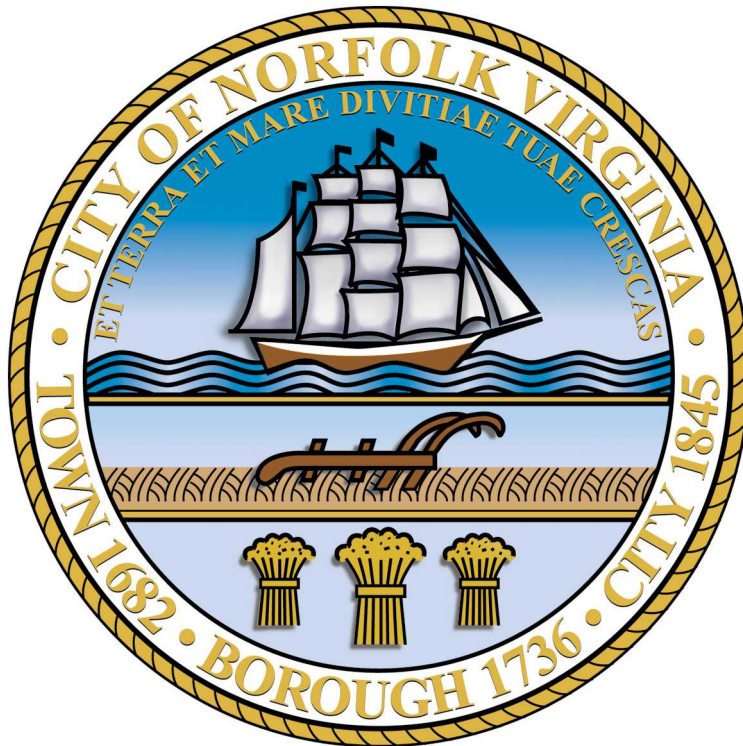

Enterprise Funds



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ENTERPRISE FUND SUMMARY

	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
Revenues			
Federal Aid	137,555	0	0
Fees and Permits	1,440,023	1,415,280	1,409,300
Fines and Forfeitures	2,339,126	1,950,012	3,069,610
Use of Money and Property	478,078	493,300	459,075
Charges for Services	120,082,031	122,185,232	123,095,515
Miscellaneous	392,117	1,945,236	135,000
Recovered Costs	1,608,396	1,441,600	1,441,600
Other Sources and Transfers	64,836	337,400	1,382,400
Totals	126,542,162	129,768,060	130,992,500

	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
Expenditures			
Personnel Services	25,909,684	26,870,967	26,669,260
Materials, Supplies & Repairs	15,154,214	16,061,763	17,948,406
Contractual Services	15,236,306	15,667,955	15,679,087
Equipment	646,058	716,663	731,201
Department Specific Appropriation	9,340,110	12,195,787	18,247,948
Debt Service/Transfers to CIP	30,133,677	58,254,925	51,716,598
Total	96,420,049	129,768,060	130,992,500

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Utilities

MISSION STATEMENT

The mission of the Department of Utilities is to enhance quality of life by providing excellent water and wastewater services at the best possible value to our 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 eight divisions, 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. Manages city owned reservoirs and adjacent watershed properties.

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

Wastewater: Maintain and operate 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).

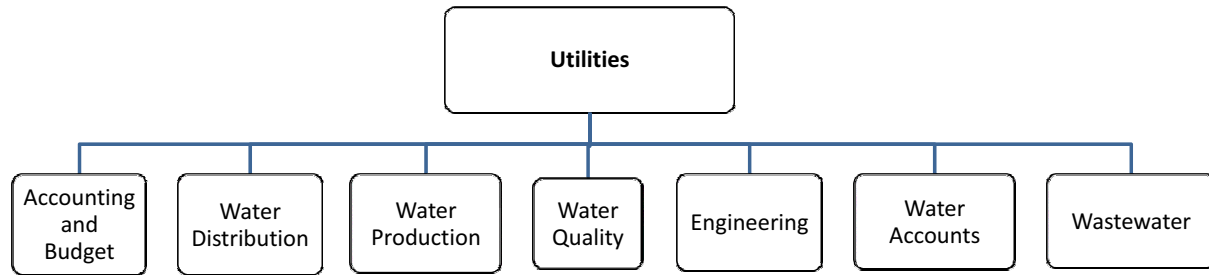
Water Distribution: Responsible for the maintenance and operation of over 800 miles of water mains. Repairs, replaces and installs fire hydrants, meters and valves and detects and repairs leaks in the distribution system. Provides routine flushing of water mains and the installation of service main extensions.

