



Adopted Budget

2024 - 2025



TABLE OF CONTENTS

TABLE OF CONTENTS.....	1
INTRODUCTION.....	6
Transmittal Letter	6
Consolidated Budget: FY 2024 – 2025	9
How to Navigate this Document.....	10
Website and Social Media Links.....	10
Organizational Chart	11
Board of Directors.....	12
Leadership Team.....	13
Finance Department Staff.....	14
Distinguished Budget Presentation Award	15
General Information	16
Mission, Vision, and Values.....	16
Governance	16
Structure	17
Schematic of Fund Structure and Cash Flow Diagram.....	19
Overview of the System	19
System Map	20
Water Operations	21
Wastewater Operations.....	21
Stormwater Operations	22
Interconnections	22
Distribution and Conveyance Infrastructure	22
Community Profile	23
Water and Sewer Bill Comparison	31
Financial Highlights and Trends	33
Priorities and Challenges.....	37
EXECUTIVE SUMMARY	45
Consolidated Budget: FY 2024 – 2025	45
Factors that Impacted the Development of the FY 2024 – 2025 Budget	46
Budget Summary: Water and Sewer Fund.....	47
Water and Sewer Fund Revenues as Percent of FY 2024-2025 Budget	49



Water and Sewer Fund Expenses as Percent of FY 2024-2025 Budget	49
Analysis of Revenues – Water and Sewer Fund.....	50
Revenue Budget Assumptions FY 2024 – 2025.....	50
Analysis of Expenses – Water and Sewer Fund	52
Operating and Capital Expenditure Budget Assumptions FY 2024 – 2025	52
Capital Project Summary – Water and Sewer Fund.....	59
Budgetary Analysis – Revenues and Expenses: Actual Performance to Budget Comparison	61
Budgetary Analysis – Revenues: Budget to Budget Comparison.....	62
Budgetary Analysis – Expenses: Budget to Budget Comparison	63
Budget Summary: Stormwater Fund	64
Analysis of Revenues – Stormwater Fund.....	65
Revenue Budget Assumptions FY 2024 – 2025.....	65
Analysis of Expenses – Stormwater Fund	66
Operating and Capital Expenditure Budget Assumptions FY 2024 – 2025	66
Capital Projects Summary – Stormwater Fund.....	70
Budgetary Analysis – Revenues and Expenses: Actual Performance to Budget Comparison	71
Budgetary Analysis – Revenues and Expenses: Budget to Budget Comparison	72
Staffing Summary.....	73
Summary by Division.....	73
PLANNING AND DIRECTION	74
Strategic Master Plan.....	74
Strategic Areas	74
Information Technology Master Plan	75
Project by Functional Area or Division.....	75
Work Priorities	76
Long-Range Financial Strategy and Cash Flow Analysis.....	78
Financial Strategy and Rate Model Assumptions – FY 2024 – 2025	79
Projected Gross Revenues and Expenditures	87
Capital Improvement Need and Cash Flow Sources	88
Projected Net Position – Water and Sewer Fund	89
Debt.....	90
Projected Debt Service Coverage - Water and Sewer Fund	93
Projected Net Position – Stormwater Fund	94



Projected Debt Service Coverage - Stormwater Fund	96
Levels of Service and Key Performance Indicators	97
Levels of Service – Goals and Strategies Detail.....	98
BUDGET DEVELOPMENT	101
Basis of Accounting	101
Budget Calendar.....	104
Rates and Charges.....	105
Stormwater Fees.....	105
Adopted Retail Water Rates	106
OPERATING BUDGET	107
Water and Sewer Fund	108
Water and Sewer Fund Consolidated Budget.....	109
Water and Sewer Fund Overview	110
Water and Sewer Fund Organizational Chart	111
Executive Division – Business Unit Group 100.....	112
Water Production Division – Business Unit Group 300	148
BUSINESS UNIT 310: W.J. HOOPER WATER PRODUCTION FACILITY.....	158
Program Management and Engineering Division – Business Unit Group 500.....	170
Distribution and Conveyance Division – Business Unit Group 600.....	180
Water Reclamation Division – Business Unit Group 700.....	199
General Services Division – Business Unit Group 900	218
Stormwater Fund	235
Stormwater Fund Overview	237
Stormwater Fund – Consolidated Operating Budget.....	241
CAPITAL BUDGET.....	245
Capital Budget Overview.....	246
Capital Improvement Program – Long-Term Goals and Objectives	247
Summary of Capital Improvement Program Expenditures	247
Capital Equipment – Summary	248
Capital Equipment: Water and Sewer Fund – Detail by Business Unit.....	249
Capital Equipment: Stormwater Fund – Detail by Business Unit.....	254
Capital Improvement Program (CIP) – Capital Projects.....	255
Historical Capital Project Spending	255



Projected Capital Project Spending.....	262
Current Capital Project Spending.....	265
Capital Project FY 2024 – 2025 Budget Funding Summary.....	279
Renewal and Extension Funded Projects.....	280
Stormwater Funded Projects	296
Impact Summary of Capital Projects on Operating Budget – Stormwater Fund	299
FISCAL POLICIES	300
Fiscal Policies.....	300
Operating Budget Policy	300
Capital Budget Policy	301
Accounting, Auditing and Financial Reporting Policies.....	302
Revenue Administration Policy.....	303
Expenditure Administration Policy	303
Debt Policy	304
Investment Policy.....	304
Reserve Policy	305
Risk Management Policy	305
Purchasing Policies.....	306
STATISCAL INFORMATION	310
Operating Revenues by Source.....	311
Operating Expenses by Function.....	312
General Demographic Statistics.....	313
Selected Demographic and Economic Statistics	314
Unemployment Rates	315
Number of Stormwater Customers by Type.....	316
Number of Water and Wastewater Customers by Type	317
Water and Wastewater Rates Per Thousand Gallons of Usage.....	318
Gallons of Water Sold and Wastewater Treated Cost Per Unit.....	319
Water and Wastewater Rates – Survey of Metro Atlanta Counties	320
Ten Largest Customers Measured by Water and Wastewater Revenues	321
Ten Largest Customers Measured by Stormwater User Fees.....	322
Ratio of Outstanding Debt by Type.....	323
Debt Service Coverage	324



BUDGET TERMINOLOGY.....325

 Glossary.....326

 Acronyms and Abbreviations334

 Acronyms for Types of Pipe336



INTRODUCTION

Transmittal Letter



"Providing Quality Water and Quality Services to Our Community"

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

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 the fiscal year 2024-2025. 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 remains 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 customers 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.



This year's theme is to re-evaluate, refocus and reconnect. The purpose of this theme is as follows:

- 1) Reevaluate-** to look at or review again for any opportunities to improve strategically, systemically, and innovatively
- 2) Refocus-** to adjust ones focus for clarity, to see something new and or different
- 3) Reconnect-** much like a surgeon who reconnects tendons, nerves, and veins to support vitality. We as a CCWA family are working to reestablish a bond of communication and connectivity with each other and the community. It is of great value for us to remain focused on the service we provide to our internal and external customers. The more collaborative and united we are as a team the better service we provide.

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. As usual our revenue for the upcoming fiscal year is projected conservatively to anticipate changes in weather conditions, conservation needs, economic development, potential drought and any regulatory changes.

The Authority's 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. This includes advanced treatment technologies as we navigate the world of PFAS. The EPA has finalized the regulatory restrictions for five individual limits related to PFAS (polyfluoroalkyl substances). The cost associated with these new treatment technologies are projected to exceed \$450M including capacity upgrades. To meet the goals of our capital improvement plan and EPA requirements, a rate adjustment of eight percent, effective on January 1, 2025, will be necessary.

Clayton County Water Authority is currently meeting and exceeding all regulatory requirements for safe drinking water. Clayton County Water Authority is committed to our customers and community and will continue to make necessary system improvements to comply with upcoming regulatory requirements.

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

Respectfully submitted,



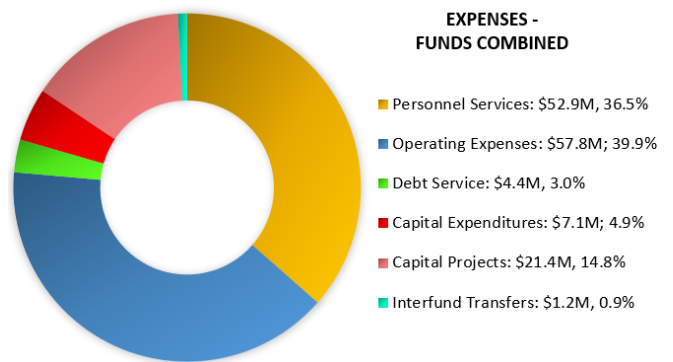
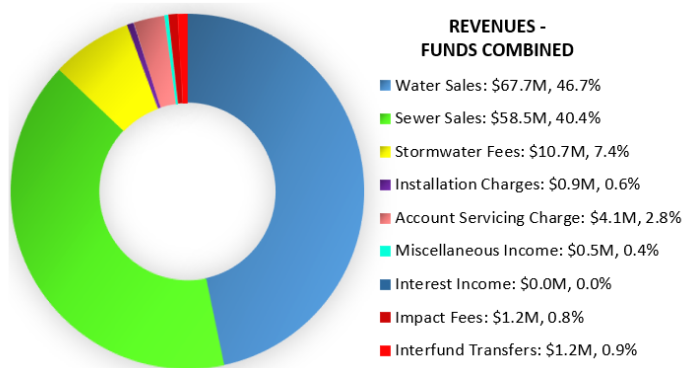
Acknowledgement

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



Consolidated Budget: FY 2024 – 2025

	Water and Sewer Fund	Stormwater Fund	Total	% Chg from FY2023 -24
Revenues				
Water Sales	\$ 67,686,541	\$ -	\$ 67,686,541	6.6%
Sewer Sales	58,542,200	-	58,542,200	8.2%
Stormwater Fees	-	10,675,068	10,675,068	1.1%
Installation Charges	866,160	-	866,160	42.0%
Account Servicing Charge	3,967,871	157,205	4,125,076	-0.6%
Miscellaneous Income	520,119	658	520,777	-72.1%
Interest Income	10,555	2,933	13,488	65.9%
Impact Fees	1,220,074	-	1,220,074	3.5%
Interfund Transfers: from Stormwater	1,238,154	-	1,238,154	8.1%
Total Revenues	\$ 134,051,674	\$ 10,835,864	\$ 144,887,538	5.7%
Expenses				
Personnel Services	\$ 49,795,469	\$ 3,065,179	\$ 52,860,648	10.6%
Operating Expenses	54,548,352	3,290,501	57,838,853	1.9%
Debt Service	4,402,608	11,700	4,414,308	48.8%
Interfund Transfers: to Water and Sewer	-	1,238,154	1,238,154	8.1%
Capital Expenditures	6,776,981	365,149	7,142,130	6.2%
Capital Projects	18,528,264	2,865,181	21,393,445	-1.6%
Total Expenses and Appropriations	\$ 134,051,674	\$ 10,835,864	\$ 144,887,538	5.7%





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**.

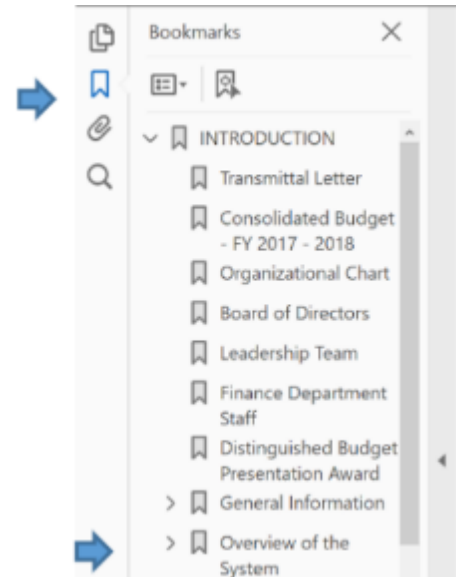
INTRODUCTION



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/>

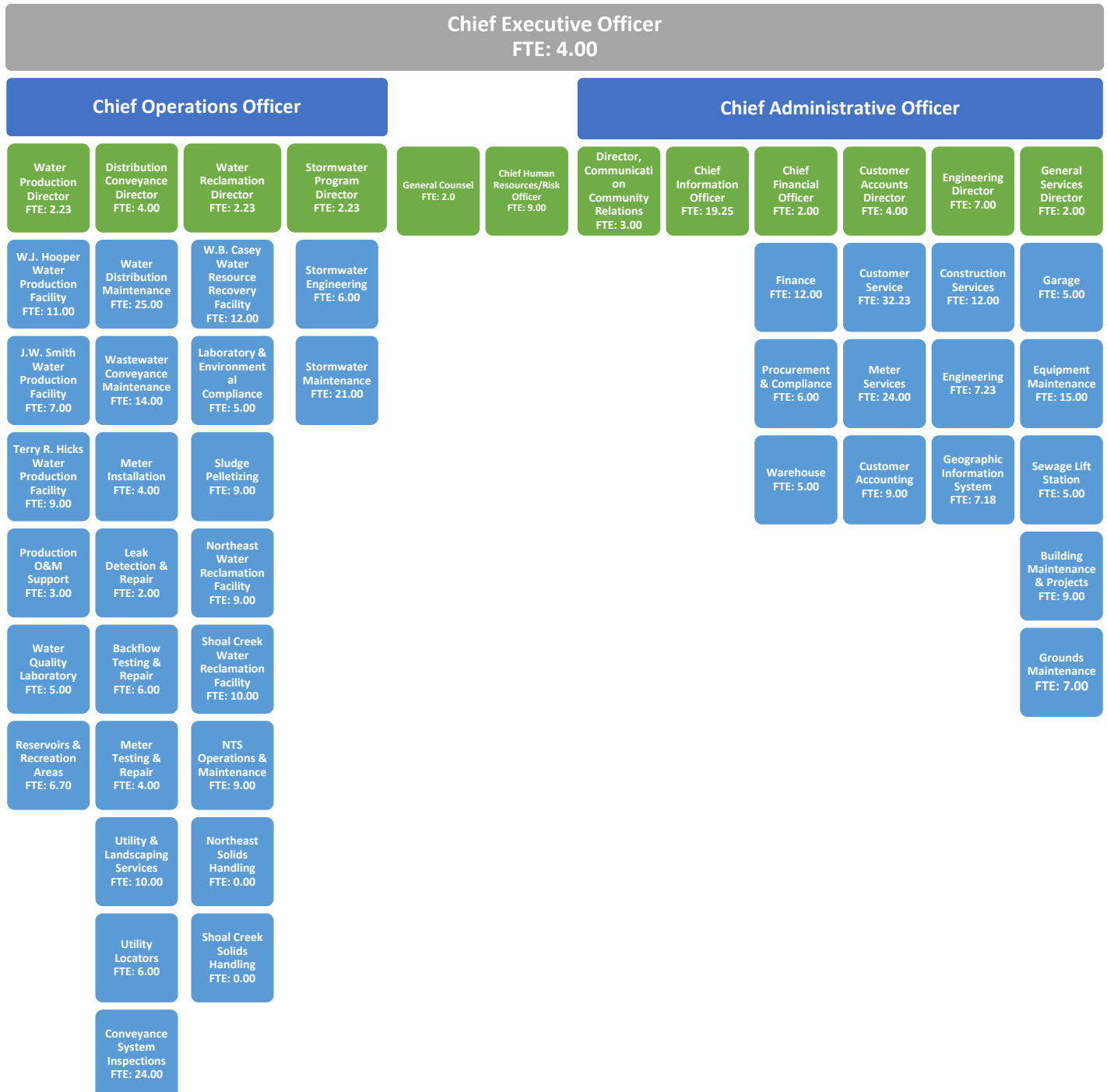
Blog: <https://www.ccwa.us/blog/>

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

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



Organizational Chart





Board of Directors

Member



**Emma
Godbee**

Member



**Dr. John
Chafin**

Member



**Rodney
Givens**

Member



**Robin
Malone**

Vice Chair



**Marie
Barber**

Secretary - Treasurer



**Mike
Thomas**

Chair



**Dr.
Cephus
Jackson**



Leadership Team

Anquilla Henderson
Allison Halron
Derek Doss
Julius Tolbert
Kendra Staniel
Lamar Hamlin
Doug Thomas
Kevin Osbey
Coty McDaniel
Kelly Taylor
Rodney Perkins
Suzanne Brown

Chief Human Resources & Risk Officer
Chief Financial Officer
Chief Information Officer
General Counsel
Water Reclamation Director
Distribution & Conveyance Director
General Services Director
Stormwater Program Director
Water Production Director
Engineering Director
Customer Accounts Director
Communications & Community Relations Director



Finance Department Staff

Allison Halron

Chief Financial Officer

Christina
Hollywood
*Budget
Manager*

Mandy Lindow
*Sr. Business
Analyst*

Vacant
*Administrative
Assistant*

Katrina Banks
Controller

Amanda
LaPierre
Budget Analyst

Lucianna
Farmer
*Senior
Accountant*

Vacant
Accountant I

Ricardo Ray
Accountant II

Taniesha
Maxwell
Accountant II

Carol Cameron
AP/Payroll Manager

Sarah Beth
Sheton
Accountant I

Sam Gilbert
*Accounting
Associate*





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, 2023

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, 2023. 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.

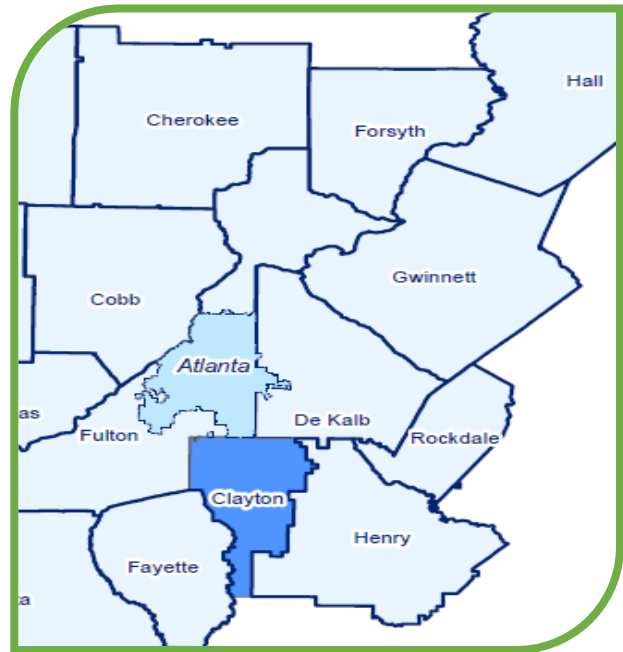
This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award. This is the Authority's 16th year of receiving the award.



General Information

The Clayton County Water Authority (“CCWA” or the “Authority”) was created via enabling legislation of the Georgia General Assembly (Georgia Laws 1955, page 3344) on March 7, 1955. This provided for the establishment of an authority to acquire, construct and thereafter operate and maintain projects embracing sources of water supply, distribution, sale of water and related facilities. CCWA supplies water and wastewater services to nearly 300 thousand residents in Clayton County, in the metro Atlanta area. It is one of 15 counties included in the Metropolitan North Georgia Water Planning District.

In May 2007, the Stormwater Utility was created to help ensure compliance with stricter federal and state water quality standards. The Stormwater Utility is tasked with ensuring safe, efficient design and operation of stormwater management devices along with maintenance and repair of these structures and devices.



Mission, Vision, and Values

The mission of CCWA is “Providing quality water and quality services to our community.” Our organization strives to value the environmental and community interests and sustain the resources entrusted in its care. Our Vision is “Utilizing Innovation to Provide Industry-Leading Service for Our Community.”

CCWA is a leader in the water utility industry, recognized for superior results in service, value, environmental stewardship and innovation. The CCWA’s values include the following:

- **Excellence:** Providing the best value in product quality and service.
- **Great Place to Work:** Providing competitive benefits, career-focused training and consistent and effective two-way communications while fostering a family-like spirit.
- **Integrity:** Employing the highest ethical standards, demonstrating honesty, fairness and trust while respecting the rights and beliefs of our fellow employees, our customers and our community.
- **Customer and Community Focused:** Anticipating and meeting customer expectations in both service and product while responding in a timely manner. Actively committed to the betterment of our community.

Governance

The Clayton County Water Authority is governed by a seven-member Board of Directors. Each of them serves on a part-time basis for a term of five years and may be reappointed for additional terms. Members of the Board are appointed by the Clayton County Board of Commissioners. To help ensure continuity in governance, appointments are structured in a staggered manner such that there should be no more than two new members in any given year. The Chairman, Vice-Chairman and Secretary-Treasurer are elected by and serve at the pleasure of the Water Authority Board.



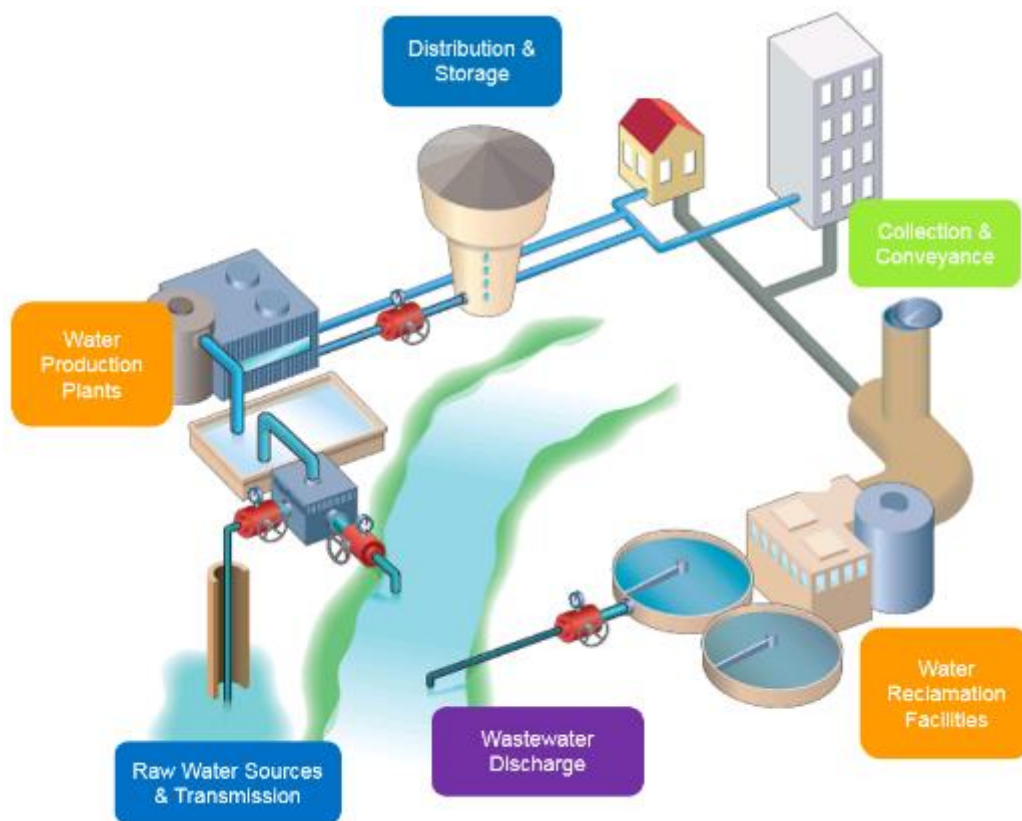
Structure

CCWA is comprised of *two enterprise funds* that utilize 60 business or budget units to track financial performance and budgetary oversight of its business-like operations.

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

- **Executive:** Provides organization oversight and all administrative functions of CCWA including inventory warehousing under procurement. **Business Units – 100's and 940**
- **Water Production:** Produces potable water within the standards promulgated by federal and state regulatory agencies. **Business Units - 300's**
- **Program Management and Engineering:** Plans and administers construction projects and major repairs of all plant facilities, facilities and distribution and collection systems. **Business Units – 500's**
- **Distribution (Water Pipe Infrastructure) and Conveyance (Sewer Pipe Infrastructure):** Installs and maintains waterlines, sewer lines and meters. **Business Units – 600's**
- **Water Reclamation:** Reclaims wastewater in conformity to highly regulated standards of federal and state regulatory agencies. **Business Units – 700's**
- **General Services:** Provides equipment and vehicle repairs, maintenance of lift stations (water) and pump stations (sewer) and building and grounds maintenance. **Business Units – 900's**

Water Cycle





The **Stormwater Fund** is used to comply with initiatives prompted by the Clean Water Act to improve stormwater infrastructure, minimize flooding and provide protection of local streams, rivers and lakes. Services provided by this fund include construction plan reviews, inspections, floodplain management, illicit discharge/Illegal connection inspections and maintenance of stormwater infrastructure within the road right-of-way and directly connected to the right-of-way. To cover the cost of these services, user fees are charged based on the area of impervious surface located on a customer's property.

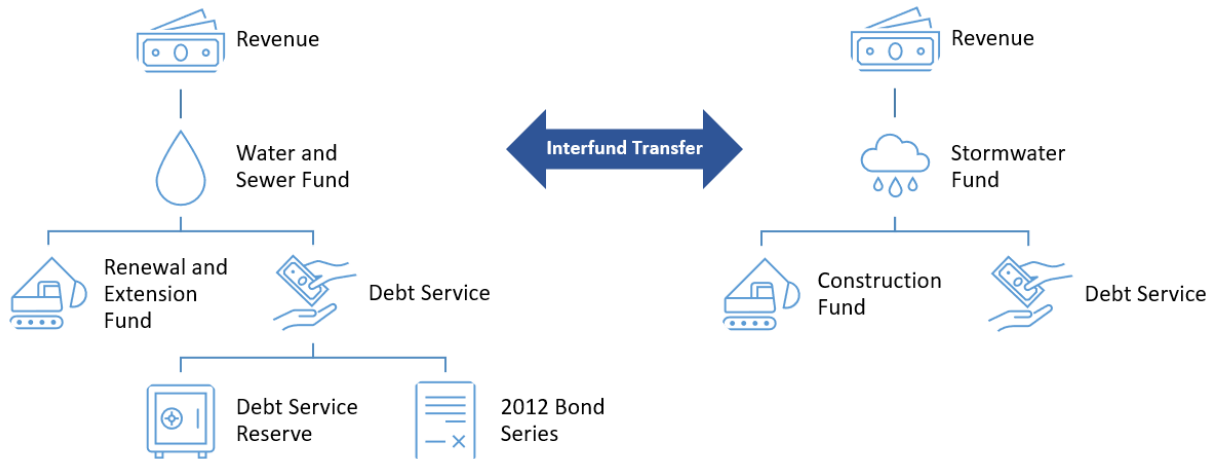
- **Stormwater Management:** Directs, manages and controls the efforts of the Stormwater Utility section. **Business Unit – 201**
- **Stormwater Engineering:** Manages construction plan to ensure compliance with State and Federal regulations and mandates. **Business Unit – 205**
- **Stormwater Maintenance:**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





Schematic of Fund Structure and Cash Flow Diagram

All transactions for both the Water and Sewer Fund and the Stormwater Fund flow through the Water and Sewer Fund.



Overview of the System



Water Production

- **3 Production Facilities**
 - 47 MGD Capacity
 - 26 MGD Produced
- **5 Reservoirs**
- **Water Storage**
 - 3 Clear Wells: 6.7 MG
 - 7 Ground Storage Tanks: 23 MG
 - 4 Elevated Tanks: 2.5 MG



Water Reclamation

- **3 Reclamation Facilities**
 - 38.4 MGD Treatment Capacity
 - 21.2 MGD Treated
- **2 Constructed Wetlands systems**
- **44 Lift Stations**



Stormwater

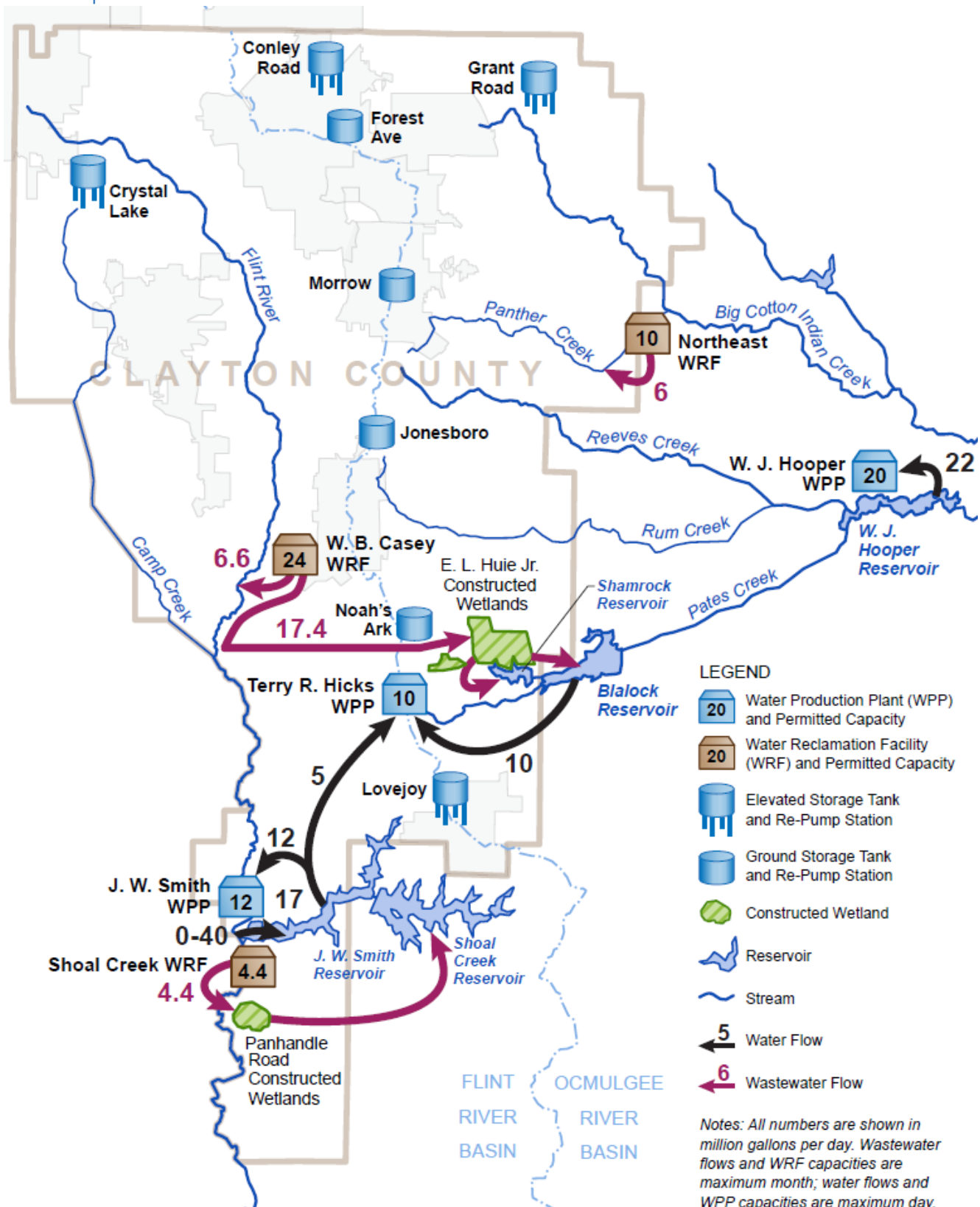
- **6 City systems**
- **1 County system**
- **500 miles of piping**

The Authority owns and operates five raw water reservoirs:

- **J.W. Smith** - 240 acres in size, holding approximately 844 million gallons of water at capacity
- **Shamrock** - 78 acres in size, holding approximately 260 million gallons of water at capacity
- **Edgar Blalock, Jr.** - 263 acres in size, holding approximately 889 million gallons of water at capacity
- **William J. "Billy" Hooper** - 143 acres in size, holding approximately 180 million gallons at capacity
- **Shoal Creek** - 387 acres in size, holding 2.19 billion gallons of water at capacity



System Map





Water Operations

The Authority's service area of approximately 143 square miles lies just south of the city of Atlanta. It is one of Georgia's smallest counties, in terms of land size, yet it is one of the most densely populated counties with more than 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, and the 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.

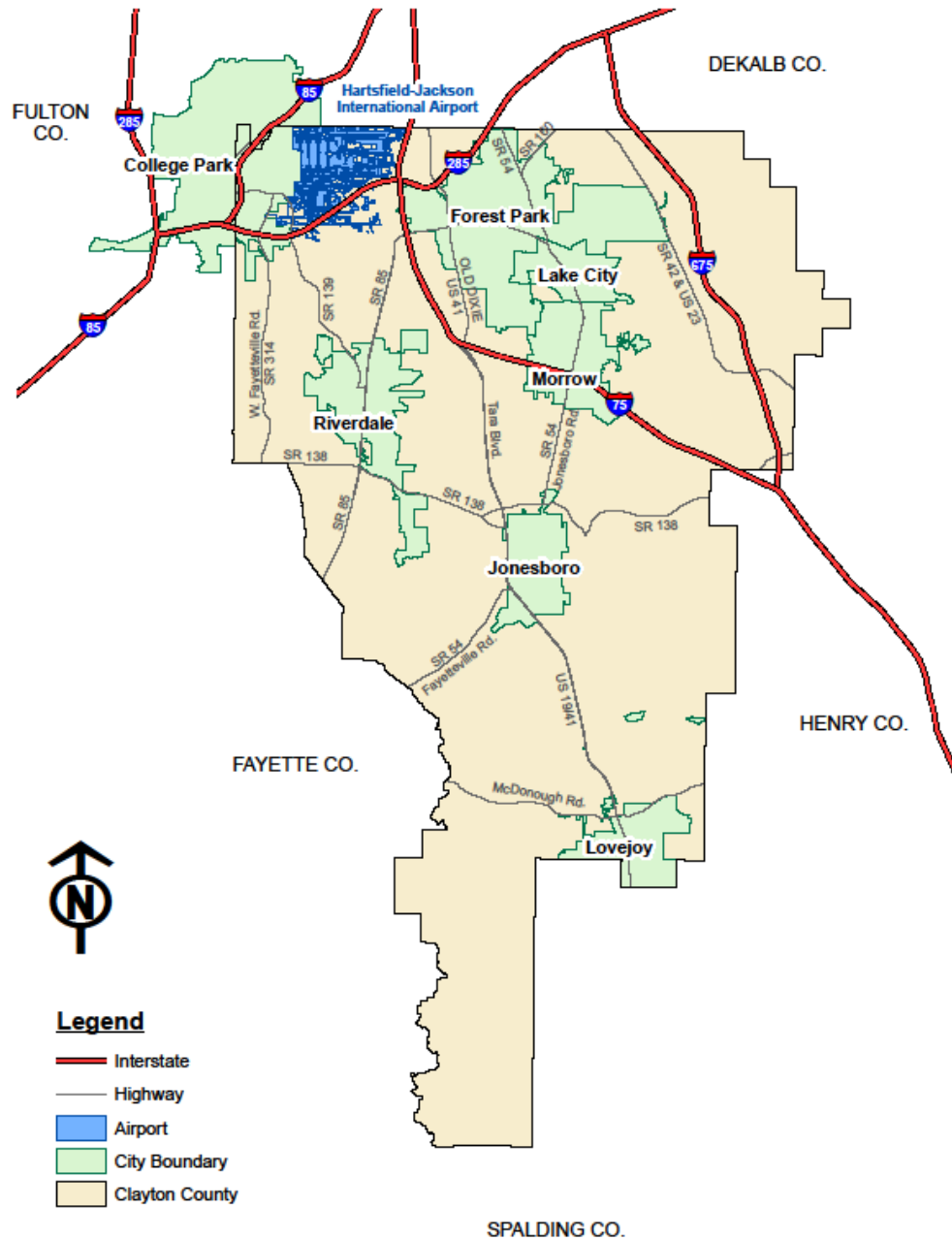




Community Profile

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

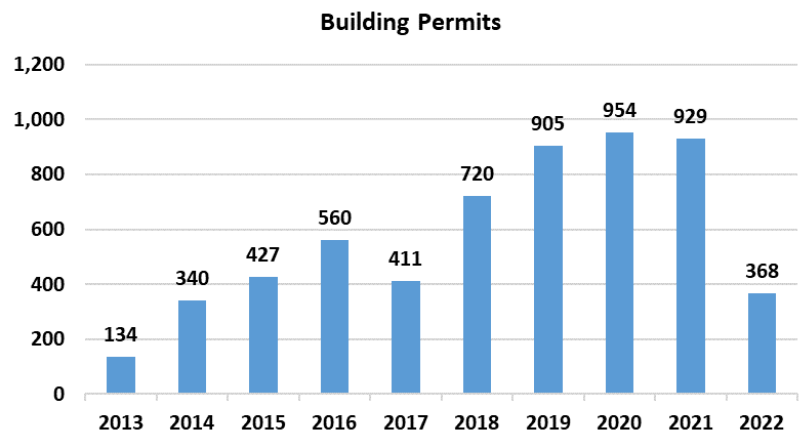
Education

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 assessed. 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.



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

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 decreased by almost 50 percent during the five-year period between 2018 and 2022.



Top 10 Employers

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

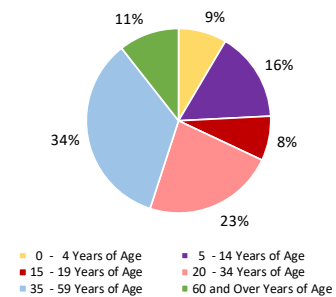
Income growth is positively correlated with job growth and lower unemployment rates. Since the 1990's, job growth in the southern crescent of Metro-Atlanta has largely been rooted in the construction that occurs during a strong housing market and economic expansion. Clayton County is now experiencing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

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

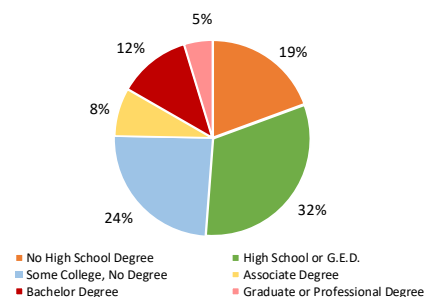
Hartsfield-Jackson Atlanta International Airport is a powerful economic driver and two community improvement districts (CIDs), Airport West and Airport South (North Clayton County), have joined forces as the *Atlanta Aerotropolis Alliance* to assist the airport into becoming a major economic hub. These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

Age of County Residents



Education Level





tool for the region. More than 50 percent of Fortune 500 corporate headquarters are located within 10 miles of U.S. 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 an 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, between 18,000 and 20,000 square feet each, were constructed under the first phase. 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 emeraina." Wenk.

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

In 2016, Georgia Motion Picture Studios announced they would be calling Tucker, Georgia home. Estimates have the economic impact this studio brings to the area reaching \$1 billion. The University System of Georgia began classes in January 2016 at its new Georgia Film Academy to train future industry workers in the State. Clayton State University has recently followed suite by adding relevant courses to its curriculum catalog. With local talent available, production companies will no longer need to bring crewmembers from New York and Los Angeles.

Film tourism has also had an economic impact on the state. With additional studios and movie productions, this revenue stream will continue to grow. Fans from all over the world visit Senoia, Georgia, which was redeveloped to film the popular television show *The Walking Dead*. Covington has had similar success from *The Vampire Diaries*, which has a real-life replica of the Mystic Grill, a familiar setting on the show. The State's film office has launched a website, TourGeorgiaFilm.com, to cater specifically to film tourism.

With its headquarters located just over the Clayton County border and Hartsfield-Jackson Atlanta International Airport its primary hub, Delta Airlines has a large impact on economic growth for the County. 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 has 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

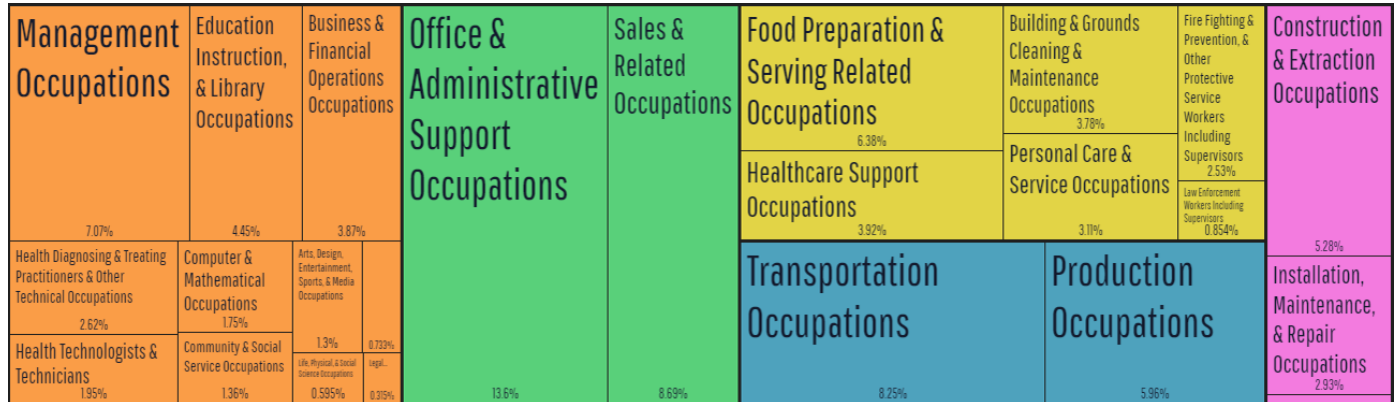


agencies have a total of 2,350 acres and 935 individual parcels along 11 miles of commercial corridors in Clayton County and help encourage economic development.

JOB GROWTH AND EMPLOYMENT

In 2022, there were over 138,000 employed in Clayton County, GA. The industries and percentage of those employed are found in the graphic below. Employment in the County has grown 16.64 percent between 2010 and 2022.

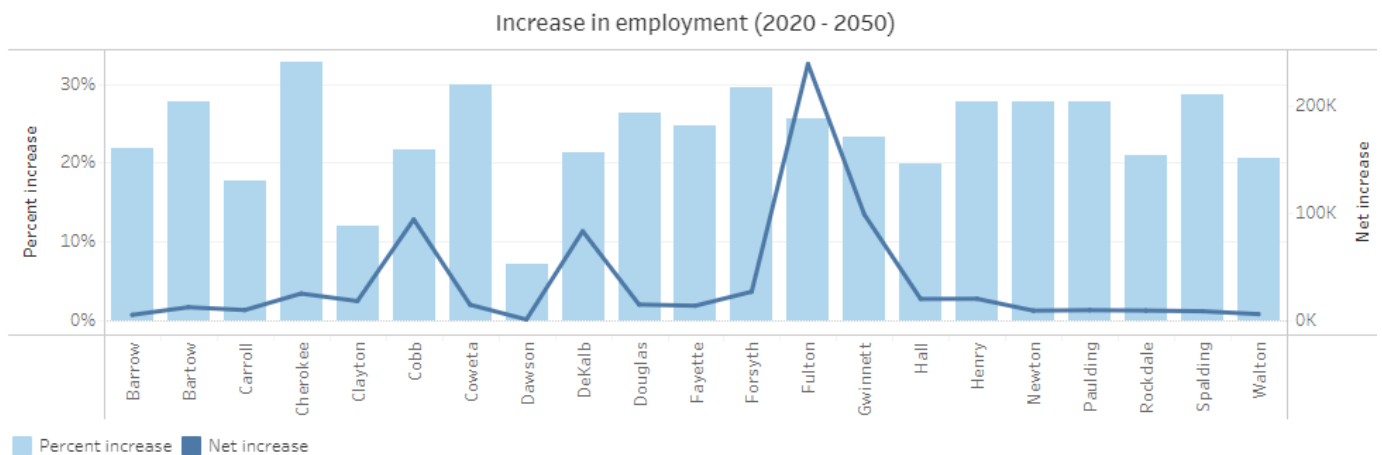
Employment Occupations – (2022)



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.

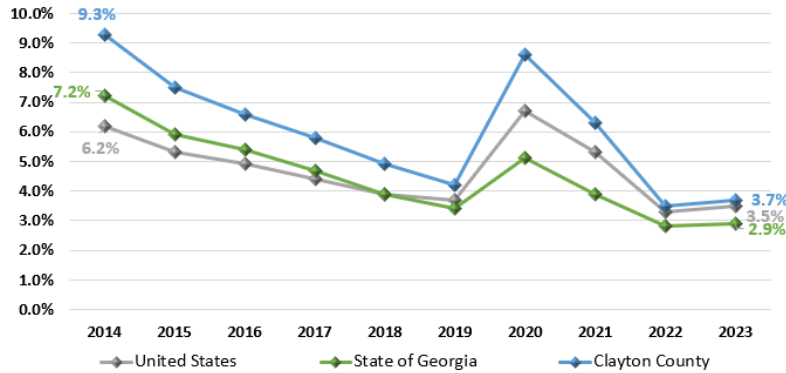


Source: Atlanta Regional Commission; [21-County Data Dashboard - 33n \(atlantaregional.com\)](#)



Unemployment Rates 2014 – 2023

For April 2023, 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.

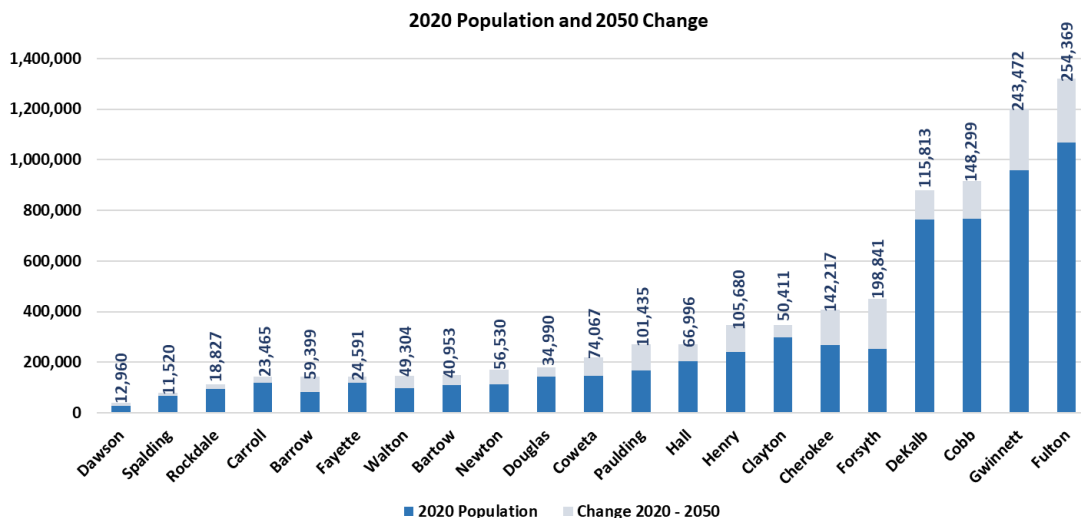


POPULATION GROWTH

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.

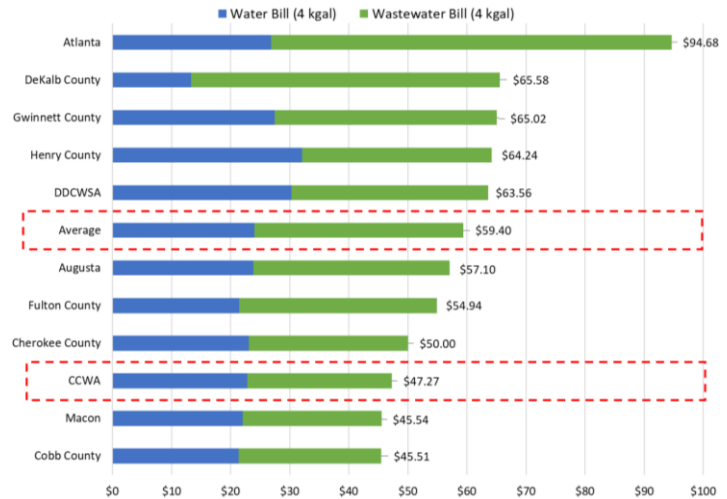




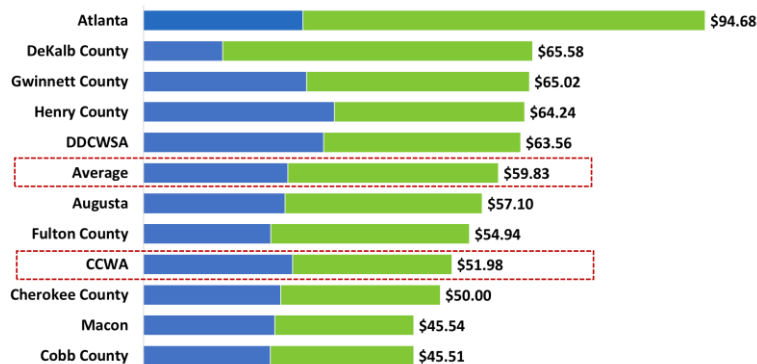
Water and Sewer Bill Comparison

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.

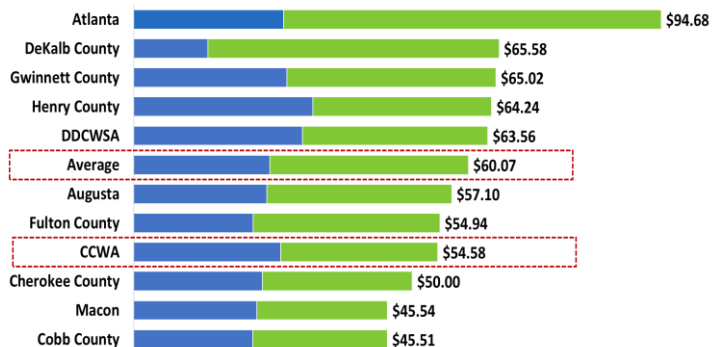


January 1, 2021



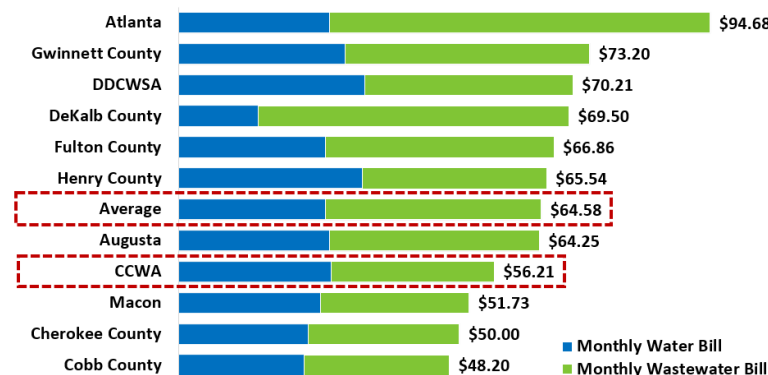
The graphic to the left demonstrates how the same customer bill was impacted by the **10 percent rate adjustment** implemented on January 1, 2021. The average customer bill increased \$4.71 a month to \$51.98 but the Authority's rates remained among the lowest in the metro-Atlanta area.

January 1, 2022



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.

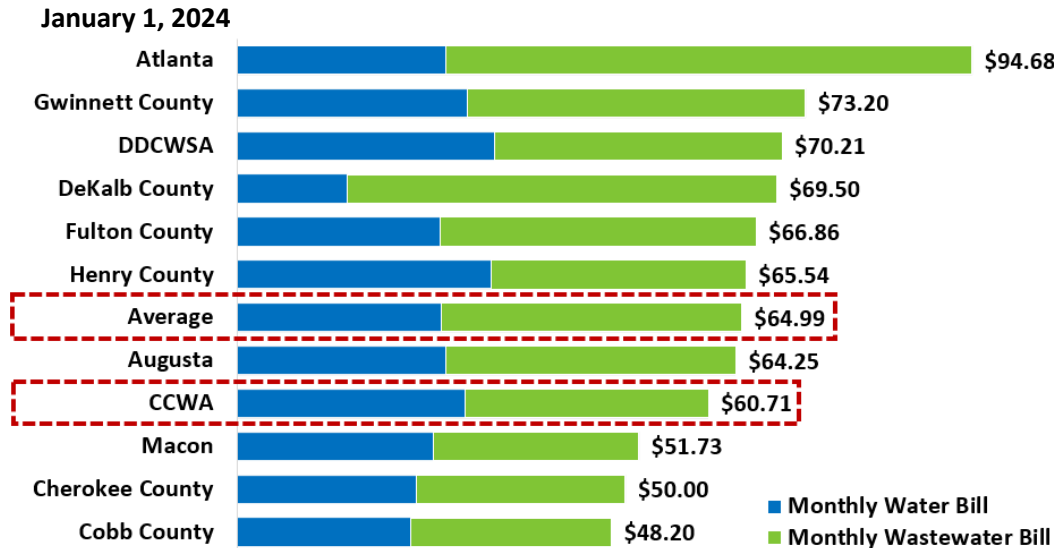
January 1, 2023



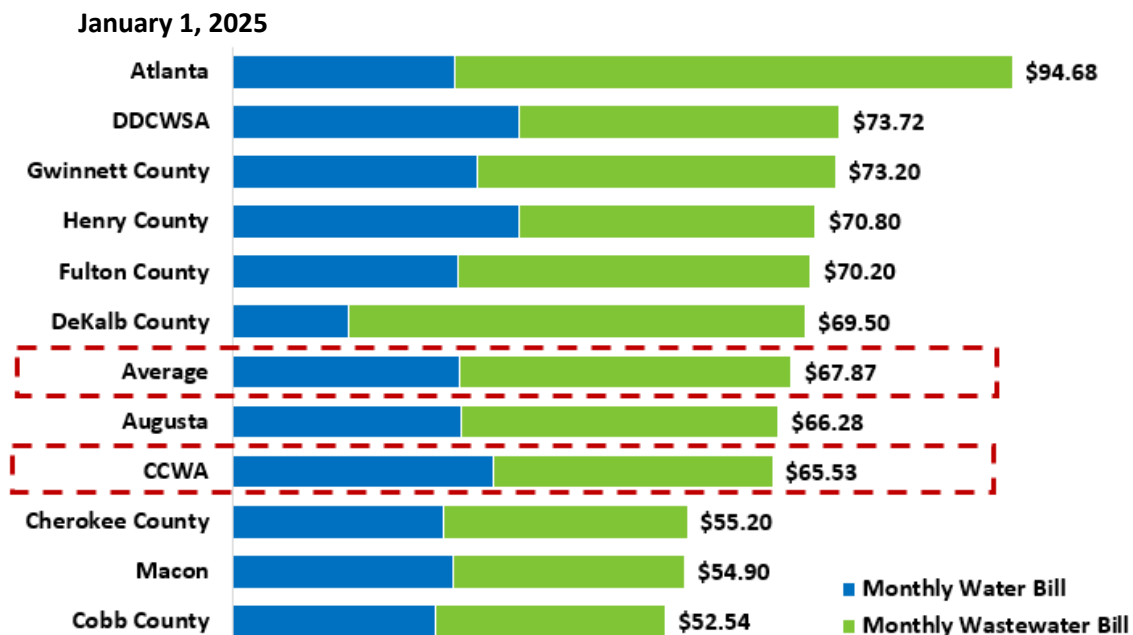
The graphic to the left demonstrates how the same customer bill was impacted by the **3 percent rate adjustment** implemented on January 1, 2023. The average customer bill increased \$1.63 a month to \$56.21 but the Authority's rates remained below the average of other utilities in the metro-Atlanta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



Several of the water utilities in the metro-Atlanta used in these bill comparisons have implemented rate increases. During the approval of the budget in April 2023, the Board of Directors approved a **5 percent rate adjustment** to be implemented on January 1, 2024. At the May 4, 2023, Board of Director's meeting, the rate adjustment was revised from 5 percent to 8 percent effective January 1, 2024, increasing the customer's bill a total of \$4.50 per month from the rate adjustment of 3 percent effective the year before on January 1, 2023.



As part of the FY 2024 – 2025 budget adoption, a **rate adjustment of 8 percent** was approved, effective January 1, 2025. This adjustment will increase the average customer bill by \$4.82 per month to \$65.53. The Authority's rates remain below the average of other utilities in the metro-Atlanta area.





Financial Highlights and Trends

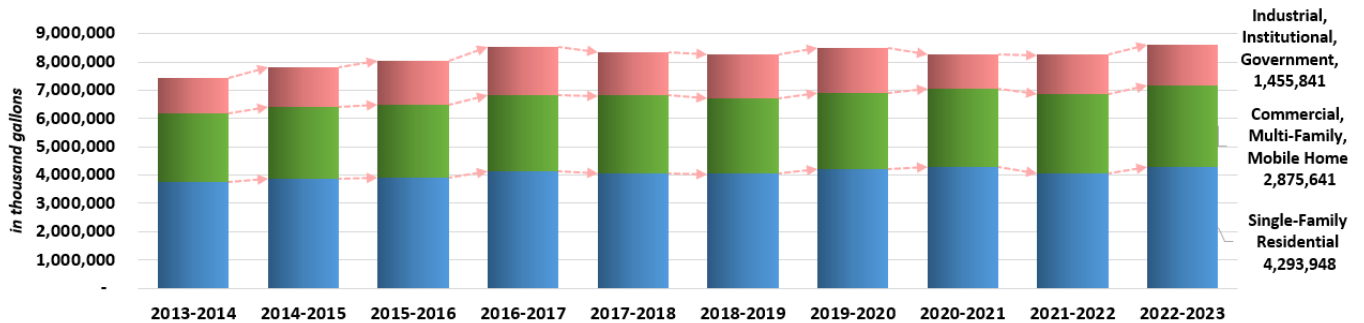
Over the last ten years, water usage has increased 15 percent and 4 percent over the past five fiscal years. Drought conditions in FY 2016 - 2017 increased usage 6 percent from the prior year. The COVID-19 pandemic in FY 2019 - 2020 also increased usage as residents sheltered in place and schools operated 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 14 percent growth since FY 2013 – 2014.

The number of water customers has increased 15 percent since FY 2013 – 2014 and has increased 5 percent since FY 2018 – 2019, an average growth rate of about 1.3 percent annually.

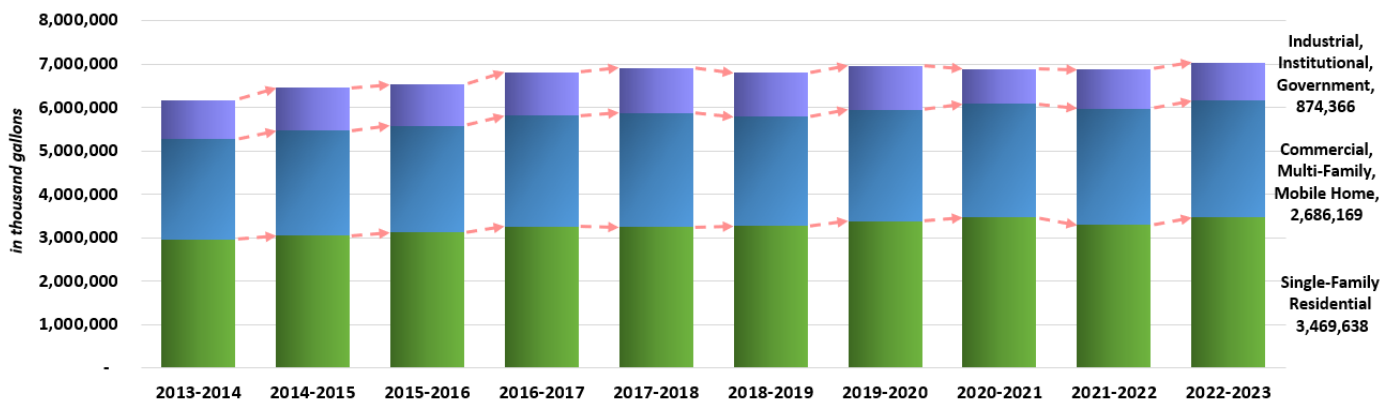
The number of stormwater customers has increased 13 percent since FY 2013 – 2014 and 4 percent since FY 2018 – 2019, an average growth rate of 1.1 percent annually.

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

Annual Water Usage by Customer Category

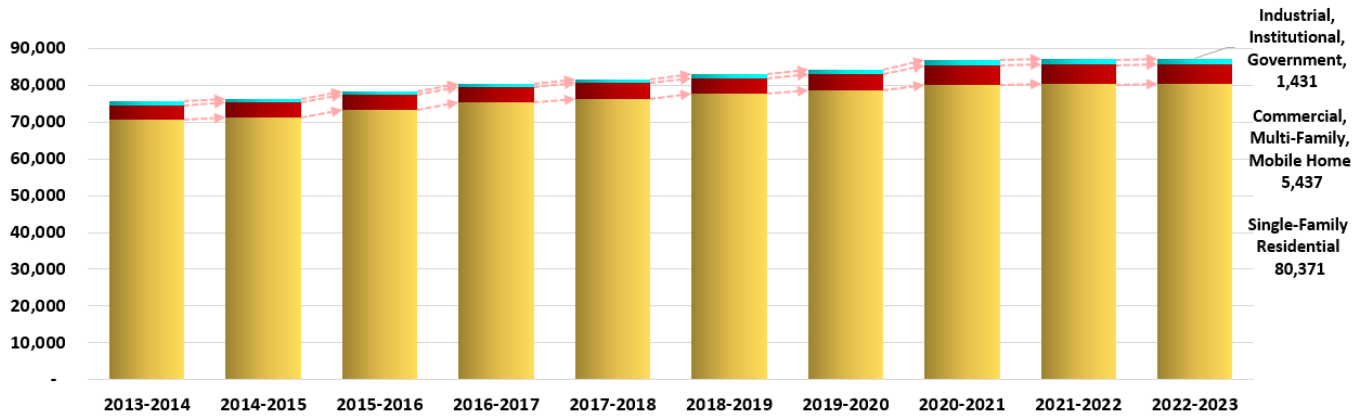


Annual Sewer Usage by Customer Category

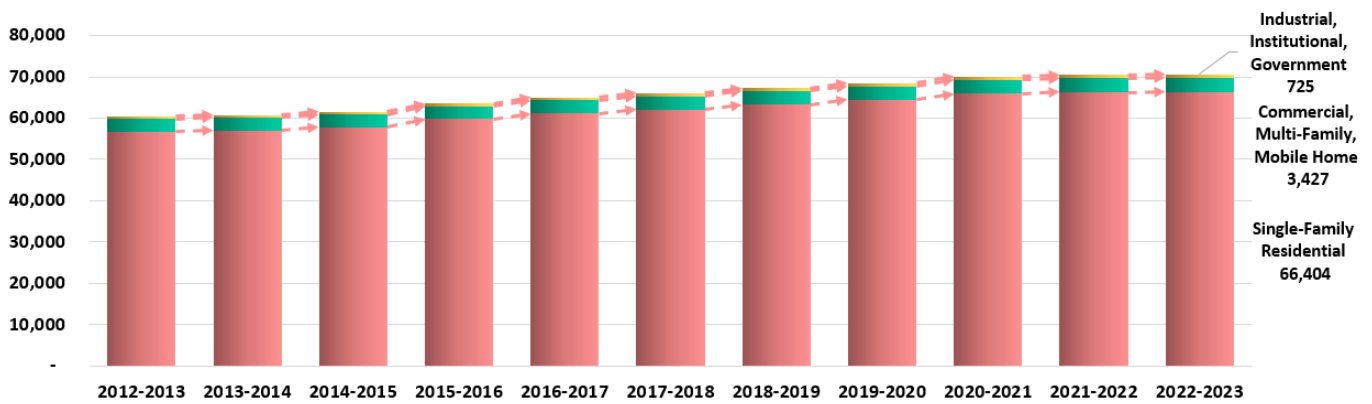




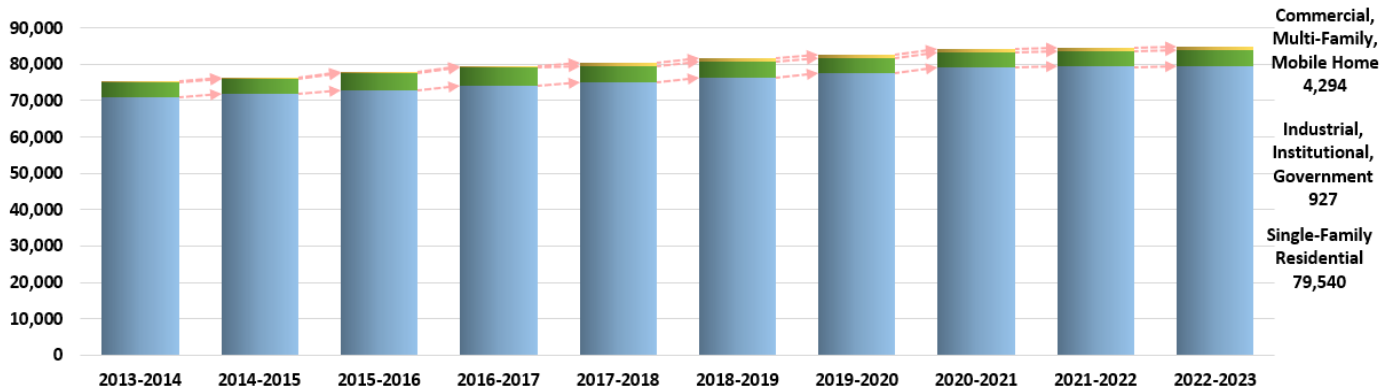
Water Customers by Category



Sewer Customers by Category



Stormwater Customers by Category

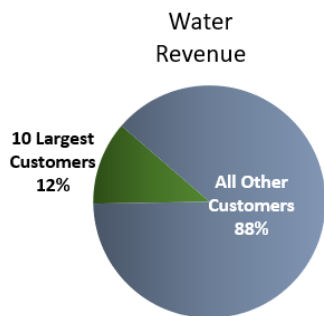




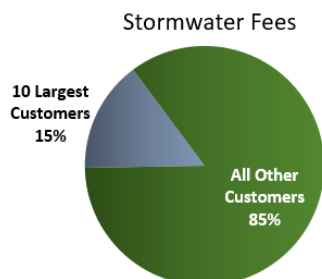
Top 10 Customers

The tables below list the Authority's customers by type of service for the fiscal year ended April 30, 2023.

Water			Wastewater		
Customer	Revenue	Percent	Customer	Revenue	Percent
Fresh Express	\$ 1,446,018	2.34%	Fresh Express	\$ 1,844,518	3.46%
Clayton County Board of Education	1,142,994	1.85%	Hunter Ridge MHP LLC	750,814	1.41%
Clayton Co Bd of Commissioners	984,253	1.59%	Clayton County Board of Commissioners	680,838	1.28%
City of College Park	816,794	1.32%	Clayton County Board of Education	491,242	0.92%
Clorox Co	801,322	1.30%	Club Chef Southeast LLC	288,700	0.54%
Hunter Ridge Mhp LLC	696,251	1.13%	Clorox Co	271,592	0.51%
Clayton State University	383,740	0.62%	Riverwalk Lane Legacy Apartments LLC	251,667	0.47%
House of Raeford Farms	326,056	0.53%	Marcie Sales Inc	246,513	0.46%
Tara MHP Jonesboro GA LLC	289,732	0.47%	Toto USA Inc	223,560	0.42%
Deer Creek MHP Stockbridge GA LLC	280,125	0.45%	Kabobs Inc	221,789	0.42%
10 Largest Customers	\$ 7,167,285	11.61%	10 Largest Customers	\$ 5,271,234	9.87%
All Other Customers	54,563,278	88.39%	All Other Customers	48,113,286	90.13%
Total	\$ 61,730,563	100.00%	Total	\$ 53,384,520	100.00%



Customer	Stormwater Fees	Percent
Department of Aviation (Hartsfield-Jackson Airport)	\$ 620,009	5.75%
Clayton County Board of Education	358,585	3.32%
Clayton County Board of Commissioners	144,322	1.34%
Georgia Power Co	114,881	1.07%
Georgia Dept of Agriculture	84,575	0.78%
Kroger	78,398	0.73%
J C Penney Catalog Division	62,631	0.58%
Weeks Robinson Properties	58,119	0.54%
Hunter Ridge MHP LLC	55,126	0.51%
Site Manager	50,492	0.47%
10 Largest Customers	\$ 1,627,138	15.09%
All Other Customers	9,157,436	84.91%
Total	\$ 10,784,574	100.00%





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.

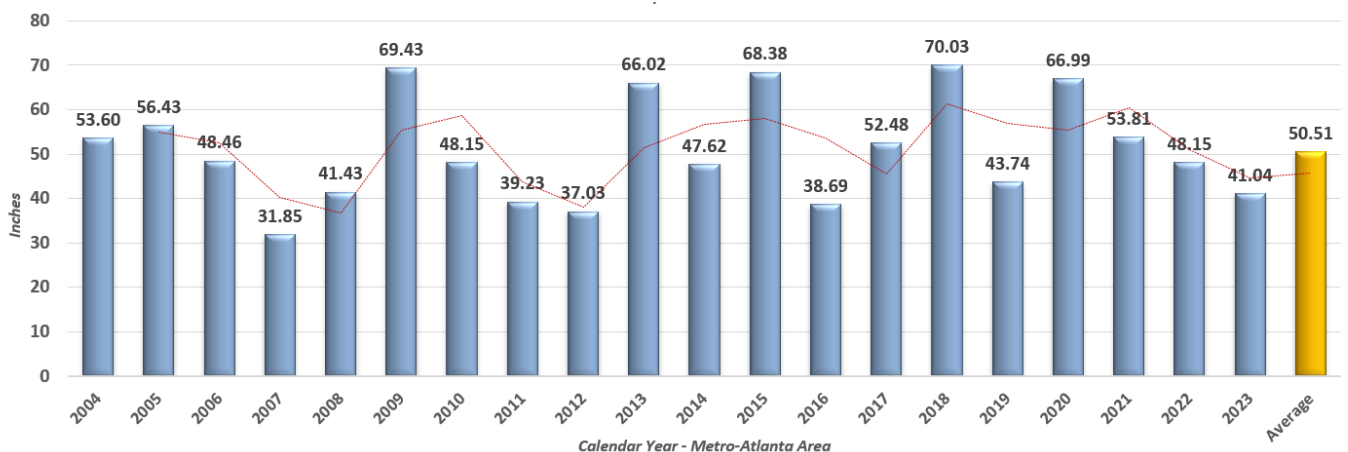
The amount of rain received also impacts chemical usage as it changes the number of suspended solids in water through run-off. The rainwater picks up different particles and deposits them into our reservoirs creating more turbid waters. The more turbidity in the water, the more chemicals needed to remove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

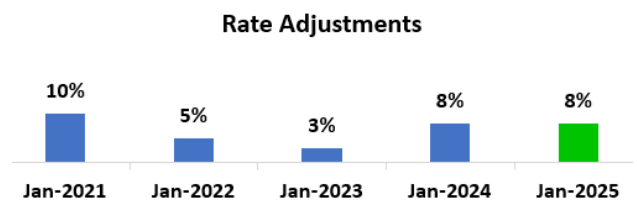
Challenge	CCWA Approach
Responding to Changing Economy	Continue balanced approach to funding projects: (1) focus on re-remaining debt from 2000 master plan, (2) "pay as you go approach" for most project needs and (3) consider accelerated funding for key large programs and projects.
Workforce Continuity	Plan for and anticipate changes in CCWA's workforce to limit loss of institutional knowledge.
Technology Advancement	Ensure operations utilize technology to allow CCWA to make best use of its resources.
Water Quality/Regulatory Issues	Evaluate micro-constituents in CCWA's water supply reservoirs to determine treatment options, potential impacts to indirect potable reuse system and the cost implications should regulations be implemented.
Managing Infrastructure and Assets	Utilize risk-based approaches to maintain, upgrade and operate existing physical assets in a cost-effective manner.

Responding to a Changing Economy

Maintaining a balance between the costs of system renewal, while maintaining affordable rates for our customer base, plays a large role in the timing of capital improvements. With the current customer base and usage levels, rates for both water and sewer would have to be raised by 1 percent for every \$1M in additional cash flow would be needed. A major project underway is the Authority's rehabilitation of its large sewer interceptors, or trunk sewers, which is estimated to cost more than \$100M and requires \$8 to \$12 million in capital funding per year.

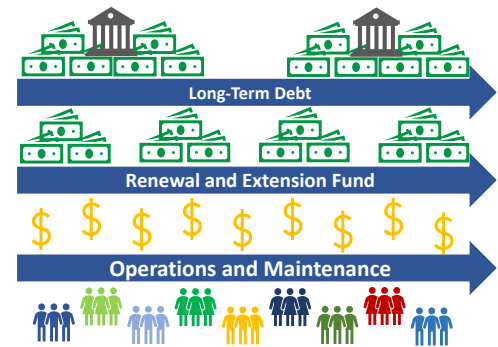
During the development of the 2020 Strategic Master Plan (SMP) in fiscal year 2019-2020, a **Financial Strategy and Rate Model** initiative was undertaken to align the forecasted capital improvement plan with a strategic approach to funding. The financial plan created a balanced strategy that included rate increases along with debt to fund projects and other initiatives over the next decade.

During the annual budget process, the forecasted project funding is reviewed using the rate model and the financial strategy is updated as needed with approval from the Board of Directors. Cash flow projections to accommodate the 2020 SMP indicates that rate increases will be necessary to meet the goals of the plan and will be implemented on January 1 of each year with the first adjustment effective January 2021. An 8 percent increase has been included in the FY 2024-2025 budget.





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, 2024, the estimated outstanding balance will be \$20.5M. The second GEFA Outfall loan will go into repayment on July 1, 2024, and all funds will be disbursed as of April 30, 2024, will have an outstanding principal balance of \$25.0M at the end of the fiscal year. In February 2024, GEFA awarded the Authority a third loan of \$10M with an interest rate of 1.90% with a 20-year repayment term to continue the rehabilitation of its large outfalls. The Authority will self-fund an additional \$10M for these replacements.

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, 2024, the first Biosolids loan will have drawn approximately \$9.3M from the first of the two \$50M construction lines.

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, 2024, approximately one thousand dollars will have been disbursed. In February 2024, GEFA awarded the Authority an additional \$10M Drinking Water loan with an interest rate of 1.90% and repayment term of 20 years to assist in funding this project which is budgeted at \$46M. The Authority will self-fund the remaining project costs through its Renewal and Extension Fund.

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, 2024, will be \$713K 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, 2024, the outstanding principal balance of this loan will be \$504K 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, 2024, funds of approximately \$5.0M will have been disbursed and outstanding from this loan.



On May 1, 2023, the final principal and interest payment on the Authority's only remaining bond issue. As of April 30, 2024, there was no outstanding principal balance on the 2012 Revenue Bond series.

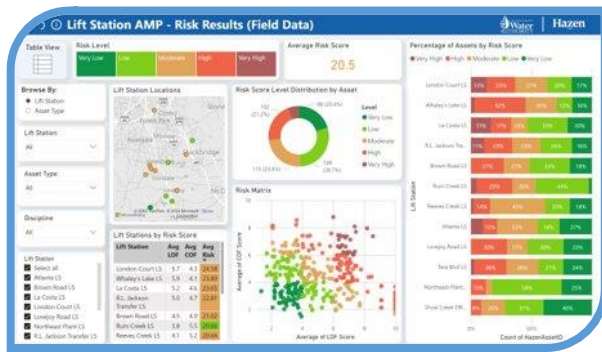
Additional detail about the Authority's debt can be found in the [PLANNING AND DIRECTION](#) section under [Debt](#).

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 2024 - 2025 budget includes \$1.5M to address the annual replacement of a quarter of end-user computers and printers, data center and disaster recovery replacements, SCADA upgrades, a Human Resources Information System (HRIS), and phone system migration.



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 of 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 2024 – 2025 budget includes \$850K 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 20-103][SAMP F-01] Facility Asset Data Improvement Strategy, Digital Resource Center, and Digital Water Asset Management Plan. An additional \$175K has been allocated from the FY 2023-2024 budget surplus for the [SMP 20-129][SAMP-L-06] Space Study Recommendation Implementation.

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 \$32.8M, including Department of Transportation work, will be undertaken. Of this work, \$18.1M in funding will come from the 2024 – 2025 budget. Loan disbursements will cover \$12M of the Large Interceptor Rehabilitation/Sewer Outfall projects and Stormwater Culvert projects. The remaining \$2.7M will be funded from the FY2023 – 2024 budget surplus with [SMP 20-607] Atlanta Lift Station Outfall East receiving \$900K and [SMP 20-601] Galvanized Water Main Replacement - \$1.75M.

Projects in this year's budget receiving funding in this area include: [SMP 20-607] Basin Level Sewer Rehabilitation/Small Diameter Sewer R/R Program - \$1.2M; [SMP 20-607] Jesters Creek Outfall Phase 5 Nottingham Dr. to I75 - \$6.7M; [SMP 20-617] Department of Transportation projects (Highway 42, Highway 85 and Battle Creek Road)- \$800K; [SMP 20-608] Panther Creek Outfall Replacement SR 42 to NE WRF - \$2.5M; [SMP 20-608] Rockcut Road Outfall Ph 2, Conley Dr to GA Hwy 42 - \$2.75M; [SMP 20-328] Forest Park Distribution Improvements (Design) - \$750K; [SMP 20-602] Large Meter Replacements - \$500K; [SMP 20-207] Stormwater Cured in Place Pipe (CIPP) - \$750K; and [SMP 20-207] Stormwater Renewal and Replacement Pipe (Open-cut) - \$2.1M.

