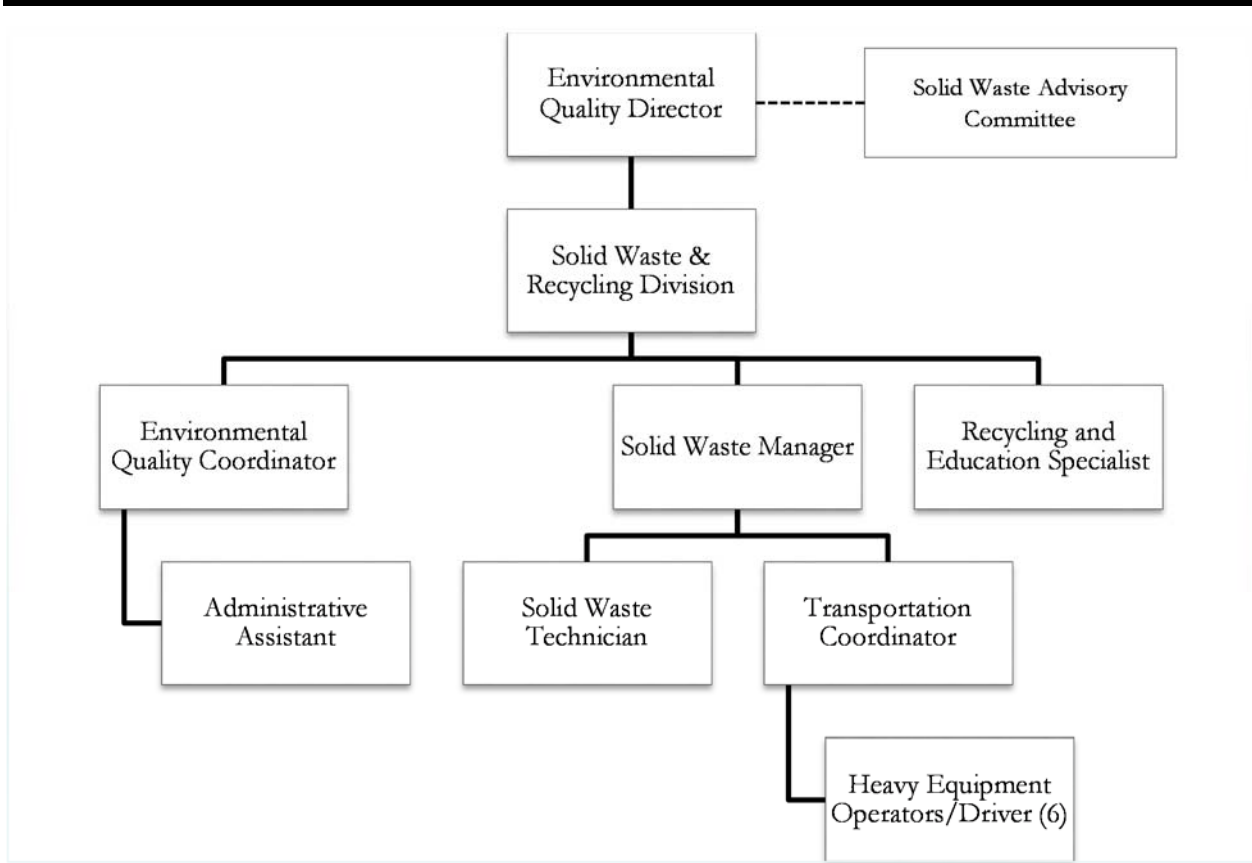


Solid Waste & Recycling



Budget Summary

| | A | B | C | D | E | F | G | H |
|---------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|------------------|-------------|
| | 2018 | 2019 | 2020 | 2020 | 2021 | 2021 | | Total % |
| | Actual | Actual | Amended | Estimated | Total Req. | Total Appr. | Variance | Inc./Dec. |
| Revenues | | | | | | | | |
| Intergovernmental | (230,122) | (194,094) | (195,265) | (199,009) | (184,000) | (184,000) | 11,265 | (6%) |
| Charges for Services | (3,083,919) | (3,213,435) | (3,461,682) | (3,461,295) | (3,372,400) | (3,372,300) | 89,382 | (3%) |
| Interest | (49,310) | (90,711) | (30,000) | (55,564) | (30,000) | (30,000) | 0 | 0% |
| Miscellaneous | (12,207) | (53,935) | (93) | (93) | 0 | 0 | 93 | (100%) |
| Appropriated Fund Balance | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0% |
| Total Revenues | (3,375,558) | (3,552,174) | (3,687,040) | (3,715,961) | (3,586,400) | (3,586,300) | 100,740 | (3%) |
| Expenditures | | | | | | | | |
| Salaries | 560,538 | 478,328 | 605,661 | 509,015 | 591,251 | 591,251 | (14,410) | (2%) |
| Benefits | 268,038 | 253,949 | 293,469 | 272,143 | 288,338 | 288,338 | (5,131) | (2%) |
| Operating | 1,922,692 | 2,430,522 | 2,469,932 | 2,408,449 | 2,340,136 | 2,340,136 | (129,796) | (5%) |
| Transfers Out | 0 | 0 | 272,740 | 0 | 0 | 100,753 | (171,987) | (63%) |
| Allocations/Programs | 32,485 | 0 | 11,100 | 490 | 0 | 0 | (11,100) | (100%) |
| Capital Outlay | 0 | 240,764 | 34,138 | 30,156 | 265,822 | 265,822 | 231,684 | 679% |
| Total Expenditures | 2,783,752 | 3,403,562 | 3,687,040 | 3,220,253 | 3,485,547 | 3,586,300 | (100,740) | (3%) |
| Net Cost: | (591,806) | (148,612) | 0 | (495,708) | (100,853) | 0 | 0 | 0% |
| County Employees | 13.00 | 13.00 | 13.00 | 13.00 | 13.00 | 13.00 | 0.00 | 0% |

| Solid Waste & Recycling Revenue | | | | | | | | |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|----------------|---------------|
| | A | B | C | D | E | F | G | H |
| | 2018 | 2019 | 2020 | 2020 | 2021 | 2021 | | Total % |
| | Actual | Actual | Amended | Estimated | Total Req. | Total Appr. | Variance | Inc./Dec. |
| INTERGOVERNMENTAL: | | | | | | | | |
| ELECTRONICS DISPOSAL TAX | (5,663) | (4,390) | (5,275) | (4,403) | (5,800) | (5,800) | (525) | 10% |
