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# Enterprise Funds

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# ENTERPRISE FUND SUMMARY

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
<b>Revenues</b>			
Permits and Fees	631,004	863,569	868,100
Fines and Forfeitures	1,966,113	2,658,028	2,100,000
Federal Aid	2,276,120	0	0
Use of Money and Property	(1,198,513)	349,020	139,020
Charges for Services	177,618,050	174,684,561	185,581,818
Miscellaneous Revenue	191,740	231,637	280,900
Recovered Costs	1,613,111	1,003,600	1,003,600
Other Sources and Transfers In	90,730	4,965,428	7,400
<b>Totals</b>	<b>183,188,356</b>	<b>184,755,843</b>	<b>189,980,838</b>

	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
<b>Expenditures</b>			
Personnel Services	33,908,561	39,851,746	43,926,874
Materials, Supplies and Repairs	20,290,973	19,771,039	24,152,366
Contractual Services	19,022,545	19,636,003	19,185,913
Equipment	(206,962)	2,656,613	4,775,706
Department Specific Appropriation	10,002,192	34,276,578	36,683,460
Debt Service/Transfers to CIP	53,376,633	68,563,864	61,256,519
<b>Total</b>	<b>136,393,942</b>	<b>184,755,843</b>	<b>189,980,838</b>

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## PARKING FACILITIES FUND

### Cost Recovery Summary

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
Permits and Fees	42,173	33,057	30,469	35,000
Fines and Forfeitures	1,898,591	1,966,113	2,658,028	2,100,000
Use of Money and Property	10,270	17,191	225,000	15,000
Charges for Services	13,045,470	18,185,211	14,817,915	19,118,487
Miscellaneous Revenue	360	66,005	737	50,000
Other Sources and Transfers In	0	-33,359	4,958,028	0
<b>Total</b>	<b>14,996,864</b>	<b>20,234,218</b>	<b>22,690,177</b>	<b>21,318,487</b>

Actual amounts represent collections, not appropriation authority.

### Expenditure Summary

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
Personnel Services	2,797,531	2,939,585	4,368,897	5,724,441
Materials, Supplies, and Repairs	1,160,134	1,332,101	1,677,316	2,120,248
Contractual Services	4,166,044	5,087,451	4,410,244	4,228,092
Equipment	85,401	54,820	283,720	388,963
Department Specific Appropriation	484,549	0	0	1,922,891
Debt Service/Transfers to CIP	7,757,129	5,720,111	11,950,000	6,933,852
<b>Total</b>	<b>16,450,788</b>	<b>15,134,068</b>	<b>22,690,177</b>	<b>21,318,487</b>

			FY 2024 Adopted	
<u>Program Name</u>	<u>Service Objective</u>	<u>Service Level Classification</u>	<u>Dollars</u>	<u>FTEs</u>
Division Office	Efficient and responsive government	Meets Demand - Maintains	238,938	2.0
Administrative Support	Efficient and responsive government	Meets Demand - Maintains	2,889,411	18.0
Cost Allocation for Citywide Services	Efficient and responsive government	Meets Demand - Maintains	865,210	0.0
Debt Service	Efficient and responsive government	Meets Demand - Maintains	7,406,743	0.0
Parking Facility Maintenance	Infrastructure and Connectivity	Meets Demand - Maintains	4,753,125	20.0
Parking Operations	Efficient and responsive government	Meets Demand - Maintains	5,165,060	45.4
<b>Total</b>			<b>21,318,487</b>	<b>85.4</b>
<b>Total FY 2023 Adopted</b>			<b>22,690,177</b>	<b>66.4</b>
<b>Change from FY 2023 Adopted</b>			<b>(1,371,690)</b>	<b>19.0</b>

## PARKING FACILITIES FUND

Program: Division Office

### Adjustments to Baseline Service Level Cost:

	FY 2024	FTE
<b>Update base program costs</b>	<b>27,487</b>	<b>0.0</b>
Technical adjustment to update program costs for citywide budget actions. Changes include personnel adjustments for approved permanent positions, healthcare enrollment, retirement contributions, and the citywide salary increase effective July 1, 2023. In addition, if applicable, adjustments for annual fleet expenditures based on maintenance and fuel for vehicles used for operations are also included. These are routine adjustments that occur each budget cycle.		
<b>Total</b>	<b>27,487</b>	<b>0.0</b>

### Adopted Service Level Changes:

No adopted Service Level changes.

### Requested but Not Funded Service Level Changes:

No requested but not funded Service Level changes.

### Expenditure Summary

	FY 2023 Adopted	FY 2024 Adopted
Personnel Services	211,451	238,938
<b>Total</b>	<b>211,451</b>	<b>238,938</b>

### Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2023 Adopted	FTE Change	FY 2024 Adopted
Management Services Administrator	1 18	\$75,782	\$123,572	1.0	0.0	1.0
Parking Director	1 20	\$85,515	\$139,445	1.0	0.0	1.0
<b>Total</b>				<b>2.0</b>	<b>0.0</b>	<b>2.0</b>

## PARKING FACILITIES FUND

Program: **Administrative Support**

### Adjustments to Baseline Service Level Cost:

	FY 2024	FTE
<b>Provide funds for parking software</b>	<b>147,844</b>	<b>0.0</b>
Technical adjustment to provide funds for contractual increases in parking software. Total costs will increase by \$147,844 from \$338,156 in FY 2023 to \$486,000 in FY 2024.		
<b>Provide funds for parking garage plate readers</b>	<b>59,880</b>	<b>0.0</b>
Technical adjustment to provide funds for contractual increases in parking garage plate readers. Total costs will increase by \$59,880 in FY 2024.		
<b>Adjust required contribution to Virginia Retirement System</b>	<b>52,465</b>	<b>0.0</b>
Technical adjustment for the annual required contribution to the Virginia Retirement System (VRS). The contribution rate for the city is 12.84 percent of eligible payroll in FY 2024. Costs are distributed to departments based on each department's VRS eligible payroll.		
<b>Provide funds for maintenance of common areas</b>	<b>34,388</b>	<b>0.0</b>
Technical adjustment to provide funds for contractual increases in maintenance of common areas of parking garages. Total costs will increase by \$34,388 from \$343,880 in FY 2023 to \$378,268 in FY 2024.		
<b>Increase funds for condo association fees</b>	<b>4,978</b>	<b>0.0</b>
Technical adjustment to increase funds for parking condo association fees. Expenditures are expected to increase by five percent or \$4,978 in FY 2024.		
<b>Transition MacArthur Garage Operations to City Employees</b>	<b>1,591</b>	<b>0.0</b>
Technical adjustment to transfer the operations and management of the MacArthur North and South Garages as provided for in the MacArthur Center Agreement to the city. This adjustment adds personnel and nonpersonnel costs expected for the maintenance and daily operation of both garages and eliminates the contractual obligation payment of the agreement.		
<b>Update base program costs</b>	<b>58,134</b>	<b>0.0</b>
Technical adjustment to update program costs for citywide budget actions. Other actions include adjustments for healthcare enrollment, retirement contributions, and the citywide salary increase effective July 1, 2023. In addition, if applicable, adjustments for annual fleet expenditures based on maintenance and fuel for vehicles used for operations are also included. These are routine adjustments that occur each budget cycle.		
<b>Total</b>	<b>359,280</b>	<b>0.0</b>

### Adopted Service Level Changes:

No adopted Service Level changes.

### Requested but Not Funded Service Level Changes:

	FY 2024	FTE
<b>Provide funds for license plate reader maintenance</b>	<b>475,693</b>	<b>0.0</b>
Provide funds for license plate readers in parking garages. Funding will be used for annual maintenance for license plate readers in parking garages.		
<b>Total</b>	<b>475,693</b>	<b>0.0</b>

## PARKING FACILITIES FUND

Program: **Administrative Support**

### Expenditure Summary

	FY 2023 Adopted	FY 2024 Adopted
Personnel Services	1,128,451	1,239,050
Materials, Supplies, and Repairs	124,505	124,505
Contractual Services	1,260,675	1,509,356
Equipment	16,500	16,500
<b>Total</b>	<b>2,530,131</b>	<b>2,889,411</b>

### Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2023 Adopted	FTE Change	FY 2024 Adopted
Accountant I	1 11	\$45,013	\$73,453	1.0	0.0	1.0
Accountant IV	1 14	\$57,385	\$94,914	1.0	0.0	1.0
Accounting Technician II	1 07	\$39,837	\$64,934	6.0	0.0	6.0
Administrative Assistant I	1 09	\$40,362	\$65,790	2.0	0.0	2.0
Administrative Assistant II	1 10	\$41,187	\$67,135	1.0	0.0	1.0
Collection Coordinator	1 11	\$45,013	\$73,453	1.0	0.0	1.0
Customer Service Representative	1 05	\$39,312	\$64,079	2.0	0.0	2.0
Economic & Policy Analyst	1 13	\$52,755	\$86,020	1.0	0.0	1.0
Electronics Technician II	1 11	\$45,013	\$73,453	1.0	0.0	1.0
Enterprise Controller	1 16	\$66,353	\$108,182	1.0	0.0	1.0
Software Analyst	1 13	\$52,755	\$86,020	1.0	0.0	1.0
<b>Total</b>				<b>18.0</b>	<b>0.0</b>	<b>18.0</b>



## PARKING FACILITIES FUND

Program: **Cost Allocation for Citywide Services**

### Adjustments to Baseline Service Level Cost:

	FY 2024	FTE
<b>Adjust operational expenditures</b>	<b>(59,843)</b>	<b>0.0</b>
Technical adjustment for operational expenses which occur annually. These expenses may include indirect costs and payments in lieu of taxes.		
<b>Update base program costs</b>	<b>4,486</b>	<b>0.0</b>
Technical adjustment to update program costs for citywide budget actions. Changes include personnel adjustments for approved permanent positions, healthcare enrollment, retirement contributions, and the citywide salary increase effective July 1, 2023. In addition, if applicable, adjustments for annual fleet expenditures based on maintenance and fuel for vehicles used for operations are also included. These are routine adjustments that occur each budget cycle.		
<b>Total</b>	<b>(55,357)</b>	<b>0.0</b>

### Adopted Service Level Changes:

	FY 2024	FTE
<b>Enhance parking for cruise lot</b>	<b>1,375</b>	<b>0.0</b>
Enhance the cruise parking lot at Cedar Grove. Funding will be used to increase the shuttle operations, enhance security, and provide additional administrative needs.		
<b>Total</b>	<b>1,375</b>	<b>0.0</b>

### Requested but Not Funded Service Level Changes:

No requested but not funded Service Level changes.

### Expenditure Summary

	FY 2023 Adopted	FY 2024 Adopted
Materials, Supplies, and Repairs	303,019	308,880
Contractual Services	616,173	556,330
<b>Total</b>	<b>919,192</b>	<b>865,210</b>

## PARKING FACILITIES FUND

Program: **Debt Service**

### Adjustments to Baseline Service Level Cost:

	FY 2024	FTE
<b>Reduce Parking Appropriation</b>	<b>(3,093,257)</b>	<b>0.0</b>
Technical adjustment to reduce department appropriation as a result of not increasing parking rates. This reduction keeps the department in line with service expectations and debt service payments for FY 2024 however, the department will be short of expected debt service obligations.		
<b>Total</b>	<b>(3,093,257)</b>	<b>0.0</b>

### Adopted Service Level Changes:

No adopted Service Level changes.

### Requested but Not Funded Service Level Changes:

No requested but not funded Service Level changes.

### Expenditure Summary

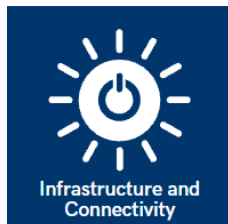
	FY 2023 Adopted	FY 2024 Adopted
Department Specific Appropriation	0	1,922,891
Debt Service/Transfers to CIP	10,500,000	5,483,852
<b>Total</b>	<b>10,500,000</b>	<b>7,406,743</b>

## PARKING FACILITIES FUND

**Program:** Parking Facility Maintenance

The Parking Facility Maintenance program maintains: 14 garages and 12 surface lots; approximately 650 metered-spaces; and leased parking garage office space in six parking facilities: York Street, Town Point, Main Street, West Plume, and the Fountain Park Garages and the Downtown Plaza.

