
Enterprise Funds



This page intentionally left blank

ENTERPRISE FUND SUMMARY

	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted
Revenues			
Permits and Fees	1,013,430	868,100	883,100
Fines and Forfeitures	1,712,481	2,100,000	3,000,000
Federal Aid	0	0	0
Use of Money and Property	2,323,439	139,020	1,404,020
Charges for Services	183,728,536	185,581,818	194,808,598
Miscellaneous Revenue	265,392	280,900	476,043
Recovered Costs	2,531,593	1,003,600	1,003,600
Other Sources and Transfers In	4,830,514	7,400	7,400
Totals	196,405,385	189,980,838	201,582,761

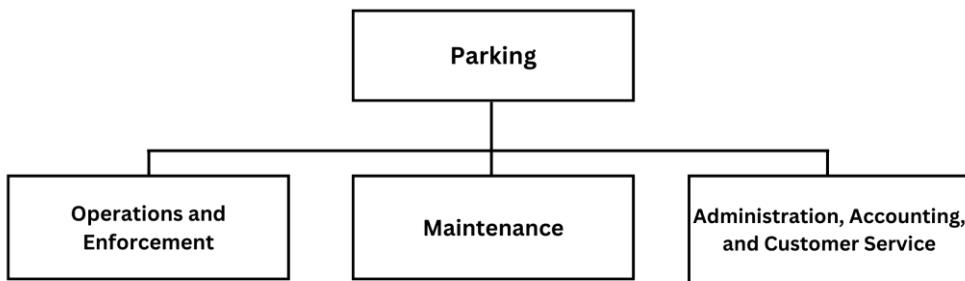
	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted
Expenditures			
Personnel Services	38,183,361	43,926,875	45,455,472
Materials, Supplies and Repairs	23,751,261	24,152,366	25,254,586
Contractual Services	22,048,109	19,185,913	20,289,621
Equipment	1,689,002	4,775,706	3,490,142
Department Specific Appropriation	2,946,150	36,683,460	40,686,618
Debt Service/Transfers to CIP	20,803,984	61,256,518	66,406,322
Total	109,421,867	189,980,838	201,582,761

This page intentionally left blank

Parking Facilities Fund

Mission Statement:

The Division of Parking is dedicated to providing comprehensive and innovative parking services in a safe, clean, and customer focused manner to meet the needs of residents, visitors and businesses in the Norfolk community.



Top Initiatives for Fiscal Year:

- Upgrade and repair city parking elevators
- Continue care and maintenance of city facilities

Cost Recovery Summary:

Category	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted
Permits and Fees	33,057	11,070	35,000	50,000
Fines and Forfeitures	1,966,113	1,712,481	2,100,000	3,000,000
Use of Money and Property	17,191	249,946	15,000	280,000
Charges for Services	18,185,211	18,729,485	19,118,487	19,902,599
Miscellaneous Revenue	66,005	26,400	50,000	245,143
Other Sources and Transfers In	-33,359	4,958,028	0	0
Total	20,234,218	25,687,410	21,318,487	23,477,742

Actual amounts represent collections, not appropriation authority.

Expenditure Summary:

Category	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted
Personnel Services	2,939,585	3,693,914	5,724,441	5,989,531
Materials, Supplies, and Repairs	1,332,101	1,328,003	2,120,248	2,070,069
Contractual Services	5,087,451	6,090,466	4,228,092	4,273,622
Equipment	54,820	193,782	388,963	205,963
Department Specific Appropriation	0	0	1,922,891	0
Debt Service/Transfers to CIP	5,720,111	4,478,056	6,933,852	10,938,557
Total	15,134,068	15,784,221	21,318,487	23,477,742

Parking Facilities Fund

Department Programs:

Parking Facility Maintenance			Infrastructure and Connectivity		
Stakeholders	FTE	Cost	Demand	Funding Sources	
• Residents • Businesses • City Agencies • Tourists and Visitors	20.0	\$4,746,433	Meets Demand - Maintains	Enterprise Funds	

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.

Performance Measures	Performance Target	FY 2022 Actual	FY 2023 Actual	FY 2024 Projection	FY 2025 Adopted
Percent of Maintenance work orders addresses within 3 business days	90	N/A	N/A	90	N/A

Parking Operations			Efficient and responsive government		
Stakeholders	FTE	Cost	Demand	Funding Sources	
• Residents • Businesses • City Agencies • Tourists and Visitors	44.4	\$4,027,956	Meets Demand - Maintains	Enterprise Funds	

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.

Performance Measures	Performance Target	FY 2022 Actual	FY 2023 Actual	FY 2024 Projection	FY 2025 Adopted
Percent of customer calls referred to parking from the Norfolk Cares Call Center that are addressed and closed within 72 hours	80	65	62	80	80

Program Summary excludes overhead programs, such as Leadership and Support, Administrative Support, and Director's Office.

