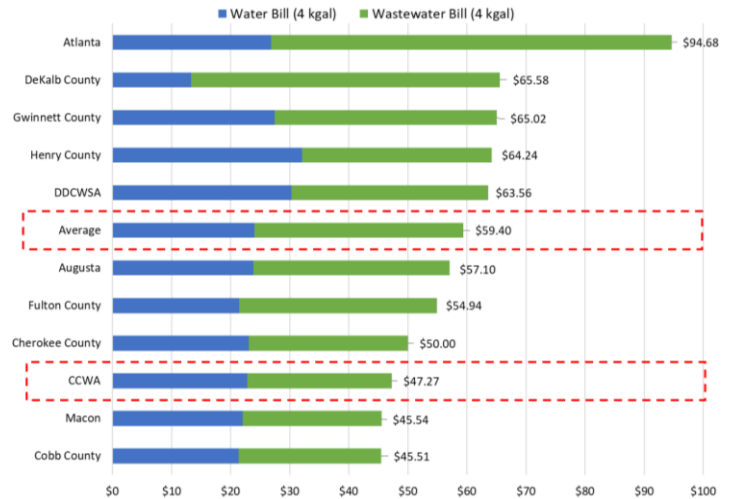




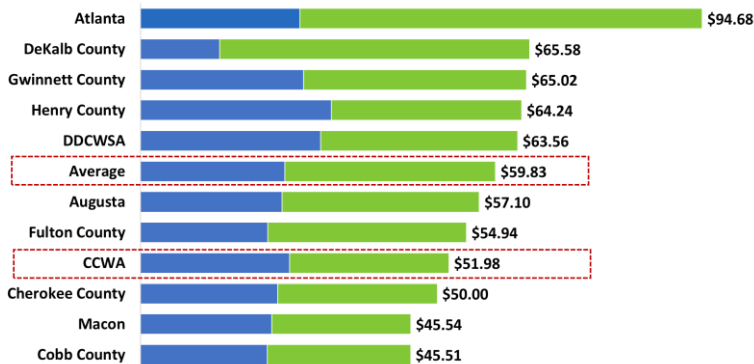
## Water and Sewer Bill Comparison

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.

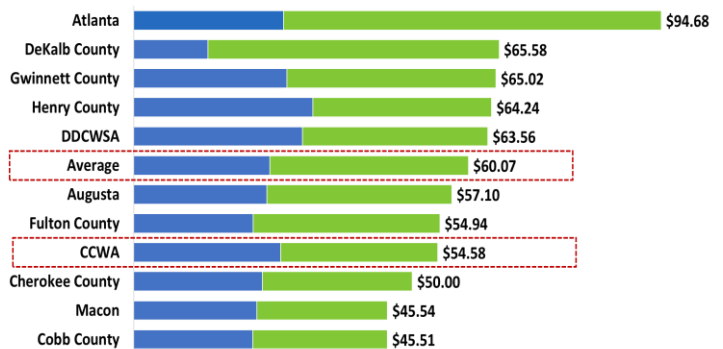
At \$47.27, CCWA customers had an average combined water and sewer bill that was \$12.13, or about 20 percent, lower than what its benchmark utilities charge their customers.



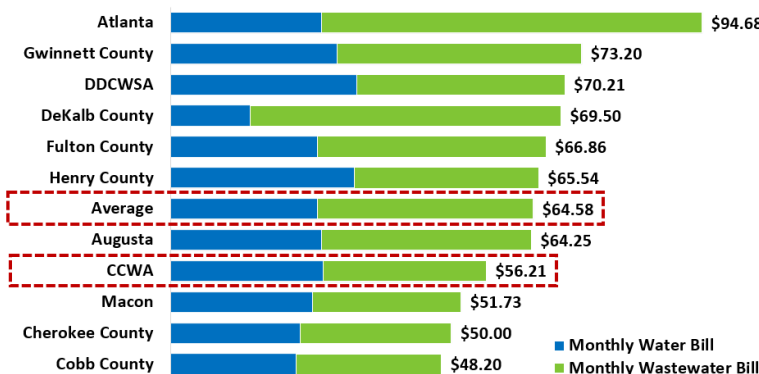
The graphic to the left demonstrates how the same customer bill was impacted by the **10 percent rate adjustment** implemented on January 1, 2021. The average customer bill increased \$4.71 a month to \$51.98 but the Authority's rates remained among the lowest in the metro-Atlanta area.



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.

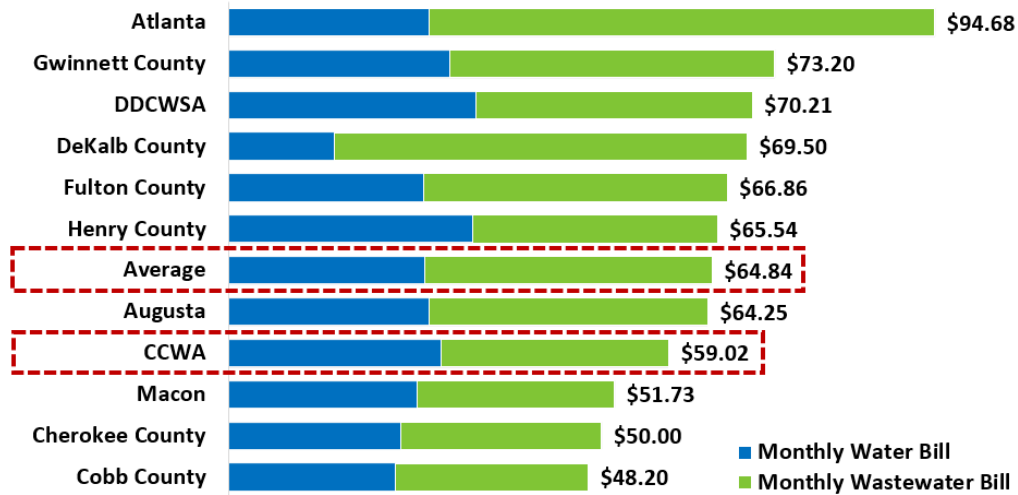


The graphic to the left demonstrates how the same customer bill was impacted by the **3 percent rate adjustment** implemented on January 1, 2023. The average customer bill increased \$1.63 a month to \$56.21 but the Authority's rates remained below the average of other utilities in the metro-Atlanta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





Several of the water utilities in the metro-Atlanta used in these bill comparisons have implemented rate increases. After the **5 percent rate adjustment** to be implemented on January 1, 2024, the graphic below demonstrates how the same customer bill will be impacted. The average customer bill will increase \$2.81 a month to \$59.02 but the Authority's rates will remain below the average of other utilities in the metro-Atlanta area.





## Financial Highlights and Trends

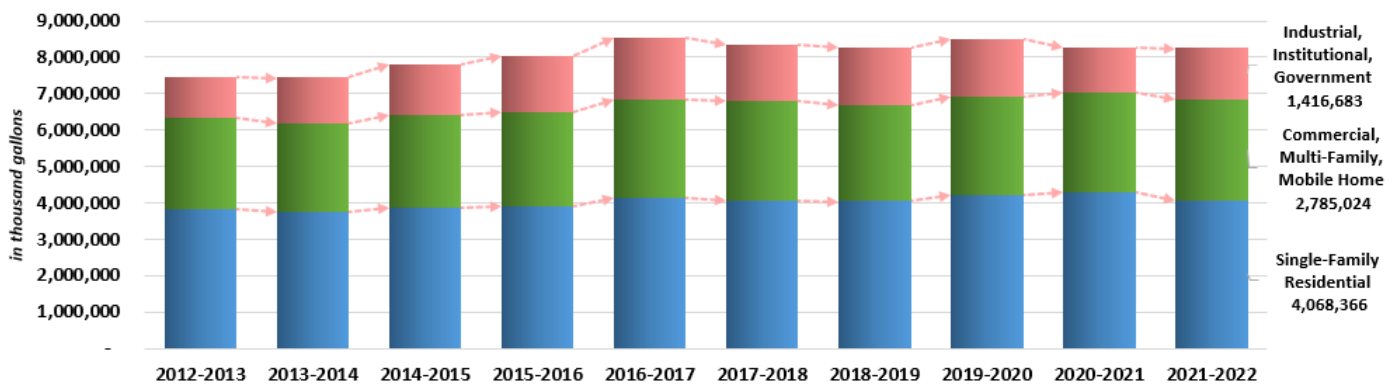
Over the last ten years, water usage has increased 11 percent but has declined an average of 0.5 percent annually over the past five fiscal years. Drought conditions in FY 2016 - 2017 increased usage 6 percent from the prior year. The COVID-19 pandemic in FY 2019 - 2020 also increased usage as residents sheltered in place and schools operated virtually during the year. Clorox, one of the Authority's largest industrial customers ramped up production of its disinfecting products to meet the overwhelming demand during that year. Sewer usage, measured against water usage, has followed the same pattern with an increase of 10 percent growth since FY 2012 - 2013.

The number of water and sewer customers has increased 16 percent since FY 2012 - 2013 and has increased 7 percent since FY 2017 - 2018, an average growth rate of about 2 percent annually.

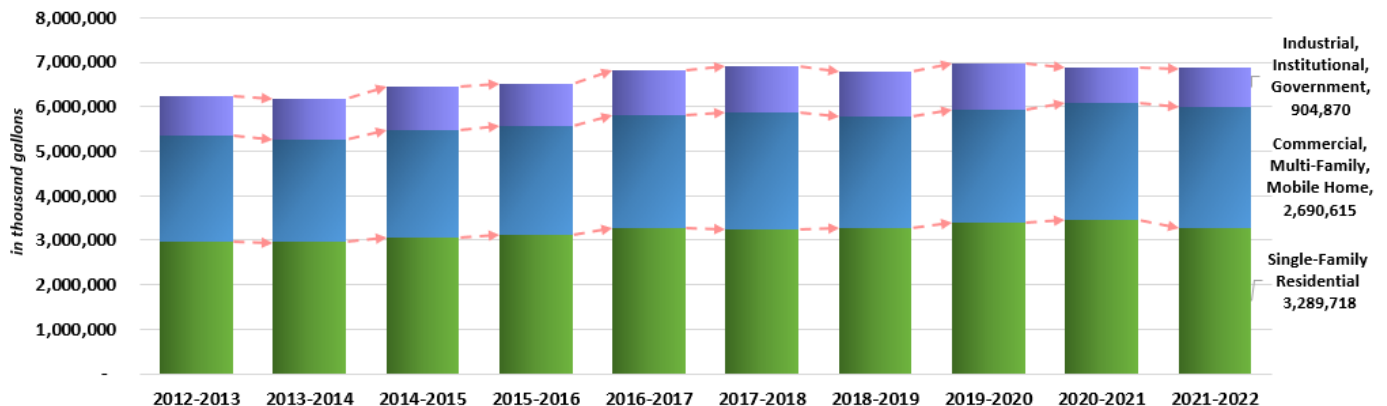
The number of stormwater customers has increased 13 percent since FY 2012 - 2013 and 5 percent since FY 2017 - 2018, an average growth rate of 1.3 percent annually.

This customer growth is due to the continuing economic growth in the County and surrounding metro area.

## Annual Water Usage by Customer Category

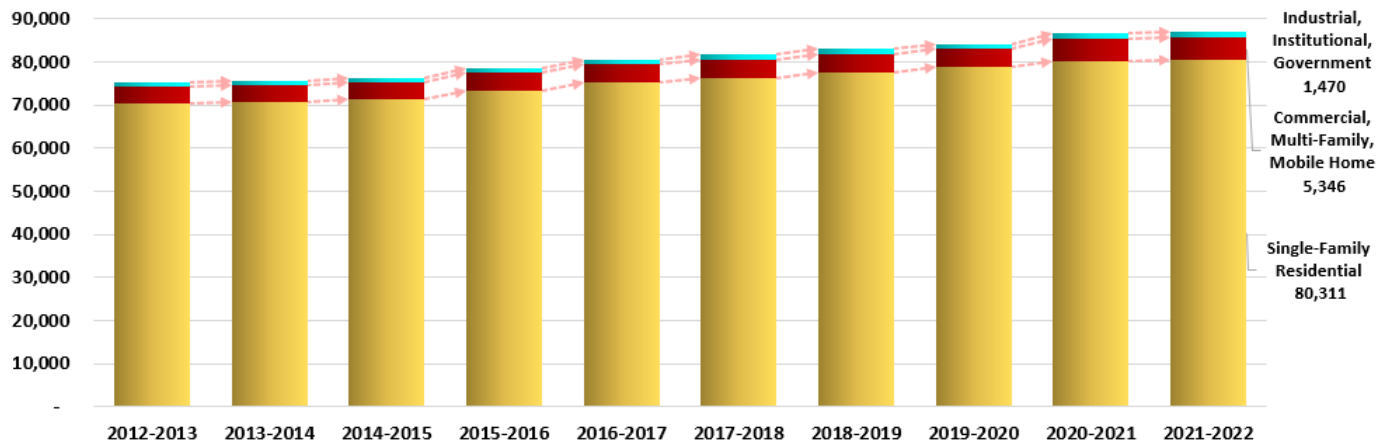


## Annual Sewer Usage by Customer Category

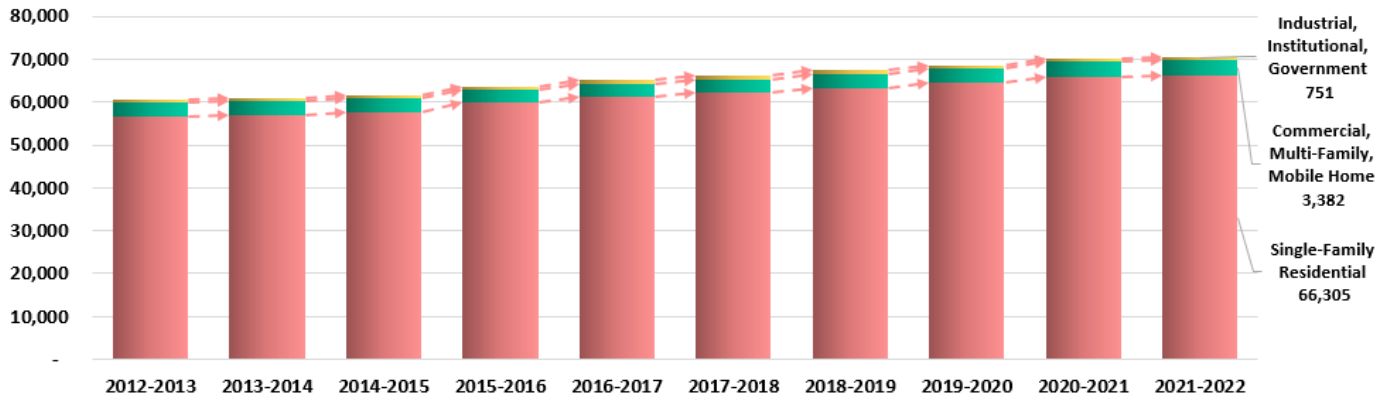




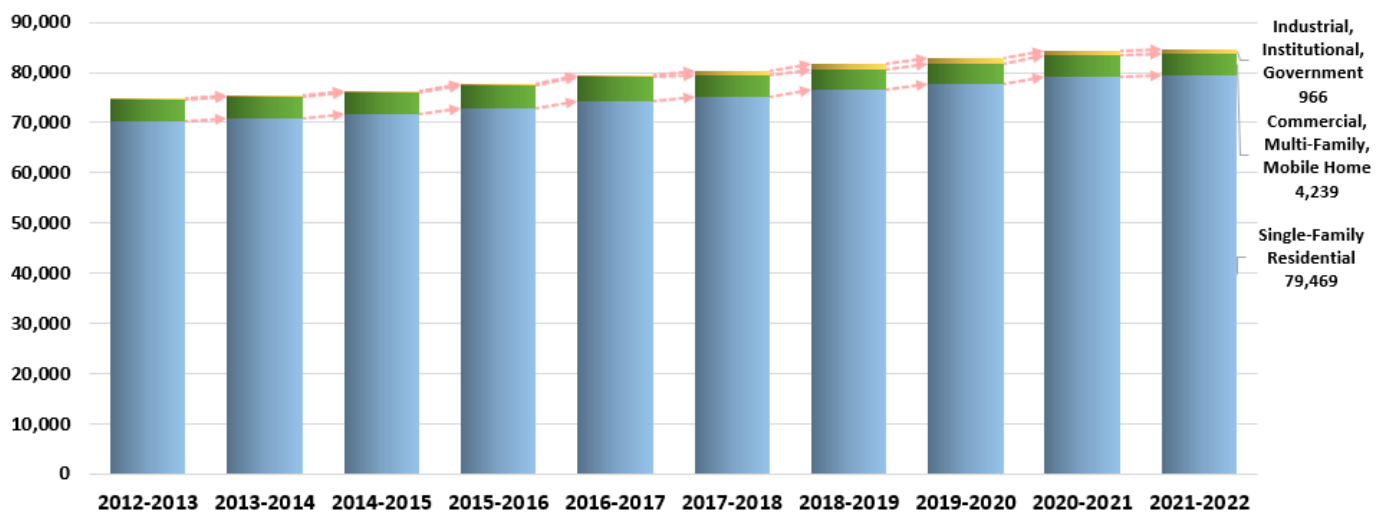
### Water Customers by Category



### Sewer Customers by Category



### Stormwater Customers by Category



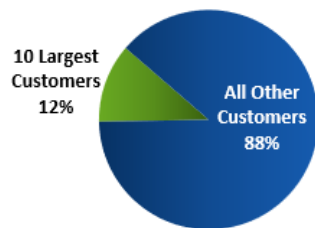


## Top 10 Customers

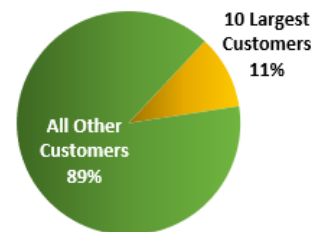
The tables below list the Authority's customers by type of service for the fiscal year ended April 30, 2022.

Water			Wastewater		
Customer	Revenue	Percent	Customer	Revenue	Percent
City of College Park	\$ 1,322,039	2.27%	Fresh Express	\$ 1,844,518	3.73%
Fresh Express	1,269,204	2.18%	Hunter Ridge MHP LLC	750,814	1.52%
Clorox Co	855,460	1.47%	Clayton County Board of Commissioners	680,838	1.38%
Clayton County Board of Education	836,220	1.44%	Clayton County Board of Education	491,242	0.99%
Clayton County Board of Commissioners	723,481	1.24%	Club Chef Southeast LLC	288,700	0.58%
Hunter Ridge MHP LLC	705,865	1.21%	Clorox Co	271,592	0.55%
Marcres Sales Inc	309,191	0.53%	Riverwalk Lane Legacy Apartments LLC	251,667	0.51%
Clayton State University	253,587	0.44%	Marcres Sales Inc	246,513	0.50%
Southern Regional Medical Cent	239,801	0.41%	Toto Usa Inc	223,560	0.45%
Riverwalk Lane Legacy Apartments LLC	236,195	0.41%	Kabobs Inc	221,789	0.45%
<b>10 Largest Customers</b>	<b>\$ 6,751,044</b>	<b>11.61%</b>	<b>10 Largest Customers</b>	<b>\$ 5,271,234</b>	<b>10.65%</b>
All Other Customers	51,401,345	88.39%	All Other Customers	44,211,945	89.35%
<b>Total</b>	<b>\$ 58,152,389</b>	<b>100.00%</b>	<b>Total</b>	<b>\$49,483,179</b>	<b>100.00%</b>

Water Revenue

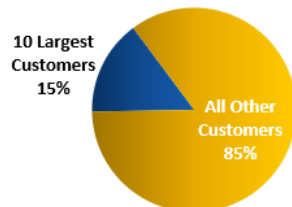


Wastewater Revenue



Customer	Stormwater Fees	Percent
Department of Aviation (Hartsfield-Jackson Airport)	\$ 618,952	5.80%
Clayton County Board of Education	356,745	3.34%
Clayton County Board of Commissioners	144,470	1.35%
Georgia Power Co	114,482	1.07%
Georgia Dept of Agriculture	84,575	0.79%
Kroger	77,321	0.72%
J C Penney Catalog Division	62,706	0.59%
Weeks Robinson Properties	57,875	0.54%
Hunter Ridge MHP LLC	47,387	0.44%
Site Manager	45,067	0.42%
<b>10 Largest Customers</b>	<b>\$ 1,609,579</b>	<b>15.09%</b>
All Other Customers	9,057,242	84.91%
<b>Total</b>	<b>\$ 10,666,821</b>	<b>100.00%</b>

Stormwater Fees





## Weather Conditions



Weather influences both the supply and demand of water which also impacts the operating costs of a water and sewer utility. During severe drought conditions, water pulled from streams and rivers is less diluted and therefore contains a higher concentration of contaminants. This requires more chemicals to be used during the treatment of drinking water as does high temperatures and sunny days as it proliferates the growth of algae in our reservoirs. Surface water, which is the County's primary source of drinking water, typically requires more chemical treatment than ground water because it is exposed to these elements.

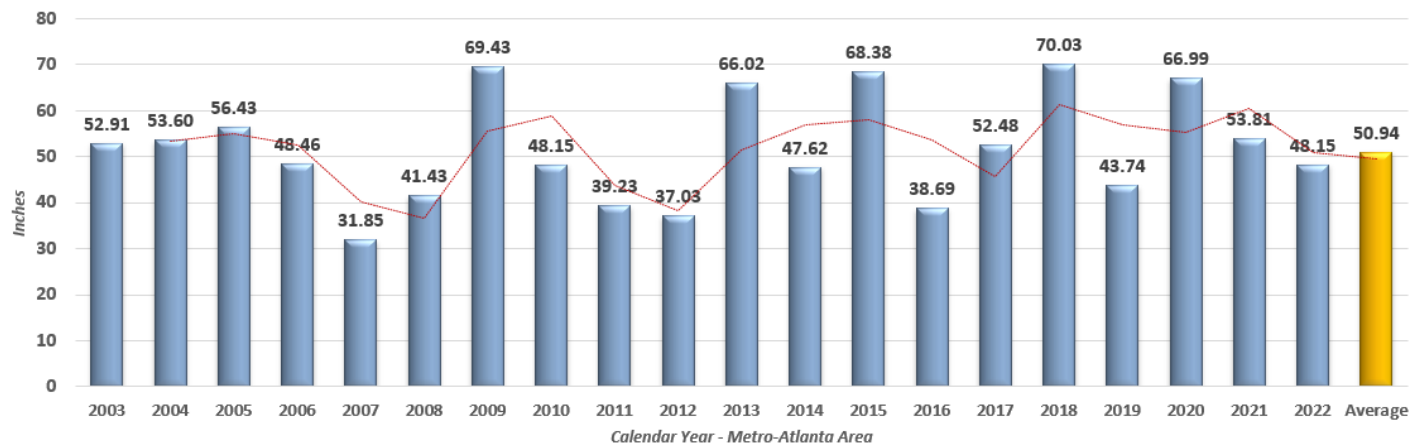
The amount of rain received also impacts chemical usage as it changes the number of suspended solids in water through run-off. The rainwater picks up different particles and deposits them into our reservoirs creating more turbid waters. The more turbidity in the water, the more chemicals needed to remove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

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 percent 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 ninth year of an estimated 20-year time frame to complete the remaining 62 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-maining 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 imple-mented.
Managing Infrastructure and Assets	Utilize risk-based approaches to maintain, upgrade and operate ex-isting physical assets in a cost-effective manner.

### Responding to a Changing Economy

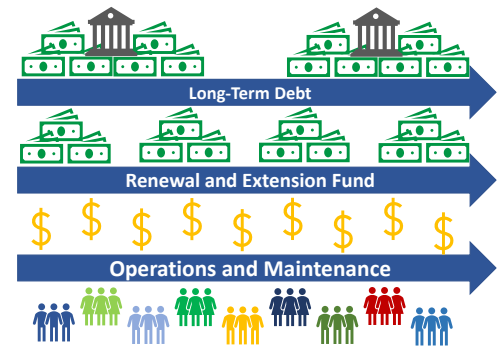
Maintaining a balance between the costs of system renewal, while maintaining affordable rates for our customer base, plays a large role in the timing of capital improvements. With the current customer base and usage levels, rates for both water and sewer would have to be raised by 1 percent for every \$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 esti-mated 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, a 3 percent adjustment was implemented on January 1, 2023, and a 5 percent adjustment will go into effect on January 1, 2024.





**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 fifteen 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, 2023, the estimated outstanding balance will be \$22.1M. The second GEFA outfall loan is still in the disbursement phase and will have an outstanding principal balance of approximately \$14.0M 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 \$156M. The first GEFA Biosolids loan was approved by GEFA in May 2021 and the second loan was 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. On April 30, 2023 the first Biosolids loan will have drawn approximately \$2.6M from the first \$50M construction line.

In January 2023, GEFA awarded the Authority a \$25M Drinking Water loan for the replacement of its existing automatic meter (AMR) system with an advanced metering infrastructure (AMI) system. This loan has an interest rate of 1.92% and a 20-year repayment term beginning when construction is completed. As of April 30, 2023, no funds have been disbursed.

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, 2023 will be \$1.2M 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, 2023, the outstanding principal balance of this loan will be \$768K and its final payment will be made on March 1, 2026. Both loans have a 3% interest rate and 20-year repayment terms.

The Stormwater Fund was awarded a \$10M GEFA Clean Water loan in May 2021. These funds will be used to repair and replace several major culverts throughout the County. The loan has an interest rate of 0.13% and will have a 20-year repayment term beginning when construction is completed. As of April 30, 2023, funds of approximately \$4.1M will have been disbursed and outstanding from this loan.

The Water and Sewer Fund has one remaining bond issue that has an outstanding principal balance \$19.6M as of April 30, 2023. This remaining principal and along with the final interest payment will be paid to bondholders on May 1, 2023, retiring the series, and will be paid from the debt service reserve account.

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 2023 - 2024 budget includes \$1.2M 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 2023 – 2024 budget includes \$400K for the following initiatives: [SMP 20-137][SAMP OS-06] Business Process Evaluation and Improvement (Knowledge Retention Strategy); [SMP 20-140][SAMP OS-10] Business Intelligence Tool Selection and Implementation; [SMP 20-109][SAMP OS-04] Career Development Ladders, and Asset Management Plan for Water Systems.

### 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. Congress passed the Bipartisan Infrastructure Investment and Jobs Act which allots a 1 trillion dollars 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 \$17.4M, including Department of Transportation work, will be undertaken. Of this work, \$12.9M in funding will come from the 2023 – 2024 budget. Loan disbursements will cover \$9.0M of the Large Interceptor Rehabilitation/Sewer Outfall projects and Stormwater Culvert funding need and the remaining \$4.6M 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 - \$1.75M; [SMP 20-608] Large Diameter Sewer Main Replacement Design and Survey (non-GEFA projects) - \$6.0M; [SMP 20-607] Atlanta Lift Station Outfalls (East and West) - \$1.0M; [SMP 20-207] Stormwater Cured in Place Pipe (CIPP) - \$1.4M; and [SMP 20-207] Stormwater Renewal and Replacement Pipe (Open-cut) - \$1.0M.

#### 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, \$10.1M in funding will be provided by the FY 2023-2024 budget.

Projects in this category receiving funding from this year's budget include: [SMP 20-910] Lift Station Rehabilitation - \$1.7M; [SMP 20-703] Casey Biosolids - \$6.0M; and Shoal Creek WRF Improvements Implementation - \$2.4M.

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 2023 – 2024 budget contains \$1.5M 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.

In March 2023, the Environmental Protection Agency (EPA) issued legally enforceable levels for six per- and polyfluoroalkyl substances (PFAS) in drinking water. Although CCWA has been proactively planning for this regulation, the level of the requirement was much lower than both anticipated, and the previous levels required over prior years. In addition to the lowered limit, the EPA required compliance by water utilities within approximately three years following its pronouncement. Due to this lower limit and abbreviated timeline to comply, CCWA has initiated the design and construction of a facility to include the technologies to treat its drinking water to meet the regulations and to accommodate the increased capacity necessary to accommodate current and projected population growth throughout the County. The project budget to build a facility to meet both the EPA requirements and the increased capacity is estimated to be \$350M.





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





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



### 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. An annual staffing plan for each area or division of the Authority is submitted and reviewed by the Human Resource department and the Executive leadership team.

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 was conducted during the FY 2022 – 2023 fiscal year.

The FY 2023 - 2024 budget includes \$75K for various operational initiatives that are focused on Workforce Continuity, including [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, and various HR, Risk Management, Safety, Diversity Equality and Inclusion (DEI) Initiatives.



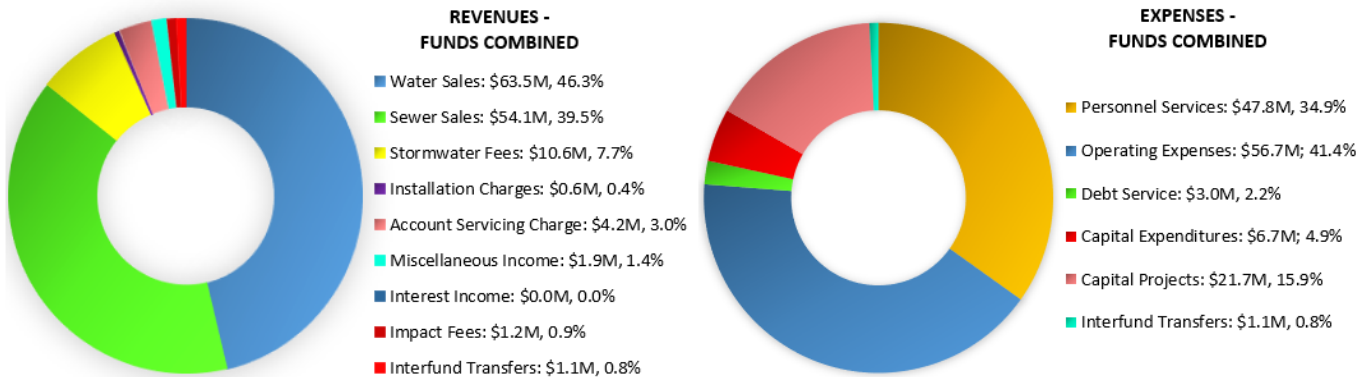




## EXECUTIVE SUMMARY

### Consolidated Budget: FY 2023 – 2024

	Water and Sewer Fund	Stormwater Fund	Total	% Chg from FY2022 -23
<b>Revenues</b>				
Water Sales	\$ 63,494,402	\$ -	\$ 63,494,402	7.1%
Sewer Sales	54,098,886	-	54,098,886	7.5%
Stormwater Fees	-	10,559,615	10,559,615	1.8%
Installation Charges	609,958	-	609,958	-25.7%
Account Servicing Charge	3,994,739	157,205	4,151,944	0.6%
Miscellaneous Income	1,863,043	658	1,863,701	258.4%
Interest Income	5,196	2,933	8,129	-57.2%
Impact Fees	1,179,117	-	1,179,117	-10.1%
Interfund Transfers: from Stormwater	1,145,681	-	1,145,681	3.1%
<b>Total Revenues</b>	<b>\$ 126,391,022</b>	<b>\$ 10,720,411</b>	<b>\$ 137,111,433</b>	<b>7.2%</b>
<b>Expenses</b>				
Personnel Services	\$ 44,885,414	\$ 2,915,137	\$ 47,800,551	12.2%
Operating Expenses	53,237,786	3,498,073	56,735,859	13.1%
Debt Service	2,955,838	11,700	2,967,538	11.4%
Interfund Transfers: to Water and Sewer	-	1,145,681	1,145,681	3.1%
Capital Expenditures	6,461,984	264,706	6,726,690	36.8%
Capital Projects	18,850,000	2,885,114	21,735,114	-17.8%
<b>Total Expenses and Appropriations</b>	<b>\$ 126,391,022</b>	<b>\$ 10,720,411</b>	<b>\$ 137,111,433</b>	<b>7.2%</b>



### Factors that Impacted the Development of the FY 2023 – 2024 Budget

- The 2020 Strategic Master Plan (SMP) and accompanying financial strategy
- The economic impact of the inflationary environment and rising interest rates
- A balanced budget supporting the goals of the [Strategic Master Plan](#)
- A water and sewer rate adjustment of 5 percent, effective January 1, 2024, while maintaining affordable water and sewer rates for customers
- Georgia Environmental Finance Authority (GEFA) Drinking Water State Revolving Fund loan to fund SMP project: Customer Meter Replacement Program (AMR to AMI)
- The impact of new regulatory changes issued by the U.S. Environmental Protection Agency (EPA) requiring more rigorous drinking water health advisories for per- and polyfluoroalkyl substances (PFAS)
- [Intergenerational equity](#) of funding large projects and consideration of additional debt to fund large projects listed in the Strategic Master Plan

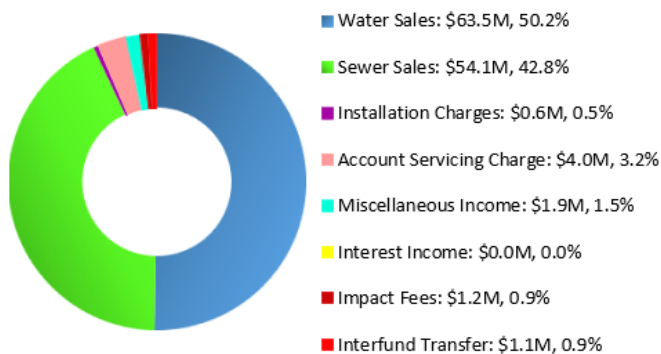


## Budget Summary: Water and Sewer Fund

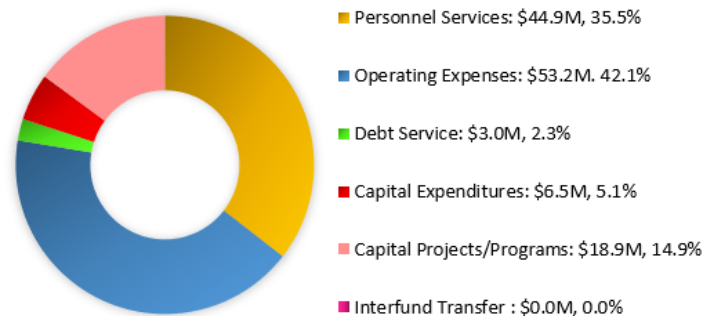
(in millions)

	Budget FY 2022 - 2023	Est Actual FY 2022 - 2023	Budget FY 2023 - 2024	% Chg Budget FY 23 - FY 24	% Chg Act FYE 2023 with Budget FY 2022-2023	% Chg Est Act FYE 23 to Budget FYE 24
<b>REVENUES</b>						
Water Sales	\$59.31 M	\$61.95 M	\$63.49 M	7.1%	4.5%	2.6%
Sewer Sales	50.31 M	53.02 M	54.10 M	7.5%	5.4%	2.2%
Installation Charges	0.82 M	0.50 M	0.61 M	-25.7%	-39.5%	16.7%
Account Service Charges	3.97 M	4.00 M	3.99 M	0.6%	0.7%	-0.1%
Miscellaneous Income	0.52 M	0.73 M	0.58 M	10.7%	41.0%	-10.6%
Interest Income	0.02 M	0.01 M	0.01 M	-67.6%	-67.6%	0.0%
Impact Fees	1.31 M	1.23 M	1.18 M	-10.1%	-6.0%	-3.6%
Grants	0.00 M	1.08 M	1.29 M	0.0%	-	45.2%
Interfund Transfer	1.11 M	1.11 M	1.15 M	3.1%	0.0%	2.9%
<b>TOTAL REVENUES</b>	<b>\$117.37 M</b>	<b>\$123.63 M</b>	<b>\$126.39 M</b>	<b>7.7%</b>	<b>5.3%</b>	<b>2.4%</b>
<b>EXPENSES</b>						
Personnel Services	\$40.30 M	\$34.76 M	\$44.89 M	11.4%	-13.7%	30.1%
Operating Expenses	46.90 M	38.15 M	53.24 M	13.5%	-18.7%	47.5%
Appropriated Reserves	0.00 M	0.00 M	0.00 M	0.0%	-	0.0%
Debt Service	2.66 M	2.60 M	2.96 M	11.3%	-2.0%	1.5%
Capital Expenditures	4.70 M	5.53 M	6.46 M	37.5%	17.6%	53.6%
Capital Projects	22.81 M	21.10 M	18.85 M	-17.4%	-7.5%	-9.7%
<b>TOTAL EXPENSES</b>	<b>\$117.37 M</b>	<b>\$102.15 M</b>	<b>\$126.39 M</b>	<b>7.7%</b>	<b>-13.0%</b>	<b>21.2%</b>

**REVENUES -  
WATER AND SEWER FUND**



**EXPENSES -  
WATER AND SEWER FUND**



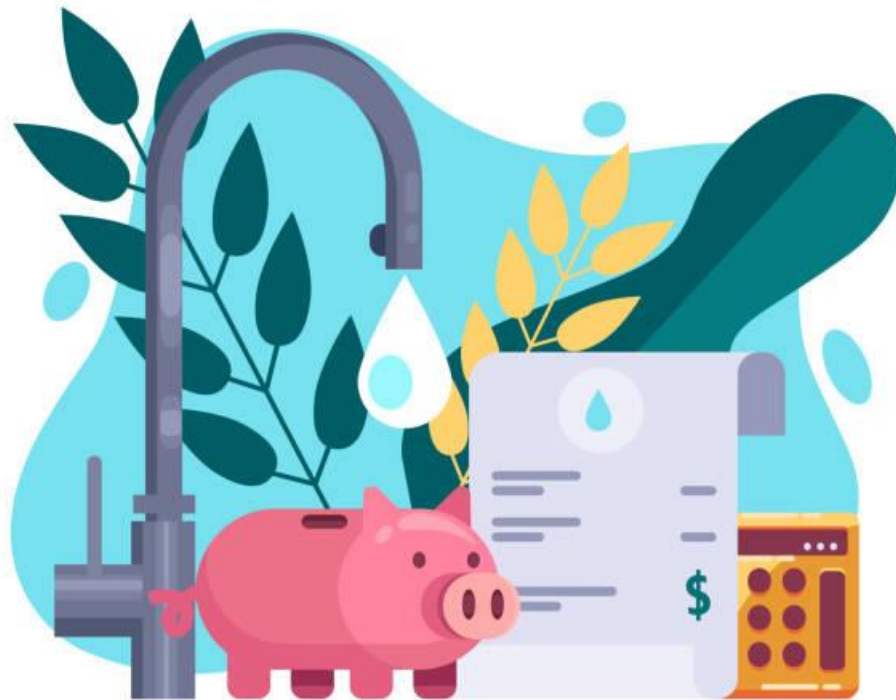
The 2023 – 2024 annual operating and capital budget for the Water and Sewer Fund increased 7.7 percent from the prior year budget. Actual revenues for the fiscal year ending April 30, 2023, are estimated at \$123.63 or 5.3 percent higher than the FY 2022 – 2023 budget while actual expenses are estimated at \$102.15M or 13.0 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.



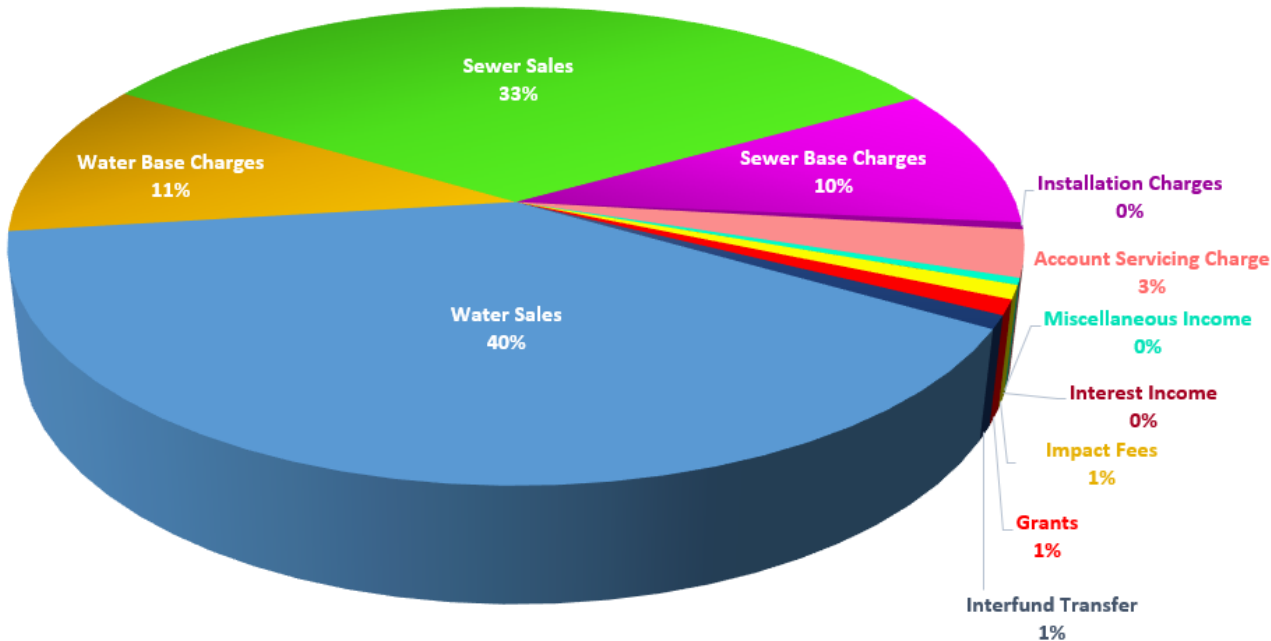
To accommodate the projected cash flow needs of the projects listed in the SMP, it was determined that a series of rate adjustments would be necessary in the next few years. A 10 percent rate increase on base and usage charges for both the water and sewer and sewer utility went into effect on January 1, 2021, an increase of 5 percent went into effect on January 1, 2022, an increase of 3 percent went into effect on January 1, 2023, and a 5 percent increase will be necessary on January 1, 2024 to meet the estimated needs of the listed projects. The forecasted revenues for the FY 2023 - 2024 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](#).

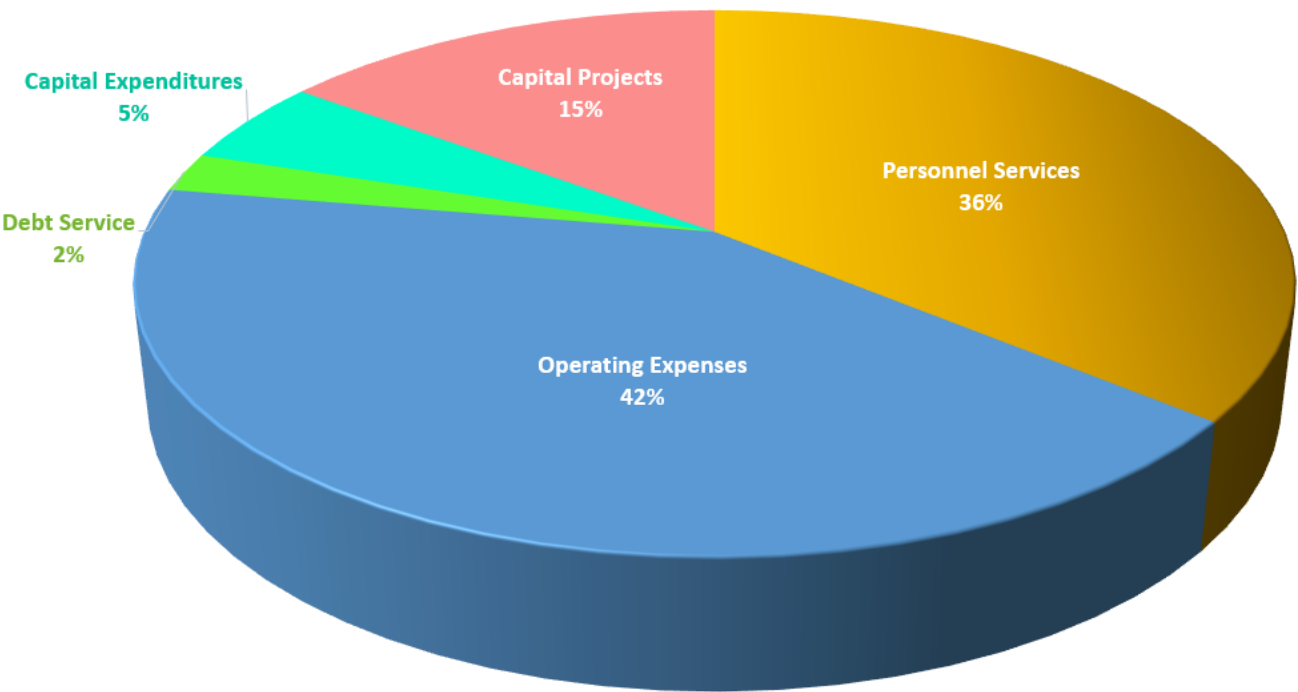




Water and Sewer Fund Revenues as Percent of FY 2023-2024 Budget

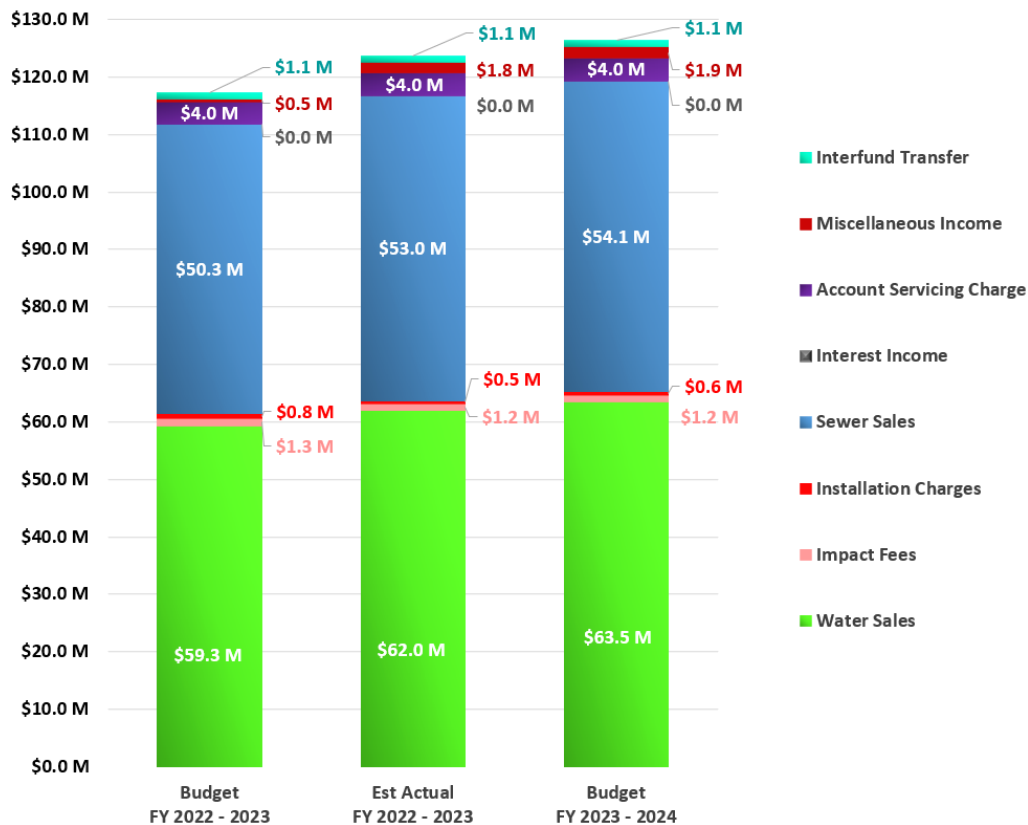


Water and Sewer Fund Expenses as Percent of FY 2023-2024 Budget





## Analysis of Revenues – Water and Sewer Fund



## Revenue Budget Assumptions FY 2023 – 2024

*Water Sales* are forecasted at \$63.5M in the upcoming budget year with \$13.3M of that amount coming from base charges. This is \$4.2M or 7.1 percent higher than the previous budget year and \$1.5M or 2.5 percent higher than estimated actual performance for the fiscal year ending April 30, 2023. *Sewer sales* are projected to be \$54.1M in the current budget with \$12.0M of that amount coming from base charges. This is \$3.8M or 7.5 percent higher than the previous budget year and \$1.1M, or 2.0 percent, higher than estimated actual performance for the year ending April 30, 2023.

The following assumptions were made to project revenue for the FY 2023 – 2024 budget:

- Water and Sewer rate increases of 3 percent applied evenly to base and usage tiers in all customer categories, that went into effect on January 1, 2023.
- Water and Sewer rate increases of 5 percent applied evenly to base and usage tiers in all customer categories, that will be effective on January 1, 2024.
- Water and Sewer sales in all customer categories were estimated using the projected year-end actual revenue at April 30, 2023 with the 5 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, 2023, actual water sales to cities (City of College Park) are estimated to be \$791K. This is \$526K lower than budgeted. Forecasted revenue from the City is budgeted in FY 2023 – 2024 at \$812K which is based on the minimum 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 \$610K which is \$113K higher than forecasted actual performance of \$497K for the fiscal year ending April 30, 2023. These fees were estimated by using the average of the previous 10-year actual performance, excluding the two highest years and the planned developments in the County. The actual installation charges over the previous 5-year period have averaged \$1.2M. Information received from permitting offices and developers are also taken into consideration. Revenues from installation charges are forecasted conservatively because the timing of developments and the purchases can vary significantly.

*Impact Fees* are another revenue stream related to new commercial and residential development. This revenue category was budgeted \$1.2M. Actual performance for FY 2022 – 2023 is estimated at \$1.2M. As with *Installation Charges*, these fees are estimated by using the minimum of the previous 10-year actuals combined with information received from permitting offices and developers. Actual revenue from impact fees over the previous 5-year period has averaged \$1.6M. 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 2018 through 2022 averaged \$1.0M and over the last ten fiscal years have averaged \$1.1M.

*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 \$575K; this is \$56K higher than 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 2023 – 2024.

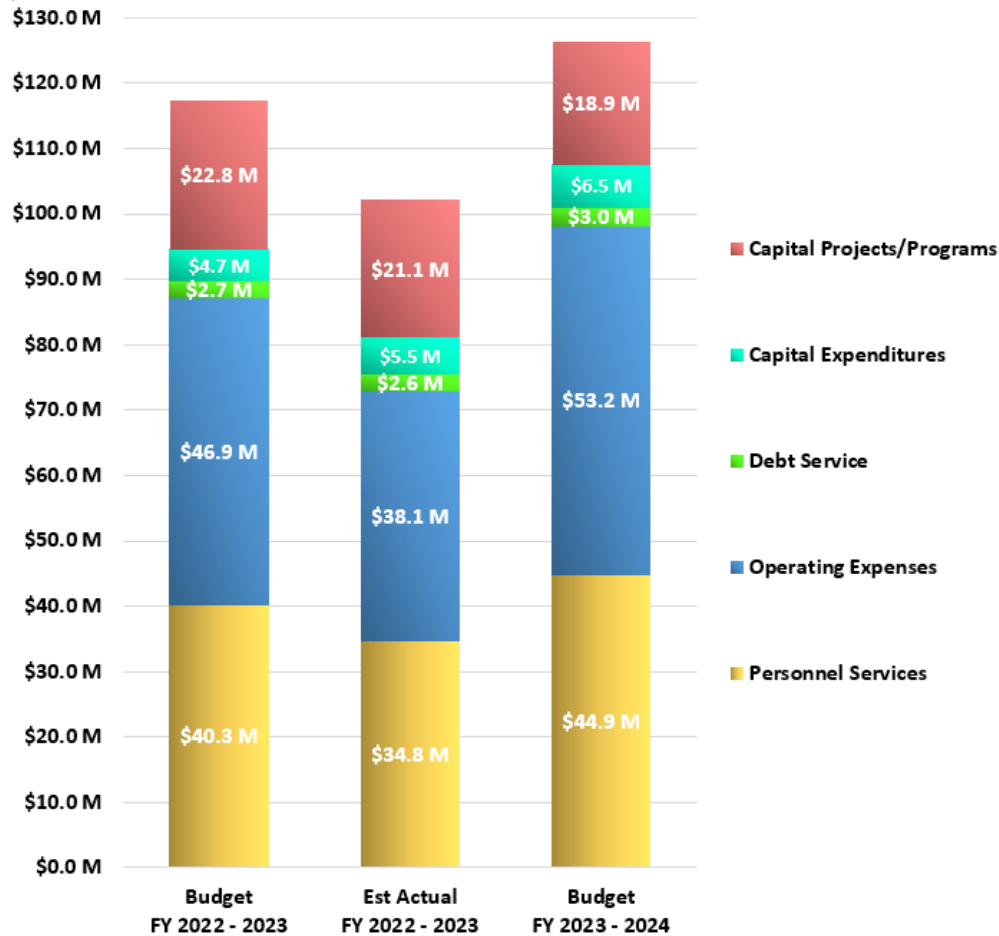
*Interfund Transfer from the Stormwater Fund* is the overhead that is allocated to the Stormwater Fund to cover its share of the Authority's administrative expenses. This year's budgeted amount is \$1.2M. This is a monthly charge of \$96K versus the \$93K per month charged in the previous year. This fee is calculated using a percentage of the prior fiscal year's actual expenses for certain administrative departments.

Revenues from *Grants* are included in the FY 2023 – 2024 budget. Clayton County Government was awarded \$66.8M of the \$1.9 trillion-dollar American Rescue Plan Act (ARPA). Of the amount awarded the County, Clayton County Water Authority will receive a total of \$1,504,000 for hardship assistance caused by the COVID-19 pandemic. In June 2022, the Authority received \$216K and in June 2023 will receive the remaining amount of \$1,288,000. Actual estimated revenues of \$1.1M are projected to be received from grants for the fiscal year ending April 30, 2023. Of these revenues, \$216K were received from the ARPA allocation, \$40K from County grants for enhancements to the CCWA Wetlands Center, and \$820K from the Federal Grant program, Low-Income Household Water Assistance Program (LIHWAP).





## Analysis of Expenses – Water and Sewer Fund



## Operating and Capital Expenditure Budget Assumptions FY 2023 – 2024

### Personnel Services

This expense category includes *Salaries, Overtime, Payroll Taxes, Pension, Medical and Retiree Benefits* and is budgeted at a combined total of \$44.4M in the FY 2023 – 2024 budget, an increase of \$4.6M, or 11 percent, over the prior year 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 a 6 percent for cost of living (COLA) and a 3 percent merit increase, whether given or not. A 6 percent Cost of Living Allowance (COLA) increased the budget for these expenses by \$2.0M and impacts the potential Merit of 3 percent by another \$60K.

In addition to the impact of COLA and merit, the FY 2023–2024 budget also includes an increase of \$948K related to the request a net increase of 9.8 full time employees. These additional full-time employees add an additional \$242K for employee benefits.

At fiscal year ending April 30, 2023, actual performance for this category is estimated at \$34.8M . This is \$5.5M or 13.7 percent less than the FY 2022 – 2023 budget. Actual salary expenses have been 7 percent lower than budgeted over the most recent five 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*, included in the Personnel Services calculated above, consist of workman's compensation related expenses, health insurance and other related benefits. The FY 2023–2024 budget has this expense category budgeted at \$6.7M which is \$664K or 11 percent higher than the previous year budget. This category of expense has increased an average of 11 percent over the previous 5 years of budgets. The actual employee benefits expense has averaged a 9 percent year-over-year increase for the previous five years. 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. During the latest benefit analysis, being self-insured has saved the Authority approximately \$1.5M over the two fiscal years between May 1, 2019 through April 30, 2021.

*Pension* expense of \$5.1M is \$547K or 12 percent higher than the previous budget year. Of that increase \$414K is related to COLA and Merit and \$131K is related to the requested new employees. 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 \$1.1M make up the remaining portion of the Personal Services category. This line item increased \$104K or 10 percent from the previous budget year and was not included in the Personnel Services calculation at the beginning of this section.

### Operating Expenses

**Operating Expenses** are \$54.3M for the new budget year and are up 13 percent or \$6.4M 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 contingency funding.

The FY 2023–2024 budget for the *Operating Materials and Supplies* category of \$8.9M is up \$1.6M or 22 percent from the previous year budget. *Chemical* expenses make up \$5.4M of this category and are \$773K 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 \$2.2M, is \$321K or 17 percent higher than the prior year budget. This category includes various supply needs for maintenance of the Authority's infrastructure and facilities including pipe, pipefittings, man-hole 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 \$587K in the upcoming year, it is \$346K higher than the prior year budget. The 4-year replacement cycle of computers, monitors, tablets, printers, and the replacement and updates of eight security workstations and servers is budgeted at \$345K. The security workstation upgrades accounted for approximately \$105K of the increase in this expense item. The replacement of routers throughout the Authority, conference room hybrid setups, board room audio/visual enhancements, and security monitoring equipment combined to increase this year's budget by \$211K. Increases in technology prices and the additional replacements to have on hand in case of emergencies was responsible for the remaining \$30K of the increase between budget years.

Other accounts in this category include *Lab Supplies*, *Tools and Shop Supplies*, and *Uniforms*. The combined budgeted amount for these expense accounts totals \$785K and is \$150K 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 \$787K in the current fiscal year, which is up \$144K over last year's budget due to rising fuel prices. Over the previous five years, actual expenses for this category have averaged \$448K. 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 \$350K and is up \$82K or 31 percent from the prior year budget. The increase in this category is due to increased costs in printing and office supplies due to inflation. Actual expenses in this category of expenses have averaged \$200K over the previous five fiscal years.

The *Special Purchases* expense category has a budget of \$5.2M for the upcoming year, an increase of \$2.6M over the prior year budget. This group of expenses contains the line items of *Water Purchases*, *Employee Recognition*, *Toilet Rebate*, and the *Affordability* and *Discount Programs*. The *Affordability Programs* are funded through the revenue received from cell tower leases and Gas South incentives and are historically budgeted at \$130K. For FY 2023–2024 this budgeted expense has been increased by \$1.3M due to grant funding that will be received from American Rescue Act (ARPA) funding from the County. These funds will be expensed in this category as part of the *Affordability Programs*. 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 \$3.6M, which is \$1.3M higher than was budgeted in the previous year due to potential expenses related to new regularity requirements recently mandated by the US Environmental Agency (EPA).

*Utility* expense is budgeted at \$9.6M, which is \$439K or 5 percent higher than the previous budget year. Electricity is the largest expense in this category and is budgeted at \$6.3M which is \$184K lower than budget last year. *Telephone and Internet* expense is budgeted at \$681K and is \$132K lower than the prior year budget. This decrease is due to an improved estimate of expenses after major changes were made last year to the Authority's internet systems to improve security, increase reliability, and improve 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 \$113K and \$68K, respectively. These increases included a full year of the 3 percent rate adjustment, implemented on January 1, 2023 along with the 5 percent increase effective January 1, 2024 for the last four months of the upcoming fiscal year.

*Maintenance and Repair* expenses have been budgeted at \$1.7M, which is \$288K or 20 percent higher than the prior year budget. Additional planned maintenance on several pumps at various facilities throughout the County is responsible for the increase. 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 \$18.6M and is up \$1.2M or 7 percent from the previous year budget primarily due to increases in *Consulting Fees* and *Maintenance and Repairs of Plant Equipment*, expense line items.

In FY 2023–2024, *Consulting Fees* are budgeted at \$5.1M, an increase of \$1.1M 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: Development of an Asset Management Plan for Water Systems, continued work on Emergency Operations Plan (EOP) Development and Disaster Recovery, Business Continuity Planning, and additional funding for Lead and Copper Rule Revisions: LSL Inventory.

There are thirteen separate maintenance expense line items budgeted in the *Outside Services* category, and combined, account for \$7.7M of the budget. These maintenance expenses increased a total of \$681K 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 \$361K and *Maintenance and Repairs of Office Equipment* which increased \$101K. The budget for *Maintenance and Repairs of Plant Equipment* has increased due to additional planned maintenance on pumps and motors in multiple Water Production, Water Reclamation, and Lift Station facilities coupled with the rising cost of those repairs due to inflation. The increase in the budget for *Maintenance and Repairs of Office Equipment* is due to maintenance planned for the Authority's Wi-Fi system and Storage Area Network (SAN) which added \$70K to the FY 2023–2024 budget.

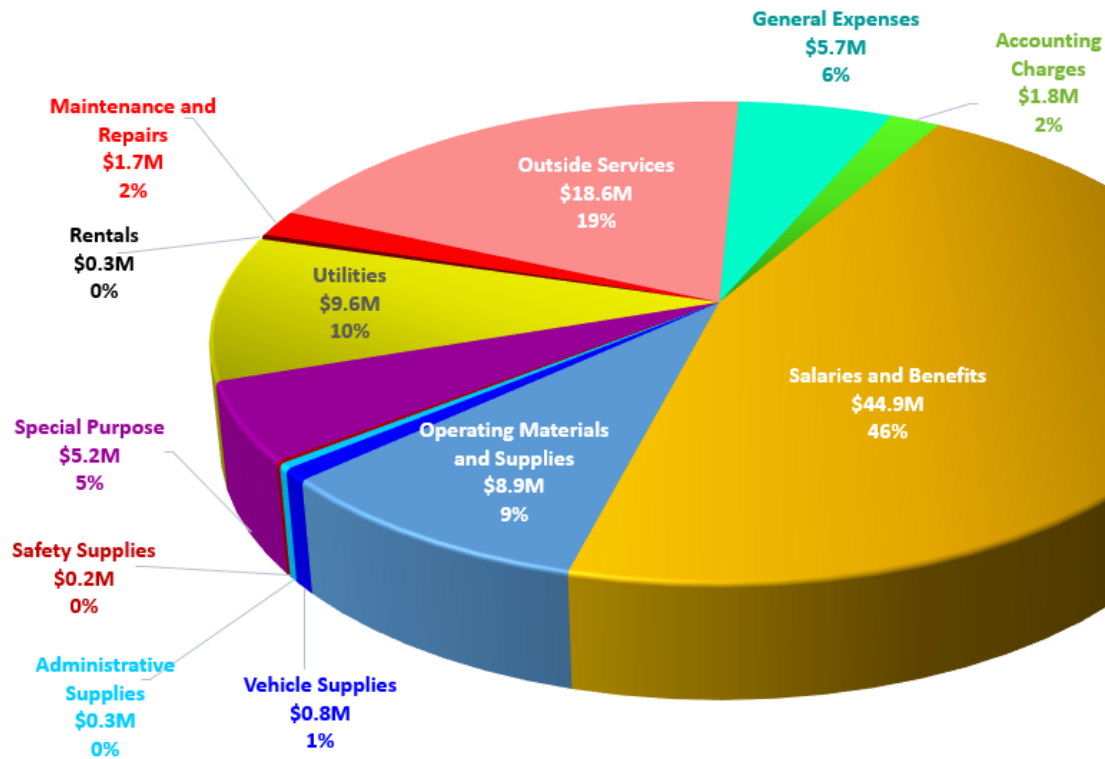
The *Accounting Charges* category contains the expense of write-offs of uncollectable revenues and credit card convenience fees. Budgeted at \$1.8M, this category is \$1.0M lower than the prior year. This decrease is due to the change in accounting methods between the previous Customer Information System (CIS), Northstar, and the newly implemented CIS, Cayenta. In Northstar, leak adjustment credits were expensed and shown as a voluntary write-off expense in the Accounting Charges category. In the new system, these adjustments reduce revenue. The impact to net position (net income) is the same. The change in methodology between the two CIS systems accounts for the decrease in this expense between budget years.

The *General Expenses* category contains the expense line items of *Employee Bonding*, *Property Insurance*, *Training*, *Administrative Fees*, *Annual Software License Fees*, and other miscellaneous expenses. At \$5.7M, the *General Expenses* category has increased \$798K or 16 percent from the prior year budget. *Property Insurance* of \$971K and *Employee Bonding/Liability Insurance* of \$708K increased over the prior year budget by a combined \$424K. The FY 2023-2024 *Annual Software License* expense is budgeted at \$2.0M, an increase of \$231K over the amount budgeted in the prior year. Additional software applications and licenses for existing applications, along with an anticipated 8 percent increase due to inflation, was responsible for the change between years.





## Operating Expenses - Percentage by Category Type



## Debt Service

*Debt Service* of \$3.0M is included in the FY 2023–2024 budget and is \$301K higher than the prior year budget. The amount budgeted for this expense consists of the principal and interest payments for seven GEFA loans. Three of the GEFA loans are in repayment while four 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](#).”

Loan	Maturity	Term	Original Principal	Interest Rate	Amount Outstanding at 2/28/2023	Annual Debt Service	Interest Only	Debt Service in FY2023-2024 Budget
<b>In Repayment</b>								
CW02008 Wetlands	12/1/2025	20 years	\$7.7 M	3.00%	\$ 1,316,781	\$ 514,317		\$ 514,317
DW00002P Backflows	4/1/2026	20 years	\$4.2 M	3.00%	832,621	283,329		283,329
CW2016037 Outfalls 1	7/1/2036	15 years	\$25.0 M	0.65%	22,474,664	1,749,688		1,749,688
<b>Total P + I Payments</b>						<b>\$ 2,547,334</b>		<b>\$ 2,547,334</b>
<b>In Construction</b>								
CW202020014 Outfalls 2		15 years	\$25.0 M	0.57%	12,183,840	\$ 1,739,327	\$ 142,500	\$ 142,500
CW2021024 Biosolids 1		20 years	\$50.0 M	0.13%	70,403	2,532,776	26,000	26,000
CW2022023 Biosolids 2		20 years	\$50.0 M	0.13%	-	2,532,776	-	-
DW2022033 AMI 1		20 years	\$25.0 M	1.92%	-	1,506,310	240,000	240,000
<b>Total Interest Only</b>							<b>\$ 408,500</b>	<b>\$ 408,500</b>
<b>FY 2023-2024 Debt Service</b>								<b>\$ 2,955,834</b>





### 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 177 fleet trucks that range in age from 2006 through 2023. Approximately 10 percent are reviewed for replacement annually based on a scoring factor that includes mileage, corrective maintenance cost and age. Due to supply chain disruptions and the associated manufacturer backlogs for the previous three fiscal years, the Authority had been unable to meet this goal.



This year the **Water and Sewer Fund** budgeted for twenty-one trucks to be replaced. These vehicles are included in the current year budgeted request for Capital Equipment of \$6.5M which is \$1.8M higher than the previous year budget. Contributing to this increase is the replacement of two large trucks, a combination Vac-Truck and a CCTV truck with updated technologies needed to maintain the conveyance infrastructure throughout the County. The budgeted amount over the previous five fiscal years has averaged \$3.5M.

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
<b>Vehicles</b>			
Trucks - Fleet: F-150, F-250	\$ 549,537	\$ 268,322	\$ 817,859
Trucks - Heavy: F-350 or higher, Dump	1,123,543	-	1,123,543
Trailers	22,000	-	22,000
<b>Buildings and Structures</b>	-	-	-
Building, Roof, Paving, HVAC	484,000	150,000	634,000
Tanks and Containers	422,355	-	422,355
<b>Equipment</b>	-	-	-
Field Equipment - Construction Equipment	310,469	10,000	320,469
Data Processing/IT System Equipment	388,000	354,000	742,000
Plant Equipment	1,389,205	316,500	1,705,705
<b>Other</b>	440,953	233,100	674,053
<b>Total Capital Equipment</b>	<b>\$ 5,130,062</b>	<b>\$ 1,331,922</b>	<b>\$ 6,461,984</b>



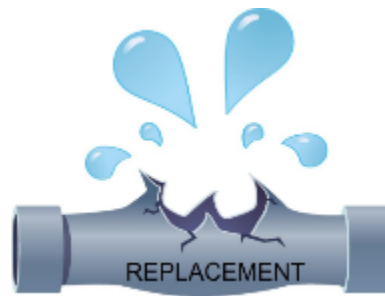
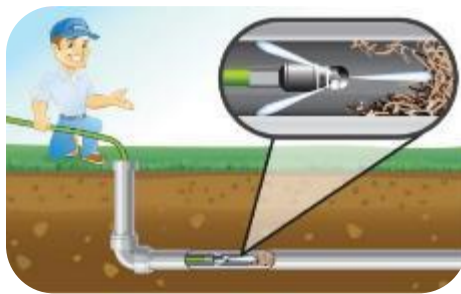


### Capital Project

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 \$18.9M is \$4.0M lower than the previous budget year. 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 2023 – 2024 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	
[OP003]	[SMP 20-703] Casey Biosolids (Pre-Fund GEFA Disbursements)	\$ 6,000,000
[OP007]	[SMP 20-611] Large Diameter Sewer Main Replacement; Riverdale Outfall PH 1	6,000,000
[RE166]	[SMP 20-607] Atlanta Lift Station East and West Outfalls	1,000,000
[RE174]	[SMP 20-601] Galvanized Water Main Replacement	1,750,000
[RE219]	[SMP 20-910] Lift Station Rehabilitation	1,700,000
[RE233]	Shoal Creek WRF Improvements	2,400,000
<b>Total Capital Projects</b>		<b>\$ 18,850,000</b>





### Additional Capital Projects Funded

In addition to capital projects funded from FY2023-2024 budget, the following projects will receive funding from the FY 2022 – 2023 budget surplus along with proceeds from requested debt financing.

