

gwinnettcounty



Department of
Water Resources



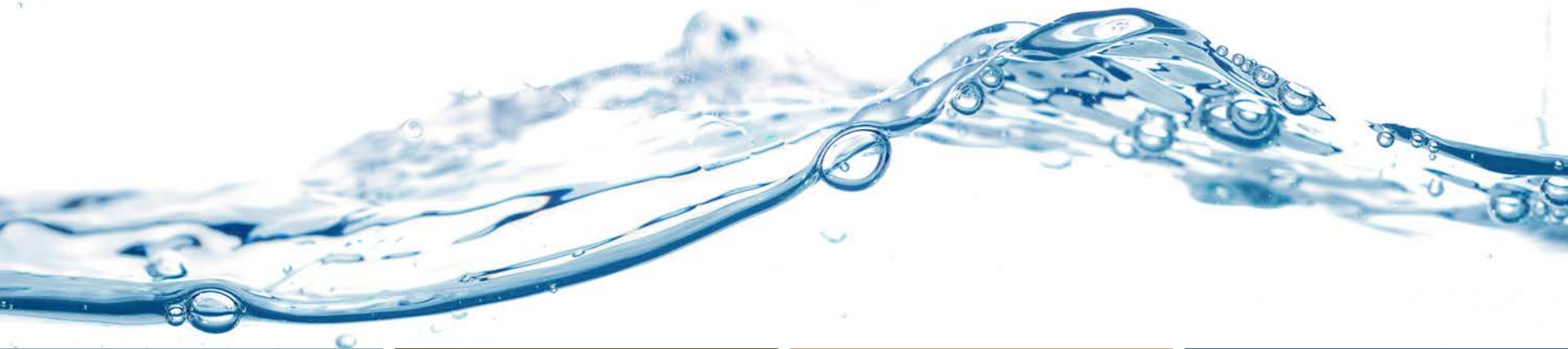
2015 Business Plan



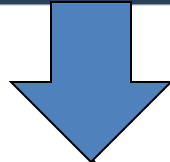
September
2014

Mission

**To Provide Superior Water Services
at an Excellent Value**



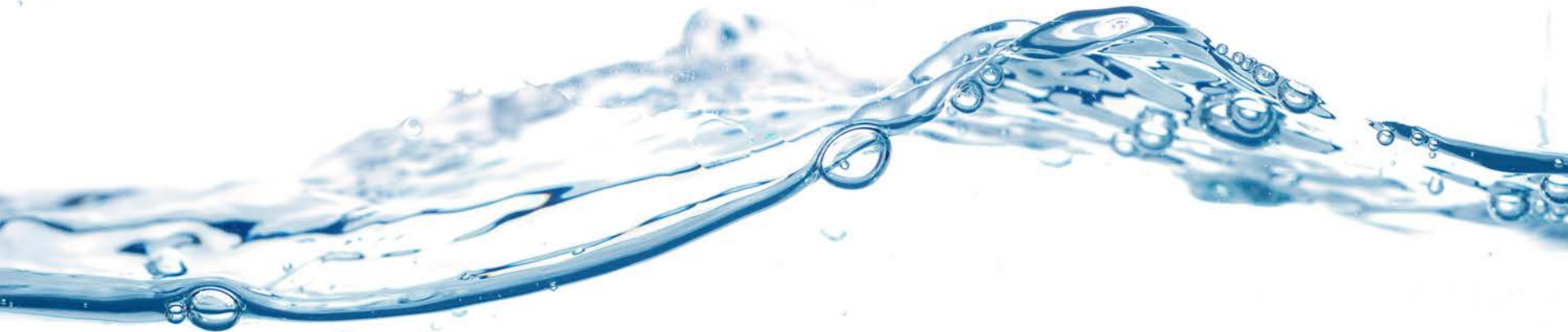
To Provide Superior Water Services at an Excellent Value



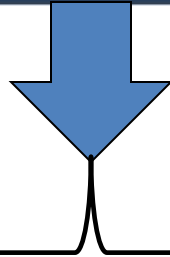
**Highly
Performing
Staff**

**Well
Maintained
Assets**

**Financial
Sustainability**



To Provide Superior Water Services at an Excellent Value



**Highly
Performing
Staff**

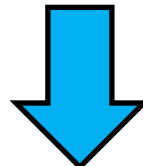
**Well
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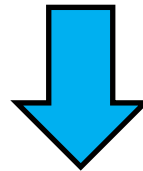