Parking Facilities Fund

Adopted FY 2025 Budget Actions

	FY 2025	FTE
• Provide funds for rentals equipment for the cruise lot	246,860	0.0
Provide funds for temporary cruise parking needs within the Facilities Maintenance Program. Funds will be used for tents and temporary needs for the Cedar Grove Lot.		
• Remove one-time funds for MacArthur Garage Operations	(258,400)	0.0
Remove one-time funds for the transfer of operations and management of the MacArthur North and South Garages as provided for in the MacArthur Center Agreement to the city. One-time funds include a vehicle and technology costs.		
• Remove one-time funds for parking for cruise lot	(1,163,330)	0.0
Remove one-time funds for enhanced parking for the Cedar Grove Parking lot for cruise passengers.		
• Adjust debt service expenses	2,081,814	0.0
Technical adjustment to fund debt service costs for the department. This is a routine adjustment based on principal and interest payments on current debt obligations		
• Increase funding for city security at parking facilities	670,000	0.0
Technical adjustment to increase funding for security provided by Norfolk Sheriff's Office at special events. Funding will be used to ensure parking garages have adequate security at all special events. Total cost is expected to increase by \$670,000 in FY 2025.		
• Provide funds for revenue system technology	480,000	0.0
Technical adjustment to provide funding for the newly implement Parking Access Revenue Control System (PARCS) within the Parking Operations program. Funding will cover merchant service agreements associated with the technology. Total costs are expected to increase by \$480,000 in FY 2025.		
• Increase funding for contracted security services	5,315	0.0
Technical adjustment for contracted security services from inflationary increases with Allied Universal Security within the Parking Operations program. Funding will provide roaming security at citywide parking facilities. Total funding is expected to increase by \$5,315 in FY 2025.		
• Increase funding for water and sewage	4,710	0.0
Technical adjustment to provide additional funding for water and sewer rate increases. Per the city code, the water and sewer rate will increase by 3.5 percent and 4.0 percent, respectively.		
• Adjust funding for parking ticket collection agreement	(192,620)	0.0
Technical adjustment right sizing funding for contractual agreements related to fees for parking tickets within the Administrative Support program. The FY 2024 adopted budget increased the contractual obligation to \$486,000 based on contract negotiations, actual signed agreement was finalized at \$293,380. Adjustment will decrease funding by \$192,620 to match signed agreement.		
• Update base program costs	284,906	0.0
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, 2024. 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.		
Total	2,159,255	0.0

Parking Facilities Fund

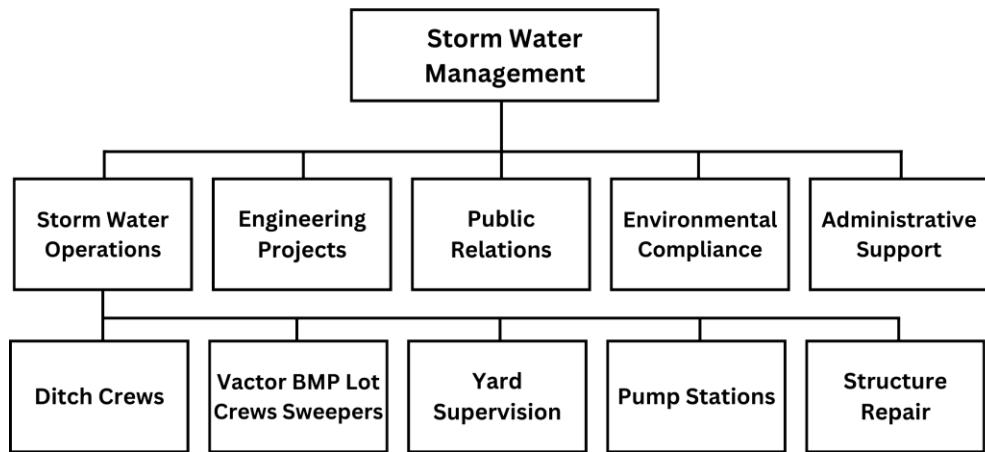
Full Time Equivalent (FTE) Summary:

	Pay Grade	Minimum	Maximum	FY 2024 Adopted	FTE Change	FY 2025 Adopted
Accountant I	1 11	\$46,589	\$76,023	1.0	0.0	1.0
Accountant IV	1 14	\$59,393	\$98,237	1.0	0.0	1.0
Accounting Technician II	1 07	\$41,231	\$67,207	6.0	0.0	6.0
Administrative Assistant I	1 09	\$41,775	\$68,093	2.0	0.0	2.0
Administrative Assistant II	1 10	\$42,629	\$69,485	1.0	0.0	1.0
Collection Coordinator	1 11	\$46,589	\$76,023	1.0	0.0	1.0
Crew Leader I	1 09	\$41,775	\$68,093	3.0	0.0	3.0
Customer Service Representative	1 05	\$40,688	\$66,321	23.4	0.0	23.4
Economic & Policy Analyst	1 13	\$54,601	\$89,031	1.0	0.0	1.0
Electrician II	1 10	\$42,629	\$69,485	1.0	0.0	1.0
Electronics Technician II	1 11	\$46,589	\$76,023	1.0	0.0	1.0
Enterprise Controller	1 16	\$68,675	\$111,968	1.0	0.0	1.0
Maintenance Mechanic II	1 08	\$41,503	\$67,650	2.0	0.0	2.0
Maintenance Supervisor I	1 11	\$46,589	\$76,023	1.0	0.0	1.0
Maintenance Worker I	1 05	\$40,688	\$66,321	13.0	(1.0)	12.0
Maintenance Worker II	1 06	\$40,960	\$66,764	5.0	0.0	5.0
Management Services Administrator	1 18	\$78,434	\$127,898	1.0	1.0	2.0
Meter Monitor	1 07	\$41,231	\$67,207	7.0	0.0	7.0
Operations Manager	1 14	\$59,393	\$98,237	1.0	0.0	1.0
Painter I	1 06	\$40,960	\$66,764	1.0	0.0	1.0
Parking Director	1 20	\$88,508	\$144,326	1.0	0.0	1.0
Parking Manager	1 12	\$50,624	\$82,557	1.0	0.0	1.0
Parking Supervisor	1 09	\$41,775	\$68,093	9.0	0.0	9.0
Software Analyst	1 13	\$54,601	\$89,031	1.0	0.0	1.0
Total				85.4	0.0	85.4

Storm Water Management

Mission Statement:

As part of Public Works Operations, Storm Water Management strives to improve the quality of life of Norfolk's residents, business owners, and visitors by improving the environment through reducing pollutants in storm water discharges. Storm Water Management also mitigates flooding, thereby reducing property damage and threats to life, health, and economic vitality.



Top Initiatives for Fiscal Year:

- Increase the size of the Street Sweeper fleet to enhance street sweeping
- Complete several currently funded CIP projects in the next fiscal year - additional information can be found in the CIP section
- Enhance GPS software to increase accountability for routes and support data analysis of route efficiency
- Sustain and improve the financial health of the fund by reducing future debt and responsibly managing current resources

Storm Water Management

Cost Recovery Summary:

Category	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted
Use of Money and Property	-30,480	168,659	4,020	4,020
Charges for Services	22,231,981	24,239,372	23,673,834	24,548,805
Miscellaneous Revenue	96,841	235,036	44,000	44,000
Other Sources and Transfers In	0	0	0	0
Federal Aid	2,276,120	0	0	0
Total	24,574,462	24,643,067	23,721,854	24,596,825

Actual amounts represent collections, not appropriation authority.

