# WE WORK TOGETHER...

## BUILDING A WELL-MANAGED GOVERNMENT

ADOPTED FISCAL YEAR 2017 BUDGET
CITY OF NORFOLK, VIRGINIA

100 RESILIENT CITIES

**Ordinances**
Operating Budget # 46,385, and Capital Improvement Plan # 46,386

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THE CITY OF NORFOLK
OFFICE OF THE CITY MANAGER

**June 30, 2016**

**Honorable Mayor and City Council**
**City of Norfolk, Virginia**

I respectfully present to you the Adopted Fiscal Year (FY) 2017 Financial Plan for the City of Norfolk, which is comprised of the General Fund, Enterprise Fund, Special Revenue Fund, Internal Service Funds, Capital Improvement Plan (CIP), and the Annual Plan for the Housing and Urban Development (HUD) Block Grant programs.

Discussions during our budget work sessions resulted in amendments to the Proposed FY 2017 Operating and Capital Budgets. These amendments to the Proposed FY 2017 Budget were adopted at the May 17, 2016 City Council meeting. The adopted changes impact the General Fund, Public Amenities Fund, and CIP. The table below illustrates the final Adopted FY 2017 Financial Plan:

| Fiscal Year 2017 Financial Plan | |
|---|---|
| **Operating Fund** | **Adopted Budget** |
| General Fund | $835,042,352 |
| Enterprise Funds | $138,036,398 |
| Special Revenue Funds | $63,120,099 |
| Internal Service Funds | $101,476,600 |
| **Total Operating Funds** | **$1,137,675,449** |
| Capital Improvement Plan | $97,029,200 |
| **Total Operating and Capital Funds** | **$1,234,704,649** |
| Annual Plan for HUD Block Grants | $6,338,317 |
| **Total Financial Plan** | **$1,241,042,966** |

The Adopted FY 2017 Budget is shaped by the ongoing commitment to establishing partnerships and leveraging resources, and the continued commitment to being a well-managed government. All six of the city's priorities are supported, with added emphasis on Well-Managed Government and Safe, Healthy, and Inclusive Communities. Accordingly, the Adopted FY 2017 Budget continues to invest in school infrastructure and neighborhood development programs to revitalize communities, foster job growth, and encourage economic development throughout the city.

The Adopted FY 2017 Budget is structurally balanced for the third year in a row. This is a result of purposeful actions, implemented over the past five years, to stabilize and position Norfolk to thrive

during challenging times. To assist in reaching this goal, city departments have worked to identify efficiencies and reengineer processes to streamline and improve service delivery.

Our commitment to financial stability has resulted in a leaner government, focused on efficient and effective service delivery. Moving forward, we remain committed to good financial management and a high standard of service delivery, while retaining the values of our vibrant city.

## Operating Amendments

As a result of the amendments made by the City Council, the changes from the Proposed FY 2017 General Fund Budget to the Adopted FY 2017 General Fund Budget total approximately $3.8 million. These amendments include a combination of additional revenue and expenditure savings.

The revenue amendments support the retiree supplement, additional funds for Norfolk Public Schools (NPS), and neighborhood capital projects. The table below illustrates the revenue changes to the General Fund for the Adopted FY 2017 Budget.

| **General Fund Revenue Amendments** | |
|---|---|
| Proposed FY 2017 General Fund Budget | $831,261,000 |
| Real Estate Tax Revenue | $634,000 |
| Increased Ambulance Fees | $466,000 |
| NPS Adjusted Daily Membership (ADM) | $670,352 |
| NPS carryforward | $2,000,000 |
| NPS Construction, Technology, and Infrastructure Program (CTI) | $11,000 |
| *Subtotal of Revenue Amendments* | *$3,781,352* |
| **Adopted FY 2017 General Fund Budget** | $835,042,352 |

*Retirees*

Operating Expenditure amendments as recommended by the City Council include modifying the one-time supplement for retirees. The Proposed Budget included a one-time two percent cost of living adjustment (COLA) for retirees, paid from the retirement fund. City Council's amendment replaced the two percent COLA with a one-time bonus of $380 paid for by the General Fund. This bonus will impact an estimated 1,577 retirees and is the equivalent of a 2.2 percent increase for the average eligible retiree. The one-time bonus is supported by $600,000 from the General Fund.

*Norfolk Public Schools*

The Adopted FY 2017 Budget also increases on-going funding to support NPS. Through collaboration with NPS, a total of $3.7 million in additional resources have been identified. The city is providing $1.0 million in on-going funding to support general operations; this is in addition to the $1.5 million increase

in local support included in the proposed budget. NPS identified $2.7 million in additional resources, which includes revised Average Daily Membership projections and a one-time addition of $2.0 million in FY 2016 carryforward.

The following table illustrates the resource and expenditure amendments resulting from the above actions.

**Budget Work Session FY 2017 Amendments - Revenue Sources and Uses**

| Source | Amount | Use |
|---|---|---|
| Additional Real Estate Tax revenue<br>*1st quarter projections not included in the Proposed FY 2017 Budget* | $334,000 | NPS Operating |
| Additional Real Estate Tax revenue<br>*Projected expenses based on last three years' utilization of the Senior/Disability Tax Relief Program* | $300,000 | NPS Operating |
| Ambulance Fees<br>Updated revenue projection for FY 2017 | $366,000 | NPS Operating |
| Construction, Technology, and Infrastructure Program (CTI) Designation<br>*Increased real estate revenue creates corresponding increase for NPS* | $11,000 | NPS Debt Service Payments |
| ***Subtotal New City Revenue for NPS*** | ***$1,011,000*** | |
| NPS Carryforward<br>*Anticipated FY 2016 Savings* | $2,000,000 | NPS Operating |
| Additional Revenue from the Commonwealth<br>*NPS Revised Average Daily Membership (ADM)* | $670,352 | NPS Operating |
| ***Subtotal NPS*** | ***$3,681,352*** | |
| *Additional Sources after the May 10 Budget Work Session* | | |
| Anticipated debt savings*<br>*FY 2017 revenue from projected refinancing of existing bonds* | $400,000 | Transfer to CIP for neighborhood projects ($150,000) and police memorial ($250,000) |
| Additional Ambulance Fees<br>*Updated revenue projection for FY 2017* | $100,000 | Retiree Bonus (For a total of $600,000 with the $500,000 in proposed in undesignated balance) |
| ***Total New Revenue*** | ***$4,181,352*** | |

* This is an existing revenue source included in the Proposed FY 2017 Budget. The $400,000 is shown above to reflect total resources used for City Council budget work session amendments.

## Capital Amendments

The CIP amendments total $2.4 million. The amendments include an additional $1.0 million for NPS to address school maintenance needs, $950,000 to support neighborhood improvements, $200,000 to support the city's broadband initiative, and $250,000 to construct a Public Safety Memorial.

These amendments are supported by the use of an additional $2.0 million from the Public Amenities Fund to replace general capital funds proposed for certain projects, thus freeing up capacity for additional projects. Utilizing the Public Amenities Fund is consistent with prior uses and supports projects that align with the fund's purpose. The projects supported by the use of the additional $2.0 million from the Public Amenities Fund include: Improve Harbor Park ($500,000), Maintain the USS Wisconsin ($500,000), and Maintain Municipal Facilities – Town Point Park ($1.0 million), for a total of $2.0 million. The remaining $400,000 for amendments is supported by General Fund revenue.

The amendments for the Capital Budget are detailed below.

| **Budget Work Session FY 2017 Amendments – Capital Amendments** | |
|---|---|
| **Source** | **Amount** |
| Transfer from Public Amenities Fund | $2,000,000 |
| Transfer from General Fund | $400,000 |
| **Total Revenue Changes** | **$2,400,000** |
| **Project Additions** | **Amount** |
| Support NPS Major Maintenance | $1,000,000 |
| Neighborhood Improvements<br>*includes broadband infrastructure* | $1,150,000 |
| Construct Public Safety Memorial | $250,000 |
| **Total Amendments** | **$2,400,000** |

THE CITY OF NORFOLK
OFFICE OF THE CITY MANAGER

## Technical Amendment – Urban Allocation

The Proposed FY 2017 Budget included an estimated $11.0 million in urban allocation funds from the Commonwealth of Virginia, available for infrastructure improvement projects. The amount was subsequently revised upward to $11.6 million. At the time of the Proposed Budget, the preferred method of appropriation had not been determined. Since then, it has been determined that the CIP is the best vehicle to implement the project. As a result, a project titled "Ensure Citywide Infrastructure Improvements" was created in the CIP and is supported by the urban allocation funds. While the total CIP increases by $11.6 million, there is no additional cost to the city since a corresponding revenue adjustment has been made.

## Next Steps

As we move forward, the Administration is working to ensure a smooth transition into the new fiscal year. We are continuing to partner with residents and businesses to revitalize neighborhoods and encourage economic development. We are also continuing to invest in our employees by implementing the third phase of Attraction, Retention, Motivation, and Development (ARMD), which attracts and retains employees with regionally competitive salaries and creates an employer environment that motivates and develops employees.

We look forward to working with you and the residents to implement the many initiatives supported by the Adopted FY 2017 Budget. Norfolk is a vibrant city and we are committed to continued partnerships to ensure we have a city where people want to live, work, and play.

It is my pleasure to present to you the City of Norfolk's Adopted FY 2017 Budget.

Sincerely,

Marcus D. Jones
City Manager

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THE CITY OF NORFOLK
OFFICE OF THE CITY MANAGER

**April 12, 2016**

**Honorable Mayor and City Council**
**City of Norfolk, Virginia**

I respectfully submit to you the Proposed Fiscal Year (FY) 2017 Financial Plan for the City of Norfolk, which is comprised of the General Fund, Enterprise Funds, Special Revenue Funds, Internal Service Funds, Capital Improvement Plan, and the Annual Plan for Housing and Urban Development (HUD) Block Grant programs. A summary of the Proposed Financial Plan is shown in the table below:

| Fiscal Year 2017 Financial Plan | |
|---|---|
| **Fund** | **Proposed Budget** |
| General Fund | $831,261,000 |
| Enterprise Funds | $138,036,398 |
| Special Revenue Funds | $61,120,099 |
| Internal Service Funds | $101,476,600 |
| **Total Operating Funds** | **$1,131,894,097** |
| Capital Improvement Plan | $83,029,200 |
| **Total Operating and Capital Funds** | **$1,214,923,297** |
| Annual Plan for HUD Block Grants | $6,338,317 |
| **Total Financial Plan** | **$1,221,261,614** |

The Proposed FY 2017 General Fund Budget is $831.3 million. This is $18.9 million, or 2.3 percent, above last year's Approved Budget. This budget demonstrates that even with a minimal increase the city is able to operate efficiently and maintain a structurally sound financial base that ensures stability and expands opportunities. This stability is crucial as we build a 21st century city.

As the core of the Hampton Roads region, we are seeking new and innovative ways to grow and prosper. In order for us to thrive, we must leverage the talent that exists in our neighborhoods, businesses, and institutions of higher education.

Over the past five years, we have established partnerships with businesses, non-profit organizations, higher education institutions, and community stakeholders. These partnerships have spurred investment, accelerated innovation, built momentum, and made Norfolk an even better place to call home.

Developing community-based partnerships improves the quality of life for all residents. The programs created and supported through these partnerships represent community-led initiatives that address the diverse needs of residents.

We have invested in placemaking to create an environment where people want to visit and live. This investment is paying off. Companies are relocating to Norfolk, some from suburban locations, to capitalize on the authentic urban environment. Recently, over 5,000 new jobs have been added to the city because companies want to invest in Norfolk.

Partnerships between the city and cultural organizations have strengthened Norfolk's position as the arts and culture center of the Commonwealth. Residents and visitors have access to waterfront festivals, operas, Broadway productions, art exhibits, baseball and hockey games, and more.

Norfolk's concentration of institutions of higher education is an asset that is leveraged through successful collaborations. Higher education institutions also provide businesses with a large pool of well-qualified potential employees. Coupled with the highly trained military talent pool, the transfer of that knowledge base and investment into the community is key to long-term economic security and job growth.

The growth and vibrancy of the city is accessible through a diverse transportation network. Norfolk continues to lead the way as the most multi-modal city in the Commonwealth. We are building on the transportation network by exploring light rail expansion, increasing the number of Amtrak itineraries, and implementing a bike plan to connect neighborhoods and job centers.

This budget supports the continued efforts of the past five years and allows us to retain and build on our historic port city's diverse, dynamic, and unique culture.

## Where We Were

Five years ago, I presented a proposed budget to you less than 100 days after becoming the City Manager. The FY 2012 Budget presented opportunities for improvement throughout the city.

At that time, Norfolk was still experiencing the effects of the recession that had officially ended nearly two years prior. The largest source of locally-generated revenue, real estate tax revenue, was still in an unprecedented decline. This left us in a position where we were challenged to fund our existing programs and services.

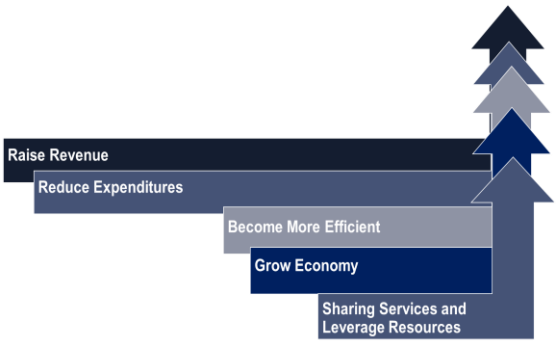
The Proposed FY 2012 Budget had a budget gap of over $30 million between estimated revenues and expenditures, and the projected budget gaps for years to come were equally as large. We were able to close the budget gap without significant layoffs that would have affected hundreds of city employees and their families. However, the budget gap was closed by using one-time revenue to support ongoing expenditures, creating budgets that were not structurally balanced.

Moving forward, we committed to become a well-managed government, guided by initiatives and priorities to strengthen our city, connect residents, and improve financial sustainability. This

commitment required us to analyze how the city functions and could improve to better serve the residents of Norfolk.

## Guiding Principles

The Proposed FY 2017 Budget is shaped by establishing partnerships and leveraging resources, and the continued commitment to being a well-managed government. As in prior years, the budget was developed using our five-pronged approach to fiscal resilience that analyzes ways to raise revenues, reduce expenditures, become more efficient, grow the economy, and leverage resources. The Proposed Budget supports all six of the city's priorities, with added emphasis on Safe, Healthy, and Inclusive Communities and Well-Managed Government. The following initiatives highlight some notable elements of the Proposed FY 2017 Budget:

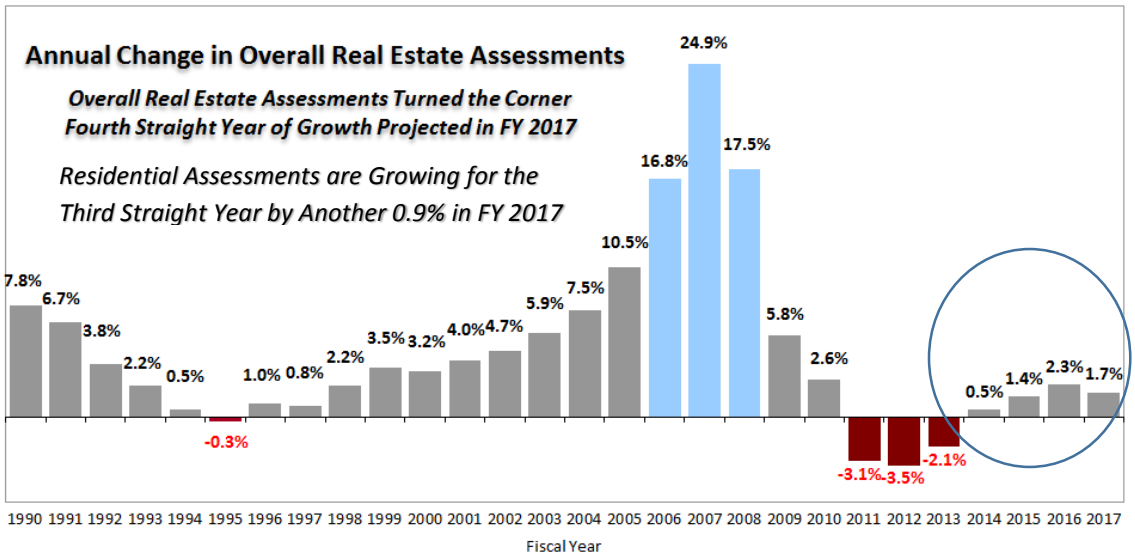



- Introduces a comprehensive compensation plan for sworn police and fire-rescue, designed to attract and retain talent;
- Invests in employees by adjusting the living wage for the third year in a row and provides a two percent general wage increase;
- Provides for a one-time two percent cost of living allowance (COLA) for retirees;
- Creates a multi-disciplinary Office of Resilience to help prepare the city for climate change, strengthen economic competitiveness, and ensure the highest quality of life possible for residents;
- Supports our evolution as a Smart City by dedicating $4.1 million to replace and upgrade broadband infrastructure, and expands internet accessibility and bandwidth through free public Wi-Fi in strategic areas of the city;
- Dedicates $30.0 million for neighborhood projects through leveraging federal, state, and local resources, including $2.5 million in capital funds towards emerging districts;
- Invests in the growth of local business with an increase in the cigarette tax and dedicated funds for small, women, and minority-owned businesses and community Business Cafés;
- Dedicates $250,000 to support a local incentive hiring program; and
- Increases the city's commitment to schools by dedicating $3.0 million in capital funds to Norfolk Public Schools for maintenance and $1.5 million for the local share of the state salary increase.

## Financial Backdrop

The increase in the Proposed FY 2017 Budget indicates Norfolk continues to thrive. The city has shown signs of rebounding from the recession. Real estate assessed values overall have turned the corner and are rising for the fourth straight year; however, we have not reached the pre-recession peak. Real

estate *revenues*, closely tied to assessed values, have just returned to the pre-recession peak, after *excluding* revenue from *three cents* of the four-cent tax rate increase dedicated to Norfolk Public Schools operations and Construction, Technology and Infrastructure (CTI) Program. During the three years of unprecedented decline in real estate values, we lost nearly $14.0 million in revenue. It has taken seven years for real estate revenue to return to the pre-recession peak.



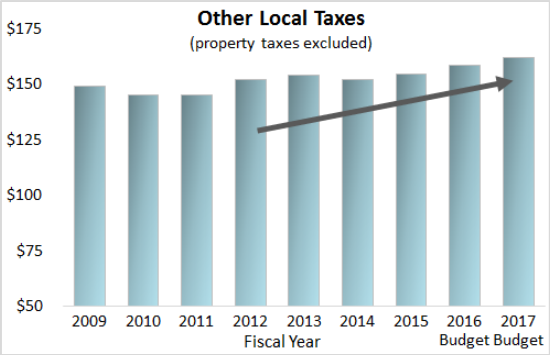

Source: Real Estate Assessor annual report (various years) and Real Estate Assessor FY 2017 projected growth on July 1, 2016

Despite the increase in assessments, the average homeowner will still be paying about $209 less than in FY 2010, the height of residential assessments. While I am **not** proposing an increase in the real estate tax rate, a one-cent increase for the average homeowner would result in $1.75 increase each month (or $21 increase a year), but would provide about $1.76 million in additional revenue for city priorities.

| Impact on Average Homeowner's Tax Bill | |
|---|---|
| **FY 2016:** Average homeowner's tax bill (at $1.15 rate) | **$2,345** |
| **FY 2017:** Estimated average homeowner's tax bill (at $1.15 rate)*<br>Increase in tax bill (due to FY 2016 reassessment) | **$2,366**<br>$21 |
| **Decrease from average homeowner's tax bill in FY 2010 of $2,575** | **-$209** |

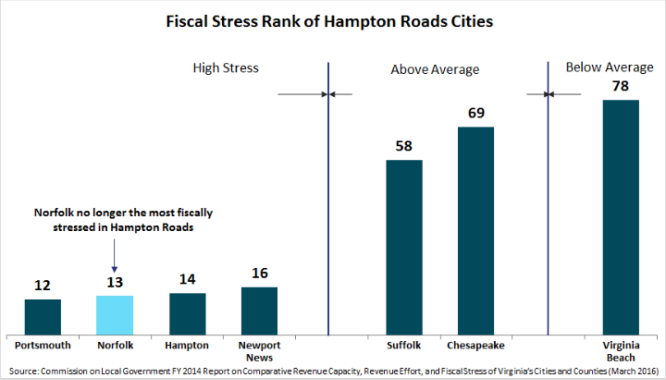
* Based on Real Estate Assessor estimate of residential assessments (with condominiums) and number of parcels in FY 2016

Our other local taxes, which are sensitive to local economic conditions, have been growing steadily since FY 2012. Sales tax, meals tax, and admissions tax collections have been rising as a result of more people buying retail goods, eating out, and attending shows or concerts in Norfolk. The opening of The Main Hotel and Conference Center, a public-private partnership, as well as the improvements we continue to make to our venues and the on-going support of our arts and culture

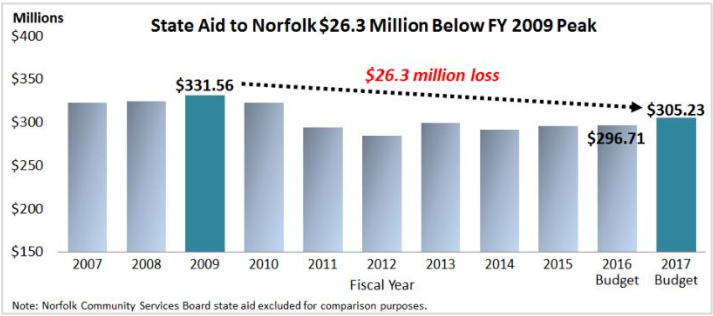


community, will keep drawing tourists and visitors to the city. The prudent investments we have made, as part of the overall economic development strategy, are working and will further expand our financial capacity.

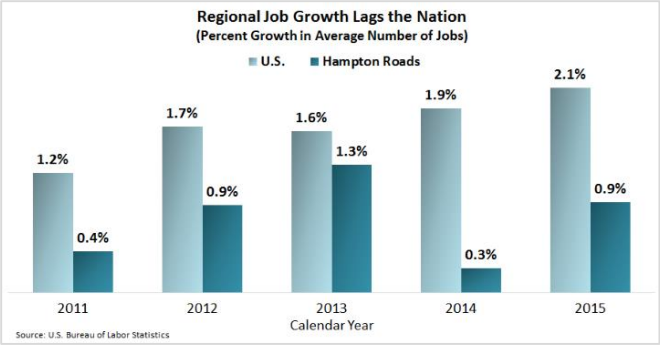
The growth in these locally generated revenues is reflected in our fiscal stress ranking. The fiscal stress index, produced by the Commission on Local Government (CLG), measures a locality's overall fiscal well-being and ability to generate additional revenue relative to other localities in Virginia. The latest report from CLG based on FY 2014 data shows Norfolk as the 13th most fiscally stressed in the Commonwealth. Ten years ago, Norfolk was the 3rd most fiscally stressed locality in Virginia, behind the Cities of Emporia and Covington. The latest report from CLG also shows Norfolk is moving in the right direction; we are no longer the most fiscally stressed of the seven cities in Hampton Roads.




Norfolk, like other localities, also relies heavily on state aid to help support basic city services such as, public education, human services, public safety, street maintenance, and constitutional officers. Enhanced state support in FY 2017 contributed significantly to our revenue growth. About 46 percent of the growth is due to state aid, with the majority of that increase directed towards public education. In addition, for the first time since FY 2006, state funds for law enforcement (also known as HB 599) are increasing by $355,000. Despite the increase in FY 2017, state aid remains below its peak level in FY 2009 by $26.3 million, even though the Commonwealth's General Fund revenues have exceeded its pre-recession peak since FY 2012. Some of the loss in state aid will not be recovered because of changes made to state reimbursement rates or methodology. To sustain our financial recovery, it is essential that state support continues to grow. The city's General Fund revenues have only increased 2.2 percent in the past five years, partly due to the slow recovery of state aid, even though the Commonwealth's General Fund revenues have increased 11 times faster over the same period.




State budget actions have a significant impact on the city; however, the broader economic landscape also impacts the local financial outlook. Job growth is one of the most important economic indicators




of a local economy's health. Job growth leads to greater economic activity and, thus, higher tax revenue for the city. Norfolk is home to the highest paying jobs and approximately 20 percent of the jobs in the region. However, our region has struggled to regain the jobs lost as a result of the recession; in comparison, Virginia and the nation have already recovered the jobs lost during the recession. While growth in local employment is projected to continue, this growth is projected to lag the national rate of growth, consistent with recent years.

## Focused on Accountability

Over the past five years, a series of purposeful actions have been implemented to stabilize and position Norfolk to thrive in the face of fiscal stress. These ideas build on the foundation of a well-managed government and promote better city services through data-driven management decision-making and accountability. Financial policies were implemented to strengthen long-term sustainability and improve internal controls. Processes have been streamlined to increase efficiency and decrease expenditures. This commitment to good financial management and efficient service delivery continues, while holding onto the values of our vibrant city.

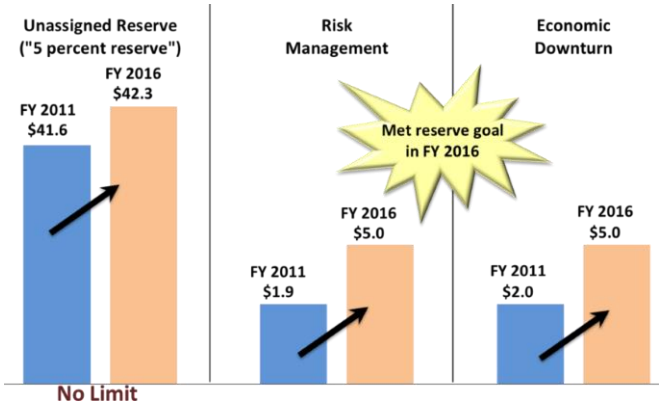
***Financial Stability***

City Council approved financial policies in July 2013 to improve the city's long-term financial sustainability. The policies included achieving a structurally balanced budget within five years, formalizing a plan to fund reserves, adopting self-imposed debt affordability measures, and formally adopting financial policies for the Parking Facilities Fund. Furthermore, we committed to monitoring the policies annually and revisiting them every two to three years.

A structurally balanced budget exists when the city is able to pay for recurring expenditures without using savings from the previous year or reserve funds. A structurally balanced budget was accomplished four years ahead of schedule in FY 2015. By continuing good fiscal practices, a structural balance was maintained in FY 2016 and the Proposed FY 2017 Budget is again structurally balanced.

As a result of structural balance for three consecutive years, the budget gaps we face now are significantly less than in prior years. In the past, budget gaps recurred and were not truly closed because of the use of one-time resources to address them. The projected budget gap for FY 2018 is $8.3 million. While becoming a leaner government has minimized the budget gap in future years, it has also highlighted the need for sustainable revenue growth or creative public private partnerships to support new projects and initiatives.

The financial policies also called for fully funded reserves. The General Fund Unassigned Reserve has a minimum goal of five percent of the budget. The city is self-insured and has therefore set a Risk Management Reserve goal of $5.0 million. To abate the impact of short-term economic downturns on the overall budget, the city set an Economic Downturn Reserve goal of $5.0 million. With the FY 2016 budget amendment, City Council increased the Risk Management Reserve and the Economic Downturn Reserve each by $1.0 million. This increase brought these reserves to the financial policy goal.




***Internal Improvements***

Finding more efficient ways to perform duties while maintaining high quality services is built into the fabric of our everyday work. This mantra allows for continuous improvement and ongoing evaluation of programs and services leading to cost savings and streamlined processes. Internal controls and administrative processes have been improved over the past five years to reduce costs, strengthen service delivery, and ensure the efficient use of city resources.

*Recent Policy Initiatives*: In FY 2014, the city formed two in-house analysis teams that have been influential in recent policy initiatives. The Executive Strategic Evaluation Teams (ESET) and Strategic Workforce Analysis Teams (SWAT) have been instrumental in the development and implementation of cost savings strategies, improvements to operations and service, and identifying cost avoidance strategies. The teams pulled together expertise across departments to analyze current service models. Projects undertaken by these teams have dealt with reduction of discretionary spending; co-location of essential social and human services; identification of opportunities for centralization of cross-departmental functions; and enhancement of existing city databases and database utilization processes.

The work undertaken by the ESETs and SWATs has served to further enhance a rapidly developing culture of evaluation within the city. Consequently, other internal improvements have been achieved outside of the formalized ESET/SWAT process, including:

- Creation of the Department of General Services to centralize internal operations;
- Conversion to self-administered healthcare model, resulting in a $6.0 million cost avoidance for the healthcare consortium;
- Consolidation of communications and information technology into one department to reduce operating redundancies;
- Revision of Human Resources policies, including streamlined hiring practices and creation of the Supervisor's Leadership Academy;

- Introduction of increased efficiencies in fleet and facilities maintenance;
- Purchase of gasoline and diesel fuel at a set contract price, locking in the price of fuel and allowing the city to accurately budget fuel expenses over the course of the fiscal year and resulting in over $2.0 million in savings between FY 2015 and FY 2017;
- Reduction of discretionary spending;
- Implementation of a "paperless initiative" to automate as many processes as possible; and
- Creation of the Department of Neighborhood Development to focus on building sustainable neighborhoods.

Improvements to department-specific processes and controls creates a more efficient and effective workplace for all employees. The commitment to improvement will continue into the new fiscal year.

*Department of Finance*: Examples of strengthened internal controls include department specific financial training, mapping of financial processes that involve accounting transactions, and managing inputs to financial accounting reports to insure integrity and consistency. Revised accounting policies and procedures enhance financial reporting, transparency, system security, and improve annual financial reports.

The Proposed FY 2017 Budget bolsters these initiatives by enhancing professional credential requirements, employing certified, experienced accountants, and training personnel in key areas of collections, payroll, purchasing, and retirement.

*Department of Human Resources*: The city's time and absence management system will be updated to automate the leave request process and standardize the calculation of overtime and recording hours worked. The enhanced procedures will increase the accuracy of employee compensation, standardize city operations, and improve accountability.

***The Changes are Working***

Norfolk has steadily improved city operations and maintained fiscal integrity while rebounding from the worst national recession in decades. A commitment to being action-oriented and addressing the fiscal and environmental challenges that face us, positions Norfolk to continue to thrive in the years to come. Some notable accomplishments from this past year include:

- Contributed to the successful application for a $120.5 million grant, awarded to the Commonwealth of Virginia from the U.S. Department of Housing and Urban Development's National Disaster Resilience Competition (NDRC). Once distributed, the funds will enable Norfolk to create the model costal community of the future.
- Ranked 66th out of the top 100 Best Fleets in North America and awarded the Governor's Green Fleet Award from Virginia Clean Cities. Fleet Services is greener by adding Compressed Natural Gas cars and installing publicly available charging stations for electric cars.

- National recognition for the innovative work accomplished by city employees. Fleet Manager, Facundo Tassara, Superintendent of Waste Management, Harvey Howard, and Director of Planning, George Homewood, were recognized for their on-the-job innovation. Facundo was named one of the "Top 20 under 40" government fleet professionals by Government Fleet Magazine, and Harvey was named Professional Manager of the Year – Solid Waste by the American Public Works Association. George was elected to the American Planning Association's College of Fellows, the planning profession's highest honor.
- Named the 2015 Crisis Intervention Team (CIT) Virginia Program of the Year by the Virginia CIT Coalition. Lt. Wayne Handley was also awarded the 2015 Lambert/Ratcliffe CIT Trainer of the Year by the Virginia CIT Coalition.
- Recognition for Norfolk's innovative approach to achieving fiscal stability in the face of fiscal stress was highlighted in the February 2016 Government Finance Review.

- Received the 2016 Donald Hunter Excellence in Economic Development Award from the American Planning Association for the Global Initiatives Fund. Norfolk is the only locality in the Commonwealth to offer such a program for local exporters looking to expand in the global marketplace.
- Received national recognition for Keep Norfolk Beautiful with the award of the 2015 President Circle Award at the national conference of Keep America Beautiful. Keep Norfolk Beautiful was also judged best in the nation (population 100,001 – 250,000) for creating a more beautiful, cleaner, and improved environment.
- Added over 5,000 new jobs recently with the announcement of ADP establishing a regional office in downtown Norfolk, Movement Mortgage moving their operations center to Military Circle, Norfolk Southern relocating jobs from Roanoke, and the construction and opening of the Main, Waterside District, and Simon Premium Outlets.

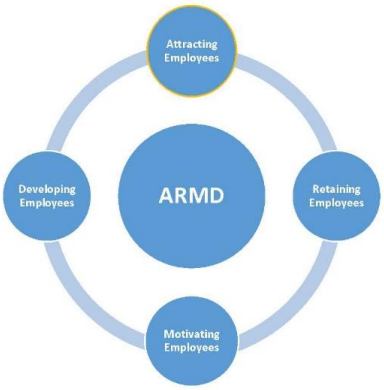
## The Future Begins with our Workforce

We are the fourth largest employer in Norfolk and among the top 20 largest employers in Hampton Roads. City staff represent an array of talented professionals. Norfolk employees are keeping streets safe, building schools, ending homelessness, collecting refuse, delivering clean drinking water to residents, and keeping the city running. Attracting, training, and retaining capable and dedicated employees is the key to the continued success of the city.

While the city's population has increased as more people are drawn to the amenities of urban life, the level of staff delivering

services has decreased. Because of the strategic efforts to streamline delivery of services, employees are doing more with less. High-performing and innovative employees are the foundation of productivity. Retaining these dedicated employees requires an employer who is equally committed to their success.

***Attraction, Retention, Motivation, and Development (ARMD)***




In FY 2015, a three-year initiative was adopted to recruit, retain, and motivate employees, while ensuring effective and efficient service delivery for residents. In FY 2016, Phase II of ARMD was implemented. The programs and momentum of Phase I were continued, and we ushered in a focus on enhancing employee development opportunities. Phase II included the following:

- Step increase for sworn employees of Police, Fire-Rescue, and Sheriff;
- Two percent general wage increase for employees, including Constitutional officers and temporary employees;
- Salary range increase for the city's most regionally out-of-market classifications;
- Establishment of the Deferred Retirement Option Program for sworn employees;
- Increased the permanent employee living wage hourly rate to $11.47 in FY 2015 and to $11.66 in FY 2016, equal to the federal poverty rate for a family of four;
- One-time $300 supplement for qualified retirees in FY 2016; and
- Implementation of a workplace ethics training for all employees geared toward promoting a professional environment and ethical culture throughout the city.

The proposed FY 2017 Budget is the final phase of the ARMD initiative and includes: a two percent salary increase for general and constitutional officer employees; a step increase for sworn Sheriff employees; a $50 increase to the permanent employee living wage; and salary range adjustments to the city's most regionally out-of-market classifications. All actions are effective January 2017.

***Public Safety***

The ARMD Phase III implementation also included a comprehensive update to the compensation plan for Police and Fire-Rescue employees. Public safety compensation remains a high priority, and as such, I have worked closely with the police and fire chiefs over the last year to examine the compensation needs of both departments. The result of these meetings is a redesigned public safety compensation plan that gives Norfolk a competitive advantage within the region to attract and retain talented individuals.

The proposed redesigned compensation plan is a two-year approach to address regional competitiveness, retention, and compression issues. With the implementation of the revised plan, Norfolk becomes the second highest in the Hampton Roads region for recruit pay. The average pay increase for sworn police and fire is between five and six percent and will begin in January 2017. Additionally, the plan provides market-based, regionally competitive salaries by adjusting the minimum and maximum pay for all sworn classifications.

Both police and fire experience higher attrition rates within the first two to five years of employment, leading to a loss of valuable institutional knowledge and increased costs to fill the vacant positions. Each recruit represents a significant financial investment. According to the Police and Fire-Rescue Departments, approximately $70,000 is spent to train a Fire-Rescue or Police recruit. We want to incentivize continued employment with the city to capitalize on the investment made in training and retain an experienced force to continue to keep Norfolk safe.

To decrease departure during key years, the redesigned compensation plan targets the attrition years by providing periodic five percent salary increases, an enhanced career path progression, and a shorter time to reach maximum pay. The Master Police and Master Firefighter programs, which recognize the attainment of certain education, certification, performance, and training goals, will also be preserved and improved.

We continue to annually augment the operational needs of the Police and Fire-Rescue Departments. Keeping residents safe requires investment in reliable, state-of-the-art public safety equipment and facilities. In an increasingly digital society, this includes the installation of in-car cameras and computers for police vehicles, the use of body cameras for police officers, and upgrades to the firearm simulation equipment.

The demands of public safety also require mission-specific vehicles, such as ambulances, police vehicles, and fire trucks. Though there will always be a need for more equipment, we are doing our best to ensure an effective public safety fleet. In FY 2016, $2.6 million was dedicated to the purchase of five new ambulances and two new pumper trucks for Fire-Rescue. Additionally, the FY 2016 Budget dedicated $750,000 for new vehicles for police, including an animal management truck and over twenty marked and unmarked vehicles. The Proposed FY 2017 Budget provides an additional $750,000 for police vehicles.

## Retirement

The Norfolk Employees' Retirement System (NERS) provides retirement benefits to the men and women who laid the groundwork to position Norfolk where we are now. As a result, we are keenly aware of the need to ensure the stability of our retirement system.

Unlike many retirement systems, including the Virginia Retirement System (VRS), NERS does not and never has included a provision to provide an automatic cost of living adjustment (COLA) to retirees.

However, when possible, the city provided one-time COLA's to retirees on an annual basis. From FY 2001 – FY 2008, prior to the Great Recession, the city provided a COLA to retirees every year.

Since FY 2008, the financial landscape has changed dramatically. The Great Recession hit Hampton Roads, and Norfolk specifically, very hard. Resources were limited to provide a COLA for retirees until we began emerging from the recession in 2013. Since that time the city provided a two percent one-time COLA to retirees in FY 2013 and a bonus of $300 to eligible retirees in both FY 2015 and FY 2016, which is equivalent to an average supplement of 2.1 percent.

In 2010, another more subtle change took place that has a more lasting impact on the city's ability to offer retiree COLAs than the Great Recession. The Governmental Accounting Standards Board (GASB) released new rules, effective in 2014, on how auditors and actuaries must treat one-time COLAs. Simply put, if the city provides a COLA frequently, it will be treated as an automatic plan feature.

The financial impact to NERS and to the city would be extreme if the auditors and actuaries determined that a COLA was a permanent plan feature of the retirement system. Where a one-time two percent COLA costs the General Fund approximately $1.0 million a year, a permanent two percent COLA would cost the General Fund about $20.0 million in the year after it is implemented. While the city is currently stable financially, an additional $20.0 million in ongoing expenses will be extremely difficult to absorb without new revenue or a decrease in expenditures elsewhere.

A permanent COLA would also negatively impact NERS's funded status. Funded status measures a retirement system's assets compared to its projected liabilities (payouts). Funded status is an important measure of a system's health and is considered by credit rating agencies when determining the city's credit rating. A funded status of 80 percent or higher is generally considered healthy. Currently NERS's funded status is 85 percent. A two percent automatic COLA would reduce the system's funded status to 73 percent, below the level which is considered healthy.

We value our retirees and their years of service to the City of Norfolk. Therefore, I am recommending a one-time two percent COLA in the Proposed FY 2017 Budget. However, in light of the new GASB regulations, it is important that we do not create a pattern of providing COLAs that could jeopardize the city's financial stability. Therefore, I recommend that City Council pass a resolution that directs any COLA or bonus granted in the future to be funded from the General Fund. The resolution will make a strong statement to our auditors and the investment community that the city can afford its retirement fund obligation.

## Geared Towards the Future

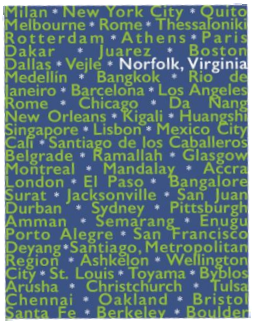
***Resilience – Designing the Coastal Community of the Future***

Norfolk is a recognized leader – domestically and internationally – in the resilience movement. Named as one of the world's first members of 100 Resilient Cities (100RC), a program pioneered by The Rockefeller Foundation, Norfolk is helping to build a global practice of resilience by working with cities

around the world. As a member of 100RC, Norfolk led a year-long rigorous process to better understand city's resilience landscape, and develop a community-driven resilience strategy to bolster the city's resilience to three major challenges prioritized by the community. These challenges include recurrent flooding and sea level rise; a shifting economy; and a need to build more connected, healthy neighborhoods.

Launched in October 2015, the strategy represents a commitment to a new way of doing business – collective, integrated and coordinated action to build resilience. Driven by three key goals, the strategy views the city's challenges as opportunities to change in resilient ways. These goals include 1) designing the coastal community of the future, 2) creating economic opportunity by advancing efforts to grow existing and new sectors, and 3) advancing initiatives to connect communities, deconcentrate poverty, and strengthen neighborhoods. The strategy turns the city's challenges into opportunities to change in resilient ways.

To effectively align opportunities, connect internal and external stakeholders and resources, the Proposed FY 2017 Budget creates a multi-disciplinary Resilience Office to expand and institutionalize this integrated approach to building the city's resilience to the environmental, economic, and social stresses and potential shocks that challenge the city. The Resilience Office will continue to actively leverage opportunities and resources across city departments, local community, as well as national and international partners. Examples of these partnerships include:




- Partnering with the Commonwealth of Virginia, The Rockefeller Foundation, universities and other local, regional and international stakeholders to implement the National Disaster Resilience Competition (NDRC) Grant of $120.5 million to pilot resilient adaptation to flooding in the Ohio Creek Watershed and establish the Coastal Resilience Laboratory/Accelerator to accelerate innovation around and adaptation to new coastal environmental conditions impacting coastal cities across the globe.
- Collaborating globally with international and local water management experts during Dutch Dialogues Virginia: Life at Sea Level in June 2015. The program developed strategies that promote integrated water management and resiliency, applicable to Norfolk and communities across the region.
- Partnering with the U.S. Army Corps of Engineers to develop a Flood Risk Management study. The final study will equip us to better serve the unique water management needs of each watershed.
- Developing the green iteration of tactical urbanism with the Street Plans Collaborative Workshop, planned for June 2016. City staff will work with businesses in the Arts District to develop parcel level water management strategies.

- Partnering with the U.S. Navy and other local and regional stakeholders to develop a Joint Land Use study on the impact of sea level rise.
- Integrating the implementation of Mayor's Commission on Poverty Reduction recommendations.

***Norfolk is a Smart City***

A Smart City integrates multiple technologies to enhance the quality of life, livability, workability, and sustainability for residents, businesses, and visitors. As dependency on technology grows, the city needs to be able to accommodate changes that allow connectivity with our mobile customers. By using a holistic approach to technology integration, service delivery becomes intelligent, interconnected, and efficient.

As a Smart City, technology and data analytics are embedded in the infrastructure to improve real time responses. Initiatives that are currently underway include:

- BasicGov online permitting;
- Increasing electric vehicle charging stations;
- GIS data and mapping;
- Smart parking meters;
- Smart Processing;
- STORM weather event analysis;
- TITAN storm surge tracking;
- Increasing public connectivity; and
- Increase public Wi-Fi availability.

In support of the Smart City initiative, the Proposed FY 2017 Budget enhances connectivity by allocating $4.1 million to expand broadband and free public Wi-Fi access.

Broadband technology is becoming ever more necessary to connect in today's digital world. Many city departments currently rely on high speed internet to ensure effective delivery service for residents. To ensure continued broadband access, the Proposed FY 2017 Budget dedicates $3.6 million to replace and upgrade end of life broadband equipment (nodes) and install fiber.

The nodes are a technology backbone that encircles the city and helps provide data at broadband speed to city facilities. City-owned fiber will connect facilities to the city's broadband network, replacing the fiber that is currently being leased. This also creates an opportunity to increase competition among internet providers and decrease cost for businesses.

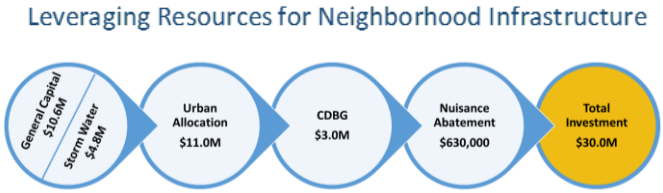
The overall investment creates capacity for us to partner with schools to ensure low-cost, reliable broadband access. Additionally, we will be able to increase broadband accessibility and bandwidth for residents in the city's many libraries and community centers to ensure that everyone can benefit from the abundance of opportunities available online. This also allows for partnerships with non-profit and the private sector to help the city pilot projects to bring broadband service to businesses, schools, and residents.

Finally, MacArthur Square and Town Point Park will provide free Wi-Fi to visitors beginning in the summer of 2016. Expanded Wi-Fi in public libraries will be a phased approach, targeting the areas of the city most in need of free, reliable internet service.

## Creating Neighborhoods of Choice

Neighborhoods are the fabric of our city, where our residents live, work, and play. In FY 2015, with the creation of the Department of Neighborhood Development, we began implementing a new service delivery model focused on collaboration and community problem solving. In FY 2016, we began the process of moving away from our traditional neighborhood plans and towards a more holistic citywide funding model.

The FY 2017 Proposed Budget continues building on this momentum. We are leveraging multiple funding sources and investing in neighborhoods and our partners across the city to create a place for all residents to call home.




Norfolk continues to leverage multiple funding sources to build and maintain vital capital assets to meet the needs of residents, especially in low-income communities. In FY 2017, $30.0 million is dedicated for neighborhood infrastructure projects, leveraged through state, federal, private, and local sources. This includes $11.0 million from Virginia Department of Transportation's (VDOT) Urban Allocation funds, $7.5 million of which is dedicated to pedestrian crossings and sidewalk improvements. Infrastructure improvements will connect neighborhoods physically, through an improved transportation network, and digitally. The proposed improvements also address flooding and beach erosion; improve community assets like recreation centers, community centers, and libraries; and improve the safety of residents through enhanced street lighting and pedestrian improvements.

We are also leveraging federal funds from Community Development Block Grants (CDBG) for neighborhood infrastructure and programming. Investing CDBG funds directly into neighborhoods allows the city to maximize the impact of its federal dollars. CDGB funds support economic

development, infrastructure, homeless prevention, advocacy, and youth programs. The following are examples of some projects being funded:

- $103,000 for two case manager positions for the Norfolk jail to implement the Rapid Intervention and Recidivism Reduction program;
- $187,000 for the Homeless Action Response Team and the End Chronic Homelessness Program; and
- $75,000 in continued support of CIT, an award-winning partnership between Norfolk Police and the Norfolk Community Services Board to better serve mentally ill persons.

Neighborhood Development extends well beyond the citywide financial investment we make. Great neighborhoods have at their core empowered, connected, and committed residents. The ***Neighbors Building Neighborhoods*** program is designed to build on that capacity among our residents. The initiative functions on the premise that more cohesive communities are safer, more prosperous, and become neighborhoods of choice. Neighborhoods of choice are places where people want to live, invest their time, money, and energy. They are also a place where neighbors manage issues and change successfully without the dependency on government.

*The Norfolk Cares IMPACT Call Center (IMPACT*) was established to improve the processing of resident concerns and requests. IMPACT is a single-point-of-contact for residents seeking information, requesting city services, or seeking an update on a previous request. The Proposed FY 2017 Budget enhances customer service by funding two additional IMPACT staff.

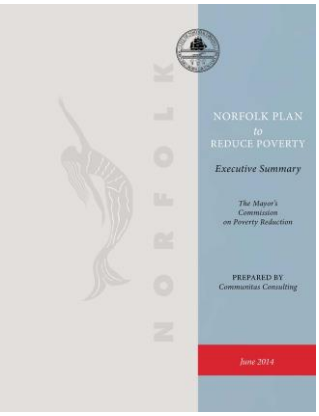
*Vision 2100* is a long-range visioning plan that focuses on the future. This planning process engages residents by asking them what aspects of Norfolk make it great and a place that people want to live. Vision 2100 will allow us to continue building on the traits that make Norfolk special and preserve these aspects well into the future.

*Community engagement* has become a year-round conversation with residents. Participation in government creates ownership at all levels, empowers citizens, engages people in decision-making, and ensures transparency. Community engagement improves resource management and the ability of local authorities to solve problems, creates more inclusive and cohesive communities, and increases the number and quality of initiatives. We are committed to continually improve methods for residents to connect and define the city's future.

Below are some the projects that received valuable input from residents:

- Development of the annual budget;
- Capital improvement projects;
- Shoot Hoops Not Guns collaboration with Norfolk Police to provide an interaction between Norfolk Police and youth in the community;

- Vision 2100;




- Light It Up, Lock It Up, a collaboration between Norfolk Police Department, Neighborhood Development, ODU Police Department, ODU Student Police Patrol, and members of the civic league to pass out light bulbs and safety tips to residents on streets that have a high concentration of student renters;
- The Norfolk Plan to Reduce Poverty;
- The Norfolk Resilience Plan; and
- The Chesterfield Heights resilient improvements, funded by the NDRC grant award.

*The Norfolk Plan to Reduce Poverty* was presented to City Council in July 2014. Since that time, the administration has worked diligently to implement the plan. The $500,000 allocated in FY 2015 laid a solid foundation for achieving immediate progress, and the additional $1.0 million provided during FY 2016 allowed for growth. To date, the plan has:

- Impacted over 2,000 children by investing $350,000 in United for Children extended school year intervention program;
- Invested over $250,000 in the Newborn Screening and Referral Program and intensive home visiting services;
- Established Bank On Norfolk, which helps families build financial strength through connections to banking services, education, and mentoring;
- Contributed $25,000 to We Feed Norfolk, a community-based effort that is using technology to address issues related to poverty. The program was launched in July 2015 and has collected over 9,000 pounds of food for the Foodbank of Southeastern Virginia and the Eastern Shore; and
- Established a partnership with Purpose Built Communities to deconcentrate poverty.

## Economic Development

Maximizing opportunities for economic development requires a vision and investing in opportunities that harness our strengths. Norfolk's strengths lie in its authentic urban environment, diverse transportation options, and talented workforce. The Proposed FY 2017 Budget builds on initiatives of the preceding years. We are engaging in strategic and proactive economic development to promote comprehensive urban revitalization, foster job growth, and economic opportunity for residents.

***Nurturing the Entrepreneurial Ecosystem***

With a vibrant downtown, more jobs per square mile, and the highest paying jobs in the region, Norfolk is the center for commerce in Hampton Roads. Attracting new businesses, large and small, adds jobs and further diversifies the local economy. To achieve this, we are successfully leveraging various strategies to create a thriving economic ecosystem.

*Partnership Grants*: One of the tools the city uses to entice businesses to Norfolk is a Performance-Based Economic Development Grant. While businesses are willing to invest their own money, a public-private partnership is sometimes necessary to bridge a gap in financing to make the project come to fruition.

Performance-Based Economic Development Grants enable growth of the city's tax base while creating employment opportunities and meeting the growing needs of residents. The projects considered for the grant must be able to achieve significant, direct, and measurable benefits to the city. Such projects would generate new tax revenue that would otherwise not exist and be available for other initiatives that improve the quality of life for all residents.

Norfolk structures Performance-Based Economic Development Grants in a way that protects the city from risk. Grants are generally funded annually based on a pre-determined revenue sharing ratio and paid in arrears after the revenue has been generated on-site and realized by the city. The total grant payments are capped at a pre-determined amount. In a typical grant scenario, the amount of the annual grant payment is wholly dependent on the project's performance. The grant is not payable until new revenue is received and is not given if the project fails to materialize or underperforms.

*Targeting Technology*: The Business, Professional, Occupational License (BPOL) tax exemption that City Council approved in FY 2016 is another catalyst for new businesses development. To further build on the exemption, I propose the creation of an Innovation Corridor along the Elizabeth River Trail from Old Dominion University (ODU) to Norfolk State University (NSU).

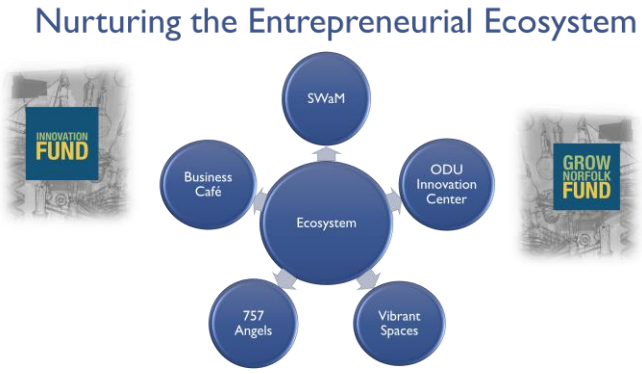
The targeted investment and bold innovation along the proposed corridor will attract and grow new and existing technology companies. Qualifying companies will be eligible for a multi-year Business, Professional and Occupational License tax (BPOL) exemption program. Technology focused innovation corridors have been established in five other Hampton Roads cities, including Chesapeake, Newport News, Suffolk, Franklin, and Poquoson. Establishing an Innovation Corridor in Norfolk will encourage development in the adjacent neighborhoods and capitalize on the growing technology industry.

*Small, Women, and Minority Owned Business (SWaM)*: Supporting SWaM businesses is an essential element of growing the economy and supporting local entrepreneurs. The city is expanding opportunity for SWaM enterprises by focusing on outreach, business development, capacity-building, and business attraction that will grow and bring top talent to Norfolk.

The Proposed FY 2017 Budget provides for a permanent SWaM coordinator in the Department of Development. The budget further provides $300,000 in CDBG funds to promote SWaM business development.

*Leveraging Resources*: The Proposed FY 2017 Budget includes a five-cent increase in the cigarette tax with all proceeds supporting development-related activity. Norfolk's cigarette tax will increase from $0.80 per pack of 20 cigarettes to $0.85 per pack of 20 cigarettes, which will increase revenues by approximately $439,000 annually. This revenue will be dedicated to growing our economy through leveraging public-private partnerships.

The following are additional development opportunities geared toward business growth and development that we have engaged in:




- Created the Global Initiatives Fund in FY 2016 to bolster our ability to leverage existing assets and support global commerce through reduced export barriers for small to mid-size businesses;
- Launched ExporTech to support local manufacturers seeking to enter or expand into the global marketplace;
- Created networking opportunities through Community Business Cafés. The Business Cafés offer financial, marketing, management, and technical assistance to new and existing small businesses, and opportunities for small businesses to network with other locals and build relationships with our partners. To date, Business Cafés have been held in Park Place and Ocean View, and a third location is planned for 2016;
- Fostered early-stage investment for emerging companies through 757 Angels, a network of investors providing capital;
- Participated in Vibrant Spaces, an initiative launched by the Downtown Norfolk Council to attract businesses that help define the city's unique sense of place by offering financial support and reduced rent payments. Muddy Paws, a small, locally-owned business, was awarded a lease in a city-owned building on Granby; and
- Partnered with ODU to launch the ODU Innovation Center, which serves as an incubator space, business training asset, mentoring resource, and provides access to financing for startups.

***Arts and Culture***

Cultural arts organizations are a driver of economic development, and Norfolk continues to benefit from the concentration of cultural resources in the city. Arts and culture events are attracting thousands of people to Norfolk to enjoy the city's many amenities. In 2015, more than 500,000 people attended events at Town Point Park, over 25,000 attended events at Ocean View Beach Park, the MacArthur Memorial hosted 40,000 visitors, Nauticus hosted 250,000 guests, the Virginia Opera brought 27,500 people to the Harrison Opera House, and the Virginia Arts Festival attracted nearly 58,000 people to various festival events.

The thousands of people attending festivals, performances, and art exhibits are generating revenue for businesses and the city. The many events produced by Festevents generates $34.0 million in visitor spending, and the direct impact of the Virginia Arts Festival on the local economy is approximately $10.9 million.

The Proposed FY 2017 Budget solidifies the city's position as the arts and culture hub of the Commonwealth by shifting the Virginia Opera, Virginia Stage Company, and Virginia Symphony Orchestra as dedicated Outside Agencies, and distributing Consortium funds up front to Consortium members. Additionally, the General Fund decreases by $2.0 million for Consortium members, and is replaced with $2.0 million from the Public Amenities fund. The Public Amenities fund was designed to support projects that enhance visitor attractions and cultural facilities, and its support of these cultural organizations is consistent with the fund's goals and prior use.

***Placemaking***

Placemaking enhances the quality of life for residents and the unique character of the city. Input and support from businesses and residents is necessary for the development and success of placemaking efforts. We continue to build on the work of events, like Better Block, by developing unique and welcoming attractions throughout the city.

One aspect of this is the development of multi-purpose outdoor spaces in association with ongoing development projects. The $10.0 million anchor branch, Broad Creek Library, is in development and will provide the adjoining neighborhood, the almost-complete Richard Bowling Elementary at Broad Creek, and all Norfolk residents with a welcoming environment that creates a sense of community. Once complete, Broad Creek Library will provide visitors with access to thousands of books and research materials, and public access computers.

Additionally, the planning for the Southside Library has begun. The library will offer a full scope of services targeted toward visitors of all ages. The site plans for the library also include walking trails connecting the library to outdoor activity areas and the Southside Aquatic Center.

Finally, the proposed Innovation Corridor along the Elizabeth River Trail includes a placemaking component sponsored by the Greater Norfolk Corporation (GNC). GNC is generating financial support for trail enhancements that makes it a community asset. The city will partner with GNC to develop an approximately one mile prototype to showcase the potential for placemaking.

***Strengthening the Workforce Development Pipeline***

As the regional hub for both military personnel and millennials, we have a unique connection to the future workforce of Hampton Roads. Part of developing a viable and adaptable workforce is connecting in-demand professions with properly trained individuals. In order to address the gap between high school education and high-paying careers, we are committed to collaborating with institutions of higher education, Norfolk Public Schools, GNC, other localities, the U.S. Navy, and other public and private partners to develop a Center of Excellence (COE).

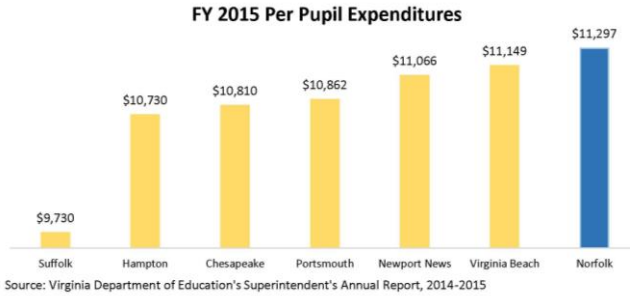
We have invested $1.5 million over the past three years to develop the COE, which will provide traditional career and technical education shaped to meet to the needs of regional employers. Broadly speaking, the COE will have an all-encompassing curriculum that provides job-specific training, access to state of the art technologies, and career preparation. This is not an endeavor we can undertake on our own. Collaboration, communication, and cooperation are necessary to ensure our students have the greatest opportunity for success no matter the career path they choose.

