



ADOPTED BUDGET 2017-2018

Clayton County Water Authority



*“Providing **Quality**
Water and **Quality**
Services to Our
Community”*

Table of Contents

INTRODUCTION	1
Transmittal Letter	1
Consolidated Budget - FY 2017 - 2018	3
Organizational Chart	4
Board of Directors	5
Leadership Team	6
Finance Department Staff	7
Distinguished Budget Presentation Award	8
General Information	9
Mission, Vision and Values	9
Governance	9
Structure	9
Schematic of Fund Structure and Cash Flow Diagram	12
Overview of the System	13
System Map	14
Water Operations	15
Wastewater Operations	15
Stormwater Operations	16
Interconnections	16
Distribution and Conveyance Infrastructure	16
Community Profile	17
Service Area Map	17
Transportation and Accessibility	18
Education	19
Demographics and Economic Outlook	19
Water and Sewer Bill Comparison	24
Financial Highlights and Trends	26
Water Usage Trend by Customer Type	26
Water Customer Count Trend by Type	26
Sewer Usage Trend by Customer Type	27
Sewer Customer Count Trend by Type	27

Stormwater Customer Trend by Type.....	28
Top 10 Customers	29
Weather Conditions	30
Priorities and Challenges.....	31
Economic Factors	31
Workforce Continuity.....	32
Technology Advancement.....	32
Water Quality/Regulatory Issues	33
Aging Infrastructure	34
Summary of Factors Influencing the 2017 - 2018 Operating and Capital Budgets.....	36
EXECUTIVE SUMMARY	37
Consolidated Budget - FY 2017 - 2018.....	37
Budget Summary: Water and Sewer Fund.....	38
Analysis of Revenues - Water and Sewer Fund.....	39
Revenue Budget Assumptions FY 2017 - 2018	39
Analysis of Expenses - Water and Sewer Fund	40
Operating and Capital Expense Budget Assumptions FY 2017 - 2018.....	41
Capital Project Summary - Water and Sewer Fund	44
Budgetary Analysis - Revenues and Expenses: Actual Performance to Budget Comparison	45
Budgetary Analysis - Revenues: Budget to Budget Comparison.....	46
Budgetary Analysis - Expenses: Budget to Budget Comparison	46
Budget Summary: Stormwater Fund	47
Analysis of Revenues - Stormwater Fund	48
Revenue Budget Assumptions FY 2017 - 2018	48
Analysis of Expenses - Stormwater Fund	49
Operating and Capital Expense Budget Assumptions FY 2017 - 2018.....	49
Capital Projects Summary - Stormwater Fund.....	51
Budgetary Analysis - Revenues and Expenses: Actual Performance to Budget Comparison	52
Budgetary Analysis - Revenues and Expenses: Budget to Budget Comparison.....	52
Staffing Summary.....	53
Summary by Division.....	53
PLANNING AND DIRECTION	55
Strategic Master Plan.....	55

Information Technology Master Plan	56
Work Priorities	57
Financial Plan and Cash Flow Analysis	58
Capital Improvement Need and Cash Flow Generated from Operations.....	59
Cash Flow Projection - Water and Sewer Fund.....	66
Projected Net Position - Water and Sewer Fund	68
Debt.....	69
Projected Debt Service Coverage - Water and Sewer Fund	72
Projected Net Position - Stormwater Fund	73
Levels of Service and Key Performance Indicators	74
Levels of Service - Goals and Strategies Detail	75
BUDGET DEVELOPMENT	78
Basis of Accounting	78
Budget Calendar.....	82
Rates and Charges.....	82
Stormwater Fees.....	83
Adopted Retail Water Rates	84
OPERATING BUDGET	85
Water and Sewer Fund	86
Executive Department - Business Unit Group 100.....	89
Executive Division Consolidated Operating Budget.....	92
Water Production Departments - Business Unit Group 300.....	116
Water Production Division - Consolidated Operating Budget	122
Program Management and Engineering Departments - Business Unit Group 500.....	143
Program Management and Engineering Division - Consolidated Operating Budget	148
Distribution and Conveyance Departments - Business Unit Group 600.....	153
Distribution and Conveyance Division - Consolidated Operating Budget	160
Water Reclamation Departments - Business Unit Group 700	171
Water Reclamation Division - Consolidated Operating Budget.....	177
General Services Departments - Business Unit Group 900.....	191
General Services Division - Consolidated Operating Budget	196
Stormwater Departments - Business Unit Group 200	204
Stormwater Fund - Consolidated Operating Budget	209

CAPITAL BUDGET.....	213
Capital Budget Overview.....	214
Capital Improvement Program - Long-Term Goals and Objectives	214
Summary of Capital Improvement Program Expenditures	214
Work Priorities - 2017 - 2018	216
Capital Expenditures - Water and Sewer Fund	217
Capital Expenditures - Stormwater Fund.....	219
Capital Improvement Program (CIP) - Capital Projects.....	220
Historical Capital Project Spending	220
Projected Capital Project Spending.....	223
Current Capital Project Spending.....	227
Renewal and Extension Funded Projects - Summary	237
Impact of Projects on Operating Budget - Renewal and Extension Fund.....	270
Stormwater Funded Projects - Summary.....	271
Impact of Projects on Operating Budget - Stormwater	276
FISCAL POLICIES	277
Fiscal Policies.....	277
Operating Budget Policy	277
Capital Budget Policy	278
Accounting, Auditing and Financial Reporting Policies.....	279
Revenue Administration Policy.....	280
Expenditure Administration Policy	280
Debt Policy	280
Investment Policy.....	281
Reserve Policy	282
Risk Management Policy	282
Purchasing Policies.....	282
STATISCAL INFORMATION	287
Operating Revenues by Source.....	288
Operating Expenses by Function.....	289
General Demographic Statistics.....	290
Selected Demographic and Economic Statistics	291
Percentage of Individuals below Poverty Line	292

Unemployment Rates	293
Per Capital Personal Income	294
Number of Water and Wastewater Customers by Type	295
Water and Wastewater Rates Per Thousand Gallons of Usage.....	296
Gallons of Water Sold and Wastewater Treated	297
Water and Sewer Rates - Survey of Metro Atlanta Counties	298
Bill Comparison with EPA Standard	299
Ten Largest Customers Measured by Consumption.....	300
Ten Largest Customers - Stormwater	301
Ratio of Outstanding Debt by Type.....	302
Debt Service Coverage	303
BUDGET TERMINOLOGY.....	304
Glossary.....	305
Acronyms and Abbreviations	312



INTRODUCTION

Transmittal Letter



"Providing Quality Water and Quality Services to Our Community"

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

Mr. John Chafin, Chairman
Members of the Board of Directors,
And Customers of the Clayton County Water Authority

I am pleased to present the Clayton County Water Authority's approved operating and capital budget for Fiscal Year 2017 - 2018. 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.

The Authority will continue to work hard to provide a quality product at a reasonable price with quality service. A true measure of our efficiency is a comparison of our rates to other utilities. The Authority's rates continue to be among the lowest in the Metro Atlanta region and below average for all water utilities in the State. The Authority does not receive any tax revenue or other significant sources of revenue other than our rates for water, sewer and stormwater service.

We are able to fund our operational and capital needs for the coming year without a rate adjustment for our customers. The improving economy, the addition of new customers and the efficient operations by our staff have all helped us to avoid a rate adjustment. Revenues for the current year are running seven (7) percent above budget. Our revenue estimate for the coming fiscal year is a 3.4 percent increase over the current year's budget. This estimate is significantly lower than this year's actual result, but this follows our conservative approach to revenue projections in anticipation of a potential drought that could lead to water use restrictions or a contraction in the economy.

The consolidated budget request (water, sewer and stormwater services) is 3.4 percent higher than last year based on the revenue estimate mentioned above. The increase is primarily due to personnel costs and an increase in capital projects. The Authority is eager to accelerate our pipeline replacement program to insure that these assets, which are so critical for providing quality service to our customers, are in good condition. The budget request includes 11 new positions and one deletion. These positions are primarily aimed at two operational areas: accelerating our capital projects, and improving safety and security of our operations.

The capital projects budget includes almost \$5 million for pipeline replacement projects and \$5 million for improvements to water treatment to insure that we are able to meet customer expectations for quality water. The



Authority has also been approved to borrow up to \$25 million from the Georgia Environmental Finance Authority for additional pipeline replacement work. We are able to absorb the additional debt payments without a rate adjustment.

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,

[Acknowledgements](#)

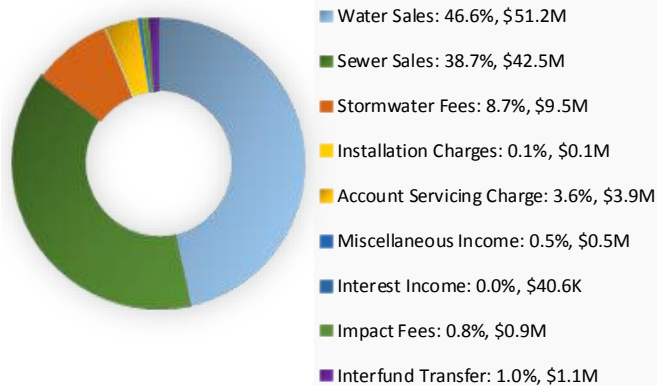
A special thank you is extended to Danielle Bunch, Senior Conservation Specialist, and Lesley Rathburn, Water Lab & Regulatory Compliance Coordinator, for the cover photos and section introductory pages.



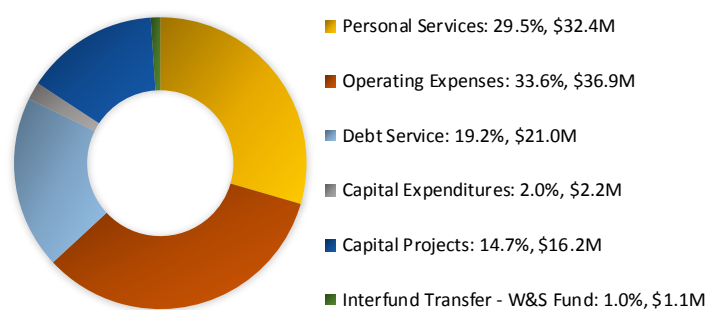
Consolidated Budget - FY 2017 - 2018

	Water and Sewer Fund	Stormwater Fund	Total
Revenues			
Water Sales	\$ 51,209,440	\$ -	\$ 51,209,440
Sewer Sales	42,540,677	-	42,540,677
Stormwater Fees	-	9,544,544	9,544,544
Installation Charges	116,050	-	116,050
Account Servicing Charge	3,790,059	158,852	3,948,911
Miscellaneous Income	498,390	3,224	501,614
Interest Income	35,340	5,256	40,596
Impact Fees	862,823	-	862,823
Interfund Transfer	1,146,586	-	1,146,586
Total Revenues	\$ 100,199,365	\$ 9,711,876	\$ 109,911,241
Expenses			
Personal Services	\$ 30,864,799	\$ 1,571,473	\$ 32,436,272
Operating Expenses	33,938,683	2,981,133	36,919,816
Debt Service	21,048,896	-	21,048,896
Interfund Transfer - Revenue Fund	-	1,146,586	1,146,586
Capital Expenditures	1,711,592	447,500	2,159,092
Capital Projects/Programs	12,635,395	3,565,184	16,200,579
Total Expenses and Appropriations	\$ 100,199,365	\$ 9,711,876	\$ 109,911,241

**Revenues -
Funds Combined**

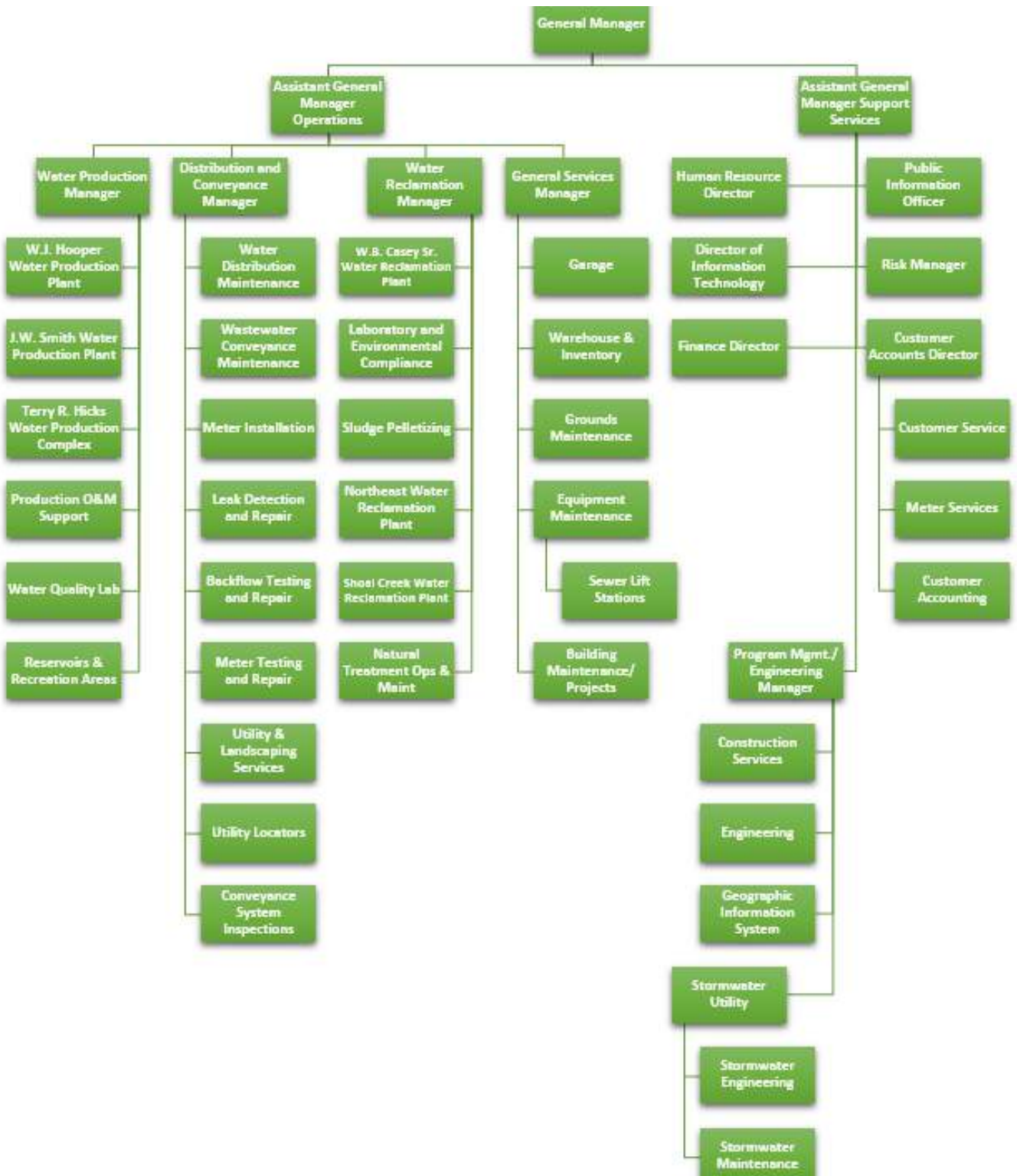


**Expenses -
Funds Combined**





Organizational Chart





Board of Directors



John M. Chafin
Chairman



Rodney Givens
Vice Chairman



John L. Westervelt
Secretary - Treasurer



Marie Barber
Member



Elizabeth G. Armstrong
Member



Dr. Cephus Jackson
Member



Robin Malone
Member



Leadership Team



P. Michael Thomas
General Manager



Bernard Franks
Assistant General Manager
Operations



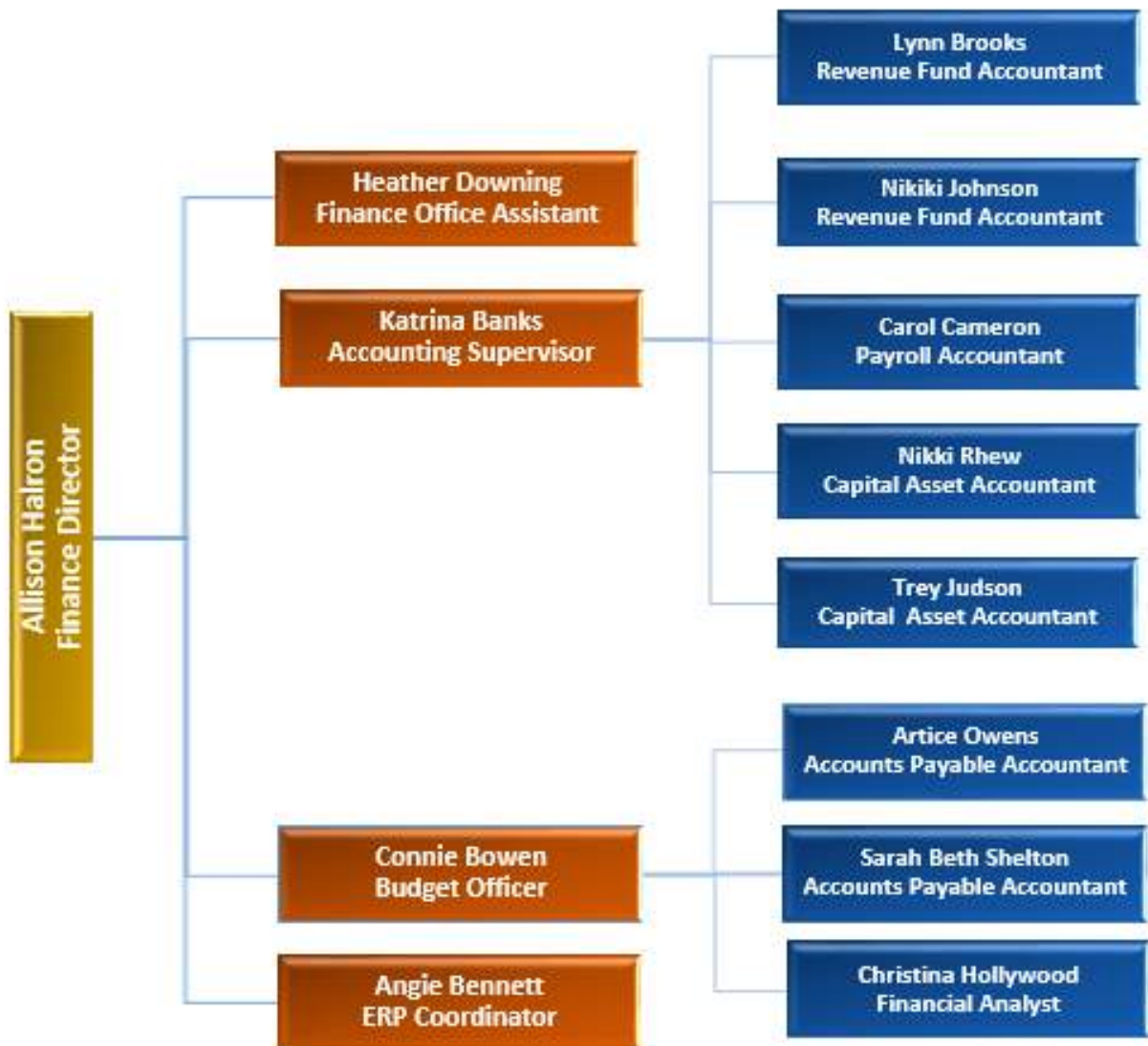
James G. Poff
Assistant General Manager
Support Services

Suzanne Brown
Ed Durham
Allison G. Halron
Chris Hamilton
Dan Holverson
Jeff Jones
Marshall Maddox
Kevin Osbey
Karen Riser
Kendra Stanciel
Kelly Taylor
Teresa Worley

Public Information Officer
Human Resource Director
Finance Director
Water Reclamation Manager
Information Technology Director
Distribution and Conveyance Manager
General Services Manager
Stormwater Program Manager
Risk Manager
Water Production Manager
Program Management and Engineering Manager
Customer Accounts Director

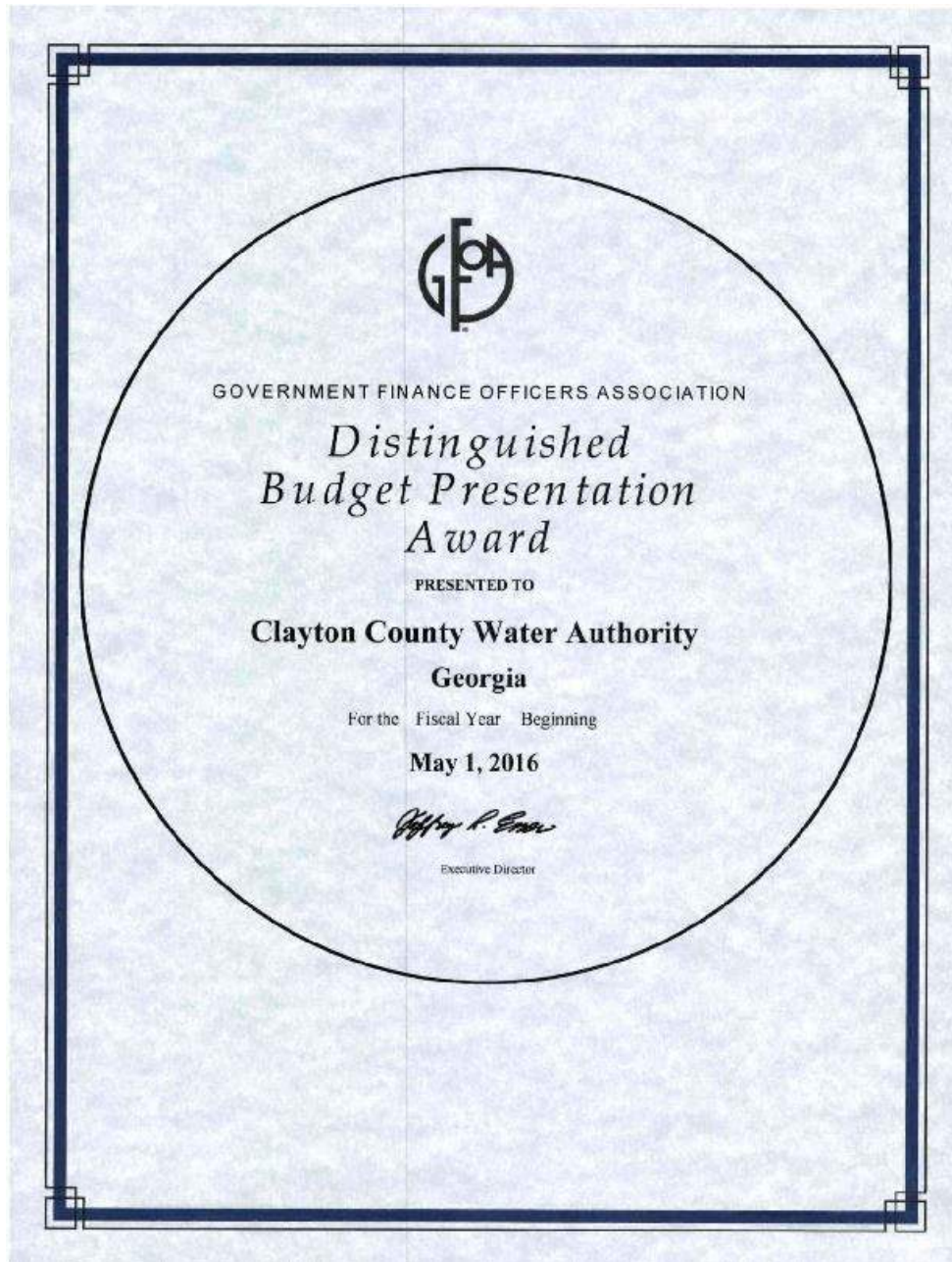


Finance Department Staff





Distinguished Budget Presentation Award



The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Clayton County Water Authority, Clayton County, GA for the Annual Budget beginning May 1, 2016. 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 11th year of receiving the award.



General Information

The Clayton County Water Authority (“CCWA” or the “Authority”) was created via enabling legislation of the Georgia General Assembly (Georgia Laws 1955, page 3344) on March 7, 1955. This provided for the establishment of an authority to acquire, construct and thereafter operate and maintain projects embracing sources of water supply, distribution, sale of water and related facilities. CCWA supplies water and wastewater services to over 280 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, consistent and effective two-way communications while fostering a family-like spirit.
- **Integrity:** Employing the highest ethical standards, demonstrating honesty, fairness and trust while respecting the rights and beliefs of our fellow employees, our customers and our community.
- **Customer and Community Focused:** Anticipating and meeting customer expectations in both service and product while responding in a timely manner. Actively committed to the betterment of our community.

Governance

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

Structure

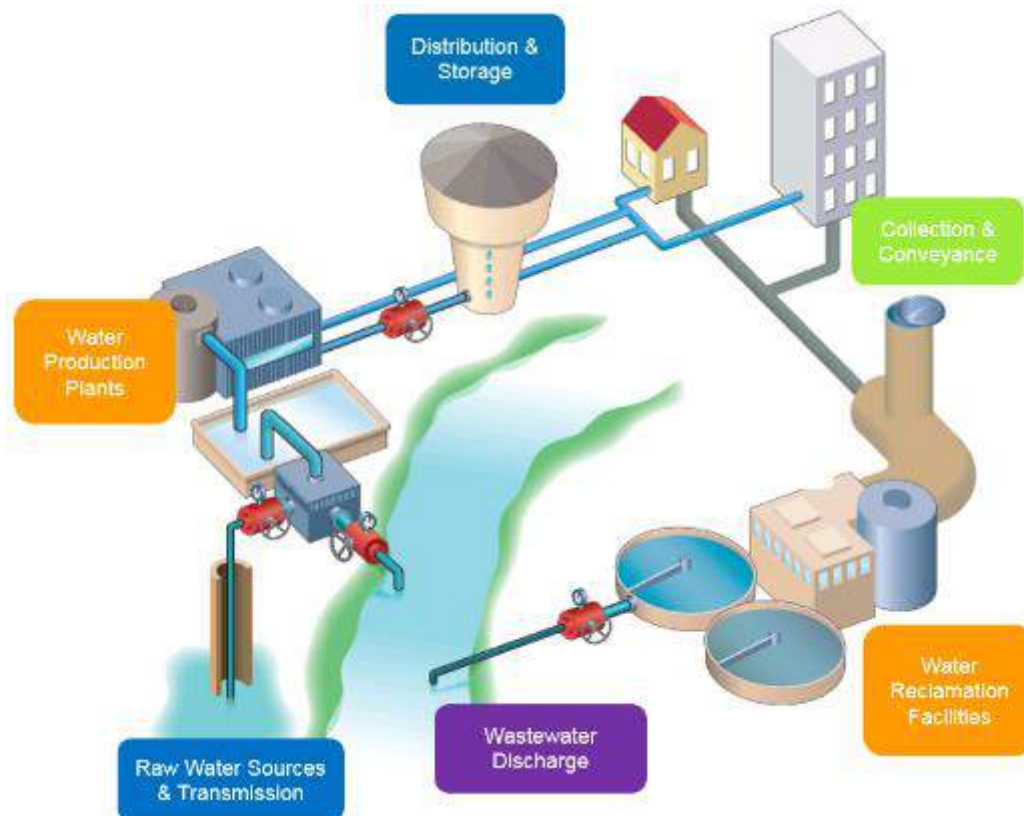
CCWA is comprised of *two enterprise funds* that utilize 70 business or budget units to track financial performance and budgetary oversight of its business-like operations.



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

- **Executive:** Provides organization oversight and all administrative functions of CCWA. **Business Units 100's; Includes 130's Customer Service– Customer Service, Meter Services, Customer Accounts (A/R)**
- **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 plants, 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 inventory warehousing, equipment and vehicle repairs, maintenance of lift stations (water) and pump stations (sewer), and building and ground 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 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 a fee based on the amount of impervious surfaces located on a customer's property.

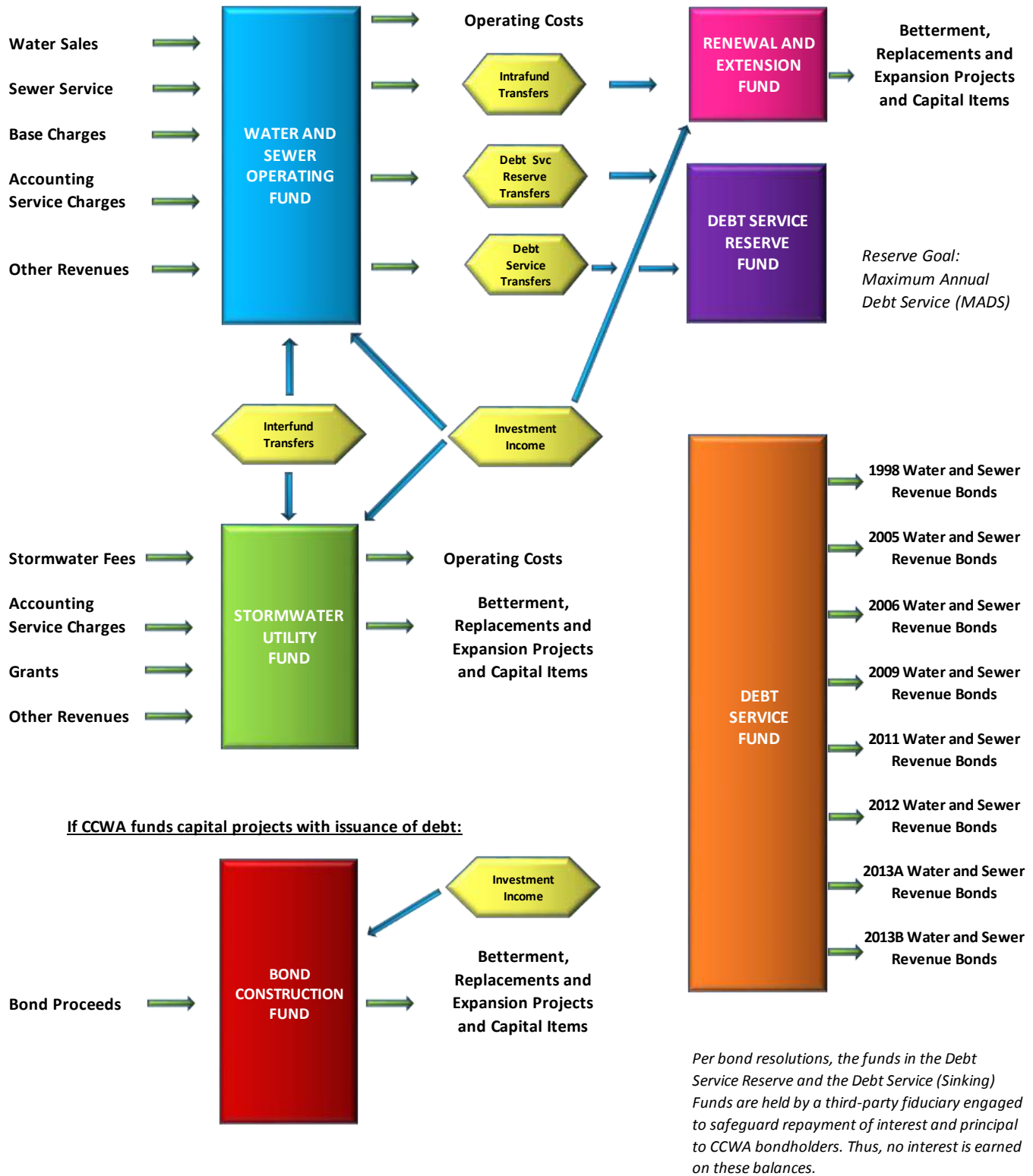
- **Stormwater Management:** Directs, manages and controls the efforts of the Stormwater Utility section.
- **Stormwater Engineering:** Manages construction plan to ensure compliance with State and Federal regulations and mandates.
- **Stormwater Maintenance:** Maintains and repairs stormwater infrastructure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





Schematic of Fund Structure and Cash Flow Diagram

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





Overview of the System



Water Production

- 3 Production Plants
- 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
- 41 Lift Stations



Stormwater

- 6 city systems
- 1 county system
- 500 miles of piping

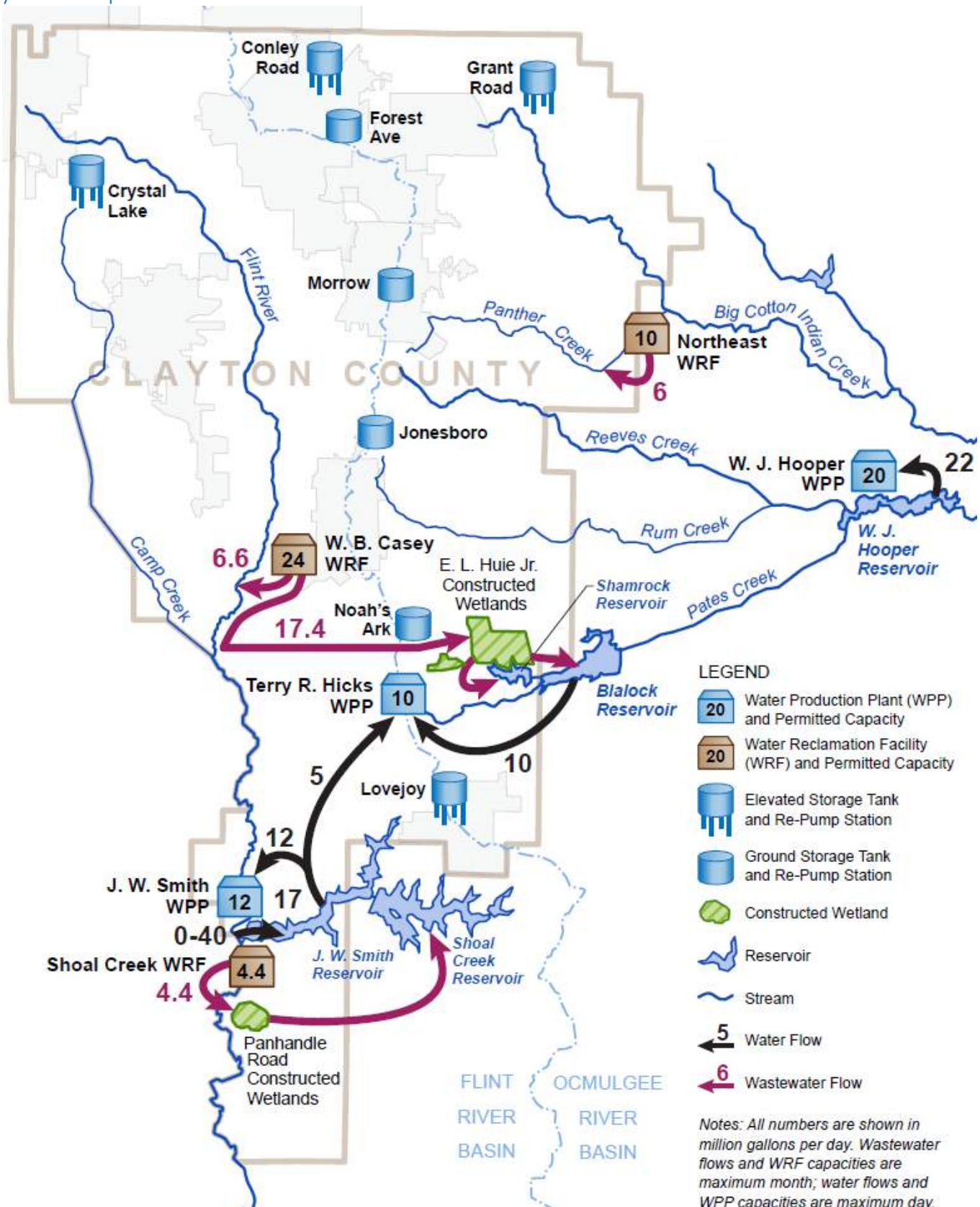
The Authority owns and operates five raw water reservoirs:

- **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 273,955 residents. There are six incorporated cities located within the county; Forest Park, Lake City, Lovejoy, Morrow and the county seat of Jonesboro. The Authority is primarily a retail water utility that sells water directly to end users.

Our system annually delivers approximately 9.9 billion gallons of potable water and serves more than 80,500 customers. Our customer base is comprised primarily of residential users (94%) followed by commercial (5%) and industrial and government customers (1%). The Authority produces its potable water from raw water taken from its reservoirs and supplemental raw water withdrawals from the Flint River. In 1963, reservoirs were developed from flows from Little Cotton Indian River. The construction and development of water treatment facilities, companion reservoirs and the return of reclaimed water provides capacity of 42 MGD. Current operations have resulted in an average production of 25.8 MGD.



The Authority owns and operates three water treatment facilities: W.J. Hooper, J.W. Smith and Terry R. Hicks. The W.J. Hooper facility and its companion Hooper, Edgar J. Blalock and Shamrock reservoirs 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 65,000 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 has also invested in capacity of a neighboring facility (DeKalb Snapfinger WRF) to provide another 1 MGD of capacity. Currently, the average daily flow of these facilities is 18.3 MGD.

The Authority owns and operates three water reclamation facilities: W.B. Casey, Northeast and Shoal Creek. Located in the central portion of the county, the W.B. Casey plant has the capacity to treat 24 MGD of wastewater while the Northeast WRF has a capacity to treat 10 MGD of wastewater. The Authority's most recent constructed facility, Shoal Creek WRF, has the capacity to treat 4.4 MGD of wastewater. Shoal Creek WRF has a companion constructed wetlands treatment system that also provides 4.4 MGD of treatment capacity. This industry renowned system receives the effluent of the Shoal Creek WRF and directs it through terraced wetlands with various plants acting as biological filters providing additional treatment. The constructed wetlands at the Huie site provide a treatment capacity of 17.4 MGD of



water. The Shoal Creek WRF and associated wetlands discharge indirectly into the Flint River, via the Shoal creek tributaries while the Huie Wetlands are in the Ocmulgee basin.

Stormwater Operations



In response to the Clean Water Act of 1972 as amended, Clayton County established a Stormwater Utility to manage the quality and quantity of water flowing into our streams and rivers. Stormwater runoff is rainfall or snowmelt that flows from saturated permeable surfaces like roofs and paved driveways, sidewalks, parking lots and streets. Stormwater runoff creates drainage and flooding problems and picks up pollutants such as oils, grease, fertilizers, pesticides, litter and metal. This runoff is then collected and conveyed by ditches, culverts, intakes, catch basins and storm sewers that discharge directly into creeks, rivers, streams and lakes without being treated to remove the pollutants. The contaminants in stormwater negatively affect the quality of our local streams and lakes.

New federal laws regulating stormwater runoff require the Authority to develop and implement a comprehensive stormwater quality management program to protect and improve water quality. Clayton County is home to 28 large streams, 7 different lakes and the origins of the Flint River. The Authority is tasked with inspection for physical damages, monitoring of water quality, maintenance of constructed infrastructure and remediation of damages and serves over 79,000 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, 1,500 miles of sewer conveyance pipe, and 500 miles of stormwater pipe. Our pipes, laid end to end, would span from Miami to Seattle.

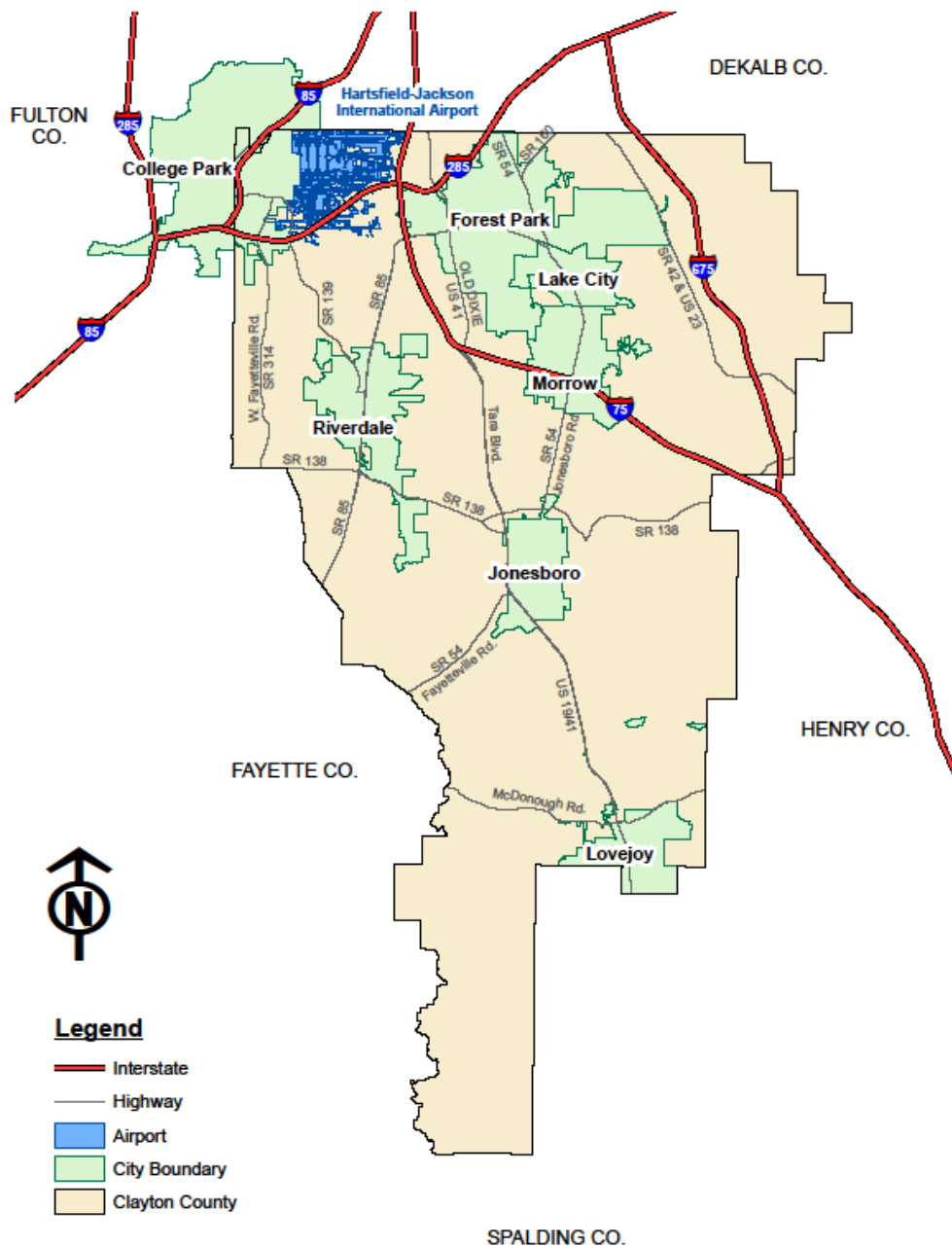




Community Profile

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 273,955 residents, according to most recent 2015 population estimates, it is one of the most densely populated counties in Georgia. There are six incorporated cities located within the county: Forest Park, a portion of College Park, Jonesboro, Lake City, Lovejoy, Morrow, and Riverdale, with the City of Jonesboro being the county seat. This suburban community is located just minutes south of downtown Atlanta and is an integral part of the Atlanta Metropolitan Statistical Area (MSA).





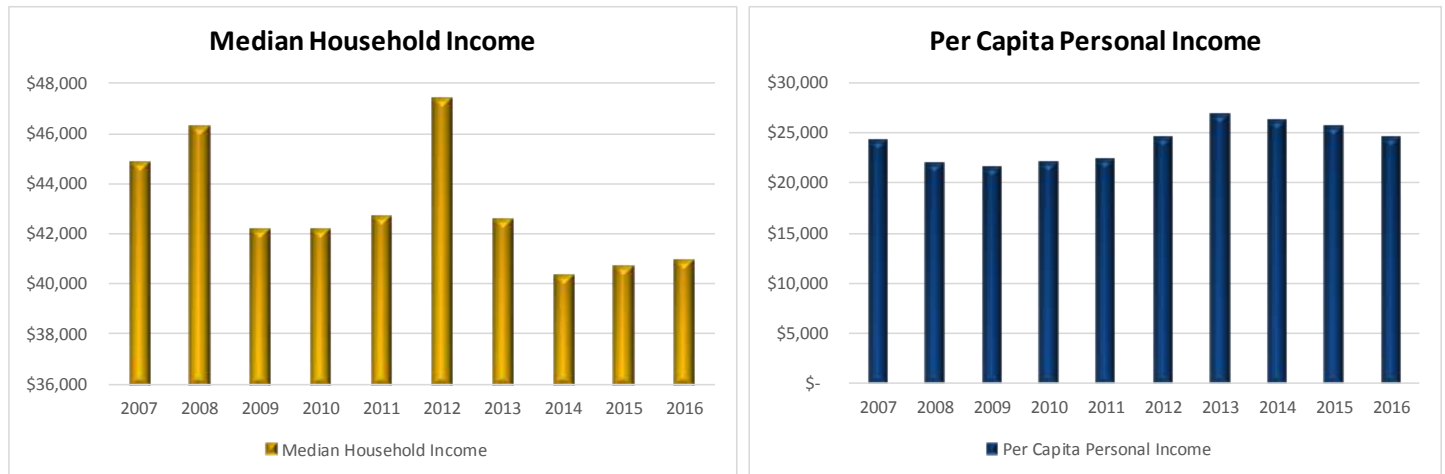
Education

The Clayton County Board of Education currently operates 65 public schools; twelve 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.

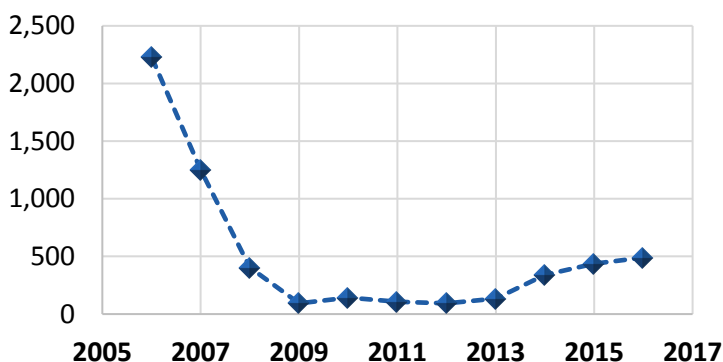
Demographics and Economic Outlook

Median Household and Per Capita Income Statistics



To determine the stability and strength of revenue potential of an organization, including CCWA, the overall economic health of an area is accessed. Of the several economic indicators analysts look at to evaluate fiscal condition, those related to income, jobs, and general strength of the regional municipality provide the most meaningful data. Median Household Income (MHI) and Per Capita Income (PCI) are indicators of how much money people have to spend. The higher the MHI and PCI, the more money people have to spend on discretionary items. Economists estimate that for every penny drop in in gas price, the economy experiences an extra billion dollars in spending. With the drop in gas prices, more income will be used for discretionary spending like dining out, shopping or home improvements.

Clayton County Building Permits



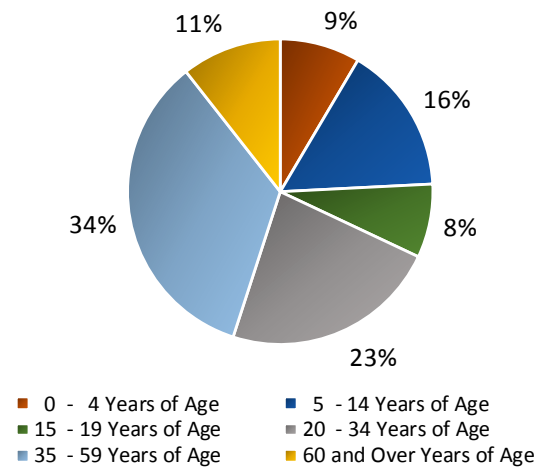


Top 10 Employers

2016

Employer	Rank	Employees	% of Total Employment
Clayton County Board of Education	1	7,300	4.27%
Georgia Department of Transportation	2	6,000	3.51%
Clayton County Board of Commissioners	3	3,500	2.05%
Atlas Logistics	4	1,350	0.79%
Southern Regional Medical Center	5	1,100	0.64%
Walmart, Inc.	6	825	0.48%
FedEx Ground	7	800	0.47%
Fresh Express, Inc.	8	800	0.47%
Toto USA, Inc.	9	700	0.41%
Clayton State University	10	675	0.39%
Subtotal (10 Largest Employers)		23,050	13.48%
Total Employment in Clayton County		170,970	100.00%

Age of County Residents

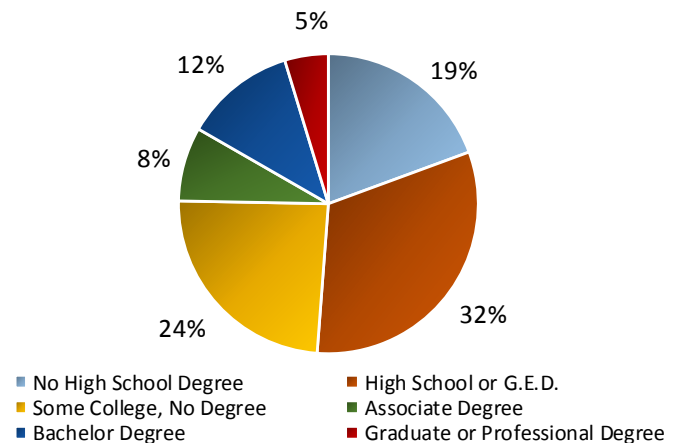


Income growth is positively correlated with job growth and lower unemployment rates. Since the 1990's, job growth in the southern crescent of Metro-Atlanta has largely been rooted in the construction that occurs during a strong housing market and economic expansion. Clayton County is on the cusp of this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

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

With 5,000 miles of railroad track, Atlanta is the rail center of the South and the largest intermodal facility on the East Coast.

Education Level



Several transportation projects in various stages of development in Clayton and Henry counties promise to open up previously closed transportation channels and ease congestion on busy Interstate 75. Clayton County voters approved a 1 percent sales tax last November to fund Metropolitan Atlanta Rapid Transit Authority bus service (MARTA), which should have more than 160 stops by July 2016. MARTA links the County's workforce to major employers and activity centers throughout the Metro-Atlanta area.

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 Atlanta Aerotropolis Alliance, comprised of businesses, local government representatives, nonprofits and other key stakeholders, are playing a major role in forging Hartsfield-Jackson into an even stronger economic development tool for the region. More than 50 percent of Fortune 500 corporate headquarters are located within 10 miles of U.S. hub airports and air travel of both passengers and cargo expected to triple between 2010 and 2030 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 even more attractive choice for additional business relocations. The actual development and renovation of the airport will also provide additional jobs and economic impact. Hartsfield-Jackson recently unveiled its 20-year master plan that included \$6 billion in projects. Approximately \$1 billion will be spent in 2017. A list of some of the major projects and funding is outlined below.

Airport terminal

- Terminal modernization, now-2018, \$393 million
- Concourse T extension, 2016-2021, \$200 million
- Plane Train people-mover turnback relocation, 2016-2027, \$307 million
- Concourse G, 2016-2023, \$983 million
- Concourse D gate area expansion, 2019-2025, \$50 million

Parking

- ATL West parking deck next to Georgia International Convention Center, 2016-2017, \$150 million
- Sullivan Road Park-Ride Lot, 2016-2018, \$7.6 million
- Domestic garage enabling work, 2016-2021, \$100 million
- South garage teardown and replacement, 2021-2024, \$420 million
- North garage teardown and replacement, 2024-2027, \$245 million

Hotel

- Hotel, travel plaza, mixed-use commercial complex, 2016-2018, \$500 million

Airfield

- Taxiway/runway pavement replacement, 2016-2017, \$24 million
- End-around taxiway, 2017-2021, \$58 million
- Runway pavement replacement, 2021-2023, \$35 million
- Other airfield renewal/replacement, 2016-2035, \$310 million
- Sixth runway, 2023-2034, \$943 million

Cargo

- Cargo building C, 2012-2017, \$26 million
- Cargo buildings 2A/2B, 2015-2018, \$157 million
- Cargo building 1, 2017-2021, \$22 million

Support facilities

- Fire station, 2016-2017, \$16.4 million
- Building renewal/replacement, 2016-2035, \$91 million
- Airport maintenance complex consolidation, 2022-2027, \$37 million

Georgia is taking a leading role in the movie industry, which contributes 55,000 jobs and \$7B in annual economic impact to the state. The **film industry** attracts multiple types of commercial and retail businesses to support its movie set building, actors and stage crews. EUE/Screen Gems Studios Atlanta opened a 10-stage, 33-acre studio complex in 2010 on the former Lakewood Fairgrounds. Fayette County, Clayton County's Southside neighbor, got an economic boost last year when Pinewood Atlanta Studios opened a 288-acre complex with five state of the art sound stages. Clayton County will now benefit directly from the movie industry growth as actor and producer, Tyler Perry, has signed



an agreement to build 16 soundstages on 330 acres of the 488-acre site at the closed Fort McPherson army base in East Point.

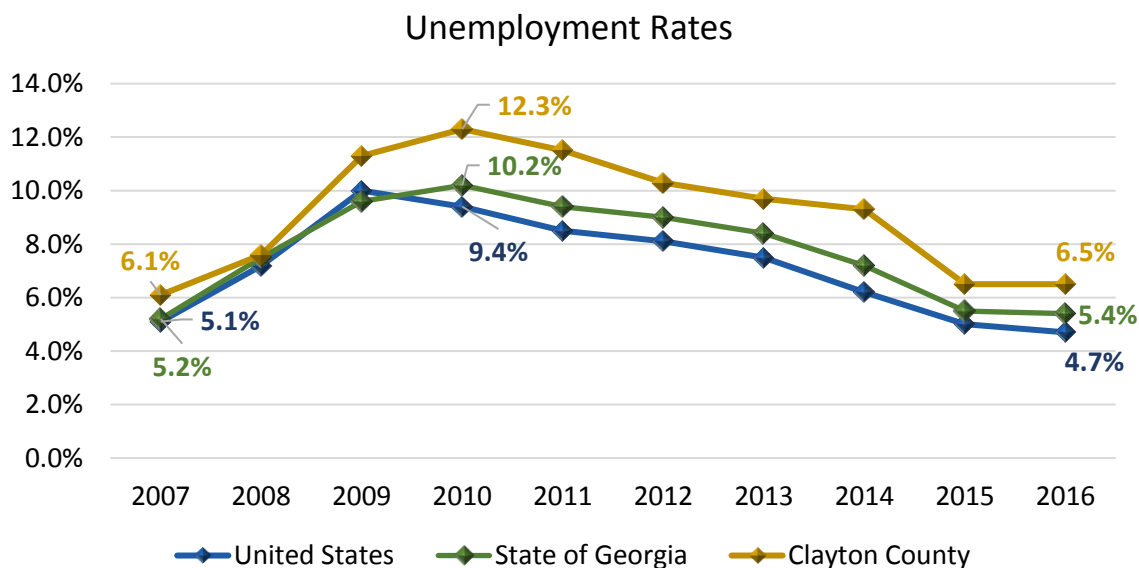
In February 2017, Los Angeles developer of film studios stated that it planned to build a five-stage, state-of-the-art studio complex in Clayton County, giving another boost to film production in the County. Managed by Pacifica Ventures, the new studio will be named Clayton County Studios. The new \$12 million studio will be built between Lake City and Morrow on 27 acres directly across the street from the National Archives in Morrow. Groundbreaking on the first phase is expected to be in September with the five sound studios being between 18,000 and 20,000 square feet each. The complex will include production offices, post-production space, a green screen, mill and construction space and a commissary. 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.

In 2016, Georgia Motion Picture Studios announced they would be calling Tucker, Georgia home. It is expected to have an additional \$1 billion economic to the area's economy.

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.

Job Growth and Unemployment Rates



The Authority's service area will see economic gains from the development surrounding Hartsfield-Jackson Atlanta International Airport.



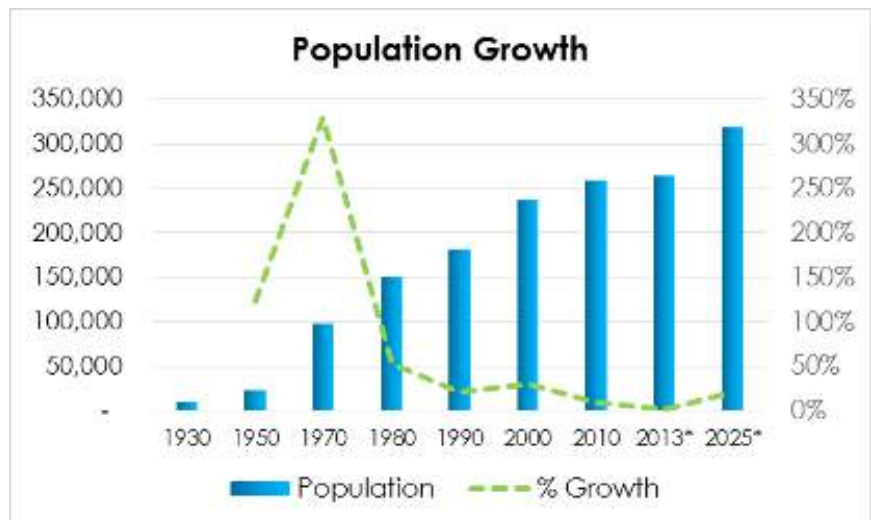
Porsche Cars North America completed the construction of its 26-acre complex at the former Ford Motor Company site in Hapeville. This complex includes its headquarters building, the Porsche Technical Service and Training Center, and the Porsche Customer Experience Center that features a 1.6-mile test track and handling road course. Walmart has begun its \$108M new fulfillment center to process online orders. This location will employ 400 people over the next three years. The 1.2 million square foot facility is located at the Majestic Airport Center IV Industrial Park in Union City and opened late 2015.

The Forest Park Urban Redevelopment Agency is developing the Fort Gillem Army site for new industry and distribution centers. Kroger has hired 120 employees and is investing about \$175M over a five period at the location. Castellini Group, a large distributor of fresh produce, has completed a \$52M distribution facility that is creating 300 new jobs. Castellini is a complete vertical supply chain company that provides services from tomato ripening and repacking, to processing and transportation.

Population Growth

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

Chief Executive Officers and their company boards are attracted to Georgia's "pro-business" environment with state statutes that support low tax rates and prioritizes economic development. Georgia was the first southeastern state to pass single-factor corporate tax apportionment that applies the 6 percent corporate tax rate only to the portion of income earned inside the state. The state also consistently maintains one of the nation's lowest debt-per-capita levels.



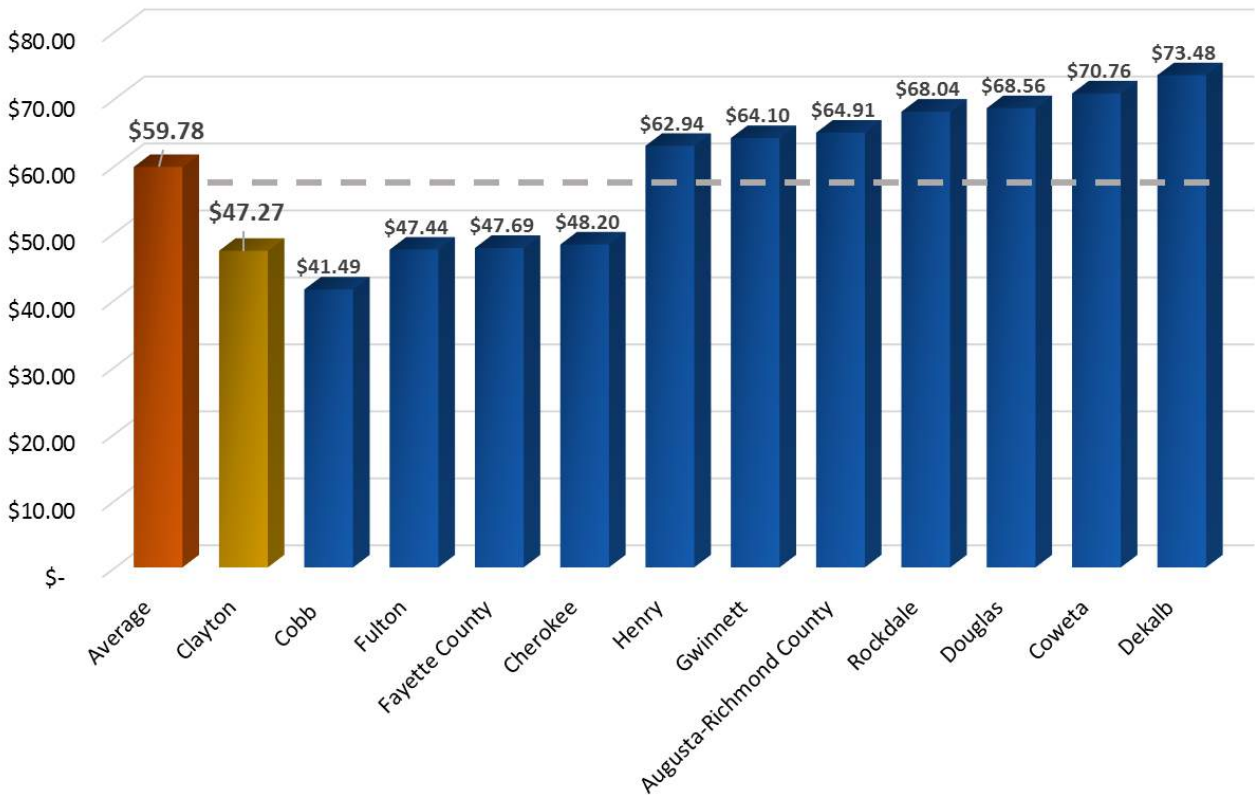
Quality and cost of labor are key drivers in every location decision. Georgia's Quick Start work force development program is one of the best in the nation and provides customized training at no cost to qualified companies in an array of industries. Nearly one million workers at 6,200 companies of all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

Thirty Fortune 1000 companies have headquarters in Georgia including General Motors, Hitachi, and Greenway Medical Technologies who continuing to invest and expand in Georgia. Additionally, AT&T recently announced plans to build a research center in Atlanta to develop the company's latest technologies and applications.



Water and Sewer Bill Comparison

The chart below 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 \$47.27, CCWA customers have an average combined water and sewer bill that is \$12.51, or 21 percent, lower than our benchmark utilities charge their customers. The Authority is able to provide water to its customers at a reasonable cost by controlling its own costs.

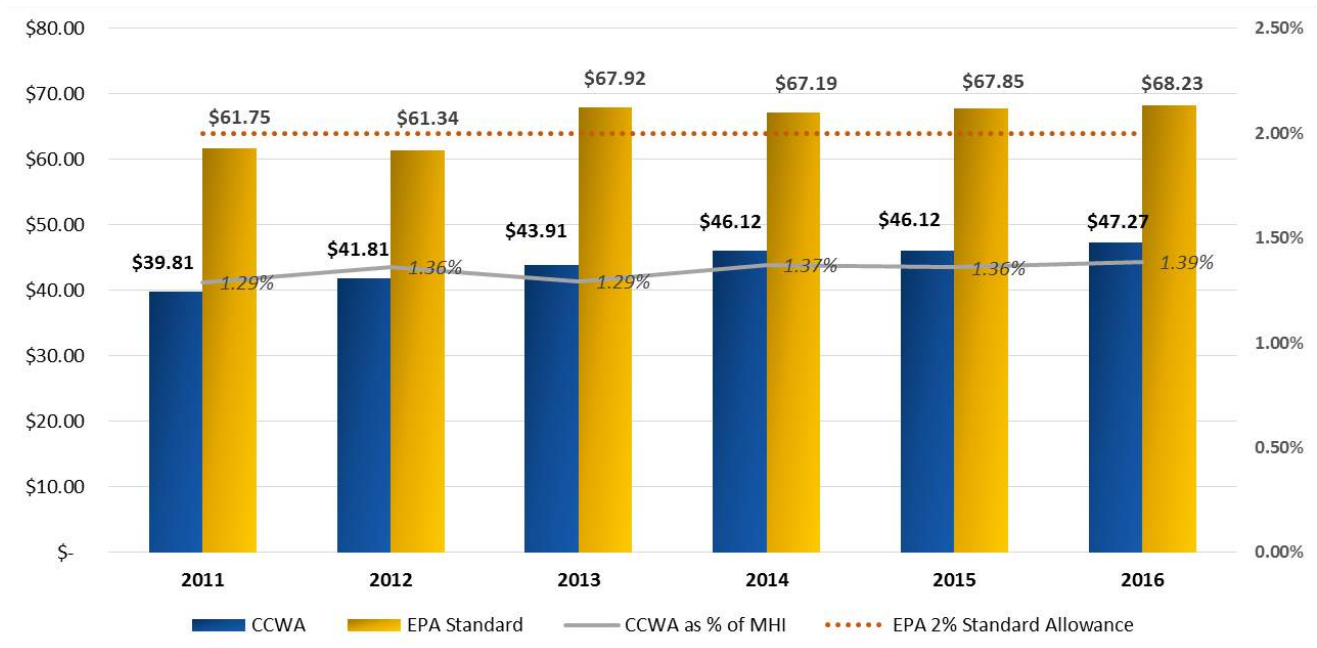




CCWA Average Bill Comparison with EPA Standard

Calendar Year	Average Monthly Usage	Median Household Income (MHI)	CCWA Average Monthly Bill	CCWA Annual Water Bill	CCWA as % of MHI	EPA 2% Standard Allowance	Difference Actual Bill & Standard	CCWA as Percent of Standard
2011	4,000	\$ 37,050	\$ 39.81	\$ 477.72	1.29%	\$ 61.75	\$ 21.94	64.47%
2012	4,000	36,804	41.81	501.72	1.36%	61.34	19.53	68.16%
2013	4,000	40,754	43.91	526.92	1.29%	67.92	24.01	64.65%
2014	4,000	40,314	46.12	553.44	1.37%	67.19	21.07	68.64%
2015	4,000	40,712	46.12	553.44	1.36%	67.85	21.73	67.97%
2016	4,000	40,938	47.27	567.24	1.39%	68.23	20.96	69.28%

The EPA sets a standard of affordability for average monthly bills. This standard is 2 percent of median household income standard or \$68.23 for CCWA customers. Our customers pay \$20.96 less than what the EPA deems affordable.

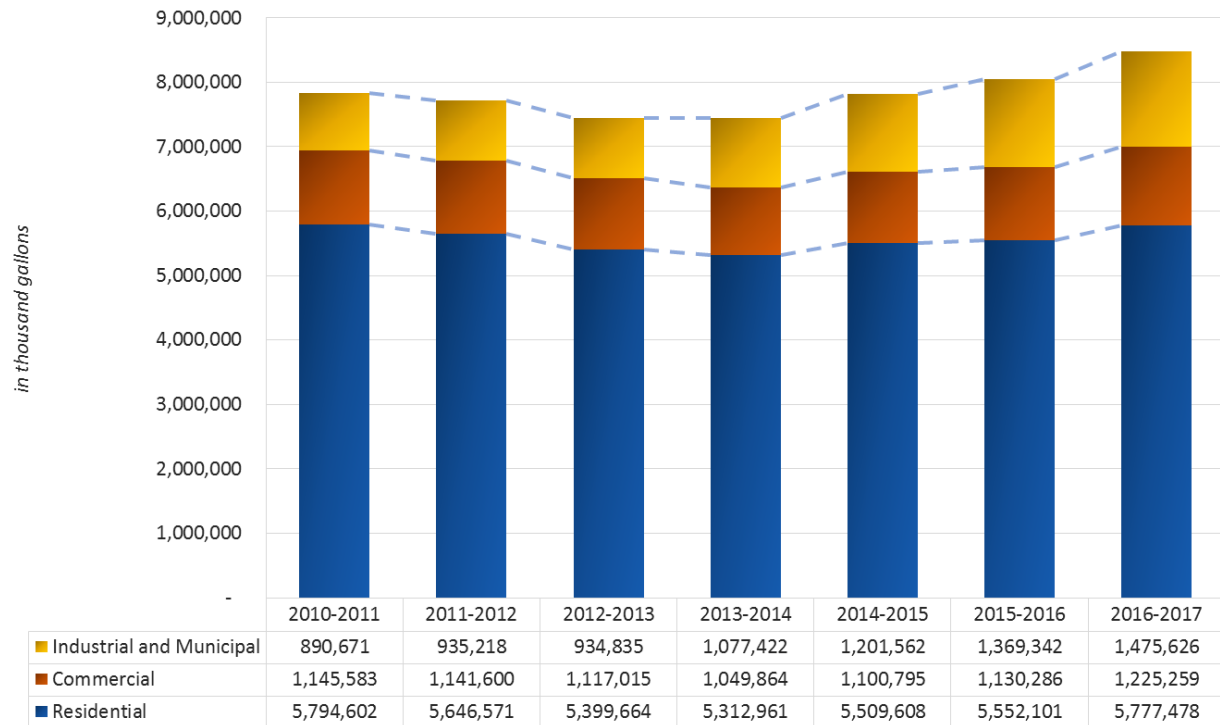




Financial Highlights and Trends

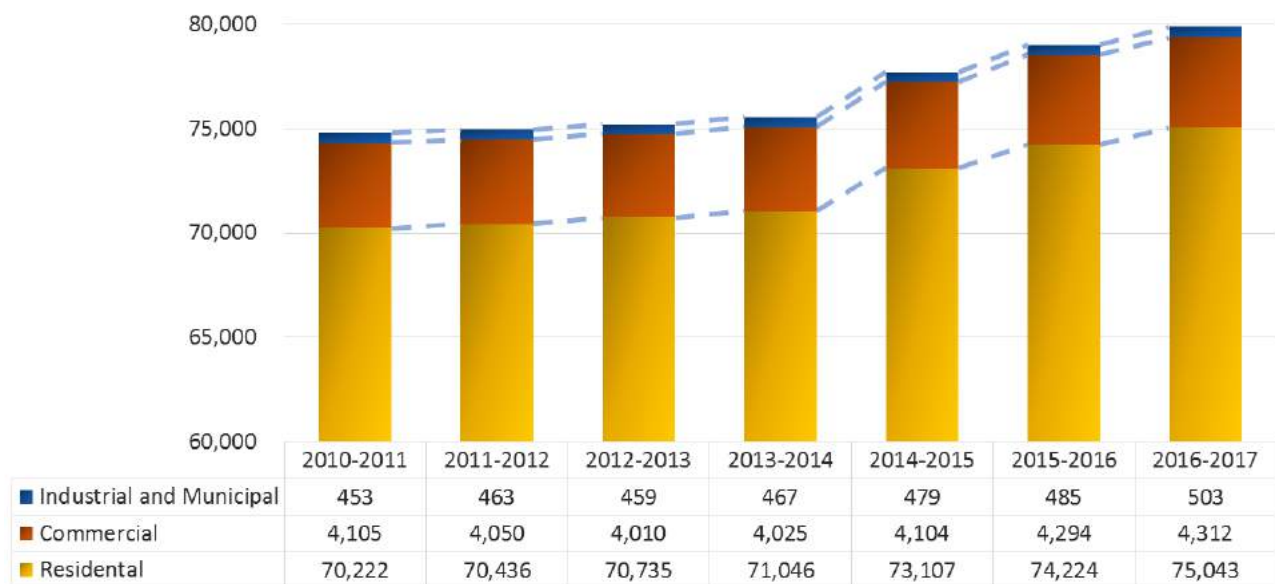
Water Usage Trend by Customer Type

Water usage has increased steadily in all CCWA customer categories over the past three fiscal years.



Water Customer Count Trend by Type

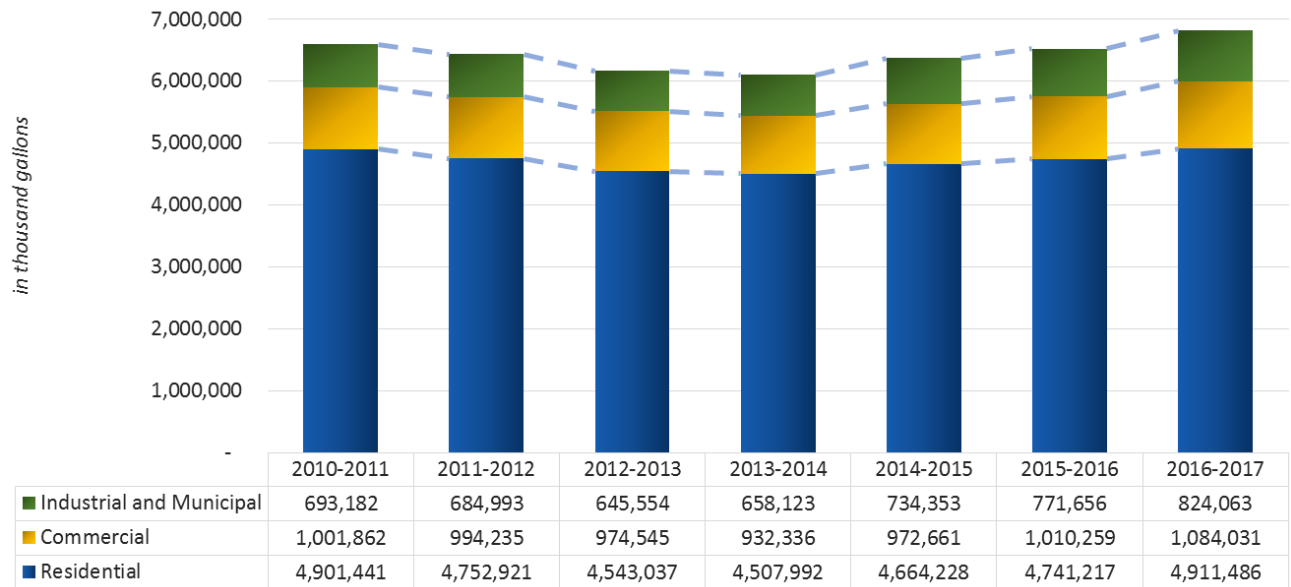
The number of water customers has increased each year since FY 2010 – 2011 in all CCWA customer categories. Customer count has increased an average of 2 percent annually over the last three fiscal years.





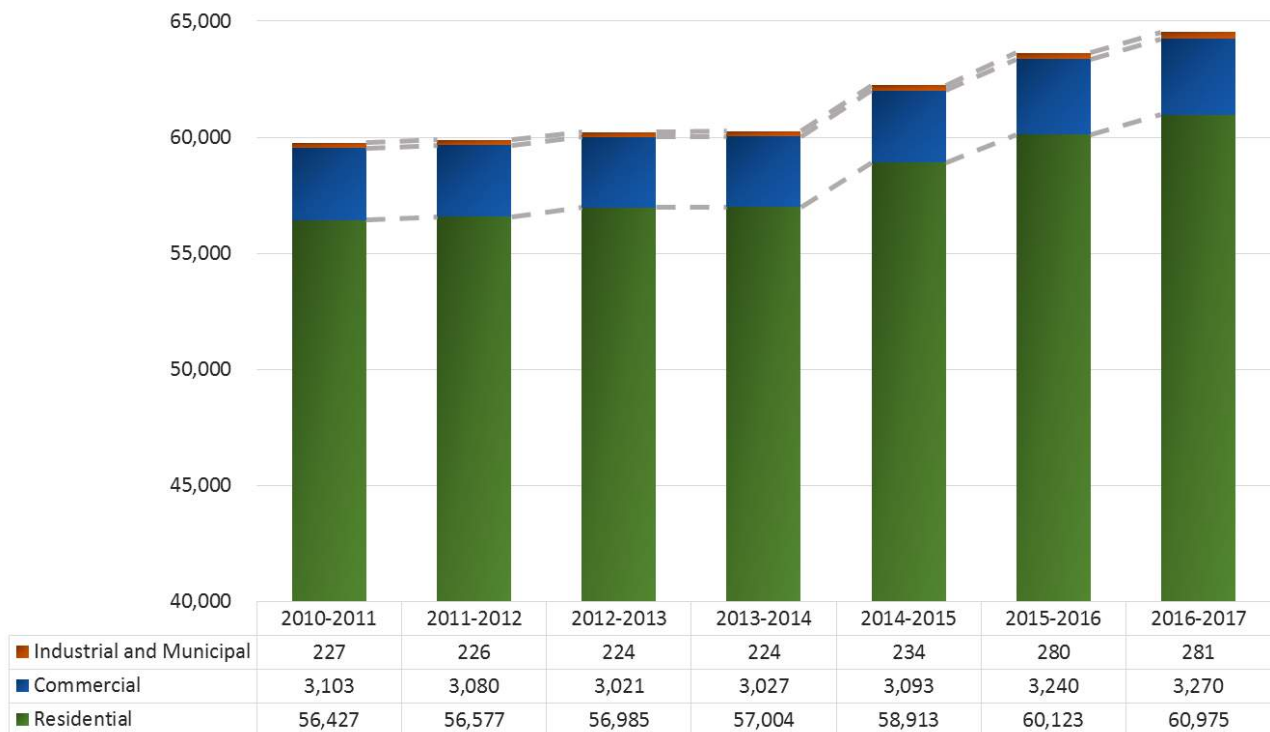
Sewer Usage Trend by Customer Type

Following water usage, sewer usage continues to increase in all CCWA customer categories.



Sewer Customer Count Trend by Type

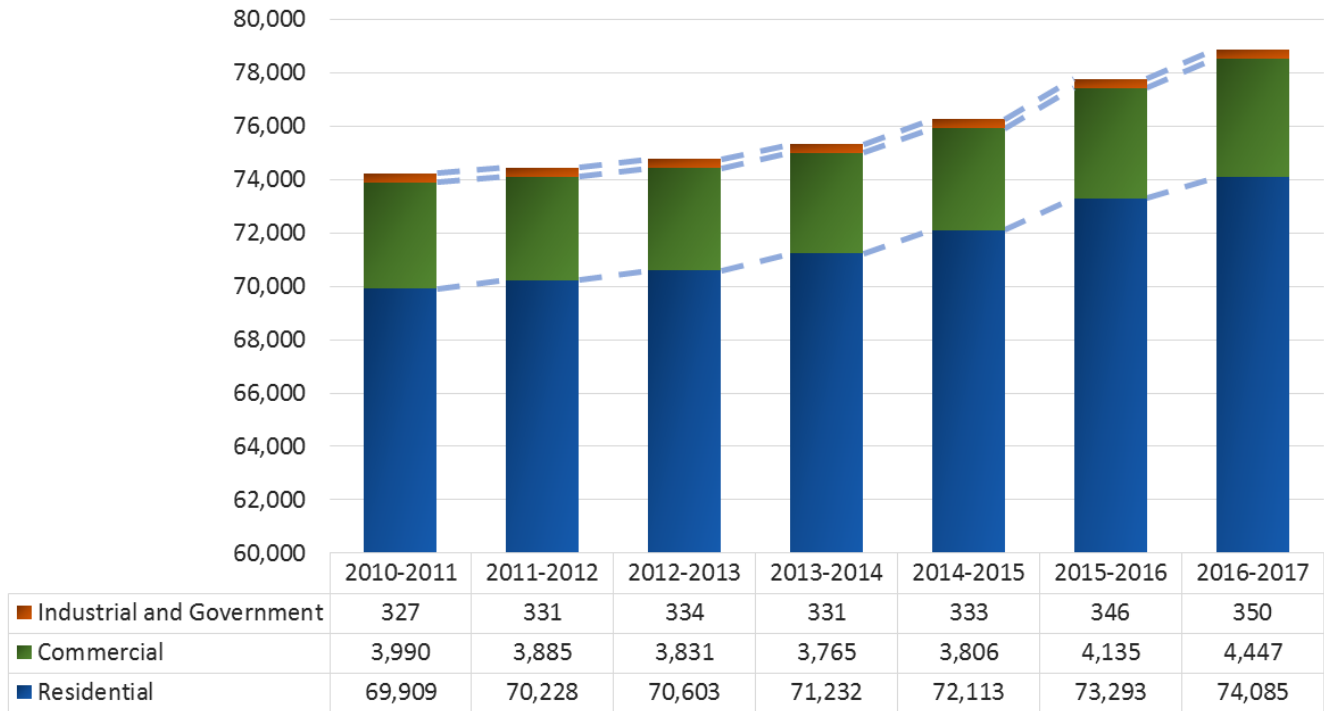
The number of sewer customers continues to increase in all CCWA customer categories. The growth in customers has averaged 2 percent annually over the previous three fiscal years.





