

FY 2011-12 Adopted Budget and Multi-Year Capital Plan

Water and Sewer

The Miami-Dade Water and Sewer Department (WASD) provides high-quality drinking water and wastewater disposal services, while planning for future growth, implementing water conservation measures, safeguarding public health and the environment, and providing for process improvements and cost efficiencies.

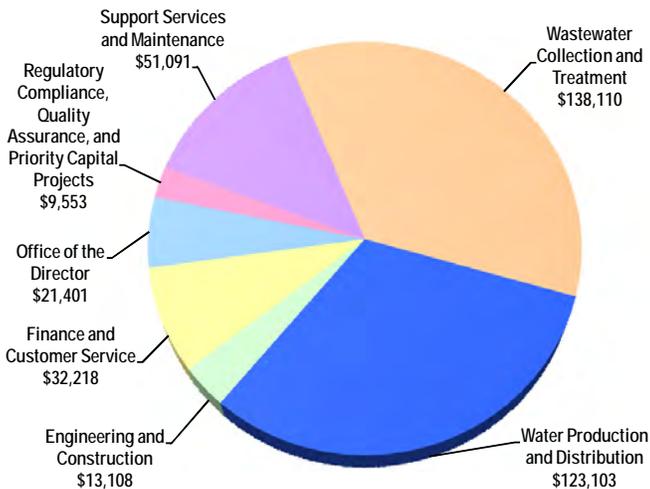
As part of the Neighborhood and Infrastructure strategic area, the Department's main functions are water production and distribution, as well as wastewater collection, treatment, reuse, and disposal. WASD operates three regional and five smaller water treatment plants, with a total rated capacity of 452 million gallons per day (MGD), and three regional wastewater treatment plants with a total treatment capacity of 368 MGD. Additionally, WASD operates and maintains 95 water supply wells (grouped into 14 wellfields) in the Biscayne Aquifer; five aquifer storage and recovery wells in the Floridian Aquifer; 1,039 sewer pump stations (1,020 County-owned and 19 maintained for other entities); 7,739 miles of water distribution mains; and 6,231 miles of wastewater mains and lateral collection pipes. The Department implements water conservation measures, provides high quality drinking water, and plans and improves infrastructure for future growth.

The Department delivers water and sewer services to most residents and businesses within Miami-Dade County, serving approximately 420,367 water and 338,368 wastewater retail customers as of September 30, 2010. Additionally, wholesale water service is provided to 15 municipalities and wholesale sewer service is provided to 12 municipalities within Miami-Dade County. In providing these services, the Department interacts with and is regulated by the United States Environmental Protection Agency, the Florida Department of Environmental Protection, the Miami-Dade County Health Department, the South Florida Water Management District, and the Permitting, Environment and Regulatory Affairs Department.

FY 2011-12 Adopted Budget

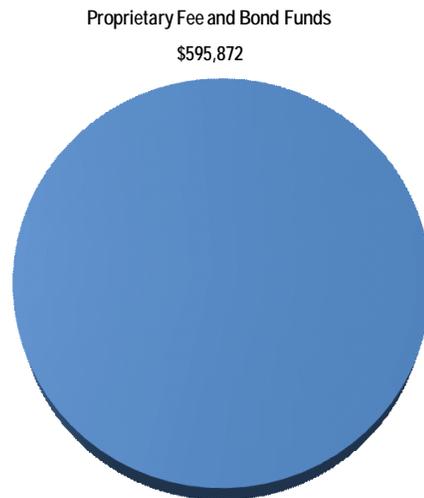
Expenditures by Activity

(dollars in thousands)