## Norfolk Public Schools

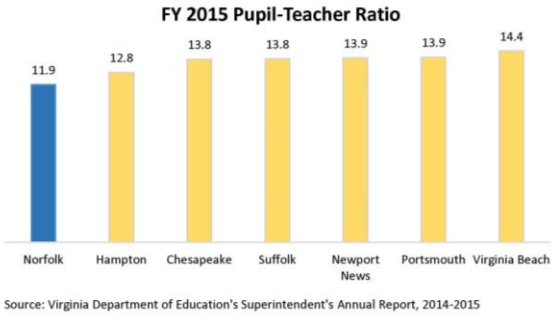
An exceptional education system is an integral component of a thriving city and can serve as an economic development driver. With almost 30,000 students, Norfolk Public Schools (NPS) represents the third largest school division of the Hampton Roads cities and the largest urban school division in the Commonwealth of Virginia. Ensuring our students have access to a world-class public education system requires consistent resources and support. Recognizing this, even during the recession, as the state reduced its funding, the city never wavered on its commitment and either increased or kept the support to NPS constant. In fact, since FY 2007, the money provided by the city to NPS increased by 20.4 percent even though the city's overall General Fund revenue growth was only 8.6 percent. To further support NPS operations, the city provides in-kind services, such as school resource officers and facility and ground maintenance. In FY 2017, the total proposed value of these services is $15.3 million. We continue this commitment with an additional $1.5 million in the Proposed FY 2017 Budget, to support the local share of a two percent salary increase as provided by the state, beginning December 2016.

The city's dedication is affirmed by the recently released Virginia Department of Education's Superintendent's Annual Report data. This report reflects that NPS spends the most per child and has the lowest pupil to teacher ratio in the region. Relative to Virginia Beach, the division with second

highest per pupil expenditures, NPS spends almost $150 more per child. Additionally, the pupil to teacher ratio at NPS of 12 students to one teacher (division wide) increases opportunities for individualized education.

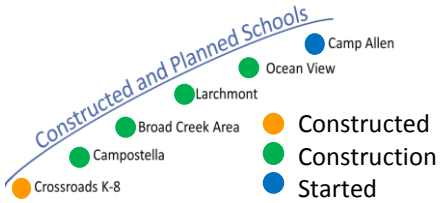



To compliment operating support, the city has contributed significantly to improving, maintaining, or constructing schools. In FY 2014, two cents of the approved four-cent real estate tax increase was dedicated in support of the CTI program.




Of the remaining two cents, one-cent was dedicated for NPS operating and the final one-cent was dedicated to city services. The CTI supports debt service payments on school construction, and purchase of one-time technology infrastructure improvements. With the revenue from the CTI, the city was able to accelerate the construction of five schools. In the last four years, $8.9 million has been dedicated to debt service for school construction and $4.7 million has been used by NPS for one-time purchases.

Over the last ten years, the city has provided $27.6 million through the Capital Improvement Plan to improve and maintain NPS facilities. The Budget adds $1.0 million to address school maintenance, bringing the proposed total to $3.0. To further enhance NPS' physical learning environment, the city will construct five new schools. Campostella STEM K-8 and Richard Bowling Elementary are projected to open in August 2016. The other three - Larchmont, Ocean View, and Camp Allen - are all estimated to be open by December 2018. Considering the previous construction of Blair Middle, Coleman Place Elementary, and Crossroads K-8, eight schools have been constructed since 2007. To fund these types of large-scale projects, the city must issue debt, which is typically repaid over 20 years. This means that while all five schools are projected to be open by December 2018, the city's debt will not be repaid until approximately year 2040. The city is committed to NPS, both in the short-term, through increased operating support, and the long-term, as shown in the construction of these new state-of-the-art schools.




## Capital Improvement Plan (CIP)

The CIP allows us to make large investments in buildings and other infrastructure and pay for them over time. Initial payments may be low; however, as we increase and layer on additional spending, the payments continue to grow. The CIP may be funded with either cash, which is optimal, or financed, typically with bonds over 20 years. As a result of the Great Recession, recent CIPs have been

funded primarily with bond financing. The city's general CIP is guided by two City Council adopted measures of affordability. One measure is tied to the value of revenue-producing tax property citywide and the other measure is a proportionate share of the General Fund budget. The proposed FY 2017 CIP is within the two measures of affordability listed below. These self-imposed debt limits are as follows:

- Net debt as a percent of taxable property (not-to-exceed 3.5 percent) and
- Debt service as a percent of the General Fund budget (not-to-exceed 10 percent).

We have worked hard to manage our CIP to an affordable level. In FY 2017, I am proposing a moderate capital plan with a focus on maintenance and replacement over the next five years. While the CIP I am proposing is $11.1 million more than what we had planned last year, the increase stems from much needed maintenance projects that cannot be delayed further. The total CIP is $83 million, of which $29.4 million is for General Capital projects and $53.6 is for projects supported by self-supporting user fees, including Parking Facilities, Storm Water Utility, Wastewater Utility, and Water Utility projects.

This conservative approach is critical to managing debt levels that are in place due to significant and necessary capital projects approved in prior years. As another step to ensure affordability, a line of credit was established in FY 2015. Unlike financing debt through the sale of bonds, a line of credit allows the city to draw down only the funds needed for projected capital payments, rather than borrowing for an entire project – reducing interest costs. Without the use of the line of credit, fixed payments on bonds issued for capital projects, such as school construction, would have been $10.0 million more than what is proposed for FY 2017. Use of the line of credit has allowed the city to experience only a moderate increase over the prior year, since the projects will be financed over several years as they are being constructed and allow for gradual increases in debt service.

***Taking Care of What We Have***

Large capital projects, such as light rail, the consolidated courthouse, and the Slover Library are no longer the core of the CIP. The driver of CIP in the future is maintenance: proactively addressing issues related to aging infrastructure.

The financial challenges created by the recession forced us to make funding decisions that allowed the city to continue providing necessary services, but created a backlog of infrastructure repairs. The result was diminished maintenance for city facilities, purchase of technology and acquisition of vehicles – the effect of which is now being felt. With an average age of 46 years, the delayed maintenance for aging buildings has resulted in city facilities in need of roof replacements, new HVAC systems, electrical work, and other major repairs.

The largest investment General Capital in the Proposed FY 2017 CIP is the $5.4 million replacement of an aged and failing security system at the city jail. I am also proposing an additional $1.0 million over the planned $2.0 million for school maintenance, $1.0 million towards additional fire station maintenance, and $1.0 million for citywide infrastructure improvements.

The Proposed FY 2017 CIP marks a return to a normal and sustainable funding level of around $25.0 million annually. The capital projects of the last few years stretched CIP funding to two or three times the level proposed this fiscal year. I believe the Proposed FY 2017 CIP budget represents the best allocation of available resources to meet the community's capital needs and will continue to make a major commitment and investment in the city's future.

***Shorelines and Waterways***

Norfolk's beaches and waterways are a natural resource that add to the unique character of neighborhoods and serve as a catalyst for development. The planning, construction, and completion of these large projects have improved the overall quality of life in Norfolk. Projects funded in the Proposed FY 2017 CIP will support continued use, access, and enjoyment of these assets.

The Army Corps of Engineers will begin a $38.4 million beach nourishment project in 2016. The city's cost share of the project is $9.2 million and will be paid over 30 years, with the first payment due in FY 2017. This project will repair dunes, eradicate invasive dune plants, re-vegetate with native dune grasses, and provide sand fences along seven and a half miles of the Chesapeake Bay shoreline. Norfolk's primary sand dune system protects Chesapeake Bay properties from hurricane or Nor'easter storm surge, flooding, and wave damage. This work will maintain our waterfront assets for residents and visitors to continue to enjoy.

The Proposed FY 2017 CIP also includes $500,000 for waterway dredging and improvement projects. Dredging and the improvement of waterways encourages development initiatives and thereby an increase in the real estate tax base. Dredging is planned for areas such as West Belvedere and Regent Road.

***Neighborhood Capital Improvements***

I am committed to a continuous review of programs to identify ways to be more efficient and effective. As part of this commitment, a review of our return on investment from neighborhood improvement programs was completed to ensure we maximized the impact of dollars going directly into neighborhoods.

The city, through the Norfolk Redevelopment and Housing Authority (NRHA), used CIP funds for property acquisition and site improvements. Previously, a large percentage of the allocated funds were earmarked for administration and project support. The high administration and project delivery costs of this program were identified as an opportunity for reallocation. Creating capital project implementation capacity allows for dollar for dollar investment in neighborhoods.

In FY 2016, I proposed the transfer of CDBG funds from NRHA to the Department of Neighborhood Development, putting more money directly into our neighborhoods. Building on last year's action, the Proposed FY 2017 CIP transitions funding for property acquisition and site improvements from NRHA

to the city, ensuring maximum investment in neighborhood revitalization. As a result of this transition, NRHA will receive an additional $300,000 in General Fund operating support to continue its disposition program previously funded out of CIP. Beginning in FY 2017, $2.5 million will be committed for improvements in select emerging neighborhoods, which include the Arts District, Church Street, Five Points, Bay Oaks Park in Ocean View, and Park Place/35th Street. The five-year CIP provides a total of $12.5 million directed toward developing emerging neighborhoods.

***Scheduled Project Completions***

The city's investment in transportation infrastructure, including light rail, bus service, and bike-friendly roads, makes us the most multi-modal connected city in the Commonwealth. Investment in placemaking positioned neighborhoods to prosper while retaining their unique character. Investment in lifelong learning has resulted in state of the art school facilities that provide a quality learning space for students. Investment in libraries provides access to services for all residents, such as broadband internet, diverse book collections, and workforce development tools.

The Proposed FY 2017 Budget allocates almost $1.0 million to support the opening of new facilities. The newly constructed buildings will provide new resources for residents and enhance Norfolk's unique character. The projects include the following:

- The Virginia Zoo animal farm, opening June 2016;
- The Virginia Zoo reptile house, opening fall 2017; and
- The Boxing Center, opening winter 2017; and
- The second phase of the courthouse, opening spring 2017.

## Conclusions and Next Steps

The Proposed FY 2017 Budget focuses on city priorities and continues the momentum and strategic planning of previous years. It builds on the cornerstone established five years ago when we committed to being a well-managed government and capitalizes on our dedication to this vision over the years. It supports Norfolk's resilience efforts through a focus on preparing the city for the next century and lifting all residents out of poverty through neighborhood revitalization and economic development initiatives.

We are a city of over 120 diverse neighborhoods. Moving forward, it is critical to continue to strengthen the fabric of our neighborhoods by promoting comprehensive revitalization, fostering job growth, and providing economic opportunities. In Norfolk, this means improving resident access to information and services, supporting community-building efforts through technology, and connecting the community through engagement. The Proposed FY 2017 Budget addresses this through continued investment in neighborhood and economic development and leveraging resources and partnerships.

Over the past few years, city departments have undergone major reengineering efforts and service delivery has been streamlined. This has resulted in a leaner organization that is able to provide service

to residents more efficiently. In FY 2017, we will continue to improve controls and processes, and find further efficiencies within our organization while striving to provide the best possible service to residents.

The city's focus on streamlining has not and will not compromise the city's commitment to being an employer of choice. In FY 2015, I proposed ARMD, a three-year initiative to address the most critical issues impacting employee recruitment and retention. The Proposed FY 2017 Budget represents the final phase of this initiative, which has addressed pay inequities, improved employee compensation now and in the retirement years, and has made employee compensation competitive among the Hampton Roads cities. While rollout of the ARMD initiative may be over, we will re-examine and review periodically to ensure that we continue to provide competitive pay and support a compensation plan that attracts and retains the talented employees that keeps Norfolk moving forward. We will also continue to create an employer environment that motivates and develops employees.

The Proposed FY 2017 Budget also includes $500,000 in undesignated funds. I recommend this be used for one-time uses to maintain a budget that is structurally balanced.

In closing, this budget represents the hard work of the past five years and the commitment to being a well-managed government. It supports the work that lies ahead and demonstrates our commitment to meeting the needs of residents and being the city of the future. Together, we have paved the way to continue our financial success and positioned Norfolk to thrive well into the future.

Sincerely,

Marcus D. Jones
City Manager

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# Budget Overview

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# Acknowledgments

The preparation of the city's annual resource allocation plan requires a tremendous amount of hard work and dedication on the part of many people. Developing expenditures and revenue information requires varying sources of data and multiple perspectives.

The FY 2017 Budget includes the assistance of many who deserve acknowledgment and appreciation:

- Residents of the city and civic leagues, particularly those who attended community outreach meetings
- Members of the city's Employee Relations Committee
- City employees who attended outreach meetings and submitted suggestions for improvement
- Executive budget team
- Department and office directors
- Members of the business community
- Council Appointees
- Constitutional Officers

Special recognition and gratitude to the Office of Budget and Strategic Planning staff who worked to prepare this year's budget.

**Office of Budget and Strategic Planning Staff**
Sabrina Joy-Hogg, Deputy City Manager and Acting Budget Director

**Budget, Grants, and Policy Team**
Mariam Abdelhamid, Paris Colburn, Jessica Dennis, Eundene Falks, Patricia Harrison, Craig Lee, Julia Martin, Shamenia Nelson-Ricks, Gregory Patrick, Laura Rath, Cecelia Rieb, Anne Marie Strano, Emily Uselton, Kimberly Williams, Steven Wright, and Joseph Younkin

**City Manager,**

# DISTINGUISHED BUDGET PRESENTATION AWARD

GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished Budget Presentation Award*

PRESENTED TO

**City of Norfolk**

**Virginia**

For the Fiscal Year Beginning

**July 1, 2015**

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Presentation to the City of Norfolk, Virginia for its annual budget for the fiscal year beginning July 1, 2015. In addition, GFOA awarded the City of Norfolk a special recognition for performance measures in its annual budget. The review process by GFOA has not commenced for the annual budget for the fiscal year beginning July 1, 2016.

This prestigious award is presented to governmental entities that prepare budget documents which exhibit the highest qualities in meeting or exceeding both the guidelines established by the National Advisory Council on State and Local Budgeting and GFOA's standards of best practices. Documents submitted for the Budget Awards Program are reviewed by selected members of the GFOA professional staff and by outside reviewers with experience in public-sector budgeting. The award is only valid for a period of one year only. The FY 2017 budget continues to conform to program requirements and will be submitted to GFOA for eligibility.

# City of Norfolk Government

Norfolk City Council is the legislative body of the city government. It is authorized to exercise all the powers conferred upon the city by the Commonwealth of Virginia in the state constitution, state laws and the Charter of the City of Norfolk.

City Council is composed of eight members. Seven members are elected through a ward system, and the Mayor is elected at large by the residents of Norfolk. These members elect a vice president (Vice Mayor) of the Council. For further information on the duties, powers and meetings of the Council, call the Office of the City Clerk 757-664-4253.

The City Council meets the second and fourth Tuesday of each month in the Council Chambers in Norfolk City Hall. There are two formal meetings a month held at 7:00 p.m.

The City of Norfolk operates under a Council-Manager form of government whereby the Council appoints a chief executive, the City Manager, Marcus D. Jones. The Council also appoints a City Attorney, Bernard A. Pishko; City Auditor, John Sanderlin; City Clerk, R. Breckenridge Daughtrey; and City Real Estate Assessor, Albert W. Marchand.

# Norfolk City Council Members and City Manager

Mayor
Paul D. Fraim

Vice Mayor
Angelia Williams Graves
Super Ward 7

Council Member
Andrew A. Protogyrou
Ward 1

Council Member
Dr. Theresa W. Whibley
Ward 2

Council Member
Mamie Johnson
Ward 3

Council Member
Paul R. Riddick
Ward 4

Council Member
Thomas R. Smigiel
Ward 5

Council Member
Barclay C. Winn
Super Ward 6

City Manager
Marcus D. Jones

# City of Norfolk Ward Map

# City Council's Vision for Norfolk

**Vision**

Norfolk is an amazing place, a vibrant and historic port city where culturally diverse citizens, the military, and business are creating the most dynamic and authentic urban waterfront community in America.

**Priorities**

- **Accessibility, Mobility and Connectivity** - A comprehensive network of accessibility and information gathering options, addressing all traditional transportation modes as well as new technologies, which connect people, goods and information.

- **Economic Vitality and Workforce Development** - A growing, competitive and diversified economy that enhances the quality of life for residents through a wide range of housing, educational, cultural, shopping, business and employment opportunities.

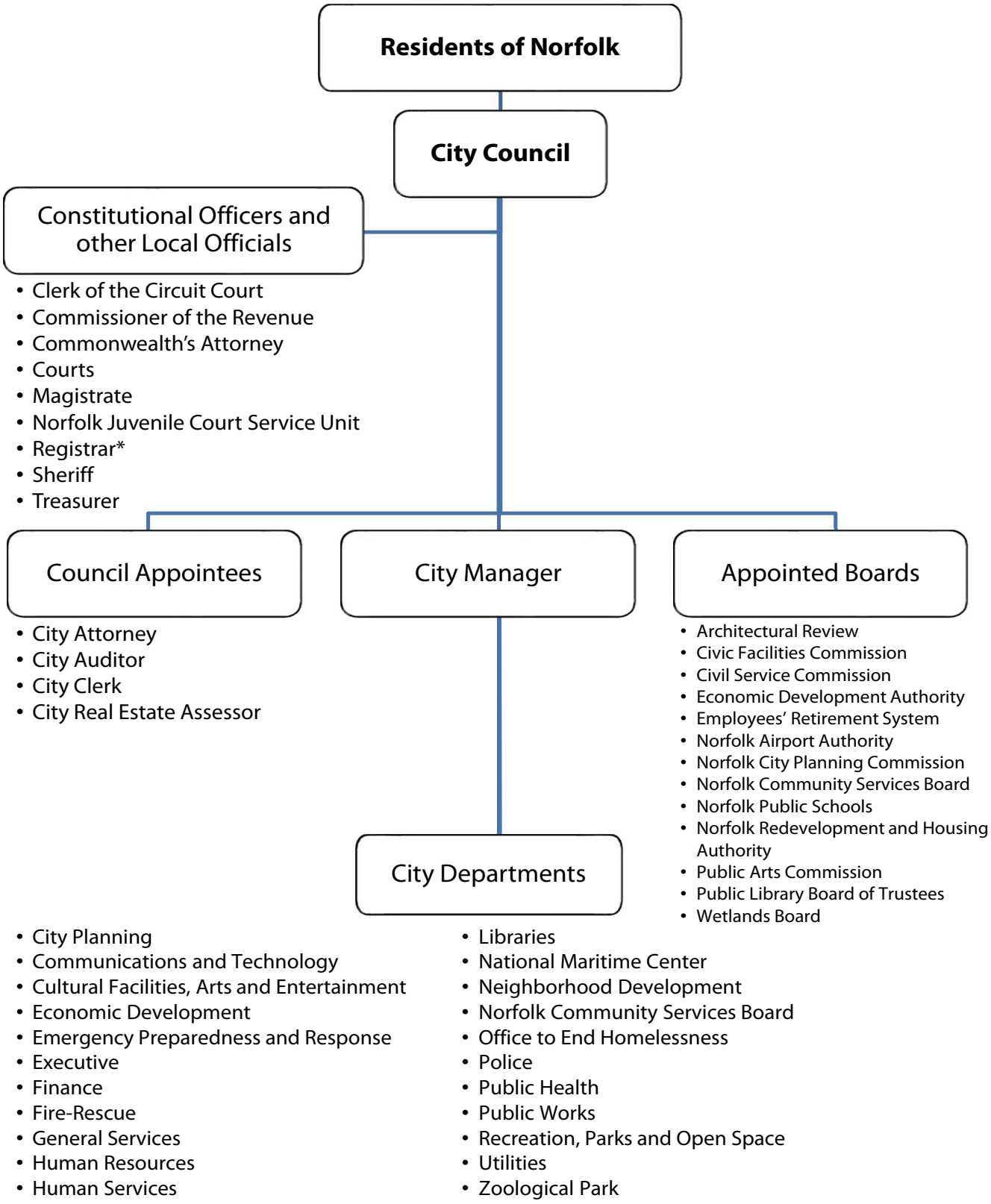
- **Environmental Sustainability** - A premier waterfront community that creates a positive, regenerative effect on its environment, avoids detrimental environmental impacts and thrives economically and culturally.

- **Lifelong Learning** - Residents of all ages enjoy a culture of learning that enables them to reach their full potential, achieve personal goals, and through their knowledge, skills, abilities, and talents become well equipped to support a prosperous economy.

- **Safe, Healthy and Inclusive Communities** - Residents of diverse backgrounds and interests feel encouraged and empowered to assist in the development of safe and healthy neighborhoods thereby fostering a culture of leadership, pride and well-being that advances Norfolk's brand as a desirable and enjoyable place to live, learn, work and play.

- **Well-Managed Government** - A data-driven organization that provides effective and efficient programs and services that are responsive, accountable, inclusive and customer focused.

# City of Norfolk Organizational Chart




*Appointed by State Board of Elections

# Reader's Guide to the Budget

## Purpose

The budget is an instrument that sets policy and summarizes public service programs provided by the city government and how the programs are funded. It is the annual plan for coordinating revenues and expenditures. The budget presented covers the period of **July 1, 2016 to June 30, 2017**. The amounts for FY 2017 are adopted through the appropriation ordinance adopted by the City Council. The Adopted Budget document may include technical changes made after the City Manager's presentation of the Proposed Budget to the City Council.

## Budget Overview

This section provides information on budget and financial policies, fund structure, basis of accounting, budget process, budget calendar, and the city's organizational chart. The section also includes revenue and expenditure summaries, discussion of major revenue sources, indebtedness, and personnel staffing. Historical revenue and expenditure amounts for FY 2015 provided in the summaries do not include designations and financial adjustments posted after June 30, 2015. FY 2017 adopted amounts may include technical changes made after the City Manager's presentation of the Proposed Budget to the City Council.

## Citywide Priorities

This section provides an overview of the six citywide priorities and selected performance measures for each of the priorities highlighting the work of city departments.

## General Fund Revenue and Expenditure

The General Fund is used to account for primary government services. A summary of historical and estimated revenue from each source is provided for the General Fund. For each department within the General Fund, a summary of historical and adopted expenditures is provided. Historical revenue and expenditure amounts for FY 2015 do not include designations and financial adjustments posted after June 30, 2015. FY 2017 adopted amounts may include technical changes made after the City Manager's presentation of the Proposed Budget to the City Council.

## Department Budgets

This section provides detailed information on the budget of each department within the General Fund. A brief description of the adopted FY 2017 budget actions and their impact on the budget and full-time equivalent (FTE) personnel are provided in this section. Historical revenue and expenditure amounts for FY 2014 and FY 2015 provided in the department summaries do not include designations and financial adjustments posted after June 30 of each fiscal year. FY 2017 adopted amounts may include technical changes made after the City Manager's presentation of the Proposed Budget to the City Council.

## Public School Education

This section provides information on the adopted appropriation for Norfolk Public Schools. FY 2017 adopted amounts may include technical changes made after the City Manager's presentation of the Proposed Budget to the City Council.

## Special Revenue, Enterprise, and Internal Service Funds

These sections provide detailed information on the adopted budget of the city's Special Revenue, Enterprise and Internal Service Funds. A brief description of the adopted FY 2017 budget actions and their impact on the budget and full-time equivalent (FTE) personnel are provided in this section. Historical revenues and expenditures for FY 2014 and FY 2015 provided in the department summaries do not include designations and financial adjustments posted after June 30 of each fiscal year. FY 2017 adopted amounts may include technical changes made after the City Manager's presentation of the Proposed Budget to the City Council.

## Capital Improvement Plan

This section provides detailed budget information on the five-year Capital Improvement Plan. However, the only year of the plan that is certain is the current budget year, FY 2017, with future years reflecting planning and not commitment. FY 2017 adopted amounts may include technical changes made after the City Manager's presentation of the Proposed Budget to the City Council.

## Annual Plan - U.S. Department of Housing and Urban Development (HUD) Entitlement Grant Program

This section contains the Annual Plan for the Community Development Block Grant, HOME Investment Partnerships Program, and Emergency Solutions Grant Program. The Annual Plan identifies the annual funding of the city's priority community development projects and activities as outlined in the five-year Consolidated Plan. FY 2017 adopted amounts may include technical changes made after the City Manager's presentation of the Proposed Budget to the City Council.

## Norfolk Statistical Information

This section provides statistical and general information about the city such as an overview of the organization, services and selected functions.

## Glossary, Ordinances, and Index

The glossary provides definitions of budget-related terminology. The ordinances included are those adopted by the City Council establishing the operating and capital improvement plan budget and the annual plan. The index contains an alphabetical reference of information contained in the document.

# Financial Policies

## Operating Budget

The operating budget for the city is developed pursuant to Section 67 of the Charter of the City of Norfolk, Virginia. In accordance with the City Charter, the City Manager submits to the City Council, no less than 60 days before the end of the fiscal year, a proposed operating budget for the ensuing fiscal year. The operating budget includes expenditure amounts based on detailed estimates furnished by departments and other divisions of the city government. The budget is presented in a manner that identifies appropriations, taxes, and estimated revenues with comparative statements. The budget is prepared by fund and department.

Following the formal presentation of the Proposed Budget by the City Manager, a public hearing is conducted to provide an opportunity for the public to make comments on the Proposed operating budget and any proposed tax and fee adjustments, including any proposed changes to the real estate tax rate. The public hearing for the operating budget is held at least seven days prior to City Council's approval of the budget. City Council is required to approve a final operating budget no later than 30 days before the end of the current fiscal year.

The formal approval of the budget is executed by the adoption of the ordinance delineating appropriations by fund. Additional budget controls are exercised administratively on an appropriation unit basis over combinations of object categories (account groups: personnel services, materials, supplies and repairs, contractual services, equipment, public assistance, department specific appropriation and debt service), as well as on a line item basis over individual objects (budget accounts). Departments may transfer funds within a departmental budget with approval from the City Manager or the Office of Budget and Strategic Planning.

The City Manager or designee is authorized to transfer from any department, fund or activity which has an excess of funds appropriated for its use to any department, activity or fund all or any part of such excess. Basic policies and guidelines for the development of the city's annual budget are provided below.

The administration is committed to high standards of financial management and currently maintains and follows financial practices and guidelines. In July 2013, City Council passed a resolution to update the city's policies on reserves and use of surplus funds, commit to achieving a structurally balanced budget, formalize the city's long-standing self-imposed debt affordability measures, and provide for the long-term financial sustainability and viability of the Parking Facilities Fund. Financial policies demonstrate commitment to consistent financial practices, operational efficiencies and best practices; preserve fiscal integrity; and improve fiscal stability to promote long-term fiscal sustainability. Sound financial management practices contribute to maintaining high city bond ratings and lower borrowing costs for capital projects.

## General Fund Balance Reserves

Annually, after the close of the fiscal year, the Department of Finance produces a schedule of all fund variances to the final budget. Analysis of compliance with the city's reserve requirements and a plan for the use of excess funds is included in a year-end report submitted by the City Manager to the City Council. The City Manager may recommend policy or procedure changes based upon circumstances identified in the year-end analysis.

The purpose of a reserve is to act as the city's "savings" account to meet emergency and unanticipated needs without jeopardizing the ongoing provision of city services. The establishment and maintenance of general operating reserves is considered one of the most effective management practices a local government can employ. Reserves help to cushion against annual cash flow disruptions. The appropriate size of reserves depends on

variability of revenues and expenditures and the city's cash flow needs. The General Fund reserve policy and practices include the following.

***Unassigned General Fund Balance ('five percent reserve")*** **–** The city maintains an unassigned General Fund balance equal to at least five percent of the annual General Fund budget to help mitigate current and future risks and provide temporary funding for unforeseen emergency or catastrophic needs. The FY 2016 minimum of $40,943,956 is based on the FY 2016 General Fund Amended Budget of $818,879,121. The projected level of $42,332,591 currently exceeds five percent of the budget due to additional funds set aside by City Council in FY 2011 and FY 2012 to strengthen reserves. In FY 2011, City Council elected not to reduce the unassigned General Fund balance by approximately$2.0 million, maintaining the balance at the FY 2010 level of $41,559,263. In FY 2012, during the FY 2013 budget work session, City Council allocated $773,328 of the FY 2011 fund balance, raising the unassigned General Fund balance to $42,332,591.

***Risk Management Reserve*** **–** The city is self-insured for many of its risk exposures. The city has targeted a reserve equal to the three year average of self-insured liability and property claim expenses plus $4.0 million dollars for a catastrophic reserve including extraordinary workers' compensation expenses, not to exceed $5.0 million and no less than $3.0 million. The Risk Management Reserve was reduced to $840,162 from $5,740,162 in FY 2008 to settle a major general liability claim. Since then, the City Council set aside funds mainly from year-end surpluses in FY 2010 ($1,058,409), FY 2012 ($1,101,429), FY 2015 ($1.0 million), and FY 2016 ($1.0 million), which has brought the reserve to its financial policy goal of $5.0 million.

***Economic Downturn Reserve*** **–** The city strives to meet the goal set at 2.5 percent of the three year average of real estate tax revenues, not to exceed $5.0 million and no less than $3.0 million to abate the impact of short-term economic downturns on the overall budget and to build adequate reserves to transition the impact of extreme swings in revenues and/or expenditures such as the retirement contribution, health insurance or unforeseen emergencies. During FY 2016, the reserve reached its financial policy goal of $5.0 million with funds set aside by City Council in FY 2012, FY 2015, and FY 2016. In FY 2012, during the FY 2013 budget work session, City Council allocated $1.0 million of the FY 2011 fund balance for the reserve, raising the reserve from $2.0 million to $3.0 million. In FY 2015, City Council allocated $1.0 million of the FY 2014 surplus, raising the reserve to $4.0 million. City Council did the same in FY 2016, bringing the reserve to its financial policy goal of $5.0 million.

| Reserve | Purpose | FY 2016 Minimum | FY 2016 Projected |
|---|---|---|---|
| Unassigned General Fund Balance ("five percent reserve") | Good management practices recommend accumulation of undesignated funds to mitigate current and future risks and provide temporary funding of unforeseen emergency or catastrophic needs. | $40,943,956 | $42,332,591 |
| Risk Management Reserve | Because the city is self-insured, a reserve is needed in the event of major unanticipated workers compensation or general liability claims. | $3 - $5 million | $5,000,000 |
| Economic Downturn Reserve | To abate the impact of short-term economic downturns on the overall budget and to build adequate reserves to transition the impact of extreme swings in revenues and/or expenditures. The reserve is intended to be used as needed, whereas the "five percent reserve" is to be used for catastrophic needs or unforeseen emergencies. | $3 - $5 million | $5,000,000 |

Amounts in the table exclude reserves for encumbrances and other legally restricted reserves and designations. The "five percent reserve" and the Economic Downturn Reserve are required by governmental accounting standards ("GASB 54") to be classified in the unassigned General Fund balance and were formerly in the unreserved undesignated fund balance and unreserved designated fund balance, respectively.

## Definition and Use of Surpluses

The budget prioritizes and plans the use of financial revenues based on the best data available at the time the budget is adopted. Appropriated revenues and expenditures are projections and are not exact. Through strict monitoring, funds in excess of the budget projections may occur and are referred to as surpluses. In terms of budget forecasts, the Commonwealth of Virginia has a goal or benchmark to be within two percent of the projected budget.

The financial policies adopted by City Council in July 2013 states that once the city has achieved a structurally balanced budget, then in subsequent fiscal years when the final approved General Fund undesignated and unassigned surplus is at least 0.5 percent of the General Fund budget, one half of the surplus (up to $2.0 million) shall be used for the following items listed in order of priority or as recommended by the City Manager:

- Cash Payments for Capital Improvement Projects - excess surplus amounts may be used to provide cash funding for capital projects to reduce the future debt burden upon the city;

- Retirement of Existing Debt - excess surplus amounts may be used to pay principal on existing revenue bonds or any other existing debt; or

- Funding Reserves - the city will add to each of its reserves in the following order of priority until each reserve has reached its respective goal: (1) General Fund Unassigned Balance ("five percent reserve"); (2) Risk Management Reserve; and (3) Economic Downturn Reserve.

To the same extent the city attempts to match one-time revenues with one-time expenses, a one-time surplus will also be matched with one-time expenditures. Although the unprecedented economic times and stagnant growth have lead the city to generate and use one-time budget savings to help balance the budget in prior years, the city has significantly reduced its use of one-time resources in balancing the budget.

## Debt Management

The Commonwealth of Virginia imposes a legal limit of ten percent of the assessed valuation of taxable real property as a ceiling on the amount of general obligation borrowings. Based on the assessed valuation of taxable real property, the city's legal debt limit (debt the city can issue) is approximately $1.9 billion (see City Indebtedness section). While this is the legal limitation, the city is well aware it cannot take on expenditures beyond its fiscal means of affordability. Therefore, the city strives to adhere to the following self-imposed debt ratios to guide the development of the Capital Improvement Plan:

- Debt Service as a percent of the General Fund budget should not exceed ten percent; and,

- Net debt as a percent of taxable property should not exceed 3.5 percent.

In determining general obligation debt limitations, certain classes of indebtedness may be excluded, such as: revenue anticipation notes maturing in one year or less; general obligation bonds payable from a specified revenue producing undertaking so long as the undertaking is self-supporting; capital leases; and revenue bonds. The city's Water enterprise operations is solely funded through self-supporting revenue bonds, while its Wastewater operations are a combination of self-supporting, general obligation, and revenue bonds. The city's operation for Parking and Storm Water bonded debt is self-supporting utilizing general obligation bonds.

The city has never defaulted on the payment of either principal or interest on any debt.

## Capital Improvement Plan

The city uses several guiding principles and best practices to manage the Capital Improvement Plan (CIP). The principles (see Guiding Principles under CIP section) governing the CIP are intricately intertwined with the debt management practices mentioned in the previous section. Using the principles as a foundation, the CIP is developed to promote capital infrastructure to support the City Council's priorities by establishing a five-year capital implementation plan. In formulating this long range plan, input is solicited from various parties such as city departments, City Council, residents and businesses.

The CIP includes projects that meet the following City Council priority areas (see CIP section for definitions):

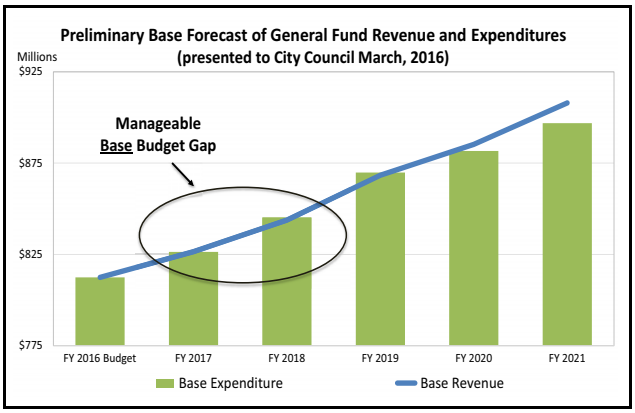
- Accessibility, Mobility and Connectivity
- Economic Vitality and Workforce Development
- Environmental Sustainability
- Lifelong Learning
- Safe, Healthy and Inclusive Communities
- Well-Managed Government

In addition, approved projects must meet the minimum cost threshold of $50,000 and should extend the useful life of an existing asset or create an asset with a useful life that exceeds the life of the debt instrument used to finance the project. Various sources of funding are used to fund the CIP. These sources include General Fund supported debt and nongeneral fund supported debt, such as, revenue bonds or cash contributions from various resources. For general capital improvements, the city strives to achieve an annual pay-as-you-go cash contribution. The city is committed to achieving this goal and to becoming a well-managed government.

## Multi-Year Planning

The city's comprehensive planning process includes preparing a five-year base budget forecast annually. The five-year forecast of revenues and expenditures enables the city to identify long-term financial challenges and plan for the upcoming budget. In the summer of each fiscal year, the Office of Budget and Strategic Planning begins the process of compiling information for the forecast from city departments, partner agencies, state and federal agencies, economic roundtable participants, and regional economists. In the fall, forecast estimates produced during the summer are updated and refined. This forecast is further updated through the winter and is presented to City Council at the time of the mid-year budget update.

The five-year forecast incorporates potential budget adjustments as a result of state, federal and local mandates, debt and other contractual obligations, opening of new city facilities, impact of economic developments, economic forecasts, state budget actions and projections, annualized prior year prorated costs, and cost savings. However, the base forecast (shown in the chart) does not include funding for budget enhancement requests, new programs or initiatives under consideration, or policy changes requiring City Council or administrative action. For example, salary increases and tax rate changes are not included in the forecast.



# Fund Structure

The city uses fund accounting to ensure and demonstrate compliance with finance-related legal and regulatory requirements. A fund is a grouping of related accounts used to maintain control over resources that have been segregated for specific activities or objectives. The city's funds can be divided into four categories: governmental funds, proprietary funds, component unit funds and fiduciary funds.

## Governmental Funds

Governmental funds consist of the General Fund, Special Revenue Funds, Capital Projects Fund, Debt Service Funds and Permanent Fund (see following section). Most governmental functions of the city are financed through these funds. Governmental funds are supported by taxes and intergovernmental revenues. The modified accrual basis of accounting is used for the budgets of all governmental funds.

**General Fund**
The general operating fund of the city accounts for all financial transactions of the general government, except those required to be accounted for in another fund. The General Fund accounts for the normal recurring activities of the city such as but not limited to police, public education (K-12), public works, and general government. These activities are funded by revenue sources such as: general property taxes; other local taxes; permits, fees and licenses; fines and forfeitures; use of money and property; charges for services; recovered costs; and non-categorical aid, shared expenses and categorical aid from the Commonwealth and Federal Government.

**Special Revenue Funds**
The Special Revenue Funds account for the proceeds of specific revenue resources restricted or committed to expenditure for specific purposes (other than expendable trusts or major capital projects) and require separate accounting because of legal or regulatory provisions or administrative action.

**Capital Projects Fund**
The Capital Projects Fund accounts for the acquisition, construction or renovation of major capital facilities of the city and the School Board.

## Proprietary Funds

Proprietary funds consist of Enterprise Funds and Internal Service Funds. Enterprise Funds account for operations similar to those found in the private sector and include Water Utility, Wastewater Utility, and Parking Facilities Funds. Internal Service Funds account for the financing of goods and services provided by one department to other departments in the city on a cost reimbursement basis and include Healthcare and Fleet Management Funds. The Proprietary Fund measurement focus is based upon determination of net income, financial position and changes in financial position. The full accrual basis of accounting is used to budget for all Proprietary Funds.

**Enterprise Funds**

Water Utility Fund
This fund accounts for the operations of the city-owned water system. The cost of providing services is financed or recovered through user charges to customers, which include Norfolk residents, commercial customers, the U.S. Navy, and other regional localities and authorities.

WASTEWATER UTILITY FUND

This fund accounts for the operation of the city-owned wastewater (sewer) system. The cost of providing services is financed or recovered through user charges to Norfolk residential and commercial customers.

PARKING FACILITIES FUND

This fund accounts for the operation of city-owned parking facilities (garages, lots, and on-street meters). The cost of providing services is financed or recovered through user charges for long-term and short-term customer use and fines for parking violations.

**Internal Service Funds**

HEALTHCARE FUND

This fund accounts for the financing of medical coverage provided to employees of the Norfolk Healthcare Consortium through a city-administered health insurance plan. The Consortium includes the City of Norfolk, Norfolk Public Schools, and the Norfolk Redevelopment and Housing Authority. Employees and the Consortium share the costs of the health insurance premium. Medical claims, administrative costs, wellness program costs, fees related to the Affordable Care Act, and benefit consultant expenses are paid by the Healthcare Fund.

FLEET MANAGEMENT FUND

Fleet Management provides maintenance, repair and service for the city fleet of vehicles, heavy equipment, and miscellaneous machinery on a cost reimbursement basis.

## COMPONENT UNIT FUNDS

**Education**

The city's total budget includes the funds of the Norfolk Public Schools. The primary sources of revenue, exclusive of the transfer from the city's General Fund, are basic school aid and sales tax revenues from the state and educational program grants. Major expenditures are for instructional salaries and schools' facility operating costs.

**School Operating Fund**

The School Operating Fund is the General Fund of the School Board. It accounts all financial resources except those required to be accounted for in another fund, such as, School Nutrition Services.

**School Grants**

This fund accounts for revenues and expenditures for federal, state and other grants for educational programs.

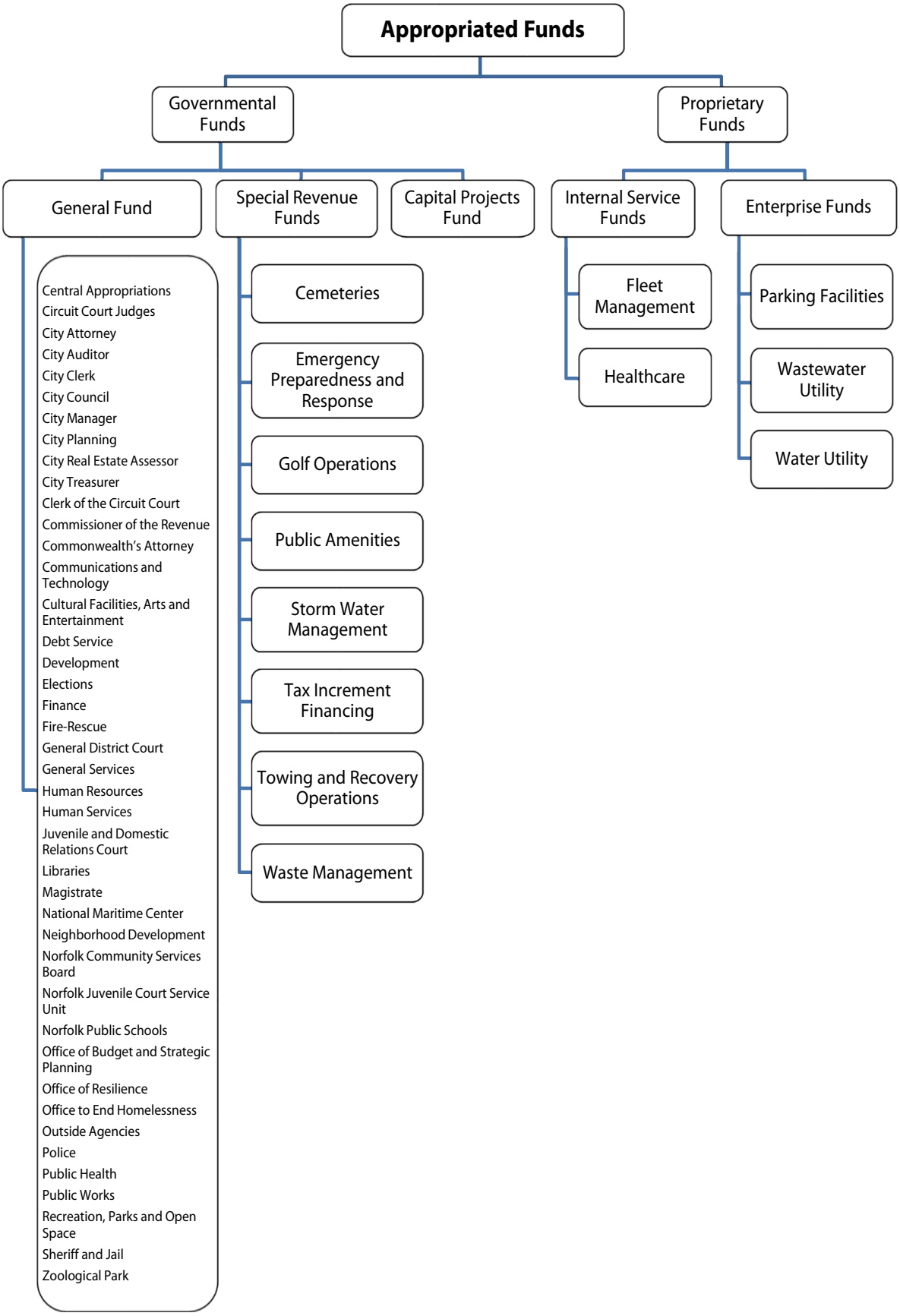
**School Nutrition Services**

This fund supports the school breakfast and lunch program. School Nutrition Services is a self-funded non-reverting operation supported through cafeteria sales and federal and state reimbursements.

## FIDUCIARY FUNDS AND PERMANENT FUND

Fiduciary Funds are used to account for resources held for the benefit of parties outside the city and include the city's Pension Trust Fund and the Commonwealth of Virginia Agency and Other Agency Funds. The Permanent Fund is used to report resources legally restricted to the extent that only earnings (not principal) may be used to support the program and includes the fund for Cemetery Perpetual and Endowed Care. Fiduciary and Permanent Funds are not included in the city's budget, since the resources in such funds are not available to support the city's own programs. Fiduciary Fund statements are presented separately within the city's Comprehensive Annual Financial Report.

# City of Norfolk Fund Structure



# Basis of Budgeting and Accounting

## Basis of Budgeting

The budgets of governmental fund types (General Fund, Special Revenue and Capital Projects Funds) of the city are generally prepared on the modified accrual basis of accounting. The accrual basis of accounting is generally used to budget for the Enterprise Funds and Internal Service Funds except for depreciation, debt principal payments, capital outlay and contractual commitments (see Basis of Accounting below).

For the modified accrual basis, expenditures are recorded as expenditures when the related fund liability is incurred (other than interest on general long-term liabilities). For budgetary purposes, purchase orders issued and other contractual commitments are considered expenditures when executed. Revenues are recorded when they are measurable and available. The accrual basis recognizes expenses when the liability is incurred regardless of the related cash flows. Revenues, however, are recognized when earned. The accrual methodology is based upon known present and future expenses and revenues and not upon cash spent or received.

The level of control at which expenditures may not exceed the budget is at the department level for the General Fund and fund level for all other funds. The City Manager or designee is authorized to transfer from any department, fund or activity with excess funds appropriated to any department, activity or fund all or any part of such excess appropriation. Appropriations lapse at the end of the fiscal year, except appropriations that are designated or are for the Grants (Special Revenue) and Capital Improvement Programs, which are carried forward until the designation, grant or project is completed or terminated.

## Basis of Accounting

The Comprehensive Annual Financial Report (CAFR) presents the status of the city's finances in accordance with Generally Accepted Accounting Principles (GAAP). In most cases this conforms to how the city prepares its budget. Exceptions are as follows:

Compensated absences are recorded as earned by employees (GAAP basis), as opposed to being expended when paid (Budget basis);

Principal payments on long-term debt within the Proprietary Funds reduce the amount of debt remaining on a GAAP basis as opposed to being expended on a Budget basis;

Capital Outlay within the Proprietary Funds is recorded as assets on a GAAP basis and expended on a Budget basis;

Depreciation expenses are recorded on a GAAP basis only; and,

Recording unfulfilled purchase orders and contractual obligations as expenditures in the year executed.

In addition to the fund financial statements, government-wide financial statements are prepared on the accrual basis of accounting. In government-wide financial statements, certain funds are grouped together for reporting purposes.

# Budget Process

## Formulation of the City Manager's Budget

The City Charter requires the City Manager to prepare and submit to the City Council an annual budget.

The annual budget process commences each fall. The budget calendar is developed which establishes the timeline for the process, dates for submission of departmental requests, budget work sessions and public hearings leading to final adoption of the budget.

Department requests are based on budget instructions. Each request must relate to the organization's program objectives and the priorities of the city. The requests are received and compiled by the budget staff. Due to revenue constraints, departments are generally encouraged to develop proposals to realign or reduce expenditures rather than seek additional funding.

An operating budget is adopted each fiscal year for the General Fund, Water Utility Fund, Wastewater Utility Fund, Parking Facilities Fund, Storm Water Management Fund, Special Revenue Funds (Cemeteries, Emergency Preparedness and Response, Golf Operations, Public Amenities, Tax Increment Financing, Towing and Recovery Operations, and Waste Management), and Internal Service Funds (Fleet Management and Healthcare). Budgets are also individually adopted within the Special Revenue (Grants) Fund. Ordinances are generally adopted when a grant to the city has been awarded.

All funds are under formal budget control, the most significant of which is the General Fund. No less than sixty days before the end of the current fiscal year, the City Manager submits to the City Council a proposed operating budget for the next fiscal year. The Operating Budget includes recommended expenditures and the means to finance them. The Adopted Budget may include technical changes made after the City Manager's presentation of the Proposed Budget to City Council.

## City Council's Authorization and Appropriation

After general distribution of the Proposed operating budget, one or more public hearings may be conducted to obtain comments and recommendations from the public. No less than thirty days before the end of the fiscal year, the City Council shall pass an annual appropriation ordinance which shall be based on the budget document submitted by the City Manager and subsequent changes made by the City Council. The annual operating budget ordinance appropriates funding for use by departments for salaries, benefits and positions, and nonpersonnel as set forth in the detailed budget document. Amounts appropriated to each department are intended to be expended for the purposes designated by object group categories including: personnel services; materials, supplies and repairs; general operations and fixed charges; equipment; public assistance; department specific appropriation; and debt service.

## City Manager's Authorization

In accordance with the City Charter, at least sixty days before the end of each fiscal year, the City Manager shall prepare and submit to the City Council an annual budget for the ensuing fiscal year. The budget shall be balanced at all times. The total amount of appropriations shall not exceed the estimated revenues of the city.

In a given year, the City Manager or designee is authorized to transfer from any department, fund or activity with excess funds appropriated to any department, fund or activity as necessary.

## Budget Implementation

Once the budget is adopted, it is effective on July 1 and becomes the legal basis for the programs and services of each department of the city during the fiscal year. No department or other agency of the city government may spend in excess of adopted and appropriated amounts, unless authorized by budget transfer as approved by the City Manager or designee. Financial and programmatic monitoring of departmental activities to ensure conformity with the budget takes place throughout the year. The budget can be found in the libraries, on the city website, or may be obtained from the Office of Budget and Strategic Planning. The City Manager is responsible for maintaining a balanced budget at all times. In the event a gap is identified between revenues and expenditures, the City Manager will take actions necessary to rebalance the budget. Budget amendments may be made by City Council to meet the changing needs of the city. The means by which City Council may amend the budget include, but are not limited to, appropriation of additional funds and decreasing the amount of appropriated funds.

## Capital Improvement Plan and Consolidated Plan

City Council also adopts a Capital Improvement Plan Budget and a Consolidated Plan Budget. As in the case of the Operating Budget, these budgets are submitted by the City Manager, public hearings are held, and the budgets are legislatively enacted through adoption of ordinances.

Appropriations for project funds and grant funds do not lapse at year end, but continue until the purpose of the appropriation has been fulfilled or terminated. Amendments to these budgets may be affected by City Council action. The level of budget control is on a project basis with additional administrative controls being exercised.

## Budget Principles and Policies

These include the following:

- Provisions to strive for a structurally balanced budget whereby ongoing expenditures are supported by ongoing revenues;
- Preparation of a mid-year budget update, reporting projected revenues and expenditures for the entire fiscal year and receipt of unanticipated revenues and other major changes to the adopted budget;
- Preparation of a five-year forecast, which serves as the basis for the City Manager's annual recommended budget; and
- Requirement that the City Manager prepare a Five-Year Capital Improvement Plan that incorporates operating costs and is stated in "year of expenditure dollars."

# BUDGET CALENDAR

| Date | Responsible Party | Description | Legal Requirement |
|---|---|---|---|
| August 6, 2015 | Budget and Strategic Planning<br>Communications and Technology<br>Neighborhood Development<br>Executive Staff<br>City Departments | City Manager Listening Tour | N/A |
| October - November 2015 | City Departments | Departments Submit Operating and Capital Improvement Budget Requests | N/A |
| November - December 2015 | Budget and Strategic Planning<br>Executive Staff<br>City Departments | Department Meetings with Budget Staff and Executive Budget Team | N/A |
| January - February 2016 | Communications and Technology<br>Planning<br>Neighborhood Development<br>Executive Staff | Resident and community meetings to inform budget priorities and Vision 2100, 100 Resilient Cities, and Neighbors Building Neighborhoods initiatives | N/A |
| April 1, 2016 | Norfolk Public Schools | School Board Approved Operating Budget to City Council | Code of Virginia 15.2-2503 |
| April 5, 2016 | City Clerk | Public Hearing Notice of the Real Estate Tax Increase (due to increased reassessment) | Code of Virginia 58.1-3321 |
| April 12, 2016 | City Manager | City Manager Presentation of Proposed Budget to City Council | City of Norfolk Charter Sec. 67 |
| April 20, 2016 | City Clerk | Public Hearing Notice of the Operating and Capital Improvement Plan Budgets, and HUD Grants (CDBG, ESG and HOME) | Code of Virginia 15.2-2506, 58.1-3007<br>U.S. Department of Housing and Urban Development (HUD) |
| April 26, 2016 | City Council | 1st City Council Work Session | N/A |
| May 4, 2016 | City Council | Public Hearings on the Operating, Capital Improvement Plan, and HUD Grant (CDBG, ESG and HOME) Budgets | Code of Virginia 15.2-2506 |
| May 5, 2016 | City Council | Public Hearing on the Real Estate Tax Increase (due to increased reassessment) | Code of Virginia 58.1-3321 |
| May 10, 2016 | City Council | 2nd City Council Work Session | N/A |
| May 17, 2016 | City Council | City Council Budget Adoption | City of Norfolk Charter Sec. 68; Code of Virginia 15.2-2503 |

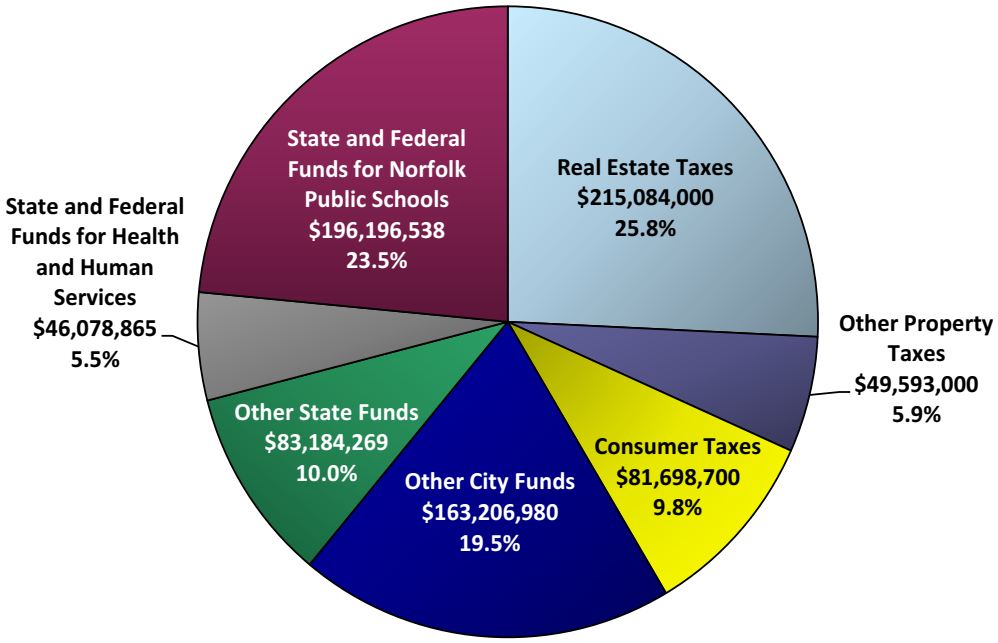
# General Fund Budget Overview

## Adopted FY 2017 General Fund Revenues $835,042,352

Funding for Norfolk comes from a variety of sources as shown at right.

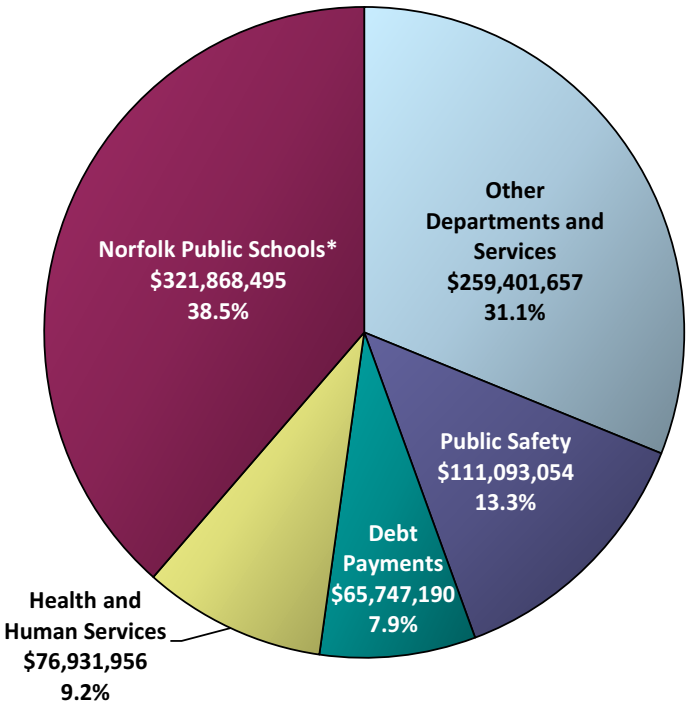
"Other City Funds" include local taxes, fees, charges, fines, rent and interest.

"Consumer Taxes" include sales, hotel, meals, admissions and cigarette taxes.




## Adopted FY 2017 General Fund Expenditures $835,042,352

In the FY 2017 budget breakdown, "Other Departments and Services" includes public works, libraries, recreation, cultural facilities, zoo, maritime facility, planning, neighborhood development, economic development, finance, human resources, communications and technology, general services, legislative, executive, law, courts, constitutional officers, outside agencies, and central appropriations.




Note: Percentages may not total to 100 due to rounding. * Does not include in-kind support.

