

Southeast Water District

The Southeast Water District Fund accounts for the activities of the Southeast Water District, which includes water purchases, maintenance, and debt service on water lines approved by voters of the district. Maintenance is provided by the employees of the Water Fund, which is reimbursed by the district.

Budget Summary:

	A 2008 Actual	B 2009 Actual	C 2010 Amended	D 2010 Estimated	E 2011 Total Req	F 2011 Total Rec	G 2011 Appr Cont	H 2011 Appr Exp	I 2011 Total Appr	J Cont % Inc/Dec	K Total % Inc/Dec
Revenues											
Sales & Service	0	0	0	466,465	508,860	508,860	508,860	0	508,860	100%	100%
Total Revenues	0	0	0	466,465	508,860	508,860	508,860	0	508,860	100%	100%
Expenditures											
Operating	0	0	0	250,000	317,600	317,600	317,600	0	317,600	100%	100%
Debt	0	0	0	36,678	191,260	191,260	191,260	0	191,260	100%	100%
Total Expenditures	0	0	0	286,678	508,860	508,860	508,860	0	508,860	100%	100%
Net Cost:	0	0	0	(179,787)	0	0	0	0	0	0%	0%

Southeast Water District Revenue

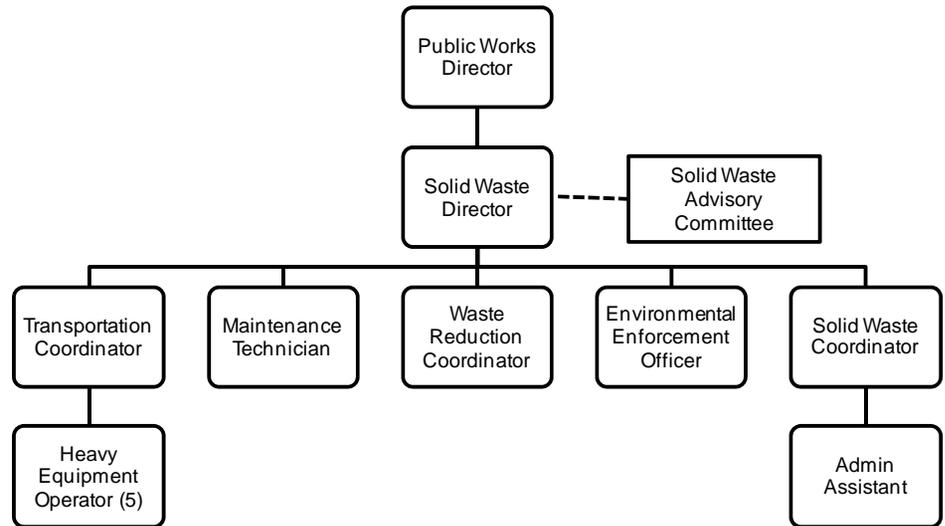
	A 2008 Actual	B 2009 Actual	C 2010 Amended	D 2010 Estimated	E 2011 Total Req	F 2011 Total Rec	G 2011 Appr Cont	H 2011 Appr Exp	I 2011 Total Appr	J Cont % Inc/Dec	K Total % Inc/Dec
SALES & SERVICE:											
Late Fees	0	0	0	5,465	5,000	5,000	5,000	0	5,000	100%	100%
Water Sales	0	0	0	461,000	503,860	503,860	503,860	0	503,860	100%	100%
Total Sales & Service:	0	0	0	466,465	508,860	508,860	508,860	0	508,860	100%	100%
TOTAL: Southeast Water District	0	0	0	466,465	508,860	508,860	508,860	0	508,860	100%	100%

Waste Management

The Waste Management Fund accounts for the activities of Chatham County's waste management, including the collection sites, hauling, and disposal costs. The Waste Management Fund is an enterprise fund, which means that fees should fully support operating costs.

Major responsibilities:

1. Provide clean, safe collection centers for county residents and businesses to dispose of their household waste and recyclables
2. Provide efficient, safe handling and hauling of waste and recyclables
3. Reduce the tonnage of waste disposed
4. Educate the public and staff about effective waste reduction
5. Comply with state regulations and laws concerning disposal and landfills
6. Provide effective, safe management of special waste items, such as tires, white goods, hazardous waste and electronics
7. Provide an education and enforcement program to reduce illegal dumping, environmental infractions and misuse of collection centers



