



Brunswick-Glynn County Joint Water and Sewer Commission
1703 Gloucester Street, Brunswick GA 31520
Thursday, March 19, 2020 at 2:00 pm
Commission Meeting Room

COMMISSION MEETING AGENDA

Call to Order

Invocation

Pledge

PUBLIC COMMENT PERIOD

Public Comments will be limited to 3 minutes per speaker. Comments are to be limited to relevant information regarding your position and should avoid being repetitious. Individuals should sign in stating your name, address and the subject matter on which you wish to speak. Your cooperation in this process will be greatly appreciated.

COMMITTEE UPDATES

Facilities Committee – Chairman Turnipseed

Finance Committee – Commissioner Duncan

APPROVAL

1. **Minutes from March 5, 2020 Regular Meeting** (*subject to any necessary changes*)
2. **Minutes from March 5, 2020 Executive Session** (*subject to any necessary changes*)
3. **Water Meter RFP Award** – A. Burroughs
4. **Fiscal Year 2021 Budget Approval** – A. Burroughs

DISCUSSION

EXECUTIVE DIRECTOR'S UPDATE

CHAIRMAN'S UPDATE

EXECUTIVE SESSION

Approval Cont.

5. **2307 Gloucester – PSA Amendment** – C. Dorminy

MEETING ADJOURNED

*All citizens are invited to attend.
There is a possibility of a quorum of a quorum of City or County Commissioners being present.*



**Brunswick-Glynn County Joint Water and Sewer Commission
1703 Gloucester Street, Brunswick, GA 31520
Thursday, March 19, 2020 at 2:00 PM**

COMMISSION MINUTES

PRESENT: **G. Ben Turnipseed, Chairman
Bob Duncan, Vice-Chairman
Donald Elliott, Commissioner
Charles Cook, Commissioner
Wayne Neal, Commissioner
Cornell L. Harvey, Commissioner**

ALSO PRESENT: **Andrew Burroughs, Executive Director
Charlie Dorminy, Legal Counsel HBS
John Donaghy, Director of Finance
LaDonnah Roberts, Senior Financial Analyst
Janice Meridith, Exec. Commission Administrator**

ABSENT: **Tripp Stephens, Commissioner**

MEDIA PRESENT: **No Media Present**

Chairman Turnipseed called the meeting to order at 2:00 PM.

Chairman Turnipseed provided the invocation and Commissioner Elliott led the Pledge of Allegiance.

PUBLIC COMMENT PERIOD

Chairman Turnipseed opened the public comment period.

There being no citizens for public comment, Chairman Turnipseed closed the public comment period.

Chairman Turnipseed noted that Commissioner Stephens was not able to join the meeting and requested a motion to excuse him.

Commissioner Harvey made a motion seconded by Commissioner Neal to excuse Commissioner Stephens from the Commission Meeting. Motion carried 6-0-1. (Commissioner Stephens was absent from the meeting.)

COMMITTEE UPDATES

Facilities Committee Meeting Update – Chairman Turnipseed

Chairman Turnipseed reported that the Facilities Committee had met on the previous day and approved the Water Meter RFP Award to be forwarded to the full Commission at this meeting. Other items discussed included the Pump Station 4021 Rehab. Project which came in over budget and will be reviewed by staff for possible revisions to the scope for the project to come closer to budget. The bids were just received for the SPLOST Phase 3 Pump Station Project, and the 3 bids received came in over budget as well. Staff is reviewing the qualifications of those bidders, will look at possible modifications to the scope, and consider rebidding the project. The WPCF plants had good reports for the month of February, all operating well within permit levels. The Project Report was also presented indicating good progress on projects.

Finance Committee Meeting Update – Commissioner Duncan

Commissioner Duncan reported that the Finance Committee had also met on the previous day and also discussed and recommended for the Water Meter RFP to be forwarded to full Commission for their approval. The Committee also approved the Fiscal Year 2021 Budget and recommended for it to be forwarded to the full Commission at this meeting. For discussion the Financial Statement for month ending February 2020 was reviewed and noted as on track and within the “glide path” for budget versus expenses and revenues. The Utility is in good condition at this time.

APPROVAL

1. Minutes from the March 5, 2020 Regular Commission Meeting

Commissioner Elliott made a motion seconded by Commissioner Duncan to approve the minutes from the March 5, 2020 Regular Commission Meeting. Motion carried 6-0-1. (Commissioner Stephens was absent from the meeting.)

2. Minutes from the March 5, 2020 Executive Session

Commissioner Elliott made a motion seconded by Commissioner Harvey to approve the minutes from the March 5, 2020 Executive Session. Motion carried 6-0-1. (Commissioner Stephens was absent from the meeting.)

3. Water Meter RFP Award – A. Burroughs

Mr. Burroughs provided that staff had gone through a very detailed and thorough process in determining the direction to go in with the water metering for both residential and commercial customers. Multiple firms were interviewed regarding their AMI features they offer such as a radio feed providing the ability to read usages from a computer in the office which reduces the need for meter readers to drive by to manually get the water usage reads. For the residential customers, mechanical meters were requested rather than digital so the customer can see the dial spinning and be assured where their usage read is coming from. Metal threads were also requested along with AMR fallback capability which is the current drive by method of reading and could be used in case the network was down. The firm selected will also provide and maintain the AMI network system for JWSC. NAS (Network as a Service) and SAS (Software as a Service) were requested by JWSC. Mr. Burroughs explained that Software as a Service means the provider is hosting the data. He added that per the recommendation from Commissioner Cook the previous day, JWSC will be obtaining a back-up of that data to have in case something were to happen with the existing contract proposal. Out of the six firms that were interviewed Delta Municipal Supply Company who represents Neptune Meters was the high scorer. Neptune is one of the largest meter manufacturers in the United States. Delta Municipal provided a solid plan for the project management, and they also were the most cost effective proposal submitted. Delta will be putting the entire network up in year one following a pilot, and eventually all the meters will be replaced in billing route groups. Mr. Burroughs advised that one of the benefits with this system is that JWSC can alert customers of probable leaks in their system as soon as it is found, rather than waiting to get their bill and discover they had a leak. This will allow customers to get the issues corrected quicker so there is not as much water loss.

After discussion pertaining to the Commissioners' questions regarding meter replacement, current manual meter reading, and contract funding and negotiation a motion was made.

Commissioner Harvey made a motion seconded by Commissioner Duncan to move that the Brunswick-Glynn County Joint Water & Sewer Commission authorize the Executive Director to move forward in negotiations with Delta Municipal Supply Company for AMI and MDMS products and services for a five-year program integration to serve the meter reading needs of the JWSC. Motion carried 6-0-1. (Commissioner Stephens was absent from the meeting.)

