

## Waste Management Fund

	FY 06 Actual	FY 07 Actual	FY 08 Amend.	FY 08 Estimated	FY 09 Total Req.	FY 09 Total Rec.	FY 09 App. Cont	FY 09 App. Exp.	FY 09 Total App.	Cont % Inc/Dec	Total % Inc/Dec
<b>Revenues</b>											
<i>Intergovernmental</i>	24,553	29,179	10,000	24,000	10,000	10,000	10,000	0	10,000	0.0%	0.0%
<i>Interest</i>	69,957	98,725	60,000	65,000	80,000	80,000	80,000	0	80,000	33.3%	33.3%
<i>Miscellaneous</i>	51,217	-13	0	1,910	20,000	20,000	20,000	0	20,000	0.0%	0.0%
<i>Other Taxes/Licenses</i>	77,937	82,799	70,000	75,000	70,000	70,000	70,000	0	70,000	0.0%	0.0%
<i>Sales &amp; Service</i>	2,333,602	2,468,868	2,407,280	2,448,649	2,691,151	2,691,151	2,691,151	0	2,691,151	11.8%	11.8%
<i>Transfers</i>	0	0	303,000	79,711	0	0	0	0	0	-100.0%	-100.0%
<i>Fund Balance</i>	0	0	0	0	1,093,000	1,093,000	1,093,000	0	1,093,000	0.0%	0.0%
<b>Total Revenues</b>	<b>2,557,266</b>	<b>2,679,558</b>	<b>2,850,280</b>	<b>2,694,270</b>	<b>3,964,151</b>	<b>3,964,151</b>	<b>3,964,151</b>	<b>0</b>	<b>3,964,151</b>	<b>39.1%</b>	<b>39.1%</b>
<b>Expenditures</b>											
<i>Salaries</i>	430,114	449,768	467,590	467,590	484,337	484,337	481,534	2,803	484,337	3.0%	3.6%
<i>Other Personnel Costs</i>	183,088	192,220	206,190	201,937	216,517	216,517	216,039	478	216,517	4.8%	5.0%
<i>Operating</i>	1,449,514	1,533,188	1,869,500	1,776,890	2,046,177	2,046,177	2,046,177	0	2,046,177	9.5%	9.5%
<i>Debt</i>	0	0	0	0	0	0	0	0	0	0.0%	0.0%
<i>Transfers</i>	0	0	0	0	664,120	664,120	664,120	0	664,120	0.0%	0.0%
<i>Public Assistance/Grants/Special Progra</i>	0	0	10,000	4,000	10,000	10,000	10,000	0	10,000	0.0%	0.0%
<i>Capital Outlay</i>	197,351	66,430	303,000	79,711	543,000	543,000	543,000	0	543,000	79.2%	79.2%
<b>Total Expenditures</b>	<b>2,260,067</b>	<b>2,241,606</b>	<b>2,856,280</b>	<b>2,530,128</b>	<b>3,964,151</b>	<b>3,964,151</b>	<b>3,960,870</b>	<b>3,281</b>	<b>3,964,151</b>	<b>38.7%</b>	<b>38.8%</b>