Stormwater Customer Trend by Type

The number of stormwater customers in all CCWA customer categories increased an average of 1.5 percent annually over the last three fiscal years. This customer growth is due to the continuing economic improvement in the County and surrounding metro area.





Top 10 Customers

The tables below lists the Authority's customers by type of service for fiscal year ended April 30, 2016.

Water Sold (Dollars) for FY 2016

Customer	Amount	Percent
City of College Park	\$ 1,671,508	3.38%
Fresh Express	1,215,542	2.46%
Clorox Co	665,467	1.35%
Clayton County Board of Education	296,644	0.60%
Clayton County Board of Commissioners	275,077	0.56%
Marcie Sales Inc	218,209	0.44%
Deer Creek Mobile Home Park LLC	213,946	0.43%
Atlanta South Properties LLC	189,950	0.38%
Toto USA Inc	168,696	0.34%
Roc II GA Cameron Landing LLC	161,443	0.33%
Subtotal (10 Largest Customers)	\$ 5,076,483	10.28%
Balance of All Other Customers	44,325,940	89.72%
Total	\$ 49,402,423	100.00%

Wastewater Treated (Dollars) for FY 2016

Customer	Amount	Percent
Fresh Express	\$ 1,913,770	4.59%
Clayton County Board of Education	311,609	0.75%
Clayton County Board of Commissioners	288,955	0.69%
Marcie Sales Inc	271,432	0.65%
Deer Creek Mobile Home Park LLC	225,149	0.54%
Atlanta South Properties LLC	199,947	0.48%
Clorox Co	195,383	0.47%
Toto USA Inc	177,225	0.42%
Roc II GA Cameron Landing LLC	170,006	0.41%
Willow Way Apts LLC	165,209	0.40%
Subtotal (10 Largest Customers)	\$ 3,918,686	9.40%
Balance of All Other Customers	37,783,919	90.60%
Total	\$ 41,702,605	100.00%

Stormwater Fees for FY 2016

Customer	Amount	Percent
Hartsfield-Jackson Atlanta International Airport	\$ 584,074	6.38%
Urban Redevelopment Agency	121,749	1.33%
Georgia Department of Agriculture	83,582	0.91%
Kroger	59,029	0.64%
Fort Gillem - Site Manager	43,611	0.48%
J C Penney Catalog Division	36,371	0.40%
Georgia Power Mundy's Mill Road	29,200	0.32%
Federal Express	25,706	0.28%
Atlanta South Properties LLC	24,908	0.27%
Tinndall Corporation Georgia Division	24,177	0.26%
Subtotal (10 Largest Customers)	\$ 1,032,407	11.28%
Balance of All Other Customers	8,121,033	88.72%
Grand Total	\$ 9,153,440	100.00%

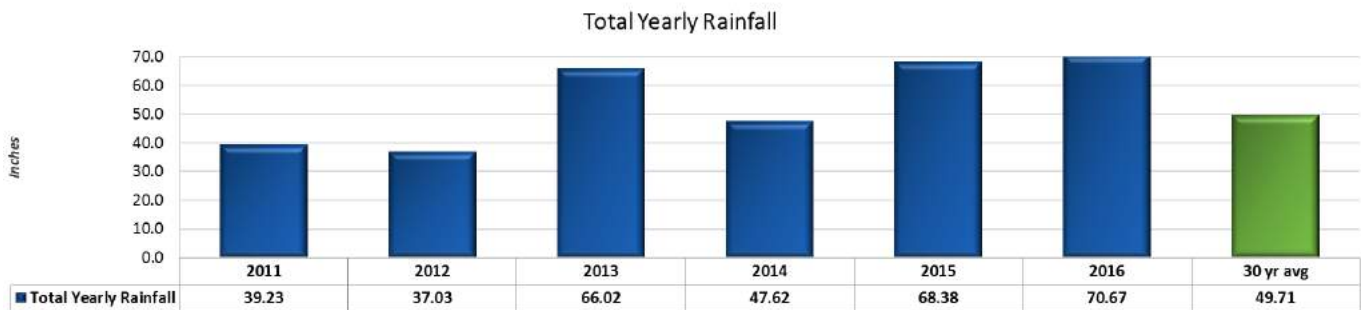


Weather Conditions

Weather influences the both supply and demand of water. Higher rainfall levels increase operating costs of a water utility. When surface water is the source of drinking water, more chemicals may be needed to treat drinking water. 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 the amount of time sewer pumps must run to manage the additional flow, increasing utility costs. With extremely rapid or heavy rainfall, additional labor hours are needed to maintain equipment at sewer pump stations and drain areas throughout the service area. It is estimated that up to 10% of water reclamation costs are due to the energy and treatment of the additional flows from I/I.

While operating costs increase, 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 and less drinking water is consumed because less work is done outdoors and average temperatures are lower on rainy days.

The metro-Atlanta area received record-breaking rainfall during 2016 but water usage for the Authority remained relatively consistent with the previous year.



The amount of rainfall also affects the operating cost of Water Production. 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.





Priorities and Challenges

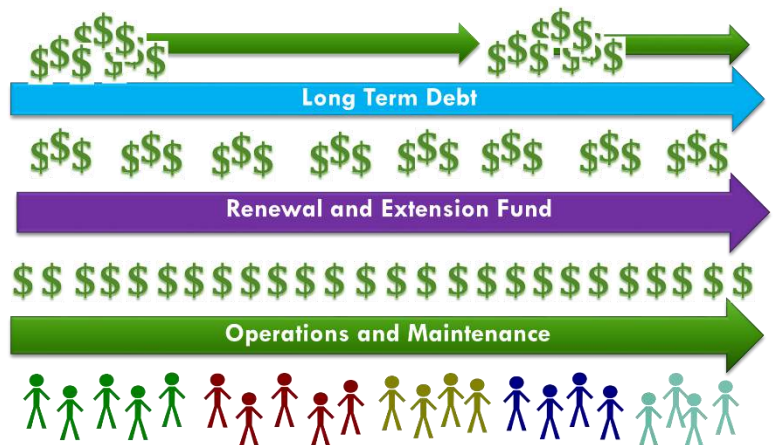
The table below lists the challenges that the Authority faces and managements approach to addressing these issues.

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

Economic Factors

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 \$60M and will require \$6 to \$14 million in capital funding per year. Other important capital projects are needed throughout the system and the risk of delaying work on these projects is too great to ignore until funding from general operations is available.

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.



In January 2017, the Authority was awarded a \$25M loan from the Georgia Environmental Finance Authority (GEFA) to fund a portion of its Large Sewer Interceptor Rehabilitation. The loan has an interest rate of 0.65% with a repayment



term of 15-years beginning when construction is complete. There is no prepayment penalty. If all the funds are drawn, the annual debt service will be \$1.7M. Because this Clean Water SRF loan is subordinate debt to bonds, its debt service is not included in the calculation of our bond debt service coverage ratio covenant. 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. It has a current outstanding principal balance of \$3.9M and its final payment will be November 1, 2025. The second loan funded the addition of backflow devices within our distribution system. It has a current outstanding principal balance of \$2.2M and matures on April 1, 2026.

CCWA has five bond issues with combined outstanding debt of \$121.1M. The final bond payment will be made on May 1, 2023 when the 2012 Series bond matures. The final retirement of bond debt will increase cash flow by \$20M, making it available for self-funding capital projects needed.

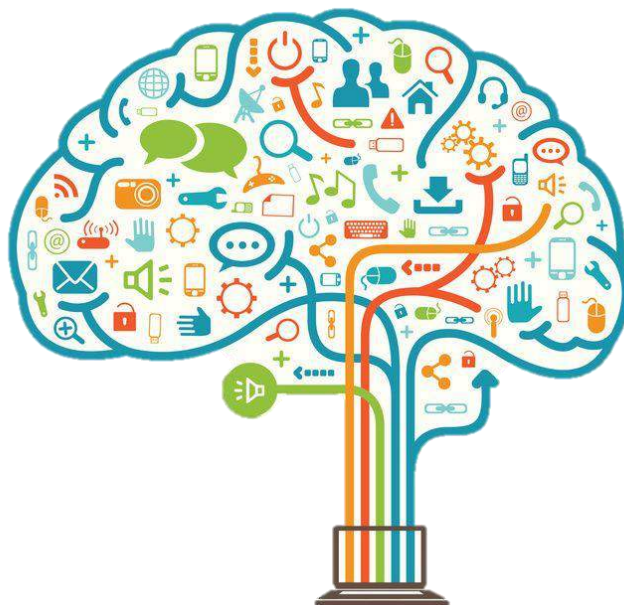
Additional detail about the Authority's debt can be found in the [PLANNING AND DIRECTION](#) section under [Debt](#).

Workforce Continuity

The Authority has implemented a succession planning process to maintain stability in its operations as changes in staffing occur. The process includes routine evaluation of staff and critical positions by department managers and supervisors. It also includes periodic reporting of this information by managers to a "Talent Development Committee" comprised of human resource personnel and executive leadership.

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. Twenty-two projects with an estimated cost totaling \$15.5M are listed on the master plan. Of those projects, two are scheduled to begin in the upcoming year, the implementation of the new Customer Information System and the JD Edwards Enterprise Resource Program (ERP) upgrade. Both technology projects will be funded from the Renewal and Extension Fund, which accumulated funds from previous budget years. In addition, \$340K in technology projects are included in the FY 2017-2018 budget.





Water Quality/Regulatory Issues

Along with stormwater, the water and sewer industries are heavily impacted by both current and emerging regulations. The strategic plan lists eleven projects with total estimated costs of \$46M that address regulatory issues. Of those projects, two projects are receiving \$4.8M in the FY 2017-2018 budget. A list of sixteen of the regulatory issues that may impact the Authority's operations are described in the table that follows.

Regulation/Issue	Description	Water	Wastewater	Stormwater	Current	Evolving	Emerging
1. Nutrient Criteria	The Georgia Environmental Protection Division (GAEPD) is working on development of numeric nutrient criteria (NNC) for phosphorus and nitrogen in lakes, rivers, estuaries, and wetlands (natural), with a goal to complete all the NNC by 2021.		X	X			X
2. Capacity, Management, Operations, and Maintenance (CMOM)	Information requests on sanitary sewer overflows (SSOs) and ongoing CMOM activities suggest that U.S. Environmental Protection Agency (EPA) Region IV is looking more closely at GAEPD's program for compliance with CMOM. GAEPD could update existing CMOM requirements in the future.		X		X	X	
3. Biosolids	CCWA must comply with 40 Code of Federal Regulations (CFR) Part 503 for biosolids management.		X		X		
4. Long Term 2 Enhanced Surface Water Treatment Rule (LT2ESWTR)	This EPA rule provides additional public health protection against microbial pathogens in public water systems with potential water treatment and monitoring.	X			X		
5. Disinfection By-Product (DBP) Control (Stage 2D/DBPR)	DBPs have been regulated by EPA for the last 30 years with increasingly strict requirements on the amounts of DBPs allowed in the drinking water delivered to customers.	X			X		
6. Perchlorate	EPA is developing a new perchlorate rule that will limit the amount of perchlorate in finished water, which may be an issue for W.J. Hooper and J.W. Smith WPPs.	X				X	X
7. Fluoride	Health and Human Services (HHS) and EPA have proposed lowering the current allowable concentration of fluoride in potable water.	X				X	X
8. Lead and Copper	The National Drinking Water Advisory Council (NDWAC) has a new lead and copper rule working group, which is scheduled to submit recommendations in early 2015.	X			X	X	
9. National Pollutant Discharge Elimination System (NPDES) Municipal Separate Storm Sewer System (MS4)	A Stormwater Management Plan (SWMP) must be submitted every 5 years to GAEPD, with a report submitted annually to demonstrate progress in implementing the SWMP. Requirements under the most-recent MS4 permit include requirements related to Green Infrastructure, an Enforcement Response Plan, and an Impaired Waterbodies Plan.			X	X	X	
10. Total Maximum Daily Loads (TMDLs) Program	The TMDL program is shifting focus from fecal coliform bacteria to biota and habitat. Biota is intensive to monitor and measure quantitatively; hence, alternate parameters are being considered (such as total suspended solids [TSS]). TMDLs for chlorophyll-a violations are likely in the future but are not anticipated in the next several years.		X	X	X	X	
11. Emerging Contaminants	GAEPD has suggested possible future treatment requirements for emerging contaminants, such as pharmaceuticals and personal care products (PPCPs), hormones, perchlorate, herbicides and pesticides, nanomaterials, and/or algal toxins.	X	X				X
12. Drought Management Rule	GAEPD has issued a draft drought management rule to clarify requirements for utilities during periods of drought.	X					X
13. Rules for Public Water Systems to Improve Water Supply Efficiency	GAEPD has issued the Draft Rules for Public Water Systems to Improve Water Supply Efficiency, which would require CCWA to develop and implement a water loss control program and to improve water supply efficiency.	X					X
14. 2010 Georgia Water Stewardship Act	CCWA must comply with the Stewardship Act, including water loss audits and enforcement of water restrictions.	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 with regard to instream flows, future point source nutrient load reductions, and nonpoint source pollutant loadings.	X	X	X	X	X	
16. Metropolitan North Georgia Water Planning District Requirements	MNGWPD Water Supply Plan and Wastewater Plan impact water, wastewater, and watershed management practices required of CCWA. These plans will be updated in 2015.	X	X	X	X	X	



Aging Infrastructure

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 EPA estimates that over the next 20 years the price to repair the aging water infrastructure throughout the US will reach \$335B. 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. This challenge consumes the lion's share of budget dollars addressing stormwater, sewer and water pipe projects that total an estimated \$220M over the ten years the plan covers. Of these projects, \$11.7M in funding will be needed in the upcoming year with \$1.2M of that amount included in the 2017 – 2018 budget. Loan disbursements will cover \$6M of the Large Interceptor Rehabilitation funding need and the remaining \$4.5M will be paid from the Renewal and Extension Fund with money accumulated from prior budget years.

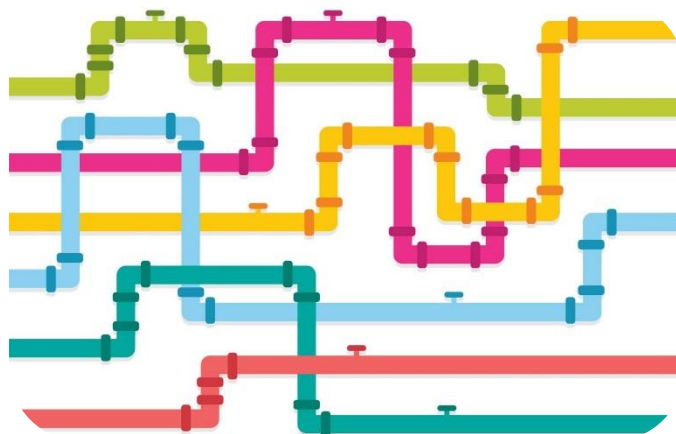
As organized in the table that follows, the estimated annual cost of pipe replacement is \$16M to \$31M. Using an average lifespan of 50 years method and replacing 60 miles of line a year would cost \$16M to \$31M per year. Using the 90/10 rule that assumes that 90 percent of what is inspected is good and that 10 percent requires replacement, would cost \$16M to \$23M per year for inspection and renewal.

Renewal and Replacement Estimates

Estimate Methods	Basis	Unit Cost	10-year Cost	Annual Cost
Lifespan (50 yrs.)	60 miles year	\$50-\$100/foot		\$16-\$31M
90/10 Rule	Inspect 3000 miles Replace 300 miles	\$5/foot \$50-\$100/foot	\$160M	\$16-\$23M
Strategic Master Plan	--	--	\$162M	\$16M

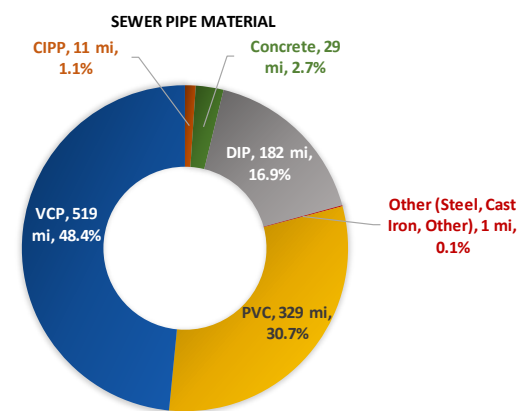
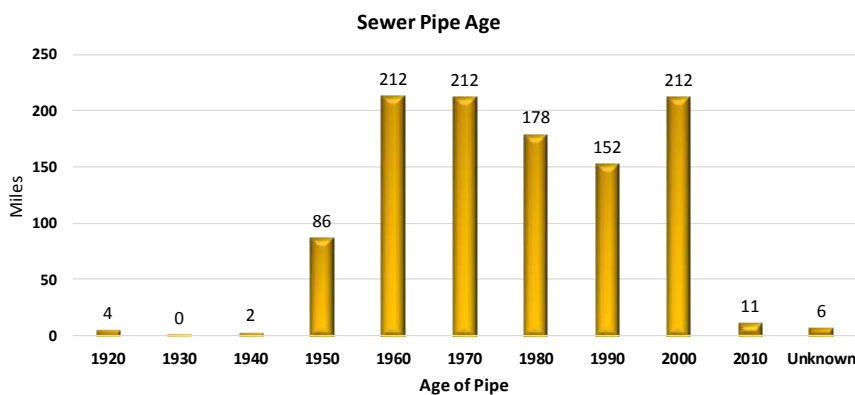
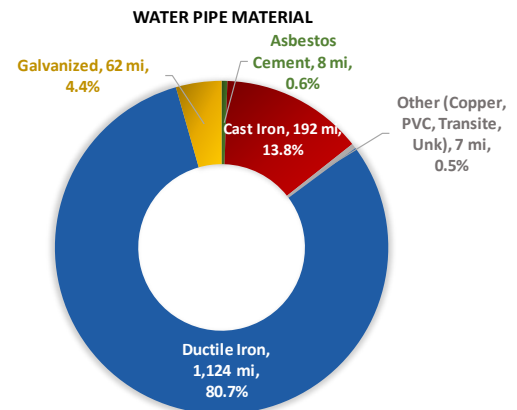
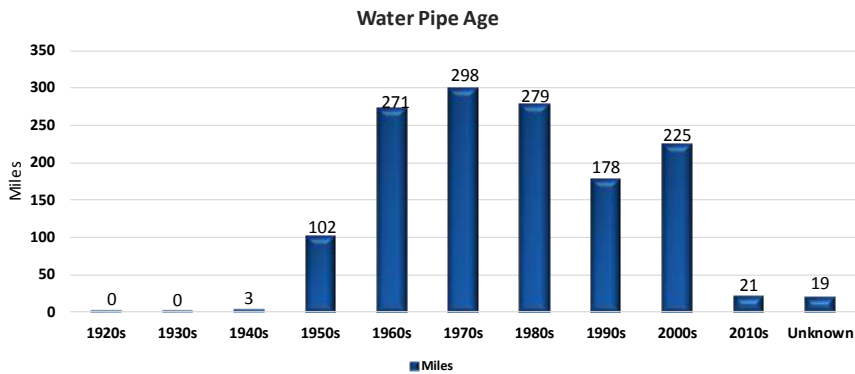
Several factors contribute to the lifespan of pipeline assets.

- **Age:** Over 300 miles of sewer pipe is older than an average 50 year lifespan
- **Material:** An important indicator of condition and lifespan
- **Corrosion:** Significant issue that affects lifespan particularly in concrete and ductile iron sewer pipe.
- **Construction Quality:** Quality of construction and inspection at time of installation are key to maximizing lifespan of a pipe.





Pipe Material and Age



PIPE TYPES:

Used in sewer systems:

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

Used in water systems:

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





Summary of Factors Influencing the 2017 - 2018 Operating and Capital Budgets

- A balanced budget supporting the goals of the [Strategic Master Plan](#)
- Maintaining affordable water and sewer rates for customer base
- [Intergenerational equity](#) of funding large projects
- [New loan proceeds](#) from Georgia Environmental Finance Authority (Clean Water State Revolving Fund program) for [Large Sewer Interceptor Rehabilitation](#). Principal of \$25M, interest rate of 0.65%, repayment term of 15 years.
- Water consumption consistent with previous two fiscal years
- Possible drought restrictions imposed by the Georgia Environmental Protection Division
- No new rate or fee adjustments



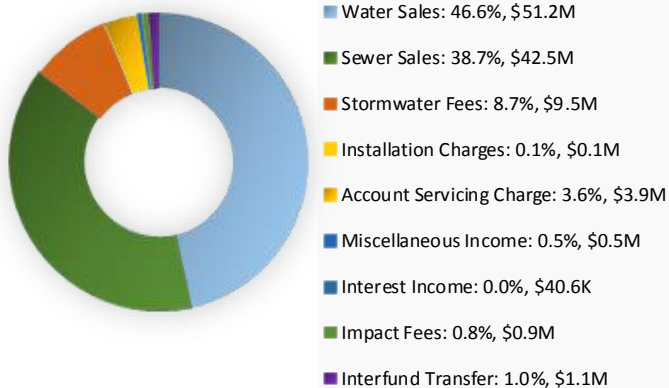


EXECUTIVE SUMMARY

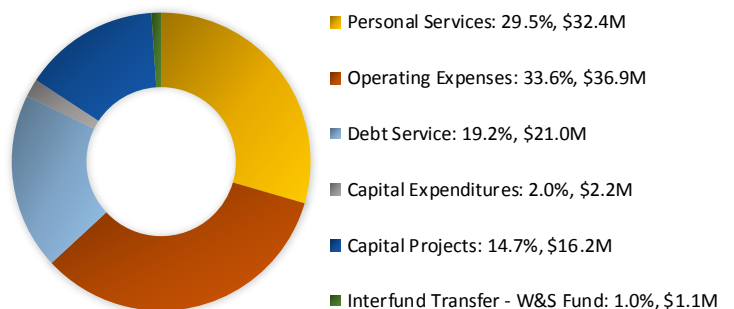
Consolidated Budget - FY 2017 - 2018

	Water and Sewer Fund	Stormwater Fund	Total
Revenues			
Water Sales	\$ 51,209,440	\$ -	\$ 51,209,440
Sewer Sales	42,540,677	-	42,540,677
Stormwater Fees	-	9,544,544	9,544,544
Installation Charges	116,050	-	116,050
Account Servicing Charge	3,790,059	158,852	3,948,911
Miscellaneous Income	498,390	3,224	501,614
Interest Income	35,340	5,256	40,596
Impact Fees	862,823	-	862,823
Interfund Transfer	1,146,586	-	1,146,586
Total Revenues	\$ 100,199,365	\$ 9,711,876	\$ 109,911,241
Expenses			
Personal Services	\$ 30,864,799	\$ 1,571,473	\$ 32,436,272
Operating Expenses	33,938,683	2,981,133	36,919,816
Debt Service	21,048,896	-	21,048,896
Interfund Transfer - Revenue Fund	-	1,146,586	1,146,586
Capital Expenditures	1,711,592	447,500	2,159,092
Capital Projects/Programs	12,635,395	3,565,184	16,200,579
Total Expenses and Appropriations	\$ 100,199,365	\$ 9,711,876	\$ 109,911,241

**Revenues -
Funds Combined**



**Expenses -
Funds Combined**





Budget Summary: Water and Sewer Fund

(in millions)

	Budget FY 2016 - 2017	Est Actual FY 2016 - 2017	Budget FY 2017 - 2018	\$ Chg Budget FYB 16 -FYB 17	% Chg Budget FYB 16-FYB 17	% Chg Est Act FYB 16 to Budget FYB 17
REVENUES						
Water Sales	\$47.91 M	\$52.26 M	\$51.21 M	\$3.30 M	6.9%	-2.0%
Sewer Sales	41.70 M	43.41 M	42.54 M	0.84 M	2.0%	-2.0%
Installation Charges	0.25 M	0.63 M	0.12 M	-0.13 M	-53.1%	-81.5%
Account Servicing Charges	3.94 M	3.79 M	3.79 M	-0.15 M	-3.8%	0.0%
Miscellaneous Income	0.68 M	0.64 M	0.50 M	-0.19 M	-27.1%	-21.7%
Interest Income	0.03 M	0.04 M	0.04 M	0.01 M	22.9%	0.0%
Impact Fees	0.52 M	1.01 M	0.86 M	0.34 M	65.1%	-14.7%
Interfund Transfer	1.86 M	1.86 M	1.15 M	-0.72 M	-38.5%	-38.5%
TOTAL REVENUES	\$96.90 M	\$103.63 M	\$100.20 M	\$3.30 M	3.4%	-3.3%
EXPENSES						
Personal Services	\$29.81 M	\$26.61 M	\$30.86 M	\$1.06 M	3.6%	16.0%
Operating Expenses	33.13 M	26.02 M	33.94 M	0.81 M	2.4%	30.4%
Debt Service	20.99 M	21.05 M	21.05 M	0.06 M	0.3%	0.0%
Capital Expenditures	1.79 M	2.14 M	1.71 M	-0.07 M	-4.2%	-20.2%
Capital Projects/Programs	11.18 M	9.06 M	12.64 M	1.45 M	13.0%	39.4%
TOTAL EXPENSES	\$96.90 M	\$84.89 M	\$100.20 M	\$3.30 M	3.4%	18.0%

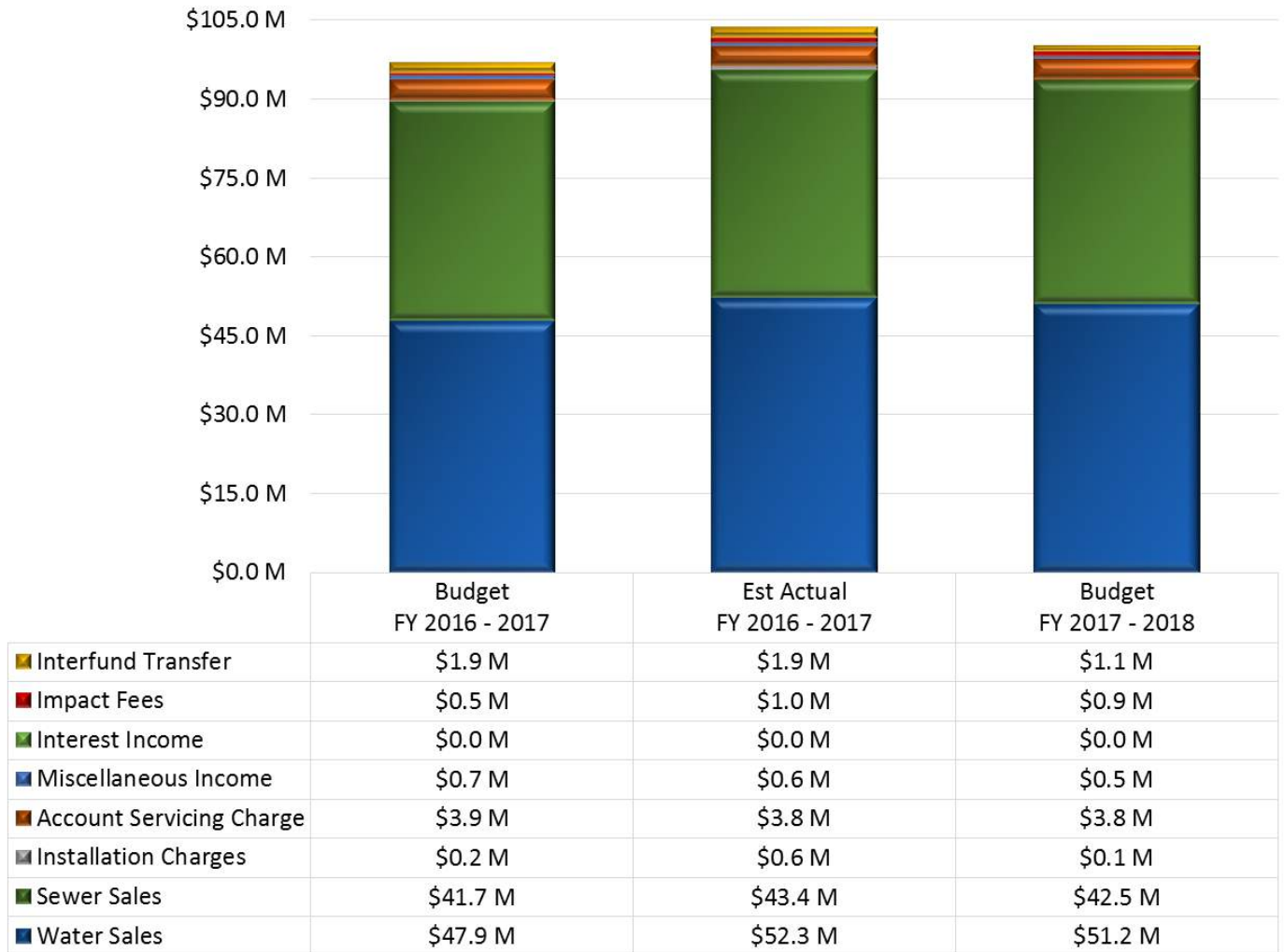
The 2017 – 2018 annual operating and capital budget for the Water and Sewer Fund shows a 3.4 percent increase over the prior budget year. Actual revenues for the fiscal year ending April 30, 2017 are estimated to be \$103.6M, or 7 percent, higher than budgeted. The anticipated drop in water usage due to the increase in water and sewer rates that went into effect on May 1, 2016 did not occur. Additionally, both the water and sewer customer base has continued to show an average annual growth rate of 2 percent over the previous three fiscal years.

Forecasted revenue for FY 2017 – 2018 is expected to remain flat with this year's actual performance. Budgeted revenues for water and sewer sales were discounted by 2 percent to anticipate declines in usage caused by water restrictions imposed by a drought response. Estimated actual revenue in the current fiscal year from Installation Charges, or Tap Fees, and Impact Fees were \$626K and \$1.0M, respectively. Because these fees are based on new construction and vary significantly from year to year, revenues from these sources were budgeted at the average amount received over the previous 5 years.

Of the \$100.2M in revenue generated in this budget year, \$14.3M, or 14 percent, will be reinvested in the utility system via capital equipment and projects. Another \$21.0M, or 21 percent, will be used to repay debt utilized for previous capital projects. The remaining \$64.9M will cover operating expenses of the Water and Sewer Fund including salaries and benefits of employees. The *Contingency Fund*, an account within *Operating Expenses*, will hold \$2.8M. This account is used to fund emergency projects if the need arises during the year.



Analysis of Revenues - Water and Sewer Fund



Revenue Budget Assumptions FY 2017 - 2018

Water Sales are forecasted at \$51.2M in the upcoming budget year with \$10.1M of that amount coming from base charges. This is \$3.3M more than the previous budget year and \$1.0M, or 2 percent, less than estimated actual performance of the year ending April 30, 2017. *Sewer sales* are projected to be \$42.5M in the current budget. This is 2 percent lower than estimated actual performance. Base sewer charges comprise \$9.1M of total sewer sales.

Water and Sewer Sales are forecasted using the assumption that usage and the number of customer will remain consistent with the previous year. Revenues in this category were discounted by 2 percent due to potential drought restrictions that could restrict water usage.

Estimated actual water sales to cities (College Park) will end \$1.4M higher than was budgeted in FY 2016 - 2017. 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.



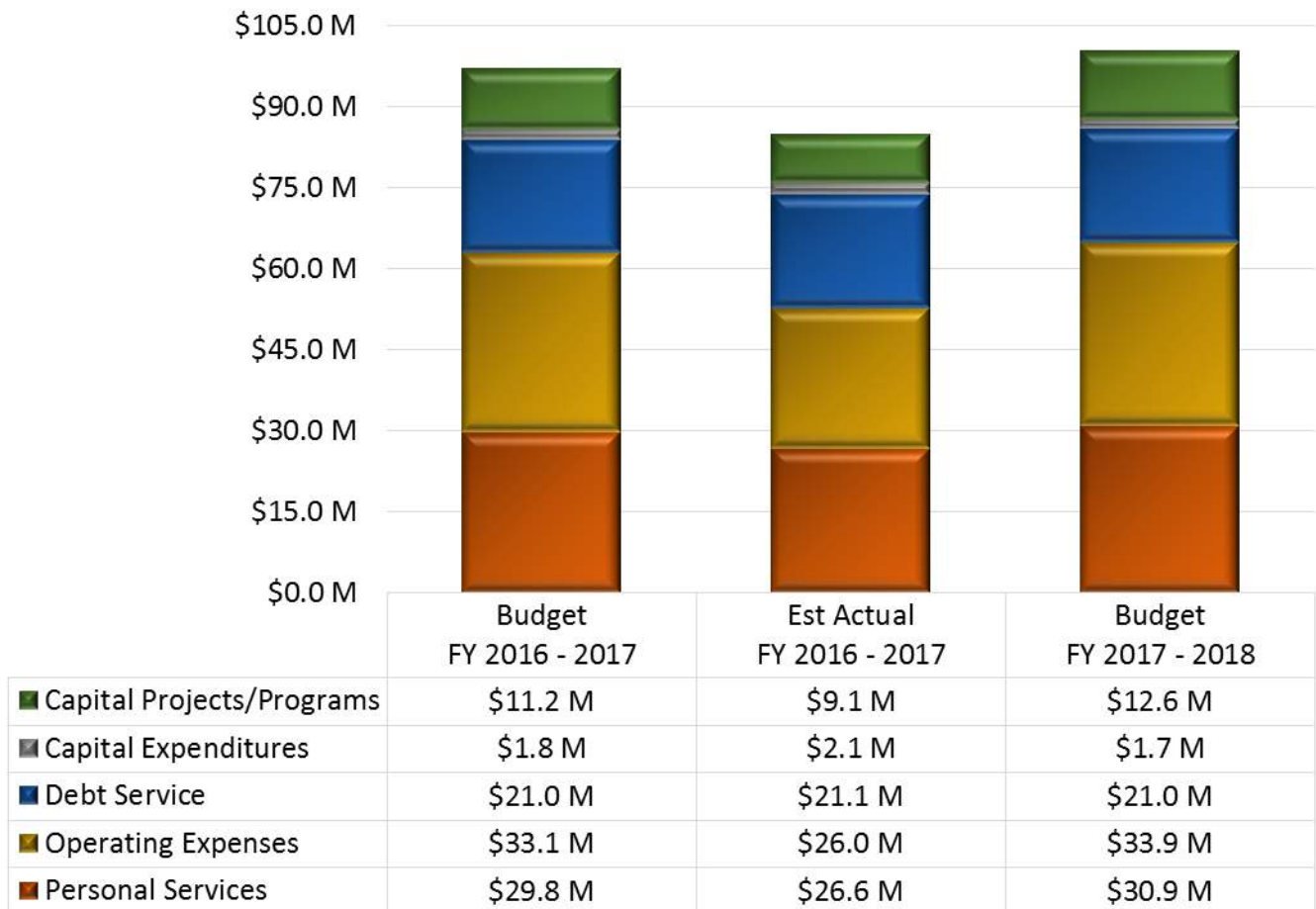
Installation Charges are revenues received from the installation of meters or other related infrastructure to provide water and sewer services. This revenue category was budgeted at \$116K, the lowest actual revenue received in the previous five fiscal years.

Account Service Charges are revenues associated with the fees and charges for late and delinquent payment of utility charges. This includes late fees and penalties, bad check charges, and reconnection fees. These revenues are budgeted at \$3.8M, which is consistent with actual performance over the previous five fiscal years.

Miscellaneous Income includes revenues received from system repair charges, sale of scrap materials, timber harvests, sale of fertilizer pellets, intergovernmental transactions and property and cell tower rental fees. This group of revenues was budgeted at \$500K, about \$180K less the prior year budget. The decrease is due to lower intergovernmental fees from the Forest Park Redevelopment contract being received in the upcoming year.

Interfund Transfer from the Stormwater Fund is the overhead that is allocated to the Stormwater Fund to cover its share of the Authority's administrative expenses. This year's budgeted amount is \$1.2M. This is a monthly charge of \$96K versus the \$155K per month charged in the previous year. In prior years, this fee was calculated on budgeted funds that were not always spent. Beginning with this budget year, the fee will be calculated using the prior fiscal year's actual results.

Analysis of Expenses - Water and Sewer Fund





Operating and Capital Expense Budget Assumptions FY 2017 - 2018

Personal Services:

This expense category includes salaries, payroll taxes, pension and medical or related benefits. As has been budgetary practice at the Authority, salaries and benefits are budgeted as if all full time positions are filled for the entire year. This amount also includes increases for cost of living and merit of 2 percent and 3 percent, respectively, whether given or not. *Salaries* and *Payroll Taxes* of \$21.8M and \$1.7M combined for an overall budget increase of \$887K, or 4.1 percent over the previous year budget. For the last five fiscal years, the budgeted amount for *Salaries* had an average annual increase of 3.2 percent budget year to budget year. This year the budgeted increase is 3.9 percent. The \$813K increase is due to net changes in new and eliminated positions and upgrades and downgrades of current positions. Actual salary expenses have been 6 percent lower than budgeted over the most recent five fiscal years.

Medical and related *Benefits* of \$3.9M are \$123K, or 3.3 percent, higher than the previous year budget due to recent increases in insurance costs. In fiscal year 2015 - 2016, the Authority adopted a self-funded insurance program for its medical, life, and disability insurances, which has provided more control over the cost of these benefits.

Pension expense of \$2.9M remains relatively flat with the previous budget year. Because this line item is budgeted as a percentage of salaries, actual expenses for this line item average 6 percent less than the budgeted amount over the previous five years.

Operating Expenses:

Operating Expenses are \$33.9M for the new budget year, up 2.4 percent, or \$809K, from the previous budget. This increase is primarily due to the increase of the amount budgeted for Project *Contingencies*, which is \$762K higher in the current budget year. Contingency funds are held in an operating reserve account to fund emergency projects or expenses as needed during the year.

The *Operating Materials and Supplies* category of \$4.4M is down \$247K, or 5 percent, over the previous year budget. *Chemical* expenses make up about \$2.0M of this category, up \$144K from the previous year because of increased chemical usage. Another large account in this category is *Other Materials* at \$1.8M. This account remained flat with both the previous year budget and with the average actual expenditures over the last 4 fiscal years. This line item includes various supply needs not large enough to merit a separate expense account and includes items from the warehouse such as washers, pipefittings, duct tape, and other miscellaneous supplies necessary in day-to-day utility activities. The *Accountable Assets* expense account made up about \$590K of last year's budget in this category. This expense account was used for three budget years to assess the impact of the change in the capitalization threshold from \$350 to \$5,000. Items that made up the bulk of expenses in this account included the planned, annual replacement of staff computers and other technology based on a four-year life cycle, tools and equipment and office furniture. This budget year these items were budgeted in the accounts that most accurately described the expense. A new account was created in this *Operating Materials* category to track the yearly technology equipment updated – *Technology and Software*. Office furniture falling below the capitalization threshold of \$5,000 was budgeted in the *Administrative Supplies* category in this budget year and tools and other items were budgeted in *Maintenance and Repair* category or remained in the appropriate expense account within the *Operating Materials* category.

The *Vehicle Supplies* expense category includes gas, oil, diesel fuel, and tires with gas prices the primary budgetary factor used. This line item is budgeted at \$514K in the current fiscal year, down \$65K from last year's budget. Actual expenses are down slightly from last year's budget due to dropping gas prices. Over the last five fiscal years, the Authority has purchased an average of 200,000 gallons of fuel; 108,000 gallons of diesel and 92,000 gallons of unleaded. For every 1-cent drop in fuel price, CCWA saves about \$2K.



Administrative Supplies expense category includes office and janitorial supplies, printing and postage and at \$170K, is up \$53K, or 18 percent, from the FY 2016 – 2017 budget. This increase is due to the reclassification of office furniture from an *Accountable Asset* classification to an *Office Supply* expense account.

The *Special Purchases* expense category contains the line items; *Water Purchases*, *Employee Recognition*, *Toilet Rebate* and the *Hardship Assistance Program*. These actual expenses are typically \$100K or less a year. This category also includes the budgeted amount for *Contingencies* where additional funds are held after all budgetary requests are met. These funds are used for projects throughout the year, at the discretion of the General Manager and Board of Directors. This year the amount is budgeted at \$2.8M, which is \$762K higher than the previous year budget to accommodate any additional emergency work that may be needed.

Utility expense is budgeted at \$7.6M, which is \$60K, or 0.8 percent, lower than the previous budget year. The decrease is due to drops in both electric and gas rates.

Maintenance and Repair expenses have been budgeted at the historical budgeted average of \$1.2M. Actual expenses over the same period have averaged \$1.0M. The higher budgeted amount provides a safeguard against an unplanned repair caused by weather or other emergency event.

Outside Services expense category of \$10.7M is down \$447K, or 5 percent, from the previous year budget. The decrease in this category is due to a reduction in Sanitary Sewer Evaluation Study (SSES) work and in consulting fees. Consulting fees were higher in the previous budget due to evaluations done for the upcoming ERP system upgrade and the workshops undertaken to begin the initiative of optimizing business processes throughout the Authority.

The *General Expenses* category contains the expense line items of *Employee Bonding*, *Property Insurance*, *Training* and *Annual Software License Fees*. At \$2.9M, the *General Expenses* category has increased \$443K, or 23 percent, from the previous year budget. The purchase of new *Annual Software Licenses* for security, VMWare and Microsoft, as well as, increases from our major enterprise software vendors for our Customer Information System and Enterprise Resource Program accounted for \$155K of the increase. *Registrations and Training* is up \$50K from the previous budget year due to the increased training needed for the major functional changes brought about by the upgrade of JD Edwards, the Authority's ERP software. Improvements made to the recreational areas surrounding the Authority's reservoirs are included in this category and were responsible for \$100K of the overall category increase.

Debt Service:

Debt Service includes the required bond debt service for the upcoming year of \$20.2M, the principal and interest payments for two GEFA loans totaling \$798K and estimated interest only payments for a new GEFA loan that will fund a portion of the large sewer interceptor rehabilitation project. Detailed information about long-term debt is located in the [Planning and Direction](#) section of this document under the heading [Debt](#).

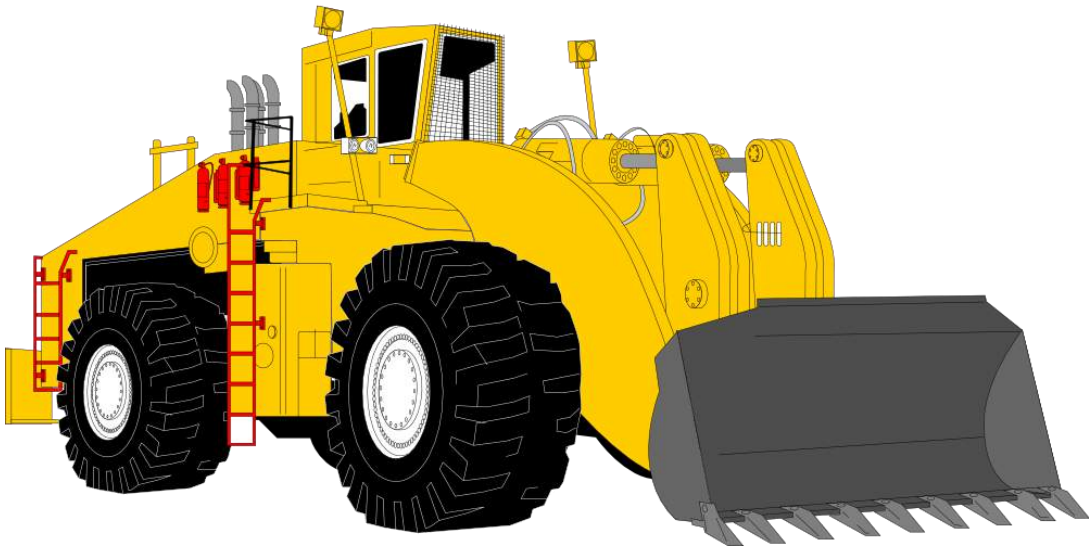




Capital Expenditures:

A *capital expenditure* 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 a multiple year period. 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. The current year budgeted request is \$1.7M and remains flat with both the previous year budget and the historical actual performance over the previous five fiscal years. A list of planned capital expenditures can be found in the table that follows. A detailed listing of capital purchases is located in the [Capital Budget](#) section of this document under the heading [Capital Expenditures – Water and Sewer Fund](#).

DESCRIPTION	REPLACEMENT	NEW	TOTAL
Vehicles			
Trucks	\$ 506,424	\$ 57,392	\$ 563,816
Trailers	28,250	-	28,250
Buildings and Structures			
Building, Roof, Paving	189,501	-	189,501
Tanks and Containers	40,000	-	40,000
Equipment			
Field Equipment	97,626	177,600	275,226
Data Processing/IT System Equipment	121,000	241,014	362,014
Plant Equipment	155,100	15,585	170,685
Desk, Tables, & Racks	22,000	25,000	47,000
Other	-	35,100	35,100
TOTAL CAPITAL EXPENDITURES	\$ 1,159,901	\$ 551,691	\$ 1,711,592





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 \$12.6M is \$1.4M higher than the previous budget year based on project need. The average budgeted amount in this category over the previous five years is \$8.4M. 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 2017 – 2018 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

Project Description	Amount Budgeted	Project Description	Amount Budgeted
HQ Restroom Renovations	\$ 30,000	Lift Station Assessment	\$ 250,000
Infrastructure Improvements	38,000	Pressure Sewer Condition Assessment	250,000
Voice Gateways	35,000	Sewer Line Inspection	10,000
Windows OS	45,000	Meter Inspections	20,000
VMware	42,000	Galvanized Main Replacements	1,250,000
Casey Fiber Replacement	20,000	Basin Level Sewer Rehabilitation	500,000
Cisco Emergency Responder System	42,500	Large Interceptor Rehabilitation	600,000
Dial Plan Expansion	30,000	Grant Road Sewer Phase 2 Upgrades	600,000
Phone System Redundancy	39,100	DOT - SR 54	500,000
Footprints New Platform Deployment	45,500	DOT - Frontage Road	1,000,000
JDE Upgrade	250,000	DOT - Jodeco and Blackhall Roads	65,000
Security Management System	700,000	DOT - Windsor Drive	60,000
Design and Engineering Generator - Hooper Facility	250,000	DOT - Valley Hill Road Bridge	125,000
SDC Hooper Lower Pond Solids Handling Improvements	2,250,000	Facilities Fire Wall and WLAN Access Points	176,657
Reservoir Controls	2,500,000	GE Mobile Technology	401,638
Shoal Creek, DeKalb and Northeast Sewer Model	350,000	Rum Creek Generator	160,000
		Total Capital Projects	\$ 12,635,395



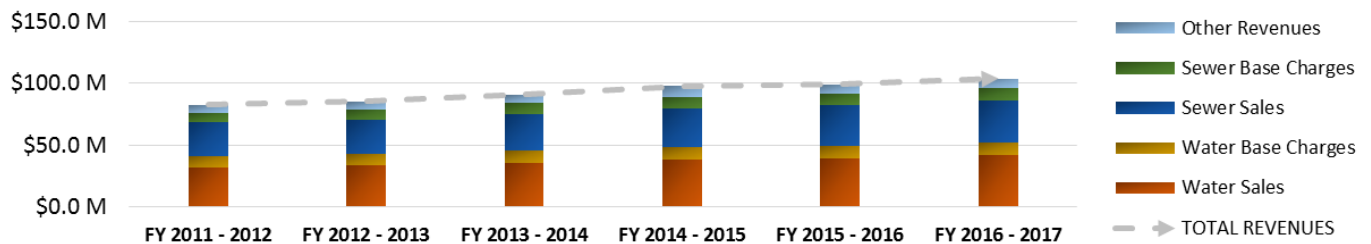


Budgetary Analysis - Revenues and Expenses: Actual Performance to Budget Comparison (in millions)

	Actual FY 2014 - 2015	Actual FY 2015 - 2016	Est Actual FY 2016 - 2017	Budget FY 2017 - 2018	% Chg Budget FYB 16-FYB 17	% Chg Est Act FYB 16 to Budget FYB 17
REVENUES						
Water Sales	\$47.88 M	\$49.40 M	\$52.26 M	\$51.21 M	6.9%	-2.0%
Sewer Sales	40.52 M	41.71 M	43.41 M	42.54 M	2.0%	-2.0%
Installation Charges	0.43 M	0.54 M	0.63 M	0.12 M	-53.1%	-81.5%
Account Servicing Charges	3.93 M	3.91 M	3.79 M	3.79 M	-3.8%	0.0%
Miscellaneous Income	1.63 M	0.64 M	0.64 M	0.50 M	-27.1%	-21.7%
Interest Income	0.02 M	0.04 M	0.04 M	0.04 M	22.9%	0.0%
Impact Fees	0.93 M	1.22 M	1.01 M	0.86 M	65.1%	-14.7%
Interfund Transfer	2.25 M	1.68 M	1.86 M	1.15 M	-38.5%	-38.5%
TOTAL REVENUES	\$97.59 M	\$99.14 M	\$103.63 M	\$100.20 M	3.4%	-3.3%
EXPENSES						
Personal Services	\$24.77 M	\$28.15 M	\$26.61 M	\$30.86 M	3.6%	16.0%
Operating Expenses	24.74 M	25.20 M	26.02 M	33.94 M	2.4%	30.4%
Debt Service	20.91 M	20.98 M	21.05 M	21.05 M	0.3%	0.0%
Capital Expenditures	1.25 M	1.80 M	2.14 M	1.71 M	-4.2%	-20.2%
Capital Projects/Programs	22.15 M	23.39 M	9.06 M	12.64 M	13.0%	39.4%
TOTAL EXPENSES	\$93.83 M	\$99.52 M	\$84.89 M	\$100.20 M	3.4%	18.0%

The current budget year forecast assumes revenue from water and sewer sales will be consistent with estimated actual financial performance of fiscal year ending April 30, 2017. Projected revenue from these sources were discounted 2 percent to anticipate a drop in usage that might occur if water restrictions are imposed by Georgia's Environmental Protection Division as a response to a drought condition.

Actual Revenues - FY 2012 to FY 2017





Budgetary Analysis - Revenues: Budget to Budget Comparison

(in millions)

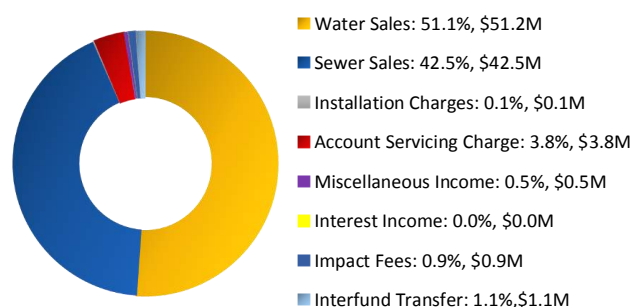
	Budget FY 2013 - 2014	Budget FY 2014-2015	% Chg Budget FYB 13 -FYB 14	Budget FY 2015 - 2016	% Chg Budget FYB 14 -FYB 15	Budget FY 2016 - 2017	% Chg Budget FYB 15 -FYB 16	Budget FY 2017 - 2018	% Chg Budget FYB 16-FYB 17
REVENUES									
Water Sales	\$42.67 M	\$43.85 M	2.8%	\$48.68 M	11.0%	\$47.91 M	-1.6%	\$51.21 M	6.9%
Sewer Sales	35.34 M	37.45 M	6.0%	41.06 M	9.6%	41.70 M	1.6%	42.54 M	2.0%
Installation Charges	0.14 M	0.12 M	-11.4%	0.21 M	67.7%	0.25 M	18.2%	0.12 M	-53.1%
Account Service Charges	3.92 M	3.98 M	1.7%	3.99 M	0.0%	3.94 M	-1.1%	3.79 M	-3.8%
Miscellaneous Income	0.39 M	0.34 M	-12.4%	0.87 M	152.7%	0.68 M	-21.5%	0.50 M	-27.1%
Interest Income	0.01 M	0.01 M	-21.7%	0.01 M	25.3%	0.03 M	113.7%	0.04 M	22.9%
Impact Fees	0.18 M	0.28 M	58.8%	0.40 M	41.7%	0.52 M	29.7%	0.86 M	65.1%
Interfund Transfer	1.34 M	1.58 M	18.2%	1.68 M	6.2%	1.86 M	11.2%	1.15 M	-38.5%
TOTAL REVENUES	\$84.00 M	\$87.64 M	4.3%	\$96.89 M	10.6%	\$96.90 M	0.0%	\$100.20 M	3.4%

Budgetary Analysis - Expenses: Budget to Budget Comparison

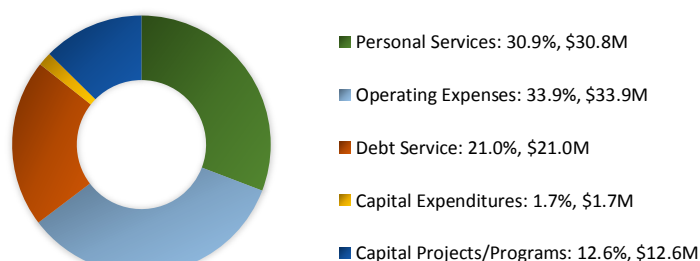
(in millions)

	Budget FY 2013 - 2014	Budget FY 2014-2015	% Chg Budget FYB 13 -FYB 14	Budget FY 2015 - 2016	% Chg Budget FYB 14 -FYB 15	Budget FY 2016 - 2017	% Chg Budget FYB 15 -FYB 16	Budget FY 2017 - 2018	% Chg Budget FYB 16-FYB 17
EXPENSES									
Personal Services	\$25.86 M	\$26.64 M	3.0%	\$28.12 M	5.6%	\$29.81 M	6.0%	\$30.86 M	3.6%
Operating Expenses	28.14 M	29.29 M	4.1%	35.08 M	19.8%	33.13 M	-5.5%	33.94 M	2.4%
Debt Service	22.80 M	21.25 M	-6.8%	20.99 M	-1.2%	20.99 M	0.0%	21.05 M	0.3%
Capital Expenditures	2.08 M	2.93 M	41.1%	2.19 M	-25.4%	1.79 M	-18.4%	1.71 M	-4.2%
Capital Projects	5.12 M	7.52 M	46.8%	10.52 M	39.9%	11.18 M	6.3%	12.64 M	13.0%
TOTAL EXPENSES	\$84.00 M	\$87.64 M	4.3%	\$96.89 M	10.6%	\$96.90 M	0.0%	\$100.20 M	3.4%

REVENUES - WATER AND SEWER FUND



EXPENSES - WATER AND SEWER FUND



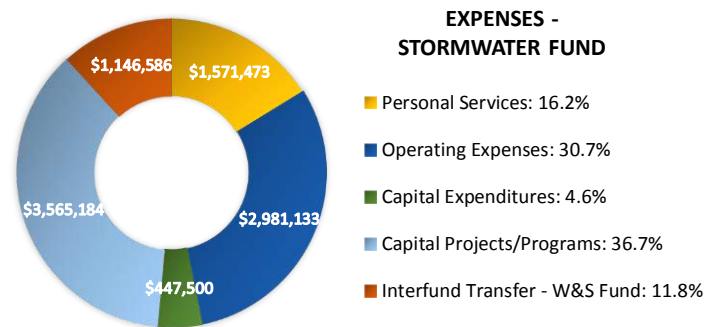
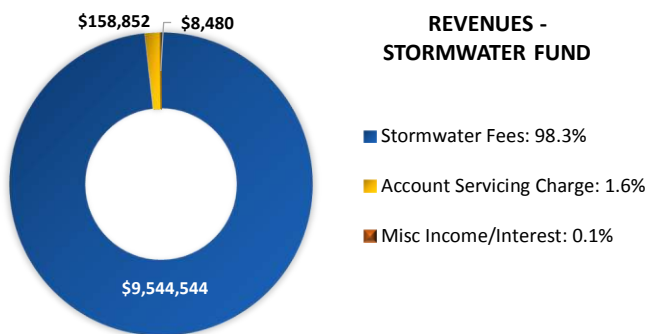


Budget Summary: Stormwater Fund

(in millions)

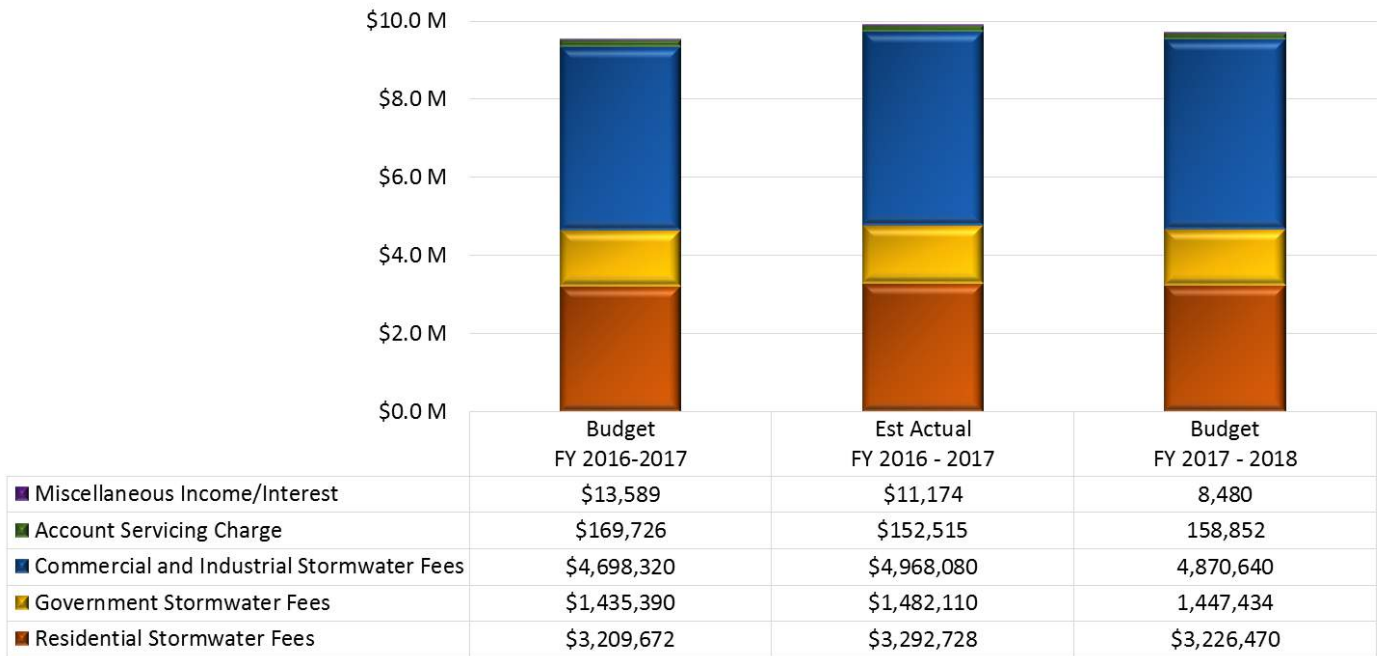
	Budget FY 2016-2017	Est Actual FY 2016 - 2017	Budget FY 2017 - 2018	\$ Chg Budget FYB 16 -FYB 17	% Chg Budget FYB 16 -FYB 17	% Chg Est Act FYB 16 to Budget FYB 17
REVENUES						
Stormwater Fees	\$9.34 M	\$9.74 M	\$9.54 M	\$0.20 M	2.2%	-2.0%
Account Service Charges	0.17 M	0.15 M	0.16 M	-0.01 M	-6.4%	4.2%
Miscellaneous Income	0.01 M	0.01 M	0.01 M	-0.01 M	-37.6%	-24.1%
Grants	0.00 M	0.00 M	0.00 M	0.00 M	-	0.0%
TOTAL REVENUES	\$9.53 M	\$9.91 M	\$9.71 M	\$0.19 M	1.9%	-2.0%
EXPENSES						
Personal Services	\$1.58 M	\$1.38 M	\$1.57 M	\$0.00 M	-0.2%	14.3%
Operating Expenses	2.59 M	2.69 M	2.98 M	0.39 M	15.3%	10.9%
Debt Service	0.00 M	0.00 M	0.00 M	0.00 M	-	0.0%
Interfund Transfer	1.86 M	1.86 M	1.15 M	-0.72 M	-38.5%	-38.5%
Capital Expenditures	0.17 M	0.26 M	0.45 M	0.27 M	156.5%	75.5%
Capital Projects	3.33 M	4.45 M	3.57 M	0.24 M	7.2%	-19.9%
TOTAL EXPENSES	\$9.53 M	\$10.63 M	\$9.71 M	\$0.19 M	1.9%	-8.7%

The 2017-2018 Operating and Capital Budget of \$9.7M is up \$190K from the previous budget year. The additional revenue was the result of the increases in impervious surface billed to non-residential customers. The fund has also benefited from increases in occupancy rates as the economy continues to improve and new construction picks up. The new revenue generated from the increased fees is being invested back into the system through capital projects.





Analysis of Revenues - Stormwater Fund



Revenue Budget Assumptions FY 2017 - 2018

Stormwater Fees: Fees are budgeted at \$9.5M for the upcoming fiscal year. This is \$201K, or 2 percent, higher than the prior year budget and \$195K less than the actual revenue estimated for April 30, 2017. The FY 2016-2017 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 this time. In late 2013, CCWA acquired updated aerial photography and impervious surface data along with digital tax parcel data. All *Non-Residential Customers* were reassessed and fees based on the new surface area became effective January 1, 2016. Approximately \$450K in additional Stormwater Fees have been generated using the new impervious surface data.

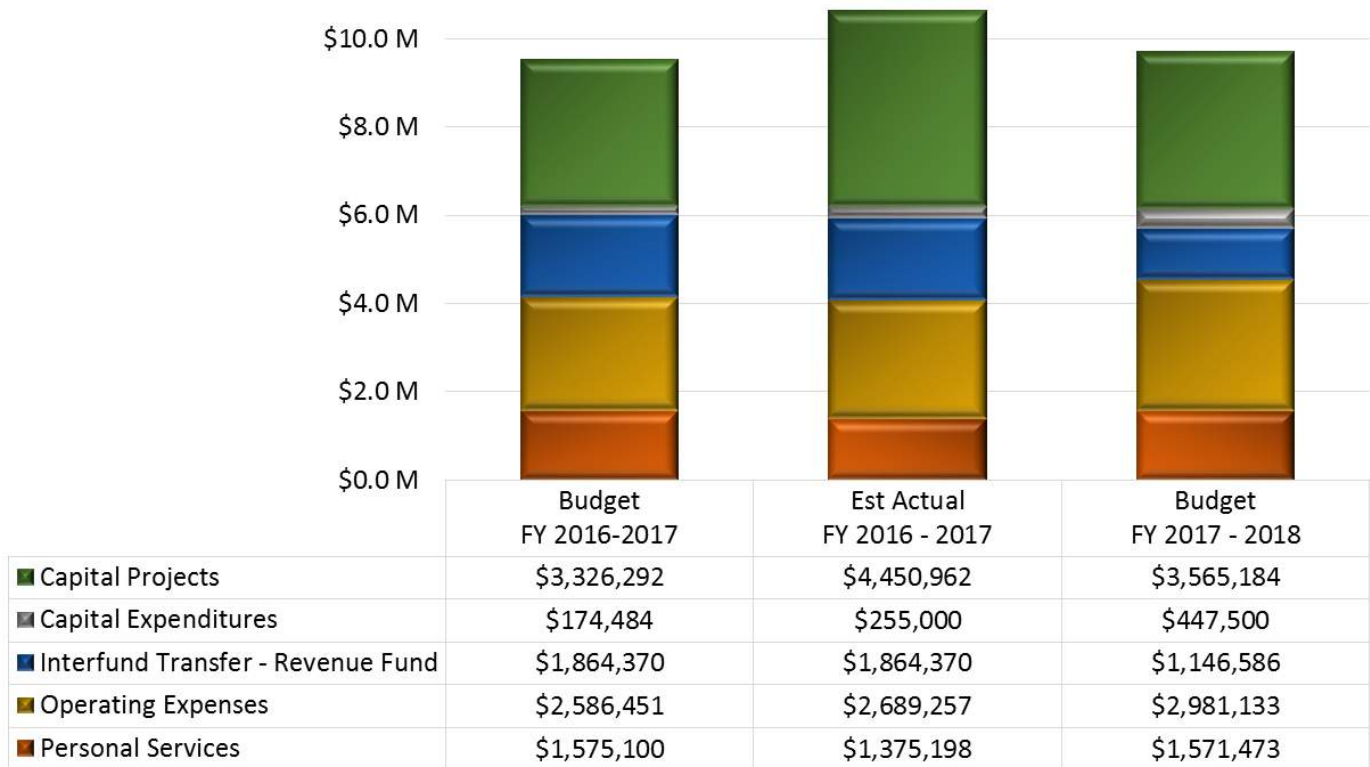
Account Service Charges are revenues associated with the fees and charges for late and delinquent payment of fees. This revenue was budgeted at \$159K for the year, which is the historical average of actual performance over the last five fiscal years.

Miscellaneous Income are revenues received from the sale of scrap materials and other minor revenues and was budgeted at \$8K which is the historical average of actual performance over the last five fiscal years.

Intergovernmental Revenues are primarily funds received from federal or state grants. No grant revenues are anticipated in the upcoming budget year.



Analysis of Expenses - Stormwater Fund



Operating and Capital Expense Budget Assumptions FY 2017 - 2018

Personal Services:

This expense category includes salaries, payroll taxes, pension and medical or related benefits. As has been budgetary practice at the Authority, salaries and benefits are budgeted as if all full time positions are filled for the entire year. This amount also includes increases for cost of living and merit of 2 percent and 3 percent, respectively. *Salaries* and *Payroll Taxes* of \$1.1M and \$87K remained flat with the previous year budget. Medical and related *Benefits* of \$175K were down \$28K lower than the previous year budget.

Pension expense, a percentage of *Salaries*, also remained consistent with the previous budget year.

Operating Expenses:

Overall operating expenses, excluding *Personal Services*, of \$2.98M were \$390K, or 15 percent, higher than the previous budget year.

The *Operating Materials and Supplies* category is budgeted at \$170K is down \$26K from the previous year budget. Responsible for the decrease is the reduction in technology replaced in this year's update cycle over the prior year and the change in where equipment and tools that fell below the capitalization threshold of \$5,000 are budgeted. Items that were budgeted in the *Accountable Asset* line item previously were moved to the small equipment expense lines in the *Maintenance and Repairs* category.

Administrative Supplies expense category includes office and janitorial supplies, printing and postage. This category was budgeted at \$15K; the same amount budgeted in the previous year.



The *Vehicle Supplies* expense has been budgeted at \$51K remaining consistent with last year's budget. This group of expenses include gas, oil, diesel fuel, and tires with gas prices the primary budgetary factor used.

Utility expense at \$26K is flat with the previous year budget and consistent with the projected year-end spend.

Maintenance and Repair expenses have been budgeted at \$26K, which is \$10K higher than the previous year. This category of expenses included maintenance or repairs of vehicles, construction equipment, non-construction equipment (i.e. trailers, light towers, generators, trash pumps, gas meters, pole cameras, chain saws), and buildings and ground maintenance. The increase in this category is due to the reassignment of equipment and tool expense below the \$5,000 capitalization threshold and to the additional repairs needed for a Vac Truck.

Outside Services expense of \$2.2M is up \$210K, or 11 percent, from the previous year budget. There are two primary expense line items in this category responsible for the increase, *Consulting Fees* and *Maintenance of the Collection Systems and Outfall*. These expense accounts increased due to initiatives for Conceptual Design work for BMP (Best Management Practice) and Drainage improvements, Flooding Analysis and Geotechnical Services.

The *General Expenses* category contains the expense line items of *Employee Bonding*, *Property Insurance*, *Training* and *Annual Software License Fees*. This category has remained flat with the previous year budget of \$145K.

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 \$96K versus the \$155K per month charged in the previous year. In prior years, this fee was calculated on budgeted funds that were not always spent. Beginning this year the fee will be calculated using the prior year's actual results.

Capital Expenditures:

A capital expenditure is the use of funds to obtain a long-term asset or extend the productive life of an existing asset used to assist or benefit the operations of a business over a multiple year period. It is sometimes referred to as a capital outlay. This category of the Capital Budget primarily accounts for the purchase of equipment and vehicles and can vary year to year. At \$448K, *Capital Expenditures* are budgeted \$273K higher than the previous budget year due to this year's request for a new Vac Truck, estimated to cost \$400K. A detailed listing of capital purchases is located in the [Capital Budget](#) section of this document under the heading [Capital Expenditures – Stormwater Fund](#).

BUDGET UNIT - DEPARTMENT	ITEM DESCRIPTION	REPLACEMENT	NEW	TOTAL
STORMWATER FUND				
201 Stormwater Management	Data Processing Equipment: Multi-Function Printer	\$ 7,500		
	Maps and Aerial Photography: Aerial Photos	30,000		
210 Stormwater Maintenance	Easements: Easements		\$ 10,000	
	Trucks: Jet/Vacuum Truck	400,000	-	
TOTAL CAPITAL EXPENDITURES		\$ 437,500	\$ 10,000	\$ 447,500



Capital Projects:

This category of the Capital Budget involves projects that benefit the operations of the Authority over multiple years. CCWA differentiates *Capital Projects* from *Capital Expenditures* by defining a Capital Project as one that requires multiple resources to complete. These resources could include any combination of inside labor, outside labor, and various materials or products that require assembly or construction to become a long-term asset. Capital Projects are budgeted at \$3.6M compared to the previous budget year amount of \$3.3M and historical actual spending over the previous five fiscal years. 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 2017 – 2018 budget is located in the [Capital Budget](#) section of this document under the heading [Stormwater Funded Projects - Summary](#).

Capital Projects Summary - Stormwater Fund

Project Description	Amount Budgeted
Generator	\$ 70,000
Flint River - Lake Mirror Phase 2	1,500,000
Cured In Place Pipe	1,100,000
Removal and Replacement	895,184
Total Capital Projects	\$ 3,565,184





Budgetary Analysis - Revenues and Expenses: Actual Performance to Budget Comparison

(in millions)

	Actual FY 2014 - 2015	Actual FY 2015 - 2016	Est Actual FY 2016 - 2017	Budget FY 2017 - 2018	% Chg Budget FYB 16 -FYB 17	% Chg Est Act FYB 16 to Budget FYB 17
REVENUES						
Stormwater Fees	\$8.90 M	\$9.15 M	\$9.74 M	\$9.54 M	2.2%	-2.0%
Account Service Charges	0.16 M	0.17 M	0.15 M	0.16 M	-6.4%	4.2%
Miscellaneous Income	0.01 M	0.02 M	0.01 M	0.01 M	-37.6%	-24.1%
Grants	0.24 M	0.00 M	0.00 M	0.00 M	-	0.0%
TOTAL REVENUES	\$9.32 M	\$9.34 M	\$9.91 M	\$9.71 M	1.9%	-2.0%
EXPENSES						
Personal Services	\$1.51 M	\$1.58 M	\$1.38 M	\$1.57 M	-0.2%	14.3%
Operating Expenses	3.27 M	2.44 M	2.69 M	2.98 M	15.3%	10.9%
Debt Service	0.00 M	0.00 M	0.00 M	0.00 M	-	0.0%
Interfund Transfer -W&S	1.58 M	1.68 M	1.86 M	1.15 M	-38.5%	-38.5%
Capital Expenditures	0.01 M	0.15 M	0.26 M	0.45 M	156.5%	75.5%
Capital Projects	4.23 M	2.98 M	4.45 M	3.57 M	7.2%	-19.9%
TOTAL EXPENSES	\$10.60 M	\$8.83 M	\$10.63 M	\$9.71 M	1.9%	-8.7%

The 2017 - 2018 Operating and Capital Budget of \$9.7M is up \$185K from the previous budget year. This is a result of an estimated \$200K in new revenues generated from increased impervious surface billings and the reduction of overhead charged by the Water and Sewer Fund by \$718K. The additional funds were used to increase the budgets for *Capital Projects* and *Capital Expenditures* and *Operating Expenses* which increased \$512K and \$391K, respectively.

Budgetary Analysis - Revenues and Expenses: Budget to Budget Comparison

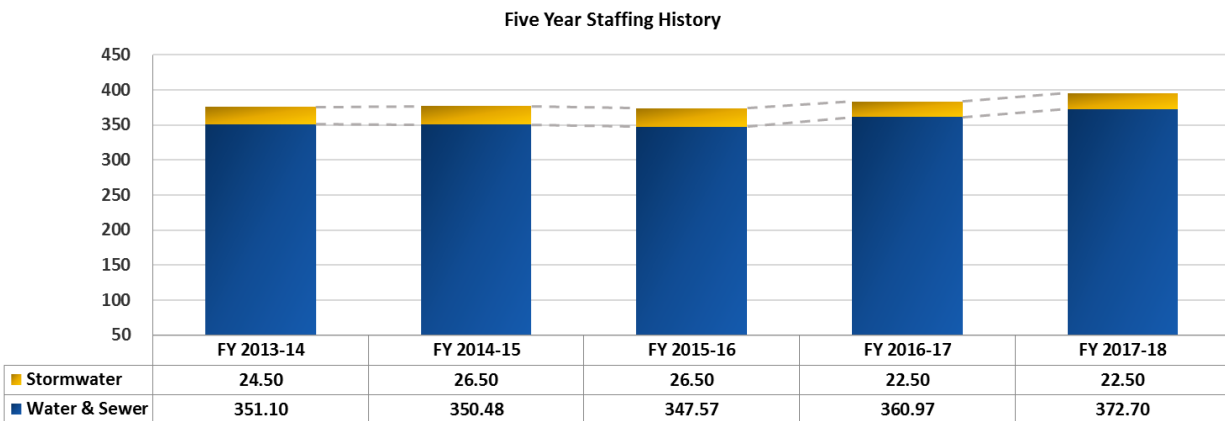
(in millions)

	Budget FY 2013-2014	Budget FY 2014-2015	% Chg Budget FYB 13 -FYB 14	Budget FY 2015-2016	% Chg Budget FYB 14 -FYB 15	Budget FY 2016-2017	% Chg Budget FYB 15 -FYB 16	Budget FY 2017 - 2018	% Chg Budget FYB 16 -FYB 17
REVENUES									
Stormwater Fees	\$9.16 M	\$9.53 M	4.0%	\$8.84 M	-7.2%	\$9.34 M	5.7%	\$9.54 M	2.2%
Account Service Charges	0.16 M	0.16 M	0.0%	0.16 M	-0.3%	0.17 M	6.3%	0.16 M	-6.4%
Miscellaneous Income	0.03 M	0.02 M	-22.8%	0.01 M	-30.1%	0.01 M	-0.3%	0.01 M	-37.6%
Grants	0.07 M	0.15 M	130.8%	0.00 M	-100.0%	0.00 M	-	0.00 M	-
TOTAL REVENUES	\$9.41 M	\$9.85 M	4.8%	\$9.01 M	-8.5%	\$9.53 M	5.7%	\$9.71 M	1.9%
EXPENSES									
Personal Services	\$1.51 M	\$1.70 M	12.2%	\$1.78 M	5.2%	\$1.58 M	-11.7%	\$1.57 M	-0.2%
Operating Expenses	3.46 M	3.06 M	-11.5%	3.15 M	3.2%	2.59 M	-18.0%	2.98 M	15.3%
Debt Service	0.00 M	0.00 M	-	0.00 M	-	0.00 M	-	0.00 M	-
Interfund Transfer -W&S	1.34 M	1.58 M	18.2%	1.68 M	6.2%	1.86 M	11.2%	1.15 M	-38.5%
Capital Expenditures	0.08 M	0.03 M	-65.0%	0.14 M	395.3%	0.17 M	22.0%	0.45 M	156.5%
Capital Projects	3.02 M	3.49 M	15.7%	2.26 M	-35.4%	3.33 M	47.5%	3.57 M	7.2%
TOTAL EXPENSES	\$9.41 M	\$9.85 M	4.8%	\$9.01 M	-8.5%	\$9.53 M	5.7%	\$9.71 M	1.9%



Staffing Summary

The Authority strives 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 any impact in service delivery to our customers. Below, is a chart denoting the most recent five-year history of the full-time equivalent (FTE) positions at the Authority. There is a net increase in staffing at CCWA of 11.7 employees, or 3.1 percent, in the FY 2017 – 2018 budget to accommodate the additional infrastructure work included in the Strategic Master Plan (SMP) and a more cost effective approach to building and grounds maintenance. In the chart and table that follow, the positions for the FY 2017-18 budget, as well as the FY 2015-16 and FY 2016-17 positions are given for a detailed annual comparison. The detail of personnel is located in the [OPERATING BUDGET](#) section by both Division and Budget Unit.



Summary by Division

Authorized Personnel	FY 2015-2016 Budgeted	FY 2016-2017 Budgeted	FY 2017-2018 Budgeted
Executive Department	109.71	113.11	117.34
Water Production	34.20	33.20	33.70
Program Management and Engineering	16.43	24.43	26.43
Distribution and Conveyance	97.00	99.00	98.00
Water Reclamation	51.23	51.23	53.23
General Services	39.00	40.00	44.00
Water and Sewer Fund	347.57	360.97	372.70
Stormwater Fund	26.50	22.50	22.50
Grand Total Full-Time Employees (FTEs)	374.07	383.47	395.20

Executive Division staffing increased 4.23 full-time employees (FTEs). The [General Manager's Office](#) added a Business Analyst position to specialize in purchasing and procurement processes. The [Contracts, Compliance and Risk Management](#) section increased by a security officer to assist with the administration of the new security system and safety program and added a procurement and contract specialist to assist with purchasing compliance. The [Public Relations Office](#) added an intern to assist in expanding public information and education outreach programs.



To assist with the increase in pipe infrastructure work, the [Program Management and Engineering Division](#) added two construction inspectors.

The [Water Reclamation Division](#) added two buildings and grounds custodians and the [General Services Division](#) added one grounds maintenance employee and three building maintenance personnel as it was determined to be more cost effective than regularly using and supervising prison inmates in these roles.





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. Created in 2010 and updated every 5 years. Most recently updated in June 2015.
- **Work Priorities:** Annual assessment and prioritization of capital projects and programs done as part of annual budget process.
- **Financial Plan 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 response to a decrease in growth following the rapid growth of the 1990's, the development of another 10-year capital plan was not enough. In 2010, CCWA developed its first Strategic Master Plan (SMP). The change in our operating environment required that the Authority be more efficient and disciplined in not only in its operations, but also in how it prioritized its operating activities and its capital projects or programs. The first step in this process was to identify the major operational components or attributes that are required for our utility to effectively, efficiently and economically provide water, wastewater and stormwater services to our customers. From this effort emerged our strategic goals that provide the impetus for CCWA to address its challenges, improve its performance and continue its success. CCWA maintains the seven strategic goals first established in the Strategic Master Plan.