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

Engineering: Plan, design, and manage 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 documents for the maintenance and construction of the city's water and wastewater infrastructure.

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

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



Short-Term Objective(s)

- Ensure a sufficient supply of safe drinking water that meets customer's needs, provides fire protection, and promotes economic growth
- 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
- Maintain daily compliance with the Safe Water Drinking Act
- Network and identify opportunities for partnership among the city, local educational institutions, businesses and community resources that will promote and expand lifelong learning for the city workforce and community members
- Expand, attract, and retain businesses within Norfolk
- Create a comprehensive short and long term community workforce plan outlining workforce skills needed by area employers

Long-Term Goal(s)

- Create a culture that promotes health, engages in prevention, and supports the economic and social well being of individuals and families through the provision of an array of programs and services
- Enhance the vitality of Norfolk's neighborhoods
- Provide a safe environment for residents, workers, and visitors
- Increase accessibility to lifelong learning
- Achieve a well-trained, qualified community workforce
- Diversify and strengthen Norfolk's economic base

Priority: Economic Vitality and Workforce Development

Goal

Diversify and strengthen Norfolk's economic base

Objective

Expand, attract, and retain businesses within Norfolk

Measure	FY 2011 Actual	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed	Change
Meet or exceed schedule of cleaning a minimum 665,000 linear feet (15 percent) of wastewater collection system annually	1,116,984	1,557,326	1,132,305	1,200,000	67,695
Meet or exceed minimum of 1,500 hydrant inspections and tests annually	3,569	1,880	1,600	1,600	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 through the provision of 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 2011 Actual	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed	Change
Maintain average daily amount of drinking water for all retail and wholesale customer needs (in million gallons per day - MGD)	63	60	63	62	-1

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 2011 Actual	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed	Change
Maintain water distribution system integrity rate (lower value indicates better system condition)	29	21	29	29	0

Priority: Safe, Healthy and Inclusive Communities

Goal

Provide a safe environment for residents, workers, and visitors

Objective

Maintain daily compliance with the Safe Water Drinking Act

Measure	FY 2011 Actual	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed	Change
Maintain drinking water compliance for 365 days per year	365	365	365	365	0

Priority: Lifelong Learning

Goal

Increase accessibility to lifelong learning

Objective

Network and identify opportunities for partnership among the city, local educational institutions, businesses and community resources that will promote and expand lifelong learning for the city workforce and community members

Measure	FY 2011 Actual	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed	Change
Increase public outreach presentations through civic leagues, classroom and community events	225	219	250	250	0
Maintain site visits conducted by the environmental specialist for Fats, Oils and Grease (FOG) Program	400	436	450	460	10

Priority: Lifelong Learning

Goal

Achieve a well-trained, qualified community workforce

Objective

Create a comprehensive short and long term community workforce plan outlining workforce skills needed by area employers

Measure	FY 2011 Actual	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed	Change
Maintain safety training hours provided by Department of Utilities safety officer	183	245	250	250	0

WATER

REVENUE SUMMARY

	FY 2011 Actual	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
Permits and Fees	\$1,350,533	\$1,366,023	\$1,365,280	\$1,359,300
Use of Money and Property	\$377,249	\$253,515	\$287,000	\$230,000
Charges for Services	\$80,582,291	\$78,161,954	\$78,530,320	\$77,380,800
Miscellaneous Revenue	\$122,487	\$227,281	\$135,000	\$135,000
Recovered Costs	\$1,515,057	\$1,591,069	\$1,438,000	\$1,438,000
Other Sources and Transfers In	\$14,686	\$42,904	\$5,400	\$1,380,400
Federal Aid	\$85,261	\$137,555	\$0	\$0
Total	\$84,047,564	\$81,780,301	\$81,761,000	\$81,923,500