## Waste Management Fund Revenue

	FY 06 Actual	FY 07 Actual	FY 08 Amended	FY 08 Estimated	FY 09 Total Rec	FY 09 Appr Cont	FY 09 Appr Exp	FY 09 Total Appr	Variance	Cont % Inc./Dec.	Total % Inc./Dec.
<b>INTERGOVERNMENTAL:</b>											
NUISANCE TIRE GRANT	4,522	5,026	10,000	4,000	10,000	10,000	0	10,000	0	0.0%	0.0%
WHITE GOODS DISPOSAL GR	20,030	24,153	0	20,000	0	0	0	0	0	0.0%	0.0%
<b>TOTAL INTERGOVERNMENTAL</b>	<b>24,553</b>	<b>29,179</b>	<b>10,000</b>	<b>24,000</b>	<b>10,000</b>	<b>10,000</b>	<b>0</b>	<b>10,000</b>	<b>0</b>	<b>0.0%</b>	<b>0.0%</b>
<b>INTEREST:</b>											
INTEREST	69,957	98,725	60,000	65,000	80,000	80,000	0	80,000	20,000	33.3%	33.3%
<b>TOTAL INTEREST</b>	<b>69,957</b>	<b>98,725</b>	<b>60,000</b>	<b>65,000</b>	<b>80,000</b>	<b>80,000</b>	<b>0</b>	<b>80,000</b>	<b>20,000</b>	<b>33.3%</b>	<b>33.3%</b>
<b>MISCELLANEOUS:</b>											
CREDIT CARD ADMIN FEES	0	-13	0	-150	0	0	0	0	0	0.0%	0.0%
SALE OF SURPLUS PROPERTY	45,860	0	0	2,060	20,000	20,000	0	20,000	20,000	2000000.0%	2000000.0%
MISCELLANEOUS	5,357	0	0	0	0	0	0	0	0	0.0%	0.0%
<b>TOTAL MISCELLANEOUS</b>	<b>51,217</b>	<b>-13</b>	<b>0</b>	<b>1,910</b>	<b>20,000</b>	<b>20,000</b>	<b>0</b>	<b>20,000</b>	<b>20,000</b>	<b>2000000.0%</b>	<b>2000000.0%</b>
<b>OTHER TAXES/LICENSES:</b>											
WHITE GOODS DISPOSAL TAX	21,694	23,261	20,000	20,000	20,000	20,000	0	20,000	0	0.0%	0.0%
SCRAP TIRE DISPOSAL TAX	56,243	59,537	50,000	55,000	50,000	50,000	0	50,000	0	0.0%	0.0%
<b>TOTAL OTHER TAXES/LICENSES</b>	<b>77,937</b>	<b>82,799</b>	<b>70,000</b>	<b>75,000</b>	<b>70,000</b>	<b>70,000</b>	<b>0</b>	<b>70,000</b>	<b>0</b>	<b>0.0%</b>	<b>0.0%</b>
<b>SALES &amp; SERVICE:</b>											
RECYCLABLES	93,577	96,474	84,000	90,000	90,000	90,000	0	90,000	6,000	7.1%	7.1%
COLLECTION CENTER FEE	1,662,813	1,720,464	1,710,080	1,726,263	1,947,995	1,947,995	0	1,947,995	237,915	13.9%	13.9%
DISPOSAL FEE	542,281	590,199	582,000	597,043	620,956	620,956	0	620,956	38,956	6.7%	6.7%
LANDFILL FEE	19,890	40,162	24,000	24,000	24,000	24,000	0	24,000	0	0.0%	0.0%
COLLECTION CENTER/CHURCH	4,485	115	0	0	0	0	0	0	0	0.0%	0.0%
GRAZING CARDS	400	581	200	485	200	200	0	200	0	0.0%	0.0%

	<b>FY 06 Actual</b>	<b>FY 07 Actual</b>	<b>FY 08 Amended</b>	<b>FY 08 Estimated</b>	<b>FY 09 Total Rec</b>	<b>FY 09 Appr Cont</b>	<b>FY 09 Appr Exp</b>	<b>FY 09 Total Appr</b>	<b>Variance</b>	<b>Cont % Inc./Dec.</b>	<b>Total % Inc./Dec.</b>
PROMOTIONAL MATERIALS	680	2,637	0	1,397	0	0	0	0	0	0.0%	0.0%
MULCH SALES	3,005	5,921	3,000	3,000	3,000	3,000	0	3,000	0	0.0%	0.0%
DECALS	2,720	6,301	1,000	3,461	2,000	2,000	0	2,000	1,000	100.0%	100.0%
COLL CENTER FEE - TOWNS	3,750	6,014	3,000	3,000	3,000	3,000	0	3,000	0	0.0%	0.0%
<b>TOTAL SALES &amp; SERVICE</b>	<b>2,333,602</b>	<b>2,468,868</b>	<b>2,407,280</b>	<b>2,448,649</b>	<b>2,691,151</b>	<b>2,691,151</b>	<b>0</b>	<b>2,691,151</b>	<b>283,871</b>	<b>11.8%</b>	<b>11.8%</b>
<b>TRANSFERS:</b>											
EQUIPMENT RESERVE	0	0	303,000	79,711	0	0	0	0	-303,000	-100.0%	-100.0%
<b>TOTAL TRANSFERS</b>	<b>0</b>	<b>0</b>	<b>303,000</b>	<b>79,711</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-303,000</b>	<b>-100.0%</b>	<b>-100.0%</b>
<b>FUND BALANCE:</b>											
APPROPRIATED FUND BALANCE	0	0	0	0	1,093,000	1,093,000	0	1,093,000	1,093,000	09300000.0%	09300000.0%
<b>TOTAL FUND BALANCE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,093,000</b>	<b>1,093,000</b>	<b>0</b>	<b>1,093,000</b>	<b>1,093,000</b>	<b>09300000.0%</b>	<b>09300000.0%</b>
<b>TOTAL</b>	<b>2,557,266</b>	<b>2,679,558</b>	<b>2,850,280</b>	<b>2,694,270</b>	<b>3,964,151</b>	<b>3,964,151</b>	<b>0</b>	<b>3,964,151</b>	<b>1,113,871</b>	<b>39.1%</b>	<b>39.1%</b>