Expenditure Summary:

Category	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted
Personnel Services	6,747,454	8,070,222	8,302,593	8,497,454
Materials, Supplies, and Repairs	2,534,997	2,816,863	2,349,745	2,001,806
Contractual Services	3,088,585	1,861,655	2,031,421	2,476,865
Equipment	(381,888)	1,281,047	2,493,950	2,307,550
Department Specific Appropriation	2,192	733,734	3,264,678	2,642,112
Debt Service/Transfers to CIP	1,196,398	1,482,082	5,279,467	6,671,038
Total	13,187,738	16,245,603	23,721,854	24,596,825

Storm Water Management

Department Programs:

Construction, Design, and Engineering			Infrastructure and Connectivity		
Stakeholders	FTE	Cost	Demand		Funding Sources
• Residents • Businesses • City Agencies	13.0	\$3,344,311	Meets Demand - Maintains		Enterprise Funds
The Construction, Design, and Engineering program manages storm water design and construction projects, contractors, utility markings, and coastal and precipitation flooding studies.					
Performance Measures	Performance Target	FY 2022 Actual	FY 2023 Actual	FY 2024 Projection	FY 2025 Adopted
Number of miss utilities tickets reviewed	40,000	47,947	45,824	47,947	40,000
Number of site plans reviewed	200	194	738	200	200

Environmental Regulatory Compliance			Resilient Norfolk		
Stakeholders	FTE	Cost	Demand		Funding Sources
• Residents • Businesses • Tourists and Visitors	7.0	\$989,785	Meets Demand - Maintains		Enterprise Funds
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.					
Performance Measures	Performance Target	FY 2022 Actual	FY 2023 Actual	FY 2024 Projection	FY 2025 Adopted
Number of environmental complaints investigated	150	336	178	150	150
Number of illicit discharges investigated and corrected	40	69	42	40	40
Number of post-construction BMPs inspected and reinspected	850	1,001	947	850	850

Storm Water Infrastructure Operations and Maintenance			Infrastructure and Connectivity		
Stakeholders	FTE	Cost	Demand		Funding Sources
• Residents • Businesses • Tourists and Visitors	57.0	\$6,035,705	Meets Demand - Maintains		Enterprise Funds
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.					

Storm Water Management

Performance Measures	Performance Target	FY 2022 Actual	FY 2023 Actual	FY 2024 Projection	FY 2025 Adopted
Linear feet of ditches cleaned	150,000	161,797	228,516	150,000	175,000
Number of structures cleaned	3,500	3,670	6,059	3,500	3,500
Number of structures repaired	150	166	295	150	150

Street Sweeping			Resilient Norfolk		
Stakeholders	FTE	Cost	Demand	Funding Sources	
• Residents • Businesses • Tourists and Visitors	22.0	\$3,717,939	Does Not Meet Demand	Enterprise Funds	
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.					
Performance Measures	Performance Target	FY 2022 Actual	FY 2023 Actual	FY 2024 Projection	FY 2025 Adopted
Number of miles of curbline swept	36,000	36,300	30,553	36,000	36,000
Number of tons of material/debris collected from sweeping operations	4,000	4,500	4,389	4,000	6,500

Program Summary excludes overhead programs, such as Leadership and Support, Administrative Support, and Director's Office.

Storm Water Management

Adopted FY 2025 Budget Actions

	FY 2025	FTE
• Provide funds to enhance Street Sweeping	320,000	0.0
Provide one-time funds to purchase a Street Sweeper to enhance the Street Sweeping program. The additional Street Sweeper will help the department meet the city's street sweeping schedule specifically during fall when the workload for street sweeping increases significantly due to leaves and debris falling in the roadway. This street sweeper will also help the city meet water quality environmental mandates that are related to storm water and debris run off.		
• Enhance street sweeping GPS	15,000	0.0
Provide funds to enhance GPS and route software for the Street Sweeping program. Updated GPS software support tracking of individual routes for street sweeping. This will increase accountability for city staff, allow for improved follow up for resident concerns/requests, and allow for data collection that can be used to analyze the efficiency of current routes.		
• Remove one-time funds to enhance street sweeping	(190,000)	0.0
Remove one-time funds approved in FY 2024 for a leaf vacuum truck.		
• Remove one-time funds to purchase street sweeping equipment	(260,000)	0.0
Remove one-time funds approved in FY 2024 to purchase a large Street Sweeper.		
• Adjust debt service expenses	770,905	0.0
Technical adjustment to support annual debt service payments. This is a routine adjustment which occurs each budget cycle within the Debt Service program.		
• Adjust operating expenses	351,265	0.0
Technical adjustment for operational expenses which occur annually for the Cost Allocation for Citywide Services program. These expenses may include indirect costs and payment in lieu of taxes.		
• Provide funding for city's MS4 permit	33,700	0.0
Technical adjustment to increase funds for the city's Municipal storm water sewer system (MS4) permit. Funds will be used to cover the increased costs of the permit as well as fund increased testing requirements associated with maintaining the new permit. Costs are estimated to increase by \$33,700 in the Environmental Regulatory Compliance program.		
• Increase funding for Thermo-Trol contract	28,000	0.0
Technical adjustment to increase funds for the city's Thermo-Trol contract. Thermo-Trol software and equipment is used to help manage pump stations and sensors for the storm water system throughout the city. As the number of sensors and pump stations increase in the city contract costs are expected to increase \$28,000 in the Storm Water Infrastructure Operations and Maintenance program.		
• Increase funds for security services contract	14,479	0.0
Technical adjustment to provide funds for contractual increases in Allied Universal Security Services contract. Total costs will increase \$14,479 from \$59,77 in FY 2024 to \$74,256 in FY 2025 within the Storm Water Infrastructure Operations and Maintenance program.		
• Increase funds for project management software	2,600	0.0
Technical adjustment to support a five percent contractual increases for the city's E-builder software contract. This software is used for project management for capital improvement and construction projects in the city. Contractual costs are expected to increase by \$2,600 in FY 2025 within the Construction, Design, and Engineering program.		
• Update base program costs	(210,978)	0.0
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, 2024. 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.		
Total	874,971	0.0