**Service Objective:**



**Customers Served:**

Residents

Businesses

City Agencies

Tourists/Visitors

**Goal Statement:**

Provide a clean, safe and customer focused experience for the residents, businesses and visitors to the downtown Norfolk area.

Mandate	Reliance	Cost Recovery	Population Served	Demand
Discretionary	City is Sole Provider	Yes	Majority of Population Benefits	Meets Demand - Exceeds
Federal/State Mandate			Less than 50% of Population Benefits	Meets Demand - Maintains
City Mandate	Other Entities Provide this Service	No	Less than 10% of Population Benefits	Does Not Meet Demand

### Performance Measures

	FY 2021 Actual	FY 2022 Actual	FY 2023 Projection	FY 2024 Adopted	Metric
Percent of Maintenance work orders addresses within 3 business days	0	0	0	90	90

## PARKING FACILITIES FUND

Program: **Parking Facility Maintenance**

### Adjustments to Baseline Service Level Cost:

	FY 2024	FTE
<b>Remove one-time funds for Parking maintenance vehicles</b>	<b>(75,000)</b>	<b>0.0</b>
Technical adjustment to remove one-time funds for vehicle replacement for the Parking Facility Maintenance program.		
<b>Transition MacArthur Garage Operations to City Employees</b>	<b>574,663</b>	<b>1.0</b>
Technical adjustment to transfer the operations and management of the MacArthur North and South Garages as provided for in the MacArthur Center Agreement to the city. This adjustment adds personnel and nonpersonnel costs expected for the maintenance and daily operation of both garages and eliminates the contractual obligation payment of the agreement.		
<b>Adjust required contribution to Virginia Retirement System</b>	<b>24,261</b>	<b>0.0</b>
Technical adjustment for the annual required contribution to the Virginia Retirement System (VRS). The contribution rate for the city is 12.84 percent of eligible payroll in FY 2024. Costs are distributed to departments based on each department's VRS eligible payroll.		
<b>Update base program costs</b>	<b>131,548</b>	<b>0.0</b>
Technical adjustment to update program costs for citywide budget actions. Changes include personnel adjustments for approved permanent positions, healthcare enrollment, retirement contributions, and the citywide salary increase effective July 1, 2023. In addition, if applicable, adjustments for annual fleet expenditures based on maintenance and fuel for vehicles used for operations are also included. These are routine adjustments that occur each budget cycle.		
<b>Total</b>	<b>655,472</b>	<b>1.0</b>

### Adopted Service Level Changes:

	FY 2024	FTE
<b>Enhance parking for cruise lot</b>	<b>78,567</b>	<b>0.0</b>
Enhance the cruise parking lot at Cedar Grove. Funding will be used to increase the shuttle operations, enhance security, and provide additional administrative needs.		
<b>Total</b>	<b>78,567</b>	<b>0.0</b>

### Requested but Not Funded Service Level Changes:

No requested but not funded Service Level changes.

### Expenditure Summary

	FY 2023 Adopted	FY 2024 Adopted
Personnel Services	946,393	1,146,194
Materials, Supplies, and Repairs	1,196,923	1,551,594
Contractual Services	313,200	391,767
Equipment	112,570	213,570
Department Specific Appropriation	0	0
Debt Service/Transfers to CIP	1,450,000	1,450,000
<b>Total</b>	<b>4,019,086</b>	<b>4,753,125</b>

## PARKING FACILITIES FUND

Program: **Parking Facility Maintenance**

### Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2023 Adopted	FTE Change	FY 2024 Adopted
Crew Leader I	1 09	\$40,362	\$65,790	2.0	1.0	3.0
Electrician II	1 10	\$41,187	\$67,135	1.0	0.0	1.0
Maintenance Mechanic II	1 08	\$40,100	\$65,362	2.0	0.0	2.0
Maintenance Supervisor I	1 11	\$45,013	\$73,453	1.0	0.0	1.0
Maintenance Worker I	1 05	\$39,312	\$64,079	7.0	0.0	7.0
Maintenance Worker II	1 06	\$39,575	\$64,506	5.0	0.0	5.0
Painter I	1 06	\$39,575	\$64,506	1.0	0.0	1.0
<b>Total</b>				<b>19.0</b>	<b>1.0</b>	<b>20.0</b>

## PARKING FACILITIES FUND

**Program:** **Parking Operations**

The Parking Operations program provides personnel and equipment for facility operations, special events, parking code enforcement, information technology, parking meters, computers, and contracted security guard protection in city-owned parking facilities.

**Service Objective:**

**Customers Served:**

**Residents**

**Businesses**

**City Agencies**

**Tourists/Visitors**

**Goal Statement:**

Provide efficient parking services and facility management to customers of the city's parking system.



Mandate	Reliance	Cost Recovery	Population Served	Demand
Discretionary	City is Sole Provider	Yes	Majority of Population Benefits	Meets Demand - Exceeds
Federal/State Mandate			Less than 50% of Population Benefits	Meets Demand - Maintains
City Mandate	Other Entities Provide this Service	No	Less than 10% of Population Benefits	Does Not Meet Demand

### Performance Measures

	FY 2021 Actual	FY 2022 Actual	FY 2023 Projection	FY 2024 Adopted	Metric
Percent of customer calls referred to parking from the Norfolk Cares Call Center that are addressed and closed within 72 hours	61	65	80	80	80

## PARKING FACILITIES FUND

Program: **Parking Operations**

### Adjustments to Baseline Service Level Cost:

	FY 2024	FTE
<b>Adjust required contribution to Virginia Retirement System</b>	<b>24,357</b>	<b>0.0</b>
Technical adjustment for the annual required contribution to the Virginia Retirement System (VRS). The contribution rate for the city is 12.84 percent of eligible payroll in FY 2024. Costs are distributed to departments based on each department's VRS eligible payroll.		
<b>Transition MacArthur Garage Operations to City Employees</b>	<b>(672,802)</b>	<b>18.0</b>
Technical adjustment to transfer the operations and management of the MacArthur North and South Garages as provided for in the MacArthur Center Agreement to the city. This adjustment adds personnel and nonpersonnel costs expected for the maintenance and daily operation of both garages and eliminates the contractual obligation payment of the agreement.		
<b>Update base program costs</b>	<b>219,800</b>	<b>0.0</b>
Technical adjustment to update program costs for citywide budget actions. Changes include personnel adjustments for approved permanent positions, healthcare enrollment, retirement contributions, and the citywide salary increase effective July 1, 2023. In addition, if applicable, adjustments for annual fleet expenditures based on maintenance and fuel for vehicles used for operations are also included. These are routine adjustments that occur each budget cycle.		
<b>Total</b>	<b>(428,645)</b>	<b>18.0</b>

### Adopted Service Level Changes:

	FY 2024	FTE
<b>Enhance parking for cruise lot</b>	<b>1,083,388</b>	<b>0.0</b>
Enhance the cruise parking lot at Cedar Grove. Funding will be used to increase the shuttle operations, enhance security, and provide additional administrative needs.		
<b>Total</b>	<b>1,083,388</b>	<b>0.0</b>

### Requested but Not Funded Service Level Changes:

	FY 2024	FTE
<b>Enhance Allied security contract</b>	<b>473,040</b>	<b>0.0</b>
Provide funds to increase security contract. Funds will increase the security contract to add two additional roving patrols at city parking garages.		
<b>Provide funds for security for street enforcement officers</b>	<b>31,200</b>	<b>0.0</b>
Enhance security for street sweeping enforcement program. Funds will be used for enhanced security measures for street sweeping code enforcement.		
<b>Total</b>	<b>504,240</b>	<b>0.0</b>

## PARKING FACILITIES FUND

Program: **Parking Operations**

### Expenditure Summary

	FY 2023 Adopted	FY 2024 Adopted
Personnel Services	2,082,602	3,100,259
Materials, Supplies, and Repairs	52,869	135,269
Contractual Services	2,220,196	1,770,639
Equipment	154,650	158,893
<b>Total</b>	<b>4,510,317</b>	<b>5,165,060</b>

### Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2023 Adopted	FTE Change	FY 2024 Adopted
Customer Service Representative	1 05	\$39,312	\$64,079	11.4	10.0	21.4
Maintenance Worker I	1 05	\$39,312	\$64,079	0.0	6.0	6.0
Meter Monitor	1 07	\$39,837	\$64,934	8.0	(1.0)	7.0
Operations Manager	1 14	\$57,385	\$94,914	1.0	0.0	1.0
Parking Manager	1 12	\$48,912	\$79,765	1.0	0.0	1.0
Parking Supervisor	1 09	\$40,362	\$65,790	6.0	3.0	9.0
<b>Total</b>				<b>27.4</b>	<b>18.0</b>	<b>45.4</b>



## STORM WATER MANAGEMENT

### Cost Recovery Summary

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
Use of Money and Property	2,629	-30,480	4,020	4,020
Charges for Services	22,183,304	22,231,981	22,813,564	23,673,834
Miscellaneous Revenue	66,386	96,841	44,000	44,000
Other Sources and Transfers In	0	0	0	0
Federal Aid	0	2,276,120	0	0
<b>Total</b>	<b>22,252,318</b>	<b>24,574,462</b>	<b>22,861,584</b>	<b>23,721,854</b>

Actual amounts represent collections, not appropriation authority.

### Expenditure Summary

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
Personnel Services	6,426,095	6,747,454	7,548,437	8,302,593
Materials, Supplies, and Repairs	3,587,893	2,534,997	2,647,245	2,349,745
Contractual Services	2,127,606	3,088,585	1,823,797	2,031,421
Equipment	1,112,400	(381,888)	1,382,864	2,493,950
Department Specific Appropriation	0	2,192	4,374,304	3,264,678
Debt Service/Transfers to CIP	821,906	1,196,398	5,084,937	5,279,467
<b>Total</b>	<b>14,075,900</b>	<b>13,187,738</b>	<b>22,861,584</b>	<b>23,721,854</b>

<u>Program Name</u>	<u>Service Objective</u>	<u>Service Level Classification</u>	<u>FY 2024 Adopted</u>	
			<u>Dollars</u>	<u>FTEs</u>
Division Office	Efficient and responsive government	Meets Demand - Maintains	388,444	2.0
Administrative Support	Efficient and responsive government	Meets Demand - Maintains	1,190,142	12.0
Construction, Design, and Engineering	Infrastructure and Connectivity	Meets Demand - Maintains	3,335,294	13.0
Cost Allocation for Citywide Services	Efficient and responsive government	Meets Demand - Maintains	648,715	0.0
Debt Service	Efficient and responsive government	Meets Demand - Maintains	7,226,945	0.0
Environmental Regulatory Compliance	Resilient Norfolk	Meets Demand - Maintains	904,804	7.0
Sand and Beach Nourishment	Resilient Norfolk	Meets Demand - Maintains	30,000	0.0
Storm Water Infrastructure Operations and Maintenance	Infrastructure and Connectivity	Meets Demand - Maintains	5,379,953	52.0
Street Sweeping	Resilient Norfolk	Meets Demand - Maintains	4,617,557	27.0

## STORM WATER MANAGEMENT

Total	23,721,854	113.0
Total FY 2023 Adopted	22,861,584	112.0
Change from FY 2023 Adopted	860,270	1.0

## STORM WATER MANAGEMENT

Program: Division Office

### Adjustments to Baseline Service Level Cost:

	FY 2024	FTE
<b>Update base program costs</b>	<b>2,539</b>	<b>(1.0)</b>
Technical adjustment to update program costs for citywide budget actions. Changes include personnel adjustments for approved permanent positions, healthcare enrollment, retirement contributions, and the citywide salary increase effective July 1, 2023. In addition, if applicable, adjustments for annual fleet expenditures based on maintenance and fuel for vehicles used for operations are also included. These are routine adjustments that occur each budget cycle.		
<b>Total</b>	<b>2,539</b>	<b>(1.0)</b>

### Adopted Service Level Changes:

No adopted Service Level changes.

### Requested but Not Funded Service Level Changes:

No requested but not funded Service Level changes.