4 Fiscal Year 2021 Budget

Mr. Burroughs presented the Proposed Annual Budget for Fiscal Year 2021 to the Commission. It had been provided on the previous day to the Finance Committee and members of the Facilities Committee who remained for the Finance Meeting. Mr. Burroughs stated that there would not be an increase in rates for FY 2021 Budget, which would be JWSC's second year in a row with no rate increases. Within his presentation Mr. Burroughs provided the Fiscal Year 2021 Budget goals and highlights; gave an overview of where the FY 2021 projected revenues will come from; discussed the FY 2021 expenses by expense type as well as the expenses by division; and also thoroughly detailed where the expected increases and decreases in expenses will be.

Commissioner Duncan made a motion seconded by Commissioner Neal to move that the Brunswick-Glynn County Joint Water & Sewer Commission approve the submission of the Proposed Fiscal Year 2021 JWSC Budget to the City of Brunswick and Glynn County for their review and comment and approval of the Fiscal Year 2021 JWSC Budget in the amount of \$33,407,000 subject to revision upon receipt of the comments from the City of Brunswick and/or Glynn County.

Commissioner Harvey asked if there were any significant increases in any of the divisions, and Mr. Burroughs provided an explanation of budgets that were shifted or reallocated between divisions as well as changes such as in the landscaping services, warehouse software and barcoding system, also including banking and investment fees, and then noted that with the expected increase in revenues it would result in a net positive for JWSC. Commissioner Harvey inquired about providing raises to the JWSC employees, and Mr. Burroughs responded with an explanation of the 1.66% COLA and any remaining step raises that might result from employees' annual evaluations. After a few more questions and comments from the Commissioners a vote was taken.

Motion carried 6-0-1. (Commissioner Stephens was absent from the meeting.)

EXECUTIVE DIRECTOR'S UPDATE

Chairman Turnipseed asked for an update on what JWSC is doing regarding the Coronavirus. Mr. Burroughs provided the following notations:

- Staff is limiting the in person meetings, and are using the phones and technologies such as web-ex
- Customer Service and staff members who are touching money are wearing gloves
- A local provider came in and performed a hydrostatic disinfection of the building
- Staff has stopped all congregating in the breakroom at lunches and are spacing lunches out
- The "community" coffee services have been stopped due to touching the coffee pots, etc.
- Cut-offs and late fees for customers have been suspended at this time to take into consideration and assist any customers who may not be working
- Payment plans will likely be worked out for customer accounts that might incur large balances
- Non-essential travelling has been cancelled

- Postings have been placed on the JWSC website and social media accounts regarding the information on the cut-off procedures, not flushing items not intended to be flushed, and also including advice that the water is safe to drink and not affected by the Coronavirus
- Notations have been placed on e-mails regarding the limiting of in-person meetings with vendors, etc.

In response to a request from Commissioner Neal, Mr. Burroughs will contact the newspapers and radio to provide advice to the public that the water is safe to drink and services will continue.

Mr. Burroughs also commented to anyone listening on the live streaming to remember that the toilet is not a trashcan for people flushing non-flushable products, and also provided that flushable wipes are not flushable and regardless what the package says, they do not breakdown in the sewer system and will clog up the lines.

Mr. Burroughs further commented for everyone to stay safe and follow the guidelines that have been provided, and stated that JWSC will continue to provide services for the duration of this virus. We know we are critical to public health and we will be here.

CHAIRMAN'S UPDATE

Chairman Turnipseed made a motion seconded by Commissioner Duncan to move that the April and May Commission Meetings will be on the 3rd Thursday only for each of those two months. Motion carried 6-0-1. (Commissioner Stephens was absent from the meeting.)

Commissioner Harvey requested to announce that the City of Brunswick did select a new City Manager the previous night. Regina McDuffie from Macon County, Georgia has an extensive knowledge of city management and is expected to report in around May 4, 2020 as the new City Manager of Brunswick.

Commissioner Elliott recommended that the Executive Session be held in the Commission Room where they were already seated spaced apart from each other observing social distancing, rather than entering the smaller enclosed room. Those in the Commission Room who were not a part of the Executive Session were excused during that portion of the meeting.

EXECUTIVE SESSION

Commissioner Duncan made a motion seconded by Commissioner Harvey to adjourn into Executive Session to discuss Property. Motion carried 6-0-1. (Commissioner Stephens was absent from the meeting.)

Return to Regular Session.

Commissioner Duncan made a motion seconded by Commissioner Elliott to return to Regular Session. Motion carried 6-0-1. (Commissioner Stephens was absent from the meeting.)

APPROVAL cont.

5. 2307 Gloucester Street Property – PSA Amendment

Commissioner Duncan made a motion seconded by Commissioner Elliott to move that the Brunswick-Glynn County Joint Water and Sewer Commission approve Amendment Number One to the Purchase and Sale Agreement entered into with Port City Partners, LLC with a Binding Agreement Date of February 12, 2020, and grant authority to the Chairman to sign the Amendment. Motion carried 6-0-1. (Commissioner Stephens was absent from the meeting.)

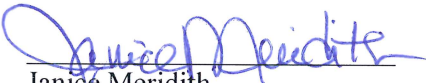
Commissioner Elliott made a motion seconded by Commissioner Duncan to adjourn the meeting. Motion carried 6-0-1. (Commissioner Stephens was absent from the meeting.)

There being no additional business to bring before the Commission, Chairman Turnipseed adjourned the meeting at 3:00 p.m.



G. Ben Turnipseed, Chairman

Attest:



Janice Meredith,
Executive Commission Administrator



Brunswick-Glynn County

Joint Water and Sewer Commission

Memorandum

To: BJJWSC Board of Commissioners
From: Andrew Burroughs, Executive Director
Date: March 19, 2020
Re: APPROVAL – Water Meter RFP Award

Background

The JWSC has been upgrading its current AMR “drive by” system, investing in cellular endpoint-based Advanced Metering Infrastructure (AMI) and Meter Data Management System (MDMS) for the past several years. The meters have been incrementally updated as new customers have been added to the system and/or meter failures and radio failures occur. This approach proved effective from a cost management perspective and suitable to cover replacement needs for many years. However, this change resulted in a mix of changes specifically to the endpoint reading technologies attached to brass-bodied nutating disk positive displacement meters. Additionally, the incidence of AMR failure due to batteries reaching the end of their useful began to see a significant uptick during the early part of FY2019.

In the spring of 2019, senior leadership realized that development of a long-term strategy was needed to address this essential element of the JWSC revenue base. After preliminary discussions with the JWSC departments demonstrated the need for more information to be acquired by staff for development of a competitive solicitation was determined. At that time, a decision was made to issue a Request For Information (RFI) to gather information for comparative purposes. Taking this preliminary step to gather information, allowed the staff to understand the different options available in the marketplace, consider their value and hone in on the essential needs and risks associated with different product and service options available to suit JWSC’s needs. The findings of this effort would assist in the development of proposal specifications that would meet the current need of replacing failing service meters/registers with reliable and accurate reading technology that also allowed the organization to support data collection and billing currently and in the future.