Storm Water Management

Full Time Equivalent (FTE) Summary:

	Pay Grade	Minimum	Maximum	FY 2024 Adopted	FTE Change	FY 2025 Adopted
Accountant I	1 11	\$46,589	\$76,023	2.0	0.0	2.0
Accountant III	1 13	\$54,601	\$89,031	1.0	0.0	1.0
Accountant IV	1 14	\$59,393	\$98,237	1.0	0.0	1.0
Accounting Technician II	1 07	\$41,231	\$67,207	2.0	0.0	2.0
Administrative Assistant II	1 10	\$42,629	\$69,485	1.0	0.0	1.0
Administrative Technician	1 07	\$41,231	\$67,207	1.0	0.0	1.0
Automotive Service Attendant	1 08	\$41,503	\$67,650	0.0	1.0	1.0
CCTV Technician	1 11	\$46,589	\$76,023	1.0	0.0	1.0
Civil Engineer II	1 15	\$64,296	\$105,126	1.0	0.0	1.0
Civil Engineer III	1 16	\$68,675	\$111,968	1.0	0.0	1.0
Collection Coordinator	1 11	\$46,589	\$76,023	1.0	0.0	1.0
Construction Inspector II	1 11	\$46,589	\$76,023	2.0	0.0	2.0
Construction Inspector III	1 12	\$50,624	\$82,557	1.0	0.0	1.0
Crew Leader I	1 09	\$41,775	\$68,093	10.0	(1.0)	9.0
Design/Construction Project Manager, Senior	1 17	\$73,368	\$119,737	2.0	0.0	2.0
Electrician II	1 10	\$42,629	\$69,485	1.0	0.0	1.0
Engineering Technician I	1 10	\$42,629	\$69,485	1.0	0.0	1.0
Engineering Technician II	1 11	\$46,589	\$76,023	1.0	0.0	1.0
Engineering Technician IV	1 13	\$54,601	\$89,031	1.0	0.0	1.0
Enterprise Controller	1 16	\$68,675	\$111,968	1.0	0.0	1.0
Environmental Specialist II	1 12	\$50,624	\$82,557	2.0	0.0	2.0
Equipment Operator II	1 07	\$41,231	\$67,207	12.0	0.0	12.0
Equipment Operator III	1 08	\$41,503	\$67,650	6.0	(1.0)	5.0
Equipment Operator IV	1 09	\$41,775	\$68,093	1.0	0.0	1.0
Geographic Information Systems Technician II	1 11	\$46,589	\$76,023	1.0	0.0	1.0
Groundskeeper Crew Leader	1 09	\$41,775	\$68,093	0.0	1.0	1.0
Maintenance Mechanic I	1 06	\$40,960	\$66,764	0.0	3.0	3.0
Maintenance Mechanic II	1 08	\$41,503	\$67,650	1.0	(1.0)	0.0
Maintenance Worker I	1 05	\$40,688	\$66,321	16.0	(2.0)	14.0
Maintenance Worker II	1 06	\$40,960	\$66,764	6.0	(1.0)	5.0
Manager of Budget & Accounting	1 18	\$78,434	\$127,898	1.0	0.0	1.0
Program Supervisor	1 13	\$54,601	\$89,031	1.0	0.0	1.0
Programs Manager	1 15	\$64,296	\$105,126	1.0	0.0	1.0
Project Manager	1 16	\$68,675	\$111,968	4.0	0.0	4.0
Public Relations Specialist	1 12	\$50,624	\$82,557	1.0	0.0	1.0
Storekeeper II	1 06	\$40,960	\$66,764	1.0	0.0	1.0
Storm Water Assistant Superintendent	1 14	\$59,393	\$98,237	1.0	0.0	1.0
Storm Water Engineer	1 19	\$83,267	\$135,417	1.0	0.0	1.0
Storm Water Operations Manager	1 15	\$64,296	\$105,126	1.0	0.0	1.0
Sweeper Operator I	1 08	\$41,503	\$67,650	6.0	0.0	6.0

Storm Water Management

Full Time Equivalent (FTE) Summary:

	Pay Grade	Minimum	Maximum	FY 2024		FTE	FY 2025
				Adopted	Change	Adopted	
Sweeper Operator II	1 09	\$41,775	\$68,093	1.0	0.0	1.0	
Sweeper Operator Supervisor	1 12	\$50,624	\$82,557	1.0	0.0	1.0	
Sweeper Operator, Lead	1 10	\$42,629	\$69,485	4.0	0.0	4.0	
Utility Maintenance Mechanic I	1 07	\$41,231	\$67,207	2.0	0.0	2.0	
Utility Maintenance Mechanic II	1 09	\$41,775	\$68,093	4.0	0.0	4.0	
Utility Maintenance Supervisor	1 11	\$46,589	\$76,023	4.0	0.0	4.0	
Utility Maintenance Supervisor, Senior	1 13	\$54,601	\$89,031	2.0	1.0	3.0	
Total				113.0	0.0	113.0	

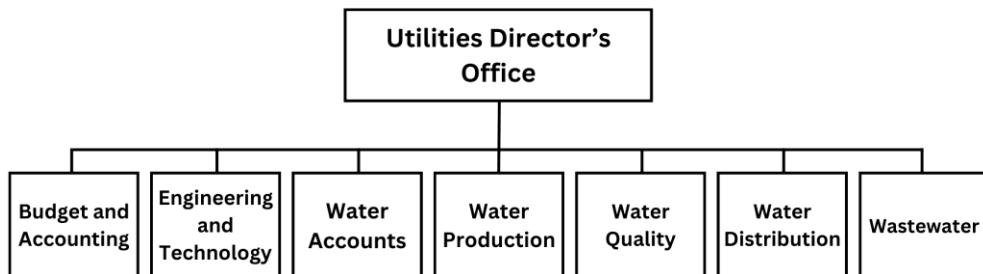
Special Project Positions:

	Pay Grade	Minimum	Maximum	FY 2025	
				Adopted	
Manager of Budget & Accounting	1 18	\$78,434	\$127,898		1.0
Total					1.0

Utilities - Wastewater Fund

Mission Statement:

The mission of Wastewater is to enhance quality of life by providing excellent and sustainable wastewater services at the best possible value to residents and customers.