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

The 2020 Strategic Master Plan (SMP) listed 59 projects totaling \$358.1M to maintain, upgrade or increase production capacity of the Authority's water, sewer or lift station facilities. Of these projects, \$928K in funding will be provided by the FY 2024-2025 budget.

Projects in this category receiving funding from this year's budget include: [SMP 20-910] Lift Station Rehabilitation - \$428K; Total Organic Carbon (TOC) Evaluations - \$400K; - All Plants; and Building Upgrades - \$100K.

The FY2023 – 2024 budget surplus has allocated been allocated to the following projects: [SMP 20-703] Casey Biosolids - \$11.7M; [SMP 20-138] Physical Security Improvements - \$285K; [SMP 20-323] Demolishing Elevated Tank Evaluation - \$300K; Owner Advisor Support for Water Plant Phase I - \$1M; and Shoal Creek WRF Improvements Replacement Fund for Task Order - \$216K.



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 \$450M.





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 directors 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 2024 - 2025 budget includes \$100K for various operational initiatives that are focused on Workforce Continuity, including [SMP 20-137][SAMP OS-06] Business Process Evaluation and Improvement – Knowledge Retention Strategy.

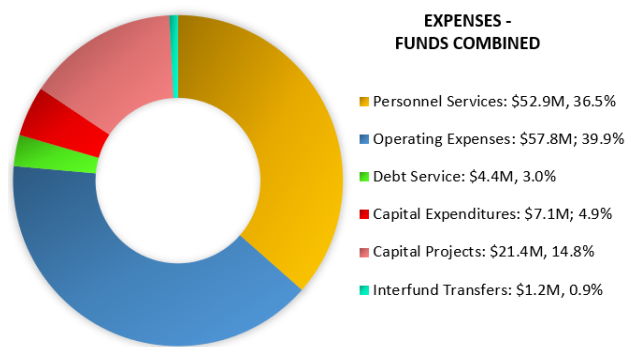
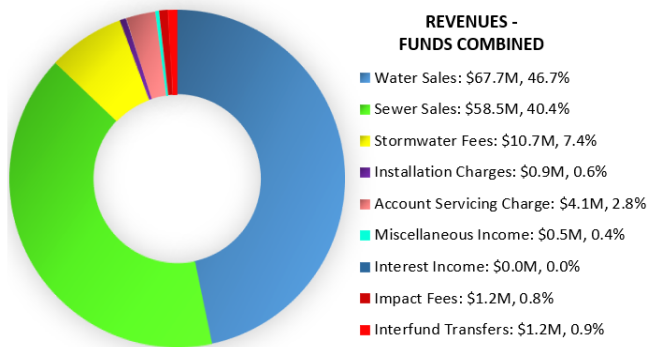




EXECUTIVE SUMMARY

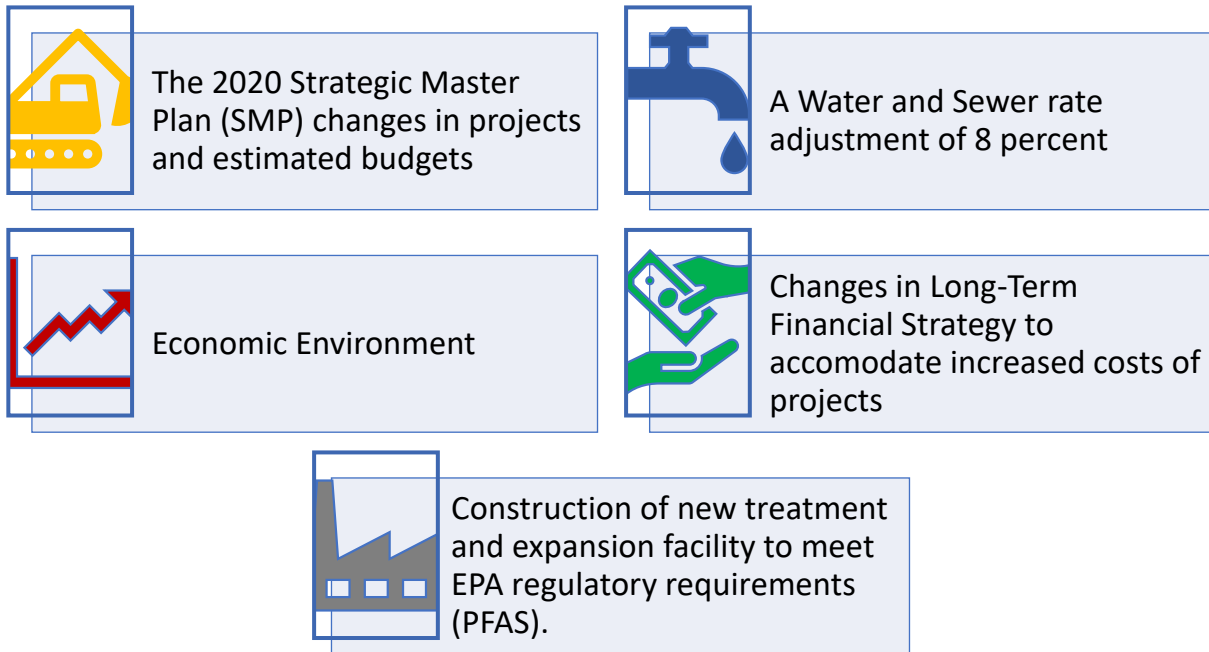
Consolidated Budget: FY 2024 – 2025

	Water and Sewer Fund	Stormwater Fund	Total	% Chg from FY2023 -24
Revenues				
Water Sales	\$ 67,686,541	\$ -	\$ 67,686,541	6.6%
Sewer Sales	58,542,200	-	58,542,200	8.2%
Stormwater Fees	-	10,675,068	10,675,068	1.1%
Installation Charges	866,160	-	866,160	42.0%
Account Servicing Charge	3,967,871	157,205	4,125,076	-0.6%
Miscellaneous Income	520,119	658	520,777	-72.1%
Interest Income	10,555	2,933	13,488	65.9%
Impact Fees	1,220,074	-	1,220,074	3.5%
Interfund Transfers: from Stormwater	1,238,154	-	1,238,154	8.1%
Total Revenues	\$ 134,051,674	\$ 10,835,864	\$ 144,887,538	5.7%
Expenses				
Personnel Services	\$ 49,795,469	\$ 3,065,179	\$ 52,860,648	10.6%
Operating Expenses	54,548,352	3,290,501	57,838,853	1.9%
Debt Service	4,402,608	11,700	4,414,308	48.8%
Interfund Transfers: to Water and Sewer	-	1,238,154	1,238,154	8.1%
Capital Expenditures	6,776,981	365,149	7,142,130	6.2%
Capital Projects	18,528,264	2,865,181	21,393,445	-1.6%
Total Expenses and Appropriations	\$ 134,051,674	\$ 10,835,864	\$ 144,887,538	5.7%





Factors that Impacted the Development of the FY 2024 – 2025 Budget



- ◆ The 2020 Strategic Master Plan (SMP) changes in projects and increases in estimated budgets.
- ◆ A balanced budget supporting the goals of the [Strategic Master Plan](#)
- ◆ A water and sewer rate adjustment of 8 percent, effective January 1, 2025, while maintaining affordable water and sewer rates for customers
- ◆ Increases in personnel costs of 3.2 percent Cost-of-Living Allowance (COLA) and in employee benefits.
- ◆ Increases in cost of non-personnel Operating Expenses and increases in Capital Equipment costs.
- ◆ Changes in long-term financial strategy to accommodate increases in capital project costs and timing.
- ◆ Financing the construction of the Advanced Drinking Water Treatment and Hicks WPP Expansion Project to meet new regulatory changes 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

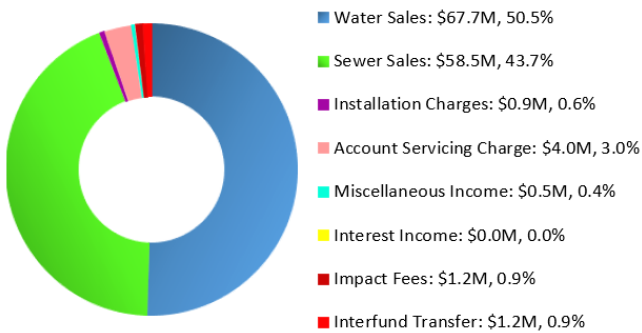


Budget Summary: Water and Sewer Fund

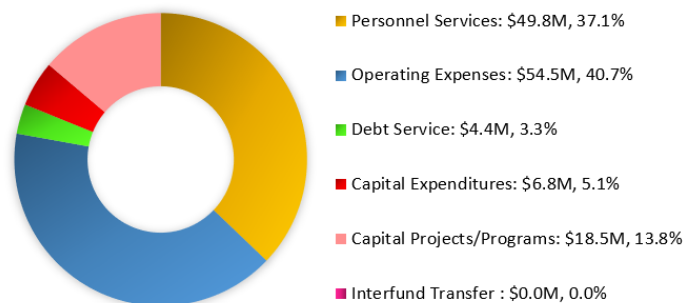
(in millions)

	Budget FY 2023 - 2024	Est Actual FY 2023 - 2024	Budget FY 2024 - 2025	% Chg Budget FYE 23 -FYE 24	% Chg Act FYE 2024 with Budget FY 2023-2024	% Chg Est Act FYE 24 to Budget FYE 25
REVENUES						
Water Sales	\$63.49 M	\$63.08 M	\$67.69 M	6.6%	-0.7%	7.9%
Sewer Sales	54.10 M	54.96 M	58.54 M	8.2%	1.6%	7.2%
Installation Charges	0.61 M	0.98 M	0.87 M	42.0%	60.2%	-16.4%
Account Service Charges	3.99 M	4.18 M	3.97 M	-0.7%	4.7%	-5.5%
Miscellaneous Income	0.58 M	0.56 M	0.52 M	-9.6%	-2.0%	-2.9%
Interest Income	0.01 M	0.01 M	0.01 M	103.1%	103.1%	0.0%
Impact Fees	1.18 M	1.54 M	1.22 M	3.5%	30.7%	-21.9%
Grants	1.29 M	1.67 M	0.00 M	-100.0%	29.6%	-355.0%
Interfund Transfer	1.15 M	1.15 M	1.24 M	8.1%	0.0%	7.7%
TOTAL REVENUES	\$126.39 M	\$128.13 M	\$134.05 M	6.1%	1.4%	5.1%
EXPENSES						
Personnel Services	\$44.89 M	\$41.95 M	\$49.80 M	10.9%	-6.5%	23.3%
Operating Expenses	53.24 M	40.15 M	54.55 M	2.5%	-24.6%	45.3%
Appropriated Reserves	0.00 M	0.00 M	0.00 M	0.0%	-	0.0%
Debt Service	2.96 M	2.67 M	4.40 M	48.9%	-9.6%	7.6%
Capital Expenditures	6.46 M	7.68 M	6.78 M	4.9%	18.9%	-52.0%
Capital Projects	18.85 M	19.00 M	18.53 M	-1.7%	0.8%	-2.0%
TOTAL EXPENSES	\$126.39 M	\$111.47 M	\$134.05 M	6.1%	-11.8%	19.8%

REVENUES - WATER AND SEWER FUND



EXPENSES - WATER AND SEWER FUND



The 2024 – 2025 annual operating and capital budget for the Water and Sewer Fund increased 6.1 percent from the prior year budget. Actual revenues for the fiscal year ending April 30, 2024, are estimated at \$128.13M or 1.4 percent higher than the FY 2023 – 2024 budget while actual expenses are estimated at \$111.47M or 11.8 percent lower than the prior year budget.

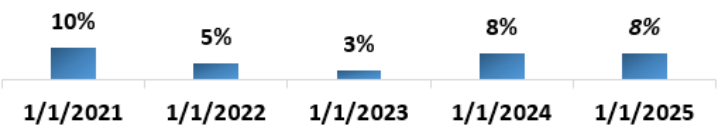


In March 2020, the 2020 Strategic Master Plan (SMP) was completed. The SMP defines the projects that the Authority will undertake over the next ten years. This plan is reviewed and updated every five years. The 2025 SMP update will occur in this budget year, FY 2024 - 2025. The SMP project was complemented 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. Rate adjustments for both base and usage charges for both water and sewer services are implemented on January 1 for the budget year approved. It was decided that a rate adjustment of 8 percent would be necessary for the FY 2024 – 2025 budget year.

The forecasted revenues for the FY 2024 - 2025 budget anticipated usage by all customer categories and the number of customers will be consistent with the current fiscal year. This forecast was then discounted by 5 percent for the category of “Cities” and 3 percent for all other customer categories. A table of rate adjustments for each year is below.

Rate Adjustments Table:



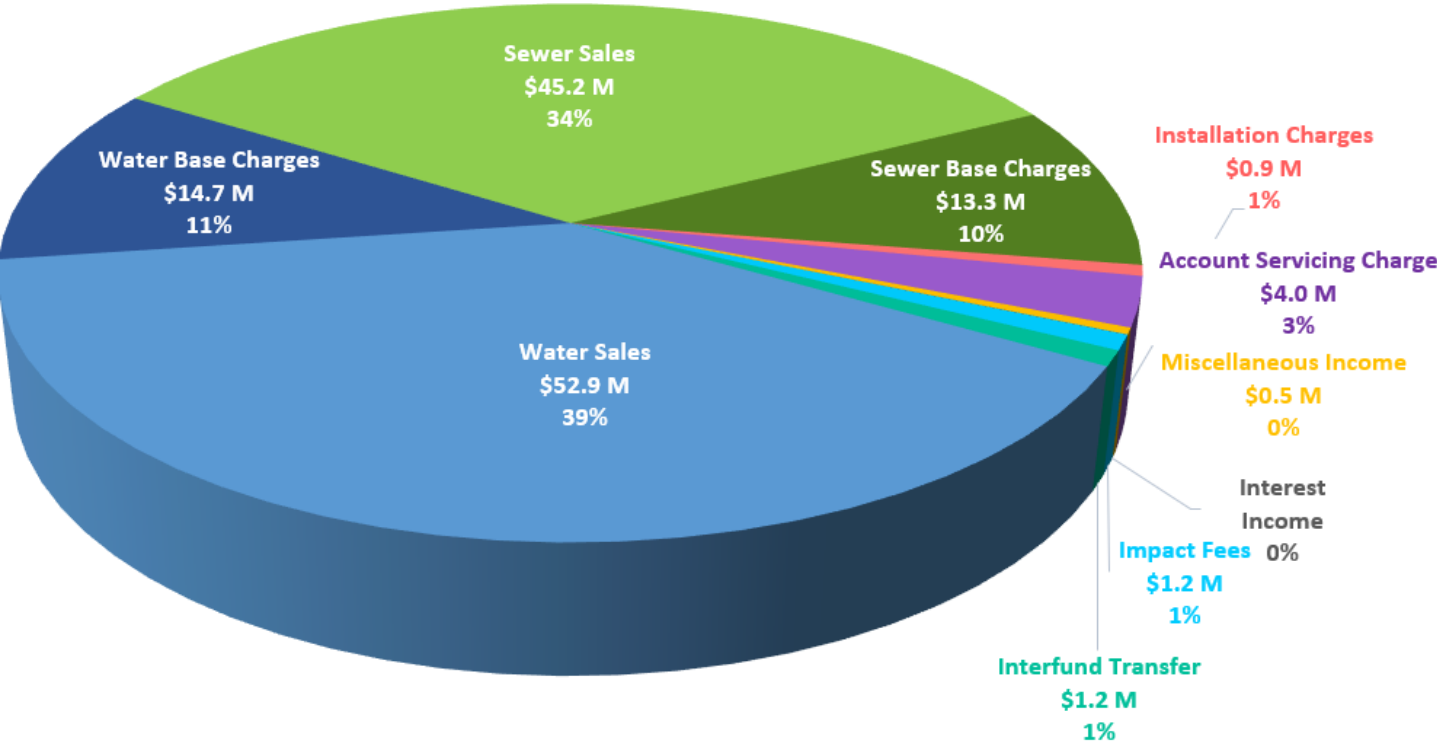
Forecasting methodologies and assumptions can be found in detail in the sections [Revenue Budget Assumptions](#) and [Operating and Capital Expenditure Budget Assumptions](#).

The FY 2023 – 2024 original budget was approved with a 5 percent rate adjustment for all water and sewer customers on both base and usage charges. At the meeting of the Board of Directors on May 4, 2023, an additional 3 percent increase was adopted revising the adjustment from 5 percent to 8 percent, effective on January 1, 2024. The additional 3 percent increase added \$1.14M to total revenue and increased revenue forecasted from water sales by \$615K and revenue forecasted from sewer sales by \$525K. Operating Expenses were increased by the same amount and added to Contingency Expense.

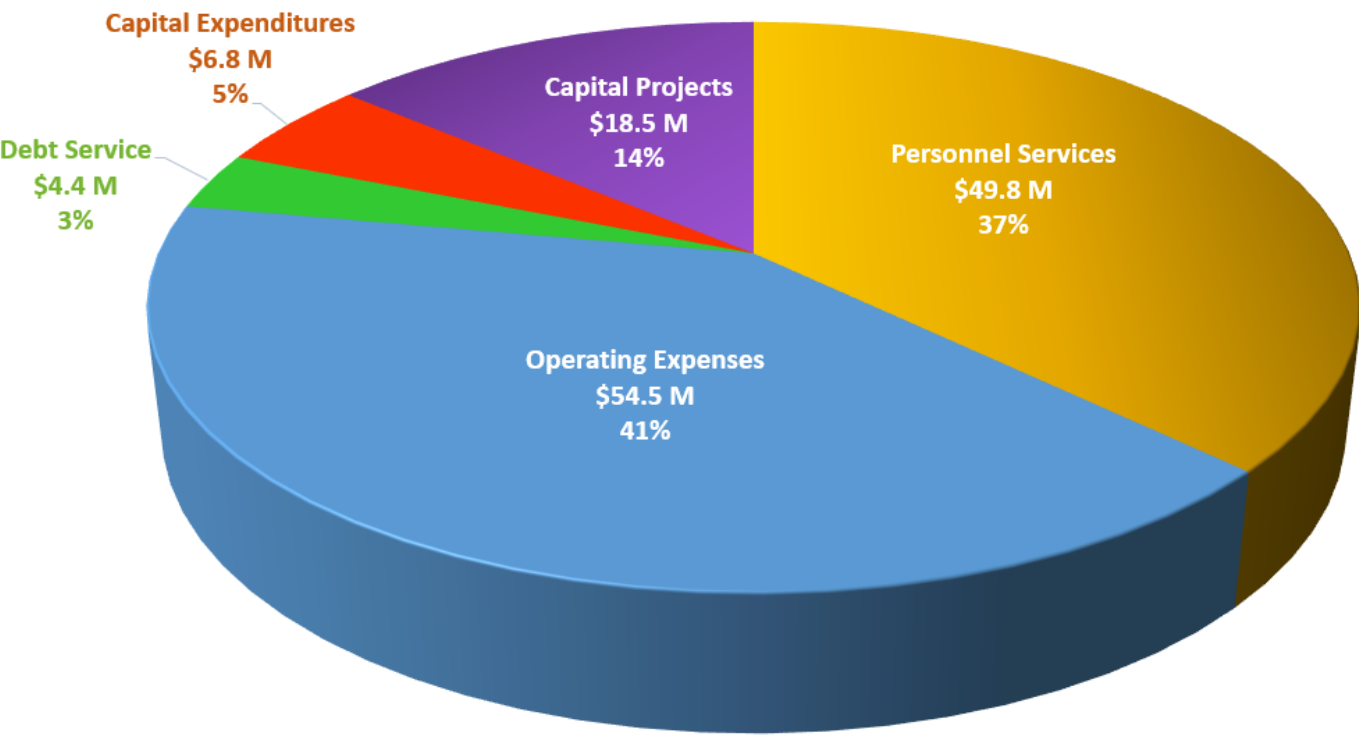




Water and Sewer Fund Revenues as Percent of FY 2024-2025 Budget

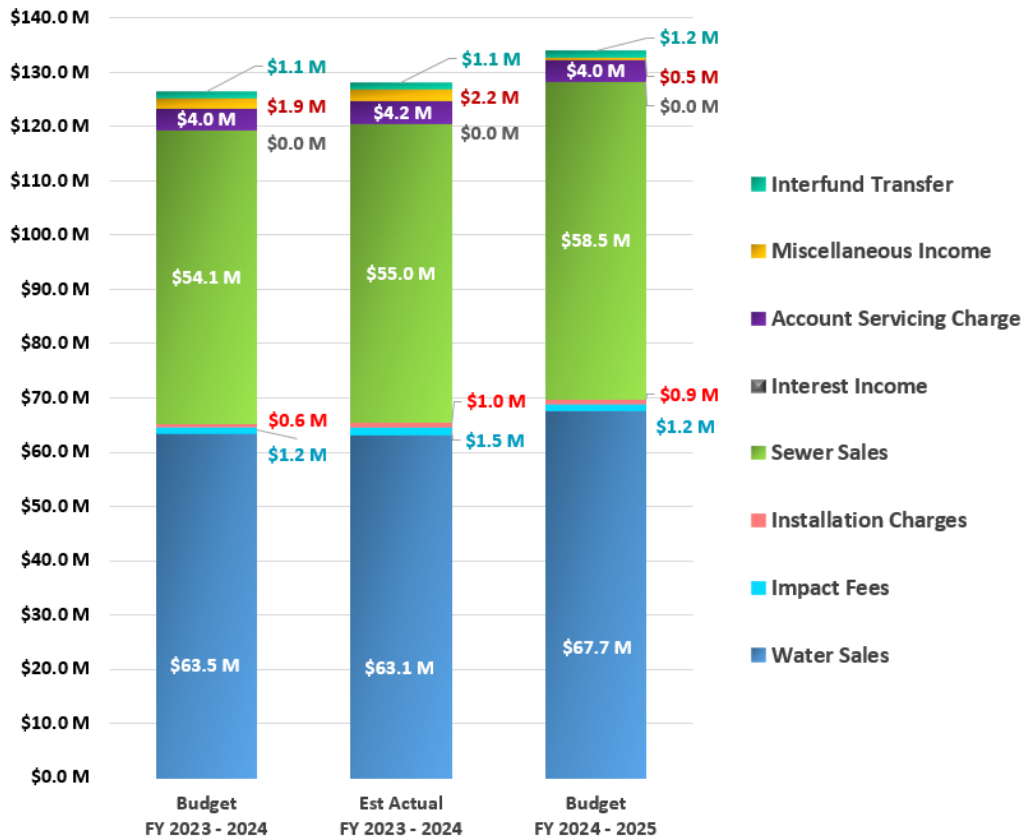


Water and Sewer Fund Expenses as Percent of FY 2024-2025 Budget





Analysis of Revenues – Water and Sewer Fund



Revenue Budget Assumptions FY 2024 – 2025

Water Sales are forecasted at \$67.7M in the upcoming budget year with \$14.7M of that amount coming from base charges. This is \$4.2M or 6.6 percent higher than the previous budget year and \$4.6M or 7.3 percent higher than estimated actual performance for the fiscal year ending April 30, 2024. *Sewer sales* are projected to be \$58.5M in the current budget with \$13.3M of that amount coming from base charges. This is \$4.4M or 8.2 percent higher than the previous budget year and \$3.6M, or 6.5 percent, higher than estimated actual performance for the year ending April 30, 2024.

The following assumptions were made to project revenue for the FY 2024 – 2025 budget:

- Water and Sewer rate increases of 8 percent applied evenly to base and usage tiers in all customer categories, that went into effect on January 1, 2024.
- Water and Sewer rate increases of 8 percent applied evenly to base and usage tiers in all customer categories, that will be effective on January 1, 2025, and applied for the last four months of the fiscal year.
 - Water and Sewer sales in all customer categories were estimated using the projected year-end actual revenue, with no changes in usage or number of customers, on April 30, 2024.
 - The projected revenue from water and sewer usage was then discounted by 3 percent for all customer categories, except the category of “Cities” which was discounted by 5 percent.



For the fiscal year ended April 30, 2024, actual water sales to cities (City of College Park) are estimated to be \$652K. This is \$160K lower than the original budget. This decrease was due to damage to the primary pump used to take water from the Authority and push it through the City's distribution system. The pump was replaced in October 2023 but the City used little water from CCWA for the first five months of the fiscal year. Forecasted revenue from the City is budgeted in FY 2024 – 2025 is \$687K 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 5 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 \$866K which is \$256K higher than the previous budget year but \$111K lower than forecasted actual performance of \$977K for the fiscal year ending April 30, 2024. 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 \$1.1M. 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 2023 – 2024 is estimated at \$1.5M. 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 \$1.7M. 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 2019 through 2023 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, grants, and property and cell tower rental fees. This revenue was budgeted at \$520K, \$1.3M lower than the prior year's 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 calculation of the budget for this category in FY 2024 – 2025.

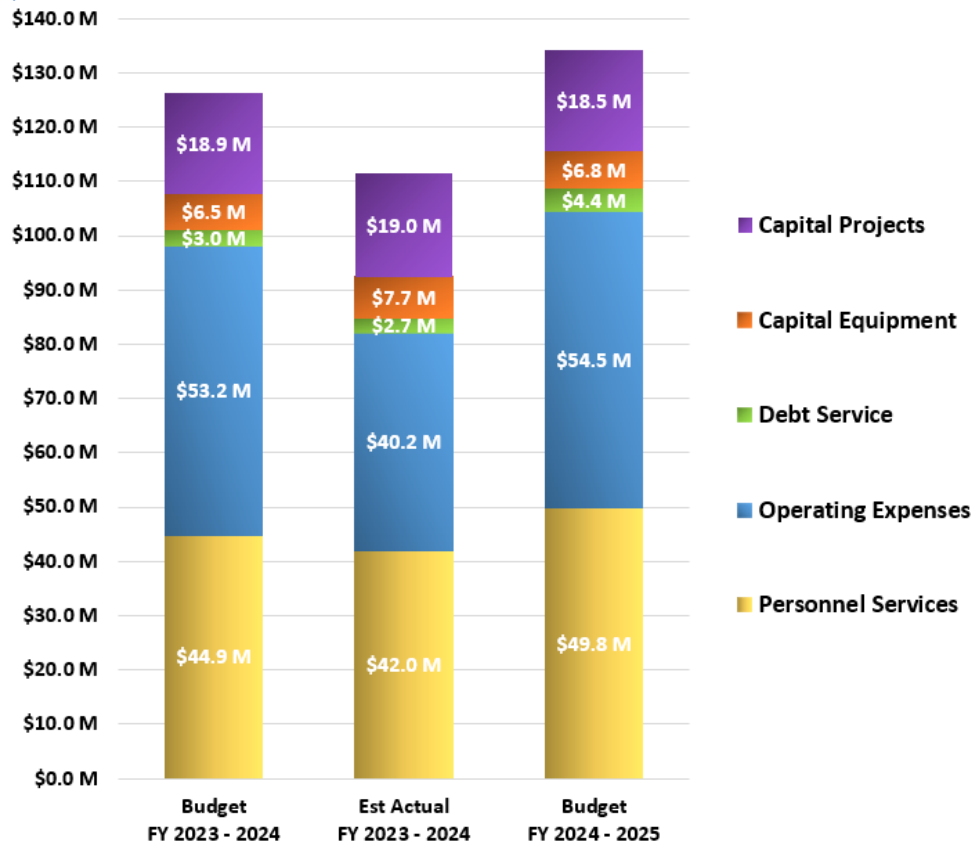
Grants were also included in this revenue category in the previous budget year. There were no revenues from *Grants* included in the FY 2024 – 2025 budget. Clayton County Government was awarded \$66.8M of the \$1.9 trillion-dollar American Rescue Plan Act (ARPA). Of the amount awarded the County, Clayton County Water Authority received a total of \$1,504,000 for hardship assistance caused by the COVID-19 pandemic. In June 2022, the Authority received



\$216K and in February 2024 the remaining \$1,288,000 was received. Actual estimated revenues of \$1.7M are projected to be received from grants for the fiscal year ending April 30, 2024. Of these revenues, \$1.3M was received from the ARPA allocation, \$50K from County grants for enhancements to the CCWA Wetlands Center, and \$332K from the Federal Grant program, Low-Income Household Water Assistance Program (LIHWAP), which ended in November 2023.

Interfund Transfer from the Stormwater Fund is the overhead that is allocated to the Stormwater Fund to cover its share of the Authority's administrative expenses. This year's budgeted amount is \$1.2M. This is a monthly charge of \$103K versus the \$95K per month charged in the previous year. This fee is calculated using a percentage of the prior fiscal year's actual expenses for certain administrative departments.

Analysis of Expenses – Water and Sewer Fund



Operating and Capital Expenditure Budget Assumptions FY 2024 – 2025

Personnel Services

This expense category includes *Salaries, Overtime, Payroll Taxes, Pension, Medical and Retiree Benefits* and is budgeted at a combined total of \$49.8M in the FY 2024 – 2025 budget, an increase of \$4.9M, 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 3.2 percent increase for a Cost-of-Living Allowance (COLA) and a 3 percent merit increase, whether given or not. A 3.2 percent Cost-of-Living Allowance (COLA) increased the budget for these expenses by \$1.2M and the potential 3 percent merit increases the budget by another \$1.2M.



In addition to the impact of COLA and merit, the FY 2024–2025 budget also includes an increase of \$606K related to the request a net increase of 6.7 full time employee equivalents. These additional full-time employees add an additional \$190K for employee benefits. Five new full-time positions were added. Additionally, an intern position was replaced with a full-time help desk employee and a part-time position was increased to full-time facility worker increasing FTE equivalents by 0.75 and 0.5, respectively. Other minor changes made up for the difference in the number of full-time employee equivalents.

At the fiscal year ending April 30, 2024, actual performance for this category is estimated at \$42.0M. This is \$2.9M or 6.5 percent less than the FY 2023 – 2024 budget. On average, actual salary expenses have been 9.5 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 2024–2025 budget has this expense category budgeted at \$7.4M which is \$718K or 11 percent higher than the previous year budget. The estimated actual performance for the year ending April 30, 2024, is \$546K or 8 percent lower than the FY 2023 – 2024 budget. This category of expenses has increased an average of 6 percent over the previous 5 years of budgets. The actual employee benefits expense has averaged a 13 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 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. Industry experts say that savings from self-funded plans generally range between 10 to 15 percent a year. Recent savings estimates for CCWA are between 13 to 15 percent given the increase in pharmacy claims mitigation programs and stop-loss carve outs. Given the Authority’s current plan spending, this would equate to an approximate average of \$675K to \$750K per year.

Pension expense of \$7.1M is \$2.0M or 39 percent higher than the previous budget year. Of that increase, \$393K is related to COLA and Merit. An additional \$400K contribution is budgeted to maintain the appropriate funding allocation due to an additional contribution made by the County in August 2023. The remaining increase of \$1.2M is due to changes approved by the County’s pension board effective July 1, 2023, which increased the employer’s contribution to the 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.

Retiree Benefits, Other Post-Employment Benefits (OPEB), of \$1.1M make up the remaining portion of the Personal Services category. This line item did not change from the previous budget year and is \$156K lower than the estimated actual expense on April 30, 2024.

Operating Expenses

Operating Expenses are \$54.5M for the new budget year and are up 3 percent or \$1.3M from the previous budget. This increase is due to estimated changes in the cost of chemicals used at our production and treatment facilities, rate increases in utilities, administrative fees budgeted for debt financing, and an increase in annual software licenses.



The FY 2024–2025 budget for the *Operating Materials and Supplies* category of \$9.6M is up \$627K or 7 percent from the previous year’s budget. *Chemical* expenses make up \$5.8M of this category and are \$481K higher than the previous budget year due primarily to the impact of inflation on the cost of chemicals. Another large account in this category is *Other Materials* budgeted at \$2.4M, is \$158K or 7 percent higher than the prior budget year. This category includes various supply needs for maintenance of the Authority’s infrastructure and facilities including pipe, pipefittings, manhole covers, shovels and other miscellaneous items often issued from the warehouse such as washers, gloves, duct tape and other miscellaneous supplies necessary in day-to-day utility activities.

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 \$560K in the upcoming year, it is \$27K lower than the prior budget year. The 4-year replacement cycle of computers, monitors, tablets, printers, and the replacement is budgeted at \$350K. New technology, software, and licenses (under \$5,000) add \$195K to this expense item.

Other accounts in this category include *Lab Supplies*, *Tools and Shop Supplies*, and *Uniforms*. The combined budgeted amount for these expense accounts totals \$799K and is \$15K higher than the prior year’s 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 \$736K in the current fiscal year, which is \$50K lower than last year’s budget. Estimated actual expense forecasted for April 30, 2024, is \$562K which is \$225K less the budgeted in FY 2023 - 2024. 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 \$323K and is \$27K or 8 percent lower than 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 \$201K over the previous five fiscal years.

The *Special Purchases* expense category has a budget of \$3.9M for the upcoming year, a decrease of \$1.3M over the prior year’s 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 2024–2025 this budgeted expense has decreased by \$380K due to changes in grant funding disbursed from the American Rescue Act (ARPA) funding from the County. These funds are 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 Chief Executive Officer and Board of Directors. The target budgeted amount for *Contingency* is approximately \$2.5M, although it varies from year to year depending on potential events. This year the amount is budgeted at \$2.7M, compared to \$3.6M budgeted in the previous year’s budget which had been increased to anticipate potential expenses related to new regularity requirements recently mandated by the US Environmental Agency (EPA).

Utility expenses are budgeted at \$10.5M, which is \$966K or 10 percent higher than the previous budget year. Electricity is the largest expense in this category and is budgeted at \$7.3M which is \$989K or 16% higher than was budgeted last year. *Telephone and Internet* expenses are budgeted at \$815K and are \$135K higher than the prior year’s budget. This increase is due to additional backup internet services, SIP enhancements, and fiber and internet upgrades 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 \$140K. This increase includes a full year of the 8



percent rate adjustment, implemented on January 1, 2024, along with an additional 8 percent increase effective January 1, 2025, for the last four months of the upcoming fiscal year.

Maintenance and Repair expenses have been budgeted at \$1.8M, which is \$30K or 2 percent higher than the prior year's budget. Actual expenses over the prior five fiscal years have averaged \$1.2M. 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 \$18.7M and is flat with the previous year's budget.

In FY 2024–2025, *Consulting Fees* are typically the largest expense line item in the *Outside Services* expense category. Budgeted at \$3.7M, it is \$1.3M lower than the prior year's budget. This expense varies year to year based on organizational initiatives. The following are the larger initiatives that were planned for the previous 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. Initiatives for FY 2024 – 2025 include Facility Asset Data Improvement Strategy, Power BI Implementation Support, Digital Water AMPs, Flood Proofing Evaluation at Smith WPP, and various IT initiatives.

There are thirteen separate maintenance expense line items budgeted in the *Outside Services* category, and combined, account for \$8.6M of the budget. These maintenance expenses increased a total of \$1.3M from the previous budget. With a budget of \$2.5M, *Maintenance and Repairs of Plant Equipment* has increased \$375K 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. *Maintenance and Repair of Collection Systems and Outfalls* expense is budgeted at \$2.8M, which is a \$602K increase over the prior year. This increase is due to additional Sanitary Sewer Evaluation Survey (SSES) work planned along with a Force Main Assessment initiative in the upcoming year. *Maintenance and Repair of Buildings and Grounds* is budgeted at \$1.3M, which is \$294K higher than the FY 2023 – 2024 budget due to repainting multiple water production facilities and water treatment equipment within those facilities.

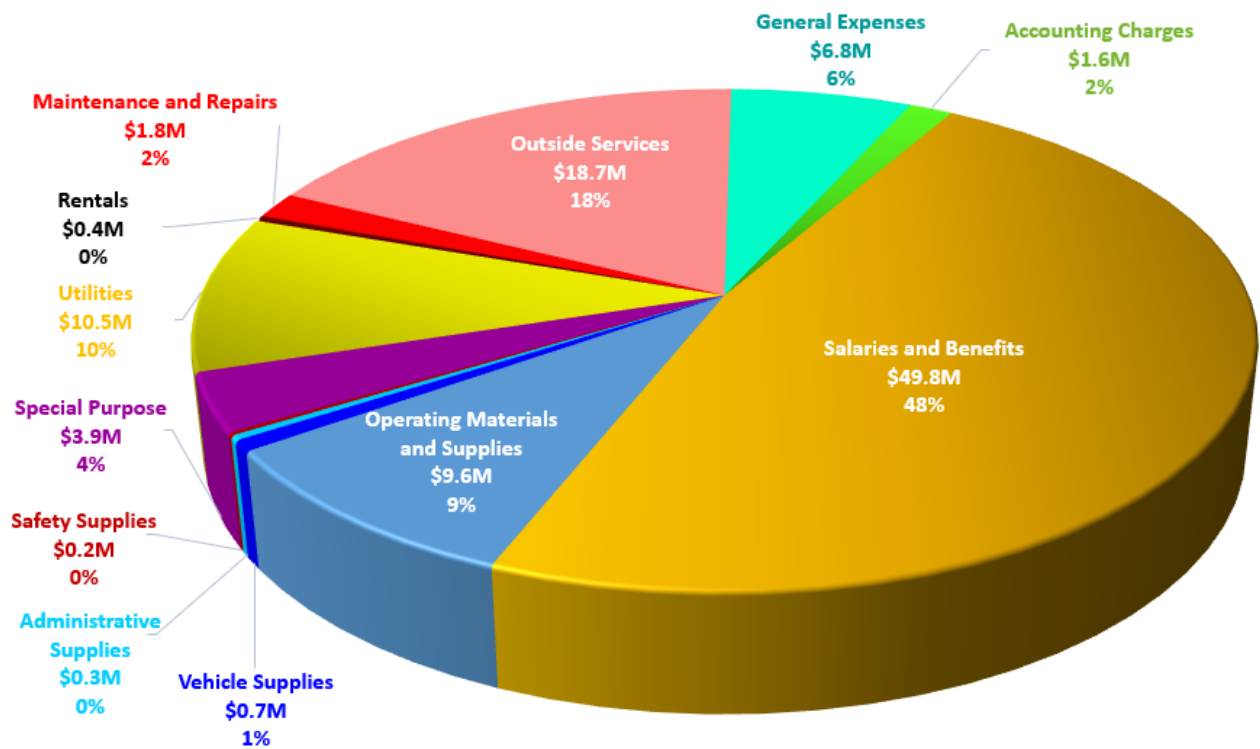
The *Accounting Charges* category contains the expense of write-offs of uncollectable revenues and credit card convenience fees. Budgeted at \$1.6M, this category is \$195K lower than the prior year. Actual expenses for the fiscal year ending April 30, 2024, are estimated at \$1.4M which is \$464K less than the FY 2023 – 2024 budget. This decrease is due to earlier and more frequent automated messaging to customers of past due payments.

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 \$6.8M, the *General Expenses* category has increased \$1.2M or 20 percent from the prior year's budget. The expense line item in this category of expenses with the largest increase between budget years is *Administrative Fees*, which increased \$638K over the prior year. Two GEFA SRF loans will be closed in FY 2024 – 2025 with administrative fees totaling \$513K which added to the increase in this year's budget along with estimated fees related to the Water Infrastructure Finance and Innovation Act (WIFIA) loan program. *Property Insurance* of \$1.3M and *Employee Bonding/Liability Insurance* of \$478K increased over the prior year by a combined \$112K. The FY 2024-2025 *Annual Software License* expense is budgeted at \$2.4M, an increase of \$388K over the amount budgeted in the prior year. Additional software



applications and licenses for existing applications, along with anticipated pricing increases are responsible for the change between years.

Operating Expenses - Percentage by Category Type





Debt Service

Debt Service of \$4.4M is included in the FY 2024–2025 budget and is \$1.2M higher than the prior budget year. The amount budgeted for this expense consists of the principal and interest payments for eight Georgia Environmental Finance Authority (GEFA) loans. Three of the GEFA loans are in repayment while five are currently in the construction phase. During the construction phase, only interest payments are due on the outstanding balances drawn. The total outstanding principal balance for all active GEFA on February 29, 2024, was \$50.3M.

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

GEFA Loans	Maturity	Term	Original Principal	Interest Rate	Annual Debt Service in Repayment	Amount Outstanding 2/29/2024	Principal	Interest	Debt Service in FY2024-2025 Budget
In Repayment									
CW02008 - Wetlands	Nov-25	20 yrs	\$7.7 M	3.00%	\$ 514,317	\$ 835,318	\$ 499,769	\$ 14,549	\$ 514,318
DW00002P - Backflow	Mar-26	20 yrs	\$4.2 M	3.00%	283,329	570,652	271,936	11,394	283,330
CW2016-037 - Outfall 1	Jul-36	15 yrs	\$25.0 M	0.65%	1,749,688	20,866,276	1,621,507	128,182	1,749,689
CW2020-014 - Outfall 2 (P+I - 9 mos)							1,199,899	104,597	1,304,496
Total Principal + Interest Payments									\$ 3,851,833
In Construction									
CW2020-014 - Outfall 2 (Int Only)		15 yrs	\$25.0 M	0.57%	\$ 1,739,327	\$22,221,233	\$ -	\$ 35,625	\$ 35,625
CW2021-024 - Casey Biosolids 1		20 yrs	\$50.0 M	0.13%	2,532,776	5,810,209	-	26,000	26,000
CW2022-023 - Casey Biosolids 2		20 yrs	\$50.0 M	0.13%	2,532,776	-	-	-	-
DW2022-033 - AMI 1		20 yrs	\$25.0 M	1.92%	1,506,310	1,193	-	240,000	240,000
DW2023-033A - AMI 2		20 yrs	\$10.0 M	1.90%	601,393	-	-	-	-
DW2023-037 - PFAS Design		20 yrs	\$16.0 M	1.63%	938,011	-	-	130,400	130,400
CW2024-004 - Outfall 3		20 yrs	\$10.0 M	1.90%	601,393	-	-	118,750	118,750
Total Interest Only Payments									\$ 550,775
FY 2024-2025 Debt Service									\$ 4,402,608





Capital Expenditures

Capital equipment or 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 215 fleet trucks with most ranging in model years from 2007 through 2024. Approximately 10 percent are reviewed for replacement annually based on a scoring factor that includes mileage, corrective maintenance cost and age. This year the Water and Sewer Fund budgeted for eleven trucks to be replaced and four new trucks.



These vehicles are included in the current year budget request for capital equipment of \$6.8M, which is \$315K higher than the previous budget year. Contributing to this increase is the additional plant equipment replacements needed this year over last. The budgeted amount over the previous five fiscal years has averaged \$4.2M.

The Authority utilizes the State of Georgia contract pricing for its fleet replacement. Exceptions occur when larger equipment or trucks can be purchased at lower prices through a competitive bidding process. A list of planned capital expenditures can be found in the table that follows. A detailed listing of capital purchases is in the **Capital Budget** section of this document under the heading [Capital Equipment: Water and Sewer Fund – Detail by Business Unit.](#)

Description	Water and Sewer Fund		
	Replacement	New	Total
Vehicles			
Trucks - Fleet	\$ 621,496	\$ 193,146	\$ 814,642
Trucks - Dump, Heavy	470,023	-	470,023
Trailers	22,000	14,550	36,550
Buildings and Structures			
Building, Roof, Paving, HVAC	135,964	455,000	590,964
Tanks and Containers	200,000	-	200,000
Equipment			
Field Equipment - Construction Equipment	165,000	-	165,000
Data Processing/IT System Equipment	218,000	460,500	678,500
Plant Equipment	1,669,643	1,713,724	3,383,367
Other	64,350	373,585	437,935
Total Capital Equipment	\$ 3,566,476	\$ 3,210,505	\$ 6,776,981

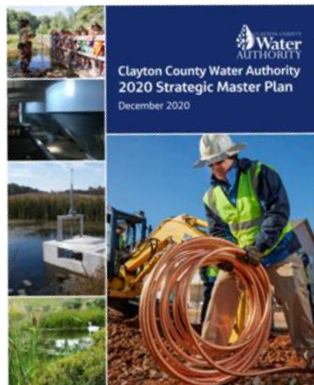


Capital Project

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 \$18.5M is \$322K 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 2024 – 2025 budget, is located in the **Capital Budget** section of this document under the heading *Renewal and Extension Funded Projects – Detailed Listing by Project*.

Capital Project Summary – Water and Sewer Fund

Construction Line	Project Description	Amount Budgeted
[OP006]	[SMP 20-132] Advanced Metering Infrastructure (AMI) - Pre-fund GEFA Disbursements	\$ 2,000,000
[RE166]	[SMP 20-607] Basin Level Sewer Rehabilitation/Small Diameter Sewer R/R Program	1,200,000
[RE166]	[SMP 20-607] Jesters Creek Outfall Phase 5 Nottingham Dr. to I75	6,700,000
[RE180]	[SMP 20-617] DOT - Hwy 42	300,000
[RE180]	[SMP 20-617] DOT - Hwy 85	300,000
[RE180]	[SMP 20-617] DOT - Battle Creek Rd	200,000
[RE184]	Strategic Master Plan	400,000
[RE219]	[SMP 20-910] Lift Station Rehab Design	428,264
[RE223]	[SMP 20-608] Panther Creek Outfall Replacement SR 42 to NE WRF	2,500,000
[RE223]	[SMP 20-608] Rockcut Road Outfall Ph 2, Conley Dr to GA Hwy 42	2,750,000
[RE229]	Total Organic Carbon (TOC) Evaluations - All Plants	400,000
[RE229]	Building Upgrades	100,000
[RE229]	[SMP 20-328] Forest Park Distribution Improvements (Design)	750,000
[RE232]	[SMP 20-602] Large Meter Replacements	500,000
Total Capital Projects		\$ 18,528,264





Additional Capital Projects Funded

In addition to capital projects funded from FY2024-2025 budget, the following projects will receive funding from the unspent FY 2023 – 2024 budget.

Construction Line	General Project Description	Amount Allocated
[OP003]	[SMP 20-703] Casey Biosolids - (CCWA)	\$ 11,760,469
[RE146]	Executive Desk and Seating Upgrades	15,000
[RE146]	[SMP 20-129][SAMP-L-06] Space Study Recommendation Implementation	175,000
[RE146]	Addition to Boardwalk Replacement & Expansion	865,000
[RE146]	Native Plant Garden Design/Construction	45,000
[RE166]	[SMP 20-607] Atlanta Lift Station Outfall East Additional Funding	900,000
[RE174]	[SMP 20-601] Galvanized Water Main Replacements	1,750,000
[RE222]	[SMP 20-138] Physical Security Improvements	285,000
[RE222]	Emergency Operations Center	315,000
[RE225]	Waterline Extensions	10,000
[RE226]	Sewerline Ext/Stubouts	10,000
[RE227]	Water Meter Settings	10,000
[RE229]	[SMP 20-323] Demolishing Elevated Tank Evaluation	300,000
[RE229]	Owner Advisor Support for Water Plant Phase I	1,000,000
[RE230]	[SMP 20-155] Human Resources Information System	195,000
[RE230]	[SMP 20-155] Phone System Migration To Cloud	250,000
[RE230]	[SMP 20-155] SCADA Upgrade	220,000
[RE230]	[SMP 20-155] Cellular Enhancements	65,000
[RE230]	[SMP 20-155] Microsoft Licensing Review	100,000
[RE230]	[SMP 20-155] DSI Implementation/Replacement	85,000
[RE233]	Shoal Creek WRF Improvements Replacement Fund for Task Order	216,050
	R&E Surplus	1,500,000
	FY2023-2024 Budget Surplus	\$ 20,071,519



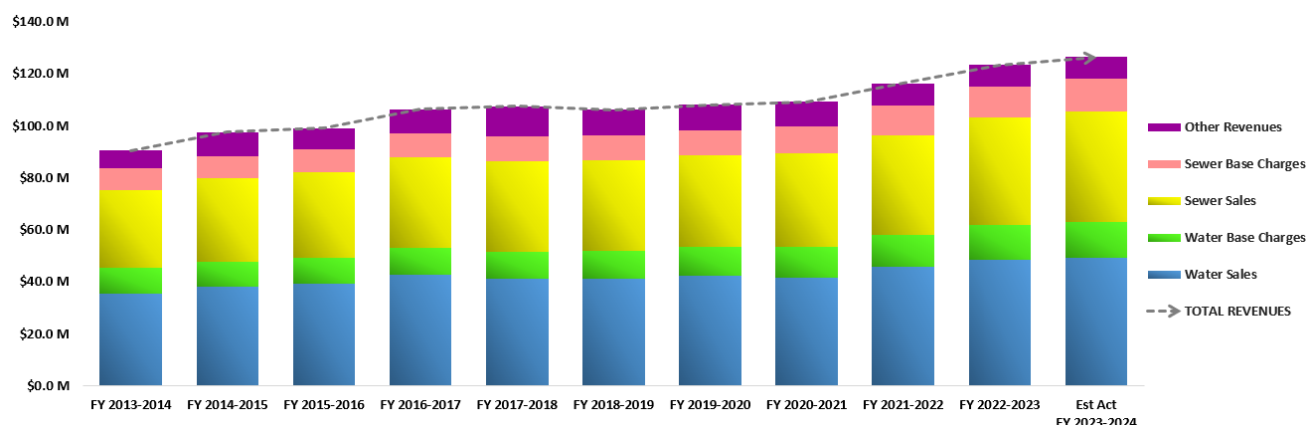


Budgetary Analysis – Revenues and Expenses: Actual Performance to Budget Comparison (in millions)

	Actual FY 2021 - 2022	Actual FY 2022 - 2023	Est Actual FY 2023 - 2024	Budget FY 2024 - 2025	% Chg Act FYE 2024 with Budget FY 2023-2024	% Chg Est Act FYE 24 to Budget FYE 25
REVENUES						
Water Sales	\$58.15 M	\$61.73 M	\$63.08 M	\$67.69 M	-0.7%	7.9%
Sewer Sales	49.49 M	53.39 M	54.96 M	58.54 M	1.6%	7.2%
Installation Charges	0.68 M	0.56 M	0.98 M	0.87 M	60.2%	-16.4%
Account Service Charges	3.95 M	4.18 M	4.18 M	3.97 M	4.7%	-5.5%
Miscellaneous Income	1.48 M	0.77 M	0.56 M	0.52 M	-2.0%	-2.9%
Interest Income	0.02 M	0.01 M	0.01 M	0.01 M	103.1%	0.0%
Impact Fees	1.46 M	1.71 M	1.54 M	1.22 M	30.7%	-21.9%
Grants	0.47 M	1.19 M	1.67 M	0.00 M	29.6%	-355.0%
Interfund Transfer	1.19 M	1.11 M	1.15 M	1.24 M	0.0%	7.7%
TOTAL REVENUES	\$116.90 M	\$124.64 M	\$128.13 M	\$134.05 M	1.4%	5.1%
EXPENSES						
Personnel Services	\$33.60 M	\$36.89 M	\$41.95 M	\$49.80 M	-6.5%	23.3%
Operating Expenses	31.74 M	35.11 M	40.15 M	54.55 M	-24.6%	45.3%
Appropriated Reserves	1.00 M	0.00 M	0.00 M	0.00 M	-	0.0%
Debt Service	22.85 M	2.59 M	2.67 M	4.40 M	-9.6%	7.6%
Capital Expenditures	1.74 M	2.50 M	7.68 M	6.78 M	18.9%	-52.0%
Capital Projects	23.28 M	34.46 M	19.00 M	18.53 M	0.8%	-2.0%
TOTAL EXPENSES	\$114.22 M	\$111.55 M	\$111.47 M	\$134.05 M	-11.8%	19.8%

The current budget year revenue forecast assumes that the number of customers in all categories remains the same and that water and sewer usage will be consistent with estimated actual financial performance of fiscal year ending April 30, 2024. This year's revenue projections include an 8 percent rate adjustment that will be effective January 1, 2025. 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 3 percent for all customer categories except the category of "Cities" which was discounted by 5 percent. Revenues have steadily increased over the previous three years as a series of rate adjustments have been implemented. This 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 2014-15 to FY 2023-24





Budgetary Analysis – Revenues: Budget to Budget Comparison

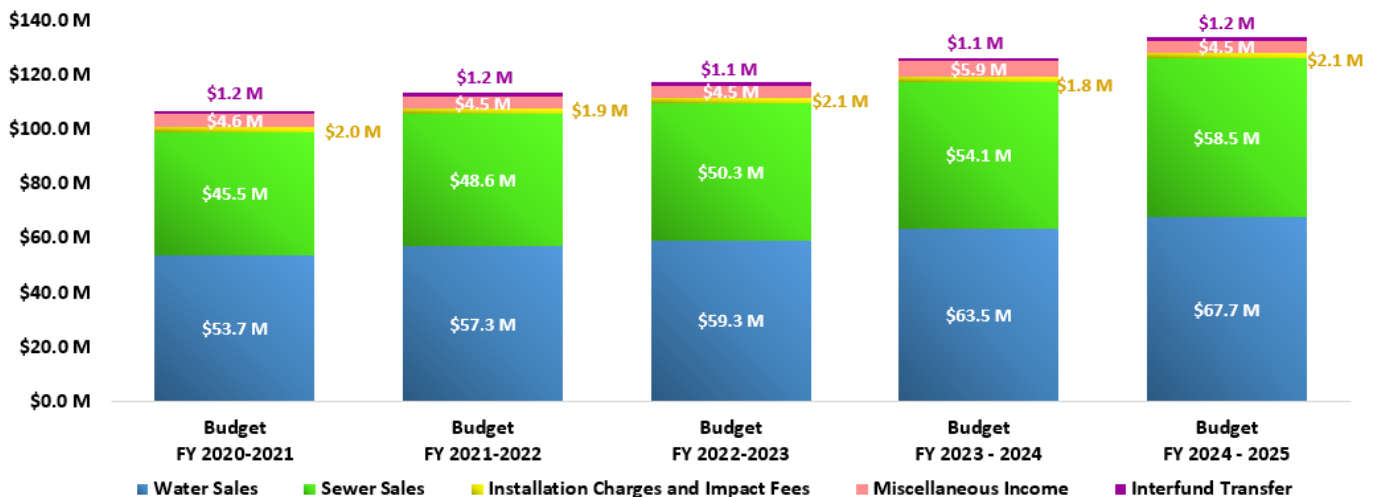
(in millions)

	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	Budget FY 2024 - 2025	% Chg Budget FYE 23 -FYE 24
REVENUES									
Water Sales	\$53.71 M	\$57.26 M	6.6%	\$59.31 M	3.6%	\$63.49 M	7.1%	\$67.69 M	6.6%
Sewer Sales	45.50 M	48.59 M	6.8%	50.31 M	3.5%	54.10 M	7.5%	58.54 M	8.2%
Installation Charges	0.77 M	0.75 M	-2.2%	0.82 M	9.2%	0.61 M	-25.7%	0.87 M	42.0%
Account Service Charges	4.02 M	3.92 M	-2.6%	3.97 M	1.4%	3.99 M	0.6%	3.97 M	-0.7%
Miscellaneous Income	0.54 M	0.52 M	-4.0%	0.52 M	0.1%	0.58 M	10.7%	0.52 M	-9.6%
Interest Income	0.03 M	0.03 M	3.7%	0.02 M	-53.2%	0.01 M	-67.6%	0.01 M	103.1%
Impact Fees	1.21 M	1.17 M	-3.2%	1.31 M	11.8%	1.18 M	-10.1%	1.22 M	3.5%
Grants	0.00 M	0.00 M	0.0%	0.00 M	0.0%	1.29 M	0.0%	0.00 M	-100.0%
Interfund Transfer	1.22 M	1.19 M	-2.0%	1.11 M	-7.0%	1.15 M	3.1%	1.24 M	8.1%
TOTAL REVENUES	\$107.00 M	\$113.44 M	6.0%	\$117.37 M	3.5%	\$126.39 M	7.7%	\$134.05 M	6.1%

Revenue projections for FY 2024 - 2025 include an 8 percent rate increase that will be effective on January 1, 2025, and applied evenly to water and sewer base and usage tiers in all customer categories. It also includes the 8 percent rate adjustment that went into effect on January 1, 2024. This adjustment was also applied evenly to water and sewer base and usage tiers in all customer categories. Revenue projections are made conservatively to ensure 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 3 percent to anticipate consumer conservation in all customer categories except the category of "Cities" which was discounted by 5 percent.

Miscellaneous Income includes Interest Income and Account Service Charges in the graph below.

Budgetary Revenue Comparison





Budgetary Analysis – Expenses: Budget to Budget Comparison

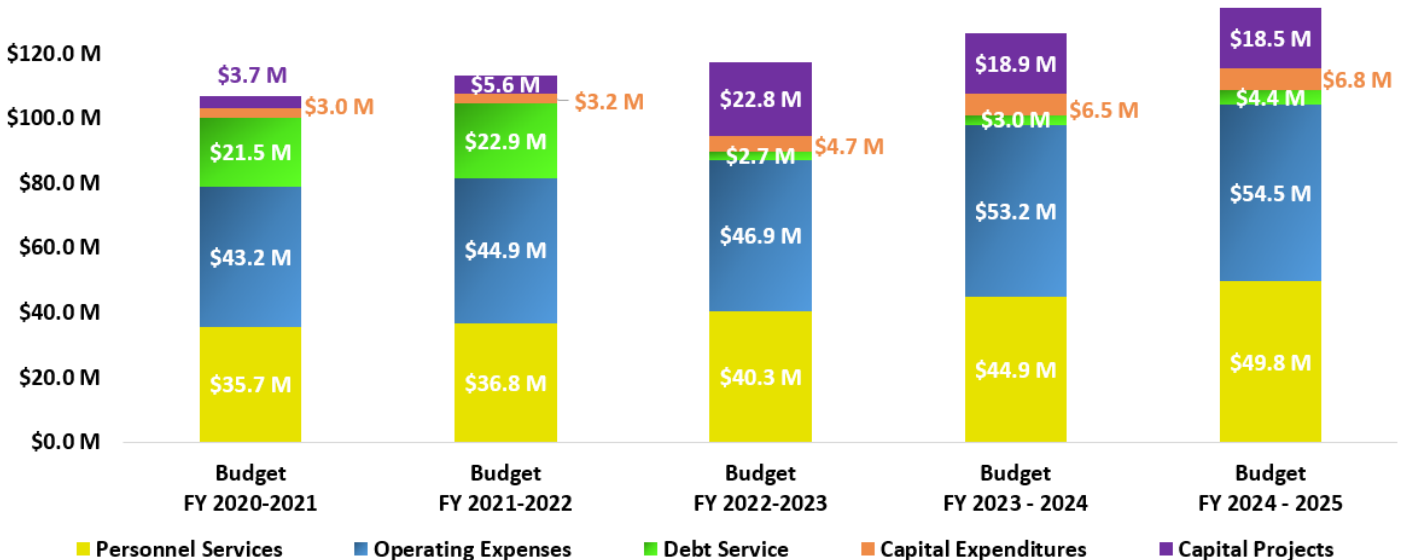
(in millions)

	Budget FY 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	Budget FY 2024 - 2025	% Chg Budget FYE 24 -FYE 25
EXPENSES									
Personnel Services	\$35.68 M	\$36.96 M	3.6%	\$40.30 M	9.0%	\$44.89 M	11.4%	\$49.80 M	10.9%
Operating Expenses	43.16 M	44.90 M	4.0%	46.90 M	4.4%	53.24 M	13.5%	54.55 M	2.5%
Appropriated Reserves	0.39 M	0.00 M	-100.0%	0.00 M	0.0%	0.00 M	0.0%	0.00 M	0.0%
Debt Service	21.45 M	22.88 M	6.6%	2.66 M	-88.4%	2.96 M	11.3%	4.40 M	48.9%
Capital Expenditures	2.96 M	3.23 M	9.2%	4.70 M	45.4%	6.46 M	37.5%	6.78 M	4.9%
Capital Projects	3.35 M	5.63 M	67.8%	22.81 M	305.4%	18.85 M	-17.4%	18.53 M	-1.7%
TOTAL EXPENSES	\$107.00 M	\$113.60 M	6.2%	\$117.37 M	3.3%	\$126.39 M	7.7%	\$134.05 M	6.1%

The FY 2024 – 2025 expenses are budgeted at \$134.05M, an increase of \$7.7M or 6.1 percent over the previous year. *Personnel Services* had the largest increase. This category is up \$4.9M or 10.9 percent from the prior year due to the increases in all expenses within this category. Cost-of-Living Allowance (COLA) and Merit increased Salaries and Wages and associated payroll taxes by \$1.9M or 6.2%. Overtime increased \$282K to improve budgeting for weather events. Pension Expense increased by \$2.0M or 39 percent with COLA and Merit increases responsible for \$393K of this increase and an additional \$400K of the increase was required to match the County's voluntary contribution last year. The remaining increase is due to the increase in the required employer contribution caused by pension fund changes. Employee Benefits increased \$718K due to higher healthcare premiums. *Operating Expenses* increased \$1.3M or 2.5 percent due to inflation and *Debt Service* increased by \$1.4M as a \$25M GEFA loan to fund major outfall replacements will go into repayment in September 2024.

Budgetary Expense Comparison

\$140.0 M





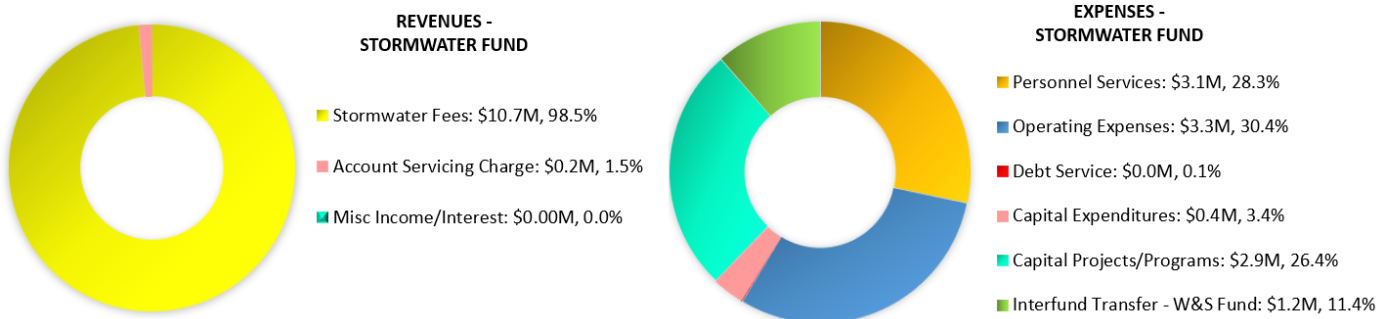
Budget Summary: Stormwater Fund

(in millions)

	Budget FY 2023-2024	Est Actual FY 2023 - 2024	Budget FY 2024-2025	% Chg Budget FYE 24 -FYE 25	% Chg Act FYE 2024 with Budget FY 2023-2024	% Chg Est Act FYE 24 to Budget FYE 25
REVENUES						
Stormwater Fees	\$10.56 M	\$10.89 M	\$10.68 M	1.1%	3.2%	-2.0%
Account Service Charges	0.16 M	0.17 M	0.16 M	0.0%	8.0%	-7.4%
Miscellaneous Income	0.00 M	0.01 M	0.00 M	0.0%	158.6%	-61.3%
Grants	0.00 M	0.00 M	0.00 M	-	-	-
TOTAL REVENUES	\$10.72 M	\$11.07 M	\$10.84 M	1.1%	3.3%	-2.1%
EXPENSES						
Personnel Services	\$2.92 M	\$2.42 M	\$3.07 M	5.1%	-17.0%	26.7%
Operating Expenses	3.50 M	2.99 M	3.29 M	-5.9%	-14.4%	9.9%
Debt Service	0.01 M	0.01 M	0.01 M	0.0%	-22.2%	0.0%
Interfund Transfer -W&S	1.15 M	1.15 M	1.24 M	8.1%	0.0%	8.1%
Capital Expenditures	0.26 M	0.51 M	0.37 M	37.9%	92.4%	-28.3%
Capital Projects	2.89 M	2.87 M	2.87 M	-0.7%	-0.6%	-0.1%
TOTAL EXPENSES	\$10.72 M	\$9.94 M	\$10.84 M	1.1%	-7.2%	9.0%

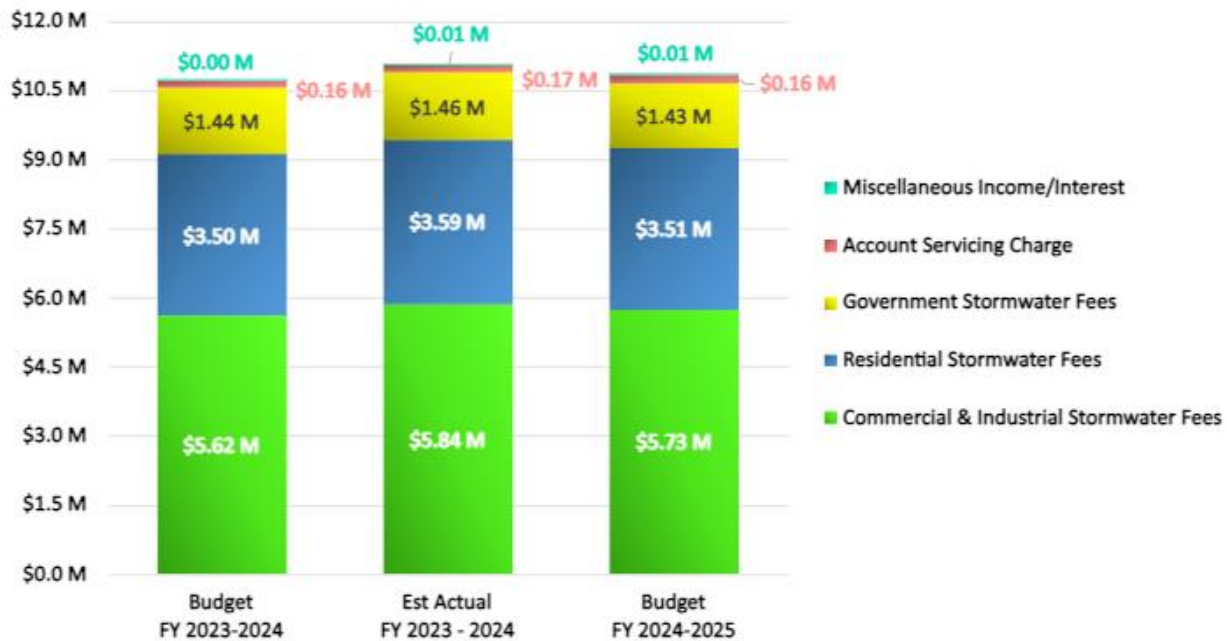
The 2024-2025 Operating and Capital Budget of \$10.84M is up \$115K or 1.1 percent from the previous budget year. *Stormwater Fees* are budgeted at \$10.68M in the upcoming year which is \$218K or 2.0 percent lower than estimated actual revenue generated from those fees for the fiscal year ending April 30, 2024. Estimated actual revenue of \$11.07M is \$352K or 3.3 percent higher than budgeted. This favorable variance to budget is due to conservative budgeting and the growth in the number of customers over the last three years due to new residential developments throughout the County. The additional revenue generated is being invested back into the system through the maintenance and improvements of system infrastructure.

Estimated actual expenses of \$9.94M are \$777K or 7.2 percent lower than budgeted.





Analysis of Revenues – Stormwater Fund



Revenue Budget Assumptions FY 2024 – 2025

Stormwater Fees: Fees are budgeted at \$10.7M for the upcoming fiscal year. This is \$115K or 1.1 percent higher than the prior year budget and \$218K less than estimated actual revenue of \$10.9M for April 30, 2024. Estimated actual stormwater fees are forecasted to be \$333K or 3.2 percent higher than the FY 2023 – 2024 budget. The FY 2024 - 2025 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. 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. A stormwater rate study is a planned initiative in the upcoming year.

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 FY 2024 – 2025 budget year. This is the minimum amount received over the previous five fiscal years actual performance and the same amount as the prior year's budget. The historical average of actual performance over the last five fiscal years has averaged \$181K.

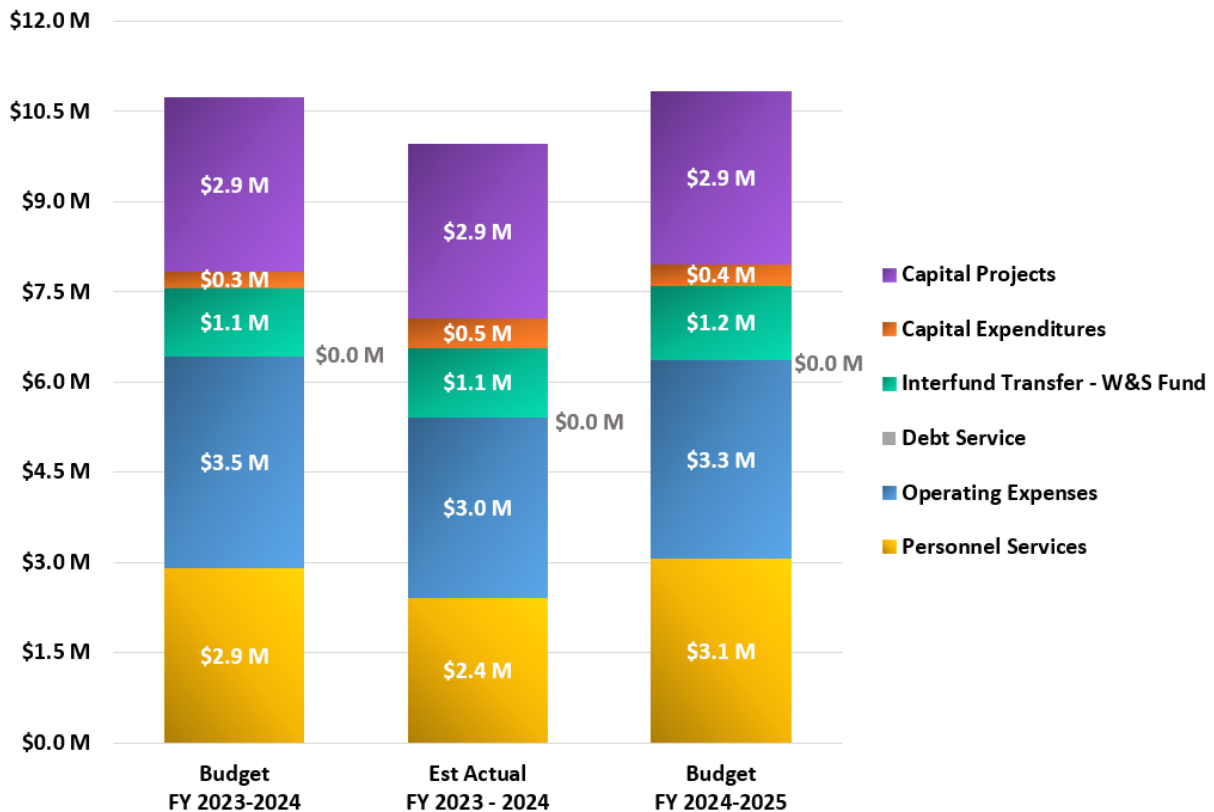
Miscellaneous Income is revenue received from the sale of scrap materials and other minor revenues and was budgeted at \$658, which is the lowest actual amount received for this revenue over the last five fiscal years. The historical average of actual performance over the last five fiscal years has averaged \$1.4K. In fiscal years ending April 30, 2021, April 30, 2022, and April 30, 2023, the stormwater fund sold mitigation credits earning proceeds of \$261K, \$546K,



and \$909K respectively from those sales. There are no remaining mitigation credits. These amounts have been included in the *Miscellaneous Income* category but have not been included in the average listed. 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. The final mitigation credits were sold in FY 2022 – 2023.

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 2024 – 2025

Personnel Services

This expense category includes *Salaries, Overtime, Payroll Taxes, Pension, and Medical* and associated benefits and is budgeted at a combined total of \$3.1M in the FY 2024 – 2025 budget, an increase of \$150K or 5.1 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. The 3.2 percent COLA increases the budget by \$77K and the potential 3 percent merit increases the budget an additional \$74K.

Actual performance of \$2.4M is estimated for this category at fiscal year ending April 30, 2024, and is \$496K or 17.0 percent less than the amount budgeted for FY 2023 - 2024.

Employee Benefits, included in the Personnel Service calculations above, consist of workman's compensation expenses, health insurance and other related benefits. FY 2024 – 2025 budget has this expense category budgeted at \$412K which is \$11K or 2.7 percent lower than the budget in the previous year. Actual expenses for the fiscal year



ending April 30, 2024, are estimated to be \$304K which is \$120K or 28 percent lower than the FY 2023 – 2024 budget. 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 \$88K or 26 percent from the previous budget year and are budgeted at \$421K. Actual performance for the fiscal year ending April 30, 2024, is estimated at \$324K. Changes approved by the County's pension board effective July 1, 2023, increased the employer's required contribution to the 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.

Operating Expenses

Operating expenses, excluding *Personal Services*, are budgeted at \$3.3M and are \$208K or 5.9 percent lower than the previous budget year. Actual performance in this category is estimated at \$3.0M and is \$504K less than the FY 2023 – 2024 budget.

The *Operating Materials and Supplies* category is budgeted at \$141K and is flat with the previous year's budget. Estimated actual expense for the year ended April 30, 2024, is \$117K and is \$24K or 17 percent less than the FY 2023 – 2024 budget. This category includes various supply needs for maintenance of the stormwater infrastructure including pipe, pipefittings, manhole covers, shovels and other miscellaneous items often issued from the warehouse such as washers, gloves, duct tape and other miscellaneous supplies necessary in day-to-day utility activities. Other accounts in this category include *Lab Supplies*, *Tools and Shop Supplies*, *Uniforms* and *Technology and Software*.

Administrative Supplies expense category includes office and janitorial supplies, printing, and postage. This category was budgeted at \$22K, down \$5K from the FY 2023 -2024 budget, which was higher than due to purchasing office furniture and office supplies for four new employees. Actual annual expenses in this category have averaged \$14K over the previous five fiscal years.

The *Vehicle Supplies* expense is budgeted at \$92K and is down 1.0 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 \$56K over the previous five fiscal years.

The *Utility* expense category includes electric, telephone, internet, CCWA water, sewer, and stormwater utility fees. In FY 2024 – 2025, these expenses are budgeted at \$39K which is up \$2K from the previous year budget due to utility rate increases.

Maintenance and Repair expenses have been budgeted at \$30K and are \$5K higher than the previous budget. Actual performance has averaged \$21K over the last five fiscal years. This category of expenses includes maintenance or repairs of vehicles, construction equipment, non-construction equipment (i.e., trailers, light towers, generators, trash pumps, gas meters, pole cameras, chainsaws) and buildings and ground maintenance done in house by staff in the general services department.



Outside Services expense category consists of a wide range of professional services and third-party assistance including engineering and technology consulting, legal and audit fees along with various types of maintenance on property facilities and equipment. Budgeted at \$2.4M, this expense category is down \$179K or 7 percent from the prior budget year. *Maintenance of Collection Systems and Outfalls* is a line-item expense in this category that is budgeted in FY 2024 – 2025 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 \$283K and is unchanged from the previous budget year. This expense line-item funds various watershed work planned in FY 2024 – 2025. Estimated Actual expense for FY 2023 – 2024 is \$300K, which is higher than the average of actual performance for the previous five years of \$258K. *Consulting Fees* are budgeted at \$694K and are down \$175K from the prior year’s budget. Changes in organizational initiatives from year-to-year impact variances in this expense line-item. An initiative for the FY 2024 – 2025 budget is “Development of a Rate Study Analysis” that is estimated at \$250K.

The *General Expenses* category contains the expense line items of *Employee Bonding*, *Property Insurance*, *Training* and *Administrative Fees*. At \$138K, the *General Expenses* category has decreased \$3K or 2 percent from the prior year’s budget primarily due to decreases in employee bonding and liability insurance. Budgeted at \$23K, it is \$2K lower than the prior budget year.

The *Accounting Charges* category contains the expense of write-offs of uncollectable revenues and credit card convenience fees. Budgeted at \$411K, this category has decreased \$29K or 7 percent from the prior year’s budget. Actual annual expenses in this category have averaged \$325K 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 \$1.2M. This is a monthly charge of \$103K versus the \$95K 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 will be \$42K for annual debt service of \$507K. The FY 2024 – 2025 budget contains *Debt Service* of \$11,700 for interest only payments during the construction phase if \$9M of the loan were disbursed. As of February 29, 2024, \$5.0M in proceeds have been disbursed of the \$10M available.