## 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.

<b>Budget Summary:</b>	<b>FY 06 Actual</b>	<b>FY 07 Actual</b>	<b>FY 08 Amend.</b>	<b>FY 08 Estimated</b>	<b>FY 09 Total Req.</b>	<b>FY 09 Total Rec.</b>	<b>FY 09 App. Cont.</b>	<b>FY 09 App. Exp.</b>	<b>FY 09 Total App.</b>	<b>% Cont. Inc/Dec</b>	<b>% Total Inc/Dec</b>
<b>Revenues</b>											
<i>Intergovernmental</i>	24,553	29,179	10,000	24,000	10,000	10,000	10,000	0	10,000	0.0%	0.0%
<i>Interest</i>	69,957	98,725	60,000	65,000	80,000	80,000	80,000	0	80,000	33.3%	33.3%
<i>Miscellaneous</i>	51,217	-13	0	1,910	20,000	20,000	20,000	0	20,000	2000000.0 %	2000000.0 %
<i>Other Taxes/Licenses</i>	77,937	82,799	70,000	75,000	70,000	70,000	70,000	0	70,000	0.0%	0.0%
<i>Sales &amp; Service</i>	2,333,602	2,468,868	2,407,280	2,448,649	2,691,151	2,691,151	2,691,151	0	2,691,151	11.8%	11.8%
<i>Transfers</i>	0	0	303,000	79,711	0	0	0	0	0	-100.0%	-100.0%
<i>Fund Balance</i>	0	0	0	0	1,093,000	1,093,000	1,093,000	0	1,093,000	10930000 0.0%	10930000 0.0%
<b>Total Revenues</b>	2,557,266	2,679,558	2,850,280	2,694,270	3,964,151	3,964,151	3,964,151	0	3,964,151	39.1%	39.1%
<b>Expenditures</b>											
<i>Salaries</i>	430,114	449,768	467,590	467,590	484,337	484,337	481,534	2,803	484,337	3.0%	3.6%
<i>Other Personnel Costs</i>	183,088	192,220	206,190	201,937	216,517	216,517	216,039	478	216,517	4.8%	5.0%
<i>Operating</i>	1,449,514	1,533,188	1,869,500	1,776,890	2,046,177	2,046,177	2,046,177	0	2,046,177	9.5%	9.5%
<i>Debt</i>	0	0	0	0	0	0	0	0	0	0.0%	0.0%
<i>Transfers</i>	0	0	0	0	664,120	664,120	664,120	0	664,120	66412000. 0%	66412000. 0%
<i>Public Assistance/Grants/Special Programs</i>	0	0	10,000	4,000	10,000	10,000	10,000	0	10,000	0.0%	0.0%
<i>Capital Outlay</i>	197,351	66,430	303,000	79,711	543,000	543,000	543,000	0	543,000	79.2%	79.2%
<b>Total Expenditures</b>	2,260,067	2,241,606	2,856,280	2,530,128	3,964,151	3,964,151	3,960,870	3,281	3,964,151	38.7%	38.8%

<b>Net Cost:</b>	-297,199	-437,951	6,000	-164,142	0	0	-3,281	3,281	0	-154.7%	-100.0%
<b>Number of County Employees</b>	13.00	13.00	13.00	13.00	13.00	13.00	13.00	0.00	13.00	0.0%	0.0%

The Waste Management budget is increasing for three reasons: 1) the transfer to the CIP reserve, explained below; 2) large expenditure for replacing capital equipment (\$543,000); and 3) increasing fund balance appropriation by \$500,000 to transfer to the Waste Management Capital Reserve. This fund has accumulated a healthy fund balance, while depleting its capital equipment replacement reserve.

