

2012



Approved Budget for Fiscal Year 2011 – 2012





**CAPE FEAR PUBLIC UTILITY AUTHORITY
APPROVED BUDGET
FISCAL YEAR 2011 - 2012**

Board Members

Gene F. Renzaglia, Chairman
J. C. Hearne II, Vice Chairman
Michael C. Brown III, Secretary
Burrows Smith, Treasurer
Brian Berger, Commissioner
Rick Catlin, Commissioner
Patricia O. Kusek
James L. Quinn III
Charles Rivenbark, Councilman
Ronald Sparks, Councilman
Cindee Wolf

Matthew W. Jordan, PE, Chief Executive Officer

**Nancy E. Gallinaro, Chief Operations Officer
Cheryl J. Spivey, Chief Financial Officer**

**235 Government Center Drive
Wilmington, NC 28403**

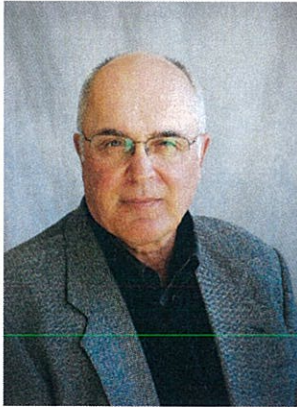
www.cfpua.org

Mission Statement

*The
Cape Fear Public Utility Authority's
mission is to provide
high quality water and sewer
service in an environmentally
responsible manner while
maintaining the lowest practicable cost.*

Stewardship, Sustainability, Service

PAGE INTENTIONALLY LEFT BLANK



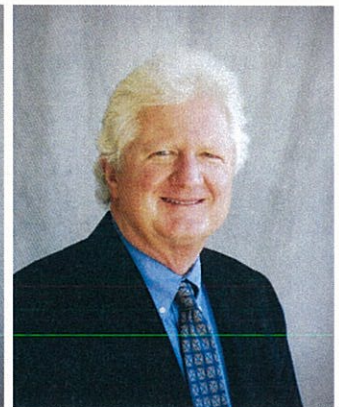
Gene Renzaglia
Chairman



J. C. Hearne II
Vice Chairman



Michael C. Brown III
Secretary



Burrows Smith
Treasurer

Cape Fear Public Utility Authority Board



Brian Berger
Commissioner



Rick Catlin
Commissioner



Patricia O. Kusek
Member



Jim Quinn
Member



Charlie Rivenbark
Councilman



Ronald Sparks
Councilman



Cindee Wolf
Member

PAGE INTENTIONALLY LEFT BLANK

Table of Contents

Letter of Transmittal.....	i
Strategic Plan.....	1
Organizational Chart	4
Positions by Department.....	5
Approved Salary Scale.....	6
Position/Grade by Department.....	7
Finance and Accounting Policies.....	11
Budget Process and Procedures.....	15
Budget Calendar.....	16
Operating & Capital Budget Summary.....	17
Statement of Revenue and Expenditures (Budget Basis).....	18
Budget Summary.....	19
Expenditure Summary.....	20
Expenditure Detail by Department.....	21

Capital Improvement Program FY 2011 Budget.....	23
Capital Improvement Program Ten Year FY12 to 21	24
Brief Descriptions of Capital Improvement Projects.....	28
Rates and Fee Schedule.....	30
Debt Schedule.....	33
Appropriations Ordinance.....	34



June 8, 2011

Members of the Authority Board
Cape Fear Public Utility Authority
235 Government Center Drive
Wilmington, NC 28403

Subject: Fiscal Year 2011-2012 Budget

Dear Members of the Authority Board:

I am pleased to present the Authority's budget for Fiscal Year 2011–2012 which was approved at the Authority's Regular Board Meeting of June 8th, 2011. This budget was prepared in accordance with The Local Government Budget and Fiscal Control Act, and is designed to provide services meeting or exceeding all state regulations and rate covenants with which the Authority must comply. This budget proposes essential projects and operations necessary for the provision of high quality water and wastewater services in an environmentally responsible manner.

The Authority staff, with the support of the Authority Board, are committed to its mission *"to provide high-quality water and sewer service in an environmentally responsible manner, while maintaining the lowest practical cost"*, while focusing on our guiding principles of *"Stewardship, Sustainability, and Service"*. Our Strategic Plan has provided additional guidance to help focus the budget requests and the overall direction of the Authority within the budgetary constraints of this economic environment as we continue to look for efficiencies and cost reductions.

As we prepare to enter our fourth year of operation, we continually review plans, projects and operating procedures to identify potential opportunities for improvement and ways to be more efficient and cost effective in the delivery of water and wastewater services as we maintain the Authority's assets in a sustainable manner. In April 2011, through a Request for Proposals (RFP) process, we entered into a contract with a consultant to perform an Efficiency and Competitiveness Study. This firm will be looking at our organization for opportunities to work more efficiently, illustrate potential needs to ensure optimum performance and service, and to highlight areas for potential improvement. This study is expected to be completed by August.

Authority Board and staff have worked diligently over many months to effectively prioritize projects in the Authority's 10 year Capital Improvement Program (CIP). In March, the FY 12 CIP received preliminary approval from the Authority Board. Some adjustments were made this year to our FY 11 CIP in order to accommodate the unexpected failure of the Ogden Interceptor Outfall, costing the Authority an unanticipated \$5.6 million. Authority staff and contractors hired by the Authority worked diligently to complete this job quickly and with little to no interruption to our customers. The replacement of 9,500 linear feet of pipe throughout the Ogden Interceptor line was complete in April 2011.

In June 2010, our new Environmental and Safety Management facility opened. This facility houses our laboratory, environment, safety and community compliance staff, and was part of the original Sweeney Water Treatment Plant expansion. Our Sweeney Water Treatment facility expansion construction work is continuing. Phases I and II area almost completed and Phase III is beginning.

An Environmental Management System (EMS) has been developed and is being implemented within the Authority. The Authority's EMS will ultimately include all areas of the organization. The Utility Services Collection System section is the first group to be incorporated into EMS. This group consists of preventative maintenance, video assessment, pump station maintenance and operations and outfall maintenance. The first phase of the certification audit has recently been successfully completed. Phase II is scheduled for May 18 – 20, 2011.

An Asset Management program, which included a Computer Maintenance Management System (CMMS), is also in the process of being implemented. Asset Management enables the Authority to manage infrastructure capital assets while minimizing the total cost of ownership and operation. As part of this program we are building a Geographic Information System (GIS) based on real time data which will be used for a variety of general asset collection projects and will enhance our ability to link Customer Service, Operations, Engineering, Environment and Safety Management and other joint services collectively and seamlessly.

Authority Staff has been able to reduce and / or maintain the departmental operating budget and actual expenditures each year of its operation despite the addition of new facilities, increased maintenance, and improved water quality in many of our service areas. At the same time, staff has been improving the operation resulting in:

- continued improved relationships with federal, state and local regulatory agencies
- reduced sewer odors within the community
- less spillage from the sewer system
- improved water quality for consumption
- quickly and aggressively responding to infrastructure failures
- began a septage receiving program
- continued increased educational outreach
- proactively working as environmental stewards to minimize and/or prevent environmental impacts

These accomplishments and many others have been made through the commitment of staff, management, and the Authority Board while operating another year with frozen positions and decreases in expected expenditure levels. We, as an organization, are committed to the guiding principles of *Stewardship, Sustainability, and Service* to the community, the region, the systems, and

its customers. We will continue to work to meet our core missions and to focus on continual improvement in each area of the Authority.

OPERATING BUDGET

The recommended FY 2012 budget for operations is \$37 million as compared to \$37.36 in FY 2011. The operating budget decreased despite health insurance increases of 14% (\$227,000), the Authority's required increase in employer contributions to the Local Government Retirement System of .53% (+\$61,000), 50% increase in motor fuel (+\$153,300), and increases in property and liability insurance (+\$92,000). The FY12 budget for Operations was \$36.47 million before the additions, which is \$890,000 less than FY211.

In terms of personnel, the recommended budget includes funding 2 positions that were unfunded in FY2011. The FY 2012 budget does not include any funding for merit pay or pay plan adjustments. No merit raises or pay plan adjustments were made in FY 2009, FY2010 or FY2011.

Debt service on bonds and other installment financing for the Authority increases significantly this year as principal payments increase on the \$187 million in revenue bonds issued in August 2008 and capitalized interest that was included in the bond sale and used to offset previous interest payments is no longer available. Capitalized interest allows an entity to more gradually increase rates over a period of several years before the full budgetary impact of a debt issuance is realized. FY12 net debt service is \$25.5 million compared to \$20.3 million in FY11. Total debt service on outstanding bonds of \$26.3 million is reduced by \$877,000 for interest that will be paid from remaining 2003 New Hanover County certificates of participation (COPS) proceeds issued for a project expected to be completed this year, based on advice from the County's bond counsel. The \$877,000 will be transferred from the capital projects fund to make the interest payment. The Authority plans to issue bonds in FY12. Estimated debt service on those bonds is \$1.39 million, which will be funded with capitalized interest.

The budget will continue to be monitored closely and aligned with any significant changes in the Authority's revenue projections. In addition staff will continue to look for opportunities to improve the efficiency of our operations.

REVENUES

Total revenues (excluding bond proceeds and appropriated fund balance) for the Authority are projected at \$68.4 million in FY 2012 as compared to \$58.6 million in FY 2011. The revenues reflect a 13% increase due to increases in user charges for water and sewer that was effective May 1, 2011. The rate increase was primarily required to fund the increased debt service expenditures and to meet the required 1.20 debt coverage ratio to issue additional bonds in FY 2012 to finance the Authority's ongoing capital improvement program.

Actual water consumption levels in FY 2010 decreased nearly 11% below FY 2009 actuals. It appears that about half of the consumption decrease has been recovered in FY 2011, as water consumption for the first 9 months of FY 2011 is nearly 6% greater than the first 9 months of FY 2010. With the increase in rates, water revenues at \$31.2 million are projected to be \$4.2 million higher than the FY2011 budget. Sewer revenues are projected at \$31.3 million or approximately \$4.9 million higher than the FY 2011 budget.

Weather patterns and the general economy have significant impacts on water and sewer revenues. With close to 3 years of consumption patterns now established, the actual billings will continue to be closely monitored over the next year and budget changes made proactively if revenues fall significantly below estimates.

Interest earnings continue to decline. Staff will continue to monitor interest rates and look for additional opportunities to increase yield on the Authority's investments, while maintaining safety and liquidity. System Development Charges (SDCs) also continue to be much lower than originally projected when the Authority began. FY 2012 projections of \$2.37 million assume that SDCs will remain relatively flat as much uncertainty remains as to when construction activity will increase.

CAPITAL IMPROVEMENT PROGRAM (CIP) BUDGET

As part of the FY 2012 CIP budget preparation, projected capital expenditures (needs) are matched with available financial resources. The proposed FY 2012 CIP budget is one element of a larger 10-year program that was reviewed with the Board over several workshops between August 2010 and February 2011. This long-term view of capital needs allows for strategic prioritization and programming of project funding, and provides more accurate predictions of near-term and long-term revenue needs. The Authority's 10-year CIP represents an action plan for strategic priorities established by the Board. Given the required lead-time to program, design and construct large projects, it is critical that current budgetary decisions anticipate the long-range needs of the Authority and the region as a whole. Such decisions are made against the backdrop of Stewardship, Sustainability and Service—the Authority's guiding principles.

Notably, preparation of the 10-year CIP included a newly developed and more sophisticated method of prioritizing projects. With criteria linked to Strategic Plan priorities, each water and wastewater project received a numerical score and was ranked against other competing projects. This provides an objective process for ensuring that projects in FY 2012 and beyond will meet the immediate and long-term needs of the Authority and the region.

The FY 2012 CIP includes \$20.6 million for wastewater projects and \$6.5 million for water projects, which are detailed elsewhere in this document. Wastewater funding is apportioned among the following general categories: 23% collection system rehabilitation, 24% pump station and forcemain improvements, 35% annual programs, 9% studies and assessments, 9% annexation completion. Water funding is apportioned among the following general categories: 61% raw water improvements, 11% water main rehabilitation, 10% new water main construction, 3% annual programs, 5% studies and assessments, 10% annexation completion.

Certainly, new issues that emerge over the next years will cause the Authority to reconsider its needs and priority projects—this is the natural evolution of such a plan. Our customers can take comfort in the fact that the Authority is anticipating future expectations and balancing rates with system needs, while maintaining Stewardship, Sustainability and Service as organizational priorities.

Ongoing Projects

Currently, more than forty CIP projects are in various stages of planning, design or construction. Some of the more notable projects are listed below.

- Sweeney Water Treatment Plant Expansion (\$73 million). This is an expansion and upgrade of the existing treatment plant. The plant rating will be 35 million gallons per day (mgd) of finished water.
- Burnt Mill Creek Sewer Repairs, Phase II (\$2.8 million). This will replace 2500 linear feet (lf) of existing 48-inch gravity sewer that flows to Pump Station 10.
- Northern Route Force Main (\$24 million). This project will construct a new 24-inch force main from PS 35 at Bradley Creek to the Northside Treatment Plant. The new force main will allow flows to be diverted from the Southside to Northside plant, and provide redundancy for event management. Phase 1A was completed in FY 11. Phase 2A is expected to begin construction in FY 12.
- Effluent Force Main (\$4.5 million). This project will provide a second 30-inch effluent force main from Northside Wastewater Treatment Plant and allow the plant to be rated to its full capacity of 16 mgd.

FISCAL YEAR 10-11 ACCOMPLISHMENTS

In FY 10-11, the Cape Fear Public Utility Authority served approximately 67,000 residential, commercial, and industrial customers. The Authority's service area includes the incorporated areas of the City of Wilmington as well as the majority of New Hanover County. The Authority also provides wholesale wastewater treatment to the Town of Wrightsville Beach and Pender County.

Operations Accomplishments

The Operations department has seen a very productive and busy year as they move rapidly toward full implementation of Enterprise Asset Management, ISO 14001 and continued consolidation and centralization. The entire department continues to work hard to plan preventative maintenance, as well as repair, replace and rehabilitate infrastructure while always seeking cost saving opportunities in our business practices.

Asset Management

Much work has been accomplished within Asset Management in the past year. Computerized Maintenance Management System (CMMS) software, Maximo, was purchased from IBM and a major program initiative commenced. Multiple operational groups have put in numerous hours looking at different aspects of how we do work, from efficiency and effectiveness viewpoints. These operational groups looked at how our infrastructure is maintained; the risks involved in what we do – both in likelihood and consequence of failure; the level of service that we expect to deliver to our stakeholders; and how to make decisions that impact the effectiveness of the organization with the financial resources and assets our customers entrust to us.

A program which was designed to begin with a pilot of only a few operational groups has excelled in reaching almost half of all of operations. The program has aided in communication across the organization where information can be shared so that more effective decisions can be made. Similarly, it has helped in transparency.

Some highlights of the program include:

- Over 50K (52,350) work orders generated since the end of October
- Close to 150,000 sewer collection system assets – gravity line segments, manholes, laterals, pressurized mains, grease traps, control valves, clean outs are in CMMS
- Business Case Evaluations being performed on a cross section of issues within the Authority that staff has addressed as either problems of need or abilities for enhancement. This list is referred to as our “Dirty Dozen” topics of importance.
- Risk Model on a pilot case of sewer line deficiencies to address likelihood and consequence of risk
- Draft Report Card being established to measure actual vs. benchmark of close to 100 different criteria

Utility Services

The Construction Utility Services Division has effectively responded to the challenge of repairing the over 40% of the Cape Fear Public Utility Authority system which exceeds the life expectancy of the assets. Front-line staff restores the flow to the pipe lines and must continue to be vigilant until the capital projects in future years provide relief as the remaining system ages. This division which repairs both the distribution and collection systems, performs locates, maintains and monitors system water quality and manages meters which provide the source of the Authority's revenue. This group has continued to give this Authority 100% 24 hours a day, 7 days a week. The division has accomplished the following partial list through December 2010:

- Water Construction - This division has completed 377 work orders, repaired or replaced 35 hydrants, installed 22 water services, repaired 71 water services, repaired 49 water mains, replaced/repaired 8 water valves. With the assistance of the outfall maintenance crew, water construction has been able to conduct numerous repairs on the raw water line that include the replacement of 5 bent caps and the installation of 49 twenty four inch bell joint leak clamps. These operations are all conducted without the use of construction power equipment and in an area that is not easily accessible with machinery to simplify the task.
- The Construction Division has received Class 3 Abatement Certification for handling Asbestos Cement Pipe.
- Sewer Construction - This division has completed 185 work orders, installed or replaced 116 sewer services and repaired 21 sewer mains or manholes.
- Water Quality - This division has completed 307 work orders responding to complaints, in addition to flushing, activating and testing new mains.
- Meter Services - This division has completed 3,558 work orders, set 1,036 meters and tested 14 large meters.
- Locates – This division has completed 5,361 locates with in-house staff.

The Authority began using chemical root control in FY 10. The results have proved the effectiveness of this application. In sewer lines where root control was carried out, there has not been a report of a main stop or service stop Sanitary Sewer Overflow (SSO) in those lines since the chemical was applied. This root control program will continue in the Spring of 2011 and 2012.