Capital Equipment or Expenditures

Capital equipment or 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 \$365K, *Capital Equipment* is budgeted \$100K higher than the previous budget year due to the initial equipment purchase of a new single-axle dump truck costing \$143K needed for a maintenance crew. 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 \$291K. 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
Vehicles			
Trucks - Fleet	\$ 89,278	\$ -	\$ 89,278
Trucks - Dump, Heavy	-	142,871	142,871
Trailers	-	-	-
Buildings and Structures			
Building, Roof, Paving, HVAC	-	-	-
Tanks and Containers	-	-	-
Equipment			
Field Equipment - Construction Equipment	92,500	39,500	132,000
Data Processing/IT System Equipment	-	-	-
Plant Equipment	-	-	-
Other	-	1,000	1,000
Total Capital Equipment	\$ 181,778	\$ 183,371	\$ 365,149





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 \$2.87M compared to the previous budget year’s amount of \$2.89M. 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 2024 – 2025 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)	\$ 750,000
[SW005]	[SMP 20-207] Renewal and Replacement Pipe (Open-cut)	2,115,181
Total Capital Projects		<u>\$ 2,865,181</u>





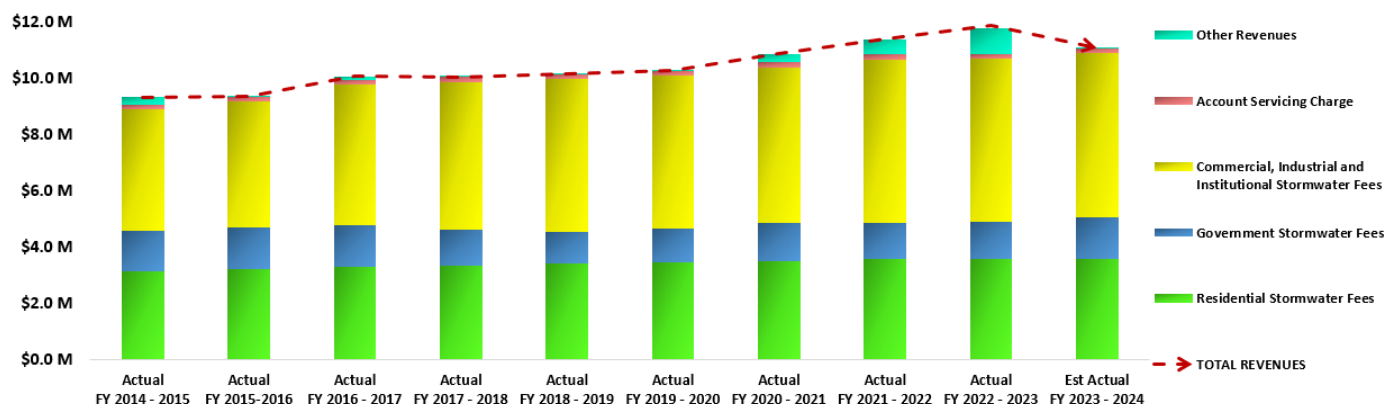
Budgetary Analysis – Revenues and Expenses: Actual Performance to Budget Comparison (in millions)

	Actual FY 2021 - 2022	Actual FY 2022 - 2023	Est Actual FY 2023 - 2024	Budget FY 2024-2025	% Chg Act FYE 2024 with Budget FY 2023-2024	% Chg Est Act FYE 24 to Budget FYE 25
REVENUES						
Stormwater Fees	\$10.67 M	\$10.78 M	\$10.89 M	\$10.68 M	3.2%	-2.0%
Account Service Charges	0.17 M	0.17 M	0.17 M	0.16 M	8.0%	-7.4%
Miscellaneous Income	0.55 M	0.92 M	0.01 M	0.00 M	158.6%	-61.3%
Grants	0.00 M	0.00 M	0.00 M	0.00 M	-	-
TOTAL REVENUES	\$11.39 M	\$11.87 M	\$11.07 M	\$10.84 M	3.3%	-2.1%
EXPENSES						
Personnel Services	\$2.00 M	\$2.21 M	\$2.42 M	\$3.07 M	-17.0%	26.7%
Operating Expenses	2.91 M	3.10 M	2.99 M	3.29 M	-14.4%	9.9%
Debt Service	0.00 M	0.00 M	0.01 M	0.01 M	-22.2%	0.0%
Interfund Transfer -W&S	1.19 M	1.11 M	1.15 M	1.24 M	0.0%	8.1%
Capital Expenditures	0.13 M	0.04 M	0.51 M	0.37 M	92.4%	-28.3%
Capital Projects	4.57 M	4.84 M	2.87 M	2.87 M	-0.6%	-0.1%
TOTAL EXPENSES	\$10.81 M	\$11.30 M	\$9.94 M	\$10.84 M	-7.2%	9.0%

The 2024 - 2025 Operating and Capital Budget of \$10.84M is up \$115K from the previous budget year. Budgeted revenues of \$10.84M are \$236K or 2.1 percent lower than estimated actual revenues for the fiscal year ending April 30, 2024. Actual revenue of \$11.87M for FY 2022 – 2023 included \$909K received from the sale of mitigation credits. In fiscal years ending April 30, 2021, and April 30, 2022, mitigation credits were also sold, and the Stormwater Fund received proceeds of \$261K and \$546K, respectively from those sales. Proceeds from these sales are included in *Miscellaneous Income*. The Stormwater Fund has no remaining mitigation credits.

The graph below shows actual revenues for this and the previous nine years. **Other Revenues** include *Account Service Charges*, *Miscellaneous Income*, and *Grants*.

Actual Revenues – FY 2014-15 to FY 2023-24

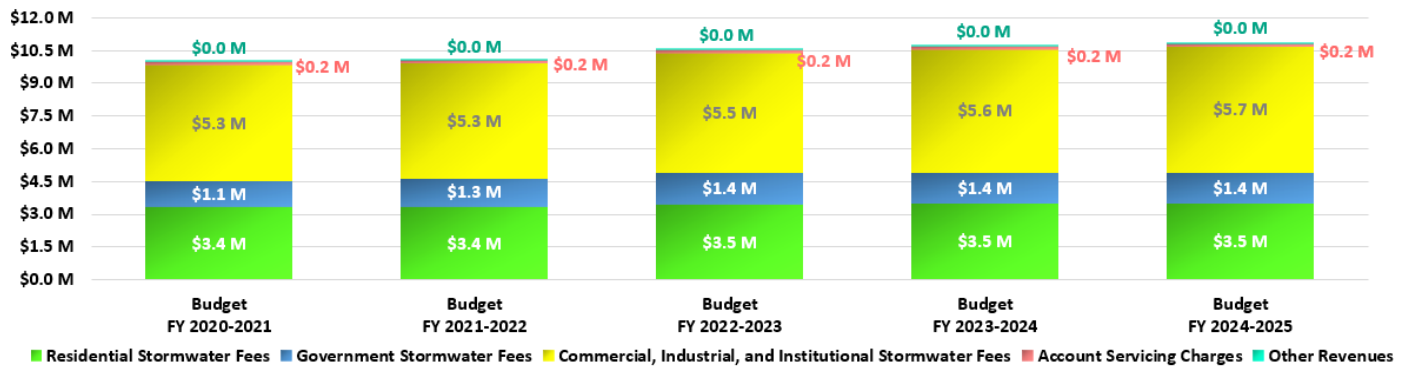




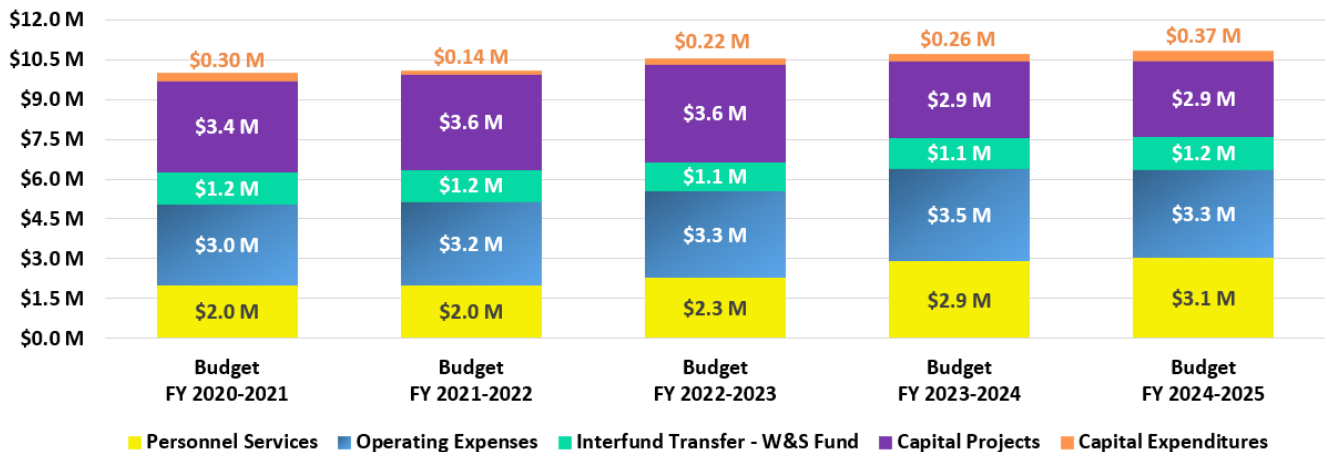
Budgetary Analysis – Revenues and Expenses: Budget to Budget Comparison (in millions)

	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	Budget FY 2024-2025	% Chg Budget FYE 24 -FYE 25
REVENUES									
Stormwater Fees	\$9.83 M	\$9.92 M	0.9%	\$10.37 M	4.6%	\$10.56 M	1.8%	\$10.68 M	1.1%
Account Service Charges	0.16 M	0.16 M	0.0%	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	-36.1%	0.00 M	-0.5%	0.00 M	0.0%
Grants	0.00 M	0.00 M	-	0.00 M	-	0.00 M	-	0.00 M	-
TOTAL REVENUES	\$10.00 M	\$10.08 M	0.8%	\$10.53 M	4.5%	\$10.72 M	1.8%	\$10.84 M	1.1%
EXPENSES									
Personnel Services	\$2.02 M	\$2.02 M	-0.2%	\$2.29 M	13.5%	\$2.92 M	27.4%	\$3.07 M	5.1%
Operating Expenses	3.04 M	3.15 M	3.7%	3.26 M	3.6%	3.50 M	7.2%	3.29 M	-5.9%
Debt Service	0.00 M	0.00 M	-	0.01 M	93.3%	0.01 M	34.5%	0.01 M	0.0%
Interfund Transfer -W&S	1.22 M	1.19 M	-2.0%	1.11 M	-7.0%	1.15 M	3.1%	1.24 M	8.1%
Capital Expenditures	0.30 M	0.14 M	-52.1%	0.22 M	54.0%	0.26 M	20.9%	0.37 M	37.9%
Capital Projects	3.42 M	3.57 M	4.5%	3.64 M	1.9%	2.89 M	-20.8%	2.87 M	-0.7%
TOTAL EXPENSES	\$10.00 M	\$10.08 M	0.8%	\$10.53 M	4.5%	\$10.72 M	1.8%	\$10.84 M	1.1%

Budgetary Revenue Comparison



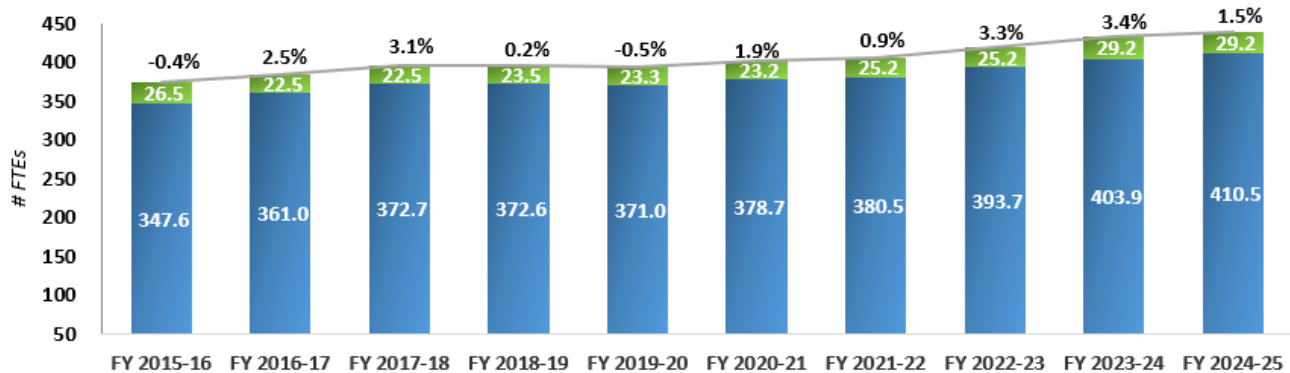
Budgetary Expense Comparison





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

	FY 2020-2021	FY 2021-2022	FY 2022-2023	FY 2023-2024	FY 2024-2025
Authorized Personnel	Budgeted	Budgeted	Budgeted	Budgeted	Budgeted
Executive	125.97	125.88	127.03	129.73	133.40
Water Production	35.00	36.89	39.95	43.95	43.43
Program Management and Engineering	27.46	28.46	30.46	30.79	30.46
Distribution and Conveyance	97.00	97.00	100.00	99.00	100.00
Water Reclamation	53.25	52.23	53.23	56.40	58.23
General Services	40.00	40.00	43.00	44.00	45.00
Water and Sewer Fund	378.68	380.46	393.67	403.87	410.52
Stormwater Fund	23.23	25.23	25.23	29.23	29.23
Grand Total Full-Time Employees (FTEs)	401.91	405.69	418.90	433.10	439.75

The FY 2024 – 2025 budget includes a net increase of 6.7 full-time employees (FTE) equivalents in the Water and Sewer Fund. Five new full-time positions were added. Additionally, an intern position was replaced with a full-time help desk employee and a part-time position was increased to full-time facility worker increasing FTE equivalents by 0.75 and 0.5, respectively. This would be an increase of 1.6 percent in the number of employees in the Water and Sewer Fund and an increase of 1.5 percent in the number of employees in the organization.



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



The SMP is a framework with tools for planning, managing, and evaluating Authority-wide performance. It considers the long-term economic, environmental, and social impacts – the triple bottom line – of CCWA’s business activities. It also provides a design template to guide services, projects, and operations for CCWA’s departments and budget units. The Authority plans to use the SMP for a variety of objectives, from individual job goal setting and performance evaluations to the annual Authority Board retreat and planning session.

Information Technology Master Plan

In May 2012, an Information Technology Master Plan (ITMP) was completed to meet the operational and informational challenges of CCWA. Originally developed as a separate plan, the ITMP was combined into the SMP during the 2015 update due to the integral part technology plays in all facets of operations. Because technologies evolve so rapidly, the ITMP will be updated every three years. It was revisited in FY 2019-2020 and included in the 2020 Strategic Master Plan. The ITMP drivers for this most recent plan were to increase staff mobility and automation and continued emphasis on cyber security initiatives.

Project by Functional Area or Division

The 2020 Strategic Master Plan (SMP) was completed in FY 2019-2020 and serves as a comprehensive guide in continuing to achieve CCWA’s vision of Quality Water, Quality Service over the next ten years. The approach taken to develop the plan prioritizes the operating and capital projects according to CCWA’s strategic priorities. Additionally, the projects are scheduled based on the 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%
Total Projects	147	100%	\$677,755,000	100%

Projects scheduled for FY 2024 - 2025 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 it will be placed on the annual work priorities list and be included in the upcoming budget. A portion of the scoring tool is provided as an example below.

Project Scoring Factors

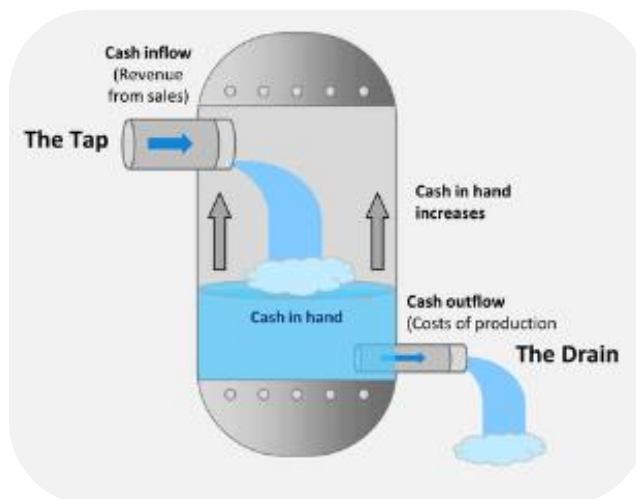
Strategy	Scoring Factor
Product Quality/Quantity (PQ)	1. Impact on drinking water quality, effluent/reclaimed water quality, or stormwater quality
	2. Regulatory compliance
	3. Impact on capacity
Customer Satisfaction (CS)	1. Customer satisfaction levels
	2. Customer complaints
	3. Customer responsiveness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



Sample Scoring Sheet

Project Name							
Project Category							
Total Benefit = 0		0Project Rating (0 = lowest, 10 = highest)					
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 CCWA website here: <https://www.ccwa.us/smpps/>





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 Rate Model is updated during the budget development process and water and sewer rates are evaluated for revenue sufficiency, debt service coverage ratio, and days cash on hand. When the rate model is updated, planning scenarios are defined for the 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.

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.

The initial debt and funding strategy has been modified based on changes in assumptions regarding projects, cost estimates, and schedules. Changes in projects and assumptions are as follows:

- Advance Water Treatment and Capacity Facility
- Casey Solids
- Casey Liquids
- Use revenue bonds and Water Infrastructure Financing and Innovation Act (WIFIA) loans to help finance large projects.

Given the magnitude of changes in project costs and consideration of other funding sources, the long-term financing strategy is discussed in the proceeding sections.



Financial Strategy and Rate Model Assumptions – FY 2024 – 2025

The combination of Renewal and Extension Fund (R&E Fund/Pay-as-you-go), rate increases, and the updated debt and financing strategy approach provides the foundation for assumptions considered each year during the planning and forecasting phase of the annual budget process. As the SMP projects progress from planning to design to construction, the financing plan is updated and incorporated in the rate model. The planning scenarios considered for the FY 2024 – 2025 budget include the following:

- Scenario 1 – Debt financing for the SMP projects, including the Advance Water Treatment and Capacity Facility, assumes a combination of cash, PFAS grant, GEFA Loans, Revenue Bonds, and WIFIA Loans.
- Scenario 2 – Cash funding for the SMP projects, including the Advance Water Treatment and Capacity Facility.

The following areas of concern have impacted the inflationary and operational assumptions used in the rate model for FY 2024 – 2025 budget forecasts:



The 2020 Strategic Master Plan (SMP) increases in project budgets



Economic Environment



Water and Sewer Rate Adjustments



Construction of Advanced Water Treatment treatment and Capacity facility to meet EPA regulations



Long-Term Financing

2020 Strategic Master Plan Project Increases



General inflationary pressures 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.

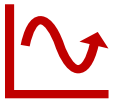
Rate Model Assumptions:

Most of the capital project costs are for the Advance Water Treatment and Capacity Facility and Casey Liquids. To help keep costs consistent, engineers completed desktop assessment to update SMP project costs to 2023 dollars. Previous rate model updates assumed capital costs projections assumed a 3% annual rate of inflation. While capital cost projections vary year to year, **the FY 2024 – 2025 updates assume capital costs are kept in constant 2023 dollars in the rate model.**

The rate model can evaluate the sensitivity of applying inflation rates to capital costs. For example, longer project construction periods push future projects out and increase original estimated projects budgets by 3% per year. The rate model can take this into consideration during Strategic Master Plan (SMP) development for capital projects.



Economic Environment



The general inflationary pressures continue to result in increases in the cost of chemicals, fuel, and other operating materials and supplies. Increase in costs can vary by cost category, but on average conservative assumptions are applied to help with the budget planning. Consistent with CCWA's budget categories, the rate model maintains assumptions for inflation for personal services, operating expenses, equipment costs, and capital projects.

Rate Model Assumptions:

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

- Personal Services – 5%
- Operating expense - 4%
- Capital equipment costs - projected costs held constant at \$10,000,000.
- Capital project cost - constant 2023 dollars, as mentioned above.

Water and Sewer Rate Adjustments



The FY 2024 – 2025 updates evaluated the revenue requirements to develop rate projections for the next eight years. For the FY 2024 – 2025 budget year, an 8% rate increase was approved by the Board and will be effective January 1, 2025. The projected rate increases for Scenario 1 assumed a ramp up to 270 days cash on hand and a target debt service coverage ratio of 1.5x. The increase in DCOH from 180 days to 270 days reflects the planning for debt issuance to fund the Advance Water Treatment and Capacity Facility.

Rate Model Assumptions:

- 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.
- In addition to increased debt, increases in water and sewer rates over the next several years are necessary to maintain cash flows as capital projects are implemented and debt service ramps over the next two years.
-

Construction of Advance Water Treatment and Capacity Facility



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 \$450M.

Long-term Financing Strategy



The financing strategy incorporates operating costs, cash (R&E) funded capital costs, and debt financing for large capital projects. In response to EPA regulation and WWTP capacity updates significant investment in capital infrastructure is needed. Given the immediacy of responding to these investment needs, CCWA is working with their Municipal Advisor to develop a debt financing plan.

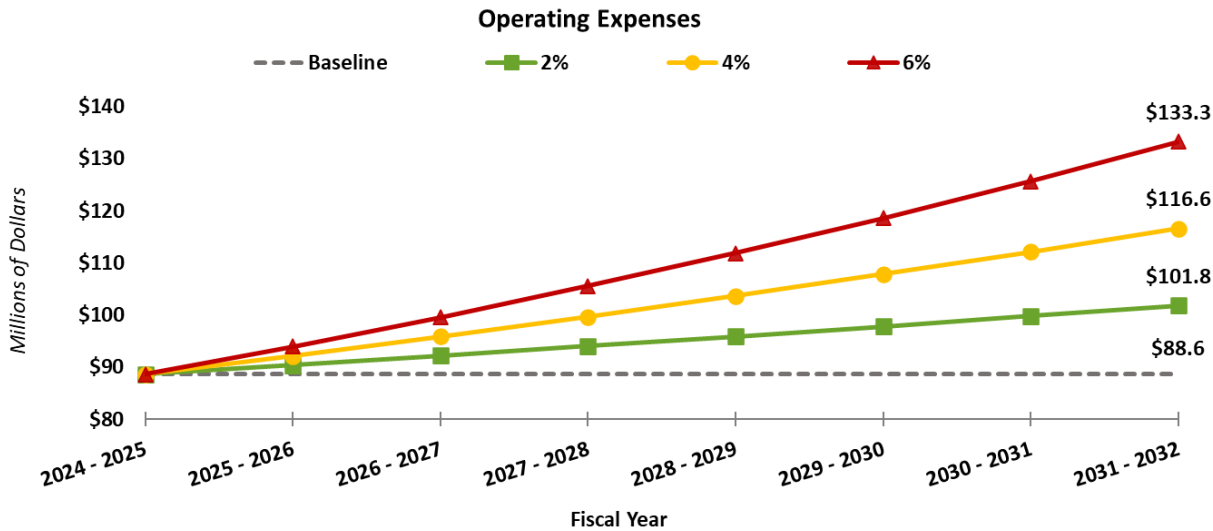
Impact of Inflation on Operating Expenses

Operating expenses are net of depreciation expense and the budgeted amounts are adjusted for rate model projections. Based on a trend analysis, actual operating expenses are approximately 85% of the budgeted amounts. The impact of changes in inflation rates on operating expenses from this budget year, FY 2024 – 2025, through FY 2031 – 2032 are displayed in the line graph below. The **black dashed line** represents no inflation and provides a baseline of \$88.6M.

The **green line** illustrates the impact of a 2 percent inflationary rate which forecasts operating expenses in FY 2031 – 2032 at \$101.8 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 \$116.6 million. This is the inflationary rate assumption used for the current year budget analysis. This is no change from the prior year’s 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 \$133.3 million.





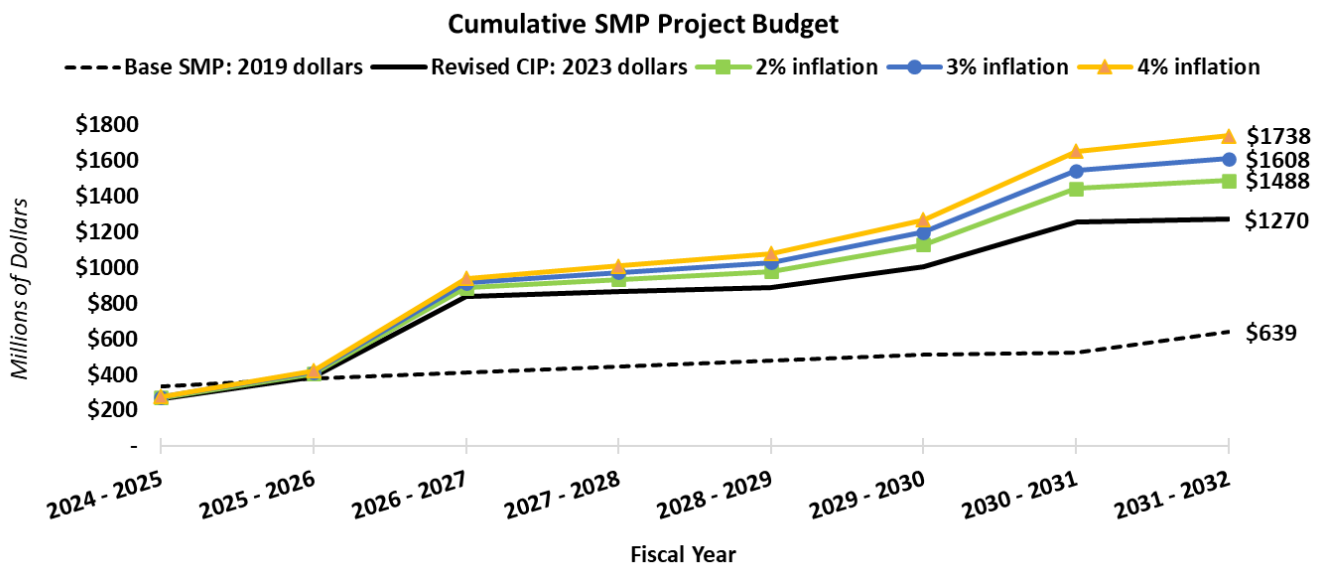
Impact of Inflation on Cumulative Capital Project Budgets

The graph below demonstrates the impact of increases associated with Advance Water Treatment and Capacity Facility, as well as the Casey Liquids projects. This graph compares the original SMP assumptions and revised CIP. 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 comparison to projections from FY 2024 – 2025 through FY 2031 – 2032, these cumulative costs are projected to be \$639 million. The solid black line represents the revised CIP and helps illustrate the order of magnitude of capital costs increase attributed to EPA's PFAS regulation. The costs are present as budgeted amounts for the project and not a spend plan or draw down.

The **green line** shows the impact of a 2 percent inflationary rate on the revised CIP projects. In FY 2031-2032, these cumulative costs are projected to be \$1,488 million.

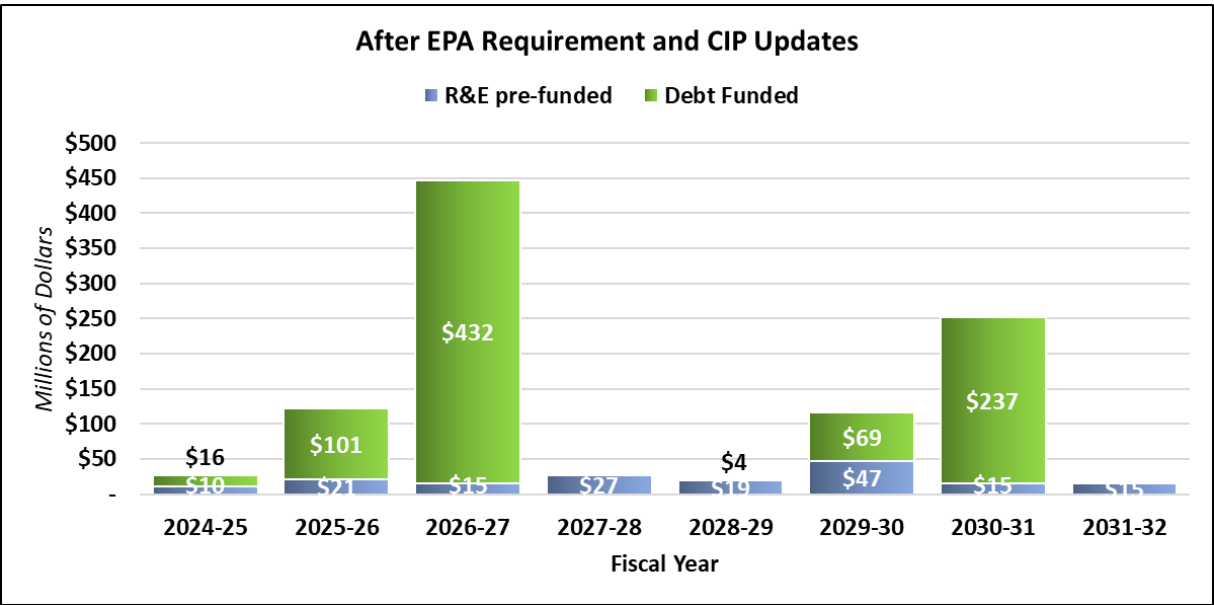
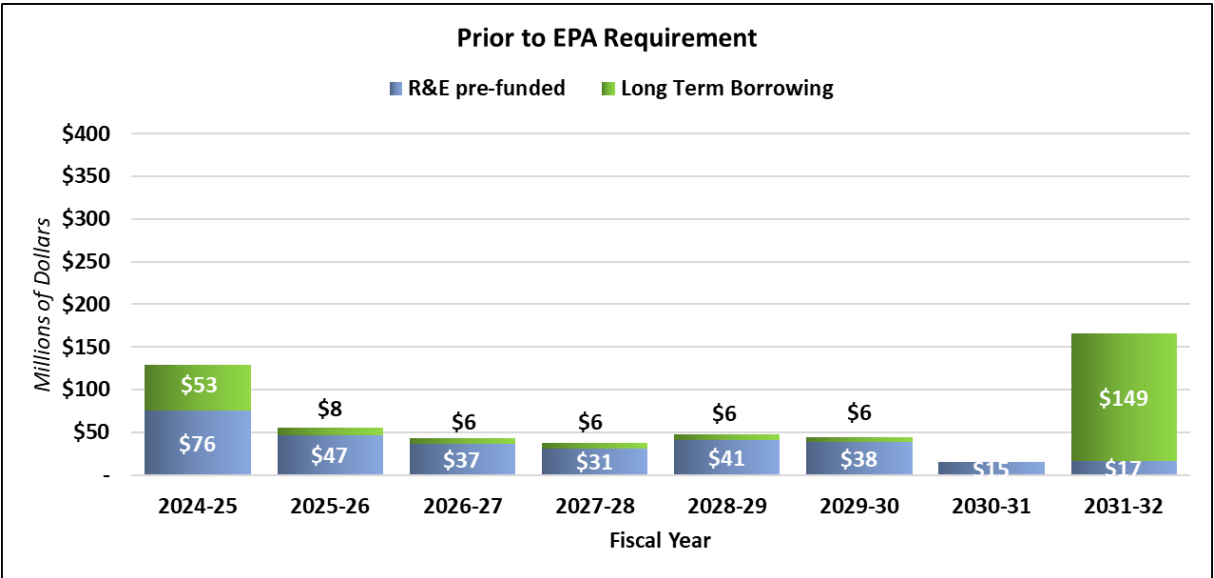
The **blue line** shows the impact of a 3 percent inflationary rate on the projected costs of the SMP projects. In FY 2031 - 2032, these cumulative costs are expected to be \$1,608 million. This is the inflationary rate used in the model for the current budget year analysis, the same assumption assumed 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 \$1,738M.





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 \$450M 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 (DCOH) 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.

SCENARIO 1 – DEBT FUNDING SMP CAPITAL PROJECTS

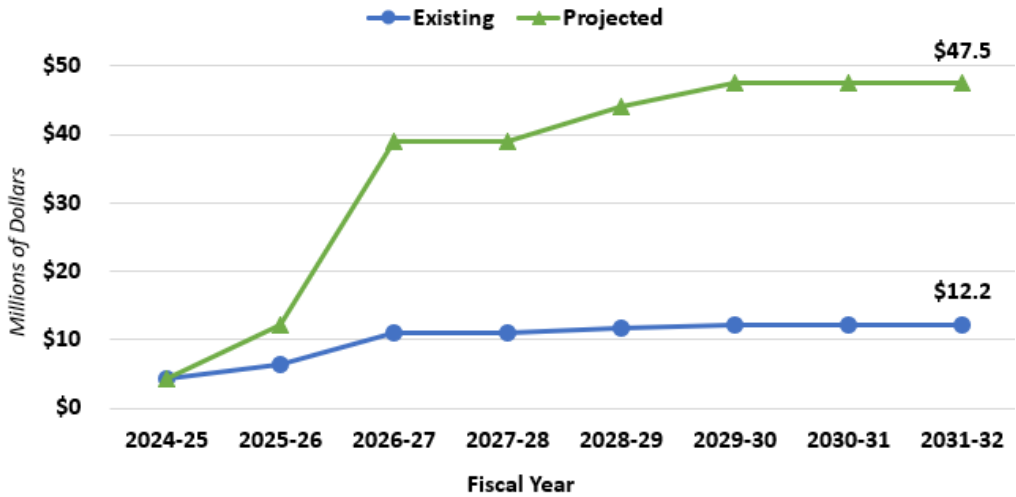
Financial Metrics	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
Debt Service Coverage (DSCR)	1.80	10.61	3.94	1.43	1.58	1.54	1.55	1.67	1.76
Days Cash on Hand (DCOH)	347	286	273	271	271	271	271	270	273
Account Balances									
(in millions)	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
Operating	\$78	\$70	\$73	\$75	\$77	\$81	\$84	\$86	\$91
R&E	\$75	\$106	\$107	\$95	\$77	\$67	\$31	\$34	\$39
Debt Service									
(in millions)	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
Existing GEFA Authorizations	\$ 2.5	\$ 4.3	\$ 6.3	\$ 11.0	\$ 11.0	\$ 11.6	\$ 12.2	\$ 12.2	\$ 12.2
Projected Bonds and WIFIA	\$ -	\$ -	\$ 5.9	\$ 28.1	\$ 28.1	\$ 32.5	\$ 35.2	\$ 35.2	\$ 35.2
Total	\$ 2.5	\$ 4.3	\$ 12.2	\$ 39.1	\$ 39.1	\$ 44.1	\$ 47.5	\$ 47.5	\$ 47.5

SCENARIO 2 – CASH FUND SMP CAPITAL PROJECTS

Financial Metrics	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
Debt Service Coverage (DSCR)	1.74	12.01	14.01	13.28	18.20	16.07	13.03	11.02	9.01
Days Cash on Hand (DCOH)	347	316	152	150	153	151	151	144	140
Account Balances									
(in millions)	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
Operating	\$78	\$77	\$41	\$42	\$44	\$45	\$47	\$46	\$47
R&E	\$75	\$102	\$182	\$258	\$148	\$166	\$231	\$260	\$95
Debt Service									
(in millions)	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
Existing GEFA Authorizations	\$ 2.55	\$ 4.29	\$ 6.31	\$ 11.02	\$ 11.02	\$ 11.62	\$ 12.23	\$ 12.23	\$ 12.23
Projected Bonds and WIFIA	-	-	-	-	-	-	-	-	-
Total	\$ 2.55	\$ 4.29	\$ 6.31	\$ 11.02	\$ 11.02	\$ 11.62	\$ 12.23	\$ 12.23	\$ 12.23



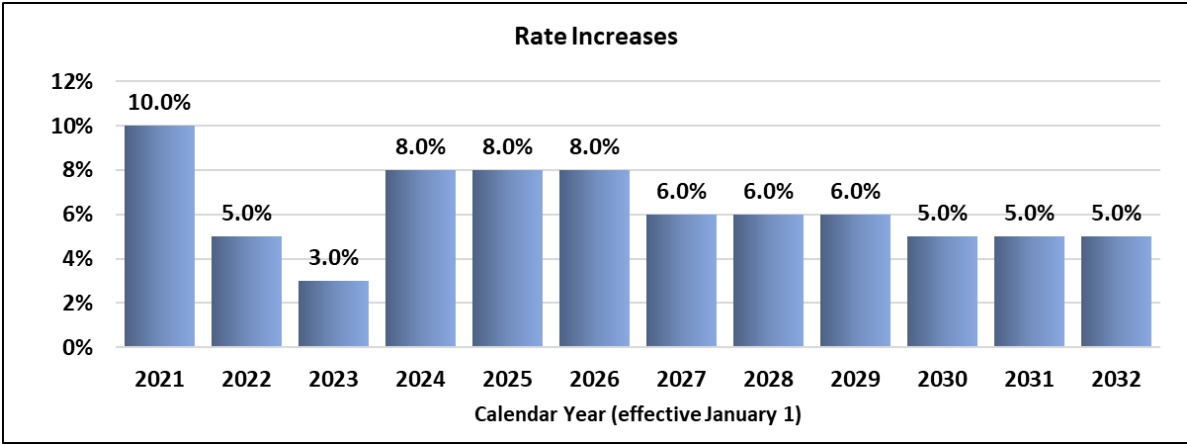
The chart below shows the estimate impact debt funding the SMP Capital Projects and the additional debt service required due to the recent EPA regulation. Annual debt service increases to \$47.5 Million in FY 2031-2032, compared to existing debt service of \$12.2 Million, an increase of \$35.3 Million. It is important to note that these are estimates and will change based on funding decisions and market conditions.



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 \$450 million to build a facility to meet the treatment requirements issued by EPA in March 2023 on PFAS levels in drinking water.

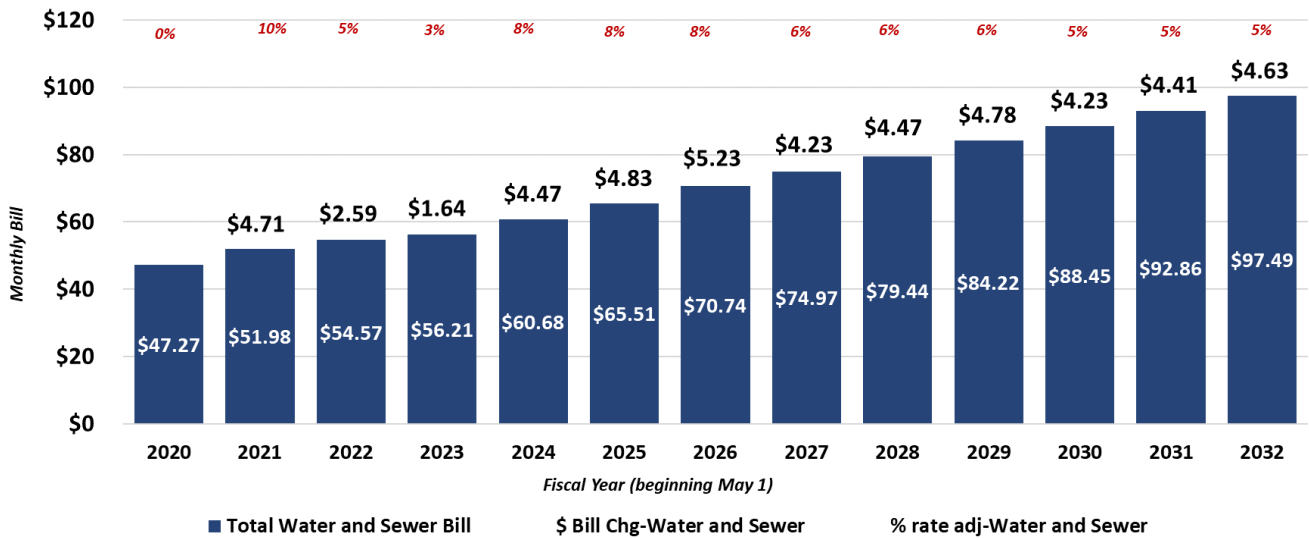
An annual review of cash flow need based on current capital project requirements will be completed each year during the new fiscal year budget creation and the Board of Directors vote on rate adjustments as part of the budget adoption for the upcoming fiscal year. Based on the FY 2023 – 2024 financial analysis, projected rate adjustments in future years can be found in the graph below.





Impact to Customer Bill – Rate Adjustments

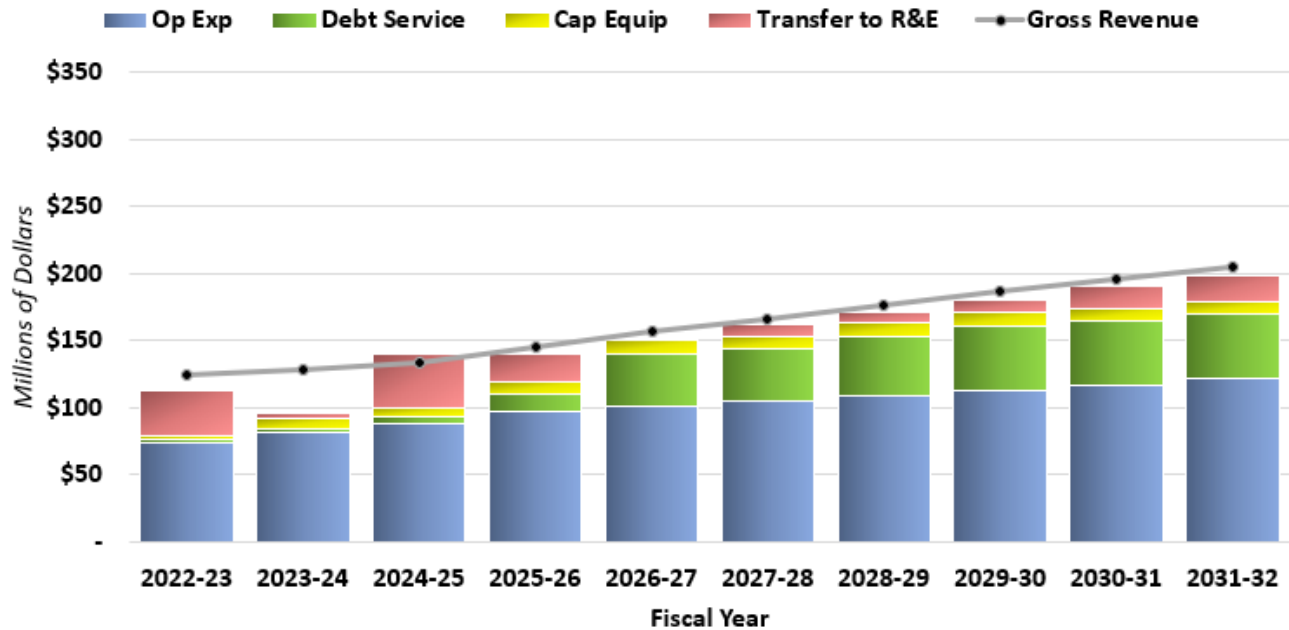
A long-term financial plan and cash flow analysis will continue to be performed annually as part of the budget process. This forecasting tool assists in determining if additional cash flow must be generated to meet projected capital projects and program needs while maintaining the debt service coverage 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 \$450M 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.



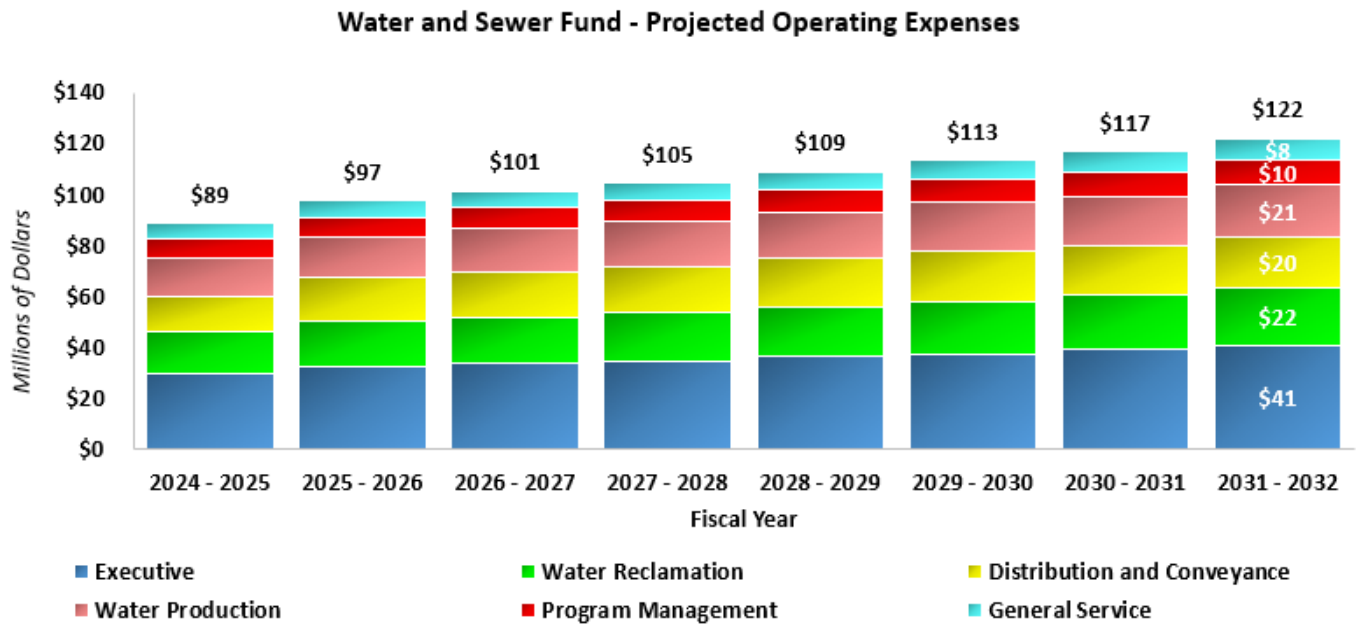
Operating Expense is represented by the **blue bar** and has been projected to grow at 4 percent annually. **Capital Equipment** purchases are represented by the **yellow portion** of the graph and have been projected to remain constant at \$10,000,000 per year.

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 \$450M PFAS and Capacity project shows the resources consumed by annual debt service requirements beginning in FY2026 – 2027. In FY 2031 – 2032, the increase in debt service is from the financing for the Casey WRRF 32 MGD Upgrade – Liquids project, originally slated to begin in FY 2025 – 2026 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.

It should be noted that this scenario and projections are created for general analysis and discussion purposes only. Depending on board approval, project timing, scope changes, or project elimination, cash flow needs may vary. Scenarios using debt as a financing option can vary significantly based on amount borrowed, interest rate fluctuations, term of repayment and structure of repayment.

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



Projected Net Position – Water and Sewer Fund

Financial Accounting Projections	Actual	Est Actual	Budget	Projected				
Fiscal Year Ended April 30,	2023	2024	2025	2026	2027	2028	2029	2030
Operating Revenues	\$ 120,625,086	\$ 125,479,210	\$ 131,582,891	\$142,109,522	\$ 150,636,094	\$159,674,259	\$169,254,715	\$ 177,717,451
Operating Expenses (including depreciation)	99,946,705	90,828,729	104,343,821	107,474,136	110,698,360	114,019,310	117,439,890	120,963,086
Operating Income	\$ 20,678,381	\$ 34,650,481	\$ 27,239,070	\$ 34,635,387	\$ 39,937,734	\$ 45,654,949	\$ 51,814,825	\$ 56,754,364
Nonoperating Revenues (Expenses)	(68,662)	(390,536)	-	-	-	-	-	-
Income Before Contributions and Transfers	\$ 20,609,719	\$ 34,259,945	\$ 27,239,070	\$ 34,635,387	\$ 39,937,734	\$ 45,654,949	\$ 51,814,825	\$ 56,754,364
Capital Contributions - Cash (Impact Fees, Grants, Intergov)	2,899,147	3,414,261	1,230,629	1,230,629	1,230,629	1,230,629	1,230,629	1,230,629
Transfers In	1,111,050	1,145,681	1,238,154	1,241,290	1,253,703	1,266,240	1,278,902	1,291,691
Non-cash Increases (Decreases) - (Donated Assets, Other)	2,543,069	5,165,782	-	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Changes in Net Position	\$ 27,162,985	\$ 43,985,669	\$ 29,707,853	\$ 38,107,306	\$ 43,422,066	\$ 49,151,818	\$ 55,324,356	\$ 60,276,684
Beginning Net Position	\$ 611,152,822	\$ 638,315,807	\$ 682,301,476	\$712,009,329	\$ 750,116,635	\$ 793,538,701	\$842,690,518	\$ 898,014,875
Ending Net Position	\$ 638,315,807	\$ 682,301,476	\$ 712,009,329	\$750,116,635	\$ 793,538,701	\$842,690,518	\$898,014,875	\$ 958,291,559

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, 2023, was \$638,315,807 and is projected to increase by \$43M to \$682,315,807 for the fiscal year ending 2024. Net Position is forecasted to increase by another \$276M to \$958,291,559 by the fiscal year ending April 30, 2030, 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 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.

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 was 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 2024 – 2025 budget has allocated \$4.4 million for the annual debt service of eight GEFA loans. The Stormwater Fund’s FY 2024 – 2025 budget has allocated \$12K for annual debt service of its one GEFA loan.



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 was made on May 1, 2023, and retired 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 was made on May 1, 2023., retiring the series. As of April 30, 2024, no outstanding principal is remaining.

State Revolving Fund Loans



The Water and Sewer Fund has eight active Clean Water State Revolving Fund loans with Georgia Environmental Finance Authority (GEFA). Three of those loans are in repayment and four are currently in the construction phase. The eighth loan has had no disbursements. 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, 2024, the estimated outstanding balance will be \$20.5M. The second GEFA Outfall loan will go into repayment on July 1, 2024, and all funds will be disbursed as of April 30, 2024, will have an outstanding principal balance of \$25.0M at the end of the fiscal year. In February 2024, GEFA awarded the Authority a third loan of \$10M with an interest rate of 1.90% with a 20-year repayment term to continue the rehabilitation of its large outfalls. The Authority will self-fund an additional \$10M for these replacements.

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, 2024, the first Biosolids loan will have drawn approximately \$9.3M from the first of the two \$50M construction lines.



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, 2024, approximately one thousand dollars will have been disbursed. In February 2024, GEFA awarded the Authority an additional \$10M Drinking Water loan with an interest rate of 1.90% and repayment term of 20 years to assist in funding this project which is budgeted at \$46M. The Authority will self-fund the remaining project costs through its Renewal and Extension Fund.

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, 2024, will be \$713K 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, 2024, the outstanding principal balance of this loan will be \$504K 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, 2024, funds of approximately \$5.0M 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
2024	\$ 2,359,798	\$ 187,536	\$ 2,547,334
2025	2,393,210	154,124	2,547,334
2026	2,076,833	122,433	2,199,266
2027	1,642,718	106,970	1,749,688
2028	1,653,427	96,261	1,749,688
2029-2033	8,430,239	318,200	8,748,439
2034-2037	5,482,575	58,103	5,540,678
Total	\$24,038,800	\$1,043,627	\$25,082,427





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 2032 using the cash flow generated by an 8 percent rate increase effective January 1, 2025.

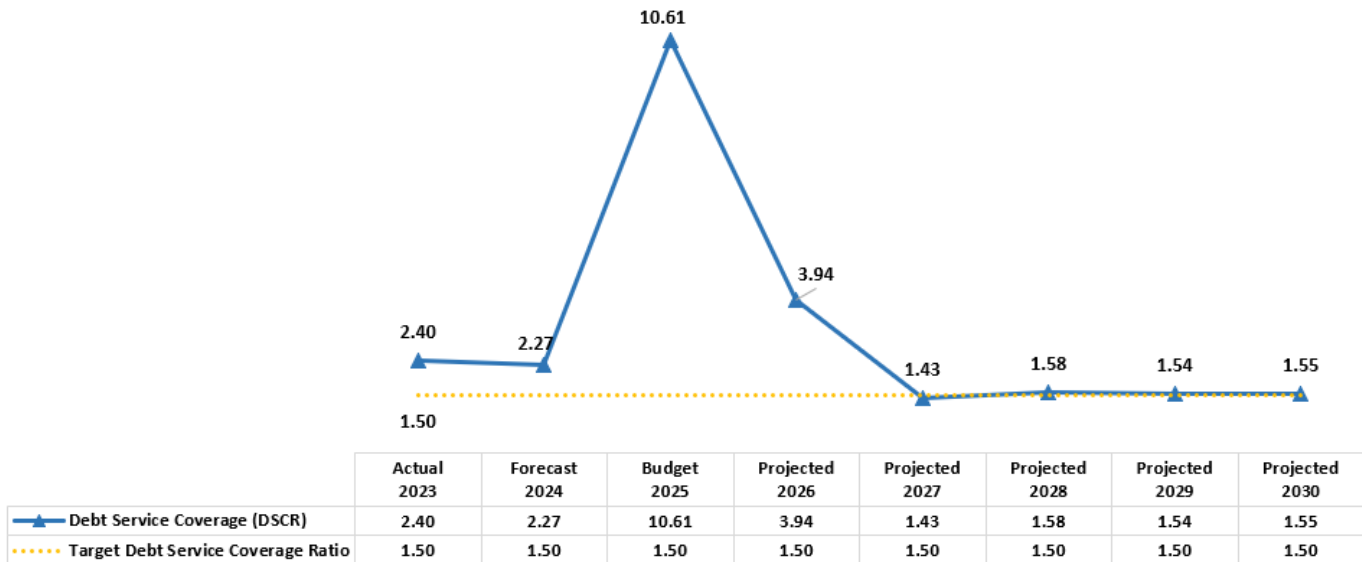
Projected Debt Payments, Cash Flow and Debt Service Coverage

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 2029 – 2030.

Rate Increases	3.0%	8.0%	8.0%	8.0%	6.0%	6.0%	6.0%	5.0%
	Actual	Forecast	Budget	Projected	Projected	Projected	Projected	Projected
Fiscal Year (ending April 30)	2023	2024	2025	2026	2027	2028	2029	2030
Debt Service Coverage								
Gross Revenues (including impact fees)	\$124,644,060	\$128,128,432	\$134,106,000	\$145,418,000	\$156,896,000	\$166,400,000	\$176,533,000	\$186,752,000
Less: Operating Expenses	\$74,224,000	\$82,063,000	\$88,624,000	\$97,461,000	\$101,203,000	\$104,487,000	\$108,804,000	\$113,316,000
Net Cash Flow Available for Debt Service	\$50,420,060	\$46,065,432	\$45,482,000	\$47,957,000	\$55,693,000	\$61,913,000	\$67,729,000	\$73,436,000
Bond Annual Debt Service	23,093,000	23,000,000	-	5,856,000	27,927,000	27,689,000	30,845,000	25,043,000
GEFA Loan Debt Service	2,547,334	2,547,334	4,287,000	6,307,000	11,019,000	11,019,000	11,624,000	12,230,000
WIFIA	-	-	-	-	126,000	361,000	1,653,000	10,181,000
Aggregate Debt Service	\$25,640,334	\$25,547,334	\$4,287,000	\$12,163,000	\$39,072,000	\$39,069,000	\$44,122,000	\$47,454,000
Aggregate Debt Service Coverage Ratio	1.97	1.80	10.61	3.94	1.43	1.58	1.54	1.55

On May 1, 2023, the last bond series was retired adding \$21M to cash flow. The final debt service for the bond was paid from the Debt Service Reserve, 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 target coverage to meet bond and GEFA loan of 1.50x, the Authority's prior year of actual debt service coverage along with the debt service coverage forecasted for fiscal year ended 2024, and the Authority's projected debt service coverage for the FY 2024 – 2025 budget year and the five fiscal years that follow. Actual 2023 coverage of 2.40x excludes non-cash Net Pension or Net OPEB Expenses of \$7.7M from operating expenses. Including these GASB required non-cash expenses, actual Debt Service Coverage Ratio would be 2.06x.



Projected Net Position – Stormwater Fund

Financial Accounting Projections	Actual	Est. Actual	Budget Year	Projected				
Fiscal Year Ended April 30,	2023	2024	2025	2026	2027	2028	2029	2030
Operating Revenues	\$ 10,955,511	\$ 11,097,918	\$ 10,675,726	\$ 10,782,483	\$ 10,890,308	\$ 10,999,211	\$ 11,109,203	\$ 11,220,295
Operating Expenses (including depreciation)	7,178,092	6,992,893	8,155,680	8,400,350	8,652,361	8,911,932	9,179,290	9,454,668
Operating Income	\$ 3,777,419	\$ 4,105,025	\$ 2,520,046	\$ 2,382,133	\$ 2,237,947	\$ 2,087,279	\$ 1,929,914	\$ 1,765,627
Nonoperating Revenues (Expenses)	771,254	(169)	-	-	-	-	-	-
Income Before Contributions and Transfers	\$ 4,548,673	\$ 4,104,856	\$ 2,520,046	\$ 2,382,133	\$ 2,237,947	\$ 2,087,279	\$ 1,929,914	\$ 1,765,627
Capital Contributions	607,006	1,557,703	-	500,000	500,000	500,000	500,000	500,000
Transfers to W&S Fund (Admin)	(1,111,050)	(1,145,681)	(1,238,154)	1,241,290	1,253,703	1,266,240	1,278,902	1,291,691
Changes in Net Position	\$ 5,155,679	\$ 5,662,559	\$ 2,520,046	\$ 2,882,133	\$ 2,737,947	\$ 2,587,279	\$ 2,429,914	\$ 2,265,627
Beginning Net Position	63,002,249	68,157,928	73,820,487	76,340,533	79,222,666	81,960,613	84,547,892	86,977,806
Ending Net Position	\$ 68,157,928	\$ 73,820,487	\$ 76,340,533	\$ 79,222,666	\$ 81,960,613	\$ 84,547,892	\$ 86,977,806	\$ 89,243,433

The projected net position above assumes that operating expenses will grow 17 percent between FYE 2024 and FYE 2025 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 1.0 percent each year through fiscal year ending 2030.

Ending Net Position at fiscal year-end April 30, 2023, was \$68,157,928 and projected to increase by \$15.4 million to \$89,243,433 by fiscal year ending 2030 by the net accumulated increases in capital assets and cash generated through operations offset by the consumption of prior year funds over the forecasted period.

Fund Balance is a term used for the net position of a governmental fund that is equal to the difference between assets and deferred outflows of resources and liabilities and deferred inflows of resources. Net position is the residual of all other financial statement elements presented in a statement of net position. Both Authority's primary funds are enterprise funds and use the term Net Position in place of Fund Balance.

Net excess cash produced would add to Net Position whether these funds are invested in capital assets, restricted or unrestricted. Unrestricted Net Position reflects resources accessible for use by the fund.

The Clayton County Water Authority's financial statements are being presented in conformance with provisions of the Governmental Accounting Standards Board (GASB) Statement No. 63 "Financial Reporting of Deferred Outflows of Resources, Deferred Inflows of Resources and Net Position" (GASB 63). As required by GASB 63, the Authority has classified net position into three components: net investment in capital assets, restricted and unrestricted. These classifications of Net Position are defined below.



- Net investment in capital assets:** This component of net position consists of capital assets, including restricted capital assets, net of accumulated depreciation and reduced by the outstanding balances of any bonds, mortgages, notes, or other borrowings that are attributable to the acquisition, construction, or improvement of those assets. If there are significant unspent proceeds at year-end, the portion of the debt attributable to the unspent proceeds is not included in the calculation of net investment in capital assets. Instead, that portion of the debt is included in the same net position component as the unspent proceeds.



- **Restricted:** This component of net position consists of constraints placed on net position through external restrictions imposed by creditors (e.g., debt covenants), grantors, contributors, laws, or regulations of other governments. This component would also include constraints imposed by law through constitutional provisions or enabling legislation. For the Authority, this component consists of a debt service reserve amount, the accrued amounts of debt service principal and interest for the next required payments, working capital and a reserve amount for the Renewal and Extension Fund required by bond covenants. The Stormwater Fund has no debt. The restricted amount is in an Escrow Account held for a watershed project that 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 2030.

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 2024 – 2025 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 2029 – 2030.

	Actual 2023	Est. Actual 2024	Budget Year 2025	Projected				
Fiscal Year Ended April 30,	2023	2024	2025	2026	2027	2028	2029	2030
Cash Flows from Current Operations								
Operating Revenues	\$10,955,511	\$11,097,918	\$ 10,628,684	\$ 10,788,114	\$ 10,949,936	\$ 11,114,185	\$ 11,280,898	\$ 11,450,111
Less: Operating Expenses (net Depr)	5,563,135	5,318,150	6,355,680	6,546,350	6,742,741	6,945,023	7,153,374	7,367,975
Cash Flows from Operations	\$ 5,392,376	\$ 5,779,768	\$ 4,273,004	\$ 4,241,764	\$ 4,207,195	\$ 4,169,162	\$ 4,127,524	\$ 4,082,136
Non-Operating Revenues (Expenses)								
Intergovernmental Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest Income	4,383	5,642	2,933	-	-	-	-	-
Operating Transfers Out -to Water and Sewer	(1,111,050)	(1,145,681)	(1,238,154)	1,241,290	1,253,703	1,266,240	1,278,902	1,291,691
Available Cash Flows	\$ 4,285,709	\$ 4,639,729	\$ 3,037,783	\$ 5,483,054	\$ 5,460,898	\$ 5,435,402	\$ 5,406,426	\$ 5,373,828
Existing Long-Term Debt Service:								
Existing Bond Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Existing GEFA Debt Service	3,387	5,812	11,700	12,700	13,000	506,555	506,555	506,555
Existing Long-Term Debt Service	\$ 3,387	\$ 5,812	\$ 11,700	\$ 12,700	\$ 13,000	\$ 506,555	\$ 506,555	\$ 506,555
Proposed Debt Service								
Proposed New Debt				\$ -	\$ -	\$ -	\$ -	\$ -
Interest Only Annual Payment				-	-	-	-	-
Proposed Additional Obligations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Long-term Obligations	\$ 3,387	\$ 5,812	\$ 11,700	\$ 12,700	\$ 13,000	\$ 506,555	\$ 506,555	\$ 506,555
Debt Service Coverage	1265.34	798.30	259.64	431.74	420.07	10.73	10.67	10.61

Projected Debt Service Coverage Ratio

Debt Service Coverage when the Georgia Environmental Finance Authority loan goes into repayment in fiscal year ended 2028 will be approximately 10.73 times.

	Actual 2023	Est. Actual 2024	Budget Year 2025	Projected				
Fiscal Year Ended April 30,	2023	2024	2025	2026	2027	2028	2029	2030
Debt Service Coverage	1265.34	798.30	259.64	431.74	420.07	10.73	10.67	10.61





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 Chief Executive Officer 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 director timely self-reports information for the applicable indicator, measure or metric. Each director has also developed a set of internal or non-reporting measures that provide for managing operations and external regulatory reporting. Whether re-

ported 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 12

Service Level Goal	Key Performance Indicator (KPI)	Division	Target	Actual 2022 - 2023	Actual 2021 - 2022	Actual 2020 - 2021
SUPERIOR PRODUCT QUALITY						
1 Meet all applicable regulatory requirements	% compliance with NPDES permits	WR	100%	100%	100%	100%
	% compliance with Water Production permits	WP	100%	100%	100%	100%
	% compliance with regulatory annual reporting (July)	WP	100%	100%	100%	100%
	% compliance with regulatory annual reporting (July)	WR	100%	100%	100%	100%
	% compliance with MNGWPD Plan (Jan)	PME	100%	93%	93%	93%
2 Potable water quality that meets customer expectations	# discoloration complaint calls (CCWA issue)	DC	< 25/Yr. - Reduce 10%/Yr.	96	50	63
	# water Taste and Odor complaint calls (CCWA issue)	DC	< 25/Yr. - Reduce 10%/Yr.	6	4	6
3 Improve the quality of Clayton Co. water resources	% compliance with MS4 Permit (Sep.)	SW	100%	100%	100%	100%
	Miles of water quality non-attainment streams (Sep.)	SW	< 66	66	66	66
EXCEED CUSTOMER EXPECTATIONS						
4 Improve customer experience	% customers calls that are abandoned	CS	< 3% / Month	6%	7%	15%
	% days the call abandonment rate <3%	CS	> 80% / Month	55%	37%	30%
	% meters accurately read	CS	> 99.98% / Month	100%	100%	100%
	% site visits within 2 hours of customer call -Distribution	DC	> 90% / Month	85%	92%	90%
	Avg response time for customer request - Conveyance	DC	< 2 /Hours	1.47	1.44	1.41
	% site visits within 24 hours of customer call	SW	> 90% / Month	82%	85%	89%
	# callers using IVR	CS	> 4,000 /Month	15,585	13,520	13,728
	# customers using eCare	CS	> 8,000/Month	32,044	24,879	23,757
	% customer calls within 35 seconds	CS	> 60% / Month	57%	54%	39%
	% customers billed within 29-31 days of usage	CS	> 90% / Month	100%	92%	73%
5 Minimize potable water service disruptions	# low pressure complaints	DC	< 20 / Year	30	9	6
	% downtime for production plant and repump stations	WP	FY 2020 (100%/Month) 1% / Month	0.00%	0.0%	1.00%
	% maintenance related water service disruptions < 4 hours	DC	> 80% / Month	71%	89%	83%
6 Minimize customer sewer backups	Expense for sewer backup claims	RM	< \$200,000 / Year	\$1,075	\$90,433	\$146,581
	# sewer backup damage claims	DC	< 20 / Year	1	7	15
7 Complete all property restorations in 14 days	% property restorations completed < 14 days	DC	100% / Month	45%	46%	57%
PROVIDE EMPLOYEE DEVELOPMENT						
8 Provide effective employee training and development	% DC employees with required certifications (Apr)	DC	100% / Year	91%	96%	92%
	% SW employees with required certification (Apr)	SW	100% / Year	100%	100%	100%
	% WP employees with required licenses (Apr)	WP	100% / Year	100%	100%	100%
	% WR employees with required licenses (Apr)	WR	100% / Year	100%	100%	100%
9 Provide CCWA employee opportunity for advancement	% key position non-entry level positions filled within (Apr)	HR	> 80% / Year	66%	71%	76%
10 environment, challenge and opportunities	% non-retirement voluntary turnover (Apr)	HR	< 5% / Year	6%	7.5%	7.8%
11 Manage safety to minimize accidents	# of Employee non-lost time injuries	RM	< 23.4 / Year	7	13	10
	# Employee lost time injuries	RM	< 11.2 / Year	3	3	1
	# of CCWA at-fault equip accidents	RM	< 12 / Year	4	3	7
	# of CCWA at-fault vehicle accidents	RM	< 12 / Year	10	11	11
12 Timely/targeted employee communications	% Newsletter distributed by the 5th of the month	PIO	100%	100%	100%	100%



Strategies: 13 through 22

Service Level Goal	Key Performance Indicator (KPI)	Division	Target	Actual 2022 - 2023	Actual 2021 - 2022	Actual 2020 - 2021
OPTIMIZE OPERATIONS						
13 Reasonable Cost of Service	Water loss based on 12 mo. running avg. - prior month	WP	< 9% / Month	11.0%	5.8%	9.0%
	\$/mile of SW system pipe maintained (Apr)	SW	< \$3,000	\$2,669	\$2,515	\$2,779
	\$/acct. of wastewater collection system pipe maintained (Apr)	DC	< \$373	\$96	\$78	\$78
	\$/acct. of water distribution system pipe maintained (Apr)	DC	< \$408	\$87	\$85	\$85
	IT operating cost ratio per million dollars in revenue (Apr)	IT	< 4.10%	3.98%	3.35%	3.52%
	IT operational cost per user (Apr)	IT	< \$11,553	\$11,526	\$8,200	\$7,988
	% of budget (Apr)	WP	< 95%	81%	86%	95%
	% of budget (Apr)	WR	< 95%	93%	91%	77%
	% of budget (Apr)	SW	< 95%	89%	90%	86%
	% of budget (Apr)	DC	< 95%	84%	83%	85%
	\$/kGal produced (Apr)	WP	< \$1.00	\$0.98	N/A	\$1.00
	\$/kGal reclaimed (Apr)	WR	< \$2.00	\$1.77	\$1.57	\$1.51
	\$ of water/sewer service as % MHI (Jan)	FIN	< 2%	1.4%	1.3%	1.3%
14 Minimize Water System Losses	AWWA Infrastructure Leakage Index (Apr)	WP	< 1.35	1.46	1.28	1.35
15 Provide Minimum Down Time for CCWA's Fleet	Fleet work orders completed within 7 days	GS	> 80%	98%	97%	93%
	Fleet maintenance cost compared to asset value	GS	< 25%	29%	24%	24%
16 Maximize computer system availability	% unplanned downtime during business hours	IT	< 1% of Business Hours	0.1%	0.1%	0.1%
ENSURE FINANCIAL VIABILITY						
17 Develop a Sustainable Annual Budget	% of water/sewer operating budget (Apr)	FIN	< 95%	79%	77%	93%
	% SMP projects funded in next FY (Apr)	PME	< 80%	78%	78%	86%
18 Provide financing for the "Pay-As-You-Go" capital plan	Debt Service Coverage Ratio	FIN	> 1.5	2.34	2.76	2.50
19 Maximize revenue collection vs. bad debt write-offs	Percentage of bad debt to sales	CS	< 1.5%	1.1%	1.0%	1.1%
INFRASTRUCTURE SUSTAINABILITY						
20 Implement asset management practices	Facilities work orders completed within 7 days	GS	> 80% / Month	80%	80%	78%
	Facilities maintenance cost to asset value	GS	< 25% / Month	10%	10%	9%
	Lift Station maintenance cost to asset value	GS	< 25% / Month	13%	56%	N/A
	Lift Station work orders completed within 7 days	GS	> 80% / Month	100%	99%	N/A
21 Provide a sustainable water supply	# water main breaks per 100 miles of pipe (Apr)	DC	25 / Year	5.7	4.7	4.4
	# water main leaks per 100 miles of pipe (Apr)	DC	11 / Year	7.3	5.4	5.4
	% reservoir storage capacity	WP	> 90%	94%	97%	90%
	Value of water services claims paid	DC	< \$50,000 / Year	\$69,221	\$8,188	\$30,270
22 Provide adequate treatment capacity	% utilized capacity at Casey WRRF	WR	< 80%	58%	51%	56%
	% utilized capacity at Northeast WRF	WR	< 80%	72%	78%	79%
	% utilized capacity at Shoal Creek	WR	< 80%	57%	53%	44%
	% sewer lines with adequate capacity (Apr)	PME	> 75%	97%	97%	97%



Strategies: 23 through 26

Service Level Goal	Key Performance Indicator (KPI)	Division	Target	Actual 2022 - 2023	Actual 2021 - 2022	Actual 2020 - 2021
STAKEHOLDER SUPPORT						
23 Environmental Stewardship and Sustainability	# low flow plumbing kits distributed	CS	> 1,000 / Year	1,678	802	23
	# SSOs to state waters	DC	< 40 / Year	21	33	40
	# toilet rebates	CS	> 400 / Year	3	49	25
	WR Carbon footprint status - Mton/yr. as CO2 (e) (Jan)	WR	n/a	4.29	4.57	4.32
	Per capita water use in gpcd (Jan)	WP	< 90 gpcd	89	85	90
	% beneficial reuse of biosolids (Jan)	WR	100%	100%	100%	100%
24 Timely/targeted customer communications	# new website visits	PIO	> 100,000 / Year	152,971	150,229	274,639
	# unique website hits	PIO	> 120,000 / Year	330,625	300,721	217,864
	# educational bill inserts issued (Apr)	PIO	> 7 / Year	14	14	12
	# positive media releases issued (Apr)	PIO	> 16 / Year	29	18	18
25 Promote Community Involvement & Pride	CCWA staff who have participated in community events (Apr)	PIO	> 75 / Year	235	101	54
	Community events CCWA staff have participated in (Apr)	PIO	> 25 / Year	81	40	5
	# residents reached through public education events (Apr)	PIO	> 8,000 / Year	27,007	8,504	1,349
26 Business Opportunity Development	Dollars spent with SLBE Firms during the FY (Apr)	PRO	\$12,000,000	\$15,286,632	\$12,242,909	\$13,514,202





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 the 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 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 *Chief Executive Officer*. Department directors 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 are available for Directors to begin creating department budgets.

January: Directors begin building their budgets by reviewing historical spending patterns of operating budgets, fuel and utility rate changes and capital needs. Department Directors have approximately one month for the request preparation period and input into the financial software package. During this month, the *Chief Financial Officer* 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 *Chief Executive Officer* 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, Chief Financial Officer, 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 Directors.

An onsite capital review is conducted for each department requesting the addition of new or replacement vehicles, capital equipment and projects. The *Chief Executive Officer, Chief Administrative Officer, Chief Operations Officer, Chief Financial Officer, and Budget Officer* meet with the respective *Department Directors*. 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 Directors*.

March: All recommended budget information is compiled by the Finance Department and placed in a bound copy of the proposed budget document.

April: The *Chief Executive Officer* presents a balanced budget to the *Board of Directors* for approval. During this presentation the Chief Administrative Officer, Chief Operations Officer, Department Directors, Chief Financial Officer, 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 Chief Financial Officer 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 Directors, Chief Executive Officer, Chief Administrative Officer, Chief Operations Officer and Chief Financial Officer to review budget to actual performance and distributes to Department Directors.

Monthly Board Meetings: The Chief Financial Officer prepares monthly budget to actual performance reports for the Water and Sewer Fund and the Stormwater Fund that are presented at each monthly board meeting.

Budget revisions can be made by department directors between object accounts within a budget unit. Revisions between business units, within a department, can be made with the approval of the Chief Executive Officer (CEO). All other changes are made with approval from the Board of Directors.

Budget Calendar

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



Rates and Charges

The Authority established goals and objectives within a long-term financial strategy plan to assist in setting retail water and sewer rates and stormwater fees.

A summary of the major goals and objectives include:

- Provide sufficient revenues for the operation and maintenance of the Authority's infrastructure consistent with good utility practice.
- Provide sufficient revenues to fund the capital improvements and initiatives outlined in the Strategic Master Plan (SMP).
- Provide sufficient revenues to improve or maintain financial condition and bond ratings at or above levels equivalent to highly rated utilities.
- Meet requirements and covenants under all bond indentures.
- Set rates based on costs of service.
- Investigate and develop capacity fees for new development.
- Investigate and develop rate-based conservation incentives.
- Investigate and develop affordability programs for low-income customers.

Rate Objectives

Each year as part of the budget process these objectives are considered during updates to the financial strategy model tool. 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.

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. An 8 percent increase was implemented on January 1, 2024. The FY2024 – 2025 budget includes a second 8 percent rate adjustment that will go into effect on January 1, 2025. These increases are applied to both water and sewer services, on to base and tier rates.

January 2024						January 2025					
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					
neter		\$12.91		\$13.78		5/8" meter		\$14.46		\$15.43	
r 1	1k-3k		\$3.03		\$3.29	Tier 1	1k-3k		\$3.39		\$3.68
r 2	4k-7k		\$7.29		\$7.74	Tier 2	4k-7k		\$8.16		\$8.67
r 3	8k-20k		\$9.03		\$7.74	Tier 3	8k-20k		\$10.11		\$8.67
r 4	>20k		\$10.83		\$7.74	Tier 4	>20k		\$12.13		\$8.67
Commercial / Industrial						Commercial / Industrial					
neter		\$12.91		\$13.78		5/8" meter		\$14.46		\$15.43	
neter		\$13.65		\$14.56		3/4" meter		\$15.29		\$16.31	
ter		\$17.45		\$18.39		1" meter		\$19.54		\$20.60	
neter		\$30.35		\$45.96		1.5" meter		\$33.99		\$51.48	
ter		\$60.69		\$91.93		2" meter		\$67.97		\$102.96	
ter		\$91.02		\$137.88		3" meter		\$101.94		\$154.43	
ter		\$113.79		\$171.59		4" meter		\$127.44		\$192.18	
ter		\$169.91		\$257.37		6" meter		\$190.30		\$288.25	
ter		\$212.39		\$321.72		8" meter		\$237.88		\$360.33	
eter		\$254.87		\$386.06		10" meter		\$285.45		\$432.39	
Tiers for all commercial meter sizes						Tiers for all commercial meter sizes					
r 1	1k-3k		\$4.17		\$4.60	Tier 1	1k-3k		\$4.67		\$5.15
r 2	>3k		\$7.29		\$7.74	Tier 2	>3k		\$8.16		\$8.67
Note: Tier 1 applies to 5/8", ¾", and 1" only						Note: Tier 1 applies to 5/8", ¾", and 1" only					
Other						Other					
ion			\$10.83			Irrigation			\$12.13		
UFC			\$7.29			MFC/UFC			\$8.16		
		\$4.81				2"		\$5.39			
		\$10.75				4"		\$12.04			
		\$16.52				6"		\$18.50			
		\$31.67				8"		\$35.47			
'		\$41.43				10"		\$46.40			
'		\$49.66				12"		\$55.62			
'		\$58.06				16"		\$65.03			
nt Meter		\$91.02	\$7.29			Hydrant Meter		\$101.94	\$8.16		
Vater						Raw Water					
r 1	0-15k		\$0.67			Tier 1	0-15k		\$0.75		
r 2	16k-31k		\$1.61			Tier 2	16k-31k		\$1.80		
r 3	32k -47k		\$1.97			Tier 3	32k -47k		\$2.21		
r 4	> 47k		\$2.38			Tier 4	> 47k		\$2.67		
ium			\$4.56			Minimum			\$5.11		



OPERATING BUDGET



Operating Budget

The primary purpose of the **Operating Expenses** section is to provide the reader with detailed information about the expenses that are programmed for each department and budget unit. To provide the user with various levels of detail for their analysis, the information is first provided at the individual fund level. This aggregate expenditure data is then broken down and presented at the departmental level and then finally at the individual budget unit level. The data contained in this section identifies the number of resources that are being allocated for specific purposes; gives a breakdown of expenses by object account; and provides some historical context for those amounts.