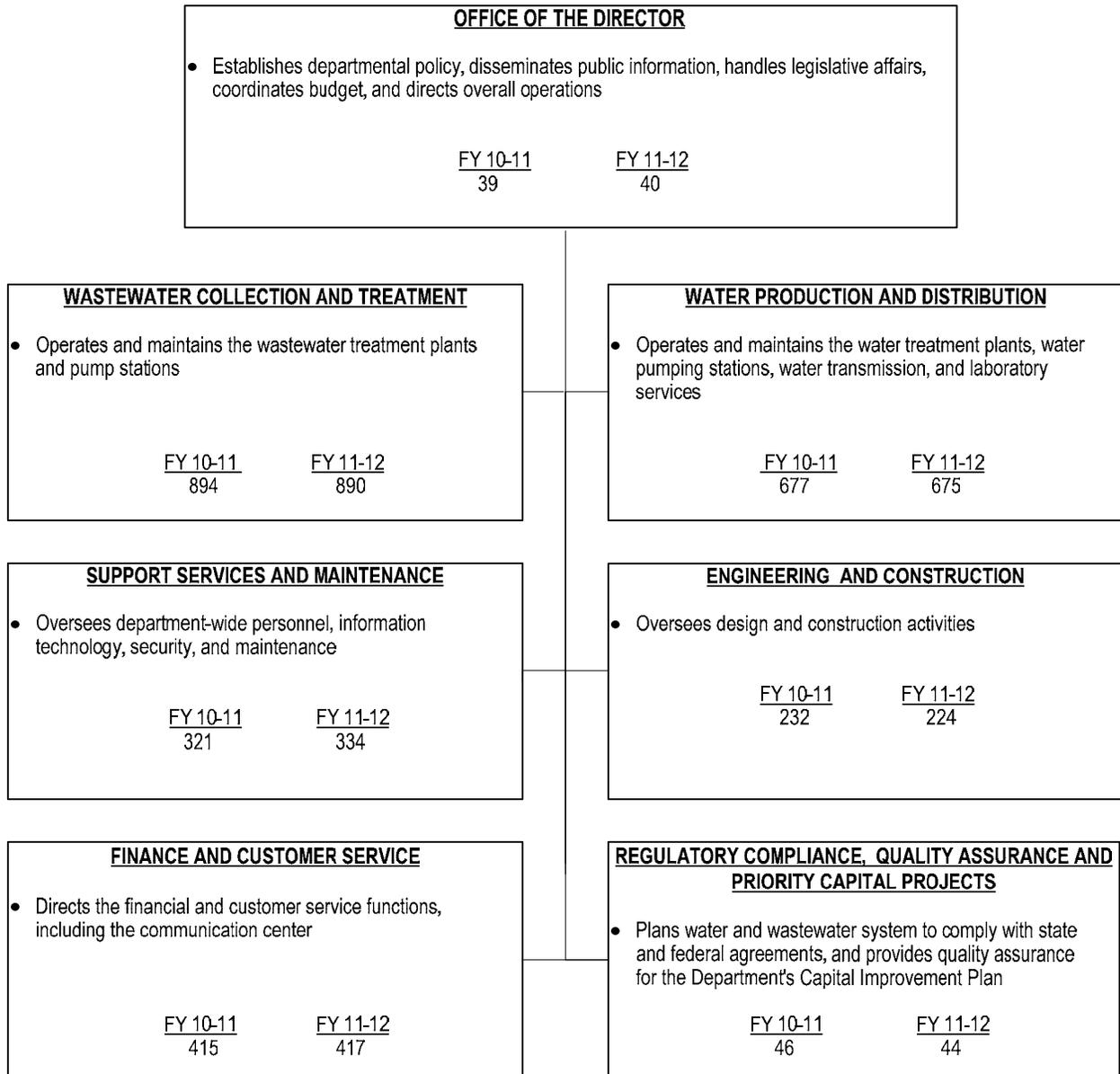
Revenues by Source

(dollars in thousands)