Request For Information No. 20-006 was issued on August 21, 2019 to obtain specific information from water meter manufacturers regarding the technical capabilities of their water meters and related mobile, drive-by, fixed network meter, Mesh Network AMI, Cellular AMI, Cellular Automatic Meter Reading (AMR) and mobile drive-by systems. Responses to the RFI were received on Tuesday, October 1, 2019. The following ten entities provided information to the JWSC for consideration:

- Consolidated Pipe and Supply Company
- Core & Main LP
- Delta Municipal Supply Company
- Ferguson Waterworks
- Georgia Power
- Metron
- Suez
- Sustainability Partners
- United Systems / I-Tron
- Utility Metering Solutions

Information was distributed to the JWSC team with a 30-day period given for review and clarification. The next step was for the team to come together and develop a formal Request For Proposal (RFP) to solicit formal competitive offers. The benefits available through AMI and MDMS technologies drove the priorities of this initiative.

Input from and collaboration between the JWSC Meter Services, Customer Service/Administration, Distribution, GIS and Finance staff members during this process was key to identifying and prioritizing the organization's essential needs along with any product or system enhancements that could be gained. Reviewing the requirements of other entities recently in the marketplace for similar needs was completed as well. A scoring matrix was developed to evaluate the proposals. Options were requested to include financing options if possible and longer warranties if available.

A primary goal was to find a solution for integrating an AMI and MDMS solution into JWSC's existing enterprise(s). Another critical requirement of this effort was to have a redundancy for Automatic Meter Reading (AMR) in the event of AMI service failure. Also, a focus on warranty, a simpler analog display (for meters less than 3"), survey grade mapping at installation and single point-of-contact for project and ongoing service delivery emerged as key needs. Limited impact and good coordination of communications with JWSC staff and customers during the installation process were key needs that were also set forth.

One key consideration was whether JWSC would own or lease infrastructure. At this point in the process, the approach was that JWSC would pay for the infrastructure but did not want to own or maintain the NaaS, just the meters. This would allow both control and flexibility for the long-term if changes to how we were to choose to collect data in the future.

As part of the project development, staff was tasked with determining how to fund and implement this project with minimal impact to its ratepayers. As a result, the intent was to partner with a firm to have an initial pilot phase to better understand challenges and refine internal, service provider and customer processes prior to a full launch. From there, the annually phase of a set number of meter replacements would occur. This would allow JWSC to maintain and improve the meter to cash process with our current Harris Computer Systems software at a manageable pace with no internal headcount changes and to reach full implementation and integration over a five-year time period.

Staff Report

On Wednesday, November 27, 2019 staff issued Request For Proposal No. 20-028 for Advanced Metering Infrastructure (AMI) and Meter Data Management System (MDMS). A pre-proposal meeting was held on Wednesday, December 18, 2019 with (26) external attendees with (13) different firms represented including meter representatives, software providers and installation contractors. Proposals were received on Tuesday, January 28, 2020 from six firms.

A cross-functional team of (5) JWSC staff members performed the RFP evaluations. Interviews with viable proposers anticipated project teams were held during the week of February 10, 2020.

References for selected firms were contacted by JWSC during the weeks of February 17th and 24th to finalize the evaluation scores. The table below shows the score for each proposer.

Proposer	Overall Average Score
Delta Municipal Supply	84.50
Consolidated Pipe and Supply Company	73.13
Core & Main LP	72.96
Ferguson Waterworks	71.94
Utility Metering Solutions	61.21
Georgia Power	56.71

Throughout both the RFI and RFP processes, the complexity of the product and service offerings available was continually apparent. Through staff's thorough review, it was learned that many different options exist in the marketplace to read meters and capture associated data at varying capabilities and costs. Providers brought forth a variety of options in both the RFI and RFP processes that included meter technology, data collection services,

Software as a Service, (SaaS), Network as a Service (Naas), varying offerings for data management/MDMS and a third-party contractor to handle the initial meter replacement installation while others offered Naas only with compatibility requirements to certain transmitters/meters. Some offered complete turn-key packages that proved to cost prohibitive to pursue. Costs and ongoing fees for products, ongoing services and installations varied greatly among the firms that submitted. Risks associated with materials, warranty terms and limitations as well as the elimination of points of failure on the meter itself were discussed and analyzed to great length. Previous experience on this weighed heavily in the development of the RFP technical specifications.

Total project implementation and ongoing supports costs ranged from \$12M to \$18M. The staff's evaluation was challenged to compare and evaluate due to varying structures and offerings. Additionally, some variable costs revolve around installation elements such as those to be associated with the numbers of replacements needed for valve boxes, lid covers, etc. Estimates were applied here based on staff's understanding of current field conditions and a conservative and efficient approach to replacements. Also, some lower cost partial services carried some greater risks to the overall needs and some higher cost services seemed to be way out of a range that the team could match as a fit to our resources available and needs.

By taking advantage of an initial pilot period to fully vet impacts to internal reading and data processes, JWSC strives to minimize installation impacts to customers and manage communications in line with customer expectations and needs. Due diligence and much focus was placed on avoiding any disruption to the reading and billing process this aspect of the planned project. By utilizing a step-by-step approach and scaling the initial rollout down to a smaller number any changes needed to existing JWSC workflows will be more manageable by existing JWSC staff. Every references we spoke to with the exception of one recommended an initial pilot phase and focused on the need to manage this change with customers as seamlessly as possible. Initial training and ongoing support capabilities will also be tested during this time to make sure all support level claims are validated.

Recommended Action

The staff recommendation is made for negotiation and finalizing contract award to Delta Municipal Supply Company for an initial pilot phase with plans to move forward on a 5-year phased program implementation.

Staff notes the following points with regard to the Delta offering:

- Meter accuracy and warranty among the top tier of offers received
- Lowest overall cost projection (all-in; meters, installation, network and software) at approximately \$12-14M depending on variables in meter material installation needs.
- Have experience implementing our specific Innoprise and CIS software; no other had this.
- Strong references with other agencies comparable to JWSC in size and project scope.
- Support network for product (meter school onsite in SE) and technology platform (features of LoRaWAN reading technology allow for additional monitoring points; WaterSmart analytics widely adopted by comparable and higher tier agencies throughout the country) are very strong.
- Experienced project and installation teams with similar scope and size projects.
- One of the shorter lead times for ongoing meter order fulfillment among the field of offers received.
- Offered NaaS; some proposers could not fully adapt their model to JWSC's requirement. Have capability to recover from natural disasters; demonstrated reference (Key West) for this.

