



**WATER
RESOURCES**

2016 Business Plan



gwinnettcounty
GOVERNMENT

Wednesday, September 02,
2015



Mission and Vision

To Provide Superior Water Service at
an Excellent Value



To be widely recognized as a leader in the
water industry



Value of Water

Public Health

Quality of Life

Economic Development

Protect the Environment



10 Attributes of Effective Utility Management

Customer Satisfaction

Product Quality

Operational Optimization

Operations Resiliency

Infrastructure Stability

Stakeholder Understanding and Support

Water Resource Adequacy

Financial Viability

Employee Leadership and Development

Community Sustainability



Using these attributes, EPA led the development of a roadmap to become a “Utility of the Future”



Effective Utility Management Roadmap for Utility of the Future

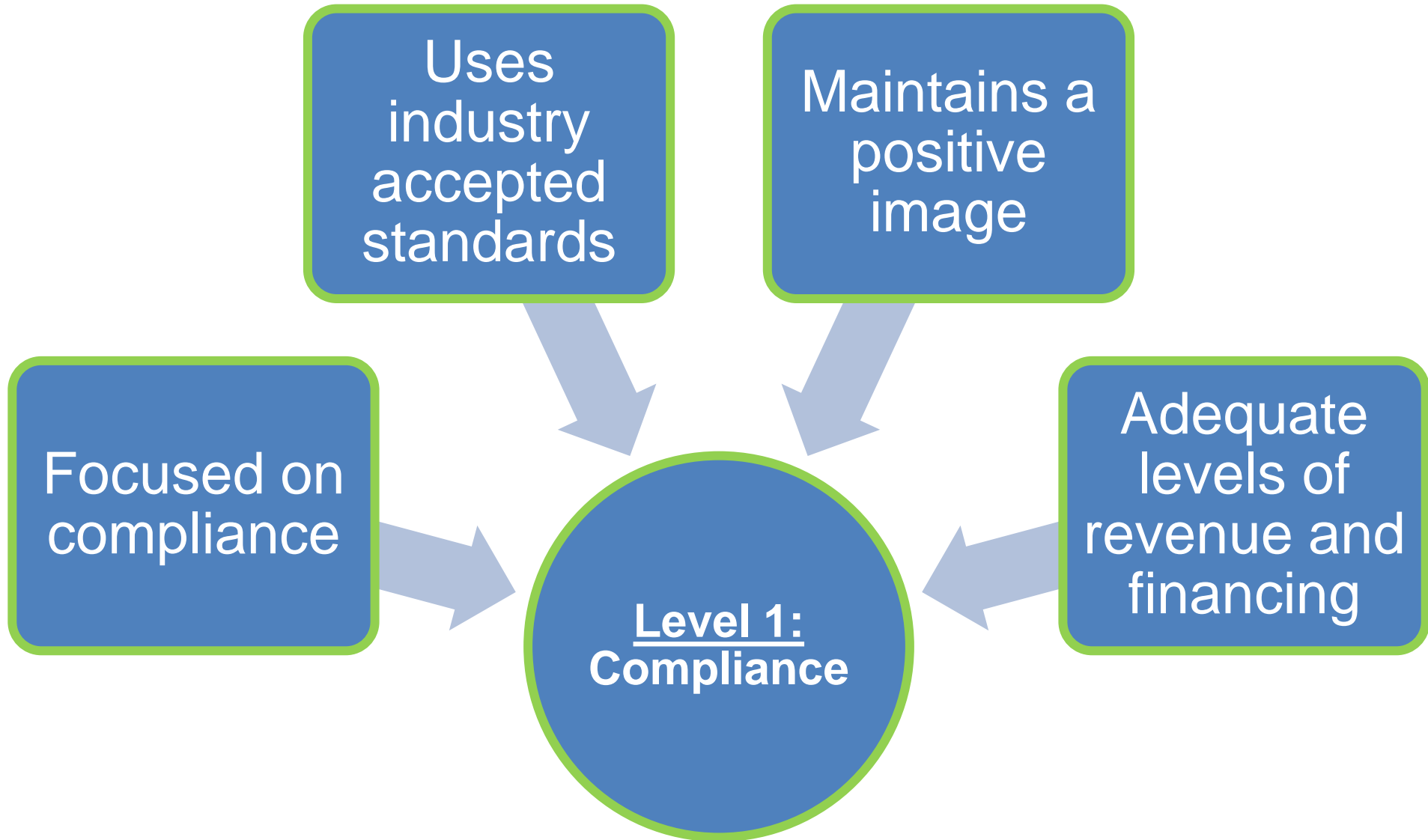
Uses
industry
accepted
standards

Maintains a
positive
image

Focused on
compliance

Adequate
levels of
revenue and
financing

Level 1:
Compliance





Effective Utility Management Roadmap for Utility of the Future

Engaged with community so utility is responsive to needs

Ensures utility supports community economic and social well-being

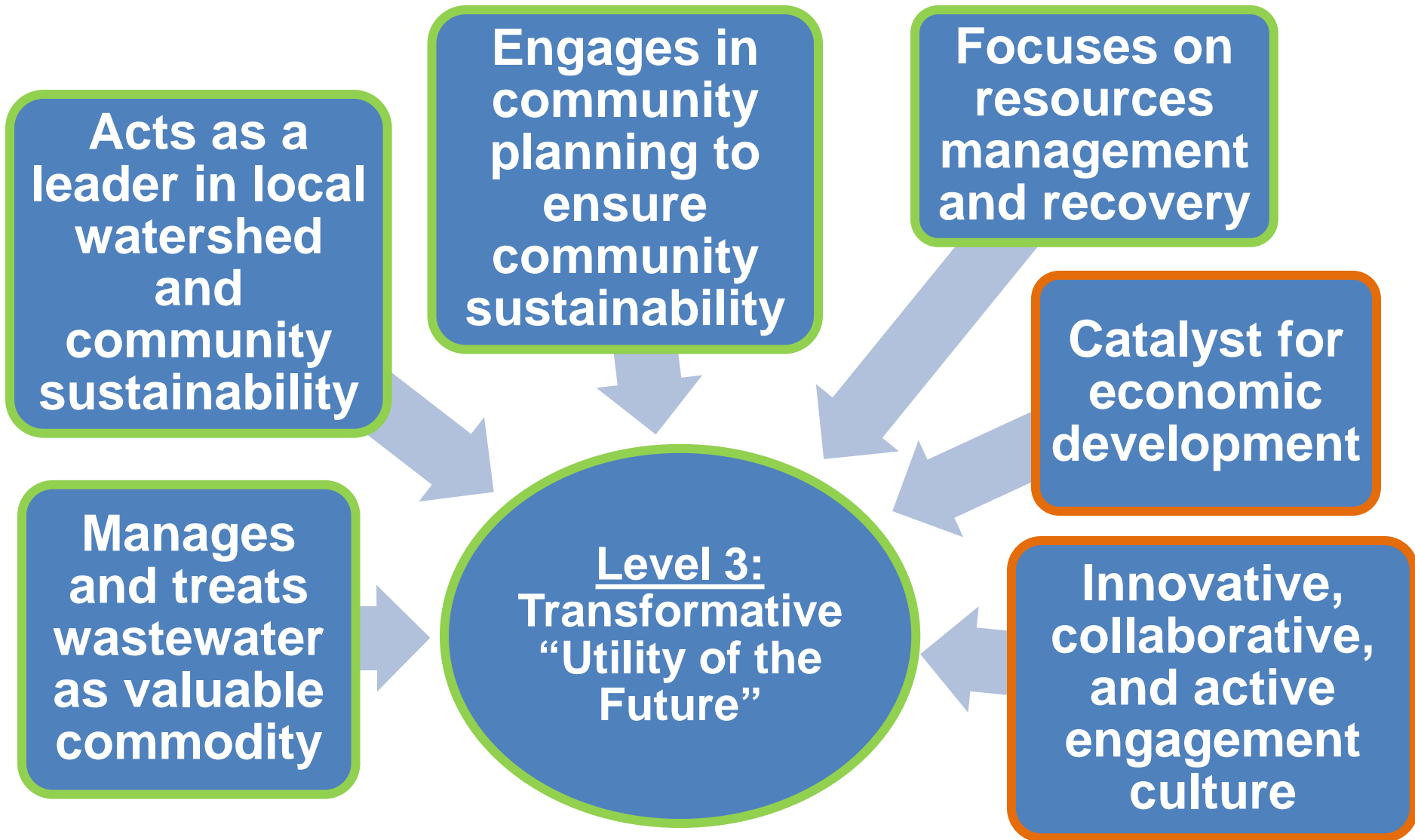
Continual improvement part of culture

Utility has started to use processes for internal recovery of energy and resources