Construction		Amount
Line	Project Description	Allocated
<b>Strategic Master Plan and Work Priorities</b>		
[RE166]	[SMP 20-607] Basin Level Sewer Rehabilitation/Small Diameter Sewer R/R Program	\$ 500,000
[RE180]	[SMP 20-617] DOT Project - Hwy 42	1,600,000
[RE224]	[SMP 20-711] Northeast WRF Improvements - Flow Metering	170,000
[RE225]	Water Lines	10,000
[RE226]	Sewer Lines	20,000
[RE227]	Water Meters	20,000
[RE228]	[SMP 20-615] Pressure Sewer (Assessment and) Rehabilitation Program	500,000
[RE229]	[SMP 20-315] Bar Screen Replacement (Flint River Pump Station)	150,000
[RE229]	[SMP 20-311] [SMP 20-318] Back-Up Generators Jonesboro and Noahs Ark Pump Stations	12,400,000
[RE229]	[SMP 20-604] Water Distribution Model Update	400,000
[RE230]	[WP 2023-24] SCADA DR Implementation	140,000
[RE230]	[SMP 20-168] Network Switching and Cabling	125,000
[RE230]	[WP 2023-24] JDE Evaluation	100,000
[RE230]	[SMP 20-167] Cyber Security	60,000
[RE230]	[SMP 20-165] SCADA Security	50,000
[RE146]	Building B Restroom Remodel	125,000
[RE146]	Roof Addition to Outdoor Break Area (Completion)	25,000
[RE146]	Community Use Room Kitchen Upgrade	30,000
<b>Total</b>		<b>\$ 16,425,000</b>
<b>Projects to be funded with Debt Proceeds</b>		
[TBD]	Hicks PFAS	\$ 25,000,000
[TBD]	Hooper PFAS and Upgrades	5,000,000
<b>Total</b>		<b>\$ 30,000,000</b>
<b>Total Additional Capital Projects Funded</b>		<b>\$ 46,425,000</b>



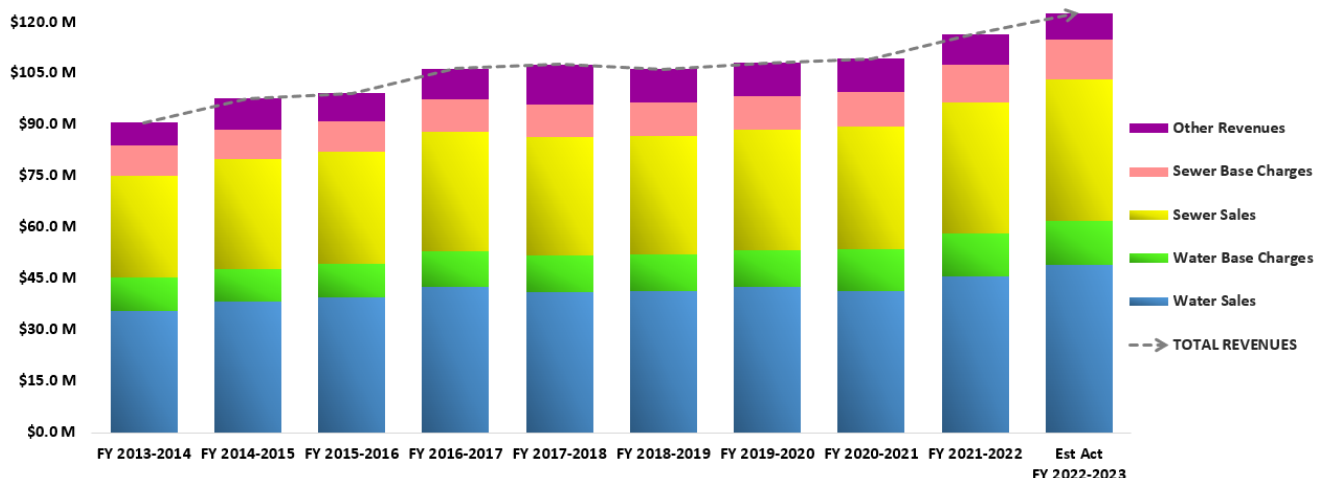


## Budgetary Analysis – Revenues and Expenses: Actual Performance to Budget Comparison (in millions)

	Actual FY 2020 - 2021	Actual FY 2021 - 2022	Est Actual FY 2022 - 2023	Budget FY 2023 - 2024	% Chg Budget FYE 23 - FYE 24	% Chg Est Act FYE 23 to Budget FYE 24
<b>REVENUES</b>						
Water Sales	\$53.63 M	\$58.15 M	\$61.95 M	\$63.49 M	7.1%	2.6%
Sewer Sales	46.04 M	49.49 M	53.02 M	54.10 M	7.5%	2.2%
Installation Charges	1.43 M	0.68 M	0.50 M	0.61 M	-25.7%	16.7%
Account Service Charges	3.98 M	3.95 M	4.00 M	3.99 M	0.6%	-0.1%
Miscellaneous Income	1.21 M	1.48 M	0.73 M	0.58 M	10.7%	-10.6%
Interest Income	0.04 M	0.02 M	0.01 M	0.01 M	-67.6%	0.0%
Impact Fees	1.77 M	1.46 M	1.23 M	1.18 M	-10.1%	-3.6%
Grants	0.00 M	0.47 M	1.08 M	1.29 M	0.0%	45.2%
Interfund Transfer	1.22 M	1.19 M	1.11 M	1.15 M	3.1%	2.9%
<b>TOTAL REVENUES</b>	<b>\$109.32 M</b>	<b>\$116.90 M</b>	<b>\$123.63 M</b>	<b>\$126.39 M</b>	<b>7.7%</b>	<b>2.4%</b>
<b>EXPENSES</b>						
Personnel Services	\$30.79 M	\$33.60 M	\$34.76 M	\$44.89 M	11.4%	30.1%
Operating Expenses	29.39 M	31.74 M	38.15 M	53.24 M	13.5%	47.5%
Appropriated Reserves	0.00 M	1.00 M	0.00 M	0.00 M	0.0%	0.0%
Debt Service	21.46 M	23.14 M	2.60 M	2.96 M	11.3%	1.5%
Capital Expenditures	1.30 M	1.74 M	5.53 M	6.46 M	37.5%	53.6%
Capital Projects	21.79 M	23.28 M	21.10 M	18.85 M	-17.4%	-9.7%
<b>TOTAL EXPENSES</b>	<b>\$104.73 M</b>	<b>\$114.51 M</b>	<b>\$102.15 M</b>	<b>\$126.39 M</b>	<b>7.7%</b>	<b>21.2%</b>

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, 2023. This year's revenue projections include a 5 percent rate adjustment that will be effective January 1, 2024. 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 2013-14 to FY 2022-23





## Budgetary Analysis – Revenues: Budget to Budget Comparison

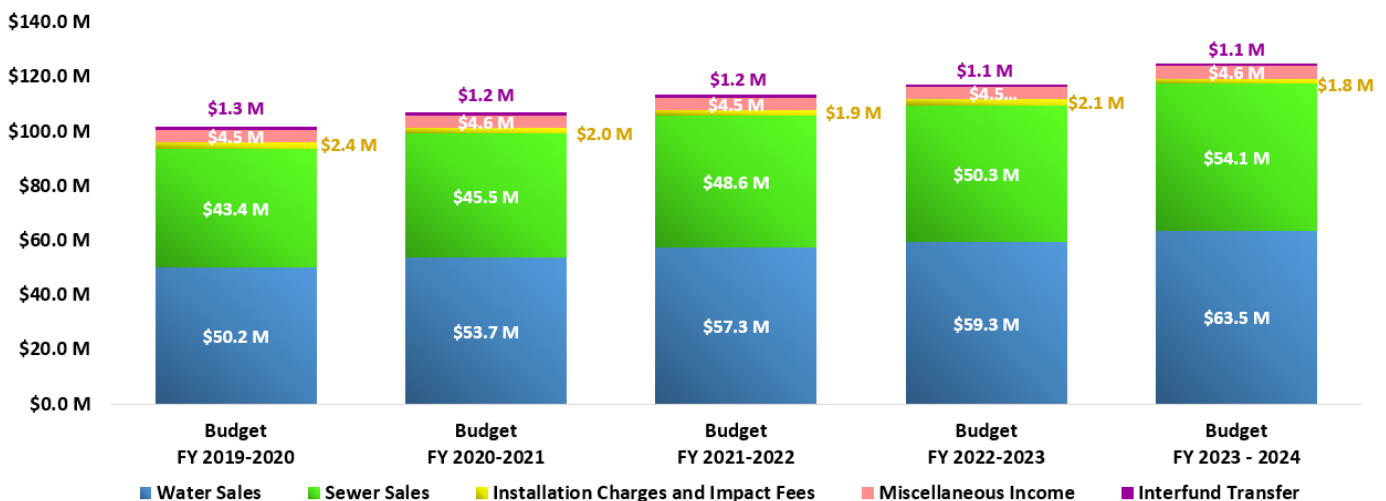
(in millions)

	Budget FY 2019 - 2020	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	Budget FY 2023 - 2024	% Chg Budget FYE 23 - FYE 24
<b>REVENUES</b>									
Water Sales	\$50.17 M	\$53.71 M	7.1%	\$57.26 M	6.6%	\$59.31 M	3.6%	\$63.49 M	7.1%
Sewer Sales	43.41 M	45.50 M	4.8%	48.59 M	6.8%	50.31 M	3.5%	54.10 M	7.5%
Installation Charges	0.88 M	0.77 M	-12.2%	0.75 M	-2.2%	0.82 M	9.2%	0.61 M	-25.7%
Account Service Charges	3.96 M	4.02 M	1.5%	3.92 M	-2.6%	3.97 M	1.4%	3.99 M	0.6%
Miscellaneous Income	0.55 M	0.54 M	-2.5%	0.52 M	-4.0%	0.52 M	0.1%	0.58 M	10.7%
Interest Income	0.03 M	0.03 M	2.5%	0.03 M	3.7%	0.02 M	-53.2%	0.01 M	-67.6%
Impact Fees	1.54 M	1.21 M	-21.2%	1.17 M	-3.2%	1.31 M	11.8%	1.18 M	-10.1%
Grants	0.00 M	0.00 M	0.0%	0.00 M	0.0%	0.00 M	0.0%	1.29 M	0.0%
Interfund Transfer	1.27 M	1.22 M	-4.1%	1.19 M	-2.0%	1.11 M	-7.0%	1.15 M	3.1%
<b>TOTAL REVENUES</b>	<b>\$101.80 M</b>	<b>\$107.00 M</b>	<b>5.1%</b>	<b>\$113.44 M</b>	<b>6.0%</b>	<b>\$117.37 M</b>	<b>3.5%</b>	<b>\$126.39 M</b>	<b>7.7%</b>

Revenue projections for FY 2023 - 2024 include a 5 percent rate increase that will be effective on January 1, 2024, and applied evenly to water and sewer base and usage tiers in all customer categories. It also includes the 3 percent rate adjustment that went into effect on January 1, 2023. This adjustment will be applied evenly to water and sewer base and usage tiers in all customer categories. 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.

### Budgetary Revenue Comparison





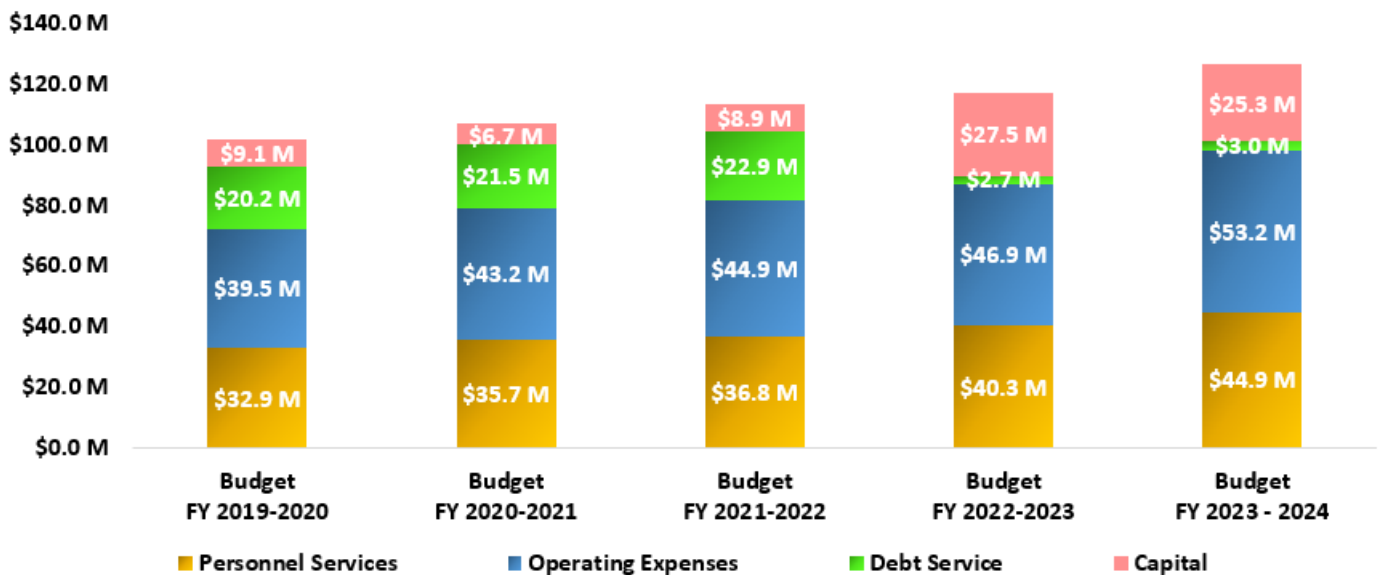
## Budgetary Analysis – Expenses: Budget to Budget Comparison

(in millions)

	Budget FY 2019 - 2020	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	Budget FY 2023 - 2024	% Chg Budget FYE 23 -FYE 24
<b>EXPENSES</b>									
Personnel Services	\$32.92 M	\$35.68 M	8.4%	\$36.96 M	3.6%	\$40.30 M	9.0%	\$44.89 M	11.4%
Operating Expenses	39.50 M	43.16 M	9.3%	44.90 M	4.0%	46.90 M	4.4%	53.24 M	13.5%
Appropriated Reserves	0.00 M	0.39 M	0.0%	0.00 M	-100.0%	0.00 M	0.0%	0.00 M	0.0%
Debt Service	20.24 M	21.45 M	6.0%	22.88 M	6.6%	2.66 M	-88.4%	2.96 M	11.3%
Capital Expenditures	3.51 M	2.96 M	-15.7%	3.23 M	9.2%	4.70 M	45.4%	6.46 M	37.5%
Capital Projects	5.63 M	3.35 M	-40.5%	5.63 M	67.8%	22.81 M	305.4%	18.85 M	-17.4%
<b>TOTAL EXPENSES</b>	<b>\$101.80 M</b>	<b>\$107.00 M</b>	<b>5.1%</b>	<b>\$113.60 M</b>	<b>6.2%</b>	<b>\$117.37 M</b>	<b>3.3%</b>	<b>\$126.39 M</b>	<b>7.7%</b>

The FY 2023 – 2024 expenses are budgeted at \$126.39M, an increase of \$9.0M or 7.7 percent over the previous year. The largest change in expenses is due to the decrease in capital projects of \$4.0M or negative 17.4 percent. Due to inflation, Personnel Services, Operating Expenses, and Capital Expenditures (Equipment) expense categories utilized the additional funds, increasing from the prior year budget.

### Budgetary Expense Comparison





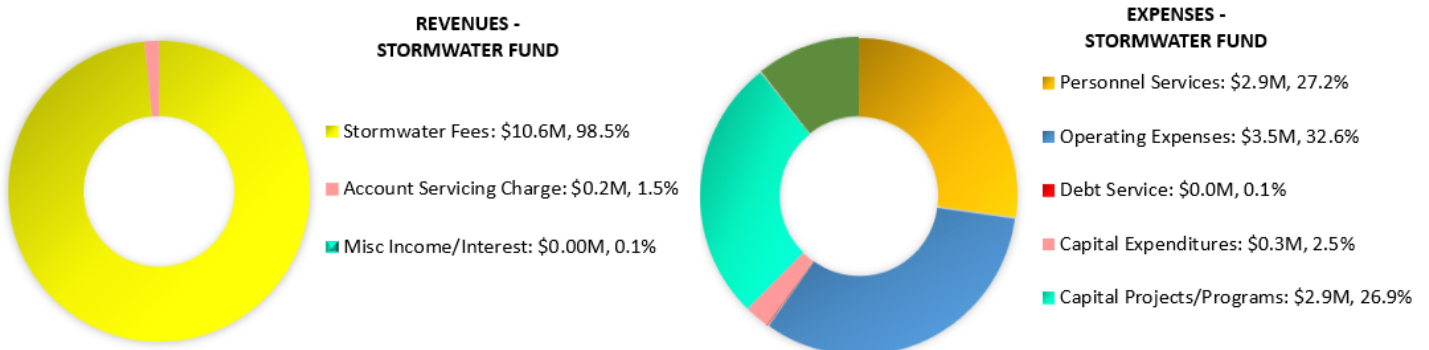
## Budget Summary: Stormwater Fund

(in millions)

	Budget FY 2022-2023	Est Actual FY 2022 - 2023	Budget FY 2023-2024	% Chg Budget FYE 23 -FYE 24	% Chg Act FYE 2023 with Budget FY 2022-2023	% Chg Est Act FYE 23 to Budget FYE 24
<b>REVENUES</b>						
Stormwater Fees	\$10.37 M	\$10.78 M	\$10.56 M	1.8%	3.9%	-2.0%
Account Service Charges	0.16 M	0.17 M	0.16 M	0.0%	5.9%	-5.6%
Miscellaneous Income	0.00 M	0.91 M	0.00 M	-0.5%	25235.2%	-99.6%
Grants	0.00 M	0.00 M	0.00 M	-	-	-
<b>TOTAL REVENUES</b>	<b>\$10.53 M</b>	<b>\$11.86 M</b>	<b>\$10.72 M</b>	<b>1.8%</b>	<b>12.6%</b>	<b>-9.6%</b>
<b>EXPENSES</b>						
Personnel Services	\$2.29 M	\$2.10 M	\$2.92 M	27.4%	-8.1%	38.6%
Operating Expenses	3.26 M	3.04 M	3.50 M	7.2%	-6.9%	15.2%
Debt Service	0.01 M	0.00 M	0.01 M	34.5%	-70.9%	0.0%
Interfund Transfer -W&S	1.11 M	1.11 M	1.15 M	3.1%	0.0%	3.1%
Capital Expenditures	0.22 M	0.25 M	0.26 M	20.9%	14.2%	5.9%
Capital Projects	3.64 M	4.84 M	2.89 M	-20.8%	33.0%	-40.4%
<b>TOTAL EXPENSES</b>	<b>\$10.53 M</b>	<b>\$11.35 M</b>	<b>\$10.72 M</b>	<b>1.8%</b>	<b>7.7%</b>	<b>-5.5%</b>

The 2023-2024 Operating and Capital Budget of \$10.7M is up \$189K or 1.8 percent from the previous budget year. *Stormwater Fees* are budgeted at \$10.6M 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, 2023. Estimated actual revenue of \$11.9M is \$1.3M or 12.6 percent higher than budgeted. This favorable variance to budget was due to the sale of mitigation credits for \$909K 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.

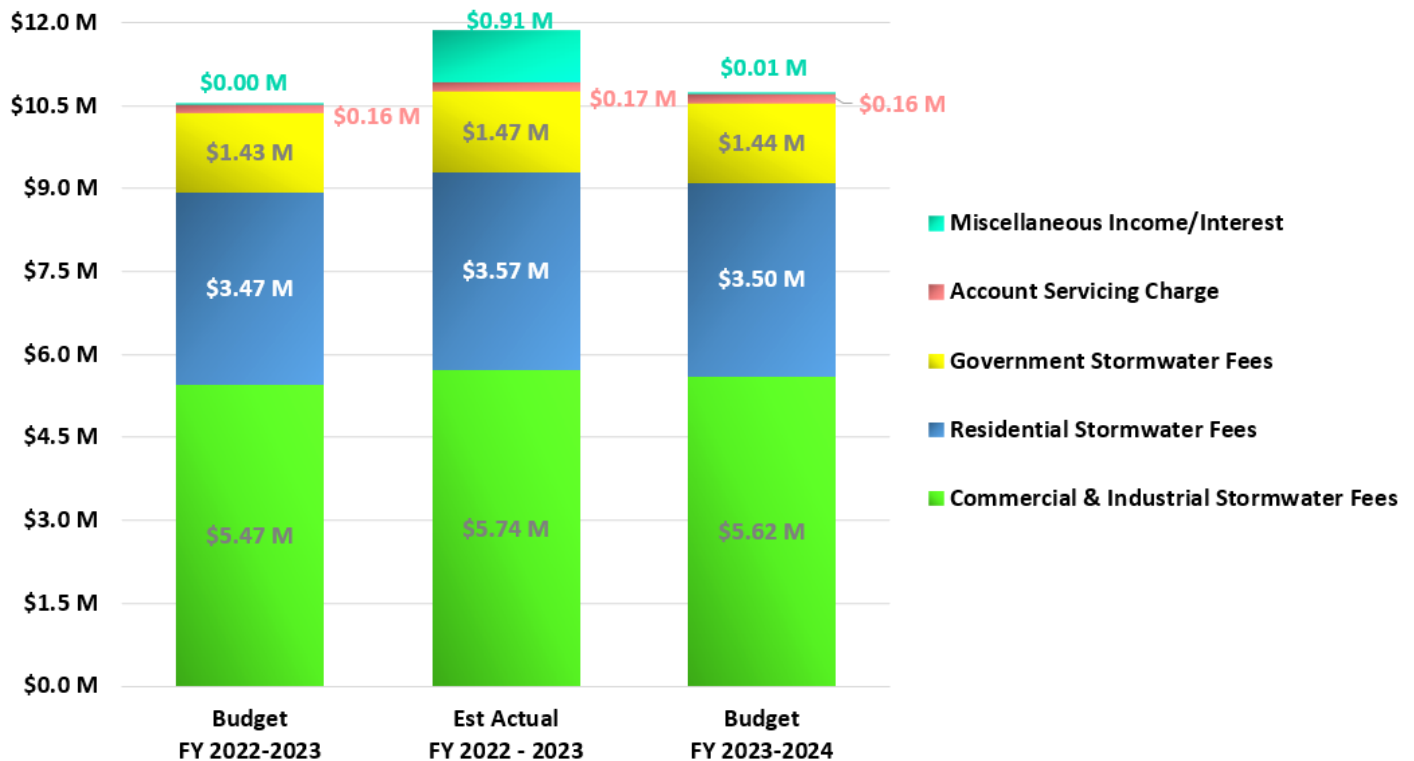
Estimated actual expenses of \$11.3M are higher than budgeted because a transfer of \$1.2M from cash reserves into the Stormwater Capital Projects budget to complete additional improvements in the stormwater collection systems and watershed areas. This transfer was approved by the Board of Directors in February 2023.







## Analysis of Revenues – Stormwater Fund



## Revenue Budget Assumptions FY 2023 – 2024

**Stormwater Fees:** Fees are budgeted at \$10.6M for the upcoming fiscal year. This is \$189K or 1.8 percent higher than the prior year budget and \$216K less than estimated actual revenue of \$10.8M for April 30, 2023. The FY 2023 - 2024 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 aerials performed in 2006 and existing CCWA account information. Digital tax parcel data, a much more accurate assessment of impervious surface, was not available at that time. In late 2013, CCWA acquired updated aerial photography and impervious surface data along with digital tax parcel data.

All *Non-Residential Customers* were reassessed, and fees based on the new surface area became effective January 1, 2016. Approximately \$450K in additional Stormwater Fees have been generated annually using the updated impervious surface data. 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 \$180K.

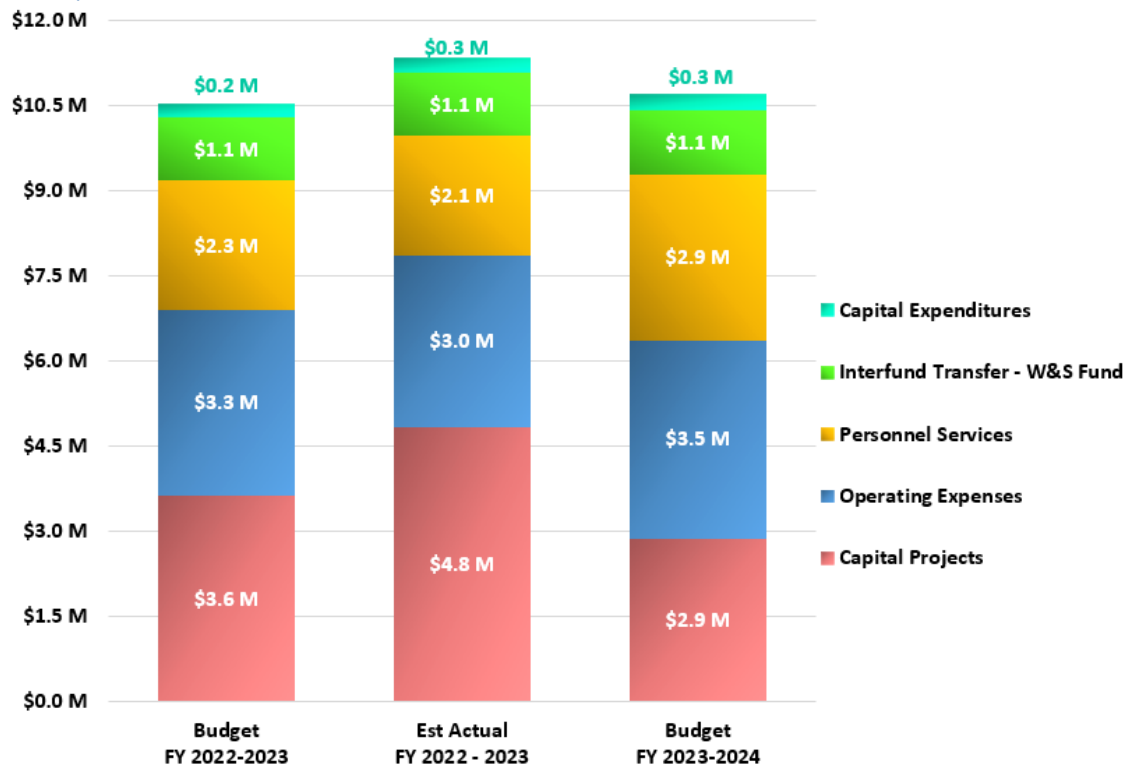
*Miscellaneous Income* is revenue received from the sale of scrap materials and other minor revenues and was budgeted at \$658, which is the lowest actual amount received for this revenue over the last five fiscal years. The historical



average of actual performance over the last five fiscal years has averaged \$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. During the current fiscal year, revenue of \$909K has been received for the final remaining mitigation credits. 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 varies 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 have not been 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 2023 – 2024

#### Personnel Services

This expense category includes *Salaries, Overtime, Payroll Taxes, Pension, and Medical* and associated benefits and is budgeted at a combined total of \$2.9M in the FY 2023 – 2024 budget, an increase of \$627K over the prior year 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 a 6 percent cost of living (COLA) and a 3 percent merit increase, whether given or not. These amounts also include the requested additional four employees, increasing *Salaries, Payroll Taxes* and *Pension* by \$296K and *Employee Benefits* by an additional \$48K.

Actual performance of \$2.1M is estimated for this category at fiscal year ending April 30, 2023 is \$185K or 8.1 percent less than the amount budgeted for FY 2022 - 2023.

*Employee Benefits*, included in the Personnel Service calculations above, consist of workman's compensation expenses, health insurance and other related benefits. FY 2023 – 2024 budget has this expense category budgeted at



\$424K which is \$133K or 45.7 percent higher than the budget in the previous year. Of that increase, \$48K or 17 percent is related to the four new employees being requested by the Stormwater Fund. Actual expenses for the fiscal year ending April 30, 2023 are estimated to be \$284K. 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.

Also included in the Personnel Service calculations above is *Pension* expense. *Pension* expense, as a percentage of *Salaries*, increased \$67K or 25 percent from the previous budget year and is budgeted at \$333K. The additional requested employees added \$4K of this overall increase. Actual performance for the fiscal year ending April 30, 2023 is estimated at \$240K. 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 \$3.5M and are \$235K or 7.2 percent higher than the previous budget year. Actual performance in this category is estimated at \$3.0M and is \$226K less than the FY 2022 – 2023 budget.

The *Operating Materials and Supplies* category is budgeted at \$142K and is \$4K or 3 percent higher than the previous year budget. This category includes various supply needs for maintenance of the stormwater infrastructure including pipe, pipefittings, manhole covers, shovels and other miscellaneous items often issued from the warehouse such as washers, gloves, duct tape and other miscellaneous supplies necessary in day-to-day utility activities. Other accounts in this category include *Lab Supplies*, *Tools and Shop Supplies*, *Uniforms* and *Technology and Software*. *Uniforms* and *Technology* for the requested four employees have increased from the prior budget by \$6K with each expense line item up \$3K each.

*Administrative Supplies* expense category includes office and janitorial supplies, printing, and postage. This category was budgeted at \$28K, is up \$10K from the previous year to purchase new office furniture and office supplies for four new employees. Actual annual expenses in this category have averaged \$13K over the previous five fiscal years.

The *Vehicle Supplies* expense is budgeted at \$93K and is up \$23K or 32.6 percent from last year's budget. This group of expenses includes gas, oil, diesel fuel and tires with gas prices being the primary budgetary factor used. The additional vehicles and equipment for the requested employees, along with rising fuel prices, were responsible for the increase in this category. Actual annual expenses in this category have averaged \$51K over the previous five fiscal years.

The *Utility* expense category includes electric, telephone, internet, CCWA water, sewer, and stormwater utility fees. In FY 2023 – 2024, these expenses are budgeted at \$37K which is up \$12K from the previous year budget primarily due to cell phones and MiFi devices for four new employees.

*Maintenance and Repair* expenses have been budgeted at \$25K and is \$2K lower than the previous year budget. Actual performance has averaged \$20K 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 \$2.6M, this expense category is up \$218K or 9 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 2023 – 2024 at \$1.3M; the same as 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. *Maintenance of Lakes and Rivers* is another expense line-item in this category and is budgeted at \$282K and is unchanged from the previous budget year. This expense line-item funds various watershed work planned in FY 2023 – 2024. *Consulting Fees* are budgeted at \$869K and are up \$196K from the prior year budget. Changes in organizational initiatives from year-to-year impact variances in this expense line-item. Initiatives for the FY 2023 – 2024 budget include “Development of a Rate Study Analysis” that is estimated at \$250K and “Development of a Watershed Master Plan” estimated at \$175K.

The *General Expenses* category contains the expense line items of *Employee Bonding, Property Insurance, Training and Administrative Fees*. At \$14K, the *General Expenses* category has increased \$14K or 11 percent from the prior year budget primarily due to increases in training and conferences.

The *Accounting Charges* category contains the expense of write-offs of uncollectable revenues and credit card convenience fees. Budgeted at \$440K this category has decreased \$44K or 9 percent from the prior year budget. Actual annual expenses in this category have averaged \$312K over the previous five fiscal years.

*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 \$95K versus the \$93K 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 2023 – 2024 budget contains *Debt Service* of \$11,700 for interest only payments during the construction phase if \$9M of the loan were 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 \$265K, *Capital Equipment* is budgeted \$46K higher than the previous budget year due to the initial equipment purchases needed for a new maintenance crew and additional inspector. Historically, differences in the type and cost of equipment purchases from year to year are responsible for variances. The budgeted amount over the previous five fiscal years has averaged \$345K. 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.\*](#)

Description	Stormwater Fund		
	Replacement	New	Total
<b>Vehicles</b>			
Trucks - Fleet: F-150, F-250	\$ -	\$ 84,836	\$ 84,836
Trucks - Heavy: F-350 or higher, Dump	-	89,870	89,870
Trailers	-	9,000	9,000
<b>Buildings and Structures</b>	-	-	-
Building, Roof, Paving, HVAC	-	-	-
Tanks and Containers	-	-	-
<b>Equipment</b>			
Field Equipment - Construction Equipment	-	-	-
Data Processing/IT System Equipment	-	-	-
Plant Equipment	-	-	-
<b>Other</b>	-	81,000	81,000
<b>Total Capital Equipment</b>	<b>\$ -</b>	<b>\$ 264,706</b>	<b>\$ 264,706</b>







### Capital Projects

This category of the Capital Budget involves projects that benefit the operations of the Authority over multiple years. CCWA differentiates *Capital Projects* from *Capital Expenditures* by defining a Capital Project as one that requires multiple resources to complete. These resources could include any combination of inside labor, outside labor and various materials or products that require assembly or construction to become a long-term asset. Capital Projects are budgeted at \$2.89M compared to the previous budget year amount of \$3.64M. 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 2023 – 2024 budget is in the [Capital Budget](#) section of this document under the heading [Stormwater Funded Projects - Summary](#).

### Capital Projects Summary – Stormwater Fund

Construction Line	Project Description	Amount Budgeted
[SW004]	[SMP 20-207] Cured In Place Pipe (CIPP)	\$ 1,385,114
[SW005]	[SMP 20-207] Renewal and Replacement Pipe (Open-cut)	1,000,000
[SW010]	Watershed Improvement Projects	500,000
<b>Total Capital Projects</b>		<b>\$ 2,885,114</b>







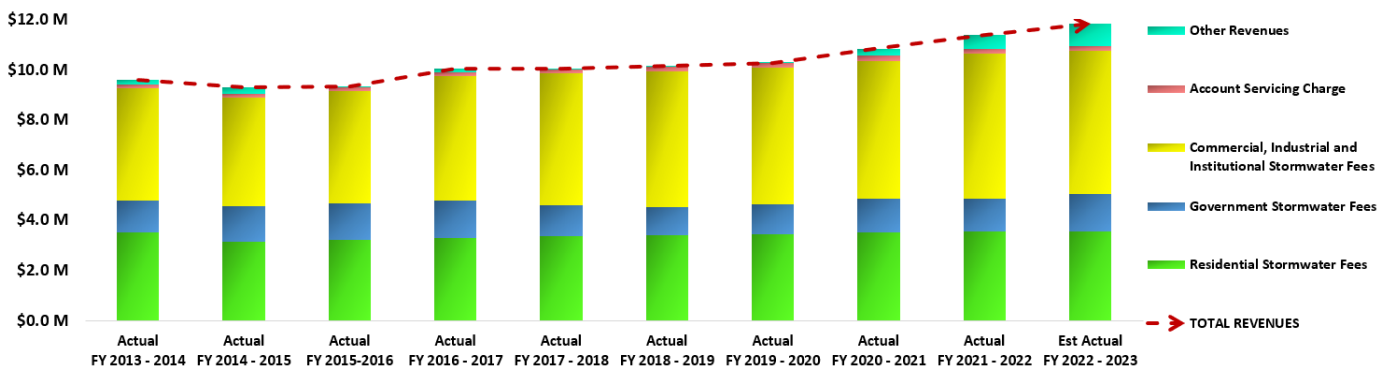
## Budgetary Analysis – Revenues and Expenses: Actual Performance to Budget Comparison (in millions)

	Actual FY 2020 - 2021	Actual FY 2021 - 2022	Est Actual FY 2022 - 2023	Budget FY 2023-2024	% Chg Budget FYE 23 -FYE 24	% Chg Est Act FYE 23 to Budget FYE 24
<b>REVENUES</b>						
Stormwater Fees	\$10.37 M	\$10.67 M	\$10.78 M	\$10.56 M	1.8%	-2.0%
Account Service Charges	0.22 M	0.17 M	0.17 M	0.16 M	0.0%	-5.6%
Miscellaneous Income	0.27 M	0.55 M	0.91 M	0.00 M	-0.5%	-99.6%
Grants	0.00 M	0.00 M	0.00 M	0.00 M	-	-
<b>TOTAL REVENUES</b>	<b>\$10.86 M</b>	<b>\$11.39 M</b>	<b>\$11.86 M</b>	<b>\$10.72 M</b>	<b>1.8%</b>	<b>-9.6%</b>
<b>EXPENSES</b>						
Personnel Services	\$1.82 M	\$2.00 M	\$2.10 M	\$2.92 M	27.4%	38.6%
Operating Expenses	2.76 M	2.91 M	3.04 M	3.50 M	7.2%	15.2%
Debt Service	0.00 M	0.00 M	0.00 M	0.01 M	34.5%	0.0%
Interfund Transfer -W&S	1.22 M	1.19 M	1.11 M	1.15 M	3.1%	3.1%
Capital Expenditures	0.47 M	0.13 M	0.25 M	0.26 M	20.9%	5.9%
Capital Projects	4.19 M	4.57 M	4.84 M	2.89 M	-20.8%	-40.4%
<b>TOTAL EXPENSES</b>	<b>\$10.46 M</b>	<b>\$10.81 M</b>	<b>\$11.35 M</b>	<b>\$10.72 M</b>	<b>1.8%</b>	<b>-5.5%</b>

The 2023 - 2024 Operating and Capital Budget of \$10.72M is up \$189K from the previous budget year. Budgeted revenues of \$10.72M are \$1.1M or 9.6 percent lower than estimated actual revenues for the fiscal year ending April 30, 2023. Estimated actual revenue of \$11.7M includes \$909K received from the sale of mitigation credits which is not a budgeted revenue source.

Budgeted expenses are \$625K or 5.5 percent lower than estimated actual expenses which include a transfer of \$1.2M 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 2023.

### Actual Revenues – FY 2013-14 to FY 2022-23

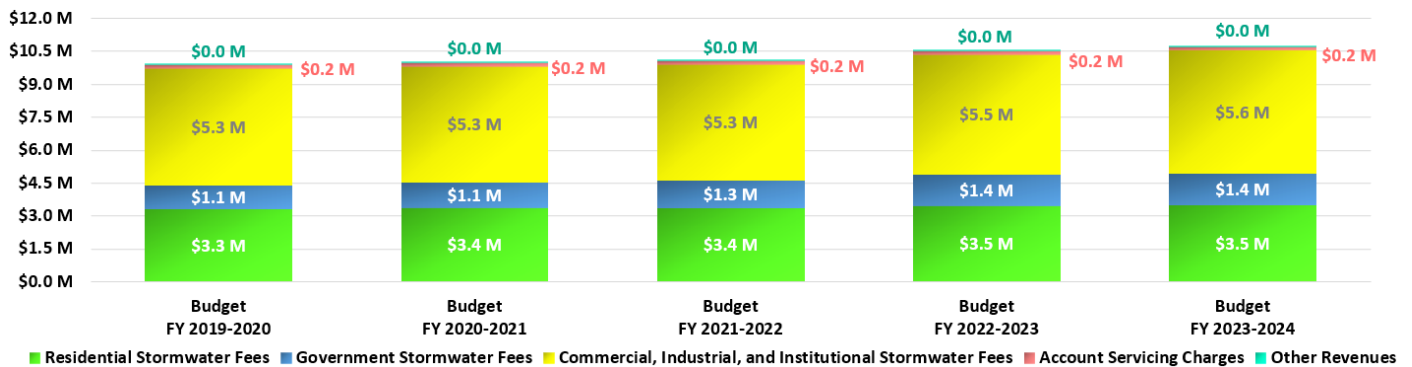




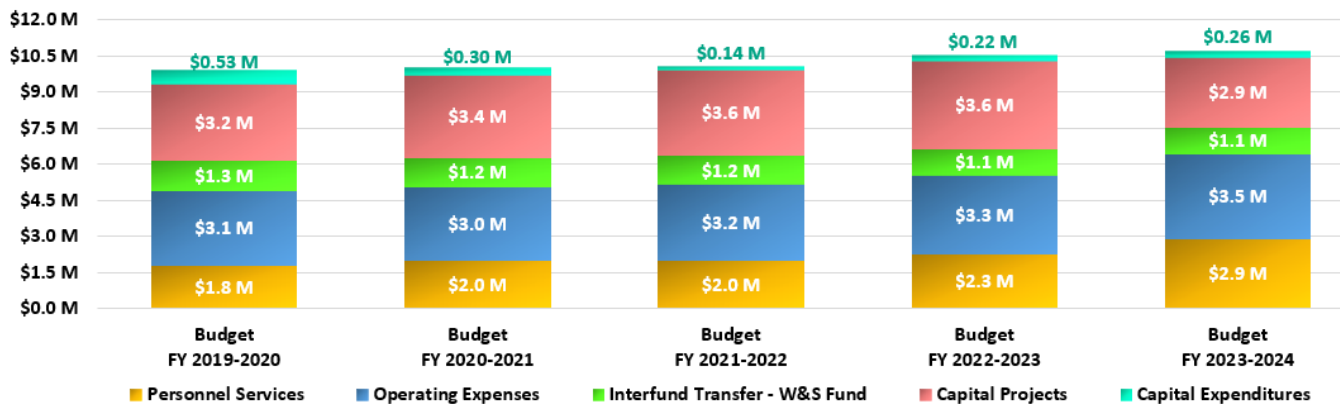
## Budgetary Analysis – Revenues and Expenses: Budget to Budget Comparison (in millions)

	Budget FY 2020-2021	Budget FY 2021-2022	% Chg Budget FYE 21 -FYE 22	Budget FY 2022-2023	% Chg Budget FYE 22 -FYE 23	Budget FY 2023-2024	% Chg Budget FYE 23 -FYE 24
<b>REVENUES</b>							
Stormwater Fees	\$9.83 M	\$9.92 M	0.9%	\$10.37 M	5.5%	\$10.56 M	1.8%
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	-16.6%	0.00 M	-46.7%	0.00 M	-0.5%
Grants	0.00 M	0.00 M	-	0.00 M	-	0.00 M	-
<b>TOTAL REVENUES</b>	<b>\$10.00 M</b>	<b>\$10.08 M</b>	<b>0.8%</b>	<b>\$10.53 M</b>	<b>5.4%</b>	<b>\$10.72 M</b>	<b>1.8%</b>
<b>EXPENSES</b>							
Personnel Services	\$2.02 M	\$2.02 M	-0.2%	\$2.29 M	13.2%	\$2.92 M	27.4%
Operating Expenses	3.04 M	3.15 M	3.7%	3.26 M	7.4%	3.50 M	7.2%
Debt Service	0.00 M	0.00 M	-	0.01 M	-	0.01 M	34.5%
Interfund Transfer -W&S	1.22 M	1.19 M	-2.0%	1.11 M	-8.9%	1.15 M	3.1%
Capital Expenditures	0.30 M	0.14 M	-52.1%	0.22 M	-26.2%	0.26 M	20.9%
Capital Projects	3.42 M	3.57 M	4.5%	3.64 M	6.4%	2.89 M	-20.8%
<b>TOTAL EXPENSES</b>	<b>\$10.00 M</b>	<b>\$10.08 M</b>	<b>0.8%</b>	<b>\$10.53 M</b>	<b>5.4%</b>	<b>\$10.72 M</b>	<b>1.8%</b>

### Budgetary Revenue Comparison



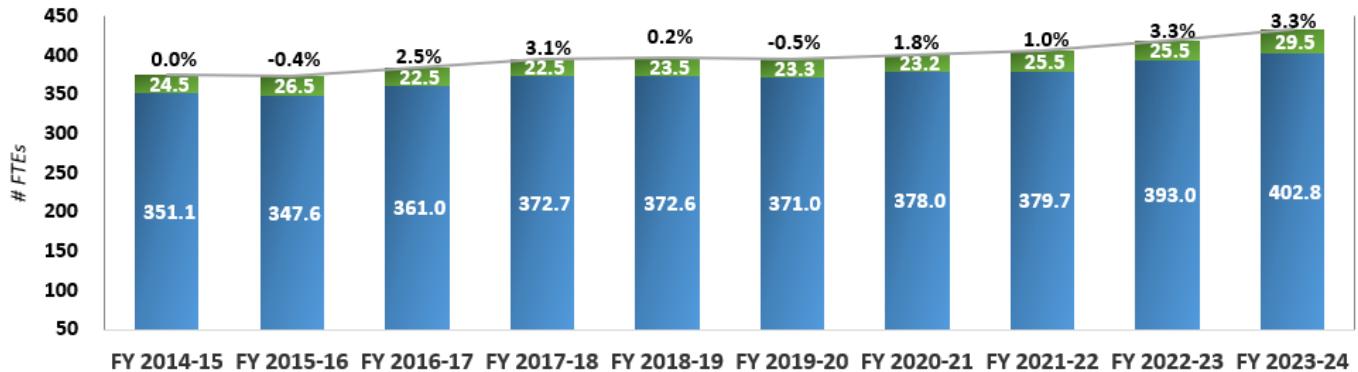
### Budgetary Expense Comparison





## 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

Authorized Personnel	FY 2020-2021	FY 2021-2022	FY 2022-2023	FY 2023-2024
	Budgeted	Budgeted	Budgeted	Requested/ Budgeted
Executive	125.12	125.03	126.18	128.88
Water Production	35.00	36.89	39.95	43.55
Program Management and Engineering	27.66	28.59	30.59	30.92
Distribution and Conveyance	97.00	97.00	100.00	99.00
Water Reclamation	53.25	52.23	53.23	56.40
General Services	40.00	40.00	43.00	44.00
<b>Water and Sewer Fund</b>	<b>378.03</b>	<b>379.74</b>	<b>392.95</b>	<b>402.75</b>
<b>Stormwater Fund</b>	<b>23.15</b>	<b>25.50</b>	<b>25.50</b>	<b>29.50</b>
<b>Grand Total Full-Time Employees (FTEs)</b>	<b>401.18</b>	<b>405.24</b>	<b>418.45</b>	<b>432.25</b>

The FY 2023 – 2024 budget includes a request of 4 additional full-time employees in the Stormwater Fund. This would increase the number of employees in this utility by 15.7 percent to a total of 29.50 full-time employees (FTE). The budget also includes a request for a net increase of 9.8 full-time employees (FTE) in the Water and Sewer Fund. This would be an increase of 2.5 percent in this utility to a total of 402.75 personnel.



## 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 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
<b>Product Quality and Quantity (PQ)</b>	18	Impact on capacity, impact on quality of drinking water, effluent, stormwater, and regulatory compliance
<b>Customer Satisfaction (CS)</b>	2	Customer Satisfaction levels, complaints, and responsiveness to customers
<b>Employee and Leadership Development (ED)</b>	24	Staff morale, retention, and interest, staff competency and opportunities for professional growth, and internal customer satisfaction
<b>Operational Optimization/Resiliency (OO)</b>	20	Operational efficiency, responsiveness in emergencies, and risk to employees, customers, community, and property
<b>Financial Viability (FV)</b>	9	Impact on financial position, financial policy and compliance, and budget management effectiveness
<b>Infrastructure Stability (IS)</b>	22	Asset management best practices, risk of existing infrastructure, technical feasibility, planned versus reactive maintenance
<b>Stakeholder Understanding, Support and Community Sustainability (SS)</b>	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 following criteria: the importance of the project; predecessor or successor projects; other various project timing constraints; and a 10-year cash flow forecast. As both the number and costs of projects have increase since 2010 Strategic Master Plan, it was important to develop a comprehensive, long-term funding strategy to meet the cash flow needs of the SMP projects and a **Financial Strategy and Rate Model** was created. The table below summarizes the count and cost of the projects defined in the plan by division or area.

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

Projects scheduled for FY 2023 - 2024 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: [Long-Range 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 2023 – 2024](#). A portion of the scoring tool is provided as an example below.

### Project Scoring Factors

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

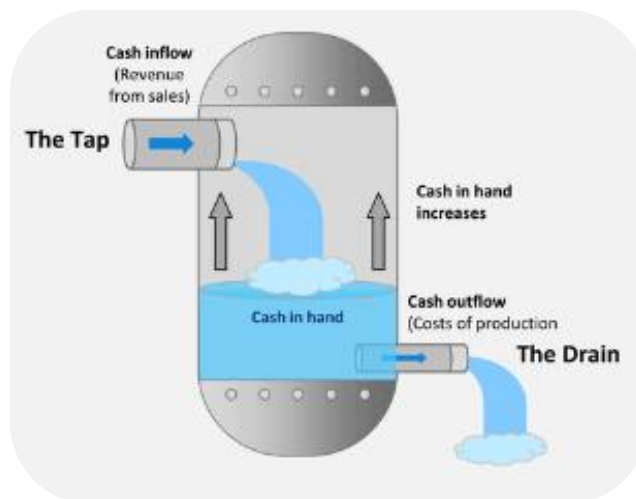




## Sample Scoring Sheet

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

A link to the **2020 Strategic Master Plan** can be found on the [www.ccwa.us](http://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.

The original three primary scenarios for funding the Strategic Master Plan that were reviewed in the initial 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"> <li>•No borrowing</li> <li>•Funding through rate increases only</li> </ul>	<ul style="list-style-type: none"> <li>•GEFA loan for Casey Solids (\$100M)</li> <li>•GEFA loans for large sewer rehab projects (\$30M every 5 years)</li> <li>•Fund remaining projects through rate increases</li> </ul>	<ul style="list-style-type: none"> <li>•GEFA loan for Casey Solids (\$100M)</li> <li>•GEFA loans for large sewer rehab projects (\$30M every 5 years)</li> <li>•Private Placement Funding for Casey Liquids (\$108M)</li> <li>•Fund remaining projects through rate increases</li> </ul>

**Scenario 3** was chosen as the optimal financial plan necessary to complete the capital improvement projects listed in the 2020 Strategic Master Plan. 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](#).

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.



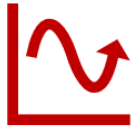
## Financial Strategy and Rate Model Assumptions – FY 2023 – 2024

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 2023 – 2024 budget forecasts:



**Supply Chain  
Disruptions**



**Inflation**



**Rising Interest  
Rates**



**Labor Market**



**EPA  
Regulations**

### Supply Chain Disruptions



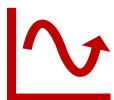
Supply chain disruptions continue to impact the outlook for the new fiscal year, but at a lesser extent as the prior year budget. Lead times for technology, fleet, and equipment remain unpredictable but are shortening. However, prices have not dropped as supply has gotten closer to meeting demand.

#### Rate Model Assumption Changes:

Capital project cost projections are at a Compounded Annual Growth Rate (CAGR) of 3% in the model.

- Longer project construction period pushes future projects out and increases original estimated projects budgets by 3% per year. The model takes into consideration that during Strategic Master Plan (SMP) development for capital projects, the estimated budgets were inflated to span the 10-year timeframe the SMP covers.

### Inflation



The general inflationary environment has increased the cost of chemicals, fuel, and other operating materials and supplies.

#### Rate Model Assumption Changes: .

The Compounded Annual Growth Rate (CAGR) in this year's rate model stayed the same as the prior year's assumptions:

- Operating expense - 4%
- Capital equipment costs - 4%
- Capital project cost - 3%, as mentioned above.



## Interest Rates



The Federal Reserve has been raising interest rates to slow inflation. The target rate for Inflation is 2 percent, as measured by the annual change in the price index for personal consumption expenditures and is what the Federal Open Market Committee (FOMC) judges to be the most consistent with the Federal Reserve's mandate for maximum employment and price stability. In June 2022, inflation peaked at 9.1 percent and in February 2023 was 6 percent.

### Rate Model Assumption Changes:

Interest rates in this year's rate model have been increased to:

- Bonds – 5.0%; increase of 1.5%
- Water Infrastructure and Finance Innovation Act (WIFIA) – 4.0%; increase of 1.5%
- Georgia Environmental Finance Authority (GEFA) – 2.0%; increase of 1.67%

## Labor Market



The “Great Resignation” and tightening labor market has driven up prices for outside services that are utilized for maintenance and repairs, temporary agency employees, and other professional services. increases in salaries are needed to compete for employees.

### Rate Model Assumption Changes:

There were no changes in assumptions from the prior year:

- Operating expenses – 4%
- Salaries, Wages, and Related Benefits – 6% Cost of Living Allowance

## Environment Protection Agency (EPA) Regulations



In March 2023, the Environmental Protection Agency (EPA) issued legally enforceable levels for six per- and polyfluoroalkyl substances (PFAS) in drinking water. Although CCWA has been proactively planning for this regulation, the level of the requirement was much lower than anticipated and much lower than the levels required over the past several years.

In addition to the lowered limit, the EPA required compliance by water utilities within approximately three years following its pronouncement. Due to this lower limit and abbreviated timeline to comply, CCWA has initiated the design and construction of a facility to include the technologies to treat its drinking water to meet the regulations and to accommodate the increased capacity necessary to accommodate current and projected population growth throughout the County. The project budget to build a facility to accommodate both the EPA requirements and the increased capacity is estimated to be \$350M.

In less than 180 days, the original SMP projects increased 58% from just this PFAS mandate and the inflationary impact of the \$56M increase in costs for the Casey WRRF Biosolids project. Within the previous fiscal year, the 2020 Strategy Master Plan has increased from its original estimated budget of \$678M to \$1.1B overall or about 63 percent.



### Rate Model Assumption Changes:

- Increases in the amount and timing of cash flow needed.
- Increases in the amount and timing of long-term debt financing and the addition of revenue bonds to the lower cost borrowing options of Georgia Environmental Finance Authority (GEFA) loans and private placement.
- In addition to increased debt, higher increases in water and sewer rates over the next several years are necessary as the short, regulatory time constraint of three years does not allow gradual increases and time to accumulate funding for the projects in the Renewal and Extension Fund (Pay-Go).

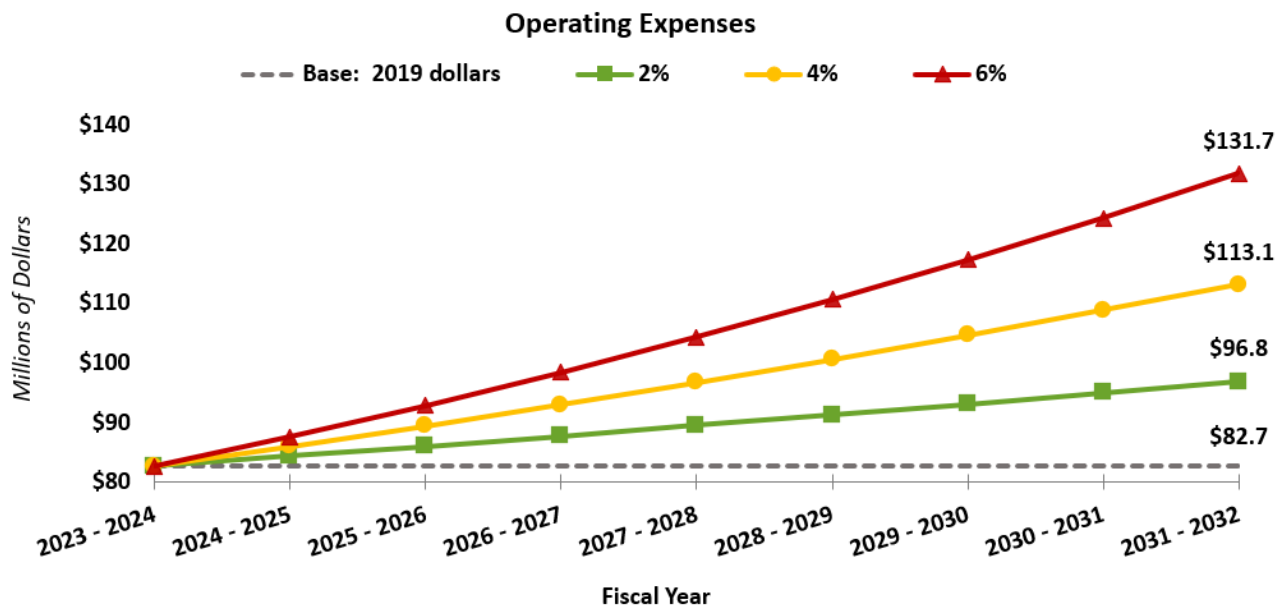
### Impact of Inflation on Operating Expenses

The impact of changes in inflation rates on operating expenses from this budget year, FY 2023 – 2024, through FY 2031 – 2032 are displayed in the line graph below. The **black dashed line** is no inflation and provides a baseline of \$82.7M

The **green line** illustrates the impact of a 2 percent inflationary rate which forecasts operating expenses in FY 2031 – 2032 at \$96.8 million.

The **gold line** represents a 4 percent inflationary assumption for operating expenses. At that rate, operating expenses in FY 2031 – 2032 are projected to be \$113.1 million. This is the inflationary rate assumption used for the current year budget analysis. This is no change from the prior year budget analysis which also used a 4 percent increase.

The **red line** shows the escalation of operating expenses when a 6 percent inflation rate is used and operating expenses in FY 2031 – 2032 are projected to be \$131.7 million.







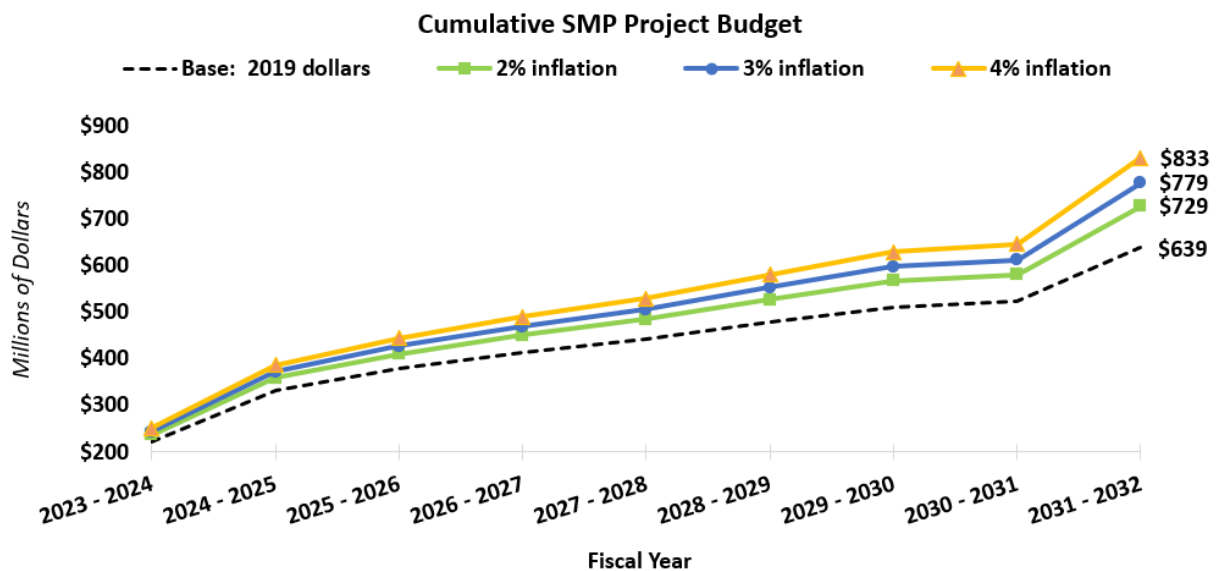
### Impact of Inflation on Cumulative Capital Project Budgets

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 from FY 2023 – 2024 through FY 2031 - 2032, these cumulative costs are projected to be \$639 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 \$729 million.

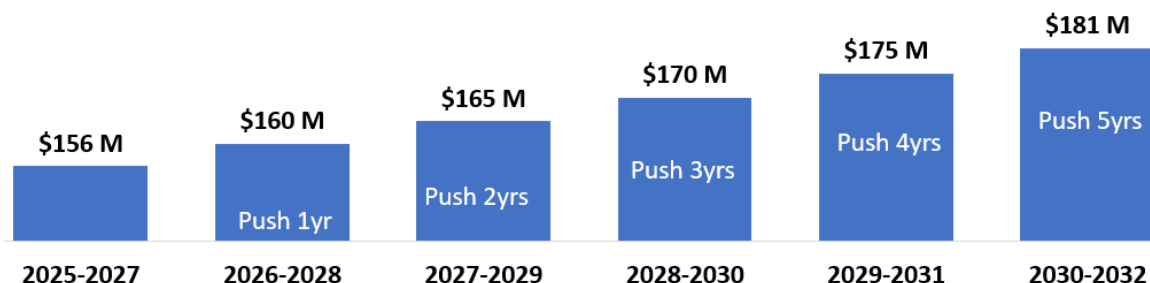
The **blue line** shows the impact of a 3 percent inflationary rate on the projected costs of the SMP projects. In FY 2031 - 2032, these cumulative costs are expected to be \$779 million. This is the inflationary rate used in the model for the current budget year analysis, the same assumption assumed in the prior year analysis.

The **gold line** represents the increase in cost of the SMP projects if a 4 percent inflationary rate is applied. In FY 2031 - 2032, these cumulative costs are projected to be \$833M.



### Financial Impact of Change:

An example of the impact of a 3 percent annual escalation rate is demonstrated in the graphic below for [SMP 20-724] Casey WRRF 32 MGD Upgrade – Liquids and an associated project done in conjunction with it, [SMP 20-712] Casey WRRF Improvements - Influent Screens. The Strategic Master Plan had these projects beginning in the two-year timeframe of FY 2025 – 2027 with a combined cash flow need of approximately \$156M. Moving these projects to FY 2030 – 2032 increased the estimated cost by \$25M.





These projects were moved five years to free up \$56M in cash flow due to the increased cost of its predecessor project, [SMP 20-703] Casey WRRF 32 MGD Upgrade - Biosolids project. The Biosolids project estimated budget of \$100M increased by \$56M when the design was completed in January 2023 due to the increase in the prices of concrete and rebar, metals, piping, labor, and overall general construction costs.

An example of the impact of increasing the interest rate on bond financing from 3.5 percent to 5 percent on \$156M, using the same projects in the graphic above, [SMP 20-724] Casey WRRF 32 MGD Upgrade – Liquids and an associated project [SMP 20-712] Casey WRRF Improvements – Influent Screens, increases total interest paid over a 20-year period by \$30.8M

Interest Rate	Interest Paid
5.0%	\$94,356,872
3.5%	\$63,526,560





### Impact of Additional Project due to EPA Regulation

The graphs below compare the funding sources for Strategic Master Plan (SMP) prior to the EPA regulations on lowered PFAS limits in drinking water to the impact of the estimated \$350M project.



The table below shows key financial metrics used in the rate model to assess when rate increases, or additional debt is necessary.

Financial covenants on long-term debt require the Debt Service Coverage Ratio (DSCR) to be a minimum of 1.2 times the amount of debt service each fiscal year. The DSCR below is much higher than covenants require as the additional cash flow generated is needed to self-fund projects through the Renewal and Extension Fund (R&E) also commonly called Pay-Go.

Days Cash on Hand (COH) shows the Authority with enough unrestricted cash on May 1 of each fiscal year to cover approximately five months of operating expenses should an emergency arise.



The account balance in the R&E Fund indicates that balances are sufficient to cover projects that are planned to be self-funded. When the balance in this account shifts to \$0 or negative amounts, a rate increase is indicated.

#### PRIOR TO EPA REQUIREMENT

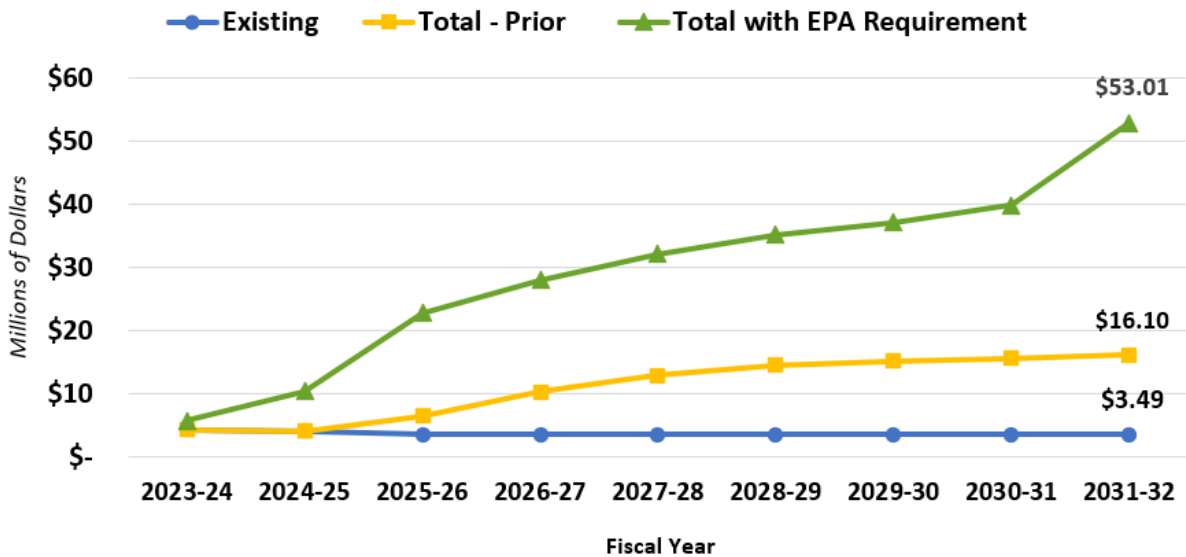
Financial Metrics	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
Debt Service Coverage (DSCR)	1.66	9.42	6.55	7.55	8.17	8.73	9.38	10.61	11.27
Days Cash on Hand (COH)	154	154	153	151	151	151	153	151	153
<b>Account Balances (in millions)</b>	<b>2023-24</b>	<b>2024-25</b>	<b>2025-26</b>	<b>2026-27</b>	<b>2027-28</b>	<b>2028-29</b>	<b>2029-30</b>	<b>2030-31</b>	<b>2031-32</b>
Operating	\$35	\$38	\$39	\$41	\$42	\$43	\$45	\$45	\$47
R&E	\$74	\$28	\$13	\$7	\$7	\$2	\$2	\$26	\$55
<b>Debt Service (in millions)</b>	<b>2023-24</b>	<b>2024-25</b>	<b>2025-26</b>	<b>2026-27</b>	<b>2027-28</b>	<b>2028-29</b>	<b>2029-30</b>	<b>2030-31</b>	<b>2031-32</b>
Existing	\$ 4.29	\$ 4.01	\$ 3.49	\$ 3.49	\$ 3.49	\$ 3.49	\$ 3.49	\$ 3.49	\$ 3.49
Projected	0.03	0.07	2.91	6.74	9.41	11.03	11.65	12.13	12.61
Total	<u>\$ 4.33</u>	<u>\$ 4.08</u>	<u>\$ 6.40</u>	<u>\$ 10.23</u>	<u>\$ 12.90</u>	<u>\$ 14.53</u>	<u>\$ 15.14</u>	<u>\$ 15.62</u>	<u>\$ 16.10</u>

#### AFTER EPA REQUIREMENT - \$350M PFAS/CAPACITY PROJECT

Financial Metrics	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
Debt Service Coverage (DSCR)	1.60	3.96	2.50	3.32	4.02	4.05	4.09	4.07	2.64
Days Cash on Hand (COH)	153	154	151	153	153	150	151	150	151
<b>Account Balances (in millions)</b>	<b>2023-24</b>	<b>2024-25</b>	<b>2025-26</b>	<b>2026-27</b>	<b>2027-28</b>	<b>2028-29</b>	<b>2029-30</b>	<b>2030-31</b>	<b>2031-32</b>
Operating	\$35	\$38	\$39	\$41	\$42	\$43	\$45	\$45	\$47
R&E	\$73	\$23	\$7	\$11	\$32	\$42	\$52	\$102	\$122
<b>Debt Service (in millions)</b>	<b>2023-24</b>	<b>2024-25</b>	<b>2025-26</b>	<b>2026-27</b>	<b>2027-28</b>	<b>2028-29</b>	<b>2029-30</b>	<b>2030-31</b>	<b>2031-32</b>
Existing	\$ 4.29	\$ 4.01	\$ 3.49	\$ 3.49	\$ 3.49	\$ 3.49	\$ 3.49	\$ 3.49	\$ 3.49
Projected	1.34	6.39	19.25	24.52	28.63	31.69	33.62	36.35	49.52
Total	<u>\$ 5.63</u>	<u>\$ 10.40</u>	<u>\$ 22.75</u>	<u>\$ 28.02</u>	<u>\$ 32.12</u>	<u>\$ 35.18</u>	<u>\$ 37.12</u>	<u>\$ 39.85</u>	<u>\$ 53.01</u>



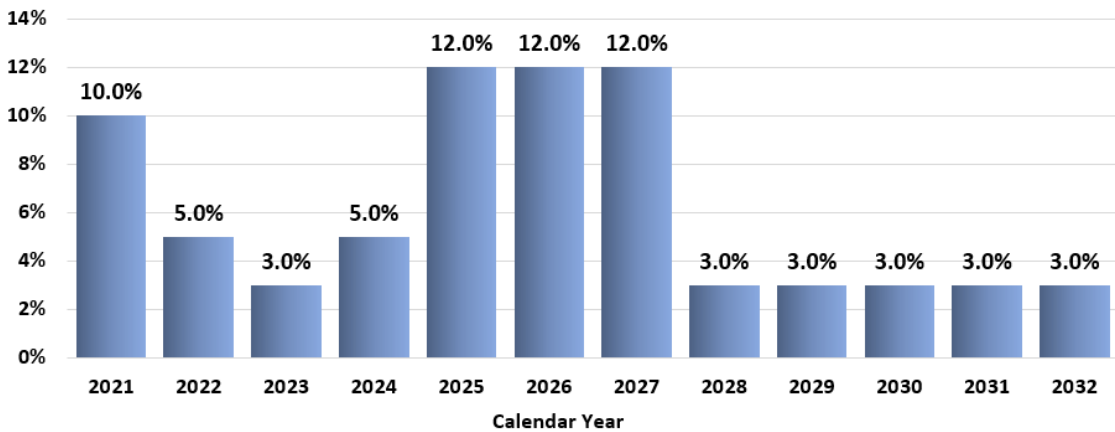
The chart below shows the impact of the additional debt service for the project required due to the recent EPA regulation. Annual Debt Service increased \$39.6M assuming the entire amount of the \$350M estimated project budget is financed by a WIFIA loan (49%) and Revenue Bond (51%).



Impact of Projected Rate Adjustments

To accomplish a balanced financial approach, 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, and a 3 percent adjustment was implemented on January 1, 2023. The financial strategy model showed that a 5 percent rate increase would be needed for the FY 2023 – 2024 budget. This scenario also included additional debt financing of \$350 million to build a facility to meet the treatment requirements issued by EPA in March 2023 on PFAS levels in drinking water.

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 2023 – 2024 financial analysis, projected rate adjustments in future years can be found in the graph below.

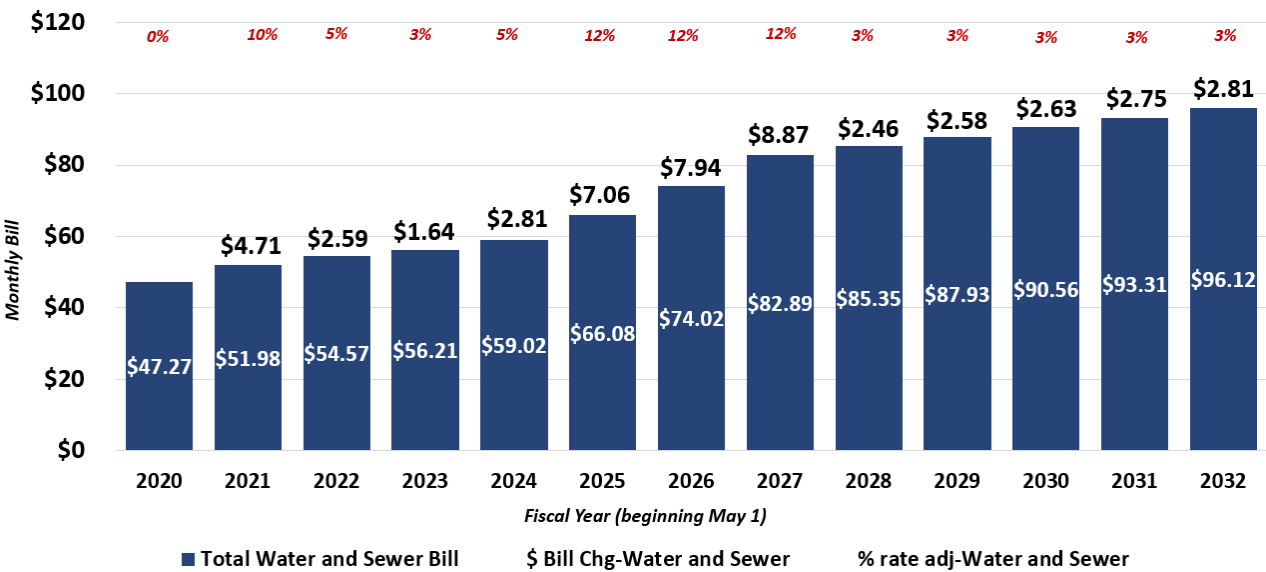






Impact to Customer Bill – Rate Adjustments

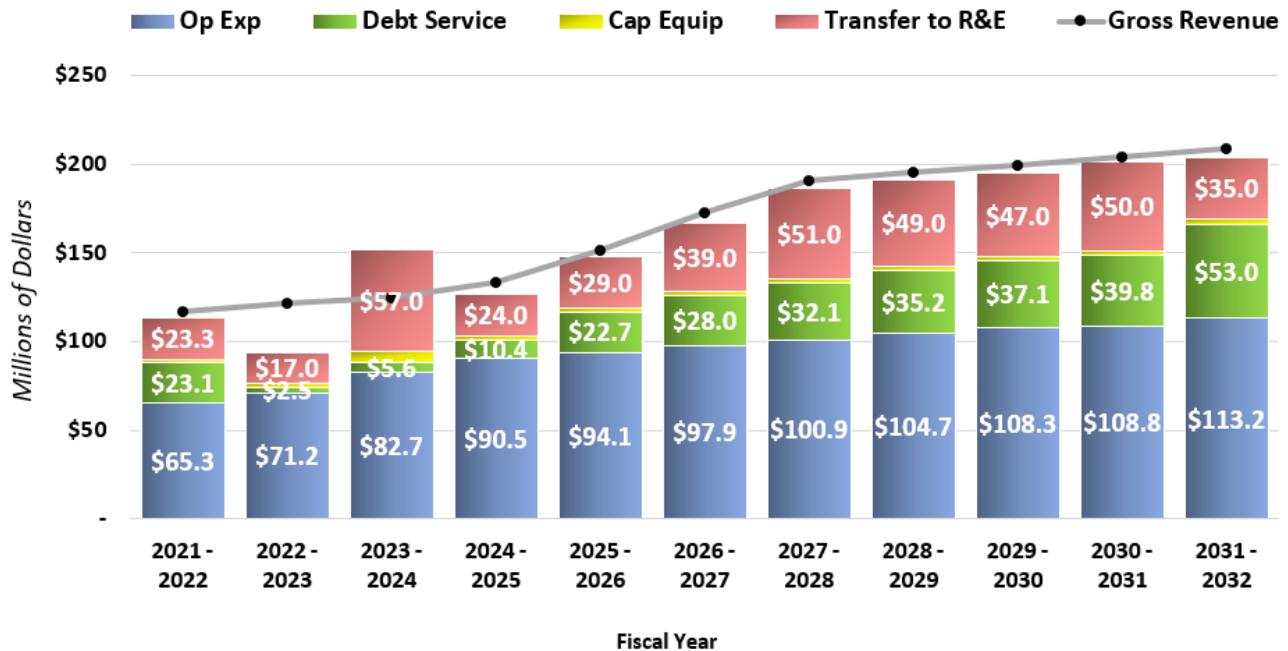
A long-term financial plan and cash flow analysis will continue to be performed annually as part of the budget process. This forecasting tool assists in determining if additional cash flow must be generated to meet projected capital projects and program needs while maintaining the debt service coverage required by debt covenants. A comparison to the average Clayton County Water Authority’s monthly bill with benchmark water utilities in the Metro-Atlanta can be found under [Water and Sewer Bill Comparison](#) in the [DEMOGRAPHICS AND ECONOMIC OUTLOOK](#) section of this document.





## Projected Gross Revenues and Expenditures

The following graph shows a summary of the projected annual forecast of gross revenues and the allocated areas of use for the fiscal years covered by the Strategic Master Plan (SMP) which include operating expenses, debt service payments, capital equipment purchases, and capital budget transfers to the Renewal and Extension Fund. The timeframe has been extended to include the additional \$350M in long-term debt not originally included in the SMP, along with the extension of [SMP 20-724] Casey WRRF 32 MGD Upgrade – Liquids and an associated project [SMP 20-712] Casey WRRF Improvements – Influent Screens pushed to begin in FY 2030-2031, two years beyond the initial SMP period covered.