Top Initiatives for Fiscal Year:

- Continued investments in the Wastewater Collection system in the capital improvement plan
- Additional funding for wastewater infrastructure in the Larchmont neighborhood

Cost Recovery Summary:

Category	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted
Permits and Fees	64,000	45,250	50,000	50,000
Use of Money and Property	-116,364	349,943	10,000	10,000
Charges for Services	35,269,556	34,972,647	37,378,640	38,879,503
Miscellaneous Revenue	0	0	0	0
Recovered Costs	391,010	1,485,409	3,600	3,600
Other Sources and Transfers In	74,714	-197,820	2,000	2,000
Federal Aid	0	0	0	0
Total	35,682,917	36,655,429	37,444,240	38,945,103

Actual amounts represent collections, not appropriation authority.

Expenditure Summary:

Category	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted
Personnel Services	5,405,100	6,225,668	6,890,129	7,081,152
Materials, Supplies, and Repairs	2,872,908	3,198,425	3,212,367	3,039,722
Contractual Services	2,211,604	2,669,278	2,431,984	2,431,984
Equipment	18,269	6,573	716,898	316,898
Department Specific Appropriation	1,500,000	(952,372)	7,882,433	8,947,450
Debt Service/Transfers to CIP	15,744,511	2,559,437	16,310,429	17,127,897
Total	27,752,392	13,707,009	37,444,240	38,945,103

Utilities - Wastewater Fund

Department Programs:

Wastewater Operations			Community support and well-being	
Stakeholders	FTE	Cost	Demand	Funding Sources
• Residents • Businesses • City Agencies • Tourists and Visitors	101.0	\$21,817,206	Meets Demand - Maintains	Enterprise Funds

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.

Performance Measures	Performance Target	FY 2022 Actual	FY 2023 Actual	FY 2024 Projection	FY 2025 Adopted
Linear feet of wastewater system cleaned per year	650,000	416,592	62,960	650,000	650,000
Number of sewer line repairs	4,500	3,499	2,948	4,500	3,750
Number of sewer lines televised in support of repairs	850	755	923	850	950

Program Summary excludes overhead programs, such as Leadership and Support, Administrative Support, and Director's Office.

Adopted FY 2025 Budget Actions

	FY 2025	FTE
• Remove one-time funds to replace equipment	(400,000)	0.0
Remove one-time funds approved for FY 2024 for the replacement of department equipment funded in FY 2024.		
• Adjust Wastewater expenses	1,065,017	0.0
Technical adjustment for operational expenses which occur annually. These expenses may include indirect costs, payments in lieu of taxes, or reserve for abatements.		
• Adjust Wastewater debt service	817,468	0.0
Technical adjustment to support annual debt service payments for Wastewater related projects. This is a routine adjustment which occurs each budget cycle		
• Update base program costs	18,378	0.0
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, 2024. 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.		
Total	1,500,863	0.0

Utilities - Wastewater Fund

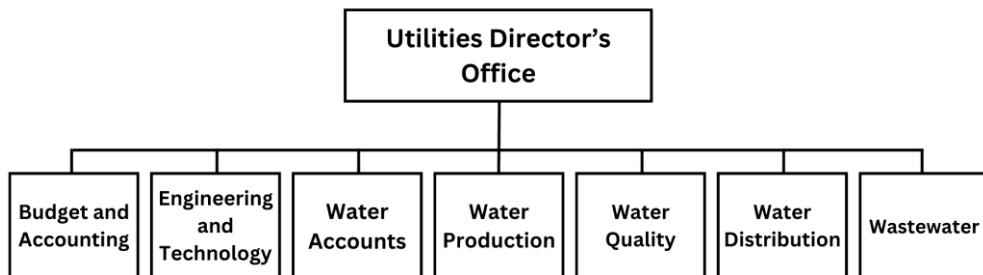
Full Time Equivalent (FTE) Summary:

	Pay Grade	Minimum	Maximum	FY 2024 Adopted	FTE Change	FY 2025 Adopted
Accounting Technician II	1 07	\$41,231	\$67,207	2.0	0.0	2.0
Administrative Technician	1 07	\$41,231	\$67,207	2.0	0.0	2.0
Assistant Superintendent of Utility Division	1 17	\$73,368	\$119,737	1.0	1.0	2.0
CCTV Technician	1 11	\$46,589	\$76,023	2.0	0.0	2.0
Crew Leader I	1 09	\$41,775	\$68,093	14.0	0.0	14.0
Electrician II	1 10	\$42,629	\$69,485	1.0	(1.0)	0.0
Engineering Technician I	1 10	\$42,629	\$69,485	1.0	0.0	1.0
Environmental Specialist I	1 10	\$42,629	\$69,485	0.0	1.0	1.0
Environmental Specialist II	1 12	\$50,624	\$82,557	1.0	0.0	1.0
Equipment Operator II	1 07	\$41,231	\$67,207	6.0	0.0	6.0
Equipment Operator III	1 08	\$41,503	\$67,650	18.0	(1.0)	17.0
General Utility Maintenance Supervisor	1 14	\$59,393	\$98,237	1.0	0.0	1.0
Maintenance Worker I	1 05	\$40,688	\$66,321	2.0	0.0	2.0
Maintenance Worker II	1 06	\$40,960	\$66,764	27.0	0.0	27.0
Management Analyst I	1 11	\$46,589	\$76,023	1.0	0.0	1.0
Management Analyst III	1 14	\$59,393	\$98,237	1.0	0.0	1.0
Support Technician	1 05	\$40,688	\$66,321	1.0	0.0	1.0
Utility Maintenance Mechanic I	1 07	\$41,231	\$67,207	6.0	0.0	6.0
Utility Maintenance Supervisor	1 11	\$46,589	\$76,023	10.0	0.0	10.0
Utility Maintenance Supervisor, Senior	1 13	\$54,601	\$89,031	4.0	0.0	4.0
Total				101.0	0.0	101.0

Utilities - Water Fund

Mission Statement:

The mission of the Water Fund is to enhance quality of life by providing excellent and sustainable water services at the best possible value to residents and customers.



