



CITY OF ATLANTA DEPARTMENT OF  
**watershed  
management**

# Atlanta City Council | City Utilities Committee **Department Quarterly Report**

**Mayor Keisha Lance Bottoms** | Kishia L. Powell, Commissioner  
September 11, 2018



CITY OF ATLANTA DEPARTMENT OF  
**watershed  
management**



Reports to  
Council

# DWM-AIM Cyber Incident Rebuild Efforts



90% of Server Infrastructure/ File shares Restored

6 Critical Servers

4 Print Servers

130 Application/ Database Servers

Restored 3 of 4 File shares

100% of DWM Applications Restored

33 Recovered

7 Rebuilt (Vendors)

3 Migrated to Cloud

2 Rebuilt (Internal Team)

6 Interface Reconfigurations/ Initiated

12 Non - Impacted

75% of Desktops/Laptops Reimaged

892 Devices Reimaged & Validated

100% Network/Firewall Connections Restored  
**(\*pending major upgrades)**

Allowed access to DWM applications and interfaces, including vendor access.

50% of VPN Users Restored

Implemented Palo Alto VPN Solution, migrated off NetMotions

Onboarded 200+ Users

# DWM Cyber Update



## Overall Restoration Efforts & Impacts:

- 100% of DWM specific applications restored and available to end-users and customers
- Anticipate reporting functions will normalize between August and October 2018
- Currently assessing impacts of encrypted documents on DWM file share systems
- No impacts to water and wastewater treatment operations or water quality
- No impacts to water and wastewater emergency services response
- No impacts to incident response time for major water incidents

## Business Functions:

- Currently working through operational backlogs generated as a result of manual processes implemented during the rebuild efforts
- Significant impacts to data utilized for reporting within operational systems due to system limitations from March 22 - July 16 and manual tracking during the rebuild efforts
- Metering and Billing Services restored April 2018 for 20 users; all users restored July 2018
- Cash Applications/Operations restored at all locations as of July 16, 2018
- Collections Operations restored and within current SLAs as of 4/10/2018
- DWM Websites fully restored as of June 2018
- Metal Plate tracking restored as of June 2018
- New Service requests processing time improving from 10 days to 2 - 4 days (within SLA)

# Lead and Copper Rule Compliance Monitoring



## Lead and Copper Rule (LCR)

- Lead and copper enter drinking water primarily through plumbing materials
- In 1991, EPA published a regulation to control lead and copper in drinking water. This regulation is known as the Lead and Copper Rule
- The treatment technique for the rule requires systems to monitor drinking water at customer taps; If lead concentrations exceed an action level of 15 ppb or copper concentrations exceed an action level of 1.3 ppm in more than 10% of customer taps sampled, the system must undertake a number of additional actions to control corrosion.

## LCR Sampling

- DWM performs triennial sampling (every three years) for the LCR; Samples collected between June 1st and Sept 30th
- Required to submit at least 50 tap water samples from Tier 1 residences (single family with copper pipes/lead solder installed 1982 -1989 or connected with lead service pipes)

## 2018 Sampling and Analytical Results

- Final analytical results received for 31 samples
- Awaiting results of 15 samples from EPD
- Of the 31 final analytical results received to-date, there were 11 sites with detections of lead; **5 locations had detections above the Lead Action Level (AL) of 15 ppb** (parts per billion) (67, 110, 210, 440 and 140 ppb)

## Environmental Compliance

- DWM has called, hand delivered and sent via certified mail the required notification, sample results and public information to each of the 10 sites
- DWM is providing re-sampling of these locations
- An action plan summary has been provided to EPD which summarizes steps to further investigate the four sites that exceeded the Lead AL
- DWM will continue to monitor results and follow required protocols for notifications





# RM Clayton WRC Incinerator Compliance

## Title V (Part 70) Operating Permit No. 4952-121-0268-V-02-0



- **Title V of the Clean Air Act** Amendments of 1990 requires that all major stationary (nonmoving) sources of air pollutants obtain a permit to operate.
- **Proposed Consent Order** – DWM received a proposed Consent Order for sludge incineration activities at RM Clayton WRC. The conditions of this Order are as follows:
  - Pay \$31,760 to Georgia EPD
  - Revise Annual Compliance Reports for 2016 and 2017 as required by Condition 6.2.19 of the Permit
- **Meeting With EPD** – In June, DWM staff met with EPD to discuss the Order given several letters of No Further Action was received following attempts to cure reporting concerns.
- **Compliance**
  - DWM has engaged an Air Specialist to assist with required corrections to the Annual Reports as requested by EPD; the scheduled completion dates for the Reports is October 20, 2018.
  - Several repairs have been made to improve the operations of the incinerators
  - Implementation of the GESPC biosolids project will decommission the incinerators in 2-3 years



# Proposed Draft Consent Order - R.M. Clayton Part 70 Operating Permit No. 4952-121-0268-V-02-0



EPD Consent Order for Title V Air Permit Violations as follows:

Condition	Explanation of Violation
1	4.1.1 - Failing to submit test results within the time period required
2	6.2.19 - Failing to submit an annual compliance report for 2016 for Subpart M MMM within the time period required
3	6.2.20 - Failing to calculate and maintain 12-hour and 3-hour block average records
4	8.17.1 - Operating SSI units and their associated scrubbers outside of acceptable operating parameter levels in the first and second halves of 2016 and much of 2017
5	3.4.12 - Allowing visible emissions of combustion of ash from the ash handling system for more than 5% of the hourly observation period
6	6.2.20 - Failing to submit a Subpart M MMM Semiannual Report for the first half of 2017 within the time period required
7	8.9.2 - Failing to furnish the Division information that the Division requested to determine compliance with the Permit
8	8.14.1 - Failing to accurately certify the Facility's compliance status in the 2017 Annual Compliance Certification

## Corrective Actions

- DWM's Compliance section is presently going through an internal Quality Assurance/Quality Control review in an effort to properly track all projects
- These violations are currently being addressed

# Summary of NPDES Violations



EPD typically consolidates multiple violations over an extended period of time into a single, consolidated Consent Order

Consent Order	Period	Type	Number	Total	Penalty Paid	Average Penalty per Violation
Consolidated Violations September 5, 2012	APR 2008 to MAY 2009	Unpermitted Discharges	6	24	\$ 98,000	\$ 4,803
		Limit Exceedences**	18			
		Failure to Report				
		Failure to Sample				
		Major Spills				
Consolidated Violations May 31, 2016	JAN 2009 to SEP 2015	Unpermitted Discharges*	34	213	\$ 378,136	\$ 1,959
		Limit Exceedences**	131			
		Failure to Report	25			
		Failure to Sample	8			
		Major Spills	15			
Consolidated Violations Pending	SEP 2015 to MAY 2018	Unpermitted Discharges* (Sep 2015 – Dec 2017)	20	188	\$365,513 Pending	\$1,944 Pending
		Limit Exceedences** (Sep 2015 – May 2018)	130			
		Failure to Report (Sep 2015 – May 2018)				
		Failure to Sample (Sep 2015 – May 2018)	5			
		Major Spills (Sep 2015 – Dec 2017)	33			

\* Per incident circumstances, major spills can also be included as unpermitted discharges - 1 incident, 2 violations

\*\* Per incident circumstances, major spills can also be included as effluent limit exceedences - 1 incident, 2 violations





# Summary of NPDES Violations

## Pending Consent Order from EPD

- September 2015 through May 2018
- Includes all Combined Sewer System (CSS) Facilities and Water Reclamation Center (WRC) Facilities
- **Compliance incidents:**
  - Unpermitted discharges – 20
  - Other major spills (Sanitary Sewage Overflows (SSOs) and facilities) – 33
  - Permit limit exceedences – 130
  - Other - 8
- **188 violations**
- **Three factors account for 72% of the violations:**
  - **Intrenchment Creek WRC** – 16 Major Spills (0.08%) – 16 unpermitted discharges; none since February 2016
  - **RM Clayton WRC** – 106 (86 Permit Violations; 20 Major Spills)\* (56%) – Violations include 42 Phosphorus exceedences; 41 Total Suspended Solids (TSS) exceedences. Headworks upgrades complete; Sand Filter media replacement completed in June 2018, and there have been no more TSS violations for June or July, 2018.
  - **Combined WRC** – 38 Permit Violations (20%); 34 of the violations are for Phosphorus exceedences, which are still occurring.

**\* 1 Incident can result in up to 11 violations including a major spill**

# Proposed Draft Consent Order – Water Reclamation Centers and East Area and West Area Combined Sewer Systems NPDES Permit Nos. GA0039012, GA0037168, and GA0038644



EPD Consent Order primarily for unpermitted discharges and effluent limit exceedances; covers violations from September 2015 through May 2018:

Condition	Explanation of Conditions
1	Within ninety (90) days of the execution date of this Order, <b>pay to the Georgia Department of Natural Resources \$365,513</b> for the violations listed in this order (unpermitted discharges, outfall spills, fish kill, effluent permit limit exceedances, and other narrative violations).
2	Within ninety (90) days of the execution date of this Order, <b>address all comments in the Division's March 10, 2015 letter to the Respondent regarding the Design Development Report (DDR).</b>
3	Within 180 days of execution date of the order, <b>submit an approvable scheduled for substantial completion</b> of the decommissioning of Intrenchment Creek WRC and upgrades at South River WRC.
4	Submit to the Division semiannual progress reports on the decommissioning of Intrenchment Creek WRC and upgrades at South River WRC within thirty (30) days of the end of the semiannual periods.
5	Within 90 days submit a summary of improved operational and control measures implemented at RM Clayton to optimize phosphorous removal
6	Within 90 days the RM Clayton WRC must be in compliance with the phosphorous and Total Suspended Solids effluent permit limitations.

## Corrective Actions

- DWM met with EPD Representatives on August 2, 2018 to address the conditions
- A response letter was sent to EPD on August 6, 2018 to address the conditions in the order
- The violations (Total Suspended Solids and Total Phosphorus) are currently being addressed with operational as well as short and long-term capital improvements

# Proposed Consent Order – East Area and West Area Combined Sewer Systems - NPDES Permit Nos. GA0037168 and GA0038644



An EPD Consent Order is proposed **in response to DWM's request for an extension to complete required permit sampling for metals** as follows:

Condition	Explanation of Conditions
1	The Respondent shall <b>make every reasonable effort to perform the sampling required in Part 1.C.11 of their NPDES Permits when the climate allows</b> , and submit their results as soon as a statistically adequate number of samples have been obtained, no later than March 1, 2020 (expiration date of NPDES Permit). The Respondent shall submit a report of progress towards this goal to the Division within thirty (30) days of the semiannual periods ending June 30 and December 31 of each year, until the required sample reports have been submitted.
2	Within sixty (60) days, submit to the Division both the instream Water Quality Control Feature (WQCF) laboratory monitoring data for all three metals that the Respondent requested removed (cadmium, lead, and nickel), as well as data for TSS and hardness, in electronic format with PDF copies of the laboratory reports.
3	Within ninety (90) days, submit a study plan indicating where, when, how, and what monitoring will be performed in the Respondent's use of the Biotic Ligand Model (BLM) analysis for zinc and copper, to be reviewed and approved by both the Division and EPA Region 4 for a change in the water quality standards.

## Actions

- DWM met with EPD Representatives on August 2, 2018 to discuss the conditions of the Consent Order.
- A contractor has been re-engaged to update and execute the Sampling Plan
- Historical data for the five metals, TSS and hardness from 2013 – 2016 has been retrieved

# Hemphill WTP Reservoir I Evaluation and Recommendations



## Authorized Planning Budget (Projects): \$1.2M Ongoing – Infrastructure Stability

**Highlights:** Water system includes two raw water reservoirs located in NW Atlanta with a combined storage capacity of  $\pm$  525 million gallons, providing  $\pm$  5 days of storage for water treatment and distribution. Reservoir east of Howell Mill Rd, Hemphill Reservoir No. 1, provides  $\pm$  1/3 of the reservoirs' total storage capacity, but is currently not in service.

