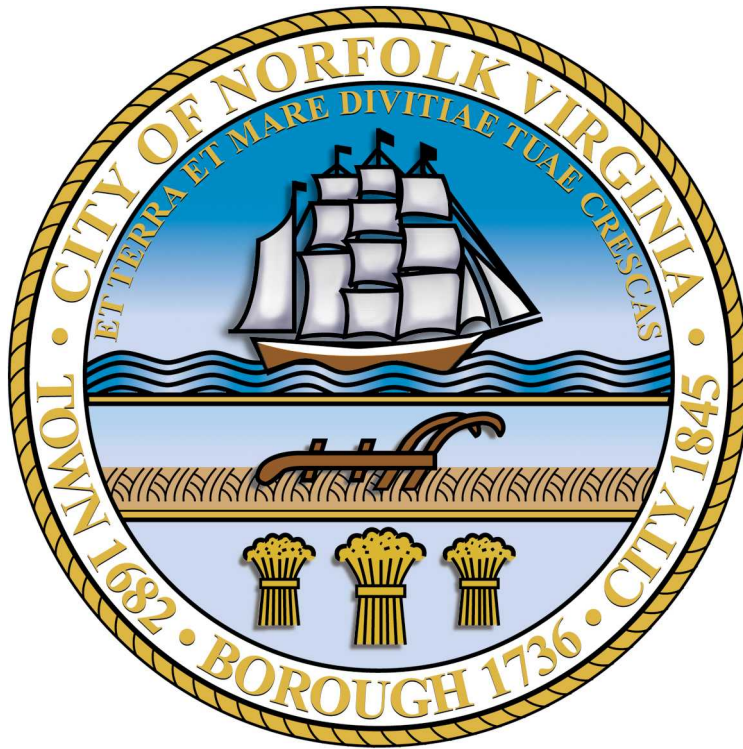

Enterprise Funds



This page intentionally left blank

ENTERPRISE FUND SUMMARY

	FY 2019 Actual	FY 2020 Adopted ¹	FY 2021 Adopted
Revenues			
Permits and Fees	1,446,040	867,780	629,505
Fines and Forfeitures	2,805,342	2,435,660	3,328,022
Federal Aid	0	0	0
Use of Money and Property	1,164,849	1,373,565	2,045,775
Charges for Services	162,749,584	167,083,596	164,342,877
Miscellaneous Revenue	390,226	232,240	234,316
Recovered Costs	1,352,740	1,003,600	1,003,600
Other Sources and Transfers In	-902,624	2,260,024	1,782,362
Totals	169,006,157	175,256,465	173,366,457

	FY 2019 Actual	FY 2020 Adopted ¹	FY 2021 Adopted
Expenditures			
Personnel Services	26,582,577	36,025,940	36,813,654
Materials, Supplies and Repairs	15,348,943	18,545,436	18,374,661
Contractual Services	24,166,299	19,197,428	19,203,220
Equipment	326,061	1,880,499	2,448,636
Department Specific Appropriation	29,175,931	20,184,858	34,755,224
Debt Service/Transfers to CIP	50,896,983	79,422,304	61,771,062
Total	146,496,794	175,256,465	173,366,457

¹ In FY 2020, Storm Water converted to an Enterprise Fund. FY 2019 revenues and expenditures can be found in the Special Revenue Fund section.

This page intentionally left blank

UTILITIES - WATER FUND

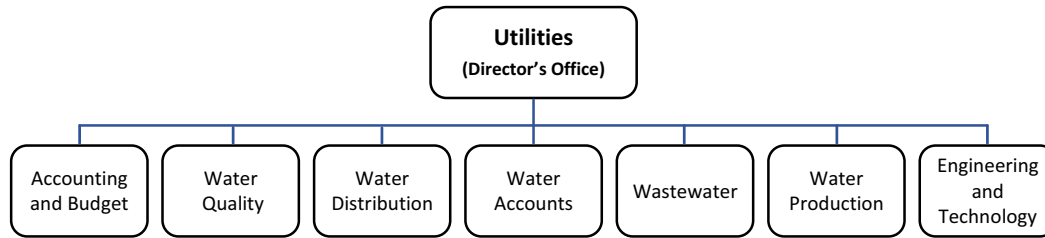
MISSION STATEMENT

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:

1. **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.
2. **Water Quality:** Ensures the provision of high quality, safe, clean drinking water through compliance monitoring, testing, analysis, and backflow prevention.
3. **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).
4. **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.
5. **Water Accounts:** Provides billing, collections, and response to users of Norfolk's utility system.
6. **Engineering and Technology:** Manages the department's Capital Improvement Program and documentation for the maintenance and construction of the city's water and wastewater infrastructure. Responsible for overall construction oversight and project management. Prevents damage to water and wastewater infrastructure by marking underground utilities. Provides technology-related support to include Supervisory Control and Data Acquisition, asset management, GIS, hardware, and software.
7. **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.
8. **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.