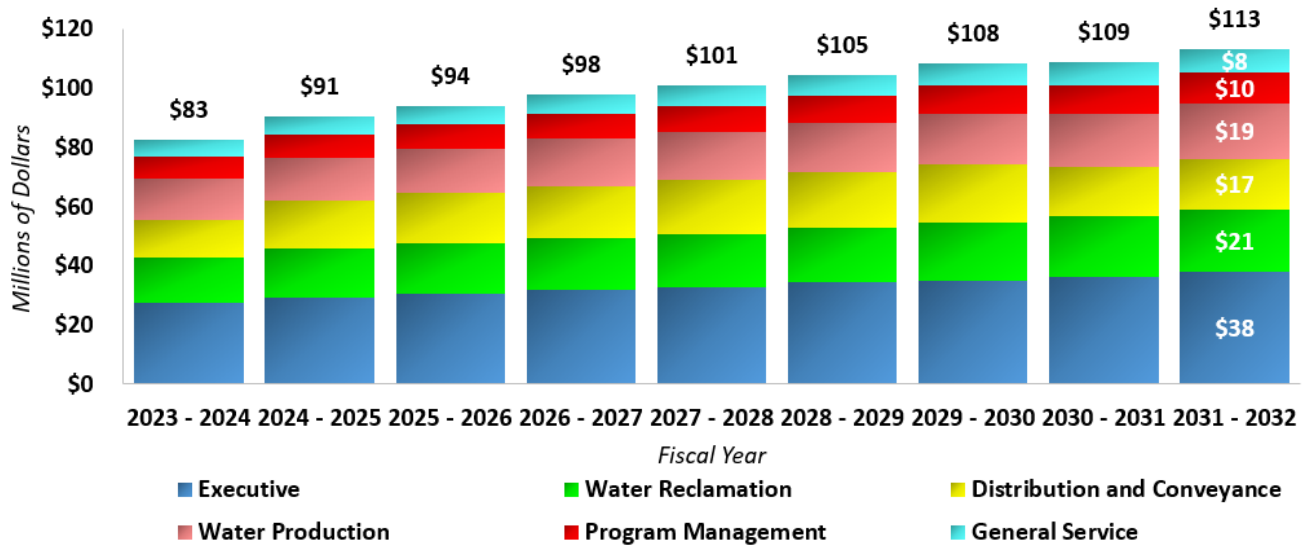
**Operating Expense** is represented by the **blue bar** and has been projected to grow at 4 percent annually. **Capital Equipment** purchases are represented by the **yellow portion** of the graph and have been projected to also grow by 4 percent annually.

The **green portion** of each bar in the graph above represents annual **debt service**. In FY 2022 – 2023 budget year, the amount of debt service dropped by approximately \$21million. This is because cash in the debt service reserve account covered 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, represented by the **pink portion** of the graph, which increased funds allotted to the RE Fund at the beginning of FY 2023-2024.

The assumption of debt for the \$350M PFAS and Capacity project shows the resources consumed by annual debt service requirements beginning in FY2028 – 2029. In FY 2031 – 2032, the increase in debt service is from the financing of \$181M for the Casey WRRF 32 MGD Upgrade – Liquids project, originally slated to begin in FY 2025 – 2026 at \$156M but now beginning in FY 2030 - 2031.



### 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 are 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 from this budget year FY 2023 – 2024 through FY 2031 – 2032. Yellow portions of the bars represent funding from Long-Term Borrowing such as Private Placement Bonds, Revenue Bonds, and Water Infrastructure Financing and Innovation Act Loans (WIFIA). Green sections of the bars indicate financing provided by Georgia Environmental Finance Authority Loans (GEFA). The blue section of each bar represents the remaining project cash flow funding needed in that fiscal year and will be provided by the Renewal and Extension Fund (R&E) also known as Pay-Go.

#### FY 2023 – 2024 THROUGH FY 2025 - 2026:

- Long-Term Borrowing (Yellow):
  - WIFIA and Revenue Bonds
    - \$350M; PFAS/Capacity project
- GEFA Loan (Green):
  - \$42M; Advanced Metering Infrastructure (AMI) Customer Meter Replacement
  - \$26M; Outfall Loans 2 and 3

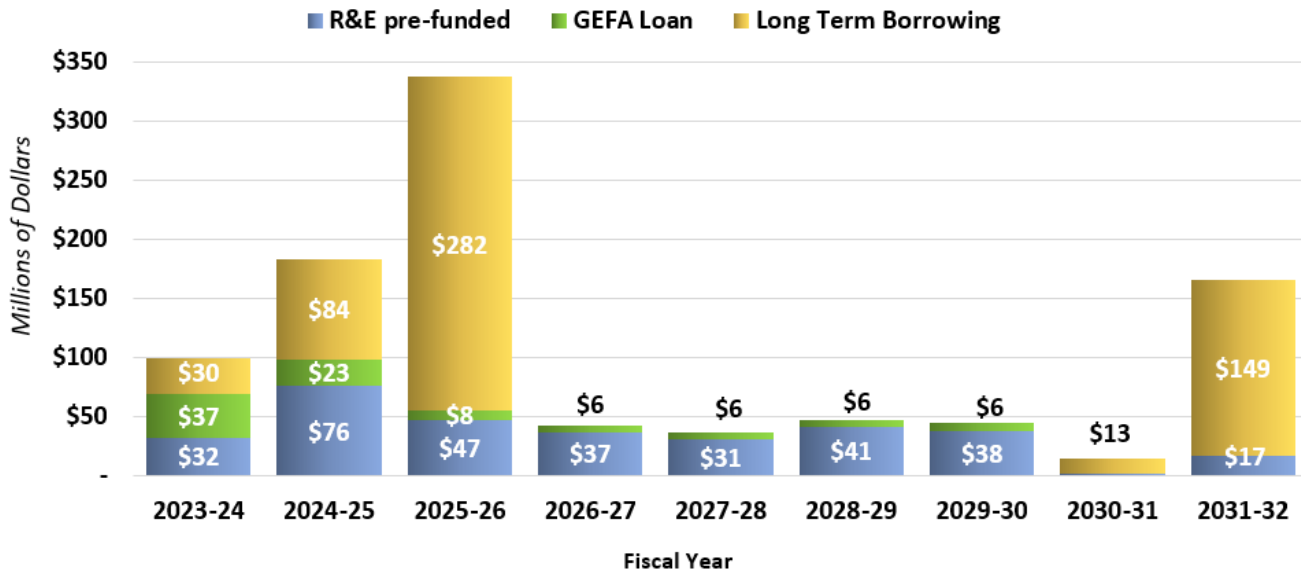
#### FY 2026 – 2027 THROUGH FY 2029 - 2030:

- GEFA Loan (Green): \$26M; Outfall Loans 3 and 4



## FY 2030 – 2031 THROUGH FY 2031 - 2032:

- Long-Term Borrowing (Yellow):
  - WIFIA and Revenue Bonds
    - \$162M of \$181M - [SMP 20-724] Casey WRRF 32 MGD Upgrade – Liquids and an associated project [SMP 20-712] Casey WRRF Improvements – Influent Screens



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

Fiscal Year Ended April 30,	Actual	Est Actual	Budget	Projected				
	2022	2023	2024	2025	2026	2027	2028	2029
Operating Revenues	\$ 113,748,805	\$ 112,940,511	\$ 122,773,028	\$ 130,847,000	\$ 148,849,000	\$ 169,508,000	\$ 187,889,000	\$ 190,827,950
Operating Expenses (including depreciation)	80,799,962	94,082,674	99,727,634	99,911,746	103,108,216	105,601,462	108,169,506	110,814,591
<b>Operating Income</b>	<b>\$ 32,948,843</b>	<b>\$ 18,857,837</b>	<b>\$ 23,045,394</b>	<b>\$ 30,935,254</b>	<b>\$ 45,740,784</b>	<b>\$ 63,906,538</b>	<b>\$ 79,719,494</b>	<b>\$ 80,013,359</b>
Nonoperating Revenues (Expenses)	(1,446,955)	(610,301)	5,196	(1,350)	(1,350)	(1,350)	(1,350)	(1,350)
<b>Income Before Contributions and Transfers</b>	<b>\$ 31,501,888</b>	<b>\$ 18,247,536</b>	<b>\$ 23,050,590</b>	<b>\$ 30,933,904</b>	<b>\$ 45,739,434</b>	<b>\$ 63,905,188</b>	<b>\$ 79,718,144</b>	<b>\$ 80,012,009</b>
Capital Contributions - Cash (Impact Fees, Grants, Intergov)	284,797	2,896,469	2,472,313	2,472,313	2,472,313	2,472,313	2,472,313	2,472,313
Transfers In	1,194,698	1,111,050	1,145,681	1,241,290	1,253,703	1,266,240	1,278,902	1,291,691
Non-cash Increases (Decreases) - (Donated Assets, Other)	4,016,486	2,543,069	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
<b>Changes in Net Position</b>	<b>\$ 36,997,869</b>	<b>\$ 24,798,124</b>	<b>\$ 26,668,584</b>	<b>\$ 35,647,507</b>	<b>\$ 50,465,450</b>	<b>\$ 68,643,741</b>	<b>\$ 84,469,359</b>	<b>\$ 84,776,013</b>
Beginning Net Position	\$ 574,154,954	\$ 611,152,823	\$ 635,950,947	\$ 662,619,530	\$ 698,267,038	\$ 748,732,488	\$ 817,376,229	\$ 901,845,588
<b>Ending Net Position</b>	<b>\$ 611,152,823</b>	<b>\$ 635,950,947</b>	<b>\$ 662,619,530</b>	<b>\$ 698,267,038</b>	<b>\$ 748,732,488</b>	<b>\$ 817,376,229</b>	<b>\$ 901,845,588</b>	<b>\$ 986,621,602</b>

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 2029. Net Position on April 30, 2022 was \$611,152,823 and is projected to increase by \$25M to \$635,950,947 for the fiscal year ending 2023.



Net Position is forecasted to increase by another \$351M to \$986,621,602 by the fiscal year ending April 30, 2029, 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 was 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 2023 – 2024 budget has allocated \$3.0 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. Funds held in the reserve were transferred to the 2012 Revenue Bond Series Sinking Fund and were used to make the last year of debt service. The final payment of principal and interest is due on May 1, 2023 and will retire the 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, 2023 was \$19.6 million.

For Fiscal Years Ending April 30,	Principal	Interest	Total Payments
<b>2024</b>	\$19,565,000	\$489,125	\$20,054,125





## 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.

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 fifteen 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, 2023, the estimated outstanding balance will be \$22.1M. The second GEFA outfall loan is still in the disbursement phase and will have an outstanding principal balance of approximately \$14.0M 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 \$156M. The first GEFA Biosolids loan was approved by GEFA in May 2021 and the second loan was 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. On April 30, 2023 the first Biosolids loan will have drawn approximately \$2.6M from the first \$50M construction line.

In January 2023, GEFA awarded the Authority a \$25M Drinking Water loan for the replacement of its existing automatic meter (AMR) system with an advanced metering infrastructure (AMI) system. This loan has an interest rate of 1.92% and a 20-year repayment term beginning when construction is completed. As of April 30, 2023, no funds have been disbursed.

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, 2023 will be \$1.2M 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, 2023, the outstanding principal balance of this loan will be \$768K and its final payment will be made on March 1, 2026. Both loans have a 3% interest rate and 20-year repayment terms.

The Stormwater Fund was awarded a \$10M GEFA Clean Water loan in May 2021. These funds will be used to repair and replace several major culverts throughout the County. The loan has an interest rate of 0.13% and will have a 20-year repayment term beginning when construction is completed. As of April 30, 2023, funds of approximately \$4.1M will have been disbursed and outstanding from this loan.



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

For Fiscal Years Ending April 30,	Principal	Interest	Total Payments
<b>2024</b>	\$ 2,359,798	\$ 187,536	\$ 2,547,334
<b>2025</b>	2,393,210	154,124	2,547,334
<b>2026</b>	2,076,833	122,433	2,199,266
<b>2027</b>	1,642,718	106,970	1,749,688
<b>2028</b>	1,653,427	96,261	1,749,688
<b>2029-2033</b>	8,430,239	318,200	8,748,439
<b>2034-2037</b>	5,482,575	58,103	5,540,678
<b>Total</b>	<b>\$24,038,800</b>	<b>\$1,043,627</b>	<b>\$25,082,427</b>

### 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 2029 using the cash flow generated by a 5 percent rate increase effective January 1, 2024.

### Projected Debt Payments, Cash Flow and Debt Service Coverage

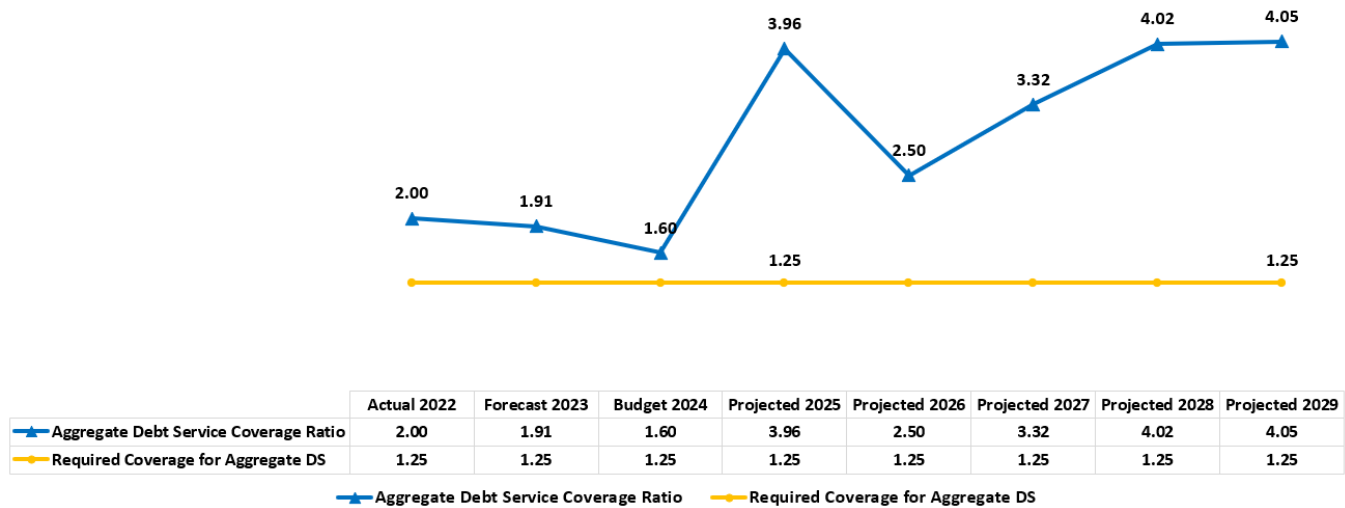
The table below shows the impact of the projected rate increases on Gross Revenue, changes in Operating Expenses, changes in Annual Debt Service on the Debt Service Coverage Ratio through fiscal year 2028 – 2029.

Rate Increases	5.0%	3.0%	5.0%	12.0%	12.0%	12.0%	3.0%	3.0%
	Actual	Forecast	Budget	Projected	Projected	Projected	Projected	Projected
Fiscal Year (ending April 30)	2022	2023	2024	2025	2026	2027	2028	2029
<b>Debt Service Coverage</b>								
Gross Revenues (including impact fees)	\$116,895,904	\$121,692,000	\$125,119,000	\$133,687,000	\$151,689,000	\$172,348,000	\$190,729,000	\$195,150,000
Less: Operating Expenses	\$65,339,000	\$71,222,000	\$82,653,000	\$90,508,000	\$94,064,000	\$97,895,000	\$100,892,000	\$104,670,000
<b>Net Cash Flow Available for Debt Service</b>	<b>\$50,093,000</b>	<b>\$48,892,000</b>	<b>\$40,888,000</b>	<b>\$41,601,000</b>	<b>\$56,047,000</b>	<b>\$72,875,000</b>	<b>\$88,259,000</b>	<b>\$88,902,000</b>
Bond Annual Debt Service	\$22,800,000	\$23,093,000	\$23,000,000	\$6,208,254	\$18,449,958	\$18,449,958	\$18,449,958	\$18,449,958
GEFA Loan Debt Service	\$2,255,720	\$2,547,334	\$2,547,334	\$4,291,009	\$4,009,411	\$3,493,362	\$3,493,362	\$3,493,362
<b>Aggregate Debt Service Coverage Ratio</b>	<b>2.00</b>	<b>1.91</b>	<b>1.60</b>	<b>3.96</b>	<b>2.50</b>	<b>3.32</b>	<b>4.02</b>	<b>4.05</b>

On May 1, 2023, the last bond series was retired adding \$21M to cash flow. The final debt service for the bond will be paid from the Debt Service Reserve. The FY 2023 – 2024 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 1.25x, the Authority's last two years of actual debt service coverage along with the debt service coverage forecasted for fiscal year ended 2023, and the Authority's projected debt service coverage for the FY 2023 – 2024 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,	2022	2023	2024	2025	2026	2027	2028	2029
Operating Revenues	\$ 10,839,296	\$ 10,955,511	\$ 10,628,665	\$ 10,628,665	\$ 10,628,665	\$ 10,628,665	\$ 10,628,665	\$ 10,628,665
Operating Expenses (including depreciation)	8,276,925	6,861,240	7,551,502	7,778,047	8,011,388	8,251,730	8,499,282	8,754,260
<b>Operating Income</b>	<b>\$ 2,562,371</b>	<b>\$ 4,094,271</b>	<b>\$ 3,077,163</b>	<b>\$ 2,850,618</b>	<b>\$ 2,617,277</b>	<b>\$ 2,376,935</b>	<b>\$ 2,129,383</b>	<b>\$ 1,874,405</b>
Nonoperating Revenues (Expenses)	(870,252)	(413,888)	(1,108,098)	(1,119,150)	(1,119,150)	(1,119,150)	(1,119,150)	(1,119,150)
<b>Income Before Contributions and Transfers</b>	<b>\$ 1,692,119</b>	<b>\$ 3,680,383</b>	<b>\$ 1,969,065</b>	<b>\$ 1,731,468</b>	<b>\$ 1,498,127</b>	<b>\$ 1,257,785</b>	<b>\$ 1,010,234</b>	<b>\$ 755,255</b>
Capital Contributions - (Donated Assets)	1,597,537	607,006	500,000	500,000	500,000	500,000	500,000	500,000
Non-cash Increases (Decreases)	-	-	-	-	-	-	-	-
<b>Changes in Net Position</b>	<b>\$ 3,289,656</b>	<b>\$ 4,287,389</b>	<b>\$ 2,469,065</b>	<b>\$ 2,231,468</b>	<b>\$ 1,998,127</b>	<b>\$ 1,757,785</b>	<b>\$ 1,510,234</b>	<b>\$ 1,255,255</b>
Beginning Net Position	60,015,074	63,304,730	67,592,119	70,061,184	72,292,652	74,290,780	76,048,565	77,558,798
<b>Ending Net Position</b>	<b>\$63,304,730</b>	<b>\$67,592,119</b>	<b>\$70,061,184</b>	<b>\$72,292,652</b>	<b>\$74,290,780</b>	<b>\$76,048,565</b>	<b>\$77,558,798</b>	<b>\$78,814,053</b>

The projected net position above assumes that operating expenses will grow 10 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 is 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 2029.

Ending Net Position at fiscal year-end April 30, 2022 was \$63,304,730 and projected to increase by \$15.6 million to \$78,814,053 by fiscal year ending 2029 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.



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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 the 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 2029.

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. The FY 2023 – 2024 budget includes \$12K for interest only payments throughout the year.

## Projected Debt Payments, Cash Flow and Debt Service Coverage

The table below shows the Debt Service Coverage Ratio through fiscal year 2028 – 2029.

	Actual	Est. Actual	Budget Year	FYE - Projected				
Fiscal Year Ended April 30,	2022	2023	2024	2025	2026	2027	2028	2029
<b>Cash Flows from Current Operations</b>								
Operating Revenues	\$ 11,384,796	\$ 11,852,308	\$ 10,628,665	\$ 10,788,095	\$ 10,949,917	\$ 11,114,165	\$ 11,280,878	\$ 11,450,091
Less: Operating Expenses (net Depr)	4,393,298	5,251,283	5,551,502	5,918,047	6,095,588	6,278,456	6,466,810	6,660,814
<b>Cash Flows from Operations</b>	<b>\$ 6,991,498</b>	<b>\$ 6,601,025</b>	<b>\$ 5,077,163</b>	<b>\$ 4,870,048</b>	<b>\$ 4,854,328</b>	<b>\$ 4,835,709</b>	<b>\$ 4,814,068</b>	<b>\$ 4,789,277</b>
<b>Non-Operating Revenues (Expenses)</b>								
Intergovernmental Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest Income	2,933	4,383	2,952	3,011	3,011	3,011	3,011	3,011
Interest Expense	(286)	(3,387)	12,000					
Operating Transfers Out -to Water and Sewer	(1,194,698)	(1,111,050)	(1,111,050)	(1,122,161)	(1,122,161)	(1,122,161)	(1,122,161)	(1,122,161)
<b>Available Cash Flows</b>	<b>\$ 5,799,447</b>	<b>\$ 5,490,971</b>	<b>\$ 3,981,065</b>	<b>\$ 3,750,898</b>	<b>\$ 3,735,178</b>	<b>\$ 3,716,560</b>	<b>\$ 3,694,918</b>	<b>\$ 3,670,127</b>
<b>Existing Long-Term Debt Service:</b>								
Existing Bond Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Existing GEFA Debt Service	286	3,387	12,000	13,000	506,555	506,555	506,555	506,555
<b>Existing Long-Term Debt Service</b>	<b>\$ 286</b>	<b>\$ 3,387</b>	<b>\$ 12,000</b>	<b>\$ 13,000</b>	<b>\$ 506,555</b>	<b>\$ 506,555</b>	<b>\$ 506,555</b>	<b>\$ 506,555</b>
<b>Proposed Debt Service</b>								
Proposed New Debt				\$ -	\$ -	\$ -	\$ -	\$ -
Interest Only Annual Payment				-	-	-	-	-
<b>Proposed Additional Obligations</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Long-term Obligations</b>	<b>\$ 286</b>	<b>\$ 3,387</b>	<b>\$ 12,000</b>	<b>\$ 13,000</b>	<b>\$ 506,555</b>	<b>\$ 506,555</b>	<b>\$ 506,555</b>	<b>\$ 506,555</b>
<b>Debt Service Coverage</b>	<b>20,277.79</b>	<b>1,621.19</b>	<b>331.76</b>	<b>288.53</b>	<b>7.37</b>	<b>7.34</b>	<b>7.29</b>	<b>7.25</b>

## 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 7.37 times.

	Actual	Est. Actual	Budget Year	FYE - Projected				
Fiscal Year Ended April 30,	2022	2023	2024	2025	2026	2027	2028	2029
<b>Debt Service Coverage</b>	<b>20,277.79</b>	<b>1,621.19</b>	<b>331.76</b>	<b>288.53</b>	<b>7.37</b>	<b>7.34</b>	<b>7.29</b>	<b>7.25</b>





## Levels of Service and Key Performance Indicators

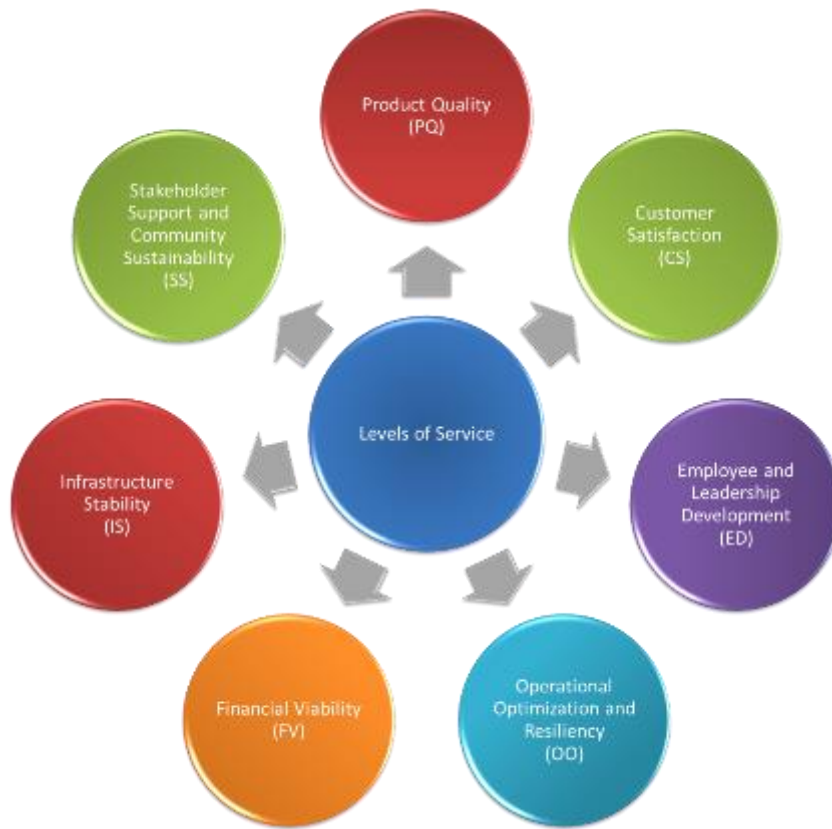
The Authority has implemented Levels of Service (LOS) performance measures, or key performance indicators (KPIs). These KPIs guide operational and capital activities and provide metrics that hold us accountable and responsive to the

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 has also 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

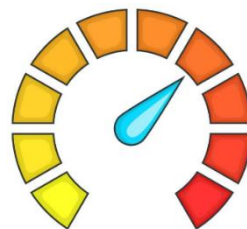
Service Level Goal	Key Performance Indicator (KPI)	Division	Target	Actual 2021 - 2022	Actual 2020 - 2021	Actual 2019 - 2020	Actual 2018 - 2019
<b>SUPERIOR PRODUCT QUALITY</b>							
1 Meet all applicable regulatory requirements	% compliance with NPDES permits	WR	100%	100%	100%	100%	100%
	% compliance with Water Production permits	WP	100%	100%	100%	100%	100%
	% compliance with MNGWPD Plan (Jan)	PME	100%	93%	93%	91%	93%
2 Potable water quality that meets customer expectations	# discoloration complaint calls (CCWA issue)	DC	< 25/Yr. - Reduce 10%/Yr.	50	63	113	84
	# water Taste and Odor complaint calls (CCWA issue)	DC	< 25/Yr. - Reduce 10%/Yr.	4	6	20	17
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	< 66	66	66	66	65
<b>EXCEED CUSTOMER EXPECTATIONS</b>							
4 Improve customer experience	% customers calls that are abandoned	CS	< 3% / Month	7%	15%	2%	2%
	% days the call abandonment rate <3%	CS	> 80% / Month	37%	30%	81%	85%
	% meters accurately read	CS	> 99.98% / Month	100%	100%	100%	100%
	% site visits within 2 hours of customer call	DC	> 90% / Month	92%	90%	92%	92%
	% site visits within 24 hours of customer call	SW	> 90% / Month	85%	72%	79%	91%
	# callers using IVR	CS	> 4,000 /Month	13,520	13,728	7,998	8,256
	# customers using eCare	CS	> 8,000/Month	24,879	23,757	22,451	20,067
	% customer calls within 35 seconds	CS	> 60% / Month	54%	39%	74%	76%
5 Minimize potable water service disruptions	% customers billed within 29-31 days of usage	CS	> 90% / Month	92%	73%	100%	100%
	# low pressure complaints	DC	< 20 / Year	9	6	9	10
	% downtime for production plant and repump stations	WP	FY 2020 (100%/Month) 1% / Month	0.0%	1.00%	0.2%	0.0%
6 Minimize customer sewer backups	% maintenance related water service disruptions < 4 hours	DC	> 80% / Month	89%	83%	90%	83%
	Expense for sewer backup claims	DC	< \$200,000 / Year	\$90,433	\$146,581	\$104,192	\$79,345
7 Complete all property restorations in 14 days	# sewer backup damage claims	DC	< 20 / Year	7	15	9	13
	% property restorations completed < 14 days	DC	100% / Month	46%	57%	74%	61%





## Strategies: 8 through 16

Service Level Goal	Key Performance Indicator (KPI)	Division	Target	Actual 2021 - 2022	Actual 2020 - 2021	Actual 2019 - 2020	Actual 2018 - 2019
<b>PROVIDE EMPLOYEE DEVELOPMENT</b>							
8 Provide effective employee training and development	% DC employees with required certifications (Apr)	DC	100% / Year	96%	92%	96%	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	71%	76%	72%	72%
	% Supervisors with completed competency assessment (Apr)	HR	100% / Year	0%	0%	0%	6%
10 Satisfaction with working environment, challenge and opportunities	% non-retirement voluntary turnover (Apr)	HR	< 5% / Year	7.5%	7.8%	3.0%	4.0%
11 Manage safety to minimize accidents	# of Employee non-lost time injuries	RM	< 23.4 / Year	13	10	13	22
	# Employee lost time injuries	RM	< 11.2 / Year	3	1	4	2
	# of CCWA at-fault equip accidents	RM	< 12 / Year	3	7	7	18
	# of CCWA at-fault vehicle accidents	RM	< 12 / Year	11	11	15	N/A
12 Timely/targeted employee communications	% Newsletter distributed by the 5th of the month	PIO	100%	100%	100%	100%	100%
<b>OPTIMIZE OPERATIONS</b>							
13 Reasonable Cost of Service	Water loss based on 12 mo. running avg. - prior month	WP	< 9% / Month	5.8%	9.0%	8.2%	Min: 8.15% Max: 11.18%
	\$/mile of SW system pipe maintained (Apr)	SW	< \$3,000	\$2,515	\$2,779	\$2,529	\$3,063
	\$/acct. of wastewater collection system pipe maintained (Apr)	DC	< \$373	\$78	\$78	\$72	\$89
	\$/acct. of water distribution system pipe maintained (Apr)	DC	< \$408	\$85	\$85	\$87	\$96
	IT operating cost ratio per million dollars in revenue (Apr)	IT	< 4.10%	N/A	3.52%	3.52%	2.80%
	IT operational cost per user (Apr)	IT	< \$8,400	N/A	\$7,988	\$7,988	\$7,988
	% of budget (Apr)	WP	< 95%	86%	95%	86%	86%
	% of budget (Apr)	WR	< 95%	91%	77%	81%	84%
	% of budget (Apr)	SW	< 95%	90%	86%	77%	84%
	% of budget (Apr)	DC	< 95%	83%	85%	90%	98%
	\$/kGal produced (Apr)	WP	< \$1.00	N/A	\$1.00	\$0.87	\$0.82
	\$/kGal reclaimed (Apr)	WR	< \$2.00	\$1.57	\$1.51	\$1.41	\$1.34
14 Minimize Water System Losses	\$ of water/sewer service as % MHI (Jan)	FIN	< 2%	1.3%	1.3%	1.3%	1.3%
	AWWA Infrastructure Leakage Index (Apr)	WP	< 1.35	1.28	1.35	1.07	1.03
15 Provide Minimum Down Time for CCWA's Fleet	Fleet work orders completed within 7 days	GS	> 80%	97%	103%	93%	95%
	Fleet maintenance cost compared to asset value	GS	< 25%	24%	24%	23%	25%
16 Maximize computer system availability	% unplanned downtime during business hours	IT	< 1% of Business Hours	1.0%	1.0%	0.1%	0.0%





## Strategies: 17 through 22

Service Level Goal	Key Performance Indicator (KPI)	Division	Target	Actual 2021 - 2022	Actual 2020 - 2021	Actual 2019 - 2020	Actual 2018 - 2019
<b>ENSURE FINANCIAL VIABILITY</b>							
17 Develop a Sustainable Annual Budget	% of water/sewer operating budget (Apr)	FIN	< 95%	77%	93%	83%	82%
	% SMP projects funded in next FY (Apr)	PME	< 80%	78%	86%	51%	50%
18 Provide financing for the "Pay-As-You-Go" capital plan	Debt Service Coverage Ratio	FIN	> 1.5	2.76	2.50	2.66	2.49
19 Maximize revenue collection vs. bad debt write-offs	Percentage of bad debt to sales	CS	< 1.5%	1.0%	1.1%	1.2%	1.0%
<b>INFRASTRUCTURE SUSTAINABILITY</b>							
20 Implement asset management practices	Facilities work orders completed within 7 days	GS	> 80% / Month	80%	78%	77%	77%
	Facilities maintenance cost to asset value	GS	< 25% / Month	10%	9%	9%	8%
	Lift Station maintenance cost to asset value	GS	< 25% / Month	56%	N/A	N/A	N/A
	Lift Station work orders completed within 7 days	GS	> 80% / Month	99%	N/A	N/A	N/A
21 Provide a sustainable water supply	# water main breaks per 100 miles of pipe (Apr)	DC	25 / Year	4.7	4.4	5	4.5
	# water main leaks per 100 miles of pipe (Apr)	DC	11 / Year	5.4	5.4	6.6	8.1
	% reservoir storage capacity	WP	> 90%	97%	90%	100%	98%
	Value of water services claims paid	DC	< \$50,000 / Year	\$8,188	\$30,270	\$0	\$5,589
22 Provide adequate treatment capacity	% utilized capacity at Casey WRRF	WR	< 80%	51%	56%	64%	65%
	% utilized capacity at Northeast WRF	WR	< 80%	78%	79%	74%	68%
	% utilized capacity at Shoal Creek	WR	< 80%	53%	44%	46%	50%
	% sewer lines with adequate capacity (Apr)	PME	> 75%	97%	97%	97%	62%

## Strategies: 23 through 26

Service Level Goal	Key Performance Indicator (KPI)	Division	Target	Actual 2021 - 2022	Actual 2020 - 2021	Actual 2019 - 2020	Actual 2018 - 2019
<b>STAKEHOLDER SUPPORT</b>							
23 Environmental Stewardship and Sustainability	# low flow plumbing kits distributed	CS	> 1,000 / Year	802	23	13	1,008
	# SSOs to state waters	DC	< 40 / Year	33	40	81	31
	# toilet rebates	CS	> 400 / Year	49	25	40	418
	WR Carbon footprint status - Mton/yr. as CO2 (e) (Jan)	WR	n/a	4.57	4.32	4.30	4.60
	Per capita water use in gpcd (Jan)	WP	< 90 gpcd	85	90	89	89
	% beneficial reuse of biosolids (Jan)	WR	100%	100%	100%	100%	100%
24 Timely/targeted customer communications	# new website visits	PIO	> 100,000 / Year	150,229	274,639	250,030	N/A
	# unique website hits	PIO	> 120,000 / Year	300,721	217,864	180,042	N/A
	# educational bill inserts issued (Apr)	PIO	> 7 / Year	14	12	10	2
	# positive media releases issued (Apr)	PIO	> 16 / Year	18	18	32	4
25 Promote Community Involvement & Pride	CCWA staff who have participated in community events (Apr)	PIO	> 75 / Year	101	54	210	49
	Community events CCWA staff have participated in (Apr)	PIO	> 25 / Year	40	5	59	14
	# residents reached through public education events (Apr)	PIO	> 8,000 / Year	8,504	1,349	16,923	2,540
26 Business Opportunity Development	Dollars spent with SLBE Firms during the FY (Apr)	PRO	\$12,000,000	\$12,242,909	\$13,514,202	\$12,237,660	12,510,547



## 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 the 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 the need for new personnel and any changes required to existing positions. They also assess the 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
<b>Strategic Planning:</b>												
Department Managers Review Work Priorities	→											
Strategic Planning Retreat		→										
Work Priorities and Project Planning Workshops			→									
Work Priorities for Authority Scored and Ranked by All Department Managers				→								
Rate Analysis Performed based on Work Priorities for Next Year Budget					→							
Rate Increases Effective for current year budget						→						
<b>Budget Development:</b>												
Human Resources completes a Personnel and Compensation Review		→										
Capital Assessment for Equipment, Vehicle, and Technology Replacement					→							
Finance Director prepares revenue Forecast for upcoming year						→						
Department Managers prepare draft Operating and Capital Budgets based on Work Priorities							→					
Budget Office compiles draft Operating and Capital Budgets							→					
Department Managers present Operating and Capital Budget to General Manager's Office							→					
<b>Finalize and Adopt:</b>												
General Manager convenes budget review team and makes recommendations							→					
Budget Office compiles revisions and changes made							→					
Budget Office prepares Final Budget and Board of Director's Presentation							→					
Final Budget Presented to Board of Directors for Approval								→				
Budget Adoption									→			
Quarterly Budget Reviews with Department Managers			→			→			→			→



## Rates and Charges

The Authority 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 to 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, a 5 percent increase that went into effect on January 1, 2022, a 3 percent increase that went into effect on January 1, 2023. On January 1, 2024, a 5 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 2023 – 2024.

January 2023						January 2024					
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		\$11.95		\$12.76		5/8" meter		\$12.31		\$13.40	
Tier 1	1k-3k		\$2.81		\$3.05	Tier 1	1k-3k		\$2.95		\$3.20
Tier 2	4k-7k		\$6.75		\$7.17	Tier 2	4k-7k		\$7.09		\$7.53
Tier 3	8k-20k		\$8.36		\$7.17	Tier 3	8k-20k		\$8.78		\$7.53
Tier 4	>20k		\$10.03		\$7.17	Tier 4	>20k		\$10.53		\$7.53
Commercial / Industrial						Commercial / Industrial					
5/8" meter		\$11.95		\$12.76		5/8" meter		\$12.55		\$13.40	
3/4" meter		\$12.64		\$13.48		3/4" meter		\$13.27		\$14.15	
1" meter		\$16.16		\$17.03		1" meter		\$16.97		\$17.88	
1.5" meter		\$28.10		\$42.56		1.5" meter		\$29.51		\$44.69	
2" meter		\$56.19		\$85.12		2" meter		\$59.00		\$89.38	
3" meter		\$84.28		\$127.67		3" meter		\$88.49		\$134.05	
4" meter		\$105.36		\$158.88		4" meter		\$110.63		\$166.82	
6" meter		\$157.32		\$238.31		6" meter		\$165.19		\$250.23	
8" meter		\$196.66		\$297.89		8" meter		\$206.49		\$312.78	
10" meter		\$235.99		\$357.46		10" meter		\$247.79		\$375.33	
Tiers for all commercial meter sizes						Tiers for all commercial meter sizes					
Tier 1	1k-3k		\$3.86		\$4.26	Tier 1	1k-3k		\$4.05		\$4.47
Tier 2	>3k		\$6.75		\$7.17	Tier 2	>3k		\$7.09		\$7.53
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			\$10.03			Irrigation			\$10.53		
MFC/UFC			\$6.75			MFC/UFC			\$7.09		
2"		\$4.54				2"		\$4.77			
4"		\$10.14				4"		\$10.65			
6"		\$15.59				6"		\$16.37			
8"		\$29.88				8"		\$31.37			
10"		\$39.11				10"		\$41.07			
12"		\$46.86				12"		\$49.20			
16"		\$54.81				16"		\$57.55			
Hydrant Meter		\$85.93	\$6.89			Hydrant Meter		\$90.23	\$7.23		
Raw Water						Raw Water					
Tier 1	0-15k		\$0.62			Tier 1	0-15k		\$0.65		
Tier 2	16k-31k		\$1.49			Tier 2	16k-31k		\$1.56		
Tier 3	32k -47k		\$1.82			Tier 3	32k -47k		\$1.91		
Tier 4	> 47k		\$2.20			Tier 4	> 47k		\$2.31		
Minimum			\$4.22			Minimum			\$4.43		



## 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 2021 - 22	FY 2022 - 23	FY 2023 - 24
Expenditure Class	Actual	Budgeted	Budgeted
Personnel Services	\$ 32,715,475	\$ 39,304,213	\$ 43,782,587
Operating Expenses	32,645,660	47,895,596	54,340,613
Debt Service- GEFA Loans	113,341	2,655,338	2,955,838
Debt Service - Revenue Bonds	20,544,185	-	-
Capital Outlay	25,025,026	27,514,088	25,311,984
Total Appropriations	<u>\$ 111,043,687</u>	<u>\$ 117,369,235</u>	<u>\$ 126,391,022</u>

Budget Detail by	FY 2021 - 22	FY 2022 - 23	FY 2023 - 24
Individual Categories	Actual	Budgeted	Budgeted
<b>Personnel Services:</b>			
Salaries and Wages	\$ 21,638,387	\$ 25,730,065	\$ 28,532,322
Overtime Pay	922,421	981,189	1,224,209
F.I.C.A.	1,658,973	1,959,610	2,181,824
Pension	3,887,928	4,572,937	5,119,868
Employee Benefits	4,607,766	6,060,412	6,724,364
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	5,234,921	7,356,370	8,945,906
Vehicle Supplies	534,189	642,181	786,572
Administrative Supplies	171,053	267,936	349,894
Safety Supplies	98,741	137,269	183,018
Special Purchases	549,161	2,585,247	5,171,815
Utilities	8,402,832	9,140,614	9,579,414
Rentals	124,125	195,508	340,118
Maintenance and Repairs	1,123,700	1,460,424	1,748,071
Outside Services	10,917,880	17,430,119	18,647,438
Interest	-	-	-
Retiree Health Benefits	872,835	999,296	1,102,827
General Expenses	3,535,267	4,856,882	5,655,290
Accounting Charges	1,080,957	2,823,750	1,830,250
<b>Debt Service:</b>			
GEFA Interest	113,341	328,000	596,038
GEFA Principal	-	2,327,338	2,359,800
Transfers to Debt Service	20,544,185	-	-
<b>Capital Budget:</b>			
Capital Expenditures	1,743,636	4,699,588	6,461,984
<b>Capital Projects:</b>			
Transfers to R&E	23,281,390	22,814,500	18,850,000
Total Appropriations	<u>\$ 111,043,687</u>	<u>\$ 117,369,235</u>	<u>\$ 126,391,022</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

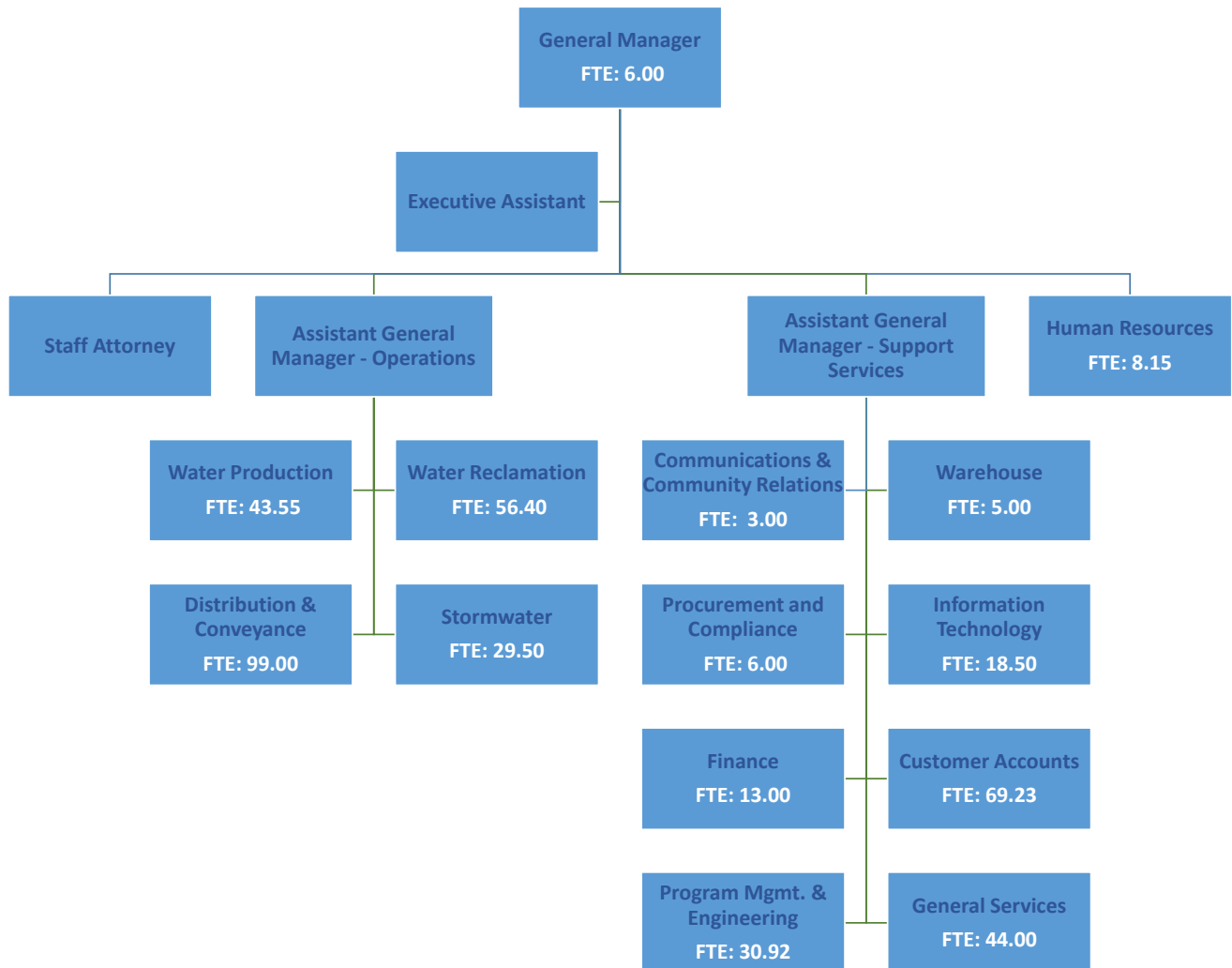
Distribution and Conveyance

Water Reclamation

General Services



## Water and Sewer Fund Organizational Chart





Executive Division – Business Unit Group 100





## EXECUTIVE DIVISION BUDGET UNIT 100

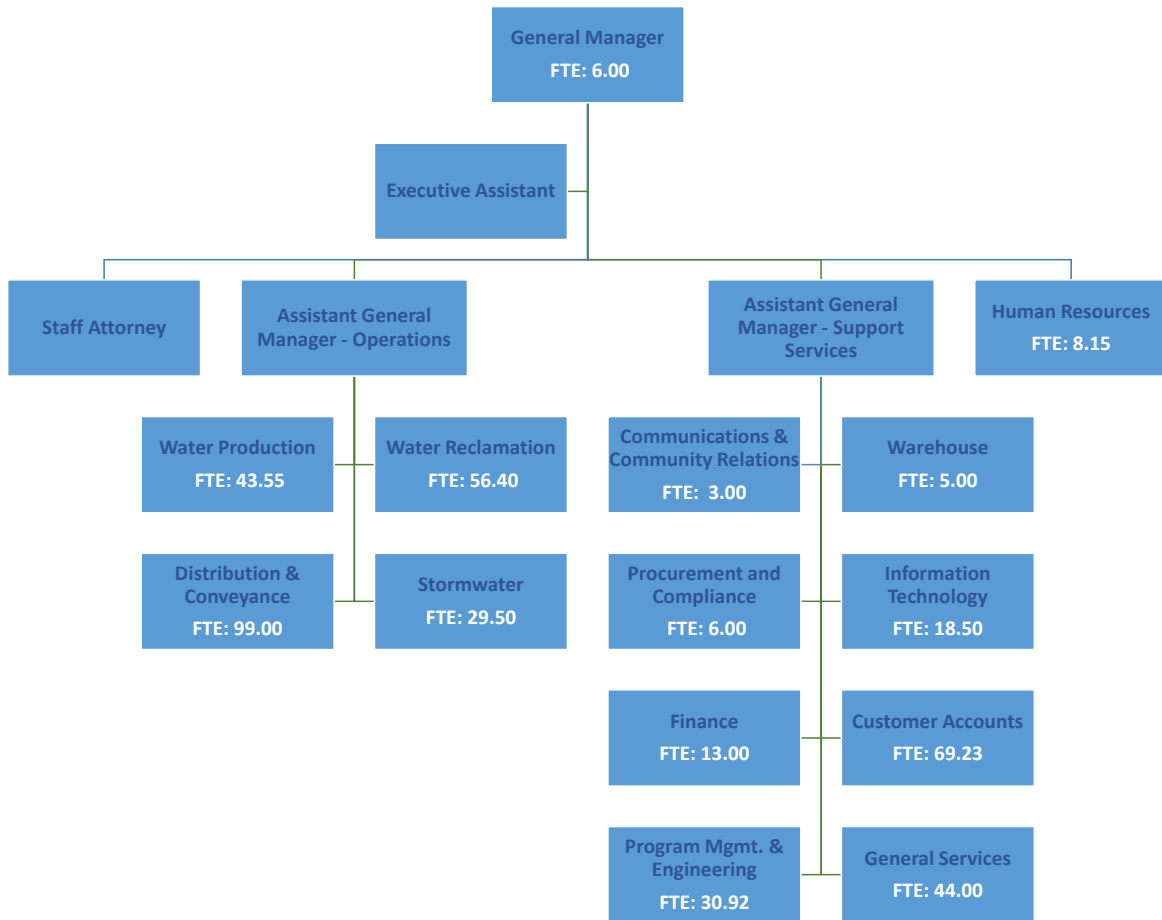
The Executive Department is composed of the typical oversight and administrative functions required in a service provider type of organization. The principal components include management, human resources, public relations, information technology, risk management, procurement, warehouse, financial services 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 to 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	130 – Customer Accounts Director
102 – Human Resources	131 – Meter Services
104 – Communications and Community Relations	132 – Customer Accounting
105 – Board Members	135 – Customer Service
106 – Information Technology	136 – Community Use Room
109 – Procurement and Compliance	940 – Warehouse
110 – Finance	



## Executive Division Organizational Chart





## EXECUTIVE DIVISION – STAFFING SUMMARY

Authorized Personnel	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted	FY 2023-2024 Requested/ Budgeted
<b>Executive Division</b>				
101 - General Manager	4.15	4.15	5.00	6.00
102 - Human Resources	6.15	7.15	8.15	8.15
104 - Communications & Community Relations	2.25	2.75	2.75	3.00
106 - Information Technology	15.50	15.50	18.50	18.50
109 - Procurement & Compliance	5.00	5.00	5.00	6.00
110 - Finance	13.00	13.00	13.15	13.00
115 - Risk Management/Safety and Security	3.50	2.00	0.00	0.00
130 - Customer Accounts Director	3.00	3.00	4.00	4.00
131 - Meter Services	24.08	24.08	23.40	24.00
132 - Customer Accounting	7.00	7.00	7.00	8.00
135 - Customer Service	36.49	36.40	34.23	33.23
940 - Warehouse	5.00	5.00	5.00	5.00
<b>Total Full-Time Employees (FTEs)</b>	<b>125.12</b>	<b>125.03</b>	<b>126.18</b>	<b>128.88</b>







## Executive Division Consolidated Operating Budget

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

The primary responsibility of the Executive Department is to provide administrative and support along with purchasing and warehousing inventory items as needed to the operating departments. Functional responsibilities include strategic management, human resources, customer service, information technology, business services, public relations and warehouse. The activities are performed in accordance with federal and state laws which govern water distribution and wastewater collection systems and the various support responsibilities. The activities in this department also provide support services to the Stormwater Utility Fund. Tasks are generally undertaken based on the policies established by the Board of Directors and the priorities established by the General Manager.

<b>Budget Detail By Individual Categories</b>	<b>FY 2021 - 22 Actual</b>	<b>FY 2022 - 23 Budgeted</b>	<b>FY 2023 - 24 Budgeted</b>
<b>Personnel Services:</b>			
Salaries and Wages	\$ 7,611,158	\$ 8,784,286	\$ 9,689,077
Overtime Pay	104,798	137,000	135,325
F.I.C.A.	558,198	666,638	740,708
Pension	1,463,467	1,716,331	1,870,242
Employee Benefits	1,653,450	2,110,068	2,298,695
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	602,478	668,090	1,097,800
Vehicle Supplies	87,897	101,014	117,711
Administrative Supplies	124,010	184,260	242,110
Safety Supplies	23,531	55,035	87,570
Special Purchases	536,938	2,476,957	5,061,875
Utilities	535,433	891,450	734,911
Rentals	12,502	10,480	29,500
Maintenance and Repairs	45,951	85,338	91,238
Outside Services	2,671,412	5,680,142	5,212,047
Interest	-	-	-
Retiree Health Benefits	872,835	999,296	1,102,827
General Expenses	2,276,721	3,157,233	3,519,378
Accounting Charges	1,076,061	2,816,750	1,830,250
<b>Debt Service:</b>			
GEFA Interest	113,341	328,000	596,038
GEFA Principal	-	2,327,338	2,359,800
Transfers to Debt Service	20,544,185	-	-
<b>Capital Budget:</b>			
Capital Expenditures	161,835	672,354	1,202,729
<b>Capital Projects:</b>			
Transfers to R&E	17,409,708	655,600	-
<b>Total Appropriations</b>	<b>\$ 58,485,909</b>	<b>\$ 34,523,660</b>	<b>\$ 38,019,831</b>

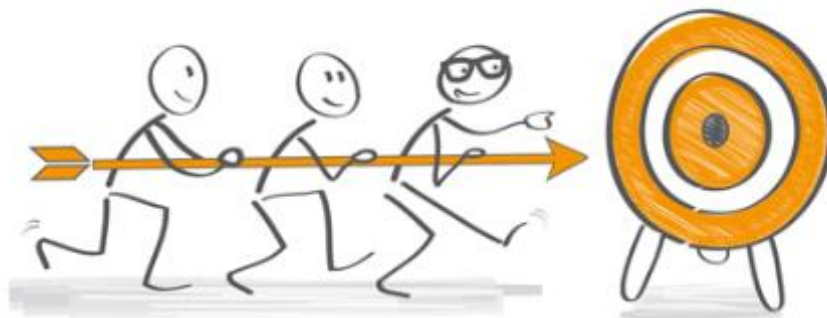


## GENERAL MANAGER STAFFING – POSITION DETAIL

	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted	FY 2023-2024 Requested/ Budgeted
<b>Authorized Personnel</b>				
<b>General Manager</b>				
Assistant General Manager - Operations	1.00	1.00	1.00	1.00
Assistant General Manager - Support Services	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
General Counsel	0.00	0.00	1.00	1.00
Paralegal	0.00	0.00	0.00	1.00
Plan/Policy Review Specialist	0.15	0.15	0.00	0.00
<b>Total Number of Personnel (FTEs)</b>	<b>4.15</b>	<b>4.15</b>	<b>5.00</b>	<b>6.00</b>

## GENERAL MANAGER – MAJOR INITIATIVES FOR FY 2023 – 2024

Business Unit	Budget Funding	Account Name	Account Number	Amount Budgeted	Initiative
<b>General Manager</b>					
101	Operating	51104	Operating Materials and Supplies	\$ 8,000	Swag Items for Innovation Team
		56101	Legal Fees	80,000	Legal Fees
		56110	Consulting Fees	391,000	Consulting Assistance <i>Consulting Assistance (as needed basis)</i> <i>Professional Services for Development of Innovation Team</i> <i>[SMP 20-137] Business Process Evaluation and Improvement (Knowledge Retention Study)</i>
<b>Total</b>				<b>\$ 479,000</b>	





## 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 a Staff Attorney and Paralegal.

**Operating Materials & Supplies:** increase represents funding for swag items for Innovation Team and sponsorships.

**Administrative Supplies:** increase represents funding for miscellaneous supplies for six employees.

**Special Purchases:** increase represents funding for possible Revenue Bond.

**General Expenses:** decrease due to Timber Fund Improvements.

Budget Detail By Individual Categories	FY 2021 - 22 Actual	FY 2022 - 23 Budgeted	FY 2023 - 24 Budgeted
<b>Personnel Services:</b>			
Salaries and Wages	\$ 830,769	\$ 640,045	\$ 963,480
Overtime Pay	-	-	-
F.I.C.A.	49,261	38,926	73,706
Pension	140,325	110,525	166,208
Employee Benefits	77,618	68,193	114,880
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	9,942	21,700	31,200
Vehicle Supplies	2,060	3,654	3,866
Administrative Supplies	5,886	14,500	24,500
Safety Supplies	2,105	2,500	2,800
Special Purchases	3,316	2,263,102	3,598,900
Utilities	68,640	79,054	85,200
Rentals	8,952	1,100	1,100
Maintenance and Repairs	16,607	33,188	33,188
Outside Services	445,670	831,170	837,925
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	366,617	612,029	549,444
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	33,286	-	-
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
Total Appropriations	\$ 2,061,054	\$ 4,719,686	\$ 6,486,397



## HUMAN RESOURCES STAFFING – POSITION DETAIL

	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted	FY 2023-2024 Requested/ Budgeted
<b>Authorized Personnel</b>				
<b>Human Resources</b>				
HR Administrator/System Analyst*	1.00	1.00	1.00	1.00
Compensation and Benefits Manager	1.00	1.00	0.00	0.00
HR Risk Manager	0.00	0.00	1.00	1.00
Human Resources and Risk Management Director	1.00	1.00	1.00	1.00
Human Resources Business Partner	0.00	1.00	0.00	0.00
HR Mgr - Employee Experience	0.00	0.00	1.00	1.00
Human Resource Generalist	1.00	1.00	1.00	1.00
Human Resource High School Intern	0.15	0.15	0.15	0.15
Risk & Safety Specialist	0.00	0.00	1.00	1.00
Software T&D Coordinator	1.00	1.00	0.00	0.00
Training and Development Coordinator	1.00	1.00	0.00	0.00
Talent Development Partner	0.00	0.00	2.00	2.00
<b>Total Number of Personnel (FTEs)</b>	<b>6.15</b>	<b>7.15</b>	<b>8.15</b>	<b>8.15</b>

## HUMAN RESOURCES – MAJOR INITIATIVES FOR FY 2023 - 2024

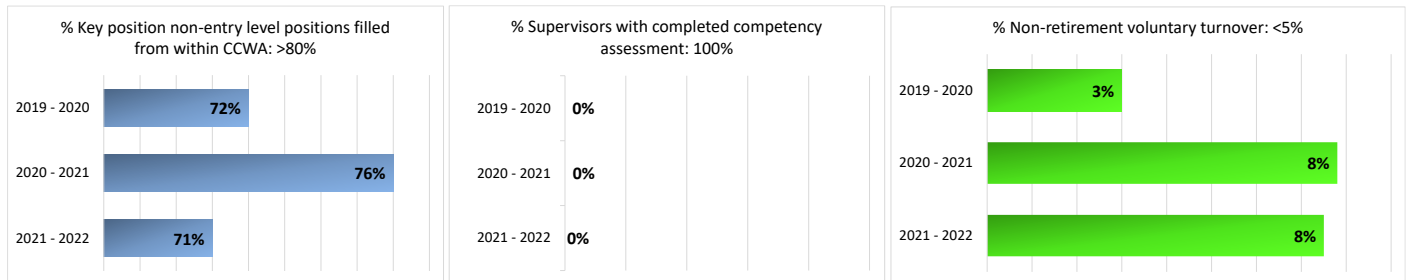
Business Unit	Budget Funding	Account Name	Account Number	Amount Budgeted	Initiative
<b>Human Resources</b>					
<b>102</b>	<b>Operating</b>	51401	Safety Supplies	\$ 50,000	Safety Program Supplies <i>Automated Flagger Assistance Devices</i>
		51402	Safety Awards	20,000	Safety Program Enhancement Incentives
		56101	Legal Fees	30,000	Legal Fees
		56110	Consulting Fees	75,000	Consulting Assistance <i>Authority-Wide Projects</i> <i>Succession Planning</i>
		56199	Other Outside Services	75,000	Miscellaneous Services <i>Fees for Employee Appreciation Day Activities, October</i> <i>Family &amp; Friends Event and Miscellaneous Wellness</i> <i>Activities for Employee Engagement</i>
		59122	Software Maintenance and Licenses	30,000	Software Applications <i>Org Chart Software License</i> <i>Engage Employee Engagement Survey</i> <i>COI Tracking</i> <i>RIMs System (Risk Management Info System for Claims)</i>
		59953	Automobile/Pickup Trucks	42,241	SUV for Risk/Safety Specialist
<b>Total</b>				<b>\$ 322,241</b>	



## 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	2021 - 2022	2020 - 2021	2019 - 2020	2018 - 2019
<b>PROVIDE EMPLOYEE DEVELOPMENT</b>						
9 Provide CCWA employee opportunity for advancement	% Key position non-entry level positions filled within	HR > 80%	71%	76%	72%	72%
	% Supervisors with completed competency assessment	HR 100%	0%	0%	0%	6%
10 Satisfaction with working environment, challenge and opportunities	% Non-retirement voluntary turnover	HR < 5% / Year	7.5%	7.8%	3.0%	4.0%



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

**Significant Expenditure and Staffing Changes:**

**Administrative Supplies:** decrease represents funding for office furniture for staff.

**Safety Supplies:** increase represents funding for safety program enhancement incentives and AFAD's.

**Outside Services:** increase represents funding for a third party administrator for FMLA and benefits.

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

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

Budget Detail By Individual Categories	FY 2021 - 22 Actual	FY 2022 - 23 Budgeted	FY 2023 - 24 Budgeted
<b>Personnel Services:</b>			
Salaries and Wages	\$ 700,347	\$ 839,404	\$ 910,719
Overtime Pay	-	-	-
F.I.C.A.	50,780	64,215	69,165
Pension	285,431	344,883	355,960
Employee Benefits	344,619	484,822	556,207
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	7,384	9,200	13,000
Vehicle Supplies	-	-	800
Administrative Supplies	2,720	3,350	12,550
Safety Supplies	118	1,000	70,000
Special Purchases	60	140	160
Utilities	13,018	12,537	16,703
Rentals	(1,120)	2,180	6,000
Maintenance and Repairs	-	-	-
Outside Services	102,513	210,818	244,740
Interest	-	-	-
Retiree Health Benefits	872,835	999,296	1,102,827
General Expenses	119,562	221,575	377,283
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	6,407	-	42,241
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
Total Appropriations	\$ 2,504,675	\$ 3,193,420	\$ 3,778,355





COMMUNICATIONS & COMMUNITY RELATIONS STAFFING – POSITION DETAIL

Authorized Personnel	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted	FY 2023-2024 Requested/ Budgeted
<b>Communications &amp; Community Relations</b>				
Communications & Community Relations Manager	1.00	1.00	1.00	1.00
Communications Intern	0.25	0.75	0.75	0.00
Communications Specialist	1.00	1.00	1.00	1.00
Sr. Communications Specialist	0.00	0.00	0.00	1.00
<b>Total Number of Personnel (FTEs)</b>	<b>2.25</b>	<b>2.75</b>	<b>2.75</b>	<b>3.00</b>

COMMUNICATIONS & COMMUNITY RELATIONS – MAJOR INITIATIVES FOR FY 2023 – 2024

Business Unit	Budget Funding	Account Name	Account Number	Amount Budgeted	Initiative
<b>Public Relations</b>					
104	Operating	56110	Consulting Fees	\$ 240,000	Consulting Assistance Communications/Outreach Support (On-Call) Website Maintenance/Enhancements [WP 23-24] New Website Video Production (Lead and PFAs Awareness Campaigns)
		56199	Other Outside Services	24,000	Miscellaneous Services Annual Community Report Website Hosting Water Environment Research Awards Ad Design Work Translation Services Table Cloth Cleaning
		59110	Advertising	38,000	Public Notices, AMC Theater Ads, Publication Ads Public Notices AMC Theater Ads Publication Ads Lead Awareness
<b>Total</b>				<b>\$ 302,000</b>	

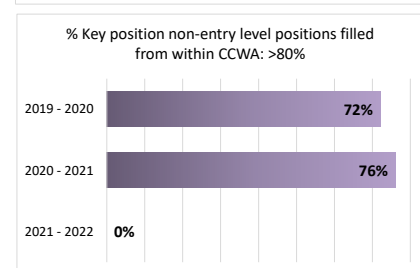
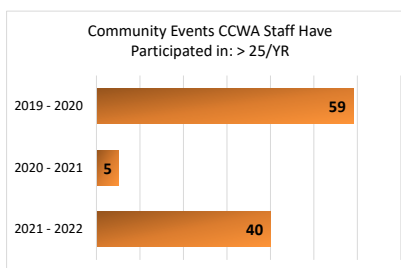
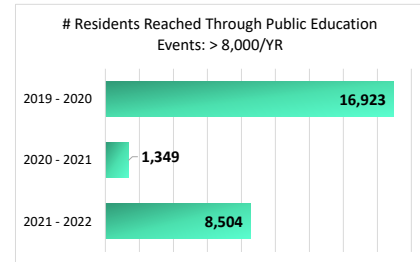
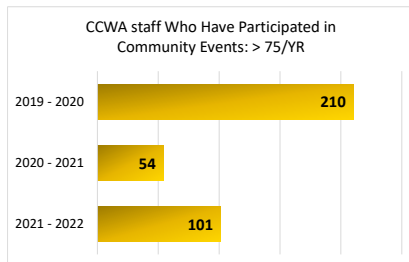
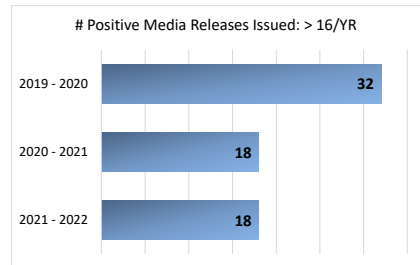
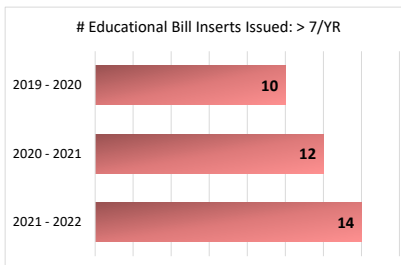
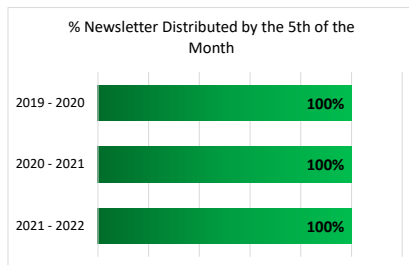




## COMMUNICATIONS & COMMUNITY RELATIONS – LEVELS OF SERVICE

The Communications & Community Relations has seven KPI metrics which are associated with the Authority's **"Provide Employee Development"** and **"Stakeholder Support"** goals and strategies 12, 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	2021 - 2022	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	14	12	10	2
		# Positive Media Releases Issued: > 16/YR	PIO	> 16 / Year	18	18	32	4
25	Promote Community Involvement & Pride	CCWA staff Who Have Participated in Community Events: > 75/YR	PIO	> 75 / Year	101	54	210	49
		Community Events CCWA Staff Have Participated in: > 25/YR	PIO	> 25 / Year	40	5	59	14
		# Residents Reached Through Public Education Events: > 8,000/YR	PIO	> 8,000 / Year	8,504	1,349	16,923	2,540





## COMMUNICATIONS &amp; 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

**Significant Expenditure and Staffing Changes:**

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

<b>Budget Detail By Individual Categories</b>	<b>FY 2021 - 22 Actual</b>	<b>FY 2022 - 23 Budgeted</b>	<b>FY 2023 - 24 Budgeted</b>
<b>Personnel Services:</b>			
Salaries and Wages	\$ 157,649	\$ 175,239	\$ 223,682
Overtime Pay	375	2,000	2,000
F.I.C.A.	11,922	13,407	17,111
Pension	25,685	30,247	38,585
Employee Benefits	16,513	18,147	43,910
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	27,935	42,250	74,830
Vehicle Supplies	-	-	-
Administrative Supplies	36,297	47,110	67,110
Safety Supplies	47	100	100
Special Purchases	2,502	515	595
Utilities	1,388	1,409	1,431
Rentals	-	1,000	1,200
Maintenance and Repairs	-	2,000	2,000
Outside Services	13,762	227,265	169,512
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	44,440	52,458	93,872
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	-	-	-
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
<b>Total Appropriations</b>	<b>\$ 338,515</b>	<b>\$ 613,147</b>	<b>\$ 735,938</b>



BOARD MEMBERS – MAJOR INITIATIVES FORFY 2023 – 2024

Business		Account		Amount		Initiative
Unit	Budget Funding	Name	Account Number	Budgeted		
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:**

**Rentals:** increase represents funding for furniture rental for Budget Retreat.

Budget Detail By Individual Categories	FY 2021 - 22 Actual	FY 2022 - 23 Budgeted	FY 2023 - 24 Budgeted
<b>Personnel Services:</b>			
Salaries and Wages	\$ 42,525	\$ 54,396	\$ 54,396
Overtime Pay	-	-	-
F.I.C.A.	3,253	4,161	4,162
Pension	-	9,386	9,383
Employee Benefits	143	140	173
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	43	850	850
Vehicle Supplies	-	-	-
Administrative Supplies	154	600	600
Safety Supplies	-	-	-
Special Purchases	1,294	-	-
Utilities	3,024	3,411	3,213
Rentals	-	-	15,000
Maintenance and Repairs	-	-	-
Outside Services	11,780	19,100	19,100
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	37,034	64,434	71,123
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	-	-	-
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
Total Appropriations	\$ 99,250	\$ 156,478	\$ 178,000

\*Note:

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

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



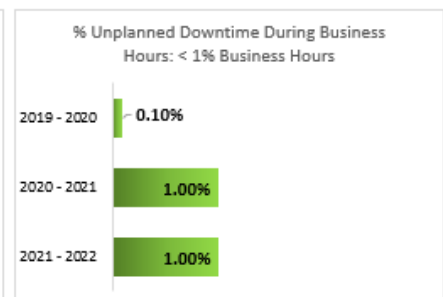
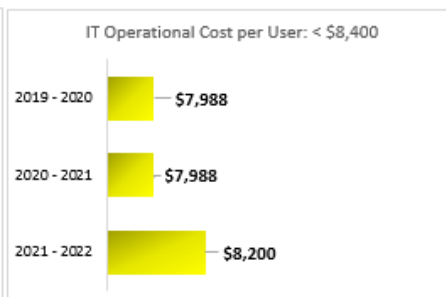
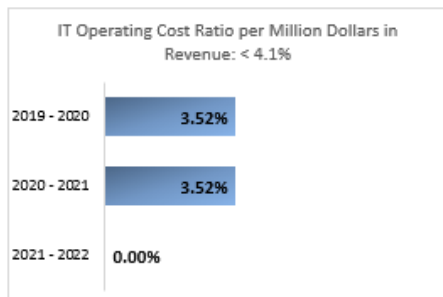
## INFORMATION TECHNOLOGY STAFFING – POSITION DETAIL

	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted	FY 2023-2024 Requested/ Budgeted
<b>Authorized Personnel</b>				
<b>Information Technology</b>				
Application Developer	4.00	2.00	2.00	2.00
Applications Administrator	0.00	0.00	1.00	2.00
Communications Administrator	1.00	1.00	1.00	1.00
Help Desk Technician III	1.00	1.00	2.00	2.00
Help Desk Technician II	1.00	1.00	0.00	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	1.00	1.00	1.00
I.T. Operations Manager	1.00	1.00	1.00	1.00
I.T. Help Desk Supervisor	0.00	1.00	1.00	1.00
Intern	0.50	0.50	0.50	0.50
Network Administrator	1.00	1.00	1.00	1.00
Physical Security Administrator	0.00	0.00	1.00	1.00
Resiliency Manager	0.00	0.00	1.00	1.00
SCADA Systems Administrator	1.00	0.00	0.00	0.00
Security Administrator	0.00	1.00	1.00	1.00
SQL Database Administrator	1.00	1.00	1.00	0.00
Systems Administrator	2.00	2.00	1.00	1.00
Windows Administrator	0.00	0.00	1.00	1.00
<b>Total Number of Personnel (FTEs)</b>	<b>15.50</b>	<b>15.50</b>	<b>18.50</b>	<b>18.50</b>

## INFORMATION TECHNOLOGY – LEVELS OF SERVICE

The Information Technology Department has three KPI metrics that are associated with the Authority's “**Optimize Operations**” goal and strategies 13 and 16 to “*IT operating cost ratio less than 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	2021 - 2022	2020 - 2021	2019 - 2020	2018 - 2019
<b>OPTIMIZE OPERATIONS</b>							
13 Reasonable Cost of Service	IT Operating Cost Ratio per Million Dollars in Revenue: < 4.1%	IT	< 4.10	NA	3.5%	3.5%	2.8%
	IT Operational Cost per User: < \$8,400	IT	< \$8,400	\$8,200	\$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%	1.0%	0.1%	0.0%







## INFORMATION TECHNOLOGY – MAJOR INITIATIVES FOR FY 2023 - 2024

Business		Account		Amount	
Unit	Budget Funding	Name	Account Number	Budgeted	Initiative
<b>Information Technology</b>					
106	Operating	51111	Annual Tech/Software Replacement	\$ 344,600	Tech Refresh
				2,500	Cellphones
				4,500	Executive Conference TV/Replacement Owls
				35,000	Emergency Replacements (Varies)
				75,000	Physical Security Attic Stock
				15,000	Cisco 4G Router Replacements
				25,000	Conf. Rooms Hybrid Setups
				4,000	Digital Signage Replacements
				25,000	Board Room A/V Enhancements
				25,000	Security Monitoring Decoders
				1,500	Streaming Devices
		56110	Consulting Fees	828,000	Consulting Assistance
					<i>Physical Security Training Event</i>
					<i>PCI Gap Analysis</i>
					<i>Coyenta Managed Service</i>
					<i>JDE Monitoring</i>
					<i>Physical Security Consulting Services</i>
					<i>BC Planning and Testing</i>
					<i>Emergency Ops Plan</i>
					<i>Engineering Support Hours</i>
					<i>JDE Upgrade Services</i>
					<i>VoIP Phone Upgrade</i>
					<i>[SMP 20-152] Mobility Strategy</i>
					<i>[SMP 20-164] Sourcing Strategy - Cloud</i>
		56130	Hardware Maintenance and Licenses	379,460	Annual Licenses and Maintenance on Servers, Switches and all Hardware Devices
					<i>Cisco Smartnet</i>
					<i>Nimble Maintenance</i>
					<i>Exagrid Maintenance</i>
					<i>Emerson UPS Maintenance</i>
					<i>Sophos Firewall Maintenance</i>
					<i>Copier Maintenance</i>
					<i>Out of Warranty Service</i>
					<i>HP Printer Maintenance (IT)</i>
					<i>Meraki Wifi Maintenance</i>
					<i>Dell SAN Maintenance</i>
		56156	Security Monitoring	816,000	Safety and Security Assistance, Monitoring and Programs
					<i>Convergent CSP (200 Hours)</i>
					<i>Armed Security Monitoring</i>
					<i>Everbridge Annual Maintenance</i>
					<i>Genetec Annual Maintenance</i>
					<i>Lone Worker Safety Devices and Monitoring</i>
					<i>On-Demand Camera Replacements</i>
					<i>SecuThings Device Management</i>
					<i>Badging Supplies</i>
					<i>National Prep Month Events</i>
		59122	Software Maintenance and Licenses	1,546,476	Various Annual Software Maintenance/License
		59983	Cap Equip-Computing Devices	260,000	Cisco C220 M4 Replacement
				48,000	Equallogic SAN Replacement
				80,000	UPK Replacement
				10,000	ME M365 Management Tool
				30,000	Windows Patch Management Tool
				15,000	E-Business Card Solution
				30,000	Application Monitoring Tool
				60,000	Back-up Process Enhancement
				8,000	Manage Engine Asset Management
				20,000	Everbridge E911
				50,000	Everbridge Critical Event Management
				50,000	Everbridge Resident Connect
		59991	Desk/Tables/Racks	35,000	Furniture (Desk, Chairs, etc.)
<b>Total</b>				<b>\$ 4,610,536</b>	



## INFORMATION TECHNOLOGY - OPERATING BUDGET

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

Provides technology support and application support for the various functions and activities of the Authority. 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:**

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

**Administrative Supplies:** increase represents funding for office and computer supplies for staff.

**Utilities:** decrease represents funding for backup internet circuit, ASE connection upgrades, private 4G network, ASE speed upgrades.