## Updates

### May 2018 Level 1 Event:

- Upon receipt of notification, an A/E performed an immediate inspection
- Reservoir was lowered to elevation of 945 feet
- Seepage stopped

### Further Progress:

- **NTP was issued to Arcadis/BPA, JV in June 2018 to commence investigation work**
- Historical data has been collected from EPD, dating back to 1978
- Based on historical data review and trends from visual inspections, there is a need to raise the level of Reservoir No. 1
- Meeting with EPD is pending to obtain approval to raise the elevation so that an accurate assessment can be performed to identify the root cause of the problem
- July 2018 meeting held with EPD and Office of Water Treatment and Reclamation staff to review all records for both reservoirs
- **Continuous bi-weekly reporting to the EPD**



# Financings



Issue	Par Amount	Purpose	Status
Series 2018A	\$106,795,000	Refund Series 2008 Bonds <b>saving \$2M in annual debt service</b>	Closed – June
Series 2018B	\$289,730,000	Refund Commercial Paper and Secure Funds for Priority Projects	Closed – July
Series 2018C	\$328,000,000	Refund Series 2013 Bonds <b>Projected savings of \$3M in annual debt service</b>	Closing – Sept.
2018 EIB (Environmental Impact Bonds)	\$13,500,000	Secure Innovative Funding for Green Infrastructure Projects	Closing – Dec.

## SWAP Update

- In May, DWM terminated one of two SWAP agreements with UBS and anticipates terminating the second SWAP in September
- The transactions have a **projected annual savings of approximately \$3M**





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# Administrative Highlights

# Water Policy

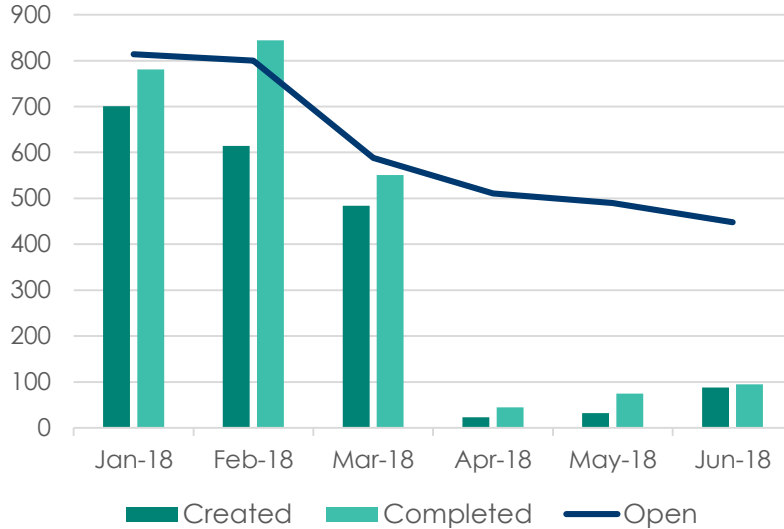


Policy	Description	Dollar Amount	DWM Impact
<b>Water Resources Development Act (WRDA)</b> House Resolution 8 Bill Shuster (R-PA) Senate Bill 2800 John Barrasso (R-WY)	Authorizes water resource studies and projects and sets Army Corps of Engineers policies for water supply	Sewer Overflow grant - \$225M/yr	<ul style="list-style-type: none"> <li>FY18 - \$3M Proctor Creek Project Anticipated project cost \$7.4M</li> <li>\$26M available in Continuing Authorities Program and WRDA Section 219 for CIP projects (e.g., RM Clayton Levee Improvements and Lakewood Fairgrounds)</li> </ul>
<b>Senate Water Workforce Bill</b> Senate Bill 2346 Cory Booker (D-NJ)	Included in the Senate WRDA bill; to provide support for public water and wastewater utilities addressing high retiring workforces	Water utility workforce development grant - \$1M/yr.	DWM has obtained support from GA Delegation, GAWP, the Metro District, and other local utilities to get Bill in WRDA. Provides resources for DWM's workforce programs
<b>Water Infrastructure Finance and Innovation Act (WIFIA)</b>	Accelerates investment in water infrastructure with long-term, low-cost supplemental loans for regionally/nationally significant projects. Funds a maximum of 49% of eligible project costs.	FY18 - \$70M	In July, DWM submitted letters of interest for WIFIA loans for projects totaling \$295M
<b>US Water Alliance Equity Taskforce</b>	Six city network (Atlanta, GA; Buffalo, NY; Camden, NJ; Cleveland, OH; Louisville, KY; Milwaukee, WI) developing equitable water policies /practices locally and nationally	N/A	<ul style="list-style-type: none"> <li>Development of Water Equity Roadmap – Nov 2018</li> <li>Development of policy and implementation of equity taskforce action items – Dec 2019</li> </ul>
<b>The Water Affordability Act</b> Senate Bill 3015 Kamala Harris (D-CA)	Establishes a pilot Low Income Sewer and Drinking Water Assistance grant program	To be determined	Grants to 10 municipalities that operate drinking water systems and are subject to a consent decree
<b>Water Sector Affordability Project</b>	Congress has mandated that EPA revise framework for determining clean water (wastewater) affordability	N/A	Commissioner Powell is a member of the national industry Steering Committee developing household affordability criteria/ making recommendations to EPA

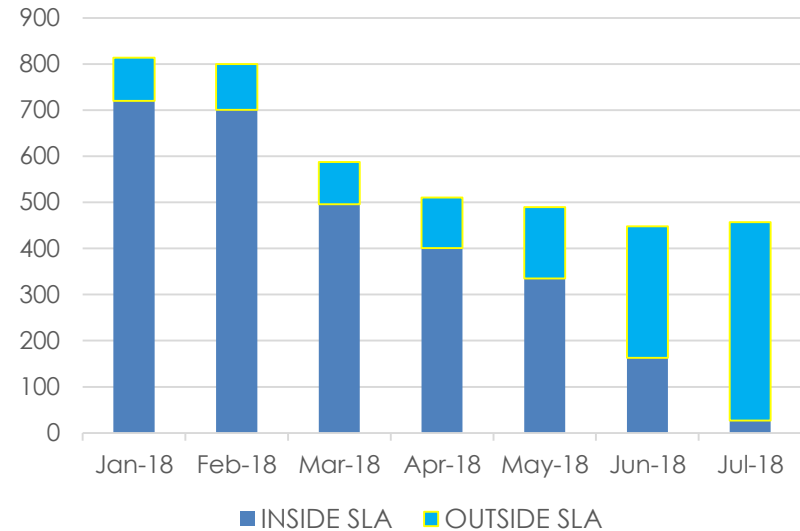
# Bill Disputes



### Bill Dispute Work Orders



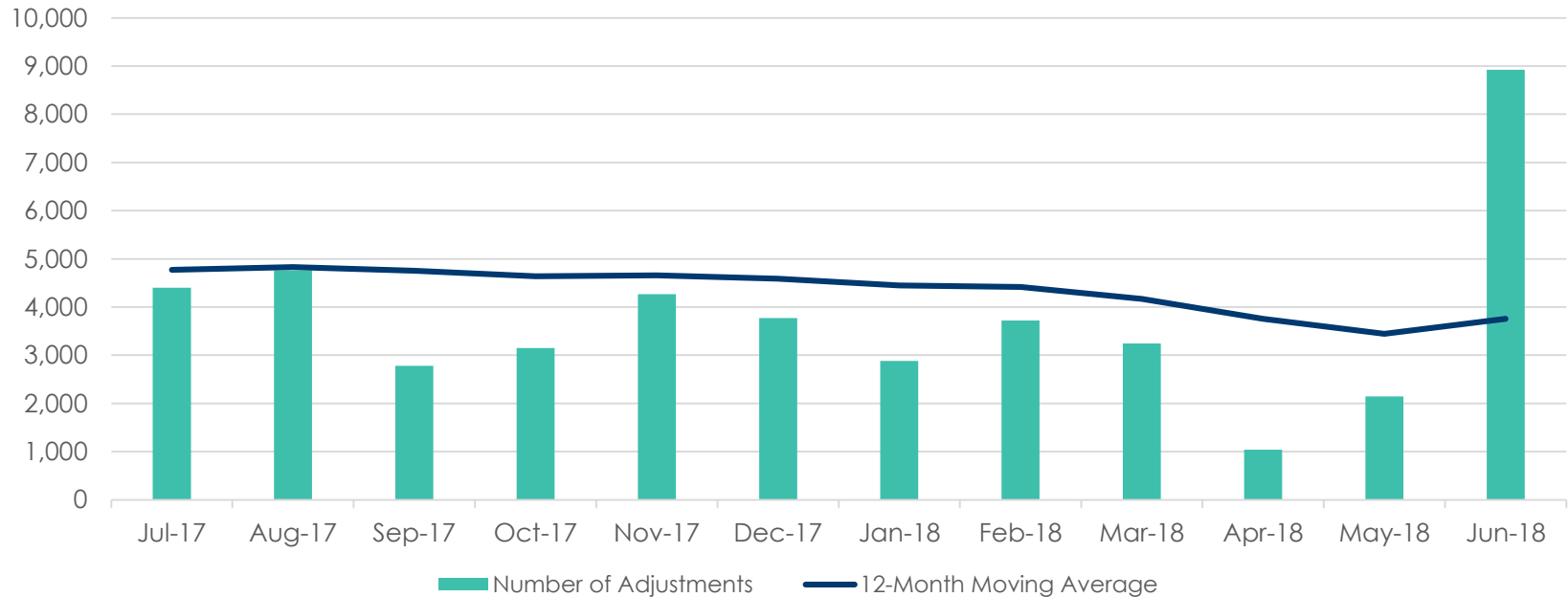
### Open Bill Dispute Work Orders by SLA Status



- Due to limited system access, both created and completed bill dispute work orders fell significantly in the quarter
- Existing work orders that could not be completed fell outside of the 90-day SLA



## Number of Bills Adjusted



- Due to limited system access, the number of bills adjusted fell considerably following the Cyber Incident
- The large increase in June 2018 reflects DWM's effort to catch up on outstanding work

# Customer Assurance & Satisfaction Team (CAST)



- **Escalations:**

Issues that are outside of SLA that are sent to CAST for handling

- Opened: 174
- Closed: 232

- **Robo Calls:** Suspended; will resume in Sept.

Robo calls were being used a proactive measure to contact customers when there is a significant increase in consumption. This feature was put on hold due to limited access to the enQuesta system. These calls will resume in September.

- **New Service:** 3,343                      **Disconnect Service:** 2,913

Requests from Walk-in Centers, the online portal and fax.

- **Proactive Calls:** Suspended; will resume in Sept.

Calls made to customers after a reported issue is inspected (Call to Inspection) and completed (Inspection to Completion). These calls allow DWM to set expectations for customers and to ensure customer satisfaction with the service. This feature was put on hold so that the employees of this group could be utilized to assist with other manual functions due to the Cyber Incident. These calls will resume in September.



# Customer Assurance & Satisfaction Team (CAST)



- **High/Low Bill Calls: 2,333**

Customers contacting DWM to inquire about a high or low bill, account analysis conducted and customer contacted to thoroughly discuss billing inquiry. **All customers from April – June have been contacted and resolution has been reached or in progress.**

Council District	High/Low Bill Calls Received	Closed and Resolved	Customers awaiting meter investigation or account review
1	121	79	42
2	60	38	22
3	92	61	31
4	92	82	10
5	117	72	45
6	101	62	39
7	92	58	34
8	147	88	59
9	123	81	42
10	141	114	27
11	119	98	21
12	148	103	45
Outside City	980	691	289
<b>Grand Total</b>	<b>2,333</b>	<b>1,627</b>	<b>706</b>

- 515 accounts had one time spikes in consumption
- 48 accounts had increased consumption caused by a register change
- 16 accounts had a work order for a leak repair on the outlet side of the meter

