

Waste Management Fund

	FY 05 Actual	FY 06 Actual	FY 07 Amend.	FY 07 Estimated	FY 08 Total Req.	FY 08 Total Rec.	FY 08 App. Cont	FY 08 App. Exp.	FY 08 Total App.	Cont % Inc/Dec	Total % Inc/Dec
Revenues											
<i>Intergovernmental</i>	40,002	24,553	10,000	23,000	10,000	10,000	10,000	0	10,000	0.0%	0.0%
<i>Interest</i>	32,628	69,957	30,000	34,606	60,000	60,000	60,000	0	60,000	100.0%	100.0%
<i>Miscellaneous</i>	75	51,217	3,000	3,000	0	0	0	0	0	-100.0%	-100.0%
<i>Other Taxes/Licenses</i>	73,062	77,937	70,000	83,618	70,000	70,000	70,000	0	70,000	0.0%	0.0%
<i>Sales & Service</i>	2,234,136	2,333,602	2,246,875	2,408,169	2,407,480	2,407,280	2,407,280	0	2,407,280	7.1%	7.1%
<i>Transfers</i>	30,406	0	111,000	97,000	303,000	303,000	303,000	0	303,000	173.0%	173.0%
<i>Fund Balance</i>	0	0	77,545	77,545	0	0	0	0	0	-100.0%	-100.0%
Total Revenues	2,410,308	2,557,266	2,548,420	2,726,938	2,850,480	2,850,280	2,850,280	0	2,850,280	11.8%	11.8%
Expenditures											
<i>Salaries</i>	389,649	430,114	445,831	449,240	467,590	467,590	467,590	0	467,590	4.9%	4.9%
<i>Other Personnel Costs</i>	174,315	183,088	201,708	194,918	206,190	206,190	206,190	0	206,190	2.2%	2.2%
<i>Operating</i>	1,323,495	1,449,514	1,767,673	1,717,193	1,863,000	1,863,500	1,863,500	0	1,863,500	5.4%	5.4%
<i>Transfers</i>	73,100	0	0	0	0	0	0	0	0	0.0%	0.0%
<i>Public Assistance/Grants/Special Progra</i>	0	0	10,000	3,000	10,000	10,000	10,000	0	10,000	0.0%	0.0%
<i>Capital Outlay</i>	30,406	197,351	123,208	66,430	303,000	303,000	303,000	0	303,000	145.9%	145.9%
Total Expenditures	1,990,965	2,260,067	2,548,420	2,430,781	2,849,780	2,850,280	2,850,280	0	2,850,280	11.8%	11.8%