PERFORMANCE MEASURES

Goal					
Diversify and strengthen Norfolk's economic base					
Objective					
Expand, attract, and retain businesses within Norfolk					
Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	Change
Linear feet of wastewater system cleaned per year	767,995	755,040	900,000	900,000	0

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 needs, provides fire protection, and promotes economic growth					
Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	Change
Average daily drinking water for all retail and wholesale customer needs, in millions of gallons per day (MGD)	60	58.5	61	59	-2

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 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	Change
Number of water main breaks per 100 miles of water distribution system piping	11	7.8	13	9	-4

REVENUE SUMMARY

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Permits and Fees	\$830,743	\$1,330,505	\$783,100	\$551,036
Use of Money and Property	\$528,800	\$642,996	\$1,183,000	\$1,680,000
Charges for Services	\$87,119,959	\$110,987,743	\$93,764,575	\$91,406,342
Miscellaneous Revenue	\$10,975	\$387,748	\$186,900	\$186,900
Recovered Costs	\$1,008,360	\$1,217,707	\$1,000,000	\$1,000,000
Other Sources and Transfers In	\$27,209	\$17,944	\$5,400	\$5,400
Total	\$89,526,046	\$114,584,643	\$96,922,975	\$94,829,678

FY 2019 includes one-time revenue of \$20,000,000 from a new agreement with the City of Virginia Beach. Actual amounts represent collections, not appropriation authority.

EXPENDITURE SUMMARY

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Personnel Services	\$17,665,977	\$17,801,013	\$19,651,545	\$20,038,094
Materials, Supplies and Repairs	\$10,346,074	\$10,318,097	\$11,303,649	\$11,298,382
Contractual Services	\$9,133,745	\$9,758,065	\$10,592,322	\$10,398,640
Equipment	\$152,706	\$181,588	\$292,754	\$303,442
Department Specific Appropriation	\$7,530,619	\$27,675,931	\$11,482,942	\$22,484,845
Debt Service/Transfers to CIP	\$28,974,030	\$30,084,154	\$43,599,763	\$30,306,275
Total	\$73,803,151	\$95,818,848	\$96,922,975	\$94,829,678

ADOPTED FY 2021 BUDGET ACTIONS

- Increase funding for Fleet purchases** **FY 2021 \$0 FTE: 0**

Increase funding to address Fleet needs. Funding will be used to address vehicle and equipment backlog. The department has an aging fleet of vehicles used to perform various utilities maintenance. Purchases include dump trucks, flatbeds, excavators, and pickup trucks.
- Adjust debt service expenses** **FY 2021 \$706,512 FTE: 0**

Technical adjustment to adjust annual debt service payments for water related projects. This is a routine adjustment which occurs each budget cycle.
- Provide funds for rent at Granby Municipal Building** **FY 2021 \$207,798 FTE: 0**

Technical adjustment to provide funds for rent at the Granby Municipal Building. In FY 2020 the city sold the Granby Municipal Building, the Utilities headquarters. A new Utilities headquarters building will be built in the St. Paul's area. Utilities will pay rent for its existing office space until the new building is complete. Total rent cost in FY 2021 is \$260,798.