Highly Performing Staff

Continuous Improvement



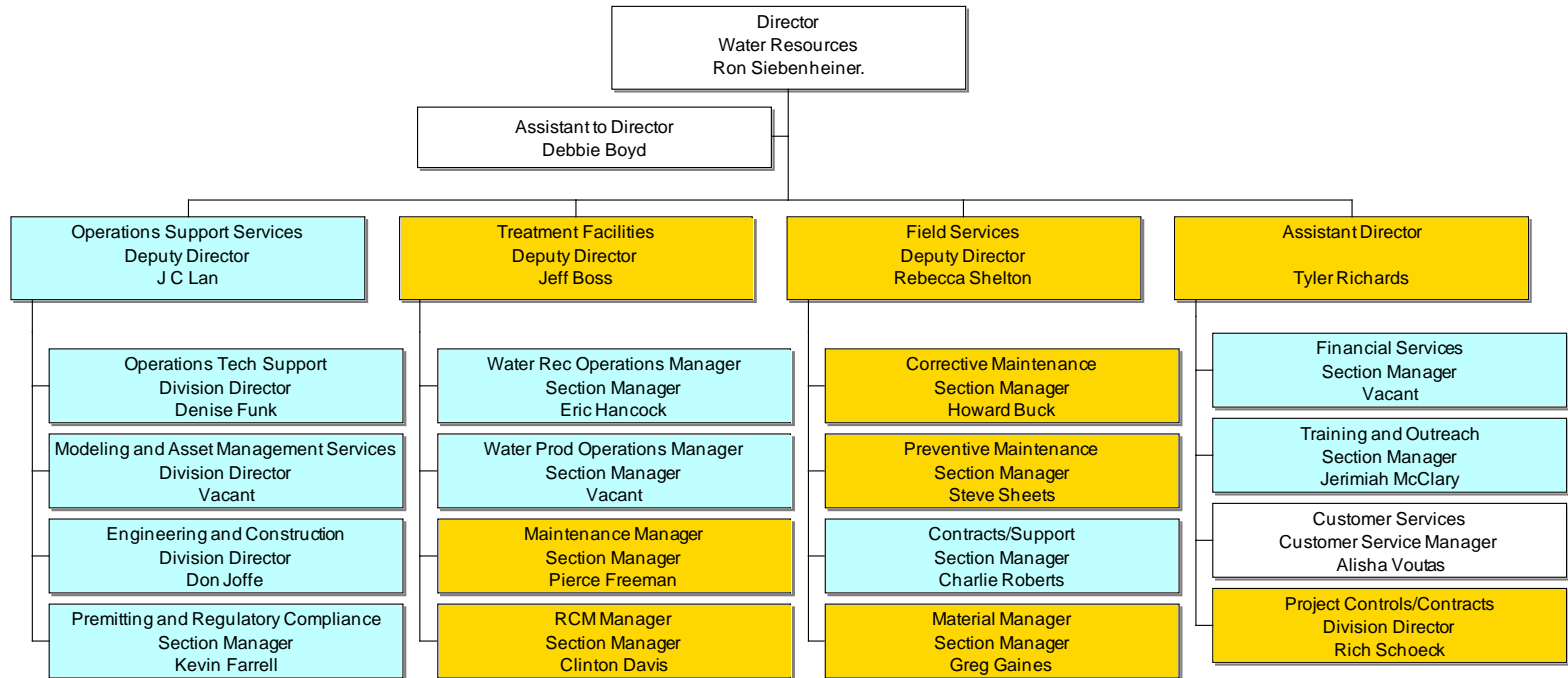
CULTURE SHIFT



Realigned Organization

- 77 New Hires
- 44 Promotions
- 580 Positions Total

Highly Performing Staff Realigned Organization



 **Outside Hire**

 **Realigned Position**

Highly Performing Staff

Integrating Stormwater

Stormwater

Engineering

Pipe Inspection

Regulatory/MS4 Permits

Field Crews

Field Investigation

GIS/Billing

Water & Sewer

Engineering

Pipe Inspection

Regulatory/NPDES Permits

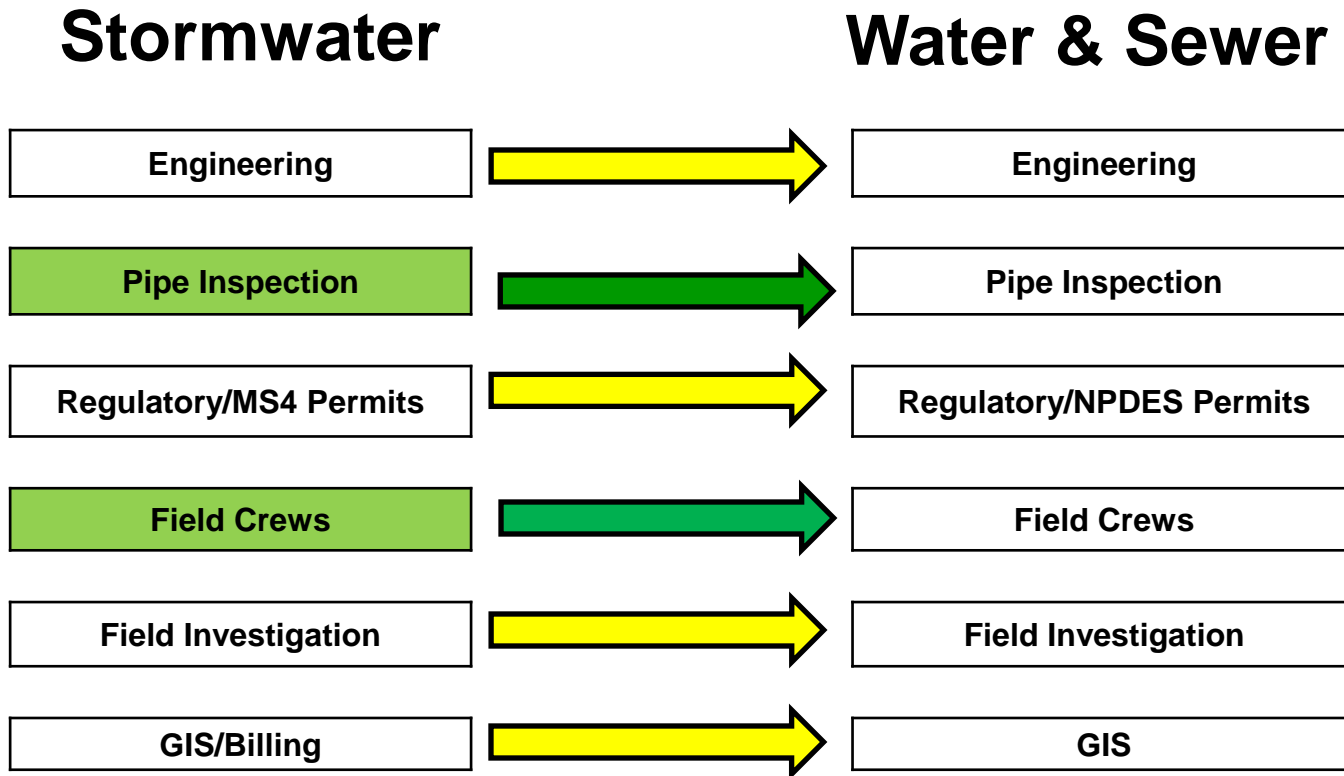
Field Crews

Field Investigation

GIS

Highly Performing Staff

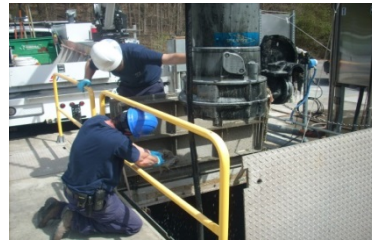
Integrating Stormwater



Highly Performing Staff Challenge – Diversity of Skillsets



Field Trades Associates



Pump Stations Mechanics



Customer Service Reps



Construction Inspectors



Maintenance Techs



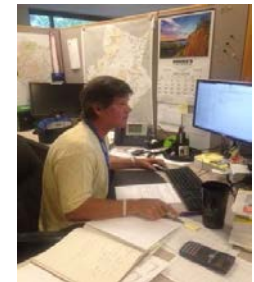
Admin Assistants



Electrician



Meter Repair



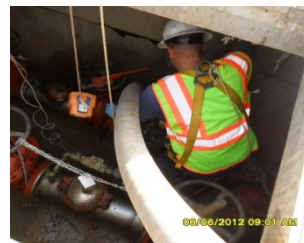
Engineers



Leak Detectors



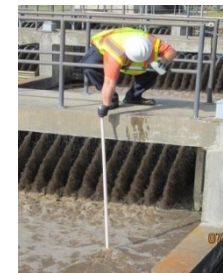
Warehouse technicians



Trades Technicians

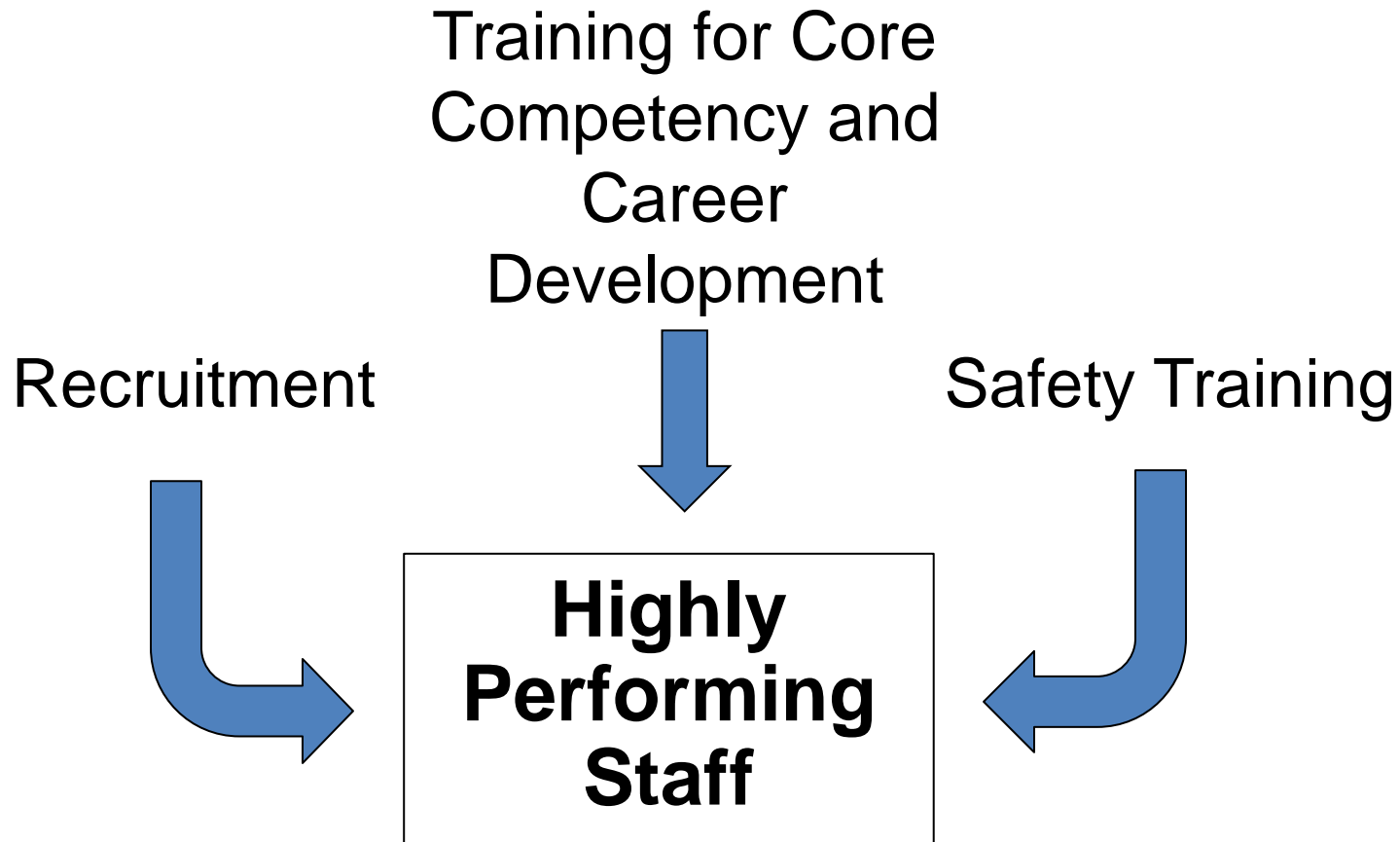


Financial Analyst



Operators

Highly Performing Staff Training and Recruitment



Highly Performing Staff

Progress to Date

Training and Career Development

- ✓ New Training and Outreach Section Manager hired
- ✓ Training needs survey initially complete
- ✓ Training and certifications tracking software implemented
- ✓ Specific job skills requirements being identified

Highly Performing Staff

Progress to Date

Recruitment

- ✓ Key position recruitment
- ✓ 14 summer interns hired (706 applicants)
- ✓ 2 Co-op students hired for fall 2014 temporarily in intern positions

Highly Performing Staff

Next: Improved Safety Program



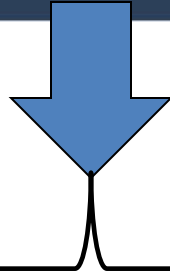
Explosive Gases	<ul style="list-style-type: none">• Methane• Oxygen
Toxic Gases	<ul style="list-style-type: none">• Ozone• Carbon Monoxide• Hydrogen Sulfide• Chlorine
Hazardous chemicals	<ul style="list-style-type: none">• Lime• Ferric Chloride• Sodium Hypochlorite
Hazardous Environments	<ul style="list-style-type: none">• Confined space• Heights• Trenches• Heavy Equipment• Roadways• Electrical Equipment• Microbiological Hazards• UV exposure



Highly Performing Staff Resource Needs

- 2015 Budget Decision Packages
 - 1 Safety Section Manager position
 - 4 new Co-op positions
- Increased 2015 Training Budget

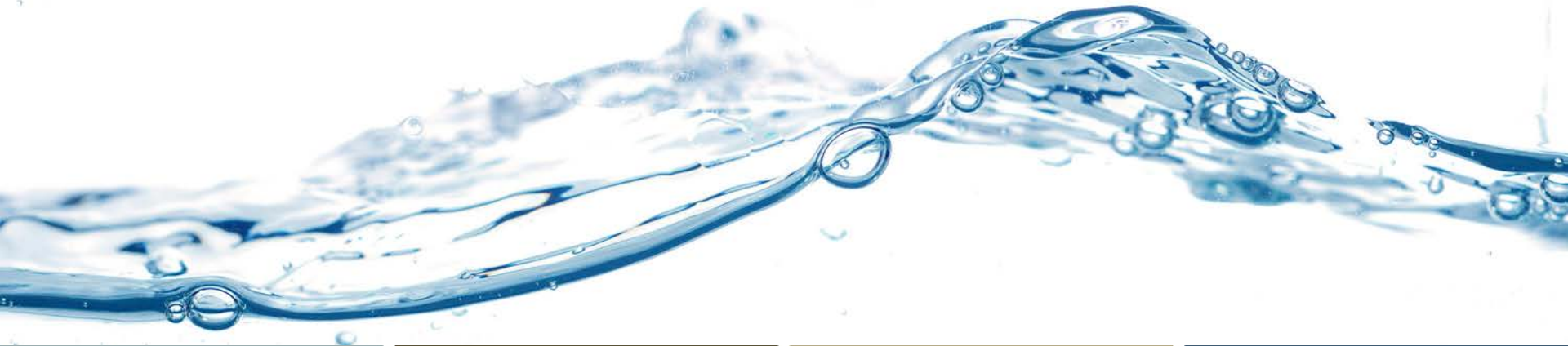
To Provide Superior Water Services at an Excellent Value



**Highly
Performing
Staff**

**Well
Maintained
Assets**

**Financial
Sustainability**



Well Maintained Assets

- 3 Water Reclamation Facilities
- 2 Water Treatment Facilities
- 221 Sewage Pump Stations
- 8,036 miles of Water, Sewer and Stormwater Pipe

\$9 Billion Asset Replacement Value



Well Maintained Assets

Goals and Achievements

1. Move from Reactive to Proactive Maintenance

- ✓ PM now a priority – 33% increase in PM work orders
- ✓ Predictive Maintenance program being developed

2. Implement Best Practices across Maintenance and Operations

- ✓ Centralized management
- ✓ Improved warehouse practices
- ✓ Training of planners and warehouse staff
- ✓ Root cause analyses of critical equipment failures

Well Maintained Assets

Goals and Achievements

3. Improve Utilization of our Assets – both Staff and Equipment

- ✓ Centralized management of O&M – decrease in backlog work orders of 22%

4. Ensure the right assets are installed, in the right place, in the right way

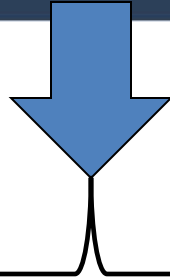
- ✓ Centralized management of inspections
- ✓ Revising equipment and pipe specifications

Well Maintained Assets

Budget Impacts

- Increased professional services to develop maintenance programs
- Increased CIP at facilities to improve equipment rehab and replacement