Top Initiatives for Fiscal Year:

- Continuing to provide clean drinking water by increasing funding for chemicals and laboratory supplies
- Continued investments in water infrastructure within the capital improvement plan to keep water flowing

Cost Recovery Summary:

Category	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted
Permits and Fees	533,947	957,110	783,100	783,100
Use of Money and Property	-1,068,860	1,554,891	110,000	1,110,000
Charges for Services	101,931,302	105,787,032	105,410,857	111,477,691
Miscellaneous Revenue	28,894	3,956	186,900	186,900
Recovered Costs	1,222,101	1,046,184	1,000,000	1,000,000
Other Sources and Transfers In	49,375	70,306	5,400	5,400
Total	102,696,759	109,419,479	107,496,257	114,563,091

Actual amounts represent collections, not appropriation authority.

Expenditure Summary:

Category	FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Adopted
Personnel Services	18,941,349	20,193,557	23,009,711	23,887,335
Materials, Supplies, and Repairs	12,985,680	16,407,970	16,470,006	18,142,989
Contractual Services	11,720,835	11,426,710	10,494,416	11,107,150
Equipment	2,010,711	207,600	1,175,895	659,731
Department Specific Appropriation	4,047,689	3,164,788	23,613,458	29,097,056
Debt Service/Transfers to CIP	3,914,684	12,284,409	32,732,771	31,668,830
Total	53,620,948	63,685,034	107,496,257	114,563,091

Utilities - Water Fund

Department Programs:

Budget and Accounting			Efficient and responsive government		
Stakeholders	FTE	Cost	Demand	Funding Sources	
<ul style="list-style-type: none"> • Residents • Businesses • City Agencies • Tourists and Visitors 	11.0	\$1,630,713	Meets Demand - Maintains	Enterprise Funds	

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 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.

Performance Measures	Performance Target	FY 2022 Actual	FY 2023 Actual	FY 2024 Projection	FY 2025 Adopted
Are revenues growing proportionately to expenditures	Yes	Yes	Yes	Yes	Yes

Engineering and Technology			Infrastructure and Connectivity		
Stakeholders	FTE	Cost	Demand	Funding Sources	
<ul style="list-style-type: none"> • Residents • Businesses • City Agencies • Tourists and Visitors 	46.5	\$5,520,464	Meets Demand - Maintains	Enterprise Funds	

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.

Performance Measures	Performance Target	FY 2022 Actual	FY 2023 Actual	FY 2024 Projection	FY 2025 Adopted
Linear feet of water and sewer mains installed a year	10,000	16,800	3,836	10,000	10,000

Utilities - Water Fund

Water Accounts			Efficient and responsive government		
Stakeholders	FTE	Cost	Demand		Funding Sources
<ul style="list-style-type: none"> • Residents • Businesses • City Agencies • Tourists and Visitors 	23.0	\$3,120,057	Meets Demand - Maintains		Enterprise Funds

Multiple functions within the division are managed under this program including billing, collection, and customer service. The Billing function ensures the accurate monthly reading and billing of the department's 70,000 + active accounts which includes processing all adjustments (including leak and financial adjustments). Additionally, this program pursues the collection of overdue outstanding debt on inactive accounts. Activities include seeking judgments in court, processing property liens and Notices of Satisfaction, submitting files to the State's Debt Set Off program and ensuring compliance with bankruptcy laws. Aging Reports are used to monitor delinquency on active accounts and initiate delinquent filed activity. The department's contact center receives and responds to inquiries via incoming calls, emails, faxes, and other written correspondences that originate from existing, future, and previous residential, commercial, industrial, and wholesale customers. Additionally, the contact center generates work orders, requests to start, stop and transfer service, and establishes payment arrangement and extensions on customer accounts. In-person assistance is handled in the department's customer lobby as well as the processing of walk-in and drop box payments and the sale of boat permits and bulk water.

Performance Measures	Performance Target	FY 2022 Actual	FY 2023 Actual	FY 2024 Projection	FY 2025 Adopted
Number of meter reading errors	413	435	255	435	350
Number of meter readings	840,703	840,337	839,881	840,337	840,000
Number of non-registering meters	4,500	3,162	5,716	3,162	3,500

Water Distribution			Community support and well-being		
Stakeholders	FTE	Cost	Demand		Funding Sources
<ul style="list-style-type: none"> • Residents • Businesses • City Agencies • Tourists and Visitors 	95.0	\$10,489,606	Meets Demand - Maintains		Enterprise Funds

Water Distribution System Maintenance and Repair function provides reliable water services for the residents and businesses of the city by maintaining and repairing over 850 miles of water distribution pipes. The Asset Maintenance and Repair function of this program maintains and repairs more than 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.

Performance Measures	Performance Target	FY 2022 Actual	FY 2023 Actual	FY 2024 Projection	FY 2025 Adopted
Number of hydrants serviced/flushed	3,800	3,552	2,291	3,800	3,500
Number of water main breaks per 100 miles of water distribution system piping	30	22	15	30	25