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

This section is organized by the Utility Fund. The Water and Sewer Fund has six primary divisions. Each division's section includes: (1) an Organizational Chart, (2) Summary of Staffing by business units within the division, (3) Major Objectives for each division and (4) Levels of Service (KPI's) for that division. A detailed staffing list by business unit follows each division's summary section. The Executive Division is presented with a separate summary for each of its individual business units.

Operating budgets are provided at the consolidated division level and then followed by individual business unit budgets.



Water and Sewer Fund





Water and Sewer Fund Consolidated Budget

Department : All Departments - Consolidated

Business Unit : All Departments - Consolidated

Budget Summary By Expenditure Class	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services	\$ 34,876,782	\$ 42,560,936	\$ 48,307,004
Operating Expenses	36,055,502	54,340,613	56,036,817
Debt Service- GEFA Loans	118,102	2,955,838	4,402,608
Debt Service - Revenue Bonds	-	-	-
Capital Outlay	36,962,014	25,311,984	25,305,245
Total Appropriations	<u>\$ 108,012,401</u>	<u>\$ 125,169,371</u>	<u>\$ 134,051,674</u>

Budget Detail by Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ 22,591,053	\$ 27,310,671	\$ 30,025,306
Overtime Pay	1,302,809	1,224,209	1,506,458
F.I.C.A.	1,826,409	2,181,824	2,278,742
Pension	3,993,337	5,119,868	7,054,577
Employee Benefits	5,163,175	6,724,364	7,441,921
Operating Expenditures:			
Operating Materials & Supplies	6,779,171	8,945,906	9,572,941
Vehicle Supplies	599,465	786,572	736,081
Administrative Supplies	233,372	349,894	322,728
Safety Supplies	105,459	183,018	191,544
Special Purchases	1,371,592	5,171,815	4,281,086
Utilities	8,964,516	9,579,414	10,544,984
Rentals	198,288	340,118	385,754
Maintenance and Repairs	1,221,641	1,748,071	1,778,116
Outside Services	10,134,802	18,647,438	18,674,735
Interest	-	-	-
Retiree Health Benefits	939,598	1,102,827	1,102,827
General Expenses	4,057,100	5,655,290	6,810,721
Accounting Charges	1,450,499	1,830,250	1,635,300
Debt Service:			
GEFA Interest	118,102	596,038	809,497
GEFA Principal	-	2,359,800	3,593,111
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	2,497,635	6,461,984	6,776,981
Capital Projects:			
Transfers to R&E	34,464,378	18,850,000	18,528,264
Total Appropriations	<u>\$ 108,012,401</u>	<u>\$ 125,169,371</u>	<u>\$ 134,051,674</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

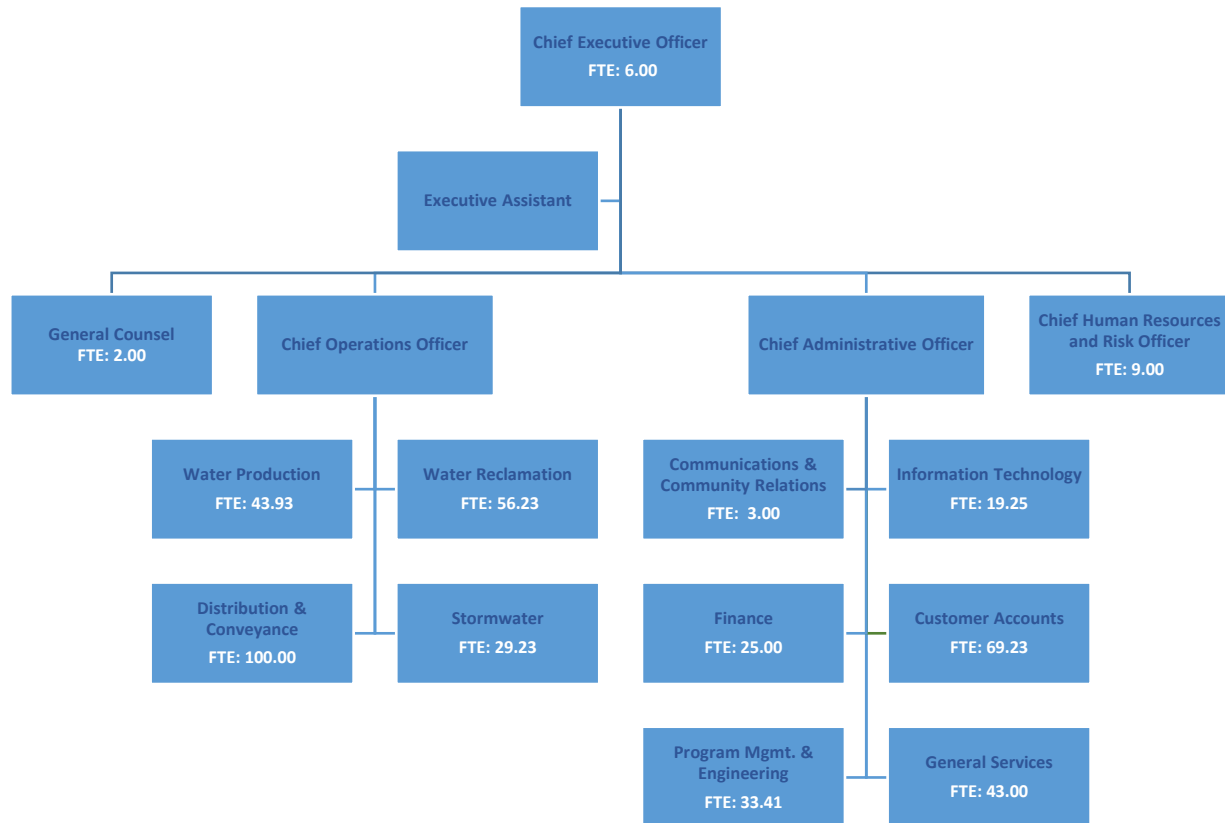
Distribution and Conveyance

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, communications and Community Relations, information technology, procurement, warehouse, financial services, and customer service.

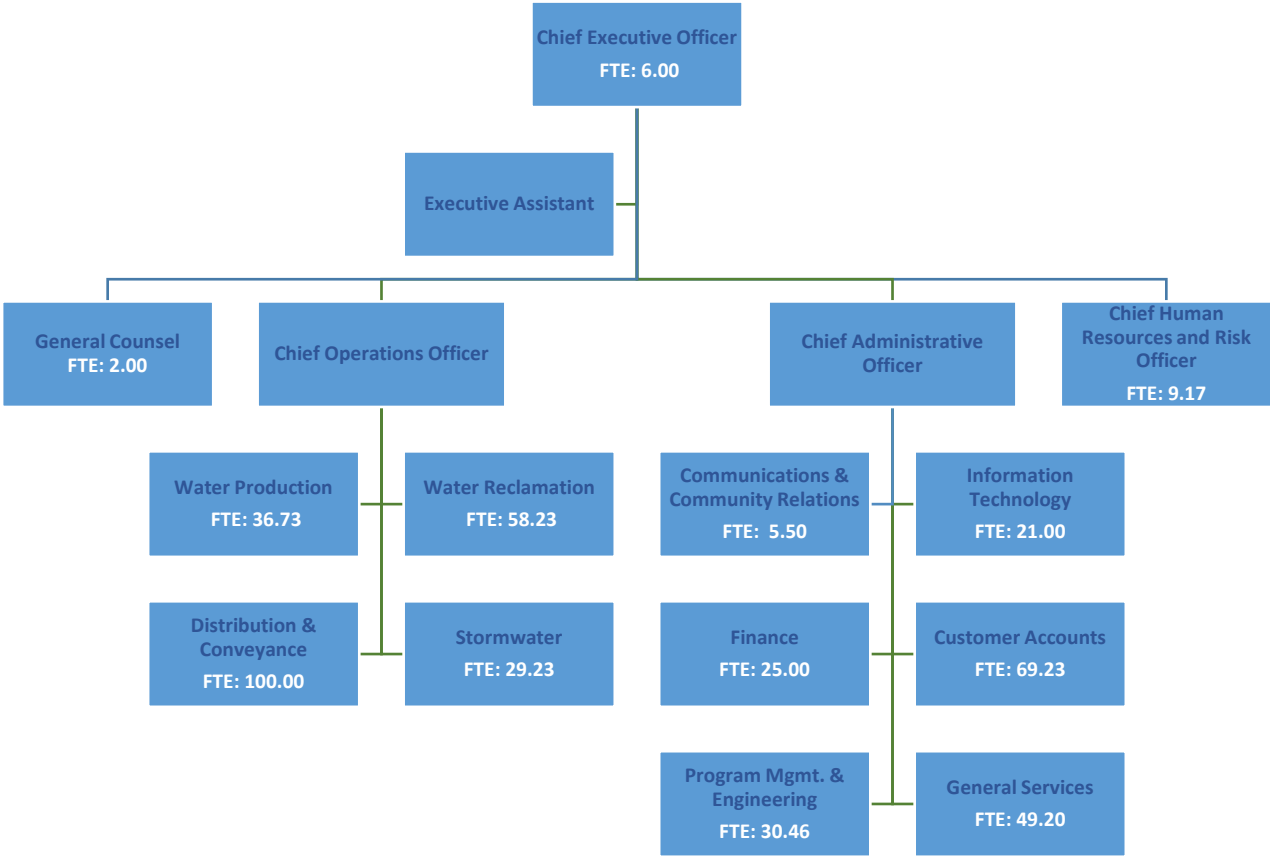
The Chief Executive Officer is responsible for the overall administration and direction of the Authority in keeping with the Board of Directors' policies and with federal and state laws, rules, and regulations. The Chief Executive Officer provides general direction to the Chief Human Resources Officer, the General Counsel, the Chief Administrative Officer, and Chief Operations Officer. 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 – Chief Executive Officer	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	352 – Wetlands Center
110 – Finance	940 – Warehouse





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 Budgeted	FY 2024-2025 Budgeted
Executive Division					
101 - Executive Management	4.15	4.15	5.00	6.00	6.00
102 - Human Resources	7.00	8.00	9.00	9.00	9.17
104 - Communications & Community Relations	2.25	2.75	2.75	3.00	3.00
106 - Information Technology	15.50	15.50	18.50	18.50	21.00
109 - Procurement & Compliance	5.00	5.00	5.00	6.00	6.00
110 - Finance	13.00	13.00	13.15	13.00	13.00
115 - Risk Management/Safety and Security	3.50	2.00	0.00	0.00	0.00
130 - Customer Accounts Director	3.00	3.00	4.00	4.00	4.00
131 - Meter Services	24.08	24.08	23.40	24.00	24.00
132 - Customer Accounting	7.00	7.00	7.00	8.00	9.00
135 - Customer Service	36.49	36.40	34.23	33.23	32.23
352 - Wetland Center	1.50	2.25	2.50	2.50	2.50
940 - Warehouse	5.00	5.00	5.00	5.00	6.00
Total Full-Time Employees (FTEs)	127.47	128.13	129.53	132.23	135.90





Executive Division Consolidated Operating Budget

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

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

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ 7,392,368	\$ 8,467,426	\$ 10,527,608
Overtime Pay	104,368	135,325	111,700
F.I.C.A.	617,965	740,708	790,948
Pension	1,414,702	1,870,242	2,865,123
Employee Benefits	2,012,076	2,298,695	2,430,835
Operating Expenditures:			
Operating Materials & Supplies	692,184	1,097,800	1,197,193
Vehicle Supplies	91,407	117,711	105,220
Administrative Supplies	144,322	242,110	209,170
Safety Supplies	28,872	87,570	52,895
Special Purchases	1,273,993	5,061,875	3,807,572
Utilities	630,282	734,911	868,837
Rentals	17,073	29,500	33,684
Maintenance and Repairs	39,466	91,238	277,193
Outside Services	2,621,847	5,212,047	4,416,483
Interest	-	-	-
Retiree Health Benefits	939,598	1,102,827	1,102,827
General Expenses	2,561,849	3,519,378	4,476,305
Accounting Charges	1,448,235	1,830,250	1,635,200
Debt Service:			
GEFA Interest	118,102	596,038	809,497
GEFA Principal	-	2,359,800	3,593,111
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	209,519	1,202,729	953,360
Capital Projects:			
Transfers to R&E	14,277,746	-	2,000,000
Total Appropriations	\$ 36,635,974	\$ 36,798,180	\$ 42,264,761

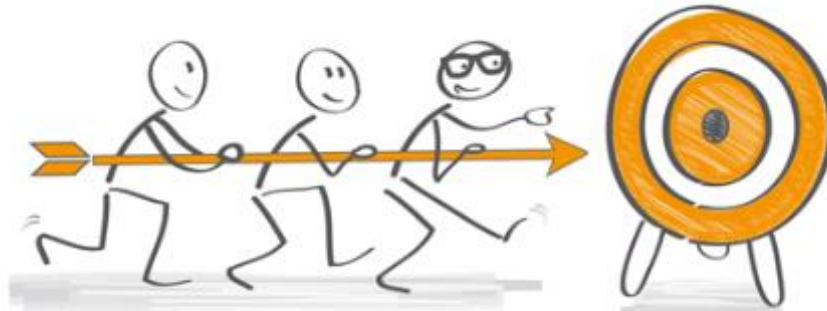


EXECUTIVE MANAGEMENT STAFFING – POSITION DETAIL

Authorized Personnel	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted	FY 2023-2024 Budgeted	FY 2024-2025 Budgeted
Executive Management					
Chief Operations Officer	1.00	1.00	1.00	1.00	1.00
Chief Administrative Officer	1.00	1.00	1.00	1.00	1.00
Executive Coordinator	1.00	1.00	1.00	1.00	1.00
Chief Executive Officer	1.00	1.00	1.00	1.00	1.00
General Counsel	0.00	0.00	1.00	1.00	1.00
Paralegal	0.00	0.00	0.00	1.00	1.00
Plan/Policy Review Specialist	0.15	0.15	0.00	0.00	0.00
Total Number of Personnel (FTEs)	4.15	4.15	5.00	6.00	6.00

EXECUTIVE MANAGEMENT – MAJOR INITIATIVES FOR FY 2024 – 2025

Business Unit	Account Number	Account Name	Amount Budgeted	Initiative
Executive Management				
101	Capital	59991 Cap Equip-Desk/Tables/Racks	\$ 10,000	Executive Office Furniture
Total			\$ 10,000	





EXECUTIVE MANAGEMENT – OPERATING BUDGET

Department : Executive**Business Unit : (101) Executive Management****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:

Administrative Supplies: decrease in funding due to funding for additional supplies for new positions.

Special Purchases: decrease in funding due to funding for possible Revenue Bond.

General Expenses: decrease in funding due to less of a need for tenure recognitions than in previous year.

Capital Expenditures: represents funding for Executive Office Furniture.

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ 825,141	\$ 963,480	\$ 1,050,752
Overtime Pay	-	-	-
F.I.C.A.	52,017	73,706	67,484
Pension	137,130	166,208	225,912
Employee Benefits	85,555	114,880	120,435
Operating Expenditures:			
Operating Materials & Supplies	19,823	31,200	30,200
Vehicle Supplies	878	3,866	2,908
Administrative Supplies	6,697	24,500	14,869
Safety Supplies	1,883	2,800	2,800
Special Purchases	90,503	3,598,900	2,719,897
Utilities	68,824	85,200	87,388
Rentals	400	1,100	1,384
Maintenance and Repairs	15,256	33,188	16,475
Outside Services	417,296	837,925	855,148
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	356,130	549,444	522,258
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	6,360	-	10,000
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 2,083,893	\$ 6,486,397	\$ 5,727,910



HUMAN RESOURCES STAFFING – POSITION DETAIL

Authorized Personnel	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted	FY 2023-2024 Budgeted	FY 2024-2025 Budgeted
Human Resources					
HR Analyst	1.00	1.00	1.00	1.00	1.00
Compensation and Benefits Manager	1.00	1.00	0.00	0.00	0.00
HR Mgr - Risk, Benefits, Comp	0.00	0.00	1.00	1.00	1.00
Chief Human Resources Officer	1.00	1.00	1.00	1.00	1.00
Human Resources Business Partner	0.00	1.00	0.00	0.00	0.00
HR Mgr - Employee Experience	0.00	0.00	1.00	1.00	1.00
Human Resource Generalist	1.00	1.00	1.00	1.00	1.00
Shadow Human Resources Generalist	0.00	0.00	0.00	0.00	0.17
HR Support Specialist	1.00	1.00	1.00	1.00	0.00
Benefits and Compliance Specialist	0.00	0.00	0.00	0.00	1.00
Safety Specialist	0.00	0.00	1.00	1.00	1.00
Software T&D Coordinator	1.00	1.00	0.00	0.00	0.00
Training and Development Coordinator	1.00	1.00	0.00	0.00	0.00
Talent Development Partner	0.00	0.00	2.00	2.00	2.00
Total Number of Personnel (FTEs)	7.00	8.00	9.00	9.00	9.17

HUMAN RESOURCES – MAJOR INITIATIVES FOR FY 2024 - 2025

Business Unit	Budget Funding	Account Number	Account Name	Amount Budgeted	Initiative
Human Resources					
102	Operating	55106	Private Property	\$ 200,000	Casualty Claims
		56110	Consulting Fees	50,000	[SMP 20-149] Obsolete Infrastructure Demolition and Disposal Plan
	Capital	59983	Cap Equip-Computing Devices	32,700	CAT Simulator
Total				\$ 282,700	

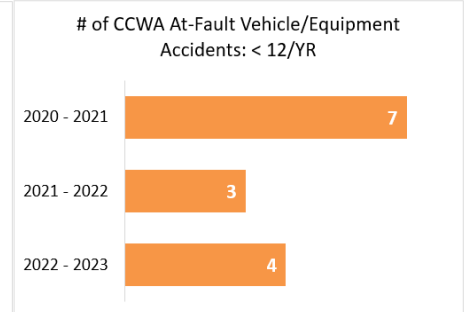
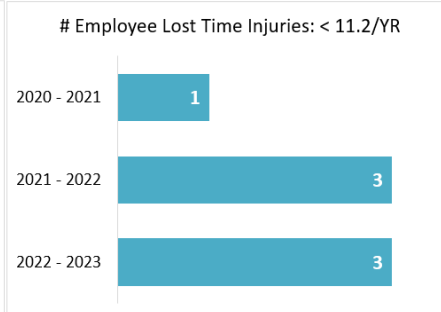
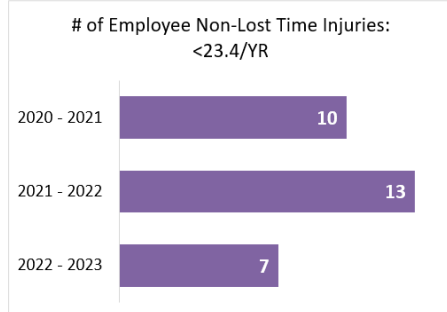
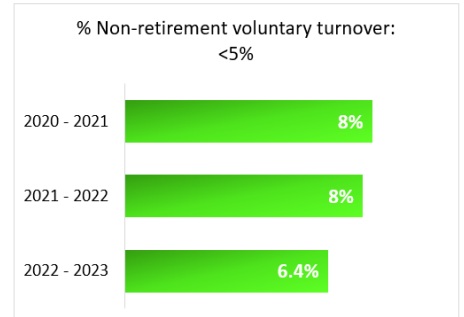
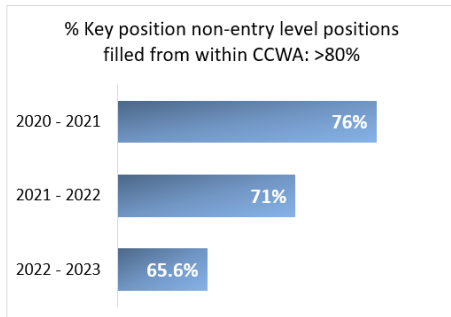




HUMAN RESOURCES – LEVELS OF SERVICE

The Human Resources Department has three KPI metrics that are associated with the Authority's **"Provide Employee Development"** goal and strategies 9, 10, and 11 to *"Provide CCWA employees the opportunity for advancement"*, *"Satisfaction with working environment, challenge and opportunities"* and to *"Manage safety to minimize accidents."*

Service Level Goal	Key Performance Indicator (KPI)	Target	2022 - 2023	2021 - 2022	2020 - 2021
PROVIDE EMPLOYEE DEVELOPMENT					
9 Provide CCWA employee opportunity for advancement	% Key position non-entry level positions filled within	HR > 80%	66%	71%	76%
10 Satisfaction with working environment, challenge and opportunities	% Non-retirement voluntary turnover	HR < 5% / Year	6.4%	7.5%	7.8%
	# of Employee non-lost time injuries:	RM < 23.4 / Year	7	13	10
11 Manage safety to minimize accidents	# Employee lost time injuries:	RM < 11.2 / Year	3	3	1
	# of CCWA at-fault veh/equip accidents:	RM < 12 / Year	4	3	7





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:

Personnel Services: increase represents funding for Shadow - HR Generalist, removal of HR Support Specialist and Reclass of Benefits Compliance Specialist.

Pension: Increase represents additional funding for the Restoration Plan.

Operating Materials & Supplies: increase represents funding for a Sim-Lite (laptop) mini excavator simulator.

Safety Supplies: decrease in funding due to less funding for safety program enhancement incentives.

Maintenance and Repairs: increase represents funding for MWP 20-149 Obsolete Infrastructure Demolition and Disposal Plan, Study for physical demands testing, Benefit admin. cost, Private property damage.

Capital Expenditures: represents funding for a CAT Simulator.

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ 840,443	\$ 910,719	\$ 1,045,813
Overtime Pay	57	-	-
F.I.C.A.	60,790	69,165	80,006
Pension	140,324	355,960	824,849
Employee Benefits	559,050	556,207	509,106
Operating Expenditures:			
Operating Materials & Supplies	8,539	13,000	16,800
Vehicle Supplies	172	800	1,500
Administrative Supplies	9,304	12,550	12,700
Safety Supplies	17,845	70,000	40,000
Special Purchases	99	160	180
Utilities	16,517	16,703	21,558
Rentals	3,840	6,000	7,100
Maintenance and Repairs	376	-	200,720
Outside Services	301,864	244,740	357,800
Interest	-	-	-
Retiree Health Benefits	939,598	1,102,827	1,102,827
General Expenses	131,695	377,283	361,793
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	5,268	42,241	32,700
Capital Projects:			
Transfers to R&E	1,035,000	-	-
Total Appropriations	\$ 4,070,780	\$ 3,778,355	\$ 4,615,452



COMMUNICATIONS & COMMUNITY RELATIONS STAFFING – POSITION DETAIL

Authorized Personnel	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted	FY 2023-2024 Budgeted	FY 2024-2025 Budgeted
Communications & Community Relations					
Communications & Community Relations Director	1.00	1.00	1.00	1.00	1.00
Communications Intern	0.25	0.75	0.75	0.00	0.00
Communications Specialist	1.00	1.00	1.00	1.00	1.00
Sr. Communications Specialist	0.00	0.00	0.00	1.00	1.00
Total Number of Personnel (FTEs)	2.25	2.75	2.75	3.00	3.00

COMMUNICATIONS & COMMUNITY RELATIONS – MAJOR INITIATIVES FOR FY 2024 – 2025

Business Unit	Account Number	Account Name	Amount Budgeted	Initiative
Public Relations				
104			\$ -	
Total			\$ -	

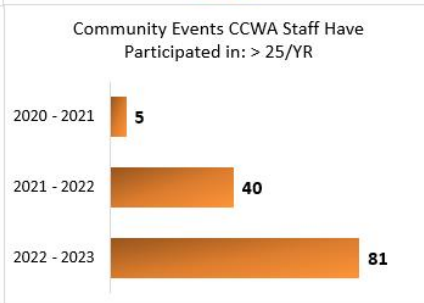
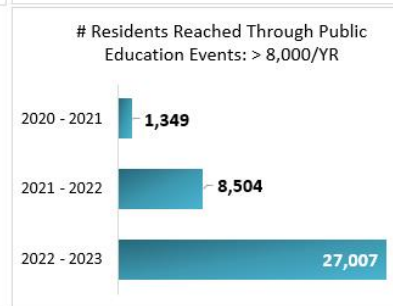
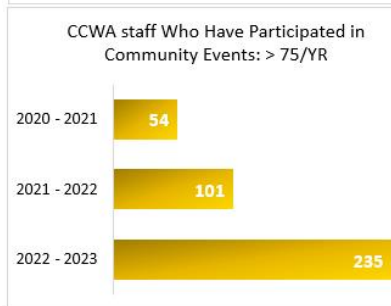
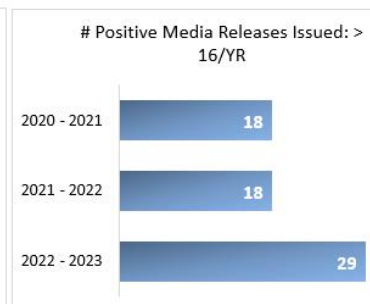
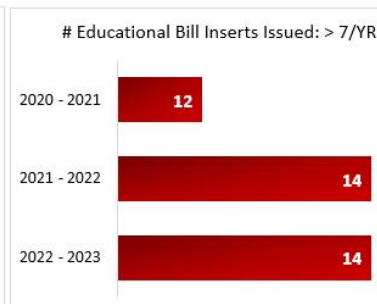
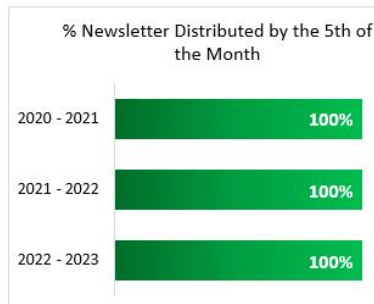




COMMUNICATIONS & COMMUNITY RELATIONS – LEVELS OF SERVICE

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	2022 - 2023	2021 - 2022	2020 - 2021
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							
		# New Website Visits: > 100,000/YR	PIO	> 100,000 / Year	152,971	150,229	274,639
24	Timely/targeted customer communications	# Unique Website Hits: > 120,000/YR	PIO	> 120,000 / Year	330,625	300,721	217,864
		# Educational Bill Inserts Issued: > 7/YR	PIO	> 7 / Year	14	14	12
		# Positive Media Releases Issued: > 16/YR	PIO	> 16 / Year	29	18	18
		CCWA staff Who Have Participated in Community Events: > 75/YR	PIO	> 75 / Year	235	101	54
25	Promote Community Involvement & Pride	Community Events CCWA Staff Have Participated in: > 25/YR	PIO	> 25 / Year	81	40	5
		# Residents Reached Through Public Education Events: > 8,000/YR	PIO	> 8,000 / Year	27,007	8,504	1,349





COMMUNICATIONS & COMMUNITY RELATIONS – OPERATING BUDGET

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

Promotes good public relations in the community. Prepares media releases and quarterly newsletters informing customers about significant activities. Responds to media inquiries and monitors coverage of Authority's activities in news media. Manages the CCWA website and social media accounts, creates monthly employee newsletters, publishes annual community report, and

Significant Expenditure and Staffing Changes:

Operating Materials & Supplies: increase represents funding for community out-reach promotional items.

Administrative Supplies: decrease in funding due to less printing needs than prior fiscal year.

Outside Services: decrease in funding due to Task Order JA-OP-21-04 Public Info.

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ 173,908	\$ 223,682	\$ 262,510
Overtime Pay	667	2,000	2,000
F.I.C.A.	12,627	17,111	20,083
Pension	28,655	38,585	56,439
Employee Benefits	19,460	43,910	40,291
Operating Expenditures:			
Operating Materials & Supplies	45,622	74,830	82,500
Vehicle Supplies	50	-	8,072
Administrative Supplies	35,864	67,110	50,660
Safety Supplies	10	100	45
Special Purchases	452	595	595
Utilities	1,848	1,431	4,629
Rentals	270	1,200	1,200
Maintenance and Repairs	-	2,000	3,000
Outside Services	17,717	169,512	88,310
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	47,209	93,872	81,942
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	-	-
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 384,358	\$ 735,938	\$ 702,276



BOARD MEMBERS – MAJOR INITIATIVES FOR FY 2024 – 2025

Business Unit	Account Budget Funding Number	Account Name	Amount Budgeted	Initiative
Board Members				
105			\$ -	
Total			\$ -	

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:

Operating Materials & Supplies: increase represents funding for board meeting materials.

General Expenses: decrease in funding due to less travel occurring than in previous fiscal years.

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ 44,100	\$ 54,396	\$ 54,396
Overtime Pay		-	-
F.I.C.A.	3,374	4,162	4,161
Pension		9,383	11,699
Employee Benefits	144	173	164
Operating Expenditures:			
Operating Materials & Supplies	2,028	850	3,350
Vehicle Supplies	-	-	-
Administrative Supplies	82	600	750
Safety Supplies		-	-
Special Purchases	-	-	-
Utilities	2,931	3,213	4,232
Rentals	8,404	15,000	15,000
Maintenance and Repairs	-	-	-
Outside Services	20,697	19,100	21,280
Interest		-	-
Retiree Health Benefits		-	-
General Expenses	51,102	71,123	53,528
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	-	-
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 132,862	\$ 178,000	\$ 168,560



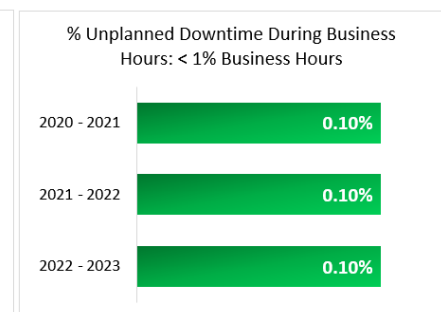
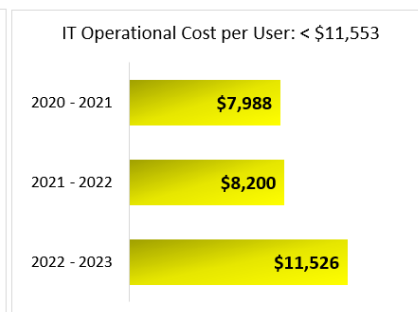
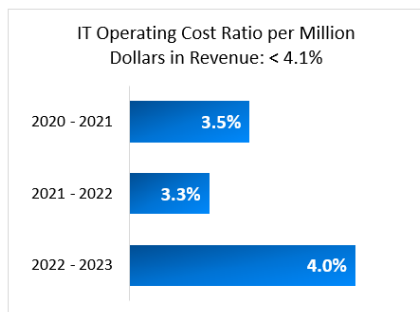
INFORMATION TECHNOLOGY STAFFING – POSITION DETAIL

Authorized Personnel	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted	FY 2023-2024 Budgeted	FY 2024-2025 Budgeted
Information Technology					
Application Developer	4.00	2.00	2.00	2.00	2.00
Applications Administrator	0.00	0.00	1.00	2.00	2.00
Communications Administrator	1.00	1.00	1.00	1.00	1.00
Help Desk Technician III	1.00	1.00	2.00	2.00	3.00
Help Desk Technician II	1.00	1.00	0.00	0.00	0.00
Information Technology Director/Chief Information Officer*	1.00	1.00	1.00	1.00	1.00
Document Mgt Administrator	1.00	1.00	1.00	1.00	1.00
I.T. Applications Manager	0.00	1.00	1.00	1.00	1.00
I.T. Operations Manager	1.00	1.00	1.00	1.00	1.00
I.T. Help Desk Supervisor/I.T. Help Desk Manager*	0.00	1.00	1.00	1.00	1.00
Intern	0.50	0.50	0.50	0.50	0.25
Network Administrator	1.00	1.00	1.00	1.00	1.00
Physical Security Administrator	0.00	0.00	1.00	1.00	1.00
Resiliency Manager	0.00	0.00	1.00	1.00	1.00
SCADA Systems Administrator	1.00	0.00	0.00	0.00	0.00
Security Administrator	0.00	1.00	1.00	1.00	1.00
SQL Database Administrator	1.00	1.00	1.00	0.00	0.00
Systems Administrator	2.00	2.00	1.00	1.00	1.00
Windows Administrator	0.00	0.00	1.00	1.00	1.00
Sharepoint Developer	0.00	0.00	0.00	0.00	1.00
Total Number of Personnel (FTEs)	15.50	15.50	18.50	18.50	20.25

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 \$11,553," and "To keep unplanned downtime during business hours under 1%."

Service Level Goal	Key Performance Indicator (KPI)	Division	Target	2022 - 2023	2021 - 2022	2020 - 2021
OPTIMIZE OPERATIONS						
13 Reasonable Cost of Service	IT Operating Cost Ratio per Million Dollars in Revenue: < 4.1%	IT	< 4.10	4.0%	3.3%	3.5%
	IT Operational Cost per User: < \$11,553	IT	< \$11,553	\$11,526	\$8,200	\$7,988
16 Maximize computer system availability	% Unplanned Downtime During Business Hours: < 1% Business Hours	IT	< 1% of Business Hours	0.1%	0.1%	0.1%





INFORMATION TECHNOLOGY – MAJOR INITIATIVES FOR FY 2024 - 2025

Business Unit	Budget Funding	Account Number	Account Name	Amount Budgeted	Initiative
Information Technology					
106	Operating	51111	Technology/Software	\$ 544,500	Annual Tech Refresh
				349,500	Annual Replacement of 25% of employees computers, monitors and printers
				195,000	New technology, software, and licenses under \$5,000
		59953	Cap Equip-Automobile/Pickup Trucks	51,372	F-150 Pickup Truck W/Crew Cab (unit #1291)
		59983	Cap Equip-Computing Devices	95,000	JDE SAN Replacement
				10,000	Solarwinds DPA Licensing
				50,000	WFH Management Tools
				20,000	Veeam Recovery Orchestrator
				50,000	Exagrid Replacement
				30,000	Open Records Request Software
				48,000	Security Server Replacements
				45,000	E-Procurement Solution
				15,000	Concentric AI
				35,000	ETR/Leave Request Solution
				40,000	Revver Licensing
				25,000	HQ Enterprise UPS Replacement
		59991	Cap Equip-Desk/Tables/Racks	20,000	Furniture for Emergency Dispatch Center
				15,000	Datacenter Racks
Total				\$ 1,638,372	





INFORMATION TECHNOLOGY - OPERATING BUDGET

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

Provides technology support and application support for the various functions and activities of the Authority. Evaluates existing and changing technologies to determine if and how they can be leveraged to support and enhance the business strategies of the Authority. Provides technical and operational support for the telephone system.

Significant Expenditure and Staffing Changes:

Personnel Services: increase represents funding for SharePoint Developer, Help Desk Tech III, removal of IT Intern.

Operating Materials & Supplies: decrease in funding due to company-wide technology replacements.

Utilities: increase represents funding for backup internet services, SIP Enhancements, Fiber and Internet Upgrades.

Outside Services: decrease in funding due to 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 Mueller Pressure Sensor, Granite.Net, Key Track, CTeez Jpro, Monday.com, PlayHT, DataEDO, Vertex, Epilogue, Everbridge, Microsoft EA, SCADA iFix, Solarwinds, Silverblaze, Genetec, Securithings, Cisco Voice Cloud, Cisco Voice Contact Center, AB Techconnect.

Capital Expenditures: represents funding for JDE SAN Replacement, Solarwinds DPA Licensing, WFH Management Tools, Veeam Recovery Orchestrator, Exagrid Replacement, Open Records Request Software, Security Server Replacements, E-Procurement Solution, Concentric AI, ETR/Leave Request Solution, Revver Licensing, HQ Enterprise UPS Replacement, F-150 Pickup Truck W/Crew Cab (Unit #1291), Furniture for Emergency Dispatch Center, Datacenter Racks.

Budget Detail By	FY 2022 - 23	FY 2023 - 24	FY 2024 - 25
Individual Categories	Actual	Budgeted	Budgeted
Personnel Services:			
Salaries and Wages	\$ 1,473,903	\$ 1,696,027	\$ 1,942,821
Overtime Pay	2,216	10,000	5,000
F.I.C.A.	108,496	129,746	148,626
Pension	246,298	292,565	419,382
Employee Benefits	223,002	255,667	365,763
Operating Expenditures:			
Operating Materials & Supplies	260,193	566,100	548,750
Vehicle Supplies	89	591	1,000
Administrative Supplies	22,988	40,500	38,000
Safety Supplies	-	300	300
Special Purchases	-	360	1,000
Utilities	440,980	528,378	632,897
Rentals	-	-	-
Maintenance and Repairs	915	750	1,100
Outside Services	1,168,280	2,129,660	1,613,850
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	1,285,666	1,747,147	2,183,150
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	67,312	696,000	549,372
Capital Projects:			
Transfers to R&E	588,185	-	-
Total Appropriations	\$ 5,888,523	\$ 8,093,791	\$ 8,451,011



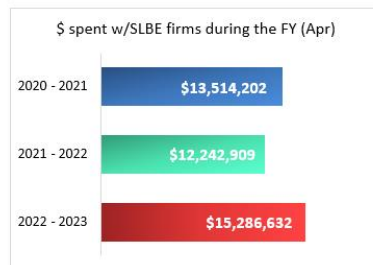
PROCUREMENT AND COMPLIANCE STAFFING – POSITION DETAIL

Authorized Personnel	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted	FY 2023-2024 Budgeted	FY 2024-2025 Budgeted
Procurement and Compliance					
Business Analyst	1.00	1.00	1.00	1.00	1.00
Small Business Procurement Coordinator*	1.00	1.00	1.00	1.00	1.00
Procurement & Contract Specialist	2.00	2.00	2.00	2.00	2.00
Purchasing Manager	1.00	1.00	1.00	1.00	1.00
Procurement Compliance Coordinator	0.00	0.00	0.00	1.00	1.00
Total Number of Personnel (FTEs)	5.00	5.00	5.00	6.00	6.00

PROCUREMENT AND COMPLIANCE – LEVELS OF SERVICE

The Procurement Department has one KPI metric that is associated with the Authority's **"Stakeholder Support"** goals. This metric includes strategy 26 to *"Spend at least \$12 million during the fiscal year through our Small Local Business Enterprises (SLBE)"*.

Service Level Goal	Key Performance Indicator (KPI)	Division	Target	2022 - 2023	2021 - 2022	2020 - 2021
STAKEHOLDER SUPPORT						
26 Business opportunity development	\$ spent w/SLBE firms during the FY (Apr)	PRO	\$12,000,000	\$15,286,632	\$12,242,909	\$13,514,202



PROCUREMENT AND COMPLIANCE – MAJOR INITIATIVES FOR FY 2024 - 2025

Business Unit	Account Number	Account Name	Amount Budgeted	Initiative
Procurement and Compliance				
109			\$ -	
Total			\$ -	





PROCUREMENT AND COMPLIANCE – OPERATING BUDGET

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

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

Significant Expenditure and Staffing Changes:

Administrative Supplies: increase represents funding for SLBE marketing materials.

Outside Services: decrease in funding due to SLBE events and Procurement consulting.

General Expenses: decrease in funding due to software license renewals.

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ 353,436	\$ 462,574	\$ 479,836
Overtime Pay	968	1,200	1,200
F.I.C.A.	25,530	35,387	36,708
Pension	59,169	79,802	103,165
Employee Benefits	70,945	100,040	109,186
Operating Expenditures:			
Operating Materials & Supplies	1,773	2,500	3,650
Vehicle Supplies		-	-
Administrative Supplies	417	3,750	11,970
Safety Supplies	86	250	150
Special Purchases	-	120	120
Utilities	2,467	2,476	4,009
Rentals	1,352	1,000	4,000
Maintenance and Repairs	76	-	-
Outside Services	24,038	91,000	44,000
Interest		-	-
Retiree Health Benefits		-	-
General Expenses	4,875	46,321	17,705
Accounting Charges	-	250	200
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	19,327	-	-
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 564,461	\$ 826,670	\$ 815,899



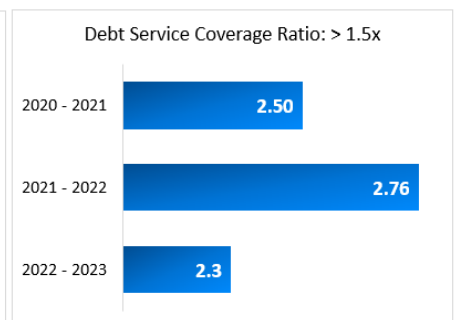
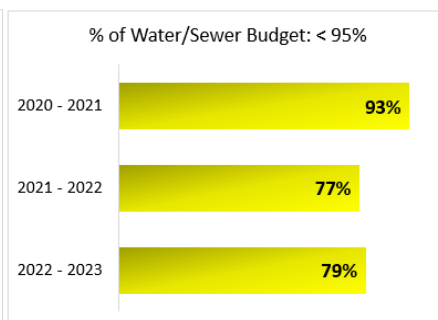
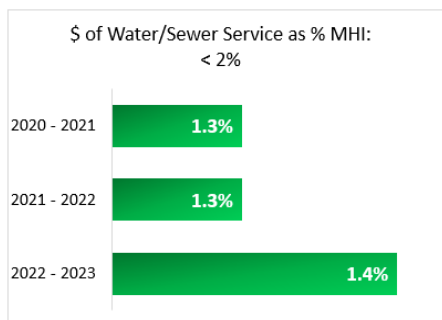
FINANCE STAFFING – POSITION DETAIL

Authorized Personnel	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted	FY 2023-2024 Budgeted	FY 2024-2025 Budgeted
Finance					
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Accountant I	1.00	2.00	2.00	2.00	2.00
Accountant II	2.00	2.00	2.00	1.00	1.00
Accountant III	1.00	1.00	1.00	1.00	1.00
Accountant III - Shadow	0.00	0.00	0.15	0.00	0.00
Sr. Accountant*	0.00	0.00	0.00	1.00	1.00
Accounting Associate	2.00	1.00	1.00	1.00	1.00
Accounting Manager/Controller*	1.00	1.00	1.00	1.00	1.00
Budget Manager	1.00	1.00	1.00	1.00	1.00
Budget Analyst	1.00	1.00	1.00	1.00	1.00
Sr. Business Analyst	1.00	1.00	1.00	1.00	1.00
Finance Director/Chief Financial Officer*	1.00	1.00	1.00	1.00	1.00
Accounts Payable/Payroll Manager*	1.00	1.00	1.00	1.00	1.00
Total Number of Personnel (FTEs)	13.00	13.00	13.15	13.00	13.00

FINANCE – LEVELS OF SERVICE

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

Service Level Goal	Key Performance Indicator (KPI)	Division	Target	2022 - 2023	2021 - 2022	2020 - 2021
OPTIMIZE OPERATIONS						
13 Reasonable Cost of Service	\$ of Water/Sewer Service as % MHI: <2%	FIN	< 2%	1.4%	1.3%	1.3%
ENSURE FINANCIAL VIABILITY						
17 Develop a Sustainable Annual Budget	% of Water/Sewer Budget: < 95%	FIN	< 95%	79%	77%	93%
18 Provide financing for the “Pay-As-You-Go” capital plan	Debt Service Coverage Ratio: > 1.5x	FIN	> 1.5x	2.3	2.8	2.5





FINANCE – MAJOR INITIATIVES FOR FY 2024 – 2025

Business Unit	Budget Funding	Account Number	Account Name	Amount Budgeted	Initiative
Finance					
110	Capital	59303	Capital Project Transfer	\$ 2,000,000	[SMP 20-132] Advanced Metering Infrastructure (AMI) - Pre-fund GEFA
	Financing	57106	Loan Interest Payments	809,497	GEFA Loan Interest
		59118	Administration Fees	950,000	GEFA Loan Admin Fees
		59806	Loan Principal Payment	3,593,111	GEFA Loan Principal
Total				\$ 7,352,608	





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:

Administrative Supplies: increase represents bulk envelope purchases.

Special Purchases: increase represents funding for employee recognition.

Maintenance and Repairs: decrease in funding due to analysis of prior years actuals.

Outside Services: decrease in funding due to system consulting fee, JDE consulting assistance.

General Expenses: increase represents funding for GEFA administrative fees.

Debt Service: increase represents funding interest and principal payments for new GEFA loans.

Transfers to R&E: represents funds being transferred to the Renewal and Extension Fund for GEFA AMI Float Money.

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ 1,074,804	\$ 1,221,651	\$ 1,295,652
Overtime Pay	3,823	1,125	1,500
F.I.C.A.	80,814	93,456	97,590
Pension	178,397	210,735	278,566
Employee Benefits	145,822	174,148	198,519
Operating Expenditures:			
Operating Materials & Supplies	1,161	3,175	2,180
Vehicle Supplies	150	775	158
Administrative Supplies	9,773	11,600	14,000
Safety Supplies	36	120	100
Special Purchases	360	260	1,760
Utilities	11,896	13,077	13,581
Rentals		-	-
Maintenance and Repairs	220	1,800	125
Outside Services	51,746	325,510	280,145
Interest	-	-	-
Retiree Health Benefits		-	-
General Expenses	535,189	378,421	1,008,499
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	118,102	596,038	809,497
GEFA Principal	-	2,359,800	3,593,111
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	-	-
Capital Projects:			
Transfers to R&E	12,635,161	-	2,000,000
Total Appropriations	\$ 14,847,455	\$ 5,391,691	\$ 9,594,983



CUSTOMER ACCOUNT SERVICES STAFFING – POSITION DETAIL

Authorized Personnel	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted	FY 2023-2024 Budgeted	FY 2024-2025 Budgeted
<i>Customer Accounts Director</i>					
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Business Analyst	1.00	1.00	2.00	2.00	2.00
Customer Accounts Director	1.00	1.00	1.00	1.00	1.00
Total Number of Personnel (FTEs)	3.00	3.00	4.00	4.00	4.00
<i>Meter Services</i>					
Account Service Representative	11.00	11.00	11.00	11.00	11.00
Account Services Supervisor	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Meter Services Technician	2.00	2.00	1.40	2.00	1.00
Meter Services Manager	1.00	1.00	1.00	1.00	1.00
Meter Services Supervisor	1.00	1.00	1.00	1.00	1.00
Meter Services Tech	6.00	6.00	5.00	5.00	5.00
Large Meter Specialist	0.00	0.00	1.00	1.00	1.00
Shadow Meter Services Manager	0.08	0.08	0.00	0.00	0.00
Sr Meter Services Technician	0.00	0.00	0.00	0.00	1.00
Sr. Account Service Representative	1.00	1.00	1.00	1.00	1.00
Total Number of Personnel (FTEs)	24.08	24.08	23.40	24.00	24.00
<i>Accounts Receivable</i>					
Accounts Receivable Analyst	2.00	2.00	2.00	0.00	0.00
Accounts Receivable Manager*	1.00	1.00	1.00	1.00	1.00
Accountant - AR/Reconciling	0.00	0.00	0.00	2.00	2.00
Billing Specialist	0.00	0.00	0.00	2.00	3.00
Accounts Receivable Specialist	0.00	0.00	0.00	2.00	2.00
Sr. Billing Specialist	0.00	0.00	0.00	1.00	1.00
Cash Application Specialist	3.00	3.00	3.00	0.00	0.00
Sr. Accounts Receivable Analyst	1.00	1.00	1.00	0.00	0.00
Total Number of Personnel (FTEs)	7.00	7.00	7.00	8.00	9.00
<i>Customer Service</i>					
Account Analyst	1.00	1.00	0.00	0.00	0.00
Call Center Supervisor	1.00	1.00	1.00	1.00	0.00
Call Center Specialist I	10.00	9.00	11.00	12.00	10.00
Call Center Specialist II	2.00	3.00	1.00	1.00	3.00
CSR - Call Center	1.00	1.00	0.00	0.00	0.00
Customer Account Specialist	6.00	6.00	6.00	5.00	5.00
Customer Service Intern	0.25	0.23	0.23	0.23	0.23
Customer Service Manager	1.00	1.00	1.00	1.00	1.00
Customer Service Representative	2.00	2.00	2.00	1.00	0.00
Customer Service Specialist	7.00	7.00	7.00	7.00	7.00
Customer Service Supervisor	1.00	1.00	1.00	1.00	1.00
Receptionist	1.00	1.00	1.00	1.00	1.00
Shadow - Call Center CSR	0.24	0.00	0.00	0.00	0.00
Shadow - Call Center Supervisor	0.00	0.17	0.00	0.00	0.00
Sr. Call Center Specialist	1.00	1.00	1.00	1.00	1.00
Sr. Customer Account Specialist	1.00	1.00	1.00	1.00	2.00
Training Specialist	1.00	1.00	1.00	1.00	1.00
Total Number of Personnel (FTEs)	36.49	36.40	34.23	33.23	32.23

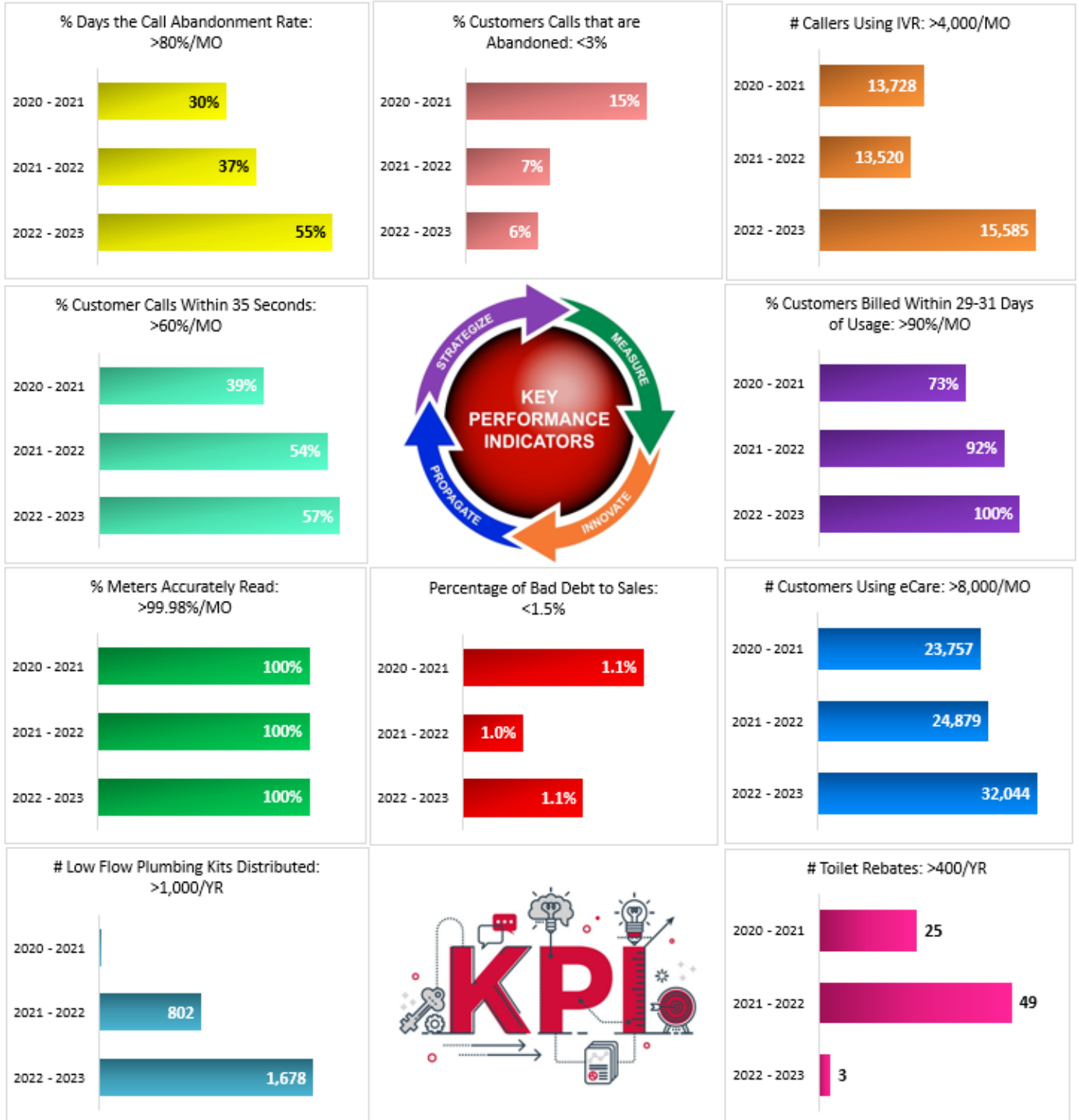


CUSTOMER ACCOUNTS SERVICES – LEVELS OF SERVICE

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

Service Level Goal	Key Performance Indicator (KPI)	Division	Target	2022 - 2023	2021 - 2022	2020 - 2021
EXCEED CUSTOMER EXPECTATIONS						
4 Improve customer experience	% Customers Calls that are Abandoned: <3%	CS	< 3% / Month	6%	7%	15%
	% Days the Call Abandonment Rate: >80%/MO	CS	> 80% / Month	55%	37%	30%
	% Meters Accurately Read: >99.98%/MO	CS	> 99.98% / Month	100%	100%	100%
	# Callers Using IVR: >4,000/MO	CS	> 4,000 / Month	15,585	13,520	13,728
	# Customers Using eCare: >8,000/MO	CS	> 8,000 / Month	32,044	24,879	23,757
	% Customer Calls Within 35 Seconds: >60%/MO	CS	> 60% / Month	57%	54%	39%
	% Customers Billed Within 29-31 Days of Usage: >90%/MO	CS	> 90% / Month	100%	92%	73%
ENSURE FINANCIAL VIABILITY						
19 Maximize revenue collection vs. bad debt write-offs	Percentage of Bad Debt to Sales: <1.5%	CS	< 1.5%	1.1%	1.0%	1.1%
STAKEHOLDER SUPPORT						
23 Environmental Stewardship and Sustainability	# Low Flow Plumbing Kits Distributed: >1,000/YR	CS	> 1,000 / Year	1,678	802	23
	# Toilet Rebates: >400/YR	CS	> 400 / Year	3	49	25







CUSTOMER ACCOUNTS SERVICES – MAJOR INITIATIVES FOR FY 2024 - 2025

Business Unit	Budget Funding	Account Number	Account Name	Amount Budgeted	Initiative
Customer Accounts Director					
130				\$ -	
Total				\$ -	
Meter Services					
131	Capital	59983	Cap Equip-Automobile/Pickups	\$ 52,972	F-150 Super Cab 4WD (Unit #1715)
				52,972	F-150 Super Cab 4WD (Unit #1713)
				52,972	F-150 Super Cab 4WD (Unit #1714)
				47,372	F-150 Super Cab 2WD (Unit #1757)
		59983	Cap Equip-Computing Devices	40,000	Handheld Programming Devices for AMI (Qty 4)
		59991	Cap Equip-Desk/Tables/Racks	10,000	Breakroom Chairs (Qty 7) & Meeting Room Chairs (Qty 12)
Total				\$ 256,288	
Accounts Receivable					
132				\$ -	
Total				\$ -	
Customer Service					
135	Operating	53105	Hardship Assistance	\$ 1,000,000	Hardship Assistance Program
		56111	Surveying Fees	130,000	Customer Satisfaction Survey
	Capital	59921	Cap Equip-Building & Structures	15,000	Forest Park Awning
		59986	Cap Equip-Communication Equipment	35,000	HQ Lobby Customer Queuing System
Total				\$ 1,180,000	
Community Use Room					
136				\$ -	
Total				\$ -	
Water Conservation					
137				\$ -	
Total				\$ -	





CUSTOMER ACCOUNTS SERVICES – OPERATING BUDGETS

BUSINESS UNIT 130: CUSTOMER ACCOUNTS DIRECTOR

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

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

Significant Expenditure and Staffing Changes:

Outside Services: decrease in funding due to Silver Blaze and workflow modifications.

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ 357,781	\$ 378,929	\$ 400,797
Overtime Pay	2,293	2,000	2,000
F.I.C.A.	26,333	28,988	30,661
Pension	59,562	65,365	86,171
Employee Benefits	43,446	45,569	49,576
Operating Expenditures:			
Operating Materials & Supplies	1,350	2,000	2,500
Vehicle Supplies	107	-	110
Administrative Supplies	4,493	4,000	2,850
Safety Supplies	-	1,200	-
Special Purchases	-	1,360	2,500
Utilities	4,543	3,482	7,004
Rentals	-	-	-
Maintenance and Repairs	3,400	3,500	-
Outside Services	21,443	363,000	165,850
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	25,484	37,834	42,461
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	-	-
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 550,236	\$ 937,227	\$ 792,480



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 a 5% pricing increase on materials needed for large meter lid replacements.

Vehicle Supplies: decrease in funding due to more efficient business processes and driving habits.

General Expenses: increase represents funding for the pinging of meters.

Capital Expenditures: represent funding for Handheld Programming Devices for AMI (Qty 4), Breakroom & Meeting Room Chairs (Qty 19), F-150 Super Cab 4WD Trucks (Qty 3), F-150 Super Cab 2WD Truck.

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ 1,251,165	\$ 1,370,528	\$ 1,431,520
Overtime Pay	47,789	50,000	50,000
F.I.C.A.	94,541	104,846	109,514
Pension	211,156	236,416	307,777
Employee Benefits	336,832	366,474	365,698
Operating Expenditures:			
Operating Materials & Supplies	326,850	357,920	466,738
Vehicle Supplies	88,733	109,019	88,733
Administrative Supplies	11,033	14,600	9,971
Safety Supplies	7,030	8,200	7,000
Special Purchases	798	-	-
Utilities	29,875	26,409	31,310
Rentals	-	-	-
Maintenance and Repairs	15,421	35,000	37,273
Outside Services	26,926	62,820	57,860
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	77,496	119,379	124,601
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	43,224	344,488	256,288
Capital Projects:			
Transfers to R&E	19,400	-	-
Total Appropriations	\$ 2,588,269	\$ 3,206,099	\$ 3,344,283



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:

Operating Materials & Supplies: represents funding for historical spending in addition to an adjustment for product cost increase.

Outside Services: decrease in funding due to reduction in staffing needs pending AML.

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

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ 369,793	\$ 496,361	\$ 554,259
Overtime Pay	6,196	20,000	15,000
F.I.C.A.	25,780	37,971	42,401
Pension	61,570	85,622	119,166
Employee Benefits	105,935	158,586	152,607
Operating Expenditures:			
Operating Materials & Supplies	154	4,400	10,000
Vehicle Supplies	-	-	-
Administrative Supplies	27,652	33,950	26,400
Safety Supplies	-	350	250
Special Purchases	-	-	600
Utilities	4,001	4,316	5,459
Rentals	2,807	4,000	5,000
Maintenance and Repairs	214	600	2,000
Outside Services	453,571	671,810	631,920
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	21,421	28,950	24,580
Accounting Charges	1,447,972	1,830,000	1,635,000
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	8,500	-	-
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 2,535,567	\$ 3,376,916	\$ 3,224,642



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:

Other Materials & Supplies: decrease in funding due to a Queuing system for the lobby and White Noise for the call center.

Special Purchases: decrease in funding due to Hardship Assistance - LIHWAP.

Outside Services: decrease in funding due to a reduction in Temp Agency services.

Capital Expenditures: represents funding for Forest Park Awning, HQ Lobby Customer Queing System.

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ 1,469,715	\$ 1,635,062	\$ 1,664,981
Overtime Pay	39,940	41,000	20,000
F.I.C.A.	110,846	125,082	127,373
Pension	252,972	282,048	357,970
Employee Benefits	362,421	406,590	426,763
Operating Expenditures:			
Operating Materials & Supplies	4,723	15,400	5,900
Vehicle Supplies	-	-	89
Administrative Supplies	14,012	23,000	21,000
Safety Supplies	984	2,500	750
Special Purchases	1,181,354	1,380,000	1,000,800
Utilities	19,501	21,503	23,383
Rentals	-	-	-
Maintenance and Repairs	2,405	4,000	4,000
Outside Services	92,212	239,920	217,270
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	17,638	47,385	34,780
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	30,000	50,000
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 3,568,722	\$ 4,253,490	\$ 3,955,059



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:

Outside Services: decrease in funding due to additional quarterly cleaning, carpet shampooing, chair cleaning, wax/stripping floors, and less need for building repairs.

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
Operating Expenditures:			
Operating Materials & Supplies	1,348	3,000	2,500
Vehicle Supplies	-	-	-
Administrative Supplies	381	2,450	2,500
Safety Supplies	-	250	-
Special Purchases	28	-	-
Utilities	3,992	5,375	5,243
Rentals	-	1,200	-
Maintenance and Repairs	-	2,000	1,500
Outside Services	1,677	19,500	5,150
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	384	966	303
Accounting Charges	263	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	-	-
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 8,073	\$ 34,741	\$ 17,196



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 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
Operating Expenditures:			
Operating Materials & Supplies	14,390	15,000	15,000
Vehicle Supplies	-	-	-
Administrative Supplies	-	-	-
Safety Supplies	-	-	-
Special Purchases	400	80,000	80,000
Utilities	-	-	-
Rentals	-	-	-
Maintenance and Repairs	-	-	-
Outside Services	-	-	-
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	426	5,500	5,500
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	-	-
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 15,216	\$ 100,500	\$ 100,500

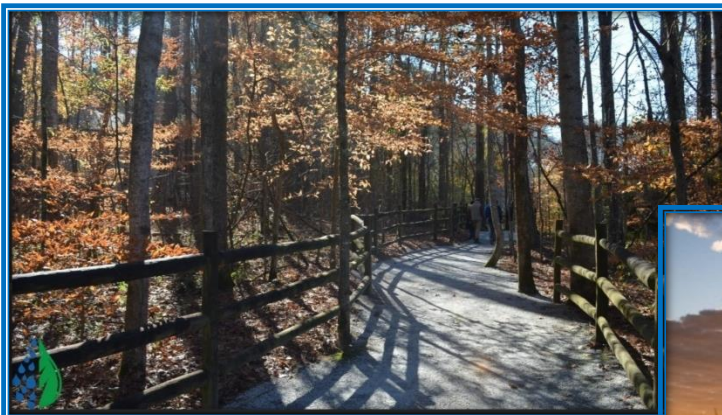


Wetland Center Staffing – Position Detail

Authorized Personnel	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted	FY 2023-2024 Budgeted	FY 2024-2025 Budgeted
Wetland Center					
Conservation Assistant	0.25	0.00	0.00	0.00	0.00
Conservationist	0.00	1.00	1.00	1.00	1.00
Facility Worker	0.00	0.00	0.50	0.50	0.50
Recreation Area Caretaker	0.25	0.25	0.00	0.00	0.00
Sr. Conservation Specialist/Conservation Supervisor*	1.00	1.00	1.00	1.00	1.00
Total Number of Personnel (FTEs)	1.50	2.25	2.50	2.50	2.50

Wetland Center – Major Initiatives for FY 2024 - 2025

Business Unit	Budget Funding	Account Number	Account Name	Amount Budgeted	Initiative
Wetland Center					
352	Capital	59922	Cap Equip-Building Services	\$ 25,000	HVAC Units (Qty 3)
		59991	Cap Equip-Desk/Tables/Racks	16,643	New Tables and Chairs for Classroom
Total				\$ 41,643	





Wetland Center – Operating Budget

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

Operates Wetland Center.

Significant Expenditure and Staffing Changes:**Operating Materials & Supplies:** increase represents funding for native plants.**Outside Services:** increase represents funding for boardwalk/trail repairs, vendors for Wetlands Festival.

Capital Expenditures: represents funding for HVAC (Qty 3), Classroom Tables/Chairs.

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ 110,307	\$ 127,632	\$ 151,081
Overtime Pay	-	1,500	5,000
F.I.C.A.	8,331	9,764	11,558
Pension	14,871	22,017	32,483
Employee Benefits	10,903	33,220	36,827
Operating Expenditures:			
Operating Materials & Supplies	16,118	16,845	18,385
Vehicle Supplies	613	694	598
Administrative Supplies	768	2,900	2,500
Safety Supplies	94	400	400
Special Purchases	-	-	-
Utilities	11,489	10,803	14,572
Rentals	430	2,200	5,200
Maintenance and Repairs	1,187	10,400	10,400
Outside Services	22,040	45,750	92,800
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	2,601	12,457	17,206
Accounting Charges	47	-	100
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	-	41,643
Capital Projects:			
Transfers to R&E	656,625	-	-
Total Appropriations	\$ 856,425	\$ 296,582	\$ 440,753



Warehouse Staffing – Position Detail

Authorized Personnel	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted	FY 2023-2024 Budgeted	FY 2024-2025 Budgeted
Warehouse					
Inventory - Procurement Specialist	1.00	1.00	1.00	1.00	1.00
Sr. Warehouse Inventory Technician	1.00	1.00	1.00	1.00	1.00
Warehouse Inventory Supervisor	1.00	1.00	1.00	1.00	1.00
Garage Inventory/Warehouse Tech	0.00	0.00	0.00	0.00	1.00
Warehouse Inventory Technician	2.00	2.00	2.00	2.00	2.00
Total Number of Personnel (FTEs)	5.00	5.00	5.00	5.00	6.00

Warehouse – Major Initiatives for FY 2024 – 2025

Business Unit	Budget Funding	Account Number	Account Name	Amount Budgeted	Initiative
Warehouse					
940	Operating	56110	Consulting Fees	\$ 20,000	Implement Mobile Inventory and Facility Storerooms
	Capital	59919	Cap Equip-Site Preparation	25,000	Gravel and Fencing for Offsite Pipe Yard
		59934	Cap Equip-Lifting/Handling Equip	30,000	Stand-Up Man Lift
Total				\$ 75,000	





Warehouse – Operating Budget

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

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

Significant Expenditure and Staffing Changes:

Personnel Services: increase in funding do to movement of Garage Inventory Tech.

Outside Services: increase represents funding for WP- Implement Mobile Inventory and Facility Storerooms, WHSE office area floor repairs.

Capital Expenditures: represents funding for Gravel/Fencing for Offsite Pipe Yard, Stand-Up Man Lift.

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ 232,984	\$ 275,668	\$ 344,271
Overtime Pay	419	8,000	15,000
F.I.C.A.	16,817	21,088	26,341
Pension	39,468	47,553	74,027
Employee Benefits	59,465	76,451	92,727
Operating Expenditures:			
Operating Materials & Supplies	4,228	8,425	7,125
Vehicle Supplies	1,228	2,660	2,650
Administrative Supplies	1,625	3,500	3,500
Safety Supplies	998	1,500	1,500
Special Purchases	-	120	120
Utilities	22,909	23,348	28,144
Rentals	-	-	-
Maintenance and Repairs	1,184	8,400	11,000
Outside Services	24,378	37,550	77,900
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	7,134	15,753	15,205
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	59,528	90,000	55,000
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 472,365	\$ 620,016	\$ 754,510



Water Production Division – Business Unit Group 300





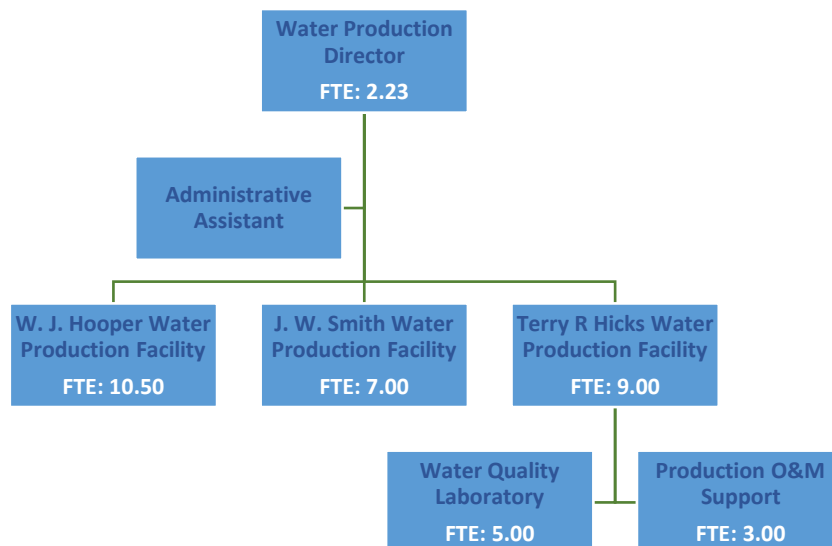
WATER PRODUCTION DIVISION BUDGET UNIT 300

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 Chief Executive Officer and the Chief Administrative Officer, Chief Operations Officer over operations. The Water Production Director 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	316 – Blalock Jr. Reservoir and Dam
305 – Production O&M Support	317 – Jonesboro Pumping Station
310 – W. J. Hooper Water Production Facility	318 – Forest Park & Cajun Queen Pumping Stations
311 – Morrow Pumping Station	319 – Shoal Creek Reservoir
312 – Noah's Ark Pumping Station	320 – Terry R. Hicks Water Production Facility
314 – Elevated Tanks	325 – Well Program
315 – J. W. Smith Water Production Facility	330 – Water Quality Laboratory





Water Production Division – Staffing Summary

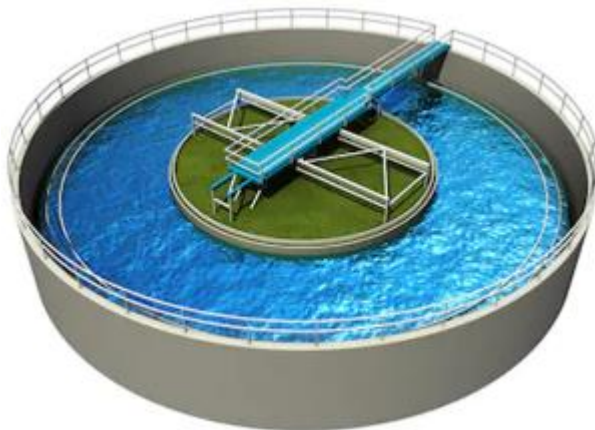
Authorized Personnel	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted	FY 2023-2024 Budgeted	FY 2024-2025 Budgeted
Water Production Division					
301 - Water Production Director	2.25	2.25	2.25	2.25	2.23
305 - Production Operations & Maintenance Support	2.00	2.00	2.00	3.00	3.00
310 - W J Hooper Water Production Facility	8.50	8.75	8.50	10.50	10.50
315 - J W Smith Water Production Facility	5.00	6.00	7.50	7.50	7.00
320 - Terry R Hicks Water Production Facility	9.00	9.08	9.00	9.00	9.00
Total Full-Time Employees (FTEs)	26.75	28.08	29.25	32.25	31.73

Water Production Division – Major Initiatives for FY 2024 - 2025

Business Unit	Budget Funding	Account Number	Account Name	Amount Budgeted	Initiative
Water Production Manager					
301	Capital	59303	Capital Project Transfer	\$ 400,000	Total Organic Carbon TOC Evaluations - All Plants
Total				\$ 400,000	
Water Production O & M Support					
305	Capital	59953	Cap Equip-Automobile/Pickup Trucks	\$ 64,841	F-250 Supercab 4X4 Pickup Truck w/Utility Body (Unit #1619)
Total				\$ 64,841	
W J Hooper Water Plant					
310	Capital	59922	Cap Equip-Building Services	\$ 50,000	Fire Alarm System Replacement
				15,000	Compressor Building Exhaust Fan
				6,050	Press Electrical Door Replacement
		59927	Cap Equip-Reconditioning Water Tanks	200,000	Tank Interior Clean-Out/Exterior Painting
		59933	Cap Equip-Monitoring/Control Equipment	50,975	Particle Counter Replacements (Qty 6)
				36,000	Hypochlorite Pump Replacements (Qty 3)
				174,025	Filter PLC Upgrades
				100,000	Online TOC Analyzer
		59974	Cap Equip-Valve (In-Plant/Building)	44,000	30" Butterfly Valve Replacements (Qty 2)
Total				\$ 676,050	
Morrow Pumping Station					
311	Capital	59303	Capital Project Transfer	\$ 100,000	Building Upgrades
Total				\$ 100,000	
Noah's Ark Pumping Station					
312				\$ -	
Total				\$ -	
Elevated Tanks					
314				\$ -	
Total				\$ -	
J W Smith Water Plant					
315	Operating	56110	Consulting Fees	\$ 250,000	[SMP 20-319] Flood Proofing Evaluation
	Capital	59933	Cap Equip-Monitoring/Controlling Equipmer	40,000	Pressure Transmitter Upgrades
				49,000	New Filter Turbidimeters
				40,000	PLC Upgrade
				250,000	Vertical Profiler for Smith Reservoir
Total				\$ 629,000	



Business Unit	Budget Funding	Account Number	Account Name	Amount Budgeted	Initiative
Blalock Jr Reservoir and Dam					
316	Operating	54202	Equipment Rental	\$ 300,000	LOX System Rental
Total				\$ 300,000	
Jonesboro Pumping Station					
317				\$ -	
Total				\$ -	
Forest Park/Cajun Queen Pumping Station					
318	Capital	59303	Capital Project Transfer	\$ 750,000	[SMP 20-328] Forest Park Distribution Improvements (Design)
Total				\$ 750,000	
Shoal Creek Reservoir					
319				\$ -	
Total				\$ -	
Terry R. Hicks Water Production Complex					
320	Capital	59922	Cap Equip-Building Services	\$ 400,000	Freight Elevator Upgrades
		59932	Cap Equip-Treatment Equipment	50,000	Carbon Feeder Replacement
		59933	Cap Equip-Monitoring/Controlling Equipme	100,000	TOC Online Analyzer
				126,694	Filter PLC Upgrade
				90,000	Centrifuge Control System Upgrade
				73,306	Particle Counters
		59973	Cap Equip-Piping (In-Plant/Building)	400,000	Single Point of Failure Static Mixer Pipe
				200,000	Single point of Failure static mix pipe filter line
Total				\$ 1,440,000	
Well Program					
325				\$ -	
Total				\$ -	
Water Quality Laboratory					
330	Operating	56149	Water Testing	\$ 270,000	State of Georgia Contract: Laboratory Services and Drinking Water
Total				\$ 270,000	

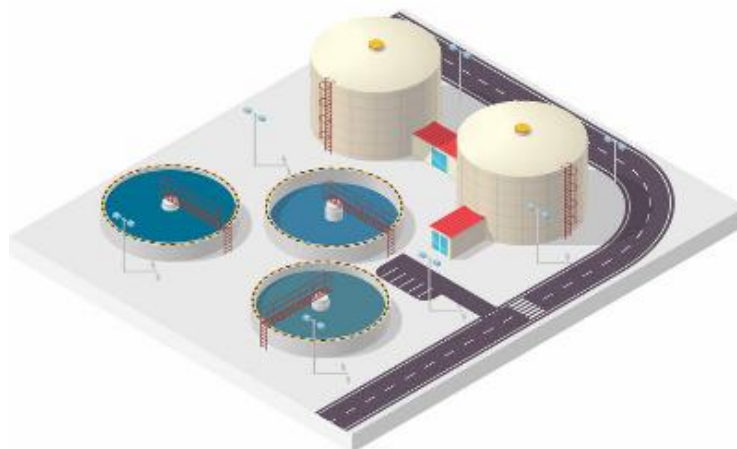


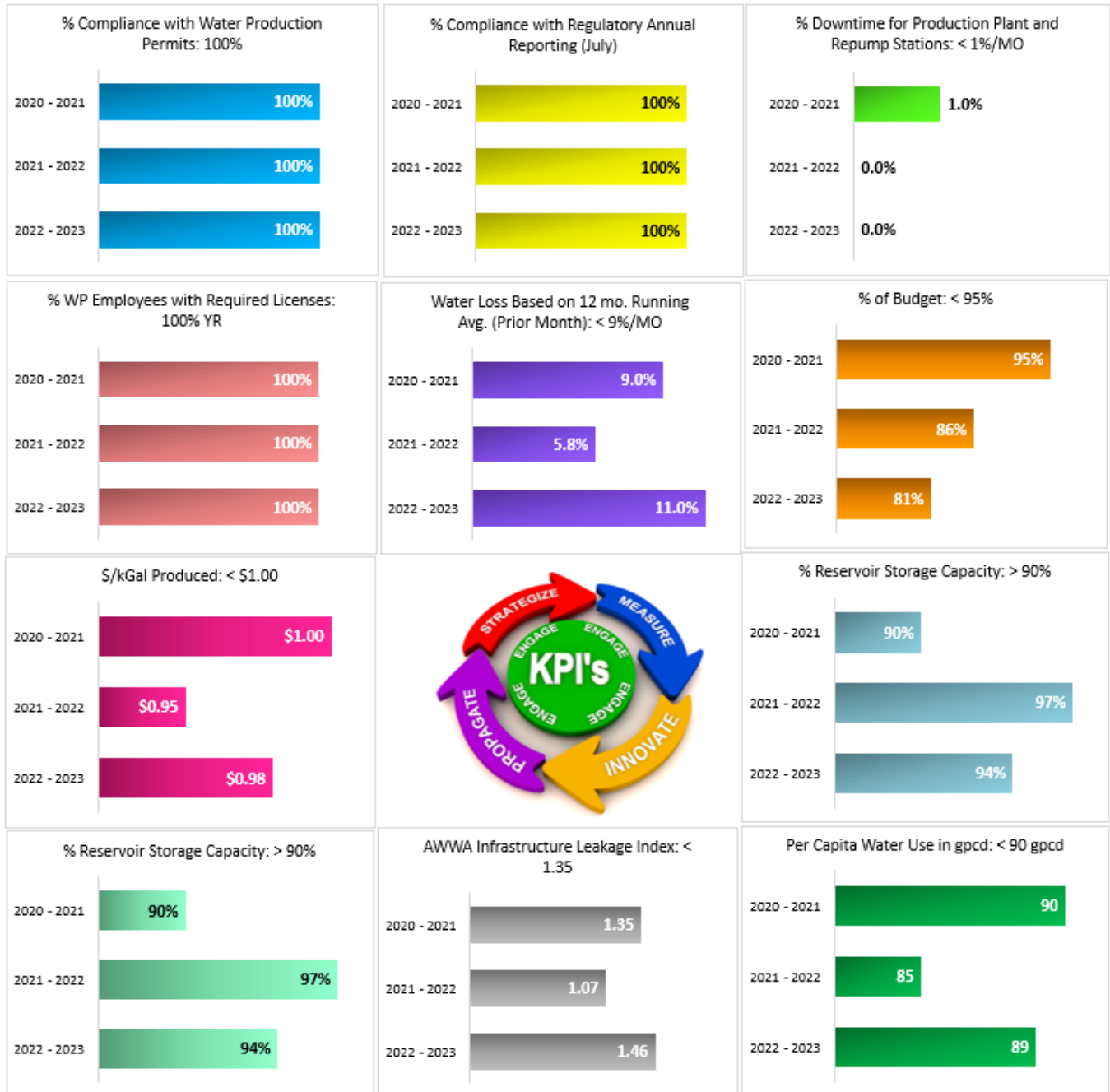


Water Production Division – Levels of Service

The Water Production Division has nine KPI metrics that are associated with the Authority's “**Superior Product Quality**,” “**Exceed Customer Expectations**,” “**Provide Employee Development**,” “**Optimize Operations**,” “**Infrastructure Sustainability**,” and “**Stakeholder Support**” goals and strategies 1, 5, 8, 13, 14, 21 and 23. The department's performance on these metrics is captured in the table that follows.