<ul style="list-style-type: none"> • Support increase in storehouse rent 	FY 2021 \$1,701 FTE: 0
<p>Technical adjustment to provide funds for increased storehouse rent. Total costs will increase by \$1,701 from \$56,713 in FY 2020 to \$58,414 to FY 2021.</p>	
<ul style="list-style-type: none"> • Adjust operational expenditures 	FY 2021 (\$3,382,040) FTE: 0
<p>Technical adjustment for operational expenses which occurs annually. These expenses may include indirect costs, payment in lieu of taxes, and materials and supplies for essential operations.</p>	
<ul style="list-style-type: none"> • Adjust costs for Fleet expenditures 	FY 2021 (\$5,267) FTE: 0
<p>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.</p>	
<ul style="list-style-type: none"> • Adjust required contribution to the city retirement system 	FY 2021 \$97,861 FTE: 0
<p>Adjust the annual required contribution to the Norfolk Employees' Retirement System (NERS). Retirement contributions are based on a formula that calculates funds needed to meet present and future retirement payments. The contribution rate for the city will increase from 19.5 percent to 20.3 percent of eligible payroll in FY 2021. Costs are distributed to departments based on each department's NERS eligible payroll.</p>	
<ul style="list-style-type: none"> • Adjust employer healthcare contribution 	FY 2021 \$151,015 FTE: 0
<p>Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2021 rates by 12 percent. The city has elected to split the rate increase with employees, resulting in both employee and employer contribution rates increasing 12 percent from plan year 2020. The new rates will be effective December 2020.</p>	
<ul style="list-style-type: none"> • Annualize FY 2020 compensation increase 	FY 2021 \$146,189 FTE: 0
<p>Technical adjustment to annualize FY 2020 citywide compensation actions that occurred in January 2020. The Adopted FY 2020 Budget included funds for: a two percent increase for general and constitutional officer employees; a step increase for sworn Police and Fire-Rescue employees, an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.</p>	
<ul style="list-style-type: none"> • Update personnel expenditures 	FY 2021 (\$17,066) FTE: -0.5
<p>Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2021 for such actions. In addition, the city transitioned to position-based budgeting in FY 2019. Adjustments to personnel expenditures reflect an update to the department's budget for positions, based on actual salaries for filled positions and minimum salaries for vacant positions. These are routine actions that occur at the beginning of the budget cycle.</p>	
Utilities - Water Fund	Total: (\$2,093,297) FTE: -0.5

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
Account Representative	1 07	\$29,391	\$47,962	12.5	-0.5	12
Accountant I	1 11	\$40,805	\$66,586	3	0	3
Accountant II	1 12	\$44,339	\$72,308	1	0	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
Accounting Technician II	1 07	\$29,391	\$47,962	4	0	4
Administrative Assistant I	1 09	\$34,445	\$56,161	4	0	4
Administrative Assistant II	1 10	\$37,337	\$60,884	3	0	3
Administrative Technician	1 07	\$29,391	\$47,962	2	0	2
Applications Development Team Supervisor	1 17	\$64,260	\$104,872	1	0	1
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	3	0	3
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 14	\$52,020	\$86,041	4	0	4
Civil Engineer II	1 15	\$56,314	\$92,075	3	-1	2
Civil Engineer III	1 16	\$60,149	\$98,068	3	1	4
Civil Engineer IV	1 17	\$64,260	\$104,872	2	0	2
Civil Engineer V	1 18	\$68,697	\$112,020	1	0	1
Collection Coordinator	1 11	\$40,805	\$66,586	2	-1	1
Construction Inspector I	1 09	\$34,445	\$56,161	2	0	2
Construction Inspector II	1 11	\$40,805	\$66,586	7	-1	6
Construction Inspector III	1 12	\$44,339	\$72,308	2	1	3
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	1	0	1
Cross-Connection Specialist, Senior	1 10	\$37,337	\$60,884	1	0	1
Customer Service Manager	1 18	\$68,697	\$112,020	1	0	1
Customer Service Supervisor	1 13	\$47,823	\$77,978	0	1	1
Director of Utilities	1 24	\$94,656	\$162,302	1	0	1
Electrician II	1 09	\$34,445	\$56,161	1	0	1
Electrician III	1 10	\$37,337	\$60,884	2	0	2
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

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
Engineering Technician II	1 11	\$40,805	\$66,586	4	0	4
Engineering Technician III	1 12	\$44,339	\$72,308	3	0	3
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	\$51,864	10	0	10
Financial Operations Manager	1 15	\$56,314	\$92,075	1	0	1
General Utility Maintenance Supervisor	1 14	\$52,020	\$86,041	5	0	5
Maintenance Supervisor II	1 12	\$44,339	\$72,308	1	0	1
Maintenance Worker I	1 04	\$23,333	\$38,047	4	0	4
Maintenance Worker II	1 06	\$27,438	\$44,737	29	0	29
Management Analyst I	1 11	\$40,805	\$66,586	1	0	1
Management Analyst II	1 13	\$47,823	\$77,978	1	0	1
Management Services Administrator	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
Program Supervisor	1 13	\$47,823	\$77,978	0	1	1
Programmer/Analyst III	1 13	\$47,823	\$77,978	1	0	1
Programmer/Analyst IV	1 15	\$56,314	\$92,075	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 12	\$44,339	\$72,308	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	4	-1	3
Storekeeper I	1 05	\$25,179	\$41,096	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	0	3
Utility Construction Inspector	1 10	\$37,337	\$60,884	1	0	1
Utility Maintenance Mechanic I	1 07	\$29,391	\$47,962	26	0	26
Utility Maintenance Mechanic II	1 09	\$34,445	\$56,161	3	0	3
Utility Maintenance Supervisor	1 11	\$40,805	\$66,586	9	0	9
Utility Maintenance Supervisor, Senior	1 13	\$47,823	\$77,978	8	0	8
Utility Operations Manager	1 19	\$72,930	\$118,606	2	0	2
Water Chemist	1 11	\$40,805	\$66,586	3	0	3