**Outside Services:** represents funding for engineering support hours, JDE upgrade services, VoIP phone upgrades, [SMP 20-152] Mobility Strategy, [SMP 20-164] Sourcing Strategy - Cloud.

**General Expenses:** increase represents funding for Rubex eFileCabinet, SCADA Rockwell Automation, FOG BMP and Agility Business Continuity Tool.

**Capital Expenditures:** represents funding for Cisco C220 M4 Replacement, Equallogic SAN Replacement, UPK Replacement, ME M365 Management Tool, Windows Patch Management Tool, E-Business Card Solution, Application Monitoring Tool, Backup Process Enhancement, Manage Engine Asset Management, Everbridge E911, Everbridge Critical Event Mgmt, Everbridge Resident Connect.

Budget Detail By Individual Categories	FY 2021 - 22 Actual	FY 2022 - 23 Budgeted	FY 2023 - 24 Budgeted
<b>Personnel Services:</b>			
Salaries and Wages	\$ 1,241,357	\$ 1,544,299	\$ 1,696,027
Overtime Pay	14,011	25,000	10,000
F.I.C.A.	90,976	116,586	129,746
Pension	212,681	266,547	292,565
Employee Benefits	204,048	287,160	255,667
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	274,413	247,150	566,100
Vehicle Supplies	95	87	591
Administrative Supplies	17,655	25,500	40,500
Safety Supplies	291	300	300
Special Purchases	-	300	360
Utilities	341,383	684,868	528,378
Rentals	-	-	-
Maintenance and Repairs	157	3,150	750
Outside Services	678,736	578,079	2,129,660
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	1,092,355	1,434,103	1,747,147
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	40,086	400,000	696,000
<b>Capital Projects:</b>			
Transfers to R&E	112,708	500,000	-
Total Appropriations	\$ 4,320,952	\$ 6,113,129	\$ 8,093,791



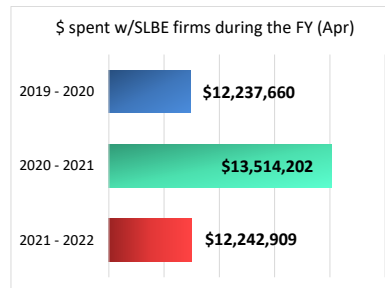
PROCUREMENT AND COMPLIANCE STAFFING – POSITION DETAIL

	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted	FY 2023-2024 Requested/ Budgeted
<b>Authorized Personnel</b>				
<b>Procurement and Compliance</b>				
Business Analyst	1.00	1.00	1.00	1.00
Patrol Officer	0.00	0.00	0.00	0.00
Small Business Procurement Coordinator*	1.00	1.00	1.00	1.00
Procurement & Contract Specialist	2.00	2.00	2.00	2.00
Purchasing Manager	1.00	1.00	1.00	1.00
Procurement Compliance Coordinator	0.00	0.00	0.00	1.00
Risk Manager	0.00	0.00	0.00	0.00
Safety & Compliance Officer	0.00	0.00	0.00	0.00
Security Guards	0.00	0.00	0.00	0.00
<b>Total Number of Personnel (FTEs)</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>6.00</b>

PROCUREMENT AND COMPLIANCE – LEVELS OF SERVICE

The Procurement Department has one KPI metric that is associated with the Authority's "Stakeholder Support" goals. This metric includes strategy 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	2021 - 2022	2020 - 2021	2019 - 2020	2018 - 2019
<b>STAKEHOLDER SUPPORT</b>							
26 Business opportunity development	\$ spent w/SLBE firms during the FY (Apr)	PRO	\$12,000,000	\$12,242,909	\$13,514,202	\$12,237,660	\$12,510,547



PROCUREMENT AND COMPLIANCE – MAJOR INITIATIVES FOR FY 2023 - 2024

Business Unit	Account Budget Funding	Account Name	Account Number	Amount Budgeted	Initiative
<b>Procurement and Compliance</b>					
109	Operating	56101	Legal Fees	\$ 15,000	Legal consultation and assistance (as needed basis)
		56110	Consulting Fees	25,000	SLBE Workshop and Expo Presenter Fees
		56199	Other Outside Services	40,000	Miscellaneous Services eProcurement Graphic Art for SLBE Brochures SLBE Event Safety Health and Security SLBE Mixer Entertainment
		59110	Advertising	4,000	SLBE Advertising and Marketing of Program
		59122	Annual Software License	30,000	NIGP Code Annual Licensing Fee; eProcurement Software Licensing
<b>Total</b>				<b>\$ 114,000</b>	



## 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 funding for a Procurement Compliance Coordinator.

**Outside Services:** decrease represents funding for Sharepoint workflow and Procurement consulting.

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

<b>Budget Detail By Individual Categories</b>	<b>FY 2021 - 22 Actual</b>	<b>FY 2022 - 23 Budgeted</b>	<b>FY 2023 - 24 Budgeted</b>
<b>Personnel Services:</b>			
Salaries and Wages	\$ 275,253	\$ 360,450	\$ 462,574
Overtime Pay	229	1,000	1,200
F.I.C.A.	20,794	25,064	35,387
Pension	48,806	62,214	79,802
Employee Benefits	61,340	82,543	100,040
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	160	2,000	2,500
Vehicle Supplies	-	-	-
Administrative Supplies	269	3,850	3,750
Safety Supplies	64	250	250
Special Purchases	94	100	120
Utilities	2,788	2,989	2,476
Rentals	-	1,000	1,000
Maintenance and Repairs	-	-	-
Outside Services	15,571	100,200	91,000
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	6,438	37,518	46,321
Accounting Charges	-	250	250
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	-	-	-
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
<b>Total Appropriations</b>	<b>\$ 431,805</b>	<b>\$ 679,428</b>	<b>\$ 826,670</b>



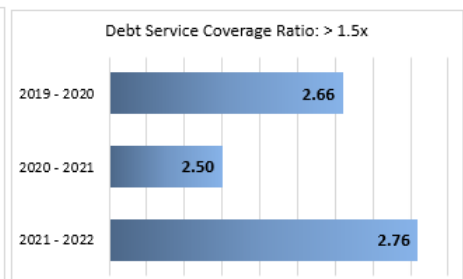
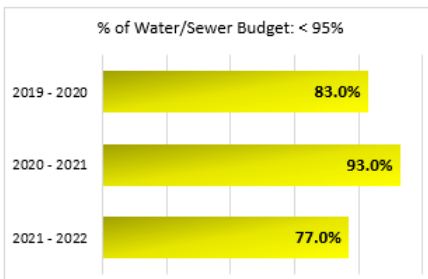
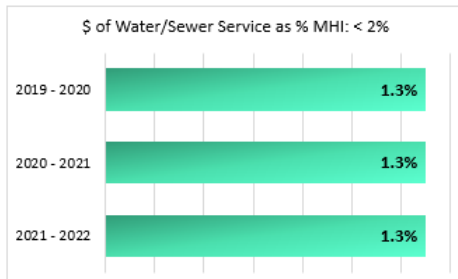
## FINANCE STAFFING – POSITION DETAIL

	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted	FY 2023-2024 Requested/ Budgeted
<b>Authorized Personnel</b>				
<b>Finance</b>				
Administrative Assistant	1.00	1.00	1.00	1.00
Accountant I	1.00	2.00	2.00	2.00
Accountant II	2.00	2.00	2.00	1.00
Accountant II - Budget	0.00	1.00	1.00	0.00
Accountant III	1.00	1.00	1.00	1.00
Accountant III - Shadow	0.00	0.00	0.15	0.00
Sr. Accountant*	0.00	0.00	0.00	1.00
Accounting Associate	2.00	1.00	1.00	1.00
Controller*	1.00	1.00	1.00	1.00
Accounts Payable Analyst	0.00	0.00	0.00	0.00
Budget Manager	1.00	1.00	1.00	1.00
Budget Analyst	1.00	0.00	0.00	1.00
Business Analyst	1.00	1.00	1.00	1.00
Capital Asset Accountant	0.00	0.00	0.00	0.00
ERP Coordinator	0.00	0.00	0.00	0.00
Finance Director	1.00	1.00	1.00	1.00
Accounts Payable/Payroll Manager*	1.00	1.00	1.00	1.00
Revenue Fund Accountant	0.00	0.00	0.00	0.00
Special Funds Accountant	0.00	0.00	0.00	0.00
<b>Total Number of Personnel (FTEs)</b>	<b>13.00</b>	<b>13.00</b>	<b>13.15</b>	<b>13.00</b>

## FINANCE – LEVELS OF SERVICE

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

Service Level Goal	Key Performance Indicator (KPI)	Division	Target	2021 - 2022	2020 - 2021	2019 - 2020	2018 - 2019
<b>OPTIMIZE OPERATIONS</b>							
13 Reasonable Cost of Service	\$ of Water/Sewer Service as % MHI: < 2%	FIN	< 2%	1.3%	1.3%	1.3%	1.3%
<b>ENSURE FINANCIAL VIABILITY</b>							
17 Develop a Sustainable Annual Budget	% of Water/Sewer Budget: < 95%	FIN	< 95%	77%	93%	83%	82%
18 Provide financing for the “Pay-As-You-Go” capital plan	Debt Service Coverage Ratio: > 1.5x	FIN	> 1.5x	2.8	2.5	2.7	2.5





## FINANCE – MAJOR INITIATIVES FOR FY 2023 – 2024

Business Unit		Account		Amount Budgeted	Initiative
Unit	Budget Funding	Name	Account Number		
Finance					
110	Operating	56102	Audit Fees	\$ 60,000	Audit Fees - Annual & Single Audit
		56105	System Consulting Fees	45,000	JDE Consulting Assistance for Process Changes
		56110	Consulting Fees	207,600	Consulting Assistance [WP 2020-03] Fixed Asset Project Annual Arbitrage Consulting County Pension Actuarial Expenses OPEB Actuarial Expenses Financial Advisor and Grant Writing Assistance
	Financing	57106	Loan Interest Payments	596,038	GEFA Loan Interest
		59118	Administration Fees	312,500	GEFA Loan Admin Fees
		59806	Loan Principal Payment	2,359,800	GEFA Loan Principal
Total				\$ 3,580,938	







## 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:**

**Outside Services:** increase represents funding for [WP 2020-03] Fixed Asset Project, Financial Advisor and Grant writing assistance.

**General Expenses:** decrease represents funding for GEFA Administrative Fees.

<b>Budget Detail By Individual Categories</b>	<b>FY 2021 - 22 Actual</b>	<b>FY 2022 - 23 Budgeted</b>	<b>FY 2023 - 24 Budgeted</b>
<b>Personnel Services:</b>			
Salaries and Wages	\$ 1,012,040	\$ 1,091,925	\$ 1,221,651
Overtime Pay	8,371	6,000	1,125
F.I.C.A.	74,501	83,533	93,456
Pension	171,966	188,468	210,735
Employee Benefits	140,941	152,375	174,148
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	2,980	3,890	3,175
Vehicle Supplies	60	177	775
Administrative Supplies	5,518	12,500	11,600
Safety Supplies	101	135	120
Special Purchases	260	260	260
Utilities	12,596	11,334	13,077
Rentals	-	-	-
Maintenance and Repairs	299	1,000	1,800
Outside Services	161,332	184,610	325,510
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	515,662	547,563	378,421
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	113,341	328,000	596,038
GEFA Principal	-	2,327,338	2,359,800
Transfers to Debt Service	20,544,185	-	-
<b>Capital Budget:</b>			
Capital Expenditures	-	-	-
<b>Capital Projects:</b>			
Transfers to R&E	17,000,000	155,600	-
<b>Total Appropriations</b>	<b>\$ 39,764,152</b>	<b>\$ 5,094,708</b>	<b>\$ 5,391,691</b>



## CUSTOMER ACCOUNT SERVICES STAFFING – POSITION DETAIL

	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted	FY 2023-2024 Requested/ Budgeted
<b>Authorized Personnel</b>				
<b>Customer Accounts Director</b>				
Administrative Assistant	1.00	1.00	1.00	1.00
Business Analyst	1.00	1.00	2.00	2.00
Customer Accounts Director	1.00	1.00	1.00	1.00
<b>Total Number of Personnel (FTEs)</b>	<b>3.00</b>	<b>3.00</b>	<b>4.00</b>	<b>4.00</b>
<b>Meter Services</b>				
Account Service Representative	11.00	11.00	11.00	11.00
Account Services Supervisor	1.00	1.00	1.00	1.00
Account Specialist	0.00	0.00	0.00	0.00
Administrative Assistant	1.00	1.00	1.00	1.00
AMR Install Tech	0.00	0.00	0.00	0.00
Meter Services Installation Tech	2.00	2.00	1.40	2.00
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	6.00	6.00	5.00	5.00
Large Meter Specialist*	0.00	0.00	1.00	1.00
Shadow Meter Services Manager	0.08	0.08	0.00	0.00
Sr. Account Service Representative	1.00	1.00	1.00	1.00
<b>Total Number of Personnel (FTEs)</b>	<b>24.08</b>	<b>24.08</b>	<b>23.40</b>	<b>24.00</b>
<b>Accounts Receivable</b>				
Accounts Receivable Analyst	2.00	2.00	2.00	0.00
Accounts Receivable Manager*	1.00	1.00	1.00	1.00
Accountant - AR/Reconciling	0.00	0.00	0.00	2.00
Billing Specialist	0.00	0.00	0.00	2.00
Accounts Receivable Specialist	0.00	0.00	0.00	2.00
Sr. Billing Specialist	0.00	0.00	0.00	1.00
Cash Application Specialist	3.00	3.00	3.00	0.00
Sr. Accounts Receivable Analyst	1.00	1.00	1.00	0.00
<b>Total Number of Personnel (FTEs)</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>8.00</b>
<b>Customer Service</b>				
Account Analyst	1.00	1.00	0.00	0.00
Call Center Supervisor	1.00	1.00	1.00	1.00
Call Center Specialist I	10.00	9.00	11.00	12.00
Call Center Specialist II	2.00	3.00	1.00	1.00
Collections Specialist	0.00	0.00	0.00	0.00
CSR - Call Center	1.00	1.00	0.00	0.00
Customer Account Specialist	6.00	6.00	6.00	5.00
Customer Service Intern	0.25	0.23	0.23	0.23
Customer Service Manager	1.00	1.00	1.00	1.00
Customer Service Representative	2.00	2.00	2.00	1.00
Customer Service Specialist	7.00	7.00	7.00	7.00
Customer Service Supervisor - HQ	1.00	1.00	1.00	1.00
Customer Service Support Specialist	0.00	0.00	0.00	0.00
Lead Customer Service Representative	0.00	0.00	0.00	0.00
Receptionist	1.00	1.00	1.00	1.00
Shadow - Call Center CSR	0.24	0.00	0.00	0.00
Shadow - Call Center Supervisor	0.00	0.17	0.00	0.00
Sr. Call Center Specialist	1.00	1.00	1.00	1.00
Sr. CSR - Call Center	0.00	0.00	0.00	0.00
Sr. Customer Account Specialist	1.00	1.00	1.00	1.00
Training Specialist	1.00	1.00	1.00	1.00
<b>Total Number of Personnel (FTEs)</b>	<b>36.49</b>	<b>36.40</b>	<b>34.23</b>	<b>33.23</b>

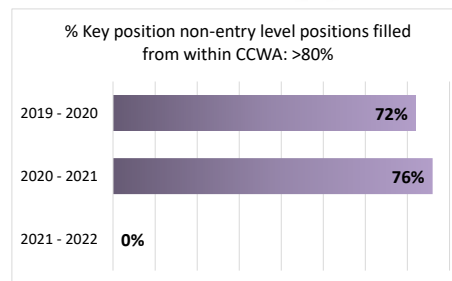
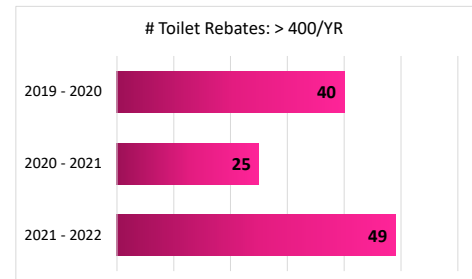
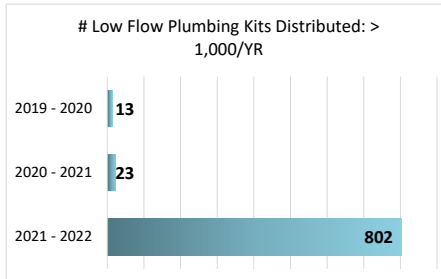
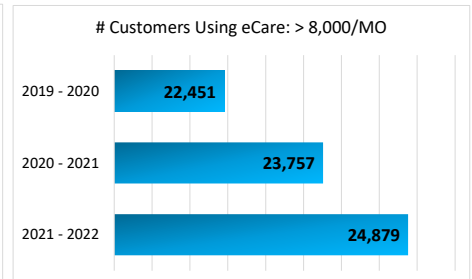
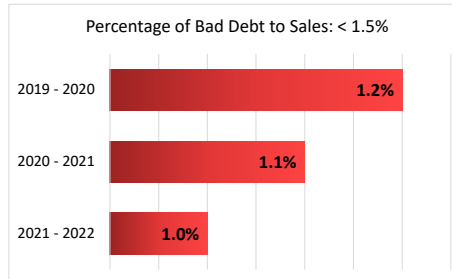
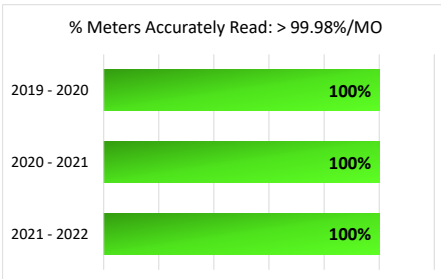
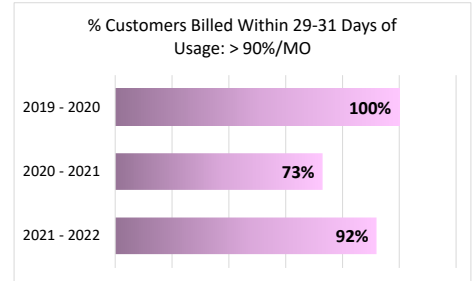
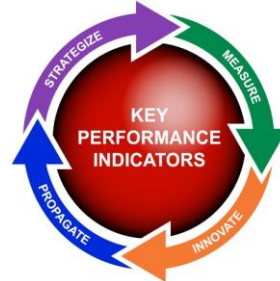
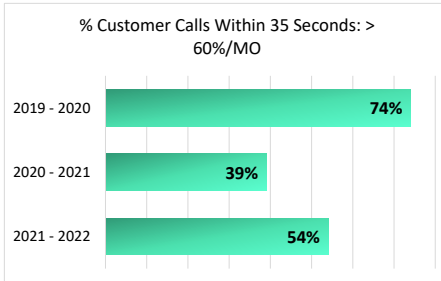
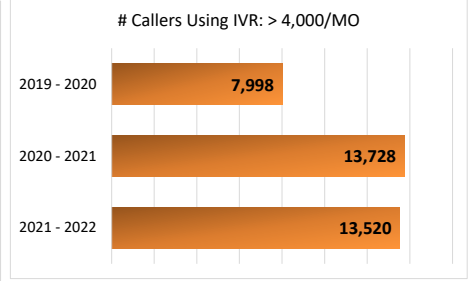
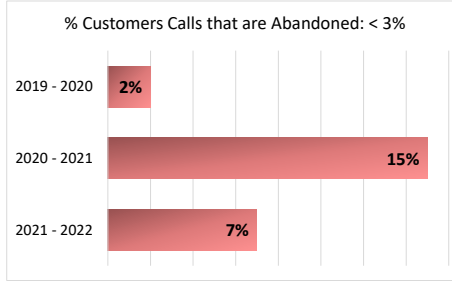
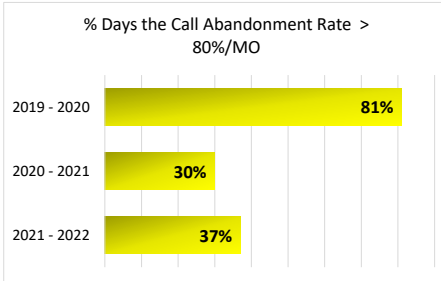


## CUSTOMER ACCOUNTS SERVICES – LEVELS OF SERVICE

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

Service Level Goal	Key Performance Indicator (KPI)	Division	Target	2021 - 2022	2020 - 2021	2019 - 2020	2018 - 2019
<b>EXCEED CUSTOMER EXPECTATIONS</b>							
4 Improve customer experience	% Customers Calls that are Abandoned: < 3%	CS	< 3% / Month	7%	15%	2%	2%
	% Days the Call Abandonment Rate > 80%/MO	CS	> 80% / Month	37%	30%	81%	85%
	% Meters Accurately Read: > 99.98%/MO	CS	> 99.98% / Month	100%	100%	100%	100.00%
	# Callers Using IVR: > 4,000/MO	CS	> 4,000 /Month	13,520	13,728	7,998	8,256
	# Customers Using eCare: > 8,000/MO	CS	> 8,000/Month	24,879	23,757	22,451	20,067
	% Customer Calls Within 35 Seconds: > 60%/MO	CS	> 60% / Month	54%	39%	74%	76%
	% Customers Billed Within 29-31 Days of Usage: > 90%/MO	CS	> 90% / Month	92%	73%	100%	100%
<b>ENSURE FINANCIAL VIABILITY</b>							
19 Maximize revenue collection vs. bad debt write-offs	Percentage of Bad Debt to Sales: < 1.5%	CS	< 1.5%	1.0%	1.1%	1.2%	1.0%
<b>STAKEHOLDER SUPPORT</b>							
23 Environmental Stewardship and Sustainability	# Low Flow Plumbing Kits Distributed: > 1,000/YR	CS	> 1,000 / Year	802	23	13	1,008
	# Toilet Rebates: > 400/YR	CS	> 400 / Year	49	25	40	240







CUSTOMER ACCOUNTS SERVICES – MAJOR INITIATIVES FOR FY 2023 - 2024

Business Unit	Budget Funding	Account Name	Account Number	Amount Budgeted	Initiative
<b>Customer Accounts Director</b>					
130	Operating	56101	Legal Fees	\$ 4,500	Legal consultation and assistance <i>(as needed basis)</i>
		56105	System Consulting Fees	300,000	System Consulting Assistance CIS Software Enhancements Silver Blaze (CSS Update and Workflow Modifications)
		56110	Consulting Fees	50,000	CIS Modifications, Surveys, Process Improvemets, and AMI & Cityworks Interface
<b>Total</b>				<b>\$ 354,500</b>	
<b>Meter Services</b>					
131	Operating	51104	Other Materials and Supplies	\$ 236,000	Backflow Cartridges Change Out
		55106	Private Property Repairs	20,000	Private Property Damage
		56110	Consulting Fees	25,000	Mobile Workforce Management CIS Improvements
		56115	M&R - Field Equipment	18,000	Support for AMI Reading Device Repairs and Reprogramming
		59122	Annual Software License	58,000	Annual Software License and Monthly Hosting Fees
		59953	Cap Equip-Automobile/Pickup Trucks	47,562	F-150 Super Cab 4WD (Replacement for Unit #1740)
				42,418	F-150 Super Cab 2 WD (Replacement for Unit #1748)
				42,418	F-150 Super Cab 2 WD (Replacement for Unit #1754)
				42,418	F-150 Super Cab 2 WD (Replacement for Unit #1755)
				42,418	F-150 Super Cab 2 WD (Replacement for Unit #1758)
				42,418	F-150 Super Cab 2 WD (Replacement for Unit #1454)
				42,418	F-150 Super Cab 2 WD (Replacement for Unit #1455)
				42,418	F-150 Super Cab 2 WD (Replacement for Unit #1760)
<b>Total</b>				<b>\$ 701,488</b>	
<b>Accounts Receivable</b>					
132	Operating	56103	Payment Processor Fees	\$ 30,000	Invoice Cloud Payment Processing Fees
		56105	System Consulting Fees	30,000	CIS Software Enhancements
		56199	Other Outside Services	5,500	Direct Sends, Fiserv, Metavante and CSG
<b>Total</b>				<b>\$ 65,500</b>	
<b>Customer Service</b>					
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
		56111	Surveying Fees	80,000	Customer Satisfaction Survey
		56153	Temporary Agency Services	25,000	Temp Services for CS Staff Coverage
		56199	Other Outside Services	30,000	Online Utility Exchange
	Capital	59983	Capital Equip-Communication Equipment	30,000	Kiosk at Forest Park
<b>Total</b>				<b>\$ 217,000</b>	
<b>Community Use Room</b>					
136	Operating	56110	Consulting Fees	\$ 5,000	Audio/Visual Needs
<b>Total</b>				<b>\$ 5,000</b>	
<b>Water Conservation</b>					
137	Operating	51104	Other Materials and Supplies	\$ 15,000	Low Flow Kits
		53104	Toilet Rebate Kits	80,000	Toilet Rebate Program
<b>Total</b>				<b>\$ 95,000</b>	



## CUSTOMER ACCOUNTS SERVICES – OPERATING BUDGETS

## BUSINESS UNIT 130: CUSTOMER ACCOUNTS DIRECTOR

**Department : Executive****Business Unit : (130) Customer Accounts Director****Major Business Unit Functions:**

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

**Significant Expenditure and Staffing Changes:**

**Outside Services:** increase represents funding for Silver Blaze for update and workflow modifications.

Budget Detail By Individual Categories	FY 2021 - 22 Actual	FY 2022 - 23 Budgeted	FY 2023 - 24 Budgeted
<b>Personnel Services:</b>			
Salaries and Wages	\$ 303,615	\$ 348,118	\$ 378,929
Overtime Pay	1,102	1,000	2,000
F.I.C.A.	22,554	26,630	28,988
Pension	52,426	60,085	65,365
Employee Benefits	36,575	43,610	45,569
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	583	2,500	2,000
Vehicle Supplies	-	-	-
Administrative Supplies	1,606	2,700	4,000
Safety Supplies	-	1,100	1,200
Special Purchases	45	500	1,360
Utilities	4,056	1,879	3,482
Rentals	-	-	-
Maintenance and Repairs	143	1,000	3,500
Outside Services	97,238	147,000	363,000
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	8,065	30,317	37,834
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	-	-	-
<b>Capital Projects:</b>			
Transfers to R&E	282,000	-	-
Total Appropriations	<u>\$ 810,008</u>	<u>\$ 666,439</u>	<u>\$ 937,227</u>





## 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:**

**Operating Materials & Supplies:** increase represents funding for additional backflow cartridge replacements.

**General Expenses:** increase represents funding for fleet hoster tracking devices.

**Capital Expenditures:** represent funding for Truck (F-150 2WD) (Qty 7), Truck (F-150 4WD).

<b>Budget Detail By Individual Categories</b>	<b>FY 2021 - 22 Actual</b>	<b>FY 2022 - 23 Budgeted</b>	<b>FY 2023 - 24 Budgeted</b>
<b>Personnel Services:</b>			
Salaries and Wages	\$ 1,129,168	\$ 1,233,885	\$ 1,370,528
Overtime Pay	39,648	50,000	50,000
F.I.C.A.	83,694	94,389	104,846
Pension	192,040	213,075	236,416
Employee Benefits	290,102	318,869	366,474
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	245,673	293,510	357,920
Vehicle Supplies	85,037	93,776	109,019
Administrative Supplies	7,372	11,800	14,600
Safety Supplies	6,565	8,900	8,200
Special Purchases	855	480	-
Utilities	30,491	33,428	26,409
Rentals	-	-	-
Maintenance and Repairs	16,133	30,000	35,000
Outside Services	46,042	72,420	62,820
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	56,018	80,973	119,379
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	2,160	200,854	344,488
<b>Capital Projects:</b>			
Transfers to R&E	15,000	-	-
<b>Total Appropriations</b>	<b>\$ 2,245,997</b>	<b>\$ 2,736,359</b>	<b>\$ 3,206,099</b>



## BUSINESS UNIT 132: ACCOUNTS RECEIVABLE

**Department : Executive****Business Unit : (132) Accounts Receivable****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:** represents funding for a Reconciling Specialist.

**General Expenses:** increase represents funding for temp agency services.

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

Budget Detail By Individual Categories	FY 2021 - 22 Actual	FY 2022 - 23 Budgeted	FY 2023 - 24 Budgeted
<b>Personnel Services:</b>			
Salaries and Wages	\$ 347,958	\$ 397,718	\$ 496,361
Overtime Pay	13,146	16,000	20,000
F.I.C.A.	26,000	40,428	37,971
Pension	60,232	68,646	85,622
Employee Benefits	88,074	123,235	158,586
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	212	-	4,400
Vehicle Supplies		-	-
Administrative Supplies	28,713	28,850	33,950
Safety Supplies	300	350	350
Special Purchases	-	600	-
Utilities	3,983	3,491	4,316
Rentals	3,470	4,000	4,000
Maintenance and Repairs	475	600	600
Outside Services	430,948	651,350	671,810
Interest	-	-	-
Retiree Health Benefits		-	-
General Expenses	7,895	21,943	28,950
Accounting Charges	1,076,061	2,816,500	1,830,000
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	-	-	-
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
Total Appropriations	<u>\$ 2,087,469</u>	<u>\$ 4,173,711</u>	<u>\$ 3,376,916</u>



## BUSINESS UNIT 135: CUSTOMER SERVICE

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

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

**Significant Expenditure and Staffing Changes:**

**Special Purchases:** increase represents ARPA funding.

**Capital Expenditures:** represents funding for Kiosk at Forest Park.

<b>Budget Detail By Individual Categories</b>	<b>FY 2021 - 22 Actual</b>	<b>FY 2022 - 23 Budgeted</b>	<b>FY 2023 - 24 Budgeted</b>
<b>Personnel Services:</b>			
Salaries and Wages	\$ 1,290,121	\$ 1,584,200	\$ 1,635,062
Overtime Pay	27,759	35,000	41,000
F.I.C.A.	96,995	121,186	125,082
Pension	223,813	273,433	282,048
Employee Benefits	326,701	429,115	406,590
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	10,007	15,400	15,400
Vehicle Supplies	-	-	-
Administrative Supplies	12,934	23,000	23,000
Safety Supplies	2,761	2,500	2,500
Special Purchases	525,057	130,800	1,380,000
Utilities	20,390	19,422	21,503
Rentals	-	-	-
Maintenance and Repairs	4,045	4,000	4,000
Outside Services	149,717	201,920	239,920
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	8,262	18,459	47,385
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	-	6,500	30,000
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
<b>Total Appropriations</b>	<b>\$ 2,698,563</b>	<b>\$ 2,864,935</b>	<b>\$ 4,253,490</b>



## BUSINESS UNIT 136: COMMUNITY USE ROOM

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

Operates Head Quarters Community Use Room

**Significant Expenditure and Staffing Changes:**

No significant changes from the previous fiscal year.

<b>Budget Detail By Individual Categories</b>	<b>FY 2021 - 22 Actual</b>	<b>FY 2022 - 23 Budgeted</b>	<b>FY 2023 - 24 Budgeted</b>
<b>Personnel Services:</b>			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	3,500	3,500	3,000
Vehicle Supplies	-	-	-
Administrative Supplies	3,500	3,500	2,450
Safety Supplies	250	250	250
Special Purchases	-	-	-
Utilities	5,579	5,579	5,375
Rentals	1,200	1,200	1,200
Maintenance and Repairs	2,000	2,000	2,000
Outside Services	20,000	20,000	19,500
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	1,771	1,771	966
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	-	-	-
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
<b>Total Appropriations</b>	<b>\$ 37,800</b>	<b>\$ 37,800</b>	<b>\$ 34,741</b>



## 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 2021 - 22 Actual	FY 2022 - 23 Budgeted	FY 2023 - 24 Budgeted
<b>Personnel Services:</b>			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	13,890	15,000	15,000
Vehicle Supplies	-	-	-
Administrative Supplies	-	-	-
Safety Supplies	-	-	-
Special Purchases	3,375	80,000	80,000
Utilities	-	-	-
Rentals	-	-	-
Maintenance and Repairs	-	-	-
Outside Services	-	-	-
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	1,032	5,300	5,500
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	-	-	-
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
Total Appropriations	\$ 18,297	\$ 100,300	\$ 100,500



## WAREHOUSE STAFFING – POSITION DETAIL

	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted	FY 2023-2024 Requested/ Budgeted
<b>Authorized Personnel</b>				
<b>Warehouse</b>	1.50			
Inventory - Procurement Specialist	1.00	1.00	1.00	1.00
Sr. Warehouse 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
<b>Total Number of Personnel (FTEs)</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>

## WAREHOUSE – MAJOR INITIATIVES FOR FY 2023 – 2024

Business Unit	Budget Funding	Account Name	Account Number	Amount Budgeted	Initiative
<b>Warehouse</b>					
940	Operating	56153	Temporary Services	5,000	Temp Services
	Capital	59919	Site Preparation	25,000	Gravel and Fencing for Offsite Pipe Yard
		59934	Lifting/Handling Equipment	65,000	Forklift
<b>Total</b>				<b>\$ 95,000</b>	







## 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:** decrease represents funding for mobile inventory and offsite pipe storage fencing.

**General Expenses:** represents funding for best practice Procurement training.

**Capital Expenditures:** represents funding for Forklift, Gravel/Fencing for Offsite Pipe Yard.

Budget Detail By Individual Categories	FY 2021 - 22 Actual	FY 2022 - 23 Budgeted	FY 2023 - 24 Budgeted
<b>Personnel Services:</b>			
Salaries and Wages	\$ 204,899	\$ 246,540	\$ 275,668
Overtime Pay	156	1,000	8,000
F.I.C.A.	14,675	18,860	21,088
Pension	34,499	42,553	47,553
Employee Benefits	58,083	83,883	76,451
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	2,377	9,750	8,425
Vehicle Supplies	645	3,320	2,660
Administrative Supplies	1,386	3,500	3,500
Safety Supplies	835	1,500	1,500
Special Purchases	80	120	120
Utilities	24,687	27,067	23,348
Rentals	-	-	-
Maintenance and Repairs	5,927	8,400	8,400
Outside Services	57,913	162,550	37,550
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	5,915	8,948	15,753
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	79,896	65,000	90,000
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
Total Appropriations	\$ 491,971	\$ 682,991	\$ 620,016



## Water Production Division – Business Unit Group 300





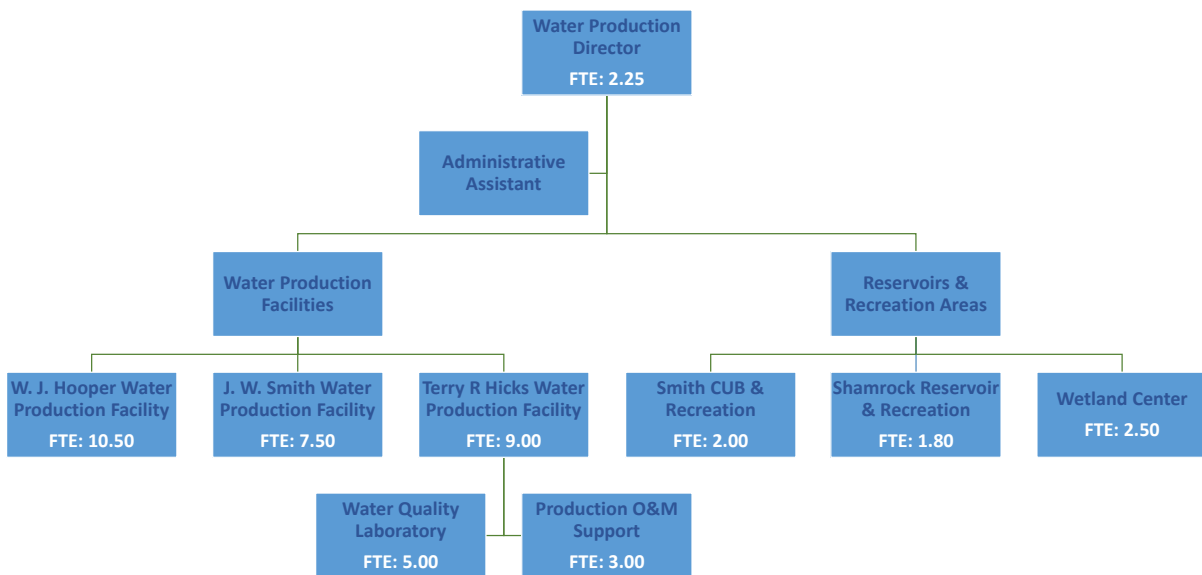
## WATER PRODUCTION DIVISION BUDGET UNIT 300

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.

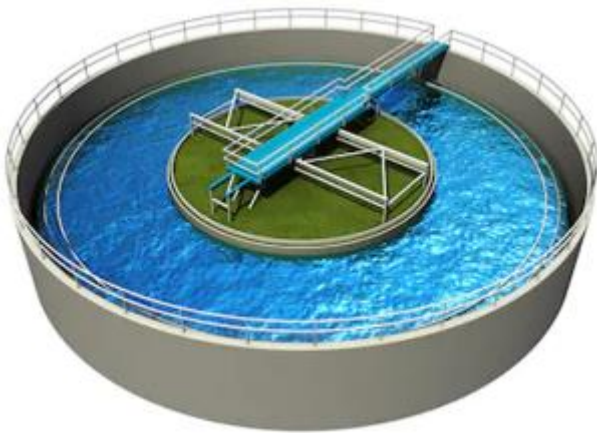
301 – Water Production Director	319 – Shoal Creek Reservoir
305 – Production O&M Support	320 – Terry R. Hicks Water Production Facility
310 – W. J. Hooper Water Production Facility	325 – Well Program
311 – Morrow Pumping Station	330 – Water Quality Laboratory
312 – Noah's Ark Pumping Station	340 – Smith 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 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted	FY 2023-2024 Requested/ Budgeted
<b>Water Production Division</b>				
301 - Water Production Director	2.25	2.25	2.25	2.25
305 - Production Operations & Maintenance Support	2.00	2.00	2.00	3.00
310 - W J Hooper Water Production Facility	8.50	8.75	8.50	10.50
315 - J W Smith Water Production Facility	5.00	6.00	7.50	7.50
320 - Terry R Hicks Water Production Facility	9.00	9.08	9.00	9.00
330 - Water Quality Laboratory	4.00	4.00	5.00	5.00
340 - Smith Community Use Building & Recreation Park	1.25	1.16	1.40	2.00
350 - Shamrock Recreation	1.50	1.40	1.80	1.80
352 - Wetland Center	1.50	2.25	2.50	2.50
<b>Total Full-Time Employees (FTEs)</b>	<b>35.00</b>	<b>36.89</b>	<b>39.95</b>	<b>43.55</b>





## Water Production Division – Major Initiatives for FY 2023 - 2024

Business Unit	Budget Funding	Account Name	Account Number	Amount Budgeted	Initiative
<b>Water Production Manager</b>					
301	Operating	54204	Other Rental	\$ 10,000	Rental of DBP Machine
		56110	Consulting Fees	125,000	Consulting Assistance <i>Hach WIMS Support</i> <i>[SMP 20-317] Operability and Safety Improvement Plan</i>
	Capital	59986	Cap Equip-Communication Equipment	76,000	Pressure Transducers
		59992	Cap Equip-Seating	20,000	Lobby Chairs (Qty 50)
<b>Total</b>				<b>\$ 231,000</b>	
<b>Water Production O &amp; M Support</b>					
305				\$ -	
<b>Total</b>				<b>\$ -</b>	
<b>W J Hooper Water Plant</b>					
310	Operating	56110	Consulting Fees	\$ 73,500	Consulting Assistance <i>Hach WIMS Support</i> <i>EOR for Cat 1 Dam</i>
		56116	M&R-Plant Equipment	37,500	High Service Pump Rebuild
				37,500	Transfer Pump Rebuild
				50,000	Raw Pump Rebuild
	Capital	59922	Cap Equip-Building Services	168,000	High Service Pump Station HVAC Unit (Replacement)
		59922	Cap Equip-Building Services	66,000	Admin Building HVAC Unit (Replacement)
		59927	Cap Equip-Reconditioning Water Tanks	350,000	Storage Tank #1 Interior Recoating
		59932	Cap Equip-Treatment Equipment	75,000	Main Press Conveyer Belt (Replacement)
		59933	Cap Equip-Monitoring/Controlling Equipment	28,000	Phosphoric Pump Skid (Replacement)
		59933	Cap Equip-Monitoring/Controlling Equipment	105,000	High Service Pump Controls (Qty 4)
<b>Total</b>				<b>\$ 990,500</b>	
<b>Morrow Pumping Station</b>					
311	Operating	56116	M&R-Plant Equipment	\$ 10,000	Pump #3 Foundation Repairs
		56131	M&R-Buildings & Grounds	25,000	Building Upgrades
	Capital	59933	Cap Equip-Monitoring/Controlling Equipment	17,000	Pressure Transmitter Upgrades
<b>Total</b>				<b>\$ 52,000</b>	
<b>Noah's Ark Pumping Station</b>					
312	Capital	56116	M&R-Plant Equipment	\$ 5,000	Pump #1 Motor Repairs
				16,667	Pump #1 Rotating Assembly Repairs
				5,000	Pump #2 Motor Repairs
				16,667	Pump #2 Rotating Assembly Repairs
				16,666	Pump #8 Rotating Assembly Repairs
		59933	Cap Equip-Monitoring/Controlling Equipment	25,000	Pressure Transmitter Upgrades
<b>Total</b>				<b>\$ 85,000</b>	
<b>Elevated Tanks</b>					
314	Capital	59933	Cap Equip-Monitoring/Controlling Equipment	\$ 12,500	Pressure Transmitter Upgrades
<b>Total</b>				<b>\$ 12,500</b>	
<b>J W Smith Water Plant</b>					
315	Operating	56110	Consulting Fees	\$ 103,500	Consulting Assistance <i>Hach WIMS Support</i> <i>[SMP 20-319] Flood Proofing Evaluation (Smith)</i>
	Capital	59921	Cap Equip-Building & Structure	150,000	New Roof
		59931	Cap Equip-Pumping Equipment	80,000	Small River Pump (Replacement)
		59931	Cap Equip-Pumping Equipment	240,000	Large River Pump (Replacement)
		59933	Cap Equip-Monitoring/Controlling Equipment	42,000	Pressure Transmitter Upgrades
		59934	Cap Equip-Lifting/Handling Equipment	6,000	Pallet Jack
		59953	Cap Equip-Automobile/Pickup Trucks	15,000	Utility Vehicle
<b>Total</b>				<b>\$ 636,500</b>	

# OPERATING BUDGET



Business		Account		Amount	
Unit	Budget Funding	Name	Account Number	Budgeted	Initiative
<b>Blalock Jr Reservoir and Dam</b>					
316	Operating	54202	Equipment Rental	\$ 250,000	LOX System Rental
		56110	Consulting Fees	63,500	Consulting Assistance Vertical Profiler Monthly Calibration Service Agreement EOR for Cat 1 Dam
<b>Total</b>				<b>\$ 313,500</b>	
<b>Jonesboro Pumping Station</b>					
317	Operating	56116	M&R-Plant Equipment	\$ 10,000	Pump #1 Motor Repair
				25,000	Pump #2 Rebuild
				10,000	Pump #3 Motor Repair
				25,000	Pump #3 Rebuild
		56123	M&R Distribution Reservoir	60,000	Medora Repair to Solar bees
				250,000	Tank Painting
	Capital	59933	Cap Equip-Monitoring/Controlling Equip	20,000	Pressure Transmitter Upgrades
<b>Total</b>				<b>\$ 400,000</b>	
<b>Forest Park/Cajun Queen Pumping Station</b>					
318				\$ -	
<b>Total</b>				<b>\$ -</b>	
<b>Shoal Creek Reservoir</b>					
319		56110	Consulting Fees	\$ 3,500	EOR for Cat 1 Dam
<b>Total</b>				<b>\$ 3,500</b>	
<b>Terry R. Hicks Water Production Complex</b>					
320		56110	Consulting Fees	\$ 20,000	Atonix and Hach WIMS
		56116	Maint/Repair Plant Equipment	7,500	Transfer Pump Rebuild
				4,500	Transfer Pump Motor Rebuild
				10,000	Motor Repair
				7,500	Pump Rebuild
	Capital	59922	Cap Equip-Building Services	100,000	HVAC Unit (Qty 2) (Replacement)
		59933	Cap Equip-Monitoring/Controlling Equip	70,000	Turbidity Meters (Qty 13) (Replacement)
		59933	Cap Equip-Monitoring/Controlling Equip	60,000	Pressure Transmitter Upgrades
		59974	Cap Equip-Valve (In-Plant/Building)	15,000	Butterfly Valve (Replacement)
<b>Total</b>				<b>\$ 294,500</b>	
<b>Well Program</b>					
325		59933	Cap Equip-Monitoring/Control Equip	\$ 20,000	Controller (Replacement)
<b>Total</b>				<b>\$ 20,000</b>	
<b>Water Quality Laboratory</b>					
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	31,627	SUV for New Compliance Analyst
		59962	Cap Equip-Laboratory Equipment	165,000	FlowCam Cyano
<b>Total</b>				<b>\$ 416,627</b>	
<b>Smith CUB &amp; Recreation Park</b>					
340		59913	Cap Equip-Paving & Surfacing	\$ 15,000	Cut and Patch/Asphalt CUB Driveway
<b>Total</b>				<b>\$ 15,000</b>	
<b>Shamrock Recreation</b>					
350	Capital	59913	Cap Equip-Paving & Surfacing	\$ 15,000	Cut and Patch/Asphalt Shamrock Entrance Gate/Drain Area
<b>Total</b>				<b>\$ 15,000</b>	
<b>Shamrock Community Use Building</b>					
351	Capital	59921	Cap Equip-Buildings & Structures	\$ 25,000	Great Room Flooring (Replacement)
		59921	Cap Equip-Buildings & Structures	30,000	Outside Door (Replacement)
<b>Total</b>				<b>\$ 55,000</b>	
<b>Wetland Center</b>					
352	Operating	56110	Consulting Fees	\$ 20,000	Consulting Fees for Future Grants and Matching Funds
<b>Total</b>				<b>\$ 20,000</b>	

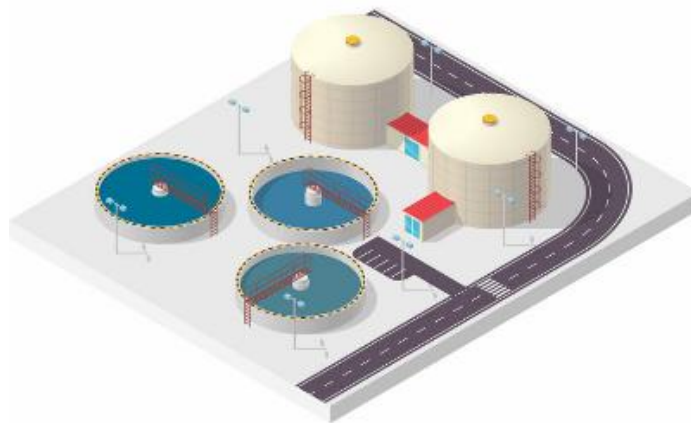


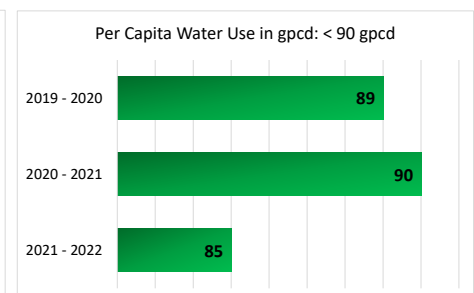
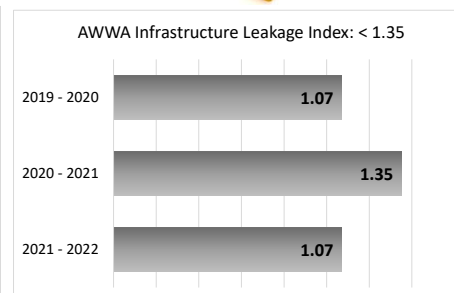
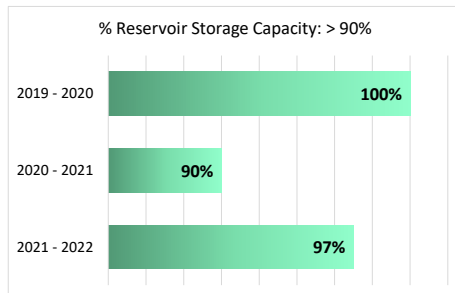
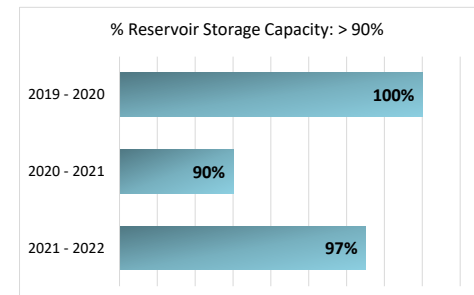
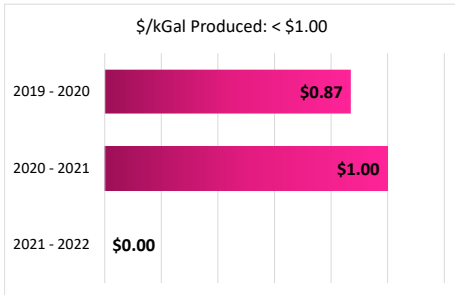
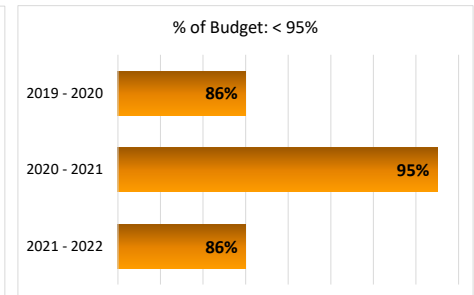
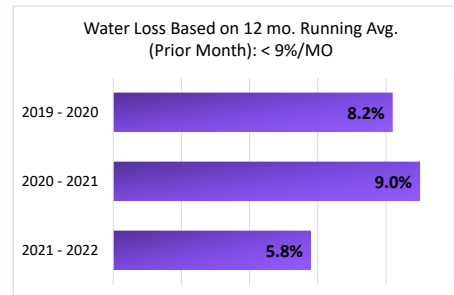
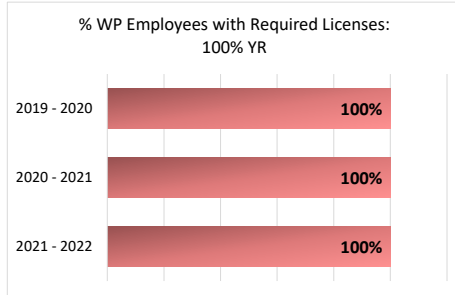
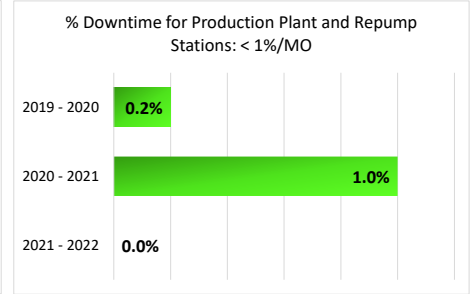
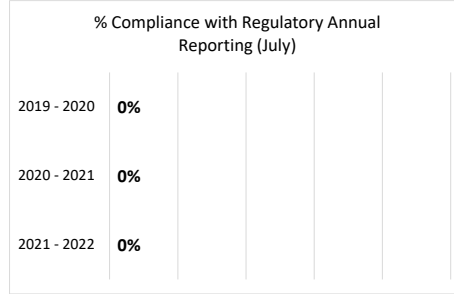
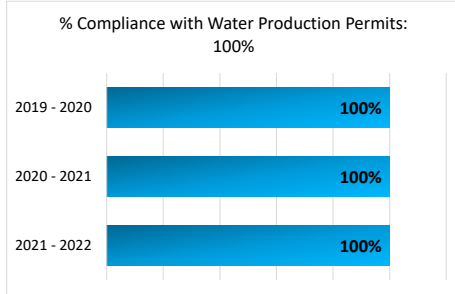


## Water Production Division – Levels of Service

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	2021 - 2022	2020 - 2021	2019 - 2020	2018 - 2019
<b>SUPERIOR PRODUCT QUALITY</b>							
1 Meet all applicable regulatory requirements	% Compliance with Water Production Permits: 100%	WP	100%	100%	100%	100%	100%
<b>EXCEED CUSTOMER EXPECTATIONS</b>							
5 Minimize potable water service disruptions	% Downtime for Production Plant and Repump Stations: < 1%/MO	WP	FY 2020 (100%/Month) < 1% / Month	0.0%	1.00%	0.2%	0.00%
<b>PROVIDE EMPLOYEE DEVELOPMENT</b>							
8 Provide effective employee training and development	% WP Employees with Required Licenses: 100% YR	WP	100%/ Year	100%	100%	100%	100%
<b>OPTIMIZE OPERATIONS</b>							
13 Reasonable Cost of Service	Water Loss Based on 12 mo. Running Avg. (Prior Month): < 9%/MO	WP	< 9% / Month	5.8%	9.0%	8.2%	9.8%
	% of Budget: < 95%	WP	< 95%	86%	95%	86%	86%
	\$/kGal Produced: < \$1.00	WP	< \$1.00	N/A	\$1.00	\$0.87	\$0.82
14 Minimize Water System Losses	AWWA Infrastructure Leakage Index: < 1.35	WP	< 1.35	1.28	1.35	1.07	1.03
<b>INFRASTRUCTURE SUSTAINABILITY</b>							
21 Provide a sustainable water supply	% Reservoir Storage Capacity: > 90%	WP	> 90%	97%	90%	100%	98%
<b>STAKEHOLDER SUPPORT</b>							
23 Environmental Stewardship and Sustainability	Per Capita Water Use in gpcd: < 90 gpcd	WP	< 90 gpcd	85	90	89	89







## Water Production Division Staffing – Position Detail

Authorized Personnel	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted	FY 2023-2024 Requested/ Budgeted
<b>Water Production Manager</b>				
Administrative Assistant	1.00	1.00	1.00	1.00
High School Intern	0.25	0.25	0.25	0.25
Water Production Director	1.00	1.00	1.00	1.00
<b>Total Number of Personnel (FTEs)</b>	<b>2.25</b>	<b>2.25</b>	<b>2.25</b>	<b>2.25</b>
<b>Production O&amp;M Support</b>				
Distribution/Resource Coordinator	1.00	1.00	1.00	1.00
Distribution/Resource Technician	1.00	1.00	1.00	2.00
<b>Total Number of Personnel (FTEs)</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>3.00</b>
<b>W.J. Hooper Water Production Facility</b>				
Facility Worker	0.50	0.50	0.50	0.50
Plant Operator I	3.00	2.00	3.00	4.00
Plant Operator II	2.00	3.00	2.00	2.00
Plant Operator III	2.00	2.00	2.00	3.00
Plant Operator Trainee Shadow	0.00	0.25	0.00	0.00
Plant Manager	1.00	1.00	1.00	1.00
<b>Total Number of Personnel (FTEs)</b>	<b>8.50</b>	<b>8.75</b>	<b>8.50</b>	<b>10.50</b>
<b>J.W. Smith Water Production Facility</b>				
Plant Operator I	1.00	1.00	1.00	0.00
Plant Operator II	1.00	1.00	1.00	3.00
Plant Operator III	2.00	3.00	4.00	3.00
Facility Worker	0.00	0.00	0.50	0.50
Plant Manager	1.00	1.00	1.00	1.00
<b>Total Number of Personnel (FTEs)</b>	<b>5.00</b>	<b>6.00</b>	<b>7.50</b>	<b>7.50</b>
<b>Terry R Hicks Water Production Facility</b>				
Plant Operator I	4.00	4.00	4.00	5.00
Plant Operator II	0.00	0.00	1.00	0.00
Plant Operator III	2.00	2.00	1.00	1.00
Plant Operator III (Shadow)	0.00	0.08	0.00	0.00
Plant Operator Trainee	1.00	1.00	1.00	1.00
Plant Manager	1.00	1.00	1.00	1.00
Plant Worker	1.00	1.00	1.00	1.00
<b>Total Number of Personnel (FTEs)</b>	<b>9.00</b>	<b>9.08</b>	<b>9.00</b>	<b>9.00</b>
<b>Water Quality Lab</b>				
Compliance Analyst	0.00	0.00	1.00	1.00
Env. Compliance Manager	1.00	1.00	1.00	1.00
Lab Analyst	2.00	2.00	2.00	2.00
Lab Technician PT	0.00	0.00	0.00	0.00
Microbiologist	1.00	1.00	1.00	1.00
<b>Total Number of Personnel (FTEs)</b>	<b>4.00</b>	<b>4.00</b>	<b>5.00</b>	<b>5.00</b>
<b>Smith Community Use Building &amp; Recreation Park</b>				
Recreation Area Assistant	1.00	1.00	1.00	1.00
Recreation Assistant	0.00	0.00	0.00	1.00
Recreation Area Caretaker	0.25	0.16	0.40	0.00
<b>Total Number of Personnel (FTEs)</b>	<b>1.25</b>	<b>1.16</b>	<b>1.40</b>	<b>2.00</b>
<b>Shamrock Recreation</b>				
Recreation Area Caretaker	0.50	0.40	0.80	0.80
Recreation Area Supervisor	1.00	1.00	1.00	1.00
<b>Total Number of Personnel (FTEs)</b>	<b>1.50</b>	<b>1.40</b>	<b>1.80</b>	<b>1.80</b>
<b>Wetland Center</b>				
Conservation Assistant	0.25	0.00	0.00	0.00
Conservationist	0.00	1.00	1.00	1.00
Facility Worker	0.00	0.00	0.50	0.50
Recreation Area Caretaker	0.25	0.25	0.00	0.00
Sr. Conservation Specialist	1.00	1.00	1.00	1.00
<b>Total Number of Personnel (FTEs)</b>	<b>1.50</b>	<b>2.25</b>	<b>2.50</b>	<b>2.50</b>
<b>Water Production Department Total</b>	<b>35.00</b>	<b>36.89</b>	<b>39.95</b>	<b>43.55</b>



## Water Production Division – Consolidated Operating Budget

**Department : Water Production****Business Unit : Department 300 - Consolidated****Overview of Department Responsibilities**

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

<b>Budget Detail By Individual Categories</b>	<b>FY 2021 - 22 Actual</b>	<b>FY 2022 - 23 Budgeted</b>	<b>FY 2023 - 24 Budgeted</b>
<b>Personnel Services:</b>			
Salaries and Wages	\$ 2,326,016	\$ 2,654,513	\$ 3,174,019
Overtime Pay	143,135	180,500	178,500
F.I.C.A.	182,803	203,071	242,414
Pension	388,649	452,235	546,649
Employee Benefits	457,136	538,392	653,836
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	1,717,808	3,094,435	3,471,995
Vehicle Supplies	20,456	30,377	35,713
Administrative Supplies	16,035	28,750	43,300
Safety Supplies	9,285	18,750	16,500
Special Purchases	9,998	102,020	102,000
Utilities	3,898,920	4,113,176	4,280,387
Rentals	95,597	163,350	285,350
Maintenance and Repairs	221,546	329,150	293,550
Outside Services	867,085	2,024,564	2,260,350
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	223,956	304,751	384,167
Accounting Charges	4,895	7,000	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	673,074	2,023,854	2,042,127
<b>Capital Projects:</b>			
Transfers to R&E	2,415,000	18,758,900	-
<b>Total Appropriations</b>	<b>\$ 13,671,394</b>	<b>\$ 35,027,788</b>	<b>\$ 18,010,857</b>



## 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:**

**Special Purchases:** represents funding for emergency water purchases.

**Outside Services:** increase represents funding for [SMP 20-317} Operability and Safety Improvement Plan.

**Capital Expenditures:** represents funding for Pressure Transducers, Lobby Chairs (Qty 50).

Budget Detail By Individual Categories	FY 2021 - 22 Actual	FY 2022 - 23 Budgeted	FY 2023 - 24 Budgeted
<b>Personnel Services:</b>			
Salaries and Wages	\$ 173,494	\$ 197,021	\$ 216,878
Overtime Pay	-	-	-
F.I.C.A.	12,850	15,072	16,399
Pension	30,072	34,006	36,980
Employee Benefits	36,700	40,348	34,027
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	4,288	6,165	6,580
Vehicle Supplies	236	1,076	1,057
Administrative Supplies	516	2,000	3,000
Safety Supplies	-	500	500
Special Purchases	9,998	101,840	102,000
Utilities	1,675	1,015	1,557
Rentals	-	10,000	10,000
Maintenance and Repairs	170	500	500
Outside Services	11,768	58,860	128,800
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	86,464	117,167	136,594
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	-	-	96,000
<b>Capital Projects:</b>			
Transfers to R&E	200,000	3,250,000	-
Total Appropriations	<u>\$ 568,232</u>	<u>\$ 3,835,570</u>	<u>\$ 790,872</u>



## 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 Technician.

<b>Budget Detail By Individual Categories</b>	<b>FY 2021 - 22 Actual</b>	<b>FY 2022 - 23 Budgeted</b>	<b>FY 2023 - 24 Budgeted</b>
<b>Personnel Services:</b>			
Salaries and Wages	\$ 120,959	\$ 133,335	\$ 212,654
Overtime Pay	74	1,000	2,000
F.I.C.A.	8,905	10,200	16,176
Pension	20,826	23,014	36,482
Employee Benefits	24,126	26,513	50,205
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	1,083	2,330	5,080
Vehicle Supplies	2,506	3,719	4,257
Administrative Supplies	61	200	2,700
Safety Supplies	72	1,000	1,000
Special Purchases	-	-	-
Utilities	1,440	-	2,220
Rentals	-	-	-
Maintenance and Repairs	701	1,500	1,500
Outside Services	1,100	800	850
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	2,557	5,953	9,564
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	-	-	-
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
<b>Total Appropriations</b>	<b>\$ 184,410</b>	<b>\$ 209,564</b>	<b>\$ 344,688</b>





## 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 represents funding for Plant Operator (Qty 2).

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

**Outside Services:** increase represents funding for Benshaw Drive PM, EOR for Cat 1 Dam, pump rebuilds.

**Capital Expenditures:** represents funds for HSPS HVAC Unit, Admin Building HVAC, Storage Tank #1 Interior Recoating, Main Press Conveyer Belt, Phosphoric Pump Skid, High Service Pump Controls (Qty 4).

Budget Detail By Individual Categories	FY 2021 - 22 Actual	FY 2022 - 23 Budgeted	FY 2023 - 24 Budgeted
<b>Personnel Services:</b>			
Salaries and Wages	\$ 522,646	\$ 564,315	\$ 767,388
Overtime Pay	53,205	65,000	40,000
F.I.C.A.	41,939	43,172	58,705
Pension	85,778	97,401	132,390
Employee Benefits	129,278	139,311	186,082
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	760,261	1,464,485	1,767,485
Vehicle Supplies	682	1,348	1,089
Administrative Supplies	2,638	4,500	4,200
Safety Supplies	1,293	2,000	2,000
Special Purchases	-	180	-
Utilities	1,190,976	1,277,799	1,260,442
Rentals	-	1,500	8,000
Maintenance and Repairs	69,423	110,300	97,300
Outside Services	179,543	300,383	461,450
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	39,145	42,775	59,274
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	39,932	732,000	792,000
<b>Capital Projects:</b>			
Transfers to R&E	-	10,088,620	-
Total Appropriations	\$ 3,116,739	\$ 14,935,089	\$ 5,637,805



## 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:** decrease in funding due to internet connection upgrades and building upgrades.**Capital Expenditures:** represents funding for Pressure Transmitter Upgrades.

Budget Detail By Individual Categories	FY 2021 - 22 Actual	FY 2022 - 23 Budgeted	FY 2023 - 24 Budgeted
<b>Personnel Services:</b>			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	1,596	3,000	3,000
Vehicle Supplies	-	426	832
Administrative Supplies	-	250	250
Safety Supplies	-	100	100
Special Purchases	-	-	-
Utilities	277,618	360,575	311,722
Rentals	-	-	-
Maintenance and Repairs	4,699	4,000	3,500
Outside Services	3,554	145,546	132,000
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	1,651	1,609	1,777
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	-	5,700	17,000
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
Total Appropriations	\$ 289,117	\$ 521,206	\$ 470,181



## 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.**Capital Expenditures:** represents funding for Pressure Transmitter Upgrades.

Budget Detail By Individual Categories	FY 2021 - 22 Actual	FY 2022 - 23 Budgeted	FY 2023 - 24 Budgeted
<b>Personnel Services:</b>			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	1,610	2,000	2,000
Vehicle Supplies	-	858	2,370
Administrative Supplies	-	250	250
Safety Supplies	-	100	100
Special Purchases	-	-	-
Utilities	516,872	455,347	528,859
Rentals	-	-	-
Maintenance and Repairs	1,789	3,750	5,750
Outside Services	18,178	128,970	124,500
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	4,625	6,162	5,071
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	256,000	5,700	25,000
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
Total Appropriations	\$ 799,074	\$ 603,137	\$ 693,900



## 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:****Capital Expenditures:** represents funding for Pressure Transmitter Upgrades.

<b>Budget Detail By Individual Categories</b>	<b>FY 2021 - 22 Actual</b>	<b>FY 2022 - 23 Budgeted</b>	<b>FY 2023 - 24 Budgeted</b>
<b>Personnel Services:</b>			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	12	200	200
Vehicle Supplies	-	-	-
Administrative Supplies	-	-	-
Safety Supplies	-	100	100
Special Purchases	-	-	-
Utilities	9,360	14,577	9,835
Rentals	-	-	-
Maintenance and Repairs	256	1,250	1,250
Outside Services	10,597	5,500	5,300
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	5,344	5,516	5,402
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	-	-	12,500
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
<b>Total Appropriations</b>	<b>\$ 25,569</b>	<b>\$ 27,143</b>	<b>\$ 34,587</b>



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

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

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

**Significant Expenditure and Staffing Changes:****Operating Materials & Supplies:** increase in funds due to inflation cost of water treatment chemicals.**Outside Services:** increase represents funding for [SMP 20-319] Flood Proofing Evaluation (Smith).**Capital Expenditures:** represents funding for New Roof, Small River Pump, Large River Pump, Pressure Transmitter Upgrades, Pallet Jack, Utility Vehicle.

Budget Detail By Individual Categories	FY 2021 - 22 Actual	FY 2022 - 23 Budgeted	FY 2023 - 24 Budgeted
<b>Personnel Services:</b>			
Salaries and Wages	\$ 442,176	\$ 502,078	\$ 560,992
Overtime Pay	28,728	40,000	32,000
F.I.C.A.	35,005	38,409	42,916
Pension	76,538	83,157	96,771
Employee Benefits	91,372	101,223	125,701
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	437,422	638,905	649,320
Vehicle Supplies	195	626	893
Administrative Supplies	1,534	2,300	2,300
Safety Supplies	1,254	3,000	2,000
Special Purchases	-	-	-
Utilities	1,079,650	1,035,468	1,230,171
Rentals	-	-	-
Maintenance and Repairs	33,868	86,200	60,200
Outside Services	108,544	211,816	298,350
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	22,587	26,832	38,019
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	26,945	235,000	533,000
<b>Capital Projects:</b>			
Transfers to R&E	10,000	-	-
Total Appropriations	\$ 2,395,816	\$ 3,005,014	\$ 3,672,633



## 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:****Rentals:** increase due to LOX system rental contract renewal.**Outside Services:** increase due to monthly vertical profiler calibration service, EOR for Cat 1 Dam.

<b>Budget Detail By Individual Categories</b>	<b>FY 2021 - 22 Actual</b>	<b>FY 2022 - 23 Budgeted</b>	<b>FY 2023 - 24 Budgeted</b>
<b>Personnel Services:</b>			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	102,108	253,500	151,000
Vehicle Supplies	-	-	-
Administrative Supplies	-	-	-
Safety Supplies	-	500	500
Special Purchases	-	-	-
Utilities	-	-	2,469
Rentals	84,528	135,000	250,000
Maintenance and Repairs	-	2,000	2,000
Outside Services	55,099	58,770	74,900
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	85	128	126
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	-	-	-
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
<b>Total Appropriations</b>	<b>\$ 241,821</b>	<b>\$ 449,898</b>	<b>\$ 480,995</b>



## 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:****Capital Expenditures:** represents funding for Pressure Transmitter Upgrades.

<b>Budget Detail By Individual Categories</b>	<b>FY 2021 - 22 Actual</b>	<b>FY 2022 - 23 Budgeted</b>	<b>FY 2023 - 24 Budgeted</b>
<b>Personnel Services:</b>			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	1,969	2,800	2,800
Vehicle Supplies	-	-	-
Administrative Supplies	61	250	250
Safety Supplies	-	100	100
Special Purchases	-	-	-
Utilities	171,099	216,972	185,928
Rentals	-	-	-
Maintenance and Repairs	3,810	3,000	3,500
Outside Services	22,555	382,266	357,500
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	2,223	3,189	2,645
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	-	5,700	20,000
<b>Capital Projects:</b>			
Transfers to R&E	400,000	5,170,280	-
Total Appropriations	\$ 601,716	\$ 5,784,557	\$ 572,723





## BUSINESS UNIT 318: FOREST PARK AND CAJUN QUEEN PUMPING STATIONS

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

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

**Significant Expenditure and Staffing Changes:****Outside Services:** decrease represents funding for landscaping.

Budget Detail By Individual Categories	FY 2021 - 22 Actual	FY 2022 - 23 Budgeted	FY 2023 - 24 Budgeted
<b>Personnel Services:</b>			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	191	100	100
Vehicle Supplies	-	-	-
Administrative Supplies	-	-	-
Safety Supplies	-	100	100
Special Purchases	-	-	-
Utilities	3,356	4,048	3,964
Rentals	-	-	-
Maintenance and Repairs	-	1,000	1,000
Outside Services	103	18,750	3,250
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	1,338	1,824	1,807
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	160,750	-	-
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
Total Appropriations	\$ 165,737	\$ 25,822	\$ 10,221



## 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.

<b>Budget Detail By Individual Categories</b>	<b>FY 2021 - 22 Actual</b>	<b>FY 2022 - 23 Budgeted</b>	<b>FY 2023 - 24 Budgeted</b>
<b>Personnel Services:</b>			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	-	150	150
Vehicle Supplies	-	-	-
Administrative Supplies	-	-	-
Safety Supplies	-	50	50
Special Purchases	-	-	-
Utilities	81	-	-
Rentals	676	1,550	1,350
Maintenance and Repairs	-	5,500	5,500
Outside Services	-	1,500	5,000
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	2,842	2,953	2,892
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	-	-	-
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
<b>Total Appropriations</b>	<b>\$ 3,599</b>	<b>\$ 11,703</b>	<b>\$ 14,942</b>



## 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:****Operating Materials & Supplies:** increase in funds due to inflation cost of water treatment chemicals.**Outside Services:** increase due to pump repairs.**Capital Expenditures:** represents funding for HVAC Unit, Turbidity Meters (Qty 13), Pressure Transmitter Upgrades, Butterfly Valve.

Budget Detail By Individual Categories	FY 2021 - 22 Actual	FY 2022 - 23 Budgeted	FY 2023 - 24 Budgeted
<b>Personnel Services:</b>			
Salaries and Wages	\$ 546,920	\$ 617,597	\$ 680,325
Overtime Pay	37,366	50,000	65,000
F.I.C.A.	43,056	47,248	52,045
Pension	93,636	106,597	117,356
Employee Benefits	95,239	125,910	112,943
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	318,101	572,235	708,235
Vehicle Supplies	2,993	4,721	4,276
Administrative Supplies	4,223	7,500	11,500
Safety Supplies	4,224	6,000	5,000
Special Purchases	-	-	-
Utilities	572,002	687,672	693,964
Rentals	1,650	2,000	2,500
Maintenance and Repairs	40,599	51,000	56,000
Outside Services	246,970	297,413	275,700
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	30,158	42,462	53,173
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	139,131	299,000	245,000
<b>Capital Projects:</b>			
Transfers to R&E	1,425,000	250,000	-
Total Appropriations	<u>\$ 3,601,268</u>	<u>\$ 3,167,355</u>	<u>\$ 3,083,017</u>



## 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:****Capital Expenditures:** represents funding for Controller Replacement.

