

# FY 2018 Adopted Public Works Budget

## \$67,716,446

**Services & Budgetary Highlights:**

- Increase in charges for service revenue as a result of increasing usage.
- Plan to bring facilities maintenance positions back in-house.
- Additional Solid Waste positions to increase efficiency at the Solid Waste Management Facility.
- Additional Water & Wastewater positions to improve customer service and reliability within the system.
- Facilities upgrades to manage HVAC from a central location.

**Expansions:**

- Expansion 611004: Instrumentation and Control Technician (1.0 FTE, \$148,367)
- Expansion 611006: Senior Utility Technician (1.0 FTE, \$132,805)
- Expansion 611007: Utility Mechanic/Utility Locator (1.0 FTE, \$101,468)
- Expansion 611008: Utility Mechanic (1.00 FTE, \$68,248)
- Expansion 611010: Customer Service Specialist (1.0 FTE, \$63,007)
- Expansion 611013: After hours on-call contract service (\$50,000)
- Expansion 611014: Irrigation evaluation service (\$20,000)
- Expansion 611016: Water Reclamation Superintendent (1.00 FTE, \$28,397, 3 months)
- Expansion 611017: Water & Wastewater Operations Manager (1.0 FTE, \$137,909)
- Expansion 661001: Articulated Dump Truck for C&D Landfill (\$340,000)
- Expansion 661003: Two Site Attendants (part time, 0.96 FTE, \$30,182)
- Expansion 826001: Facility Maintenance positions (8.0 FTE, net \$110,664, 8 months)
- Expansion 826004: JACE/HVAC upgrades (\$100,000)

**Related Capital Outlay:**

- Replacement and renewal capital (\$358,000, W/WW)
- Replacement vehicles (5, totaling \$212,106, W/WW)
- Replacement CCTV unit (\$125,000, W/WW)
- Replacement mid-size excavator (\$90,000, W/WW)
- Replacement right-of-way tractor (\$75,000, W/WW)
- Replacement vehicles (Charlotte contract, 2, \$56,000, W/WW)
- Replacement mini-excavator (\$50,000, W/WW)
- Replacement roller compactor (\$25,000, W/WW)
- Water GEMS upgrade, distribution model (\$25,000, W/WW)
- Replacement loader for transfer station (\$220,000, Solid Waste)
- Judicial Center security cameras & DVRs renewal & replacement (\$200,000, Facilities Mgmt.)

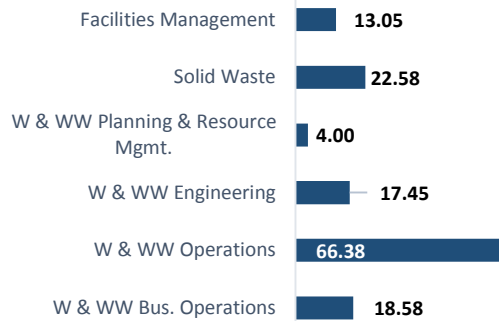
- Facilities assessment improvements (\$125,000, Facilities Mgmt.)
- Patton Avenue HVAC units (\$42,500, Facilities Mgmt.)
- Government Center security camera upgrades (\$25,000, Facilities Mgmt.)
- New pickup truck and service van (\$92,847, Facilities Mgmt.)

**Related Capital Projects:**

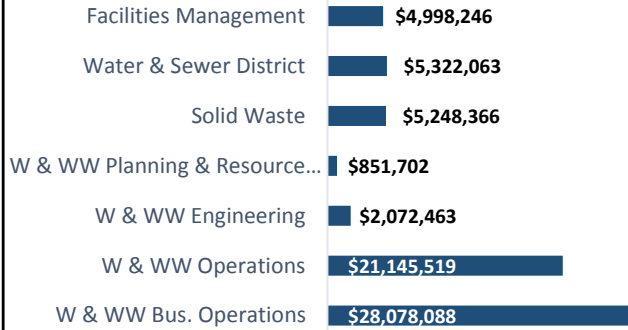
- Water & Wastewater Public Works 6 Year Capital Program (PWCP), \$546,923,134 (continuation)
- Facilities Management Capital Program, \$10,706,865 (nine projects) (continuation)
- Human Services Campus, \$42,150,000 (continuation)

Note: See the Capital Improvement Program (CIP) section of this document for additional information and details.

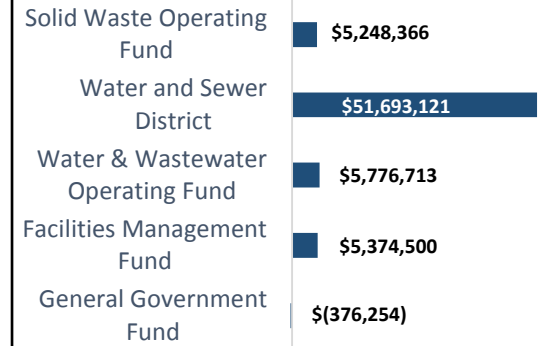
### FTE By Division



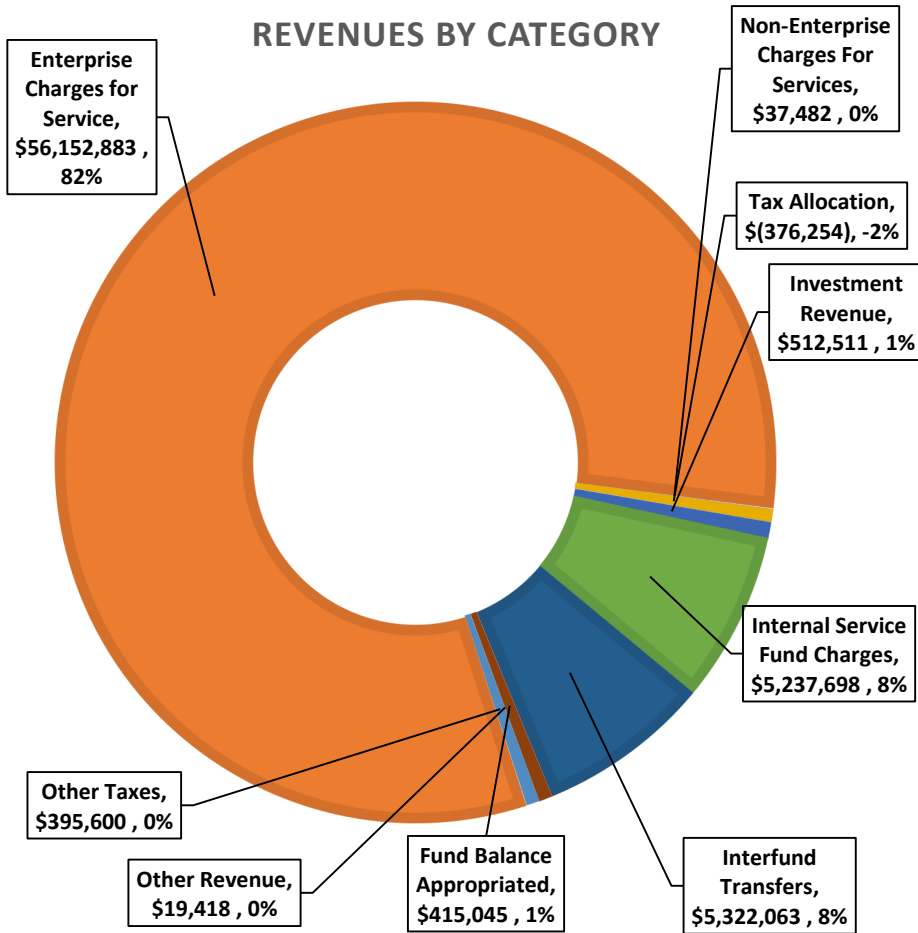
### Budgeted Expenditures By Division



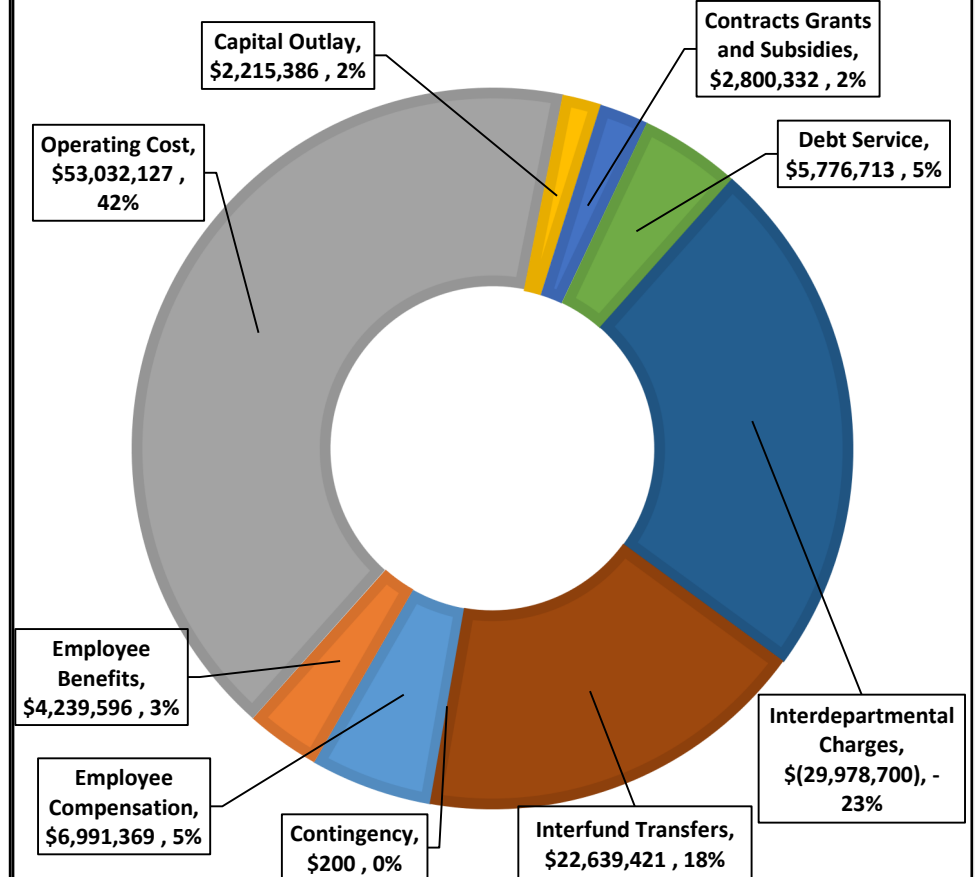
### Expenditures by Fund



### REVENUES BY CATEGORY



### EXPENDITURES BY CATEGORY



# Public Works

# Service Area Detail

## Service Area Mission

Provide exemplary service through the engagement of our employees in the efficient and effective management of our assets and resources.

## Service Area Services Provided

Union County Public Works (UCPW) provides water supply, wastewater treatment, solid waste management, and facilities management services to the unincorporated areas and many of the incorporated areas of Union County. UCPW is the water and wastewater utility service provider to all of the municipalities in Union with the exception of Monroe, Marshville, and Wingate. In FY 2018, UCPW will have 142 (FTE) positions, a total operating budget of approximately \$45.1 million, and a pay-go-capital funding budget of approximately \$17.3 million which is primarily funded through rates and fees charged for services.

UCPW provides \$376,254 to the General Government Fund. This is comprised of indirect cost allocation plan cost of \$925,000 provided to the General Government Fund, net of \$397,844 vacant property costs and \$150,902 road sign program costs which are covered by the General Government Fund.

## Service Area FY 2018 Discussion

The initiatives and goals of the Public Works Service Area are detailed at the division and program levels.

## Service Area Analysis

Enterprise charges for services increased by \$8.3 million or 17.38 percent primarily due to increasing water and wastewater service charges due to usage (\$7.0 million), and increasing water and wastewater capacity and tap fees (\$1.4 million), net of declining disposal service charges (\$392.6 thousand). Internal service fund charges increased by \$406,001 or 8.4 percent due to higher Facilities Management Fund service charges to other service areas.