The collection system staff has been able to maintain the outfalls, pump stations and collection system. In FY 11 to date, this section has accomplished the following:

- Inspected/cleaned approximately 7.5% or 60.4 miles of mainline collection system to date; on course to exceed the minimum required 10%.
- Inspected/videoed 15 miles of gravity sewer mains, approximately 1.9% of the system.
- Responded to 1,698 service order calls.
- Installed five (5) standby generator replacements with in-house staff.
- Maintained/cleared 35.9 miles of outfalls.
- Performed inspection on 210 sanitary sewer manholes
- Repaired/replaced/upgraded 65 lift stations; wet well piping, valves, fabrication, pump repairs, bar screen/grinder or controls with in-house staff.
- Completed 4,910 work orders by the Pump Station Maintenance Section utilizing 20,160 man hours.
- Responded to 15 reportable SSO's discharging a total of 130,231 gallons of sewage, with ten (93%) of these being storm related, with the commitment of stewardship as the foremost concern.

In addition, Operations Utility Services Division has overseen the replacement of the failed Ogden Interceptor Outfall including managing the by-pass pumping, environmental issues and restoration. Also, Utility Services has managed 13 contracted projects (27 total) using CIP emergency funds to repair 4092 feet (total 9300 feet) of pipe lines at a cost of \$931,958 (total \$2,416,133) to address imminent failures.

Water Treatment

The Water Treatment Division processes and distributes clean treated drinking water through four different water systems within New Hanover County. A staff of state certified treatment operators and a team of skilled maintenance technicians keep all facilities fully operational 24 hours per day, 7 days per week to ensure the supply of safe drinking water is available for the citizens and customers of the Authority.

- The surface water and the groundwater sections have pumped a combined 6.14 billion gallons of water to customers during the last calendar year and have achieved 100% compliance with state and federal water quality standards during the same period.
- The surface water plant has achieved 100% compliance while in the middle of major construction and renovations.
- The average flow from the surface water section was 13.7 MGD and from the groundwater section was 3.12 MGD.
- Successful completion of Phase 2 Improvements at Sweeney WTP and beginning of Phase 3. This includes completion of a new SuperPulsator Complex and five new filters in addition to a new finished water pumping station. Plant staff was instrumental in maintaining

treatment while various treatment trains and processes were interrupted and changed and added to the plant.

- The Division has met its obligation for safety training for all employees during the past year.
- All of the certified operators achieved their mandatory 6 hrs of continuing education training.
- Division employees have continued to participate in various Authority programs and committees such as strategic planning, asset management, IWRMP, safety committee and construction progress meetings and updates.

Wastewater Treatment

The Cape Fear Public Utility Authority's Operations Department Wastewater Treatment Division manages, operates, and maintains the Authority's three wastewater treatment plants (WWTP) – Northside (NSWWTP), Southside (SSWWTP), and Walnut Hills (WHWWTP) – and has been working with Pender County on plans to develop a fourth – the 421 WWTP. These facilities have received diligent operation and maintenance attention, regulatory agency permit compliance has been exemplary, strict compliance with approved budget, and staff has participated in many Cape Fear Public Utility Authority program initiatives, including asset management, and maintained high training/certification standards.

- The period 07/2010 – 12/2010 was characterized by outstanding plant performance. WWT Statistics: Overall (3 WWTPs) – Average Wastewater Flow = 16.475 MGD; % NPDES (National Pollutant Discharge Elimination System) Compliance = 99.63.
 - NSWWTP – Average Wastewater Flow = 7.549 MGD; % BOD (Biological Oxygen Demand) Removed = 99.39; % TSS (Total Suspended Solids) Removed = 99.71; % NPDES Compliance = 100.00; Wastewater Residuals Produced = 4,859 CY.
 - SSWWTP – Average Wastewater Flow = 8.879 MGD; % BOD Removed = 93.57; % TSS Removed = 95.94; % NPDES Compliance = 100.00; Wastewater Residuals Production = 3,100 CY.
 - WHWWTP – Average Wastewater Flow = 0.046 MGD; % NPDES Compliance = 98.61.
- The NSWWTP Expansion/Upgrade project, transforming the former 8 MGD secondary plant to the current 10 MGD advanced plant, has been substantially completed. Rerating the plant for its design flow of 16 MGD awaits the installation of the second effluent force main and modifications to the old anaerobic digester covers.
- The SSWWTP Expansion/Upgrade project, transforming the current 12 MGD secondary plant to a proposed 16 MGD advanced plant, continues with the design phase; it will be designed to a 24 MGD capacity and footprint so that regulators can issue the Authorization to Construct (ATC) for 24 MGD. Although well-maintained, the SSWWTP continues to experience periodic malfunctions in major process systems while it awaits its 2014 – 2017 Expansion/Upgrade project construction to begin; a plant condition assessment is planned in order to better anticipate and project necessary repairs, replacements and associated costs throughout this period.

- The WHWWTP has received various process and safety improvements. Our goal has been to maintain plant performance and permit compliance at acceptable levels while plans are developed for its eventual decommissioning and conveyance of flow to the NSWWTP anticipated for 2012 – 2013. In partnership with Pender County, the 421 WWTP has progressed to completion of plans and specifications for a 0.5 MGD SBR WWTP.
- Annual wastewater and residuals management reports were prepared and submitted to the regulatory agencies.
- The WWTd currently possesses 26 certified biological plant operators upon its 40 member staff. All staff satisfactorily completed their annual continuing education obligations required to maintain certification.
- WWTd staff have continued to participate in various Authority initiatives, including safety committees, capacity management, the integrated water resources master plan, asset management, emergency preparedness, reclaim/reuse water, EDCs/PPCPs, acceptance and processing of non-connected wastes (septage; grease; residuals; non-hazardous liquid wastes), recovery and use of excess anaerobic digester gas, and evaluation of participation in Progress Energy's Demand Response Automation (DRA) Program.
- Staff remains involved on various levels with many environmentally active organizations, including the Cape Fear River Assembly (CFRA), the Lower Cape Fear River Program (LCFRP), and the North Carolina American Water Works Association – Water Environment Association (NC AWWA – WEA).
- Work continues on several regulatory programs affecting our NPDES permits including Total Maximum Daily Loads (TMDLs) and water quality pollutant credit trading programs.
- Applications for renewing the NPDES permits for the NSWWTP, the SSWWTP, the WHWWTP, and the 421 WWTP will be prepared and submitted in 2011.
- Advancements were made in the area of residuals management:
 - A new, more open and competitive residuals management services procurement process was implemented, including development of a procurement document and a structured/quantified proposal scoring system. Previously limited to a single services provider, residuals management services procurement attracted two parties and resulted in a three year contract and reductions in cost from prior arrangements.
 - A residuals permit modification was received which enables transportation of the WHWWTP residuals to the NSWWTP for processing and disposal; this option is expected to result in significantly reduced WHWWTP residuals disposal costs. WWT staff effected modifications at both the WHWWTP and NSWWTP sites to facilitate the residuals transfer/transport process.
 - Staff is evaluating a program involving sale of its Class B residuals instead of its current program involving giveaway of its Class B residuals.
 - WWT staff also demolished existing residuals polymer conditioning systems at the SSWWTP and replaced them with new, more reliable systems.

Engineering Accomplishments

The Engineering Department oversees the planning, engineering and construction of our water and wastewater infrastructure and is comprised of four divisions: Administration Division, Design Division, Project Management Division and Development Services Division.

Administration Division

The Administration Division's primary responsibility is to provide support and overall management of the Department and to ensure that Department functions are aligned with the Authority strategic objectives. Accomplishments in FY 11 include:

- Refined departmental programs including the Capital Improvement Program and Capacity Management Program.
- Completed several ordinance revisions to promote consistency in applying fees, and provide clarifications to the mandatory connection program.
- Continue to refine and organize functions and procedures to promote efficiency and productivity.
- Worked closely with developers to create reimbursement contracts to promote system growth.

Design Division

The Design Division provides critical support to the Authority including managing the NC Department of Transportation Encroachment (NCDOT) process, developing maps, managing the Geographical Information System (GIS) database, management of the Permit Acquisition Assurance Program (PAAP), and providing computer aided drafting (CAD) and hydraulic modeling to support engineering design, capacity management and system planning. FY 11 accomplishments include:

- As built drawings of the system infrastructure, permits and other records along with their respective different filing systems are currently being reorganized and filed into a common filing system that promotes more efficient retrieval.
- GIS information is currently being archived.
- Specification revisions were incorporated into the Technical Standards and Standard Details.
- Numerous NCDOT Encroachment Agreements were processed to provide for construction of utilities within the DOT right of way.
- Technical support was provided to the Authority to assist with various policy and procedural decisions.
- Maps were quickly generated for many operational needs on a weekly basis including warranty inspections, camera inspections and minor emergencies.
- GIS supported Asset Management through refining the water and sewer layers and providing accurate water and sewer data.

Project Management Division

The Project Management Division is responsible for overseeing numerous capital improvement projects. Staff works closely with other engineering divisions, as well as Authority departments such as Administration, Finance (Purchasing and Budgeting) and Operations (Utility Services, Water

Treatment and Wastewater Treatment). Staff helps program long-term CIP budgets, oversee planning and design work, and manage construction phase activities. Staff managed many on-going projects and initiated new projects. Notable projects include:

- Northern Force Main 1A construction
- Sweeney Water Treatment Plant construction
- Burnt Mill Creek sewer design
- Raw Water Transmission Main repairs
- Ogden Interceptor repairs
- PS 34 bar screen construction
- N. Front St Streetscape construction
- North 3rd St Streetscape design

Development Services Division

The Development Services Division manages programs and assists other departments regarding community development related needs. This includes review and approval of developer driven water and sewer extension and connection projects from plan approval to constructed infrastructure; plat and conveyance acceptance; management of the Authority's technical standards and details to ensure they meet the latest Authority requirements and are in compliance with NCDENR regulations; continual coordination with City and County regarding overall development plan reviews and permit approvals; and research of service availability and connection requirements. The Division provides inspection of sewer and water infrastructure, including developer installed extensions, service connections, service abandonments, and as needed, Authority managed sewer and water infrastructure installation projects. In addition the Division manages the Capacity Management Program, which includes capacity management of wastewater treatment plants and 141 pump stations. The Division develops and recommends Ordinance revisions and policy creation pertaining to connection and service extensions. The following are some of the FY 11 accomplishments of the engineering department's Design Division:

- Refining the programs and processes administered by the Division
- The implementation of the Customer Service/Engineering RFI process to more efficiently and accurately address customer service and connection questions
- The establishment of a Developer Reimbursement Agreement Policy
- Ordinance revisions to more effectively enact mandatory connection

Strategic Planning Accomplishments

- Programs and initiatives that have been moved forward this fiscal year have done so while implementing the Strategic Plan Goals and Strategies that were adopted by the Authority Board on February 10, 2010.
- Integrated Water Resources Plan, which complements the Strategic Plan, was finalized in FY11.
- 10-year CIP, which uses priorities developed through the strategic planning process, was developed in FY11.
- FY12 budget priorities are consistent with Strategic Plan guidance.

Customer Service Accomplishments

The Customer Service Division currently bills approximately 67,000 customers for water and sewer services. There are two customer service locations and a call center staffed with nine employees to address customer inquiries in an efficient and timely manner. The Division's objective is to provide the highest level of customer service to the citizens by increasing productivity and process improvement.

- Contributed, with the Public Information Officer, to the establishment and implementation of *CFPUA Assist*, in coordination with the United Way and Salvation Army, to assist in the payment of utility bills for customers in financial hardship
- Augmented Disaster Preparedness Strategy by addition of Business Continuation and Building Evacuation Plans
- Worked in conjunction with the Engineering Department to streamline the process for applying for new water and/or sewer service
- Reduced average wait time for customers calling the Authority's Customer Service Department.
- Expanded performance measures to enhance management and accountability for meter reading, customer service, and billing divisions
- Continue with data clean up to ensure all accounts billed accurately.
- Continue to work with the Authority's Operations staff to uphold Ordinance regulations regarding illegal tampering with the water system
- Implemented skipped meter and high-low consumption checks to increase billing efficiencies
- Enhanced revenues, in coordination with the Engineering Department, by identifying unlawful or unknown water and sewer line connections

Environmental and Safety Management Accomplishments

The Environmental and Safety Management Department is comprised of five sections: Laboratory Services, Community Compliance, Safety Management, Environmental Management and Emergency Response. This Department serves in a support capacity to the operations Department and other areas of the Authority to help ensure that they have proper data, information and training that is used to make operational decisions that can affect public health and / or the environment as well as to ensure employee safety in conducting daily business activities of the Authority. Staff also works to ensure that the water and sewer systems are protected from harmful discharges that could be discharged into the sewer system or via a backflow event siphoned into the drinking water distribution system. Staff routinely discusses issues within the department and how to best optimize staffing resources to meet the needs of the Authority and to ensure compliance during a time when budget constraints dictate that we do more with less. During this fiscal year, this Department received one new staff member and a new area of responsibility in managing the Emergency Response staff. This area, due to the knowledge and drive of staff, is quickly becoming a best in class program. Outside of routine operations within our department we also have staff members that are playing instrumental roles in the development of the Authority's asset management program as well as many other projects and programs. As Asset Management will be

enterprise wide it is vital for each area of the Authority to be involved as the program is developed and grows.

Staff has shown their dedication to the Authority and the community in which we serve throughout this past year and they continue to do so each and every day. A perfect example of this dedication was the relocation of all staff to our new facility during this past year. This move included moving a working laboratory, its staff and all of its equipment, without missing a single compliance sample and minimizing contracting out of analysis. Staff staggered schedules, worked weekends, etc... to ensure no operations were disrupted while completing the move.

Despite the current economic environment, we as a Department are committed to the customers we serve, which includes our internal customers, and will work to the best of our abilities to ensure we support the Authority's mission in any way necessary. Some of the accomplishments of this fiscal year are as follows:

Laboratory

- Successfully completed sampling and testing to meet regulatory requirements and operational process needs for all four of the Authority's water distribution systems, three wastewater treatment plants, two water treatment plants, and their associated distribution and collection systems. Approximately 80,000 tests were performed for compliance and quality control purposes.
- The laboratory was relocated with no interruption of service to our customers.
- Laboratory staff successfully completed all proficiency testing requirements after relocation to the new laboratory facilities.
- The laboratory staff conducted stream monitoring for the entire fiscal year at Smith Creek.
- The laboratory staff responded to nine sanitary sewer overflows and conducted related environmental monitoring of affected waterways.
- Laboratory staff continued to provide timely, accurate analytical data and reports in support of the water, wastewater, and pretreatment monitoring programs.

Community Compliance

- Monitored industrial and commercial users to ensure protection of the wastewater plants and workers in the collection system and to comply with NC Pretreatment regulations
- Issued new discharge permits for all permitted industrial users.
- Developed procedures and oversight to permit septage haulers to bring septage to the NSWWTP. This process is generating an average of \$2000 per month.
- Collected samples at the treatment plants at each of the steps of the biological processes; this data will be used to perform a headworks analysis which is due in 2012
- Completed over 461 inspections or surveys of automotive and medical facilities discharging to our sewer system.
- Conducted inspections of 680 commercial grease traps to control FOG (fats, oil, and grease) in the sewer collection system. Ensured >93% compliance with grease trap pumping requirements.
- Expanded the FOG customer education program to include radio commercials and TV interviews.

- Published two full page ads regarding FOG and “disposable wipes” for the Kidsville News which is distributed to all NHC students in grades K-5.
- Expanded educational outreach by participating in community events like Earth Day, 100 year Scouts celebration, making presentations for high school classes, interested stakeholders and Cape Fear River Watch.
- Mailed over 2,600 letters and brochures to customers in areas where grease related SSOs occurred or where collection system lines were identified by Operations staff as having excessive grease accumulation.
- Through the programs administered by the compliance section \$288,080.50 in revenue was generated.
- Tracked annual testing of over 8,400 backflow devices connected to our water distribution system. Customers are currently at a >78% compliance with cross connection control requirements.
- Responded promptly to all sanitary sewer overflows to investigate cause and/or to determine impact on the environment.
- Two backflow tester recertification classes were conducted. .
- One Community Compliance Officer Position was eliminated during the Reduction in Force.

Safety Management

- Worked with HR to streamline the accident review and accountability process. Began Lockout/Tagout and Confined Space program audits of the departments.
- Started a review and update of the Safety & Health Policies and Procedures. Also began converting them to ISO 14001 format.
- Completed the move into the new ESM building which included emergency action planning and safety training for staff of the new facility.
- Completed abatement of an OSHA Citation for working with asbestos in the Utility services/Construction Division.
- Completed abatement for an OSHA Citation for dealing with a hazardous process at Sweeney.
- Beginning an audit of training requirements and content for the departments.
- Continued to lead the Monthly safety and accident review committee meetings and working to minimize the potential for future accidents through the identification of root cause and implementing process to prevent re-occurrence.
- Continued to perform routine safety inspections in all areas of the Authority.