# Estimated General Fund Revenues by Source

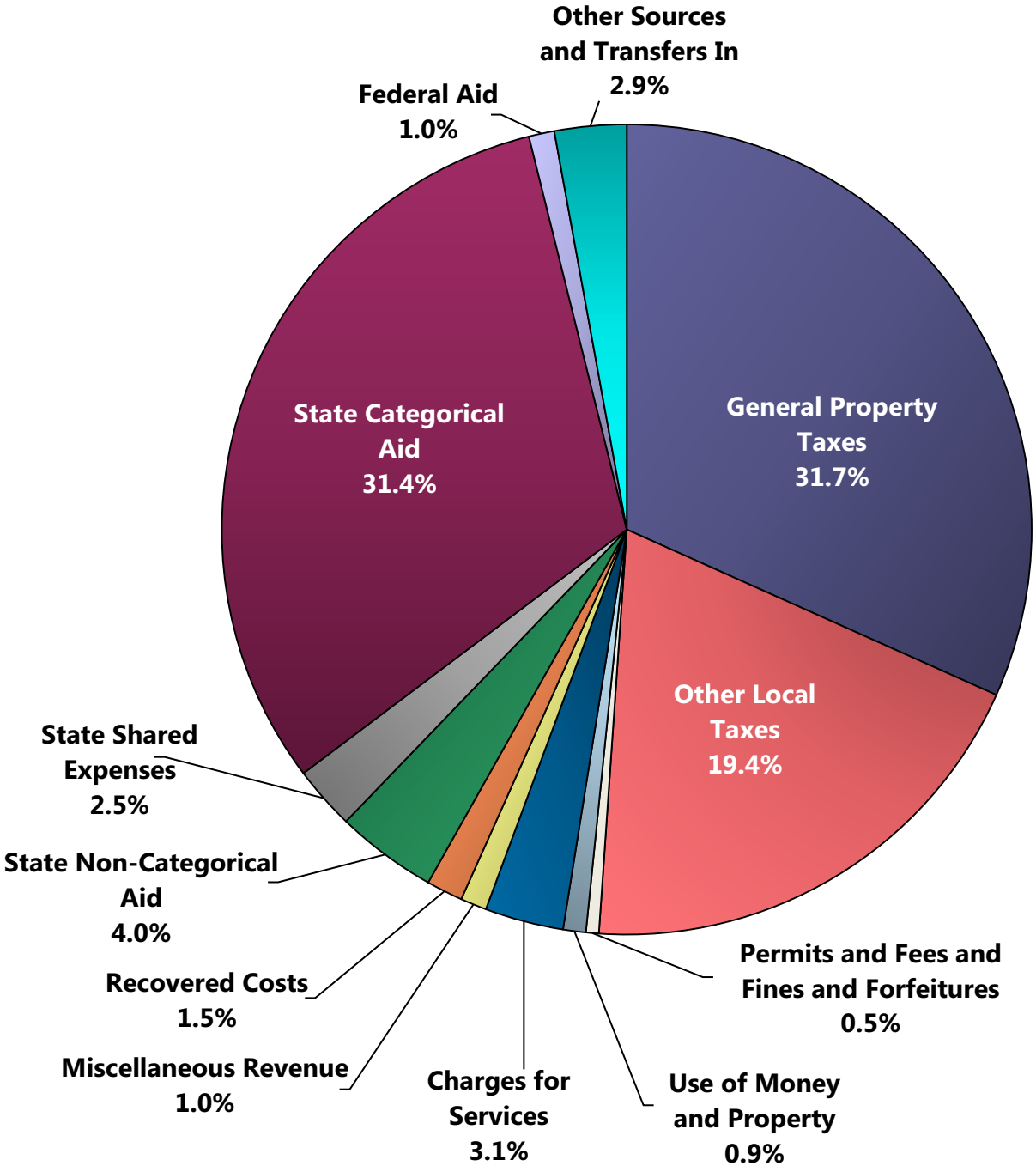
The following table compares the Adopted FY 2017 General Fund Operating Budget to the Adopted FY 2016 General Fund Operating Budget and the FY 2015 Actual amount. Funding sources are shown by category to provide an overview of the principal sources of revenue for the general operating fund of the city. These revenue sources support general government operations. The tables and charts in the pages that follow show revenues and expenditures for all funds.

| Source | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted | FY 2016 vs. FY 2017 $ Change | % Change |
|---|---|---|---|---|---|
| General Property Taxes | 258,974,929 | 257,821,500 | 264,677,000 | 6,855,500 | 2.7% |
| Other Local Taxes | 154,867,325 | 158,508,748 | 162,026,400 | 3,517,652 | 2.2% |
| Permits and Fees | 3,013,376 | 3,196,000 | 3,007,600 | -188,400 | -5.9% |
| Fines and Forfeitures | 1,261,218 | 1,157,600 | 1,275,000 | 117,400 | 10.1% |
| Use of Money and Property[1] | 9,862,740 | 7,368,890 | 7,570,159 | 201,269 | 2.7% |
| Charges for Services | 22,812,094 | 24,633,725 | 26,211,109 | 1,577,384 | 6.4% |
| Miscellaneous Revenue | 7,570,101 | 8,628,083 | 8,734,009 | 105,926 | 1.2% |
| Recovered Costs | 10,563,507 | 11,405,075 | 12,134,608 | 729,533 | 6.4% |
| State Non-Categorical Aid | 33,245,972 | 32,571,100 | 33,707,100 | 1,136,000 | 3.5% |
| State Shared Expenses | 20,478,109 | 21,043,828 | 21,102,700 | 58,872 | 0.3% |
| State Categorical Aid | 253,429,799 | 254,040,223 | 262,139,276 | 8,099,053 | 3.2% |
| Federal Aid | 8,641,316 | 8,738,866 | 8,511,596 | -227,270 | -2.6% |
| Other Sources and Transfers In[2] | 35,240,026 | 23,265,483 | 23,945,795 | 680,312 | 2.9% |
| **General Fund Total** | **819,960,512** | **812,379,121** | **835,042,352** | **22,663,231** | **2.8%** |

[1] The decrease in use of money and property from FY 2015 reflects one-time funds received in FY 2015 related to the agreement with the Norfolk Airport Authority.

[2] The decrease in other sources and transfers in from FY 2015 was largely due to the decrease in the city and Norfolk Public Schools carryforward of prior year savings and school construction, technology and infrastructure funds, which was about $12.9 million.

# Adopted
# FY 2017 General Fund Revenues by Source




Note: Percentages may not total to 100 due to rounding.

# Estimated Revenues by Source (All Funds)

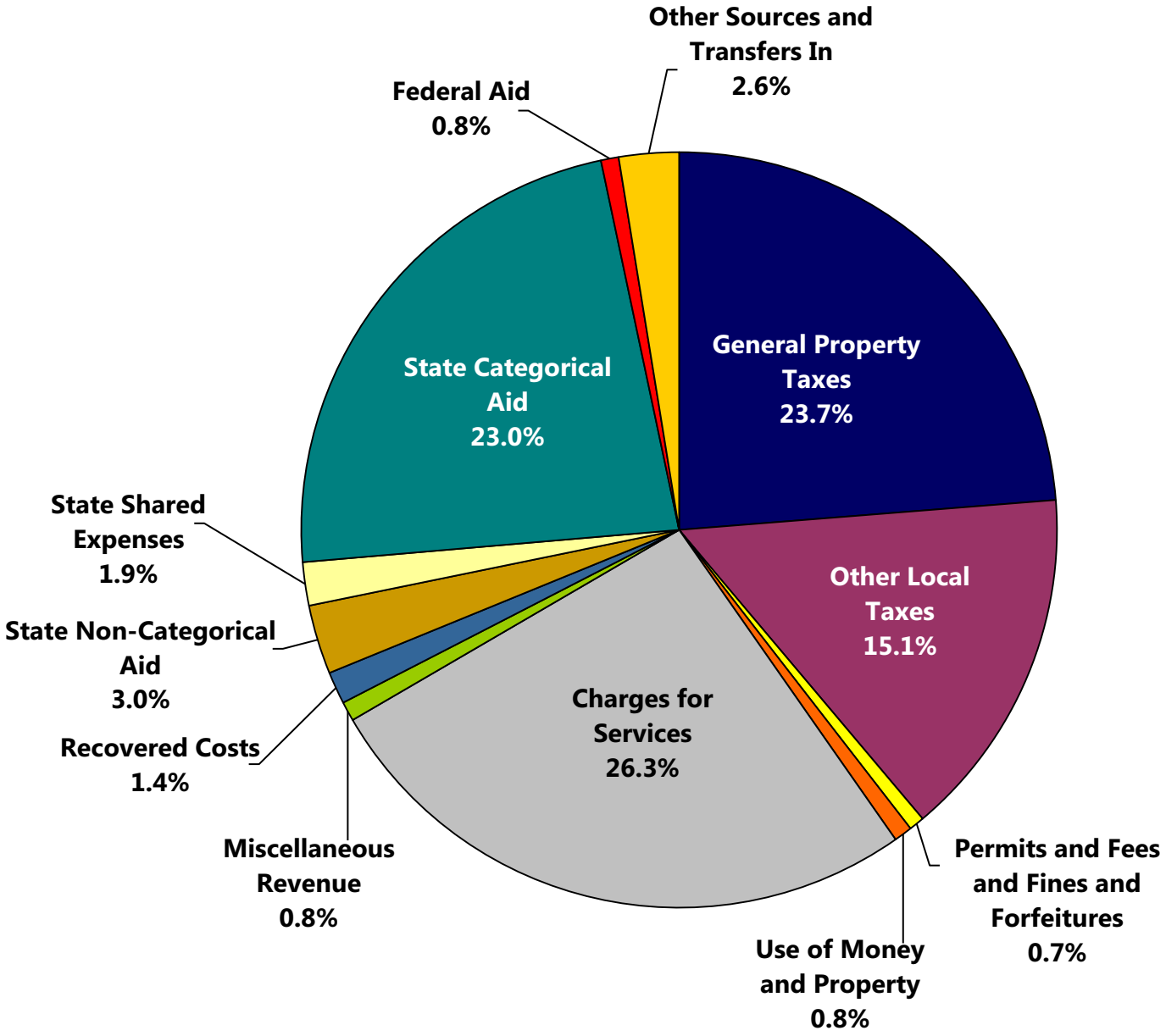
The following table compares the Adopted FY 2017 General Fund Operating Budget to the Adopted FY 2016 General Fund Operating Budget and the FY 2015 Actual amount. Funding sources by category are shown to provide an overview of the sources of revenue for all operating funds of the city. Revenues are contained in those categories where they are originally raised.

| Source | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted | FY 2016 vs. FY 2017 $ Change | % Change |
|---|---|---|---|---|---|
| General Property Taxes | 262,313,229 | 262,805,600 | 270,061,000 | 7,255,400 | 2.8% |
| Other Local Taxes | 164,270,397 | 167,931,244 | 171,962,996 | 4,031,752 | 2.4% |
| Permits and Fees | 4,467,990 | 3,862,100 | 3,681,445 | -180,655 | -4.7% |
| Fines and Forfeitures | 3,807,547 | 3,181,600 | 3,804,343 | 622,743 | 19.6% |
| Use of Money and Property[1] | 12,391,216 | 8,520,229 | 8,873,428 | 353,199 | 4.1% |
| Charges for Services | 288,777,654 | 291,171,567 | 299,372,528 | 8,200,961 | 2.8% |
| Miscellaneous Revenue | 11,200,126 | 9,198,133 | 9,486,107 | 287,974 | 3.1% |
| Recovered Costs | 14,147,192 | 14,933,211 | 15,706,073 | 772,862 | 5.2% |
| State Non-Categorical Aid | 33,245,972 | 32,571,100 | 33,707,100 | 1,136,000 | 3.5% |
| State Shared Expenses | 20,478,109 | 21,043,828 | 21,102,700 | 58,872 | 0.3% |
| State Categorical Aid | 253,429,799 | 254,040,223 | 262,139,276 | 8,099,053 | 3.2% |
| Federal Aid | 8,724,396 | 8,802,483 | 8,625,213 | -177,270 | -2.0% |
| Other Sources and Transfers In[2] | 39,246,641 | 27,713,189 | 29,153,240 | 1,440,051 | 5.2% |
| **Total All Funds** | **1,116,500,268** | **1,105,774,507** | **1,137,675,449** | **31,900,942** | **2.9%** |

[1] The decrease in use of money and property in FY 2015 reflects one-time funds received in FY 2015 related to the agreement with the Norfolk Airport Authority.

[2] The decrease in other sources and transfers in from FY 2015 was largely due to the decrease in the city and Norfolk Public Schools carryforward of prior year savings and school construction, technology and infrastructure funds, which was about $12.9 million.

# Adopted
# FY 2017 Revenues by Source (All Funds)



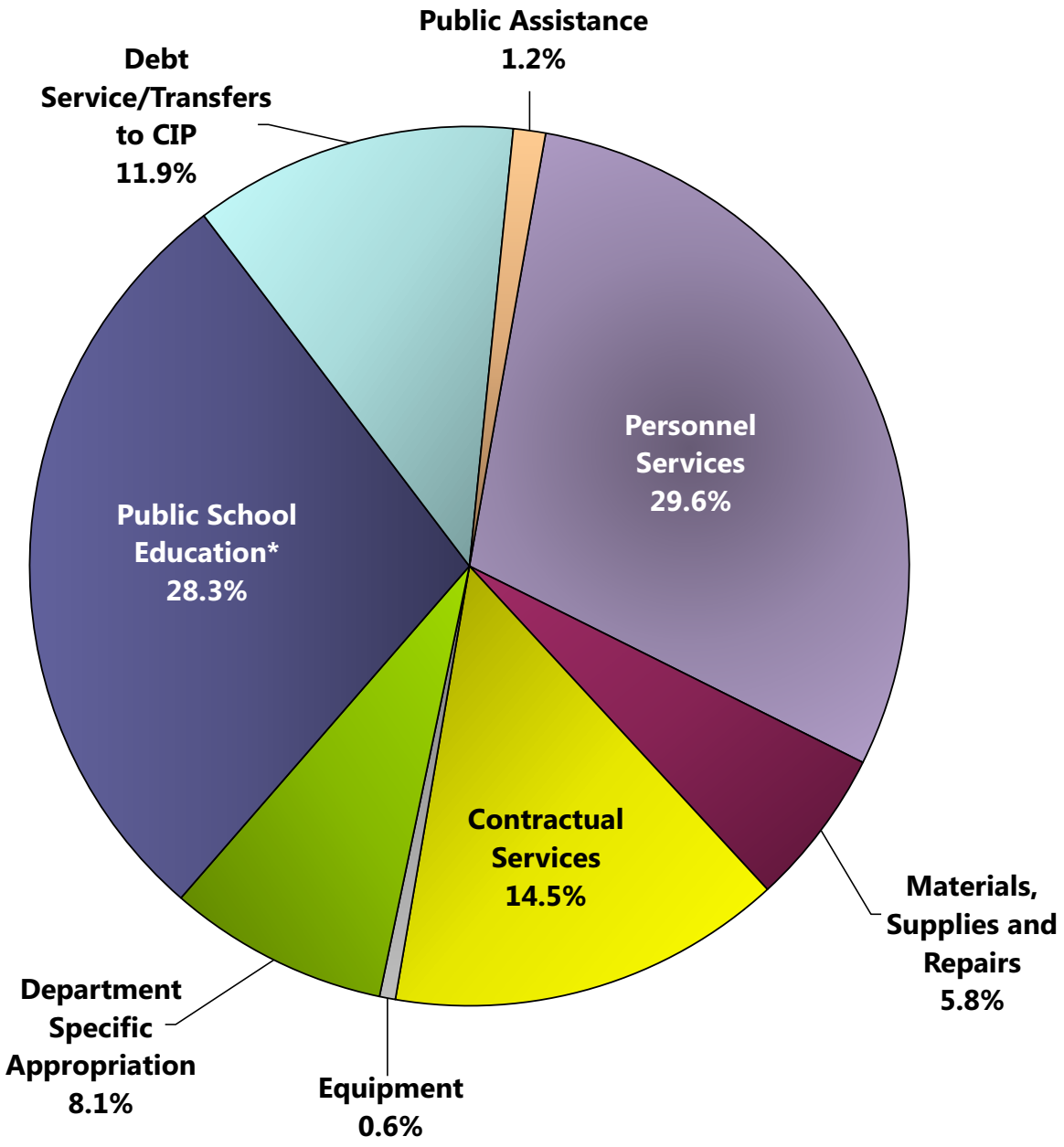

Note: Percentages may not total to 100 due to rounding.

# Estimated Expenditures by Use (All Funds)

The following table compares the Adopted FY 2017 Operating Budget to the FY 2016 Adopted Operating Budget and the FY 2015 Actual amount. Funding uses by category are shown to provide an overview of the principal uses of expenditures for all operating funds of the city. Expenditures are contained in those categories where they are originally spent.

| Uses | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted | FY 2016 vs. FY 2017 $ Change | FY 2016 vs. FY 2017 % Change |
|---|---|---|---|---|---|
| Personnel Services | 309,266,366 | 324,972,893 | 336,633,713 | 11,660,820 | 3.6% |
| Materials, Supplies and Repairs | 62,339,385 | 63,644,756 | 65,768,482 | 2,123,726 | 3.3% |
| Contractual Services | 166,256,099 | 166,256,949 | 165,492,722 | -764,227 | -0.5% |
| Equipment | 6,726,548 | 5,921,395 | 6,646,895 | 725,500 | 12.3% |
| Department Specific Appropriation | 77,742,049 | 88,908,952 | 92,252,096 | 3,343,144 | 3.8% |
| Public School Education | 314,068,803 | 314,678,771 | 321,868,495 | 7,189,724 | 2.3% |
| Debt Service/Transfers to CIP | 104,992,461 | 127,981,476 | 135,555,963 | 7,574,487 | 5.9% |
| Public Assistance | 12,288,210 | 13,409,315 | 13,457,083 | 47,768 | 0.4% |
| **Total All Funds** | **1,053,679,921** | **1,105,774,507** | **1,137,675,449** | **31,900,942** | **2.9%** |

# Adopted
# FY 2017 Expenditures by Use (All Funds)



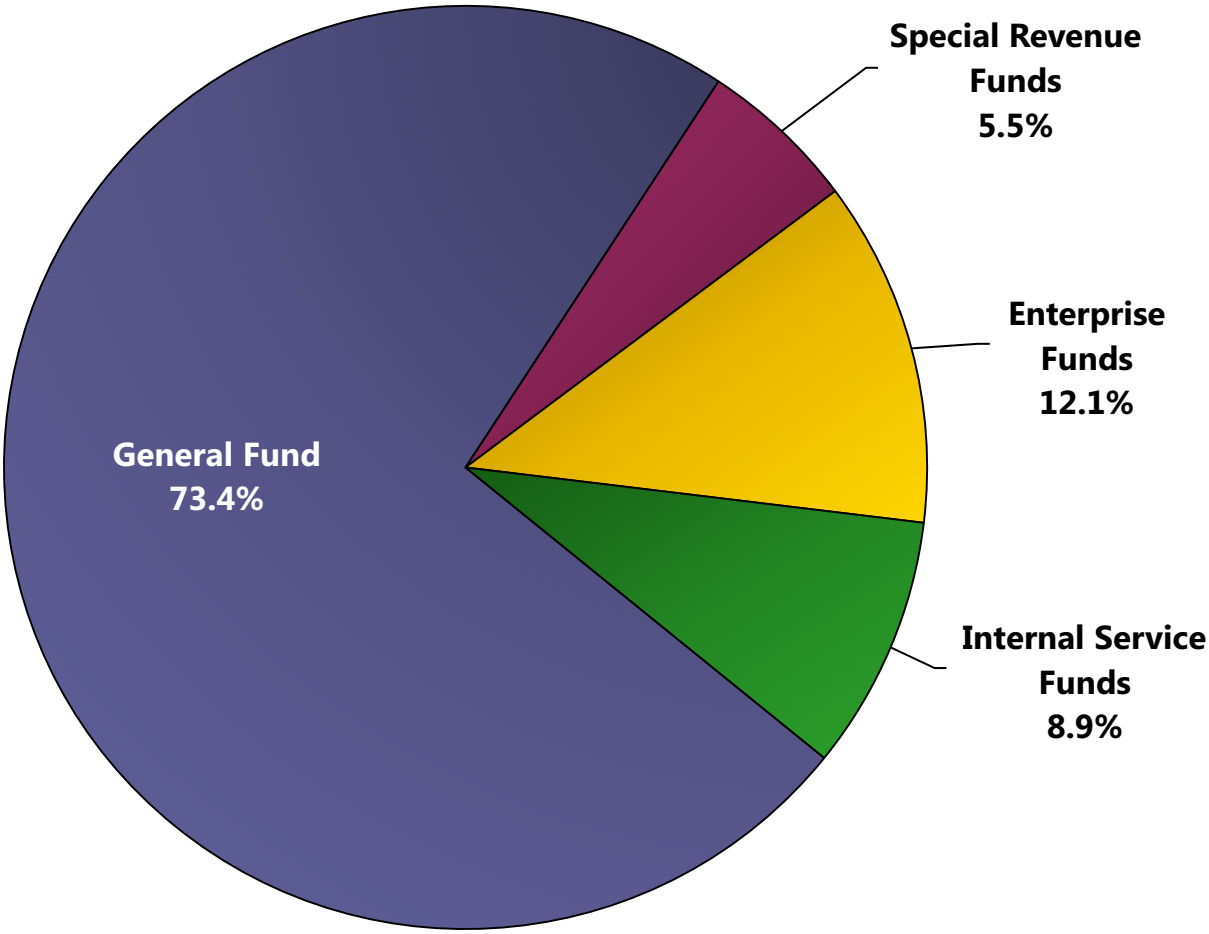

Note: Percentages may not total to 100 due to rounding.
* Does not include "in-kind" support. See Public School Education section.

# Estimated Expenditures by Fund Type

The following table compares expenditures by fund type in the Adopted FY 2017 Operating Budget with the Adopted FY 2016 Operating Budget and the FY 2015 Actual amount.

| Fund Type | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted | FY 2016 vs. FY 2017 $ Change | FY 2016 vs. FY 2017 % Change |
|---|---|---|---|---|---|
| General Fund | 802,828,780 | 812,379,121 | 835,042,352 | 22,663,231 | 2.8% |
| Special Revenue Funds | 59,036,638 | 58,319,152 | 63,120,099 | 4,800,947 | 8.2% |
| Enterprise Funds | 90,386,624 | 133,696,707 | 138,036,398 | 4,339,691 | 3.2% |
| Internal Service Funds | 101,427,879 | 101,379,527 | 101,476,600 | 97,073 | 0.1% |
| **Total All Funds** | **1,053,679,921** | **1,105,774,507** | **1,137,675,449** | **31,900,942** | **2.9%** |

# Adopted
# FY 2017 Expenditures by Fund Type (All Funds)



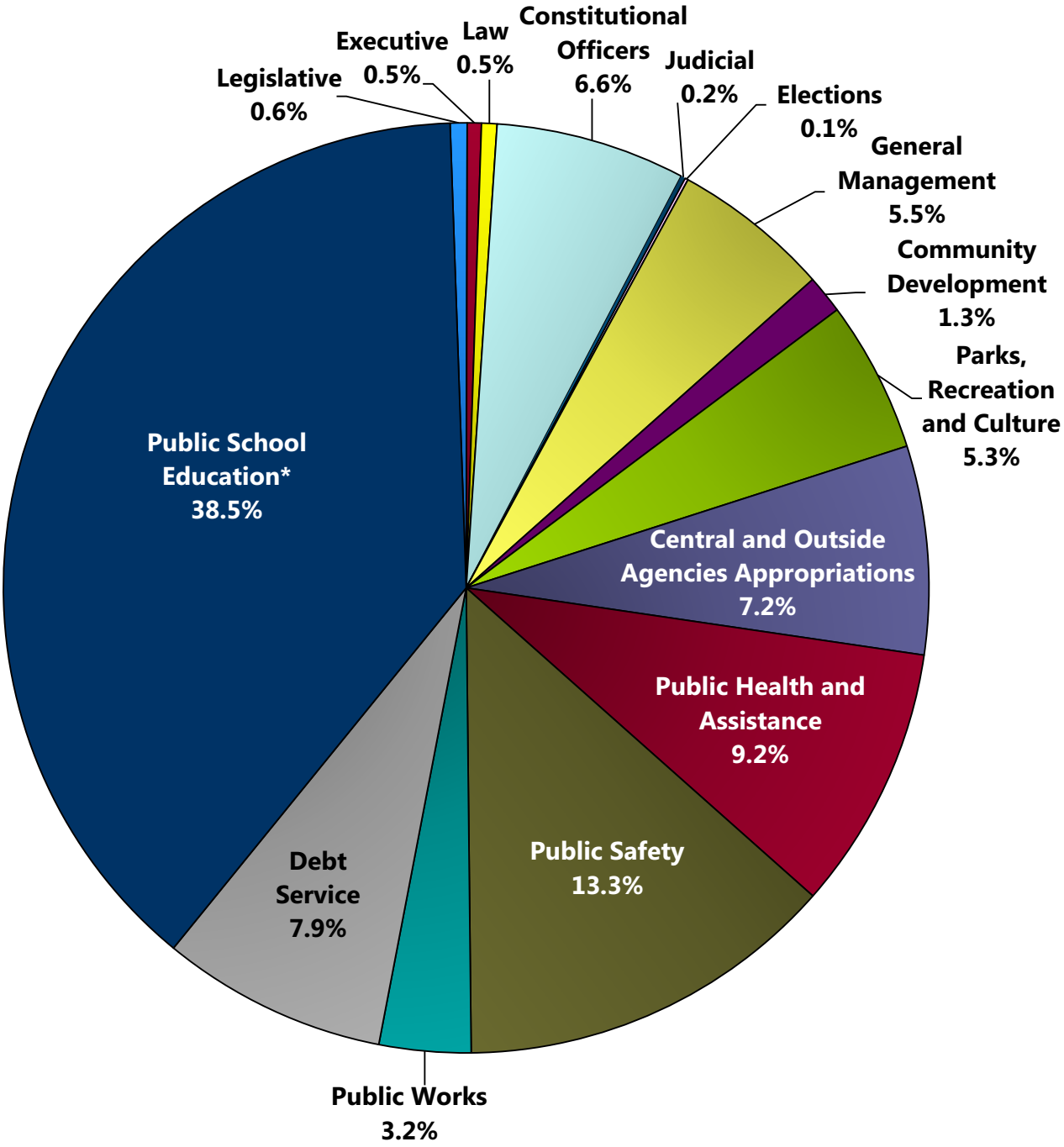

Note: Percentages may not total to 100 due to rounding.

# Estimated General Fund Expenditures by Area

The following table compares the Adopted FY 2017 General Fund Operating Budget to the Adopted FY 2016 General Fund Operating Budget and the FY 2015 Actual amount. Major areas of service are shown to provide a broad overview of the expenditures for the general operating fund of the city.

| Service Area | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted | FY 2016 vs. FY 2017 | |
|---|---|---|---|---|---|
| | | | | $ Change | % Change |
| Legislative | 4,477,935 | 4,623,759 | 4,934,613 | 310,854 | 6.7% |
| Executive | 3,527,720 | 3,796,901 | 4,110,478 | 313,577 | 8.3% |
| Department of Law | 4,166,176 | 4,386,569 | 4,499,892 | 113,323 | 2.6% |
| Constitutional Officers | 53,046,174 | 54,943,097 | 55,313,211 | 370,114 | 0.7% |
| Judicial | 1,110,625 | 1,279,259 | 1,304,721 | 25,462 | 2.0% |
| Elections | 690,083 | 978,131 | 895,986 | -82,145 | -8.4% |
| General Management | 41,020,379 | 44,788,631 | 46,004,791 | 1,216,160 | 2.7% |
| Community Development | 9,278,332 | 9,922,055 | 11,148,965 | 1,226,910 | 12.4% |
| Parks, Recreation and Culture | 40,245,643 | 42,090,368 | 44,012,604 | 1,922,236 | 4.6% |
| Central and Outside Agency Appropriations | 56,021,586 | 60,882,376 | 60,474,116 | -408,260 | -0.7% |
| Public Health and Assistance | 73,371,439 | 75,583,857 | 76,931,956 | 1,348,099 | 1.8% |
| Public Safety | 104,819,083 | 107,533,537 | 111,093,054 | 3,559,517 | 3.3% |
| Public Works | 24,286,170 | 24,509,658 | 26,702,280 | 2,192,622 | 8.9% |
| Debt Service | 72,698,632 | 62,382,152 | 65,747,190 | 3,365,038 | 5.4% |
| Public School Education | 314,068,803 | 314,678,771 | 321,868,495 | 7,189,724 | 2.3% |
| **General Fund Total** | **802,828,780** | **812,379,121** | **835,042,352** | **22,663,231** | **2.8%** |

# Adopted
# FY 2017 General Fund Expenditures by Area




Note: Percentages may not total to 100 due to rounding.

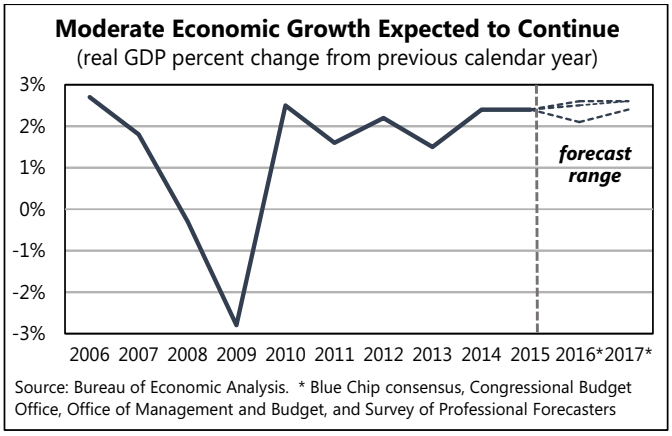
* Does not include "in-kind" support. See Public School Education section.

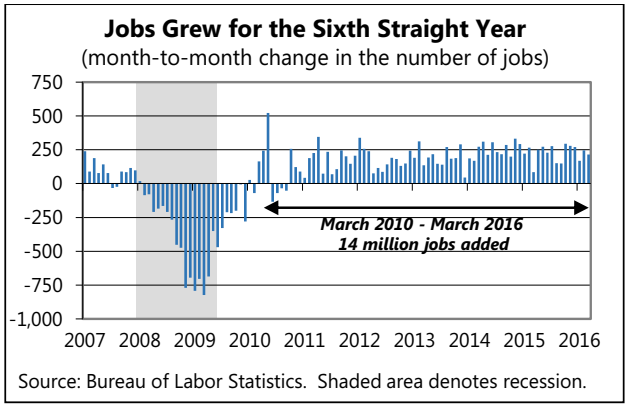
# Major Revenue Sources

Evaluating the city's current and long-term financial health requires a review of the economy and major revenue sources. Overall, General Fund revenues are projected to rise 2.8 percent in FY 2017. Moreover, real estate assessments, which drives the largest locally generated General Fund revenue source (real estate taxes), are projected to grow 1.9 percent, below the growth in FY 2016 (2.3 percent), but above the growth in FY 2015 (1.4 percent) and FY 2014 (0.6 percent).

## Economic Overview

For all of 2015, the national economy, as measured by the real gross domestic product (GDP), rose 2.4 percent - the same as in 2014, although the rate of growth weakened in the last quarter of 2015. Consumer spending contributed most of the growth (nearly 88 percent), along with business and residential investment, state and local government spending, and federal nondefense spending. The decline in net exports and federal defense spending dampened the growth. Also, in December 2015, the Federal Reserve began the gradual process of normalizing interest rates by raising the target range for the federal funds rate by 0.25 percentage point. The action was noted by Federal Reserve Chair Janet Yellen as the end of the seven-year period when the rate was held near zero to support the recovery of the economy from the worst financial crisis and recession since the Great Depression. Yellen also noted the rate increase reflected the progress the economy has made and confidence the economy will continue its recovery. Moderate economic growth is projected to continue - the Blue Chip consensus forecast, Congressional Budget Office, and Office of Management and Budget has projected real GDP growth ranging 2.5 - 2.6 percent in 2016 and 2017, while the Survey of Professional Forecasters median forecast indicated a 2.1 percent (2016) and 2.4 percent (2017) growth.

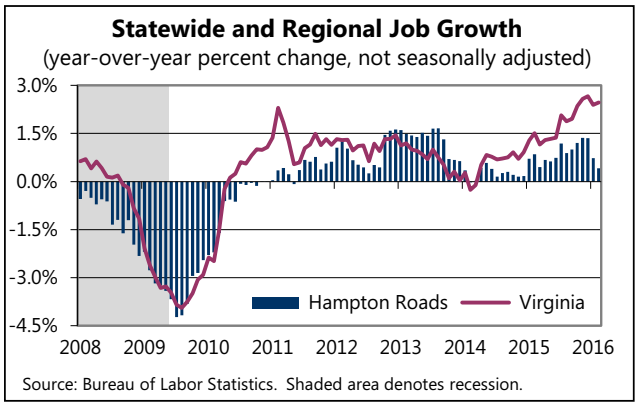


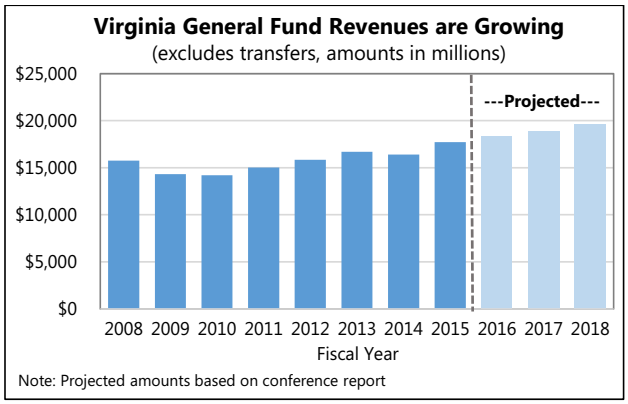

On the employment front, the national economy added about 2.7 million jobs in 2015 which was the sixth straight year of job growth. Both the private and public sectors added jobs in 2015. Within the private sector, the number of jobs grew in most major industries, except the mining industry, which includes the energy sector and has lost jobs as a result of the drop in oil prices. The number of jobs continued to grow in 2016 with 628,000 jobs added from January through March. Since falling to its lowest level as a result of the Great Recession in February 2010, the economy has added about 14 million jobs through March 2016. Along with job growth, the unemployment rate has also declined, falling to an annual average rate of 5.3 percent in 2015 from 6.2 percent in 2014, and in the first three months of 2016, the unemployment rate has ranged from 4.9 percent in January and February to 5.0 percent in March.

Virginia's average nonfarm employment rose 1.8 percent (67,800 jobs) to 3,851,200 in 2015, the largest annual average employment increase since 2005. Jobs rose in most major industries, with the biggest gains seen in professional and business services, leisure and hospitality, health services, transportation and warehousing, and retail trade, while the annual average number of jobs fell in mining, information and local government. Across the state, the annual average nonfarm employment increased in all Virginia metropolitan statistical areas (MSA),

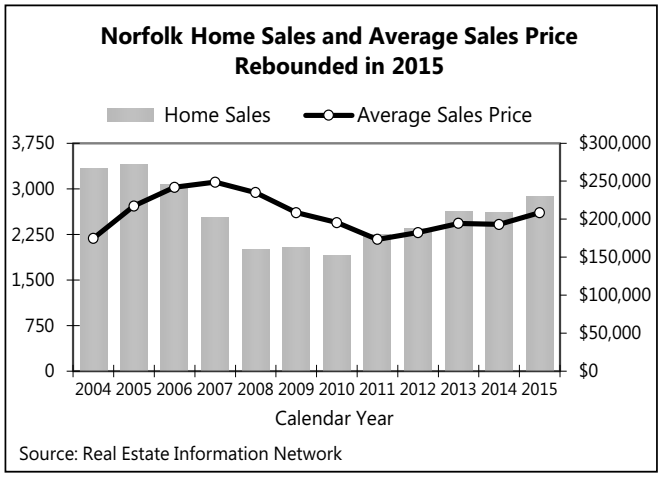
ranging from 0.6 percent (Roanoke MSA) to 3.4 percent (Charlottesville MSA). Also, the average unemployment rate in Virginia fell to 4.4 percent in 2015 from 5.2 percent in 2014. This was Virginia's lowest annual average rate since 2008 and Virginia's rate was also below the nation's annual average unemployment rate of 5.3 percent in 2015. In 2016, Virginia nonfarm employment (not seasonally adjusted) continued to rise year-over-year in February 2016 by 2.5 percent (92,900 jobs) and has risen year-over-year in every month since April 2014.




Hampton Roads' average nonfarm employment rose 0.9 percent (7,000 jobs) in 2015 to 765,400 which was above the 0.3 percent (revised) growth in 2014. The biggest gains in 2015 were in health services, leisure and hospitality, federal government, construction, and retail trade, while losses in state and local government, manufacturing, and information offset some of the gains. In 2016, the region's nonfarm employment (not seasonally adjusted) continued to rise year-over-year in February 2016 by 0.4 percent (3,100 jobs). With the annual benchmark revision, jobs in the region have been rising year-over-year since March 2014. Prior to the revision, jobs had only been rising year-over-year since November 2014. On a seasonally adjusted basis, the number of jobs in the region fell month-to-month in January and February 2016 and was still below pre-recession peak employment by 15,600 jobs (2.0 percent). However, moderate employment growth in 2016 has been projected by Old Dominion University and Hampton Roads Planning District Commission regional economists in their annual economic outlook in January 2016.

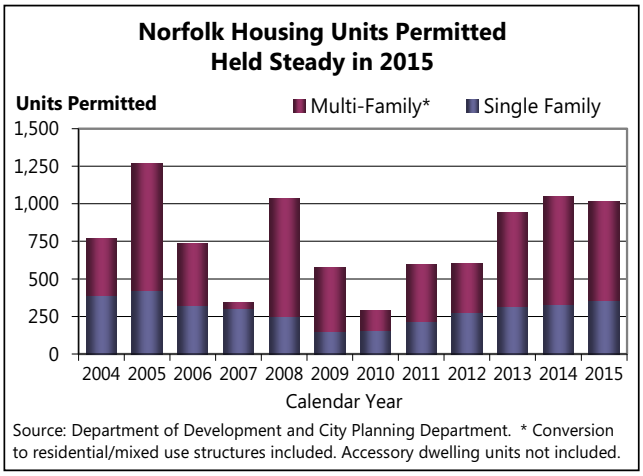



Virginia's economic outlook continues to be one of moderate growth and performing below the national economy regarding employment, personal income, and wage growth. Virginia's fiscal stability is significant to Norfolk, since nearly 40 percent of General Fund resources come from the Commonwealth. These resources support Norfolk Public Schools, social services, street maintenance and other basic services. Unlike last year when the Commonwealth's budget process began with a $2.4 billion gap and a reduction in aid-to-localities to help close that gap, this year's process began on a positive note, as FY 2015 ended with revenue collections exceeding the forecast by $549.6 million and moderate revenue growth projected in the upcoming biennium. The 2016 General Assembly actions included additional funding for localities in the upcoming biennium such as, for Norfolk Public Schools, law enforcement (HB 599), jail per diem, localities that host facilities owned by the Virginia Port Authority, and street maintenance.




With the additional state funding, Norfolk revenues continue to improve, although the recovery from the Great Recession has been slow. Unlike the Commonwealth whose revenues have exceeded their pre-recession peak, the city's General Fund revenues increased 2.2 percent in the past five years, compared to the Commonwealth's revenue (excluding transfers) growth of 24.7 percent. Norfolk's revenue growth had been held back by the slow housing market recovery, since like other localities, the city's largest source of locally generated revenue comes from real property taxes. In FY 2017, the latest estimate from the Real Estate Assessor's Office is for a 1.9 percent projected year-over-year increase in overall real estate assessments as of July 1, 2016. The increase follows three

straight years of growth of 2.3 percent in FY 2016, 1.4 percent in FY 2015 and 0.6 percent in FY 2014. Residential assessments will also increase in FY 2017 by 0.9 percent for the third straight year. That growth is a reflection of the improvement in the local housing market. In the past four years, the average sales price of homes in Norfolk has increased 20 percent. In 2015 alone, Norfolk had the largest increase in the average and median sales price of homes sold among the seven major cities in the region. Dampening home price growth are distressed homes which are typically sold at a discount. Economists at Old Dominion University indicated distressed homes still make up a significant portion of the region's residential market activity (about 16.7 percent or one out of six).



Source: Department of Development and City Planning Department. * Conversion to residential/mixed use structures included. Accessory dwelling units not included.

In addition to home sales, new construction will support future growth in overall assessments. Although the permitting of housing units in Norfolk fell slightly in 2015, it was still nearly 1.5 times higher than the annual average permitted in the past 15 years. The decline was mainly from housing units permitted in commercial buildings being converted to residential structures such as apartments. In contrast, the permitting of housing units in other structures including single-family housing rose in 2015, offsetting most of the decline from commercial conversions. In 2015, single-family housing units permitted rose to their highest level since 2005. There were also several apartment construction projects issued permits in 2015 including the Watermark, Banks at Berkley, and Maplewood Plaza apartments.

In 2015, the value of permits issued for nonresidential (or "commercial") projects were above last year. Commercial projects issued permits in 2015 included the Sam's Club, Sentara Leigh Hospital improvements, Phase II of the Courthouse Complex, The Main (reissued in April 2015), and the Larchmont, Ocean View, Broad Creek, Campostella, and Camp Allen elementary schools. It is important to note that Norfolk is built out, and the building activity occurring is mainly redevelopment, infill development, and vertical expansion.

## General Fund Revenue Overview

The city generates revenue through taxes, user charges, and intergovernmental transfers from the state and federal government. Over half of the city's General Fund revenues are generated locally from various taxes and fees including real estate, personal property, retail sales, permits, fines and user charges. These sources provide the revenue to fund general services such as police, fire, parks and recreation, street maintenance, local commitment to education, and human services.

The Commonwealth of Virginia provides nearly 40 percent of General Fund revenues, which mostly consists of funding for dedicated purposes such as education, social services, transportation and constitutional officers. HB 599 funds for law enforcement, city's share of personal property tax relief funds, and the tax on rental of cars also make up revenue from the Commonwealth. As a result of the Great Recession, the Commonwealth saw a significant decline in revenues and in turn, reduced Direct Aid to education, HB 599, Constitutional Officers salaries and benefits funding, jail per diem, and funds for street maintenance, imposed a "flexible cut" to state aid to localities, and eliminated the local share of ABC profits and wine tax. Although the city's revenues from the Commonwealth are still below the peak reached in FY 2009, the FY 2017 budget reflects increased state aid for Norfolk Public Schools, street maintenance, HB 599, and other basic services.

The remaining revenue comes from the federal government (largely dedicated to Norfolk Public Schools and the Norfolk Community Services Board), recovered costs, interfund transfers, and carryforward prior year savings. Interfund transfers represent a return on investment from Waste Management and Utilities (water and wastewater) operations, return of Tax Increment Financing surplus funds, and Public Amenities funding to support the Norfolk

Consortium. Carryforward funds are generated through a combination of current and prior year savings and may also include the reappropriation of prior year unspent funds.

Preliminary General Fund revenue projections, based on historical trends and latest economic data, were presented during the City Council Retreat (September 2015) and the City Manager's mid-year report on the budget (March 2016). Projections for FY 2017 were updated through March to incorporate the most recent information available. Revenue estimates were based on analysis of the collection history and patterns, the underlying drivers that impact a revenue source, and the overall economic environment projected for the city in the coming year. Revenue amounts shown in the following discussion include the FY 2016 budget ("FY 2016 estimate"), FY 2016 end of year estimate, and FY 2017 budget ("FY 2017 estimate"). The FY 2017 General Fund budget is approximately $835.0 million, which is 2.8 percent ($22.7 million) above the FY 2016 budget.

## General Fund Revenues

| Source | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted | FY 2016 vs. FY 2017 $ Change | FY 2016 vs. FY 2017 % Change | FY 2017 % of Total |
|---|---|---|---|---|---|---|
| General Property Taxes | 258,974,929 | 257,821,500 | 264,677,000 | 6,855,500 | 2.7% | 31.7% |
| Other Local Taxes | 154,867,325 | 158,508,748 | 162,026,400 | 3,517,652 | 2.2% | 19.4% |
| Permits and Fees | 3,013,376 | 3,196,000 | 3,007,600 | -188,400 | -5.9% | 0.4% |
| Fines and Forfeitures | 1,261,218 | 1,157,600 | 1,275,000 | 117,400 | 10.1% | 0.2% |
| Use of Money and Property[1] | 9,862,740 | 7,368,890 | 7,570,159 | 201,269 | 2.7% | 0.9% |
| Charges for Services | 22,812,094 | 24,633,725 | 26,211,109 | 1,577,384 | 6.4% | 3.1% |
| Miscellaneous Revenue | 7,570,101 | 8,628,083 | 8,734,009 | 105,926 | 1.2% | 1.0% |
| Recovered Costs | 10,563,507 | 11,405,075 | 12,134,608 | 729,533 | 6.4% | 1.5% |
| State Non-Categorical Aid | 33,245,972 | 32,571,100 | 33,707,100 | 1,136,000 | 3.5% | 4.0% |
| State Shared Expenses | 20,478,109 | 21,043,828 | 21,102,700 | 58,872 | 0.3% | 2.5% |
| State Categorical Aid | 253,429,799 | 254,040,223 | 262,139,276 | 8,099,053 | 3.2% | 31.4% |
| Federal Aid | 8,641,316 | 8,738,866 | 8,511,596 | -227,270 | -2.6% | 1.0% |
| Other Sources and Transfers In[2] | 35,240,026 | 23,265,483 | 23,945,795 | 680,312 | 2.9% | 2.9% |
| **General Fund Total** | **819,960,512** | **812,379,121** | **835,042,352** | **22,663,231** | **2.8%** | **100.0%** |

[1] Decrease in use of money and property from FY 2015 reflects one-time funds received in FY 2015 related to the Norfolk Airport Authority agreement.

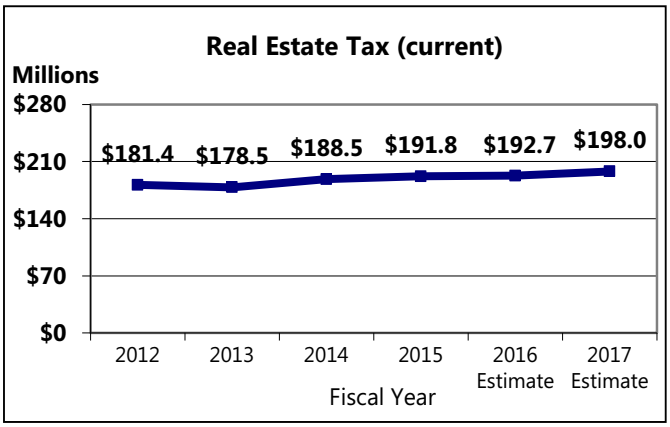
[2] Decrease in other sources and transfers in from FY 2015 was largely due to a decline in the city and Norfolk Public Schools carryforward of prior year savings and school construction, technology and infrastructure funds which was about $12.9 million.

Note: Percentages may not total to 100 due to rounding.

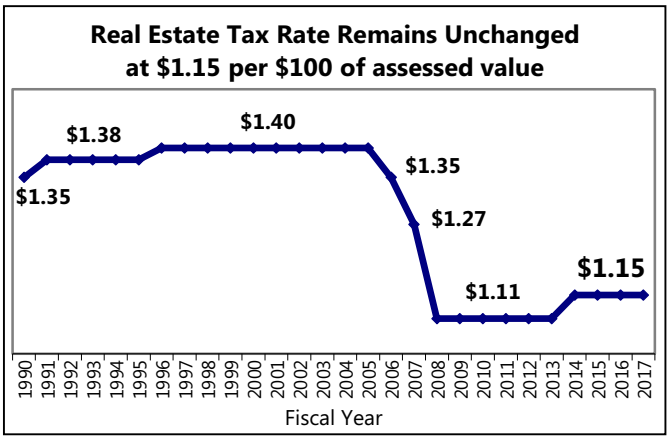
# Revenue Monitoring

Collection of all of the city's revenue sources are monitored throughout the year. Data from monthly financial reports are monitored to determine the accuracy of budget projections. This allows for appropriate administrative action if actual results differ substantially from projections. A detailed analysis is completed to project future revenue collections taking into account unique patterns, seasonal fluctuations and economic conditions. Strong collection rates for locally generated taxes and fees reflect Norfolk residents' commitment and fulfillment of responsibility to the city.

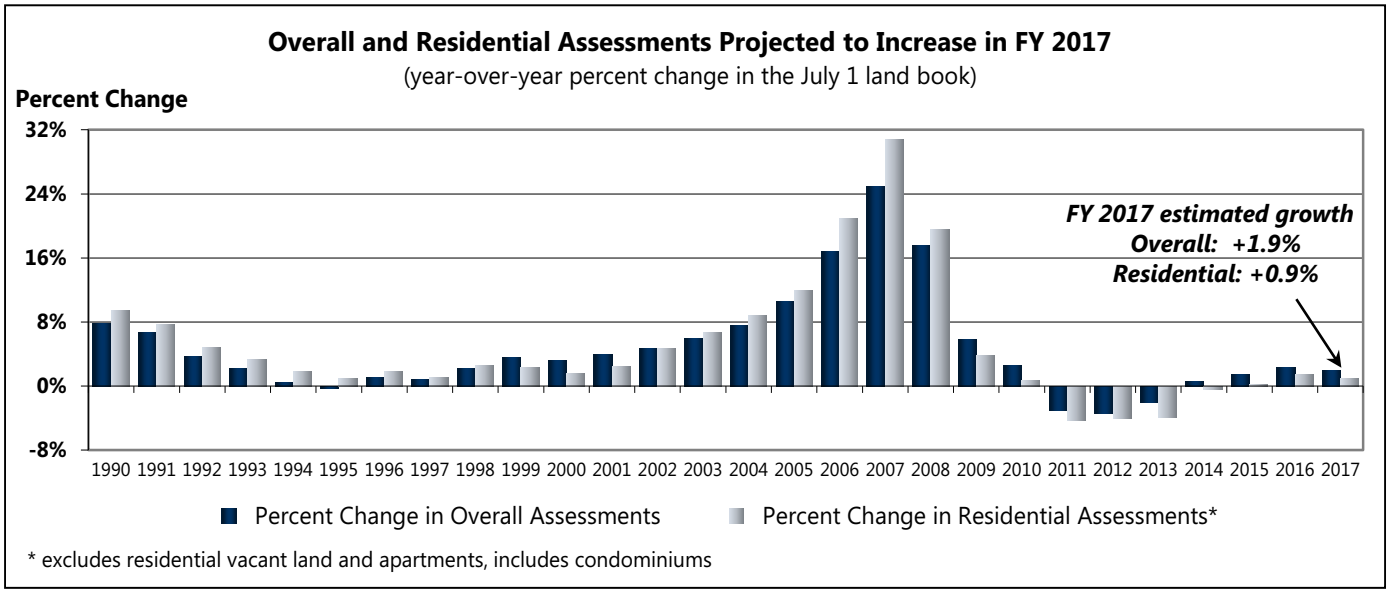
# General Property Taxes

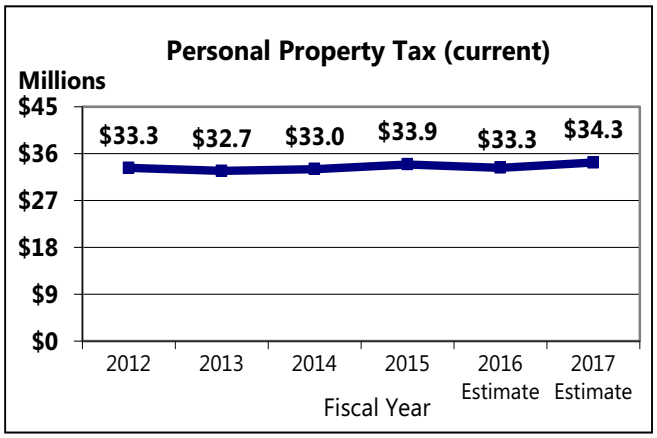



General property taxes are levied on the assessed value of real and personal property. These taxes represent nearly 32 percent ($264.7 million) of the city's General Fund revenues. Real estate taxes make up the largest component of general property taxes ($215.1 million or 25.8 percent of General Fund revenues), which includes current and delinquent taxes and tax on public service corporations and Downtown Improvement District real property. Current real estate taxes make up about 23.7 percent ($198.0 million) of FY 2017 revenues, an increase of 2.8 percent from the FY 2016 budget ($192.7 million). The FY 2017 estimate of current real estate taxes assumes no change in the real estate tax rate of $1.15 per $100 of assessed value, improved collections, and continuing to set aside $5.0 million for real estate tax relief to qualifying senior/disabled homeowners, disabled veterans, and surviving spouses of military personnel killed in action.




The FY 2017 estimate of current real estate taxes also takes into account the Real Estate Assessor's Office's most recent estimate of the overall assessments which is projected to increase by approximately 1.9 percent on July 1, 2016 from its land book value on July 1, 2015. This would mark the fourth straight year of increase in overall assessments. Moreover, residential assessments are also projected to increase by 0.9 percent in FY 2017, the third straight year of growth. However, in spite of the projected growth in FY 2017, both overall and residential assessments continue to be below their peak level in FY 2010 by approximately 2.7 percent and 10.0 percent, respectively. The city's real estate assessments and tax rate account for about 38 percent of real estate in the city is tax-exempt, largely due to federal land ownership. Among the seven major cities in the region, only Portsmouth has a higher percentage of tax-exempt real property, although Norfolk has the highest dollar value of tax exempt real property in the region.

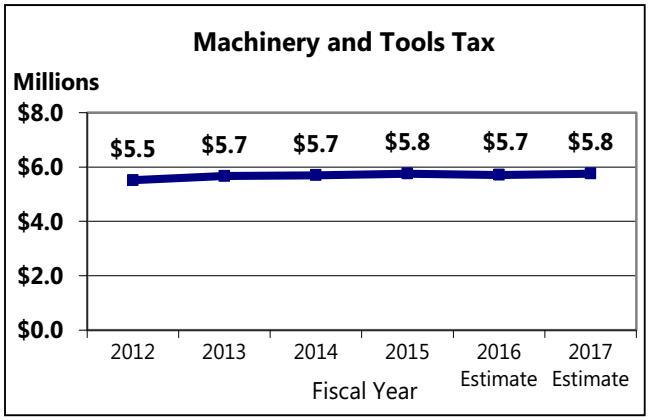





The second largest component of general property taxes is the personal property tax, which is levied on tangible personal property, including motor vehicles, boats, aircraft, business furnishings and office equipment. Household goods and personal effects are exempt from taxation. Personal property tax (current) makes up 4.1 percent ($34.3 million) of FY 2017 General Fund revenues and is 3.0 percent ($1.0 million) above the FY 2016 budget. Collections from this source have improved in recent years. Personal property taxes in total (delinquent collections, refunds, and public service corporations) are estimated to be about 1.5 percent ($0.6 million) above FY 2016 and comprise 5.2 percent of FY 2017 General Fund revenues.

The FY 2017 estimate assumes no change in the general tax rate on personal property at $4.33 per $100 of assessed value. The estimate also assumes the state car tax relief is unchanged at 55 percent (55%) rate for FY 2017 (tax bills due June 5, 2017). The 55 percent relief rate is anticipated to fully exhaust relief funds provided to the city by the Commonwealth of Virginia under the Personal Property Tax Relief Act. This means that qualifying vehicles with an assessed value of more than $1,000 will receive a **55 percent (55%) rate** of tax relief on the vehicle's first $20,000 of assessed value. Qualifying vehicles with an assessed value of $1,000 or less will receive 100 percent (100%) rate of tax relief. Prior to FY 2006, qualifying vehicles with an assessed value of more than $1,000 were reimbursed for 70 percent of the total property tax eligible for relief. State legislation passed in 2004 capped car tax relief funds statewide at $950 million beginning in FY 2006. Consequently, each locality in the state now receives a fixed share of the $950 million of statewide personal property tax relief funds per state code. Each locality's share was determined based on the proportional share of actual personal property tax relief payments received in tax year 2005, as certified by the Commonwealth of Virginia Auditor of Public Accounts, of which, Norfolk's share is $16,871,056. Personal property tax relief funds received and not used in FY 2017 shall be carried forward and used to increase the funds available for car tax relief. With the state capping the amount of funds available for car tax relief, the percentage of the state reimbursement compared to the total tax is expected to decrease over time and residents will pay an increasing share of the car tax.

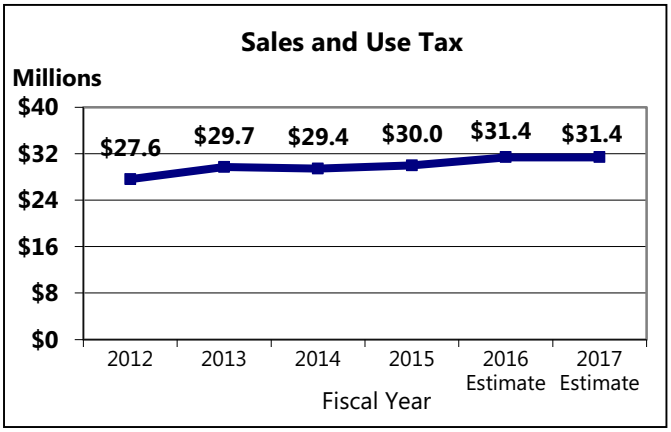
The machinery and tools tax is the third largest component of general property taxes and makes up about 0.7 percent ($5.8 million) of General Fund revenues. The tax is levied on machinery and tools used in manufacturing, mining, radio and television broadcasting, cable television, dry cleaning or laundry businesses at a rate of $4.25 per $100 of assessed value, eight cents below the general personal property tax rate. Business expansion in the city has generated additional revenue from this source. In recent years, revenue from this source has been fairly stable. However, there are attempts each year to curtail or eliminate entirely the ability of localities to generate revenue from this source.




## Other Local Taxes

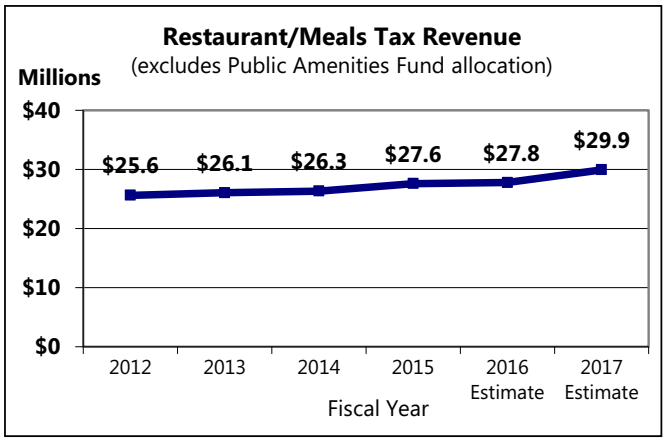
Other local taxes are comprised of consumer and business-based taxes, including excise taxes on utilities (water, gas, electricity, and communications), sales, hotel, restaurant/meals, admissions, and cigarettes, as well as franchise, business license, and recordation taxes. In FY 2017, other local taxes are projected to make up about 19.4 percent ($162.0 million) of General Fund revenues. Citywide, other local taxes total about $172.0 million in the operating budget which includes the Public Amenities Fund portion of the hotel and restaurant/meals tax ($6.4

million) and the Emergency Preparedness and Response portion of the telecommunications sales and use tax ($3.6 million). The revenue category is sensitive to changes in economic conditions.



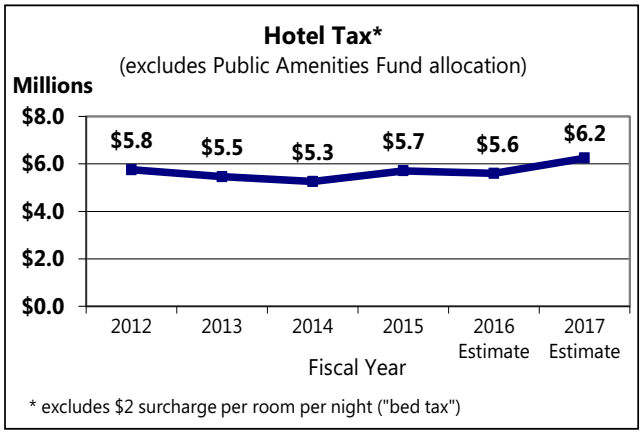

The sales and use tax makes up about 3.8 percent ($31.4 million) of the city's General Fund revenue and is levied on selling, distribution, leasing or renting of tangible personal property, use or consumption of tangible personal property, as well as taxable services in Virginia. Revenue from this source is sensitive to the state of the economy, household income, and underlying price level changes. Current year trend is used in projecting next year's revenues as well as changes in the local retail activity (such as new stores and businesses, expansions, job growth, and overall economic health) are used for projecting this revenue. Adjustments made by the Virginia Department of Taxation for overpayments and underpayments of the tax by businesses also affect collections. Sales tax receipts are projected to remain level from the FY 2016 budget but to increase by 3.6 percent ($1.1 million) from the FY 2016 year-end projection.