Waste Management Fund Revenue

	FY 05 Actual	FY 06 Actual	FY 07 Amended	FY 07 Estimated	FY 08 Total Rec	FY 08 Appr Cont	FY 08 Appr Exp	FY 08 Total Appr	Variance	Cont % Inc./Dec.	Total % Inc./Dec.
INTERGOVERNMENTAL:											
WHITE GOODS DISPOSAL GR	32,436	20,030	0	20,000	0	0	0	0	0	0.0%	0.0%
NUISANCE TIRE GRANT	5,694	4,522	10,000	3,000	10,000	10,000	0	10,000	0	0.0%	0.0%
COMMUNITY WASTE GRANT	1,872	0	0	0	0	0	0	0	0	0.0%	0.0%
TOTAL INTERGOVERNMENTAL	40,002	24,553	10,000	23,000	10,000	10,000	0	10,000	0	0.0%	0.0%
INTEREST:											
INTEREST	32,628	69,957	30,000	34,606	60,000	60,000	0	60,000	30,000	100.0%	100.0%
TOTAL INTEREST	32,628	69,957	30,000	34,606	60,000	60,000	0	60,000	30,000	100.0%	100.0%
MISCELLANEOUS:											
SALE OF SURPLUS PROPERTY	75	45,860	3,000	3,000	0	0	0	0	-3,000	-100.0%	-100.0%
MISCELLANEOUS	0	5,357	0	0	0	0	0	0	0	0.0%	0.0%
TOTAL MISCELLANEOUS	75	51,217	3,000	3,000	0	0	0	0	-3,000	-100.0%	-100.0%
OTHER TAXES/LICENSES:											
WHITE GOODS DISPOSAL TAX	20,882	21,694	20,000	23,644	20,000	20,000	0	20,000	0	0.0%	0.0%
SCRAP TIRE DISPOSAL TAX	52,180	56,243	50,000	59,974	50,000	50,000	0	50,000	0	0.0%	0.0%
TOTAL OTHER TAXES/LICENSES	73,062	77,937	70,000	83,618	70,000	70,000	0	70,000	0	0.0%	0.0%
SALES & SERVICE:											
DISPOSAL FEE	504,991	542,281	535,786	582,820	582,000	582,000	0	582,000	46,214	8.6%	8.6%
LANDFILL FEE	24,546	19,890	20,000	35,818	24,000	24,000	0	24,000	4,000	20.0%	20.0%
COLLECTION CENTER/CHURCH	4,852	4,485	4,140	115	0	0	0	0	-4,140	-100.0%	-100.0%
AVAILABILITY FEE-TOWNS	0	3,750	0	4,779	3,000	3,000	0	3,000	3,000	300000.0%	300000.0%
GRAZING CARDS	350	400	200	270	200	200	0	200	0	0.0%	0.0%
RECYCLABLES	95,775	93,577	70,000	84,000	84,000	84,000	0	84,000	14,000	20.0%	20.0%
PROMOTIONAL MATERIALS	629	680	0	1,080	0	0	0	0	0	0.0%	0.0%
AVAILABILITY FEE	1,601,912	1,662,813	1,613,749	1,691,000	1,710,080	1,710,080	0	1,710,080	96,331	6.0%	6.0%
DECALS	0	2,720	0	5,287	1,000	1,000	0	1,000	1,000	100000.0%	100000.0%

	FY 05 Actual	FY 06 Actual	FY 07 Amended	FY 07 Estimated	FY 08 Total Rec	FY 08 Appr Cont	FY 08 Appr Exp	FY 08 Total Appr	Variance	Cont % Inc./Dec.	Total % Inc./Dec.
MULCH SALES	1,081	3,005	3,000	3,000	3,000	3,000	0	3,000	0	0.0%	0.0%
TOTAL SALES & SERVICE	2,234,136	2,333,602	2,246,875	2,408,169	2,407,280	2,407,280	0	2,407,280	160,405	7.1%	7.1%
TRANSFERS:											
EQUIPMENT RESERVE	30,406	0	111,000	97,000	303,000	303,000	0	303,000	192,000	173.0%	173.0%
TOTAL TRANSFERS	30,406	0	111,000	97,000	303,000	303,000	0	303,000	192,000	173.0%	173.0%
FUND BALANCE:											
APPROPRIATED FUND BALANCE	0	0	77,545	77,545	0	0	0	0	-77,545	-100.0%	-100.0%
TOTAL FUND BALANCE	0	0	77,545	77,545	0	0	0	0	-77,545	-100.0%	-100.0%
TOTAL	2,410,308	2,557,266	2,548,420	2,726,938	2,850,280	2,850,280	0	2,850,280	301,860	11.8%	11.8%

Waste Management

The mission of the Waste Management Department is to promote environmentally sound activities and provide a clean, safe, efficient program for the management, collection, reduction/recycling and disposal of solid waste.

