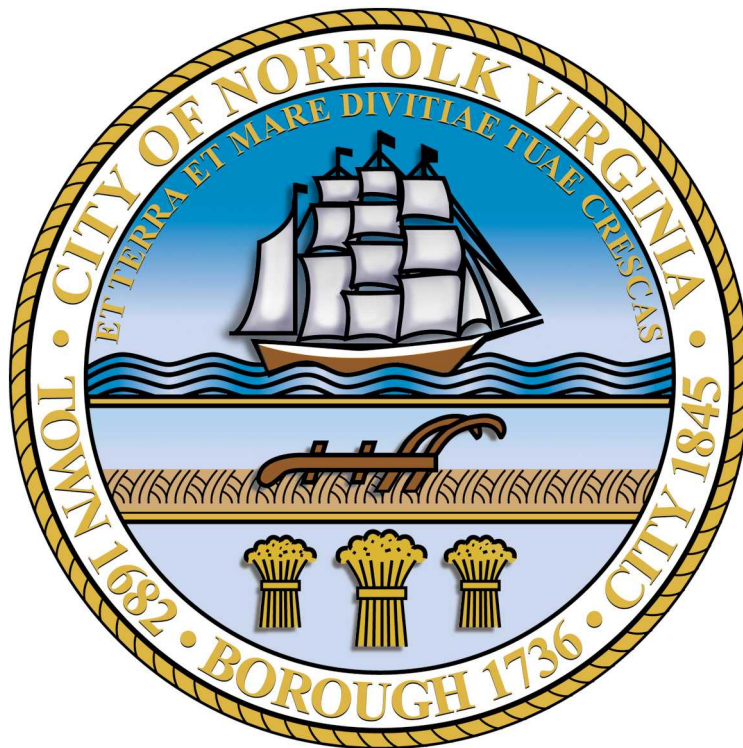

Enterprise Funds



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ENTERPRISE FUND SUMMARY

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted
Revenues			
Permits and Fees	824,743	673,845	625,324
Fines and Forfeitures	2,205,308	2,507,343	2,106,842
Federal Aid	21,295	0	0
Use of Money and Property	369,698	304,639	329,087
Charges for Services	126,640,468	132,240,707	134,778,854
Miscellaneous Revenue	367,841	188,381	187,180
Recovered Costs	1,715,268	1,341,600	1,341,600
Other Sources and Transfers In	20,156	779,883	2,752,877
Totals	132,164,777	138,036,398	142,121,764

	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted
Expenditures			
Personnel Services	25,721,652	28,004,556	28,754,722
Materials, Supplies and Repairs	15,661,903	15,652,503	15,708,125
Contractual Services	16,634,816	15,917,954	15,541,714
Equipment	340,576	762,671	775,291
Department Specific Appropriation	8,805,593	19,989,413	16,270,551
Debt Service/Transfers to CIP	23,823,099	57,709,301	65,071,361
Total	90,987,639	138,036,398	142,121,764

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UTILITIES

MISSION STATEMENT

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

DEPARTMENT OVERVIEW

The Department of Utilities is responsible for the operation of two enterprise funds, the Water Fund and the Wastewater Fund. The department, which is comprised of seven divisions in addition to the Director's Office, is organized as follows:

Water Production: 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.

Water Quality: Ensures the provision of high quality, safe, clean drinking water through compliance monitoring, testing, analysis, and backflow prevention.

Wastewater: Maintains and operates the sanitary sewer system that takes wastewater away from Norfolk homes, businesses, and facilities, and conveys it to treatment plants that are operated by the Hampton Roads Sanitation District (HRSD).

