

CHAPTER 9: DELIVERING QUALITY COMMUNITY SERVICES



Norfolk provides residents with an array of community services, as do other public, private, and non-profit agencies. These services are delivered to the public through a series of facilities spread throughout the City. Some facilities, such as elementary schools, serve a neighborhood or limited area, while other facilities, such as City Hall, serve the entire community.

Ensuring accessibility to the population being served is critical. One way Norfolk ensures accessibility to its facilities is providing multiple services to a neighborhood under one roof. An example of this is the neighborhood center in Park Place, which houses a public library, a public health clinic, and a variety of recreation facilities on a single property shared with an elementary school (note that educational facilities are addressed in the Supporting Lifelong Learning chapter).

PUBLIC SAFETY

Public safety in Norfolk is primarily the responsibility of three agencies, the Norfolk Police Department, the Norfolk Fire-Rescue Department, and the Norfolk Office of Emergency Preparedness and Response. Their services are augmented by other City,

State, and federal agencies. Together, these organizations ensure the safety and security of Norfolk residents and visitors.

With a force of 757 sworn officers, the Norfolk Police Department has primary responsibility for law enforcement within the City. In addition to an administration building located Downtown, the Norfolk Police Department operates from three police patrol divisions and a K-9 facility (see Map CS-1). Co-located within the patrol divisions are investigative services, homeland security, and training resources.

Various other agencies provide law enforcement services in the City as well. The Virginia State Police patrols the Interstate Highways. The Norfolk Sheriff’s Office is responsible for maintaining safety and security in the City Jail and the City’s courthouses, as well as administering community corrections programs and providing civil process. Smaller agencies, such as the Norfolk State University Police, the Old Dominion University Police, and the Norfolk Airport Authority Police, are responsible for safety and security at institutions located within Norfolk and the areas immediately surrounding those institutions.

The number of reported crimes in Norfolk has remained relatively stable over the past seven years, fluctuating by small percentages from year to year. The majority of all crime in Norfolk is property crime, representing approximately 90% of all crimes reported in 2010. Table CS-1 illustrates crime rates between 2004 and 2010.