| NUISANCE TIRE GRANT | (2,082) | (1,604) | (2,080) | (126) | (200) | (200) | 1,880 | (90%) |
| OTHER GRANTS | 0 | (4,107) | 0 | 0 | 0 | 0 | 0 | 0% |
| SCRAP TIRE DISPOSAL TAX | (97,885) | (101,197) | (96,000) | (102,000) | (98,000) | (98,000) | (2,000) | 2% |
| SOLID WASTE DISPOSAL TAX | (47,588) | (52,927) | (45,270) | (53,000) | (50,000) | (50,000) | (4,730) | 10% |
| WASTE REDUCTION GRANT | (29,988) | 0 | (16,640) | (8,480) | 0 | 0 | 16,640 | (100%) |
| WHITE GOODS DISPOSAL TAX | (46,917) | (29,868) | (30,000) | (31,000) | (30,000) | (30,000) | 0 | 0% |
| Total Intergovernmental: | (230,122) | (194,094) | (195,265) | (199,009) | (184,000) | (184,000) | 11,265 | (6%) |
| INTEREST: | | | | | | | | |
| INTEREST | (49,310) | (90,711) | (30,000) | (55,564) | (30,000) | (30,000) | 0 | 0% |
| Total Interest: | (49,310) | (90,711) | (30,000) | (55,564) | (30,000) | (30,000) | 0 | 0% |
| MISCELLANEOUS: | | | | | | | | |
| MISCELLANEOUS - MISCELLANEOUS | (89) | (96) | (93) | (93) | 0 | 0 | 93 | (100%) |
| MISCELLANEOUS - SALE OF SURPLUS | (12,117) | (268) | 0 | 0 | 0 | 0 | 0 | 0% |
| SALE OF SURPLUS PROP / ASSET | 0 | (53,571) | 0 | 0 | 0 | 0 | 0 | 0% |
| Total Miscellaneous: | (12,207) | (53,935) | (93) | (93) | 0 | 0 | 93 | (100%) |
| CHARGES FOR SERVICES: | | | | | | | | |
| COLLECTION CENTER | (2,290,426) | (2,353,783) | (3,317,242) | (3,317,242) | (3,239,400) | (3,239,400) | 77,842 | (2%) |
| COLLECTION CENTER - TOWNS | (4,823) | (6,188) | (4,914) | (6,750) | (6,000) | (6,000) | (1,086) | 22% |
| DECALS | (8,660) | (8,270) | (8,400) | (8,400) | (8,400) | (8,400) | 0 | 0% |
| DISPOSAL FEE | (641,365) | (642,501) | 0 | (456) | 0 | 0 | 0 | 0% |
| LANDFILL FEES | (38,662) | (80,102) | (34,324) | (38,500) | (27,100) | (27,000) | 7,324 | (21%) |
| MULCH SALES | (5,230) | (10,023) | (5,144) | (11,000) | (10,000) | (10,000) | (4,856) | 94% |
| PROMOTIONAL MATERIALS | (2,224) | (2,294) | (1,658) | (900) | (1,500) | (1,500) | 158 | (10%) |
| RECYCLABLES | (92,528) | (110,273) | (90,000) | (78,047) | (80,000) | (80,000) | 10,000 | (11%) |
| Total Charges for Services: | (3,083,919) | (3,213,435) | (3,461,682) | (3,461,295) | (3,372,400) | (3,372,300) | 89,382 | (3%) |
| TOTAL: Solid Waste & Recycling | (3,375,558) | (3,552,174) | (3,687,040) | (3,715,961) | (3,586,400) | (3,586,300) | 100,740 | (3%) |