# Customer Mapping Workshop



- 2-day workshop
- 20 participants

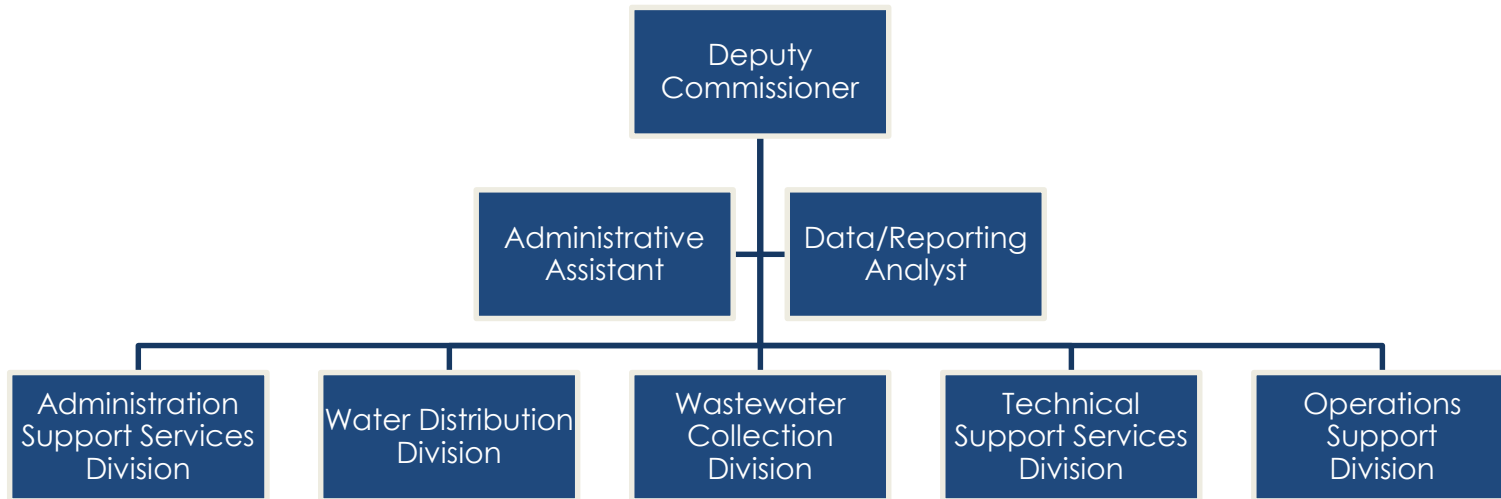
Journey Map Stage	1. Request new service	2. WS sets up new service	3. Receive 1st water bill	4. Question the water bill	5. Resolve/ Appeal bill	6. Pay Bill	7. Get Help	8. Close out water service
Touchpoints	Call 311, Walk In or request on portal.	Customer not home for WS Inspector	Bill shows many ways to pay	Call to 311 to query bill	CAST F/U with Appeal status	7 or 8 ways to pay	Call 311 or 501 -24/7	"System" notifies billing
Annoyances	Walk-in: Bring in Documents - Forgets/didn't know I had to bring it with me	Inspector finds problem delays turn-on - leaves door knocker	98% pay bill - but hard to understand Bill	I need to talk to someone but I have to keep calling	WSB listens to appeal/resolution goes well	Local channels: WU. Kroger, sometimes down	Don't know who to call or how to describe my problem	When Bill/ Collections not adjusted in timely manner
Pain Points	Purchase new meter-(walk in only)-wait 15 wks. To install	New customer doesn't see door knocker from Inspector	Irrigation and Domestic on different bills	Long time to communicate back to customer	Told the date of appeal-no choice. Not open after hrs.	Renters not aware of online payment	311 answers not correct	Don't realize I need to close the account
Moment of Truth	Upload info on portal. Receive confirmation on portal	Customer calls 311 or goes to Walk-in to get info on turn-on delay	Don't know how to read bill and fees. Opportunity for welcome kit	Meter is misread and not on their property.	Unfriendly bldg. Bad parking, security escort experience	Misapplied payment: crossed meters call 311 for help	Get shuttled back and forth to different depts.	I didn't realize I have to bring documentation to C/O
	CAST sends F/U email or phone w/just account number. No other info	Deal with other depart' s. No single POC. Escal. to CAST	Surprised by back-billing. I don't want to pay Nobody told me	Don't understand 3 Tiers on bill and other charges	I have to take off work to Appeal.	311 has no access to Dept. of Finance Info. Can't resolve	Different Depts have different answers	Meter not T.O. before new turn on - back billing to former occupant
Wants - Thinking	Not informed of Irrigation, Dom, Sewer, Sr Discs,	CAST updates: 1.Research 2.Status 3.Decision F/U	I don't understand separate bills/ accounts	CAST clearly explains the bill	Problem with billing can take 12 months	Can't pay by phone through rep only IVR	No feedback-what's been done about my problem?	No clear explanation of Turn-on/Turn-off processes
	Don't understand different WS Departments	CAST knows how to get things done	The bill is wrong Something is wrong with the meter	I have to escalate this again	This is taking too much of my time	It should be easier to pay	Not confident my issue will be resolved	I did everything I was supposed to do
Needs - feeling	Angry, no one told me what to expect, bring with me.	Except for CAST, one hand doesn't know what the other is doing	Feel like DWM just wants more money from me	Disenchanted with 311 lack of knowledge	Anxiety: What is DWM Hiding?	Just be done with it.	DWM is hiding the ball. I'll be sent again to another department	WS will think I'm stealing



**Next steps:**  
 Customer 1-on-1 interviews  
 Customer Moments of Truth (MOT)



# Office of Linear Infrastructure Operations (OLIO) Reorganization and Competitive Pay Initiative



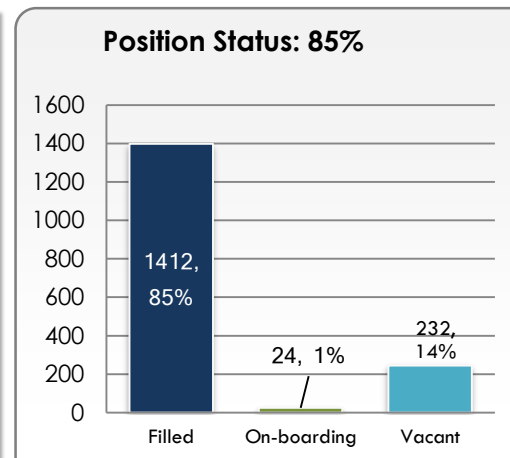
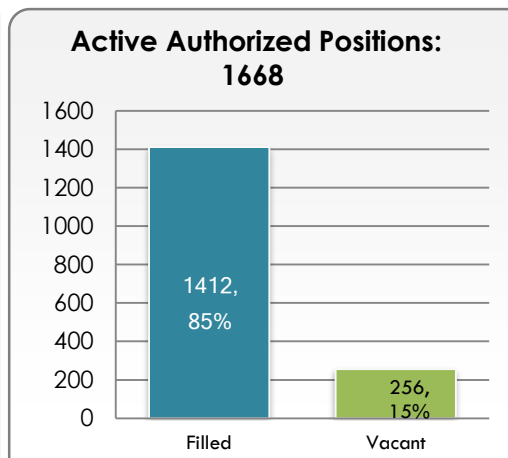
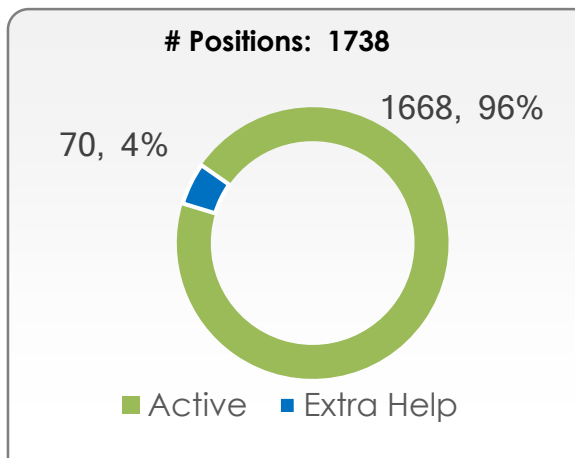
## Purpose

- Reduce layers of Management; improve accountability
- New operations support division
- Create more consistency in work practices between the Distribution and Collections divisions
- Position crews to promptly respond to emerging issues and better serve customers (geographic focus)
- Organize crews to work more efficiently; Maximize productivity on all shifts
- Strengthen leadership structure; improve accountability
- Clarify job responsibilities and reporting relationships
- Boost the competitiveness of pay for hard to fill positions; improve recruiting and retention; increase potential for salary growth

## Timeline

- **June** – Personnel Paper adopted by Atlanta City Council creating desired structure (new titles, grade amendments, reclassifications, etc.)
- **August** - Posting key openings, conducting training
- **September** – Complete shift in structure, make raises effective

# Positions: Filled & Vacancy Report



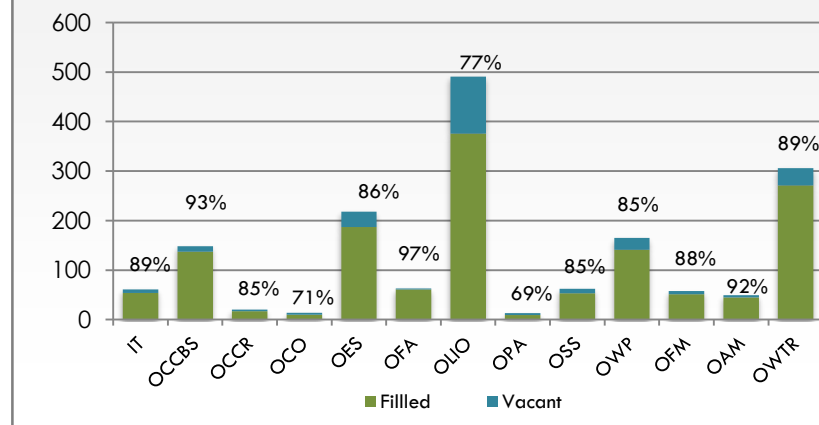
## Notes

- 85% → 86% occupancy rate w/on-boarding (candidate identified/selected)
- 44.9% of the vacancies are within OLIO

## Recruitment Efforts:

- Lincoln Technical, Atlanta Technical, Emory and Georgia Tech College Career Fair
- Mailed list of job opportunities within 25-mile radius for Crew Supervisors, Treatment Plant Operators, and Electrician Non-Restricted License holders for positions within operational offices

## Filled/Vacancy by Office



**Key for Offices:** IT=DWM Info Mgmt; OCCBS=Customer Care/Billing Servs; OCCR=Communications/Community Relations; OCO= Commissioner's Office; OES=Engineering Servs; OFA=Financial Admin.; OLIO=Linear Infrastructure Operations; OPA=Performance /Accountability; OSS=Safety/Security/Emergency Mgmt; OWP=Watershed Protection; OFM=Facilities Mgmt; OAM=Asset Accountability Mgmt; OWTR=Water Treatment/Reclamation



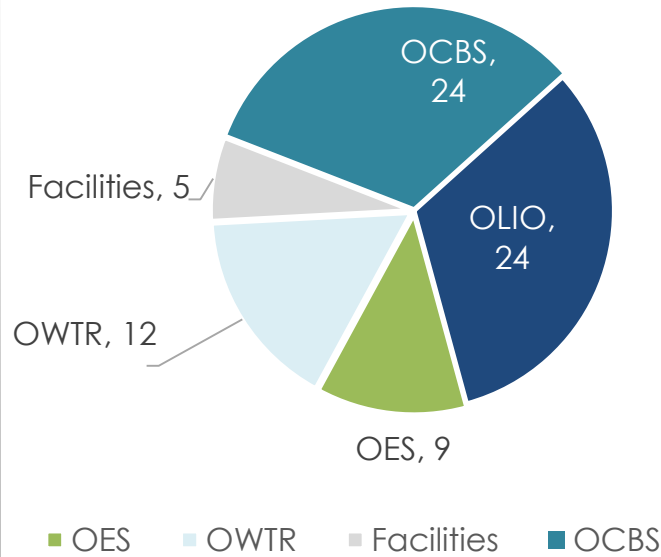
# Water Distribution Operator & Collection System Operator Training & Certification



74

Provided  
Water Distribution Operator  
Certification Training

Distribution Certification  
Training:



29

Provided  
Collection System Operator  
Certification Training

Distribution: 4

Collection: 3



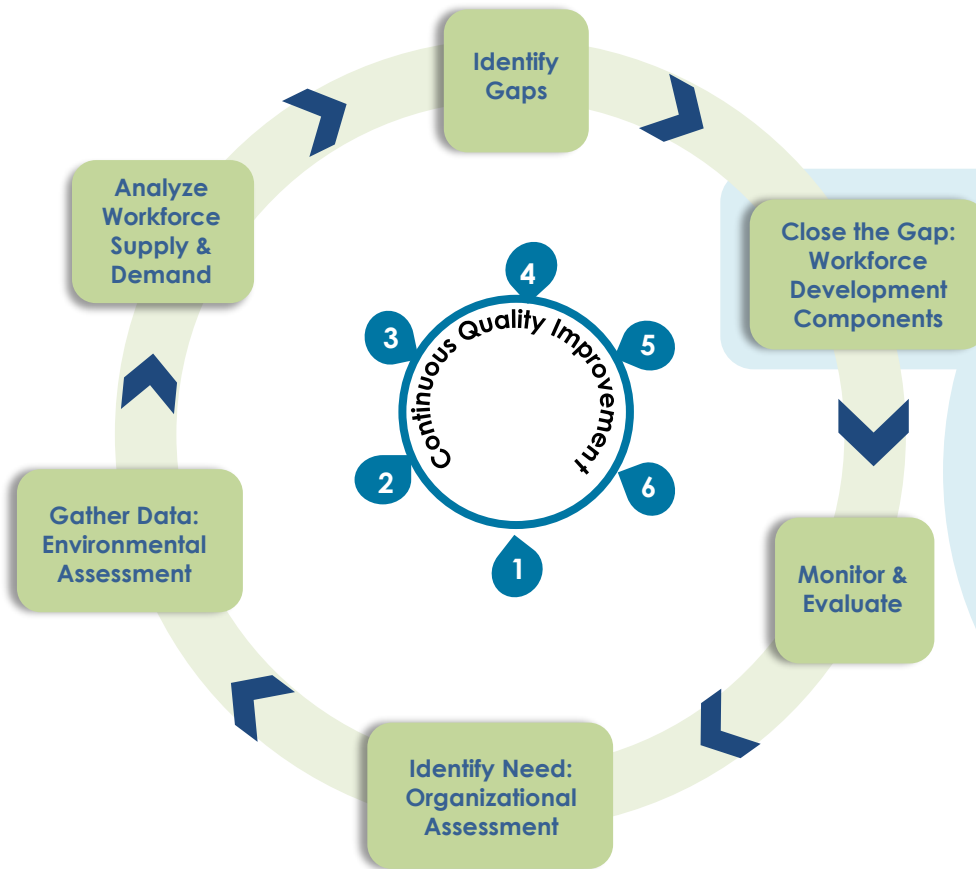
7

Passed  
Certification Exam

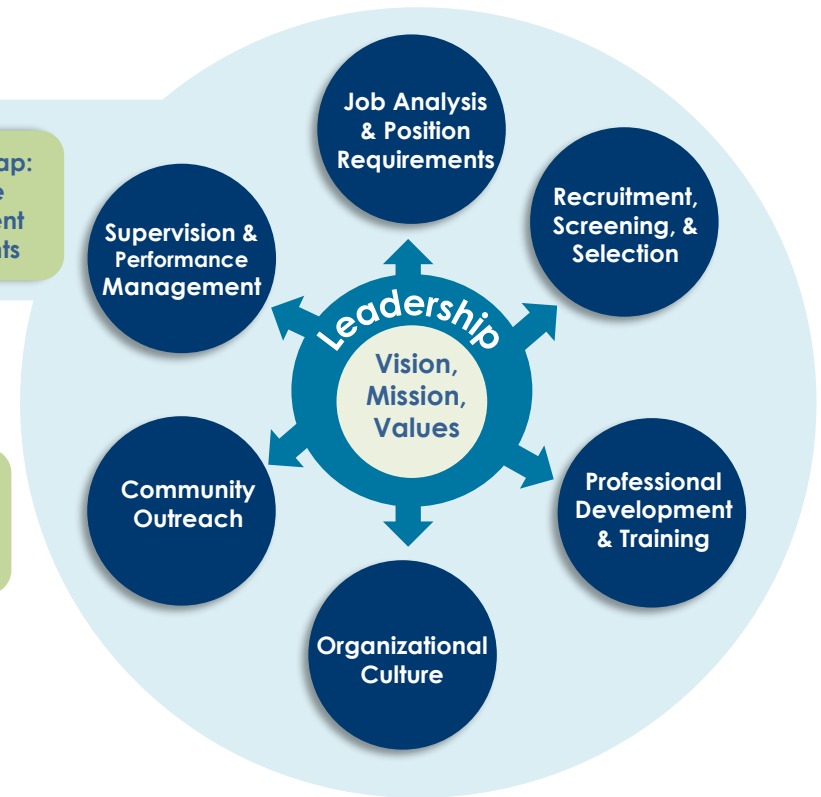
# Workforce Development Framework



## Workforce Planning Process



## Workforce Development Components



# Workforce Development Focus



Challenges	Improvements
Lengthy Recruitment & Selection Process	<ul style="list-style-type: none"> <li>• <b>Established external partnerships: Atlanta Technical College, Atlanta Public School System; Wells Spring; Construction Education &amp; Foundation of Georgia (CEFGA) &amp; Atlanta Department of Correction</b></li> <li>• Competitive Pay</li> <li>• <b>Added Associate Recruiter position</b></li> <li>• Created a Recruitment Plan</li> <li>• <b>Revised recruitment workflow process</b></li> <li>• Revised internship program to focus on STEM majors</li> <li>• Creating Apprenticeship Program (Process Control Technicians) certified via Department of Labor</li> </ul>
Lack of alignment between business units and job categories assigned to business unit	<ul style="list-style-type: none"> <li>• Designing competency framework per job category</li> <li>• Conducting Position and Job Analysis</li> <li>• Updating job descriptions per business unit</li> </ul>
Sub-optimal use of information technology	<ul style="list-style-type: none"> <li>• Creating Information Technology Plan</li> <li>• Assessment of current technical being used by each business unit</li> <li>• Developing training classes for all software being used department-wide</li> </ul>
Lack of technical training program and lack of use of available training resources	<ul style="list-style-type: none"> <li>• Creating DWM University</li> <li>• Centralizing training resources under single business unit</li> </ul>
No programs for transferring knowledge to new staff	<ul style="list-style-type: none"> <li>• Developing Succession Plan</li> <li>• Developing electronic knowledge transfer system</li> </ul>
Lack of professional growth	<ul style="list-style-type: none"> <li>• Designing career development tools to foster career growth and retention: career paths and internal career fairs</li> <li>• <b>Employee Experience Mapping</b></li> </ul>

Items in **BOLD** have been completed



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# Financial Highlights

# Fiscal Year 2018 – Key Figures



## Historical Operational Results

	FY18 YTD*	FY17	FY16
<b>Operating Revenues</b>	<b>\$627.7</b>	<b>\$621.9</b>	<b>\$614.6</b>
Water/Sewer	451.4	462.6	455.7
MOST	144.5	131.7	132.7
Other	19.7	27.6	36.3
<b>Operation and Maintenance Expenses</b>	<b>\$239.4</b>	<b>\$224.9</b>	<b>\$228.4</b>
<b>Debt Service</b>	<b>\$202.6</b>	<b>\$203.2</b>	<b>\$211.6</b>
<b>Coverage Ratio</b>	<b>1.92</b>	<b>1.93</b>	<b>1.84</b>
<b>Contributions to Capital Budget</b>	<b>\$135.8</b>	<b>\$129.2</b>	<b>\$144.9</b>
<b>Capital Budget</b>	<b>\$121.8</b>	<b>\$324.6</b>	<b>\$459.0</b>

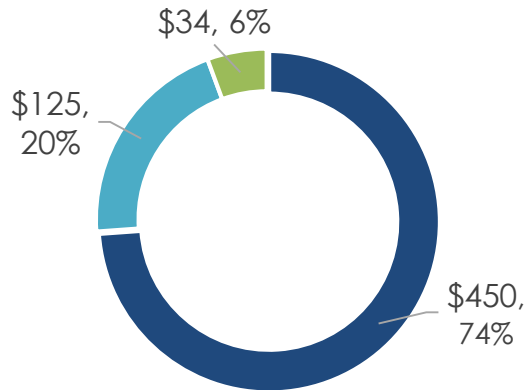


\*As of 6/30/18

# FY 2018 Budget



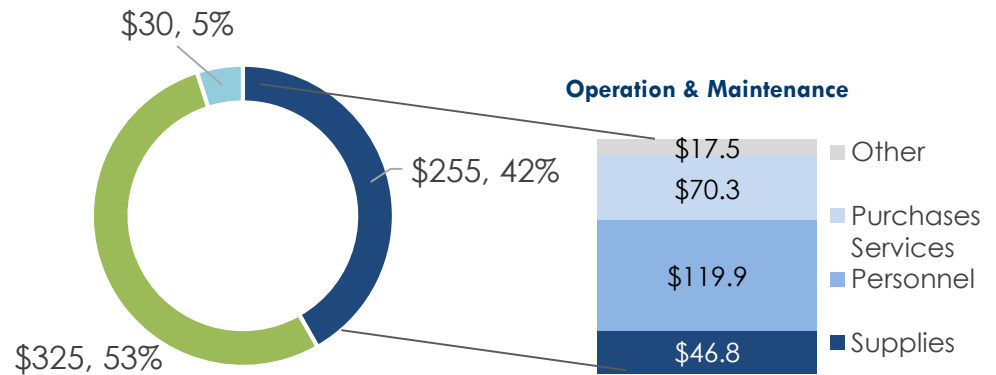
## Revenue Sources (\$610M)



■ Water & Sewer ■ MOST ■ Misc

- Miscellaneous: IJ Revenue, tap meter sales, stormwater charges, interest earnings, administrative services

## Appropriations (\$610M)



■ Operation & Maintenance ■ Non-Departmental  
 ■ Other Departments

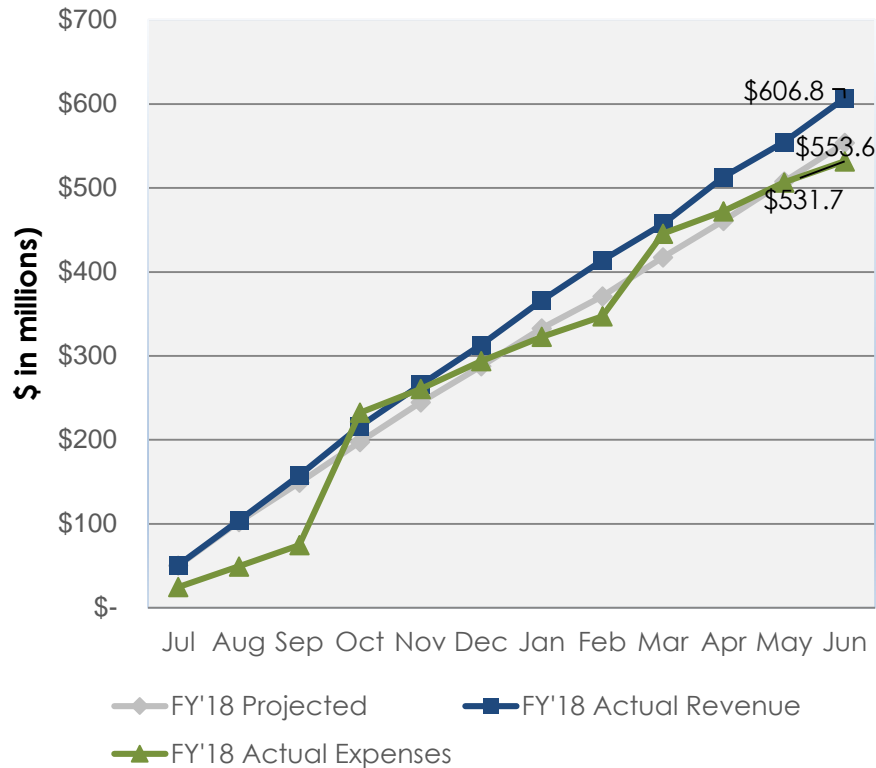
- Non-Departmental (Debt Service, indirect costs, PILOT/franchise fees, OPEB, GEFA payments/reserve, bad debt reserve, fund-wide reserve)

	OPERATION & MAINTENANCE (O&M)	
	Personnel	Non-Personnel
FY18 Budget	\$119.0	\$134.7
Through 4th QTR of FY18	\$115.1	\$94.1
% Spent	97%	70%