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
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 Mechanic	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	1	0	1
Waterworks Operator II	1 09	\$34,445	\$56,161	1	-1	0
Waterworks Operator III	1 10	\$37,337	\$60,884	2	2	4
Waterworks Operator IV	1 11	\$40,805	\$66,586	12	-1	11
Total				290.5	-0.5	290

UTILITIES - WASTEWATER FUND

REVENUE SUMMARY

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Permits and Fees	\$113,525	\$86,750	\$50,000	\$50,000
Use of Money and Property	\$86,332	\$259,098	\$100,000	\$100,000
Charges for Services	\$30,154,051	\$31,318,989	\$33,364,152	\$32,975,012
Recovered Costs	\$284,201	\$135,033	\$3,600	\$3,600
Other Sources and Transfers In	\$58,161	\$7,150	\$2,000	\$2,000
Total	\$30,696,270	\$31,807,020	\$33,519,752	\$33,130,612

Actual amounts represent collections, not appropriation authority.

EXPENDITURE SUMMARY

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Personnel Services	\$5,278,073	\$5,303,759	\$6,050,307	\$6,238,235
Materials, Supplies and Repairs	\$3,157,543	\$3,318,255	\$2,964,441	\$2,958,817
Contractual Services	\$2,488,442	\$2,363,087	\$2,143,811	\$2,139,604
Equipment	\$5,785	\$36,857	\$303,700	\$303,700
Department Specific Appropriation	\$1,500,000	\$1,500,000	\$6,512,483	\$6,215,536
Debt Service/Transfers to CIP	\$15,138,868	\$15,503,049	\$15,545,010	\$15,274,720
Total	\$27,568,711	\$28,025,007	\$33,519,752	\$33,130,612

ADOPTED FY 2021 BUDGET ACTIONS

- **Adjust debt service expenses** **FY 2021 (\$270,290) FTE: 0**

Technical adjustment to support annual debt service payments for wastewater related projects. This is a routine adjustment which occurs each budget cycle.

- **Adjust operational expenditures** **FY 2021 (\$299,154) FTE: 0**

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

- **Adjust costs for Fleet expenditures** **FY 2021 (\$5,624) 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.

- **Adjust required contribution to the city retirement system** **FY 2021 \$45,148 FTE: 0**

Adjust the annual required contribution to the Norfolk Employees' Retirement System (NERS). Retirement contributions are based on a formula that calculates funds needed to meet present and future retirement payments. The contribution rate for the city will increase from 19.5 percent to 20.3 percent of eligible payroll in FY 2021. Costs are distributed to departments based on each department's NERS eligible payroll.

- **Adjust employer healthcare contribution** **FY 2021 \$82,982 FTE: 0**

Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2021 rates by 12 percent. The city has elected to split the rate increase with employees, resulting in both employee and employer contribution rates increasing 12 percent from plan year 2020. The new rates will be effective December 2020.

- **Annualize FY 2020 compensation increase** **FY 2021 \$37,925 FTE: 0**

Technical adjustment to annualize FY 2020 citywide compensation actions that occurred in January 2020. The Adopted FY 2020 Budget included funds for: a two percent increase for general and constitutional officer employees; a step increase for sworn Police and Fire-Rescue employees, an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

- **Update personnel expenditures** **FY 2021 \$19,873 FTE: 0**

Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2021 for such actions. In addition, the city transitioned to position-based budgeting in FY 2019. Adjustments to personnel expenditures reflect an update to the department's budget for positions, based on actual salaries for filled positions and minimum salaries for vacant positions. These are routine actions that occur at the beginning of the budget cycle.