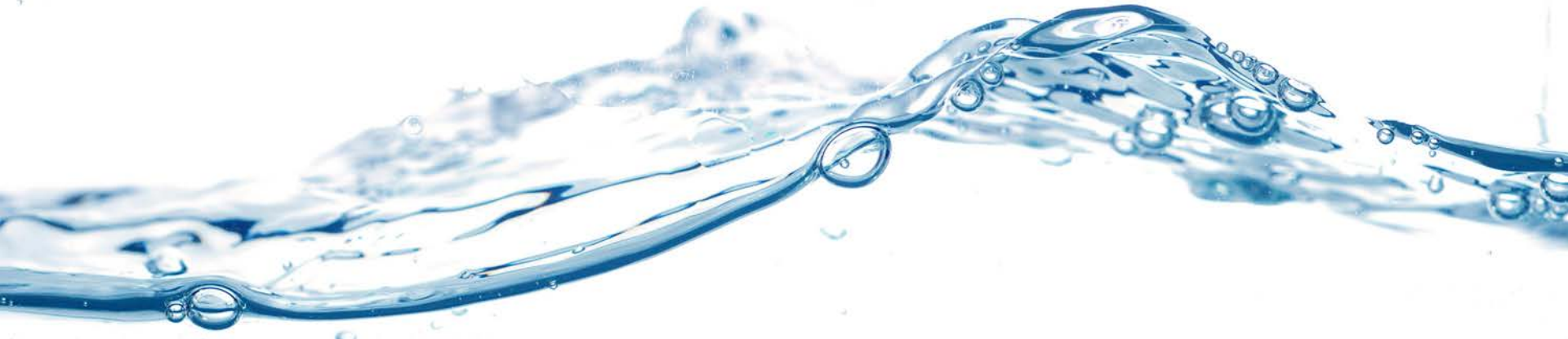
To Provide Superior Water Services at an Excellent Value



**Highly
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Staff**

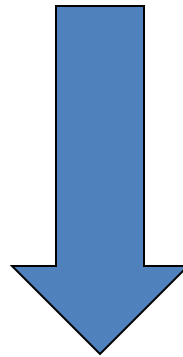
**Well
Maintained
Assets**

**Financial
Sustainability**



Financial Sustainability for Gwinnett County Water Resources

Long-Term Financial Plan



**Financial
Sustainability**

Financial Sustainability

2015 Budget

W&S Revenue
\$317.5 Million

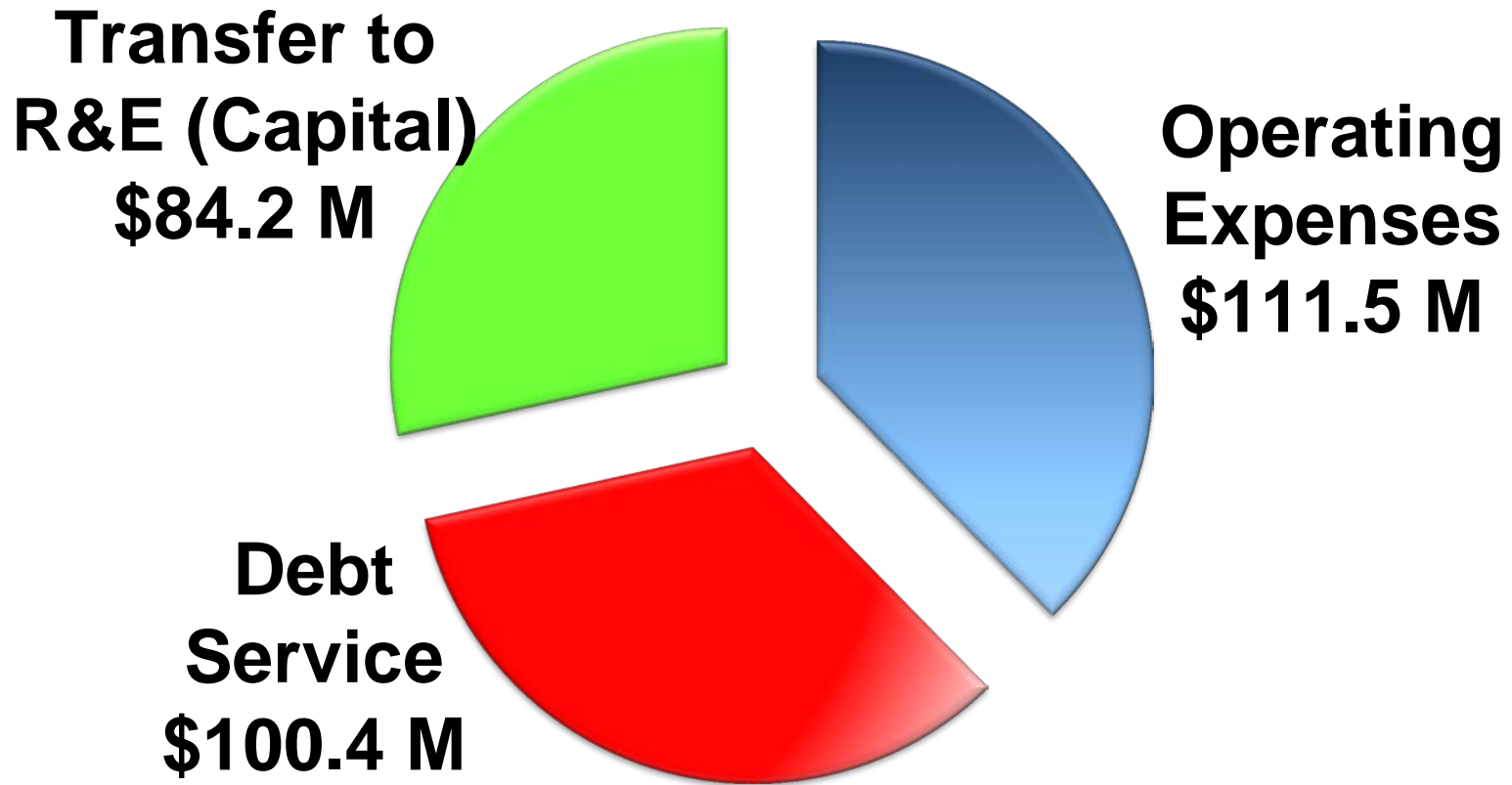


Stormwater Revenue
\$31.3 Million



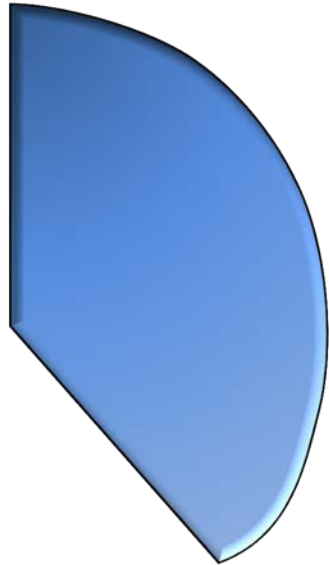
Financial Sustainability

W&S 2015 Budget



Financial Sustainability

W&S 2015 Operating Budget



**Operating
Expense
\$111.5 M**

Category	\$	% Operating Budget
Personnel Services	\$38.2 M	34.3%
Utilities	\$15.6 M	14.0%
Professional Services	\$13.9 M	12.5%
Industrial R&M	\$11.4 M	10.2%
Chemicals	\$8.9 M	8.0%
Other	\$23.5 M	21.0%

Financial Sustainability

Increasing Efficiency

Utilities and Chemicals annual costs **\$24.5 M**

- Power generation from biogas at Hill WRC
- FOG and High Strength Waste Receiving Station
- Nutrient Recovery – \$200,000 O&M Savings
- Optimize polymer chemical addition
\$700,000 per year cost saving



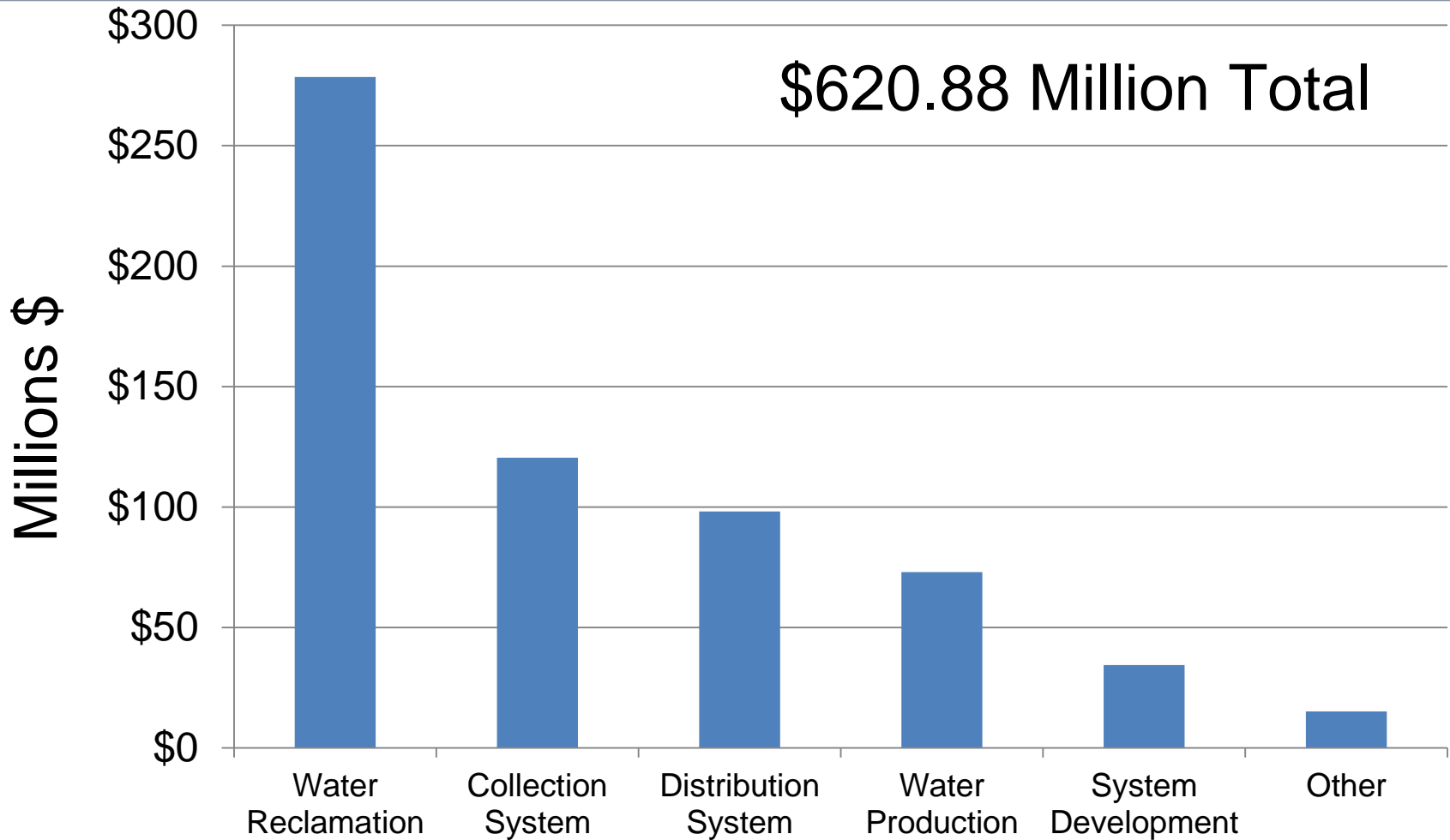
Financial Sustainability

W&S 2015 Capital Budget

Source of Funds	2015	2016	2017	2018	2019	2020	Total 2015-2020
Internal Funding	\$ 84.18	\$ 104.91	\$117.06	\$ 108.77	\$ 103.98	\$ 101.98	\$ 620.88
Use of Funds							
Wastewater Treatment	\$ 19.50	\$ 42.00	\$ 63.00	\$ 55.00	\$ 51.00	\$ 48.00	\$ 278.50
Wastewater Collection	\$ 19.55	\$ 21.75	\$ 20.05	\$ 20.05	\$ 19.55	\$ 19.55	\$ 120.50
Water Distribution	\$ 15.30	\$ 16.30	\$ 16.30	\$ 16.30	\$ 16.50	\$ 17.50	\$ 98.20
Water Treatment	\$ 19.00	\$ 14.00	\$ 10.00	\$ 10.00	\$ 10.00	\$ 10.00	\$ 73.00
System Development	\$ 7.19	\$ 6.28	\$ 5.79	\$ 5.04	\$ 5.05	\$ 5.05	\$ 34.40
Equipment/building/tech support	\$ 3.54	\$ 4.38	\$ 1.72	\$ 2.18	\$ 1.68	\$ 1.68	\$ 15.18
Utility Relocates	\$ 0.10	\$ 0.20	\$ 0.20	\$ 0.20	\$ 0.20	\$ 0.20	\$ 1.10
Total Use	\$ 84.18	\$ 104.91	\$117.06	\$ 108.77	\$ 103.98	\$ 101.98	\$ 620.88