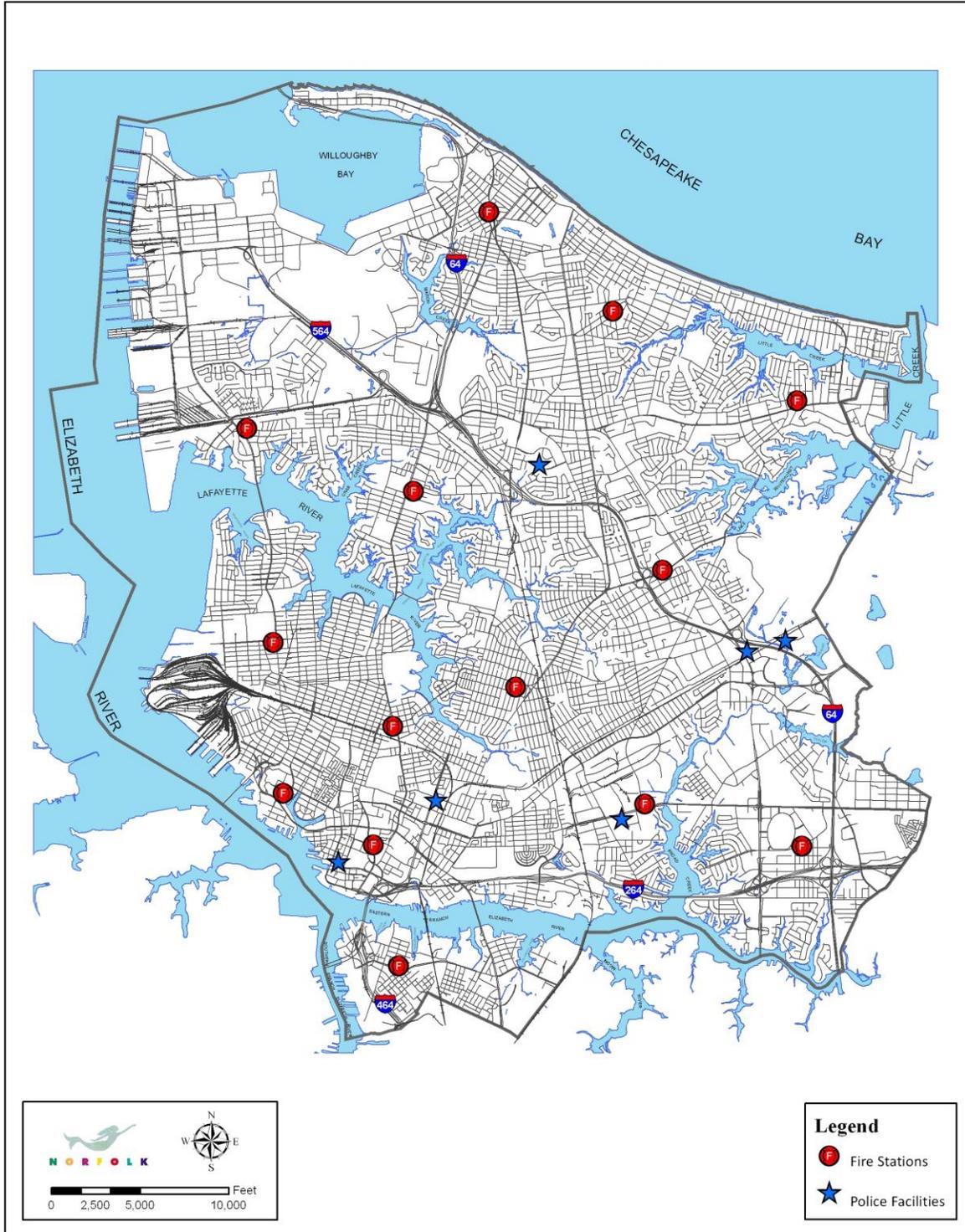


TABLE CS-1
CRIME IN THE CITY OF NORFOLK – 2004-2010

Source: 2004-2010 FBI Uniform Crime Reports;
Population figures from Weldon Cooper Center for Public Service

	2004	2005	2006	2007	2008	2009	2010
Violent Crimes per 1,000 Residents	5.62	7.69	7.70	7.95	8.03	6.32	6.17
Property Crimes per 1,000 Residents	52.58	54.56	48.81	47.61	50.19	53.04	56.24
All Crimes per 1,000 Residents	58.20	62.25	56.51	55.56	58.22	59.36	62.41

MAP CS-1. PUBLIC SAFETY FACILITIES



The Norfolk Department of Fire-Rescue is responsible for protecting life and property in the City by preventing and suppressing fires, mitigating hazards, caring for the sick and injured in emergency situations, and providing fire safety education. Norfolk Fire-Rescue operates from 14 stations scattered throughout the City (see Map CS-1). Fire-Rescue also operates a fire training facility at Station 9. The stations vary in both age and building design. The nine older facilities – particularly Station 11 on Verdun Avenue and Station 12 on West Little Creek Road that date to the 1920s – present a variety of operational challenges, due to their age and location. Five newer facilities built in the 1980s and 1990s support modern fire and rescue operations.



The Office of Emergency Preparedness and Response provides three major services: Emergency Communications/911, Emergency Management, and Building Physical Security. The Norfolk Division of Emergency Management (NDEM) provides services to the city and community to prepare an effective response to disasters. NDEM monitors federal and state legislation and potential grants that directly impact the provision of emergency services to the community.

PUBLIC UTILITIES

Public utility services, such as the provision of drinking water, the collection and conveyance of wastewater, the management of stormwater runoff, and the collection and recycling of solid waste, are provided by the Departments of Utilities and Public Works.