July 1, 2017 through June 30, 2018



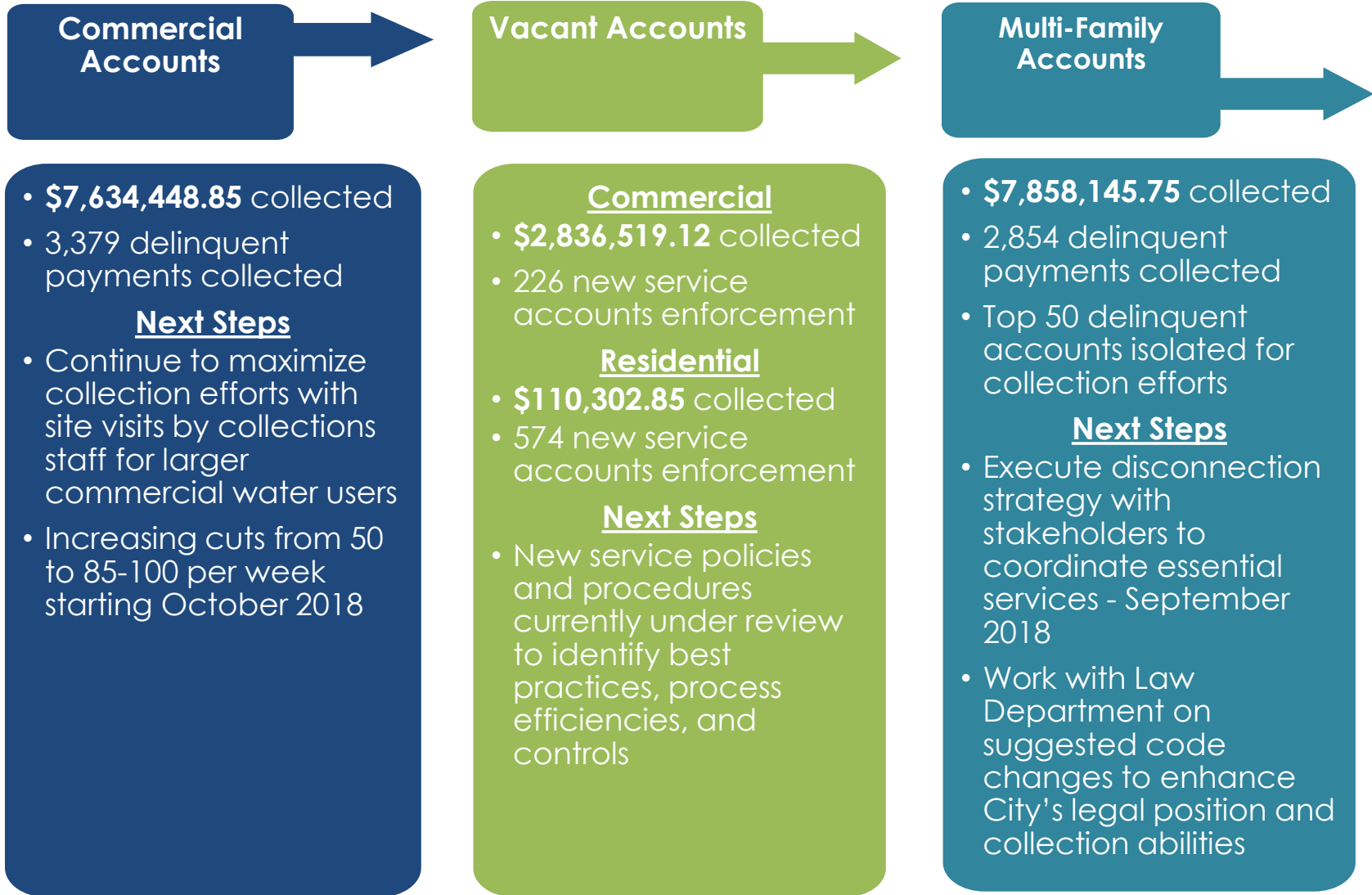
# FY18 Operational Results



Fiscal Year 2018			
Month	Revenues (M)*		Expenses
	Projected	Actual	Actual
Jul '17	\$52.2	\$50.9	\$24.7
Aug '17	\$106.4	\$104.0	\$49.3
Sep '17	\$154.9	\$157.6	\$74.6
Oct '17	\$205.3	\$216.3	\$232.4
Nov '17	\$254.1	\$265.5	\$260.7
Dec '17	\$298.9	\$313.0	\$293.8
Jan '18	\$345.8	\$366.2	\$322.9
Feb '18	\$385.5	\$413.9	\$347.3
Mar '18	\$433.8	\$457.4	\$445.6
Apr '18	\$478.8	\$513.1	\$472.3
May '18	\$527.3	\$554.6	\$506.6
Jun '18	\$575.2	\$606.8	\$531.7

\* Does not include miscellaneous revenues

# Collections Efforts



July 1, 2017 through June 30, 2018



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# Operational Highlights

# CSTAT Performance – June 2018



Date	SR-WO Type	Office	On-Time	Total	% On-Time
Jun/18	Burst Pipe (Private) - Turn Off Request	OCCBS	6	6	100.0
Jun/18	Close Account - Vacant - Turn Off	OCCBS	512	512	100.0
Jun/18	Meter Reset	OCCBS	23	23	100.0
Jun/18	Missing/Damaged DW Meter Lid	OCCBS	39	39	100.0
Jun/18	New Account Request - Not Vacant (Move In / Move Out)	OCCBS	649	649	100.0
Jun/18	New Account Request - Vacant	OCCBS	445	445	100.0
Jun/18	Pay Bill/Request Turn On	OCCBS			n/a
Jun/18	Broken Drinking Water Service Line Repair	OLIO			n/a
Jun/18	Broken Sewer Line Repair	OLIO			n/a
Jun/18	Clear Storm Drain/Catch Basin	OLIO			n/a
Jun/18	Hydrant Complaint (Leaky Hydrant, Hydrant Knocked Off / Damaged)	OLIO	64	68	94.1
Jun/18	Hydrant Leak Repair	OLIO			n/a
Jun/18	Hydrant Repair/Replace	OLIO			n/a
Jun/18	Low Water Pressure	OLIO	32	37	86.5
Jun/18	Meter Leak Repair	OLIO			n/a
Jun/18	Missing/Damaged WW Manhole Lid/Cover	OLIO	30	40	75.0
Jun/18	No Water - Infrastructure Related	OLIO	58	62	93.5
Jun/18	Possible Sewer Cave In	OLIO	48	58	82.8
Jun/18	Possible Sewer Main Back Up / Blockage	OLIO	42	50	84.0
Jun/18	Possible Sewer Overflow/Spill	OLIO	38	42	90.5
Jun/18	Readjust/Replace Street Plate	OLIO	11	19	57.9
Jun/18	Sewer Odor	OLIO	9	10	90.0
Jun/18	Street Flooding during or after a rain event / Storm Sewer Back Up	OLIO	79	91	86.8
Jun/18	Valve (or appurtenance) Leak Repair	OLIO			n/a
Jun/18	Water Main Break Repair	OLIO			n/a
Jun/18	Water visible in street, sidewalk, etc. / Check for leak or break	OLIO	141	172	82.0
Jun/18	DW Quality Complaint	OWP			n/a
Jun/18	Erosion Complaint	OWP	36	37	97.3
Jun/18	Erosion Control Final Inspection (Commercial)	OWP	28	30	93.3
Jun/18	Erosion Control Final Inspection (Residential)	OWP	114	137	83.2
Jun/18	Erosion Control Pre-Construction Inspection (Commercial)	OWP	28	29	96.6
Jun/18	Erosion Control Pre-Construction Inspection (Residential)	OWP	123	160	76.9
Jun/18	Existing Grease Trap Inspection	OWP	8	8	100.0
Jun/18	Illegal Grease Dumping	OWP	2	2	100.0
Jun/18	New Facility Grease Trap Inspection	OWP			n/a
Jun/18	Sewer Overflow/Spill Clean Up	OWP			n/a
<b>DWM Monthly SLA On-Time %</b>			<b>2,565</b>	<b>2,726</b>	<b>94.1%</b>

# CSTAT Performance – July 2018



Date	SR-WO Type	Office	On-Time	Total	% On-Time
Jul/18	Burst Pipe (Private) - Turn Off Request	OCCBS	18	18	100.0
Jul/18	Close Account - Vacant - Turn Off	OCCBS	910	910	100.0
Jul/18	Meter Reset	OCCBS	45	45	100.0
Jul/18	Missing/Damaged DW Meter Lid	OCCBS	96	96	100.0
Jul/18	New Account Request - Not Vacant (Move In / Move Out)	OCCBS	1090	1090	100.0
Jul/18	New Account Request - Vacant	OCCBS	750	750	100.0
Jul/18	Pay Bill/Request Turn On	OCCBS			n/a
Jul/18	Broken Drinking Water Service Line Repair	OLIO			n/a
Jul/18	Broken Sewer Line Repair	OLIO			n/a
Jul/18	Clear Storm Drain/Catch Basin	OLIO			n/a
Jul/18	Hydrant Complaint (Leaky Hydrant, Hydrant Knocked Off / Damaged)	OLIO	48	51	94.1
Jul/18	Hydrant Leak Repair	OLIO			n/a
Jul/18	Hydrant Repair/Replace	OLIO			n/a
Jul/18	Low Water Pressure	OLIO	34	34	100.0
Jul/18	Meter Leak Repair	OLIO			n/a
Jul/18	Missing/Damaged WW Manhole Lid/Cover	OLIO	38	56	67.9
Jul/18	No Water - Infrastructure Related	OLIO	59	62	95.2
Jul/18	Possible Sewer Cave In	OLIO	55	62	88.7
Jul/18	Possible Sewer Main Back Up / Blockage	OLIO	58	64	90.6
Jul/18	Possible Sewer Overflow/Spill	OLIO	68	70	97.1
Jul/18	Readjust/Replace Street Plate	OLIO	22	24	91.7
Jul/18	Sewer Odor	OLIO	9	10	90.0
Jul/18	Street Flooding during or after a rain event / Storm Sewer Back Up	OLIO	117	128	91.4
Jul/18	Valve (or appurtenance) Leak Repair	OLIO			n/a
Jul/18	Water Main Break Repair	OLIO			n/a
Jul/18	Water visible in street, sidewalk, etc. / Check for leak or break	OLIO	208	235	88.5
Jul/18	DW Quality Complaint	OWP			n/a
Jul/18	Erosion Complaint	OWP	48	48	100.0
Jul/18	Erosion Control Final Inspection (Commercial)	OWP	2	3	66.7
Jul/18	Erosion Control Final Inspection (Residential)	OWP	106	133	79.7
Jul/18	Erosion Control Pre-Construction Inspection (Commercial)	OWP	24	24	100.0
Jul/18	Erosion Control Pre-Construction Inspection (Residential)	OWP	124	145	85.5
Jul/18	Existing Grease Trap Inspection	OWP	12	12	100.0
Jul/18	Illegal Grease Dumping	OWP	1	1	100.0
Jul/18	New Facility Grease Trap Inspection	OWP			n/a
Jul/18	Sewer Overflow/Spill Clean Up	OWP			n/a
<b>DWM Monthly SLA On-Time %</b>			<b>3,942</b>	<b>4,071</b>	<b>96.8%</b>



Metric Description	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18
Call volume per 1,000 accounts	159.17	146.53	113.83	60.33	94.56	111.81
Customer Service Complaints per 1,000 accounts	12.2	12.3	9.7	2.2	4.2	4.1
Technical Service Complaints per 1,000 accounts	24.5	16.5	12	10.6	14.6	15.1
Estimated Bills as a percent of Bills Issued	2.70%	2.73%	2.58%	2.24%	2.28%	3.14%
12-month O&M cost per million gallons of drinking water treated	518.97	516.88	488.30	517.75	530.77	626.86
12-month O&M cost per million gallons of wastewater treated	854.04	844.27	813.29	868.73	869.62	884.96
12-month Purchased power per million gallons of water treated (drinking water)	2,148	2,149	2,173	2,176	2,187	2,190
12-month Purchased power per million gallons of water treated (wastewater)	3,038	3,020	2,995	2,986	2,990	2,994
Drinking Water Compliance Rate as a percent of prior 365 days in compliance	100%	100%	100%	100%	100%	100%
Wastewater Treatment Compliance Rate as a percent of prior 365 days in compliance	99%	99%	99%	99%	99%	99%
# of Sewer Spills per 100 miles of sewer pipe (Annual)	9.2	9.3	8.5	7.4	7.1	6.7
# of Main Breaks per 100 miles of drinking water pipe (Annual)	14.83	15.38	16.30	15.77	15.52	15.87
# of Completed Bill Adjustment work orders	311	357	214	28	44	62
# of Delinquent Accounts	27,796	27,829	31,685	31,536	31,118	31,579
12-month New Leak Work Orders per 100 miles of drinking pipe	91.90	91.47	89.57	85.33	80.34	80.05
% of Total Hydrants Functional	98.75%	98.46%	98.75%	99.05%	99.07%	99.03%