Included in the FY 2018 budget are fifteen (15) new full time positions and two (2) new part time positions net of a decrease of two (2) part time positions. These positions are as follows:

- Instrumentation and Control Technician (1.0 FTE, \$148,367 in FY 2018, of which \$87,900 will be annual ongoing expenditures)
- Senior Utility Technician (1.0 FTE, \$132,805 in FY 2018, of which \$86,120 will be annual ongoing expenditures)
- Utility Mechanic/Utility Locator (1.0 FTE, \$101,468 in FY 2018, of which \$72,348 will be annual ongoing expenditures)
- Utility Mechanic (1.00 FTE, \$68,248, of which \$88,942 in FY 2018 and annual ongoing expenditures)
- Customer Service Specialist (1.0 FTE, \$63,007 in FY 2018, of which \$62,307 will be annual ongoing expenditures)
- Water Reclamation Superintendent (1.00 FTE, \$28,397 for 3 months in FY 2018, \$113,588 estimated for annual ongoing expenditures)
- Water & Wastewater Operations Manager (1.0 FTE, \$137,909 in FY 2018, of which \$136,909 will be annual ongoing expenditures)
- Two Site Attendants (part time, 0.96 FTE, \$30,182 in FY 2018 and annual ongoing expenditures)
- Facility Maintenance positions (8.0 FTE, net \$110,664, 8 months in FY 2018, \$20,726 estimated for net annual ongoing expenditures)
- Reduction of two Utility Mechanics (part time, 0.96 FTE, \$33,878 in FY 2018)

Also, pay-go-capital funding (interfund) transfers to the Water and Wastewater Capital Project Fund increased by \$10.3 million or 148.1 percent; going from \$7.0 million in FY 2017 to \$17.3 million in FY 2018. Interfund transfer also includes \$5,265,297 for the remittance from the Water & Sewer District Fund to the Water & Wastewater Operational Fund. Contribution to fund balance declined \$4.7 million or 100.0 percent; going from \$4.7 million in FY 2017 to zero in FY 2018.

# Public Works

# Service Area Detail

## Service Area Summary

Revenue by Category		Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Revised FY 2017	Adopted FY 2018	\$ Change FY 2017 - 18	% Change FY 2017 - 18
4160	Other Taxes	-362,703	-381,121	-392,039	-416,524	-386,900	-395,600	-8,700	2.25%
4250	Intergovernmental Revenue, Restricted	0	-1,739,243	0	0	0	0	0	0.00%
4500	Non-Enterprise Charges for Services	-12,722	-53,438	-83,463	-80,653	-33,648	-37,482	-3,834	11.39%
4600	Enterprise Charges for Services	-33,939,760	-42,760,866	-42,949,639	-51,220,685	-47,840,228	-56,152,883	-8,312,655	17.38%
4700	Debt Proceeds - Restricted Revenue	0	0	0	-588,616	0	0	0	0.00%
4810	Investment Revenue	144,015	-194,736	-142,249	-866,195	-506,706	-512,511	-5,805	1.15%
4820	Other Revenue	-105,131	-257,533	-238,057	-336,748	-17,277	-19,418	-2,141	12.39%
4890	Internal Service Fund Charges	0	0	-4,252,430	-4,810,486	-4,831,697	-5,237,698	-406,001	8.40%
4895	Interfund Transfers	-294,626	-1,136,145	-300,583	-259,829	0	-5,265,297	-5,265,297	0.00%
4991	Fund Balance Appropriated	0	0	0	0	-1,647,380	-415,045	1,232,335	-74.81%
Total Revenue		-34,570,927	-46,523,082	-48,358,460	-58,579,736	-55,263,836	-68,035,934	-12,772,098	23.11%
Total Public Works		-34,570,927	-46,523,082	-48,358,460	-58,579,736	-55,263,836	-68,035,934	-12,772,098	23.11%

Expenditure by Division		Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Revised FY 2017	Adopted FY 2018	\$ Change FY 2017 - 18	% Change FY 2017 - 18
426	Facilities Management	-297,764	-476,108	3,642,360	3,631,444	4,651,101	4,998,246	347,145	7.46%
472	Solid Waste	4,549,695	5,256,459	4,439,955	5,108,360	5,255,176	5,248,366	-6,810	-0.13%
473	Stormwater	201,943	257,358	181,271	167,407	0	0	0	0.00%
711	Water & Wastewater Business Operations	17,378,001	13,866,296	13,923,378	23,400,208	22,019,300	-18,292,971	-40,312,271	-183.08%
713	Water & Wastewater Operations	15,259,920	15,072,729	16,521,869	17,897,370	19,897,594	21,145,519	1,247,925	6.27%
714	Water & Wastewater Engineering Division	1,004,519	1,420,084	1,451,825	1,637,221	2,242,455	2,072,463	-169,992	-7.58%
715	Water & Wastewater Planning & Resource Management	12,745	149,529	131,148	156,369	846,945	851,702	4,757	0.56%
719	Water & Sewer District	0	0	0	0	0	51,636,355	51,636,355	0.00%
Total Expenditures		38,109,059	35,546,347	40,291,806	51,998,379	54,912,571	67,659,680	12,747,109	23.21%
Total Public Works		3,538,132	-10,976,735	-8,066,654	-6,581,357	-351,265	-376,254	-24,989	7.11%

## Service Area FTE Summary

Full-Time Equivalent by Status		Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Revised FY 2017	Adopted FY 2018	\$ Change FY 2017 - 18	% Change FY 2017 - 18
Full-Time		112.65	104.00	108.00	114.00	119.00	134.00	15.00	12.61%
Temp-Part-Time		6.36	6.36	6.36	6.60	8.04	8.04	0.00	0.00%
Total Public Works		119.01	110.36	114.36	120.60	127.04	142.04	15.00	11.81%

# Facilities Management

# Division Detail

### Division Mission

Provide the employees and customers of Union County with a safe and hospitable work environment sufficient to meet the service delivery requirements of the various service areas and divisions of the County.

### Division Services Provided

- Provide general maintenance, equipment replacement, facility renovation, janitorial cleaning, and landscaping services to all County-owned facilities; over 600,000 square feet of multi-functional space throughout the County.
- Provide comprehensive assessments of all County facilities as a part of the Preventative Maintenance Program Development.
- Manufacture new and replacement signs for County facilities and roadway intersections.

### Division FY 2018 Discussion

Implement Facilities Maintenance Initiative to provide a better level of service. This includes the addition of:

- Seven(7) new facilities maintenance positions
- One (1) Administrative Assistant
- Procurement of new facilities maintenance subcontracts and nightly janitorial contract by the County to provide an increased level of service with better accountability

### Division Analysis

In the FY 2018 budget, Facilities Management includes bringing seven positions in-house to provide a better level of service and an Administrative Assistant position to provide greater accountability. For eight months, personnel, benefits, and operating costs will increase by \$602,235, which will be offset by a decrease in the facilities maintenance services contract by \$588,418. One time operating and capital costs of \$96,847 to bring facilities maintenance services in-house include a pickup truck, service van, computers, and equipment. The net cost increase for FY 2018, including one-time capital, is \$110,664.

Other capital items in the FY 2018 budget include Judicial Center security cameras & DVRs renewal & replacement for \$200,000, facilities assessment improvements for \$125,000, Patton Avenue HVAC units for \$42,500, Government Center security camera upgrades for \$25,000, and HVAC/JACE upgrades for \$100,000. Facilities Management will improve the energy management of County facilities through the HVAC/JACE upgrade (a device that provides HVAC and electrical connectivity over multiple buildings for centralized management).

### Division Summary

Revenue by Category	Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Revised FY 2017	Adopted FY 2018	\$ Change FY 2017 - 18	% Change FY 2017 - 18
4500 Non-Enterprise Charges for Services	0	-834	-692	0	0	0	0	0.00%
4810 Investment Revenue	0	0	-2,061	-6,251	-2,098	-5,776	-3,678	175.31%
4820 Other Revenue	-13,879	-561	-1,344	-573	0	0	0	0.00%
4890 Internal Service Fund Charges	0	0	-4,252,430	-4,810,486	-4,831,697	-5,237,698	-406,001	8.40%
4895 Interfund Transfers	0	0	-13,301	0	0	0	0	0.00%
4991 Fund Balance Appropriated	0	0	0	0	-168,571	-131,026	37,545	-22.27%
<b>Total Revenue</b>	<b>-13,879</b>	<b>-1,395</b>	<b>-4,269,828</b>	<b>-4,817,310</b>	<b>-5,002,366</b>	<b>-5,374,500</b>	<b>-372,134</b>	<b>7.44%</b>

# Facilities Management

# Division Detail

Revenue by Category	Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Revised FY 2017	Adopted FY 2018	\$ Change FY 2017 - 18	% Change FY 2017 - 18
Total Facilities Management	-13,879	-1,395	-4,269,828	-4,817,310	-5,002,366	-5,374,500	-372,134	7.44%
Expenditure by Program	Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Revised FY 2017	Adopted FY 2018	\$ Change FY 2017 - 18	% Change FY 2017 - 18
24100 Facilities Management	-297,764	-476,108	3,642,360	3,631,444	4,651,101	4,998,246	347,145	7.46%
Total Expenditures	-297,764	-476,108	3,642,360	3,631,444	4,651,101	4,998,246	347,145	7.46%
Total Facilities Management	-311,643	-477,503	-627,468	-1,185,866	-351,265	-376,254	-24,989	7.11%

## Division FTE Summary

Full-Time Equivalent by Status	Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Revised FY 2017	Adopted FY 2018	\$ Change FY 2017 - 18	% Change FY 2017 - 18
Full-Time	4.00	4.03	4.03	5.05	5.05	13.05	8.00	158.42%
Total Facilities Management	4.00	4.03	4.03	5.05	5.05	13.05	8.00	158.42%

# Facilities Management

# Program Detail

### Program Mission

Provide the employees and customers of Union County with a safe and hospitable work environment sufficient to meet the service delivery requirements of the various service areas and divisions of the County.

### Program Services Provided

- Provide general maintenance, equipment replacement, facility renovation, janitorial cleaning, and landscaping services to all County-owned facilities; over 600,000 square feet of multi-functional space throughout the County.
- Provide comprehensive assessments of all County facilities as a part of the Preventative Maintenance Program Development.
- Manufacture new and replacement signs for County facilities and roadway intersections.

### Program FY 2018 Discussion

Implement Facilities Maintenance Initiative to provide a better level of service. This includes the addition of:

- Seven(7) new facilities maintenance positions
- One (1) Administrative Assistant
- Procurement of new facilities maintenance subcontracts and nightly janitorial contract by the County to provide an increased level of service with better accountability

### Program Summary

Revenue by Category		Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Revised FY 2017	Adopted FY 2018	\$ Change FY 2017 - 18	% Change FY 2017 - 18
4500	Non-Enterprise Charges for Services	0	-834	-692	0	0	0	0	0.00%
4810	Investment Revenue	0	0	-2,061	-6,251	-2,098	-5,776	-3,678	175.31%
4820	Other Revenue	-13,879	-561	-1,344	-573	0	0	0	0.00%
4890	Internal Service Fund Charges	0	0	-4,252,430	-4,810,486	-4,831,697	-5,237,698	-406,001	8.40%
4895	Interfund Transfers	0	0	-13,301	0	0	0	0	0.00%
4991	Fund Balance Appropriated	0	0	0	0	-168,571	-131,026	37,545	-22.27%
Total Revenue		-13,879	-1,395	-4,269,828	-4,817,310	-5,002,366	-5,374,500	-372,134	7.44%
Total Facilities Management		-13,879	-1,395	-4,269,828	-4,817,310	-5,002,366	-5,374,500	-372,134	7.44%

Expenditure by Sub-Program		Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Revised FY 2017	Adopted FY 2018	\$ Change FY 2017 - 18	% Change FY 2017 - 18
24110	Facilities Management	-383,699	-563,250	3,411,692	3,380,694	4,229,913	4,696,442	466,529	11.03%
24120	Sign Shop	85,935	87,142	230,668	250,750	421,188	301,804	-119,384	-28.34%
Total Expenditures		-297,764	-476,108	3,642,360	3,631,444	4,651,101	4,998,246	347,145	7.46%
Total Facilities Management		-311,643	-477,503	-627,468	-1,185,866	-351,265	-376,254	-24,989	7.11%

### Program FTE Summary

Full-Time Equivalent by Status		Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Revised FY 2017	Adopted FY 2018	\$ Change FY 2017 - 18	% Change FY 2017 - 18
Full-Time		4.00	4.03	4.03	5.05	5.05	13.05	8.00	158.42%
Total Facilities Management		4.00	4.03	4.03	5.05	5.05	13.05	8.00	158.42%

# Solid Waste

# Division Detail

### Division Mission

Provide convenient, economical, and environmentally compliant facilities for the disposal and recycling of municipal and commercial wastes generated within Union County and to be a resource to the municipalities of the County in establishing effective collection programs that promote resource recovery and efficient operations.