<b>Budget Detail By Individual Categories</b>	<b>FY 2021 - 22 Actual</b>	<b>FY 2022 - 23 Budgeted</b>	<b>FY 2023 - 24 Budgeted</b>
<b>Personnel Services:</b>			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	-	1,900	1,900
Vehicle Supplies	-	-	-
Administrative Supplies	-	-	-
Safety Supplies	27	150	150
Special Purchases	-	-	-
Utilities	3,629	6,793	3,224
Rentals	-	-	-
Maintenance and Repairs	476	1,000	1,000
Outside Services	25	3,100	2,600
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	467	520	511
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	-	-	20,000
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
<b>Total Appropriations</b>	<b>\$ 4,624</b>	<b>\$ 13,463</b>	<b>\$ 29,385</b>



## BUSINESS UNIT 330: WATER QUALITY LABORATORY

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

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

**Significant Expenditure and Staffing Changes:**

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

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

**Capital Expenditures:** represents funding for Vehicle (SUV), FlowCam Cyano.

Budget Detail By Individual Categories	FY 2021 - 22 Actual	FY 2022 - 23 Budgeted	FY 2023 - 24 Budgeted
<b>Personnel Services:</b>			
Salaries and Wages	\$ 243,144	\$ 333,683	\$ 365,436
Overtime Pay	937	1,000	10,000
F.I.C.A.	18,173	25,526	27,841
Pension	42,025	57,594	62,779
Employee Benefits	26,345	53,004	46,365
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	48,469	104,010	124,075
Vehicle Supplies	3,646	4,501	5,065
Administrative Supplies	1,522	1,400	2,500
Safety Supplies	216	1,000	1,000
Special Purchases	-	-	-
Utilities	2,543	2,006	4,202
Rentals	7,755	8,000	8,000
Maintenance and Repairs	270	2,000	2,000
Outside Services	118,588	247,700	244,600
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	16,760	28,089	43,770
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	-	42,754	196,627
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
Total Appropriations	\$ 530,395	\$ 912,267	\$ 1,144,260



## 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:****Operating Materials & Supplies:** increase represents funding for a new ice maker.**Capital Expenditures:** represents funding for Cut and Patch/Asphalt CUB Driveway.

Budget Detail By Individual Categories	FY 2021 - 22 Actual	FY 2022 - 23 Budgeted	FY 2023 - 24 Budgeted
<b>Personnel Services:</b>			
Salaries and Wages	\$ 64,708	\$ 67,480	\$ 128,806
Overtime Pay	6,284	7,000	8,000
F.I.C.A.	5,335	5,162	9,854
Pension	8,705	11,647	22,225
Employee Benefits	15,395	16,881	40,505
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	1,778	2,580	7,580
Vehicle Supplies	7,325	9,017	10,253
Administrative Supplies	1,354	1,600	3,100
Safety Supplies	1,078	2,000	1,500
Special Purchases	-	-	-
Utilities	26,876	10,391	5,192
Rentals	-	100	100
Maintenance and Repairs	1,819	8,650	8,650
Outside Services	16,630	25,210	27,250
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	1,280	1,719	2,590
Accounting Charges	1,564	2,000	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	-	-	15,000
<b>Capital Projects:</b>			
Transfers to R&E	55,000	-	-
Total Appropriations	\$ 215,131	\$ 171,437	\$ 290,605



## 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:****Outside Services:** decrease due to canal dredging at Blalock.**Capital Expenditures:** represents funding for Cut and Patch/Asphalt Shamrock Entrance Gate/Drain Area.

Budget Detail By Individual Categories	FY 2021 - 22 Actual	FY 2022 - 23 Budgeted	FY 2023 - 24 Budgeted
<b>Personnel Services:</b>			
Salaries and Wages	\$ 110,192	\$ 112,225	\$ 113,908
Overtime Pay	14,458	15,000	20,000
F.I.C.A.	9,793	8,585	8,714
Pension	14,274	19,371	19,649
Employee Benefits	23,050	24,645	24,788
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	11,993	12,995	14,495
Vehicle Supplies	2,574	3,742	4,905
Administrative Supplies	2,502	3,150	8,700
Safety Supplies	1,122	1,500	1,500
Special Purchases	-	-	-
Utilities	14,075	11,172	8,316
Rentals	588	2,000	2,000
Maintenance and Repairs	45,229	23,100	23,500
Outside Services	9,269	67,830	32,550
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	1,862	2,287	6,279
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	8,599	18,000	15,000
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
Total Appropriations	\$ 269,581	\$ 325,602	\$ 304,304





## 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 Great Room Flooring Replacement, Outside Door Replacement.

<b>Budget Detail By Individual Categories</b>	<b>FY 2021 - 22 Actual</b>	<b>FY 2022 - 23 Budgeted</b>	<b>FY 2023 - 24 Budgeted</b>
<b>Personnel Services:</b>			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	5,522	13,150	11,150
Vehicle Supplies	-	21	22
Administrative Supplies	1,087	2,150	1,650
Safety Supplies	-	150	400
Special Purchases	-	-	-
Utilities	16,653	18,570	17,519
Rentals	400	1,000	1,200
Maintenance and Repairs	10,074	14,000	10,000
Outside Services	34,293	35,000	40,000
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	969	1,371	2,216
Accounting Charges	3,331	5,000	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	-	45,000	55,000
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
<b>Total Appropriations</b>	<b>\$ 72,330</b>	<b>\$ 135,412</b>	<b>\$ 139,157</b>



## BUSINESS UNIT 352: WETLAND CENTER

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

Operates Wetland Center.

**Significant Expenditure and Staffing Changes:****Outside Services:** increase represents funding for Grant matching funds.

<b>Budget Detail By Individual Categories</b>	<b>FY 2021 - 22 Actual</b>	<b>FY 2022 - 23 Budgeted</b>	<b>FY 2023 - 24 Budgeted</b>
<b>Personnel Services:</b>			
Salaries and Wages	\$ 101,777	\$ 126,779	\$ 127,632
Overtime Pay	2,083	1,500	1,500
F.I.C.A.	7,747	9,697	9,764
Pension	16,793	19,448	22,017
Employee Benefits	15,631	10,557	33,220
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	21,405	13,930	16,845
Vehicle Supplies	299	322	694
Administrative Supplies	537	3,200	2,900
Safety Supplies	-	400	400
Special Purchases	-	-	-
Utilities	11,015	10,771	10,803
Rentals	-	2,200	2,200
Maintenance and Repairs	8,363	10,400	10,400
Outside Services	30,266	35,150	45,750
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	3,601	14,195	12,457
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	41,717	635,000	-
<b>Capital Projects:</b>			
Transfers to R&E	325,000	-	-
Total Appropriations	<u>\$ 586,235</u>	<u>\$ 893,549</u>	<u>\$ 296,582</u>



Program Management and Engineering Division – Business Unit Group 500





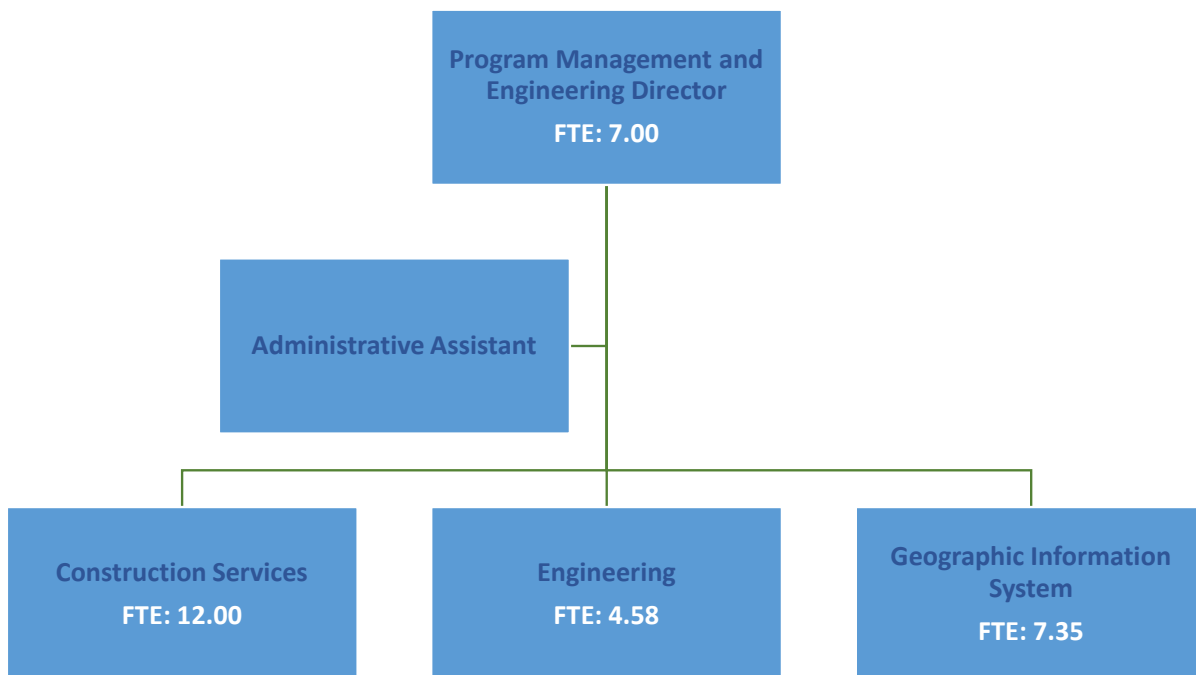
## PROGRAM MANAGEMENT AND ENGINEERING DIVISION BUDGET UNIT 500

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

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

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

- 501 – Program Management and Engineering Director
- 507 – Construction Services
- 530 – Engineering
- 535 – Geographic Information System





## Program Management and Engineering Division – Staffing Summary

Authorized Personnel	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted	FY 2023-2024 Requested/ Budgeted
<b>Program Management and Engineering</b>				
501 - Program and Engineering Director	5.00	5.00	7.00	7.00
507 - Construction Services	12.00	12.00	12.00	12.00
530 - Engineering	4.41	4.41	4.41	4.58
535 - Geographic Information System	6.25	7.18	7.18	7.35
<b>Total Full-Time Employees (FTEs)</b>	<b>27.66</b>	<b>28.59</b>	<b>30.59</b>	<b>30.92</b>

## Program Management and Engineering Division – Major Initiatives for FY 2023 - 2024

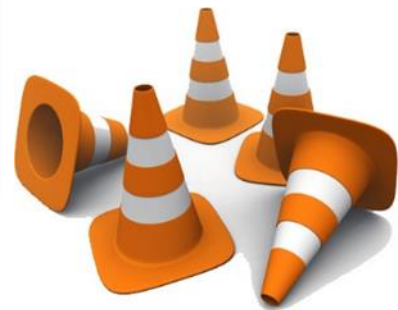
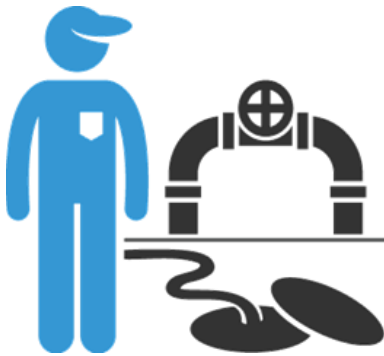
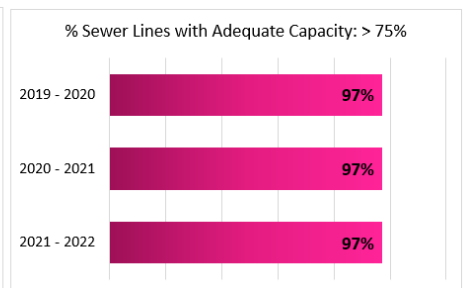
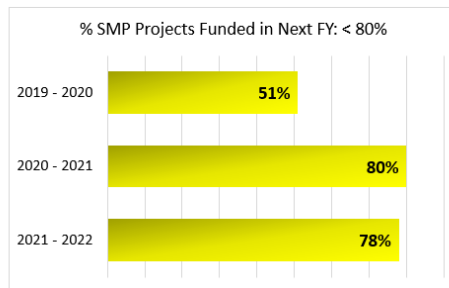
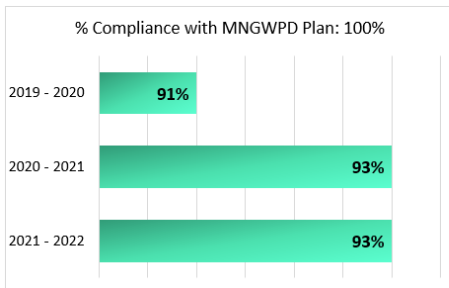
Business		Account		Amount	
Unit	Budget Funding	Name	Account Number	Budgeted	Initiative
<b>Program Management and Engineering Department Manager</b>					
501	Operating	56110	Consulting Fees	\$ 2,500,000	Consulting Assistance On Call Engineering Services Collection System Improvements [WP 2022-10] Lead and Copper Rule Revisions: LSL Inventory Staff Augmentation [WP 23-24] Asset Management Plan for Water Systems WIFIA Financing Application
<b>Total</b>				<b>\$ 2,500,000</b>	
<b>Construction Services</b>					
507	Capital	59303	Capital Project Transfer	\$ 1,750,000	[SMP 20-601] Galvanized Water Main Replacement (RE174)
		59303	Capital Project Transfer	1,000,000	[SMP 20-607] Atlanta Lift Station East and West Outfall Basin Level Sewer Rehabilitation
		59303	Capital Project Transfer	6,000,000	[SMP 20-611] Large Diameter Sewer Main Replacement; Riverdale Outfall Phase 1
<b>Total</b>				<b>\$ 8,750,000</b>	
<b>Engineering</b>					
530	Operating	56124	M&R-Collection System/Outfall	\$ 1,400,000	[SMP 20-606] Sewer Condition Assessment Program (SSES)
	Capital	59902	Easements	100	Miscellaneous Recording of Easements
<b>Total</b>				<b>\$ 1,400,100</b>	
<b>Geographic Information Systems</b>					
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.
		59122	Annual Software License	199,598	Various ESRI Licenses
	Capital	59983	Cap Equip-Computing Devices	10,500	30 Additional Freeance Mobile Licenses
		59983	Cap Equip-Computing Devices	22,000	Additional ArcGIS Server
		59983	Cap Equip-Computing Devices	6,500	Additional FME Server Engine
		59983	Cap Equip-Computing Devices	14,000	Additional FME Server
<b>Total</b>				<b>\$ 302,598</b>	



## Program Management and Engineering Division – Levels of Service

The Program Management and Engineering Division has three KPI metrics that are associated with the Authority's "Superior Product Quality," "Ensure Financial Viability," and "Infrastructure Sustainability" goals and strategies 1, 17 and 22 to "To meet all applicable regulatory requirements," "Have 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	2021 - 2022	2020 - 2021	2019 - 2020	2018 - 2019
<b>SUPERIOR PRODUCT QUALITY</b>							
1 Meet all applicable regulatory requirements	% Compliance with MNGWPD Plan: 100%	PME	100%	93%	93%	91%	93%
<b>ENSURE FINANCIAL VIABILITY</b>							
17 Develop a Sustainable Annual Budget	% SMP Projects Funded in Next FY: < 80%	PME	< 80%	78%	80%	51%	50%
<b>INFRASTRUCTURE SUSTAINABILITY</b>							
22 Provide adequate treatment capacity	% Sewer Lines with Adequate Capacity: > 75%	PME	> 75%	97%	97%	97%	62%





## Program Management and Engineering Division Staffing – Position Detail

	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted	FY 2023-2024 Requested/ Budgeted
<b>Authorized Personnel</b>				
<b><i>Program Management and Engineering Manager</i></b>				
Administrative Assistant	1.00	1.00	1.00	1.00
Asset Manager	0.00	0.00	1.00	1.00
Engineering Director	0.00	0.00	1.00	1.00
Program Management and Engineering Director	1.00	1.00	0.00	0.00
Junior Engineer	0.00	0.00	0.00	0.00
Program Management Engineer	1.00	1.00	1.00	1.00
Engineering Project Manager	1.00	1.00	2.00	2.00
Program Manager	1.00	1.00	1.00	1.00
<b>Total Number of Personnel (FTEs)</b>	<b>5.00</b>	<b>5.00</b>	<b>7.00</b>	<b>7.00</b>
<b><i>Construction Services</i></b>				
Construction Coordinator	2.00	5.00	5.00	8.00
Construction Inspector	7.00	4.00	4.00	1.00
Construction Services Manager	1.00	1.00	1.00	1.00
Construction Supervisor	2.00	2.00	2.00	2.00
<b>Total Number of Personnel (FTEs)</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>
<b><i>Engineering</i></b>				
Engineering Supervisor	1.00	1.00	1.00	1.00
Shadow - Engineering Supv	0.00	0.00	0.00	0.17
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
<b>Total Number of Personnel (FTEs)</b>	<b>4.41</b>	<b>4.41</b>	<b>4.41</b>	<b>4.58</b>
<b><i>Geographic Information System</i></b>				
GSI Technician III	2.00	0.00	0.00	0.00
Intern - College	0.25	0.18	0.18	0.18
Spatial Asset Manager	1.00	1.00	1.00	1.00
Spatial Asset Analyst I	0.00	1.00	1.00	1.00
Spatial Asset Analyst III	0.00	2.00	2.00	2.00
Spatial Field Coordinator	1.00	1.00	1.00	1.00
Shadow - Spatial Field Coordinator	0.00	0.00	0.00	0.17
Spatial Field Technician I	2.00	1.00	1.00	1.00
Spatial Field Technician II	0.00	1.00	1.00	1.00
<b>Total Number of Personnel (FTEs)</b>	<b>6.25</b>	<b>7.18</b>	<b>7.18</b>	<b>7.35</b>
<b>Program Management and Engineering Department Total</b>	<b>27.66</b>	<b>28.59</b>	<b>30.59</b>	<b>30.92</b>





## Program Management and Engineering Division – Consolidated Operating Budget

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

### Overview of Department Responsibilities

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

<b>Budget Detail By Individual Categories</b>	<b>FY 2021 - 22 Actual</b>	<b>FY 2022 - 23 Budgeted</b>	<b>FY 2023 - 24 Budgeted</b>
<b>Personnel Services:</b>			
Salaries and Wages	\$ 1,742,607	\$ 2,679,237	\$ 2,916,800
Overtime Pay	366	500	1,000
F.I.C.A.	126,218	201,635	223,137
Pension	299,983	466,087	503,151
Employee Benefits	316,019	577,095	595,620
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	8,347	16,773	17,625
Vehicle Supplies	13,800	21,994	20,474
Administrative Supplies	1,159	9,947	8,347
Safety Supplies	486	1,300	1,320
Special Purchases	-	560	600
Utilities	29,982	25,317	29,959
Rentals	-	-	-
Maintenance and Repairs	3,904	6,000	6,000
Outside Services	1,911,103	3,013,110	3,973,065
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	285,864	397,858	446,835
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	90,149	94,775	53,100
<b>Capital Projects:</b>			
Transfers to R&E	1,029,986	2,400,000	8,750,000
<b>Total Appropriations</b>	<b>\$ 5,859,974</b>	<b>\$ 9,912,188</b>	<b>\$ 17,547,033</b>



## 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:**

**Outside Services:** increase represents funding for [WP 2022-10] Lead and Copper Rule Revisions, Staff Augmentation, Asset Management Plan for Water Systems, WIFIA Financing Application.

Budget Detail By Individual Categories	FY 2021 - 22 Actual	FY 2022 - 23 Budgeted	FY 2023 - 24 Budgeted
<b>Personnel Services:</b>			
Salaries and Wages	\$ 520,047	\$ 806,440	\$ 856,239
Overtime Pay	-	-	-
F.I.C.A.	37,704	58,368	65,502
Pension	91,158	142,841	147,701
Employee Benefits	67,620	147,172	149,370
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	297	825	650
Vehicle Supplies	457	1,260	800
Administrative Supplies	234	3,235	1,185
Safety Supplies	80	100	120
Special Purchases	-	560	600
Utilities	6,308	4,365	6,272
Rentals	-	-	-
Maintenance and Repairs	591	1,000	1,000
Outside Services	384,282	1,429,120	2,503,675
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	95,141	138,140	156,615
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	-	-	-
<b>Capital Projects:</b>			
Transfers to R&E	19,986	400,000	-
Total Appropriations	\$ 1,223,905	\$ 3,133,426	\$ 3,889,729



## BUSINESS UNIT 507: CONSTRUCTION SERVICES

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

**Major Business Unit Functions:**

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

**Significant Expenditure and Staffing Changes:**

**Transfers to R&E:** represents funds being transferred to the Renewal and Extension Fund for [SMP 20-601] Galvanized Water Main Replacement (RE174), [SMP 20-607] Atlanta Lift Station East and West Outfall Basin Level Sewer Rehabilitation, [SMP 20-611] Large Diameter Sewer Main Replacement; Riverdale Outfall Phase 1.

Budget Detail By Individual Categories	FY 2021 - 22 Actual	FY 2022 - 23 Budgeted	FY 2023 - 24 Budgeted
<b>Personnel Services:</b>			
Salaries and Wages	\$ 505,272	\$ 957,833	\$ 1,037,141
Overtime Pay	366	500	1,000
F.I.C.A.	37,064	73,274	79,342
Pension	87,226	165,322	178,907
Employee Benefits	97,997	231,287	240,891
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	5,321	9,520	8,830
Vehicle Supplies	10,784	17,250	14,630
Administrative Supplies	325	3,400	3,850
Safety Supplies	388	800	800
Special Purchases	-	-	-
Utilities	14,872	14,758	14,806
Rentals	-	-	-
Maintenance and Repairs	3,068	4,500	4,500
Outside Services	3,708	7,100	7,800
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	12,922	45,371	38,589
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	32,586	34,175	-
<b>Capital Projects:</b>			
Transfers to R&E	1,010,000	2,000,000	8,750,000
Total Appropriations	<u>\$ 1,821,898</u>	<u>\$ 3,565,090</u>	<u>\$ 10,381,086</u>



## BUSINESS UNIT 530: ENGINEERING

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

**Major Business Unit Functions:**

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

**Significant Expenditure and Staffing Changes:**

**Personnel Services:** increase represents funding for Shadow Engineering Supervisor.

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

Budget Detail By Individual Categories	FY 2021 - 22 Actual	FY 2022 - 23 Budgeted	FY 2023 - 24 Budgeted
<b>Personnel Services:</b>			
Salaries and Wages	\$ 219,726	\$ 339,758	\$ 387,744
Overtime Pay	-	-	-
F.I.C.A.	16,060	25,990	29,663
Pension	37,064	58,643	66,887
Employee Benefits	39,528	59,859	63,137
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	329	760	760
Vehicle Supplies	-	-	-
Administrative Supplies	323	2,216	2,216
Safety Supplies	-	100	100
Special Purchases	-	-	-
Utilities	2,911	2,259	3,048
Rentals	-	-	-
Maintenance and Repairs	-	-	-
Outside Services	1,470,741	1,504,575	1,404,575
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	8,535	18,714	24,824
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	26	100	100
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
Total Appropriations	\$ 1,795,241	\$ 2,012,974	\$ 1,983,054



## 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 represents funding for Shadow Spatial Field Coordinator.

**Outside Services:** decrease represents funding for ESRI utility network migration.

**Capital Expenditures:** represents funding for Freeance Mobile Licenses (Qty 30), ArcGIS Server, FME Server Engine, FME Server.

Budget Detail By Individual Categories	FY 2021 - 22 Actual	FY 2022 - 23 Budgeted	FY 2023 - 24 Budgeted
<b>Personnel Services:</b>			
Salaries and Wages	\$ 497,563	\$ 575,206	\$ 635,676
Overtime Pay	-	-	-
F.I.C.A.	35,391	44,003	48,630
Pension	84,535	99,281	109,656
Employee Benefits	110,874	138,777	142,222
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	2,400	5,668	7,385
Vehicle Supplies	2,559	3,484	5,044
Administrative Supplies	277	1,096	1,096
Safety Supplies	18	300	300
Special Purchases	-	-	-
Utilities	5,892	3,935	5,833
Rentals	-	-	-
Maintenance and Repairs	245	500	500
Outside Services	52,373	72,315	57,015
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	169,266	195,633	226,807
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	57,537	60,500	53,000
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
Total Appropriations	\$ 1,018,929	\$ 1,200,698	\$ 1,293,164



Distribution and Conveyance Division – Business Unit Group 600





## DISTRIBUTION AND CONVEYANCE DIVISION BUDGET UNIT 600

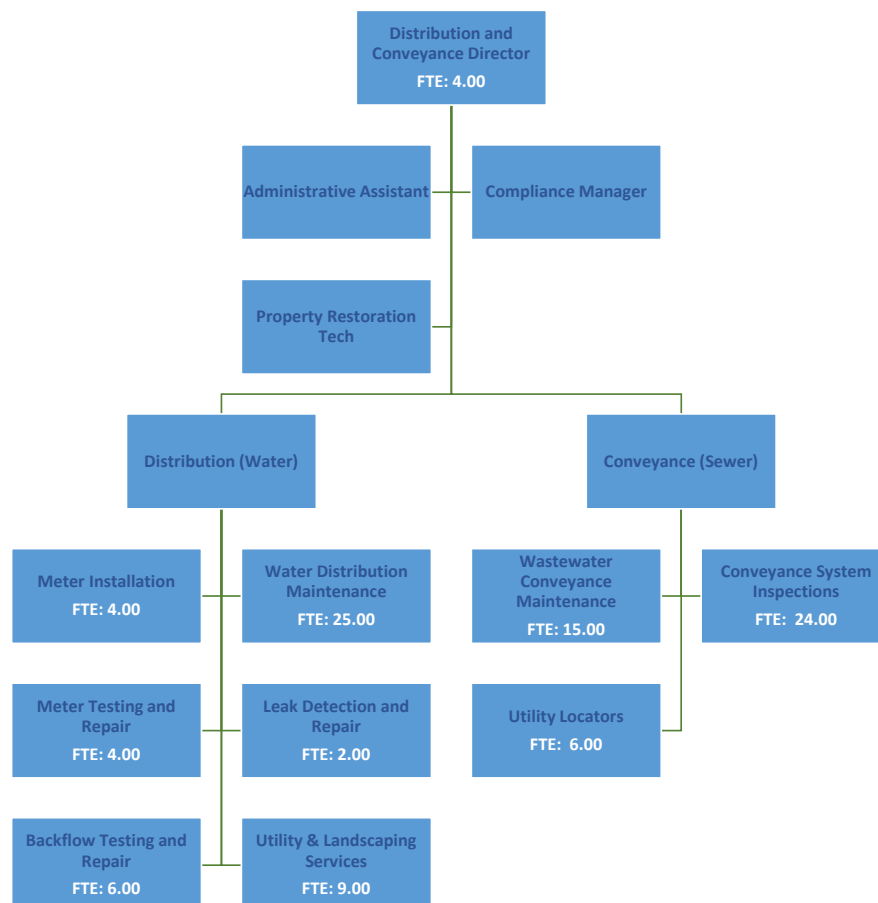
The Distribution and Conveyance Division is charged with the critical task of ensuring the efficiency of the individual distribution and collection systems. It has the responsibilities of installing the Authority's water lines, water meters and maintaining both water and sewer lines. Work must be performed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



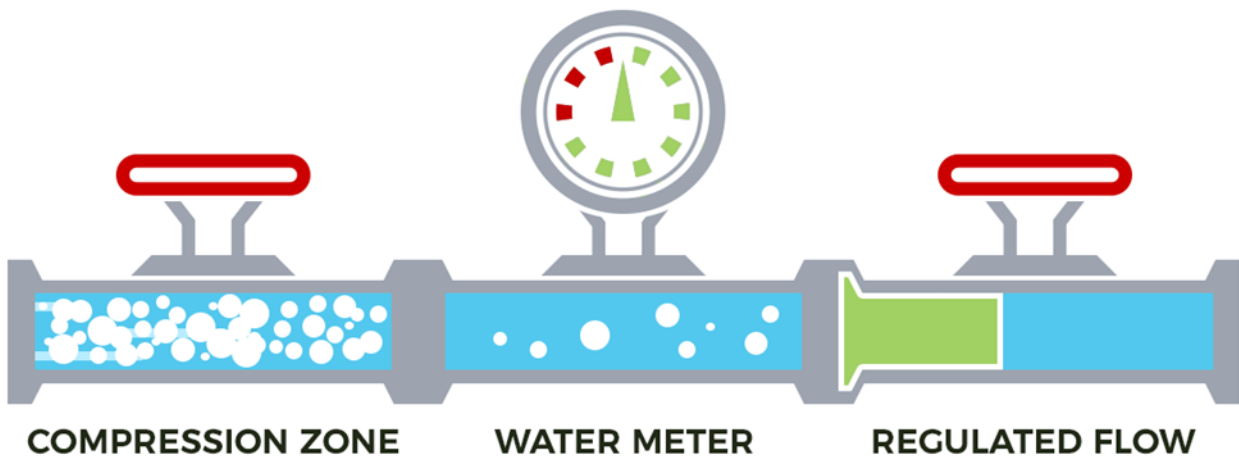




## Distribution and Conveyance Division – Staffing Summary

Authorized Personnel	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted	FY 2023-2024 Requested/ Budgeted
<b>Distribution and Conveyance Division</b>				
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	4.00
617 - Leak Detection and Repair	2.00	2.00	2.00	2.00
618 - Backflow Testing and Repair	5.00	5.00	6.00	6.00
619 - Utility & Landscaping Services	7.00	7.00	9.00	9.00
621 - Wastewater Conveyance Maintenance	17.00	17.00	15.00	15.00
627 - Conveyance System Inspections	22.00	22.00	24.00	24.00
630 - Utility Locators	6.00	6.00	6.00	6.00
<b>Total Full-Time Employees (FTEs)</b>	<b>97.00</b>	<b>97.00</b>	<b>100.00</b>	<b>99.00</b>

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





## Distribution and Conveyance Division – Major Initiatives for FY 2023 – 2024

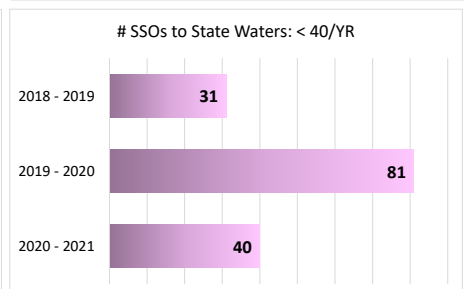
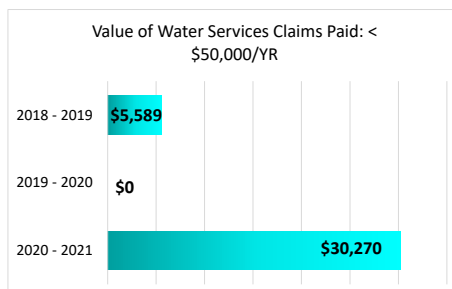
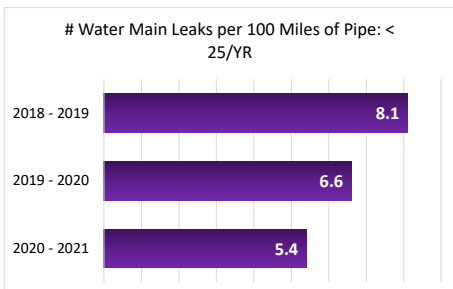
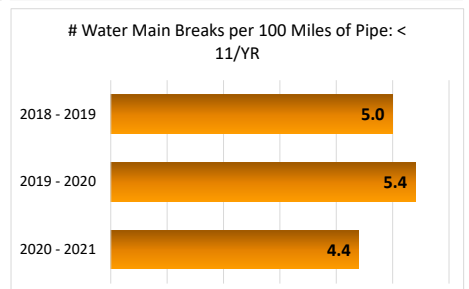
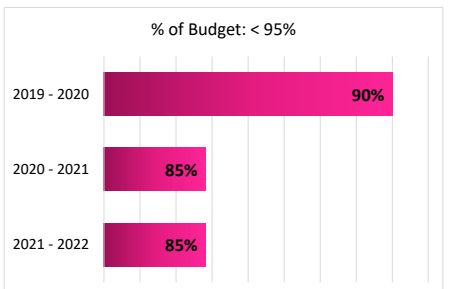
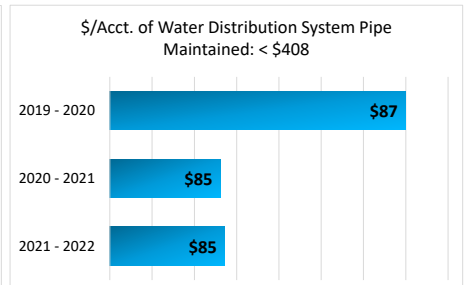
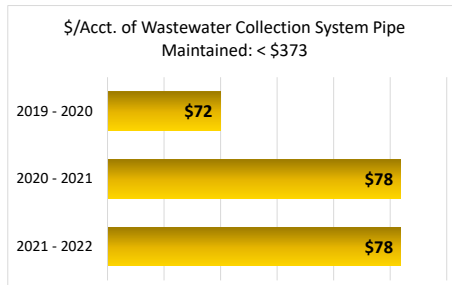
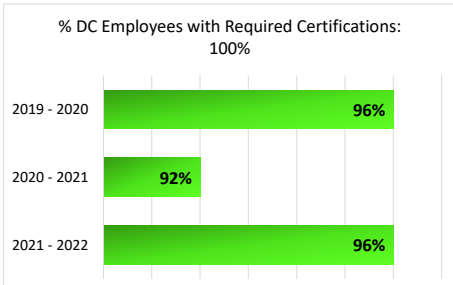
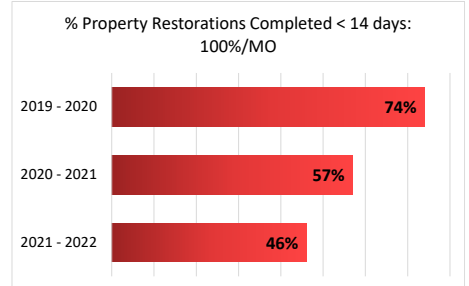
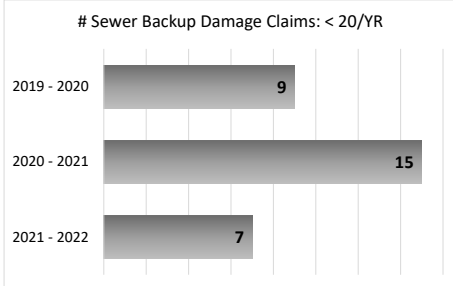
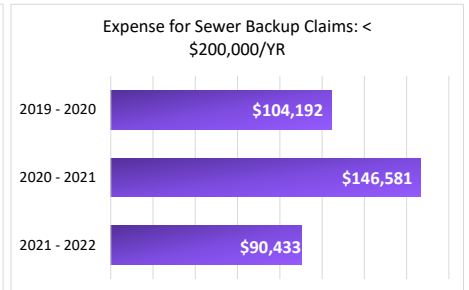
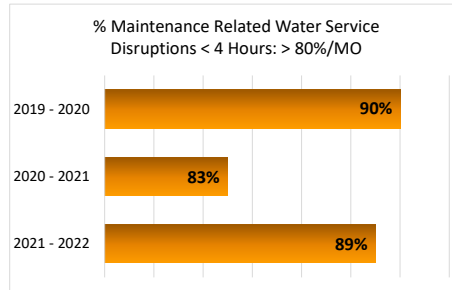
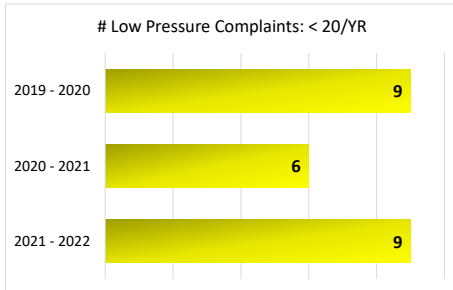
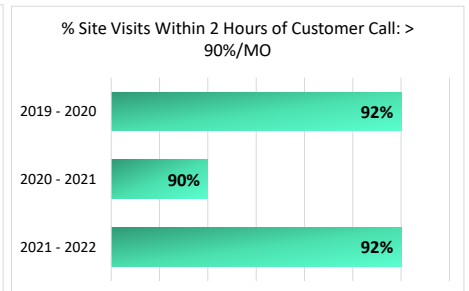
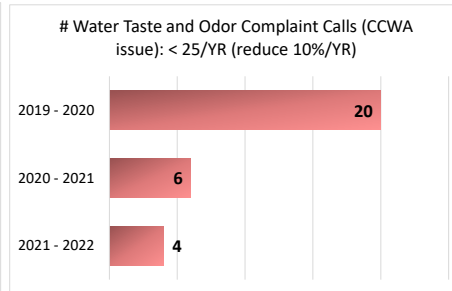
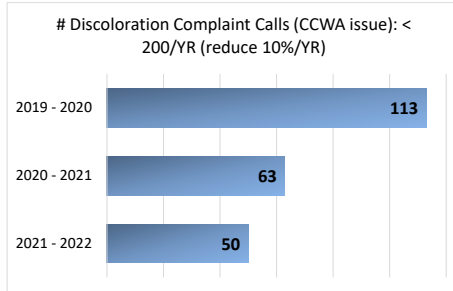
Business Unit	Budget Funding	Account Name	Account Number	Amount Budgeted	Initiative
<b>Distribution &amp; Conveyance Department Manager</b>					
601	Capital	59952	Cap Equip-Trailers (Non-Forestry)	\$ 47,562	F-150 Super Cab 4WD ( <i>Replacement for Unit #1732</i> )
				15,000	Staircase Handrails
				<b>\$ 62,562</b>	
<b>Meter Installation</b>					
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				<b>\$ 950,000</b>	
<b>Water Distribution Maintenance</b>					
612	Operating	51104	Other Materials and Supplies	\$ 476,750	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	59931	Cap Equip-Pumping Equipment	65,000	3" Trash Pump ( <i>Replacement</i> )
		59941	Cap Equip-Construction Equipment	117,331	Rubber Tire Backhoe
		59953	Cap Equip-Automobile/Pickup Trucks	64,818	F-250 Pickup Super Cab W/Utility Bed ( <i>Replacement for Unit #1842</i> )
Total				<b>\$ 1,323,899</b>	
<b>Meter Testing and Repair</b>					
616	Operating	56110	Consulting Fees	\$ 65,000	Hidden Revenue Locator - Valor Water Analytics Contract
		56146	Meter Vault Settings	10,000	Meter Vault Lids
Total				<b>\$ 75,000</b>	
<b>Leak Detection and Repair</b>					
617	Capital	59946	Cap Equip-Measuring/Drafting Equipment	\$ 35,000	Leak Detection Correlator ( <i>Replacement</i> )
Total				<b>\$ 35,000</b>	
<b>Backflow Testing and Repair</b>					
618	Operating	56146	Meter Vault Settings	\$ 10,000	Meter Vault Lids
		56199	Other Outside Services	30,000	Backflow Testing
Total				<b>\$ 40,000</b>	
<b>Utility &amp; Landscaping Services</b>					
619	Operating	51104	Other Materials and Supplies	\$ 40,200	Materials for Utility & Landscaping Services
	Capital	59963	Cap Equip-Landscaping Equipment	42,500	Mini Skid ( <i>Replacement</i> )
Total				<b>\$ 82,700</b>	
<b>Conveyance Wastewater Maintenance</b>					
621	Operating	51104	Other Materials and Supplies	\$ 220	Materials for Conveyance Maintenance
		55106	Private Property Repairs	200,000	Private Property Damage
		56118	M&R-Patching & Paving	250,000	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	30,000	Smart Cover Data & Monitoring
	Capital	59931	Cap Equip-Pumping Equipment	150,000	Silent Godwin Pump (Qty 2) ( <i>Replacement</i> )
		59941	Cap Equip-Construction Equipment	150,638	Hydraulic Excavator ( <i>Replacement</i> )
Total				<b>\$ 1,130,858</b>	
<b>Conveyance System Inspections</b>					
627	Operating	56104	Utility Locating Services	\$ 50,000	Flow Monitoring
		56124	M&R-Collection System/Outfall	350,000	Maintenance of Collections and Outfalls (Concrete, Dump Fees, Root Control, Plumbing Repairs)
	Capital	59941	Cap Equip-Construction Equipment	10,000	Electric Winch Compact Loader ( <i>New</i> )
		59951	Cap Equip-Trucks	500,000	Combo Jet Truck ( <i>Replacement for Unit #9920</i> )
		59951	Cap Equip-Trucks	400,000	CCTV Truck ( <i>Replacement for Unit #1824</i> )
		59952	Cap Equip-Trailers (Non-Forestry)	22,000	Trailer ( <i>Replacement</i> )
		59953	Cap Equip-Automobile/Pickup Trucks	42,000	ATV (Qty 2)
Total				<b>\$ 1,374,000</b>	
<b>Utility Locators</b>					
630	Operating	56104	Utility Locating Services	35,000	IRTH Solutions Locating Software
Total				<b>\$ 35,000</b>	



## Distribution and Conveyance Division – Levels of Service

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

Service Level Goal	Key Performance Indicator (KPI)	Division	Target	2021 - 2022	2020 - 2021	2019 - 2020	2018 - 2019
<b>SUPERIOR PRODUCT QUALITY</b>							
2 Potable water quality that meets customer expectations	# Discoloration Complaint Calls (CCWA issue): < 200/YR (reduce 10%/YR)	DC	< 200/Yr. - Reduce 10%/Yr.	50	63	113	84
	# Water Taste and Odor Complaint Calls (CCWA issue): < 25/YR (reduce 10%/YR)	DC	< 25/Yr. - Reduce 10%/Yr.	4	6	20	17
<b>EXCEED CUSTOMER EXPECTATIONS</b>							
4 Improve customer experience	% Site Visits Within 2 Hours of Customer Call: > 90%/MO	DC	> 90% / Month	92%	90%	92%	92%
5 Minimize potable water service disruptions	# Low Pressure Complaints: < 20/YR	DC	< 20 / Year	9	6	9	10
	% Maintenance Related Water Service Disruptions < 4 Hours: > 80%/MO	DC	> 80% / Month	89%	83%	90%	83%
6 Minimize customer sewer backups	Expense for Sewer Backup Claims: < \$200,000/YR	DC	< \$200,000 / Year	\$90,433	\$146,581	\$104,192	\$79,345
	# Sewer Backup Damage Claims: < 20/YR	DC	< 20 / Year	7	15	9	13
7 Complete all property restorations in 14 days	% Property Restorations Completed < 14 days: 100%/MO	DC	100% / Month	46%	57%	74%	61%
<b>PROVIDE EMPLOYEE DEVELOPMENT</b>							
8 Provide effective employee training and development	% DC Employees with Required Certifications: 100%	DC	100% / Year	96%	92%	96%	100%
<b>OPTIMIZE OPERATIONS</b>							
13 Reasonable Cost of Service	\$/Acct. of Wastewater Collection System Pipe Maintained: < \$373	DC	< \$373	\$78	\$78	\$72	\$89
	\$/Acct. of Water Distribution System Pipe Maintained: < \$408	DC	< \$408	\$85	\$85	\$87	\$96
	% of Budget: < 95%	DC	< 95%	85%	85%	90%	98.0%
<b>INFRASTRUCTURE SUSTAINABILITY</b>							
21 Provide a sustainable water supply	# Water Main Breaks per 100 Miles of Pipe: < 11/YR	DC	< 11 / Year	4.7	4.4	5.4	5.00
	# Water Main Leaks per 100 Miles of Pipe: < 25/YR	DC	< 25 / Year	5.4	5.4	6.6	8.10
	Value of Water Services Claims Paid: < \$50,000/YR	DC	< \$50,000 / Year	\$8,188	\$30,270	\$0	\$5,589
<b>STAKEHOLDER SUPPORT</b>							
23 Environmental Stewardship and Sustainability	# SSOs to State Waters: < 40/YR	DC	< 40 / Year	33	40	81	31





## Distribution and Conveyance Division Staffing – Position Detail

Authorized Personnel	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted	FY 2023-2024 Requested/ Budgeted
<b><i>Distribution and Conveyance Dept. Manager</i></b>				
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
<b>Total Number of Personnel (FTEs)</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
<b><i>Meter Installation</i></b>				
Equipment Operator	1.00	1.00	1.00	1.00
Utility Service Mechanic I	1.00	1.00	1.00	1.00
Utility Service Mechanic II	1.00	1.00	1.00	1.00
Utility Service Mechanic Crew Leader	1.00	1.00	1.00	1.00
<b>Total Number of Personnel (FTEs)</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
<b><i>Water Distribution Maintenance</i></b>				
Administrative Assistant	1.00	1.00	1.00	1.00
Distribution Maintenance Manager	1.00	1.00	0.00	0.00
Distribution Manager	0.00	0.00	1.00	1.00
Equipment Operator	4.00	4.00	4.00	4.00
Equipment Operator Pipeline	0.00	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	3.00	3.00	3.00	3.00
Trouble Shooter	3.00	3.00	3.00	3.00
Utility Service Mechanic I	4.00	4.00	5.00	5.00
Utility Service Mechanic II	2.00	2.00	1.00	1.00
Utility Service Mechanic Crew Leader	3.00	3.00	3.00	3.00
<b>Total Number of Personnel (FTEs)</b>	<b>25.00</b>	<b>25.00</b>	<b>25.00</b>	<b>25.00</b>
<b><i>Meter Testing and Repair</i></b>				
Equipment Operator	1.00	1.00	1.00	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	1.00
Utility Services Mechanic Crew Leader	1.00	1.00	1.00	1.00
<b>Total Number of Personnel (FTEs)</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>4.00</b>
<b><i>Leak Detection and Repair</i></b>				
Leak Detection Crew Leader	1.00	1.00	1.00	1.00
Leak Detection Technician	1.00	1.00	1.00	1.00
<b>Total Number of Personnel (FTEs)</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b><i>Backflow Testing and Repair</i></b>				
Backflow Prevention Crew Leader	1.00	1.00	1.00	1.00
Backflow Technician Trainees	0.00	0.00	0.00	2.00
Backflow Technician	4.00	4.00	5.00	3.00
<b>Total Number of Personnel (FTEs)</b>	<b>5.00</b>	<b>5.00</b>	<b>6.00</b>	<b>6.00</b>
<b><i>Utility &amp; Landscaping Services</i></b>				
Equipment Operator	1.00	1.00	2.00	2.00
Utility Service Mechanic I	3.00	3.00	4.00	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
<b>Total Number of Personnel (FTEs)</b>	<b>7.00</b>	<b>7.00</b>	<b>9.00</b>	<b>9.00</b>



Authorized Personnel	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted	FY 2023-2024 Requested/ Budgeted
<b><i>Wastewater Conveyance Maintenance</i></b>				
Conveyance Manager	1.00	1.00	1.00	1.00
Conveyance Repair Supervisor	1.00	1.00	1.00	1.00
Equipment Operator	4.00	4.00	3.00	3.00
Office Assistant	0.00	0.00	0.00	0.00
Planner/Scheduler	1.00	1.00	1.00	1.00
Troubleshooter - Conveyance	1.00	1.00	0.00	0.00
Utility Service Mechanic I	4.00	4.00	5.00	6.00
Utility Service Mechanic II	2.00	2.00	1.00	0.00
Utility Service Mechanic Crew Leader	3.00	3.00	3.00	3.00
<b>Total Number of Personnel (FTEs)</b>	<b>17.00</b>	<b>17.00</b>	<b>15.00</b>	<b>15.00</b>
<b><i>Conveyance System Inspections</i></b>				
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	2.00	2.00
Troubleshooter Crew Leader	0.00	0.00	1.00	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	4.00	4.00
<b>Total Number of Personnel (FTEs)</b>	<b>22.00</b>	<b>22.00</b>	<b>24.00</b>	<b>24.00</b>
<b><i>Utility Locators</i></b>				
Trouble Shooter/Utility Locator	5.00	5.00	0.00	0.00
Utility Locator	0.00	0.00	5.00	5.00
Utility Service Mechanic Crew Leader	1.00	1.00	1.00	1.00
<b>Total Number of Personnel (FTEs)</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
<b>Distribution &amp; Conveyance Department Total</b>	<b>97.00</b>	<b>97.00</b>	<b>100.00</b>	<b>99.00</b>



## Distribution and Conveyance Division – Consolidated Operating Budget

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

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

<b>Budget Detail By Individual Categories</b>	<b>FY 2021 - 22 Actual</b>	<b>FY 2022 - 23 Budgeted</b>	<b>FY 2023 - 24 Budgeted</b>
<b>Personnel Services:</b>			
Salaries and Wages	\$ 4,753,075	5,596,897	\$ 5,745,490
Overtime Pay	305,143	296,500	473,000
F.I.C.A.	377,338	428,110	439,530
Pension	832,499	900,072	991,097
Employee Benefits	1,064,342	1,410,915	1,494,186
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	1,255,235	1,500,570	1,791,805
Vehicle Supplies	275,111	297,032	390,786
Administrative Supplies	12,718	17,150	25,035
Safety Supplies	46,411	39,750	48,200
Special Purchases	227	2,660	2,760
Utilities	93,205	91,782	89,004
Rentals	5,310	7,850	11,300
Maintenance and Repairs	199,900	327,399	351,699
Outside Services	2,417,596	2,531,788	2,576,527
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	199,484	299,754	411,862
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	166,256	583,561	1,661,849
<b>Capital Projects:</b>			
Transfers to R&E	1,100,000	500,000	-
<b>Total Appropriations</b>	<b>\$ 13,103,850</b>	<b>\$ 14,831,790</b>	<b>\$ 16,504,130</b>





## 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:****General Expenses:** increase represents funding for conference registrations and professional certifications.**Capital Expenditures:** represents funding for Truck (F-150 4WD), Staircase Handrails.

Budget Detail By Individual Categories	FY 2021 - 22 Actual	FY 2022 - 23 Budgeted	FY 2023 - 24 Budgeted
<b>Personnel Services:</b>			
Salaries and Wages	\$ 332,019	\$ 381,563	\$ 368,622
Overtime Pay	8,248	8,500	1,000
F.I.C.A.	26,503	29,189	28,200
Pension	60,493	-	63,587
Employee Benefits	68,319	91,068	83,594
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	22,078	17,410	24,495
Vehicle Supplies	5,012	6,316	6,108
Administrative Supplies	2,104	3,700	7,300
Safety Supplies	1,998	1,600	1,600
Special Purchases	227	1,960	1,960
Utilities	18,828	21,384	20,113
Rentals	638	350	500
Maintenance and Repairs	8,335	13,900	21,000
Outside Services	33,798	37,730	42,750
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	95,092	128,898	143,595
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	62,925	-	62,562
<b>Capital Projects:</b>			
Transfers to R&E	500,000	500,000	-
Total Appropriations	\$ 1,246,616	\$ 1,243,568	\$ 876,986



## BUSINESS UNIT 610: METER INSTALLATION

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

Oversees the installation of meters.

**Significant Expenditure and Staffing Changes:****Operating Materials & Supplies:** increase represents funding for a thumper, line locator and tap machine.**General Expenses:** increase represents funding for conference registrations and professional certifications.

Budget Detail By Individual Categories	FY 2021 - 22 Actual	FY 2022 - 23 Budgeted	FY 2023 - 24 Budgeted
<b>Personnel Services:</b>			
Salaries and Wages	\$ 140,628	\$ 191,451	\$ 183,722
Overtime Pay	12,678	15,000	25,000
F.I.C.A.	11,227	14,648	14,055
Pension	24,347	33,045	31,692
Employee Benefits	35,630	65,464	81,512
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	363,114	558,110	567,310
Vehicle Supplies	4,845	9,529	9,527
Administrative Supplies	77	250	260
Safety Supplies	1,583	2,500	2,500
Special Purchases	-	-	-
Utilities	1,276	502	452
Rentals	587	500	800
Maintenance and Repairs	2,603	4,600	4,700
Outside Services	223,391	432,275	433,125
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	2,369	5,348	11,465
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	-	-	-
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
Total Appropriations	\$ 824,355	\$ 1,333,222	\$ 1,366,120



## 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:****Operating Materials & Supplies:** increase represents funding for a trash pump, tap machine (Qty 3) and thumper (Qty 3).**Vehicle Supplies:** increase due to gas and diesel fuel inflation, replacement tires.**General Expenses:** increase represents funding for conference registrations and professional certification.**Capital Expenditures:** represents funding for 3" Trash Pump, Rubber Tire Backhoe, Truck (F-250 W/Utility Bed).

Budget Detail By Individual Categories	FY 2021 - 22 Actual	FY 2022 - 23 Budgeted	FY 2023 - 24 Budgeted
<b>Personnel Services:</b>			
Salaries and Wages	\$ 1,210,726	\$ 1,445,569	\$ 1,485,298
Overtime Pay	151,258	130,000	250,000
F.I.C.A.	102,487	110,585	113,625
Pension	212,908	249,507	256,214
Employee Benefits	260,568	346,203	342,655
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	384,197	404,460	568,710
Vehicle Supplies	85,715	88,824	123,819
Administrative Supplies	2,758	3,150	4,250
Safety Supplies	15,327	15,000	17,000
Special Purchases	-	-	-
Utilities	21,732	21,950	19,594
Rentals	-	2,500	2,500
Maintenance and Repairs	33,459	44,000	47,000
Outside Services	908,678	675,125	677,125
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	28,024	46,298	66,389
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	-	80,000	247,149
<b>Capital Projects:</b>			
Transfers to R&E	600,000	-	-
Total Appropriations	<u>\$ 4,017,839</u>	<u>\$ 3,663,171</u>	<u>\$ 4,221,328</u>



## BUSINESS UNIT 616: METER TESTING AND REPAIR

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

Test, install and repair meters &amp; backflows.

**Significant Expenditure and Staffing Changes:****Outside Services:** increase represents funding for hidden revenue locator contract renewal.

Budget Detail By Individual Categories	FY 2021 - 22 Actual	FY 2022 - 23 Budgeted	FY 2023 - 24 Budgeted
<b>Personnel Services:</b>			
Salaries and Wages	\$ 273,993	\$ 302,999	\$ 256,036
Overtime Pay	5,755	5,000	13,000
F.I.C.A.	21,010	23,178	19,587
Pension	48,538	52,298	44,166
Employee Benefits	60,799	67,936	59,451
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	88,409	57,575	57,575
Vehicle Supplies	8,232	9,150	11,661
Administrative Supplies	915	850	850
Safety Supplies	1,495	1,250	2,000
Special Purchases	-	-	-
Utilities	5,474	5,211	4,323
Rentals	1,464	1,000	1,500
Maintenance and Repairs	996	1,214	2,614
Outside Services	37,591	63,078	78,078
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	3,330	5,510	9,163
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	-	-	-
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
Total Appropriations	\$ 557,999	\$ 596,249	\$ 560,004



## 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:****Operating Materials & Supplies:** increase represents funding for various tools and a locator replacement.**Outside Services:** increase represents funding for vehicle repairs.**General Expenses:** increase represents funding for conference registrations and professional certification.**Capital Expenditures:** represents funding for a Leak Detection Correlator.

Budget Detail By Individual Categories	FY 2021 - 22 Actual	FY 2022 - 23 Budgeted	FY 2023 - 24 Budgeted
<b>Personnel Services:</b>			
Salaries and Wages	\$ 108,844	\$ 116,790	\$ 114,571
Overtime Pay	1,548	3,000	2,000
F.I.C.A.	8,141	8,935	8,764
Pension	18,681	20,158	19,764
Employee Benefits	22,841	25,099	33,679
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	9,357	4,330	11,030
Vehicle Supplies	2,039	3,296	3,161
Administrative Supplies	102	225	225
Safety Supplies	529	500	500
Special Purchases	-	-	-
Utilities	2,222	1,629	2,423
Rentals	-	-	-
Maintenance and Repairs	88	435	1,135
Outside Services	17,920	2,247	5,777
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	1,150	3,491	5,364
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	-	-	35,000
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
Total Appropriations	\$ 193,459	\$ 190,135	\$ 243,393



## 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:****General Expenses:** increase represents funding for conference registrations and professional certification.

Budget Detail By Individual Categories	FY 2021 - 22 Actual	FY 2022 - 23 Budgeted	FY 2023 - 24 Budgeted
<b>Personnel Services:</b>			
Salaries and Wages	\$ 241,383	\$ 269,496	\$ 326,198
Overtime Pay	2,489	10,000	7,000
F.I.C.A.	18,339	20,615	24,954
Pension	42,269	46,516	56,269
Employee Benefits	45,668	51,215	92,362
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	47,965	47,075	49,575
Vehicle Supplies	16,789	16,912	22,791
Administrative Supplies	472	1,400	1,500
Safety Supplies	3,673	2,500	3,000
Special Purchases	-	-	-
Utilities	5,903	5,419	5,867
Rentals	-	-	-
Maintenance and Repairs	686	3,200	3,200
Outside Services	3,439	44,422	45,122
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	6,565	14,343	18,246
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	30,710	-	-
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
Total Appropriations	\$ 466,351	\$ 533,113	\$ 656,084



## 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:****Vehicle Supplies:** increase due to gas and diesel fuel inflation.**Outside Services:** increase represents funding for field equipment repairs.**General Expenses:** increase represents funding for property insurance.**Capital Expenditures:** represents funding for a Mini Skid.

Budget Detail By Individual Categories	FY 2021 - 22 Actual	FY 2022 - 23 Budgeted	FY 2023 - 24 Budgeted
<b>Personnel Services:</b>			
Salaries and Wages	\$ 304,433	\$ 458,857	\$ 450,398
Overtime Pay	11,063	15,000	25,000
F.I.C.A.	23,092	35,101	34,456
Pension	52,994	79,198	77,694
Employee Benefits	71,249	139,160	137,966
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	18,711	48,935	51,435
Vehicle Supplies	18,423	28,004	32,926
Administrative Supplies	67	875	1,150
Safety Supplies	282	1,600	2,000
Special Purchases	-	-	-
Utilities	3,122	3,340	3,602
Rentals	-	500	3,000
Maintenance and Repairs	3,168	8,200	10,200
Outside Services	10,555	6,740	13,120
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	6,805	8,413	15,089
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	8,611	202,900	42,500
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
Total Appropriations	\$ 532,576	\$ 1,036,823	\$ 900,536





## 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:****Operating Materials & Supplies:** increase represents various needed materials for staff.**Vehicle Supplies:** increase due to gas and diesel fuel inflation.**Outside Services:** increase represents funding for Rover X camera.**Capital Expenditures:** represents funding for Silent Godwin Pump, Hydraulic Excavator.

Budget Detail By Individual Categories	FY 2021 - 22 Actual	FY 2022 - 23 Budgeted	FY 2023 - 24 Budgeted
<b>Personnel Services:</b>			
Salaries and Wages	\$ 760,158	\$ 806,957	\$ 840,859
Overtime Pay	65,222	50,000	65,000
F.I.C.A.	61,122	61,731	64,325
Pension	132,858	139,282	145,048
Employee Benefits	193,834	228,701	237,963
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	186,270	251,055	276,225
Vehicle Supplies	50,521	44,474	73,997
Administrative Supplies	3,590	4,100	4,100
Safety Supplies	10,639	8,000	8,000
Special Purchases	-	300	300
Utilities	11,807	12,869	11,310
Rentals	1,517	2,000	2,000
Maintenance and Repairs	114,933	222,500	226,000
Outside Services	840,297	655,030	690,200
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	17,875	31,301	47,636
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	7,759	119,175	300,638
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
Total Appropriations	\$ 2,458,400	\$ 2,637,475	\$ 2,993,601



## 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:****Operating Materials & Supplies:** increase represents funding for grease and root control chemicals.**General Expenses:** increase represents funding for property insurance, conference registrations and professional certification.**Capital Expenditures:** represents funding for Electric Winch Compact Loader, Combo Jet Truck, Trailer, ATV (Qty 2).

Budget Detail By Individual Categories	FY 2021 - 22 Actual	FY 2022 - 23 Budgeted	FY 2023 - 24 Budgeted
<b>Personnel Services:</b>			
Salaries and Wages	\$ 1,091,979	\$ 1,305,442	\$ 1,401,994
Overtime Pay	41,904	50,000	70,000
F.I.C.A.	83,828	99,819	107,253
Pension	189,734	225,220	241,844
Employee Benefits	250,771	335,980	346,482
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	109,926	87,130	142,960
Vehicle Supplies	65,440	71,609	84,641
Administrative Supplies	2,344	1,900	3,500
Safety Supplies	10,441	6,200	11,000
Special Purchases	-	400	500
Utilities	15,814	13,927	15,641
Rentals	1,105	1,000	1,000
Maintenance and Repairs	32,115	27,000	30,000
Outside Services	261,325	536,761	509,850
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	33,600	47,460	80,482
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	41,865	181,486	974,000
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
<b>Total Appropriations</b>	<b>\$ 2,232,191</b>	<b>\$ 2,991,334</b>	<b>\$ 4,021,147</b>



## 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:** increase represents funding for multi frequency locators (Qty 4).**General Expenses:** increase represents funding for property insurance, conference registrations and professional certification.

Budget Detail By Individual Categories	FY 2021 - 22 Actual	FY 2022 - 23 Budgeted	FY 2023 - 24 Budgeted
<b>Personnel Services:</b>			
Salaries and Wages	\$ 288,912	\$ 317,773	\$ 317,792
Overtime Pay	4,979	10,000	15,000
F.I.C.A.	21,588	24,309	24,311
Pension	49,676	54,848	54,819
Employee Benefits	54,664	60,089	78,522
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	25,207	24,490	42,490
Vehicle Supplies	18,096	18,918	22,155
Administrative Supplies	288	700	1,900
Safety Supplies	444	600	600
Special Purchases	-	-	-
Utilities	7,028	5,551	5,679
Rentals	-	-	-
Maintenance and Repairs	3,517	2,350	5,850
Outside Services	80,603	78,380	81,380
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	4,674	8,692	14,433
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	14,387	-	-
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
Total Appropriations	<u>\$ 574,063</u>	<u>\$ 606,700</u>	<u>\$ 664,931</u>



## Water Reclamation Division – Business Unit Group 700





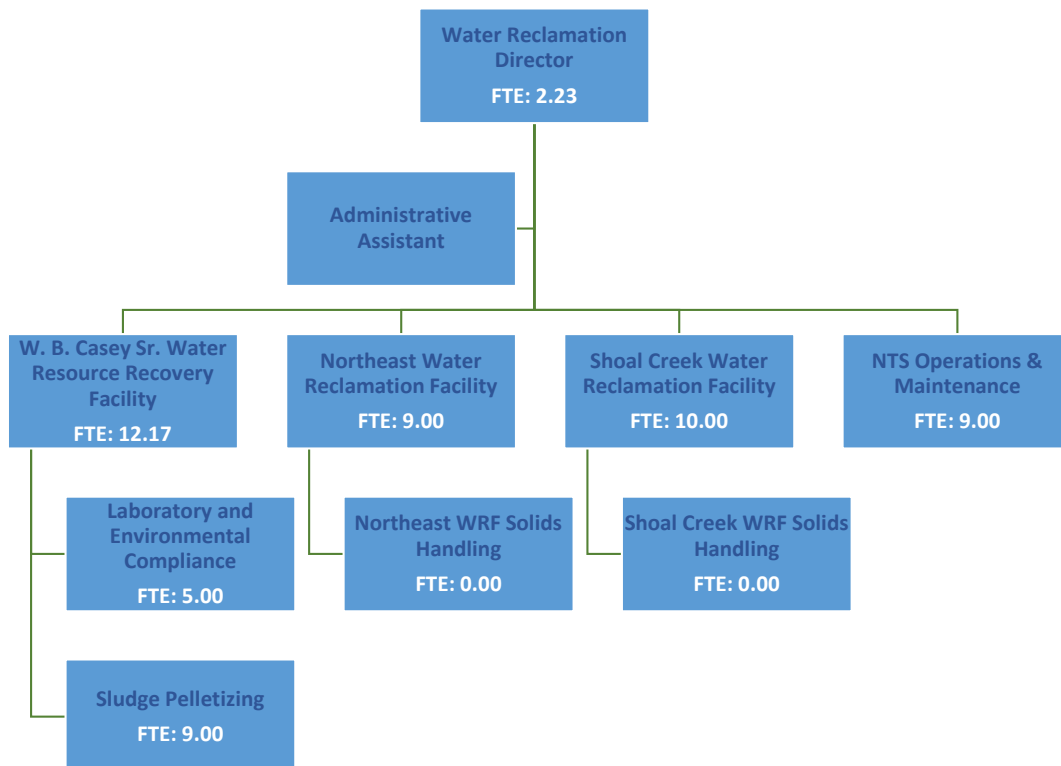
## WATER RECLAMATION DIVISION BUDGET UNIT 700

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

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

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

- |   |   |
|---|---|
| 701 – Water Reclamation Director<br>720 – W.B. Casey Sr. Water Resource Recovery Facility<br>721 – Northeast Water Reclamation Facility<br>722 – Northeast WRF Solids Handling<br>724 – Shoal Creek Water Reclamation Facility<br>727 – Shoal Creek WRF Solids Handling | 729 – R. L. Jackson Transfer Pump Station<br>730 – Laboratory and Environmental Compliance<br>731 – Sludge Pelletizing<br>732 – Influent Pump Station<br>740 – Natural Treatment Operations and Maintenance |
|---|---|





## Water Reclamation Division – Staffing Summary

Authorized Personnel	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted	FY 2023-2024 Requested/ Budgeted
<b>Water Reclamation Division</b>				
701 - Water Reclamation Director	2.25	2.23	2.23	2.23
720 - W B Casey SR Water Resource Recovery Facility	12.00	12.00	12.00	12.17
721 - Northeast Water Reclamation Facility	8.00	8.00	9.00	9.00
722 - Northeast Solids Handling	1.00	1.00	0.00	0.00
724 - Shoal Creek Water Reclamation Facility	6.00	6.00	8.00	10.00
727 - Shoal Creek Solids Handling	1.00	1.00	0.00	0.00
730 - Laboratory and Environmental Compliance	5.00	5.00	5.00	5.00
731 - Sludge Pelletizing	8.00	8.00	8.00	9.00
740 - NTS Operations & Maintenance	10.00	9.00	9.00	9.00
<b>Total Full-Time Employees (FTEs)</b>	<b>53.25</b>	<b>52.23</b>	<b>53.23</b>	<b>56.40</b>

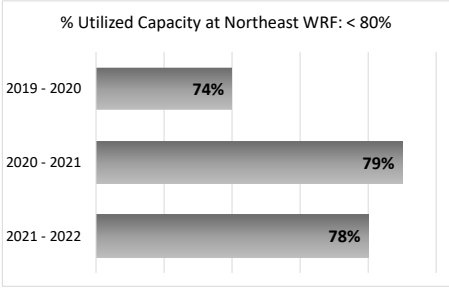
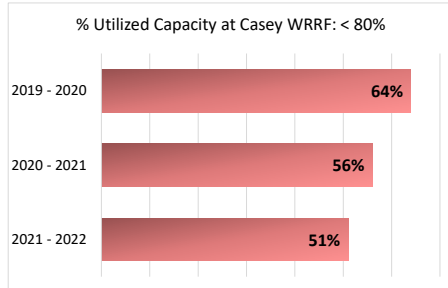
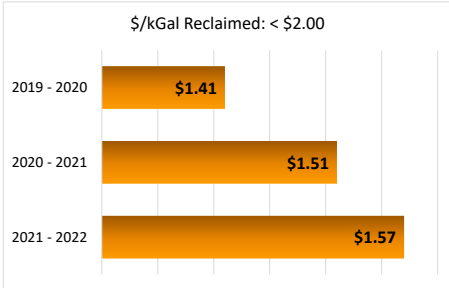
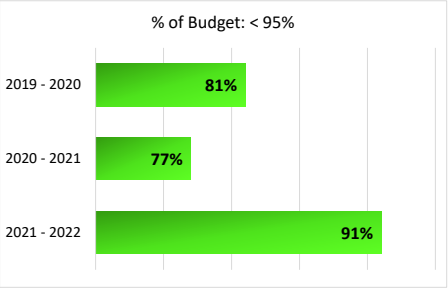
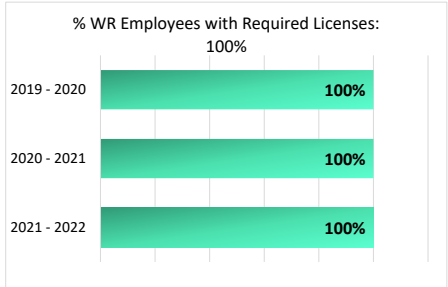
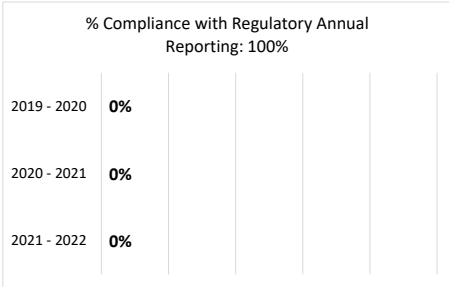
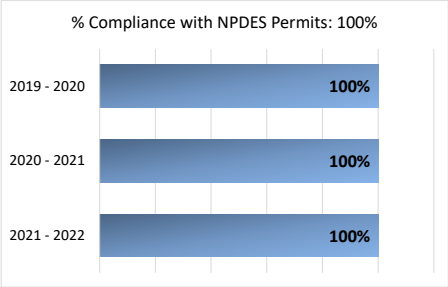
## Water Reclamation Division – Levels of Service

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

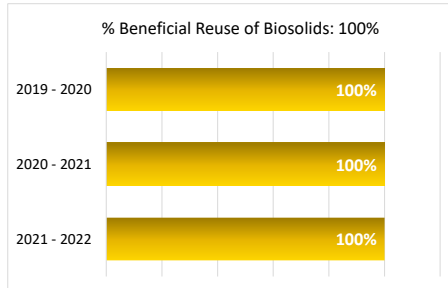
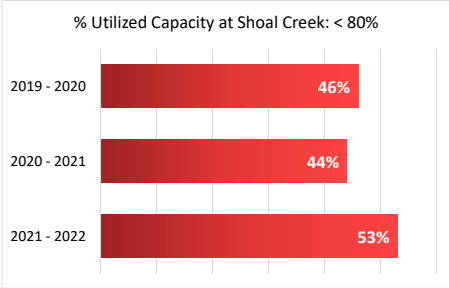
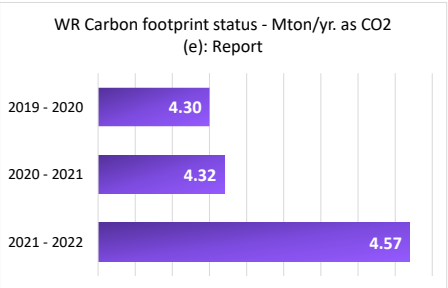
Service Level Goal	Key Performance Indicator (KPI)	Division	Target	2021 - 2022	2020 - 2021	2019 - 2020	2018 - 2019
<b>SUPERIOR PRODUCT QUALITY</b>							
1 Meet all applicable regulatory requirements	% Compliance with NPDES Permits: 100%	WR	100%	100%	100%	100%	100%
<b>PROVIDE EMPLOYEE DEVELOPMENT</b>							
8 Provide effective employee training and development	% WR Employees with Required Licenses: 100%	WR	100%	100%	100%	100%	100%
<b>OPTIMIZE OPERATIONS</b>							
13 Reasonable Cost of Service	% of Budget: < 95%	WR	< 95%	91%	77%	81%	84%
	\$/kGal Reclaimed: < \$2.00	WR	< \$2.00	\$1.57	\$1.51	\$1.41	\$1.34
<b>INFRASTRUCTURE SUSTAINABILITY</b>							
22 Provide adequate treatment capacity	% Utilized Capacity at Casey WRRF: < 80%	WR	< 80%	51%	56%	64%	65%
	% Utilized Capacity at Northeast WRF: < 80%	WR	< 80%	78%	79%	74%	68%
	% Utilized Capacity at Shoal Creek: < 80%	WR	< 80%	53%	44%	46%	50%
<b>STAKEHOLDER SUPPORT</b>							
23 Environmental Stewardship and Sustainability	WR Carbon footprint status - Mton/yr. as CO2 (e): Report	WR	Report	4.57	4.32	4.30	4.60
	% Beneficial Reuse of Biosolids: 100%	WR	100%	100%	100%	100%	100%