Strategy	Weighting	Description
Product Quality (PQ)	10	Consistently provide superior product quality and necessary quantity
Customer Satisfaction (CS)	18	Exceed customer expectations
Employee and Leadership Development (ED)	20	Hire and develop professional, highly motivated employees who will lead CCWA in the future
Operational Optimization/Resiliency (OO)	20	Optimize operations to control costs and to ensure effective response to changing regulatory, environmental and economic conditions
Financial Viability (FV)	5	Promote sound business practices and long term planning
Infrastructure Stability (IS)	22	Develop and follow sound asset management practices
Stakeholder Understanding, Support and Community Sustainability (SS)	5	Develop strong stakeholder understanding, support and community sustainability



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

The 2015 Strategic Master Plan (SMP) serves as an update to the 2010 SMP and will become the comprehensive guide in continuing to achieve CCWA’s vision of Quality Water, Quality Service. The approach taken to develop the plan prioritizes the operating and capital projects according to CCWA’s strategic priorities. Additionally, the projects are scheduled based on the priority, predecessor or successor projects, and other schedule requirements and a 10-year cash flow schedule.

Functional Area	Number of Projects	% of Total Projects	Total Project Cost	% of Overall SMP Cost
Utility-wide	17	17.9%	\$32,005,000	9%
Information Technology	13	13.7%	\$8,650,000	2%
Stormwater and Watersheds	10	10.5%	\$41,175,000	11%
Water Production	16	16.8%	\$27,525,000	8%
Distribution and Conveyance	19	20.0%	\$188,725,000	51%
Water Reclamation	12	12.6%	\$51,050,000	14%
General Services	8	8.4%	\$17,960,000	5%
Total Projects	95	100%	\$367,090,000	100%

Projects scheduled for FY 2017 - 2018 were incorporated into the budgeting process, and moving forward, this document will continue to support the strategic planning and budgeting process. A financial analysis was performed to assess the cash flow needs of the SMP projects, identify funding alternatives, and provide a recommendation for funding the plan. The financial analysis detailing cash flow generated from operations and Capital Improvement Plan need is located under the heading: [Financial Plan and Cash Flow Analysis](#). Detailed cash flow need for projects within the Capital Improvement Plan is located with the [Capital Budget](#) section of this document under the heading [Capital Project Listing with Annual Cash Flow Requirements](#).

Information Technology Master Plan

Over a nine-month period beginning in September 2011, CCWA embarked and developed its first Information Technology Master Plan (ITMP) separate from the Strategic Master Plan. CCWA has a significant investment in technology and realizes that information, reporting, support and resources must be available at the right time, in the right place, and in the right format to empower our company. Coordinated by a third-party contractor, a Technology Steering Committee of various department representatives was charged with the goal of establishing a vision and plan for how information technology can best be utilized. The committee examined our business practices, various software applications, company-wide hardware, wireless communication capacity and CCWA’s internal and external reporting or information requirements and needs. Because technologies evolve so rapidly, the ITMP will be updated every three years. The ITMP goals were:

- Improve the effectiveness of CCWA’s use and reliability of information technology;
- Align the various enterprise architectures (business, systems and technology) with the objectives of the Strategic Master Plan (SMP);
- Assess the efficiency of systems and controls to limit deficiencies.



In May 2012, an ITMP was completed to meet the operation 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.

Work Priorities

Work Priorities are the result of an annual assessment and prioritization of capital projects and programs that is done as part of the annual budget process. Work Priority projects may come from the Strategic Master Plan or they can come from a department's separate initiative. To prioritize and rank projects, a scoring template that contains the seven strategic goals is used.

During multiple workshops, beginning in September, the management team assesses each project's impact on the individual strategies as they walk through the scoring template. A score of 1, 3, 7 and 10 are collaboratively assigned for each of the strategies with a higher score indicating more of an impact on that strategy by the project.

A score of zero is assigned if the project's impact will have a negative or adverse effect on a particular strategy. The higher the overall score of a project, the more likely that it will be placed on the annual work priorities list and be included in the upcoming budget. The current list of Work Priorities can be found in the [CAPITAL BUDGET](#) section under [Work Priorities – 2017 – 2018](#). A portion of the scoring tool is provided as an example below.

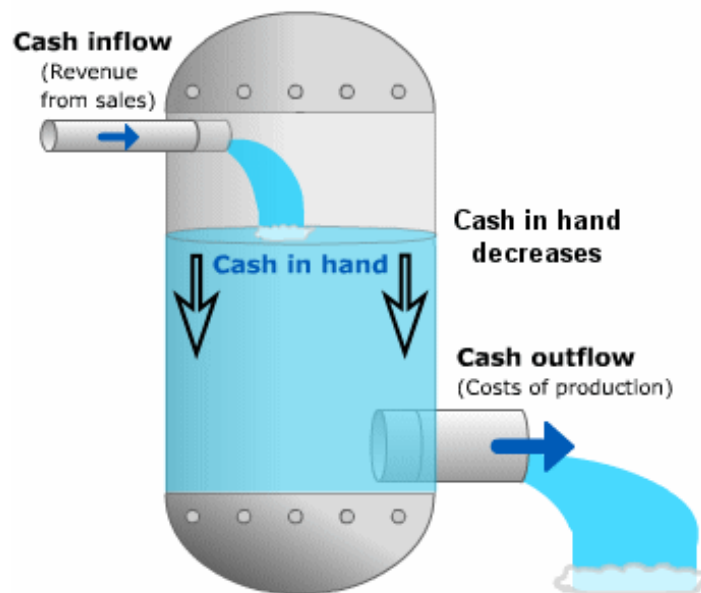
Project Name							
Project Category							
Total Benefit = 0		Project Rating (0 = lowest, 10 = highest)					
Performance Measure		0	Votes	1	Votes	3	Votes
Rating Objectives	PQ: PRODUCT QUALITY/QUANTITY 1. Impact on drinking water quality, effluent/reclaimed water quality, or stormwater quality 2. Regulatory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



Financial Plan and Cash Flow Analysis

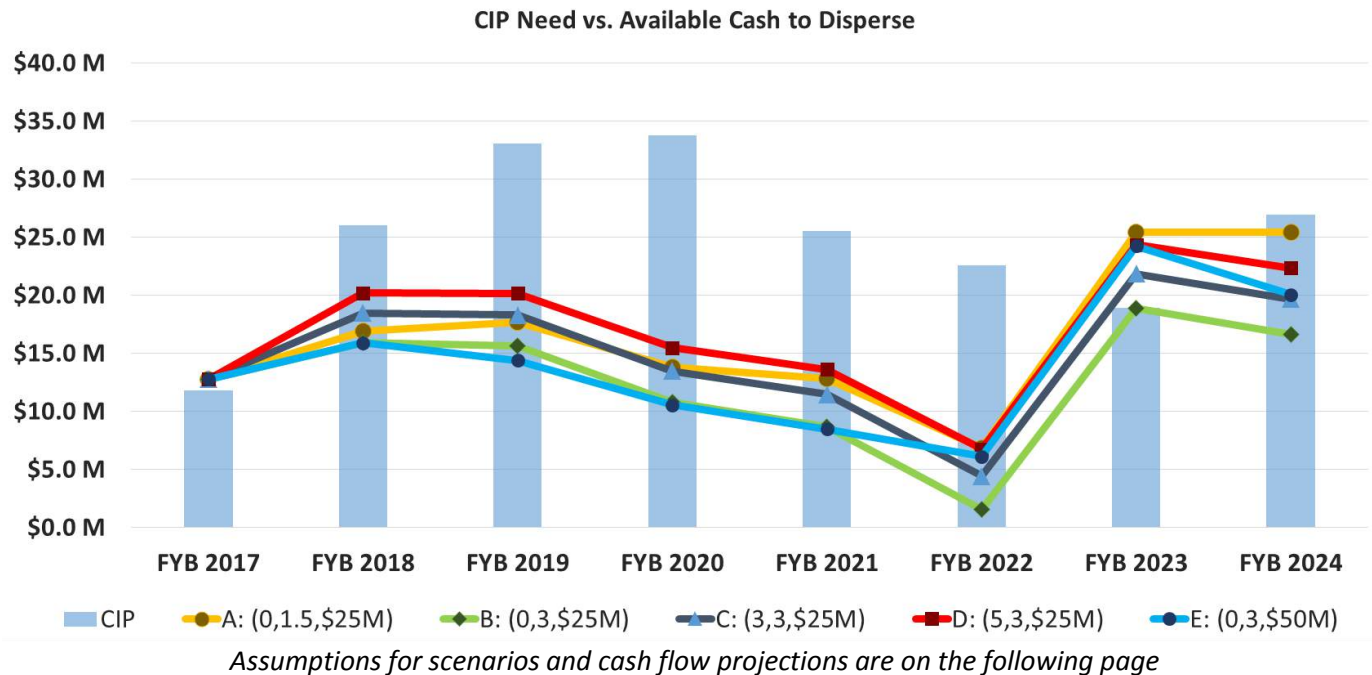
In conjunction with the Strategic Master Plan and updated annually as part of the budget process, a long-term financial plan and cash flow analysis is performed. This forecasting tool assists in determining if additional cash flow must be generated to meet projected capital projects and program needs while maintaining the debt service coverage required by bond covenants. The financial plans include applicable financial summaries for both the Water and Sewer and Stormwater Funds. The summary shows the cash flows generated by operations, annual debt service payments, debt service coverage ratio and the resulting increase to net position. Projected costs and revenues are estimates and subject to variations inherent in all projections. Consequently, the estimates are not precise predictions but rather as indications of expected trends given expenditure, revenue, and financing assumptions. These assumptions are based on CCWA's policies, goals and objectives and represent management's best estimates at the time.

Of the types of project financing, organizational preference is given to deferment of projects when possible, water and sewer rate increases and use of the renewal and extension fund over use of debt. In cases of large projects that benefit multiple generations of customers, Intergenerational Equity is taken into consideration.





Capital Improvement Need and Cash Flow Generated from Operations



The Authority's capital investments include projects defined in the Strategic Master Plan (SMP) in addition to projects defined annually as departmental work priorities if not have been included in the SMP. The project plan graphed includes all external costs associated with the projects and are included in the light blue segment of the vertical bars. Any internal expenses or labor associated with the CIP projects are represented in the projected operating expenses and cash available to disburse.

This graph represents estimated expenses associated with the optimal proposed Capital Improvement Program (CIP) projects and the projected cash flow available after all operating expenses and debt service payments are made. Project totals include a large interceptor, or trunk sewer, rehabilitation project that is estimated to cost \$60M dollars. It should be noted that these scenarios are created for general analysis and discussion purposes only. Depending on board approval, project timing or scope can be altered or the project can be eliminated from the plan to accommodate funding preferences. Scenarios using debt as a financing option can vary significantly based on amount borrowed, interest rate fluctuations, term of repayment, and structure of repayment.

Each line in the graph represents the available cash to spend on capital projects based on five different sample scenarios using combinations of three primary variables holding everything else constant. The scenarios are listed from the most conservative variables, **Scenario A**, to the least conservative, **Scenario E**. The three variables modeled include the impact on available cash from rate increases, operating expense growth, and proceeds from debt. The latest rate adjustment was adopted for the 2016 – 2017 budget and became effective May 1, 2017. Rate increases for **Scenario C** and **Scenario D** have not been adopted are used in the tables and graphs below to demonstrate the impact to cash flow of these adjustments.

All five scenarios include \$25M in proceeds from a recently approved GEFA loan with an interest rate of 0.65 percent and a repayment term of 15 years. **Scenario E** assumes an additional loan of \$25M, an interest rate of 2.5 percent, an interest only period of 3 years, and a repayment term of 15 years with level monthly principal and interest payments. Disbursements from this second loan would begin in FY 2020 – 2021.



Assumptions for Cash Flow Projections

At current water and sewer sales levels, each 1 percent rate increase generates about \$1M in additional cash flow.

Scenario A (yellow line): Rate Increase - 0%; Operating Expense Growth – 1.5%; Debt Proceeds - \$25M.

Scenario B (light green line): Rate Increase –0%; Operating Expense Growth - 3%; Debt Proceeds - \$25M.

Scenario C (dark blue line): Rate Increase - 3% annually; Operating Expense Growth - 3%; Debt Proceeds - \$25M.

Scenario D (red line): Rate increase - 5% annually; Operating Expense Growth - 3%; Debt Proceeds - \$25M.

Scenario E (light blue line): Rate increase –0%; Operating Expense Growth - 3%; Debt Proceeds - \$50M.

a) Operating Revenues: Held constant in all 5 scenarios; addition to revenue detailed in Cash Flows from Projected Changes – items b) through g)

b) Operating Expenses: 1.5% annual operating expense growth in Scenario A; all other scenarios assume 3% annual operating expense growth.

c) Rev: Increased rates - consumption- Water (each 1%=\$420K): Additional revenue generated from water rate increases on consumption tiers. For every 1% increase in rates, approximately \$420K in additional revenue is generated.

d) Rev: Increased rates - consumption - Sewer (each 1%=\$340K): Additional revenue generated from sewer rate increases on consumption tiers. For every 1% increase in rates, approximately \$340K in additional revenue is generated.

e) Rev: Increased rates - base - Water (each 1%=\$103K): Additional revenue generated from water rate increases on base charges. For every 1% increase in rates, approximately \$103K in additional revenue is generated.

f) Rev: Increased rates - base - Sewer (each 1%=\$93K): Additional revenue generated from sewer rate increases on base charges. For every 1% increase in rates, approximately \$93K in additional revenue is generated.

g) Rev: Increased customer base: Additional revenue generated from water and sewer usage from new customers; new development. Historical 2% growth in customer accounts was used to project this revenue stream.

h) Rev: Tap Fees: Additional revenue generated from new development; connection fees. Historical growth rate of 2% was used.

i) Exp: Decreased/(Increased) Operating Expense: Unique expense in addition to 3% growth in item b)

j) Operating Transfers in – from Stormwater: Interfund transfers from the Stormwater Fund to cover its share of administrative expenses incurred by the Water and Sewer Fund that budgets all administrative costs. A 3% annual growth rate is applied, consistent with the operating expense growth rate used 4 out of 5 scenarios.

k) Existing Bond Debt Service: Bond debt service principal and interest payments are projected as payments made to the debt service accounts (sinking fund) and occur one fiscal year ahead of payments to bondholders. Yearly Payments are approximately \$20.3M. Latest maturity of existing debt is May 1, 2023 from accumulated payments made to the Debt Service Account through FY 2022-2023.

l) Existing GEFA Debt Service: GEFA Loan CW02008 (Wetlands) matures November 1, 2025 and Loan DW00002P (Backflows) matures April 1, 2026.

m) Proposed New Debt P&I Payments: Principal and Interest payments on new debt – .65% interest rate, 15-year term, \$25M in principal, level monthly payments. Scenario E adds an additional loan of \$25M – 2.5% interest rate, 15-year term.

n) Interest Only Payments: Interest during construction phase of the project.

o) Capital Expenditures: Expense for equipment and assets not included in a Capital Projects. Annual growth rate of 2 percent.

p) Cash Reserve for Contingency: Funding reserved for emergency projects.

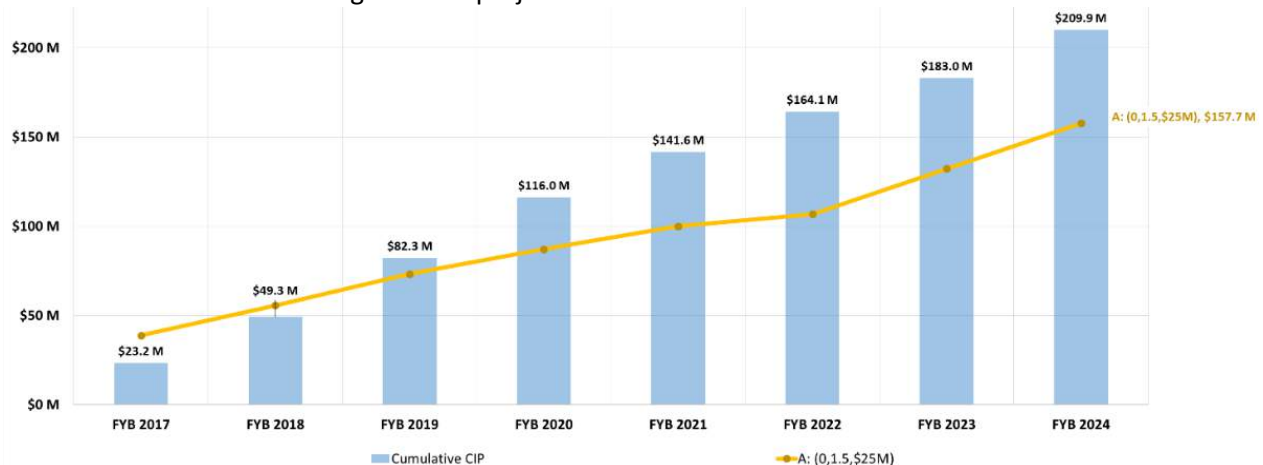
q) Loan Proceeds: Loan disbursements for construction of the large interceptor project.



Scenario A (0%, 1.5%, \$25M):

Fiscal Year Ended April 30,	Projected - FYE					
	2018	2019	2020	2021	2022	2023
Cash Flows from Current Operations						
a) Operating Revenues	\$ 100,755,688	\$ 100,755,688	\$ 100,755,688	\$ 100,755,688	\$ 100,755,688	\$ 100,755,688
b) Less: Operating Expenses (net Depr)	64,803,482	65,775,534	66,762,167	67,763,600	68,780,054	69,811,755
Cash Flows from Operations	\$35,952,206	\$34,980,154	\$33,993,521	\$32,992,088	\$31,975,634	\$30,943,934
Cash Flows from Projected Changes						
c) Rev: Increased rates - consumption- Water (each 1%=\$420K)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
d) Rev: Increased rates - consumption - Sewer (each 1%=\$340K)	-	-	-	-	-	-
e) Rev: Increased rates - base - Water (each 1%=\$103K)	-	-	-	-	-	-
f) Rev: Increased rates - base - Sewer (each 1%=\$93K)	-	-	-	-	-	-
g) Rev: Increased customer base	300,000	306,000	312,120	318,362	324,730	331,224
h) Rev: Tap Fees	200,000	204,000	208,080	212,242	216,486	220,816
i) Exp: Decreased / (Increased) Operating Expenses	-	-	-	-	-	-
Proposed Project-Related Cash Flows	\$ 500,000	\$ 510,000	\$ 520,200	\$ 530,604	\$ 541,216	\$ 552,040
Non-Operating Revenues (Expenses)						
j) Operating Transfers in -from Stormwater	1,146,586	1,180,984	1,216,413	1,252,905	1,290,493	1,329,207
Available Cash Flows	\$ 37,598,792	\$ 36,671,138	\$ 35,730,134	\$ 34,775,598	\$ 33,807,343	\$ 32,825,181
Current Long-Term Obligations						
k) Existing Bond Debt Service	\$ 20,192,955	\$ 21,070,230	\$ 19,279,700	\$ 20,544,450	\$ 20,545,500	\$ 20,543,250
l) Existing GEFA Debt Service	797,647	797,647	797,647	797,647	797,647	797,647
Existing Long-term Debt Service	\$ 20,990,602	\$ 21,867,877	\$ 20,077,347	\$ 21,342,097	\$ 21,343,147	\$ 21,340,897
Proposed Debt Service						
m) Proposed New Debt: P&I Payments	\$ -	\$ -	\$ -	\$ 1,749,688	\$ 1,749,688	\$ 1,749,688
n) Interest Only Payment	54,167	108,333	162,500	-	-	-
Proposed Additional Obligations	\$ 54,167	\$ 108,333	\$ 162,500	\$ 1,749,688	\$ 1,749,688	\$ 1,749,688
Total Proposed Obligations	\$ 21,044,768	\$ 21,976,210	\$ 20,239,847	\$ 23,091,784	\$ 23,092,834	\$ 23,090,584
Debt Service Coverage - Bonds	1.86	1.73	1.84	1.56	1.52	1.47
Debt Service Coverage - Including GEFA Loans	1.79	1.67	1.77	1.51	1.46	1.42
Available Cash for Projects/Cap Expenditures	\$ 16,554,024	\$ 14,694,928	\$ 15,490,287	\$ 11,683,814	\$ 10,714,509	\$ 9,734,597
o) Capital Expenditures	1,762,896	1,798,154	1,834,117	1,870,799	1,870,799	1,870,799
Available Cash for Projects	\$ 14,791,128	\$ 12,896,774	\$ 13,656,170	\$ 9,813,014	\$ 8,843,709	\$ 7,863,798
p) Cash Reserve for Contingency	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Available Cash to Disburse	\$ 12,791,128	\$ 10,896,774	\$ 11,656,170	\$ 7,813,014	\$ 6,843,709	\$ 5,863,798
q) Loan Proceeds	-	6,000,000	6,000,000	6,000,000	6,000,000	1,000,000
Net Cash	\$ 12,791,128	\$ 16,896,774	\$ 17,656,170	\$ 13,813,014	\$ 12,843,709	\$ 6,863,798

The graph below illustrates the cumulative capital improvement funding need (blue vertical bar) in relationship to the cumulative cash flow available (horizontal line; per scenario) after operating expenses and debt service payments are made for each fiscal year. The yellow line shows the impact of **Scenario A** that assumes expense growth of 1.5 percent and is considered the most conservative option because cash flow is generated by tightly controlling operating expenses. This option produced a deficit of \$52.2M between proposed capital projects planned and the cash flow available to cover the estimated costs and timing of those projects.

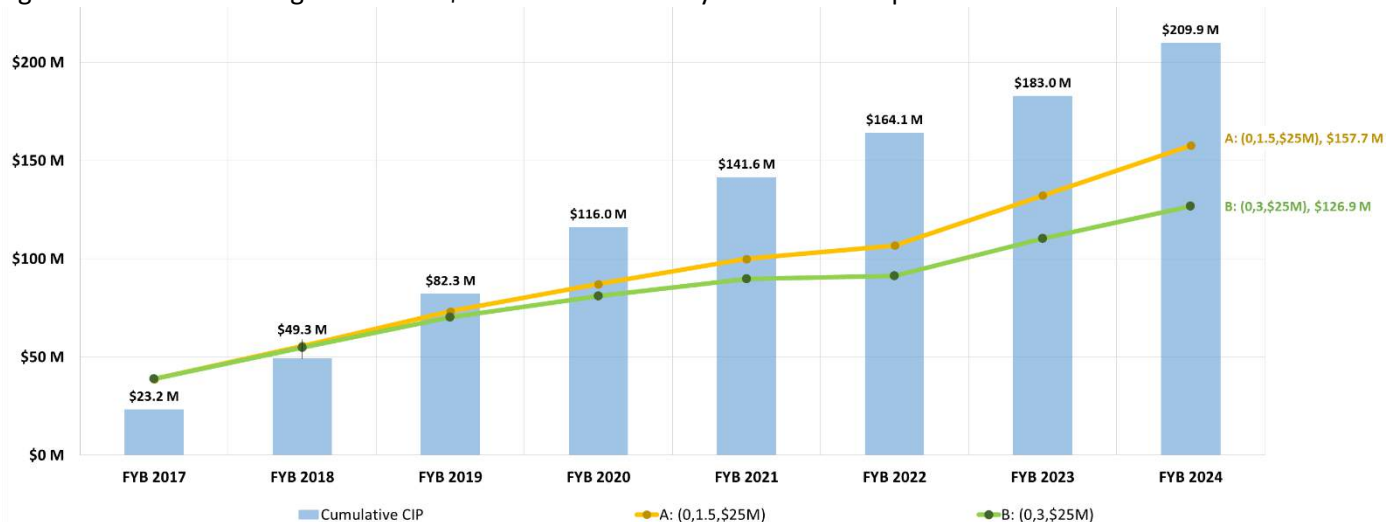




Scenario B (0%, 3%, \$25M):

	Projected - FYE					
Fiscal Year Ended April 30,	2018	2019	2020	2021	2022	2023
Cash Flows from Current Operations						
a) Operating Revenues	\$ 100,755,688	\$ 100,755,688	\$ 100,755,688	\$ 100,755,688	\$ 100,755,688	\$ 100,755,688
b) Less: Operating Expenses (net Depr)	64,803,482	66,747,586	68,750,014	70,812,514	72,936,890	75,124,997
Cash Flows from Operations	\$35,952,206	\$34,008,102	\$32,005,674	\$29,943,174	\$27,818,798	\$25,630,692
Cash Flows from Projected Changes						
c) Rev: Increased rates - consumption- Water (each 1%=\$420K)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
d) Rev: Increased rates - consumption - Sewer (each 1%=\$340K)	-	-	-	-	-	-
e) Rev: Increased rates - base - Water (each 1%=\$103K)	-	-	-	-	-	-
f) Rev: Increased rates - base - Sewer (each 1%=\$93K)	-	-	-	-	-	-
g) Rev: Increased customer base	300,000	306,000	312,120	318,362	324,730	331,224
h) Rev: Tap Fees	200,000	204,000	208,080	212,242	216,486	220,816
i) Exp: Decreased / (Increased) Operating Expenses	-	-	-	-	-	-
Proposed Project-Related Cash Flows	\$ 500,000	\$ 510,000	\$ 520,200	\$ 530,604	\$ 541,216	\$ 552,040
j) Operating Transfers in -from Stormwater	1,146,586	1,180,984	1,216,413	1,252,905	1,290,493	1,329,207
Available Cash Flows	\$ 37,598,792	\$ 35,699,085	\$ 33,742,287	\$ 31,726,683	\$ 29,650,507	\$ 27,511,939
Current Long-Term Obligations						
j) Existing Bond Debt Service	\$ 20,192,955	\$ 21,070,230	\$ 19,279,700	\$ 20,544,450	\$ 20,545,500	\$ 20,543,250
k) Existing GEFA Debt Service	797,647	797,647	797,647	797,647	797,647	797,647
Current Bond Debt Service	\$ 20,990,602	\$ 21,867,877	\$ 20,077,347	\$ 21,342,097	\$ 21,343,147	\$ 21,340,897
Proposed Debt Service						
m) Proposed New Debt: P&I Payments	\$ -	\$ -	\$ -	\$ 1,749,688	\$ 1,749,688	\$ 1,749,688
n) Interest Only Payment	54,167	108,333	162,500	-	-	-
Proposed Additional Obligations	\$ 54,167	\$ 108,333	\$ 162,500	\$ 1,749,688	\$ 1,749,688	\$ 1,749,688
Total Proposed Obligations	\$ 21,044,768	\$ 21,976,210	\$ 20,239,847	\$ 23,091,784	\$ 23,092,834	\$ 23,090,584
Debt Service Coverage - Bonds	1.86	1.69	1.74	1.42	1.33	1.23
Debt Service Coverage - Including GEFA Loans	1.79	1.62	1.67	1.37	1.28	1.19
Available Cash for Projects/Cap Expenditures	\$ 16,554,024	\$ 13,722,875	\$ 13,502,441	\$ 8,634,899	\$ 6,557,673	\$ 4,421,355
a) Capital Expenditures	1,762,896	1,798,154	1,834,117	1,870,799	1,870,799	1,870,799
Available Cash for Projects	\$ 14,791,128	\$ 11,924,721	\$ 11,668,324	\$ 6,764,100	\$ 4,686,873	\$ 2,550,556
p) Cash Reserve for Contingency	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Available Cash to Disburse	\$ 12,791,128	\$ 9,924,721	\$ 9,668,324	\$ 4,764,100	\$ 2,686,873	\$ 550,556
q) Loan Proceeds	-	6,000,000	6,000,000	6,000,000	6,000,000	1,000,000
Net Cash	\$ 12,791,128	\$ 15,924,721	\$ 15,668,324	\$ 10,764,100	\$ 8,686,873	\$ 1,550,556

The graph below illustrates the cumulative capital improvement funding need (blue vertical bar) in relationship to the cumulative cash flow available (horizontal line; per scenario) after operating expenses and debt service payments are made for each fiscal year. **Scenario B**, with no rate increase in addition to expense growth of 3 percent, produced the largest cumulative funding shortfall of \$83.0M over the ten year forecasted period.





Scenario C (3%, 3%, \$25M):

	Projected - FYE					
Fiscal Year Ended April 30,	2018	2019	2020	2021	2022	2023
Cash Flows from Current Operations						
a) Operating Revenues	\$ 100,755,688	\$ 100,755,688	\$ 100,755,688	\$ 100,755,688	\$ 100,755,688	\$ 100,755,688
b) Less: Operating Expenses (net Depr)	64,803,482	66,747,586	68,750,014	70,812,514	72,936,890	75,124,997
Cash Flows from Operations	\$35,952,206	\$34,008,102	\$32,005,674	\$29,943,174	\$27,818,798	\$25,630,692
Cash Flows from Projected Changes						
c) Rev: Increased rates - consumption- Water (each 1%=\$354K)	\$ -	\$ 1,062,000	\$ 1,093,860	\$ 1,126,676	\$ 1,160,476	\$ 1,195,290
d) Rev: Increased rates - consumption - Sewer (each 1%=\$307K)	-	921,000	948,630	977,089	1,006,402	1,036,594
e) Rev: Increased rates - base - Water (each 1%=\$102K)	-	306,000	315,180	324,635	334,374	344,406
f) Rev: Increased rates - base - Sewer (each 1%=\$91K/yr)	-	273,000	281,190	289,626	298,314	307,264
g) Rev: Increased customer base	300,000	306,000	312,120	318,362	324,730	331,224
h) Rev: Tap Fees	200,000	204,000	208,080	212,242	216,486	220,816
i) Exp: Decreased / (Increased) Operating Expenses	-	-	-	-	-	-
Proposed Project-Related Cash Flows	\$ 500,000	\$ 3,072,000	\$ 3,159,060	\$ 3,248,630	\$ 3,340,783	\$ 3,435,594
j) Operating Transfers in -from Stormwater	1,146,586	1,180,984	1,216,413	1,252,905	1,290,493	1,329,207
Available Cash Flows	\$ 37,598,792	\$ 38,261,085	\$ 36,381,147	\$ 34,444,709	\$ 32,450,074	\$ 30,395,493
Current Long-Term Obligations						
k) Existing Bond Debt Service	\$ 20,192,955	\$ 21,070,230	\$ 19,279,700	\$ 20,544,450	\$ 20,545,500	\$ 20,543,250
l) Existing GEFA Debt Service	797,647	797,647	797,647	797,647	797,647	797,647
Existing Long-term Debt Service	\$ 20,990,602	\$ 21,867,877	\$ 20,077,347	\$ 21,342,097	\$ 21,343,147	\$ 21,340,897
Proposed Debt Service						
m) Proposed New Debt: P&I Payments	\$ -	\$ -	\$ -	\$ 1,749,688	\$ 1,749,688	\$ 1,749,688
n) Interest Only Payment/Second Issue P&I	54,167	108,333	162,500	-	-	-
Proposed Additional Obligations	\$ 54,167	\$ 108,333	\$ 162,500	\$ 1,749,688	\$ 1,749,688	\$ 1,749,688
Total Proposed Obligations	\$ 21,044,768	\$ 21,976,210	\$ 20,239,847	\$ 23,091,784	\$ 23,092,834	\$ 23,090,584
Debt Service Coverage - Bonds	1.86	1.81	1.87	1.55	1.46	1.36
Debt Service Coverage - Including GEFA Loans	1.79	1.74	1.80	1.49	1.41	1.32
Available Cash for Projects/Cap Expenditures	\$ 16,554,024	\$ 16,284,875	\$ 16,141,301	\$ 11,352,925	\$ 9,357,239	\$ 7,304,909
o) Capital Expenditures	1,762,896	1,798,154	1,834,117	1,870,799	1,870,799	1,870,799
Available Cash for Projects	\$ 14,791,128	\$ 14,486,721	\$ 14,307,184	\$ 9,482,125	\$ 7,486,440	\$ 5,434,109
p) Cash Reserve for Contingency	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Available Cash to Disburse	\$ 12,791,128	\$ 12,486,721	\$ 12,307,184	\$ 7,482,125	\$ 5,486,440	\$ 3,434,109
q) Loan Proceeds	-	6,000,000	6,000,000	6,000,000	6,000,000	1,000,000
Net Cash	\$ 12,791,128	\$ 18,486,721	\$ 18,307,184	\$ 13,482,125	\$ 11,486,440	\$ 4,434,109

The graph below illustrates the cumulative capital improvement funding need (blue vertical bar) in relationship to the cumulative cash flow available (horizontal line; per scenario) after operating expenses and debt service payments are made for each fiscal year. **Scenario C** with an annual rate increase of 3 percent beginning in FY 2018-2019 produced a cumulative funding deficiency over the forecasted period of \$63.4M. Annual average expense and revenue growth of \$2.1M and \$3.3M, respectively, would generate additional cash flow of \$1.2M yearly.

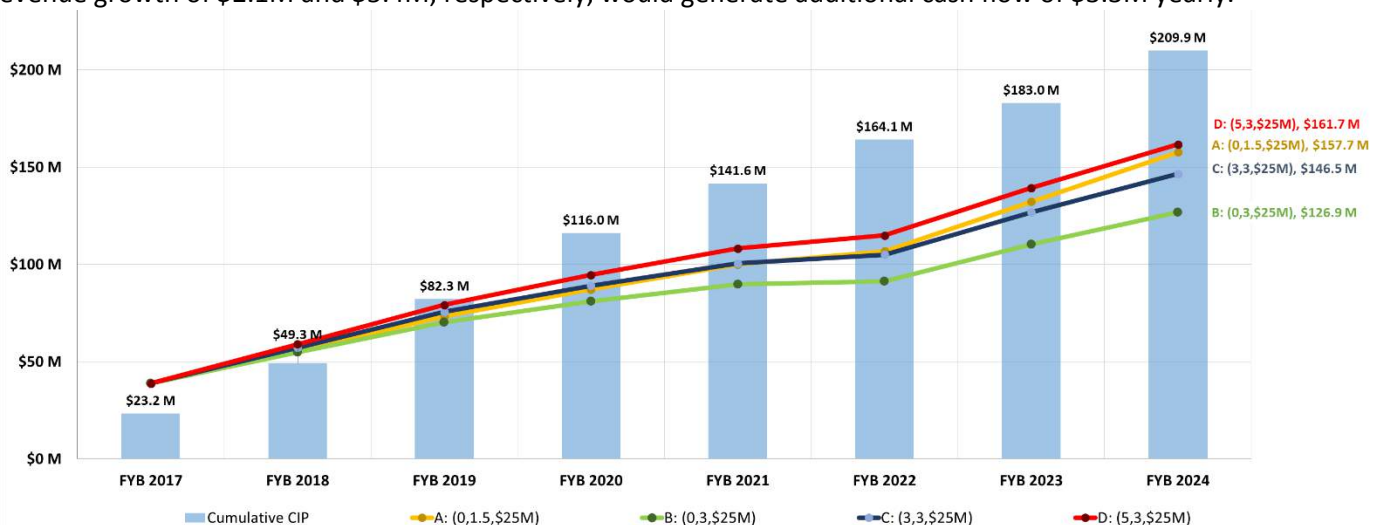




Scenario D (5%, 3%, \$25M):

	Projected - FYE					
Fiscal Year Ended April 30,	2018	2019	2020	2021	2022	2023
Cash Flows from Current Operations						
a) Operating Revenues	\$ 100,755,688	\$ 100,755,688	\$ 100,755,688	\$ 100,755,688	\$ 100,755,688	\$ 100,755,688
b) Less: Operating Expenses (net Depr)	64,803,482	66,747,586	68,750,014	70,812,514	72,936,890	75,124,997
Cash Flows from Operations	\$35,952,206	\$34,008,102	\$32,005,674	\$29,943,174	\$27,818,798	\$25,630,692
Cash Flows from Projected Changes						
c) Rev: Increased rates - consumption- Water (each 1%=\$354K)	\$ -	\$ 1,770,000	\$ 1,858,500	\$ 1,951,425	\$ 2,048,996	\$ 2,151,446
d) Rev: Increased rates - consumption - Sewer (each 1%=\$307K)	-	1,535,000	1,611,750	1,692,338	1,776,954	1,865,802
e) Rev: Increased rates - base - Water (each 1%=\$102K)	-	510,000	535,500	562,275	590,389	619,908
f) Rev: Increased rates - base - Sewer (each 1%=\$91K/yr)	-	455,000	477,750	501,638	526,719	553,055
g) Rev: Increase Customer Base	300,000	306,000	312,120	318,362	324,730	331,224
h) Rev: Tap Fees	200,000	204,000	208,080	212,242	216,486	220,816
i) Exp: Decreased / (Increased) Operating Expenses	-	-	-	-	-	-
Proposed Project-Related Cash Flows	\$ 500,000	\$ 4,780,000	\$ 5,003,700	\$ 5,238,279	\$ 5,484,275	\$ 5,742,252
j) Operating Transfers in -from Stormwater	1,146,586	1,180,984	1,216,413	1,252,905	1,290,493	1,329,207
Available Cash Flows	\$ 37,598,792	\$ 39,969,085	\$ 38,225,787	\$ 36,434,358	\$ 34,593,566	\$ 32,702,151
Current Long-Term Obligations						
k) Existing Bond Debt Service	\$ 20,192,955	\$ 21,070,230	\$ 19,279,700	\$ 20,544,450	\$ 20,545,500	\$ 20,543,250
l) Existing GEFA Debt Service	797,647	797,647	797,647	797,647	797,647	797,647
Existing Long-term Debt Service	\$ 20,990,602	\$ 21,867,877	\$ 20,077,347	\$ 21,342,097	\$ 21,343,147	\$ 21,340,897
Proposed Debt Service						
m) Proposed New Debt: P&I Payments	\$ -	\$ -	\$ -	\$ 1,749,688	\$ 1,749,688	\$ 1,749,688
n) Interest Only Payment	54,167	108,333	162,500	-	-	-
Proposed Additional Obligations	\$ 54,167	\$ 108,333	\$ 162,500	\$ 1,749,688	\$ 1,749,688	\$ 1,749,688
Total Proposed Obligations	\$ 21,044,768	\$ 21,976,210	\$ 20,239,847	\$ 23,091,784	\$ 23,092,834	\$ 23,090,584
Debt Service Coverage - Bonds	1.86	1.89	1.97	1.63	1.55	1.47
Debt Service Coverage - Including GEFA Loans	1.79	1.82	1.89	1.58	1.50	1.42
Available Cash for Projects/Cap Expenditures	\$ 16,554,024	\$ 17,992,875	\$ 17,985,941	\$ 13,342,574	\$ 11,500,731	\$ 9,611,567
o) Capital Expenditures	1,762,896	1,798,154	1,834,117	1,870,799	1,870,799	1,870,799
Available Cash for Projects	\$ 14,791,128	\$ 16,194,721	\$ 16,151,824	\$ 11,471,775	\$ 9,629,932	\$ 7,740,767
p) Cash Reserve for Contingency	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Available Cash to Disburse	\$ 12,791,128	\$ 14,194,721	\$ 14,151,824	\$ 9,471,775	\$ 7,629,932	\$ 5,740,767
q) Loan Proceeds	-	6,000,000	6,000,000	6,000,000	6,000,000	1,000,000
Net Cash	\$ 12,791,128	\$ 20,194,721	\$ 20,151,824	\$ 15,471,775	\$ 13,629,932	\$ 6,740,767

The graph below illustrates the cumulative capital improvement funding need (blue vertical bar) in relationship to the cumulative cash flow available (horizontal line; per scenario) after operating expenses and debt service payments are made for each fiscal year. **Scenario D** assumed rate increases of 5 percent and funding of \$25M for the large interceptor project. It had the lowest cumulative funding deficit of the five scenarios with \$48.3M. Annual average expense and revenue growth of \$2.1M and \$5.4M, respectively, would generate additional cash flow of \$3.3M yearly.

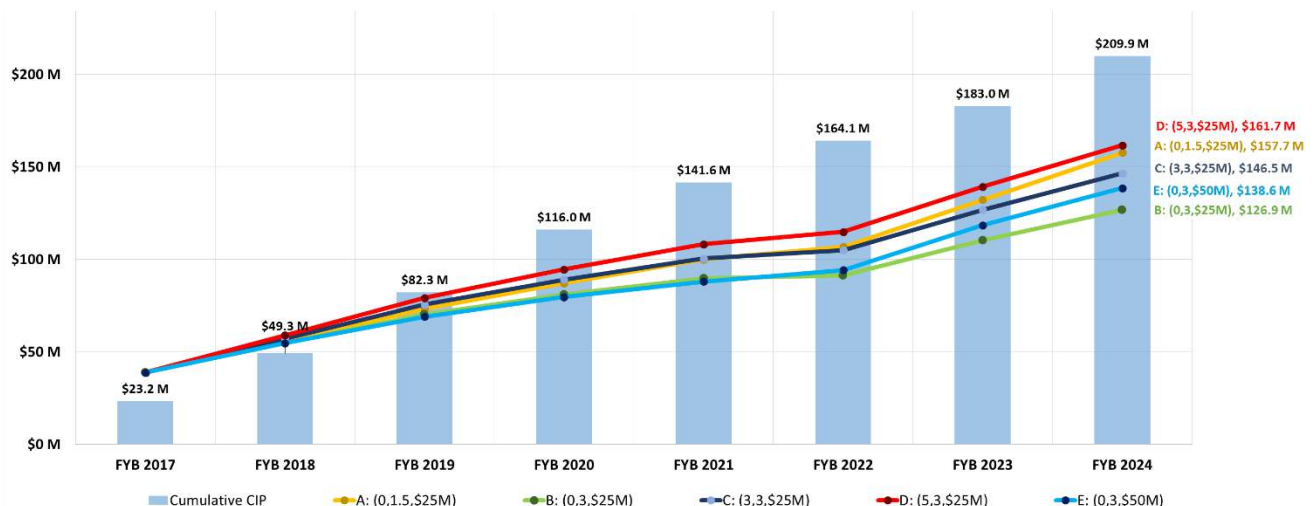




Scenario E (0%, 3%, \$50M):

Fiscal Year Ended April 30,	Projected - FYE					
	2018	2019	2020	2021	2022	2023
Cash Flows from Current Operations						
a) Operating Revenues	\$ 100,755,688	\$ 100,755,688	\$ 100,755,688	\$ 100,755,688	\$ 100,755,688	\$ 100,755,688
b) Less: Operating Expenses (net Depr)	64,803,482	66,747,586	68,750,014	70,812,514	72,936,890	75,124,997
Cash Flows from Operations	\$35,952,206	\$34,008,102	\$32,005,674	\$29,943,174	\$27,818,798	\$25,630,692
Cash Flows from Projected Changes						
c) Rev: Increased rates - consumption- Water (each 1%=\$354K)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
d) Rev: Increased rates - consumption - Sewer (each 1%=\$307K)	-	-	-	-	-	-
e) Rev: Increased rates - base - Water (each 1%=\$102K)	-	-	-	-	-	-
f) Rev: Increased rates - base - Sewer (each 1%=\$91K/yr)	-	-	-	-	-	-
g) Rev: Increased customer base	300,000	306,000	312,120	318,362	324,730	331,224
h) Rev: Tap Fees	200,000	204,000	208,080	212,242	216,486	220,816
i) Exp: Decreased / (Increased) Operating Expenses	-	-	-	-	-	-
Proposed Project-Related Cash Flows	\$ 500,000	\$ 510,000	\$ 520,200	\$ 530,604	\$ 541,216	\$ 552,040
j) Operating Transfers in -Water/Sewer	1,146,586	1,180,984	1,216,413	1,252,905	1,290,493	1,329,207
Available Cash Flows	\$ 37,598,792	\$ 35,699,085	\$ 33,742,287	\$ 31,726,683	\$ 29,650,507	\$ 27,511,939
Current Long-Term Obligations						
k) Existing Bond Debt Service	\$ 20,192,955	\$ 21,070,230	\$ 20,569,425	\$ 20,544,450	\$ 20,545,500	\$ 20,543,250
l) Existing GEFA Debt Service	797,647	797,647	797,647	797,647	797,647	797,647
Existing Long-term Debt Service	\$ 20,990,602	\$ 21,867,877	\$ 21,367,072	\$ 21,342,097	\$ 21,343,147	\$ 21,340,897
Proposed Debt Service						
m) Proposed New Debt: P&I Payments	\$ -	\$ -	\$ -	\$ 1,749,688	\$ 1,749,688	\$ 1,749,688
n) Interest Only Payment	54,167	108,333	162,500	208,333	208,333	416,667
Proposed Additional Obligations	\$ 54,167	\$ 108,333	\$ 162,500	\$ 1,958,021	\$ 1,958,021	\$ 2,166,354
Total Proposed Obligations	\$ 21,044,768	\$ 21,976,210	\$ 21,529,572	\$ 23,300,118	\$ 23,301,168	\$ 23,507,251
Debt Service Coverage - Bonds	1.86	1.69	1.63	1.41	1.32	1.21
Debt Service Coverage - Including GEFA Loans	1.79	1.62	1.57	1.36	1.27	1.17
Available Cash Produced	\$ 16,554,024	\$ 13,722,875	\$ 12,212,716	\$ 8,426,566	\$ 6,349,339	\$ 4,004,688
o) Capital Expenditures	1,762,896	1,798,154	1,834,117	1,870,799	1,870,799	1,870,799
Available Cash for Projects	\$ 14,791,128	\$ 11,924,721	\$ 10,378,599	\$ 6,555,766	\$ 4,478,540	\$ 2,133,889
p) Cash Reserve for Contingency	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Available Cash to Disburse	\$ 12,791,128	\$ 9,924,721	\$ 8,378,599	\$ 4,555,766	\$ 2,478,540	\$ 133,889
q) Loan Proceeds	-	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000
Net Cash	\$ 12,791,128	\$ 15,924,721	\$ 14,378,599	\$ 10,555,766	\$ 8,478,540	\$ 6,133,889

The graph below illustrates the cumulative capital improvement funding need (blue vertical bar) in relationship to the cumulative cash flow available (horizontal line; per scenario) after operating expenses and debt service payments are made for each fiscal year. **Scenario E**, with no rate increase and \$50M in long-term debt, produced the second highest funding shortfall of \$71.4M.

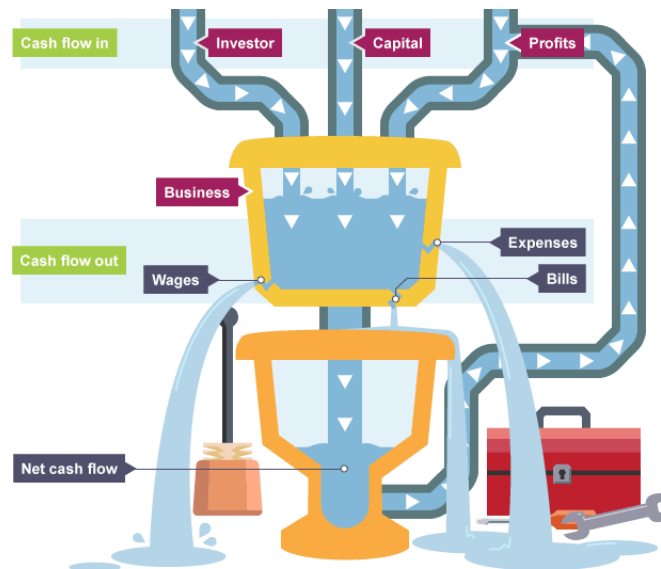




The surplus or deficiency in cash flow based on the five sample scenarios are found in the table below. It should be noted that these scenarios are created for general analysis and discussion purposes only. Depending on board approval, project timing or scope can be altered or the project can be eliminated from the plan to accommodate funding preferences. Scenarios using debt as a financing option can vary significantly based on amount borrowed, interest rate fluctuations, term of repayment, and structure of repayment.

Fiscal Year	Cumulative CIP	Funding Gap (millions)				
		A: (0,1.5,\$25M)	B: (0,3,\$25M)	C: (3,3,\$25M)	D: (5,3,\$25M)	E: (0,3,\$50M)
FYB 2017	\$23.2 M	\$15.5	\$15.5	\$15.5	\$15.5	\$15.5
FYB 2018	\$49.3 M	\$6.4	\$5.4	\$8.0	\$9.7	\$5.4
FYB 2019	\$82.3 M	-\$9.0	-\$11.9	-\$6.7	-\$3.2	-\$13.2
FYB 2020	\$116.0 M	-\$28.9	-\$34.9	-\$27.0	-\$21.4	-\$36.4
FYB 2021	\$141.6 M	-\$41.6	-\$51.7	-\$41.0	-\$33.3	-\$53.4
FYB 2022	\$164.1 M	-\$57.3	-\$72.7	-\$59.1	-\$49.1	-\$69.9
FYB 2023	\$183.0 M	-\$50.8	-\$72.7	-\$56.2	-\$43.7	-\$64.5
FYB 2024	\$209.9 M	-\$52.2	-\$83.0	-\$63.4	-\$71.4	-\$71.4
		-\$52.2	-\$83.0	-\$63.4	-\$48.3 M	-\$71.4 M

(R=Rate Increase, E=Expense Growth, D=Debt Proceeds)



Cash Flow Projection - Water and Sewer Fund

Scenario D (red line): Rate increase – 5% annually beginning FY 2018 - 2019; Operating Expense Growth - 3%; Debt Proceeds - \$25M to finance a major phase of an interceptor project estimated at \$60M to complete. Scenario D was selected because it was the scenario that best met the funding requirements of the suggested capital project plan.

This ten year projection includes debt proceeds of \$25M, an interest rate of 0.65 percent, an interest only period of 4 years –during construction, and level principal and interest payments amortized over 15 years. All assumptions are listed below.



CASH FLOW AND DEBT SERVICE COVERAGE PROJECTION – WATER AND SEWER FUND

Fiscal Year Ended April 30,	2017	2018	2019	2020	2021	2022	2023	2024
Projected - FYE								
<i>Cash Flows from Current Operations</i>								
a) Operating Revenues	100,755,688	\$ 100,755,688	\$ 100,755,688	\$ 100,755,688	\$ 100,755,688	\$ 100,755,688	\$ 100,755,688	\$ 100,755,688
b) Less: Operating Expenses (net Depr)	52,631,743	64,803,482	66,747,586	68,750,014	70,812,514	72,936,890	75,124,997	77,378,747
Cash Flows from Operations	48,123,946	\$35,952,206	\$34,008,102	\$32,005,674	\$29,943,174	\$27,818,798	\$25,630,692	\$23,376,942
<i>Cash Flows from Projected Changes</i>								
c) Rev: Increased rates - consumption- Water (each 1%=\$354K)		\$ -	\$ 1,770,000	\$ 1,858,500	\$ 1,951,425	\$ 2,048,996	\$ 2,151,446	\$ 2,259,018
d) Rev: Increased rates - consumption - Sewer (each 1%=\$307K)		-	1,535,000	1,611,750	1,692,338	1,776,954	1,865,802	1,959,092
e) Rev: Increased rates - base - Water (each 1%=\$102K)		-	510,000	535,500	562,275	590,389	619,908	650,904
f) Rev: Increased rates - base - Sewer (each 1%=\$91K/yr)		-	455,000	477,750	501,638	526,719	553,055	580,708
g) Rev: Increase Customer Base		300,000	306,000	312,120	318,362	324,730	331,224	337,849
h) Rev: Tap Fees		200,000	204,000	208,080	212,242	216,486	220,816	225,232
i) Exp: Decreased / (Increased) Operating Expenses		-	-	-	-	-	-	-
Proposed Project-Related Cash Flows	0	\$ 500,000	\$ 4,780,000	\$ 5,003,700	\$ 5,238,279	\$ 5,484,275	\$ 5,742,252	\$ 6,012,803
j) Operating Transfers in -from Stormwater	1,864,370	1,146,586	1,180,984	1,216,413	1,252,905	1,290,493	1,329,207	1,369,084
Available Cash Flows	\$ 51,116,347	\$ 37,598,792	\$ 39,969,085	\$ 38,225,787	\$ 36,434,358	\$ 34,593,566	\$ 32,702,151	\$ 30,758,829
<i>Current Long-Term Obligations</i>								
k) Existing Bond Debt Service	20,187,740	\$ 20,192,955	\$ 21,070,230	\$ 19,279,700	\$ 20,544,450	\$ 20,545,500	\$ 20,543,250	\$ -
l) Existing GEFA Debt Service	797,647	797,647	797,647	797,647	797,647	797,647	797,647	797,647
Existing Long-term Debt Service	20,985,387	\$ 20,990,602	\$ 21,867,877	\$ 20,077,347	\$ 21,342,097	\$ 21,343,147	\$ 21,340,897	\$ 797,647
<i>Proposed Debt Service</i>								
m) Proposed New Debt: P&I Payments	0	\$ -	\$ -	\$ -	\$ 1,749,688	\$ 1,749,688	\$ 1,749,688	\$ 1,749,688
n) Interest Only Payment		54,167	108,333	162,500				-
Proposed Additional Obligations	0	\$ 54,167	\$ 108,333	\$ 162,500	\$ 1,749,688	\$ 1,749,688	\$ 1,749,688	\$ 1,749,688
Total Proposed Obligations	\$ 20,985,387	\$ 21,044,768	\$ 21,976,210	\$ 20,239,847	\$ 23,091,784	\$ 23,092,834	\$ 23,090,584	\$ 2,547,334
Debt Service Coverage - Bonds	2.53	1.86	1.89	1.97	1.63	1.55	1.47	1.58
Debt Service Coverage - Including GEFA Loans	2.44	1.79	1.82	1.89	1.58	1.50	1.42	1.20

a) Operating Revenues are estimated actual for FY 2017-2018. The amount forecasted in FY 2017-2018 budget is held constant throughout the years of the projection. Changes in operating revenues are shown in the section with the heading, *Cash Flow from Projected Changes*, to highlight incremental impact to cash flow of assumption.

b) Operating Expenses exclude depreciation expense because it has no impact to cash flow. A compounded annual growth rate (CAGR) of 3 percent was applied to all other operating expenses.

c) thru f) Cash Flows from Projected Changes in operating revenues assumes an annual rate increase of 5% for both base and consumption tiers for all water and sewer customers.

g), h) Cash Flows from Projected Changes in operating revenues also includes an average of \$200K in revenue generated by tap fees and \$300K in new customer base, with each growing at the average historical growth rate of 2 percent.

j) Operating Transfers in are from the Stormwater Fund to cover its share of administrative expenses incurred by the Water and Sewer Fund that budgets all administrative costs. Portions of those costs are allocated to the Stormwater Fund through an overhead calculation performed annually. A 3% annual growth rate is applied to this line item, consistent with the operating expense growth rate used.

k) For the cash flow analysis, all bond debt service principal and interest payments are projected as payments made to the debt service accounts (sinking fund) which occur one fiscal year ahead of scheduled payments required to be made to bondholders. The 2012 Bonds have the latest maturity of existing bond debt with the final payment to bond holders made on May 1, 2023 from accumulated payments made to the Debt Service Account through FY 2022-2023.

l) GEFA Loan CW02008 (Wetlands) matures 11/1/2025 and Loan DW00002P (Backflows) matures 4/1/2026. The loan agreements require Debt Service Coverage of 1.05x. GEFA loans are subordinate debt and bond covenants exclude their annual debt service payments from the 1.20x covenant calculation.

m), n) Proposed Debt Service shows loan proceeds of \$25M; disbursed over 4 years with interest only during construction. With proceeds of \$6M per year used to fund project costs. The interest rate is 0.65% with interest only paid monthly on the amount outstanding. Level principal and interest payments made monthly for 15 years beginning when construction is completed (\$1.7M/yr).



Projected Net Position - Water and Sewer Fund

Fiscal Year Ended April 30,	2017	2018	2019	2020	2021	2022	2023	2024
<i>Cash Flows from Current Operations</i>								
a) Operating Revenues	\$ 100,755,688	\$ 100,755,688	\$ 100,755,688	\$ 100,755,688	\$ 100,755,688	\$ 100,755,688	\$ 100,755,688	\$ 100,755,688
b) Less: Operating Expenses (net Depr)	52,631,743	64,803,482	66,747,586	68,750,014	70,812,514	72,936,890	75,124,997	77,378,747
Cash Flows from Operations	\$48,123,946	\$35,952,206	\$34,008,102	\$32,005,674	\$29,943,174	\$27,818,798	\$25,630,692	\$23,376,942
<i>Cash Flows from Projected Changes</i>								
c) Rev: Increased rates - consumption- Water		\$ -	\$ 1,770,000	\$ 1,858,500	\$ 1,951,425	\$ 2,048,996	\$ 2,151,446	\$ 2,259,018
d) Rev: Increased rates - consumption - Sewer		-	1,535,000	1,611,750	1,692,338	1,776,954	1,865,802	1,959,092
e) Rev: Increased rates - base - Water		-	510,000	535,500	562,275	590,389	619,908	650,904
f) Rev: Increased rates - base - Sewer		-	455,000	477,750	501,638	526,719	553,055	580,708
g) Rev: Increase Customer Base		300,000	306,000	312,120	318,362	324,730	331,224	337,849
h) Rev: Tap Fees		200,000	204,000	208,080	212,242	216,486	220,816	225,232
i) Exp: Decr / (Incr) Operating Expenses		-	-	-	-	-	-	-
Proposed Project-Related Cash Flows	\$ -	\$ 500,000	\$ 4,780,000	\$ 5,003,700	\$ 5,238,279	\$ 5,484,275	\$ 5,742,252	\$ 6,012,803
j) Operating Transfers in -from Stormwater	1,864,370	1,146,586	1,180,984	1,216,413	1,252,905	1,290,493	1,329,207	1,369,084
Available Cash Flows	\$ 51,116,347	\$ 37,598,792	\$ 39,969,085	\$ 38,225,787	\$ 36,434,358	\$ 34,593,566	\$ 32,702,151	\$ 30,758,829
<i>Current Long-Term Obligations</i>								
k) Existing Bond Debt Service	\$ 20,187,740	\$ 20,192,955	\$ 21,070,230	\$ 19,279,700	\$ 20,544,450	\$ 20,545,500	\$ 20,543,250	\$ -
l) Existing GEFA Debt Service	797,647	797,647	797,647	797,647	797,647	797,647	797,647	797,647
Existing Long-term Debt Service	\$ 20,985,387	\$ 20,990,602	\$ 21,867,877	\$ 20,077,347	\$ 21,342,097	\$ 21,343,147	\$ 21,340,897	\$ 797,647
<i>Proposed Debt Service</i>								
m) Proposed New Debt: P&I Payments	\$ -	\$ -	\$ -	\$ -	\$ 1,749,688	\$ 1,749,688	\$ 1,749,688	\$ 1,749,688
n) Interest Only Payment	-	54,167	108,333	162,500	-	-	-	-
Proposed Additional Obligations	\$ -	\$ 54,167	\$ 108,333	\$ 162,500	\$ 1,749,688	\$ 1,749,688	\$ 1,749,688	\$ 1,749,688
Total Proposed Obligations	\$ 20,985,387	\$ 21,044,768	\$ 21,976,210	\$ 20,239,847	\$ 23,091,784	\$ 23,092,834	\$ 23,090,584	\$ 2,547,334
Debt Service Coverage - Bonds	2.53	1.86	1.89	1.97	1.63	1.55	1.47	17.58
Debt Service Coverage - Include GEFA Loans	2.44	1.79	1.82	1.89	1.58	1.50	1.42	12.07
Available Cash Produced	\$ 30,130,960	\$ 16,554,024	\$ 17,992,875	\$ 17,985,941	\$ 13,342,574	\$ 11,500,731	\$ 9,611,567	\$ 28,211,494
Beginning Net Position	440,373,283	470,504,243	487,058,267	505,051,142	523,037,083	536,379,657	547,880,388	557,491,955
Ending Net Position	\$ 470,504,243	\$ 487,058,267	\$ 505,051,142	\$ 523,037,083	\$ 536,379,657	\$ 547,880,388	\$ 557,491,955	\$ 585,703,450

Scenario D (red line): Rate increase – 5% annually; Operating Expense Growth - 3%; Debt Proceeds - \$25M.

Using information from the cash flow projection on the previous page, the estimated net position was calculated for the forecasted period through FYE 2024. Net Position at FYE 2016 was **\$440,373,283** and projected to increase by \$30,130,960 to **\$470,504,243** at FYE 2017. This is presented as **Beginning Net Position** in the table above for FYE 2017.

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 of the 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.

Assessing economic condition of a governmental entity involves consideration of factors that could have an impact on a government's net position. This assessment includes trends in revenues and expenses and how net position has changed over time.



Debt

As needed to fund large construction projects, the Authority issues 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 has to 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 sufficient funds will be available in our trust accounts to pay the principal and interest when it becomes due every six months.

The entire amount noted as Debt Service, \$20.2M, represents the transfers from the Water and Sewer Fund into these individual bank accounts. Presently, the Authority has five different series of revenue bonds outstanding. The particular series denotes the calendar year in which those bonds were issued. In adhering to the repayment schedule, the monies that have been deposited into these separate accounts will be disbursed on November 1 and May 1 to cover any bond related expenditures. All of the Authority’s outstanding revenue bonds have an annual principal payment date of May 1 with interest paid semi-annually to the bondholders on May 1 and November 1. The payment that occurs on May 1, which includes the principal payment, is generally much larger and is considered to have transpired at the conclusion of the fiscal year for budgeting and cash flow purposes.

Debt Service Reserve

As an additional safeguard to protect the bondholders, the Authority is required to deposit into a separate debt service reserve account an amount equal to the highest annual debt service payable in any future year. As prescribed in the bond covenants, the current reserve requirement is \$21.1M, which is the debt service payment for May 1, 2019. These “reserve” monies are held in an account by the trustee while the bonds are outstanding and would be available to make the debt service payment in the event that for some unforeseen reason the Authority had to default on a payment. This reserve requirement had to be met by February 1, 2015 and the Authority has currently met this reserve obligation.





Outstanding Bonds

Clayton County Water Authority has a bond rating of AA+ from Standard and Poor's Ratings Services.

Revenue Bond	Interest Rate	Issue Date	Maturity Date	Amount of Bonds		
				Issued	Retired	Outstanding
2009 Series	3.00 - 4.00%	2009	2018	17,785,000	12,085,000	5,700,000
2011 Series	2.00 - 5.00%	2011	2020	13,190,000	4,875,000	8,315,000
2012 Series	3.00 - 5.00%	2012	2023	56,235,000	-	56,235,000
2013a Series	4.00 - 5.00%	2013	2020	17,015,000	-	17,015,000
2013b Series	0.40 - 1.80%	2013	2019	47,895,000	14,070,000	33,825,000
Total				\$ 486,470,000	\$ 365,380,000	\$ 121,090,000

SERIES 2009 WATER AND SEWERAGE REFUNDING REVENUE BONDS

On December 30, 2009, the Authority issued \$17.8 million in Series 2009 Water and Sewerage Revenue Refunding Bonds. After redeeming the \$2.8 million in bonds that mature on May 1, 2017, there will be an outstanding principal balance of \$2.9 million on this series. The last principal payment made on this bond will occur on May 1, 2018.

SERIES 2011 WATER AND SEWERAGE REFUNDING REVENUE BONDS

On October 11, 2011, the Authority issued \$13.2 million in Series 2011 Water and Sewerage Revenue Refunding Bonds to refund outstanding Series 2003 bonds and pay the issuance costs of the Series 2011 bonds. After redeeming the \$1.6 million in bonds that mature on May 1, 2017, there will be an outstanding balance of \$6.7 million on this series. The last principal payment on this series will be made to bondholders on May 1, 2020.

SERIES 2012 WATER AND SEWERAGE REFUNDING REVENUE BONDS

On March 1, 2012, the Authority issued \$56.2 million in Series 2012 Water and Sewerage Revenue Refunding Bonds to refund the outstanding Series 2005 bonds. The first maturity is not due until May 1, 2021 and will have the final principal payment to bondholders on May 1, 2023.

SERIES 2013 WATER AND SEWERAGE REFUNDING REVENUE BONDS

On June 4, 2013, the Authority issued \$64.9 million in Series 2013A and 2013B Water and Sewerage Revenue Refunding Bonds to refund outstanding 2003 and 2004 bond issues. After redeeming the \$11.3 million in bonds that mature on May 1, 2017, there will remain a balance of \$39.5 million outstanding on this series. The final principal payment for these bonds will be on May 1, 2020.



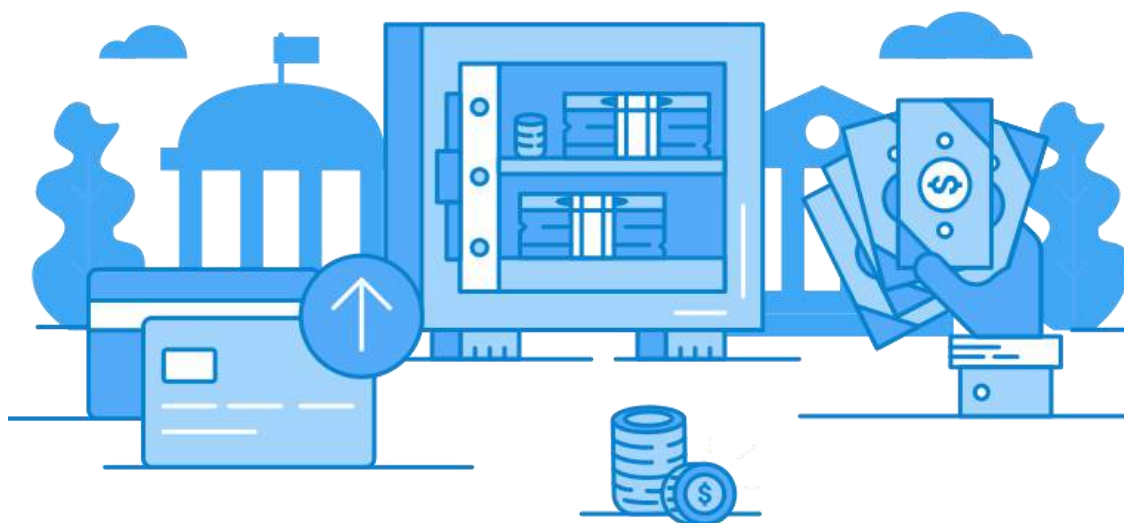


As of April 30, 2016, the Authority was obligated to make payments of principal, due on May 1, and interest due on May 1 and November 1, for various revenue bond issues as follows:

<i>For Fiscal Years Ending April 30,</i>	Principal	Interest	Total Payments
2017	\$ 15,260,000	\$ 4,708,505	\$ 19,968,505
2018	15,695,000	4,345,347	20,040,347
2019	15,995,000	4,004,092	19,999,092
2020	17,260,000	3,592,465	20,852,465
2021	15,905,000	4,266,800	20,171,800
2022 - 2024	56,235,000	4,108,475	60,343,475
Totals	\$ 136,350,000	\$ 25,025,684	\$ 161,375,684

State Revolving Fund Loans

In addition to issuing revenue bonds in the long-term capital market, the Authority has two loans with Georgia Environmental Finance Authority (GEFA) in repayment and a recently approved \$25M loan to assist in funding a portion of the \$60M large sewer interceptor rehabilitation. In October 2002, the Authority entered into a loan agreement with GEFA for \$4.2M to provide funding for the installation of backflow prevention devices on approximately 45,000 water meters. Backflow prevention devices are valves that block the reflux of water from a residence, commercial or industrial site from flowing back into the main water line, which could contaminate the water supply. The outstanding principal balance at April 30, 2017 is \$2.2M with the final monthly payment on April 1, 2026. In May 2003, the Authority entered into a second loan agreement with GEFA for \$7.7M to provide funding for the construction of one phase of wetlands at the Huie land application site. This constructed wetlands project includes a flow distribution structure, approximately 13,500 feet of pipeline and the construction of a 55-acre wetlands wastewater treatment system with inlet and outlet structures. The outstanding principal balance at April 30, 2017 is \$3.9M with the final monthly payment due on November 1, 2025. The Authority's bond covenants allow for the exclusion of the debt service for these loans from Debt Service Coverage calculation because Georgia statute allows this debt to be subordinate.





Projected Debt Service Coverage - Water and Sewer Fund

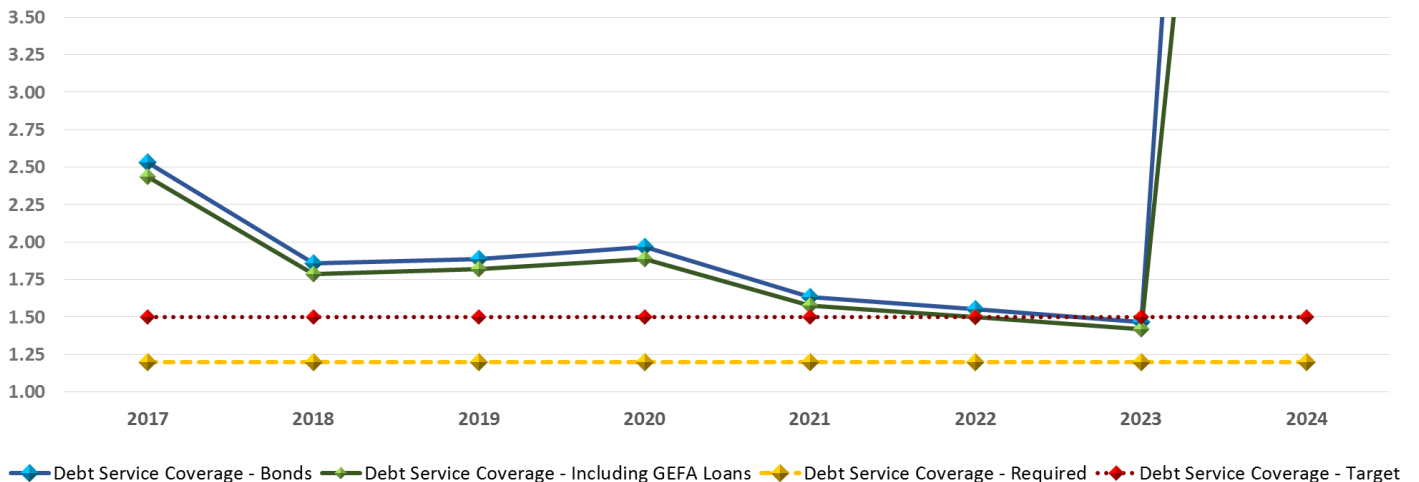
The projected debt service and *Debt Service Coverage Ratio* is shown for the forecasted period through FYE 2024 using the cash flow generated by **Scenario D** using an annual rate increase of 5 percent for water and sewer, annual operating expense growth of 3 percent and Loan Proceeds of \$25M.

Debt Payments - Debt Service Schedule

The table and graph below show the required debt service payments and the projected Debt Service Coverage Ratio.

Fiscal Year Ended April 30,	2017	2018	2019	2020	2021	2022	2023	2024
Current Long-Term Obligations								
Existing Bond Debt Service	\$ 20,187,740	\$ 20,192,955	\$ 21,070,230	\$ 19,279,700	\$ 20,544,450	\$ 20,545,500	\$ 20,543,250	\$ -
2013-A Series - Principal	0	-	3,435,000	13,580,000	-	-	-	-
2013-A Series - Interest	816,400	816,400	816,400	679,000	-	-	-	-
2013-B Series - Principal	11,295,000	10,945,000	11,585,000	-	-	-	-	-
2013-B Series - Interest	519,540	372,705	208,530	-	-	-	-	-
2012 Series - Principal	0	-	-	-	17,965,000	18,705,000	19,565,000	-
2012 Series - Interest	2,579,450	2,579,450	2,579,450	2,579,450	2,579,450	1,840,500	978,250	-
2011 Series - Principal	1,595,000	2,155,000	2,240,000	2,325,000	-	-	-	-
2011 Series - Interest	377,400	313,600	205,850	116,250	-	-	-	-
2009 Series - Principal	2,805,000	2,895,000	-	-	-	-	-	-
2009 Series - Interest	199,950	115,800	-	-	-	-	-	-
Existing GEFA Debt Service	797,647	797,647	797,647	797,647	797,647	797,647	797,647	797,647
CW02008; matures 11/1/2025	514,317	514,317	514,317	514,317	514,317	514,317	514,317	514,317
DW00002P; matures 4/1/2026	283,329	283,329	283,329	283,329	283,329	283,329	283,329	283,329
Existing Long-term Debt Service	\$ 20,985,387	\$ 20,990,602	\$ 21,867,877	\$ 20,077,347	\$ 21,342,097	\$ 21,343,147	\$ 21,340,897	\$ 797,647
Proposed Debt Service								
Proposed New Debt: P&I Payments	\$ -	\$ -	\$ -	\$ -	\$ 1,749,688	\$ 1,749,688	\$ 1,749,688	\$ 1,749,688
Interest Only Payment	-	54,167	108,333	162,500	-	-	-	-
Proposed Additional Obligations	\$ -	\$ 54,167	\$ 108,333	\$ 162,500	\$ 1,749,688	\$ 1,749,688	\$ 1,749,688	\$ 1,749,688
Total Proposed Obligations	\$ 20,985,387	\$ 21,044,768	\$ 21,976,210	\$ 20,239,847	\$ 23,091,784	\$ 23,092,834	\$ 23,090,584	\$ 2,547,334
Debt Service Coverage - Bonds	2.53	1.86	1.89	1.97	1.63	1.55	1.47	17.58
Debt Service Coverage - Including GEFA Loans	2.44	1.79	1.82	1.89	1.58	1.50	1.42	12.07

Debt Service Coverage - Graph



Bond covenants require 1.20x debt service coverage, excluding GEFA loan payments.



Projected Net Position - Stormwater Fund

Fiscal Year Ended April 30,	2017	2018	2019	2020	2021	2022	2023	2024
Cash Flows from Current Operations								
a) Operating Revenues	\$9,711,876	\$9,711,876	\$9,711,876	\$9,711,876	\$9,711,876	\$9,711,876	\$9,711,876	\$9,711,876
b) Less: Operating Expenses (net Depr)	3,921,108	4,038,741	4,159,904	4,284,701	4,413,242	4,545,639	4,682,008	4,822,468
Cash Flows from Operations	\$5,790,768	\$5,673,135	\$5,551,973	\$5,427,176	\$5,298,635	\$5,166,237	\$5,029,868	\$4,889,408
Cash Flows from Projected Changes								
c) Rev: Increased fees - Residential	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
d) Rev: Increased fees - Government	-	-	-	-	-	-	-	-
e) Rev: Increased fees - Commercial and Industrial	-	-	-	-	-	-	-	-
f) Rev: Increased fees - Other	-	-	-	-	-	-	-	-
g) Rev: Increased customer base	-	-	-	-	-	-	-	-
h) Rev: Other	-	-	-	-	-	-	-	-
i) Exp: Decreased / (Increased) Operating Expenses	-	-	-	-	-	-	-	-
Proposed Project-Related Cash Flows	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
j) Operating Transfers out -Water/Sewer	(1,864,370)	(1,146,586)	(1,180,984)	(1,216,413)	(1,252,905)	(1,290,493)	(1,329,207)	(1,369,084)
Available Cash Flows	\$ 3,926,398	\$ 4,526,549	\$ 4,370,989	\$ 4,210,763	\$ 4,045,729	\$ 3,875,745	\$ 3,700,661	\$ 3,520,324
Current Long-Term Obligations								
k) Existing Bond Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
l) Existing GEFA Debt Service	-	-	-	-	-	-	-	-
Existing Long-term Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Proposed Debt Service								
m) Proposed New Debt: P&I Payments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
n) Interest Only Payment	-	-	-	-	-	-	-	-
Proposed Additional Obligations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Proposed Obligations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Service Coverage	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Available Cash Produced	\$ 3,926,398	\$ 4,526,549	\$ 4,370,989	\$ 4,210,763	\$ 4,045,729	\$ 3,875,745	\$ 3,700,661	\$ 3,520,324
Beginning Net Position	50,583,156	54,509,554	59,036,103	63,407,092	67,617,855	71,663,584	75,539,329	79,239,989
Ending Net Position	\$ 54,509,554	\$ 59,036,103	\$ 63,407,092	\$ 67,617,855	\$ 71,663,584	\$ 75,539,329	\$ 79,239,989	\$ 82,760,314

The projected net position above assumes that operating expenses will grow 3 percent annually. The Stormwater Fund has no debt obligations. The Stormwater Fund transfers money to the Water and Sewer Fund to cover its share of administrative charges. The transfer in prior years had been based on budgeted expenses of the Water and Sewer Fund. Beginning in this budget year, the Stormwater Fund transfer will be allocated based on the actual expenses incurred by the Water and Sewer Fund in the prior fiscal year. The projected growth of the transfer is 3 percent.

Net Position at FYE 2016 was \$50,583,156 and projected to increase by \$3,926,398 to \$54,509,554 at FYE 2017. This is presented as Beginning Net Position in the table above.

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 of the 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.

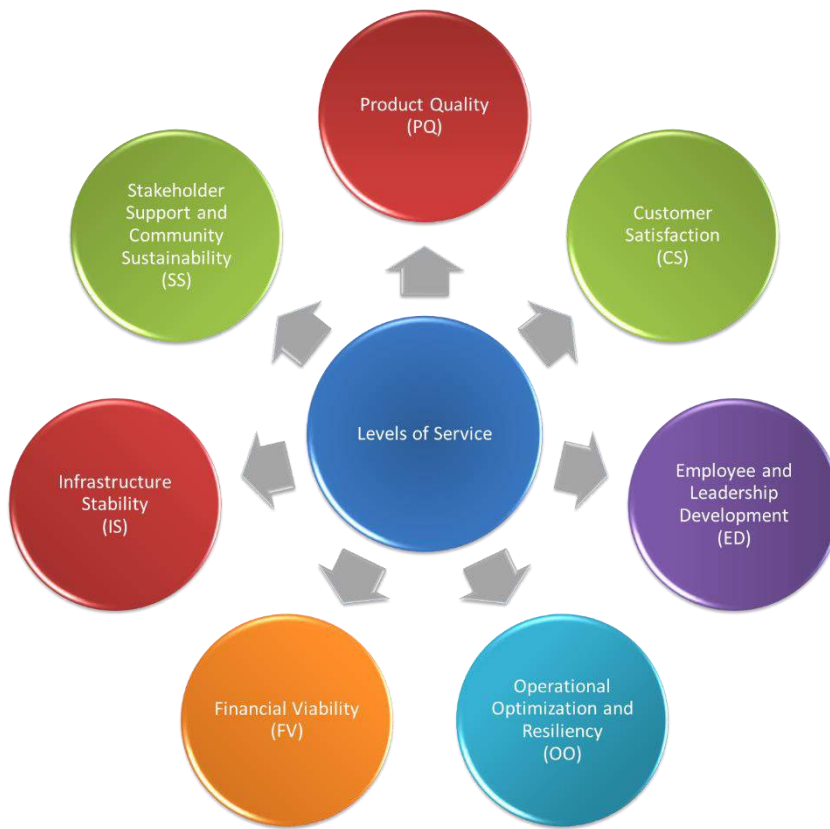




Levels of Service and Key Performance Indicators

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

Authority's mission and goals. Although the SMP focuses on a 12- to 18-month timeframe, the development and monitoring of these measures, indicators and metrics will have a direct correlation to successfully achieving our strategic goals and prioritizing budget allocations. The General Manager regularly reports to the CCWA Board of Directors the activities, actions and results of our performance.



To promote and encourage success, CCWA has developed a company-wide performance measurement-reporting tool. This online tool is accessible via the company intranet and each manager timely self-reports information for the applicable indicator, measure, or metric. Each manager also has developed a set of internal or non-reporting measures that provide for managing operations and external regulatory reporting. Whether reported via the reporting tool or

maintained internally, CCWA plans to update regularly its performance indicators, standards, and guidelines.