Budget Summary:	FY 05 Actual	FY 06 Actual	FY 07 Amend.	FY 07 Estimated	FY 08 Total Req.	FY 08 Total Rec.	FY 08 App. Cont.	FY 08 App. Exp.	FY 08 Total App.	% Cont. Inc/Dec	% Total Inc/Dec
Revenues											
<i>Intergovernmental</i>	40,002	24,553	10,000	23,000	10,000	10,000	10,000	0	10,000	0.0%	0.0%
<i>Interest</i>	32,628	69,957	30,000	34,606	60,000	60,000	60,000	0	60,000	100.0%	100.0%
<i>Miscellaneous</i>	75	51,217	3,000	3,000	0	0	0	0	0	-100.0%	-100.0%
<i>Other Taxes/Licenses</i>	73,062	77,937	70,000	83,618	70,000	70,000	70,000	0	70,000	0.0%	0.0%
<i>Sales & Service</i>	2,234,136	2,333,602	2,246,875	2,408,169	2,407,480	2,407,280	2,407,280	0	2,407,280	7.1%	7.1%
<i>Transfers</i>	30,406	0	111,000	97,000	303,000	303,000	303,000	0	303,000	173.0%	173.0%
<i>Fund Balance</i>	0	0	77,545	77,545	0	0	0	0	0	-100.0%	-100.0%
Total Revenues	2,410,308	2,557,266	2,548,420	2,726,938	2,850,480	2,850,280	2,850,280	0	2,850,280	11.8%	11.8%
Expenditures											
<i>Salaries</i>	389,649	430,114	445,831	449,240	467,590	467,590	467,590	0	467,590	4.9%	4.9%
<i>Other Personnel Costs</i>	174,315	183,088	201,708	194,918	206,190	206,190	206,190	0	206,190	2.2%	2.2%
<i>Operating</i>	1,323,495	1,449,514	1,767,673	1,717,193	1,863,000	1,863,500	1,863,500	0	1,863,500	5.4%	5.4%
<i>Transfers</i>	73,100	0	0	0	0	0	0	0	0	0.0%	0.0%
<i>Public Assistance/Grants/Special Programs</i>	0	0	10,000	3,000	10,000	10,000	10,000	0	10,000	0.0%	0.0%
<i>Capital Outlay</i>	30,406	197,351	123,208	66,430	303,000	303,000	303,000	0	303,000	145.9%	145.9%
Total Expenditures	1,990,965	2,260,067	2,548,420	2,430,781	2,849,780	2,850,280	2,850,280	0	2,850,280	11.8%	11.8%
Net Cost:	-419,343	-297,199	0	-296,157	-700	0	0	0	0	0.0%	0.0%
FTE's	13.00	13.00	13.00	13.00	13.00	13.00	0.00	0.00	0.00	-100.0%	-100.0%

Work Plan:

Goal: To protect the County's Natural Resources by reducing the County's overall waste disposal rate per capita.

Objectives:

- Introduce at least two new materials to be recycled based on market availability and State bans.
- To assist businesses who shall be effected by the upcoming ABC Bill at the Waste Management Facility.
- Maximize the County's waste reduction through continuing education efforts, reuse programs and the introduction of new materials that may be recycled.

Key Measures:	FY 04 Actual	FY 05 Actual	FY 06 Actual	FY 07 Estimated	FY 08 Target
Actual disposal rate per capita	.78	.694	.715	.690	.583
Increase the tonnage of business glass collected at the Waste Management Facility.	0	0	0	0	10
Number of new materials introduced.	N/A	N/A	0	2	1

Goal: To minimize the incidences of illegal dumping while providing a cost-effective Environmental Enforcement Program.

Objectives:

- Maintain an incidence rate of repeat offenders of no more than 1 percent through an education campaign versus writing citations.
- Investigate all complaints of illegal dumping and maximize the percentage of cases solved or cases determined to be unfounded complaints.
- Minimize the average cost per Environmental Enforcement Investigation, which shall be calculated using salaries, equipment, and supplies.

Key Measures:	FY 04 Actual	FY 05 Actual	FY 06 Actual	FY 07 Estimated	FY 08 Target
Average cost per investigation	\$99	\$110	\$103	\$110	\$115
Percent of cases solved/unfounded	85%	82%	80%	85%	85%
Percent of repeat offenders	0%	0%	0%	0%	0%

Goal: To insure the wise use of County taxes by maintaining an enterprise fund status independent of General Fund property tax subsidies.