Service Level Goal	Key Performance Indicator (KPI)	Division	Target	2022 - 2023	2021 - 2022	2020 - 2021
SUPERIOR PRODUCT QUALITY						
1 Meet all applicable regulatory requirements	% Compliance with Water Production Permits: 100%	WP	100%	100%	100%	100%
	% compliance with regulatory annual reporting (July)	WR	100%	100%	100%	100%
EXCEED CUSTOMER EXPECTATIONS						
5 Minimize potable water service disruptions	% Downtime for Production Plant and Repump Stations: < 1%/MO	WP	FY 2020 (100%/Month) < 1% / Month	0.00%	0.0%	1.00%
PROVIDE EMPLOYEE DEVELOPMENT						
8 Provide effective employee training and development	% WP Employees with Required Licenses: 100% YR	WP	100%/ Year	100%	100%	100%
OPTIMIZE OPERATIONS						
	Water Loss Based on 12 mo. Running Avg. (Prior Month): < 9%/MO	WP	< 9% / Month	11.0%	5.8%	9.0%
13 Reasonable Cost of Service	% of Budget: < 95%	WP	< 95%	81%	86%	95%
	\$/kGal Produced: < \$1.00	WP	< \$1.00	\$0.98	N/A	\$1.00
14 Minimize Water System Losses	AWWA Infrastructure Leakage Index: < 1.35	WP	< 1.35	1.46	1.28	1.35
INFRASTRUCTURE SUSTAINABILITY						
21 Provide a sustainable water supply	% Reservoir Storage Capacity: > 90%	WP	> 90%	94%	97%	90%
STAKEHOLDER SUPPORT						
23 Environmental Stewardship and Sustainability	Per Capita Water Use in gpcd: < 90 gpcd	WP	< 90 gpcd	89	85	90







Water Production Division Staffing – Position Detail

Authorized Personnel	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted	FY 2023-2024 Budgeted	FY 2024-2025 Budgeted
<i>Water Production Manager</i>					
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
High School Intern	0.25	0.25	0.25	0.25	0.00
Plant Op III	0.00	0.00	0.00	0.00	1.00
Water Production Director	1.00	1.00	1.00	1.00	1.00
Total Number of Personnel (FTEs)	2.25	2.25	2.25	2.25	3.00
<i>Production O&M Support</i>					
Distribution/Resource Coordinator	1.00	1.00	1.00	1.00	1.00
Distribution/Resource Technician	1.00	1.00	1.00	2.00	2.00
Total Number of Personnel (FTEs)	2.00	2.00	2.00	3.00	3.00
<i>W.J. Hooper Water Production Facility</i>					
Facility Worker	0.50	0.50	0.50	0.50	0.50
Plant Operator I	3.00	2.00	3.00	4.00	2.00
Plant Operator II	2.00	3.00	2.00	2.00	2.00
Plant Operator III	2.00	2.00	2.00	3.00	3.00
Plant Operator Trainee	0.00	0.25	0.00	0.00	2.00
Plant Manager	1.00	1.00	1.00	1.00	1.00
Total Number of Personnel (FTEs)	8.50	8.75	8.50	10.50	10.50
<i>J.W. Smith Water Production Facility</i>					
Plant Operator I	1.00	1.00	1.00	0.00	3.00
Plant Operator II	1.00	1.00	1.00	3.00	0.00
Plant Operator III	2.00	3.00	4.00	3.00	3.00
Facility Worker	0.00	0.00	0.50	0.50	0.00
Plant Manager	1.00	1.00	1.00	1.00	1.00
Total Number of Personnel (FTEs)	5.00	6.00	7.50	7.50	7.00
<i>Terry R Hicks Water Production Facility</i>					
Plant Operator I	4.00	4.00	4.00	5.00	3.00
Plant Operator II	0.00	0.00	1.00	0.00	0.00
Plant Operator III	2.00	2.00	1.00	1.00	3.00
Plant Operator III (Shadow)	0.00	0.08	0.00	0.00	0.00
Plant Operator Trainee	1.00	1.00	1.00	1.00	1.00
Plant Manager	1.00	1.00	1.00	1.00	1.00
Facility Worker	1.00	1.00	1.00	1.00	1.00
Total Number of Personnel (FTEs)	9.00	9.08	9.00	9.00	9.00
<i>Water Quality Lab</i>					
Compliance Analyst	0.00	0.00	1.00	1.00	1.00
Env. Compliance Manager	1.00	1.00	1.00	1.00	1.00
Lab Analyst	2.00	2.00	2.00	2.00	2.00
Microbiologist	1.00	1.00	1.00	1.00	1.00
Total Number of Personnel (FTEs)	4.00	4.00	5.00	5.00	5.00



Water Production Division – Consolidated Operating Budget

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

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

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ 2,646,521	\$ 3,174,019	\$ 3,179,474
Overtime Pay	210,194	178,500	225,000
F.I.C.A.	211,433	242,414	242,984
Pension	433,107	546,649	682,911
Employee Benefits	497,073	653,836	714,191
Operating Expenditures:			
Operating Materials & Supplies	2,532,605	3,471,995	3,991,049
Vehicle Supplies	21,897	35,713	51,048
Administrative Supplies	30,886	43,300	37,900
Safety Supplies	10,517	16,500	25,950
Special Purchases	95,171	102,000	79,250
Utilities	3,999,284	4,280,387	4,860,986
Rentals	163,098	285,350	324,950
Maintenance and Repairs	196,932	293,550	363,800
Outside Services	969,527	2,260,350	2,605,030
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	259,528	384,167	439,187
Accounting Charges	2,264	-	100
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	394,309	2,042,127	2,654,506
Capital Projects:			
Transfers to R&E	16,135,525	-	1,250,000
Total Appropriations	\$ 28,809,871	\$ 18,010,857	\$ 21,728,316



BUSINESS UNIT 301: WATER PRODUCTION DEPARTMENT DIRECTOR

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: decrease in funding due to emergency water purchases contract renewal.

Rentals: decrease in funding due to TTHM Rental Equipment.

General Expenses: increase represents funding for Property Insurance, Refreshments for Open House volunteers and upcoming meetings in regards to new plant.

Transfers to R&E: represents funds being transferred to the Renewal and Extension Fund for TOC Evaluations at All Plants.

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ 195,912	\$ 216,878	\$ 224,828
Overtime Pay	-	-	2,000
F.I.C.A.	14,131	16,399	17,009
Pension	32,416	36,980	47,800
Employee Benefits	32,419	34,027	44,020
Operating Expenditures:			
Operating Materials & Supplies	5,707	6,580	6,580
Vehicle Supplies	619	1,057	1,396
Administrative Supplies	831	3,000	5,500
Safety Supplies	-	500	500
Special Purchases	95,063	102,000	79,000
Utilities	1,697	1,557	1,700
Rentals	-	10,000	-
Maintenance and Repairs	56	500	600
Outside Services	7,066	128,800	125,700
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	100,027	136,594	151,744
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	96,000	-
Capital Projects:			
Transfers to R&E	-	-	400,000
Total Appropriations	\$ 485,944	\$ 790,872	\$ 1,108,377



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:

Other Materials & Supplies: increase represents funding for current estimated needs within the business unit.

Safety Supplies: increase represents funding for new fall protection equipment for 2 employees.

Outside Services: increase represents funding for possible maintenance and repairs to vehicles.

Capital Purchases: represents funding for F-250 Supercab W/Utility Body.

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ 140,560	\$ 212,654	\$ 209,206
Overtime Pay	2,351	2,000	10,000
F.I.C.A.	10,164	16,176	16,004
Pension	23,128	36,482	44,979
Employee Benefits	25,418	50,205	62,827
Operating Expenditures:			
Operating Materials & Supplies	1,976	5,080	8,955
Vehicle Supplies	2,691	4,257	4,524
Administrative Supplies	178	2,700	400
Safety Supplies	60	1,000	7,250
Special Purchases	-	-	-
Utilities	1,440	2,220	2,040
Rentals	-	-	-
Maintenance and Repairs	25	1,500	1,500
Outside Services	505	850	2,350
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	3,840	9,564	8,909
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	-	64,841
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 212,335	\$ 344,688	\$ 443,785



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

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

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

Significant Expenditure and Staffing Changes:

Operating Materials & Supplies: increase represents funding for inflation cost of water treatment chemicals.

Vehicle Supplies: increase represents funding for generator diesel fuel.

Outside Services: decrease in funding due to outside consulting fees, Hooper Reservoir canal dredging maintenance contract.

Capital Expenditures: represents funds for Fire Alarm System Replacement, Compressor Building Exhaust Fan, Press Electrical Door Replacement, Tank Interior Clean-Out/Exterior Painting, Particle Counter Replacements (Qty 6), Hypochlorite Pump Replacements (Qty 3), Filter PLC Upgrades, Online TOC Analyzer, 30" Butterfly Valve Replacement (Qty 2).

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ 570,439	\$ 767,388	\$ 749,323
Overtime Pay	69,295	40,000	55,000
F.I.C.A.	46,606	58,705	57,323
Pension	92,404	132,390	161,105
Employee Benefits	132,127	186,082	181,336
Operating Expenditures:			
Operating Materials & Supplies	1,211,802	1,767,485	1,975,485
Vehicle Supplies	384	1,089	16,150
Administrative Supplies	1,966	4,200	4,200
Safety Supplies	395	2,000	4,300
Special Purchases	-	-	-
Utilities	1,206,117	1,260,442	1,537,798
Rentals	2,575	8,000	2,500
Maintenance and Repairs	77,104	97,300	97,000
Outside Services	289,944	461,450	658,700
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	41,703	59,274	74,890
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	171,817	792,000	676,050
Capital Projects:			
Transfers to R&E	10,058,620	-	-
Total Appropriations	\$ 13,973,298	\$ 5,637,805	\$ 6,251,160



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 tank maintenance and repairs.**Transfers to R&E:** represents funds being transferred to the Renewal and Extension Fund for Building Upgrades.

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
Operating Expenditures:			
Operating Materials & Supplies	514	3,000	5,700
Vehicle Supplies	396	832	150
Administrative Supplies	-	250	100
Safety Supplies	-	100	100
Special Purchases	-	-	-
Utilities	251,459	311,722	417,365
Rentals	-	-	-
Maintenance and Repairs	804	3,500	3,000
Outside Services	53,946	132,000	91,000
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	1,509	1,777	2,994
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	5,105	17,000	-
Capital Projects:			
Transfers to R&E	-	-	100,000
Total Appropriations	\$ 313,733	\$ 470,181	\$ 620,409



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:**Operating Materials & Supplies:** increase represents funding for valve replacements.**Maintenance and Repairs:** increase represents funding for facility repairs.**Outside Services:** decrease in funding due to less pump rebuilds during the upcoming year.

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
Operating Expenditures:			
Operating Materials & Supplies	28	2,000	21,400
Vehicle Supplies	1,129	2,370	-
Administrative Supplies	-	250	100
Safety Supplies	-	100	500
Special Purchases	-	-	-
Utilities	507,706	528,859	583,960
Rentals	-	-	-
Maintenance and Repairs	4,235	5,750	13,000
Outside Services	33,696	124,500	105,000
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	4,498	5,071	6,754
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	5,105	25,000	-
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 556,396	\$ 693,900	\$ 730,714



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:

No significant changes from the previous fiscal year.

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
Operating Expenditures:			
Operating Materials & Supplies	-	200	200
Vehicle Supplies	-	-	-
Administrative Supplies	-	-	-
Safety Supplies	-	100	100
Special Purchases	-	-	-
Utilities	9,831	9,835	10,362
Rentals	-	-	-
Maintenance and Repairs	-	1,250	1,250
Outside Services	1,320	5,300	5,500
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	5,466	5,402	7,582
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	12,500	-
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 16,617	\$ 34,587	\$ 24,994



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 represents funding for inflation cost of water treatment chemicals.

Maintenance and Repairs: increase in funding due to additional parts and repairs needed for equipment due to no replacements, pending plant closure.

Outside Services: increase represents funding for [SMP 20-319] Flood Proofing Evaluation and Vertical Profiler Data.

Capital Expenditures: represents funding for Pressure Transmitter Upgrades, New Filter Turbidimeters, PLC Upgrade, Vertical Profiler for Smith Reservoir.

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ 512,695	\$ 560,992	\$ 535,321
Overtime Pay	30,124	32,000	35,000
F.I.C.A.	40,335	42,916	40,947
Pension	87,686	96,771	115,095
Employee Benefits	105,061	125,701	118,383
Operating Expenditures:			
Operating Materials & Supplies	616,242	649,320	865,657
Vehicle Supplies	399	893	669
Administrative Supplies	2,270	2,300	3,500
Safety Supplies	2,833	2,000	4,000
Special Purchases	-	-	-
Utilities	1,166,723	1,230,171	1,246,397
Rentals	2,068	-	1,000
Maintenance and Repairs	38,587	60,200	95,200
Outside Services	104,408	298,350	515,350
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	28,477	38,019	46,072
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	73,742	533,000	379,000
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 2,811,649	\$ 3,672,633	\$ 4,001,591



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:**Operating Materials & Supplies:** decrease in funding is due to less chemical use based on conditions.**Rentals:** increase represents funding for LOX system rental contract renewal.

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
Operating Expenditures:			
Operating Materials & Supplies	107,182	151,000	127,000
Vehicle Supplies	-	-	-
Administrative Supplies	-	-	-
Safety Supplies	-	500	500
Special Purchases	-	-	-
Utilities	1,235	2,469	2,469
Rentals	146,050	250,000	300,000
Maintenance and Repairs	-	2,000	6,000
Outside Services	26,036	74,900	71,400
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	78	126	257
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	-	-
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 280,580	\$ 480,995	\$ 507,626



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:**Operating Materials & Supplies:** increase represents funding for an increase use of accview reagents.**Maintenance and Repairs:** increase represents funding for building repainting.**Outside Services:** decrease in funding due to tank repainting.

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
Operating Expenditures:			
Operating Materials & Supplies	307	2,800	6,800
Vehicle Supplies	-	-	-
Administrative Supplies	-	250	350
Safety Supplies	-	100	100
Special Purchases	-	-	-
Utilities	179,618	185,928	215,293
Rentals	-	-	-
Maintenance and Repairs	2,390	3,500	34,000
Outside Services	14,239	357,500	123,000
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	2,235	2,645	3,263
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	5,105	20,000	-
Capital Projects:			
Transfers to R&E	5,170,280	-	-
Total Appropriations	\$ 5,374,175	\$ 572,723	\$ 382,806



BUSINESS UNIT 318: FOREST PARK AND CAJUN QUEEN PUMPING STATIONS

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

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

Significant Expenditure and Staffing Changes:**Outside Services:** increase represents funding for building repainting.**Transfers to R&E:** represents funds being transferred to the Renewal and Extension Fund for SMP#20-328 Forest Park Distribution improvements, Design and SDC's.

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
Operating Expenditures:			
Operating Materials & Supplies	-	100	100
Vehicle Supplies	-	-	-
Administrative Supplies	-	-	-
Safety Supplies	-	100	100
Special Purchases	-	-	-
Utilities	4,580	3,964	5,506
Rentals	-	-	-
Maintenance and Repairs	22	1,000	1,000
Outside Services	50	3,250	23,250
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	1,355	1,807	2,116
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	-	-
Capital Projects:			
Transfers to R&E	-	-	750,000
Total Appropriations	\$ 6,007	\$ 10,221	\$ 782,072



BUSINESS UNIT 319: SHOAL CREEK RESERVOIR

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

Facilitates storage of raw water prior to treatment.

Significant Expenditure and Staffing Changes:**Maintenance and Repairs:** increase represents funding for road beds and rock.

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
Operating Expenditures:			
Operating Materials & Supplies	-	150	150
Vehicle Supplies	-	-	-
Administrative Supplies	-	-	-
Safety Supplies	-	50	50
Special Purchases	-	-	-
Utilities	-	-	-
Rentals	161	1,350	1,400
Maintenance and Repairs	564	5,500	10,000
Outside Services	4,685	5,000	4,500
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	2,903	2,892	4,102
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	-	-
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 8,313	\$ 14,942	\$ 20,202



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 represents funding for inflation cost of water treatment chemicals.**Outside Services:** increase represents funding for pump repairs.**Capital Expenditures:** represents funding for Freight Elevator Repairs, Carbon Feeder Replacement, TOC Online Analyzer, Filter PLC Upgrade, Centrifuge Control System Upgrade, Particle Counters, Single Point of Failure Static Mixer Pipe, Single Point of Failure Static Mix Pipe Filter Line.

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ 617,238	\$ 680,325	\$ 663,788
Overtime Pay	74,340	65,000	75,000
F.I.C.A.	51,972	52,045	50,779
Pension	106,689	117,356	142,714
Employee Benefits	112,829	112,943	151,497
Operating Expenditures:			
Operating Materials & Supplies	472,054	708,235	772,727
Vehicle Supplies	2,603	4,276	2,463
Administrative Supplies	10,728	11,500	9,000
Safety Supplies	4,951	5,000	5,000
Special Purchases	108	-	-
Utilities	620,678	693,964	782,983
Rentals	2,082	2,500	3,000
Maintenance and Repairs	46,366	56,000	49,000
Outside Services	160,395	275,700	326,900
Interest		-	-
Retiree Health Benefits		-	-
General Expenses	37,528	53,173	66,432
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	106,587	245,000	1,440,000
Capital Projects:			
Transfers to R&E	250,000	-	-
Total Appropriations	\$ 2,677,147	\$ 3,083,017	\$ 4,541,283



BUSINESS UNIT 325: WELL PROGRAM

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

Utilization of underground sources of raw water.

Significant Expenditure and Staffing Changes:

No significant changes from the previous fiscal year.

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
Operating Expenditures:			
Operating Materials & Supplies	581	1,900	1,400
Vehicle Supplies	-	-	-
Administrative Supplies	-	-	-
Safety Supplies	-	150	150
Special Purchases	-	-	-
Utilities	4,146	3,224	4,643
Rentals	-	-	-
Maintenance and Repairs	5,605	1,000	1,000
Outside Services	3,836	2,600	2,600
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	470	511	781
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	20,000	-
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 14,638	\$ 29,385	\$ 10,574



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 SW Geometric Compliance going through an additional order of Idexx bottles/media.

Outside Services: increase represents funding for State of Georgia contract renewal for laboratory services and Drinking Water Program.

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ 313,253	\$ 365,436	\$ 388,804
Overtime Pay	4,397	10,000	5,000
F.I.C.A.	22,817	27,841	29,744
Pension	51,657	62,779	83,592
Employee Benefits	38,349	46,365	55,248
Operating Expenditures:			
Operating Materials & Supplies	82,317	124,075	135,000
Vehicle Supplies	2,803	5,065	7,000
Administrative Supplies	2,612	2,500	4,700
Safety Supplies	556	1,000	1,000
Special Purchases	-	-	-
Utilities	3,301	4,202	5,000
Rentals	8,606	8,000	8,500
Maintenance and Repairs	2,214	2,000	4,100
Outside Services	145,253	244,600	319,100
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	20,956	43,770	33,858
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	196,627	-
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 699,091	\$ 1,144,260	\$ 1,080,646



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 Chief Executive Officer and the Chief Administrative Officer over support services. The Program Management and Engineering Director is responsible for the day-to-day operations of the department.

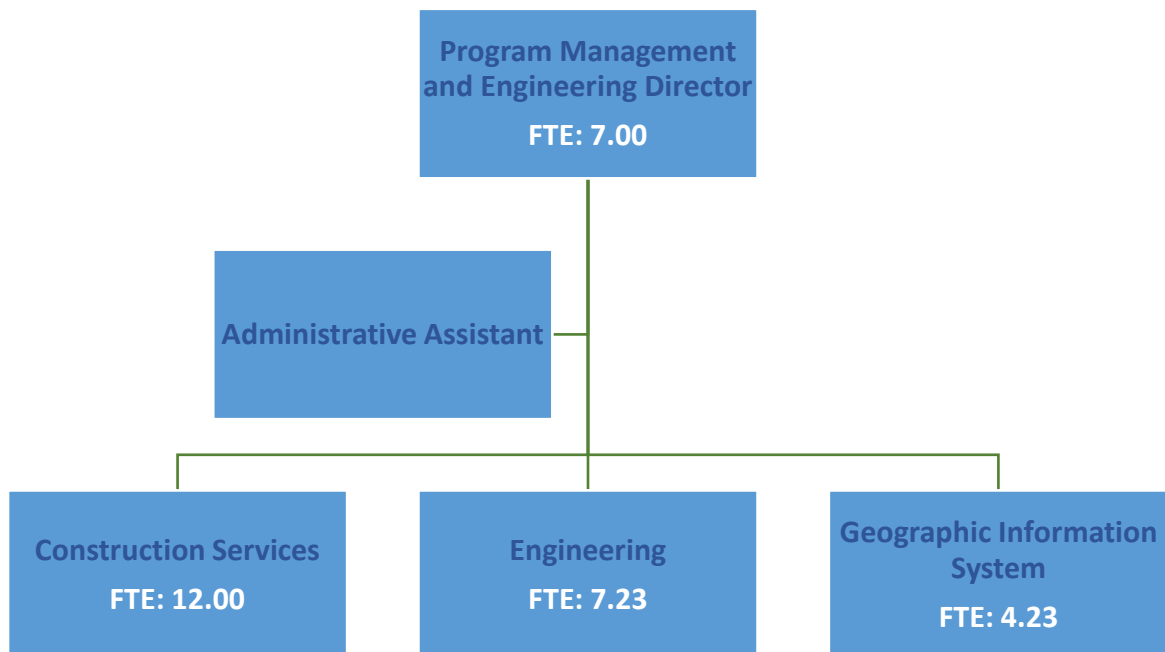
To better manage operating expenses, the division is broken down into specific programs, project funding sources or functional areas of responsibility. The budget units that have been identified for this area are listed in a tabular format below.

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 Budgeted	FY 2024-2025 Budgeted
Program Management and Engineering					
501 - Program and Engineering Director	5.00	5.00	7.00	7.00	7.00
507 - Construction Services	12.00	12.00	12.00	12.00	12.00
530 - Engineering	4.23	4.23	4.23	4.40	7.23
535 - Geographic Information System	6.23	7.23	7.23	7.40	4.23
Total Full-Time Employees (FTEs)	27.46	28.46	30.46	30.79	30.46

Program Management and Engineering Division – Major Initiatives for FY 2024 - 2025

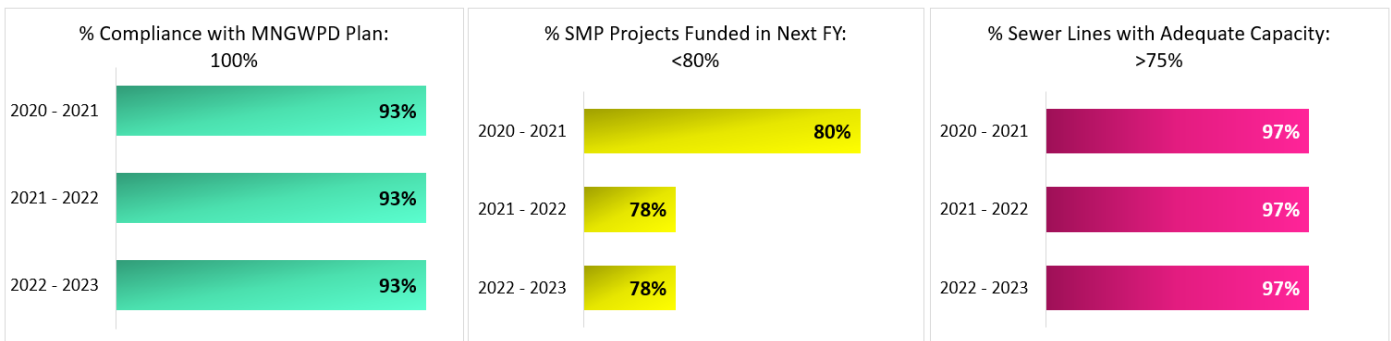
Business Unit	Budget Funding	Account Number	Account Name	Amount Budgeted	Initiative
Program Management and Engineering Department Manager					
501	Operating	56110	Consulting Fees	\$ 1,450,000	Consulting Assistance
				300,000	On Call Engineering Services
				200,000	Collection System Improvements
				200,000	On Call Maintenance Engineering
				250,000	Digital Resource Center
				250,000	[SMP 20-103] Facility Asset Data Improvement Strategy
				100,000	[SMP 20-140] Power BI Implementation
				150,000	Digital Water AMP's
	Capital	59303	Capital Project Transfer	400,000	Strategic Master Plan
Total				\$ 1,850,000	
Construction Services					
507	Capital	59303	Capital Project Transfer	\$ 1,200,000	[SMP 20-607] Basin Level Sewer Rehabilitation/Small Diameter Sewer R/R
				6,700,000	[SMP 20-607] Jesters Creek Outfall Phase 5 Nottingham Dr. to I75
				2,500,000	[SMP 20-608] Panther Creek Outfall Replacement SR 42 to NE WRF
				2,750,000	[SMP 20-608] Rockcut Road Outfall Ph 2, Conley Dr to GA Hwy 42
Total				\$ 13,150,000	
Engineering					
530	Operating	56124	M&R-Collection System/Outfall	\$ 2,000,000	[SMP 20-606] Sewer Condition Assessment Program (SSES)
	Capital	59902	Cap Equip-Easements	100	Miscellaneous Recording of Easements
		59946	Cap Equip-Measuring/Drafting Equipment	25,475	Trimble GPS
		59953	Cap Equip-Automobile/Pickup Trucks	59,437	F-150 Supercab 4x4 (New Unit)
				3,132	Bed Cover/Top/Strobe Light/ Rack
Total				\$ 2,088,144	
Geographic Information Systems					
535	Capital	59983	Cap Equip-Computing Devices	\$ 10,500	30 Additional Freeance Mobile Licenses
		59995	Cap Equip-Décor/Aerial Photos	199,598	NearMap 2-Year Annual Aerial Subscriptions (Qty 4)
Total				\$ 210,098	



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	2022 - 2023	2021 - 2022	2020 - 2021
SUPERIOR PRODUCT QUALITY						
1 Meet all applicable regulatory requirements	% Compliance with MNGWPD Plan: 100%	PME	100%	93%	93%	93%
ENSURE FINANCIAL VIABILITY						
17 Develop a Sustainable Annual Budget	% SMP Projects Funded in Next FY: < 80%	PME	< 80%	78%	78%	80%
INFRASTRUCTURE SUSTAINABILITY						
22 Provide adequate treatment capacity	% Sewer Lines with Adequate Capacity: >75%	PME	> 75%	97%	97%	97%





Program Management and Engineering Division Staffing – Position Detail

Authorized Personnel	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted	FY 2023-2024 Budgeted	FY 2024-2025 Budgeted
Program Management and Engineering Manager					
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Asset Manager	0.00	0.00	1.00	1.00	1.00
Engineering Director	0.00	0.00	1.00	1.00	1.00
Program Management and Engineering Director	1.00	1.00	0.00	0.00	0.00
Program Management Engineer/Sr. Engineering Project Manager*	1.00	1.00	1.00	1.00	1.00
Engineering Project Manager	1.00	1.00	2.00	2.00	2.00
Program Manager/Sr. Mgr Strategic Plan & Proj Mgt*	1.00	1.00	1.00	1.00	1.00
Total Number of Personnel (FTEs)	5.00	5.00	7.00	7.00	7.00
Construction Services					
Construction Coordinator	2.00	5.00	5.00	8.00	8.00
Construction Inspector	7.00	4.00	4.00	1.00	1.00
Cons. Svcs. & Eng. Sr. Manager	1.00	1.00	1.00	1.00	1.00
Construction Supervisor	2.00	2.00	2.00	2.00	2.00
Total Number of Personnel (FTEs)	12.00	12.00	12.00	12.00	12.00
Engineering					
Engineering Supervisor/Engineering Manager*	1.00	1.00	1.00	1.00	1.00
Shadow - Engineering Supv	0.00	0.00	0.00	0.17	0.00
Intern - College	0.23	0.23	0.23	0.23	0.23
Plan Review Coordinator	1.00	1.00	1.00	1.00	1.00
Senior Engineering Technician	2.00	2.00	2.00	2.00	2.00
Surveyor Supervisor	0.00	0.00	0.00	0.00	1.00
Surveyor II	0.00	0.00	0.00	0.00	2.00
Total Number of Personnel (FTEs)	4.23	4.23	4.23	4.40	7.23
Geographic Information System					
GSI Technician III	2.00	0.00	0.00	0.00	0.00
Intern - College	0.23	0.23	0.23	0.23	0.23
Spatial Asset Manager	1.00	1.00	1.00	1.00	1.00
Spatial Asset Analyst I	0.00	1.00	1.00	1.00	0.00
Spatial Asset Analyst II	0.00	0.00	0.00	0.00	1.00
Spatial Asset Analyst III	0.00	2.00	2.00	2.00	2.00
Spatial Field Coordinator	1.00	1.00	1.00	1.00	0.00
Shadow - Spatial Field Coordinator	0.00	0.00	0.00	0.17	0.00
Spatial Field Technician I	2.00	1.00	1.00	1.00	0.00
Spatial Field Technician II	0.00	1.00	1.00	1.00	0.00
Total Number of Personnel (FTEs)	6.23	7.23	7.23	7.40	4.23



Program Management and Engineering Division – Consolidated Operating Budget

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

Overview of Department Responsibilities

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

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ 2,122,201	\$ 2,916,800	\$ 2,971,413
Overtime Pay	462	1,000	2,000
F.I.C.A.	153,098	223,137	222,977
Pension	360,285	503,151	637,191
Employee Benefits	380,349	595,620	619,306
Operating Expenditures:			
Operating Materials & Supplies	9,123	17,625	23,730
Vehicle Supplies	14,093	20,474	22,632
Administrative Supplies	3,553	8,347	9,640
Safety Supplies	371	1,320	3,827
Special Purchases	-	600	600
Utilities	30,074	29,959	41,901
Rentals	-	-	-
Maintenance and Repairs	2,442	6,000	5,234
Outside Services	1,439,259	3,973,065	3,605,694
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	373,597	446,835	499,283
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	40,569	53,100	120,512
Capital Projects:			
Transfers to R&E	2,400,000	8,750,000	13,550,000
Total Appropriations	\$ 7,329,476	\$ 17,547,033	\$ 22,335,940



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: decrease in funding due to [WP 2022-10] Lead and Copper Rule Revisions, Staff Augmentation, Linear Asset Data Improvement Strategy, WIFIA Financing Application.

Transfers to R&E: represents funds being transferred to the Renewal and Extension Fund for Strategic Master Plan.

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ 581,156	\$ 856,239	\$ 920,139
Overtime Pay	-	-	-
F.I.C.A.	41,058	65,502	66,645
Pension	100,264	147,701	197,831
Employee Benefits	74,416	149,370	147,500
Operating Expenditures:			
Operating Materials & Supplies	163	650	4,570
Vehicle Supplies	366	800	800
Administrative Supplies	1,567	1,185	1,785
Safety Supplies	75	120	120
Special Purchases	-	600	600
Utilities	6,287	6,272	8,497
Rentals	-	-	-
Maintenance and Repairs	405	1,000	1,000
Outside Services	409,429	2,503,675	1,453,384
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	103,536	156,615	165,887
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	-	-
Capital Projects:			
Transfers to R&E	400,000	-	400,000
Total Appropriations	\$ 1,718,722	\$ 3,889,729	\$ 3,368,758



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:

General Expenses: increase represents funding for local area conferences and training.

Transfers to R&E: represents funds being transferred to the Renewal and Extension Fund for SMP #20-601 Galvanized Water Main Replacements, SMP #20-607 Small Diameter Sewer R/R Program, Jesters Creek Outfall Phase 5 Nottingham Dr. to I75, SMP #20-608 Panther Creek Outfall Replacement SR 42 to NE WRF, SMP #20-608 Rockcut Road Outfall Ph 2, Conley Dr to GA Hwy 42.

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ 705,449	\$ 1,037,141	\$ 1,064,979
Overtime Pay	462	1,000	1,000
F.I.C.A.	51,603	79,342	81,473
Pension	118,989	178,907	228,971
Employee Benefits	137,031	240,891	251,716
Operating Expenditures:			
Operating Materials & Supplies	5,674	8,830	10,500
Vehicle Supplies	9,633	14,630	12,844
Administrative Supplies	1,205	3,850	4,050
Safety Supplies	294	800	3,264
Special Purchases	-	-	-
Utilities	14,970	14,806	16,568
Rentals	-	-	-
Maintenance and Repairs	1,897	4,500	3,000
Outside Services	4,031	7,800	7,800
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	25,176	38,589	58,333
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	40,492	-	-
Capital Projects:			
Transfers to R&E	2,000,000	8,750,000	13,150,000
Total Appropriations	\$ 3,116,905	\$ 10,381,086	\$ 14,894,498



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:

Operating Materials & Supplies: increase represents funding for historical needs and the movement of staff.

Vehicle Supplies: increase represents funding for historical needs and the movement of staff.

Outside Services: increase represents funding for Force Main Assessment.

General Expenses: increase represents funding for surveying software.

Capital Expenditures: represents funding for Easements, Trimble GPS, F-150 Subercab 4x4 W/Bed Cover.

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ 285,570	\$ 387,744	\$ 547,742
Overtime Pay	-	-	1,000
F.I.C.A.	21,043	29,663	41,901
Pension	48,047	66,887	117,765
Employee Benefits	46,772	63,137	132,712
Operating Expenditures:			
Operating Materials & Supplies	442	760	8,660
Vehicle Supplies	-	-	8,988
Administrative Supplies	117	2,216	3,130
Safety Supplies	-	100	300
Special Purchases	-	-	-
Utilities	2,944	3,048	9,936
Rentals	-	-	-
Maintenance and Repairs	-	-	1,234
Outside Services	980,480	1,404,575	2,018,440
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	12,487	24,824	43,824
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	77	100	85,012
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 1,397,978	\$ 1,983,054	\$ 3,020,644



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:

Operating Materials & Supplies: decrease in funding due to the movement of staff.

Vehicle Supplies: decrease in funding due to the movement of staff.

Outside Services: increase in funding represents consulting assistance with with GIS Geometric Network Upgrading.

Capital Expenditures: represents funding for Additional Freeance Mobile Licenses (Qty 30), NearMap 2-Year Annual Aerial Subscriptions (Qty 4).

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ 550,026	\$ 635,676	\$ 438,553
Overtime Pay	-	-	-
F.I.C.A.	39,395	48,630	32,958
Pension	92,984	109,656	92,624
Employee Benefits	122,129	142,222	87,378
Operating Expenditures:			
Operating Materials & Supplies	2,843	7,385	-
Vehicle Supplies	4,095	5,044	-
Administrative Supplies	664	1,096	675
Safety Supplies	2	300	143
Special Purchases	-	-	-
Utilities	5,874	5,833	6,900
Rentals	-	-	-
Maintenance and Repairs	141	500	-
Outside Services	45,320	57,015	126,070
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	232,398	226,807	231,239
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	53,000	35,500
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 1,095,871	\$ 1,293,164	\$ 1,052,040



Distribution and Conveyance Division – Business Unit Group 600





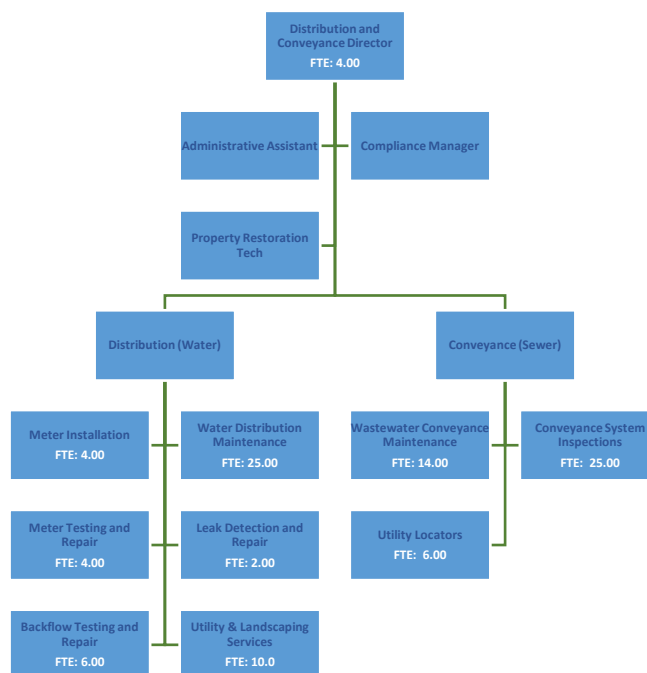
DISTRIBUTION AND CONVEYANCE DIVISION BUDGET UNIT 600

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 responsibility 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 Chief Executive Officer and the Chief Operations Officer. The Distribution and Conveyance Director 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

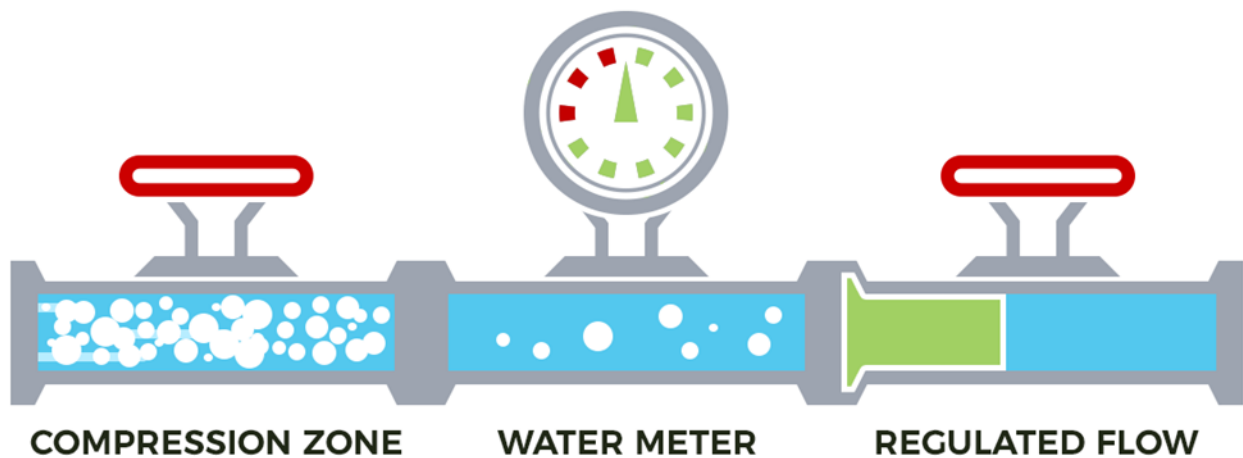




Distribution and Conveyance Division – Staffing Summary

Authorized Personnel	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted	FY 2023-2024 Budgeted	FY 2024-2025 Budgeted
Distribution and Conveyance Division					
601 - Distribution & Conveyance Director	4.00	4.00	4.00	4.00	4.00
610 - Meter Installation	4.00	4.00	4.00	4.00	4.00
612 - Water Distribution Maintenance	25.00	25.00	25.00	25.00	25.00
616 - Meter Testing and Repair	5.00	5.00	5.00	4.00	4.00
617 - Leak Detection and Repair	2.00	2.00	2.00	2.00	2.00
618 - Backflow Testing and Repair	5.00	5.00	6.00	6.00	6.00
619 - Utility & Landscaping Services	7.00	7.00	9.00	9.00	10.00
621 - Wastewater Conveyance Maintenance	17.00	17.00	15.00	15.00	14.00
627 - Conveyance System Inspections	22.00	22.00	24.00	24.00	25.00
630 - Utility Locators	6.00	6.00	6.00	6.00	6.00
Total Full-Time Employees (FTEs)	97.00	97.00	100.00	99.00	100.00

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





Distribution and Conveyance Division – Major Initiatives for FY 2024 – 2025

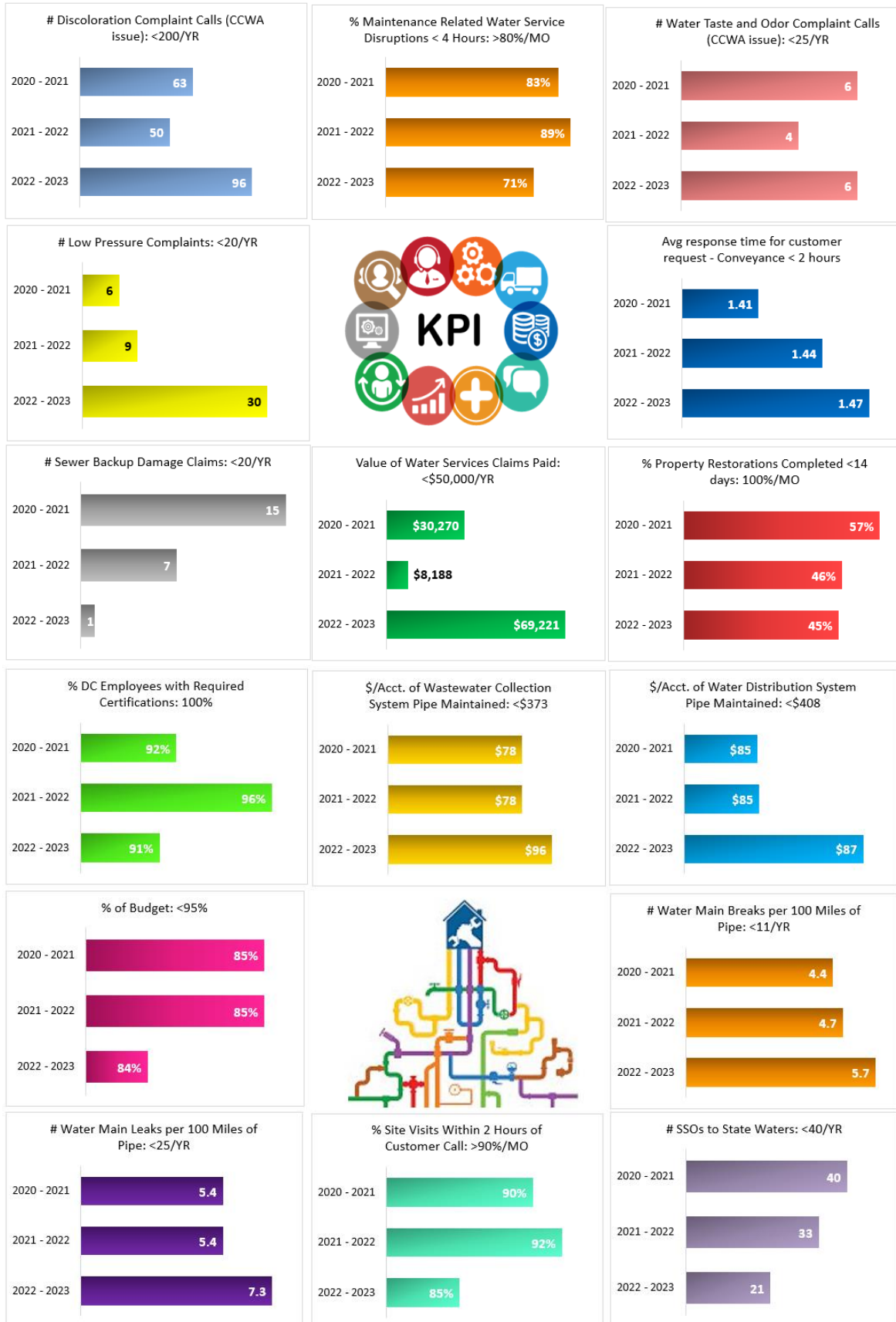
Business Unit	Budget Funding	Account Number	Account Name	Amount Budgeted	Initiative
Distribution & Conveyance Department Manager					
601	Capital	59303	Capital Project Transfer	\$ 500,000	[SMP 20-602] Addition to Large Meter Replacements
				<u>\$ 500,000</u>	
Meter Installation					
610				\$ -	
Total				<u>\$ -</u>	
Water Distribution Maintenance					
612	Capital	59303	Capital Project Transfer	\$ 300,000	[SMP 20-617] DOT - Hwy 42
				300,000	[SMP 20-617] DOT - Hwy 85
				200,000	[SMP 20-617] DOT - Battle Creek Rd
	Capital	59941	Cap Equip-Pumping Equipment	165,000	Mini-Excavator (Unit #6512)
		59953	Cap Equip-Construction Equipment	61,906	F-250 Pickup Truck W/ Utility Bed (Unit #2615)
				61,906	F-250 Pickup Truck W/ Utility Bed (Unit #2718)
Total				<u>\$ 1,088,812</u>	
Meter Testing and Repair					
616				\$ -	
Total				<u>\$ -</u>	
Leak Detection and Repair					
617	Capital	59946	Cap Equip-Measuring/Drafting Equipment	\$ 25,000	Leak Loggers (36 Units)
				100,000	ORBIS Leak Detection
		59953	Cap Equip-Automobile/Pickup Trucks	55,553	F-250 Crew Cab 4x4 Pickup Truck W/ 6.5 Foot Bed (Unit #1751)
Total				<u>\$ 180,553</u>	
Backflow Testing and Repair					
618				\$ -	
Total				<u>\$ -</u>	
Utility & Landscaping Services					
619				\$ -	
Total				<u>\$ -</u>	
Conveyance Wastewater Maintenance					
621	Capital	59951	Cap Equip-Trucks	\$ 150,317	Single Axle Dump Truck W/ 4 Doors (Unit #9021)
				93,922	F-550 Crew Cab 4x4 W/Custom Bed (Unit #1882)
Total				<u>\$ 244,239</u>	
Conveyance System Inspections					
627	Capital	59951	Cap Equip-Trucks	\$ 225,784	Combo Jet Truck (Unit #9951)
		59952	Cap Equip-Trailers (Non-Forestry)	22,000	Trailers (Qty 2)
		59988	Cap Equip-Audio/Visual Equipment	165,000	Portable Cameras (Qty 2)
Total				<u>\$ 412,784</u>	
Utility Locators					
630				\$ -	
Total				<u>\$ -</u>	



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	2022 - 2023	2021 - 2022	2020 - 2021
SUPERIOR PRODUCT QUALITY						
2 Potable water quality that meets customer expectations	# Discoloration Complaint Calls (CCWA issue): < 200/YR (reduce 10%/YR)	DC	< 200/Yr. - Reduce 10%/Yr.	96	50	63
	# Water Taste and Odor Complaint Calls (CCWA issue): < 25/YR (reduce 10%/YR)	DC	< 25/Yr. - Reduce 10%/Yr.	6	4	6
EXCEED CUSTOMER EXPECTATIONS						
4 Improve customer experience	% site visits within 2 hours of customer call - Distribution > 90%/mo	DC	> 90% / Month	85%	92%	90%
	Avg response time for customer request - Conveyance < 2 hours	DC	< 2 / Hours	1.47	1.44	1.41
5 Minimize potable water service disruptions	# Low Pressure Complaints: < 20/YR	DC	< 20 / Year	30	9	6
	% Maintenance Related Water Service Disruptions < 4 Hours: > 80%/MO	DC	> 80% / Month	71%	89%	83%
6 Minimize customer sewer backups	# Sewer Backup Damage Claims: < 20/YR	DC	< 20 / Year	1	7	15
7 Complete all property restorations in 14 days	% Property Restorations Completed < 14 days: 100%/MO	DC	100% / Month	45%	46%	57%
PROVIDE EMPLOYEE DEVELOPMENT						
8 Provide effective employee training and development	% DC Employees with Required Certifications: 100%	DC	100% / Year	91%	96%	92%
OPTIMIZE OPERATIONS						
13 Reasonable Cost of Service	\$/Acct. of Wastewater Collection System Pipe Maintained: < \$373	DC	< \$373	\$96	\$78	\$78
	\$/Acct. of Water Distribution System Pipe Maintained: < \$408	DC	< \$408	\$87	\$85	\$85
	% of Budget: < 95%	DC	< 95%	84%	85%	85%
INFRASTRUCTURE SUSTAINABILITY						
21 Provide a sustainable water supply	# Water Main Breaks per 100 Miles of Pipe: < 11/YR	DC	< 11 / Year	5.7	4.7	4.4
	# Water Main Leaks per 100 Miles of Pipe: < 25/YR	DC	< 25 / Year	7.3	5.4	5.4
	Value of Water Services Claims Paid: < \$50,000/YR	DC	< \$50,000 / Year	\$69,221	\$8,188	\$30,270
STAKEHOLDER SUPPORT						
23 Environmental Stewardship and Sustainability	# SSOs to State Waters: < 40/YR	DC	< 40 / Year	21	33	40





Distribution and Conveyance Division Staffing – Position Detail

Authorized Personnel	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted	FY 2023-2024 Budgeted	FY 2024-2025 Budgeted
<i>Distribution and Conveyance Dept. Manager</i>					
Compliance Manager	1.00	1.00	1.00	1.00	1.00
Distribution & Conveyance Director	1.00	1.00	1.00	1.00	1.00
Property Restoration Tech	1.00	1.00	1.00	1.00	0.00
Planner/Scheduler	0.00	0.00	0.00	0.00	1.00
Sr. Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Total Number of Personnel (FTEs)	4.00	4.00	4.00	4.00	4.00
<i>Meter Installation</i>					
Equipment Operator II	1.00	1.00	1.00	1.00	1.00
Utility Service Mechanic I	1.00	1.00	1.00	1.00	2.00
Utility Service Mechanic II	1.00	1.00	1.00	1.00	0.00
Utility Service Mechanic Crew Leader	1.00	1.00	1.00	1.00	1.00
Total Number of Personnel (FTEs)	4.00	4.00	4.00	4.00	4.00
<i>Water Distribution Maintenance</i>					
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Distribution Maintenance Manager	1.00	1.00	0.00	0.00	0.00
Distribution Manager	0.00	0.00	1.00	1.00	1.00
Equipment Operator	4.00	4.00	4.00	4.00	0.00
Equipment Operator I	0.00	0.00	0.00	0.00	1.00
Equipment Operator II	0.00	0.00	0.00	0.00	3.00
Heavy Equipment Operator	0.00	0.00	0.00	0.00	3.00
Installation/Repair Supervisor	2.00	2.00	2.00	2.00	2.00
Sr. Crew Leader	2.00	2.00	2.00	2.00	2.00
Sr. Equipment Operator	3.00	3.00	3.00	3.00	0.00
Trouble Shooter	3.00	3.00	3.00	3.00	3.00
Utility Service Mechanic I	4.00	4.00	5.00	5.00	6.00
Utility Service Mechanic II	2.00	2.00	1.00	1.00	0.00
Utility Service Mechanic Crew Leader	3.00	3.00	3.00	3.00	3.00
Total Number of Personnel (FTEs)	25.00	25.00	25.00	25.00	25.00
<i>Meter Testing and Repair</i>					
Equipment Operator	1.00	1.00	1.00	1.00	0.00
Equipment Operator II	1.00	1.00	1.00	1.00	1.00
Meter/Backflow Testing and Repair Supervisor	2.00	2.00	2.00	1.00	1.00
Meter Repair Technician	1.00	1.00	1.00	1.00	1.00
Meter Repair Crew Leader	0.00	0.00	0.00	0.00	1.00
Total Number of Personnel (FTEs)	5.00	5.00	5.00	4.00	4.00
<i>Leak Detection and Repair</i>					
Leak Detection Crew Leader	1.00	1.00	1.00	1.00	1.00
Leak Detection Technician	1.00	1.00	1.00	1.00	1.00
Total Number of Personnel (FTEs)	2.00	2.00	2.00	2.00	2.00
<i>Backflow Testing and Repair</i>					
Backflow Prevention Crew Leader	1.00	1.00	1.00	1.00	1.00
Backflow Technician Trainees	0.00	0.00	0.00	2.00	2.00
Backflow Technician	4.00	4.00	5.00	3.00	3.00
Total Number of Personnel (FTEs)	5.00	5.00	6.00	6.00	6.00



Authorized Personnel	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted	FY 2023-2024 Budgeted	FY 2024-2025 Budgeted
<i>Utility & Landscaping Services</i>					
Equipment Operator	1.00	1.00	2.00	2.00	0.00
Equipment Operator I	0.00	0.00	0.00	0.00	1.00
Equipment Operator II	0.00	0.00	0.00	0.00	1.00
Utility Service Mechanic I	3.00	3.00	4.00	4.00	3.00
Utility Service Mechanic II	0.00	0.00	0.00	0.00	1.00
Utility Service Mechanic Crew Leader	1.00	1.00	1.00	1.00	1.00
Utility Services Supervisor	1.00	1.00	1.00	1.00	1.00
Property Restoration Tech	0.00	0.00	0.00	0.00	1.00
Valve Maintenance Crew Leader	1.00	1.00	1.00	1.00	1.00
Total Number of Personnel (FTEs)	7.00	7.00	9.00	9.00	10.00
<i>Wastewater Conveyance Maintenance</i>					
Conveyance Manager	1.00	1.00	1.00	1.00	1.00
Conveyance Repair Supervisor	1.00	1.00	1.00	1.00	1.00
Equipment Operator	4.00	4.00	3.00	3.00	0.00
Equipment Operator II	0.00	0.00	0.00	0.00	3.00
Planner/Scheduler	1.00	1.00	1.00	1.00	0.00
Troubleshooter - Conveyance	1.00	1.00	0.00	0.00	0.00
Utility Service Mechanic I	4.00	4.00	5.00	6.00	6.00
Utility Service Mechanic II	2.00	2.00	1.00	0.00	0.00
Utility Service Mechanic Crew Leader	3.00	3.00	3.00	3.00	3.00
Total Number of Personnel (FTEs)	17.00	17.00	15.00	15.00	14.00
<i>Conveyance System Inspections</i>					
CCTV Crew Leader	2.00	2.00	2.00	2.00	2.00
CCTV Technician	2.00	2.00	2.00	2.00	2.00
Conveyance Cleaning Supervisor	1.00	1.00	1.00	1.00	1.00
Conveyance Maint. Supervisor	1.00	1.00	1.00	1.00	1.00
Equipment Operator	5.00	5.00	5.00	5.00	0.00
Equipment Operator II	0.00	0.00	0.00	0.00	6.00
Troubleshooter - Conveyance	0.00	0.00	2.00	2.00	2.00
USM Crew Leader	0.00	0.00	1.00	1.00	0.00
Utility Service Technician	3.00	3.00	3.00	3.00	3.00
Utility Service Mechanic I	3.00	3.00	3.00	3.00	2.00
Utility Service Mechanic II	0.00	0.00	0.00	0.00	1.00
Utility Services Mechanic Crew Leader	5.00	5.00	4.00	4.00	5.00
Total Number of Personnel (FTEs)	22.00	22.00	24.00	24.00	25.00
<i>Utility Locators</i>					
Utility Locator	5.00	5.00	5.00	5.00	5.00
Utility Service Mechanic Crew Leader	1.00	1.00	1.00	1.00	1.00
Total Number of Personnel (FTEs)	6.00	6.00	6.00	6.00	6.00



Distribution and Conveyance Division – Consolidated Operating Budget

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

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

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ 4,780,372	5,745,490	\$ 6,102,290
Overtime Pay	579,561	473,000	690,700
F.I.C.A.	396,743	439,530	466,832
Pension	821,730	991,097	1,311,993
Employee Benefits	1,103,173	1,494,186	1,749,877
Operating Expenditures:			
Operating Materials & Supplies	1,631,761	1,791,805	1,844,945
Vehicle Supplies	316,242	390,786	353,221
Administrative Supplies	31,031	25,035	29,325
Safety Supplies	48,953	48,200	77,500
Special Purchases	277	2,760	2,800
Utilities	97,120	89,004	104,460
Rentals	9,115	11,300	8,650
Maintenance and Repairs	194,637	351,699	152,199
Outside Services	1,713,655	2,576,527	2,939,109
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	269,891	411,862	436,419
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	1,143,107	1,661,849	1,126,388
Capital Projects:			
Transfers to R&E	500,000	-	1,300,000
Total Appropriations	\$ 13,637,367	\$ 16,504,130	\$ 18,696,708



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:**Operating Materials & Supplies:** decrease in funding due to movement of staff (Restoration Tech).**Safety Supplies:** increase represents funding for respiratory protection system.**Outside Services:** increase represents funding for office remodelings (Qty 2).**General Expenses:** increase represents funding for property insurance.**Transfers to R&E:** represents funds being transferred to the Renewal and Extension Fund for SMP #20-602 Addition to Large Meter Replacements.

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ 294,869	\$ 368,622	\$ 375,207
Overtime Pay	105	1,000	5,000
F.I.C.A.	22,290	28,200	28,705
Pension	51,935	63,587	80,670
Employee Benefits	59,148	83,594	96,773
Operating Expenditures:			
Operating Materials & Supplies	8,070	24,495	10,155
Vehicle Supplies	4,238	6,108	4,565
Administrative Supplies	6,691	7,300	5,300
Safety Supplies	1,487	1,600	21,600
Special Purchases	277	1,960	2,000
Utilities	20,305	20,113	25,206
Rentals	-	500	500
Maintenance and Repairs	18,920	21,000	18,000
Outside Services	38,748	42,750	54,677
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	115,676	143,595	160,994
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	59,528	62,562	-
Capital Projects:			
Transfers to R&E	500,000	-	500,000
Total Appropriations	\$ 1,202,287	\$ 876,986	\$ 1,389,352



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.**Outside Services:** increase represents funding for large meter change out/repairs.

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ 116,089	\$ 183,722	\$ 190,714
Overtime Pay	9,071	25,000	30,000
F.I.C.A.	9,745	14,055	14,589
Pension	21,353	31,692	41,003
Employee Benefits	36,097	81,512	80,340
Operating Expenditures:			
Operating Materials & Supplies	486,802	567,310	580,670
Vehicle Supplies	5,388	9,527	11,255
Administrative Supplies	100	260	200
Safety Supplies	1,689	2,500	5,800
Special Purchases	-	-	-
Utilities	586	452	600
Rentals	765	800	900
Maintenance and Repairs	3,316	4,700	5,500
Outside Services	255,998	433,125	455,605
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	6,408	11,465	10,962
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	52,802	-	-
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 1,006,210	\$ 1,366,120	\$ 1,428,138



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:**Maintenance and Repairs:** decrease in funding due to transition of all private property damage to HR (BU 102).**Outside Services:** increase represents funding for water main/valve repairs.**Capital Expenditures:** represents funding for Mini Excavator, F-250 Pickup W/Utility Bed (Qty 2).**Transfers to R&E:** represents funds being transferred to the Renewal and Extension Fund for SMP #20-617 DOT - Hwy 42, SMP #20-617 DOT - Hwy 85, SMP #20-617 DOT - Battle Creek Rd.

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ 1,215,877	\$ 1,485,298	\$ 1,523,887
Overtime Pay	258,951	250,000	250,000
F.I.C.A.	109,151	113,625	116,577
Pension	207,481	256,214	327,636
Employee Benefits	262,415	342,655	380,927
Operating Expenditures:			
Operating Materials & Supplies	573,323	568,710	566,900
Vehicle Supplies	96,439	123,819	101,653
Administrative Supplies	4,202	4,250	4,450
Safety Supplies	13,655	17,000	17,000
Special Purchases	-	-	-
Utilities	19,756	19,594	22,933
Rentals	1,463	2,500	1,250
Maintenance and Repairs	39,059	47,000	39,500
Outside Services	554,015	677,125	822,525
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	40,883	66,389	68,126
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	127,390	247,149	288,812
Capital Projects:			
Transfers to R&E	-	-	800,000
Total Appropriations	\$ 3,524,059	\$ 4,221,328	\$ 5,332,176



BUSINESS UNIT 616: METER TESTING AND REPAIR

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

Test, install and repair meters & backflows.

Significant Expenditure and Staffing Changes:**Operating Material & Supplies:** increase represents funding for additional supplies needed for Standby personnel.

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ 229,074	\$ 256,036	\$ 268,592
Overtime Pay	19,347	13,000	18,000
F.I.C.A.	18,264	19,587	20,548
Pension	39,249	44,166	57,748
Employee Benefits	52,665	59,451	64,028
Operating Expenditures:			
Operating Materials & Supplies	41,451	57,575	70,540
Vehicle Supplies	8,665	11,661	9,000
Administrative Supplies	765	850	400
Safety Supplies	2,131	2,000	2,000
Special Purchases	-	-	-
Utilities	4,337	4,323	4,508
Rentals	1,670	1,500	2,000
Maintenance and Repairs	2,451	2,614	3,314
Outside Services	62,570	78,078	78,493
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	5,681	9,163	7,911
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	-	-
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 488,320	\$ 560,004	\$ 607,082



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:** decrease in funding is due to a locator replacement.**Capital Expenditures:** represents funding for Leak Loggers (Qty 36), ORBIS Leak Detection, F-250 Crew Cab 4x4 W/6 ft Bed.

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ 86,996	\$ 114,571	\$ 122,106
Overtime Pay	1,747	2,000	3,200
F.I.C.A.	6,643	8,764	9,342
Pension	15,273	19,764	26,253
Employee Benefits	25,547	33,679	36,225
Operating Expenditures:			
Operating Materials & Supplies	8,802	11,030	8,820
Vehicle Supplies	3,378	3,161	5,871
Administrative Supplies	66	225	125
Safety Supplies	408	500	500
Special Purchases	-	-	-
Utilities	2,911	2,423	3,735
Rentals	-	-	-
Maintenance and Repairs	856	1,135	1,135
Outside Services	4,317	5,777	5,777
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	2,127	5,364	4,861
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	5,000	35,000	180,553
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 164,069	\$ 243,393	\$ 408,503



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:** decrease represents funding for employee bonding/liability insurance, conference registrations and professional certification.

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ 258,661	\$ 326,198	\$ 342,639
Overtime Pay	8,745	7,000	9,500
F.I.C.A.	19,874	24,954	26,212
Pension	44,605	56,269	73,666
Employee Benefits	63,544	92,362	106,855
Operating Expenditures:			
Operating Materials & Supplies	46,382	49,575	50,070
Vehicle Supplies	15,195	22,791	16,730
Administrative Supplies	1,179	1,500	750
Safety Supplies	2,290	3,000	7,500
Special Purchases	-	-	-
Utilities	5,989	5,867	6,121
Rentals	-	-	-
Maintenance and Repairs	2,036	3,200	3,200
Outside Services	2,685	45,122	45,037
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	12,215	18,246	13,722
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	-	-
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 483,399	\$ 656,084	\$ 702,002



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:** decrease in funding due to less usage of diesel fuel.**Rentals:** decrease in funding due to a floor sander and tamp rental.

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ 279,833	\$ 450,398	\$ 568,216
Overtime Pay	41,267	25,000	75,000
F.I.C.A.	24,534	34,456	43,468
Pension	49,802	77,694	122,167
Employee Benefits	58,042	137,966	152,726
Operating Expenditures:			
Operating Materials & Supplies	44,416	51,435	51,350
Vehicle Supplies	18,929	32,926	23,359
Administrative Supplies	5,327	1,150	900
Safety Supplies	1,607	2,000	3,500
Special Purchases	-	-	-
Utilities	3,558	3,602	4,854
Rentals	2,710	3,000	-
Maintenance and Repairs	5,749	10,200	8,700
Outside Services	11,547	13,120	9,015
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	6,807	15,089	15,200
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	120,160	42,500	-
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 674,288	\$ 900,536	\$ 1,078,455



BUSINESS UNIT 621: WASTEWATER CONVEYANCE MAINTENANCE

Department : Distribution and Conveyance**Business Unit :** (621) Wastewater
Conveyance Maintenance**Major Business Unit Functions:**

Repair and maintenance of sewer lines.

Significant Expenditure and Staffing Changes:**Operating Materials & Supplies:** increase represents funding for inflation cost of treatment chemicals.**Maintenance and Repairs:** decrease in funding due to transition of all private property damage to HR (BU 102).**Outside Services:** decrease in funding due to Rover X camera.**Capital Expenditures:** represents funding for Single Axle 4 Door Dump Truck, F-550 Crew Cab 4x4 W/Custom Bed.

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ 710,683	\$ 840,859	\$ 838,487
Overtime Pay	113,831	65,000	115,000
F.I.C.A.	60,934	64,325	64,145
Pension	122,478	145,048	180,273
Employee Benefits	184,187	237,963	265,859
Operating Expenditures:			
Operating Materials & Supplies	202,861	276,225	285,000
Vehicle Supplies	66,896	73,997	70,868
Administrative Supplies	3,348	4,100	9,300
Safety Supplies	10,302	8,000	8,000
Special Purchases	-	300	300
Utilities	16,449	11,310	12,935
Rentals	1,739	2,000	2,000
Maintenance and Repairs	75,683	226,000	36,500
Outside Services	484,808	690,200	755,200
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	26,786	47,636	48,702
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	144,531	300,638	244,239
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 2,225,514	\$ 2,993,601	\$ 2,936,808



BUSINESS UNIT 627: CONVEYANCE SYSTEM INSPECTION

Department : Distribution and Conveyance**Business Unit :** (627) Conveyance System
Inspection**Major Business Unit Functions:**

Clean and inspect sewer lines to improve flow efficiencies, preventing sewer backups.

Significant Expenditure and Staffing Changes:**Personnel Services:** increase represents funding for Equipment Operator.**Operating Materials & Supplies:** increase represents funding for grease and root control chemicals.**General Expenses:** increase represents funding for maintenance/repairs for aging vehicles and equipment.**Capital Expenditures:** represents funding for Combo Jet Truck, Trailer (Qty 2), Portable Cameras (Qty 2).

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ 1,305,524	\$ 1,401,994	\$ 1,535,248
Overtime Pay	108,791	70,000	165,000
F.I.C.A.	102,982	107,253	117,449
Pension	221,217	241,844	330,080
Employee Benefits	304,918	346,482	454,555
Operating Expenditures:			
Operating Materials & Supplies	195,529	142,960	191,000
Vehicle Supplies	79,677	84,641	89,935
Administrative Supplies	4,119	3,500	6,000
Safety Supplies	14,718	11,000	11,000
Special Purchases	-	500	500
Utilities	16,823	15,641	17,670
Rentals	767	1,000	2,000
Maintenance and Repairs	43,679	30,000	33,000
Outside Services	234,555	509,850	629,400
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	46,347	80,482	94,361
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	633,696	974,000	412,784
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 3,313,341	\$ 4,021,147	\$ 4,089,982



BUSINESS UNIT 630: UTILITY LOCATORS

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

Locate water and sewer lines.

Significant Expenditure and Staffing Changes:

Operating Materials & Supplies: decrease in funding due to the purchase of multi frequency locators (Qty 4) in the previous year.

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ 282,766	\$ 317,792	\$ 337,194
Overtime Pay	17,706	15,000	20,000
F.I.C.A.	22,326	24,311	25,797
Pension	48,338	54,819	72,497
Employee Benefits	56,610	78,522	111,589
Operating Expenditures:			
Operating Materials & Supplies	24,125	42,490	30,440
Vehicle Supplies	17,437	22,155	19,985
Administrative Supplies	5,235	1,900	1,900
Safety Supplies	668	600	600
Special Purchases	-	-	-
Utilities	6,405	5,679	5,898
Rentals	-	-	-
Maintenance and Repairs	2,889	5,850	3,350
Outside Services	64,413	81,380	83,380
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	6,961	14,433	11,580
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	-	-
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 555,880	\$ 664,931	\$ 724,210



Water Reclamation Division – Business Unit Group 700





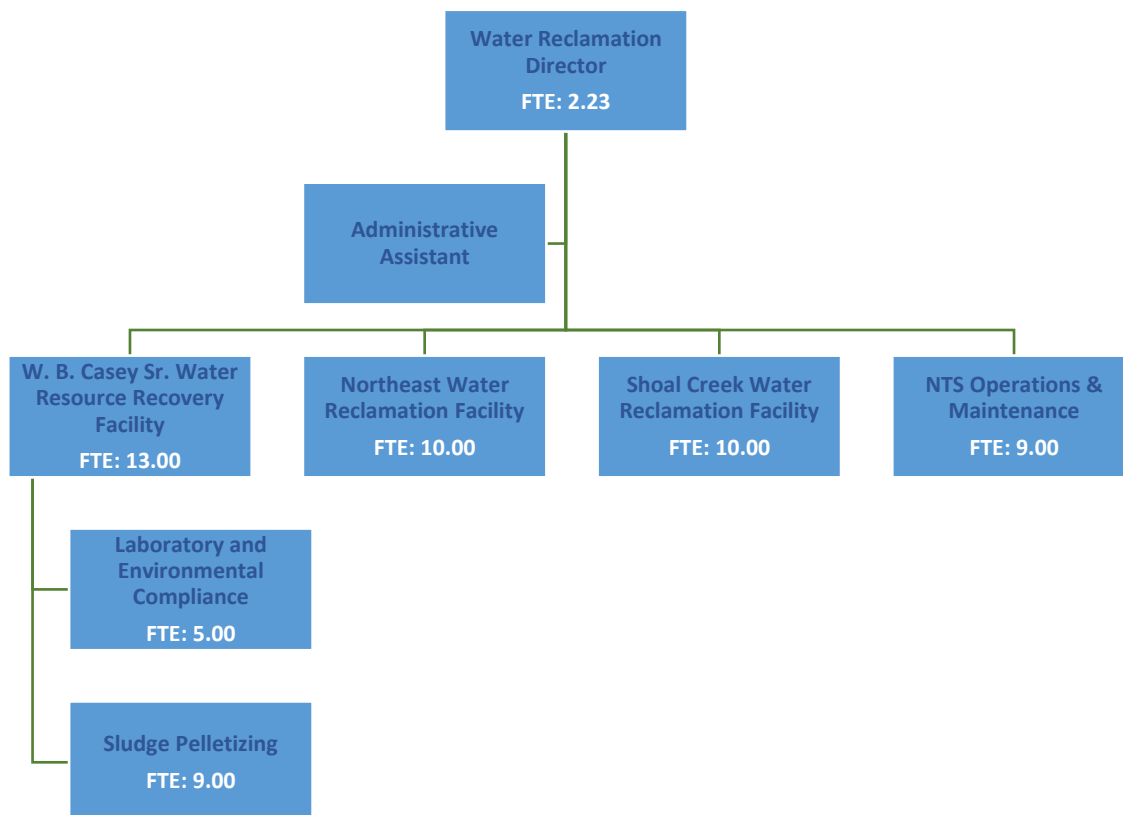
WATER RECLAMATION DIVISION BUDGET UNIT 700

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 Chief Executive Officer and the Chief Operations Officer. The Water Reclamation Director is responsible for the day-to-day operations of the department.