Environmental Management

- Passed the EMS Certification Stage 1 audit and are preparing for the Stage 2 audit which will take place in May for the Collection Systems and Pump Station group.
- Work procedures were developed and approved that cover those tasks that were found to have significant aspects that were not under control.
- Training has been conducted and completed for Level 2 EMS procedures and associated work procedures for job tasks performed within the collections system and pump station operation groups.
- Implemented the Departmental Management Review and the Executive Management Review Boards.

- Corrective and preventative action (C/PAR) and document control procedures are continuing to be implemented throughout other departments within the Authority. Implemented monthly CPAR meetings.
- Worked hand in hand with operations and engineering on multiple projects to ensure all regulatory commitments were identified and met. Some of these projects are the Ogden Interceptor, Marsh Oaks sewer line, and the creek bank restoration and stabilizing of the sewer line and manhole at Gum Branch.
- Prepared and submitted the air quality permit renewal packages for the pump stations at Hewlett's Creek, Bradley Creek and the Sweeney Water Treatment plant.
- Developed and submitted for engineering review and approval the Spill Prevention Control and Countermeasures Plan for the pump stations with sufficient diesel quantities.
- Worked closely with CAMA, USACE, and DWQ to ensure we met the environmental requirements for projects in the planning and implementation phases.

Emergency Response

- The Cape Fear Public Utility Authority was awarded NC AWWA-WEA Disaster Preparedness Award for 2010.
- Worked with NC Emergency Management (NCEM) and NHC Emergency Management during a hurricane exercise to test areas of the emergency plans which involved helicopter delivery of parts to a Wastewater Treatment Plant and helicopter reconnaissance for disaster recovery efforts.
- In FY10/11 the Authority participated in three NCEM functional exercises and one web-based exercise which tested the Authority's incident response and planning measures.
- Created Four Facility Incident Response Binders (NS/SSWWTP, Walnut Hills, and Collections System) which support rapid detection, recognition, and response measures to natural and man-made disasters affecting the collection systems.
- 83% of Cape Fear Public Utility Authority Teams (NIMS Resources) have been Typed and Categorized per the AWWA Type Manual and the NCWaterWARN membership agreement.
- Drafted following documents which were promulgated into policy: Essential Employee Policy and Team Roster Schedule; Security Breach Incident Action Plan.
- Compiled a basic Business Continuity Plan (BCP) and coordinated BCP Webinar for Staff – (ongoing.)
- Drafted Memorandum of Understanding between the Cape Fear Public Utility Authority and City of Wilmington / New Hanover County Fire Departments for Water Team (awaiting information from other departments).
- Arranged and co-facilitated ICS 300 courses for Authority Managers and Supervisors (25 students).
- Attained North Carolina Emergency Management Division ISC Course Instructor Certifications for ICS 100, 200, 300, 400.
- Worked with Finance to consolidate multiple vendor/contractor lists into one cohesive document.

Human Resources Accomplishments

The goal of the Human Resources Department is to provide quality service and support in employment, employee relations, benefits, compensation, and training to the employees so that they can best serve the needs of the customers of the Cape Fear Public Utility Authority.

- Secured employee benefits renewal contracts consistent with the Authority's HR Committee recommendations for the fiscal year.
- Completed preparation and implementation of all HR policies and forms into the ISO-14001 format for paperless access.
- Submitted articles for publication in the employee newsletter covering topics such as, monthly training opportunities, employee benefit information, health and wellness information, announcements and HR news.
- Conducted eleven annual benefit enrollment meetings for employees at work locations.
- Organized all job class specifications to HR shared folders for paperless access.
- Conducted new employee orientation sessions for 28 employees.
- Developed and conducted employee computer training assessment in support of the asset management program implementation.
- Maintained the employee health care clinic and scheduled seasonal flu vaccinations clinics.
- Scheduled and conducted organizational training classes throughout the period for over 500 employees which included over 900 training contact hours.
- Conducted the third annual Cape Fear Public Utility Authority United Way Campaign that resulted in increased employee contributions over the previous campaign.
- Secured additional United Way personnel to conduct services for the Authority's through our joint partnership with the United Way.
- Conducted employee service award ceremonies for the Authority's 72 employees that achieved service milestones for FY09 and FY10.
- Conducted annual drivers license record checks for all employees that are required to have valid drivers license, and maintained the employee drug testing program in accordance with the Authority's prescribed policies and procedures.
- Conducted retirement ceremonies for 3 employees retiring with a combined total of 93 years of service.
- Completed annual compliance audit of personnel files.
- Processed in excess of 1800 employment applications.
- In conjunction with the NC Department of Labor, Journeyman Apprenticeship Program, initiated contact to update the current program for water treatment operators, and implement a program for waste water treatment operators.
- Developed a Workplace Wellness Strategic Action Plan.
- Maintained and updated performance benchmarking measurements for departments.
- Maintained and updated the compensation and classification plans.

Finance Accomplishments

The Finance Department is committed to the principles of Stewardship of the Authority's financial resources, Sustainability of its water and wastewater assets, and Service to our customers by providing cost-effective water and wastewater utilities. The Finance Department works to

establish and maintain an effective balance among the Authority's fee schedule, long-term debt, asset values, Capital Improvement Program needs, operations and maintenance expenditures, and operating expenses and revenues and to operate as a fiscally responsible corporate entity which endeavors to identify and implement cost-efficiencies.

- Prepared the Authority's second Comprehensive Annual Financial Report (CAFR) for Fiscal Year Ended June 30, 2010, obtained an unqualified opinion on the annual independent audit, and submitted the CAFR to the GFOA Certificate of Achievement program.
- Provided continuing secondary market disclosure filings and material events filings to bondholders and rating agencies through timely disclosures as required by the Security and Exchange Commission (SEC) on the Authority's outstanding debt.
- Provided all required financial filings to the State of North Carolina State Treasurer's Office through the Local Government Commission related to the Authority's deposits and investments.
- Awarded the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting for the second year for the Comprehensive Annual Financial Report for the fiscal year ended June 30, 2010.
- Continue the refinement and adoption of various Finance, Accounting, and Purchasing policies.
- Moody's bond rating recalibrated to Aa2, and maintained the Authority's AA Standard & Poor's rating.

Information Technology Accomplishments

The Information Technology Department is responsible for the connectivity of seven facilities, as well as the SCADA network which consists of over 250 outlying sites. It also supports and maintains all Authority Servers, personal computers (PC's), Network Equipment, and telephony systems. In addition to the above, the Information Technology Department is responsible for the Authority's Geographical Information Systems, Physical Security, CCTV, and Network Security across the organization. Some notable accomplishments for FY 11 are:

- The Environmental & Safety Management Division's building located across from the Nano Filtration plant was completed in FY11. This building required network infrastructure to be installed so that it could connect back to the rest of the Authority's technology resources. In addition to the above, technology assets had to be relocated from existing facilities to the ESMD building and physical security and access control put in place.
- The Sweeney Plant's relocation of network connectivity was also a major project this year. Due to the facility expansion, all connectivity to the technology resources located back at the administration building had to be relocated and coordinated with very little downtime. This network not only provides connectivity to the Sweeney plant, but also provides all connectivity for the Northside Wastewater Treatment facility.
- Virtual servers have been created and are now operational for many of the Authority's SCADA applications. This was done so that in the event of a disaster critical information (to include historically captured information) would not be lost but rather be backed up offsite

to a Disaster Recovery facility. There is still a considerable amount of centralization that needs to occur with SCADA but this project was a major step towards consolidation.

- To reduce operating costs, the decision was made by IT to switch Long Distance Carriers. This change required that all Authority telephone numbers be transferred over to the new company with zero downtime. This transparent change was extremely important for the Customer Service Department in order to continue to provide continuous support to our Customers.
- The implementation of the service area located in Porters Neck. This required taking an extremely antiquated billing system and migrating the customer information into the Authority's landfile and billing system.
- Stormwater project for the City of Wilmington to help adjust the correct number of ERU's billed according to the City's Stormwater, GIS, and Finance Departments.
- Rollout of push to talk devices to Operations staff as well as digital radio upgrade and distribution to support emergency situations.
- Emergency command post has been setup and configured for rapid deployment and staging at any Authority facility should the need arise.
- Installation and support of 6 Maximo servers as well as integration with GIS to facilitate the implementation of the Authority's Asset Management solution. This resulted in a savings of over \$642,000 over a 4 year term.

Public Relations / Public Information Accomplishments

Public Relations and Information continued outreach, coalition building and information sharing in 2010 – 2011. Releases for water system interruptions, waste water spills, associated road closures, policy changes, accomplishments, etc. were generated and provided to various sources utilizing numerous resources. Our website was reorganized to catalogue pertinent and time sensitive information, the 'Notify Me' feature providing notice to customers and interested parties via text and email grew to thousands of participants, and information sharing with media outlets and other regional public information and public relations organizations was enhanced through Cape Fear Public Utility Authority facilitated efforts. Stakeholder relationships were also a top priority to the department and valuable input opportunities were recognized with organizations like United Way, Salvation Army, Cape Fear River Watch, regional governments and more. As you can see from the list below, fiscal year 2010 – 2011 was a very busy yet productive year for Public Relations and Information, with strong foundations from this and previous years to build upon in future years.

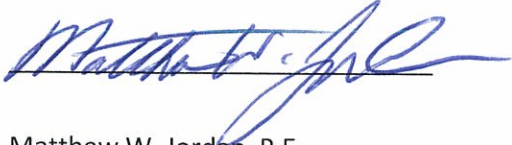
- Performed outreach via various media outlets, reports, Board meeting presentations, and frequent appearances on the City of Wilmington and New Hanover County agenda.
 - Radio program speaking engagements
 - Conducted interviews and extensive coordination with *Star News*, WWAY, WECT, News 14, WHQR, GWBJ
- Customer outreach items to include:
 - Mandatory connection
 - Capital Improvements Program
 - Capacity Management

- Rates
 - Projects (OCC, NEI, Sweeney)
- Participation and successful community outreach with organizations like the American Society of Civil Engineers, Boys and Girls Scouts, United Way, and Food Bank of Central and SENC
- Coordinated *CFPUA Assist – Neighbors Helping Neighbors* program
- Continued comprehensive ‘Community Partners’ approach to facilities promotion
- Continued participation in events like community expos and Earth Day
- Implemented staff and Board PR Committee. Enhanced Board public presence; Board meetings televised on NHCTV and GTV
- Facilitated the PR employee Committee, now called CFPUA Communications Team. Items addressed include:
 - Employee Communication Survey
 - Enhanced departmental communication
 - Billboards
 - Bill format
- Continue production and distribution of the Authority’s Employee Newsletter
- Implemented internal campaign to highlight departments and their functions
- Fostered continued relationship building with environmental stakeholders like the New Hanover Soil & Water Conservation District, the Green Building Alliance and the Cape Fear River Watch
- Continued work with developmental and community organizations like the Council of Neighborhood Associations, Wilmington Downtown Inc, the Business Alliance for a Sound Economy, Coastal Carolina Tomorrow, and the REALTORS Association
- Coordinated policy and program review with stakeholders
- Continued monitoring and notification for projects, initiatives, and incidents
 - Inclement weather
 - Water line breaks
 - Sewer system repairs
- Implemented ‘Notify Me’ text and email alert notification feature
- Organized various media representatives as stakeholder group - engaged group for feedback
- Organized various Public Relations and Information personnel from region as PIO stakeholder group
- Community meeting for Porters Neck
- Community meeting for Masonboro service expansion
- Outreach coordination for future mandatory connection initiatives
- Outreach participation in conjunction with US Hwy 421 Cape Fear Public Utility Authority / Pender County joint initiative
- Speaking engagements with:
 - Rotary
 - Civitans
 - River Watch

IN CLOSING

This Budget represents the combined efforts and guidance of the Authority Board, its Committees and Staff. We have been and continue to be committed to being good stewards of these allocated resources and will strive to employ these funds to service the customers and community we serve while remaining consistent with our guiding principles of *Stewardship, Sustainability, and Service*.

Respectfully submitted,



Matthew W. Jordan, P.E.
Chief Executive Officer
Cape Fear Public Utility Authority
Sustainability.Stewardship.Service



2.10.10

STRATEGIC PLAN 2009-2010

This document represents the foundation of Cape Fear Public Utility Authority's Strategic Plan, and the current strategies for addressing the identified goals. Consistent with the guiding principles of the Authority, these goals and strategies have been developed to support achieving the overall mission. As the Authority moves forward, plans, actions and opportunities are subject to change. Based on continued assessments of not only the Authority's physical, human, and financial assets but also the changing conditions and expectations of the community in which it operates, the plan will be reviewed and updated on an annual basis. This review will be done prior to the Authority's annual meeting in November of each year. These amendments will enable the most recent technologies and resources to be considered and incorporated within the goals and strategies for the coming year. It will also ensure that the Strategic Plan stays consistent with the current understanding of staff, the Authority Board, and stakeholders.

In addition to the Authority's mission statement, strategic vision, guiding principles, goals, and strategies, the completed plan will include tactics with quantitative measures and prioritized actions to implement the Plan. The goals and strategies herein are not represented in any particular order or prioritization.

This Strategic Plan presents the 2009-2010 Cape Fear Public Utility Authority's goals and strategies, within a framework which allows expansion based upon the need for continuing current and long-range planning. Some of the goals herein described will be able to be met within a relatively short period of time, others we will address as the Authority moves forward.

MISSION STATEMENT

*The Cape Fear Public Utility Authority's mission
is to provide high quality water and sewer service
in an environmentally responsible manner
while maintaining the lowest practicable cost.*

STRATEGIC VISION

The staff and the Board of the Authority are committed to achieving excellence. Authority staff, with guidance from the Board, will effectively and efficiently manage operations, infrastructure, and investments to protect, restore, and enhance the natural environment; responsibly use water and other natural resources; promote economic vitality; ensure public safety and health; and engender overall community improvement and involvement on significant issues. The Authority will continuously improve and will not only meet but strive to exceed all regulatory requirements.

GUIDING PRINCIPLES

The Authority is committed to the principles of **Stewardship**, **Sustainability** and **Service**. These principles serve as a guide for ethical decisions, provide a gauge for measuring success, and define our responsibility to the community. They guide our organization towards the following objectives:

Stewardship

- 1. Of the region's natural resources
- 2. Of the financial resources and assets our customers entrust to us

Sustainability

- 1. Of the region through dependable water and wastewater utilities that support public health and economic prosperity
- 2. Of the Authority's ability to meet the community's current and future water and wastewater needs and expectations
- 3. Of the Authority to ensure the ongoing viability of the systems and the organization

Service

- 1. To our customers by providing reliable, cost-effective water and sewer utilities
- 2. To our community as a thoughtful and participatory corporate citizen

GOALS & STRATEGIES

GOAL 1: The Authority will hold paramount our regional responsibility to protect the environment, ensure public health and safety, and to respond effectively to the needs of our customers.

Strategy 1.A – Optimize the protection and use of water and sewer resources and other natural resources, and recycle where cost effective. (Stewardship #1)

Strategy 1.B – Provide a safe work environment for our staff, contractors, and customers, and maintain, enhance, and improve the natural environment within our service area. (Stewardship #1, #2)

Strategy 1.C – Understand, anticipate, and respond to our customers and our community’s needs in a professional, prompt, and efficient manner. (Service #1, #2)

Strategy 1.D – Identify partnerships, develop alliances, and encourage public participation with community stakeholders in both public and private entities. (Sustainability #2, Service #1, #2)

Strategy 1.E – The Authority will recruit and retain the best qualified and motivated workforce. (Stewardship #2, Sustainability #3)

GOAL 2: The Authority will maintain a stable financial position that balances rates, the environment, and the organization’s long-term capital and operating needs.

Strategy 2.A– Establish and maintain an effective balance among CFPUA fee schedule, long-term debt, asset values, Capital Improvement Program needs, operations and maintenance expenditures, and operating expenses and revenues. (Stewardship #2, Sustainability #2, #3, Service #1)

Strategy 2.B– Operate as a fiscally responsible corporate entity which will endeavor to identify and implement cost-efficiencies, as well as to exceed benchmarks, targets, and measures comparable to similar water and wastewater utilities and consistent with industry standards. (Stewardship #2, Sustainability #1, #2, #3, Service #1)

GOAL 3: The Authority will build, maintain and operate the enterprise, and all of its human and physical assets, in a manner that provides both new and existing customers with consistently high quality services.