### Division Services Provided

- Provide North Carolina Department of Environmental Quality (NCDEQ) permitted disposal services at Union County’s Solid Waste Management Facility (SWMF) including the operation of a high volume Municipal Solid Waste (MSW) Transfer Station, Construction and Demolition (C&D) Landfill, Type I Composting Site, and a Commingled Recycling Transfer Site.
- Operate full-service drop-off areas for residential comingled recycling, bagged MSW, bulk material, C&D material, electronics recycling, scrap metal, white goods, latex paint recycling, and poultry waste.
- Operate six (6) solid waste/recycling convenience centers across Union County for residential customers.

### Division FY 2018 Discussion

- Improve operating efficiency at C&D Landfill to better provide NCDEQ required intermediate and final closure soil cover, and including the purchase of an articulated dump truck.
- Improve service due to the volume of residential customers at new Residential Drop-Off Site at the SWMF, including the addition of two part time Site Attendants (0.96 FTE).

### Division Analysis

In the FY 2018 budget, Solid Waste includes the addition of two part time Site Attendants at the Solid Waste Management Facility for \$30,182 (0.96 FTE). Faced with increased weekend traffic yielding potentially dangerous traffic issues, new staff will direct traffic through the facility, improve efficiency, help with opening and closing, and reduce backups onto the main road. The change is an attempt to increase efficiency of the facility as opposed to reducing hours.

### Division Summary

Revenue by Category		Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Revised FY 2017	Adopted FY 2018	\$ Change FY 2017 - 18	% Change FY 2017 - 18
4160	Other Taxes	-362,703	-381,121	-392,039	-416,524	-386,900	-395,600	-8,700	2.25%
4600	Enterprise Charges for Services	-4,385,685	-4,639,110	-4,150,241	-4,778,361	-4,788,085	-4,516,528	271,557	-5.67%
4810	Investment Revenue	8,348	-26,670	-20,738	-45,536	-52,692	-52,219	473	-0.90%
4820	Other Revenue	-883	-60,512	-40,794	-6,963	1	0	-1	-100.00%
4895	Interfund Transfers	-85,682	-816,252	0	-45,000	0	0	0	0.00%
4991	Fund Balance Appropriated	0	0	0	0	-27,500	-284,019	-256,519	932.80%
Total Revenue		-4,826,605	-5,923,665	-4,603,812	-5,292,384	-5,255,176	-5,248,366	6,810	-0.13%
Total Solid Waste		-4,826,605	-5,923,665	-4,603,812	-5,292,384	-5,255,176	-5,248,366	6,810	-0.13%
Expenditure by Program		Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Revised FY 2017	Adopted FY 2018	\$ Change FY 2017 - 18	% Change FY 2017 - 18
25100	Solid Waste Disposal	4,110,099	4,505,269	3,884,028	4,601,691	4,761,125	4,748,548	-12,577	-0.26%
25200	Solid Waste Collections	439,596	751,190	555,927	506,669	494,051	499,818	5,767	1.17%
Total Expenditures		4,549,695	5,256,459	4,439,955	5,108,360	5,255,176	5,248,366	-6,810	-0.13%
Total Solid Waste		-276,910	-667,206	-163,857	-184,024	0	0	0	0.00%



# Solid Waste

# Division Detail

## Division FTE Summary

Full-Time Equivalent by Status	Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Revised FY 2017	Adopted FY 2018	\$ Change FY 2017 - 18	% Change FY 2017 - 18
Full-Time	12.67	13.68	15.18	14.85	15.85	15.85	0.00	0.00%
Temp-Part-Time	5.77	5.77	5.77	5.77	5.77	6.73	0.96	16.62%
<b>Total Solid Waste</b>	<b>18.44</b>	<b>19.45</b>	<b>20.95</b>	<b>20.62</b>	<b>21.62</b>	<b>22.58</b>	<b>0.96</b>	<b>4.44%</b>

# Solid Waste Disposal

# Program Detail

### Program Mission

Offer municipal solid waste (MSW), construction and demolition (C&D), and recycling programs providing convenient, economical, and environmentally compliant disposal options to municipalities, commercial, and residential customers of Union County.

### Program Services Provided

Provide North Carolina Department of Environmental Quality (NCDEQ) permitted disposal services at Union County's Solid Waste Management Facility (SWMF) including the operation of a high volume Municipal Solid Waste (MSW) Transfer Station, Construction and Demolition (C&D) Landfill, Type I Composting Site, and a Commingled Recycling Transfer Site.

### Program FY 2018 Discussion

Improve operating efficiency at C&D Landfill to better provide NCDEQ required intermediate and final closure soil cover, and including the purchase of an articulated dump truck.

### Program Summary

Revenue by Category		Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Revised FY 2017	Adopted FY 2018	\$ Change FY 2017 - 18	% Change FY 2017 - 18
4160	Other Taxes	-362,703	-381,121	-392,039	-416,524	-386,900	-395,600	-8,700	2.25%
4600	Enterprise Charges for Services	-646,428	-896,672	-994,706	-4,305,978	-4,243,109	-3,873,180	369,929	-8.72%
4810	Investment Revenue	8,348	-26,670	-20,738	-45,536	-52,692	-52,219	473	-0.90%
4820	Other Revenue	-883	-60,512	-40,794	-6,963	1	0	-1	-100.00%
4895	Interfund Transfers	-85,682	-816,252	0	-45,000	0	0	0	0.00%
4991	Fund Balance Appropriated	0	0	0	0	-27,500	-284,019	-256,519	932.80%
Total Revenue		-1,087,348	-2,181,227	-1,448,277	-4,820,001	-4,710,200	-4,605,018	105,182	-2.23%
Total Solid Waste Disposal		-1,087,348	-2,181,227	-1,448,277	-4,820,001	-4,710,200	-4,605,018	105,182	-2.23%

Expenditure by Sub-Program		Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Revised FY 2017	Adopted FY 2018	\$ Change FY 2017 - 18	% Change FY 2017 - 18
25110	Administration, Solid Waste Disposal	842,859	602,355	762,862	987,385	1,346,617	992,660	-353,957	-26.28%
25111	Construction & Demolition	102,054	173,386	135,513	891,299	439,407	523,365	83,958	19.11%
25112	Municipal Solid Waste	2,720,722	2,338,835	2,379,693	1,972,316	2,082,304	2,438,777	356,473	17.12%
25113	Recycling	444,464	574,441	605,960	705,691	892,797	793,746	-99,051	-11.09%
25114	Solid Waste Post Closure Reserve	0	816,252	0	45,000	0	0	0	0.00%
Total Expenditures		4,110,099	4,505,269	3,884,028	4,601,691	4,761,125	4,748,548	-12,577	-0.26%
Total Solid Waste Disposal		3,022,751	2,324,042	2,435,751	-218,310	50,925	143,530	92,605	181.85%

### Program FTE Summary

Full-Time Equivalent by Status		Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Revised FY 2017	Adopted FY 2018	\$ Change FY 2017 - 18	% Change FY 2017 - 18
Full-Time		11.07	11.08	12.58	12.42	12.10	12.00	-0.10	-0.83%
Total Solid Waste Disposal		11.07	11.08	12.58	12.42	12.10	12.00	-0.10	-0.83%

# Solid Waste Collections

# Program Detail

### Program Mission

Offer municipal solid waste (MSW), construction and demolition (C&D), and recycling programs providing convenient, economical, and environmentally compliant disposal options to municipalities, commercial and residential customers of Union County.

### Program Services Provided

- Operate full-service drop-off areas for residential comingled recycling, bagged MSW, bulk material, C&D material, electronics recycling, scrap metal, white goods, latex paint recycling, and poultry waste.
- Operate six (6) solid waste/recycling convenience centers across Union County for residential customers.

### Program FY 2018 Discussion

Improve service due to the volume of residential customers at new Residential Drop-Off Site at the SWMF, including the addition of two part time Site Attendants (0.96 FTE).

### Program Summary

Revenue by Category		Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Revised FY 2017	Adopted FY 2018	\$ Change FY 2017 - 18	% Change FY 2017 - 18
4600	Enterprise Charges for Services	-3,739,257	-3,742,438	-3,155,535	-472,383	-544,976	-643,348	-98,372	18.05%
Total Revenue		-3,739,257	-3,742,438	-3,155,535	-472,383	-544,976	-643,348	-98,372	18.05%
Total Solid Waste Collections		-3,739,257	-3,742,438	-3,155,535	-472,383	-544,976	-643,348	-98,372	18.05%

Expenditure by Sub-Program		Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Revised FY 2017	Adopted FY 2018	\$ Change FY 2017 - 18	% Change FY 2017 - 18
25210	Administration, Solid Waste Collection	61,781	401,746	120,195	123,969	130,083	96,360	-33,723	-25.92%
25211	Central Collection Site	17,121	17,456	23,670	92,080	64,739	98,725	33,986	52.50%
25213	Remote Collection Sites	360,694	331,988	412,062	290,620	299,229	304,732	5,503	1.84%
Total Expenditures		439,596	751,190	555,927	506,669	494,051	499,818	5,767	1.17%
Total Solid Waste Collections		-3,299,661	-2,991,248	-2,599,608	34,286	-50,925	-143,530	-92,605	181.85%

### Program FTE Summary

Full-Time Equivalent by Status		Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Revised FY 2017	Adopted FY 2018	\$ Change FY 2017 - 18	% Change FY 2017 - 18
Full-Time		1.60	2.60	2.60	2.43	3.75	3.85	0.10	2.67%
Temp-Part-Time		5.77	5.77	5.77	5.77	5.77	6.73	0.96	16.62%
Total Solid Waste Collections		7.37	8.37	8.37	8.20	9.52	10.58	1.06	11.13%

# Stormwater

# Division Detail

**Division Mission**

The services provided by this division relocated from Public Works to Growth Management at the beginning of FY 2017.

**Division Services Provided**

N/A

**Division FY 2018 Discussion**

N/A

**Division Analysis**

N/A

**Division Summary**

Revenue by Category		Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Revised FY 2017	Adopted FY 2018	\$ Change FY 2017 - 18	% Change FY 2017 - 18
4500	Non-Enterprise Charges for Services	0	-16,100	-28,694	-46,312	0	0	0	0.00%
4820	Other Revenue	0	0	0	-74	0	0	0	0.00%
4895	Interfund Transfers	-208,944	-319,893	-287,282	-214,829	0	0	0	0.00%
Total Revenue		-208,944	-335,993	-315,976	-261,215	0	0	0	0.00%
Total Stormwater		-208,944	-335,993	-315,976	-261,215	0	0	0	0.00%

Expenditure by Program		Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Revised FY 2017	Adopted FY 2018	\$ Change FY 2017 - 18	% Change FY 2017 - 18
27100	Stormwater History	201,943	257,358	181,271	167,407	0	0	0	0.00%
Total Expenditures		201,943	257,358	181,271	167,407	0	0	0	0.00%
Total Stormwater		-7,001	-78,635	-134,705	-93,808	0	0	0	0.00%

**Division FTE Summary**

Full-Time Equivalent by Status		Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Revised FY 2017	Adopted FY 2018	\$ Change FY 2017 - 18	% Change FY 2017 - 18
Full-Time		2.07	2.06	1.40	1.00	0.00	0.00	0.00	NA
Total Stormwater		2.07	2.06	1.40	1.00	0.00	0.00	0.00	NA

# Water & Wastewater Business Operations

## Division Detail

### Division Mission

Business Operations Division provides fiscal planning, forecasting, and rate analysis to assure adequate resources are available to meet current and future capital and operational requirements while maintaining the affordability and equitability of rates. The division also provides reasonable, courteous and transparent solutions for our customers while remaining fiscally accountable to all rate payers.