Level 2:
Optimizing

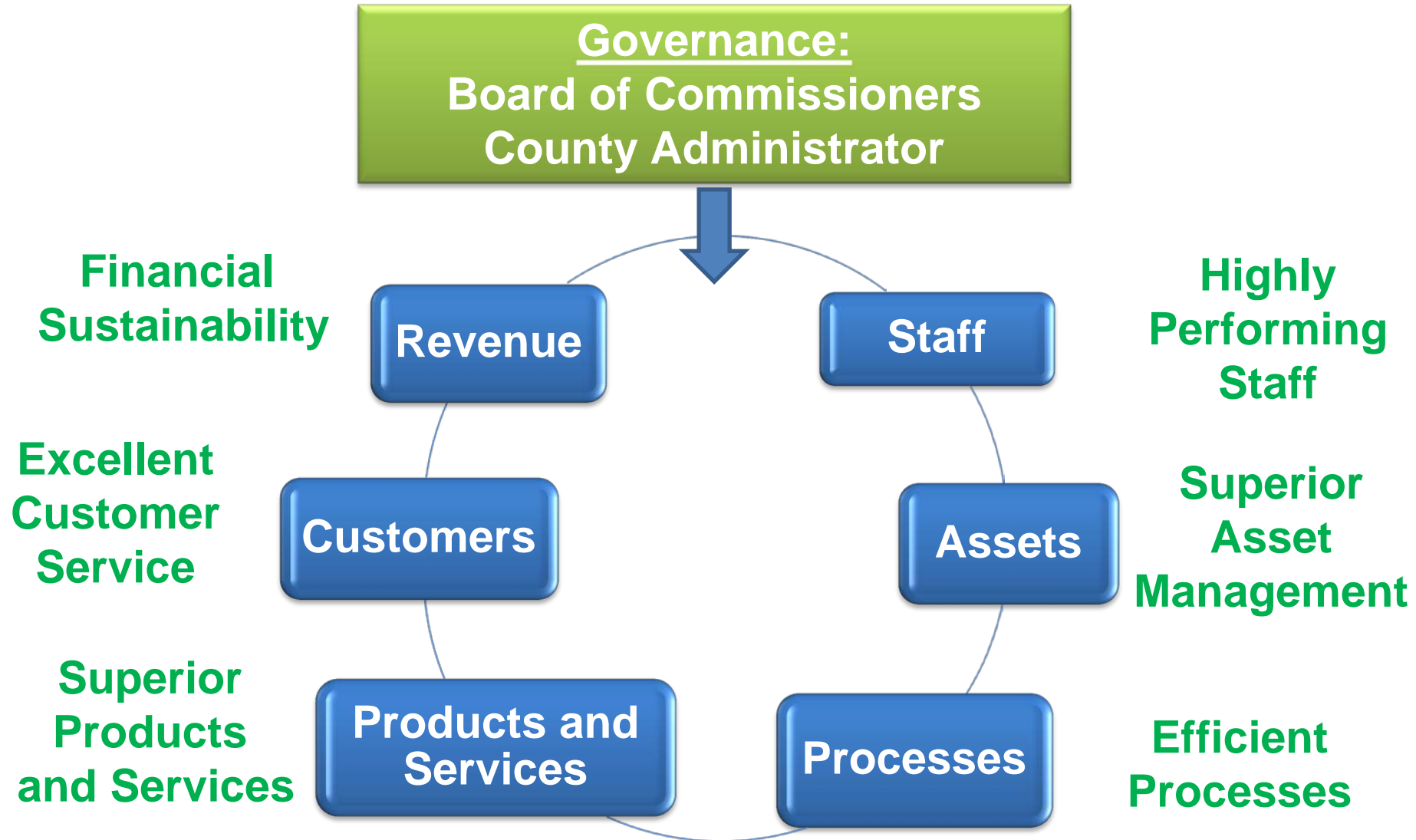


Effective Utility Management Roadmap for Utility of the Future





Department of Water Resources: A Business Unit of Gwinnett County





Department of Water Resources: A Business Unit of Gwinnett County

Governance:
Board of Commissioners
County Administrator

Financial
Sustainability

Revenue

Staff

Highly
Performing
Staff

Excellent
Customer
Service

Continuous improvement through:

- Personal commitment
- Innovation
- Efficiency
- Education

Superior
Products
and Services

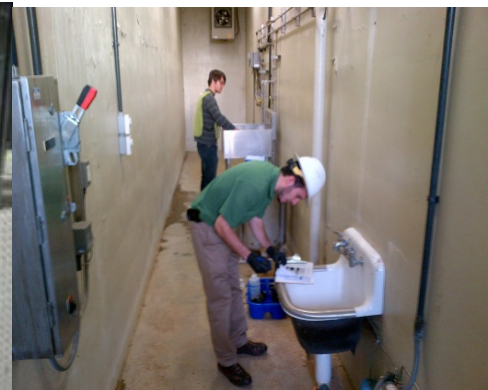
Superior
Asset
Management

Efficient
Processes



Staff

- 587 Positions
- 8.9% Vacancy rate
- 40% of staff eligible to retire in next 5 years
- Highly technical skills needed
- Large diversity of skills needed
- Competition increasing for technically skilled staff





Staff

Goal: Highly Performing Staff

Safety First

- Safety manager hired
- Safety inspections of facilities completed quarterly
- Safety inspections for field crews
- Checklists using industry best practices





Staff

Goal: Highly Performing Staff

Develop Water Professionals

- Hiring 4 co-op students, 15 interns from local technical schools and colleges
- Developing partnerships with local education institutions
- Staff training hours have increased by 184%





Staff: 2016 Major Initiative

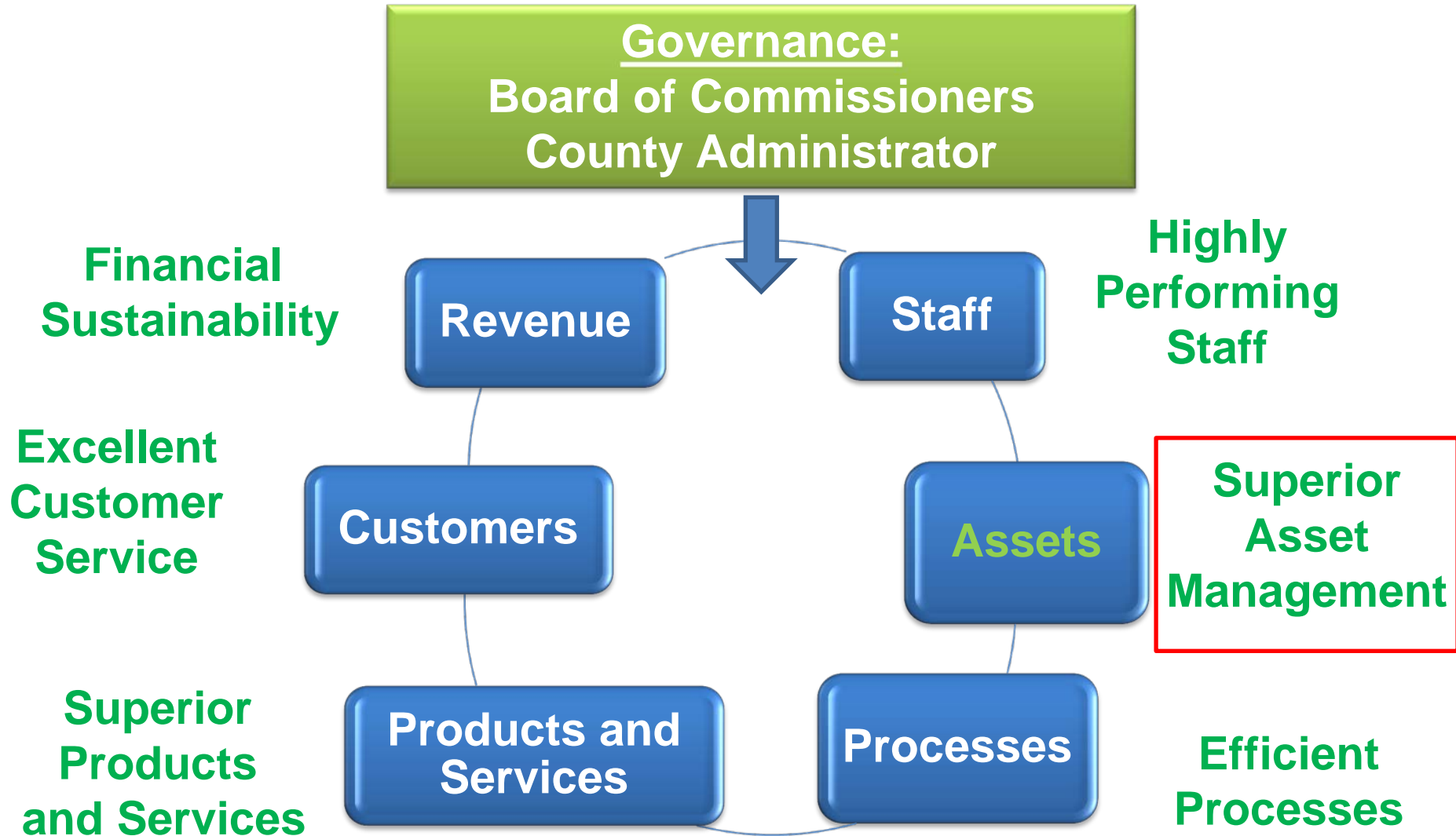
Workforce Development Program

- Right people in the right place with the right skills
- Define attributes of personnel to meet job requirements
- Create career paths for employees
- Advancement tied to skills and performance