Recommended Motion

"I make a motion that the Brunswick-Glynn County Joint Water and Sewer Commission authorize the Executive Director to move forward in negotiations with Delta Municipal Supply Company for AMI and MDMS products and services for a five-year program integration to serve the meter reading needs of the JWSC."

Enclosures

Evaluation Matrix

TECHNICAL REQUIREMENTS WORKSHEET -- BGJWSC RFP NO. 20-028 ADVANCED METERING INFRASTRUCTURE & METER DATA MANAGEMENT SYSTEM

	Total Score	Technical Requirements Evaluation for: C. Pipe						Technical Requirements Evaluation for: Core & Main						Technical Requirements Evaluation for: Delta						Technical Requirements Evaluation for: Ferguson						Technical Requirements Evaluation for: GA Power						Technical Requirements Evaluation for: UMS					
		Reviewer 1	Reviewer 2	Reviewer 3	Reviewer 4	Reviewer 5	Overall Average	Reviewer 1	Reviewer 2	Reviewer 3	Reviewer 4	Reviewer 5	Overall Average	Reviewer 1	Reviewer 2	Reviewer 3	Reviewer 4	Reviewer 5	Overall Average	Reviewer 1	Reviewer 2	Reviewer 3	Reviewer 4	Reviewer 5	Overall Average	Reviewer 1	Reviewer 2	Reviewer 3	Reviewer 4	Reviewer 5	Overall Average	Reviewer 1	Reviewer 2	Reviewer 3	Reviewer 4	Reviewer 5	Overall Average
Overall (1-10 Points each item) (Max. score of 40 points)		7	10	7	8	6	8	7	10	10	10	7	9.25	7	10	10	10	7	9.25	5	10	10	10	7	8.75	7	10	10	10	0	9.25	6	10	10	10	0	9
§ System must be overall user-friendly and easy to learn to use relative to other offerings. Preference will be given to a system that includes a Meter Data Management System or due to its simplicity to BGJWSC, requires no third-party Meter Data Management System. This (as well as other aspects listed in other areas) will be fully evaluated by BGJWSC employees in an AMI/MDMS Pilot Project in addition to pre-selection due diligence.		7	5	10	10	6	8	7	5	10	10	7	8	8	10	10	10	7	9.5	6	5	10	10	7	7.75	7	0	10	10	0	6.75	6	5	10	10	5	7.75
§ Implementation of this system must be done on a "live" basis as the BGJWSC presently has two billing read periods per month.		8	10	10	10	6	9.5	8	10	10	10	7	9.5	7	10	10	10	7	9.25	7	10	10	10	7	9.25	6	0	0	0	0	1.5	7	10	10	10	5	9.25
§ Field collection devices should use a cellular based communication system backhaul with pricing for such a system to be included in the proposal (including third party costs for such services and hardware) but be able to accommodate potential ties to the BGJWSC's fiber network via TCP/IP or other networking protocols.		6	10	10	10	6	9	7	10	10	10	7	9.25	7	10	10	10	7	9.25	7	10	10	10	7	9.25	5	0	10	10	0	6.25	7	10	10	10	5	9.25
§ Bidder to state all third-party items necessary to implement, operate, and maintain this system and estimate costs for these on a one time and ongoing bases.		28	35	37	38	24	34.5	29	35	40	40	28	36	29	40	40	40	28	37.25	25	35	40	40	28	35	25	10	30	30	0	23.75	26	35	40	40	15	35.25
SUBTOTAL AVERAGE																																					
Technical Merit Subtotal (Maximum Score is 1440 with Final Weighting of 4)	60%	976	1120	1388	1424	876	1227	960	1316	1308	1308	928	1223	1076	1348	1400	1420	972	1311	912	1356	1364	1360	928	1248	964	1216	1080	1080	696	1085	888	1316	1268	1300	728	1193
B. Ability of Bidder to provide technical support (Maximum Score is 240)	10%	240	240	240	240	210	240	240	240	240	240	210	240	240	240	240	240	150	240	240	240	240	240	150	240	240	240	240	240	125	240	240	240	240	240	210	240
• Bidder shall list standard levels of technical support and those which require additional cost.																																					
• Give 30 points for every hour of support provided per year.																																					
C. Cost (Maximum Score is 360)	15%	288	288	288	288	300	288	216	144	216	216	180	198	360	360	360	360	300	360	144	216	90	144	120	148.5	72	0	72	0	0	36	0	72	0	72	60	36
• Lowest total gets 360 points, highest gets 0. Remainder evenly spread across total Bidder count.																																					
D. Warranty (Maximum Score is 180)	7.5%	0	0	0	0	0	0	90	90	90	90	90	90	117	117	117	117	117	117	90	90	90	90	90	90	0	0	0	0	0	0	0	0	0	0	0	0
• Bidder shall list standard levels of warranty and those which require additional cost																																					
• Give 18 points for every year of full warranty past 10 years and 9 points for every prorated year.																																					
E. Training (Maximum Score is 180)	7.5%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
• Bidder shall list standard levels of training and those which require additional cost																																					
• Give 18 points for every day of training beyond the initial 2 weeks.																																					
TOTAL (Maximum Score is 2400)		1504	1648	1916	1952	1386	1755	1506	1790	1854	1854	1408	1751	1793	2065	2117	2137	1539	2028	1386	1902	1784	1834	1288	1727	1276	1456	1392	1320	821	1361	1128	1628	1508	1612	998	1469
		62.7	68.7	79.8	81.3	57.8	73.13	62.8	74.6	77.3	77.3	58.7	72.96	74.7	86	88.2	89	64.1	84.5	57.8	79.3	74.3	76.4	53.7	71.94	53.2	60.7	58	55	34.2	56.71	47	67.8	62.8	67.2	41.6	61.21



Brunswick-Glynn Joint Water & Sewer Commission
1703 Gloucester Street, Brunswick, GA 31520
Phone (912) 261-7110 www.bgjwsc.org

March 18, 2020

Commissioners,

I am pleased to present the Proposed Annual Budget for Fiscal Year 2021. This balanced budget supports the goals of the Commission and maintains customer affordability. The budget process began in early January based upon the budget calendar discussed at the January 15 Finance & Human Resources Committee meeting. Divisional capital budget requests were submitted and reviewed in January. Draft divisional budgets were submitted before February 14. Budget review meetings were held in late February between the superintendents and the JWSC budget team. The FY2021 Budget Team consists of John Donaghy, Director of Finance; LaDonnah Roberts, Senior Financial Analyst; Frances Wilson, Senior Accountant; and myself.

The Budget Team worked diligently in preparation of this proposed budget that will further the five key strategic areas identified in the 2019 Strategic Business Plan:

- Environmental Compliance
- Responsible Decision Making
- Being a Community Resource
- Workforce Development
- Customer Service

I would like to extend my gratitude to the Commission for their guidance during this process, divisional superintendents for submitting budget requests that will further the mission of the JWSC, and the Budget Team for their hard work in preparation of this balanced budget. The Budget Team looks forward to working with you over the next few months as we move towards budget adoption for Fiscal Year 2021.