Budget Summary:	A 2008 Actual	B 2009 Actual	C 2010 Amended	D 2010 Estimated	E 2011 Total Req	F 2011 Total Rec	G 2011 Appr Cont	H 2011 Appr Exp	I 2011 Total Appr	J Cont % Inc/Dec	K Total % Inc/Dec
Revenues											
Intergovernmental	16,319	10,337	20,000	30,141	10,000	10,000	10,000	0	10,000	(50%)	(50%)
Interest	65,512	37,050	30,000	15,000	15,000	15,000	15,000	0	15,000	(50%)	(50%)
Miscellaneous	1,969	(100)	20,000	21,164	20,000	20,000	20,000	0	20,000	0%	0%
Other Taxes/Licenses	87,069	107,688	100,000	126,309	120,000	118,000	118,000	0	118,000	18%	18%
Sales & Service	2,547,855	2,724,099	2,686,921	2,720,325	2,700,500	2,685,500	2,685,500	0	2,685,500	0%	0%
Transfers	0	28,112	0	0	0	0	0	0	0	0%	0%
Fund Balance	0	0	1,058,597	0	232,058	232,058	182,058	50,000	232,058	(83%)	(78%)
Total Revenues	2,718,724	2,907,186	3,915,518	2,912,939	3,097,558	3,080,558	3,030,558	50,000	3,080,558	(23%)	(21%)
Expenditures											
Salaries	461,518	446,560	463,207	431,754	461,003	461,003	461,003	0	461,003	0%	0%
Other Personnel Costs	194,021	200,964	211,233	201,824	222,563	222,563	222,563	0	222,563	5%	5%
Operating	1,584,475	1,790,441	1,987,167	1,821,380	2,071,372	2,070,872	2,020,872	50,000	2,070,872	2%	4%

Transfers	60,000	7,612	764,120	764,120	356,120	164,120	164,120	0	164,120	(79%)	(79%)
Public Assistance/Grants/Special Programs	0	0	10,000	0	10,000	10,000	10,000	0	10,000	0%	0%
Capital Outlay	79,711	265,620	479,791	479,691	152,000	152,000	152,000	0	152,000	(68%)	(68%)
Total Expenditures:	2,379,725	2,711,197	3,915,518	3,698,769	3,273,058	3,080,558	3,030,558	50,000	3,080,558	(23%)	(21%)
Net Cost	(338,999)	(195,989)	0	785,830	175,500	0	0	0	0	0%	0%
Number of County Employees	13.00	0	13.00	0%	0%						

One-time Expenses: The FY 2010 budget includes one-time expenses of \$503,391. The FY 2011 budget includes one-time expenses of \$182,000. If one-time expenses are subtracted, the percent difference between the FY 2010 and 2011 budgets is (15.05%).

Expansion Approved:

Waste Audit: Hire a professional engineering firm to physically examine the county's waste stream to determine which materials and areas of the county should be targeted for waste reduction programs. The waste audit data will be used to create a strategic waste reduction plan. Some jurisdictions conduct waste audits as frequently as every five years. Since Chatham County has never done a full blown audit of the waste stream, staff strongly recommends this one-time investment. The audit will be funded with fund balance. Net Cost: \$50,000.

Work Plan

Goal: Protect and conserve the county's natural resources by reducing overall waste disposal and ensure secure long-term disposal.

Objectives:

- Increase the total tons of material recycled that the county controls.
- Decrease annual disposal rate per customer using the collection center and per county resident (per capita).
- Ensure the County has long-term secured disposal (greater than 20 years) for the sound management of waste.

Key Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
County-wide disposal rate per capita (person) in tons	.699	.690	.536	.536	.490
Collection Center disposal rate per customer in pounds	34.34	34.56	36.07	34.29	32.58
The actual length of years for secured waste disposal capacity	1	1	1	5	4
County-wide local government controlled recycling rate per capita (person) in pounds (state average 112.88)		NM	99.67	110	120

Percent of local government controlled recyclables diverted from landfill	NM	NM	8.5%	10.3%	11.7%
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Goal: Reduce illegal dumping incidents through a cost-effective enforcement program.

Objectives:

- Increase the percentage of illegal dumping complaints resolved (the offender is identified or the case is determined to be unfounded)
- Control the average cost of investigations, based on staff time/salary, equipment and supplies used

Key Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Percent of cases solved/unfounded	77%	85%	83%	85%	85%
Average cost per investigation	\$117	\$107	\$111	\$104	\$100

Goal: Ensure wise use of County funds by operating the department as a self-supporting enterprise, not funded with County property taxes.