EXPENDITURE SUMMARY

	FY 2011 Actual	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
Personnel Services	\$16,557,245	\$16,605,633	\$17,384,629	\$17,485,453
Materials, Supplies and Repairs	\$11,116,158	\$10,689,105	\$11,363,894	\$12,631,825
Contractual Services	\$10,478,706	\$9,251,457	\$9,373,222	\$9,513,042
Equipment	\$488,701	\$293,821	\$308,510	\$318,510
Department Specific Appropriation	\$7,748,996	\$7,840,110	\$9,685,545	\$13,654,370
Debt Service/Transfers to CIP	\$17,041,295	\$16,822,561	\$33,645,200	\$28,320,300
Total	\$63,431,101	\$61,502,687	\$81,761,000	\$81,923,500

PROPOSED FY 2014 BUDGET ACTIONS

• **Update personnel expenditures** **FY 2014: (\$53,462) Positions: 3**

Technical adjustment to update department costs for personnel services. Changes reflect updates in staffing due to administrative actions, creation, consolidations, and reorganization efforts. This adjustment reflects the corresponding funds needed in FY 2014 for these actions. The adjustment also reflects a rate revision for the FY 2014 required contribution to the Norfolk Employee Retirement System of 23.54 percent (if applicable), policy changes to FICA and Group Life calculations, and an anticipated FY 2014 health care premium increase of approximately 8.2 percent. The update also includes the FY 2013 transfer of three positions from Storehouse as part of the decentralization efforts. These are routine actions which occur at the beginning of the budget cycle.

• **Adjust cost for Fleet expenditure** **FY 2014: \$63,031 Positions: 0**

Technical adjustment to update the funding needed to support Fleet expenditures based on an annual cost revision calculation. Fleet provides maintenance, fuel, detailing contract services for vehicle's interior cabin and exterior, 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

• **Support a two percent General Wage Increase** **FY 2014: \$116,030 Positions: 0**

Support a two percent General Wage Increase for City of Norfolk employees effective January 2014.

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

• **One time purchase of inventory from Storehouse** **FY 2014: \$1,375,000 Positions: 0**

Implement a FY 2013 efficiency initiative to close Storehouse. A decentralization of the Storehouse is considered an industry-wide best practice that will improve operating efficiencies by promoting the just-in-time delivery of material goods purchased, reduce inventories as well as provide departments greater autonomy in managing their own resources. To facilitate this best practice, current inventories will be purchased from the Storehouse by Storm Water and Utilities.

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

• **Transfer Storekeeper II** **FY 2014:** **\$38,256** **Positions:** **1**

Implement a FY 2013 efficiency initiative to decentralize the Storehouse. Decentralized inventory management is considered an industry-wide best practice that will improve operating efficiencies by promoting the just-in-time delivery of material goods purchased, and provide departments greater autonomy in managing resources. As such, this Storekeeper II position is being transferred from the centralized Storehouse. A corresponding adjustment can be found in Storehouse.

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

• **Adjust operational expenses** **FY 2014:** **\$4,048,545** **Positions:** **0**

Routine technical adjustment for operational expenses which occurs annually. These expenses may include indirect costs (if applicable), 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 debt service** **FY 2014:** **(\$5,324,900)** **Positions:** **0**

Support the annual debt service payments for water related projects.

Priority Area(s) Met: Well-Managed Government

• **Reduce operational chemical expenses** **FY 2014:** **(\$100,000)** **Positions:** **0**

Capture savings from a reduction in chemicals due to a change in the type needed for treating water. A new and updated model of a centrifuge equipment was installed that utilizes a less expensive chemical.