Objectives:

- Maintain an Availability and Disposal Fee which covers costs of having collection centers “available”, hauling materials, and disposal of waste
- Evaluate and recommend fee increases no more or less than necessary to eliminate the revenue from general fund tax money.
- Evaluate and recommend fee increases no more or less than necessary to eliminate the revenue from general fund tax money.
- To investigate options that maximize revenues in an equitable manner.

Key Measures:	FY 04 Actual	FY 05 Actual	FY 06 Actual	FY 07 Estimated	FY 08 Target
Actual recommended Solid Waste Fee	N/A	N/A	N/A	N/A	\$125
Number of options investigated.	N/A	N/A	3	3	2
Actual recommended Disposal Fee	\$34	\$34	\$34	\$34	\$0
Actual recommended Availability Fee	\$81	\$81	\$81	\$81	\$0
Percent of general fund to fees	0%	0%	0%	0%	0%

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

Objectives:

- Minimize the ratio of Collection Center Visitors who are “redirected” due to insufficient bulky item capacity.
- Eliminate all instances of Collection Center Visitors who are unable to dispose of their bagged household waste and common recyclables.
- Minimize the cost per pound to manage the waste left at the collection centers.
- Minimize the cost per pound to manage the common recyclables (cardboard, glass, magazines, newsprint, plastics, steel and aluminum cans) left at the collection centers.
- Minimize the cost per pound to manage ALL material left at the collection centers.

Key Measures:	FY 04 Actual	FY 05 Actual	FY 06 Actual	FY 07 Estimated	FY 08 Target
Cost per pound to manage all materials	\$0.05	\$0.06	\$0.06	\$0.06	\$0.06
Cost per pound to manage common recyclables	\$0.09	\$0.25	\$0.10	\$0.09	\$0.09
Cost per pound to manage waste	\$0.04	\$0.07	\$0.05	\$0.05	\$0.06
Number of visitors unable to dispose of bagged household waste and or recyclables	0	0	0	1	0
Average monthly ratio of redirected bulky items to visitors	0/54,787	0/56,055	0/56,247	0/56,500	0/56,750

Goal: To minimize the incidences of injuries to both public and staff at facilities managed by the WMD.

Objectives:

- Minimize the number of incidents of personal injury of collection center visitors or staff due to an unsafe condition through regular safety inspections and regular safety training for staff.
- Minimize the number of incidences of County Property damages (vehicular) and avoidable accidents (vehicular) for which the WMD is responsible through regular safety inspections and regular safety trainings.
- Actually display a "lost time accident" board for both the public and staff to view.

Key Measures:	FY 04 Actual	FY 05 Actual	FY 06 Actual	FY 07 Estimated	FY 08 Target
Number of Waste Management Departments "lost time accidents"	2	1	17	0	0
Actual number of (at fault) vehicular accidents	0	0	0	1	0
Actual number of personal injuries	2	1	1	0	0

Goal: To seek opportunities to inform the public about waste reduction activities through an education campaign appropriate for all Chatham County citizens.

Objectives:

- Maximize chances of creating a student population who has been exposed to the concept of waste reduction.
- Maximize the number of Chatham County adults who are informed about Solid Waste and the issues concerning it, though attending civic events, such as street fairs, local business meetings and community group meetings.
- To participate in the County Ambassador Program.
- Participate in the County's Citizens College.

Key Measures:	FY 04 Actual	FY 05 Actual	FY 06 Actual	FY 07 Estimated	FY 08 Target
Percent of citizens who have gained more knowledge about the County's Waste Management Program through participating in the Citizens College.	N/A	N/A	14	30	30
Number of citizens reached.	N/A	N/A	N/A	50	50
Estimated number of adults contacted.	835	850	750	750	750
Estimated number of students exposed to waste reduction presentation through school program, library program and civic outreach.	1138	1000	1250	1250	1250

Goal: To provide the citizens of Chatham County the best qualified individuals in the Solid Waste field by providing opportunities to develop employees professionally and retention of those trained.

Objectives:

- To work with State Solid Waste Tech and become trained on proper LCID inspections.

