



# Department of Watershed Management Fiscal Year 2023 Budget

May 18, 2022



 CITY OF ATLANTA DEPARTMENT OF  
**watershed  
management**

Andre Dickens, Mayor  
Mikita Browning, Commissioner

# DWM Chief Functions

The Department of Watershed Management is responsible for the City of Atlanta's drinking water and wastewater systems and are dedicated to providing the highest quality drinking water and wastewater services to the City's businesses, residents, and wholesale customers, while protecting urban waterways, conserving natural resources, and ensuring clean, safe water for our downstream neighbors.



# Departmental Overview



CITY OF ATLANTA DEPARTMENT OF  
**watershed  
management**

**100** ONE OF THE 100  
LARGEST WATER  
UTILITIES IN THE U.S.

**3** CORE SERVICES:  
DRINKING WATER,  
WATER RECLAMATION  
& WATERSHED  
PROTECTION

**1,408** DWM  
DEDICATED  
WORKFORCE

**1.2M** CUSTOMERS  
SERVED WITH  
SAFE DRINKING  
WATER EACH  
DAY

**7**  
MAJOR  
OFFICES

**168K**  
CUSTOMER  
ACCOUNTS

**\$1.31B**

5-YEAR CAPITAL  
IMPROVEMENT PLAN

**\$621M**

FY2022 ADOPTED BUDGET

**\$5B**

IN CURRENTLY  
MANAGED ASSETS

**Aa2/AA-/AA-**

SENIOR LIEN RATINGS  
M/S/F

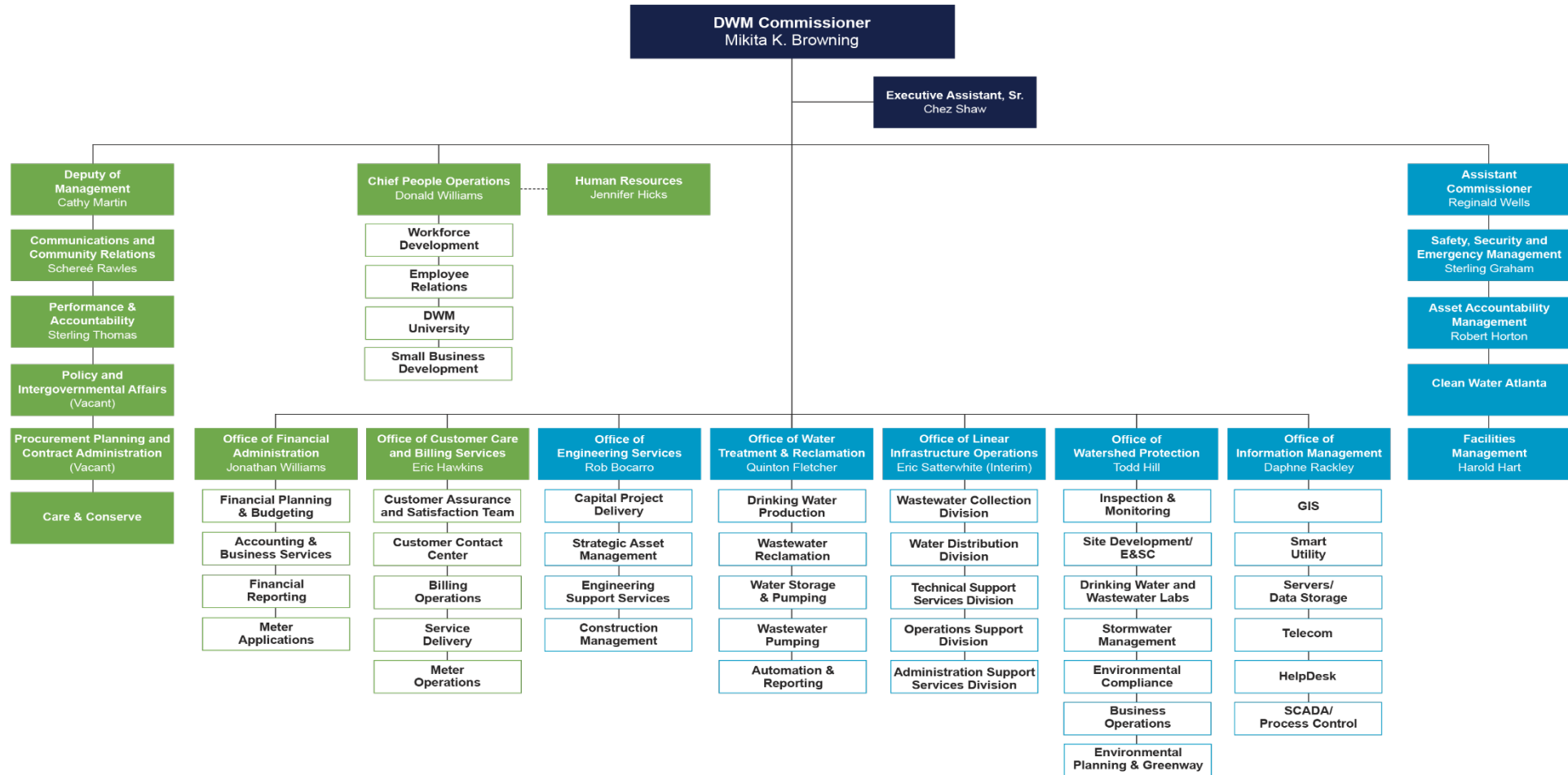
**98**

MILLION GALLONS PER  
DAY DRINKING WATER  
DISTRIBUTED

**138**

MILLION GALLONS PER  
DAY WASTEWATER  
TREATED

# Organizational Chart



**LEGEND**  
 DWM Administration █  
 DWM Operations █

As of May 5, 2022

# FTE Headcount by Office

OFFICES	Count
Commissioners Office (OCO)	11
Office of Water Treatment & Reclamation (OWTR)	253
Office of Linear Infrastructure Operations (OLIO)	351
Office of Watershed Protection (OWP)	141
Office Of Customer Care & Business Services (OCCBS)	139
Office of Information Technology (DIT)	54
Office of Financial Administration (OFA)	55
Fleet Services & Warehouse (OAM)	40
Office of Communications & Community Affairs (OCCR)	17
Office of Facility Maintenance (OFM)	47
Office of Performance & Accountability (OPA)	6
Office of Engineering Services (OES)	143
Policy and Intergovernmental Affairs (PIA) & Procurement	6
Consent Decree Program Initiative (CWA)	8