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

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





Water Reclamation Division – Staffing Summary

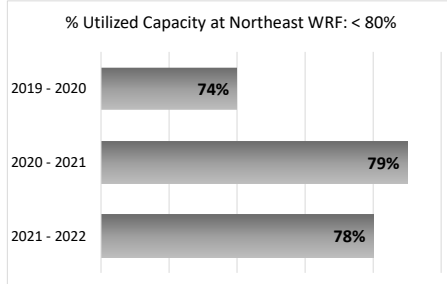
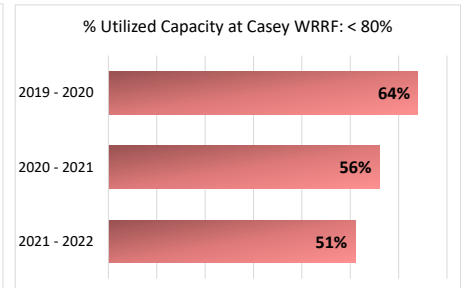
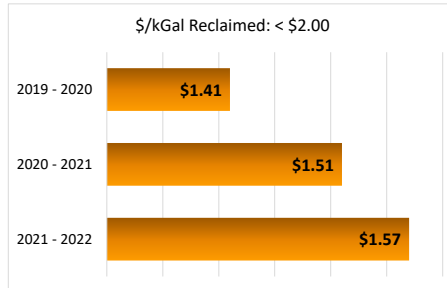
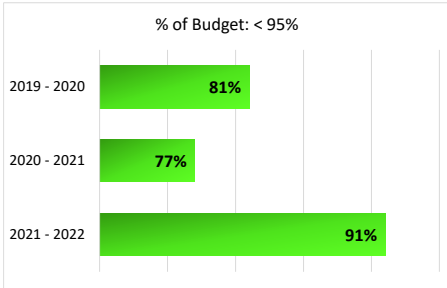
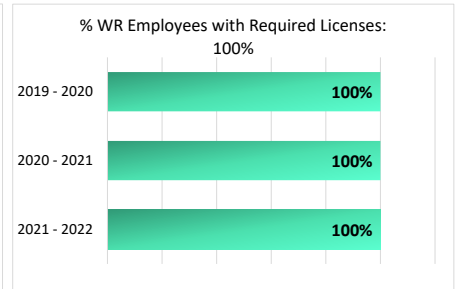
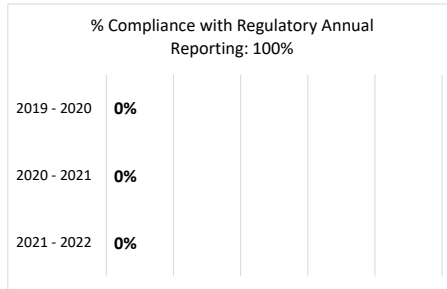
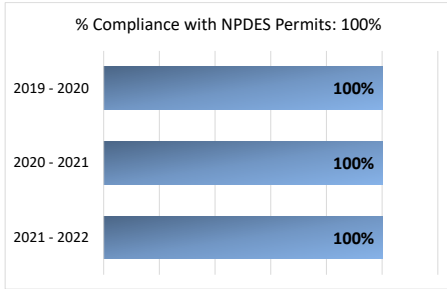
Authorized Personnel	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted	FY 2023-2024 Budgeted	FY 2024-2025 Budgeted
Water Reclamation Division					
701 - Water Reclamation Director	2.25	2.23	2.23	2.23	2.23
720 - W B Casey SR Water Resource Recovery Facility	12.00	12.00	12.00	12.17	13.00
721 - Northeast Water Reclamation Facility	8.00	8.00	9.00	9.00	10.00
722 - Northeast Solids Handling	1.00	1.00	0.00	0.00	0.00
724 - Shoal Creek Water Reclamation Facility	6.00	6.00	8.00	10.00	10.00
727 - Shoal Creek Solids Handling	1.00	1.00	0.00	0.00	0.00
730 - Laboratory and Environmental Compliance	5.00	5.00	5.00	5.00	5.00
731 - Sludge Pelletizing	8.00	8.00	8.00	9.00	9.00
740 - NTS Operations & Maintenance	10.00	9.00	9.00	9.00	9.00
Total Full-Time Employees (FTEs)	53.25	52.23	53.23	56.40	58.23

Water Reclamation Division – Levels of Service

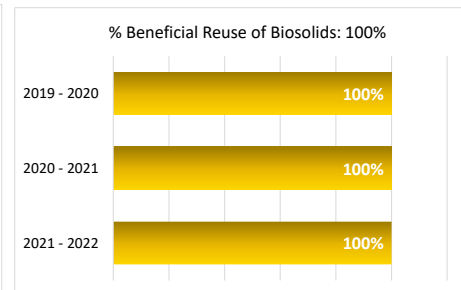
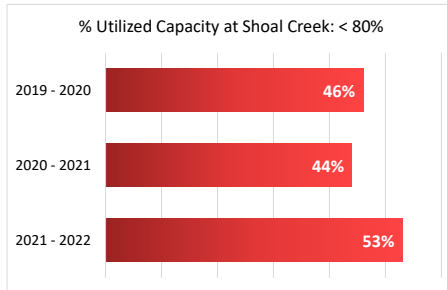
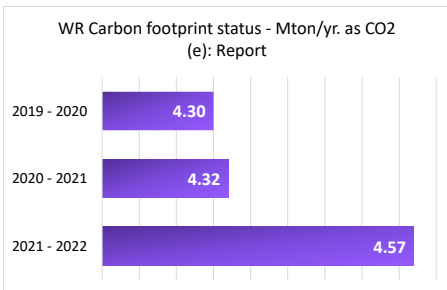
The Water Reclamation Division has 10 KPI metrics that are associated with five of the seven goals of the Authority which include “**Superior Product Quality**,” “**Provide Employee Development**,” “**Optimize Operations**,” “**Infrastructure Sustainability**” and “**Stakeholder Support**” goals and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

Service Level Goal	Key Performance Indicator (KPI)	Division	Target	2021 - 2022	2020 - 2021	2019 - 2020	2018 - 2019
SUPERIOR PRODUCT QUALITY							
1 Meet all applicable regulatory requirements	% Compliance with NPDES Permits: 100%	WR	100%	100%	100%	100%	100%
PROVIDE EMPLOYEE DEVELOPMENT							
8 Provide effective employee training and development	% WR Employees with Required Licenses: 100%	WR	100%	100%	100%	100%	100%
OPTIMIZE OPERATIONS							
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
INFRASTRUCTURE SUSTAINABILITY							
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%
STAKEHOLDER SUPPORT							
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 2024 – 2025

Business Unit		Account Number		Amount Budgeted		Initiative
Unit	Budget Funding	Number	Account Name	Budgeted		
Water Reclamation Department Manager						
701				\$	-	
Total				\$	-	
W B Casey Sr Water Reclamation Plant						
720	Capital	59921	Cap Equip-Building & Structures	\$	20,000	Primary Cover Modifications
				\$	350,000	Laundry Covers for Secondary Clarifiers (Qty 3)
		59932	Cap Equip-Treatment Equipment		35,000	Hypchlorite Tank and Piping Installation
				20,000	UVT Meter Replacement Mounting Stand	
				72,000	UV Quart Sleeve Replacements (80 Units)	
			59933	Cap Equip-Monitoring/Controlling Equipment		36,500
		Total				\$
N E Clayton Water Reclamation Plant						
721	Capital	59931	Cap Equip-Pumping Equipment	\$	88,168	Raw Pump Replacement
		59932	Cap Equip-Treatment Equipment	\$	226,000	Aeration Basin Headers, Down Pipes and C Channels
				\$	11,000	Aeration Basin #2 Gearbox and Motor Replacement
		Total				\$
N E Solids Handling						
722	Capital	59933	Cap Equip-Monitoring/Controlling Equipment	\$	19,699	Polymer Panel PLC Upgrades
Total				\$	19,699	
Shoal Creek Water Reclamation Plant						
724	Capital	59932	Cap Equip-Treatment Equipment	\$	226,000	Laundry Covers for Both Clarifiers
		59933	Cap Equip-Monitoring/Controlling Equipment		11,500	Aeration Basin Controller, DO Probe, ORP Probe Addition and Related Hardware
Total				\$	237,500	
Shoal Creek Solids Handling						
727				\$	-	
Total				\$	-	
R L Jackson Transfer Pump Station						
729	Capital	59922	Cap Equip-Building Services	\$	54,914	HVAC Unit (Qty 2)
Total				\$	54,914	
Laboratory/Environmental Compliance						
730	Capital	59933	Cap Equip-Monitoring/Controlling Equipment	\$	50,000	Flow Meters (Qty 2)
		59953	Cap Equip-Automobile/Pickup Trucks		52,972	F-150 Supercab 4x4 Pickup Truck (Unit #1707)
		59962	Cap Equip-Laboratory Equipment		5,000	Dissolved Oxygen BOD Meter Replacement
				11,000	TSS Balance Replacement	
Total				\$	118,972	
Sludge Pelletizing						
731	Operating	56116	M&R-Plant Equipment	\$	222,330	Belt Press Sludge Roller
Total				\$	222,330	
Jackson Influent Pump Station						
732	Capital	59931	Cap Equip-Pumping Equipment	\$	145,000	#2 Jackson Raw Pump Replacement
Total				\$	145,000	
NTS Operations & Maintenance						
740				\$	-	
Total				\$	-	



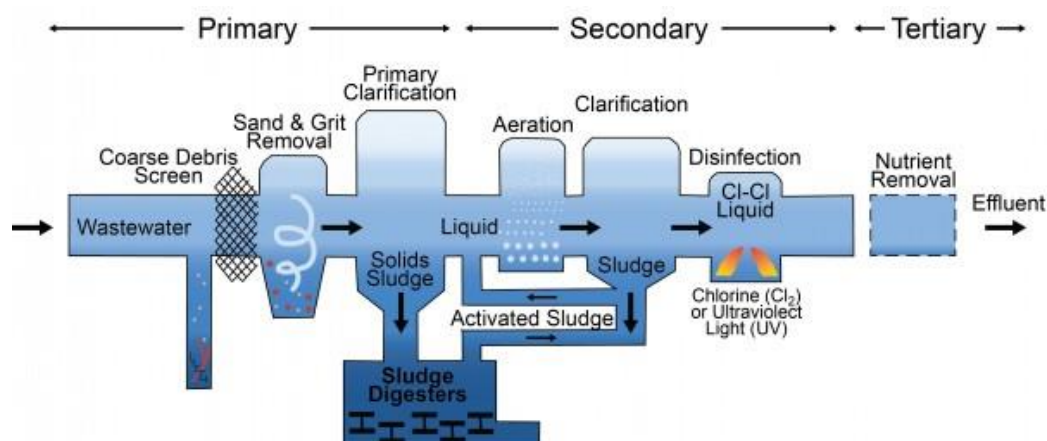


Water Reclamation Division Staffing – Position Detail

Authorized Personnel	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted	FY 2023-2024 Budgeted	FY 2024-2025 Budgeted
<i>W. B. Casey Sr. Water Resource Recovery Facility</i>					
Facility Worker	1.00	1.00	1.00	1.00	1.00
Chief Operator	1.00	1.00	1.00	1.00	1.00
Plant Manager	1.00	1.00	1.00	1.00	1.00
Shadow - Plant Manager	0.00	0.00	0.00	0.17	0.00
Plant Operator I	1.00	0.00	1.00	2.00	2.00
Plant Operator II	1.00	1.00	1.00	2.00	3.00
Plant Operator III	7.00	7.00	5.00	4.00	4.00
Plant Operator Trainee	0.00	1.00	2.00	1.00	1.00
Total Number of Personnel (FTEs)	12.00	12.00	12.00	12.17	13.00
<i>Northeast Water Reclamation Facility</i>					
Chief Operator	1.00	1.00	1.00	1.00	1.00
Plant Manager	1.00	1.00	1.00	1.00	1.00
Plant Operator I	4.00	5.00	5.00	4.00	4.00
Plant Operator II	0.00	0.00	0.00	0.00	1.00
Plant Operator III	1.00	0.00	0.00	2.00	2.00
Plant Operator Trainee	0.00	0.00	1.00	0.00	0.00
Facility Worker	1.00	1.00	1.00	1.00	1.00
Total Number of Personnel (FTEs)	8.00	8.00	9.00	9.00	10.00
<i>Northeast Solids Handling</i>					
Plant Operator III	1.00	1.00	0.00	0.00	0.00
Total Number of Personnel (FTEs)	1.00	1.00	0.00	0.00	0.00
<i>Shoal Creek Water Reclamation Facility</i>					
Chief Operator	0.00	0.00	1.00	0.00	0.00
Plant Manager	1.00	1.00	1.00	1.00	1.00
Plant Operator I	4.00	3.00	5.00	7.00	7.00
Plant Operator Trainee	0.00	0.00	1.00	1.00	0.00
WR Preventative Maint Tech	0.00	0.00	0.00	0.00	1.00
Plant Operator III	1.00	2.00	0.00	1.00	1.00
Total Number of Personnel (FTEs)	6.00	6.00	8.00	10.00	10.00
<i>Shoal Creek Solids Handling</i>					
Plant Operator I	1.00	1.00	0.00	0.00	0.00
Total Number of Personnel (FTEs)	1.00	1.00	0.00	0.00	0.00
<i>Laboratory and Environmental Compliance</i>					
Environmental Compliance & Lab Manager	1.00	1.00	1.00	1.00	1.00
Environmental Compliance Inspector	1.00	1.00	1.00	1.00	1.00
Industrial Compliance Specialist	1.00	1.00	1.00	1.00	1.00
Lab Analyst	1.00	1.00	1.00	1.00	1.00
Sr. Lab Analyst	1.00	1.00	1.00	1.00	1.00
Total Number of Personnel (FTEs)	5.00	5.00	5.00	5.00	5.00



Authorized Personnel	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted	FY 2023-2024 Budgeted	FY 2024-2025 Budgeted
Laboratory and Environmental Compliance					
Environmental Compliance & Lab Manager	1.00	1.00	1.00	1.00	1.00
Environmental Compliance Inspector	1.00	1.00	1.00	1.00	1.00
Industrial Compliance Specialist	1.00	1.00	1.00	1.00	1.00
Lab Analyst	1.00	1.00	1.00	1.00	1.00
Sr. Lab Analyst	1.00	1.00	1.00	1.00	1.00
Total Number of Personnel (FTEs)	5.00	5.00	5.00	5.00	5.00
Sludge Pelletizing					
Chief Operator	1.00	1.00	1.00	1.00	1.00
Plant Manager	1.00	1.00	1.00	1.00	1.00
Plant Operator I	2.00	2.00	2.00	3.00	3.00
Plant Operator II	1.00	1.00	1.00	1.00	2.00
Plant Operator III	2.00	2.00	2.00	2.00	1.00
Facility Worker	1.00	1.00	1.00	1.00	1.00
Total Number of Personnel (FTEs)	8.00	8.00	8.00	9.00	9.00
Natural Treatment Operations & Maintenance					
NTS Chief Operator	1.00	1.00	0.00	0.00	0.00
Operations/Maint Coordinator	0.00	0.00	1.00	1.00	1.00
NTS Maintenance Operator	5.00	4.00	4.00	4.00	0.00
Equipment Operator II	0.00	0.00	0.00	0.00	4.00
NTS Manager	1.00	1.00	1.00	1.00	1.00
NTS Operator I	2.00	2.00	2.00	2.00	3.00
NTS Operator II	1.00	1.00	1.00	1.00	0.00
Total Number of Personnel (FTEs)	10.00	9.00	9.00	9.00	9.00





Water Reclamation Division – Consolidated Operating Budget

Department : Water Reclamation

Business Unit : Department 700 - Consolidated

Overview of Department Responsibilities

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

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ 3,294,142	\$ 4,202,813	\$ 4,524,169
Overtime Pay	307,880	272,884	333,058
F.I.C.A.	265,566	321,519	346,036
Pension	560,222	725,011	972,694
Employee Benefits	669,124	973,002	1,158,586
Operating Expenditures:			
Operating Materials & Supplies	1,629,603	2,039,156	2,090,779
Vehicle Supplies	53,111	81,956	77,438
Administrative Supplies	13,169	15,922	16,413
Safety Supplies	10,550	11,278	12,272
Special Purchases	207	1,040	1,146
Utilities	3,850,724	4,049,705	4,249,526
Rentals	2,980	9,668	11,820
Maintenance and Repairs	696,989	827,644	815,150
Outside Services	3,072,378	3,954,719	4,285,816
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	360,070	481,550	575,101
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	596,033	815,112	1,434,753
Capital Projects:			
Transfers to R&E	651,107	8,400,000	-
Total Appropriations	\$ 16,033,856	\$ 27,182,979	\$ 20,904,757



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 Dekalb County Sewer System.**General Expenses:** decrease in funding due to property insurance.

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ 201,959	\$ 220,249	\$ 235,217
Overtime Pay	-	-	-
F.I.C.A.	14,995	16,849	17,938
Pension	33,772	37,993	50,571
Employee Benefits	18,583	19,493	21,408
Operating Expenditures:			
Operating Materials & Supplies	1,216	580	200
Vehicle Supplies	1,171	840	750
Administrative Supplies	146	500	100
Safety Supplies	-	100	100
Special Purchases	71	1,040	1,040
Utilities	1,176	5,880	1,200
Rentals	-	-	-
Maintenance and Repairs	30	-	170
Outside Services	894,759	841,577	901,500
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	101,817	128,888	141,163
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	-	-
Capital Projects:			
Transfers to R&E	130,000	-	-
Total Appropriations	\$ 1,399,694	\$ 1,273,989	\$ 1,371,357



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: increase represents funding for Plant Operator II.

Operating Materials & Supplies: increase represents funding for inflation cost of treatment chemicals.

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

Outside Services: increase represents funding for pump rebuilds, W3 pump rebuilds, drum screen maintenance.

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

Capital Expenditures: represent funding for Primary Cover Modifications, Launder Covers for Secondary Clarifiers (Qty 3), Hypochlorite Tank and Piping Installation, UVT meter Replacement Mounting Stand, UV Quart Sleeve Replacements (80 Units), Replacement/Spare Probes and Meters.

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ 676,240	\$ 835,460	\$ 914,645
Overtime Pay	64,626	70,000	100,131
F.I.C.A.	54,455	63,914	69,965
Pension	114,618	144,118	196,649
Employee Benefits	138,185	200,787	281,254
Operating Expenditures:			
Operating Materials & Supplies	482,907	466,722	545,603
Vehicle Supplies	10,030	14,367	19,771
Administrative Supplies	3,245	2,881	3,254
Safety Supplies	3,075	2,087	2,660
Special Purchases	-	-	-
Utilities	1,163,873	1,175,072	1,440,543
Rentals	671	697	697
Maintenance and Repairs	87,606	77,562	88,948
Outside Services	431,990	578,529	628,227
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	75,293	99,993	141,204
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	30,087	91,422	533,500
Capital Projects:			
Transfers to R&E	25,100	-	-
Total Appropriations	\$ 3,361,999	\$ 3,823,611	\$ 4,967,051



BUSINESS UNIT 721: NORTHEAST WATER RECLAMATION FACILITY

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

Operates the Northeast Water Reclamation Facility.

Significant Expenditure and Staffing Changes:**Personnel Services:** increase represents funding for Plant Operator II.**General Expenses:** increase represents funding for property insurance, conference registrations and professional certification.**Capital Expenditures:** represents funding for Raw Pump Replacement, Aeration Basin Headers, Down Pipes and C Channels, Aeration Basin #2 Gearbox and Motor Replacement.

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ 576,084	\$ 639,981	\$ 734,335
Overtime Pay	81,016	80,000	70,000
F.I.C.A.	48,699	48,959	56,177
Pension	99,001	110,397	157,881
Employee Benefits	131,638	155,825	171,937
Operating Expenditures:			
Operating Materials & Supplies	338,460	393,606	386,867
Vehicle Supplies	1,613	7,283	5,090
Administrative Supplies	4,123	3,095	3,582
Safety Supplies	934	2,125	1,476
Special Purchases	90	-	106
Utilities	553,054	584,397	617,975
Rentals	544	1,000	-
Maintenance and Repairs	98,281	178,829	126,198
Outside Services	90,264	198,505	201,608
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	52,234	65,807	84,969
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	209,584	-	325,168
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 2,285,620	\$ 2,469,809	\$ 2,943,369



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 represents funding for inflation cost of treatment chemicals.**Capital Expenditures:** represents funding for Polymer Panel PLC Upgrades.

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
Operating Expenditures:			
Operating Materials & Supplies	94,040	101,373	122,386
Vehicle Supplies	-	-	-
Administrative Supplies	568	761	533
Safety Supplies	584	563	563
Special Purchases	-	-	-
Utilities	39,747	28,697	43,324
Rentals	-	-	-
Maintenance and Repairs	11,350	18,567	17,286
Outside Services	552,184	699,059	558,824
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	8,372	12,444	10,769
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	-	19,699
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 706,846	\$ 861,464	\$ 773,384



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:**Outside Services:** increase represents funding for pump rebuilds, generator maintenance and scum removal.**General Expenses:** increase represents funding for property insurance, conference registrations and professional certification.**Capital Expenditures:** represents funding for Launder Covers for Both Clarifiers, Aeration Basin Controller, DO Probe, ORP Probe Addition and Related Hardware.

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ 358,607	\$ 723,469	\$ 799,166
Overtime Pay	51,042	24,400	20,000
F.I.C.A.	30,443	55,346	61,136
Pension	60,774	124,814	171,820
Employee Benefits	71,688	204,597	227,774
Operating Expenditures:			
Operating Materials & Supplies	43,675	64,272	66,283
Vehicle Supplies	2,379	5,740	6,374
Administrative Supplies	1,235	2,114	2,312
Safety Supplies	2,307	1,150	2,000
Special Purchases	-	-	-
Utilities	225,833	199,425	230,547
Rentals	-	-	700
Maintenance and Repairs	117,552	139,932	155,121
Outside Services	108,695	195,669	233,769
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	35,349	41,463	59,805
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	251,649	295,000	237,500
Capital Projects:			
Transfers to R&E	-	2,400,000	-
Total Appropriations	\$ 1,361,229	\$ 4,477,391	\$ 2,274,307



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:** decrease in funding due to adjusting the budget to be more aligned with the actuals from previous years.**Outside Services:** decrease in funding due to adjusting the budget to be more aligned with the actuals from previous years.

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
Operating Expenditures:			
Operating Materials & Supplies	103,525	147,363	100,163
Vehicle Supplies	-	-	-
Administrative Supplies	-	-	-
Safety Supplies	-	-	-
Special Purchases	-	-	-
Utilities	139,404	133,306	151,951
Rentals	-	-	-
Maintenance and Repairs	11,970	16,503	18,456
Outside Services	405,275	565,070	468,182
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	7,388	11,848	10,731
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	210,000	-
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 667,562	\$ 1,084,090	\$ 749,483



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

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

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

Significant Expenditure and Staffing Changes:

Outside Services: increase represents funding for maintenance and repairs to generators.

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

Capital Expenditures: represents funding for HVAC Units (Qty 2).

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
Operating Expenditures:			
Operating Materials & Supplies	-	285	285
Vehicle Supplies	3,047	5,078	3,726
Administrative Supplies	-	-	-
Safety Supplies	-	-	-
Special Purchases	-	-	-
Utilities	409,771	405,313	478,694
Rentals	395	730	1,000
Maintenance and Repairs	2,678	7,548	7,620
Outside Services	77,884	174,369	236,483
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	7,210	8,460	13,521
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	-	54,914
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 500,986	\$ 601,783	\$ 796,243



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 represents funding for inflation cost of treatment chemicals.

Capital Expenditures: represents funding for Flow Meters (Qty 2), F-150 Supercab 4x4 Pickup Truck, Dissolved Oxygen BOD Meter Replacement, TSS Balance Replacement.

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ 385,330	\$ 420,885	\$ 442,818
Overtime Pay	5,727	10,000	10,000
F.I.C.A.	28,609	32,198	33,875
Pension	66,013	72,603	95,205
Employee Benefits	74,403	78,062	85,885
Operating Expenditures:			
Operating Materials & Supplies	47,082	46,025	56,439
Vehicle Supplies	6,269	7,425	6,649
Administrative Supplies	424	1,850	1,850
Safety Supplies	281	300	400
Special Purchases	45	-	-
Utilities	2,417	2,277	2,500
Rentals	1,370	3,000	3,423
Maintenance and Repairs	531	2,000	2,300
Outside Services	64,161	90,100	85,400
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	12,918	14,441	13,638
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	20,655	63,418	118,972
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 716,235	\$ 844,584	\$ 959,354



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:

Outside Services: increase in funding represents belt press sludge roller maintenance and replacements.

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ 453,107	\$ 638,308	\$ 661,386
Overtime Pay	96,659	79,484	123,927
F.I.C.A.	40,145	48,831	50,593
Pension	76,655	110,116	142,198
Employee Benefits	103,567	162,492	226,701
Operating Expenditures:			
Operating Materials & Supplies	498,556	737,789	732,152
Vehicle Supplies	3,086	4,578	4,388
Administrative Supplies	2,360	2,521	2,882
Safety Supplies	2,521	3,453	4,073
Special Purchases	-	-	-
Utilities	1,056,846	1,274,770	1,007,563
Rentals	-	3,241	6,000
Maintenance and Repairs	322,452	312,108	323,933
Outside Services	306,037	331,396	614,080
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	34,969	61,042	52,822
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	31,119	76,418	-
Capital Projects:			
Transfers to R&E	330,000	6,000,000	-
Total Appropriations	\$ 3,358,079	\$ 9,846,547	\$ 3,952,698



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 maintenance and repairs to generators.

Capital Expenditures: represents funding for #2 Jackson Raw Pump Replacement.

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
Operating Expenditures:			
Operating Materials & Supplies	-	706	436
Vehicle Supplies	538	379	1,857
Administrative Supplies	-	-	-
Safety Supplies	-	-	-
Special Purchases	-	-	-
Utilities	166,421	151,432	178,893
Rentals	-	-	-
Maintenance and Repairs	2,591	1,595	2,118
Outside Services	109,719	122,545	134,613
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	1,768	2,504	5,825
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	-	145,000
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 281,037	\$ 279,161	\$ 468,742



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.

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ 642,815	\$ 724,461	\$ 736,602
Overtime Pay	8,809	9,000	9,000
F.I.C.A.	48,221	55,422	56,352
Pension	109,389	124,970	158,370
Employee Benefits	131,062	151,746	143,627
Operating Expenditures:			
Operating Materials & Supplies	20,143	80,435	79,965
Vehicle Supplies	24,978	36,266	28,833
Administrative Supplies	1,068	2,200	1,900
Safety Supplies	847	1,500	1,000
Special Purchases	-	-	-
Utilities	92,182	89,136	96,336
Rentals	-	1,000	-
Maintenance and Repairs	41,948	73,000	73,000
Outside Services	31,410	157,900	223,130
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	22,752	34,660	40,654
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	52,940	78,854	-
Capital Projects:			
Transfers to R&E	166,007	-	-
Total Appropriations	\$ 1,394,570	\$ 1,620,550	\$ 1,648,769



General Services Division – Business Unit Group 900





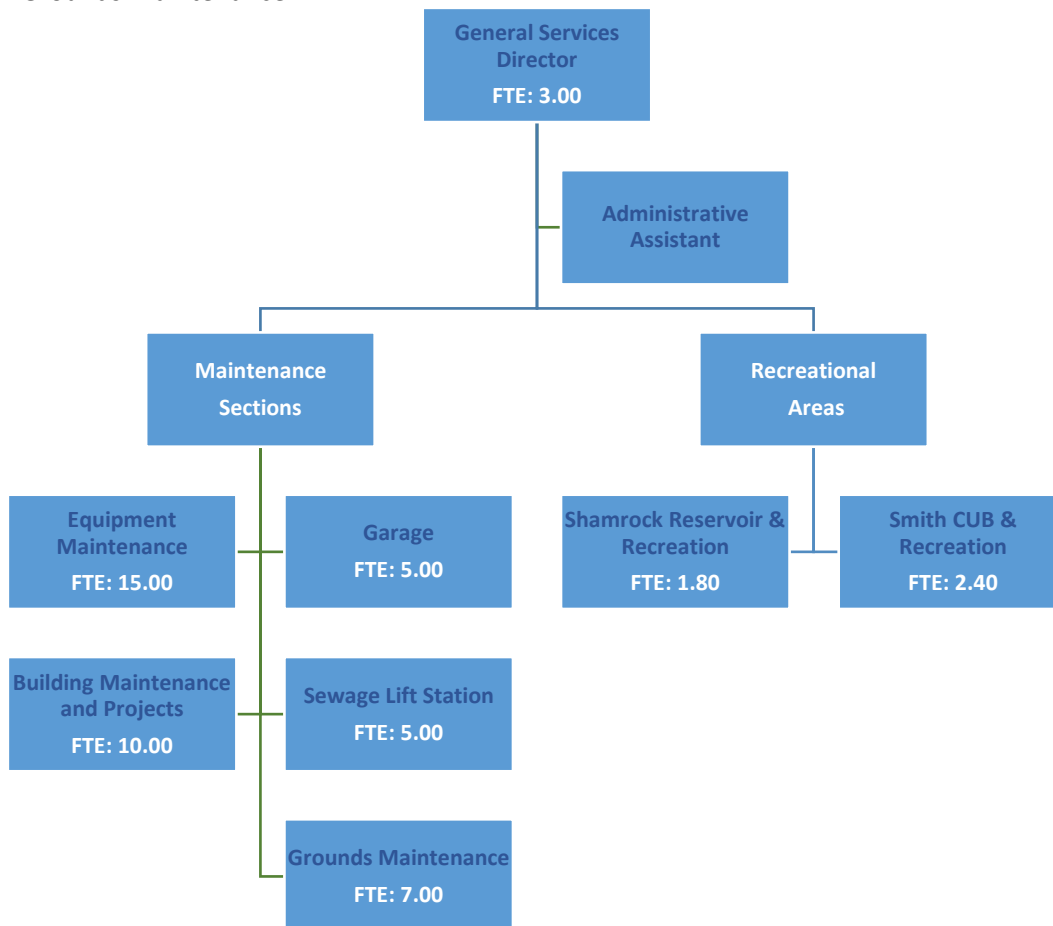
GENERAL SERVICES DIVISION BUDGET UNIT 900

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 Chief Executive Officer and the Chief Administrative Officer. The General Service Director 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 | 340 – Smith CUB & Recreation Park |
| 925 – Sewage Lift Stations | 350 – Shamrock Recreation |
| 930 – Garage | 351 – Shamrock Community Use Building |
| 950 – Equipment Maintenance | |
| 960 – Grounds Maintenance | |





General Services Division – Staffing Summary

Authorized Personnel	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted	FY 2023-2024 Budgeted	FY 2024-2025 Budgeted
General Services Division					
901 - General Services Director	2.00	2.00	2.00	2.00	3.00
925 - Sewage Lift Station	4.00	4.00	5.00	5.00	5.00
930 - Garage	5.00	5.00	5.00	6.00	5.00
950 - Equipment Maintenance	13.00	13.00	15.00	15.00	15.00
960 - Grounds Maintenance	7.00	7.00	7.00	7.00	7.00
970 - Building Maintenance and Projects	9.00	9.00	9.00	9.00	10.00
330 - Water Quality Laboratory	4.00	4.00	5.00	5.00	5.00
340 - Smith Community Use Building & Recreation Pa	1.25	1.16	1.40	2.40	2.40
350 - Shamrock Recreation	1.50	1.40	1.80	1.80	1.80
Total Full-Time Employees (FTEs)	46.75	46.56	51.20	53.20	54.20

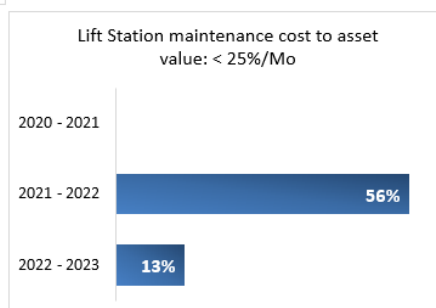
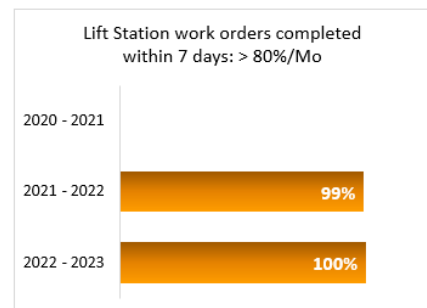
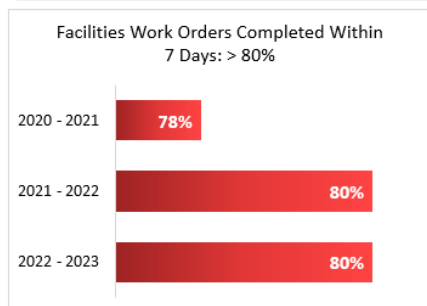
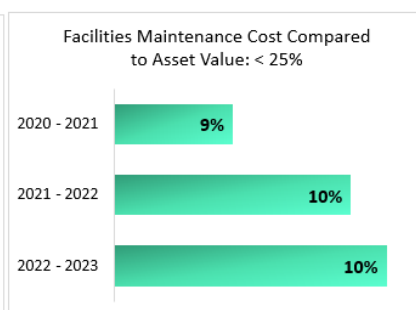
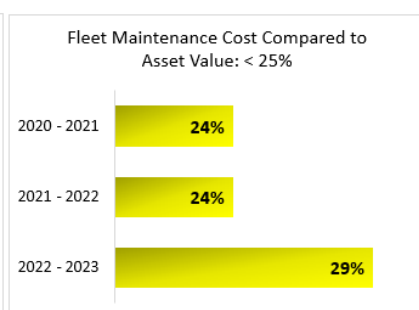
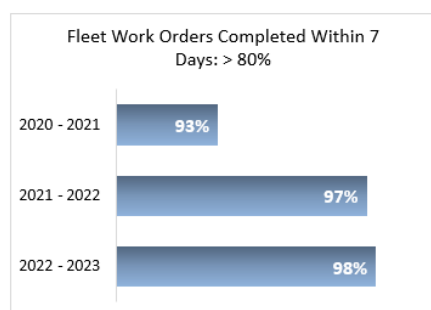




General Services Division – Levels of Service

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	2022 - 2023	2021 - 2022	2020 - 2021
OPTIMIZE OPERATIONS						
15 Provide Minimum Down Time for CCWA's Fleet	Fleet Work Orders Completed Within 7 Days: > 80%	GS	> 80%	98%	97%	93%
	Fleet Maintenance Cost Compared to Asset Value: < 25%	GS	< 25%	29%	24%	24%
INFRASTRUCTURE SUSTAINABILITY						
20 Implement asset management practices	Facilities Work Orders Completed Within 7 Days: > 80%	GS	> 80%	80%	80%	78%
	Facilities Maintenance Cost Compared to Asset Value: < 25%	GS	< 25%	10%	10%	9%
	Lift Station maintenance cost to asset value: < 25%/Mo	GS	< 25% / Month	13%	56%	N/A
	Lift Station work orders completed within 7 days: > 80%/Mo	GS	> 80% / Month	100%	99%	N/A





General Services Division – Major Initiatives for FY 2024 - 2025

Business Unit	Budget Funding	Account Number	Account Name	Amount Budgeted	Initiative
General Services Department Manager					
901	Capital	59991	Cap Equip-Desk/Tables/Racks	\$ 5,650	
Total				\$ 5,650	
Sewage Lift Station					
925	Capital	59303	Capital Project Transfer	\$ 428,264	[SMP 20-910] Lift Station Rehab Design
		59931	Cap Equip-Pumping Equipment	12,000	Super T3 Rotating Assembly W/ Housing
				9,000	Super T4 Rotating Assembly W/ Housing
				12,000	Super T6 Rotating Assembly W/ Housing
				17,000	Super T10 Rotating Assembly W/ Housing
				9,500	VS6A60B Rotating Assembly
				173,000	Replacement Flygt Pump for Rum Creek
		59953	Cap Equip-Automobile/Pickup Trucks	33,365	Ford Bronco Sport (New)
Total				\$ 694,129	
Garage					
930	Capital	59961	Cap Equip-Garage Equipment	\$ 32,000	Garage Lift Replacement
				5,000	Keytrack (175 Key Tags)
Total				\$ 37,000	
Equipment Maintenance					
950	Capital	59953	Cap Equip-Automobile/Pickup Trucks	\$ 47,372	F-150 Supercab Pickup Truck (New Unit)
				66,658	Transit Van with Shelving (Unit #1617)
Total				\$ 114,030	
Grounds/Right-of-Way Maintenance					
960	Capital	59952	Cap Equip-Trailers (Non-Forestry)	\$ 220,000	6' X 12' Enclosed Trailer
		59996	Cap Equip-Appliances	57,162	Commercial Ice Machine
Total				\$ 277,162	
Building Maintenance/Projects					
970				\$ -	
Total				\$ -	
Business Unit	Budget Funding	Account Number	Account Name	Amount Budgeted	Initiative
Smith CUB & Recreation Park					
340	Capital	59953	Cap Equip-Automobile/Pickup Trucks	\$ 52,972	F-150 Supercab 4x4 Pickup Truck (New Unit)
Total				\$ 52,972	
Shamrock Recreation					
350				\$ -	
Total				\$ -	
Shamrock Community Use Building					
351				\$ -	
Total				\$ -	





General Services Division Staffing – Position Detail

Authorized Personnel	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted	FY 2023-2024 Budgeted	FY 2024-2025 Budgeted
General Services Department Manager					
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
General Services Director	1.00	1.00	1.00	1.00	1.00
Maint/Procurement Specialist	0.00	0.00	0.00	0.00	1.00
Total Number of Personnel (FTEs)	2.00	2.00	2.00	2.00	3.00
Sewage Lift Stations					
Lift Station Supervisor*	1.00	1.00	1.00	1.00	1.00
Lift Station Technician	3.00	3.00	4.00	4.00	3.00
Sr Lift Station Technician	0.00	0.00	0.00	0.00	1.00
Total Number of Personnel (FTEs)	4.00	4.00	5.00	5.00	5.00
Garage					
Fleet Services Supervisor/Fleet Services Manager*	1.00	1.00	1.00	1.00	1.00
Fleet Technician	3.00	3.00	3.00	4.00	0.00
Fleet Technician II	0.00	0.00	0.00	0.00	2.00
Fleet Technician III	0.00	0.00	0.00	0.00	2.00
Garage Inv./Warehouse Technician	1.00	1.00	1.00	1.00	0.00
Total Number of Personnel (FTEs)	5.00	5.00	5.00	6.00	5.00
Equipment Maintenance					
Electrician Technician	1.00	1.00	1.00	1.00	1.00
Instrument/Controls Specialist	1.00	1.00	1.00	1.00	1.00
Master Electrician*	1.00	1.00	1.00	1.00	1.00
Plant Maintenance Chief Tech.	1.00	1.00	0.00	0.00	0.00
Plant Maintenance Supervisor	0.00	0.00	1.00	1.00	1.00
Plant Maintenance Technician I	3.00	3.00	3.00	3.00	3.00
Plant Maintenance Technician II	1.00	1.00	5.00	3.00	2.00
Plant Maintenance Technician III	2.00	2.00	0.00	2.00	2.00
Plant Services Manager	1.00	1.00	1.00	1.00	1.00
PLC and SCADA Specialist	1.00	1.00	1.00	1.00	1.00
Specialist Support Technician	1.00	1.00	1.00	1.00	1.00
Sr Plant Maintenance Technician	0.00	0.00	0.00	0.00	1.00
Total Number of Personnel (FTEs)	13.00	13.00	15.00	15.00	15.00
Grounds Maintenance					
Grounds Maintenance Technician I	3.00	3.00	3.00	0.00	0.00
Grounds Maintenance Technician II	3.00	3.00	3.00	0.00	0.00
Grounds Maintenance Technician	0.00	0.00	0.00	5.00	5.00
Grounds Maintenance Supervisor	0.00	0.00	0.00	1.00	1.00
Grounds Maintenance Crew Leader	1.00	1.00	1.00	1.00	1.00
Total Number of Personnel (FTEs)	7.00	7.00	7.00	7.00	7.00
Building Maintenance					
Facilities Maint Technician I	4.00	4.00	4.00	3.00	3.00
Facilities Maint Technician II	3.00	3.00	3.00	3.00	3.00
Facilities and Grounds Manager	1.00	1.00	1.00	1.00	1.00
Facilities Maintenance Supervisor	0.00	0.00	0.00	1.00	1.00
Facilities Maintenance Crew Leader	1.00	1.00	1.00	1.00	1.00
Facility Worker	0.00	0.00	0.00	0.00	1.00
Total Number of Personnel (FTEs)	9.00	9.00	9.00	9.00	10.00



Authorized Personnel	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted	FY 2023-2024 Budgeted	FY 2024-2025 Budgeted
Smith Community Use Building & Recreation Park					
Recreation Area Assistant	0.25	0.16	0.40	0.40	0.40
Recreation Area Specialist	1.00	1.00	1.00	2.00	2.00
Total Number of Personnel (FTEs)	1.25	1.16	1.40	2.40	2.40
Shamrock Recreation					
Recreation Area Assistant	0.50	0.40	0.80	0.80	0.80
Recreation Area Supervisor	1.00	1.00	1.00	1.00	1.00
Total Number of Personnel (FTEs)	1.50	1.40	1.80	1.80	1.80





General Services Division – Consolidated Operating Budget

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

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

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ 2,355,448	\$ 2,804,123	\$ 3,019,277
Overtime Pay	100,344	163,500	144,000
F.I.C.A.	181,604	214,516	230,903
Pension	403,292	483,718	648,940
Employee Benefits	501,380	709,025	769,626
Operating Expenditures:			
Operating Materials & Supplies	283,897	527,525	425,245
Vehicle Supplies	102,715	139,932	126,522
Administrative Supplies	10,411	15,180	20,280
Safety Supplies	6,195	18,150	19,100
Special Purchases	1,944	3,540	4,080
Utilities	357,032	395,448	419,274
Rentals	6,021	4,300	6,650
Maintenance and Repairs	91,175	177,940	164,540
Outside Services	318,136	670,730	822,603
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	232,166	411,498	384,426
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	114,098	687,067	487,462
Capital Projects:			
Transfers to R&E	500,000	1,700,000	428,264
Total Appropriations	<u>\$ 5,565,857</u>	<u>\$ 9,126,192</u>	<u>\$ 8,121,192</u>



BUSINESS UNIT 901: GENERAL SERVICES DIRECTOR

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

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

Significant Expenditure and Staffing Changes:**Personnel Services:** increase represents funding for Maintenance and Procurement Specialist.**Other Materials & Supplies:** increase represents funding for technology equipment for new hire.**General Expenses:** increase represents funding for property insurance, conference registrations and professional certification.

Capital Expenditures: represents funding for New Hire and Conference Room Furniture.

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ 136,143	\$ 173,609	\$ 267,759
Overtime Pay	-	500	500
F.I.C.A.	10,820	13,281	20,411
Pension	25,090	29,948	57,365
Employee Benefits	24,541	25,334	78,837
Operating Expenditures:			
Operating Materials & Supplies	179	4,665	11,015
Vehicle Supplies	153	1,255	500
Administrative Supplies	495	2,480	2,130
Safety Supplies	-	400	400
Special Purchases	1,703	3,000	3,800
Utilities	17,403	18,326	20,267
Rentals	-	-	-
Maintenance and Repairs	57	1,700	8,700
Outside Services	44,047	178,600	177,312
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	101,735	135,525	155,867
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	-	5,650
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 362,367	\$ 588,623	\$ 810,513



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: decrease in funding due to less treatment chemicals needed than previous year.

General Expenses: decrease in funding due to conference registrations and professional certification.

Capital Expenditures: represents funding for Super T3 Rotating Assembly, Super T3 Pump Housing, Super T4 Rotating Assembly, Super T4 Pump Housing, Super T6 Rotating Assembly, Super T6 Pump Housing, Super T10 Rotating Assembly, Super T10 Pump Housing, VS6A60B Rotating Assembly, Replacement Flygt Pump for Rum Creek .

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

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ 278,078	\$ 273,686	\$ 296,530
Overtime Pay	23,851	38,000	35,000
F.I.C.A.	22,318	20,937	22,685
Pension	47,055	47,211	63,755
Employee Benefits	56,079	59,887	65,878
Operating Expenditures:			
Operating Materials & Supplies	176,388	344,075	292,500
Vehicle Supplies	21,475	30,054	34,503
Administrative Supplies	972	1,000	1,750
Safety Supplies	1,053	1,000	2,700
Special Purchases	-	-	-
Utilities	257,473	287,902	304,192
Rentals	-	-	-
Maintenance and Repairs	71,844	134,290	124,290
Outside Services	185,969	265,630	291,586
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	56,382	115,792	94,833
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	40,480	248,538	265,865
Capital Projects:			
Transfers to R&E	500,000	1,700,000	428,264
Total Appropriations	\$ 1,739,418	\$ 3,568,002	\$ 2,324,331



BUSINESS UNIT 930: GARAGE

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

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

Significant Expenditure and Staffing Changes:

Personnel Services: decrease in funding do to movement of Garage Inventory Tech.

Operating Materials & Supplies: decrease in funding due to two roll-up door replacements in previous year.

Outside Services: decrease in funding due to lift cylinder in previous year.

General Expenses: decrease in funding due to conference registrations and professional certification.

Capital Expenditures: represents funding for Garage Lift Replacement, Keytrack (175 Key Tags).

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ 273,906	\$ 366,531	\$ 327,657
Overtime Pay	155	10,000	500
F.I.C.A.	19,985	28,040	25,065
Pension	47,003	63,233	70,446
Employee Benefits	69,423	98,991	98,706
Operating Expenditures:			
Operating Materials & Supplies	26,054	65,375	27,310
Vehicle Supplies	6,970	11,465	7,700
Administrative Supplies	1,156	1,450	1,900
Safety Supplies	1,914	2,200	2,200
Special Purchases	-	100	-
Utilities	9,452	11,480	11,103
Rentals	2,499	1,500	3,150
Maintenance and Repairs	5,639	8,750	5,250
Outside Services	19,208	28,970	24,715
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	9,770	26,735	16,758
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	25,000	37,000
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 493,134	\$ 749,820	\$ 659,460



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:** decrease in funding due to a process flow meter and fluke cable analyzer in previous year.**Administrative Supplies:** increase represents funding for new hire furniture and replacement seating.**Capital Expenditures:** represents funds for F-150 Supercab Pickup Truck, Transit Van with Shelving.

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ 1,033,608	\$ 1,164,266	\$ 1,192,541
Overtime Pay	43,488	60,000	50,000
F.I.C.A.	78,922	89,066	91,231
Pension	175,106	200,836	256,395
Employee Benefits	211,317	268,170	285,297
Operating Expenditures:			
Operating Materials & Supplies	37,448	45,270	36,035
Vehicle Supplies	36,732	45,102	32,003
Administrative Supplies	4,637	5,850	10,600
Safety Supplies	753	9,800	5,000
Special Purchases	-	280	280
Utilities	39,122	42,756	45,173
Rentals	1,476	1,300	2,500
Maintenance and Repairs	5,606	7,450	10,350
Outside Services	14,555	96,865	82,590
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	50,976	99,041	87,616
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	43,330	324,017	114,030
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 1,777,074	\$ 2,460,069	\$ 2,301,641



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:** decrease in funding due to computers and communication equipment for staff member in previous year.**Safety Supplies:** increase represents funding for a two-post lift.**Outside Services:** increase represents funding for temp additions for janitorial services.**Capital Expenditures:** represents funds for 6' X 18' Utility Trailer, Grass Hopper Mower (Qty 2), Ride-On Commercial Blower.

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ 253,519	\$ 329,288	\$ 361,882
Overtime Pay	7,142	25,000	20,000
F.I.C.A.	19,398	25,191	27,683
Pension	43,684	56,802	77,803
Employee Benefits	56,951	124,765	98,040
Operating Expenditures:			
Operating Materials & Supplies	12,514	34,905	17,405
Vehicle Supplies	19,613	29,692	30,074
Administrative Supplies	880	1,300	1,150
Safety Supplies	391	2,000	6,300
Special Purchases	-	-	-
Utilities	9,746	10,247	10,815
Rentals	2,046	1,500	1,000
Maintenance and Repairs	5,434	15,250	11,750
Outside Services	28,895	76,600	230,700
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	6,745	14,535	14,298
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	30,288	89,512	54,050
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 497,245	\$ 836,587	\$ 962,950



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: decrease in funding due to computers and communication equipment for each staff member in previous year.

Outside Services: decrease in funding due to less fleet vehicle repairs than previous year.

Capital Expenditures: represents funding for 6' X 12' Enclosed Trailer, Commercial Ice Machine.

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ 380,194	\$ 496,743	\$ 571,060
Overtime Pay	25,708	30,000	38,000
F.I.C.A.	30,160	38,001	43,686
Pension	65,354	85,688	122,779
Employee Benefits	83,067	131,878	142,862
Operating Expenditures:			
Operating Materials & Supplies	31,313	33,235	40,980
Vehicle Supplies	17,773	22,364	21,742
Administrative Supplies	2,272	3,100	2,750
Safety Supplies	2,085	2,750	2,500
Special Purchases	241	160	-
Utilities	23,836	24,737	27,724
Rentals	-	-	-
Maintenance and Repairs	2,595	10,500	4,200
Outside Services	25,462	24,065	15,700
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	6,559	19,870	15,054
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	-	10,867
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 696,619	\$ 923,091	\$ 1,059,904



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:**Outside Services:** increase represents funding for HVAC services and repairs, walkway repairs.**Capital Expenditures:** represents funding for F-150 Supercab 4x4 Truck.

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ 67,303	\$ 128,806	\$ 130,943
Overtime Pay	7,995	8,000	18,000
F.I.C.A.	5,668	9,854	9,968
Pension	9,330	22,225	28,014
Employee Benefits	16,222	40,505	35,971
Operating Expenditures:			
Operating Materials & Supplies	4,502	7,580	10,405
Vehicle Supplies	7,433	10,253	11,693
Administrative Supplies	2,225	3,100	2,100
Safety Supplies	339	1,500	350
Special Purchases	-	-	250
Utilities	5,175	5,192	5,581
Rentals	-	100	100
Maintenance and Repairs	3,859	8,650	10,250
Outside Services	27,223	27,250	38,330
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	1,549	2,590	4,301
Accounting Charges	1,955	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	15,000	52,972
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 160,778	\$ 290,605	\$ 359,228



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:**Other Materials & Supplies:** increase represents funding for mower blade replacements, equipment trailer.**Outside Services:** increase represents funding for roadway maintenance (patchin/paving).

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ 118,815	\$ 113,908	\$ 126,180
Overtime Pay	21,692	20,000	20,000
F.I.C.A.	11,409	8,714	9,652
Pension	14,926	19,649	27,129
Employee Benefits	23,747	24,788	28,082
Operating Expenditures:			
Operating Materials & Supplies	6,311	14,495	22,105
Vehicle Supplies	2,828	4,905	6,405
Administrative Supplies	7,889	8,700	5,000
Safety Supplies	1,060	1,500	1,500
Special Purchases	-	-	-
Utilities	8,758	8,316	8,855
Rentals	528	2,000	2,050
Maintenance and Repairs	9,917	23,500	18,500
Outside Services	31,801	32,550	46,750
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	2,654	6,279	5,837
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	18,729	15,000	-
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 281,064	\$ 304,304	\$ 328,045



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:**Outside Services:** increase represents funding for additional janitorial services due to increase in rentals for the CUB.

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
Operating Expenditures:			
Operating Materials & Supplies	6,962	11,150	13,000
Vehicle Supplies	-	22	-
Administrative Supplies	1,418	1,650	450
Safety Supplies	229	400	50
Special Purchases	-	-	-
Utilities	15,331	17,519	16,462
Rentals	600	1,200	1,200
Maintenance and Repairs	3,997	10,000	8,000
Outside Services	43,083	40,000	52,800
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	1,678	2,216	2,089
Accounting Charges	263	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	8,121	55,000	-
Capital Projects:			
Transfers to R&E	-	-	-
Total Appropriations	\$ 81,681	\$ 139,157	\$ 94,051



Stormwater Fund





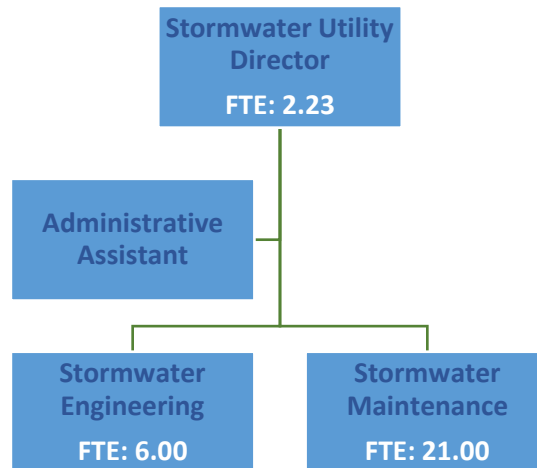
STORMWATER FUND BUDGET UNIT 200

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 Chief Executive Officer and the Chief Operations Officer. The Stormwater Director 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



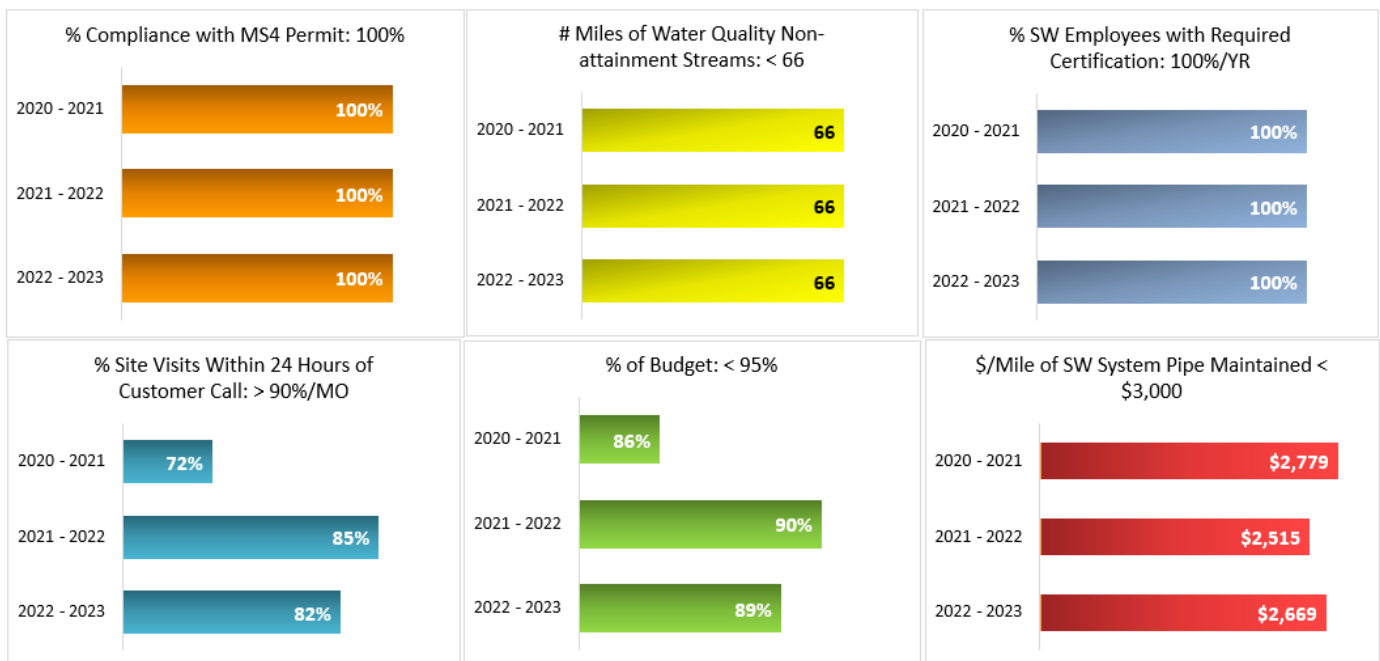
Stormwater Fund – Staffing Summary

	FY 2020-2021	FY 2021-2022	FY 2022-2023	FY 2023-2024	FY 2024-2025
Authorized Personnel	Budgeted	Budgeted	Budgeted	Budgeted	Budgeted
Stormwater Fund					
201 - Stormwater Utility Director	2.23	2.23	2.23	2.23	2.23
205 - Stormwater Engineering	3.00	5.00	5.00	6.00	6.00
210 - Stormwater Maintenance	18.00	18.00	18.00	21.00	21.00
Total Full-Time Employees (FTEs)	23.23	25.23	25.23	29.23	29.23

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	2022 - 2023	2021 - 2022	2020 - 2021
SUPERIOR PRODUCT QUALITY						
3 Improve the quality of Clayton Co. water resources	% Compliance with MS4 Permit: 100%	SW	100%	100%	100%	100%
	# Miles of Water Quality Non-attainment Streams: < 66	SW	< 66	66	66	66
EXCEED CUSTOMER EXPECTATIONS						
4 Improve customer experience	% Site Visits Within 24 Hours of Customer Call: > 90%/MO	SW	> 90% / Month	82%	85%	72%
PROVIDE EMPLOYEE DEVELOPMENT						
8 Provide effective employee training and development	% SW Employees with Required Certification: 100%/YR	SW	100% / Year	100%	100%	100%
OPTIMIZE OPERATIONS						
13 Reasonable Cost of Service	\$/Mile of SW System Pipe Maintained: < \$3,000	SW	< \$3,000	\$2,669	\$2,515	\$2,779
	% of Budget: < 95%	SW	< 95%	89%	90%	86%





Stormwater Fund – Major Initiatives for FY 2024 - 2025

Business Unit	Budget Funding	Account Number	Account Name	Amount Budgeted	Initiative
Stormwater Management					
201	Operating	56110	Consulting Fees	\$ 250,000	Development of a Rate Study Analysis for the SWU
	Capital	59302	Transfers to Revenue Fund	1,238,154	Administrative OH Expenses
		59953	Cap Equip-Automobile/Pickups	38,153	Ford Explorer (Unit #1270)
Total				\$ 1,526,307	
Stormwater Engineering					
205				\$ -	
Total				\$ -	
Stormwater Maintenance					
210	Capital	59370	Capital Project Transfers	\$ 750,000	[SMP 20-207] Cured In Place Pipe (CIPP)
				2,115,181	[SMP 20-207] Removal and Replacement Pipe (R/R)
		59902	Cap Equip-Easements	1,000	Easements
		59941	Cap Equip-Construction Equipment	92,500	Excavator (Unit #6511)
				39,500	Trench Roller
		59951	Cap Equip-Trucks	142,871	Single Axle Dump Truck W/ 2 Doors (New Unit)
	59953	Cap Equip-Automobile/Pickup Trucks	51,135	F-250 Supercab 4X4 Pickup Truck (Unit #1716)	
Total				\$ 3,192,187	





Stormwater Fund Staffing – Position Detail

Authorized Personnel	FY 2020-2021 Budgeted	FY 2021-2022 Budgeted	FY 2022-2023 Budgeted	FY 2023-2024 Budgeted	FY 2024-2025 Budgeted
<i>Stormwater Management</i>					
High School Intern	0.23	0.23	0.23	0.23	0.23
Office Assistant	1.00	1.00	1.00	1.00	1.00
Stormwater Program Director	1.00	1.00	1.00	1.00	1.00
Total Number of Personnel (FTE's)	2.23	2.23	2.23	2.23	2.23
<i>Stormwater Engineering</i>					
Stormwater Compliance Manager	1.00	1.00	1.00	1.00	1.00
Stormwater Compliance Technician	1.00	1.00	1.00	1.00	1.00
Green Infrastructure Inspector	0.00	0.00	0.00	1.00	1.00
Stormwater Inspection Technician	1.00	2.00	2.00	2.00	2.00
Stormwater Sr. Inspection Technician	0.00	1.00	1.00	1.00	1.00
Total Number of Personnel (FTE's)	3.00	5.00	5.00	6.00	6.00
<i>Stormwater Maintenance</i>					
Crew Leader	1.00	1.00	1.00	1.00	1.00
Equipment Operator	4.00	4.00	4.00	5.00	0.00
Equipment Operator I	0.00	0.00	0.00	0.00	2.00
Equipment Operator II	0.00	0.00	0.00	0.00	3.00
Heavy Equipment Operator	0.00	0.00	0.00	0.00	1.00
Property Restoration Technician	1.00	1.00	1.00	1.00	1.00
Senior Equipment Operator	1.00	1.00	1.00	1.00	0.00
Sr Crew Leader	3.00	3.00	3.00	4.00	4.00
Stormwater Investigation Technician	1.00	1.00	1.00	1.00	1.00
SW Maintenance & Install Supervisor	1.00	1.00	1.00	2.00	1.00
SW Maintenance Support Supervisor	0.00	0.00	0.00	0.00	1.00
SW Maintenance Manager	1.00	1.00	1.00	1.00	1.00
Utility Service Mechanic I	2.00	2.00	5.00	5.00	4.00
Utility Service Mechanic II	3.00	3.00	0.00	0.00	1.00
Total Number of Personnel (FTE's)	18.00	18.00	18.00	21.00	21.00





Stormwater Fund – Consolidated Operating Budget

Department : Stormwater Utility - Consolidated

Business Unit : Stormwater Fund - Consolidated

Budget Summary By Expenditure Class	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services	\$ 2,206,628	\$ 2,915,137	\$ 3,065,179
Operating Expenditures	3,096,394	3,498,073	3,290,501
Debt Service - GEFA Loans	3,387	11,700	11,700
Debt Service - Revenue Bonds	-	-	-
Transfers to Revenue Fund	1,111,050	1,145,681	1,238,154
Capital Outlay	4,882,662	3,149,820	3,230,330
	<u>\$ 11,300,121</u>	<u>\$ 10,720,411</u>	<u>\$ 10,835,864</u>

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ 1,476,455	\$ 1,931,016	\$ 1,958,942
Overtime Pay	83,277	79,600	123,000
F.I.C.A.	115,019	147,724	149,861
Pension	250,824	333,129	421,170
Employee Benefits	281,053	423,668	412,206
Operating Expenditures:			
Operating Materials & Supplies	125,680	141,485	140,955
Vehicle Supplies	68,312	92,979	92,069
Administrative Supplies	16,769	27,700	22,310
Safety Supplies	7,818	9,900	12,900
Special Purchases	304	600	580
Utilities	31,147	36,547	38,652
Rentals	4,548	10,000	10,000
Maintenance and Repairs	29,679	25,250	30,474
Outside Services	2,331,782	2,572,925	2,394,077
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	108,031	140,687	137,884
Accounting Charges	372,322	440,000	410,600
Debt Service:			
GEFA Interest	3,387	11,700	11,700
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	41,297	264,706	365,149
Capital Projects:			
Transfers to SW Internal	4,841,365	2,885,114	2,865,181
Transfers to Revenue Fund	1,111,050	1,145,681	1,238,154
Total Appropriations	<u>\$ 11,300,121</u>	<u>\$ 10,720,411</u>	<u>\$ 10,835,864</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: decrease in funding due to [WP 23-24] SW-Development of a Rate Study Analysis for the SWU in previous year.

Capital Expenditures: represents funding for Ford Explorer.

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 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ 212,564	\$ 227,553	\$ 243,821
Overtime Pay	-	-	-
F.I.C.A.	15,747	17,408	18,654
Pension	35,659	39,253	52,421
Employee Benefits	26,696	27,985	21,136
Operating Expenditures:			
Operating Materials & Supplies	1,262	1,880	3,300
Vehicle Supplies	511	762	767
Administrative Supplies	12,146	12,350	15,660
Safety Supplies	-	400	400
Special Purchases	304	600	580
Utilities	8,188	9,135	10,939
Rentals	-	-	-
Maintenance and Repairs	7,843	1,700	6,924
Outside Services	376,402	697,520	676,472
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	70,989	77,321	68,574
Accounting Charges	372,322	440,000	410,600
Debt Service:			
GEFA Interest	3,387	11,700	11,700
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	-	-	38,143
Capital Projects:			
Transfers to SW Internal	-	-	-
Transfers to Revenue Fund	1,111,050	1,145,681	1,238,154
Total Appropriations	\$ 2,255,072	\$ 2,711,248	\$ 2,818,245



BUSINESS UNIT 205: STORMWATER ENGINEERING

Department : Stormwater Utility**Business Unit : (205) Stormwater Engineering****Major Business Unit Functions:**

Manages construction plan review to ensure compliance with Georgia Stormwater Management Manual. Ensures compliance with the various Regulatory Agencies. Serves as floodplain administrator for the County. Responds to flooding and drainage complaints within the County.

Significant Expenditure and Staffing Changes:

Outside Services: decrease in funding due to assistance in the development of a Watershed Master Plan in previous year.

Budget Detail By Individual Categories	FY 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ 299,633	\$ 403,083	\$ 402,373
Overtime Pay	17,852	18,000	28,000
F.I.C.A.	23,804	30,836	30,782
Pension	51,527	69,539	86,511
Employee Benefits	50,957	80,213	73,849
Operating Expenditures:			
Operating Materials & Supplies	15,771	16,890	13,310
Vehicle Supplies	7,121	9,789	9,789
Administrative Supplies	1,978	5,600	2,900
Safety Supplies	2,008	2,500	2,500
Special Purchases	-	-	-
Utilities	8,834	10,422	10,344
Rentals	4,548	4,000	4,000
Maintenance and Repairs	1,321	1,050	1,050
Outside Services	710,002	589,655	415,855
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	11,397	16,203	17,496
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:			
Capital Expenditures	16,500	42,418	-
Capital Projects:			
Transfers to SW Internal	-	-	-
Transfers to Revenue Fund	-	-	-
Total Appropriations	\$ 1,223,252	\$ 1,300,198	\$ 1,098,759



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:

Outside Services: increase represents funding for external Vac truck repairs, infrastructure repairs to rivers and lakes.

Capital Expenditures: represents funding for Easements, Excavator, Trench Roller, Single Axle Dump Truck W/ 2 Doors, F-250 Supercab 4x4 Pickup Truck.

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 2022 - 23 Actual	FY 2023 - 24 Budgeted	FY 2024 - 25 Budgeted
Personnel Services:			
Salaries and Wages	\$ 964,258	\$ 1,300,380	\$ 1,312,748
Overtime Pay	65,425	61,600	95,000
F.I.C.A.	75,468	99,480	100,425
Pension	163,638	224,337	282,238
Employee Benefits	203,400	315,470	317,221
Operating Expenditures:			
Operating Materials & Supplies	108,646	122,715	124,345
Vehicle Supplies	60,681	82,428	81,513
Administrative Supplies	2,645	9,750	3,750
Safety Supplies	5,811	7,000	10,000
Special Purchases	-	-	-
Utilities	14,125	16,990	17,369
Rentals	-	6,000	6,000
Maintenance and Repairs	20,515	22,500	22,500
Outside Services	1,245,377	1,285,750	1,301,750
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	25,646	47,163	51,814
Accounting Charges	-	-	-
Debt Service:			
GEFA Interest	-	-	-
GEFA Principal	-	-	-
Transfers to Debt Service	-	-	-
Capital Budget:	-	-	-
Capital Expenditures	24,797	222,288	327,006
Capital Projects:			
Transfers to SW Internal	4,841,365	2,885,114	2,865,181
Transfers to Revenue Fund	-	-	-
Total Appropriations	\$ 7,821,797	\$ 6,708,965	\$ 6,918,860



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.

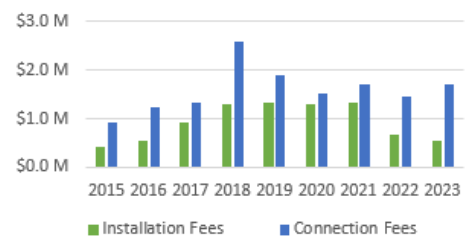
The capital planning process involves identifying current and future needs and prioritizing these needs based on certain operating assumptions. The primary objective of planning efforts for CCWA is to create a stable, long-range financial plan and support an orderly, efficient program of improvement, 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 ensure basic operations can 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 connection (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 2024 and 2023 were \$20.1 million and \$16.4 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 2024 - 2025:

- 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 2024 - 2025 are budgeted at \$28.5 million, consisting of \$7.1 million in capital equipment purchases and \$21.4 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* for the purchase of equipment and vehicles. The current year budgeted request is \$7.1 million, \$415 thousand higher than the previous year of \$6.7 million. Summaries of capital item purchases for Fiscal Year 2024 – 2025 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 \$21.4 million compared to the previous budget year's amount of \$21.7 million, a decrease of \$342 thousand.



Capital Equipment – Summary

The Authority's goal is to replace approximately 10 percent of the Authority's 215 fleet trucks are reviewed for replacement annually based on a scoring factor that includes mileage, corrective maintenance cost and age.

This year the **Water and Sewer Fund** budgeted for eleven trucks to be replaced and four new trucks. These vehicles are included in the current year budget request for Capital Equipment of \$6.8M, which is \$315K higher than the previous year's budget. Contributing to this increase is the additional plant equipment replacements needed this year over last. The budgeted amount over the previous five fiscal years has averaged \$4.2M.

This year, the **Stormwater Fund** budgeted \$365K for *Capital Equipment*. This request is \$100K higher than the previous budget year due to the initial equipment purchase of a new single-axle dump truck costing \$143K needed for a maintenance crew. 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 \$291K.

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

Description	Water and Sewer Fund			Stormwater Fund			Total
	Replacement	New	Total	Replacement	New	Total	
Vehicles							
Trucks - Fleet	\$ 621,496	\$ 193,146	\$ 814,642	\$ 89,278	\$ -	\$ 89,278	\$ 903,920
Trucks - Dump, Heavy	470,023	-	470,023	-	142,871	142,871	612,894
Trailers	22,000	14,550	36,550	-	-	-	36,550
Buildings and Structures							
Building, Roof, Paving, HVAC	135,964	455,000	590,964	-	-	-	590,964
Tanks and Containers	200,000	-	200,000	-	-	-	200,000
Equipment							
Field Equipment - Construction Equipment	165,000	-	165,000	92,500	39,500	132,000	297,000
Data Processing/IT System Equipment	218,000	460,500	678,500	-	-	-	678,500
Plant Equipment	1,669,643	1,713,724	3,383,367	-	-	-	3,383,367
Other	64,350	373,585	437,935	-	1,000	1,000	438,935
Total Capital Equipment	\$ 3,566,476	\$ 3,210,505	\$ 6,776,981	\$ 181,778	\$ 183,371	\$ 365,149	\$ 7,142,130





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 the 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 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 equipment or 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 215 fleet trucks with most ranging in model years from 2007 through 2024. Approximately 10 percent are reviewed for replacement annually based on a scoring factor that includes mileage, corrective maintenance cost and age. This year the **Water and Sewer Fund** budgeted for eleven trucks to be replaced and four new trucks.



These vehicles are included in the current year budget request for capital equipment of \$6.8M, which is \$315K higher than the previous budget year. Contributing to this increase is the additional plant equipment replacements needed this year over last. The budgeted amount over the previous five fiscal years has averaged \$4.2M.

Budget Unit - Department	Description	Replacement	New	Total
EXECUTIVE DIVISION				
101 Executive Management	Desks/Tables/Racks:			
	Executive Office Furniture		\$ 10,000	
102 HR	Computing Devices:			
	CAT Simulator		32,700	
106 IT	Automobile/Pickup Trucks:			
	F150 Pickup Truck W/Crew Cab	\$ 51,372		
	Computing Devices:			
	JDE SAN Replacement	95,000		
	Solarwinds DPA Licensing		10,000	
	WFH Management Tools		50,000	
	Veeam Recovery Orchestrator		20,000	
	Exagrid Replacement	50,000		
	Open Records Request Software		30,000	
	Security Server Replacements	48,000		
	E-Procurement Solution		45,000	
	Concentric AI		15,000	
	ETR/Leave Request Solution		35,000	
	Revver Licensing		40,000	
	HQ Enterprise UPS Replacement	25,000		
	Desks/Tables/Racks:			
	Furniture for Emergency Dispatch Center		20,000	
	Datacenter Racks		15,000	
131 Meter Services	Automobile/Pickup Trucks:			
	F-150 Pickup Truck Super Cab 4WD	52,972		
	F-150 Pickup Truck Super Cab 4WD	52,972		
	F-150 Pickup Truck Super Cab 4WD	52,972		
	F-150 Pickup Truck Super Cab 2WD	47,372		
	Computing Devices:			
	Handheld Programming Devices for AMI (Qty 4)		40,000	
	Desks/Tables/Racks:			
	Breakroom Chairs (Qty 7) & Meeting Room Chairs (Qty 12)		10,000	
135 Customer Service	Building & Structures:			
	Forest Park Awning		15,000	
	Communication Equipment:			
	HQ Lobby Customer Queuing System		35,000	
352 Wetland Center	Building Services:			
	HVAC Units (Qty 3)	25,000		
	Desks/Tables/Racks:			
	New Tables and Chairs for Classroom		16,643	
940 Warehouse	Site Preparation:			
	Gravel/Fencing Offsite Pipe Yard		25,000	
	Lifting/Handling Equipment:			
	Stand-Up Man Lift		30,000	
Total Executive		\$ 500,660	\$ 494,343	\$ 995,003



Budget Unit - Department	Description	Replacement	New	Total
WATER PRODUCTION DIVISION				
305 Water Production O&M Support	Automobile/Pickup Trucks: F-250 Supercab 4X4 Pickup Truck W/Utility Body	\$ 64,841		
310 WJ Hooper Water Plant	Building Services: Fire Alarm System Replacement Compressor Building Exhaust Fan Press Electrical Door Replacement Reconditioning Water Tank: Tank Interior Clean-Out/Exterior Painting Monitoring/Control Equipment: Particle Counter Replacements (Qty 6) Hypochlorite Pump Replacements (Qty 3) Filter PLC Upgrades Online TOC Analyzer Valve (In-Plant/Building): 30" Butterfly Valve Replacements (Qty 2)	50,000 6,050 200,000 50,975 36,000 44,000	\$ 15,000 174,025 100,000	
315 J.W. Smith Water Plant	Monitoring/Control Equipment: Pressure Transmitter Upgrades New Filter Turbidimeters PLC Upgrade Vertical Profiler for Smith Reservoir		40,000 49,000 40,000 250,000	
320 Terry R Hicks Water Production Plant	Building Services: Freight Elevator Upgrades Treatment Equipment: Carbon Feeder Replacement Monitoring/Control Equipment: TOC Online Analyzer Filter PLC Upgrade Centrifuge Control System Upgrade Particle Counters Piping (In-Plant/Building): Single Point of Failure Static Mixer Pipe Single Point of Failure Static Mix Pipe Filter Line	 50,000 400,000 200,000	400,000 100,000 126,694 90,000 73,306	
Total Water Production		\$ 1,101,866	\$ 1,458,025	\$ 2,559,891
PROGRAM MGMT AND ENGINEERING DIVISION				
530 Engineering	Easements: Easements Measuring/Drafting Equipment: Trimble GPS Automobile/Pickup Trucks: F-150 Supercab 4x4 Pickup Truck W/Bed Cover		\$ 100 25,475 59,437	
535 Geographic Information System	Computing Devices: Additional Feeance Mobile Licenses (Qty 30) Décor/Aerial Photos: NearMap 2-Year Annual Aerial Subscriptions (Qty 4)		10,500 25,000	
Total Program Mgmt. and Engineering		\$ -	\$ 120,512	\$ 120,512



Budget Unit - Department	Description	Replacement	New	Total
DISTRIBUTION AND CONVEYANCE DIVISION				
612 Water Distribution Maintenance	Construction Equipment: Mini-Excavator	\$ 165,000		
	Automobile/Pickup Trucks: F-250 Pickup Truck W/ Utility Bed	61,906		
	F-250 Pickup Truck W/ Utility Bed	61,906		
617 Leak Detection and Repair	Measuring/Drafting Equipment: Leak Loggers (36 Units)		\$ 25,000	
	ORBIS Leak Detection		100,000	
	Automobile/Pickup Trucks: F-250 Crew Cab 4x4 Pickup Truck W/ 6.5 Foot Bed	55,553		
621 Water Conveyance Maintenance	Trucks: Single Axle Dump Truck W/ 4 Doors	150,317		
	F-550 Crew Cab 4x4 W/Custom Bed	93,922		
627 Conveyance System Inspections	Trucks: Combo Jet Truck	225,784		
	Trailers (Non-Forestry): Trailers (Qty 2)	22,000		
	Audio/Visual Equipment: Portable Cameras (Qty 2)		165,000	
Total Distribution and Conveyance		\$ 836,388	\$ 290,000	\$ 1,126,388
WATER RECLAMATION DIVISION				
720 W.B. Casey Sr. WRRF	Building & Structures: Primary Cover Modifications		\$ 20,000	
	Launder Covers for Secondary Clarifiers (Qty 3)		350,000	
	Treatment Equipment: Hypochlorite Tank and Piping Installation		35,000	
	UVT Meter Replacement Mounting Stand		20,000	
	UV Quart Sleeve Replacements (80 Units)	\$ 72,000		
	Monitoring/Control Equipment: Replacement/Spare Probes and Meters	36,500		
721 Northeast WRP	Pumping Equipment: Raw Pump Replacement	88,168		
	Treatment Equipment: Aeration Basin Headers, Down Pipes and C Channels	226,000		
	Aeration Basin #2 Gearbox and Motor Replacement	11,000		
722 Northeast Solids Handling	Monitoring/Control Equipment: Polymer Panel PLC Upgrades		19,699	
724 Shoal Creek WRP	Treatment Equipment: Launder Covers for Both Clarifiers		226,000	
	Monitoring/Control Equipment: Aeration Basin Controller, DO Probe, ORP Probe Additi	11,500		
729 R. L. Jackson Transfer Pump Station	Building Services: HVAC Units (Qty 2)	54,914		
730 Laboratory/Environmental Compliance	Monitoring/Control Equipment: Flow Meters (Qty 2)	50,000		
	Automobile/Pickup Trucks: F-150 Supercab 4x4 Pickup Truck	52,972		
	Laboratory Equipment: Dissolved Oxygen BOD Meter Replacement	5,000		
	TSS Balance Replacement	11,000		
732 Jackson Influent Pump Station	Pumping Equipment: #2 Jackson Raw Pump Replacement	145,000		
Total Water Reclamation		\$ 764,054	\$ 670,699	\$ 1,434,753



Budget Unit - Department	Description	Replacement	New	Total
GENERAL SERVICES DIVISION				
901 General Services Department Manager	Desks/Tables/Racks:			
	New Hire/Conference Room Furniture		\$ 5,650	
925 Sewage Lift Station	Pumping Equipment:			
	Super T3 Rotating Assembly W/ Housing	\$ 12,000		
	Super T4 Rotating Assembly W/ Housing	9,000		
	Super T6 Rotating Assembly W/ Housing	12,000		
	Super T10 Rotating Assembly W/ Housing	17,000		
	VS6A60B Rotating Assembly	9,500		
	Replacement Flygt Pump for Rum Creek	173,000		
	Automobile/Pickup Trucks:			
	Ford Bronco Sport		33,365	
930 Garage	Garage Equipment:			
	Garage Lift Replacement	32,000		
	Keytrack (175 Key Tags)		5,000	
950 Plant Maintenance	Automobile/Pickup Trucks:			
	F-150 Supercab Pickup Truck		47,372	
	Transit Van with Shelving	66,658		
960 Grounds/Right-of-Way Maintenance	Trailers (Non-Forestry):			
	6' X 18' Utility Trailer		9,200	
	Landscaping Equipment:			
	Grass Hopper Mower (Qty 2)	32,350		
	Ride-On Commercial Blower		12,500	
970 Building Maintenance/Projects	Trailers (Non-Forestry):			
	6' X 12' Enclosed Trailer		5,350	
	Appliances:			
	Commercial Ice Machine		5,517	
340 Smith CUB & Recreation Park	Automobile/Pickup Trucks:			
	F-150 Supercab 4x4 Pickup Truck		52,972	
Total General Services		\$ 363,508	\$ 176,926	\$ 540,434
Total Capital Equipment		\$ 3,566,476	\$ 3,210,505	\$ 6,776,981





Capital Equipment: Stormwater Fund – Detail by Business Unit

This year, the **Stormwater Fund** budgeted \$365K for *Capital Equipment*. This request is \$100K higher than the previous budget year due to the initial equipment purchase of a new single-axle dump truck costing \$143K needed for a maintenance crew. 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 \$291K.