Consumer utility taxes on water, gas, electricity and the communications sales and use tax combined make up about 4.7 percent or $39.4 million of the city's General Fund revenue. The consumer utility tax is levied on the purchase of utility service including water, gas, and electricity. Monthly receipts are monitored and used as a basis for estimating the revenue yield, taking seasonal variations into consideration. The consumer utility tax on telephones, cell phones and cable TV were abolished and replaced by a statewide uniform communications sales and use tax on January 1, 2007. The Emergency 911 (E-911) tax on telephones was also replaced by a statewide uniform $0.75 tax per phone at the same time. The E-911 tax is distributed to the city together with the communications sales and use tax in one lump sum. Consequently, a portion of the communications sales and use tax received by the city is allocated and goes directly to support emergency communications (E-911) in the Emergency Preparedness and Response Special Revenue Fund (about $3.6 million). The General Fund portion of the communications sales and use tax in FY 2017 is estimated to be $18.0 million, which is about 1.6 percent ($0.3 million) below the amount in the FY 2016 budget. Since the inception of this tax, the revenue received from this source has fluctuated due to adjustments for overpayments and underpayments of the tax by telecommunications service providers. Revenue from consumer utility taxes and the communication sales and use tax are estimated to decrease by about 0.4 percent ($0.2 million) from the FY 2016 budget but to increase moderately by 1.2 percent ($0.5 million) from the FY 2016 year-end projection.



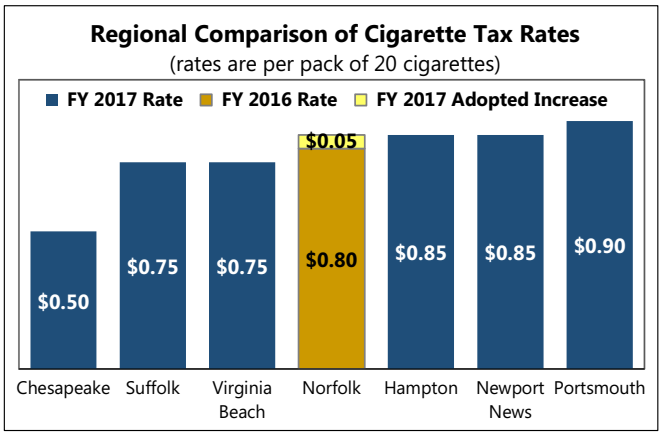

Taxes are collected on prepared meals. The tax rate is 6.5 percent of the value of the meal. The revenue generated by 1.0 percentage point of the tax rate is allocated to the Public Amenities Fund, estimated to be $5.4 million in FY 2017, and the revenue generated from the remaining 5.5 percentage points of the tax rate are allocated to the General Fund, estimated to be $29.9 million in FY 2017. The total revenue generated by the meals tax in the General Fund and Public Amenities Fund combined is about $34.4 million in FY 2017 and is the largest revenue source in the "other local tax" category.

Meals taxes have grown steadily since the end of the recession as new restaurants have opened in several commercial districts including, downtown Norfolk, Military Highway corridor, and Ghent and Colley Avenue areas. Meals taxes make up 3.6 percent ($29.9 million) of General Fund revenues which is about 7.8 percent ($2.2 million) above the FY 2016 budget with continued new development in the city including the opening of The Main in the spring of calendar year 2017.

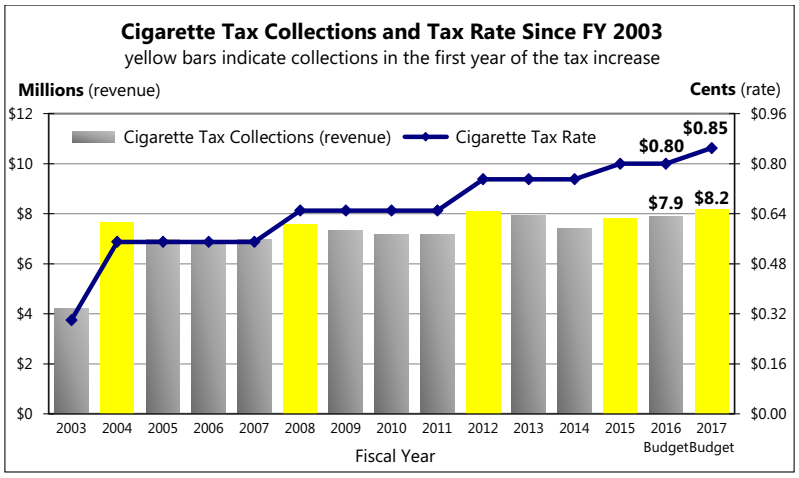



Hotel taxes are levied on hotel rooms rented at the rate of 8.0 percent of the room rate. Like the meals tax, revenue generated by 1.0 percentage point of the tax is allocated to the Public Amenities Fund, estimated to be $0.9 million in FY 2017, and revenue generated from the remaining 7.0 percentage points is allocated to the General Fund, estimated to be $6.2 million in FY 2017. Hotel taxes make up about 0.7 percent ($6.2 million) of General Fund revenues, which is about 11.5 percent ($0.6 million) above the FY 2016 budget and also reflects The Main opening in FY 2017.

The hotel tax estimate above does not include the $2.00 surcharge per room night ("bed tax"), estimated to generate about $1.9 million in FY 2017. The bed tax was enacted on April 1, 2006 at the rate of $1.00 per room night with the support from the Norfolk Hotel-Motel Association. In FY 2012, the bed tax was raised to $2.00 per room night. The revenue collected is designated equally between Norfolk Convention and Visitor's Bureau (Visit Norfolk) for visitor promotion and advertising for conventions and tourism and Norfolk Consortium (see Outside Agencies section).




The City Council adopted the City Manager's proposed five-cent increase in the cigarette tax rate from 80 cents to 85 cents per pack of 20 cigarettes. Revenue from the rate hike will be dedicated for economic development initiatives, same as in FY 2015 (see Central Appropriations section). As a result of the five-cent increase, Norfolk has the second highest rate among the seven major cities in the region, along with Hampton and Newport News. Only Norfolk had adopted an increase in the cigarette tax rate in FY 2017. The five-cent increase is estimated to generate $439,000; however, the increase in total revenue is less, about $300,000 (from $7.9 to $8.2 million), due to a declining revenue base. Cigarette taxes make up about 1.0 percent of General Fund revenues. It is important to note revenue generated from these rate increases tends to be short-lived. This is because tax increases may induce smokers to stop or reduce cigarette use or buy their cigarettes elsewhere. According to the Tax Foundation, cigarettes are highly susceptible to border shopping because the cost of transporting them is so low.




Business license taxes are collected from anyone who engages in a business, trade, profession, or occupation in the city. It is generally imposed as a percentage of gross receipts generated within a calendar year. It is also applied to individuals that maintain a place of business, either permanent or temporary, or conduct a business-related activity. Business license tax rates vary depending on business classification and amount of gross receipts generated. Norfolk's rates are at the state maximum allowed for the main business classifications. Revenue collections in recent years have been reduced by higher than average refunds of overpayments. In FY 2017, this revenue source makes up about 3.7 percent ($30.7 million) of General Fund revenues, which is projected to remain level from the FY 2016 budget but to increase by about 4.2 percent ($1.2 million) from the FY 2016 year-end projection.

## Permits and Fees

Permits are issued to regulate new construction and ensure public safety. Revenues from this source comprised of fees for permits, licenses and other privileges subject to city regulation, partially to cover the expense of providing regulatory services (taxi permits, zoning inspections, construction permits, right-of-way, etc.) in the city. Permits and fees are projected to be 0.4 percent ($3.0 million) of General Fund revenues and is 5.9 percent ($0.2 million) below the FY 2016 budget but is above the FY 2016 year-end projection by about 3.1 percent ($0.1 million), reflecting a slight increase in the current activity level.

## Fines and Forfeitures

Fines and forfeitures in the General Fund mainly consist of revenues received from the courts as fines and forfeitures for violations of city ordinances. These provide about 0.2 percent ($1.3 million) of General Fund revenues. The FY 2017 estimate is 10.1 percent ($117,000) above the FY 2016 budget. Citywide, fines and forfeitures total nearly $4.0 million of revenues from all operating funds. The majority (about two-thirds) of the citywide amount are generated from parking fines which support the Parking Enterprise Fund (nongeneral fund).

## Use of Money and Property

Revenue from use of money and property is comprised primarily of interest earned on cash balances, rents from short-term and long-term property leases, and prudent management of city assets. Revenue from this source make up 0.9 percent ($7.6 million) of General Fund revenues and is 2.7 percent ($0.2 million) above the FY 2016 budget. The decline from FY 2015 revenue of $9.9 million reflects a one-time payment from the Norfolk Airport Authority.

## Charges for Services

Charges for services include fees charged for various programs and services such as, recreation centers, Virginia Zoo, judicial services, paramedical rescue, school activities, Cruise Ship Terminal, and National Maritime Center. Charges for services make up about 3.1 percent ($26.2 million) of General Fund revenues and is 6.4 percent ($1.6 million) above the FY 2016 budget. The increase was primarily due to paramedic rescue fee collections, Norfolk Community Services Board charges, and Zoo admission fees. However, most of the revenue collected citywide are charges for services provided by nongeneral funds. Citywide, charges for services make up nearly $300 million (over ten times the General Fund amount) and are mostly from user fees for utilities, storm water, and refuse disposal. The rates for these user fees are set to ensure operations are fully supported by the fees collected.

## Miscellaneous Revenue

Miscellaneous revenue consists of revenues not classified in other categories. Included in this category are revenue from payments in lieu of taxes, fee for services provided to the U.S. Navy for the housing public-private venture, and land sales. The city is estimated to receive $8.7 million in FY 2017, which represents approximately 1.0 percent of General Fund revenues and is 1.2 percent ($106,000) above the FY 2016 budget. The FY 2017 estimate reflects an increase in the payment in lieu of taxes and a grant to the city.

## Recovered Costs

Recovered costs consist of revenue from nongeneral funds, partner agencies and the public for certain expenses such as, indirect cost, employee compensation, debt service, and communications and technology. Recovered

costs make up about 1.5 percent ($12.1 million) of General Fund revenues and is 6.4 percent ($0.7 million) above the FY 2016 budget. The increase was mostly from the cost allocation plan, Norfolk Employees' Retirement System cost recovery, and distribution of IMPACT call center operating costs to nongeneral fund departments.

## Non-Categorical Aid - Virginia

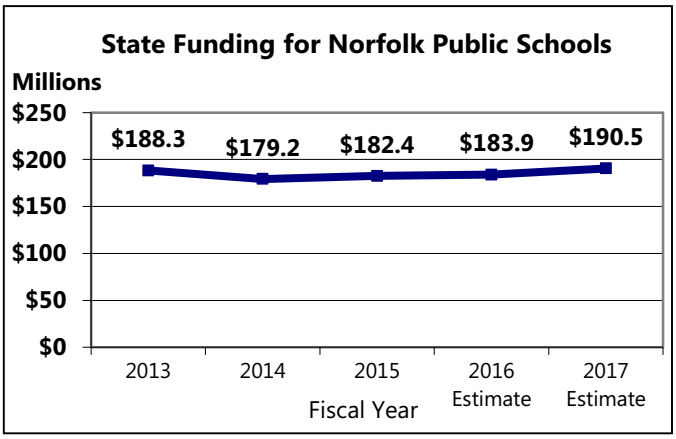
Non-Categorical aid consist of state revenues without restriction as to use. In FY 2017, non-categorical aid is estimated to be 4.0 percent ($33.7 million) of General Fund revenues and is 3.5 percent ($1.1 million) above the FY 2016 budget. The FY 2017 estimate was based on 2016 General Assembly actions, which increased the HB 599 appropriation by 3.2 percent to be in line with the increase in state revenues (fulfilling statutory requirements) and the car rental tax distribution which is collected by the Virginia Department of Taxation for localities.

## Shared Expenses

Shared expenses consist of recovered costs from the Commonwealth for a portion of the salaries and benefits of constitutional and other offices serving the Norfolk community, including the Norfolk Electoral Board, Sheriff, City Treasurer, Commissioner of the Revenue, Clerk of the Circuit Court, and Commonwealth's Attorney. This revenue category makes up about 2.5 percent ($21.1 million) of General Fund revenues and is 0.3 percent ($59,000) above the FY 2016 budget. The FY 2017 estimate is based on 2016 General Assembly actions which includes additional funds from the state for a salary increase effective in December 2016 contingent on state revenue projections. However, the increase was partly offset by a reduction in funding for Commonwealth's Attorney state positions based on the state Compensation Board staffing standards and one-time funding provided in FY 2016 for the presidential primary.

## State Categorical Aid

Categorical aid from the Commonwealth consists mainly of revenues earmarked for Norfolk Public Schools, public assistance grants and social service programs, Norfolk Community Services Board (NCSB), Virginia Department of Transportation (VDOT) funding for street maintenance and localities that host port-owned facilities, and local adult correctional facility. State categorical aid makes up about 31.4 percent ($262.1 million) of General Fund revenues and is 3.2 percent ($8.1 million) above the FY 2016 budget, with the increase mostly for Norfolk Public Schools. The FY 2017 estimates are based on 2016 General Assembly actions.




The majority of state categorical aid is earmarked for Norfolk Public Schools, about $190.5 million of the $262.1 million in FY 2017. Categorical aid for Norfolk Public Schools includes the state sales and use tax and state school funds. State sales and use tax for schools is the revenue from the city's proportionate share of the state sales and use tax designated for public education. Since July 1, 2012, the city's share of the state sales and use tax is based on the population estimate provided by the Weldon Cooper Center for Public Service at the University of Virginia. Additionally in FY 2014, state sales and use tax dedicated to public education increased to 1⅜ cent due to the statewide transportation bill. Prior to FY 2014, 1¼ cent of the state sales and use tax was dedicated to public education, which reflected the change in FY 2005 when half of the one-half cent sales and use tax increase adopted by the General Assembly was earmarked for local school divisions and real estate tax relief. Half of that quarter percent is distributed in the manner discussed above. The other half of the quarter percent goes to support the Standards of Quality (SOQ), which is included in state

school funds. State school funds reflect schools operational costs. The rate of reimbursements is based on the SOQ formula with reimbursement rates varying by program and area of emphasis. Changes in enrollment figures affect this revenue source. Localities are required to match the state contribution based on a composite index. Currently, Norfolk provides more than its required share of local effort.

Categorical aid also includes the state reimbursements for the cost of operating the Department of Human Services and Norfolk Community Services Board, estimated to be $32.1 million and $11.0 million, respectively, in FY 2017. State aid are tied to operating costs that include the cost of personnel, fringe benefits, nonpersonal services, rent for buildings and parking, etc. The reimbursement rate of the overall costs varies by program.

The FY 2017 jail per diem estimate is approximately $2.6 million, based on the estimate from the state Compensation Board. The FY 2017 estimate is 8.1 percent ($0.2 million) above the FY 2016 budget. The increase was not due to a change in the jail per diem rates but was due to a change in the funding method. In prior years, the General Assembly did not appropriate the full estimated cost for jail per diem statewide and the funding shortfall was addressed in the mid-biennium or caboose budget. For the 2016-2018 biennium, the amount appropriated is based on the estimated cost of jail per diems. However, if the appropriation falls short due to statewide inmate population being higher than anticipated, the Compensation Board will prorate the amounts distributed to local jails. The last time jail per diem rates were changed was during the 2010 session of the General Assembly. Since March 1, 2010, per diem payments for local responsible inmates in local or regional jails was reduced to $4.00 per day from $8.00 per day, while the per diem payments for state inmates housed in local jails was changed to $12.00 per day from $8.00 or $14.00 per day (reflecting the $6.00 bonus payment for certain state inmates). Payment for jail contract beds fell to $8.00 per day from $14.00 per day. The changes in the per diem rates resulted in about a $2.0 million decline in jail per diem funding to the city.

Categorical aid also includes funds received from VDOT for street construction and maintenance and funding for localities that host Virginia Port Authority owned real estate, estimated to be $24.2 million and $0.6 million, respectively, in FY 2017. The funds for street construction and maintenance are received from VDOT to maintain the city's principal and minor arterials, collector roads and local streets based on moving lane miles. The revenue is based on a statewide maintenance index of the unit costs used on roads and bridges. Changes in the index are used to calculate and implement annual per-land-mile rates. The rates fluctuate on index changes and number of miles assessed. These funds offset qualifying operating costs recorded in the city's budget.

## Federal Aid

Aid from the federal government primarily includes funds for Norfolk Public Schools and Norfolk Community Services Board. In FY 2017, federal aid is about 1.0 percent ($8.5 million) of General Fund revenues and is 2.6 percent ($0.2 million) below the FY 2016 budget. The decrease was mostly in federal aid for Norfolk Community Services Board (about $0.2 million).

## Other Sources and Transfers In

Other sources and transfers in consist of intra-governmental transfers and carryforward funds. In FY 2017, other sources and transfers make up about 2.9 percent ($23.9 million) of General Fund revenues and is 2.9 percent ($0.7 million) above the FY 2016 budget. Other sources and transfers in includes: transfers in from nongeneral funds (about $16.5 million from Utilities, Waste Management, Public Amenities, and Tax Increment Financing) and carrying forward prior year and current year savings by city departments and Norfolk Public Schools and closeout of accounts ($7.4 million). The decrease in the Norfolk Public Schools carryforward ($1.3 million) was offset by the transfer in from Public Amenities Fund ($2.0 million) to support the Norfolk Consortium beginning in FY 2017 (see Outside Agencies section).

# APPROPRIATIONS

| Department | FY 2017 Adopted |
|---|---|
| **GENERAL FUND** | |
| **LEGISLATIVE** | |
| City Council | 381,397 |
| City Clerk | 1,505,909 |
| City Real Estate Assessor | 2,087,667 |
| City Auditor | 959,640 |
| **Total Legislative** | **4,934,613** |
| **EXECUTIVE** | |
| City Manager | 2,292,447 |
| Office of Budget and Strategic Planning | 1,483,079 |
| Office of Resilience | 334,952 |
| **Total Executive** | **4,110,478** |
| **DEPARTMENT OF LAW** | **4,499,892** |
| **CONSTITUTIONAL OFFICERS** | |
| Commissioner of the Revenue | 3,050,725 |
| City Treasurer | 2,409,856 |
| Clerk of the Circuit Court | 3,191,350 |
| Commonwealth's Attorney | 5,473,398 |
| Sheriff and Jail | 41,187,882 |
| **Total Constitutional Officers** | **55,313,211** |
| **JUDICIAL** | |
| General District Court | 267,742 |
| Juvenile and Domestic Relations Court | 79,793 |
| Circuit Court Judges | 779,524 |
| Norfolk Juvenile Court Service Unit | 166,224 |
| Magistrate | 11,438 |
| **Total Judicial** | **1,304,721** |
| **ELECTIONS** | **895,986** |
| **GENERAL MANAGEMENT** | |
| Communications and Technology | 13,660,136 |
| Finance | 4,448,534 |
| General Services | 24,399,559 |
| Human Resources | 3,496,562 |
| **Total General Management** | **46,004,791** |

| Department | FY 2017 Adopted |
|---|---|
| **COMMUNITY DEVELOPMENT** | |
| City Planning | 4,962,151 |
| Neighborhood Development | 4,154,653 |
| Economic Development | 2,032,161 |
| **Total Community Development** | **11,148,965** |
| **PARKS, RECREATION AND CULTURE** | |
| Libraries | 11,689,510 |
| Cultural Facilities, Arts and Entertainment | 5,703,491 |
| Zoological Park | 4,196,666 |
| The National Maritime Center | 5,043,780 |
| Recreation, Parks and Open Space | 17,379,157 |
| **Total Parks, Recreation and Culture** | **44,012,604** |
| **CENTRAL AND OUTSIDE AGENCY APPROPRIATIONS** | |
| Central Appropriations | 17,799,751 |
| Outside Agencies | 42,674,365 |
| **Total Central and Outside Agency Appropriations** | **60,474,116** |
| **PUBLIC HEALTH AND ASSISTANCE** | |
| Norfolk Community Services Board | 26,020,634 |
| Office to End Homelessness | 286,951 |
| Public Health | 3,468,419 |
| Human Services | 47,155,952 |
| **Total Public Health and Assistance** | **76,931,956** |
| **PUBLIC SAFETY** | |
| Police | 68,500,916 |
| Fire-Rescue | 42,592,138 |
| **Total Public Safety** | **111,093,054** |
| **PUBLIC WORKS** | **26,702,280** |
| **DEBT SERVICE** | **65,747,190** |
| **PUBLIC SCHOOL EDUCATION (Norfolk Public Schools)** | **321,868,495** |
| **Total General Fund** | **835,042,352** |

| Department | FY 2017 Adopted |
|---|---|
| **SPECIAL REVENUE FUNDS** | |
| Storm Water Management | 16,528,966 |
| Towing and Recovery Operations | 1,749,965 |
| Cemeteries | 2,093,216 |
| Golf Operations | 15,000 |
| Public Amenities | 8,365,000 |
| Emergency Preparedness and Response | 6,188,634 |
| Tax Increment Financing | 5,503,639 |
| Waste Management | 22,675,679 |
| **Total Special Revenue Funds** | **63,120,099** |
| | |
| **ENTERPRISE FUNDS** | |
| Water Utility | 84,355,031 |
| Wastewater Utility | 30,808,291 |
| Parking Facilities Fund | 22,873,076 |
| **Total Enterprise Funds** | **138,036,398** |
| | |
| **INTERNAL SERVICE FUNDS** | |
| Healthcare | 89,943,167 |
| Fleet Management | 11,533,433 |
| **Total Internal Service Funds** | **101,476,600** |
| | |
| **TOTAL CITY OPERATIONS** | **1,137,675,449** |
| **TOTAL CAPITAL IMPROVEMENT PLAN** | **97,029,200** |
| **TOTAL ANNUAL PLAN (HUD BLOCK GRANTS)** | **6,338,317** |
| **TOTAL APPROPRIATIONS** | **1,241,042,966** |

# Selected Tax Rates and Fees

| Description | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|
| **PROPERTY TAXES** | | |
| **Real Estate** (General Tax) | $1.15/$100 Assessed Value | $1.15/$100 Assessed Value |
| **Real Estate** (Downtown Improvement District) | $1.31/$100 Assessed Value | $1.31/$100 Assessed Value |
| **Personal Property** | | |
| Airplane | $2.40/$100 Assessed Value | $2.40/$100 Assessed Value |
| Motor Vehicle | $4.33/$100 Assessed Value | $4.33/$100 Assessed Value |
| Recreational Vehicle | $1.50/$100 Assessed Value | $1.50/$100 Assessed Value |
| Business Furniture, Fixtures, and Equipment | $4.33/$100 Assessed Value | $4.33/$100 Assessed Value |
| Watercraft - Business | $1.50/$100 Assessed Value | $1.50/$100 Assessed Value |
| Watercraft - Recreational | $0.50/$100 Assessed Value | $0.50/$100 Assessed Value |
| **Machinery & Tools** | $4.25/$100 Assessed Value | $4.25/$100 Assessed Value |
| **OTHER LOCAL TAXES** | | |
| **Amusement and Admissions** | 10% | 10% |
| **Cigarette** | **80 cents/pack of 20 cigarettes (40 mils/cigarette)** | **85 cents/pack of 20 cigarettes (42.5 mils/cigarette)** |
| **Emergency 911 (Landline)** | Replaced by the statewide E-911 tax rate of $0.75/line/month | Replaced by the statewide E-911 tax rate of $0.75/line/month |
| **Hotel/Motel Lodging** | 8% | 8% |
| **Bed Tax** | $2 per room night | $2 per room night |
| **Food and Beverage** | 6.5% | 6.5% |
| **Motor Vehicle License:** | | |
| Small Trailers (<2,000 pounds) | $11.50 | $11.50 |
| Motorcycles | $20.00 | $20.00 |
| Cars and Small Trucks | $31.00 | $31.00 |
| Mid-Size Trucks/Vans (>4,000 pounds) | $36.00 | $36.00 |
| Large Vehicles (over 19,000 pounds) | $1.60-$1.80/1,000 pounds of gross weight (additional $5 flat fee) | $1.60-$1.80/1,000 pounds of gross weight (additional $5 flat fee) |

| Description | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|
| **REFUSE DISPOSAL** | | |
| **Residential** | | |
| Single or Multiple Units (four units or less) | $28.01/unit/month | $28.01/unit/month |
| Multiple Units (five units or more) | $46.94/container/month | $46.94/container/month |
| **Commercial** | | |
| Business 1 times per week | $61.18/unit/month | $61.18/unit/month |
| Business 5 times per week | $151.64/unit/month | $151.64/unit/month |
| Combined Commercial and Residential | $89.19/unit/month | $89.19/unit/month |
| **WATER AND WASTEWATER UTILITY FEES** | | |
| Water | **$4.61/100 cubic feet** | **$4.77/100 cubic feet** |
| Wastewater | **$3.82/100 cubic feet** | **$3.97/100 cubic feet** |
| Utilities service charge | $0/month | $0/month |
| **STORM WATER FEES (rate calculated based on a 30-day month)** | | |
| Residential | **$11.80/month** | **$12.13/month** |
| Commercial | **$8.74/month per 2,000 sq. ft.** | **$8.95/month per 2,000 sq. ft.** |
| **UTILITY TAXES** | | |
| **Commercial** | | |
| Gas | Rate/month: $3.225 + $0.167821/CCF 0-70 CCF + $0.161552/CCF 71-430 CCF + $0.15363/CCF on balance (maximum of $500/month) | Rate/month: $3.225 + $0.167821/CCF 0-70 CCF + $0.161552/CCF 71-430 CCF + $0.15363/CCF on balance (maximum of $500/month) |
| Electricity (Manufacturing) | Rate/month: $1.38 + $0.004965/kWh 0-3,625,100 kWhs + $0.004014/kWh on balance (maximum of $53,000/month) | Rate/month: $1.38 + $0.004965/kWh 0-3,625,100 kWhs + $0.004014/kWh on balance (maximum of $53,000/month) |
| Electricity (Non-Manufacturing) | Rate/month: $2.87 + $0.017933/kWh 0-537 kWh + $0.006330/kWh on balance | Rate/month: $2.87 + $0.017933/kWh 0-537 kWh + $0.006330/kWh on balance |
| Telephone (Cellular, Landline) | Replaced by the State Communications Sales & Use Tax 5% of sales price of services | Replaced by the State Communications Sales & Use Tax 5% of sales price of services |
| Water | 25% on first $75, plus 15% of bill in excess of $75 | 25% on first $75, plus 15% of bill in excess of $75 |
| **Residential** | | |
| Cable and Satellite Service Telephone (Cellular, Landline) | Replaced by the State Communications Sales & Use Tax | Replaced by the State Communications Sales & Use Tax |
| Electricity | $1.75 + $0.016891/kWh monthly (capped at $3.75/month) | $1.75 + $0.016891/kWh monthly (capped at $3.75/month) |
| Gas | $1.50/month | $1.50/month |
| Water (5/8" Meter) | 25% on first $22.50/month | 25% on first $22.50/month |

# Summary of Changes in Fund Balances

## General Fund

| | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|
| **Operating Revenues** | | | |
| General property taxes | 258,974,929 | 257,821,500 | 264,677,000 |
| Other local taxes | 154,867,325 | 158,508,748 | 162,026,400 |
| Permits and fees | 3,013,376 | 3,196,000 | 3,007,600 |
| Fines and forfeitures | 1,261,218 | 1,157,600 | 1,275,000 |
| Charges for services | 22,812,094 | 24,633,725 | 26,211,109 |
| Miscellaneous | 7,570,101 | 8,628,083 | 8,734,009 |
| Recovered costs | 10,651,941 | 11,405,075 | 12,134,608 |
| Commonwealth | 307,249,446 | 307,655,151 | 316,949,076 |
| Federal | 8,545,750 | 8,738,866 | 8,511,596 |
| **Total Operating Revenues** | 774,946,180 | 781,744,748 | 803,526,398 |
| **Operating Expenses** | | | |
| Personnel services | 261,700,528 | 276,631,769 | 286,552,320 |
| Contractual services | 42,595,707 | 41,540,860 | 40,702,018 |
| Materials, supplies and repairs | 37,046,012 | 39,085,325 | 41,053,602 |
| Department specific appropriation | 367,216,797 | 376,150,788 | 384,423,186 |
| Public assistance | 12,180,498 | 13,409,315 | 13,457,083 |
| **Total Operating Expenses** | 720,739,542 | 746,818,057 | 766,188,209 |
| **Operating Income (Loss)** | 54,206,638 | 34,926,691 | 37,338,189 |
| **Non-Operating Revenues (Expenses)** | | | |
| Money and use of property | 9,774,306 | 7,368,890 | 7,570,159 |
| Capital outlay | (1,958,837) | (1,676,890) | (1,663,860) |
| Debt service | (71,085,769) | (60,302,986) | (63,899,797) |
| Acctg. for Encumbrances for Budget not GAAP | 3,511,830 | 0 | 0 |
| **Total Non-Operating Revenue/Expense** | (59,758,470) | (54,610,986) | (57,993,498) |
| **Income (Loss) Before Operating Transfers** | (5,551,832) | (19,684,295) | (20,655,309) |
| Operating transfers in | 16,805,117 | 19,299,317 | 19,634,865 |
| Operating transfers out | (2,445,594) | (3,581,188) | (3,290,486) |
| **Total Operating Transfers** | 14,359,523 | 15,718,129 | 16,344,379 |
| **Net Change in Fund Balance** | 8,807,691 | (3,966,166) | (4,310,930) |
| **Beginning Fund Balance at July 1** | 85,265,709 | 97,583,948 | 93,617,782 |
| **Adjustment to beginning net assets** | 3,510,548 | 0 | 0 |
| **Ending Fund Balance at June 30** | **97,583,948** | **93,617,782** | **89,306,852** |

FY 2015 amounts include Land Acquisition Fund due to GASB 54. Adjustment to beginning net assets largely reflects Norfolk Community Services Board becoming part of the General Fund beginning in FY 2015.

# Special Revenue Funds

| | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|
| **Operating Revenues** | | | |
| General property taxes | 3,457,939 | 4,984,100 | 5,384,000 |
| Other local taxes | 9,403,072 | 9,422,496 | 9,936,596 |
| Fines and forfeitures | 0 | 24,000 | 22,000 |
| Charges for services | 39,449,720 | 38,950,464 | 39,667,477 |
| Miscellaneous | 246,065 | 435,050 | 563,717 |
| Recovered costs | 0 | 2,114,536 | 2,131,000 |
| Commonwealth | 1,443,062 | 0 | 0 |
| Federal | 92,505 | 63,617 | 113,617 |
| **Total Operating Revenues** | 54,092,363 | 55,994,263 | 57,818,407 |
| **Operating Expenses** | | | |
| Personnel services | 16,922,262 | 17,866,318 | 18,647,226 |
| Contractual services | 15,662,102 | 15,857,654 | 14,931,243 |
| Materials, supplies and repairs | 5,162,000 | 5,609,767 | 6,391,634 |
| Department specific appropriation | 5,967,096 | 4,403,028 | 2,273,192 |
| Public assistance | 0 | 0 | 0 |
| **Total Operating Expenses** | 43,713,460 | 43,736,767 | 42,243,295 |
| **Operating Income (Loss)** | 10,378,903 | 12,257,496 | 15,575,112 |
| **Non-Operating Revenues (Expenses)** | | | |
| Money and use of property | 30,286 | 801,839 | 989,130 |
| Capital outlay | (1,817,601) | (1,618,019) | (2,285,625) |
| Gain/(Loss)-Sale of fixed assets & investments | 0 | 1,800 | 10,000 |
| Debt service | (5,278,947) | (5,760,762) | (7,784,272) |
| **Total Non-Operating Revenue/Expense** | (7,066,262) | (6,575,142) | (9,070,767) |
| **Income (Loss) Before Operating Transfers** | 3,312,641 | 5,682,354 | 6,504,345 |
| Operating transfers in | 1,841,508 | 1,502,022 | 1,443,093 |
| Operating transfers out | (8,873,550) | (7,203,604) | (10,800,791) |
| **Total Operating Transfers** | (7,032,042) | (5,701,582) | (9,357,698) |
| **Net Change in Fund Balance** | (3,719,401) | (19,228) | (2,853,353) |
| **Beginning Fund Balance at July 1** | 26,993,766 | 20,514,365 | 20,495,137 |
| **Adjustment to beginning net assets** | (2,760,000) | 0 | 0 |
| **Ending Fund Balance at June 30** | **20,514,365** | **20,495,137** | **17,641,784** |

Adjustment to beginning net assets largely reflects Norfolk Community Services Board becoming part of the General Fund and Waste Management becoming a special revenue fund beginning in FY 2015.

# Summary of Changes in Net Assets

## Enterprise Funds

| | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|
| **Operating Revenues** | | | |
| Permits and fees | 0 | 666,100 | 673,845 |
| Fines and forfeitures | 0 | 2,000,000 | 2,507,343 |
| Charges for services | 130,659,266 | 126,504,351 | 132,240,707 |
| Miscellaneous | 2,505,515 | 135,000 | 188,381 |
| Recovered costs | 0 | 1,341,600 | 1,341,600 |
| **Total Operating Revenues** | 133,164,781 | 130,647,051 | 136,951,876 |
| **Operating Expenses** | | | |
| Personnel services | 30,156,619 | 27,114,222 | 28,004,556 |
| Contractual services/Other | 16,702,738 | 15,176,658 | 15,917,954 |
| Materials, supplies and repairs | 9,842,478 | 15,569,037 | 15,652,503 |
| Depreciation | 24,768,280 | 0 | 0 |
| Bad debt expense | 0 | 0 | 0 |
| Department specific appropriation | 0 | 7,443,481 | 9,976,818 |
| **Total Operating Expenses** | 81,470,115 | 65,303,398 | 69,551,831 |
| **Operating Income (Loss)** | 51,694,666 | 65,343,653 | 67,400,045 |
| **Non-Operating Revenues (Expenses)** | | | |
| Money and use of property | 111,516 | 340,000 | 304,639 |
| Capital outlay | 0 | (869,947) | (762,671) |
| Intergovernmental revenue | 214,199 | 0 | 0 |
| Miscellaneous revenue (expense) | (12,863) | 0 | 0 |
| Gain/(Loss)-Sale of fixed assets & investments | (2,797) | 7,400 | 7,400 |
| Debt service | (17,158,805) | (54,623,362) | (54,809,301) |
| **Total Non-Operating Revenue/Expense** | (16,848,750) | (55,145,909) | (55,259,933) |
| **Income (Loss) Before Operating Transfers** | 34,845,916 | 10,197,744 | 12,140,112 |
| Capital Contribution | 3,005,824 | 0 | 0 |
| Operating transfers in | 0 | 0 | 0 |
| Operating transfers out | (10,033,081) | (12,900,000) | (12,900,000) |
| **Total Operating Transfers/Capital Contribution** | (7,027,257) | (12,900,000) | (12,900,000) |
| **Net Income (Loss)** | 27,818,659 | (2,702,256) | (759,888) |
| **Beginning Net Assets at July 1** | 384,783,397 | 396,804,583 | 394,102,327 |
| **Restatement related to pensions** | (15,046,926) | 0 | 0 |
| **Restatement related to changes in reporting entity** | (750,547) | 0 | 0 |
| **Ending net assets at June 30** | **396,804,583** | **394,102,327** | **393,342,439** |

# Internal Service Funds

| | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|
| **Operating Revenues** | | | |
| Charges for services | 88,828,633 | 101,083,027 | 101,253,235 |
| Miscellaneous | 0 | 0 | 0 |
| Recovered costs | 309,196 | 72,000 | 98,865 |
| **Total Operating Revenues** | 89,137,829 | 101,155,027 | 101,352,100 |
| **Operating Expenses** | | | |
| Personnel services | 3,060,547 | 3,360,584 | 3,429,611 |
| Cost of Goods Sold | 5,424,723 | 0 | 0 |
| Contractual services/Other | 77,784,831 | 92,881,777 | 93,441,507 |
| Materials, supplies and repairs | 3,849,826 | 5,076,666 | 4,544,982 |
| Depreciation | 286,094 | 0 | 0 |
| Bad debt expense | 0 | 0 | 0 |
| Department specific appropriation | 0 | 0 | 0 |
| **Total Operating Expenses** | 90,406,021 | 101,319,027 | 101,416,100 |
| **Operating Income (Loss)** | (1,268,192) | (164,000) | (64,000) |
| **Non-Operating Revenues (Expenses)** | | | |
| Money and use of property | 0 | 9,500 | 9,500 |
| Capital outlay | 0 | (60,500) | (60,500) |
| Gain/(Loss)-Sale of fixed assets & investments | 0 | 215,000 | 115,000 |
| Debt service | 0 | 0 | 0 |
| **Total Non-Operating Revenue/Expense** | 0 | 164,000 | 64,000 |
| **Income (Loss) Before Operating Transfers** | (1,268,192) | 0 | 0 |
| Operating transfers in | 0 | 0 | 0 |
| Operating transfers out | 0 | 0 | 0 |
| **Total Operating Transfers** | 0 | 0 | 0 |
| **Net Income (Loss)** | (1,268,192) | 0 | 0 |
| **Beginning Net Assets at July 1** | 7,762,082 | 4,724,789 | 4,724,789 |
| **Restatement related to pensions** | (1,769,101) | 0 | 0 |
| **Ending net assets at June 30** | **4,724,789** | **4,724,789** | **4,724,789** |

# General Fund Balance Reserves

The establishment and maintenance of general operating reserves is considered one of the most effective management practices a local government can employ. City Council passed a resolution in July 2013 updating the city's policies on reserves, described in the "Financial Policies" section of the Budget Overview.

The purpose of a reserve is to act as the city's "savings" account to meet emergency, unanticipated needs without jeopardizing the ongoing provision of city services. Reserves help to cushion against cash flow challenges as seen in FY 2004 with the significantly large unexpected expenses of Hurricane Isabel when the city appropriated $22.2 million from the General Fund undesignated fund balance to provide an interim source of funding for emergency costs. The appropriate size of reserves depends on variability of revenues and expenditures and an organization's cash flow needs.

Because the city is self-insured, the Risk Management Reserve was created in the event of a major unanticipated workers compensation or general liability claim. In FY 2008, the balance in the Risk Management Reserve was reduced by $4.9 million from $5,740,162 to $840,162 to settle a major general liability claim. In FY 2010, City Council approved adding $1,058,409 from the FY 2008 and FY 2009 year-end undesignated funds in accordance with the city's practice to replenish the Risk Management Reserve. During the FY 2013 budget work session, City Council strengthened reserves further by raising the total General Fund balance reserves from $45,457,834 to $48,332,591. In FY 2015 and in FY 2016, City Council appropriated from year-end surpluses $2.0 million in each year to the Risk Management and Economic Downturn reserves, bringing both to its financial policy goal, and the projected General Fund balance reserves to $52,332,591 in FY 2016.

## General Fund Balance Reserves

| Reserve | FY 2015 Actual | FY 2016 Minimum | FY 2016 Projected |
|---|---|---|---|
| **Unassigned Reserve ("five percent reserve")**[1] | $42,332,591 | $40,943,956 | $42,332,591 |
| **Risk Management Reserve**[2] | $4,000,000 | $3 - $5 million | $5,000,000 |
| **Economic Downturn Reserve**[2] | $4,000,000 | $3 - $5 million | $5,000,000 |
| **General Fund Balance Reserves at June 30**[3] | **$50,332,591** | | **$52,332,591** |

[1] The minimum for the FY 2016 unassigned reserve of $40,943,956 is based on the amended FY 2016 General Fund Budget of $818,879,121.

[2] In July 2013, City Council passed a resolution setting the goal for the Risk Management Reserve and Economic Downturn Reserve at an amount not to exceed $5.0 million and no less than $3.0 million.

[3] The amounts above exclude reserves for encumbrances and other legally restricted reserves and designations for specific appropriations.

# Transfers From/To

The tables below present certain fund to fund transfers in FY 2017 which include: General Fund support of capital projects and special revenue funds; transfers from enterprise activities and special revenue funds to the General Fund; and cash contribution from General Fund and nongeneral funds for capital projects.

| Transfer from General Fund to | FY 2017 |
|---|---|
| Capital Improvement Program | 1,847,393 |
| Cemetery Fund | 439,088 |
| Emergency Preparedness and Response Fund | 1,004,005 |
| **Total Transfers from General Fund** | **3,290,486** |

| Transfer to General Fund from | |
|---|---|
| Public Amenities Fund | 2,000,000 |
| Tax Increment Financing Fund | 3,985,591 |
| Waste Management Fund | 500,000 |
| Wastewater Utility Fund | 1,500,000 |
| Water Utility Fund | 8,500,000 |
| **Total Transfers to General Fund** | **16,485,591** |

| Transfer to Capital Improvement Program from | |
|---|---|
| General Fund | 1,847,393 |
| Parking Facilities Fund | 2,900,000 |
| Public Amenities Fund | 3,000,000 |
| Storm Water Management Fund | 1,315,200 |
| Water Utility Fund | 4,950,000 |
| **Total Transfers to the Capital Improvement Program** | **14,012,593** |

# Full Time Equivalent (FTE) Staffing Summary

| | FY 2015 Adopted FTE | FY 2016 Adopted FTE | FY 2017 Adopted FTE | Change FY 2016 to FY 2017 |
|---|---|---|---|---|
| **General Fund** | | | | |
| Budget and Strategic Planning | 18 | 18 | 18 | 0 |
| Circuit Court Judges | 5 | 5 | 5 | 0 |
| City Attorney | 34 | 34 | 34 | 0 |
| City Auditor | 8 | 8 | 9 | 1 |
| City Clerk | 14 | 14 | 14 | 0 |
| City Council | 8 | 8 | 8 | 0 |
| City Manager | 15 | 15 | 14 | -1 |
| City Planning | 60 | 63 | 65 | 2 |
| City Real Estate Assessor | 24 | 24 | 24 | 0 |
| City Treasurer | 31 | 31 | 31 | 0 |
| Clerk of Circuit Court | 49 | 49 | 49 | 0 |
| Commissioner of the Revenue | 42 | 42 | 42 | 0 |
| Commonwealth's Attorney | 63 | 61 | 58 | -3 |
| Communications and Technology | 122.8 | 123 | 106 | -17 |
| Cultural Facilities, Arts & Entertainment | 52 | 53 | 54 | 1 |
| Development | 21 | 19 | 20 | 1 |
| Elections | 6 | 6 | 6 | 0 |
| Finance | 43.8 | 43.8 | 48.8 | 5 |
| Fire-Rescue | 503 | 504 | 504 | 0 |
| General Services | 127.8 | 127.8 | 130 | 2.3 |
| Human Resources | 33 | 33 | 36 | 3 |
| Human Services | 498 | 525 | 525.5 | 0.5 |
| Libraries | 121.6 | 121.6 | 124.6 | 3 |
| Neighborhood Development | 36 | 37 | 56 | 19 |
| Norfolk Community Services Board | 283.2 | 284.9 | 283.9 | -1 |
| Office to End Homelessness | 3.6 | 3 | 3 | 0 |
| Office of Resilience[1] | 0 | 0 | 3 | 3 |
| Police | 873 | 874 | 874 | 0 |
| Public Health | 25 | 10 | 11 | 1 |
| Public Works | 232 | 225 | 225 | 0 |
| Recreation, Parks and Open Space | 218.3 | 214.3 | 216.7 | 2.4 |
| Sheriff and Jail | 475 | 475 | 475 | 0 |
| The National Maritime Center (Nauticus) | 42.3 | 40.3 | 40.3 | 0 |
| Zoological Park | 45.1 | 47.1 | 51.1 | 4 |
| **Total General Fund** | **4,133.4** | **4,138.7** | **4,164.8** | **26.1** |

| | FY 2015 Adopted FTE | FY 2016 Adopted FTE | FY 2017 Adopted FTE | Change FY 2016 to FY 2017 |
|---|---|---|---|---|
| **Special Revenue Funds** | | | | |
| Cemeteries | 33.8 | 33.8 | 32.8 | -1 |
| Emergency Preparedness and Response | 91 | 90 | 90 | 0 |
| Storm Water Management | 101.8 | 105.8 | 109 | 3.2 |
| Towing and Recovery Operations | 8.9 | 9.9 | 9.9 | 0 |
| Waste Management | 100 | 101 | 101 | 0 |
| **Total Special Revenue Funds** | **335.4** | **340.4** | **342.7** | **2.2** |
| | | | | |
| **Enterprise Funds** | | | | |
| Parking Facilities | 70 | 65 | 65 | 0 |
| Wastewater Utility | 104 | 106 | 105 | -1 |
| Water Utility | 292.3 | 291.3 | 292.5 | 1.3 |
| **Total Enterprise Funds** | **466.3** | **462.3** | **462.5** | **.3** |
| | | | | |
| **Internal Service Funds** | | | | |
| Fleet | 56.8 | 56.8 | 56.8 | 0 |
| **Total Internal Service Funds** | **56.8** | **56.8** | **56.8** | **0** |
| | | | | |
| **Total All Funds** | **4,991.7** | **4,998.1** | **5,026.9** | **28.6** |

**Only permanent positions are reflected in the Budget Document.**

[1]The Adopted FY 2017 Budget creates the Office of Resilience.

Totals and changes may not exactly add due to rounding to one decimal point.

# City Indebtedness

The Virginia Constitution authorizes cities and counties in Virginia to issue general obligation bonds secured by a pledge of its full faith and credit. For the payment of such bonds, the governing body of the city is required to levy an ad valorem tax on all property subject to local taxation to ensure debt service payment. The issuance of general obligation bonds is subject to a limit of 10 percent of the assessed value of taxable real property in the city.

The Public Finance Act of Virginia authorizes a city in Virginia to issue limited liability revenue bonds provided that the rates, rents, fees or other charges are sufficient to pay the cost of operation and administration and the principal and interest on the bonds when due. In determining general obligation statutory debt limitations, certain classes of indebtedness may be excluded, including revenue anticipation notes maturing in one year or less, general obligation bonds payable from a specified revenue producing undertaking, so long as the undertaking is self-supporting, capital leases, and revenue bonds. The city's Wastewater enterprise operations finance capital needs through a combination of self-supporting, general obligation and revenue bonds and the water enterprise utilizes only revenue bonds for its financing needs. The city's Parking, Storm Water, Maritime and Towing and Recovery operations finance capital needs with self-supporting general obligation bonds.

The following table shows the estimated general obligation Legal Debt Margins for the current fiscal year as of June 30, 2016, and for the past four fiscal years

| As of | Taxable Real Property Assessed Value (1) | Debt Limit: 10% of Assessed Value | Debt Applicable to Debt Limit | Amount of Debt as % of Debt Limit | Legal Margin for Additional Debt |
|---|---|---|---|---|---|
| June 30, 2016 (2) (3) | $19,089,391,956 | $1,908,939,196 | $921,267,937 | 48.26% | $987,671,259 |
| June 30, 2015 | 18,734,201,726 | 1,873,420,173 | 914,299,379 | 48.80% | 959,120,794 |
| June 30, 2014 | 18,421,412,121 | 1,842,141,212 | 912,700,343 | 49.55% | 929,440,869 |
| June 30, 2013 | 18,319,948,478 | 1,831,994,848 | 818,068,050 | 44.65% | 1,013,926,798 |
| June 30, 2012 | 18,676,730,533 | 1,867,673,053 | 877,060,431 | 46.96% | 990,612,622 |

(1)The figure includes the assessed valuation of the following properties: public service corporations (as assessed by the State Corporation Commission and the Virginia Department of Taxation); and residential, commercial, apartments and vacant land (as assessed by the City Assessor).
(2)Taxable Real Property Assessed Value is estimated as of March 31, 2016.
(3)Projected Debt Applicable to Debt Limit excludes $403,131,015 of General Obligation Bonds authorized by ordinance for Capital Improvement Projects, but not yet issued.

## Overlapping Debt

The City of Norfolk is autonomous and independent of any county or other political subdivision and is not subject to taxation by any county or school district, nor is it liable for any county or school division indebtedness. There is no overlapping debt.

## Statement of No Past Default

The city has never defaulted on the payment of either principal or interest on any debt.

## Outstanding Debt

Debt service for General Capital Improvements is funded from the General Fund. The debt of the enterprise and other fee-supported operations are paid from the respective revenues. The estimated total outstanding bonded indebtedness, including revenue bonds, at the end of FY 2016 is estimated to be $1,195,704,825.

## General Capital Improvements–Affordability Measures

The Capital Improvement Plan for General Capital Improvements (bonds not supported by self-supporting user fees) is guided by two measures of affordability. These measures or debt limits, based on the adopted Capital Improvement Plan, are as follows:

- Debt Service as a percent of the General Fund budget (not to exceed 10 percent)
- Net debt as a percent of taxable property (not to exceed 3.5 percent)

The FY 2017 Capital Improvement Plan is within the two measures of affordability listed above. However, the city will need to maintain a moderate Capital Improvement Plan to stay within these measures as it finances some major essential governmental projects, such as a new city courthouse, several schools and a new main library.

## Enterprise Operations Debt

Norfolk's Water and Wastewater Revenue Bond programs are governed by bond indentures of trust and financing agreements, which specify debt coverage requirements for their respective operations. Each of the revenue bond programs are backed by the revenues of their respective system. The city has covenanted that it will establish, fix, charge and collect rates, fees and other charges so that in each Fiscal Year Net Revenues are not less than the debt service coverage requirement. All revenue bond programs, historically and estimated for FY 2017 meet debt coverage requirements. As previously noted, outstanding Wastewater bonds are a combination of general obligations of the city and revenue bonds and Water bonds are solely revenue bonds. The city's Parking operations finance capital needs with self-supporting general obligation bonds. As a matter of practice, the city pays such general obligation bonds from its respective enterprise activities. In the event that money in the respective funds is not sufficient to pay debt service on the general obligations, the city is obligated to pay such debt service from the General Fund or other available revenues.

## Bond Ratings

Bond or credit ratings are an independent opinion of the general creditworthiness of an issuer, such as the city, based on relevant risk factors. Long-term general obligation ratings are based on an issuer's ability and willingness to repay fully the principal and interest of its debt obligations, on a timely basis. Municipal credit ratings are primarily based on four main factors: the issuer's financial position, the issuer's current and future debt burden, financial management and the economy. Often an investor places significant emphasis on a bond's credit rating to help evaluate a price or willingness to hold the investment.

Each of the three major credit rating agencies in the U.S.: Moody's Investors Service ("Moody's"), Standard and Poor's ("S&P") and Fitch Ratings ("Fitch") applies its own methodology in measuring creditworthiness and uses a specific rating scale to communicate its ratings opinions. Typically, ratings are expressed as letter grades that range, for example, from 'AAA' to 'D' to communicate the agency's opinion of relative level of credit risk. Credits are

further distinguished with "notches" within each rating category. Credit ratings for the city's General Obligation and Water Revenue Bond programs are as follows:

| Bonding Program | Moody's Investors Service | Standard and Poor's | Fitch Ratings |
|---|---|---|---|
| General Obligation | Aa2 | AA+ | AA+ |
| Water Revenue | Aa2 | AA+ | AA+ |

Norfolk's rating on its General Obligations Bonds of Aa2/AA+/AA+ and its Water Revenue Bonds of Aa2/AA+/AA+ are very strong. S&P upgraded the City's General Obligation bond rating from "AA" to "AA+" in September 2013. In general, AA category rating signifies very high quality bonds with some elements of long-term risks.

The city's Wastewater Revenue Bonds do not maintain an underlying, or stand-alone unenhanced, credit rating.

## Computation of Legal Debt Margin

| **June 30, 2016 (Estimated)** | | |
|---|---|---|
| Total Assessed Value of Taxed Real Property as of March 31, 2016 | | $19,089,391,956 |
| Debt Limit: 10 percent of Total Assessed Value | | $1,908,939,196 |
| Amount of Debt Applicable to Debt Limit:(1)(2)(3) | | |
| Gross Debt | $796,267,937 | |
| Line of Credit | $125,000,000 | $921,267,937 |
| Legal Debt Margin | | $987,671,259 |
| Amount of Debt as a percent of Debt Limit | | 48.26% |

(1) Includes all nongeneral fund supported General Obligation debt such as Wastewater, Parking, Storm Water, Maritime, and Towing and Recovery Operations.

(2) The Legal Debt Margin computation does not include any revenue-based debt issued by the city, because such debt is not subject to the Commonwealth's Constitutional Debt Limit.

(3) Excludes $403,131,015 of General Obligation Bonds authorized by ordinance for Capital Improvement Projects, but not yet issued.

# YEARLY MATURITY OF LONG-TERM DEBT

| Fiscal Year | General Obligation [1] [2] | | | General Obligation Equipment[1] | | | Water Revenue[1] | | |
|---|---|---|---|---|---|---|---|---|---|
| | Principal | Interest | Total | Principal | Interest | Total | Principal | Interest | Total |
| 2017 | 51,024,915 | 34,321,242 | 85,346,157 | 2,345,460 | 526,780 | 2,872,240 | 10,090,000 | 15,988,725 | 26,078,725 |
| 2018 | 54,281,036 | 32,094,404 | 86,375,440 | 940,000 | 474,929 | 1,414,929 | 13,860,000 | 15,405,600 | 29,265,600 |
| 2019 | 55,560,468 | 29,857,895 | 85,418,363 | 2,775,000 | 383,625 | 3,158,625 | 14,200,000 | 14,714,975 | 28,914,975 |
| 2020 | 54,951,803 | 27,645,911 | 82,597,713 | 2,785,000 | 247,367 | 3,032,367 | 13,830,000 | 14,025,550 | 27,855,550 |
| 2021 | 52,823,982 | 25,329,620 | 78,153,602 | 2,790,000 | 109,658 | 2,899,658 | 15,965,000 | 13,292,450 | 29,257,450 |
| 2022 | 51,554,164 | 23,110,503 | 74,664,666 | 365,000 | 32,325 | 397,325 | 17,170,000 | 12,485,575 | 29,655,575 |
| 2023 | 50,655,511 | 20,918,029 | 71,573,540 | 380,000 | 15,300 | 395,300 | 18,675,000 | 11,611,375 | 30,286,375 |
| 2024 | 49,283,055 | 18,761,333 | 68,044,388 | 120,000 | 4,400 | 124,400 | 19,785,000 | 10,662,975 | 30,447,975 |
| 2025 | 44,980,042 | 16,703,196 | 61,683,238 | - | - | - | 17,820,000 | 9,736,475 | 27,556,475 |
| 2026 | 42,704,056 | 14,683,947 | 57,388,003 | - | - | - | 18,900,000 | 8,832,650 | 27,732,650 |
| 2027 | 41,749,176 | 12,704,693 | 54,453,869 | - | - | - | 11,710,000 | 8,078,950 | 19,788,950 |
| 2028 | 36,779,270 | 10,915,503 | 47,694,773 | - | - | - | 12,370,000 | 7,485,725 | 19,855,725 |
| 2029 | 27,065,000 | 9,400,279 | 36,465,279 | - | - | - | 13,140,000 | 6,856,975 | 19,996,975 |
| 2030 | 27,995,000 | 7,983,763 | 35,978,763 | - | - | - | 8,300,000 | 6,330,213 | 14,630,213 |
| 2031 | 27,930,000 | 6,596,910 | 34,526,910 | - | - | - | 8,965,000 | 5,912,200 | 14,877,200 |
| 2032 | 14,990,000 | 5,180,635 | 20,170,635 | - | - | - | 9,245,000 | 5,475,300 | 14,720,300 |
| 2033 | 26,090,000 | 4,113,496 | 30,203,496 | - | - | - | 7,600,000 | 5,063,819 | 12,663,819 |
| 2034 | 14,195,000 | 3,205,237 | 17,400,237 | - | - | - | 8,000,000 | 4,674,213 | 12,674,213 |
| 2035 | 10,935,000 | 2,604,322 | 13,539,322 | - | - | - | 8,450,000 | 4,263,244 | 12,713,244 |
| 2036 | 11,135,000 | 2,066,424 | 13,201,424 | - | - | - | 8,905,000 | 3,832,213 | 12,737,213 |
| 2037 | 11,060,000 | 1,518,224 | 12,578,224 | - | - | - | 7,950,000 | 3,418,131 | 11,368,131 |
| 2038 | 12,080,000 | 947,423 | 13,027,423 | - | - | - | 8,370,000 | 3,022,306 | 11,392,306 |
| 2039 | 8,490,000 | 474,867 | 8,964,867 | - | - | - | 8,810,000 | 2,608,263 | 11,418,263 |
| 2040 | 1,245,000 | 235,709 | 1,480,709 | - | - | - | 6,990,000 | 2,232,019 | 9,222,019 |
| 2041 | 1,260,000 | 174,294 | 1,434,294 | - | - | - | 7,325,000 | 1,899,731 | 9,224,731 |
| 2042 | 1,280,000 | 112,069 | 1,392,069 | - | - | - | 7,690,000 | 1,533,488 | 9,223,488 |
| 2043 | 1,295,000 | 49,034 | 1,344,034 | - | - | - | 8,095,000 | 1,127,488 | 9,222,488 |
| 2044 | 375,000 | 8,672 | 383,672 | - | - | - | 8,525,000 | 695,494 | 9,220,494 |
| 2045 | - | - | - | - | - | - | 8,985,000 | 235,856 | 9,220,856 |
| 2046 | - | - | - | - | - | - | - | - | - |
| | **783,767,477** | **311,717,633** | **1,095,485,110** | **12,500,460** | **1,794,384** | **14,294,844** | **329,720,000** | **201,501,975** | **531,221,975** |

## Yearly Maturity of Long-Term Debt (Continued)

| Fiscal Year | Wastewater Revenue[1] | | | Totals[1] | | |
|---|---|---|---|---|---|---|
| | Principal | Interest | Total | Principal | Interest | Total |
| 2017 | 3,519,967 | - | 3,519,967 | 66,980,342 | 50,836,747 | 117,817,089 |
| 2018 | 3,919,967 | - | 3,919,967 | 73,001,003 | 47,974,933 | 120,975,936 |
| 2019 | 4,069,967 | - | 4,069,967 | 76,605,435 | 44,956,495 | 121,561,930 |
| 2020 | 4,069,967 | - | 4,069,967 | 75,636,769 | 41,918,827 | 117,555,597 |
| 2021 | 4,069,967 | - | 4,069,967 | 75,648,949 | 38,731,728 | 114,380,677 |
| 2022 | 4,069,967 | - | 4,069,967 | 73,159,131 | 35,628,403 | 108,787,533 |
| 2023 | 4,069,967 | - | 4,069,967 | 73,780,478 | 32,544,704 | 106,325,182 |
| 2024 | 4,069,967 | - | 4,069,967 | 73,258,022 | 29,428,708 | 102,686,730 |
| 2025 | 4,069,967 | - | 4,069,967 | 66,870,009 | 26,439,671 | 93,309,680 |
| 2026 | 4,069,967 | - | 4,069,967 | 65,674,023 | 23,516,597 | 89,190,620 |
| 2027 | 4,069,967 | - | 4,069,967 | 57,529,143 | 20,783,643 | 78,312,786 |
| 2028 | 4,069,967 | - | 4,069,967 | 53,219,236 | 18,401,228 | 71,620,464 |
| 2029 | 4,069,967 | - | 4,069,967 | 44,274,967 | 16,257,254 | 60,532,221 |
| 2030 | 3,644,967 | - | 3,644,967 | 39,939,967 | 14,313,976 | 54,253,943 |
| 2031 | 3,219,967 | - | 3,219,967 | 40,114,967 | 12,509,110 | 52,624,077 |
| 2032 | 2,844,967 | - | 2,844,967 | 27,079,967 | 10,655,935 | 37,735,902 |
| 2033 | 2,344,967 | - | 2,344,967 | 36,034,967 | 9,177,315 | 45,212,282 |
| 2034 | 2,112,467 | - | 2,112,467 | 24,307,467 | 7,879,450 | 32,186,916 |
| 2035 | 1,589,983 | - | 1,589,983 | 20,974,983 | 6,867,566 | 27,842,549 |
| 2036 | 1,050,000 | - | 1,050,000 | 21,090,000 | 5,898,636 | 26,988,636 |
| 2037 | 550,000 | - | 550,000 | 19,560,000 | 4,936,355 | 24,496,355 |
| 2038 | 150,000 | - | 150,000 | 20,600,000 | 3,969,729 | 24,569,729 |
| 2039 | - | - | - | 17,300,000 | 3,083,129 | 20,383,129 |
| 2040 | - | - | - | 8,235,000 | 2,467,728 | 10,702,728 |
| 2041 | - | - | - | 8,585,000 | 2,074,025 | 10,659,025 |
| 2042 | - | - | - | 8,970,000 | 1,645,556 | 10,615,556 |
| 2043 | - | - | - | 9,390,000 | 1,176,522 | 10,566,522 |
| 2044 | - | - | - | 8,900,000 | 704,166 | 9,604,166 |
| 2045 | - | - | - | 8,985,000 | 235,856 | 9,220,856 |
| 2046 | - | - | - | - | - | - |
| | **69,716,888** | **-** | **69,716,888** | **1,195,704,825** | **515,013,992** | **1,710,718,817** |

(1) Existing Debt Service as of June 30, 2016. Excludes any future issuances.
(2) General Obligation bonds have been used to finance Wastewater, Parking, Storm Water, Maritime, and Towing and Recovery projects. The bonded debt associated with those projects is self-supported by the respective funds. The Debt Service portion of the General Fund budget finances only General Capital projects and not its self-supporting funds.