Utilities - Wastewater Fund

Total: (\$389,140) FTE: 0

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 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	2	0	2
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	\$51,864	19	0	19

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
General Utility Maintenance Supervisor	1 14	\$52,020	\$86,041	1	0	1
Maintenance Worker I	1 04	\$23,333	\$38,047	2	0	2
Maintenance Worker II	1 06	\$27,438	\$44,737	27	0	27
Management Analyst I	1 11	\$40,805	\$66,586	1	0	1
Management Analyst III	1 14	\$52,020	\$86,041	0	1	1
Support Technician	1 05	\$25,179	\$41,096	1	0	1
Utility Maintenance Mechanic I	1 07	\$29,391	\$47,962	7	0	7
Utility Maintenance Supervisor	1 11	\$40,805	\$66,586	11	-1	10
Utility Maintenance Supervisor, Senior	1 13	\$47,823	\$77,978	4	0	4
Total				103	0	103

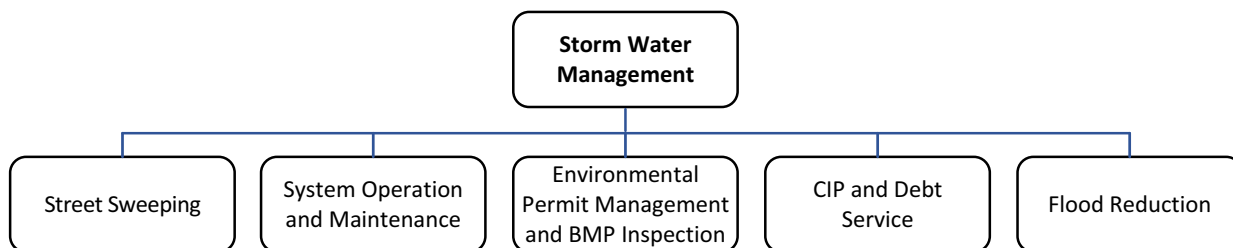
STORM WATER MANAGEMENT

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.

DIVISION OVERVIEW

The Division of Storm Water Management focuses on five prominent categories of work: environmental permit management and regulatory compliance, Capital Improvement Program (CIP) and debt service, flood reduction, system operation and maintenance, and street sweeping. Staff is comprised of professional engineers, environmental scientists, and operations personnel that coordinate to meet the division's goals of reducing flooding and preventing pollution. The Division of Storm Water Management receives oversight from the Department of Public Works.



PERFORMANCE MEASURES

Goal

Enhance efficient use and protection of natural resources

Objective

Prevent pollutants and debris from entering the storm water system

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	Change
Miles of curb cleaned through street sweeping	53,781	42,252	55,000	55,000	0
Number of tons of debris removed by street sweeping	5,589	4,506	7,000	7,000	0

Goal					
Reduce the negative impacts of flooding					
Objective					
Keep Norfolk's drain/storm water structures clean and free from debris					
Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	Change
Number of drain structures cleaned annually	12,715	23,051	10,000	10,000	0

REVENUE SUMMARY

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Use of Money and Property	\$946	\$15,443	\$565	\$3,020
Charges for Services	\$16,342,605	\$16,877,791	\$20,788,948	\$21,360,848
Miscellaneous Revenue	\$94,528	\$109,922	\$45,000	\$45,000
Recovered Costs	\$172,377	\$0	\$0	\$0
Federal Aid	\$449,362	\$0	\$0	\$0
Total	\$17,059,818	\$17,003,156	\$20,834,513	\$21,408,868

Actual amounts represent collections, not appropriation authority.

EXPENDITURE SUMMARY

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Personnel Services	\$6,122,698	\$5,852,643	\$6,576,818	\$6,830,528
Materials, Supplies and Repairs	\$3,109,288	\$2,641,741	\$2,469,064	\$2,317,803
Contractual Services	\$2,594,038	\$2,318,590	\$1,602,242	\$1,779,245
Equipment	\$108,195	\$623,752	\$1,119,425	\$1,668,774
Department Specific Appropriation	(\$89,246)	(\$9,398)	\$2,189,433	\$3,972,451
Debt Service/Transfers to CIP	\$4,737,283	\$4,758,346	\$6,877,531	\$4,840,067
Total	\$16,582,256	\$16,185,674	\$20,834,513	\$21,408,868

ADOPTED FY 2021 BUDGET ACTIONS

- **Purchase vacuum-flushing truck** **FY 2021 \$380,000 FTE: 0**

Provide one-time funds to purchase a mini vacuum-flushing truck. The vacuum-flushing truck is effective in reducing pollution that may enter waterways by cleaning pipes, structures, and pump station wet-wells of debris and other pollutants. The additional truck will allow the department to be more responsive to flooding issues.