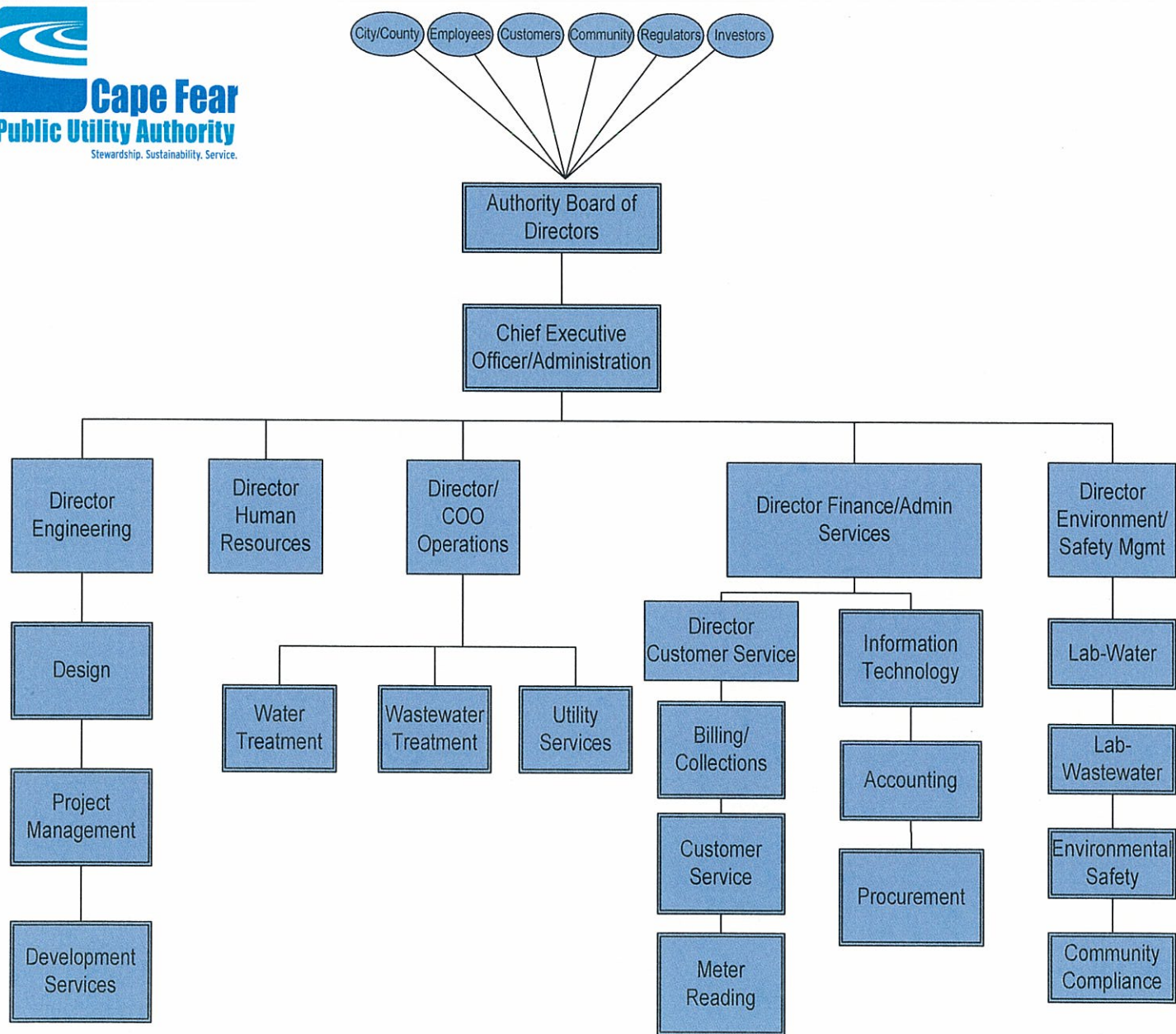
Strategy 3.A – Establish criteria to prioritize the systematic extension of wastewater collection systems to areas with failing septic tanks and water distribution systems to areas with poor quality well water in an equitable manner to maximize public health and economic development. (Stewardship #1, #2, Sustainability #1, #2)

Strategy 3.B – Operate, maintain, and build the Authority’s assets in such a way as to provide high quality, cost effective collection, treatment, and distribution systems, efficient service, and to maximize the life expectancy of physical assets. (Stewardship #1, Sustainability #2, Service #1)

Strategy 3.C – Establish a forward thinking organizational culture focusing on creativity and the optimization of employee resources, the identification of efficiencies, and that offers rewards for such results. (Stewardship #2, Sustainability #3, Service #1)

Strategy 3.D – Acquire and implement technologies and tools that allow for improved inter-departmental communication, the enterprise-wide sharing of information, and operational efficiencies. (Stewardship #1, Sustainability #3, Service #1)

PAGE INTENTIONALLY LEFT BLANK



PAGE INTENTIONALLY LEFT BLANK



Positions by Department

The Authority has authorized a total of 291.5 positions.
Staffing level (full-time equivalents) by department is as follows:

	FY 09	FY 10	FY 11	FY 12
Administration	7	6	4	5
Finance/Administrative Services	16	15	15	15
Human Resources	4	4	4	4
Engineering	25	24	22	22
Operations	185	185	176	175
Environment/Safety Management	30.5	29.5	29.5	29.5
Customer Service	42	41	41	41
	<u>309.5</u>	<u>304.5</u>	<u>291.5</u>	<u>291.5</u>

PAGE INTENTIONALLY LEFT BLANK

Approved Salary Scale
Cape Fear Public Utility Authority –Human Resources

GRADE	MINIMUM	1 ST QUARTILE	MID- POINT	3 RD QUARTILE	MAXIMUM
1	18,918.40	21,283.20	23,648.00	26,012.80	28,377.60
2	19,876.14	22,360.66	24,845.18	27,329.70	29,814.21
3	20,882.37	23,492.67	26,102.97	28,713.26	31,323.56
4	21,939.54	24,681.99	27,424.43	30,166.87	32,909.31
5	23,050.23	25,931.51	28,812.79	31,694.07	34,575.35
6	24,217.15	27,244.29	30,271.44	33,298.58	36,325.73
7	25,443.14	28,623.54	31,803.93	34,984.32	38,164.72
8	26,731.20	30,072.60	33,414.00	36,755.40	40,096.80
9	28,084.47	31,595.03	35,105.59	38,616.15	42,126.70
10	29,506.25	33,194.53	36,882.81	40,571.09	44,259.37
11	31,000.00	34,875.00	38,750.00	42,625.00	46,500.00
12	32,569.38	36,640.55	40,711.72	44,782.89	48,854.06
13	34,218.20	38,495.47	42,772.75	47,050.02	51,327.30
14	35,950.50	40,444.31	44,938.12	49,431.93	53,925.74
15	37,770.49	42,491.80	47,213.11	51,934.42	56,655.73
16	39,682.62	44,642.95	49,603.28	54,563.60	59,523.93
17	41,691.55	46,903.00	52,114.44	57,325.89	62,537.33
18	43,802.19	49,277.46	54,752.74	60,228.01	65,703.28
19	46,019.67	51,772.13	57,524.59	63,277.05	69,029.51
20	48,349.42	54,393.10	60,436.78	66,480.45	72,524.13
21	53,368.71	60,039.80	66,710.89	73,381.98	80,053.07
22	58,909.07	66,272.71	73,636.34	80,999.98	88,363.61
23	65,024.59	73,152.67	81,280.74	89,408.82	97,536.89
24	71,774.99	80,746.86	89,718.73	98,690.61	107,662.48
25	79,226.15	89,129.42	99,032.69	108,935.96	118,839.23
26	87,450.85	98,382.21	109,313.56	120,244.92	131,176.28
27	96,529.38	108,595.55	120,661.72	132,727.89	144,794.06

PAGE INTENTIONALLY LEFT BLANK

Position/Grade by Department
Cape Fear Public Utility Authority Personnel
7/1/2011-6/30/2012

DEPT	Number	POSITION	GRADE	FLSA	EEP	
	Positions					
CS/1	1	Customer Service Director/Deputy Finance Office	25	E	EE	reclasd FY 11-12
CS/2	1	Billings and Collections Manager	21	E	EE	
CS/3	1	Customer Service Center Manager	19	E	EE	
CS/4	1	Fiscal Support Supervisor, Billing	16	N	EE	
CS/5	1	Fiscal Support Supervisor, Collection	16	N		
CS/7	1	Meter Crew Foreman	12	N	EE	
CS/8	9	Fiscal Support Technician- B/C	10	N	EE	
CS/9	16	Customer Service Representative	10	N	EE	
CS/10	8	Meter Reader	9	N	EE	
CS/11	2	Customer Service Supervisor	16	N	EE	
	41					
ENG/1	1	Director of Engineering	26	E	EE	
ENG/4	5	Project Manager	22	E	EE	
ENG/5	2	Project Engineer	21	E	EE	
ENG/9	1	Engineering Technician	16	N	EE	
ENG/10	1	GIS Specialist	16	N	EE	
ENG/11	4	Construction Inspector	14	N	EE	
ENG/13	1	Administrative Assistant	12	N	EE	
ENG/14	1	Administrative Support Technician	10	N	EE	
ENG 15	1	Fiscal Contract Account Manager	21	E	EE	
ENG/16	3	Engineering Manager	24	E	EE	Modifi'd FY11-12
ENG/17	1	Senior Project Engineer	23	E	EE	Modifi'd FY11-13
ENG/18	1	Property Acquisition Specialist	21	N		
	22					
ES/1	1	Environment and Safety Management Director	25	E	EE	
ES/2	1	Environmental Program Manager	21	E	EE	
ES/3	1	Safety Program Manager	21	E	EE	
ES/4	1	Laboratory Supervisor	21	E	EE	
ES/5	1	Comm. Compliance Assistance Supervisor	21	E	EE	
ES/6	2	Chemist- 1 Wtr, 1 WWT	18	E	EE	
ES/8	1	Senior Environmental Compliance Assist. Officer	14	N	EE	reclasd FY 11-12
ES/9	3	Senior Laboratory Technician- w/ww	13	N	EE	
ES/10	4	Environmental Compliance Assistance Officer	12	N	EE	
ES/11	8.5	Laboratory Technician-4ww, 4 wtr, .5qc(PT)	12	N	EE	
ES/12	1	Administrative Assistant	12	N	EE	
ES/13	2	Laboratory Assistant- 1 wtr, 1ww	9	N		
ES/14	1	Administrative Support Technician	10	N	EE	

Position/Grade by Department
Cape Fear Public Utility Authority Personnel
7/1/2011-6/30/2012

ES/15	1	Environmental & Services Superintendent	22	E	EE	
ES/16	1	Emergency Management/Strategic Coordinator	21	E	EE	
	29.5					
FIN/1	1	CFO and Administrative Services Director	26	E	EE	
FIN/2	1	Information Technology Manager	23	E	EE	
FIN/3	1	Finance & Accounting Manager	23	E	EE	
FIN/4	1	Procurement Manager	21	E	EE	
FIN/5	1	IT Analyst	19	E	EE	
FIN/9	1	Help Desk Technician	12	N	EE	
FIN/10	1	Procurement Clerk	12	N	EE	
FIN/11	1	Fiscal Support Specialist	12	N		reclasd FY 11-12
FIN/12	1	Senior Accounting Technician	14	N	EE	reclasd FY 11-12
FIN/13	1	Payroll Specialist	12	N	EE	
FIN/14	1	IT Network Administrator	20	E	EE	
FIN/15	1	SCADA Administrator/Project Manager	17	E		
FIN/16	1	Senior GIS Specialist	18	E	EE	
FIN/17	1	Server Administrator	18	E	EE	
FIN/18	1	Accounting Manager	21	E	EE	
	15					
GM	1	Chief Executive Officer	C	E	EE	
GM/1	1	Chief Communications Officer	23	E	EE	reclasd FY 11-12
GM/3	1	Executive Secretary/ Clerk	17	E	EE	
GM/4	1	Assistant to Chief Executive Officer	17	E	EE	
GM/5	1	Public Information/Community Outreach Specialist	17	N	EE	reclasd FY 11-12
	5					
HR/1	1	Human Resources Director	24	E	EE	
HR/2	1	Employee Benefits Manager	19	E	EE	
HR/3	1	Compensation Manager	19	E		
HR/4	1	Administrative Assistant	12	N	EE	
	4					
US/1	1	Chief Operations Officer	27	E	EE	
US/2	1	Utility Services Superintendent	23	E	EE	
US/3	1	Water/Sewer- Pipeline Construction Manager	21	E	EE	
US/4	1	Construction Supervisor- 1 dist	17	E	EE	
US/5	1	Water Distribution Supervisor	19	E	EE	
US/6	1	Collection System O&M Supervisor	19	E	EE	
US/7	1	Pump Stations Supervisor	19	E	EE	
US/8	1	Meter Services Supervisor	17	E	EE	
US/9	1	Water Quality Supervisor- Dist	17	N	EE	

Position/Grade by Department
Cape Fear Public Utility Authority Personnel
7/1/2011-6/30/2012

US/10	1	Administrative Support Specialist	12	N		
US/11	1	Pump Station Operations Foreman	16	N	EE	
US/12	1	Camera Crew Foreman	14	N		
US/13	10	Construction Crew Foreman- 3 dist, 7 coll	14	N		
US/14	2	Trades Specialist	14	N		
US/16	1	Warehouse Manager	14	N		
US/17	1	Senior Meter Technician	12	N	EE	
US/18	3	Camera Operator-3 crews	12	N		
US/19	5	Pump Station Operator	12	N		
US/20	1	Administrative Assistant	12	N		
US/22	1	Senior Water Quality Technician-Dist	11	N		
US/23	2	Heavy Equipment Operator	11	N		
US/24	17	Senior Construction Worker	11	N		
US/25	8	Utility Maintenance Technician-pump stations	12	N		
US/26	3	Camera Assistant	9	N		
US/27	1	Meter Technician	10	N		
US/28	2	Water Quality Technician-Dist	9	N		
US/29	19	Construction Worker	9	N		
US/30	2	Warehouse Technician	9	N		
US/31	1	Equipment Operator-Water	9	N		
US/33	1	Asset Manager	19	E	EE	
US/34	1	Utilities Collection System Manager	22	E	EE	
US/35	2	Office Assistant	10	N		
US/36	1	ROW/Heavy Construction Supervisor	19	E	EE	
US/37	5	Pump Station Crew Foreman	14	N		
US/38	2	Program Manager	21	E	EE	
US/39	1	Meter Crew Foreman	14	N	EE	
US/40	1	Outfall Crew Foreman	14	N		
	105					
WT/1	1	Drinking Water Superintendent	23	E	EE	
WT/2	2	Water Treatment Supervisor	21	E	EE	
WT/4	1	Water Treatment Plant Maintenance Supervisor	19	E		reclsd FY 11-12
WT/5	2	Chief Water Treatment Operator	17	N	EE	
WT/9	1	Utility Maintenance Foreman	14	N	EE	
WT/10	2	Facilities Specialist	14	N	EE	
WT/12	11	Water Control Operator	12	N	EE	
WT/13	1	Utility Maintenance Technician	12	N		
WT/14	1	Administrative Support Specialist	12	N		
WT/15	5	Water Process Operator	11	N		
WT/17	1	Administrative Support Technician	10	N		
WT/18	1	Facilities Assistant	9	N		
WT/19	1	Warehouse Technician	9	N		

Position/Grade by Department
Cape Fear Public Utility Authority Personnel
7/1/2011-6/30/2012

	30					
WWT/1	1	Wastewater Superintendent	23	E	EE	
WWT/2	2	Wastewater Treatment Plant Supervisor	21	E	EE	
WWT/3	1	Wastewater Treatment Plant Maintenance Sup	19	E	EE	reclasd FY 11-12
WWT/4	2	Chief WWT Operator	17	N		
WWT/5	2	Facilities Specialist	14	N		
WWT/6	7	Utility Maintenance Technician	12	N	EE	
WWT/7	19	WWT Operator/include Ctny Operator	12	N	EE	
WWT/8	1	Administrative Support Specialist	12	N		
WWT/9	1	Administrative Support Technician	10	N		
WWT/11	1	Housekeeper	6	N		
WWT/12	1	Facilities Assistant	9	N		
WWT/14	1	Warehouse Technician	9	N		
WWT/16	1	Electric & Instrument Technician	14	N	EE	
	40					
	291.5					

FINANCE AND ACCOUNTING POLICIES

The Authority's primary mission is to provide water and sewer services to the City of Wilmington and to the unincorporated areas of Authority. The Authority does not provide other general purpose government services or programs. The Authority's operations, capital improvement program and debt payments are funded almost entirely through rates, fees and other charges for these water and wastewater services. As such, the Authority is considered to be, and therefore presents the Authority's financial budget and reports, as a stand-alone enterprise fund.

Authority Bond Rating

The Authority maintained a credit rating of AA from Standard & Poor's for the Series 2008 Revenue Bonds that were issued in August 2008. The Authority's rating with Moody's was recalibrated upward to AA2.

Debt Coverage Ratio

Debt coverage on overall increased from 1.05 in fiscal year 2009 to 1.47 in fiscal year 2010, remaining above the 1.0 ratio required by bond covenants. Debt coverage on revenue bond debt increased from 2.59 in fiscal year 2009 to 3.27 for fiscal year 2010, with a minimum 1.2 ratio required by bond covenants.

Policies and Procedures

The Authority's Finance and Accounting Policies include the following:

Annual Budget

- The adopted budget and Budget Ordinance for the Authority shall be the basis for the financial plan for the fiscal year. The budget will be prepared and presented in conformity with the North Carolina Local Government Budget and Fiscal Control Act under General Statute Chapter 159, Article 8.
- The adopted budget ordinance will include the Operating Fund, System Development Funds, and Capital Projects Funds with each fund individually balanced.
- The Authority will operate under an annual balanced budget ordinance in which the sum of estimated net revenues and appropriated fund balances are equal to the authorized expenditures. The budget ordinance will cover a fiscal year beginning July 1 and ending June 30 and will be adopted no later than July 1.
- The budget will include only estimated revenues reasonably expected to be realized in the budget year.