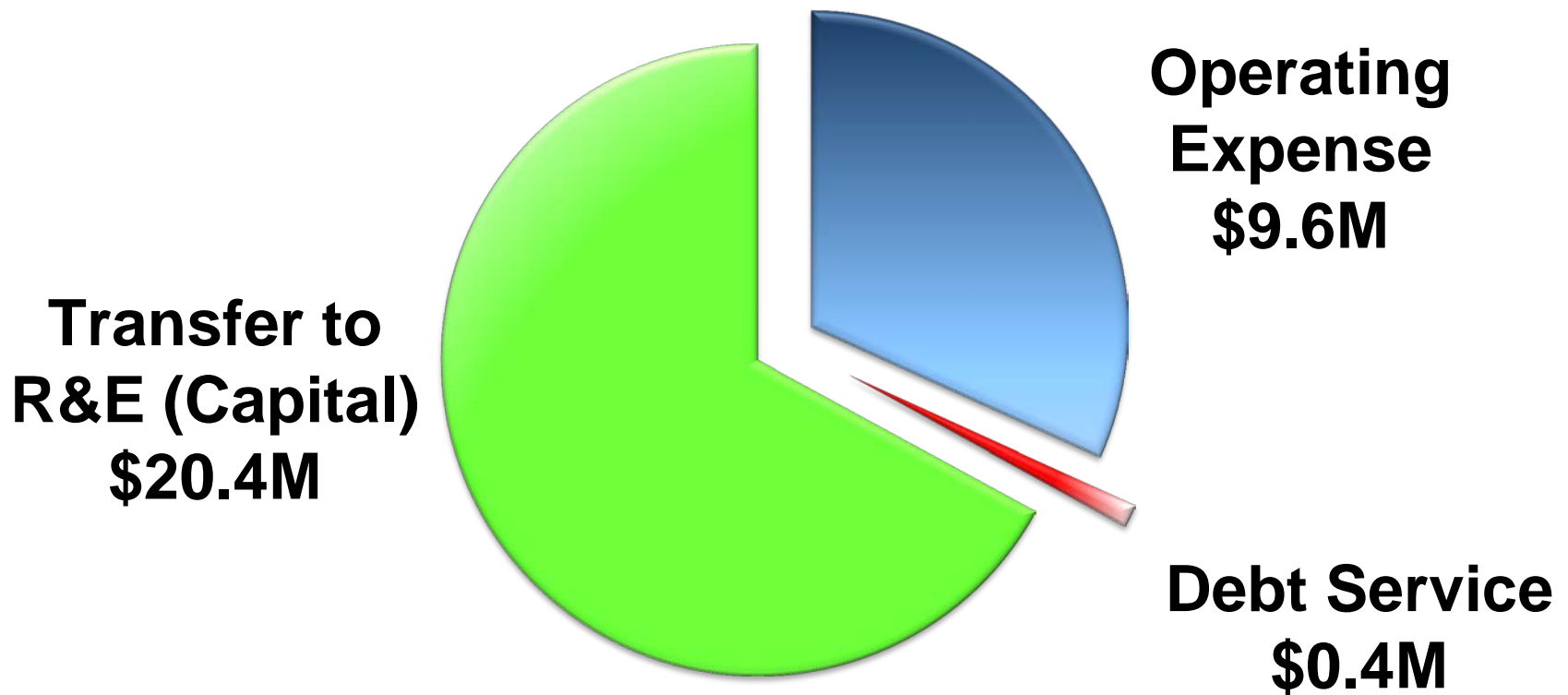
Financial Sustainability

W&S 2015 – 2020 CIP Budget



Financial Sustainability

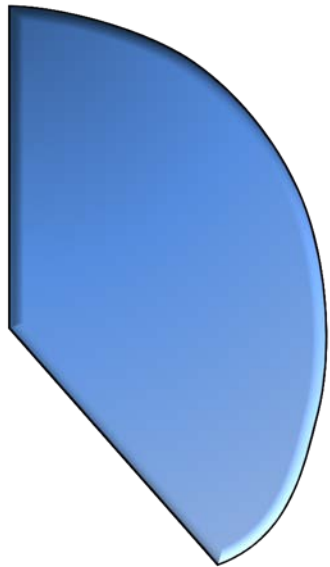
Stormwater 2015 Budget



* In thousands

Financial Sustainability

Stormwater Operating Budget



**Operating
Expense
\$9.6M**

Category	\$	% Operating Budget
Personnel Services	\$5.4M	56.3%
Professional Services	\$1.6M	16.7%
Other	\$2.6M	27.0%

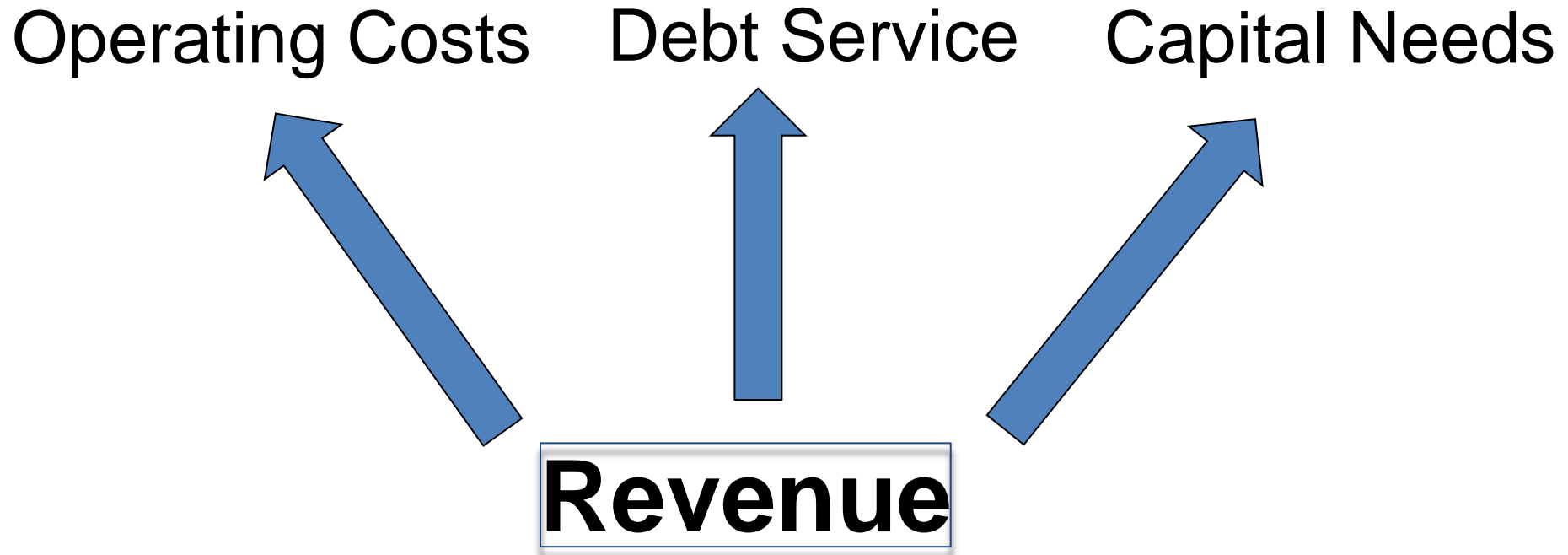
Financial Sustainability

Stormwater 2015 Capital Budget

Source of Funds	2015	2016	2017	2018	2019	2020	Total 2015-2020
Internal Funding	\$ 20.36	\$ 20.68	\$ 21.80	\$ 21.85	\$ 21.60	\$ 21.50	\$ 127.79
Use of Funds							
Stormwater Draining Improvements	\$ 20.01	\$ 20.33	\$ 21.45	\$ 21.50	\$ 21.25	\$ 21.15	\$ 125.69
Natural Resources Watershed (Dams)	\$ 0.15	\$ 0.15	\$ 0.15	\$ 0.15	\$ 0.15	\$ 0.15	\$ 0.90
Admin/contingency	\$ 0.10	\$ 0.10	\$ 0.10	\$ 0.10	\$ 0.10	\$ 0.10	\$ 0.60
DWR Data Management	\$ 0.10	\$ 0.10	\$ 0.10	\$ 0.10	\$ 0.10	\$ 0.10	\$ 0.60
Total Use	\$ 20.36	\$ 20.68	\$ 21.80	\$ 21.85	\$ 21.60	\$ 21.50	\$ 127.79