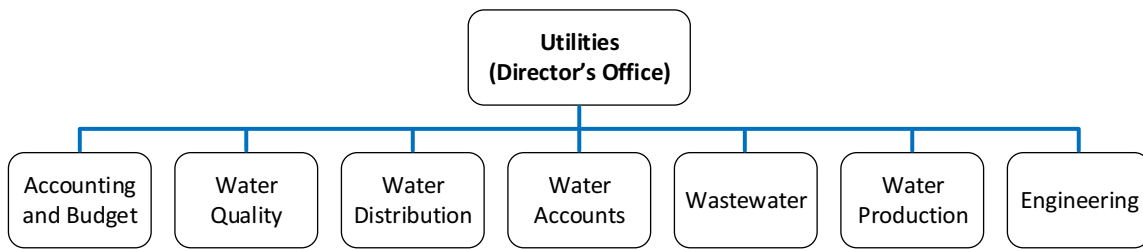
Water Distribution: Responsible for the maintenance and operation of over 800 miles of water mains. Repairs, replaces and installs fire hydrants, meters and valves and detects and repairs leaks in the distribution system. Provides routine flushing of water mains and the installation of service main extensions.

Water Accounts: Provides billing, collections, and response to users of Norfolk's utility system.

Engineering: Plans, designs, and manages water and sewer system improvements and expansions. Responsible for overall construction oversight and project management. Prevents damage to water and sewer infrastructure by marking underground utilities. Manages the department's Capital Improvement Program and documentation for the maintenance and construction of the city's water and wastewater infrastructure.

Accounting and Budget: Responsible for the administration of the department's finance and accounting operations including the budget, accounts payable, payroll, financial reporting, contract compliance, bond issuance, capital project financing and rate setting.

Director's Office: Provides administrative, leadership and management services to the department. Provides support services such as: human resources; public relations; communications; performance tracking; grants administration; and legislative review.



ACTIONS TO ACHIEVE LONG-TERM GOALS AND SHORT-TERM OBJECTIVES

The City of Norfolk Department of Utilities is a premier service provider that meets customer needs for affordable, dependable, and high quality drinking water and wastewater services. The department primarily supports the priority areas of Safe, Healthy and Inclusive Communities; Economic Vitality and Workforce Development; Environmental Sustainability; and Well-Managed Government. Actions in place to achieve these long-term goals include the following:

Ongoing Actions	Status
Track current and future water demand projections at the water treatment plants and monitor per-capita water consumption region-wide	Ongoing
Survey the water distribution system for leaks and replace problematic and aging water mains to maintain and improve the water distribution system and, ultimately, provide safe healthy drinking water to customers	Ongoing
Clean ten percent of the wastewater collection system piping per year to provide environmentally friendly and dependable services to residents and businesses	Ongoing
Produce high quality drinking water by maintaining 100 percent compliance with the Safe Drinking Water Act and by inspecting water resources, properties, and facilities	Ongoing

PERFORMANCE MEASURES

Priority: Economic Vitality and Workforce Development

Goal					
Diversify and strengthen Norfolk's economic base					
Objective					
Expand, attract, and retain businesses within Norfolk					
Measure	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	Change
Linear feet of wastewater system cleaned per year	1,171,115	604,896	1,200,000	1,200,000	0

Priority: Safe, Healthy, and Inclusive Communities

Goal

Create a culture that promotes health, engages in prevention, and supports the economic and social well-being of individuals and families by providing an array of programs and services

Objective

Ensure a sufficient supply of safe drinking water that meets customer's needs, provides fire protection, and promotes economic growth

Measure	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	Change
Average daily drinking water for all retail and wholesale customer needs, in millions of gallons per day (MGD)	59	58	62	62	0

Priority: Safe, Healthy, and Inclusive Communities

Goal

Enhance the vitality of Norfolk's neighborhoods

Objective

Maintain the integrity of the water distribution system by staying under the national median rate of 37.8 water main breaks per 100 miles of water distribution system piping

Measure	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	Change
Number of water main breaks per 100 miles of water distribution system piping	22	12	29	29	0

REVENUE SUMMARY

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted
Permits and Fees	\$1,361,614	\$614,051	\$583,100	\$553,700
Use of Money and Property	\$193,926	\$323,120	\$232,000	\$268,000
Charges for Services	\$83,147,731	\$81,033,844	\$81,997,036	\$84,668,062
Miscellaneous Revenue	\$2,954,389	\$367,561	\$186,900	\$186,900
Recovered Costs	\$1,183,635	\$1,565,694	\$1,338,000	\$1,338,000
Other Sources and Transfers In	(\$10,541)	\$20,156	\$17,995	\$17,995
Total	\$88,830,753	\$83,924,426	\$84,355,031	\$87,032,657

Actual amounts represent collections, not appropriation authority.