The Department of Utilities provides water and sewer service to approximately 65,000 sites. Drinking water is retrieved from several sources around the region and treated at one of two city facilities. Wastewater is delivered to Hampton Roads Sanitation District (HRSD) facilities for treatment. These services are not limited to Norfolk, however. Norfolk presently has agreements with the City of Virginia Beach to treat raw water, with the City of Chesapeake to provide both raw and treated drinking water, with the Western Tidewater Water Authority to provide raw water, with the U.S. Navy to provide treated drinking water, and with the City of Portsmouth to provide drought water. In all, more than 850,000 regional residents get their drinking water from Norfolk's sources.



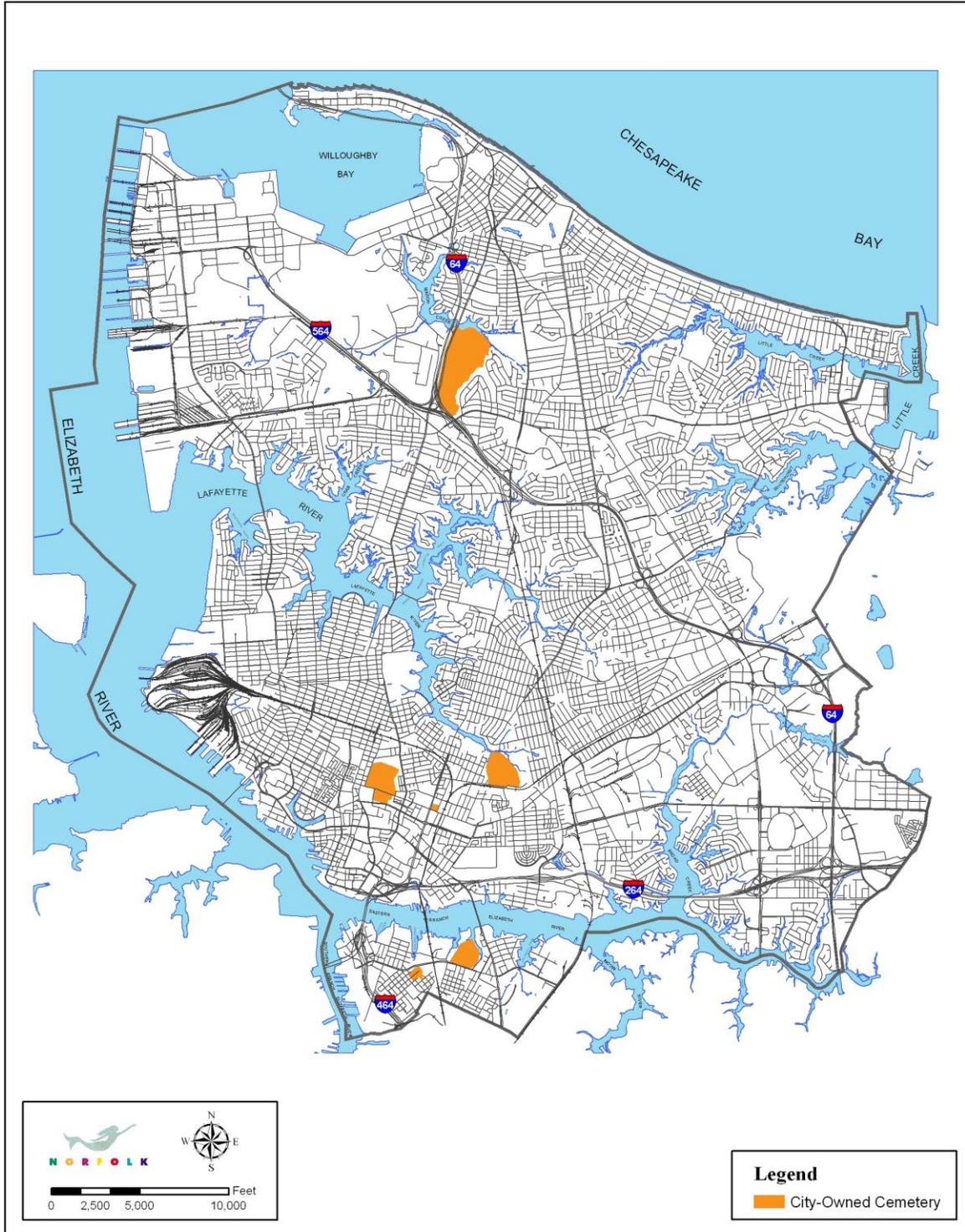
Solid waste collection, including the operation of recycling and street sweeping programs, is the responsibility of the Department of Public Works, which collects more than 100,000 tons of solid waste annually. The City recycles a significant portion of the solid waste it collects, amounting to approximately 19% of the solid waste collected in 2011. The City delivers the solid waste it collects to transfer stations and landfills, operated by the Southeastern Public Service Authority, throughout the region.