Utilities - Water Fund

Water Production			Community support and well-being			
Stakeholders	FTE	Cost	Demand		Funding Sources	
<ul style="list-style-type: none"> • Residents • Businesses • City Agencies • City Agencies 	96.0	\$29,845,085	Meets Demand - Exceeds		Enterprise Funds	
<p>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.</p>						
Performance Measures		Performance Target	FY 2022 Actual	FY 2023 Actual	FY 2024 Projection	FY 2025 Adopted
Average daily drinking water for all retail and wholesale customer needs, in millions of gallons per day (MGD)		59	N/A	59	59	59
Water Quality			Community support and well-being			
Stakeholders	FTE	Cost	Demand		Funding Sources	
<ul style="list-style-type: none"> • Residents • Businesses • City Agencies • Tourists and Visitors 	9.0	\$1,420,782	Meets Demand - Exceeds		Enterprise Funds	
<p>The Water Quality program monitors the drinking water that enhances the quality of life for Norfolk residents and businesses. By continual testing of water quality as required by the Safe Drinking Water Act, Water Quality works in conjunction with Water Production to provide 65 million gallons a day of reliable and safe drinking water to our customers. Water Quality testing supports the water treatment facilities process controls, raw water monitoring, and the health of water storage tanks. Testing throughout the distribution system ensures public health and system maintenance throughout the City of Norfolk. The Taste, Odor, and Fluoridation Treatment functions 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.</p>						
Performance Measures		Performance Target	FY 2022 Actual	FY 2023 Actual	FY 2024 Projection	FY 2025 Adopted
Percent of compliance met for monitoring, testing, analysis, and backflow		100	100	100	100	100

Program Summary excludes overhead programs, such as Leadership and Support, Administrative Support, and Director's Office.

Utilities - Water Fund

Adopted FY 2025 Budget Actions

	FY 2025	FTE
• Increase water production expenditures	1,900,000	0.0
Provide funds to cover the rising costs of inflation. This adjustment will cover the rising costs of chemical and materials. It will also provide funding to replace aging equipment that has reached or exceeded its expected life capacity. These cost increases are necessary to continue to provide existing service levels.		
• Adjust expenditures for laboratory supplies	20,000	0.0
Provide funding for laboratory supplies. These supplies are used to test water quality for cleanliness and safety. The cost of supplies has been increasing due to inflation.		
• Expenditure reduction in Director's Office	(150,000)	0.0
Reduction in funding for legal and professional services. This reduction will bring the legal and professional services budget to better reflect projected expenditures for FY 2025. This reduction will have no impact to service delivery.		
• Remove one-time funds for new positions	(2,764)	0.0
Remove one-time funds approved in FY 2024 for technology costs for new personnel funded in FY 2024.		
• Remove one-time funds to replace aging equipment	(500,000)	0.0
Remove one-time funds approved in FY 2024 to replace vehicle equipment funded in FY 2024.		
• Adjust Director's Office expenditures	5,483,598	0.0
Technical adjustment for operational expenses which occur annually. These expenses may include indirect costs, payments in lieu of taxes, or reserve for abatements.		
• Increase railroad management fees	3,419	0.0
Technical adjustment to provide funds for increased railroad rent. Total costs will increase by \$3,419 from \$64,508 to \$67,927 in FY 2025 within the Water Distribution program.		
• Increase costs for warehouse rent	1,915	0.0
Technical adjustment to provide funds for increased storehouse rent. Total costs will increase by \$1,915 from \$63,830 in FY 2024 to \$65,745 in FY 2025 within the Director's Office program.		
• Adjust debt service expenses	(1,063,941)	0.0
Technical adjustment to support annual debt service payments for water related projects. This is a routine adjustment which occurs each budget cycle.		
• Update base program costs	1,374,607	(0.5)
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, 2024. 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.		
Total	7,066,834	(0.5)

Utilities - Water Fund

Full Time Equivalent (FTE) Summary:

	Pay Grade	Minimum	Maximum	FY 2024 Adopted	FTE Change	FY 2025 Adopted
Account Representative	1 07	\$41,231	\$67,207	12.0	0.0	12.0
Accountant I	1 11	\$46,589	\$76,023	4.0	(1.0)	3.0
Accountant II	1 12	\$50,624	\$82,557	1.0	0.0	1.0
Accountant III	1 13	\$54,601	\$89,031	1.0	0.0	1.0
Accountant IV	1 14	\$59,393	\$98,237	1.0	1.0	2.0
Accounting Manager	1 17	\$73,368	\$119,737	1.0	0.0	1.0
Accounting Technician II	1 07	\$41,231	\$67,207	3.0	0.0	3.0
Administrative Assistant I	1 09	\$41,775	\$68,093	4.0	(1.0)	3.0
Administrative Assistant II	1 10	\$42,629	\$69,485	2.0	1.0	3.0
Administrative Technician	1 07	\$41,231	\$67,207	1.0	(1.0)	0.0
Applications Development Team Supervisor	1 17	\$73,368	\$119,737	1.0	0.0	1.0
Assistant City Engineer	1 19	\$83,267	\$135,417	1.0	0.0	1.0
Assistant Director	1 21	\$92,438	\$153,829	2.0	0.0	2.0
Assistant Superintendent of Utility Division	1 17	\$73,368	\$119,737	3.0	1.0	4.0
Automotive Mechanic	1 10	\$42,629	\$69,485	1.0	0.0	1.0
Business Manager	1 13	\$54,601	\$89,031	2.0	0.0	2.0
Chief of Construction Operations	1 16	\$68,675	\$111,968	1.0	0.0	1.0
Chief Waterworks Operator	1 14	\$59,393	\$98,237	8.0	0.0	8.0
Civil Engineer I	1 14	\$59,393	\$98,237	2.0	0.0	2.0
Civil Engineer II	1 15	\$64,296	\$105,126	4.0	0.0	4.0
Civil Engineer III	1 16	\$68,675	\$111,968	4.0	(1.0)	3.0
Civil Engineer IV	1 17	\$73,368	\$119,737	3.0	1.0	4.0
Collection Coordinator	1 11	\$46,589	\$76,023	1.0	0.0	1.0
Construction Inspector I	1 09	\$41,775	\$68,093	7.0	(5.0)	2.0
Construction Inspector II	1 11	\$46,589	\$76,023	1.0	5.0	6.0
Construction Inspector III	1 12	\$50,624	\$82,557	3.0	(0.5)	2.5
Contract Monitoring Specialist	1 11	\$46,589	\$76,023	1.0	0.0	1.0
Crew Leader I	1 09	\$41,775	\$68,093	11.0	0.0	11.0
Cross-Connection Specialist	1 08	\$41,503	\$67,650	1.0	0.0	1.0
Cross-Connection Specialist, Senior	1 10	\$42,629	\$69,485	1.0	0.0	1.0
Customer Service Manager	1 18	\$78,434	\$127,898	1.0	0.0	1.0
Customer Service Supervisor	1 13	\$54,601	\$89,031	1.0	0.0	1.0
Director of Utilities	1 27	\$141,205	\$242,752	1.0	0.0	1.0
Electrician II	1 10	\$42,629	\$69,485	2.0	0.0	2.0
Electrician III	1 11	\$46,589	\$76,023	1.0	0.0	1.0
Electronics Technician II	1 11	\$46,589	\$76,023	4.0	0.0	4.0
Engineering Aide	1 05	\$40,688	\$66,321	1.0	(1.0)	0.0
Engineering Manager	1 20	\$88,508	\$144,326	1.0	0.0	1.0
Engineering Technician I	1 10	\$42,629	\$69,485	6.0	0.0	6.0
Engineering Technician II	1 11	\$46,589	\$76,023	3.0	0.0	3.0