Respectfully submitted,

Andrew Burroughs, P.E.
Executive Director
Brunswick-Glynn Joint Water & Sewer Commission

FISCAL YEAR PRIORITIES

Public Perception	Asset Management	Overhead	Project Management	Operations Management
<p>Rate Stabilization</p> <p>Zero Rate Increase</p>	<p>Asset Registry</p> <p>100% Operational Assets in Registry</p>	<p>Pension Plan Changes</p> <p>Plan Changes for New Employees by July 1</p>	<p>Annual Work Plan</p> <p>1 Year of Capital Projects Approved Simultaneously</p>	<p>4 Week Work Plans</p> <p>90% of Work Orders Planned</p>
<p>Reduce Boil Water Advisories</p> <p>Replace 3 Miles of Galvanized Water Lines</p>	<p>Digital Inspection Templates</p> <p>25 Inspection Types Digitized</p>	<p>Wellness Programs</p> <p>50% of Employees Receive Wellness Check Onsite</p>	<p>Reverse Trade Show</p> <p>25 Vendors in Attendance</p>	<p>Improved Safety</p> <p><6 Reportable Incidents (OSHA Incidence Rate)</p>
<p>Improved Customer Communication</p> <p>50% Service Requests Receive Follow-Up Call</p>	<p>Formalize PM Program</p> <p>75% of Completed Work Orders are PMs</p>	<p>Reorganization</p> <p>Combined Office Divisions to Improve Efficiency</p>	<p>Earned Value Analysis</p> <p>EVA Measures on Project Report by July 1</p>	<p>State Operational Awards</p> <p>Win 1 Operational Excellence Award</p>
<p>Streamline Admin Processes</p> <p>100 New Service Applications Completed Online</p>	<p>Operational Reports</p> <p>Standardized Weekly Operational Report from Each Group</p>	<p>Overtime</p> <p>Improved SCADA System to Reduce Callouts</p>	<p>Project Communication</p> <p>Quarterly Project Update Videos</p>	<p>Reduce Inventory</p> <p>25% Reduction in Inventory Value</p>

FISCAL YEAR 2021 BUDGET GOALS

- Provide for Organization Needs While Stabilizing Rates
- Continue Efficient Use of Capital
- Drive Down Operation and Maintenance Costs
- Further Enhance Customer Experience and Resource Management

FISCAL YEAR 2021 BUDGET HIGHLIGHTS

- No Rate Increase Requested
- Reduction in Staffing Requests
- Decrease in Bad Debt Expense Due to Debt Collection
- Repair and Replacement Reserve Funding Increase

FISCAL YEAR 2021 REVENUES

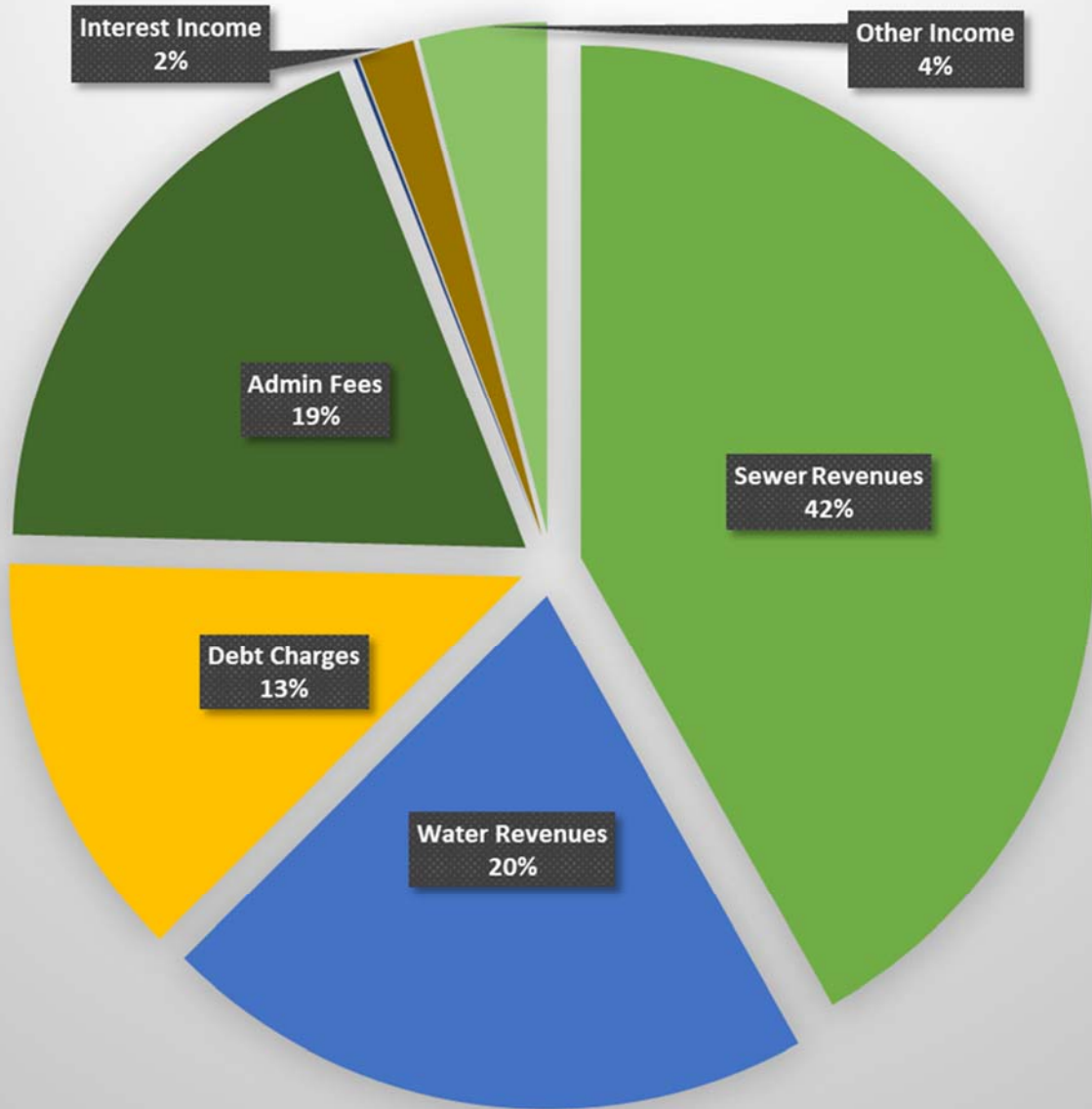
	FY 2020 Budget	Estimated Year-End	FY 2021 Budget	Increase/ Decrease	% Change
Sewer Revenues	14,080,000	13,981,713	13,980,000	(100,000)	-0.71%
Water Revenues	6,900,000	6,473,250	6,900,000	-	-
Debt Charges	4,310,000	4,380,262	4,310,000	-	-
Administrative Fees	6,237,000	6,281,136	6,237,000	-	-
Planning & Construction Fees	45,000	37,593	45,000	-	-
Interest Income	125,000	590,435	588,000	463,000	370.40%
Other Income	1,582,000	2,154,138	1,347,000	(235,000)	-14.85%
OPERATING REVENUES	33,279,000	33,898,527	33,407,000	128,000	0.38%