Objectives:

- Percentage of budget subsidized by County General Fund tax revenues (property taxes).
- Minimize need for fee increases, effectively manage revenues from the two fees that support operations and services: 1. Annual solid waste fee which funds 12 waste/recycling collection centers, and 2. Disposal fee which helps cover the costs of disposing of waste
- Develop and use a checklist for monthly inspections for collection center assets as to condition and repairs needed.

Key Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Current Solid Waste Fee for Collection Centers	\$81	\$81	\$91	\$91	\$91
Current Disposal Fee for Collection Centers	\$34	\$34	\$34	\$34	\$34
Cost of collection center maintenance as a percentage of Waste Management total budget	3.1%	2.0%	2.4%	2.3%	2.0%

Goal: Improve customer service by providing accessible and efficient waste disposal and recycling for Chatham County citizens.

Objectives:

- Eliminate all instances of collection center customers who are unable to dispose of their bagged household waste and common recyclables.
- Minimize the cost per pound to manage waste left at the collection centers.
- Minimize the cost per pound to manage common recyclables (cardboard, glass, magazines, newsprint, plastics, steel and aluminum cans) left at the collection centers.
- Ensure that at least 80% of customers completed biennial survey (every two years) rate overall customer service at collection centers very good or above average.

Key Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Total number of collection center customers	668,405	674,974	630,899	635,000	635,000
Cost per pound to manage waste	\$0.04	\$0.05	\$0.05	\$0.06	\$0.06
Cost per pound to manage common recyclables	\$0.06	\$0.07	\$0.08	\$0.08	\$0.07
Percent of biennial survey respondents rating customer service as very good or above average	NM	NM	80%	NM	90%
Number of customers unable to dispose of bagged household waste and or recyclables	1	1	0	0	0

Goal: Prevent accidents resulting in injuries to staff and damage to vehicles.

Objectives:

- Minimize the number of incidents of personal injury of staff through regular safety inspections and regular safety training for staff.
- Minimize the number of avoidable departmental vehicle incidents and vehicular property damage, through regular safety inspections and regular safety trainings.

Key Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Actual number of (at fault) vehicular accidents	0	3	2	0	0
Number of days missed due to work-related injuries	5	0	0	0	0

Accomplishments:

1. Improved departmental website by having it easier for citizens to find

Innovations:

1. Install a bio-diesel tank for heavy equipment to reduce the reliance on

- important information
- 2. Translated and printed informational brochures (Household Hazardous Waste, Collection Center, Waste Management Facility) in Spanish
- 3. Improved recycling and tracking of textiles at the collection centers
- 4. Improved construction and demolition material recycling via the implementation of the C&D Ordinance
- 5. Increased the types of plastic bottles and containers collected, as well and quantity of plastics being recycled

- petroleum based fuel
- 2. Perform a new landfill siting study to reduce our reliance on transferring waste out of the county and decrease costs
- 3. Update Solid Waste Ordinance to incorporate policies that are more user-friendly
- 4. Revive the educational element of the department to include street fairs, schools and other public venues
- 5. Implement a food waste composting pilot at two to three elementary schools using grant funding
- 6. Perform a Waste Audit to determine what materials are in the waste stream before investing county funds hap hazardedly into waste reduction programs

Waste Management Fund Revenue

	A 2008 Actual	B 2009 Actual	C 2010 Amended	D 2010 Estimated	E 2011 Total Req	F 2011 Total Rec	G 2011 Appr Cont	H 2011 Appr Exp	I 2011 Total Appr	J Cont % Inc/Dec	K Total % Inc/Dec
INTERGOVERNMENTAL:											
WASTE MGMT / FORKLIFT GRANT	0	0	10,000	10,000	0	0	0	0	0	(100%)	(100%)
WASTE MGMT / NUISANCE TIRE GRANT	0	5,912	10,000	2,173	10,000	10,000	10,000	0	10,000	0%	0%
WASTE MGMT / WHITE GOODS DISPOSAL GR	16,319	4,425	0	17,968	0	0	0	0	0	0%	0%
Total Intergovernmental:	16,319	10,337	20,000	30,141	10,000	10,000	10,000	0	10,000	(50%)	(50%)
INTEREST:											
INTEREST REVENUE / INTEREST	65,512	37,050	30,000	15,000	15,000	15,000	15,000	0	15,000	(50%)	(50%)
Total Interest:	65,512	37,050	30,000	15,000	15,000	15,000	15,000	0	15,000	(50%)	(50%)
MISCELLANEOUS:											
MISCELLANEOUS / CREDIT CARD ADMIN FEES	(91)	(100)	0	(100)	0	0	0	0	0	0%	0%
MISCELLANEOUS / MISCELLANEOUS	0	0	0	14	0	0	0	0	0	0%	0%
MISCELLANEOUS / SALE OF SURPLUS PROPERTY	2,060	0	20,000	21,250	20,000	20,000	20,000	0	20,000	0%	0%
Total Miscellaneous:	1,969	(100)	20,000	21,164	20,000	20,000	20,000	0	20,000	0%	0%
OTHER TAXES/LICENSES:											
OTHER TAXES AND LICENSES / SCRAP TIRE DISPOSAL TAX	64,834	62,642	50,000	62,309	62,000	60,000	60,000	0	60,000	20%	20%
OTHER TAXES AND LICENSES / WHITE GOODS DISP. TAX	22,235	18,601	18,000	20,000	18,000	18,000	18,000	0	18,000	0%	0%
WASTE MGMT / EXCISE TAX	0	26,445	32,000	44,000	40,000	40,000	40,000	0	40,000	25%	25%
Total Other Taxes/Licenses:	87,069	107,688	100,000	126,309	120,000	118,000	118,000	0	118,000	18%	18%
SALES & SERVICE:											
SALES / DECALS	5,611	4,160	3,000	4,100	3,000	3,000	3,000	0	3,000	0%	0%