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

Water **Total FY 2014:** **\$162,500** **Positions:** **4**

POSITION SUMMARY

	Pay Grade	Minimum	Maximum	FY 2013 Approved Positions	Change	FY 2014 Proposed Positions
Accountant I	OPS010	\$33,105	\$52,920	1	0	1
Accountant II	OPS011	\$35,886	\$57,371	1	0	1
Accounting Manager	MAP012	\$57,228	\$91,486	1	0	1
Accounting Technician	OPS007	\$26,135	\$41,782	22	0	22
Administrative Assistant I	OPS009	\$30,567	\$48,870	1	0	1
Administrative Assistant II	MAP003	\$32,801	\$52,435	2	0	2
Applications Development Team Supervisor	ITM006	\$57,806	\$92,410	1	0	1
Assistant City Engineer	MAP014	\$65,302	\$104,396	1	0	1
Assistant Director of Customer Services & Management	SRM007	\$70,477	\$124,039	1	0	1
Assistant Director of Utilities	SRM007	\$70,477	\$124,039	1	0	1
Assistant Superintendent of Utility Division	MAP012	\$57,228	\$91,486	4	0	4
Automotive Mechanic	OPS009	\$30,567	\$48,870	1	0	1

POSITION SUMMARY

	Pay Grade	Minimum	Maximum	FY 2013 Approved Positions	Change	FY 2014 Proposed Positions
Business Manager	MAP008	\$44,351	\$70,899	1	0	1
Chief of Construction Operations	MAP012	\$57,228	\$91,486	1	0	1
Civil Engineer I	MAP007	\$41,691	\$66,652	3	0	3
Civil Engineer II	MAP010	\$50,303	\$80,416	2	0	2
Civil Engineer III	MAP011	\$53,634	\$85,742	3	0	3
Civil Engineer IV	MAP012	\$57,228	\$91,486	2	0	2
Civil Engineer V	MAP013	\$61,109	\$97,691	1	0	1
Collection Coordinator	MAP005	\$36,924	\$59,029	2	0	2
Construction Inspector I	OPS009	\$30,567	\$48,870	7	0	7
Construction Inspector II	OPS011	\$35,886	\$57,371	5	0	5
Construction Inspector III	MAP007	\$41,691	\$66,652	2	0	2
Contract Monitoring Specialist	MAP005	\$36,924	\$59,029	1	0	1
Crew Leader I	OPS008	\$28,251	\$45,161	14	-3	11
Cross-Connection Specialist	OPS009	\$30,567	\$48,870	2	0	2
Data Quality Control Manager	OPS010	\$33,105	\$52,920	1	-1	0
Director of Utilities	EXE003	\$87,791	\$151,815	1	0	1
Electrician III	OPS010	\$33,105	\$52,920	0	3	3
Electronics Technician II	OPS010	\$33,105	\$52,920	4	0	4
Engineering Aide	OPS005	\$22,427	\$35,853	2	0	2
Engineering Manager	SRM006	\$66,145	\$116,415	1	0	1
Engineering Technician I	OPS009	\$30,567	\$48,870	7	0	7
Engineering Technician II	OPS010	\$33,105	\$52,920	4	0	4
Engineering Technician III	OPS011	\$35,886	\$57,371	1	0	1
Engineering Technician IV	OPS012	\$38,936	\$62,242	1	0	1
Enterprise Controller	MAP012	\$57,228	\$91,486	1	0	1
Equipment Operator II	OPS006	\$24,199	\$38,684	12	0	12
Equipment Operator III	OPS008	\$28,251	\$45,161	7	2	9
Financial Operations Manager	MAP011	\$53,634	\$85,742	0	1	1
General Utility Maintenance Supervisor	MAP008	\$44,351	\$70,899	9	0	9
Maintenance Supervisor II	MAP007	\$41,691	\$66,652	1	0	1
Maintenance Worker I	OPS003	\$19,318	\$30,885	6	0	6
Maintenance Worker II	OPS004	\$20,805	\$33,263	25	0	25
Management Services Administrator	SRM004	\$58,509	\$102,977	1	0	1
Manager of Budget & Accounting	SRM004	\$58,509	\$102,977	1	0	1
Messenger/Driver	OPS003	\$19,318	\$30,885	1	0	1
Office Assistant	OPS003	\$19,318	\$30,885	1	0	1
Personnel Specialist	MAP005	\$36,924	\$59,029	1	0	1
Programmer/Analyst III	ITM002	\$44,555	\$71,228	1	0	1
Programmer/Analyst IV	ITM003	\$47,518	\$75,963	2	0	2