GOALS







## Water Reclamation Division – Major Initiatives for FY 2023 – 2024

Business Unit	Budget Funding	Account Name	Account Number	Amount Budgeted	Initiative
<b>Water Reclamation Department Manager</b>					
701	Operating	56110	Consulting Fees	\$ 141,000	Consulting Assistance <i>On-Call Services for WIMS Support</i> <i>[SMP 20-713] Operability and Safety Improvement Plan</i> <i>[SMP 20-716] Partnership for Clean Water</i>
		56134	Dekalb County Sewer System	698,077	Dekalb Co Sewer
<b>Total</b>				<b>\$ 839,077</b>	
<b>W B Casey Sr Water Reclamation Plant</b>					
720	Operating	56110	Consulting Fees	\$ 50,000	[SMP 20-714] Casey WRRF Chemical Optimization Study
		56116	M&R-Plant Equipment	75,000	Raw Pump Rebuild
				35,000	W-3 Pump Rebuild
				5,000	Motor Rebuild
				10,000	Drum Screen Repairs
		56199	Other Outside Services	50,000	Scum Concentrator & Wetwell Pump Outs
	Capital	59932	Cap Equip-Treatment Equipment	72,355	Hypo Tank ( <i>Replacement</i> )
		59933	Cap Equip-Monitoring/Controlling Equip	6,905	Auma Valve
		59933	Cap Equip-Monitoring/Controlling Equip	12,162	Insertion Probe
<b>Total</b>				<b>\$ 316,422</b>	
<b>N E Clayton Water Reclamation Plant</b>					
721				\$ -	
<b>Total</b>				<b>\$ -</b>	
<b>N E Solids Handling</b>					
722	Operating	56116	M&R-Plant Equipment	\$ 97,900	PLC Centrifuge Upgrades ( <i>Qty 2</i> )
		56199	Other Outside Services	553,162	Solids Disposal
<b>Total</b>				<b>\$ 651,062</b>	
<b>Shoal Creek Water Reclamation Plant</b>					
724	Operating	56116	M&R-Plant Equipment	\$ 25,000	W-3 Pump Rebuild
				25,000	Effluent Pump #1 Rebuild
		56199	Other Outside Services	40,500	Grease and Scum Removal from Grease Trough and Raw Wetwell
	Capital	59303	Capital Project Transfer	2,400,000	[WP 23-24] Shoal Creek WRF Improvements (RE233)
		59922	Cap Equip-Building Services	40,000	HVAC Unit ( <i>Replacement</i> )
		59931	Cap Equip-Pumping Equipment	75,000	Raw Pump #1 ( <i>Replacement</i> )
		59931	Cap Equip-Pumping Equipment	15,000	Ferric Sulfate Pump and VFD ( <i>Replacement</i> )
		59931	Cap Equip-Pumping Equipment	75,000	Transfer Pump (Spare)
		59933	Cap Equip-Monitoring/Controlling Equip	50,000	SCADA and Controls Upgrade (Influent and Effluent Pump Stations) ( <i>Replacement</i> )
				40,000	SCADA and Controls Upgrade (Panhandle Transfer Pump Station) ( <i>Replacement</i> )
<b>Total</b>				<b>\$ 2,785,500</b>	
<b>Shoal Creek Solids Handling</b>					
727	Operating	55104	Buildings & Grounds	\$ 10,000	Solids Loading Bays Rehab
		56199	Other Outside Services	540,800	Erth Products - Solids Disposal
	Capital	59932	Cap Equip-Treatment Equipment	110,000	Dewatering Truck Scales ( <i>Qty 2</i> )
		59933	Cap Equip-Monitoring/Controlling Equip	100,000	Centrifuge #1 & #2 Control Panels ( <i>Replacement</i> )
<b>Total</b>				<b>\$ 760,800</b>	



Business Unit	Budget Funding	Account Name	Account Number	Amount Budgeted	Initiative
<b>R L Jackson Transfer Pump Station</b>					
729	Operating	56116	M&R-Plant Equipment	\$ 15,000	Transfer Pump #4 Motor Rebuild
<b>Total</b>				<b>\$ 15,000</b>	
<b>Laboratory/Environmental Compliance</b>					
730	Operating	56149	Water Testing	\$ 78,500	Water Testing
	Capital	59953	Cap Equip-Automobile/Pickup Trucks	42,418	F-150 Pickup Super Cab 2WD ( <i>Replacement for Unit #1794</i> )
		59962	Cap Equip-Laboratory Equipment	10,000	Sample Refrigerator
		59962	Cap Equip-Laboratory Equipment	6,000	Muffle Furnace
		59962	Cap Equip-Laboratory Equipment	5,000	Heating and Drying Oven
<b>Total</b>				<b>\$ 141,918</b>	
<b>Sludge Pelletizing</b>					
731	Operating	55104	Buildings & Grounds	\$ 43,700	Dust Remediation
		56116	M&R-Plant Equipment	65,321	Drum Tire Repair
		56199	Other Outside Services	30,000	Erth Products - Solids Disposal
	Capital	59303	Capital Project Transfer	6,000,000	[WP 23-24] Casey Biosolids Additional Float Money
		59931	Cap Equip-Pumping Equipment	76,418	Sludge Pump (Qty 2) ( <i>Replacement</i> )
<b>Total</b>				<b>\$ 6,215,439</b>	
<b>Jackson Influent Pump Station</b>					
732	Operating	56116	M&R-Plant Equipment	\$ 45,000	Raw Pump Rebuild
		56199	Other Outside Services	28,307	RPS Wetwell Pump Outs
<b>Total</b>				<b>\$ 73,307</b>	
<b>NTS Operations &amp; Maintenance</b>					
740	Capital	59953	Cap Equip-Automobile/Pickup Trucks	\$ 50,251	F-150 Crew Cab 4WD ( <i>Replacement of Unit #1653</i> )
		59963	Cap Equip-Landscaping Equipment	28,603	15' Batwing Mower ( <i>Replacement</i> )
<b>Total</b>				<b>\$ 78,854</b>	



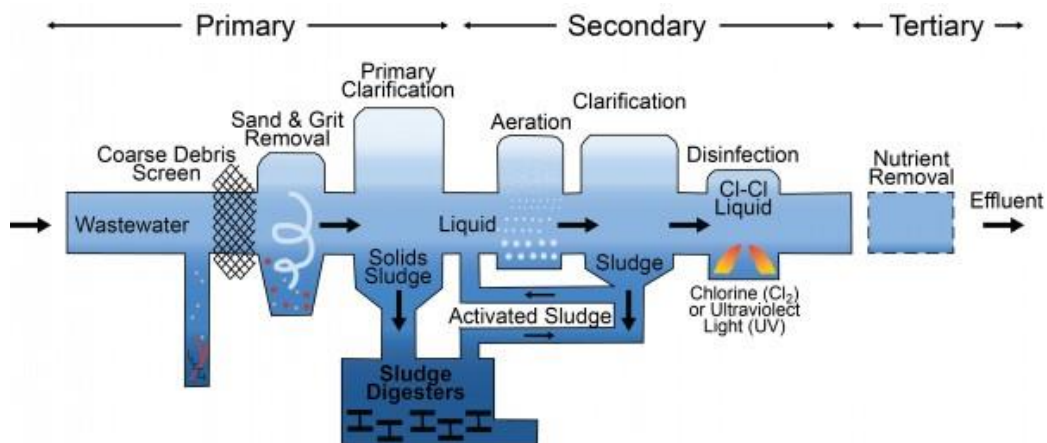


## Water Reclamation Division Staffing – Position Detail

	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted	FY 2023-2024 Requested/ Budgeted
<b>Authorized Personnel</b>				
<b><i>Water Reclamation Department Manager</i></b>				
Administrative Assistant	1.00	1.00	1.00	1.00
Intern	0.25	0.23	0.23	0.23
Shadow - Department Manager - Water Rec.	0.00	0.00	0.00	0.00
Water Reclamation Director	1.00	1.00	1.00	1.00
<b>Total Number of Personnel (FTEs)</b>	<b>2.25</b>	<b>2.23</b>	<b>2.23</b>	<b>2.23</b>
<b><i>W. B. Casey Sr. Water Resource Recovery Facility</i></b>				
Facility Worker	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
Shadow - Plant Manager	0.00	0.00	0.00	0.17
Plant Operator I	1.00	0.00	1.00	1.00
Plant Operator II	1.00	1.00	1.00	3.00
Plant Operator III	7.00	7.00	5.00	4.00
Plant Operator Trainee	0.00	1.00	2.00	1.00
<b>Total Number of Personnel (FTEs)</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.17</b>
<b><i>Northeast Water Reclamation Facility</i></b>				
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	5.00	5.00	4.00
Plant Operator III	1.00	0.00	0.00	2.00
Plant Operator Trainee	0.00	0.00	1.00	0.00
Facility Worker	1.00	1.00	1.00	1.00
<b>Total Number of Personnel (FTEs)</b>	<b>8.00</b>	<b>8.00</b>	<b>9.00</b>	<b>9.00</b>
<b><i>Northeast Solids Handling</i></b>				
Plant Operator III	1.00	1.00	0.00	0.00
<b>Total Number of Personnel (FTEs)</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>	<b>0.00</b>
<b><i>Shoal Creek Water Reclamation Facility</i></b>				
Chief Operator	0.00	0.00	1.00	0.00
Plant Manager	1.00	1.00	1.00	1.00
Plant Operator I	4.00	3.00	5.00	7.00
Plant Operator Trainee	0.00	0.00	1.00	1.00
Plant Operator III	1.00	2.00	0.00	1.00
<b>Total Number of Personnel (FTEs)</b>	<b>6.00</b>	<b>6.00</b>	<b>8.00</b>	<b>10.00</b>
<b><i>Shoal Creek Solids Handling</i></b>				
Plant Operator I	1.00	1.00	0.00	0.00
<b>Total Number of Personnel (FTEs)</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>	<b>0.00</b>
<b><i>Laboratory and Environmental Compliance</i></b>				
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	1.00	1.00	1.00	1.00
Sr. Lab Analyst	1.00	1.00	1.00	1.00
<b>Total Number of Personnel (FTEs)</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>



Authorized Personnel	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted	FY 2023-2024 Requested/ Budgeted
<b>Sludge Pelletizing</b>				
Chief Operator	1.00	1.00	1.00	1.00
Plant Manager	1.00	1.00	1.00	1.00
Plant Operator I	2.00	2.00	2.00	3.00
Plant Operator II	1.00	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
<b>Total Number of Personnel (FTEs)</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>9.00</b>
<b>Natural Treatment Operations &amp; Maintenance</b>				
NTS Chief Operator	1.00	1.00	0.00	0.00
Operations/Maint Coordinator	0.00	0.00	1.00	1.00
NTS Maintenance Operator	5.00	4.00	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
<b>Total Number of Personnel (FTEs)</b>	<b>10.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>
<b>Water Reclamation Department Total</b>	<b>53.25</b>	<b>52.23</b>	<b>53.23</b>	<b>56.40</b>





## Water Reclamation Division – Consolidated Operating Budget

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

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

<b>Budget Detail By Individual Categories</b>	<b>FY 2021 - 22 Actual</b>	<b>FY 2022 - 23 Budgeted</b>	<b>FY 2023 - 24 Budgeted</b>
<b>Personnel Services:</b>			
Salaries and Wages	\$ 3,061,249	\$ 3,483,082	\$ 4,202,813
Overtime Pay	253,075	235,389	272,884
F.I.C.A.	246,864	266,451	321,519
Pension	531,543	601,180	725,011
Employee Benefits	637,716	780,671	973,002
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	1,391,873	1,686,522	2,039,156
Vehicle Supplies	47,673	91,539	81,956
Administrative Supplies	12,215	16,129	15,922
Safety Supplies	10,643	9,134	11,278
Special Purchases	1,100	1,040	1,040
Utilities	3,474,040	3,638,829	4,049,705
Rentals	5,438	9,878	9,668
Maintenance and Repairs	552,312	571,497	827,644
Outside Services	2,835,046	3,679,743	3,954,719
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	331,271	380,118	481,550
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	487,278	881,333	815,112
<b>Capital Projects:</b>			
Transfers to R&E	826,696	-	8,400,000
<b>Total Appropriations</b>	<b>\$ 14,706,031</b>	<b>\$ 16,332,535</b>	<b>\$ 27,182,979</b>



## 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 represents funding for on-call WIMS support, [SMP 20-713] Operability and Safety Improvement Plan, [SMP 20-716] Partnership for Clean Water.

Budget Detail By Individual Categories	FY 2021 - 22 Actual	FY 2022 - 23 Budgeted	FY 2023 - 24 Budgeted
<b>Personnel Services:</b>			
Salaries and Wages	\$ 187,114	\$ 202,431	\$ 220,249
Overtime Pay	-	-	-
F.I.C.A.	13,748	15,486	16,849
Pension	31,328	34,940	37,993
Employee Benefits	19,125	18,682	19,493
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	367	-	580
Vehicle Supplies	747	1,160	840
Administrative Supplies	806	600	500
Safety Supplies	-	100	100
Special Purchases	1,100	1,040	1,040
Utilities	1,176	5,502	5,880
Rentals	-	-	-
Maintenance and Repairs	-	500	-
Outside Services	848,676	752,500	841,577
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	94,258	116,845	128,888
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	-	-	-
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
Total Appropriations	\$ 1,198,445	\$ 1,149,786	\$ 1,273,989



## 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 represents funding for a Shadow Plant Manager.

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

**Maintenance & Repairs:** increase represents funding for a polymer mixer.

**Outside Services:** increase represents funding for [SMP 20-714] Casey WRRF Chemical Optimization Study.

**General Expenses:** increase represents funding for property insurance, conference registrations and professional certification.

**Capital Expenditures:** represent funding for Hypo Tank, Auma Valve, Insertion Probe.

Budget Detail By Individual Categories	FY 2021 - 22 Actual	FY 2022 - 23 Budgeted	FY 2023 - 24 Budgeted
<b>Personnel Services:</b>			
Salaries and Wages	\$ 604,130	\$ 730,596	\$ 835,460
Overtime Pay	58,635	42,608	70,000
F.I.C.A.	49,116	55,889	63,914
Pension	103,356	126,101	144,118
Employee Benefits	97,740	144,321	200,787
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	388,013	417,963	466,722
Vehicle Supplies	8,710	11,629	14,367
Administrative Supplies	2,614	3,670	2,881
Safety Supplies	2,083	1,772	2,087
Special Purchases	-	-	-
Utilities	1,083,170	1,163,053	1,175,072
Rentals	533	888	697
Maintenance and Repairs	68,200	61,346	77,562
Outside Services	504,501	616,945	578,529
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	73,023	74,829	99,993
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	56,594	20,000	91,422
<b>Capital Projects:</b>			
Transfers to R&E	100,000	-	-
Total Appropriations	\$ 3,200,417	\$ 3,471,610	\$ 3,823,611





## 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:****Operating Materials & Supplies:** increase in funds due to inflation cost of treatment chemicals.**Maintenance & Repairs:** increase represents funding for replacement header assemblies for aeration basins.**Outside Services:** increase represents funding for aeration blower and odor control fan repairs.

<b>Budget Detail By Individual Categories</b>	<b>FY 2021 - 22 Actual</b>	<b>FY 2022 - 23 Budgeted</b>	<b>FY 2023 - 24 Budgeted</b>
<b>Personnel Services:</b>			
Salaries and Wages	\$ 582,069	\$ 623,170	\$ 639,981
Overtime Pay	59,881	80,000	80,000
F.I.C.A.	47,102	47,671	48,959
Pension	100,140	107,559	110,397
Employee Benefits	152,347	152,232	155,825
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	240,690	304,597	393,606
Vehicle Supplies	2,150	7,268	7,283
Administrative Supplies	3,187	3,104	3,095
Safety Supplies	2,964	1,283	2,125
Special Purchases	-	-	-
Utilities	573,117	597,932	584,397
Rentals	976	1,000	1,000
Maintenance and Repairs	84,540	116,178	178,829
Outside Services	123,246	220,231	198,505
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	56,875	55,554	65,807
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	98,193	95,000	-
<b>Capital Projects:</b>			
Transfers to R&E	421,000	-	-
<b>Total Appropriations</b>	<b>\$ 2,548,477</b>	<b>\$ 2,412,779</b>	<b>\$ 2,469,809</b>



## 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:****Operating Materials & Supplies:** increase in funds due to inflation cost of treatment chemicals.**Outside Services:** increase represents funding for PLC centrifuge upgrades.

Budget Detail By Individual Categories	FY 2021 - 22 Actual	FY 2022 - 23 Budgeted	FY 2023 - 24 Budgeted
<b>Personnel Services:</b>			
Salaries and Wages	\$ (779)	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	55	-	-
Pension	123	-	-
Employee Benefits	-	-	-
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	94,795	89,479	101,373
Vehicle Supplies	-	-	-
Administrative Supplies	733	429	761
Safety Supplies	255	563	563
Special Purchases	-	-	-
Utilities	42,502	39,084	28,697
Rentals	-	-	-
Maintenance and Repairs	30,310	20,116	18,567
Outside Services	417,227	561,076	699,059
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	6,884	6,547	12,444
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	-	20,000	-
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
Total Appropriations	\$ 592,103	\$ 737,294	\$ 861,464



## 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 represents funding for a Plant Operator (Qty 2).**Outside Services:** increase represents funding for pump rebuilds, generator maintenance and scum removal.**Capital Expenditures:** represents funding for HVAC Unit, Raw Pump #1, Ferric Sulfate Pump and VFD, Transfer Pump, SCADA and Controls Upgrade (Influent and Effluent Pump Stations), SCADA and Controls Upgrade (Panhandle Transfer Pump Station).**Transfer to R&E:** represents funding being transferred to the Renewal and Extension Fund for [WP 23-24] Shoal Creek WRF Improvements.

Budget Detail By Individual Categories	FY 2021 - 22 Actual	FY 2022 - 23 Budgeted	FY 2023 - 24 Budgeted
<b>Personnel Services:</b>			
Salaries and Wages	\$ 341,742	\$ 360,621	\$ 723,469
Overtime Pay	29,096	17,481	24,400
F.I.C.A.	27,051	27,587	55,346
Pension	57,435	62,243	124,814
Employee Benefits	61,920	67,999	204,597
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	48,765	43,402	64,272
Vehicle Supplies	2,105	6,007	5,740
Administrative Supplies	1,096	2,114	2,114
Safety Supplies	1,497	1,348	1,150
Special Purchases	-	-	-
Utilities	225,023	337,412	199,425
Rentals	-	-	-
Maintenance and Repairs	169,710	111,385	139,932
Outside Services	127,969	149,239	195,669
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	36,318	38,783	41,463
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	234,979	236,800	295,000
<b>Capital Projects:</b>			
Transfers to R&E	-	-	2,400,000
Total Appropriations	\$ 1,364,706	\$ 1,462,421	\$ 4,477,391



## 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:** decrease due to centrifuge repairs.**Capital Expenditures:** represents funding for Dewatering Truck Scales (Qty 2), Centrifuge #1 & #2 Control Panels.

Budget Detail By Individual Categories	FY 2021 - 22 Actual	FY 2022 - 23 Budgeted	FY 2023 - 24 Budgeted
<b>Personnel Services:</b>			
Salaries and Wages	\$ (7,609)	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	77,989	119,763	147,363
Vehicle Supplies	-	-	-
Administrative Supplies	-	-	-
Safety Supplies	-	-	-
Special Purchases	-	-	-
Utilities	91,765	73,523	133,306
Rentals	-	-	-
Maintenance and Repairs	2,773	9,291	16,503
Outside Services	387,779	587,412	565,070
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	6,939	10,326	11,848
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	5,350	42,791	210,000
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
Total Appropriations	\$ 564,986	\$ 843,106	\$ 1,084,090



## 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 2021 - 22 Actual	FY 2022 - 23 Budgeted	FY 2023 - 24 Budgeted
<b>Personnel Services:</b>			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	285	-	285
Vehicle Supplies	2,067	2,418	5,078
Administrative Supplies	-	-	-
Safety Supplies	-	-	-
Special Purchases	-	-	-
Utilities	395,420	556,998	405,313
Rentals	936	749	730
Maintenance and Repairs	4,257	12,767	7,548
Outside Services	53,387	191,209	174,369
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	7,503	8,589	8,460
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	-	-	-
<b>Capital Projects:</b>			
Transfers to R&E	5,696	-	-
Total Appropriations	\$ 469,552	\$ 772,730	\$ 601,783



## 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:**

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

**Capital Expenditures:** represents funding for Truck (F-150 2WD), Sample Refrigerator, Muffle Furnace, Heating and Drying Oven.

Budget Detail By Individual Categories	FY 2021 - 22 Actual	FY 2022 - 23 Budgeted	FY 2023 - 24 Budgeted
<b>Personnel Services:</b>			
Salaries and Wages	\$ 344,808	\$ 376,347	\$ 420,885
Overtime Pay	7,818	10,000	10,000
F.I.C.A.	26,969	28,792	32,198
Pension	61,700	64,958	72,603
Employee Benefits	56,697	68,869	78,062
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	30,842	32,575	46,025
Vehicle Supplies	5,335	6,010	7,425
Administrative Supplies	382	1,650	1,850
Safety Supplies	260	300	300
Special Purchases	-	-	-
Utilities	2,425	1,802	2,277
Rentals	2,617	3,000	3,000
Maintenance and Repairs	516	2,000	2,000
Outside Services	55,068	84,900	90,100
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	4,094	11,054	14,441
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	9,956	20,000	63,418
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
Total Appropriations	\$ 609,488	\$ 712,257	\$ 844,584



## 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 represents funding for a Plant Operator.

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

**Vehicle Supplies:** decrease due to natural gas conversion for pelletizing burners.

**Outside Services:** increase represents funding for drum tire repairs, fire extinguisher inspections and range hood inspections/certifications.

**Capital Expenditures:** represents funding for a Sludge Pump.

**Transfer to R&E:** represents funds being transferred into the Renewal and Extension Fund for [WP 23-24] Casey Biosolids Additional Float Money.

Budget Detail By Individual Categories	FY 2021 - 22 Actual	FY 2022 - 23 Budgeted	FY 2023 - 24 Budgeted
<b>Personnel Services:</b>			
Salaries and Wages	\$ 410,059	\$ 525,441	\$ 638,308
Overtime Pay	90,254	76,300	79,484
F.I.C.A.	38,464	40,196	48,831
Pension	74,709	90,691	110,116
Employee Benefits	106,247	162,343	162,492
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	492,797	599,302	737,789
Vehicle Supplies	2,138	27,646	4,578
Administrative Supplies	1,705	2,462	2,521
Safety Supplies	2,796	2,268	3,453
Special Purchases	-	-	-
Utilities	805,048	548,754	1,274,770
Rentals	376	3,241	3,241
Maintenance and Repairs	126,268	160,974	312,108
Outside Services	258,423	184,560	331,396
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	23,733	28,214	61,042
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	-	396,450	76,418
<b>Capital Projects:</b>			
Transfers to R&E	200,000	-	6,000,000
Total Appropriations	\$ 2,633,017	\$ 2,848,842	\$ 9,846,547





## BUSINESS UNIT 732: R.L. JACKSON PUMP STATION

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

Operates the Jackson Influent Pump Station which pumps wastewater to the Casey Plant for treatment.

**Significant Expenditure and Staffing Changes:**

**Outside Services:** increase represents funding for a raw pump rebuild.

Budget Detail By Individual Categories	FY 2021 - 22 Actual	FY 2022 - 23 Budgeted	FY 2023 - 24 Budgeted
<b>Personnel Services:</b>			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	-	706	706
Vehicle Supplies	713	361	379
Administrative Supplies	-	-	-
Safety Supplies	-	-	-
Special Purchases	-	-	-
Utilities	155,442	200,535	151,432
Rentals	-	-	-
Maintenance and Repairs	808	1,240	1,595
Outside Services	29,983	77,571	122,545
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	2,544	2,558	2,504
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	-	-	-
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
Total Appropriations	\$ 189,490	\$ 282,971	\$ 279,161



## BUSINESS UNIT 740: NTS OPERATIONS AND MAINTENANCE

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

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

**Significant Expenditure and Staffing Changes:**

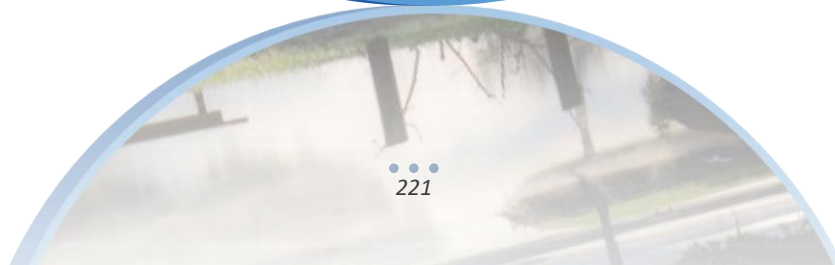
**Outside Services:** decrease represents funding for [WP 2021-25] Wetlands Diaphragm Valve to Butterfly Valve Replacement Assessment and [SMP 20-710] [WP 2022-17] Wetland Distribution (Gravity) Line Assessment.

**Capital Expenditures:** represents funding for Truck (F-150 4WD), 15' Batwing Mower.

Budget Detail By Individual Categories	FY 2021 - 22 Actual	FY 2022 - 23 Budgeted	FY 2023 - 24 Budgeted
<b>Personnel Services:</b>			
Salaries and Wages	\$ 599,716	\$ 664,476	\$ 724,461
Overtime Pay	7,391	9,000	9,000
F.I.C.A.	44,358	50,830	55,422
Pension	102,752	114,688	124,970
Employee Benefits	143,639	166,225	151,746
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	17,330	78,735	80,435
Vehicle Supplies	23,709	29,040	36,266
Administrative Supplies	1,693	2,100	2,200
Safety Supplies	788	1,500	1,500
Special Purchases	-	-	-
Utilities	98,952	114,234	89,136
Rentals	-	1,000	1,000
Maintenance and Repairs	64,930	75,700	73,000
Outside Services	28,786	254,100	157,900
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	19,100	26,819	34,660
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	82,207	50,292	78,854
<b>Capital Projects:</b>			
Transfers to R&E	100,000	-	-
Total Appropriations	\$ 1,335,352	\$ 1,638,739	\$ 1,620,550



## General Services Division – Business Unit Group 900





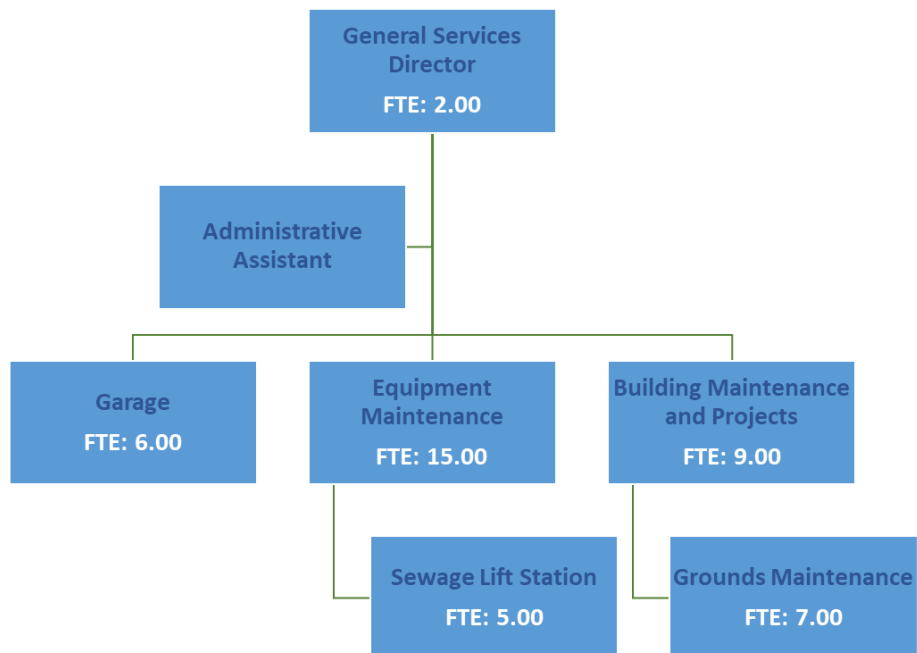
## GENERAL SERVICES DIVISION BUDGET UNIT 900

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





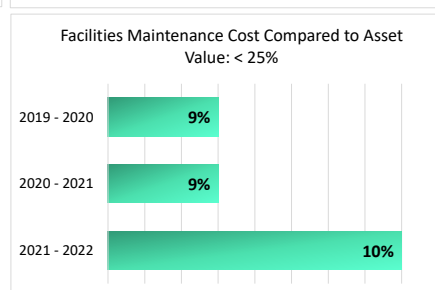
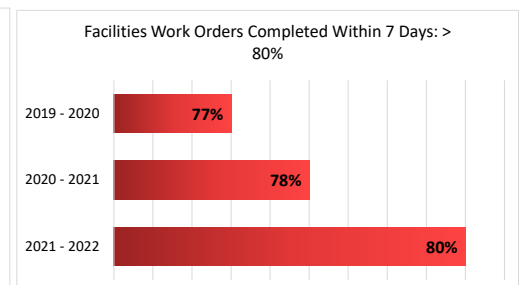
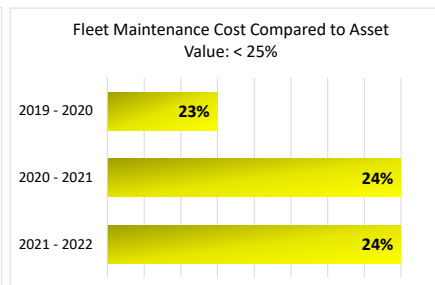
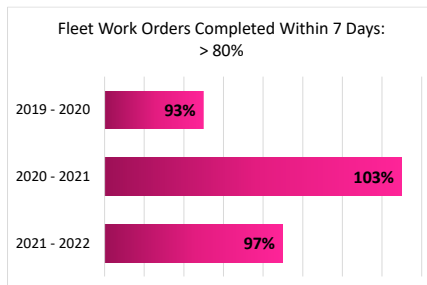
## General Services Division – Staffing Summary

Authorized Personnel	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted	FY 2023-2024 Requested/ Budgeted
<b>General Services Division</b>				
901 - General Services Director	2.00	2.00	2.00	2.00
925 - Sewage Lift Station	4.00	4.00	5.00	5.00
930 - Garage	5.00	5.00	5.00	6.00
950 - Equipment Maintenance	13.00	13.00	15.00	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
<b>Total Full-Time Employees (FTEs)</b>	<b>40.00</b>	<b>40.00</b>	<b>43.00</b>	<b>44.00</b>

## General Services Division – Levels of Service

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

Service Level Goal	Key Performance Indicator (KPI)	Division	Target	2021 - 2022	2020 - 2021	2019 - 2020	2018 - 2019
<b>OPTIMIZE OPERATIONS</b>							
15 Provide Minimum Down Time for CCWA's Fleet	Fleet Work Orders Completed Within 7 Days: > 80%	GS	> 80%	97%	103%	93%	95%
	Fleet Maintenance Cost Compared to Asset Value: < 25%	GS	< 25%	24%	24%	23%	25%
<b>INFRASTRUCTURE SUSTAINABILITY</b>							
20 Implement asset management practices	Facilities Work Orders Completed Within 7 Days: > 80%	GS	> 80%	80%	78%	77%	77%
	Facilities Maintenance Cost Compared to Asset Value: < 25%	GS	< 25%	10%	9%	9%	8%





## General Services Division – Major Initiatives for FY 2023 - 2024

Business		Account		Amount	
Unit	Budget Funding	Name	Account Number	Budgeted	Initiative
General Services Department Manager					
901	Operating			\$	-
Total				\$	-
Sewage Lift Station					
925	Operating	56116	M&R-Plant Equipment	\$	72,000
					Maintenance/Repair to Plant Equipment (As needed basis)
		56124	M&R-Collection/Outfall		90,000
					Grease/Trash Pump Out
		59122	Software Maintenance and Licenses		76,500
					Various Software Licenses (Rockwell, iFix, SCADA, Mission)
	Capital	59303	Capital Project Transfer		1,700,000
					[SMP 20-910] Lift Station Rehabilitation
		59932	Cap Equip-Treatment Equipment		52,000
					Rotating Assemblies and Housings T3, T4, T6 and T10
		59932	Cap Equip-Treatment Equipment		121,000
					Flygt Pump for Rum Creek
		59933	Cap Equip-Monitoring/Controlling Equip		10,720
					Mission Unit Upgrades for all 44 Lift Stations
		59953	Cap Equip-Automobile/Pickup Trucks		64,818
					F-250 Super cab 4WD W/Utility Body (New)
Total				\$	2,187,038
Garage					
930	Capital	59922	Cap Equip-Building Services	\$	25,000
					Garage Door (Replacement)
Total				\$	25,000
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		166,381
					F-600 C&C Mechanic's Body W/8K Crane (Replacement for Unit #1883)
		59953	Cap Equip-Automobile/Pickup Trucks		64,818
					F-250 Super cab 4WD (New)
		59953	Cap Equip-Automobile/Pickup Trucks		64,818
					F-250 Super cab 4WD (New)
		59983	Cap Equip-Computing Devices		28,000
					Rockwell Software License
Total				\$	388,517
Grounds/Right-of-Way Maintenance					
960	Operating	56153	Temporary Agency Services	\$	60,000
					Temp Agency Services
	Capital	59951	Cap Equip-Trucks		57,162
					F-350 Crew cab 2WD (Replacement for Unit #1622)
		59963	Cap Equip-Landscaping Equipment		32,350
					Grass Hopper Mower (Qty 2)
Total				\$	149,512
Building Maintenance/Projects					
970				\$	-
Total				\$	-





## General Services Division Staffing – Position Detail

	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted	FY 2023-2024 Requested/ Budgeted
<b>Authorized Personnel</b>				
<b><i>General Services Department Manager</i></b>				
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	0.00	0.00	0.00	0.00
<b>Total Number of Personnel (FTEs)</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b><i>Sewage Lift Stations</i></b>				
Lift Station Supervisor*	1.00	1.00	1.00	1.00
Lift Station Technician	3.00	3.00	4.00	4.00
<b>Total Number of Personnel (FTEs)</b>	<b>4.00</b>	<b>4.00</b>	<b>5.00</b>	<b>5.00</b>
<b><i>Garage</i></b>				
Fleet Services Supervisor	1.00	1.00	1.00	1.00
Fleet Technician	3.00	3.00	3.00	4.00
Garage Inv./Warehouse Technician	1.00	1.00	1.00	1.00
<b>Total Number of Personnel (FTEs)</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>6.00</b>
<b><i>Equipment Maintenance</i></b>				
Master 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
Plant Maintenance Technician I	3.00	3.00	3.00	3.00
Plant Maintenance Technician II	1.00	1.00	5.00	3.00
Plant Maintenance Technician III	2.00	2.00	0.00	2.00
Plant Maintenance Chief Tech.	1.00	1.00	0.00	0.00
Plant Maintenance Supervisor	0.00	0.00	1.00	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	1.00	1.00	1.00	1.00
<b>Total Number of Personnel (FTEs)</b>	<b>13.00</b>	<b>13.00</b>	<b>15.00</b>	<b>15.00</b>
<b><i>Grounds Maintenance</i></b>				
Grounds Maintenance Technician I	3.00	3.00	3.00	0.00
Grounds Maintenance Technician II	3.00	3.00	3.00	0.00
Grounds Maintenance Technician	0.00	0.00	0.00	5.00
Grounds Maintenance Supervisor	0.00	0.00	0.00	1.00
Grounds Maintenance Crew Leader	1.00	1.00	1.00	1.00
<b>Total Number of Personnel (FTEs)</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>
<b><i>Building Maintenance</i></b>				
Facilities Maint Technician I	4.00	4.00	4.00	3.00
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 Maintenance Supervisor	0.00	0.00	0.00	1.00
Facilities Maintenance Crew Leader	1.00	1.00	1.00	1.00
<b>Total Number of Personnel (FTEs)</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>
<b>General Services Department Total</b>	<b>40.00</b>	<b>40.00</b>	<b>43.00</b>	<b>44.00</b>





## General Services Division – Consolidated Operating Budget

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

The General Services Department represents the internal service functions for the Authority. Its responsibilities include repairing and maintaining vehicles and heavy-duty equipment; maintaining grounds and clearing right-of-ways; performing small building and construction projects; repairing and maintaining plants, pumping stations and lift stations operating equipment and electrical and plant communication systems. Tasks are generally undertaken based on priorities established by the General Manager.

<b>Budget Detail By Individual Categories</b>	<b>FY 2021 - 22 Actual</b>	<b>FY 2022 - 23 Budgeted</b>	<b>FY 2023 - 24 Budgeted</b>
<b>Personnel Services:</b>			
Salaries and Wages	\$ 2,144,281	\$ 2,532,050	\$ 2,804,123
Overtime Pay	115,904	131,300	163,500
F.I.C.A.	167,553	193,705	214,516
Pension	371,788	437,032	483,718
Employee Benefits	479,104	643,271	709,025
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	259,179	389,980	527,525
Vehicle Supplies	89,252	100,225	139,932
Administrative Supplies	4,915	11,700	15,180
Safety Supplies	8,385	13,300	18,150
Special Purchases	897	2,010	3,540
Utilities	371,252	380,060	395,448
Rentals	5,279	3,950	4,300
Maintenance and Repairs	100,088	141,040	177,940
Outside Services	215,638	500,772	670,730
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	217,970	317,168	411,498
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	165,045	443,711	687,067
<b>Capital Projects:</b>			
Transfers to R&E	500,000	500,000	1,700,000
<b>Total Appropriations</b>	<b>\$ 5,216,531</b>	<b>\$ 6,741,274</b>	<b>\$ 9,126,192</b>



## BUSINESS UNIT 901: GENERAL SERVICES DIRECTOR

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

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

**Significant Expenditure and Staffing Changes:**

No significant changes from previous fiscal year.

<b>Budget Detail By Individual Categories</b>	<b>FY 2021 - 22 Actual</b>	<b>FY 2022 - 23 Budgeted</b>	<b>FY 2023 - 24 Budgeted</b>
<b>Personnel Services:</b>			
Salaries and Wages	\$ 164,027	\$ 176,963	\$ 173,609
Overtime Pay	-		500
F.I.C.A.	11,936	13,537	13,281
Pension	28,056	30,544	29,948
Employee Benefits	37,038	40,720	25,334
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	181	1,000	4,665
Vehicle Supplies	548	1,206	1,255
Administrative Supplies	294	1,700	2,480
Safety Supplies	200	300	400
Special Purchases	897	2,010	3,000
Utilities	17,336	20,661	18,326
Rentals	-	-	-
Maintenance and Repairs	571	1,700	1,700
Outside Services	47,959	171,567	178,600
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	91,266	119,404	135,525
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	31,785	128,872	-
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
<b>Total Appropriations</b>	<b>\$ 432,094</b>	<b>\$ 710,184</b>	<b>\$ 588,623</b>



## BUSINESS UNIT 925: SEWAGE LIFT STATIONS

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

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

**Significant Expenditure and Staffing Changes:**

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

**Outside Services:** increase due to PLC repairs, grease/trash pump out services, and generator repairs.

**Capital Expenditures:** represents funding for Rotating Assemblies and Housings T3, T4, T6 and T10, Flygt Pump for Rum Creek, Mission Unit Upgrades for all 44 Lift Stations, Truck (F-250 4WD W/Utility Bed).

**Transfers to R&E:** represents funds being transferred to the Renewal and Extension Fund for [SMP 20-910] Lift Station Rehabilitation

Budget Detail By Individual Categories	FY 2021 - 22 Actual	FY 2022 - 23 Budgeted	FY 2023 - 24 Budgeted
<b>Personnel Services:</b>			
Salaries and Wages	\$ 185,791	\$ 253,472	\$ 273,686
Overtime Pay	35,443	35,000	38,000
F.I.C.A.	16,707	19,393	20,937
Pension	33,098	43,749	47,211
Employee Benefits	44,574	58,912	59,887
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	185,592	268,775	344,075
Vehicle Supplies	19,297	20,322	30,054
Administrative Supplies	323	1,000	1,000
Safety Supplies	1,859	4,000	1,000
Special Purchases	-	-	-
Utilities	268,517	276,749	287,902
Rentals	-	-	-
Maintenance and Repairs	84,421	105,590	134,290
Outside Services	124,256	142,630	265,630
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	86,579	102,523	115,792
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	76,849	62,720	248,538
<b>Capital Projects:</b>			
Transfers to R&E	500,000	500,000	1,700,000
Total Appropriations	\$ 1,663,305	\$ 1,894,835	\$ 3,568,002



## 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:**

**Operating Materials & Supplies:** increase represents funding for two roll-up door replacements.

**Outside Services:** increase due to lift cylinder and HVAC repairs.

**General Expenses:** increase due to J-Pro, Ford IDS and Key Track software renewals.

**Capital Expenditures:** represents funding for Garage Door.

Budget Detail By Individual Categories	FY 2021 - 22 Actual	FY 2022 - 23 Budgeted	FY 2023 - 24 Budgeted
<b>Personnel Services:</b>			
Salaries and Wages	\$ 230,474	\$ 282,980	\$ 366,531
Overtime Pay	-	1,500	10,000
F.I.C.A.	17,603	21,648	28,040
Pension	40,477	48,843	63,233
Employee Benefits	54,247	75,677	98,991
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	21,000	50,075	65,375
Vehicle Supplies	9,032	9,588	11,465
Administrative Supplies	678	1,450	1,450
Safety Supplies	2,154	2,000	2,200
Special Purchases	-	-	100
Utilities	9,641	9,025	11,480
Rentals	1,519	1,200	1,500
Maintenance and Repairs	2,930	6,000	8,750
Outside Services	10,483	17,970	28,970
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	5,599	13,975	26,735
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	-	-	25,000
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
Total Appropriations	<u>\$ 405,837</u>	<u>\$ 541,931</u>	<u>\$ 749,820</u>



## BUSINESS UNIT 950: EQUIPMENT MAINTENANCE

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

Maintains and repairs plant equipment and pumping stations.

**Significant Expenditure and Staffing Changes:****Operating Materials & Supplies:** increase represents funding for a process flow meter and fluke cable analyzer.**Vehicle Supplies:** increase due to gas and diesel fuel inflation.**Outside Services:** increase due to repairs to fleet vehicles.**Capital Expenditures:** represents funds for F-600 C&C Mechanic's Body W/8K Crane, Truck (F-250 4WD) (Qty 2), Rockwell Software License.

Budget Detail By Individual Categories	FY 2021 - 22 Actual	FY 2022 - 23 Budgeted	FY 2023 - 24 Budgeted
<b>Personnel Services:</b>			
Salaries and Wages	\$ 856,804	\$ 1,045,904	\$ 1,164,266
Overtime Pay	42,194	50,800	60,000
F.I.C.A.	65,790	80,012	89,066
Pension	147,329	180,522	200,836
Employee Benefits	189,344	272,304	268,170
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	17,493	31,390	45,270
Vehicle Supplies	26,631	27,422	45,102
Administrative Supplies	1,488	3,350	5,850
Safety Supplies	2,033	2,500	9,800
Special Purchases	-	-	280
Utilities	40,937	40,861	42,756
Rentals	816	1,250	1,300
Maintenance and Repairs	4,131	5,000	7,450
Outside Services	19,575	80,530	96,865
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	24,319	62,721	99,041
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	40,952	113,660	324,017
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
Total Appropriations	\$ 1,479,835	\$ 1,998,226	\$ 2,460,069



## BUSINESS UNIT 960: GROUNDS MAINTENANCE

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

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

**Significant Expenditure and Staffing Changes:****Operating Materials & Supplies:** represents funding for computers and communication equipment for staff member.**General Expenses:** increase represents funding for property insurance, conference registrations and professional certification.**Capital Expenditures:** represents funds for Truck (F-350 2WD), Grass Hopper Mower (Qty 2).

Budget Detail By Individual Categories	FY 2021 - 22 Actual	FY 2022 - 23 Budgeted	FY 2023 - 24 Budgeted
<b>Personnel Services:</b>			
Salaries and Wages	\$ 277,673	\$ 299,277	\$ 329,288
Overtime Pay	12,354	19,000	25,000
F.I.C.A.	21,344	22,895	25,191
Pension	47,721	51,654	56,802
Employee Benefits	58,299	76,697	124,765
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	12,750	17,705	34,905
Vehicle Supplies	16,066	20,898	29,692
Administrative Supplies	315	1,100	1,300
Safety Supplies	714	2,000	2,000
Special Purchases	-	-	-
Utilities	9,937	6,104	10,247
Rentals	2,944	1,500	1,500
Maintenance and Repairs	6,502	15,250	15,250
Outside Services	7,221	76,600	76,600
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	5,126	8,906	14,535
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	15,459	84,266	89,512
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
Total Appropriations	\$ 494,425	\$ 703,852	\$ 836,587



## 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:**

**Operating Materials & Supplies:** increase represents funding for computers and communication equipment for each staff member.

**Outside Services:** increase due to fleet vehicle repairs.

**General Expenses:** increase represents funding for property insurance, conference registrations and professional certification.

<b>Budget Detail By Individual Categories</b>	<b>FY 2021 - 22 Actual</b>	<b>FY 2022 - 23 Budgeted</b>	<b>FY 2023 - 24 Budgeted</b>
<b>Personnel Services:</b>			
Salaries and Wages	\$ 429,512	\$ 473,454	\$ 496,743
Overtime Pay	25,913	25,000	30,000
F.I.C.A.	34,171	36,220	38,001
Pension	75,107	81,720	85,688
Employee Benefits	95,602	118,961	131,878
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	22,164	21,035	33,235
Vehicle Supplies	17,678	20,789	22,364
Administrative Supplies	1,818	3,100	3,100
Safety Supplies	1,426	2,500	2,750
Special Purchases	-	-	160
Utilities	24,884	26,660	24,737
Rentals	-	-	-
Maintenance and Repairs	1,535	7,500	10,500
Outside Services	6,145	11,475	24,065
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	5,081	9,639	19,870
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	-	54,193	-
<b>Capital Projects:</b>			
Transfers to R&E	-	-	-
<b>Total Appropriations</b>	<b>\$ 741,034</b>	<b>\$ 892,246</b>	<b>\$ 923,091</b>





Stormwater Fund





## STORMWATER FUND

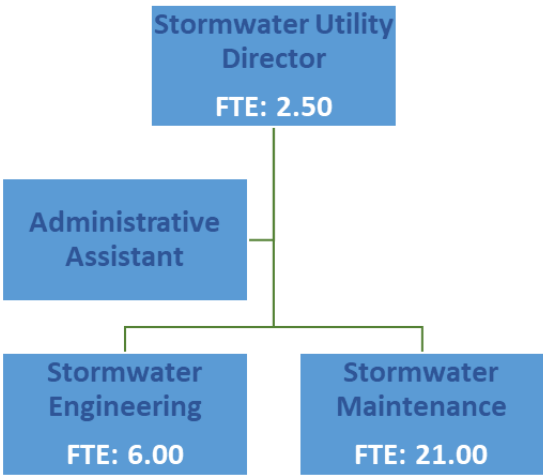
### BUDGET UNIT 200

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



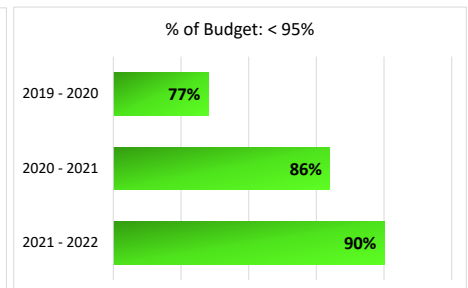
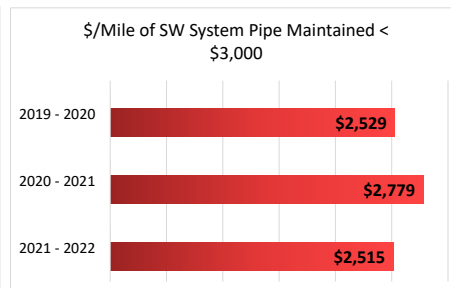
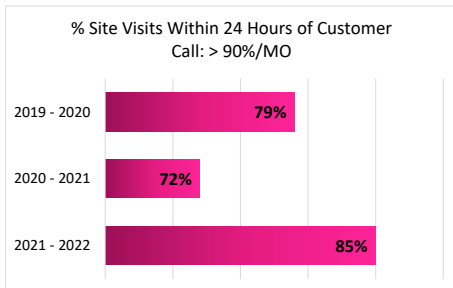
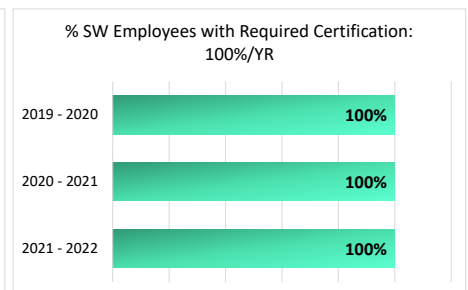
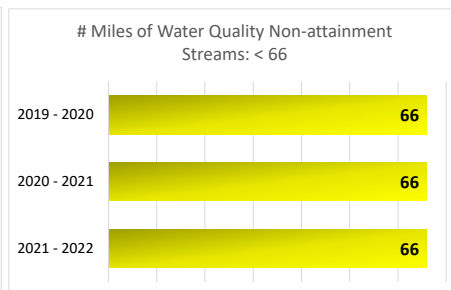
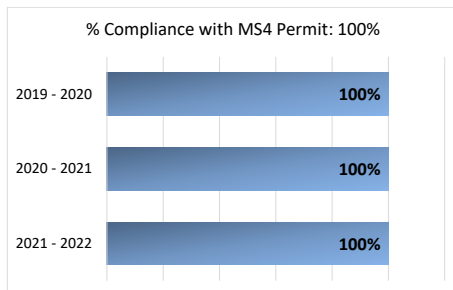
## Stormwater Fund – Staffing Summary

	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted	FY 2023-2024 Requested/ Budgeted
<b>Authorized Personnel</b>				
<b>Stormwater Fund</b>				
201 - Stormwater Utility Director	2.15	2.50	2.50	2.50
205 - Stormwater Engineering	3.00	5.00	5.00	6.00
210 - Stormwater Maintenance	18.00	18.00	18.00	21.00
<b>Total Full-Time Employees (FTEs)</b>	<b>23.15</b>	<b>25.50</b>	<b>25.50</b>	<b>29.50</b>

## Stormwater Fund – Levels of Service

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

Service Level Goal	Key Performance Indicator (KPI)	Division	Target	2021 - 2022	2020 - 2021	2019 - 2020	2018 - 2019
<b>SUPERIOR PRODUCT QUALITY</b>							
3 Improve the quality of Clayton Co. water resources	% Compliance with MS4 Permit: 100%	SW	100%	100%	100%	100%	100%
	# Miles of Water Quality Non-attainment Streams: < 66	SW	< 66	66	66	66	65
<b>EXCEED CUSTOMER EXPECTATIONS</b>							
4 Improve customer experience	% Site Visits Within 24 Hours of Customer Call: > 90%/MO	SW	> 90% / Month	85%	72%	79%	91%
<b>PROVIDE EMPLOYEE DEVELOPMENT</b>							
8 Provide effective employee training and development	% SW Employees with Required Certification: 100%/YR	SW	100% / Year	100%	100%	100%	100%
<b>OPTIMIZE OPERATIONS</b>							
13 Reasonable Cost of Service	\$/Mile of SW System Pipe Maintained: < \$3,000	SW	< \$3,000	\$2,515	\$2,779	\$2,529	\$3,063
	% of Budget: < 95%	SW	< 95%	90%	86%	77%	84%





## Stormwater Fund – Major Initiatives for FY 2023 - 2024

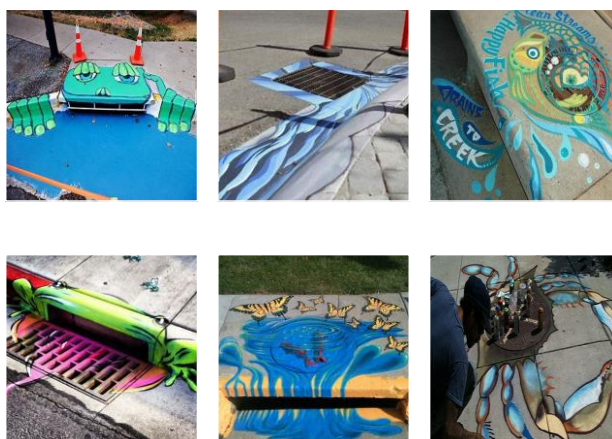
Business		Account		Amount	
Unit	Budget Funding	Name	Account Number	Budgeted	Initiative
<b>Stormwater Management</b>					
<b>201</b>	<b>Operating</b>	56110	Consulting Fees	\$ 653,500	Consulting Assistance <i>On-Demand Engineering Services Consulting Services Support on Spivey Dam [WP 23-24] SW-Development of a Rate Study Analysis for the SWU.</i>
		56131	M&R - Buildings & Grounds	23,300	Flooring Replacement
		59302	Administrative OH Expenses	1,145,681	Transfer to Revenue Fund
<b>Total</b>				<b>\$ 1,822,481</b>	
<b>Stormwater Engineering</b>					
<b>205</b>	<b>Operating</b>	56110	Consulting Fees	\$ 175,000	Development of Watershed Master Plan
		56125	M&R - Lakes/Rivers/Other	281,600	M&R - Lakes/Rivers/Other  <i>USGS Gauge Installation: Flint at SR 85 and Flint River at North Bridge  Pond and Tree Maintenance</i>
		56199	Other Outside Services	75,000	HHWA Collection Day ( <i>Amnesty Day</i> )
	<b>Capital</b>	59953	Cap Equip-Automobile/Pickup Trucks	42,418	F-150 Super Cab 2WD ( <i>New Unit</i> )
<b>Total</b>				<b>\$ 574,018</b>	
<b>Stormwater Maintenance</b>					
<b>210</b>	<b>Operating</b>	56110	Consulting Fees	\$ 40,000	Geotechnical Services Support
		56124	M&R-Collection System/Outfall	1,200,000	Support for SW Pipe Repair
	<b>Capital</b>	59370	Capital Project Transfers	1,385,114	[SMP 20-207] Cured In Place Pipe (CIPP)
				1,000,000	[SMP 20-207] Removal and Replacement Pipe (R/R)
				500,000	Watershed Improvements
		59902	Cap Equip-Easements	1,000	Easements
		59951	Cap Equip-Trucks	89,870	F-550 W/Utility Body ( <i>New Unit</i> )
		59952	Cap Equip-Trailers (Non-Forestry)	9,000	Tilt Trailer ( <i>New Unit</i> )
		59953	Cap Equip-Automobile/Pickup Trucks	42,418	F-150 Super Cab 2WD ( <i>New Unit</i> )
		59988	Cap Equip-Audio/Visual Equipment	80,000	CCTV Rover ( <i>New Unit</i> )
<b>Total</b>				<b>\$ 4,347,402</b>	





## Stormwater Fund Staffing – Position Detail

Authorized Personnel	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted	FY 2023-2024 Requested/ Budgeted
<b>Stormwater Management</b>				
High School Intern	0.2	0.5	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
<b>Total Number of Personnel (FTE's)</b>	<b>2.2</b>	<b>2.5</b>	<b>2.5</b>	<b>2.5</b>
<b>Stormwater Engineering</b>				
Stormwater Compliance Manager	1.0	1.0	1.0	1.0
Stormwater Compliance Technician	1.0	1.0	1.0	1.0
Green Infrastructure Inspector	0.0	0.0	0.0	1.0
Stormwater Inspection Technician	1.0	2.0	2.0	2.0
Stormwater Sr. Inspection Technician	0.0	1.0	1.0	1.0
<b>Total Number of Personnel (FTE's)</b>	<b>3.0</b>	<b>5.0</b>	<b>5.0</b>	<b>6.0</b>
<b>Stormwater Maintenance</b>				
Crew Leader	1.0	1.0	1.0	1.0
Equipment Operator	4.0	4.0	4.0	5.0
Lead Maintenance Mechanic	0.0	0.0	0.0	0.0
Maintenance & Install Crew Leader	0.0	0.0	0.0	0.0
Property Restoration Technician	1.0	1.0	1.0	1.0
Senior Equipment Operator	1.0	1.0	1.0	1.0
Sr Crew Leader	3.0	3.0	3.0	4.0
Stormwater Investigation Technician	1.0	1.0	1.0	1.0
SW Maintenance & Install Supervisor	1.0	1.0	1.0	2.0
SW Maintenance Manager	1.0	1.0	1.0	1.0
Utility Service Mechanic I	2.0	2.0	5.0	5.0
Utility Service Mechanic II	3.0	3.0	0.0	0.0
<b>Total Number of Personnel (FTE's)</b>	<b>18.0</b>	<b>18.0</b>	<b>18.0</b>	<b>21.0</b>
<b>Stormwater Fund Grand Total</b>	<b>23.2</b>	<b>25.5</b>	<b>25.5</b>	<b>29.5</b>





## Stormwater Fund – Consolidated Operating Budget

**Department :** Stormwater Utility - Consolidated

**Business Unit :** Stormwater Fund - Consolidated

Budget Summary By Expenditure Class	FY 2021 - 22 Actual	FY 2022 - 23 Budgeted	FY 2023 - 24 Budgeted
Personnel Services	\$ 2,013,653	\$ 2,288,332	\$ 2,915,137
Operating Expenditures	2,907,281	3,263,170	3,498,073
Debt Service - GEFA Loans	286	8,700	11,700
Debt Service - Revenue Bonds	-	-	-
Transfers to Revenue Fund	1,194,698	1,111,050	1,145,681
Capital Outlay	4,708,102	3,860,365	3,149,820
	<u>\$ 10,824,020</u>	<u>\$ 10,531,617</u>	<u>\$ 10,720,411</u>

Budget Detail By Individual Categories	FY 2021 - 22 Actual	FY 2022 - 23 Budgeted	FY 2023 - 24 Budgeted
<b>Personnel Services:</b>			
Salaries and Wages	\$ 1,363,362	\$ 1,543,128	\$ 1,931,016
Overtime Pay	63,747	70,000	79,600
F.I.C.A.	105,026	118,046	147,724
Pension	234,787	266,346	333,129
Employee Benefits	246,731	290,812	423,668
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	88,713	137,335	141,485
Vehicle Supplies	58,070	70,133	92,979
Administrative Supplies	11,662	17,300	27,700
Safety Supplies	8,271	9,900	9,900
Special Purchases	473	500	600
Utilities	30,244	24,910	36,547
Rentals	3,625	10,000	10,000
Maintenance and Repairs	14,106	27,250	25,250
Outside Services	2,116,789	2,355,425	2,572,925
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	184,033	126,499	140,687
Accounting Charges	391,295	483,918	440,000
<b>Debt Service:</b>			
GEFA Interest	286	8,700	11,700
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	134,238	219,000	264,706
<b>Capital Projects:</b>			
Transfers to SW Internal	4,573,864	3,641,365	2,885,114
Transfers to Revenue Fund	1,194,698	1,111,050	1,145,681
Total Appropriations	<u>\$ 10,824,020</u>	<u>\$ 10,531,617</u>	<u>\$ 10,720,411</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:**

**Outside Services:** increase represents funding for [WP 23-24] SW-Development of a Rate Study Analysis for the SWU.

**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 2021 - 22 Actual	FY 2022 - 23 Budgeted	FY 2023 - 24 Budgeted
<b>Personnel Services:</b>			
Salaries and Wages	\$ 194,324	\$ 215,473	\$ 227,553
Overtime Pay	-	-	-
F.I.C.A.	14,283	16,484	17,408
Pension	33,212	37,191	39,253
Employee Benefits	23,978	26,346	27,985
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	890	1,165	1,880
Vehicle Supplies	431	478	762
Administrative Supplies	8,565	10,350	12,350
Safety Supplies	753	400	400
Special Purchases	473	500	600
Utilities	8,064	8,916	9,135
Rentals	-	-	-
Maintenance and Repairs	1,051	500	1,700
Outside Services	304,620	525,370	697,520
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	153,868	74,399	77,321
Accounting Charges	391,295	483,918	440,000
<b>Debt Service:</b>			
GEFA Interest	286	8,700	11,700
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	-	-	-
<b>Capital Projects:</b>			
Transfers to SW Internal	-	-	-
Transfers to Revenue Fund	1,194,698	1,111,050	1,145,681
Total Appropriations	\$ 2,330,791	\$ 2,521,240	\$ 2,711,248



## 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:**

**Personnel Services:** increase represents funding for a Green Infrastructure Inspector.

**Outside Services:** increase represents funding for assistance in the development of a Watershed Master Plan.

**Capital Expenditures:** represents funding for Truck (F-150 2WD).

Budget Detail By Individual Categories	FY 2021 - 22 Actual	FY 2022 - 23 Budgeted	FY 2023 - 24 Budgeted
<b>Personnel Services:</b>			
Salaries and Wages	\$ 278,932	\$ 304,153	\$ 403,083
Overtime Pay	14,420	15,000	18,000
F.I.C.A.	21,799	23,268	30,836
Pension	48,449	52,497	69,539
Employee Benefits	48,107	54,471	80,213
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	8,421	10,200	16,890
Vehicle Supplies	6,181	5,962	9,789
Administrative Supplies	315	3,200	5,600
Safety Supplies	1,096	2,500	2,500
Special Purchases	-	-	-
Utilities	8,337	6,137	10,422
Rentals	3,625	4,000	4,000
Maintenance and Repairs	706	1,050	1,050
Outside Services	442,028	567,305	589,655
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	7,265	13,042	16,203
Accounting Charges	-	-	-
<b>Debt Service:</b>			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
<b>Capital Budget:</b>			
Capital Expenditures	-	70,000	42,418
<b>Capital Projects:</b>			
Transfers to SW Internal	-	-	-
Transfers to Revenue Fund	-	-	-
Total Appropriations	\$ 889,682	\$ 1,132,785	\$ 1,300,198



## 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:**

**Personnel Services:** increase represents funding for a SW Maint Support Supervisor, SW Maint Sr Crew Leader and SW Equipment Operator.

**Capital Expenditures:** represents funding for Easements, Truck (F-550 W/Utility Bed), Tilt Trailer, Truck (F-150 2WD), CCTV Rover .

**Transfers to SW Internal:** represents funding for [SMP 20-207] Cured in Place Pipe, [SMP 20-207] Watershed Projects and [SMP 20-207] Removal and Replacement Pipe.

Budget Detail By Individual Categories	FY 2021 - 22 Actual	FY 2022 - 23 Budgeted	FY 2023 - 24 Budgeted
<b>Personnel Services:</b>			
Salaries and Wages	\$ 890,106	\$ 1,023,502	\$ 1,300,380
Overtime Pay	49,327	55,000	61,600
F.I.C.A.	68,944	78,294	99,480
Pension	153,126	176,658	224,337
Employee Benefits	174,645	209,995	315,470
<b>Operating Expenditures:</b>			
Operating Materials & Supplies	79,401	125,970	122,715
Vehicle Supplies	51,458	63,693	82,428
Administrative Supplies	2,783	3,750	9,750
Safety Supplies	6,422	7,000	7,000
Special Purchases			-
Utilities	13,843	9,857	16,990
Rentals	-	6,000	6,000
Maintenance and Repairs	12,349	25,700	22,500
Outside Services	1,370,141	1,262,750	1,285,750
Interest			-
Retiree Health Benefits			-
General Expenses	22,900	39,058	47,163
Accounting Charges		-	-
<b>Debt Service:</b>			
GEFA Interest		-	-
GEFA Principal		-	-
Transfers to Debt Service		-	-
<b>Capital Budget:</b>			
Capital Expenditures	134,238	149,000	222,288
<b>Capital Projects:</b>			
Transfers to SW Internal	4,573,864	3,641,365	2,885,114
Transfers to Revenue Fund	-	-	-
Total Appropriations	\$ 7,603,547	\$ 6,877,592	\$ 6,708,965



## 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 stormwater 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.

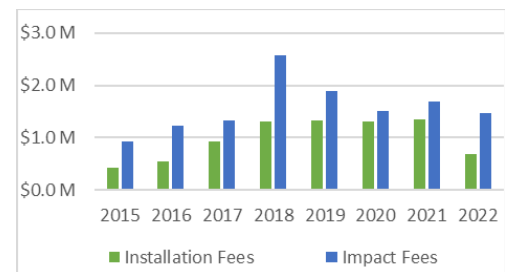
The capital planning process involves identifying current and future needs and prioritizing these needs based on certain operating assumptions. The primary objective of planning efforts for CCWA is to create a stable, long-range financial plan and support an orderly, efficient program of improvement, 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 2023 and 2022 were \$18.0 million and \$18.9 million, respectively.



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

The following are CCWA's Capital Improvement Program Goals and Objectives for the fiscal year 2023 - 2024:

- 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 2023 - 2024 are budgeted at \$28.5 million, consisting of \$6.7 million in capital equipment purchases and \$21.7 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 \$6.7 million, \$1.8 million higher than the previous year of \$4.9 million. Summaries of capital item purchases for Fiscal Year 2023 – 2024 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 \$21.7 million compared to the previous budget year amount of \$26.5 million, a decrease of \$4.8 million.



## 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 2023 - 2024

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 Funding	Debt Financing	FY23-24 Budget
2022-01	20-132		Customer Meter Replacement Program (AMR to AMI)	CS	CAP	\$ 42,000,000	\$ -	\$ 42,000,000	\$ -
2023-14			Evaluate Emergency Interconnections	DC	OP	40,000	-	-	40,000
2023-20	20-137	OS-06	Business Process Evaluation and Improvement- <i>Knowledge Retention Strategy</i>	AGM	OP	200,000	-	-	200,000
2021-06	20-910		London Ct. and Cristi Ct. Lift Station Design and Construction	GS	CAP	2,280,000	927,503	-	1,352,497
2023-12	20-910		Fire Station LS Detailed Design	GS	CAP	200,000	-	-	200,000
2020-08	20-165		SCADA Security	IT	CAP	50,000	50,000	-	-
2022-05	20-168		Network Switching and Cabling	IT	CAP	125,000	125,000	-	-
2023-03			App Extender Replacement	IT	CAP	40,000	-	-	40,000
2023-04			Repump Station Fiber Connection	IT	CAP	10,000	-	-	10,000
2023-06			JDE Replacement Evaluation	IT	CAP	-	100,000	-	-
2023-07			SCADA Disaster Recovery	IT	CAP	140,000	-	-	140,000
2023-21	20-152		Mobility Strategy	IT	OP	50,000	-	-	50,000
2023-22	20-164		Sourcing Strategy - Cloud	IT	OP	125,000	-	-	125,000
2023-23	20-167		Cyber Security	IT	CAP	60,000	-	-	60,000
2023-16			New website	PIO	OP	50,000	-	-	50,000
2022-10			Lead and Copper Rule Revisions: LSL Inventory	PME	OP	1,500,000	-	-	1,500,000
2023-17	20-604		Water Distribution Model Update	PME	CAP	-	400,000	-	-
2023-18			Asset Management Plan for Water Systems	PME	OP	150,000	-	-	150,000
2023-02			BU 310 - Hooper PFAS and Upgrades Design	PME/WP	CAP	5,000,000	-	5,000,000	-
2023-19			BU 320 - Hicks PFAS and Upgrades Design	PME/WP	CAP	25,000,000	-	25,000,000	-
2023-08	20-201		Develop Watershed Master Plan - Conley Creek	SW	OP	175,000	-	-	175,000
2023-09	20-206		Judy Lane Wetlands Enhancement	SW	CAP	500,000	-	-	500,000
2023-10	20-207		Walt Stephens and Rock Cut Road Culvert Repair - Construction	SW	CAP	602,000	-	602,000	-
2023-24			SW-Development of a Rate Study Analysis for the SWU	SW	OP	250,000	-	-	250,000
2021-22	20-311/20-318		Noah's Ark and Jonesboro Pump Stations and Back-up Generators	WP	CAP	24,200,000	20,200,000	-	-
2023-01	20-315		Bar Screen Replacement (Flint River Pump Station)	WP	CAP	150,000	150,000	-	-
2023-01	20-319		Flood Proofing Evaluation (Smith)	WP	OP	100,000	-	-	100,000
2023-25	20-317		Operability and Safety Improvement Plan	WP	OP	50,000	-	-	50,000
2023-13			Shoal Creek WRF Improvements	WR	CAP	2,400,000	-	-	2,400,000
2023-25	20-713		Operability and Safety Improvement Plan	WR	OP	50,000	-	-	50,000
2023-30	20-716		Partnership for Clean Water	WR	OP	50,000	-	-	50,000
						<b>\$ 105,547,000</b>	<b>\$ 21,952,503</b>	<b>\$ 72,602,000</b>	<b>\$ 7,492,497</b>

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

The Authority's goal is to replace approximately 10 percent of the Authority's 177 fleet trucks are reviewed for replacement annually based on a scoring factor that includes mileage, corrective maintenance cost and age. Beginning in FY 2020 – 2021, supply chain disruptions and the associated manufacturer backlogs, the Authority has been unable to meet this goal.

This year the **Water and Sewer Fund** budgeted for twenty-one trucks to be replaced. These vehicles are included in the current year budgeted request for Capital Equipment of \$6.5M which is \$1.8M higher than the previous year budget. Contributing to this increase is the replacement of two large trucks, a combination Vac-Truck and a CCTV truck with updated technologies need to maintain the conveyance infrastructure throughout the County. The budgeted amount over the previous five fiscal years has averaged \$3.5M.

This year, the **Stormwater Fund** budgeted \$265K for *Capital Equipment*. This request is \$46K higher than the previous budget year due to the initial equipment purchases needed for a new maintenance crew and additional inspector. Historically, differences in the type and cost of equipment purchases from year to year are responsible for variances. The budgeted amount over the previous five fiscal years has averaged \$345K.