CIP: The budget increases the Solid Waste Fee for Collection Centers from \$81 to \$91 per household. These funds will be accumulated in a capital reserve and used to construct a new collection center. (Total Cost: \$164,120).

**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 one new material to be recycled based on market availability and State bans.
- Assist businesses that will be affected by the new ABC legislation 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.

<b>Key Measures:</b>	<b>FY 05 Actual</b>	<b>FY 06 Actual</b>	<b>FY 07 Actual</b>	<b>FY 08 Estimated</b>	<b>FY 09 Target</b>
Actual disposal rate per capita	.694	.715	.699	.690	.583
Increase the tonnage of business glass collected at the Waste Management Facility.	0	0	3.95	5	10
Number of new materials introduced.	N/A	0	2	1	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.

<b>Key Measures:</b>	<b>FY 05 Actual</b>	<b>FY 06 Actual</b>	<b>FY 07 Actual</b>	<b>FY 08 Estimated</b>	<b>FY 09 Target</b>
Average cost per investigation	\$110	\$103	\$117	\$107	\$111
Percent of cases solved/unfounded	82%	80%	77%	85%	85%
Percent of repeat offenders	0%	0%	0%	0%	0%

**Goal:** To ensure the wise use of County taxes by maintaining an enterprise fund status, independent of General Fund property tax subsidy.

**Objectives:**

- Maintain the Solid Waste Fee for Collection Centers, which covers the cost of having collection centers available, and the Disposal Fee, which covers costs of 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.
- Investigate options that maximize revenues in an equitable manner.

<b>Key Measures:</b>	<b>FY 05 Actual</b>	<b>FY 06 Actual</b>	<b>FY 07 Actual</b>	<b>FY 08 Estimated</b>	<b>FY 09 Target</b>
Number of revenue options investigated.	N/A	3	3	2	2
Actual recommended Disposal Fee	\$34	\$34	\$34	\$34	\$40
Actual recommended Solid Waste Fee for Collection Centers	\$81	\$81	\$81	\$81	\$90
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 managewaste 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.
- Minimize the cost per pound to manage ALL material left at the collection centers.

<b>Key Measures:</b>	<b>FY 05 Actual</b>	<b>FY 06 Actual</b>	<b>FY 07 Actual</b>	<b>FY 08 Estimated</b>	<b>FY 09 Target</b>
Cost per pound to manage all materials	\$0.06	\$0.06	\$0.05	\$0.06	\$0.06
Cost per pound to manage common recyclables	\$0.25	\$0.10	\$0.06	\$0.07	\$0.08
Cost per pound to manage waste	\$0.07	\$0.05	\$0.04	\$0.05	\$0.06
Number of visitors unable to dispose of bagged household waste and or recyclables	0	0	1	1	0
Average monthly ratio of redirected bulky items to visitors	0/56,055	0/56,247	0/55,700	0/56,800	0/57,900

**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 incidents of County Property damages (vehicular) and avoidable accidents (vehicular) for which the WMD is responsible through regular safety inspections and regular safety trainings.
- Display a "lost time accident" board for both the public and staff to view.

<b>Key Measures:</b>	<b>FY 05 Actual</b>	<b>FY 06 Actual</b>	<b>FY 07 Actual</b>	<b>FY 08 Estimated</b>	<b>FY 09 Target</b>
Number of Waste Management Departments "lost time accidents"	1	17	5	0	0
Actual number of (at fault) vehicular accidents	0	0	0	3	0
Actual number of personal injuries	1	1	2	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 opportunities to create a student population that has been exposed to the concept of waste reduction.
- Maximize the number of Chatham County adults who are informed about solid waste and related issues, by attending civic events, such as street fairs, local business meetings and community group meetings.
- Participate in the County's Citizens' College.

<b>Key Measures:</b>	<b>FY 05 Actual</b>	<b>FY 06 Actual</b>	<b>FY 07 Actual</b>	<b>FY 08 Estimated</b>	<b>FY 09 Target</b>
Percent of citizens who have gained more knowledge about the County's Waste Management Program through participating in the Citizens College.	N/A	14	25	28	25
Estimated number of adults contacted.	850	750	70	60	75
Estimated number of students exposed to waste reduction presentation through school program, library program and civic outreach.	1000	1250	2099	1703	1800

**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 retaining trained employees.

**Objectives:**

- Work with State Solid Waste Tech and become trained on proper LCID inspections.
- 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.
- Encourage the Waste Reduction Coordinator to become certified by the the Carolina Recycling Association University Composting School.