- Legally available fund balance (Appropriated Fund Balance) can be used in balancing the annual budget when sufficient funds are available.
- An annual meeting will be scheduled with the Authority Board to inform them of major budgetary issues and policies and to request their guidance and advice in the development of the annual budget. The meeting will be scheduled prior to the beginning of the budgeting process.
- Prior to April 30 of each fiscal year, each department head shall transmit to the CFO the budget request and revenue estimates for their department for the budget year.
- The CFO shall prepare a recommended budget for consideration by the Authority Board and together with the budget message shall be submitted to the Authority Board not later than June 1.
- At least 10 days shall pass between submission of the recommended budget and adoption of the ordinance. A public hearing will be held prior to adoption of the ordinance.
- Except as restricted by law, the Authority Board may amend the budget ordinance, according to the Budget Amendment/Transfer Policy of the Authority, at any time after the ordinance's adoption, so long as the ordinance continues to satisfy the requirements of North Carolina General Statutes 159-8 and 159-13.

Revenues

- The Authority shall set rates and charges in accordance with North Carolina General Statute 162A-9 and will annually set rates and charges at levels sufficient to; pay cost of maintaining, repairing and operating the system; pay principal and interest on all bond issues of the Authority; and, meet the rate covenant requirements with the Authority's Master Bond Indenture.
- The CFO shall develop a five-year revenue forecast for water and sewer operations and shall be based on conservative estimates of growth in customers and usage.

Investments

- The CFO shall prepare a quarterly investment report for the Authority's Finance Committee to include the composition by investment type, amount invested and weighted average portfolio maturity and yield.
- The Authority is empowered to invest in types of securities in accordance with North Carolina General Statute 159-30 (c).

- The State Treasurer enforces standards of minimum capitalization for all pooling method financial institutions. The Authority relies on the State Treasurer to monitor those financial institutions. The Authority analyzes the financial soundness of any other financial institution used by the Authority. The Authority complies with the provisions of G.S. 159-31 when designating official depositories and verifying that deposits are properly secured.

- The Authority shall utilize a third party custodial agent for book entry transactions, all of which shall be held in the Authority's name. The custodial agent shall be a trust department authorized to do trust work in North Carolina who has an account with the Federal Reserve. Certificated securities shall be in the custody of the Finance Officer.

- The investment portfolio shall be properly diversified in order to minimize risks brought on by economic and market changes. To achieve this diversification:

- ❖ No more than 25% of the Authority's total investment portfolio shall be invested in a single security type.
- ❖ The Authority will not invest in securities maturing more than five years from date of purchase and the weighted average maturity of the portfolio shall never exceed one year.

Procurement

- The Authority can engage in contracts for construction, repair work, purchase of apparatus, materials, equipment or professional services in accordance with North Carolina General Statute 143-129.

Capital Improvement Program

- The Authority will prepare and adopt a ten-year capital improvements program which will be updated annually.
- The capital improvements program will be developed based on the Authority's approved long-term water and sewer master plans.

Debt Management

- The Authority issues debt under the guidance of the Local Government Commission, a division of the State of North Carolina. Debt is issued in accordance with North Carolina General Statutes 162A.

- The Authority shall integrate its debt issuance with its capital improvements program spending.
- The Authority will comply with all covenants and requirements of its Master Bond Indenture.
 - ❖ Maintain a reserve amount sufficient to pay the current expenses for two months of the fiscal year as shown in the annual budget.
 - ❖ Rate covenants: 1) Maintain debt coverage of 1.2 on the Authority's bonded debt, 2) Maintain debt coverage of 1.0 on the Authority's overall bonded debt.
 - ❖ In order to issue additional bonds, maintain debt coverage of 1.2 on the Authority's bonded debt for 12 consecutive months of 18 months preceding the issuance of new bonded debt.

✕

BUDGET PROCESS AND PROCEDURES

The annual budget serves as the foundation for the Authority's financial planning and control. The Authority's operations are accounted for and reported as an enterprise fund, as provided services are funded by user fees and charges.

Budgets are adopted utilizing the modified accrual basis of accounting as required by State statute. An annual budget ordinance is adopted for the operating sub-funds. All annual appropriations lapse at fiscal year end. Project ordinances are adopted for capital projects sub-funds, which are consolidated with the operating sub-funds for reporting purposes.

Expenditures may not legally exceed appropriations at the functional level for the operating sub-funds and at the project level for the capital projects sub-funds. The budget may be amended as necessary by the governing board. A budget calendar is included in the North Carolina General Statutes which prescribes the last day on which certain steps of the budget procedures are to be performed. The following schedule lists the tasks to be performed and the date by which each is required to be completed. The Authority's budget calendar is also presented.

- | | |
|----------|---|
| April 30 | Each department head will transmit to the budget officer the budget requests as estimates for their department for the budget year. |
| June 1 | The budget and the budget message shall be submitted to the governing board. The public hearing on the budget should be scheduled at this time. |
| July 1 | The budget ordinance shall be adopted by the governing board. |

PAGE INTENTIONALLY LEFT BLANK

**CAPE FEAR PUBLIC UTILITY AUTHORITY
BUDGET CALENDAR
FY 2011-2012**

Date/Time	Event	Group
2/7/2011	Budget Kickoff Meeting	CFPUA Staff
2/10/2011	Budget Training Sessions as Needed	CFPUA Staff
2/10/2011	Budget Forms Available to Departments	CFPUA Staff
2/18/2011	Position Requests/Reclassifications due to HR	Human Resources
2/23/2011	Public Workshop on Rate Model	Public Hearing
2/28/2011	Performance Evaluations Due to HR	Human Resources
3/2/2011	First Rate Review	Finance Committee
3/2/2011	CIP Review	Long Range Planning Committee
3/9/2011	Rate Review - Board CIP Recommended for Approval - Board (Regular Board Meeting)	Authority Board Authority Board
3/9/2011	Rate Review - Public Hearing	Public Hearing
3/11/2011	Departmental Budgets Submitted to Finance by 5:00 pm	CFPUA Staff
3/11/2011	Fee Schedule Review Submitted to Finance by 5:00 pm	CFPUA Staff
4/4/2011-4/8/2011	Departmental Budget Reviews	CFPUA Staff
4/6/2011	Second Rate Review	Finance Committee
4/13/2011	Preliminary Budget Review & Adopt Rates (Regular Board Meeting)	Authority Board
4/29/2011	Recommended Budget Completed	CFPUA Staff
5/4/2011	Budget Review	Finance Committee
5/11/2011	Budget Submitted (Regular Board Meeting)	Authority Board
5/18/2011	Budget Workshop/Public Hearing	Authority Board/Public Hearing
6/8/2011	Budget Adoption (Regular Board Meeting)	Authority Board

PAGE INTENTIONALLY LEFT BLANK

Operating and Capital Budget Summary

CFPUA
FY11-12
Recommended

INCOME

Water Revenues	\$ 31,213,000
Wastewater Revenues	31,322,000
Other Charges for Service	2,659,600
Total Operating Income	65,194,600
Interest Earnings	822,620
System Development Revenues	2,374,000
Total Non-Operating Income	3,196,620
Total Income	68,391,220

EXPENSES

Operating Expenditures before Debt Service and Capital Outlay (Note 1)	36,491,807
Net Income before Debt Service and Capital Outlay	31,899,413
Debt Service Coverage	1.26
Debt Service Principal & Interest Payments (Note 2)	25,240,134
Total Expenses	61,731,941

NET INCOME

Income after Debt Service Available for Capital Use	6,659,279
---	-----------

EQUIPMENT AND CONSTRUCTION EXPENDITURES

Funded by Operations:	
Capital Outlay	769,112
Increase (Decrease) Pay Go	\$ 5,890,167

Note 1: Total General, Administrative, Operations and debt related expenditures.

Note 2: Debt Service shown net of \$1,387,666 in capitalized interest and excess bond funds of \$877,108 transferred from capital projects funds.

PAGE INTENTIONALLY LEFT BLANK

Statement of Revenues and Expenditures (Budget Basis)

	REVENUE AND OTHER FINANCING SOURCES					EXPENDITURES AND OTHER FINANCING USES				
	CFPUA FY 09-10 Adjusted Budget	CFPUA FY 09-10 Actual	CFPUA FY 10-11 Adopted	CFPUA FY 10-11 Adjustments	CFPUA FY 10-11 Adjusted Budget	CFPUA FY 10-11 Adjusted Budget	CFPUA FY 10-11 Adjusted Budget	CFPUA FY 10-11 Adjusted Budget	CFPUA FY 11-12 Recommended	CFPUA FY 11-12 Recommended
Water Revenues	\$ 23,513,835	\$ 23,455,892	\$ 27,044,650	\$ 50,000	\$ 27,094,650	\$ 27,094,650	\$ 27,094,650	\$ 27,094,650	\$ 31,213,000	\$ 31,213,000
Wastewater Revenues	23,618,474	24,072,451	26,393,873	50,000	26,443,873	26,443,873	26,443,873	26,443,873	31,322,000	31,322,000
Other Charges for Service	1,713,000	2,310,023	1,808,200	-	1,808,200	1,808,200	1,808,200	1,808,200	2,659,600	2,659,600
Operating Grants and Contributions	-	3,028	-	-	-	-	-	-	-	-
System Development Revenues	2,110,000	2,287,015	2,340,000	-	2,340,000	2,340,000	2,340,000	2,340,000	2,374,000	2,374,000
Interest Earnings	1,539,380	1,388,266	928,000	-	928,000	928,000	928,000	928,000	822,620	822,620
Total Revenue	52,494,689	53,516,675	58,514,723	100,000	58,614,723	58,614,723	58,614,723	58,614,723	68,391,220	68,391,220
Proceeds from Bonded Debt	-	-	-	-	-	-	-	-	6,188,767	6,188,767
Transfer from Other Funds	2,088,030	2,065,954	-	-	-	-	-	-	-	-
Appropriated Fund Balance - Capital Reserve	8,323,982	-	2,044,083	134,136	2,178,219	2,178,219	2,178,219	2,178,219	-	-
Total Revenues and Other Financing Sources	\$ 62,906,701	\$ 55,582,629	\$ 60,558,806	\$ 234,136	\$ 60,792,942	\$ 60,792,942	\$ 60,792,942	\$ 60,792,942	\$ 74,579,987	\$ 74,579,987
Authority Board	\$ 49,523	\$ 43,514	\$ 42,892	\$ 2,140	\$ 45,032	\$ 45,032	\$ 45,032	\$ 45,032	\$ 44,889	\$ 44,889
Administration	1,006,137	868,439	791,470	133,627	925,097	925,097	925,097	925,097	857,236	857,236
Finance/Administrative Services	2,187,180	2,098,798	2,019,933	120,411	2,140,344	2,140,344	2,140,344	2,140,344	2,063,159	2,063,159
Human Resources	469,402	409,287	603,281	(717)	602,564	602,564	602,564	602,564	566,558	566,558
Engineering	2,238,000	2,096,937	1,959,474	(12,276)	1,947,198	1,947,198	1,947,198	1,947,198	1,903,302	1,903,302
Total General and Administrative	5,950,242	5,516,975	5,417,050	243,185	5,660,235	5,660,235	5,660,235	5,660,235	5,435,144	5,435,144
Operations - Administration	887,398	825,455	838,699	17,746	856,445	856,445	856,445	856,445	839,440	839,440
Operations - Water Treatment	7,002,142	5,828,807	6,991,326	(8,283)	6,983,043	6,983,043	6,983,043	6,983,043	6,840,698	6,840,698
Operations - Wastewater Treatment	5,465,787	4,590,368	5,276,881	8,619	5,285,500	5,285,500	5,285,500	5,285,500	5,000,706	5,000,706
Operations - Utility Services	12,044,638	9,536,804	11,211,349	(22,968)	11,188,381	11,188,381	11,188,381	11,188,381	10,996,530	10,996,530
Environment/Safety Management	2,194,127	1,897,585	2,251,965	15,196	2,267,161	2,267,161	2,267,161	2,267,161	2,276,652	2,276,652
Customer Service	2,674,369	2,639,569	2,902,752	(19,359)	2,883,393	2,883,393	2,883,393	2,883,393	2,946,022	2,946,022
Nondepartmental	1,650,730	1,719,386	1,675,850	-	1,675,850	1,675,850	1,675,850	1,675,850	1,864,238	1,864,238
Contingency - Operating	500,000	-	800,000	-	800,000	800,000	800,000	800,000	800,000	800,000
Total Operations	32,419,191	27,037,974	31,948,822	(9,049)	31,939,773	31,939,773	31,939,773	31,939,773	31,564,286	31,564,286
Debt Service, net (Note 1)	16,637,268	16,626,870	20,304,434	(456,672)	19,847,762	19,847,762	19,847,762	19,847,762	25,501,623	25,501,623
Bond Issuance Cost	-	-	-	-	-	-	-	-	639,994	639,994
Reserve for Debt Service	-	-	-	-	-	-	-	-	5,548,773	5,548,773
Total Expenditures	55,006,701	49,181,819	57,670,306	(222,536)	57,447,770	57,447,770	57,447,770	57,447,770	68,689,820	68,689,820
Transfers to Capital Project Funds	7,900,000	7,900,000	2,888,500	456,672	3,345,172	3,345,172	3,345,172	3,345,172	5,890,167	5,890,167
Total Expenditures and Other Financing Uses	\$ 62,906,701	\$ 57,081,819	\$ 60,558,806	\$ 234,136	\$ 60,792,942	\$ 60,792,942	\$ 60,792,942	\$ 60,792,942	\$ 74,579,987	\$ 74,579,987

Note 1: Debt Service shown net of \$1,387,666 in capitalized interest and excess bond funds of \$877,108 transferred from capital projects fund.

PAGE INTENTIONALLY LEFT BLANK

BUDGET SUMMARY

	CFPUA FY09-10 Adjusted	CFPUA FY09-10 Actual	CFPUA FY 10-11 Adopted	CFPUA FY10-11 Adjustments	CFPUA FY10-11 Adjusted Budget	CFPUA FY11-12 Recommended
REVENUES						
Water Revenues	\$ 23,513,835	\$ 23,455,892	\$ 27,044,650	\$ 50,000	\$ 27,094,650	\$ 31,213,000
Wastewater Revenues	23,618,474	24,072,451	26,393,873	50,000	26,443,873	31,322,000
Interest Earnings	1,539,380	1,388,266	928,000	-	928,000	822,620
Other Charges for Service	1,713,000	2,310,023	1,808,200	-	1,808,200	2,659,600
Operating Grants and Contributions	-	3,028	-	-	-	-
System Development Revenues	2,110,000	2,287,015	2,340,000	-	2,340,000	2,374,000
Transfers from Other Funds	2,088,030	2,065,954	-	-	-	-
Proceeds from Bonded Debt	-	-	-	-	-	6,188,767
Appropriated Fund Balance - Capital Reserve	8,323,982	-	2,044,083	134,136	2,178,219	-
TOTAL REVENUES	\$ 62,906,701	\$ 55,582,629	\$ 60,558,806	\$ 234,136	\$ 60,792,942	\$ 74,579,987
EXPENDITURES						
Authority Board	\$ 49,523	\$ 43,514	\$ 42,892	\$ 2,140	\$ 45,032	\$ 44,889
Administrative	1,006,137	868,439	791,470	133,627	925,097	857,236
Finance/Administrative Services	2,187,180	2,098,798	2,019,933	120,411	2,140,344	2,063,159
Human Resources	469,402	409,287	603,281	(717)	602,564	566,558
Engineering	2,238,000	2,096,937	1,959,474	(12,276)	1,947,198	1,903,302
Operations - Administration	887,398	825,455	838,699	17,746	856,445	839,440
Operations - Water Treatment	7,002,142	5,828,807	6,991,326	(8,283)	6,983,043	6,840,698
Operations - Wastewater Treatment	5,465,787	4,590,368	5,276,881	8,619	5,285,500	5,000,706
Operations - Utility Services	12,044,638	9,536,804	11,211,349	(22,968)	11,188,381	10,996,530
Environment/Safety Management	2,194,127	1,897,585	2,251,965	15,196	2,267,161	2,276,652
Customer Service	2,674,369	2,639,569	2,902,752	(19,359)	2,883,393	2,946,022
Nondepartmental	1,650,730	1,719,386	1,675,850	-	1,675,850	1,864,238
Debt Service, net	16,637,268	16,626,870	20,304,434	(456,672)	19,847,762	25,501,623
Insurance Cost	-	-	-	-	-	639,994
Reserve for Debt Service	-	-	-	-	-	5,548,773
Contingency - Operating	500,000	-	800,000	-	800,000	800,000
Transfers to Capital Projects	7,900,000	7,900,000	2,888,500	456,672	3,345,172	5,890,167
TOTAL EXPENDITURES	\$ 62,906,701	\$ 57,081,919	\$ 60,558,806	\$ 234,136	\$ 60,792,942	\$ 74,579,987