Increased Leak Adjustment Allowance
Following Ordinance Revisions

Increased Interest Income Based on
Investment Services Changes

Decreased Other Income to Facilitate
Reduction in Operational Charges for
New Connections

FY2021 Projected Revenues



FY 2021 EXPENSES BY EXPENSE TYPE

	2020 Budget	Estimated Year-End	2021 Budget	Increase/ Decrease	% Change
Governing Body Expenses	299,100	142,341	299,150	50	0.02%
Personnel Expenses	11,425,500	11,755,945	11,726,250	300,750	2.63%
Operating Expenses	10,158,200	10,346,190	10,397,500	239,300	2.36%
Capital Costs	674,750	695,440	623,000	(51,750)	-7.67%
OPERATING EXPENSES	22,557,550	22,939,916	23,045,900	488,350	2.16%

Staffing Reduction from
162 to 157

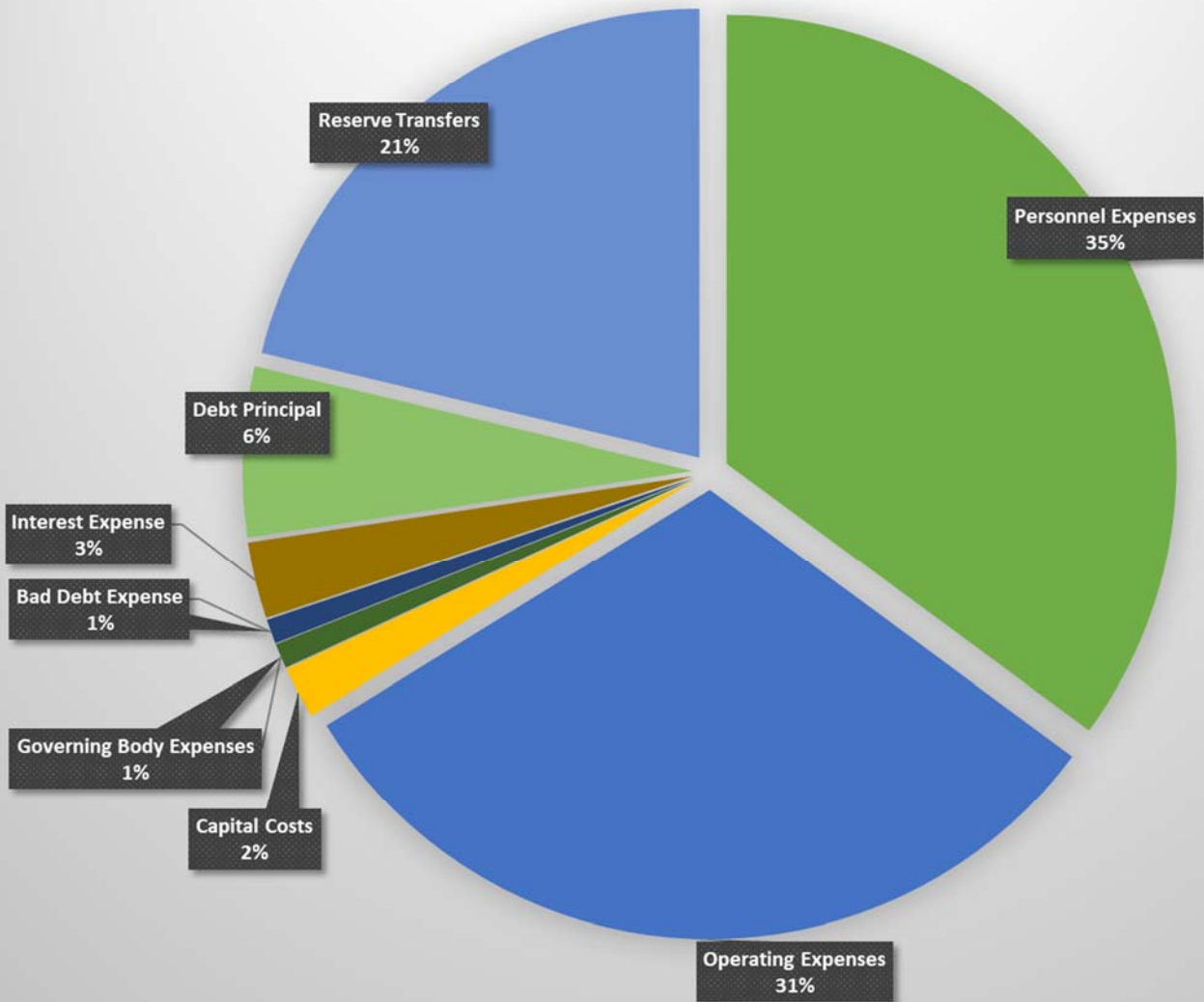
Cost of Living
Adjustment - 1.66%

Additional 10% in
Pension Payments to
Reduce Liability

Operating Expenses
Increase Solely from
Banking and Investment
Fees

Reduced Capital
Expenditures Through
Rolling Stock
Reallocation

FY2021 Expenses by Type



FY 2021 EXPENSES BY DIVISION

	2020 Budget	Estimated Year-End	2021 Budget	Increase/ Decrease	% Change
Governing Body	299,100	142,341	299,150	50	0.02%
Office of the Director	878,750	931,524	884,400	5,650	0.64%
Administration	1,898,800	2,032,587	1,774,800	(124,000)	-6.53%
Finance	1,165,050	1,487,086	1,789,300	624,250	53.58%
Purchasing	605,120	628,314	1,050,600	445,480	73.62%
Planning and Construction	1,502,950	1,439,787	1,614,600	111,650	7.43%
Facilities Maintenance	625,750	582,928	0	(625,750)	-100.00%
Systems Pumping and Maintenance	7,100,350	6,824,830	6,887,900	(212,450)	-2.99%
Wastewater Treatment	4,526,450	5,057,514	4,950,400	423,950	9.37%
Industrial Pretreatment	35,350	13,210	36,900	1,550	4.38%
Water Production	1,356,230	1,517,749	1,362,400	6,170	0.45%
Water Distribution	2,276,850	1,980,086	2,087,150	(189,700)	-8.33%
Property and Casualty Insurance	286,800	301,959	308,300	21,500	7.50%
OPERATING EXPENSES	22,557,550	22,939,916	23,045,900	488,350	2.16%