FY 2011-12 Adopted Budget and Multi-Year Capital Plan

TABLE OF ORGANIZATION



FY 2011-12 Adopted Budget and Multi-Year Capital Plan

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 08-09	Actual FY 09-10	Budget FY 10-11	Adopted FY 11-12	(dollars in thousands)	Total Funding		Total Positions	
					Expenditure By Program	Budget FY 10-11	Adopted FY 11-12	Budget FY 10-11	Adopted FY 11-12
Revenue Summary					Strategic Area: Neighborhood and Infrastructure				
Carryover	55,046	58,666	63,226	60,652	Engineering and Construction	17,111	13,108	232	224
Delinquency, Billing, and Service Charges	11,336	11,082	11,808	11,808	Finance and Customer Service	36,961	32,218	415	417
Fire Protection and Fire Hydrant Fees	4,596	4,697	4,842	4,842	Office of the Director	29,711	21,401	39	40
Maintenance Fees	260	246	253	253	Regulatory Compliance, Quality Assurance, and Priority Capital Projects	11,734	9,553	46	44
Miscellaneous Non-Operating	5,127	0	6,564	4,889	Support Services and Maintenance	50,335	51,091	321	334
Miscellaneous Revenues	6,009	5,868	6,016	5,185	Wastewater Collection and Treatment	154,395	138,110	894	890
Septic Tanks and High Strength Sewage	2,222	2,435	2,570	2,570	Water Production and Distribution	130,242	123,103	677	675
Transfer From Other Funds	25,773	0	50,039	16,214	Total Operating Expenditures	430,489	388,584	2,624	2,624
Wastewater Revenue	241,834	261,881	270,136	259,785					
Water Revenue	212,480	232,186	233,112	229,674					
Total Revenues	564,683	577,061	648,566	595,872					
Operating Expenditures Summary									
Salary	143,769	148,060	141,283	133,153					
Fringe Benefits	39,600	45,829	43,592	32,092					
Court Costs	0	0	0	0					
Contractual Services	73,697	64,924	83,861	78,289					
Other Operating	48,159	51,921	55,439	59,022					
Charges for County Services	23,703	38,898	39,738	31,426					
Grants to Outside Organizations	0	0	0	0					
Capital	30,023	41,833	66,576	54,602					
Total Operating Expenditures	358,951	391,465	430,489	388,584					
Non-Operating Expenditures Summary									
Transfers	0	4,927	25,133	250					
Distribution of Funds In Trust	0	0	0	0					
Debt Service	147,066	117,443	132,292	151,374					
Depreciation, Amortizations and Depletion	0	0	0	0					
Reserve	0	0	60,652	55,664					
Total Non-Operating Expenditures	147,066	122,370	218,077	207,288					

SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 08-09	Actual FY 09-10	Budget FY 10-11	Actual FY 10-11	Budget FY 11-12
Advertising	799	733	802	715	796
Fuel	2,612	2,997	2,584	3,598	3,099
Overtime	9,218	13,298	8,262	9,146	7,642
Rent	317	745	507	538	682
Security Services	12,427	13,936	14,287	13,889	14,245
Temporary Services	1,163	1,005	1,000	961	895
Travel and Registration	136	78	244	63	236
Utilities	1,497	1,516	1,523	1,287	1,688