<b>Key Measures:</b>	<b>FY 05 Actual</b>	<b>FY 06 Actual</b>	<b>FY 07 Actual</b>	<b>FY 08 Estimated</b>	<b>FY 09 Target</b>
Certificate / diploma indicating graduation of composting school.	N/A	N/A	1	N/A	N/A
Number of employees trained.	N/A	N/A	3	2	2
Board of Commissioners approve revised Solid Waste Ordinance.	N/A	N/A	N/A	N/A	Yes
Percentage of known LCIDs in Chatham County that are inspected.	N/A	38%	100%	100%	100%

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

**Objectives:**

- Investigate the possible options of solid waste disposal.

<b>Key Measures:</b>	<b>FY 05 Actual</b>	<b>FY 06 Actual</b>	<b>FY 07 Actual</b>	<b>FY 08 Estimated</b>	<b>FY 09 Target</b>
The actual length of years for secured disposal capacity.	1	1	1	5	>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.

<b>Key Measures:</b>	<b>FY 05 Actual</b>	<b>FY 06 Actual</b>	<b>FY 07 Actual</b>	<b>FY 08 Estimated</b>	<b>FY 09 Target</b>
Percentage of non-diesel fuel purchased containing ethanol.	N/A	N/A	N/A	N/A	N/A
Percentage of non-petroleum fuel as compared to to petroleum based fuel.	0%	0.23%	1.00%	10.00%	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 ensure the wise use of County funds by maintaining current assets by performing cost effective preventative maintenance.

**Objectives:**

- Install vinyl siding on the remaining six centers' guard buildings.
- 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.
- Paint & refurbish the inside of guard houses at 6 collection centers.

<b>Key Measures:</b>	<b>FY 05 Actual</b>	<b>FY 06 Actual</b>	<b>FY 07 Actual</b>	<b>FY 08 Estimated</b>	<b>FY 09 Target</b>
Paint / refurbish the interior of guard houses at 6 collection centers.	N/M	N/M	N/M	6	6
Cost of heavy equipment maintenance as a percentage of Waste Management total budget.	N/A	1.4%	1.2%	1.2%	1.2%
Cost of collection center maintenance as a percentage of Waste Management total budget.	N/A	2.5%	3.1%	2.0%	2.3%
Install vinyl siding on six centers' guard buildings.	N/A	6	6	N/A	N/A

## Water Fund

	FY 06 Actual	FY 07 Actual	FY 08 Amend.	FY 08 Estimated	FY 09 Total Req.	FY 09 Total Rec.	FY 09 App. Cont	FY 09 App. Exp.	FY 09 Total App.	Cont % Inc/Dec	Total % Inc/Dec
<b>Revenues</b>											
<i>Intergovernmental</i>	0	0	0	0	0	0	0	0	0	0.0%	0.0%
<i>Interest</i>	105,706	118,376	90,000	138,000	101,000	101,000	101,000	0	101,000	12.2%	12.2%
<i>Miscellaneous</i>	29,242	40,937	0	116	0	0	0	0	0	0.0%	0.0%
<i>Sales &amp; Service</i>	4,154,961	5,111,583	4,753,600	4,722,929	4,957,799	4,957,799	4,957,799	0	4,957,799	4.3%	4.3%
<i>Transfers</i>	0	72,720	60,000	0	25,000	25,000	25,000	0	25,000	-58.3%	-58.3%
<i>Fund Balance</i>	0	0	65,000	0	80,000	80,000	80,000	0	80,000	23.1%	23.1%
<b>Total Revenues</b>	4,289,909	5,343,616	4,968,600	4,861,045	5,163,799	5,163,799	5,163,799	0	5,163,799	3.9%	3.9%
<b>Expenditures</b>											
<i>Salaries</i>	559,378	629,653	734,330	745,886	813,380	813,380	792,060	21,320	813,380	7.9%	10.8%
<i>Other Personnel Costs</i>	443,071	435,650	464,361	390,025	415,653	415,653	412,015	3,638	415,653	-11.3%	-10.5%
<i>Operating</i>	1,894,093	2,052,571	2,554,442	2,293,518	2,745,536	2,745,536	2,745,536	0	2,745,536	7.5%	7.5%
<i>Debt</i>	208,236	197,154	190,948	190,948	184,230	184,230	184,230	0	184,230	-3.5%	-3.5%
<i>Transfers</i>	0	888,355	900,000	900,000	900,000	900,000	900,000	0	900,000	0.0%	0.0%
<i>Capital Outlay</i>	43,385	113,223	124,519	118,013	105,000	105,000	105,000	0	105,000	-15.7%	-15.7%
<b>Total Expenditures</b>	3,148,164	4,316,606	4,968,600	4,638,391	5,163,799	5,163,799	5,138,841	24,958	5,163,799	3.4%	3.9%