### Expenditure Summary

	FY 2023 Adopted	FY 2024 Adopted
Personnel Services	331,540	333,779
Materials, Supplies, and Repairs	51,515	52,015
Contractual Services	2,850	2,550
Equipment	0	100
<b>Total</b>	<b>385,905</b>	<b>388,444</b>

### Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2023 Adopted	FTE Change	FY 2024 Adopted
Design/Construction Project Manager, Senior	1 17	\$70,887	\$115,688	1.0	0.0	1.0
Project Manager	1 16	\$66,353	\$108,182	1.0	(1.0)	0.0
Storm Water Engineer	1 19	\$80,451	\$130,837	1.0	0.0	1.0
<b>Total</b>				<b>3.0</b>	<b>(1.0)</b>	<b>2.0</b>

## STORM WATER MANAGEMENT

Program: **Administrative Support**

Adjustments to Baseline Service Level Cost:

	FY 2024	FTE
<b>Adjust required contribution to Virginia Retirement System</b>	<b>31,676</b>	<b>0.0</b>
Technical adjustment for the annual required contribution to the Virginia Retirement System (VRS). The contribution rate for the city is 12.84 percent of eligible payroll in FY 2024. Costs are distributed to departments based on each department's VRS eligible payroll.		
<b>Update base program costs</b>	<b>(17,380)</b>	<b>(1.0)</b>
Technical adjustment to update program costs for citywide budget actions. Changes include personnel adjustments for approved permanent positions, healthcare enrollment, retirement contributions, and the citywide salary increase effective July 1, 2023. In addition, if applicable, adjustments for annual fleet expenditures based on maintenance and fuel for vehicles used for operations are also included. These are routine adjustments that occur each budget cycle.		
<b>Total</b>	<b>14,296</b>	<b>(1.0)</b>

### Adopted Service Level Changes:

No adopted Service Level changes.

### Requested but Not Funded Service Level Changes:

No requested but not funded Service Level changes.

### Expenditure Summary

	FY 2023 Adopted	FY 2024 Adopted
Personnel Services	1,120,696	1,135,392
Materials, Supplies, and Repairs	15,500	9,000
Contractual Services	21,650	31,750
Equipment	18,000	14,000
<b>Total</b>	<b>1,175,846</b>	<b>1,190,142</b>

### Full Time Equivalent (FTE) Summary

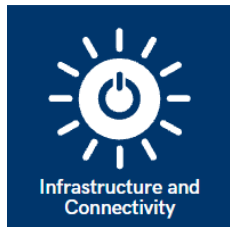
	Pay Grade	Minimum	Maximum	FY 2023 Adopted	FTE Change	FY 2024 Adopted
Accountant I	1 11	\$45,013	\$73,453	2.0	0.0	2.0
Accountant III	1 13	\$52,755	\$86,020	1.0	0.0	1.0
Accountant IV	1 14	\$57,385	\$94,914	1.0	0.0	1.0
Accounting Technician II	1 07	\$39,837	\$64,934	2.0	0.0	2.0
Administrative Assistant II	1 10	\$41,187	\$67,135	1.0	0.0	1.0
Administrative Technician	1 07	\$39,837	\$64,934	1.0	0.0	1.0
Collection Coordinator	1 11	\$45,013	\$73,453	1.0	0.0	1.0
Enterprise Controller	1 16	\$66,353	\$108,182	1.0	0.0	1.0
Manager of Budget & Accounting	1 18	\$75,782	\$123,572	1.0	0.0	1.0
Program Administrator	1 13	\$52,755	\$86,020	1.0	(1.0)	0.0
Storekeeper II	1 06	\$39,575	\$64,506	1.0	0.0	1.0
<b>Total</b>				<b>13.0</b>	<b>(1.0)</b>	<b>12.0</b>

## STORM WATER MANAGEMENT

**Program:** Construction, Design, and Engineering

The Construction, Design, and Engineering program manages storm water design and construction projects, contractors, utility markings, and coastal and precipitation flooding studies.

**Service Objective:**



**Customers Served:**

Residents

Businesses

City Agencies

Tourists/Visitors

**Goal Statement:**

To complete city-wide storm water construction projects on time and within budget in an effort to improve the storm water system and mitigate flooding.

Mandate	Reliance	Cost Recovery	Population Served	Demand
Discretionary	City is Sole Provider	Yes	Majority of Population Benefits	Meets Demand - Exceeds
Federal/State Mandate			Less than 50% of Population Benefits	Meets Demand - Maintains
City Mandate	Other Entities Provide this Service	No	Less than 10% of Population Benefits	Does Not Meet Demand

### Performance Measures

	FY 2021 Actual	FY 2022 Actual	FY 2023 Projection	FY 2024 Adopted	Metric
Number of miss utilities tickets reviewed	42,814	47,947	47,947	47,947	40,000
Number of site plans reviewed	232	194	200	200	200

## STORM WATER MANAGEMENT

Program: **Construction, Design, and Engineering**

### Adjustments to Baseline Service Level Cost:

	FY 2024	FTE
<b>Remove one-time funds for flood mitigation investment plan</b>	<b>(500,000)</b>	<b>0.0</b>
Technical adjustment to remove one-time funds provided in FY 2023 used to hire consultants to develop a flood mitigation plan.		
<b>Adjust required contribution to Virginia Retirement System</b>	<b>16,838</b>	<b>0.0</b>
Technical adjustment for the annual required contribution to the Virginia Retirement System (VRS). The contribution rate for the city is 12.84 percent of eligible payroll in FY 2024. Costs are distributed to departments based on each department's VRS eligible payroll.		
<b>Increase funding for project management software</b>	<b>2,476</b>	<b>0.0</b>
Technical adjustment to provide funds for contractual increases for project management system E-Builder. Contract costs are expected to increase by five percent annually.		
<b>Update base program costs</b>	<b>304,209</b>	<b>1.0</b>
Technical adjustment to update program costs for citywide budget actions. Changes include personnel adjustments for approved permanent positions, healthcare enrollment, retirement contributions, and the citywide salary increase effective July 1, 2023. In addition, if applicable, adjustments for annual fleet expenditures based on maintenance and fuel for vehicles used for operations are also included. These are routine adjustments that occur each budget cycle.		
<b>Total</b>	<b>(176,477)</b>	<b>1.0</b>

### Adopted Service Level Changes:

No adopted Service Level changes.

### Requested but Not Funded Service Level Changes:

No requested but not funded Service Level changes.

### Expenditure Summary

	FY 2023 Adopted	FY 2024 Adopted
Personnel Services	1,128,538	1,247,526
Materials, Supplies, and Repairs	39,545	41,604
Contractual Services	488,614	688,614
Equipment	39,874	42,350
Department Specific Appropriation	500,000	0
Debt Service/Transfers to CIP	1,315,200	1,315,200
<b>Total</b>	<b>3,511,771</b>	<b>3,335,294</b>

## STORM WATER MANAGEMENT

Program: **Construction, Design, and Engineering**

### Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2023 Adopted	FTE Change	FY 2024 Adopted
CCTV Technician	1 11	\$45,013	\$73,453	1.0	0.0	1.0
Civil Engineer II	1 15	\$62,122	\$101,571	2.0	(1.0)	1.0
Civil Engineer III	1 16	\$66,353	\$108,182	2.0	(1.0)	1.0
Construction Inspector II	1 11	\$45,013	\$73,453	1.0	1.0	2.0
Construction Inspector III	1 12	\$48,912	\$79,765	1.0	0.0	1.0
Design/Construction Project Manager, Senior	1 17	\$70,887	\$115,688	1.0	0.0	1.0
Engineering Technician II	1 11	\$45,013	\$73,453	1.0	0.0	1.0
Engineering Technician IV	1 13	\$52,755	\$86,020	1.0	0.0	1.0
Geographic Information Systems Technician II	1 11	\$45,013	\$73,453	1.0	0.0	1.0
Project Manager	1 16	\$66,353	\$108,182	1.0	2.0	3.0
<b>Total</b>				<b>12.0</b>	<b>1.0</b>	<b>13.0</b>

## STORM WATER MANAGEMENT

Program: **Cost Allocation for Citywide Services**

### Adjustments to Baseline Service Level Cost:

	FY 2024	FTE
<b>Adjust operating expenses</b>	<b>(42,604)</b>	<b>0.0</b>
Technical adjustment for operational expenses which occur annually. These expenses may include indirect costs and payment in lieu of taxes		
<b>Update base program costs</b>	<b>(12,500)</b>	<b>0.0</b>
Technical adjustment to update program costs for citywide budget actions. Changes include personnel adjustments for approved permanent positions, healthcare enrollment, retirement contributions, and the citywide salary increase effective July 1, 2023. In addition, if applicable, adjustments for annual fleet expenditures based on maintenance and fuel for vehicles used for operations are also included. These are routine adjustments that occur each budget cycle.		
<b>Total</b>	<b>(55,104)</b>	<b>0.0</b>

### Adopted Service Level Changes:

No adopted Service Level changes.

### Requested but Not Funded Service Level Changes:

No requested but not funded Service Level changes.

### Expenditure Summary

	FY 2023 Adopted	FY 2024 Adopted
Materials, Supplies, and Repairs	156,445	143,945
Contractual Services	547,374	504,770
<b>Total</b>	<b>703,819</b>	<b>648,715</b>



## STORM WATER MANAGEMENT

Program: **Debt Service**

### Adjustments to Baseline Service Level Cost:

	FY 2024	FTE
<b>Adjust operating expenses</b>	<b>257,499</b>	<b>0.0</b>
Technical adjustment for operational expenses which occur annually. These expenses may include indirect costs and payment in lieu of taxes		
<b>Update base program costs</b>	<b>(674,595)</b>	<b>0.0</b>
Technical adjustment to update program costs for citywide budget actions. Changes include personnel adjustments for approved permanent positions, healthcare enrollment, retirement contributions, and the citywide salary increase effective July 1, 2023. In addition, if applicable, adjustments for annual fleet expenditures based on maintenance and fuel for vehicles used for operations are also included. These are routine adjustments that occur each budget cycle.		
<b>Total</b>	<b>(417,096)</b>	<b>0.0</b>

### Adopted Service Level Changes:

No adopted Service Level changes.

### Requested but Not Funded Service Level Changes:

No requested but not funded Service Level changes.

### Expenditure Summary

	FY 2023 Adopted	FY 2024 Adopted
Department Specific Appropriation	3,874,304	3,262,678
Debt Service/Transfers to CIP	3,769,737	3,964,267
<b>Total</b>	<b>7,644,041</b>	<b>7,226,945</b>

## STORM WATER MANAGEMENT

**Program:** Environmental Regulatory Compliance

The Environmental Regulatory Compliance program ensures compliance with environmental laws, regulations, and permits through monitoring and inspecting of infrastructure dealing with pollutant control and prevention of contaminates in the storm water system and local water sources.

**Service Objective:**

**Customers Served:**

Residents

Businesses

City Agencies

Tourists/Visitors

**Goal Statement:**

To reduce waterway pollutants through compliance of environmental laws and infrastructure inspections.



Mandate	Reliance	Cost Recovery	Population Served	Demand
Discretionary	City is Sole Provider	Yes	Majority of Population Benefits	Meets Demand - Exceeds
Federal/State Mandate			Less than 50% of Population Benefits	Meets Demand - Maintains
City Mandate	Other Entities Provide this Service	No	Less than 10% of Population Benefits	Does Not Meet Demand

### Performance Measures

	FY 2021 Actual	FY 2022 Actual	FY 2023 Projection	FY 2024 Adopted	Metric
Number of environmental complaints investigated	171	336	150	150	150
Number of illicit discharges investigated and corrected	49	69	40	40	40
Number of post-construction BMPs inspected and reinspected	1,151	1,001	850	850	850

## STORM WATER MANAGEMENT

Program: **Environmental Regulatory Compliance**

### Adjustments to Baseline Service Level Cost:

	FY 2024	FTE
<b>Adjust required contribution to Virginia Retirement System</b>	<b>21,469</b>	<b>0.0</b>
Technical adjustment for the annual required contribution to the Virginia Retirement System (VRS). The contribution rate for the city is 12.84 percent of eligible payroll in FY 2024. Costs are distributed to departments based on each department's VRS eligible payroll.		
<b>Increase funding for state storm water permit fee</b>	<b>21,200</b>	<b>0.0</b>
Technical adjustment to increase funds for the Municipal Separate Storm Sewer System (MS4) permit - the city's publicly owned storm water sewer system permit that is issued by the state. A new permit is being issued for the city in September 2023. Funds will be used to cover the increased costs of the MS4 permit as well as additional new testing requirements associated with maintaining the new permit.		
<b>Update base program costs</b>	<b>25,252</b>	<b>0.0</b>
Technical adjustment to update program costs for citywide budget actions. Changes include personnel adjustments for approved permanent positions, healthcare enrollment, retirement contributions, and the citywide salary increase effective July 1, 2023. In addition, if applicable, adjustments for annual fleet expenditures based on maintenance and fuel for vehicles used for operations are also included. These are routine adjustments that occur each budget cycle.		
<b>Total</b>	<b>67,921</b>	<b>0.0</b>

### Adopted Service Level Changes:

No adopted Service Level changes.