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

Budget Highlights:

Continuation: Changes in the continuation budget reflect increased costs associated with the transfer of trash going to the transfer stations (due to increased tonnage).

Expansion: No expansion is recommended for FY 2021.

Major Responsibilities and Goals

- Provide clean, safe collection centers for county residents to dispose of their household waste and recyclables.
- Provide efficient, safe handling and hauling of waste and recyclables.
- Reduce the tonnage of waste disposed.
- Educate the public and staff about effective waste reduction.
- Comply with state regulations and laws concerning disposal and landfills.

- Provide effective, safe management of special waste items, such as tires, white goods, hazardous waste and electronics.
- Provide an education and enforcement program to reduce illegal dumping, environmental infractions and misuse of collection centers.

Performance Measures

| Key Measures | FY 18 | FY 19 | FY 20 Est. | FY 21 Target |
|--|--------------|--------------|-----------------------|-------------------------|
| Mixed Recycling, Glass and Metal diverted from landfill | 16.9% | 15.7% | 16% | 16% |
| Textiles, Electronics and other waste diverted from landfill | .582% | 1.2% | 1.5% | 2% |
| Cost per pound to manage all waste | .063 | .079 | .073 | .073 |
| Household Hazardous Waste Program cost per visitor | \$32.02 | \$35.56 | \$34.00 | \$36.00 |