FISCAL YEAR 2021 EXPENSE HIGHLIGHTS

Increases

Finance

- Banking/Investment Fees
 - Reallocation of Bill Printing Costs
 - Reallocation of Main Office Utility Costs
-

Purchasing

- Landscaping Contract
 - Reallocation of Janitorial Services Contract
 - Capital Purchase for Inventory Barcoding System
-

Wastewater Treatment

- Capital Costs for Dunbar Creek Influent Pump
 - Reallocation of Administrative Personnel
 - Increased Equipment Repair Budget
-

Decreases

Facilities Maintenance

- Division Eliminated
 - Landscaping Work Contracted
 - Personnel Reassigned to Fill Vacancies
-

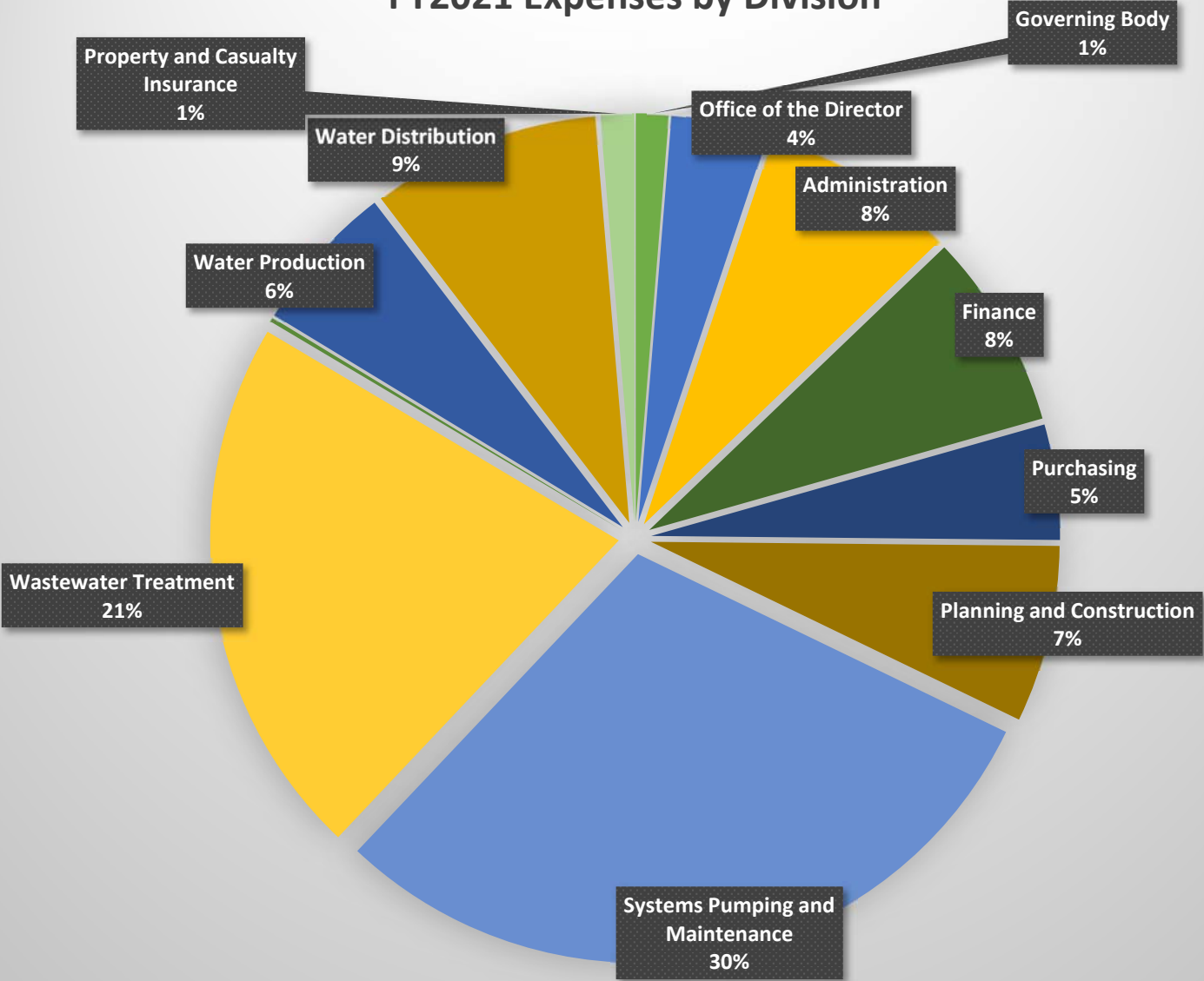
Water Distribution

- Reduction in Meter Costs Due to Capital Project
 - Reduction in Capital Requests for Rolling Stock
 - Departmental Insurance Costs Decreased 21%
-

Systems Pumping and Maintenance

- Manhole Rehab Costs Reduced by Combined Contract
 - Reduced SCADA Maintenance Due to Capital Project
 - Reduction in Capital Requests for Rolling Stock
-

FY2021 Expenses by Division



ENHANCE PUBLIC PERCEPTION

Rate Stabilization

Goal: Zero Rate Increase

- Reduction in Debt Service
 - Reduction in Operating Expenses Net of Banking/Investment Fees
-

Reduce Boil Water Advisories

Goal: Replace 3 Miles of Galvanized Pipe

- Increased R&R Transfer
-

Improved Customer Communication

Goal: Follow-Up with 50% of Service Requests

- CMMS Assistance to Link Customer Service Processes to CMMS
-

Streamline Admin Processes

Goal: 100 New Service Applications Online

- Reduce Other Income Revenues to Lower Cost for New Connections
-

EXPAND ASSET MANAGEMENT

Asset Registry

Goal: 100% Operational Assets in Registry

- Asset Management Contract with Experienced Consultant
-

Digital Inspection Templates

Goal: 25 Inspection Types Digitized

- CMMS Mobile Licenses
 - Tablet Purchase for Field Staff
-

Formalize Preventative Maintenance Program

Goal: 75% of Completed Work Orders are PMs

- Work Week Management Training
-

Operational Reports

Goal: Standardized Weekly Reports from Each Operational Group

- VTScada Project to Streamline Reporting
 - SQL Reports Training
-

REDUCE OVERHEAD

Pension Plan Changes

Goal: Plan Changes for New Employees Beginning July 1

- 10% Additional Funding to Pension Unfunded Liability
-

Employee Wellness Program

Goal: 50% of Employees Receive Wellness Check Onsite

- Increased Other Employee Benefits to Provide Wellness Screening Opportunities
-