### Division Services Provided

- Establish the vision, mission, strategy and direction for all of Public Works.
- Provide fiscal planning, forecasting and rate analysis to assure adequate resources are available to meet the needs of Public Works’ operations.
- Provide administrative and fiscal support services to all areas of Public Works, including human resources management, contract management support, budget development and management, accounts payable processing, internal auditing, etc.
- Generate approximately 47,300 water and wastewater bills each month.
- Provide reasonable, courteous and transparent solutions for Public Works’ customers.

### Division FY 2018 Discussion

- Improve customer service by adding one full-time Customer Service Specialist position and increased training of all Customer Service staff utilizing ride-a-long program with field personnel, PROMOTE call reviews, customer feedback, etc.
- Eliminate Public Works’ dependence on Emergency Communications for after-hour on-call services by contracting with a private entity.
- Increase employee productivity by outsourcing the scanning of approximately 200,000 pages of customer-related documents so that the information can be retrieved quickly and easily through an electronic imaging system.

### Division Analysis

Included in the FY 2018 budget is an additional Customer Service Specialist (1.0 FTE) for \$63,007, as well as the decrease of an Administrative Assistant (1.0 FTE) that is relocated to the Water & Wastewater Engineering Division. Operating costs are increasing by \$50,000 for After Hours on Call service for customer at a cost of \$50,000 per annum.

In FY 2018, the anticipated enterprise charges for services revenue associated with this division, \$1,571,944, is relocated to the Water & Sewer District division. The FY 2018 interfund transfer revenue of \$5,265,297 is the remittance from the Water & Sewer District Fund to the Water & Wastewater Operational Fund.

Also in FY 2018, the anticipated operational expenditures associated with this division, \$10,760,729, and all other operational expenditures associated with the Water & Wastewater Operational Fund, \$18,292,971, are charged to the Water & Sewer District division.

### Division Summary

Revenue by Category		Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Revised FY 2017	Adopted FY 2018	\$ Change FY 2017 - 18	% Change FY 2017 - 18
4600	Enterprise Charges for Services	-765,715	-815,649	-1,304,474	-1,848,772	-208,185	0	208,185	-100.00%
4700	Debt Proceeds - Restricted Revenue	0	0	0	-588,616	0	0	0	0.00%
4810	Investment Revenue	135,667	-168,066	-119,450	-814,408	-451,916	-454,516	-2,600	0.58%

# Water & Wastewater Business Operations

# Division Detail

Revenue by Category		Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Revised FY 2017	Adopted FY 2018	\$ Change FY 2017 - 18	% Change FY 2017 - 18
4820	Other Revenue	-41,444	-166,684	-163,755	-291,138	-17,278	-19,418	-2,140	12.39%
4895	Interfund Transfers	0	0	0	0	0	-5,265,297	-5,265,297	0.00%
4991	Fund Balance Appropriated	0	0	0	0	-1,451,309	0	1,451,309	-100.00%
Total Revenue		-671,492	-1,150,399	-1,587,679	-3,542,934	-2,128,688	-5,739,231	-3,610,543	169.61%
Total Water & Wastewater Business Operations		-671,492	-1,150,399	-1,587,679	-3,542,934	-2,128,688	-5,739,231	-3,610,543	169.61%

Expenditure by Program		Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Revised FY 2017	Adopted FY 2018	\$ Change FY 2017 - 18	% Change FY 2017 - 18
26100	Business Operations	17,378,001	13,866,296	13,923,378	23,400,208	22,019,300	-18,292,971	-40,312,271	-183.08%
Total Expenditures		17,378,001	13,866,296	13,923,378	23,400,208	22,019,300	-18,292,971	-40,312,271	-183.08%
Total Water & Wastewater Business Operations		16,706,509	12,715,897	12,335,699	19,857,274	19,890,612	-24,032,202	-43,922,814	-220.82%

### Division FTE Summary

Full-Time Equivalent by Status		Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Revised FY 2017	Adopted FY 2018	\$ Change FY 2017 - 18	% Change FY 2017 - 18
Full-Time		30.16	31.13	32.92	35.10	18.10	18.10	0.00	0.00%
Temp-Part-Time		0.00	0.00	0.00	0.00	0.48	0.48	0.00	0.00%
Total Water & Wastewater Business Operations		30.16	31.13	32.92	35.10	18.58	18.58	0.00	0.00%

# Business Operations

# Program Detail

## Program Mission

Business Operations Division provides fiscal planning, forecasting, and rate analysis to assure adequate resources are available to meet current and future capital and operational requirements while maintaining the affordability and equitability of rates. The division also provides reasonable, courteous and transparent solutions for our customers while remaining fiscally accountable to all rate payers.

## Program Services Provided

- Establish the vision, mission, strategy and direction for all of Public Works.
- Provide fiscal planning, forecasting and rate analysis to assure adequate resources are available to meet the needs of Public Works' operations.
- Provide administrative and fiscal support services to all areas of Public Works, including human resources management, contract management support, budget development and management, accounts payable processing, internal auditing, etc.
- Generate approximately 47,300 water and wastewater bills each month.
- Provide reasonable, courteous and transparent solutions for Public Works' customers.

## Program FY 2018 Discussion

- Improve customer service by adding one full-time Customer Service Specialist position and increased training of all Customer Service staff utilizing ride-a-long program with field personnel, PROMOTE call reviews, customer feedback, etc.
- Eliminate Public Works' dependence on Emergency Communications for after-hour on-call services by contracting with a private entity.
- Increase employee productivity by outsourcing the scanning of approximately 200,000 pages of customer-related documents so that the information can be retrieved quickly and easily through an electronic imaging system.

## Program Summary

Revenue by Category		Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Revised FY 2017	Adopted FY 2018	\$ Change FY 2017 - 18	% Change FY 2017 - 18
4600	Enterprise Charges for Services	-765,715	-815,649	-1,304,474	-1,848,772	-208,185	0	208,185	-100.00%
4700	Debt Proceeds - Restricted Revenue	0	0	0	-588,616	0	0	0	0.00%
4810	Investment Revenue	135,667	-168,066	-119,450	-814,408	-451,916	-454,516	-2,600	0.58%
4820	Other Revenue	-41,444	-166,684	-163,755	-291,138	-17,278	-19,418	-2,140	12.39%
4895	Interfund Transfers	0	0	0	0	0	-5,265,297	-5,265,297	0.00%
4991	Fund Balance Appropriated	0	0	0	0	-1,451,309	0	1,451,309	-100.00%
Total Revenue		-671,492	-1,150,399	-1,587,679	-3,542,934	-2,128,688	-5,739,231	-3,610,543	169.61%
Total Business Operations		-671,492	-1,150,399	-1,587,679	-3,542,934	-2,128,688	-5,739,231	-3,610,543	169.61%
Expenditure by Sub-Program		Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Revised FY 2017	Adopted FY 2018	\$ Change FY 2017 - 18	% Change FY 2017 - 18
26110	General Administration, Water/WW	16,411,118	12,730,228	12,754,575	21,845,446	20,227,790	-20,262,370	-40,490,160	-200.17%
26111	Public Works Fiscal Management	0	0	0	197,957	196,519	230,996	34,477	17.54%
26112	Customer Service	966,883	1,136,068	1,168,803	1,356,805	1,594,991	1,738,403	143,412	8.99%
Total Expenditures		17,378,001	13,866,296	13,923,378	23,400,208	22,019,300	-18,292,971	-40,312,271	-183.08%
Total Business Operations		16,706,509	12,715,897	12,335,699	19,857,274	19,890,612	-24,032,202	-43,922,814	-220.82%

# Business Operations

# Program Detail

## Program FTE Summary

Full-Time Equivalent by Status	Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Revised FY 2017	Adopted FY 2018	\$ Change FY 2017 - 18	% Change FY 2017 - 18
Full-Time	30.16	31.13	32.92	35.10	18.10	18.10	0.00	0.00%
Temp-Part-Time	0.00	0.00	0.00	0.00	0.48	0.48	0.00	0.00%
<b>Total Business Operations</b>	<b>30.16</b>	<b>31.13</b>	<b>32.92</b>	<b>35.10</b>	<b>18.58</b>	<b>18.58</b>	<b>0.00</b>	<b>0.00%</b>



# Water & Wastewater Operations

## Division Detail

### Division Mission

Efficiently provide safe, reliable and palatable water to the customers of the County utility system and to protect the environment through the effective collection and treatment of the wastewater produced by the customers.

### Division Services Provided

- Treat water and wastewater to meet or exceed federal and State standards.
- Maintain water quality in the distribution system to the delivery point of the customers.
- Maintain wastewater collection system.
- Assure customer compliance with applicable regulations regarding use of the water and wastewater system.
- Maintain, repair and renew system assets per comprehensive asset management program.
- Maintain sufficient water quantity and pressure in the distribution system.

### Division FY 2018 Discussion

The initiatives and goals of the Water and Wastewater Operations Division are detailed at the program level.

### Division Analysis

Water and Wastewater Operations is expecting an increase in revenue as a result of several years of increased water usage combined with a rate increases. Furthermore, expenditures will increase as a result of increased water and sewer usage (purchase of water for resale and treatment). In FY 2018, the anticipated revenue associated with this division, \$50,064,411, is relocated to the Water & Sewer District division.

Included in the FY 2018 budget are six (6) new full time positions net of a decrease of two (2) part time position. These positions are as follows:

- Instrumentation and Control Technician (1.0 FTE, \$148,367 in FY 2018, of which \$87,900 will be annual ongoing expenditures)
- Senior Utility Technician (1.0 FTE, \$132,805 in FY 2018 in FY 2018, of which \$86,120 will be annual ongoing expenditures)
- Utility Mechanic/Utility Locator (1.0 FTE, \$101,468 in FY 2018, of which \$72,348 will be annual ongoing expenditures)
- Utility Mechanic (1.00 FTE, \$68,248, of which \$88,942 in FY 2018 and annual ongoing expenditures)
- Water Reclamation Superintendent (1.00 FTE, \$28,397 for 3 months in FY 2018, \$113,588 estimated for annual ongoing expenditures)
- Water & Wastewater Operations Manager (1.0 FTE, \$137,909 in FY 2018, of which \$136,909 will be annual ongoing expenditures)
- Reduction of two Utility Mechanics (part time, 0.96 FTE, \$33,878 in FY 2018)

### Division Summary

Revenue by Category		Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Revised FY 2017	Adopted FY 2018	\$ Change FY 2017 - 18	% Change FY 2017 - 18
4250	Intergovernmental Revenue, Restricted	0	-1,739,243	0	0	0	0	0	0.00%
4600	Enterprise Charges for Services	-28,788,360	-37,306,107	-37,494,924	-44,593,552	-42,843,958	0	42,843,958	-100.00%
4820	Other Revenue	-48,925	-29,776	-32,164	-38,000	0	0	0	0.00%
<b>Total Revenue</b>		<b>-28,837,285</b>	<b>-39,075,126</b>	<b>-37,527,088</b>	<b>-44,631,552</b>	<b>-42,843,958</b>	<b>0</b>	<b>42,843,958</b>	<b>-100.00%</b>

# Water & Wastewater Operations

## Division Detail

Revenue by Category		Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Revised FY 2017	Adopted FY 2018	\$ Change FY 2017 - 18	% Change FY 2017 - 18
Total Water & Wastewater Operations		-28,837,285	-39,075,126	-37,527,088	-44,631,552	-42,843,958	0	42,843,958	-100.00%
Expenditure by Program		Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Revised FY 2017	Adopted FY 2018	\$ Change FY 2017 - 18	% Change FY 2017 - 18
26400	Administration, Water & Wastewater Operations	239,285	196,335	227,498	540,230	598,055	824,783	226,728	37.91%
26500	Field Services	4,266,816	3,778,678	4,294,531	4,327,158	4,649,912	4,615,702	-34,210	-0.74%
26600	Regulatory Compliance	0	0	0	75,045	88,753	109,708	20,955	23.61%
26700	Wastewater Operations	4,369,708	4,775,684	5,731,339	5,671,021	6,525,315	7,054,552	529,237	8.11%
26800	Water Distribution Operations	6,384,111	6,322,032	6,268,501	7,283,916	8,035,559	8,540,774	505,215	6.29%
Total Expenditures		15,259,920	15,072,729	16,521,869	17,897,370	19,897,594	21,145,519	1,247,925	6.27%
Total Water & Wastewater Operations		-13,577,365	-24,002,397	-21,005,219	-26,734,182	-22,946,364	21,145,519	44,091,883	-192.15%

### Division FTE Summary

Full-Time Equivalent by Status		Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Revised FY 2017	Adopted FY 2018	\$ Change FY 2017 - 18	% Change FY 2017 - 18
Full-Time		51.65	41.00	40.70	44.00	60.00	66.00	6.00	10.00%
Temp-Part-Time		0.59	0.59	0.59	0.38	1.34	0.38	-0.96	-71.64%
Total Water & Wastewater Operations		52.24	41.59	41.29	44.38	61.34	66.38	5.04	8.22%

# Administration, Water & Wastewater Operations

# Program Detail

### Program Mission

Provide direction and resources to the Water & Wastewater Operations Division including an emphasis on safety. Ensure the water is safe to drink, the wastewater meets standards and does not cause environmental damage, and reclaimed water meets State requirements.