Southeast Water District

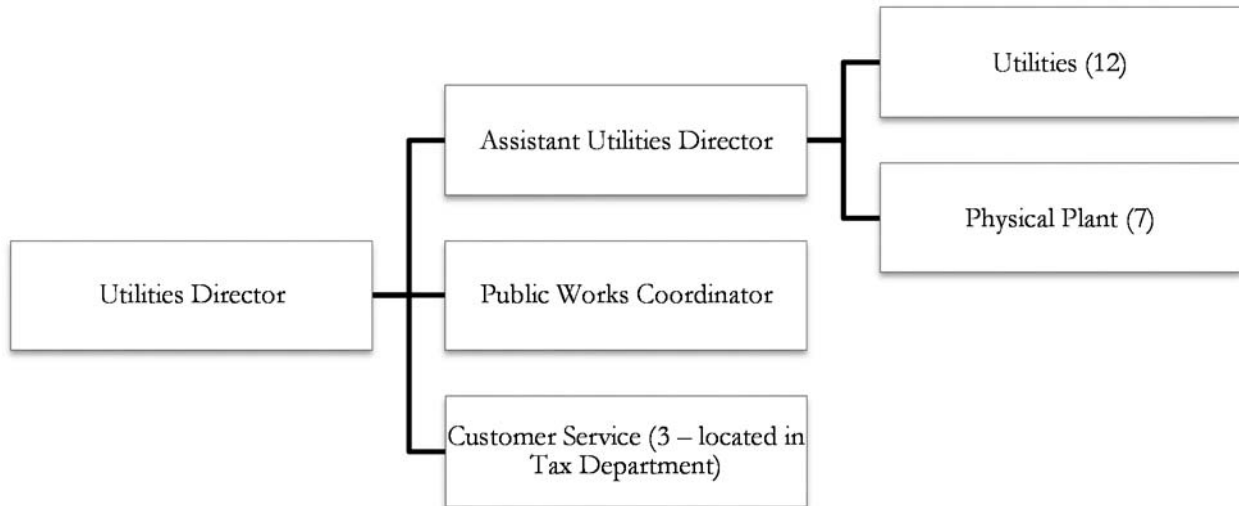
The Southeast Water District Fund accounts for the activities of the Southeast Water District, which includes water purchases, maintenance, and debt service on water lines approved by voters of the district. Maintenance is provided by the employees of the Utility Fund, which is reimbursed by the district.

| Budget Summary | | | | | | | | |
|---------------------------|------------------|------------------|------------------|------------------|-------------------|--------------------|-----------------|------------------|
| | A | B | C | D | E | F | G | H |
| | 2018 | 2019 | 2020 | 2020 | 2021 | 2021 | | Total % |
| | Actual | Actual | Amended | Estimated | Total Req. | Total Appr. | Variance | Inc./Dec. |
| Revenues | | | | | | | | |
| Charges for Services | (701,728) | (771,243) | (718,500) | (711,571) | (718,500) | (718,500) | 0 | 0% |
| Interest | (9,823) | (19,255) | (4,000) | (12,330) | (4,000) | (4,000) | 0 | 0% |
| Appropriated Fund Balance | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0% |
| Total Revenues | (711,551) | (790,497) | (722,500) | (723,901) | (722,500) | (722,500) | 0 | 0% |
| Expenditures | | | | | | | | |
| Operating | 356,576 | 387,305 | 468,707 | 468,707 | 468,850 | 468,850 | 143 | 0% |
| Debt | 253,966 | 252,990 | 253,793 | 253,793 | 253,650 | 253,650 | (143) | (0%) |
| Total Expenditures | 610,542 | 640,295 | 722,500 | 722,500 | 722,500 | 722,500 | 0 | 0% |
| Net Cost: | (101,009) | (150,203) | 0 | (1,401) | 0 | 0 | 0 | 0% |

| Southeast Water District Revenue | | | | | | | | |
|---|------------------|------------------|------------------|------------------|-------------------|--------------------|-----------------|------------------|
| | A | B | C | D | E | F | G | H |
| | 2018 | 2019 | 2020 | 2020 | 2021 | 2021 | | Total % |
| | Actual | Actual | Amended | Estimated | Total Req. | Total Appr. | Variance | Inc./Dec. |
| REVENUE | | | | | | | | |
| INTEREST: | | | | | | | | |
| INTEREST | (9,823) | (19,255) | (4,000) | (12,330) | (4,000) | (4,000) | 0 | 0% |
| Total Interest: | (9,823) | (19,255) | (4,000) | (12,330) | (4,000) | (4,000) | 0 | 0% |
| CHARGES FOR SERVICES: | | | | | | | | |
| PENALTIES - LATE FEES | (5,610) | (5,975) | (5,500) | (5,185) | (5,500) | (5,500) | 0 | 0% |
| RECONNECTIONS | (3,325) | (3,080) | (3,000) | (2,590) | (3,000) | (3,000) | 0 | 0% |
| WATER SALES | (692,793) | (762,188) | (710,000) | (703,796) | (710,000) | (710,000) | 0 | 0% |
| Total Charges for Services: | (701,728) | (771,243) | (718,500) | (711,571) | (718,500) | (718,500) | 0 | 0% |
| TOTAL: Southeast Water District | (711,551) | (790,497) | (722,500) | (723,901) | (722,500) | (722,500) | 0 | 0% |