Reorganization

Goal: Combine Divisions to Improve Efficiency

- Consolidation of Facilities Maintenance
 - Contracted Landscaping Services
-

Overtime

Goal: Improved SCADA Systems to Reduce Callouts

- VTScada Project
 - Training Courses to Increase Licensed Operators
-

IMPROVE PROJECT MANAGEMENT

Annual
Capital Work
Plan

Goal: Year of Capital Projects
Approved Simultaneously

- Increased R&R Transfer
-

Reverse Trade
Show

Goal: 25 Vendors in Attendance

- Internal Work Process Change
-

Earned Value
Analysis

Goal: EVA Measures on Project Report
Beginning July 1

- EVA Training Courses for Project
Managers
-

Project
Communication

Goal: Quarterly Project Update

- Internal Work Process Change
-

STREAMLINE OPERATIONS MANAGEMENT

4 Week Work Plans	<p>Goal: 90% of Work Orders Planned</p> <ul style="list-style-type: none">• Work Week Management Training
Improved Safety	<p>Goal: <6 Reportable Incidents</p> <ul style="list-style-type: none">• Defensive Driver Training• Training Courses for Construction/Job Site Safety
State Operational Awards	<p>Goal: Win 1 Operational Excellence Award</p> <ul style="list-style-type: none">• Capital Purchases to Replace Aged Assets• Increased R&R Transfer
Reduce Inventory	<p>Goal: 25% Reduction in Inventory</p> <ul style="list-style-type: none">• Capital Purchase of Barcoding System with CMMS Integration

CAPITAL EXPENDITURE REQUEST

Division	Capital Item	Estimated Cost	Utility
Procurement	Bar Code System for Supply Warehouses	\$155,000	Improved inventory management
SP&M	10 Wheel 16 Yard Dump Truck	\$150,000	SP&M Construction Crews
SP&M	2 Two-Ton Work Truck	\$75,000	SP&M Construction Crews
SP&M	2 Portable Push Camera(s)	\$16,000	Lateral CCTV
Wastewater Treatment	Half-Ton Work Truck	\$28,000	Wastewater Maintenance
Wastewater Treatment	Model 3300 60 Horse Power Submersible Pump	\$50,000	Dunbar Influent Pump
Wastewater Treatment	UV Spectrophotometer with RFID Technology	\$10,000	Wastewater Lab Analysis
Wastewater Treatment	UTV	\$9,000	Transport of Personnel/Small Equipment at Academy Creek
Wastewater Treatment	Laboratory Deionized Water Treatment System	\$22,000	Wastewater Lab Analysis
Production	One-Ton Work Truck	\$33,000	Chlorine Distribution
Distribution	8" Self Prime Pump – Trailer Mounted	\$75,000	Dewatering

TRAINING EXPENDITURE REQUEST

Training Opportunity	Employees Trained	Cost
ASCE Construction Institute	Director of Engineering	\$2,000
Bentley Modeling Conference	Assistant Engineer	\$1,500
Cityworks Annual Conference	Asset Management Manager	\$4,800
Collections System Operator Course	10 Employees	\$8,000
Confined Space Entry	~30 Employees	-
Defensive Driver Training	~75 Employees	\$5,000
Distribution System Operator Course	8 Employees	\$6,400
Educational Assistance	4 Employees	\$34,000
ES&C Training	6 Employees	\$2,500
ESRI Regional Conference	2 Employees	\$1,500
ESRI Water Conference	GIS Supervisor	\$2,500
GAWP Annual Conference	5 Employees	\$2,500
Georgia Clerks Training	Commission Clerk	\$500
Grade II Water Operator Course	2 Employees	\$1,600
GRWA Jekyll Conference	~50 Employees	\$4,000
GUCC Fall Conference	Senior Utility Inspector	\$1,000
GUCC Spring Conference	Service Review Specialist	\$400
Harris Regional User Group	Senior Accountant	\$500
Inventory Best Practices Training	4 Employees	\$4,000
Leadership Glynn	Deputy Executive Director	\$1,500
LinkedIn Learning	All Staff	\$18,000
Maintenance Technologist Training	40 Employees (2 Onsite Courses)	\$15,000
Management Training	6 Employees	\$9,000
MUTCD Training	~25 Employees	\$8,700
Operator Continuing Education	All Licensed Employees	\$36,500
Plan Reading Training	Service Review Specialist	\$1,000
Public Procurement Best Practices Training	6 Employees	\$6,200
Southeast FOG Alliance	Pretreatment Coordinator	\$2,500
Utility Foreman Training	2 Employees	\$1,200
Utility Management Conference	Executive Director and 2 Commissioners	\$9,000
Vacuum Truck Operations Training	2 Employees	\$2,000
VTScada Annual Conference	4 Employees	\$6,000
VTScada Programming Training	4 Employees	\$6,000
Water Lab Analyst Course	2 Employees	\$1,600
WEFTEC	Executive Director	\$3,500

HISTORICAL EXPENSES

Brunswick-Glynn County Joint Water and Sewer Commission Expenses by Division History (Excluding Capital Purchases)

	Actual Expenses			2020 Budget	Estimated Year-End	2021 Budget
	2017	2018	2019			
Governing Body	340,164	309,214	264,178	299,100	142,341	299,150
Office of the Director	895,355	910,943	763,056	878,750	931,524	884,400
Administration	0	2,385,547	2,203,710	1,873,324	1,995,111	1,774,800
Finance	2,753,468	1,241,794	1,320,665	1,165,050	1,487,086	1,789,300
Purchasing	232,258	312,518	568,610	591,220	596,914	895,600
Planning and Construction	1,081,433	1,298,080	1,372,307	1,474,166	1,396,003	1,614,600
Facilities Maintenance	350,124	567,695	529,225	599,378	556,556	0
Systems Pumping and Maintenance	6,943,971	6,466,997	7,316,824	6,878,596	6,480,247	6,647,900
Wastewater Treatment	5,053,885	4,960,972	4,905,843	4,526,350	5,007,514	4,830,400
Industrial Pretreatment	36,312	5,505	5,975	35,350	13,210	36,900
Water Production	1,263,955	1,330,163	1,370,921	1,323,480	1,484,999	1,329,400
Water Distribution	1,861,268	1,923,029	1,996,806	2,200,209	1,851,011	2,012,150
Property and Casualty Insurance	298,112	316,061	274,024	286,800	301,959	308,300
Operating Expenses	21,110,303	22,028,517	22,892,143	22,131,773	22,244,476	22,422,900
% of 2021 Budget	94.15%	98.24%	102.09%	98.70%	99.20%	100.00%
Total Debt Service	3,799,469	3,798,669	1,301,072	3,526,600	3,526,600	2,956,100
R&R Reserve Transfers	3,500,000	4,000,000	5,259,900	6,294,850	6,294,850	6,810,000