- To revise the Chatham County Solid Waste Ordinance.
- Have a sufficient number of staff trained on compactor and pre-crusher repair and maintenance by a certified Marathon instructor.
- Have the Waste Reduction Coordinator certified / graduate from the Carolina Recycling Association University, composting school.

Key Measures:	FY 04 Actual	FY 05 Actual	FY 06 Actual	FY 07 Estimated	FY 08 Target
Certificate / diploma indicating graduation of composting school.	N/A	N/A	N/A	1	N/A
Number of employees trained.	N/A	N/A	N/A	3	3
A Board of Commissioners approved Solid Waste Ordinance.	N/A	N/A	N/A	YES	N/A
Percentage of inspected known LCIDs in Chatham County.	N/A	N/A	38%	100%	100%

Goal: To ensure the County has long term secured disposal (greater than 20 years) for the sound management of waste.

Objectives:

- To investigate the possible options of solid waste disposal.

Key Measures:	FY 04 Actual	FY 05 Actual	FY 06 Actual	FY 07 Estimated	FY 08 Target
The actual length of years for secured disposal capacity.	N/A	1	1	1	>20

Goal: To conserve the Natural Resources by reducing the Waste Management Department's reliance on petroleum based fuels.

Objectives:

- Introduce bio-diesel to more of the Waste Management Fleet.
- Purchase a replacement vehicle that is capable of using an alternative fuel.

Key Measures:	FY 04 Actual	FY 05 Actual	FY 06 Actual	FY 07 Estimated	FY 08 Target
Percentage of non-diesel fuel purchased containing ethanol.	N/A	N/A	N/A	N/A	N/A
Percentage of non-petroleum based fuel to petroleum based fuel.	0%	0%	0.23%	1.00%	10.00%

Goal: To share critical information across departments and possibly the State by assisting other County agencies reduce both costs and waste disposal.

Objectives:

- Begin a pilot program with Animal Control to explore alternative material for kitty litter in an effort to reduce costs.
- Conduct a pilot composting project with assistance from NCDENR.

Goal: To insure the wise use of County funds by maintaining current assets by performing cost effective preventative maintenance.

Objectives:

- Vinyl side the remaining six centers' guard buildings as opposed to painting as a long term solution.
- Develop a checklist for monthly inspections for collection center assets as to condition and repairs needed.
- Develop a checklist for monthly inspections for heavy equipment as to condition and repairs needed.
- To paint & refurbish the inside of guard houses at 6 collection centers.

Key Measures:	FY 04 Actual	FY 05 Actual	FY 06 Actual	FY 07 Estimated	FY 08 Target
To actually paint / refurbish the interior of guard houses at 6 collection centers.	N/M	N/M	N/M	N/M	6
Cost of heavy equipment maintenance as a percentage of Waste Management total budget.	N/A	N/A	1.4%	1.4%	1.2%
Cost of collection center maintenance as a percentage of Waste Management total budget.	N/A	N/A	2.5%	2.2%	2.0%
Actually vinyl side six centers' guard buildings.	N/A	N/A	6	6	N/A