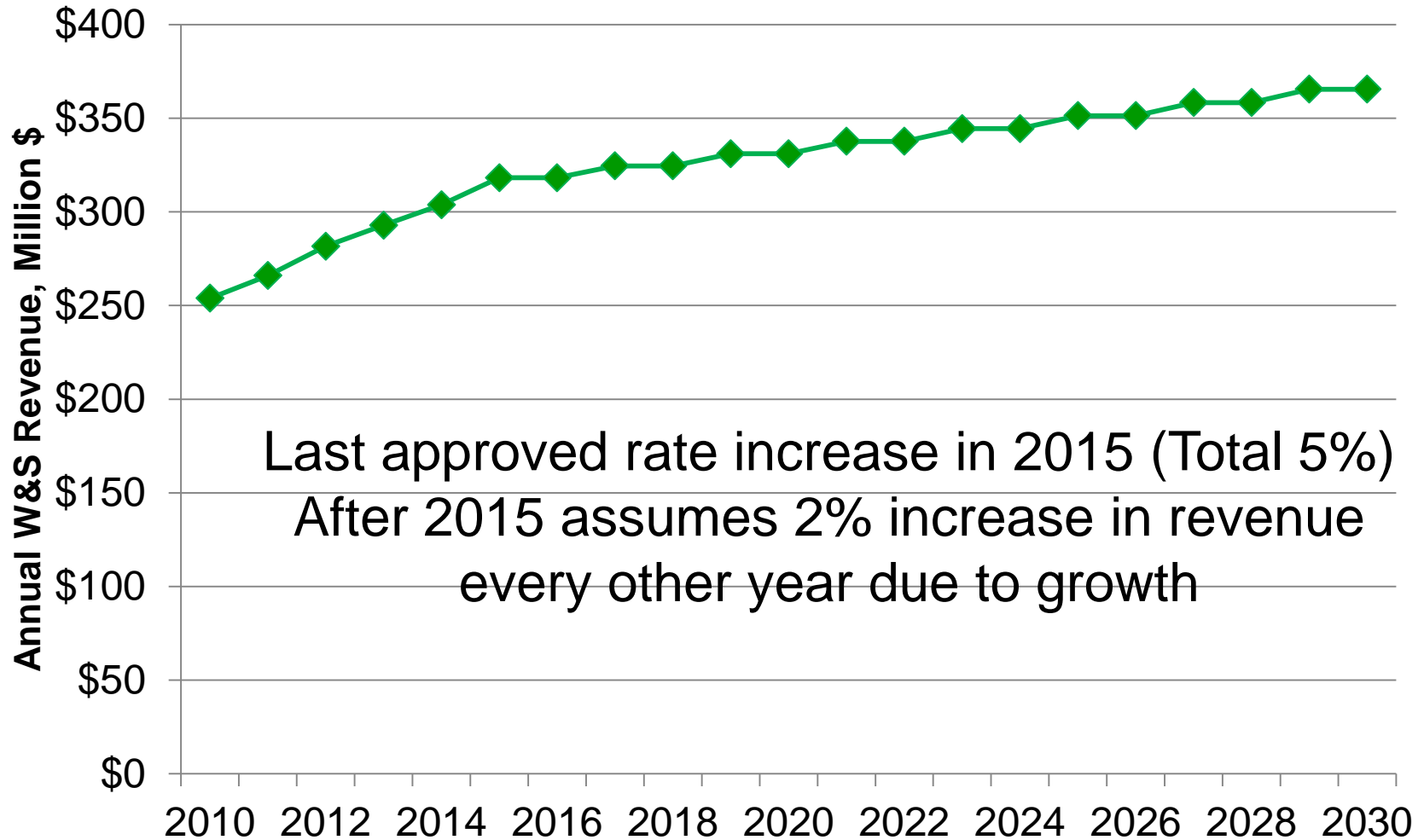
Financial Sustainability

Long-Term Financial Plan



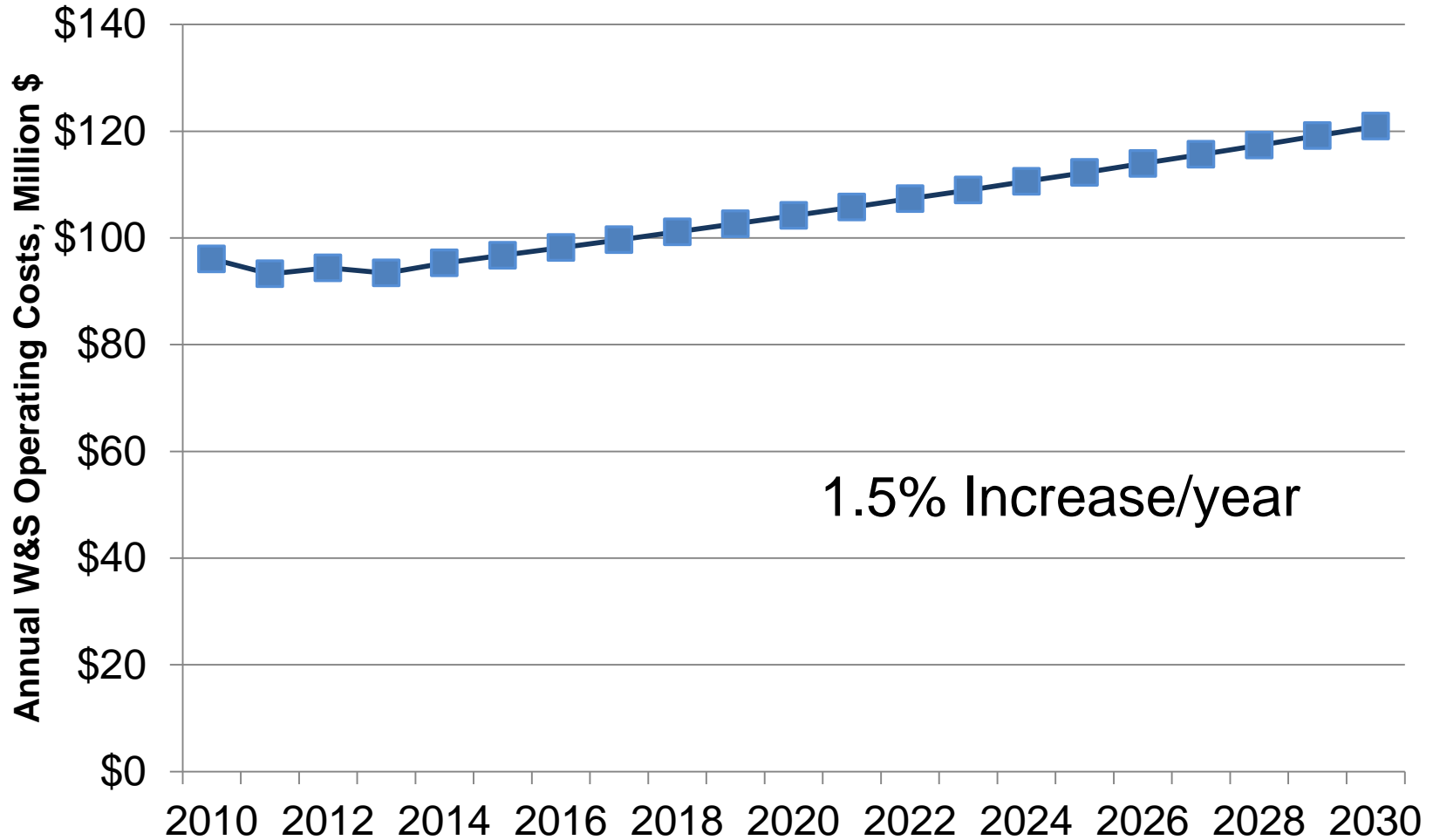
Financial Sustainability

W&S Revenue Over Time – Projected



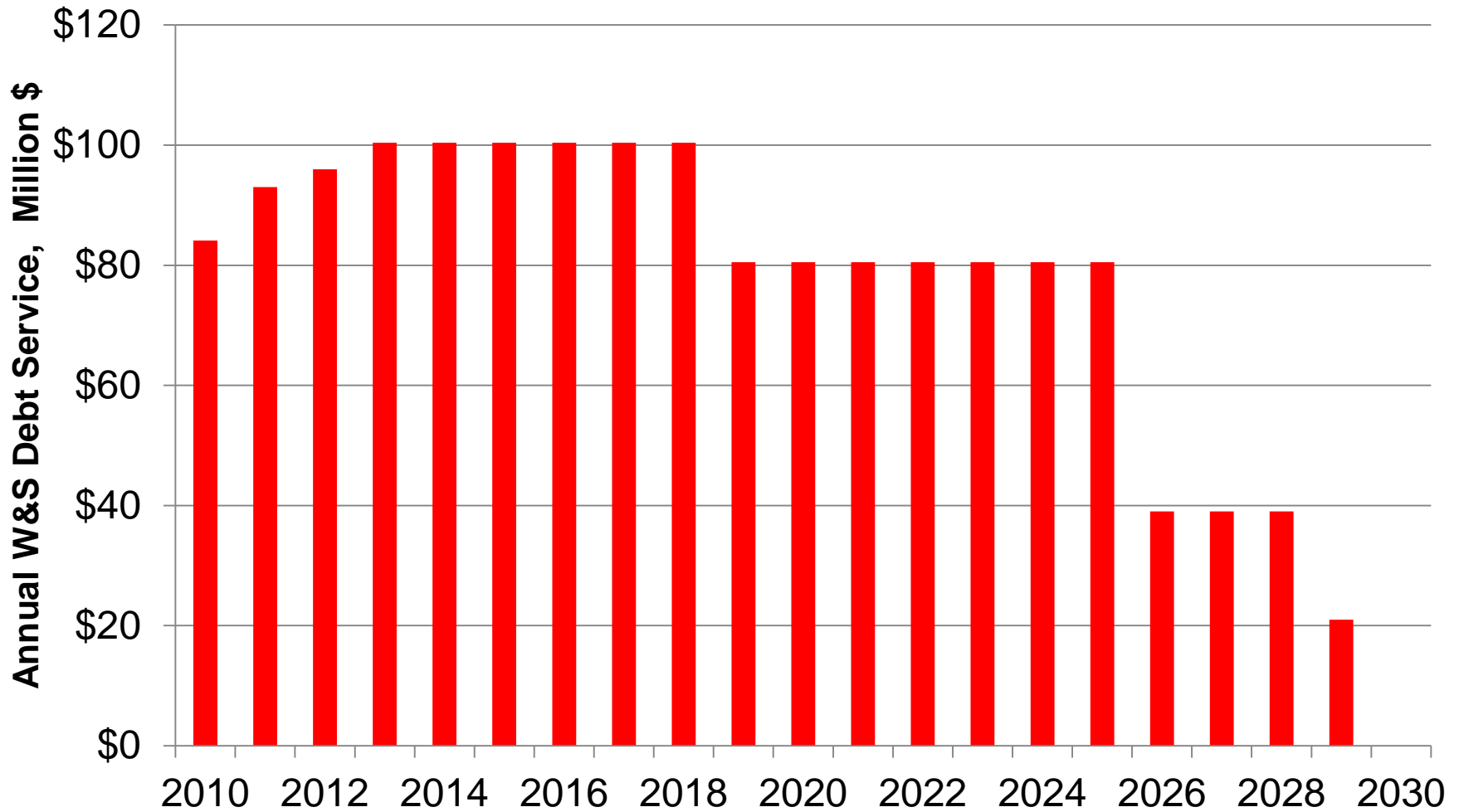
Financial Sustainability

W&S Operating Costs Over Time – Projected



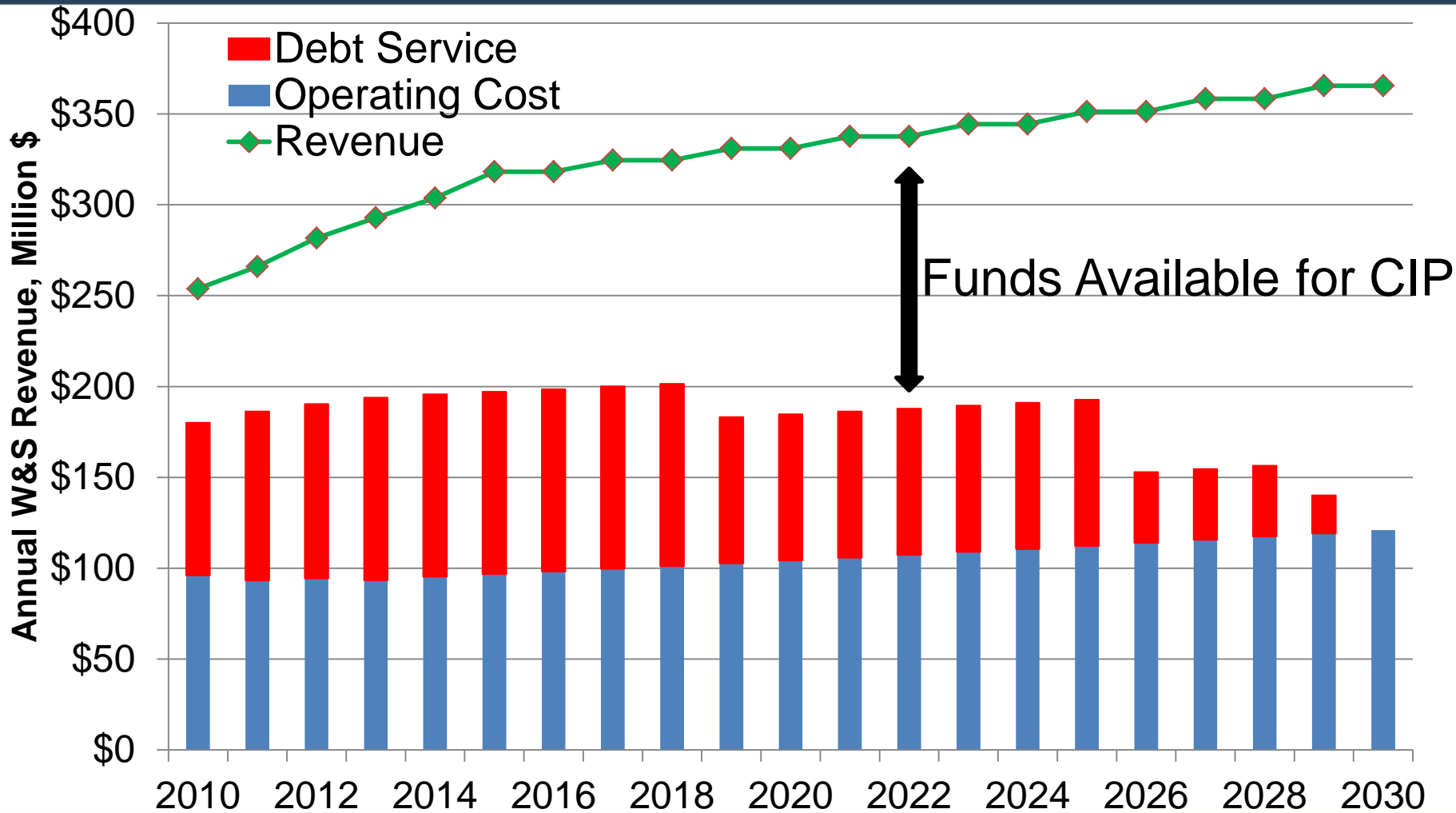
Financial Sustainability

W&S Debt Service Over Time



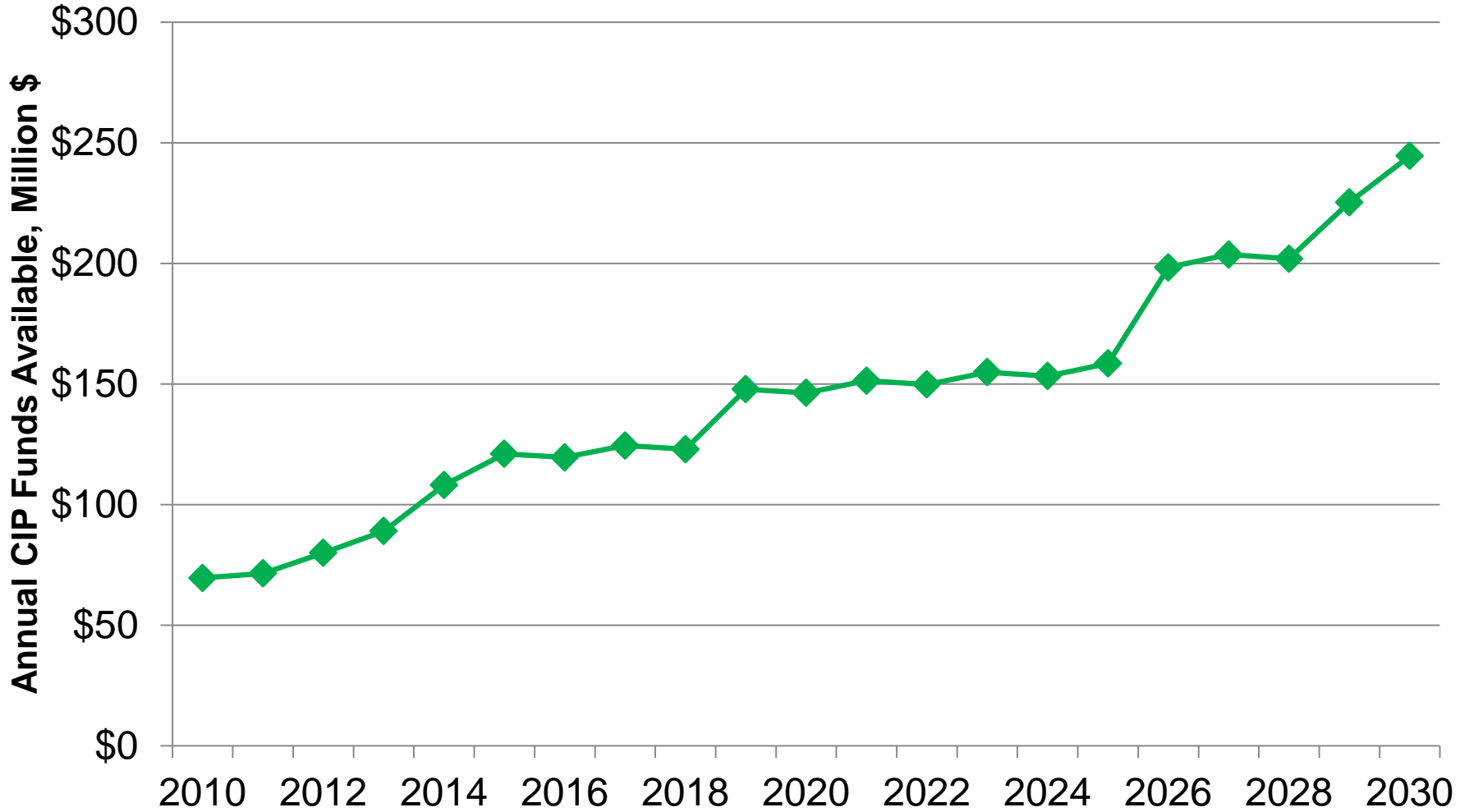
Financial Sustainability

Funds Available for CIP – Projected