POSITION SUMMARY

	Pay Grade	Minimum	Maximum	FY 2013 Approved Positions	Change	FY 2014 Proposed Positions
Programmer/Analyst V	ITM005	\$54,124	\$86,522	1	0	1
Project Coordinator	MAP008	\$44,351	\$70,899	1	0	1
Project Manager	MAP010	\$50,303	\$80,416	1	-1	0
Public Information Specialist II	MAP006	\$39,221	\$62,700	1	0	1
Reservoir Manager	MAP005	\$36,924	\$59,029	1	0	1
Safety Specialist	OPS011	\$35,886	\$57,371	1	0	1
Senior Codes Specialist	OPS012	\$38,936	\$62,242	1	-1	0
Senior Utility Maintenance Supervisor	OPS012	\$38,936	\$62,242	6	0	6
Senior Water Chemist	MAP007	\$41,691	\$66,652	2	1	3
Staff Technician II	OPS009	\$30,567	\$48,870	3	0	3
Storekeeper I	OPS005	\$22,427	\$35,853	0	1	1
Storekeeper II	OPS007	\$26,135	\$41,782	0	2	2
Storekeeper III	OPS008	\$28,251	\$45,161	0	1	1
Support Technician	OPS006	\$24,199	\$38,684	4	0	4
Utility Construction Inspector	OPS011	\$35,886	\$57,371	1	0	1
Utility Customer Service Manager	SRM004	\$58,509	\$102,977	1	0	1
Utility Maintenance Mechanic I	OPS007	\$26,135	\$41,782	27	0	27
Utility Maintenance Mechanic II	OPS008	\$28,251	\$45,161	3	0	3
Utility Maintenance Mechanic III	OPS009	\$30,567	\$48,870	2	-2	0
Utility Maintenance Supervisor	OPS011	\$35,886	\$57,371	11	1	12
Utility Operations Manager	SRM005	\$62,166	\$109,411	1	0	1
Water Chemist	MAP005	\$36,924	\$59,029	4	0	4
Water Production Manager	SRM005	\$62,166	\$109,411	1	0	1
Water Quality Manager	SRM003	\$55,144	\$97,056	2	0	2
Water Treatment Plant Maintenance Technician	OPS008	\$28,251	\$45,161	14	0	14
Water Treatment Supervisor	MAP011	\$53,634	\$85,742	2	0	2
Waterworks Operator I	OPS006	\$24,199	\$38,684	1	0	1
Waterworks Operator II	OPS008	\$28,251	\$45,161	5	0	5
Waterworks Operator III	OPS010	\$33,105	\$52,920	2	0	2
Waterworks Operator IV	OPS011	\$35,886	\$57,371	16	0	16
Total				289	4	293

WASTEWATER

REVENUE SUMMARY

	FY 2011 Actual	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
Permits and Fees	\$55,500	\$74,000	\$50,000	\$50,000
Use of Money and Property	\$30,217	\$5,193	\$35,000	\$30,000
Charges for Services	\$24,313,126	\$24,807,344	\$26,964,060	\$27,145,700
Recovered Costs	\$191,619	\$9,156	\$3,600	\$3,600
Other Sources and Transfers In	\$0	\$21,932	\$2,000	\$2,000
Federal Aid	\$125,533	\$0	\$0	\$0
Total	\$24,715,995	\$24,917,625	\$27,054,660	\$27,231,300

EXPENDITURE SUMMARY

	FY 2011 Actual	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
Personnel Services	\$5,180,889	\$5,335,859	\$5,474,670	\$5,493,637
Materials, Supplies and Repairs	\$2,929,594	\$3,023,649	\$3,081,498	\$3,111,717
Contractual Services	\$2,313,994	\$2,192,084	\$2,181,549	\$2,147,763
Equipment	\$294,740	\$318,586	\$328,101	\$328,101
Department Specific Appropriation	\$1,500,000	\$1,500,000	\$1,510,242	\$1,930,382
Debt Service/Transfers to CIP	\$3,758,731	\$3,583,421	\$14,478,600	\$14,219,700
Total	\$15,977,948	\$15,953,599	\$27,054,660	\$27,231,300

PROPOSED FY 2014 BUDGET ACTIONS

- **Update personnel expenditures** **FY 2014: (\$14,681) Positions: 0**

Technical adjustment to update department costs for personnel services. Changes reflect updates in staffing due to administrative actions, creation, consolidations, and reorganization efforts. This adjustment reflects the corresponding funds needed in FY 2014 for these actions. The adjustment also reflects a rate revision for the FY 2014 required contribution to the Norfolk Employee Retirement System of 23.54 percent (if applicable), policy changes to FICA and Group Life calculations, and an anticipated FY 2014 health care premium increase of approximately 8.2 percent. These are routine actions which occur at the beginning of the budget cycle.