PAGE INTENTIONALLY LEFT BLANK

EXPENDITURE SUMMARY

	CFPUA FY 09-10 Adjusted	CFPUA FY 09-10 Actual	CFPUA FY10-11 Adopted	CFPUA FY10-11 Adjustments	CFPUA FY10-11 Adjusted Budget	CFPUA FY11-12 Recommended	% Change Recommended/ 10-11 Adopted
EXPENDITURES BY DEPARTMENT							
Authority Board	\$ 49,523	\$ 43,514	\$ 42,892	\$ 2,140	\$ 45,032	\$ 44,889	5%
Administration	1,006,137	868,439	791,470	133,627	925,097	857,236	8%
Finance/Administrative Services	2,187,180	2,098,798	2,019,933	120,411	2,140,344	2,063,159	2%
Human Resources	469,402	409,287	603,281	(717)	602,564	566,558	-6%
Engineering	2,238,000	2,096,937	1,959,474	(12,276)	1,947,198	1,903,302	-3%
Operations - Administration	887,398	825,455	838,699	17,746	856,445	839,440	0%
Operations - Water Treatment	7,002,142	5,828,807	6,991,326	(8,283)	6,983,043	6,840,698	-2%
Operations - Wastewater Treatment	5,465,787	4,590,368	5,276,881	8,619	5,285,500	5,000,706	-5%
Operations - Utility Services	12,044,638	9,536,804	11,211,349	(22,968)	11,188,381	10,996,530	-2%
Environment/Safety Management	2,194,127	1,897,585	2,251,965	15,196	2,267,161	2,276,652	1%
Customer Service	2,674,369	2,639,569	2,902,752	(19,359)	2,883,393	2,946,022	1%
Nondepartmental	1,650,730	1,719,386	1,675,850	-	1,675,850	1,864,238	11%
Debt Service, net	16,637,268	16,626,870	20,304,434	(456,672)	19,847,762	25,501,623	26%
Issuance Cost	-	-	-	-	-	639,994	100%
Reserve for Debt Service	-	-	-	-	-	5,548,773	100%
Contingency	500,000	-	800,000	-	800,000	800,000	0%
Transfers to Capital Projects	7,900,000	7,900,000	2,888,500	456,672	3,345,172	5,890,167	104%
TOTAL	\$ 62,906,701	\$ 57,081,819	\$ 60,558,806	\$ 234,136	\$ 60,792,942	\$ 74,579,987	23%
EXPENDITURES BY CATEGORY							
Salaries	\$ 13,781,629	\$ 13,869,278	\$ 13,311,192	\$ 20,836	\$ 13,332,028	\$ 13,174,349	-1%
Benefits	4,812,335	4,566,451	4,438,494	2,245	4,440,739	4,557,532	3%
Operating	15,699,122	11,476,711	16,244,836	120,984	16,365,820	15,834,199	-3%
Capital Outlay	1,925,617	923,123	895,500	90,071	985,571	769,112	-14%
Nondepartmental	1,650,730	1,719,386	1,675,850	-	1,675,850	1,864,238	11%
Debt Service, net	16,637,268	16,626,870	20,304,434	(456,672)	19,847,762	25,501,623	26%
Issuance Cost	-	-	-	-	-	639,994	100%
Reserve for Debt Service	-	-	-	-	-	5,548,773	100%
Contingency - Operating	500,000	-	800,000	-	800,000	800,000	0%
Transfers to Capital Projects	7,900,000	7,900,000	2,888,500	456,672	3,345,172	5,890,167	104%
TOTAL	\$ 62,906,701	\$ 57,081,819	\$ 60,558,806	\$ 234,136	\$ 60,792,942	\$ 74,579,987	23%

PAGE INTENTIONALLY LEFT BLANK

EXPENDITURE DETAIL BY DEPARTMENT							
EXPENDITURES BY DEPARTMENT							
	CFPUA FY 09-10 Adjusted	CFPUA FY 09-10 Actual	CFPUA FY10-11 Adopted	CFPUA FY10-11 Adjustments	CFPUA FY10-11 Adjusted Budget	CFPUA FY11-12 Recommended	% Change Recommended/ 10-11 Adopted
Authority Board							
Salaries	\$ 33,000	\$ 31,700	\$ 26,403	\$ -	\$ 26,403	\$ 26,400	0%
Benefits	2,723	2,426	2,019	-	2,019	2,019	0%
Operating	13,800	9,388	14,470	2,140	16,610	16,470	14%
Total Authority Board	49,523	43,514	42,892	2,140	45,032	44,889	5%
Administration							
Salaries	500,647	479,394	381,513	44,643	426,156	420,887	10%
Benefits	120,254	110,537	91,477	14,864	106,341	110,161	20%
Operating	380,236	278,508	318,480	74,120	392,600	326,188	2%
Capital Outlay	5,000	-	-	-	-	-	0%
Total Administration	1,006,137	868,439	791,470	133,627	925,097	857,236	8%
Finance/Administrative Services							
Salaries	950,560	936,556	910,731	18,120	928,851	913,565	0%
Benefits	282,870	277,139	271,411	-	271,411	277,446	2%
Operating	936,098	872,609	837,791	102,291	940,082	872,148	4%
Capital Outlay	17,652	12,494	-	-	-	-	0%
Total Finance/Administrative Services	2,187,160	2,096,798	2,019,933	120,411	2,140,344	2,063,159	2%
Human Resources							
Salaries	248,605	248,097	248,069	-	248,069	248,569	0%
Benefits	69,697	68,316	68,487	-	68,487	70,489	3%
Operating	151,100	92,874	286,725	(717)	286,008	247,500	-14%
Total Human Resources	469,402	409,287	603,281	(717)	602,564	566,558	-6%
Engineering							
Salaries	1,659,397	1,580,678	1,398,680	8,335	1,407,015	1,339,988	-4%
Benefits	475,926	457,787	411,381	(10,179)	401,202	417,102	1%
Operating	96,677	58,472	149,413	(10,432)	138,981	130,212	-13%
Capital Outlay	6,000	-	-	-	-	16,000	100%
Total Engineering	2,238,000	2,096,937	1,959,474	(12,276)	1,947,198	1,903,302	-3%
Operations - Administration							
Salaries	626,591	626,613	624,607	15,456	640,063	627,572	0%
Benefits	185,447	181,239	181,183	3,198	184,381	181,760	0%
Operating	75,360	17,603	32,909	(908)	32,001	30,108	-9%
Total Operations - Administration	887,398	825,455	838,699	17,746	856,445	839,440	0%
Operations - Water Treatment							
Salaries	1,342,414	1,312,459	1,339,340	(45,463)	1,293,877	1,301,247	-3%
Benefits	484,039	470,678	466,837	(14,864)	451,973	458,158	-2%
Operating	4,991,589	3,976,484	5,169,149	(39,406)	5,129,743	5,081,293	-2%
Capital Outlay	184,100	69,186	16,000	91,450	107,450	-	-100%
Total Operations - Water Treatment	7,002,142	5,828,807	6,991,326	(8,283)	6,983,043	6,840,698	-2%

EXPENDITURE DETAIL BY DEPARTMENT							
EXPENDITURES BY DEPARTMENT							
	CFPUA FY 09-10 Adjusted	CFPUA FY 09-10 Actual	CFPUA FY10-11 Adopted	CFPUA FY10-11 Adjustments	CFPUA FY10-11 Adjusted Budget	CFPUA FY11-12 Recommended	% Change Recommended/ 10-11 Adopted
Operations - Wastewater Treatment							
Salaries	\$ 1,756,307	\$ 1,684,421	\$ 1,701,070	\$ -	\$ 1,701,070	\$ 1,684,411	-1%
Benefits	640,000	595,222	585,229	-	585,229	603,305	3%
Operating	2,573,593	2,231,428	2,746,082	8,619	2,754,701	2,530,050	-8%
Capital Outlay	495,887	79,297	244,500	-	244,500	182,940	-25%
Total Operations - Wastewater Treatment	5,465,787	4,590,368	5,276,881	8,619	5,285,500	5,000,706	-5%
Operations - Utility Services							
Salaries	3,999,225	4,342,470	3,918,106	(15,433)	3,902,673	3,870,990	-1%
Benefits	1,514,322	1,410,400	1,371,861	(2,314)	1,369,547	1,419,878	4%
Operating	5,314,613	3,021,788	5,286,382	(3,842)	5,282,540	5,147,362	-3%
Capital Outlay	1,216,478	762,146	635,000	(1,379)	633,621	558,300	-12%
Total Operations - Utility Services	12,044,638	9,536,804	11,211,349	(22,968)	11,188,381	10,996,530	-2%
Environment/Safety Management							
Salaries	1,193,210	1,160,549	1,268,391	4,548	1,272,939	1,300,578	3%
Benefits	445,517	418,388	436,488	11,540	448,028	451,186	3%
Operating	554,900	318,648	547,086	(892)	546,194	524,888	-4%
Capital Outlay	500	-	-	-	-	-	0%
Total Environment/Safety Management	2,194,127	1,897,585	2,251,965	15,196	2,267,161	2,276,652	1%
Customer Service							
Salaries	1,471,673	1,466,341	1,494,282	(9,370)	1,484,912	1,440,142	-4%
Benefits	591,540	574,319	552,121	-	552,121	566,028	3%
Operating	611,156	598,909	856,349	(9,989)	846,360	927,980	8%
Capital Outlay	-	-	-	-	-	11,872	100%
Total Customer Service	2,674,369	2,639,569	2,902,752	(19,359)	2,883,393	2,946,022	1%
Nondepartmental	1,650,730	1,719,386	1,675,850	-	1,675,850	1,864,238	11%
Debt Service, net	16,637,268	16,626,870	20,304,434	(456,672)	19,847,762	25,501,623	26%
Issuance Cost	-	-	-	-	-	639,994	100%
Reserve for Debt Service	-	-	-	-	-	5,548,773	100%
Contingency - Operating	500,000	-	800,000	-	800,000	800,000	0%
Transfers to Capital Projects	7,900,000	7,900,000	2,888,500	456,672	3,345,172	5,890,167	104%
TOTAL	\$ 62,906,701	\$ 57,081,819	\$ 60,558,806	\$ 234,136	\$ 60,792,942	\$ 74,579,987	23%

Cape Fear Public Utility Authority
Water and Wastewater CIP - FY2011 Capital Budget

Water Capital Projects	
Raw Water Pump Station-(Raw Water Transmission Main)	\$3,000,000
Aquifer Sustainability & Monitoring	\$470,000
30" Raw Water Main Rehabilitation-(Raw Water Transmission Main)	\$500,000
Downtown Water Line Rehabilitation	\$500,000
30th Street Water Replacement	\$250,000
Southern Transmission Mains	\$500,000
Lords Creek Interconnections	\$104,000
Figure 8 Island (infrastructure in place)	\$1,000
Pender U.S. 17 North (infrastructure in place)	\$1,000
Water Laterals and Services	\$75,000
Water Valve Replacement	\$100,000
GIS and AS-built Integration, Easement Survey/Mapping	\$50,000
SCADA Master Plan	\$250,000
Annexation 1995 and 1998 Water Lines - (COW)	\$670,000
Water Subtotal	\$6,471,000
Wastewater Capital Projects	
30th St Sewer Replacement	\$250,000
Greenfield Lake Outfall Rehabilitation	\$250,000
McCumber's Ditch Outfall Rehab	\$1,250,000
Between the Creek SS Improvements	\$387,000
Burnt Mill Sewer Rehab. (Hoggard Drive-Rosement Drive)	\$750,000
Downtown Sewer Rehab & Sewer Assessment	\$2,000,000
PS - Bernards Creek & Motts Creek (NHC)	\$2,800,000
PS - 11 (Downtown Sewershed)	\$1,660,000
PS - 10 and 12 (Downtown Sewershed)	\$100,000
Sewer Emergency Repair	\$2,000,000
Collection System Rehabilitation and Find-it-Fix it	\$5,000,000
Infiltration Inflow Investigation and Elimination Program/Flow Monitoring	\$400,000
SCADA Telemetry Enhancement	\$275,000
GIS As-built entry and mapping maintenance contract	\$50,000
Asset Management Implementation Study & CMMS	\$500,000
Collection System Assessment	\$500,000
Pressure Pipe Assessment	\$500,000
Annexation 98 - Completion of Sewer Extensions (COW)	\$2,000,000
Wasterwater Subtotal	\$20,672,000
Total Capital Improvement Projects	\$27,143,000

PAGE INTENTIONALLY LEFT BLANK

	FY 2012 to FY 2021 CIP	Project Cost	FY 12 Budget	FY 13 Planned	FY 14 Planned	FY 15 Planned	FY 16 Planned	FY 17 Planned	FY 18 Planned	FY 19 Planned	FY 20 Planned	FY 21 Planned
Page	Water Capital Projects											
	Raw Water Improvements: Surface or Well Sources and Transmission											
1	Raw Water Pump Station-(Raw Water Transmission Main)	\$8,710,000	\$3,000,000	\$5,710,000								
3	Aquifer Sustainability & Monitoring	\$1,370,000	\$470,000	\$150,000		\$150,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
5	30" Raw Water Main Rehabilitation-(Raw Water Transmission Main)	\$5,000,000	\$500,000	\$500,000		\$750,000	\$750,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000
	Water Treatment Plant Improvements											
7	Sweeney WTP Plant Capacity Improvements	\$650,000					\$350,000			\$300,000		
	Water Storage Improvements: Elevated, Ground and Aquifer Storage											
9	Aquifer Storage Recovery (ASR)	\$6,000,000										
11	Sweeney clear well rehabilitation 4 MG	\$3,000,000					\$1,000,000	\$2,000,000	\$1,000,000	\$2,000,000		
13	Sweeney clear well rehabilitation 12 MG	\$9,000,000				\$750,000		\$1,000,000	\$1,750,000			
15	Southwest Elevated Water Tank	\$6,000,000						\$5,750,000	\$1,500,000			
17	Southwest Elevated Tank @ College Rd & Bragg Dr (2MG)	\$6,000,000							\$6,000,000	\$1,000,000	\$5,000,000	
	Water Mains: Rehabilitation or Replacement											
19	Division Dr/23rd St Water Replacement	\$300,000										
21	Downtown Water Line Rehabilitation	\$5,000,000	\$500,000	\$500,000		\$1,000,000	\$500,000	\$500,000	\$500,000	\$500,000	\$300,000	
23	Large Transmission Feeds from Sweeney through Downtown	\$7,000,000										\$500,000
25	30th Street Water Replacement	\$1,750,000	\$250,000	\$1,500,000						\$2,000,000	\$2,000,000	\$3,000,000
27	Mimosa Water Replacement	\$100,000										
	Water Mains: Transmission Mains New Construction									\$100,000		
29	Northern Transmission Mains	\$1,514,000				\$1,514,000						
31	South College @ Hardees Interconnect w/road repair	\$62,000				\$62,000						
33	Blue Clay Road	\$2,711,000									\$2,711,000	
35	South River Road	\$3,474,000										
37	Castle Hayne Road	\$4,043,000								\$1,000,000	\$1,000,000	\$1,474,000
39	Kerr Avenue	\$2,638,000		\$2,638,000						\$4,043,000		
41	Southern Transmission Mains	\$4,403,000	\$500,000	\$3,903,000								
43	Lords Creek Interconnections	\$104,000	\$104,000									
45	Carolina Beach Road	\$2,040,000										
47	Holland Drive	\$855,000							\$855,000	\$2,040,000		
51	North River Road	\$2,259,000								\$2,259,000		
	Distribution Expansion: Adjacent Infill Neighborhoods											
53	Bald Eagle Lane	\$1,275,000					\$1,275,000					
63	Edgewater	\$2,135,000						\$2,135,000				
65	Stephens Church	\$346,000							\$346,000			
67	Patsy Lane and White Rd	\$304,000							\$304,000			
69	Weaver Acres	\$517,000							\$517,000			
71	Long Ridge Rd	\$58,000							\$58,000			
73	Mission Hills	\$228,000							\$228,000			
75	Peden Point Area	\$1,009,000								\$1,009,000		
79	Gordon Acres	\$412,000										
81	Loder Avenue	\$532,000										
83	Middle Oaks Drive	\$115,000							\$412,000			
85	Nixon Rd	\$76,000							\$532,000			
87	Tibby's Branch	\$197,000							\$115,000			
89	Trails End Rd	\$259,000						\$197,000	\$76,000			
91	Battle Park Area	\$569,000										\$259,000
93	Alandale Area	\$342,000										\$569,000