Utilities

The Utility 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 Utility Fund is an enterprise fund, which means that fees should fully support operating costs.



| Budget Summary | | | | | | | | |
|---------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|------------------|
| | A | B | C | D | E | F | G | H |
| | 2018 | 2019 | 2020 | 2020 | 2021 | 2021 | | Total % |
| | Actual | Actual | Amended | Estimated | Total Req. | Total Appr. | Variance | Inc./Dec. |
| Revenues | | | | | | | | |
| Charges for Services | (6,875,682) | (6,704,865) | (6,543,307) | (7,548,043) | (6,541,807) | (6,721,807) | (178,500) | 3% |
| Interest | (84,042) | (146,752) | (58,000) | (115,676) | (58,000) | (58,000) | 0 | 0% |
| Miscellaneous | (61,016) | (37) | 0 | (5,174) | 0 | 0 | 0 | 0% |
| Transfers In | (29,516) | (609,943) | (80,000) | 0 | 0 | (257,549) | (177,549) | 222% |
| Appropriated Fund Balance | 0 | 0 | (928,995) | 0 | 0 | (1,662,340) | (733,345) | 79% |
| Total Revenues | (7,050,256) | (7,461,597) | (7,610,302) | (7,668,893) | (6,599,807) | (8,699,696) | (1,089,394) | 14% |
| Expenditures | | | | | | | | |
| Salaries | 1,037,141 | 1,037,710 | 1,169,500 | 1,035,897 | 1,158,172 | 1,142,540 | (26,960) | (2%) |
| Benefits | 466,201 | 496,060 | 542,457 | 522,677 | 595,024 | 585,876 | 43,419 | 8% |
| Operating | 3,386,416 | 3,239,372 | 4,320,587 | 3,373,313 | 5,619,939 | 5,372,654 | 1,052,067 | 24% |
| Debt | 1,414,231 | 1,395,723 | 1,377,733 | 1,377,733 | 1,341,079 | 1,341,079 | (36,654) | (3%) |
| Allocations/Programs | 29,516 | 609,943 | 0 | 0 | 0 | 0 | 0 | 0% |
| Capital Outlay | 267,998 | 26,895 | 200,025 | 183,151 | 257,549 | 257,547 | 57,522 | 29% |
| Total Expenditures | 6,601,504 | 6,805,703 | 7,610,302 | 6,492,772 | 8,971,763 | 8,699,696 | 1,089,394 | 14% |
| Net Cost: | (448,752) | (655,894) | 0 | (1,176,121) | 2,371,956 | 0 | 0 | 0% |
| County Employees | 25.00 | 25.00 | 25.00 | 25.00 | 26.00 | 25.00 | 0.00 | 0% |