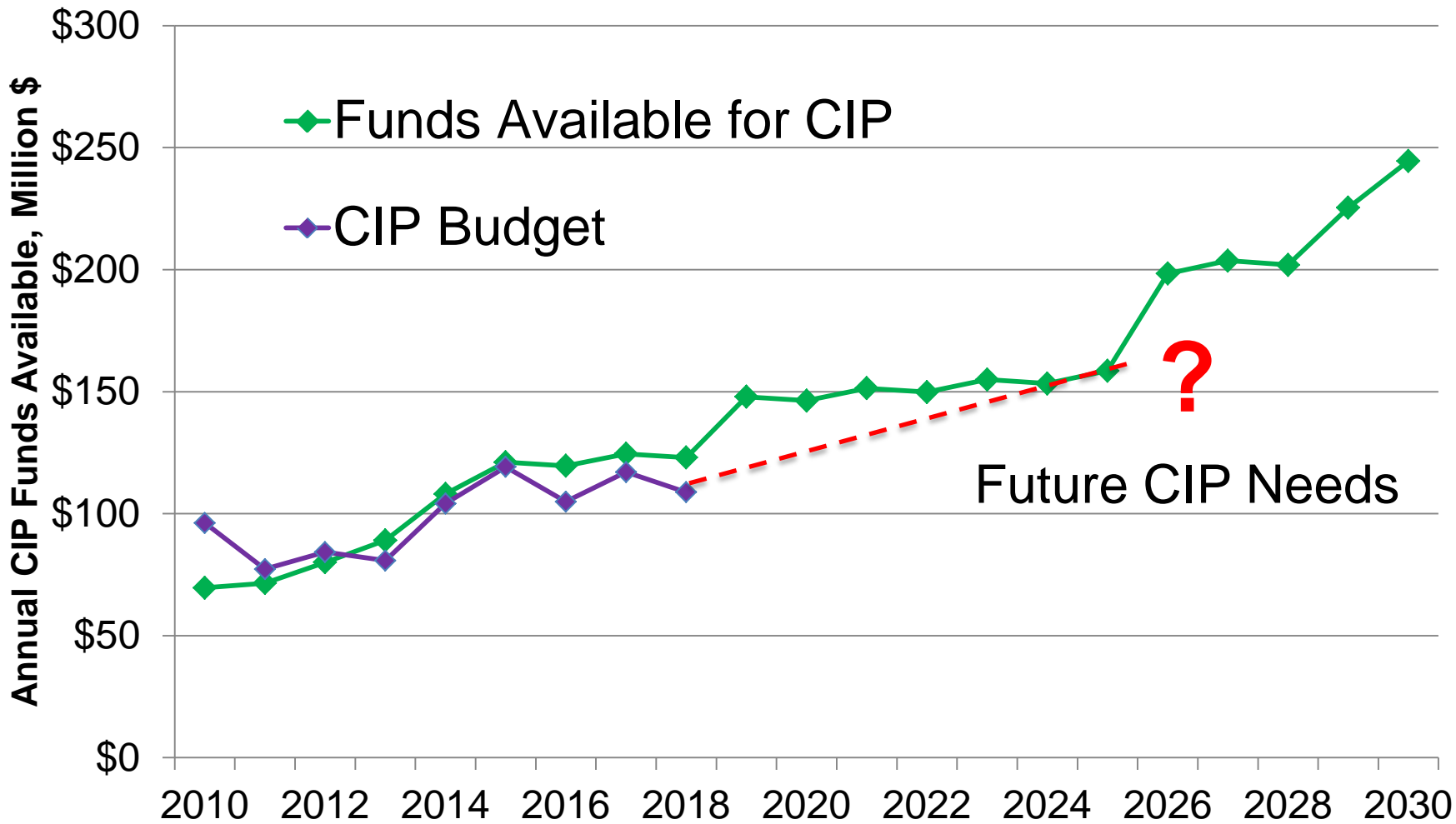
Financial Sustainability

Funds Available for CIP – Projected



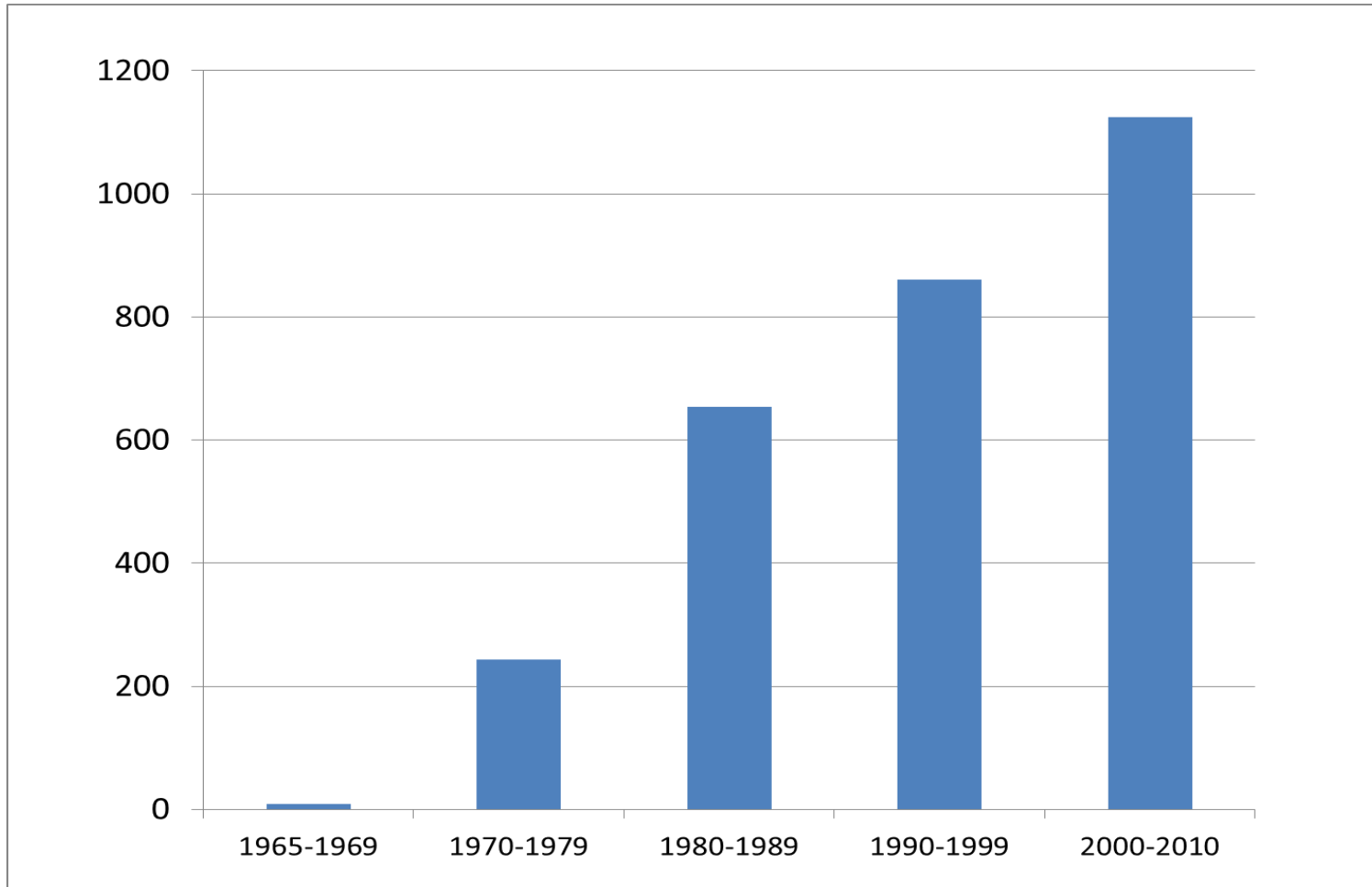
Financial Sustainability

Funds Available for CIP – Projected



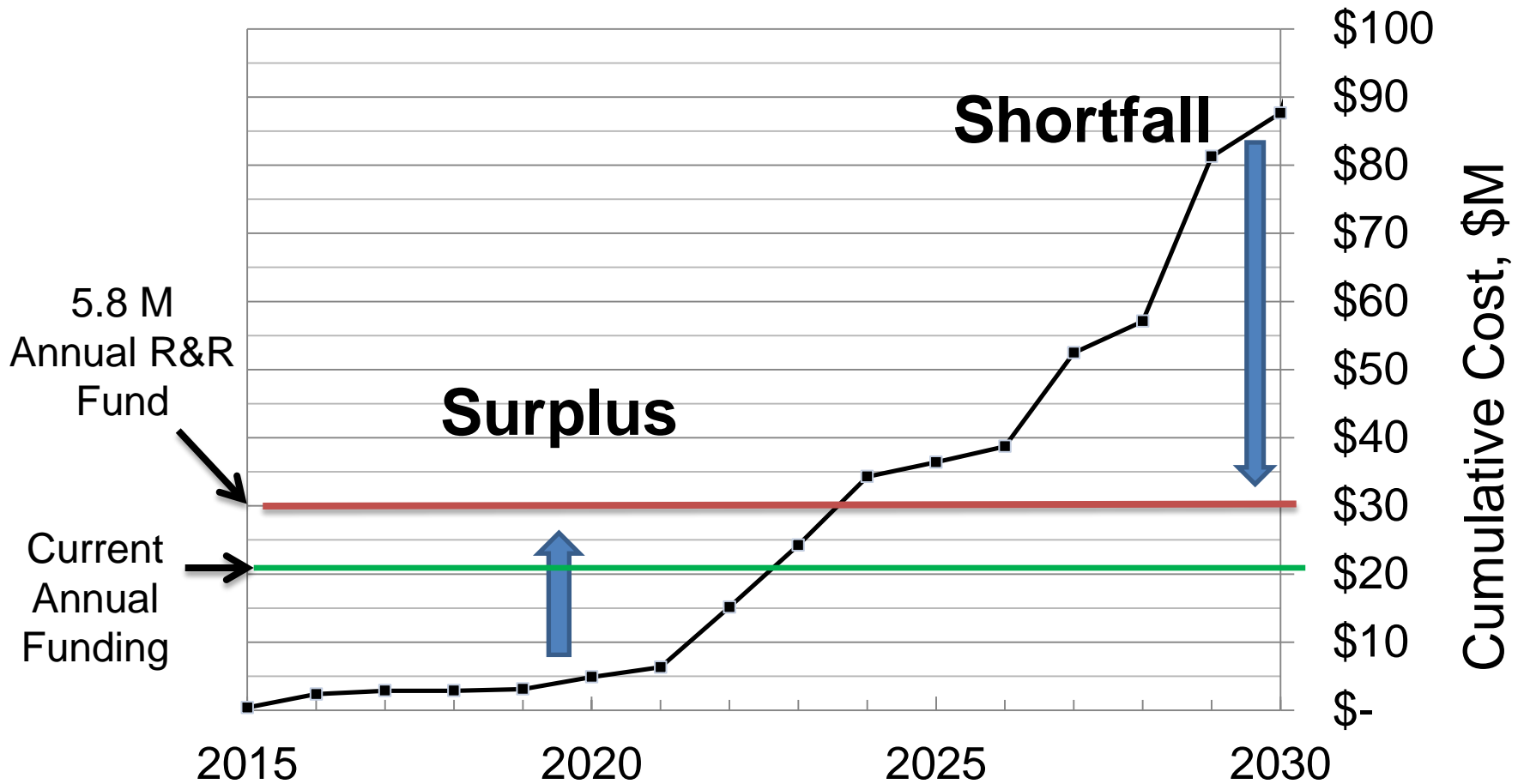
Financial Sustainability

Gravity Sewer Pipe Installed Each Decade, Miles



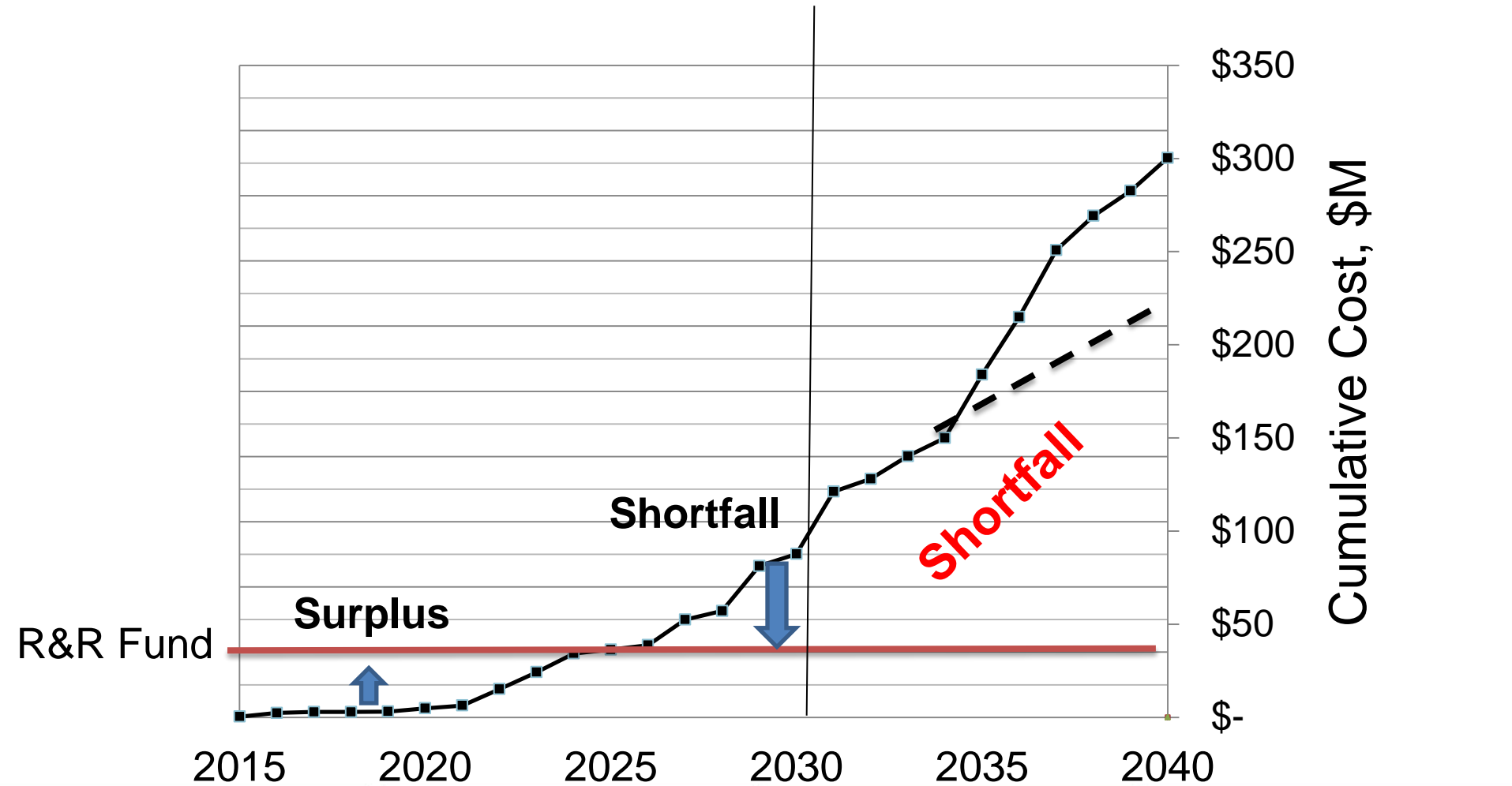
Financial Sustainability

Gravity Sewer Pipe Replacement Needs through 2030



Financial Sustainability