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CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FUTURE	TOTAL
Revenue									
EPA Grant	3,026	2,979	0	0	0	0	0	0	6,005
Rock Mining Mitigation Fees	15,124	3,800	3,457	0	0	0	0	0	22,381
Wastewater Connection Charges	79,487	26,363	277	0	0	0	0	0	106,127
Water Connection Charges	50,963	6,049	0	0	0	0	0	0	57,012
Fire Hydrant Fund	20,116	2,537	2,533	2,528	2,522	2,514	2,506	0	35,256
HLD Special Construction Fund	230,792	0	0	0	0	0	0	0	230,792
Miami Springs Wastewater Construction Fund	147	100	100	100	100	100	100	0	747
Miami Springs Water Construction Fund	387	50	50	50	50	50	50	0	687
Wastewater Construction Fund	1,069	0	0	0	0	0	0	0	1,069
Wastewater Renewal Fund	90,323	30,000	14,999	40,001	45,000	49,999	49,999	0	320,321
Wastewater Special Construction Fund	269	269	268	268	268	268	269	0	1,879
Water Construction Fund	9,000	0	0	0	0	0	0	0	9,000
Water Renewal and Replacement Fund	79,537	22,000	15,000	40,000	45,000	50,000	50,000	0	301,537
Water Special Construction Fund	268	268	268	268	268	268	267	0	1,875
BBC GOB Future Financing	0	5,191	0	7,718	0	0	100,396	52,335	165,640
BBC GOB Series 2005A	16,279	0	0	0	0	0	0	0	16,279
BBC GOB Series 2008B	3,851	0	0	0	0	0	0	0	3,851
BBC GOB Series 2008B-1	9,306	0	0	0	0	0	0	0	9,306
BBC GOB Series 2011A	10,360	0	0	0	0	0	0	0	10,360
Future WASD Revenue Bonds	0	0	0	197,918	419,482	399,299	386,131	3,609,265	5,012,095
State Revolving Loan Wastewater Program	30,000	10,000	0	0	0	0	0	0	40,000
State Revolving Loan Water Program	0	375	0	0	0	0	0	0	375
WASD Revenue Bonds Sold	416,174	0	0	0	0	0	0	0	416,174
Total:	1,066,478	109,981	36,952	288,851	512,690	502,498	589,718	3,661,600	6,768,768
Expenditures									
Strategic Area: Neighborhood and Infrastructure									
GOB Water and Wastewater Projects	42,176	6,691	0	7,718	0	0	93,096	59,635	209,316
Wastewater Projects	650,291	168,827	28,489	143,718	230,827	263,356	322,174	2,981,549	4,789,231
Water Projects	200,355	82,159	29,727	143,890	282,029	238,202	166,143	627,716	1,770,221
Total:	892,822	257,677	58,216	295,326	512,856	501,558	581,413	3,668,900	6,768,768

CAPITAL HIGHLIGHTS AND OPERATIONAL IMPACTS

- In FY 2011-12, the Department will continue implementation of water system capital projects (\$82 million in FY 2011-12, \$1.77 billion all years), major water system projects include Central Miami-Dade Water Transmission Mains Improvements (Government Cut) (\$13.4 million in FY 2011-12, \$42.5 million all years); Water Distribution System Extension Enhancements (\$6.4 million in FY 2011-12, \$217.6 million all years); Water Treatment Plant - Floridian Reverse Osmosis (\$15.4 million in FY 2011-12, \$71.1 million all years); Water System Maintenance and Upgrades (\$21.2 million in FY 2011-12, \$172.7 million all years), and Safe Drinking Water Act Modifications (\$1.4 million in FY 2011-12, \$674 million all years)
- In FY 2011-12, the Department will continue implementation of wastewater system capital projects (\$168.8 million in FY 2011-12, \$4.78 billion all years), major wastewater system projects include Wastewater Treatment Plants-Effluent Reuse (\$1.5 million in FY 2011-12, \$1.5 billion all years); South District Wastewater Treatment Plant-High Level Disinfection (\$63.1 million in FY 2011-12, \$507.7 million all years); Peak Flow Management Facilities (\$3.9 million in FY 2011-12, \$1.03 billion all years); Wastewater System Maintenance and Upgrades (\$13 million in FY 2011-12, \$89.9 million all years); North District Wastewater Treatment Plant (\$2 million in FY 2011-12, \$129 million all years); Central Miami-Dade Wastewater Transmission Mains and Pump Stations Improvements (Government Cut) (\$30.9 million in FY 2011-12, \$64.7 million all years) and Central District Wastewater Treatment Plant (\$500,000 in FY 2011-12, \$113.7 million all years)
- The Department will continue implementing Building Better Communities General Obligation Bond (BBC GOB) program projects for water and wastewater (\$5.2 million in FY 2011-12, \$205.4 million all years)