	A 2008 Actual	B 2009 Actual	C 2010 Amended	D 2010 Estimated	E 2011 Total Req	F 2011 Total Rec	G 2011 Appr Cont	H 2011 Appr Exp	I 2011 Total Appr	J Cont % Inc/Dec	K Total % Inc/Dec
SALES / GRAZING CARDS	785	60	0	0	0	0	0	0	0	0%	0%
SALES / MULCH SALES	11,232	11,050	8,000	10,025	10,000	10,000	10,000	0	10,000	25%	25%
SALES / PROMOTIONAL MATERIALS	2,997	1,000	0	1,900	0	0	0	0	0	0%	0%
SALES / RECYCLABLES	128,392	70,869	40,000	80,000	65,000	65,000	65,000	0	65,000	63%	63%
SERVICES / COLL CENTER FEE - TOWNS	5,616	4,011	3,000	3,300	3,000	3,000	3,000	0	3,000	0%	0%
SERVICES / COLLECTION CENTER FEE	1,756,115	2,011,236	2,012,263	2,010,000	2,000,000	2,000,000	2,000,000	0	2,000,000	(1%)	(1%)
SERVICES / COLLECTION CENTER/CHURCH	0	3	0	0	0	0	0	0	0	0%	0%
SERVICES / DISPOSAL FEE	608,197	602,080	602,658	590,000	600,000	585,000	585,000	0	585,000	(3%)	(3%)
SERVICES / LANDFILL FEE	28,910	19,630	18,000	21,000	19,500	19,500	19,500	0	19,500	8%	8%
SERVICES / NUISANCE TIRES	0	0	0	0	0	0	0	0	0	0%	0%
Total Sales & Service:	2,547,855	2,724,099	2,686,921	2,720,325	2,700,500	2,685,500	2,685,500	0	2,685,500	0%	0%
TRANSFERS:											
TRANSFER FROM OTHER FUNDS / LANDFILL PROJECT	0	28,112	0	0	0	0	0	0	0	0%	0%
Total Transfers:	0	28,112	0	0	0	0	0	0	0	0%	0%
FUND BALANCE:											
APPROPRIATED FUND BALANCE	0	0	1,058,597	0	232,058	232,058	182,058	50,000	232,058	(83%)	(78%)
Total Fund Balance:	0	0	1,058,597	0	232,058	232,058	182,058	50,000	232,058	(83%)	(78%)
TOTAL: Waste Management Fund	2,718,724	2,907,186	3,915,518	2,912,939	3,097,558	3,080,558	3,030,558	50,000	3,080,558	(23%)	(21%)

Utilities

The Water Fund accounts for the activities of Chatham County's water utility, including the distribution system, water treatment plant, and a small sewer operation in the Bynum area. The Water Fund is an enterprise fund, which means that fees should fully support operating costs.