The Key Performance Indicators (KPIs) and reporting metrics are organized according to one of **7 major goals** supported by **26 primary strategies** that are measured with **78 individual KPI metrics** used to gauge performance against the benchmark.

Abbreviation	Responsible Division or Department
WR	Water Reclamation
WP	Water Production
PME	Program Management and Engineering
DC	Distribution and Conveyance
SW	Stormwater
CS	Customer Service
HR	Human Resources
RM	Risk Management
PIO	Public Information
IT	Information Technology
FIN	Finance
GS	General Services



Levels of Service - Goals and Strategies Detail

Strategies: 1 through 7

Service Level Goal	Key Performance Indicator (KPI)	Division	Target	YTD 2016 - 2017	Actual 2015 - 2016	Actual 2014 - 2015	Actual 2013 - 2014
SUPERIOR PRODUCT QUALITY							
1 Meet all applicable regulatory requirements	% compliance with NPDES permits	WR	100%	100.0%	98.3%	100.0%	100%
	% compliance with Water Production permits	WP	100%	100.0%	100%	100.0%	100%
	% compliance with regulatory annual reporting (July)	WR	100%	100.0%	100%	100.0%	100%
	% compliance with MNGWPD Plan (Jan)	PME	100%	100.0%	100.0%	99.4%	99.3%
2 Potable water quality that meets customer expectations	# discoloration complaint calls (CCWA issue)	DC	< 200/Yr. - Reduce 10%/Yr.	152	1,034 / 95%	529	477
	# water Taste and Odor complaint calls (CCWA issue)	DC	< 25/Yr. - Reduce 10%/Yr.	35	105 / 8%	97	131
3 Improve the quality of Clayton Co. water resources	% compliance with MS4 Permit (Sep.)	SW	100%	100.0%	100%	100.0%	100%
	Miles of water quality non-attainment streams (Sep.)	SW	< 50	65	65	65	65
EXCEED CUSTOMER EXPECTATIONS							
4 Improve customer experience	% customers calls that are abandoned	CS	< 3% / Month	6.2%	4.1%	7.1%	12.1%
	% days the call abandonment rate <3%	CS	> 80% / Month	40.4%	64.6%	46.82%	10.1%
	% meters accurately read	CS	> 99.98% / Month	100.0%	100.0%	100.0%	100.0%
	% site visits within 2 hours of customer call	DC	> 90% / Month	92.7%	93.8%	91.7%	89.6%
	% site visits within 24 hours of customer call	SW	> 90% / Month	98.7%	99.0%	100.0%	75.1%
	# callers using IVR	CS	> 4,000 /Month	9,384	4,992	4,797	4,415
	# customers using eCare	CS	> 8,000/Month	12,464	8,122	9,218	8,769
	% customer calls within 35 seconds	CS	> 60% / Month	50.66%	65.2%	57.2%	27.6%
	% customers billed within 29-31 days of usage	CS	> 90% / Month	98.67%	81.3%	73.9%	85.6%
5 Minimize potable water service disruptions	# low pressure complaints	DC	< 20 / Year	7	20	25	12
	% downtime for production plant and repump stations	WP	1% / Month	0.3%	0.19%	0.03%	0.01%
	% maintenance related water service disruptions < 4 hours	DC	> 80% / Month	89.1%	81.3%	91.2%	87.0%
6 Minimize customer sewer backups	Expense for sewer backup claims	DC	< \$200,000 / Year	\$344,155	\$108,588	\$127,395	\$309,737
	# sewer backup damage claims	DC	< 20 / Year	8	15	14	63
7 Complete all property restorations in 14 days	% property restorations completed < 14 days	DC	100% / Month	57.1%	53.7%	63.2%	60.3%



Strategies: 8 through 16

Service Level Goal	Key Performance Indicator (KPI)	Division	Target	YTD 2016 - 2017	Actual 2015 - 2016	Actual 2014 - 2015	Actual 2013 - 2014
PROVIDE EMPLOYEE DEVELOPMENT							
8 Provide effective employee training and development	% DC employees with required certifications (Apr)	DC	100%	NA	96.3%	83.5%	88.0%
	% SW employees with required certification (Apr)	SW	100%	NA	89.8%	87.8%	91.0%
	% WP employees with required licenses (Apr)	WP	100%	NA	100%	100.0%	NA
	% WR employees with required licenses (Apr)	WR	100%	NA	100%	100.0%	NA
9 Provide CCWA employee opportunity for advancement	% key position non-entry level positions filled within (Apr)	HR	> 80%	NA	84.9%	82.2%	92.5%
	% Supervisors with completed competency assessment (Apr)	HR	> 35%	NA	100.0%	92.7%	92.7%
10 Satisfaction with working environment, challenge and opportunities	% non-retirement voluntary turnover (Apr)	HR	< 5% / Year	NA	0.85%	2.8%	2.82%
11 Manage safety to minimize accidents	# of Employee non-lost time injuries:	RM	< 23.4 / Year	14	18	12	11
	# Employee lost time injuries:	RM	< 11.2 / Year	5	10	5	1
	# of CCWA at-fault veh/equip accidents:	RM	< 12 / Year	15	21	13	16
12 Timely/targeted employee communications	% distributed by the 3rd of the month (Apr)	PIO	100%	91.7%	91.7%	91.7%	75.2%
OPTIMIZE OPERATIONS							
13 Reasonable Cost of Service	Water loss based on 12 mo. running avg. - prior month	WP	< 9% / Month	7.6%	8.0%	8.8%	8.7%
	\$/mile of SW system pipe maintained (Apr)	SW	< \$3,000	NA	\$1,324	\$2,064	\$2,630
	\$/acct. of wastewater collection system pipe maintained (Apr)	DC	< \$373	NA	\$87	\$79.10	N/A
	\$/acct. of water distribution system pipe maintained (Apr)	DC	< \$408	NA	\$94.54	\$97.59	N/A
	IT operating cost ratio per million dollars in revenue (Apr)	IT	< 3.82%	NA	2.2%	2.2%	2.0%
	IT operational cost per user (Apr)	IT	< \$7,000	NA	\$5,946	\$5,907	\$5,002
	% of budget (Apr)	WP	< 95%	NA	79.9%	80.3%	77.0%
	% of budget (Apr)	WR	< 95%	NA	82.4%	80.1%	79.1%
	% of budget (Apr)	SW	< 95%	NA	70.9%	86.7%	64.4%
	% of Conveyance budget (Apr)	DC	< 95%	NA	72.1%	68.2%	82.0%
	% of Distribution budget (Apr)	DC	< 95%	NA	83.7%	96.8%	75.0%
	\$/kGal produced (Apr)	WP	<\$1.00	NA	\$0.82	\$0.92	\$0.90
	\$/kGal reclaimed (Apr)	WR	<\$2.00	NA	\$1.17	\$1.49	\$1.43
	\$ of water/sewer service as % MHI (Jan)	FIN	< 2%	1.4%	1.4%	1.4%	1.5%
14 Minimize Water System Losses	AWWA Infrastructure Leakage Index (Apr)	WP	< 1.35	NA	1.20	1.33	1.49
15 Provide Minimum Down Time for CCWA's Fleet	Fleet work orders completed within 7 days	GS	> 80%	95.9%	0.86	N/A	N/A
	Fleet maintenance cost to fleet asset value	GS	< 25%	7.3%	0.10	N/A	N/A
16 Maximize computer system availability	% unplanned downtime during business hours	IT	< 1% of Business Hours	0.2%	0.20%	2.4%	2.26%



Strategies: 17 through 22

Service Level Goal	Key Performance Indicator (KPI)	Division	Target	YTD 2016 - 2017	Actual 2015 - 2016	Actual 2014 - 2015	Actual 2013 - 2014
ENSURE FINANCIAL VIABILITY							
17 Develop a Sustainable Annual Budget	% of water/sewer budget (Apr)	FIN	<95%	NA	73.8%	21.8%	85.3%
	% SMP projects funded in next FY (Apr):	PME	100%	NA	69.0%	93.7%	85.0%
18 Provide financing for the "Pay-As-You-Go" capital plan	Debt Service Coverage Ratio	FIN	>1.5x	2.72	2.31	2.72	2.11
19 Maximize revenue collection vs. bad debt write-offs	Percentage of bad debt to sales	CS	< 1.5%	1.2%	1.2%	1.3%	1.5%
INFRASTRUCTURE SUSTAINABILITY							
20 Implement asset management practices	Facilities work orders completed within 7 days	GS	>80%	80.3%	0.80	N/A	N/A
	Facilities maintenance cost to asset value	GS	< 25%	6.7%	0.06	N/A	N/A
21 Provide a sustainable water supply	# water main breaks per 100 miles of pipe (Apr)	DC	11	NA	0	\$6.00	N/A
	# water main leaks per 100 miles of pipe (Apr)	DC	25	NA	0	\$16.30	N/A
	% reservoir storage capacity:	WP	> 90%	83.0%	99.3%	98.2%	98.1%
	Value of water services claims paid	DC	< \$50,000 / Year	\$6,409	\$55,374	\$2,131	\$13,376
22 Provide adequate treatment capacity	% utilized capacity at Casey WRF	WR	< 80%	53.8%	68.1%	57.5%	100.0%
	% utilized capacity at Northeast WRF	WR	< 80%	35.7%	50.2%	38.3%	100.0%
	% utilized capacity at Shoal Creek	WR	< 80%	33.2%	42.3%	33.3%	0.0%
	% sewer lines with adequate capacity (Apr)	PME	> 75%	NA	64.0%	64.0%	64.0%

Strategies: 23 through 26

STAKEHOLDER SUPPORT							
23 Environmental Stewardship and Sustainability	#low flow plumbing kits distributed	CS	> 1,000 / Year	235	1022	667	113
	# SSOs to state waters	DC	< 40 / Year	20	40	21	28
	# toilet rebates	CS	> 400 / Year	212	352	405	289
	WR Carbon footprint status - Mton/yr. as CO2 (e) (Jan)	WR	Report	94.12	4.22	4	N/A
	Per capita water use in gpcd (Jan)	WP	< 90gpcd	1.00	89.63	89.36	90.40
	% beneficial reuse of biosolids (Jan)	WR	100%	100.0%	100.0%	93.5%	71.5%
24 Business opportunity development	# of CCWA Certified SLBE	RM	>56 Total	107	91	0	0
25 Timely/targeted customer communications	# new website visits:	PIO	> 100,000 / Year	135,771	227,758	177,950	149,256
	# unique website hits:	PIO	> 120,000 / Year	161,452	261,673	200,215	205,811
	# educational bill inserts issued (Apr)	PIO	> 7 / Year	NA	12	12	13
	# positive media releases issued (Apr)	PIO	> 16 / Year	NA	36	27	22
26 Promote Community Involvement & Pride	CCWA staff who have participated in community events (Apr):	PIO	> 75 / Year	NA	223	111	118
	Community events CCWA staff have participated in (Apr)	PIO	> 25 / Year	NA	54	36	35
	# residents reached through public education events (Qtr)	PIO	> 8000 / Year	4	13,868	7,597	9,328



BUDGET DEVELOPMENT

The operating budget policy answers some basic questions that include: how the budget is developed, who is involved in the budget process, what is included in the budget, if there is internal equity and if there is strategic direction.

The budget is developed in accordance with the priorities that are linked to the Authority's financial and strategic plans set forth by CCWA. These are found in the Authority's strategic master plans, the long-term financial plan, the needs of the community, and federal and state laws. Current priorities developed in conjunction with service levels are established and included in each department's levels of service (LOS).

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

- The budget should support the Authority's mission statement, strategic goals and critical priorities.
- The budget should be regarded as a business-operating plan.
- Balanced annual operating budgets are required for all funds. This means that total anticipated revenues and other financing sources must equal the total estimated expenditures and other financing uses.
- Rates and fees are evaluated and at the discretion of management and authorization by the Board, the authority establishes rate, fees and changes to make all payments required by the bond covenant, including the Authority's operating costs and to satisfy its debt service requirement (minimum 120% of debt service on its bond obligations).
- In the initial stages of the budget process, all departments are required to submit requests for new personnel or changes in the existing positions to Human Resources Department.
- Each Department manager attends the annual strategic planning retreat. As part of a group exercise, participants are charged with the responsibility of establishing goals and objectives, setting operating and capital priorities and determining the strategic direction of the Authority.
- All departments will share in the responsibility of meeting policy goals and ensuring long-term financial health.
- Departments must justify each of their budgetary requests for funding. This allows the budget process to weigh all competing requests for resources within expected financial restraints.
- Senior Management evaluates all of the information that has been provided by the various parties and prioritizes requests based on level of funding available.

Basis of Accounting

The accounting term "*measurement focus*" is used to denote what accountants attempt to **measure** and report in a particular statement. The term "*basis of accounting*" refers to that point in time when revenues and expenses are recognized in the accounts and reported in the financial statements and on budget reports. *Basis of accounting* relates to the **timing** of the measurements made, regardless of the particular measurement focus is being applied. Because of what is being measured and reported, the Authority uses one measurement focus and basis of accounting for its accounting records and a different one for its budget.

Accounting Records

The accounting policies utilized by the Authority in the preparation of its financial statements are in conformity with generally accepted accounting principles (GAAP) as applied to government units. The Governmental Accounting Standards Board (GASB) is the accepted standard-setting body for establishing governmental accounting and financial reporting principles.



With the Authority being operated as a business enterprise, the accounting records are maintained on the *accrual basis* of accounting. The measurement focus of the operating statement is on changes in economic resources (i.e., changes in total net assets). Such changes are recognized as soon as the underlying event or transaction has occurred, regardless of the timing of related cash flows (i.e., the accrual basis of accounting). For financial statement reporting purposes, all of the different segments of financial activities for the Authority's Water and Sewer Utility are aggregated together and reported as a single entity.

Budget

In preparing the budget and determining a suitable measurement focus, two major conceptual differences have to be taken into consideration. The first of those is the reporting requirements of the bond covenants or ordinances. Based on the purpose of the appropriation in the Water and Sewer Utility, the flow of funds from operations must be segregated into one of the three following funds or subsidiary budgets: Revenue Fund, Debt Service Funds, or Renewal and Extension Funds.

As part of the budgetary structure, the basic unit of organization and operation within the Authority exists at the "fund" level. The Authority uses these funds to demonstrate legal compliance and to aid financial management by segregating transactions related to certain activities. In addition, since the user fees that we collect are associated with the provision of two different service classes, the Authority has to maintain *two separate enterprise funds*.

During the budget process, we are also concerned with balancing the amount of cash inflows and outflows. Accordingly, the Authority uses the *modified accrual basis* of accounting in preparing its budget. In this instance, the measurement focus is on changes in current financial, or expendable, resources to the extent that they normally are expected to impact near-term cash flows (i.e., the modified accrual basis of accounting). Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (i.e., when they are "measurable and available"). "Measurable" means the amount of the transaction can be determined and "available" means collectible within the current period or soon enough thereafter to pay liabilities of the current period.

Budget Process

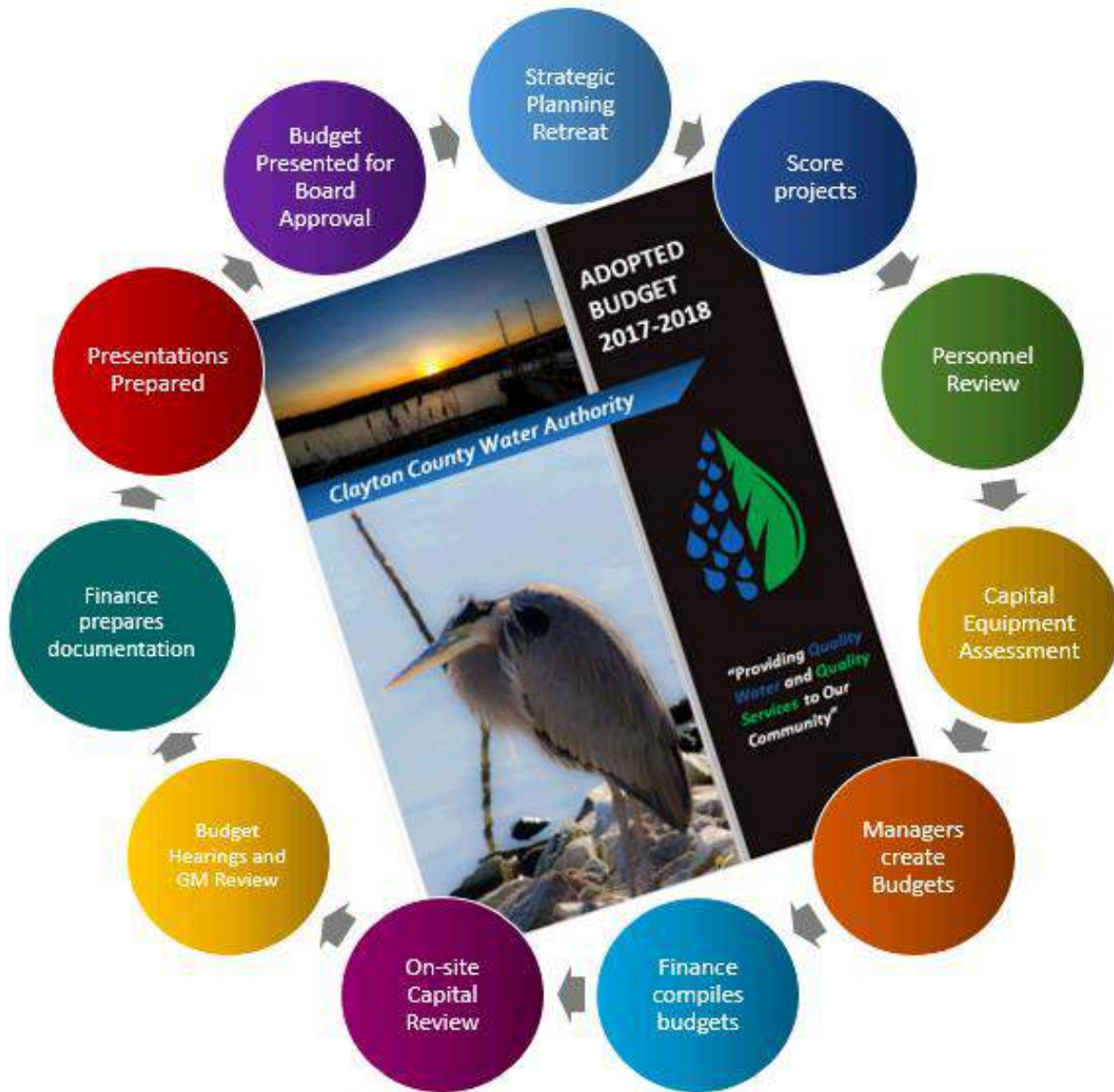
The budget process is yearlong with the planning for the next fiscal year beginning in September of the year before and ending with the adoption of the budget in April.

September through December: The *Budget Office* creates a calendar with deadlines for the budget in September, which is approved by the *General Manager*. Department managers determine need for new personnel and any changes required to existing positions. They also assess need for new or replacement of equipment, vehicles, and capital projects that will begin in the next fiscal year.

In November, the Finance Department prepares a budget preparation package of material for every department. As all needed information is compiled, it is placed into each department's electronic folder. The *Budget Office* uses the current payroll information to calculate salary and benefits needed for the upcoming year. By the end of December, all necessary material and instructions needed by a department to complete its annual budget request is available for Managers to begin creating department budgets.



January: Managers begin building their budgets by reviewing historical spending patterns of operating budgets, fuel and utility rate changes and capital needs. Department Managers have approximately one month for the request preparation period and input into the financial software package. During this month, the *Finance Director* analyzes the historical and most recent revenue collection data. Based on the identified trends and certain economic assumptions, the revenue projections are prepared and sent to the *General Manager* for review. Once reviewed and any changes are made the *Budget Officer* then enters the proposed revenues into the financial software system.



February: All submittals are cataloged and balanced, and then these are given to *Executive Management, Finance Director and Budget Officer*. An administrative review is then conducted by the Financial Director and Budget Officer that includes; clarification of any items as needed, adjustments to submittals where historical spending warrants, incomplete or missing forms from Department Managers.

An onsite capital review is conducted for each department requesting the addition of new or replacement vehicles, capital equipment and projects. The *General Manager, Assistant General Managers, Finance Director and Budget*



Officer meet with the respective *Department Managers*. Once *Executive Management* has reviewed all requests, a final budget meeting is scheduled with each department to discuss changes in requested funding. The Budget Office compiles changes and distributes information back to *Department Managers*.

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

April: the *General Manager* presents a balanced budget to the *Board of Directors* for approval. During this presentation the Assistant General Managers, Department Managers, Finance Director and Budget Officer are all on hand to answer any questions the Board may have before adopting the proposed budget.

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

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

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

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





Budget Calendar

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

Rates and Charges

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

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



Rate Objectives

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

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

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

Monthly Service Charges

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

Stormwater Fees

Stormwater Fees for residential customers are a flat rate of \$3.75 per household. All non-residential customers are charged based on the square feet of impervious surface on the property. An impervious surface unit is calculated by total square feet of impervious surface divided by 2,950; that amount is then multiplied by \$3.75 to compute the fee assessed. Impervious surfaces are mainly artificial structures such as roads, sidewalks, driveways, parking lots and rooftops that are covered by impenetrable materials such as asphalt, concrete, brick or stone. These materials, as well as highly compacted soil and gravel surfaces, prevent rainwater from soaking into the ground. This creates runoff that causes problems including flooding, water pollution, and stream bank erosion.





Adopted Retail Water Rates

The summary of **Approved Retail Water Rates** reflects water rates per 1,000 gallons approved by the Board. The following rates are effective May 1, 2016 and have been taken into consideration for the current budget year, FY 2017 – 2018.

May 2016					
Description	Usage	Water		Sewer	
		Base Rate	Tier Rate	Base Rate	Tier Rate
Residential					
5/8" meter		\$10.05		\$10.73	
Tier 1	1k-3k		\$2.37		\$2.56
Tier 2	4k-7k		\$5.68		\$6.02
Tier 3	8k-20k		\$7.03		\$6.02
Tier 4	>20k		\$8.44		\$6.02
Commercial / Industrial					
5/8" meter		\$10.05		\$10.73	
3/4" meter		\$10.62		\$11.33	
1" meter		\$13.58		\$14.31	
1.5" meter		\$23.62		\$35.78	
2" meter		\$47.23		\$71.54	
3" meter		\$70.85		\$107.32	
4" meter		\$88.56		\$133.54	
6" meter		\$132.25		\$200.32	
8" meter		\$165.31		\$250.40	
10" meter		\$198.37		\$300.47	
Tiers for all commercial meter sizes					
Tier 1	1k-3k		\$3.25		\$3.58
Tier 2	>3k		\$5.68		\$6.02
Note: Tier 1 applies to 5/8", ¾", and 1" only					
Other					
Irrigation			\$8.44		
MFC/UFC			\$5.68		
2"		\$3.74			
4"		\$8.36			
6"		\$12.85			
8"		\$24.64			
10"		\$32.25			
12"		\$38.64			
16"		\$45.19			
Hydrant Meter		\$70.85	\$5.68		
Tier 1	0-30k		\$0.60		
Tier 2	31-60k		\$1.18		
Tier 3	> 60k		\$2.37		
Minimum			\$3.55		



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 and then finally at the individual budget unit level. The data contained in this section identifies the amount 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 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 & SEWER FUND

Clayton County Water Authority





*“Providing Quality
Water and Quality
Services to Our
Community”*



Department : All Departments - Consolidated

Business Unit : All Departments - Consolidated

Budget Summary By	FY 2015 - 16	FY 2016 - 17	FY 2017 - 18
<u>Expenditure Class</u>	<u>Actual</u>	<u>Budgeted</u>	<u>Budgeted</u>
Personal Services	\$ 22,823,921	\$ 25,485,058	\$ 26,361,899
Operating Expenditures	28,921,756	37,643,589	38,670,856
Debt Service	-	604,563	622,543
Capital Outlay	1,797,643	1,786,333	1,711,592
Other Financing Uses	43,578,307	31,376,240	32,832,475
Total Appropriations	<u>\$ 97,121,627</u>	<u>\$ 96,895,783</u>	<u>\$ 100,199,365</u>

Budget Detail By	FY 2015 - 16	FY 2016 - 17	FY 2017 - 18
<u>Individual Categories</u>	<u>Actual</u>	<u>Budgeted</u>	<u>Budgeted</u>
Personal Services:			
Salaries and Wages	\$ 17,766,795	\$ 20,236,266	\$ 21,047,252
Overtime Pay	835,161	770,119	772,392
F.I.C.A.	1,364,586	1,584,078	1,657,477
Pension	2,857,379	2,894,595	2,884,778
Employee Benefits	2,986,011	3,743,825	3,866,900
Operating Expenditures:			
Operating Materials & Supplies	4,104,691	4,649,633	4,402,615
Vehicle Supplies	414,519	578,957	514,184
Administrative Supplies	171,576	275,121	327,944
Safety Supplies	65,489	74,481	89,822
Special Purchases	66,910	2,205,288	3,168,959
Utilities	7,771,925	7,815,995	7,755,828
Rentals	93,648	63,809	46,849
Maintenance and Repairs	1,175,861	1,321,722	1,240,891
Outside Services	7,086,388	11,127,976	10,681,384
Interest	210,247	193,085	229,273
Retiree Health Benefits	528,832	576,500	636,000
General Expenses	1,874,304	2,464,197	2,907,207
Accounting Charges	2,371,355	2,553,000	2,803,000
Debt Service:			
Capital Financing	-	604,563	622,543
Capital Outlay:			
Capital Expenditures	1,797,643	1,786,333	1,711,592
Other Financing Uses:			
Intrafund Transfers Out:	43,578,307	31,376,240	32,832,475
Total Appropriations	<u>\$ 97,121,627</u>	<u>\$ 96,895,783</u>	<u>\$ 100,199,365</u>



Department : All Departments - Consolidated

Business Unit : All Departments - Consolidated

Overview of Water and Sewer Utility Revenue Fund

The Clayton County Water Authority has developed and maintains a fund accounting system to ensure that the financial activities of the Water and Sewer Utility are properly recorded and reported.

The Revenue Fund serves as the principle operating fund of the Authority for the provision of water and sewer services to its customers.

The creation, maintenance and accounting methodologies of the Revenue Fund are required by the existing revenue bond ordinances.

The Authority is required to deposit all receipts from the operation of the water and sewer system, or from properties in connection therewith, into the Revenue Fund.

The Authority is permitted to use monies on deposit in the Revenue Fund to pay the reasonable and necessary costs of operating, maintaining and repairing the water and sewer system.

As a means of ensuring the availability of cash to meet immediate cash flow needs, the bond ordinances require that the Authority maintain a working capital reserve of \$500,000.

The new revenues remaining in the Revenue Fund after paying normal operating expenses and funding the working capital reserve are pledged under the bond resolutions to the payment of the debt service on the revenue bonds that have been issued.

The Authority has covenanted that it will establish, revise and maintain rates, fees and charges to the extent necessary that they generate funds sufficient at all times to (1) maintain and operate the system on a sound business like basis, (2) pay the required debt service amounts into the bond sinking fund, and (3) maintain a reserve for extensions and improvements to the system.

Functional Breakdown of Departments for Budgeting Purposes

Executive

Water Production

Program Management and Engineering

Distribution and Conveyance

Water Reclamation

General Services



Executive Department - Business Unit Group 100



**Executive
Department**

Clayton County Water Authority



*"Providing **Quality**
Water and **Quality**
Services to Our
Community"*



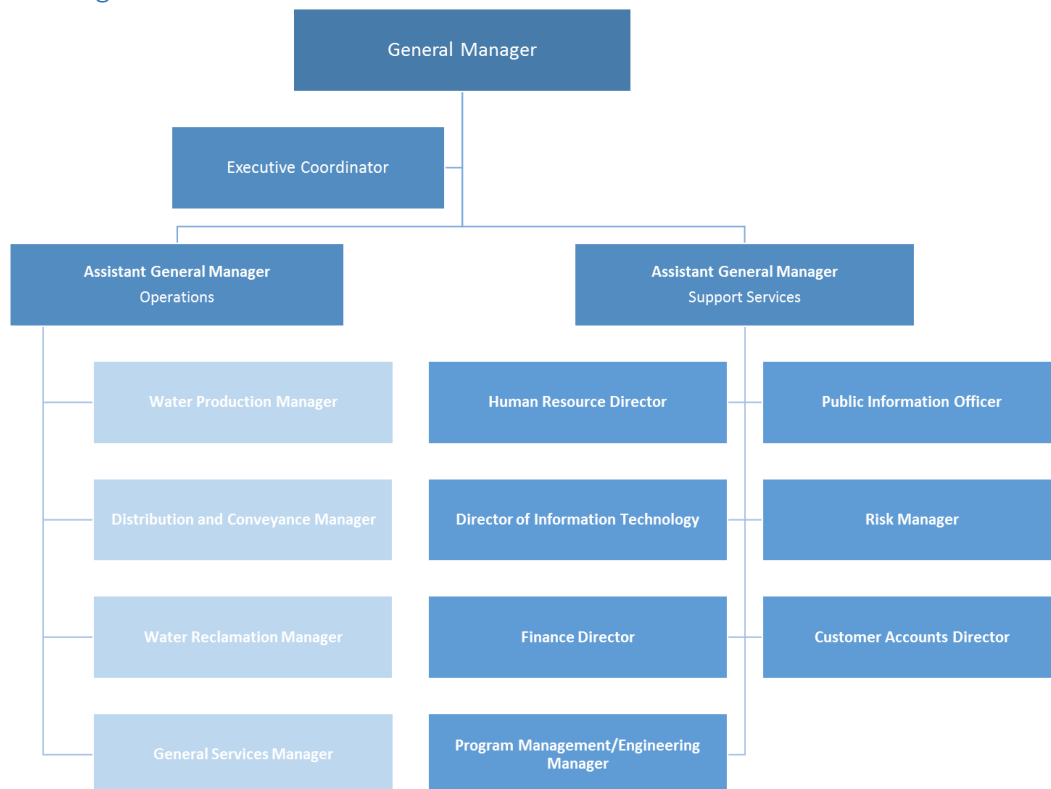
EXECUTIVE DEPARTMENT BUDGET UNIT 100

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, information technology, financial services and customer service.

The General Manager is responsible for the overall administration and direction of the Authority in keeping with the Board of Directors' policies and with federal and state laws, rules and regulations. The General Manager provides general direction to two Assistant General Managers (AGM). One Assistant General Manager is over support services and guides the Directors of Human Resources, Finance, Information Technology, Risk Management, Customer Accounts, Program Management and Engineering and the Public Information Office. A second Assistant General Manager is over Operations and guides the Managers of Water Production, Water Reclamation, Distribution and Conveyance, and General Services. Those Directors and Managers are then responsible for the day-to-day operations of their individual functions. To better manage operating expenses, the department is broken down into specific programs, activities or functional areas of responsibility and are listed below.

- | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|
| 101 - General Manager
102 - Human Resources
104 - Public Relations
105 - Board Members
106 - Information Technology
109 - Contracts, Compliance and Risk Management | 110 - Finance
130 - Customer Accounts Director
131 - Meter Services
132 - Customer Accounting
135 - Customer Service |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|

Executive Division Organizational Chart





Executive Division Consolidated Operating Budget

Department : All Departments - Consolidated

Business Unit : Department 100 - Consolidated

Overview of Department Responsibilities

The primary responsibility of the Executive Department is to provide administrative and support services to the operating departments. Functional responsibilities include strategic management, human resources, customer service, information technology, business services and public relations. 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 2016 - 15 Actual	FY 2016 - 17 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ 5,744,876	\$ 6,524,746	\$ 6,826,827
Overtime Pay	91,725	66,195	93,960
F.I.C.A.	424,789	490,213	518,047
Pension	1,229,842	993,203	920,735
Employee Benefits	1,012,356	1,263,723	1,307,013
Operating Expenditures:			
Operating Materials & Supplies	370,194	570,770	396,400
Vehicle Supplies	60,581	71,850	70,350
Administrative Supplies	114,416	185,870	231,239
Safety Supplies	12,477	15,025	25,305
Special Purchases	26,409	2,115,778	3,013,979
Utilities	317,346	388,423	395,380
Rentals	8,524	8,900	12,665
Maintenance and Repairs	40,490	52,560	52,585
Outside Services	1,487,450	2,854,279	2,786,636
Interest	210,247	193,085	229,273
Retiree Health Benefits	528,832	576,500	636,000
General Expenses	1,001,292	1,352,500	1,747,939
Accounting Charges	2,371,355	2,553,000	2,803,000
Debt Service:			
Capital Financing	-	604,563	622,543
Capital Outlay:			
Capital Expenditures	369,373	294,547	422,136
Other Financing Uses:			
Intrafund Transfers Out:	37,495,071	22,516,240	21,514,180
Total Appropriations	<u>\$ 52,917,645</u>	<u>\$ 43,691,970</u>	<u>\$ 44,626,192</u>



General Manager Staffing – Position Detail

Authorized Personnel	FY 2015-2016 Budgeted	FY 2016-2017 Budgeted	FY 2017-2018 Budgeted
General Manager			
Assistant General Manager - Operations	1.00	1.00	1.00
Assistant General Manager - Support Svcs	1.00	1.00	1.00
Business Analyst	0.00	0.00	1.00
Executive Coordinator	1.00	1.00	1.00
General Manager	1.00	1.00	1.00
Plan/Policy Review Specialist	0.15	0.15	0.15
Total Number of Personnel (FTE's)	4.15	4.15	5.15

Major Initiatives for FY 2017 - 2018

Business Unit	Account Number	Budget Funding	Amount Budgeted	Initiative
General Manager				
101	56110	Operating	\$ 200,000	Business Process, Data Governance & Change Management Project [SMP 117]
			100,000	Misc. Consulting For Executive Department
	59303	Capital	30,000	Restroom Renovations at HQ
Grand Total			\$ 330,000	





General Manager - Operating Budget

Department : All Departments - Consolidated**Business Unit : (101) General Manager****Major Business Unit Functions:**

Serves in the Chief Executive Officer capacity for the Authority's operations. Implements policies established by the Board of Directors. Recommends improvements to management and control practices.

Significant Expenditure and Staffing Changes:

Personal Services: increase represents funding for an new Business Analyst.

Outside Services: represents funding for Business Process Evaluation & Improvement Consulting.

Intrafund Transfers Out: represents funds being transferred to the Renewal and Extension Fund for HQ restroom renovations.

After meeting all budgetary needs, we are able to place \$2,810,099 into the **Special Purchases** category as a contingency fund to be used at the General Manager's discretion based upon Board approved policies.

Budget Detail By Individual Categories	FY 2015 - 16 Actual	FY 2016 - 17 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ 496,878	\$ 534,937	\$ 626,419
Overtime Pay	157	100	460
F.I.C.A.	32,247	33,870	40,209
Pension	150,481	88,586	85,642
Employee Benefits	40,129	44,362	60,641
Operating Expenditures:			
Operating Materials & Supplies	28,276	8,595	13,780
Vehicle Supplies	827	2,200	2,550
Administrative Supplies	8,036	6,930	7,140
Safety Supplies	31	200	100
Special Purchases	567	2,047,798	2,810,199
Utilities	47,371	53,529	60,450
Rentals	421	2,000	1,515
Maintenance and Repairs	8,331	10,300	10,300
Outside Services	122,319	292,250	437,875
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	212,229	197,645	336,424
Accounting Charges	-	-	-
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	9,960	-	-
Other Financing Uses:			
Intrafund Transfers Out:	57,138	-	30,000
Total Appropriations	\$ 1,215,398	\$ 3,323,302	\$ 4,523,704



Human Resources Staffing – Position Detail

Authorized Personnel	FY 2015-2016 Budgeted	FY 2016-2017 Budgeted	FY 2017-2018 Budgeted
Human Resources			
Compensation and Benefits Coordinator	1.00	1.00	1.00
Human Resource Business Analyst	0.00	0.00	1.00
Human Resource Director	1.00	1.00	1.00
Human Resource Generalist	1.00	1.00	1.00
Human Resource High School Intern			0.23
Human Resource Systems Analyst	1.00	1.00	0.00
Training and Development Coordinator	1.00	1.00	1.00
Training Specialist	1.00	1.00	1.00
Total Number of Personnel (FTE's)	6.00	6.00	6.23

Human Resources – Levels of Service

The Human Resources Department has three KPI metrics that are associated with the Authority's **"Provide Employee Development"** goal and strategies 9 and 10 to *"Provide CCWA employees the opportunity for advancement"* and *"Satisfaction with working environment, challenge and opportunities"*. The department met all three of its KPI metrics for the previous two fiscal years and will complete reporting on the current fiscal year in April.

Service Level Goal		Key Performance Indicator (KPI)	Division	Target	YTD 2016 - 2017	Actual 2015 - 2016	Actual 2014 - 2015	Actual 2013 - 2014
PROVIDE EMPLOYEE DEVELOPMENT								
9	Provide CCWA employee opportunity for advancement	% key position non-entry level positions filled within (Apr)	HR	> 80%	NA	84.9%	82.2%	92.5%
		% Supervisors with completed competency assessment (Apr)	HR	> 35%		100.0%		
10	Satisfaction with working environment, challenge and opportunities	% non-retirement voluntary turnover (Apr)	HR	< 5% / Year	NA	0.85%	2.8%	2.82%

Major Initiatives for FY 2017 – 2018

Business Unit	Account Number	Budget Funding	Amount Budgeted	Initiative
Human Resources				
102	56110	Operating	\$ 50,000	Wellness Initiatives Monitoring and Coaching
	59135	Capital	64,309	Benefits/Employee Self-service Portal Consulting
Grand Total			\$ 114,309	



Human Resources - Operating Budget

Department : All Departments - Consolidated**Business Unit : (102) Human Resources****Major Business Unit Functions:**

Provides administrative support to departments in the areas of recruitment, selection, development and retention of their employees. Administers a full range of employee benefits, life insurance, workers' compensation, deferred compensation, health insurance and disability plans. Oversees the in-house employee training programs. Maintains personnel files. Assists in policy development and compliance as it applies to providing a fair, equitable and productive work environment for CCWA employees.

Significant Expenditure and Staffing Changes:

Personal Services: increase represents funding to reclass of the HR System Analyst to HR Business Analyst. Moving this position from a paygrade 11 to paygrade 12. Also, the addition of a High School Intern.

Outside Services: represents funding for Wellness monitoring and coaching.

Retiree Health Benefits: represents funding for 10 additional retirees in the upcoming year.

General Expense: represents funding for in-house training and materials leadership training .

Budget Detail By Individual Categories	FY 2015 - 16 Actual	FY 2016 - 17 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ 479,992	\$ 510,376	\$ 536,657
Overtime Pay	-	-	-
F.I.C.A.	35,643	37,543	40,031
Pension	448,814	150,942	74,195
Employee Benefits	208,574	228,462	282,179
Operating Expenditures:			
Operating Materials & Supplies	22,615	67,643	11,265
Vehicle Supplies	-	-	-
Administrative Supplies	2,736	7,370	33,640
Safety Supplies	1	-	-
Special Purchases	-	120	120
Utilities	13,084	12,313	5,705
Rentals	-	450	2,450
Maintenance and Repairs	110	30	30
Outside Services	78,321	139,469	135,487
Interest	-	-	-
Retiree Health Benefits	528,832	576,500	636,000
General Expenses	32,752	57,489	140,127
Accounting Charges	-	-	-
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	-	-	-
Other Financing Uses:			
Intrafund Transfers Out:	-	-	-
Total Appropriations	\$ 1,851,474	\$ 1,788,707	\$ 1,897,886



Public Relations Staffing – Position Detail

Authorized Personnel	FY 2015-2016 Budgeted	FY 2016-2017 Budgeted	FY 2017-2018 Budgeted
Public Relations			
Communications Intern	0.00	0.00	1.00
Public Information Officer	1.00	1.00	1.00
Total Number of Personnel (FTE's)	1.00	1.00	2.00

Public Relations – Levels of Service

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

Service Level Goal		Key Performance Indicator (KPI)	Division	Target	YTD 2016 - 2017	Actual 2015 - 2016	Actual 2014 - 2015	Actual 2013 - 2014
PROVIDE EMPLOYEE DEVELOPMENT								
12	Timely/targeted employee communications	% distributed by the 3rd of the month (Apr)	PIO	100%	91.7%	91.7%	91.7%	75.2%
STAKEHOLDER SUPPORT								
25	Timely/targeted customer communications	# new website visits:	PIO	> 100,000 / Year	135,771	227,758	177,950	149,256
		# unique website hits:	PIO	> 120,000 / Year	161,452	261,673	200,215	205,811
		# educational bill inserts issued (Apr)	PIO	> 7 / Year	NA	12	12	13
		# positive media releases issued (Apr)	PIO	> 16 / Year	NA	36	27	22
26	Promote Community Involvement & Pride	CCWA staff who have participated in community events (Apr):	PIO	> 75 / Year	NA	223	111	118
		Community events CCWA staff have participated in (Apr)	PIO	> 25 / Year	NA	54	36	35
		# residents reached through public education events (Qtr)	PIO	> 8000 / Year	4	13,868	7,597	9,328

Major Initiatives for FY 2017 – 2018

Business Unit	Account Number	Budget Funding	Amount Budgeted	Initiative
Public Relations				
104	56110	Operating	\$ 200,000	Web Strategy [SMP 112] [WP 2016-28]
			45,000	Communication Strategy Ph. 2 [SMP 108]
	56199	Operating	20,000	Videos -Cycle of Water, Behind the Tap
			9,000	Monthly hosting of website
	59110	Operating	25,000	Advertisements
Grand Total			\$ 299,000	



Public Relations - Operating Budget

Department : All Departments - Consolidated**Business Unit : (104) Public Relations****Major Business Unit Functions:**

Promotes good public relations in the community. Prepares media releases and quarterly newsletters informing customers about significant activities. Responds to media inquiries and monitors coverage of Authority's activities in news media. Manages the CCWA website and coordinates community outreach/public education activities.

Significant Expenditure and Staffing Changes:

Personal Services: increase represents the addition of a Communications Intern.

Outside Services: represents funding for Web Strategy, Communication Strategy consultants along with Cycle of Water and Behind the Tap videos.

Budget Detail By Individual Categories	FY 2015 - 16 Actual	FY 2016 - 17 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ 87,662	\$ 90,968	\$ 114,312
Overtime Pay	-	-	-
F.I.C.A.	6,649	6,873	8,746
Pension	11,866	12,645	12,709
Employee Benefits	6,863	7,484	7,435
Operating Expenditures:			
Operating Materials & Supplies	19,250	24,785	30,000
Vehicle Supplies	-	-	-
Administrative Supplies	23,593	43,500	43,000
Safety Supplies	-	-	-
Special Purchases	-	-	-
Utilities	5,852	1,874	1,919
Rentals	990	1,000	1,000
Maintenance and Repairs	-	-	1,000
Outside Services	70,992	318,733	278,847
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	20,836	34,148	36,198
Accounting Charges	-	-	-
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	-	-	-
Other Financing Uses:			
Intrafund Transfers Out:	-	-	-
Total Appropriations	\$ 254,553	\$ 542,010	\$ 535,166



Major Initiatives for FY 2017 – 2018

Business Unit	Account Number	Budget Funding	Amount Budgeted	Initiative
Board of Directors				
105	59984	Capital	\$ 8,500	Television Monitor for Board Room
Grand Total			\$ 8,500	



**Department : All Departments - Consolidated****Business Unit : (105) Board Members****Major Business Unit Functions:**

Develops policies that effectively provide and manage water, sewerage and stormwater services that protect the health, safety and welfare of CCWA's customers. Comply with the mandates of local, state and federal legislation or statutes which may require the Authority to provide certain services, or to provide enforcement or regulation of services provided for the benefit of the Authority's customers.

Significant Expenditure and Staffing Changes:

No significant changes from previous fiscal year.

Budget Detail By Individual Categories	FY 2015 - 16 Actual	FY 2016 - 17 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ 42,900	\$ 42,900	\$ 42,900
Overtime Pay	-	-	-
F.I.C.A.	3,282	3,282	3,282
Pension	-	-	-
Employee Benefits	108	106	106
Operating Expenditures:			
Operating Materials & Supplies	3,407	11,405	200
Vehicle Supplies	-	-	-
Administrative Supplies	599	300	300
Safety Supplies	-	-	-
Special Purchases	-	-	-
Utilities	3,430	4,108	3,450
Rentals	-	-	-
Maintenance and Repairs	-	-	-
Outside Services	20,539	21,800	13,900
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	21,370	26,495	35,851
Accounting Charges	-	-	-
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	-	-	8,500
Other Financing Uses:			
Intrafund Transfers Out:	-	-	-
Total Appropriations	\$ 95,635	\$ 110,396	\$ 108,489

***Note:**

There are seven members of the Board of Directors who serve on a part-time basis. The directors are appointed officials and thus not included as employed personnel.



Information Technology Staffing – Position Detail

Authorized Personnel	FY 2015-2016 Budgeted	FY 2016-2017 Budgeted	FY 2017-2018 Budgeted
Information Technology			
Communications Administrator	1.00	1.00	1.00
Desk Top Technician III	2.00	2.00	2.00
Director of IT	1.00	1.00	1.00
Intern	0.74	0.74	0.74
Programmer Analyst	4.00	4.00	4.00
Records & Info Coordinator	1.00	1.00	1.00
SCADA Systems Administrator	1.00	1.00	1.00
Systems Administrator	2.00	2.00	2.00
SQL Database Administrator	0.00	1.00	1.00
Technology & Op's Supervisor	1.00	1.00	1.00
Total Number of Personnel (FTE's)	13.74	14.74	14.74

Information Technology – Levels of Service

The Information Technology Department has three KPI metrics that are associated with the Authority's "**Optimize Operations**" goal and strategies 13 and 16 to "*IT operating cost ratio less than 3.82% per million dollars in revenue*", "*Keep IT operational cost per user less than \$7,000*", and "*To keep unplanned downtime during business hours under 1%*". The department met two of its KPI metrics for the previous two fiscal years and is on target to meet the third in the current fiscal year due to improvement in the Authority's technology infrastructure.

Service Level Goal	Key Performance Indicator (KPI)	Division	Target	YTD 2016 - 2017	Actual 2015 - 2016	Actual 2014 - 2015	Actual 2013 - 2014
OPTIMIZE OPERATIONS							
13 Reasonable Cost of Service	IT operating cost ratio per million dollars in revenue (Apr)	IT	< 3.82%	NA	2.2%	2.2%	2.0%
	IT operational cost per user (Apr)	IT	< \$7,000	NA	\$5,946	\$5,907	\$5,002
16 Maximize computer system availability	% unplanned downtime during business hours	IT	< 1% of Business Hours	0.2%	0.20%	2.4%	2.26%





Major Initiatives for FY 2017 – 2018

Business Unit	Account Number	Budget Funding	Amount Budgeted	Initiative
Information Technology				
106	56110	Operating	\$ 125,000	JDE Related Consulting
			200,000	Infrastructure Consulting
			150,000	Other Apps. Consulting
	56130	Operating	230,000	Hardware Maintenance and Backup
	56199	Operating	13,200	Proofpoint Security
	59303	Capital	337,100	Software and Infrastructure Improvements
			250,000	JDE Upgrade [SMP 156] [WP 2015-06]
	59983	Capital	193,000	System and Network Upgrades
Grand Total			\$1,498,300	





Information Technology - Operating Budget

Department : All Departments - Consolidated**Business Unit : (106) Information Technology****Major Business Unit Functions:**

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

Significant Expenditure and Staffing Changes:

Outside Services: represents funding Infrastructure monitoring, JDE monitoring and support of additional applications.

Intrafund Transfers Out: represents funds being transferred to the Renewal and Extension Fund for infrastructure improvements, voice gateways, Windows OS, VMware, fiber replacement, JDE upgrade, emergency responder system, dial plan expansion and phone system redundancy.

Capital Expenditures: represents funding for switches, SAN controller, wireless for remote sites, ups upgrade and mobile printing.

Budget Detail By Individual Categories	FY 2015 - 16 Actual	FY 2016 - 17 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			FY 2017 - 18
Salaries and Wages	\$ 989,896	\$ 1,105,021	\$ 1,089,778
Overtime Pay	13,064	12,000	12,000
F.I.C.A.	72,977	83,358	82,691
Pension	129,846	153,598	149,450
Employee Benefits	117,947	148,412	143,894
Operating Expenditures:			
Operating Materials & Supplies	19,339	34,760	16,580
Vehicle Supplies	-	-	-
Administrative Supplies	4,267	11,860	11,500
Safety Supplies	-	100	100
Special Purchases	-	260	300
Utilities	171,441	214,350	213,800
Rentals	-	-	-
Maintenance and Repairs	-	4,000	3,000
Outside Services	483,334	960,680	746,335
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	611,412	754,232	854,979
Accounting Charges	-	-	-
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	136,137	107,000	193,000
Other Financing Uses:			
Intrafund Transfers Out:	1,275,000	908,000	587,100
Total Appropriations	\$ 4,024,660	\$ 4,497,631	\$ 4,104,507



Contracts, Compliance and Risk Management Staffing – Position Detail

Authorized Personnel	FY 2015-2016 Budgeted	FY 2016-2017 Budgeted	FY 2017-2018 Budgeted
Risk Management			
Patrol Officer	0.00	0.00	1.00
Procurement Compliance Coordinator	1.00	1.00	1.00
Procurement & Contract Specialist	1.00	1.00	2.00
Risk Manager	1.00	1.00	1.00
Safety & Compliance Officer	1.00	1.00	1.00
Security Guards	0.75	0.75	0.75
Total Number of Personnel (FTE's)	4.75	4.75	6.75

Contracts, Compliance and Risk Management Staffing – Levels of Service

The Risk Management Department has four KPI metrics that are associated with the Authority's **"Provide Employee Development"** and **"Stakeholder Support"** goals. These metrics include; strategies 11 and 24 to *"Limit number of employee **non-lost** time injuries to less than 23.4 per year"*; *"Limit number of employee **lost** time injuries to less than 11.2 per year"*; *"Limit number of CCWA at-fault accidents under 12 per year"*; and *"Certify at least 56 new small local businesses per year"*. The department met two of its KPI metrics for the previous two fiscal years and at the end of the third quarter of this year has met its new target.

Service Level Goal	Key Performance Indicator (KPI)	Division	Target	YTD 2016 - 2017	Actual 2015 - 2016	Actual 2014 - 2015	Actual 2013 - 2014
PROVIDE EMPLOYEE DEVELOPMENT							
11 Manage safety to minimize accidents	# of Employee non-lost time injuries:	RM	< 23.4 / Year	14	18	12	11
	# Employee lost time injuries:	RM	< 11.2 / Year	5	10	5	1
	# of CCWA at-fault veh/equip accidents:	RM	< 12 / Year	15	21	13	16
STAKEHOLDER SUPPORT							
24 Business opportunity development	# of CCWA Certified SLBE	RM	>56 Total	107	91	0	0

Major Initiatives for FY 2017 - 2018

Business Unit	Account Number	Budget Funding	Amount Budgeted	Initiative
Contracts, Compliance and Risk Management				
109	56110	Operating	\$ 25,000	SharePoint Enhancements
	56156	Operating	167,000	Security System Maintenance and Monitoring
	56199	Operating	40,000	SLBE Marketing
	59303	Capital	700,000	Security Management Implementation Phase 2 [SMP 104] [WP 2015-38]
Grand Total			\$ 932,000	



Contracts, Compliance and Risk Management - Operating Budget

Department : All Departments - Consolidated**Business Unit : (109) Contracts, Compliance & Risk Management****Major Business Unit Functions:**

Monitor and coordinate the Property and Insurance Program. Risk management assessment activities both internal and external. Lead the CCWA safety committee and all related safety and security activities for various departments and organization. CCWA-wide bidding and contracting activities including Small Local Business Enterprise Program, contract administration and contract compliance.

Significant Expenditure and Staffing Changes:

Personal Services: increase represents funding for a new Security Officer and a Procurement & Contract specialist.

Outside Services: increase represents funding for security monitoring and security hardware maintenance.

Intrafund Transfers Out: category represents funds being transferred to the Renewal and Extension Fund for Security Management Implementation.

Budget Detail By Individual Categories	FY 2015 - 16 Actual	FY 2016 - 17 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ 325,366	\$ 349,081	\$ 459,730
Overtime Pay	707	750	1,000
F.I.C.A.	23,673	25,911	34,846
Pension	40,919	48,522	59,626
Employee Benefits	39,598	43,388	78,757
Operating Expenditures:			
Operating Materials & Supplies	4,108	10,505	22,550
Vehicle Supplies	-	-	3,250
Administrative Supplies	1,363	3,260	9,060
Safety Supplies	10,786	12,500	22,650
Special Purchases	80	80	120
Utilities	2,291	2,580	4,225
Rentals	1,600	1,450	2,000
Maintenance and Repairs	-	-	-
Outside Services	22,140	152,435	250,650
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	24,941	47,447	62,502
Accounting Charges	-	-	-
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	-	-	-
Other Financing Uses:			
Intrafund Transfers Out:	377,651	1,300,000	700,000
Total Appropriations	<u>\$ 875,223</u>	<u>\$ 1,997,909</u>	<u>\$ 1,710,966</u>



Finance Department Staffing – Position Detail

Authorized Personnel	FY 2015-2016 Budgeted	FY 2016-2017 Budgeted	FY 2017-2018 Budgeted
Finance			
Accounting Supervisor	1.00	1.00	1.00
Accounts Payable Analyst	2.00	2.00	2.00
Budget Officer	1.00	1.00	1.00
Capital Asset Accountant	2.00	2.00	2.00
ERP Coordinator	1.00	1.00	1.00
Finance Assistant	1.00	1.00	1.00
Finance Director	1.00	1.00	1.00
Financial Analyst	1.00	1.00	1.00
Payroll Accountant	1.00	1.00	1.00
Revenue Funds Accountant	1.00	1.00	1.00
Special Funds Accountant	1.00	1.00	1.00
Total Number of Personnel (FTE's)	13.00	13.00	13.00

Finance Department – 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 two fiscal years and as of the end of the third quarter of this year.

Service Level Goal	Key Performance Indicator (KPI)	Division	Target	YTD 2016 - 2017	Actual 2015 - 2016	Actual 2014 - 2015	Actual 2013 - 2014
OPTIMIZE OPERATIONS							
13 Reasonable Cost of Service	\$ of water/sewer service as % MHI (Jan)	FIN	< 2%	1.4%	1.4%	1.4%	1.5%
ENSURE FINANCIAL VIABILITY							
17 Develop a Sustainable Annual Budget	% of water/sewer budget (Apr)	FIN	<95%	NA	73.8%	21.8%	85.3%
18 Provide financing for the "Pay-As-You-Go" capital plan	Debt Service Coverage Ratio	FIN	>1.5x	2.72	2.31	2.72	2.11



Major Initiatives for FY 2017 - 2018

Business Unit	Account Number	Budget Funding	Amount Budgeted	Initiative
Finance				
110	56105	Operating	\$ 45,000	JDE: Pre-Upgrade Gap Analysis Recommendations
	56110	Operating	45,000	Fixed Asset process/policy, Finance Dept. processes
	57106	Financing	54,167	Outfalls : Construction interest (GEFA)
	59983	Capital	40,000	14 Insight Console License, 4 Insight Developers License
Grand Total			\$ 184,167	





Finance Department - Operating Budget

Department : All Departments - Consolidated**Business Unit : (110) Finance****Major Business Unit Functions:**

Oversees the finances of the Authority. Maintains the accounting records and prepares financial statements. Assists with the preparation and monitoring of the operating and capital budgets. Performs accounts payable function and prepares checks to satisfy outstanding obligations.

Significant Expenditure and Staffing Changes:

Interest: increase is due to new GEFA loan for Outfalls Construction.

Capital Financing: increase is due to the amortization schedule of GEFA loans which results in a higher principal payment.

Capital Expenditures: represents funding for additional Insight Console Licenses and Developers Licenses.

Intrafund Transfers Out: represents Debt Service payments.

Budget Detail By Individual Categories	FY 2015 - 16 Actual	FY 2016 - 17 Budgeted	FY 2017-18 Budgeted
Personal Services:			
Salaries and Wages	\$ 707,174	\$ 845,114	\$ 865,864
Overtime Pay	2,145	1,345	3,000
F.I.C.A.	52,479	64,477	66,468
Pension	97,302	117,470	120,356
Employee Benefits	108,342	145,623	128,079
Operating Expenditures:			
Operating Materials & Supplies	20,914	11,027	8,575
Vehicle Supplies	645	500	500
Administrative Supplies	6,876	20,100	20,100
Safety Supplies	12	25	35
Special Purchases	107	260	260
Utilities	14,837	13,011	17,093
Rentals	-	-	-
Maintenance and Repairs	248	150	175
Outside Services	88,373	186,740	174,242
Interest	210,247	193,085	229,273
Retiree Health Benefits	-	-	-
General Expenses	30,616	139,334	172,405
Accounting Charges	-	-	-
Debt Service:			
Capital Financing	-	604,563	622,543
Capital Outlay:			
Capital Expenditures	-	30,000	40,000
Other Financing Uses:			
Intrafund Transfers Out:	31,236,630	20,193,240	20,197,080
Total Appropriations	<u>\$ 32,576,947</u>	<u>\$ 22,566,064</u>	<u>\$ 22,666,048</u>



Customer Account Services Staffing – Position Detail

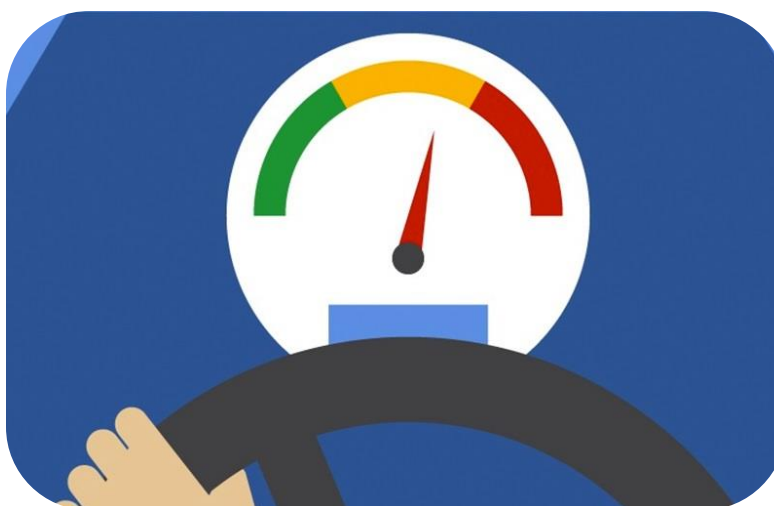
Authorized Personnel	FY 2015-2016 Budgeted	FY 2016-2017 Budgeted	FY 2017-2018 Budgeted
Customer Accounts Director			
Business Applications Administrator	1.00	1.00	1.00
Customer Accounts Director	1.00	1.00	1.00
Office Assistant	1.00	1.00	1.00
Total Number of Personnel (FTE's)	3.00	3.00	3.00
Meter Services			
Account Service Representative	10.00	10.00	10.00
Account Service Representative Lead	1.00	1.00	1.00
Account Services Supervisor	1.00	1.00	1.00
Account Specialist	1.00	1.00	1.00
AMR Install Tech	0.00	0.40	0.40
Data Entry Clerk	1.00	1.00	1.00
Meter Services General Foreman	1.00	1.00	1.00
Meter Services Supervisor	1.00	1.00	1.00
Meter Services Tech	7.00	7.00	7.00
Total Number of Personnel (FTE's)	23.00	23.40	23.40
Customer Accounting			
Accounts Receivable Analyst	2.00	2.00	2.00
Accounts Receivable Supervisor	1.00	1.00	1.00
Cash Application Specialist I	3.00	3.00	3.00
Cash Application Specialist II	0.60	0.60	0.60
Sr Accounts Receivable Analyst	1.00	1.00	1.00
Total Number of Personnel (FTE's)	7.60	7.60	7.60
Customer Service			
Account Analyst	0.00	1.00	1.00
Call Center - Supervisor	1.00	1.00	1.00
Collections Specialist	2.00	2.00	2.00
CSR - Call Center	12.00	12.00	8.00
Customer Account Specialist	2.00	2.00	2.00
Customer Service Coordinator	1.00	1.00	1.00
Customer Service Representative	2.00	2.00	2.00
Customer Service Specialist	7.00	7.00	7.00
Customer Service Supervisor	1.00	1.00	1.00
Customer Service Support Operator	1.00	1.00	1.00
Customer Service Support Specialist	0.00	1.00	1.00
Customer Service Training Specialist	1.00	1.00	1.00
HS Intern - Temp	0.23	0.23	0.23
Lead Customer Service Representative	1.00	1.00	1.00
Shadow - Customer Service	0.24	0.24	0.24
Sr. Call Center CSR	0.00	0.00	4.00
Sr. Customer Service Specialist	1.00	1.00	1.00
Team Lead - Call Center	1.00	1.00	1.00
Total Number of Personnel (FTE's)	33.47	35.47	35.47



Customer Accounts – 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 are captured in the table that follows.

Service Level Goal	Key Performance Indicator (KPI)	Division	Target	YTD 2016 - 2017	Actual 2015 - 2016	Actual 2014 - 2015	Actual 2013 - 2014
EXCEED CUSTOMER EXPECTATIONS							
4 Improve customer experience	% customers calls that are abandoned	CS	< 3% / Month	6.2%	4.1%	7.1%	12.1%
	% days the call abandonment rate <3%	CS	> 80% / Month	40.4%	64.6%	46.82%	10.1%
	% meters accurately read	CS	> 99.98% / Month	100.0%	100.0%	100.0%	100.0%
	# callers using IVR	CS	> 4,000 /Month	9,384	4,992	4,797	4,415
	# customers using eCare	CS	> 8,000/Month	12,464	8,122	9,218	8,769
	% customer calls within 35 seconds	CS	> 60% / Month	50.66%	65.2%	57.2%	27.6%
	% customers billed within 29-31 days of usage	CS	> 90% / Month	98.67%	81.3%	73.9%	85.6%
ENSURE FINANCIAL VIABILITY							
19 Maximize revenue collection vs. bad debt write-offs	Percentage of bad debt to sales	CS	< 1.5%	1.2%	1.2%	1.3%	1.5%
STAKEHOLDER SUPPORT							
23 Environmental Stewardship and Sustainability	#low flow plumbing kits distributed	CS	> 1,000 / Year	235	1022	667	113
	# toilet rebates	CS	> 400 / Year	212	352	405	289





Major Initiatives for FY 2017 - 2018

Business Unit	Account Number	Budget Funding	Amount Budgeted	Initiative
Customer Accounts Director				
130	56105	Operating	\$ 35,000	Valor Analytics data cleanup
			28,000	Transactional Customer Survey
	59991	Capital	10,000	Office Furniture for Office Assistant
Grand Total			\$ 73,000	
Meter Services				
131	51104	Operating	\$ 135,000	Backflow Cartridges Change Out
	56110	Operating	20,000	Private Property Damage
	59941	Capital	32,000	Vacuum Excavator
	59953	Capital	26,036	Truck - F150; (2) - \$26,018 each
	59985	Capital	5,000	BizHub
Grand Total			\$ 218,036	
Customer Accounting				
132	59991	Capital	\$ 15,000	Cubicles - Customer Accounting
Grand Total			\$ 15,000	
Customer Service				
135	53105	Operating	\$ 201,000	CCCS Hardship Assistance
			10,000	Training Consultant on Training Day
	56110	Operating	10,000	Process changes
	56153	Operating	30,000	Temp Service
	59921	Capital	23,500	Roof A Forest Park office
			11,100	Drive Thru Window Work Station
	59985	Capital	5,000	BizHub- Forest Park
			5,000	Multifunction Printer - HQ
	59991	Capital	22,000	Cabinets and Cubicles - Call Center
Grand Total			\$ 317,600	



Customer Accounts - Operating Budgets

Department : All Departments - Consolidated**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:

Capital Expenditures: represents funding for office furniture.

Budget Detail By Individual Categories	FY 2015 - 16 Actual	FY 2016 - 17 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ 215,407	\$ 257,383	\$ 261,768
Overtime Pay	152	500	1,000
F.I.C.A.	17,224	18,715	19,470
Pension	31,722	35,776	36,386
Employee Benefits	33,219	35,324	31,681
Operating Expenditures:			
Operating Materials & Supplies	5,720	12,565	5,700
Vehicle Supplies	-	-	-
Administrative Supplies	2,970	17,000	13,000
Safety Supplies	6	250	250
Special Purchases	14	300	500
Utilities	5,866	11,456	11,900
Rentals	-	-	-
Maintenance and Repairs	1,041	-	1,000
Outside Services	61,510	120,000	103,000
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	5,839	29,252	29,004
Accounting Charges	-	-	-
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	18,950	-	10,000
Other Financing Uses:			
Intrafund Transfers Out:	4,417,340	-	-
Total Appropriations	<u>\$ 4,816,980</u>	<u>\$ 538,521</u>	<u>\$ 524,659</u>



Department : All Departments - Consolidated

Business Unit : (131) Meter Services

Major Business Unit Functions:

This business unit is responsible for reading all the Authority's 83,688 meters each month. Currently these meters are being read electronically using a drive-by radio reading system. Meter Services responsibilities include disconnecting services for accounts in a past due status, reconnecting services after payments are collected, investigating high bill customer concerns and meeting with the customer when necessary. Other responsibilities include updating and maintaining the electronic register on each meter. Meter Services coordinates heavily with the Customer Accounting and Customer Service Sections.

Significant Expenditure and Staffing Changes:

Operating Materials and Supplies: represents funding for backflow cartridge replacements and Badger Beacons for commercial and industrial accounts.

Capital Expenditures: represents the scheduled replacement of two pick up trucks along with a vacuum excavator and a multi function printer.

Budget Detail By Individual Categories	FY 2015 - 16 Actual	FY 2016 - 17 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ 951,137	\$ 1,047,955	\$ 1,036,422
Overtime Pay	15,782	18,000	23,000
F.I.C.A.	71,344	80,861	81,047
Pension	130,041	143,664	141,906
Employee Benefits	188,386	210,905	211,696
Operating Expenditures:			
Operating Materials & Supplies	229,393	353,750	243,140
Vehicle Supplies	59,109	69,000	63,900
Administrative Supplies	10,712	14,700	14,999
Safety Supplies	1,641	1,700	1,920
Special Purchases	-	960	480
Utilities	23,917	23,500	25,024
Rentals	-	-	-
Maintenance and Repairs	27,399	35,000	30,000
Outside Services	17,802	40,960	43,631
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	21,988	39,920	53,505
Accounting Charges	-	-	-
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	204,326	120,547	89,036
Other Financing Uses:			
Intrafund Transfers Out:	112,112	115,000	-
Total Appropriations	<u>\$ 2,065,089</u>	<u>\$ 2,316,422</u>	<u>\$ 2,059,706</u>



Department : All Departments - Consolidated

Business Unit : (132) Customer Accounting

Major Business Unit Functions:

Customer Accounting is responsible for preparation and delivery of all water, sewer and stormwater bills each month. Other responsibilities include preparing and posting adjustments to accounts, processing and posting electronic payments, monitoring of controls for the transfer of balances to the general ledger and maintenance of the customer deposit file.

Significant Expenditure and Staffing Changes:

Capital Expenditures: represents funding for office cubicles.

Budget Detail By Individual Categories	FY 2015 - 16 Actual	FY 2016 - 17 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ 296,240	\$ 339,037	\$ 348,990
Overtime Pay	2,886	3,500	3,500
F.I.C.A.	22,349	26,153	26,966
Pension	40,766	47,126	48,509
Employee Benefits	46,787	68,110	68,992
Operating Expenditures:			
Operating Materials & Supplies	2,340	5,625	6,810
Vehicle Supplies	-	-	-
Administrative Supplies	35,867	37,350	36,350
Safety Supplies	-	-	-
Special Purchases	-	200	200
Utilities	3,843	3,549	3,661
Rentals	5,513	4,000	5,700
Maintenance and Repairs	-	580	580
Outside Services	445,607	477,812	455,569
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	3,000	9,052	7,171
Accounting Charges	2,371,355	2,553,000	2,803,000
Debt Service:	-	-	-
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	-	15,000	15,000
Other Financing Uses:			
Intrafund Transfers Out:	-	-	-
Total Appropriations	<u>\$ 3,276,553</u>	<u>\$ 3,590,094</u>	<u>\$ 3,830,998</u>

**Department : All Departments - Consolidated****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:

Personal Services: increase represents the reclass of four Call Center CSR's to SR. Call Center CSR's.

Capital Expenditures: represents the replacement of two multi function printers, cabinets and cubicles.

Budget Detail By Individual Categories	FY 2015 - 16 Actual	FY 2016 - 17 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ 1,152,224	\$ 1,401,974	\$ 1,443,987
Overtime Pay	56,832	30,000	50,000
F.I.C.A.	86,922	109,170	114,291
Pension	148,085	194,874	191,956
Employee Benefits	222,403	331,547	293,553
Operating Expenditures:			
Operating Materials & Supplies	14,832	30,110	37,800
Vehicle Supplies	-	150	150
Administrative Supplies	17,397	23,500	42,150
Safety Supplies	-	250	250
Special Purchases	25,641	65,800	201,800
Utilities	25,414	48,153	48,153
Rentals	-	-	-
Maintenance and Repairs	3,361	2,500	6,500
Outside Services	76,513	143,400	147,100
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	16,309	17,486	19,773
Accounting Charges	-	-	-
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	-	22,000	66,600
Other Financing Uses:			
Intrafund Transfers Out:	19,200	-	-
Total Appropriations	<u>\$ 1,865,133</u>	<u>\$ 2,420,914</u>	<u>\$ 2,664,063</u>

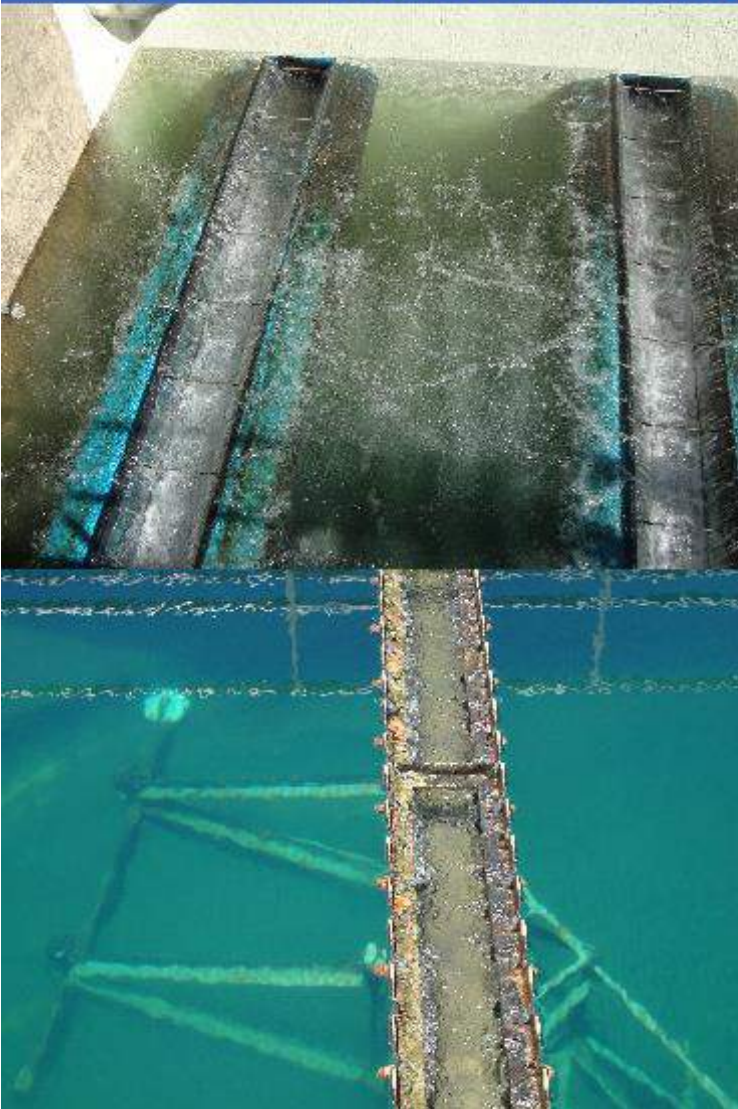


Water Production Departments - Business Unit Group 300



**WATER
PRODUCTION
DEPARTMENT**

Clayton County Water Authority



*"Providing **Quality**
Water and **Quality**
Services to Our
Community"*



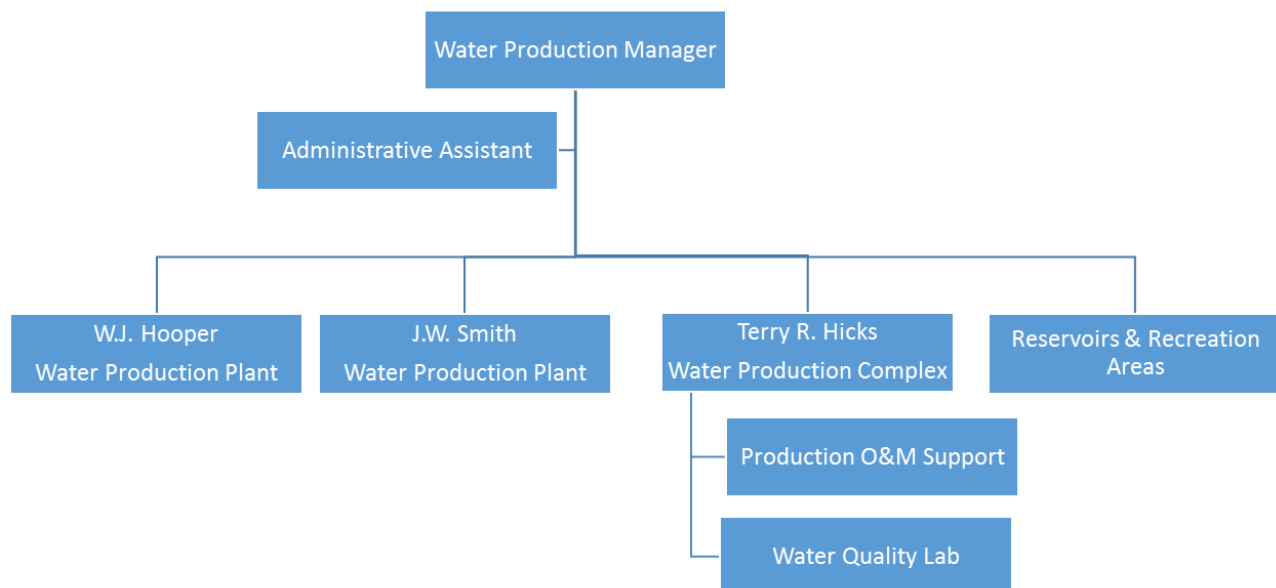
WATER PRODUCTION DEPARTMENT BUDGET UNIT 300

The function of the Water Production Department 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 Department is also responsible for operating and maintaining the various recreation facilities.

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

To better manage operating expenses, the department is broken down into specific programs, production plants, facilities, or areas of responsibility. The budget units that have been identified for this department are listed in a tabular format below.

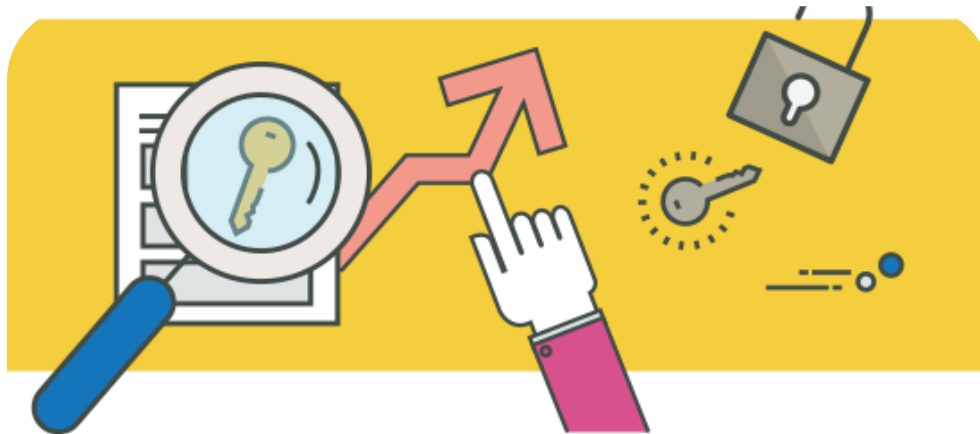
301 - Water Production Manager	319 - Shoal Creek Reservoir
305 - Production O&M Support	320 - Terry R. Hicks Water Production Complex
310 - W. J. Hooper Water Plant	325 - Well Program
311 - Morrow Pumping Station	330 - Water Quality Laboratory
312 - Noah's Ark Pumping Station	340 - J.W. Smith Recreation Park
314 - Elevated Tanks	342 - Smith Community Use Building
315 - J. W. Smith Water Plant	350 - Shamrock Recreation
316 - Blalock Jr. Reservoir and Dam	351 - Shamrock Community Use Building
317 - Jonesboro Pumping Station	352 - Wetland Center
318 - Forest Park & Cajun Queen Pumping Stations	399 - Water Conservation





Water Production Division Staffing Summary

Authorized Personnel	FY 2015-2016 Budgeted	FY 2016-2017 Budgeted	FY 2017-2018 Budgeted
Water Production Division			
301 - Water Production Manager	2.00	2.00	2.00
305 - Production Operations & Maintenance Support	3.00	2.00	2.00
310 - W J Hooper Water Plant	8.50	8.50	8.50
315 - J W Smith Water Plant	5.00	5.00	5.00
320 - Terry R Hicks Water Production Complex	8.00	8.00	8.00
330 - Water Quality Laboratory	3.00	3.00	3.50
340 - J W Smith Recreation Park	1.40	1.40	1.40
350 - Shamrock Recreation	1.80	1.80	1.80
352 - Wetland Center	1.50	1.50	1.50
Total Full-Time Employees (FTEs)	34.20	33.20	33.70





Major Initiatives for FY 2017 - 2018

Business Unit	Account Number	Budget Funding	Amount Budgeted	Initiative
Water Production Manager				
301	59983	Capital	\$ 40,000	Op 10 Software
Grand Total			\$ 40,000	
W J Hooper Water Plant				
310	59303	Capital	\$ 250,000	Design and Engineering for Generator [SMP 307][WP 2016-10]
			2,250,000	SDC Lower Pond Solids Handling Improvements [WP 2017-04]
	59932	Capital	40,000	Alum #2 Storage Tank
	59933	Capital	30,000	Particle Counter - 6 @ \$5,000
			10,600	Streaming Current Meter
	59934	Capital	5,100	Pallet Jack
	59953	Capital	26,018	Truck - F150
Grand Total			\$2,611,718	
Elevated Tanks				
314	56123	Capital	\$ 375,000	Grant Road Tank Repainting
Grand Total			\$ 375,000	
J. W. Smith Water Plant				
315	59922	Capital	\$ 7,400	HVAC - UV Electrical Room
Grand Total			\$ 7,400	
Blalock Jr. Reservoir and Dam				
316	59303	Capital	\$2,500,000	Reservoir Control and Optimization [SMP 302][WP 2016-09]
Grand Total			\$2,500,000	
Jonesboro Pumping Station				
317	56123	Operating	\$ 15,000	Tank Inspections
Grand Total			\$ 15,000	
Shoal Creek Reservoir				
319	56110	Operating	\$ 10,000	Emergency Action Plan for Compliance with Safe Dams
Grand Total			\$ 10,000	
J.W. Smith Recreation Park				
340	59953	Capital	\$ 28,696	Truck - F150 4X4
Grand Total			\$ 28,696	
Shamrock Recreation				
350	56125	Operating	\$ 9,000	Dredge Pates Creek
Grand Total			\$ 9,000	
Water Conservation				
399	51104	Operating	\$ 15,000	Low Flow Kits
	53104		50,000	Toilet Rebate
Grand Total			\$ 15,000	



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 are captured in the table that follows.