### Requested but Not Funded Service Level Changes:

No requested but not funded Service Level changes.

### Expenditure Summary

	FY 2023 Adopted	FY 2024 Adopted
Personnel Services	610,938	630,200
Materials, Supplies, and Repairs	43,545	45,004
Contractual Services	144,900	183,100
Equipment	37,500	46,500
<b>Total</b>	<b>836,883</b>	<b>904,804</b>

### Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2023 Adopted	FTE Change	FY 2024 Adopted
Engineering Technician I	1 10	\$41,187	\$67,135	1.0	0.0	1.0
Environmental Specialist II	1 12	\$48,912	\$79,765	2.0	0.0	2.0
Program Supervisor	1 13	\$52,755	\$86,020	1.0	0.0	1.0
Programs Manager	1 15	\$62,122	\$101,571	1.0	0.0	1.0
Project Manager	1 16	\$66,353	\$108,182	1.0	0.0	1.0
Public Relations Specialist	1 12	\$48,912	\$79,765	1.0	0.0	1.0
<b>Total</b>				<b>7.0</b>	<b>0.0</b>	<b>7.0</b>

## STORM WATER MANAGEMENT

**Program:** Sand and Beach Nourishment

The Sand and Beach Nourishment program administers the Sand Management Plan adopted by City Council and supports the operation, maintenance, repair, rehabilitation, and sand replacement as required by the federal project authorization and agreement.

**Service Objective:**



**Customers Served:**

Residents

Businesses

City Agencies

Tourists/Visitors

**Goal Statement:**

To comply with the Sand Management Plan through monitoring of the shoreline, maintenance of the beach berm and dune lines, and facilitation of beach nourishment projects.

Mandate	Reliance	Cost Recovery	Population Served	Demand
Discretionary	City is Sole Provider	Yes	Majority of Population Benefits	Meets Demand - Exceeds
Federal/State Mandate			Less than 50% of Population Benefits	Meets Demand - Maintains
City Mandate	Other Entities Provide this Service	No	Less than 10% of Population Benefits	Does Not Meet Demand

### Performance Measures

	FY 2021 Actual	FY 2022 Actual	FY 2023 Projection	FY 2024 Adopted	Metric
Number of times per year topographic, hydrographic, and LiDAR surveys are completed	N/A	2	2	2	2
Number of times per year wave gauge maintenance and analysis completed	N/A	1	1	1	1

### Adjustments to Baseline Service Level Cost:

No adjustments to Baseline Service Level cost.

### Adopted Service Level Changes:

No adopted Service Level changes.

### Requested but Not Funded Service Level Changes:

No requested but not funded Service Level changes.

## STORM WATER MANAGEMENT

Program: Sand and Beach Nourishment

### Expenditure Summary

	FY 2023 Adopted	FY 2024 Adopted
Contractual Services	30,000	28,000
Department Specific Appropriation	0	2,000
<b>Total</b>	<b>30,000</b>	<b>30,000</b>

## STORM WATER MANAGEMENT

**Program:** Storm Water Infrastructure Operations and Maintenance

The Storm Water Infrastructure Operations and Maintenance program is responsible for the operations and maintenance of the pump stations, flood wall, outfalls, structures, pipes, and ponds by providing personnel and equipment necessary for upkeep of storm water infrastructure.

**Service Objective:**



**Customers Served:**

Residents

Businesses

City Agencies

Tourists/Visitors

**Goal Statement:**

To maintain new and existing infrastructure in an effort to reduce waterway pollutants and city-wide flooding.

Mandate	Reliance	Cost Recovery	Population Served	Demand
Discretionary	City is Sole Provider	Yes	Majority of Population Benefits	Meets Demand - Exceeds
Federal/State Mandate			Less than 50% of Population Benefits	Meets Demand - Maintains
City Mandate	Other Entities Provide this Service	No	Less than 10% of Population Benefits	Does Not Meet Demand

### Performance Measures

	FY 2021 Actual	FY 2022 Actual	FY 2023 Projection	FY 2024 Adopted	Metric
Linear feet of ditches cleaned	212,467	161,797	150,000	150,000	150,000
Number of executed work orders	N/A	103	75	75	75
Number of preventative maintenance inspections performed on pump	N/A	N/A	1,700	1,700	1,800
Number of structures cleaned	6,420	3,670	3,500	3,500	3,500
Number of structures repaired	175	166	150	150	150

## STORM WATER MANAGEMENT

Program: **Storm Water Infrastructure Operations and Maintenance**

### Adjustments to Baseline Service Level Cost:

	FY 2024	FTE
<b>Remove one-time funds for equipment for positions</b>	<b>(130,000)</b>	<b>0.0</b>
Technical adjustment to remove one-time funds provided in FY 2023 for operations and maintenance. Funds were used to purchase equipment for an additional position.		
<b>Remove one-time funds for Storm Water Operations equipment</b>	<b>(180,000)</b>	<b>0.0</b>
Technical adjustment to remove one-time funds provided in FY 2023 for an excavator to assist with year round maintenance of storm water ponds and ditches.		
<b>Provide operational funding for new pump stations</b>	<b>145,000</b>	<b>0.0</b>
Technical adjustment to provide operational funds for the new pump stations and storm water infrastructure installed through the NDRC grant project. The funds provide support for contracted maintenance work, as well as other supplies needed for routine maintenance. The new pump stations and infrastructure will be operational during the calendar year 2022.		
<b>Adjust required contribution to Virginia Retirement System</b>	<b>103,747</b>	<b>0.0</b>
Technical adjustment for the annual required contribution to the Virginia Retirement System (VRS). The contribution rate for the city is 12.84 percent of eligible payroll in FY 2024. Costs are distributed to departments based on each department's VRS eligible payroll.		
<b>Increase funds for security services</b>	<b>3,128</b>	<b>0.0</b>
Technical adjustment to provide funds for contractual increases in security costs. Contractual costs are expected to increase by two percent.		
<b>Update base program costs</b>	<b>277,130</b>	<b>2.0</b>
Technical adjustment to update program costs for citywide budget actions. Changes include personnel adjustments for approved permanent positions, healthcare enrollment, retirement contributions, and the citywide salary increase effective July 1, 2023. In addition, if applicable, adjustments for annual fleet expenditures based on maintenance and fuel for vehicles used for operations are also included. These are routine adjustments that occur each budget cycle.		
<b>Total</b>	<b>219,005</b>	<b>2.0</b>

### Adopted Service Level Changes:

No adopted Service Level changes.

### Requested but Not Funded Service Level Changes:

	FY 2024	FTE
<b>Provide funds to enhance operations and maintenance</b>	<b>142,756</b>	<b>1.0</b>
Provide funds to create a new Utility Maintenance Mechanic II and provide one-time funds to purchase a utility truck. The position will perform maintenance work on the two new pump stations installed as a part of the Chesterfield Heights project and will perform maintenance on other storm water infrastructure as needed.		
<b>Total</b>	<b>142,756</b>	<b>1.0</b>

## STORM WATER MANAGEMENT

Program: **Storm Water Infrastructure Operations and Maintenance**

### Expenditure Summary

	FY 2023 Adopted	FY 2024 Adopted
Personnel Services	2,781,864	3,186,503
Materials, Supplies, and Repairs	1,581,710	1,252,848
Contractual Services	300,874	305,102
Equipment	496,500	635,500
<b>Total</b>	<b>5,160,948</b>	<b>5,379,953</b>

### Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2023 Adopted	FTE Change	FY 2024 Adopted
Crew Leader I	1 09	\$40,362	\$65,790	8.0	1.0	9.0
Electrician II	1 10	\$41,187	\$67,135	1.0	0.0	1.0
Equipment Operator II	1 07	\$39,837	\$64,934	6.0	1.0	7.0
Equipment Operator III	1 08	\$40,100	\$65,362	5.0	0.0	5.0
Equipment Operator IV	1 09	\$40,362	\$65,790	1.0	0.0	1.0
Maintenance Mechanic II	1 08	\$40,100	\$65,362	1.0	(1.0)	0.0
Maintenance Worker I	1 05	\$39,312	\$64,079	12.0	0.0	12.0
Maintenance Worker II	1 06	\$39,575	\$64,506	6.0	0.0	6.0
Storm Water Operations Manager	1 15	\$62,122	\$101,571	0.0	1.0	1.0
Utility Maintenance Mechanic I	1 07	\$39,837	\$64,934	1.0	0.0	1.0
Utility Maintenance Mechanic II	1 09	\$40,362	\$65,790	4.0	0.0	4.0
Utility Maintenance Supervisor	1 11	\$45,013	\$73,453	3.0	0.0	3.0
Utility Maintenance Supervisor, Senior	1 13	\$52,755	\$86,020	2.0	0.0	2.0
<b>Total</b>				<b>50.0</b>	<b>2.0</b>	<b>52.0</b>



## STORM WATER MANAGEMENT

**Program:** **Street Sweeping**

The Street Sweeping program is responsible for sweeping curbed streets on a routine basis using specialized vehicles. Street sweeping limits the debris that ends up in the storm drains, which helps mitigate flooding.

**Service Objective:**

**Customers Served:**

**Residents**

**Businesses**

**City Agencies**

**Tourists/Visitors**

**Goal Statement:**

To limit debris in the storm water system so as to mitigate flooding and improve water quality.



Mandate	Reliance	Cost Recovery	Population Served	Demand
Discretionary	City is Sole Provider	Yes	Majority of Population Benefits	Meets Demand - Exceeds
Federal/State Mandate			Less than 50% of Population Benefits	Meets Demand - Maintains
City Mandate	Other Entities Provide this Service	No	Less than 10% of Population Benefits	Does Not Meet Demand

### Performance Measures

	FY 2021 Actual	FY 2022 Actual	FY 2023 Projection	FY 2024 Adopted	Metric
Number of miles of curblane swept	36,175	36,300	36,000	36,000	36,000
Number of tons of material/debris collected from sweeping operations	5,506	4,500	4,000	5,000	4,000

### Adjustments to Baseline Service Level Cost:

	FY 2024	FTE
<b>Adjust required contribution to Virginia Retirement System</b>	<b>54,722</b>	<b>0.0</b>
Technical adjustment for the annual required contribution to the Virginia Retirement System (VRS). The contribution rate for the city is 12.84 percent of eligible payroll in FY 2024. Costs are distributed to departments based on each department's VRS eligible payroll.		
<b>Update base program costs</b>	<b>658,836</b>	<b>(1.0)</b>
Technical adjustment to update program costs for citywide budget actions. Changes include personnel adjustments for approved permanent positions, healthcare enrollment, retirement contributions, and the citywide salary increase effective July 1, 2023. In addition, if applicable, adjustments for annual fleet expenditures based on maintenance and fuel for vehicles used for operations are also included. These are routine adjustments that occur each budget cycle.		
<b>Total</b>	<b>713,558</b>	<b>(1.0)</b>

## STORM WATER MANAGEMENT

Program: **Street Sweeping**

### Adopted Service Level Changes:

	FY 2024	FTE
<b>Provide one-time funds to purchase street sweeping equipment</b>	<b>260,000</b>	<b>0.0</b>
Provide one-time funds to purchase a large Street Sweeper. The additional street sweeper will help the department to meet the city's street sweeping schedule of sweeping each route once a month during the fall and will help the city meet its water quality environmental mandates that are related to storm water and debris run off.		
<b>Provide funds to enhance street sweeping</b>	<b>231,628</b>	<b>1.0</b>
Provide funds for a Equipment Operator III and provide one-time funds for a leaf vacuum truck. The vacuum truck and operator will allow for more timely street sweeping, ditch maintenance and will reduce the amount of leaves on the roadside that cause extensive wear and tear on the city's fleet of street sweepers.		
<b>Total</b>	<b>491,628</b>	<b>1.0</b>

### Requested but Not Funded Service Level Changes:

No requested but not funded Service Level changes.