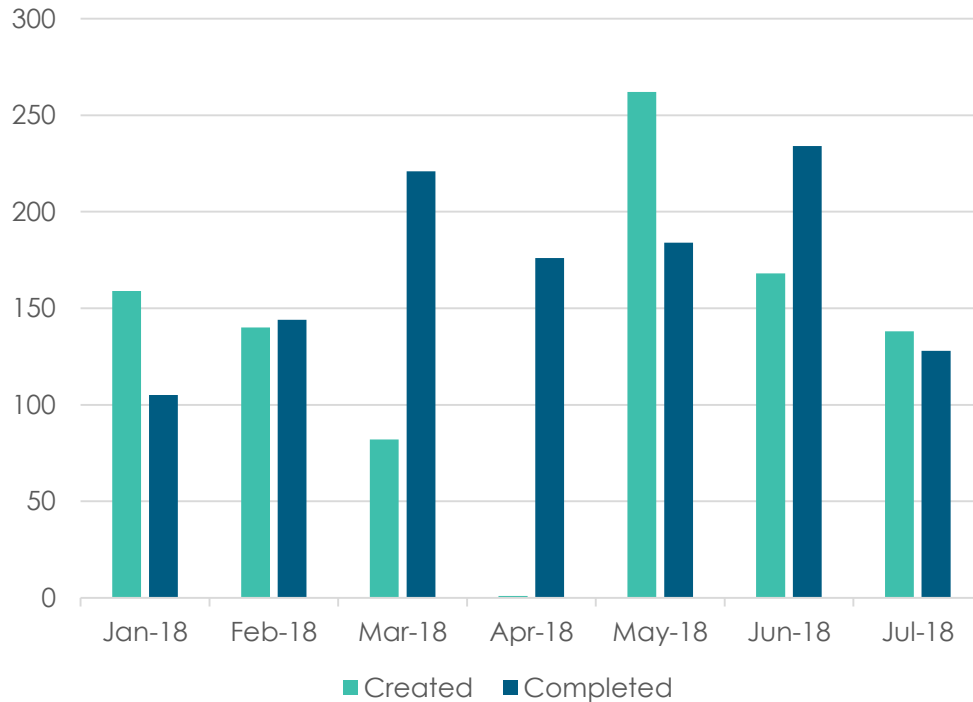
Initial impact of Cyber Incident reflected in March and April, but infrastructure service remained stable while impacted areas show a return to normal at the end of the quarter



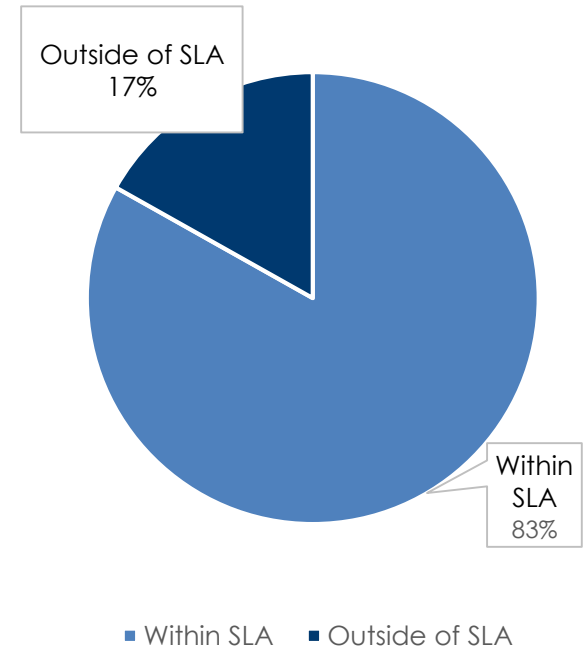
# Meter Installations



### Meter Installation Work Orders



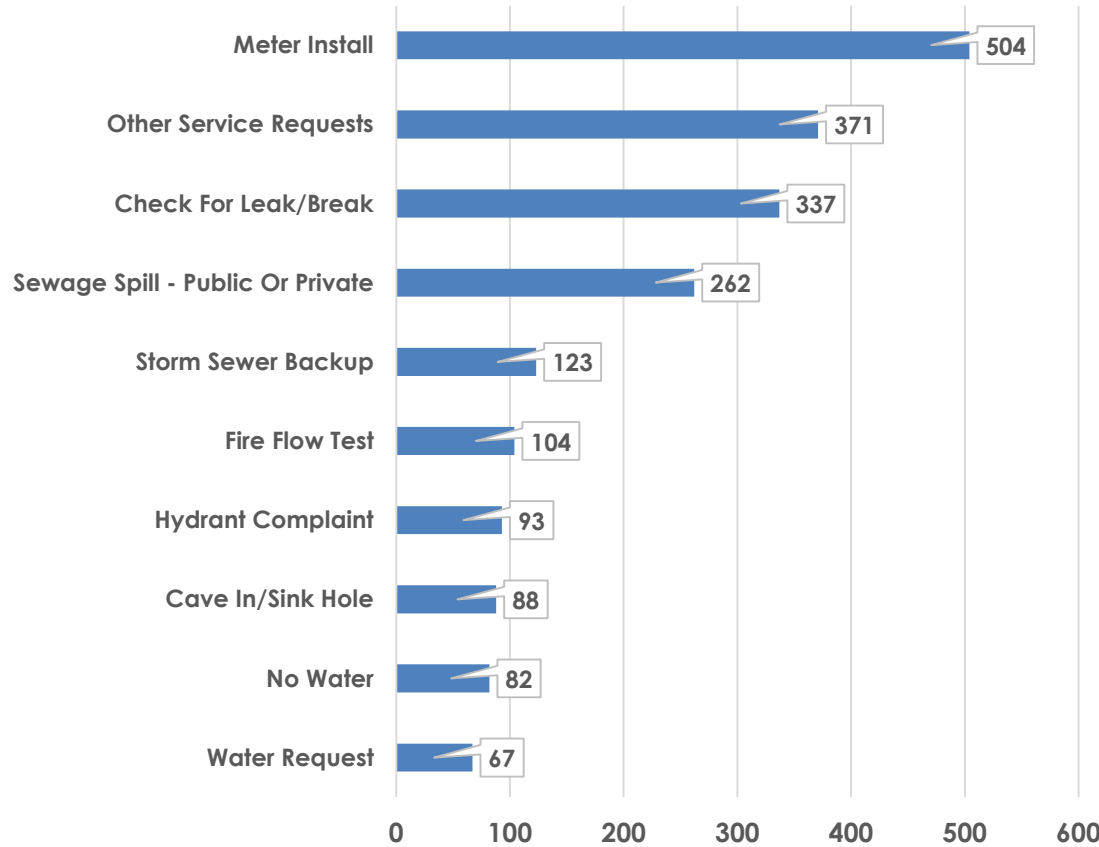
### SLA Status of Remaining Work Orders



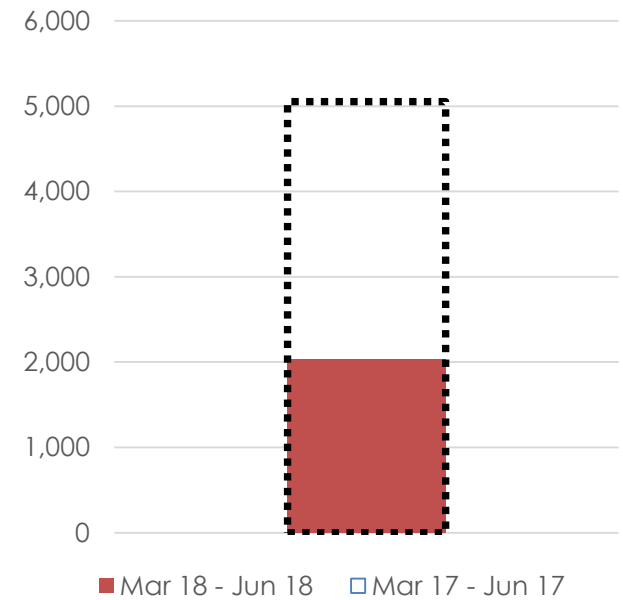
Due to system limitations, DWM was unable to create meter installation work orders for some time, but DWM staff focused attention on completing existing work orders before catching up later in the quarter



# OLIO Recorded Service Requests: April 2018 - June 2018



Comparison of Total Service Requests Received to Previous Year

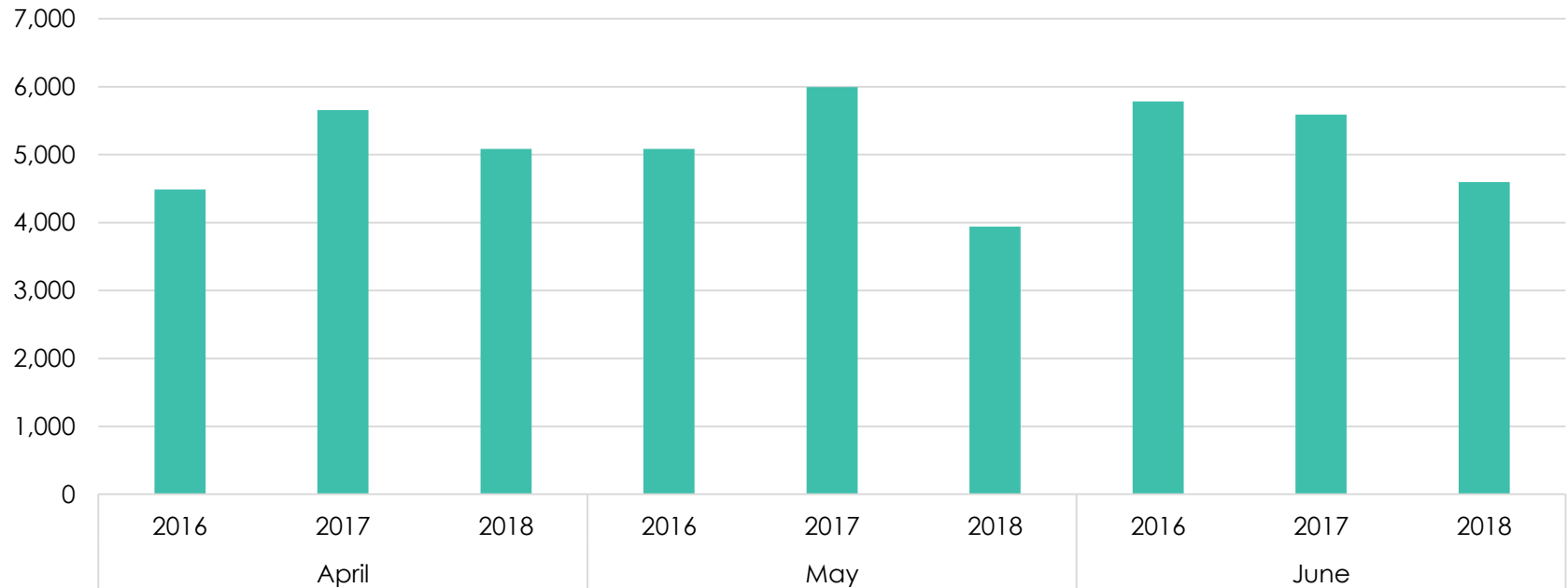


OLIO Service Requests for the quarter totaled **2,031**. For the same quarter last year, OLIO received **5,053**. This represents a **60%** decrease due to system limitations as a result of the Cyber Incident.