- **Adjust cost for Fleet expenditure** **FY 2014: \$55,319 Positions: 0**

Technical adjustment to update the funding needed to support Fleet expenditures based on an annual cost revision calculation. Fleet provides maintenance, fuel, detailing contract services for vehicle's interior cabin and exterior, 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

- **Support a two percent General Wage Increase** **FY 2014:** **\$33,648** **Positions:** **0**

Support a two percent General Wage Increase for City of Norfolk employees effective January 2014.

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

- **Adjust operational expenses** **FY 2014:** **\$386,254** **Positions:** **0**

Routine technical adjustment for operational expenses which occurs annually. These expenses may include updates to indirect costs (if applicable), payment in lieu of taxes, and material and supplies for essential operations.

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

- **Reduce debt service support** **FY 2014:** **(\$258,900)** **Positions:** **0**

Adjust the annual debt service principal and interest payments for related capital improvement plan projects. The reduction is based on the projected amortization schedule of the bonds issued.

Priority Area(s) Met: Well-Managed Government

- **Reduce operational repairs expenses** **FY 2014:** **(\$25,000)** **Positions:** **0**

Capture savings from cost containment for operational repairs to facility buildings, office equipment, building equipment, and portable equipment.

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

Wastewater **Total FY 2014:** **\$176,640** **Positions:** **0**

POSITION SUMMARY

	Pay Grade	Minimum	Maximum	FY 2013 Approved Positions	Change	FY 2014 Proposed Positions
Accounting Technician	OPS007	\$26,135	\$41,782	3	0	3
Assistant Superintendent of Utility Division	MAP012	\$57,228	\$91,486	1	0	1
Crew Leader I	OPS008	\$28,251	\$45,161	15	0	15
Engineering Technician I	OPS009	\$30,567	\$48,870	3	0	3
Environmental Specialist II	OPS012	\$38,936	\$62,242	1	0	1
Equipment Operator II	OPS006	\$24,199	\$38,684	6	0	6
Equipment Operator III	OPS008	\$28,251	\$45,161	19	0	19

POSITION SUMMARY

	Pay Grade	Minimum	Maximum	FY 2013 Approved Positions	Change	FY 2014 Proposed Positions
General Utility Maintenance Supervisor	MAP008	\$44,351	\$70,899	2	0	2
Maintenance Worker I	OPS003	\$19,318	\$30,885	3	0	3
Maintenance Worker II	OPS004	\$20,805	\$33,263	26	0	26
Painter I	OPS007	\$26,135	\$41,782	1	-1	0
Senior Custodian	OPS005	\$22,427	\$35,853	1	0	1
Senior Utility Maintenance Supervisor	OPS012	\$38,936	\$62,242	5	0	5
Utilities System Technician	OPS012	\$38,936	\$62,242	1	0	1
Utility Maintenance Mechanic I	OPS007	\$26,135	\$41,782	6	1	7
Utility Maintenance Supervisor	OPS011	\$35,886	\$57,371	11	0	11
Total				104	0	104

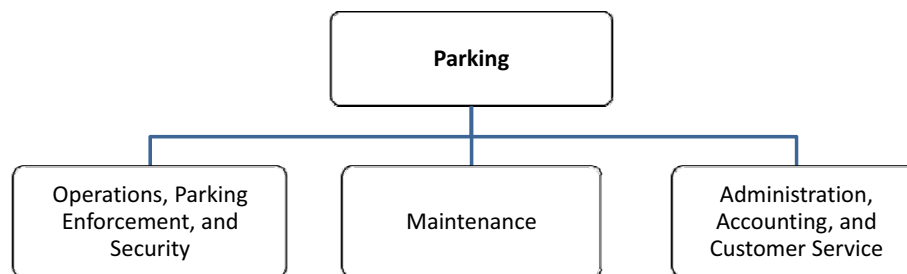
PARKING FACILITIES FUND

MISSION STATEMENT

The Division of Parking, through the efforts of all employees, is dedicated to excellence, and committed to 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 the city's parking system while meeting the parking needs of downtown workers, residents, students, shoppers, and tourists. This includes over 20,400 public parking spaces located in 15 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 is part of the Department of General Services.