Budget Summary:

	A 2008 Actual	B 2009 Actual	C 2010 Amended	D 2010 Estimated	E 2011 Total Req	F 2011 Total Rec	G 2011 Appr Cont	H 2011 Appr Exp	I 2011 Total Appr	J Cont % Inc/Dec	K Total % Inc/Dec
Revenues											
Intergovernmental	0	0	0	0	0	0	0	0	0	0%	0%
Interest	132,300	67,161	50,000	15,000	15,000	15,000	15,000	0	15,000	(70%)	(70%)
Miscellaneous	95,329	7,983	0	3,619	0	0	0	0	0	0%	0%
Sales & Service	4,522,124	5,161,348	4,388,100	4,200,010	4,599,400	4,404,740	4,407,371	0	4,407,371	0%	0%
Transfers	0	23,535	1,686,105	0	0	1,073,559	1,073,559	0	1,073,559	(36%)	(36%)
Fund Balance	0	0	187,342	0	195,236	195,236	192,605	0	192,605	3%	3%
Total Revenues	4,749,753	5,260,027	6,311,547	4,218,629	4,809,636	5,688,535	5,688,535	0	5,688,535	(10%)	(10%)
Expenditures											
Salaries	746,256	787,674	776,628	795,802	825,868	825,868	803,687	22,181	825,868	3%	6%
Other Personnel Costs	393,993	416,211	403,844	401,003	442,449	442,449	430,357	12,092	442,449	7%	10%
Operating	2,223,664	2,643,499	2,654,559	2,405,008	2,749,232	2,720,303	2,719,103	1,200	2,720,303	2%	2%
Debt	190,692	1,651,794	1,863,875	1,863,875	1,699,915	1,699,915	1,699,915	0	1,699,915	(9%)	(9%)
Transfers	900,000	0	463,876	0	0	0	0	0	0	(100%)	(100%)
Capital Outlay	177,795	274,724	148,765	150,426	0	0	0	0	0	(100%)	(100%)
Total Expenditures	4,632,400	5,773,902	6,311,547	5,616,114	5,717,464	5,688,535	5,653,062	35,473	5,688,535	(10%)	(10%)
Net Cost:	(117,353)	513,875	0	1,397,485	907,828	0	(35,473)	35,473	0	100%	0%

Water Fund Revenue

	A 2008 Actual	B 2009 Actual	C 2010 Amended	D 2010 Estimated	E 2011 Total Req	F 2011 Total Rec	G 2011 Appr Cont	H 2011 Appr Exp	I 2011 Total Appr	J Cont % Inc/Dec	K Total % Inc/Dec
INTERGOVERNMENTAL:											
GRANT / ECONOMIC DEV GRANT	0	0	0	0	0	0	0	0	0	0%	0%
PS-EMERGENCY OPERATIONS / FEMA	0	0	0	0	0	0	0	0	0	0%	0%
UTILITY / GRANT-NCRC CAPACITY	0	0	0	0	0	0	0	0	0	0%	0%
Total Intergovernmental:	0	0	0	0	0	0	0	0	0	0%	0%
INTEREST:											
INTEREST REVENUE / INTEREST	132,300	67,161	50,000	15,000	15,000	15,000	15,000	0	15,000	-70%	-70%
Total Interest:	132,300	67,161	50,000	15,000	15,000	15,000	15,000	0	15,000	-70%	-70%
MISCELLANEOUS:											
GAIN/LOSS ON SALE / GAIN/LOSS ON DISPOSAL	0	0	0	0	0	0	0	0	0	0%	0%
MISCELLANEOUS / ARMY CORP CONTRACT	93,300	0	0	0	0	0	0	0	0	0%	0%
MISCELLANEOUS / GOLDSTON-GULF CONTRACT	0	0	0	0	0	0	0	0	0	0%	0%
MISCELLANEOUS / INSURANCE REIMBURSEMENTS	1,914	0	0	0	0	0	0	0	0	0%	0%
MISCELLANEOUS / MISCELLANEOUS	159	623	0	3,619	0	0	0	0	0	0%	0%
MISCELLANEOUS / SALE OF SURPLUS PROPERTY	(44)	7,360	0	0	0	0	0	0	0	0%	0%
Total Miscellaneous:	95,329	7,983	0	3,619	0	0	0	0	0	0%	0%
SALES & SERVICE:											
INSTALLATION/REPAIR / CONTRACT REPAIR FEES	0	896	0	0	0	0	0	0	0	0%	0%
INSTALLATION/REPAIR / INSTALLATION FEES	26,640	24,240	14,400	18,000	19,200	18,000	18,000	0	18,000	25%	25%
INSTALLATION/REPAIR / SEWER TAPS	0	0	0	0	0	0	0	0	0	0%	0%
INSTALLATION/REPAIR / SMALL LINE CONSTRUCT PROJ	2,991	294	0	0	0	0	0	0	0	0%	0%
INSTALLATION/REPAIR / TAP FEES	28,000	5,600	4,800	12,810	15,000	12,500	12,500	0	12,500	160%	160%
OTHER FEES / PLAN REVIEW	17,802	8,591	7,000	2,000	1,500	1,500	1,500	0	1,500	-79%	-79%
PENALTIES / LATE FEES	32,155	31,600	34,000	32,000	33,000	30,000	30,000	0	30,000	-12%	-12%
PENALTIES / RECONNECTIONS	13,515	10,085	13,500	13,500	14,700	13,000	13,000	0	13,000	-4%	-4%
USER CHARGES / HYDRANT USE-SAMPLING	0	0	0	0	0	0	0	0	0	0%	0%
USER CHARGES / RAW WATER-JORDAN LAKE	0	0	0	0	0	0	0	0	0	0%	0%
USER CHARGES / SEWER	15,033	16,902	14,400	16,000	16,000	16,000	18,631	0	18,631	29%	29%
USER CHARGES / SOUTHEAST WATER DISTRICT	0	0	0	250,000	0	317,600	317,600	0	317,600	100%	100%
USER CHARGES / WATER DEPOSIT - EOM	0	0	0	0	0	0	0	0	0	0%	0%
USER CHARGES / WATER SALES	4,385,988	5,063,140	4,300,000	3,855,700	4,500,000	3,996,140	3,996,140	0	3,996,140	-7%	-7%
Total Sales & Service:	4,522,124	5,161,348	4,388,100	4,200,010	4,599,400	4,404,740	4,407,371	0	4,407,371	0%	0%
TRANSFERS:											