# General Fund Revenues

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# General Fund Revenue Summary

| Revenue Source | FY 2015 Actual | FY 2016 Adopted | FY 2016 Year-End Estimate | FY 2017 Adopted |
|---|---|---|---|---|
| **GENERAL PROPERTY TAXES** | | | | |
| **Real Property Taxes** | | | | |
| Current | 191,845,055 | 192,665,600 | 194,294,500 | 197,989,000 |
| Delinquent | 5,302,716 | 5,000,000 | 5,300,000 | 5,400,000 |
| Interest | 464,077 | 500,000 | 460,000 | 485,000 |
| Real Estate Tax Refunds | -541 | -25,000 | -25,000 | -25,000 |
| **Subtotal - Real Property Taxes** | **197,611,307** | **198,140,600** | **200,029,500** | **203,849,000** |
| **Downtown Improvement District** | | | | |
| Current, Delinquent, and Interest | 1,868,153 | 1,851,900 | 1,851,900 | 1,880,000 |
| **Public Service Corporations** | | | | |
| Current, Delinquent, and Interest | 9,264,076 | 8,926,000 | 9,353,500 | 9,355,000 |
| **Total All Real Property Taxes** | **208,743,536** | **208,918,500** | **211,234,900** | **215,084,000** |
| **Personal Property** | | | | |
| Current | 33,947,212 | 33,290,000 | 33,600,000 | 34,300,000 |
| Delinquent | 9,199,523 | 9,500,000 | 9,000,000 | 9,200,000 |
| Interest | 458,499 | 580,000 | 425,000 | 460,000 |
| Personal Property Tax Refund | 788,513 | -300,000 | -300,000 | -200,000 |
| **Subtotal - Personal Property** | **44,393,747** | **43,070,000** | **42,725,000** | **43,760,000** |
| **Public Service Corporations** | | | | |
| Current, Delinquent, and Interest | 71,133 | 111,000 | 50,000 | 60,000 |
| **Total All Personal Property Taxes** | **44,464,880** | **43,181,000** | **42,775,000** | **43,820,000** |
| **Mobile Home** | | | | |
| Current, Delinquent, and Interest | 13,038 | 16,000 | 16,000 | 17,000 |
| **Machinery and Tools** | | | | |
| Current | 5,695,316 | 5,620,000 | 5,620,000 | 5,650,000 |
| Delinquent | 53,895 | 80,000 | 250,000 | 100,000 |
| Interest | 4,264 | 6,000 | 6,000 | 6,000 |
| **Subtotal - Machinery and Tools** | **5,753,475** | **5,706,000** | **5,876,000** | **5,756,000** |
| **Total General Property Taxes** | **258,974,929** | **257,821,500** | **259,901,900** | **264,677,000** |
| **OTHER LOCAL TAXES** | | | | |
| **Sales and Use** | **29,981,259** | **31,400,000** | **30,300,000** | **31,400,000** |
| **Consumer Utility Taxes** | | | | |
| Water | 5,612,192 | 5,600,000 | 5,600,000 | 5,675,200 |
| Electric | 12,436,054 | 12,600,000 | 12,550,000 | 12,622,600 |
| Gas | 3,090,968 | 3,070,000 | 3,000,000 | 3,105,500 |

| Revenue Source | FY 2015 Actual | FY 2016 Adopted | FY 2016 Year-End Estimate | FY 2017 Adopted |
|---|---|---|---|---|
| Communications Sales Tax | 18,262,293 | 18,300,000 | 17,800,000 | 18,000,000 |
| **Subtotal - Consumer Utility Taxes** | **39,401,507** | **39,570,000** | **38,950,000** | **39,403,300** |
| **Business Taxes** | | | | |
| Other Local Tax Refunds | -12,590 | -30,000 | -30,000 | -20,000 |
| Business License | 28,640,356 | 30,729,948 | 29,500,000 | 30,730,000 |
| Franchise | 668,600 | 605,000 | 605,000 | 605,000 |
| Bank Franchise | 2,491,802 | 2,281,400 | 2,291,000 | 2,381,000 |
| **Subtotal - Business Taxes** | **31,788,168** | **33,586,348** | **32,366,000** | **33,696,000** |
| **Licenses and Decals** | | | | |
| Motor Vehicle | 3,952,534 | 4,469,500 | 4,430,000 | 4,669,500 |
| Boats | 87,966 | 93,900 | 93,900 | 93,900 |
| **Subtotal - Licenses and Decals** | **4,040,500** | **4,563,400** | **4,523,900** | **4,763,400** |
| **Consumer Taxes** | | | | |
| Recordation | 2,175,550 | 2,100,000 | 2,270,000 | 2,300,000 |
| Cigarette | 7,820,751 | 7,890,000 | 7,800,000 | 8,189,000 |
| Admissions | 4,286,735 | 4,000,000 | 3,750,000 | 4,000,000 |
| Hotel/Motel Room | 5,710,827 | 5,600,000 | 5,900,000 | 6,243,000 |
| Hotel ($2 flat tax) | 1,909,474 | 1,800,000 | 1,875,000 | 1,927,700 |
| Restaurant Food | 27,618,544 | 27,780,000 | 28,600,000 | 29,939,000 |
| Estate Probate | 41,822 | 45,000 | 40,000 | 40,000 |
| Short Term Rental | 92,188 | 174,000 | 125,000 | 125,000 |
| **Subtotal - Consumer Taxes** | **49,655,891** | **49,389,000** | **50,360,000** | **52,763,700** |
| **Total Other Local Taxes** | **154,867,325** | **158,508,748** | **156,499,900** | **162,026,400** |
| **PERMITS, FEES AND LICENSES** | | | | |
| Animal License | 72,556 | 67,000 | 72,000 | 73,200 |
| Burglar Alarm License | 2,235 | 2,400 | 2,500 | 2,400 |
| Residential Parking Decals[1] | 31,602 | 0 | 0 | 0 |
| Building Permit | 603,402 | 725,000 | 570,000 | 620,000 |
| Electrical Permit | 345,693 | 370,000 | 350,000 | 350,000 |
| Plumbing Permit | 216,264 | 250,000 | 200,000 | 215,000 |
| Plan Review Fee | 180,352 | 160,000 | 140,000 | 150,000 |
| Mechanical Code Inspection Fee | 263,727 | 250,000 | 160,000 | 195,000 |
| Elevator Inspection Fee | 92,599 | 88,000 | 80,000 | 90,000 |
| Technology Fee - Permits | 74,494 | 80,000 | 80,000 | 80,000 |
| Wetland Permit | 4,875 | 8,000 | 4,500 | 6,000 |
| Zoning Fees | 180,205 | 170,000 | 195,000 | 175,000 |
| Driveway Permit | 20,385 | 20,400 | 25,000 | 25,000 |

| Revenue Source | FY 2015 Actual | FY 2016 Adopted | FY 2016 Year-End Estimate | FY 2017 Adopted |
|---|---|---|---|---|
| Utility Cut Permit | 88,327 | 67,200 | 149,000 | 149,000 |
| Special ROW/ Parking Permit | 146,733 | 174,400 | 160,000 | 142,000 |
| Street Construction Permit | 126,987 | 215,800 | 145,000 | 138,000 |
| Fire Permit | 149,943 | 140,000 | 150,000 | 150,000 |
| Fire Inspection | 102,505 | 110,000 | 110,000 | 110,000 |
| Precious Metal Dealer Permit | 14,925 | 16,000 | 15,000 | 15,000 |
| Excessive Size and Weight Permit | 261,085 | 248,700 | 260,000 | 280,000 |
| Taxi Operator Permit | 7,950 | 13,000 | 11,000 | 11,000 |
| Foot Race/Bicycle Race Permit | 1,450 | 600 | 1,200 | 1,500 |
| Yard/Garage Sale Permit | 7,840 | 7,500 | 8,000 | 8,000 |
| Registration Vacant Buildings Fee | 11,750 | 6,500 | 23,000 | 16,000 |
| Transfer Fees | 5,492 | 5,500 | 5,500 | 5,500 |
| **Total Permits and Fees** | **3,013,376** | **3,196,000** | **2,916,700** | **3,007,600** |
| **FINES AND FORFEITURES** | | | | |
| Fines and Forfeitures | 999,675 | 1,020,000 | 975,000 | 1,000,000 |
| Fines - Red Light Cameras | 178,912 | 60,000 | 180,000 | 180,000 |
| Fees - Returned Checks | 10,682 | 9,600 | 9,600 | 10,000 |
| Excess Weight Penalties | 22,919 | 18,000 | 60,000 | 35,000 |
| Fines - False Alarm | 49,030 | 50,000 | 50,000 | 50,000 |
| **Total Fines and Forfeitures** | **1,261,218** | **1,157,600** | **1,274,600** | **1,275,000** |
| **USE OF MONEY AND PROPERTY** | | | | |
| Interest on Investments | 50,868 | 21,000 | 50,000 | 60,000 |
| Other Interest | 22,654 | 90,000 | 90,000 | 100,000 |
| Rent - General Properties | 6,599,027 | 4,104,050 | 4,104,050 | 4,193,059 |
| Rent - Governor's Magnet School | 8,794 | 7,500 | 8,000 | 8,000 |
| Rent - Cultural Convention Center | 124,320 | 100,000 | 100,000 | 100,000 |
| Rent - Chrysler Hall | 288,652 | 325,000 | 300,000 | 325,000 |
| Rent - Virginia Stage Company (Wells Theatre) | 22,351 | 12,000 | 20,000 | 12,000 |
| Rent - Harrison Opera House | 58,534 | 35,000 | 50,000 | 50,000 |
| Rent - Harbor Park-Other | 224,680 | 225,000 | 198,000 | 198,000 |
| Rent - Special Programs | 76,791 | 40,000 | 70,000 | 70,000 |
| Sale of Salvage Materials | 23,040 | 20,000 | 20,000 | 20,000 |
| Sale of Fixed Assets | 84,883 | 100,000 | 85,000 | 85,000 |
| Rent - Equipment | 31,437 | 46,000 | 46,400 | 46,400 |
| Ticket System- Cultural Center | 427,369 | 400,000 | 400,000 | 400,000 |
| Rent - Picnic Shelters | 30,470 | 28,000 | 30,000 | 32,000 |
| Commissions - Jail Telephone | 672,000 | 672,000 | 672,000 | 672,000 |

| Revenue Source | FY 2015 Actual | FY 2016 Adopted | FY 2016 Year-End Estimate | FY 2017 Adopted |
|---|---|---|---|---|
| Rent - Selden | 88,434 | 120,000 | 50,000 | 26,800 |
| Rent - Cruise Ship Terminal | 380,623 | 389,340 | 389,340 | 436,000 |
| Rent - Nauticus | 82,600 | 52,500 | 52,500 | 65,900 |
| Sales - Nauticus Merchandise | 545,445 | 581,500 | 581,500 | 600,000 |
| Rent - Slover | 19,768 | 0 | 70,000 | 70,000 |
| **Total Use of Money and Property** | **9,862,740** | **7,368,890** | **7,386,790** | **7,570,159** |
| **CHARGES FOR SERVICES** | | | | |
| Court Costs | 126,789 | 124,000 | 124,000 | 126,000 |
| Courthouse Security Assessment | 347,845 | 350,000 | 350,000 | 335,000 |
| Courthouse Construction Fee | 218,420 | 220,000 | 220,000 | 218,000 |
| DNA Charges | 1,712 | 2,500 | 2,500 | 2,500 |
| Fees - High Constable | 453,165 | 470,000 | 450,000 | 464,000 |
| Jail Processing Fees | 27,143 | 27,000 | 27,000 | 27,000 |
| Fees - Court Officers | 28,581 | 26,000 | 28,000 | 28,000 |
| Fees - Excess | 13,786 | 20,000 | 13,000 | 15,000 |
| Fees - City Sheriff | 37,158 | 38,100 | 38,100 | 38,100 |
| Detention Home Charge For Ward | 167,072 | 120,000 | 160,000 | 120,000 |
| Fees - Jail Booking | 549 | 1,500 | 1,200 | 1,500 |
| Miscellaneous School Fees | 2,788,319 | 3,983,361 | 3,983,361 | 3,983,361 |
| Youth Development Fees[2] | 50 | 0 | 0 | 0 |
| Paramedical Rescue Service | 6,713,745 | 6,250,000 | 7,000,000 | 7,466,000 |
| Charges - Insurance | 100,588 | 100,000 | 100,000 | 100,000 |
| Charges - Animal Protection | 46,729 | 40,000 | 42,000 | 42,000 |
| Police Records And Reports | 158,379 | 150,000 | 180,000 | 175,000 |
| Public Vehicle Inspection Certification | 23,292 | 23,000 | 12,000 | 8,000 |
| Non-Emergency Traffic Escort | 17,205 | 17,000 | 17,000 | 17,000 |
| Fees - Library Fines | 169,961 | 160,000 | 206,000 | 245,540 |
| Charges - Public Works | 328,977 | 650,000 | 334,000 | 334,000 |
| Charges - Materials - Street and Bridges | 605,769 | 330,000 | 694,300 | 694,300 |
| Zoo Admission | 1,704,376 | 2,138,279 | 2,000,000 | 2,238,700 |
| Charges - Transient Yacht | 210,095 | 200,000 | 150,000 | 200,000 |
| Charges - Information System[2] | -400 | 0 | 0 | 0 |
| Sales Surveys/Blueprints/Maps | 31,942 | 35,000 | 40,000 | 40,000 |
| Fees - Refuse Disposal[2] | -4 | 0 | 0 | 0 |
| Fees - Tax Abatement | 3,605 | 2,500 | 2,500 | 2,500 |
| Recreation/Parks Fees | 412,804 | 385,000 | 370,000 | 400,000 |
| Recreation/Parks Classes Fees | 319,458 | 360,000 | 320,000 | 320,000 |

| Revenue Source | FY 2015 Actual | FY 2016 Adopted | FY 2016 Year-End Estimate | FY 2017 Adopted |
|---|---|---|---|---|
| Recreation/Parks Concession Fees | 1,500 | 2,000 | 2,000 | 2,000 |
| Recreation/Parks Rental Fees | 96,954 | 90,000 | 100,000 | 100,000 |
| Recreation/Parks Camp Wakeup | 399,606 | 475,000 | 500,000 | 475,000 |
| Cruise Ship Terminal Fees | 320,813 | 525,000 | 525,000 | 425,000 |
| Fees - Nauticus Admissions | 1,628,830 | 1,880,000 | 1,880,000 | 1,970,000 |
| Fees - Nauticus Memberships | 20,565 | 26,985 | 26,985 | 22,608 |
| Program Fees - NCSB | 5,286,716 | 5,411,500 | 5,411,500 | 5,575,000 |
| **Total Charges for Services** | **22,812,094** | **24,633,725** | **25,310,446** | **26,211,109** |
| **MISCELLANEOUS REVENUE** | | | | |
| Payments In Lieu Of Taxes | 4,370,421 | 4,415,060 | 4,416,221 | 4,457,518 |
| Navy PPV Payment | 3,122,274 | 2,948,523 | 2,948,523 | 2,937,613 |
| DMV Select Fees | 107,371 | 104,000 | 100,000 | 107,000 |
| Sale of Other Property | 2,384 | 5,700 | 600 | 1,200 |
| Sale of Unclaimed Property | 0 | 2,000 | 4,800 | 2,000 |
| Administrative Fees - Real Estate Tax | 30,273 | 35,000 | 35,000 | 35,000 |
| Administrative Fees - Personal Property Tax | 114,615 | 100,000 | 100,000 | 100,000 |
| Administrative Fees - DMV Stop | 597,120 | 580,000 | 550,000 | 580,000 |
| Other Miscellaneous Revenue[2] | -1,214,940 | 436,400 | 500,000 | 507,678 |
| Community Development Fund | 1,595 | 1,400 | 1,400 | 1,500 |
| Sales - Slover | 9,272 | 0 | 4,500 | 4,500 |
| Concessions - Slover | 2,116 | 0 | 0 | 0 |
| Proceeds from Sale of Land | 427,600 | 0 | 0 | 0 |
| **Total Miscellaneous Revenue** | **7,570,101** | **8,628,083** | **8,661,044** | **8,734,009** |
| **RECOVERED COSTS** | | | | |
| Utilities | 93,022 | 90,000 | 20,000 | 90,000 |
| Transport of Prisoner | 121,646 | 75,000 | 75,000 | 90,000 |
| Zoo | 0 | 4,800 | 4,600 | 4,800 |
| Nuisance Abatement | 102,062 | 385,000 | 300,000 | 385,000 |
| Retirement Bureau | 288,315 | 400,000 | 400,000 | 534,282 |
| Insurance | 200,779 | 1,000 | 500,000 | 2,000 |
| Benefits Program Administration | 22,970 | 5,500 | 5,500 | 6,500 |
| Miscellaneous Salaries (Police) | 620,123 | 927,521 | 927,521 | 927,521 |
| Healthcare Consortium Contribution | 213,261 | 455,000 | 455,000 | 443,400 |
| General Overhead - Water Utility Fund | 1,160,321 | 1,242,720 | 1,242,720 | 1,771,960 |
| Debt Service Recovery | 2,417,415 | 2,938,636 | 2,412,636 | 2,983,252 |
| Telephone Charges | 357,270 | 372,200 | 372,200 | 372,200 |
| Public Information | 6,929 | 5,583 | 5,600 | 6,000 |

| Revenue Source | FY 2015 Actual | FY 2016 Adopted | FY 2016 Year-End Estimate | FY 2017 Adopted |
|---|---|---|---|---|
| Recoveries and Rebates | 585,442 | 192,360 | 386,541 | 103,900 |
| General Overhead - Wastewater Utility Fund | 346,166 | 390,140 | 390,140 | 321,872 |
| Information System Support | 1,347,160 | 1,350,000 | 1,350,000 | 1,350,000 |
| Jail Meals | 437,762 | 475,000 | 340,000 | 406,000 |
| E-ZPasses | 10,055 | 10,500 | 10,500 | 10,500 |
| General Overhead - Parking Fund | 369,922 | 455,300 | 455,300 | 422,817 |
| General Overhead - Towing Operations | 136,295 | 33,582 | 33,582 | 78,760 |
| General Overhead - Storm Water | 761,197 | 758,659 | 758,659 | 730,213 |
| General Overhead - Waste Management | 932,282 | 827,574 | 827,574 | 1,084,631 |
| General Overhead - Golf | 0 | 9,000 | 9,000 | 9,000 |
| Contract Revenue - NCSB | 33,113 | 0 | 0 | 0 |
| **Total Recovered Costs** | **10,563,507** | **11,405,075** | **11,282,073** | **12,134,608** |
| **REVENUES FROM THE COMMONWEALTH** | | | | |
| **NON-CATEGORICAL AID** | | | | |
| Taxes - Rolling Stock | 178,548 | 199,000 | 190,000 | 199,000 |
| Taxes - Mobile Home Title | 7,616 | 6,000 | 7,000 | 7,000 |
| Rental of Passenger Cars | 4,810,006 | 3,800,000 | 4,500,000 | 4,500,000 |
| Law Enforcement (HB 599) | 10,834,955 | 11,175,000 | 11,175,000 | 11,530,000 |
| Grantor's Tax on Deeds | 543,791 | 520,000 | 600,000 | 600,000 |
| Personal Property Tax Relief | 16,871,056 | 16,871,100 | 16,871,100 | 16,871,100 |
| **Total Non-Categorical Aid** | **33,245,972** | **32,571,100** | **33,343,100** | **33,707,100** |
| **SHARED EXPENSES** | | | | |
| City Treasurer | 499,803 | 478,000 | 520,000 | 483,000 |
| Clerk of the Circuit Court | 1,755,470 | 1,595,410 | 1,595,400 | 1,611,400 |
| Commissioner of the Revenue | 545,543 | 559,000 | 560,000 | 565,000 |
| Commonwealth Attorney | 2,788,354 | 2,792,416 | 2,725,000 | 2,575,300 |
| Registrar/Electoral Board | 71,998 | 115,000 | 115,000 | 75,000 |
| Sheriff | 14,816,941 | 15,504,002 | 15,300,000 | 15,793,000 |
| **Total Shared Expenses** | **20,478,109** | **21,043,828** | **20,815,400** | **21,102,700** |
| **CATEGORICAL AID** | | | | |
| Norfolk Interagency Consortium (NIC) | 37,726 | 37,726 | 37,726 | 37,726 |
| Public Assistance Grants | 8,108,194 | 8,311,990 | 8,000,000 | 8,310,000 |
| Social Services Administration | 22,747,713 | 21,937,176 | 22,250,000 | 21,925,700 |
| State Funds - NCSB | 11,284,126 | 10,948,807 | 10,948,807 | 11,046,269 |
| State Sales and Use Tax for Schools | 31,708,061 | 32,325,750 | 32,325,750 | 33,211,659 |
| State School Funds | 150,679,048 | 151,566,499 | 151,566,499 | 157,333,453 |
| Street and Maintenance | 22,535,290 | 23,098,705 | 23,435,362 | 24,204,400 |

| Revenue Source | FY 2015 Actual | FY 2016 Adopted | FY 2016 Year-End Estimate | FY 2017 Adopted |
|---|---|---|---|---|
| Retirement - State Employee | 9,105 | 9,000 | 9,000 | 11,000 |
| State Library Grant | 175,962 | 179,926 | 180,138 | 179,508 |
| Div. of Youth Services Facilities | 1,884,012 | 1,900,000 | 1,900,000 | 1,900,000 |
| Shared Expenses - Jail Support | 2,889,804 | 2,427,374 | 2,600,000 | 2,624,861 |
| Port Funding | 609,700 | 609,700 | 747,893 | 639,700 |
| State Recordation Tax | 761,058 | 687,570 | 715,000 | 715,000 |
| **Total Categorical Aid** | **253,429,799** | **254,040,223** | **254,716,175** | **262,139,276** |
| **REVENUE FROM THE COMMONWEALTH** | **307,153,880** | **307,655,151** | **308,874,675** | **316,949,076** |
| **FEDERAL AID** | | | | |
| Federal School Funds | 5,427,739 | 5,651,426 | 5,651,426 | 5,651,426 |
| Federal Funds - NCSB | 3,118,011 | 2,983,440 | 2,983,440 | 2,759,170 |
| Juvenile Detention Center (food service) | 94,766 | 100,000 | 100,000 | 100,000 |
| Social Security Payments - Prisoners | 800 | 4,000 | 2,200 | 1,000 |
| **Total Federal Aid** | **8,641,316** | **8,738,866** | **8,737,066** | **8,511,596** |
| **OTHER SOURCES AND TRANSFERS IN** | | | | |
| Rollover from Last Year | | | | |
| Carryforward - General Fund | 6,377,290 | 2,856,035 | 2,856,035 | 2,658,264 |
| Carryforward - School Construction, Technology and Infrastructure (CTI) | 3,000,000 | 246,600 | 246,600 | 0 |
| Carryforward - NCSB Fund Balance[3] | 3,050,996 | 863,531 | 863,531 | 1,552,666 |
| Carryforward - Nauticus Fund Balance | 0 | 0 | 0 | 100,000 |
| Return from Wastewater Utility Fund | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 |
| Return from Water Utility Fund | 8,500,000 | 8,500,000 | 8,500,000 | 8,500,000 |
| Return from Waste Management Fund | 1,630,326 | 800,000 | 800,000 | 500,000 |
| Transfer in from | | | | |
| Norfolk Public Schools[4] | 5,944,513 | 4,410,913 | 4,410,913 | 3,149,274 |
| Tax Increment Financing Fund | 4,928,024 | 4,088,404 | 4,088,404 | 3,985,591 |
| Public Amenities Fund | 0 | 0 | 0 | 2,000,000 |
| Waste Management Fund (debt service recovery) | 213,687 | 0 | 0 | 0 |
| Waterside Fund closeout[2] | 62,109 | 0 | 0 | 0 |
| Parking Fund to Cruise Ship Terminal | 33,081 | 0 | 0 | 0 |
| **Total Other Sources and Transfers In** | **35,240,026** | **23,265,483** | **23,265,483** | **23,945,795** |
| **General Fund Total[5]** | **819,960,512** | **812,379,121** | **814,110,677** | **835,042,352** |

[1] Collection of revenue from residential parking permits by Parking Facilities Fund began in FY 2016.
[2] FY 2015 amount reflect one-time revenue such as from closeout of accounts and prior year revenue reconciliation.
[3] Carryforward reflects reappropriation from Norfolk Community Services Board (NCSB) fund balance.
[4] Reflects reappropriating Norfolk Public Schools' year-end balance. See Public School Education section for details.
[5] FY 2016 Year-End Estimate based on adopted budget and does not include amendments to the budget.

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# General Fund Expenditures

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# General Fund Expenditure Summary

| Department | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|
| **LEGISLATIVE** | | | |
| City Council | 345,879 | 349,431 | 381,397 |
| City Clerk | 1,356,489 | 1,377,660 | 1,505,909 |
| City Real Estate Assessor | 1,944,576 | 2,059,476 | 2,087,667 |
| City Auditor | 830,991 | 837,192 | 959,640 |
| **Total Legislative** | **4,477,935** | **4,623,759** | **4,934,613** |
| **EXECUTIVE** | | | |
| City Manager | 2,228,788 | 2,310,706 | 2,292,447 |
| Office of Budget and Strategic Planning | 1,298,932 | 1,486,195 | 1,483,079 |
| Office of Resilience | 0 | 0 | 334,952 |
| **Total Executive** | **3,527,720** | **3,796,901** | **4,110,478** |
| **DEPARTMENT OF LAW** | **4,166,176** | **4,386,569** | **4,499,892** |
| **CONSTITUTIONAL OFFICERS** | | | |
| Commissioner of the Revenue | 2,966,483 | 3,061,260 | 3,050,725 |
| City Treasurer | 2,247,543 | 2,377,916 | 2,409,856 |
| Clerk of the Circuit Court | 2,885,428 | 3,154,540 | 3,191,350 |
| Commonwealth's Attorney | 5,485,790 | 5,481,273 | 5,473,398 |
| Sheriff and Jail | 39,460,930 | 40,868,108 | 41,187,882 |
| **Total Constitutional Officers** | **53,046,174** | **54,943,097** | **55,313,211** |
| **JUDICIAL** | | | |
| General District Court | 210,267 | 267,742 | 267,742 |
| Juvenile and Domestic Relations Court | 60,619 | 79,793 | 79,793 |
| Circuit Court Judges | 677,395 | 756,486 | 779,524 |
| Norfolk Juvenile Court Service Unit | 149,210 | 163,800 | 166,224 |
| Magistrate | 13,134 | 11,438 | 11,438 |
| **Total Judicial** | **1,110,625** | **1,279,259** | **1,304,721** |
| **ELECTIONS** | **690,083** | **978,131** | **895,986** |
| **GENERAL MANAGEMENT** | | | |
| Communications and Technology | 11,842,596 | 13,565,352 | 13,660,136 |
| Finance | 3,820,478 | 3,920,330 | 4,448,534 |
| General Services | 22,139,730 | 23,971,181 | 24,399,559 |
| Human Resources | 3,217,575 | 3,331,768 | 3,496,562 |
| **Total General Management** | **41,020,379** | **44,788,631** | **46,004,791** |
| **COMMUNITY DEVELOPMENT** | | | |
| City Planning | 4,447,013 | 4,829,234 | 4,962,151 |
| Neighborhood Development | 3,073,346 | 3,294,228 | 4,154,653 |
| Economic Development | 1,757,973 | 1,798,593 | 2,032,161 |
| **Total Community Development** | **9,278,332** | **9,922,055** | **11,148,965** |

| Department | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|
| **PARKS, RECREATION AND CULTURE** | | | |
| Libraries | 9,594,638 | 11,073,353 | 11,689,510 |
| Cultural Facilities, Arts and Entertainment | 5,508,646 | 5,543,082 | 5,703,491 |
| Zoological Park | 3,702,279 | 3,727,134 | 4,196,666 |
| The National Maritime Center | 4,621,423 | 4,803,691 | 5,043,780 |
| Recreation, Parks and Open Space | 16,818,657 | 16,943,108 | 17,379,157 |
| **Total Parks, Recreation and Culture** | **40,245,643** | **42,090,368** | **44,012,604** |
| **CENTRAL AND OUTSIDE AGENCY APPROPRIATIONS** | | | |
| Central Appropriations | 14,000,274 | 18,586,333 | 17,799,751 |
| Grant Providers on Behalf of City | 1,642,484 | 1,647,015 | 910,515 |
| Funds to Community Partners | 1,646,480 | 1,746,480 | 1,546,480 |
| Public-Private Partnerships for City-Owned Facilities | 4,611,682 | 4,728,631 | 4,935,070 |
| Public-Private Partnerships for Tourism and Special Event Organizations | 8,071,227 | 8,046,856 | 8,847,356 |
| Public Partnerships to Provide Services | 19,512,394 | 19,897,238 | 20,810,708 |
| Contractual Obligations | 3,571,750 | 3,664,684 | 3,028,593 |
| Memberships and Dues | 595,902 | 713,239 | 715,643 |
| Other Arrangements | 2,369,393 | 1,851,900 | 1,880,000 |
| **Total Central and Outside Agency Appropriations** | **56,021,586** | **60,882,376** | **60,474,116** |
| **PUBLIC HEALTH AND ASSISTANCE** | | | |
| Norfolk Community Services Board | 24,227,708 | 25,343,690 | 26,020,634 |
| Office to End Homelessness | 252,607 | 287,498 | 286,951 |
| Public Health | 3,530,809 | 3,476,484 | 3,468,419 |
| Human Services | 45,360,315 | 46,476,185 | 47,155,952 |
| **Total Public Health and Assistance** | **73,371,439** | **75,583,857** | **76,931,956** |
| **PUBLIC SAFETY** | | | |
| Police | 65,037,072 | 66,925,481 | 68,500,916 |
| Fire-Rescue | 39,782,011 | 40,608,056 | 42,592,138 |
| **Total Public Safety** | **104,819,083** | **107,533,537** | **111,093,054** |
| **PUBLIC WORKS** | **24,286,170** | **24,509,658** | **26,702,280** |
| **DEBT SERVICE** | **72,698,632** | **62,382,152** | **65,747,190** |
| **PUBLIC SCHOOL EDUCATION (Norfolk Public Schools)** | **314,068,803** | **314,678,771** | **321,868,495** |
| **Total General Fund** | **802,828,780** | **812,379,121** | **835,042,352** |

# Citywide Priorities

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# CITYWIDE PRIORITIES

In June 2011, a revision of citywide priorities was undertaken, which included the development of citywide goals and objectives and the revision and revamping of performance measures. New citywide priorities, reflecting the social, economic, and environmental conditions of the city, were developed, using input from City Council, residents, and business leaders. Council affirmed the citywide priorities and accompanying vision statements, which are the expression of the desired outcomes for the city.

**Accessibility, Mobility and Connectivity:** *A comprehensive network of accessibility and information gathering options, addressing all traditional transportation modes as well as new technologies, which connects people, goods and information*

**Economic Vitality and Workforce Development:** *A growing, competitive, and diversified economy that enhances the quality of life for residents through a wide range of housing, shopping, educational, cultural, business, and employment opportunities*

**Environmental Sustainability:** *A premier waterfront community that creates a positive, regenerative effect on its environment, avoids detrimental environmental impacts, and thrives economically and culturally*

**Lifelong Learning:** *Residents of all ages enjoy a culture of learning that enables them to reach their full potential, achieve personal goals, and, through their knowledge, skills, abilities, and talents, become well equipped to support a prosperous economy*

**Safe, Healthy and Inclusive Communities:** *Residents of diverse backgrounds and interests feel encouraged and empowered to assist in the development of safe and healthy neighborhoods, thereby fostering a culture of leadership, pride, and well-being that advances Norfolk's brand as a desirable and enjoyable place to live, learn, work, and play*

**Well-Managed Government:** *A data-driven organization that provides effective and efficient programs and services that are responsive, accountable, inclusive, and customer focused*

Bringing "life" to the new priorities required ownership not only by city staff, but also the greater Norfolk community. A concerted effort was undertaken, through the creation of the Priority Area Teams (PAT), to engage the community on the priority setting process, as well as to ensure the process was inclusive. A PAT was established for each of the six priority areas, with members representing city departments and community partners, who drew on their own experience and expertise to make recommendations for the city as a whole. The role of the PAT was to develop citywide goals, objectives, and outcome measures for each priority. Using input from Council, residents, and business leaders, the PATs developed statements describing the vision for each priority.

## Priority-Based Budgeting

Informed by both the work of the Priority Area Teams and subsequent enhancement of the performance measurement system, the city's annual budget development process strives to ensure that funding goes to those programs and core services that match the priority areas. All activities in both the operating budget and capital budgets meet at least one of the six city priority areas. As departments link goals, objectives, and work plans to the priorities, it becomes clear which programs and services provide the greatest benefit. Programs and services that help the city achieve desired outcomes become funding priorities. Those programs that are not clearly identified as priorities are re-evaluated for further continuation or funding.

## Enhancing the Performance Measurement/Management System

Performance measures continue to be reviewed and refined annually to ensure they are representative of the priorities set by City Council and the community, while demonstrating success in the principal programmatic focus areas of the departments. A thorough review of all of the existing measures commenced in the spring of 2015. As of March 2016, 18 city departments have progressed through thorough, individualized measure review and enhancement processes. The fundamental purpose of this review process is to enhance the existing departmental performance measures in three principal ways:

1) Conceptual clarity-the measure clearly, unambiguously, and appropriately says what it intends to say;

2) Validity-the measure actually reflects the data that it intends to collect; and

3) Connection to the mission and goals of the department-the measure demonstrates the relative level of success in those programmatic areas the department exists to provide.

The city's performance measurements will continue to evolve as departments become more familiar with and accustomed to valid measurement and continuous evaluation of program impact. Ultimately, the city should demonstrate, through transparent performance data, the relative impact of programming on the diverse customer base. Having a system in place for the evaluation of programmatic efficiency and effectiveness is fundamental to achieving the Well-Managed Government priority area.

The city's priority areas are addressed in the sections that follow. In addition to explanatory narrative and charts demonstrating success in selected areas, a table encompassing highlights of measures is provided for each priority area.

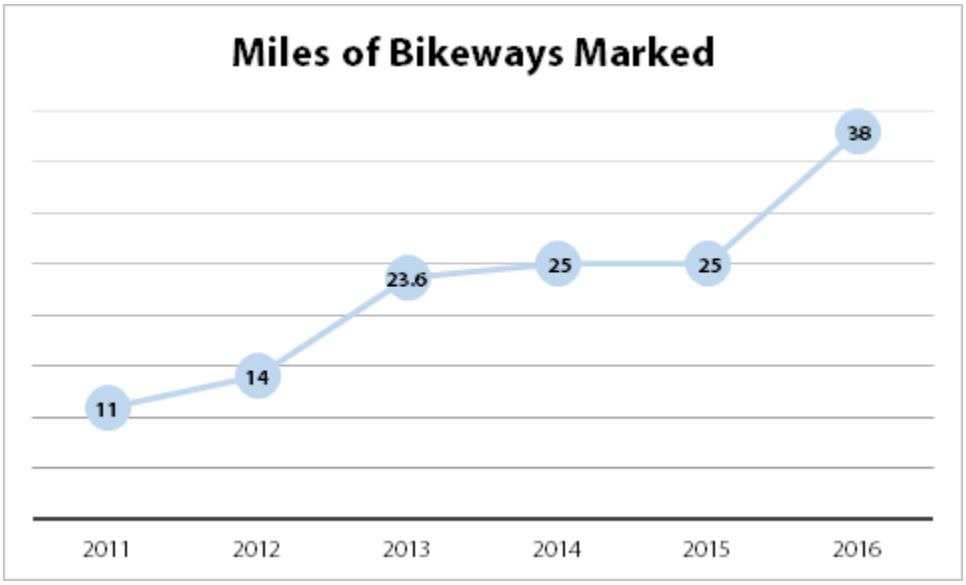
## Priority: Accessibility, Mobility and Connectivity

*A comprehensive network of accessibility and information gathering options, addressing all traditional transportation modes as well as new technologies, which connects people, goods and information.*

This priority area includes objectives as diverse as optimizing alternative transportation modes and increasing the use of social media and web tools. This focus area ensures connection with residents, both physically and through information access and exchange.

***Mobility: Alternative Modes of Transportation***

Becoming a more walkable and bikeable community supports both the Accessibility, Mobility and Connectivity and Safe, Healthy, and Inclusive Community priorities. The creation of marked bikeways is one way in which the city is striving to improve access to safe, alternative modes of transportation. As demonstrated in the graph below, the total miles of marked bikeways have increased significantly since 2011. Between 2011 and 2016, the miles of bikeways marked throughout the city have tripled.




***Connectivity: Access to Information***

The city is investing considerable effort in increasing resident access to program, service, and city governance information. The table below demonstrates just a few of the ways in which departments are improving community engagement through the dissemination of information online. Despite the considerable strides made to date, opportunities exist for additional enhancement of city communication efforts, particularly in the area of direct resident involvement. There is also considerable room for improvement in the manner and depth in which efforts are evaluated relating to accessibility, mobility, and connectivity initiatives.

## Highlights of Accessibility, Mobility and Connectivity

| Measure | 2014 Actual | 2015 Actual | 2016 Adopted | 2017 Adopted |
|---|---|---|---|---|
| **City Planning** | | | | |
| Percent of planning applications posted online within 48 hours following the filing deadline | 100% | 100% | 96% | 97% |
| **Communications and Technology** | | | | |
| Number of visits to NorfolkAir | 267,678 | 292,931 | 250,000 | 260,000 |
| **Emergency Preparedness and Response** | | | | |
| Number of visitors to Emergency Preparedness & Response website | 21,091 | 17,940 | 21,000 | 22,000 |
| **Libraries** | | | | |
| E-newsletter open rate (percent of recipients of e-newsletter actually opening the file) | 24% | 34% | 30% | 33% |
| NPL website page views | 737,087 | 651,960 | 800,000 | 810,000 |

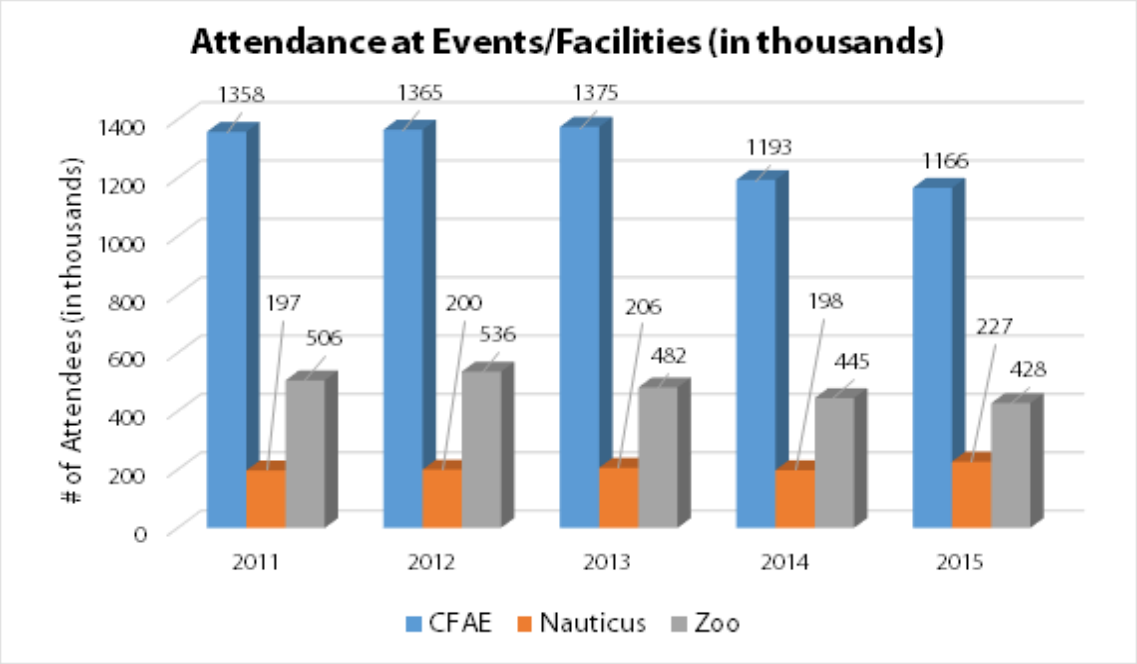
## Priority: Economic Vitality and Workforce Development

*A growing, competitive and diversified economy that enhances the quality of life for residents through a wide range of housing, shopping, educational, cultural, business, and employment opportunities..*

This priority area focuses on growing and sustaining Norfolk's economic base, with particular emphasis on business attraction and development, entertainment expansion, and attracting and retaining talent.

***Cultural Opportunities***

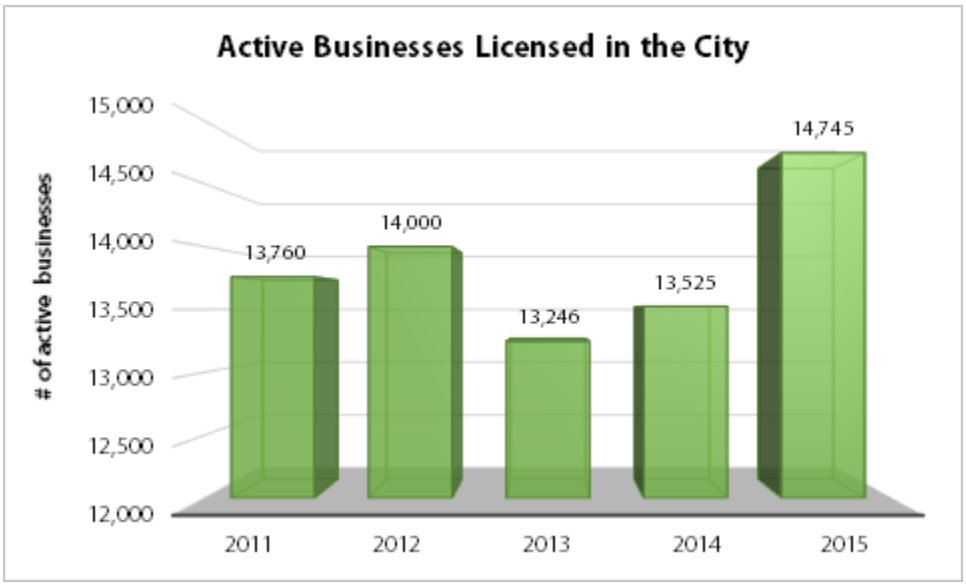
Enhancement of Norfolk's reputation as a place to enjoy a wide variety of entertainment/cultural amenities is a focus for many departments, including Cultural Facilities, Arts and Entertainment (CFAE), the National Maritime Center-Nauticus (NMC), and the Zoological Park. Each of the departments is working to increase and diversify available programming opportunities, while enhancing marketing efforts. The results of those efforts are displayed below. Attendance fluctuates due to the presence or absence of special programming and new exhibits or shows. The Virginia Zoo's Asia- Trail of the Tiger exhibit drew record crowds when it opened in January 2012. It is anticipated that 2016 will see a substantial increase in zoo attendance. The addition of the Malaysian tiger cubs exhibit and the newly renovated zoo farm are expected to drive attendance to levels surpassing those seen in 2012. Attendance at CFAE decreased in 2014 and 2015, when compared to 2013 as a result of fewer baseball games and events at Chrysler Hall.




***Business Development***

A second focus of this priority area is attracting and growing businesses in Norfolk. The CitySites program, which encourages the purchase or lease of city-owned properties, and the Smart Processing philosophy, designed to improve satisfaction with the permitting and development processes, are both efforts that impact tax base growth, while enhancing customer service. Targeted business recruitment and retention, to increase economic opportunities, is, also, a fundamental focus of the city. For instance, the Department of Development is placing particular emphasis on enhancing SWaM (Small, Woman, and Minority-Owned) business attraction and development. The Adopted FY 2017 Budget adds a position in the Department of Economic Development to continue and increase the city's partnerships with SWaM and veteran-owned businesses.

The city also strives to create an attractive business development and retention environment. This commitment has contributed to the relative maintenance and growth of the number of active businesses within the city, despite the lengthy economic impact of the Great Recession. As demonstrated in the chart below, the number of active businesses licensed in the city grew nearly 10 percent between 2014 and 2015.




***Connecting the Workforce to Employment Opportunities***

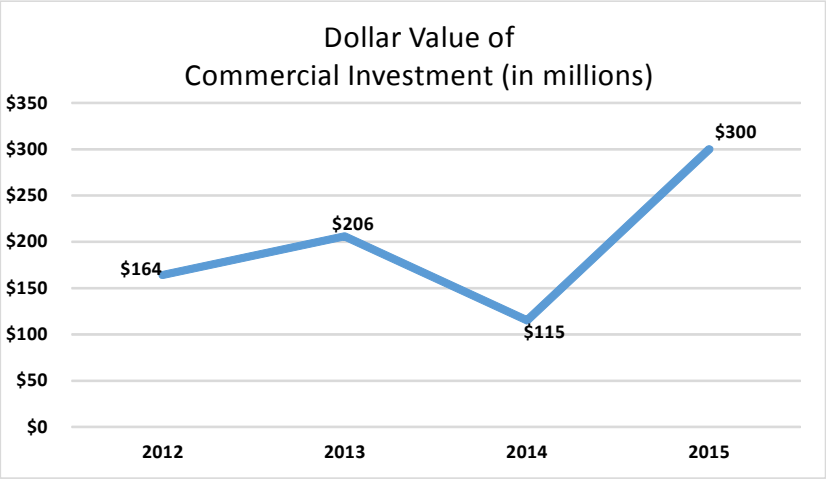
The third major focus for this priority area is connecting the workforce to viable employment opportunities, through the attraction of new businesses and provision of opportunities for skill development and enhancement. A variety of city departments contribute to these efforts by providing targeted skill training, enhancing access to employment websites and resources, and making connections between organizations and potential employees. Investment in the economic growth of the city also contributes to growth in job opportunities for residents.

While locating employment in a stagnant economy is difficult for even the most highly qualified applicants, certain segments of the population, who may not possess skills that are widely marketable, struggle with achieving financial security. In a city such as Norfolk, in which 24.4 percent of all families with children subsist below the federal poverty line (2014 American Community Survey estimate), the creation of sufficient opportunities for gainful employment is even more vital.

Various services address employment needs. The Department of Human Services, for instance, works to assist Virginia Initiative for Employment not Welfare (VIEW) Program participants with finding and retaining viable employment. In FY 2015, 77 percent of the program participants found employment and remained employed for 90 days or longer.

As a city with a large contingent of current and former members of the military, it is important that employment opportunities for veterans be increased. In response to the needs of the military population, the city has committed to actively recruiting and hiring of veterans as employees. During FY 2013 and FY 2014, the city exceeded its benchmark of 15 percent of all new hires being veterans.

Finally, investment in the community often translates into additional employment opportunities for residents. As demonstrated in the following chart, the city has benefited from considerable commercial investment, particularly during the last two fiscal years. The Main Hotel and Conference Center, for instance, has created more than 1,500 construction and permanent jobs and will, ultimately, generate more than $2 million in annual taxes for the city.




## Highlights of Economic Vitality and Workforce Development

| Measure | 2014 Actual | 2015 Actual | 2016 Adopted | 2017 Adopted |
|---|---|---|---|---|
| **City Treasurer** | | | | |
| Number of properties auctioned to provide investors and developers the opportunity to grow within the city and return properties to the tax rolls | 400 | 300 | 400 | 400 |
| **Commissioner of the Revenue** | | | | |
| Number of annual business licenses issued | 13,525 | 14,745 | 13,650 | 13,700 |
| **Cultural Facilities, Arts and Entertainment** | | | | |
| Attendance at entertainment opportunities | 1,193,028 | 1,166,980 | 1,184,818 | 1,220,362 |
| **Development** | | | | |
| Number of small, women, veteran, and minority-owned businesses that conduct business with the city | 549 | 387 | 550 | 575 |
| Dollar value (in millions) of commercial investment | $115 | $300 | $200 | $210 |
| **Human Services** | | | | |
| Percent of Virginia Initiative for Employment not Welfare (VIEW) participants who find employment and remain employed for 90 days or longer | 77% | 77% | 75% | 75% |
| **The National Maritime Center** | | | | |
| Number of visitors to Nauticus | 197,722 | 227,376 | 226,000 | 237,000 |
| **Zoological Park** | | | | |
| Number of Zoo visitors | 444,994 | 427,892 | 500,000 | 500,000 |

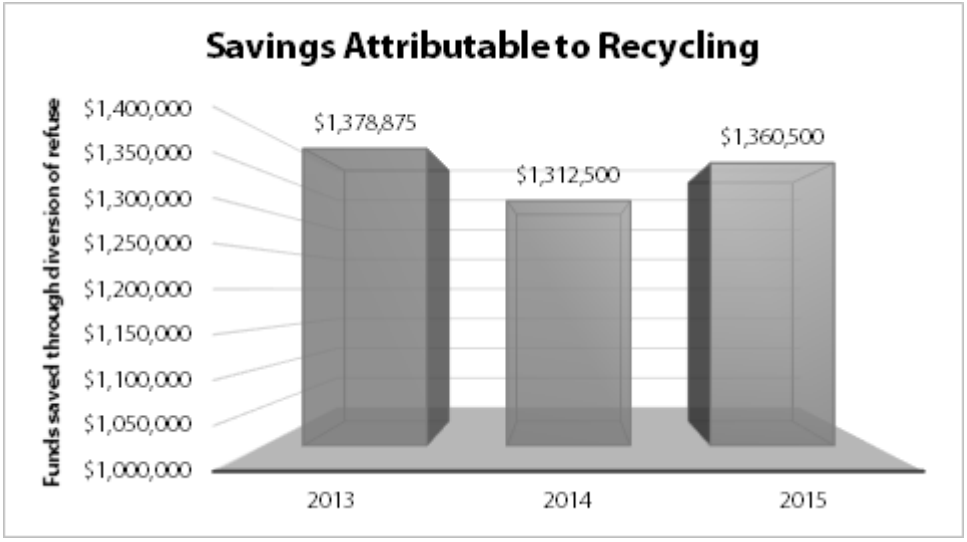
## Priority: Environmental Sustainability

*A premier waterfront community that creates a positive, regenerative effect on its environment avoids detrimental environmental impacts and thrives economically and culturally.*

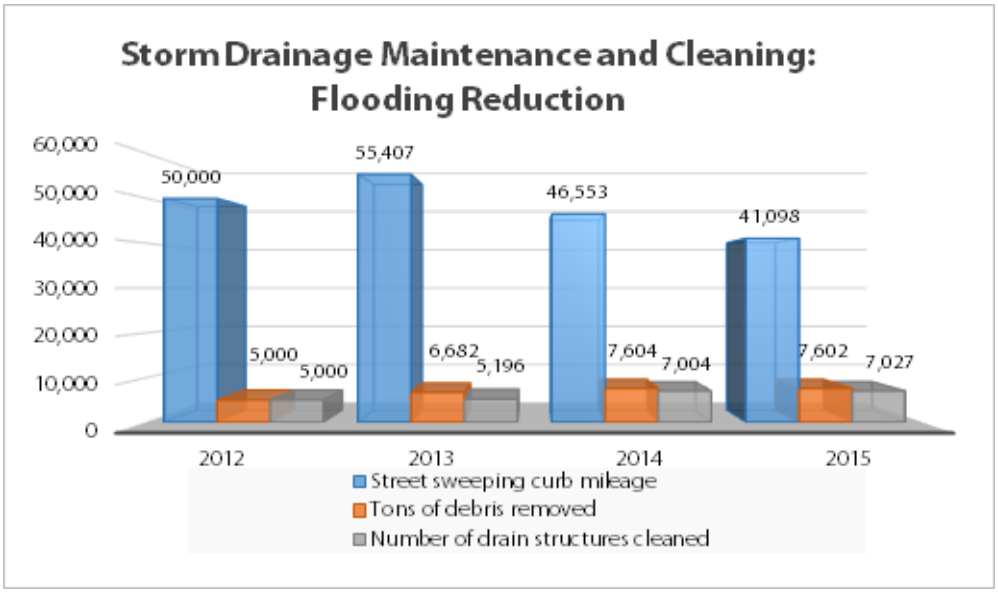
Norfolk's environment is a key component of its quality of life and the economic base, which is reflected in waterfront industry, port activity, a considerable military presence, and tourism. Preservation of the waterfront and protection of waterfront property from flooding are important goals for the city. In 2015, the city was awarded the National Research Council/ICMA ***Voice of the People Award*** for its efforts relating to enhancement of the natural environment.

Encouraging sustainable practices for use of natural resources and the environment has been one focal point for this priority area. These practices are being grown both within city government and across the community, through a variety of initiatives. A major focus of the city has been to lower energy consumption through downsizing of the fleet, buying more fuel efficient vehicles, and retrofitting buildings, as well as constructing new buildings to be more energy efficient.

In the community, programs to encourage recycling have been increased, as have programs to help the public understand the importance of keeping contaminants out of the city's natural waters. Notwithstanding the obvious environmental benefits of a robust recycling program (for example, reduced deforestation), there are considerable savings attributable to reduced disposal of refuse at landfills. It costs the city $125 per ton to dispose of refuse at a landfill. By recycling 10,884 tons of curbside recycling in FY 2015, the city saved $1.36 million in disposal fees. The following chart illustrates the savings, in each of the last three fiscal years, attributable to the tons of curbside recycling collected.




The second major focus for environmental sustainability is mitigating the impact of flooding across the city. Protecting property from damage, by utilizing current administrative processes to approve new, more environmentally sustainable projects, is one component of flood mitigation. Another ongoing and sizable effort relating to flood mitigation is maintenance of the storm drainage system through consistent street and storm drain structure cleaning. These efforts ensure the drainage system is capable of handling the maximum amount of storm water possible in a storm event, reducing the possibility of flooding. Through these efforts, the city is working to reduce the preventable impacts on the storm drainage infrastructure. The chart below shows the miles of streets swept, the tons of debris removed through street sweeping, and the number of drain structures cleaned in fiscal years 2012 through 2015. Reduction in mileage is attributable to a host of factors, including a greater amount of rain, which reduced the need for sweeping.




Finally, many of the efforts undertaken pursuant to other priority areas (for example, Accessibility, Mobility and Connectivity) provide benefits to the health of the natural environment, as well. For instance, increased resident use of bicycle lanes for intracity transportation reduces the amount of carbon monoxide emitted into the air, thereby enhancing aggregate air quality. Reduction in paper-driven processes (Well-Managed Government), likewise, has environmental benefits (such as reduced deforestation).

## Highlights of Environmental Sustainability

| Measure | 2014 Actual | 2015 Actual | 2016 Adopted | 2017 Adopted |
|---|---|---|---|---|
| **City Planning** | | | | |
| Square footage of wetlands restored | 209,708 | 23,713 | 40,000 | 40,000 |
| **Storm Water Management** | | | | |
| Street sweeping curb mileage (objective: maintain) | 46,553 | 41,098 | 50,000 | 50,000 |
| Tons of debris removed by street sweeping | 7,604 | 7,602 | 7,000 | 7,000 |
| Number of drain structures cleaned annually | 7,004 | 7,027 | 7,000 | 7,000 |
| **Waste Management** | | | | |
| Number of tons of curbside recycling collected | 10,500 | 10,884 | 12,500 | 12,500 |

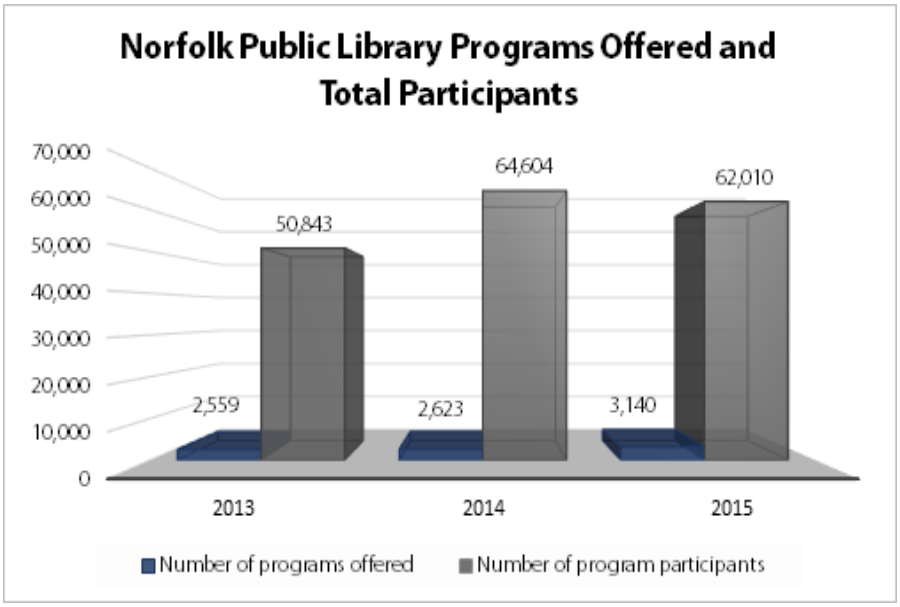
## Priority: Lifelong Learning

*Residents of all ages enjoy a culture of learning that enables them to reach their full potential, achieve personal goals, and, through their knowledge, skills, abilities, and talents, become well equipped to support a prosperous economy.*

Lifelong learning is a critical component of a quality community and economic vitality. Norfolk Public Schools is a key partner in achieving this priority. The city's principal focuses, in this priority area, are pre-school readiness for school, technical workforce education programs for residents, and learning opportunities afforded through other life activities, such as recreation, leisure reading, and volunteering.