EXPENDITURE SUMMARY

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted
Personnel Services	\$17,085,349	\$17,034,194	\$18,518,267	\$19,008,363
Materials, Supplies and Repairs	\$10,951,214	\$10,974,012	\$10,958,740	\$10,914,747
Contractual Services	\$8,296,076	\$9,422,336	\$9,431,090	\$8,899,294
Equipment	\$509,995	\$202,385	\$285,970	\$298,970
Department Specific Appropriation	\$7,724,888	\$7,305,593	\$15,533,906	\$13,256,253
Debt Service/Transfers to CIP	\$14,547,182	\$12,659,825	\$29,627,058	\$34,655,030
Total	\$59,114,705	\$57,598,345	\$84,355,031	\$87,032,657

ADOPTED FY 2018 BUDGET ACTIONS

- Implement Phase IV of ARMD Compensation Strategy**
FY 2018 \$122,380 FTE: 0

Implement Phase IV of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2018 includes: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2018.

Priority Area(s) Met: Safe, Healthy, and Inclusive Communities and Well-Managed Government

- Adjust operational expenses**
FY 2018 \$2,228,966 FTE: 0

Technical adjustment for operational expenses which occur annually. These expenses may include indirect costs, payment in lieu of taxes, and material and supplies for essential operations.

Priority Area(s) Met: Safe, Healthy, and Inclusive Communities and Well-Managed Government

- Adjust costs for storehouse rent**
FY 2018 \$1,557 FTE: 0

Technical adjustment for rent cost of the city's Hollister Storehouse Facility. In FY 2014, the Storehouse operations were decentralized to improve efficiency and provide departments greater autonomy in managing resources. The Storehouse rent will increase annually at a rate of three percent.

Priority Area(s) Met: Well-Managed Government

- Remove one-time funds for time and attendance software costs**
FY 2018 (\$9,449) FTE: 0

Technical adjustment to remove one-time funds provided in FY 2017 for the enhancements related to the Time and Labor and Absence Management modules of the city's personnel system. This adjustment supports the final four months of the contract and the purchase of required biometric timekeeping devices. FY 2017 completed the three-year implementation timeline.

Priority Area(s) Met: Well-Managed Government

• **Adjust costs for Fleet expenditures** **FY 2018 \$26,456 FTE: 0**

Technical adjustment to update the funding needed to support Fleet expenditures based on an annual cost revision calculation. Fleet provides maintenance, fuel, and the management of vehicles for essential operations of the department. This is a routine adjustment which occurs each budget cycle.

Priority Area(s) Met: Safe, Healthy, and Inclusive Communities and Well-Managed Government

• **Annualize Phase III of ARMD Compensation Strategy** **FY 2018 \$137,422 FTE: 0**

Technical adjustment to annualize ARMD Phase III compensation actions that occurred in January 2017. The Adopted FY 2017 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a \$50 increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

Priority Area(s) Met: Safe, Healthy, and Inclusive Communities and Well-Managed Government

• **Adjust required contribution to the city's retirement system** **FY 2018 \$107,324 FTE: 0**

Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 17.79 percent to 18.53 percent in FY 2018. Costs are distributed to departments based on each department's NERS eligible payroll.

Priority Area(s) Met: Safe, Healthy, and Inclusive Communities and Well-Managed Government

• **Update personnel expenditures** **FY 2018 \$62,970 FTE: 0**

Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions, consolidations, or reorganization efforts and the funds needed in FY 2018 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of seven percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

Water

Total: \$2,677,626 FTE: 0

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Adopted
Account Representative	1 07	\$29,391	\$47,962	17.5	-1	16.5
Accountant I	1 11	\$40,805	\$66,586	3	0	3
Accountant II	1 12	\$44,339	\$72,308	0	1	1
Accountant III	1 13	\$47,823	\$77,978	1	0	1
Accountant IV	1 14	\$52,020	\$86,041	1	0	1
Accounting Manager	1 17	\$64,260	\$104,872	1	0	1
Administrative Assistant I	1 09	\$34,445	\$56,161	3	0	3
Administrative Assistant II	1 10	\$37,337	\$60,884	3	0	3
Administrative Technician	1 07	\$29,391	\$47,962	1	0	1
Applications Development Team Supervisor	1 17	\$64,260	\$104,872	1	0	1