Water Fund Revenue

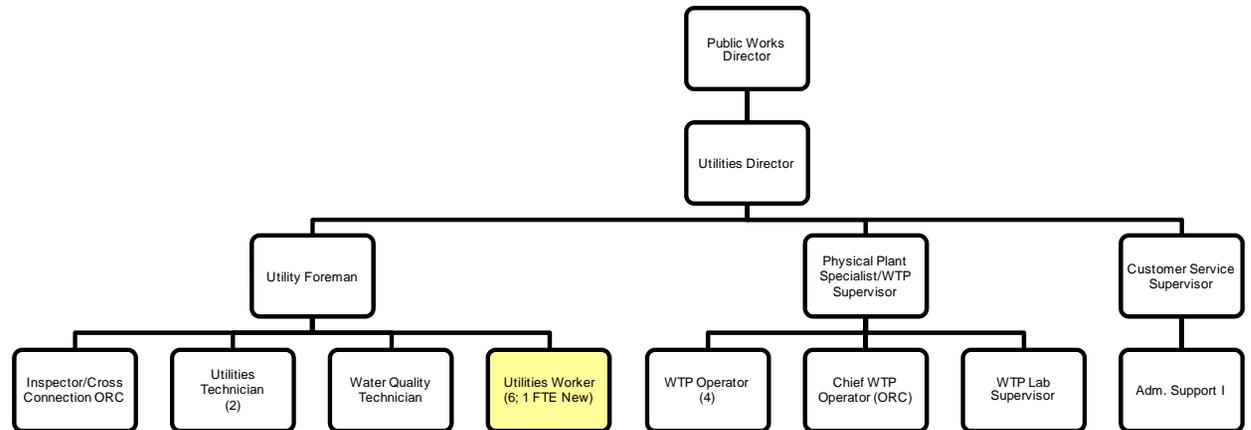
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TRANSFER FROM OTHER FUNDS / CAPITAL RESERVE	0	0	1,686,105	0	0	1,073,559	1,073,559	0	1,073,559	-36%	-36%
TRANSFER FROM OTHER FUNDS / GENERAL FUND	0	0	0	0	0	0	0	0	0	0%	0%
TRANSFER FROM OTHER FUNDS / UTILITY CAPITAL PROJECT	0	0	0	0	0	0	0	0	0	0%	0%
TRANSFER FROM OTHER FUNDS / VEHICLE REPLACEMENT	0	23,535	0	0	0	0	0	0	0	0%	0%
Total Transfers:	0	23,535	1,686,105	0	0	1,073,559	1,073,559	0	1,073,559	-36%	-36%
FUND BALANCE:											
OTHER FINANCING SOURCES / APPROPRIATED FUND BALANCE	0	0	187,342	0	195,236	195,236	192,605	0	192,605	3%	3%
Total Fund Balance:	0	0	187,342	0	195,236	195,236	192,605	0	192,605	3%	3%
TOTAL: Water Fund	4,749,753	5,260,027	6,311,547	4,218,629	4,809,636	5,688,535	5,688,535	0	5,688,535	-10%	-10%

Water -- Distribution

To protect and manage Chatham County's water supplies and provide the highest possible quality of water and services in a reliable, cost-efficient manner.