Water Fund

	FY 05 Actual	FY 06 Actual	FY 07 Amend.	FY 07 Estimated	FY 08 Total Req.	FY 08 Total Rec.	FY 08 App. Cont	FY 08 App. Exp.	FY 08 Total App.	Cont % Inc/Dec	Total % Inc/Dec
Revenues											
<i>Intergovernmental</i>	427,860	0	40,000	0	0	0	0	0	0	-100.0%	-100.0%
<i>Interest</i>	39,268	105,706	40,000	0	90,000	90,000	90,000	0	90,000	125.0%	125.0%
<i>Miscellaneous</i>	904	29,242	0	0	0	0	0	0	0	0.0%	0.0%
<i>Sales & Service</i>	3,619,982	4,154,961	4,543,550	4,620,167	4,753,600	4,753,600	4,753,600	0	4,753,600	4.6%	4.6%
<i>Transfers</i>	0	0	40,000	0	60,000	60,000	60,000	0	60,000	50.0%	50.0%
Total Revenues	4,088,014	4,289,909	4,663,550	4,620,167	4,903,600	4,903,600	4,903,600	0	4,903,600	5.1%	5.1%
Expenditures											
<i>Salaries</i>	476,121	559,378	666,249	627,679	762,808	733,732	734,330	0	734,330	10.2%	10.2%
<i>Other Personnel Costs</i>	343,298	443,071	402,682	478,554	476,988	464,258	464,361	0	464,361	15.3%	15.3%
<i>Operating</i>	1,689,004	1,894,093	2,477,143	2,288,959	2,506,394	2,500,694	2,499,993	0	2,499,993	0.9%	0.9%
<i>Debt</i>	196,664	208,236	197,153	197,153	190,848	190,948	190,948	0	190,948	-3.1%	-3.1%
<i>Transfers</i>	564,753	0	888,355	773,462	900,000	900,000	900,000	0	900,000	1.3%	1.3%
<i>Capital Outlay</i>	68,809	43,385	31,968	74,798	138,968	113,968	113,968	0	113,968	256.5%	256.5%
Total Expenditures	3,338,648	3,148,164	4,663,550	4,440,605	4,976,006	4,903,600	4,903,600	0	4,903,600	5.1%	5.1%

Water Fund Revenue

	FY 05 Actual	FY 06 Actual	FY 07 Amended	FY 07 Estimated	FY 08 Total Rec	FY 08 Appr Cont	FY 08 Appr Exp	FY 08 Total Appr	Variance	Cont % Inc./Dec.	Total % Inc./Dec.
INTERGOVERNMENTAL:											
ECONOMIC DEV GRANT	427,860	0	0	0	0	0	0	0	0	0.0%	0.0%
GRANT-NCRC CAPACITY	0	0	40,000	0	0	0	0	0	-40,000	-100.0%	-100.0%
TOTAL INTERGOVERNMENTAL	427,860	0	40,000	0	0	0	0	0	-40,000	-100.0%	-100.0%
INTEREST:											
INTEREST	39,268	105,706	40,000	0	90,000	90,000	0	90,000	50,000	125.0%	125.0%
TOTAL INTEREST	39,268	105,706	40,000	0	90,000	90,000	0	90,000	50,000	125.0%	125.0%
MISCELLANEOUS:											
GOLDSTON-GULF CONTRACT	0	17,183	0	0	0	0	0	0	0	0.0%	0.0%
SALE OF SURPLUS PROPERTY	0	4,500	0	0	0	0	0	0	0	0.0%	0.0%
MISCELLANEOUS	904	7,560	0	0	0	0	0	0	0	0.0%	0.0%
TOTAL MISCELLANEOUS	904	29,242	0	0	0	0	0	0	0	0.0%	0.0%
SALES & SERVICE:											
INSTALLATION FEES	29,000	25,625	60,000	37,110	82,800	82,800	0	82,800	22,800	38.0%	38.0%
WATER SALES	3,511,369	4,049,347	4,400,000	4,506,106	4,600,000	4,600,000	0	4,600,000	200,000	4.5%	4.5%
RAW WATER-JORDAN LAKE	8,100	0	0	0	0	0	0	0	0	0.0%	0.0%
TAP FEES	4,750	13,913	2,750	13,950	6,000	6,000	0	6,000	3,250	118.2%	118.2%
SMALL LINE CONSTRUCT PROJ	2,997	2,935	0	0	0	0	0	0	0	0.0%	0.0%
LATE FEES	32,500	30,095	32,000	29,995	30,000	30,000	0	30,000	-2,000	-6.3%	-6.3%
RECONNECTIONS	18,945	17,990	21,000	15,225	16,800	16,800	0	16,800	-4,200	-20.0%	-20.0%
PLAN REVIEW	0	3,310	5,000	3,767	3,600	3,600	0	3,600	-1,400	-28.0%	-28.0%
SEWER	12,320	11,747	22,800	14,014	14,400	14,400	0	14,400	-8,400	-36.8%	-36.8%
TOTAL SALES & SERVICE	3,619,982	4,154,961	4,543,550	4,620,167	4,753,600	4,753,600	0	4,753,600	210,050	4.6%	4.6%
TRANSFERS:											
CAPITAL RESERVE	0	0	40,000	0	60,000	60,000	0	60,000	20,000	50.0%	50.0%