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- The FY 2011-12 Adopted Capital Budget and Multi-Year Plan includes funding for a \$52 million transfer of funds to the Renewal and Replacement fund for an enhanced program to expedite repairs, replacements, and rehabilitation of pipe infrastructure and plant facilities
- The FY 2011-12 Adopted Capital Budget and Multi-Year Plan has identified \$7.5 billion of unfunded planned capital projects, including \$325 million in Renewal and Replacement (R&R) needs over ten years; additionally, there are \$1.2 billion in needs identified to upgrade undersized water mains throughout the water distribution system and \$1 billion of infrastructure improvements that have been deferred; the Department will continue to evaluate all of the funding requirements and allocations in the capital plan; as a result of the State Legislature approving the elimination of ocean outfalls by 2025, the Department will need to develop an alternative method to dispose of all discharges through outfalls and reclaim 60 percent of this flow for irrigation, groundwater recharges, reuse, and other uses (\$5 billion); the continuing review by the Department will provide the framework for developing and evaluating changes to the Capital Improvement Plan

DIVISION: OFFICE OF THE DIRECTOR

The Office of the Director establishes departmental policy; oversees strategic planning and resource allocation; coordinates department agenda items and legislative issues; disseminates public information; and directs overall operations.

- Coordinates state and federal legislative actions and liaises with municipalities
- Coordinates items submitted to the Board of County Commissioners (BCC)
- Defines and monitors operating goals and procedures
- Defines and monitors engineering, construction, and quality assurance goals, and directs planning and regulatory functions
- Manages the Department's operating and capital budgets, and provides strategic planning
- Coordinates communications with media and customers
- Provides legal support

DIVISION HIGHLIGHTS AND BUDGET ENHANCEMENTS OR REDUCTIONS

- In FY 2011-12, the Adopted Budget includes funding (\$261,000) the Sustainability, Planning and Economic Enhancement Department for Environmental Education Services and the Florida Yards and Neighborhoods Program
- In FY 2011-12, the Adopted Budget includes \$300,000 for the Community Action and Human Services Department for the Income Plumbing Fixture Retrofit Seniors and Low-Income Customers Project, \$100,000 less than in FY 2010-11
- The FY 2011-12 Adopted Budget includes payments to the Audit and Management Services Department (\$440,000) for expenses associated with audits and reviews
- In the FY 2011-12 Adopted Budget, retail water and wastewater rates will remain flat; the bill of the average retail water and sewer customer (6,750 gallons per month) will remain at approximately \$42.03 per month
- In FY 2011-12, the wholesale water rates will remain flat, at \$1.7142 per thousand gallons; the City of Hialeah's water wholesale rate per thousand gallons increases from \$1.6332 to \$1.6888 and includes the fourth year of the five-year phase out of the City of Hialeah transmission credit; in addition, the wholesale wastewater rate per thousand gallons increases from an average of \$2.0436 per thousand gallons to an average of \$2.1528 per thousand gallons in FY 2011-12; the Department used an annual true-up methodology to determine the FY 2009-10 actual cost recovery allocation for wholesale customers
- The FY 2011-12 Adopted Budget includes an MOU agreement with the Office Of Inspector General (\$200,000)

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DIVISION: ENGINEERING AND CONSTRUCTION

The Engineering and Construction Division oversees design and construction activities.

- Establishes and enforces design standards
- Provides survey services and engineering support
- Processes applications for new water service, mains, pump stations, and fire hydrant installations by private contractors

Strategic Objectives – Measures

- NI2-1: Provide adequate potable water supply and wastewater disposal

Objectives	Measures			FY 08-09	FY 09-10	FY 10-11	FY 10-11	FY 11-12
				Actual	Actual	Budget	Actual	Target
Advance completion of EPA projects	Percentage of Consent Decree/Settlement Agreement (CD/SA) and County Economic Stimulus Ordinance (ESO) Projects on schedule	EF	↑	100%	90%	75%	75%	80%
	Percent completion of pipeline relocation projects required for Miami Harbor Deepening Project	EF	↓	13%	20%	50%	50%	95%
Improve level of service to meet development industry demand	Average number of days for final plan review approval*	EF	↓	8	6	12	8	10

DIVISION HIGHLIGHTS AND BUDGET ENHANCEMENTS OR REDUCTIONS

- The FY 2011-12 Adopted Budget includes payments to the Public Works and Waste Management Department (\$241,000) for rights-of-way survey crews to conduct surveys for capital projects

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DIVISION: FINANCE AND CUSTOMER SERVICE

The Finance and Customer Service Division directs the financial operations and customer service functions, including the communication center.