Department of Water Resources: A Business Unit of Gwinnett County





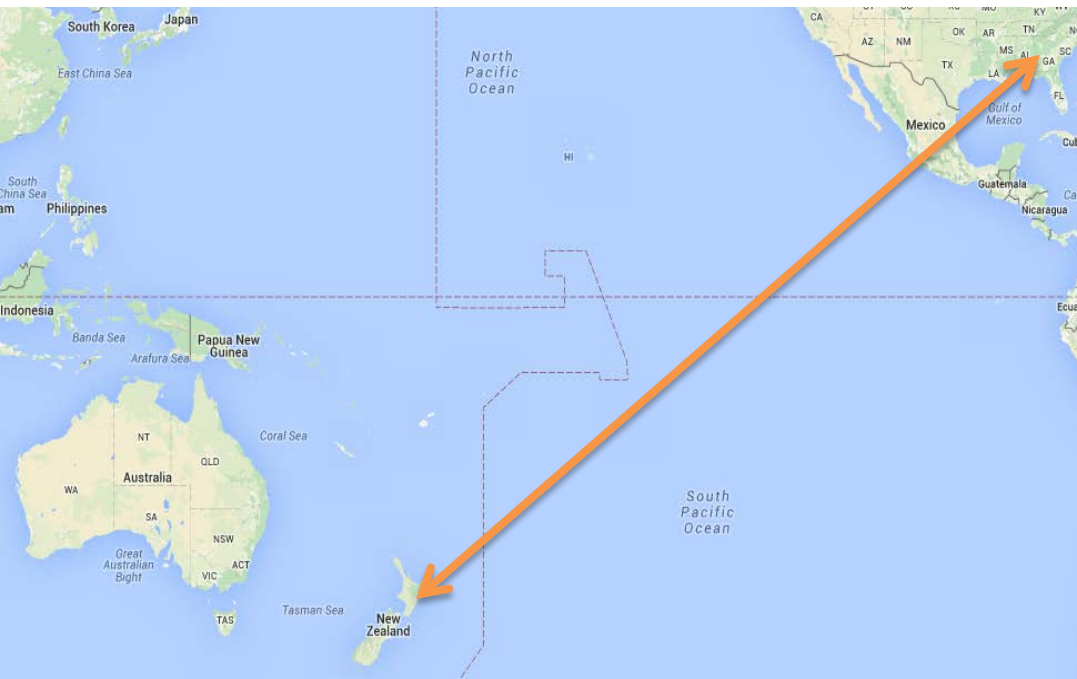
Assets

**\$9 billion
worth of
assets**

**8,000+ miles
of water,
sewer, and
stormwater
pipe**

**3 water
reclamation
facilities**

**2 water
production
facilities**



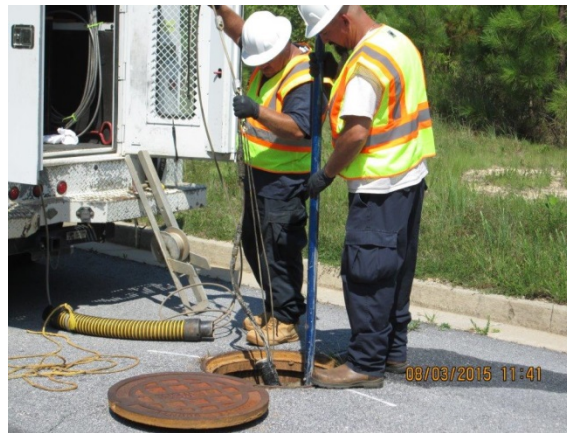


Assets

Goal: Superior Asset Management

Improved
maintenance
practices

- Implemented predictive and preventive maintenance for facilities
- **44% increase in number of proactive work orders**
- **14% reduction in equipment failures**





Assets

Goal: Superior Asset Management

Major Initiative

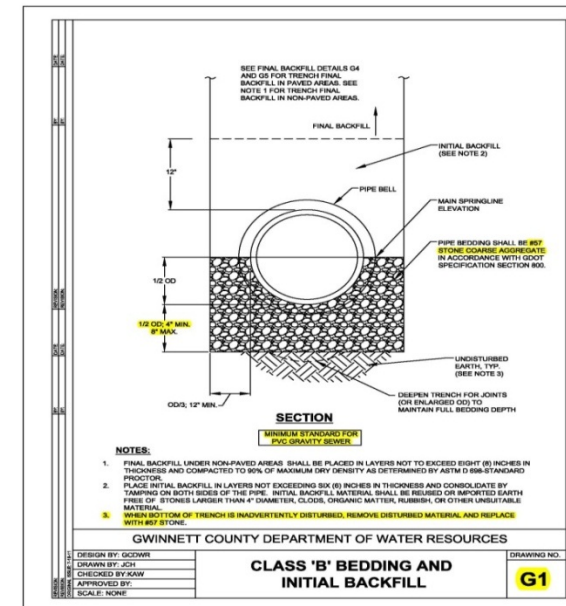
Right asset installed in the right place, in the right way

- Improved inspection practices
- Material and equipment specifications improved

Budget Impact

2016 Budget Decision Package

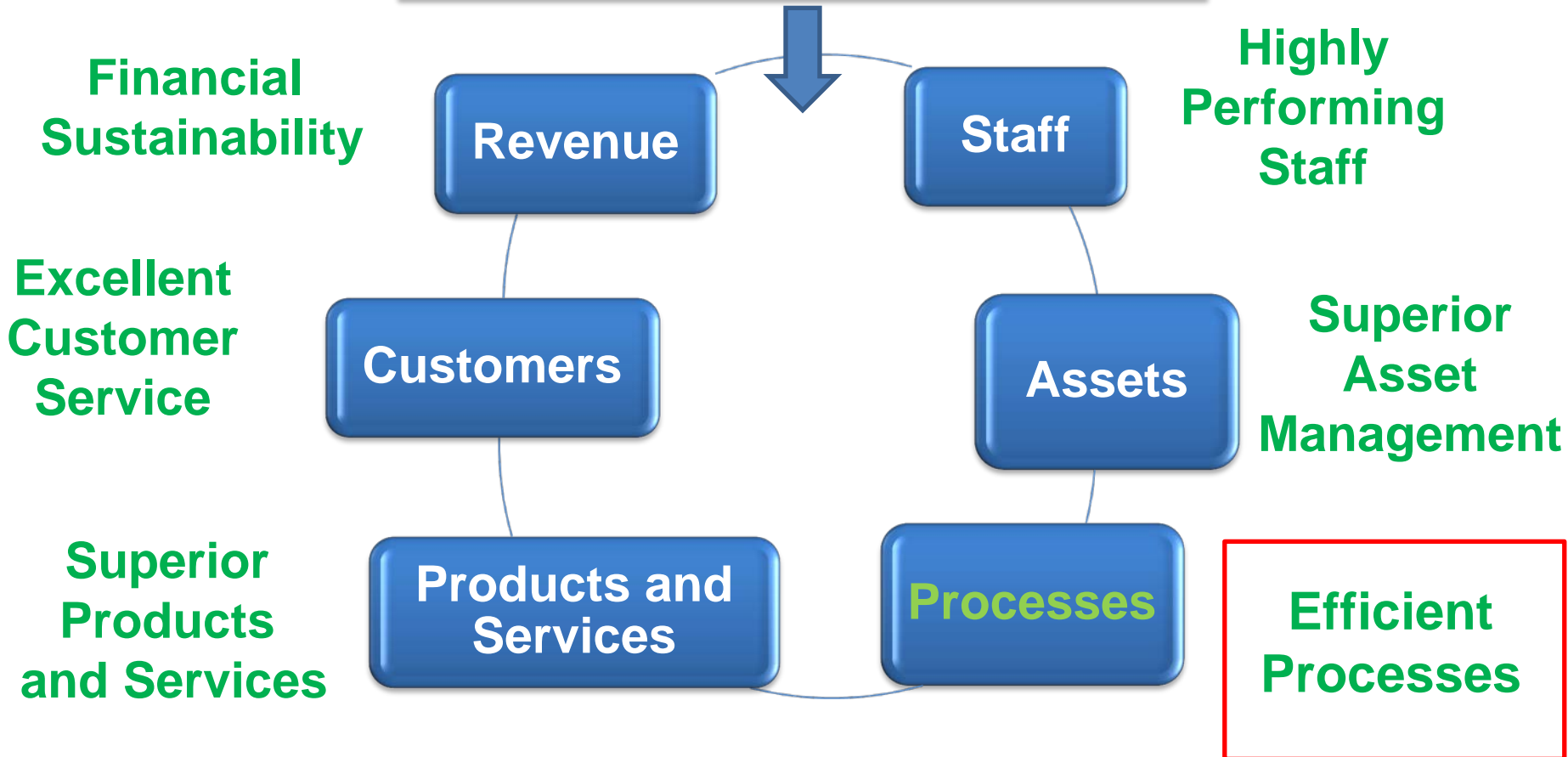
- 2 inspectors
- 2 construction managers
- 2 trades associates





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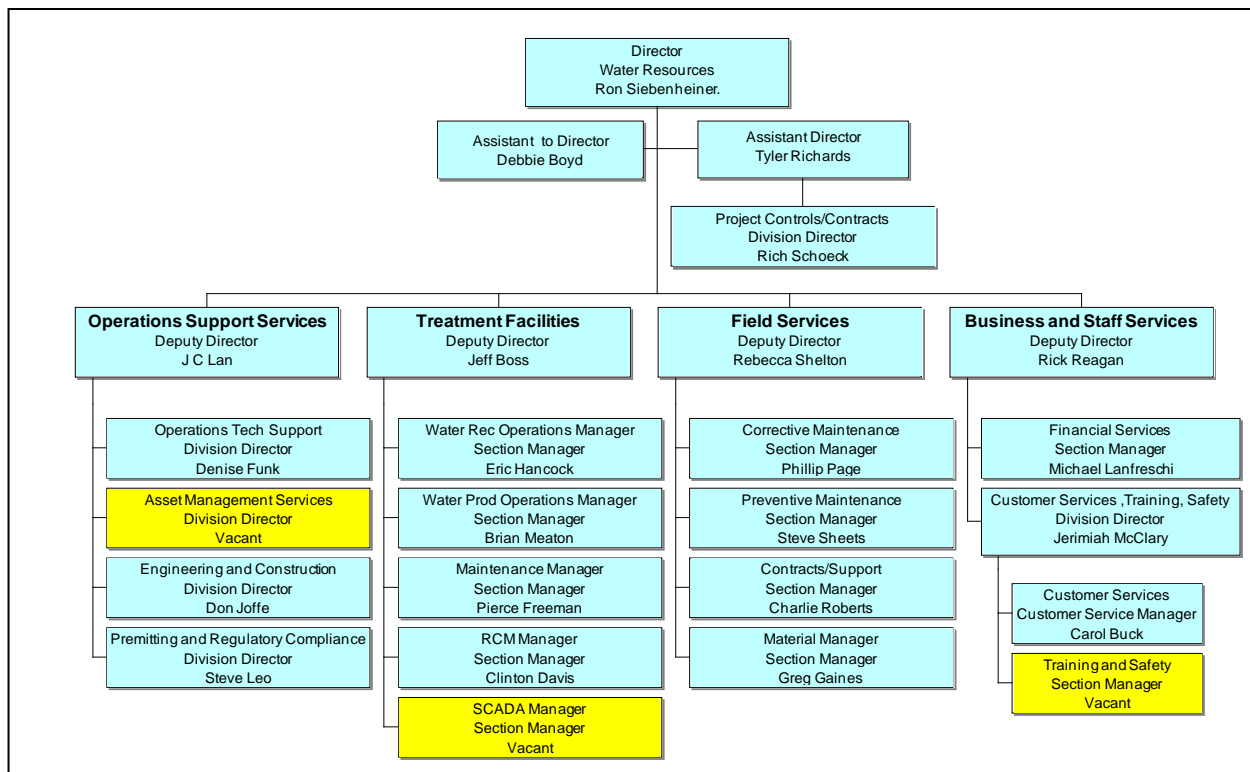