Major responsibilities:

1. Manufacture and deliver safe drinking water to customers
2. Maintain and operate the water system
3. Repair major system breaks immediately
4. Assist with building/engineering projects for the county
5. Deliver accurate monthly reports to Division of Water Quality



Budget Summary:	A	B	C	D	E	F	G	H	I	J	K
	2008	2009	2010	2010	2011	2011	2011	2011	2011	Cont. %	Total %
	Actual	Actual	Amended	Estimated	Total Req.	Total Rec.	Appr. Cont.	Appr. Exp.	Total Appr.	Inc./Dec.	Inc./Dec.
Revenues											
Interest	132,300	67,161	50,000	15,000	15,000	15,000	15,000	0	15,000	(70%)	(70%)
Miscellaneous	95,329	7,983	0	3,619	0	0	0	0	0	0%	0%
Sales & Service	4,507,091	5,144,446	4,373,700	4,184,010	4,583,400	4,388,740	4,388,740	0	4,388,740	0%	0%
Transfers	0	23,535	1,686,105	0	0	1,073,559	1,073,559	0	1,073,559	(36%)	(36%)
Fund Balance	0	0	187,342	0	195,236	195,236	192,605	0	192,605	3%	3%
Total Revenues:	4,734,720	5,243,125	6,297,147	4,202,629	4,793,636	5,672,535	5,669,904	0	5,669,904	(10%)	(10%)
Expenditures											
Salaries	523,789	543,364	540,487	556,345	570,930	570,930	548,749	22,181	570,930	2%	6%
Other Personnel Costs	244,565	258,288	256,061	249,607	283,923	283,923	271,831	12,092	283,923	6%	11%
Operating	1,643,041	1,852,064	1,892,451	1,704,884	1,977,494	1,948,565	1,947,365	1,200	1,948,565	3%	3%
Debt	190,692	1,651,794	1,863,875	1,863,875	1,699,915	1,699,915	1,699,915	0	1,699,915	(9%)	(9%)
Transfers	900,000	0	463,876	0	0	0	0	0	0	(100%)	(100%)

Capital Outlay	167,863	243,141	148,765	150,426	0	0	0	0	0	(100%)	(100%)
Total Expenditures:	3,669,950	4,548,651	5,165,515	4,525,137	4,532,262	4,503,333	4,467,860	35,473	4,503,333	(14%)	(13%)
Net Cost	(1,064,770)	(694,474)	(1,131,632)	322,508	(261,374)	(1,169,202)	(1,202,044)	35,473	(1,166,571)	6%	3%
Number of County Employees	15.00	15.00	15.00	15.00	16.00	16.00	15.00	1.00	16.00	0%	7%

One-time Expenses: The FY 2010 budget includes one-time expenses of \$156,765. If one-time expenses are subtracted, the percent difference between the FY 2010 and 2011 budgets is (10.09%).

Expansion Approved:

Utility Service Worker: Hire an additional worker for repairing and maintaining water distribution lines in the Utility Department. The Water Department currently has three utility service technicians employed to maintain 545 miles of water mains, the equivalent of 182 miles of water mains per employee. In comparison, Harnett County has 1,500 miles of water and sewer mains and 13 utility service technicians, which is approximately 115 miles of mains per employee. If Chatham County hires an additional utility service technician, the ratio would improve to 136 miles of mains per employee. The department is also implementing a valve exercising program, which is critical for routine maintenance, but requires additional manpower. Implementing a valve exercising program would lead to reduced water loss, faster repairs and less property damage. Full Year Costs: \$38,612. Net Cost: \$35,470

Work Plan

Goal: Improve water quality to reduce the number of Notices of Violation and provide our customers with clean, potable drinking water.

Objectives:

- Develop flushing program, with 50% of hydrants flushed each year.
- Repair minor system leaks within 24 to 48 hours.
- Develop valve exercising program, with 100% of valves exercised each year.

Key Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Percent of hydrants flushed to protect water quality.	45%	5%	50%	50%	80%
Percent of minor system leaks fixed within 24-48 hours	90%	10%	90%	90%	100%
Percent of valves exercised to protect water quality	NM	NM	NM	NM	100%

Goal: Improve customer service in the water treatment and distribution systems by communicating more effectively with our customers.

Objectives:

- Solicit customer feedback on services through point of service survey and online feedback form

Key Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Percent of customers reporting that they are satisfied or very satisfied with our service through survey.	80%	85%	90%	90%	90%

Goal: Ensure wise management of county resources.