WATER PROJECTS

	FY 2012 to FY 2021 CIP	Project Cost	FY 12 Budget	FY 13 Planned	FY 14 Planned	FY 15 Planned	FY 16 Planned	FY 17 Planned	FY 18 Planned	FY 19 Planned	FY 20 Planned	FY 21 Planned
<i>Page</i>	<i>Water Capital Projects</i>											
95	McGregor Drive Area	\$156,000										\$156,000
97	Piner Rd	\$294,000										\$294,000
99	Sunny Rd Area	\$370,000										\$370,000
101	Tanglewood Area	\$549,000										\$549,000
103	Windy Hills Area	\$422,000										\$422,000
105	Fulton Rd	\$111,000										\$111,000
107	Creekwood Rd	\$358,000										\$358,000
	Distribution Expansion: Remote Infill Neighborhoods											
109	Holland Drive Area	\$797,000							\$797,000			
111	Gordon by 23rd St.	\$100,000										
113	Heritage Park	\$611,000					\$51,000	\$560,000				\$100,000
115	Brookgreen Road Area	\$215,000										
117	Castle Lakes Area	\$174,000								\$215,000		
119	Davis Lane Area	\$166,000								\$174,000		
121	Tom and Mary Drive Area	\$383,000								\$383,000		
123	Hemlock Road Area	\$107,000								\$107,000		
125	Chadwick Area	\$267,000								\$267,000		
127	Ashlyn Drive	\$61,000								\$61,000		
129	Gladiolus Road Area	\$156,000								\$156,000		
131	Glynwood	\$744,000										
133	Carl Seitter Area	\$333,000						\$333,000				
135	Arlington Drive Area	\$414,000						\$414,000				
	Distribution Expansion: Bulk Water Sales											
137	Figure 8 Island (infrastructure in place)	\$1,000	\$1,000									
139	Pender U.S. 17 North (infrastructure in place)	\$1,000	\$1,000									
141	Treasure Cove (dependent on Middle Sound Trans. Main New Const.)	\$1,000			\$1,000							
143	GE (dependent on portion of Castle Hayne Road Trans. Main New Const.)	\$1,000										
145	Aqua (dependent on portion of Carolina Beach Road Trans. Main New Const.)	\$1,000										
	Annual Programs: Asset Eval and Minor Rehab or Replacement											
147	Water Laterals and Services	\$700,000	\$75,000	\$75,000		\$100,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000
149	SCADA Rehab or Replace	\$650,000		\$100,000		\$100,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000
151	Water Emergency Repair	\$700,000		\$100,000		\$150,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000
153	AMR System Enhancement-(Meter Replacement)	\$3,000,000		\$500,000		\$500,000	\$500,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000
155	Water Valve Replacement	\$775,000	\$100,000	\$100,000		\$100,000	\$100,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000
	System Wide Studies/Assessment Management											
157	GIS and AS-built Integration, Easement Survey/Mapping	\$450,000	\$50,000	\$50,000		\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
159	SCADA Master Plan	\$250,000	\$250,000									
	Developer Agreements and Annexations											
161	Annexation 1995 and 1998 Water Lines - (COW)	\$670,000	\$670,000									
	WATER TOTAL	\$106,345,000	\$6,471,000	\$15,826,000	\$1,000	\$5,226,000	\$6,151,000	\$14,139,000	\$16,240,000	\$19,031,000	\$12,761,000	\$10,499,000

WASTEWATER PROJECTS

Page	FY 2012 to FY 2021 CIP	Project Cost	FY 12 Budget	FY 13 Planned	FY 14 Planned	FY 15 Planned	FY 16 Planned	FY 17 Planned	FY 18 Planned	FY 19 Planned	FY 20 Planned	FY 21 Planned
	Wastewater Capital Projects					<i>All dollar amounts are shown in 2011 dollars. No adjustments are made for projected inflation or deflation.</i>						
	Waste Water Treatment Plant Improvements											
1	Southside WWTP Rehabilitation and Upgrade	\$79,355,000			\$79,355,000							
3	Walnut Hills WWTP - Decommission	\$8,000,000		\$1,000,000		\$7,000,000						
5	Thickened Alum Sludge Storage at WWTP	\$538,000					\$538,000					
	Collection System Rehabilitation/Replacement											
7	30th St Sewer Replacement	\$1,750,000	\$250,000	\$1,500,000								
9	Airport Line Repair/Replacement	\$100,000		\$100,000								
11	Kerr Avenue Clean Relining	\$450,000				\$450,000						
13	Greenfield Lake Outfall Rehabilitation	\$2,250,000	\$250,000	\$2,000,000								
15	McCumber's Ditch Outfall Rehab	\$1,250,000	\$1,250,000									
17	Between the Creek SS Improvements	\$387,000										
19	Minosa Sewer Replacement	\$300,000				\$300,000						
21	Bridgeport Gravity Repair	\$100,000										
23	13th Street/N. Lake Shore Blvd. Outfall Repair	\$1,500,000		\$750,000								
25	Burnt Mill Sewer Rehab. (Hoggard Drive-Rosemont Drive)	\$750,000	\$750,000									
29	Downtown Sewer Rehab & Sewer Assessment	\$20,000,000	\$2,000,000	\$2,000,000		\$3,000,000	\$3,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000
31	Barnards Creek Outfall Line Rehab	\$1,896,000									\$1,896,000	
33	Pump Station 13 Interceptor Improvements	\$360,000										
35	Pump Station 37 Interceptor Improvements	\$585,000									\$585,000	
37	Pump Station 14 Interceptor Improvements	\$130,000								\$130,000		
	Collection System New Construction											
39	PS - Loder Ave. PS Expansion w/ Foremain & Gravity Interceptor	\$1,800,000								\$1,800,000		
41	PS - Intracoastal Watch Expansion w/ Foremain & Gravity Interceptor	\$2,500,000									\$2,500,000	
	Collection System Expansion											
43	Manitou Hill Sewer Extension-(High Priority Septic)-gravity	\$10,000,000										
45	Wrightboro Sewer Extension-(High Priority Septic)-w/conveyance	\$4,500,000							\$4,500,000	\$1,000,000	\$4,500,000	\$4,500,000
47	Prince George Estates Sewer Extension-(High Priority Septic)-w/conveyance	\$3,300,000							\$3,300,000			
49	Chair Rd/Rock Hill Sewer Extension-(High Priority Septic)-w/conveyance	\$18,400,000								\$1,800,000		
51	Parkwood/Weaver Sewer Extension-(High Priority Septic)-gravity	\$2,900,000										
53	Heritage Park Sewer Extension-(High Priority Septic)-w/ conveyance	\$6,700,000					\$200,000	\$3,500,000	\$3,000,000			
55	Prince George Creek Sewer Extension-(High Priority Septic)-gravity	\$4,400,000								\$4,000,000	\$4,000,000	\$10,400,000
27	Cutwell Dr Sewer	\$83,000								\$2,900,000		
	Pump Station & Foremain Improvements											
57	PS - Barnards Creek & Motts Creek (NHC)	\$2,800,000	\$2,800,000									
59	PS-21 (COW)	\$720,000					\$720,000					
61	Greenville Trailer Park PS Abandonment	\$500,000					\$500,000					
63	PS #37 Upgrade	\$600,000				\$600,000						
65	Marsh Landing Abandon LS	\$75,000				\$75,000						
67	Tangle Oaks #3 Abandon PS	\$100,000								\$100,000		
69	PS #17A Upgrade	\$500,000										
71	PS#26 Upgrade	\$500,000						\$500,000				
73	Quail Woods PS Upgrade	\$250,000		\$125,000				\$500,000				
75	Oak Landing PS Electrical PM Upgrade	\$215,000					\$125,000					
77	PS - COW #20 Force Main	\$75,000					\$215,000					
79	PS - COW #29 Upgrade	\$850,000					\$75,000					
81	PS - COW #36 Upgrade & Foremain	\$870,000						\$850,000				
83	PS - COW #42/Rivers Edge Upgrade	\$100,000						\$870,000				

FY 2012 to FY 2021 CIP		Project Cost	FY 12 Budget	FY 13 Planned	FY 14 Planned	FY 15 Planned	FY 16 Planned	FY 17 Planned	FY 18 Planned	FY 19 Planned	FY 20 Planned	FY 21 Planned
Page	Wastewater Capital Projects											
85	PS - COW #38 Force Main Improvements	\$40,000						\$40,000				
89	Acorn Branch PS Upgrade	\$300,000								\$300,000		
91	Airport PS Upgrade	\$300,000								\$300,000		
93	Westwood Grinder	\$100,000								\$100,000		
95	PS - 11 (Downtown Sewershed)	\$1,660,000	\$1,660,000									
97	Cambridge PS Upgrade	\$45,000						\$45,000				
99	Heatheridge PS Upgrade	\$40,000						\$40,000				
101	Clarendon PS Upgrade	\$120,000									\$120,000	
103	Lansdowne PS Upgrade	\$50,000									\$50,000	
105	River Road Force Main	\$2,215,000									\$2,215,000	
107	PS - 10 and 12 (Downtown Sewershed)	\$3,600,000	\$100,000	\$500,000		\$3,000,000						
	Annual Programs											
109	Sewer Emergency Repair	\$7,000,000	\$2,000,000	\$1,000,000		\$1,000,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000
111	Pump Station VFD Replacements	\$650,000		\$100,000		\$100,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000
113	Collection System Rehabilitation and Find-a-Fix it	\$33,000,000	\$5,000,000	\$5,000,000		\$5,000,000	\$4,000,000	\$4,000,000	\$3,000,000	\$3,000,000	\$2,000,000	\$2,000,000
115	Infiltration Inflow Investigation and Elimination Program/Flow Monitoring	\$2,250,000	\$400,000	\$400,000		\$250,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
117	Pump Station Building Improvements (un-programmed)	\$550,000				\$100,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000
119	Annual Pump Station Drive Replacement	\$650,000		\$100,000		\$100,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000
121	Annual Generator Replacement	\$550,000				\$100,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000
123	Manhole Rehabilitation	\$450,000		\$50,000		\$100,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
125	ARV Replacement	\$400,000		\$50,000		\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
127	Pump Renewal Project	\$650,000		\$100,000		\$100,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000
	System Wide Studies/Assessment/Management											
129	SCADA Telemetry Enhancement	\$825,000	\$275,000	\$275,000		\$275,000						
131	GIS As-built entry and mapping maintenance contract	\$450,000	\$50,000	\$50,000		\$50,000			\$50,000		\$50,000	
133	Asset Management Implementation Study & CMMS	\$500,000	\$500,000									
135	Telemetry Upgrade (Inrac Units)	\$650,000				\$150,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	
137	Collection System Assessment	\$2,000,000	\$500,000	\$500,000		\$500,000	\$500,000					
139	Pressure Pipe Assessment	\$2,000,000	\$500,000	\$500,000		\$500,000	\$500,000					
	Developer Agreements											
141	Annexation 98 - Completion of Sewer Extensions (COW)	\$2,000,000	\$2,000,000									
145	Collection System-Developer Agreements	\$1,200,000				\$300,000	\$300,000	\$300,000	\$300,000			
	WASTE WATER TOTAL	\$246,684,000	\$26,672,000	\$16,100,000	\$79,355,000	\$23,950,000	\$11,998,000	\$14,070,000	\$17,425,000	\$17,908,000	\$22,181,000	\$23,025,000
	WATER TOTAL	\$106,345,000	\$6,471,000	\$15,826,000	\$1,000	\$5,226,000	\$6,151,000	\$14,139,000	\$16,240,000	\$19,031,000	\$12,761,000	\$10,499,000
	WATER AND SEWER TOTAL	\$353,029,000	\$27,143,000	\$31,926,000	\$79,356,000	\$29,176,000	\$18,149,000	\$28,209,000	\$33,665,000	\$36,939,000	\$34,942,000	\$33,524,000

Following are brief descriptions of proposed FY 12 capital improvement projects with budgets of \$1,000,000 and above. Descriptions of lower budget and future year projects are not included for clarity. Project page numbers correspond with CIP Book 2 that was distributed to the Authority Board and staff during the recent CIP workshops.

<i>CIP Page</i>	<i>Water Projects</i>	<i>FY 12 Project Cost</i>	<i>Description</i>
W.1	Raw Water Pump Station	\$3,000,000	With the Sweeney Water Treatment Plant being expanded to a capacity of 35 mgd, it will need additional raw water to process. This project, which will require supplemental construction funding in FY 13, will construct a booster station near the CFPWA connection to the LCFWSA raw water line.

<i>CIP Page</i>	<i>Wastewater Projects</i>	<i>FY 12 Project Cost</i>	<i>Description</i>
WW.15	McCumbers Ditch Outfall Rehabilitation	\$1,250,000	A large diameter gravity main, which runs along 14th and 15th streets between Church and Rankin streets, is deteriorating. This project will rehabilitate approximately 5,000 lf of sewer main.
WW.29	Downtown Sewer Rehabilitation & Assessment	\$2,000,000	This project will address the aging collection system in certain parts of the downtown area. To gain economic and logistical efficiencies, work will be coordinated with City and other projects when possible.
WW.57	Barnards Creek & Motts Creek Pump Stations	\$2,800,000	These pump stations serve a large part of CFPWA's southern sewersheds. Agreements with a developer and the City will provide outside funding to help make interim and permanent upgrades to the pump stations and force mains.
WW.95	PS 11 - Downtown Sewershed	\$1,660,000	The existing pump station in the zero block of Market St needs condition-related upgrades or replacement. This project will make improvements to the existing station or eliminate it completely if practicable.

WW.109	Sewer Emergency Repair	\$2,000,000	From time to time, unexpected emergency repairs are needed. This project funds such projects. Unused funds could be available to reduce emergency funding needs in future years.
WW.113	Collection System Rehabilitation and Find It Fix It	\$5,000,000	This program will identify and address deficiencies in the collection system. Work involves cleaning and inspecting systems, as well as making repairs that will reduce the risk of SSOs. Likewise, infiltration through deteriorating pipes and manholes would be reduced.

CAPE FEAR PUBLIC UTILITY AUTHORITY RATES AND FEE SCHEDULE

		Rates and Fees Effective 5/1/2011	Rates and Fees Effective 7/1/11	Ordinance Reference
1 WATER RATES				
	Water rates include both a fixed fee based on meter size and consumption charge based on metered consumption, billed bi-monthly (every two months).			
	Fixed Meter Charge by Size*:	Bi-Monthly		
	5/8"	\$ 24.99		4.2.a.(i)
	1"	\$ 62.48		4.2.a.(i)
	1 1/2"	\$ 124.95		4.2.a.(i)
	2"	\$ 199.92		4.2.a.(i)
	3"	\$ 374.85		4.2.a.(i)
	4"	\$ 624.75		4.2.a.(i)
	6"	\$ 1,249.50		4.2.a.(i)
	8"	\$ 1,999.20		4.2.a.(i)
	10"	\$ 3,123.75		4.2.a.(i)
	12"	\$ 3,748.50		4.2.a.(i)
	* Fixed Meter Charge is not applied to Irrigation Meters if a separate Water Meter exists.			
	Consumption Charges (per 1,000 gallons)			
	Residential			
	Level 1: 12,000 gallons or less	\$ 2.64		4.2.a.(ii)
	Level 2: 12,000 to 24,000 gallons	\$ 3.96		4.2.a.(ii)
	Level 3: More than 24,000 gallons	\$ 5.28		4.2.a.(ii)
	Non-Residential	\$ 3.96		4.2.a.(ii)
	Irrigation Meters	\$ 2.64		4.2.a.(ii)
	Wholesale or Bulk rates will be determined in accordance with applicable interlocal agreement	Individually Determined		4.2.a.(iii)
	Availability Charge for unconnected water service	\$ 24.99		4.2.a.(i)
2 SEWER RATES				
	Fixed Meter Charge by Size:	Bi-Monthly		
	5/8"	\$ 26.68		4.2.a.(i)
	1"	\$ 66.70		4.2.a.(i)
	1 1/2"	\$ 133.40		4.2.a.(i)
	2"	\$ 213.44		4.2.a.(i)
	3"	\$ 400.20		4.2.a.(i)
	4"	\$ 667.00		4.2.a.(i)
	6"	\$ 1,334.00		4.2.a.(i)
	8"	\$ 2,134.40		4.2.a.(i)
	10"	\$ 3,335.00		4.2.a.(i)
	12"	\$ 4,002.00		4.2.a.(i)
2 SEWER RATES (Continued)				
	Consumption Charges (per 1,000 gallons):	\$ 3.59		3.5, 4.2.a.(ii)
	Note 1 Residential metered consumption capped at 30,000 gallons per bi-monthly billing			
	Note 2 Residential non-metered consumption capped at 24,000 gallons per bi-monthly billing			
	Note 3 No cap for non-residential metered consumption			
	Availability Charge for unconnected sewer service	\$ 26.68		4.2.a.(i)
	Collection Treatment Charge			
	Surcharge for BOD (per 100 lbs; when BOD>200mg/L and COD < 3x BOD)	\$ 32.00		App. D 6ci; 4.2.a(v)
	Surcharge for COD (per 100 lbs; when COD>600mg/L and >=3xBOD)	\$ 32.00		App. D 6ci; 4.2.a(v)
	Surcharge for TSS (per 100 lbs; when TSS >200mg/l)	\$ 17.00		App. D 6ci; 4.2.a(v)
	Note: Surcharge is assessed for BOD or COD, but not both.			
	Bulk Charges for Septage Haulers			
	Per Gallon	\$ 0.080		4.2.a.(iii)
	Utility Deposit	\$ 500.00		1.6
	Hauled and Miscellaneous Waste Fee (subject to applicable surcharges)			
	Per Gallon		\$ 0.03	4.2.a.(iii)
	Other Wholesale or Bulk rates will be determined in accordance with applicable interlocal agreement	Individually Determined		4.2.a.(iii)
3 Fire Line Service				
	Fixed Fire Line Charge by Size:	Bi-Monthly		
	2"	\$ 20.00		4.2.a.(vi)
	4"	\$ 40.00		4.2.a.(vi)
	6"	\$ 80.00		4.2.a.(vi)
	8"	\$ 140.00		4.2.a.(vi)
	10"	\$ 220.00		4.2.a.(vi)
	12"	\$ 320.00		4.2.a.(vi)
4 Water Service Connection Fee				