Processes

Connectivity between structure and process

- New organizational structure in place





Processes

System-wide review of all process

- Project delivery
- Field customer service
- Plant operations





Processes

Goal: Efficient Processes

Project Delivery

- Project management improvements
- On-demand construction contracts for maintenance
- Combined stormwater engineering and construction with equivalent group in water and sewer
- Stormwater completed 192 projects in 2014 and is on track to complete 335 in 2015





Processes

Goal: Efficient Processes

Field Operations

- Water, sewer, and stormwater investigation groups combined
 - Single point of contact with customer
- Backflow program going paperless
 - Currently receive more than 16,000 reports per year that must be manually entered into the system





Processes

Goal: Efficient Processes

Facility Operations

- Innovative chemical cleaning of membranes
- Will delay \$15 million replacement cost of membranes

Before



After



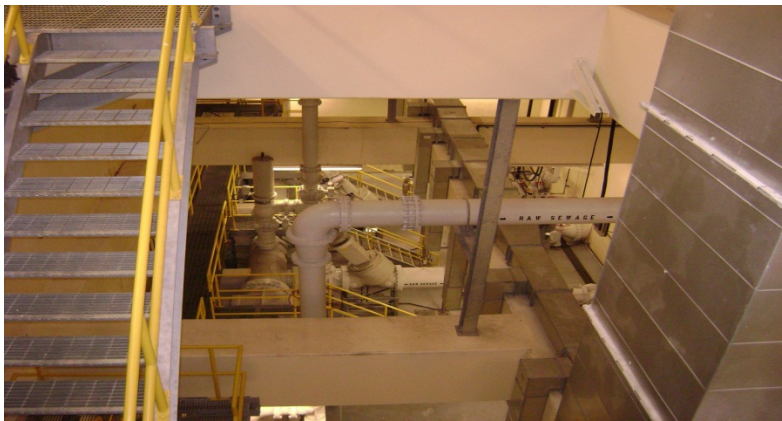


Processes

Goal: Efficient Processes

Facility Operations

- Optimize odor control chemical dosage
 - Bioxide and magnesium hydroxide
- Potential savings of \$500,000/year



Nutrient Recovery Program

- Facility in start up producing pellets
- \$160,000/year projected revenue





Processes

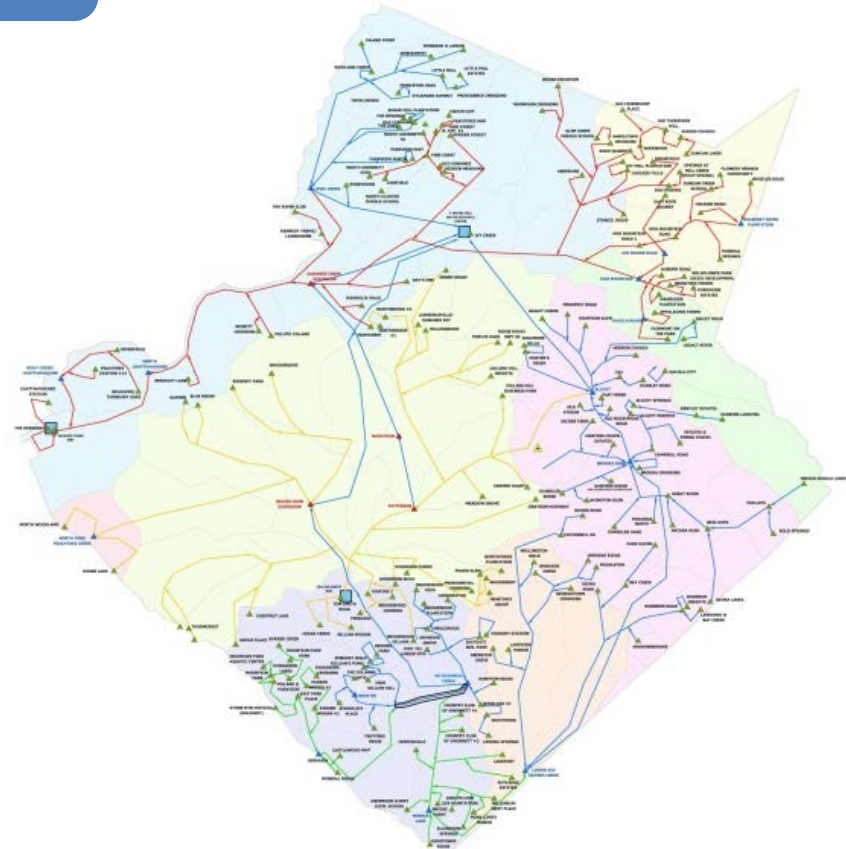
Goal: Efficient Processes

Sewer System Master Plan

- Prepare for projected changes to future growth
- Increase reliability and service capability

Budget Impacts

- 2016 budget includes \$1 million to develop plan
- Long-term reduction in capital and maintenance costs

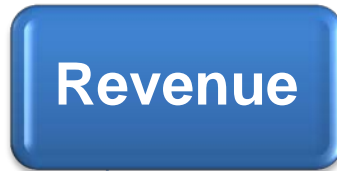




Department of Water Resources: A Business Unit of Gwinnett County

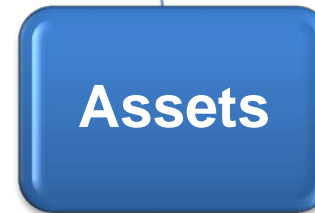


Financial
Sustainability



Highly
Performing
Staff

Excellent
Customer
Service



Superior
Asset
Management

Superior
Products
and Services



Efficient
Processes



Products and Services

Products

- Safe, clean drinking water delivered at proper pressure and flow
- Better quality reclaimed water than permit requirements
- Stormwater drainage and water quality improvements

Services

- Enabling economic development
- Promoting and providing water resources education
- Continuous improvement through innovative research



Products and Services

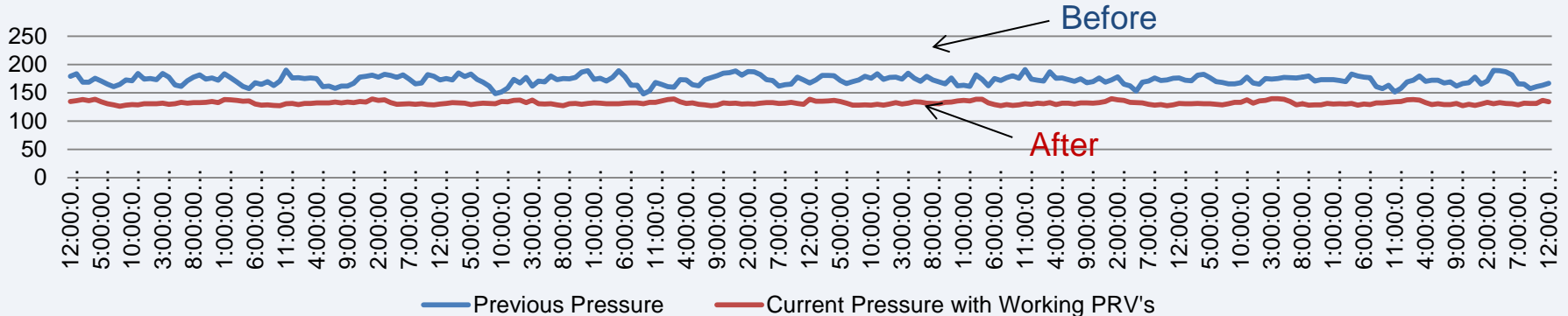
Goal: Superior Products and Services

Pressure Management Program

- Reduced pressure transients reducing pipe breaks
- Reduced pressure in south zone of GC
 - Improved service to 19,000 customers
- Will reduce pressure in 4 zones in north GC
 - Improves service to 57,750 customers