### Expenditure Summary

	FY 2023 Adopted	FY 2024 Adopted
Personnel Services	1,574,861	1,769,193
Materials, Supplies, and Repairs	758,985	805,329
Contractual Services	287,535	287,535
Equipment	790,990	1,755,500
<b>Total</b>	<b>3,412,371</b>	<b>4,617,557</b>

### Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2023 Adopted	FTE Change	FY 2024 Adopted
Automotive Service Attendant	1 08	\$40,100	\$65,362	1.0	(1.0)	0.0
Crew Leader I	1 09	\$40,362	\$65,790	1.0	0.0	1.0
Equipment Operator II	1 07	\$39,837	\$64,934	6.0	(1.0)	5.0
Equipment Operator III	1 08	\$40,100	\$65,362	12.0	(11.0)	1.0
Maintenance Mechanic II	1 08	\$40,100	\$65,362	0.0	1.0	1.0
Maintenance Worker I	1 05	\$39,312	\$64,079	4.0	0.0	4.0
Storm Water Assistant Superintendent	1 14	\$57,385	\$94,914	1.0	0.0	1.0
Sweeper Operator I	1 08	\$40,100	\$65,362	0.0	6.0	6.0
Sweeper Operator II	1 09	\$40,362	\$65,790	0.0	1.0	1.0
Sweeper Operator Supervisor	1 12	\$48,912	\$79,765	0.0	1.0	1.0
Sweeper Operator, Lead	1 10	\$41,187	\$67,135	0.0	4.0	4.0
Utility Maintenance Mechanic I	1 07	\$39,837	\$64,934	0.0	1.0	1.0
Utility Maintenance Supervisor	1 11	\$45,013	\$73,453	2.0	(1.0)	1.0
<b>Total</b>				<b>27.0</b>	<b>0.0</b>	<b>27.0</b>

## UTILITIES - WASTEWATER FUND

### Cost Recovery Summary

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
Permits and Fees	95,525	64,000	50,000	50,000
Use of Money and Property	12,836	-116,364	10,000	10,000
Charges for Services	32,120,080	35,269,556	35,941,000	37,378,640
Miscellaneous Revenue	0	0	0	0
Recovered Costs	303,758	391,010	3,600	3,600
Other Sources and Transfers In	324,617	74,714	2,000	2,000
Federal Aid	0	0	0	0
<b>Total</b>	<b>32,856,816</b>	<b>35,682,917</b>	<b>36,006,600</b>	<b>37,444,240</b>

Actual amounts represent collections, not appropriation authority.

### Expenditure Summary

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
Personnel Services	5,532,809	5,405,100	6,517,344	6,890,129
Materials, Supplies, and Repairs	2,497,846	2,872,908	3,083,140	3,212,367
Contractual Services	2,134,125	2,211,604	2,935,494	2,431,984
Equipment	23,158	18,269	316,898	716,898
Department Specific Appropriation	1,500,000	1,500,000	6,654,942	7,882,433
Debt Service/Transfers to CIP	15,294,458	15,744,511	16,498,782	16,310,429
<b>Total</b>	<b>26,982,396</b>	<b>27,752,392</b>	<b>36,006,600</b>	<b>37,444,240</b>

			FY 2024 Adopted	
<u>Program Name</u>	<u>Service Objective</u>	<u>Service Level Classification</u>	<u>Dollars</u>	<u>FTEs</u>
Debt Service	Efficient and responsive government	Meets Demand - Maintains	16,310,429	0.0
Wastewater Operations	Community support and well-being	Meets Demand - Maintains	21,133,811	101.0
<b>Total</b>			<b>37,444,240</b>	<b>101.0</b>
<b>Total FY 2023 Adopted</b>			<b>36,006,600</b>	<b>102.0</b>
<b>Change from FY 2023 Adopted</b>			<b>1,437,640</b>	<b>(1.0)</b>

## UTILITIES - WASTEWATER FUND

Program: **Debt Service**

### Adjustments to Baseline Service Level Cost:

	FY 2024	FTE
<b>Adjust debt service expenses</b>	<b>(188,353)</b>	<b>0.0</b>
Technical adjustment to support annual debt service payments for wastewater related projects. This is a routine adjustment which occurs each budget cycle.		
<b>Total</b>	<b>(188,353)</b>	<b>0.0</b>

### Adopted Service Level Changes:

No adopted Service Level changes.

### Requested but Not Funded Service Level Changes:

No requested but not funded Service Level changes.

### Expenditure Summary

	FY 2023 Adopted	FY 2024 Adopted
Debt Service/Transfers to CIP	16,498,782	16,310,429
<b>Total</b>	<b>16,498,782</b>	<b>16,310,429</b>

## UTILITIES - WASTEWATER FUND

**Program:** **Wastewater Operations**

Wastewater Pump Station Operation and Maintenance function of this program enhances the quality of life for Norfolk citizens by providing continuous, reliable operations for pump stations throughout the city. These stations provide a critical service by transmitting sewage and sanitary waste to the Hampton Roads Sanitation District for treatment. Wastewater Piping System Repair promotes safe and healthy neighborhoods by completing localized wastewater pipe repairs ensuring effective operations for the residential, commercial, and governmental customers of the wastewater system.

**Service Objective:**



**Customers Served:**

**Residents**

**Businesses**

**City Agencies**

**Tourists/Visitors**

**Goal Statement:**

Manage and improve the wastewater system for our residents through routine maintenance, repairs and upgrades to the city's sewer system.

Mandate	Reliance	Cost Recovery	Population Served	Demand
Discretionary	City is Sole Provider	Yes	Majority of Population Benefits	Meets Demand - Exceeds
Federal/State Mandate			Less than 50% of Population Benefits	Meets Demand - Maintains
City Mandate	Other Entities Provide this Service	No	Less than 10% of Population Benefits	Does Not Meet Demand

### Performance Measures

	FY 2021 Actual	FY 2022 Actual	FY 2023 Projection	FY 2024 Adopted	Metric
Linear feet of wastewater system cleaned per year	633,505	416,592	650,000	650,000	650,000
Number of sewer line repairs	5,697	3,499	4,500	4,500	4,500
Number of sewer lines televised in support of repairs	N/A	755	850	850	850

## UTILITIES - WASTEWATER FUND

Program: **Wastewater Operations**

### Adjustments to Baseline Service Level Cost:

	FY 2024	FTE
<b>Adjust operational expenses</b>	<b>804,978</b>	<b>0.0</b>
Technical adjustment for operational expenses which occur annually. These expenses may include indirect costs and payments in lieu of taxes. Total adjustment is spread over multiple programs within the department.		
<b>Provide funds to replace aging equipment</b>	<b>400,000</b>	<b>0.0</b>
Technical adjustment to increase funds that are needed to replace aging equipment.		
<b>Adjust required contribution to Virginia Retirement System</b>	<b>114,703</b>	<b>0.0</b>
Technical adjustment for the annual required contribution to the Virginia Retirement System (VRS). The contribution rate for the city is 12.84 percent of eligible payroll in FY 2024. Costs are distributed to departments based on each department's VRS eligible payroll.		
<b>Update base program costs</b>	<b>306,312</b>	<b>(1.0)</b>
Technical adjustment to update program costs for citywide budget actions. Other actions include adjustments for healthcare enrollment, retirement contributions, and the citywide salary increase effective July 1, 2023. In addition, if applicable, adjustments for annual fleet expenditures based on maintenance and fuel for vehicles used for operations are also included. These are routine adjustments that occur each budget cycle.		
<b>Total</b>	<b>1,625,993</b>	<b>(1.0)</b>

### Adopted Service Level Changes:

No adopted Service Level changes.

### Requested but Not Funded Service Level Changes:

No requested but not funded Service Level changes.

### Expenditure Summary

	FY 2023 Adopted	FY 2024 Adopted
Personnel Services	6,517,344	6,890,129
Materials, Supplies, and Repairs	3,083,140	3,212,367
Contractual Services	2,935,494	2,431,984
Equipment	316,898	716,898
Department Specific Appropriation	6,654,942	7,882,433
<b>Total</b>	<b>19,507,818</b>	<b>21,133,811</b>

## UTILITIES - WASTEWATER FUND

Program: **Wastewater Operations**

### Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2023 Adopted	FTE Change	FY 2024 Adopted
Accounting Technician II	1 07	\$39,837	\$64,934	3.0	(1.0)	2.0
Administrative Technician	1 07	\$39,837	\$64,934	0.0	2.0	2.0
Assistant Superintendent of Utility Division	1 17	\$70,887	\$115,688	1.0	0.0	1.0
CCTV Technician	1 11	\$45,013	\$73,453	2.0	0.0	2.0
Crew Leader I	1 09	\$40,362	\$65,790	15.0	(1.0)	14.0
Electrician II	1 10	\$41,187	\$67,135	0.0	1.0	1.0
Electrician IV	1 12	\$48,912	\$79,765	1.0	(1.0)	0.0
Engineering Technician I	1 10	\$41,187	\$67,135	0.0	1.0	1.0
Environmental Specialist II	1 12	\$48,912	\$79,765	1.0	0.0	1.0
Equipment Operator II	1 07	\$39,837	\$64,934	6.0	0.0	6.0
Equipment Operator III	1 08	\$40,100	\$65,362	19.0	(1.0)	18.0
General Utility Maintenance Supervisor	1 14	\$57,385	\$94,914	1.0	0.0	1.0
Maintenance Worker I	1 05	\$39,312	\$64,079	2.0	0.0	2.0
Maintenance Worker II	1 06	\$39,575	\$64,506	27.0	0.0	27.0
Management Analyst I	1 11	\$45,013	\$73,453	1.0	0.0	1.0
Management Analyst III	1 14	\$57,385	\$94,914	1.0	0.0	1.0
Support Technician	1 05	\$39,312	\$64,079	1.0	0.0	1.0
Utility Maintenance Mechanic I	1 07	\$39,837	\$64,934	7.0	(1.0)	6.0
Utility Maintenance Supervisor	1 11	\$45,013	\$73,453	10.0	0.0	10.0
Utility Maintenance Supervisor, Senior	1 13	\$52,755	\$86,020	4.0	0.0	4.0
<b>Total</b>				<b>102.0</b>	<b>(1.0)</b>	<b>101.0</b>

## UTILITIES - WATER FUND

### Cost Recovery Summary

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
Permits and Fees	691,250	533,947	783,100	783,100
Use of Money and Property	105,363	-1,068,860	110,000	110,000
Charges for Services	95,238,969	101,931,302	101,112,082	105,410,857
Miscellaneous Revenue	22,428	28,894	186,900	186,900
Recovered Costs	1,570,272	1,222,101	1,000,000	1,000,000
Other Sources and Transfers In	43,370	49,375	5,400	5,400
<b>Total</b>	<b>97,671,652</b>	<b>102,696,759</b>	<b>103,197,482</b>	<b>107,496,257</b>

Actual amounts represent collections, not appropriation authority.