Service Level Goal	Key Performance Indicator (KPI)	Division	Target	YTD 2016 - 2017	Actual 2015 - 2016	Actual 2014 - 2015	Actual 2013 - 2014
SUPERIOR PRODUCT QUALITY							
1 Meet all applicable regulatory requirements	% compliance with Water Production permits	WP	100%	100.0%	100%	100.0%	100%
EXCEED CUSTOMER EXPECTATIONS							
5 Minimize potable water service disruptions	% downtime for production plant and repump stations	WP	1% / Month	0.3%	0.19%	0.03%	0.01%
PROVIDE EMPLOYEE DEVELOPMENT							
8 Provide effective employee training and development	% WP employees with required licenses (Apr)	WP	100%	NA	100%	100.0%	NA
OPTIMIZE OPERATIONS							
13 Reasonable Cost of Service	Water loss based on 12 mo. running avg. - prior month	WP	< 9% / Month	7.6%	8.0%	8.8%	8.7%
	% of budget (Apr)	WP	< 95%	NA	79.9%	80.3%	77.0%
	\$/kGal produced (Apr)	WP	<\$1.00	NA	\$0.82	\$0.92	\$0.90
14 Minimize Water System Losses	AWWA Infrastructure Leakage Index (Apr)	WP	< 1.35	NA	1.20	1.33	1.49
INFRASTRUCTURE SUSTAINABILITY							
21 Provide a sustainable water supply	% reservoir storage capacity:	WP	> 90%	83.0%	99.3%	98.2%	98.1%
STAKEHOLDER SUPPORT							
23 Environmental Stewardship and Sustainability	Per capita water use in gpcd (Jan)	WP	< 90gpcd	1.00	89.63	89.36	90.40





Water Production Division Staffing – Position Detail

Authorized Personnel	FY 2015-2016 Budgeted	FY 2016-2017 Budgeted	FY 2017-2018 Budgeted
Water Production Manager			
Office Assistant	1.00	1.00	1.00
Water Production Manager	1.00	1.00	1.00
Total Number of Personnel (FTE's)	2.00	2.00	2.00
Production O&M Support			
Distribution and Resource Coordinator	1.00	1.00	1.00
Distribution and Resource Technician	1.00	1.00	1.00
Maintenance Mechanic (Plant)	1.00	0.00	0.00
Total Number of Personnel (FTE's)	3.00	2.00	2.00
W.J. Hooper Water Plant			
Custodian	0.50	0.50	0.50
Plant Operator I	4.00	4.00	3.00
Plant Operator II	2.00	2.00	2.00
Plant Operator III	1.00	1.00	2.00
Plant Supervisor	1.00	1.00	1.00
Total Number of Personnel (FTE's)	8.50	8.50	8.50
J.W. Smith Water Production Plant			
Plant Operator I	3.00	3.00	3.00
Plant Operator II	0.00	0.00	0.00
Plant Operator III	1.00	1.00	1.00
Plant Supervisor	1.00	1.00	1.00
Total Number of Personnel (FTE's)	5.00	5.00	5.00
Terry R Hicks Water Production Complex			
Plant Operator I	5.00	5.00	4.00
Plant Operator II	0.00	0.00	0.00
Plant Operator III	1.00	1.00	2.00
Plant Supervisor	1.00	1.00	1.00
Plant Worker	1.00	1.00	1.00
Total Number of Personnel (FTE's)	8.00	8.00	8.00
Water Quality Lab			
Lab Analyst	1.00	1.00	1.00
Lab Technician PT	0.00	0.00	0.50
Microbiologist	1.00	1.00	1.00
Water Lab & Regulatory Compliance	1.00	1.00	1.00
Total Number of Personnel (FTE's)	3.00	3.00	3.50
J.W. Smith Recreation Park			
Recreation Area Assistant	1.00	1.00	1.00
Recreation Area Caretaker	0.40	0.40	0.40
Total Number of Personnel (FTE's)	1.40	1.40	1.40
Shamrock Recreation			
Recreation Area Caretaker	0.80	0.80	0.80
Recreation Area Coordinator	1.00	1.00	1.00
Total Number of Personnel (FTE's)	1.80	1.80	1.80
Wetland Center			
Conservation Assistant	0.25	0.25	0.25
Recreation Area Caretaker	0.25	0.25	0.25
Sr. Conservation Specialist	1.00	1.00	1.00
Total Number of Personnel (FTE's)	1.50	1.50	1.50
Water Production Department Total	34.20	33.20	33.70



Water Production Division - Consolidated Operating Budget

Department : All Departments - Consolidated

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 2015 - 16 Actual	FY 2016 - 17 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ 1,840,888	\$ 1,967,517	\$ 1,947,708
Overtime Pay	149,427	154,600	146,800
F.I.C.A.	149,007	160,959	160,233
Pension	245,319	273,209	261,480
Employee Benefits	277,635	315,465	296,732
Operating Expenditures:			
Operating Materials & Supplies	1,107,252	1,131,445	1,289,600
Vehicle Supplies	21,788	31,120	27,715
Administrative Supplies	12,774	24,223	25,314
Safety Supplies	2,662	3,675	5,125
Special Purchases	36,891	85,720	150,720
Utilities	3,824,663	3,785,790	3,747,804
Rentals	8,726	28,920	17,500
Maintenance and Repairs	117,683	244,850	239,900
Outside Services	997,716	1,287,173	1,160,995
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	183,050	231,805	233,171
Accounting Charges	-	-	-
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	315,372	147,800	187,814
Other Financing Uses:			
Intrafund Transfers Out:	55,000	575,000	5,000,000
Total Appropriations	<u>\$ 9,345,853</u>	<u>\$ 10,449,271</u>	<u>\$ 14,898,611</u>



Department : All Departments - Consolidated

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: increase represents additional funding for emergency water purchases from Atlanta or DeKalb County.

Capital Expenditures: represents funding for the Op 10 software.

Budget Detail By Individual Categories	FY 2014 - 15 Actual	FY 2015 - 16 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ 152,232	\$ 157,023	\$ 161,940
Overtime Pay	-	-	-
F.I.C.A.	10,967	11,864	12,389
Pension	19,978	21,826	22,510
Employee Benefits	16,832	17,898	14,702
Operating Expenditures:			-
Operating Materials & Supplies	1,652	1,300	3,200
Vehicle Supplies	320	400	900
Administrative Supplies	408	800	2,500
Safety Supplies	75	-	-
Special Purchases	718	25,720	100,720
Utilities	2,548	4,000	720
Rentals	-	10,000	-
Maintenance and Repairs	1,287	300	500
Outside Services	828	780	1,660
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	96,675	118,769	122,192
Accounting Charges	-	-	-
Debt Service:			-
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	-	5,300	40,000
Other Financing Uses:			
Intrafund Transfers Out:	-	-	-
Total Appropriations	<u>\$ 304,520</u>	<u>\$ 375,980</u>	<u>\$ 483,933</u>



Department : All Departments - Consolidated

Business Unit : (305) Production O&M Support

Major Business Unit Functions:

Coordinates and performs operation and maintenance of distribution tanks, distribution pumping facilities, reservoirs and dams.

Significant Expenditure and Staffing Changes:

No significant changes from previous fiscal year.

Budget Detail By Individual Categories	FY 2014 - 15 Actual	FY 2015 - 16 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ 164,506	\$ 108,118	\$ 102,910
Overtime Pay	418	1,000	1,000
F.I.C.A.	13,173	8,297	7,949
Pension	24,304	14,753	14,305
Employee Benefits	26,947	21,942	14,424
Operating Expenditures:			
Operating Materials & Supplies	2,571	3,200	4,870
Vehicle Supplies	5,130	7,500	5,550
Administrative Supplies	47	300	250
Safety Supplies	388	500	400
Special Purchases	-	-	-
Utilities	1,665	2,000	1,560
Rentals	-	-	-
Maintenance and Repairs	938	1,050	4,300
Outside Services	204	1,000	900
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	4,890	5,871	4,603
Accounting Charges	-	-	-
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	-	-	-
Other Financing Uses:			
Intrafund Transfers Out:	-	-	-
Total Appropriations	\$ 245,181	\$ 175,531	\$ 163,021



Department : All Departments - Consolidated

Business Unit : (310) W.J. Hooper Water Plant

Major Business Unit Functions:

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

Significant Expenditure and Staffing Changes:

Intrafund Transfers Out: category represents funds being transferred to the Renewal and Extension Fund for the Design & Engineering of a back up generator along with SDC for lower pond solids handling improvements.

Capital Expenditures: represents the scheduled replacement of a pickup truck, new alum #2 storage tank, six particle counters, pallet jack and a streaming current meter.

Budget Detail By Individual Categories	FY 2014 - 15 Actual	FY 2015 - 16 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ 471,829	\$ 541,119	\$ 505,485
Overtime Pay	60,084	65,000	60,000
F.I.C.A.	40,265	45,950	43,259
Pension	64,256	75,215	67,496
Employee Benefits	89,191	99,518	91,021
Operating Expenditures:			
Operating Materials & Supplies	654,865	620,145	644,005
Vehicle Supplies	1,609	1,700	1,900
Administrative Supplies	1,480	2,250	2,564
Safety Supplies	205	500	650
Special Purchases	-	-	-
Utilities	1,247,876	1,286,809	1,299,304
Rentals	1,094	1,000	1,000
Maintenance and Repairs	36,516	64,200	74,200
Outside Services	99,231	445,188	232,736
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	22,703	29,373	29,476
Accounting Charges	-	-	-
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	24,275	-	111,718
Other Financing Uses:			
Intrafund Transfers Out:	-	250,000	2,500,000
Total Appropriations	\$ 2,815,479	\$ 3,527,967	\$ 5,664,814



Department : All Departments - Consolidated

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:

No significant changes from previous fiscal year.

Budget Detail By Individual Categories	FY 2014 - 15 Actual	FY 2015 - 16 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
Operating Expenditures:			
Operating Materials & Supplies	1,747	3,050	6,300
Vehicle Supplies	934	1,500	1,500
Administrative Supplies	49	150	150
Safety Supplies	18	200	200
Special Purchases	-	-	-
Utilities	279,863	260,000	260,500
Rentals	-	-	-
Maintenance and Repairs	1,912	6,000	6,000
Outside Services	620,681	8,900	4,700
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	989	1,148	1,171
Accounting Charges	-	-	-
Debt Service:			
Capital Financing		-	-
Capital Outlay:			
Capital Expenditures	-	-	-
Other Financing Uses:			
Intrafund Transfers Out:	-	-	-
Total Appropriations	\$ 906,193	\$ 280,948	\$ 280,521



Department : All Departments - Consolidated

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:

No significant changes from previous fiscal year.

Budget Detail By Individual Categories	FY 2014 - 15 Actual	FY 2015 - 16 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
Operating Expenditures:			
Operating Materials & Supplies	1,545	1,300	6,300
Vehicle Supplies	659	1,100	850
Administrative Supplies	15	150	150
Safety Supplies	2	100	100
Special Purchases	-	-	-
Utilities	503,257	443,300	444,050
Rentals	-	-	-
Maintenance and Repairs	1,653	7,000	6,000
Outside Services	5,697	21,000	24,000
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	2,673	3,038	2,937
Accounting Charges	-	-	-
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	-	-	-
Other Financing Uses:			
Intrafund Transfers Out:	-	-	-
Total Appropriations	<u>\$ 515,501</u>	<u>\$ 476,988</u>	<u>\$ 484,387</u>



Department : All Departments - Consolidated

Business Unit : (314) Elevated Tanks

Major Business Unit Functions:

Provides additional storage of potable water for distribution system.

Significant Expenditure and Staffing Changes:

Outside Services: represents funding for Grant Road Tank repainting.

Budget Detail By Individual Categories	FY 2015 - 16 Actual	FY 2016 - 17 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
Operating Expenditures:			
Operating Materials & Supplies	9	1,000	1,000
Vehicle Supplies	-	-	-
Administrative Supplies	-	-	-
Safety Supplies	-	-	100
Special Purchases	-	-	-
Utilities	13,266	18,000	13,630
Rentals	-	-	-
Maintenance and Repairs	84	5,000	5,000
Outside Services	11,017	368,000	378,000
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	3,196	3,421	3,265
Accounting Charges	-	-	-
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	-	-	-
Other Financing Uses:			
Intrafund Transfers Out:	-	-	-
Total Appropriations	\$ 27,572	\$ 395,421	\$ 400,995



Department : All Departments - Consolidated

Business Unit : (315) J.W. Smith Water Plant

Major Business Unit Functions:

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

Significant Expenditure and Staffing Changes:

Capital Expenditures: represents funding for the replacement of the HVAC in the UV electrical room.

Budget Detail By Individual Categories	FY 2015 - 16 Actual	FY 2016 - 17 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ 296,824	\$ 324,271	\$ 346,821
Overtime Pay	25,452	25,000	25,000
F.I.C.A.	23,323	26,435	28,445
Pension	39,016	45,074	48,207
Employee Benefits	34,315	37,200	41,914
Operating Expenditures:			
Operating Materials & Supplies	237,737	233,300	263,125
Vehicle Supplies	267	500	525
Administrative Supplies	2,141	1,850	1,850
Safety Supplies	573	500	500
Special Purchases	-	-	-
Utilities	878,812	847,765	863,405
Rentals	84	-	-
Maintenance and Repairs	30,651	31,600	39,100
Outside Services	78,922	121,800	82,659
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	14,600	18,124	16,617
Accounting Charges	-	-	-
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	96,666	40,000	7,400
Other Financing Uses:			
Intrafund Transfers Out:	20,000	-	-
Total Appropriations	\$ 1,779,383	\$ 1,753,419	\$ 1,765,568



Department : All Departments - Consolidated

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:

Intrafund Transfers Out: represents funds being moved to the Renewal and Extension Fund for Reservoir Control and Optimization.

Budget Detail By Individual Categories	FY 2014 - 15 Actual	FY 2015 - 16 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
Operating Expenditures:			
Operating Materials & Supplies	9,726	15,500	2,500
Vehicle Supplies	-	-	-
Administrative Supplies	-	50	50
Safety Supplies	-	-	-
Special Purchases	-	-	-
Utilities	-	-	-
Rentals	-	-	-
Maintenance and Repairs	-	10,000	10,000
Outside Services	3,100	12,200	19,000
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	15	15	15
Accounting Charges	-	-	-
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	-	-	-
Other Financing Uses:			
Intrafund Transfers Out:	-	325,000	2,500,000
Total Appropriations	<u>\$ 12,841</u>	<u>\$ 362,765</u>	<u>\$ 2,531,565</u>



Department : All Departments - Consolidated

**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:

No significant changes from previous fiscal year.

Budget Detail By Individual Categories	FY 2015 - 16 Actual	FY 2016 - 17 Budgeted	FY 2017 -18 Budgeted
Personal Services:			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
Operating Expenditures:			
Operating Materials & Supplies	984	1,150	6,300
Vehicle Supplies	-	-	-
Administrative Supplies	-	100	100
Safety Supplies	-	100	100
Special Purchases	-	-	-
Utilities	239,768	241,250	241,250
Rentals	-	-	-
Maintenance and Repairs	3,541	11,000	6,000
Outside Services	4,569	21,600	33,900
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	1,377	1,604	1,504
Accounting Charges	-	-	-
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	-	-	-
Other Financing Uses:			
Intrafund Transfers Out:	-	-	-
Total Appropriations	<u>\$ 250,239</u>	<u>\$ 276,804</u>	<u>\$ 289,154</u>



Department : All Departments - Consolidated

**Business Unit : (318) Forest Park/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:

No significant changes from previous fiscal year.

Budget Detail By Individual Categories	FY 2015 - 16 Actual	FY 2016 - 17 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
Operating Expenditures:			
Operating Materials & Supplies	-	700	700
Vehicle Supplies	-	-	-
Administrative Supplies	-	-	-
Safety Supplies	-	-	100
Special Purchases	-	-	-
Utilities	21,358	25,500	26,010
Rentals	-	-	-
Maintenance and Repairs	807	4,150	3,300
Outside Services	1,709	4,700	4,000
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	422	502	481
Accounting Charges	-	-	-
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	-	-	-
Other Financing Uses:			
Intrafund Transfers Out:	-	-	-
Total Appropriations	<u>\$ 24,296</u>	<u>\$ 35,552</u>	<u>\$ 34,591</u>



Department : All Departments - Consolidated

Business Unit : (319) Shoal Creek Reservoir

Major Business Unit Functions:

Facilitates storage of raw water prior to treatment.

Significant Expenditure and Staffing Changes:

Outside Services: represents funding for an emergency action plan for compliance with safe dams.

Budget Detail By Individual Categories	FY 2015 - 16 Actual	FY 2016 - 17 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
Operating Expenditures:			
Operating Materials & Supplies	119	3,300	2,300
Vehicle Supplies	-	-	-
Administrative Supplies	-	-	-
Safety Supplies	-	-	-
Special Purchases	-	-	-
Utilities	-	-	-
Rentals	360	500	500
Maintenance and Repairs	379	8,000	6,000
Outside Services	5,843	4,500	12,000
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	448	480	1,796
Accounting Charges	-	-	-
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	-	-	-
Other Financing Uses:			
Intrafund Transfers Out:	-	-	-
Total Appropriations	<u>\$ 7,149</u>	<u>\$ 16,780</u>	<u>\$ 22,596</u>



Department : All Departments - Conso

Business Unit : (320) Terry R. Hicks Water Production Complex

Major Business Unit Functions:

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

Significant Expenditure and Staffing Changes:

Operating Materials and Supplies: increase represents funding for eleven turbidimeters.

Outside Services: represents funding for pump repairs, repaving parking lot and light bulb change out.

Budget Detail By Individual Categories	FY 2015 - 16 Actual	FY 2016 - 17 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ 404,015	\$ 452,370	\$ 452,514
Overtime Pay	48,171	45,000	50,000
F.I.C.A.	33,319	37,793	38,443
Pension	55,219	62,879	62,898
Employee Benefits	66,873	88,668	84,778
Operating Expenditures:			
Operating Materials & Supplies	137,107	155,300	247,970
Vehicle Supplies	2,129	3,750	3,940
Administrative Supplies	4,485	5,500	5,500
Safety Supplies	926	1,000	2,000
Special Purchases	-	-	-
Utilities	590,307	605,619	549,700
Rentals	-	-	-
Maintenance and Repairs	22,869	39,500	44,500
Outside Services	76,507	93,730	217,800
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	19,922	23,534	26,497
Accounting Charges	-	-	-
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	53,970	15,000	-
Other Financing Uses:			
Intrafund Transfers Out:	-	-	-
Total Appropriations	\$ 1,515,819	\$ 1,629,643	\$ 1,786,540



Department : All Departments - Consolidated

Business Unit : (325) Well Program

Major Business Unit Functions:

Utilization of underground sources of raw water.

Significant Expenditure and Staffing Changes:

No significant changes from previous fiscal year.

Budget Detail By	FY 2014 - 15	FY 2015 - 16	FY 2017 - 18
<u>Individual Categories</u>	<u>Actual</u>	<u>Budgeted</u>	<u>Budgeted</u>
Personal Services:			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
Operating Expenditures:			
Operating Materials & Supplies	1,163	2,100	3,000
Vehicle Supplies	-	-	-
Administrative Supplies	-	-	-
Safety Supplies	33	-	150
Special Purchases	-	-	-
Utilities	5,518	9,000	6,200
Rentals	-	-	-
Maintenance and Repairs	449	1,000	1,000
Outside Services	40	100	100
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	338	411	397
Accounting Charges	-	-	-
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	-	-	-
Other Financing Uses:			
Intrafund Transfers Out:	-	-	-
Total Appropriations	<u>\$ 7,541</u>	<u>\$ 12,611</u>	<u>\$ 10,847</u>



Department : All Departments - Consolidated

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:

Personal Services: increase represents the addition of a part time Lab Technician.

Budget Detail By Individual Categories	FY 2015 - 16 Actual	FY 2016 - 17 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ 156,133	\$ 167,194	\$ 192,635
Overtime Pay	-	500	500
F.I.C.A.	11,420	12,711	14,776
Pension	21,243	23,240	23,748
Employee Benefits	18,166	21,644	21,568
Operating Expenditures:			
Operating Materials & Supplies	32,480	57,000	54,990
Vehicle Supplies	3,139	4,000	3,500
Administrative Supplies	429	1,400	1,400
Safety Supplies	268	200	200
Special Purchases	-	-	-
Utilities	-	-	-
Rentals	3,418	11,000	11,000
Maintenance and Repairs	3,008	3,000	500
Outside Services	32,994	109,450	66,250
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	6,478	14,758	11,754
Accounting Charges	-	-	-
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	90,525	35,000	-
Other Financing Uses:			
Intrafund Transfers Out:	-	-	-
Total Appropriations	\$ 379,701	\$ 461,097	\$ 402,821



Department : All Departments - Consolidated

Business Unit : (340) J.W. Smith Recreation Park

Major Business Unit Functions:

Operates the J.W. Smith Recreation Park facilities.

Significant Expenditure and Staffing Changes:

Capital Expenditures: represents funding for the scheduled replacement of a pickup truck.

Budget Detail By Individual Categories	FY 2015 - 16 Actual	FY 2015 - 16 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ 50,961	\$ 54,540	\$ 50,982
Overtime Pay	3,114	3,800	-
F.I.C.A.	4,123	4,424	3,900
Pension	5,219	7,581	5,935
Employee Benefits	6,515	7,131	7,078
Operating Expenditures:			
Operating Materials & Supplies	658	2,000	1,390
Vehicle Supplies	4,045	5,550	4,300
Administrative Supplies	222	1,050	900
Safety Supplies	1	50	50
Special Purchases	-	-	-
Utilities	6,092	5,921	6,000
Rentals	-	-	-
Maintenance and Repairs	1,336	5,100	3,600
Outside Services	3,628	4,025	4,075
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	675	846	753
Accounting Charges	-	-	-
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	-	-	28,696
Other Financing Uses:			
Intrafund Transfers Out:	-	-	-
Total Appropriations	<u>\$ 86,589</u>	<u>\$ 102,018</u>	<u>\$ 117,659</u>



Department : All Departments - Consolidated

**Business Unit : (342) Smith Community Use
Building**

Major Business Unit Functions:

Operates the Smith Community Use Building.

Significant Expenditure and Staffing Changes:

No significant changes from previous fiscal year.

Budget Detail By Individual Categories	FY 2015 - 16 Actual	FY 2016 - 17 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
Operating Expenditures:			
Operating Materials & Supplies	1,504	1,100	1,200
Vehicle Supplies	-	-	-
Administrative Supplies	130	250	250
Safety Supplies	-	25	25
Special Purchases	-	-	-
Utilities	413	500	300
Rentals	240	1,200	600
Maintenance and Repairs	1,313	15,500	5,000
Outside Services	8,024	10,300	10,000
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	168	172	164
Accounting Charges	-	-	-
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	-	-	-
Other Financing Uses:			
Intrafund Transfers Out:	-	-	-
Total Appropriations	\$ 11,792	\$ 29,047	\$ 17,539



Department : All Departments - Consolidated

Business Unit : (350) Shamrock Recreation

Major Business Unit Functions:

Operates Lake Shamrock Recreation facilities.

Significant Expenditure and Staffing Changes:

Outside Services: increase represents funding for the dredging of Pates Creek.

Budget Detail By Individual Categories	FY 2015 - 16 Actual	FY 2016 - 17 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ 92,482	\$ 100,812	\$ 89,760
Overtime Pay	12,188	14,000	10,000
F.I.C.A.	8,210	8,714	7,632
Pension	9,438	14,013	10,173
Employee Benefits	13,056	14,297	14,169
Operating Expenditures:			
Operating Materials & Supplies	5,131	6,450	3,585
Vehicle Supplies	3,366	4,800	4,400
Administrative Supplies	1,948	4,400	4,700
Safety Supplies	173	200	200
Special Purchases	-	-	-
Utilities	9,310	8,746	8,200
Rentals	1,517	2,020	2,000
Maintenance and Repairs	4,539	12,700	12,200
Outside Services	8,606	12,025	25,495
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	1,120	1,662	1,588
Accounting Charges	-	-	-
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	11,060	7,500	-
Other Financing Uses:			
Intrafund Transfers Out:	-	-	-
Total Appropriations	<u>\$ 182,144</u>	<u>\$ 212,339</u>	<u>\$ 194,102</u>



Department : All Departments - Consolidated

Business Unit : (351) Shamrock Community Use
Building

Major Business Unit Functions:

Operates Shamrock Community Use Building.

Significant Expenditure and Staffing Changes:

Capital Expenditures: represents funding for parking lot and driveway resurfacing and repairs.

Budget Detail By Individual Categories	FY 2015 - 16 Actual	FY 2016 - 17 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
Operating Expenditures:			
Operating Materials & Supplies	1,978	4,550	8,350
Vehicle Supplies	-	-	-
Administrative Supplies	671	750	750
Safety Supplies	-	200	150
Special Purchases	-	-	-
Utilities	15,578	17,327	16,800
Rentals	1,441	2,200	1,200
Maintenance and Repairs	4,565	13,000	10,000
Outside Services	25,961	32,000	32,000
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	535	967	948
Accounting Charges	-	-	-
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	38,876	45,000	-
Other Financing Uses:			
Intrafund Transfers Out:	-	-	-
Total Appropriations	<u>\$ 89,605</u>	<u>\$ 115,994</u>	<u>\$ 70,198</u>



Department : All Departments - Consolidated

Business Unit : (352) Wetland Center

Major Business Unit Functions:

Operates Wetland Center.

Significant Expenditure and Staffing Changes:

Operating Materials and Supplies: increase represents funding for school and public program supplies, treeings to partner with Clayton County Schools Environmental AP class along with the replacement of a laptop.

Budget Detail By Individual Categories	FY 2015 - 16 Actual	FY 2016 - 17 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ 51,906	\$ 62,070	\$ 44,661
Overtime Pay	-	300	300
F.I.C.A.	4,207	4,771	3,440
Pension	6,646	8,628	6,208
Employee Benefits	5,740	7,167	7,078
Operating Expenditures:			
Operating Materials & Supplies	4,921	4,000	13,515
Vehicle Supplies	190	320	350
Administrative Supplies	749	2,223	1,200
Safety Supplies	-	100	200
Special Purchases	73	-	-
Utilities	9,032	10,053	10,175
Rentals	572	1,000	1,200
Maintenance and Repairs	1,836	6,750	2,700
Outside Services	10,155	15,875	11,720
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	1,761	1,910	1,813
Accounting Charges	-	-	-
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	-	-	-
Other Financing Uses:			
Intrafund Transfers Out:	35,000	-	-
Total Appropriations	\$ 132,788	\$ 125,167	\$ 104,560



Department : All Departments - Consolidated

Business Unit : (399) Water Conservation

Major Business Unit Functions:

Promote programs that encourage water conservation by our customers.

Significant Expenditure and Staffing Changes:

Special Purchases: represents funding for the Toilet Rebate Program.

Budget Detail By Individual Categories	FY 2015 - 16 Actual	FY 2016 - 17 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
Operating Expenditures:			
Operating Materials & Supplies	11,355	15,000	15,000
Vehicle Supplies	-	-	-
Administrative Supplies	-	3,000	3,000
Safety Supplies	-	-	-
Special Purchases	36,100	60,000	50,000
Utilities	-	-	-
Rentals	-	-	-
Maintenance and Repairs	-	-	-
Outside Services	-	-	-
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	4,065	5,200	5,200
Accounting Charges	-	-	-
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	-	-	-
Other Financing Uses:			
Intrafund Transfers Out:	-	-	-
Total Appropriations	\$ 51,520	\$ 83,200	\$ 73,200



Program Management and Engineering Departments - Business Unit Group 500



**PROGRAM
MANAGEMENT &
ENGINEERING**

Clayton County Water Authority



*"Providing **Quality**
Water and **Quality**
Services to Our
Community"*



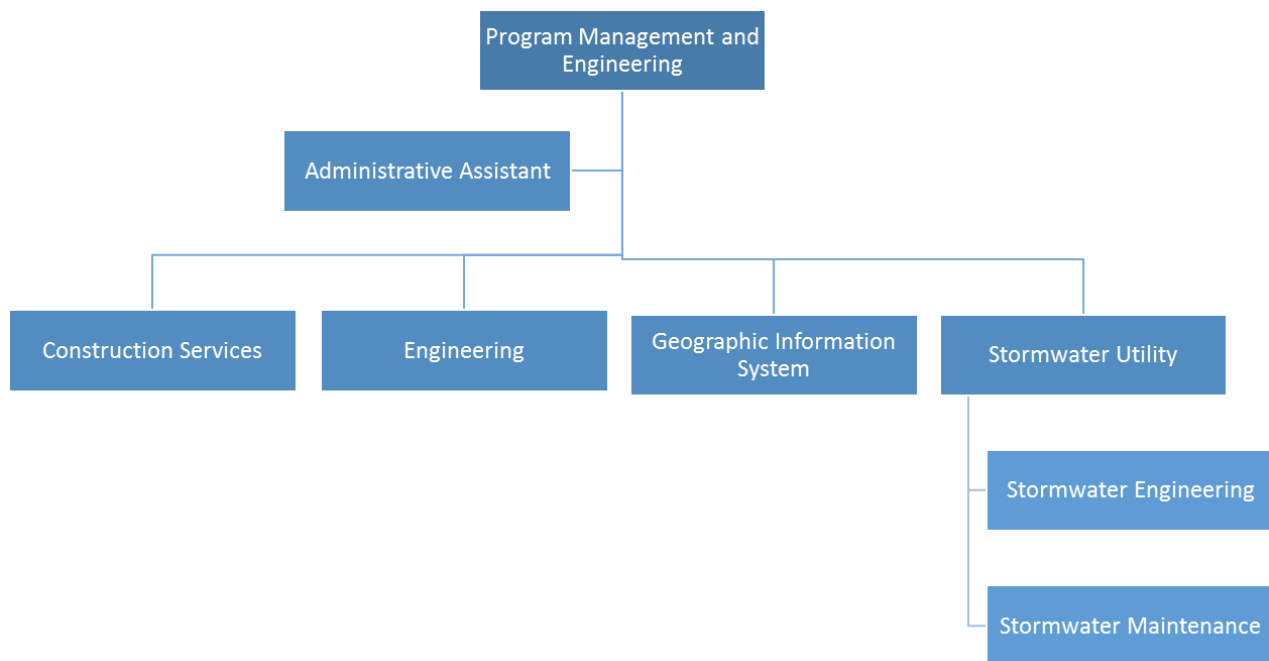
PROGRAM MANAGEMENT AND ENGINEERING DEPARTMENT BUDGET UNIT 500

The Program Management and Engineering Department serves as the Authority planning, programming, monitoring and review function for its plants, facilities, and distribution and collection systems. It is responsible for implementation of the Capital Improvement Master Plan, engineering and surveying, mapping the water and sewer system and inspection of additions to the water and sewer systems. Tasks are performed in conformity with federal, state, local and authority laws, regulations and policies.

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

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

- 501 - Program Management and Engineering Department Manager
- 507 - Construction Services
- 530 - Engineering
- 535 - Geographic Information Systems





Program Management and Engineering Division Staffing – Position Detail

Authorized Personnel	FY 2015-2016 Budgeted	FY 2016-2017 Budgeted	FY 2017-2018 Budgeted
<i>Program Mgt and Engineering Dept. Manager</i>			
Office Assistant	1.00	1.00	1.00
PME Project Engineer	1.00	1.00	1.00
Program Management Engineer	1.00	1.00	1.00
Program Management/Engineering Manager	1.00	1.00	1.00
Total Number of Personnel (FTE's)	4.00	4.00	4.00
<i>Construction Services</i>			
Civil Engineer	1.00	1.00	1.00
Construction Inspector I	0.00	5.00	8.00
Construction Inspector II	3.00	2.00	1.00
Construction Services Supervisor	0.00	2.00	2.00
Program Management Engineer	0.00	0.00	0.00
Total Number of Personnel (FTE's)	4.00	10.00	12.00
<i>Engineering</i>			
Engineering Coordinator	1.00	1.00	1.00
Plan Review Technician	0.00	1.00	1.00
Senior Engineering Technician	2.00	2.00	2.00
Total Number of Personnel (FTE's)	3.00	4.00	4.00
<i>Geographic Information System</i>			
GIS Coordinator	1.00	0.00	0.00
GIS Field Coordinator	1.00	1.00	1.00
GIS Field Technician I	1.00	1.00	1.00
GIS Field Technician II	1.00	1.00	1.00
GIS Supervisor	0.00	1.00	1.00
GIS Technician II	1.00	1.00	2.00
GSI Technician I	0.00	1.00	0.00
Intern College	0.18	0.18	0.18
Intern High School	0.25	0.25	0.25
Total Number of Personnel (FTE's)	5.43	6.43	6.43
<u>Prog Management/Eng. Department Total</u>	16.43	24.43	26.43

To assist with the increase in pipe infrastructure work, the [Program Management and Engineering Division](#) added two construction inspectors.



Program Management and Engineering Division – Levels of Service

The Program Management and Engineering Division has three KPI metrics that are associated with the Authority's "Superior Product Quality", "Ensure Financial Viability" and "Infrastructure Sustainability" goals and strategies 1, 17 and 22 to "To meet all applicable regulatory requirements", "Have 100% of the Strategic Master Plan projects funded for the appropriate fiscal year according to plan", and "Provide adequate treatment capacity." The department's performance on these metrics are captured in the table that follows.

Service Level Goal	Key Performance Indicator (KPI)	Division	Target	YTD 2016 - 2017	Actual 2015 - 2016	Actual 2014 - 2015	Actual 2013 - 2014
SUPERIOR PRODUCT QUALITY							
1 Meet all applicable regulatory requirements	% compliance with MNGWPD Plan (Jan)	PME	100%	100.0%	100.0%	99.4%	99.3%
ENSURE FINANCIAL VIABILITY							
17 Develop a Sustainable Annual Budget	% SMP projects funded in next FY (Apr)	PME	100%	NA	69.0%	93.7%	85.0%
INFRASTRUCTURE SUSTAINABILITY							
22 Provide adequate treatment capacity	% sewer lines with adequate capacity (Apr)	PME	> 75%	NA	64.0%	64.0%	64.0%





Major Initiatives for FY 2017 - 2018

Business Unit	Account Number	Budget Funding	Amount Budgeted	Initiative
501	56110	Operating	\$ 250,000	Asset Management Program Assessment [SMP 110][WP 2016-08]
			150,000	On Call Engineering Services
			170,000	Collection System Assessment and Program Management [WP 2017-05]
	59303	Capital	350,000	Shoal Creek, DeKalb and Northeast Sewer Model [SMP 612][WP 2015-15]
			250,000	Lift Station Assessment [SMP 902][WP 2016-30]
			250,000	Pressure Sewer Condition Assessment [SMP 638][WP 2016-05]
Grand Total			\$1,420,000	
Construction Services				
507	59303	Capital	\$ 10,000	Sewerline Inspection
			20,000	Meter Inspections
			1,250,000	Galvanized Main Replacements [SMP 601]
			500,000	Basin Level Sewer Rehabilitation [SMP 614]
			600,000	Large Interceptor Rehabilitation [SMP 617][WP 2016-01]
			600,000	Grant Rd Sewer Ph. 2 Upgrades
	59953	Capital	57,392	Trucks - F150 4X4; (2) - \$28,696 each
Grand Total			\$3,037,392	
Engineering				
530	56110	Operating	\$ 30,000	Consulting Services for Plan Review Tech Training
	56124	Operating	1,000,000	SSES Discovery Work [SMP 613]
Grand Total			\$1,030,000	
Geographic Information Systems				
535	56110	Capital	\$ 31,446	Truck - Extended Cab 4x4
	56124	Capital	51,000	Freeance Mobile for City Works
	56124	Capital	35,000	Aerial Photo Update
Grand Total			\$ 117,446	





Program Management and Engineering Division - Consolidated Operating Budget

Department : All Departments

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 2015 - 16 Actual	FY 2016 - 17 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ 1,189,604	\$ 1,679,911	\$ 1,824,465
Overtime Pay	4,255	10,200	11,000
F.I.C.A.	85,512	127,995	139,815
Pension	157,101	231,340	251,494
Employee Benefits	138,000	231,925	275,476
Operating Expenditures:			
Operating Materials & Supplies	49,593	37,254	37,480
Vehicle Supplies	8,196	18,100	19,085
Administrative Supplies	7,894	17,916	17,461
Safety Supplies	683	1,175	1,350
Special Purchases	95	-	520
Utilities	24,920	37,977	40,611
Rentals	-	-	-
Maintenance and Repairs	1,199	4,620	7,220
Outside Services	239,038	1,951,509	1,629,615
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	174,472	237,604	257,047
Accounting Charges	-	-	-
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	187,558	85,100	174,938
Other Financing Uses:			
Intrafund Transfers Out:	1,855,800	8,075,000	3,830,000
Total Appropriations	\$ 4,123,920	\$ 12,747,626	\$ 8,517,577



Department : All Departments - Consolidated

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

Major Business Unit Functions:

Directs, manages and controls the efforts of the Program Management and Engineering Department. Manages the Authority's Master Planning process including forecasting future capacity needs, accommodating regulatory changes and improving operational efficiency. Manages engineering consulting services and new major construction projects.

Significant Expenditure and Staffing Changes:

Outside Services: reflects funding for On-Call Engineering Services and Asset Management Program Assessment along with Collection System Maintenance Program Management.

Intrafund Transfers Out: represents funds being transferred to the Renewal and Extension Fund for Distribution System Modeling, Shoal Creek, DeKalb and North East Sewer Model, Lift Station Assessment and Pressure Sewer Condition Assessment.

Budget Detail By Individual Categories	FY 2015 - 16 Actual	FY 2016 - 17 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ 304,933	\$ 374,854	\$ 385,096
Overtime Pay	-	-	-
F.I.C.A.	22,255	28,157	29,092
Pension	41,282	52,105	53,528
Employee Benefits	19,105	30,847	33,737
Operating Expenditures:			
Operating Materials & Supplies	4,708	4,865	3,140
Vehicle Supplies	289	700	735
Administrative Supplies	1,458	2,335	3,085
Safety Supplies	84	50	50
Special Purchases	95	-	520
Utilities	6,476	7,504	6,704
Rentals	-	-	-
Maintenance and Repairs	59	1,000	2,000
Outside Services	225,464	404,644	576,590
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	59,910	75,399	77,727
Accounting Charges	-	-	-
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	-	-	-
Other Financing Uses:			
Intrafund Transfers Out:	430,372	1,450,000	850,000
Total Appropriations	\$ 1,116,490	\$ 2,432,460	\$ 2,022,004



Department : All Departments - Consolidated

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:

Personal Services: increase represents funds added for two additional Construction Inspectors.

Intrafund Transfers Out: represents funds being transferred to the Renewal and Extension Fund for Sewerline Inspections, Meter Inspections, Galvanized Water main Replacements, Basin Level Sewer Rehab, Grant Road Phase 2 Upgrades, Sewer Outfall Renewal.

Capital Expenditures: represents funding for two new pickup trucks for the two new inspector positions.

Budget Detail By Individual Categories	FY 2015 - 16 Actual	FY 2016 - 17 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ 367,744	\$ 635,170	\$ 757,652
Overtime Pay	4,255	10,200	11,000
F.I.C.A.	25,323	48,945	58,572
Pension	46,135	88,289	105,313
Employee Benefits	49,504	106,825	134,999
Operating Expenditures:			
Operating Materials & Supplies	28,615	26,796	20,015
Vehicle Supplies	6,371	14,200	14,700
Administrative Supplies	4,472	9,770	10,060
Safety Supplies	492	950	900
Special Purchases	-	-	-
Utilities	7,660	15,637	19,071
Rentals	-	-	-
Maintenance and Repairs	1,122	3,120	4,720
Outside Services	5,614	6,420	13,400
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	16,433	24,523	27,031
Accounting Charges	-	-	-
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	120,527	-	57,392
Other Financing Uses:			
Intrafund Transfers Out:	1,425,428	6,625,000	2,980,000
Total Appropriations	\$ 2,109,695	\$ 7,615,845	\$ 4,214,825



Department : All Departments - Consolidated

Business Unit : (530) Engineering

Major Business Unit Functions:

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

Significant Expenditure and Staffing Changes:

Outside Services: reflects a decrease in funding for the annual SSES (Sewer System Evaluation Survey) Program along with consulting services for Plan Review Tech training.

Budget Detail By Individual Categories	FY 2015 - 16 Actual	FY 2016 - 17 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ 207,623	\$ 269,999	\$ 272,260
Overtime Pay	-	-	-
F.I.C.A.	15,312	20,447	20,828
Pension	27,991	37,530	37,843
Employee Benefits	26,458	30,212	43,700
Operating Expenditures:			
Operating Materials & Supplies	8,592	580	3,730
Vehicle Supplies	-	-	-
Administrative Supplies	1,653	4,653	3,570
Safety Supplies	36	100	100
Special Purchases	-	-	-
Utilities	5,314	6,537	6,537
Rentals	-	-	-
Maintenance and Repairs	-	-	-
Outside Services	4,170	1,535,588	1,035,045
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	8,229	14,126	14,633
Accounting Charges	-	-	-
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	-	100	100
Other Financing Uses:			
Intrafund Transfers Out:	-	-	-
Total Appropriations	\$ 305,378	\$ 1,919,872	\$ 1,438,346



Department : All Departments - Consolidated

**Business Unit : (535) Geographic Information
Systems**

Major Business Unit Functions:

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

Significant Expenditure and Staffing Changes:

Operating Materials & Supplies: increase is due to funding for the annual tech refresh.

General Expenses: increase represents funding to migrate from Granite XP to GraniteNet.

Capital Expenditures: represents funding for scheduled replacement of a pickup truck, Freelance Mobile for City Works and for Aerial Photo to be updated.

Budget Detail By Individual Categories	FY 2015 - 16 Actual	FY 2016 - 17 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ 309,304	\$ 399,888	\$ 409,457
Overtime Pay	-	-	-
F.I.C.A.	22,622	30,446	31,323
Pension	41,693	53,416	54,810
Employee Benefits	42,933	64,041	63,040
Operating Expenditures:			
Operating Materials & Supplies	7,678	5,013	10,595
Vehicle Supplies	1,536	3,200	3,650
Administrative Supplies	311	1,158	746
Safety Supplies	71	75	300
Special Purchases	-	-	-
Utilities	5,470	8,299	8,299
Rentals	-	-	-
Maintenance and Repairs	18	500	500
Outside Services	3,790	4,857	4,580
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	89,900	123,556	137,656
Accounting Charges	-	-	-
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	67,031	85,000	117,446
Other Financing Uses:			
Intrafund Transfers Out:	-	-	-
Total Appropriations	\$ 592,357	\$ 779,449	\$ 842,402



Distribution and Conveyance Departments - Business Unit Group 600



**DISTRIBUTION &
CONVEYANCE**

Clayton County Water Authority



*"Providing **Quality**
Water and **Quality**
Services to Our
Community"*



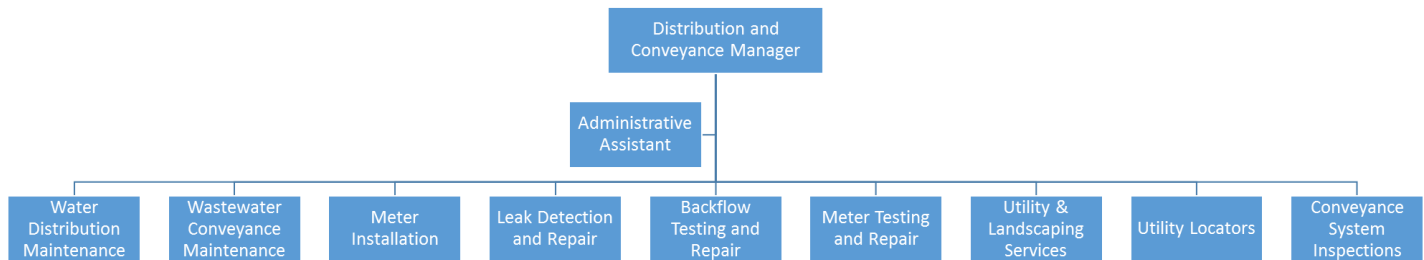
DISTRIBUTION AND CONVEYANCE DEPARTMENT BUDGET UNIT 600

The Distribution and Conveyance Department is charged with the critical task of ensuring the efficiency of the individual distribution and collection systems. It has the responsibilities of installing the Authority's water lines and 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 sewerage collection.

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

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

601- Distribution and Conveyance Manager	618 - Backflow Testing and Repair
610 Meter Installation	619 Utility and Landscaping Services
612 - Water Distribution Maintenance	621 - Wastewater Conveyance Maintenance
616 - Meter Testing and Repair	627 - Conveyance System Inspections
617 - Leak Detection and Repair	630 - Utility Locators

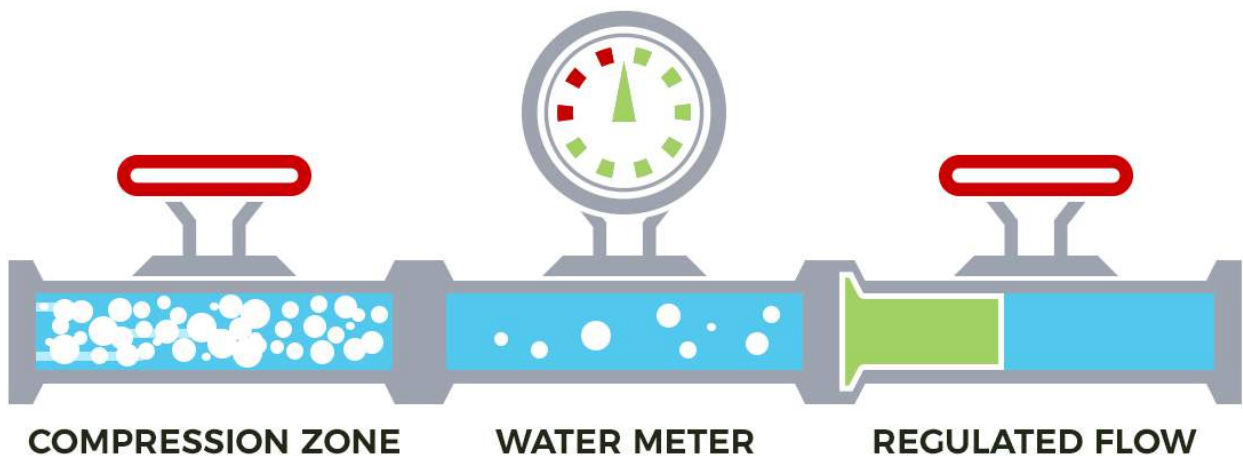




Distribution and Conveyance Division Staffing Summary

Authorized Personnel	FY 2015-2016 Budgeted	FY 2016-2017 Budgeted	FY 2017-2018 Budgeted
Distribution and Conveyance Division			
601 - Distribution & Conveyance Manager	4.00	4.00	4.00
610 - Meter Installation	4.00	4.00	4.00
612 - Water Distribution Maintenance	28.00	27.00	27.00
616 - Meter Testing and Repair	7.00	7.00	6.00
617 - Leak Detection and Repair	2.00	2.00	2.00
618 - Backflow Testing and Repair	5.00	5.00	5.00
619 - Utility & Landscaping Services	9.00	9.00	9.00
621 - Wastewater Conveyance Maintenance	15.00	15.00	15.00
627 - Conveyance System Inspections	20.00	20.00	20.00
630 - Utility Locators	3.00	6.00	6.00
Total Full-Time Employees (FTEs)	97.00	99.00	98.00

The [Distribution and Conveyance Division](#) decreased by one full-time employee (FTE) in its Meter Testing and Repair business unit when a supervisory level position was consolidated with another.





Major Initiatives for FY 2017 - 2018

Business Unit	Account Number	Budget Funding	Amount Budgeted	Initiative
Distribution and Conveyance Manager				
601	59921	Capital	\$ 51,315	Roof - Bldg. A
Grand Total			\$ 51,315	
Meter Installation				
610	51104	Operating	\$ 450,000	Meter Setting Materials-From Warehouse
	59952	Capital	14,000	Trailer
Grand Total			\$ 464,000	
Water Distribution Maintenance				
612	51104	Operating	\$ 375,000	Materials for Water Distribution Maintenance
	56118	Operating	300,000	Patching and Paving
	56128	Operating	225,000	Maintenance: Supply Mains <i>(Concrete, Vault repairs, Dump fees, Plumbing Repairs)</i>
	59303	Capital	500,000	DOT - SR 54
			1,000,000	DOT - Frontage Road
			65,000	DOT - Jodeco @ Blackhall Rd
			60,000	DOT - Windsor Drive
			125,000	DOT - Valley Hill Rd Bridge
Grand Total			\$2,650,000	
Leak Detection and Repair				
617	59946	Capital	\$ 12,000	Leak Loggers
Grand Total			\$ 12,000	
Utility and Landscaping Services				
619	59951	Capital	\$ 80,000	Trucks -F250 4X4 with Strobes; (2) - \$40,000 each
	59953	Capital	28,696	Truck - F150 4X4
Grand Total			\$ 108,696	
Wastewater Conveyance Maintenance				
621	51104	Operating	\$ 200,000	Materials for Conveyance Maintenance
	55106	Operating	160,000	Private Property Damage
	56118	Operating	350,000	Patching & Paving
	56124	Operating	550,000	Maintenance: Collections & Outfalls <i>(Concrete, Dump Fees, Plumbing Repairs)</i>
	59922	Capital	5,000	HVAC Unit
	59951	Capital	62,438	Truck - F550 4X4
	59964	Capital	15,200	Hoist System
	59974	Capital	16,500	Air Release Valves (3) - \$5,500 each
Grand Total			\$1,359,138	
Conveyance System Inspections				
627	56104	Operating	\$ 96,809	Flow Monitoring
	56124	Operating	500,000	Maintenance: Collections & Outfalls <i>(Concrete, Dump Fees, Plumbing Repairs)</i>
	59933	Capital	31,500	Smart Cover Monitoring (5) - \$6,300 each
Grand Total			\$ 628,309	



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: "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 are captured in the table that follows.

Service Level Goal		Key Performance Indicator (KPI)	Division	Target	YTD 2016 - 2017	Actual 2015 - 2016	Actual 2014 - 2015	Actual 2013 - 2014
SUPERIOR PRODUCT QUALITY								
2	Potable water quality that meets customer expectations	# discoloration complaint calls (CCWA issue)	DC	< 200/Yr. - Reduce 10%/Yr.	152	1,034 / 95%	529	477
		# water Taste and Odor complaint calls (CCWA issue)	DC	< 25/Yr. - Reduce 10%/Yr.	35	105 / 8%	97	131
EXCEED CUSTOMER EXPECTATIONS								
4	Improve customer experience	% site visits within 2 hours of customer call	DC	> 90% / Month	92.7%	93.8%	91.7%	89.6%
5	Minimize potable water service disruptions	# low pressure complaints	DC	< 20 / Year	7	20	25	12
		% maintenance related water service disruptions < 4 hours	DC	> 80% / Month	89.1%	81.3%	91.2%	87.0%
6	Minimize customer sewer backups	Expense for sewer backup claims	DC	< \$200,000 / Year	\$344,155	\$108,588	\$127,395	\$309,737
		# sewer backup damage claims	DC	< 20 / Year	8	15	14	63
7	Complete all property restorations in 14 days	% property restorations completed < 14 days	DC	100% / Month	57.1%	53.7%	63.2%	60.3%
PROVIDE EMPLOYEE DEVELOPMENT								
8	Provide effective employee training and development	% DC employees with required certifications (Apr)	DC	100%	NA	96.3%	83.5%	88.0%
OPTIMIZE OPERATIONS								
13	Reasonable Cost of Service	\$/acct. of wastewater collection system pipe maintained (Apr)	DC	< \$373	NA	\$87	\$79.10	N/A
		\$/acct. of water distribution system pipe maintained (Apr)	DC	< \$408	NA	\$94.54	\$97.59	N/A
		% of Conveyance budget (Apr)	DC	< 95%	NA	72.1%	68.2%	82.0%
		% of Distribution budget (Apr)	DC	< 95%	NA	83.7%	96.8%	75.0%
INFRASTRUCTURE SUSTAINABILITY								
21	Provide a sustainable water supply	# water main breaks per 100 miles of pipe (Apr)	DC	11	NA	0	\$6.00	N/A
		# water main leaks per 100 miles of pipe (Apr)	DC	25	NA	0	\$16.30	N/A
		Value of water services claims paid	DC	< \$50,000 / Year	\$6,409	\$55,374	\$2,131	\$13,376
STAKEHOLDER SUPPORT								
23	Environmental Stewardship and Sustainability	# SSOs to state waters	DC	< 40 / Year	20	40	21	28





Distribution and Conveyance Division Staffing – Position Detail

Authorized Personnel	FY 2015-2016 Budgeted	FY 2016-2017 Budgeted	FY 2017-2018 Budgeted
<i>Distribution and Conveyance Dept. Manager</i>			
Distribution and Conveyance Manager	1.00	1.00	1.00
Compliance Specialist	1.00	1.00	1.00
Lead Office Assistant	1.00	1.00	1.00
Property Restoration Tech	1.00	1.00	1.00
Total Number of Personnel (FTE's)	4.00	4.00	4.00
<i>Meter Installation</i>			
Equipment Operator	1.00	1.00	1.00
Utility Service Mechanic I	2.00	2.00	1.00
Utility Service Mechanic II	0.00	0.00	1.00
Utility Service Mechanic Crew Leader	1.00	1.00	1.00
Total Number of Personnel (FTE's)	4.00	4.00	4.00
<i>Water Distribution Maintenance</i>			
Distribution Maintenance Supervisor	1.00	1.00	1.00
Equipment Operator	4.00	4.00	4.00
Equipment Operator Pipeline	3.00	3.00	2.00
Installation/Repair Foreman	1.00	1.00	1.00
Installation/Repair Specialist	1.00	1.00	1.00
Office Assistant	1.00	1.00	1.00
Pipeline Install Crew Leader	2.00	2.00	2.00
Senior Equipment Operator	1.00	1.00	2.00
Trouble Shooter	4.00	4.00	4.00
Utility Service Mechanic Crew Leader	3.00	3.00	3.00
Utility Service Mechanic I	3.00	3.00	4.00
Utility Service Mechanic II	4.00	3.00	2.00
Total Number of Personnel (FTE's)	28.00	27.00	27.00
<i>Meter Testing and Repair</i>			
Equipment Operator	2.00	2.00	2.00
Meter Repair Technician	2.00	2.00	2.00
Meter Testing/Repair Coordinator	1.00	1.00	0.00
Utility Services Mechanic Crew Leader	1.00	1.00	1.00
Meter/Backflow Testing and Repair Foreman	1.00	1.00	1.00
Total Number of Personnel (FTE's)	7.00	7.00	6.00
<i>Leak Detection and Repair</i>			
Leak Detection Crew Leader	1.00	1.00	1.00
Leak Detection Technician	1.00	1.00	1.00
Total Number of Personnel (FTE's)	2.00	2.00	2.00
<i>Backflow Testing and Repair</i>			
Backflow Technician	4.00	4.00	4.00
Backflow Prevention Crew Leader	1.00	1.00	1.00
Total Number of Personnel (FTE's)	5.00	5.00	5.00



Authorized Personnel	FY 2015-2016 Budgeted	FY 2016-2017 Budgeted	FY 2017-2018 Budgeted
<i>Utility & Landscaping Services</i>			
Equipment Operator	2.00	2.00	2.00
Utility Service Mechanic I	4.00	4.00	3.00
Utility Service Mechanic II	0.00	0.00	1.00
Utility Service Mechanic Crew Leader	1.00	1.00	1.00
Utility Services Foreman	1.00	1.00	1.00
Valve Maintenance Coordinator	1.00	1.00	1.00
Total Number of Personnel (FTE's)	9.00	9.00	9.00
<i>Wastewater Conveyance Maintenance</i>			
Conveyance Maintenance Supervisor	1.00	1.00	1.00
Conveyance System Repair Foreman	1.00	1.00	1.00
Equipment Operator	3.00	3.00	3.00
Office Assistant	1.00	1.00	1.00
Special Projects Coordinator	0.00	0.00	0.00
Utility Service Mechanic I	2.00	4.00	4.00
Utility Service Mechanic II	4.00	2.00	2.00
Utility Service Mechanic Crew Leader	3.00	3.00	3.00
Total Number of Personnel (FTE's)	15.00	15.00	15.00
<i>Conveyance System Inspections</i>			
Conveyance Preventative Maint Foreman	1.00	1.00	1.00
CCTV Crew Leader	2.00	2.00	2.00
CCTV Technician	2.00	2.00	2.00
Damage Control Specialist	1.00	1.00	1.00
Equipment Operator	5.00	5.00	5.00
Lead Utility Service Mechanic	2.00	2.00	2.00
Utility Service Mechanic I	0.00	1.00	1.00
Utility Service Mechanic II	2.00	1.00	1.00
Utility Services Mechanic Crew Leader	5.00	5.00	5.00
Total Number of Personnel (FTE's)	20.00	20.00	20.00
<i>Utility Locators</i>			
Trouble Shooter/Utility Locator	2.00	5.00	5.00
Utility Service Mechanic Crew Leader	1.00	1.00	1.00
Total Number of Personnel (FTE's)	3.00	6.00	6.00
<i>Distribution & Conveyance Department Total</i>	97.00	99.00	98.00



Distribution and Conveyance Division - Consolidated Operating Budget

Department : All Departments - Consolidated

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 2015 - 16 Actual	FY 2016 - 17 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ 4,332,562	4,926,909	\$ 4,905,760
Overtime Pay	279,987	262,500	240,500
F.I.C.A.	339,719	394,521	393,683
Pension	591,974	684,840	681,901
Employee Benefits	780,233	1,025,016	950,599
Operating Expenditures:			-
Operating Materials & Supplies	1,411,695	1,656,144	1,425,030
Vehicle Supplies	204,979	268,615	220,400
Administrative Supplies	13,341	17,601	16,658
Safety Supplies	32,151	35,045	33,900
Special Purchases	1,957	1,960	1,960
Utilities	106,091	107,746	101,621
Rentals	4,164	8,100	6,600
Maintenance and Repairs	426,288	266,199	277,649
Outside Services	2,518,985	2,852,011	2,770,783
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	164,236	222,861	221,645
Accounting Charges	-	-	-
Debt Service:			-
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	343,944	765,674	316,649
Other Financing Uses:			-
Intrafund Transfers Out:	1,250,000	100,000	1,750,000
Total Appropriations	\$ 12,802,306	\$ 13,595,742	\$ 14,315,338



Department : All Departments - Consolidated

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

Major Business Unit Functions:

Directs, manages and controls the maintenance and construction of water and sewer lines.

Significant Expenditure and Staffing Changes:

Capital Expenditures: represents funding for replacing the roof on building A.

Budget Detail By Individual Categories	FY 2015 - 16 Actual	FY 2016 - 17 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ 296,645	\$ 306,907	\$ 311,269
Overtime Pay	3,339	3,500	6,500
F.I.C.A.	21,747	23,565	24,309
Pension	39,938	42,660	43,266
Employee Benefits	42,710	47,311	47,002
Operating Expenditures:			
Operating Materials & Supplies	14,480	17,862	12,850
Vehicle Supplies	4,669	6,500	5,300
Administrative Supplies	2,098	2,100	3,100
Safety Supplies	546	400	500
Special Purchases	1,957	1,960	1,960
Utilities	24,760	25,425	21,900
Rentals	-	350	350
Maintenance and Repairs	2,867	5,500	10,750
Outside Services	32,828	39,935	47,245
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	67,544	74,412	81,348
Accounting Charges	-	-	-
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	-	-	51,315
Other Financing Uses:			
Intrafund Transfers Out:	-	-	-
Total Appropriations	<u>\$ 556,128</u>	<u>\$ 598,387</u>	<u>\$ 668,964</u>



Department : All Departments - Consolidated

Business Unit : (610) Meter Installation

Major Business Unit Functions:

Oversees the installation of meters.

Significant Expenditure and Staffing Changes:

Personal Services: represents funding to reclass two Utility Service Mechanics.

Operating Materials and Supplies: represents funding for materials to set meters and backflows.

Outside Services: decrease represents funding for meter and backflow settings along with building and repairing meter vaults, the larger meter setting are now being done in-house rather than by outside contractors.

Capital Expenditures: represents funding for a replacement trailer.

Budget Detail By Individual Categories	FY 2015 - 16 Actual	FY 2016 - 17 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ 75,234	\$ 161,302	\$ 161,658
Overtime Pay	7,482	7,500	10,000
F.I.C.A.	5,978	12,824	13,132
Pension	10,134	22,421	22,470
Employee Benefits	13,834	56,669	35,890
Operating Expenditures:			
Operating Materials & Supplies	437,014	462,700	455,880
Vehicle Supplies	3,775	4,000	6,100
Administrative Supplies	240	300	300
Safety Supplies	1,575	1,500	2,500
Special Purchases	-	-	-
Utilities	589	510	1,200
Rentals	-	-	-
Maintenance and Repairs	1,046	2,000	2,000
Outside Services	323,458	641,070	371,645
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	1,990	2,545	4,078
Accounting Charges	-	-	-
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	57,885	-	14,000
Other Financing Uses:			
Intrafund Transfers Out:	-	-	-
Total Appropriations	<u>\$ 940,234</u>	<u>\$ 1,375,341</u>	<u>\$ 1,100,853</u>



Department : All Departments - Consolidated

**Business Unit : (612) Water Distribution
Maintenance**

Major Business Unit Functions:

Maintains water lines.

Significant Expenditure and Staffing Changes:

Personal Services: represents funding to reclass six Utility Service Mechanics and one Install/Repair Foreman.

Outside Services: represents funding for patching and paving of roads, concrete work and dumping fees after waterline repairs are completed.

Intrafund Transfers Out: represents funds being transferred to the Renewal & Extension Fund for several DOT Projects; SR 54, Frontage Road, Jodeco Rd @ Blackhall Rd, Windsor Drive, and Valley Hill Rd Bridge.

Budget Detail By Individual Categories	FY 2015 - 16 Actual	FY 2016 - 17 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ 1,270,674	\$ 1,452,334	\$ 1,422,114
Overtime Pay	112,384	110,000	110,000
F.I.C.A.	102,931	118,516	117,205
Pension	174,080	201,874	197,672
Employee Benefits	210,399	274,727	276,334
Operating Expenditures:			
Operating Materials & Supplies	450,131	462,410	419,315
Vehicle Supplies	64,309	80,000	75,000
Administrative Supplies	3,283	3,601	3,300
Safety Supplies	11,305	12,000	12,000
Special Purchases	-	-	-
Utilities	26,679	26,400	25,600
Rentals	1,830	2,500	2,500
Maintenance and Repairs	36,023	36,500	32,600
Outside Services	554,595	688,510	594,410
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	30,247	40,370	30,759
Accounting Charges	-	-	-
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	38,457	50,459	-
Other Financing Uses:			
Intrafund Transfers Out:	1,250,000	100,000	1,750,000
Total Appropriations	<u>\$ 4,337,327</u>	<u>\$ 3,660,201</u>	<u>\$ 5,068,809</u>



Department : All Departments - Consolidated

Business Unit : (616) Meter Testing and Repair

Major Business Unit Functions:

Test, install and repair meters & backflows.

Significant Expenditure and Staffing Changes:

Personal Services: reduction in funding due to the elimination of the Meter Testing and Repair Coordinators Position.

Budget Detail By Individual Categories	FY 2015 - 16 Actual	FY 2016 - 17 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ 327,468	\$ 367,725	\$ 339,802
Overtime Pay	812	5,000	5,000
F.I.C.A.	24,179	28,335	26,379
Pension	45,185	51,114	47,233
Employee Benefits	62,430	70,847	57,926
Operating Expenditures:			
Operating Materials & Supplies	37,152	45,880	60,915
Vehicle Supplies	12,532	13,500	12,000
Administrative Supplies	954	625	1,750
Safety Supplies	1,074	2,500	1,250
Special Purchases	-	-	-
Utilities	4,878	5,151	4,600
Rentals	971	850	850
Maintenance and Repairs	2,542	3,214	2,714
Outside Services	3,331	6,068	8,143
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	5,927	10,589	9,487
Accounting Charges	-	-	-
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	5,035	73,876	-
Other Financing Uses:			
Intrafund Transfers Out:	-	-	-
Total Appropriations	<u>\$ 534,470</u>	<u>\$ 685,274</u>	<u>\$ 578,049</u>



Department : All Departments - Consolidated

Business Unit : (617) Leak Detection and Repair

Major Business Unit Functions:

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

Significant Expenditure and Staffing Changes:

Capital Expenditures: represents funding for the sixteen leak loggers.

Budget Detail By Individual Categories	FY 2015 - 16 Actual	FY 2016 - 17 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ 73,076	\$ 89,964	\$ 92,256
Overtime Pay	2,130	2,000	1,000
F.I.C.A.	5,438	6,950	7,134
Pension	9,402	12,505	12,824
Employee Benefits	11,412	14,285	14,196
Operating Expenditures:			
Operating Materials & Supplies	2,326	29,876	4,290
Vehicle Supplies	4,370	8,349	3,900
Administrative Supplies	209	500	200
Safety Supplies	6	300	300
Special Purchases	-	-	-
Utilities	2,520	2,282	1,800
Rentals	-	-	-
Maintenance and Repairs	375	1,185	485
Outside Services	332	2,637	1,827
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	1,510	3,379	2,016
Accounting Charges	-	-	-
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	24,659	-	12,000
Other Financing Uses:			
Intrafund Transfers Out:	-	-	-
Total Appropriations	<u>\$ 137,765</u>	<u>\$ 174,212</u>	<u>\$ 154,228</u>



Department : All Departments - Consolidated

Business Unit : (618) Backflow Testing and Repair

Major Business Unit Functions:

Testing and repair of backflows.

Significant Expenditure and Staffing Changes:

No significant changes from previous fiscal year.

Budget Detail By Individual Categories	FY 2015 - 16 Actual	FY 2016 - 17 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ 199,306	\$ 212,057	\$ 221,925
Overtime Pay	18,195	16,500	10,000
F.I.C.A.	15,781	17,284	17,743
Pension	26,894	29,476	30,847
Employee Benefits	44,930	49,358	46,012
Operating Expenditures:			
Operating Materials & Supplies	50,853	59,751	61,975
Vehicle Supplies	11,853	13,500	11,000
Administrative Supplies	572	1,800	1,600
Safety Supplies	1,107	1,000	1,000
Special Purchases	-	-	-
Utilities	4,727	4,420	4,419
Rentals	-	-	-
Maintenance and Repairs	1,197	1,700	1,700
Outside Services	3,541	6,597	4,312
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	5,024	17,164	16,060
Accounting Charges	-	-	-
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	-	61,533	-
Other Financing Uses:			
Intrafund Transfers Out:	-	-	-
Total Appropriations	<u>\$ 383,980</u>	<u>\$ 492,140</u>	<u>\$ 428,593</u>



Department : All Departments - Consolidated

**Business Unit : (619) Utility & Landscaping
Services**

Major Business Unit Functions:

Maintain valves and hydrants. Performs property restoration.

Significant Expenditure and Staffing Changes:

Personal Services: represents funding to reclass four Utility Service Mechanics.

Capital Expenditure: represents funding for the scheduled replacement of three pickup trucks.

Budget Detail By Individual Categories	FY 2015 - 16 Actual	FY 2016 - 17 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ 376,862	\$ 409,566	\$ 404,680
Overtime Pay	18,047	18,000	18,000
F.I.C.A.	29,247	33,011	32,333
Pension	51,436	56,930	56,252
Employee Benefits	66,620	98,267	84,369
Operating Expenditures:			
Operating Materials & Supplies	78,453	92,871	76,105
Vehicle Supplies	20,413	24,500	19,500
Administrative Supplies	448	950	658
Safety Supplies	1,409	2,000	1,500
Special Purchases	-	-	-
Utilities	3,798	4,218	3,602
Rentals	-	500	500
Maintenance and Repairs	5,516	7,100	5,900
Outside Services	19,993	11,930	11,935
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	6,871	9,909	9,232
Accounting Charges	-	-	-
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	-	137,000	108,696
Other Financing Uses:			
Intrafund Transfers Out:	-	-	-
Total Appropriations	<u>\$ 679,113</u>	<u>\$ 906,752</u>	<u>\$ 833,262</u>



Department : All Departments - Consolidated

Business Unit : (621) Wastewater

Major Business Unit Functions:

Conveyance Maintenance

Repair and maintenance of sewer lines.

Significant Expenditure and Staffing Changes:

Personal Services: represents funding to reclass six Utility Service Mechanics.

Outside Services: represents funding for patching and paving of roads, concrete work and dumping fees after sewerline repairs are completed.

Capital Expenditures: represents funding for the scheduled replacement heavy duty pickup truck with crew cab, HVAC Unit, hoist system and three air release valves.

Budget Detail By Individual Categories	FY 2015 - 16 Actual	FY 2016 - 17 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ 652,479	\$ 695,361	\$ 719,784
Overtime Pay	46,067	45,000	30,000
F.I.C.A.	51,093	56,683	57,356
Pension	88,850	96,655	100,050
Employee Benefits	119,528	145,952	150,807
Operating Expenditures:			
Operating Materials & Supplies	265,283	343,065	251,730
Vehicle Supplies	35,694	41,200	32,200
Administrative Supplies	2,180	3,500	2,500
Safety Supplies	8,807	9,500	9,000
Special Purchases	-	-	-
Utilities	13,622	14,350	12,950
Rentals	923	3,500	2,000
Maintenance and Repairs	356,010	180,500	178,000
Outside Services	600,154	730,100	963,616
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	21,280	29,955	26,784
Accounting Charges	-	-	-
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	135,134	173,674	99,138
Other Financing Uses:			
Intrafund Transfers Out:	-	-	-
Total Appropriations	<u>\$ 2,397,104</u>	<u>\$ 2,568,995</u>	<u>\$ 2,635,915</u>



Department : All Departments - Consolidated

**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:

Personal Services: represents funding for the reclass of two Utility Service Mechanics and one Damage Control Specialists.

Outside Services: represents funding for flow monitoring, patching & paving, concrete dumping fees, root control and plumbing repairs.

Capital Expenditures: represents funding for five smart covers.

Budget Detail By Individual Categories	FY 2015 - 16 Actual	FY 2016 - 17 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ 906,110	\$ 965,144	\$ 977,153
Overtime Pay	47,618	40,000	40,000
F.I.C.A.	70,614	76,320	77,809
Pension	125,171	134,155	135,825
Employee Benefits	174,566	190,092	182,307
Operating Expenditures:			
Operating Materials & Supplies	54,599	99,002	59,400
Vehicle Supplies	37,164	53,000	40,500
Administrative Supplies	3,082	3,800	2,800
Safety Supplies	6,026	5,500	5,500
Special Purchases	-	-	-
Utilities	19,351	20,450	17,950
Rentals	440	400	400
Maintenance and Repairs	19,537	25,000	41,500
Outside Services	928,583	662,629	704,700
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	20,960	28,419	34,833
Accounting Charges	-	-	-
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	82,774	204,292	31,500
Other Financing Uses:			
Intrafund Transfers Out:	-	-	-
Total Appropriations	\$ 2,496,595	\$ 2,508,203	\$ 2,352,177



Department : All Departments - Consolidated

Business Unit : (630) Utility Locators

Major Business Unit Functions:

Locate water and sewer lines.

Significant Expenditure and Staffing Changes:

No significant changes from previous fiscal year.

Budget Detail By Individual Categories	FY 2015 - 16 Actual	FY 2016 - 17 Budgeted	FY2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ 154,708	\$ 266,549	\$ 255,119
Overtime Pay	23,913	15,000	10,000
F.I.C.A.	12,711	21,033	20,283
Pension	20,884	37,050	35,462
Employee Benefits	33,804	77,508	55,756
Operating Expenditures:			
Operating Materials & Supplies	21,404	42,727	22,570
Vehicle Supplies	10,200	24,066	14,900
Administrative Supplies	275	425	450
Safety Supplies	296	345	350
Special Purchases	-	-	-
Utilities	5,167	4,540	7,600
Rentals	-	-	-
Maintenance and Repairs	1,175	3,500	2,000
Outside Services	52,170	62,535	62,950
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	2,883	6,119	7,048
Accounting Charges	-	-	-
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	-	64,840	-
Other Financing Uses:			
Intrafund Transfers Out:	-	-	-
Total Appropriations	\$ 339,590	\$ 626,237	\$ 494,488



Water Reclamation Departments - Business Unit Group 700



WATER RECLAMATION DEPARTMENT

Clayton County Water Authority



*"Providing **Quality**
Water and **Quality**
Services to Our
Community"*



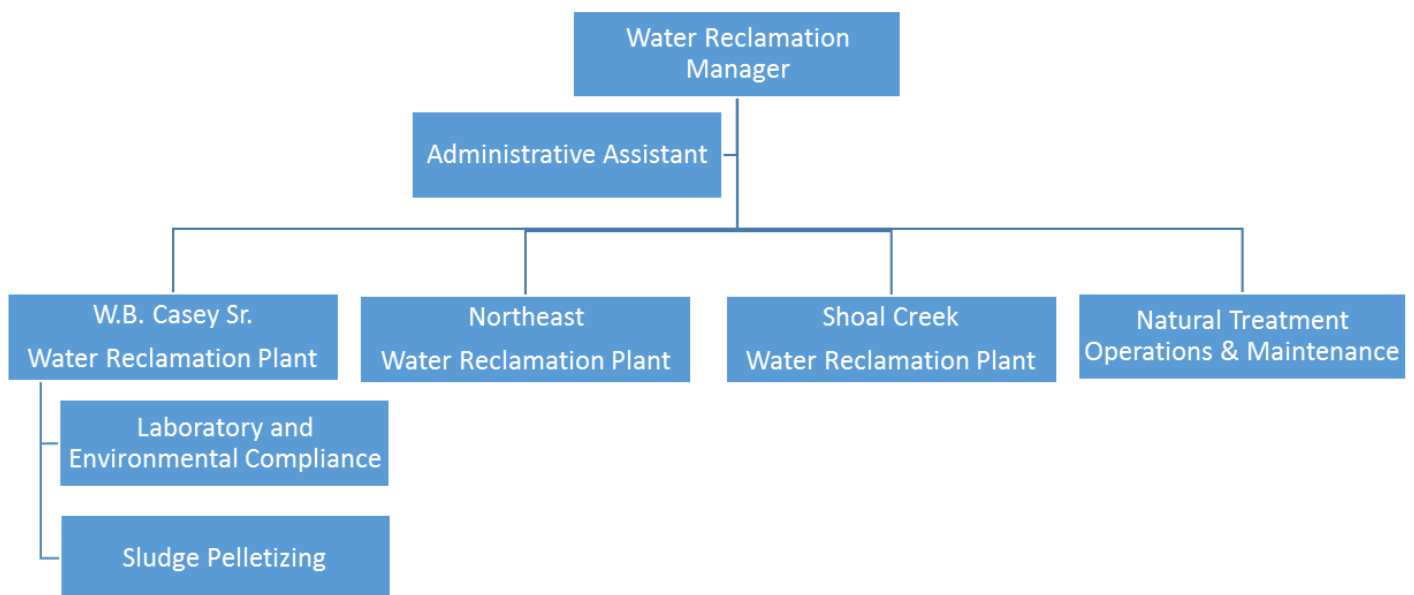
WATER RECLAMATION DEPARTMENT BUDGET UNIT 700

The Water Reclamation Department 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 plants, one bio-solid plant and a central laboratory. The activity of treating wastewater is highly regulated and specific operating standards are promulgated by federal and state regulatory agencies that have oversight of wastewater treatment.

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

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

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





Water Reclamation Division Staffing Summary

Authorized Personnel	FY 2015-2016 Budgeted	FY 2016-2017 Budgeted	FY 2017-2018 Budgeted
Water Reclamation Division			
701 - Water Reclamation Manager	2.23	2.23	2.23
720 - W B Casey SR Water Reclamation Plant	9.00	9.00	10.00
721 - Northeast Water Reclamation Plant	9.00	9.00	9.00
722 - Northeast Solids Handling	1.00	1.00	1.00
724 - Shoal Creek Water Reclamation Plant	7.00	7.00	7.00
727 - Shoal Creek Solids Handling	1.00	1.00	1.00
730 - Laboratory and Environmental Compliance	5.00	5.00	5.00
731 - Sludge Pelletizing	7.00	7.00	8.00
740 - NTS Operations & Maintenance	10.00	10.00	10.00
Total Full-Time Employees (FTEs)	51.23	51.23	53.23

The [Water Reclamation Division](#) added two buildings and grounds custodians as it was determined to be more cost effective than regularly using and supervising prison inmates.

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: “[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 are captured in the table that follows.