South Pressure Zone Isolation





Products and Services

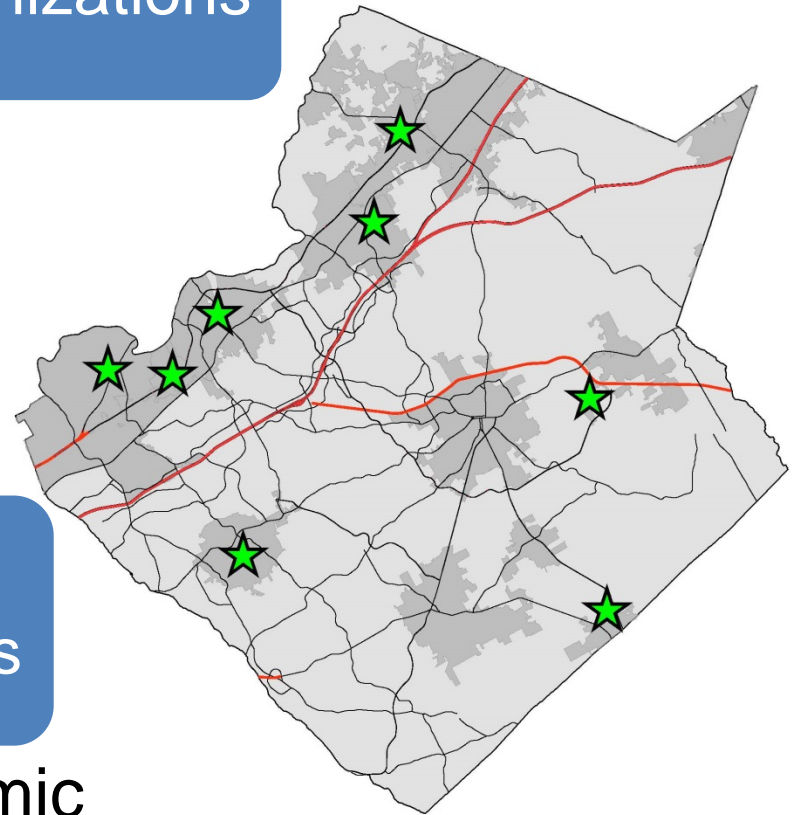
Goal: Superior Products and Services

Partnerships with Community Organizations

- Gwinnett Clean & Beautiful
- Lake Lanier Association
- Extension Service
- GC Public Schools

Partnerships with Cities, Development Community, and Others

- 8 new projects to enable economic development



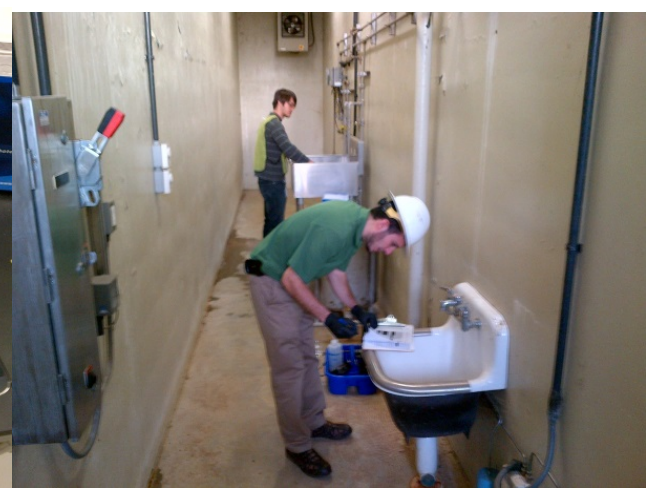


Products and Services

Goal: Superior Products and Services

Innovative Research in partnership with:

- Universities, consultants, and water research organizations
- Involved in 14 research studies in the last 3 years
- Prime researcher in ground breaking direct potable reuse research





Products and Services

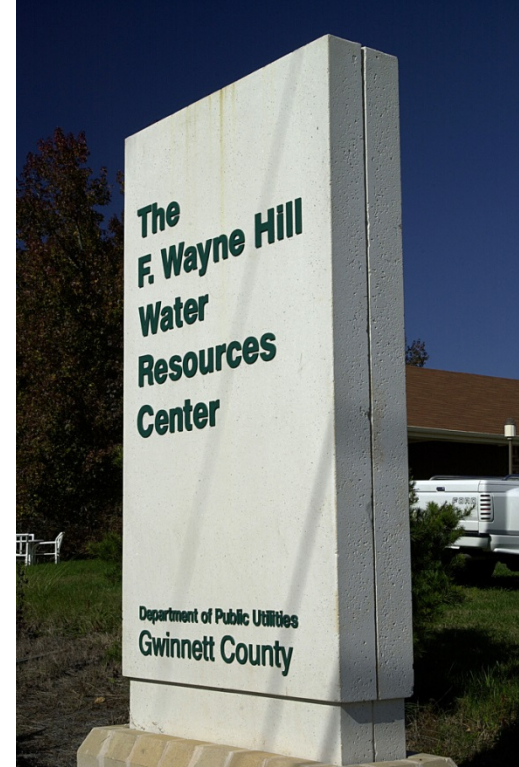
Goal: Superior Products and Services

New initiatives

- Water Education Center located near the F. Wayne Hill WRC

Budget Impacts

- \$11 million included in CIP budget
- Future increase in operating budget





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Customers

Assets

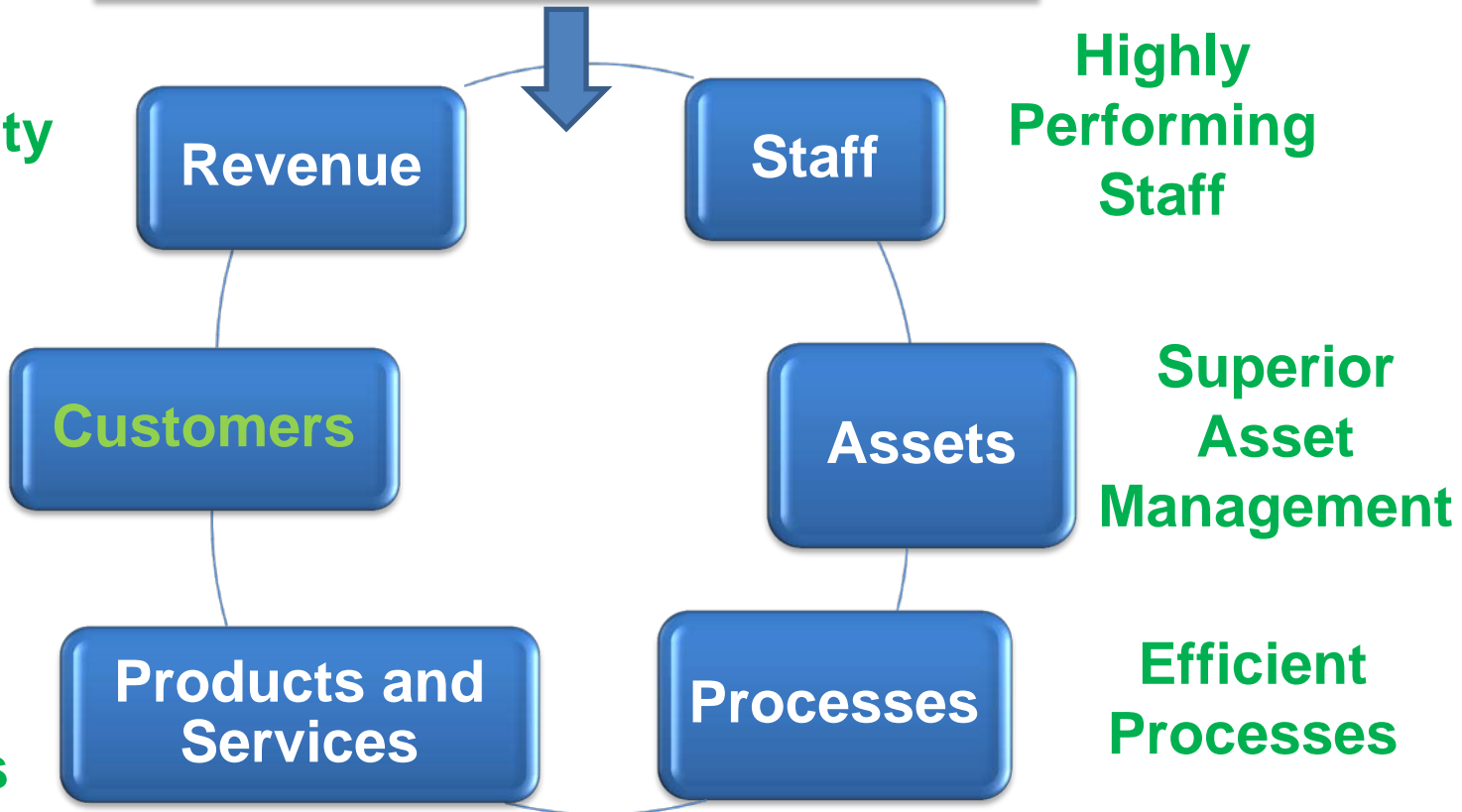
Superior
Asset
Management

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Products and
Services

Processes

Efficient
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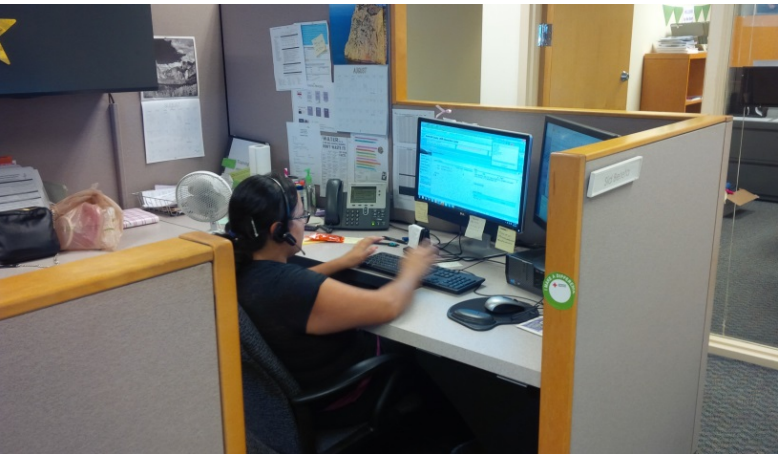
Customers

248,000 water meters

162,000 sewer accounts

233,000 bills sent out monthly

40,000 customer contacts monthly





Customers

Goal: Excellent Customer Service

Customer Service Policies Revised

- Fair, simpler, more transparent

Adjustment to sewer and water charge for leaks, pool filling, and new sod watering