Objectives:

- Identify and/or repair sources of water loss to reduce water that is not accounted.
- Monitor construction of capital projects for efficiency and quality and to keep them on time and within budget.

Key Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Percent of water department capital projects on budget	95%	80%	100%	100%	100%
Percent of water department capital projects on schedule	95%	80%	100%	100%	100%
Percent of gallons of unaccounted for water	NM	NM	17%	11%	8%

Goal: Provide engineering and construction-related services to various departments in a timely, professional manner.

Objectives:

- Provide Owner's Agent services for Library construction
- Provide Project Manager services for Judicial Center construction
- Provide engineering support for the Performance Building and Courthouse Renovation projects

Key Measures	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Library construction delivered on time and within budget	NM	NM	YES	YES	YES
Judicial Center construction delivered on time and within budget	NM	NM	YES	YES	YES

Performance Building renovation on time and within budget	NM	NM	YES	YES	YES
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Accomplishments:

Innovations:

1. Made meter reading more efficient with the purchase of the mobile-lite meter reader

Water -- Waste Water Treatment

The Waste Water Treatment Division work plan is incorporated into the Water - Distribution work plan.

Budget Summary:	A 2008 Actual	B 2009 Actual	C 2010 Amended	D 2010 Estimated	E 2011 Total Req.	F 2011 Total Rec.	G 2011 Appr. Cont.	H 2011 Appr. Exp.	I 2011 Total Appr.	J Cont. % Inc./Dec.	K Total % Inc./Dec.
Revenues											
Sales & Service	15,033	16,902	14,400	16,000	16,000	16,000	18,631	0	18,631	29%	29%
Total Revenues:	15,033	16,902	14,400	16,000	16,000	16,000	18,631	0	18,631	29%	29%
Expenditures											
Operating	18,837	11,313	23,623	17,820	33,773	33,773	33,773	0	33,773	43%	43%
Capital Outlay	0	0	0	0	0	0	0	0	0	0%	0%
Total Expenditures:	18,837	11,313	23,623	17,820	33,773	33,773	33,773	0	33,773	43%	43%
Net Cost	3,804	(5,589)	9,223	1,820	17,773	17,773	15,142	0	15,142	64%	64%
Number of County Employees	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0%	0%

Commissioners asked staff to review whether sewer rates are covering the full cost of operating the sewer system. As part of that determination, the water department looked at how it was allocating costs and decided that more contracted laboratory services and chemicals should be charged to sewer. As the budget summary above reflects, rates are recovering only about one-half of costs. If commissioners are interested in covering full costs, staff recommends a phased-in approach that would gradually increase rates. Below is an example:

	Current Rate	First Phase of Rate Increase	Increase in Average Monthly Bill
0 to 5,000 gallons	\$7.00/1,000 gallons	\$8.00/1,000 gallons	\$2.08
5,001 to 8,000 gallons	\$8.50/1,000 gallons	\$10.00/1,000 gallons	No customers
8,000+ gallons	\$10.00/1,000 gallons	\$12.00/1,000 gallons	\$22.82 for Allen & Sons \$145.33 for Perry Harrison School

Additional revenue generated: \$2,631 per year.

Water -- Water Treatment

The Water Treatment Division work plan is incorporated into the Water - Distribution work plan.

Budget Summary:	A	B	C	D	E	F	G	H	I	J	K
	2008	2009	2010	2010	2011	2011	2011	2011	2011	Cont. %	Total %
	Actual	Actual	Amended	Estimated	Total Req.	Total Rec.	Appr. Cont.	Appr. Exp.	Total Appr.	Inc./Dec.	Inc./Dec.
Expenditures											
Salaries	222,467	244,310	236,141	239,457	254,938	254,938	254,938	0	254,938	8%	8%
Other Personnel Costs	149,428	157,923	147,783	151,396	158,526	158,526	158,526	0	158,526	7%	7%
Operating	561,786	780,122	738,485	682,304	737,965	737,965	737,965	0	737,965	0%	0%
Capital Outlay	9,932	31,583	0	0	0	0	0	0	0	0%	0%
Total Expenditures:	943,613	1,213,938	1,122,409	1,073,157	1,151,429	1,151,429	1,151,429	0	1,151,429	3%	3%
Net Cost	943,613	1,213,938	1,122,409	1,073,157	1,151,429	1,151,429	1,151,429	0	1,151,429	3%	3%
Number of County Employees	7.00	7.00	7.00	7.00	7.00	7.00	7.00	0.00	7.00	0%	0%