	FY 05 Actual	FY 06 Actual	FY 07 Amended	FY 07 Estimated	FY 08 Total Rec	FY 08 Appr Cont	FY 08 Appr Exp	FY 08 Total Appr	Variance	Cont % Inc./Dec.	Total % Inc./Dec.
TOTAL TRANSFERS	0	0	40,000	0	60,000	60,000	0	60,000	20,000	50.0%	50.0%
TOTAL	4,088,014	4,289,909	4,663,550	4,620,167	4,903,600	4,903,600	0	4,903,600	240,050	5.1%	5.1%

Water -- Distribution

To protect and manage Chatham County's water supplies and provide the highest possible quality of water and services.

Budget Summary:	FY 05 Actual	FY 06 Actual	FY 07 Amend.	FY 07 Estimated	FY 08 Total Req.	FY 08 Total Rec.	FY 08 App. Cont.	FY 08 App. Exp.	FY 08 Total App.	% Cont. Inc/Dec	% Total Inc/Dec
Revenues											
<i>Intergovernmental</i>	427,860	0	40,000	0	0	0	0	0	0	-100.0%	-100.0%
<i>Interest</i>	39,268	105,706	40,000	0	90,000	90,000	90,000	0	90,000	125.0%	125.0%
<i>Miscellaneous</i>	904	29,242	0	0	0	0	0	0	0	0.0%	0.0%
<i>Sales & Service</i>	3,619,982	4,154,961	4,543,550	4,620,167	4,753,600	4,753,600	4,753,600	0	4,753,600	4.6%	4.6%
<i>Transfers</i>	0	0	40,000	0	60,000	60,000	60,000	0	60,000	50.0%	50.0%
Total Revenues	4,088,014	4,289,909	4,663,550	4,620,167	4,903,600	4,903,600	4,903,600	0	4,903,600	5.1%	5.1%
Expenditures											
<i>Salaries</i>	317,615	389,197	461,455	430,162	550,489	524,300	524,300	0	524,300	13.6%	13.6%
<i>Other Personnel Costs</i>	185,360	243,567	262,712	233,465	287,042	274,901	274,901	0	274,901	4.6%	4.6%
<i>Operating</i>	1,156,847	1,393,282	1,754,523	1,533,907	1,821,355	1,815,655	1,811,070	0	1,811,070	3.2%	3.2%
<i>Debt</i>	196,664	208,236	197,153	197,153	190,848	190,948	190,948	0	190,948	-3.1%	-3.1%
<i>Transfers</i>	542,753	0	888,355	773,462	900,000	900,000	900,000	0	900,000	1.3%	1.3%
<i>Capital Outlay</i>	68,809	40,629	31,968	74,798	113,968	88,968	88,968	0	88,968	178.3%	178.3%
Total Expenditures	2,468,048	2,274,911	3,596,166	3,242,947	3,863,702	3,794,772	3,790,187	0	3,790,187	5.4%	5.4%
Net Cost:	-1,619,966	-2,014,998	-1,067,384	-1,377,220	-1,039,898	-1,108,828	-1,113,413	0	-1,113,413	4.3%	4.3%
FTE's	13.00	14.00	15.00	15.00	16.00	15.00	0.00	0.00	0.00	-100.0%	-100.0%

Work Plan:

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

Objectives:

- Maintain clean materials and storage facilities.
- Catalog and maintain adequate chemical inventory
- Develop flushing and valve exercising program.
- Repair minor leaks within 24 to 48 hours.
- Hide
Implement meter Change out program.