- \$600,000 reduction in revenue
- Increasing customer satisfaction

Payment process improvements

- Streamlining lock-off process





Customers

Goal: Excellent Customer Service

Adding Translation Service

- Gwinnett County is one of the most culturally diverse communities

Partnering with GC Senior Services

- Provide relief for County seniors
- Informational sessions at the 4 county senior centers

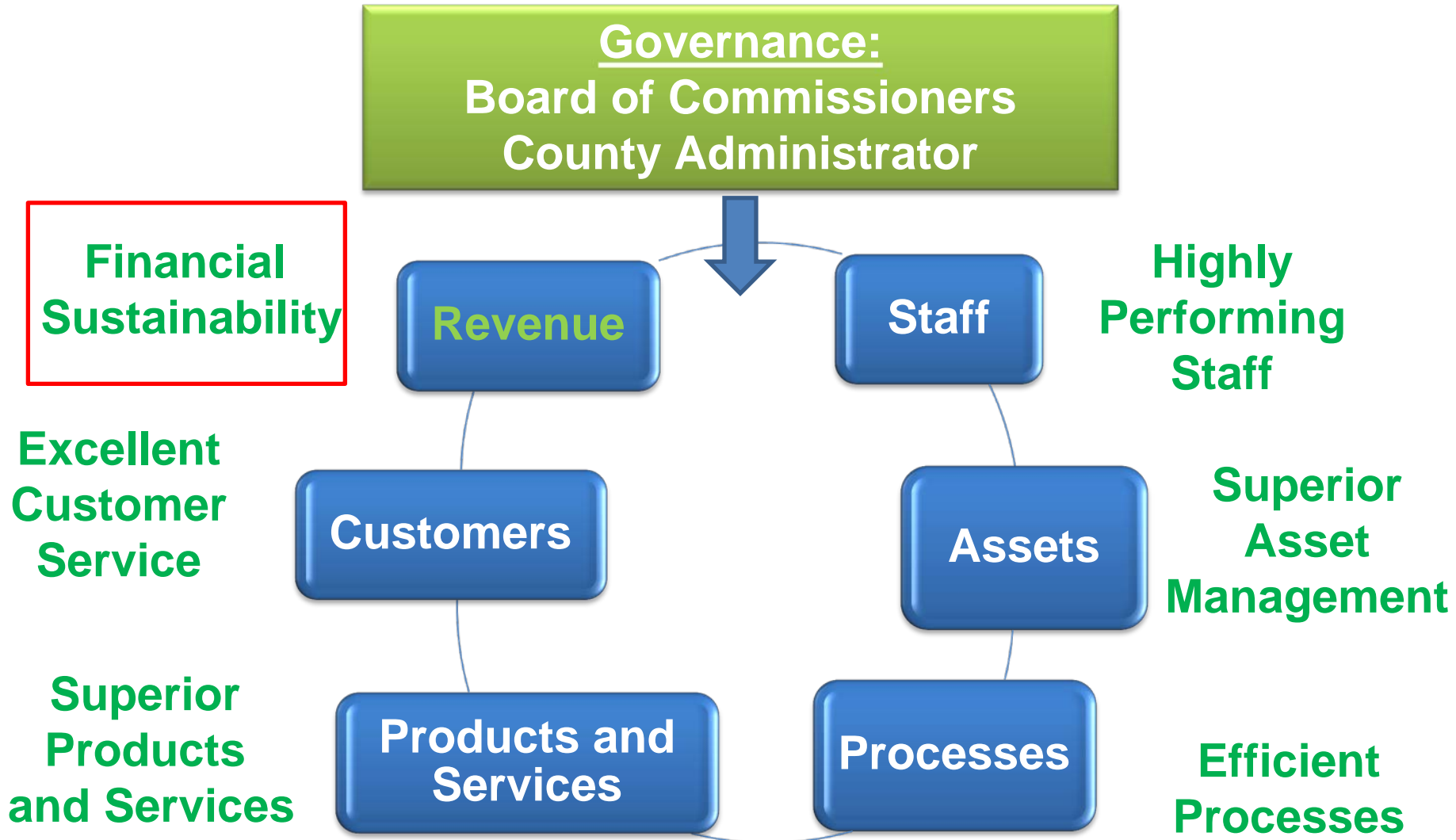
Partnering with United Way

- Assistance for low income families
- Financial literacy education





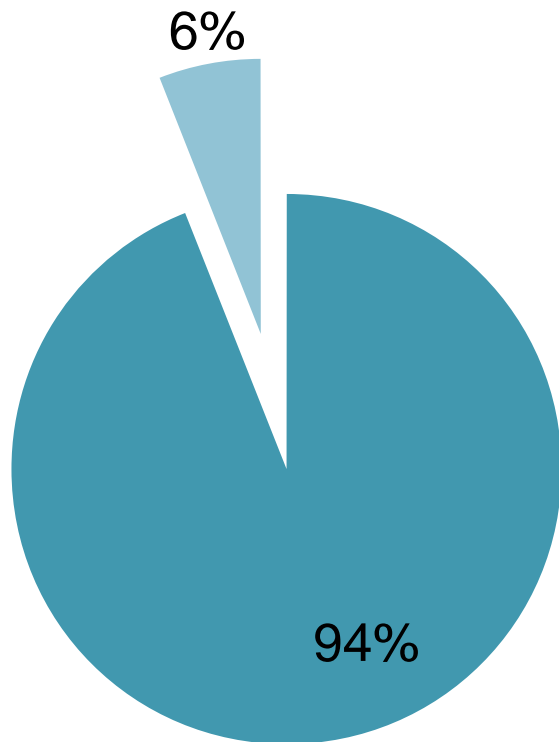
Department of Water Resources: A Business Unit of Gwinnett County