Office of Safety & Security Emergency Management (OSSEM)	46
<b>Total:</b>	<b>1300</b>

FTE	FY2022	FY2023
<b>Active</b>	1408	1300
<b>Vacant</b>	211	309
<b>Total</b>	1619	1609
<b>Zero "0" Funded</b>	<b>138</b>	<b>168</b>

# Personnel Actions

## Headcount Utilization:

- Abolished 41 active positions
- Abolished 173 extra-help positions-position report clean-up
- Created & Reclassed total of 20 positions for OCCBS Call Center
- Hired 109 employees for FY22
- Salary Adjustments for OWTR to retention mission-critical licensed operator Is, supervisors, and plant maintenance mechanics, sr. positions
- Aligning the organizational structure to improve the department efficiency
- Zero "0" fund 168 positions
- Repurpose positions for use where vacancies are needed

Turnover/Attrition	FY 22 YTD #	FY 22 YTD %
Retirement	49	22%
Dismissed/Term	39	17%
Resignation	128	57%
Deceased	10	4%
<b>Total</b>	<b>226</b>	<b>100%</b>

# DWM Metrics

Performance Measure	FY 2021 Actual	FY 2022 Target	FY 2023 Target
<b>Fiscal Accountability and Governmental Efficiency (12-month averages)</b>			
Estimated bills as a percent of bills mailed	6.63%	3.00%	3.00%
Customer service complaints per 1,000 accounts	6.7	<15.0	<15.0
<b>Service Delivery (12-month averages)</b>			
Technical service complaints per 1,000 accounts	16.8	<25	<25
Service work orders completed within target time frame	96.4%	90%	90%
<b>Compliance and Safety (12-month averages)</b>			
Drinking water compliance rate	100%	100%	100%
Wastewater treatment compliance rate	98.1%	100%	100%
<b>Infrastructure Maintenance &amp; Reliability (12-month averages)</b>			
Number of sewage spills per 100 miles of sewer pipe	7.6	<8.5	<8.5
Number of water system main breaks per 100 miles of pipe	11.6	<15	<15
<b>Sustainability and Operational Efficiency (12-month averages)</b>			
Dollars spent per million gallons produced/treated (water/wastewater), \$/MG	DW 660 WW 1,068	DW 500-650 WW 900-1,200	DW 500-650 WW 900-1,200
Purchased power per million gallons produced/treated (water/wastewater), kWh/MG	DW 2,242 WW 2,863	DW 2,150 WW 3,100	DW 2,150 WW 3,100