Short-Term Objective(s)

- Promote strong financial management by ensuring revenue is maximized in order to meet all operating obligations
- Expand, attract and retain businesses within Norfolk
- Connect businesses and workers
- Attract and retain businesses within Norfolk by ensuring all parking facilities are accessible, clean, safe and inviting

Long-Term Goal(s)

- Diversify and strengthen Norfolk's economic base
- Achieve a reputation internally and externally as a well-managed government

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 2011 Actual	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed	Change
Increase the percent of fines collected to maximize on-street parking	82	87	85	89	4

Objective

Expand, attract and retain businesses within Norfolk

Measure	FY 2011 Actual	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed	Change
Increase the number of payment tickets processed by the Parking System via pay-in lane options (new measure)	0	0	152,838	174,672	21,834
Increase the number of spaces leased under the Parking System's Top Deck Initiative (new measure)	0	0	58	75	17
Maintain the number of parking violation tickets issued	62,667	58,917	53,615	56,296	2,681

Objective

Connect businesses and workers

Measure	FY 2011 Actual	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed	Change
Increase the number of monthly parkers throughout the Parking System	8,938	8,643	8,792	8,792	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 2011 Actual	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed	Change
Establish a baseline for percent of customers who rate parking services as meeting or exceeding expectations (new measure)	0	0	0	0	0

REVENUE SUMMARY

	FY 2011 Actual	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
Fines and Forfeitures	\$2,401,054	\$2,339,126	\$1,950,012	\$3,069,610
Use of Money and Property	\$388,936	\$219,370	\$171,300	\$199,075
Charges for Services	\$16,958,495	\$17,112,733	\$16,690,852	\$18,569,015
Miscellaneous Revenue	\$4,638	\$164,836	\$1,810,236	\$0
Recovered Costs	\$0	\$8,171	\$0	\$0
Other Sources and Transfers In	\$159,470	\$0	\$330,000	\$0
Total	\$19,912,593	\$19,844,236	\$20,952,400	\$21,837,700

EXPENDITURE SUMMARY

	FY 2011 Actual	FY 2012 Actual	FY 2013 Approved	FY 2014 Proposed
Personnel Services	\$4,128,948	\$3,968,192	\$4,011,668	\$3,690,170
Materials, Supplies and Repairs	\$1,400,515	\$1,441,460	\$1,616,371	\$2,204,864
Contractual Services	\$4,825,396	\$3,792,765	\$4,113,184	\$4,018,282
Equipment	\$5,360	\$33,651	\$80,052	\$84,590
Department Specific Appropriation	\$50,000	\$0	\$1,000,000	\$2,663,196
Debt Service/Transfers to CIP	\$9,502,374	\$9,727,695	\$10,131,125	\$9,176,598
Total	\$19,912,593	\$18,963,763	\$20,952,400	\$21,837,700

PROPOSED FY 2014 BUDGET ACTIONS

• Update personnel expenditures **FY 2014: \$3,986 Positions: 2**

Technical adjustment to update department costs for personnel services. Changes reflect updates in staffing due to administrative actions, creation, consolidations, and reorganization efforts. This adjustment reflects the corresponding funds needed in FY 2014 for these actions. The adjustment also reflects a rate revision for the FY 2014 required contribution to the Norfolk Employee Retirement System of 23.54 percent (if applicable), policy changes to FICA and Group Life calculations, and an anticipated FY 2014 health care premium increase of approximately 8.2 percent. The update also includes the FY 2013 creation of an Accounting Technician and transfer of an administrative position from the Department of General Services as part of the agency's efforts to rightsize the organization to meet the needs of the department. These are routine actions which occur at the beginning of the budget cycle.