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

Description	Water and Sewer Fund			Stormwater Fund		
	Replacement	New	Total	Replacement	New	Total
Vehicles						
Trucks - Fleet	\$ 715,918	\$ 268,322	\$ 984,240	\$ -	\$ 84,836	\$ 84,836
Trucks - Dump, Heavy	957,162	-	957,162	-	89,870	89,870
Trailers	22,000	-	22,000	-	9,000	9,000
Buildings and Structures	-	-	-	-	-	-
Building, Roof, Paving, HVAC	484,000	150,000	634,000	-	-	-
Tanks and Containers	422,355	-	422,355	-	-	-
Equipment	-	-	-	-	-	-
Field Equipment - Construction Equipment	310,469	10,000	320,469	-	-	-
Data Processing/IT System Equipment	388,000	354,000	742,000	-	-	-
Plant Equipment	1,389,205	316,500	1,705,705	-	-	-
Other	440,953	233,100	674,053	-	81,000	81,000
<b>Total Capital Equipment</b>	<b>\$ 5,130,062</b>	<b>\$ 1,331,922</b>	<b>\$ 6,461,984</b>	<b>\$ -</b>	<b>\$ 264,706</b>	<b>\$ 264,706</b>





### Fleet Assessment Guidelines

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

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

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

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

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

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

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 177 fleet trucks that range in age from 2006 through 2023. Approximately 10 percent are reviewed for replacement annually based on a scoring factor that includes mileage, corrective maintenance cost and age. year the Water and Sewer Fund budgeted for twenty-one trucks to be replaced. These vehicles are included in the current year budgeted request for Capital Equipment of \$6.5M which is \$1.8M higher than the previous year budget. Contributing to this increase is the replacement of two large trucks, a combination Vac-Truck and a CCTV truck with updated technologies need to maintain the conveyance infrastructure throughout the County. 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
<b>EXECUTIVE DIVISION</b>				
102 HR	<b>Automobile/Pickup Trucks:</b>			
	SUV		\$ 42,241	
106 IT	<b>Computing Devices:</b>			
	CISCO C220 M4 Replacement	\$ 260,000		
	Equallogic SAN Replacement	48,000		
	UPK Replacement	80,000		
	ME M365 Management Tool		10,000	
	Windows Patch Management Tool		30,000	
	E-Business Card Solution		15,000	
	Application Monitoring Tool		30,000	
	Back-Up Process Enhancement		60,000	
	Manage Engine Asset Management		8,000	
	Everbridge E911		20,000	
	Everbridge Critical Event Management		50,000	
	Everbridge Resident Connect		50,000	
	<b>Desks/Tables/Racks:</b>			
	Furniture (Desk, Table, Chairs, Etc.		35,000	
131 Meter Services	<b>Automobile/Pickup Trucks:</b>			
	F-150 Pickup Truck Super Cab 4WD	47,562		
	F-150 Pickup Truck Super Cab 2 WD	42,418		
	F-150 Pickup Truck Super Cab 2 WD	42,418		
	F-150 Pickup Truck Super Cab 2 WD	42,418		
	F-150 Pickup Truck Super Cab 2 WD	42,418		
	F-150 Pickup Truck Super Cab 2 WD	42,418		
	F-150 Pickup Truck Super Cab 2 WD	42,418		
	F-150 Pickup Truck Super Cab 2 WD	42,418		
135 Customer Service	<b>Communication Equipment:</b>			
	Kiosk for Forest Park Office		30,000	
940 Warehouse	<b>Site Preparation:</b>			
	Gravel/Fencing Offsite Pipe Yard		25,000	
	<b>Lifting/Handling Equipment:</b>			
	Forklift		65,000	
<b>Total Executive</b>		<b>\$ 732,488</b>	<b>\$ 470,241</b>	<b>\$ 1,202,729</b>



Budget Unit - Department	Description	Replacement	New	Total
<b>WATER PRODUCTION DIVISION</b>				
301 Water Production Manager	<b>Communication Equipment:</b> Pressure Transducers	\$ 76,000		
	<b>Seating:</b> Lobby Chairs (Qty 50)	20,000		
310 WJ Hooper Water Plant	<b>Building Services:</b> High Service Pump Station HVAC Unit Admin Building HVAC Unit	168,000 66,000		
	<b>Reconditioning Water Tank:</b> Storage Tank #1 Interior Recoating	350,000		
	<b>Treatment Equipment:</b> Main Press Conveyor Belt	75,000		
	<b>Monitoring/Control Equipment:</b> Phosphoric Pump Skid High Service Pump Controls (Qty 4)	28,000 105,000		
311 Morrow Pumping Station	<b>Monitoring/Control Equipment:</b> Pressure Transmitter Upgrades		\$ 17,000	
312 Noah's Ark Rd Pumping Station	<b>Monitoring/Control Equipment:</b> Pressure Transmitter Upgrades	25,000		
314 Elevated Tanks	<b>Monitoring/Control Equipment:</b> Pressure Transmitter Upgrades		12,500	
315 J.W. Smith Water Plant	<b>Building &amp; Structures:</b> Roof		150,000	
	<b>Pumping Equipment:</b> Small River Pump Large River Pump	80,000 240,000		
	<b>Monitoring/Control Equipment:</b> Pressure Transmitter Upgrades		42,000	
	<b>Lifting/Handling Equipment:</b> Pallet Jack		6,000	
	<b>Automobile/Pickup Trucks:</b> Utility Vehicle		15,000	
317 Jonesboro Pumping Station	<b>Monitoring/Control Equipment:</b> Pressure Transmitter Upgrades		20,000	
320 Terry R Hicks Water Production Plant	<b>Building Services:</b> HVAC Unit (Qty 2)	100,000		
	<b>Monitoring/Control Equipment:</b> Turbidity Meters (Qty 13) Pressure Transmitter Upgrades	70,000 60,000		
	<b>Valve (In- Plant/Building):</b> Butterfly Valve	15,000		
325 Well Program	<b>Monitoring/Control Equipment:</b> Controller	20,000		
330 Water Quality Laboratory	<b>Automobile/Pickup Trucks:</b> SUV		31,627	
	<b>Laboratory Equipment:</b> FlowCam Cyano		165,000	
340 Smith CUB & Recreation Park	<b>Paving &amp; Surfacing:</b> Cut and Patch/Asphalt CUB Driveway	15,000		
350 Lake Shamrock Recreation	<b>Paving &amp; Surfacing:</b> Cut and Patch/Asphalt Shamrock Entrance	15,000		
351 Shamrock Community Use Building	<b>Building &amp; Structures:</b> Great Room Flooring Outside Door	25,000 30,000		
<b>Total Water Production</b>		<b>\$ 1,523,000</b>	<b>\$ 519,127</b>	<b>\$ 2,042,127</b>



Budget Unit - Department	Description	Replacement	New	Total
<b>PROGRAM MGMT AND ENGINEERING DIVISION</b>				
530 Engineering	<b>Easements:</b>			
	Easements		\$ 100	
535 Geographic Information System	<b>Computing Devices:</b>			
	Additional Feeance Mobile Licenses (Qty 30)		10,500	
	Additional ArcGIS Server		22,000	
	Additional FME Server Engine		6,500	
	Additional FME Server		14,000	
<b>Total Program Mgmt. and Engineering</b>		<b>\$ -</b>	<b>\$ 53,100</b>	<b>\$ 53,100</b>
<b>DISTRIBUTION AND CONVEYANCE DIVISION</b>				
601 D&C Department Manager	<b>Automobile/Pickup Trucks:</b>			
	F-150 Pickup Truck Super Cab 4WD	\$ 47,562		
	<b>Safety Equipment:</b>			
	Staircase Handrails		\$ 15,000	
612 Water Distribution Maintenance	<b>Pumping Equipment:</b>			
	3" Trash Pump	65,000		
	<b>Construction Equipment:</b>			
	Rubber Tire Backhoe	117,331		
	<b>Automobile/Pickup Trucks:</b>			
	F-250 Pickup Truck Super Cab W/Utility Bed	64,818		
617 Leak Detection and Repair	<b>Measuring/Drafting Equipment:</b>			
	Leak Detection Equipment	35,000		
619 Utility and Landscaping Services	<b>Landscaping Equipment:</b>			
	Mini Skid	42,500		
621 Water Conveyance Maintenance	<b>Pumping Equipment:</b>			
	Silent Godwin Pump (Qty 2)	150,000		
	<b>Construction Equipment:</b>			
	Hydraulic Excavator	150,638		
627 Conveyance System Inspections	<b>Construction Equipment:</b>			
	Electric Winch Compact Loader		10,000	
	<b>Trucks:</b>			
	Combo Jet Truck	500,000		
	CCTV Truck	400,000		
	<b>Trailers (Non-Forestry):</b>			
	Trailer	22,000		
	<b>Automobile/Pickup Trucks:</b>			
	ATV (Qty 2)		42,000	
<b>Total Distribution and Conveyance</b>		<b>\$ 1,594,849</b>	<b>\$ 67,000</b>	<b>\$ 1,661,849</b>
<b>WATER RECLAMATION DIVISION</b>				
720 W.B. Casey Sr. WRRF	<b>Treatment Equipment:</b>			
	Hypo Tank	\$ 72,355		
	<b>Monitoring/Control Equipment:</b>			
	Auma Valve	6,905		
	Insertion Probe	12,162		
724 Shoal Creek WRP	<b>Building Services:</b>			
	HVAC Unit	40,000		
	<b>Pumping Equipment:</b>			
	Raw Pump #1	75,000		
	Ferric Sulfate Pump and VFD	15,000		
	Transfer Pump (Spare)	75,000		
	<b>Monitoring/Control Equipment:</b>			
	SCADA and Controls Upgrade (Influent/Effluent)	50,000		
	SCADA and Controls Upgrade (Panhandle)	40,000		



Budget Unit - Department	Description	Replacement	New	Total
727 Shoal Creek Solids Handling	<b>Treatment Equipment:</b>			
	Dewatering Truck Scales (Qty 2)	110,000		
	<b>Monitoring/Control Equipment:</b>			
	Centrifuge #1 & #2 Control Panels	100,000		
730 Laboratory/Environmental Compliance	<b>Automobile/Pickup Trucks:</b>			
	F150 Pickup Super Cab 2WD	42,418		
	<b>Laboratory Equipment:</b>			
	Sample Refrigerator	10,000		
	Muffle Furnace	6,000		
	Heating and Drying Oven	5,000		
731 Pelletizing	<b>Pumping Equipment:</b>			
	Sludge Pump (Qty 2)	76,418		
740 NTS Operations & Maintenance	<b>Automobile/Pickup Trucks:</b>			
	F-150 Pickup Crew Cab 4WD	50,251		
	<b>Landscaping Equipment:</b>			
	Batwing Mower	28,603		
<b>Total Water Reclamation</b>		<b>\$ 815,112</b>	<b>\$ -</b>	<b>\$ 815,112</b>
<b>GENERAL SERVICES DIVISION</b>				
925 Sewage Lift Station	<b>Treatment Equipment:</b>			
	Rotating Assemblies and Housings	\$ 52,000		
	Flygt Pump for Rum Creek	121,000		
	<b>Monitoring/Control Equipment:</b>			
	Mission Unit Upgrades (All 44 Lift Stations)	10,720		
	<b>Automobile/Pickup Trucks:</b>			
	F-250 Pickup Super Cab 4WD w/ Utility Body		64,818	
930 Garage	<b>Building Services:</b>			
	Garage Door	25,000		
950 Plant Maintenance	<b>Automobile/Pickup Trucks:</b>			
	F-600 C&C Mechanic's Body w/ 8K Crane	166,381		
	F-250 Pickup Super Cab 4WD		64,818	
	F-250 Pickup Super Cab 4WD		64,818	
	<b>Computing Devices:</b>			
	Rockwell Software License		28,000	
960 Grounds/Right-of-Way Maintenance	<b>Trucks:</b>			
	F-350 Pickup Crew Cab 2WD	57,162		
	<b>Landscaping Equipment:</b>			
	Grass Hopper Mower (Qty 2)	32,350		
<b>Total General Services</b>		<b>\$ 464,613</b>	<b>\$ 222,454</b>	<b>\$ 687,067</b>
<b>Total Capital Equipment</b>		<b>\$5,130,062</b>	<b>\$1,331,922</b>	<b>\$6,461,984</b>



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

At \$265K, *Capital Equipment* is budgeted at \$46K higher than the previous budget year due to the initial equipment purchases needed for a new maintenance crew and additional inspector. Historically, differences in the type and cost of equipment purchases from year to year are responsible for variances.

Budget Unit - Department	Description	Replacement	New	Total
<b>STORMWATER FUND</b>				
<b>205 Stormwater Engineering</b>	<b><i>Automobile/Pickup Trucks:</i></b>			
	F-150 Pickup Truck Super Cab 2 WD		\$ 42,418	
<b>210 Stormwater Maintenance</b>	<b><i>Easements:</i></b>			
	Easements:		1,000	
	<b><i>Trucks:</i></b>			
	F-550 Truck W/Utility Body		89,870	
	<b><i>Trailers (Non-Forestry)</i></b>			
	Tilt Trailer		9,000	
	<b><i>Automobile/Pickup Trucks:</i></b>			
	F-150 Pickup Truck Super Cab 2 WD		42,418	
	<b><i>Audio/Visual Equipment:</i></b>			
	CCTV Rover		80,000	
<b>Total Capital Equipment</b>		<b>\$</b>	<b>-</b>	<b>\$ 264,706 \$ 264,706</b>

### Capital Improvement Program (CIP) – Capital Projects

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

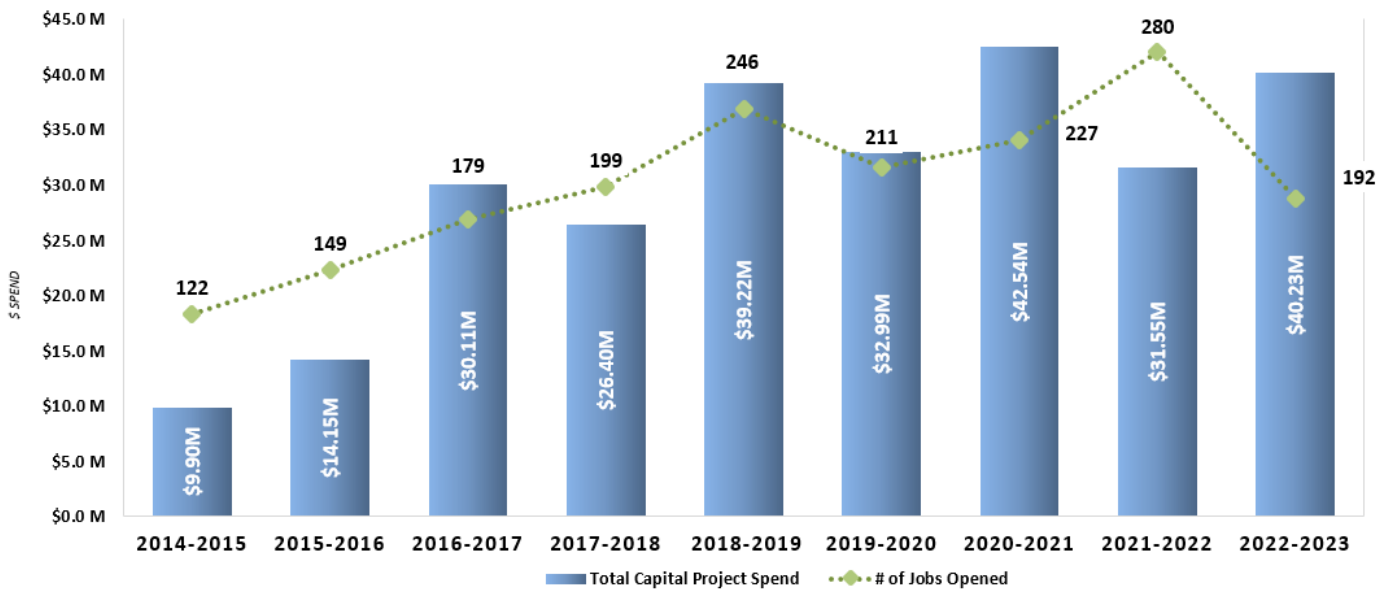




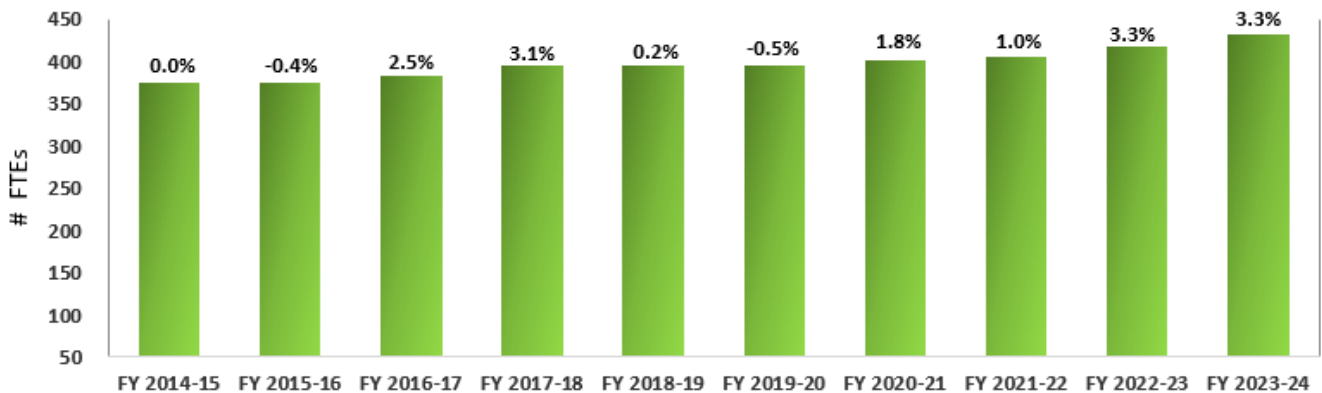


## Historical Capital Project Spending

### Changes in Capital Project Activity



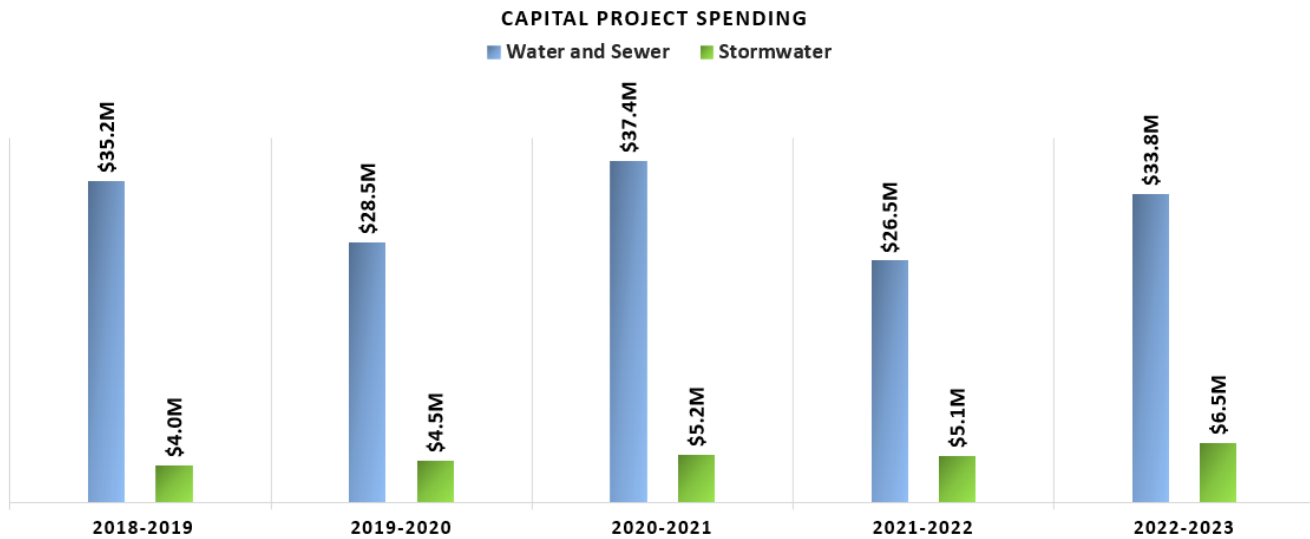
Over the 10-year period illustrated in the graph above, the number of capital projects opened has increased 75 percent and spending has increased 260 percent, staffing has increased by 56 employees or 15 percent. The number of full-time employees (FTEs) in FY 2014-2015 was 376 compared with 432 in the FY 2023-2024 budget.



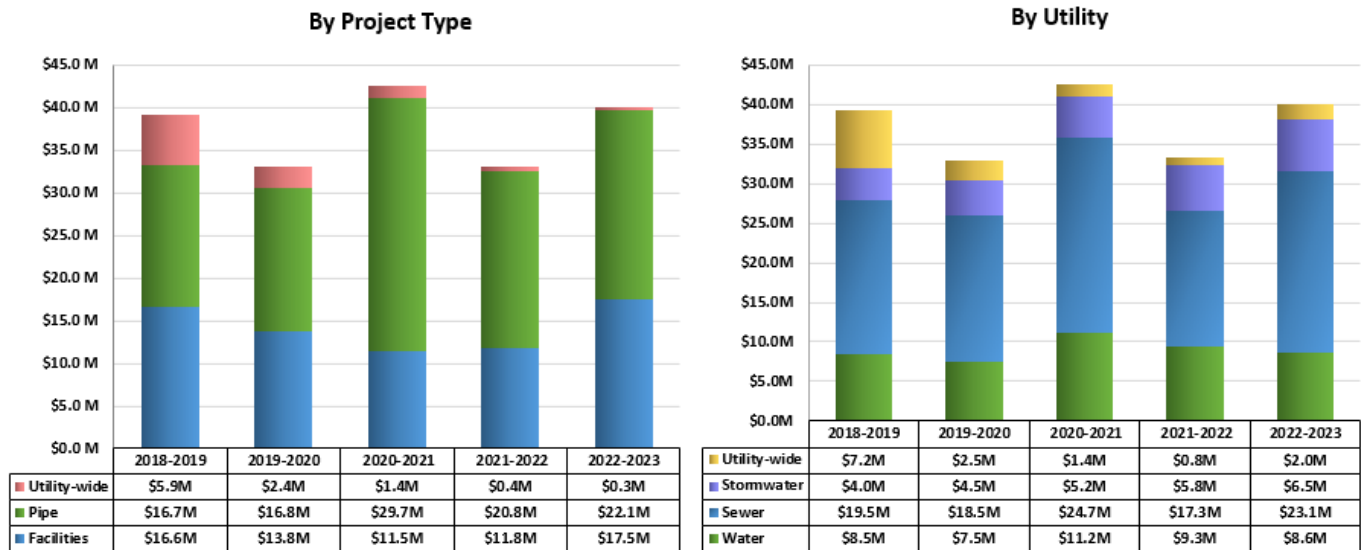
Due to maintenance and repair needs for our Water, Sewer and Stormwater facilities and pipe infrastructure outlined in the 2015 Strategic Master Plan update, additional construction and engineering staff were added beginning in FY 2016-2017 budget. Since that time, thirteen additional positions have been added to the Program Management, Construction Services, and Engineering area to meet the needs of the capital improvement program. 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 with two assigned to Water Reclamation facilities and four assigned to General Services. The Information Technology area has grown by five employees since FY 2013-2014. Water Production staffing has grown by six employees over the past decade as additional Plant Operators and Lab analysts have been added. Between FY 2019-2020 and the current budget request, the General Services division has increased in size by five employees to accommodate the increase in equipment maintenance required to maintain the additional new assets being constructed.



## Changes in Capital Project Spending - By Fund

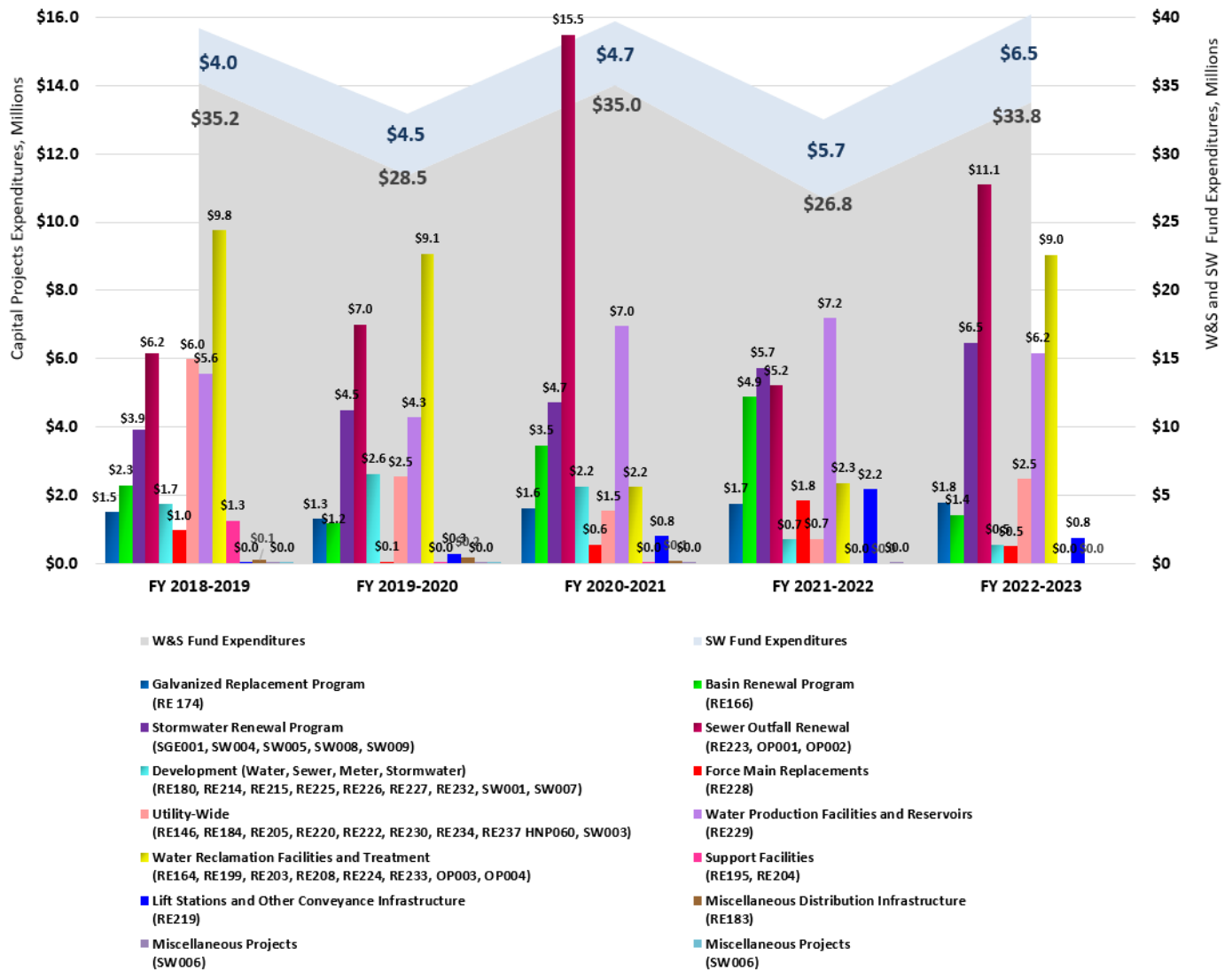


## Changes in Capital Project Spending – By Project Type and Utility





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





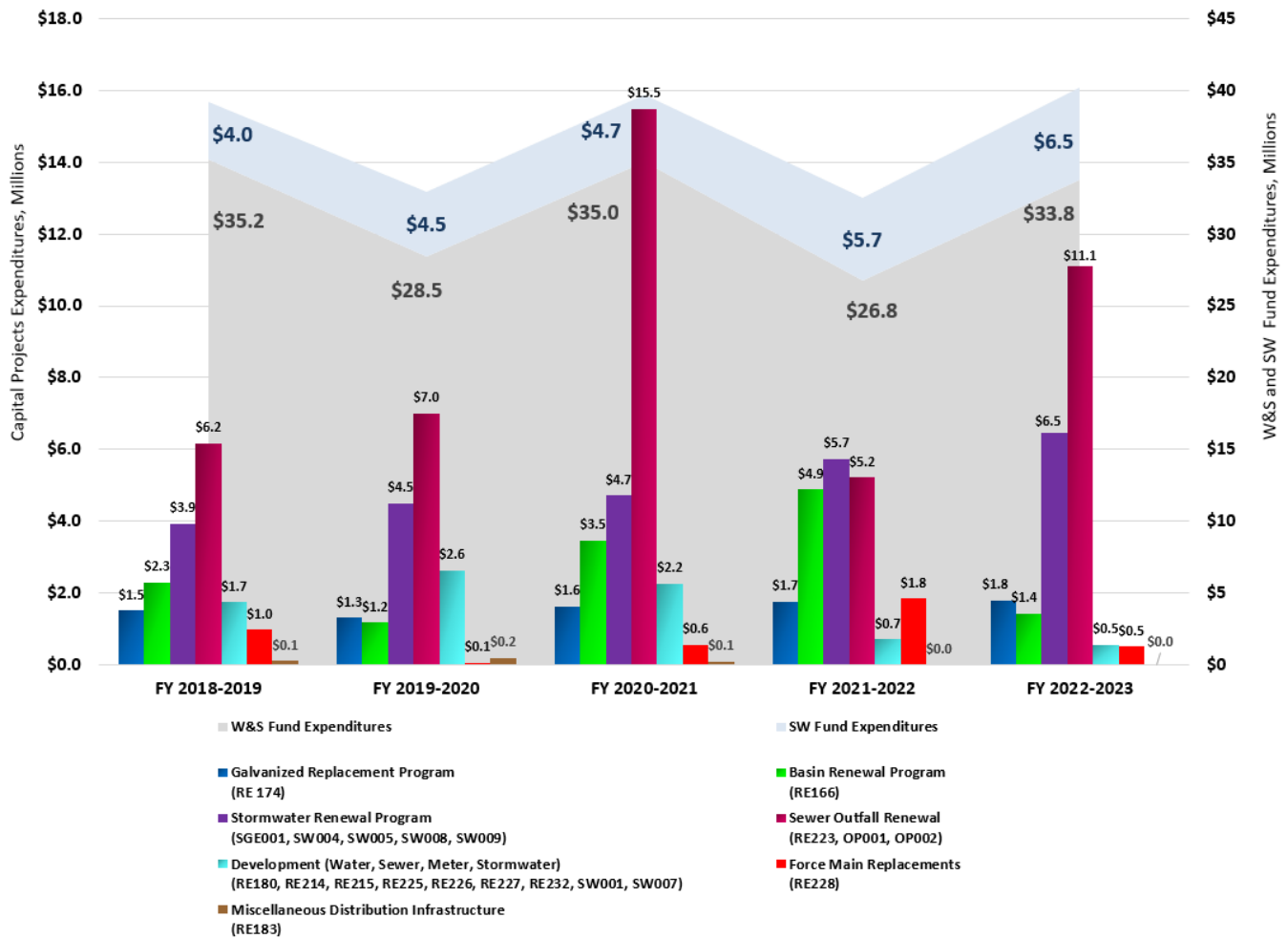
## ANNUAL CAPITAL SPENDING

	FY 2018-2019	FY 2019-2020	FY 2020-2021	FY 2021-2022	FY 2022-2023
<b>Total</b>	<b>\$39,219,101</b>	<b>\$32,992,536</b>	<b>\$39,731,884</b>	<b>\$32,548,669</b>	<b>\$40,231,887</b>
W&S Fund Expenditures	\$35,202,878	\$28,467,246	\$35,007,579	\$26,798,740	\$33,757,169
SW Fund Expenditures	\$4,016,223	\$4,525,290	\$4,724,305	\$5,749,928	\$6,474,719
Galvanized Replacement Program (RE 174)	\$1,500,791	\$1,295,883	\$1,611,912	\$1,745,902	\$1,775,558
Basin Renewal Program (RE166)	\$2,280,780	\$1,171,729	\$3,453,095	\$4,883,394	\$1,408,846
Stormwater Renewal Program (SGE001, SW004, SW005, SW008, SW009)	\$3,929,828	\$4,485,222	\$4,706,594	\$5,741,388	\$6,469,523
Sewer Outfall Renewal (RE223, OP001, OP002)	\$6,169,261	\$7,007,259	\$15,496,838	\$5,208,882	\$11,091,337
Development (Water, Sewer, Meter, Stormwater) (RE180, RE214, RE215, RE225, RE226, RE227, RE232, SW001, SW007)	\$1,730,986	\$2,621,994	\$2,243,303	\$700,315	\$546,458
Force Main Replacements (RE228)	\$961,214	\$50,336	\$556,570	\$1,840,886	\$501,170
Utility-Wide (RE146, RE184, RE205, RE220, RE222, RE230, RE234, RE237 HNP060, SW003)	\$5,976,620	\$2,541,608	\$1,534,668	\$717,036	\$2,465,280
Water Production Facilities and Reservoirs (RE229)	\$5,560,992	\$4,271,594	\$6,952,466	\$7,189,122	\$6,175,938
Water Reclamation Facilities and Treatment (RE164, RE199, RE203, RE208, RE224, RE233, OP003, OP004)	\$9,754,203	\$9,072,285	\$2,241,189	\$2,345,630	\$9,039,202
Support Facilities (RE195, RE204)	\$1,254,471	\$4,491	\$6,050	\$0	\$0
Lift Stations and Other Conveyance Infrastructure (RE219)	\$3,183	\$281,941	\$802,540	\$2,169,307	\$757,910
Miscellaneous Distribution Infrastructure (RE183)	\$91,416	\$179,853	\$74,812	\$0	\$0
Miscellaneous Projects (SW006)	\$5,355	\$8,343	\$16,444	\$6,807	\$665





## Changes in Capital Spending – Pipeline Infrastructure Programs

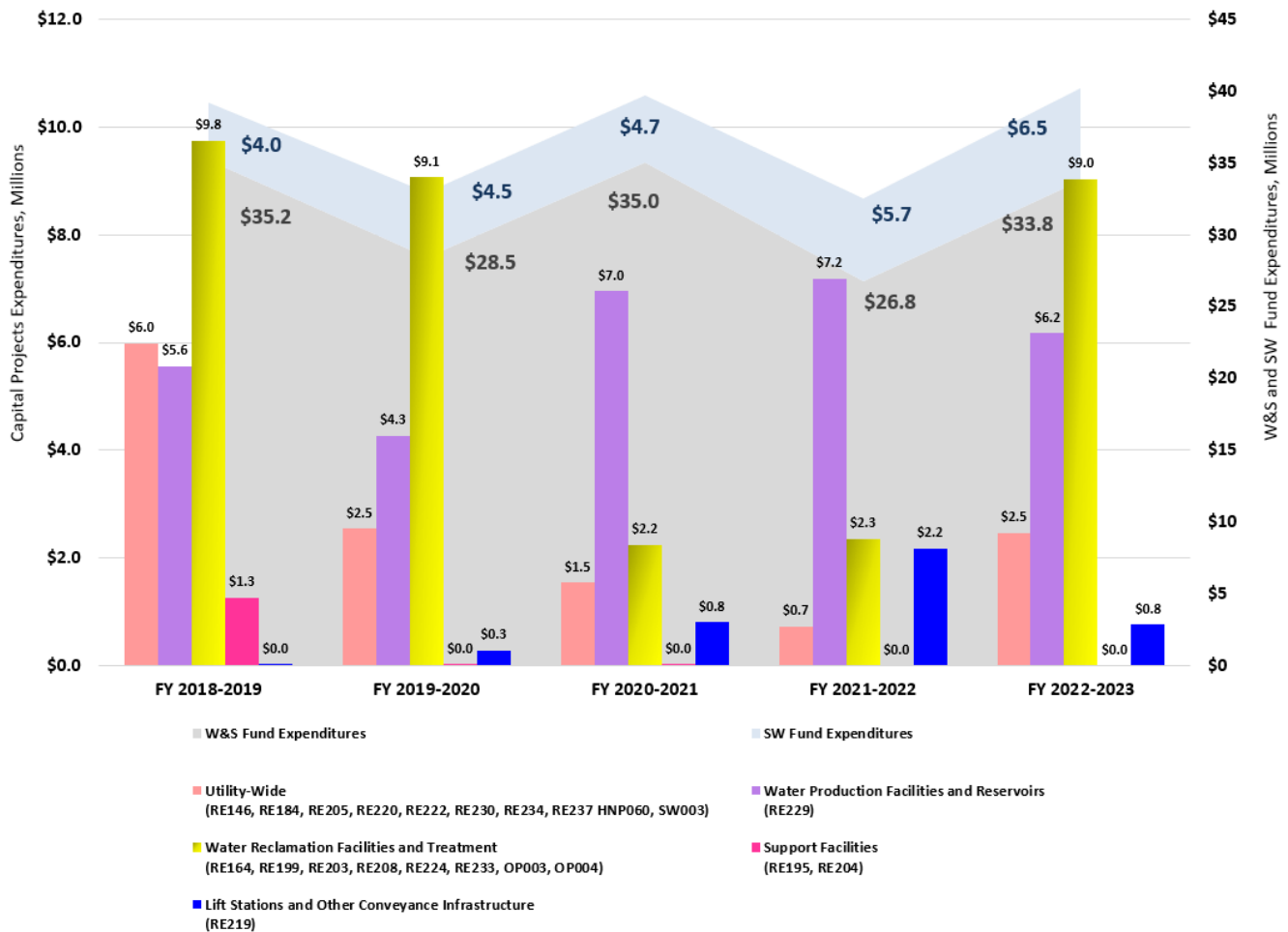


## ANNUAL CAPITAL SPENDING

	FY 2018-2019	FY 2019-2020	FY 2020-2021	FY 2021-2022	FY 2022-2023
<b>Total</b>	<b>\$39,219,101</b>	<b>\$32,992,536</b>	<b>\$39,731,884</b>	<b>\$32,548,669</b>	<b>\$40,231,887</b>
W&S Fund Expenditures	\$35,202,878	\$28,467,246	\$35,007,579	\$26,798,740	\$33,757,169
SW Fund Expenditures	\$4,016,223	\$4,525,290	\$4,724,305	\$5,749,928	\$6,474,719
Galvanized Replacement Program (RE 174)	\$1,500,791	\$1,295,883	\$1,611,912	\$1,745,902	\$1,775,558
Basin Renewal Program (RE166)	\$2,280,780	\$1,171,729	\$3,453,095	\$4,883,394	\$1,408,846
Stormwater Renewal Program (SGE001, SW004, SW005, SW008, SW009)	\$3,929,828	\$4,485,222	\$4,706,594	\$5,741,388	\$6,469,523
Sewer Outfall Renewal (RE223, OP001, OP002)	\$6,169,261	\$7,007,259	\$15,496,838	\$5,208,882	\$11,091,337
Development (Water, Sewer, Meter, Stormwater) (RE180, RE214, RE215, RE225, RE226, RE227, RE232, SW001, SW007)	\$1,730,986	\$2,621,994	\$2,243,303	\$700,315	\$546,458
Force Main Replacements (RE228)	\$961,214	\$50,336	\$556,570	\$1,840,886	\$501,170
Miscellaneous Distribution Infrastructure (RE183)	\$91,416	\$179,853	\$74,812	\$0	\$0
<b>All Pipeline Related Projects</b>	<b>\$12,734,449</b>	<b>\$12,327,053</b>	<b>\$23,436,529</b>	<b>\$14,379,380</b>	<b>\$15,323,370</b>



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



ANNUAL CAPITAL SPENDING	FY 2018-2019	FY 2019-2020	FY 2020-2021	FY 2021-2022	FY 2022-2023
<b>Total</b>	<b>\$39,219,101</b>	<b>\$32,992,536</b>	<b>\$39,731,884</b>	<b>\$32,548,669</b>	<b>\$40,231,887</b>
<b>W&amp;S Fund Expenditures</b>	<b>\$35,202,878</b>	<b>\$28,467,246</b>	<b>\$35,007,579</b>	<b>\$26,798,740</b>	<b>\$33,757,169</b>
<b>SW Fund Expenditures</b>	<b>\$4,016,223</b>	<b>\$4,525,290</b>	<b>\$4,724,305</b>	<b>\$5,749,928</b>	<b>\$6,474,719</b>
<b>Utility-Wide (RE146, RE184, RE205, RE220, RE222, RE230, RE234, RE237 HNP060, SW003)</b>	<b>\$5,976,620</b>	<b>\$2,541,608</b>	<b>\$1,534,668</b>	<b>\$717,036</b>	<b>\$2,465,280</b>
<b>Water Production Facilities and Reservoirs (RE229)</b>	<b>\$5,560,992</b>	<b>\$4,271,594</b>	<b>\$6,952,466</b>	<b>\$7,189,122</b>	<b>\$6,175,938</b>
<b>Water Reclamation Facilities and Treatment (RE164, RE199, RE203, RE208, RE224, RE233, OP003, OP004)</b>	<b>\$9,754,203</b>	<b>\$9,072,285</b>	<b>\$2,241,189</b>	<b>\$2,345,630</b>	<b>\$9,039,202</b>
<b>Support Facilities (RE195, RE204)</b>	<b>\$1,254,471</b>	<b>\$4,491</b>	<b>\$6,050</b>	<b>\$0</b>	<b>\$0</b>
<b>Lift Stations and Other Conveyance Infrastructure (RE219)</b>	<b>\$3,183</b>	<b>\$281,941</b>	<b>\$802,540</b>	<b>\$2,169,307</b>	<b>\$757,910</b>
<b>All Facility Improvement Projects</b>	<b>\$22,549,469</b>	<b>\$16,171,919</b>	<b>\$11,536,914</b>	<b>\$12,421,095</b>	<b>\$18,438,330</b>

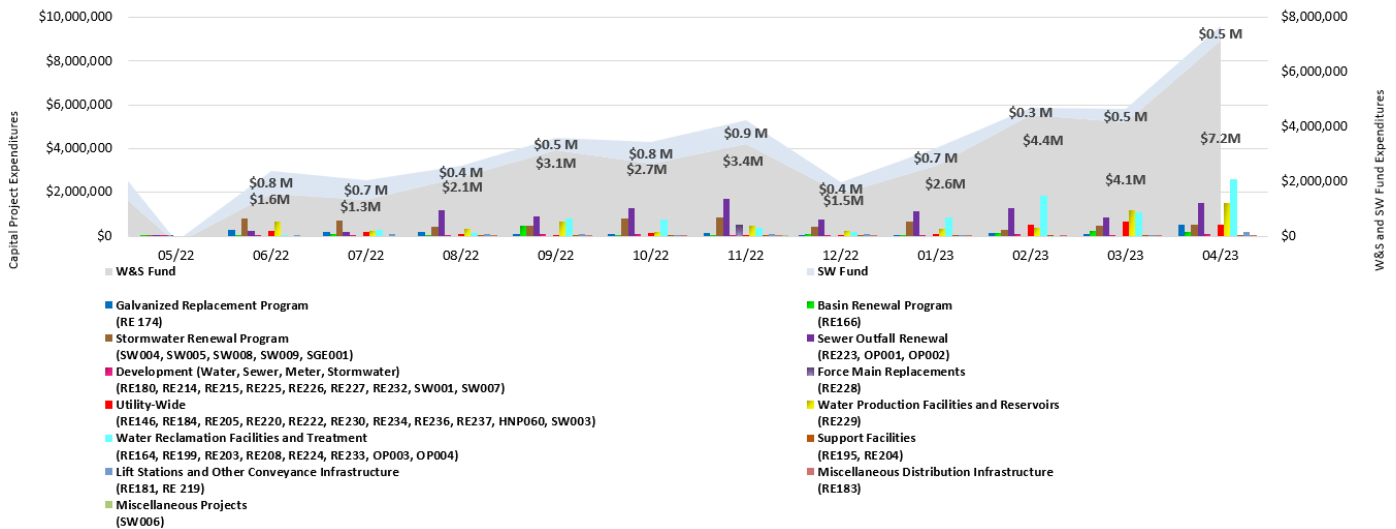
The description and purpose of the primary Renewal and Extension construction lines follow under the heading [Capital Project Funding FY 2023 – 2024 – By Main Construction Line](#) and [Capital Project Funding FY 2023 – 2024 – By Stormwater Construction Lines](#). Renewal and Extension construction lines specific to Pipeline Programs is located under the heading [Distribution and Conveyance Programs](#).





## Construction in Progress – FY 2022 – 2023 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 2022 – 2023 is shown below.



FY 2022-2023 MONTHLY CAPITAL SPENDING SUMMARY

	05/22	06/22	07/22	08/22	09/22	10/22	11/22	12/22	01/23	02/23	03/23	04/23
W&S Fund	(\$261,430)	\$1,552,316	\$1,328,580	\$2,140,463	\$3,133,514	\$2,652,735	\$3,368,116	\$1,545,492	\$2,564,966	\$4,424,268	\$4,146,598	\$7,161,549
SW Fund	\$54,399	\$815,160	\$723,101	\$414,848	\$456,338	\$787,411	\$861,809	\$407,694	\$661,516	\$273,119	\$488,543	\$530,780
Galvanized Replacement Program (RE 174)	(\$113,641)	\$278,358	\$207,182	\$168,759	\$114,452	\$109,724	\$128,382	\$61,278	\$53,727	\$162,907	\$81,592	\$522,836
Basin Renewal Program (RE166)	\$9,409	\$24,863	\$74,914	\$47,207	\$451,155	\$66,002	\$35,164	\$114,940	\$26,035	\$138,442	\$225,780	\$194,935
Stormwater Renewal Program (SW004, SW005, SW008, SW009, SGE001)	\$54,399	\$814,460	\$722,818	\$414,489	\$455,764	\$787,360	\$860,901	\$407,439	\$661,516	\$273,272	\$486,928	\$530,179
Sewer Outfall Renewal (RE223, OP001, OP002)	\$17,229	\$259,528	\$185,632	\$1,201,643	\$882,052	\$1,288,271	\$1,690,467	\$775,174	\$1,138,331	\$1,289,638	\$831,885	\$1,531,488
Development (Water, Sewer, Meter, Stormwater) (RE180, RE214, RE215, RE225, RE226, RE227, RE232, SW001, SW007)	\$67,566	\$18,811	\$24,903	\$65,269	\$105,197	\$85,814	\$34,344	\$26,317	\$6,612	\$73,480	\$60,073	\$85,594
Force Main Replacements (RE228)	\$690	\$0	\$0	\$0	\$0	\$0	\$500,480	\$0	\$0	\$0	\$0	\$0
Utility-Wide (RE146, RE184, RE205, RE220, RE222, RE230, RE234, RE236, RE237, HNP060, SW003)	(\$174,613)	\$219,019	\$178,419	\$78,408	\$30,001	\$135,116	\$42,258	\$28,658	\$105,727	\$540,690	\$657,993	\$516,079
Water Production Facilities and Reservoirs (RE229)	(\$56,589)	\$672,854	\$260,040	\$329,504	\$657,055	\$166,531	\$481,630	\$233,043	\$336,962	\$390,619	\$1,184,261	\$1,520,028
Water Reclamation Facilities and Treatment (RE164, RE199, RE203, RE208, RE224, RE233, OP003, OP004)	(\$11,482)	\$49,443	\$289,905	\$153,415	\$809,126	\$765,177	\$377,896	\$189,639	\$873,147	\$1,828,339	\$1,097,880	\$2,616,718
Support Facilities (RE195, RE204)	\$0	\$1	\$2	\$3	\$4	\$5	\$6	\$7	\$8	\$9	\$10	\$11
Lift Stations and Other Conveyance Infrastructure (RE181, RE 219)	\$0	\$30,140	\$107,868	\$96,616	\$85,051	\$36,151	\$77,737	\$116,699	\$24,426	\$0	\$8,749	\$174,472
Miscellaneous Distribution Infrastructure (RE183)	\$0	\$1	\$2	\$3	\$4	\$5	\$6	\$7	\$8	\$9	\$10	\$11
Miscellaneous Projects (SW006)	\$0	\$0	\$0	\$0	\$0	\$0	\$665	\$0	\$0	\$0	\$0	\$0
Total Monthly Capital Project Expenditures	(\$207,031)	\$2,367,478	\$2,051,686	\$2,555,317	\$3,589,860	\$3,440,156	\$4,229,937	\$1,953,200	\$3,226,498	\$4,697,405	\$4,635,162	\$7,692,352

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 2023 – 2024 through FY 2027 - 2028

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 \$202.4 million from the budget over the five-year period and Stormwater Fund projects require a total of \$20.0 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 2023 – 2024 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 2023 – 2024 Water and Sewer budget total \$18.9 million with an additional \$16.4 million funded from both Renewal and Extension Fund surplus and the FY 2022 – 2023 budget surplus approved by the Board of Directors when the FY 2023 – 2024 budget was approved. Funding for the Super Hicks PFAS and Capacity Water Production Facility design of \$30.0 million will be received from the Georgia Environmental Finance Authority with \$14 million coming from Federal Grants – Immerging Contaminants and \$16 million from a Drinking Water loan. Capital projects funded by the FY 2023 – 2024 Stormwater budget total \$2.9M.

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

Capital	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
<b>Dist &amp; Conveyance-Water</b>	\$ 3,750,000	\$ 4,500,000	\$ 4,500,000	\$ 4,500,000	\$ 4,500,000
<b>Dist &amp; Conveyance-Sewer</b>	8,000,000	10,520,640	4,020,640	3,520,640	8,020,640
<b>General Services</b>	1,700,000	1,700,000	2,450,000	1,850,000	1,850,000
<b>IT</b>	375,000	840,000	840,000	840,000	1,110,000
<b>Utility-wide</b>	100,000	1,000,000	1,000,000	1,000,000	1,100,000
<b>Water Production</b>	12,550,000	10,145,000	-	1,850,000	4,950,000
<b>Water Reclamation</b>	8,570,000	3,840,000	45,650,000	39,570,000	1,700,000
<b>Total Water and Sewer Fund</b>	<b>\$ 35,045,000</b>	<b>\$ 32,545,640</b>	<b>\$ 58,460,640</b>	<b>\$ 53,130,640</b>	<b>\$ 23,230,640</b>
<b>Stormwater Fund</b>	<b>\$ 2,885,114</b>	<b>\$ 3,527,063</b>	<b>\$ 4,500,000</b>	<b>\$ 3,500,000</b>	<b>\$ 4,500,000</b>

- Dist. & Conveyance: Distribution and Conveyance
- IT: Information Technology
- SW & Watersheds: Stormwater Fund
- Utility-wide: Clayton County Water Authority
- Water Production, Water Reclamation and General Services





## CASH FLOW REQUIREMENTS OF CAPITAL PROJECTS – WATER RECLAMATION

Project Name	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
20-701 / Northeast Capacity Upgrades	\$ -	\$ 2,000,000	\$ 12,800,000	\$ -	\$ -
20-703 / Casey WRRF 32 MGD Upgrade - Biosolids	6,000,000	-	24,500,000	24,500,000	-
20-707 / Casey WRRF Improvements - W3 Pump Station	-	-	3,600,000	-	-
20-711 / Northeast WRF Improvements - Flow Metering	170,000	1,540,000	-	-	-
20-715 / 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	-	-
20-725 / Casey WRRF Improvements - Equalization	-	-	1,500,000	10,500,000	-
20-726 / Casey WRRF Improvements - Primary Clarifier Concrete Repair	-	-	350,000	-	-
20-727 / Decommission Shoal Creek WRF - New Shoal Creek pump station	-	-	-	-	900,000
20-728 / Decommission Shoal Creek WRF - Upgrade RJ Jackson pump station	-	-	-	-	600,000
20-729 / Decommission Shoal Creek WRF - Fiber optic line	-	-	-	-	200,000
[WP 2023-13]: Shoal Creek WRF Improvements	2,400,000	-	-	-	-
<i>Pre-Funded or Financed</i>	-	-	-	-	-
<b>Total Budget Needed</b>	<b>\$ 8,570,000</b>	<b>\$ 3,840,000</b>	<b>\$ 45,650,000</b>	<b>\$ 39,570,000</b>	<b>\$ 1,700,000</b>

## CASH FLOW REQUIREMENTS OF CAPITAL PROJECTS – WATER PRODUCTION

Project Name	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
20-304 / Hooper Upgrades	\$ -	\$ 8,000,000	\$ -	\$ -	\$ -
20-309 / Single Points-of-Failure Elimination Study and Implementation	-	-	-	-	2,950,000
20-311 / Back-up Generators at Jonesboro and Noah's Ark Re-pump Stations; 20-318 / Noah's Ark and Jonesboro Pump Station	12,400,000	-	-	-	-
20-313 / WPP Efficiency Improvements Evaluation	-	-	-	100,000	-
20-314 / WPP Efficiency Improvements Implementation	-	-	-	1,500,000	-
20-315 / Bar Screen Replacement (Flint River Pump Station)	150,000	860,000	-	-	-
20-320 / Hicks Solids Handling Improvements	-	610,000	-	-	-
20-321 / Re-Pump Station - SCADA Upgrades and Instrumentation	-	100,000	-	-	-
20-324 / Flood Proofing Implementation (Smith)	-	575,000	-	-	-
20-325 / Process Optimization/Evaluation	-	-	-	250,000	-
20-326 / Smith Reservoir Oxygenation System	-	-	-	-	2,000,000
[WP 2023-02]: PFAS - Progressive Design Build	30,000,000	52,100,000	266,000,000	-	-
<i>Pre-Funded or Financed</i>	(30,000,000)	(52,100,000)	(266,000,000)	-	-
<b>Total Budget Needed</b>	<b>\$ 12,550,000</b>	<b>\$ 10,145,000</b>	<b>\$ -</b>	<b>\$ 1,850,000</b>	<b>\$ 4,950,000</b>

## CASH FLOW REQUIREMENTS OF CAPITAL PROJECTS – DISTRIBUTION AND CONVEYANCE

Project Name	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
20-601 / Galvanized Water Main Replacement Program	\$ 1,750,000	\$ 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
20-604 / Water Distribution Model Update	400,000	-	-	-	-
20-607 / Small Diameter Sewer Rehabilitation and Replacement Program	1,500,000	2,000,000	2,000,000	2,000,000	2,000,000
20-608 / Large Diameter Sewer Rehabilitation and Replacement Program	12,000,000	6,000,000	6,000,000	6,000,000	6,000,000
20-613 / Conveyance Modifications to Accept DeKalb County Flows	-	7,000,000	6,500,000	-	-
20-614 / College Park Contract Wastewater Flows	-	-	-	-	4,500,000
20-615 / Pressure Sewer (Assessment and) Rehabilitation Program - capital	500,000	1,520,640	1,520,640	1,520,640	1,520,640
20-617 / GDOT Projects	1,600,000	2,000,000	2,000,000	2,000,000	2,000,000
<i>Pre-Funded or Financed</i>	(6,000,000)	(6,000,000)	(12,000,000)	(6,000,000)	(6,000,000)
<b>Total Budget Needed</b>	<b>\$ 11,750,000</b>	<b>\$ 15,020,640</b>	<b>\$ 8,520,640</b>	<b>\$ 8,020,640</b>	<b>\$ 12,520,640</b>



## CASH FLOW REQUIREMENTS OF CAPITAL PROJECTS – GENERAL SERVICES

Project Name	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
20-910 / Lift Station Rehabilitation	\$ 1,700,000	\$ 1,700,000	\$ 1,700,000	\$ 1,700,000	\$ 1,700,000
20-912 / SCADA Master Plan Update	-	-	250,000	-	-
20-913 / SCADA Master Plan Project Implementation	-	-	400,000	100,000	100,000
20-914 / Upgrade GE IFIX / GE Proficy Software	-	-	100,000	50,000	50,000
<i>Pre-Funded or Financed</i>	-	-	-	-	-
<b>Total Budget Needed</b>	<b>\$ 1,700,000</b>	<b>\$ 1,700,000</b>	<b>\$ 2,450,000</b>	<b>\$ 1,850,000</b>	<b>\$ 1,850,000</b>

## CASH FLOW REQUIREMENTS OF CAPITAL PROJECTS – IT

Project Name	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
20-155 / Software Application Upgrade & Technology Refresh	\$ -	\$ 700,000	\$ 700,000	\$ 700,000	\$ 700,000
20-161 / Refresh Disaster Recovery - Data Center	-	-	-	-	150,000
20-165 / SCADA Security	50,000	50,000	50,000	50,000	50,000
20-167 / Cyber Security	60,000	60,000	60,000	60,000	60,000
20-168 / Network Switching and Cabling	125,000	30,000	30,000	30,000	150,000
[WP 2023-07] SCADA Disaster Recovery	140,000	-	-	-	-
<i>Pre-Funded or Financed</i>	-	-	-	-	-
<b>Total Budget Needed</b>	<b>\$ 375,000</b>	<b>\$ 840,000</b>	<b>\$ 840,000</b>	<b>\$ 840,000</b>	<b>\$ 1,110,000</b>

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

Project Name	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
20-132 / Customer Meter Replacement Program ( AMR to AMI)	\$ 25,000,000	\$ 17,000,000	\$ -	\$ -	\$ -
20-138 / Security Projects/Improvements	-	1,000,000	1,000,000	1,000,000	1,000,000
20-147 / CCWA Energy Optimization Analysis	-	-	-	-	100,000
[WP 2023-06] JDE Replacement Evaluation	100,000	-	-	-	-
<i>Pre-Funded or Financed</i>	(25,000,000)	(17,000,000)	-	-	-
<b>Total Budget Needed</b>	<b>\$ 100,000</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ 1,100,000</b>

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

Project Name	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
20-206 / Implement Watershed Improvement Projects	\$ 500,000	\$ -	\$ 1,000,000	\$ -	\$ 1,000,000
20-207 / Implement Stormwater Capital Improvement Projects	5,385,114	6,500,000	3,500,000	3,500,000	3,500,000
<i>Pre-Funded or Financed</i>	(3,000,000)	(2,972,937)	-	-	-
<b>Total Budget Needed</b>	<b>\$ 2,885,114</b>	<b>\$ 3,527,063</b>	<b>\$ 4,500,000</b>	<b>\$ 3,500,000</b>	<b>\$ 4,500,000</b>





## Current Capital Project Spending

### Capital Project Funding FY 2023 - 2024 - 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 \$11.5M completing 70 projects which replaced over 19 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. The FY 2023-2024 budget includes \$1.0M in funding for this program which will fund [\[SMP 20-607\] Atlanta Lift Station East and West Outfall Basin Level Sewer Rehabilitation](#). 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 2023 – 2024 budget has \$1.4M 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.

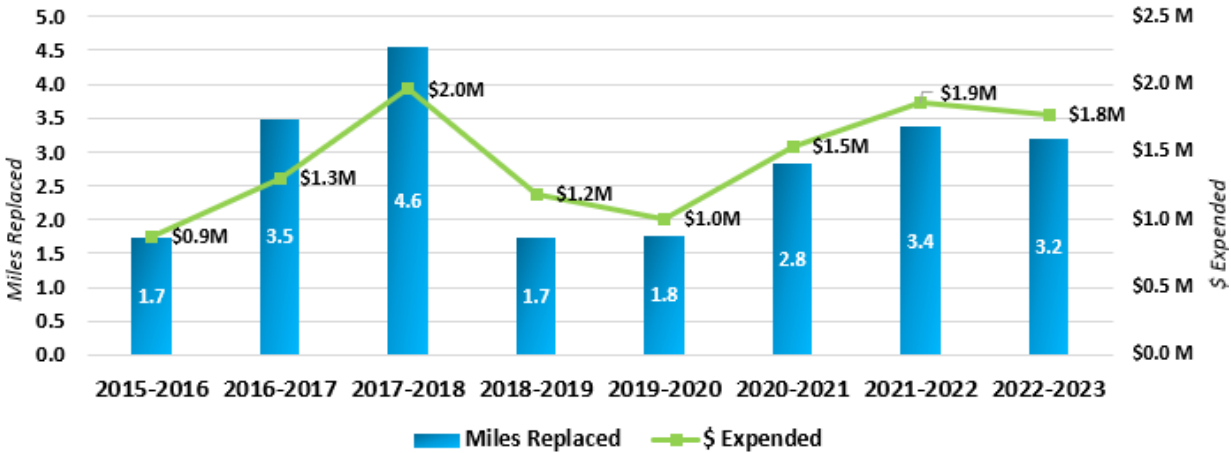
The planning level estimated cost of this program in the 2020 Strategic Master Plan is \$20M with an annual budget goal of \$2M which would replace approximately 3.6 miles of **Galvanized Watermain** a year. These projects are small, and an average job takes a crew approximately a week to complete. Because 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 2023-2024 budget includes \$1.75M in funding for the [Galvanized Watermain Replacement](#) program. Since FY 2015 – 2016, \$11.5M has been spent on projects that have replaced 22.7 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 needs. Although the FY 2023 – 2024 budget does not contain funding for projects in this construction line, surplus funds from the FY 2022 – 2023 budget of \$1.6M 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 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 2023 – 2024 Capital Budget however, \$10K from the FY 2022 - -2023 budget has been added to this construction line which has funding not yet been assigned to projects of \$36K. 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 2023 – 2024 Capital Budget for this work, however \$20K in funding from the FY 2022 – 2023 budget surplus has been allocated to this construction line. Additionally, there is \$22K 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 2022 – 2023 budget surplus allocates an additional \$20K to the existing \$30K 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 2023 – 2024 capital budget does not allocate any funding to this construction line which currently has \$700K in funds that can be assigned to projects in the upcoming year 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. No funding from the FY 2023-2024 Capital Budget was allocated to this program, however, \$500K was allocated from FY 2022 – 2023 budget surplus to fund rehabilitation work in the upcoming 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 \$500K 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.



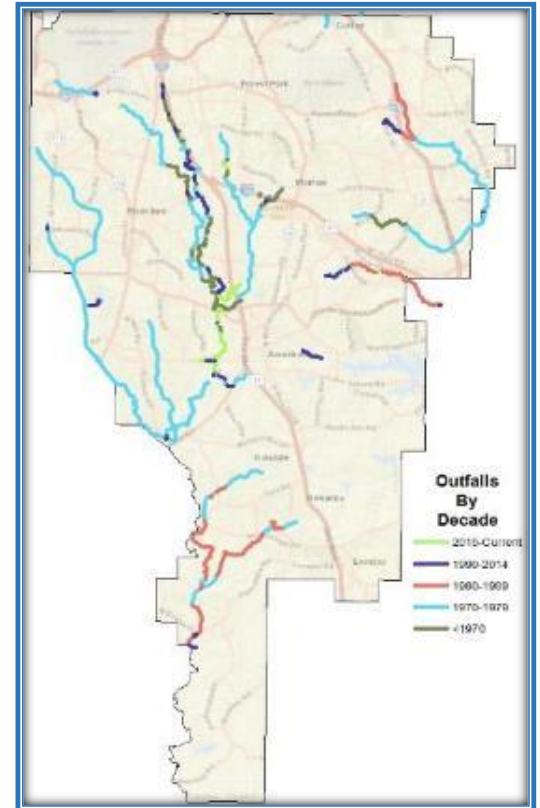


*RE223, OP001 AND OP002 – LARGE DIAMETER SEWER REHABILITATION AND REPLACEMENT PROGRAM /  
OUTFALL REHABILITATION [SMP 20-608]*

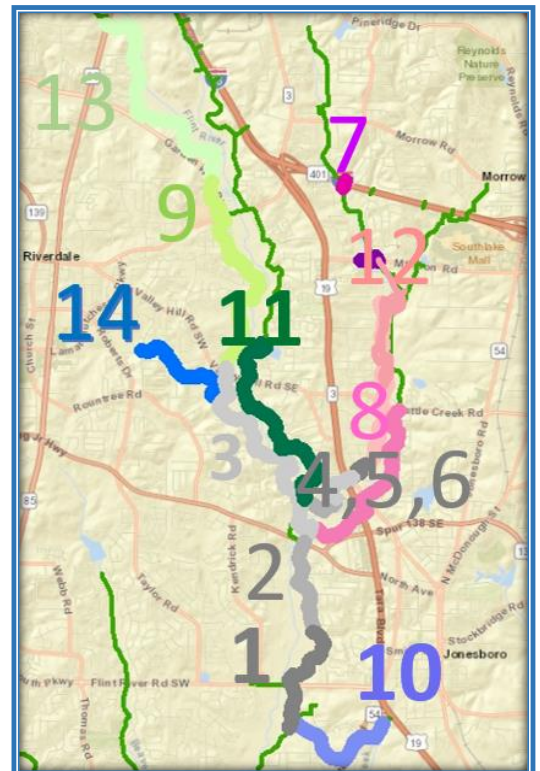
A primary focus for the Authority over the next several years will be on its conveyance system and its **Large Outfall Rehabilitation** program. CCWA defines sewer pipe with a diameter greater than 15 inches as Sewer Interceptors or Outfalls. The map to the right shows the County's 76 miles of this large 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 February 2023, 12.7 miles of pipe have been replaced at a total cost of \$49.9M. The table below shows the status of the 14 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 2023 – 2024 budget has allocated \$6.0M for Large Diameter Sewer Main Replacement work for the **Riverdale Outfall Phase 1** project not covered by the GEFA loans.

Status of Major Outfall Projects



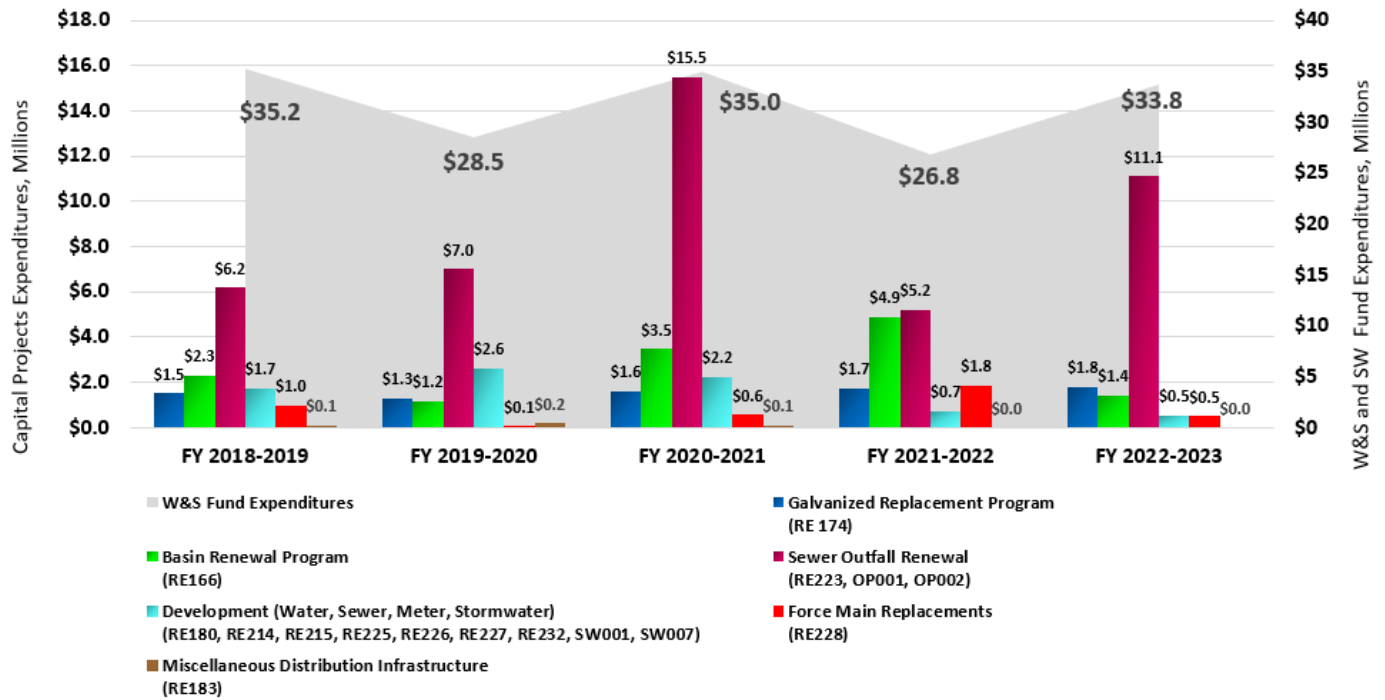
Project	Funding / Status	Length (miles)	Cost
<b>MAJOR REPLACEMENT PROJECTS (2015 - Current)</b>			
1) Flint River Outfall Ph 1a	Complete	1.1	\$4.7 M
2) Flint River Outfall Ph 1b	Complete	0.9	\$5.7 M
3) Flint River Outfall Ph 2	Complete (GEFA 1-1)	2.3	\$7.2 M
4) Jesters Creek Outfall Ph 1	Complete	0.3	\$0.6 M
5) Jesters Creek Outfall Ph 2	Complete	0.2	\$0.5 M
6) Jesters Creek Outfall Ph 3	Complete	0.5	\$1.2 M
7) Jesters Creek Outfall East Misc.	Complete	0.2	\$1.8 M
8) Jesters 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) Jesters Creek Outfall Ph 4	Complete	1.7	\$3.0 M
<b>Subtotal</b>		<b>12.7</b>	<b>\$49.9 M</b>
<b>PROJECTS UNDERWAY / PLANNED FOR FY 2023-2024</b>			
12) Jesters East Ph 2	In Progress (GEFA 2-2)	2.1	\$9.8 M
13) Flint River Outfall Ph 4	In Progress (GEFA 2-3)	2.2	\$9.3 M
14) Riverdale Outfall Ph1	Planning (GEFA 2-4)	1.1	\$2.0 M
	FY2023-24 Budget		\$6.0 M
<b>Subtotal</b>		<b>5.4</b>	<b>\$27.1 M</b>
<b>Total</b>		<b>18.0</b>	<b>\$77.0 M</b>







## SUMMARY OF DISTRIBUTION AND CONVEYANCE ANNUAL CAPITAL SPENDING



## ANNUAL CAPITAL SPENDING

	FY 2018-2019	FY 2019-2020	FY 2020-2021	FY 2021-2022	FY 2022-2023
<b>Total</b>	<b>\$39,219,101</b>	<b>\$32,992,536</b>	<b>\$39,731,884</b>	<b>\$32,548,669</b>	<b>\$40,231,887</b>
<b>W&amp;S Fund Expenditures</b>	<b>\$35,202,878</b>	<b>\$28,467,246</b>	<b>\$35,007,579</b>	<b>\$26,798,740</b>	<b>\$33,757,169</b>
<b>Galvanized Replacement Program (RE 174)</b>	<b>\$1,500,791</b>	<b>\$1,295,883</b>	<b>\$1,611,912</b>	<b>\$1,745,902</b>	<b>\$1,775,558</b>
<b>Basin Renewal Program (RE166)</b>	<b>\$2,280,780</b>	<b>\$1,171,729</b>	<b>\$3,453,095</b>	<b>\$4,883,394</b>	<b>\$1,408,846</b>
<b>Sewer Outfall Renewal (RE223, OP001, OP002)</b>	<b>\$6,169,261</b>	<b>\$7,007,259</b>	<b>\$15,496,838</b>	<b>\$5,208,882</b>	<b>\$11,091,337</b>
<b>Development (Water, Sewer, Meter, Stormwater) (RE180, RE214, RE215, RE225, RE226, RE227, RE232, SW001, SW007)</b>	<b>\$1,730,986</b>	<b>\$2,621,994</b>	<b>\$2,243,303</b>	<b>\$700,315</b>	<b>\$546,458</b>
<b>Force Main Replacements (RE228)</b>	<b>\$961,214</b>	<b>\$50,336</b>	<b>\$556,570</b>	<b>\$1,840,886</b>	<b>\$501,170</b>
<b>Miscellaneous Distribution Infrastructure (RE183)</b>	<b>\$91,416</b>	<b>\$179,853</b>	<b>\$74,812</b>	<b>\$0</b>	<b>\$0</b>
<b>All Pipeline Related Projects</b>	<b>\$12,734,449</b>	<b>\$12,327,053</b>	<b>\$23,436,529</b>	<b>\$14,379,380</b>	<b>\$15,323,370</b>



## 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 \$156M. 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, along with \$56M allocated in this and future capital budgets, will fund this project. The FY 2023-2024 budget allocates \$6.0M to this project to prefund payments for construction before GEFA disbursements are received. This funding will be used as part of the \$56M funded by the renewal and extension fund after the GEFA loans are fully disbursed.



The estimated cost of construction of the new 32 MGD Biosolids Facility is \$156M. 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, along with \$56M allocated in this and future capital budgets, will fund this project. The FY 2023-2024 budget allocates \$6.0M to this project to prefund payments for construction before GEFA disbursements are received. This funding will be used as part of the \$56M funded by the renewal and extension fund after the GEFA loans are fully disbursed.

### 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. No additional funding for this construction line has been allocated in this year's budget.



The largest project under this line was the construction of the new **Phosphorous Polishing Facility and Thickening Upgrades**. This project began in FY 2017 – 2018 and was closed in April 2022. The total cost of the project was approximately \$19.7M which included fees, design, construction, and assessments. This project provides the capacity necessary to handle high flow situations and meet more stringent effluent requirements for dis-

charging flow into the Flint River. It replaces the decommissioned Land Application System (LAS) and provides additional capacity that would otherwise be needed from the wetlands to reduce the inter-basin transfer of treated wastewater.

A large project underway is the construction of [SMP 20-702] **Casey Influent Pump Stations**. Design, construction management, and construction of this project will cost approximately \$9.4M. This project will replace the aging equipment with increased pumping capacity and ensure that redundancy and reliability are maintained.





#### 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, has recently been completed. 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 \$2.3M. This project will replace components that are reaching the 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 2023-2024 budget allocates \$1.7M to **[SMP 20-210] Lift Station Rehabilitation Program**, with \$1.4M of those funds going to this for this project, \$300K for the design of the Lovejoy and Clayton County Fire Department Lift Stations and future rehabilitation needs.

#### 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. Although no funds have been allocated from the FY 2023 – 2024 budget, funding of \$12.4M from the FY 2022 – 2023 budget surplus has been approved for **[SMP 20-311] [SMP 20-318] Back-Up Generators Jonesboro and Noah's Ark Pump Stations** and \$150K from the renewal and extension fund surplus was approved for **[SMP 20-315] Bar Screen Replacement at the Flint River Pump Station**.

Larger Projects underway under this construction line include Hicks Liquid Lime Feed System budgeted at approximately \$2.1M, Ultra-violet Disinfection Upgrades with estimated budgets totaling \$8.4M, and Chemical Feed Systems budgeted at an estimated \$3.0M.



**Hicks Liquid Lime Feed**





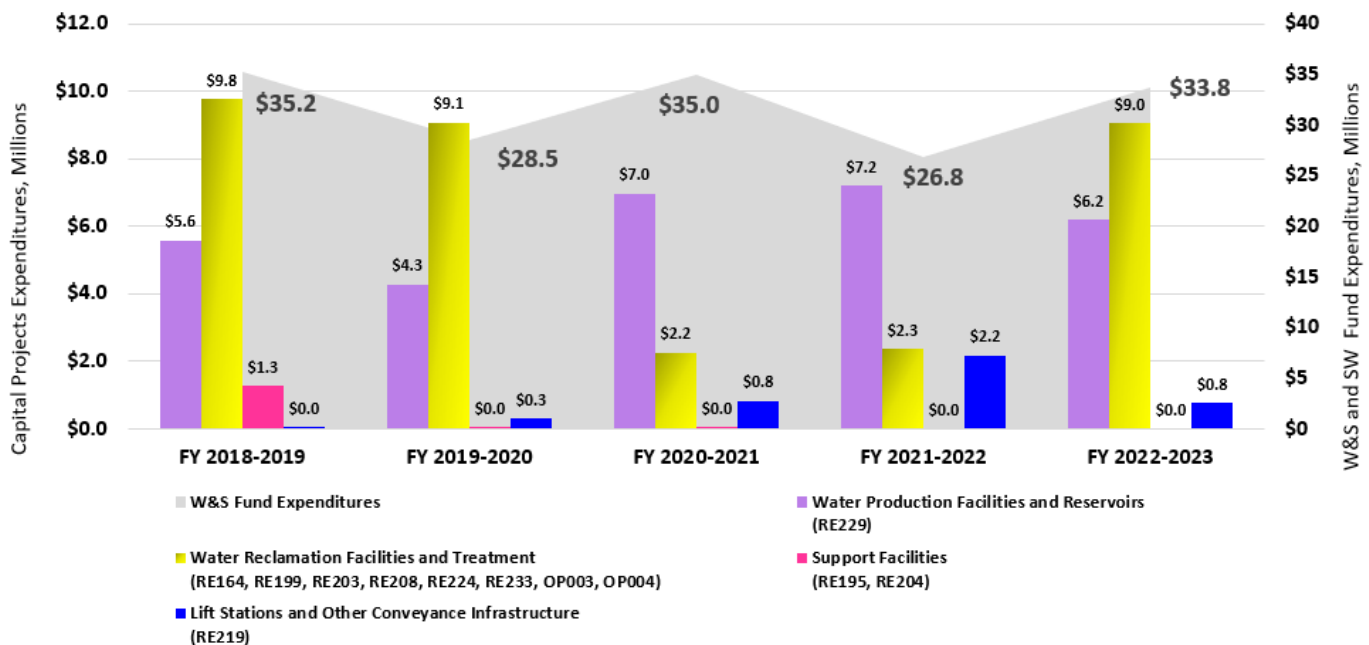
### RE233 – SHOAL CREEK WATER RECLAMATION FACILITY MODIFICATIONS

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 2023 – 2024 budget approved \$2.4M for the [Shoal Creek Water Reclamation Facility Improvements](#). This project will implement a Waste Activated Sludge (WAS) thickening system which will increase solids concentration and improve the quality of the supernatant return to the plant influent. It will include the installation of a crossover screw conveyor, improving centrifuge equipment redundancy while providing additional flexibility to load trucks in either bay from a single centrifuge.

### 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 \$2.8M 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. This project is expected to be completed by early Fall 2023. No additional funds were added from the FY 2023 – 2024 budget.