Gravity Sewer Pipes Replacement Needs through 2040



Financial Sustainability

Long-Term Infrastructure R&R Needs

Projected R&R Needs Complete

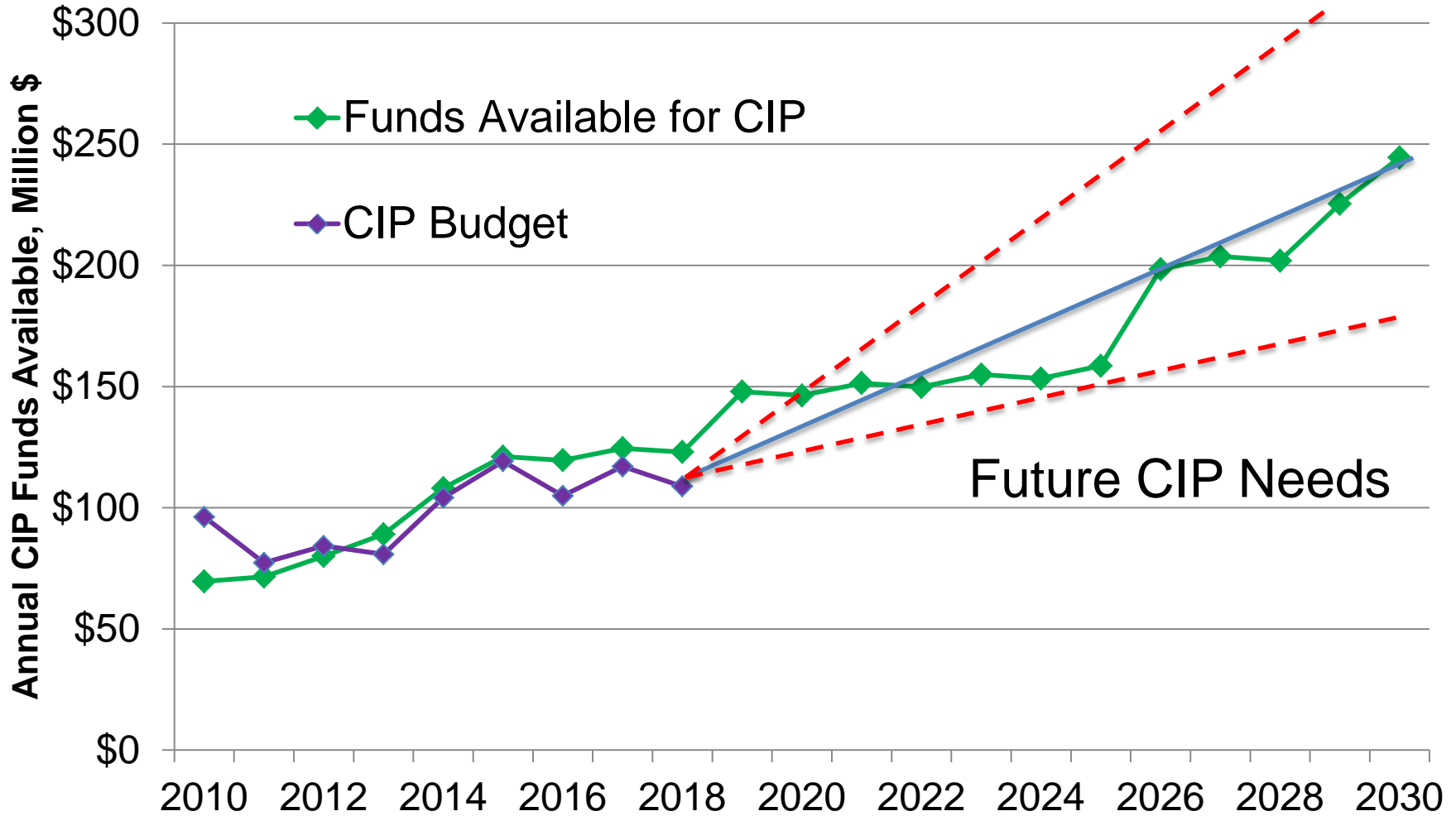
- ✓ Gravity Sewer System
- ✓ Distribution System

Developing Projected R&R Needs

- ? Water Reclamation Facilities
- ? Water Treatment Facilities
- ? Sewage Pump Stations
- ? Sanitary Sewer Force mains
- ? Water Booster Stations and Tanks

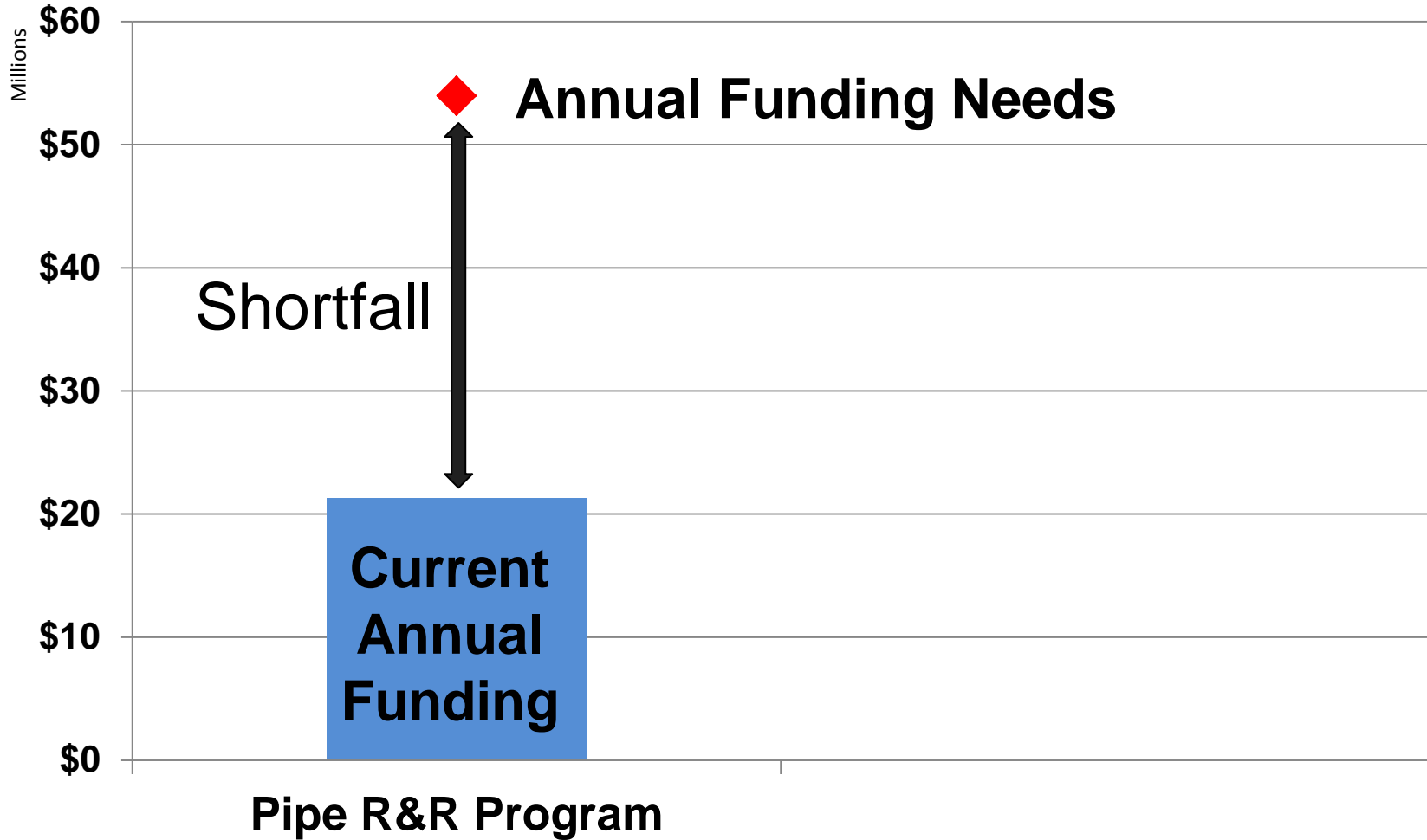
Financial Sustainability

Funds Available for CIP – Projected