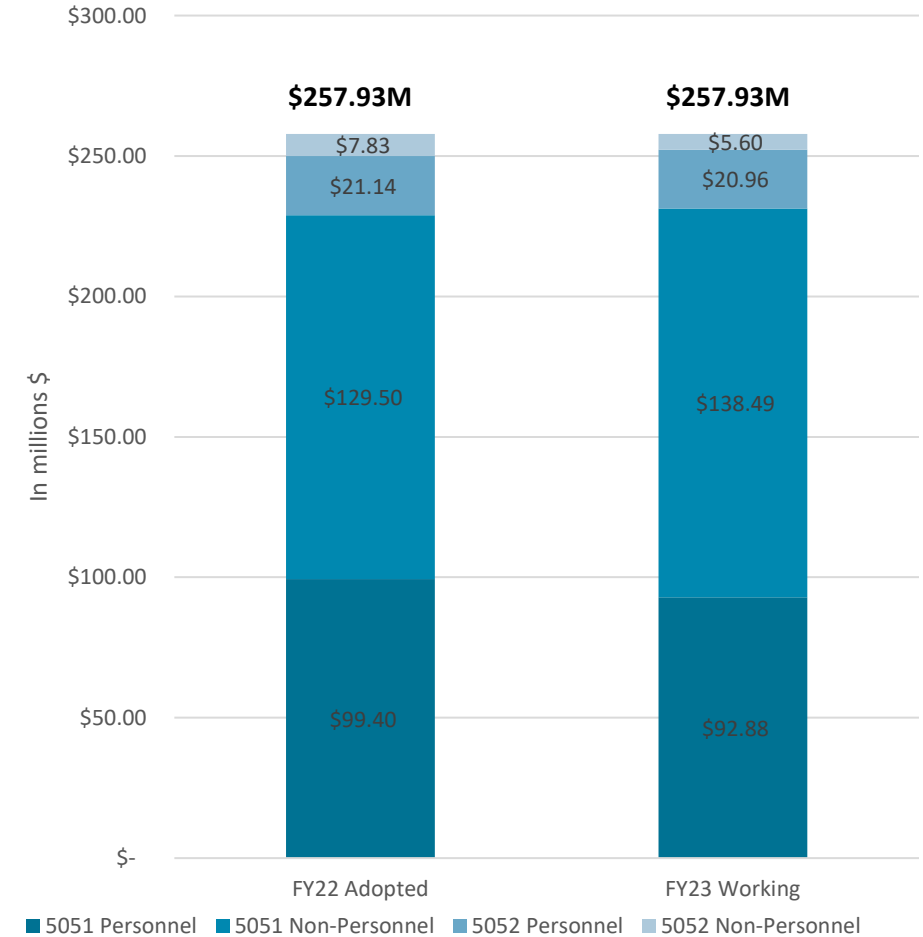
# DWM Plan of Operation

- Key priorities across all Offices:
  - Meet Compliance Guidelines
  - Service delivery focus
    - Meeting SLA's
    - Full cost recovery for all services
    - Maximize use of internal resources while balancing use of contracted resources
  - Workforce Development
    - Fund critical positions
    - OT Reductions
    - Appropriate budget levels
    - Appropriate staff alignments
  - Align capital investment for operational efficiency