# OLIO Completed Work Orders



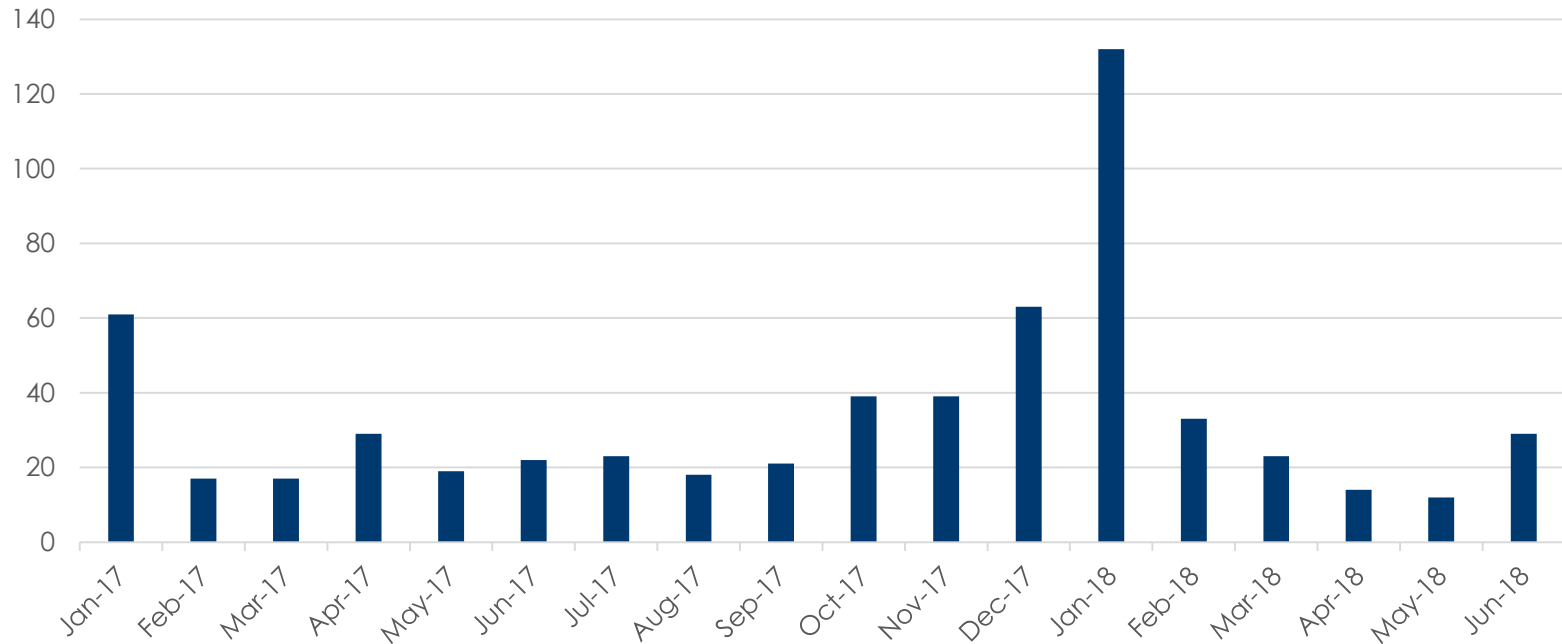
## Completed Work Orders by Month and Year



- Data represents the number of completed work orders in the system of record (Hansen) for the same quarter in 2016, 2017, and 2018
- 2017 represented a 12% increase over the same period of 2016 with increased production and data cleansing
- 2018 production represents 88% of the more normal 2016 workload even with challenges to data collection and work order management systems.



## Main Breaks by Month



- Main Breaks are slightly lower for the fourth quarter of fiscal year 2018 as compared to the same time period in fiscal year 2017
- Improperly conducted underground work by other utility contractors poses a threat to mains and may be reflected in the most recent increase in breaks

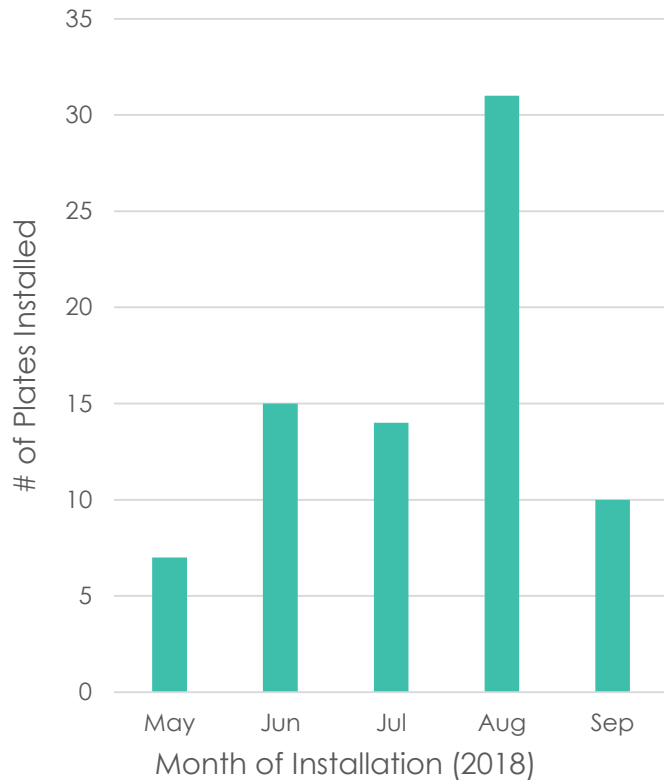
# Metal Plate Tracker



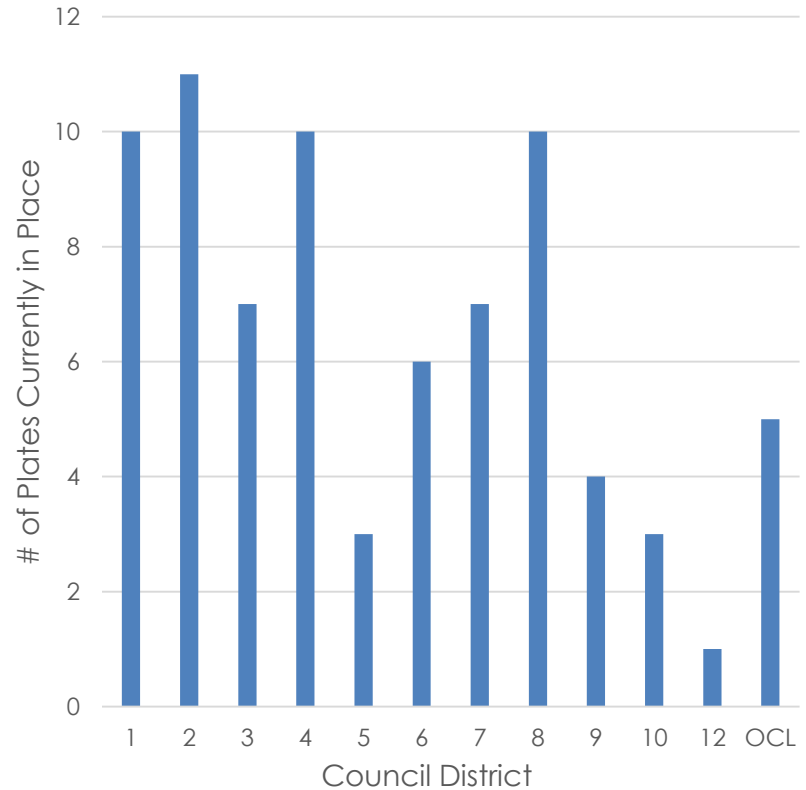
Number of Plates in Place (September 6, 2018): 77

Average Age of Current Plates: 43 Days

Install Dates of Current Plates



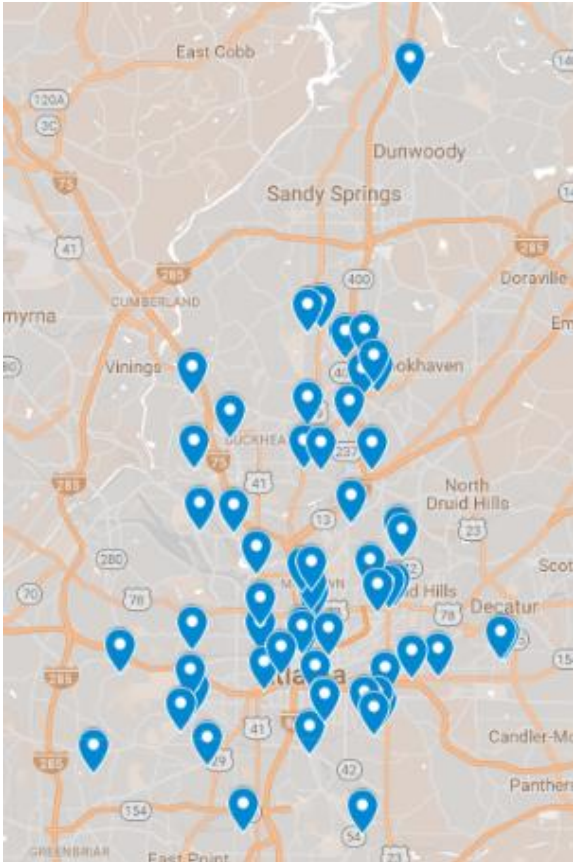
Plates per District



# Metal Plate Tracker



**Number of Plates in Place (Aug 23, 2018): 98**  
**Average Age of Current Plates: 38 Days**



Quadrant	Number of Plates	Average Age (days)	Oldest Age (days)
Northeast	41	40	98
Northwest	27	33	90
Southeast	18	49	90
Southwest	12	28	63



## Improvements

- DWM-marked plates
  - Easily identify DWM plates
- Plate border system
  - Prevents plate shifting
  - Easier installation and removal







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# Compliance

# Spill Data

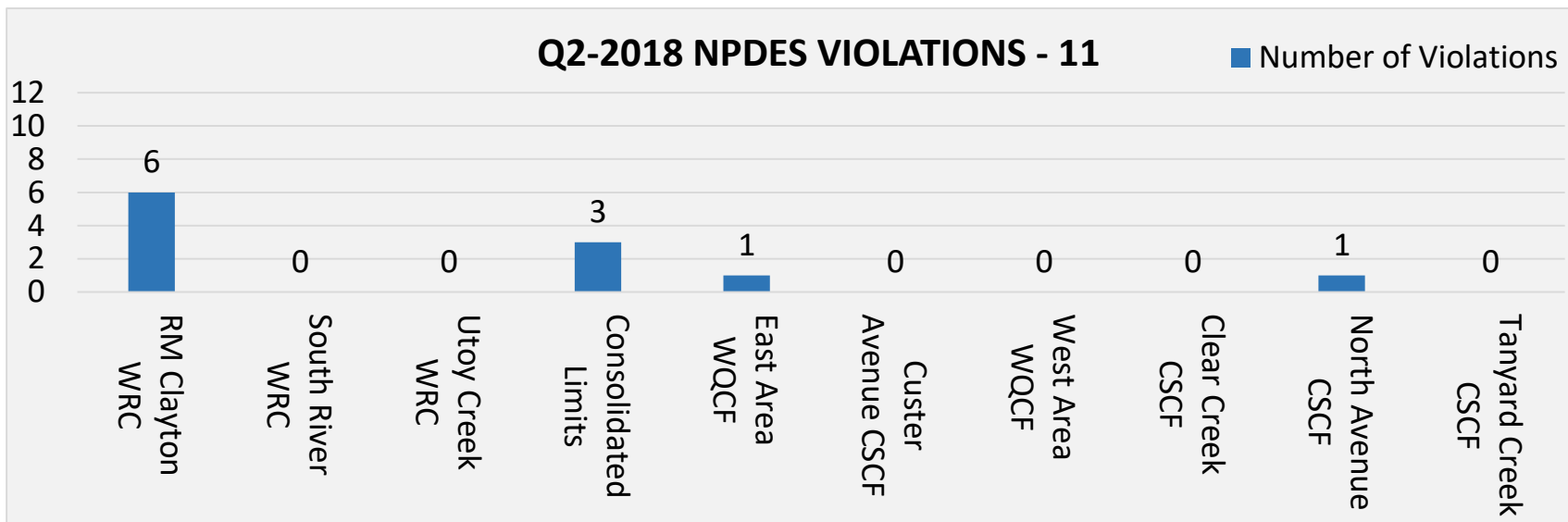


## All Spills

Quarter	2015	2016	2017	2018
Q4	76	32	35	-
Q3	39	28	28	-
Q2	47	41	58	42
Q1	32	88	56	37
<b>Total</b>	<b>194</b>	<b>189</b>	<b>179</b>	<b>79</b>
YTD Major Spills (> 10,000 Gallons)	17	9	15	3
YTD Spills Prevented (Flow Monitoring Alert Program)	14	21	21	25

Major Spills for the Quarter = **None**

# National Pollutant Discharge Elimination System (NPDES) Permit Compliance Status



Facility	Cause	Mitigation
RM Clayton WRC	Operational – 6 <ul style="list-style-type: none"> <li>Phosphorous Limits – 3</li> <li>Total Suspended Solids Limit – 3</li> </ul>	RM Clayton Facility Headworks construction is complete; Post-construction operational optimization in progress
Consolidated Limits	Operational – 3 <ul style="list-style-type: none"> <li>Phosphorous Limits – 3</li> </ul>	
North Avenue CSCF	Operational – 1 <ul style="list-style-type: none"> <li>Fecal Coliform Limits – 1</li> </ul>	
East Area WQCF	Administrative – 1 <ul style="list-style-type: none"> <li>Failure to Follow MOMs Plan – 1</li> </ul>	



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# Capital Improvement Plan Updates

# DWM Capital Improvement Plan Program/Summary Report



5-YR Total: \$1.253 B; 76 Projects (8 Planning, 13 Design, 16 Procurement, 19 Construction, 9 Complete, 7 Inactive, 4 On-Hold)



**\$9.3 M**  
Water Facilities  
Projects: 2



**\$344.7 M**  
Water Supply  
Program  
Projects: 3



**\$126.1 M**  
Water  
Distribution  
Projects: 8



**\$56.0 M**  
Green  
Infrastructure  
Projects: 6



**\$355.6 M**  
Wastewater  
Facilities  
Projects: 28



**\$45.6 M**  
Upper Proctor  
Creek  
Projects: 3



**\$163.4 M**  
Wastewater  
Collection  
Projects: 14



**\$31.0 M**  
Watershed  
Protection  
Projects: 2

**\$121.4 M in GENERAL Capital Improvements (10 Projects)**



# Current Project Highlights



## Peachtree Creek Trunk Sewer Stabilization

**Cost:** \$36.9M

**Economic Impact:** 571 jobs

**Highlights:** Cleaning and trenchless rehabilitation of approx. 11,000 LF 90" diameter 80 year old sewer to reduce inflow and infiltration, safeguard against future breaches, and ensure long-term structural integrity of sewer

### Updates

- Construction commenced May 2018



## Rodney Cook Sr. Park-Historic Vine City

**Cost:** \$22M

**Economic Impact:** 341 jobs

**Highlights:** Collection of innovative stormwater practices designed to redirect surface runoff away from the combined sewer system

### Updates

- GA Power Transmission line relocation began April 2018
- Project completion scheduled November 2018





## Downtown Water Storage Tank & Upgrades at Hemphill Pump Station

**Authorized Budget (Projects):** \$39M

**Highlights:** The tank will provide a short-term backup water supply to feed the water distribution network in the event of a major disruption at the Hemphill Pump Station or a major break in one of the key distribution lines. The tank will provide reliable pressure in the system, thus protecting the system against contaminants and providing pressure for firefighting activities. Improves reliability of drinking water pressure and fire flows. Adds redundancy to maintain water pressure and reduce potential boil water advisories. Increases the volume of water available for fire flows.