Service Line Connection Fee by Service Size		Total		
	Up to 1" Service (to 45' in length)	\$ 2,000.00		1.5c; 4.2.b(i)
	1 1/2" Service (to 45' in length)	\$ 3,600.00		1.5c; 4.2.b(i)
	2" Service (to 45' in length)	\$ 3,800.00		1.5c; 4.2.b(i)
	Services in excess of 45' based on actual cost	Individually Determined		1.5c; 4.2.b(i)
	Manifold	Individually Determined		1.5c; 4.2.b(i)
Meter Set Fee by Size (includes materials and labor):				
	5/8"	\$ 230.00		1.5c; 4.2.b(iii)
	1"	\$ 290.00		1.5c; 4.2.b(iii)
	1 1/2"	\$ 530.00		1.5c; 4.2.b(iii)
	2"	\$ 670.00		1.5c; 4.2.b(iii)
	Inspection Fee for Developer-Installed Connection	\$ 50.00		1.6a; 4.2.b(ii)
5 Sewer Service Connection Fee				
	Installation Fee by Size:	Total		
	4" Service, actual cost or minimum	\$ 2,200.00		1.6a; 4.2.b(i)
	6" Service, actual cost or minimum	\$ 2,800.00		1.6a; 4.2.b(i)
	Greater than 45 Feet or over 8 Feet in depth	Individually determined		1.6a; 4.2.b(i)
	Inspection Fee for Developer-Installed Connection	\$ 50.00		1.6a; 4.2.b(ii)
6 Special Use of Water				
	Meter Fee by Size	Total		
	5/8"	\$ 31.00		4.2c(vi)
	3/4"	\$ 35.00		4.2c(vi)
	1"	\$ 45.00		4.2c(vi)
	1 1/2"	\$ 56.00		4.2c(vi)
	2"	\$ 96.00		4.2c(vi)
	3"	\$ 165.00		4.2c(vi)
	4"	\$ 254.00		4.2c(vi)
	6"	\$ 437.00		4.2c(vi)
	8"	\$ 666.00		4.2c(vi)
	10"	\$ 924.00		4.2c(vi)
	12"	\$ 1,202.00		4.2c(vi)
	Lost or stolen special use sign	\$ 50.00		4.1
	Consumption Charges (per 1,000 gallons):	\$ 3.96		4.2.a.(iii)
7 Water Quality Fees				
	Inspection Fees Backflow Assembly	Total		
	Initial inspection	No Charge		4.2.b(ii)
	Second inspection	\$ 50.00		4.2.b(ii)
	Third and subsequent inspection	\$ 100.00		4.2.b(ii)
8 Discharge Permit Fees				
	Industrial Connection and Discharge Permit application and annual fee includes	\$ 750.00		Appendix D 6(d)
	SIU, flows > 15,000 gpd, pretreatment			
	Restoration of Revoked Industrial Permit (Each occurrence)	\$ 1,500.00		Appendix D 6(d)
	Modification of Permit (Each occurrence)	\$ 200.00		Appendix D 6(d)
	Other Wastewater Permits			
	Flow Less than 1,000 Gallons/day	\$ 100.00		Appendix D 6(d)
	Flow Between 1,001 and 7,500 Gallons/day	\$ 200.00		Appendix D 6(d)
	Flow Between 7,501 and 15,000 Gallons/day	\$ 300.00		Appendix D 6(d)
	Food Service Establishment Annual Inspection Fee for Commercial Grease Interceptors	\$ 100.00		Appendix D 6(d)
	Monitoring Fee	Individually determined		Appendix D 6(d)
	Restoration fee of Revoked Other Wastewater Permit (per occurrence)	2x permit fee		Appendix D 6(d)
	Grease Interceptor Variance (Each occurrence)	\$ 220.00		Appendix D 6(d)
9 System Development Charge				
	Water by Meter Size	Total		Appendix C 2.(a)
	Note: No water SDC due on a 5/8" irrigation meter	\$ -		4.2.b(iv)
	5/8"	\$ 2,000.00		4.2.b(iv)
	1"	\$ 6,230.00		4.2.b(iv)
	1 1/2"	\$ 12,460.00		4.2.b(iv)
	2"	\$ 19,950.00		4.2.b(iv)
	3"	\$ 39,890.00		4.2.b(iv)
	4"	\$ 62,330.00		4.2.b(iv)
	6"	\$ 124,680.00		4.2.b(iv)
	8"	\$ 199,490.00		4.2.b(iv)
	10"	\$ 311,720.00		4.2.b(iv)
	Shell Buildings Alternative Fee Calculation - former NHC Water & Sewer District			4.2.b(iv)
	Note: Fees based on class of use & 15A NCAC 02T .0114 - Design Flow Rates			
	Water Development Fee (minimum \$1,348.00 = 400 gallons)	\$3.37 per gallon		4.2b(iv)
9 System Development Charge Continued				

Sewer by Meter Size		Total	Appendix C 3(a)
5/8"		\$ 2,500.00	4.2.b(iv)
1"		\$ 7,810.00	4.2.b(iv)
1 1/2"		\$ 15,620.00	4.2.b(iv)
2"		\$ 25,000.00	4.2.b(iv)
3"		\$ 50,000.00	4.2.b(iv)
4"		\$ 78,100.00	4.2.b(iv)
6"		\$ 156,000.00	4.2.b(iv)
8"		\$ 250,000.00	4.2.b(iv)
10"		\$ 390,400.00	4.2.b(iv)
Unmetered service (sewer only)		\$10/gallon projected flow	4.2.b(iv)
Shell Buildings Alternative Fee Calculation - former NHC Water & Sewer District			
Note: Fees based on class of use & 15A NCAC 02T .0114 - Design Flow Rates			
Sewer Impact Fee (minimum \$2,103.90 = 300 gallons)		\$7.013 per gallon	4.2b(iv)
Sewer development fee		\$1.50 per gallon	4.2b(iv)
10 Miscellaneous and Other			
Service/repair costs			
Contracted services at actual cost plus 10% administrative fee		Individually determined	1.9(b)
CFPUA staff and equipment at FEMA reimbursable cost		Individually determined	1.9(b)
Other Fees			
After Hours Service Call Fee		\$ 50.00	4.2.c(i)
After Hours Reconnection Fee		\$ 100.00	4.2.c(ii)
Delinquency Processing Fee		\$ 50.00	6.6(a)
Premise Visit Fee		\$ 50.00	1.15(a); 4.2.c(xii)
Application for Service Fee		\$ 50.00	1.6a; 4.2.c(iii)
Utility Deposit-Residential *		Up to \$200*	1.6
* May be adjusted by Customer Service Director based on services provided and prior payment history			
Utility Deposit-Commercial		Determined by Policy	1.6
Illegal Connection or Turn-On/Tampering		\$ 500.00	4.2c(xiii); 6.6c
Meter Test		\$ 50.00	2.3; 6.1
Other Fees (Continued)			
Plan review Fee			App. C 1.a; 4.2.c(x)
500-999 Linear Feet		\$ 600.00	App. C 1.a; 4.2.c(x)
2,000-5,000 Linear Feet		\$ 1,100.00	App. C 1.a; 4.2.c(x)
Over 5,000 Linear Feet		Individually determined	App. C 1.a; 4.2.c(x)
Hydrant meter deposit for festivals		\$ 500.00	4.1
Installation & removal of hydrant meters for festivals (per meter)		\$ 50.00	4.2.c(vi)
Civil Penalty			4.2.c(iv)
Failure to submit required cross connection control report		\$ 200.00	Appendix A10.d
Submission of falsified cross connection control report		\$ 200.00	Appendix A10.d
First violation of backflow installation requirements		\$ 250.00	Appendix A.10.b
Subsequent violation of backflow installation requirements		\$ 1,000.00	Appendix A.10.b
Violation of Extension Policy		\$100, \$200, \$500	Appendix C 5
Violation of Wastewater Discharge Permit		Up to \$25,000	Appendix D 35d(i)
Violation of Sewer Use Ordinance		Up to \$25,000	Appendix D 35d(i)
Violation of Cross Connection Control Ordinance		Up to \$1,000/day	Appendix A 10f(vii)
Cut Lock Fee		\$ 50.00	4.2.c(v); 6.6c
Late Fee		10% of balance; \$25 maximum on residential	4.2.c(vii)
Returned Check Charge			
Returned Check (per event)		\$ 25.00	4.2.c(ix)
Dishonored Draft (per event)		\$ 25.00	4.2.c(ix)
Copy and Printing Fees (each)			
Public records request		Actual cost	4.2.c(ix)
8x11 first print of standard GIS inquiry		\$ 2.00	4.2.c(ix)
8x14 first print of standard GIS inquiry		\$ 2.00	4.2.c(ix)
11x17 first print of standard GIS inquiry		\$ 4.00	4.2.c(ix)
24x36 first print of standard GIS inquiry		\$ 14.00	4.2.c(ix)
34x44 first print of standard GIS inquiry		\$ 19.00	4.2.c(ix)
36x48 first print of standard GIS inquiry		\$ 24.00	4.2.c(ix)
8x11 or 8x14 copies after first print of standard GIS inquiry		\$ 0.20	4.2.c(ix)
11x17 copies after first print of standard GIS inquiry		\$ 0.40	4.2.c(ix)
24x36 copies after first print of standard GIS inquiry		\$ 1.40	4.2.c(ix)
34x44 copies after first print of standard GIS inquiry		\$ 1.90	4.2.c(ix)
36x48 copies after first print of standard GIS inquiry		\$ 2.40	4.2.c(ix)
Foam Core mounting per sq. foot		\$ 10.00	4.2.c(ix)
Data CD		\$ 30.00	Actual Cost 4.2.c(ix)
Shipping for CD		\$ 5.00	4.2.c(ix)

PAGE INTENTIONALLY LEFT BLANK

SCHEDULE OF DEBT SERVICE

Cape Fear Public Utility Authority Revenue Bonds									
Original Par Amount	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17			
Series 1999 Water & Sewer Revenue Bonds	\$0	\$0	\$0	\$0	\$0	\$0			
Series 2003B Water & Sewer Refunding Revenue Bonds	\$1,525,000	531,758	531,758	531,758	531,758	531,758			
Series 2005 Water & Sewer Refunding Revenue Bonds	4,603,686	4,871,603	4,865,040	4,865,790	4,865,915	4,861,715			
Series 2008 Water & Sewer Revenue Bonds	187,765,000	13,453,138	13,454,175	12,241,775	11,224,963	9,927,413			
Series 2011 Water & Sewer Revenue Bonds	59,500,000	1,387,666	4,150,257	4,156,507	4,157,482	4,147,482			
Total Cape Fear Public Utility Authority Revenue Bonds	314,473,686	20,244,165	23,013,230	21,795,830	20,780,118	19,477,993			
Principal portion of Cape Fear Public Utility Authority Revenue Bonds	6,919,113	8,584,182	7,694,806	6,966,005	5,907,801	9,770,216			
Interest portion of Cape Fear Public Utility Authority Revenue Bonds	13,325,052	14,429,049	14,101,025	13,814,113	13,570,192	13,223,914			
	20,244,165	23,013,230	21,795,830	20,780,118	19,477,993	22,994,130			
Cape Fear Public Utility Authority Installment Debt									
ARRA Federal Revolving Loan	1,358,178	67,909	67,909	67,909	67,909	67,909			
Principal portion of Cape Fear Public Utility Authority Installment Debt	67,909	67,909	67,909	67,909	67,909	67,909			
	67,909	67,909	67,909	67,909	67,909	67,909			
City of Wilmington GO Debt									
Original Par Amount	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17			
Series 2002 GO Refunding Bonds-Variable Rate	19,870,000	3,421,708	3,257,830	3,100,478	2,444,843	0			
Total City of Wilmington Bonded Debt	19,870,000	3,421,708	3,257,830	3,100,478	2,444,843	0			
Principal portion of City of Wilmington Bonded Debt	2,985,000	2,945,000	2,900,000	2,355,000	0	0			
Interest portion of City of Wilmington Bonded Debt	436,708	312,830	200,478	89,843	0	0			
	3,421,708	3,257,830	3,100,478	2,444,843	0	0			
City of Wilmington Installment Debt									
Original Par Amount	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17			
Series 2006A Refunding Certificates of Participation	17,135,000	1,609,320	1,613,920	1,616,920	1,618,495	1,612,995			
Principal portion of City of Wilmington Installment Debt	885,000	925,000	965,000	1,010,000	1,055,000	1,105,000			
Interest portion of City of Wilmington Installment Debt	724,320	688,920	651,920	608,495	557,995	505,245			
	1,609,320	1,613,920	1,616,920	1,618,495	1,612,995	1,610,245			
New Hanover County GO Debt									
Original Par Amount	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17			
Series 2003 GO Refunding Bonds	6,565,000	1,158,750	0	0	0	0			
Principal portion of New Hanover County Bonded Debt	1,125,000	0	0	0	0	0			
Interest portion of New Hanover County Bonded Debt	33,750	0	0	0	0	0			
	1,158,750	0	0	0	0	0			
New Hanover County Installment Debt									
Original Par Amount	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17			
Series 2003 Certificates of Participation	22,250,000	1,992,107	1,954,475	1,915,450	1,859,700	1,803,950			
Series 2005A Certificates of Participation	6,996,600	910,949	914,115	912,750	913,380	911,924			
New Hanover County Debt Payment Reduction	0	(1,900,000)	(1,900,000)	(1,577,000)	(1,254,000)	(950,000)			
Total New Hanover County Installment Debt	29,246,600	1,003,056	968,590	1,251,200	1,519,080	1,765,874			
Principal portion of New Hanover County Installment Debt	1,827,400	1,856,000	1,882,000	1,910,600	1,939,200	1,973,000			
Interest portion of New Hanover County Installment Debt	1,075,656	1,012,590	946,200	862,480	776,674	688,889			
New Hanover County Debt Payment Reduction	(1,900,000)	(1,900,000)	(1,577,000)	(1,254,000)	(950,000)	(627,000)			
	1,003,056	968,590	1,251,200	1,519,080	1,765,874	2,034,889			
Total Debt Service	387,290,286	27,504,908	28,921,479	27,832,338	26,430,446	22,924,771			
Less: Capitalized Interest & Excess Bond Funds	(2,264,774)	(839,475)	0	0	0	0			
Debt Service Fees	261,469	269,334	277,414	285,736	294,308	303,137			
Bond Issuance Costs	639,994	0	0	0	0	0			
Net Debt Service	\$26,141,617	\$28,351,338	\$28,109,751	\$26,716,182	\$23,219,080	\$27,010,311			

PAGE INTENTIONALLY LEFT BLANK

Ordinance

Ordinance Making Appropriations for the Fiscal Year Beginning July 1, 2011

LEGISLATIVE INTENT/PURPOSE:

Appropriations to the Operating Fund for the Fiscal Year Beginning July 1, 2011.

THEREFORE, BE IT ORDAINED:

SECTION I: That the following appropriations are hereby made to the Operating Fund and that the following revenues are anticipated to be available during the fiscal year to meet these appropriations.

Operating Fund

Appropriations:

Operating Expenditures	\$ 34,335,192
Non-Departmental	1,864,238
Contingency - Operating	800,000
Debt Service	27,766,397
Transfers to Capital Projects Funds	5,890,167
Bond Issuance Costs	639,994
Reserved for Debt Service	5,548,773
Total Appropriations	\$ 76,844,761

Revenues:

Water Revenues	\$ 31,213,000
Wastewater Revenues	31,322,000
Interest Earnings	822,620
Other Charges for Services	2,659,600
Transfer from System Development Funds	2,374,000
Transfer from Capital Projects Fund- Excess Debt Proceeds	877,108
Proceeds from Revenue Bonds	6,188,767
Appropriated Fund Balance—Capitalized Interest	1,387,666
Total Revenues	\$ 76,844,761

SECTION II: That appropriations herein authorized shall have the amount of outstanding purchase orders as of June 30, 2011 added to each appropriation as it appears in order to account for the payment against the fiscal year in which it is paid.

SECTION III: That the following appropriations are hereby made to the System Development Funds and that the following revenues are anticipated to be available during the fiscal year to meet these appropriations.

System Development Funds

Appropriations:

Transfer to Operating Fund	\$ 2,374,000
Total Appropriations	<u>\$ 2,374,000</u>

Revenues:

System Development Revenues	\$ 2,374,000
Total Revenues	<u>\$ 2,374,000</u>

SECTION IV: That, pursuant to NCGS 159-13.2, the following appropriations are hereby made to the Capital Projects Funds and that the following revenues are estimated to be available during the fiscal year to meet these appropriations.

Capital Projects Fund

Appropriations:

Water Capital Improvement Projects	\$ 6,471,000
Wasterwater Capital Improvement Projects	20,672,000
Transfer to Operating Fund	877,108
Total Appropriations	<u>\$28,020,108</u>

Revenues:

Transfer from Operating Fund	\$ 5,890,167
Proceeds from Revenue Bonds	22,021,941
Interest Earnings	108,000
Total Revenues	<u>\$28,020,108</u>

Gene F. Renzaglia, Chair

Adopted at a _____ meeting
on _____, 2011

ATTEST:

Clerk to the Board