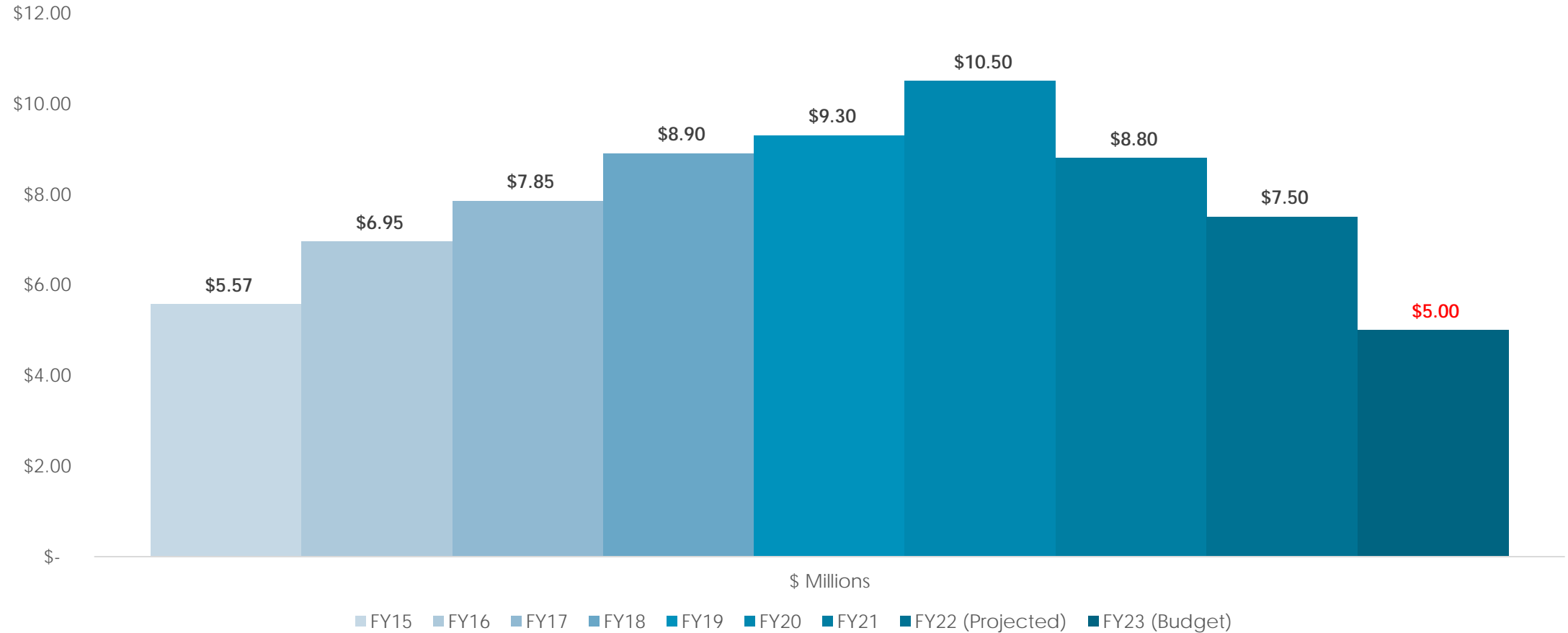
Key Performance Indicators	Target
SDWA & CWA Compliance	100%
Service Request SLAs	90%
Customer Satisfaction	95%
Billing Estimations	3%
Water Loss	<10%
A/R for Active Accounts	\$5M+/-
Vacancy Rate	8%

# FY23 Budget Considerations

- DWM anticipates operating budget to remain flat at FY22 level
  - DWM O&M budget to remain flat
    - Abolish aged non-critical vacant positions
    - Review/zero fund non-critical vacant positions
    - Fund critical vacancies
    - Expenses to be realigned to support a flat year over year budget



# Historical Overtime



# FY23 Budget Summary (Fund)

Fund	FY21 Actual	FY22 Adopted	FY23 Proposed	Variance (\$)	Variance (%)
5051 – Water & Wastewater Revenue Fund	203,524,671	228,964,493	231,366,653	2,402,160	1.05%
5052 – Water & Wastewater Renewal & Extension Fund	28,411,627	28,969,806	26,567,646	(2,402,160)	(8.29%)
<b>Fund Total</b>	<b>231,936,299</b>	<b>257,934,299</b>	<b>257,934,299</b>	<b>0</b>	<b>0%</b>

# FY23 Budget Summary (Office) – Fund 5051

Office	FY21 Actuals	FY22 Adopted	FY23 Proposed	Variance (\$)	Variance (%)
170100 – Commissioner of Watershed Mgt.	19,568,895	23,086,331	23,774,934	688,603	2.98%
170200 – Water Treatment & Reclamation	86,725,671	94,414,700	98,160,205	3,745,505	3.97%
170300 – Watershed Engineering	0	0	0	0	NA
170400 - Drinking Water	310,046	0	0	0	NA
170500 – Customer Care & Business Services	15,517,753	15,228,801	14,792,608	(436,193)	(2.86%)
170600 – Watershed Protection	15,504,734	18,470,106	18,116,376	(353,730)	(1.92%)
170700 – Financial Administration	7,892,212	7,633,289	8,123,196	489,407	6.42%
170800 – Assets, Inventory & Facilities Mgt.	17,237,597	26,052,233	26,517,140	464,906	1.78%
170900 – Safety, Security & Emergency Mgt.	7,735,107	10,090,823	9,623,708	(467,115)	(4.63%)
171000 – Linear Infrastructure	33,032,656	33,988,209	32,258,486	(1,729,723)	(5.09%)
<b>DWM Office Total</b>	<b>203,524,671</b>	<b>228,964,492</b>	<b>231,366,653</b>	<b>2,402,160</b>	<b>1.05%</b>