CEMETERIES

The City of Norfolk has operated cemeteries since 1825, when the first public cemetery, Cedar Grove, was established. Today, the City owns and operates eight cemeteries (see Map CS-2): Cedar Grove, Elmwood, West Point, Magnolia, Riverside, Hebrew, Calvary, and Forest Lawn. One of these cemeteries, West Point, is listed on the National Register of Historic Places. The Department of Recreation, Parks, and Open Space is responsible for maintaining the City’s public cemeteries. A private membership organization – Friends of Norfolk’s Historic Cemeteries – promotes and helps the City maintain these facilities.



MAP CS-2. CITY-OWNED CEMETERIES



KEY ISSUES

Based on existing conditions and trends, following are the key issues involving community services in Norfolk:

1. Maintaining safe and effective facilities.
2. Increasing the efficiency of service delivery.
3. Ensuring continued high quality service provision.

IMPORTANT LINKAGES

The goals, outcomes, and actions outlined in this chapter are linked to goals, outcomes, and actions found in the following chapters:

- Identifying Land Use Strategies
- Creating and Maintaining Healthy and Vibrant Neighborhoods
- Promoting Environmental Sustainability
- Supporting Lifelong Learning
- Enjoying Daily Life
- Fostering Responsible Regional Cooperation

Community Services Goal 1. Ensure the availability of community facilities and services to meet the needs of the public, both daily and during times of shock or stress.

Outcome CS1.1. Resilient, safe, adaptable, and well maintained city facilities.

Metrics:

- *Change in the number of days city facilities are offline due to lack of maintenance.*

Action CS1.1.1. Locate new city facilities on sites that are accessible to the population being served and on sites that can increase efficiency by accommodating multiple public uses, while also serving as community and neighborhood focal points (see Supporting Lifelong Learning chapter).

Comments: There are many instances in the City where recreation centers or libraries are co-located with school buildings, allowing those facilities to share parking and recreation fields. Such co-locations can improve efficiency, reduce operating costs, and provide environmental benefits.

Action CS1.1.2. When evaluating potential sites for the location or relocation of a city facility, consider vulnerability to flood damage or isolation due to flooding.



Action CS1.1.3. Design new city facilities to adapt to changing technologies and to include flexible meeting spaces that can host multiple users.

Action CS1.1.4. Continue to maintain existing city facilities, extending their useful life through repairs and renovations, including appropriate upgrades.

Action CS1.1.5. Develop a long term strategy for the replacement of aging city facilities, including as part of that strategy consideration of the feasibility of consolidation and the co-location of multiple facilities on one site.

Action CS1.1.6. Ensure that the City's Emergency Operations Plan addresses public and private infrastructure and service needs during times of emergency, but also serves as a daily planning document to address mitigation, preparation, response and recovery from threats.

Outcome CS1.2. Improved access to services through enhanced technology.

Metrics:

- *Percent of complete, non-administrative land use applications posted online within 72 hours of receipt.*
- *Percent of land use applications received online.*
- *Percent of building permits processed online.*

Action CS1.2.1. Explore opportunities for expediting development processes, such as encouraging online submittal of applications.

Comments: A simplified fee schedule approach, reflecting the labor it takes to review applications, would be necessary to permit applications to be submitted online.

Community Services Goal 2. Provide a safe environment for residents, workers, and visitors.