### Program Services Provided

- Maintain budget and fiscal management for the division.
- Direct performance tracking and management direction.
- Develop training for staff.
- Manage change in the Operations Division.
- Manage and implement health & safety program for Public Works.

### Program FY 2018 Discussion

- Reduce water use by offering irrigation system valuations.
- Improve resolution time of real estate issues by utilizing Legal Services' additional Staff Attorney
- Improve leadership by adding Water & Wastewater Operations Manager

### Program Summary

Revenue by Category	Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Revised FY 2017	Adopted FY 2018	\$ Change FY 2017 - 18	% Change FY 2017 - 18
4600 Enterprise Charges for Services	-1,033,332	-1,416,403	-1,396,740	-1,833,105	-1,765,909	0	1,765,909	-100.00%
Total Revenue	-1,033,332	-1,416,403	-1,396,740	-1,833,105	-1,765,909	0	1,765,909	-100.00%
Total Administration, Water & Wastewater Operations	-1,033,332	-1,416,403	-1,396,740	-1,833,105	-1,765,909	0	1,765,909	-100.00%

Expenditure by Sub-Program	Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Revised FY 2017	Adopted FY 2018	\$ Change FY 2017 - 18	% Change FY 2017 - 18
26410 Administration, W/WW Operations	0	0	0	220,233	263,139	398,958	135,819	51.61%
26411 Health & Safety	0	0	0	79,632	104,524	113,575	9,051	8.66%
26412 East Regional Transmission Sys.	239,285	196,335	227,498	240,365	230,392	312,250	81,858	35.53%
Total Expenditures	239,285	196,335	227,498	540,230	598,055	824,783	226,728	37.91%
Total Administration, Water & Wastewater Operations	-794,047	-1,220,068	-1,169,242	-1,292,875	-1,167,854	824,783	1,992,637	-170.62%

### Program FTE Summary

Full-Time Equivalent by Status	Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Revised FY 2017	Adopted FY 2018	\$ Change FY 2017 - 18	% Change FY 2017 - 18
Full-Time	0.24	0.29	1.04	1.34	4.15	5.15	1.00	24.10%
Total Administration, Water & Wastewater Operations	0.24	0.29	1.04	1.34	4.15	5.15	1.00	24.10%

# Field Services

# Program Detail

### Program Mission

Provide safe and continuous water and wastewater services by developing a skilled workforce capable of sustaining Union County’s utility infrastructure, and meeting and/or exceeding regulatory standards, while developing environmentally and fiscally responsible management practices.

### Program Services Provided

- Maintain water and wastewater services by conducting emergency and routine repairs to utility infrastructure, including water services/mains and wastewater services/mains.
- Install new domestic water/wastewater taps and water irrigation taps.
- Clean and provide CCTV inspection of wastewater mains to prevent buildup that may lead to odor, backups, spills, etc.
- Maintain and inspect sanitary sewer easements.
- Inspect, repair, operate, and maintain approximately 70 wastewater lift stations to ensure State compliance and continued operation.

### Program FY 2018 Discussion

- Improve utility location program by adding a Utility Mechanic/Utility Locator (1.0 FTE) to prevent infrastructure damage and service outages, thereby reducing workload on current staff
- Institute a preventative maintenance program to increase serviceability, life expectancy, and reliability of wastewater lift stations by adding a Senior Utility Technician (1.0 FTE) with technical expertise to conduct in-depth maintenance
- Decrease current workload on staff conducting repairs on water/wastewater mains and services, reducing response times and outage durations by adding a Utility Mechanic (1.0 FTE)

### Program Summary

Revenue by Category		Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Revised FY 2017	Adopted FY 2018	\$ Change FY 2017 - 18	% Change FY 2017 - 18
4600	Enterprise Charges for Services	-13,043,564	-18,254,404	-17,319,664	-20,701,930	-20,585,569	0	20,585,569	-100.00%
4820	Other Revenue	-16,962	0	-23,250	0	0	0	0	0.00%
Total Revenue		-13,060,526	-18,254,404	-17,342,914	-20,701,930	-20,585,569	0	20,585,569	-100.00%
Total Field Services		-13,060,526	-18,254,404	-17,342,914	-20,701,930	-20,585,569	0	20,585,569	-100.00%

Expenditure by Sub-Program		Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Revised FY 2017	Adopted FY 2018	\$ Change FY 2017 - 18	% Change FY 2017 - 18
26510	Administration, Field Services	715,961	96,195	150,169	361,868	273,384	137,175	-136,209	-49.82%
26511	Pump Station Operations & Maint..	587,537	683,952	672,645	635,110	483,709	670,302	186,593	38.58%
26512	Wastewater Line Maintenance	1,022,049	1,081,720	1,079,598	1,145,231	1,670,392	1,541,267	-129,125	-7.73%
26513	Wastewater Line Repair	326,764	279,468	440,618	453,189	454,152	456,632	2,480	0.55%
26514	Water Line Repair	1,614,505	1,637,343	1,951,501	1,731,760	1,768,275	1,810,326	42,051	2.38%
Total Expenditures		4,266,816	3,778,678	4,294,531	4,327,158	4,649,912	4,615,702	-34,210	-0.74%
Total Field Services		-8,793,710	-14,475,726	-13,048,383	-16,374,772	-15,935,657	4,615,702	20,551,359	-128.96%

# Field Services

# Program Detail

## Program FTE Summary

Full-Time Equivalent by Status	Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Revised FY 2017	Adopted FY 2018	\$ Change FY 2017 - 18	% Change FY 2017 - 18
Full-Time	20.26	21.96	22.16	22.91	31.85	34.85	3.00	9.42%
Temp-Part-Time	0.00	0.00	0.00	0.00	0.96	0.00	-0.96	-100.00%
<b>Total Field Services</b>	<b>20.26</b>	<b>21.96</b>	<b>22.16</b>	<b>22.91</b>	<b>32.81</b>	<b>34.85</b>	<b>2.04</b>	<b>6.22%</b>

# Regulatory Compliance

# Program Detail

### Program Mission

Manage key regulatory programs such as the Industrial Pretreatment Program (IPP) including the Fats, Oils and Grease sub-program and the water distribution cross connection control program to maintain compliance with the Sewer Use Ordinance, the Clean Water Act, the Safe Drinking Water Act and requisite State regulations.

### Program Services Provided

- Maintain inventories of back flow devices in the water system.
- Determine the significant industrial users contributing to the sewer system and inspect them.
- Reduce sewer overflows by controlling the introduction of grease into the sewer system.
- Coordinate with regulatory agencies, provide reports, investigate incidents and communicate with customers concerning regulatory programs.
- Determine characteristics of wastewater flow that can be treated at the Water Reclamation Facilities and permit industries accordingly.
- Require compliance with the Sewer Use Ordinance, the Clean Water Act, the Safe Drinking Water Act and requisite State regulations.

### Program FY 2018 Discussion

- Initiate surveys for industrial users of the sewer system.
- Improve regulation of grease introduced into the sewer system.
- Document the backflow prevention devices in the water system and initiate a Cross Connection Control Ordinance with existing resources.

### Program Summary

Expenditure by Sub-Program		Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Revised FY 2017	Adopted FY 2018	\$ Change FY 2017 - 18	% Change FY 2017 - 18
26610	Wastewater Regulatory Compliance	0	0	0	75,045	88,753	97,913	9,160	10.32%
26611	Water Regulatory Compliance	0	0	0	0	0	11,795	11,795	0.00%
Total Expenditures		0	0	0	75,045	88,753	109,708	20,955	23.61%
Total Regulatory Compliance		0	0	0	75,045	88,753	109,708	20,955	23.61%

### Program FTE Summary

Full-Time Equivalent by Status		Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Revised FY 2017	Adopted FY 2018	\$ Change FY 2017 - 18	% Change FY 2017 - 18
Full-Time		0.00	0.00	0.00	0.00	1.00	1.00	0.00	0.00%
Total Regulatory Compliance		0.00	0.00	0.00	0.00	1.00	1.00	0.00	0.00%

# Wastewater Operations

# Program Detail

**Program Mission**

Provide treatment of wastewater from the County wastewater collection system to meet state and federal standards protecting the environment and public health.

**Program Services Provided**

Treat wastewater to high standards for direct discharge into the environment or otherwise reclaim the effluent for beneficial purposes such as irrigation.

**Program FY 2018 Discussion**

- Improve County capacity to manage Water Reclamation Facilities by adding a Water Reclamation Superintendent (1.0 FTE).
- Work regionally to develop equitable loading rates in South Carolina water bodies participating in the Lower Catawba River Basin Dischargers Group.
- Continue to optimize facility performance at all five Water Reclamation Facilities through necessary process changes, design upgrades and capital improvements.
- Implement aspects of the SCADA master plan at Water Reclamation Facilities to improve process controls.
- Fund renewal & replacement at facilities per the asset management plan.

**Program Summary**

Expenditure by Sub-Program		Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Revised FY 2017	Adopted FY 2018	\$ Change FY 2017 - 18	% Change FY 2017 - 18
26710	Administration, WW Operations	1,996,835	2,197,583	3,974,482	3,894,039	4,268,448	4,564,408	295,960	6.93%
26711	Crooked Creek Facility	540,796	606,514	480,299	415,367	673,197	617,622	-55,575	-8.26%
26712	Small Facilities	195,934	175,166	144,995	192,336	150,958	231,393	80,435	53.28%
26713	Twelve Mile Creek Facility	1,636,143	1,796,421	1,131,563	1,169,279	1,432,712	1,641,128	208,416	14.55%
Total Expenditures		4,369,708	4,775,684	5,731,339	5,671,021	6,525,315	7,054,552	529,237	8.11%
Total Wastewater Operations		4,369,708	4,775,684	5,731,339	5,671,021	6,525,315	7,054,552	529,237	8.11%

**Program FTE Summary**

Full-Time Equivalent by Status	Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Revised FY 2017	Adopted FY 2018	\$ Change FY 2017 - 18	% Change FY 2017 - 18
Full-Time	14.00	0.00	0.00	0.00	0.00	1.00	1.00	NA
Temp-Part-Time	0.21	0.21	0.21	0.00	0.00	0.00	0.00	NA
Total Wastewater Operations	14.21	0.21	0.21	0.00	0.00	1.00	1.00	NA

# Water Distribution Operations

# Program Detail

### Program Mission

Efficiently provide Union County water customers with a safe, high quality and reliable water supply that meets or exceeds all federal and State drinking water requirements. Maintain and upgrade the system to meet future requirements. Provide professional and courteous services to satisfy the diversified needs of Union County customers through prompt, courteous, and responsive customer service.