In addition to providing substantial funding to the Norfolk Public Schools, the city provides training for youth and young adults through internship opportunities in city departments and agencies. The Norfolk Emerging Leaders (NEL) program employs *250 youth and municipal college interns* each fiscal year to provide workforce training and to increase interest in public sector careers among Norfolk's young residents.

The provision of opportunities for all residents to continue learning throughout their life is a primary emphasis of this priority area. A number of city departments offer classes that seek to enhance resident skills and knowledge in a variety of areas, including, but not limited to: early literacy, job readiness (for example, resume writing), information seeking (for example, genealogy), healthy behaviors, financial literacy, and the use of computers and other electronic devices. The chart below highlights the number of programs provided by Norfolk Public Libraries (NPL), as well as the total program participation, over the course of the previous three fiscal years. Despite increasing program offerings by only three percent between FY 2013 and FY 2014, NPL had a 27 percent increase in participation. This is attributable to NPL's ongoing effort to provide programming that meets resident need. Other learning opportunities directed to specific groups or residents include: training for in-home child care providers; the Virginia Rules Program, which teaches youth about Virginia laws; and educational programs offered by the MacArthur Memorial and Norfolk Botanical Gardens. Participation will fluctuate from year to year due to the types of programs offered. Nonetheless, the significantly larger participation for both FY 2014 and FY 2015, compared to the level for FY 2013, demonstrates that NPL's programming is drawing higher rates of participation. While the number of library events has increased from 2014 to 2015, total attendance has decreased slightly. This decrease is a result of how programming was provided in 2014, when the old main library was closed prior to the new Slover Memorial Library opening. During this time NPL provided off-site programming during this time, often going to schools, where participants were already gathered. As a result, participation was higher.



## Highlights of Lifelong Learning

| Measure | 2014 Actual | 2015 Actual | 2016 Adopted | 2017 Adopted |
|---|---|---|---|---|
| **Communications and Technology** | | | | |
| Number of video segments highlighting lifelong learning opportunities in the city and schools | 130 | 131 | 120 | 130 |
| **Community Services Board** | | | | |
| Percent of graduates from the Infant Toddler Connection who access mainstream schooling without preschool special education | 51 | 45 | 45 | 45 |
| **Cultural, Facilities, Arts and Entertainment** | | | | |
| Number of MacArthur Memorial archive research inquiries | 3,026 | 3,210 | 3,500 | 3,500 |
| Number of participants in MacArthur educational and cultural programs | 38,753 | 40,486 | 45,000 | 45,000 |
| **Development** | | | | |
| Number of small business outreach events | 20 | 23 | 22 | 25 |
| **Libraries** | | | | |
| Number of Storytime sessions offered (objective: maintain) | 750 | 2,484 | 800 | 800 |
| Number of online language learning and career test preparation services sessions used | 1,606 | 28,786 | 4,000 | 4,100 |
| Number of items circulated | 764,587 | 749,876 | 981,000 | 987,500 |
| Number of participants in library programs | 64,604 | 62,010 | 63,000 | 63,000 |
| **Police** | | | | |
| Number of participants in Residents Police Academy | 83 | 118 | 81 | 81 |
| Number of participants in Youth Academy | 409 | 528 | 288 | 288 |
| **Public Health** | | | | |
| Number of medical and community volunteers for public health (secured through the provision of volunteer training) | 350 | 302 | 225 | 250 |
| Number of youth participating in abstinence programming | 237 | 504 | 375 | 400 |
| **Sheriff** | | | | |
| Number of inmates completing GED, Life Skills, Reentry and Cognitive Behavior Training | 501 | 355 | 465 | 475 |

## Priority: Safe, Healthy and Inclusive Communities

*Residents of diverse backgrounds and interests feel encouraged and empowered to assist in the development of safe and healthy neighborhoods thereby fostering a culture of leadership, pride and well-being that advances Norfolk's brand as a desirable and enjoyable place to live, learn, work and play.*

This priority area encompasses many aspects of life which are important to residents, including fundamental individual and family needs. A major emphasis of this area is partnering with residents to achieve safe, attractive, active neighborhoods, which encourage healthy lifestyles. Neighbors Building Neighborhoods (NBN) and Healthy Norfolk are two large-scale and inclusive programs initiated to support these partnerships.

Engaging residents in building neighborhoods is a major initiative to empower residents and to help define solutions and action plans for communities. Some of the activities that support NBN include: provision of funding for neighborhood groups; training and support for neighborhoods to develop outreach programs; and provision of a training academy for residents. The Department of Neighborhood Development is responsible for leading NBN initiatives.

Healthy Norfolk encourages residents to develop and maintain healthy lifestyles. In collaboration with a variety of city departments and community partners, Healthy Norfolk staff seek to achieve the following goals through policy, systems, and environmental change: 1) increasing resident access to healthy lifestyles (by increasing physical activity for school-aged children); 2) increasing access to healthy eating (by increasing community gardens and farm stands within Norfolk's neighborhoods); and 3) reducing exposure to tobacco smoke (by increasing education and awareness about smoking cessation programs and services).

**Human and Social Services**

Also fundamental to the safety and well-being of a community is the provision of human and social services. Given the difficulties faced by many individuals and families, it is vital that support and assistance be provided in a timely and effective manner, particularly in cases involving the alleged abuse of a child. Adherence to state guidelines for timeliness of validation of allegations of abuse and neglect is one measure of the efficiency with which human and social services are provided. The success of program outcome is, oftentimes, directly connected to the relative speed with which clients are connected to appropriate services. The impact of human and social services goes beyond mere timely entry into programming, however. Given the importance of such services, the city is undertaking a concerted effort to better gauge outcomes for service recipients. Accordingly, many of the human services measures have been revised and enhanced to better demonstrate the level of impact. Going forward the city will be measuring the following human and social services outcomes (in addition to programmatic outcomes for a host of other departments). Please note: These measures were created during FY 2016 and, as such, do not have data to report in the FY 2017 Budget Document.

**Human Services**

- Percent of Homeless Action and Response Team (HART) participants stably housed after three months
- Percent of foster care children entering foster care during the preceding 24 months that have achieved permanent placement
- Percent of children with no recurrence of a substantiated claim of abuse or neglect for a minimum of six months
- Percent of participants returning to jail or prison within three years of entering the Prisoner Reentry Program

**Community Services Board**

- Percent of PTSD/Trauma program participants experiencing a decrease in depressive symptoms

- Percent of Shelter Care Plus tenants maintaining permanent housing for at least one year from program entry date
- Percent of Mental Health/Co-Occurring Court/Jail Diversion participants without new criminal justice involvement while in the program

As with the above measures, the fundamental purpose of the performance measure enhancement process is to better demonstrate the impact of city programming. As such, whenever possible, departments will include indicators of impact among their lists of performance measures.

## Highlights of Safe, Healthy and Inclusive Communities

| Measure | 2014 Actual | 2015 Actual | 2016 Adopted | 2017 Adopted |
|---|---|---|---|---|
| **Fire-Rescue** | | | | |
| Percent of fire calls with a total response time of 5 minutes and 20 seconds or less | 77 | 80 | 90 | 90 |
| **Human Services** | | | | |
| Percent of youth actively engaged in mental health, medical, and educational services while in the Juvenile Detention Center | N/A | N/A | N/A | 100 |
| **Office to End Homelessness** | | | | |
| Percent of individuals developing homeless service plans who secure transitional or permanent housing, on average, in less than 90 days | N/A | N/A | TBD | TBD |
| **Police** | | | | |
| Crime index for violent crimes -# of crimes per 100,000 population | 1,226 | 1,340 | 1,275 | 1,275 |
| Homicide clearance rate (cases closed) | 70 | 57 | 77 | 77 |
| **Public Health** | | | | |
| Number of Norfolk residents participating in horticulture training, 4-H services, nutrition education, and Master Gardeners certification | 51,321 | 47,322 | 51,000 | 52,000 |
| Percent of Norfolk Public Schools 6th graders who are adequately immunized | 100 | 100 | 100 | 100 |
| **Public Works** | | | | |
| Percent of bridges rated good or fair by National Bridge Inspection Standards | 100 | 100 | 100 | 95 |
| Number of roadway lane miles resurfaced per year | 51 | 26 | 30 | 30 |

| Measure | 2014 Actual | 2015 Actual | 2016 Adopted | 2017 Adopted |
|---|---|---|---|---|
| **Recreation, Parks and Open Space** | | | | |
| Average daily attendance in rec and community centers (Please note: Beginning with FY 2016, the department will be tracking annual attendance, not average daily attendance.) | 6,063 | 7,825 | 6,200 | New tracking method |
| Economic health value (health care cost savings) attributable to participation in recreation programming and community and rec center visitation | N/A | N/A | N/A | New measure FY 2017 |
| **Towing and Recovery Operations** | | | | |
| Number of nuisance vehicles removed | 292 | 316 | 252 | 252 |
| **Water Utility** | | | | |
| Average daily drinking water for all retail and wholesale customer needs-in millions of gallons per day | 58 | 59 | 62 | 62 |

## Priority: Well-Managed Government

*A data-driven organization that provides effective and efficient programs and services that are responsive, accountable, inclusive, and customer focused.*

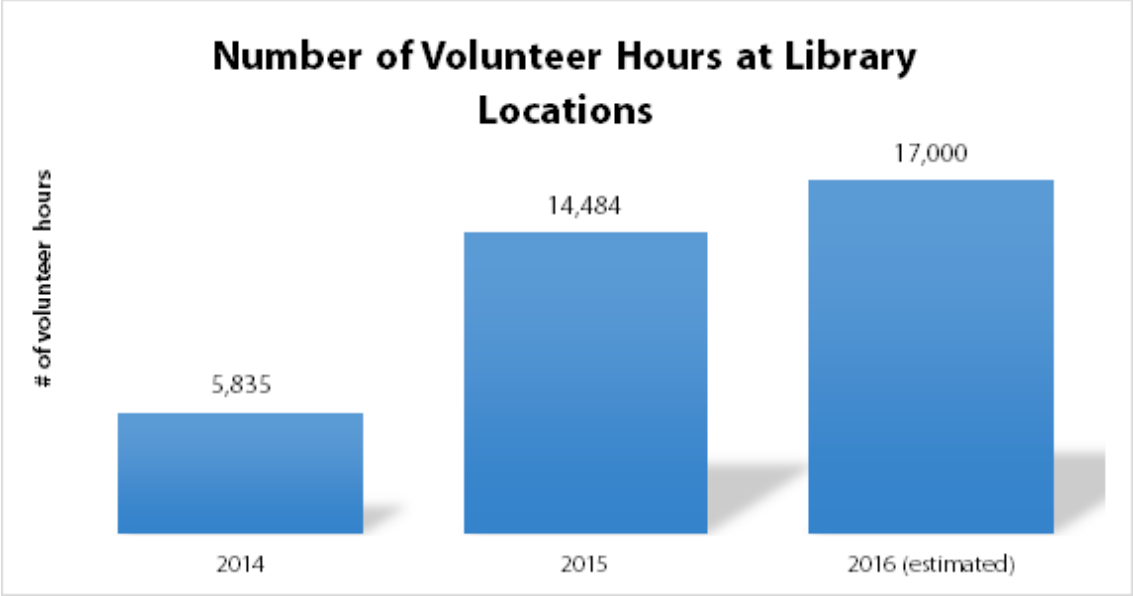
Fundamental to successful achievement of the priority areas detailed above is the existence of a well-managed government organization. This area focuses on streamlining and re-engineering city programs and processes to deliver efficient, effective, and quality services. The city is recognized as a fiscally well-managed government with strategic delivery of customer services and programs. A well-managed government is fiscally responsible and responsive, transparent, customer service-driven, innovative, and engages in a system of continuous self-evaluation.

### *Fiscal Stewardship*

The city's reputation as a financially well-managed government is reflected in the continued bond ratings of Aa2/AA/AA+ and the annual receipt of the Government Finance Officer Association's awards for budget and finance documents. The city further demonstrates good fiscal stewardship through the annual audit, which continues to validate the effectiveness of the city's internal controls environment.

### *Volunteerism*

One of the strongest and most impactful forms of resident engagement is volunteerism. By tapping into the diverse human capital available in the community, the city is able to provide a wider range of services and programs than scarce fiscal resources would otherwise allow. Norfolk Public Libraries, as demonstrated in the chart below, for instance, benefits greatly from the generous donation of time and expertise of its volunteers. Between FY 2014 and FY 2015, the number of volunteer hours logged at NPL branches increased by nearly 2.5 times. Other departments that benefit from the efforts of volunteers include: Recreation, Parks, and Open Space (RPOS); Public Health; General Services (Animal Care Center); and Neighborhood Development.



### *Efficiency Initiatives*

Efficiency initiatives implemented by the city include: the use of technology to manage data and to make information more accessible to residents, reducing the time for the city employee hiring process, and improving retention rates among police officers. In addition, efficiencies were introduced through centralization of various internal databases, thereby reducing redundancies and enhancing department access to frequently used data.

### *Resident Engagement/Transparency*

Opportunities for purposeful resident engagement with city leadership have the potential for increasing confidence in city government. Initiatives undertaken to enhance community engagement include the City Manager's outreach sessions, which garnered resident input regarding preferred alignment and allocation of city resources. The city is, also, working on dramatically enhancing its data transparency efforts through the utilization of various web-based tools. While this effort is ever evolving, the possibilities for communication of real-time programmatic data to residents are considerable.

### *A Skilled, Capable and Engaged Workforce*

The city is committed to lifelong learning for staff, with an eye toward enhancing performance and service quality. This commitment is demonstrated through the wide variety of trainings provided to employees by Human Resources, Communications and Technology (ComTech), and the Office of Budget and Strategic Planning. In FY 2015, for instance, ComTech trained 898 city staff in the utilization of various software and technology applications. In addition, staff engagement in fostering a well-managed government organization has been achieved, in part, through the Mission Possible initiative, which brought together diverse employees to suggest ways to become a more efficient and effective government. During the spring and summer of 2015, this initiative brought together staff from a variety of operational areas to assist in evaluating and implementing innovative re-engineering ideas. Finally, staff from the Office of Budget and Strategic Planning worked collaboratively with over 200 staff from 18 city departments to broaden their knowledge bases regarding performance management and program evaluation. This led to enhancement of existing performance measures.

## Highlights of Well-Managed Government

| Measure | 2014 Actual | 2015 Actual | 2016 Adopted | 2017 Adopted |
|---|---|---|---|---|
| **City Auditor** | | | | |
| Percent of City Council-approved work plan items completed or substantially completed during the fiscal year | 50 | 100 | 100 | 100 |
| **City Clerk** | | | | |
| Percent of documents stored off-site which are retrieved within 24 hours | 100 | 100 | 100 | 100 |
| **City Planning** | | | | |
| Percent of residential plans that are reviewed within five working days | 97 | 97 | 98 | 98 |
| Percent of commercial plans reviewed within 10 working days | 88 | 85 | 90 | 91 |
| **Commonwealth's Attorney** | | | | |
| Percent of documents used electronically with defense attorneys regarding criminal cases | 95 | 95 | 95 | 95 |
| **Libraries** | | | | |
| Number of volunteer hours at library branches (Objective: Increase) | 5,835 | 14,484 | 17,000 | 17,000 |
| **Office of Budget and Strategic Planning** | | | | |
| Dollar value of grants received for city programs (in millions) Please note: FY 2017 includes the $120 million NDRC grant. | N/A | N/A | $16.8 | $137.0 |
| Variance in revenue forecast (Benchmark: No more than two percent) | 0 | 1 | 2 | 2 |
| **Police** | | | | |
| Retention rate of sworn officers | 96 | 95 | 97 | 97 |
| **Sheriff and Jail** | | | | |
| Number of jail cells available for more serious offenders as a result of eligible inmates serving sentences through electronic monitoring | 11,178 | 8,388 | 12,000 | 12,000 |

### Conclusion

Aligning programmatic efforts with priorities, goals, and objectives and further developing a strong system of performance management allows the city to continue to align and allocate resources effectively and implement the most impactful programming for residents, while remaining innovative and progressive. While this process is one of, oftentimes, measured evolution, the progress outlined in the preceding pages demonstrates the city is consistently moving forward on the desired path.

# Legislative

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# City Council

## Mission Statement

The City Council provides policy guidance through the adoption of ordinances, levying of taxes, and appropriation of funds. The City Council exercises all powers conferred by the Commonwealth of Virginia and the Norfolk City Charter.

## Expenditure Summary

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Personnel Services | $321,998 | $312,062 | $307,361 | $319,327 |
| Contractual Services | $45,005 | $33,818 | $42,070 | $62,070 |
| Total | $367,003 | $345,879 | $349,431 | $381,397 |

## Adopted FY 2017 Budget Actions

- **Support advocacy efforts** **FY 2017 $20,000** **FTE: 0**

  Increase funds needed for council member advocacy efforts with the National League of Cities and Virginia Municipal League on matters of interest to the City of Norfolk and municipal governments.

  **Priority Area(s) Met:** Well-Managed Government

- **Adjust required contribution to the city's retirement system** **FY 2017 $566** **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 in FY 2017 from 17.51 percent to 17.79 percent. Costs are distributed based on each department's NERS eligible payroll.

  **Priority Area(s) Met:** Well-Managed Government

- **Update personnel expenditures** **FY 2017 $11,400** **FTE: 0**

  Technical adjustment to update department costs for personnel services. Changes reflect updates in staffing due to administrative actions, consolidations, or reorganization efforts and includes the funds needed in FY 2017 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of three percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

**City Council** **Total: $31,966** **FTE: 0**

# Full Time Equivalent (FTE) Summary

| | Pay Grade | Minimum | Maximum | FY 2016 Adopted | FTE Change | FY 2017 Adopted |
|---|---|---|---|---|---|---|
| Member of Council | * | * | * | 7 | 0 | 7 |
| President of Council | * | * | * | 1 | 0 | 1 |
| Total | | | | 8 | 0 | 8 |

*No pay grade or salary range per compensation plan.

# CITY CLERK

## MISSION STATEMENT

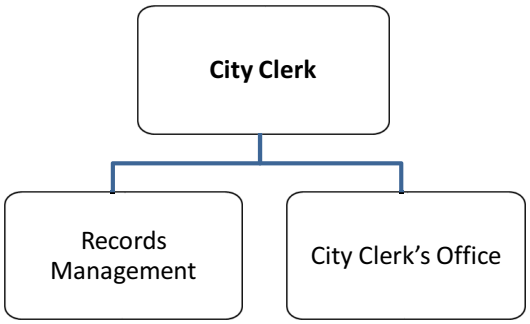
The City Clerk's Office provides administrative support to the City Council; records and maintains proceedings of the City Council; processes records and maintains city deeds, contracts, and agreements; provides records management policies and procedures to city departments; provides support to selected City Council appointed boards, commissions, and task forces; and performs such other duties as assigned by City Council.

## DEPARTMENT OVERVIEW

The department is comprised of two divisions:

City Clerk - Arranges the recordation and preservation of City Council proceedings including ordinances, resolutions, and other records such as contracts, amendments, and lease agreements. The division also provides staff support to the City Council and Mayor's Office.

Records Management Program - Provides standardized policies and procedures for the efficient, effective, and fiscally responsible management of the city's records, based on administrative, legal, fiscal, and historical research value, from creation to their disposition. The program is designed to provide procedures for access to and administration of records of the City of Norfolk in accordance with the Virginia Public Records Act, the Virginia Freedom of Information Act, and the Government Data Collection and Dissemination Practices Act, as well as meet the diverse record keeping needs of the city.




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

The City Clerk's Office primarily supports the City Council's goal of a Well-Managed Government, while, also, enhancing opportunities for Lifelong Learning and increasing resident Accessibility, Mobility, and Connectivity through the provision of Council information. In addition to providing administrative support to the Mayor and City Council, the City Clerk's Office strives to maintain a climate of transparency by ensuring compliance with the laws of the Commonwealth related to meeting notice requirements, meeting proceedings, and record management. Actions that support these well-managed government principles include:

| Ongoing Actions | Status |
|---|---|
| Provide support for citywide initiatives that promote an informed and engaged citizenry | Ongoing |
| Assist the City Council in communicating with the public and executing its events | Ongoing |
| Make stored documents readily accessible to requesting departments, thereby enhancing process efficiency | Ongoing |

## Performance Measures

| Priority: Well-Managed Government | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Achieve a reputation internally and externally as a well-managed government | | | | | |
| **Objective** | | | | | |
| Serve as a gateway to local government for City Council, citizens, city departments and outside agencies | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Number of meeting minutes maintained for 6 boards and commissions (City Planning Commission, Design and Review Committee, Civil Service Commission, Board of Zoning Appeals, Wetlands Board, and Board of Building Codes of Appeals) and City Council Meetings | 144 | 122 | 122 | 122 | 0 |

| Priority: Well-Managed Government | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Enhance the efficiency of programs and services | | | | | |
| **Objective** | | | | | |
| Provide current records to the customer served | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Percent of documents stored off-site which are retrieved within 24 hours | 100 | 100 | 100 | 100 | 0 |
| Percent of documents stored on-site which are retrieved within 30 minutes | 100 | 100 | 100 | 100 | 0 |

| Priority: Lifelong Learning | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Increase accessibility to lifelong learning | | | | | |
| **Objective** | | | | | |
| Increase accessibility to lifelong learning opportunities using existing city and school resources | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Number of residents attending Council meetings (estimate based on historical data) | 120 | 120 | 120 | 120 | 0 |

| Priority: Accessibility, Mobility and Connectivity | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Increase access to city services and information | | | | | |
| **Objective** | | | | | |
| Assist the City Council in its public communications and effective execution of events | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Number of City Council regularly scheduled and committee meeting minutes published and available by next regular Council meeting (out of 29) | 36 | 28 | 29 | 29 | 0 |

## Expenditure Summary

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Personnel Services | $1,030,020 | $1,013,725 | $1,063,777 | $1,080,001 |
| Materials, Supplies and Repairs | $44,399 | $48,054 | $46,757 | $48,082 |
| Contractual Services | $279,532 | $265,227 | $242,026 | $332,726 |
| Equipment | $31,893 | $29,483 | $25,100 | $45,100 |
| Total | $1,385,844 | $1,356,489 | $1,377,660 | $1,505,909 |

## Adopted FY 2017 Budget Actions

- **Implement Phase III of ARMD compensation strategy FY 2017 $7,769 FTE: 0**

  Implement Phase III of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2017 includes: 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. All actions are effective January 2017.

  **Priority Area(s) Met:** Well-Managed Government

- **Adjust funds for promotional activities FY 2017 $105,000 FTE: 0**

  Provides funds for special events and City Council promotional activities. These activities include: City Council organizational meetings, State of the City Address, North Atlantic Treaty Organization Festival (NATOFest), Virginia Tattoo, Martin Luther King Jr. Celebration, and Legends of Music Walk of Fame events.

  **Priority Area(s) Met:** Well-Managed Government

- **Provide funds for citywide records storage contract FY 2017 $5,700 FTE: 0**

  Technical adjustment for the contractual increase of storage of records per the Library of Virginia code subsection 42.1-85 governing the retention and disposition of state and local public records.

  **Priority Area(s) Met:** Well-Managed Government

- **Adjust costs for Fleet expenditures** **FY 2017 $1,325** **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 II of ARMD compensation strategy** **FY 2017 $369** **FTE: 0**

  Technical adjustment to annualize ARMD Phase II compensation actions that occurred in January 2016. The Adopted FY 2016 Budget included funds for: a two percent increase for general and constitutional officer employees; an additional one percent increase for the approximately 1,000 permanent employees in the city's eight lowest general employee pay grades; a $400 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:** Well-Managed Government

- **Adjust required contribution to the city's retirement system** **FY 2017 ($2,419)** **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 in FY 2017 from 17.51 percent to 17.79 percent. Costs are distributed based on each department's NERS eligible payroll. This is a routine adjustment which occurs each budget cycle.

**Priority Area(s) Met:** Well-Managed Government

- **Update personnel expenditures** **FY 2017 $10,505** **FTE: 0**

  Technical adjustment to update department costs for personnel services. Changes reflect updates in staffing due to administrative actions, consolidations, or reorganization efforts and includes the funds needed in FY 2017 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of three percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

**City Clerk** **Total: $128,249** **FTE: 0**

# Full Time Equivalent (FTE) Summary

| | Pay Grade | Minimum | Maximum | FY 2016 Adopted | FTE Change | FY 2017 Adopted |
|---|---|---|---|---|---|---|
| Chief Deputy City Clerk | 1 15 | $55,210 | $90,270 | 1 | 0 | 1 |
| City Clerk | 1 22 | $83,400 | $140,250 | 1 | 0 | 1 |
| Deputy City Clerk / Administrative Analyst I | 1 14 | $51,000 | $84,354 | 1 | -1 | 0 |
| Deputy City Clerk / Executive Assistant to the Mayor | 1 20 | $76,000 | $123,930 | 1 | 1 | 2 |
| Deputy City Clerk / Secretary | 1 09 | $33,770 | $55,060 | 3 | 0 | 3 |
| Deputy City Clerk / Secretary to the Mayor | 1 12 | $43,470 | $70,890 | 1 | -1 | 0 |
| Deputy City Clerk / Senior Secretary | 1 10 | $36,605 | $59,690 | 1 | 1 | 2 |
| Deputy City Clerk / Stenographic Reporter | 1 08 | $31,180 | $50,847 | 2 | 0 | 2 |
| Micrographics Technician | 1 04 | $22,875 | $37,301 | 1 | 0 | 1 |
| Records & Information Clerk | 1 04 | $22,875 | $37,301 | 1 | 0 | 1 |
| Records Administrator | 1 13 | $46,885 | $76,449 | 1 | 0 | 1 |
| Total | | | | 14 | 0 | 14 |

# City Real Estate Assessor

## Mission Statement

The Office of the Real Estate Assessor annually assesses all real property in an equitable and uniform manner and provides timely and accurate information regarding property data and ownership records.

## Department Overview

The city derives annual revenue as a result of taxes paid based on fair and equitable real estate values. The Office of the Real Estate Assessor provides an open environment in which residents can obtain accurate and up-to-date information, ensuring they are afforded a voice in the assessment process and consideration in final decisions. In addition, the office administers the Tax Abatement Program and serves as one of the information repositories for non-taxable properties.

## Performance Measures

| Priority: Economic Vitality and Workforce Development | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Diversify and strengthen Norfolk's economic base | | | | | |
| **Objective** | | | | | |
| Ensure validity and integrity of the assessment process | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Number of continuing education hours completed by appraisal staff | 12 | 132 | 120 | 120 | 0 |

| Priority: Well-Managed Government | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Achieve a reputation internally and externally as a well-managed government | | | | | |
| **Objective** | | | | | |
| Assess all real property in the city in a fair, equitable and uniform manner | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Number of parcels assessed | 73,324 | 73,327 | 73,365 | 73,365 | 0 |
| Percent of total parcel assessments (annual and periodic formal review) successfully appealed (New measure for FY 2017) | 0 | 0 | 0 | 2 | 2 |

## Expenditure Summary

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Personnel Services | $1,910,662 | $1,842,894 | $1,920,674 | $1,950,799 |
| Materials, Supplies and Repairs | $44,313 | $43,644 | $46,736 | $44,802 |
| Contractual Services | $50,967 | $51,185 | $79,177 | $79,177 |
| Equipment | $8,627 | $6,853 | $12,889 | $12,889 |
| Total | $2,014,569 | $1,944,576 | $2,059,476 | $2,087,667 |

## Adopted FY 2017 Budget Actions

- **Implement Phase III of ARMD compensation strategy FY 2017 $13,683 FTE: 0**

  Implement Phase III of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2017 includes: 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. All actions are effective January 2017.

  **Priority Area(s) Met:** Economic Vitality and Workforce Development

- **Adjust costs for Fleet expenditures FY 2017 ($1,934) 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:** Economic Vitality and Workforce Development

- **Annualize Phase II of ARMD compensation strategy FY 2017 $10,401 FTE: 0**

  Technical adjustment to annualize ARMD Phase II compensation actions that occurred in January 2016. The Adopted FY 2016 Budget included funds for: a two percent increase for general and constitutional officer employees; an additional one percent increase for the approximately 1,000 permanent employees in the city's eight lowest general employee pay grades; a $400 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:** Economic Vitality and Workforce Development

- **Adjust required contribution to the city's retirement system FY 2017 $7,470 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 in FY 2017 from 17.51 percent to 17.79 percent. Costs are distributed based on each department's NERS eligible payroll. This is a routine adjustment which occurs each budget cycle.

  **Priority Area(s) Met:** Economic Vitality and Workforce Development

- **Update personnel expenditures** **FY 2017 ($1,429) FTE: 0**

  Technical adjustment to update department costs for personnel services. Changes reflect updates in staffing due to administrative actions, consolidations, or reorganization efforts and includes the funds needed in FY 2017 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of three percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

**City Real Estate Assessor** **Total: $28,191 FTE: 0**

## Full Time Equivalent (FTE) Summary

| | Pay Grade | Minimum | Maximum | FY 2016 Adopted | FTE Change | FY 2017 Adopted |
|---|---|---|---|---|---|---|
| Administrative Assistant II | 1 10 | $36,605 | $59,690 | 1 | 0 | 1 |
| Chief Deputy Real Estate Assessor | 1 20 | $76,000 | $123,930 | 1 | 0 | 1 |
| City Assessor | 1 22 | $83,400 | $140,250 | 1 | 0 | 1 |
| Geographic Information Systems Technician I | 1 09 | $33,770 | $55,060 | 1 | 0 | 1 |
| Programmer/Analyst V | 1 16 | $58,970 | $96,145 | 1 | 0 | 1 |
| Real Estate Appraisal Team Leader | 1 16 | $58,970 | $96,145 | 2 | 0 | 2 |
| Real Estate Appraiser I | 1 10 | $36,605 | $59,690 | 1 | -1 | 0 |
| Real Estate Appraiser II | 1 11 | $40,005 | $65,280 | 2 | 0 | 2 |
| Real Estate Appraiser III | 1 13 | $46,885 | $76,449 | 8 | 1 | 9 |
| Real Estate CAMA Modeler Analyst | 1 16 | $58,970 | $96,145 | 1 | 0 | 1 |
| Real Estate Commercial Project Supervisor | 1 17 | $63,000 | $102,816 | 1 | 0 | 1 |
| Software Analyst | 1 13 | $46,885 | $76,449 | 1 | 0 | 1 |
| Support Technician | 1 05 | $24,685 | $40,290 | 3 | 0 | 3 |
| Total | | | | 24 | 0 | 24 |

# City Auditor

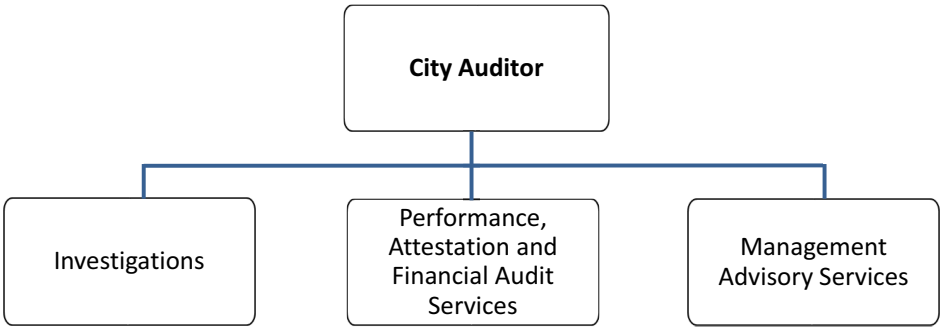
## Mission Statement

The City Auditor provides independent professional internal auditing, management advisory, and consulting services to city departments, offices, and agencies to promote: full financial accountability, economy, efficiency, and effectiveness of city government operations and programs; compliance with applicable city, state, and federal laws and regulations; strong internal controls; and a sound risk management system.

## Department Overview

The City Auditor's Office conducts professional audits and performs a variety of services including inquiries, investigations, and management advisory projects. Basic services include:

- Assessing the reliability and integrity of financial and operating information and the means used to identify, measure, classify, and report such information
- Assessing the design and operation of the internal control system
- Evaluating the systems established to ensure compliance with those policies, plans, procedures, laws, and regulations which could have a significant impact on the City of Norfolk
- Reviewing the means of safeguarding assets and, as appropriate, verifying the existence of such assets
- Appraising the economy and efficiency with which resources are applied
- Examining operations or programs to determine if results are consistent with established goals and whether the objectives are being carried out as planned
- Supporting, inquiring, and conducting investigations for fraud, waste, and abuse complaints received from the city's hotline from citizens and employees; a mechanism for reporting suspected unlawful and wasteful acts committed by city employees, vendors, et cetera
- Evaluating effectiveness of risk management
- Providing oversight of external auditors contracted for the city's annual financial audit and federal grants audit and the audits of Norfolk Public Schools, Economic Development Authority, and Norfolk Employees' Retirement System



## Actions to Achieve Long-Term Goals and Short-Term Objectives

The Office of the City Auditor primarily supports the Priority Area of Well-Managed Government. Actions in place to achieve the goals internally and externally, as well as to support well managed government principles and current operations and uphold the law include:

| Ongoing Actions | Status |
|---|---|
| Complete annual audit work plan approved by City Council | Ongoing |
| Make recommendations to departments, based on the annual audit work plan, regarding ways to improve operations and internal control systems | Ongoing |
| Respond to fraud, waste, and abuse complaints | Ongoing |

## Performance Measures

**Priority: Well-Managed Government**

**Goal**

Provide continuous progressive and premier independent audit and related professional services in the most timely and efficient manner possible including investigations, inquiries, and management advisory

**Objective**

Identify ways to increase the economy, efficiency, effectiveness, and accountability of city government and provide independent reliable, accurate, and timely information to the City Council and other stakeholders

| Measure | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted | Change |
|---|---|---|---|---|---|
| Percent of the City Council approved work plan completed or substantially completed during the fiscal year | 50 | 100 | 100 | 100 | 0 |
| Percent of investigations completed where corrective action is needed as the result of a fraud, waste, or abuse complaint | 100 | 100 | 100 | 100 | 0 |
| Percent of audit recommendations accepted by management | 95 | 95 | 95 | 95 | 0 |

## Expenditure Summary

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Personnel Services | $788,973 | $812,382 | $818,285 | $940,733 |
| Materials, Supplies and Repairs | $3,565 | $2,749 | $3,744 | $3,744 |
| Contractual Services | $10,895 | $15,860 | $15,163 | $15,163 |
| Total | $803,433 | $830,991 | $837,192 | $959,640 |

## ADOPTED FY 2017 BUDGET ACTIONS

- **Implement Phase III of ARMD compensation strategy FY 2017 $6,462 FTE: 0**

  Implement Phase III of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2017 includes: 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. All actions are effective January 2017.

  **Priority Area(s) Met:** Well-Managed Government

- **Add Assistant City Auditor II position FY 2017 $84,888 FTE: 1**

  Provide funds for an Assistant City Auditor II position to assist with the department's increased workload and training requirements.

  **Priority Area(s) Met:** Well-Managed Government

- **Annualize Phase II of ARMD compensation strategy FY 2017 $6,757 FTE: 0**

  Technical adjustment to annualize ARMD Phase II compensation actions that occurred in January 2016. The Adopted FY 2016 Budget included funds for: a two percent increase for general and constitutional officer employees; an additional one percent increase for the approximately 1,000 permanent employees in the city's eight lowest general employee pay grades; a $400 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:** Well-Managed Government

- **Adjust required contribution to the city's retirement system FY 2017 $19,492 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 in FY 2017 from 17.51 percent to 17.79 percent. Costs are distributed based on each department's NERS eligible payroll. This is routine adjustment which occurs each budget cycle.

  **Priority Area(s) Met:** Well-Managed Government

- **Update personnel expenditures FY 2017 $4,849 FTE: 0**

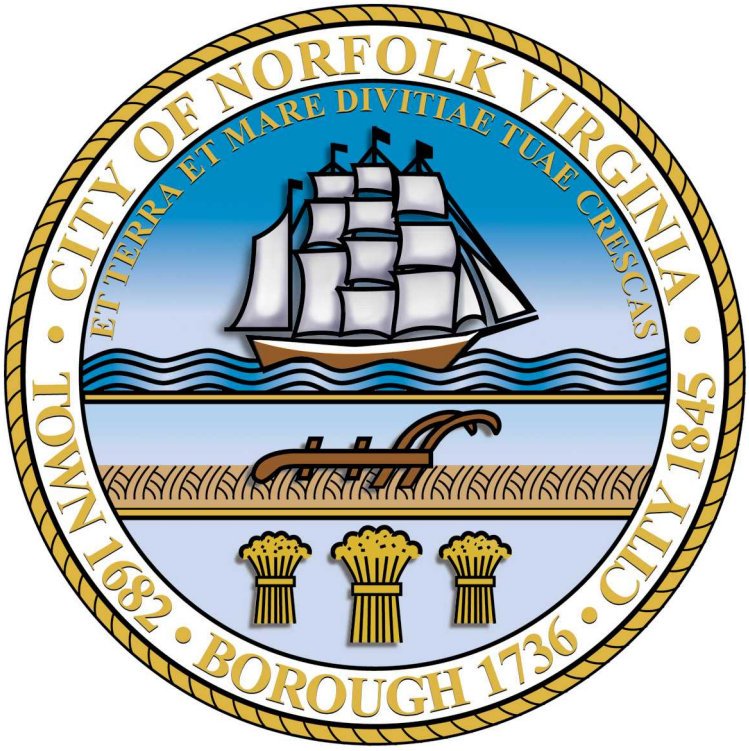
  Technical adjustment to update department costs for personnel services. Changes reflect updates in staffing due to administrative actions, consolidations, or reorganization efforts and includes the funds needed in FY 2017 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of three percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

**City Auditor Total: $122,448 FTE: 1**

# Full Time Equivalent (FTE) Summary

| | Pay Grade | Minimum | Maximum | FY 2016 Adopted | FTE Change | FY 2017 Adopted |
|---|---|---|---|---|---|---|
| Assistant City Auditor / Audit Analyst | 1 13 | $46,885 | $76,449 | 1 | 0 | 1 |
| Assistant City Auditor II | 1 14 | $51,000 | $84,354 | 4 | 1 | 5 |
| City Auditor | 1 20 | $76,000 | $123,930 | 1 | 0 | 1 |
| Deputy City Auditor | 1 16 | $58,970 | $96,145 | 2 | 0 | 2 |
| Total | | | | 8 | 1 | 9 |

# Executive


CITY OF NORFOLK VIRGINIA
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# City Manager

## Mission Statement

The City Manager's Office is dedicated to providing quality service to all residents and businesses in the community; supporting and developing its diverse staff; and insuring that municipal services are furnished promptly, efficiently, and effectively throughout the city.

## Department Overview

The Executive Office provides leadership and management of the organization in accordance with policies and direction of the City Council. Intergovernmental Relations provides liaison assistance between the city, other governmental legislatures, and agencies at the state and federal level; collaborates with Virginia delegation to the Congress to develop funding requests for City Council priorities; participates in coalition building; monitors, tracks, and reports on legislation and trends; and conducts policy analysis and process facilitation.

## Actions to Achieve Long-Term Goals and Short-Term Objectives

The City Manager's Office provides organization-wide leadership and operates under the principles of a well-managed government in planning, developing, and delivering services and programs that support all City Council priorities. Actions in place that support city-wide efforts to implement City Council priorities include:

| Ongoing Actions | Status |
|---|---|
| Create an environment for employees that promotes efficiency and effectiveness throughout the organization | Ongoing |
| Actively engage with the residents and employees to increase knowledge of the operations of the City or Norfolk organization | Ongoing |
| Achieve continued and sustainable financial stability | Ongoing |

## Performance Measures

| Priority: Well-Managed Government | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Enhance the efficiency of programs and services | | | | | |
| **Objective** | | | | | |
| Hold community outreach sessions with residents and employees to gather input for aligning and allocating resources to city programs and services | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Number of community engagement budget session attendees | 97 | 929 | 100 | 100 | 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 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Number of residents and businesses participating in outreach initiatives about city issues | 407 | 1,801 | 550 | 600 | 50 |

## Expenditure Summary

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Personnel Services | $1,784,793 | $1,842,705 | $1,991,047 | $1,978,813 |
| Materials, Supplies and Repairs | $20,545 | $22,183 | $30,061 | $24,036 |
| Contractual Services | $278,488 | $363,435 | $284,098 | $284,098 |
| Equipment | $4,598 | $464 | $5,500 | $5,500 |
| Department Specific Appropriation | $67 | $0 | $0 | $0 |
| Total | $2,088,491 | $2,228,788 | $2,310,706 | $2,292,447 |

# ADOPTED FY 2017 BUDGET ACTIONS

- **Implement Phase III of ARMD compensation strategy FY 2017 $15,209 FTE: 0**

  Implement Phase III of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2017 includes: 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. All actions are effective January 2017.

  **Priority Area(s) Met:** Economic Vitality and Workforce Development and Well-Managed Government

- **Reduce personnel expenditures FY 2017 ($19,848) FTE: 0**

  Reduce expenditures in personnel due to vacancy savings. This action aligns the department budget with anticipated utilization. No impact on service delivery is anticipated.

  **Priority Area(s) Met:** Well-Managed Government

- **Adjust costs for Fleet expenditures FY 2017 ($6,025) 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 II of ARMD compensation strategy FY 2017 $16,306 FTE: 0**

  Technical adjustment to annualize ARMD Phase II compensation actions that occurred in January 2016. The Adopted FY 2016 Budget included funds for: a two percent increase for general and constitutional officer employees; an additional one percent increase for the approximately 1,000 permanent employees in the city's eight lowest general employee pay grades; a $400 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:** Economic Vitality and Workforce Development and Well-Managed Government

- **Adjust required contribution to the city's retirement system FY 2017 $41,198 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 in FY 2017 from 17.51 percent to 17.79 percent. Costs are distributed based on each department's NERS eligible payroll. This is a routine adjustment which occurs each budget cycle.

  **Priority Area(s) Met:** Well-Managed Government

- **Update personnel expenditures FY 2017 ($65,099) FTE: -1**

  Technical adjustment to update department costs for personnel services. Changes reflect updates in staffing due to administrative actions, consolidations, or reorganization efforts and includes the funds needed in FY 2017 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of three percent based on enrollment and the transfer of the Manager of Public Relations to the Department of Communications and Technology. These are routine actions which occur at the beginning of the budget cycle.

**City Manager Total: ($18,259) FTE: -1**

# Full Time Equivalent (FTE) Summary

| | Pay Grade | Minimum | Maximum | FY 2016 Adopted | FTE Change | FY 2017 Adopted |
|---|---|---|---|---|---|---|
| Administrative Assistant I | 1 09 | $33,770 | $55,060 | 2 | 0 | 2 |
| Administrative Assistant II | 1 10 | $36,605 | $59,690 | 1 | 1 | 2 |
| Assistant to the City Manager | 1 20 | $76,000 | $123,930 | 2 | 0 | 2 |
| City Manager* | 1 29 | * | * | 1 | 0 | 1 |
| Deputy City Manager | 1 26 | $110,250 | $184,110 | 4 | 0 | 4 |
| Director of Intergovernmental Relations | 1 20 | $76,000 | $123,930 | 1 | 0 | 1 |
| Management Analyst I | 1 11 | $40,005 | $65,280 | 0 | 1 | 1 |
| Management Analyst III | 1 14 | $51,000 | $84,354 | 2 | -1 | 1 |
| Manager of Public Relations | 1 17 | $63,000 | $102,816 | 1 | -1 | 0 |
| Support Technician | 1 05 | $24,685 | $40,290 | 1 | -1 | 0 |
| Total | | | | 15 | -1 | 14 |

*No salary range per compensation plan.

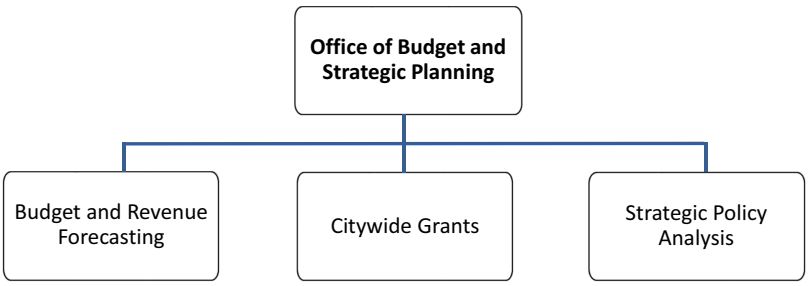
# Office of Budget and Strategic Planning

## Mission Statement

The Office of Budget and Strategic Planning is responsible for the preparation and submission of a balanced budget that supports the goals of the City Council. Through program evaluation and long-range planning, the office provides analysis for key decision makers. Operations are focused on budget development, policy analysis, and citywide grants management.

## Department Overview

The Office of Budget and Strategic Planning monitors the current fiscal year's budget and assists departments on budgetary matters to ensure a balanced budget at year-end. The Budget Office through the program areas of: Budget and Revenue Forecasting, Economic and Policy Analysis, and Citywide Grants provides analytical service, demographic and geographic information support, and special project assistance for the City Manager. The office also works collaboratively with city departments and agencies in assessing organizational performance as well as partnering with departments and agencies to identify opportunities to improve the overall efficiency and effectiveness of city programs and services. Additionally, the office oversees the monitoring and support of citywide grant activity to leverage city resources with funds from federal, state, and philanthropic sources.




## Actions to Achieve Long-Term Goals and Short-Term Objectives

The Office of Budget and Strategic Planning primarily supports the Priority Areas of Well-Managed Government and Lifelong Learning. Actions in place to achieve the long term goals of promoting strong financial management, diversifying the economic base, and supporting access to learning include:

| Ongoing Actions | Status |
|---|---|
| Identify grant opportunities to diversify the revenue base | Ongoing |
| Provide a variety of information and training to residents and staff members to increase knowledge of the city's budget process and document | Ongoing |
| Lead city efforts to maintain sound fiscal stewardship | Ongoing |

## Performance Measures

| Priority: Well-Managed Government | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Promote strong financial management | | | | | |
| **Objective** | | | | | |
| Prepare and submit a balanced budget that aligns decision making and resources which communicates the city's priorities | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Percent variance between forecast and actual revenue | 0 | 0 | 2 | 2 | 0 |
| Percent variance between forecast and actual expenditures (New measure in 2017) | 0 | 0 | 0 | 2 | 2 |
| GFOA Distinguished Budget award received | Yes | Yes | Yes | Yes | N/A |
| **Objective** | | | | | |
| Facilitate application for and processing of all grants received by the city to enhance fiscal stewardship | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Number of grant management training sessions and workshops | 7 | 4 | 20 | 25 | 5 |
| Dollar value of grants received for city programs (New measure for FY 2016) | 0 | 0 | 16,750,000 | 17,000,000 | 250,000 |
| Number of grant training participants | 0 | 0 | 0 | 400 | 400 |
| Percent of city department grant applications reviewed by the Grants Team | 92 | 81 | 95 | 100 | 5 |

| Priority: Lifelong Learning | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Increase accessibility to lifelong learning | | | | | |
| **Objective** | | | | | |
| Increase accessibility to lifelong learning opportunities using existing city and school resources | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Number of participants in training sessions provided by budget staff | 177 | 125 | 100 | 100 | 0 |

## Expenditure Summary

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Personnel Services | $1,355,451 | $1,243,893 | $1,421,985 | $1,431,407 |
| Materials, Supplies and Repairs | $8,830 | $7,742 | $10,725 | $10,725 |
| Contractual Services | $12,830 | $22,914 | $52,830 | $40,292 |
| Equipment | $4,135 | $24,383 | $655 | $655 |
| Total | $1,381,246 | $1,298,932 | $1,486,195 | $1,483,079 |

## ADOPTED FY 2017 BUDGET ACTIONS

- **Implement Phase III of ARMD compensation strategy FY 2017 $8,991 FTE: 0**

  Implement Phase III of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2017 includes: 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. All actions are effective January 2017.

  **Priority Area(s) Met:** Well-Managed Government

- **Reduce funds for contractual services FY 2017 ($12,538) FTE: 0**

  Reduce funds for contractual services related to citywide performance measures. All performance measure tasks are handled with existing staff.

  **Priority Area(s) Met:** Well-Managed Government

- **Annualize Phase II of ARMD compensation strategy FY 2017 $12,097 FTE: 0**

  Technical adjustment to annualize ARMD Phase II compensation actions that occurred in January 2016. The Adopted FY 2016 Budget included funds for: a two percent increase for general and constitutional officer employees; an additional one percent increase for the approximately 1,000 permanent employees in the city's eight lowest general employee pay grades; a $400 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:** Well-Managed Government

- **Adjust required contribution to the city's retirement system FY 2017 $40,005 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 in FY 2017 from 17.51 percent to 17.79 percent. Costs are distributed based on each department's NERS eligible payroll. This is a routine adjustment which occurs each budget cycle.

  **Priority Area(s) Met:** Well-Managed Government

- **Update personnel expenditures FY 2017 ($51,671) FTE: 0**

  Technical adjustment to update department costs for personnel services. Changes reflect updates in staffing due to administrative actions, consolidations, or reorganization efforts and includes the funds needed in FY 2017 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of three percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

**Office of Budget and Strategic Planning Total: ($3,116) FTE: 0**

# Full Time Equivalent (FTE) Summary

| | Pay Grade | Minimum | Maximum | FY 2016 Adopted | FTE Change | FY 2017 Adopted |
|---|---|---|---|---|---|---|
| Budget & Policy Analyst | 1 13 | $46,885 | $76,449 | 4 | 1 | 5 |
| Budget & Policy Analyst, Senior | 1 15 | $55,210 | $90,270 | 3 | 0 | 3 |
| Budget Team Leader | 1 18 | $67,350 | $109,823 | 1 | 0 | 1 |
| Budget Technician | 1 09 | $33,770 | $55,060 | 1 | 0 | 1 |
| Director of Budget & Strategic Planning | 1 24 | $92,800 | $159,120 | 1 | 0 | 1 |
| Economic & Policy Analyst | 1 13 | $46,885 | $76,449 | 1 | 0 | 1 |
| Economic Forecast Specialist | 1 15 | $55,210 | $90,270 | 1 | 0 | 1 |
| Grants Team Leader | 1 18 | $67,350 | $109,823 | 1 | 0 | 1 |
| Management Analyst I | 1 11 | $40,005 | $65,280 | 1 | -1 | 0 |
| Management Analyst II | 1 13 | $46,885 | $76,449 | 0 | 1 | 1 |
| Management Analyst III | 1 14 | $51,000 | $84,354 | 1 | 0 | 1 |
| Policy Team Leader | 1 18 | $67,350 | $109,823 | 1 | 0 | 1 |
| Principal Analyst | 1 17 | $63,000 | $102,816 | 2 | -1 | 1 |
| Total | | | | 18 | 0 | 18 |

# Office of Resilience

## Mission Statement

The Office of Resilience actively collaborates with city departments and community/business partners to enhance the city's capacity to proactively, effectively, and sustainably address issues arising from changing environmental and economic conditions.

## Department Overview

The Proposed FY 2017 Budget creates the Office of Resilience as part of the city's increased focus on building a resilient community due to the changing climate, coupled with the effects of a slow economic rebound from the Great Recession on local businesses and neighborhoods. The new office is focused on initiatives that will prepare the city for climate change, strengthen the city's economic competitiveness, and ensure the highest quality of life possible for residents.

The city's resilience efforts began with the awarding of the Rockefeller Foundation's 100 Resilient Cities designation in December 2013. Driven by a community process, residents identified stresses and potential shocks and created a resilience strategy to mitigate the impacts. The strategy identifies three primary goals: 1) designing the coastal community of the future to live with the impacts of recurrent flooding; 2) creating economic opportunity by advancing efforts to grow existing and new sectors; and 3) advancing initiatives to connect communities, deconcentrate poverty, and strengthen neighborhoods.

In January 2016, the Commonwealth of Virginia was awarded a $120.5 million grant from the U.S. Department of Housing and Urban Development's (HUD) National Disaster Resilience Competition (NDRC) for resilience projects in the city. The grant will be used to implement innovative storm water and flood management strategies in the Ohio Creek Watershed in Chesterfield Heights and Grandy Village. The grant will also establish the Coastal Resilience Accelerator to serve as the hub for solving challenges related to water-related businesses, water management, and community revitalization. The office is also established to coordinate efforts of the NDRC grant.

## Actions to Achieve Long-Term Goals and Short-Term Objectives

| Ongoing Actions | Status |
|---|---|
| Work collaboratively with city departments and community partners to move economic, environmental, and neighborhood enhancement initiatives forward | Ongoing |

## Performance Measures

| Priority: Environmental Sustainability | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Strengthen the capacity of the city to address environmental, economic, and neighborhood issues | | | | | |
| **Objective** | | | | | |
| Increase knowledge of resilience issues and tactics amongst city and community partners | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Number of community and city participants for Office of Resilience events and presentations (New measure in FY 2017) | 0 | 0 | 0 | 500 | 500 |

## Expenditure Summary

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Personnel Services | $0 | $0 | $0 | $284,952 |
| Department Specific Appropriation | $0 | $0 | $0 | $50,000 |
| Total | $0 | $0 | $0 | $334,952 |

## Estimated Appropriation for Special Revenue Summary

The following special revenue summary includes additional funds received by the department through grants, donations, and dedicated state and federal appropriations. Funds are generally multi-year appropriations and may continue from one fiscal year to another. Monies are dedicated to specific activities and/or functions and are nontransferable. Grants are not guaranteed annually. Amounts represented were available as of March 2016.

| | Dollars | Source | Pos # |
|---|---|---|---|
| Special Revenue (for example: Grants, Revenue Sharing, Donations) | $120,000,000 (Est.) | National Disaster Resilience Competition (To be received) | 1 |

## Adopted FY 2017 Budget Actions

- **Create Office of Resilience** **FY 2017 $334,952** **FTE: 3**

  Provide funds to support the new Office of Resilience for continued citywide resilience building efforts. The new department will collaborate with city departments and external partners to implement a community-driven resilience strategy designed to alleviate the impacts of recurrent flooding, advance economic opportunities, and strengthen neighborhoods. The office will consist of the Chief Resilience Officer, an Assistant Director, a Special Assistant, and a Geographic Information Systems Team Supervisor. The Chief Resilience Officer is supported by grant funds.

  **Priority Area(s) Met:** Well-Managed Government

**Office of Resilience** **Total: $334,952** **FTE: 3**

## Full Time Equivalent (FTE) Summary

| | Pay Grade | Minimum | Maximum | FY 2016 Adopted | FTE Change | FY 2017 Adopted |
|---|---|---|---|---|---|---|
| Assistant Director | 1 21 | $79,375 | $132,090 | 0 | 1 | 1 |
| Geographic Information Systems Team Supervisor | 1 16 | $58,970 | $96,145 | 0 | 1 | 1 |
| Special Assistant | 1 20 | $76,000 | $123,930 | 0 | 1 | 1 |
| Total | | | | 0 | 3 | 3 |

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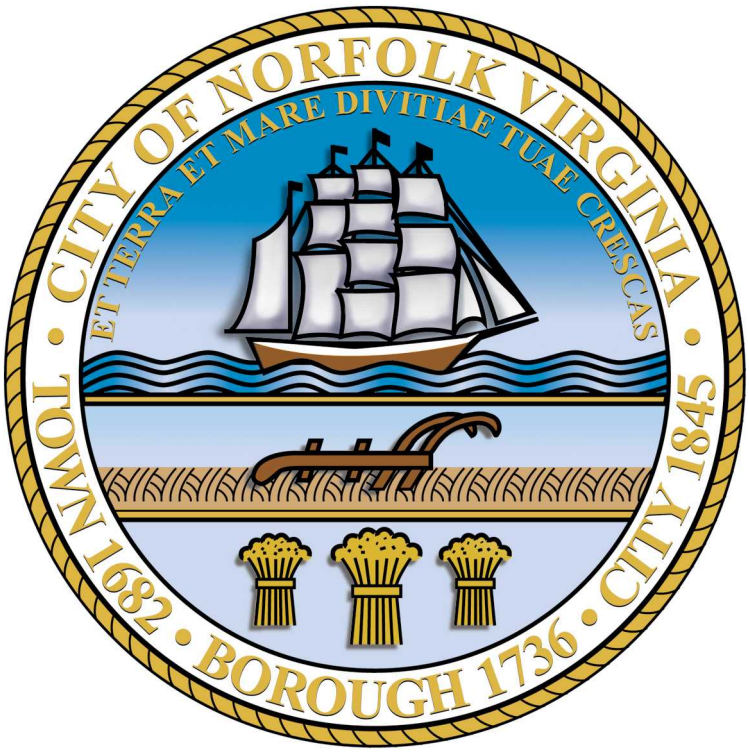
# Department of Law



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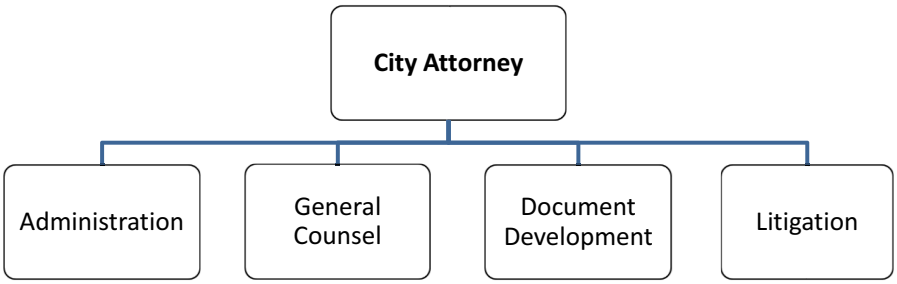
# City Attorney

## Mission Statement

The City Attorney's Office represents the city, the School Board, the Norfolk Employee's Retirement System, Chrysler Museum, Lake Taylor Hospital, and other boards and commissions in legal matters.