• Transfer funds to Capital Improvement Program **FY 2014: \$2,900,000 Positions: 0**

Transfer funds to Capital Improvement Program to support repairs and maintenance of parking garages citywide. Due to accounting regulations these funds must be brought into the operating fund and then transferred to the Capital Improvement Program for proper expenditures.

Priority Area(s) Met: Well-Managed Government

- **Adjust costs for Fleet expenditures** **FY 2014:** **\$13,592** **Positions:** **0**

Technical adjustment to update the funding needed to support Fleet expenditures based on an annual cost revision calculation. Fleet provides maintenance, fuel, detailing contract services for vehicle's interior cabin and exterior, 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

- **Automate parking garages ticket collections** **FY 2014:** **(\$916,057)** **Positions:** **0**

Capture savings from automating the ticket collection system throughout the city. In FY 2013, automated ticket collection began with one lane at various parking garages. In FY 2014, ticket collection automation will be expanded to all lanes in most garages. This automation further optimizes operations through the use of technology and less manned booths. Every effort will be made to find alternate employment for any filled position that may be reduced as the automation progresses and the position count will be modified accordingly.

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

- **Adjust operational expenses** **FY 2014:** **\$2,624,992** **Positions:** **0**

Routine technical adjustment for operational expenses which occurs annually. These expenses may include updates to indirect costs (if applicable), payment in lieu of taxes, and material and supplies for essential operations.

Priority Area(s) Met: Well-Managed Government

- **Support a two percent General Wage Increase** **FY 2014:** **\$28,416** **Positions:** **0**

Support a two percent General Wage Increase for City of Norfolk employees effective January 2014.

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

- **Increase maintenance contract costs support** **FY 2014:** **\$84,898** **Positions:** **0**

Provide funds for the contractual increase for parking garage maintenance and repairs. As the parking garages age, increased maintenance and repairs are required. The contract increase allows for repairs to the parking garages to remain safe and usable during the year.

Priority Area(s) Met: Well-Managed Government

- **Reduce Capital Improvement Program cash contribution** **FY 2014:** **(\$330,000)** **Positions:** **0**

Technical adjustment to remove one-time funding provided in FY 2013 for the support of the Capital Improvement Project, "Installation of light controls at MacArthur North and South garages."

Priority Area(s) Met: Well-Managed Government

- **Adjust debt service** **FY 2014:** **(\$3,524,527)** **Positions:** **0**

Support the annual debt service payments for parking related projects.

Priority Area(s) Met: Well-Managed Government

Parking Facilities Fund **Total FY 2014:** **\$885,300** **Positions:** **2**

POSITION SUMMARY

	Pay Grade	Minimum	Maximum	FY 2013 Approved Positions	Change	FY 2014 Proposed Positions
Accountant III	MAP006	\$39,221	\$62,700	1	0	1
Accounting Technician	OPS007	\$26,135	\$41,782	6	1	7
Administrative Assistant I	OPS009	\$30,567	\$48,870	1	0	1
Collection Coordinator	MAP005	\$36,924	\$59,029	1	0	1
Crew Leader I	OPS008	\$28,251	\$45,161	2	0	2
Customer Service Representative	OPS004	\$20,805	\$33,263	40	0	40
Enterprise Controller	MAP012	\$57,228	\$91,486	1	0	1
Maintenance Mechanic II	OPS008	\$28,251	\$45,161	2	0	2
Maintenance Supervisor II	MAP007	\$41,691	\$66,652	1	0	1
Maintenance Worker I	OPS003	\$19,318	\$30,885	12	0	12
Maintenance Worker II	OPS004	\$20,805	\$33,263	2	0	2
Meter Monitor	OPS004	\$20,805	\$33,263	9	0	9
Painter I	OPS007	\$26,135	\$41,782	1	0	1
Parking Administrator	MAP009	\$47,215	\$75,483	1	0	1
Parking Director	SRM004	\$58,509	\$102,977	0	1	1
Parking Manager	MAP007	\$41,691	\$66,652	1	0	1
Parking Supervisor	MAP002	\$30,951	\$49,478	6	0	6
Software Analyst	ITM002	\$44,555	\$71,228	1	0	1
Total				88	2	90