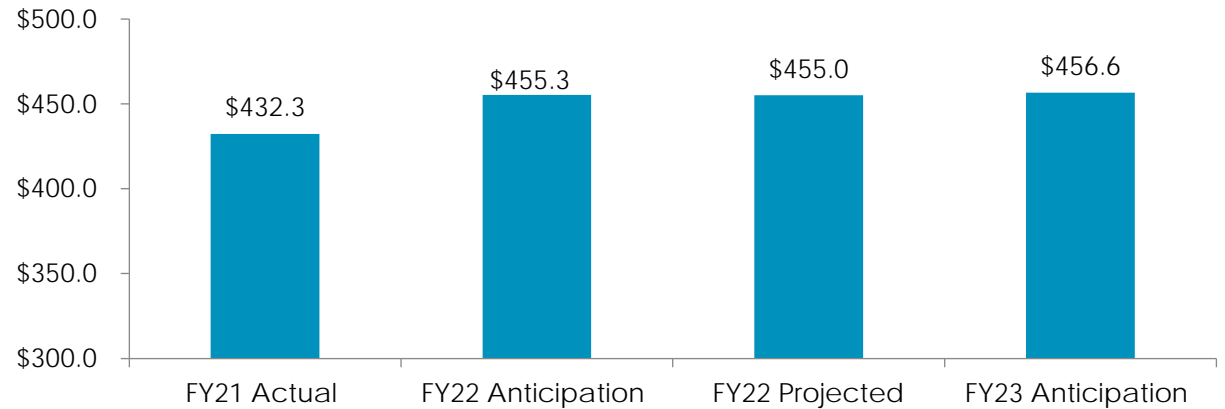
# FY23 Budget Summary (Account Group) – Fund 5051

Account Group	FY21 Actuals	FY22 Adopted	FY23 Proposed	Variance (\$)	Variance (%)
5100000 – Personnel Services	104,625,197	99,442,611	92,875,882	(6,566,729)	(6.60%)
5200000 – Purchased/Contract Services	49,709,477	72,431,000	73,290,000	859,000	1.19%
5300000 – Supplies	40,342,855	48,923,761	56,221,794	7,298,032	14.92
5400000 – Capital Outlays	174,664	0	374,000	374,000	NA
5500000 – Interfund/Interdepartmental	5,967,546	5,230,620	5,271,977	41,357	.79%
5700000 – Other Costs	2,704,932	2,936,500	3,333,000	396,500	13.50%
5800000 – Debt Services	0	0	0	0	NA
5900000 – Conversion/Summary	0	0	0	0	NA
6100000 - Other Financing Uses	0	0	0	0	NA
<b>Account Group Total</b>	<b>203,524,671</b>	<b>228,964,492</b>	<b>231,366,653</b>	<b>2,402,160</b>	<b>0%</b>

# DWM Major Account Revenue

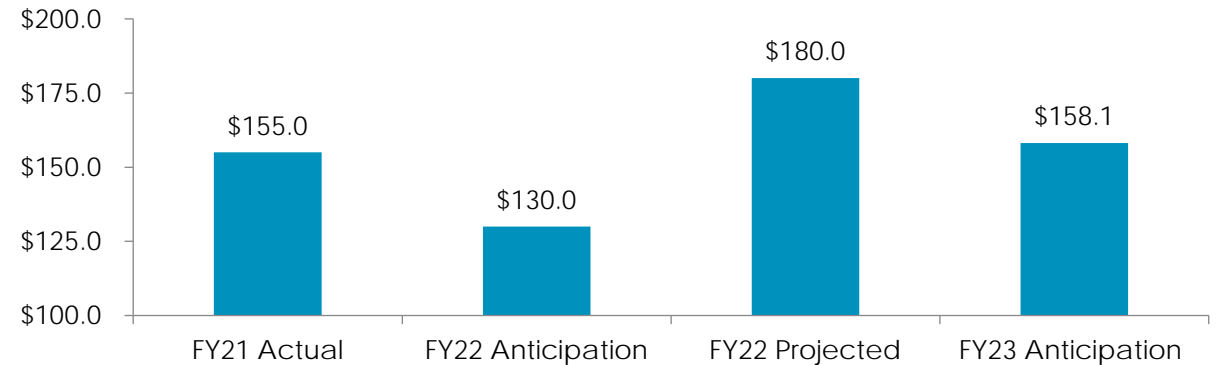
## Water and Sewer Service Revenue

- FY23 Water/Sewer anticipations are \$3.7M lower than FY22 anticipations of \$455.3M
  - No rate increase
  - Decrease consumption due to impacts of COVID19
  - FY23 anticipation reflect slight improvement based on economic recovery