Budget Unit - Department	Description	Replacement	New	Total
STORMWATER FUND				
201 Stormwater Management	<i>Automobile/Pickup Trucks:</i>			
	Ford Explorer	\$ 38,143		
210 Stormwater Maintenance	<i>Easements:</i>			
	Easements:		\$ 1,000	
	<i>Construction Equipment:</i>			
	Excavator	92,500		
	Trench Roller		39,500	
	<i>Trucks:</i>			
	Single Axle Dump Truck		142,871	
	<i>Automobile/Pickup Trucks:</i>			
	F-250 Supercab 4X4 Pickup Truck	51,135		
Total Capital Equipment		\$ 181,778	\$ 183,371	\$ 365,149



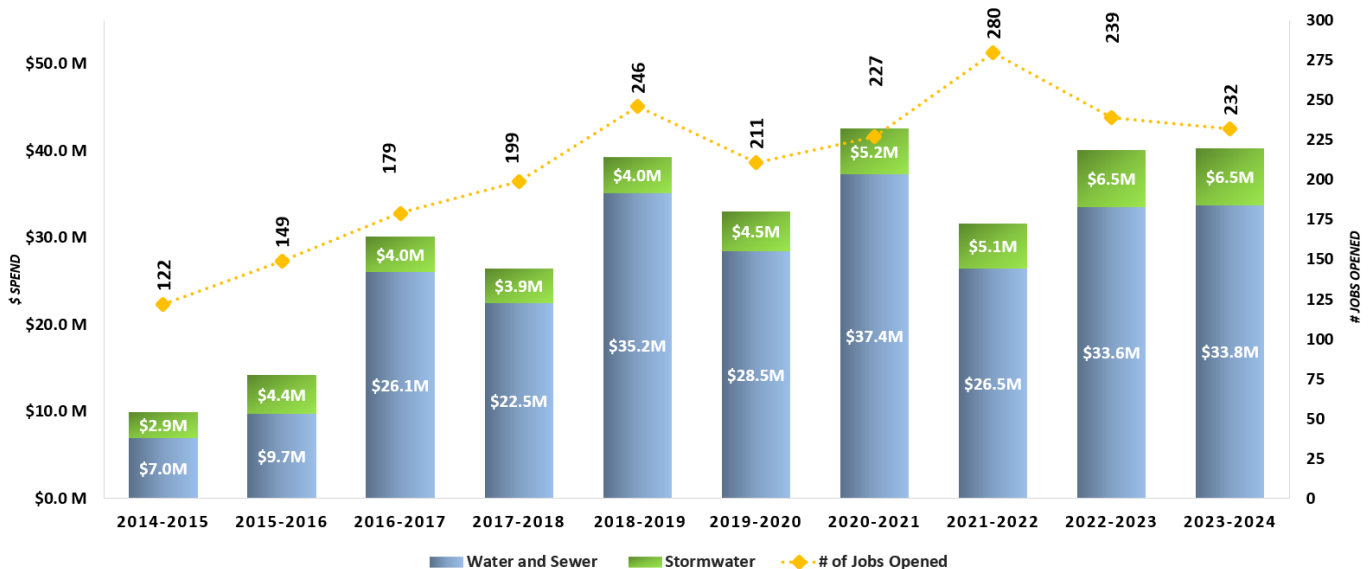


Capital Improvement Program (CIP) – Capital Projects

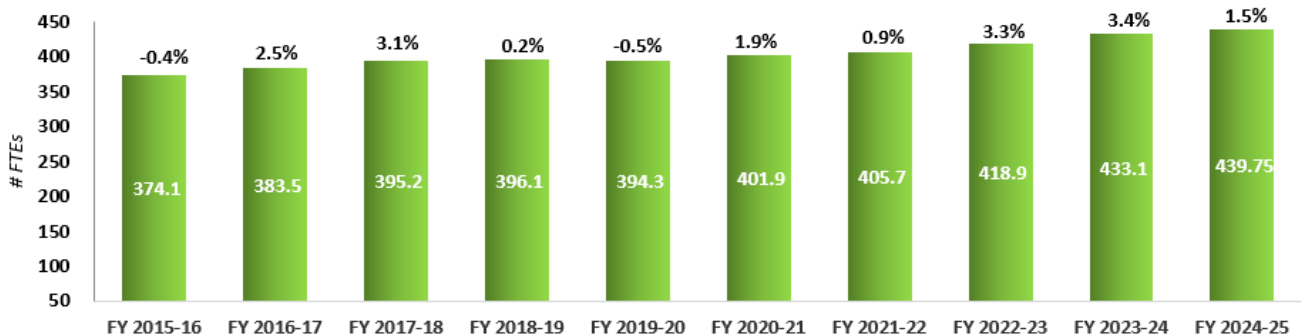
Projects listed in the CIP budget are reviewed annually by management and staff to allow the program to be more responsive to changing priorities, particularly with respect to changes in demand projections and operational enhancements. The changes sometimes result in the addition of projects and the 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 90 percent and spending has increased 308 percent, staffing has increased by 65.7 employees or 17.6 percent. The number of full-time employee equivalents (FTEs) in FY 2015-2016 was 374.1 compared with 439.8 in the FY 2024-2025 budget.

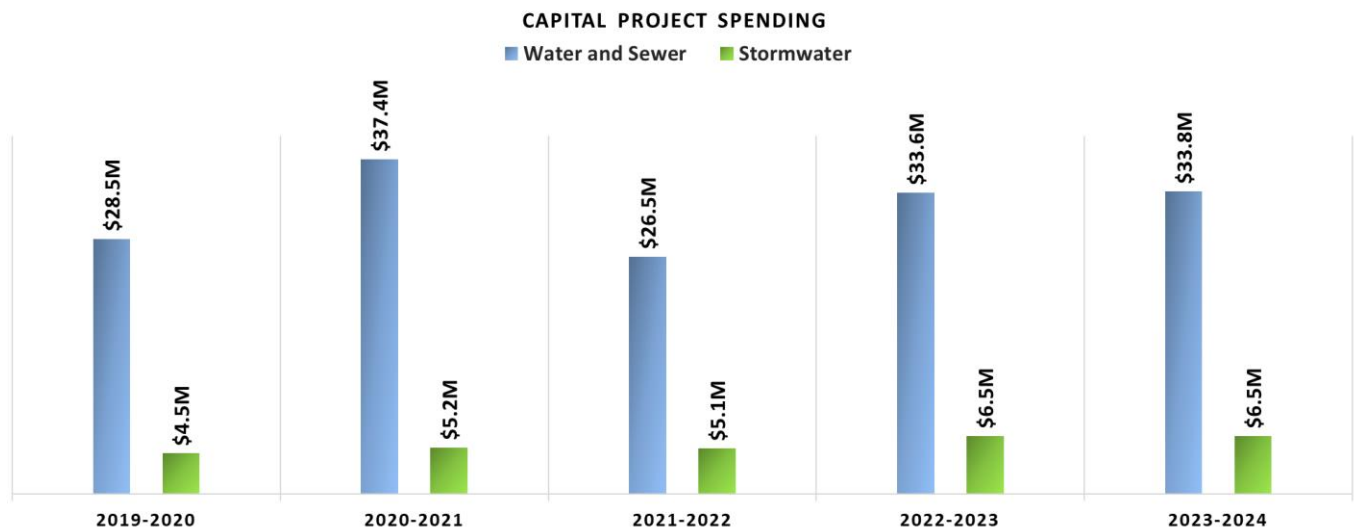


Due to maintenance and repair needs for our Water, Sewer and Stormwater facilities and pipe infrastructure outlined in the 2015 Strategic Master Plan update, additional construction and engineering staff were added beginning in FY 2016-2017 budget. Since that time, thirteen positions have been added to the Program Management, Construction

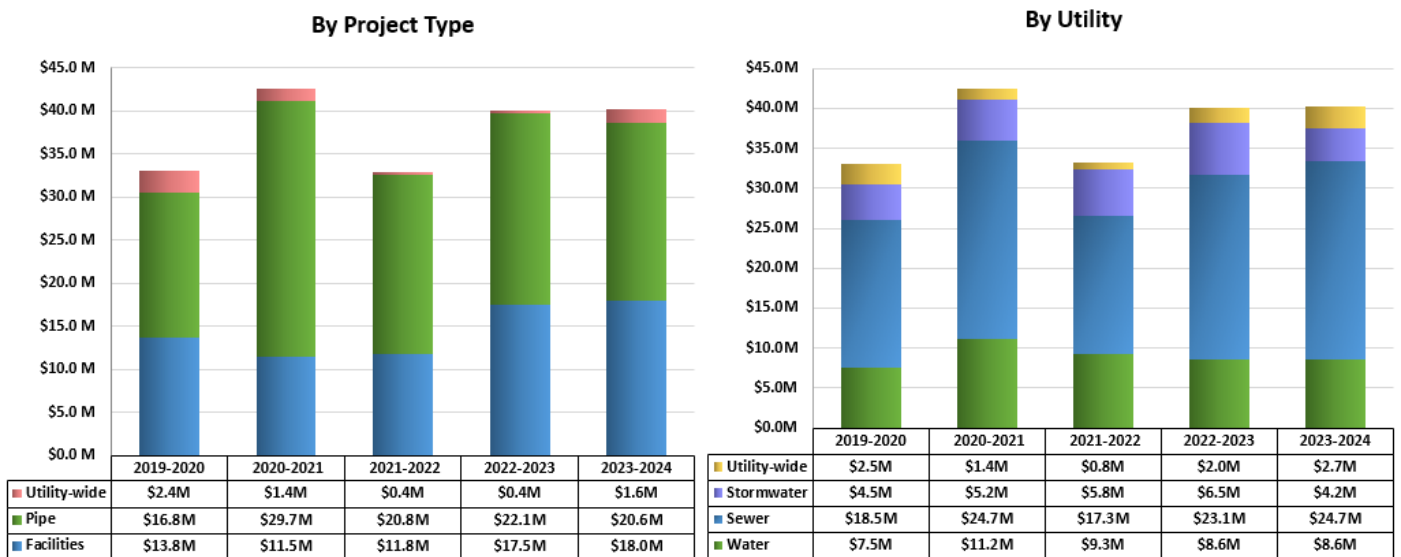


Services, and Engineering area to meet the needs of the capital improvement program. Ten of those positions were new positions and three positions were reassigned from stormwater. In FY 2017 – 2018, a shift from using prison inmate labor to internal staff for building and grounds maintenance. This decision 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 six employees since FY 2015-2016. Water Production staffing has grown by eight employees over the past decade as additional Plant Operators and Lab analysts have been added. Over the past five budget years, between FY 2020-2021 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

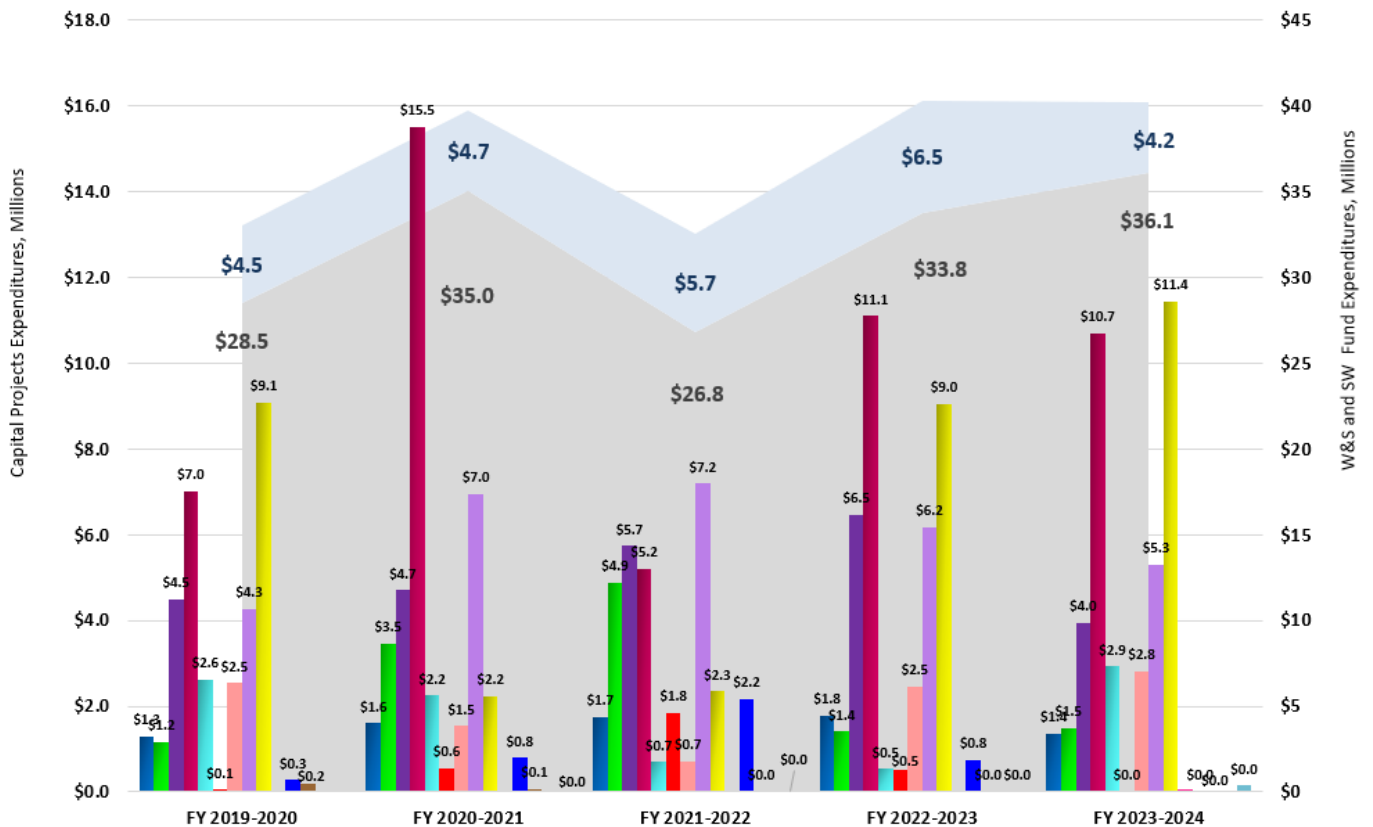


Changes in Capital Project Spending – By Project Type and Utility





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



SW Fund Expenditures

W&S Fund Expenditures

Galvanized Replacement Program
(RE 174)

Basin Renewal Program
(RE166)

Stormwater Renewal Program
(SGE001, SW004, SW005, SW008, SW009)

Sewer Outfall Renewal
(RE223, OP001, OP002)

Development (Water, Sewer, Meter, Stormwater)
(RE180, RE214, RE215, RE225, RE226, RE227, RE232, SW001, SW007)

Force Main Replacements
(RE228)

Utility-Wide
(RE146, RE184, RE205, RE220, RE222, RE230, RE234, RE236, RE237, HNP060, OP006, SW003)

Water Production Facilities and Reservoirs
(RE229, OP005)

Water Reclamation Facilities and Treatment
(RE164, RE199, RE203, RE208, RE224, RE233, OP003, OP004)

Support Facilities
(RE195, RE204)

Lift Stations and Other Conveyance Infrastructure
(RE219)

Miscellaneous Distribution Infrastructure
(RE183)

Miscellaneous Projects
(SW006, SW010)

Miscellaneous Projects
(SW006, SW010)



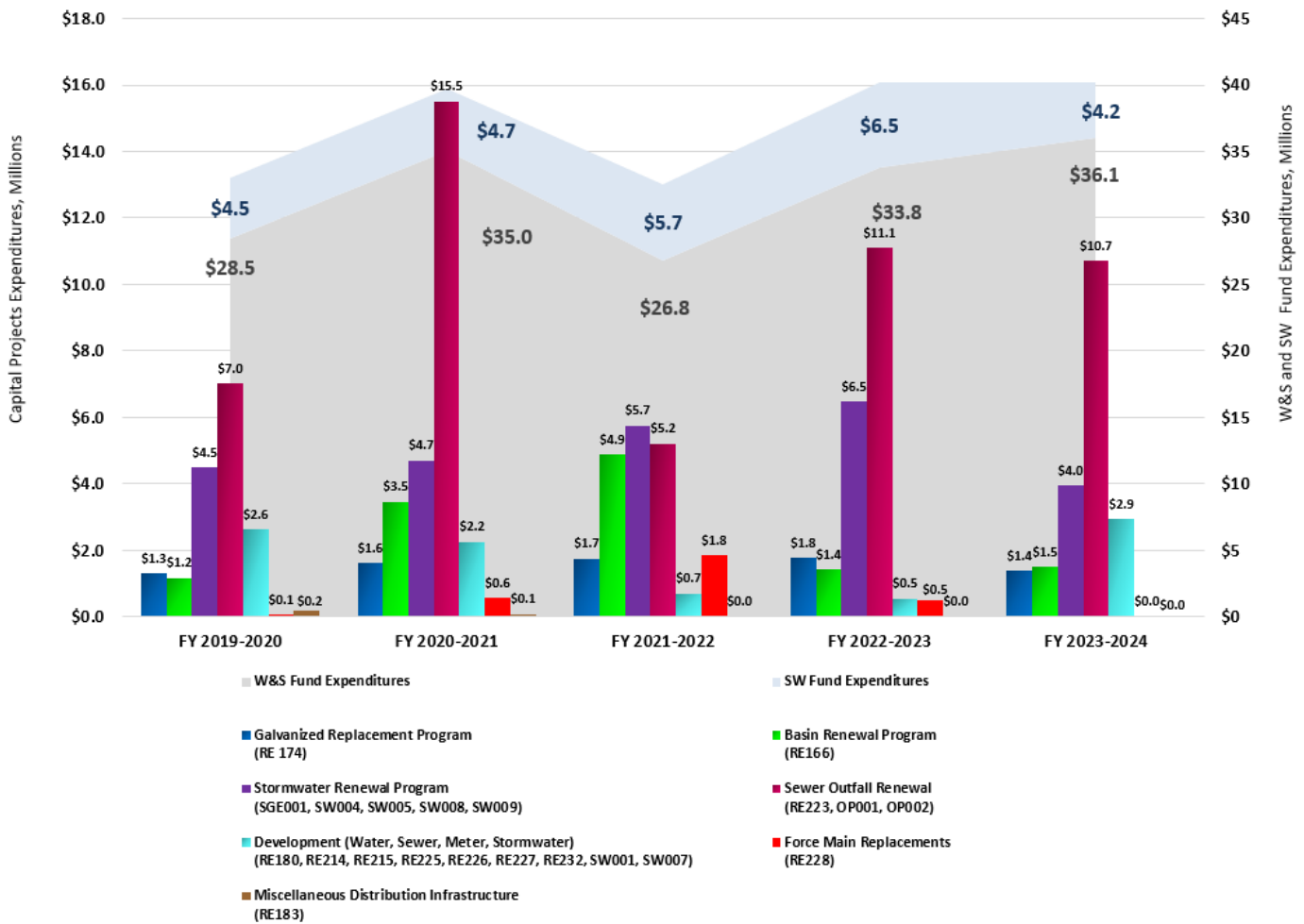
ANNUAL CAPITAL SPENDING

	FY 2019-2020	FY 2020-2021	FY 2021-2022	FY 2022-2023	FY 2023-2024
Total	\$32,992,536	\$39,731,884	\$32,548,669	\$40,231,887	\$40,215,707
W&S Fund Expenditures	\$28,467,246	\$35,007,579	\$26,798,740	\$33,757,169	\$36,061,227
SW Fund Expenditures	\$4,525,290	\$4,724,305	\$5,749,928	\$6,474,719	\$4,154,480
Galvanized Replacement Program (RE 174)	\$1,295,883	\$1,611,912	\$1,745,902	\$1,775,558	\$1,369,182
Basin Renewal Program (RE166)	\$1,171,729	\$3,453,095	\$4,883,394	\$1,408,846	\$1,496,899
Stormwater Renewal Program (SGE001, SW004, SW005, SW008, SW009)	\$4,485,222	\$4,706,594	\$5,741,388	\$6,469,523	\$3,950,806
Sewer Outfall Renewal (RE223, OP001, OP002)	\$7,007,259	\$15,496,838	\$5,208,882	\$11,091,337	\$10,696,423
Development (Water, Sewer, Meter, Stormwater) (RE180, RE214, RE215, RE225, RE226, RE227, RE232, SW001, SW007)	\$2,621,994	\$2,243,303	\$700,315	\$546,458	\$2,925,727
Force Main Replacements (RE228)	\$50,336	\$556,570	\$1,840,886	\$501,170	\$0
Miscellaneous Distribution Infrastructure (RE183)	\$179,853	\$74,812	\$0	\$0	\$0
Water Production Facilities and Reservoirs (RE229, OP005)	\$4,271,594	\$6,952,466	\$7,189,122	\$6,175,938	\$5,297,611
Water Reclamation Facilities and Treatment (RE164, RE199, RE203, RE208, RE224, RE233, OP003, OP004)	\$9,072,285	\$2,241,189	\$2,345,630	\$9,039,202	\$11,429,228
Support Facilities (RE195, RE204)	\$4,491	\$6,050	\$0	\$0	\$51,003
Lift Stations and Other Conveyance Infrastructure (RE219)	\$281,941	\$802,540	\$2,169,307	\$757,910	\$20,667
Utility-Wide (RE146, RE184, RE205, RE220, RE222, RE230, RE234, RE236, RE237, HNP060, OP006, SW003)	\$2,541,608	\$1,534,668	\$717,036	\$2,465,280	\$2,818,784
Miscellaneous Projects (SW006, SW010)	\$8,343	\$16,444	\$6,807	\$665	\$159,378





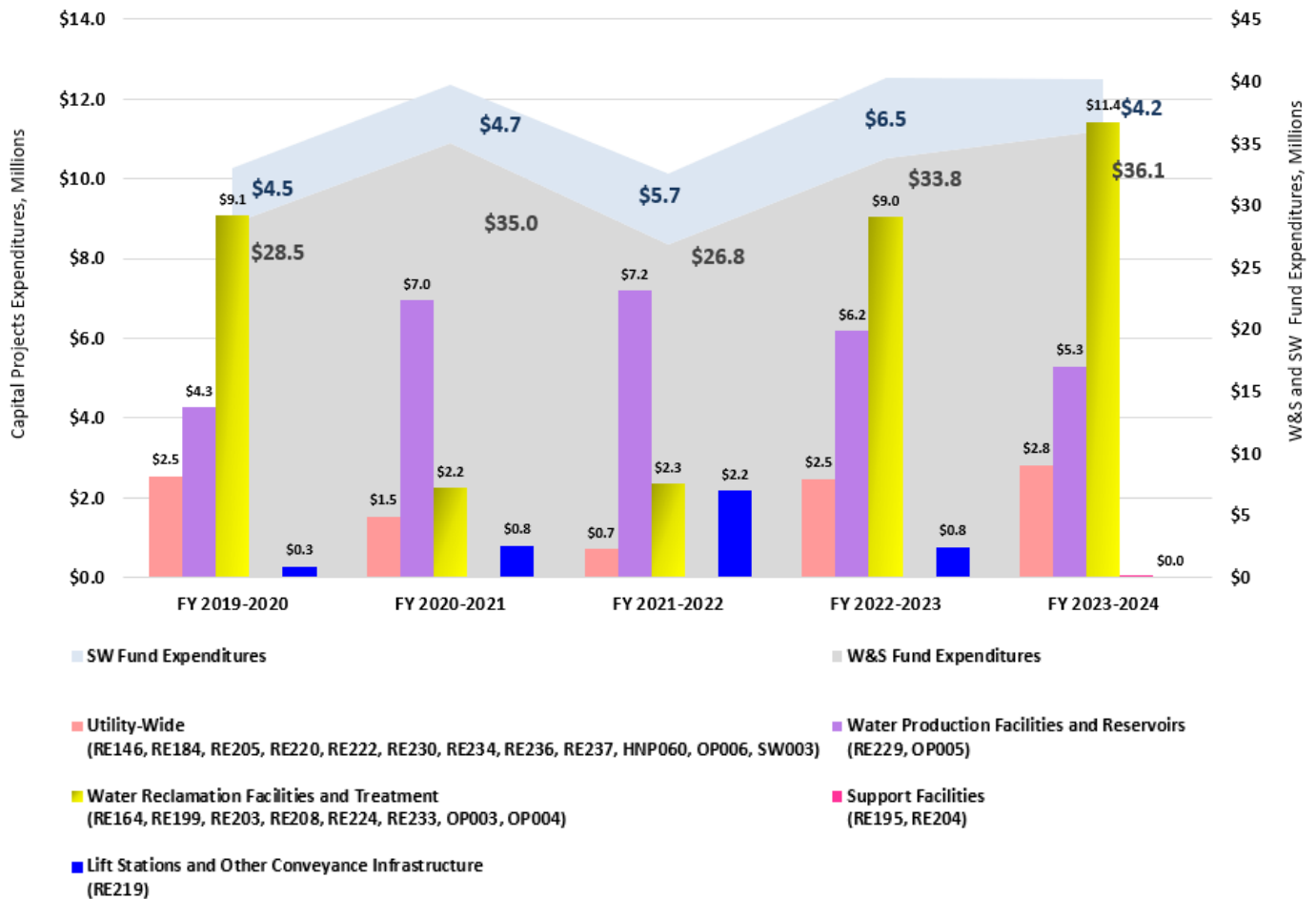
Changes in Capital Spending – Pipeline Infrastructure Programs



ANNUAL CAPITAL SPENDING	FY 2019-2020	FY 2020-2021	FY 2021-2022	FY 2022-2023	FY 2023-2024
Total	\$32,992,536	\$39,731,884	\$32,548,669	\$40,231,887	\$40,215,707
W&S Fund Expenditures	\$28,467,246	\$35,007,579	\$26,798,740	\$33,757,169	\$36,061,227
SW Fund Expenditures	\$4,525,290	\$4,724,305	\$5,749,928	\$6,474,719	\$4,154,480
Galvanized Replacement Program (RE 174)	\$1,295,883	\$1,611,912	\$1,745,902	\$1,775,558	\$1,369,182
Basin Renewal Program (RE166)	\$1,171,729	\$3,453,095	\$4,883,394	\$1,408,846	\$1,496,899
Stormwater Renewal Program (SGE001, SW004, SW005, SW008, SW009)	\$4,485,222	\$4,706,594	\$5,741,388	\$6,469,523	\$3,950,806
Sewer Outfall Renewal (RE223, OP001, OP002)	\$7,007,259	\$15,496,838	\$5,208,882	\$11,091,337	\$10,696,423
Development (Water, Sewer, Meter, Stormwater) (RE180, RE214, RE215, RE225, RE226, RE227, RE232, SW001, SW007)	\$2,621,994	\$2,243,303	\$700,315	\$546,458	\$2,925,727
Force Main Replacements (RE228)	\$50,336	\$556,570	\$1,840,886	\$501,170	\$0
Miscellaneous Distribution Infrastructure (RE183)	\$179,853	\$74,812	\$0	\$0	\$0
All Pipeline Related Projects	\$12,327,053	\$23,436,529	\$14,379,380	\$15,323,370	\$20,598,415



Changes in Capital Spending – Facility Improvement and Utility wide Projects



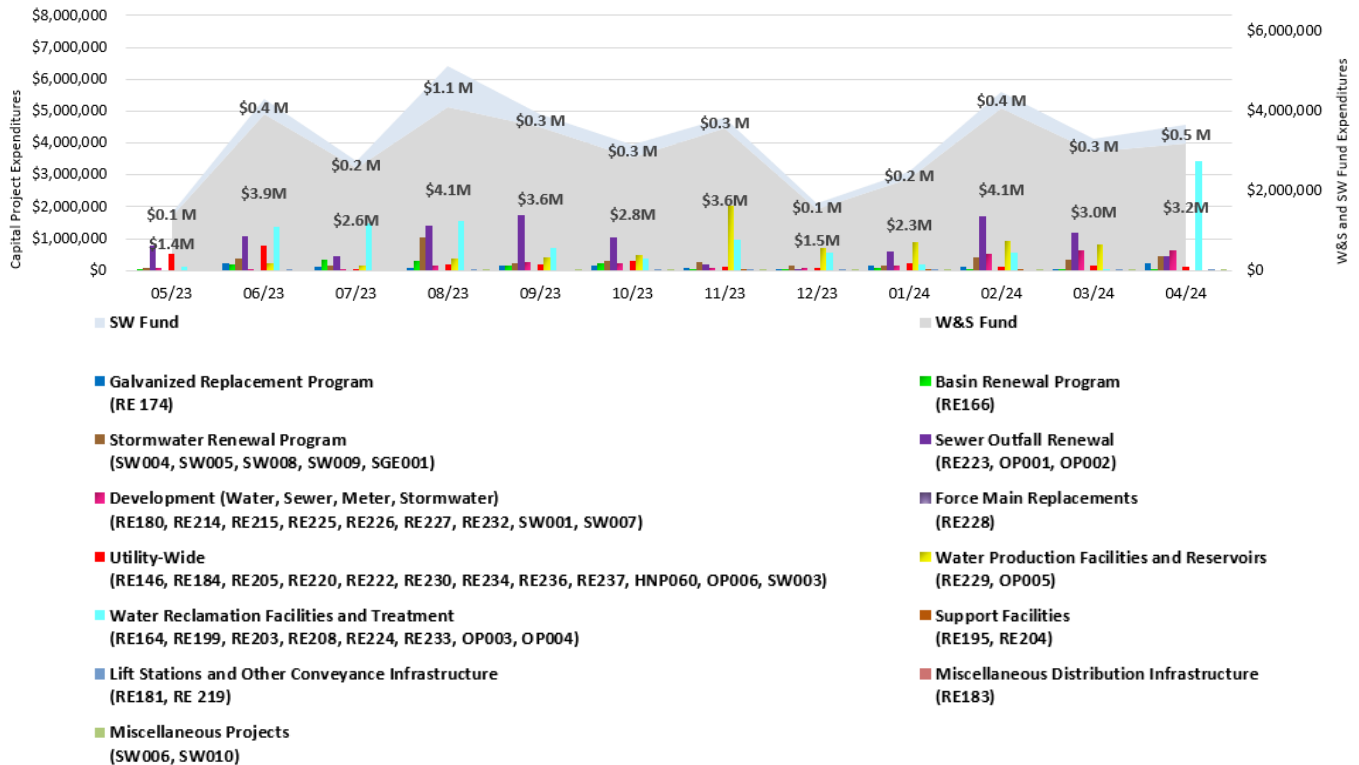
ANNUAL CAPITAL SPENDING	FY 2019-2020	FY 2020-2021	FY 2021-2022	FY 2022-2023	FY 2023-2024
Total	\$32,992,536	\$39,731,884	\$32,548,669	\$40,231,887	\$40,215,707
W&S Fund Expenditures	\$28,467,246	\$35,007,579	\$26,798,740	\$33,757,169	\$36,061,227
SW Fund Expenditures	\$4,525,290	\$4,724,305	\$5,749,928	\$6,474,719	\$4,154,480
Water Production Facilities and Reservoirs (RE229, OP005)	\$4,271,594	\$6,952,466	\$7,189,122	\$6,175,938	\$5,297,611
Water Reclamation Facilities and Treatment (RE164, RE199, RE203, RE208, RE224, RE233, OP003, OP004)	\$9,072,285	\$2,241,189	\$2,345,630	\$9,039,202	\$11,429,228
Support Facilities (RE195, RE204)	\$4,491	\$6,050	\$0	\$0	\$51,003
Lift Stations and Other Conveyance Infrastructure (RE219)	\$281,941	\$802,540	\$2,169,307	\$757,910	\$20,667
Utility-Wide (RE146, RE184, RE205, RE220, RE222, RE230, RE234, RE236, RE237, HNP060, OP006, SW003)	\$2,541,608	\$1,534,668	\$717,036	\$2,465,280	\$2,818,784
Miscellaneous Projects (SW006, SW010)	\$8,343	\$16,444	\$6,807	\$665	\$159,378
All Facility Improvement Projects	\$16,171,919	\$11,536,914	\$12,421,095	\$18,438,330	\$19,617,292

The description and purpose of the primary Renewal and Extension construction lines follow under the heading [Capital Project Funding FY 2024 – 2025 – By Main Construction Line](#) and [Capital Project Funding FY 2024 – 2025 – 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 2023 – 2024 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 2023 – 2024 is shown below.



FY 2023-2024 MONTHLY CAPITAL SPENDING SUMMARY

	05/23	06/23	07/23	08/23	09/23	10/23	11/23	12/23	01/24	02/24	03/24	04/24
W&S Fund	\$1,358,668	\$3,921,194	\$2,577,885	\$4,086,426	\$3,613,297	\$2,834,166	\$3,578,923	\$1,537,140	\$2,313,501	\$4,065,343	\$2,974,163	\$3,200,520
SW Fund	\$103,947	\$383,086	\$166,053	\$1,055,113	\$325,341	\$330,599	\$262,730	\$148,669	\$175,195	\$404,127	\$336,136	\$463,485
Galvanized Replacement Program (RE 174)	(\$85,976)	\$221,753	\$117,745	\$84,456	\$176,025	\$160,813	\$95,766	\$5,661	\$159,851	\$132,439	\$58,593	\$242,056
Basin Renewal Program (RE166)	\$15,562	\$203,595	\$328,389	\$291,991	\$156,740	\$227,441	\$37,021	\$48,173	\$68,639	\$47,269	\$56,485	\$15,593
Stormwater Renewal Program (SW004, SW005, SW008, SW009, SGE001)	\$102,430	\$382,801	\$165,101	\$1,028,689	\$248,594	\$294,756	\$261,188	\$140,513	\$165,763	\$400,292	\$325,577	\$435,102
Sewer Outfall Renewal (RE223, OP001, OP002)	\$769,762	\$1,092,525	\$438,967	\$1,407,438	\$1,727,005	\$1,044,634	\$207,221	\$23,672	\$615,815	\$1,702,243	\$1,199,147	\$467,995
Development (Water, Sewer, Meter, Stormwater) (RE180, RE214, RE215, RE225, RE226, RE227, RE232, SW001, SW007)	\$73,534	\$37,522	\$26,043	\$176,350	\$255,111	\$217,310	\$88,856	\$85,421	\$165,534	\$524,238	\$622,504	\$653,304
Force Main Replacements (RE228)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Utility-Wide (RE146, RE184, RE205, RE220, RE222, RE230, RE234, RE236, RE237, HNP060, OP006, SW003)	\$510,014	\$772,328	\$33,186	\$182,594	\$190,313	\$313,965	\$117,574	\$84,369	\$218,700	\$128,406	\$157,659	\$109,675
Water Production Facilities and Reservoirs (RE229, OP005)	(\$53,908)	\$214,133	\$154,887	\$369,023	\$427,013	\$498,992	\$2,041,200	\$725,527	\$881,207	\$934,881	\$823,143	(\$1,718,486)
Water Reclamation Facilities and Treatment (RE164, RE199, RE203, RE208, RE224, RE233, OP003, OP004)	\$131,198	\$1,369,622	\$1,479,620	\$1,571,992	\$718,988	\$367,314	\$970,851	\$564,332	\$202,314	\$563,621	\$57,044	\$3,432,331
Support Facilities (RE195, RE204)	\$0	\$0	\$0	\$0	\$0	\$0	\$19,548	\$0	\$689	\$32,758	\$0	(\$1,991)
Lift Stations and Other Conveyance Infrastructure (RE181, RE 219)	\$0	\$10,001	\$0	\$2,857	\$0	\$3,992	\$1,525	\$1,466	\$776	\$0	\$26	\$26
Miscellaneous Distribution Infrastructure (RE183)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Projects (SW006, SW010)	\$0	\$0	\$0	\$26,150	\$38,850	\$35,548	\$903	\$6,677	\$9,408	\$3,323	\$10,123	\$28,399
Total Monthly Capital Project Expenditures	\$1,462,615	\$4,304,280	\$2,743,937	\$5,141,539	\$3,938,638	\$3,164,765	\$3,841,653	\$1,685,809	\$2,488,696	\$4,469,470	\$3,310,300	\$3,664,004

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.](#)



Projected Capital Project Spending

Capital Project Listing with Annual Cash Flow Requirements: FY 2024 – 2025 through FY 2029 - 2030

The tables on the following pages list, by department, the cash flow requirements of capital projects for the current budget year through FY2029 - 2030. Over this timeframe, Water and Sewer Fund projects require a total of \$765.9 million in funding with approximately \$250.1 million forecasted from the capital budget and \$515.8 million from debt financing or prefunded from prior year budgets. Stormwater Fund projects require a total of \$26.7 million in funding with approximately \$21.7 million forecasted from the capital budget and \$5.0 million to be financed by debt. 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 2024 – 2025 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 2024 – 2025 Water and Sewer budget total \$18.5 million and \$2.9 million.

Summary of Capital Project Cash Flow Requirements by Area or Division

Area or Division	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
Dist & Conveyance-Water	\$ 2,850,000	\$ 4,250,000	\$ 4,250,000	\$ 4,250,000	\$ 4,600,000	\$ 4,250,000
Dist & Conveyance-Sewer	8,770,640	20,320,640	9,520,640	14,020,640	13,520,640	21,520,640
General Services	400,000	2,450,000	1,850,000	1,850,000	1,850,000	1,850,000
IT	1,076,000	1,140,000	1,140,000	3,910,000	1,060,000	840,000
Utility-wide	11,960,000	11,000,000	-	1,100,000	20,000	1,000,000
Water Production	2,400,000	57,785,000	400,360,000	4,950,000	4,000,000	51,375,000
Water Reclamation	216,050	21,600,000	28,000,000	-	2,000,000	36,550,000
Total Water and Sewer Fund Capital Project Budget	\$ 27,672,690	\$ 118,545,640	\$ 445,120,640	\$ 30,080,640	\$ 27,050,640	\$ 117,385,640
<i>Project Amounts Prefunded or Debt Financed</i>	<i>(16,250,000)</i>	<i>(71,600,000)</i>	<i>(400,900,000)</i>	<i>(3,000,000)</i>	<i>(3,000,000)</i>	<i>(21,000,000)</i>
Total Capital Budget Funding Needed	\$ 11,422,690	\$ 46,945,640	\$ 44,220,640	\$ 27,080,640	\$ 24,050,640	\$ 96,385,640
Total Stormwater Fund Capital Project Budget	\$ 5,365,181	\$ 5,300,000	\$ 3,500,000	\$ 4,500,000	\$ 3,500,000	\$ 4,500,000
<i>Project Amounts Prefunded or Debt Financed</i>	<i>(2,972,937)</i>	<i>(2,027,063)</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>
Total Capital Budget Funding Needed	\$ 2,392,244	\$ 3,272,937	\$ 3,500,000	\$ 4,500,000	\$ 3,500,000	\$ 4,500,000

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





CASH FLOW REQUIREMENTS OF CAPITAL PROJECTS – WATER RECLAMATION

Project Name	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
20-701 / Northeast Capacity Upgrades	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000	\$ 12,800,000
20-703 / Casey WRRF 32 MGD Upgrade - Solids	-	21,000,000	28,000,000	-	-	-
20-717 / Northeast WRF Improvements - Influent Screening	-	-	-	-	-	500,000
20-719 / Automated Sampling Technology	-	150,000	-	-	-	-
20-721 / Shoal Creek Process Upgrades - Screening	-	100,000	-	-	-	-
20-724 / Casey WRRF 32 MGD Upgrade - Liquids	-	-	-	-	-	18,000,000
20-726 / Casey WRRF Improvements - Primary Clarifier Concrete Repair	-	350,000	-	-	-	-
20-728 / Decommission Shoal Creek WRF - Upgrade RJ Jackson pump station	-	-	-	-	-	5,250,000
Shoal Creek WRF Improvements SDCs -reimbursement	216,050	-	-	-	-	-
<i>Project Amounts Prefunded or Debt Financed</i>	-	-	-	-	-	(18,000,000)
Total Capital Budget Funding Needed	\$ 216,050	\$ 21,600,000	\$ 28,000,000	\$ -	\$ 2,000,000	\$ 18,550,000

CASH FLOW REQUIREMENTS OF CAPITAL PROJECTS – WATER PRODUCTION

Project Name	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
20-304 / Hooper Upgrades (changed from Hooper GAC)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 46,000,000
20-304 / Hooper Upgrades (changed from Hooper GAC)-Design	-	-	-	-	4,000,000	-
20-309 / Single Points-of-Failure Elimination Study and Implementation	400,000	-	-	2,950,000	-	-
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)	-	860,000	-	-	-	-
20-320 / Hicks Solids Handling Improvements	-	-	610,000	-	-	-
20-324 / Flood Proofing Implementation (Smith)	-	575,000	-	-	-	-
20-325 / Process Optimization/Evaluation	-	-	250,000	-	-	-
20-326 / Smith Reservoir Oxygenation System	-	-	-	2,000,000	-	-
20-327 / Hooper Belt Filter Press Evaluation	-	-	-	-	-	75,000
20-328 / Forest Ave Booster Pump Design and Construction	750,000	4,250,000	-	-	-	2,100,000
20-329 / Morrow Re-Pump Station Improvements	-	-	-	-	-	3,200,000
Advanced Water Treatment and Capacity Upgrades (PFAS)	-	52,100,000	397,900,000	-	-	-
Owner Advisor Support Advanced Water Treatment and Capacity Upgrades	1,000,000	-	-	-	-	-
<i>Project Amounts Prefunded or Debt Financed</i>	-	(52,100,000)	(397,900,000)	-	-	-
Total Capital Budget Funding Needed	\$ 2,150,000	\$ 5,685,000	\$ 2,460,000	\$ 4,950,000	\$ 4,000,000	\$ 51,375,000

CASH FLOW REQUIREMENTS OF CAPITAL PROJECTS – DISTRIBUTION AND CONVEYANCE

Project Name	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
20-601 / Galvanized Water Main Replacement Program	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000
20-602 / Commercial Meter Replacement and Fire Metering Program	500,000	500,000	500,000	500,000	500,000	500,000
20-604 / Water Distribution Model Update	-	-	-	-	350,000	-
20-607 / Small Diameter Sewer Rehabilitation and Replacement Program	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
20-608 / Large Diameter Sewer Rehabilitation and Replacement Program	5,250,000	16,800,000	6,000,000	6,000,000	6,000,000	6,000,000
20-609 / Expand Sewer Service to Key Unsewered (Septic Tank) Areas	-	-	-	-	-	5,000,000
20-613 / Conveyance Modifications to Accept DeKalb County Flows	-	-	-	-	-	7,000,000
20-614 / College Park Contract Wastewater Flows	-	-	-	4,500,000	4,000,000	-
20-615 / Pressure Sewer (Assessment and) Rehabilitation Program - capital	1,520,640	1,520,640	1,520,640	1,520,640	1,520,640	1,520,640
20-617 / GDOT Projects	600,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
<i>Project Amounts Prefunded or Debt Financed</i>	(5,250,000)	(9,500,000)	(3,000,000)	(3,000,000)	(3,000,000)	(3,000,000)
Total Capital Budget Funding Needed	\$ 6,370,640	\$ 15,070,640	\$ 10,770,640	\$ 15,270,640	\$ 15,120,640	\$ 22,770,640

CASH FLOW REQUIREMENTS OF CAPITAL PROJECTS – GENERAL SERVICES

Project Name	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
20-910 / Lift Station Rehabilitation	\$ 400,000	\$ 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	100,000	100,000
20-914 / Upgrade GE IFIX / GE Proficy Software	-	100,000	50,000	50,000	50,000	50,000
<i>Project Amounts Prefunded or Debt Financed</i>	-	-	-	-	-	-
Total Capital Budget Funding Needed	\$ 400,000	\$ 2,450,000	\$ 1,850,000	\$ 1,850,000	\$ 1,850,000	\$ 1,850,000



CASH FLOW REQUIREMENTS OF CAPITAL PROJECTS – IT

Project Name	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
20-155 / Software Application Upgrade & Technology Refresh	\$ 626,000	\$ 1,000,000	\$ 1,000,000	\$ 3,500,000	\$ 700,000	\$ 700,000
20-161 / Refresh Disaster Recovery - Data Center	-	-	-	150,000	125,000	-
20-165 / SCADA Security	-	50,000	50,000	50,000	50,000	50,000
20-166 / SCADA Hardware Replacement and Refresh	135,000	-	-	-	-	-
20-167 / Cyber Security	-	60,000	60,000	60,000	60,000	60,000
20-168 / Network Switching and Cabling	-	30,000	30,000	150,000	125,000	30,000
Emergency Dispatch Center	315,000	-	-	-	-	-
<i>Project Amounts Prefunded or Debt Financed</i>	-	-	-	-	-	-
Total Capital Budget Funding Needed	\$ 1,076,000	\$ 1,140,000	\$ 1,140,000	\$ 3,910,000	\$ 1,060,000	\$ 840,000

CASH FLOW REQUIREMENTS OF CAPITAL PROJECTS – UTILITY-WIDE

Project Name	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
20-129 / Space Management Strategy (SAMP-L-06)	\$ 175,000	\$ -	\$ -	\$ -	\$ 20,000	\$ -
20-131 / Evaluate Next Generation of Meter Technologies	-	-	-	-	-	-
20-132 / Customer Meter Replacement Program (AMR to AMI)	11,000,000	10,000,000	-	-	-	-
20-138 / Security Projects/Improvements	285,000	1,000,000	-	1,000,000	-	1,000,000
20-140 / BI Tool Selection and Implementation (Ph 2: SAMP OS-10)	100,000	-	-	-	-	-
20-141 / Mobile Application Implementation Project	-	-	-	-	-	-
20-147 / CCWA Energy Optimization Analysis	-	-	-	100,000	-	-
2025 SMP 5-year update	400,000	-	-	-	-	-
<i>Project Amounts Prefunded or Debt Financed</i>	<i>(11,000,000)</i>	<i>(10,000,000)</i>	-	-	-	-
Total Capital Budget Funding Needed	\$ 960,000	\$ 1,000,000	\$ -	\$ 1,100,000	\$ 20,000	\$ 1,000,000

CASH FLOW REQUIREMENTS OF CAPITAL PROJECTS – STORMWATER AND WATERSHEDS

Project Name	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
20-206 / Implement Watershed Improvement Projects	\$ -	\$ 1,000,000	\$ -	\$ 1,000,000	\$ -	\$ 1,000,000
20-207 / Implement Stormwater Capital Improvement Projects	6,000,000	6,000,000	3,500,000	3,500,000	3,500,000	3,500,000
<i>Project Amounts Prefunded or Debt Financed</i>	<i>(2,972,937)</i>	<i>(2,027,063)</i>	-	-	-	-
Total Capital Budget Funding Needed	\$ 3,027,063	\$ 4,972,937	\$ 3,500,000	\$ 4,500,000	\$ 3,500,000	\$ 4,500,000





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 pipes 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, manhole 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.

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 2024-2025 budget includes \$7.9M in funding for this program which will fund [Basin Level Sewer Rehabilitation and Small Diameter Sewer Renewal and Replacement Program](#) and [Jesters Creek Outfall Phase 5 Nottingham Drive to I-75](#). 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 2024 – 2025 budget has \$2.0M for these assessments.



RE174 - GALVANIZED WATERMAIN REPLACEMENTS [SMP 20-601]

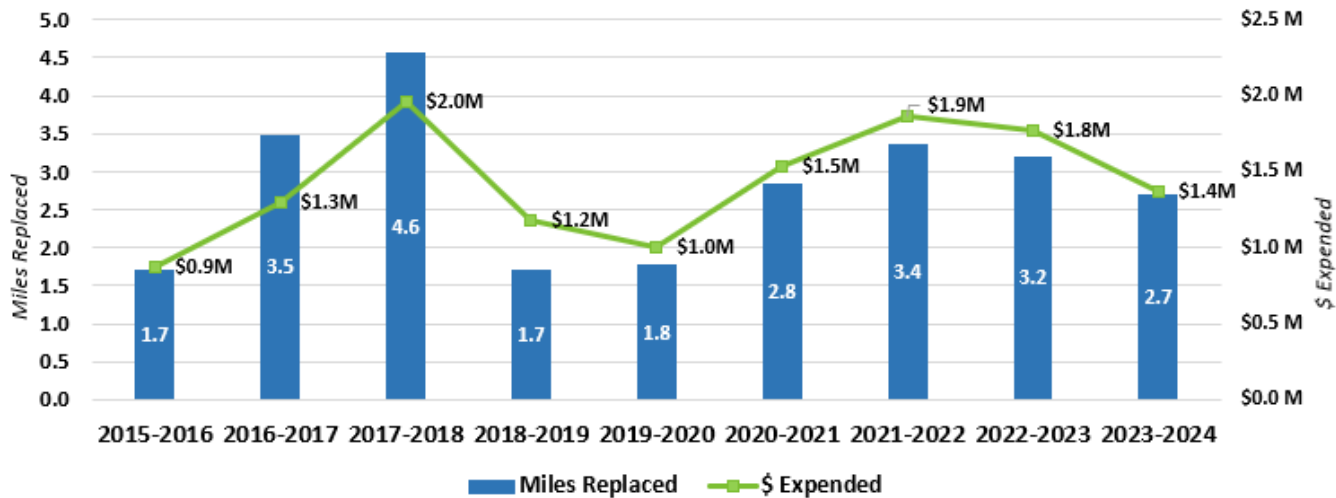
In 2003, the County had an estimated 65 miles of galvanized watermain. Projects in this program focus on the systematic replacement of these pipes to improve water quality and fire protection. The affected areas of water distribution system targeted for water main replacements are the areas with most of water leakage and water quality complaints as well as fire hydrant spacing.

The 2020 Strategic Master Plan includes \$20M in planned costs for 10 years to complete the replacement of galvanized watermain. There is an annual budget goal of \$2.0M 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. Since FY 2015 – 2016, \$13.3M has been spent on projects that have replaced 27.3 miles of pipeline and an estimated 191,600 feet or 36.3 miles.

The FY 2024 – 2025 Capital Budget has no funding for this initiative, however the FY 2023 – 2024 budget surplus provides funding of \$1.75M for the **Galvanized Watermain Replacement** program.



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. The FY 2024 – 2025 budget allocates \$800K for three projects in this construction line; [Department of Transportation – Highway 42](#), [Department of Transportation – Highway 85](#), and [Department of Transportation – Battle Creek Road](#).

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. There is no funding provided for this work from the FY 2024 – 2025 Capital Budget, however \$10K from the FY 2023 - -2024 budget surplus has been added to this construction line to 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. There is no funding provided for this work from the FY 2024 – 2025 Capital Budget, however \$10K from the FY 2023 - -2024 budget surplus has been added to this construction line to be used for sewer extension projects that may be needed during the fiscal year.

RE227 – METER SETTINGS

This construction line contains projects to capture inspections other Authority related costs for to new meters associated with new development throughout the County. There are no annual targets and budgeting in this line follows County permits and development needs. There is no funding provided for this work from the FY 2024 – 2025 Capital Budget, however \$10K from the FY 2023 - -2024 budget surplus has been added to this construction line to be used for meter setting projects that may be needed during the fiscal year.



RE232 – LARGE METER REPLACEMENTS [SMP 20-602]

This construction line contains projects for the replacement of large meters for commercial and industrial customers. The annual target for this program is \$500K and is funded in the FY 2024 – 2025 Capital Budget 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 2024-2025 Capital Budget was allocated to this program, however, \$1.5 million in unassigned funds in this construction line is available to fund this program's 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, \$4.9M has been spent and six projects replacing over 5.2 miles of this pipe have been completed.





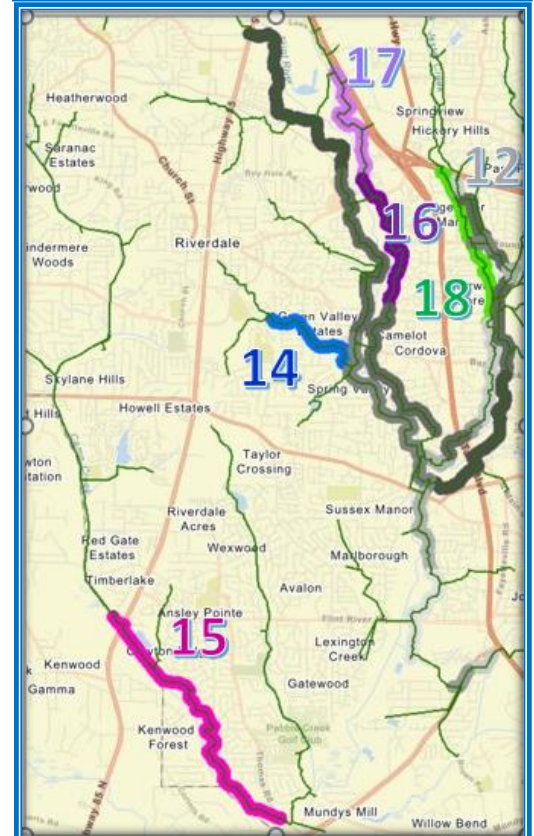
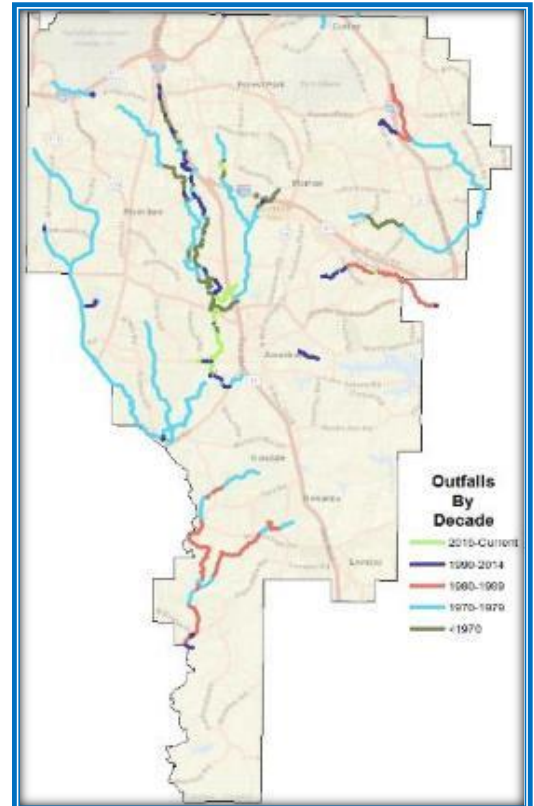
*RE223, OP001 AND OP002 – LARGE DIAMETER SEWER REHABILITATION AND REPLACEMENT PROGRAM /
OUTFALL REHABILITATION [SMP 20-608]*

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 2024, 14.3 miles of pipe have been replaced at a total cost of \$58.3M. The table below shows the status of the 19 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. In February 2024, GEFA approved an additional \$10M loan to assist in funding this program. Internal labor is used for the design of these projects and is estimated at \$300K per project and is included in the operating budget.

The FY 2024 – 2025 budget has allocated \$5.3M for Large Diameter Sewer Main Replacement work for the Panther Creek Outfall Replacement SR 42 to NE WRF and Rockcut Road Outfall Ph 2, Conley Dr to GA Hwy 42 projects that will not be funded by the GEFA loans.

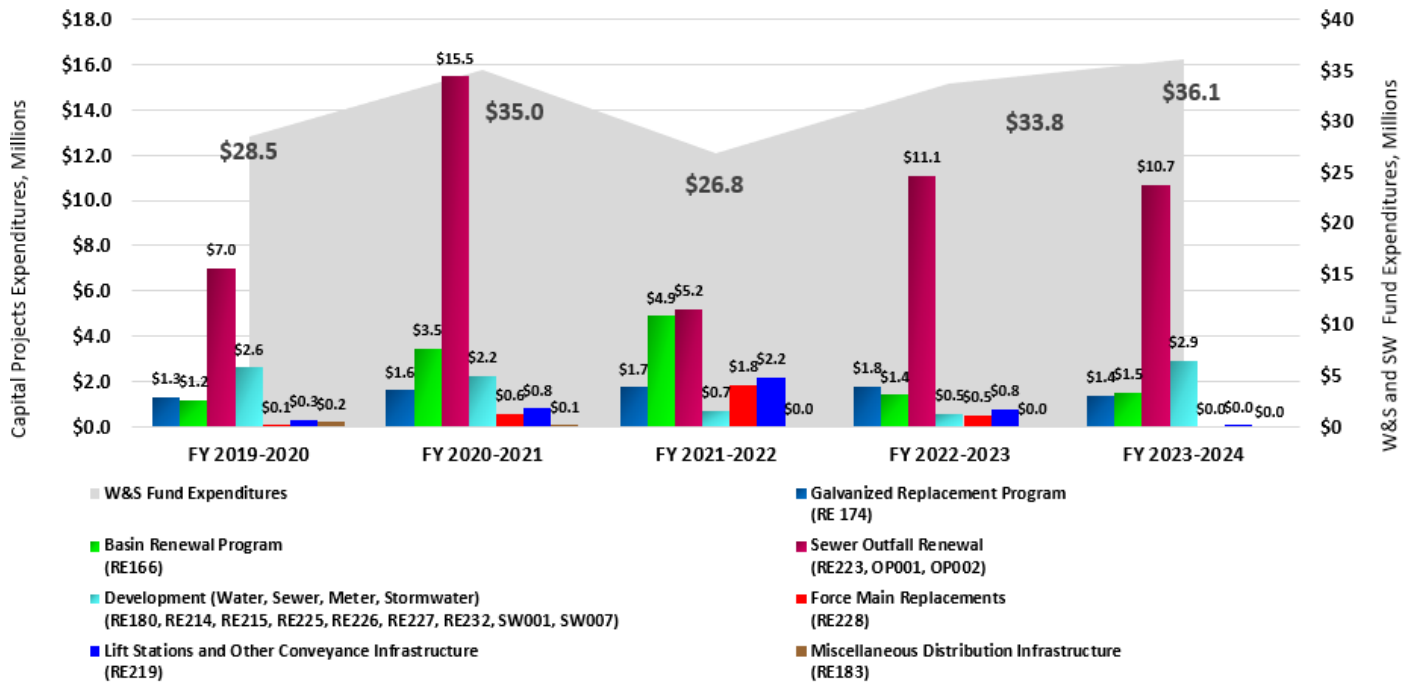
Status of Major Outfall Projects

Project	Funding / Status	Length (miles)	Cost
MAJOR REPLACEMENT PROJECTS (2015 - Current)			
1) Flint River Outfall Ph 1a	Complete	1.1	\$4.7 M
2) Flint River Outfall Ph 1b	Complete	0.9	\$5.7 M
3) Flint River Outfall Ph 2	Complete (GEFA 1-1)	2.3	\$7.2 M
4) 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	1.2	\$3.0 M
13) Flint River Outfall Ph 4	Complete (GEFA 2-3)	2.2	\$8.4 M
Subtotal		14.3	\$58.3 M
PROJECTS UNDERWAY / PLANNED FOR FY 2024-2025			
12) Jesters East Ph 2	In Progress (GEFA 2-2)	2.1	\$9.8 M
14) Riverdale Outfall Ph1	In Progress (GEFA 2-2) & (GEFA 1-3)	1.1	\$8.3 M
15) Camp Creek Outfall Ph 1	Planning (GEFA 3-2)/ R&E	3.2	\$16.8 M
16) Flint River East Outfall Ph 2	Planning	1.7	\$5.2 M
17) Flint River East Outfall Ph 3	Planning	1.4	\$6.3 M
18) Panther Creek Outfall	Planning	0.3	\$2.5 M
19) Rockcut Road Outfall Ph 2	Planning	1.3	\$2.8 M
Subtotal		11.1	\$51.6 M
Total		25.4	\$109.9 M





SUMMARY OF DISTRIBUTION AND CONVEYANCE ANNUAL CAPITAL SPENDING



ANNUAL CAPITAL SPENDING

	FY 2019-2020	FY 2020-2021	FY 2021-2022	FY 2022-2023	FY 2023-2024
Total	\$32,992,536	\$39,731,884	\$32,548,669	\$40,231,887	\$40,215,707
W&S Fund Expenditures	\$28,467,246	\$35,007,579	\$26,798,740	\$33,757,169	\$36,061,227
Galvanized Replacement Program (RE 174)	\$1,295,883	\$1,611,912	\$1,745,902	\$1,775,558	\$1,369,182
Basin Renewal Program (RE166)	\$1,171,729	\$3,453,095	\$4,883,394	\$1,408,846	\$1,496,899
Sewer Outfall Renewal (RE223, OP001, OP002)	\$7,007,259	\$15,496,838	\$5,208,882	\$11,091,337	\$10,696,423
Development (Water, Sewer, Meter, Stormwater) (RE180, RE214, RE215, RE225, RE226, RE227, RE232, SW001, SW007)	\$2,621,994	\$2,243,303	\$700,315	\$546,458	\$2,925,727
Force Main Replacements (RE228)	\$50,336	\$556,570	\$1,840,886	\$501,170	\$0
Miscellaneous Distribution Infrastructure (RE183)	\$179,853	\$74,812	\$0	\$0	\$0
All Pipeline Related Projects	\$12,327,053	\$23,436,529	\$14,379,380	\$15,323,370	\$16,488,232



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 surplus allocated \$11.8M to assist in funding the additional \$56M that will be needed from the Renewal and Extension Fund when 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 surplus allocated \$11.8M to assist in funding the additional \$56M that will be needed from the Renewal and Extension Fund when 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.

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 \$10.1M. 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.

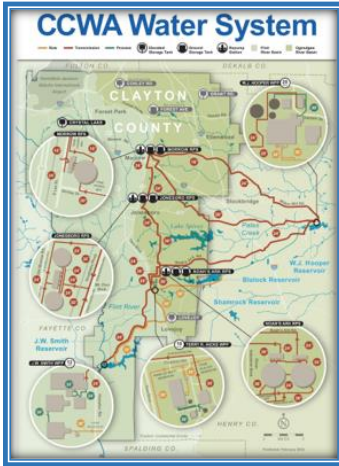


The **Walnut Creek Lift Station Upgrade** project, with a budget of \$3.4M, has recently been completed. This project required doubling the capacity of the current lift station as several new residential and commercial developments were straining existing capacity. Existing structures including a large 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 a budget of \$2.7M. 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 2024-2025 budget allocates \$428K to [\[SMP 20-910\] Lift Station Rehabilitation Program](#), for the design of a lift station that services a County Fire Station.

RE229 – WATER PRODUCTION FACILITIES IMPROVEMENTS



This main construction line contains capital projects for the work done at one of three water production facilities or for improving water quality in the reservoirs that supply these water production facilities. The FY 2024 – 2025 Capital Budget provides a total of \$1.25M to fund the following three projects; [Total Organic Carbon \(TOC\) Evaluations - All Plants](#), [\[SMP 20-328\] Forest Park Distribution Improvements \(Design\)](#), and [Building Upgrades – Morrow Pumping Station](#). The FY 2023 – 2024 budget surplus will fund \$1.0M for Owner Advisor Support for the Advanced Water Treatment and Upgrades project and \$300K for [SMP 20-323] Demolishing Elevated Tank Evaluation.

Larger Projects underway under this construction line include [SMP 20-311][SMP 20-318] Jonesboro Repump Station Improvements budgeted at approximately \$11.2M, Ultra-violet Disinfection Upgrades with estimated budgets totaling \$6.1M, and Chemical Feed and Storage Systems with combined budgets of approximately \$3.5M.

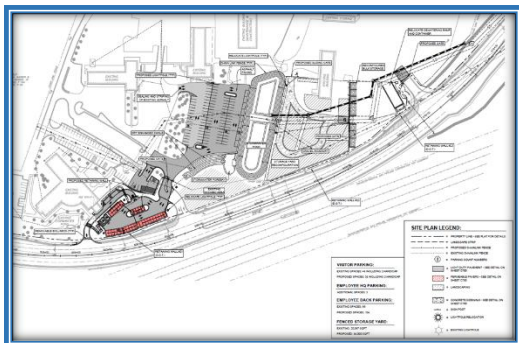
RE233 – SHOAL CREEK WATER RECLAMATION FACILITY MODIFICATIONS

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 2024 – 2025 Capital Budget provides no funding for this construction line, however, \$216K of the FY 2023 – 2024 budget surplus was approved 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

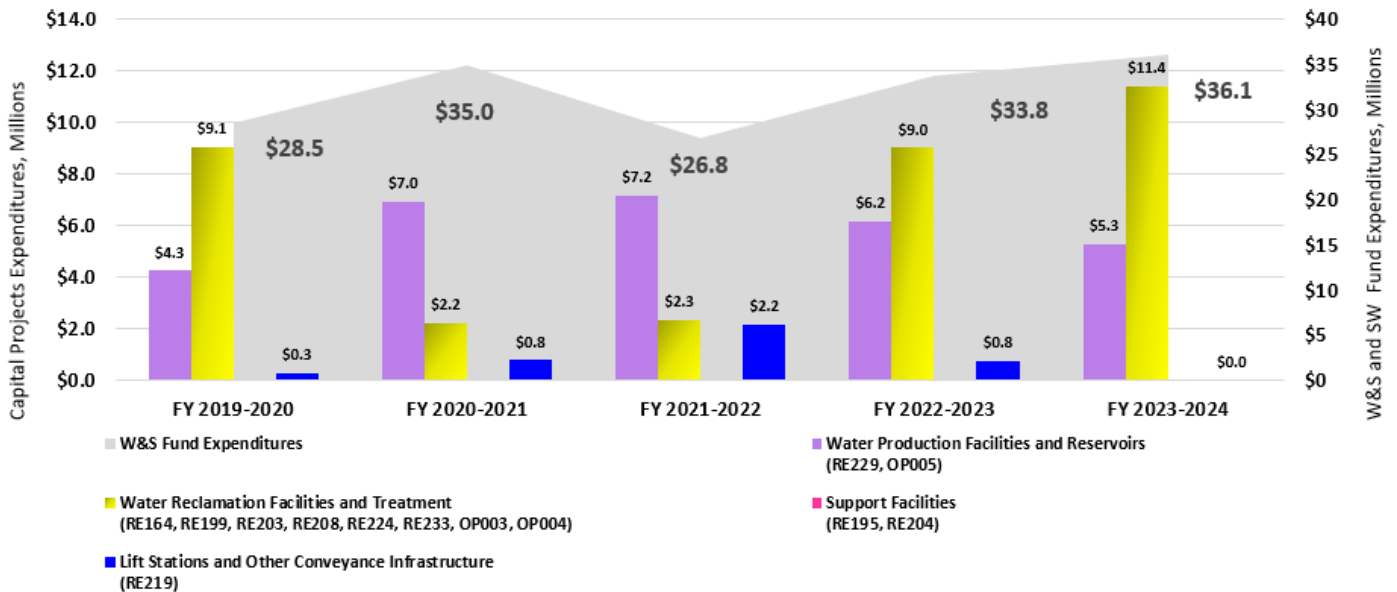
The Clayton County Department of Transportation is widening Battle Creek Road. Several parking lots, entryways, streetlights, signs, detention ponds, security gate and fencing, and almost all the warehouse storage areas at CCWA's headquarter building will be impacted. The County reimbursed the Authority 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 the end of summer 2024. No additional funds were added from the FY 2024 – 2025 budget.



SUMMARY OF FACILITY IMPROVEMENTS ANNUAL CAPITAL SPENDING



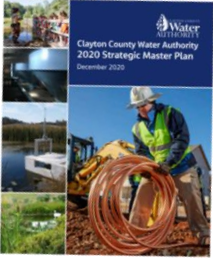
ANNUAL CAPITAL SPENDING	FY 2019-2020	FY 2020-2021	FY 2021-2022	FY 2022-2023	FY 2023-2024
Total	\$32,992,536	\$39,731,884	\$32,548,669	\$40,231,887	\$40,215,707
W&S Fund Expenditures	\$28,467,246	\$35,007,579	\$26,798,740	\$33,757,169	\$36,061,227
Water Production Facilities and Reservoirs (RE229, OP005)	\$4,271,594	\$6,952,466	\$7,189,122	\$6,175,938	\$5,297,611
Water Reclamation Facilities and Treatment (RE164, RE199, RE203, RE208, RE224, RE233, OP003, OP004)	\$9,072,285	\$2,241,189	\$2,345,630	\$9,039,202	\$11,429,228
Support Facilities (RE195, RE204)	\$4,491	\$6,050	\$0	\$0	\$51,003
Lift Stations and Other Conveyance Infrastructure (RE219)	\$281,941	\$802,540	\$2,169,307	\$757,910	\$20,667
All Facility Improvement Projects	\$16,171,919	\$11,536,914	\$12,421,095	\$18,438,330	\$19,617,292

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 2024 – 2025 budget has been allocated to projects in this construction line. Funding of \$1.1M from the FY 2023 – 2024 budget surplus was allocated to this construction line for the following projects: [SMP 20-129][SAMP-L-06] Space Study Recommendation Implementation, Wetlands Center Boardwalk Replacement and Expansion project and Native Plant Garden Design and Construction project.





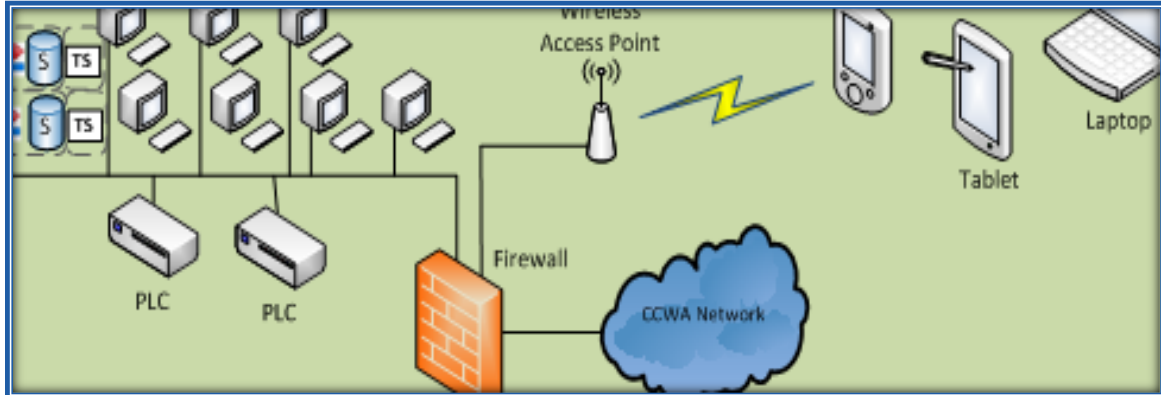
RE184 – STRATEGIC MASTER PLAN

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 \$400K in funding from the FY 2024 – 2025 budget to complete the 5-year update.

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 used for process control and for gathering of data in real time from remote locations to control equipment and conditions. SCADA Systems consists 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 surplus adds \$220K for [SMP 20-155] SCADA Technology Upgrades added to RE230 the information technology 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, pumps, 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 has projects related to the Customer Information System (CIS) and includes upgrades to the Interactive Voice Response (IVR) system and the development of a customer phone app.



RE222 – COMPANYWIDE SECURITY – [SMP 20-138]



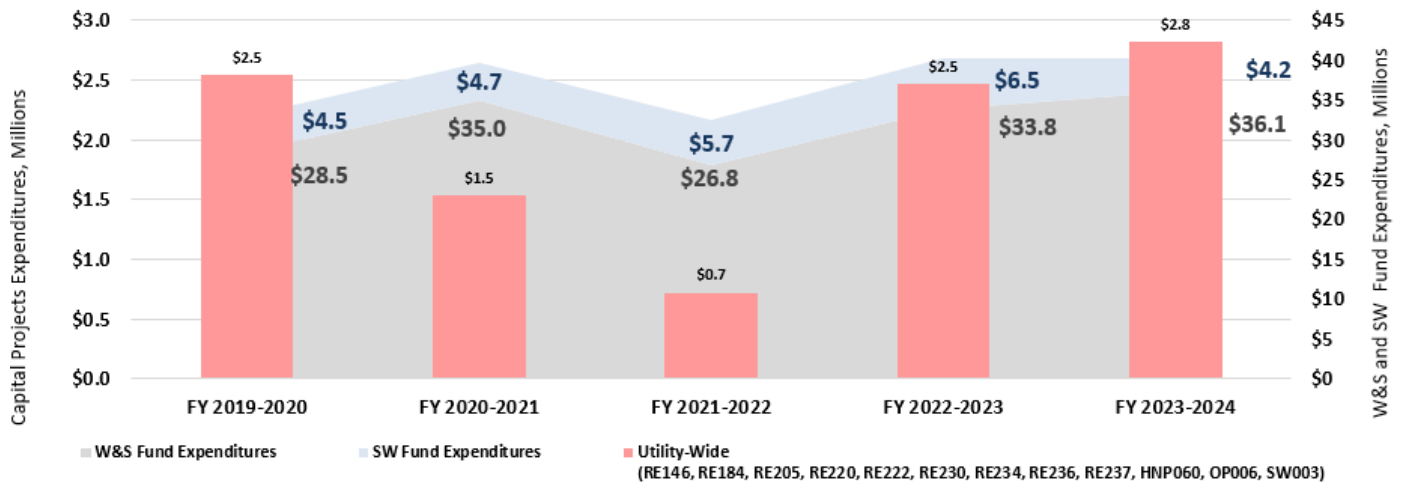
This construction line of the Renewal and Extension Fund holds projects undertaken as part of the *Security Management System* to provide physical security of the Authority's properties. The objective of projects under this line is to improve organization security by integrating access controls and video (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 FY 2023 – 2024 budget surplus allocated \$315K for an Emergency Dispatch Center. Projects from the \$595K Physical Security Phase 4 initiative 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 FY 2023 – 2024 budget allocated \$915K to six projects under this line for the upcoming fiscal year all under [SMP 20-155]: Human Resources Information System Replacement (HRIS), Phone System Migration to Cloud, SCADA Upgrade, Cellular Enhancements, Microsoft Licensing Review, and DSI Implementation or Replacement.

SUMMARY OF UTILITY-WIDE IMPROVEMENTS ANNUAL CAPITAL SPENDING



ANNUAL CAPITAL SPENDING	FY 2019-2020	FY 2020-2021	FY 2021-2022	FY 2022-2023	FY 2023-2024
Total	\$32,992,536	\$39,731,884	\$32,548,669	\$40,231,887	\$40,215,707
W&S Fund Expenditures	\$28,467,246	\$35,007,579	\$26,798,740	\$33,757,169	\$36,061,227
SW Fund Expenditures	\$4,525,290	\$4,724,305	\$5,749,928	\$6,474,719	\$4,154,480
Utility-Wide (RE146, RE184, RE205, RE220, RE222, RE230, RE234, RE236, RE237, HNP060, OP006, SW003)	\$2,541,608	\$1,534,668	\$717,036	\$2,465,280	\$2,818,784



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, \$34.7M has been spent and 22.5 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 2023-24	6	943	\$ 293,015	\$310.73	67	11,260	\$ 3,093,344	\$274.72	73	12,203	\$ 4,187,841	\$293.14
FY 2022-23	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 2021-22	29	3,241	\$ 931,123	\$282.02	89	12,008	\$ 2,763,380	\$238.52	118	15,249	\$ 3,694,503	\$260.27
FY 2020-21	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 2019-20	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 2018-19	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 2017-18	10	3,169	\$ 897,645	\$283.26	32	7,084	\$ 2,319,456	\$327.42	42	10,253	\$ 3,217,101	\$305.34
FY 2016-17	6	2,946	\$ 925,993	\$314.32	41	8,184	\$ 2,413,204	\$294.87	47	11,130	\$ 3,339,197	\$304.60
FY 2015-16	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	154	34,795	\$9,693,682	\$285.85	541	83,779	\$24,199,792	\$296.90	695	118,574	\$34,694,957	\$291.42

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 2024 – 2025 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. As of April 30, 2024, approximately \$5M will have been expended from the 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 2024 – 2025 budget will fund \$750K of **Stormwater Cured-In-Place Pipe improvements** at an average cost of \$286 per linear foot, approximately 2,600 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 2024 – 2025 budget will fund \$2.1M of [Removal and Replacement](#) projects. At \$300 per linear foot, approximately 7,000 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 2024 – 2025 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 2024 – 2025 budget provided no additional funding for this construction line.

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

The construction line holds the projects recommended under the [Watershed Master Plan](#) [SMP 20-201]. These plans will be designed to meet several objectives: 1) use existing information and supplemental targeted field studies to identify and characterize watershed stressors; 2) develop recommended actions to address watershed stressors, resulting in improved, or maintained, water quality, enhanced physical stream conditions, flood control, and safe infra-



structure 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.