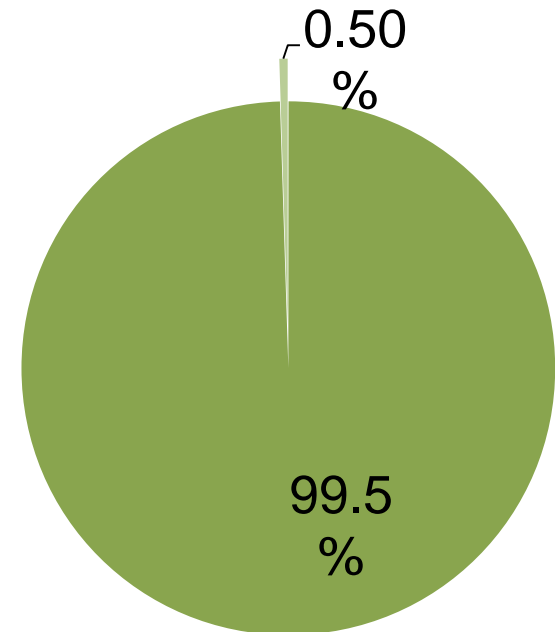
Financial Sustainability 2016 Budget

W&S Revenue
\$ 329 Million



■ W&S Service Fees ■ Other

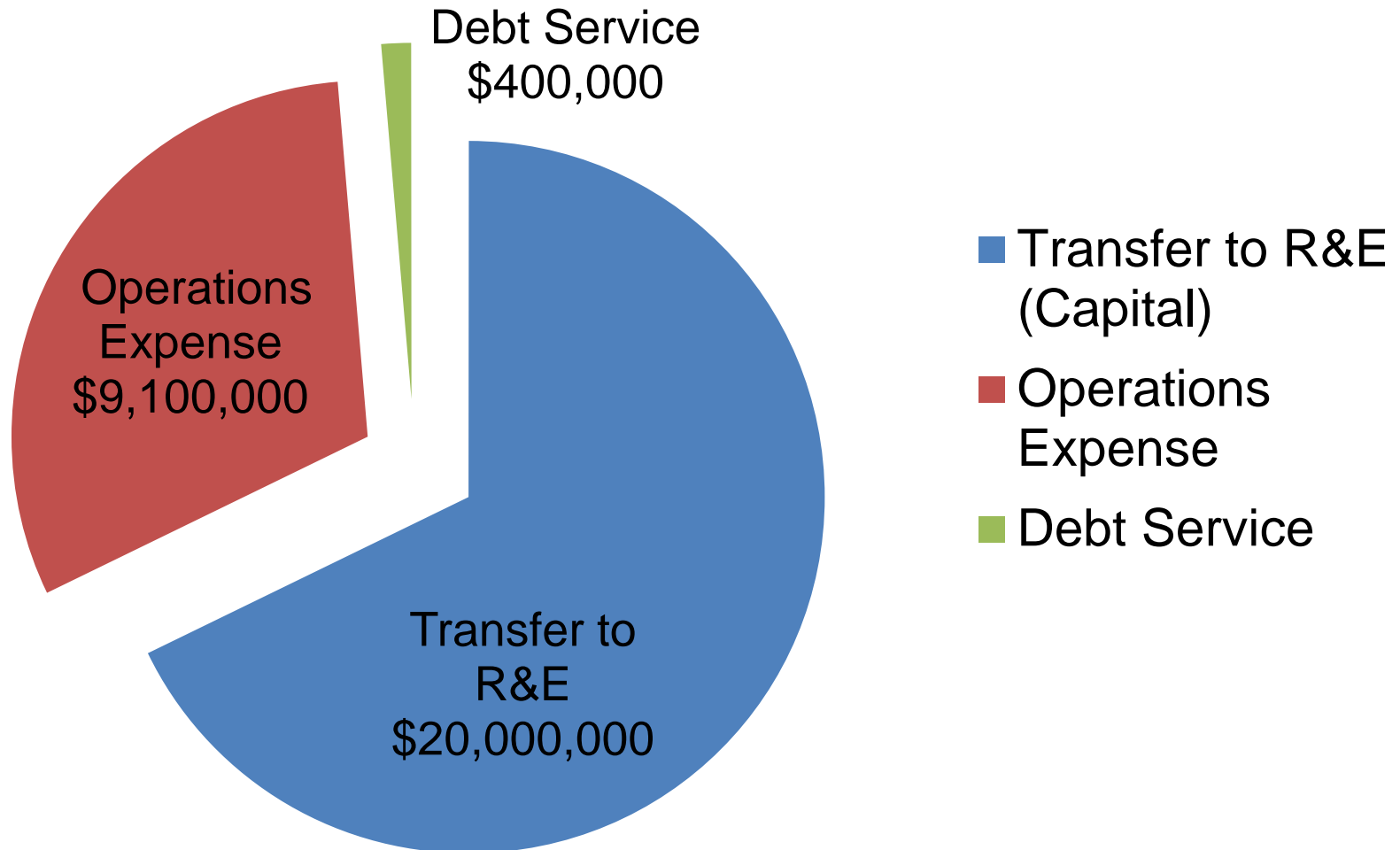
Stormwater Revenue
\$ 31.3 Million



■ Stormwater Fees ■ Other

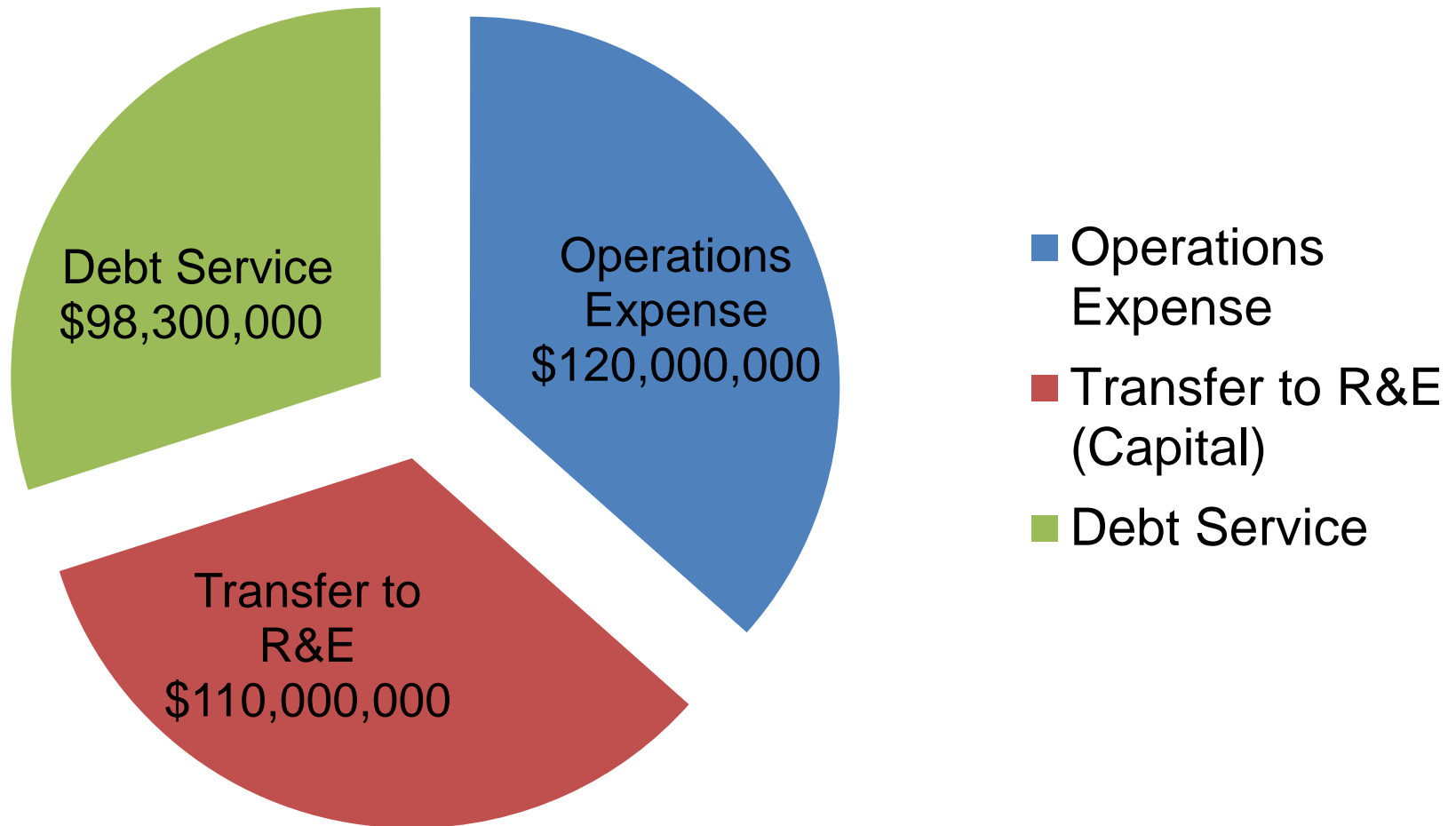


Financial Sustainability Stormwater 2016 Budget



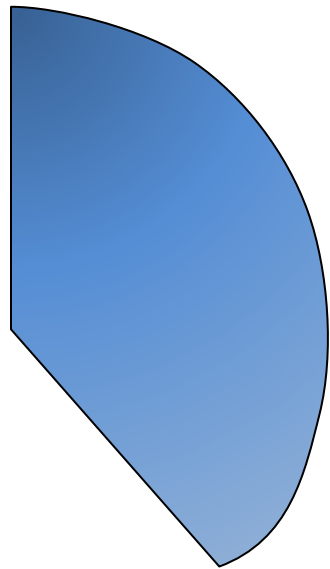


Financial Sustainability W&S 2016 Budget



Financial Sustainability

Operations Expenses



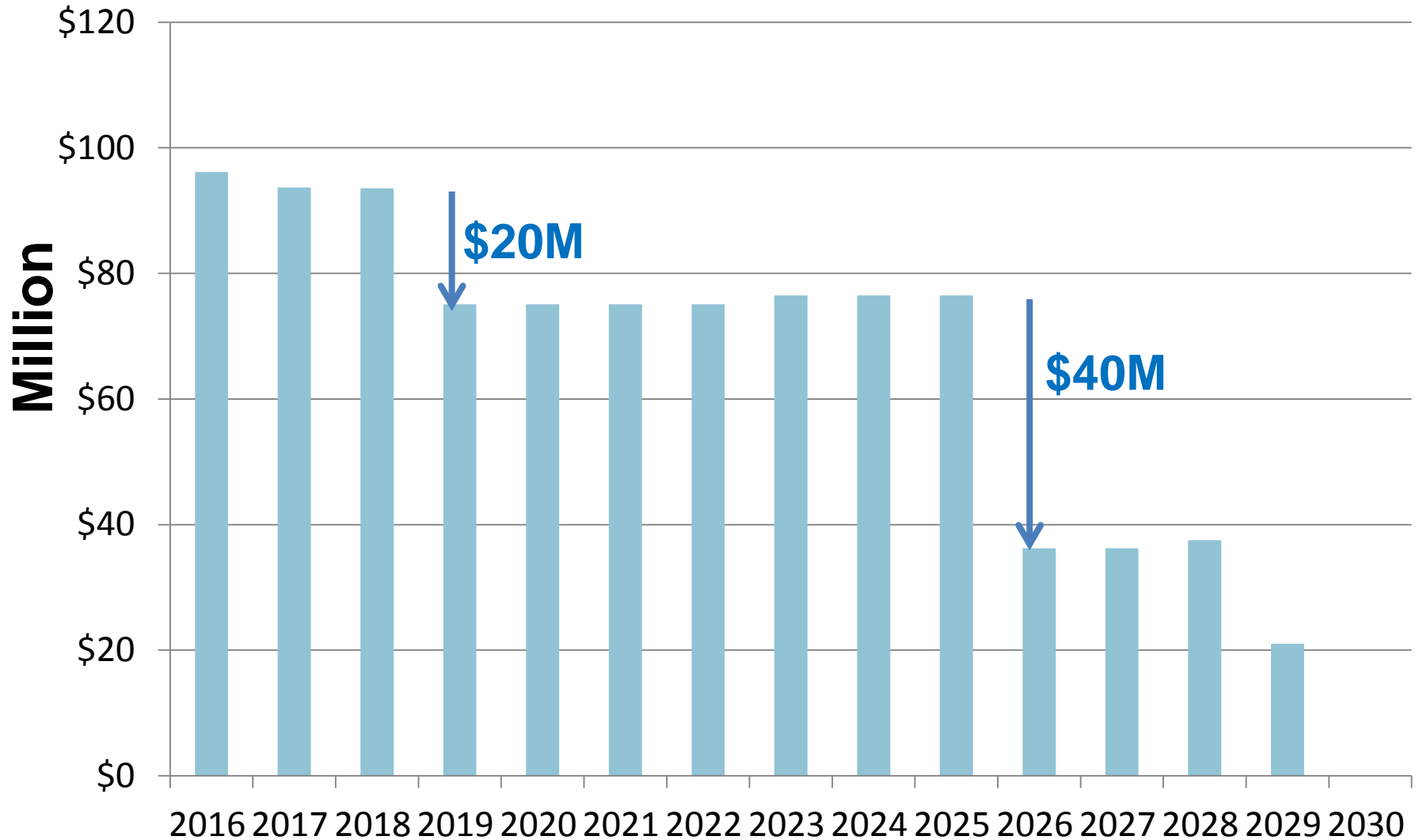
**Operations
Expense
\$120 M**

Category	\$	% Operating Budget
Personnel Services	\$40.7 M	33.9%
Utilities	\$15.5 M	12.9%
Professional Services	\$17.3 M	14.4%
Industrial R&M	\$11.7 M	9.8%
Chemicals	\$9.4 M	7.8%
Other	\$25.4 M	21.2%