- Coordinates financial activities including debt administration, investments, grants and cash management
- Administers the general ledger and asset control functions
- Prepares accounts payable, retail and wholesale bills, and special billings and collection
- Manages business process support for the Customer Information System, Enterprise Resource Planning, and Enterprise Asset Management software systems
- Oversees contract administration
- Manages retail customer account services
- Operates the 24-Hour Emergency Communication Center to resolve urgent infrastructure issues

Strategic Objectives - Measures

- GG1-1: Provide easy access to information and services

Objectives	Measures			FY 08-09	FY 09-10	FY 10-11	FY 10-11	FY 11-12
				Actual	Actual	Budget	Actual	Target
Provide information to customers in a timely manner	Average call wait time (in minutes)*	EF	↓	1.16	2.3	6.92	17	15
	Percentage of calls answered within two minutes (monthly)*	EF	↑	79%	61%	51%	12%	20%
Effectively resolve customer complaints	Percentage of non-emergency requests dispatched in less than three business days	EF	↑	93%	95%	95%	95%	95%

*Due to administrative reductions in FY 2010-11, an increase in call wait times were experienced; in FY 2011-12, additional part-time positions were added to decrease call wait time and increase percentage of call answered within two minutes from FY 2010-11 actuals.

- GG4-1: Provide sound financial and risk management

Objectives	Measures			FY 08-09	FY 09-10	FY 10-11	FY 10-11	FY 11-12
				Actual	Actual	Budget	Actual	Target
Ensure sound asset management and financial investment strategies	Bond rating evaluation by Fitch	OC	↑	A+	AA-	AA-	AA-	AA-
	Bond rating evaluation by Standard and Poor's	OC	↑	A+	A+	A+	A+	A+
	Bond rating evaluation by Moody's	OC	↑	A1	A1	A1	A1	A1

DIVISION HIGHLIGHTS AND BUDGET ENHANCEMENTS OR REDUCTIONS

- The FY 2011-12 Adopted Budget includes payments to the Finance Department (\$50,000) for expenses associated with cash management services
- In FY 2011-12, the Department is projecting a year-end fund balance of \$22.5 million in the rate stabilization fund for FY 2010-11, the Department has projected a combined balance of \$63.7 million in the rate stabilization and general reserve funds; during FY 2011-12, the Department is projecting to utilize \$16.2 million from the rate stabilization and general reserve funds to pay for non-operating expenditures including debt service payments; the Department will have a year-end fund balance of \$55.7 million in the operating budget as reserve required by bond ordinance

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DIVISION: REGULATORY COMPLIANCE, QUALITY ASSURANCE, AND PRIORITY CAPITAL PROJECTS

The Regulatory Compliance, Quality Assurance, and Priority Capital Projects Division plans the water and wastewater system to ensure compliance with state and federal agreements, and provides quality assurance for the Department's Capital Improvement Plan.

- Directs planning of water and wastewater facilities and infrastructure
- Oversees environmental regulations and compliance with federal and state agreements
- Provides quality assurance for the Department's Capital Improvement Plan
- Audits selected programs and projects, including projects conducted by outside consultants, and works with other County agencies on performance auditing assignments
- Interprets and maintains the Department's Rules and Regulations
- Coordinates High Level Disinfection (HLD) and wastewater reuse projects