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

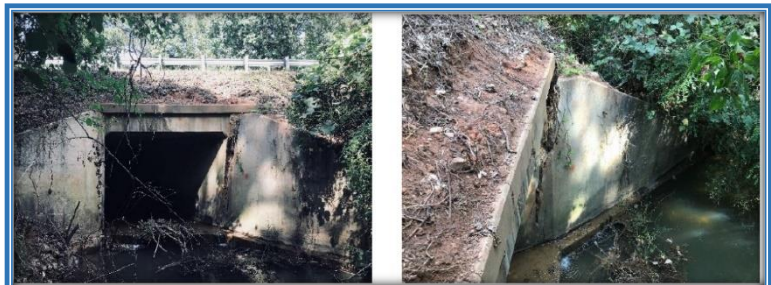
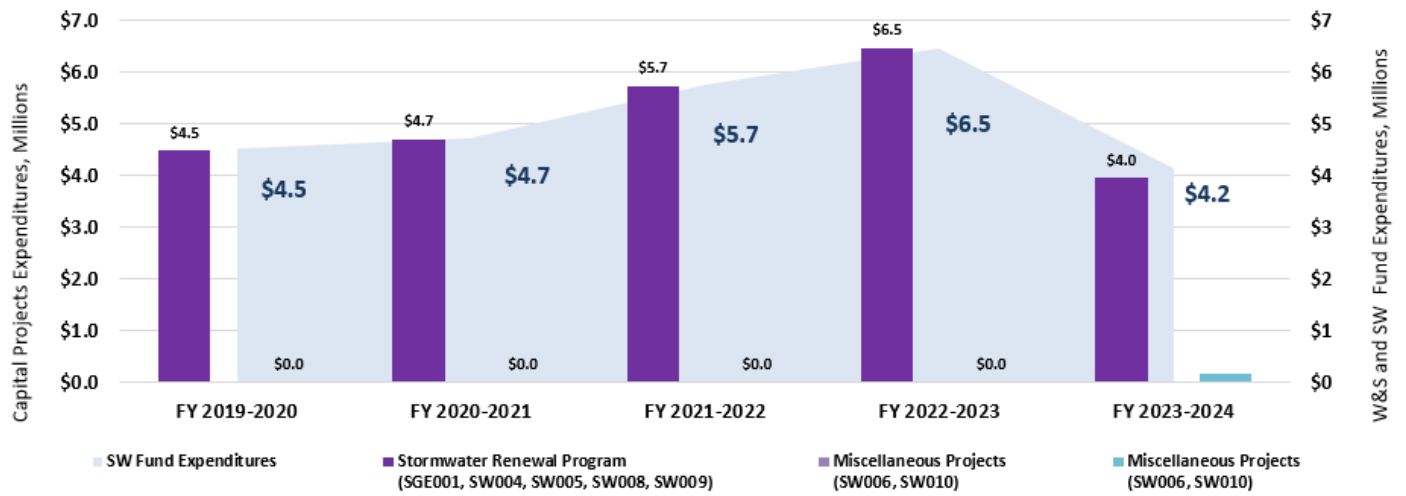


Photo: Creek Culvert Repairs – Walt Stephens Road



SUMMARY OF STORMWATER ANNUAL CAPITAL SPENDING



ANNUAL CAPITAL SPENDING	FY 2019-2020	FY 2020-2021	FY 2021-2022	FY 2022-2023	FY 2023-2024
	\$32,992,536	\$39,731,884	\$32,548,669	\$40,231,887	\$40,215,707
Total					
SW Fund Expenditures	\$4,525,290	\$4,724,305	\$5,749,928	\$6,474,719	\$4,154,480
Stormwater Renewal Program (SGE001, SW004, SW005, SW008, SW009)	\$4,485,222	\$4,706,594	\$5,741,388	\$6,469,523	\$3,950,806
Miscellaneous Projects (SW006, SW010)	\$8,343	\$16,444	\$6,807	\$665	\$159,378





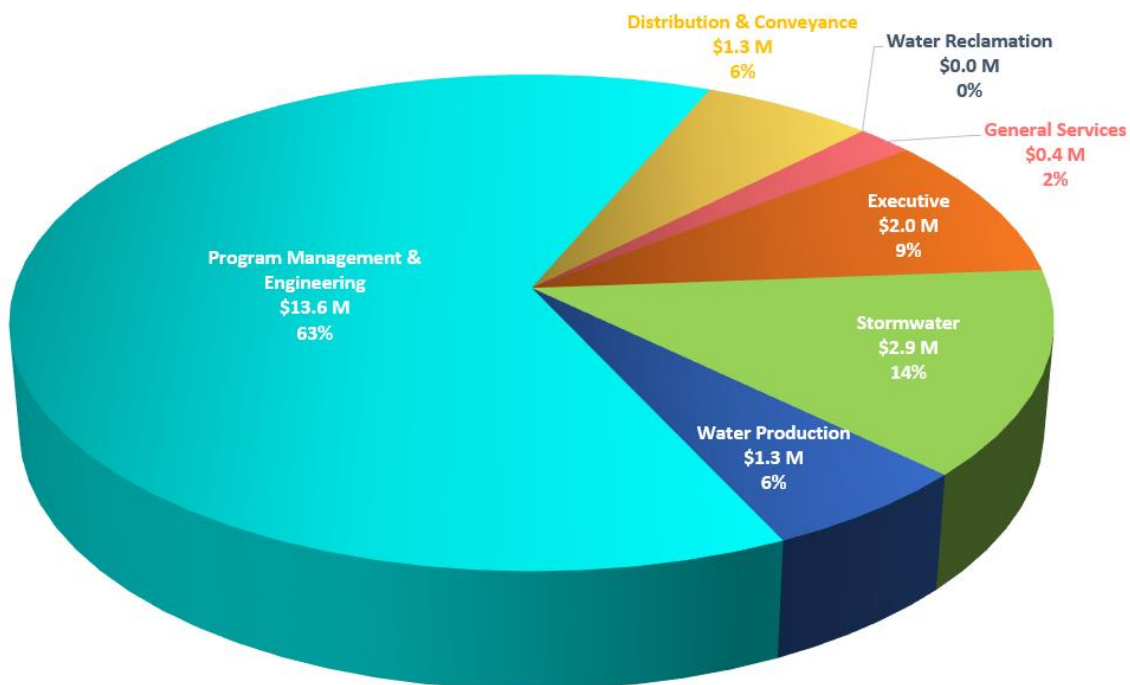
Capital Project FY 2024 – 2025 Budget Funding Summary

Water and Sewer Fund - Renewal and Extension Fund

Construction Line	Project Description	Amount Budgeted
[OP006]	[SMP 20-132] Advanced Metering Infrastructure (AMI) - Pre-fund GEFA Disbursements	\$ 2,000,000
[RE166]	[SMP 20-607] Basin Level Sewer Rehabilitation/Small Diameter Sewer R/R Program	1,200,000
[RE166]	[SMP 20-607] Jesters Creek Outfall Phase 5 Nottingham Dr. to I75	6,700,000
[RE180]	[SMP 20-617] DOT - Hwy 42	300,000
[RE180]	[SMP 20-617] DOT - Hwy 85	300,000
[RE180]	[SMP 20-617] DOT - Battle Creek Rd	200,000
[RE184]	Strategic Master Plan	400,000
[RE219]	[SMP 20-910] Lift Station Rehab Design	428,264
[RE223]	[SMP 20-608] Panther Creek Outfall Replacement SR 42 to NE WRF	2,500,000
[RE223]	[SMP 20-608] Rockcut Road Outfall Ph 2, Conley Dr to GA Hwy 42	2,750,000
[RE229]	Total Organic Carbon (TOC) Evaluations - All Plants	400,000
[RE229]	Building Upgrades	100,000
[RE229]	[SMP 20-328] Forest Park Distribution Improvements (Design)	750,000
[RE232]	[SMP 20-602] Large Meter Replacements	500,000
Total Capital Projects		\$ 18,528,264

Stormwater Fund - Construction Fund

Construction Line	Project Description	Amount Budgeted
[SW004]	[SMP 20-207] Cured In Place Pipe (CIPP)	\$ 750,000
[SW005]	[SMP 20-207] Renewal and Replacement Pipe (Open-cut)	2,115,181
Total Capital Projects		\$ 2,865,181





Renewal and Extension Funded Projects

FUNDING SOURCES

DESCRIPTION OF REVENUE SOURCES

AMOUNT

Other Financing Sources:

Interfund Transfers from Revenue Fund

\$ 18,528,264

Total Funding Sources

\$ 18,528,264

PROJECTS

BUDGET UNIT/ PROJECT SPONSOR

GENERAL PROJECT DESCRIPTION

AMOUNT

Finance	[SMP 20-132] Advanced Metering Infrastructure (AMI) – Pre-Fund GEFA Disbursements	\$ 2,000,000
Water Production Director	Total Organic Carbon TOC Evaluations - All Plants	400,000
Morrow Pump Station	Building Upgrades	100,000
FP/CQ Pump Station	[SMP 20-328] Forest Park Distribution Improvements (Design & Services During Construction)	750,000
PM&E Director	Strategic Master Plan	400,000
Construction Services	[SMP 20-607] Basin Level Sewer Rehabilitation/ Small Diameter Sewer R/R Program	1,200,000
Construction Services	[SMP 20-607] Jesters Creek Outfall Phase 5 Nottingham Dr. to I-75	6,700,000
Construction Services	[SMP 20-608] Panther Creek Outfall Replacement SR 42 to NE WRF	2,500,000
Construction Services	[SMP 20-608] Rockcut Road Outfall PH 2, Conley Dr to GA Hwy 42	2,750,000
D&C Director	[SMP 20-602] Large Meter Replacement Program	500,000
Water Distribution Maint.	[SMP 20-617] Department of Transportation (DOT) - Hwy 42	300,000
Water Distribution Maint.	[SMP 20-617] Department of Transportation (DOT) - Hwy 85	300,000
Water Distribution Maint.	[SMP 20-617] Department of Transportation (DOT) - Battle Creek Road	200,000
Sewage Lift Station	[SMP 20-910] Lift Station Rehabilitation (Design)	428,264
Total Projects		\$ 18,528,264



Renewal and Extension Funded Projects – Detail by Project

[SMP 20-132] Advanced Metering Infrastructure (AMI) - Pre-Fund GEFA Disbursements

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

SMP #20-132 Advanced Metering Infrastructure (AMI) - Pre-fund GEFA Disbursements - \$2,000,000

DESCRIPTION OF PROJECT

The budget for this project is estimated at \$46 million. Funding of \$35 million of the cost will come from two Georgia Environmental Finance Authority State Revolving Fund loans of \$25 million and \$10 million, respectively. The remaining \$11 million will be paid from the Renewal and Extension Fund. The \$2 million in funding requested in FY 2024 - 2025 will initially be used to provide the bridge for the timing between payment to vendors for the Advanced Metering Infrastructure (AMI) 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>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>
Project Funding		\$ 2,000,000	\$ -	\$ -	\$ -	\$ -
Impact to Operating Budget	-	-	-	-	-	-
Total Financial Impact	\$ -	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -

IMPACT ON OPERATING BUDGET

During the disbursement phase of two Georgia Environmental Finance Authority loans totaling \$35 million dollars, 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





Total Organic Carbon TOC Evaluations - All Plants

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

Total Organic Carbon (TOC) Evaluations - All Plants - \$400,000

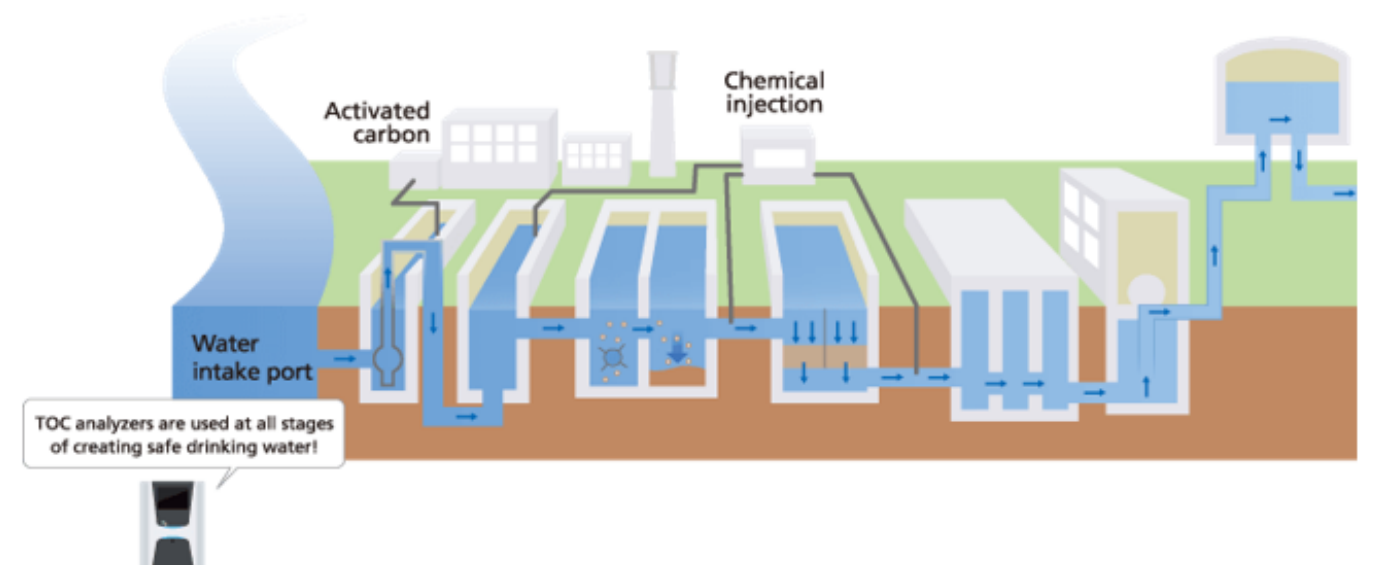
DESCRIPTION OF PROJECT

TOC measures the total amount of organic carbon in the water. Water Plants must meet TOC removal requirements as part of the treatment process. When looking at Advanced Treatment technologies for PFAS removal, TOC plays a major part of the absorption rate on some of the technologies that are being looked at. We have decided to purchase online TOC analyzers that will tell us our TOC removal rates in real time and complete an evaluation to see what we can do to increase our TOC removal rates at the Hicks and Hooper WPP.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1						
	Available	2024	2025	2026	2027	2028
Project Funding	\$ -	\$ 400,000	\$ -	\$ -	\$ -	\$ -
Impact to Operating Budget	-	-	-	-	-	-
Total Financial Impact	\$ -	\$ 400,000	\$ -	\$ -	\$ -	\$ -

IMPACT ON OPERATING BUDGET

This is an evaluation and will not impact the operating budget.





Building Upgrades

Department:	Water Production
Budget Unit:	Morrow Pumping Station

Fund:	R&E
Utility:	Water / Sewer

Building Upgrades - \$100,000

DESCRIPTION OF PROJECT

This is to upgrade the windows and paint the building at Morrow pump station.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1							
	Available	2024	2025	2026	2027	2028	
Project Funding	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	
Impact to Operating Budget	-	(100)	(100)	(100)	(100)	(100)	
Total Financial Impact	\$ -	\$ 99,900	\$ (100)	\$ (100)	\$ (100)	\$ (100)	

IMPACT ON OPERATING BUDGET

A small decrease in electric expense with the replacement of more energy efficient windows.





[SMP 20-328] FOREST PARK DISTRIBUTION IMPROVEMENTS (DESIGN)

Department: Water Production

Fund: R&E

Budget Unit: FP/Cajun Queen Pump Station

Utility: Water / Sewer

SMP #20-328 Forest Park Distribution Improvements (Design) - \$750,000

DESCRIPTION OF PROJECT

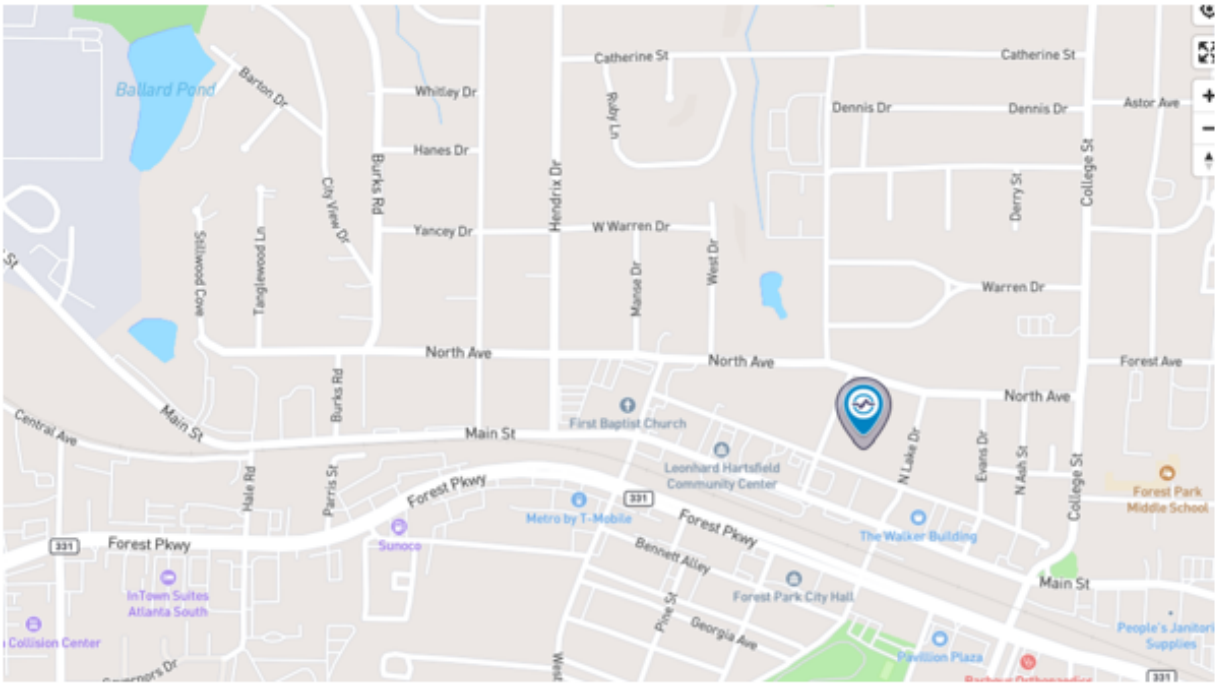
Currently, Forest Park sits at the highest elevation within the county. With this, the static pressure at Forest Park is naturally lower than everywhere else. Hazen and Sawyer, is currently finishing up the distribution model. With this model CCWA plans to add some type of improvement to help increase the pressure in Forest Park. This improvement will most likely be some type of distribution piping or a booster pump station. These funds will be for the design of this improvement. Construction cost will be included in the next budget year.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

	<u>Available</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>
Project Funding	\$ -	\$ 750,000	\$ -	\$ -	\$ -	\$ -
Impact to Operating Budget	-	-	-	-	-	-
Total Financial Impact	\$ -	\$ 750,000	\$ -	\$ -	\$ -	\$ -

IMPACT ON OPERATING BUDGET

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





STRATEGIC MASTER PLAN

Department:	PM&E
Budget Unit:	PM&E Department Manager

Fund:	R&E
Utility:	Water / Sewer

Strategic Master Plan - \$400,000

DESCRIPTION OF PROJECT

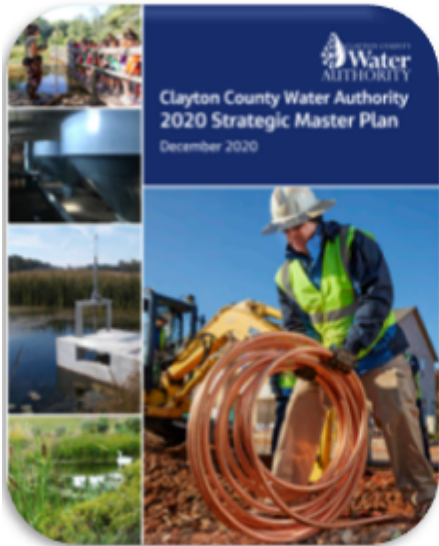
The Clayton County Water Authority (CCWA) strives to be a "best-in-class" utility. It has developed strategic master plans (SMP) since 1960 to identify infrastructure needs and regulatory challenges. CCWA conducts master planning on a 10-year cycle, with updates completed on a 5-year cycle, to identify and prioritize key projects. In 2020, CCWA's master planning effort focused on changes in the regulatory environment, aging infrastructure, workforce development, improvements to technology, implementing innovation, and planning for the optimal configuration of facilities. The overall goal of the update is to consider those themes and how they align with current needs and projected flows and demands. The plan will establish a project list, project planning level cost estimate, and an implementation schedule based on a methodical prioritization process that aligns capital spending with CCWA's mission and vision.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

	<u>Available</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>
Project Funding	\$ -	\$ 400,000	\$ -	\$ -	\$ -	\$ -
Impact to Operating Budget	-	-	-	-	-	-
Total Financial Impact	\$ -	\$ 400,000	\$ -	\$ -	\$ -	\$ -

IMPACT ON OPERATING BUDGET

Most of the impact of the SMP will be on the capital budget however there will be some operational projects included. The impact on the operating budget at this point is unknown.





[SMP 20-607] BASIN LEVEL SEWER REHABILITATION/SMALL DIAMETER SEWER R/R PROGRAM

Department:	PM&E	Fund:	R&E
Budget Unit:	Construction Services	Utility:	Water/Sewer

SMP #20-607 Basin Level Sewer Rehabilitation/Small Diameter Sewer R/R Program - \$1,200,000

DESCRIPTION OF PROJECT

This project will implement repairs, rehabilitations, or replacements of the wastewater collection system based on the findings of the Sanitary Sewer Evaluation Survey (SSES) program and other inspections. The solutions implemented will be the most cost effective for reduction of inflow and infiltration (I/I) in the system at the W.B. Casey, Northeast, and Shoal Creek Basins. The annual target budget for this program is \$2,000,000. At a cost of \$152/ft this funding will replace approximately 13,158 feet, or about 2.5 miles. This year's budget of \$750,000 will replace approximately 7,895 feet, or about 1.5 miles of pipeline.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

	<u>Available</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>
Project Funding	\$ -	\$ 1,200,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000
Impact to Operating Budget	-	3,722	7,444	13,667	19,890	26,113
Total Financial Impact	\$ -	\$ 1,203,722	\$ 2,007,444	\$ 2,013,667	\$ 2,019,890	\$ 2,026,113

IMPACT ON OPERATING BUDGET

The net impact on the operating budget for this year's project investment of \$1,200,000 is \$4,816. At \$0.61/ft, it will cost approximately \$4,816 annually for the general maintenance of the 1.5 miles (7,895 ft.) of sewer pipe infrastructure the project will replace.

Cost savings in energy and chemicals would reduce that impact by \$1,094. This is due to a reduction in Inflow and Infiltration (I/I) which is estimated to be responsible for \$1 million of water reclamation expenses. (1.5 miles is 0.11% of 1,367 miles of sewer pipeline).

Future project investments estimated at \$2,000,000 annually will replace 2.5 miles (13,200 ft.) of existing sewer pipe infrastructure which will have general maintenance costs of \$8,052 annually at \$0.61/ft. Cost savings in energy and chemicals would reduce that impact by \$1,829 by the reduction in I/I (2.5 miles is 0.18% of 1,367 miles of sewer pipeline).





[SMP 20-607] JESTERS CREEK OUTFALL PHASE 5 NOTTINGHAM DR. TO I75

Department:	PM&E	Fund:	R&E
Budget Unit:	Construction Services	Utility:	Water/Sewer

[SMP 20-607] Jesters Creek Outfall Phase 5 Nottingham Dr. to I75 - \$6,700,000

DESCRIPTION OF PROJECT

Phase 5 of the Jesters Creek Outfall requires replacement and upsizing. This project is planned to be surveyed and designed in-house and funds are needed to complete construction of this project. At an estimated \$950/ft to replace, this project will replace approximately 7,053 feet or about 1.34 miles of pipeline.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1						
	<u>Available</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>
Project Funding	\$ -	\$ 6,700,000	\$ -	\$ -	\$ -	\$ -
Impact to Operating Budget	-	-	4,101	4,101	4,101	4,101
Total Financial Impact	\$ -	\$ 6,700,000	\$ 4,101	\$ 4,101	\$ 4,101	\$ 4,101

IMPACT ON OPERATING BUDGET

The impact on the operating budget for this \$6,700,000 investment will consist of general maintenance of the replaced existing infrastructure of approximately one and a third miles of pipe (~7,053 ft.) is \$5,078 (\$0.72/ft.). The reduction in I/I is estimated to save approximately \$977 annually through the reduction of energy and chemical costs.





[SMP 20-608] PANTER CREEK OUTFALL REPLACEMENT SR 42 TO NE WATER RECLAMATION FACILITY (WRF)

Department: PM&E

Fund: R&E

Budget Unit: Construction Services

Utility: Water/Sewer

SMP #20-608 Panther Creek Outfall Replacement SR 42 to NE WRF - \$2,500,000

DESCRIPTION OF PROJECT

This section of the Panther Creek Outfall from State Route 42 to the Northeast Water requires replacement due to condition as well as upsizing based on sewer model results. This project is planned to be surveyed and designed in-house and funds are needed to complete construction of this project. At \$950 per foot to replace, this project will replace about a half a mile of pipeline.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

	<u>Available</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>
Project Funding	\$ -	\$ 2,500,000	\$ -	\$ -	\$ -	\$ -
Impact to Operating Budget	-	-	1,530	1,530	1,530	1,530
Total Financial Impact	\$ -	\$ 2,500,000	\$ 1,530	\$ 1,530	\$ 1,530	\$ 1,530

IMPACT ON OPERATING BUDGET

The impact on the operating budget for this \$2,500,000 investment will consist of general maintenance of the replaced existing infrastructure of approximately one half a mile of pipe (~2,600 ft.) is \$1,895 (\$0.72/ft.). The reduction in I/I is estimated to save approximately \$365 annually through the reduction of energy and chemical costs.





[SMP 20-608] ROCKCUT ROAD OUTFALL PH 2, CONLEY DR TO GA HWY 42

Department: PM&E

Fund: R&E

Budget Unit: Construction Services

Utility: Water/Sewer

SMP #20-608 Rockcut Road Outfall Ph 2, Conley Dr to GA Hwy 42 - \$2,750,000

DESCRIPTION OF PROJECT

Phase 2 of the Rock Cut Road Outfall requires upsizing. This project is planned to be surveyed and designed in-house and funds are needed to complete construction of this project. At \$950 per foot to replace, this project will replace about a half a mile of pipeline.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1						
	Available	2024	2025	2026	2027	2028
Project Funding	\$ -	\$ 2,750,000	\$ -	\$ -	\$ -	\$ -
Impact to Operating Budget	-	-	1,684	1,684	1,684	1,684
Total Financial Impact	\$ -	\$ 2,750,000	\$ 1,684	\$ 1,684	\$ 1,684	\$ 1,684

IMPACT ON OPERATING BUDGET

The impact on the operating budget for this \$2,750,000 investment will consist of general maintenance of the replaced existing infrastructure of approximately one half a mile of pipe (~2,900 ft.) is \$2,084 (\$0.72/ft.). The reduction in I/I is estimated to save approximately \$400 annually through the reduction of energy and chemical costs.





[SMP 20-602] LARGE METER REPLACEMENT PROGRAM

Department: D&C

Fund: R&E

Budget Unit: D&C Department Manager

Utility: Water/Sewer

SMP #20-602 Addition to Large Meter Replacements - \$500,000

DESCRIPTION OF PROJECT

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

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

	<u>Available</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>
Project Funding	\$ -	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Impact to Operating Budget	-	233	466	699	932	1,165
Total Financial Impact	\$ -	\$ 500,233	\$ 500,466	\$ 500,699	\$ 500,932	\$ 501,165

IMPACT ON OPERATING BUDGET

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





[SMP 20-617] DEPARTMENT OF TRANSPORTATION (DOT) - HWY 42

Department:	D&C	Fund:	R&E
Budget Unit:	Water Dist. Maintenance	Utility:	Water/Sewer

SMP #20-617 Department of Transportation (DOT) - Hwy 42 - \$300,000

DESCRIPTION OF PROJECT

This project consist of CCWA moving 12570 feet of 24", 8", and 6" water main along Hwy 42 due to a GDOT road improvement plan. Additional funding is needed for price increases on parts and materials and for CCWA contractors to help with this installation of pipe along the project.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1						
	Available	2024	2025	2026	2027	2028
Project Funding	\$ 2,661,756	\$ 300,000	\$ -	\$ -	\$ -	\$ -
Impact to Operating Budget	-	-	-	-	-	-
Total Financial Impact	\$ 2,661,756	\$ 300,000	\$ -	\$ -	\$ -	\$ -

IMPACT ON OPERATING BUDGET

This project calls for CCWA to move existing water mains that will be in conflict with construction of the new road alignment and will not impact the operating budget.





[SMP 20-617] DEPARTMENT OF TRANSPORTATION (DOT) - HWY 85

Department:	D&C
Budget Unit:	Water Dist. Maintenance

Fund:	R&E
Utility:	Water/Sewer

SMP #20-617 Department of Transportation (DOT) - Hwy 85 - \$300,000

DESCRIPTION OF PROJECT

This project consist of CCWA relocating 1740 of 12" water main along Hwy 85 for a GDOT roadway improvement project. This money is needed for materials, supplies and contractor to help with this project. This project will consist of several areas where CCWA will have to pour concrete to install bends along with 2 road bores across measuring 160 feet each bore

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1						
	Available	2024	2025	2026	2027	2028
Project Funding	\$ 450,000	\$ 300,000	\$ -	\$ -	\$ -	\$ -
Impact to Operating Budget	-	-	-	-	-	-
Total Financial Impact	\$ 450,000	\$ 300,000	\$ -	\$ -	\$ -	\$ -

IMPACT ON OPERATING BUDGET

This project calls for CCWA to move existing water mains that will be in conflict with construction of the new road alignment and will not impact the operating budget.





[SMP 20-617] DEPARTMENT OF TRANSPORTATION (DOT) - BATTLE CREEK ROAD

Department:	D&C
Budget Unit:	Water Dist. Maintenance

Fund:	R&E
Utility:	Water/Sewer

SMP #20-617 Department of Transportation (DOT) - Battle Creek Rd - \$200,000

DESCRIPTION OF PROJECT

This project consist of CCWA moving a 12" water main along Battle Creek Road and Mt Zion Road due to a GDOT road improvement plan. Additional funding is needed for price increases on parts and materials and for CCWA contractors to help with this installation of pipe along the project.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1						
	Available	2024	2025	2026	2027	2028
Project Funding	\$ 559,885	\$ 200,000	\$ -	\$ -	\$ -	\$ -
Impact to Operating Budget	-	-	-	-	-	-
Total Financial Impact	\$ 559,885	\$ 200,000	\$ -	\$ -	\$ -	\$ -

IMPACT ON OPERATING BUDGET

This project calls for CCWA to move existing water mains that will be in conflict with construction of the new road alignment and will not impact the operating budget.





[SMP 20-910] LIFT STATION REHABILITATION (DESIGN)

Department:	General Services
Budget Unit:	Sewage Lift Station

Fund:	R&E
Utility:	Water / Sewer

[SMP 20-910] Lift Station Rehab Design - \$428,264

DESCRIPTION OF PROJECT

The rehabilitation of the Clayton County Fire Department Lift Station is part of CCWA's Strategic Asset Master Plan. The project Includes plans for demolition, site plans, diagrams, electrical, and other modifications.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

	<u>Available</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>
Project Funding	\$ -	\$ 428,264	\$ -	\$ -	\$ -	\$ -
Impact to Operating Budget	-	-	-	-	-	-
Total Financial Impact	\$ -	\$ 428,264	\$ -	\$ -	\$ -	\$ -

IMPACT ON OPERATING BUDGET

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





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	2026	2027	2028	2029	2030
[SMP 20-132] Advanced Metering Infrastructure (AMI) - Pre-Fund GEFA Disbursements	\$ 2,000,000	-	\$ -	\$ -	\$ -	\$ -	\$ -
Total Organic Carbon TOC Evaluations - All Plants	400,000	-	-	-	-	-	-
Building Upgrades	100,000	E	(100)	(100)	(100)	(100)	(100)
[SMP 20-328] Forest Park Distribution Improvements (Design)	750,000	-	-	-	-	-	-
Strategic Master Plan	400,000	-	-	-	-	-	-
[SMP 20-607] Basin Level Sewer Rehabilitation/Small Diameter Sewer R/R Program	1,200,000	M,E	3,722	7,444	13,667	19,890	26,113
[SMP 20-607] Jesters Creek Outfall Phase 5 Nottingham Dr. to I75	6,700,000	M,E	4,101	4,101	4,101	4,101	4,101
[SMP 20-608] Panter Creek Outfall Replacement SR 42 to NE WRF	2,500,000	M,E	1,530	1,530	1,530	1,530	1,530
[SMP 20-608] Rockcut Road Outfall PH 2, Conley Dr to GA Hwy 42	2,750,000	M,E	1,684	1,684	1,684	1,684	1,684
[SMP 20-602] Large Meter Replacement Program	500,000	M	233	466	699	932	1,165
[SMP 20-617] Department of Transportation (DOT) - Hwy 42	300,000	-	-	-	-	-	-
[SMP 20-617] Department of Transportation (DOT) - Hwy 85	300,000	-	-	-	-	-	-
[SMP 20-617] Department of Transportation (DOT) - Battle Creek Road	200,000	-	-	-	-	-	-
[SMP 20-910] Lift Station Rehabilitation (Design)	428,264	-	-	-	-	-	-
Total FY 2023-2024 Capital Project Funding	\$18,528,264						
Net Increase/(Decrease) to Operating Budget			\$ 11,170	\$ 15,125	\$ 21,581	\$ 28,037	\$ 34,493

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	\$ 2,865,181
Total Funding Sources	\$ 2,865,181

PROJECTS

BUDGET UNIT - PROJECT SPONSOR	GENERAL PROJECT DESCRIPTION	AMOUNT
Stormwater Maintenance	[SMP 20-207] Cured in Place Pipe (CIPP)	\$ 750,000
Stormwater Maintenance	[SMP 20-207] Removal and Replacement Pipe (R/R)	2,115,181
Total Projects		\$ 2,865,181



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) - \$750,000

DESCRIPTION OF PROJECT

Cured in Place is a means of rehabilitating and restoring existing pipe by using a felt tube saturated with resin and coated with a waterproof layer. This tube is inserted into the existing pipe system and allowed to harden, essentially creating a new pipe. This work is performed by an outside annual services contractor and is part of a 10-year strategic master plan program. Estimated annual funding for CIPP is \$1,500,000. At a cost of \$300 per linear foot, approximately 5,000 feet, or almost a mile, of stormwater pipe can be relined per year. This year's capital budget allocates \$750,000 which will reline approximately 2,500 feet, or about half a mile.

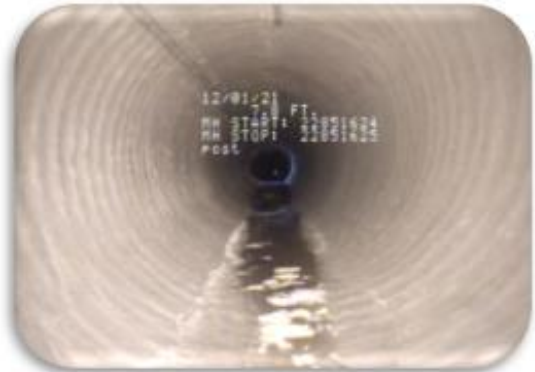
[SMP 20-207]

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

	<u>Available</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>
Project Funding	\$ 581,861	\$ 750,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000
Impact to Operating Budget	1,571	2,025	6,075	10,125	14,175	18,225
Total Financial Impact	\$ 583,432	\$ 752,025	\$ 1,506,075	\$ 1,510,125	\$ 1,514,175	\$ 1,518,225

IMPACT ON OPERATING BUDGET

The impact on the operating budget for this project will be neutral as it restores existing infrastructure. The cost to continue to maintain 2,500 feet of existing infrastructure is \$2,025 per year. (\$0.81/ft.)





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) - \$2,115,181

DESCRIPTION OF PROJECT

Removal and Replacement involves the actual excavation, repair, and/or replacement of Stormwater Infrastructure. These projects usually involve an effort where larger diameter infrastructure is being replaced or a longer term effort is required to replace existing infrastructure. This year, an emphasis is being made to include more linear assets regardless of pipe diameter. These jobs are usually performed by an annual outside services contractor but more jobs performed by internal staff will be captured. This work is part of a 10-year strategic master plan program. Estimated annual funding for R/R is \$1,500,000. At a cost of \$300 per linear foot, approximately 5,000 feet, or almost one mile, of stormwater pipe can be replaced per year. This budgeted amount will replace 6,700 feet of pipe. This year's capital budget allocates \$2,115,181 which can replace approximately 7,050 feet, or about 1.3 miles.

[SMP 20-207]

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

	<u>Available</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>
Project Funding	\$ 602,041	\$ 2,115,181	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000
Impact to Operating Budget		5,711	11,138	16,565	21,992	27,419
Total Financial Impact	\$ 602,041	\$ 2,120,892	\$ 1,511,138	\$ 1,516,565	\$ 1,521,992	\$ 1,527,419

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 7,050 linear feet at \$0.81/LF of stormwater pipe is \$5,711.





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	2026	2027	2028	2029	2030
[SMP 20-207] Cured In Place Pipe (CIPP)	\$ 750,000	M	6,075	10,125	14,175	18,225	\$ 22,275
[SMP 20-207] Removal and Replacement Pipe (R/R)	2,115,181	M	11,138	16,565	21,992	27,419	27,419
Total FY 2023-2024 Capital Project Funding	\$ 2,865,181						
Net Increase/(Decrease) to Operating Budget			\$ 17,213	\$ 26,690	\$ 36,167	\$ 45,644	\$ 49,694

Type of Cost:

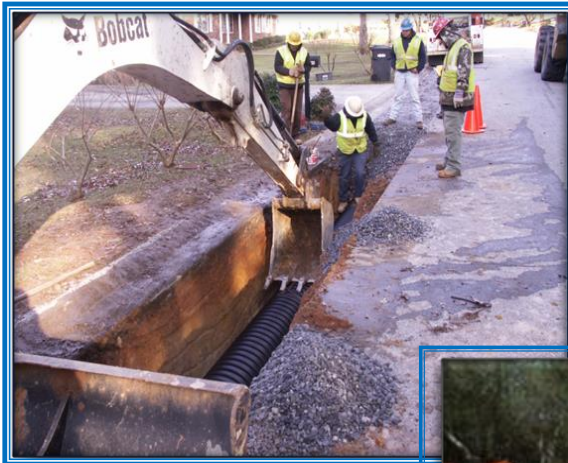
FTE = New Employee

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 Chief Executive Officer. Encumbered balances will be re-appropriated in the following fiscal period.
- The Authority will maintain a budgetary control system to ensure adherence to the budget and will prepare timely financial reports comparing actual revenues, expenses, and encumbrances with budgeted amounts.
- Budgeting procedures will be used to identify distinct functions and activities and to allocate resources to perform these functions and activities as required. The operating budget shall be developed to control both direct and indirect costs of programs and services wherever practical.
- The Authority will estimate its annual revenues by an objective analytical process in a prudent manner.
- All departments will share in the responsibility of meeting policy goals and ensuring long-term financial health. Future service plans and program initiatives will be developed to reflect current policy directives, projected resources, and future service requirements.
- The appropriations portion of the operating budget will contain a sufficient level of contingency funds that are unplanned and available to meet unanticipated expenditures that might arise.
- The operating budget will provide for adequate maintenance of capital equipment and facilities, as well as for their orderly replacement.
- The Board of Directors will adopt the annual operating budget for the Authority no later than April 20th.
- Funding priorities in the Operating Budget will be aligned with the Strategic Master Plan that has been prepared by the management team.
- Information from the annual operating budget will be made available to the customers and other interested parties via the Authority's website.
- During the year, the Finance Department shall prepare and disseminate quarterly budget-to-actual reports for all operating funds to members of the management team. The report shall include an analysis of the revenue and expenditure activity year-to-date. The document will also discuss any significant deviations from the original budget operating plan.

Capital Budget Policy

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

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



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

Accounting, Auditing and Financial Reporting Policies

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

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

- The Authority will develop an ongoing system of financial reporting to meet the needs of the Board of Directors, the Chief Executive Officer, 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 an Annual Comprehensive Financial Report (ACFR) in accordance with Generally Accepted Accounting Principles (GAAP) for governmental entities. The Authority will strive to prepare the Annual Comprehensive 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 Annual Comprehensive 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 Chief Financial Officer shall convey service alternatives to the Chief Executive Officer 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 Chief Executive Officer 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 Chief Executive Officer 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 Chief Executive Officer whether for an individual item or in aggregate.
- Upon the recommendation of the Chief Executive Officer, 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 Chief Executive Officer or his/her designee may make awards to vendors for items approved in the budget without further action of the Board. For all other contracts, Board approval shall be required.
- Competitive bidding will not be required for repair, maintenance or reconditioning of equipment and/or devices by the manufacturer or if there is only one manufacturer-authorized firm for purchases up to one hundred thousand dollars (\$100,000) with Board approval.
 - This provision will be utilized when it is advisable to take advantage of certain expertise or equipment not available from other or to comply with or protect warranties. For non-warranty repair work, the requesting Department should consult with Contracts and Procurement for advice on how to proceed. In some cases, competitive bids may not be in the best interest of the Authority, if they require the disassembly, reassembly, and transport of the equipment to obtain repair estimates. In such cases, the Department and Contracts and Procurement will attempt to achieve competition by utilizing various vendors over a period. In the procurement of automotive repair parts, the competition among vendors may be limited in certain instances due to the stringent delivery time requirements for parts.
- Consistent with Official Code of Georgia Annotated, Title 14, Chapter 7, Section 2, the purchase of Professional Services shall not be subject to competitive pricing:
 - 'Profession' means of profession of certified public accountancy, architecture, chiropractic, dentistry, professional engineering, land surveying, law, pharmacy, psychology, medicine and surgery, optometry, osteopathy, podiatry, veterinary medicine, registered professional nursing or harbor piloting.



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



women-owned and small local business enterprises by the Authority, consistent with Constitutional principles of equal protection and to protect the assets of the Authority;

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



STATISCAL INFORMATION



Statistical Information

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

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

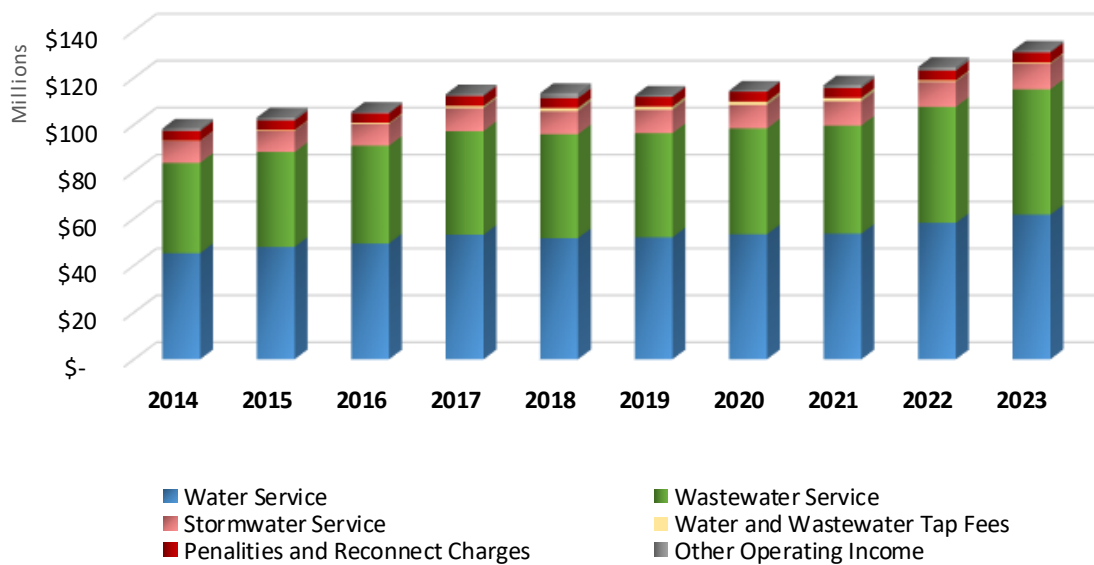
To assist in the understanding of revenues, schedules showing water and sewer rates and number of customers are provided. To lend additional perspective on expenses, tables showing the number of gallons of raw water treated and wastewater flows reclaimed are included. Most of this information is taken from the Authority's most recent Annual Comprehensive Financial Report. Thus, the user should be aware that the fiscal year information being reported is as of April 30th of the year designated in the table. In addition, economic information about the Authority's business environment is provided to help the reader place the budgetary data in the proper perspective. Demographic statistics are taken from the most recent Clayton County General Government's Annual Comprehensive Financial Report or the Bureau of Labor Statistics.



Operating Revenues by Source

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

Fiscal Year	Water Service	Wastewater Service	Stormwater Service	Water and Wastewater Tap Fees	Penalties and Reconnect Charges	Other Operating Income	Total
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
2023	61,730,563	53,384,520	10,784,574	555,362	4,350,951	774,627	131,580,597



Source: CCWA Annual Comprehensive Financial Reports

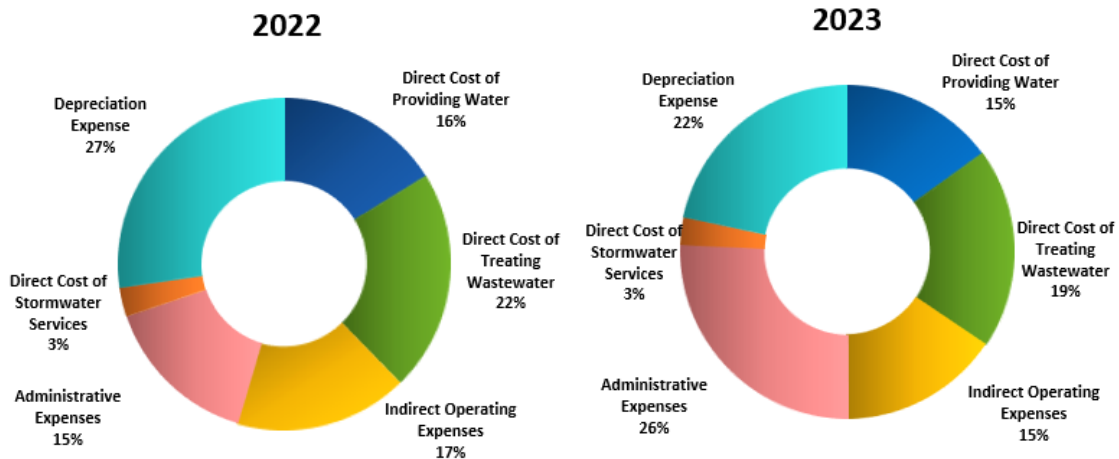
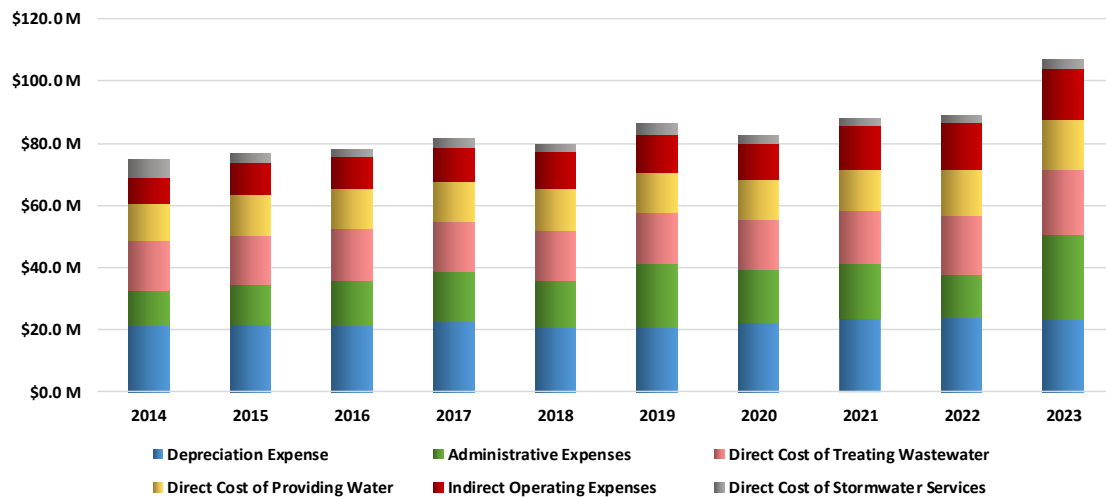


Operating Expenses by Function

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
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
2023	16,104,505	20,746,052	16,674,685	27,564,523	2,826,285	83,916,050	23,208,747	107,124,797





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
2020 Census	297,595

Median Age of Population	Years
2010 Census	30.1
2020 Census	33.7

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%
Total	187,852	100.0%

Source: Census.gov

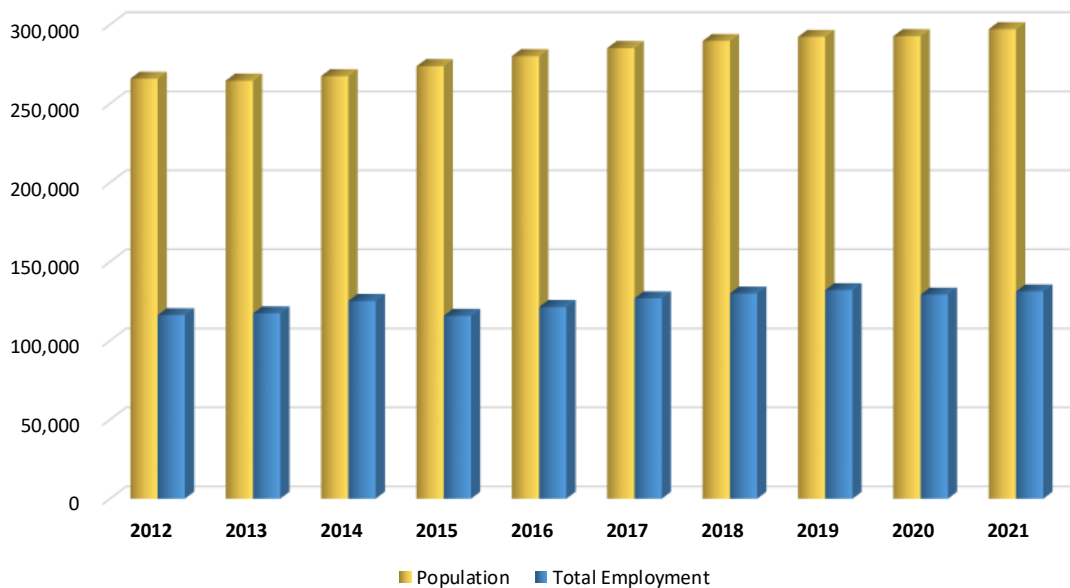


Selected Demographic and Economic Statistics

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

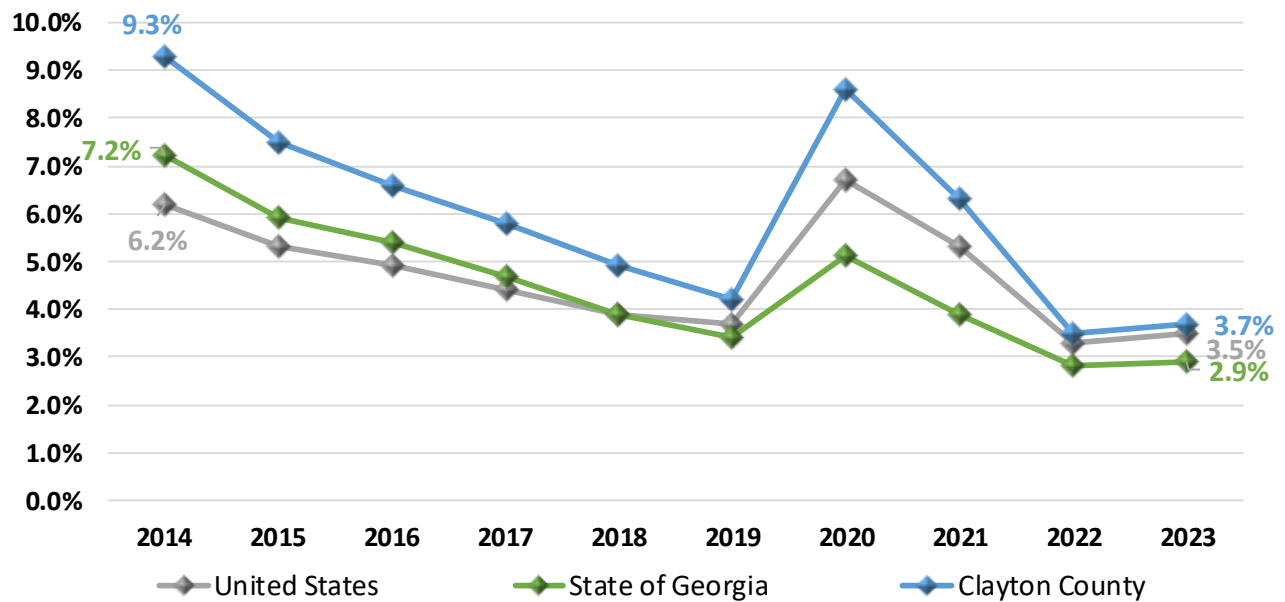
<https://fred.stlouisfed.org/>



Unemployment Rates

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

Unemployment Rate	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
United States	6.2%	5.3%	4.9%	4.4%	3.9%	3.7%	6.7%	5.3%	3.3%	3.5%
State of Georgia	7.2%	5.9%	5.4%	4.7%	3.9%	3.4%	5.1%	3.9%	2.8%	2.9%
Clayton County	9.3%	7.5%	6.6%	5.8%	4.9%	4.2%	8.6%	6.3%	3.5%	3.7%



Source:

<https://explorer.gdol.ga.gov/vosnet/analyzer/results.aspx?session=labforce>

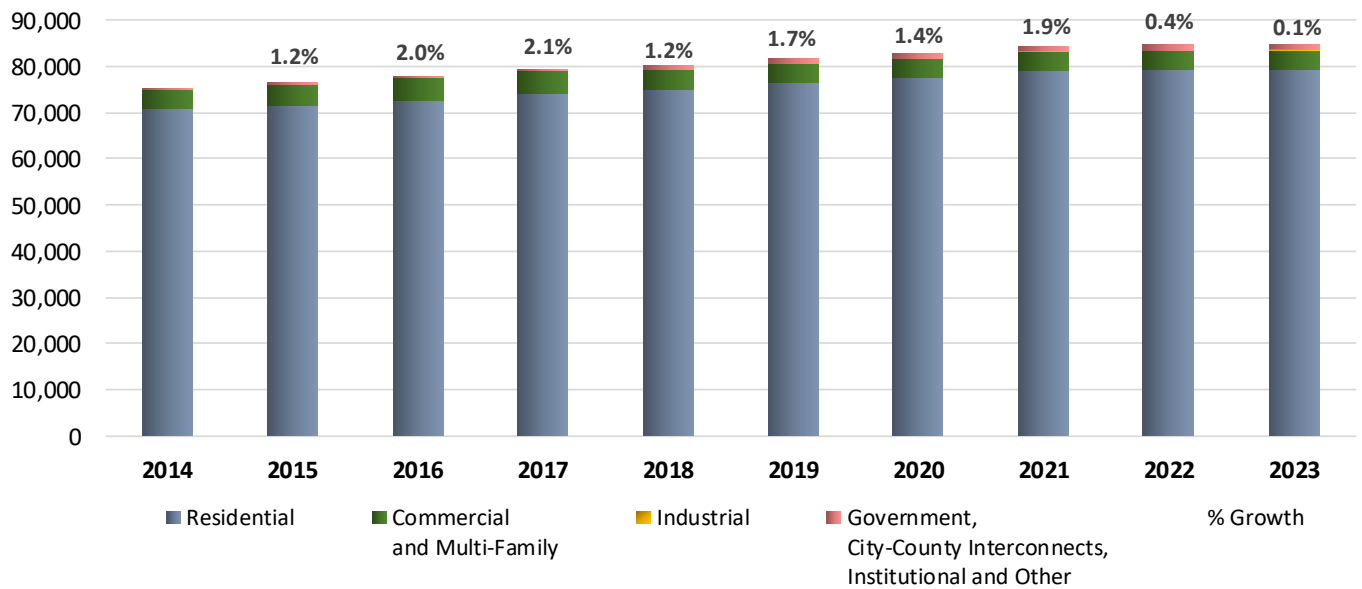
Not seasonally adjusted



Number of Stormwater Customers by Type

Clayton County Water Authority
NUMBER OF STORMWATER CUSTOMERS BY TYPE
 Last Ten Fiscal Years

Fiscal Year	Residential	Commercial and Multi-Family	Industrial	Government, City-County Interconnects, Institutional and Other	Total Stormwater Customers	% Growth
2014	70,809	4,191	46	285	75,331	
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%
2023	79,540	4,228	41	952	84,761	0.1%



Source: CCWA Annual Comprehensive Financial Reports and Operational Data

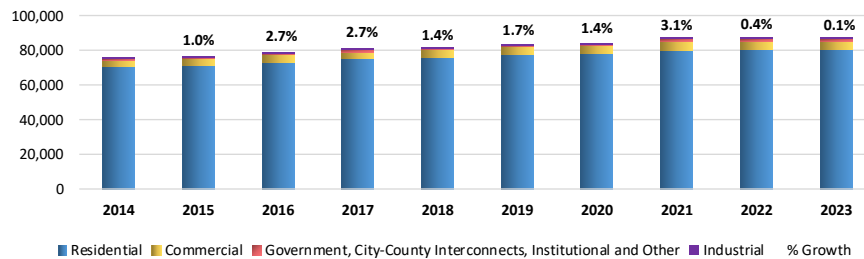


Number of Water and Wastewater Customers by Type

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

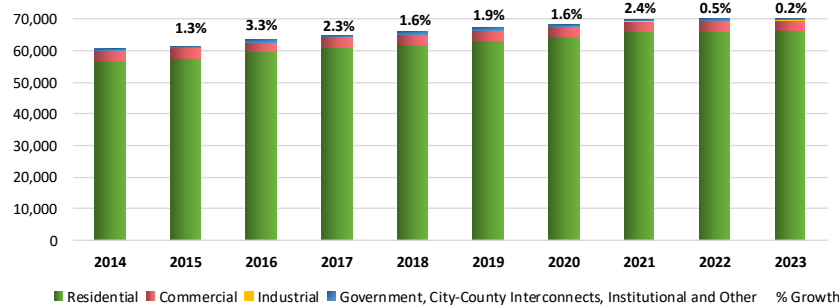
Fiscal Year	Residential	Commercial	Industrial	Government, City-County Interconnects, Institutional and Other	Total Water Customers	% Growth
2014	70,536	4,080	46	879	75,541	
2015	71,272	4,093	48	902	76,315	1.0%
2016	73,263	4,138	51	958	78,410	2.7%
2017	75,254	4,180	53	1,010	80,497	2.7%
2018	76,342	4,216	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%
2023	80,371	5,309	71	1,488	87,239	0.1%

Total Water Customers



Fiscal Year	Residential	Commercial	Industrial	Government, City-County Interconnects, Institutional and Other	Total Wastewater Customers	% Growth
2014	57,022	3,163	31	561	60,777	
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%
2023	66,404	3,354	45	753	70,556	0.2%

Total Wastewater Customers





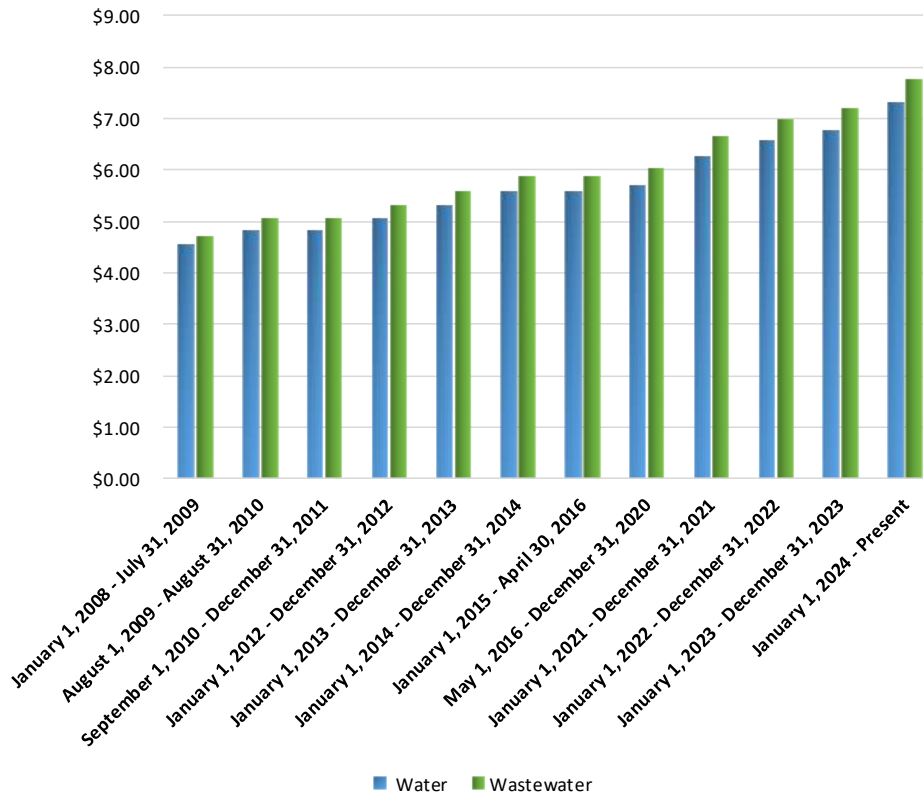
Water and Wastewater Rates Per Thousand Gallons of Usage

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 - December 31, 2023	\$6.75	\$7.17
January 1, 2024 - Present	\$7.29	\$7.74

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

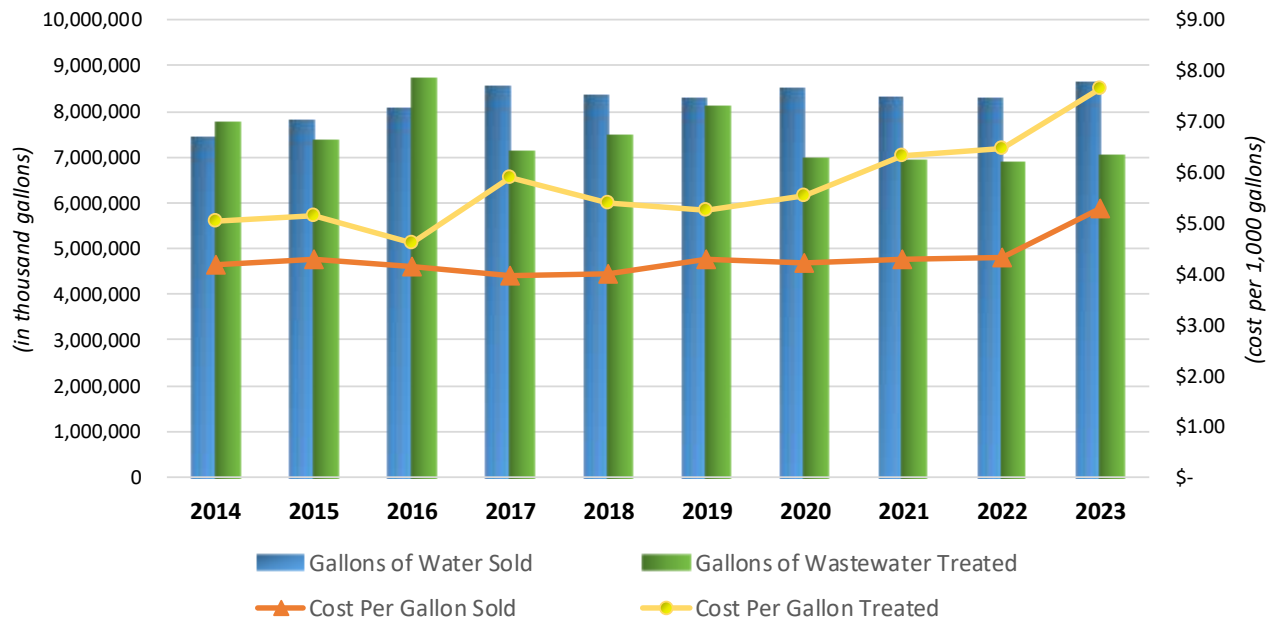


Gallons of Water Sold and Wastewater Treated Cost Per Unit

Clayton County Water Authority GALLONS OF WATER SOLD AND WASTEWATER TREATED Last Ten Fiscal Years

(in thousand gallons)

Fiscal Year	Gallons of Water Sold	Cost Per Gallon Sold	Gallons of Wastewater Treated	Cost Per Gallon Treated
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
2023	8,625,430	5.28	7,030,173	7.65



Source: CCWA Operational and Billing Data

Notes:

¹ See ACFR Schedule 7, Gallons of Water Consumed

² See ACFR Schedule 27, Itemized cost per gallon

³ See ACFR Schedule 10, Gallons of Wastewater Treated

⁴ See ACFR Schedule 28, Itemized cost per gallon

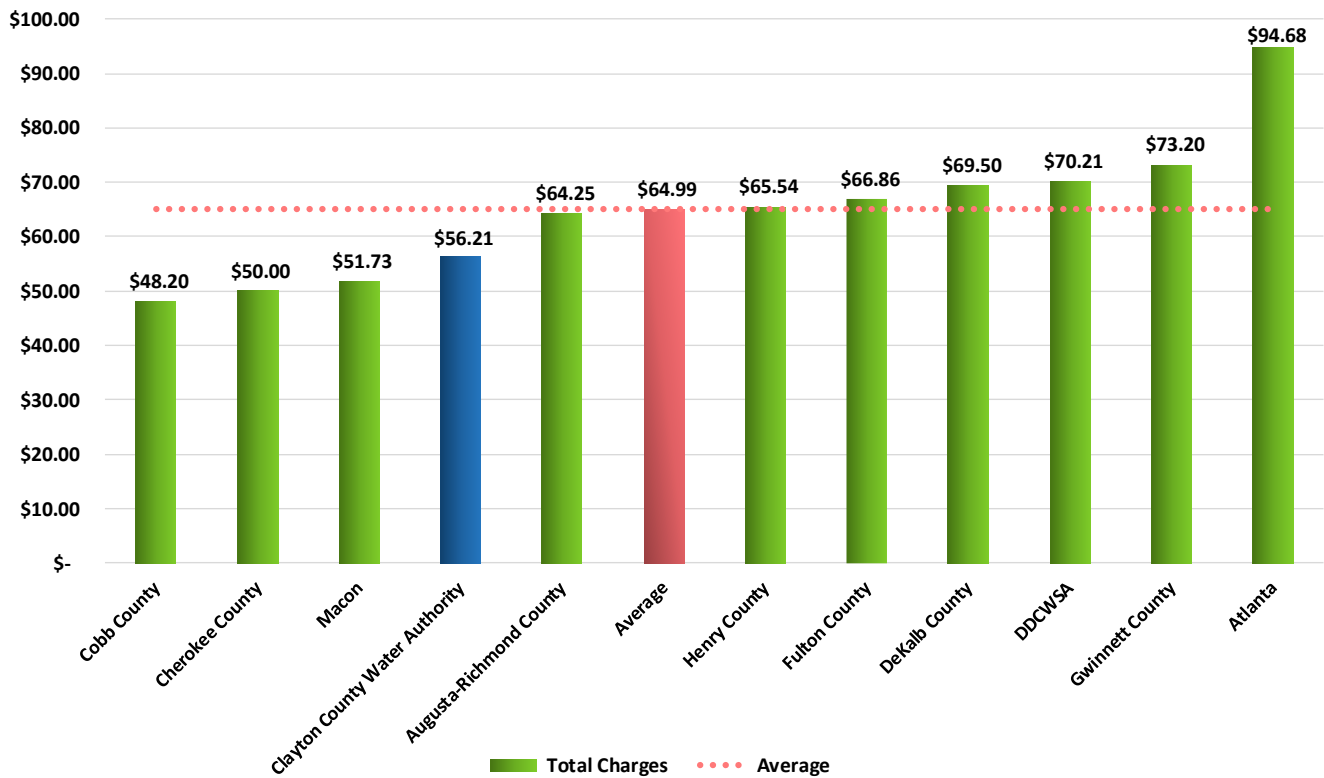


Water and Wastewater Rates – Survey of Metro Atlanta Counties

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
Clayton County Water Authority	60.71
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
Average	\$64.99



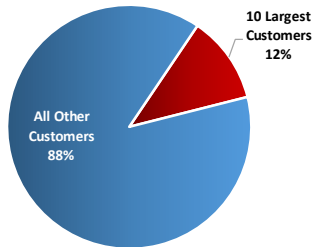


Ten Largest Customers Measured by Water and Wastewater Revenues

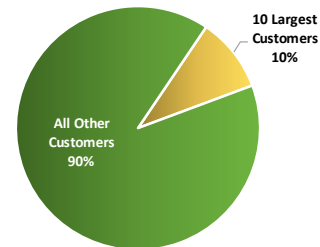
For the Fiscal Year Ended April 30, 2023

Customer	Water Revenue	Percent	Customer	Wastewater Revenue	Percent
Fresh Express	\$ 1,446,018	2.34%	Fresh Express	\$ 1,844,518	3.46%
Clayton County Board of Education	1,142,994	1.85%	Hunter Ridge MHP LLC	750,814	1.41%
Clayton Co Bd of Commissioners	984,253	1.59%	Clayton County Board of Commissioners	680,838	1.28%
City of College Park	816,794	1.32%	Clayton County Board of Education	491,242	0.92%
Clorox Co	801,322	1.30%	Club Chef Southeast LLC	288,700	0.54%
Hunter Ridge Mhp LLC	696,251	1.13%	Clorox Co	271,592	0.51%
Clayton State University	383,740	0.62%	Riverwalk Lane Legacy Apartments LLC	251,667	0.47%
House of Raeford Farms	326,056	0.53%	Marcie Sales Inc	246,513	0.46%
Tara MHP Jonesboro GA LLC	289,732	0.47%	Toto USA Inc	223,560	0.42%
Deer Creek MHP Stockbridge GA LLC	280,125	0.45%	Kabobs Inc	221,789	0.42%
10 Largest Customers	\$ 7,167,285	11.61%	10 Largest Customers	\$ 5,271,234	9.87%
All Other Customers	54,563,278	88.39%	All Other Customers	48,113,286	90.13%
Total	\$ 61,730,563	100.00%	Total	\$53,384,520	100.00%

Water Revenue



Wastewater Revenue





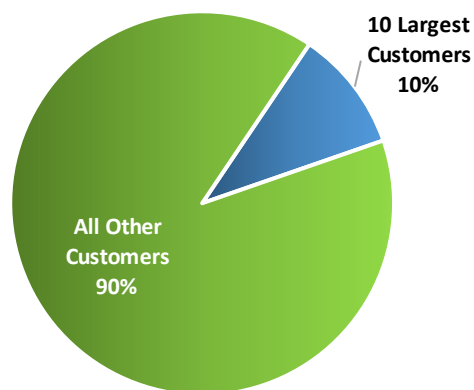
Ten Largest Customers Measured by Stormwater User Fees

STORMWATER UTILITY TEN LARGEST CUSTOMERS MEASURED BY STORMWATER USER FEES

For the Fiscal Year Ended April 30, 2023

Customer	Stormwater Fees	Percent
Department of Aviation (Hartsfield-Jackson Airport)	\$ 620,009	5.75%
Clayton County Board of Education	358,585	3.32%
Clayton County Board of Commissioners	144,322	1.34%
Georgia Power Co	114,881	1.07%
Georgia Dept of Agriculture	84,575	0.78%
Kroger	78,398	0.73%
J C Penney Catalog Division	62,631	0.58%
Weeks Robinson Properties	58,119	0.54%
Hunter Ridge MHP LLC	55,126	0.51%
Site Manager	50,492	0.47%
10 Largest Customers	\$ 1,627,138	15.09%
All Other Customers	9,157,436	84.91%
Total	\$ 10,784,574	100.00%

Stormwater Fees

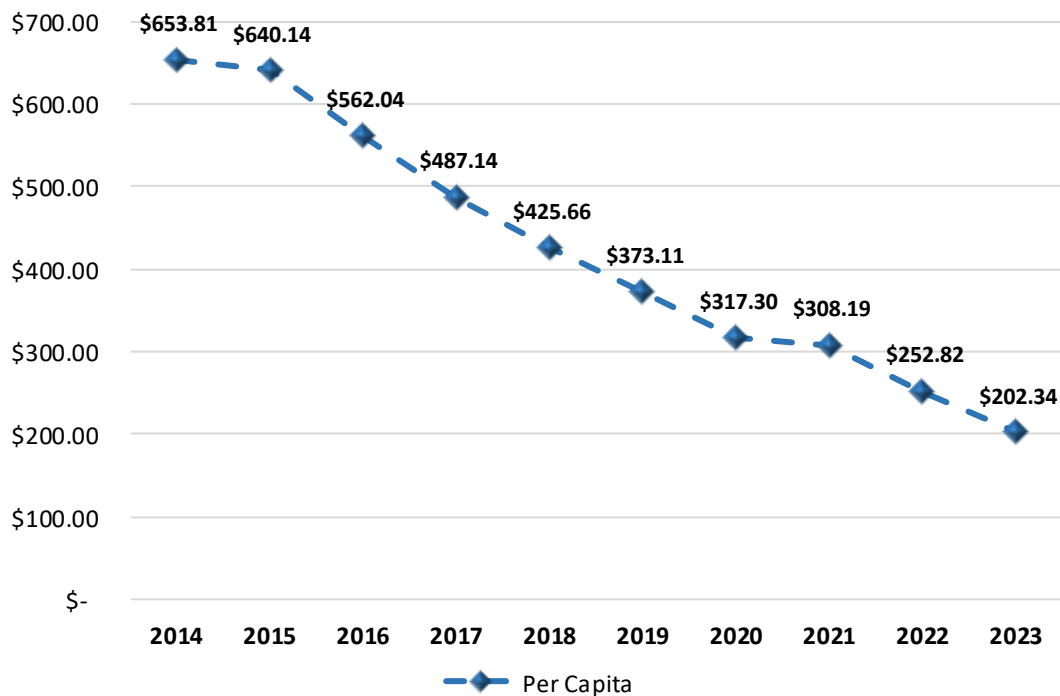




Ratio of Outstanding Debt by Type

WATER AND SEWER FUND RATIOS OF OUTSTANDING DEBT BY TYPE Last Ten Fiscal Years Ended April 30

Fiscal Year	Revenue Bonds	GEFA Loans	Total Amount	Per Capita	As a Share of Personal Income
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%
2023	19,565,000	40,651,092	60,216,092	202.34	0.72%



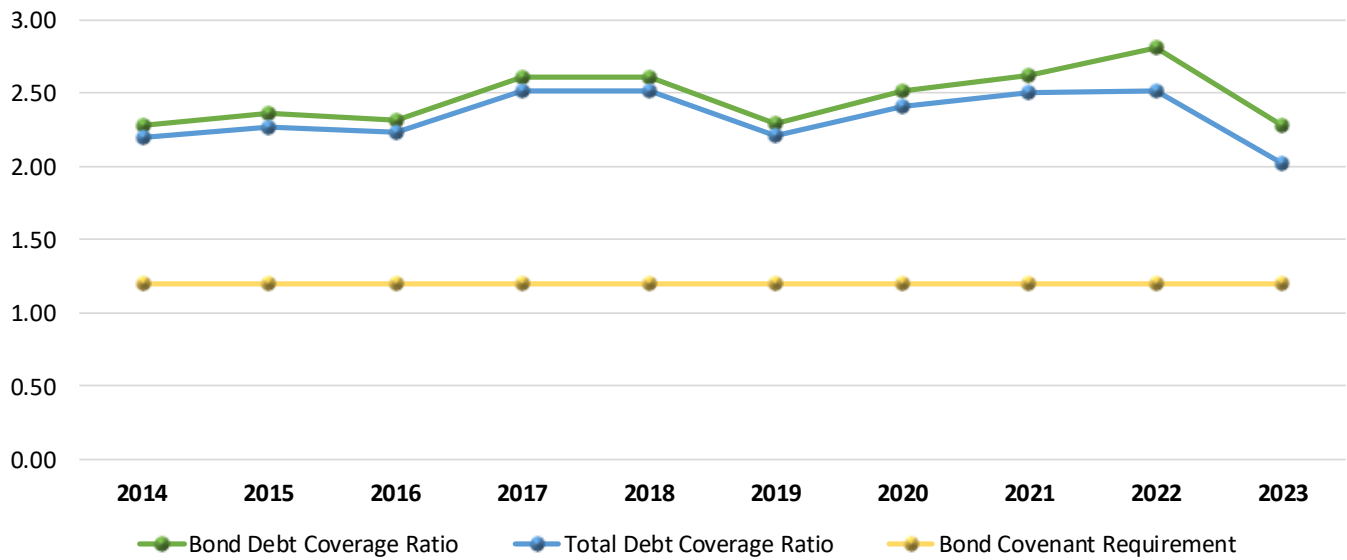


Debt Service Coverage

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
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
2023	124,101,546	78,352,915	45,748,631	20,113,943	2.27	2,594,558	2.01	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.

Annual Comprehensive Financial Report (ACFR): 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 ACFR 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.

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 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 Chief Executive Officer.

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.

Contingency: A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Cured In Place Pipe (CIPP): A trenchless rehabilitation method used to repair existing pipelines. It is a jointless, seamless pipe lining within an existing pipe. It is one of the most widely used rehabilitation methods and has applications in sewer, water, gas, chemical and district heating pipelines. The process of CIPP involves inserting and running a felt lining into a preexisting pipe that needs repair. Resin within the liner is then exposed to a curing element to make it attach to the inner walls of the pipe. Once fully cured, the lining now acts as a new pipeline.



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.

Infiltration and Inflow (I/I or I&I): The process of groundwater, or water from sources other than domestic wastewater, entering sanitary sewers. I/I causes dilution in sanitary sewers, which decreases the efficiency of treatment, and may cause sewage volumes to exceed design capacity. Although inflow is technically different from infiltration, it may be difficult to determine which is causing dilution problems in



inaccessible sewers. The United States Environmental Protection Agency defines the term infiltration/inflow as combined contributions from both.

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, represents 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's 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.



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



Acronyms and Abbreviations

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



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



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

Acronyms for Types of Pipe

Used in sewer systems:

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

Used in water systems:

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