Service Level Goal		Key Performance Indicator (KPI)	Division	Target	YTD 2016 - 2017	Actual 2015 - 2016	Actual 2014 - 2015	Actual 2013 - 2014
SUPERIOR PRODUCT QUALITY								
1	Meet all applicable regulatory requirements	% compliance with NPDES permits	WR	100%	100.0%	98.3%	100.0%	100%
		% compliance with regulatory annual reporting (July)	WR	100%	100.0%	100%	100.0%	100%
PROVIDE EMPLOYEE DEVELOPMENT								
8	Provide effective employee training and development	% WR employees with required licenses (Apr)	WR	100%	NA	100%	100.0%	NA
OPTIMIZE OPERATIONS								
13	Reasonable Cost of Service	% of budget (Apr)	WR	< 95%	NA	82.4%	80.1%	79.1%
		\$/kGal reclaimed (Apr)	WR	<\$2.00	NA	\$1.17	\$1.49	\$1.43
INFRASTRUCTURE SUSTAINABILITY								
22	Provide adequate treatment capacity	% utilized capacity at Casey WRF	WR	< 80%	53.8%	68.1%	57.5%	100.0%
		% utilized capacity at Northeast WRF	WR	< 80%	35.7%	50.2%	38.3%	100.0%
		% utilized capacity at Shoal Creek	WR	< 80%	33.2%	42.3%	33.3%	0.0%
STAKEHOLDER SUPPORT								
23	Environmental Stewardship and Sustainability	WR Carbon footprint status - Mton/yr. as CO2 (e) (Jan)	WR	Report	94.12	4.22	4	N/A
		% beneficial reuse of biosolids (Jan)	WR	100%	100.0%	100.0%	93.5%	71.5%



Major Initiatives for FY 2017 - 2018

Business Unit	Account Number	Budget Funding	Amount Budgeted	Initiative
Water Reclamation Manager				
701	56110	Operating	\$ 50,000	Unforeseen Consulting
	56134	Operating	650,000	DeKalb Co Sewer
	59985	Capital	7,500	BizHub
Grand Total			\$ 707,500	
W. B. Casey Sr. Water Reclamation Plant				
720	56116	Operating	\$ 220,937	Maintenance: Plant Equipment (<i>As needed basis</i>)
	59921	Capital	8,000	Rollup Doors
	59934	Capital	62,000	Forklift
	59962	Capital	14,000	Influent and Effluent Samplers (2) - \$7,000 Each
	59983	Capital	7,014	Historian
Grand Total			\$ 311,951	
Northeast Water Reclamation Plant				
721	56116	Operating	\$ 127,035	Maintenance: Non-Construction Equip (<i>As needed basis</i>)
Grand Total			\$ 127,035	
Northeast Solids Handling				
722	56199	Operating	\$ 186,906	Solids Disposal
Grand Total			\$ 186,906	
Shoal Creek Water Reclamation Plant				
724	56110	Operating	\$ 30,000	Roof - Admin Building
	59933	Capital	25,000	Influent Flow/Digital Totalizer
Grand Total			\$ 30,000	
Shoal Creek Solids Handling				
727	56199	Operating	\$ 129,165	Solids Disposal
Grand Total			\$ 129,165	
Laboratory and Environmental Compliance				
730	59933	Capital	\$ 6,810	Bubbler System
			8,775	Missions Unit
Grand Total			\$ 15,585	
Sludge Pelletizing				
731	59932	Capital	\$ 60,000	Pugmill Sludge Mixer
Grand Total			\$ 60,000	
Natural Treatment Operations and Maintenance				
740	59941	Capital	\$ 52,000	Mini Excavator
	59953	Capital	79,396	Trucks -F250 4X4 with Strobes (2) - \$39,698 each
	59962	Capital	7,500	Refrigerated Auto Sampler
	59963	Capital	9,975	Grasshopper Mower
Grand Total			\$ 148,871	
Panhandle Road Wetlands				
741	56116	Operating	\$ 25,000	Repair Pump #2
	59962	Capital	8,000	Auto Sampler
Grand Total			\$ 33,000	



Water Reclamation Division Staffing – Position Detail

Authorized Personnel	FY 2015-2016 Budgeted	FY 2016-2017 Budgeted	FY 2017-2018 Budgeted
<i>Water Reclamation Department Manager</i>			
Intern	0.23	0.23	0.23
Office Assistant	1.00	1.00	1.00
Water Reclamation Manager	1.00	1.00	1.00
Total Number of Personnel (FTE's)	2.23	2.23	2.23
<i>W. B. Casey Sr. Water Reclamation Plant</i>			
Buildings & Grounds Custodian	0.00	0.00	1.00
Chief Operator	1.00	1.00	1.00
Plant Operator I	1.00	0.00	0.00
Plant Operator II	1.00	3.00	3.00
Plant Operator III	5.00	4.00	4.00
Plant Supervisor	1.00	1.00	1.00
Total Number of Personnel (FTE's)	9.00	9.00	10.00
<i>Northeast Water Reclamation Plant</i>			
Chief Operator	1.00	1.00	1.00
Building and Grounds Maintenance	1.00	1.00	1.00
Plant Operator I	0.00	5.00	6.00
Plant Operator II	3.00	1.00	0.00
Plant Operator III	3.00	0.00	0.00
Plant Supervisor	1.00	1.00	1.00
Total Number of Personnel (FTE's)	9.00	9.00	9.00
<i>Northeast Solids Handling</i>			
Plant Operator III	1.00	1.00	1.00
Total Number of Personnel (FTE's)	1.00	1.00	1.00
<i>Shoal Creek Water Reclamation Plant</i>			
Chief Operator	1.00	1.00	1.00
Plant Operator I	4.00	4.00	4.00
Plant Operator II	0.00	0.00	0.00
Plant Operator III	1.00	1.00	1.00
Plant Supervisor	1.00	1.00	1.00
Total Number of Personnel (FTE's)	7.00	7.00	7.00
<i>Shoal Creek Solids Handling</i>			
Plant Operator I	1.00	1.00	1.00
Plant Operator II	0.00	0.00	0.00
Plant Operator III	0.00	0.00	0.00
Total Number of Personnel (FTE's)	1.00	1.00	1.00
<i>Laboratory and Environmental Compliance</i>			
Environmental Compliance & Lab Coordinator	1.00	1.00	1.00
Environmental Compliance Inspector	1.00	1.00	1.00
Industrial Compliance Specialist	1.00	1.00	1.00
Lab Analyst	2.00	2.00	2.00
Total Number of Personnel (FTE's)	5.00	5.00	5.00



Authorized Personnel	FY 2015-2016 Budgeted	FY 2016-2017 Budgeted	FY 2017-2018 Budgeted
<i>Sludge Pelletizing</i>			
Buildings & Grounds Custodian	0.00	0.00	1.00
Chief Operator	1.00	1.00	1.00
Plant Operator I	1.00	2.00	2.00
Plant Operator II	1.00	0.00	1.00
Plant Operator III	3.00	3.00	2.00
Plant Supervisor	1.00	1.00	1.00
Total Number of Personnel (FTE's)	7.00	7.00	8.00
<i>Natural Treatment Operations & Maintenance</i>			
NTS Maintenance Operator	5.00	5.00	5.00
NTS Operator I	2.00	2.00	3.00
NTS Operator III	1.00	1.00	0.00
NTS Operations & Maintenance Coordinator	1.00	1.00	1.00
NTS Supervisor	1.00	1.00	1.00
Total Number of Personnel (FTE's)	10.00	10.00	10.00
<u>Water Reclamation Department Total</u>	51.23	51.23	53.23





Water Reclamation Division - Consolidated Operating Budget

Department : All Departments - Consolidated

Business Unit : Department 700 - Consolidated

Overview of Department Responsibilities

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

Budget Detail By Individual Categories	FY 2015 - 16 Actual	FY 2016 - 17 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ 2,880,770	\$ 3,107,977	\$ 3,330,439
Overtime Pay	208,710	193,924	196,932
F.I.C.A.	226,732	250,061	270,112
Pension	391,022	429,943	461,691
Employee Benefits	472,435	532,142	603,867
Operating Expenditures:			
Operating Materials & Supplies	947,852	1,037,312	1,018,540
Vehicle Supplies	57,205	108,041	107,534
Administrative Supplies	15,136	19,986	27,392
Safety Supplies	8,622	12,161	17,192
Special Purchases	803	1,050	1,000
Utilities	3,175,467	3,219,166	3,194,601
Rentals	66,070	11,891	7,084
Maintenance and Repairs	507,045	669,868	564,687
Outside Services	1,626,483	1,823,358	2,086,427
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	244,296	279,053	282,634
Accounting Charges	-	-	-
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	464,121	422,387	384,574
Other Financing Uses:			
Intrafund Transfers Out:	235,236	-	-
Total Appropriations	\$ 11,528,005	\$ 12,118,320	\$ 12,554,706



Department : All Departments - Consolidated

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

Major Business Unit Functions:

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

Significant Expenditure and Staffing Changes:

Outside Services: represents additional funding for DeKalb County Sewer charges.

Capital Expenditures: represents funding for the scheduled replacement of a multi function printer.

Budget Detail By Individual Categories	FY 2015 - 16 Actual	FY 2016 - 17 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ 133,828	\$ 155,642	\$ 159,157
Overtime Pay	-	-	-
F.I.C.A.	10,148	11,802	12,176
Pension	17,647	20,056	20,888
Employee Benefits	14,524	18,508	18,396
Operating Expenditures:			
Operating Materials & Supplies	1,175	1,425	4,860
Vehicle Supplies	444	693	500
Administrative Supplies	437	675	700
Safety Supplies	125	125	125
Special Purchases	788	1,050	1,000
Utilities	2,698	4,250	1,000
Rentals	-	-	-
Maintenance and Repairs	-	500	500
Outside Services	514,698	457,935	704,370
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	81,144	102,843	97,596
Accounting Charges	-	-	-
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	-	-	7,500
Other Financing Uses:			
Intrafund Transfers Out:	-	-	-
Total Appropriations	\$ 777,656	\$ 775,504	\$ 1,028,768



Department : All Departments - Consolidated

**Business Unit : (720) W.B. Casey Sr Water
Reclamation**

Major Business Unit Functions:

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

Significant Expenditure and Staffing Changes:

Personal Services: increase due to the addition of a Buildings & Grounds Custodian.

Operating Materials & Supplies: increase is due to the needed replacement of worn hydrant hoses.

Capital Expenditures: represents funding for rollup doors, forklift influent and effluent samplers and historian software.

Budget Detail By Individual Categories	FY 2015 - 16 Actual	FY 2016 - 17 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ 457,211	\$ 513,379	\$ 529,043
Overtime Pay	42,237	38,000	38,755
F.I.C.A.	36,953	41,837	43,436
Pension	62,018	71,360	73,535
Employee Benefits	76,743	85,275	103,784
Operating Expenditures:			
Operating Materials & Supplies	347,881	301,977	311,726
Vehicle Supplies	12,051	15,979	16,044
Administrative Supplies	3,359	5,146	10,818
Safety Supplies	2,279	3,909	3,264
Special Purchases	-	-	-
Utilities	991,026	985,796	987,109
Rentals	64,999	2,049	2,049
Maintenance and Repairs	86,343	93,306	110,263
Outside Services	299,690	295,334	309,157
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	45,263	47,971	55,654
Accounting Charges	-	-	-
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	163,365	225,000	91,014
Other Financing Uses:			
Intrafund Transfers Out:	82,219	-	-
Total Appropriations	\$ 2,773,637	\$ 2,726,318	\$ 2,685,651



Department : All Departments - Consolidated

**Business Unit : (721) Northeast Water
Reclamation Plant**

Major Business Unit Functions:

Operates the Northeast Water Reclamation Plant.

Significant Expenditure and Staffing Changes:

No significant changes from previous fiscal year.

Budget Detail By Individual Categories	FY 2015 - 16 Actual	FY 2016 - 17 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ 464,354	\$ 492,783	\$ 539,872
Overtime Pay	47,470	37,915	44,964
F.I.C.A.	36,691	40,226	44,741
Pension	62,992	68,497	75,043
Employee Benefits	91,441	98,950	112,277
Operating Expenditures:			
Operating Materials & Supplies	203,641	249,940	225,336
Vehicle Supplies	10,392	5,999	10,666
Administrative Supplies	2,239	3,095	2,627
Safety Supplies	1,678	1,600	6,922
Special Purchases	-	-	-
Utilities	540,808	527,371	505,045
Rentals	545	670	730
Maintenance and Repairs	179,874	227,882	148,669
Outside Services	246,580	142,739	173,736
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	37,987	38,610	39,102
Accounting Charges	-	-	-
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	47,671	36,458	-
Other Financing Uses:			
Intrafund Transfers Out:	-	-	-
Total Appropriations	<u>\$ 1,974,363</u>	<u>\$ 1,972,735</u>	<u>\$ 1,929,730</u>



Department : All Departments - Consolidated

Business Unit : (722) Northeast Solids - Handling

Major Business Unit Functions:

Operation of solids handling at the Northeast Plant.

Significant Expenditure and Staffing Changes:

No significant changes from previous fiscal year.

Budget Detail By Individual Categories	FY 2015 - 16 Actual	FY 2016 - 17 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ 53,059	\$ 60,119	\$ 49,716
Overtime Pay	3,935	2,774	3,451
F.I.C.A.	4,483	4,754	4,067
Pension	7,384	8,357	6,911
Employee Benefits	6,064	7,239	10,213
Operating Expenditures:			
Operating Materials & Supplies	92,107	78,926	94,027
Vehicle Supplies	-	-	-
Administrative Supplies	388	353	353
Safety Supplies	473	890	563
Special Purchases	-	-	-
Utilities	33,718	46,064	37,351
Rentals	-	-	-
Maintenance and Repairs	6,328	12,999	10,352
Outside Services	188,511	215,246	198,109
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	4,132	3,833	5,020
Accounting Charges	-	-	-
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	-	37,513	-
Other Financing Uses:			
Intrafund Transfers Out:	-	-	-
Total Appropriations	\$ 400,582	\$ 479,067	\$ 420,133



Department : All Departments - Consolidated

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

Major Business Unit Functions:

Operation of the Shoal Creek Water Reclamation Plant.

Significant Expenditure and Staffing Changes:

Capital Expenditures: category represents funds for the replacement of the roof on the administration building and an influent flowmeter/digital totalizer.

Budget Detail By Individual Categories	FY 2015 - 16 Actual	FY 2016 - 17 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ 471,354	\$ 486,392	\$ 488,879
Overtime Pay	31,735	27,595	27,595
F.I.C.A.	37,635	38,861	39,512
Pension	64,284	67,608	67,954
Employee Benefits	66,784	72,811	72,320
Operating Expenditures:			
Operating Materials & Supplies	59,798	63,730	40,067
Vehicle Supplies	3,512	8,180	8,182
Administrative Supplies	2,878	2,856	3,075
Safety Supplies	429	1,313	2,143
Special Purchases	15	-	-
Utilities	226,951	224,663	223,994
Rentals	97	-	100
Maintenance and Repairs	92,537	135,220	96,785
Outside Services	56,759	224,152	94,079
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	23,019	25,263	25,425
Accounting Charges	-	-	-
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	12,182	79,242	55,000
Other Financing Uses:			
Intrafund Transfers Out:	-	-	-
Total Appropriations	<u>\$ 1,149,969</u>	<u>\$ 1,457,886</u>	<u>\$ 1,245,110</u>



Department : All Departments - Consolidated

Business Unit : (727) Shoal Creek Solids Handling

Major Business Unit Functions:

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

Significant Expenditure and Staffing Changes:

No significant changes from previous fiscal year.

Budget Detail By Individual Categories	FY 2015 - 16 Actual	FY 2016 - 17 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ 63,867	\$ 72,265	\$ 75,898
Overtime Pay	2,597	3,640	2,167
F.I.C.A.	5,212	5,738	5,973
Pension	8,965	10,045	10,550
Employee Benefits	7,812	7,353	7,329
Operating Expenditures:			
Operating Materials & Supplies	27,610	37,140	36,644
Vehicle Supplies	-	-	-
Administrative Supplies	401	411	411
Safety Supplies	101	79	100
Special Purchases	-	-	-
Utilities	21,259	18,224	24,122
Rentals	-	-	-
Maintenance and Repairs	1,194	2,950	12,819
Outside Services	128,198	131,846	138,203
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	4,474	5,439	5,769
Accounting Charges	-	-	-
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	-	-	-
Other Financing Uses:			
Intrafund Transfers Out:	-	-	-
Total Appropriations	<u>\$ 271,690</u>	<u>\$ 295,130</u>	<u>\$ 319,985</u>



Department : All Departments - Consolidated

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 due repairs needed on five transfer pumps.

Budget Detail By Individual Categories	FY 2015 - 16 Actual	FY 2016 - 17 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
Operating Expenditures:			
Operating Materials & Supplies	-	200	200
Vehicle Supplies	2,796	4,878	4,878
Administrative Supplies	-	-	-
Safety Supplies	-	200	200
Special Purchases	-	-	-
Utilities	671,334	610,557	610,649
Rentals	309	605	605
Maintenance and Repairs	9,049	13,400	7,940
Outside Services	40,106	69,438	110,694
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	4,838	5,719	5,007
Accounting Charges	-	-	-
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	-	-	-
Other Financing Uses:			
Intrafund Transfers Out:	-	-	-
Total Appropriations	<u>\$ 728,432</u>	<u>\$ 704,997</u>	<u>\$ 740,173</u>



Department : All Departments - Consolidated

Business Unit : (730) Laboratory and Environmental Compliance

Major Business Unit Functions:

Operates Water Reclamation laboratory. Administers Grease Management Program. Administers Industrial Pretreatment Program. Coordinates sewer use ordinance issue.

Significant Expenditure and Staffing Changes:

Capital Expenditures: represents funding for a bubbler system and for mission units.

Budget Detail By Individual Categories	FY 2015 - 16 Actual	FY 2016 - 17 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ 261,565	\$ 292,552	\$ 298,797
Overtime Pay	9,278	7,000	6,000
F.I.C.A.	20,174	22,588	23,583
Pension	35,714	40,176	41,531
Employee Benefits	41,072	56,694	46,199
Operating Expenditures:			
Operating Materials & Supplies	27,192	38,999	30,855
Vehicle Supplies	2,089	3,100	3,250
Administrative Supplies	635	1,100	3,800
Safety Supplies	324	200	200
Special Purchases	-	-	-
Utilities	2,487	3,420	2,500
Rentals	120	2,875	100
Maintenance and Repairs	149	750	1,250
Outside Services	36,278	36,865	47,050
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	8,690	9,022	9,560
Accounting Charges	-	-	-
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	13,312	-	15,585
Other Financing Uses:			
Intrafund Transfers Out:	-	-	-
Total Appropriations	\$ 459,079	\$ 515,341	\$ 530,260



Department : All Departments - Consolidated

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:

Personal Services: increase due to the addition of a Buildings & Grounds Custodian.

Outside Services: increase due to repairs needed on the sludge cake storage bin.

Capital Expenditures: represents funding for a pugmill sludge mixer.

Budget Detail By Individual Categories	FY 2015 - 16 Actual	FY 2016 - 17 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ 414,384	\$ 448,193	\$ 490,458
Overtime Pay	60,742	62,000	62,000
F.I.C.A.	34,791	38,607	42,263
Pension	55,801	62,299	68,173
Employee Benefits	64,556	70,666	93,345
Operating Expenditures:			
Operating Materials & Supplies	165,732	239,928	259,715
Vehicle Supplies	1,980	35,462	37,230
Administrative Supplies	1,804	2,143	2,877
Safety Supplies	1,582	1,895	1,895
Special Purchases	-	-	-
Utilities	421,351	547,106	541,425
Rentals	-	4,192	2,500
Maintenance and Repairs	101,062	139,567	139,275
Outside Services	73,903	153,332	193,212
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	16,563	17,751	17,571
Accounting Charges	-	-	-
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	69,412	-	60,000
Other Financing Uses:			
Intrafund Transfers Out:	153,017	-	-
Total Appropriations	\$ 1,636,680	\$ 1,823,141	\$ 2,011,939



Department : All Departments - Consolidated

Business Unit : (732) Sludge Pelletizing

Major Business Unit Functions:

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

Significant Expenditure and Staffing Changes:

No significant changes from the previous fiscal year.

Budget Detail By Individual Categories	FY 2015 - 16 Actual	FY 2016 - 17 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
Operating Expenditures:			
Operating Materials & Supplies	-	-	-
Vehicle Supplies	658	1,000	1,000
Administrative Supplies	-	-	-
Safety Supplies	-	200	200
Special Purchases	-	-	-
Utilities	109,160	105,035	103,572
Rentals	-	-	-
Maintenance and Repairs	1,685	4,134	1,420
Outside Services	14,658	53,000	53,000
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	1,654	1,983	1,953
Accounting Charges	-	-	-
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	100,238	-	-
Other Financing Uses:			
Intrafund Transfers Out:	-	-	-
Total Appropriations	\$ 228,053	\$ 165,352	\$ 161,145



Department : All Departments - Consolidated

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:

Capital Expenditures: represents funds for the replacement of two pickup trucks, mini excavator, refrigerated auto sampler and a mower.

Budget Detail By Individual Categories	FY 2015 - 16 Actual	FY 2016 - 17 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ 561,148	\$ 586,652	\$ 698,619
Overtime Pay	10,716	15,000	12,000
F.I.C.A.	40,645	45,648	54,361
Pension	76,217	81,545	97,106
Employee Benefits	103,439	114,646	140,004
Operating Expenditures:			
Operating Materials & Supplies	21,877	23,537	14,110
Vehicle Supplies	23,283	32,750	25,784
Administrative Supplies	2,995	3,907	2,431
Safety Supplies	1,631	1,500	1,330
Special Purchases	-	-	-
Utilities	68,176	65,139	74,201
Rentals	-	1,500	1,000
Maintenance and Repairs	25,243	30,755	24,299
Outside Services	20,459	30,871	24,941
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	13,465	17,081	16,605
Accounting Charges	-	-	-
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	57,941	44,174	147,475
Other Financing Uses:			
Intrafund Transfers Out:	-	-	-
Total Appropriations	<u>\$ 1,027,235</u>	<u>\$ 1,094,705</u>	<u>\$ 1,334,266</u>



Department : All Departments - Consolidated

Business Unit : (741) Panhandle Road Wetlands

Major Business Unit Functions:

Operation and maintenance of Panhandle Road Constructed Wetlands including the wetland cells and pump station.

Significant Expenditure and Staffing Changes:

Outside Services: increase represents funds for pump repairs.

Capital Expenditures: represents funds for an auto sampler.

Budget Detail By Individual Categories	FY 2015 - 16 Actual	FY 2016 - 17 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Operating Expenditures:			
Operating Materials & Supplies	217	400	400
Vehicle Supplies	-	-	-
Administrative Supplies	-	75	75
Safety Supplies	-	100	100
Special Purchases	-	-	-
Utilities	54,718	48,528	51,214
Rentals	-	-	-
Maintenance and Repairs	443	2,140	6,000
Outside Services	4,517	5,600	31,600
Interest	-	-	-
Employee Benefits	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	1,460	1,640	1,569
Accounting Charges	-	-	-
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	-	-	8,000
Other Financing Uses:			
Intrafund Transfers Out:	-	-	-
Total Appropriations	\$ 61,355	\$ 58,483	\$ 98,958



Department : All Departments - Consolidated

Business Unit : (742) Huie Wetlands

Major Business Unit Functions:

Operation and maintenance of Huie Wetlands cells and valve building.

Significant Expenditure and Staffing Changes:

No significant changes from the previous fiscal year.

Budget Detail By Individual Categories	FY 2015 - 16 Actual	FY 2016 - 17 Budgeted	FY 2017 18 Budgeted
Personal Services:			
Salaries and Wages	\$ -	\$ -	\$ -
Overtime Pay	-	-	-
F.I.C.A.	-	-	-
Pension	-	-	-
Employee Benefits	-	-	-
Operating Expenditures:			
Operating Materials & Supplies	622	1,110	600
Vehicle Supplies	-	-	-
Administrative Supplies	-	225	225
Safety Supplies	-	150	150
Special Purchases	-	-	-
Utilities	31,781	33,013	32,419
Rentals	-	-	-
Maintenance and Repairs	3,138	6,265	5,115
Outside Services	2,126	7,000	8,276
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	1,607	1,898	1,803
Accounting Charges	-	-	-
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	-	-	-
Other Financing Uses:			
Intrafund Transfers Out:	-	-	-
Total Appropriations	<u>\$ 39,274</u>	<u>\$ 49,661</u>	<u>\$ 48,588</u>



General Services Departments - Business Unit Group 900



**GENERAL
SERVICES**

Clayton County Water Authority



*"Providing **Quality**
Water and **Quality**
Services to Our
Community"*



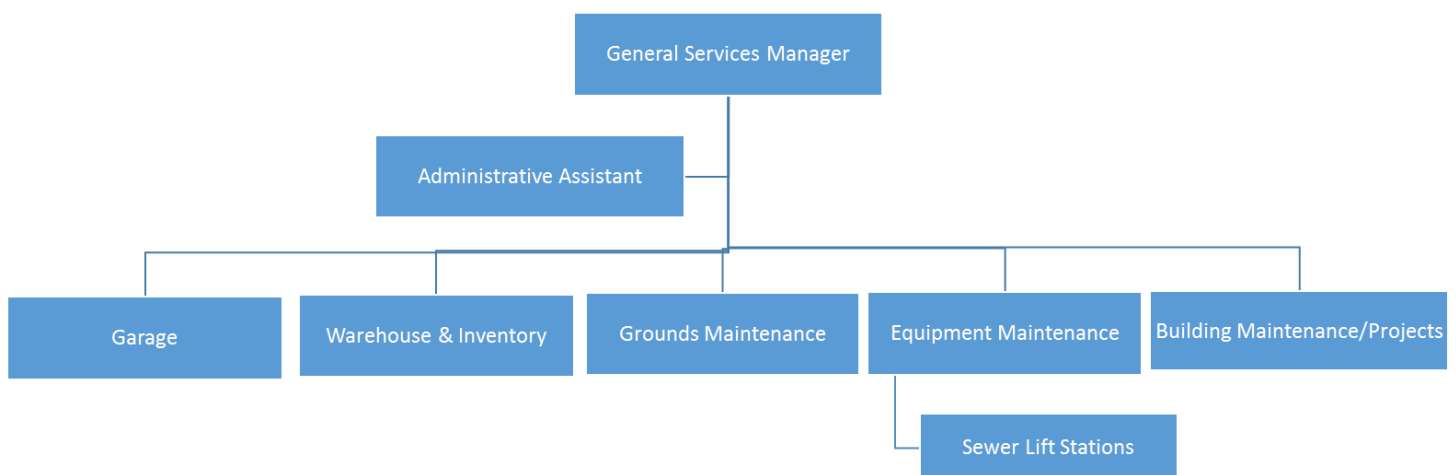
GENERAL SERVICES DEPARTMENT BUDGET UNIT 900

The General Services Department serves in the capacity as an internal services provider for other departments. It has the responsibility of repairing and maintaining the Authority's fleet, mechanical, electrical and structural equipment. It is responsible for maintaining the buildings of the plants and headquarters complex; the grounds of the plants, headquarters complex and recreation sites; and sewer lift and metering stations. The General Services Department also performs small renovation and construction projects. Tasks are performed in conformity with federal, state, local and authority laws, regulations and policies.

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

To better manage operating expenses, the department is broken down into specific programs, 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 Manager
- 925 - Sewer Lift Stations
- 930 - Garage
- 940 - Warehouse
- 950 - Equipment Maintenance
- 960 - Grounds/Right-of-Way Maintenance
- 970 - Building Maintenance and Projects





General Services Division Staffing Summary

Authorized Personnel	FY 2015-2016 Budgeted	FY 2016-2017 Budgeted	FY 2017-2018 Budgeted
General Services Division			
901 - General Services Manager	2.00	2.00	2.00
925 - Sewage Lift Station	3.00	4.00	4.00
930 - Garage	4.00	4.00	4.00
940 - Warehouse	6.00	6.00	6.00
950 - Equipment Maintenance	9.00	9.00	9.00
960 - Grounds and Right-of-Way Maintenance	6.00	6.00	7.00
970 - Building Maintenance and Projects	9.00	9.00	12.00
Total Full-Time Employees (FTEs)	39.00	40.00	44.00

The **General Services Division** added one grounds maintenance employee and three building maintenance personnel as it was determined to be more cost effective than regularly using and supervising prison inmates in these roles.

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 are captured in the table that follows.

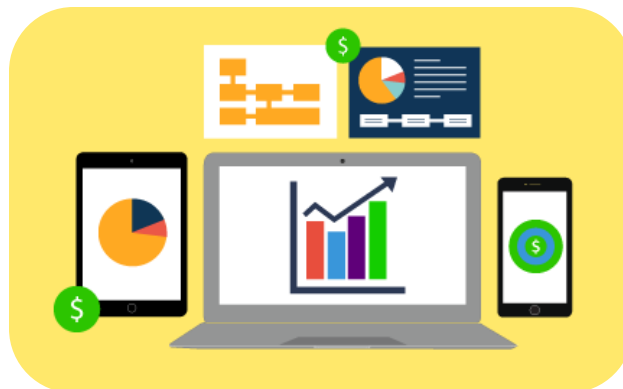
Service Level Goal	Key Performance Indicator (KPI)	Division	Target	YTD 2016 - 2017	Actual 2015 - 2016	Actual 2014 - 2015	Actual 2013 - 2014
OPTIMIZE OPERATIONS							
15 Provide Minimum Down Time for CCWA's Fleet	Fleet work orders completed within 7 days	GS	> 80%	95.9%	0.86	N/A	N/A
	Fleet maintenance cost to fleet asset value	GS	< 25%	7.3%	0.10	N/A	N/A
INFRASTRUCTURE SUSTAINABILITY							
20 Implement asset management practices	Facilities work orders completed within 7 days	GS	>80%	80.3%	0.80	N/A	N/A
	Facilities maintenance cost to asset value	GS	< 25%	6.7%	0.06	N/A	N/A





Major Initiatives for FY 2017 - 2018

Business Unit	Account Number	Budget Funding	Amount Budgeted	Initiative
General Services Manager				
901	56152	Operating	\$ 63,000	AVL Tracking
	59303	Capital	176,657	Facilities Fire Wall and WLAN Access Points for SCADA [SMP 906][WP 2015-40B]
			401,638	GE Mobility Technology for SCADA [SMP 906][WP2015-40B]
Grand Total			\$ 641,295	
Sewer Lift Stations				
925	59303	Capital	\$ 160,000	Rum Creek Generator
	59953	Capital	39,698	Truck -F250 4X4 with Strobes
Grand Total			\$ 199,698	
Garage				
930	59921	Capital	\$ 53,186	Roof Replacement - Over Garage
	59961	Capital	6,900	Wheel Balancing Machine
			13,000	Tire Balancing Machine
	59965	Capital	6,800	Hot Water Pressure Washer
Grand Total			\$ 79,886	
Equipment Maintenance				
950	59934	Capital	\$ 79,396	Trucks -F250 4X4 with Strobes (2) - \$39,698 each
Grand Total			\$ 79,396	
Building Maintenance and Projects				
970	59952	Capital	\$ 14,250	Beaver Tail Trailer
Grand Total			\$ 14,250	





General Services Division Staffing – Position Detail

Authorized Personnel	FY 2015-2016 Budgeted	FY 2016-2017 Budgeted	FY 2017-2018 Budgeted
General Services Department Manager			
General Services Manager	1.00	1.00	1.00
Office Assistant	1.00	1.00	1.00
Total Number of Personnel (FTE's)	2.00	2.00	2.00
Sewage Lift Stations			
Lift Station / PM Specialist	1.00	1.00	1.00
Lift Station Technician	2.00	3.00	3.00
Total Number of Personnel (FTE's)	3.00	4.00	4.00
Garage			
Fleet Maintenance Foreman	1.00	1.00	1.00
Garage Worker	1.00	1.00	1.00
Sr. Fleet Mechanic	2.00	2.00	2.00
Total Number of Personnel (FTE's)	4.00	4.00	4.00
Warehouse			
Garage Inventory Warehouse Worker	1.00	1.00	1.00
Inventory - Warehouse Supervisor	1.00	1.00	1.00
Inventory Warehouse Worker	2.00	2.00	2.00
Lead Warehouse Inventory Worker	1.00	1.00	1.00
Warehouse Assistant	1.00	1.00	1.00
Total Number of Personnel (FTE's)	6.00	6.00	6.00
Equipment Maintenance			
Plant Services Chief Maint Technician	1.00	1.00	1.00
Instrumentation & Controls Technician	1.00	1.00	1.00
Lead Maintenance Technicians	4.00	0.00	0.00
Maintenance Technician	2.00	0.00	0.00
Maintenance Technician I		4.00	4.00
Maintenance Technician II		2.00	2.00
PLC Specialist	1.00	1.00	1.00
Total Number of Personnel (FTE's)	9.00	9.00	9.00
Grounds/Right-of-Way Maintenance			
Grounds Maintenance Crew Leader	1.00	1.00	1.00
Grounds Maintenance Worker I	3.00	3.00	3.00
Grounds Maintenance Worker II	2.00	2.00	3.00
Total Number of Personnel (FTE's)	6.00	6.00	7.00
Building Maintenance/Projects			
Building Maintenance Worker	0.00	0.00	3.00
Electrician	1.00	1.00	1.00
Facilities Maintenance Crew Leader	1.00	1.00	1.00
Facilities Maintenance Worker	3.00	3.00	3.00
General Foreman-Facilities Maintenance	1.00	1.00	1.00
Plant Services Supervisor	1.00	1.00	1.00
Sr. Maintenance Worker	1.00	1.00	1.00
Electrician Technician	1.00	1.00	1.00
Total Number of Personnel (FTE's)	9.00	9.00	12.00
General Services Department Total	39.00	40.00	44.00



General Services Division - Consolidated Operating Budget

Department : All Departments - Consolidated

Business Unit : Department 900 - Consolidated

Overview of Department Responsibilities

The General Services Department represents the internal service functions for the Authority. Its responsibilities include purchasing and warehousing inventory items needed by the operating departments; repairing and maintaining vehicles and heavy-duty equipment; maintaining grounds and clearing right-of-ways; performing small building and construction projects; repairing and maintaining plants, pumping stations and lift stations operating equipment and electrical and communication systems. General Services is also responsible for bidding and contracting for all products and services for CCWA. Tasks are generally undertaken based on priorities established by the General Manager.

Budget Detail By Individual Categories	FY 2015 - 16 Actual	FY 2016 - 17 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ 1,778,095	\$ 2,029,206	\$ 2,212,053
Overtime Pay	101,057	82,700	83,200
F.I.C.A.	138,827	160,329	175,587
Pension	242,121	282,060	307,477
Employee Benefits	305,352	375,554	433,213
Operating Expenditures:			
Operating Materials & Supplies	218,105	216,708	235,565
Vehicle Supplies	61,770	81,231	69,100
Administrative Supplies	8,015	9,525	9,880
Safety Supplies	8,894	7,400	6,950
Special Purchases	755	780	780
Utilities	323,438	276,893	275,811
Rentals	6,164	5,998	3,000
Maintenance and Repairs	83,156	83,625	98,850
Outside Services	216,716	359,646	246,928
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	106,958	140,374	164,771
Accounting Charges	-	-	-
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	117,275	70,825	225,481
Other Financing Uses:			
Intrafund Transfers Out:	2,687,200	110,000	738,295
Total Appropriations	\$ 6,403,898	\$ 4,292,854	\$ 5,286,941



Department : All Departments - Consolidated

Business Unit : (901) General Services

Department Manager

Major Business Unit Functions:

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

Significant Expenditure and Staffing Changes:

Intrafund Transfers Out: represents funds being transferred to the Renewal and Extension Fund for Facilities Firewall & WLAN Access Points along with GE Mobile.

Budget Detail By Individual Categories	FY 2015 - 16 Actual	FY 2016 - 17 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ 145,161	\$ 156,805	\$ 160,245
Overtime Pay	-	100	100
F.I.C.A.	10,482	11,893	12,268
Pension	19,863	21,796	22,274
Employee Benefits	21,967	24,083	23,912
Operating Expenditures:			
Operating Materials & Supplies	5,578	3,100	5,885
Vehicle Supplies	302	1,200	1,100
Administrative Supplies	389	635	500
Safety Supplies	31	100	50
Special Purchases	755	780	780
Utilities	4,704	5,390	2,500
Rentals	247	370	-
Maintenance and Repairs	5,916	6,375	3,500
Outside Services	16,362	142,920	73,290
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	59,327	69,255	66,757
Accounting Charges	-	-	-
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	-	-	-
Other Financing Uses:			
Intrafund Transfers Out:	1,350,000	-	578,295
Total Appropriations	<u>\$ 1,641,084</u>	<u>\$ 444,802</u>	<u>\$ 951,456</u>



Department : All Departments - Consolidated

Business Unit : (925) Sewage Lift Stations

Major Business Unit Functions:

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

Significant Expenditure and Staffing Changes:

Intrafund Transfers Out: represents funds being transferred to the Renewal and Extension Fund for generator at Rum Creek Lift Station.

Capital Expenditures: category represents funds for the scheduled replacement of a pickup truck with service body.

Budget Detail By Individual Categories	FY 2015 - 16 Actual	FY 2016 - 17 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ 123,706	\$ 178,907	\$ 173,078
Overtime Pay	21,984	20,000	20,000
F.I.C.A.	10,667	15,166	14,769
Pension	17,003	24,868	24,058
Employee Benefits	26,242	47,950	40,989
Operating Expenditures:			
Operating Materials & Supplies	116,413	109,929	150,873
Vehicle Supplies	8,412	12,200	12,200
Administrative Supplies	502	350	650
Safety Supplies	1,187	1,400	1,100
Special Purchases	-	-	-
Utilities	259,580	212,875	213,339
Rentals	-	-	-
Maintenance and Repairs	61,251	56,800	63,500
Outside Services	54,300	80,519	77,552
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	9,010	14,775	39,492
Accounting Charges	-	-	-
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	39,198	5,395	39,698
Other Financing Uses:			
Intrafund Transfers Out:	1,336,301	-	160,000
Total Appropriations	\$ 2,085,756	\$ 781,134	\$ 1,031,298



Department : All Departments - Consolidated

Business Unit : (930) Garage

Major Business Unit Functions:

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

Significant Expenditure and Staffing Changes:

Capital Expenditures: category represents funding for the roof replacement over the garage, a wheel balancing machine, tire balancing machine and a hot water pressure washer.

Budget Detail By Individual Categories	FY 2015 - 16 Actual	FY 2016 - 17 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ 149,829	\$ 190,373	\$ 193,386
Overtime Pay	1,548	600	600
F.I.C.A.	11,577	14,519	14,840
Pension	21,121	26,462	26,881
Employee Benefits	29,233	40,960	43,437
Operating Expenditures:			
Operating Materials & Supplies	19,630	36,621	14,605
Vehicle Supplies	9,986	8,300	6,800
Administrative Supplies	958	800	650
Safety Supplies	1,444	800	800
Special Purchases	-	-	-
Utilities	9,209	9,551	9,743
Rentals	3,987	3,628	1,000
Maintenance and Repairs	3,770	4,050	7,000
Outside Services	16,232	13,344	14,292
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	5,760	13,076	7,159
Accounting Charges	-	-	-
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	-	6,100	79,886
Other Financing Uses:			
Intrafund Transfers Out:	-	-	-
Total Appropriations	\$ 284,284	\$ 369,184	\$ 421,079



Department : All Departments - Consolidated

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:

No significant changes from the previous fiscal year.

Budget Detail By Individual Categories	FY 2015 - 16 Actual	FY 2016 - 17 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ 243,691	\$ 259,596	\$ 264,737
Overtime Pay	268	-	500
F.I.C.A.	18,162	19,723	20,290
Pension	32,832	36,084	36,799
Employee Benefits	31,575	36,292	36,333
Operating Expenditures:			
Operating Materials & Supplies	14,035	12,655	12,610
Vehicle Supplies	773	2,400	1,400
Administrative Supplies	2,276	3,000	3,500
Safety Supplies	405	600	500
Special Purchases	-	-	-
Utilities	24,617	26,354	27,824
Rentals	-	-	-
Maintenance and Repairs	1,312	5,400	12,400
Outside Services	24,872	28,700	29,193
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	6,989	11,539	13,775
Accounting Charges	-	-	-
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	13,498	-	-
Other Financing Uses:			
Intrafund Transfers Out:	899	110,000	-
Total Appropriations	<u>\$ 416,204</u>	<u>\$ 552,343</u>	<u>\$ 459,861</u>



Department : All Departments - Consolidated

Business Unit : (950) Equipment Maintenance

Major Business Unit Functions:

Maintains and repairs plant equipment and pumping stations.

Significant Expenditure and Staffing Changes:

Capital Expenditures: represents funds for the replacement of two pickup trucks with service bodies.

Budget Detail By Individual Categories	FY 2015 - 16 Actual	FY 2016 - 17 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ 464,602	\$ 511,525	\$ 533,723
Overtime Pay	33,738	30,000	30,000
F.I.C.A.	36,720	41,078	43,125
Pension	62,767	71,102	74,188
Employee Benefits	80,982	91,629	98,863
Operating Expenditures:			
Operating Materials & Supplies	20,245	28,197	18,459
Vehicle Supplies	15,457	18,100	16,200
Administrative Supplies	1,425	1,780	1,880
Safety Supplies	2,624	2,000	2,000
Special Purchases	-	-	-
Utilities	12,476	9,993	9,993
Rentals	660	1,000	1,000
Maintenance and Repairs	1,552	3,800	3,800
Outside Services	32,014	32,225	34,896
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	15,609	17,274	25,745
Accounting Charges	-	-	-
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	19,802	-	79,396
Other Financing Uses:			
Intrafund Transfers Out:	-	-	-
Total Appropriations	<u>\$ 800,673</u>	<u>\$ 859,703</u>	<u>\$ 973,268</u>



Department : All Departments - Consolidated

**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:

Personal Services: increase represents funding a new Grounds Maintenance Worker.

Capital Expenditures: represents funding to replace a mower.

Budget Detail By Individual Categories	FY 2015 - 16 Actual	FY 2016 - 17 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ 202,252	\$ 214,932	\$ 253,455
Overtime Pay	15,347	12,000	12,000
F.I.C.A.	15,709	17,273	20,306
Pension	27,216	29,876	35,230
Employee Benefits	48,915	55,471	69,954
Operating Expenditures:			
Operating Materials & Supplies	12,398	5,827	7,430
Vehicle Supplies	11,931	17,200	15,200
Administrative Supplies	919	1,100	1,100
Safety Supplies	507	1,000	1,000
Special Purchases	-	-	-
Utilities	5,249	4,786	4,686
Rentals	1,173	1,000	1,000
Maintenance and Repairs	6,842	5,200	6,000
Outside Services	33,638	22,340	11,163
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	3,727	3,723	3,261
Accounting Charges	-	-	-
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	-	34,671	12,251
Other Financing Uses:			
Intrafund Transfers Out:	-	-	-
Total Appropriations	<u>\$ 385,823</u>	<u>\$ 426,399</u>	<u>\$ 454,036</u>

**Department : All Departments - Consolidated****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:

Personal Services: increase is due to the addition of three new Building Maintenance Workers.

Capital Expenditures: category represents funds for the replacement a trailer.

Budget Detail By Individual Categories	FY 2015 - 16 Actual	FY 2016 - 17 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ 448,854	\$ 517,068	\$ 633,429
Overtime Pay	28,172	20,000	20,000
F.I.C.A.	35,510	40,677	49,989
Pension	61,319	71,872	88,047
Employee Benefits	66,438	79,169	119,725
Operating Expenditures:			
Operating Materials & Supplies	29,806	20,379	25,703
Vehicle Supplies	14,909	21,831	16,200
Administrative Supplies	1,546	1,860	1,600
Safety Supplies	2,696	1,500	1,500
Special Purchases	-	-	-
Utilities	7,603	7,944	7,726
Rentals	97	-	-
Maintenance and Repairs	2,513	2,000	2,650
Outside Services	39,298	39,598	6,542
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	6,536	10,732	8,582
Accounting Charges	-	-	-
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	44,777	24,659	14,250
Other Financing Uses:			
Intrafund Transfers Out:	-	-	-
Total Appropriations	<u>\$ 790,074</u>	<u>\$ 859,289</u>	<u>\$ 995,943</u>



Stormwater Departments - Business Unit Group 200



STORMWATER FUND

Clayton County Water Authority



*"Providing **Quality**
Water and **Quality**
Services to Our
Community"*



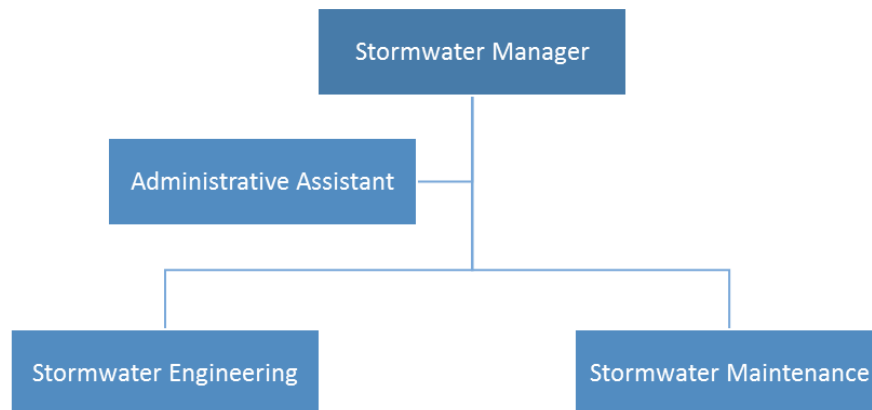
STORMWATER FUND BUDGET UNIT 200

The primary responsibility of the Stormwater Utility Department 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 Utility will be working 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 Program Management and Engineering Manager. The Program Manager and Engineering Department Manager is responsible for the day-to-day operation 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 Staffing Summary

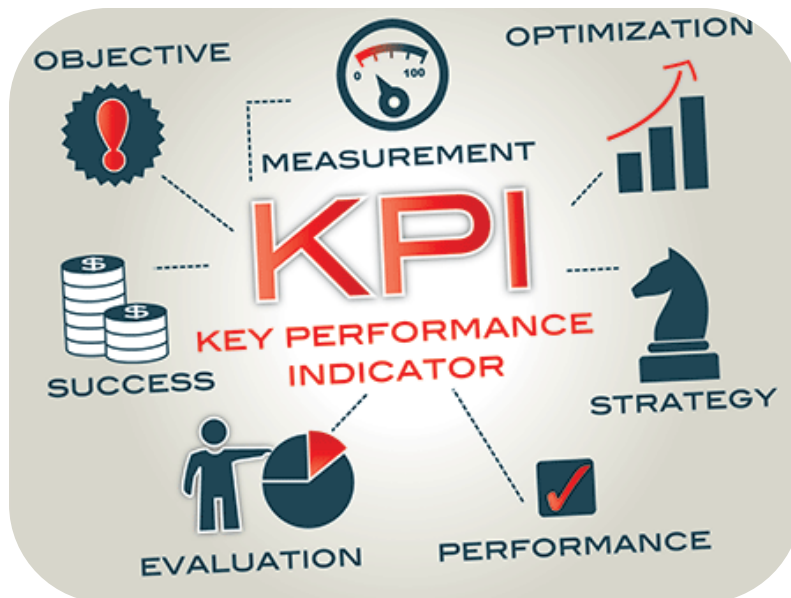
Authorized Personnel	FY 2015-2016 Budgeted	FY 2016-2017 Budgeted	FY 2017-2018 Budgeted
Stormwater Utility Fund			
201 - Stormwater Manager	2.50	2.50	2.50
205 - Stormwater Engineering	7.00	3.00	3.00
210 - Stormwater Maintenance	16.00	17.00	17.00
220 - Stormwater Inspection	1.00	0.00	0.00
Total Full-Time Employees (FTEs)	26.50	22.50	22.50



Stormwater Fund – Levels of Service

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

Service Level Goal		Key Performance Indicator (KPI)	Division	Target	YTD 2016 - 2017	Actual 2015 - 2016	Actual 2014 - 2015	Actual 2013 - 2014
SUPERIOR PRODUCT QUALITY								
3	Improve the quality of Clayton Co. water resources	% compliance with MS4 Permit (Sep.)	SW	100%	100.0%	100%	100.0%	100%
		Miles of water quality non-attainment streams (Sep.)	SW	< 50	65	65	65	65
EXCEED CUSTOMER EXPECTATIONS								
4	Improve customer experience	% site visits within 24 hours of customer call	SW	> 90% / Month	98.7%	99.0%	100.0%	75.1%
PROVIDE EMPLOYEE DEVELOPMENT								
8	Provide effective employee training and development	% SW employees with required certification (Apr)	SW	100%	NA	89.8%	87.8%	91.0%
OPTIMIZE OPERATIONS								
13	Reasonable Cost of Service	\$/mile of SW system pipe maintained (Apr)	SW	< \$3,000	NA	\$1,324	\$2,064	\$2,630
		% of budget (Apr)	SW	< 95%	NA	70.9%	86.7%	64.4%





Major Initiatives for FY 2017 - 2018

Business Unit	Account Number	Budget Funding	Amount Budgeted	Initiative
Stormwater Manager				
201	56110	Operating	\$ 100,000	Engineering On Call Services
			10,000	Spivey Station Dam
	59370	Capital	70,000	Generator
	59985	Capital	7,500	BizHub
	59995	Capital	30,000	Aerial Photos - Impervious Update
Grand Total			\$ 217,500	
Stormwater Engineering				
205	56110	Operating	\$ 30,000	Conceptual Design BMP Improvements [SMP 212]
			30,000	Flooding Analysis - Camp Creek at Judy Lane
	56125	Operating	30,000	Conceptual Design BMP Improvements - 285 Lake Mirror [SMP 212]
			30,000	Conceptual Design Drainage Improvements - Lees Mill [SMP 214]
	56199	Operating	175,000	Develop Watershed Plan Master Plan [SMP 211][WP2016-26]
Grand Total			\$ 295,000	
Stormwater Maintenance				
210	56110	Operating	\$ 20,000	Geotechnical Services Support
	56124	Operating	1,250,000	Outside Support for Pipe Repairs
			220,000	Outside Support for Lakes, Rivers and Other
	59370	Capital	1,100,000	Cured In Place Pipe (CIPP) [SMP 214]
			901,573	Removal and Replacement (R/R) [SMP 214]
			1,500,000	Flint River - Lake Mirror Phase 2 [SMP 214][WP 2016-27]
	59951	Capital	400,000	Vac Truck
Grand Total			\$5,391,573	





Stormwater Fund Staffing – Position Detail

Authorized Personnel	FY 2015-2016 Budgeted	FY 2016-2017 Budgeted	FY 2017-2018 Budgeted
<i>Stormwater Management</i>			
High School Intern	0.50	0.50	0.50
Office Assistant	1.00	1.00	1.00
Program Manager	1.00	1.00	1.00
Total Number of Personnel (FTE's)	2.50	2.50	2.50
<i>Stormwater Engineering</i>			
Account Analyst	1.00	0.00	0.00
GIS Technician I	1.00	0.00	0.00
Plan Review Technician	1.00	0.00	0.00
Stormwater Inspection Technician	1.00	1.00	1.00
Stormwater Investigative Technician	1.00	0.00	0.00
Stormwater MGT Technician	1.00	1.00	1.00
Water Resources Engineer	1.00	1.00	1.00
Total Number of Personnel (FTE's)	7.00	3.00	3.00
<i>Stormwater Maintenance</i>			
Equipment Operator	2.00	2.00	2.00
Senior Equipment Operator	2.00	2.00	2.00
Lead Maintenance Mechanic	2.00	2.00	2.00
Maintenance Crew Leader	1.00	1.00	1.00
Maintenance & Install Crew Leader	2.00	2.00	2.00
SW Maintenance Foreman	1.00	0.00	0.00
SW Maintenance Supervisor	0.00	1.00	1.00
Stormwater Investigative Technician	0.00	1.00	1.00
Maintenance Mechanic I	3.00	3.00	3.00
Maintenance Mechanic II	2.00	2.00	2.00
Property & Restoration Technician	1.00	1.00	1.00
Total Number of Personnel (FTE's)	16.00	17.00	17.00
<i>Stormwater Inspection</i>			
Construction Inspector I	1.00	0.00	0.00
Total Number of Personnel (FTE's)	1.00	0.00	0.00
<i>Stormwater Utility Grand Total</i>	26.50	22.50	22.50



Stormwater Fund - Consolidated Operating Budget

Department : All Departments - Consolidated

Business Unit : Stormwater Fund - Consolidated

Budget Summary By	FY 2015 - 16	FY 2016 - 17	FY 2017 - 18
<u>Expenditure Class</u>	<u>Actual</u>	<u>Budgeted</u>	<u>Budgeted</u>
Personal Services	\$ 1,385,689	\$ 1,347,055	\$ 1,373,090
Operating Expenditures	2,632,167	2,814,496	3,179,516
Debt Service	-	-	-
Capital Outlay	42,680	174,484	447,500
Other Financing Uses	4,653,800	5,190,662	4,711,770
	<u>\$ 8,714,336</u>	<u>\$ 9,526,697</u>	<u>\$ 9,711,876</u>

Budget Detail By	FY 2015 - 16	FY 2016 - 17	FY 2017 - 18
<u>Individual Categories</u>	<u>Actual</u>	<u>Budgeted</u>	<u>Budgeted</u>
Personal Services:			
Salaries and Wages	\$ 1,130,353	\$ 1,092,659	\$ 1,103,653
Overtime Pay	16,065	20,500	30,500
F.I.C.A.	85,108	84,537	86,763
Pension	154,163	149,359	152,174
Employee Benefits	189,018	228,045	198,383
Operating Expenditures:			
Operating Materials & Supplies	142,431	195,775	169,865
Vehicle Supplies	42,645	52,600	50,820
Administrative Supplies	11,605	14,500	14,500
Safety Supplies	4,400	4,750	4,750
Special Purchases	298	440	440
Utilities	25,258	25,687	25,742
Rentals	445	2,510	2,510
Maintenance and Repairs	21,495	16,700	26,200
Outside Services	1,773,117	2,011,000	2,221,450
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	115,523	142,489	144,856
Accounting Charges	305,932	120,000	320,000
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	42,680	174,484	447,500
Other Financing Uses:			
Interfund Transfers Out	2,396,527	1,823,046	1,146,586
Intrafund Transfers Out	2,257,273	3,367,616	3,565,184
Total Appropriations	<u>\$ 8,714,336</u>	<u>\$ 9,526,697</u>	<u>\$ 9,711,876</u>

**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:

Interfund Transfers Out: represents a monthly payment to the Water and Sewer Utility Revenue Fund for the Stormwater Utility's pro rata portion of certain administrative expenses.

Intrafund Transfers Out: represents funds being transferred to Stormwater Construction for a new emergency generator at Stormwater complex.

Capital Expenditures: represents funding for a multi function printer and updating of impervious surface aerial photos.

Budget Detail By Individual Categories	FY 2015 - 16 Actual	FY 2016 - 17 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ 151,847	\$ 175,341	\$ 169,737
Overtime Pay	-	-	-
F.I.C.A.	11,054	13,359	12,985
Pension	20,224	21,852	22,359
Employee Benefits	19,790	22,355	21,550
Operating Expenditures:			
Operating Materials & Supplies	3,867	5,660	4,830
Vehicle Supplies	190	200	220
Administrative Supplies	6,892	9,100	9,100
Safety Supplies	133	150	150
Special Purchases	298	440	440
Utilities	7,784	8,287	8,342
Rentals	-	-	-
Maintenance and Repairs	786	650	650
Outside Services	112,610	118,670	174,370
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	83,446	107,220	103,799
Accounting Charges	305,932	120,000	320,000
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	-	30,000	37,500
Other Financing Uses:			
Interfund Transfers Out	2,396,527	1,823,046	1,146,586
Intrafund Transfers Out	-	105,000	70,000
Total Appropriations	\$ 3,121,380	\$ 2,561,330	\$ 2,102,618

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

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

Significant Expenditure and Staffing Changes:

Outside Services: increase represents consulting fees for conceptual design BPM improvements, flooding analysis, conceptual design for drainage improvements and watershed plan for basins.

Budget Detail By Individual Categories	FY 2015 - 16 Actual	FY 2016 - 17 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ 337,534	\$ 175,476	\$ 178,916
Overtime Pay	1,199	500	500
F.I.C.A.	25,547	13,320	13,725
Pension	46,279	24,391	24,869
Employee Benefits	46,216	42,933	25,101
Operating Expenditures:			
Operating Materials & Supplies	4,815	10,210	3,790
Vehicle Supplies	4,739	6,400	4,600
Administrative Supplies	3,072	2,650	2,650
Safety Supplies	229	600	600
Special Purchases	-	-	-
Utilities	6,096	5,000	5,000
Rentals	445	510	510
Maintenance and Repairs	2,429	550	550
Outside Services	206,175	262,560	407,310
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	10,867	6,861	9,045
Accounting Charges	-	-	-
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	-	-	-
Other Financing Uses:			
Interfund Transfers Out	-	-	-
Intrafund Transfers Out	-	-	-
Total Appropriations	\$ 695,642	\$ 551,961	\$ 677,166



Department : All Departments - Consolidated

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:

Personal Services: increase is due to the reclass of five Stormwater Maintenance Mechanics.

Intrafund Transfers Out: represents funding for CIPP (Cured in Place Pipe) and R/R (Removal and Replacement of Pipe) programs along with funds for Flint River/Lake Mirror Phase 2.

Capital Expenditures: represents funding for a jet/vacuum truck.

Budget Detail By Individual Categories	FY 2015 - 16 Actual	FY 2016 - 17 Budgeted	FY 2017 - 18 Budgeted
Personal Services:			
Salaries and Wages	\$ 640,972	\$ 741,842	\$ 755,000
Overtime Pay	14,866	20,000	30,000
F.I.C.A.	48,507	57,858	60,053
Pension	87,660	103,116	104,946
Employee Benefits	123,012	162,757	151,732
Operating Expenditures:			
Operating Materials & Supplies	133,749	179,905	161,245
Vehicle Supplies	37,716	46,000	46,000
Administrative Supplies	1,641	2,750	2,750
Safety Supplies	4,038	4,000	4,000
Special Purchases	-	-	-
Utilities	11,378	12,400	12,400
Rentals	-	2,000	2,000
Maintenance and Repairs	18,280	15,500	25,000
Outside Services	1,454,332	1,629,770	1,639,770
Interest	-	-	-
Retiree Health Benefits	-	-	-
General Expenses	21,210	28,408	32,012
Accounting Charges	-	-	-
Debt Service:			
Capital Financing	-	-	-
Capital Outlay:			
Capital Expenditures	42,680	144,484	410,000
Other Financing Uses:			
Interfund Transfers Out	-	-	-
Intrafund Transfers Out	2,257,273	3,262,616	3,495,184
Total Appropriations	\$ 4,897,314	\$ 6,413,406	\$ 6,932,092



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, 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 based on the source of funding.

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*. The equipment and rolling stock being purchased in FY 2017 – 2018 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.



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 must be subject to periodic review and periodic revisions.

The capital planning process involves identifying current and future needs, and prioritizing them 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.

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 Authority prepared a separate Information Technology Master Plan (ITMP) in 2012 and then combined it with the SMP as part of the 2015 update. Additional information about planning can be found in the section titled **PLANNING AND DIRECTION**.

Capital Improvement Program - Long-Term Goals and Objectives

The following are CCWA's Capital Improvement Program Goals and Objectives for the fiscal year 2017 - 2018:

- 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 and recycled customer demands.
- Continue efforts to develop alternative water supplies, including recycled water, through cooperative agreements with various agencies to provide safe and reliable water to each customer in a cost-effective manner.
- Continue to operate the water and wastewater facilities in a cost-effective manner through implementation of various technological 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 2017-2018 are projected to be \$18.4 million, consisting of \$2.2 million in capital equipment purchases and \$16.2 million in capital projects.



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

CCWA uses the term *capital expenditure* as the purchase of equipment and vehicles. The current year budgeted request is \$2.2M and remains flat with both the previous year budget and the historical actual performance over the previous five fiscal years. Summaries of capital item purchases for Fiscal Year 2017-2018 are listed on the following pages.

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 \$16.2M compared to the previous budget year amount of \$14.6M. Amounts *budgeted* in this category exclude inside labor costs, which are included in the operating budget in the Personal Services.

In addition to other Authority initiatives, capital projects that are identified in CCWA's Capital Improvement Program are listed as *Work Priorities* on the following page and are prioritized based on the criteria in the table below.

Strategy	Weighting	Description
Product Quality (PQ)	10	Consistently provide superior product quality and necessary quantity
Customer Satisfaction (CS)	18	Exceed customer expectations
Employee and Leadership Development (ED)	20	Hire and develop professional, highly motivated employees who will lead CCWA in the future
Operational Optimization/Resiliency (OO)	20	Optimize operations to control costs and to ensure effective response to changing regulatory, environmental and economic conditions
Financial Viability (FV)	5	Promote sound business practices and long term planning
Infrastructure Stability (IS)	22	Develop and follow sound asset management practices
Stakeholder Understanding, Support and Community Sustainability (SS)	5	Develop strong stakeholder understanding, support and community sustainability



Work Priorities - 2017 - 2018

Project Number	Project Name	FY 17-18 Budget	OP or CAP	Functional Area Lead	Project Size	Estimated Cost	Benefit Score
2015-15	Develop Sewer Model - Shoal Creek and DeKalb Basins [SMP 612]	X	CAP	PME	S	\$ 150,000	100.00
2013-18B	General Services Maintenance Building - Construction & SDC's [SMP 901]			GS	M	4,230,773	100.00
2013-22B	2015 W. B. Casey WRF Improvements - Construction & SDC's [SMP 706]			WR	L	14,500,000	100.00
2014-18	Engineering Database Migration to PLL			PME	S	40,000	100.00
2014-37	Southern Road Improvements - Design and Bid Services			PME	S	250,000	100.00
2014-63	Rum Creek Lift Station Upgrades & Construction [SMP 903]			GS	M	2,000,000	100.00
2015-06	JDE Upgrade [SMP 156]	X	CAP	IT	M	500,000	100.00
2015-08	Business Intelligence Strategy [SMP 150]			IT	S	250,000	100.00
2015-09	Northstar Replacement [SMP 157]			CS	M	4,240,000	100.00
2015-11	Flint River Discharge Pipeline and Polishing Facility Construction [SMP 713]			WR	L	17,000,000	100.00
2015-38	Security Management System Phase 2 [SMP 104]	X	CAP	RM	M	790,000	100.00
2015-70	JDE to Cityworks Integration (including Linear Asset Reconciliation)			IT	S	150,000	100.00
2016-01	Large Interceptor Rehabilitation (Flint River Ph 2 & Jesters Crk) [SMP 61]	X	CAP	DC	L	6,000,000	100.00
2016-09	Reservoir Control and Optimization [SMP 302]	X	CAP	WP	M	2,500,000	100.00
2016-18	Additional Cyber Security [SMP 161]			IT	S	250,000	100.00
2016-20	Collaboration Strategy [SMP 154]			IT	S	100,000	100.00
2016-27	Lake Mirror Phase 2 Project (SDC and Construction) [SMP 214]	X	CAP	SW	M	2,000,000	100.00
2015-10	SharePoint/Office 365/One Drive/Exchange Upgrades	X	OP	IT	S	150,000	100.00
2016-06	Large Interceptor Condition Assessment - Casey basin [SMP 616]			DC	S	200,000	100.00
2016-29	Distribution Storage & System Modeling [Precursor to several projects]			WP	M	500,000	100.00
2016-30	Lift Station Assessment [SMP 902]	X	CAP	GS	S	250,000	77.60
2016-13	Flushing Program			DC	S	250,000	77.40
2017-03	"Walnut Creek" Lift Station Rehabilitation [SMP 903]			GS	L	2,000,000	73.00
2017-01	Large Interceptor Condition Assessment (NE & Shoal Crk basins) [SMP 617]			DC	M	150,000	71.40
2016-10	Emergency Power Generator for W.J. Hooper Design [SMP 307]	X	CAP	WP	S	250,000	71.00
2016-08	Asset Management Program Assessment [SMP 110]	X	OP	ALL	S	250,000	69.40
2015-40B	SCADA Implementation Project 4 [SMP 906]	X	CAP	GS	S	950,000	64.80
2016-22	Northeast WRF Treatment Options Evaluation [SMP 704]			WR	S	300,000	64.20
2016-05	Pressure Sewer Condition Assessment [SMP 638]	X	CAP	DC	S	250,000	59.40
2016-26	Develop a Watershed Master Plan [SMP 211]	X	OP	SW	S	175,000	44.80
2017-02	Examine/Train on CCWA Annual Appraisal Process [SMP 101]	X	OP	HR	S	30,000	38.80
2017-04	SDC - Lower Pond Solids Handling Improvements	X	CAP	WP	M	2,250,000	N/A
2017-05	Collection System Assessment and Program Management	X	CAP	PME	S	170,000	N/A
Total						\$63,075,773	

Legend

S: Small projects with costs less than \$500,000

M: Medium projects with costs greater than \$500,000 but less than \$5,000,000

L: Large projects with costs over \$5,000,000

SMP: Project in the Strategic Master Plan

WP: Annual initiative; Work Priorities may be funded from the annual operating budget if criteria for capitalizing are not met

OP: Operating Budget

CAP: Capital Budget

FY 17-18 Budget: X means all or a portion of funding is in FY 2017 – 2018 Budget



Capital Expenditures - Water and Sewer Fund

FY 2017 - 2018 Budget

BUDGET UNIT - DEPARTMENT	ITEM DESCRIPTION	REPLACEMENT	NEW	TOTAL
EXECUTIVE DIVISION				
105 Board Members	Auto-Visual Equipment: Television	\$ 8,500		
106 Information Technology	Data Processing Equipment: 24 Port Switch (2 @ \$5,000) 48 Port Switch SAN Controller Network Equipment Refresh Wireless Access Points for Remote Sites UPS Upgrade Mobile Printing		\$ 10,000 8,000 48,000 47,000 45,000 15,000 20,000	
110 Finance	Data Processing Equipment: Console Licenses Developers Licenses		\$ 28,000 12,000	
130 Customer Accounts Director	Desk, Tables, & Racks: Office Furniture		\$ 10,000	
131 Meter Services	Construction Equipment: Vacuum Excavator		\$ 32,000	
	Automobile/Pickups: Pickup Trucks (2 @ \$26,018)	52,036		
	Photo Copying Equipment: Multi Function Printer	5,000		
	Desk, Tables, & Racks: Office Furniture	15,000		
135 Customer Service	Buildings and Structures: Roof Replacement Drive Thru Window Work Station	\$ 23,500 11,100		
	Photo Copying Equipment: Multi-Function Printer Multi-Function Printer	5,000	5,000	
	Desk, Tables, & Racks: Cabinets	7,000		
	Cubicals - Call Center		15,000	
Total Executive		\$ 222,136	\$ 200,000	\$ 422,136
WATER PRODUCTION DIVISION				
301 Water Production Manager	Data Processing Equipment: Op 10 Software		\$ 40,000	
310 WJ Hooper Water Plant	Treatment Equipment: Alum #2 Storage Tank	\$ 40,000		
	Monitoring/Control Equipment: Particle Counters (6 @ \$5,000) Streaming Current Meter	30,000 10,600		
	Lifting/Handling Equipment: Pallet Jack		5,100	
	Automobile/Pickups: Pickup Truck	26,018		
315 J.W. Smith Water Plant	Building Services: HVAC - UV Electrical Room	\$ 7,400		
340 J.W. Smith Recreation Park	Automobile/Pickups: Pickup Truck 4x4	\$ 28,696		
Total Water Production		\$ 142,714	\$ 45,100	\$ 187,814



BUDGET UNIT - DEPARTMENT	ITEM DESCRIPTION	REPLACEMENT	NEW	TOTAL
PROGRAM MGMT AND ENGINEERING DIVISION				
507 Construction Services	Automobile/Pickups: Pickup Trucks 4x4 (2 @ \$28,696)		\$ 57,392	
530 Engineering	Easements: Easements		\$ 100	
535 Geographic Information Systems	Automobile/Pickups: Pickup Truck 4x4 W/Bed Cap	\$ 31,446		
	Data Processing Equipment: Mobile Software		51,000	
	Maps and Aerial Photography: Aerial Photos		35,000	
Total Program Mgmt. and Engineering		\$ 31,446	\$ 143,492	\$ 174,938
DISTRIBUTION AND CONVEYANCE DIVISION				
601 D&C Department Manager	Buildings And Structures: Roof Replacement (Building A)	\$ 51,315		
610 Meter Installation	Trailers (Non-Forestry): Trailer	\$ 14,000		
617 Leak Detection and Repair	Measuring/Drafting Equipment Leak Loggers (16 @ \$750)		\$ 12,000	
619 Wastewater Conveyance Maintenance	Trucks: Heavy Duty Pickup (2 @ \$40,000)	\$ 80,000		
	Automobile/Pickups: Pickup Truck 4x4	28,696		
621 Wastewater Conveyance Maintenance	Building Services: HVAC Unit	\$ 5,000		
	Trucks: Heavy Duty Pickup with Crew Cab	62,438		
	Safety Equipment: Hoist System		15,200	
	Valve (In-Plant/Building) Air Release Valves (3 @ \$5,500)	16,500		
627 Conveyance System Inspections	Monitoring/Control Equipment: Smart Covers (5 @ \$6,300)		31,500	
Total Distribution and Conveyance		\$ 257,949	\$ 58,700	\$ 316,649
GENERAL SERVICES DIVISION				
925 Sewage Lift Stations	Automobile/Pickups: Pickup Truck with Service Body	\$ 39,698		
930 Garage	Buildings And Structures: Roof Replacement	\$ 53,186		
	Shop/Cleaning Equipment: Hot Water Pressure Washer		6,800	
	Garage Equipment: Wheel Balancing Machine	6,900		
	Tire Changing Machine		13,000	
950 Equipment Maintenance	Automobile/Pickups: Pickup Trucks with Service Body (2 @ \$39,698)	\$ 79,396		
960 Grounds/Right-of-Way Maintenance	Landscaping Equipment: Mower	\$ 12,251		
970 Building Maintenance Projects	Trailers (Non-Forestry) Trailer	\$ 14,250		
Total General Services		\$ 205,681	\$ 19,800	\$ 225,481



BUDGET UNIT - DEPARTMENT	ITEM DESCRIPTION	REPLACEMENT	NEW	TOTAL
WATER RECLAMATION DIVISION				
701 Water Reclamation Department Manager	Photo Copying Equipment: Multi-Function Printer	\$ 7,500		
720 W.B. Casey Sr. Water Reclamation Plant	Lifting/Handling Equipment: Forklift		\$ 62,000	
	Laboratory Equipment: Influent & Effluent Sampler (2 @ \$7,000)	14,000		
	Buildings and Structures: Roll Up Doors	8,000		
	Data Processing Equipment: Historian		7,014	
724 Shoal Creek Water Reclamation Plant	Buildings and Structures: Roof Replacement (Admin Building)	\$ 30,000		
	Monitoring/Control Equipment: Influent Flow Meter/Digital Totalizer	25,000		
730 Laboratory/Environmental Compliance	Monitoring/Control Equipment: Bubbler System		\$ 6,810	
	Missions Unit		8,775	
731 Sludge Pelletizing	Treatment Equipment: Pugmill Sludge Mixer	\$ 60,000		
740 NTS Operations and Maintenance	Construction Equipment: Mini Excavator	\$ 52,000		
	Automobile/Pickups: Pickup Trucks 4x4 (2 @ \$39,000)	78,000		
	Laboratory Equipment: Refrigerated Auto Sampler	7,500		
	Landscaping Equipment: Mower	9,975		
741 Panhandle Road Wetlands	Laboratory Equipment: Auto Sampler	\$ 8,000		
Total Water Reclamation		\$ 299,975	\$ 84,599	\$ 384,574
TOTAL CAPITAL EXPENDITURES		\$ 1,159,901	\$ 551,691	\$ 1,711,592

Capital Expenditures - Stormwater Fund

FY 2017 – 2018 Budget

BUDGET UNIT - DEPARTMENT	ITEM DESCRIPTION	REPLACEMENT	NEW	TOTAL
STORMWATER FUND				
201 Stormwater Management	Data Processing Equipment: Multi-Function Printer	\$ 7,500		
	Maps and Aerial Photography: Aerial Photos	30,000		
210 Stormwater Maintenance	Easements: Easements		\$ 10,000	
	Trucks: Jet/Vacuum Truck	400,000	-	
TOTAL CAPITAL EXPENDITURES		\$ 437,500	\$ 10,000	\$ 447,500

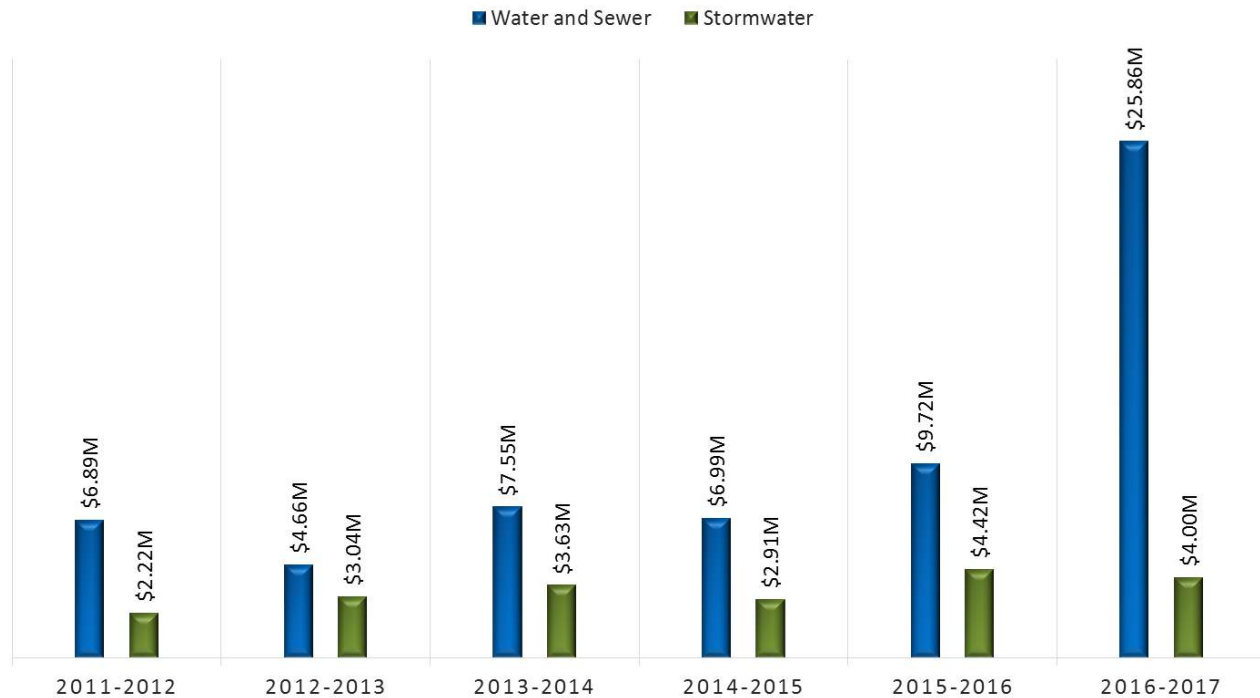


Capital Improvement Program (CIP) - Capital Projects

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, annual 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.

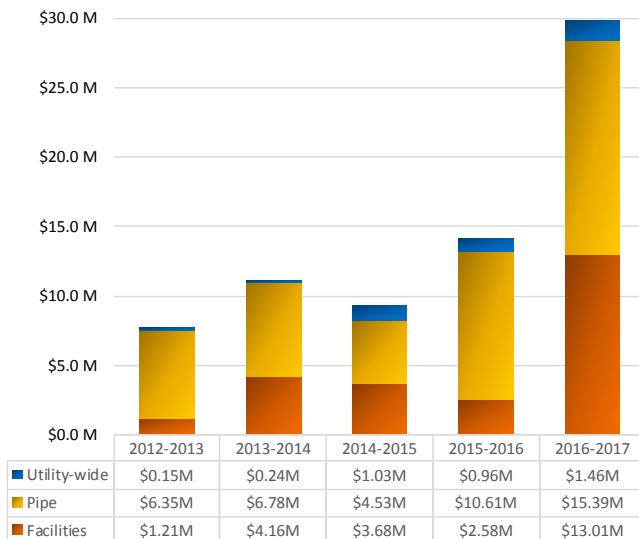
Historical Capital Project Spending

Changes in Capital Improvement Plan (CIP) - By Fund

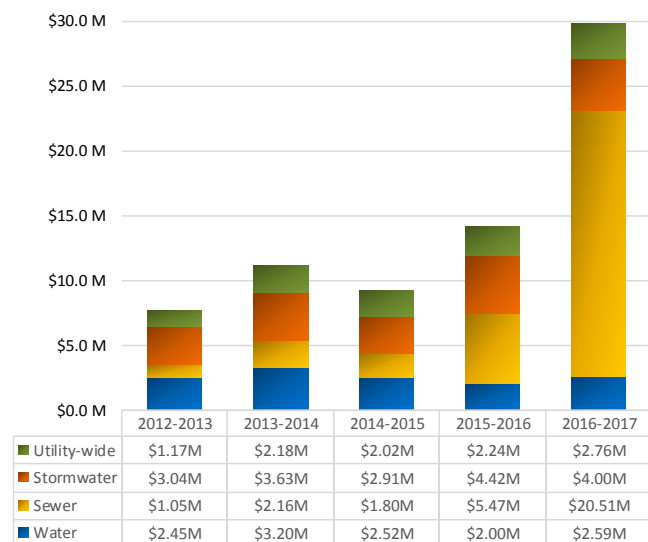


Changes in Capital Improvement Plan (CIP) – By Project Type and Utility

By Project Type

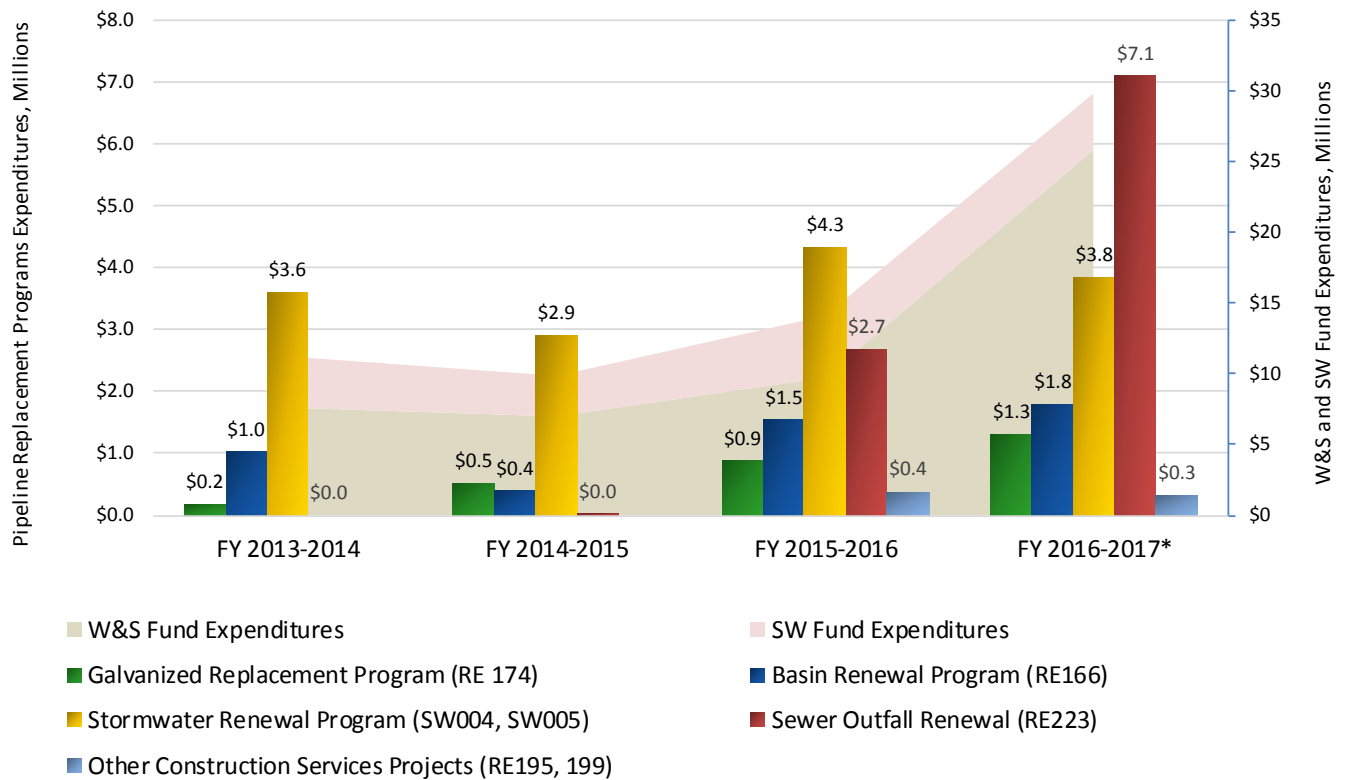


By Utility





Changes in Capital Improvement Plan (CIP) – By Main Renewal and Extension Line



ANNUAL CAPITAL SPENDING

	FY 2013-2014	FY 2014-2015	FY 2015-2016	FY 2016-2017*
Total	\$11,178,062	\$9,902,727	\$14,145,927	\$29,863,688
W&S Fund Expenditures	\$7,551,639	\$6,988,246	\$9,723,383	\$25,859,473
SW Fund Expenditures	\$3,626,423	\$2,914,480	\$4,422,544	\$4,004,216
Galvanized Replacement Program (RE 174)	\$170,029	\$510,140	\$876,219	\$1,301,274
Basin Renewal Program (RE166)	\$1,017,095	\$389,393	\$1,533,862	\$1,788,540
Stormwater Renewal Program (SW004, SW005)	\$3,602,702	\$2,897,494	\$4,323,362	\$3,846,581
Sewer Outfall Renewal (RE223)	\$0	\$19,606	\$2,674,397	\$7,090,180
Development (Water, Sewer, Meter, Stormwater) (RE214, RE225, RE226, RE227, SW001)	\$7,198	\$12,431	\$216,710	\$323,262
Force Main Replacements (RE228)	\$0	\$0	\$19,379	\$458,837
Other Construction Services Projects (RE195, 199)	-	-	\$382,345	\$318,049
Construction Services Subtotal ⁽¹⁾	\$4,797,024	\$3,829,064	\$10,026,276	\$15,126,723

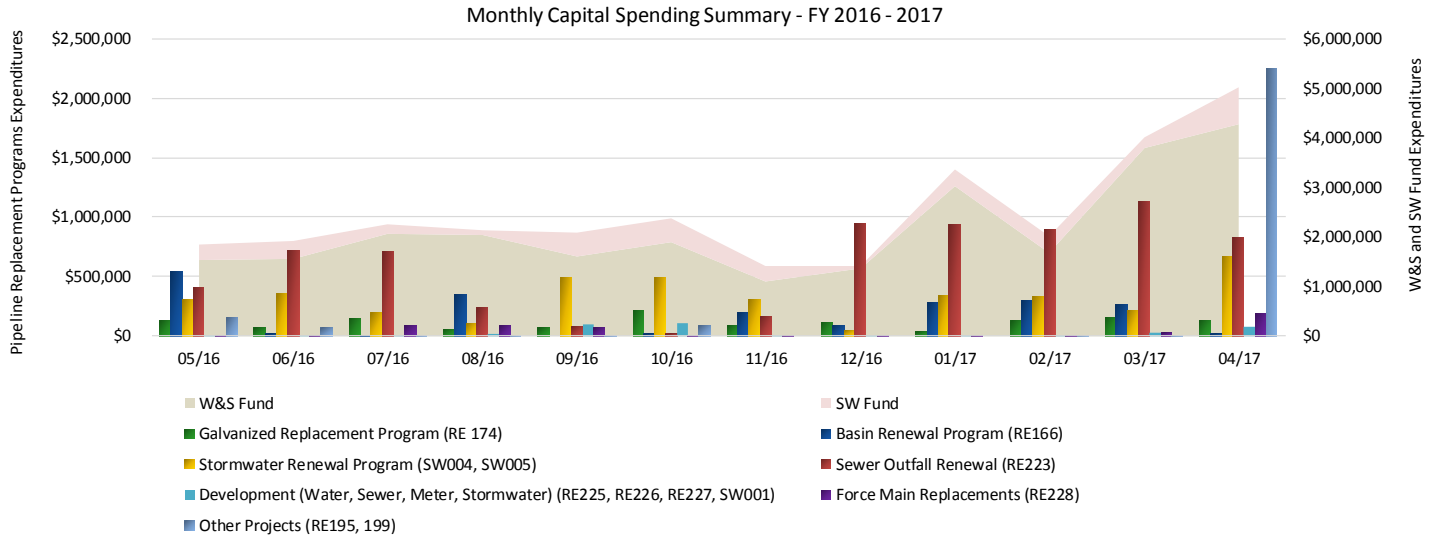
⁽¹⁾ SW005 totals include all projects in that category and they are performed by Annual Services Contractors and CCWA crews

The description and purpose of the primary Renewal and Extension construction lines follow under the heading [Capital Project Funding FY 2017 – 2018 – By Main Construction Line](#).