Strategic Objectives - Measures

- NI2-1: Provide adequate potable water supply and wastewater disposal

Objectives	Measures			FY 08-09	FY 09-10	FY 10-11	FY 10-11	FY 11-12
				Actual	Actual	Budget	Actual	Target
Ensure compliance with 20-year Water Use Permit with the South Florida Water Management District	Percent compliance with 20-Year Water Use Permit (WUP) as scheduled	EF	↑	100%	100%	90%	90%	90%
Comprehensive development of Master Plan	Percentage of Comprehensive Development Master Plan comments submitted timely	EF	↑	100%	100%	80%	90%	80%
	Percentage of Development Impact Committee comments provided timely	EF	↑	100%	100%	80%	90%	80%

DIVISION HIGHLIGHTS AND BUDGET ENHANCEMENTS OR REDUCTIONS

-  In FY 2011-12, the Department will continue a program to reduce energy consumption encompassing facilities lighting and controls, operational equipment energy consumption, the implementation of the Energy Star Power Plan and of an employee awareness program, which includes an energy conservation website, newsletter, and workshops

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DIVISION: WASTEWATER COLLECTION AND TREATMENT

The Wastewater Collection and Treatment Division operates and maintains the wastewater treatment plants and pump stations.

- Directs wastewater operations including treatment and disposal, as well as maintenance of pumping and collection systems
- Directs installation, repairs, and maintenance of the sewer pipeline system
- Performs mechanical, electrical, and structural maintenance of treatment plants and lift stations
- Installs, repairs, relocates, maintains, and replaces all gravity sewer lines, force mains, valves, sewer laterals, and manholes countywide
- Administers the Supervisory Control and Data Acquisition System (SCADA)/Telemetry and Radios

Strategic Objectives - Measures

- NI2-1: Provide adequate potable water supply and wastewater disposal

Objectives	Measures			FY 08-09	FY 09-10	FY 10-11	FY 10-11	FY 11-12
				Actual	Actual	Budget	Actual	Target
Reduce response time to sanitary sewer overflows	Average response time to sewage overflows (in minutes)*	EF	↓	36	45	50	55	55
Ensure proper maintenance and operation of the sewage system	Percentage of compliance with wastewater effluent limits	OC	↑	100%	100%	100%	100%	100%
	Sewer Overflow Rate per 100 miles of pipe**	OC	↓	2.3	1.44	5.0	2.0	5.0
	Percentage of pumps in service	EF	↑	99%	99%	99%	99%	99%
	Wastewater mainline valves exercised	OP	↔	6,747	5,925	6,000	6,018	6,018

* Due to administrative adjustments in FY 2009-10 and higher than budgeted attrition in FY 2010-11, the average response time to sewage overflows has increased

**FY 2011-12 target increased from FY 2010-11 actual due to aging infrastructure, reduction of preventive maintenance activities, and unpredictable weather conditions

DIVISION HIGHLIGHTS AND BUDGET ENHANCEMENTS OR REDUCTIONS

- In FY 2011-12, the Wastewater Collection and Treatment Division will continue the execution of a proactive program which identifies compromised pipelines and rehabilitates or replaces the wastewater line before a break occurs

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DIVISION: WATER PRODUCTION AND DISTRIBUTION

The Water Production and Distribution Division operates and maintains the water treatment plants and water pumping stations.

- Directs operation of the water system, including the installation, repairs, and maintenance of the water infrastructure
- Installs, repairs, relocates, maintains, and replaces all water mains and valves, fire lines, and water meters countywide
- Directs Water Use Efficiency and Water Loss Reduction Plans
- Performs mechanical, electrical, and structural maintenance of treatment plants
- Implements Cross Connection Control Program
- Provides laboratory tests

Strategic Objectives – Measures

- NI2-1: Provide adequate potable water supply and wastewater disposal

Objectives	Measures			FY 08-09	FY 09-10	FY 10-11	FY 10-11	FY 11-12
				Actual	Actual	Budget	Actual	Target
Ensure compliance with 20-year Water Use Permit with the South Florida Water Management District	Estimated gallons of water saved per day (GPD) through the Water Use Efficiency Program (in thousands)	EF	↑	2,140	1,608	1,500	1,589	1,500
Fully comply with drinking water standards	Percentage of compliance with drinking water standards	OC	↑	100%	100%	100%	100%	100%

DIVISION HIGHLIGHTS AND BUDGET ENHANCEMENTS OR REDUCTIONS

- In FY 2011-12, the Water Production and Distribution Division will continue the execution of a proactive program which identifies compromised pipelines and rehabilitates or replaces the water line before a break occurs

DIVISION: SUPPORT SERVICES AND MAINTENANCE

The Support Services and Maintenance Division manages security services, information technology, procurement and inventory management, human resources, support services and general maintenance.