Financial Sustainability

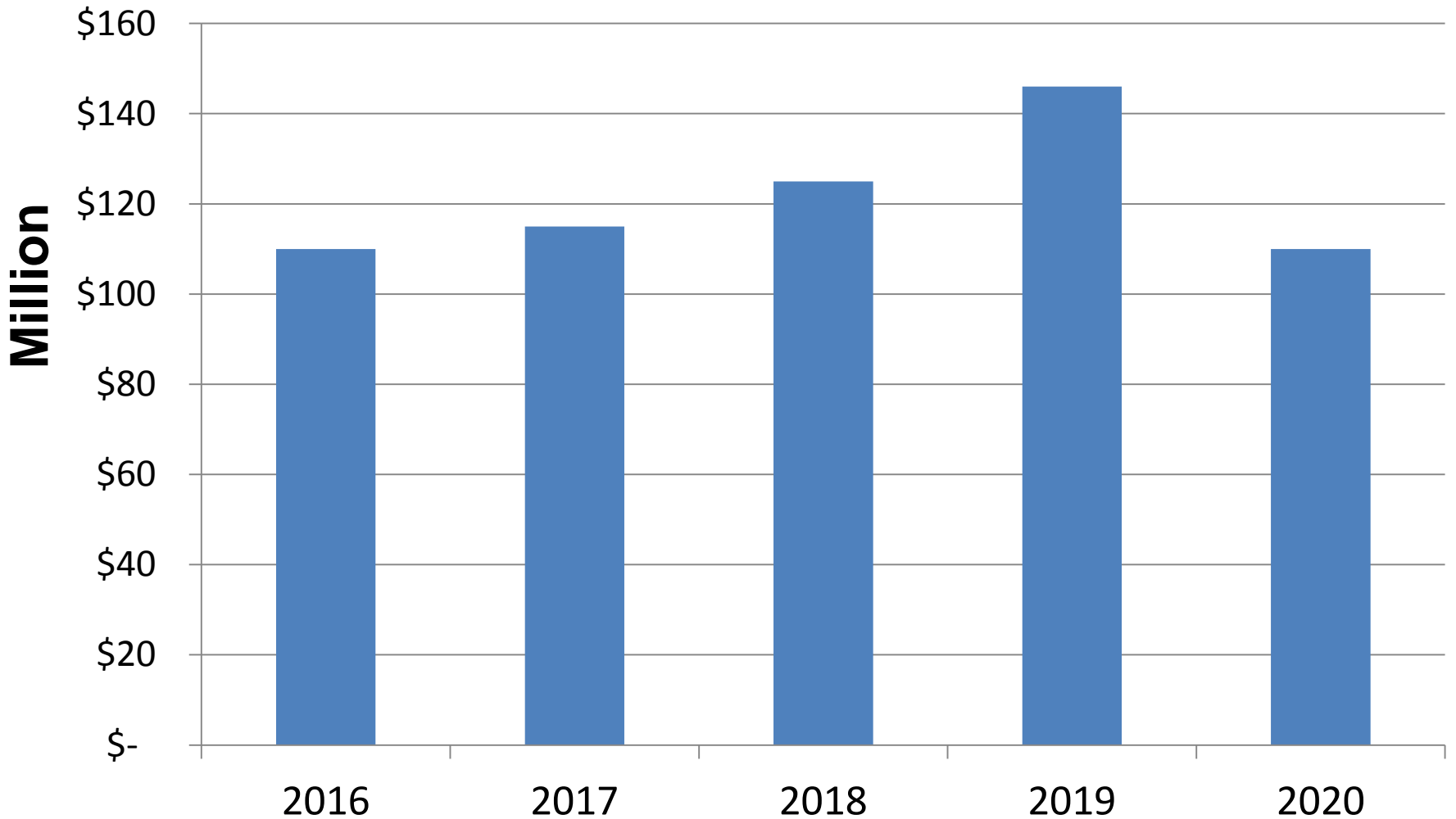
Water and Sewer Debt Service





Financial Sustainability

Water and Sewer CIP 2016 - 2020





Revenue

Goal: Financial Sustainability

Developing long-term financial plan

- Pro forma revised to be simpler and more user friendly
- Easier to run various funding scenarios

Rate increase scheduled for 2015 not implemented

- New smaller rate increases adopted
- Saving customers **\$8.6 million** in 2016 to 2021

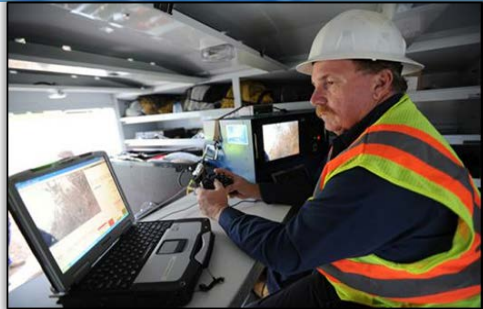
Expect to be debt free by 2030

- Will increase capacity for future maintenance and capital projects





2016 DWR Major Initiatives

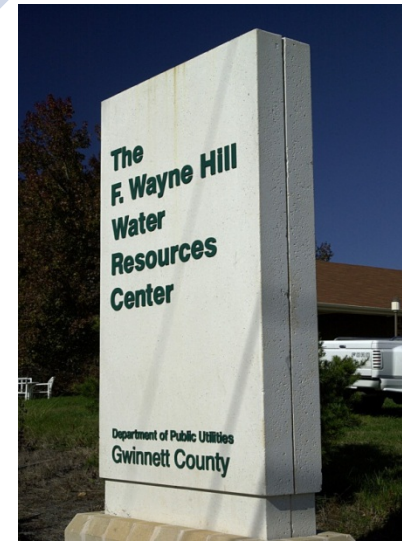


**Workforce
Development
Program**

**Improved
Inspection**

**Wastewater
System Plan**

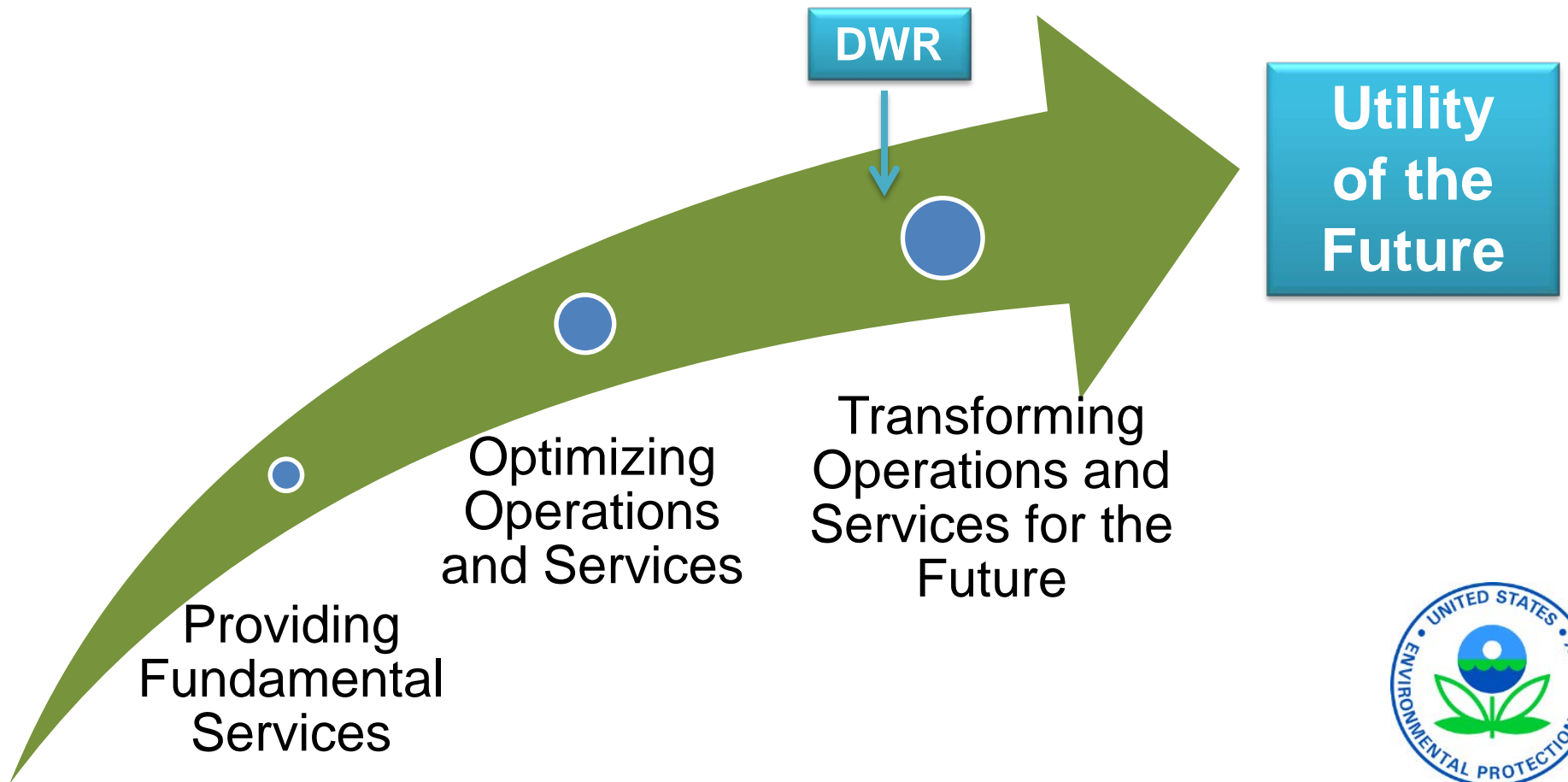
**Education
Center**





Moving Toward Sustainability: Water Utility Roadmap

Continuous improvement through personal commitment, innovation, efficiency, and education





Questions?