

Coweta County Water & Sewerage Authority  
Strategic Planning Meeting  
June 3, 2026

The Coweta County Water and Sewerage Authority held a strategic planning meeting on Wednesday, June 3, 2026, in the reservoir room at the Coweta County Water & Sewerage Authority. The following individuals were present: Chairman Ms. Laurie Bartlett, Vice Chairman Dr. Marc Guy, Secretary Mr. Larry Kay, Co-Treasurer Mr. Mark Woods, Co-Treasurer, Mr. Dennis Hammond, Ms. Melissa Griffis (Attorney with Horne & Griffis, P.C.), Jay Boren, Rick Jones, Roger Dawson, Alan Sibley, Mandy Sledd, Heidi Mann, Mr. John Reidelbach (Coweta County Commissioner), Mr. Michael Fouts (Coweta County Administrator) and Chloe Childress.

Chairman Bartlett called the meeting to order at 11:15 a.m.

The first agenda item was Capital Projects/Financing by Mr. Roger Dawson. Mr. Dawson started with an overview of capital projects, current financing and potential financing. Mr. Dawson included for the Capital Projects, information about completed, nearing completion and in process. Mr. Dawson explained that as you review the system improvement projects, some of the listed items will not fall into the current budget depending on the funding available and so some of the items typically get delayed to future budgets. He stated Mr. Jones will be discussing some of these projects in detail later on in the meeting; and in some of the projects the Authority anticipates getting help from the Developer for costs. Mr. Dawson stated that depending on the projects that there will be certain improvements needed to the collection system. After analyzing the Twelve Parks expansion cost the Authority decided that the best use of the resources is to improve the connection back to the Shenandoah Wastewater Treatment Plant and will probably be started in this upcoming FY27 Budget Year. Mr. Dawson stated that this is a quick overview of the Water Treatment, Water Distribution, Wastewater Treatment, and Wastewater Distribution potential projects. All of these items may not happen but we are identifying the potential projects. Mr. Dawson discussed the current bond and debt service stating that they are approximately \$9.3M annually and run out around 2057; there is a group of GEFA loans that are for our AMI meters, BT Brown Improvements and our Shenandoah Wastewater Project and the debt service is approximately \$1.8M annually and runs out in 2055; and we have a Projected GEFA loan that

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helped us with the land acquisition and the design for the Chattahoochee Pump Station that is not amortizing yet, it is still in the draw stage but we anticipate that when we think that project will be completed and when we will convert that from a draw phase to amortized phase, it will have approximately \$265,000 annual debt service. The two projects that will need to be addressed first: the improvements to BT Brown and Phase I of the Distribution Improvements. We approached our Bond Advisor to do some analysis in reviewing at our current revenue situation and projecting what a \$65M bond issue would look like in terms of debt service requirements and in terms of meeting bond coverage ratios with the current level of revenues without having to make huge rate increases. He discussed what the aggregate debt service would be with the additional bonds and with the information of current level of revenues, and with normal anticipated small rate increases over the next few years, the Authority should be able to go to the bond market and borrow enough to do those projects if the Board decides that is the approach we want to take. Mr. Dawson stated that Mr. Jones will go through some of the projects and the road improvements.

The next agenda item was Capital Projects/Construction by Mr. Jones. Mr. Jones discussed the proposed Twelve Parks pump back line and due to of the design and the flow that is coming into it, there are improvements that need to be made to the plant. The Authority took into consideration whether there was a need to move forward with making the improvements that would cost approximately \$32M or consider looking into the connection by moving that sewer, increase the size of the lines, and route it to the Shenandoah Wastewater Treatment Plant for approximately a cost of \$7.5M. Mr. Jones then discussed the Exit 41 project and stated that a large portion of this line was put in around 2008 and initially started right across from Harley Davidson on Hwy 16 and went all the way back to the hospital on Poplar Rd. With all the growth, including Bridgeport, The Authority will need to increase the existing line size and look at the gravity option to get it to Shenandoah. The cost of this project has not received bids yet; the Authority is working on it, but it looks like it will be approximately \$9M. Mr. Boren explained that the Authority implements a capacity charge and passes that to the developer. Mr. Boren discussed the water and sewer capacity charges, emphasizing that these are necessary for the upcoming expansions related to growth. Commissioner Reidelbach asked what the contribution would be to a project, for example with Project Sail. Mr. Jones and Mr. Dawson both responded that the developer would pay the full amount. Commissioner Reidelbach added, just for the record, that the Chattahoochee intake was not installed for Project Sail. Chairman Bartlett stated that if we

do not secure any major industrial customers, we would have to increase our rates to cover the costs of expansion. Mr. Boren stated that we have a metro plan in place, which allows us to project growth based on averages rather than on any guarantee of new industries. Mr. Jones stated that we must expand our infrastructure to accommodate, as these expansions can take several years to complete. We will need industrial growth to recover the expenses associated with this expansion. Mr. Boren also noted that during our rate study, if the Authority experiences industrial and commercial growth, the Authority will likely need to increase rates by 2.5%. However, without this growth, the Authority is facing a rate increase 10% or possibly even more. Mr. Jones moved on to the next project, which is almost completed. He emphasized the importance of ensuring that resources are available during drought periods from a variety of sources and connections. Currently, the Authority has several options, including the Griffin and Fayette connections, BT Brown, and the newly added Chattahoochee connection. This strategy puts the Authority in a good position to support any future growth. The Fayette connection allows the Authority to take around 1 MGD. Mr. Jones discussed the route of the Fayette connection. Mr. Jones discussed the following intersection improvements:

Description	Dot Project #	Estimated Amount
<b>Intersection Improvements</b>		
1. SR 154 (Roadway widening - approximately 8 miles)	0008619	\$18.0M - \$21.0M
2. Atlanta Newnan Road (Bridge Replacement)	0018239	\$ 60,000
3. Lower Fayetteville Road (Roadway Improvements)	0019634	\$ 7,200,000
4. Poplar Road (Roadway Improvements)	0019635	\$ 697,000
5. SR 16E & Poplar Road (Turn Lane)	0019784	\$ 350,000
6. SR 16 at CSX in Senoia (Bridge Replacement)	0020155	\$ 350,000
7. Corinth Road at New River (Bridge Replacement)	0020279	\$ 50,000

Mr. Jones explained that the Authority receive updates from the county regarding the plans for the road improvement projects and the current stage in the process. The Authority aims to budget effectively for these future improvements; however, there are times when the plans change unexpectedly. Mr. Jones initiated a discussion about larger projects, specifically focusing on the expansion of the Shenandoah Wastewater Treatment Plant from 2 MG to 6 MG. The new section of the plant is now operational. Mr. Boren noted that the upgrades to the dryer at the plant have enhanced the Authority's ability to process sludge, enabling it to be pelletized. This is a positive outcome that the Authority expects to achieve once the expansion is complete. Mr. Jones

discussed next the Chattahoochee withdrawal. The hope is to have that line operational very soon. Mr. Boren stated that the pump station will deliver the water to BT Brown. Mr. Jones stated the last project is the Madras Connector, a roundabout that is going in at the Fire Station on Hwy 29. The Authority will need to move the sewer and water lines in that area. Mr. Dawson added that the two road improvements which are most concerning are the SR 154 (roadway widening – approximately 8 miles) and the Lower Fayetteville Road. Authority engineers have examined the two projects, and while their assessments are preliminary and subject to change, the estimated cost for SR 154 is between \$18M and \$21M. For Lower Fayetteville Rd the estimated cost is \$7.2M to complete all the necessary work. Those are two of the intersection improvements that give the most concern in trying to figure out funding for them. The Authority understands that some of these road projects can be delayed. Mr. Boren noted that when reviewing the road improvements from previous fiscal years (2023 – 2025), the expenditure was approximately 1 to 5% of the Authority budget. However, for future improvements, this could increase to between 30 and 37% of the Authority budget.

Chairman Bartlett announced a five-minute break at 12:25 pm.

Chairman Bartlett reconvened the meeting at 12:30 pm.

The next agenda item was Human Resources by Ms. Mandy Sledd. Ms. Sledd discussed increasing awareness of the water and sewer industry and attracting candidates by being involved in the local school system and community. Ms. Sledd stated that she uses benchmarking to assess the Authority's current offerings and analyze trends in the area. She works closely with our brokers to ensure the Authority's benefit packages remain competitive. Additionally, she engages in discussions with employees to understand what is important to them. Obviously, one of the Authority's bigger points is retention and future staffing. Succession planning is included in the next performance review cycle to prepare for the upcoming retirements over the next few years, focusing on the training and involvement needed for those positions.

The next agenda item was IT by Mr. Alan Sibley. Mr. Sibley outlined five major areas that his department focuses on:

1. Compliance: This includes ensuring adherence to EPA regulations through the

Authority's Emergency Response Plan, conducting Risk & Resilience Assessment and meeting ADA requirements for the website.

2. Security: this area involves maintaining secure access to the Authority's facilities and implementing cybersecurity measures.
3. Software: Authority operations rely heavily on software which comes with recurring annual costs.
4. Mobility: in light of the tornado, the Authority has been prioritizing mobility to ensure that all employees can work from anywhere in the county during emergencies
5. Infrastructure: This pertains to the resilience of the Authority's network and power systems.

Overall, these areas are critical for ensuring that our IT department runs smoothly and effectively.

Chairman Bartlett asked Mr. Boren if there was anything else to discuss. Mr. Boren stated all items on the agenda had been covered, and we wanted to focus on capital investments and how we plan for that.

Chairman Bartlett asked for a motion to adjourn the meeting. Motion was made by Dr. Marc Guy, seconded by Mr. Dennis Hammond. Motion carried.

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Laurie Bartlett – Chairman

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Larry Kay – Secretary