## Water Fund Revenue

	FY 06 Actual	FY 07 Actual	FY 08 Amended	FY 08 Estimated	FY 09 Total Rec	FY 09 Appr Cont	FY 09 Appr Exp	FY 09 Total Appr	Variance	Cont % Inc./Dec.	Total % Inc./Dec.
<b>INTEREST:</b>											
INTEREST	105,706	118,376	90,000	138,000	101,000	101,000	0	101,000	11,000	12.2%	12.2%
<b>TOTAL INTEREST</b>	105,706	118,376	90,000	138,000	101,000	101,000	0	101,000	11,000	12.2%	12.2%
<b>MISCELLANEOUS:</b>											
GOLDSTON-GULF CONTRACT	17,183	3,136	0	0	0	0	0	0	0	0.0%	0.0%
SALE OF SURPLUS PROPERTY	4,500	0	0	-44	0	0	0	0	0	0.0%	0.0%
MISCELLANEOUS	7,560	37,801	0	160	0	0	0	0	0	0.0%	0.0%
<b>TOTAL MISCELLANEOUS</b>	29,242	40,937	0	116	0	0	0	0	0	0.0%	0.0%
<b>SALES &amp; SERVICE:</b>											
PLAN REVIEW	3,310	3,563	3,600	15,000	10,000	10,000	0	10,000	6,400	177.8%	177.8%
SEWER	11,747	16,177	14,400	14,000	14,400	14,400	0	14,400	0	0.0%	0.0%
RAW WATER-JORDAN LAKE	0	8,100	0	0	0	0	0	0	0	0.0%	0.0%
INSTALLATION FEES	25,625	39,310	82,800	20,000	25,000	25,000	0	25,000	-57,800	-69.8%	-69.8%
TAP FEES	13,913	19,700	6,000	24,000	15,000	15,000	0	15,000	9,000	150.0%	150.0%
SMALL LINE CONSTRUCT PROJ	2,935	2,997	0	2,429	0	0	0	0	0	0.0%	0.0%
WATER SALES	4,049,347	4,973,057	4,600,000	4,600,000	4,845,899	4,845,899	0	4,845,899	245,899	5.3%	5.3%
RECONNECTIONS	17,990	15,225	16,800	13,500	13,500	13,500	0	13,500	-3,300	-19.6%	-19.6%
LATE FEES	30,095	33,455	30,000	34,000	34,000	34,000	0	34,000	4,000	13.3%	13.3%
<b>TOTAL SALES &amp; SERVICE</b>	4,154,961	5,111,583	4,753,600	4,722,929	4,957,799	4,957,799	0	4,957,799	204,199	4.3%	4.3%
<b>TRANSFERS:</b>											
CAPITAL RESERVE	0	0	60,000	0	0	0	0	0	-60,000	-100.0%	-100.0%
VEHICLE REPLACEMENT	0	72,720	0	0	25,000	25,000	0	25,000	25,000	2500000.0%	2500000.0%
<b>TOTAL TRANSFERS</b>	0	72,720	60,000	0	25,000	25,000	0	25,000	-35,000	-58.3%	-58.3%