### Updates

- DWM has identified two alternate locations for project site
- Modeling is currently being performed to confirm the required capacity and sizing information that would be required in addition to the overall feasibility of constructing the tank and pump station on these sites
- Site previously identified for this project is still an option pending the results of the aforementioned modeling effort
- Upgrades at the Hemphill Pump Station reached 60% design May 16, 2018



# Current Project Highlights



## Water Supply Program

**Authorized Budget:** \$342M

**Economic Impact:** 5,301 jobs

**Highlights:** Securing Atlanta's water future. Increasing water supply from 3 days to 30 days. Protecting \$100M in daily economic activity.

## Updates

- Quarry and Hemphill Pump Stations (PS) – Completion by December 2018
- Conveyance tunnel: 10' dia.; 17,154 of 23,800 feet excavated by Driller Mike
- Construction Authorization #15 – Issued June 25, 2018 for tunnel from Chattahoochee construction shaft to the proposed River Intake PS Shaft
- Cleaning of debris in raw water mains at Hemphill WTP completed - April 2018
- Hemphill PS 5 Shafts completed - March 2018
- 90 MGD Chattahoochee PS design – Construction Plans completed





# Current Project Highlights

## Water Supply Program, Cont'd

### Quarry Pump Station Time Lapse Video



# Current Project Highlights



## RM Clayton Nutrient Recovery Project

**Authorized Budget (Projects):** \$11.6 M

**NTP:** May 9, 2018

**Substantial Completion:** May 9, 2019

**90% Design – Pending Construction**



### Highlights:

Installing Ostrava's Pearl® Nutrient Recovery process, a patented process designed to selectively extract Phosphorus and Nitrogen from wastewaters and convert these into a slow release fertilizer that can be used in a variety of agricultural applications. Application will reduce the amount of Phosphorous and Nitrogen treated in the RM Clayton WRC reducing chemical usage and biosolids production.



### Updates

- Land Disturbance Permit and Building Permit have 80% approval.
- Design to include reuse of abandoned digester tank for centrate storage and equalization.
- Final Completion - June, 30, 2019



# Current Project Highlights



## FC-8047A-1 Noresco Guaranteed Energy Savings Performance Contract

**Authorized Budget (Projects):** \$77.9 M

**NTP:** December 29, 2017

**Substantial Completion:** November 30, 2020

### Updates

#### ***ECM 1 - Water Distribution System Optimization***

**Cost: \$3.2M, Annual Benefit: \$0.89M**

- Pumping Optimization will save 1.7B gallons of drinking water per year
- Completed meetings with key OLIO staff

#### ***ECM 2 – Biosolids Beneficial Reuse***

**Cost \$66.4M, Annual Benefit: \$3.84M**

- Biosolids dryers reduce RM Clayton annual landfilled waste up to 1.5M wet tons
- Decommissioning of RM Clayton incinerators eliminate Major Source Air Permit
- Placed order for Suez Biosolids Dryer Equipment April 2018 (critical path item)

#### ***ECM 3 – UV Disinfection System Replacement***

**Cost: \$8.3M, Annual Benefit: \$0.46M**

- RM Clayton upgrade to energy efficient UV system, similar to South River WRC and Utoy Creek WRC
- System installation across four (4) channels scheduled – November 2018 - November 2019



# Current Project Highlights

## FC-8047A-2 Schneider Guaranteed Energy Savings Performance Contract



Authorized Budget (Projects): \$32.6 M

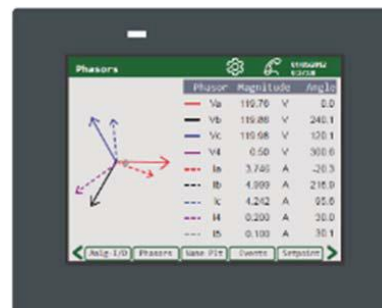
NTP: January 29, 2018

Substantial Completion: September 30, 2019

### Updates:

A total of 17 ECMs are included in the project

- **South River WRC Ammonia Based Aeration Control**
  - Cost: \$1.44M, Benefit: \$0.17M Annual Benefit
- **Utoy Creek WRC Operating 2 of 4 Basins & Low Energy Channel Mixing**
  - Cost: \$1.73M, Benefit: \$0.07M Annual Benefit
- **Utoy Creek WRC Low Energy Thickening Equipment;**
  - Cost: \$1.90M, Benefit: \$0.06M Annual Benefit
- **South River WRC Anaerobic Digestion & Solids Optimization**
  - Cost: \$18.41M Benefit: \$1.14M Annual Benefit
  - Cleaning and restoring mixing for two digesters (started/critical path)
- **Utoy Creek / South River WRC UV System Upgrade**
  - Cost: \$6.47M Benefit: \$0.56M Annual Benefit
- **Chattahoochee WTP Chemical Feed Optimization**
  - Cost: \$0.28M, Benefit: \$0.05M Annual Benefit
- **Lighting Upgrades** - Multiple Sites, Total Cost: \$3.13M, Benefit: \$0.23M Annual Benefit (Work underway)
- **Utoy Creek / South River WRC – Energy Demand Management** Cost: \$0.99M, Benefit: \$0.02M Annual Benefit
- **Hemphill / South River WRC – Dewatering Electrical Switchgear** Cost: \$1.09M, Benefit: Annual savings to be determined
- **Utoy Creek WRC – Administrative Building Seal Leaking Roofing** Cost: \$0.78M Benefit: \$0.01M Annual Benefit (Work almost completed)



PowerLogic ION7650 Remote Display



RetroFlex LED Lamp



PowerLogic ION7650

# Current Project Highlights



## Clean Water Atlanta Consent Decree Program – General and Sewer Group 3 (SG3)

**Authorized Budget (Projects):** \$78.1M

**Economic Impact:** 1,209 jobs

**Compliance Milestone July 2020**

**Highlights:** Projects to comply with 1999 Sanitary Sewage Overflow Consent Decree for Clean Water Act compliance



### Updates

#### ▪ **General:**

- Completed design of one remaining capacity relief project (Lower PRC Trunk)
- Initiated procurement for one remaining SG3 small rehab contract (SG3 Contract D)
- Submitted Quarter ("Q") 1 2018 Combined Sewer Overflow report to EPA/EPD

#### ▪ **SG3 Small Diameter Rehabilitation:**

- Construction began Q2 2018(Contracts B and C); Q3 2018 (Contract D)

#### ▪ **SG3 Capacity Relief Projects:**

- Ashby-Jett Trunk – Construction began May 2018
- Terrell Creek Trunk – Procurement Phase; Anticipated construction start Q3 2018
- Lower Proctor Creek Trunk – Pending advertisement Q3 2018

#### ▪ **SG4 Small Diameter Rehabilitation:**

- Planning Phase; Configuring bid packages

#### ▪ **SG4 Capacity Relief Projects:**

- Collier Rd Outfall Sewer Improvements – 100% Design complete; Pending funding approval Q4 2018 and procurement Q1 2019



# MOST - Stormwater Asset Management Projects



FY 2018 - 16 Projects - Completed – 12; Under Construction – 3; Remaining - 1

Vicinity Project Address	Project #	Council District	Council Member	Status
East Paces Ferry Road NE - 647	07-134	7	Howard Shook	Constructed
Polo Drive NE - 8	06-137	6	Jennifer N. Ide	Constructed
Lawton Street SW - 381	04-135	4	Cleta Winslow	Constructed
Main Street NW - 2156	09-167	9	Dustin Hillis	Cleaned
Lakewood Avenue SE - 2085	12-151	12	Joyce M. Sheperd	Constructed
Mt Gilead Road SW- 2275	11-106	11	Marci Collier Overstreet	Constructed
Welcome All Road SW (3418/3550)	11-113	11	Marci Collier Overstreet	Under Construction
Hillside Drive NW - 440	08-130	8	J.P. Matzigkeit	Constructed
Club Drive NE - 4555	07-133	7	Howard Shook	Constructed
Monument Avenue SE - 483	05-115	5	Natalyn Archibong	Under Construction
Lakewood Way SW - 215	12-111	12	Joyce M. Sheperd	Constructed
Lakewood Park Stream Clean 2018	12-124	12	Joyce M. Sheperd	Under Construction
Mercer Stream Restoration	01-201	1	Carla Smith	Awaiting Award
Proctor Creek Greenway Project, Design	OWP	9	Dustin Hillis	Constructed
Murphy Avenue SW - 1256	12-163	12	Joyce M. Sheperd	Cleaned
Metropolitan Parkway SW - 957	12-171	12	Joyce M. Sheperd	Cleaned
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**2275 Mt. Gilead Road SW**  
*Embankment Washout*



**During Construction**



**Opened to Traffic**

# Lakewood Amphitheater MOST Improvements



**BEFORE**



**AFTER**



**TRASH/DEBRIS REMOVED**



**CLEAR STREAM**



# Executive Staff In-Service Observations / March Field Visits



- Review and analyze process for crews receiving daily work assignments, equipment and materials
- Need storage space for daily materials/parts on truck
- Better implementation of rolling stock concept with warehouse team
- Review additional positions' eligibility for hazardous duty pay
- Staff desire customer service training
- Crews desire to learn more about innovative technology that can assist with job performance
- Crews take pride in their work



## Observations and Recommendations for Backflow Prevention Group

### Observations

1. City has around 18,000 backflow assembly devices and 10,400 registered accounts
2. Backflow Prevention Group reviews developer plans, maintains database of accounts, inspects installations, evaluate and identify customers not in the system
3. Team only has 5 staff: a manager, two inspectors and 2 admin
4. Historically, team has mailed out letters to all 10,400 accounts, plus reminders outdated
5. Asset management software is outdated
6. New staff take a long time to train

### Recommendations:

1. Reclassify staff as everyone is a Water Distribution Specialist
  - a. Prepare appropriate job titles
  - b. Prepare new job descriptions
2. Hire additional resources:
  - a. Field Engineer
  - b. Three Admins
3. Scanning and filing of test results
4. Update asset management software
5. Update Customer Mailing System
6. Approval of back flow assemblies should be a requirement for obtaining a Certificate of Occupancy
7. Provide additional training for staff involved with inspection of backflow assemblies





CITY OF ATLANTA DEPARTMENT OF  
**watershed  
management**

2002-2018

**SWEET SIXTEEN**

INNOVATION • SERVICE • VALUE



**CITY OF ATLANTA**  
**KEISHA LANCE BOTTOMS, MAYOR**

DEPARTMENT OF WATERSHED MANAGEMENT  
KISHIA L. POWELL, COMMISSIONER

**DWM EMPLOYEE APPRECIATION WEEK 2018**  
Celebrating DWM's Employees & Our SWEET 16th Anniversary



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# Questions & Answers