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Adopted
Assistant City Engineer	1 19	\$72,930	\$118,606	1	0	1
Assistant Director	1 21	\$80,963	\$134,732	2	0	2
Assistant Superintendent of Utility Division	1 17	\$64,260	\$104,872	4	0	4
Automotive Mechanic	1 10	\$37,337	\$60,884	1	0	1
Business Manager	1 13	\$47,823	\$77,978	1	0	1
Chief of Construction Operations	1 16	\$60,149	\$98,068	1	0	1
Chief Waterworks Operator	1 13	\$47,823	\$77,978	8	0	8
Civil Engineer I	1 13	\$47,823	\$77,978	4	0	4
Civil Engineer II	1 14	\$52,020	\$86,041	3	0	3
Civil Engineer III	1 15	\$56,314	\$92,075	3	0	3
Civil Engineer IV	1 16	\$60,149	\$98,068	2	0	2
Civil Engineer V	1 17	\$64,260	\$104,872	1	0	1
Collection Coordinator	1 11	\$40,805	\$66,586	2	0	2
Construction Inspector I	1 09	\$34,445	\$56,161	4	-1	3
Construction Inspector II	1 11	\$40,805	\$66,586	6	1	7
Construction Inspector III	1 12	\$44,339	\$72,308	2	0	2
Contract Monitoring Specialist	1 11	\$40,805	\$66,586	1	0	1
Crew Leader I	1 09	\$34,445	\$56,161	11	0	11
Cross-Connection Specialist	1 08	\$31,804	\$51,864	2	0	2
Customer Service Manager	1 18	\$68,697	\$112,020	1	0	1
Director of Utilities	1 24	\$94,656	\$162,302	1	0	1
Electrician III	1 10	\$37,337	\$60,884	3	0	3
Electronics Technician II	1 10	\$37,337	\$60,884	4	0	4
Engineering Aide	1 04	\$23,333	\$38,047	1	0	1
Engineering Manager	1 20	\$77,520	\$126,409	1	0	1
Engineering Technician I	1 10	\$37,337	\$60,884	6	0	6
Engineering Technician II	1 11	\$40,805	\$66,586	4	0	4
Engineering Technician III	1 12	\$44,339	\$72,308	1	0	1
Engineering Technician IV	1 13	\$47,823	\$77,978	1	0	1
Enterprise Controller	1 16	\$60,149	\$98,068	1	0	1
Equipment Operator II	1 07	\$29,391	\$47,962	11	0	11
Equipment Operator III	1 08	\$31,804	\$51,684	11	0	11
Financial Operations Manager	1 15	\$56,314	\$92,075	1	0	1
General Utility Maintenance Supervisor	1 14	\$52,020	\$86,041	7	-1	6
Geographic Information Systems Technician II	1 11	\$40,805	\$66,586	1	0	1
Maintenance Supervisor II	1 12	\$44,339	\$72,308	1	0	1
Maintenance Worker I	1 03	\$21,646	\$35,301	6	0	6
Maintenance Worker II	1 06	\$27,438	\$44,737	27	0	27
Management Analyst I	1 11	\$40,805	\$66,586	1	0	1