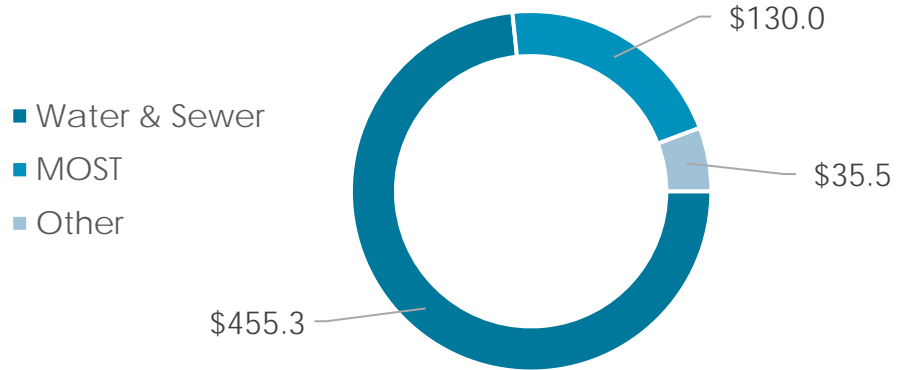
## MOST Revenues

- Anticipated revenues of \$158.1M for MOST; increase over prior year's revenue projection
  - FY23 anticipation are conservatively based on market instability
  - A Portion of MOST revenue supports 5052 O&M, Non-Departmental and other department operations

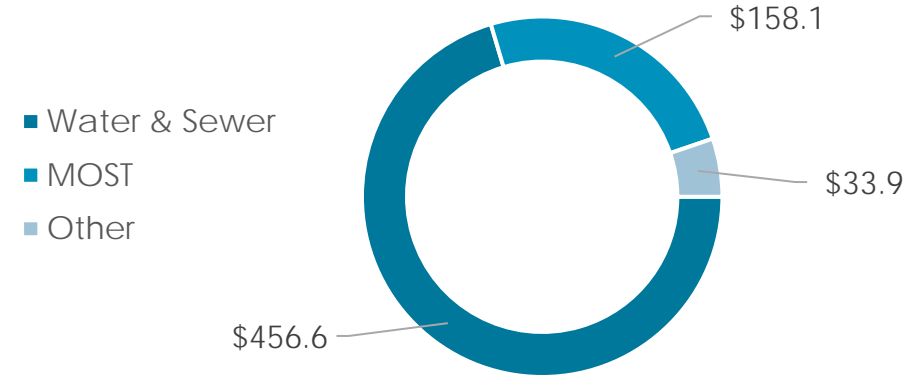


# DWM FY23 Proposed Budget

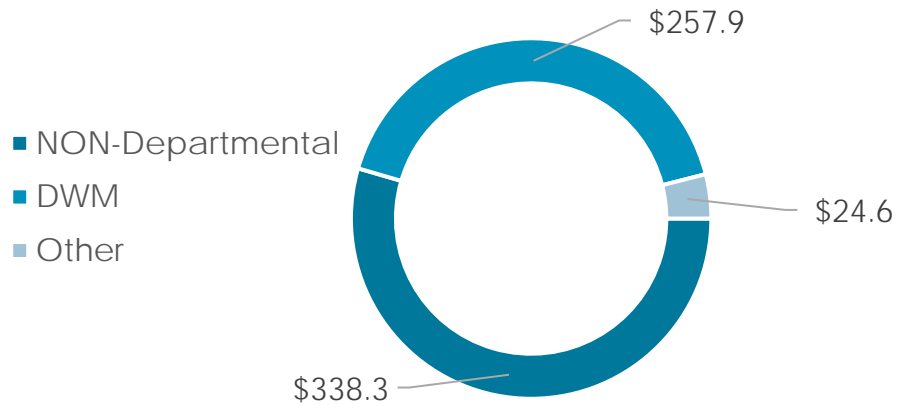
FY22 Budget Total Revenue Anticipations (\$620.8M)