## Department Overview

The office defends clients in litigation, files suits on behalf of clients, prepares legislation for consideration by City Council, provides advice, prepares contracts, and provides other legal services as necessary.




## Actions to Achieve Long-Term Goals and Short-Term Objectives

The City Attorney's Office supports the City Council's goal of a Well-Managed Government by representing the city, and various boards and commissions in all legal matters. Actions in place that support City Council Priorities include:

| Ongoing Actions | Status |
|---|---|
| Provide excellent legal services on behalf of the City Council, boards, commissions, and city departments that support the principles of a well-managed government | Ongoing |
| Create an environment that promotes voluntary collection rates of taxes, fees, fines, and restitutions collected by the city | Ongoing |

## Performance Measures

| Priority: Well-Managed Government | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Achieve a reputation internally and externally as a well-managed government | | | | | |
| **Objective** | | | | | |
| Represent the city, School Board, Norfolk Employee's Retirement System, Community Services Board, Chrysler Museum, Lake Taylor Hospital, and other boards and commissions in litigation; draft and review municipal ordinances/resolutions, or contracts | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Number of new files opened | 5,658 | 5,658 | 6,000 | 6,000 | 0 |
| Number of files closed | 5,829 | 5,829 | 6,000 | 6,000 | 0 |
| Revenue collected from suits, city appeals, and general collections | 7,200,000 | 7,200,000 | 7,500,000 | 7,500,000 | 0 |

## Expenditure Summary

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Personnel Services | $3,859,270 | $3,912,334 | $3,976,396 | $4,089,550 |
| Materials, Supplies and Repairs | $64,812 | $58,318 | $69,096 | $69,265 |
| Contractual Services | $130,906 | $158,407 | $296,365 | $296,365 |
| Department Specific Appropriation | $34,166 | $37,117 | $44,712 | $44,712 |
| Total | $4,089,154 | $4,166,176 | $4,386,569 | $4,499,892 |

## Adopted FY 2017 Budget Actions

- **Implement Phase III of ARMD compensation strategy FY 2017 $31,580 FTE: 0**

  Implement Phase III of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2017 includes: 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. All actions are effective January 2017.

  **Priority Area(s) Met:** Well-Managed Government

- **Adjust costs for Fleet expenditures FY 2017 $169 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 II of ARMD compensation strategy** **FY 2017 $32,717** **FTE: 0**

  Technical adjustment to annualize ARMD Phase II compensation actions that occurred in January 2016. The Adopted FY 2016 Budget included funds for: a two percent increase for general and constitutional officer employees; an additional one percent increase for the approximately 1,000 permanent employees in the city's eight lowest general employee pay grades; a $400 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:** Well-Managed Government

- **Adjust required contribution to the city's retirement system** **FY 2017 $34,288** **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 in FY 2017 from 17.51 percent to 17.79 percent. Costs are distributed based on each department's NERS eligible payroll. This is a routine adjustment which occurs each budget cycle.

  **Priority Area(s) Met:** Well-Managed Government

- **Update personnel expenditures** **FY 2017 $14,569** **FTE: 0**

  Technical adjustment to update department costs for personnel services. Changes reflect updates in staffing due to administrative actions, consolidations, or reorganization efforts and includes the funds needed in FY 2017 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of three percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

**City Attorney** **Total: $113,323** **FTE: 0**

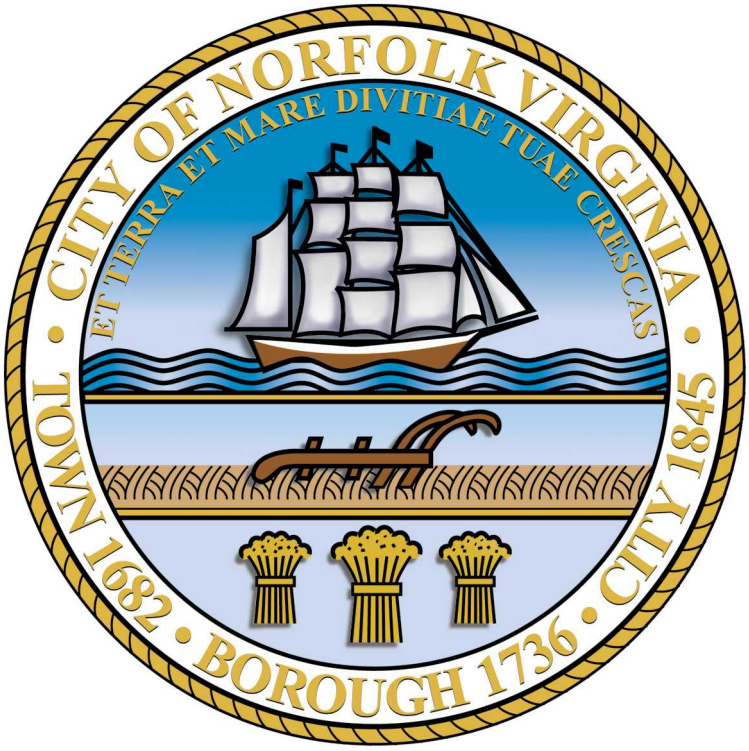
## Full Time Equivalent (FTE) Summary

| | Pay Grade | Minimum | Maximum | FY 2016 Adopted | FTE Change | FY 2017 Adopted |
|---|---|---|---|---|---|---|
| Assistant City Attorney I | 1 16 | $58,970 | $96,145 | 2 | 1 | 3 |
| Assistant City Attorney II | 1 18 | $67,350 | $109,823 | 1 | 0 | 1 |
| Assistant City Attorney III | 1 20 | $76,000 | $123,930 | 5 | -1 | 4 |
| Business Manager | 1 13 | $46,885 | $76,449 | 1 | 0 | 1 |
| Chief Deputy City Attorney | 1 26 | $110,250 | $184,110 | 1 | 0 | 1 |
| City Attorney | 1 28 | $138,000 | $224,400 | 1 | 0 | 1 |
| Criminal Docket Specialist | 1 09 | $33,770 | $55,060 | 1 | 0 | 1 |
| Deputy City Attorney I | 1 23 | $87,935 | $149,430 | 4 | 0 | 4 |
| Deputy City Attorney II | 1 24 | $92,800 | $159,120 | 5 | 0 | 5 |
| Legal Administrator | 1 15 | $55,210 | $90,270 | 1 | 0 | 1 |
| Legal Coordinator I | 1 11 | $40,005 | $65,280 | 2 | 0 | 2 |
| Legal Coordinator II | 1 13 | $46,885 | $76,449 | 1 | 0 | 1 |
| Legal Secretary I | 1 07 | $28,815 | $47,022 | 1 | -1 | 0 |
| Legal Secretary II | 1 09 | $33,770 | $55,060 | 4 | 1 | 5 |

# Full Time Equivalent (FTE) Summary

| | Pay Grade | Minimum | Maximum | FY 2016 Adopted | FTE Change | FY 2017 Adopted |
|---|---|---|---|---|---|---|
| Messenger/Driver | 1 02 | $19,705 | $32,135 | 1 | 0 | 1 |
| Paralegal Claims Investigator | 1 12 | $43,470 | $70,890 | 1 | 0 | 1 |
| Paralegal Generalist | 1 09 | $33,770 | $55,060 | 1 | 0 | 1 |
| Support Technician | 1 05 | $24,685 | $40,290 | 1 | 0 | 1 |
| Total | | | | 34 | 0 | 34 |

# Constitutional Officers



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# Commissioner of the Revenue

## Mission Statement

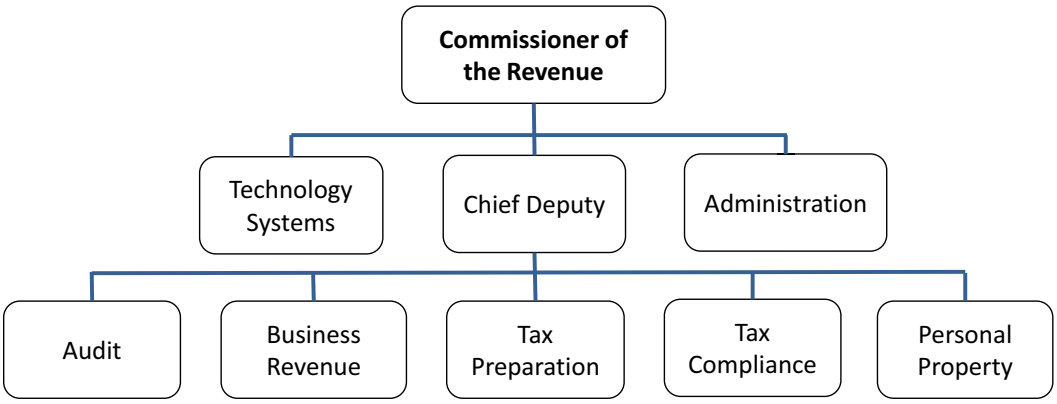
The Commissioner of the Revenue assesses various taxes pursuant to state and local law and strives to fairly and efficiently assist Norfolk residents and business owners in the following areas:

- Assessment of individual and business personal property
- Issuance and renewal of business licenses
- Administration of all fiduciary taxes
- Monitoring payment of taxes to ensure compliance
- Assistance with filing and processing of Virginia (state) income tax returns
- Providing Virginia Department of Motor Vehicles (DMV) service as a DMV Select location
- Investigating potential delinquent accounts
- Assistance with yard sale permits

## Department Overview

The Commissioner of the Revenue is responsible for the equitable administration of local taxes with the exception of real estate taxes. The office assesses individual and business personal property taxes; issues business licenses; and assesses taxes on meals, lodging, cigarettes, admissions, and other special taxes. The office also provides services on behalf of the Virginia Department of Motor Vehicles through DMV Select. Through an arrangement with the Virginia Department of Transportation, the office is also an authorized seller of E-ZPass transponders.

The office is organized into divisions to effectively address workload and customer issues. Administration and Technology Systems report directly to the Commissioner. The Personal Property, Business Revenue, Audit, Tax Preparation, and Tax Compliance sections report directly to the Chief Deputy Commissioner of the Revenue, who directly reports to the Commissioner.




## Actions to Achieve Long-Term Goals and Short-Term Objectives

The Commissioner of the Revenue primarily supports the Priority Areas of Well-Managed Government and Economic Vitality and Workforce Development. Actions in place to achieve the goals of maintaining a well-trained qualified workforce, enhancing the efficiency of programs and services, and diversifying and strengthening Norfolk's economic base include:

| Ongoing Actions | Status |
|---|---|
| Focus efforts to increase use of the new online business portal and seek other ways to use technology to improve services and efficiency | Ongoing |
| Review and streamline internal processes to encourage business in Norfolk | Ongoing |

## Performance Measures

| Priority: Economic Vitality and Workforce Development | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Diversify and strengthen Norfolk's economic base | | | | | |
| **Objective** | | | | | |
| Expand, attract and retain business within Norfolk | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Number of annual business licenses | 13,525 | 14,745 | 13,650 | 13,700 | 50 |

| Priority: Lifelong Learning | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Achieve a well-trained, qualified community workforce | | | | | |
| **Objective** | | | | | |
| Increase the skill and competence of employees of the Commissioner of the Revenue Office | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Number of participants in the statewide Career Development Program for Commissioners of the Revenue | 34 | 38 | 36 | 37 | 1 |

| Priority: Accessibility, Mobility and Connectivity | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Enhance the efficiency of our programs and services | | | | | |
| **Objective** | | | | | |
| Opening business portal to integrate technology into our contact with Norfolk businesses | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Number of modules of the business portal tested and open for public use | 3 | 3 | 6 | 7 | 1 |

## Expenditure Summary

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Personnel Services | $2,648,426 | $2,590,776 | $2,706,696 | $2,703,305 |
| Materials, Supplies and Repairs | $199,964 | $271,336 | $241,186 | $234,042 |
| Contractual Services | $103,645 | $93,846 | $110,978 | $110,978 |
| Equipment | $10,706 | $10,525 | $2,400 | $2,400 |
| Total | $2,962,741 | $2,966,483 | $3,061,260 | $3,050,725 |

## Adopted FY 2017 Budget Actions

- **Implement Phase III of ARMD compensation strategy FY 2017 $19,741 FTE: 0**

  Implement Phase III of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2017 includes: 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. All actions are effective January 2017.

  **Priority Area(s) Met:** Accessibility, Mobility, and Connectivity and Well-Managed Government

- **Adjust costs for Fleet expenditures** **FY 2017 ($7,144)** **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 II of ARMD compensation strategy** **FY 2017 $19,375** **FTE: 0**

  Technical adjustment to annualize ARMD Phase II compensation actions that occurred in January 2016. The Adopted FY 2016 Budget included funds for: a two percent increase for general and constitutional officer employees; an additional one percent increase for the approximately 1,000 permanent employees in the city's eight lowest general employee pay grades; a $400 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 Well-Managed Government

- **Adjust required contribution to the city's retirement system** **FY 2017 $5,427** **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 in FY 2017 from 17.51 percent to 17.79 percent. Costs are distributed based on each department's NERS eligible payroll. This is a routine adjustment which occurs each budget cycle.

**Priority Area(s) Met:** Well-Managed Government

- **Update personnel expenditures** **FY 2017 ($47,934)** **FTE: 0**

  Technical adjustment to update department costs for personnel services. Changes reflect updates in staffing due to administrative actions, consolidations, or reorganization efforts and includes the funds needed in FY 2017 for these actions. The adjustment reflects updated healthcare costs for an overall citywide premium increase of three percent based on enrollment; updated Virginia Retirement Systems expenses as a result of a reduction in the contribution rate from 10.55 percent to 9.14 percent; and the funds required to meet the minimum state compensation board salary requirements. These are routine actions which occur at the beginning of the budget cycle.

**Commissioner of the Revenue** **Total: ($10,535)** **FTE: 0**

# Full Time Equivalent (FTE) Summary

| | Pay Grade | Minimum | Maximum | FY 2016 Adopted | FTE Change | FY 2017 Adopted |
|---|---|---|---|---|---|---|
| Administrative Manager - COR | COR005 | $58,373 | $93,316 | 2 | 0 | 2 |
| Chief Deputy - COR | COR006 | $67,468 | $118,743 | 1 | 0 | 1 |
| Commissioner of the Revenue | COR007 | $85,829 | $136,468 | 1 | 0 | 1 |
| Deputy I - COR | COR001 | $26,657 | $53,979 | 14 | 0 | 14 |
| Deputy II - COR | COR002 | $33,458 | $67,985 | 11 | 1 | 12 |
| Deputy III - COR | COR003 | $42,525 | $76,993 | 8 | 0 | 8 |
| Supervising Deputy - COR | COR004 | $54,706 | $87,457 | 5 | -1 | 4 |
| Total | | | | 42 | 0 | 42 |

# City Treasurer

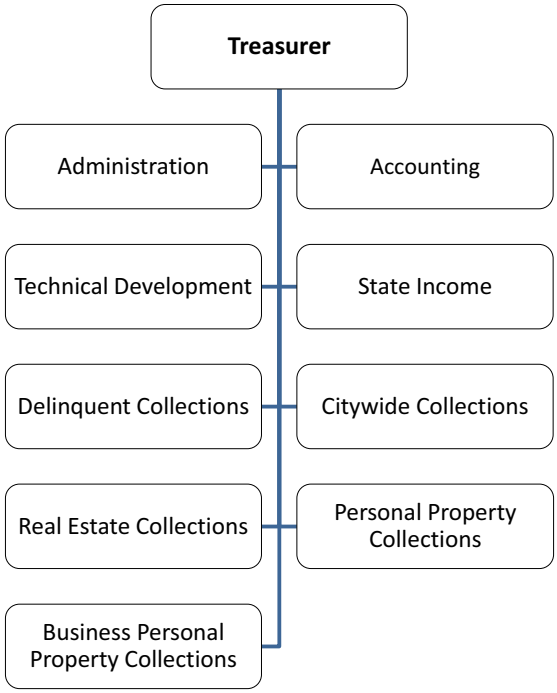
## Mission Statement

The City Treasurer's mission is to provide superior service to the taxpayers of the City of Norfolk in the following areas:

- Enforce the collection of all taxes, levies, license taxes, animal licenses, rents, fees, and all other revenues accruing to the city
- Collect and report certain state taxes and revenues in accordance with state and city code
- Maintain records of all funds collected and deposited
- Provide professional and efficient service and assistance to the taxpayers and residents of the City of Norfolk

## Department Overview

The City Treasurer mails out, receives, and processes payments for current and delinquent real estate taxes, personal property taxes, state income taxes, animal licenses, and various bills due to the city. In addition, the City Treasurer is the custodian of all city funds. All revenues of the government flow through this office for entry into the accounting ledgers.



## Actions to Achieve Long-Term Goals and Short-Term Objectives

The City Treasurer primarily supports the Priority Areas of Well-Managed Government and Economic Vitality and Workforce Development. Actions implemented to assist in achievement of long term goals, while saving taxpayers' money and assisting in generating revenue for the city, include:

| Ongoing Actions | Status |
|---|---|
| Auction properties in order to provide investors and developers opportunity to grow within the city, while returning properties to the tax roll | Ongoing |
| Enhance existing and create new revenue collection methods to increase collection rates | Ongoing |

## Performance Measures

**Priority: Economic Vitality and Workforce Development**

**Goal**

Diversify and strengthen Norfolk's economic base

**Objective**

Attract new residents to contribute to Norfolk's economic growth

| Measure | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted | Change |
|---|---|---|---|---|---|
| Number of properties auctioned (to provide investors and developers the opportunity to grow within the city and return properties to the tax rolls) | 400 | 300 | 400 | 400 | 0 |

**Priority: Well-Managed Government**

**Goal**

Achieve a reputation internally and externally as a well-managed government

**Objective**

Maintain a level of performance in the collection of current revenues with a strong emphasis on increasing delinquent collections

| Measure | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted | Change |
|---|---|---|---|---|---|
| Personal property tax collection rate | 98 | 98 | 98 | 98 | 0 |
| Real property collection rate | 101 | 98 | 100 | 100 | 0 |
| Delinquent personal property collection rate | 97 | 99 | 98 | 98 | 0 |
| Delinquent real property collection rate | 97 | 98 | 98 | 98 | 0 |

| 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 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Number of staff participating in career development to increase knowledge of city code and state code | 18 | 14 | 20 | 25 | 5 |

## Expenditure Summary

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Personnel Services | $1,746,188 | $1,815,781 | $1,897,083 | $1,929,023 |
| Materials, Supplies and Repairs | $163,903 | $160,034 | $175,853 | $175,853 |
| Contractual Services | $406,231 | $271,727 | $304,980 | $304,980 |
| Total | $2,316,322 | $2,247,543 | $2,377,916 | $2,409,856 |

## Adopted FY 2017 Budget Actions

- **Implement Phase III of ARMD compensation strategy FY 2017 $15,881 FTE: 0**

  Implement Phase III of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2017 includes: 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. All actions are effective January 2017.

  **Priority Area(s) Met:** Well-Managed Government

- **Annualize Phase II of ARMD compensation strategy FY 2017 $15,103 FTE: 0**

  Technical adjustment to annualize ARMD Phase II compensation actions that occurred in January 2016. The Adopted FY 2016 Budget included funds for: a two percent increase for general and constitutional officer employees; an additional one percent increase for the approximately 1,000 permanent employees in the city's eight lowest general employee pay grades; a $400 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:** Well-Managed Government

- **Update personnel expenditures** **FY 2017 $956 FTE: 0**

  Technical adjustment to update department costs for personnel services. Changes reflect updates in staffing due to administrative actions, consolidations, or reorganization efforts and includes the funds needed in FY 2017 for these actions. The adjustment reflects updated healthcare costs for an overall citywide premium increase of three percent based on enrollment; updated Virginia Retirement Systems expenses as a result of a reduction in the contribution rate from 10.55 percent to 9.14 percent; and the funds required to meet the minimum state compensation board salary requirements. These are routine actions which occur at the beginning of the budget cycle.

**City Treasurer** **Total: $31,940 FTE: 0**

## Full Time Equivalent (FTE) Summary

| | Pay Grade | Minimum | Maximum | FY 2016 Adopted | FTE Change | FY 2017 Adopted |
|---|---|---|---|---|---|---|
| Accountant II - TR | TRO003 | $36,603 | $58,519 | 3 | 0 | 3 |
| Accountant III - TR | TRO004 | $48,159 | $76,993 | 1 | 0 | 1 |
| Accounting Manager - TR | TRO006 | $58,373 | $93,316 | 1 | 0 | 1 |
| Accounting Technician - TR | TRO001 | $24,683 | $39,458 | 4 | 0 | 4 |
| Accounting Technician Supv - TR | TRO003 | $36,603 | $58,519 | 1 | 0 | 1 |
| Chief Deputy Treasurer | TRO007 | $62,332 | $99,645 | 2 | 0 | 2 |
| City Treasurer | TRO008 | $85,829 | $136,468 | 1 | 0 | 1 |
| Customer Service Representative - TR | TRO001 | $24,683 | $39,458 | 1 | 0 | 1 |
| Division Manager - TR | TRO005 | $51,309 | $82,024 | 3 | 0 | 3 |
| Fraud Investigator - TR | TRO004 | $48,159 | $76,993 | 1 | 0 | 1 |
| Office Manager - TR | TRO004 | $48,159 | $76,993 | 0 | 1 | 1 |
| Senior Accounting Technician - TR | TRO002 | $26,657 | $42,618 | 13 | -1 | 12 |
| Total | | | | 31 | 0 | 31 |

FY 2016 includes technical corrections based on the FY 2015 Compensation Plan

# Clerk of the Circuit Court

## Mission Statement

The Clerk of the Circuit Court provides an efficient, resident-friendly organization employing e-government technologies when available to enhance service delivery and maximize operational efficiency; provides recordation and maintenance of all required public records; provides support for the adjudication of all cases brought before the Circuit Court; and accomplishes all other duties of the Clerk as required by law.

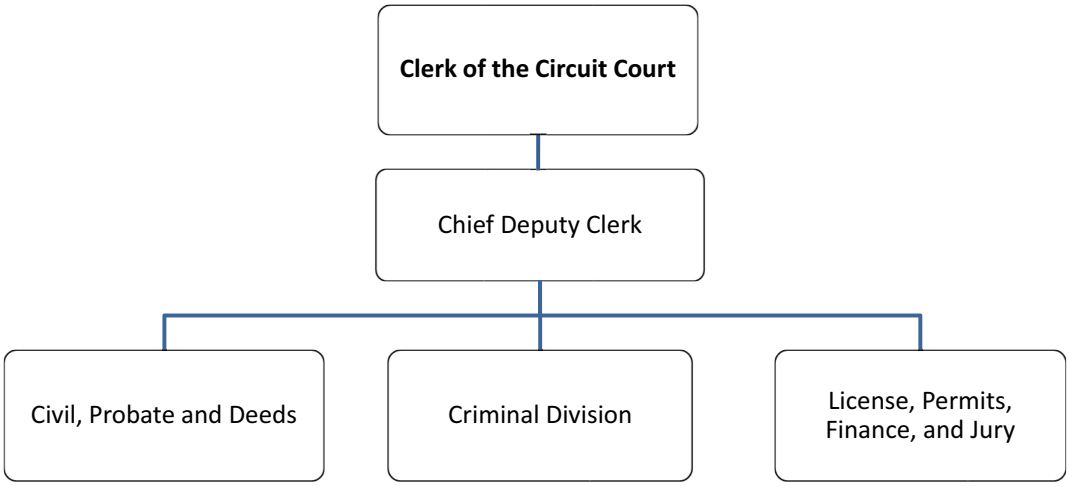
## Department Overview

Executive: Includes the Clerk of Court, Chief Deputy Clerk and Executive Assistant. Manages the day-to-day operations of the Clerk's Office and oversees all personnel, policies, and procedures.

Civil, Probate, and Deeds Division: Handles disputes between individuals, groups or corporations where monetary damages are alleged; handles cases involving custody, divorce, adoptions, and property ownership; manages all estate and will transactions; meets with the public during times of extreme loss and/or hardship; records all transfers of land records, certificates of satisfaction and powers of attorney; and maintains the Land Record Indexing and the remote access systems.

Criminal Division: Handles all formal presentations, indictments, and information related to felony criminal offenses and appealed misdemeanors committed within the circuit.

License, Permits, Finance, and Jury Division: Handles all issues related to the issuance of any licenses, permits, and notaries. Acts as primary interface between the Clerk's Office and the general public. The comptroller is a part of this division with the primary responsibility of oversight of all financial functions of the Clerk's Office including, but not limited to, daily receipts, bank reconciliations, trust accounts, billing statements, and remote access fees.



## Actions to Achieve Long-Term Goals and Short-Term Objectives

| Ongoing Actions | Status |
|---|---|
| Enhance access to the court through implementation of an electronic filing system | Ongoing |

## Performance Measures

**Priority: Well-Managed Government**

**Goal**

Enhance the efficiency of programs and services

**Objective**

Complete the digitization of civil case files, appeals files, and other papers held by the Clerk

| Measure | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted | Change |
|---|---|---|---|---|---|
| Percent of case files, appeals, and other papers held by the Clerk that are digitized | 28 | 100 | 100 | 100 | 0 |

**Objective**

Implement electronic filing in conjunction with the Supreme Court of Virginia to provide a portal for the electronic filing of civil cases. Begin development of the business rules to extend electronic filing to the criminal division

| Measure | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted | Change |
|---|---|---|---|---|---|
| Percent of milestones of the electronic file implementation plan achieved | 17 | 45 | 100 | 100 | 0 |

**Priority: Accessibility, Mobility and Connectivity**

**Goal**

Enhance residents' access to goods and services

**Objective**

Complete implementation of the online system for Circuit Court Clerk's Office users to report service issues, problems, and make requests, and provide greater access to the home-bound, senior citizens and others

| Measure | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted | Change |
|---|---|---|---|---|---|
| Number of responses to reports of service issues, problems, or requests made by users | 309 | 769 | 800 | 900 | 100 |

## Expenditure Summary

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Personnel Services | $2,459,947 | $2,499,713 | $2,694,028 | $2,730,838 |
| Materials, Supplies and Repairs | $86,247 | $69,617 | $147,391 | $147,391 |
| Contractual Services | $278,423 | $306,630 | $298,087 | $298,087 |
| Equipment | $9,750 | $9,468 | $15,000 | $15,000 |
| Department Specific Appropriation | $0 | $0 | $34 | $34 |
| Total | $2,834,367 | $2,885,428 | $3,154,540 | $3,191,350 |

## Adopted FY 2017 Budget Actions

- **Implement Phase III of ARMD compensation strategy FY 2017 $19,858 FTE: 0**

  Implement Phase III of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2017 includes: 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. All actions are effective January 2017.

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

- **Annualize Phase II of ARMD compensation strategy FY 2017 $20,929 FTE: 0**

  Technical adjustment to annualize ARMD Phase II compensation actions that occurred in January 2016. The Adopted FY 2016 Budget included funds for: a two percent increase for general and constitutional officer employees; an additional one percent increase for the approximately 1,000 permanent employees in the city's eight lowest general employee pay grades; a $400 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

- **Update personnel expenditures FY 2017 ($3,977) FTE: 0**

  Technical adjustment to update department costs for personnel services. Changes reflect updates in staffing due to administrative actions, consolidations, or reorganization efforts and includes the funds needed in FY 2017 for these actions. The adjustment reflects updated healthcare costs for an overall citywide premium increase of three percent based on enrollment; updated Virginia Retirement Systems expenses as a result of a reduction in the contribution rate from 10.55 percent to 9.14 percent; and the funds required to meet the minimum state compensation board salary requirements. These are routine actions which occur at the beginning of the budget cycle.

**Clerk of the Circuit Court Total: $36,810 FTE: 0**

## Full Time Equivalent (FTE) Summary

| | Pay Grade | Minimum | Maximum | FY 2016 Adopted | FTE Change | FY 2017 Adopted |
|---|---|---|---|---|---|---|
| Administrative Assistant - CC | CCC005 | $36,603 | $58,519 | 4 | 0 | 4 |
| Administrative Manager - CC | CCC007 | $54,706 | $87,457 | 1 | 0 | 1 |
| Applications Manager - CC | CCC009 | $67,468 | $118,743 | 1 | 0 | 1 |
| Cashier - CC | CCC002 | $26,657 | $42,618 | 2 | 0 | 2 |
| Chief Deputy Circuit Court | CCC009 | $67,468 | $118,743 | 1 | 0 | 1 |
| Clerk of the Circuit Court | CCC010 | $85,829 | $136,468 | 1 | 0 | 1 |
| Comptroller - CC | CCC008 | $58,373 | $93,316 | 1 | 0 | 1 |
| Deputy Clerk I - CC | CCC001 | $24,683 | $39,458 | 11 | 2 | 13 |
| Deputy Clerk II - CC | CCC002 | $26,657 | $42,618 | 13 | -2 | 11 |
| Deputy Clerk III - CC | CCC003 | $28,816 | $46,065 | 5 | 0 | 5 |
| In Court Clerk - CC | CCC004 | $33,767 | $53,979 | 6 | 0 | 6 |
| Supervising Deputy Clerk - CC | CCC007 | $54,706 | $87,457 | 3 | 0 | 3 |
| Total | | | | 49 | 0 | 49 |

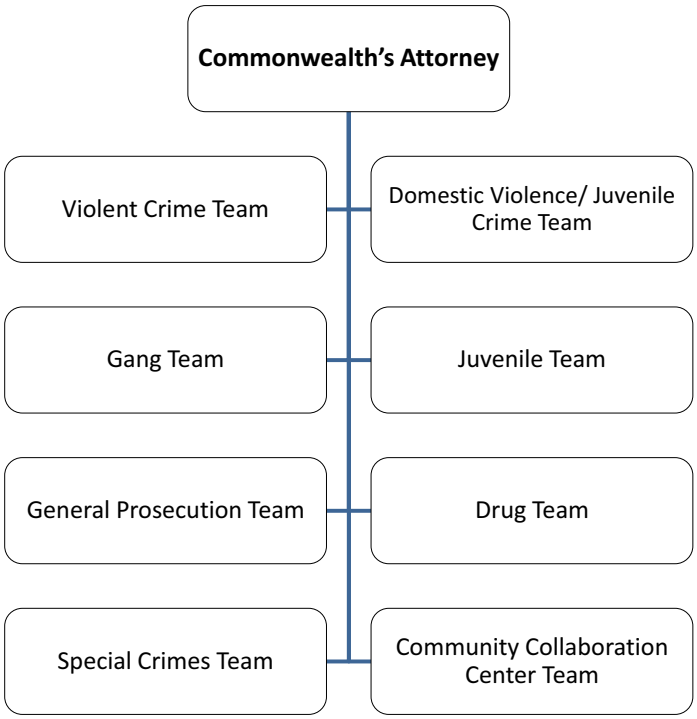
# Commonwealth's Attorney

## Mission Statement

The Norfolk Commonwealth's Attorney vigorously pursues justice on behalf of all who live, work, and play in the City of Norfolk and the Commonwealth of Virginia to enhance their safety and quality of life through the efficient, effective, and ethical prosecution of defendants and comprehensive representation of crime victims and witnesses.

## Department Overview

The duties and responsibilities required by state law are led by the Commonwealth's Attorney and are supported by prosecutors, paralegals, legal secretaries, victim/witness advocates, and other professionals. The Commonwealth's Attorney utilizes a team approach for the organization. All staff are assigned to one of eight prosecution teams: Community Collaboration Center Team, Drug Team, Gang Team, General Prosecution Team, Juvenile Team, Domestic Violence/Juvenile Violent Crime Team, Special Crimes Team, and Violent Crime Team. The Victim/Witness Assistance Program employs advocates to serve as liaisons between prosecutors, victims, and witnesses in cases, assist victims with compensation forms and referrals to community services, and to promote awareness of victims' rights in the community.



## Actions to Achieve Long-Term Goals and Short-Term Objectives

The Office of the Norfolk Commonwealth's Attorney primarily supports the Priority Areas of Safe, Healthy, and Inclusive Neighborhoods; Well-Managed Government; and Lifelong Learning. Actions in place to achieve the long term goals of providing a safe environment for residents, educating residents about laws, and modifying office operations to enhance efficiency include:

| Ongoing Actions | Status |
|---|---|
| Add Veterans Track to Drug Court to further develop Norfolk Circuit Court's Community Courts/ Dockets Program | Ongoing |
| Assist residents who have been victimized by crime in securing appropriate financial reimbursement through the Virginia Criminal Injuries Compensation Fund (CICF) | Ongoing |
| Integrate specialized resources into the daily prosecution of criminal cases to prevent recidivism | Ongoing |
| Teach youth in Norfolk's public and private schools about Virginia laws and help them develop skills needed to make sound decisions | Ongoing |

## Performance Measures

**Priority: Safe, Healthy, and Inclusive Communities**

**Goal**

Provide a safe environment for residents, workers, and visitors through the efficient, effective, and ethical prosecution of defendants and comprehensive representation of crime victims and witnesses

**Objective**

Prosecute all felony charges and some misdemeanor charges resulting from violations of the Criminal Code of Virginia which occur in the City of Norfolk

| Measure | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted | Change |
|---|---|---|---|---|---|
| Number of sentencing events per fiscal year | 1,262 | 1,189 | 1,992 | 1,992 | 0 |

**Objective**

Ensure appropriate financial reimbursement is provided to residents who have been victimized by crime and who have applied and been awarded funds through the Virginia Criminal Injuries Compensation Fund (CICF)

| Measure | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted | Change |
|---|---|---|---|---|---|
| Total compensation awarded to victims who received reimbursement from CICF | 120,698 | 111,542 | 75,000 | 75,000 | 0 |

**Objective**

Operate the Community Collaboration Center (CCC) to evaluate and integrate specialized resources into the daily prosecution of criminal cases to prevent recidivism

| Measure | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted | Change |
|---|---|---|---|---|---|
| Number of defendants participating in Drug Court | 79 | 29 | 73 | 73 | 0 |
| Number of participating defendants in Mental Health docket | 40 | 20 | 53 | 53 | 0 |
| Number of participating defendants in Offender Re-Entry docket | 37 | 12 | 35 | 35 | 0 |

| Priority: Well-Managed Government | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Enhance the efficiency of programs and services | | | | | |
| **Objective** | | | | | |
| Integrate and streamline technology and office practices to create a paperless environment, while keeping with the advancements of local, state, and federal courts | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Percent of legal documents filed electronically with various courts | 10 | 10 | 10 | 10 | 0 |
| Percent of documents used electronically with defense attorneys regarding criminal cases | 95 | 95 | 95 | 95 | 0 |

| Priority: Lifelong Learning | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Increase accessibility to lifelong learning | | | | | |
| **Objective** | | | | | |
| Operate the Virginia Rules Educational Program to teach youth in Norfolk's public and private schools about Virginia laws and help them develop skills needed to make sound decisions | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Number of youth who complete the Virginia Rules program (Grant funding ended in FY 2015, limiting enrollment in FY 2016 and beyond.) | 4,000 | 1,746 | 672 | 672 | 0 |
| Number of volunteers qualified to teach VA Rules Program | 70 | 60 | 29 | 29 | 0 |
| **Objective** | | | | | |
| Host law school students as legal interns and criminal justice or social work college majors as victim/witness advocate interns to encourage interest in a career in public service while providing project support to employees | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Number of victim/witness advocate interns | 5 | 4 | 5 | 5 | 0 |
| Number of interns who return as employees | 1 | 5 | 2 | 2 | 0 |
| Number of legal interns | 12 | 14 | 15 | 15 | 0 |
| **Objective** | | | | | |
| Conduct a monthly, in house continuing legal education program for prosecutors to ensure they are operating with the most accurate information and resources available during the daily course of business | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Number of scheduled in-house training meetings (two scheduled per month) | 24 | 24 | 24 | 24 | 0 |

## Expenditure Summary

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Personnel Services | $5,180,971 | $5,099,805 | $5,105,518 | $5,065,464 |
| Materials, Supplies and Repairs | $249,928 | $243,599 | $242,711 | $242,190 |
| Contractual Services | $151,632 | $124,298 | $107,255 | $104,855 |
| Equipment | $21,533 | $18,089 | $25,789 | $60,889 |
| Total | $5,604,064 | $5,485,790 | $5,481,273 | $5,473,398 |

## Estimated Appropriation for Special Revenue Summary

The following special revenue summary includes additional funds received by the department through grants, donations, and dedicated state and federal appropriations. Funds are generally multi-year appropriations and may continue from one fiscal year to another. Monies are dedicated to specific activities and/or functions and are nontransferable. Grants are not guaranteed annually. Amounts represented were available as of March 2016.

| | Dollars | Source | Pos # |
|---|---|---|---|
| Special Revenue (for example: Grants, Revenue Sharing, Donations) | $506,092 | Department of Criminal Justice Victim/Witness Assistance | 10 |
| | | Violence Against Women's Act - Prosecution | |
| | | Virginia Domestic Violence Victim Fund | |

## Adopted FY 2017 Budget Actions

- **Implement Phase III of ARMD compensation strategy FY 2017 $52,951 FTE: 0**

  Implement Phase III of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2017 includes: 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. All actions are effective January 2017.

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

- **Support case management system enhancements FY 2017 $35,100 FTE: 0**

  Provide one-time funds for case management system enhancements, which include additional storage, electronic subpoena module, and interface with the Police records management system.

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

- **Increase Constitutional Officer salary FY 2017 $5,448 FTE: 0**

  Provide funds to increase the salary of the Commonwealth's Attorney effective July 8, 2016.

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

- **Reduce non-funded state positions** **FY 2017 ($177,457)** **FTE: -3**

  Eliminate three state-supported Assistant Attorney I positions, as a result of a caseload review conducted by the State Compensation Board. The annual review is used to set staffing standards for each of the Commonwealth's Attorneys offices. This reduction follows the direction of the Commonwealth. A corresponding revenue reduction has been made.

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

- **Adjust costs for Fleet expenditures** **FY 2017 ($2,921)** **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 II of ARMD compensation strategy** **FY 2017 $47,110** **FTE: 0**

  Technical adjustment to annualize ARMD Phase II compensation actions that occurred in January 2016. The Adopted FY 2016 Budget included funds for: a two percent increase for general and constitutional officer employees; an additional one percent increase for the approximately 1,000 permanent employees in the city's eight lowest general employee pay grades; a $400 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 2017 $2,199** **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 in FY 2017 from 17.51 percent to 17.79 percent. Costs are distributed based on each department's NERS eligible payroll. This is a routine adjustment which occurs each budget cycle.

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

- **Update personnel expenditures** **FY 2017 $29,695** **FTE: 0**

  Technical adjustment to update department costs for personnel services. Changes reflect updates in staffing due to administrative actions, consolidations, or reorganization efforts and includes the funds needed in FY 2017 for these actions. The adjustment reflects updated healthcare costs for an overall citywide premium increase of three percent based on enrollment; updated Virginia Retirement Systems expenses as a result of a reduction in the contribution rate from 10.55 percent to 9.14 percent; and the funds required to meet the minimum state compensation board salary requirements. These are routine actions which occur at the beginning of the budget cycle.

**Commonwealth's Attorney** **Total: ($7,875)** **FTE: -3**

# Full Time Equivalent (FTE) Summary

| | Pay Grade | Minimum | Maximum | FY 2016 Adopted | FTE Change | FY 2017 Adopted |
|---|---|---|---|---|---|---|
| Assistant Commonwealth's Attorney I | CWA009 | $53,282 | $84,719 | 10 | -3 | 7 |
| Assistant Commonwealth's Attorney II | CWA010 | $62,408 | $99,226 | 9 | 0 | 9 |
| Assistant Commonwealth's Attorney III | CWA011 | $73,155 | $116,317 | 8 | 0 | 8 |
| Chief Deputy Commonwealth's Attorney | CWA013 | $95,519 | $151,877 | 1 | 0 | 1 |
| Commonwealth's Attorney | CWA014 | $134,685 | $214,150 | 1 | 0 | 1 |
| Deputy Commonwealth's Attorney | CWA012 | $85,829 | $136,468 | 5 | 0 | 5 |
| Director of Communications - CWA | CWA007 | $45,240 | $72,316 | 1 | -1 | 0 |
| Executive Secretary/Assistant - CWA | CWA007 | $45,240 | $72,316 | 2 | 0 | 2 |
| Legal Administrator - CWA | CWA008 | $51,448 | $82,315 | 2 | 1 | 3 |
| Legal Assistant - CWA | CWA006 | $39,715 | $63,486 | 1 | 0 | 1 |
| Legal Secretary I - CWA | CWA002 | $28,816 | $46,066 | 7 | 0 | 7 |
| Legal Secretary II - CWA | CWA004 | $33,766 | $53,484 | 5 | 0 | 5 |
| Paralegal - CWA | CWA004 | $33,766 | $53,484 | 8 | 0 | 8 |
| Victim / Witness Coordinator | CWA002 | $28,816 | $46,066 | 1 | 0 | 1 |
| Total | | | | 61 | -3 | 58 |

# Sheriff and Jail

## Mission Statement

The Norfolk Sheriff's Office serves the residents of Norfolk by: providing for the incarceration of adult offenders using methods that protect public safety; maintaining institutional safety in a cost-effective manner that meets statutory and constitutional standards; providing services and programs for inmates seeking assistance, with the intent to reduce recidivism; providing a safe and secure environment for the Juvenile Courts, Circuit Courts, and the District Courts of the City of Norfolk; ensuring that order and decorum are maintained during all court proceedings; and providing for the timely service of all process and criminal warrants received by the Norfolk Sheriff's Office.

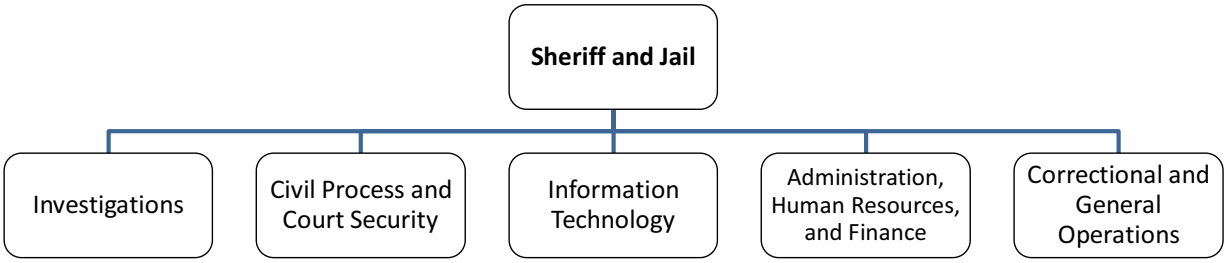
## Department Overview

The Norfolk Sheriff's Office is required by the Virginia Constitution to operate in three capacities: maintain a safe and secure jail facility; ensure public safety in the Norfolk court system; and execute various types of civil processes. In addition, the Norfolk Sheriff's Office provides services and programs to incarcerated offenders with the intent to reduce recidivism. The Norfolk Sheriff's Office also provides residents with community and crime prevention programs.

Civil Process and Court Security: The purpose of civil process is to provide timely notice to a person or legal entity of pending legal action in which they may be involved, including civil subpoenas and warrants, writs, and eviction notices. Court security is provided to all three Norfolk court systems.

Community Corrections: The Inmate Workforce and Work Release Programs provide an opportunity for qualified inmates to receive credit for fines and court costs, receive job training, earn early release credit, secure paid employment and be considered for home electronic monitoring. These programs also help reduce jail overcrowding and introduce a work ethic to young inmates. The Weekender Work Program allows inmates to provide community service during weekend days as an alternative to serving consecutive days in jail, allowing them to maintain gainful employment.

Community Affairs: The Norfolk Sheriff's Office works within the community by offering programs and services to the residents of Norfolk.



## Actions to Achieve Long-Term Goals and Short-Term Objectives

| Ongoing Actions | Status |
|---|---|
| Reduce jail overcrowding, while providing community service and manpower savings to the city through the Inmate Work Force and Work Release Programs, the Weekender Work Program, and the Global Positioning Electronic Monitoring Program | Ongoing |
| Provide a range of vocational and technical skill enhancement programming and job opportunities to inmates to enhance post-sentence outcomes | Ongoing |

## Performance Measures

**Priority: Economic Vitality and Workforce Development**

**Goal**

Diversify and strengthen Norfolk's economic base

**Objective**

Eliminate barriers to employment

| Measure | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted | Change |
|---|---|---|---|---|---|
| Number of graduates from jail programming (GED, Life Skills, Reentry and Cognitive Behavior training) | 501 | 355 | 465 | 475 | 10 |

**Priority: Well-Managed Government**

**Goal**

Achieve a reputation internally and externally as a well-managed government

**Objective**

Reduce jail overcrowding while providing community service and manpower savings to the city through the Inmate Work Force and Work Release Programs, the Weekender Work Program, and the Global Positioning System Electronic Monitoring Program

| Measure | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted | Change |
|---|---|---|---|---|---|
| Increase percent of eligible inmates participating in jail programs | 21 | 24 | 25 | 30 | 5 |
| Number of jail cells made available for more serious offenders as a result of eligible inmates serving their jail sentence on electronic monitoring | 11,178 | 8,388 | 12,000 | 12,000 | 0 |
| Total dollar value to the city of work performed through the Sheriff's Inmate Workforce | 1,942,380 | 1,678,032 | 1,950,000 | 1,950,000 | 0 |
| Total number of labor hours provided by Sheriff's Inmate Workforce to perform city services | 198,000 | 171,100 | 198,000 | 200,000 | 2,000 |

| Priority: Lifelong Learning | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Achieve a well-trained, qualified community workforce | | | | | |
| **Objective** | | | | | |
| Increase vocational and technical skills training opportunities for Norfolk residents within areas identified in the community workforce plan | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Number of offenders placed in paying jobs within the business community | 259 | 142 | 200 | 200 | 0 |
| Total number of vocational training hours for offenders | 198,000 | 171,100 | 198,000 | 200,000 | 2,000 |
| Number of city landscaping sites maintained by inmate work crews in partnership with Recreation, Parks, and Open Space | 216 | 864 | 200 | 216 | 16 |

## Expenditure Summary

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Personnel Services | $25,960,002 | $25,298,485 | $26,428,927 | $26,575,461 |
| Materials, Supplies and Repairs | $7,552,394 | $7,100,042 | $7,801,005 | $7,882,995 |
| Contractual Services | $451,689 | $599,810 | $499,584 | $499,584 |
| Equipment | $243,151 | $706,004 | $385,258 | $385,258 |
| Department Specific Appropriation | $4,843,330 | $5,756,590 | $5,753,334 | $5,844,584 |
| Total | $39,050,566 | $39,460,930 | $40,868,108 | $41,187,882 |

## Estimated Appropriation for Special Revenue Summary

The following special revenue summary includes additional funds received by the department through grants, donations, and dedicated state and federal appropriations. Funds are generally multi-year appropriations and may continue from one fiscal year to another. Monies are dedicated to specific activities and/or functions and are nontransferable. Grants are not guaranteed annually. Amounts represented were available as of March 2016.

| | Dollars | Source | Pos # |
|---|---|---|---|
| Special Revenue (for example: Grants, Revenue Sharing, Donations) | $1,444,142 | Inmate Commissary Account | 15 |
| | | Sheriff's Community Correction Program | |
| | | State Criminal Alien Assistance Program | |
| | | U.S Marshal Service | |

- **Implement Phase III of ARMD compensation strategy FY 2017 $221,203 FTE: 0**

  Implement Phase III of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2017 includes: 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. All actions are effective January 2017.

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

- **Adjust funds for medical expenditures FY 2017 $71,033 FTE: 0**

  Technical adjustment to provide additional funds for anticipated increase in medical expenditures.

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

- **Support regional jail per diem increase FY 2017 $91,250 FTE: 0**

  Technical adjustment to provide funds for a per diem rate increase for the Hampton Roads Regional Jail (HRRJ). The HRRJ per diem rate will increase annually by one dollar, from $63 to $64 in FY 2017. Annual increases of one dollar will continue through FY 2021. The city's contractual agreement is to pay per diem costs for 250 inmates per month. This increase equates to $91,250 for FY 2017.

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

- **Remove one-time funds for courthouse construction personnel FY 2017 ($97,068) FTE: 0**

  Remove one-time funds provided in FY 2016 to support additional personnel during courthouse construction.

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

- **Adjust costs for Fleet expenditures FY 2017 $10,957 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 II of ARMD compensation strategy FY 2017 $275,426 FTE: 0**

  Technical adjustment to annualize ARMD Phase II compensation actions that occurred in January 2016. The Adopted FY 2016 Budget included funds for: a two percent increase for general and constitutional officer employees; an additional one percent increase for the approximately 1,000 permanent employees in the city's eight lowest general employee pay grades; a $400 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 2017 $1,460** **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 in FY 2017 from 17.51 percent to 17.79 percent. Costs are distributed based on each department's NERS eligible payroll. This is a routine adjustment which occurs each budget cycle.

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

- **Update personnel expenditures** **FY 2017 ($254,487)** **FTE: 0**

  Technical adjustment to update department costs for personnel services. Changes reflect updates in staffing due to administrative actions, consolidations, or reorganization efforts and includes the funds needed in FY 2017 for these actions. The adjustment reflects updated healthcare costs for an overall citywide premium increase of three percent based on enrollment; updated Virginia Retirement Systems expenses as a result of a reduction in the contribution rate from 10.55 percent to 9.14 percent; and the funds required to meet the minimum state compensation board salary requirements. These are routine actions which occur at the beginning of the budget cycle.

**Sheriff and Jail** **Total: $319,774** **FTE: 0**

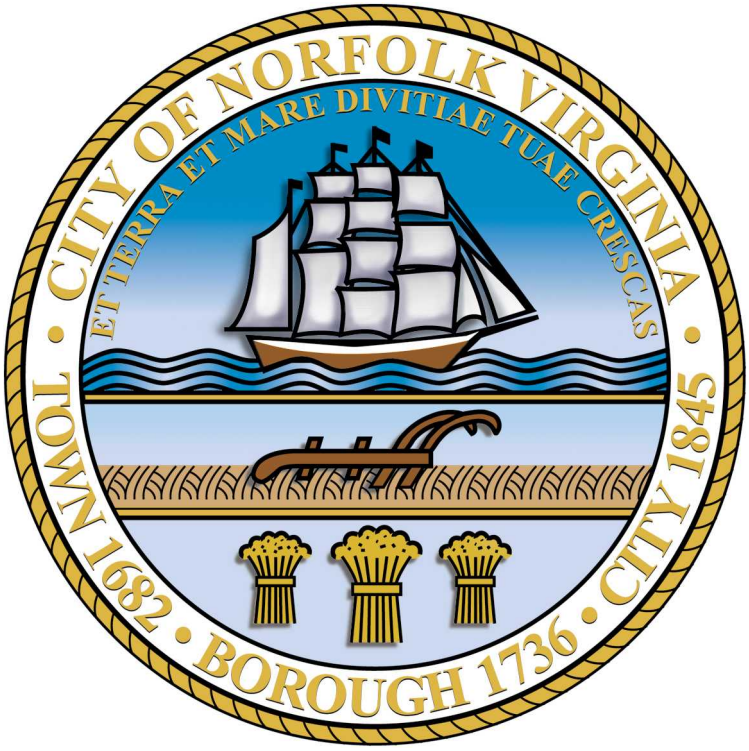
## Full Time Equivalent (FTE) Summary

| | Pay Grade | Minimum | Maximum | FY 2016 Adopted | FTE Change | FY 2017 Adopted |
|---|---|---|---|---|---|---|
| Assistant Inmate Classification Manager | SHC011 | $42,155 | $67,011 | 2 | 0 | 2 |
| Assistant Procurement Specialist | SHC009 | $35,706 | $56,760 | 2 | 1 | 3 |
| Corrections Director | SHF007 | $52,753 | $83,861 | 2 | 1 | 3 |
| Deputy Sheriff | SHF002 | $33,637 | $52,827 | 273 | -8.3 | 264.8 |
| Deputy Sheriff (Captain) | SHF006 | $51,580 | $81,351 | 14 | -2 | 12 |
| Deputy Sheriff (Colonel) | SHF008 | $65,529 | $103,525 | 0 | 1 | 1 |
| Deputy Sheriff (Corporal) | SHF003 | $36,974 | $58,130 | 37 | -2 | 35 |
| Deputy Sheriff (Lieutenant Colonel) | SHF008 | $62,461 | $98,647 | 3 | 0 | 3 |
| Deputy Sheriff (Lieutenant) | SHF005 | $44,707 | $70,422 | 18 | 0 | 18 |
| Deputy Sheriff (Major) | SHF007 | $54,105 | $85,370 | 5 | 1 | 6 |
| Deputy Sheriff (Master) | SHF002 | $33,637 | $52,827 | 39 | 2 | 41 |
| Deputy Sheriff (Sergeant) | SHF004 | $42,630 | $67,121 | 21 | -7 | 14 |
| Education Program Manager | SHC011 | $42,155 | $67,011 | 4 | 0 | 4 |
| Electronic Surveillance Supervisor | SHC007 | $33,030 | $52,505 | 4 | -2 | 2 |
| Grievance Coordinator | SHC010 | $38,236 | $60,781 | 1 | 0 | 1 |
| Human Resources & Budget Director | SHC014 | $48,799 | $77,575 | 1 | 0 | 1 |
| Information Technology Systems Director | SHC017 | $58,962 | $94,258 | 1 | 0 | 1 |
| Inmate Classification Manager | SHC013 | $46,476 | $73,880 | 5 | 1 | 6 |
| Inmate Classification Specialist | SHF002 | $38,236 | $60,781 | 6 | 1 | 7 |

# Full Time Equivalent (FTE) Summary

| | Pay Grade | Minimum | Maximum | FY 2016 Adopted | FTE Change | FY 2017 Adopted |
|---|---|---|---|---|---|---|
| Inmate Rehabilitation Coord | SHC012 | $44,000 | $70,500 | 0 | 1 | 1 |
| Legal Counsel | SHC010 | $50,242 | $79,873 | 1 | 0 | 1 |
| Microcomputer Systems Analyst - SC | SHC008 | $34,681 | $55,130 | 4 | 1 | 5 |
| Network Engineer - SC | SHC016 | $52,753 | $83,861 | 1 | 0 | 1 |
| Procurement Specialist - SC | SHC010 | $38,236 | $60,781 | 1 | 1 | 2 |
| Public Affairs Officer | SHC011 | $42,155 | $67,011 | 1 | 0 | 1 |
| Records Clerk | SHC002 | $24,647 | $39,180 | 1 | 0 | 1 |
| Secretary I | SHC003 | $27,174 | $43,196 | 4 | -1 | 3 |
| Secretary II | SHC005 | $29,959 | $47,623 | 21 | 11.3 | 32.3 |
| Secretary to the Sheriff | SHC006 | $31,457 | $50,005 | 1 | 0 | 1 |
| Sheriff | SHC018 | $85,829 | $136,468 | 1 | 0 | 1 |
| Work Release Crew Supervisor | SHF001 | $32,703 | $51,342 | 1 | 0 | 1 |
| Total | | | | 475 | 0 | 475 |

# Judicial


CITY OF NORFOLK VIRGINIA
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# General District Court

## Mission Statement

The General District Court adjudicates all matters within its purview concerning the residents of Norfolk uniformly by judge without regard to personal considerations in an efficient and professional manner.

## Department Overview

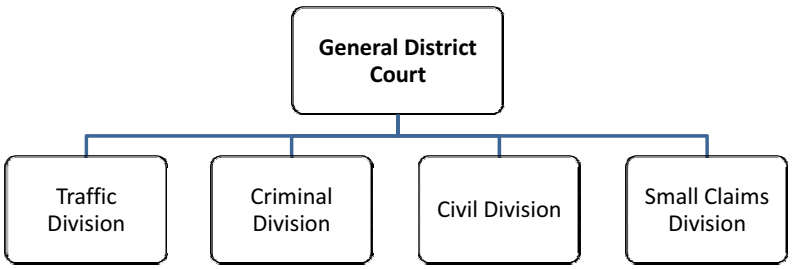
The Norfolk General District Court has four divisions: Criminal, Civil, Small Claims and Traffic.

Criminal Division: Implements state law and city ordinances (except traffic-related cases) holds preliminary hearings in felony cases, and conducts trials in misdemeanor cases and health and housing code violations. Mental health hearings are also heard under this division.

Civil Division: Hears cases not exceeding $25,000. Other cases include claims to specific personal property or any debt, fine or other money, damages for breach of contract, or for injury to a person.

Traffic Division: Processes motor vehicle related cases under state law and city ordinances; holds preliminary hearings in felony cases; and conducts trials for misdemeanors, traffic infractions and parking violations.

Small Claims Division: Hears civil cases in which the plaintiff is seeking a monetary judgment or personal property recovery claim up to $5,000.




## Expenditure Summary

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Materials, Supplies and Repairs | $19,774 | $22,356 | $18,226 | $18,226 |
| Contractual Services | $190,519 | $180,985 | $248,516 | $248,516 |
| Equipment | $1,951 | $6,926 | $1,000 | $1,000 |
| Total | $212,244 | $210,267 | $267,742 | $267,742 |

*No adopted budget actions for FY 2017.

# Juvenile and Domestic Relations Court

## Mission Statement

The mission of the Norfolk Juvenile and Domestic Relations Court is to administer justice with equality and integrity, to resolve matters before the court in a timely manner with highly trained and motivated staff, and to provide courteous and prompt service in a manner that inspires public trust and confidence.

## Department Overview

The Juvenile and Domestic Relations District Court has exclusive jurisdiction over individuals under the age of eighteen; such cases are referred to as delinquency cases. The Juvenile and Domestic Relations District Court has jurisdiction of all misdemeanor offenses committed by one family or household member against another. The primary responsibilities of the Chief Judge of the Norfolk Juvenile and Domestic Relations Court include court administration, as well as presiding over cases set before the court.

## Actions to Achieve Long-Term Goals and Short-Term Objectives

The Norfolk Juvenile and Domestic Relations District Court supports the Priority Area of Safe, Healthy, and Inclusive Communities through the provision of an accessible, safe, and responsible forum for the just resolution of disputes. Actions in place to provide more efficient and effective services to the residents of Norfolk, as well as city and state agencies, include:

| Ongoing Actions | Status |
|---|---|
| Continue implementing the scanning of all case types, in order to begin making progress toward becoming paperless on said files | Ongoing |
| Continue implementation of e-filing, which will allow attorneys, as well as state and city agencies, to file case documents electronically with the court | Ongoing |

## Performance Measures

| Priority: Safe, Healthy, and Inclusive Communities | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Provide a safe environment for residents, workers, and visitors | | | | | |
| **Objective** | | | | | |
| Provide court services for juvenile and domestic relations cases | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Number of new cases heard | 21,000 | 18,020 | 27,000 | 28,000 | 1,000 |

## Expenditure Summary

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Materials, Supplies and Repairs | $22,570 | $20,687 | $30,074 | $30,074 |
| Contractual Services | $23,182 | $22,816 | $33,781 | $33,781 |
| Equipment | $14,923 | $17,115 | $15,938 | $15,938 |
| Total | $60,675 | $60,619 | $79,793 | $79,793 |

*No adopted budget actions for FY 2017.