- **Provide funds for resiliency collaboration** **FY 2021 \$100,000 FTE: 0**

Provide one-time funds for storm water planning in partnership with the Old Dominion University Resilience Collaborative.

- Enhance storm water maintenance operations**
FY 2021 \$71,462 FTE: 1
- Provide funds to create a Utility Maintenance Supervisor position to provide day-to-day oversight of the crew that performs emergency and routine maintenance on storm water mechanical components. The request also provides one-time funds for the purchase of an additional vehicle for the new position.

- Enhance flood mitigation project management**
FY 2021 \$65,539 FTE: 1
- Provide funds to create a Project Manager position to join the Storm Water engineering team. This position will assist with major flooding priorities and act as a resource to inform the public on flood mitigation programs. The Project Manager will also oversee studies and design, and construction of infrastructure required to adapt to sea level rise.

- Adjust operational expenditures**
FY 2021 \$3,800 FTE: 0
- Technical adjustment for operational expenses which occurs annually. These expenses may include indirect costs, and materials and supplies for essential operations.

- Increase funding for HRPDC**
FY 2021 \$27,570 FTE: 0
- Technical adjustment to increase funding for the Hampton Roads Planning District Commission (HRPDC). Norfolk's contribution to HRPDC is based on a per capita rate and population numbers from the U.S. Census Bureau. The contribution from Storm Water supports regional environmental education and outreach programs.

- Adjust debt service expenses**
FY 2021 (\$207,464) FTE: 0
- Technical adjustment to adjust annual debt service payments for storm water related projects. This is a routine adjustment which occurs each budget cycle.

- Adjust costs for Fleet expenditures**
FY 2021 (\$9,261) 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.

- Adjust required contribution to the city retirement system**
FY 2021 \$27,342 FTE: 0
- Adjust the annual required contribution to the Norfolk Employees' Retirement System (NERS). Retirement contributions are based on a formula that calculates funds needed to meet present and future retirement payments. The contribution rate for the city will increase from 19.5 percent to 20.3 percent of eligible payroll in FY 2021. Costs are distributed to departments based on each department's NERS eligible payroll.

- Adjust employer healthcare contribution**
FY 2021 \$68,451 FTE: 0
- Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2021 rates by 12 percent. The city has elected to split the rate increase with employees, resulting in both employee and employer contribution rates increasing 12 percent from plan year 2020. The new rates will be effective December 2020.

• **Annualize FY 2020 compensation increase**

FY 2021 \$41,469 FTE: 0

Technical adjustment to annualize FY 2020 citywide compensation actions that occurred in January 2020. The Adopted FY 2020 Budget included funds for: a two percent increase for general and constitutional officer employees; a step increase for sworn Police and Fire-Rescue employees, an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

• **Update personnel expenditures**

FY 2021 \$5,447 FTE: 0

Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2021 for such actions. In addition, the city transitioned to position-based budgeting in FY 2019. Adjustments to personnel expenditures reflect an update to the department's budget for positions, based on actual salaries for filled positions and minimum salaries for vacant positions. These are routine actions that occur at the beginning of the budget cycle.

Storm Water Management

Total: \$574,355 FTE: 2

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
Accountant I	1 11	\$40,805	\$66,586	1	0	1
Accountant III	1 13	\$47,823	\$77,978	1	0	1
Accountant IV	1 14	\$52,020	\$86,041	1	0	1
Accounting Supervisor	1 14	\$52,020	\$86,041	1	0	1
Accounting Technician II	1 07	\$29,391	\$47,962	2	0	2
Administrative Assistant II	1 10	\$37,337	\$60,884	2	0	2
Administrative Technician	1 07	\$29,391	\$47,962	1	0	1
Automotive Service Attendant	1 08	\$31,804	\$51,864	1	0	1
Civil Engineer II	1 15	\$56,314	\$92,075	2	0	2
Civil Engineer III	1 16	\$60,149	\$98,068	2	0	2
Civil Engineer V	1 18	\$68,697	\$112,020	1	0	1
Collection Coordinator	1 11	\$40,805	\$66,586	1	0	1
Construction Inspector II	1 11	\$40,805	\$66,586	3	0	3
Crew Leader I	1 09	\$34,445	\$56,161	9	-1	8
Design/Construction Project Manager, Senior	1 17	\$64,260	\$104,872	1	0	1
Engineering Technician I	1 10	\$37,337	\$60,884	2	0	2
Engineering Technician II	1 11	\$40,805	\$66,586	2	0	2
Enterprise Controller	1 16	\$60,149	\$98,068	1	0	1
Environmental Engineer	1 14	\$52,020	\$86,041	1	0	1
Environmental Specialist II	1 12	\$44,339	\$72,308	1	0	1
Equipment Operator II	1 07	\$29,391	\$47,962	13	0	13
Equipment Operator III	1 08	\$31,804	\$51,864	16	0	16
Equipment Operator IV	1 09	\$34,445	\$56,161	1	0	1
Geographic Information Systems Technician II	1 11	\$40,805	\$66,586	1	0	1
Maintenance Mechanic II	1 08	\$31,804	\$51,864	2	0	2