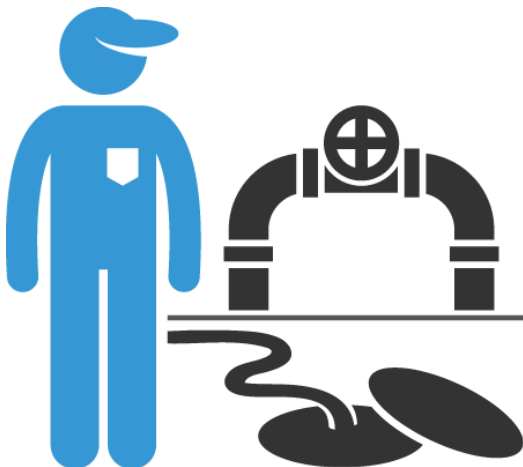
Construction in Progress – FY 2016 - 2017

During construction, all capital projects are reported in the Renewal and Extension Fund (RE Fund) 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 2016 – 2017 is shown below.



FY 2016-2017 MONTHLY CAPITAL SPENDING SUMMARY

FY 2016-2017	05/16	06/16	07/16	08/16	09/16	10/16	11/16	12/16	01/17	02/17	03/17	04/17
W&S Fund	\$1,523,601	\$1,548,803	\$2,057,374	\$2,027,994	\$1,591,741	\$1,894,375	\$1,094,802	\$1,355,225	\$3,021,498	\$1,673,351	\$3,787,700	\$4,283,008
SW Fund	\$319,381	\$365,634	\$202,932	\$107,732	\$500,816	\$491,506	\$318,870	\$46,050	\$337,740	\$329,317	\$232,754	\$751,483
Galvanized Replacement Program (RE 174)	\$127,576	\$61,344	\$142,505	\$53,111	\$61,970	\$213,009	\$87,209	\$113,754	\$33,222	\$121,373	\$159,774	\$126,429
Basin Renewal Program (RE166)	\$536,014	\$14,196	\$8,744	\$343,078	(\$263,936)	\$17,461	\$200,927	\$81,914	\$274,848	\$299,676	\$263,546	\$12,071
Stormwater Renewal Program (SW004, SW005)	\$309,857	\$361,818	\$196,677	\$107,732	\$484,966	\$491,506	\$301,993	\$46,050	\$333,385	\$328,481	\$220,070	\$664,045
Sewer Outfall Renewal (RE223)	\$406,456	\$715,590	\$712,805	\$231,699	\$78,241	\$18,816	\$171,021	\$953,246	\$942,998	\$899,252	\$1,132,203	\$827,852
Development (Water, Sewer, Meter, Stormwater) (RE225, RE226, RE227, SW001)	\$1,765	\$1,547	\$1,369	\$13,322	\$94,323	\$103,918	\$1,738	\$1,332	\$5,027	\$2,105	\$25,604	\$71,211
Force Main Replacements (RE228)	\$476	\$1,034	\$83,343	\$88,319	\$63,499	\$79	\$14	\$3,429	\$450	\$2,710	\$25,536	\$189,948
Other Projects (RE195, 199)	\$151,791	\$65,979	\$2,140	\$2,989	\$2,236	\$82,458	\$0	\$0	\$0	\$1,215	\$7,345	\$2,253,836





Projected Capital Project Spending

Capital Project Listing with Annual Cash Flow Requirements - FY 2017 - 2018 through FY 2024 - 2025

The tables on the following pages list, by department, the capital projects that comprise the next 5 years of eight remaining years of CCWA's 10-Year Master Plan and the corresponding cash flows required to fund those projects. A total of roughly \$367 million will be required over the life of the Master Plan to complete all planned projects. Of that total, Water and Sewer Fund projects total \$326 million and Stormwater Fund projects total \$41 million. A portion of these projects is included in the current adopted budget for FY 2017 – 2018 and their impact on the operating budget is detailed in the upcoming pages of this document. Capital projects funded by the FY 2017 – 2018 budget total \$16.2 million.

Summary of Cash Flow Requirements of Capital Projects by Area or Division

	FYB 2017	FYB 2018	FYB 2019	FYB 2020	FYB 2021	FYB 2022	FYB 2023	FYB 2024
Dist & Conveyance	\$ 9,532,500	\$17,377,500	\$18,619,167	\$18,394,167	\$13,969,167	\$12,302,500	\$12,752,500	\$24,727,500
General Services	435,902	660,000	400,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
IT	1,067,100	1,270,000	1,255,000	890,000	695,000	215,000	600,000	1,050,000
SW & Watersheds	3,725,000	5,000,000	4,675,000	3,500,000	4,500,000	3,675,000	4,500,000	3,500,000
Utility-wide	1,542,740	775,000	475,000	6,250,000	6,250,000	6,250,000	6,250,000	-
Water Production	1,500,000	8,000,000	2,500,000	9,150,000	400,000	4,500,000	-	-
Water Reclamation	300,000	1,860,000	13,140,000	600,000	5,400,000	-	400,000	2,700,000
Grand Total	\$18,103,242	\$34,942,500	\$41,064,167	\$39,784,167	\$32,214,167	\$27,942,500	\$25,502,500	\$32,977,500

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





Cash Flow Requirements of Capital Projects – Distribution and Conveyance

	FYB 2017	FYB 2018	FYB 2019	FYB 2020	FYB 2021
Dist & Conveyance	\$ 9,532,500	\$17,377,500	\$18,619,167	\$18,394,167	\$13,969,167
601 / Galvanized Water Main Replacement Program	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000
604 / Expand Sewer Service to Key Unsewered (Septic Tank) Areas	-	-	-	-	-
607 / Develop and Implement Large Valve Replacement Program	152,500	152,500	152,500	152,500	152,500
608 / Backflow Preventer and Commercial Meter Replacement Program	-	-	-	-	-
610 / Distribution System Linear Infrastructure Risk Assessment & Prioritization Strategy	-	125,000	125,000	-	-
611 / Infiltration/Inflow Program, Flow Monitoring/RDII Analysis (Shoal Creek Basin)	-	-	-	-	-
612 / Develop Sewer Model (Shoal Creek Basin)	250,000	-	-	-	-
613 / Infiltration/Inflow Program, SSES Studies (for all three basins)	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
614 / Basin Level Sanitary Sewer Rehabilitation (for all three basins)	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
615 / Flint River, Phase 1A - Large Interceptor Rehabilitation	-	-	-	-	-
616 / Large Interceptor Condition Assessment	200,000	200,000	150,000	50,000	50,000
617 / Large Interceptor Rehabilitation (Flint River Phases 1B, 2, 3, R.L. Jackson, Jesters Creek)	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000
618 / Post Infiltration/Inflow Rehabilitation Flow Monitoring, Analysis, and System Capacity	50,000	50,000	50,000	50,000	50,000
619 / Identification, Evaluation and Selection of Recommended Odor and Corrosion Control	-	250,000	-	-	-
620 / Design & Implement Selected Odor and Corrosion Control Technologies	-	-	1,666,667	1,666,667	1,666,667
630 / Conveyance Modifications to take DeKalb County Flows	-	4,400,000	4,400,000	4,400,000	-
636 / College Park Contract WW Flows	-	-	-	-	-
638 / Pressure Sewer Condition Assessment	250,000	250,000	125,000	125,000	100,000
639 / Pressure Sewer Rehabilitation	-	1,200,000	1,200,000	1,200,000	1,200,000
Pre-Funded Dist & Conveyance	(4,500,000)	-	-	-	-
Distribution Storage & Distribution System Modeling	-	-	-	-	-
Flushing Program	-	-	-	-	-
Sewer Line Inspection	10,000	-	-	-	-
Meter Inspections	20,000	-	-	-	-
Grant Road Sewer Phase 2 Upgrades	600,000	-	-	-	-
DOT - SR 54	500,000	-	-	-	-
DOT - Frontage Road	1,000,000	-	-	-	-
DOT - Jodeco and Blackhall Roads	65,000	-	-	-	-
DOT - Windsor Drive	60,000	-	-	-	-
DOT - Valley Hill Road Bridge	125,000	-	-	-	-
Grand Total	\$ 9,532,500	\$17,377,500	\$18,619,167	\$18,394,167	\$13,969,167

Cash Flow Requirements of Capital Projects – General Services

	FYB 2017	FYB 2018	FYB 2019	FYB 2020	FYB 2021
General Services	\$435,902	\$ 660,000	\$ 400,000	\$1,000,000	\$1,000,000
901 / Construct Maintenance Building	-	-	-	-	-
902 / Lift Station Assessment	250,000	-	-	-	-
903 / Lift Station Rehabilitation	-	1,000,000	1,000,000	1,000,000	1,000,000
904 / SCADA Implementation (Project 2)	-	-	-	-	-
905 / SCADA Implementation (Project 3, Plant Ethernet Upgrades)	950,000	-	-	-	-
906 / SCADA Implementation (Project 4, M110 Mission Communication-Unmonitored Sites)	-	-	-	-	-
907 / SCADA Implementation (Project 5, Facility Firewall and Indoor/Outdoor WLAN Access)	-	200,000	-	-	-
908 / SCADA Implementation (Project 6, Mobile Products)	-	460,000	-	-	-
Pre-Funded General Services	(924,098)	(1,000,000)	(600,000)	-	-
Rum Creek Generator	160,000	-	-	-	-
Grand Total	\$435,902	\$ 660,000	\$ 400,000	\$1,000,000	\$1,000,000



Cash Flow Requirements of Capital Projects – Utility-wide

	FYB 2017	FYB 2018	FYB 2019	FYB 2020	FYB 2021
Utility-wide	\$1,542,740	\$775,000	\$475,000	\$6,250,000	\$6,250,000
101 / Re-Assess and Implement Learning and Leadership Development Program	-	150,000	-	-	-
104 / Develop and Implement Vulnerability Assessment/Security Master Plan	1,862,740	-	-	-	-
105 / Develop and Implement Emergency Operations and Disaster Recovery	-	75,000	75,000	-	-
106 / Business Continuity	-	100,000	100,000	-	-
107 / Comprehensive Safety Program	-	-	-	-	-
108 / Enterprise-wide Communications Strategy	-	-	-	-	-
109 / Evaluate, Develop and Implement E.L. Huie Jr. Site Land Management Plan	-	-	-	-	-
110 / Asset Management Program Assessment	250,000	-	-	-	-
111 / Implement Meter Service Routing	-	-	-	-	-
112 / Web Strategy & Enhancements	-	-	-	-	-
113 / Define Project Management Resources	-	200,000	-	-	-
114 / CCWA Energy Optimization Study	-	-	150,000	-	-
115 / Evaluate Next Generation of Meter Technologies	-	-	150,000	-	-
116 / Customer Meter Replacement Program (includes moving from AMR to AMI)	-	-	-	6,250,000	6,250,000
117 / Business Process Evaluation and Improvements	100,000	-	-	-	-
121 / Enhance Compliance Reporting	-	250,000	-	-	-
157 / Northstar Replacement	-	-	-	-	-
Pre-Funded Utility-wide	(700,000)	-	-	-	-
HQ Restroom Renovations	30,000	-	-	-	-
Grand Total	\$1,542,740	\$775,000	\$475,000	\$6,250,000	\$6,250,000

Cash Flow Requirements of Capital Projects – Water Production

	FYB 2017	FYB 2018	FYB 2019	FYB 2020	FYB 2021
Water Production	\$1,500,000	\$8,000,000	\$2,500,000	\$9,150,000	\$400,000
300 / Water Production Facility Evaluation	-	-	-	-	-
301 / Source Water Quality Assessment	-	-	-	-	-
302 / Implement Recommended Water Quality Monitoring and Control Approaches-Reservoirs	-	-	-	-	-
303 / CCWA WPP Treatment Technology Evaluation	-	150,000	-	-	-
304 / CCWA WPP Treatment Technology Implementation	-	-	-	9,000,000	-
306 / UV Disinfection System Technology Evaluation, Condition Assessment and Renewal	-	100,000	300,000	-	-
307 / Emergency Power Generators (W.J. Hooper WPP)	250,000	1,550,000	-	-	-
308 / Reservoir Dredging (W.J. Hooper WPP)	-	-	-	-	-
310 / Liquid Lime Feed System (Terry R. Hicks WPP)	-	450,000	450,000	-	-
311 / Replace Dry Chemical Feed Equipment (J.W. Smith WPP)	-	-	250,000	-	-
312 / Evaluate Flood Proofing (J.W. Smith WPP)	-	-	-	150,000	-
313 / Flood Proofing (J.W. Smith WPP)	-	-	-	-	400,000
314 / Bar Screen Replacement (Flint River Pump Station)	-	750,000	-	-	-
315 / Plant Improvements Phase 2 (J.W. Smith WPP)	-	1,500,000	1,500,000	-	-
316 / Replace High Service Pumps (J.W. Smith WPP)	1,500,000	1,500,000	-	-	-
317 / Forest Ave Demolition and Booster Pump Design and Construction	-	2,000,000	-	-	-
Pre-Funded Water Production	(2,500,000)	-	-	-	-
SDC Hooper Lower Pond Solids Handling Improvements	2,250,000	-	-	-	-
Grand Total	\$1,500,000	\$8,000,000	\$2,500,000	\$9,150,000	\$400,000



Cash Flow Requirements of Capital Projects – Water Reclamation

	FYB 2017	FYB 2018	FYB 2019	FYB 2020	FYB 2021
Water Reclamation	\$ 300,000	\$1,860,000	\$13,140,000	\$600,000	\$5,400,000
700 / Water Reclamation Facility Evaluation	-	-	-	-	-
704 / Evaluate Treatment Options for Northeast WRF	300,000	-	-	-	-
705 / Phosphorus Removal System Modifications (Northeast WRF)	-	650,000	5,850,000	-	-
706 / 2015 Improvements (W.B. Casey WRF)	-	-	-	-	-
708 / Design & Construct Dewatering Facility, Primary Solids (W.B. Casey WRF)	-	-	-	600,000	5,400,000
710 / Conceptual Design and Construction of Fourth BRB (W.B. Casey WRF)	-	810,000	7,290,000	-	-
712 / Existing DAFT Replacement (W.B. Casey WRF)	7,500,000	-	-	-	-
713 / Flint River Discharge Pipeline and Polishing Facility (W.B. Casey WRF)	11,150,000	-	-	-	-
714 / Identify and Mitigate Odor Issues (Shoal Creek WRF)	-	150,000	-	-	-
715 / Disinfection Treatment System Evaluation (Shoal Creek WRF)	-	-	-	-	-
716 / Implement Disinfection Treatment System (Shoal Creek WRF)	-	-	-	-	-
718 / Laboratory Information Management System (LIMS)	-	250,000	-	-	-
Pre-Funded Water Reclamation	(18,650,000)	-	-	-	-
Grand Total	\$ 300,000	\$1,860,000	\$13,140,000	\$600,000	\$5,400,000

Cash Flow Requirements of Capital Projects – IT

	FYB 2017	FYB 2018	FYB 2019	FYB 2020	FYB 2021
IT	\$ 1,067,100	\$1,270,000	\$1,255,000	\$890,000	\$695,000
150 / Business Intelligence (BI) Strategy	-	-	-	-	-
151 / IT Services Catalog	-	-	-	-	-
152 / Mobility Strategy	-	-	-	-	-
153 / RACI Development	-	50,000	-	-	-
154 / Develop and Implement a Collaboration Strategy	-	-	-	-	-
155 / Software Application Upgrade & Technology Refresh	730,000	795,000	530,000	790,000	695,000
156 / JDE Upgrade	1,050,000	-	-	-	-
158 / Review/Develop Architecture Standards	-	50,000	50,000	-	-
159 / Application Portfolio Rationalization	-	50,000	-	-	-
160 / Evaluate and Implement System Integration Strategy	-	300,000	600,000	100,000	-
161 / Refresh Disaster Recovery - Data Center & Cyber Security Strategy	-	-	-	-	-
162 / Establish Data Governance & Stewardship Program	-	-	-	-	-
164 / Sourcing Strategy-Cloud	-	25,000	75,000	-	-
Pre-Funded IT	(1,050,000)	-	-	-	-
Infrastructure Improvements	38,000	-	-	-	-
Voice Gateways	35,000	-	-	-	-
Windows OS	45,000	-	-	-	-
VMware	42,000	-	-	-	-
Casey Fiber Replacement	20,000	-	-	-	-
Cisco Emergency Responder System	42,500	-	-	-	-
Dial Plan Expansion	30,000	-	-	-	-
Phone System Redundancy	39,100	-	-	-	-
Footprints New Platform Deployment	45,500	-	-	-	-
Grand Total	\$ 1,067,100	\$1,270,000	\$1,255,000	\$890,000	\$695,000



Cash Flow Requirements of Capital Projects – Stormwater and Watersheds

	FYB 2017	FYB 2018	FYB 2019	FYB 2020	FYB 2021
SW & Watersheds	\$3,725,000	\$5,000,000	\$4,675,000	\$3,500,000	\$4,500,000
205 / Update Stormwater Utility Program Guidebook	-	150,000	-	-	-
206 / Update Stormwater Development Guidelines, Plan Review, Inspection Procedures	-	100,000	-	-	-
207 / Stormwater Public Education Program Implementation	-	50,000	-	-	-
208 / Ongoing Coordination Program with Cities and County	-	50,000	-	-	-
209 / Cityworks Integration for Regulatory and Monitoring Data Management System	-	-	-	-	-
210 / Develop New Prioritization Process for Watershed Master Plans	50,000	-	-	-	-
211 / Develop Watershed Master Plan	175,000	-	175,000	-	-
212 / Implement Watershed Improvement Projects	-	1,000,000	1,000,000	-	1,000,000
213 / Develop New Prioritization and Asset Management Process	-	150,000	-	-	-
214 / Implement Stormwater Capital Improvement Projects	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Pre-Funded SW & Watersheds	-	-	-	-	-
Grand Total	\$3,725,000	\$5,000,000	\$4,675,000	\$3,500,000	\$4,500,000

Current Capital Project Spending

Capital Project Funding FY 2017 - 2018 - By Main Construction Line; Renewal and Extension Fund

DISTRIBUTION AND CONVEYANCE PROGRAMS

RE166- COLLECTION SYSTEM– INFILTRATION AND INFLOW (I/I) [SMP 613, 614, 618]

This construction line contains projects related to major sewer line replacements, repairs, or lining (Cured-in-place pipe -CIPP). The majority of these projects are the result of evaluations for Inflow and Infiltration performed on the wastewater collection system. Outside contractors perform CIPP lining work and open cut work to replace damaged pipe and reduce infiltration. CCWA crews perform sewer line point repairs in these basins to address sewer pipe components that are in danger of collapse or significant infiltration.



[Basin Level Sewer Rehabilitation](#) projects [SMP 614] are under this construction line with \$2M budgeted annually for this program. At that funding level, approximately 2.5 miles of pipeline can be

renewed each year. The Sewer System Evaluation Surveys (SSES) condition assessments [SMP 613] that are performed on our system prioritize the projects that are worked on. SSES assessment work has an annual budget of \$1.5M.

RE174 - GALVANIZED WATERMAIN REPLACEMENTS [SMP 601]

This program focuses on the systematic replacement of 2-inch galvanized water mains with 8-inch water lines to improve water quality and fire protection. The affected areas of water distribution system targeted for water main replacements are the areas with the majority of water leakage and water quality complaints as well as fire hydrant spacing.

The planning level estimated cost of this program is \$35M with an estimated duration of 28 years. The annual budget for [Galvanized Watermain Replacement](#) is \$1.25M, which will keep one crew busy 52 weeks a year and replaces about 2.4 miles of pipe.





RE180 – WATERMAIN RELOCATIONS

This construction line funds the relocation of water lines due to the widening of roads by the both state and federal departments of transportation. Funding varies from year to year based on state and federal need. The FY 2017 – 2018 budget has \$1.75M for expected DOT projects within the fiscal year and include [DOT – Frontage Road](#), [DOT – Jodeco and Blackhall Roads](#), [DOT – Windsor Drive](#), and [DOT Valley Hill Road Bridge](#).

RE225 – WATER LINE EXTENSIONS

This construction line is used for expansion of water lines required by new residential and commercial developments. There are no annual targets and budgeting in this line follows County permits and development needs.

RE226 – SEWER LINE EXTENSIONS AND STUB-OUTS

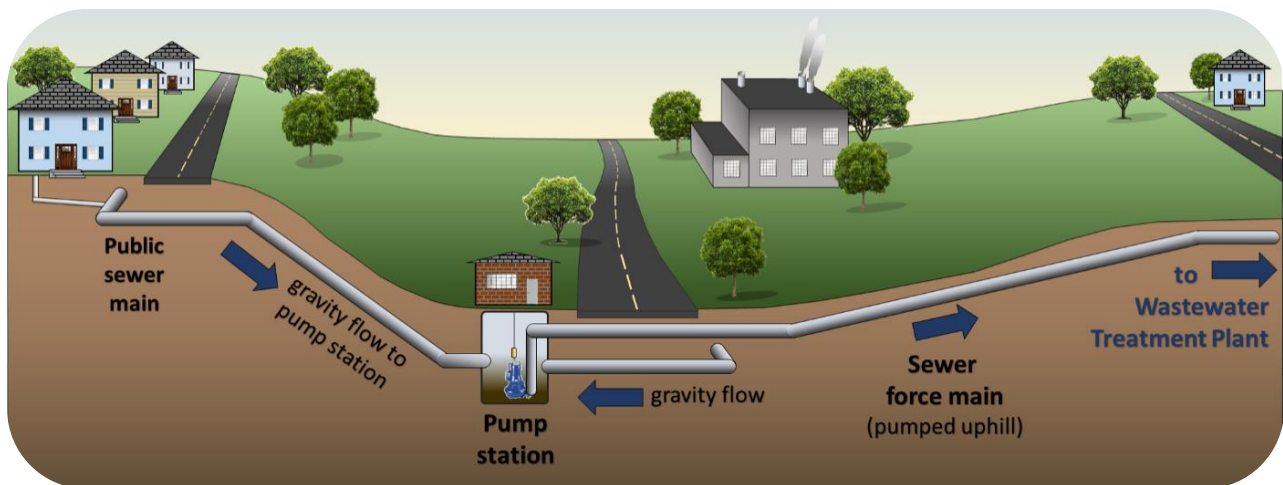
Projects for the expansion of sewer lines required by new residential and commercial development are placed under this construction line. There are no annual targets and budgeting in this line follows County permits and development needs.

RE227 – METER SETTINGS

This construction line contains projects for the placement of large meters and fire meters required by new commercial and institutional development. There are no annual targets and budgeting in this line follows County permits and development needs.

RE228 – SEWER FORCE MAIN REPLACEMENTS [SMP 639]

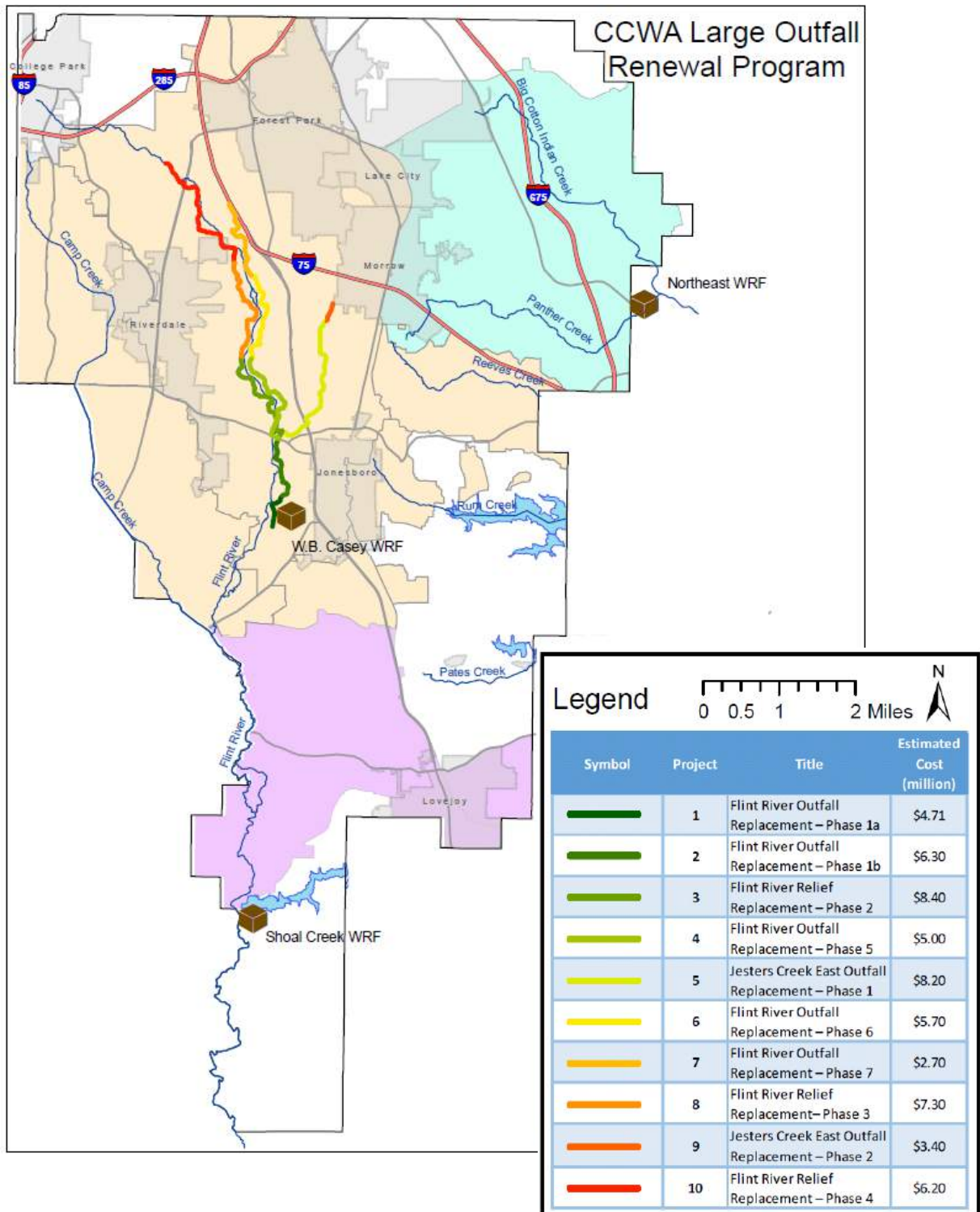
The annual funding target for this program is \$1.2M beginning in the next budget year. The current budget contains funds of \$250K to develop a formal [Pressure Sewer Condition Assessment](#) program for our 48 miles of sewer force mains throughout the conveyance system. The resulting projects from this assessment program will be funded under this construction line.





RE223 – LARGE SEWER INTERCEPTOR REHABILITATION [SMP 617]

A primary focus for the Authority over the next several years will be on its conveyance system. The map below shows the area of sewer pipe that will be replaced as part of the large Interceptor renewal initiative. The estimated cost of all 10 projects affiliated with this outfall replacement is \$57.9 million. Started in FY 2015 -2016, construction will span several years. Phases 1a and 1b are completed and a \$25 million Clean Water SRF loan approved by the Georgia Environmental Finance Authority in January 2017 will be used to assist with the funding of projects 3 through 6 of the 10-project rehabilitation program.





FACILITY IMPROVEMENT PROJECTS

RE199 – CASEY WRF IMPROVEMENTS

This Renewal and Extension Fund construction line focuses on improvements at CCWA's largest and newest water reclamation facility, W.B. Casey. Large projects underway are the preliminary treatment unit (PTU) improvements, the addition of a fourth-secondary clarifier, rehabilitation of the three existing clarifiers, and a new polishing facility. Enhancements to the PTU with a new screen structure and rotary drum screen will reduce maintenance costs by protecting downstream treatment equipment, help mitigate peak flow situations, provide better odor control and improve the byproduct pellets sold to a fertilizer company. The additional clarifier and the rehabilitation of the existing clarifiers will provide additional needed treatment capacity and meet increasingly stringent effluent regulatory requirements.



RE204 – GENERAL SERVICES MAINTENANCE BUILDING [SMP 901]

The General Services Maintenance Building will co-locate and improve working conditions for 30 staff members currently located in three separate facilities spread throughout the county. Each of the separate facilities have significant issues related to its structural condition, functionality and environmental conditions, and lack of adequate work and storage space for needed parts and flammable items. Co-locating these facilities in an energy efficient, secure location will improve operational efficiencies, reduce utility costs and increase productivity of personnel.



RE219 – LIFT STATION REHABILITATION

This construction line is used to fund capital improvements to the 41 lift stations that are part of the sewer conveyance infrastructure throughout the County. A comprehensive [Lift Station Assessment](#) will be funded from the FY 2017 – 2018 budget. The first phases of this project will be the development of a master list of stations and any known operational or capital issues. Based on this initial list, follow-up condition assessment activities will be conducted in future years and the resulting construction activities will be performed under [SMP 903] - Lift Station Rehabilitation. A current project under construction in this line is the Rum Creek Lift Station upgrade with a cost of \$2.1M.



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 plants. The [Reservoir Control](#) project is funded by the FY 2017 – 2018 budget and will cost \$2.5M. The initiative includes an oxygenation system for the Shamrock Reservoir, a feed line for the Blalock Reservoir, injection of ferric for the wetlands, and a Porta-Pack at the Hick intake. All of these items are to improve the raw water quality of these two reservoirs. This project is the recommendation of [SMP 301] - Source Water Quality Assessment that was completed in the last fiscal year.



Another major project under this construction line is the [Hooper Lower Pond Solids Handling](#) initiative that will replace the current sludge removal system at the Hooper Plant. Funded by the FY 2017 – 2018 budget, this \$2.3M project will provide a more robust technology that is able to remove consistently the sludge that accumulates in the holding pond. This chain and flight system will alleviate the need for an outside contractor to remove the sludge. This has become a quarterly expense of approximately \$20,000 and will save the Authority almost \$80,000 annually. Effectively removing sludge helps the Authority comply with the requirements of our National Pollutant Discharge Elimination System (NPDES) permit by discharging "cleaner water" back into the Hooper Reservoir. The NPDES permit program, created in 1972 by the Clean Water Act, addresses water pollution by regulating point sources that discharge pollutants to waters in the US.



UTILITY-WIDE PROJECTS

RE146 – MISCELLANEOUS INHOUSE PROJECTS

This Renewal and Extension line contains smaller capital projects that will be performed by CCWA staff that do not fit into other primary Renewal and Extension Fund construction lines.

RE230 – SCADA UPGRADES [SMP 906]

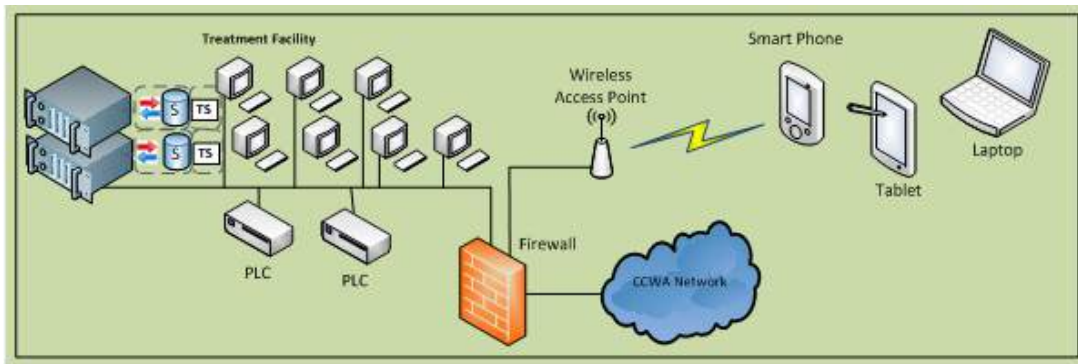
SCADA (supervisory control and data acquisition) is a software application program for used for process control and for gathering of data in real time from remote locations in order to control equipment and conditions. SCADA Systems consist of both hardware and software components. The hardware collects and feeds data into a computer with SCADA software installed. The data is then processed by the computer before presenting it. The function of SCADA is to record and log all events in a file that is stored in a hard disk or that is sent to a printer. If conditions become hazardous, SCADA can sound warning alarms.



SCADA systems are used in our water and wastewater treatment plants to track performance of treatment equipment and processes. The system directly interacts with devices such as sensors, valves, pump, motors while it monitors, gathers and processes data in real-time and is vital to our production and treatment of water and wastewater.

SCADA Upgrades planned under this construction line consists of six projects:

1. SCADA Servers (*Completed April 2016*)
2. Bristol RTU Upgrades (*Completed March 2017*)
3. Mission Communication Upgrades (*Completed March 2017*)
4. Plant Ethernet Upgrades (*Estimated to start June 2017*)
5. [Facility Firewall and Wireless Access Points](#) (*Estimated to start 2018*) – Funded in FY 2017 – 2018 budget
6. [GE Mobile Products](#) (*Estimated to start 2018*) – Funded in FY 2017 – 2018 budget



RE220 – CUSTOMER INFORMATION SYSTEM DEVELOPMENT

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 is \$4.5M with \$300K used to date. This major initiative is expected to be completed at the beginning of FY 2018 -2019.

RE222 – COMPANYWIDE SECURITY – [SMP 104]



This construction line of the Renewal and Extension Fund holds projects undertaken as part of the [Security Management System](#) to provide physical security of the Authority's properties. The objective of projects under this line is to improve organization security by integrating access controls and video (CCTV) management on one unified security platform. The projects include hardware and software installation, access control, visitor management system and formalized security processes and procedures for the operation and maintenance of this new system.



This two-phase initiative has a total cost of \$2.5M. The first phase of the project was completed in March 2017 and the second phase of the project will begin in FY 2017 – 2018 budget year. This year's budget will fund the final \$700K required for this project.

RE230 – INFORMATION TECHNOLOGY PROJECTS

This construction line contains capital projects that improve the technology infrastructure of the Authority. Projects under this Renewal and Extension line include network upgrades and improvements and consist of both hardware and software enhancements. The 2017 – 2018 budget funds \$617K in IT projects with the [JD Edwards Enterprise Resource Program Upgrade](#) – [SMP 156] using \$250K of this funding. Other IT initiatives funded from this year's budget include [Infrastructure Improvements](#), [Voice Gateways](#), [Windows OS](#), [VMware](#), [Casey Fiber Replacement](#), [Cisco Emergency Responder System](#), [Dial Plan Expansion](#), [Phone System Redundancy](#), and [Footprints New Platform Deployment](#).

Capital Project Funding FY 2017 – 2018 – By Stormwater Construction Lines

The Stormwater Fund has two primary types of projects, Watershed Improvements and Capital infrastructure Improvements. The capital infrastructure projects are classified as either *Open-Cut* (Renewal and Replacement) or *Cured-In-Place-Pipe* (CIPP).

The 10-year strategic master plan estimated the cost of capital infrastructure rehabilitation would be \$35M. The annual budget target for stormwater pipe renewal is \$3.5M, which would rehabilitate approximately two miles of stormwater pipe. The table that follows shows a summary of stormwater infrastructure projects by fiscal year.

	SW-004 (CIPP)				SW-005 (Open Cut)				Sum of All Years		
	LF	Total \$	\$/LF		LF	Total \$	\$/LF		LF	Total \$	\$/LF
FY 2016	2,972	\$ 1,001,108	\$336.85		7,353	\$ 2,230,165	\$303.30		10,325	\$ 3,231,273	\$320.07
FY 2015	5,850	\$ 1,582,819	\$270.57		4,480	\$ 1,517,832	\$338.80		10,330	\$ 3,100,650	\$304.68
FY 2014	8,362	\$ 2,213,246	\$264.68		5,680	\$ 1,449,543	\$358.40		14,042	\$ 3,662,789	\$311.54
FY 2013	6,400	\$ 1,515,190	\$236.75		3,854	\$ 979,168	\$360.81		10,254	\$ 2,494,357	\$298.78
FY 2012	11,574	\$ 2,598,507	\$230.51		7,318	\$ 1,239,107	\$230.59		18,892	\$ 3,837,614	\$230.55
FY 2011	9,775	\$ 1,508,688	\$154.34		6,742	\$ 1,203,471	\$178.50		16,517	\$ 2,712,159	\$166.42
FY 2010	2,280	\$ 793,421	\$347.99		8,758	\$ 1,908,816	\$217.95		11,038	\$ 2,702,237	\$282.97
FY 2009	1,745	\$ 807,771	\$462.91		2,912	\$ 962,319	\$330.47		4,657	\$ 1,770,090	\$396.69
Total	48,958	\$ 12,020,749	\$288.07		47,097	\$ 11,490,420	\$289.85		96,055	\$ 23,511,169	\$288.96
	9 Miles				9 Miles				18 Miles		



SW004 – STORMWATER CURED-IN-PLACE PIPE (CIPP) – [SMP 214]

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 2017 – 2018 budget will fund \$1.1M of [Stormwater Cured-In-Place Pipe improvements](#).



SW005 – STORMWATER REMOVAL AND REPLACEMENT PIPE (R/R) – [SMP 214]

This construction line funds the Stormwater Removal and Replacement (R/R) projects in the capital infrastructure improvement program. The FY 2017 – 2018 budget will fund \$895K of [R/R pipe replacement](#).





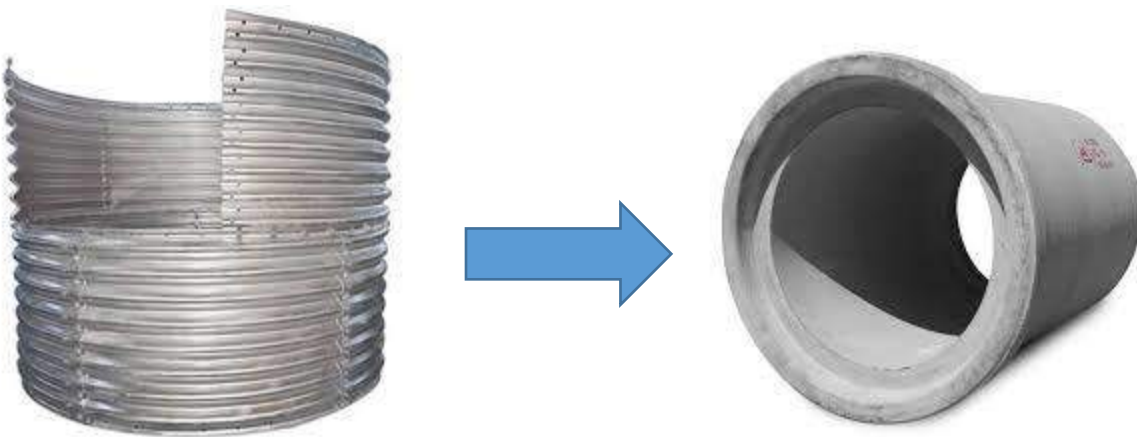
SW006 – UPPER FLINT-LAKE MIRROR STORMWATER IMPROVEMENTS

This construction line was set-up for the repair that will resolve flooding on Lake Mirror Place (at Cajun Queen Ground Storage Tank). This is the second phase of the Upper Flint River – Lake Mirror Stormwater Improvement project that was identified in the Upper Flint Watershed Management Plan in 2010. Phase 2 of this project consists of installing 1,300 feet of 60-inch reinforced concrete pipe and other drainage intake structures to capture and improve existing stormwater drainage. The first phase of this watershed project installed 700 feet of 60-inch reinforced concrete pipe and other intake structures to capture stormwater flow. The FY 2017 – 2018 budget funds \$1.5M of the [Upper Flint – Lake Mirror Phase 2](#) Stormwater project.



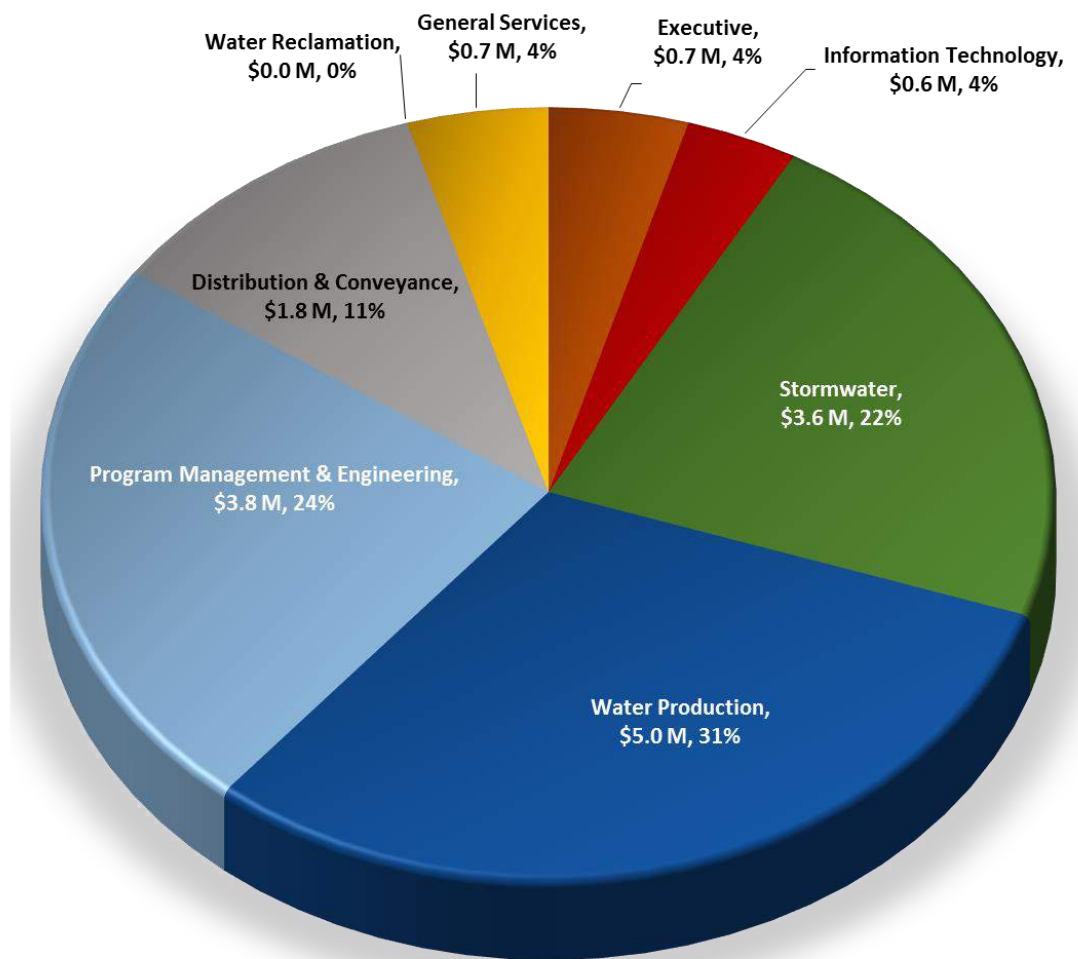
SW008 – VETERAN'S PARKWAY PHASE 2

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 2017 – 2018 budget funds \$1.1M of the [Veteran's Parkway – Phase 2](#) project.





Capital Project Funding FY 2017 - 2018 – Graphical Representation

Capital Projects FY 2017 - 2018



Renewal and Extension Funded Projects - Summary

FUNDING SOURCES

DESCRIPTION OF REVENUE SOURCES

AMOUNT

Other Financing Sources:

Interfund Transfers from Revenue Fund

\$ 12,635,395

Total Funding Sources

\$ 12,635,395

PROJECTS

BUDGET UNIT - PROJECT SPONSOR

GENERAL PROJECT DESCRIPTION

AMOUNT

General Manager	HQ Restroom Renovations	\$ 30,000
Information Technology	Infrastructure Improvements	38,000
Information Technology	Voice Gateways	35,000
Information Technology	Windows OS	45,000
Information Technology	VMware	42,000
Information Technology	Casey Fiber Replacement	20,000
Information Technology	Cisco Emergency Responder System	42,500
Information Technology	Dial Plan Expansion	30,000
Information Technology	Phone System Redundancy	39,100
Information Technology	Footprints New Platform Deployment	45,500
Information Technology	JDE Upgrade	250,000
Contracts, Compliance & Risk Management	Security Management System - Phase 2	700,000
WJ Hooper Water Plant	Design and Engineering Generator - Hooper Plant	250,000
WJ Hooper Water Plant	SDC - Lower Pond Solids Handling Improvements	2,250,000
Blalock Jr Reservoir & Dam	Reservoir Controls	2,500,000
Program Management and Engineering	Shoal Creek, DeKalb and Northeast Facilities Sewer Model	350,000
Program Management and Engineering	Lift Station Assessment	250,000
Program Management and Engineering	Pressure Sewer Condition Assessment	250,000
Construction Services	Sewer Line Inspection	10,000
Construction Services	Meter Inspection	20,000
Construction Services	Galvanized Water Main Replacements	1,250,000
Construction Services	Basin Level Sewer Rehabilitation	500,000
Construction Services	Large Interceptor Rehabilitation	600,000
Construction Services	Grant Rd Sewer Phase 2 Upgrades	600,000
Water Distribution Maintenance	DOT - SR 54	500,000
Water Distribution Maintenance	DOT - Frontage Road	1,000,000
Water Distribution Maintenance	DOT - Jodeco and Blackhall Roads	65,000
Water Distribution Maintenance	DOT - Windsor Drive	60,000
Water Distribution Maintenance	DOT - Valley Hill Road Bridge	125,000
General Services	Facilities Fire Wall & WLAN Access Points	176,657
General Services	GE Mobile Technology	401,638
Sewer Lift Station	Rum Creek Generator	160,000
Total Projects		\$ 12,635,395



Renewal and Extension Funded Projects – Detailed Listing by Project

HQ RESTROOM RENOVATIONS

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

HQ Restroom Renovations - \$30,000

DESCRIPTION OF PROJECT

This project is to redesign and update approximately two restrooms on the main floor level. Our goal is to improve the function and appearance of both the men and women's restroom.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

<u>Available</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
\$0	\$30,000	\$0	\$0	\$0	\$0

IMPACT ON OPERATING BUDGET

Annual operating expenses will be less than \$5,000. This project is replacement of existing infrastructure and will have a neutral impact to the operating budget.





INFRASTRUCTURE IMPROVEMENTS

Department: Executive

Fund: R & E

Budget Unit: Information Technology

Utility: Water / Sewer

Infrastructure Improvements - \$38,000
DESCRIPTION OF PROJECT

Networking and phone system items, along with potential fiber install to connect to the network

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

<u>Available</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
\$0	\$38,000	\$3,800	\$3,800	\$3,800	\$3,800

IMPACT ON OPERATING BUDGET

The impact on the annual operating budget for this project will be less than \$5,000 and consist of annual maintenance and utility charges.





VOICE GATEWAYS

Department: Executive

Fund: R & E

Budget Unit: Information Technology

Utility: Water / Sewer

Voice Gateways - \$35,000
DESCRIPTION OF PROJECT

Our current Cisco 2821 Voice Gateways are no longer supported by Cisco. Our phone system is vital to our business. We must have highly reliable, redundant, and supported equipment running this system.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

<u>Available</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
\$0	\$35,000	\$1,750	\$1,750	\$1,750	\$1,750

IMPACT ON OPERATING BUDGET

The impact on the annual operating budget for this project will be less than \$5,000 and consist of annual maintenance and utility charges.





WINDOWS OS LICENSING

Department: Executive

Fund: R & E

Budget Unit: Information Technology

Utility: Water / Sewer

Windows OS - \$45,000
DESCRIPTION OF PROJECT

Windows and SQL server licensing. The additional licensing will keep us in compliance with Microsoft. Increases are due to additional system and changes in the way Microsoft licenses their product.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

<u>Available</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
\$0	\$45,000	\$4,500	\$4,500	\$4,500	\$4,500

IMPACT ON OPERATING BUDGET

The impact on the annual operating budget for this project will be less than \$5,000 and consist of annual licensing fees.





VMWARE AND VEEAM LICENSING

Department: Executive

Fund: R & E

Budget Unit: Information Technology

Utility: Water / Sewer

VMware - \$42,000

DESCRIPTION OF PROJECT

Includes VMware and Veeam licensing. The additional VMware licensing will account for new systems planned for FY 2017 and augmentation of current systems. The Veeam licensing will give us the ability to backup these new systems.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

<u>Available</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
\$0	\$42,000	\$4,200	\$4,200	\$4,200	\$4,200

IMPACT ON OPERATING BUDGET

The impact on the annual operating budget for this project will be less than \$5,000 and consist of annual licensing fees.





CASEY FIBER REPLACEMENT

Department: Executive

Fund: R & E

Budget Unit: Information Technology

Utility: Water / Sewer

Casey Fiber Replacement - \$20,000

DESCRIPTION OF PROJECT

Fiber currently dropping connections between Casey and outer buildings. Outside vendor and/or internal work order.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

<u>Available</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
\$0	\$20,000	\$0	\$0	\$0	\$0

IMPACT ON OPERATING BUDGET

Annual operating expenses will be less than \$5,000. This project is replacement of existing infrastructure and will have a neutral impact to the operating budget.





CISCO EMERGENCY RESPONDER SYSTEM

Department: Executive

Fund: R & E

Budget Unit: Information Technology

Utility: Water / Sewer

Cisco Emergency Responder System - \$42,500

DESCRIPTION OF PROJECT

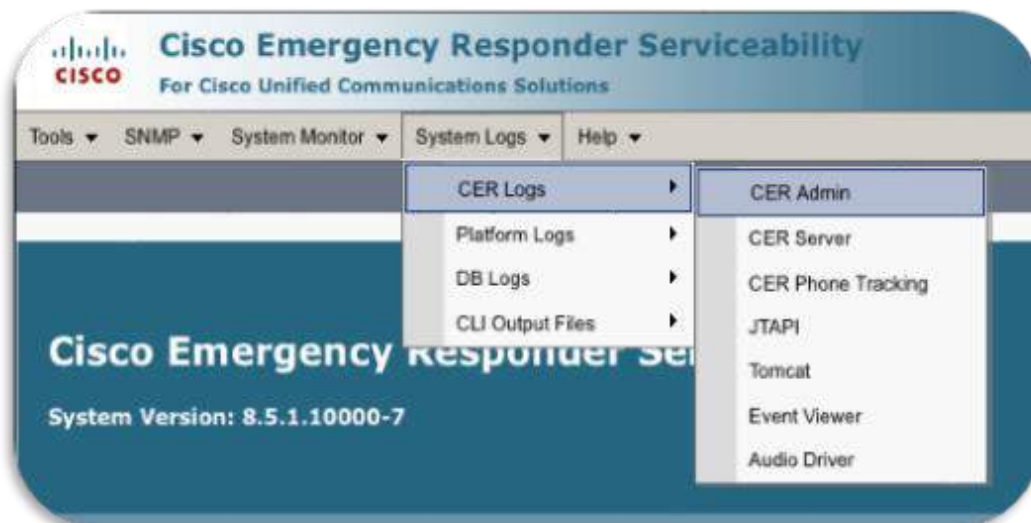
This project will allow me better management of E911 routing and reporting. It will also allow the ability for reporting, alerts, and notification.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

<u>Available</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
\$0	\$42,500	\$4,250	\$4,250	\$4,250	\$4,250

IMPACT ON OPERATING BUDGET

The impact on the annual operating budget for this project will be less than \$5,000 and consist of annual licensing fees.





DIAL PLAN EXPANSION

Department: Executive

Fund: R & E

Budget Unit: Information Technology

Utility: Water / Sewer

Dial Plan Expansion - \$30,000
DESCRIPTION OF PROJECT

Currently we are running a dial plan that has limited flexibility due to the number of digits being passed to us from the provider. Need to extend our plans out to receive in the full ten digits. This will give us routing flexibility and eliminate any dial peer issues we have today.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

<u>Available</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
\$0	\$30,000	\$1,500	\$1,500	\$1,500	\$1,500

IMPACT ON OPERATING BUDGET

The impact on the annual operating budget for this project will be less than \$5,000 and consist of annual licensing fees.





PHONE SYSTEM REDUNDANCY

Department: Executive

Fund: R & E

Budget Unit: Information Technology

Utility: Water / Sewer

Phone System Redundancy - \$39,100

DESCRIPTION OF PROJECT

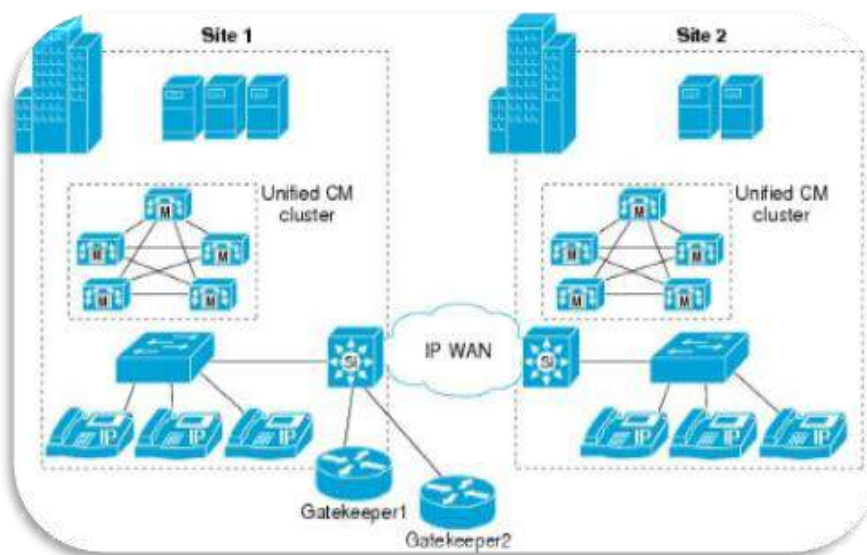
This project will provide the ability to grow the Cisco Communications environment to a publisher and subscriber that will allow us to move one server to the Disaster Recovery site.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

<u>Available</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
\$0	\$39,100	\$1,955	\$1,955	\$1,955	\$1,955

IMPACT ON OPERATING BUDGET

The impact on the annual operating budget for this project will be less than \$5,000 and consist of annual licensing and utility charges.





FOOTPRINTS NEW PLATFORM DEPLOYMENT

Department: Executive

Fund: R & E

Budget Unit: Information Technology

Utility: Water / Sewer

Footprints New Platform Deployment - \$45,500

DESCRIPTION OF PROJECT

Footprints is our Help Desk and Technology Inventory system. Need to upgrade to latest version (completely different platform and technology).

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

<u>Available</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
\$0	\$45,500	\$4,550	\$4,550	\$4,550	\$4,550

IMPACT ON OPERATING BUDGET

The impact on the annual operating budget for this project will be less than \$5,000 and consist of annual licensing fees.





JDE UPGRADE

Department: Executive

Fund: R & E

Budget Unit: Information Technology

Utility: Water / Sewer

JDE Upgrade - \$250,000
DESCRIPTION OF PROJECT

Evaluation of Business Processes has identified that additional funding will be needed to complete new items required along with configuration of existing modules.

[SMP 156][WP 2015-06]

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

<u>Available</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
\$0	\$150,000	\$100,000	\$119,500	\$119,500	\$119,500

IMPACT ON OPERATING BUDGET

The impact on the operating budget for this project is estimated to be \$119,500 annually due to increasing licensing fees for additional functionality and one additional Full-time Employee (FTE). The additional FTE will be a Business Analyst to assist end-users.





SECURITY MANAGEMENT SYSTEM – PHASE 2

Department:	Executive	Fund:	R & E
Budget Unit:	Contracts, Compliance & Risk Management	Utility:	Water / Sewer

Security Management System - Phase 2 - \$700,000

DESCRIPTION OF PROJECT

This project encompasses complete hardware and software installation and integration of security features to complete the project for all twenty-nine CCWA locations. This is funding for the final phase of this project. At completion of the project, unification and integration of CCWA's access control, video management and other security related features will have been achieved.

[SMP 104][WP 2015-38]

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

Available	2017	2018	2019	2020	2020
\$1,329,954	\$700,000	\$140,667	\$140,667	\$140,667	\$140,667

IMPACT ON OPERATING BUDGET

The impact on the operating budget for this project is estimated to be \$140,667 annually due to outside security monitoring and additional Full-time employee (FTE). The FTE will serve as a utility-wide patrol office and assist with system monitoring.





DESIGN/ENGINEERING GENERATOR AT HOOPER

Department: Water Production

Fund: R & E

Budget Unit: WJ Hooper Water Plant

Utility: Water / Sewer

Design and Engineering Generator - Hooper Plant - \$250,000
DESCRIPTION OF PROJECT

This project is for design and engineering cost for future installation of the back up emergency power at our Hooper Plant.

[SMP 307][WP 2016-10]

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

<u>Available</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
\$0	\$250,000	\$0	\$6,500	\$5,500	\$5,500

IMPACT ON OPERATING BUDGET

The impact on the operating budget for this project will be \$5,500 annually when the generator is built and installed. The additional impact will be the annual fuel required by the generator, monthly testing and annual maintenance.





LOWER POND SOLIDS HANDLING IMPROVEMENTS

Department: Water Production

Fund: R & E

Budget Unit: WJ Hooper Water Plant

Utility: Water / Sewer

SDC - Lower Pond Solids Handling Improvements - \$2,250,000

DESCRIPTION OF PROJECT

This project is the replacement of the sludge removal system at the Hooper Plant with a more robust technology able to consistently remove the amounts of sludge that accumulates in the holding pond. This chain and flight system will alleviate the need for an outside contractor to remove the sludge. This has become a quarterly expense of approximately \$20,000 and will save the Authority almost \$80,000 annually. Effectively removing sludge helps the Authority comply with the requirements of our National Pollutant Discharge Elimination System (NPDES) permit by discharging "cleaner water" back into the Hooper Reservoir. The NPDES permit program, created in 1972 by the Clean Water Act, addresses water pollution by regulating point sources that discharge pollutants to waters in the US.

[WP 2017-04]

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

<u>Available</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
\$0	\$2,250,000	(\$80,000)	(\$80,000)	(\$80,000)	(\$80,000)

IMPACT ON OPERATING BUDGET

The impact on the operating budget for this project will be a cost savings of \$80,000.





RESERVOIR CONTROLS

Department: Water Production

Fund: R & E

Budget Unit: Blalock Jr Reservoir & Dam

Utility: Water / Sewer

Reservoir Controls - \$2,500,000
DESCRIPTION OF PROJECT

This project is to procure an oxygenation system for the Shamrock Reservoir, a feed line for the Blalock Reservoir, injection of ferric for the wetlands, and a Porta Pack at the Hick intake. All of these items are to improve the raw water quality of these two reservoirs. This project is the recommendation of [SMP 301] - Source Water Quality Assessment that was completed in the last fiscal year.

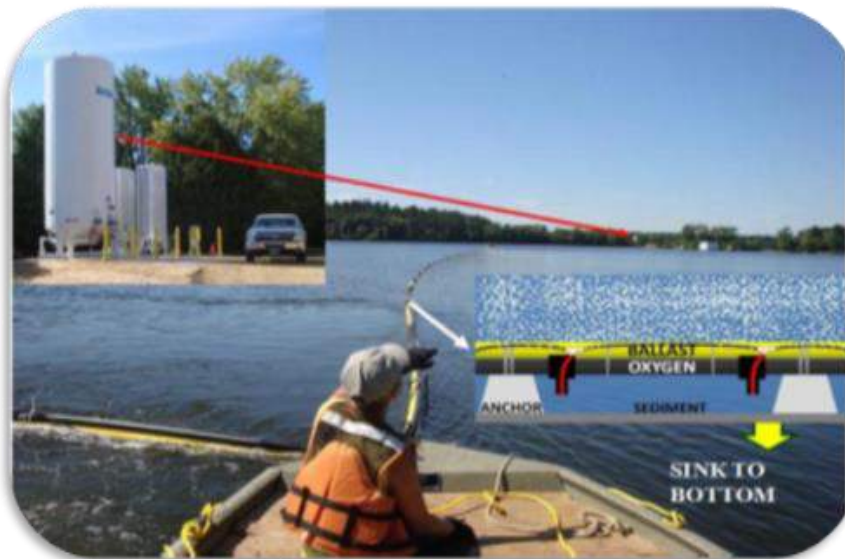
[SMP 302][WP 2016-09]

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

<u>Available</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
\$0	\$2,500,000	\$310,000	\$310,000	\$310,000	\$265,000

IMPACT ON OPERATING BUDGET

The impact on the operating budget for this project will total approximately \$300,000 annually. Annual cost for the primary management option is the oxygen gas to fill oxygenation tank (*Shamrock and Blalock Reservoirs*) will cost \$90,000 yearly but will drop significantly when blue green algae population is under control and less oxygen is needed. Annual cost for secondary management include: Port-PAC treatment (*Hicks Intake at Blalock Reservoir*) - \$90,000; Ferric Sulfate (*Casey WRF Effluent*) - \$60,000; and GAC Filter Cap (*Hicks WPP*) - \$70,000.





SHOAL CREEK, DEKALB AND NORTHEAST SEWER MODEL

Department: Program Management and Engineering

Fund: R & E

Budget Unit: PM&E Department Manager

Utility: Water / Sewer

Shoal Creek, DeKalb and Northeast Sewer Model - \$350,000

DESCRIPTION OF PROJECT

A calibrated sewer model has been developed for the sewer basins served by the W.B. Casey Water Reclamation Facility (WRF). Temporary flow monitors have now been deployed across the sewer basins served by the Shoal Creek WRF, DeKalb County, and Northeast and this information will be used to develop a calibrated sewer model for those basins. The model will be calibrated for dry and wet weather flows and a capacity analysis will be completed. Having an understanding of our areas with capacity limitations will better support renewal decisions made for our sewer renewal and rehabilitation work and be used directly in developing the remainder of the Large Outfall Condition Assessment and Renewal Plan. Upon completion of this project, model development and calibration will be complete for all sewered areas served by CCWA.

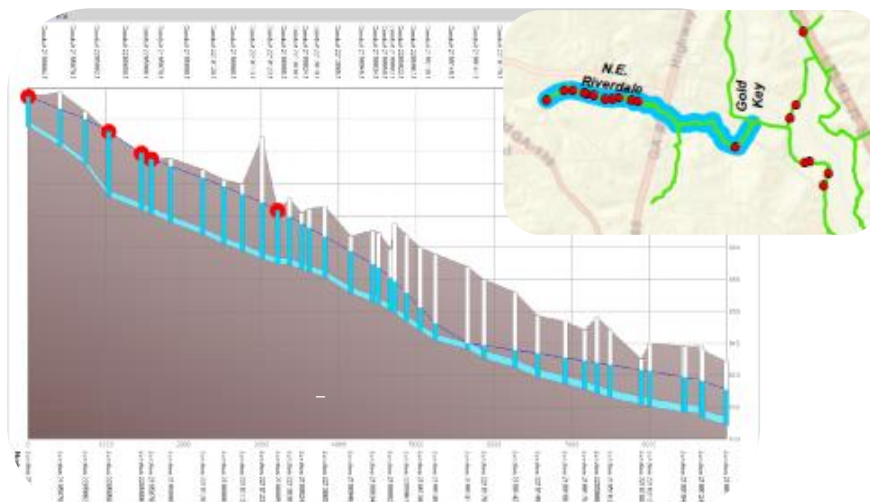
[SMP 612][WP 2015-15]

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

<u>Available</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
\$0	\$350,000	\$0	\$0	\$0	\$0

IMPACT ON OPERATING BUDGET

The impact on the operating budget for this project will be less than \$5,000 as it is a tool to assist in prioritizing renewal and rehabilitation work.





LIFT STATION ASSESSMENT

Department: Program Management and Engineering

Fund: R & E

Budget Unit: PM&E Department Manager

Utility: Water / Sewer

Lift Station Assessment - \$250,000

DESCRIPTION OF PROJECT

Multiple lift stations require maintenance, service, and in some cases overhaul. A more comprehensive and systematic lift station assessment should be conducted. The first phases of this project, will be the development of a master list of stations and any known operational or capital issues. The assessment needs to be conducted in a manner that is consistent with our asset management program. Based on this initial list, follow-up condition assessment activities will be conducted in future years and the resulting construction activities will be performed under [SMP 903] - Lift Station Rehabilitation. [SMP 902][WP 2016-30]

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

<u>Available</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
\$0	\$250,000	\$0	\$0	\$0	\$0

IMPACT ON OPERATING BUDGET

The impact on the operating budget for this project will be less than \$5,000 as it is an assessment designed to assist in prioritizing necessary rehabilitation work.





PRESSURE SEWER CONDITION ASSESSMENT

Department: Program Management and Engineering

Fund: R & E

Budget Unit: PM&E Department Manager

Utility: Water / Sewer

Pressure Sewer Condition Assessment - \$250,000

DESCRIPTION OF PROJECT

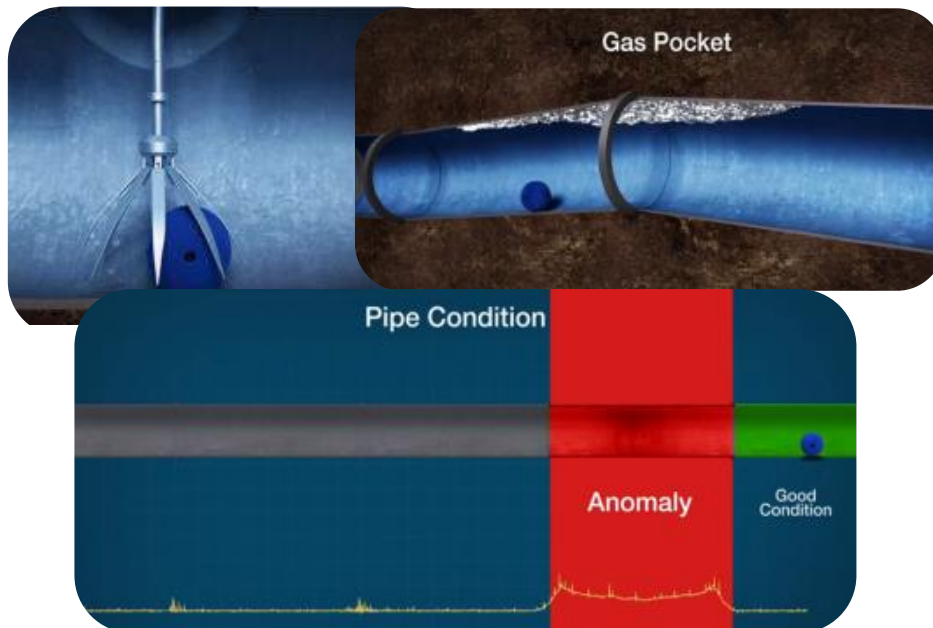
CCWA needs to determine the means and methods to conduct condition assessment on the pressure sewer lines and develop a plan to systematically conduct the assessment over time. The data collected needs to be evaluated to identify and prioritize the pipeline renewal or replacement projects. [SMP 639] - Pressure Sewer Rehabilitation will provide for renewal and replacement of the pressure sewer lines identified in this process. [SMP 638][WP 2016-05]

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

<u>Available</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
\$0	\$250,000	\$0	\$0	\$0	\$0

IMPACT ON OPERATING BUDGET

The impact on the operating budget for this project will be less than \$5,000 as it is an assessment designed to assist in the prioritization of renewal and rehabilitation work.





SEWER LINE INSPECTION

Department: Program Management and Engineering

Fund: R & E

Budget Unit: Construction Services

Utility: Water / Sewer

Sewer Line Inspection - \$10,000

DESCRIPTION OF PROJECT

This set of sewer line jobs will include the inspection of sewer line installations donated as part of new developments, along with inspection of sewer line stub outs. These stub outs will serve adjacent, unsewered property.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

<u>Available</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
\$0	\$10,000	\$15,000	\$15,000	\$15,000	\$15,000

IMPACT ON OPERATING BUDGET

The impact on the operating budget for this project is approximately \$15,000 and consists of the assignment of existing staff labor to inspect and maintain the donated sewer infrastructure.





METER INSPECTIONS

Department:	Program Management and Engineering	Fund:	R & E
Budget Unit:	Construction Services	Utility:	Water / Sewer

Meter Inspections - \$20,000
DESCRIPTION OF PROJECT

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

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

<u>Available</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
\$0	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000

IMPACT ON OPERATING BUDGET

The impact on the operating budget for this project is approximately \$20,000 and consists of the assignment of existing staff labor to inspect and maintain the donated meters.





GALVANIZED MAIN REPLACEMENTS

Department: Program Management and Engineering

Fund: R & E

Budget Unit: Construction Services

Utility: Water / Sewer

Galvanized Main Replacements - \$1,250,000

DESCRIPTION OF PROJECT

This project is a continuation of a 20 to 30 year program of replacing galvanized steel water mains . When these pipes age they cause a number of problems within our Distribution System. We replace the galvanized lines with ductile iron pipe or 2" copper, based on customer service needs and fire protection. At the annual funding level of \$1,250,000, approximately 2 to 2.5 miles of pipe are replaced per year.

[SMP 601]

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

<u>Available</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
\$0	\$1,250,000	\$3,420	\$3,420	\$3,420	\$3,420

IMPACT ON OPERATING BUDGET

The impact on the operating budget for this project will be less than \$5,000 and consists of general maintenance of newer infrastructure by existing staff at \$2,850 per mile. Reduction in water loss results in cost savings due to less chemical use and pumping costs for a net impact to the operating budget of \$3,420.





BASIN LEVEL SEWER REHABILITATION

Department: Program Management and Engineering

Fund: R & E

Budget Unit: Construction Services

Utility: Water / Sewer

Basin Level Sewer Rehabilitation - \$500,000

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. 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. Total estimated cost of this 10-year strategic master plan program is \$20,000,000. Annual funding of basin level sewer rehabilitation of \$2,000,000 which will replace approximately 2.5 miles of pipe per year.

[SMP 614]

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

<u>Available</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
\$1,000,000	\$500,000	\$6,246	\$6,246	\$6,246	\$6,246

IMPACT ON OPERATING BUDGET

The net impact on the operating budget for this project will be \$6,246 annually. This amount consist of general maintenance of newer infrastructure by existing staff of \$3,230 per mile less the cost savings of about \$1,800 due to the reduction in Inflow and Infiltration (I/I). Lowering I/I reduces pumping costs and additional chemical treatment needed from ground water seeping into sewer pipes.





SEWER OUTFALL RENEWAL

Department:	Program Management and Engineering	Fund:	R & E
Budget Unit:	Construction Services	Utility:	Water / Sewer

Large Interceptor Rehabilitation - \$600,000

DESCRIPTION OF PROJECT

CCWA is in the process of executing an agreement with GEFA to fund \$25 million for Outfall Renewal Projects. We have preliminarily identified two open cut projects and two cured-in-place-pipe projects to complete over a three year period with this funding. However, GEFA funds cannot be used to compensate CCWA for internal labor used to plan, design, and manage the construction. This funding would be utilized to cover the costs for CCWA labor for two projects. This project is part of a 10-phase Interceptor Renewal Plan.
[SMP 617][WP 2016-01]

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

<u>Available</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
\$0	\$600,000	\$600,000	\$300,000	\$300,000	\$300,000

IMPACT ON OPERATING BUDGET

The completion of these projects will lead to significant energy savings as well as extending pipe life. Cracks in the pipe, joints with root intrusion and other defects in the existing pipe allows stormwater (inflow) and groundwater (infiltration) to enter the pipe along with the wastewater flows collected from our customers. Replacement of these pipes will prevent a significant amount of infiltration and inflow (I&I) into the system. All the flow in these pipes that reaches the W.B. Casey Water Reclamation Facility has to be pumped up to the headworks of the plant for treatment. Reduction of I&I will significantly reduce wet weather flows to the plant and decrease pumping costs. The annual power costs for this pumping is in excess of \$100,000 dollars.

Project	Title	Est. Cost (millions)	Est. Budget Year
1	Flint River Outfall Replacement—Phase 1a	\$4.71	Completed
2	Flint River Outfall Replacement—Phase 1b	\$6.30	Completed
3	Flint River Relief Replacement—Phase 2	\$8.40	FY2017-2018
4	Flint River Outfall Replacement—Phase 5	\$5.00	FY2017-2018
5	Jesters Creek East Outfall Replacement—Phase 1	\$8.20	FY2018-2019
6	Flint River Outfall Replacement—Phase 6	\$5.70	FY2018-2019
7	Flint River Outfall Replacement—Phase 7	\$2.70	FY2018-2019
8	Flint River Relief Replacement—Phase 3	\$7.30	FY2019-2020
9	Jesters Creek East Outfall Replacement—Phase 2	\$3.40	FY2019-2020
10	Flint River Relief Replacement—Phase 4	\$6.20	FY2019-2020
		<u>\$57.91</u>	





GRANT ROAD SEWER PHASE 2 UPGRADES

Department: Program Management and Engineering

Fund: R & E

Budget Unit: Construction Services

Utility: Water / Sewer

Grant Road Sewer Phase 2 Upgrades - \$600,000

DESCRIPTION OF PROJECT

This project will consist of upsizing an existing 8 inch sanitary sewer line to a 12 inch line to increase capacity in that service area. The installation will require three road bores and replacement of approximately 1,114 linear feet of existing pipe.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

<u>Available</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
\$0	\$600,000	\$680	\$680	\$680	\$680

IMPACT ON OPERATING BUDGET

The impact on the operating budget for this project will be less than \$5,000.





DOT - STATE ROUTE 54

Department: Distribution & Conveyance**Fund:** R & E**Budget Unit:** Water Distribution
Maintenance**Utility:** Water / Sewer

DOT - SR 54 - \$500,000

DESCRIPTION OF PROJECT

Relocation of 1,000 LF of 36 inch Raw Sewerage Force Main, 1,000 LF of 36 inch Effluent Force Main, 1,000 LF of 16 inch Water Main and 11,050 LF of 12 inch Water Main due to road construction/widening of State Route 54/Fayetteville Road.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

<u>Available</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
\$1,500,000	\$500,000	\$0	\$0	\$0	\$0

IMPACT ON OPERATING BUDGET

Annual operating expenses will be less than \$5,000. This project is replacement of existing infrastructure and will have a neutral impact to the operating budget.





DOT - FRONTAGE ROAD

Department: Distribution & Conveyance

Fund: R & E

Budget Unit: Water Distribution
Maintenance

Utility: Water / Sewer

DOT - Frontage Road - \$1,000,000
DESCRIPTION OF PROJECT

Relocation of 2,600 LF of 24 inch Water Main, 1,300 LF of 10 inch Water Main, 1,200 LF of 8 inch Sanitary Sewer Main and 2,000 LF of 16 inch Sanitary Sewer Force Main due to road construction/widening and on ramps of I-75 and Frontage Road from Forest Parkway to I-285.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

<u>Available</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
\$0	\$1,000,000	\$0	\$0	\$0	\$0

IMPACT ON OPERATING BUDGET

Annual operating expenses will be less than \$5,000. This project is replacement of existing infrastructure and will have a neutral impact to the operating budget.





DOT - JODECO AT BLACKHALL ROAD

Department: Distribution & Conveyance

Fund: R & E

Budget Unit: Water Distribution
Maintenance

Utility: Water / Sewer

DOT - Jodeco @ Blackhall Rd - \$65,000
DESCRIPTION OF PROJECT

Relocation of 700 LF of 16 inch Water Main due to road construction of Jodeco Road and Blackhall Road Roundabout.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

<u>Available</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
\$0	\$65,000	\$0	\$0	\$0	\$0

IMPACT ON OPERATING BUDGET

Annual operating expenses will be less than \$5,000. This project is replacement of existing infrastructure and will have a neutral impact to the operating budget.