### Expenditure Summary

	FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Adopted
Personnel Services	18,710,278	18,816,422	21,417,068	23,009,711
Materials, Supplies, and Repairs	9,899,479	13,550,967	12,363,338	16,470,006
Contractual Services	8,990,823	8,634,905	10,466,468	10,494,416
Equipment	176,019	101,837	673,131	1,175,895
Department Specific Appropriation	8,500,000	8,500,000	23,247,332	23,613,458
Debt Service/Transfers to CIP	30,311,045	30,715,614	35,030,145	32,732,771
<b>Total</b>	<b>76,587,644</b>	<b>80,319,744</b>	<b>103,197,482</b>	<b>107,496,257</b>

<u>Program Name</u>	<u>Service Objective</u>	<u>Service Level Classification</u>	<u>FY 2024 Adopted</u>	
			<u>Dollars</u>	<u>FTEs</u>
Director's Office	Community support and well-being	Meets Demand - Exceeds	25,058,794	10.0
Budget and Accounting	Efficient and responsive government	Meets Demand - Maintains	1,526,223	11.0
Debt Service	Efficient and responsive government	Meets Demand - Maintains	33,238,989	0.0
Engineering and Technology	Infrastructure and Connectivity	Meets Demand - Maintains	5,197,084	46.0
Water Accounts	Efficient and responsive government	Meets Demand - Maintains	3,126,742	24.0
Water Distribution	Community support and well-being	Meets Demand - Maintains	10,455,571	95.0
Water Production	Community support and well-being	Meets Demand - Exceeds	27,533,089	96.0
Water Quality	Community support and well-being	Meets Demand - Exceeds	1,359,765	9.0



## UTILITIES - WATER FUND

Total	107,496,257	291.0
Total FY 2023 Adopted	103,197,482	289.0
Change from FY 2023 Adopted	4,298,775	2.0

## UTILITIES - WATER FUND

Program: **Director's Office**

### Adjustments to Baseline Service Level Cost:

	FY 2024	FTE
<b>Adjust operational expenditures</b>	<b>828,479</b>	<b>0.0</b>
Technical adjustment for operational expenses which occur annually. These expenses may include indirect costs and payments in lieu of taxes. Total adjustment is spread over multiple programs within the department.		
<b>Adjust required contribution to Virginia Retirement System</b>	<b>24,405</b>	<b>0.0</b>
Technical adjustment for the annual required contribution to the Virginia Retirement System (VRS). The contribution rate for the city is 12.84 percent of eligible payroll in FY 2024. Costs are distributed to departments based on each department's VRS eligible payroll.		
<b>Increase costs for storehouse rent</b>	<b>1,859</b>	<b>0.0</b>
Technical adjustment to provide funds for increased storehouse rent. Total costs will increase by \$1,859 from \$61,971 in FY 2023 to \$63,830 in FY 2024.		
<b>Update base program costs</b>	<b>139,613</b>	<b>0.0</b>
Technical adjustment to update program costs for citywide budget actions. Changes include personnel adjustments for approved permanent positions, healthcare enrollment, retirement contributions, and the citywide salary increase effective July 1, 2023. In addition, if applicable, adjustments for annual fleet expenditures based on maintenance and fuel for vehicles used for operations are also included. These are routine adjustments that occur each budget cycle.		
<b>Total</b>	<b>994,356</b>	<b>0.0</b>

### Adopted Service Level Changes:

No adopted Service Level changes.

### Requested but Not Funded Service Level Changes:

No requested but not funded Service Level changes.

### Expenditure Summary

	FY 2023 Adopted	FY 2024 Adopted
Personnel Services	812,693	976,711
Materials, Supplies, and Repairs	49,038	49,038
Contractual Services	1,063,593	1,527,805
Equipment	8,000	8,000
Department Specific Appropriation	22,131,114	22,497,240
<b>Total</b>	<b>24,064,438</b>	<b>25,058,794</b>

## UTILITIES - WATER FUND

Program: **Director's Office**

### Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2023 Adopted	FTE Change	FY 2024 Adopted
Administrative Assistant II	1 10	\$41,187	\$67,135	1.0	0.0	1.0
Administrative Technician	1 07	\$39,837	\$64,934	1.0	0.0	1.0
Assistant Director	1 21	\$89,312	\$148,627	1.0	0.0	1.0
Director of Utilities	1 27	\$136,430	\$234,543	1.0	0.0	1.0
Management Services Administrator	1 18	\$75,782	\$123,572	1.0	0.0	1.0
Messenger/Driver	1 05	\$39,312	\$64,079	1.0	0.0	1.0
Personnel Specialist	1 11	\$45,013	\$73,453	1.0	0.0	1.0
Public Information Specialist II	1 12	\$48,912	\$79,765	1.0	0.0	1.0
Safety Specialist	1 11	\$45,013	\$73,453	1.0	0.0	1.0
Support Technician	1 05	\$39,312	\$64,079	1.0	0.0	1.0
<b>Total</b>				<b>10.0</b>	<b>0.0</b>	<b>10.0</b>

## UTILITIES - WATER FUND

**Program:** **Budget and Accounting**

The Budget and Accounting program conducts strategic planning to ensure implementation of the City Council's priorities and City Manager's goals and maintain the utility system's viability and resilience. This includes wholesale customer contract management, development of cash flow projections, and periodic review of rates and long-term funding to support future sustainability. The financial reporting and compliance function includes grant management and administration, preparation of the annual externally-audited standalone financial statements for both the Water and Wastewater funds and ensures compliance with the provisions of the Single Audit Act. The budget management function of this program establishes annual development of operating and capital budgets and ensures ongoing monitoring of the budgets. The financial operations function of this program supports daily accounting and financial functions.

**Service Objective:**



**Customers Served:**

**Residents**

**Businesses**

**City Agencies**

**Tourists/Visitors**

**Goal Statement:**

Ensure compliance with federal/state/city laws and regulations; maintain compliance with contractual obligations; ensure compliance with City's and Water and Wastewater Fund's financial policies; establish effective internal control policies and procedures for the Department of Utilities to ensure effective financial operations; maintain effective and efficient internal and external financial reporting for both Water and Wastewater Fund, including compliance with generally accepted accounting principles and grant requirements; develop annual budget projections and metrics for revenues and expenses and ensure Department's operations within the established budgeted parameters.

Mandate	Reliance	Cost Recovery	Population Served	Demand
Discretionary	City is Sole Provider	Yes	Majority of Population Benefits	Meets Demand - Exceeds
Federal/State Mandate			Less than 50% of Population Benefits	Meets Demand - Maintains
City Mandate	Other Entities Provide this Service	No	Less than 10% of Population Benefits	Does Not Meet Demand

### Performance Measures

	FY 2021 Actual	FY 2022 Actual	FY 2023 Projection	FY 2024 Adopted	Metric
Are revenues growing proportionately to expenditures	Yes	Yes	Yes	Yes	Yes

## UTILITIES - WATER FUND

Program: **Budget and Accounting**

### Adjustments to Baseline Service Level Cost:

	FY 2024	FTE
<b>Adjust required contribution to Virginia Retirement System</b>	<b>17,976</b>	<b>0.0</b>
Technical adjustment for the annual required contribution to the Virginia Retirement System (VRS). The contribution rate for the city is 12.84 percent of eligible payroll in FY 2024. Costs are distributed to departments based on each department's VRS eligible payroll.		
<b>Adjust operational expenditures</b>	<b>(12,522)</b>	<b>0.0</b>
Technical adjustment for operational expenses which occur annually. These expenses may include indirect costs and payments in lieu of taxes. Total adjustment is spread over multiple programs within the department.		
<b>Update base program costs</b>	<b>72,260</b>	<b>0.0</b>
Technical adjustment to update program costs for citywide budget actions. Changes include personnel adjustments for approved permanent positions, healthcare enrollment, retirement contributions, and the citywide salary increase effective July 1, 2023. In addition, if applicable, adjustments for annual fleet expenditures based on maintenance and fuel for vehicles used for operations are also included. These are routine adjustments that occur each budget cycle.		
<b>Total</b>	<b>77,714</b>	<b>0.0</b>

### Adopted Service Level Changes:

No adopted Service Level changes.

### Requested but Not Funded Service Level Changes:

No requested but not funded Service Level changes.

### Expenditure Summary

	FY 2023 Adopted	FY 2024 Adopted
Personnel Services	916,073	1,006,309
Materials, Supplies, and Repairs	129,152	129,152
Contractual Services	376,084	363,562
Equipment	27,200	27,200
<b>Total</b>	<b>1,448,509</b>	<b>1,526,223</b>

### Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2023 Adopted	FTE Change	FY 2024 Adopted
Accountant I	1 11	\$45,013	\$73,453	4.0	0.0	4.0
Accountant II	1 12	\$48,912	\$79,765	1.0	0.0	1.0
Accountant III	1 13	\$52,755	\$86,020	1.0	0.0	1.0
Accountant IV	1 14	\$57,385	\$94,914	1.0	0.0	1.0
Accounting Manager	1 17	\$70,887	\$115,688	1.0	0.0	1.0
Enterprise Controller	1 16	\$66,353	\$108,182	1.0	0.0	1.0
Financial Operations Manager	1 15	\$62,122	\$101,571	1.0	0.0	1.0
Manager of Budget & Accounting	1 18	\$75,782	\$123,572	1.0	0.0	1.0
<b>Total</b>				<b>11.0</b>	<b>0.0</b>	<b>11.0</b>

## UTILITIES - WATER FUND

Program: **Debt Service**

### Adjustments to Baseline Service Level Cost:

	FY 2024	FTE
<b>Adjust debt service expenses</b>	<b>(2,297,374)</b>	<b>0.0</b>
Technical adjustment to support annual debt service payments for water related projects. This is a routine adjustment which occurs each budget cycle.		
<b>Total</b>	<b>(2,297,374)</b>	<b>0.0</b>

### Adopted Service Level Changes:

No adopted Service Level changes.

### Requested but Not Funded Service Level Changes:

No requested but not funded Service Level changes.

### Expenditure Summary

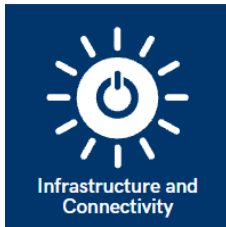
	FY 2023 Adopted	FY 2024 Adopted
Department Specific Appropriation	506,218	506,218
Debt Service/Transfers to CIP	35,030,145	32,732,771
<b>Total</b>	<b>35,536,363</b>	<b>33,238,989</b>

## UTILITIES - WATER FUND

**Program:** **Engineering and Technology**

The Engineering and Technology program develops and executes the water and wastewater capital improvement plan. The Capital Project Management function of the program manages the design and installation of water and wastewater projects including monitoring costs, time schedules, and work quality. This function prioritizes and manages the design of infrastructure replacement for water treatment plants, dams, spillways, raw water transmission components, finished water transmission mains, neighborhood distribution piping, wastewater system pipes and pump stations, and assists with construction management. The Construction Inspection function of this program provides monitoring and reporting compliance for construction work performed by state and city agents, franchise utility owners, developers, and others on all water and wastewater infrastructure. The technology function under this program ensures effective operation of all the department's programs by timely incorporating technological improvements and managing existing computer systems and hardware.

**Service Objective:**



**Customers Served:**

**Residents**

**Businesses**

**City Agencies**

**Tourists/Visitors**

**Goal Statement:**

Provide excellent internal and external customer service through the administration of the Capital Improvement Plan. Our objective is the remediation of existing infrastructure and development of new facilities to serve the water and sewer needs of our customers.

Mandate	Reliance	Cost Recovery	Population Served	Demand
Discretionary	City is Sole Provider	Yes	Majority of Population Benefits	Meets Demand - Exceeds
Federal/State Mandate			Less than 50% of Population Benefits	Meets Demand - Maintains
City Mandate	Other Entities Provide this Service	No	Less than 10% of Population Benefits	Does Not Meet Demand

### Performance Measures

	FY 2021 Actual	FY 2022 Actual	FY 2023 Projection	FY 2024 Adopted	Metric
Linear feet of water and sewer mains installed a year	17,302	16,800	16,800	16,800	16,800

## UTILITIES - WATER FUND

Program: **Engineering and Technology**

### Adjustments to Baseline Service Level Cost:

	FY 2024	FTE
<b>Adjust required contribution to Virginia Retirement System</b>	<b>79,377</b>	<b>0.0</b>
Technical adjustment for the annual required contribution to the Virginia Retirement System (VRS). The contribution rate for the city is 12.84 percent of eligible payroll in FY 2024. Costs are distributed to departments based on each department's VRS eligible payroll.		
<b>Adjust operational expenditures</b>	<b>(59,638)</b>	<b>0.0</b>
Technical adjustment for operational expenses which occur annually. These expenses may include indirect costs and payments in lieu of taxes. Total adjustment is spread over multiple programs within the department.		
<b>Update base program costs</b>	<b>(176,290)</b>	<b>(3.0)</b>
Technical adjustment to update program costs for citywide budget actions. Changes include personnel adjustments for approved permanent positions, healthcare enrollment, retirement contributions, and the citywide salary increase effective July 1, 2023. In addition, if applicable, adjustments for annual fleet expenditures based on maintenance and fuel for vehicles used for operations are also included. These are routine adjustments that occur each budget cycle.		
<b>Total</b>	<b>(156,551)</b>	<b>(3.0)</b>

### Adopted Service Level Changes:

No adopted Service Level changes.

### Requested but Not Funded Service Level Changes:

No requested but not funded Service Level changes.