### Program Services Provided

- Distribute safe drinking water throughout Union County by maintaining and monitoring water system tanks, booster pump stations and other appurtenances.
- Monitor and test water quality for compliance with State and federal standards.
- Report all required data to governing agencies.
- Respond to all customer questions, concerns or complaints related to water distribution system.
- Maintain all assets within the distribution system and improve GIS database with field data verification.

### Program FY 2018 Discussion

- Implement of Instrumentation and Control Technician maintenance program including addition of an Instrumentation and Control Technician (1.0 FTE).
- Restructure daily operations of the meter services group to improve efficiency.

### Program Summary

Revenue by Category		Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Revised FY 2017	Adopted FY 2018	\$ Change FY 2017 - 18	% Change FY 2017 - 18
4250	Intergovernmental Revenue, Restricted	0	-1,739,243	0	0	0	0	0	0.00%
4600	Enterprise Charges for Services	-14,711,464	-17,635,300	-18,778,520	-22,058,517	-20,492,480	0	20,492,480	-100.00%
4820	Other Revenue	-31,963	-29,776	-8,914	-38,000	0	0	0	0.00%
Total Revenue		-14,743,427	-19,404,319	-18,787,434	-22,096,517	-20,492,480	0	20,492,480	-100.00%
Total Water Distribution Operations		-14,743,427	-19,404,319	-18,787,434	-22,096,517	-20,492,480	0	20,492,480	-100.00%

Expenditure by Sub-Program		Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Revised FY 2017	Adopted FY 2018	\$ Change FY 2017 - 18	% Change FY 2017 - 18
26810	Administration, Water Distribution	5,566,531	5,006,654	5,206,566	4,813,310	4,589,623	4,824,411	234,788	5.12%
26811	Meter Services	599,931	1,002,459	908,279	1,329,691	1,984,480	2,083,135	98,655	4.97%
26812	System Operations	0	0	0	332,235	541,145	684,242	143,097	26.44%
26813	Water Line Maintenance	1,104	0	0	611,425	611,586	658,608	47,022	7.69%
26814	Water Quality Management	216,545	312,919	153,656	197,255	308,725	290,378	-18,347	-5.94%
Total Expenditures		6,384,111	6,322,032	6,268,501	7,283,916	8,035,559	8,540,774	505,215	6.29%
Total Water Distribution Operations		-8,359,316	-13,082,287	-12,518,933	-14,812,601	-12,456,921	8,540,774	20,997,695	-168.56%



# Water Distribution Operations

# Program Detail

## Program FTE Summary

Full-Time Equivalent by Status	Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Revised FY 2017	Adopted FY 2018	\$ Change FY 2017 - 18	% Change FY 2017 - 18
Full-Time	17.15	18.75	17.50	19.75	23.00	24.00	1.00	4.35%
Temp-Part-Time	0.38	0.38	0.38	0.38	0.38	0.38	0.00	0.00%
<b>Total Water Distribution Operations</b>	<b>17.53</b>	<b>19.13</b>	<b>17.88</b>	<b>20.13</b>	<b>23.38</b>	<b>24.38</b>	<b>1.00</b>	<b>4.28%</b>

# Water & Wastewater Engineering Division

## Division Detail

### Division Mission

Plan, design and build the infrastructure necessary to meet current and future service demands of our customers and the operating units that directly serve these citizens and customers of Union County and provide assistance and program guidance for all stakeholders to ensure the developer contributed infrastructure is compliant with Union County standards and master plans.

### Division Services Provided

- Provide management, administration, engineering, program guidance and oversight of developer contributed infrastructure.
- Provide management, administration, engineering, program guidance and oversight of Capital Improvement infrastructure.
- Ensure conformance with Union County standards, ordinances and master plans.

### Division FY 2018 Discussion

Services will continue as in prior years with no material budgetary changes in service level.

### Division Analysis

In FY 2018, an Administrative Assistant (1.0 FTE) has been relocated from the Water & Wastewater Business Operations Division to this division. This division has only one program which is called Water & Wastewater Engineering.

### Division Summary

Revenue by Category		Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Revised FY 2017	Adopted FY 2018	\$ Change FY 2017 - 18	% Change FY 2017 - 18
4500	Non-Enterprise Charges for Services	-12,722	-36,504	-54,077	-34,341	-33,648	-37,482	-3,834	11.39%
Total Revenue		-12,722	-36,504	-54,077	-34,341	-33,648	-37,482	-3,834	11.39%
Total Water & Wastewater Engineering Division		-12,722	-36,504	-54,077	-34,341	-33,648	-37,482	-3,834	11.39%

Expenditure by Program		Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Revised FY 2017	Adopted FY 2018	\$ Change FY 2017 - 18	% Change FY 2017 - 18
26200	Engineering Division	1,004,519	1,420,084	1,451,825	1,637,221	2,242,455	2,072,463	-169,992	-7.58%
Total Expenditures		1,004,519	1,420,084	1,451,825	1,637,221	2,242,455	2,072,463	-169,992	-7.58%
Total Water & Wastewater Engineering Division		991,797	1,383,580	1,397,748	1,602,880	2,208,807	2,034,981	-173,826	-7.87%

### Division FTE Summary

Full-Time Equivalent by Status		Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Revised FY 2017	Adopted FY 2018	\$ Change FY 2017 - 18	% Change FY 2017 - 18
Full-Time		10.00	10.00	11.00	11.00	16.00	17.00	1.00	6.25%
Temp-Part-Time		0.00	0.00	0.00	0.45	0.45	0.45	0.00	0.00%
Total Water & Wastewater Engineering Division		10.00	10.00	11.00	11.45	16.45	17.45	1.00	6.08%

# Engineering Division

# Program Detail

### Program Mission

Plan, design and build the infrastructure necessary to meet current and future service demands of our customers and the operating units that directly serve these citizens and customers of Union County and provide assistance and program guidance for all stakeholders to ensure the developer contributed infrastructure is compliant with Union County standards and master plans.

### Program Services Provided

- Provide management, administration, engineering, program guidance and oversight of developer contributed infrastructure.
- Provide management, administration, engineering, program guidance and oversight of Capital Improvement infrastructure.
- Ensure conformance with Union County standards, ordinances and master plans.

### Program FY 2018 Discussion

Services will continue as in prior years with no material budgetary changes in service level.

### Program Summary

Revenue by Category		Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Revised FY 2017	Adopted FY 2018	\$ Change FY 2017 - 18	% Change FY 2017 - 18
4500	Non-Enterprise Charges for Services	-12,722	-36,504	-54,077	-34,341	-33,648	-37,482	-3,834	11.39%
Total Revenue		-12,722	-36,504	-54,077	-34,341	-33,648	-37,482	-3,834	11.39%
Total Engineering Division		-12,722	-36,504	-54,077	-34,341	-33,648	-37,482	-3,834	11.39%

Expenditure by Sub-Program		Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Revised FY 2017	Adopted FY 2018	\$ Change FY 2017 - 18	% Change FY 2017 - 18
26211	Administration, Engineering Div.	237,972	293,962	411,632	371,083	506,247	425,993	-80,254	-15.85%
26212	Capital Improvement Program Mgmt..	420,542	532,528	425,449	558,312	717,037	711,258	-5,779	-0.81%
26213	New Development	346,005	593,594	614,744	707,826	1,019,171	935,212	-83,959	-8.24%
Total Expenditures		1,004,519	1,420,084	1,451,825	1,637,221	2,242,455	2,072,463	-169,992	-7.58%
Total Engineering Division		991,797	1,383,580	1,397,748	1,602,880	2,208,807	2,034,981	-173,826	-7.87%

### Program FTE Summary

Full-Time Equivalent by Status		Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Revised FY 2017	Adopted FY 2018	\$ Change FY 2017 - 18	% Change FY 2017 - 18
Full-Time		10.00	10.00	11.00	11.00	16.00	17.00	1.00	6.25%
Temp-Part-Time		0.00	0.00	0.00	0.45	0.45	0.45	0.00	0.00%
Total Engineering Division		10.00	10.00	11.00	11.45	16.45	17.45	1.00	6.08%

# Water & Wastewater Planning & Resource Management

## Division Detail

### Division Mission

Assure that sufficient capacity is available to meet the water and wastewater service needs of the County and to optimize the use and management of these resources, including the effective use of technology in service delivery.

### Division Services Provided

- Plan water supply, water distribution, wastewater treatment, and wastewater collection requirements and improvements.
- Monitor and implement Union County’s Water Shortage Response Plan and Water Use Ordinance.
- Support other Public Works Divisions in implementing and managing technology solutions, including data and performance management.

### Division FY 2018 Discussion

- Complete implementation of first phase of Work & Maintenance Management System (Lucity) and plan for future configuration improvements process and new future uses.
- Continue to develop and implement the Asset Management Program to plan and manage the County’s water distribution and wastewater collection system resources.
- Increase water conservation education and outreach activities.
- Develop performance management framework to track effectiveness of Public Works projects and programs

### Division Analysis

Services will continue as in prior years with no material budgetary changes in service level. This division has only one program and sub-program which are both called Water & Wastewater Planning and Resource Management.

### Division Summary

Expenditure by Program	Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Revised FY 2017	Adopted FY 2018	\$ Change FY 2017 - 18	% Change FY 2017 - 18
26300 Planning and Resource Management	12,745	149,529	131,148	156,369	846,945	851,702	4,757	0.56%
Total Expenditures	12,745	149,529	131,148	156,369	846,945	851,702	4,757	0.56%
Total Water & Wastewater Planning & Resource Management	12,745	149,529	131,148	156,369	846,945	851,702	4,757	0.56%

### Division FTE Summary

Full-Time Equivalent by Status	Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Revised FY 2017	Adopted FY 2018	\$ Change FY 2017 - 18	% Change FY 2017 - 18
Full-Time	2.10	2.10	2.77	3.00	4.00	4.00	0.00	0.00%
Total Water & Wastewater Planning & Resource Management	2.10	2.10	2.77	3.00	4.00	4.00	0.00	0.00%

# Water & Sewer District

# Division Detail

### Division Mission

Provide exemplary service through the engagement of our employees in the efficient and effective management of our assets and resources.

### Division Services Provided

The Union County Water and Sewer District operates to the benefit of the citizens and customers of Union County to maintain and expand the robustness of funding mechanisms, including defraying, retroactively (through charges for allocating existing reserve capacity) or prospectively, capital costs previously incurred for core capacity for water supply and sewer collection, treatment and disposal and to serve such other purposes as established in the Interlocal Interim Operating Agreement for Union County Water and Sewer Services between Union County and the Union County Water and Sewer District.

### Division FY 2018 Discussion

With the establishment of the Water & Sewer District, the first full year of the district will be Fiscal Year 2018.

### Division Analysis

Enterprise charges for servicers now reside with the district in the amount of \$51.6 million. The Operating Costs cover the services provided by Union County Public Works Water & Wastewater Operating Fund in the amount of \$29.0 million. Interfund Transfers, Out include \$17.3 million for pay-go capital funding in the Water & Wastewater Capital Project Fund and \$5.3 million to be remitted to the Water & Wastewater Operating Fund.

### Division Summary

Revenue by Category		Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Revised FY 2017	Adopted FY 2018	\$ Change FY 2017 - 18	% Change FY 2017 - 18
4600	Enterprise Charges for Services	0	0	0	0	0	-51,636,355	-51,636,355	0.00%
	Total Revenue	0	0	0	0	0	-51,636,355	-51,636,355	0.00%
	Total Water & Sewer District	0	0	0	0	0	-51,636,355	-51,636,355	0.00%
Expenditure by Program		Actual FY 2013	Actual FY 2014	Actual FY 2015	Actual FY 2016	Revised FY 2017	Adopted FY 2018	\$ Change FY 2017 - 18	% Change FY 2017 - 18
26900	Water & Sewer District	0	0	0	0	0	51,636,355	51,636,355	0.00%
	Total Expenditures	0	0	0	0	0	51,636,355	51,636,355	0.00%
	Total Water & Sewer District	0	0	0	0	0	0	0	0.00%

# 611004

# Expansion Line Item Report

**Expansion Description**

The Instrumentation and Control Technician

**Expansion Justification**

The Instrumentation and Control Technician is a new position to allow UCPW to repair, maintain, calibrate, adjust and install industrial measuring and controlling instrumentation without having to depend on third party vendors. This instrumentation makes sure that all machines in the plants, booster stations and lift stations are safe and running correctly. The operation and safety these facilities relies on these instruments. The Water and Wastewater system currently has over 400 different instruments and controls that need routine maintenance performed on them. UCPW is currently undergoing a SCADA master plan. This plan will most likely produce a nonproprietary SCADA system that will offer UCPW the opportunity to maintain the system without having to depend on a high level of support from the vendor. All SCADA equipment would also be maintained by the Instrumentation and Control Technician.