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Adopted
Management Services Administrator	1 18	\$68,697	\$112,020	1	0	1
Manager of Budget & Accounting	1 18	\$68,697	\$112,020	1	0	1
Messenger/Driver	1 02	\$20,099	\$32,778	1	0	1
Personnel Specialist	1 11	\$40,805	\$66,586	1	0	1
Programmer/Analyst III	1 13	\$47,823	\$77,978	1	0	1
Programmer/Analyst IV	1 14	\$52,020	\$86,041	2	0	2
Programmer/Analyst V	1 16	\$60,149	\$98,068	1	0	1
Programs Manager	1 15	\$56,314	\$92,075	1	0	1
Public Information Specialist II	1 11	\$40,805	\$66,586	1	0	1
Reservoir Manager	1 12	\$44,339	\$72,308	1	0	1
Safety Specialist	1 11	\$40,805	\$66,586	1	0	1
Staff Technician II	1 09	\$34,445	\$56,161	3	1	4
Storekeeper I	1 04	\$23,333	\$38,047	1	0	1
Storekeeper II	1 06	\$27,438	\$44,737	2	0	2
Storekeeper III	1 08	\$31,804	\$51,864	2	0	2
Support Technician	1 05	\$25,179	\$41,096	3	1	4
Utility Construction Inspector	1 10	\$37,337	\$60,884	1	0	1
Utility Maintenance Mechanic I	1 06	\$27,438	\$44,737	28	-1	27
Utility Maintenance Mechanic II	1 08	\$31,804	\$51,864	3	0	3
Utility Maintenance Supervisor	1 10	\$37,337	\$60,884	9	0	9
Utility Maintenance Supervisor, Senior	1 13	\$47,823	\$77,978	8	1	9
Utility Operations Manager	1 19	\$72,930	\$118,606	1	0	1
Water Chemist	1 11	\$40,805	\$66,586	3	0	3
Water Chemist, Senior	1 12	\$44,339	\$72,308	3	0	3
Water Production Manager	1 19	\$72,930	\$118,606	1	0	1
Water Quality Manager	1 18	\$68,697	\$112,020	2	0	2
Water Treatment Plant Maintenance Technician	1 08	\$31,804	\$51,864	12	0	12
Water Treatment Supervisor	1 15	\$56,314	\$92,075	2	0	2
Waterworks Operator I	1 08	\$31,804	\$51,864	4	-1	3
Waterworks Operator II	1 09	\$34,445	\$56,161	2	-1	1
Waterworks Operator III	1 10	\$37,337	\$60,884	1	0	1
Waterworks Operator IV	1 11	\$40,805	\$66,586	9	1	10
Total				292.5	0	292.5

WASTEWATER

REVENUE SUMMARY

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted
Permits and Fees	\$93,000	\$181,208	\$50,000	\$50,000
Use of Money and Property	\$16,768	\$15,584	\$30,000	\$30,000
Charges for Services	\$28,242,513	\$28,242,988	\$30,722,691	\$31,292,792
Recovered Costs	\$164,404	\$149,574	\$3,600	\$3,600
Other Sources and Transfers In	\$0	\$0	\$2,000	\$2,000
Federal Aid	\$0	\$21,295	\$0	\$0
Total	\$28,516,686	\$28,610,649	\$30,808,291	\$31,378,392

Actual amounts represent collections, not appropriation authority.

EXPENDITURE SUMMARY

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted
Personnel Services	\$5,432,704	\$5,380,378	\$5,827,947	\$6,002,929
Materials, Supplies and Repairs	\$2,981,083	\$3,079,235	\$3,031,220	\$3,024,452
Contractual Services	\$1,993,646	\$2,441,399	\$2,087,898	\$2,009,281
Equipment	\$196,131	\$71	\$311,101	\$311,101
Department Specific Appropriation	\$1,500,000	\$1,500,000	\$4,455,507	\$3,014,298
Debt Service/Transfers to CIP	\$1,619,033	\$2,715,742	\$15,094,618	\$17,016,331
Total	\$13,722,597	\$15,116,825	\$30,808,291	\$31,378,392

ADOPTED FY 2018 BUDGET ACTIONS

- **Implement Phase IV of ARMD Compensation Strategy**

FY 2018 \$34,155 FTE: 0

Implement Phase IV of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2018 includes: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2018.

Priority Area(s) Met: Safe, Healthy, and Inclusive Communities

- **Adjust operational expenses**

FY 2018 \$399,887 FTE: 0

Technical adjustment for operational expenses which occur annually. These expenses may include indirect costs, payment in lieu of taxes, and material and supplies for essential operations.