### Expenditure Summary

	FY 2023 Adopted	FY 2024 Adopted
Personnel Services	4,634,241	4,534,296
Materials, Supplies, and Repairs	193,096	196,128
Contractual Services	404,110	344,472
Equipment	122,188	122,188
<b>Total</b>	<b>5,353,635</b>	<b>5,197,084</b>



## UTILITIES - WATER FUND

Program: **Engineering and Technology**

### Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2023 Adopted	FTE Change	FY 2024 Adopted
Administrative Assistant I	1 09	\$40,362	\$65,790	2.0	0.0	2.0
Assistant City Engineer	1 19	\$80,451	\$130,837	1.0	0.0	1.0
Chief of Construction Operations	1 16	\$66,353	\$108,182	1.0	0.0	1.0
Civil Engineer I	1 14	\$57,385	\$94,914	2.0	0.0	2.0
Civil Engineer II	1 15	\$62,122	\$101,571	4.0	0.0	4.0
Civil Engineer III	1 16	\$66,353	\$108,182	4.0	0.0	4.0
Civil Engineer IV	1 17	\$70,887	\$115,688	2.0	1.0	3.0
Civil Engineer V	1 18	\$75,782	\$123,572	1.0	(1.0)	0.0
Construction Inspector I	1 09	\$40,362	\$65,790	6.0	1.0	7.0
Construction Inspector II	1 11	\$45,013	\$73,453	1.0	(1.0)	0.0
Construction Inspector III	1 12	\$48,912	\$79,765	3.0	0.0	3.0
Contract Monitoring Specialist	1 11	\$45,013	\$73,453	1.0	0.0	1.0
Engineering Manager	1 20	\$85,515	\$139,445	1.0	0.0	1.0
Engineering Technician I	1 10	\$41,187	\$67,135	5.0	0.0	5.0
Engineering Technician II	1 11	\$45,013	\$73,453	4.0	(1.0)	3.0
Engineering Technician III	1 12	\$48,912	\$79,765	2.0	0.0	2.0
Engineering Technician IV	1 13	\$52,755	\$86,020	1.0	0.0	1.0
General Utility Maintenance Supervisor	1 14	\$57,385	\$94,914	1.0	0.0	1.0
Geographic Information Systems Specialist III	1 15	\$62,122	\$101,571	0.0	1.0	1.0
Geographic Information Systems Team Supervisor	1 17	\$70,887	\$115,688	1.0	0.0	1.0
Management Analyst II	1 13	\$52,755	\$86,020	1.0	0.0	1.0
Microcomputer Systems Analyst, Senior	1 14	\$57,385	\$94,914	1.0	0.0	1.0
Programmer/Analyst IV	1 15	\$62,122	\$101,571	2.0	(2.0)	0.0
Programmer/Analyst V	1 16	\$66,353	\$108,182	1.0	(1.0)	0.0
Utility Maintenance Supervisor, Senior	1 13	\$52,755	\$86,020	1.0	0.0	1.0
<b>Total</b>				<b>49.0</b>	<b>(3.0)</b>	<b>46.0</b>

## UTILITIES - WATER FUND

**Program:** **Water Accounts**

The Meter Reading and Billing Services function of this program manages the monthly readings, billing water accounts, collections on customer accounts, operation of the department call center, and review and processing of leak adjustments. This program oversees the Customer Service Call Center and receives and responds to customer inquiries and requests. Cashiering, Payment Processing, and Lobby Assistance engages in high quality customer service by receiving and processing walk-in payments and drop box payments. Establishes payment arrangements and extensions on customer accounts. Submits work orders for service installations, transfers, disconnects and other requests. Completes sale of boat permits and bulk water. Collection program secures judgments and liens against commercial and residential customers with outstanding balances. Initiates turn offs of delinquent accounts. Monitors payment transactions and process Notice of Satisfactions within allotted timeframe. Ensures compliance with bankruptcy laws and state and local codes pertaining to collection. Generates monthly Aging Reports and monitor financial activity on utility accounts.

**Service Objective:**

**Customers Served:**

**Residents**

**Businesses**

**City Agencies**

**Tourists/Visitors**

**Goal Statement:**

Sustain a healthy enterprise fund that affords us the opportunity to complete planned projects, maintenance and fulfill financial obligations of the department.



Mandate	Reliance	Cost Recovery	Population Served	Demand
Discretionary	City is Sole Provider	Yes	Majority of Population Benefits	Meets Demand - Exceeds
Federal/State Mandate			Less than 50% of Population Benefits	Meets Demand - Maintains
City Mandate	Other Entities Provide this Service	No	Less than 10% of Population Benefits	Does Not Meet Demand

### Performance Measures

	FY 2021 Actual	FY 2022 Actual	FY 2023 Projection	FY 2024 Adopted	Metric
Number of meter reading errors	458	435	413	400	413
Number of meter readings	835,944	840,337	844,703	840,174	840,703
Number of non-registering meters	3,242	3,162	1,891	5,000	500

## UTILITIES - WATER FUND

Program: **Water Accounts**

### Adjustments to Baseline Service Level Cost:

	FY 2024	FTE
<b>Adjust required contribution to Virginia Retirement System</b>	<b>53,518</b>	<b>0.0</b>
Technical adjustment for the annual required contribution to the Virginia Retirement System (VRS). The contribution rate for the city is 12.84 percent of eligible payroll in FY 2024. Costs are distributed to departments based on each department's VRS eligible payroll.		
<b>Adjust operational expenditures</b>	<b>(9,953)</b>	<b>0.0</b>
Technical adjustment for operational expenses which occur annually. These expenses may include indirect costs and payments in lieu of taxes. Total adjustment is spread over multiple programs within the department.		
<b>Update base program costs</b>	<b>145,092</b>	<b>1.0</b>
Technical adjustment to update program costs for citywide budget actions. Changes include personnel adjustments for approved permanent positions, healthcare enrollment, retirement contributions, and the citywide salary increase effective July 1, 2023. In addition, if applicable, adjustments for annual fleet expenditures based on maintenance and fuel for vehicles used for operations are also included. These are routine adjustments that occur each budget cycle.		
<b>Total</b>	<b>188,657</b>	<b>1.0</b>

### Adopted Service Level Changes:

	FY 2024	FTE
<b>Increase funds for personnel in Water Accounts program</b>	<b>46,756</b>	<b>1.0</b>
Provide funds for an additional Staff Technician II position for the Water Accounts program. This position will coordinate monitoring and replacement of non-registering meters to ensure maximum revenue generation from water usage.		
<b>Total</b>	<b>46,756</b>	<b>1.0</b>

### Requested but Not Funded Service Level Changes:

No requested but not funded Service Level changes.

### Expenditure Summary

	FY 2023 Adopted	FY 2024 Adopted
Personnel Services	1,371,114	1,613,716
Materials, Supplies, and Repairs	143,366	143,366
Contractual Services	1,352,349	1,342,396
Equipment	24,500	27,264
<b>Total</b>	<b>2,891,329</b>	<b>3,126,742</b>

## UTILITIES - WATER FUND

Program: **Water Accounts**

### Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2023 Adopted	FTE Change	FY 2024 Adopted
Account Representative	1 07	\$39,837	\$64,934	12.0	0.0	12.0
Administrative Assistant II	1 10	\$41,187	\$67,135	1.0	0.0	1.0
Business Manager	1 13	\$52,755	\$86,020	1.0	0.0	1.0
Collection Coordinator	1 11	\$45,013	\$73,453	1.0	0.0	1.0
Customer Service Manager	1 18	\$75,782	\$123,572	1.0	0.0	1.0
Customer Service Supervisor	1 13	\$52,755	\$86,020	1.0	0.0	1.0
Management Analyst I	1 11	\$45,013	\$73,453	1.0	0.0	1.0
Program Supervisor	1 13	\$52,755	\$86,020	1.0	0.0	1.0
Staff Technician II	1 09	\$40,362	\$65,790	3.0	2.0	5.0
<b>Total</b>				<b>22.0</b>	<b>2.0</b>	<b>24.0</b>

## UTILITIES - WATER FUND

**Program:** **Water Distribution**

Water Distribution System Maintenance and Repair function provides reliable water services for the residents and businesses of the city by maintaining and repairing over 950 miles of water distribution pipes. The Asset Maintenance and Repair function of this program maintains and repairs over 4,700 fire hydrants throughout the city in an effort to ensure continuous water service availability for the fire department as it protects citizens and property from fire damage. The Meter Installation and Repair function of this program installs, maintains, and repairs approximately 69,000 meters serving over 245,000 Norfolk residents and wholesale accounts, including the cities of Virginia Beach, Portsmouth, Chesapeake, the Western Tidewater Water Authority, and Norfolk and Virginia Beach Naval Facilities; this is essential for economic vitality of the Fund by obtaining accurate meter readings for billing purposes.

**Service Objective:**

**Customers Served:**



**Residents**

**Businesses**

**City Agencies**

**Tourists/Visitors**

**Goal Statement:**

Maintain the system of pipes and infrastructure that effectively provides water to more than 1 million customers in the region through routine maintenance, repairs and upgrades to the city's distribution system.

Mandate	Reliance	Cost Recovery	Population Served	Demand
Discretionary	City is Sole Provider	Yes	Majority of Population Benefits	Meets Demand - Exceeds
Federal/State Mandate			Less than 50% of Population Benefits	Meets Demand - Maintains
City Mandate	Other Entities Provide this Service	No	Less than 10% of Population Benefits	Does Not Meet Demand

### Performance Measures

	FY 2021 Actual	FY 2022 Actual	FY 2023 Projection	FY 2024 Adopted	Metric
Number of hydrants serviced/flushed	2,874	3,552	3,800	3,800	3,800
Number of water main breaks per 100 miles of water distribution system piping	28	22	30	30	30

## UTILITIES - WATER FUND

Program: **Water Distribution**

### Adjustments to Baseline Service Level Cost:

	FY 2024	FTE
<b>Increase funds to replace aging equipment</b>	<b>500,000</b>	<b>0.0</b>
Technical adjustment to increase funds to replace aging equipment. Currently, 55% of vehicles and capital equipment within the department have reached their end of useful life and are due for replacement.		
<b>Adjust required contribution to Virginia Retirement System</b>	<b>124,564</b>	<b>0.0</b>
Technical adjustment for the annual required contribution to the Virginia Retirement System (VRS). The contribution rate for the city is 12.84 percent of eligible payroll in FY 2024. Costs are distributed to departments based on each department's VRS eligible payroll.		
<b>Increase rail road management fees</b>	<b>5,887</b>	<b>0.0</b>
Technical adjustment to provide funds for increased railroad rent. Total costs will increase by \$5,887 from \$58,517 in FY 2023 to \$64,504 in FY 2024.		
<b>Adjust operational expenditures</b>	<b>(320,944)</b>	<b>0.0</b>
Technical adjustment for operational expenses which occur annually. These expenses may include indirect costs and payments in lieu of taxes. Total adjustment is spread over multiple programs within the department.		
<b>Update base program costs</b>	<b>475,436</b>	<b>0.0</b>
Technical adjustment to update program costs for citywide budget actions. Changes include personnel adjustments for approved permanent positions, healthcare enrollment, retirement contributions, and the citywide salary increase effective July 1, 2023. In addition, if applicable, adjustments for annual fleet expenditures based on maintenance and fuel for vehicles used for operations are also included. These are routine adjustments that occur each budget cycle.		
<b>Total</b>	<b>784,943</b>	<b>0.0</b>

### Adopted Service Level Changes:

No adopted Service Level changes.

### Requested but Not Funded Service Level Changes:

No requested but not funded Service Level changes.