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
Maintenance Worker I	1 04	\$23,333	\$38,047	11	1	12
Maintenance Worker II	1 06	\$27,438	\$44,737	4	0	4
Manager of Budget & Accounting	1 18	\$68,697	\$112,020	1	0	1
Program Administrator	1 13	\$47,823	\$77,978	1	0	1
Program Supervisor	1 13	\$47,823	\$77,978	1	-1	0
Programs Manager	1 15	\$56,314	\$92,075	1	0	1
Project Manager	1 16	\$60,149	\$98,068	0	2	2
Public Relations Specialist	1 12	\$44,339	\$72,308	1	0	1
Storekeeper II	1 06	\$27,438	\$44,737	1	0	1
Storm Water Engineer	1 19	\$72,930	\$118,606	1	0	1
Storm Water Operations Manager	1 15	\$56,314	\$92,075	2	0	2
Utility Maintenance Mechanic I	1 07	\$29,391	\$47,962	1	0	1
Utility Maintenance Mechanic II	1 09	\$34,445	\$56,161	3	0	3
Utility Maintenance Supervisor	1 11	\$40,805	\$66,586	4	1	5
Utility Maintenance Supervisor, Senior	1 13	\$47,823	\$77,978	2	0	2
Total				103	2	105

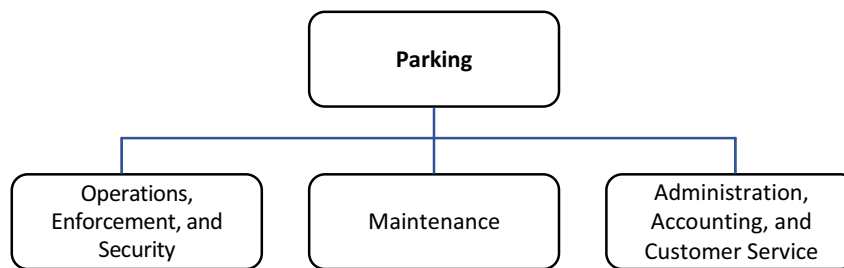
PARKING FACILITIES FUND

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.

DIVISION 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 700 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.



PERFORMANCE MEASURES

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 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	Change
Percent of fines collected	87	76	90	90	0
Objective					
Expand, attract, and retain businesses within Norfolk					
Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted	Change
Percent of responses (good or better) from a customer service survey of parking services (New measure for FY 2020)	0	0	60	60	0

Percent of customer calls referred to parking from the Norfolk Cares Call Center that are addressed and closed within 48 hours (New measure for FY 2020)	0	0	80	80	0
Number of parking violation tickets issued	36,990	35,545	40,000	40,000	0

REVENUE SUMMARY

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Permits and Fees	\$32,008	\$28,785	\$34,680	\$28,469
Fines and Forfeitures	\$2,441,182	\$2,805,342	\$2,435,660	\$3,328,022
Use of Money and Property	\$117,471	\$262,755	\$90,000	\$262,755
Charges for Services	\$19,670,415	\$20,442,852	\$19,165,921	\$18,600,675
Miscellaneous Revenue	\$5,013	\$2,478	\$340	\$2,416
Other Sources and Transfers In	\$0	(\$927,718)	\$2,252,624	\$1,774,962
Total	\$22,266,089	\$22,614,494	\$23,979,225	\$23,997,299

Actual amounts represent collections, not appropriation authority.