Utility Fund Revenue

| | A 2018 Actual | B 2019 Actual | C 2020 Amended | D 2020 Estimated | E 2021 Total Req. | F 2021 Total Appr. | G Variance | H Total % Inc./Dec. |
|---|---------------------|---------------------|----------------------|------------------------|-------------------------|--------------------------|---------------|---------------------------|
| INTEREST: | | | | | | | | |
| INTEREST | (84,042) | (146,752) | (58,000) | (115,676) | (58,000) | (58,000) | 0 | 0% |
| Total Interest: | (84,042) | (146,752) | (58,000) | (115,676) | (58,000) | (58,000) | 0 | 0% |
| MISCELLANEOUS: | | | | | | | | |
| MISCELLANEOUS - INSURANCE REIM | (50,118) | 0 | 0 | 0 | 0 | 0 | 0 | 0% |
| MISCELLANEOUS - MISCELLANEOUS | (0) | (37) | 0 | (38) | 0 | 0 | 0 | 0% |
| SALE OF SURPLUS PROP / ASSET | (10,898) | 0 | 0 | (5,136) | 0 | 0 | 0 | 0% |
| Total Miscellaneous: | (61,016) | (37) | 0 | (5,174) | 0 | 0 | 0 | 0% |
| CHARGES FOR SERVICES: | | | | | | | | |
| CONTRACT REPAIR FEES | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0% |
| INSTALLATION FEES | (119,454) | (98,789) | (97,000) | (87,600) | (97,000) | (97,000) | 0 | 0% |
| OTHER FEES | 800 | (6,088) | (10,000) | (17,900) | (10,000) | (10,000) | 0 | 0% |
| PENALTIES - LATE FEES | (41,195) | (41,200) | (39,000) | (40,540) | (39,000) | (39,000) | 0 | 0% |
| PLAN REVIEW | (12,365) | (8,485) | (1,600) | (180) | (1,600) | (1,600) | 0 | 0% |
| RAW WATER JORDAN LAKE | 0 | 0 | 0 | (23,523) | 0 | 0 | 0 | 0% |
| RECONNECTIONS | (17,220) | (18,260) | (16,000) | (18,060) | (16,000) | (16,000) | 0 | 0% |
| SEWER FEES | (24,160) | (23,665) | (23,000) | (22,108) | (21,500) | (21,500) | 1,500 | 0% |
| TAP FEES | (95,000) | (78,040) | (68,000) | (95,240) | (68,000) | (68,000) | 0 | 0% |
| WATER SALES | (6,211,868) | (6,049,161) | (5,820,000) | (6,774,185) | (5,820,000) | (6,000,000) | (180,000) | 0% |
| WATER SALES - SE DISTRICT | (355,220) | (381,177) | (468,707) | (468,707) | (468,707) | (468,707) | 0 | 0% |
| Total Charges for Services: | (6,875,682) | (6,704,865) | (6,543,307) | (7,548,043) | (6,541,807) | (6,721,807) | (178,500) | 0% |
| TRANSFERS IN: | | | | | | | | |
| TRANSFER IN - CAP EQUIP RES | 0 | 0 | (80,000) | 0 | 0 | (257,549) | (177,549) | 0% |
| TRANSFER IN - UT CAP RESERVE | (29,516) | (609,943) | 0 | 0 | 0 | 0 | 0 | 0% |
| Total Transfers In: | (29,516) | (609,943) | (80,000) | 0 | 0 | (257,549) | (177,549) | 0% |
| APPROPRIATED FUND BALANCE: | | | | | | | | |
| APPROPRIATED FUND BALANCE | 0 | 0 | (928,995) | 0 | 0 | (1,662,340) | (733,345) | 0% |
| Total Appropriated Fund Balance: | 0 | 0 | (928,995) | 0 | 0 | (1,662,340) | (733,345) | 0% |
| TOTAL: Utility Fund | (7,050,256) | (7,461,597) | (7,610,302) | (7,668,893) | (6,599,807) | (8,699,696) | (1,089,394) | 0% |

Utility – Water Distribution

| Budget Summary | | | | | | | | |
|---------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|------------------|
| | A | B | C | D | E | F | G | H |
| | 2018 | 2019 | 2020 | 2020 | 2021 | 2021 | | Total % |
| | Actual | Actual | Amended | Estimated | Total Req. | Total Appr. | Variance | Inc./Dec. |
| Revenues | | | | | | | | |
| Charges for Services | (6,875,682) | (6,704,865) | (6,543,307) | (7,548,043) | (6,541,807) | (6,721,807) | (178,500) | 3% |
| Interest | (84,042) | (146,752) | (58,000) | (115,676) | (58,000) | (58,000) | 0 | 0% |
| Miscellaneous | (61,016) | (37) | 0 | (5,174) | 0 | 0 | 0 | 0% |
| Transfers In | (29,516) | (609,943) | (80,000) | 0 | 0 | (257,549) | (177,549) | 222% |
| Appropriated Fund Balance | 0 | 0 | (928,995) | 0 | 0 | (1,662,340) | (733,345) | 79% |
| Total Revenues | (7,050,256) | (7,461,597) | (7,610,302) | (7,668,893) | (6,599,807) | (8,699,696) | (1,089,394) | 14% |
| Expenditures | | | | | | | | |
| Salaries | 726,152 | 715,264 | 833,418 | 730,997 | 824,031 | 808,399 | (25,019) | (3%) |
| Benefits | 324,550 | 349,471 | 384,861 | 366,259 | 440,447 | 431,299 | 46,438 | 12% |
| Operating | 2,400,321 | 2,110,657 | 2,373,219 | 2,006,702 | 2,884,903 | 2,768,618 | 395,399 | 17% |
| Debt | 1,414,231 | 1,395,723 | 1,377,733 | 1,377,733 | 1,341,079 | 1,341,079 | (36,654) | (3%) |
| Allocations/Programs | 29,516 | 609,943 | 0 | 0 | 0 | 0 | 0 | 0% |
| Capital Outlay | 267,998 | 26,895 | 200,025 | 183,151 | 230,203 | 230,201 | 30,176 | 15% |
| Total Expenditures | 5,162,769 | 5,207,952 | 5,169,256 | 4,664,842 | 5,720,663 | 5,579,596 | 410,340 | 8% |
| Net Cost: | (1,887,487) | (2,253,645) | (2,441,046) | (3,004,050) | (879,145) | (3,120,100) | (679,054) | 28% |
| County Employees | 16.00 | 17.00 | 18.00 | 18.00 | 19.00 | 18.00 | 0.00 | 0% |