Financial Sustainability

Annual Stormwater Pipes Replacement Needs through 2030



Financial Sustainability

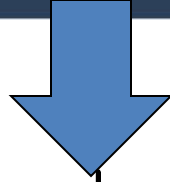
2015 Initiative

Long-Term Financial Plan for DWR

- Operating Budget Needs
- Capital Plan Needs
- Capital Needs Management Strategy
- Long-term R&R Funding Strategy
- Reserve Funding Plan
- Investment Strategy
- Rates to Support Needs



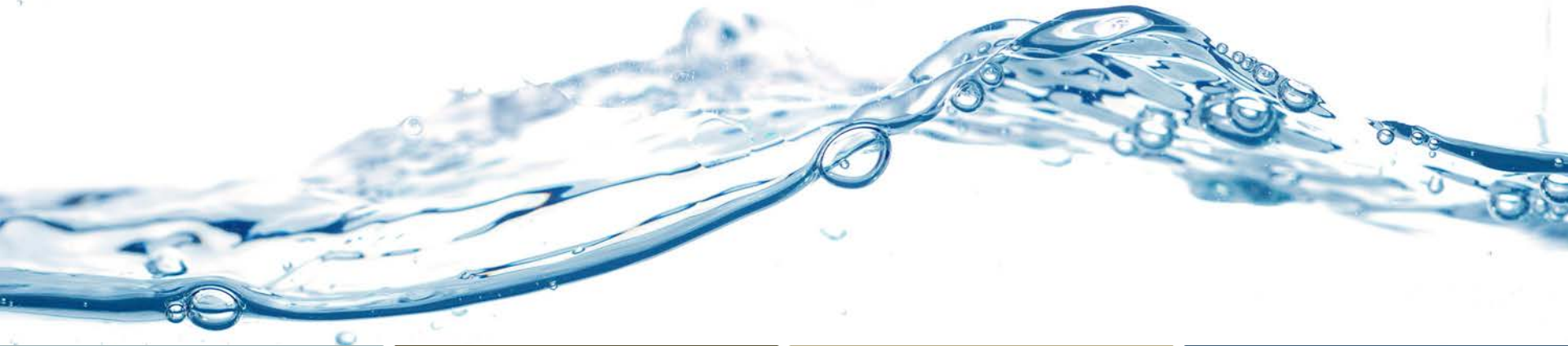
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Questions?