DOT - WINDSOR DRIVE

Department: Distribution & Conveyance

Fund: R & E

Budget Unit: Water Distribution
Maintenance

Utility: Water / Sewer

DOT - Windsor Drive - \$60,000
DESCRIPTION OF PROJECT

Relocation of 80 LF of 8 inch Water Main and extension of 440 LF of 6 inch Water Main due to culvert replacement on Windsor Drive.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

<u>Available</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
\$0	\$60,000	\$0	\$0	\$0	\$0

IMPACT ON OPERATING BUDGET

Annual operating expenses will be less than \$5,000. This project is replacement of existing infrastructure and will have a neutral impact to the operating budget.





DOT - VALLEY HILL ROAD BRIDGE

Department: Distribution & Conveyance

Fund: R & E

Budget Unit: Water Distribution
Maintenance

Utility: Water / Sewer

DOT - Valley Hill Rd Bridge - \$125,000
DESCRIPTION OF PROJECT

Relocation of 1,200 LF of 16" water main, 220 LF of 6 inch Water Main due to Valley Hill Road Bridge Replacement at Flint River.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

<u>Available</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
\$0	\$125,000	\$0	\$0	\$0	\$0

IMPACT ON OPERATING BUDGET

Annual operating expenses will be less than \$5,000. This project is replacement of existing infrastructure and will have a neutral impact to the operating budget.





FACILITY FIREWALLS AND INDOOR/OUTDOOR WLAN

Department: General Services

Fund: R & E

Budget Unit: General Services Manager

Utility: Water/Sewer

Facility Firewalls and Indoor/Outdoor WLAN (SCADA) \$176,657
DESCRIPTION OF PROJECT

Upgrading facility firewall hardware and configuring the firewalls to manage inbound/outbound traffic and WLAN Access Points that will allow users with mobile devices to access plant data in junction with the Mobile Application Server.

[SMP 906][WP 2015-40B]

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

<u>Available</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
\$0	\$176,657	\$4,416	\$4,416	\$4,416	\$4,416

IMPACT ON OPERATING BUDGET

The impact on the annual operating budget for this project will be less than \$5,000 and consist of annual maintenance and utility charges.





GE MOBILE

Department: General Services

Fund: R & E

Budget Unit: General Services Manager

Utility: Water/Sewer

GE Mobile - \$401,638
DESCRIPTION OF PROJECT

GE Mobile is a technology that will allow CCWA the flexibility to view and control operations remotely. This will alleviate the need for CCWA staff to be onsite during outages, storms, or other times of higher risk and to be able to more quickly address problems that arise during off-hours.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

<u>Available</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
\$0	\$401,638	\$4,016	\$4,016	\$4,016	\$4,016

IMPACT ON OPERATING BUDGET

The impact on the annual operating budget for this project will be less than \$5,000 and consist of annual licensing fees. A reduction in overtime paid for staff who have to work onsite during off-hours will result in cost savings. The net impact to the operating budget is estimated at \$4,016 annually.





RUM CREEK GENERATOR

Department: General Services

Fund: R & E

Budget Unit: Sewage Lift Station

Utility: Water/Sewer

Rum Creek Generator - \$160,000
DESCRIPTION OF PROJECT

Installation of a new generator to deliver the required kilowatts to pull the new motor loads that are in the new pump station design at Rum Creek lift station.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

<u>Available</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
\$0	\$160,000	\$4,500	\$3,500	\$3,500	\$3,500

IMPACT ON OPERATING BUDGET

The impact on the operating budget for this project will be approximately \$3,500 annually after the tank is initially filled with fuel. The additional impact will be the annual fuel required by the generator, monthly testing and annual maintenance.





Impact of Projects on Operating Budget - Renewal and Extension Fund

Fiscal Year Ended April 30,	Initial Funding	Impact on Operating Budget					
	2018	Type of Cost	2019	2020	2021	2022	2023
HQ Restroom Renovations	\$ 30,000	M	\$ -	\$ -	\$ -	\$ -	\$ -
Infrastructure Improvements	38,000	M,E	3,800	3,800	3,800	3,800	3,800
Voice Gateways	35,000	M,E	1,750	1,750	1,750	1,750	1,750
Windows OS	45,000	M	4,500	4,500	4,500	4,500	4,500
VMware	42,000	M	4,200	4,200	4,200	4,200	4,200
Casey Fiber Replacement	20,000	M	-	-	-	-	-
Cisco Emergency Responder System	42,500	M	4,250	4,250	4,250	4,250	4,250
Dial Plan Expansion	30,000	M	1,500	1,500	1,500	1,500	1,500
Phone System Redundancy	39,100	M,E	1,955	1,955	1,955	1,955	1,955
Footprints New Platform Deployment	45,500	M	4,550	4,550	4,550	4,550	4,550
JDE Upgrade	250,000	M,FTE	119,500	119,500	119,500	119,500	119,500
Security Mgmt. System	700,000	FTE, M, E	140,667	140,667	140,667	140,667	140,667
Design and Engineering Generator - Hooper Plant	250,000	M,E	-	6,500	5,500	5,500	5,500
SDC Hooper Lower Pond Solids Handling Improvements	2,250,000	M	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)
Reservoir Controls	2,500,000	M,E	-	310,000	310,000	310,000	265,000
Shoal Creek, DeKalb, NE Sewer Model	350,000	A	-	-	-	-	-
Lift Station Assessment	250,000	A	-	-	-	-	-
Pressure Sewer Condition Assessment	250,000	A	-	-	-	-	-
Sewer Line Inspection	10,000	M	10,000	15,000	15,000	15,000	15,000
Meter Inspections	20,000	M	20,000	20,000	20,000	20,000	20,000
Galvanized Main Replacements	1,250,000	M	3,420	3,420	3,420	3,420	3,420
Basin Level Sewer Rehabilitation	500,000	M,E	6,246	6,246	6,246	6,246	6,246
Large Interceptor Rehabilitation (Projects 3 and 4)	600,000	M,E	(23,000)	(23,000)	(23,000)	(23,000)	(23,000)
Grant Rd Sewer Phase 2 Upgrades	600,000	M	680	680	680	680	680
DOT - SR 54	500,000	M	-	-	-	-	-
DOT - Frontage Road	1,000,000	M	-	-	-	-	-
DOT - Jodeco and Blackhall Roads	65,000	M	-	-	-	-	-
DOT - Windsor Drive	60,000	M	-	-	-	-	-
DOT - Valley Hill Road Bridge	125,000	M	-	-	-	-	-
Facilities Fire Wall and WLAN Access Points	176,657	M	4,416	4,416	4,416	4,416	4,416
GE Mobile Technology	401,638	M,E	4,016	4,016	4,016	4,016	4,016
Rum Creek Lift Station Generator	160,000	M,E	4,500	3,500	3,500	3,500	3,500
	<u>\$ 12,637,413</u>		<u>\$ 238,969</u>	<u>\$ 559,470</u>	<u>\$ 558,471</u>	<u>\$ 558,472</u>	<u>\$ 513,473</u>

Type of Cost:

FTE = New employee

M = Annual Maintenance or Licensing Fees

E = Energy or Utility Charges

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



Stormwater Funded Projects - Summary

FUNDING SOURCES

DESCRIPTION OF REVENUE SOURCES

AMOUNT

Other Financing Sources:

Interfund Transfers from Stormwater Utility

\$ 3,565,184

Total Funding Sources

\$ 3,565,184

PROJECTS

BUDGET UNIT - PROJECT SPONSOR

GENERAL PROJECT DESCRIPTION

AMOUNT

Stormwater Management

Generator

\$ 70,000

Stormwater Maintenance

Cured In Place Pipe

1,100,000

Stormwater Maintenance

Removal and Replacement

895,184

Stormwater Maintenance

Flint River and Lake Mirror Phase 2

1,500,000

Total Projects

\$ 3,565,184



Stormwater Generator

Department: Stormwater

Fund: Construction

Budget Unit: Stormwater Management

Utility: Stormwater

Generator - \$70,000

DESCRIPTION OF PROJECT

As with all other occupied facilities around the HQ campus, the Stormwater complex is in need of emergency back up generator power. This project will allow Stormwater staff to function during potential periods of power outages. It will also secure our facility during those outages.

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

<u>Available</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
\$0	\$70,000	\$320	\$200	\$200	\$200

IMPACT ON OPERATING BUDGET

The impact on the operating budget for this project will be \$200 annually after the initial tank is filled when the generator is built and installed. The additional impact will be the annual fuel required by the generator, monthly testing and annual maintenance.





Cured In Place Pipe

Department: Stormwater

Fund: Construction

Budget Unit: Stormwater Maintenance

Utility: Stormwater

Cured In Place Pipe (CIPP) - \$1,100,000

DESCRIPTION OF PROJECT

Cured in Place is a means of rehabilitating and restoring existing pipe by using a felt tube saturated with resin and coated with a waterproof layer. This tube is inserted into the existing pipe system and allowed to harden, essentially creating a new pipe. This work is performed by an outside annual services contractor and is part of a 10-year strategic master plan program. Estimated annual funding for CIPP is \$1,500,000. At a cost of \$330 per linear foot, approximately 4,500 feet, or 3/4 of a mile, of stormwater pipe can be relined per year. [SMP 214]

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

<u>Available</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
\$627,505	\$1,100,000	\$2,207	\$2,207	\$2,207	\$2,207

IMPACT ON OPERATING BUDGET

The impact on the operating budget for this project will be less than \$5,000 and consists of general maintenance of newer infrastructure by existing staff at \$2,942 per mile. This year's funding should restore approximately two-thirds of a mile.





Removal and Replacement

Department: Stormwater

Fund: Construction

Budget Unit: Stormwater Maintenance

Utility: Stormwater

Removal and Replacement (R/R) - \$895,184

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.

[SMP 214]

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

<u>Available</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
\$88,568	\$895,184	\$1,824	\$1,824	\$1,824	\$1,824

IMPACT ON OPERATING BUDGET

The impact on the operating budget for this project will be less than \$5,000 and consists of general maintenance of newer infrastructure by existing staff at \$2,942 per mile. This year's funding should replace approximately two-thirds of a mile.





Flint River/Lake Mirror Phase 2

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

Flint River - Lake Mirror Phase 2 - \$1,500,000

DESCRIPTION OF PROJECT

As a follow up to the Lake Mirror Phase 1 stormwater project, an additional 1,300' of 60" RCP pipe is needed to provide proper sub-surface drainage in an area where the existing system was compromised years ago. Phase 1 included the installation of 700' of 60" RCP that eliminated flooding issue of 3 commercial properties. This remaining work will minimize/eliminate flooding of 5 - 6 commercial properties.

[SMP 214]

Projected Expenditures - Next Five Consecutive Fiscal Years Beginning May 1

<u>Available</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
\$5,821	\$1,500,000	\$0	\$0	\$0	\$0

IMPACT ON OPERATING BUDGET

The impact on the operating budget for this project will be less than \$5,000 and consists of general maintenance of newer infrastructure by existing staff at \$2,942 per mile. This year's funding should replace approximately two-thirds of a mile.





Impact of Projects on Operating Budget - Stormwater

Fiscal Year Ended April 30,	Initial Funding	Impact on Operating Budget					
		Type of Cost	2019	2020	2021	2022	2023
Flint River - Lake Mirror Phase 2	\$ 1,500,000	M	\$ -	\$ -	\$ -	\$ -	\$ -
Generator	70,000	M	320	160	160	160	160
Cured In Place Pipe (CIPP)	1,100,000	M	1,854	1,854	1,854	1,854	1,854
Removal and Replacement (R/R)	895,184	M	1,824	1,824	1,824	1,824	1,824
	<u>\$ 3,565,184</u>		<u>\$ 3,998</u>	<u>\$ 3,838</u>	<u>\$ 3,838</u>	<u>\$ 3,838</u>	<u>\$ 3,838</u>

Type of Cost:

FTE = New employee

M = Annual Maintenance or Licensing Fees

E = Energy

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





FISCAL POLICIES

Fiscal Policies

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

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

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

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

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

Operating Budget Policy

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

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

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



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

Capital Budget Policy

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

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



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

Accounting, Auditing and Financial Reporting Policies

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

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

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



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

Revenue Administration Policy

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

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

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

Expenditure Administration Policy

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

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

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

Debt Policy

Debt policies are adopted to define the role of debt in the Authority's total fiscal strategy. The principle goal of these policies is to avoid using debt in a way that weakens other segments of the financial structure of the Authority. The



Authority's primary objective is to minimize debt service and issuance costs; maintain access to cost-effective borrowing; achieve the highest practical credit rating; ensure full and timely repayment of debt; maintain full and complete financial disclosure and reporting; and ensure compliance with applicable state and federal laws.

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

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

Investment Policy

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

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

- The Authority will make arrangements for banking services on a contractual basis for a period not to exceed five one-year terms. The contract will contain a fee schedule for each service rendered.
- The investment program shall comply with all Authority related legislation and Federal/State regulations for investing public funds and safekeeping/security requirements.
- The investment program shall be operated based on the following principles, with priorities placed on the order as listed below:
 - **Legality:** All investments will comply with State laws and local ordinances. Specific requirements, such as those set forth in bond ordinances, will take precedence and could further restrict investment options;
 - **Safety of Principal:** Principal is protected from loss with secure investment practices and collateralization;
 - **Maintenance of Adequate Liquidity:** A sufficient quantity of investments is readily convertible to cash when needed to meet current obligations without incurring losses; and



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

Reserve Policy

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

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

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

Risk Management Policy

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

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

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

Purchasing Policies

It is essential that uniform purchasing policies be followed and observed when purchases are made on the behalf of Clayton County Water Authority ("Authority") to ensure the best product and services are obtained. The primary



purpose of these policies is to provide an equitable and fair methodology for acquiring the goods and services needed for the Authority's operations at the lowest total cost. Purchasing policies are needed to ensure that the Authority obtains the best product for money that is expended.

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

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



effective for a period of three (3) years after which time a search of the market for adequate competition must be performed to justify continued sole source contract.

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



- The difference in price between the low proposal and the preferred proposal is nominal;
- The Board determines that the preferred proposal provides the most cost effective option due to the closer proximity of the preferred proposer's place of business to the affected Authority facility or facilities; and
- The instructions to bidders, request for proposals, or other document 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- and Women-owned Enterprises and Small Local Business Enterprises:
 - As used in this section, the terms used have the following definitions:
 - "Minority Business Enterprise" 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
 - "Female Business Enterprise" 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" 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 opportunity for all and 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 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 the policy of the Authority to take steps to provide economic opportunity, ensure nondiscriminatory results and practices, and involve minority business enterprises and female business enterprises fully in the process by the Authority of the awarding of contracts for 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 business and female 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 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 small, minority- and women owned business enterprises are involved with the Authority as sources of supplies, services and construction items;
- Affirmative efforts to be made may include but may not be limited to:
 - Including qualified small, minority- and women-owned business enterprises on solicitation lists;
 - Assuring that small, minority- and women-owned business enterprises are solicited whenever they are potential sources; and
 - Where the requirement permits, establishing delivery schedules which will encourage participation small, minority- and women-owned business enterprise.
- This policy is provided as an internal guideline for outreach and nondiscriminatory practices in contract and procurement procedures in the award of contracts for sale or purchase of goods or services by the Authority. This policy does not provide or create any cause or right of action to nor any rights in any third parties against 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 sale and purchase of goods or services to the most responsible and responsive bidder.
- The Authority staff shall provide to the Board each month a report detailing the corresponding calendar month's non-recurring expenditures that are in excess of \$20,000 and that did not require Board award under approved purchasing policies.





STATISCAL INFORMATION



Statistical Information

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

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

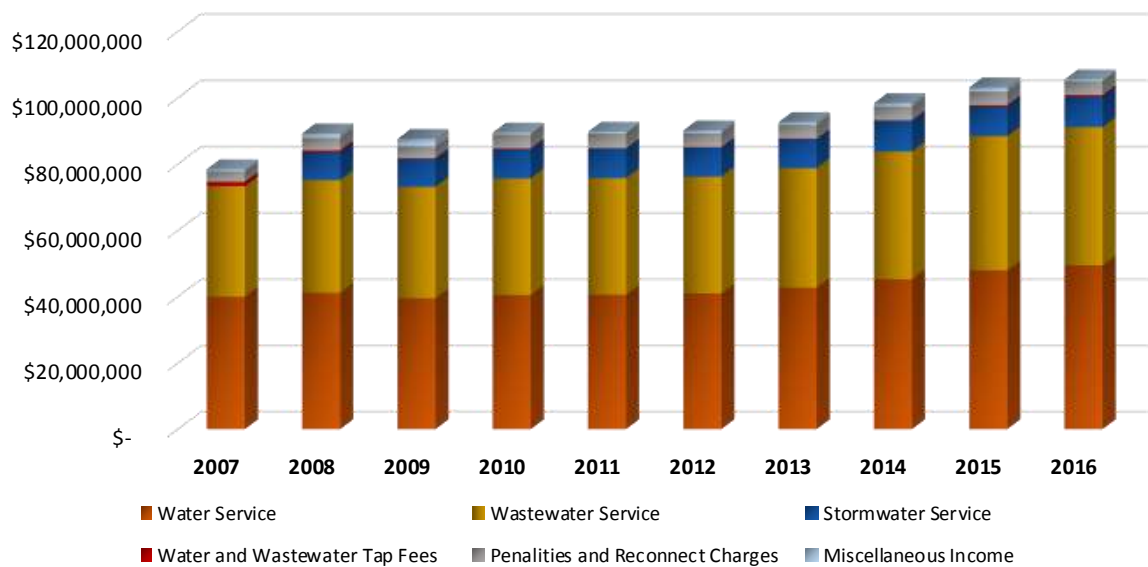
To assist in the understanding of revenues, schedules showing water and sewer rates, and number of customers are provided. To lend additional perspective on expenses, tables showing the number of gallons of raw water treated and wastewater flows reclaimed are included. As a general rule, much of this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



Operating Revenues by Source

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

Fiscal Year	Water Service	Wastewater Service	Stormwater Service	Water and Wastewater Tap Fees	Penalties and Reconnect Charges	Miscellaneous Income	Total
2007	\$ 39,965,404	\$ 33,335,471	\$ -	\$ 1,304,465	\$ 3,090,728	\$ 720,133	\$ 78,416,201
2008	41,165,916	33,985,577	8,353,594	587,279	3,783,581	1,324,361	89,200,308
2009	39,491,798	33,589,398	8,420,466	226,792	3,645,236	2,129,920	87,503,610
2010	40,483,822	35,147,385	8,795,285	243,803	4,190,306	612,656	89,473,257
2011	40,582,754	35,148,237	8,859,096	134,353	4,428,917	533,099	89,686,456
2012	40,921,924	35,238,977	8,817,272	120,080	4,176,454	822,984	90,097,691
2013	42,668,980	36,021,876	8,806,125	141,110	4,140,089	834,388	92,612,568
2014	45,257,155	38,518,066	9,256,014	147,245	4,151,497	1,017,065	98,347,042
2015	47,878,265	40,511,433	8,904,863	434,708	4,083,185	1,276,393	103,088,847
2016	49,402,423	41,702,605	9,153,440	543,879	4,084,382	579,386	105,466,115

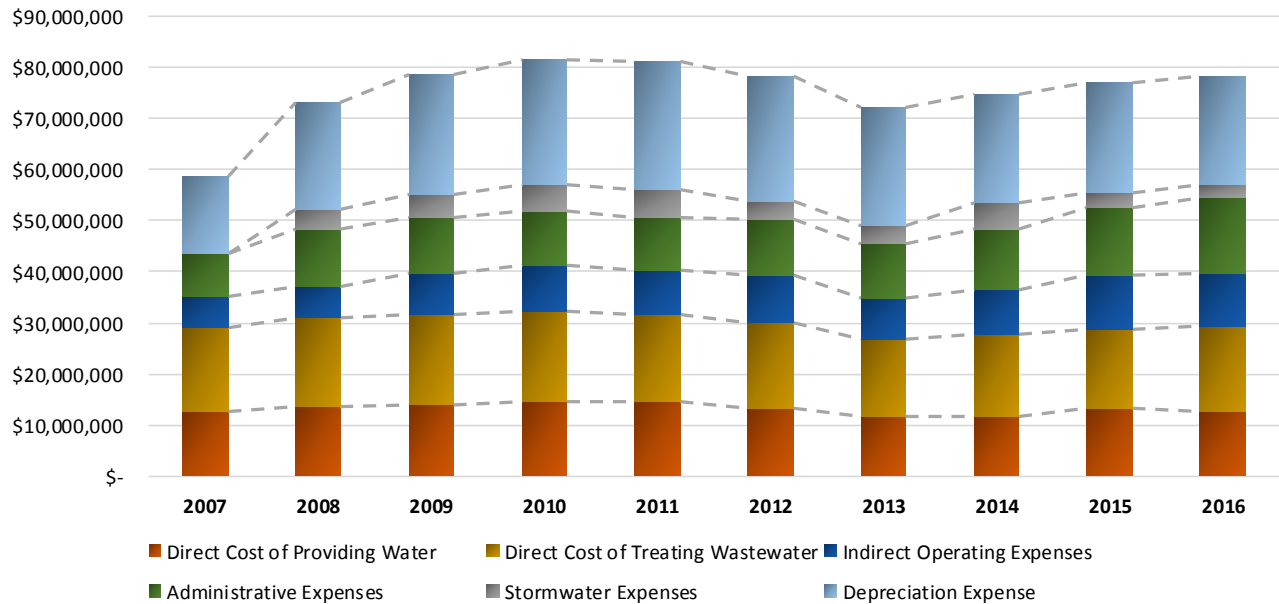




Operating Expenses by Function

WATER AND SEWER FUND STORMWATER FUND OPERATING EXPENSES BY FUNCTION Last Ten Fiscal Years

Fiscal Year	Direct Cost of Providing Water	Direct Cost of Treating Wastewater	Indirect Operating Expenses	Administrative Expenses	Stormwater Expenses	Subtotal Expenses before Depreciation	Depreciation Expense	Total Operating Expenses
2007	\$ 12,644,453	\$ 16,471,984	\$ 6,039,442	\$ 8,506,901	\$ -	\$ 43,662,780	\$ 14,929,567	\$ 58,592,347
2008	13,540,691	17,561,613	5,948,899	11,361,404	3,905,380	52,317,987	20,816,423	73,134,410
2009	14,041,212	17,657,662	7,904,903	10,911,205	4,573,188	55,088,170	23,384,670	78,472,840
2010	14,472,265	17,700,390	8,997,632	10,808,461	4,962,752	56,941,500	24,337,439	81,278,939
2011	14,445,285	17,245,305	8,473,871	10,501,177	5,333,818	55,999,456	25,169,019	81,168,475
2012	13,402,560	16,515,463	9,255,517	10,928,317	3,812,880	53,914,737	24,279,130	78,193,867
2013	11,540,882	15,248,122	8,195,943	10,448,241	3,635,044	49,068,232	22,902,469	71,970,701
2014	11,786,815	16,068,233	8,705,040	11,642,974	5,393,363	53,596,425	21,025,400	74,621,825
2015	13,172,973	15,478,178	10,645,097	13,129,577	2,877,188	55,303,013	21,591,768	76,894,781
2016	12,754,527	16,469,567	10,511,474	14,831,159	2,520,871	57,087,598	21,178,153	78,265,751





General Demographic Statistics

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

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

Median Age of Population	Years
2010 Census	30.1

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

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



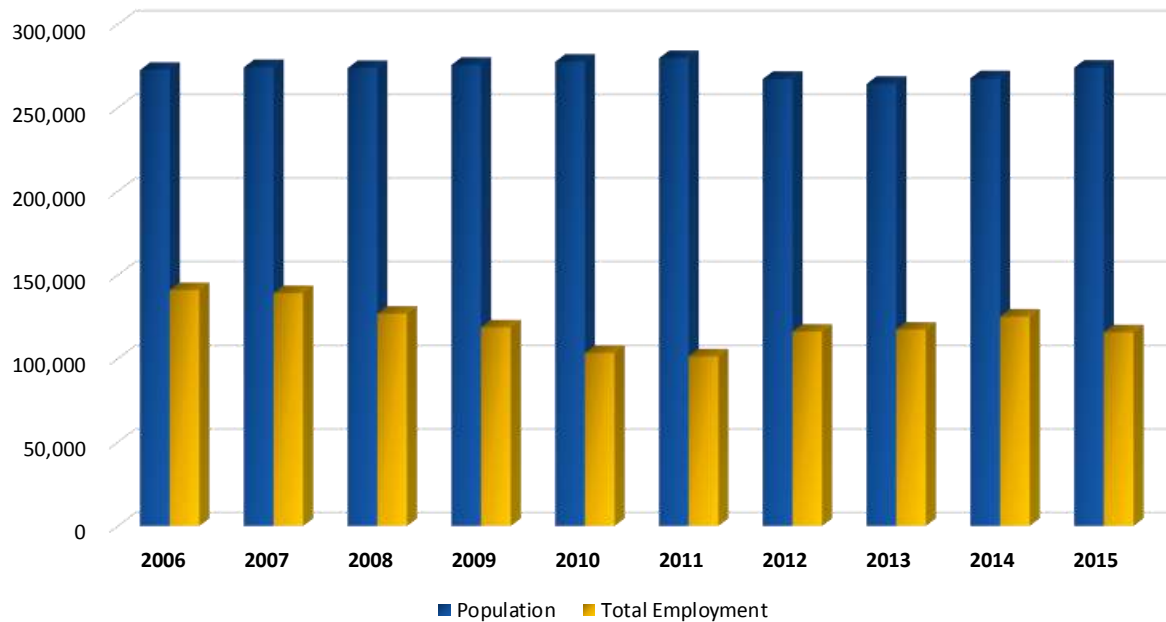
Selected Demographic and Economic Statistics

SELECTED DEMOGRAPHIC AND ECONOMIC STATISTICS

Last Ten Calendar Years

Average Unemployment Rate

Calendar Year	Population	Personal Income (Thousands of Dollars)	Per Capita Personal Income	Total Full-Time and Part-Time Employment	Average Annual Pay	Clayton County	State of Georgia	United States	Labor Force	Total Housing Units
2006	272,600	5,460,710	20,032	140,990	38,411	5.40%	4.60%	4.50%	140,144	104,998
2007	274,220	6,635,480	24,198	139,117	49,667	6.10%	5.20%	5.10%	139,147	105,002
2008	273,690	5,979,930	21,849	126,855	41,805	7.60%	7.50%	7.20%	137,223	107,167
2009	275,580	5,960,557	21,629	118,660	40,652	11.30%	9.60%	10.00%	133,824	107,245
2010	277,463	6,140,280	22,130	103,353	40,922	12.30%	10.20%	9.40%	131,098	104,705
2011	279,580	6,274,560	22,443	101,357	42,674	11.50%	9.40%	8.50%	129,784	104,463
2012	267,180	6,551,330	24,520	116,109	47,552	10.30%	9.00%	8.10%	130,580	103,913
2013	264,220	7,093,164	26,846	117,301	46,620	9.70%	8.40%	7.50%	129,950	104,343
2014	267,542	7,018,256	26,232	125,119	48,430	9.30%	7.20%	6.20%	125,119	104,535
2015	273,955	7,129,808	26,025	115,708	48,990	7.50%	5.90%	5.30%	125,051	104,719



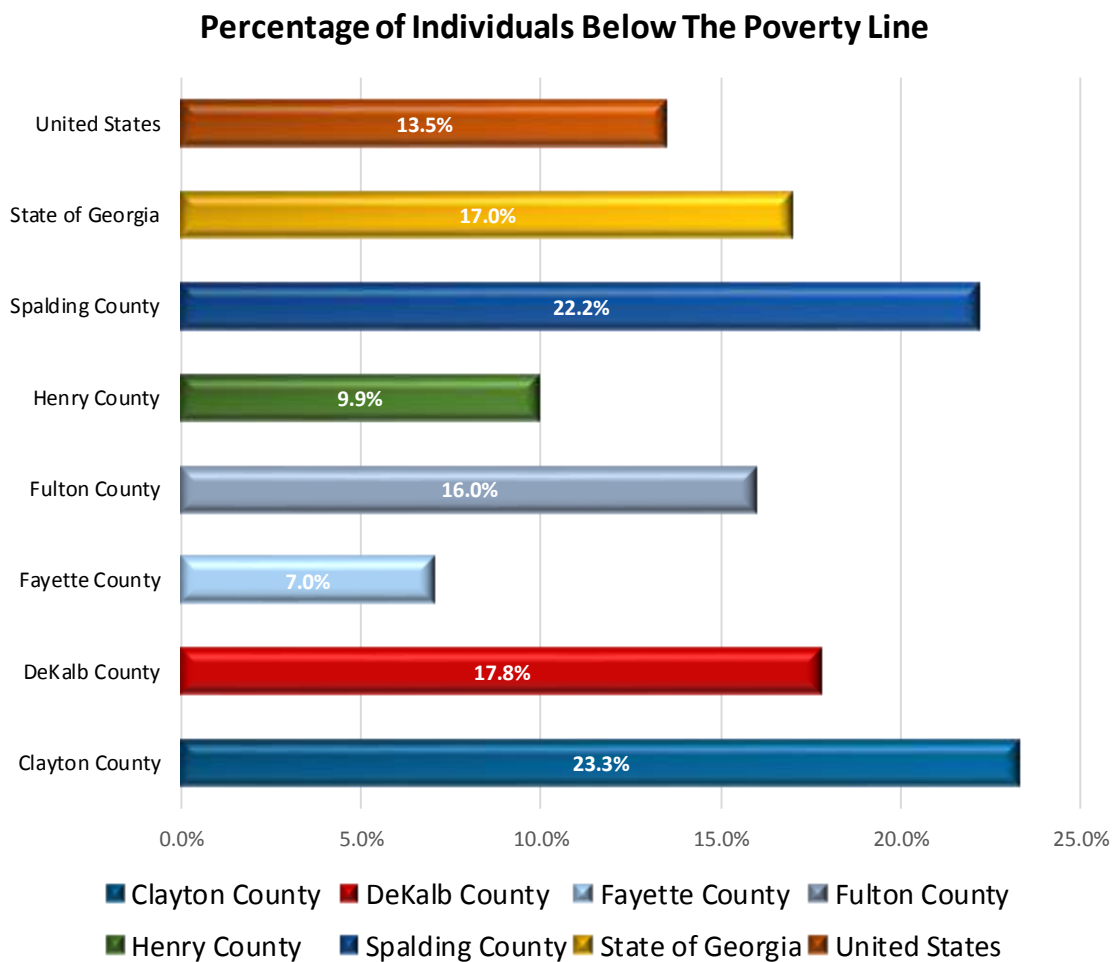


Percentage of Individuals below Poverty Line

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

Calendar Year 2015

Clayton County	DeKalb County	Fayette County	Fulton County	Henry County	Spalding County	State of Georgia	United States
23.3%	17.8%	7.0%	16.0%	9.9%	22.2%	17.0%	13.5%

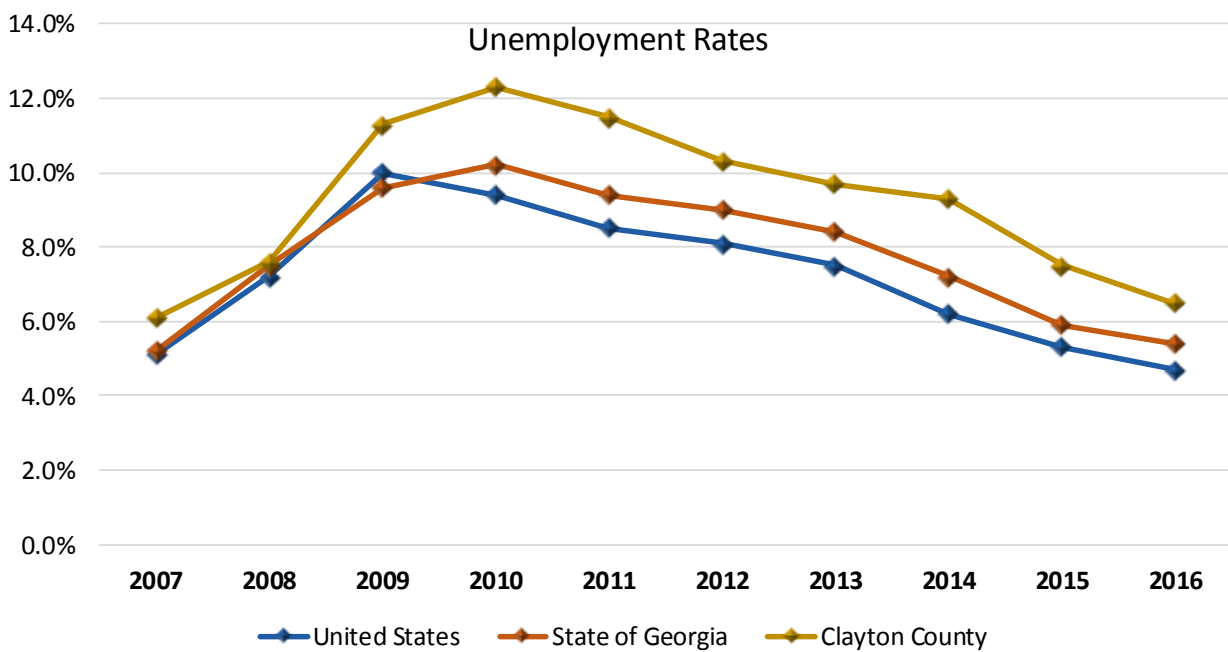




Unemployment Rates

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

Unemployment Rate	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
United States	5.1%	7.2%	10.0%	9.4%	8.5%	8.1%	7.5%	6.2%	5.3%	4.7%
State of Georgia	5.2%	7.5%	9.6%	10.2%	9.4%	9.0%	8.4%	7.2%	5.9%	5.4%
Clayton County	6.1%	7.6%	11.3%	12.3%	11.5%	10.3%	9.7%	9.3%	7.5%	6.5%

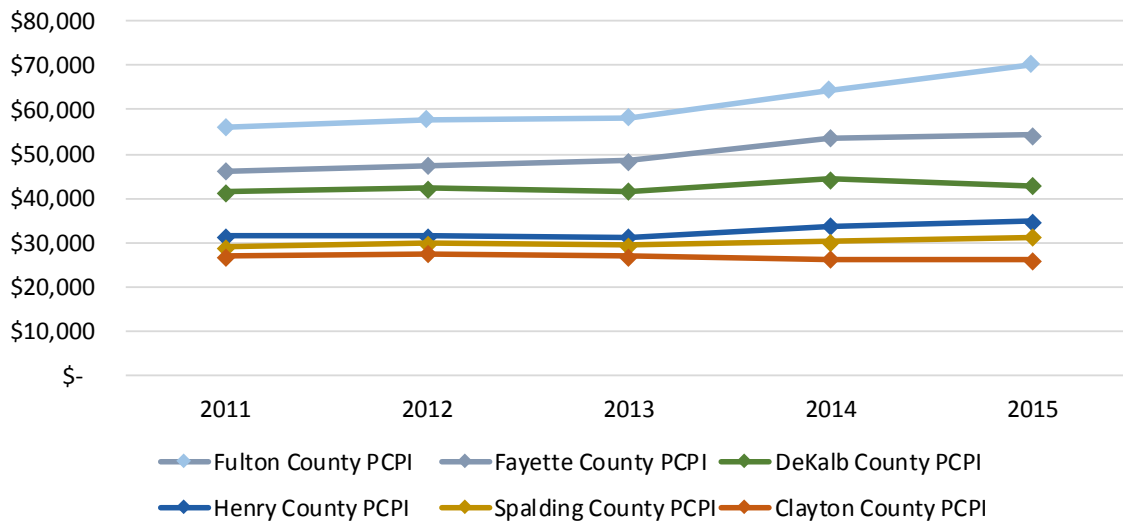




Per Capital Personal Income

PER CAPITA PERSONAL INCOME (PCPI) COMPARISON OF CONTIGUOUS COUNTIES Calendar Years 2011 Through 2015

Counties	2011	2012	2013	2014	2015	Period Change
Clayton County PCPI	\$ 26,809	\$ 27,417	\$ 26,846	\$ 26,232	\$ 26,025	\$ (784)
Annual Change	N / A	2.27%	-2.08%	-2.29%	-0.79%	-2.92%
DeKalb County PCPI	\$ 41,292	\$ 42,154	\$ 41,568	\$ 44,261	\$ 42,819	\$ 1,527
Annual Change	N / A	2.09%	-1.39%	6.48%	-3.26%	3.70%
Fayette County PCPI	\$ 46,080	\$ 47,406	\$ 48,413	\$ 53,548	\$ 54,361	\$ 8,281
Annual Change	N / A	2.88%	2.12%	10.61%	1.52%	17.97%
Fulton County PCPI	\$ 56,061	\$ 57,537	\$ 58,123	\$ 64,174	\$ 69,977	\$ 13,916
Annual Change	N / A	2.63%	1.02%	10.41%	9.04%	24.82%
Henry County PCPI	\$ 31,509	\$ 31,509	\$ 31,242	\$ 33,779	\$ 34,671	\$ 3,162
Annual Change	N / A	0.00%	-0.85%	8.12%	2.64%	10.04%
Spalding County PCPI	\$ 28,891	\$ 29,712	\$ 29,308	\$ 30,264	\$ 31,305	\$ 2,414
Annual Change	N / A	2.84%	-1.36%	3.26%	3.44%	8.36%

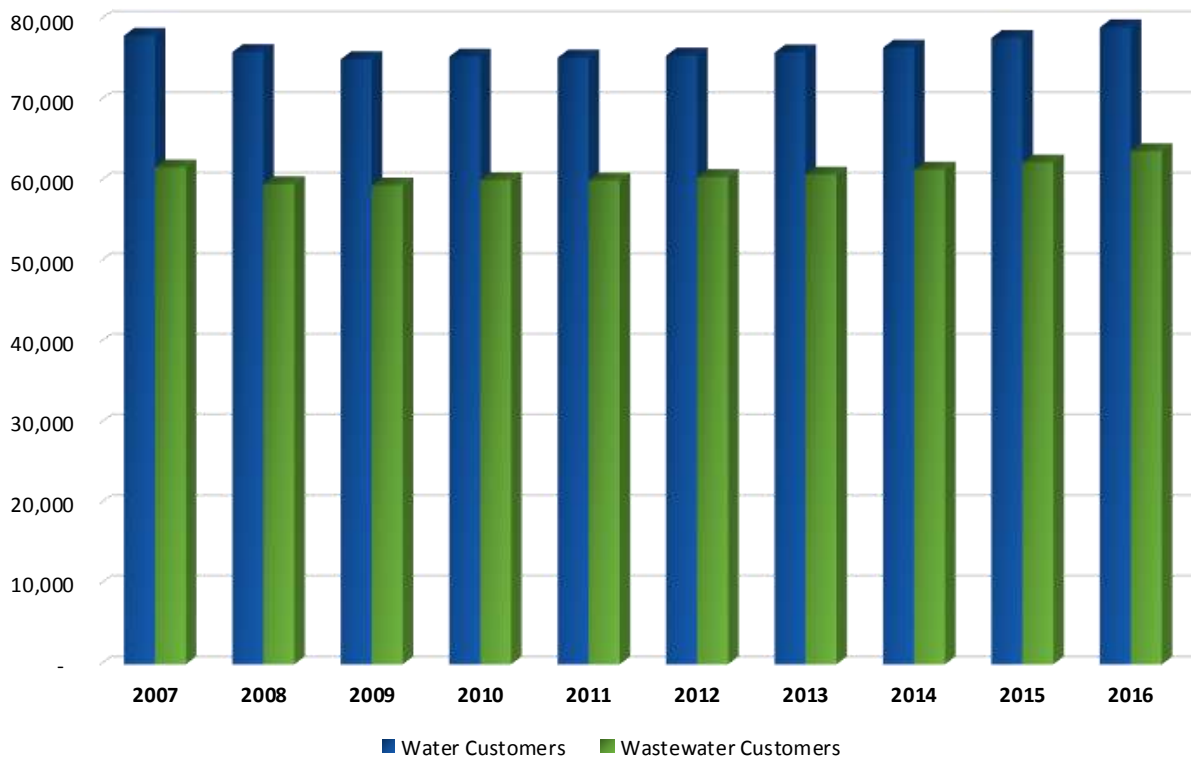




Number of Water and Wastewater Customers by Type

WATER AND SEWER FUND
NUMBER OF WATER AND WASTEWATER CUSTOMERS BY TYPE
 Last Ten Fiscal Years Ended April 30

Fiscal Year	<i>Water</i>			<i>Wastewater</i>			<i>Total</i>	
	Residential	Commercial	City and County	Residential	Commercial	City and County	Water	Wastewater
2007	72,773	4,705	495	57,842	3,532	245	77,973	61,619
2008	71,285	4,292	364	56,106	3,217	233	75,941	59,556
2009	70,476	4,209	367	55,996	3,165	232	75,052	59,393
2010	70,856	4,159	368	56,679	3,140	231	75,383	60,050
2011	70,656	4,124	476	56,669	3,114	235	75,256	60,018
2012	70,930	4,086	488	57,096	3,085	239	75,504	60,420
2013	71,335	4,057	490	57,454	3,046	240	75,882	60,740
2014	72,054	4,069	365	58,097	3,007	235	76,488	61,339
2015	73,107	4,104	479	58,913	3,093	234	77,690	62,240
2016	74,224	4,294	485	60,123	3,240	280	79,003	63,643





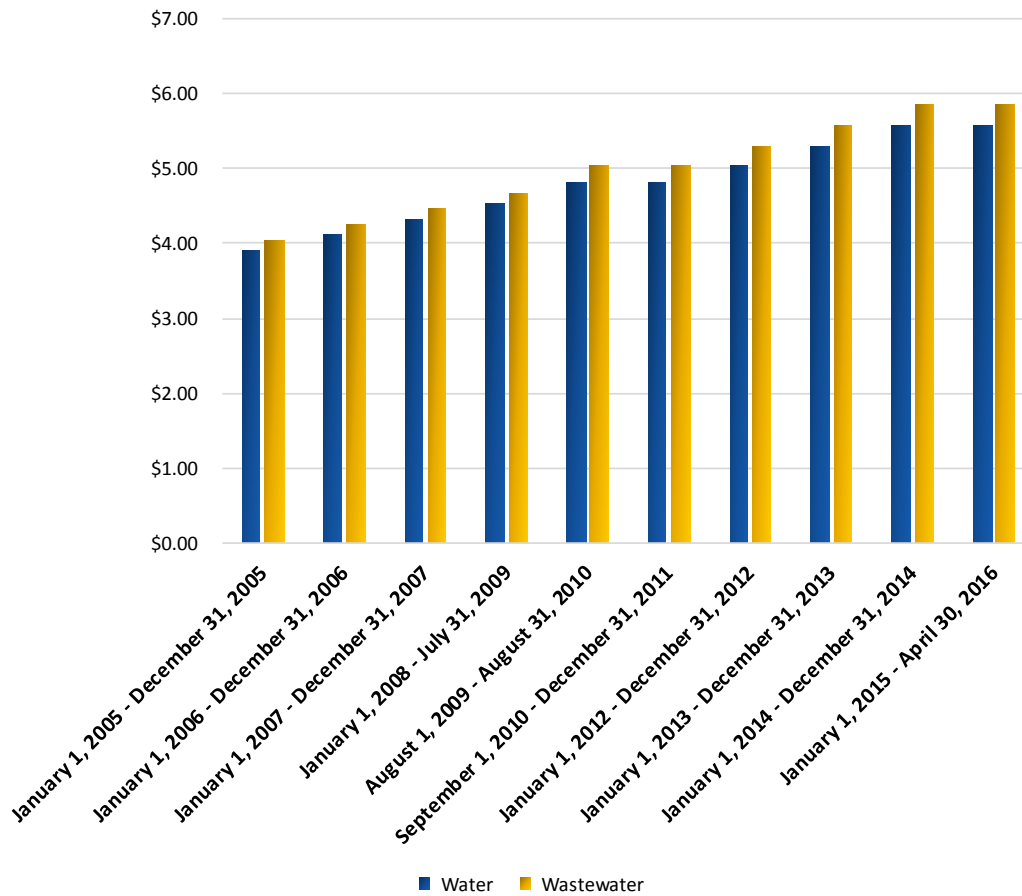
Water and Wastewater Rates Per Thousand Gallons of Usage

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

Period	<i>Per Thousand Gallons</i>	
	Water	Wastewater
January 1, 2005 - December 31, 2005	\$3.91	\$4.05
January 1, 2006 - December 31, 2006	\$4.11	\$4.25
January 1, 2007 - December 31, 2007	\$4.32	\$4.46
January 1, 2008 - July 31, 2009	\$4.54	\$4.68
August 1, 2009 - August 31, 2010	\$4.81	\$5.05
September 1, 2010 - December 31, 2011	\$4.81	\$5.05
January 1, 2012 - December 31, 2012	\$5.05	\$5.30
January 1, 2013 - December 31, 2013	\$5.30	\$5.57
January 1, 2014 - December 31, 2014	\$5.57	\$5.85
January 1, 2015 - April 30, 2016	\$5.57	\$5.85

Note: The amounts shown above do not reflect conservation rate surcharges, minimums or base rates

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



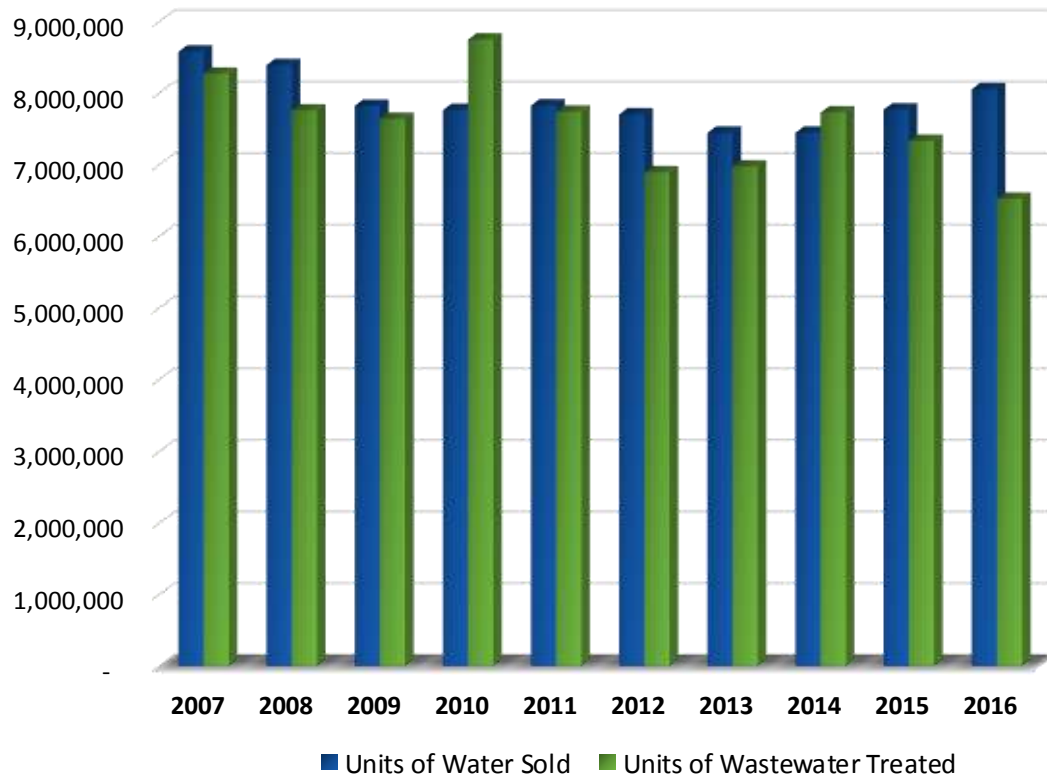


Gallons of Water Sold and Wastewater Treated

WATER AND SEWER FUND GALLONS OF WATER SOLD AND WASTEWATER TREATED (THOUSANDS)

Last Ten Fiscal Years Ended April 30

Fiscal Year	Units of Water Sold	Cost per Unit Sold	Units of Wastewater Treated	Cost per Unit Treated
2007	8,574,544	\$ 3.40	8,264,610	\$ 4.32
2008	8,389,066	3.88	7,755,162	4.87
2009	7,817,860	4.45	7,637,213	5.79
2010	7,759,403	4.65	8,745,866	5.17
2011	7,823,417	4.62	7,736,072	5.72
2012	7,700,805	4.57	6,890,218	6.17
2013	7,442,676	4.32	6,970,915	5.68
2014	7,444,278	4.17	7,727,264	5.04
2015	7,767,732	4.28	7,328,281	5.15
2016	8,051,729	4.14	6,521,898	6.16





Water and Sewer Rates - Survey of Metro Atlanta Counties

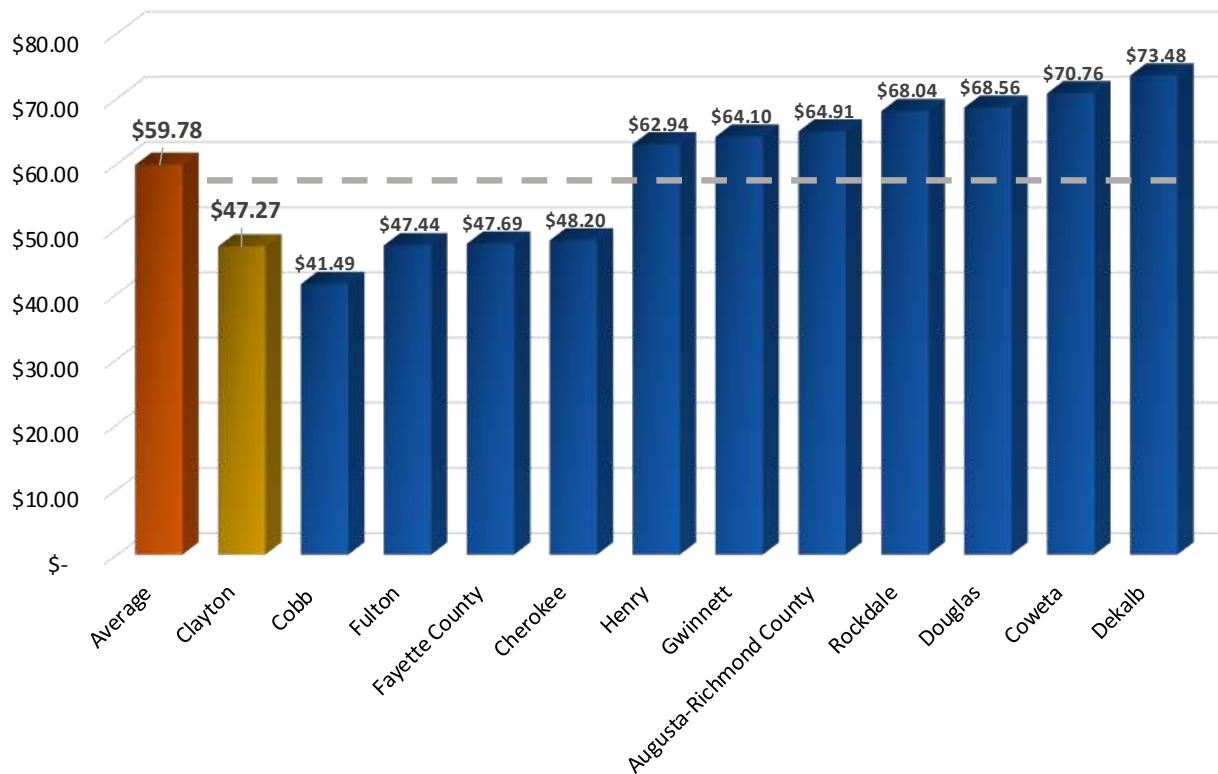
COMPARISON OF WATER AND SEWER RATES

SURVEY OF METRO ATLANTA COUNTIES

User Fee Information as of February 2017

Bill Based on Monthly Usage of 4,000 Gallons

Metro Atlanta Jurisdiction	Total Charges
Cobb County	\$41.49
Clayton County	47.27
Fulton County	47.44
Fayette County	47.69
Cherokee County	48.20
Henry County	62.94
Gwinnett County	64.10
Augusta-Richmond County	64.91
Rockdale County	68.04
Douglas County	68.56
Coweta County	70.76
DeKalb County	73.48

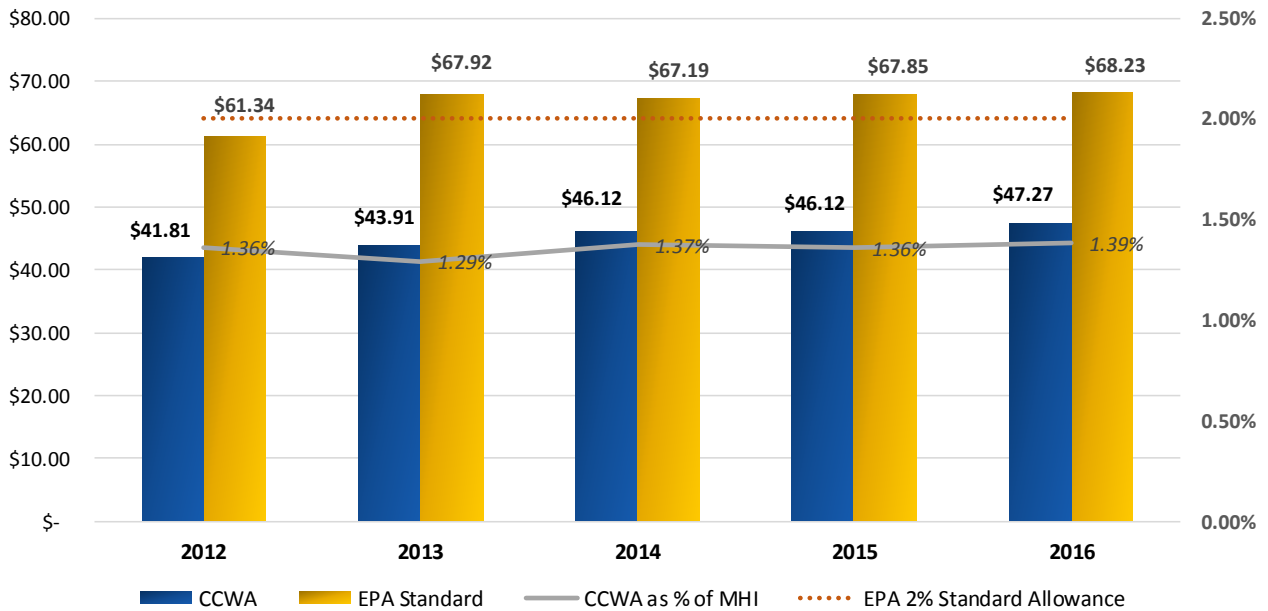




Bill Comparison with EPA Standard

WATER AND SEWER FUND CCWA AVERAGE BILL COMARISON WITH EPA STANDARD Last Five Calendar Years

Calendar Year	Average Monthly Usage	Median Household Income (MHI)	CCWA Average Monthly Bill	CCWA Annual Water Bill	CCWA as % of MHI	EPA 2% Standard Allowance	Difference Actual Bill & Standard	CCWA as Percent of Standard
2012	4,000	\$ 36,804	\$ 41.81	\$ 501.72	1.36%	\$ 61.34	\$ 19.53	68.16%
2013	4,000	40,754	43.91	526.92	1.29%	67.92	24.01	64.65%
2014	4,000	40,314	46.12	553.44	1.37%	67.19	21.07	68.64%
2015	4,000	40,712	46.12	553.44	1.36%	67.85	21.73	67.97%
2016	4,000	40,938	47.27	567.24	1.39%	68.23	20.96	69.28%

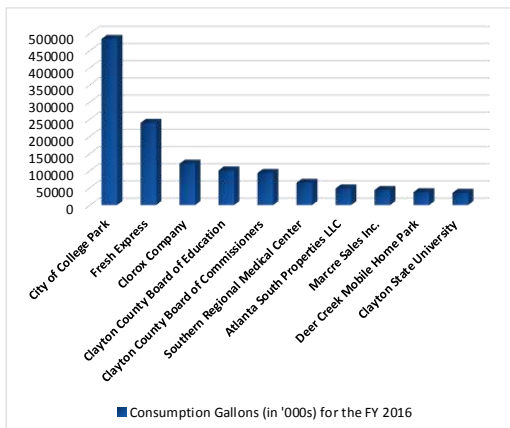




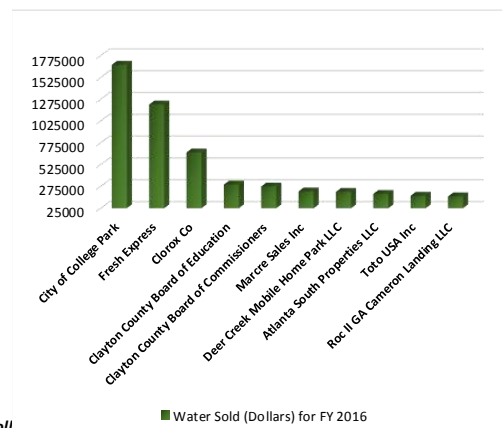
Ten Largest Customers Measured by Consumption

WATER AND SEWER FUND TEN LARGEST CUSTOMERS MEASURED BY CONSUMPTION For the Fiscal Year Ended April 30, 2016

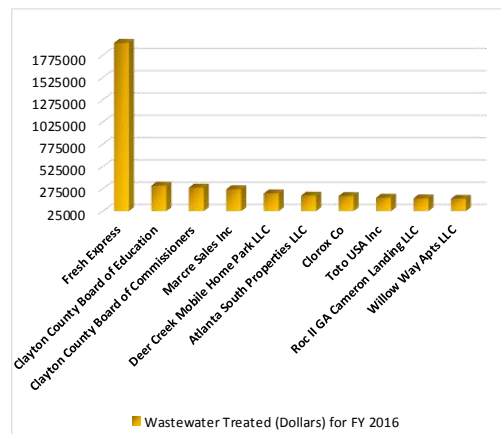
<i>Consumption Gallons (in '000s) for the FY 2016</i>		
Customer	Amount	Percent
City of College Park	483,978	6.01%
Fresh Express	239,412	2.97%
Clorox Company	120,742	1.50%
Clayton County Board of Education	100,932	1.25%
Clayton County Board of Commissioners	93,594	1.16%
Southern Regional Medical Center	64,831	0.81%
Atlanta South Properties LLC	48,604	0.60%
Marcie Sales Inc.	44,173	0.55%
Deer Creek Mobile Home Park	37,598	0.47%
Clayton State University	35,834	0.45%
Subtotal (10 Largest Customers)	1,269,698	15.77%
Balance of All Other Customers	6,782,031	84.23%
Total	8,051,729	100.00%



<i>Water Sold (Dollars) for FY 2016</i>		
Customer	Amount	Percent
City of College Park	\$ 1,671,508	3.38%
Fresh Express	1,215,542	2.46%
Clorox Co	665,467	1.35%
Clayton County Board of Education	296,644	0.60%
Clayton County Board of Commissioners	275,077	0.56%
Marcie Sales Inc	218,209	0.44%
Deer Creek Mobile Home Park LLC	213,946	0.43%
Atlanta South Properties LLC	189,950	0.38%
Toto USA Inc	168,696	0.34%
Roc II GA Cameron Landing LLC	161,443	0.33%
Subtotal (10 Largest Customers)	\$ 5,076,483	10.28%
Balance of All Other Customers	44,325,940	89.72%
Total	\$ 49,402,423	100.00%



<i>Treated (Dollars)</i>		
Customer	Amount	Percent
Fresh Express	\$ 1,913,770	4.59%
Clayton County Board of Education	311,609	0.75%
Clayton County Board of Commissioners	288,955	0.69%
Marcie Sales Inc	271,432	0.65%
Deer Creek Mobile Home Park LLC	225,149	0.54%
Atlanta South Properties LLC	199,947	0.48%
Clorox Co	195,383	0.47%
Toto USA Inc	177,225	0.42%
Roc II GA Cameron Landing LLC	170,006	0.41%
Willow Way Apts LLC	165,209	0.40%
Subtotal (10 Largest Customers)	\$ 3,918,686	9.40%
Balance of All Other Customers	37,783,919	90.60%
Total	\$ 41,702,605	100.00%



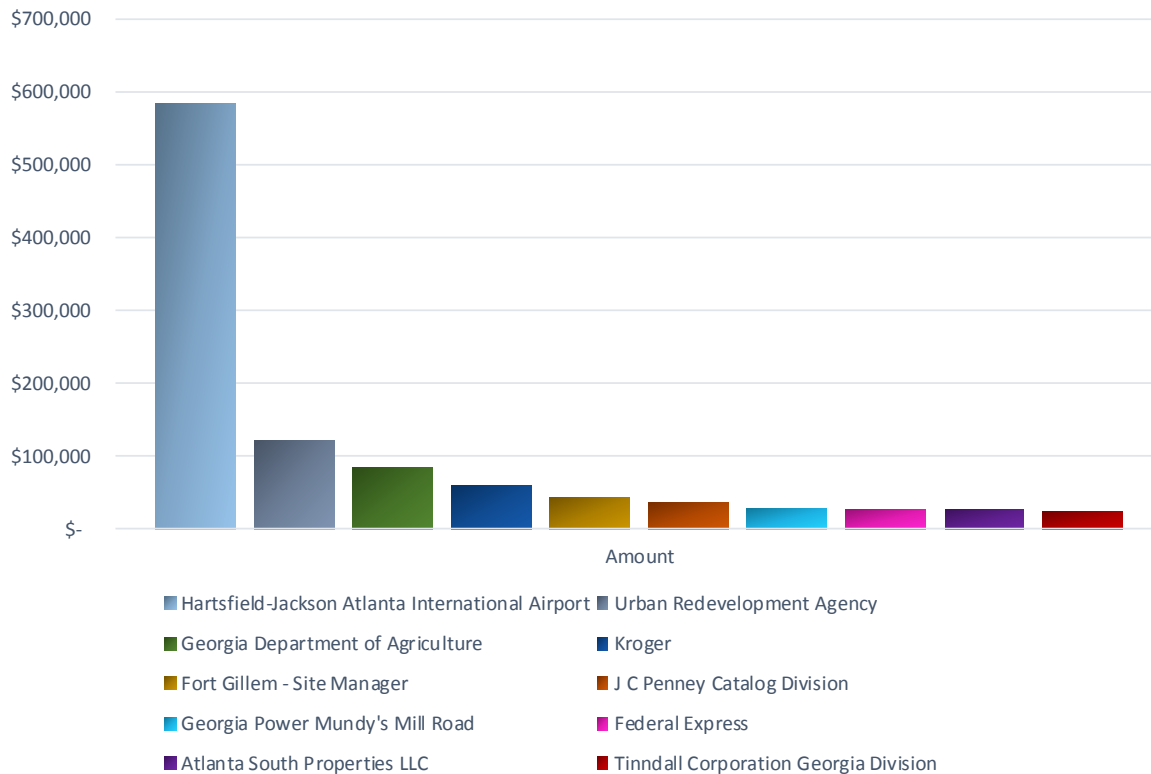


Ten Largest Customers - Stormwater

STORMWATER FUND TEN LARGEST CUSTOMERS MEASURED BY STORMWATER USER FEES

For the Fiscal Year Ended April 30, 2016

Customer	Stormwater Fees	
	Amount	Percent
Hartsfield-Jackson Atlanta International Airport	\$ 584,074	6.38%
Urban Redevelopment Agency	121,749	1.33%
Georgia Department of Agriculture	83,582	0.91%
Kroger	59,029	0.64%
Fort Gillem - Site Manager	43,611	0.48%
J C Penney Catalog Division	36,371	0.40%
Georgia Power Mundy's Mill Road	29,200	0.32%
Federal Express	25,706	0.28%
Atlanta South Properties LLC	24,908	0.27%
Tinndall Corporation Georgia Division	24,177	0.26%
Subtotal (10 Largest Customers)	\$ 1,032,407	11.28%
Balance of All Other Customers	8,121,033	88.72%
Grand Total	\$ 9,153,440	100.00%



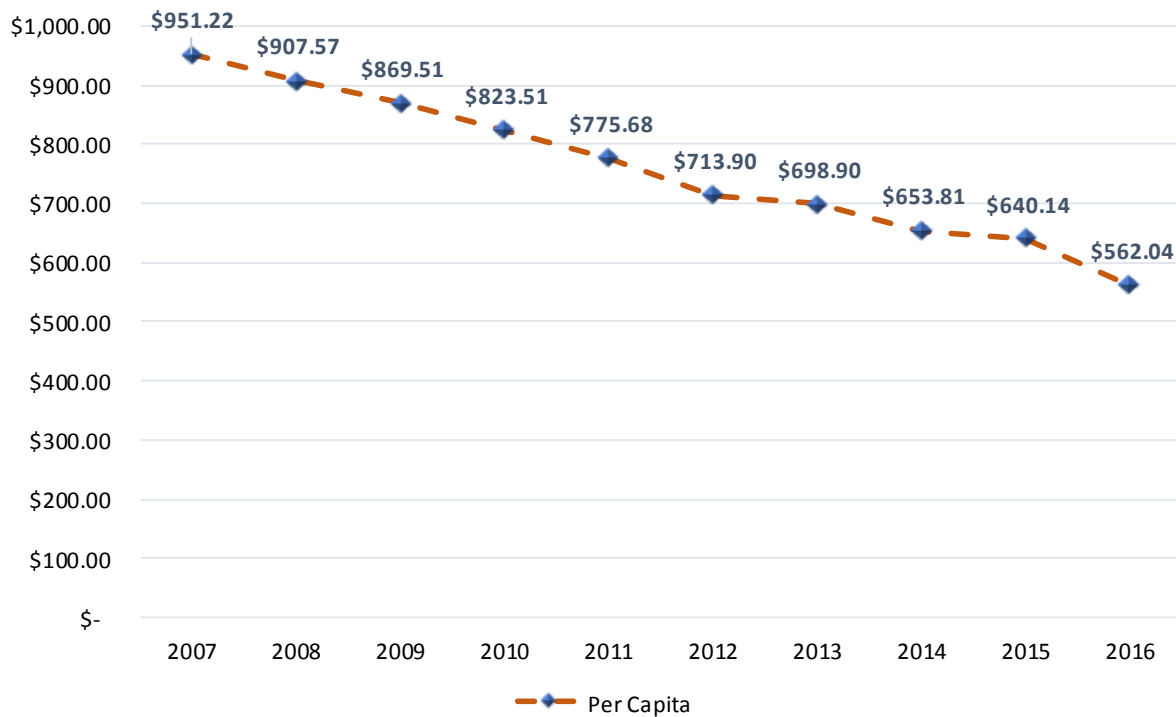


Ratio of Outstanding Debt by Type

WATER AND SEWER FUND RATIOS OF OUTSTANDING DEBT BY TYPE

Last Ten Fiscal Years Ended April 30

Fiscal Year	Revenue Bonds	GEFA Loans	Total Amount	Per Capita	As a Share of Personal Income
2007	\$ 247,885,000	\$ 11,418,717	259,303,717	\$ 951.22	4.75%
2008	237,915,000	10,958,035	248,873,035	907.57	3.75%
2009	227,495,000	10,481,980	237,976,980	869.51	3.98%
2010	216,950,000	9,992,123	226,942,123	823.51	3.81%
2011	205,735,000	9,487,366	215,222,366	775.68	3.51%
2012	190,625,000	8,967,819	199,592,819	713.90	3.18%
2013	178,300,000	8,431,354	186,731,354	698.90	2.85%
2014	180,116,610	7,879,126	187,995,736	653.81	2.66%
2015	163,953,530	7,310,101	171,263,631	640.14	3.47%
2016	147,250,664	6,724,191	153,974,855	562.04	2.19%



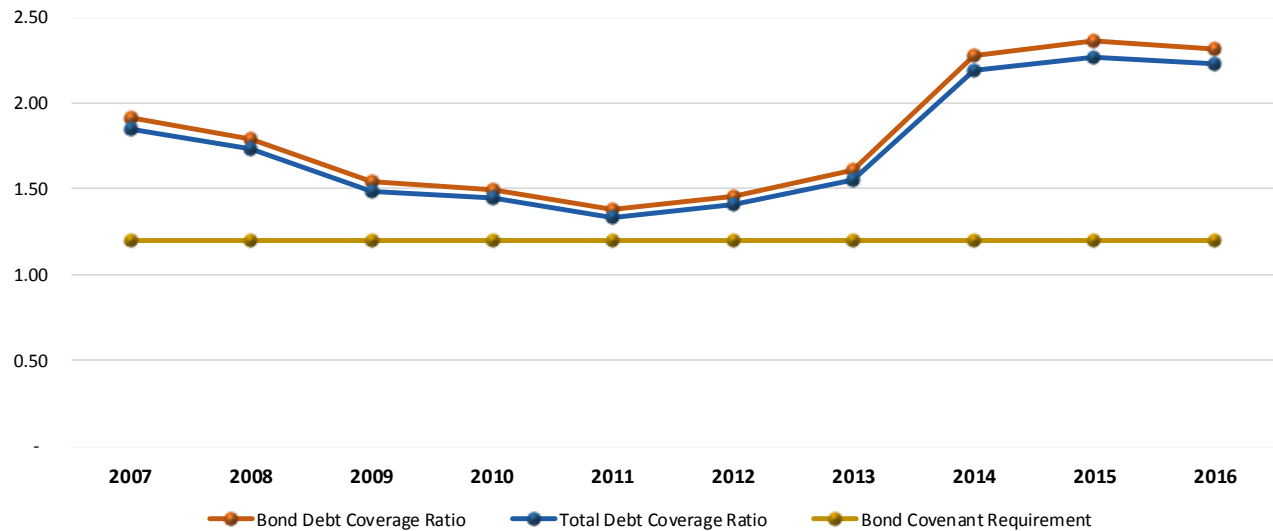


Debt Service Coverage

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
2007	\$ 83,324,390	\$ 41,637,009	\$ 41,687,381	\$ 21,788,970	1.91	\$ 773,935	1.85	1.20
2008	82,735,269	43,662,780	39,072,489	21,803,779	1.79	797,647	1.73	1.20
2009	81,330,240	47,728,607	33,601,633	21,797,732	1.54	797,647	1.49	1.20
2010	81,850,879	49,546,582	32,304,297	21,565,183	1.50	797,647	1.44	1.20
2011	80,835,611	51,006,748	29,828,863	21,557,268	1.38	797,647	1.33	1.20
2012	81,265,317	49,669,638	31,595,679	21,705,160	1.46	797,647	1.40	1.20
2013	83,882,779	48,955,857	34,926,922	21,705,160	1.61	797,647	1.55	1.20
2014	89,383,063	44,287,188	45,095,875	19,803,994	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	19,876,133	2.32	797,647	2.23	1.20





BUDGET TERMINOLOGY



Budget Terminology

The primary purpose of the Budget Terminology section is to function as the user's dictionary. The terms, definitions and explanatory information that follow are provided to help ensure that the reader understands what is being presented in the budget document and to place the narrative information in the proper context. As with any other discipline, numerous terms, acronyms and abbreviations are generic to the accounting, budgeting, stormwater, water production and wastewater reclamation fields. In the following pages, we have attempted to identify those items and have provided additional explanation for each of them.



Glossary

A **Accounting System:** The total set of records and procedures which are used to record, classify and report information on the financial statements and operations of an entity.

Accrual Basis of Accounting: The method of accounting under which revenues are recorded when they are earned (whether or not cash is received at that time) and expenditures are recorded when goods and services are received (whether or not cash disbursements are made at that time).

Aeration: The process that forces compressed air into wastewater. The oxygen keeps the microorganisms alive and sets off a chain reaction; live, eat, and work. Oxygen is an essential ingredient in “activating” sludge.

Appropriation: An authorization made by the Board of Directors that permits officials to incur obligations against and to make expenditures of Authority resources. Appropriations are usually made for fixed amounts and are typically granted for a one-year period.

Asset: All property such as cash, inventory and receivables that is owned by a business or government and may be applied to cover liabilities.

Audit: An independent systematic examination of resource utilization concluding in a written report. It is a test of management’s internal accounting records. It also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statements.

Automated Meter Reading (AMR): System that automatically reads customers’ meters using radio frequencies, allowing for more accurate and frequent meter readings.

B **Balanced Budget:** A budget in which estimated revenues and other financing sources equal estimated expenditures and other financing uses.

Basin: The drainage area to a particular point

Biochemical Oxygen Demand (BOD): An indicator of the amount of biodegradable contaminants in wastewater.

Biosolids: Sludge that has been treated to reduce pathogens, organics, and odors, forming a reusable agricultural product.

Bond: An obligation issued by CCWA promising to pay a specified sum of money (called principal or face value) at a specified future date (called the maturity date) along with periodic interest paid at a specified percentage of the principal (interest rate). Bonds are typically issued to fund specific capital improvement expenditures.

Bond Refinancing: The payoff and re-issuance of bonds, to obtain better interest rates and/or bond conditions.

Budget: Proposed plan of revenue and expenditures over a given time period, usually one year.

Budget Adjustment: A procedure utilized by the Water Authority staff to revise a budget appropriation.

Budget Calendar: The schedule of key dates or milestones that the Water Authority follows in the preparation and adoption of the budget.



Budget Document: The instrument or publication used by the Budget Officer to present a comprehensive financial plan to the Board of Directors.

Budget Message: A general discussion of the proposed budget presented in writing as part of or supplement to the budget document. The transmittal letter explains the principal budget issues against the background of financial experience in recent years and presents recommendations made by the General Manager.

Budget Unit: A unique organizational structure used in the accounting system to identify transactions related to that specific segment of operations.

Budgetary Control: The control or management of a budget unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within limitations of available appropriations and available revenues.

C Capital Asset: These are assets such as plant, property and equipment of significant value and having a useful life of more than one year. Capital assets are also called fixed assets.

Capital Budget: A plan of proposed capital expenditures and the means of financing them. The capital budget is usually enacted as part of a complete annual budget, which includes both operating and capital outlays. The capital budget is based on the Authority's ten-year master plan or capital improvement program (CIP).

Capital Expenditure/Outlay: The purchase or improvement of a tangible fixed asset; e.g., land, buildings, and furniture/equipment; with the cost of \$5,000 or more and a useful life of at least three years.

Capital Improvement Program (CIP): A plan that identifies the nature, schedule and cost of long-term improvements to CCWA's infrastructure.

Clean Water Act (CWA): Act passed by the U.S. Congress to control water pollution.

Comprehensive Annual Financial Report (CAFR): This report is prepared by the Finance Department and is usually referred to by its abbreviation. It is a government's audit report and summarizes financial data for the previous fiscal year in a standardized format that includes three basic sections: introductory section, financial section and statistical section. The CAFR contains three types of financial statements: a statement of net assets, a statement of revenues, expenses and changes in net assets and a statement of cash flows.

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

Customer Information System (CIS): System that CCWA utilizes for customer billing information and other related services.

D Debt: An obligation resulting from the borrowing of money or from the purchase of goods or services over a period of time. Legal definitions of debt vary from state to state and are determined by constitutional provisions, statutes and court decisions.

Debt Rating: An independent opinion, based on a comprehensive quantitative and qualitative evaluation, of a company's financial position, operating performance, business profile and management. Specifically,



the debt rating reflects a company's ability to meet its obligations to repay interest and principal on outstanding obligations to investors.

Debt Service: The amount of money required to pay maturities of principal on bonds plus the interest due on the outstanding debt, usually reported on an annual basis.

Debt Service Coverage: Requirement of CCWA's bond indenture and Board policy that provides that annual revenue available to pay debt service must exceed annual debt service by a certain percentage. CCWA's bond indenture for rates requires 120 percent debt service coverage; CCWA Board's target and the parity bond test is 150 percent debt service coverage.

Debt Service Funds: Funds used to account for the accumulation of resources for, and the payment of general long-term debt principal, interest and related costs.

Debt Service Requirements: The amount of money necessary for scheduled payment of outstanding debt, both principal and interest becoming due during the fiscal period, and contributions which may be required to accumulate monies for the future retirement of bonds.

Department: A basic organizational unit of the Water Authority that is functionally unique in its delivery of services.

Depreciation Expense: Depreciation or amortization of the cost of capital assets over their useful lives.

Distinguished Budget Presentation Awards Program: A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

E Enabling Act: Legislation which established CCWA and defined its purpose and authority. CCWA's enabling legislation was initially enacted in 1955.

Encumbrance: Obligations in the form of purchase orders, contracts or salary commitments which are chargeable to an appropriation and for which part of the appropriation is reserved. They cease to be encumbrances when paid or when an actual liability is set up.

Enterprise Fund: A governmental accounting fund in which the services provided are financed and operated similarly to those of a private business. The rate schedules for these services are established to ensure that revenues are adequate to meet all necessary expenditures.

Environmental Protection Agency (EPA): Federal level agency responsible for all environmental issues and policies.

Expenditure: Decrease in net financial resources. Expenditures include current operating expenses requiring the present and future use of net current assets, debt service, capital outlays and intergovernmental grants, entitlements and shared revenues.

Expenses: Outflows or increases of liabilities from delivering or producing goods, rendering services, or carrying out other activities that constitute the entity's ongoing major or general operations.

F Fiscal Year: For the Clayton County Water Authority, the 12 month accounting period that begins with May 1 and ends April 30 of the designated fiscal year ;(e.g. FY 2011 ends April 30, 2012).



Fixed Asset: Assets of long-term character which are intended to continue to be held or used in carrying out the operations of the Authority, such as land, buildings, machinery and furniture. These items are also referred to as capital assets.

Flow Monitoring: Metering of sanitary sewer flows in a basin.

Force Main Pressure Sewer: Sanitary sewer pipes that convey sewer by pump stations.

Full Time Equivalent (FTE): The relative value of a position in terms of a 40-hour workweek for 52 weeks, or one full year. For example, a part-time position in which the incumbent works 20 hours would equal one-half or .50 of an FTE.

Fund: A fiscal and accounting entity which is comprised of a self-balancing set of accounts which reflect all assets, liabilities, equity, revenue and expenditures (or expenses) necessary to disclose financial position and the results of operations. Funds are established as individual entities in order to segregate financial records for the purpose of legal compliance, different natures of activities performed, measurement of different objectives, and to facilitate management control.

Fund Balance: Net position of a governmental fund that is equal to the difference between assets and deferred outflows of resources and liabilities and deferred inflows of resources.

Generally Accepted Accounting Principles (GAAP): A body of accounting and financial reporting standards set by the Governmental Accounting Standards Board (GASB) for state and local governments, and by the Financial Accounting Standards Board (FASB) for private sector organizations.

Geographic Information Systems (GIS): A computerized mapping system that captures, stores, analyzes, manages and presents data that is linked to a location.

Grant: A contribution by a government or other organization to support a particular function or program.

Impact Fees: A payment of money imposed upon development as a condition of development approval, to pay for a proportionate share of the cost of system improvements needed to serve new growth and development.

Infrastructure: Physical assets of a government, upon which the continuance and growth of a community depends.

Interest Income: Revenue earned for the use of idle monies.

Interfund Transfer: Contributions and operating transfers of cash made between the various funds of the Water Authority.

Investment: Securities purchased and held for the production of income in the form of interest, dividends or base payments.

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 plant in a day.

Modified Accrual Basis of Accounting: The method of accounting in which revenue is recognized in the accounting period in which it becomes available and measurable and expenditures are recognized in the accounting period in which the liability (a claim against an asset) is incurred.

O

Open Cut: Trench excavation for pipe installation.

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

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

P

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

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

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

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

Pipe Types:



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

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

Potable Water: Drinking water.

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

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

R

Raw Water: Untreated water.

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

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

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

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

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



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

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

Sludge: Solid residue from wastewater treatment.

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

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

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

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



Acronyms and Abbreviations

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



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



- WEF** Water Environment Federation
- WPP** Water Production Plant
- WRF** Water Reclamation Facility