Key Measures:	FY 04 Actual	FY 05 Actual	FY 06 Actual	FY 07 Estimated	FY 08 Target
Percent of meters changed out through the change out program vs. meters changed out due to meter failure.			20%	25%	50%
Percent of leaks fixed within established time frame.			90%	10%	100%
Percent of hydrants flushed.			40%	5%	50%
Schedule cleaning of basins and backwash filters.			3 nov's	0 nov's	0 nov's

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

Objectives:

- Respond to customer inquiries within the same business day.
- Solicit customer feedback via phone regarding specific actions requested.
- Develop a customer feedback survey/comment section via website interface
- Post project updates for citizens to view via our web site.
- Re-design web page to make it more user friendly for our water customers.
- Send a newsletter to water customers quarterly.

Key Measures:	FY 04 Actual	FY 05 Actual	FY 06 Actual	FY 07 Estimated	FY 08 Target
Number of customers satisfied with our services.			75%	5%	85%
Percent of inquiries responded to in the same business day.			75%	5%	85%

Goal: Develop and retain knowledgeable and qualified staff by encouraging employees to seek training for certifications and by holding in-house training to help them with basic day to day needed skills and knowledge.

Objectives:

- Develop a training schedule for each employee for technical training.
- Institute training program for WTP and distribution employees to provide training in customer service, communications and technology.

Key Measures:	FY 04 Actual	FY 05 Actual	FY 06 Actual	FY 07 Estimated	FY 08 Target
Number of employees attending classes.			12	16	18
Number of employees achieving above appropriate levels.			75%	5%	85%

Goal: Ensure wise management of county resources by overseeing water capital projects.

Objectives:

- Completion of western transmission main.
- Coordinate purchase of water from Harnett County.
- Launch construction inspection program.

Key Measures:	FY 04 Actual	FY 05 Actual	FY 06 Actual	FY 07 Estimated	FY 08 Target
Percent of capital projects on schedule.			95%	80%	100%
Percent of capital projects on budget.			95%	80%	100%

Water -- Waste Water Treatment

Budget Summary:	FY 05 Actual	FY 06 Actual	FY 07 Amend.	FY 07 Estimated	FY 08 Total Req.	FY 08 Total Rec.	FY 08 App. Cont.	FY 08 App. Exp.	FY 08 Total App.	% Cont. Inc/Dec	% Total Inc/Dec
Expenditures											
<i>Operating</i>	23,615	19,136	104,499	103,460	24,250	24,250	24,360	0	24,360	-76.7%	-76.7%
Total Expenditures	23,615	19,136	104,499	103,460	24,250	24,250	24,360	0	24,360	-76.7%	-76.7%
Net Cost:	23,615	19,136	104,499	103,460	24,250	24,250	24,360	0	24,360	-76.7%	-76.7%
FTE's	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.0%	0.0%

Water -- Water Treatment Plan

Budget Summary:	FY 05 Actual	FY 06 Actual	FY 07 Amend.	FY 07 Estimated	FY 08 Total Req.	FY 08 Total Rec.	FY 08 App. Cont.	FY 08 App. Exp.	FY 08 Total App.	% Cont. Inc/Dec	% Total Inc/Dec
Expenditures											
<i>Salaries</i>	158,506	170,182	204,794	197,517	212,319	209,432	210,030	0	210,030	2.6%	2.6%
<i>Other Personnel Costs</i>	157,938	199,504	139,970	245,089	189,946	189,357	189,460	0	189,460	35.4%	35.4%
<i>Operating</i>	508,542	481,675	618,121	651,592	660,789	660,789	664,563	0	664,563	7.5%	7.5%
<i>Transfers</i>	22,000	0	0	0	0	0	0	0	0	0.0%	0.0%
<i>Capital Outlay</i>	0	2,756	0	0	25,000	25,000	25,000	0	25,000	2500000.0 %	2500000.0 %
Total Expenditures	846,985	854,116	962,885	1,094,198	1,088,054	1,084,578	1,089,053	0	1,089,053	13.1%	13.1%
Net Cost:	846,985	854,116	962,885	1,094,198	1,088,054	1,084,578	1,089,053	0	1,089,053	13.1%	13.1%
FTE's	6.00	6.00	6.00	6.00	6.00	6.00	0.00	0.00	0.00	-100.0%	-100.0%