	<b>FY 06 Actual</b>	<b>FY 07 Actual</b>	<b>FY 08 Amended</b>	<b>FY 08 Estimated</b>	<b>FY 09 Total Rec</b>	<b>FY 09 Appr Cont</b>	<b>FY 09 Appr Exp</b>	<b>FY 09 Total Appr</b>	<b>Variance</b>	<b>Cont % Inc./Dec.</b>	<b>Total % Inc./Dec.</b>
<b>FUND BALANCE:</b>											
APPROPRIATED FUND BALANCE	0	0	65,000	0	80,000	80,000	0	80,000	15,000	23.1%	23.1%
<b>TOTAL FUND BALANCE</b>	0	0	65,000	0	80,000	80,000	0	80,000	15,000	23.1%	23.1%
<b>TOTAL</b>	4,289,909	5,343,616	4,968,600	4,861,045	5,163,799	5,163,799	0	5,163,799	195,199	3.9%	3.9%

## Water -- Distribution

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

<b>Budget Summary:</b>	<b>FY 06 Actual</b>	<b>FY 07 Actual</b>	<b>FY 08 Amend.</b>	<b>FY 08 Estimated</b>	<b>FY 09 Total Req.</b>	<b>FY 09 Total Rec.</b>	<b>FY 09 App. Cont.</b>	<b>FY 09 App. Exp.</b>	<b>FY 09 Total App.</b>	<b>% Cont. Inc/Dec</b>	<b>% Total Inc/Dec</b>
<b>Revenues</b>											
<i>Intergovernmental</i>	0	0	0	0	0	0	0	0	0	0.0%	0.0%
<i>Interest</i>	105,706	118,376	90,000	138,000	101,000	101,000	101,000	0	101,000	12.2%	12.2%
<i>Miscellaneous</i>	29,242	40,937	0	116	0	0	0	0	0	0.0%	0.0%
<i>Sales &amp; Service</i>	4,154,961	5,111,583	4,753,600	4,722,929	4,957,799	4,957,799	4,957,799	0	4,957,799	4.3%	4.3%
<i>Transfers</i>	0	72,720	60,000	0	25,000	25,000	25,000	0	25,000	-58.3%	-58.3%
<i>Fund Balance</i>	0	0	65,000	0	80,000	80,000	80,000	0	80,000	23.1%	23.1%
<b>Total Revenues</b>	<b>4,289,909</b>	<b>5,343,616</b>	<b>4,968,600</b>	<b>4,861,045</b>	<b>5,163,799</b>	<b>5,163,799</b>	<b>5,163,799</b>	<b>0</b>	<b>5,163,799</b>	<b>3.9%</b>	<b>3.9%</b>
<b>Expenditures</b>											
<i>Salaries</i>	389,197	430,319	524,300	522,051	556,522	556,522	544,399	12,123	556,522	3.8%	6.1%
<i>Other Personnel Costs</i>	243,567	235,453	274,901	248,764	264,391	264,391	262,321	2,068	264,389	-4.6%	-3.8%
<i>Operating</i>	1,393,282	1,475,421	1,803,711	1,690,376	1,987,002	1,987,002	1,987,001	0	1,987,001	10.2%	10.2%
<i>Debt</i>	208,236	197,154	190,948	190,948	184,230	184,230	184,230	0	184,230	-3.5%	-3.5%
<i>Transfers</i>	0	888,355	900,000	900,000	900,000	900,000	900,000	0	900,000	0.0%	0.0%
<i>Capital Outlay</i>	40,629	113,223	89,515	83,000	70,000	70,000	70,000	0	70,000	-21.8%	-21.8%
<b>Total Expenditures</b>	<b>2,274,911</b>	<b>3,339,925</b>	<b>3,783,375</b>	<b>3,635,139</b>	<b>3,962,144</b>	<b>3,962,144</b>	<b>3,947,951</b>	<b>14,191</b>	<b>3,962,142</b>	<b>4.3%</b>	<b>4.7%</b>
<b>Net Cost:</b>	<b>-2,014,998</b>	<b>-2,003,691</b>	<b>-1,185,225</b>	<b>-1,225,906</b>	<b>-1,201,655</b>	<b>-1,201,655</b>	<b>-1,215,848</b>	<b>14,191</b>	<b>-1,201,657</b>	<b>2.6%</b>	<b>1.4%</b>
<b>Number of County Employees</b>	<b>13.00</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>	<b>0.00</b>	<b>15.00</b>	<b>0.0%</b>	<b>0.0%</b>

### 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.

- Implement meter change-out program.