Outcome CS2.1. Police protection and service that are responsive to the needs of the City’s residents, visitors, and businesses.

Metrics:

- *Percent change in the average response time to Priority 1 calls.*
- *Percent change in the number of property and violent crimes reported.*

Action CS2.1.1. Maintain average emergency response times of 6½ minutes or less for Priority 1 calls.

Action CS2.1.2. Continue to explore alternatives that may reduce response times throughout the City, such as the relocation of existing facilities and the addition of new facilities.

Outcome CS2.2. Fire and rescue services that protect life, property, and the environment.

Metrics:

- *Percent change in the average response time to fire and emergency medical calls.*

Action CS2.2.1. Maintain average emergency response times of no more than 4 minutes for the deployment of the first fire unit to the scene of a fire or medical emergency, and no more than 8 minutes for the deployment of the balance of a first alarm assignment or an ambulance to the scene of a medical emergency.

Action CS2.2.2. Develop a long term strategy for improving and expanding fire training spaces within the City, and work to expand the number of facilities available for shared regional training.



Comments: The Norfolk Fire Department presently has limited training spaces. The department currently utilizes facilities in neighboring jurisdictions to conduct non-classroom training.

Action CS2.2.3. Maintain an International Insurance Services Office (ISO) rating for fire safety of 2 or better.

Action CS2.2.4. Continue to provide fire and life safety education programs in the public schools and elsewhere in the community.

Outcome CS2.3. Effective response to emergency situations.

Metrics:

- *Percent of declared emergencies for which required responses to FEMA are submitted in a timely manner.*

Action CS2.3.1. Maintain and update the *Emergency Operations Plan*, and continue to coordinate emergency planning efforts with other local governments in the region, non-profit organizations, and State and federal agencies.

Action CS2.3.2. Annually undertake emergency operations drills, simulating the City's response to various emergency situations.

Action CS2.3.3. Evaluate the City's response following any declared emergency.

Action CS2.3.4. Improve the City's ability to provide residents with timely information on changing conditions during emergency situations.

Outcome CS2.4. Animal care facilities that provide safe haven for animals in need of care.

Metrics:

- *Percent change in the total number of volunteer hours at Norfolk Animal Care Facilities.*
- *Percent change in the number of adoptable animals euthanized.*

Action CS2.4.1. Continue to assess the behavioral characteristics of surrendered and found animals to identify all suitable candidates for adoption.

Action CS2.4.2. Improve the ability of the Norfolk Animal Care Center to identify animal ownership so that animals can be returned to their homes whenever possible.

Action CS2.4.3. Encourage special events to promote the adoption of animals housed at the Norfolk Animal Care Center.

Action CS2.4.4. Continue to encourage volunteerism and donations to help support the operations of the Norfolk Animal Care Center.

Community Services Goal 3. Provide quality public utility services that meet the current and future needs of residents and businesses.

Outcome CS3.1. Clean, safe drinking water provided at the best possible value to all customers of the Norfolk water system.

Metrics:

- Gallons of water produced per day.
- Percent of water produced meeting Safe Drinking Water Act standards.

Action CS3.1.1. Maintain the ability to treat 100 million gallons of drinking water per day.

Action CS3.1.2. Ensure compliance with the requirements of the Safe Drinking Water Act by continuing to perform regular testing and maintenance of the City’s drinking water system.



Action CS3.1.3. Continue the implementation of the long term infrastructure improvement plan to ensure regular maintenance and improvements to the water treatment and delivery system.

Comments: During FY2010, 11 miles of water mains were replaced while 49 new fire hydrants were installed under this program.

Action CS3.1.4. Maintain, and expand where appropriate, regional water production agreements in order to maximize the return on the City’s infrastructure investments.

Action CS3.1.5. Continue to promote watershed protection programs for people living within reservoir watershed areas.

Action CS3.1.6. Monitor upstream sources of pollutants that could impact Norfolk's water supply and intervene where appropriate.

