How you pay for it matters.
Our Mission
We work to build the capacity of governments and other organizations to provide environmental programs and services in fair, effective, and financially sustainable ways through applied research, teaching, program design, and partnerships.

Our Vision
Our vision is to create communities with healthy environments maintained and improved by sustainable financing.

Our Team
The EFC at UNC is an interdisciplinary group that works collaboratively with partners within and outside of the School of Government and the University of North Carolina.

UNC Environmental Finance Center
at the UNC School of Government
Knapp-Sanders Building
Campus Box 3330
Chapel Hill, NC 27599-3330
T: 919.843.4958
F: 919.843.2528
www.efc.sog.unc.edu
Our **Defining a Resilient Business Model for Water Utilities** project outlined new approaches to help water utilities address the challenges of revenue gaps while modernizing financial and management practices. The EFC produced a comprehensive report, two Excel-based tools for utility managers, and offered many educational events as a part of this project.

Our **Smart Management for Small Water Systems** project provided trainings, direct assistance, online tools, and other outreach to water systems across the U.S. that serve up to 10,000 people. The ability of small water systems to attain and maintain financial and managerial capacity is critical to ensuring reliable and sustainable safe water for their communities. This project reaches water systems in all U.S. States and territories.

Our work on **University and College Energy Finance** project helped small liberal arts colleges in the Southeast find sustainable ways to finance large investments in clean energy projects on their campuses. The EFC also worked with the Council of Independent Colleges in Virginia to examine the economic and environmental aspects of a proposal to provide colleges with electricity through 100% renewable, green-e-certified energy generated from landfill gas.

Since 2009, our **Technical Assistance for Clean Energy Financing** project has provided energy financing and market assessment technical assistance to 30+ states, territories, cities, financial institutions, and non-profits through an agreement with the U.S. Department of Energy. This included demand analysis to support Energy Efficiency Retrofit Revolving Loan programs through sales management tools and targeted marketing campaigns.

In 2013, the EFC continued to work on finance projects that cross environmental subjects. The EFC conducted in-depth, highly participatory **Energy Management for Water Utilities** workshops in Alabama and Utah that focused on the development of an energy management plan for each participating water system. Workshop participants met representatives from State Energy Offices, energy utilities, energy service companies, motor experts, and most importantly, each other in the creation of regional cohort.

The EFC also continued to work on the link between watershed protection and water utilities through the **Healthy Watersheds through Healthy Forests Initiative** that supported the analysis and development of innovative watershed protection revenue sources.
2013 By the Numbers

- **500+** Hours of Educational Programming
- **100** Training Events & Presentations
  - 78 In-person workshops
  - 22 Webinars
- **2400** Attendees at EFC events, workshops, and presentations
- **33** States Visited
  - +4 US Territories visited
- **211** Communities Received Direct Technical Assistance
- **16** Tools Developed or Updated
- **11** Students Supported Through Internships and Research Assistantships
- **36,168** Website Visitors
- **11,036** Blog Visitors
  - 64 Blog Posts
  - 1100 Subscribers
- **565,000** Customer Records Included in Utility Business Intelligence Analysis
  - 527,000+ Water Customer Records
  - 38,000+ Energy Customer Records from 5 Water & 2 Energy Utilities
EFC Events

In 2013, the EFC reached communities across the United States through its workshops, conference presentations, and technical advising.

Smart Management for Small Water Systems

The EFC also extended its impact through the Environmental Finance Center Network’s Smart Management for Small Water Systems project, which provided assistance in all 50 U.S. States and all U.S. territories. Staff from the EFC conducted 41 trainings in 2013 as part of the EFCN effort.
Arizona Water and Wastewater Rates Dashboard

One of the EFC’s flagship products is the Utility Financial Sustainability and Rates Dashboard. Our interactive online dashboard tools are designed to assist utility managers and local officials in visualizing water and wastewater rates and key financial performance benchmarks. In 2013, the EFC updated many of our dashboards and created dashboards for several new states. For example, the Arizona dashboard offers many new features designed to improve the user experience, including the option to manually enter utility rates and financial data for those utilities that were not included in the survey data.