<b>Key Measures:</b>	<b>FY 05 Actual</b>	<b>FY 06 Actual</b>	<b>FY 07 Actual</b>	<b>FY 08 Estimated</b>	<b>FY 09 Target</b>
Percent of meters changed out through the change out program vs. meters changed out due to meter failure.		20%	30%	25%	50%
Percent of leaks fixed within established timeframe.		90%	90%	10%	100%
Percent of hydrants flushed.		40%	45%	5%	50%
Schedule cleaning of basins and backwash filters.		3 nov's	1 nov	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 website.
- Re-design webpage to make it more user-friendly for our water customers.
- Send a newsletter to water customers quarterly.

<b>Key Measures:</b>	<b>FY 05 Actual</b>	<b>FY 06 Actual</b>	<b>FY 07 Actual</b>	<b>FY 08 Estimated</b>	<b>FY 09 Target</b>
Percent of customers satisfied with our services.		75%	80%	85%	85%
Percent of inquiries responded to in the same business day.		75%	85%	85%	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.

<b>Key Measures:</b>	<b>FY 05 Actual</b>	<b>FY 06 Actual</b>	<b>FY 07 Actual</b>	<b>FY 08 Estimated</b>	<b>FY 09 Target</b>
Number of employees attending classes.		12	16	16	18
Percent of employees achieving above appropriate levels.		75%	80%	85%	85%

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

**Objectives:**

- Completion of western transmission main.
- Launch construction inspection program.

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<b>Key Measures:</b>	<b>FY 05 Actual</b>	<b>FY 06 Actual</b>	<b>FY 07 Actual</b>	<b>FY 08 Estimated</b>	<b>FY 09 Target</b>
Percent of capital projects on schedule.		95%	95%	80%	100%
Percent of capital projects on budget.		95%	95%	80%	100%

## Water -- Waste Water Treatment

Budget Summary:	FY 06 Actual	FY 07 Actual	FY 08 Amend.	FY 08 Estimated	FY 09 Total Req.	FY 09 Total Rec.	FY 09 App. Cont.	FY 09 App. Exp.	FY 09 Total App.	% Cont. Inc/Dec	% Total Inc/Dec
<b>Expenditures</b>											
<i>Operating</i>	19,136	24,927	89,360	21,335	30,371	30,371	30,371	0	30,371	-66.0%	-66.0%
<i>Capital Outlay</i>	0	0	0	0	0	0	0	0	0	0.0%	0.0%
<b>Total Expenditures</b>	19,136	24,927	89,360	21,335	30,371	30,371	30,371	0	30,371	-66.0%	-66.0%
<b>Net Cost:</b>	19,136	24,927	89,360	21,335	30,371	30,371	30,371	0	30,371	-66.0%	-66.0%
<b>Number of County Employees</b>	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

Budget Summary:	FY 06 Actual	FY 07 Actual	FY 08 Amend.	FY 08 Estimated	FY 09 Total Req.	FY 09 Total Rec.	FY 09 App. Cont.	FY 09 App. Exp.	FY 09 Total App.	% Cont. Inc/Dec	% Total Inc/Dec
<b>Expenditures</b>											
<i>Salaries</i>	170,182	199,334	210,030	223,835	256,858	256,858	247,661	9,197	256,858	17.9%	22.3%
<i>Other Personnel Costs</i>	199,504	200,197	189,460	141,261	151,263	151,263	149,694	1,570	151,264	-21.0%	-20.2%
<i>Operating</i>	481,675	552,223	661,371	581,807	728,164	728,164	728,164	0	728,164	10.1%	10.1%
<i>Debt</i>	0	0	0	0	0	0	0	0	0	0.0%	0.0%
<i>Transfers</i>	0	0	0	0	0	0	0	0	0	0.0%	0.0%
<i>Capital Outlay</i>	2,756	0	35,004	35,013	35,000	35,000	35,000	0	35,000	0.0%	0.0%
<b>Total Expenditures</b>	854,116	951,754	1,095,865	981,916	1,171,284	1,171,284	1,160,519	10,767	1,171,286	5.9%	6.9%
<b>Net Cost:</b>	854,116	951,754	1,095,865	981,916	1,171,284	1,171,284	1,160,519	10,767	1,171,286	5.9%	6.9%
<b>Number of County Employees</b>	6.00	6.00	7.00	7.00	7.00	7.00	7.00	0.00	7.00	0.0%	0.0%
The large increase in salaries in this division is due to the creation of an additional position midyear in FY 2008.											