Outcome CS3.2. A reliable and efficient system for the collection and management of wastewater from Norfolk homes and businesses.

Metrics:

- *Linear feet of wastewater collection system cleared.*

Action CS3.2.1. Maintain the ability to collect and transmit for disposal 20 million gallons of wastewater per day.

Action CS3.2.2. Continue to perform regular testing, cleaning, and maintenance of the City's wastewater collection system to ensure compliance with federal and State environmental regulations.

Action CS3.2.3. Continue the implementation of the long term infrastructure improvement plan to ensure regular maintenance and improvements to the wastewater collection and conveyance system.

Comments: During FY2010, nearly 13 miles of sewer mains were replaced under this program.

Action CS3.2.4. Continue support of HRSD improvements to the wastewater collection and treatment system.

Outcome CS3.3. A safe, reliable, and efficient system for the collection and management, including recycling, of Norfolk's solid waste.

Metrics:

- *Percent change in the number of complaints of missed collection stops reported.*
- *Percent of total tonnage of solid waste recycled annually.*
- *Participation rate in the curbside recycling program.*

Action CS3.3.1. Maintain the ability to collect refuse and recycling on the day scheduled and remove dead animals within one day of a report.

Action CS3.3.2. Increase participation in the curbside recycling program, to achieve a target of recycling 25% or more of all solid waste collected, through continued marketing and educational efforts.

Action CS3.3.3. Continue to support and promote household hazardous waste recycling opportunities.

Action CS3.3.4. Evaluate potential changes to yard waste disposal practices.

Action CS3.3.5. Continue to require the screening of dumpsters.

Action CS3.3.6. Establish screening requirements for smaller garbage disposal containers.

Outcome CS3.4. A stormwater management system that reduces the quantity and improves the quality of stormwater runoff.

Metrics:

- *Change in the water quality of receiving waters.*
- *Percent of street sweepings that take place on the scheduled day.*
- *Feet of drainage ditches cleared of debris.*
- *Number of drain structures cleared of debris.*

Action CS3.4.1. Clear debris from at least 120,000 linear feet of drainage ditches and 7,500 drain structures each year.

Action CS3.4.2. Maintain the ability to sweep streets of debris on the regularly-scheduled date.

Action CS3.4.3. Continue regularly inspecting all Best Management Practices (BMP) structures installed in the City, on both public and private property, to ensure proper maintenance and performance in accordance with the City’s Virginia Pollutant Discharge Elimination System (VPDES) permit requirements.

Comments: Norfolk operates a network of pipes and outfalls, called the municipal separate storm sewer (MS4) system, which collects rainwater from the streets and discharges it into local waterways. This system is permitted by the Virginia Department of Environmental Quality (DEQ) through a VPDES permit, which ensures that the level of pollutants entering the waterways is reduced to the maximum extent possible.



Action CS3.4.4. Develop and implement a stormwater master plan.

Action CS3.4.5. Continue to provide educational materials to Norfolk property owners on the importance of keeping the stormwater drainage system clean.

Outcome CS3.5. Reliable access to electricity, natural gas, and communication networks.

Metrics:

- *Percent of incidents in which procedures for identifying affected public utilities are in place and implemented.*

Action CS3.5.1. Continue to coordinate upgrades and replacement of non-City provided utilities, including electricity, natural gas and communication networks.

Action CS3.5.2. Work with our utility partners to ensure access to electricity, natural gas, and communication networks both daily and during times of shock or stress.

Community Services Goal 4. Maintain the City's cemeteries as places of honor and respect.

Outcome CS4.1. Well-maintained cemeteries.

Metrics:

- *Percent change in the number of complaints about maintenance of city-owned cemeteries.*

Action CS4.1.1. Ensure the continued maintenance and improvement of city-owned cemeteries.

Comments: Norfolk also has privately-owned cemeteries, the maintenance of which is addressed through existing property maintenance requirements.

Action CS4.1.2. Support the efforts of the Norfolk Society for Cemetery Conservation to preserve, protect, and promote Norfolk’s historic cemeteries.