Water Utility Revenue Risk Assessment Tool

Water utilities are increasingly faced with the challenges of adapting to the “new normal” – a world in which declining water demand and increasing costs can result in revenue instability. When residential customers reduce demand, utilities collect less revenue from customer sales than anticipated. Utilities often ask how much of their revenues are realistically at risk of loss if their customers lower their consumption. Developed as part of the Defining a Resilient Business Model for Water Utilities project for the Water Research Foundation, this tool allows utilities to determine the proportion of residential revenues from water sales that may be at risk of loss when residential customers change demand patterns. This tool allows utilities to quickly visualize these estimates based on their own rate structure, customer demand profile, and weather conditions. The tool can be accessed through the Water Research Foundation’s website and is accompanied by a series of tutorial videos.
Launching our New Website

In September 2013, the EFC launched a new website with a more modern, user friendly layout designed to make accessing EFC tools, publications, and other resources quick and easy. A special feature of the new website is our resources library, where all EFC publications are organized by type, program area, key word, and year. The new website also features a comprehensive searchable listing of all EFC events and trainings.

www.efc.sog.unc.edu

Growing our Environmental Finance Blog

The Environmental Finance Center Blog supports communities, organizations, and individuals interested in sustainable and innovative financing mechanisms for delivering environmental services. Bloggers include staff from the EFC, other environmental finance experts, faculty from the wider university, and utility managers from communities where we work. In 2013, the EFC Blog featured 52 posts on a variety of environmental topics, including drinking water and wastewater, watersheds, wetlands, stormwater, waste management, and energy. Each post is read by hundreds of subscribers and visitors.

Visit the EFC Blog
www.efc.web.unc.edu

Branching out with Social Media

In 2013 the Environmental Finance Center expanded its presence on social media. Our Twitter feed hosts regular updates on news, publications, events, and interesting environmental finance facts. Our LinkedIn group brings professionals together to discuss environmental finance issues.

Tweetering EFC News
www.twitter.com/efcatunc

Envr. Finance Center
www.linkedin.com

Building a Network
www.linkedin.com
FY 2013 Funding

**Total $1,007,841**

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>EPA Core Grant, $159,964</td>
<td></td>
</tr>
<tr>
<td>School of Government, $52,425</td>
<td></td>
</tr>
<tr>
<td>EPA Small Systems, $304,131</td>
<td></td>
</tr>
<tr>
<td>EPA Wetlands Grant, $41,559</td>
<td></td>
</tr>
<tr>
<td>Department of Energy Technical Assistance, $48,095</td>
<td></td>
</tr>
<tr>
<td>School of Government Courses, $7,118</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>$74,551</td>
</tr>
<tr>
<td>Federal</td>
<td></td>
</tr>
<tr>
<td>State</td>
<td></td>
</tr>
<tr>
<td>Local</td>
<td></td>
</tr>
<tr>
<td>Foundation</td>
<td></td>
</tr>
<tr>
<td>Water Research Foundation</td>
<td>$142,426</td>
</tr>
<tr>
<td>Royal Bank of Canada Sustainable Urban Water Use, $3,905</td>
<td></td>
</tr>
<tr>
<td>Jessie Ball Dupont Fund Energy Finance for Universities, $39,488</td>
<td></td>
</tr>
<tr>
<td>Conservation Trust for NC Healthy Forests, $11,065</td>
<td></td>
</tr>
<tr>
<td>NC Department of Natural Resources Capacity Development, $42,791</td>
<td></td>
</tr>
<tr>
<td>GA Environmental Finance Authority Water and Wastewater, $61,944</td>
<td></td>
</tr>
</tbody>
</table>

Expenses

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel and Fringe</td>
<td>$779,025</td>
</tr>
<tr>
<td>Indirects</td>
<td>$154,265</td>
</tr>
<tr>
<td>Other</td>
<td>$74,551</td>
</tr>
<tr>
<td>Total</td>
<td>$1,007,841</td>
</tr>
</tbody>
</table>