Priority Area(s) Met: Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Remove one-time funds for time and attendance software costs** **FY 2018 (\$9,926) FTE: 0**

Technical adjustment to remove one-time funds provided in FY 2017 for the enhancements related to the Time and Labor and Absence Management modules of the city's personnel system. This adjustment supports the final four months of the contract and the purchase of required biometric timekeeping devices. FY 2017 completed the three-year implementation timeline.

Priority Area(s) Met: Safe, Healthy, and Inclusive Communities

- **Adjust costs for Fleet expenditures** **FY 2018 \$5,158 FTE: 0**

Technical adjustment to update the funding needed to support Fleet expenditures based on an annual cost revision calculation. Fleet provides maintenance, fuel, and the management of vehicles for essential operations of the department. This is a routine adjustment which occurs each budget cycle.

Priority Area(s) Met: Safe, Healthy, and Inclusive Communities

- **Annualize Phase III of ARMD Compensation Strategy** **FY 2018 \$48,821 FTE: 0**

Technical adjustment to annualize ARMD Phase III compensation actions that occurred in January 2017. The Adopted FY 2017 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a \$50 increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

Priority Area(s) Met: Safe, Healthy, and Inclusive Communities

- **Adjust required contribution to the city's retirement system** **FY 2018 \$11,664 FTE: 0**

Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 17.79 percent to 18.53 percent in FY 2018. Costs are distributed to departments based on each department's NERS eligible payroll.

Priority Area(s) Met: Safe, Healthy, and Inclusive Communities

- **Update personnel expenditures** **FY 2018 \$80,342 FTE: 0**

Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions, consolidations, or reorganization efforts and the funds needed in FY 2018 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of seven percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

Wastewater

Total: \$570,101 FTE: 0

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Adopted
Accounting Technician II	1 07	\$29,391	\$47,962	3	0	3
Assistant Superintendent of Utility Division	1 17	\$64,260	\$104,872	1	0	1
Crew Leader I	1 09	\$34,445	\$56,161	15	0	15
Custodian, Senior	1 04	\$23,333	\$38,047	1	0	1
Electrician IV	1 11	\$40,805	\$66,586	1	0	1
Engineering Technician I	1 10	\$37,337	\$60,884	3	0	3
Environmental Specialist II	1 12	\$44,339	\$72,308	1	0	1
Equipment Operator II	1 07	\$29,391	\$47,962	6	0	6
Equipment Operator III	1 08	\$31,804	\$51,684	19	0	19
General Utility Maintenance Supervisor	1 14	\$52,020	\$86,041	2	0	2
Maintenance Worker I	1 03	\$21,646	\$35,301	3	0	3
Maintenance Worker II	1 06	\$27,438	\$44,737	27	0	27
Utility Maintenance Mechanic I	1 06	\$27,438	\$44,737	7	0	7
Utility Maintenance Supervisor	1 10	\$37,337	\$60,884	10	0	10
Utility Maintenance Supervisor, Senior	1 13	\$47,823	\$77,978	5	0	5
Water Chemist	1 11	\$40,805	\$66,586	1	0	1
Total				105	0	105

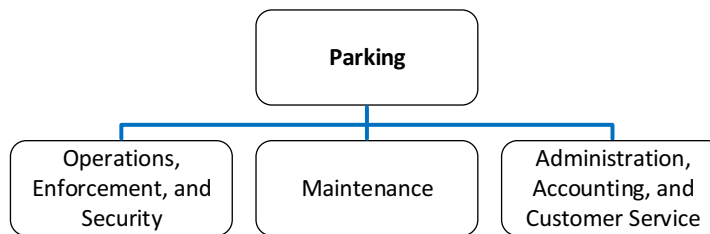
PARKING FACILITIES FUND

MISSION STATEMENT

The Division of Parking is dedicated to excellence in providing safe, convenient, and affordable parking services to the residents, visitors, and businesses in Norfolk.

DEPARTMENT OVERVIEW

The City of Norfolk's Parking Division operates and maintains one of the largest municipally owned parking systems in the country while meeting the parking needs of downtown workers, residents, students, shoppers, and tourists. This includes over 20,000 public parking spaces located in 16 garages, nine lots, and over 600 on-street spaces. Safe, convenient and affordable parking is provided to all patrons through the efficient management of the city's parking resources. The Parking Facilities Fund receives oversight from the Department of General Services.