Budget Highlights:

Continuation: Several large maintenance projects, (e.g. lagoon dredging, plant maintenance) and the new Jordan Lake allocation payment are included in the continuation budget.

Expansion: No expansion is recommended for FY 2021.

Major Responsibilities and Goals

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

Performance Measures

| Key Measures | FY18 | FY 19 | FY 20 | FY 21 |
|--|-------------|--------------|--------------|---------------|
| | | | Est. | Target |
| Number of Notices of Violation | 2 | 2 | 0 | 0 |
| Response time for water maintenance/service repairs (days) | N/A | 24hrs | 24hrs | 24hrs |
| Response time to install new water services (days) | N/A | 7-10 | 5-7 | 5-7 |
| Percent of calls going to billing voice mail | 5% | 5% | Tax | Tax |

Utility – Wastewater Treatment

| Budget Summary | | | | | | | | |
|---------------------------|----------------|----------------|----------------|------------------|-------------------|--------------------|-----------------|------------------|
| | A | B | C | D | E | F | G | H |
| | 2018 | 2019 | 2020 | 2020 | 2021 | 2021 | | Total % |
| | Actual | Actual | Amended | Estimated | Total Req. | Total Appr. | Variance | Inc./Dec. |
| Expenditures | | | | | | | | |
| Operating | 141,354 | 148,419 | 902,474 | 145,109 | 950,117 | 950,117 | 47,643 | 5% |
| Total Expenditures | 141,354 | 148,419 | 902,474 | 145,109 | 950,117 | 950,117 | 47,643 | 5% |
| Net Cost: | 141,354 | 148,419 | 902,474 | 145,109 | 950,117 | 950,117 | 47,643 | 5% |
| County Employees | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0% |

Utility – Water Treatment

| Budget Summary | | | | | | | | |
|---------------------------|------------------|------------------|------------------|------------------|-------------------|--------------------|-----------------|------------------|
| | A | B | C | D | E | F | G | H |
| | 2018 | 2019 | 2020 | 2020 | 2021 | 2021 | | Total % |
| | Actual | Actual | Amended | Estimated | Total Req. | Total Appr. | Variance | Inc./Dec. |
| Expenditures | | | | | | | | |
| Salaries | 310,989 | 322,446 | 336,082 | 304,901 | 334,141 | 334,141 | (1,941) | (1%) |
| Benefits | 141,651 | 146,589 | 157,596 | 156,418 | 154,577 | 154,577 | (3,019) | (2%) |
| Operating | 844,740 | 980,296 | 1,044,894 | 1,221,502 | 1,784,919 | 1,653,919 | 609,025 | 58% |
| Capital Outlay | 0 | 0 | 0 | 0 | 27,346 | 27,346 | 27,346 | 0% |
| Total Expenditures | 1,297,381 | 1,449,331 | 1,538,572 | 1,682,821 | 2,300,983 | 2,169,983 | 631,411 | 41% |
| Net Cost: | 1,297,381 | 1,449,331 | 1,538,572 | 1,682,821 | 2,300,983 | 2,169,983 | 631,411 | 41% |
| County Employees | 7.00 | 7.00 | 7.00 | 7.00 | 7.00 | 7.00 | 0.00 | 0% |