### SUMMARY OF FACILITY IMPROVEMENTS ANNUAL CAPITAL SPENDING



ANNUAL CAPITAL SPENDING	FY 2018-2019	FY 2019-2020	FY 2020-2021	FY 2021-2022	FY 2022-2023
<b>Total</b>	<b>\$39,219,101</b>	<b>\$32,992,536</b>	<b>\$39,731,884</b>	<b>\$32,548,669</b>	<b>\$40,231,887</b>
<b>W&amp;S Fund Expenditures</b>	<b>\$35,202,878</b>	<b>\$28,467,246</b>	<b>\$35,007,579</b>	<b>\$26,798,740</b>	<b>\$33,757,169</b>
Water Production Facilities and Reservoirs (RE229)	\$5,560,992	\$4,271,594	\$6,952,466	\$7,189,122	\$6,175,938
Water Reclamation Facilities and Treatment (RE164, RE199, RE203, RE208, RE224, RE233, OP003, OP004)	\$9,754,203	\$9,072,285	\$2,241,189	\$2,345,630	\$9,039,202
Support Facilities (RE195, RE204)	\$1,254,471	\$4,491	\$6,050	\$0	\$0
Lift Stations and Other Conveyance Infrastructure (RE219)	\$3,183	\$281,941	\$802,540	\$2,169,307	\$757,910
<b>All Facility Improvement Projects</b>	<b>\$22,549,469</b>	<b>\$16,171,919</b>	<b>\$11,536,914</b>	<b>\$12,421,095</b>	<b>\$18,438,330</b>





## 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. No funding from the FY 2023 – 2024 budget has been allocated to projects in this construction line. Funding of \$180K from the FY 2021 – 2022 budget was allocated to this construction line for various building renovations.

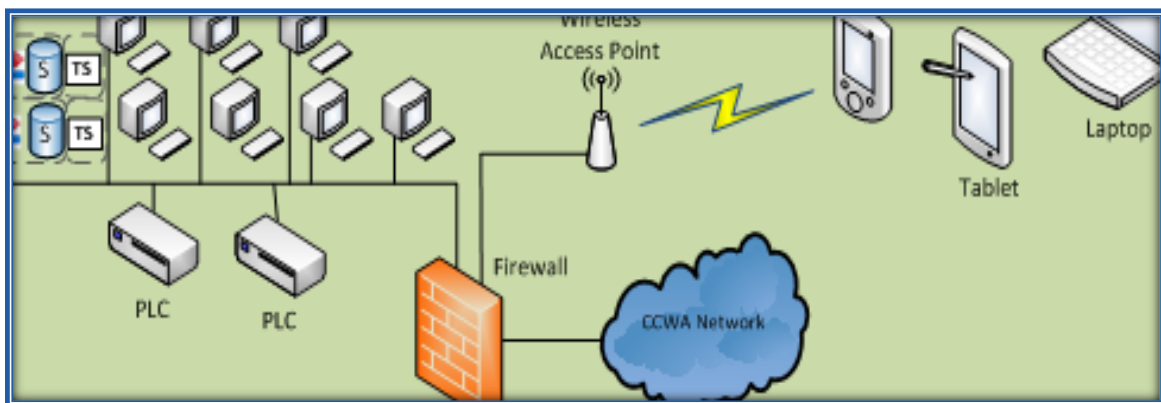
### RE184 – STRATEGIC MASTER PLAN

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 2023 – 2024 budget. Work on the 2025 Strategic Master Plan Update will begin in budget year FY 2024 – 2025.

### 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. The FY 2023 – 2024 budget does not include funding for any projects under this construction line.

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.



### 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]



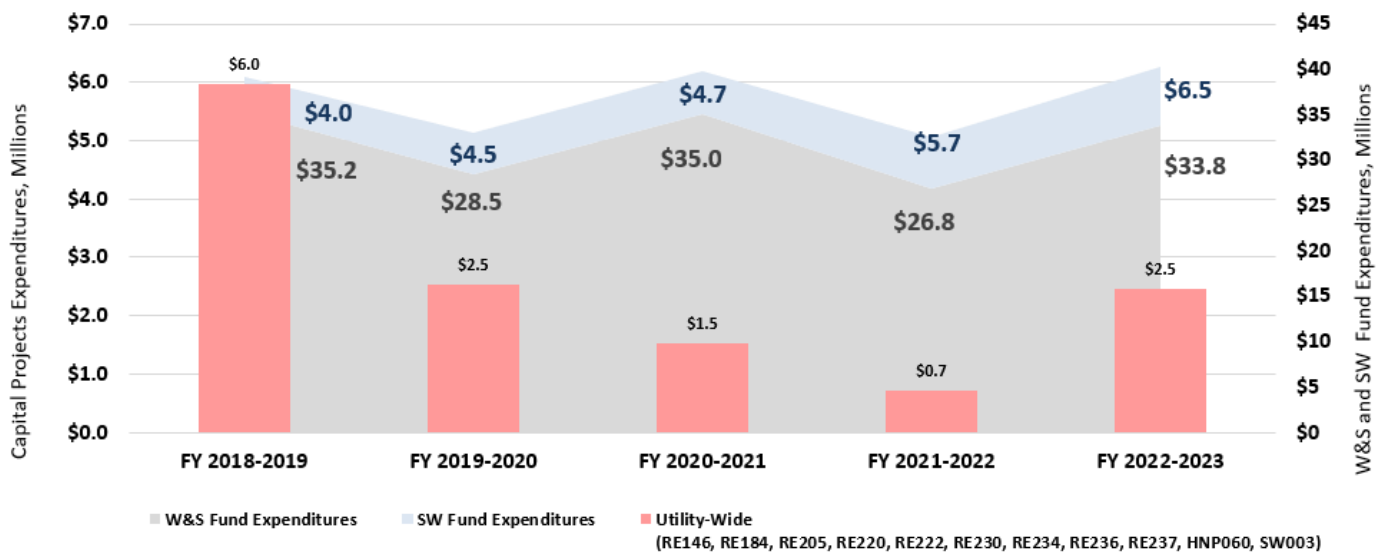
This construction line of the Renewal and Extension Fund holds projects undertaken as part of the *Security Management System* to provide physical security of the Authority's properties. The objective of projects under this line is to improve organization security by integrating access controls and video (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 2023 – 2024 budget as physical security projects from a previous phase are still underway.

### 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. Surplus from the Renewal and Extension Fund of \$475K was allocated to five projects under this line for the upcoming fiscal year: SCADA Disaster Recovery Implementation, [SMP 20-168] Network Switching and Cabling, ERP Evaluation, [SMP 20-167] Cyber Security, and [SMP 20-165] SCADA Security.

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



### ANNUAL CAPITAL SPENDING

	FY 2018-2019	FY 2019-2020	FY 2020-2021	FY 2021-2022	FY 2022-2023
<b>Total</b>	<b>\$39,219,101</b>	<b>\$32,992,536</b>	<b>\$39,731,884</b>	<b>\$32,548,669</b>	<b>\$40,231,887</b>
W&S Fund Expenditures	\$35,202,878	\$28,467,246	\$35,007,579	\$26,798,740	\$33,757,169
SW Fund Expenditures	\$4,016,223	\$4,525,290	\$4,724,305	\$5,749,928	\$6,474,719
Utility-Wide (RE146, RE184, RE205, RE220, RE222, RE230, RE234, RE236, RE237, HNP060, SW003)	\$5,976,620	\$2,541,608	\$1,534,668	\$717,036	\$2,465,280



### Capital Project Funding FY 2023 – 2024 – 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, \$30.5M has been spent and 20.1 miles of stormwater infrastructure renewed at an average cost of \$291 per linear foot.

	SW-004				SW-005				Sum of All Years			
	# Projects	LF	Total \$	\$/LF	# Projects	LF	Total \$	\$/LF	# Projects	LF	Total \$	\$/LF
FY 2022	40	4,868	\$ 1,370,192	\$281.47	63	9,244	\$ 2,817,649	\$304.81	103	14,112	\$ 4,187,841	\$293.14
FY 2021	29	3,241	\$ 931,123	\$282.02	89	12,008	\$ 2,763,380	\$238.52	118	15,249	\$ 3,694,503	\$260.27
FY 2020	19	4,940	\$ 1,033,997	\$209.31	81	11,723	\$ 2,805,207	\$239.29	100	16,663	\$ 3,839,204	\$224.30
FY 2019	21	5,127	\$ 1,283,395	\$250.32	71	10,548	\$ 3,445,620	\$326.66	92	15,675	\$ 4,729,015	\$288.49
FY 2018	13	3,711	\$ 1,375,503	\$370.66	64	9,248	\$ 3,024,102	\$327.00	77	12,959	\$ 4,399,605	\$348.83
FY 2017	10	3,169	\$ 897,645	\$283.26	32	7,084	\$ 2,319,456	\$327.42	42	10,253	\$ 3,217,101	\$305.34
FY 2016	6	2,946	\$ 925,993	\$314.32	41	8,184	\$ 2,413,204	\$294.87	47	11,130	\$ 3,339,197	\$304.60
FY 2015	10	5,850	\$ 1,582,819	\$270.57	33	4,480	\$ 1,517,832	\$338.80	43	10,330	\$ 3,100,650	\$304.68
Total	148	33,852	\$ 9,400,667	\$282.74	474	72,519	\$21,106,449	\$299.67	622	106,371	\$ 30,507,116	\$291.21

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 2023 – 2024 budget will fund \$1.4M of [Stormwater Cured-In-Place Pipe improvements](#) at a cost of \$330 per linear foot, approximately 4,200 feet of stormwater pipe can be relined.



**BEFORE**



**AFTER**





#### 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 2023 – 2024 budget will fund \$1.0M of **Removal and Replacement** projects. At \$300 per linear foot, approximately 3,333 feet 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 2023 – 2024 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 2023 – 2024 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, re-



sulting 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 2023 – 2024 budget allocated \$500K in funding for [Judy Lane Wetlands Enhancement project](#) 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.



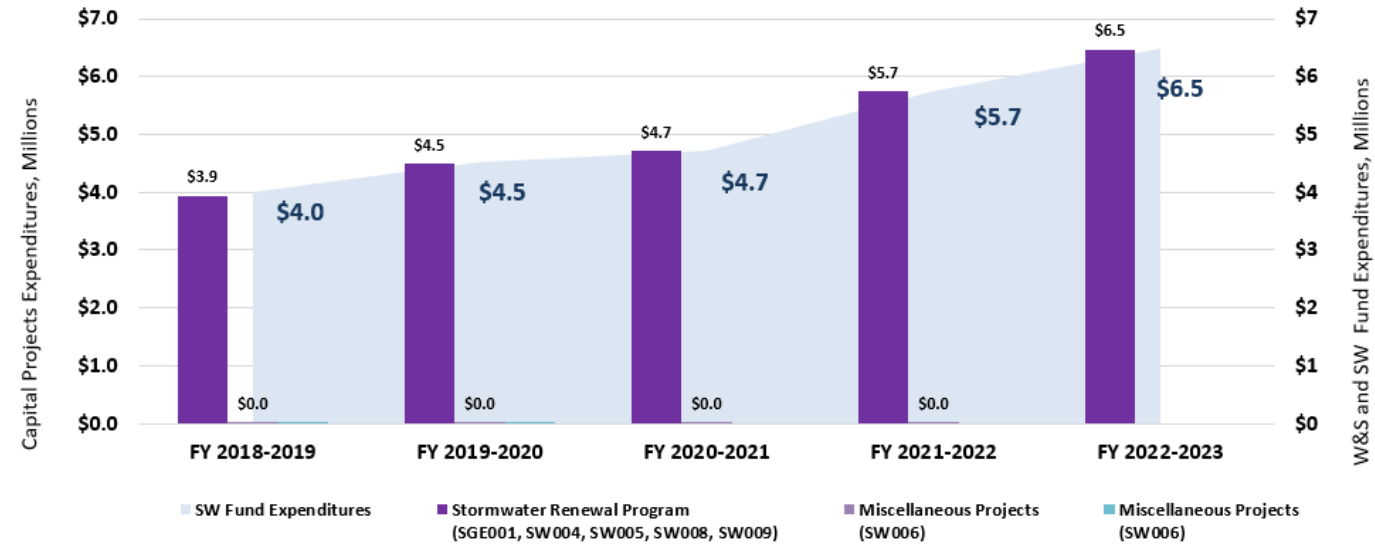
**Photo: Creek Culvert Repairs – Rock Cut Road**



**Photo: Creek Culvert Repairs – Walt Stephens Road**



SUMMARY OF STORMWATER ANNUAL CAPITAL SPENDING



ANNUAL CAPITAL SPENDING	FY 2018-2019	FY 2019-2020	FY 2020-2021	FY 2021-2022	FY 2022-2023
Total	\$39,219,101	\$32,992,536	\$39,731,884	\$32,548,669	\$40,231,887
SW Fund Expenditures	\$4,016,223	\$4,525,290	\$4,724,305	\$5,749,928	\$6,474,719
Stormwater Renewal Program (SGE001, SW004, SW005, SW008, SW009)	\$3,929,828	\$4,485,222	\$4,706,594	\$5,741,388	\$6,469,523
Miscellaneous Projects (SW006)	\$5,355	\$8,343	\$16,444	\$6,807	\$665





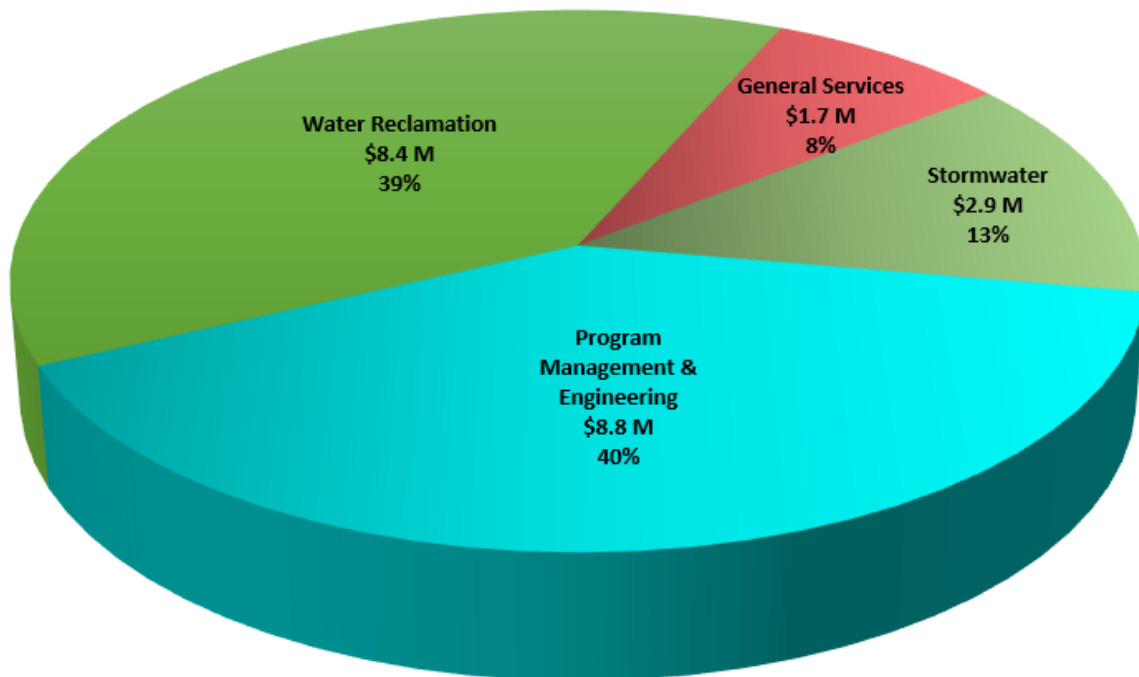
## Capital Project FY 2023 – 2024 Budget Funding Summary

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

Construction Line	Project Description	Amount Budgeted
[OP003]	[SMP 20-703] Casey Biosolids (Pre-Fund GEFA Disbursements)	\$ 6,000,000
[OP007]	[SMP 20-611] Large Diameter Sewer Main Replacement; Riverdale Outfall PH 1	6,000,000
[RE166]	[SMP 20-607] Atlanta Lift Station East and West Outfalls	1,000,000
[RE174]	[SMP 20-601] Galvanized Water Main Replacement	1,750,000
[RE219]	[SMP 20-910] Lift Station Rehabilitation	1,700,000
[RE233]	Shoal Creek WRF Improvements	2,400,000
<b>Total Capital Projects</b>		<b>\$ 18,850,000</b>

### Stormwater Fund - Construction Fund

Construction Line	Project Description	Amount Budgeted
[SW004]	[SMP 20-207] Cured In Place Pipe (CIPP)	\$ 1,385,114
[SW005]	[SMP 20-207] Renewal and Replacement Pipe (Open-cut)	1,000,000
[SW010]	Watershed Improvement Projects	500,000
<b>Total Capital Projects</b>		<b>\$ 2,885,114</b>







## Renewal and Extension Funded Projects

### FUNDING SOURCES

DESCRIPTION OF REVENUE SOURCES	AMOUNT
Other Financing Sources:	
Interfund Transfers from Revenue Fund	\$ 18,850,000
<b>Total Funding Sources</b>	<b>\$ 18,850,000</b>

### PROJECTS

BUDGET UNIT – PROJECT SPONSOR	GENERAL PROJECT DESCRIPTION	AMOUNT
Construction Services	<a href="#">Galvanized Water Main Replacement [SMP 20-601]</a>	\$ 1,750,000
Construction Services	<a href="#">Atlanta Lift Station East and West Outfall Basin Level Sewer Rehabilitation [SMP 20-607]</a>	1,000,000
Construction Services	<a href="#">Large Diameter Sewer Main Replacement; Riverdale Outfall Phase 1 [SMP 20-611]</a>	6,000,000
Shoal Creek WRF	<a href="#">Shoal Creek WRF Improvements [WP 23-24]</a>	2,400,000
Sludge Pelletizing	<a href="#">Casey WRRF Biosolids (Pre-Fund GEFA Disbursements) [SMP 20-703]</a>	6,000,000
Sewage Lift Station	<a href="#">Lift Station Rehabilitation [SMP 20-910]</a>	1,700,000
<b>Total Projects</b>		<b>\$ 18,850,000</b>



## Renewal and Extension Funded Projects – Detail by Project

## Galvanized Water Main Replacement [SMP 20-601]

Department: PM&amp;E

Fund: R&amp;E

Budget Unit: Construction Services

Utility: Water / Sewer

## [SMP 20-601] Galvanized Water Main Replacement - \$1,750,000

## 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 with 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 \$105 per linear foot. The amount budgeted will replace approximately 3.16 miles of galvanized pipe.

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

	<u>Available</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
Project Funding		\$ 1,750,000	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000
Impact to Operating Budget	-	-	8,700	17,400	26,100	34,800
Total Financial Impact	\$ -	\$ 1,750,000	\$ 1,758,700	\$ 1,767,400	\$ 1,776,100	\$ 1,784,800

## IMPACT ON OPERATING BUDGET

The impact on the operating budget for this year's investment of \$1,750,000 will consist of general maintenance of the replaced existing infrastructure of 3.16 miles of pipe (~16,670 ft.) is \$8,700 (\$0.52/ft.).





## Atlanta Lift Station East and West Outfall Basin Level Sewer Rehabilitation [SMP 20-607]

Department: PM&amp;E

Fund: R&amp;E

Budget Unit: Construction Services

Utility: Water / Sewer

## [SMP 20-607] Atlanta Lift Station East and West Outfall Basin Level Sewer Rehabilitation - \$1,000,000

## DESCRIPTION OF PROJECT

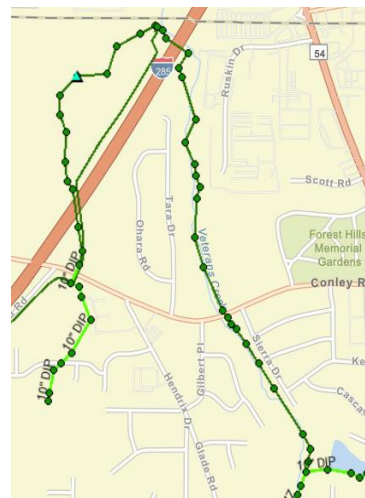
This project will replace and upsize the east and west outfalls that flow into the Atlanta Lift Station. Pipes are in poor condition and require upsizing. The sewer model shows that upsizing will resolve not only current overflows but also the model predicted overflows. This project will upsize approximately 2,843 feet of 12" RCP pipe replacing it with 15" PVC.

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

	<u>Available</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
Project Funding	\$ -	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -
Impact to Operating Budget	-	-	2,050	2,050	2,050	2,050
Total Financial Impact	\$ -	\$ 1,000,000	\$ 2,050	\$ 2,050	\$ 2,050	\$ 2,050

## IMPACT ON OPERATING BUDGET

The impact on the operating budget for this year's investment of \$1,000,000 will consist of general maintenance of the replaced 2,843 feet of existing infrastructure. At an approximate cost to maintain of \$0.72/ft or \$2,050 annually.







## Large Diameter Sewer Main Replacement; Riverdale Outfall Phase 1 [SMP 20-611]

Department: PM&amp;E

Fund: R&amp;E

Budget Unit: Construction Services

Utility: Water / Sewer

## [SMP 20-611] Large Diameter Sewer Main Replacement; Riverdale Outfall PH 1 - \$6,000,000

## DESCRIPTION OF PROJECT

Phase 1 of the Riverdale Outfall requires replacement and upsizing. This project has been surveyed and designed in-house and funds are needed to complete construction of this project. This funding will replace approximately 1.2 miles of infrastructure.

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

	<u>Available</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
Project Funding	\$ 2,000,000	\$ 6,000,000	\$ 6,000,000	\$ 6,000,000	\$ 6,000,000	\$ 6,000,000
Impact to Operating Budget	-	-	3,672	7,344	11,016	14,688
Total Financial Impact	\$ 2,000,000	\$ 6,000,000	\$ 6,003,672	\$ 6,007,344	\$ 6,011,016	\$ 6,014,688

## IMPACT ON OPERATING BUDGET

The impact on the operating budget for this \$6,000,000 investment will consist of general maintenance of the replaced existing infrastructure of 1.2 miles of pipe (~6,316 ft.) is \$4,550 (\$0.72/ft.). The reduction in I/I is estimated to save approximately \$878 annually through the reduction of energy and chemical costs.





## Shoal Creek WRF Improvements [WP 23-24]

Department: Water Reclamation

Fund: R&amp;E

Budget Unit: Shoal Creek WRF

Utility: Water / Sewer

## [WP 23-24] Shoal Creek WRF Improvements - \$2,400,000

## DESCRIPTION OF PROJECT

CCWA owns and operates the Shoal Creek Water Reclamation Facility located in the southern part of the county. It has been recommended to be decommission sometime in the near future, however, in the interim the facility is experiencing reliability and performance issues with aging equipment and inefficient operational processes that needs to be addressed. Immediate needs were identified and those improvements are scheduled for FY2023-2024. Waste Activated Sludge (WAS) thickening will increase solids concentration and improve the quality of the supernatant return back to the plant influent. Installing crossover screw conveyor will improve the centrifuge equipment redundancy while providing additional flexibility to load trucks in either bay from a single centrifuge.

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

	<u>Available</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
Project Funding	\$ 306,555	\$ 2,400,000	\$ -	\$ -	\$ -	\$ -
Impact to Operating Budget	-	-	(1,000)	(1,000)	(1,000)	(1,000)
Total Financial Impact	\$ 306,555	\$ 2,400,000	\$ (1,000)	\$ (1,000)	\$ (1,000)	\$ (1,000)

## IMPACT ON OPERATING BUDGET

This project will have an impact to the operating budget by reducing energy use due to the efficiencies gained from the improvements and upgrades WAS Thickening, VFD for RAS pumps, headworks screening screw conveyor, WAS pumps for VFD's and crossover screw conveyor for solids truck loading. Conservative cost savings will be \$1,000 annually.





## Casey WRRF Biosolids (Pre-Fund GEFA Disbursements) [SMP 20-703]

Department: Water Reclamation

Fund: R&amp;E

Budget Unit: W B Casey WRRF

Utility: Water / Sewer

## [SMP 20-703] Casey WRRF Biosolids (Pre-Fund GEFA Disbursements) - \$6,000,000

## DESCRIPTION OF PROJECT

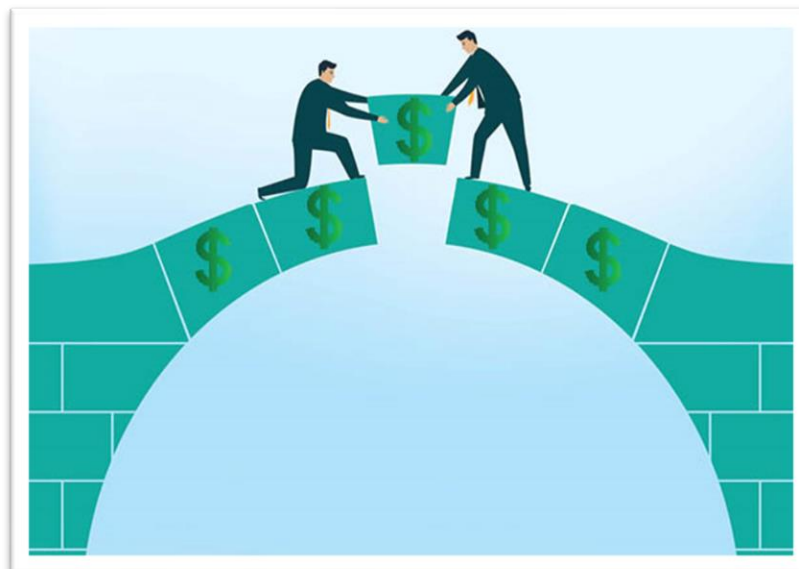
The budget for this project is estimated at \$156 million. Funding for \$100 million of the cost will come from two Georgia Environmental Finance Authority State Revolving Fund loans of \$50 million each. The remaining \$56 million will be paid through the Renewal and Extension Fund and future fiscal year capital budgets. The \$6 million in funding requested in FY 2023 - 2024 will initially be used to provide the bridge for the timing between payment to vendors for the Casey WRRF Biosolids project and when GEFA sends its reimbursement for the expenses incurred. After both loans have been fully disbursed, these funds will be used to fund the Authority's portion of the project.

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

	<u>Available</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
Project Funding	\$ 1,000,000	\$ 6,000,000	\$ -	\$ -	\$ -	\$ -
Impact to Operating Budget	-	-	-	-	-	-
Total Financial Impact	\$ 1,000,000	\$ 6,000,000	\$ -	\$ -	\$ -	\$ -

## IMPACT ON OPERATING BUDGET

During the disbursement phase of two Georgia Environmental Finance Authority loans of \$50 million dollars each, these funds will be used to pre-fund payments for construction prior to requesting and receiving reimbursement from GEFA. When both loans have been fully disbursed, these funds will be applied to fund the remaining project budget of \$56 million.





Lift Station Rehabilitation [SMP 20-910]

Department: General Services

Fund: R&E

Budget Unit: Sewage Lift Station

Utility: Water / Sewer

[SMP 20-910] Lift Station Rehabilitation - \$1,700,000

DESCRIPTION OF PROJECT

Part of our Strategic Master Plan is lift station rehabilitations; including site evaluations performed by contractors to determine the scope of work and prepare documentation for the Request for Bid (RFB) process. This funding is needed to identify critical infrastructure in need of repairs and upgrade and to provide funding for the rehabilitation of critical infrastructure for public safety. The London and Cristi Court project currently has a projected deficit for construction of \$750,000. We are budgeting to complete the funding for construction of this project. We are also budgeted \$150,000 for Services During Construction (SDC) for this project. An additional \$300,000 is being budgeted to fund the design of the Lovejoy and Fire Station with the assumption that construction for that project will fall during FYB 2024.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

	<u>Available</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
Project Funding	\$ 411,605	\$ 1,700,000	\$ 1,700,000	\$ 1,700,000	\$ 1,700,000	\$ 1,700,000
Impact to Operating Budget	-	-	29,176	58,352	87,528	116,704
Total Financial Impact	\$ 411,605	\$ 1,700,000	\$ 1,729,176	\$ 1,758,352	\$ 1,787,528	\$ 1,816,704

IMPACT ON OPERATING BUDGET

This project will have a neutral impact to the operating budget as it funds lift station design and replaces existing lift station infrastructure currently maintained. Total annual cost to maintain the Authority's 44 lift stations is \$1,283,722 or approximately \$29,176 per facility.





## IMPACT SUMMARY OF CAPITAL PROJECTS ON OPERATING BUDGET – RENEWAL AND EXTENSION FUND

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

Fiscal Year Ended April 30,	Initial Funding	Impact on Operating Budget					
		Type of Cost	2025	2026	2027	2028	2029
[SMP 20-601] Galvanized Water Main Replacement	\$ 1,750,000	M	\$ 8,700	\$ 17,400	\$ 26,100	\$ 34,800	\$ 43,470
[SMP 20-607] Atlanta Lift Station East and West Outfall Basin Level Sewer	1,000,000	M	2,050	2,050	2,050	2,050	2,050
[SMP 20-611] Large Diameter Sewer Main Replacement; Riverdale Outfall Phase 1	6,000,000	M,E	3,672	7,344	11,016	14,688	19,238
[WP 2023-13] Shoal Creek WRF Improvements	2,400,000	E	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
[SMP 20-703] Casey WRRF Biosolids (Pre-Fund GEFA Disbursements)	6,000,000	-	-	-	-	-	-
[SMP 20-910] Lift Station Rehabilitation	1,700,000	M,E	29,176	58,352	87,528	116,704	145,880
<b>Total FY 2023-2024 Capital Project Funding</b>	<b>\$18,850,000</b>						
<b>Net Increase/(Decrease) to Operating Budget</b>			<b>\$ 42,598</b>	<b>\$ 84,146</b>	<b>\$125,694</b>	<b>\$167,242</b>	<b>\$209,638</b>

**Type of Cost:**

FTE = New Employee

L = Labor Hour Impact

M = Annual Maintenance or Licensing Fees

E = Energy or Utility Charges

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



## Stormwater Funded Projects

### FUNDING SOURCES

DESCRIPTION OF REVENUE SOURCES	AMOUNT
Other Financing Sources:	
Interfund Transfers from Stormwater Fund	\$ 2,885,114
<b>Total Funding Sources</b>	<b>\$ 2,885,114</b>

### PROJECTS

BUDGET UNIT - PROJECT SPONSOR	GENERAL PROJECT DESCRIPTION	AMOUNT
Stormwater Maintenance	<a href="#">Cured In Place Pipe (CIPP) [SMP 20-207]</a>	\$ 1,385,114
Stormwater Maintenance	<a href="#">Removal and Replacement Pipe (R/R) [SMP 20-207]</a>	1,000,000
Stormwater Maintenance	<a href="#">Watershed Improvements [SMP 20-206]</a>	500,000
<b>Total Projects</b>		<b>\$ 2,885,114</b>





## 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)- \$1,385,114

## 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. This budgeted amount will replace 4,197 feet of pipe.

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

	<u>Available</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
Project Funding	\$ 903,434	\$ 1,385,114	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000
Impact to Operating Budget	2,440	2,454	5,645	9,290	12,935	16,580
Total Financial Impact	\$ 905,874	\$ 1,387,568	\$ 1,505,645	\$ 1,509,290	\$ 1,512,935	\$ 1,516,580

## 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 4,197 linear feet at \$0.76/LF of stormwater pipe is \$3,190.







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

Department: Stormwater

Fund: Construction

Budget Unit: Stormwater Maintenance

Utility: Stormwater

## [SMP 20-207] Removal and Replacement Pipe (R/R)- \$1,000,000

## 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 3,333 feet of pipe.

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

	<u>Available</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
Project Funding	\$ 769,198	\$ 1,000,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000
Impact to Operating Budget	1,581	2,700	5,233	9,033	12,833	16,633
Total Financial Impact	\$ 770,779	\$ 1,002,700	\$ 1,505,233	\$ 1,509,033	\$ 1,512,833	\$ 1,516,633

## 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 3,333 linear feet at \$0.76/LF of stormwater pipe is \$2,500.





## Watershed Improvements [SMP 20-207]

Department: Stormwater

Fund: Construction

Budget Unit: Stormwater Maintenance

Utility: Stormwater

## [SMP 20-207] Watershed Improvements - \$500,000

## DESCRIPTION OF PROJECT

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

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

	<u>Available</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
Project Funding	\$ 500,000	\$ 500,000	\$ -	\$ 500,000	\$ -	\$ 500,000
Impact to Operating Budget	-	-	-	-	-	-
Total Financial Impact	\$ 500,000	\$ 500,000	\$ -	\$ 500,000	\$ -	\$ 500,000

## IMPACT ON OPERATING BUDGET

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





## Impact Summary of Capital Projects on Operating Budget – Stormwater Fund

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

Fiscal Year Ended April 30,	Initial Funding	Impact on Operating Budget					
		Type of Cost	2025	2026	2027	2028	2029
[SMP 20-207] Cured In Place Pipe (CIPP)	\$ 1,385,114	M	\$ 5,645	\$ 9,290	\$ 12,935	\$ 16,580	\$ 19,770
[SMP 20-207] Removal and Replacement Pipe (R/R)	1,000,000	M	5,233	9,033	12,833	16,633	19,166
[SMP 20-206] Watershed Improvements	500,000	-	-	-	-	-	-
<b>Total FY 2023-2024 Capital Project Funding</b>	<b>\$ 2,885,114</b>						
<b>Net Increase/(Decrease) to Operating Budget</b>			<b>\$ 10,878</b>	<b>\$ 18,323</b>	<b>\$ 25,768</b>	<b>\$ 33,213</b>	<b>\$ 38,936</b>

### Type of Cost:

FTE = New Employee

L = Labor Hour Impact

M = Annual Maintenance or Licensing Fees

E = Energy or Utility Charges

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



## 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 20<sup>th</sup>.
- Funding priorities in the Operating Budget will be aligned with the Strategic Master Plan that has been prepared by the management team.
- Information from the annual operating budget will be made available to the customers and other interested parties via the Authority's website.
- During the year, the Finance Department shall prepare and disseminate quarterly budget-to-actual reports for all operating funds to members of the management team. The report shall include an analysis of the revenue and expenditure activity year-to-date. The document will also discuss any significant deviations from the original budget operating plan.

## Capital Budget Policy

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

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



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

### Accounting, Auditing and Financial Reporting Policies

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

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

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





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

### Revenue Administration Policy

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

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

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

### Expenditure Administration Policy

Expenditure administration policies are needed to ensure that the authority exercises adequate control over its expenditures and analyzes them in terms of their long-term financial impact. The overriding objective of these policies is to help ensure that the Authority 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 30<sup>th</sup> of the year designated in the table. In addition, economic information about the Authority's business environment is provided to help the reader place the budgetary data in the proper perspective. Demographic statistics are taken from the most recent Clayton County General Government's Annual Comprehensive Financial Report or the Bureau of Labor Statistics.



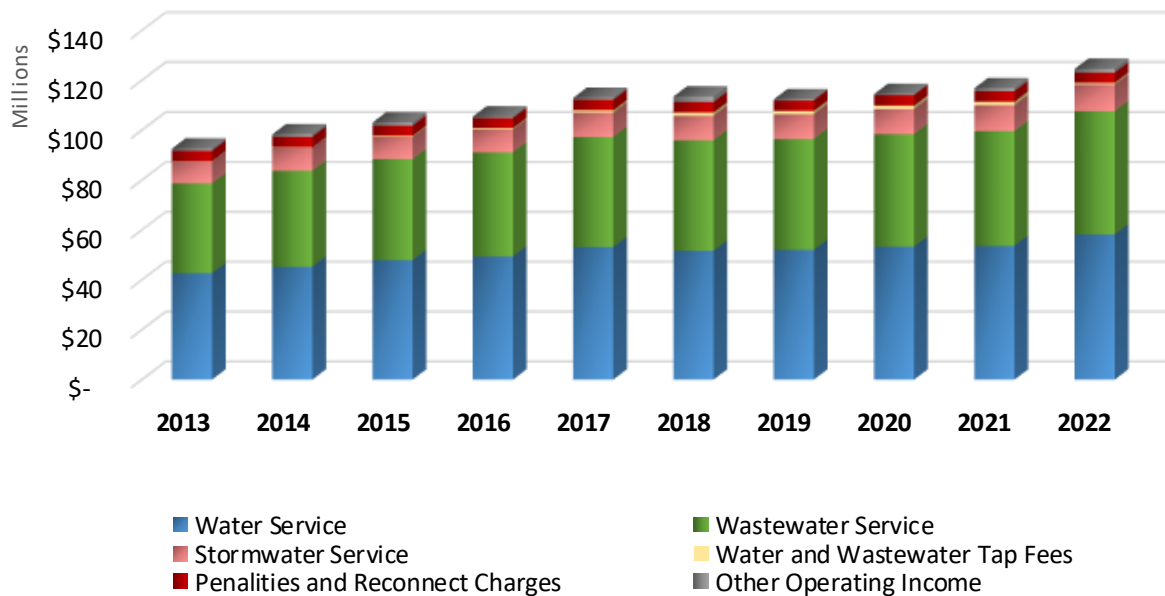


## Operating Revenues by Source

### 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
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
2022	58,152,389	49,483,179	10,666,821	679,612	4,118,114	1,487,986	124,588,101



Source: CCWA Annual Comprehensive Financial Reports

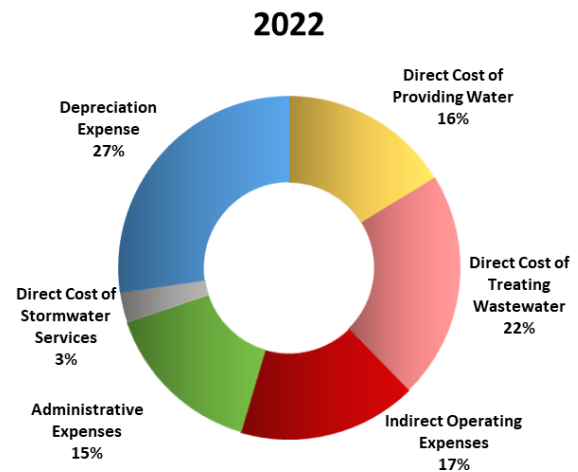
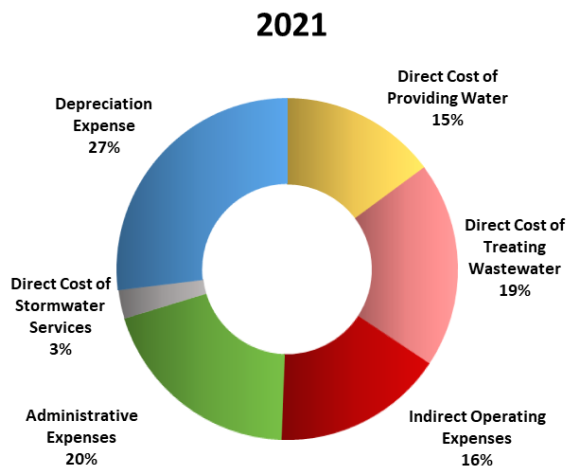
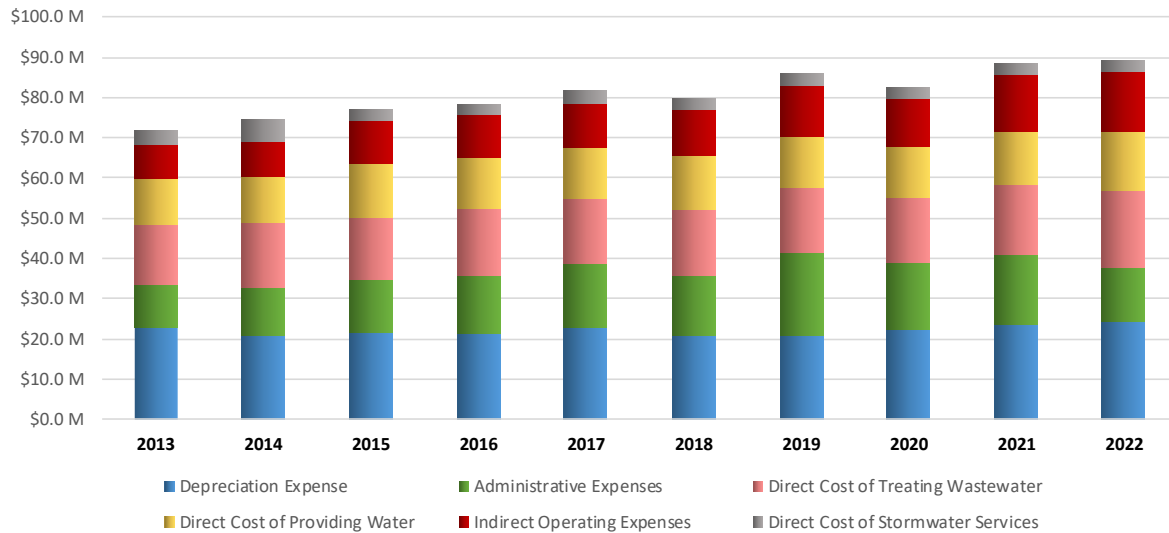


## Operating Expenses by Function

### 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
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
2022	14,449,897	19,117,317	15,036,190	13,614,628	2,565,170	64,783,202	24,293,685	89,076,887





## 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
<b>2020 Census</b>	<b>297,595</b>

Median Age of Population	Years
2010 Census	30.1
<b>2020 Census</b>	<b>33.7</b>

Age Distribution - 2020 Census	Percent
0 - 4 Years of Age	6.7%
5 - 14 Years of Age	15.4%
15 - 19 Years of Age	7.6%
20 - 34 Years of Age	22.4%
35 - 59 Years of Age	32.1%
60 and Over Years of Age	15.7%

Education Level - 2020 Census (Population 25 Years and Older)	Amount	Percent
Less Than 9th Grade	9,680	5.15%
Some High School, No Diploma	15,446	8.22%
High School or G.E.D.	62,396	33.21%
Some College, No Degree	36,899	19.64%
Associate Degree	17,049	9.07%
Bachelor Degree	30,697	16.34%
Graduate or Professional Degree	15,685	8.35%
<b>Total</b>	<b>187,852</b>	<b>100.0%</b>

Source: Census.gov

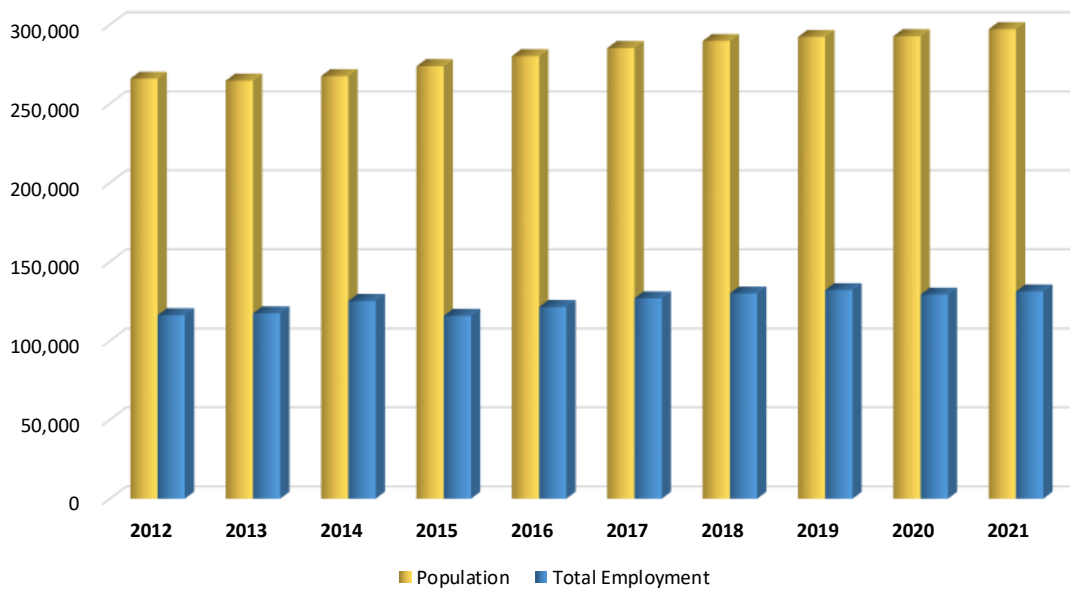


## Selected Demographic and Economic Statistics

### 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		
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
2020	292,646	9,570,169	32,702	129,109	62,941	8.60%	5.10%	6.70%	141,244	114,038
2021	297,100	9,715,764	32,702	131,120	62,649	6.50%	3.90%	5.30%	140,309	115,055



#### Sources:

U.S. Department of Commerce, Bureau of Economic Analysis

U.S. Department of Labor, Bureau of Labor Statistics

U.S. Census Bureau (<http://quickfacts.census.gov/qfd/states/13/13063.html>)

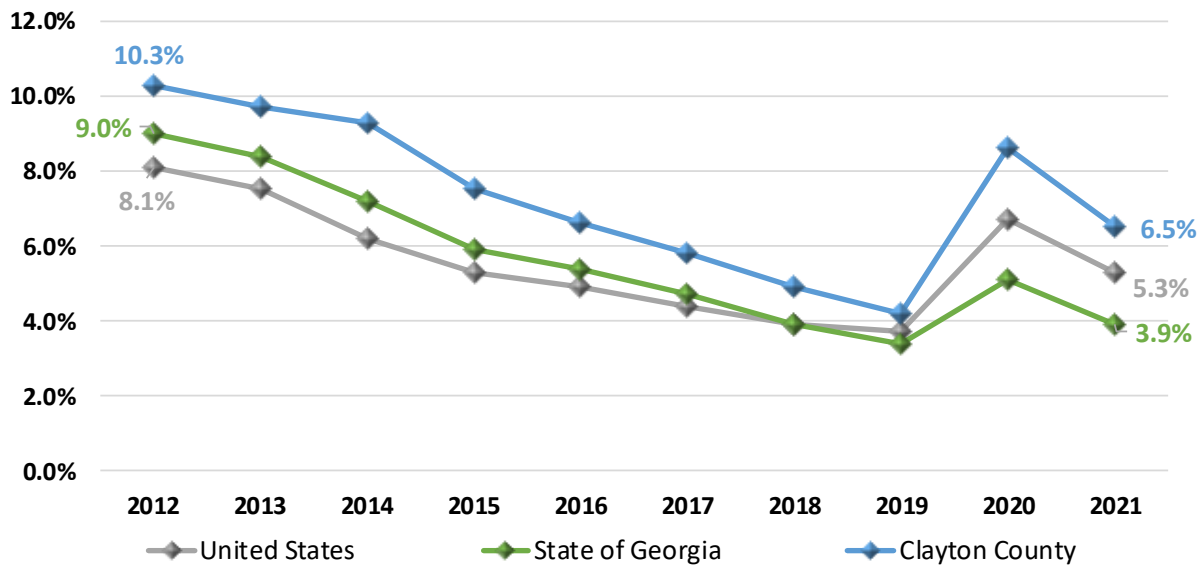
U.S. Census Bureau QuickFacts: United States



## 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%	6.7%	5.3%
State of Georgia	9.0%	8.4%	7.2%	5.9%	5.4%	4.7%	3.9%	3.4%	5.1%	3.9%
Clayton County	10.3%	9.7%	9.3%	7.5%	6.6%	5.8%	4.9%	4.2%	8.6%	6.5%



Source: Georgia Department of Labor (DOL)

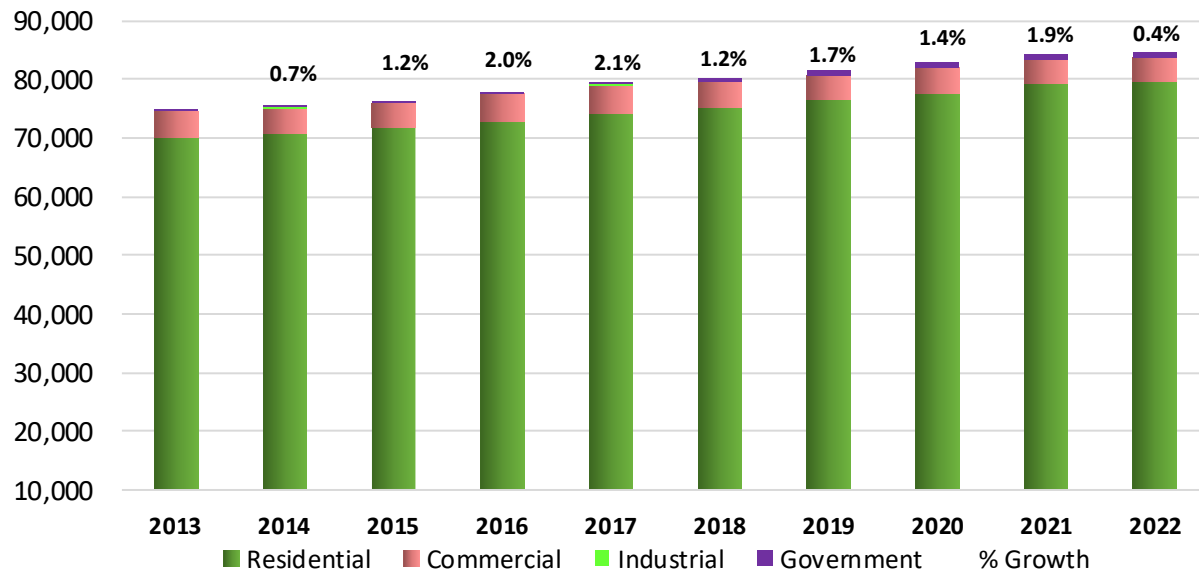


## Number of Stormwater Customers by Type

### NUMBER OF STORMWATER CUSTOMERS BY TYPE

Last Ten Fiscal Years

Fiscal Year	Residential	Commercial	Industrial	Government	Total Stormwater Customers	% Growth
2013	70,206	4,231	46	288	74,771	
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%
2022	79,481	4,227	45	921	84,674	0.4%



Source: CCWA Annual Comprehensive Financial Reports and Operational Data

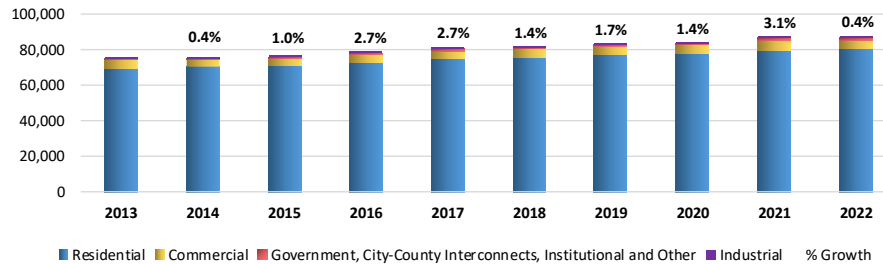


## Number of Water and Wastewater Customers by Type

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

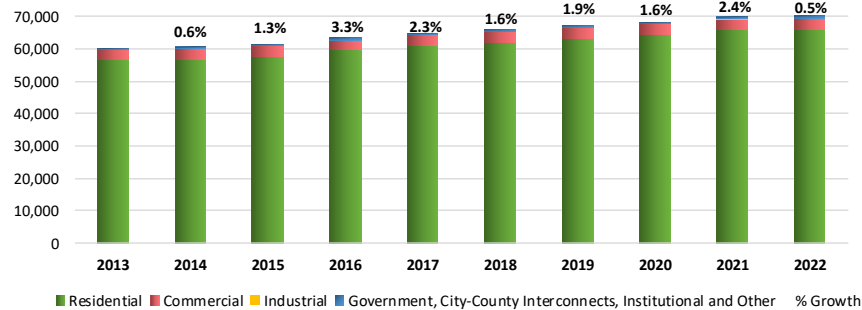
Fiscal Year	Residential	Commercial	Industrial	Government, City-County Interconnects, Institutional and Other	Total Water Customers	% Growth
2013	70,233	4,079	46	862	75,220	
2014	70,536	4,080	46	879	75,541	0.4%
2015	71,272	4,093	48	902	76,315	1.0%
2016	73,263	4,138	51	958	78,410	2.7%
2017	75,254	4,180	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%
2022	80,311	5,216	74	1,526	87,127	0.4%

Total Water Customers



Fiscal Year	Residential	Commercial	Industrial	Government, City-County Interconnects, Institutional and Other	Total Wastewater Customers	% Growth
2013	56,681	3,171	31	542	60,425	
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%
2022	66,305	3,309	47	777	70,438	0.5%

Total Wastewater Customers







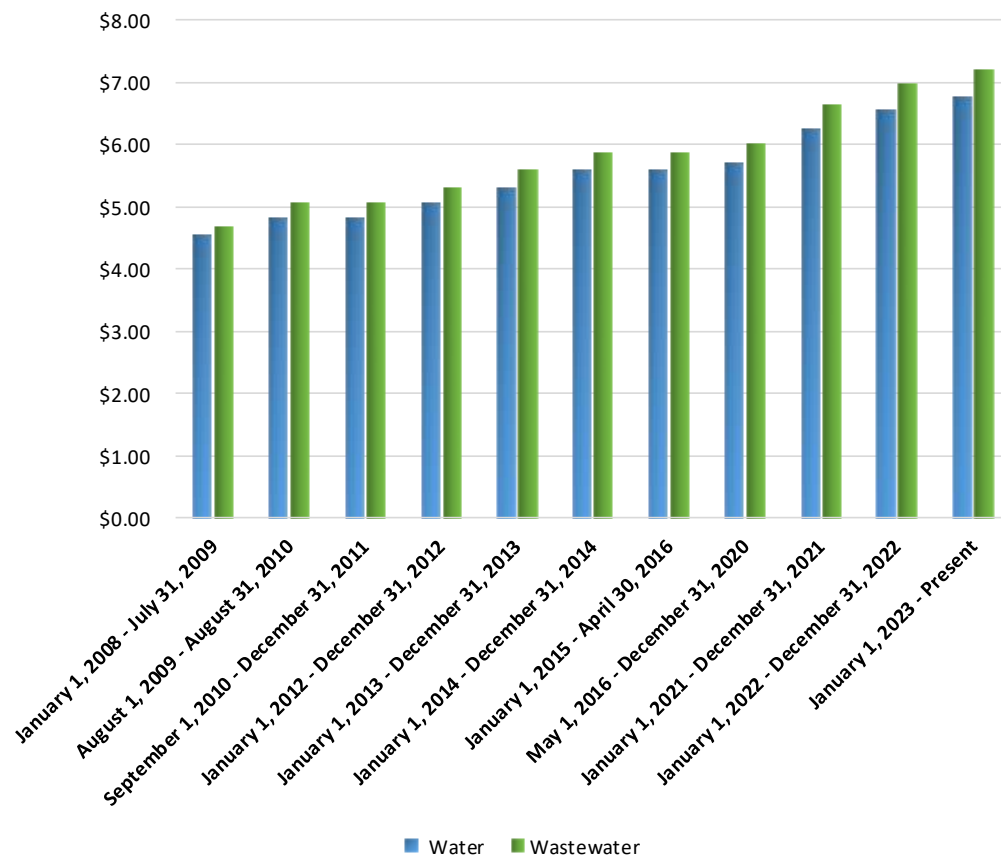
## Water and Wastewater Rates Per Thousand Gallons of Usage

### WATER AND SEWER FUND WATER AND WASTEWATER RATES Last Ten Fiscal Years

Period	Per Thousand Gallons	Per Thousand Gallons
	Water	Wastewater
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 - December 31, 2022	\$6.55	\$6.96
January 1, 2023 - Present	\$6.75	\$7.17

**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



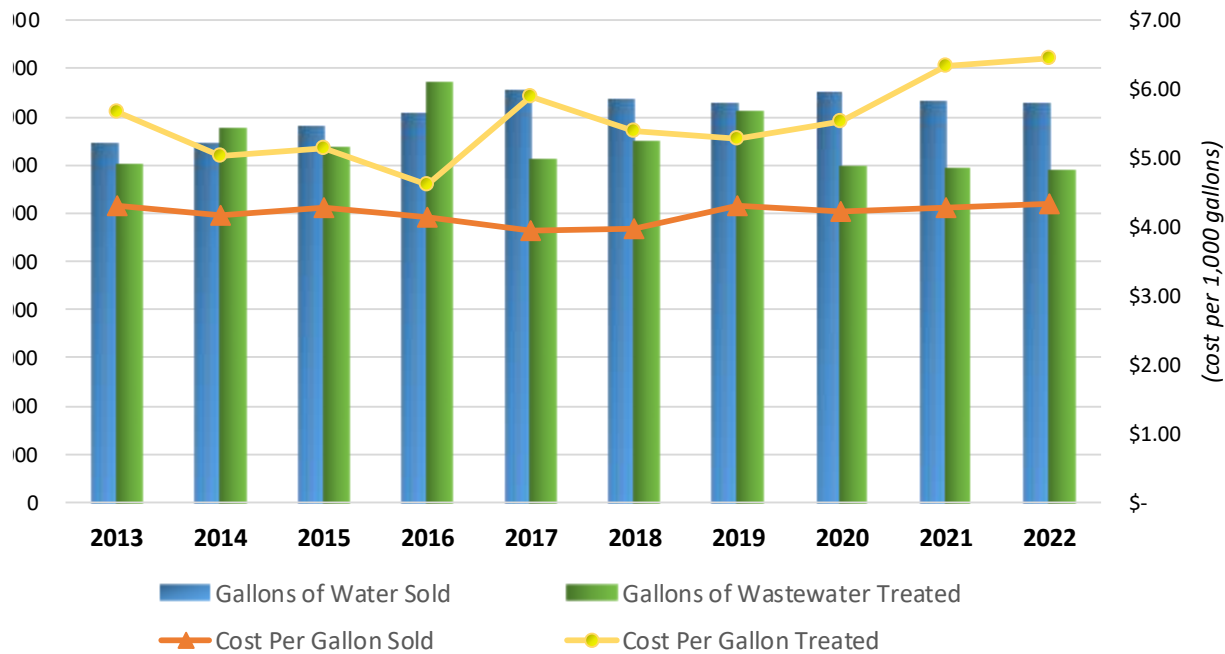
## Gallons of Water Sold and Wastewater Treated Cost Per Unit

### GALLONS OF WATER SOLD AND WASTEWATER TREATED

Last Ten Fiscal Years

(in thousand gallons)

Fiscal Year	Gallons of Water Sold	Cost Per Gallon Sold	Gallons of Wastewater Treated	Cost Per Gallon Treated
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	8,284,002	4.29	6,891,399	6.33
2022	8,270,073	4.34	6,885,203	6.46



Source: CCWA Operational and Billing Data

**Notes:**

<sup>1</sup> See ACFR Schedule 7, Gallons of Water Consumed

<sup>2</sup> See ACFR Schedule 27, Itemized cost per gallon

<sup>3</sup> See ACFR Schedule 10, Gallons of Wastewater Treated

<sup>4</sup> See ACFR Schedule 28, Itemized cost per gallon

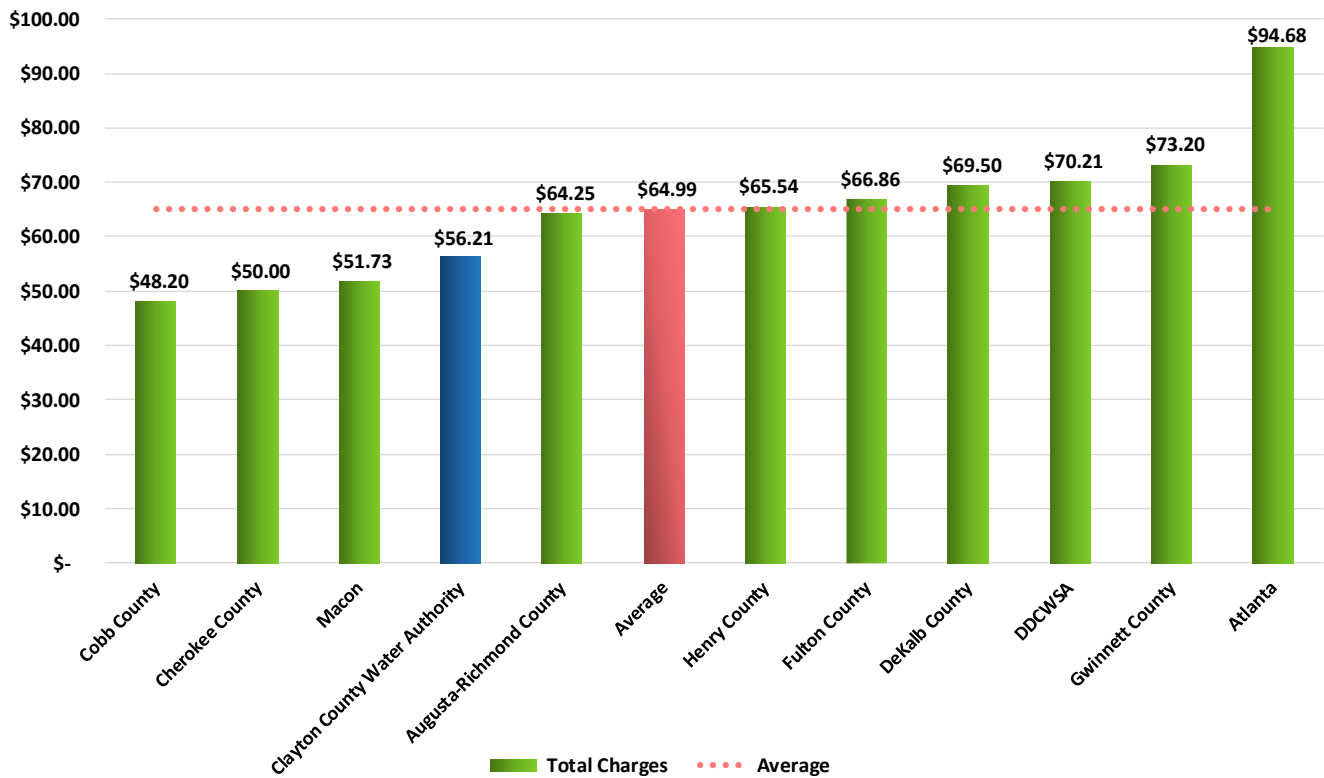


## Water and Wastewater Rates – Survey of Metro Atlanta Counties

### COMPARISON OF WATER AND WASTEWATER RATES SURVEY OF METRO ATLANTA COUNTIES *User Fee Information as of March 2023*

*Bill Based on Monthly Usage of 4,000 Gallons*

Metro Atlanta Jurisdiction	Total Charges
Atlanta	\$94.68
Augusta-Richmond County	64.25
Cherokee County	50.00
<b>Clayton County Water Authority</b>	<b>60.71</b>
Cobb County	48.20
DDCWSA	70.21
DeKalb County	69.50
Fulton County	66.86
Gwinnett County	73.20
Henry County	65.54
Macon	51.73
<b>Average</b>	<b>\$64.99</b>



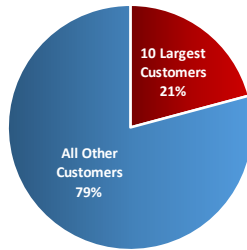


## Ten Largest Customers Measured by Water and Wastewater Revenues

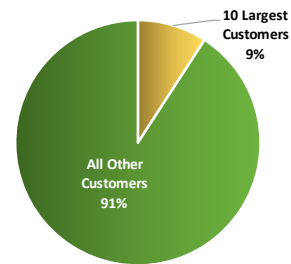
**TEN LARGEST WATER AND WASTEWATER CUSTOMERS**  
**MEASURED BY CONSUMPTION IN GALLONS AND WATER AND WASTEWATER REVENUES**  
 For the Fiscal Year Ended April 30, 2022

Customer	Water Revenue	Percent	Customer	Wastewater Revenue	Percent
City of College Park	\$ 1,322,039	2.27%	Fresh Express	\$ 1,844,518	3.73%
Fresh Express	1,269,204	2.18%	Hunter Ridge MHP LLC	750,814	1.52%
Clorox Co	855,460	1.47%	Clayton County Board of Commissioners	680,838	1.38%
Clayton County Board of Education	836,220	1.44%	Clayton County Board of Education	491,242	0.99%
Clayton County Board of Commissioners	723,481	1.24%	Club Chef Southeast LLC	288,700	0.58%
Hunter Ridge MHP LLC	705,865	1.21%	Clorox Co	271,592	0.55%
Marcres Sales Inc	309,191	0.53%	Riverwalk Lane Legacy Apartments LLC	251,667	0.51%
Clayton State University	253,587	0.44%	Marcres Sales Inc	246,513	0.50%
Southern Regional Medical Cent	239,801	0.41%	Toto Usa Inc	223,560	0.45%
Riverwalk Lane Legacy Apartments LLC	236,195	0.41%	Kabobs Inc	221,789	0.45%
<b>10 Largest Customers</b>	<b>\$ 6,751,044</b>	<b>11.61%</b>	<b>10 Largest Customers</b>	<b>\$ 5,271,234</b>	<b>10.65%</b>
All Other Customers	51,401,345	88.39%	All Other Customers	44,211,945	89.35%
<b>Total</b>	<b>\$ 58,152,389</b>	<b>100.00%</b>	<b>Total</b>	<b>\$49,483,179</b>	<b>100.00%</b>

Water Revenue



Wastewater Revenue





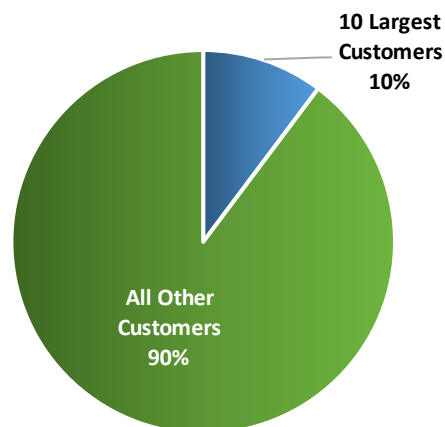
## Ten Largest Customers Measured by Stormwater User Fees

### STORMWATER UTILITY TEN LARGEST CUSTOMERS MEASURED BY STORMWATER USER FEES

For the Fiscal Year Ended April 30, 2022

Customer	Stormwater Fees	Percent
Department of Aviation (Hartsfield-Jackson Airport)	\$ 618,952	5.80%
Clayton County Board of Education	356,745	3.34%
Clayton County Board of Commissioners	144,470	1.35%
Georgia Power Co	114,482	1.07%
Georgia Dept of Agriculture	84,575	0.79%
Kroger	77,321	0.72%
J C Penney Catalog Division	62,706	0.59%
Weeks Robinson Properties	57,875	0.54%
Hunter Ridge MHP LLC	47,387	0.44%
Site Manager	45,067	0.42%
<b>10 Largest Customers</b>	<b>\$ 1,609,579</b>	<b>15.09%</b>
All Other Customers	9,057,242	84.91%
<b>Total</b>	<b>\$ 10,666,821</b>	<b>100.00%</b>

### Stormwater Fees



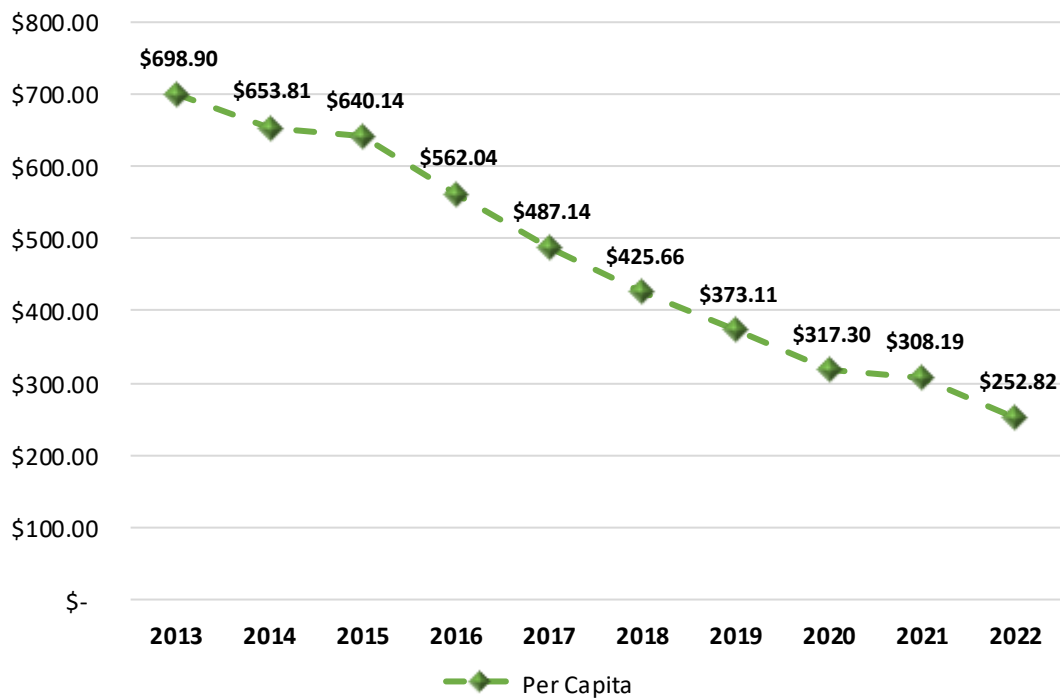


## Ratio of Outstanding Debt by Type

### RATIOS OF OUTSTANDING DEBT BY TYPE

Last Ten Fiscal Years Ended April 30

Fiscal Year	Revenue Bonds	GEFA Loans	Total Amount	Per Capita	As a Share of Personal Income
2013	\$ 178,300,000	\$ 8,431,354	\$ 186,731,354	\$ 698.90	2.85%
2014	180,116,610	7,879,126	187,995,736	653.81	2.66%
2015	163,953,530	7,310,101	171,263,631	640.14	3.47%
2016	147,250,664	6,724,191	153,974,855	562.04	2.19%
2017	130,017,798	6,119,630	136,137,428	487.14	1.98%
2018	112,349,932	6,604,761	118,954,693	425.66	1.73%
2019	94,555,071	11,839,256	106,394,327	373.11	1.37%
2020	75,495,210	16,400,550	91,895,760	317.30	1.13%
2021	58,471,807	30,785,857	89,257,664	308.19	1.10%
2022	39,388,403	33,831,170	73,219,573	252.82	0.90%



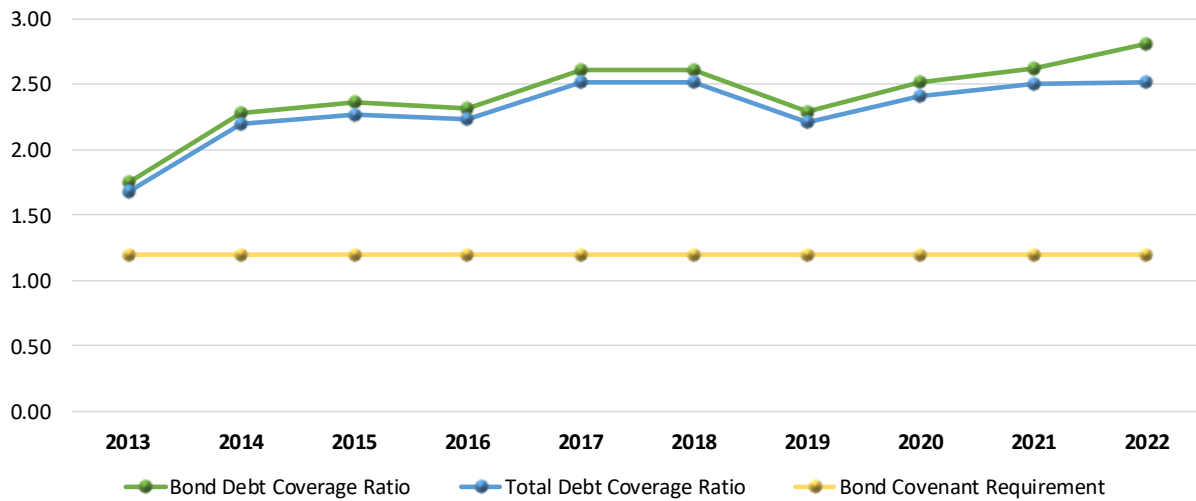


## Debt Service Coverage

### DEBT SERVICE COVERAGE

Last Ten Fiscal Years

Fiscal Year	Gross Revenues	Operating Expenses (excludes Deprec)	Net Cash Flow Available for Debt Service	Bond Annual Debt Service	Bond Debt Coverage Ratio	GEFA Loan Debt Service	Total Debt Coverage Ratio	Bond Covenant Requirement
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
2022	116,927,606	60,389,904	56,537,702	20,172,889	2.80	2,302,584	2.52	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.

**Per- and polyfluoroalkyl substances (PFAS/PFOA):** A group of manufactured chemicals that have been used in industry and consumer products since the 1940s because of their useful properties including heat resistance, flame retardant, oil resistance, and water repellant. These chemicals have also been used as anti-stick coatings in cookware. These chemicals are found in the bloodstream of people, animals, and fish worldwide and are referred to as "forever" chemicals, remaining in the environment for decades.

## Pipe Types:

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

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

**Potable Water:** Drinking water.

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

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



**R**

**Raw Water:** Untreated water.

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

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

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

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

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

**S**

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

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

**Sludge:** Solid residue from wastewater treatment.

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

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

**T**

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

**W**

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



## Acronyms and Abbreviations

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



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



<b>TOD</b> .....	Total Oxygen Demand
<b>TTHMs</b> .....	Total Trihalomethanes
<b>UV</b> .....	Ultraviolet
<b>WEF</b> .....	Water Environment Federation
<b>WPF</b> .....	Water Production Facility
<b>WRF</b> .....	Water Reclamation Facility
<b>WRRF</b> .....	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