ACTIONS TO ACHIEVE LONG-TERM GOALS AND SHORT-TERM OBJECTIVES

The Parking Facilities Fund supports the priority areas of Economic Vitality and Workforce Development and Well-Managed Government. Parking's long-term goals are achieved by strong financial management, available parking assets (for example, garages and lots), and innovative customer programs. Specific actions undertaken to achieve long-term goals include the following:

Ongoing Actions	Status
Maximize utilization of available parking to increase revenue	Ongoing
Improve parking services and infrastructure to enhance the customer experience	Ongoing

PERFORMANCE MEASURES

Priority: Economic Vitality and Workforce Development

Goal					
Diversify and strengthen Norfolk's economic base					
Objective					
Promote strong financial management by ensuring revenue is maximized in order to meet all operating obligations					
Measure	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	Change
Percent of fines collected	98	76	100	100	0
Percent of total available monthly parking spaces utilized (New measure in FY 2016)	0	54	50	60	10
Objective					
Expand, attract, and retain businesses within Norfolk					
Measure	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	Change
Total parking revenue (New measure in FY 2016)	0	19,627,702	21,200,000	21,200,000	0
Number of transient (non-monthly) parkers in garages (New measure in FY 2017)	0	0	2,350,000	2,350,000	0
Number of parking violation tickets issued	43,593	41,850	43,300	43,300	0

Priority: Well-Managed Government

Goal					
Achieve a reputation internally and externally as a well-managed government					
Objective					
Attract and retain businesses within Norfolk by ensuring all parking facilities are accessible, clean, safe, and inviting					
Measure	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted	Change
Percent of customers who rate parking services as meeting or exceeding expectations	61	61	60	60	0

REVENUE SUMMARY

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted
Permits and Fees	\$0	\$29,484	\$40,745	\$21,624
Fines and Forfeitures	\$2,531,254	\$2,205,308	\$2,507,343	\$2,106,842
Use of Money and Property	\$1,728,812	\$30,994	\$42,639	\$31,087
Charges for Services	\$16,987,584	\$17,363,636	\$19,520,980	\$18,818,000
Miscellaneous Revenue	\$767	\$280	\$1,481	\$280
Other Sources and Transfers In	\$0	\$0	\$759,888	\$2,732,882
Total	\$21,248,417	\$19,629,702	\$22,873,076	\$23,710,715

Actual amounts represent collections, not appropriation authority.

EXPENDITURE SUMMARY

	FY 2015 Actual	FY 2016 Actual	FY 2017 Adopted	FY 2018 Adopted
Personnel Services	\$3,268,220	\$3,307,080	\$3,658,342	\$3,743,430
Materials, Supplies and Repairs	\$1,552,344	\$1,608,656	\$1,662,543	\$1,768,926
Contractual Services	\$4,043,756	\$4,771,081	\$4,398,966	\$4,633,139
Equipment	\$63,836	\$138,120	\$165,600	\$165,220
Debt Service/Transfers to CIP	\$8,621,167	\$8,447,532	\$12,987,625	\$13,400,000
Total	\$17,549,323	\$18,272,469	\$22,873,076	\$23,710,715

ADOPTED FY 2018 BUDGET ACTIONS

- **Implement Phase IV of ARMD Compensation Strategy** **FY 2018 \$29,441 FTE: 0**

Implement Phase IV of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2018 includes: a two percent salary increase for general and constitutional officer employees; a step increase for sworn employees; an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions. All actions will be effective January 2018.

Priority Area(s) Met: Accessibility, Mobility, and Connectivity and Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Adjust debt service payments** **FY 2018 \$412,375 FTE: 0**

Technical adjustment to support annual debt service payments for parking related capital projects.

Priority Area(s) Met: Well-Managed Government

- **Adjust operational expenses** **FY 2018 \$243,232 FTE: 0**

Technical adjustment for routine operational expenses. These expenses may include indirect costs, materials, and supplies for essential operations.