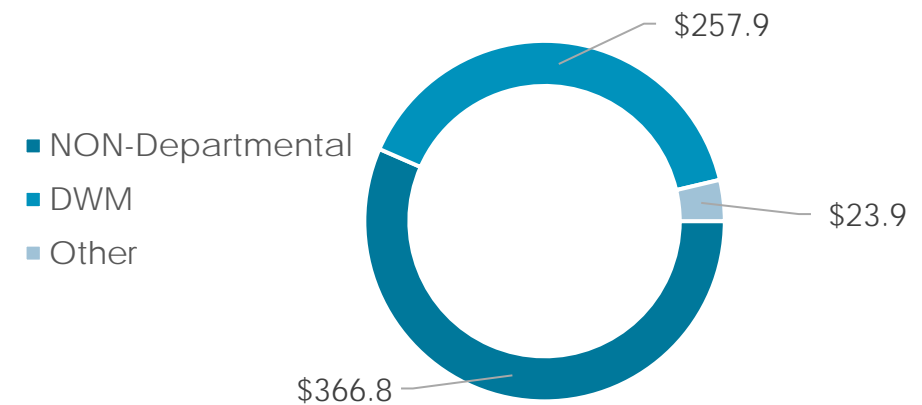
FY23 Budget Total Revenue Anticipations (\$648.6M)



FY22 Budget Total Budget Appropriations (\$620.8M)

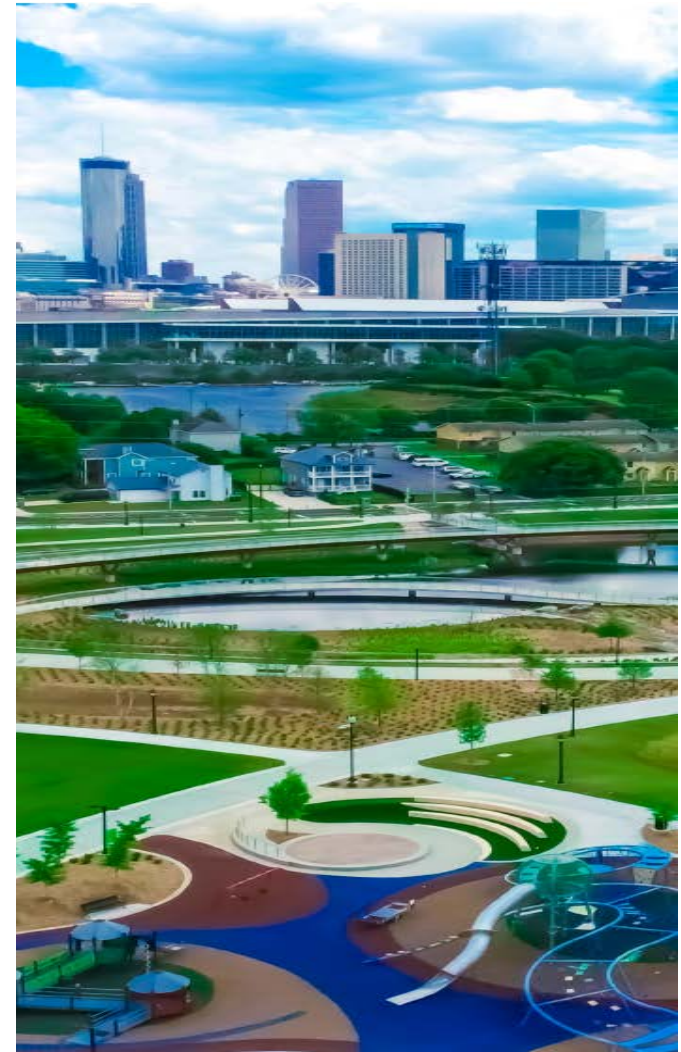


FY23 Budget Total Budget Appropriations (\$648.6M)



# DWM Key Deliverables & Benefits

- ❑ Continued compliance with Consent Decrees
- ❑ Continue development and implementation of Integrated Biosolids & Zero Waste Initiative roadmap in collaboration with other agencies
- ❑ Maintain full compliance with Safe Drinking Water Act
- ❑ Identify new revenue streams (biosolids, monetizing data, grease recycling etc.).
- ❑ Conduct reviews of key organizational areas and critical functions to assess performance and recommend improvements.
- ❑ Pursue available state and federal funding sources to fund priority CIP projects.
- ❑ Maximize usage of data analytics tool to foster data sharing and departmental efficiencies.
- ❑ Seek technical support and funding from the U.S. Army Corps. of Engineers to implement projects to address localized flooding.
- ❑ Continue to foster Low-Income Household Water Assistance Program (LIHWAP) to assist customers with accounts in arrears.