- Directs department-wide security services
- Directs department-wide IT resources and support
- Directs general maintenance services, human resources, and procurement activities

Strategic Objectives – Measures

- GG2-2: Develop and retain excellent employees and leaders

Objectives	Measures			FY 08-09	FY 09-10	FY 10-11	FY 10-11	FY 11-12
				Actual	Actual	Budget	Actual	Target
Workforce skills to support County priorities	Training hours per employee	OP	↔	17	10	12	10	10

BUDGET ENHANCEMENTS OR REDUCTIONS AND ADDITIONAL COMMENTS

- In FY 2011-12, the Department will continue the implementation of efficiency initiatives; since the establishment of the POWER Efficiency Program in March 1998, the Department has realized approximately \$35.6 million in efficiency savings; in FY 2010-11, efficiency savings of \$800,000 are projected; the projects include updating the water and wastewater Emergency Action Plan with in-house personnel (\$400,000), and the WASD Voice Over Internet Protocol System upgrade for telecommunications (\$150,000)

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Department Operational Unmet Needs

Description	(dollars in thousands)		Positions
	Startup Costs/ Non Recurring Costs	Recurring Costs	
Fund 11 positions in the New Customer Section to maintain FY 2010-11 service level and to continue to comply with Florida Statute 556 (Damage Prevention Act) without increasing overtime	\$0	\$588	11
Fund 20 positions in the Engineering and Design Division to maintain FY 2010-11 service levels to process contract awards, maintain internal controls, process documents in a timely manners, ensure coordination of roadway projects, ensure the proper management and oversight of the treatment facilities and transmission systems project tracking services	\$0	\$648	20
Fund 12 positions in Construction Management Division to manage and inspect treatment facilities and transmission systems construction projects	\$0	\$316	12
Fund four positions in the System Implementation Section to support the billing and financial systems	\$0	\$262	4
Fund one Contracts Officer and one W&S Secretary in the Contract Processing Section to maintain internal controls related to professional service task agreements, purchase orders, and payments	\$0	\$113	2
Fund 16 positions in the Controller Division to maintain internal controls and improve customer service by reopening pay stations downtown	\$0	\$713	16
Fund 38 positions in the Retail Customer Service Section to restore two additional hours (5 p.m. to 7 p.m.) of telephone support	\$0	\$1,763	38
Fund one W&S Communication Support Specialist in the Emergency Communications Section to maintain customer service and reporting levels	\$0	\$65	1
Fund five positions in the Wastewater Collection and Transmission Division to maintain wastewater collections regulatory reporting	\$0	\$159	5
Fund nine positions in the Meter Section to maintain reporting level notifications to field operators as well as field investigations of billing issues without increased overtime expenditures	\$0	\$412	9
Fund 11 positions in Water Transmission Division to maintain service and reporting levels for water transmission and distribution systems	\$0	\$380	11
Fund one Lime Production Plant Supervisor in Water Production Division	\$0	\$65	1
Fund 13 positions in the Information Technology Division to maintain the network uptime, the departmental billing system and SCADA	\$0	\$936	13
Fund four positions in the Human Resources Section for employee recruitment and ADA compliance to reduce workloads	\$0	\$279	4
Fund one Duplication Equipment Supervisor and one W&S Mail Center Clerk 1 in the Support Service Section to maintain timely mail distribution and duplication activities	\$0	\$76	2
Fund ten positions in the General Maintenance Division for general building and fleet maintenance	\$0	\$240	10
Total	\$0	\$7,015	159