Priority Area(s) Met: Accessibility, Mobility, and Connectivity and Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Increase funds for contractual services** **FY 2018 \$115,602 FTE: 0**

Technical adjustment for contractual services which occur annually. These contractual increases include service to parking equipment, co-op garage costs, and credit card processing fees.

Priority Area(s) Met: Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Remove one-time funds for time and attendance software costs** **FY 2018 (\$6,547) FTE: 0**

Technical adjustment to remove one-time funds provided in FY 2017 for the enhancements related to the Time and Labor and Absence Management modules of the city's personnel system. This adjustment supports the final four months of the contract and the purchase of required biometric timekeeping devices. FY 2017 completed the three-year implementation timeline.

Priority Area(s) Met: Well-Managed Government

- **Adjust costs for Fleet expenditures** **FY 2018 (\$12,111) FTE: 0**

Technical adjustment to update the funding needed to support Fleet expenditures based on an annual cost revision calculation. Fleet provides maintenance, fuel, and the management of vehicles for essential operations of the department. This is a routine adjustment which occurs each budget cycle.

Priority Area(s) Met: Well-Managed Government

- **Annualize Phase III of ARMD Compensation Strategy** **FY 2018 \$27,413 FTE: 0**

Technical adjustment to annualize ARMD Phase III compensation actions that occurred in January 2017. The Adopted FY 2017 Budget included funds for: a two percent salary increase for general and constitutional officer employees; a \$50 increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

Priority Area(s) Met: Accessibility, Mobility, and Connectivity and Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Adjust required contribution to the city's retirement system** **FY 2018 (\$19,249) FTE: 0**

Adjust the annual required contribution to the Norfolk Employee's Retirement System (NERS). Retirement contributions are based on a formula that calculates the funds needed to meet present and future retirement payments. The contribution amount for the city will increase from 17.79 percent to 18.53 percent in FY 2018. Costs are distributed to departments based on each department's NERS eligible payroll.

Priority Area(s) Met: Accessibility, Mobility, and Connectivity and Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Update personnel expenditures** **FY 2018 \$47,483 FTE: 0**

Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions, consolidations, or reorganization efforts and the funds needed in FY 2018 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of seven percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

Parking Facilities Fund

Total: \$837,639 FTE: 0

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2017 Adopted	FTE Change	FY 2018 Adopted
Accountant III	1 13	\$47,823	\$77,978	1	0	1
Accounting Technician II	1 07	\$29,391	\$47,962	6.8	0	6.8
Administrative Assistant I	1 09	\$34,445	\$56,161	1	0	1
Collection Coordinator	1 11	\$40,805	\$66,586	1	0	1
Crew Leader I	1 09	\$34,445	\$56,161	2	0	2
Customer Service Representative	1 05	\$25,179	\$41,096	15.2	0	15.2
Electrician II	1 09	\$34,445	\$56,161	1	1	2
Electronics Technician II	1 10	\$37,337	\$60,884	1	0	1
Enterprise Controller	1 16	\$60,149	\$98,068	1	0	1
Maintenance Mechanic II	1 07	\$29,391	\$47,962	5	0	5
Maintenance Supervisor I	1 11	\$40,805	\$66,586	0	1	1
Maintenance Supervisor II	1 12	\$44,339	\$72,308	1	-1	0
Maintenance Worker I	1 03	\$21,646	\$35,301	5	-1	4
Maintenance Worker II	1 06	\$27,438	\$44,737	3	-1	2
Management Analyst III	1 14	\$52,020	\$86,041	0	1	1
Management Services Administrator	1 18	\$68,697	\$112,020	0	1	1
Manager of Budget & Accounting	1 18	\$68,697	\$112,020	1	-1	0
Meter Monitor	1 04	\$23,333	\$38,047	9	0	9
Painter I	1 06	\$27,438	\$44,737	1	0	1
Parking Administrator	1 14	\$52,020	\$86,041	1	0	1
Parking Director	1 18	\$68,697	\$112,020	1	0	1
Parking Manager	1 12	\$44,339	\$72,308	1	0	1
Parking Supervisor	1 09	\$34,445	\$56,161	6	0	6
Software Analyst	1 13	\$47,823	\$77,978	1	0	1
Total				65	0	65

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