This position will complement UCPW preventative maintenance employees, ensuring reliability and limiting interruption to customer service. An instrumentation and control technician will allow other maintenance employees to focus time and knowledge on more familiar equipment during daily activities. Instrument technicians work with a wide variety of pneumatic, electronic and microcomputer devices used to measure and control pressure, flow, temperature, level, motion, force, and chemical composition. This specialized area of expertise is not normally obtainable by general maintenance staff. This position will improve reliability by having a technician that can immediately respond to emergencies and perform routine maintenance that would normally be extended until a need existed to bring in an outside vendor. Although this position would not increase revenue, it should decrease cost associated with third party vendors that are currently needed to perform this type of work.

**Expansion Line Item Detail**

Object	Item/Description	Total
5121	SALARIES & WAGES	55,000
5131	FICA CONTRIBUTIONS	4,208
5134	401-K SUPP RET PLAN -OTHER	2,750
5136	RET CONTRIB.- OTHER EMPLOYEES	4,169
5171	PENSION-RHCB OPEB	5,372
5173	PENSION-SEPARATION ALLOW OPEB	1,470
5182	WORKERS COMPENSATION	1,175
5183	HEALTH INSURANCE	10,514
5187	DENTAL INSURANCE	411
5212	WEARING APPAREL	445
5312	TRAVEL SUBSISTENCE	750
5313	EDUCATION EXPENSES	500
5321	TELEPHONE AND COMMUNICATIONS	420
5392	LAUNDRY AND DRY CLEANING	416
5419	DUES AND MEMBERSHIPS	2,067
5540	VEHICLES	58,700
<b>Total Request</b>		<b>148,367</b>

# 611006

# Expansion Line Item Report

**Expansion Description**

The Senior Utility Technician – Lift Station Maintenance

**Expansion Justification**

This is a new position necessary as an extension of the current lift station maintenance program. The intent is to focus on maintenance of the lift stations as a proactive approach, instead of mostly reactive which is largely occurring today. The objective is to have a lead position with specific skill set(s) to identify and correct deficiencies regarding lift station operation. The approach has been somewhat phased in at this point, however it lacks proper technical guidance and experience.

This position will supplement the current lift station maintenance activities by improving reaction time to reactive conditions such as clogged pumps, failed floats/alarms, etc. It will also identify, trouble shoot, prioritize, and conduct repairs as required to maintain or improve system reliability.

The senior utility technician will coordinate with staff to ensure repairs are made timely, follow up with third party resources for parts and large scale repairs while taking the burden away from current staff that is stretched in too many directions due to system size, aging infrastructure, and lack of training, skills, and/or experience.

Lift station maintenance is necessary to ensure proper operations and maintenance of the County's 70+ lift stations spread throughout the sanitary sewer system. UCPW has a System-Wide Collections System Permit issued by NCDEQ defining requirements for the O&M of the system, which includes lift station operation and maintenance. Section V, 2 (15A NCAC 02T .0108) requires all lift stations to be checked at least once (1) a week as well as every day if one pump is not operational, which allows little time for maintenance. Maintenance is scheduled around the required station checks. The current program utilizes lift station staff that both check stations per permit requirements, as well as identify, troubleshoot, and repair deficiencies. Section II, 4 (15A NCAC02T .0108(b)) requires development of a routine PS inspection & maintenance program to include specific activities. These activities range from cleaning wet wells and housekeeping to inspect/exercise valves/pumps/equipment and test alarms and generators. This technician will be the lead staff member directing the maintenance and repair of known deficiencies, identify additional needs and repairs, conducting those repairs if possible or making recommendations to the crew leader regarding repairs beyond the staff's scope.

**Expansion Line Item Detail**

Object	Item/Description	Total
5121	SALARIES & WAGES	52,000
5131	FICA CONTRIBUTIONS	3,978
5134	401-K SUPP RET PLAN -OTHER	2,600
5136	RET CONTRIB. - OTHER EMPLOYEES	3,942
5171	PENSION-RHCB OPEB	5,372
5173	PENSION-SEPARATION ALLOW OPEB	1,470
5182	WORKERS COMPENSATION	1,112
5183	HEALTH INSURANCE	10,514
5187	DENTAL INSURANCE	411
5212	WEARING APPAREL	495
5220	FOOD AND PROVISIONS	25
5265	OFFICE COMPUTER EQUIP (1TIME)	750
5290	TOOLS AND SUPPLIES	3,500

# 611006

# Expansion Line Item Report

Object	Item/Description	Total
5321	TELEPHONE AND COMMUNICATIONS	660
5353	IDB-MAINT & REPAIRS-FUEL GAS	2,500
5358	IDC-MAINT & REPAIRS-VEH-ROUTINE	500
5383	MEDICAL SERVICES	125
5392	LAUNDRY AND DRY CLEANING	416
5419	DUES AND MEMBERSHIPS	1,242
5540	VEHICLES	41,193
Total Request		132,805



# 611007

# Expansion Line Item Report

### Expansion Description

The Utility Mechanic 1 – Utility Locator is a new position to handle locates requested through NC811.

### Expansion Justification

Utility locating activities involve determining the location of UCPW infrastructure to avoid damage during construction activities. Typically, the workload for a single locator is about 10,000 requests annually. In most cases, this involves desk research with the GIS mapping system supplemented by a field visit to the site to confirm the locations on the ground with markings. In a few cases, it can be determined that the infrastructure is not existent in the area due to a quick review of the GIS maps and a google earth check. There are 2 locators and a supporting Crew leader in the locate group. The workload was about 27,000 in FY 2015, 32,000 in FY 2016 and an expected 47,000 locate requests in FY17; and the system continues to grow rapidly. About 76% of the locates require a field visit whereas the remaining balance do not. Currently, there is inadequate staffing to manage the workload. A fourth position is needed to enable the Crew Leader to review the non-conflict and not County owned locate tickets (no field trip needed) requests allowing the locators to conduct full investigations in the field with the Crew Leader supplementing that effort as workload demands.

### Expansion Line Item Detail

Object	Item/Description	Total
5121	SALARIES & WAGES	40,169
5131	FICA CONTRIBUTIONS	3,073
5134	401-K SUPP RET PLAN -OTHER	2,008
5136	RET CONTRIB.- OTHER EMPLOYEES	3,045
5171	PENSION-RHCB OPEB	5,372
5173	PENSION-SEPARATION ALLOW OPEB	1,470
5182	WORKERS COMPENSATION	865
5183	HEALTH INSURANCE	10,514
5187	DENTAL INSURANCE	411
5212	WEARING APPAREL	320
5220	FOOD AND PROVISIONS	25
5265	OFFICE COMPUTER EQUIP (1TIME)	750
5321	TELEPHONE AND COMMUNICATIONS	420
5353	IDB-MAINT & REPAIRS-FUEL GAS	2,600
5358	IDC-MAINT & REPAIRS-VEH-ROUTINE	1,500
5381	PROFESSIONAL SERVICES	100
5383	MEDICAL SERVICES	40
5392	LAUNDRY AND DRY CLEANING	416
5419	DUES AND MEMBERSHIPS	832
5540	VEHICLES	27,538
<b>Total Request</b>		<b>101,468</b>

# 611008

# Expansion Line Item Report

**Expansion Description**

One new Utility Mechanic position to reside in the Water Line Repair program. This positions will be used to make a three person crews into four person crews for efficiency and "tougher" jobs.

**Expansion Justification**

Increases in the amount of water/sewer leaks, domestic tap requests, builder rejects, etc. are taxing on the current staffing levels. A vast amount of routine and emergency repairs require crews to combine resources in order to provide efficient coverage, operation, and safety among staff. NCDOT has strict standards requiring all spoil dirt to be removed that is not suitable for backfill...which requires additional dump trucks and drivers. OSHA standards and UCPW H&S SOP's require crew leaders to conduct thorough jobsite assessments, which in turn take away the ability to provide the labor support required to continue task completion. The Line Repair crews require this FTE to maintain the necessary staff levels to continue operating efficiently and safely. This position will increase Line Repair staff, allowing further flexibility in scheduling tasks and emergencies as well as support staff to crews requiring additional assistance in tasks such as directing traffic.

Main breaks increased from 112 in FY 2015 to 133 in FY 2016 (19%); new water services increased from 244 in FY 2015 to 282 in FY 2016 (16%); new gravity sewer lines increased from 43,000 LF in FY 2014 to 76,000 LF in FY 2016; and new water mains increased from 55,000 LF in FY 2014 to 91,000 LF in FY 2016.

**Expansion Line Item Detail**

Object	Item/Description	Total
5121	SALARIES & WAGES	40,169
5131	FICA CONTRIBUTIONS	3,073
5134	401-K SUPP RET PLAN -OTHER	2,008
5136	RET CONTRIB. - OTHER EMPLOYEES	3,045
5171	PENSION-RHCB OPEB	5,372
5173	PENSION-SEPARATION ALLOW OPEB	1,470
5182	WORKERS COMPENSATION	865
5183	HEALTH INSURANCE	10,514
5187	DENTAL INSURANCE	411
5212	WEARING APPAREL	320
5220	FOOD AND PROVISIONS	25
5321	TELEPHONE AND COMMUNICATIONS	420
5381	PROFESSIONAL SERVICES	100
5383	MEDICAL SERVICES	40
5392	LAUNDRY AND DRY CLEANING	416
<b>Total Request</b>		<b>68,248</b>

# 611010

# Expansion Line Item Report

### Expansion Description

The new position of Customer Service Specialist (CSS) is necessary due to growth in customer base resulting in increased call volume, emails and walk-in business.

### Expansion Justification

Currently there are 8 full-time Customer Service Specialist positions and 1 part-time CSS position to answer calls, respond to emails, interact with walk-in customers and produce and manage bills for more than 47,300 accounts. For every one CSS, there are approximately 5,565 accounts. In just four years, the number of accounts per CSS have increased by more than 850, an 18% increase in workload. The number of meters being managed have increased even more drastically (a 22% increase) due to a change in the law that now requires the installation of a separate irrigation meter for lots platted after June 2009.

A new position will improve current service levels and response times to customers, and reduce the need to rely on temporary staffing or compensatory/overtime for staffing deficiencies; it will allow staff more time to be proactive with customer issues and to obtain more training; it will also improve moral, reduce stress, improve efficiency, and equalize duties to overburdened staff.

- 11% customer growth since 2013 with essentially no additional full-time staffing
- 2 CSSs are assigned to billing and 6.5 CSSs are assigned to customer service functions (phones, emails, front counter)
- 67,283 calls (approx.1300 inbound calls weekly); some wait times exceed 5 minutes; 12% abandon rate
- 400-450 walk-in customers per month
- 96,000 work orders and logged calls per year
- 7,000 move-in/out, 1,400 meter sets, 4,500 disconnects, and 1,500 final bills
- 51,300 bills monthly with a total of 15 bill cycles processed by 2 CSS
- 450 inbound emails per month

### Expansion Line Item Detail

Object	Item/Description	Total
5121	SALARIES & WAGES	36,000
5131	FICA CONTRIBUTIONS	2,754
5134	401-K SUPP RET PLAN -OTHER	1,800
5136	RET CONTRIB.- OTHER EMPLOYEES	2,729
5171	PENSION-RHCB OPEB	5,372
5173	PENSION-SEPARATION ALLOW OPEB	1,470
5182	WORKERS COMPENSATION	777
5183	HEALTH INSURANCE	10,514
5187	DENTAL INSURANCE	411
5212	WEARING APPAREL	30
5220	FOOD AND PROVISIONS	25
5260	PRINTING AND OFFICE SUPPLIES	300
5265	OFFICE COMPUTER EQUIP (1TIME)	700
5381	PROFESSIONAL SERVICES	85
5383	MEDICAL SERVICES	40
<b>Total Request</b>		<b>63,007</b>

# 611013

# Expansion Line Item Report

**Expansion Description**

After hours on-call contract service

**Expansion Justification**

Contract with a third party call center to handle call volume outside the hours and capabilities of the Customer Service Department. Currently, the Emergency Communication Center (911) is responsible for taking all after hours and holiday calls that are received by the UCPW Customer Service phone system. Often emergency outages place an extreme demand on the resources of the 911 department; and these calls are received at peak service times for 911 (5-8pm, 6-8am) and can interfere with the department’s ability to remain focused on 911 emergencies or events for County citizens.