### Expenditure Summary

	FY 2023 Adopted	FY 2024 Adopted
Personnel Services	5,791,442	6,355,559
Materials, Supplies, and Repairs	1,868,180	1,915,563
Contractual Services	1,121,648	795,091
Equipment	279,358	779,358
Department Specific Appropriation	610,000	610,000
<b>Total</b>	<b>9,670,628</b>	<b>10,455,571</b>

## UTILITIES - WATER FUND

Program: **Water Distribution**

### Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2023 Adopted	FTE Change	FY 2024 Adopted
Accounting Technician II	1 07	\$39,837	\$64,934	3.0	0.0	3.0
Administrative Assistant I	1 09	\$40,362	\$65,790	1.0	0.0	1.0
Administrative Assistant II	1 10	\$41,187	\$67,135	1.0	(1.0)	0.0
Assistant Superintendent of Utility Division	1 17	\$70,887	\$115,688	1.0	0.0	1.0
Automotive Mechanic	1 10	\$41,187	\$67,135	1.0	0.0	1.0
Business Manager	1 13	\$52,755	\$86,020	0.0	1.0	1.0
Crew Leader I	1 09	\$40,362	\$65,790	10.0	0.0	10.0
Cross-Connection Specialist	1 08	\$40,100	\$65,362	1.0	0.0	1.0
Cross-Connection Specialist, Senior	1 10	\$41,187	\$67,135	1.0	0.0	1.0
Engineering Technician I	1 10	\$41,187	\$67,135	1.0	0.0	1.0
Equipment Operator II	1 07	\$39,837	\$64,934	9.0	0.0	9.0
Equipment Operator III	1 08	\$40,100	\$65,362	7.0	0.0	7.0
Equipment Operator IV	1 09	\$40,362	\$65,790	2.0	0.0	2.0
General Utility Maintenance Supervisor	1 14	\$57,385	\$94,914	1.0	0.0	1.0
Maintenance Worker II	1 06	\$39,575	\$64,506	20.0	0.0	20.0
Program Supervisor	1 13	\$52,755	\$86,020	0.0	1.0	1.0
Programs Manager	1 15	\$62,122	\$101,571	1.0	(1.0)	0.0
Storekeeper I	1 05	\$39,312	\$64,079	1.0	0.0	1.0
Storekeeper II	1 06	\$39,575	\$64,506	1.0	0.0	1.0
Storekeeper III	1 08	\$40,100	\$65,362	1.0	0.0	1.0
Support Technician	1 05	\$39,312	\$64,079	1.0	0.0	1.0
Utility Maintenance Mechanic I	1 07	\$39,837	\$64,934	13.0	0.0	13.0
Utility Maintenance Mechanic II	1 09	\$40,362	\$65,790	5.0	0.0	5.0
Utility Maintenance Supervisor	1 11	\$45,013	\$73,453	9.0	0.0	9.0
Utility Maintenance Supervisor, Senior	1 13	\$52,755	\$86,020	3.0	0.0	3.0
Utility Operations Manager	1 19	\$80,451	\$130,837	1.0	0.0	1.0
<b>Total</b>				<b>95.0</b>	<b>0.0</b>	<b>95.0</b>

## UTILITIES - WATER FUND

**Program:** **Water Production**

The Water Production function of this program is responsible for the operation and maintenance of the water treatment plants and finished water storage facilities; maintains raw and finished water pump stations and raw water transmission mains; and manages city-owned reservoirs and adjacent watershed properties. The Reservoir Management function of this program maintains and operates reservoirs to ensure maximum available storage and the protection of water quality. These activities include controlling pumping operations, harvesting invasive aquatic vegetation, dam maintenance, raw water monitoring and sampling, aeration, and tree removal. The Water Supply function of the program provides an average of 60 million gallons per day of reliable and safe drinking water to customers by operating and maintaining the water treatment facilities, raw water transmission facilities, and water storage tanks.

**Service Objective:**



**Customers Served:**

**Residents**

**Businesses**

**City Agencies**

**Tourists/Visitors**

**Goal Statement:**

Provide excellent and sustainable water service at the best possible value to residents and customers while meeting or exceeding standards set by the Virginia Department of Health and the Safe Drinking Water Act.

Mandate	Reliance	Cost Recovery	Population Served	Demand
Discretionary	City is Sole Provider	Yes	Majority of Population Benefits	Meets Demand - Exceeds
Federal/State Mandate			Less than 50% of Population Benefits	Meets Demand - Maintains
City Mandate	Other Entities Provide this Service	No	Less than 10% of Population Benefits	Does Not Meet Demand



## UTILITIES - WATER FUND

Program: **Water Production**

### Adjustments to Baseline Service Level Cost:

	FY 2024	FTE
<b>Increase funds for Water Production program</b>	<b>4,050,000</b>	<b>0.0</b>
Technical adjustment to cover the rising costs of inflation. Chemical and material costs have increased significantly since the end of the pandemic. Most of the materials needed in water production are created and exported from China, which has experienced intermittent shut downs of their economy as they continue to battle Covid-19.		
<b>Adjust required contribution to Virginia Retirement System</b>	<b>141,504</b>	<b>0.0</b>
Technical adjustment for the annual required contribution to the Virginia Retirement System (VRS). The contribution rate for the city is 12.84 percent of eligible payroll in FY 2024. Costs are distributed to departments based on each department's VRS eligible payroll.		
<b>Adjust operational expenditures</b>	<b>(27,193)</b>	<b>0.0</b>
Technical adjustment for operational expenses which occur annually. These expenses may include indirect costs and payments in lieu of taxes. Total adjustment is spread over multiple programs within the department.		
<b>Update base program costs</b>	<b>405,224</b>	<b>3.0</b>
Technical adjustment to update program costs for citywide budget actions. Changes include personnel adjustments for approved permanent positions, healthcare enrollment, retirement contributions, and the citywide salary increase effective July 1, 2023. In addition, if applicable, adjustments for annual fleet expenditures based on maintenance and fuel for vehicles used for operations are also included. These are routine adjustments that occur each budget cycle.		
<b>Total</b>	<b>4,569,535</b>	<b>3.0</b>

### Adopted Service Level Changes:

No adopted Service Level changes.

### Requested but Not Funded Service Level Changes:

No requested but not funded Service Level changes.

### Expenditure Summary

	FY 2023 Adopted	FY 2024 Adopted
Personnel Services	7,030,563	7,571,273
Materials, Supplies, and Repairs	9,790,319	13,846,337
Contractual Services	5,939,437	5,912,244
Equipment	203,235	203,235
<b>Total</b>	<b>22,963,554</b>	<b>27,533,089</b>

## UTILITIES - WATER FUND

Program: **Water Production**

### Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2023 Adopted	FTE Change	FY 2024 Adopted
Administrative Assistant I	1 09	\$40,362	\$65,790	1.0	0.0	1.0
Applications Development Team Supervisor	1 17	\$70,887	\$115,688	1.0	0.0	1.0
Assistant Director	1 21	\$89,312	\$148,627	1.0	0.0	1.0
Chief Waterworks Operator	1 14	\$57,385	\$94,914	8.0	0.0	8.0
Construction Inspector II	1 11	\$45,013	\$73,453	1.0	0.0	1.0
Crew Leader I	1 09	\$40,362	\$65,790	1.0	0.0	1.0
Electrician II	1 10	\$41,187	\$67,135	2.0	0.0	2.0
Electrician III	1 11	\$45,013	\$73,453	1.0	0.0	1.0
Electronics Technician II	1 11	\$45,013	\$73,453	4.0	0.0	4.0
Engineering Aide	1 05	\$39,312	\$64,079	1.0	0.0	1.0
Equipment Operator II	1 07	\$39,837	\$64,934	2.0	0.0	2.0
Equipment Operator III	1 08	\$40,100	\$65,362	1.0	0.0	1.0
General Utility Maintenance Supervisor	1 14	\$57,385	\$94,914	3.0	0.0	3.0
Maintenance Supervisor II	1 12	\$48,912	\$79,765	1.0	0.0	1.0
Maintenance Worker I	1 05	\$39,312	\$64,079	4.0	0.0	4.0
Maintenance Worker II	1 06	\$39,575	\$64,506	8.0	0.0	8.0
Programmer/Analyst IV	1 15	\$62,122	\$101,571	0.0	2.0	2.0
Programmer/Analyst V	1 16	\$66,353	\$108,182	0.0	1.0	1.0
Reservoir Manager	1 12	\$48,912	\$79,765	1.0	0.0	1.0
Storekeeper II	1 06	\$39,575	\$64,506	1.0	0.0	1.0
Storekeeper III	1 08	\$40,100	\$65,362	1.0	0.0	1.0
Support Technician	1 05	\$39,312	\$64,079	1.0	0.0	1.0
Utility Maintenance Mechanic I	1 07	\$39,837	\$64,934	13.0	0.0	13.0
Utility Maintenance Mechanic III	1 10	\$41,187	\$67,135	12.0	0.0	12.0
Utility Maintenance Supervisor, Senior	1 13	\$52,755	\$86,020	4.0	0.0	4.0
Water Production Manager	1 19	\$80,451	\$130,837	1.0	0.0	1.0
Water Quality Manager	1 18	\$75,782	\$123,572	1.0	0.0	1.0
Water Treatment Supervisor	1 16	\$66,353	\$108,182	2.0	0.0	2.0
Waterworks Operator I	1 09	\$40,362	\$65,790	2.0	2.0	4.0
Waterworks Operator III	1 11	\$45,013	\$73,453	4.0	(1.0)	3.0
Waterworks Operator IV	1 12	\$48,912	\$79,765	10.0	(1.0)	9.0
<b>Total</b>				<b>93.0</b>	<b>3.0</b>	<b>96.0</b>

## UTILITIES - WATER FUND

**Program:** **Water Quality**

The Water Quality program supplies drinking water that enhances the quality of life for Norfolk residents and businesses by providing 65 million gallons a day of reliable and safe drinking water to our customers by operating and maintaining the water treatment facilities, raw water pumping transmission facilities, water storage tanks, and by providing continual testing of water quality as required by the Safe Drinking Water Act. The Taste, Odor, and Fluoridation Treatment function of this program improves drinking water quality by removing undesirable taste and odor compounds and promotes dental health by adding fluoride to the finished water to prevent the development of cavities.

**Service Objective:**

**Customers Served:**



**Residents**

**Businesses**

**City Agencies**

**Tourists/Visitors**

**Goal Statement:**

Meet and exceed all SDWA standards as well as all local, state, and federal regulations.  
Provide highest quality drinking water and best possible customer service to all customers.

Mandate	Reliance	Cost Recovery	Population Served	Demand
Discretionary	City is Sole Provider	Yes	Majority of Population Benefits	Meets Demand - Exceeds
Federal/State Mandate			Less than 50% of Population Benefits	Meets Demand - Maintains
City Mandate	Other Entities Provide this Service	No	Less than 10% of Population Benefits	Does Not Meet Demand

### Performance Measures

	FY 2021 Actual	FY 2022 Actual	FY 2023 Projection	FY 2024 Adopted	Metric
Percent of compliance met for monitoring, testing, analysis, and backflow	100	100	100	100	100

## UTILITIES - WATER FUND

Program: **Water Quality**

### Adjustments to Baseline Service Level Cost:

	FY 2024	FTE
<b>Adjust required contribution to Virginia Retirement System</b>	<b>30,666</b>	<b>0.0</b>
Technical adjustment for the annual required contribution to the Virginia Retirement System (VRS). The contribution rate for the city is 12.84 percent of eligible payroll in FY 2024. Costs are distributed to departments based on each department's VRS eligible payroll.		
<b>Adjust operational expenditures</b>	<b>(401)</b>	<b>0.0</b>
Technical adjustment for operational expenses which occur annually. These expenses may include indirect costs and payments in lieu of taxes. Total adjustment is spread over multiple programs within the department.		
<b>Update base program costs</b>	<b>60,474</b>	<b>0.0</b>
Technical adjustment to update program costs for citywide budget actions. Changes include personnel adjustments for approved permanent positions, healthcare enrollment, retirement contributions, and the citywide salary increase effective July 1, 2023. In addition, if applicable, adjustments for annual fleet expenditures based on maintenance and fuel for vehicles used for operations are also included. These are routine adjustments that occur each budget cycle.		
<b>Total</b>	<b>90,739</b>	<b>0.0</b>

### Adopted Service Level Changes:

No adopted Service Level changes.

### Requested but Not Funded Service Level Changes:

No requested but not funded Service Level changes.

### Expenditure Summary

	FY 2023 Adopted	FY 2024 Adopted
Personnel Services	860,942	951,847
Materials, Supplies, and Repairs	190,187	190,422
Contractual Services	209,247	208,846
Equipment	8,650	8,650
<b>Total</b>	<b>1,269,026</b>	<b>1,359,765</b>

### Full Time Equivalent (FTE) Summary

	Pay Grade	Minimum	Maximum	FY 2023 Adopted	FTE Change	FY 2024 Adopted
Assistant Superintendent of Utility Division	1 17	\$70,887	\$115,688	2.0	0.0	2.0
Water Chemist	1 11	\$45,013	\$73,453	3.0	0.0	3.0
Water Chemist, Senior	1 12	\$48,912	\$79,765	3.0	0.0	3.0
Water Quality Manager	1 18	\$75,782	\$123,572	1.0	0.0	1.0
<b>Total</b>				<b>9.0</b>	<b>0.0</b>	<b>9.0</b>