Utilities - Water Fund

Full Time Equivalent (FTE) Summary:

	Pay Grade	Minimum	Maximum	FY 2024 Adopted	FTE Change	FY 2025 Adopted
Engineering Technician III	1 12	\$50,624	\$82,557	2.0	0.0	2.0
Engineering Technician IV	1 13	\$54,601	\$89,031	1.0	0.0	1.0
Enterprise Controller	1 16	\$68,675	\$111,968	1.0	0.0	1.0
Equipment Operator II	1 07	\$41,231	\$67,207	11.0	0.0	11.0
Equipment Operator III	1 08	\$41,503	\$67,650	8.0	0.0	8.0
Equipment Operator IV	1 09	\$41,775	\$68,093	2.0	0.0	2.0
Financial Operations Manager	1 15	\$64,296	\$105,126	1.0	0.0	1.0
General Utility Maintenance Supervisor	1 14	\$59,393	\$98,237	5.0	0.0	5.0
Geographic Information Systems Specialist III	1 15	\$64,296	\$105,126	1.0	(1.0)	0.0
Geographic Information Systems Team Supervisor	1 17	\$73,368	\$119,737	1.0	1.0	2.0
Maintenance Supervisor II	1 12	\$50,624	\$82,557	1.0	0.0	1.0
Maintenance Worker I	1 05	\$40,688	\$66,321	4.0	0.0	4.0
Maintenance Worker II	1 06	\$40,960	\$66,764	28.0	0.0	28.0
Management Analyst I	1 11	\$46,589	\$76,023	1.0	(1.0)	0.0
Management Analyst II	1 13	\$54,601	\$89,031	1.0	0.0	1.0
Management Analyst III	1 14	\$59,393	\$98,237	0.0	2.0	2.0
Management Services Administrator	1 18	\$78,434	\$127,898	1.0	0.0	1.0
Manager of Budget & Accounting	1 18	\$78,434	\$127,898	1.0	0.0	1.0
Messenger/Driver	1 05	\$40,688	\$66,321	1.0	0.0	1.0
Microcomputer Systems Analyst, Senior	1 14	\$59,393	\$98,237	1.0	0.0	1.0
Personnel Specialist	1 11	\$46,589	\$76,023	1.0	0.0	1.0
Program Supervisor	1 13	\$54,601	\$89,031	2.0	0.0	2.0
Programmer/Analyst IV	1 15	\$64,296	\$105,126	2.0	0.0	2.0
Programmer/Analyst V	1 16	\$68,675	\$111,968	1.0	0.0	1.0
Public Information Specialist II	1 12	\$50,624	\$82,557	1.0	0.0	1.0
Reservoir Manager	1 12	\$50,624	\$82,557	1.0	0.0	1.0
Safety Specialist	1 11	\$46,589	\$76,023	1.0	0.0	1.0
Staff Technician II	1 09	\$41,775	\$68,093	5.0	0.0	5.0
Storekeeper I	1 05	\$40,688	\$66,321	1.0	0.0	1.0
Storekeeper II	1 06	\$40,960	\$66,764	2.0	0.0	2.0
Storekeeper III	1 08	\$41,503	\$67,650	2.0	0.0	2.0
Support Technician	1 05	\$40,688	\$66,321	3.0	0.0	3.0
Utility Maintenance Mechanic I	1 07	\$41,231	\$67,207	26.0	0.0	26.0
Utility Maintenance Mechanic II	1 09	\$41,775	\$68,093	5.0	0.0	5.0
Utility Maintenance Mechanic III	1 10	\$42,629	\$69,485	12.0	0.0	12.0
Utility Maintenance Supervisor	1 11	\$46,589	\$76,023	9.0	1.0	10.0
Utility Maintenance Supervisor, Senior	1 13	\$54,601	\$89,031	8.0	(1.0)	7.0
Utility Operations Manager	1 19	\$83,267	\$135,417	1.0	0.0	1.0
Water Chemist	1 11	\$46,589	\$76,023	3.0	0.0	3.0
Water Chemist, Senior	1 12	\$50,624	\$82,557	3.0	0.0	3.0

Utilities - Water Fund

Full Time Equivalent (FTE) Summary:

	Pay Grade	Minimum	Maximum	FY 2024 Adopted	FTE Change	FY 2025 Adopted
Water Production Manager	1 19	\$83,267	\$135,417	1.0	0.0	1.0
Water Quality Manager	1 18	\$78,434	\$127,898	2.0	0.0	2.0
Water Treatment Supervisor	1 16	\$68,675	\$111,968	2.0	0.0	2.0
Waterworks Operator I	1 09	\$41,775	\$68,093	4.0	5.0	9.0
Waterworks Operator III	1 11	\$46,589	\$76,023	3.0	(2.0)	1.0
Waterworks Operator IV	1 12	\$50,624	\$82,557	9.0	(3.0)	6.0
Total				291.0	(0.5)	290.5

Special Project Positions:

	Pay Grade	Minimum	Maximum	FY 2025 Adopted
Operations Apprentice	1 05	\$40,688	\$66,321	1.0
Total				1.0