The demand on the department has been communicated to PW. As an alternative to relying on 911 for after hour emergencies, a third party call center can be contracted to handle call volume outside the hours and capabilities of the Customer Service Department. This initiative would have the ability to forward all after hours, weekend and holiday call volume. It also has the ability to divert overflow in the event that a situation caused customer service lines to become overrun with inbound calls at pre-set levels in queue, or allow for "on demand" call forward in case of an emergency such as a weather event.

Additionally, the contracted party would have the ability to push data into, and receive data from, the Harris/Northstar CIS eliminating the need for catchup work when staff arrived the next business day, and to provide real-time output/input to or from field personnel through the work order processing system "Lucity". Calls are scripted and can cover anything from outages to billing. Customers would have a dashboard portal for updates to the call center for outages. The call center records all calls and those are available to UCPW for review.

**Expansion Line Item Detail**

Object	Item/Description	Total
5381	PROFESSIONAL SERVICES	50,000
<b>Total Request</b>		<b>50,000</b>

# 611014

# Expansion Line Item Report

**Expansion Description**

Irrigation evaluation service - to continue to improve water conservation

**Expansion Justification**

Water consumption continues to rise in Union County despite current efforts to promote water conservation. This initiative provides a service to Public Works customers to assist them in efficiently irrigating their lawns. Many customers do not realize how irrigation systems function or believe that there is excessive irrigation. This program provides an objective review of a customers' irrigation with tips on how to reduce their consumption.

As part of the continuing effort to improve water conservation, this new initiative provides irrigation evaluations for customers. This will be a free service to inspect irrigation systems for leaks, proper head spacing, operating pressure, alignment of sprinkler heads, control settings, zone timing, backflow protection and proper irrigation settings for the plant types encountered. This evaluation will not only assist the customers in saving water used for discretionary purposes, but will also assist Customer Service by offering this service during high bill disputes. A public outreach will be needed to promote this program.

**Expansion Line Item Detail**

Object	Item/Description	Total
5381	PROFESSIONAL SERVICES	20,000
Total Request		20,000

# 611016

# Expansion Line Item Report

### Expansion Description

Water Reclamation Superintendent (1.00 FTE, 3 months at end of FY 2018):

Union County and Charlotte Water developed an agreement, executed in June 2014, providing for Charlotte Water to operate and maintain the 5 Union County Water Reclamation Facilities (WRFs). Charlotte Water has performed under this contract on a temporary basis. At this point, Union County is creating the Water Reclamation Superintendent position to begin the process of moving these facilities back under Union County direct control. This position will be the lead for developing the implementation plan to create the staffing, develop asset management procedures, transition the maintenance function and maintain regulatory compliance for wastewater operations. Overall, integrating the Water Reclamation Facilities with the County's newly formed Industrial Pretreatment Program (IPP) and wastewater collection system maintenance and repair activities provides for improved accountability, better communication and full integration UCPW asset management systems and CIP development. The FY2018 amount shows a net cost of three months' salary overlap. In FY2019, the cost of this position is assumed to be included in the transition of the WRF's back to Union County control.

### Expansion Justification

Having the 5 Water Reclamation Facilities directly under Union County control provides for more accountability and improved integration into the UCPW asset management programs, regulatory compliance framework, CIP development and decision structures. Having the Water Reclamation Facilities operated and maintained by Union County employees will provide for improved efficiencies between wastewater collection, the Industrial Pretreatment Program and the WRFs.

### Expansion Line Item Detail

Object	Item/Description	Total
5121	SALARIES & WAGES	19,579
5131	FICA CONTRIBUTIONS	1,498
5134	401-K SUPP RET PLAN -OTHER	979
5136	RET CONTRIB. - OTHER EMPLOYEES	1,484
5171	PENSION-RHCB OPEB	1,343
5173	PENSION-SEPARATION ALLOW OPEB	368
5182	WORKERS COMPENSATION	416
5183	HEALTH INSURANCE	2,629
5187	DENTAL INSURANCE	103
Total Request		28,397

# 611017

# Expansion Line Item Report

**Expansion Description**

Water & Wastewater Operations Manager

**Expansion Justification**

The purpose of this position is to provide additional depth in the water and wastewater division leadership to retain focus on key performance metrics, goals, implementation of asset management, and oversight of agreements, contracts, budgeting and changing the organization to one with more of a business focus. In view of the number of initiatives being undertaken and the need for continuous improvement, divisional leadership needs more depth to properly align the goals of the division with Public Works plans, goals and objectives to properly advance the organization.

This new position will manage performance metrics, tracking contractual and agreement requirements and actions, assisting with negotiation of agreements, develops contracts, develops budget items and new budget initiatives, oversees work efforts of staff, develops SOPs and assist in policy development, manages departmental safety program, oversees administration of various programs related to water and wastewater operations, prepares reports to regulators and upper management and seeks ways to continuously improve the organization.

**Expansion Line Item Detail**

Object	Item/Description	Total
5121	SALARIES & WAGES	93,434
5128	TRAVEL ALLOWANCE	1,000
5129	MOBILE PHONE ALLOWANCE	240
5131	FICA CONTRIBUTIONS	7,148
5134	401-K SUPP RET PLAN -OTHER	4,672
5136	RET CONTRIB. - OTHER EMPLOYEES	7,082
5171	PENSION-RHCB OPEB	5,372
5173	PENSION-SEPARATION ALLOW OPEB	1,470
5182	WORKERS COMPENSATION	1,978
5183	HEALTH INSURANCE	10,514
5187	DENTAL INSURANCE	411
5212	WEARING APPAREL	255
5220	FOOD AND PROVISIONS	25
5265	OFFICE COMPUTER EQUIP (1TIME)	1,000
5311	TRAVEL	378
5312	TRAVEL SUBSISTENCE	1,200
5313	EDUCATION EXPENSES	650
5321	TELEPHONE AND COMMUNICATIONS	660
5381	PROFESSIONAL SERVICES	100
5383	MEDICAL SERVICES	40
5419	DUES AND MEMBERSHIPS	280
<b>Total Request</b>		<b>137,909</b>

# 661001

# Expansion Line Item Report

**Expansion Description**

Articulated Dump Truck

**Expansion Justification**

This articulated dump truck is essential to daily operations at the C&D Landfill and Type I Composting Programs. UCPW is in the process of permitting an on-site mine to excavate large volumes of soil for continued placement of landfill intermediate and final cover. The location of this new soil mine area is approximately 1/4 mile or more away from existing C&D Operations and there is a significant topographic grade change making it difficult for existing pan to haul the material. This large capacity articulated truck is a much safer off road truck that would make it possible to provide NCDEQ weekly required cover at the C&D Landfill in half the time.

**Expansion Line Item Detail**

Object	Item/Description	Total
5550	OTHER EQUIPMENT	340,000
Total Request		340,000



# 661003

# Expansion Line Item Report

**Expansion Description**

Two Site Attendants (part time, 0.96 FTE)

**Expansion Justification**

Residential drop-off site at the Solid Waste Management Facility requires two part time attendants on the weekend due to a large number of residential customers. It is currently serving over 200 vehicles in a 4 hour shift on Saturday. To effectively and safely direct all the traffic through the facility, there is one staff member in two separate huts to help keep the traffic lines to a minimum and eliminate overflow onto Austin Chaney Road. Also, this part time position can assist with opening and closing this facility after hours.

**Expansion Line Item Detail**

Object	Item/Description	Total
5126	SALARIES & WAGES-TEMP AND PART	27,040
5131	FICA CONTRIBUTIONS	2,068
5182	WORKERS COMPENSATION	1,074
Total Request		30,182

# 826001

# Expansion Line Item Report

### Expansion Description

Implement Facilities Maintenance Initiative to provide a better level of service. This includes the addition of seven(7) new facilities maintenance positions and one (1) Administrative Assistant, as well as, the procurement of new facilities maintenance subcontracts and nightly janitorial contract by the County.

### Expansion Justification

The Public Works Facilities Maintenance Division has contracted out the function of Facilities Maintenance for more than a decade. Over the last few years and due to the nature of a contractual relationship, County staff has experienced difficulty in ensuring that employees who do not work directly for Union County, possess the motivation and reliability necessary to provide this vital internal service. Facilities Maintenance is an area of high responsibility and this function must operate effectively for County activities to run smoothly for employees and customers. Outside vendors who have been contracted by the County to serve in this capacity have displayed consistent issues with work timeliness, maintaining adequate staffing levels, employee motivation and the upkeep of facilities maintenance software. The new facilities maintenance initiative was developed to ensure that County facilities are appropriately managed and the organization is receiving a higher quality service. The Public Works Facilities Maintenance Division will have direct control over maintenance activities and can ensure that County facilities and equipment is properly maintained to avoid costly replacement and repairs.

### Expansion Line Item Detail

Object	Item/Description	Total
5121	SALARIES & WAGES	271,939
5131	FICA CONTRIBUTIONS	20,803
5134	401-K SUPP RET PLAN -OTHER	13,597
5136	RET CONTRIB.- OTHER EMPLOYEES	20,613
5171	PENSION-RHCB OPEB	28,651
5173	PENSION-SEPARATION ALLOW OPEB	7,840
5182	WORKERS COMPENSATION	2,255
5183	HEALTH INSURANCE	56,075
5187	DENTAL INSURANCE	2,192
5212	WEARING APPAREL	1,260
5220	FOOD AND PROVISIONS	200
5265	OFFICE COMPUTER EQUIP (1TIME)	4,000
5290	TOOLS AND SUPPLIES	12,803
5311	TRAVEL	14,800
5313	EDUCATION EXPENSES	2,000
5321	TELEPHONE AND COMMUNICATIONS	6,400
5351	MAINT & REPAIRS-BUILDINGS	72,460
5352	MAINT & REPAIRS-EQUIPMENT	15,052
5353	IDB-MAINT & REPAIRS-FUEL GAS	4,482
5358	IDC-MAINT & REPAIRS-VEH-ROUTINE	1,051
5383	MEDICAL SERVICES	320
5389	OTHER PROFESSIONAL SERVICES	-531,085
5392	LAUNDRY AND DRY CLEANING	2,912

826001

Expansion Line Item Report

Object	Item/Description	Total
5419	DUES AND MEMBERSHIPS	2,348
5540	VEHICLES	77,696
Total Request		110,664

# 826004

# Expansion Line Item Report

**Expansion Description**

JACE/HVAC upgrades.

**Expansion Justification**

JACE boxes tie multiple HVAC controllers in a building to one central point that can be controlled and monitored remotely. The individual unit controllers, (boilers, chillers, air handlers, VAV boxes, etc.) report back to the JACE box and combine or process all of the information from the controllers to calculate how all of the components are to work together. (i.e. boilers and chillers not fighting each other, neither on when economizer is called for based on outside temp., etc.) The overall result is energy savings as well as being able to adequately diagnose operational problems. As the existing systems become phased out by the manufacturers, they no longer support the old hardware. It is to the County's advantage to proceed with these replacements due to problems with the existing systems.

**Expansion Line Item Detail**

Object	Item/Description	Total
5352	MAINT & REPAIRS-EQUIPMENT	100,000
Total Request		100,000