EXPENDITURE SUMMARY

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Personnel Services	\$3,647,698	\$3,477,805	\$3,747,270	\$3,706,797
Materials, Supplies and Repairs	\$1,640,408	\$1,712,591	\$1,808,282	\$1,799,659
Contractual Services	\$12,318,494	\$12,045,147	\$4,859,053	\$4,885,731
Equipment	(\$9,504)	\$107,616	\$164,620	\$172,720
Department Specific Appropriation	(\$1,243,152)	\$0	\$0	\$2,082,392
Debt Service/Transfers to CIP	\$4,884,236	\$5,309,780	\$13,400,000	\$11,350,000
Total	\$21,238,180	\$22,652,939	\$23,979,225	\$23,997,299

ADOPTED FY 2021 BUDGET ACTIONS

- Increase funds for MacArthur Mall parking agreement**

FY 2021 \$42,685 FTE: 0

Technical adjustment to provide funds for contractual increases in the MacArthur Mall parking agreement. The parking agreement states the city will support the operational and maintenance costs of the MacArthur North and South parking garages. Currently those services are provided by a third-party organization. Total costs will increase by \$42,685 from \$2,134,230 in FY 2020 to \$2,176,915 in FY 2021.

- Increase funds for armored car contract**

FY 2021 \$144 FTE: 0

Technical adjustment to provide funds for contractual increases in armored car services. Total costs will increase by \$144 from \$4,809 in FY 2020 to \$4,953 in FY 2021.

• **Adjust operational expenditures** **FY 2021 (\$2,133)** **FTE: 0**

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

• **Adjust costs for Fleet expenditures** **FY 2021 (\$523)** **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.

• **Adjust required contribution to the city retirement system** **FY 2021 (\$38,829)** **FTE: 0**

Adjust the annual required contribution to the Norfolk Employees' Retirement System (NERS). Retirement contributions are based on a formula that calculates funds needed to meet present and future retirement payments. The contribution rate for the city will increase from 19.5 percent to 20.3 percent of eligible payroll in FY 2021. Costs are distributed to departments based on each department's NERS eligible payroll.

• **Adjust employer healthcare contribution** **FY 2021 \$16,513** **FTE: 0**

Technical adjustment to update employer contribution amounts for healthcare premiums. This adjustment includes changes to employer contribution rates for each medical plan based on January enrollment data. The Norfolk Healthcare Consortium agreed to increase plan year 2021 rates by 12 percent. The city has elected to split the rate increase with employees, resulting in both employee and employer contribution rates increasing 12 percent from plan year 2020. The new rates will be effective December 2020.

• **Annualize FY 2020 compensation increase** **FY 2021 \$30,635** **FTE: 0**

Technical adjustment to annualize FY 2020 citywide compensation actions that occurred in January 2020. The Adopted FY 2020 Budget included funds for: a two percent increase for general and constitutional officer employees; a step increase for sworn Police and Fire-Rescue employees, an increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out of market positions.

• **Update personnel expenditures** **FY 2021 (\$30,418)** **FTE: 0**

Technical adjustment to update department costs for personnel services. Changes include updates to staffing due to administrative actions and the funds needed in FY 2021 for such actions. In addition, the city transitioned to position-based budgeting in FY 2019. Adjustments to personnel expenditures reflect an update to the department's budget for positions, based on actual salaries for filled positions and minimum salaries for vacant positions. These are routine actions that occur at the beginning of the budget cycle.

Parking Facilities Fund

Total: \$18,074 **FTE: 0**

FULL TIME EQUIVALENT (FTE) SUMMARY

	Pay Grade	Minimum	Maximum	FY 2020 Adopted	FTE Change	FY 2021 Adopted
Accountant III	1 13	\$47,823	\$77,978	1	1	2
Accounting Technician II	1 07	\$29,391	\$47,962	7	0	7
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	1	0	1
Customer Service Representative	1 05	\$25,179	\$41,096	15.2	0	15.2
Electrician II	1 09	\$34,445	\$56,161	1	0	1
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 08	\$31,804	\$51,864	5	0	5
Maintenance Supervisor I	1 11	\$40,805	\$66,586	1	0	1
Maintenance Worker I	1 04	\$23,333	\$38,047	4	0	4
Maintenance Worker II	1 06	\$27,438	\$44,737	2	0	2
Management Analyst III	1 14	\$52,020	\$86,041	1	-1	0
Management Services Administrator	1 18	\$68,697	\$112,020	1	0	1
Meter Monitor	1 04	\$23,333	\$38,047	9	0	9
Operations Manager	1 14	\$52,020	\$86,041	0	1	1
Painter II	1 08	\$31,804	\$51,864	1	0	1
Parking Administrator	1 14	\$52,020	\$86,041	1	-1	0
Parking Director	1 20	\$77,520	\$126,409	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				63.2	0	63.2

This page intentionally left blank