# Achievements & Awards

- Georgia Association of Water Professionals (GAWP) - 2022
  - Gold Distribution System Excellence Award
  - Gold Compliance Award for Hemphill Water Treatment Plant
  - Gold Compliance Award for the Chattahoochee Treatment Plant
  - Gold Compliance Award for the Utoy Creek Water Reclamation Center
  - Water Reclamation Facility of the Year Award for the Utoy Creek Water Reclamation Center
- 2021 Building Award – Associated General Contractors of Georgia
- American Council of Engineering Companies (ACEC Georgia) –2022 Rodney Cook Park & Pond Project
  - Grand Prize Engineering Excellence Award
  - Peoples Choice Award
  - Engineering Excellence – Water Resources Award



Georgia  
Association of  
Water  
Professionals



# Achievements & Awards – Cont'd

- **Atlanta Regional Commission (ARC) - 2021 Regional Excellence Award** for Rodney Cook, Sr. Park at Historic Vine City
- **Georgia Association of Water Professionals (GAWP) - 2021 Water Reclamation Facility of the Year Award** for Utoy Creek Water Reclamation Center
- **Georgia Soil and Water Conservation Commission (GSWCC) - Statewide Erosion and Sedimentation Control Program 2021 Local Issuing Authority (LIA) of the Year Award** for the City of Atlanta Department of Watershed Management
- **Engineering News-Record (ENR) Global - 2021 Best Project Award of Merit in the Water/Wastewater Category** for the Atlanta Water Supply Program





**THANK YOU!**



# Appendix

# FY23 Budget Summary (Office)- Fund 5052

Office	FY21 Actuals	FY22 Adopted	FY23 Proposed	Variance (\$)	Variance (%)
170100 – Commissioner of Watershed Mgt.	1,515,930	2,300,000	1,767,000	(533,000)	(23.17%)
170200 – Water Treatment & Reclamation	1,168,427	1,538,000	0	(1,538,000)	(100.00%)
170300 – Watershed Engineering	15,317,363	14,457,724	14,435,529	(22,195)	(.15%)
170400 - Drinking Water	5,234	0	0	0	NA
170500 – Customer Care & Business Services	13,081	0	0	0	NA
170600 – Watershed Protection	51,135	0	0	0	NA
170700 – Financial Administration	323,966	306,649	306,149	(500)	(.16%)
170800 – Assets, Inventory & Facilities Mgt.	312,908	75,000	0	(75,000)	(100.00%)
170900 – Safety, Security & Emergency Mgt.	(400)	0	0	0	NA
171000 – Linear Infrastructure	9,703,982	10,292,433	10,058,968	(233,465)	(2.27%)
<b>DWM Office Total</b>	<b>28,411,627</b>	<b>28,969,806</b>	<b>26,567,646</b>	<b>(2,402,160)</b>	<b>(8.29%)</b>

# FY23 Budget Summary (Account Group)- Fund 5052

Account Group	FY21 Actuals	FY22 Adopted	FY23 Proposed	Variance (\$)	Variance (%)
5100000 – Personnel Services	23,459,155	21,143,268	20,964,268	(179,000)	(.85%)
5200000 – Purchased/Contract Services	3,184,505	4,553,195	3,544,000	(1,009,195)	(22.16%)
5300000 – Supplies	507,487	699,000	786,000	87,000	12.45%
5400000 – Capital Outlays	1,095,012	1,981,000	754,000	(1,227,000)	(61.94%)
5500000 – Interfund/Interdepartmental	151,978	576,343	503,878	(72,465)	(12.57%)
5700000 – Other Costs	13,490	17,000	15,500	(1,500)	(8.82%)
5800000 – Debt Services	0	0	0	0	NA
5900000 – Conversion/Summary	0	0	0	0	NA
6100000 - Other Financing Uses	0	0	0	0	NA
<b>Account Group Total</b>	<b>28,411,627</b>	<b>28,969,806</b>	<b>26,567,646</b>	<b>(2,402,160)</b>	<b>(8.29%)</b>