# Circuit Court Judges

## Mission Statement

The Circuit Court Judges ensure that all of the residents of Norfolk and others who are affected by judicial processes are provided with an independent, accessible, and responsible forum for the just resolution of disputes and to preserve the rule of law while protecting residents' rights and liberties.

## Department Overview

Circuit Court Judges ensure that all persons who appear before the court are provided with an independent, accessible, and responsible forum for the just resolution of disputes, the rule of law is preserved, and the rights and liberties guaranteed by the United States and Virginia constitutions are protected. Adopting problem solving court strategies in conjunction with other criminal justice system partners, the Circuit Court has established Mental Health Court, Drug Court, and Reentry Court dockets with veterans and co-occurring tracks. These are specialized dockets for the assessment and treatment of nonviolent offenders. A high volume of felony and civil cases are heard by the Circuit Court of Norfolk Judges, which makes the Fourth Circuit one of the largest and busiest courts in the Commonwealth of Virginia.

## Actions to Achieve Long-Term Goals and Short-Term Objectives

| Ongoing Actions | Status |
|---|---|
| Maintain number of cases heard | Ongoing |

## Performance Measures

| Priority: Safe, Healthy, and Inclusive Communities | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Provide a safe environment for residents, workers, and visitors | | | | | |
| **Objective** | | | | | |
| Preserve the rule of law and protect the rights and liberties guaranteed by the United States and Virginia Constitutions. Ensure that residents who appear before the court are provided a forum for the just resolution of disputes | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Number of cases heard | 20,445 | 20,700 | 21,000 | 21,300 | 300 |

## Expenditure Summary

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Personnel Services | $654,345 | $664,205 | $666,899 | $689,937 |
| Materials, Supplies and Repairs | $7,714 | $5,425 | $3,538 | $3,538 |
| Contractual Services | $12,012 | $6,431 | $5,512 | $5,512 |
| Equipment | $923 | $1,335 | $2,037 | $2,037 |
| Department Specific Appropriation | $0 | $0 | $78,500 | $78,500 |
| Total | $674,994 | $677,395 | $756,486 | $779,524 |

## Estimated Appropriation for Special Revenue Summary

The following special revenue summary includes additional funds received by the department through grants, donations, and dedicated state and federal appropriations. Funds are generally multi-year appropriations and may continue from one fiscal year to another. Monies are dedicated to specific activities and/or functions and are nontransferable. Grants are not guaranteed annually. Amounts represented were available as of March 2016.

| | Dollars | Source | Pos # |
|---|---|---|---|
| Special Revenue (for example: Grants, Revenue Sharing, Donations) | $410,200 | SAMSHA Specialty Court Grant | 7 |
| | | Supreme Court of Virginia Drug Court Grant | |

## Adopted FY 2017 Budget Actions

- **Implement Phase III of ARMD compensation strategy FY 2017 $5,907 FTE: 0**

  Implement Phase III of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2017 includes: 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. All actions are effective January 2017.

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

- **Annualize Phase II of ARMD compensation strategy FY 2017 $4,457 FTE: 0**

  Technical adjustment to annualize ARMD Phase II compensation actions that occurred in January 2016. The Adopted FY 2016 Budget included funds for: a two percent increase for general and constitutional officer employees; an additional one percent increase for the approximately 1,000 permanent employees in the city's eight lowest general employee pay grades; a $400 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 2017 $3,916** **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 in FY 2017 from 17.51 percent to 17.79 percent. Costs are distributed based on each department's NERS eligible payroll. This is a routine adjustment which occurs each budget cycle.

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

- **Update personnel expenditures** **FY 2017 $8,758** **FTE: 0**

  Technical adjustment to update department costs for personnel services. Changes reflect updates in staffing due to administrative actions, consolidations, or reorganization efforts and includes the funds needed in FY 2017 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of three percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

**Circuit Court Judges** **Total: $23,038** **FTE: 0**

## Full Time Equivalent (FTE) Summary

| | Pay Grade | Minimum | Maximum | FY 2016 Adopted | FTE Change | FY 2017 Adopted |
|---|---|---|---|---|---|---|
| Legal Assistant | 1 11 | $40,005 | $65,280 | 1 | 0 | 1 |
| Legal Secretary II | 1 09 | $33,770 | $55,060 | 3 | 0 | 3 |
| Management Services Administrator | 1 18 | $67,350 | $109,823 | 0 | 1 | 1 |
| Programs Manager | 1 15 | $55,210 | $90,270 | 1 | -1 | 0 |
| Total | | | | 5 | 0 | 5 |

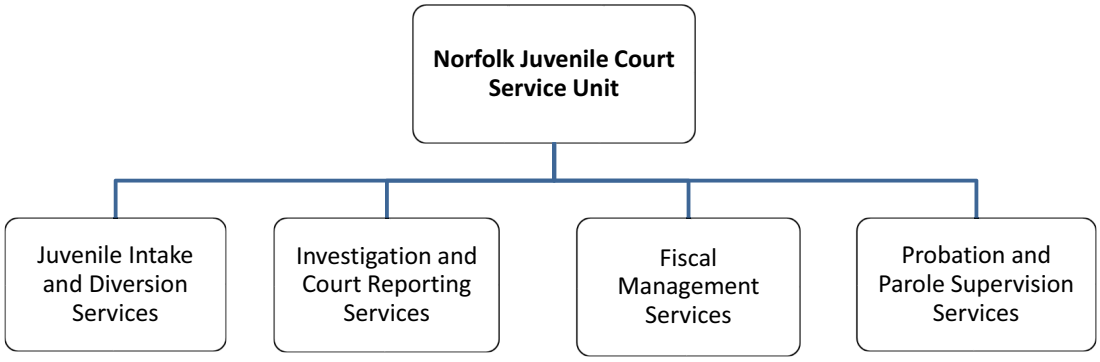
# NORFOLK JUVENILE COURT SERVICE UNIT

## MISSION STATEMENT

The mission of the Department of Juvenile Justice (DJJ) is to protect the public by preparing court involved youth to be successful residents. Norfolk Juvenile Court Service Unit's mission which expands upon the DJJ mission, is to protect the public through a balanced approach of accountability and comprehensive services that prevent and reduce delinquency through partnerships with families, schools, communities, law enforcement, and others while providing opportunities for delinquent youth to become responsible and productive residents.

## DEPARTMENT OVERVIEW

The Norfolk Juvenile Court Service Unit is the local community programs entity within the Virginia DJJ. The community programs section of the Division of Operations is responsible for providing a continuum of community-based services to juvenile offenders and their families. The department is also responsible for developing and implementing a continuum of services that respond to the unique needs of our juvenile justice community. The Norfolk Juvenile Court Service Unit provides juvenile intake, diversion, investigations and court reports, and probation and parole supervision. While providing an array of services, community-based collaborations and referral linkages are recognized through partnerships with state and local agencies, as well as private sector service providers.



## Performance Measures

| Priority: Safe, Healthy, and Inclusive Communities | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Provide a safe environment for residents, workers, and visitors | | | | | |
| **Objective** | | | | | |
| Provide programs and services for youth offenders to enable them to become responsible and productive residents | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Reconviction rate (not tracked in this context for FY 2014) | 0 | 35 | 29 | 29 | 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** | | | | | |
| Divert from Department of Juvenile Justice those youth who are more appropriately served by other partners | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Percent of all intakes diverted from court | 22 | 4 | 20 | 20 | 0 |

| Priority: Well-Managed Government | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Develop, recruit and retain talented and engaged employees to meet current and future workplace needs | | | | | |
| **Objective** | | | | | |
| Provide adequate and appropriate training to equip staff to deal with the demands of working with a challenging population | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Percent of probation and parole staff trained in evidence based programming | 65 | 100 | 90 | 90 | 0 |

## Expenditure Summary

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Materials, Supplies and Repairs | $7,879 | $8,210 | $8,355 | $8,355 |
| Contractual Services | $183,054 | $140,681 | $155,072 | $157,496 |
| Equipment | $804 | $320 | $373 | $373 |
| Total | $191,737 | $149,210 | $163,800 | $166,224 |

## ADOPTED FY 2017 BUDGET ACTIONS

- **Adjust funds for lease payments** **FY 2017 $2,424 FTE: 0**

  Technical adjustment to provide funds for lease payments due to a contractual rent increase. The existing contracts for office space at Little Creek and JANAF locations call for a two and three percent escalation each year, respectively. In FY 2017, the combined rent will increase from $113,150 to $115,574.

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

- **Update personnel expenditures** **FY 2017 $0 FTE: 0**

  Technical adjustment to update department costs for personnel services. Changes reflect updates in staffing due to administrative actions, consolidations, or reorganization efforts and includes the funds needed in FY 2017 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of three percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

**Norfolk Juvenile Court Service Unit** **Total: $2,424 FTE: 0**

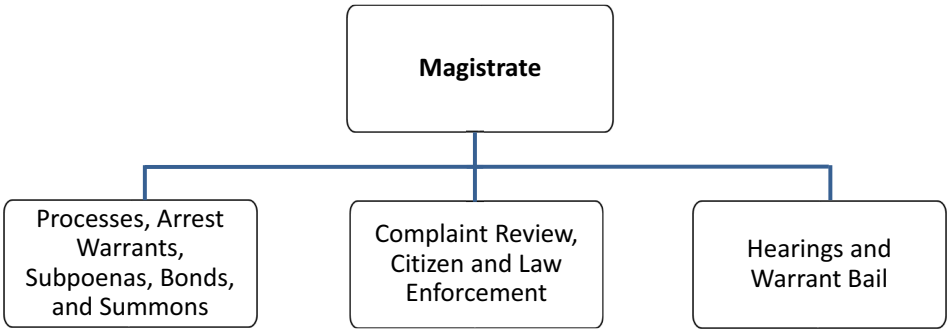
# MAGISTRATE

## MISSION STATEMENT

The Office of the Magistrate for the City of Norfolk is dedicated to providing accessible, independent, and unbiased Judicial services to the residents of Norfolk.

## DEPARTMENT OVERVIEW

The Office of the Magistrate is open 24 hours a day, seven days a week. To remain accessible while providing the residents of Norfolk with quality and cost-efficient services, the Magistrate's Office currently maintains two locations. The primary office of the Magistrate is located in the Public Safety Building, with a secondary site located at the Norfolk Police Department's Operation Center on Virginia Beach Boulevard. The Magistrate's Office also maintains a video-conferencing system at the Norfolk Police Department's Second Precinct on North Military Highway, providing a convenient hearing location for residents and law-enforcement officers. Magistrates conduct judicial hearings, determining if probable cause exists for the issuance of felony and misdemeanor criminal warrants, search warrants, and mental health orders. Magistrates are also responsible for conducting bail determination hearings to determine what, if any, bond and conditions should be granted to an individual charged with a crime. Regardless of the situation, magistrates are always accessible to hear the complaints and concerns of the residents of Norfolk.



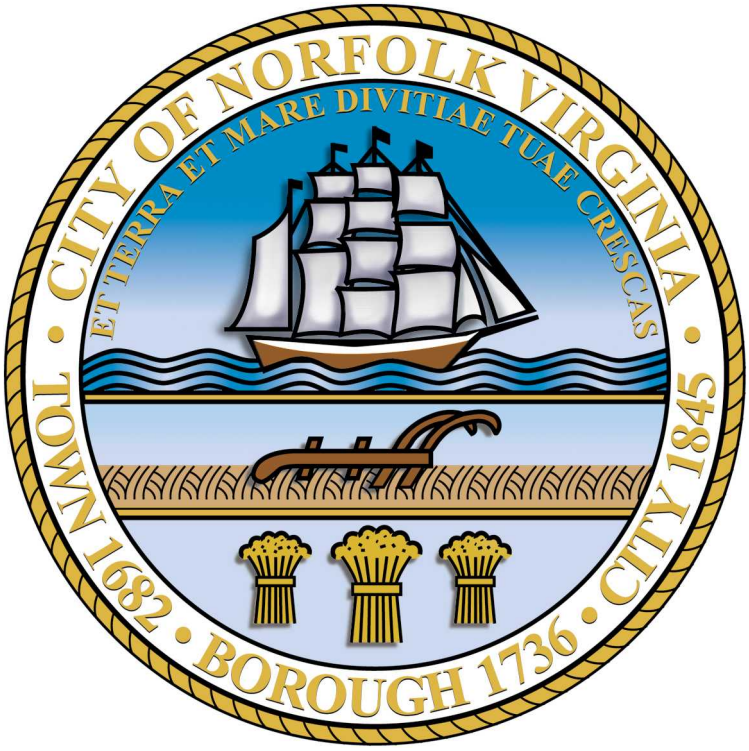

## EXPENDITURE SUMMARY

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Personnel Services | $4,926 | $9,915 | $7,932 | $7,932 |
| Materials, Supplies and Repairs | $873 | $1,832 | $2,224 | $2,224 |
| Contractual Services | $1,773 | $1,387 | $1,282 | $1,282 |
| Total | $7,572 | $13,134 | $11,438 | $11,438 |

* The City of Norfolk provides a personnel supplement for the Office of the Magistrate. As employees retire or leave, per Code of Virginia, the city is no longer required to provide this support.

*No adopted budget actions for FY 2017.

# Elections


CITY OF NORFOLK VIRGINIA
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# Elections

## Mission Statement

The Office of Elections is responsible for protecting the integrity of the electoral process in the City of Norfolk through the maintenance of accurate voter records and the efficient administration of elections in accordance with state and federal election laws. The office is committed to being an information resource for the city and residents of Norfolk regarding elected officials, voter registration, and election services.

## Department Overview

The Office of Elections provides voter registration services, maintains the records of over 115,000 registered voters, coordinates voter registration activities and voter education programs, supervises over 900 Officers of Election, oversees candidate filing procedures, and audits campaign finance reports. Additionally, the office administers general, primary, special elections, and recounts on behalf of the Norfolk Electoral Board.

## Actions to Achieve Long-Term Goals and Short-Term Objectives

Elections primarily supports the Priority Area of Well-Managed Government through the following actions:

| Ongoing Actions | Status |
|---|---|
| Promote online voter registration | Ongoing |
| Communicate election information, changes to polling locations, and voter identification requirements on webpage | Ongoing |

## Performance Measures

| Priority: Well-Managed Government | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Achieve a reputation internally and externally as a well-managed government | | | | | |
| **Objective** | | | | | |
| Maintain accurate voter registration records | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Number of transactions initiated by voter request processed (Increase in FY 2016 due to presidential election) | 38,512 | 41,093 | 60,000 | 100,000 | 40,000 |
| Number of elections administered in accordance with state and federal laws | 4 | 3 | 4 | 2 | -2 |

## Expenditure Summary

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Personnel Services | $492,833 | $492,862 | $561,998 | $555,799 |
| Materials, Supplies and Repairs | $68,967 | $23,046 | $77,188 | $96,305 |
| Contractual Services | $246,170 | $174,175 | $338,945 | $243,882 |
| Total | $807,970 | $690,083 | $978,131 | $895,986 |

## Adopted FY 2017 Budget Actions

- **Implement Phase III of ARMD compensation strategy FY 2017 $3,970 FTE: 0**

  Implement Phase III of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2017 includes: 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. All actions are effective January 2017.

  **Priority Area(s) Met:** Accessibility, Mobility, and Connectivity

- **Improve operational efficiencies FY 2017 ($8,863) FTE: 0**

  Reduce contractual services expenditures associated with the administration of elections. This action will align the budget to anticipated expenditures. No impact to service delivery is anticipated.

  **Priority Area(s) Met:** Accessibility, Mobility, and Connectivity

- **Remove one-time funding provided for additional elections FY 2017 ($90,282) FTE: 0**

  Remove one-time funding provided in FY 2016 for the general election of Virginia Senate and House of Delegates representatives, 2016 Presidential Primary, U.S. House of Representatives Primary election, and the city's general elections for the Mayor, City Council, and School Board Members.

  **Priority Area(s) Met:** Accessibility, Mobility, and Connectivity

- **Annualize Phase II of ARMD compensation strategy FY 2017 $2,688 FTE: 0**

  Technical adjustment to annualize ARMD Phase II compensation actions that occurred in January 2016. The Adopted FY 2016 Budget included funds for: a two percent increase for general and constitutional officer employees; an additional one percent increase for the approximately 1,000 permanent employees in the city's eight lowest general employee pay grades; a $400 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

- **Adjust required contribution to the city's retirement system** **FY 2017 $8,498** **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 in FY 2017 from 17.51 percent to 17.79 percent. Costs are distributed based on each department's NERS eligible payroll. This is a routine adjustment which occurs each budget cycle.

**Priority Area(s) Met:** Accessibility, Mobility, and Connectivity

- **Update personnel expenditures** **FY 2017 $1,844** **FTE: 0**

  Technical adjustment to update department costs for personnel services. Changes reflect updates in staffing due to administrative actions, consolidations, or reorganization efforts and includes the funds needed in FY 2017 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of three percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

**Elections** **Total: ($82,145)** **FTE: 0**

## Full Time Equivalent (FTE) Summary

| | Pay Grade | Minimum | Maximum | FY 2016 Adopted | FTE Change | FY 2017 Adopted |
|---|---|---|---|---|---|---|
| Deputy Registrar / Elections Administrator | 1 11 | $40,005 | $65,280 | 1 | 0 | 1 |
| Director of Elections | 1 22 | $83,400 | $140,250 | 1 | 0 | 1 |
| Election Assistant I | 1 02 | $19,705 | $32,135 | 1 | 0 | 1 |
| Election Assistant II | 1 06 | $26,900 | $43,860 | 1 | 0 | 1 |
| Election Assistant III | 1 07 | $28,815 | $47,022 | 1 | 0 | 1 |
| Senior Election Assistant | 1 07 | $33,770 | $55,060 | 1 | 0 | 1 |
| Total | | | | 6 | 0 | 6 |

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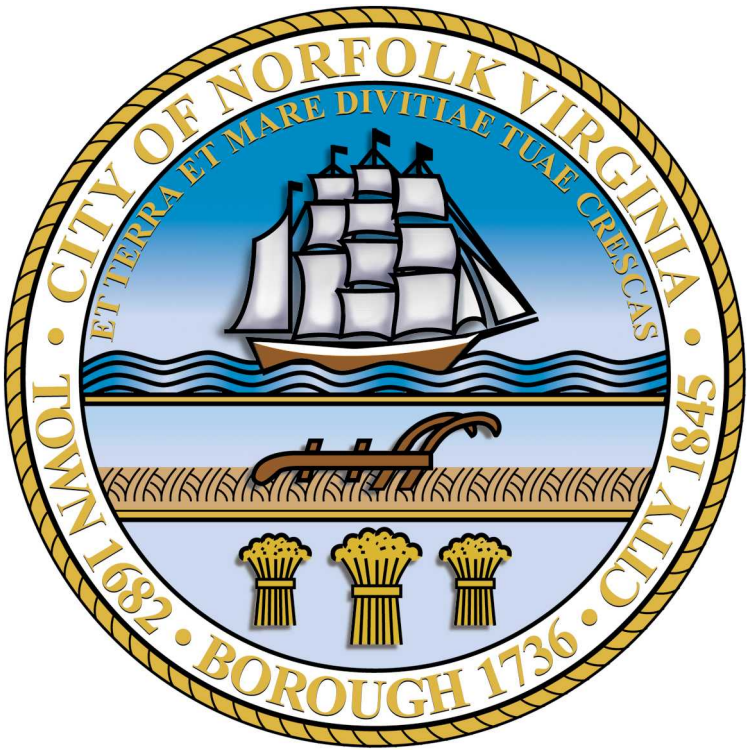
# General Management



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# Communications and Technology

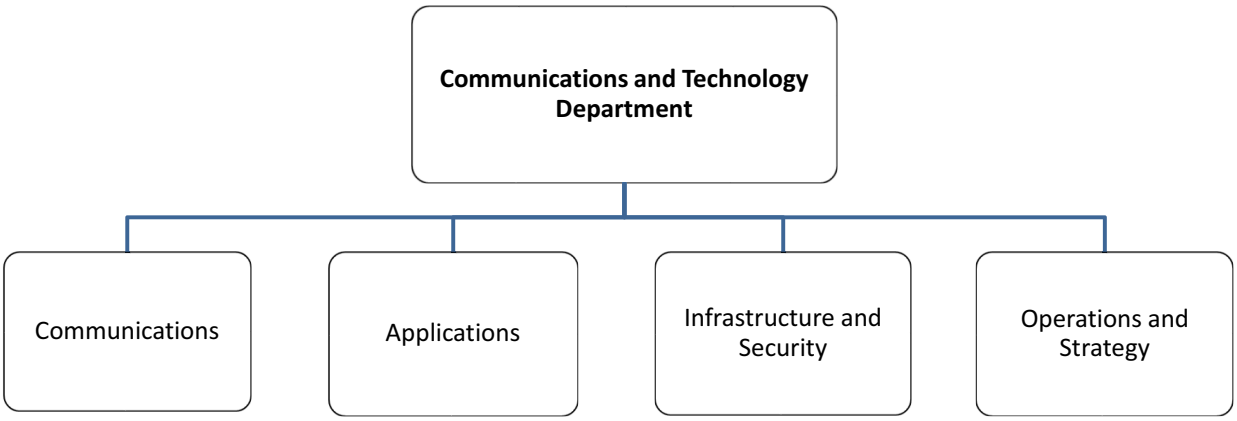
## Mission Statement

The Department of Communications and Technology provides the support framework for customer-focused services that leads to a well-managed government and engaged community.

## Department Overview

The Department of Communications and Technology creates, supports, and maintains business systems and the technical infrastructure necessary to enable customers, city departments, agencies, residents, and businesses to achieve their business goals and objectives. The department partners with its customers to support innovation while providing guidance and support for a shared technical infrastructure (including cloud computing techniques) for telecommunications, radios, and networks. The department uses project management, shared services, an enterprise framework of technology tools and standards, and commercially available technologies to deliver secure, reliable information, and measurable data to customers. The Department of Communications and Technology is organized into four operating bureaus:

- The Bureau of Infrastructure and Security provides desktop, network, telecommunications, storage and security infrastructure.
- The Applications Bureau provides development, integration, and support of both business applications for city departments and avenues of public access to information and data.
- The Bureau of Operations and Strategy manages assets (computers, phones, etc.) and licenses, business continuity services, communications and technology planning, mobile devices, and radios.
- The Bureau of Communications promotes and protects the city's brand; increases awareness, satisfaction and transparency of the city's assets, services and initiatives; and works to increase broader stakeholder engagement.



## Actions to Achieve Long-Term Goals and Short-Term Objectives

The Department of Communications and Technology supports the Priority Areas of Well-Managed Government; Safe, Healthy and Inclusive Communities; Lifelong Learning; and Accessibility, Mobility and Connectivity. Actions in place to achieve the long terms goals of increasing access to city services and information, enhancing efficiency of our programs and services, and enhancing the vitality and marketability of Norfolk's neighborhoods include:

| Ongoing Actions | Status |
|---|---|
| Develop and implement technology initiatives that improve access for external clients (businesses, visitors and residents) to both the Internet and data collected and/or generated by the city | Ongoing |
| Refresh and develop technological infrastructure, by June 30, 2017, and deliver enterprise business applications and support solutions to internal clients (departments and city leaders) to facilitate a well-managed government | Ongoing |
| Implement a marketing and communications process to develop initiatives that enforce brand message architecture and assist stakeholders (internal and external) with aligning their actions to the brand | Ongoing |

## Performance Measures

| Priority: Well-Managed Government | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Increase access to city services, products, and information for both internal departments and external entities/ residents | | | | | |
| **Objective** | | | | | |
| Optimize use of ComTech products and services to enhance the capacity of city staff | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Percent of city staff indicating they are either satisfied or very satisfied with ComTech products and services (New measure in FY 2017) | 0 | 0 | 0 | 80 | 80 |

| Priority: Accessibility, Mobility and Connectivity | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Increase access to city services, products, and information for both internal departments and external entities/ residents | | | | | |
| **Objective** | | | | | |
| Connect residents and business to training, programs services, and resources to meet individual and community growth and sustainability | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Percent of Norfolk residents with broadband access (New measure in FY 2017) | 0 | 0 | 0 | 60 | 60 |
| Number of unique users of open data applications (New measure in FY 2017) | 0 | 0 | 0 | 90,000 | 90,000 |
| Number of internal departments that engage the Marketing and Communications Team of ComTech for assistance with their marketing and communications needs (New measure for FY 2017) | 0 | 0 | 0 | 11 | 11 |
| Number of external clients that engage the Marketing and Communications Team of ComTech for assistance with their marketing and communications needs (New measure for FY 2017) | 0 | 0 | 0 | 4 | 4 |

## Expenditure Summary

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Personnel Services | $9,858,449 | $9,049,708 | $9,809,566 | $9,391,646 |
| Materials, Supplies and Repairs | ($1,447,534) | ($1,251,304) | ($1,205,172) | $407,935 |
| Contractual Services | $3,511,228 | $3,955,617 | $4,853,883 | $3,828,480 |
| Equipment | $115,494 | $88,575 | $107,075 | $32,075 |
| Department Specific Appropriation | $32,485 | $0 | $0 | $0 |
| Total | $12,070,122 | $11,842,596 | $13,565,352 | $13,660,136 |

## Adopted FY 2017 Budget Actions

- **Implement Phase III of ARMD compensation strategy FY 2017 $71,409 FTE: 0**

  Implement Phase III of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2017 includes: 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. All actions are effective January 2017.

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

- **Support existing Cisco PBX Systems** **FY 2017 $51,860** **FTE: 0**

  Technical adjustment to support the contractual maintenance and support agreement for Voice Over Internet Protocol (VOIP) telephone system for the new Slover Library and Circuit Court Complex.

  **Priority Area(s) Met:** Accessibility, Mobility, and Connectivity

- **Support telephone system maintenance at new facilities** **FY 2017 $30,000** **FTE: 0**

  Technical adjustment to provide contractual maintenance and support costs for the telephone systems at Slover Library, and Norfolk Circuit Court Complex telephone system.

  **Priority Area(s) Met:** Accessibility, Mobility, and Connectivity

- **Support time and attendance monitoring software costs** **FY 2017 $417,753** **FTE: 0**

  Provide funds to support the implementation of Time and Labor and Absence Management enhancements to the PeopleSoft information system. One-time funds provided in FY 2017 will complete the implementation of the enhancements, and purchase, and install biometric time-clocks.

  **Priority Area(s) Met:** Well-Managed Government

- **Transfer financial management software costs** **FY 2017 $1,200,000** **FTE: 0**

  Transfer contractual financial management software costs from the Debt Service budget to the Department of Communications and Technology. This transfer promotes efforts to place all contractual costs within departments to better reflect where expenditures occur.

  **Priority Area(s) Met:** Accessibility, Mobility, and Connectivity

- **Support maintenance for case management system** **FY 2017 $49,530** **FTE: 0**

  Technical adjustment to provide funds for annual maintenance cost for Commonwealths Attorney's case management system. Maintenance costs include hardware and software service fees.

  **Priority Area(s) Met:** Accessibility, Mobility, and Connectivity

- **Reduce infrastructure network support expenses** **FY 2017 ($100,000)** **FTE: 0**

  Technical adjustment to decrease annual expenses for the city's infrastructure network equipment. The city's network infrastructure was previously vendor supported and maintained. Going forward, the city will maintain its infrastructure network equipment thereby reducing the cost of maintenance and support.

  **Priority Area(s) Met:** Accessibility, Mobility, and Connectivity

- **Increase hardware, software, data, and voice maintenance** **FY 2017 $124,960** **FTE: 0**

  Technical adjustment to provide funds for annual increase in maintenance costs of hardware, software, and security services, including contractual upgrades and technical support.

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

- **Transfer Impact Call Center to Neighborhood Development** **FY 2017 ($605,535)** **FTE: -14**

  Technical adjustment to transfer Impact Call Center from the Department of Communications and Technology to the Department of Neighborhood Development. This transfer is part of a citywide reorganization that occurred during FY 2016 to provide enhanced services to Norfolk neighborhoods. A corresponding adjustment can be found in the Department of Neighborhood Development.

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

- **Remove one-time funding for PeopleSoft absence management** **FY 2017 ($502,166)** **FTE: 0**

  Technical adjustment to remove one-time funds, originally provided in FY 2015, to support the two year design and programming phase of the PeopleSoft Absence Management and Time and Labor enhancements.

  **Priority Area(s) Met:** Well-Managed Government

- **Remove one-time funding provided for Laserfiche Upgrade** **FY 2017 ($85,000)** **FTE: 0**

  Technical adjustment to remove one-time funds provided in FY 2016 to upgrade the Laserfiche Records Management Software.

  **Priority Area(s) Met:** Accessibility, Mobility, and Connectivity

- **Remove one-time funds for high speed connectivity** **FY 2017 ($500,000)** **FTE: 0**

  Technical adjustment to remove one-time funds provided in FY 2016 for high speed connectivity to the internet.

  **Priority Area(s) Met:** Accessibility, Mobility, and Connectivity

- **Remove one-time funding for replacement of systems** **FY 2017 ($75,000)** **FTE: 0**

  Technical adjustment to remove one-time funds provided in FY 2016 for the replacement of technology systems no longer supported by manufacturers.

  **Priority Area(s) Met:** Accessibility, Mobility, and Connectivity

- **Remove one-time funds for consultant services** **FY 2017 ($32,700)** **FTE: 0**

  Technical adjustment to remove one-time funds provided in FY 2016 for consultant for Slover Library and consolidated courthouse Phase II projects. In FY 2016, phase II was completed, and no additional funding is required.

  **Priority Area(s) Met:** Well-Managed Government

- **Eliminate Administrative Assistant I position** **FY 2017 ($58,200)** **FTE: -1**

  Eliminate Administrative Assistant I position. This action better utilizes city resources by merging the duties of the Administrative Assistant I with the Information Technology Specialist position to create efficiencies within the department.

  **Priority Area(s) Met:** Well-Managed Government

- **Reduce use of temporary labor** **FY 2017 ($42,151)** **FTE: 0**

  Reduce personnel expenditures for part-time Information Technology Assistant position. Duties will be absorbed by existing staff. No impact to service delivery is anticipated.

  **Priority Area(s) Met:** Accessibility, Mobility, and Connectivity

- **Reduce expenditures for Gartner Membership** **FY 2017 ($30,000)** **FTE: 0**

  Reduce expenditures for Gartner Membership expenses. Gartner is utilized to obtain subject matter expert (SME) documents, quadrant evaluations, and industry projections of technology. The department will utilize more cost effective resources.

  **Priority Area(s) Met:** Well-Managed Government

- **Adjust costs for fleet expenditures** **FY 2017 $2,021** **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:** Accessibility, Mobility, and Connectivity and Well-Managed Government

- **Annualize Phase II of ARMD compensation strategy** **FY 2017 $81,710** **FTE: 0**

  Technical adjustment to annualize ARMD Phase II compensation actions that occurred in January 2016. The Adopted FY 2016 Budget included funds for: a two percent increase for general and constitutional officer employees; an additional one percent increase for the approximately 1,000 permanent employees in the city's eight lowest general employee pay grades; a $400 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 2017 $39,418** **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 in FY 2017 from 17.51 percent to 17.79 percent. Costs are distributed based on each department's NERS eligible payroll. This is a routine adjustment which occurs each budget cycle.

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

- **Update personnel expenditures** **FY 2017 $56,875** **FTE: -2**

  Technical adjustment to update department costs for personnel services. Changes reflect updates in staffing due to administrative actions, consolidations, or reorganization efforts and includes the funds needed in FY 2017 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of three percent based on enrollment; the addition of two Managers of Public Relations and a Chief Marketing Officer; and the deletion of two Technology Managers, an Applications Development Team Supervisor, and two Software Analysts. These are routine actions which occur at the beginning of the budget cycle.

**Communications and Technology** **Total: $94,784** **FTE: -17**

# Full Time Equivalent (FTE) Summary

| | Pay Grade | Minimum | Maximum | FY 2016 Adopted | FTE Change | FY 2017 Adopted |
|---|---|---|---|---|---|---|
| Administrative Assistant I | 1 09 | $33,770 | $55,060 | 1 | -1 | 0 |
| Applications Analyst | 1 14 | $51,000 | $84,354 | 1 | 0 | 1 |
| Applications Development Team Supervisor | 1 17 | $63,000 | $102,816 | 7 | -1 | 6 |
| Assistant Director | 1 21 | $79,375 | $132,090 | 2 | 0 | 2 |
| Bureau Manager | 1 18 | $67,350 | $109,823 | 1 | 0 | 1 |
| Business Manager | 1 13 | $46,885 | $76,449 | 1 | 0 | 1 |
| Chief Information Officer | 1 25 | $100,205 | $169,320 | 1 | 0 | 1 |
| Chief Marketing Officer | 1 24 | $92,800 | $159,120 | 0 | 1 | 1 |
| Citizen Service Advisor I | 1 05 | $24,685 | $40,290 | 8 | -8 | 0 |
| Citizen Service Advisor II | 1 07 | $28,815 | $47,022 | 2 | -2 | 0 |
| Citizen Service Advisor III | 1 09 | $33,770 | $55,060 | 2 | -2 | 0 |
| Customer Service Manager | 1 18 | $67,350 | $109,823 | 1 | -1 | 0 |
| Database Administrator | 1 16 | $58,970 | $96,145 | 3 | 0 | 3 |
| Geographic Information Systems Specialist II | 1 12 | $43,470 | $70,890 | 1 | 0 | 1 |
| Geographic Information Systems Team Supervisor | 1 16 | $58,970 | $96,145 | 1 | 0 | 1 |
| Information Technology Specialist | 1 09 | $33,770 | $55,060 | 3 | 0 | 3 |
| Information Technology Telecommunications Analyst II | 1 13 | $46,885 | $76,449 | 1 | 0 | 1 |
| Information Technology Telecommunications Analyst III | 1 16 | $58,970 | $96,145 | 1 | 0 | 1 |
| Information Technology Training Coordinator | 1 13 | $46,885 | $76,449 | 1 | 0 | 1 |
| Management Analyst I | 1 11 | $40,005 | $65,280 | 1 | 0 | 1 |
| Manager of Broadcast Services | 1 16 | $58,970 | $96,145 | 1 | 0 | 1 |
| Manager of Public Relations | 1 17 | $63,000 | $102,816 | 0 | 2 | 2 |
| Manager of Publications & Direct Communications | 1 16 | $58,970 | $96,145 | 1 | 0 | 1 |
| Media Production Specialist | 1 12 | $43,470 | $70,890 | 2 | 0 | 2 |
| Microcomputer Systems Analyst | 1 13 | $46,885 | $76,449 | 1 | 0 | 1 |
| Network Engineer I | 1 10 | $36,605 | $59,690 | 1 | 0 | 1 |
| Network Engineer II | 1 14 | $51,000 | $84,354 | 2 | 1 | 3 |
| Network Engineer III | 1 16 | $58,970 | $96,145 | 5 | -1 | 4 |
| Network Engineer IV | 1 18 | $67,350 | $109,823 | 3 | 0 | 3 |
| Network Security Engineer | 1 17 | $63,000 | $102,816 | 2 | 0 | 2 |
| Program Supervisor | 1 13 | $46,885 | $76,449 | 3 | -1 | 2 |
| Programmer/Analyst III | 1 13 | $46,885 | $76,449 | 9 | 0 | 9 |
| Programmer/Analyst IV | 1 14 | $51,000 | $84,354 | 15 | 0 | 15 |
| Programmer/Analyst V | 1 16 | $58,970 | $96,145 | 11 | 0 | 11 |
| Project Manager | 1 14 | $51,000 | $84,354 | 1 | 0 | 1 |

# Full Time Equivalent (FTE) Summary

| | Pay Grade | Minimum | Maximum | FY 2016 Adopted | FTE Change | FY 2017 Adopted |
|---|---|---|---|---|---|---|
| Public Information Specialist I | 1 10 | $36,605 | $59,690 | 1 | 0 | 1 |
| Public Information Specialist II | 1 11 | $40,005 | $65,280 | 1 | 0 | 1 |
| Radio Communications Systems Supervisor | 1 14 | $51,000 | $84,354 | 1 | 0 | 1 |
| Radio Communications Systems Technician | 1 08 | $31,180 | $50,847 | 1 | 0 | 1 |
| Senior Microcomputer Systems Analyst | 1 14 | $51,000 | $84,354 | 5 | 0 | 5 |
| Senior Radio Communications Systems Analyst | 1 12 | $43,470 | $70,890 | 4 | 0 | 4 |
| Services & Support Supervisor | 1 16 | $58,970 | $96,145 | 2 | 0 | 2 |
| Software Analyst | 1 13 | $46,885 | $76,449 | 5 | -2 | 3 |
| Technology Manager | 1 20 | $76,000 | $123,930 | 5 | -2 | 3 |
| Webmaster | 1 13 | $46,885 | $76,449 | 2 | 0 | 2 |
| Total | | | | 123 | -17 | 106 |

# FINANCE

## MISSION STATEMENT

The Department of Finance ensures a strong financial foundation and fiscal integrity by exercising due diligence and control over the city's assets and resources and providing timely and accurate reporting that enables sound decision-making and execution of city initiatives through responsible stewardship of public assets.

## DEPARTMENT OVERVIEW

The Department of Finance is a multi-faceted department comprised of the following bureaus:

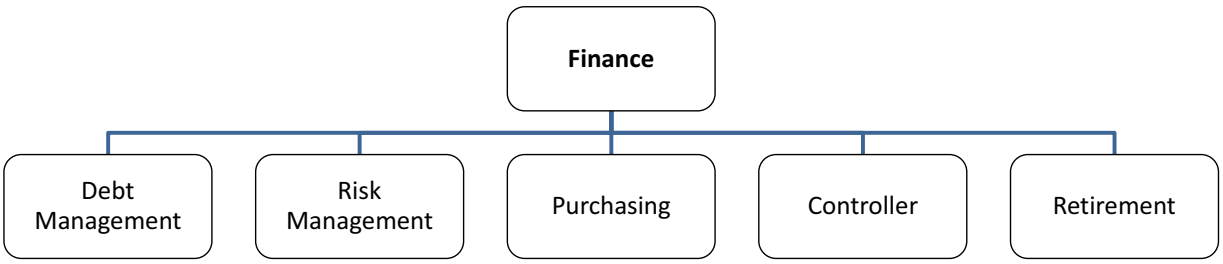
Director's Office: Provides management direction and administrative oversight for the department, participates in the planning of major economic and financing initiatives, and has oversight of a complex range of debt financing and risk management functions.

Controller: Provides accounting and financial reporting services for the city including the preparation of the Comprehensive Annual Financial Report (CAFR), Comparative Cost Report and the Indirect Cost Allocation Plan, processes payroll for the city, administers accounts payable and miscellaneous accounts receivable functions for the city, and manages the cash and investments of the city.

Retirement: Provides administration and management of Norfolk Employees' Retirement System (NERS), administrative services to the system's Board of Trustees, and customer service to the city's retirees.

Purchasing: Provides purchasing and material management functions to support the city's needs.

Debt Management: Oversees the city's debt portfolio to ensure accountability, control, and judicious application of public resources. The bureau includes the issuance of General Obligation and Revenue bonds as needed to fund the cash flow needs of the city's capital projects.




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

The Department of Finance primarily supports the Priority Area of Well-Managed Government. Actions in place to achieve the long term goals of achieving a reputation both internally and externally as a well-managed government and enhancing the efficiency of programs and services include:

| Ongoing Actions | Status |
|---|---|
| Prepare financial reports that are accessible, accurate, and timely to support the decision-making processes, compliance with regulatory requirements, and customer and stakeholder informational interests | Ongoing |
| Streamline the procurement process to improve efficiency | Ongoing |
| Implement and execute cost-effective financings for capital needs on a timely basis, including the evaluation of financing strategies to positively effectuate the capital financing plan | Ongoing |
| Maximize revenue for which Finance provides collection services (e.g. ambulance billing) | Ongoing |
| Reduce costs, improve services and increase efficiency, increase focus on converting vendors that receive the most checks from the city to electronic payments | Ongoing |
| Reduce costs and increase efficiency of retirement and payroll | Ongoing |
| Increase communication and interactive outreach and education | Ongoing |
| Create a well-managed government by identifying, developing, and implementing training programs and policies to promote effective controls | Ongoing |

## Performance Measures

| Priority: Well-Managed Government | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Achieve a reputation internally and externally as a well-managed government | | | | | |
| **Objective** | | | | | |
| Promote strong financial management | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Maintain an unqualified audit opinion for the city's Comprehensive Annual Financial Report (CAFR) | Yes | Yes | Yes | Yes | N/A |
| Achieve Certification of Financial Reporting Excellence by Governmental Finance Officer's Association (GFOA) | Yes | Yes | Yes | Yes | N/A |
| Maintain bond rating of Aa2/AA/AA+ | Yes | Yes | Yes | Yes | N/A |

| Priority: Well-Managed Government | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Enhance the efficiency of programs and services | | | | | |
| **Objective** | | | | | |
| Integrate and streamline technology and business practices to improve service delivery | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Percent of payments which are processed electronically | 0 | 2 | 55 | 60 | 5 |

## EXPENDITURE SUMMARY

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Personnel Services | $2,667,982 | $2,894,286 | $3,097,761 | $3,607,105 |
| Materials, Supplies and Repairs | $60,415 | $77,244 | $69,659 | $68,159 |
| Contractual Services | $825,099 | $837,790 | $751,310 | $771,670 |
| Equipment | $3,709 | $11,157 | $1,600 | $1,600 |
| Total | $3,557,205 | $3,820,478 | $3,920,330 | $4,448,534 |

## ADOPTED FY 2017 BUDGET ACTIONS

- **Implement Phase III of ARMD compensation strategy FY 2017 $28,821 FTE: 0**

  Implement Phase III of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2017 includes: 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. All actions are effective January 2017.

  **Priority Area(s) Met:** Well-Managed Government

- **Enhance Bureau of Retirement operations FY 2017 $73,476 FTE: 1**

  Add an Accountant IV to the Bureau of Retirement. The addition of the Accountant IV will enhance the administration and management of the Norfolk Employees' Retirement System.

  **Priority Area(s) Met:** Well-Managed Government

- **Enhance Bureau of Purchasing operations FY 2017 $116,076 FTE: 1**

  Add Special Assistant position to the Bureau of Purchasing. The Special Assistant will provide oversight and enhance the administration and management of purchasing operations.

  **Priority Area(s) Met:** Well-Managed Government

- **Reduce personnel expenditures FY 2017 ($34,066) FTE: 0**

  Recognize personnel savings from staff turnover. This action aligns the department's budget with anticipated expenditures. No impact to service delivery is anticipated.

  **Priority Area(s) Met:** Well-Managed Government

- **Reduce discretionary expenditures FY 2017 ($1,140) FTE: 0**

  Reduce expenditures associated with mailings due to increased automation. This action improves the efficiency and effectiveness of service delivery.

  **Priority Area(s) Met:** Well-Managed Government

- **Implement retirement readiness program** **FY 2017 $20,000** **FTE: 0**

  Provide funds for a retirement readiness program offered through the International City/County Management Association (ICMA). Employees can have an appraisal of the retirement benefits, determine whether the plan is on track to achieve set objectives, and re-align investment opportunities to meet retirement goals.

**Priority Area(s) Met:** Well-Managed Government

- **Annualize Phase II of ARMD compensation strategy** **FY 2017 $28,485** **FTE: 0**

  Technical adjustment to annualize ARMD Phase II compensation actions that occurred in January 2016. The Adopted FY 2016 Budget included funds for: a two percent increase for general and constitutional officer employees; an additional one percent increase for the approximately 1,000 permanent employees in the city's eight lowest general employee pay grades; a $400 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:** Well-Managed Government

- **Adjust required contribution to the city's retirement system** **FY 2017 $69,938** **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 in FY 2017 from 17.51 percent to 17.79 percent. Costs are distributed based on each department's NERS eligible payroll. This is a routine adjustment which occurs each budget cycle.

**Priority Area(s) Met:** Well-Managed Government

- **Update personnel expenditures** **FY 2017 $226,614** **FTE: 3**

  Technical adjustment to update department costs for personnel services. Changes reflect updates in staffing due to administrative actions, consolidations, or reorganization efforts and includes the funds needed in FY 2017 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of three percent based on enrollment; the addition of an Accountant IV, an Administrative Assistant II, a Buyer I, a Financial Operations Manager, a Fiscal Systems Manager, a Management Analyst III, a Payroll Specialist, and a Procurement Specialist during FY 2016. The update also includes the deletion of an Accountant I, an Accountant III, an Administrative Assistant I, a Buyer II, and a Fiscal Systems Analyst during FY 2016. These are routine actions which occur at the beginning of the budget cycle.

**Finance** **Total: $528,204** **FTE: 5**

# Full Time Equivalent (FTE) Summary

| | Pay Grade | Minimum | Maximum | FY 2016 Adopted | FTE Change | FY 2017 Adopted |
|---|---|---|---|---|---|---|
| Accountant I | 1 11 | $40,005 | $65,280 | 5 | -1 | 4 |
| Accountant II | 1 12 | $43,470 | $70,890 | 1 | 0 | 1 |
| Accountant III | 1 13 | $46,885 | $76,449 | 2 | -1 | 1 |
| Accountant IV | 1 14 | $51,000 | $84,354 | 1 | 2 | 3 |
| Accountant V | 1 16 | $58,970 | $96,145 | 1 | 0 | 1 |
| Accounting Manager, Senior | 1 18 | $67,350 | $109,823 | 2 | 0 | 2 |
| Accounting Technician II | 1 07 | $28,815 | $47,022 | 1.8 | 0 | 1.8 |
| Administrative Assistant I | 1 09 | $33,770 | $55,060 | 1 | -1 | 0 |
| Administrative Assistant II | 1 10 | $36,605 | $59,690 | 3 | 1 | 4 |
| Assistant Director | 1 21 | $79,375 | $132,090 | 1 | 0 | 1 |
| Bureau Manager | 1 18 | $67,350 | $109,823 | 1 | 0 | 1 |
| Buyer I | 1 10 | $36,605 | $59,690 | 1 | 1 | 2 |
| Buyer II | 1 13 | $46,885 | $76,449 | 2 | 0 | 2 |
| Cash & Investments Analyst | 1 13 | $46,885 | $76,449 | 1 | 0 | 1 |
| Collection Coordinator | 1 11 | $40,005 | $65,280 | 2 | 0 | 2 |
| Debt Management Specialist | 1 14 | $51,000 | $84,354 | 1 | 0 | 1 |
| Debt Manager | 1 16 | $58,970 | $96,145 | 1 | 0 | 1 |
| Director of Finance | 1 24 | $92,800 | $159,120 | 1 | 0 | 1 |
| Financial Operations Manager | 1 15 | $55,210 | $90,270 | 1 | 1 | 2 |
| Fiscal Systems Analyst | 1 14 | $51,000 | $84,354 | 2 | -1 | 1 |
| Fiscal Systems Manager | 1 16 | $58,970 | $96,145 | 0 | 1 | 1 |
| Management Analyst I | 1 11 | $40,005 | $65,280 | 1 | 0 | 1 |
| Management Analyst II | 1 13 | $46,885 | $76,449 | 2 | -1 | 1 |
| Management Analyst III | 1 14 | $51,000 | $84,354 | 1 | 1 | 2 |
| Payroll Manager | 1 14 | $51,000 | $84,354 | 1 | 0 | 1 |
| Payroll Specialist | 1 11 | $40,005 | $65,280 | 1 | 1 | 2 |
| Procurement Specialist | 1 15 | $55,210 | $90,270 | 2 | 1 | 3 |
| Programs Manager | 1 15 | $55,210 | $90,270 | 1 | 0 | 1 |
| Purchasing Agent | 1 19 | $71,500 | $116,280 | 1 | 0 | 1 |
| Risk Manager | 1 15 | $55,210 | $90,270 | 1 | 0 | 1 |
| Special Assistant | 1 20 | $76,000 | $123,930 | 0 | 1 | 1 |
| Support Technician | 1 05 | $24,685 | $40,290 | 1 | 0 | 1 |
| Total | | | | 43.8 | 5 | 48.8 |

# General Services

## Mission Statement

The Department of General Services (DGS) is a customer service driven department that provides a variety of support services through facilities maintenance, real estate, animal care, fleet management, and parking to both internal city departments and external stakeholders.

## Department Overview

The Department of General Services (DGS) refines delivery processes, resource utilization, and organizational structure to meet the city's goal of becoming a Well-Managed Government.

General Services is comprised of five divisions, three of which (Facilities Maintenance, Fleet Management, and the Office of Real Estate), provide internal services to all city departments, and two of which (Parking and Norfolk Animal Care and Adoption Center), provide services and assistance to residents and businesses. Internal support provided by DGS allows city departments to effectively carry out their missions and provide services throughout the City of Norfolk. Fleet Management also provides fleet fueling services to outside agencies such as Norfolk Public Schools (NPS), Norfolk Botanical Garden, Norfolk Redevelopment and Housing Authority (NRHA), and other city-related agencies.

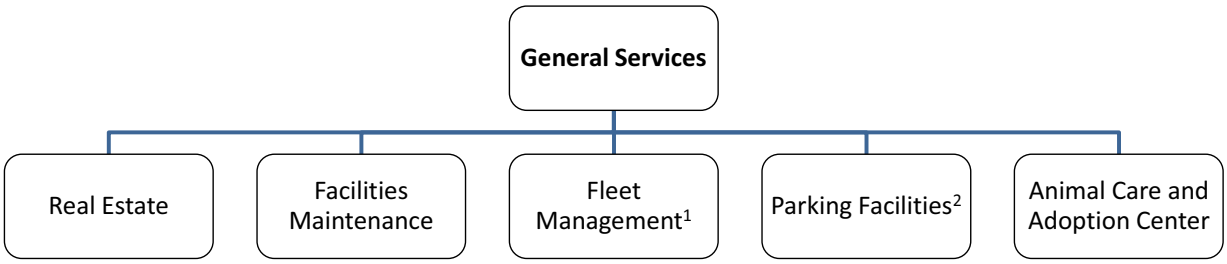
Facilities Maintenance (FM): Provides safe, clean, functional facilities for Norfolk employees, visitors, and residents by combining craftsmanship, responsiveness, financial responsibility, and innovative ideas for the future.

Real Estate: Performs various real estate services associated with attaining the best and highest use of city real property and generating lease and sales revenue from city-owned real property.

Norfolk Animal Care and Adoption Center: Provides care for stray, unwanted, sick, injured, and abandoned animals in the city. The Center adopts animals into permanent homes, reduces the pet population through spay and neuter programs, and transfers animals to responsible fostering and rescue groups.

Fleet Management: Provides quality maintenance and fueling services to all customers, whether internal or external; ensures safe, operable vehicles and equipment in support of city programs; and ensures that city resources are used in the most efficient manner possible. The activities of Fleet Management are presented in the Internal Service Fund pages.

Parking: Provides safe, convenient and affordable parking services to the residents, visitors, employees, and businesses in Norfolk. The activities of Parking are presented in the Enterprise Fund pages.




[1]Shown also in the Internal Service Fund section
[2]Shown also in the Enterprise Fund section

## Actions to Achieve Long-Term Goals and Short-Term Objectives

Facilities Maintenance and the Animal Care and Adoption Center primarily support the Priority Area of Well-Managed Government. Departmental long-term goals are achieved by the efficient use of municipal resources and the enhancement of programs and services. Specific division activities include:

| Ongoing Actions | Status |
|---|---|
| Continue to evaluate and refine the Animal Care Center volunteer program for recruitment, training, and retention through job skills development, annual meeting to celebrate accomplishments and discussion of goals and challenges | Ongoing |
| Complete emergency facility work orders within no more than two business days | Ongoing |
| Strengthen the feedback loop between city staff and the custodial services contractor to enhance custodial services | Ongoing |

## Performance Measures

| Priority: Well-Managed Government | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Enhance the efficiency and effectiveness of programs | | | | | |
| **Objective** | | | | | |
| Ensure the safety, cleanliness, and attractiveness of two million square feet of buildings and extensive parks and school infrastructure through cost effective and efficient maintenance services | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Percent of customers who rate custodial service as meeting or exceeding expectations | 95 | 98 | 95 | 95 | 0 |
| Percent of total Facilities Maintenance budget used for energy efficient upgrades (New measure in FY 2017) | 0 | 0 | 0 | 10 | 10 |
| Percent of emergency facility work orders completed within two days (New measure in FY 2017) | 0 | 0 | 0 | 90 | 90 |
| **Objective** | | | | | |
| Increase the efficiency and effectiveness of the Animal Care Center | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Number of volunteer hours donated to the Animal Care Center (New measure in FY 2017) | 0 | 0 | 0 | 14,000 | 14,000 |
| Number of animals adopted from the Animal Care Center-fiscal year (New measure in FY 2017) | 0 | 0 | 0 | 2,100 | 2,100 |
| **Objective** | | | | | |
| Increase the efficiency and effectiveness with which real estate services are provided by the city | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Total lease revenue realized during fiscal year (New measure in FY 2017) | 0 | 0 | 0 | 2,009,341 | 2,009,341 |

## Expenditure Summary

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Personnel Services | $6,077,993 | $7,070,533 | $7,556,004 | $7,727,184 |
| Materials, Supplies and Repairs | $7,368,372 | $7,991,852 | $9,173,520 | $9,149,480 |
| Contractual Services | $5,990,637 | $7,028,665 | $7,199,523 | $7,480,761 |
| Equipment | $18,191 | $48,681 | $42,134 | $42,134 |
| Total | $19,455,193 | $22,139,730 | $23,971,181 | $24,399,559 |

## ADOPTED FY 2017 BUDGET ACTIONS

- **Implement Phase III of ARMD compensation strategy FY 2017 $52,786 FTE: 0**

  Implement Phase III of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2017 includes: 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. All actions are effective January 2017.

  **Priority Area(s) Met:** Economic Vitality and Workforce Development and Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Increase food and medical costs at the Animal Care Center FY 2017 $9,287 FTE: 0**

  Technical adjustment to provide additional funding for food and medical costs at the Norfolk Animal Care Center.

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

- **Increase funds for contractual labor FY 2017 $235,679 FTE: 0**

  Technical adjustment to support the contractual increase for custodial services and supplies at city facilities.

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

- **Support additional funds for elevator maintenance FY 2017 $3,837 FTE: 0**

  Technical adjustment to support the contractual increase for elevator maintenance.

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

- **Support increase in chiller contract FY 2017 $6,638 FTE: 0**

  Technical adjustment to provide funds for the contractual three percent Consumer Price Index increase for chiller maintenance costs.

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

- **Support increase in security services contract FY 2017 $15,010 FTE: 0**

  Technical adjustment to support increase in contractual expenses for security services at city buildings.

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

- **Support utilities and maintenance costs of new facilities FY 2017 $261,941 FTE: 0**

  Technical adjustment to provide partial year funding for utilities, maintenance, and custodial costs for Phase II of the Consolidated Courthouse and a new boxing center at Harbor Park.

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

- **Adjust rent cost for the Animal Care Center** **FY 2017 $5,323** **FTE: 0**

  Technical adjustment to increase funds for lease payments due to a contractual rent increase. The existing contract for space at the Animal Care Center calls for a three percent escalation each year. The rent will increase from $177,449 to $182,772 in FY 2017.

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

- **Centralize elevator maintenance operations** **FY 2017 $26,714** **FTE: 0**

  Implement an efficiency initiative to centralize elevator maintenance services. This action moves elevator maintenance responsibilities to the Department of General Services. A corresponding adjustment can be found in the Department of Cultural Facilities, Arts and Entertainment.

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

- **Convert manual light switches to motion detector sensors** **FY 2017 $5,000** **FTE: 0**

  Reengineer electricity usage at Neighborhood Service Centers by converting manual light switches to motion detector sensors. Motion detector sensors are designed to save energy by turning off the lights when no activity is detected.

  **Priority Area(s) Met:** Environmental Sustainability

- **Enhance operations at the Norfolk Animal Care Center** **FY 2017 $54,215** **FTE: 2**

  Enhance operations at the Norfolk Animal Care and Adoption Center through the addition of two full-time Animal Caretaker positions. This action will support the center's adoption program and enhance the quality of life of the animals housed at the center.

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

- **Expand privatization of custodial services** **FY 2017 $3,300** **FTE: 0**

  Transfer funds for custodial services from the Department of Cultural Facilities, Arts and Entertainment to the Department of General Services. This actions continues the privatization of custodial services under the direction of General Services. A corresponding adjustment can be found in the Department of Cultural Facilities, Arts and Entertainment.

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

- **Provide funds for CoStar License** **FY 2017 $13,580** **FTE: 0**

  Technical adjustment to renew CoStar software license to be utilized by Economic Development, the City Assessor's Office, and the Bureau of Real Estate. CoStar is a commercial real estate information database that aids in inventory and analysis of real estate.

  **Priority Area(s) Met:** Economic Vitality and Workforce Development

- **Reduce discretionary expenditures** **FY 2017 ($1,443)** **FTE: 0**

  Reduce department's discretionary spending for training. No impact to service levels are anticipated as a result of this action.

  **Priority Area(s) Met:** Economic Vitality and Workforce Development

- **Reduce funds for natural gas expenditures** **FY 2017 ($209,547)** **FTE: 0**

  Reduce funds for natural gas expenditures based on anticipated utilization. This reduction aligns the budget with actual natural gas expenditures. No impact to service levels are anticipated as a result of this action.

  **Priority Area(s) Met:** Environmental Sustainability

- **Adjust office equipment repair costs at Animal Care Center** **FY 2017 ($3,500)** **FTE: 0**

  Reduce office repair costs at the Norfolk Animal Care Center. Most office equipment repair work required at the Animal Care Center is covered by the city's contract with Ricoh. No change in service levels are anticipated as a result of this action.

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

- **Remove one-time funds for holiday lighting** **FY 2017 ($90,000)** **FTE: 0**

  Technical adjustment to remove one-time funds provided in FY 2016 for holiday lighting of city facilities.

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

- **Adjust costs for Fleet expenditures** **FY 2017 ($26,036)** **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 II of ARMD compensation strategy** **FY 2017 $58,676** **FTE: 0**

  Technical adjustment to annualize ARMD Phase II compensation actions that occurred in January 2016. The Adopted FY 2016 Budget included funds for: a two percent increase for general and constitutional officer employees; an additional one percent increase for the approximately 1,000 permanent employees in the city's eight lowest general employee pay grades; a $400 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 2017 $17,856** **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 in FY 2017 from 17.51 percent to 17.79 percent. Costs are distributed based on each department's NERS eligible payroll. This is a routine adjustment which occurs each budget cycle.

  **Priority Area(s) Met:** Economic Vitality and Workforce Development and Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Update personnel expenditures** **FY 2017 ($10,938)** **FTE: 0.3**

  Technical adjustment to update department costs for personnel services. Changes reflect updates in staffing due to administrative actions, consolidations, or reorganization efforts and includes the funds needed in FY 2017 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of three percent based on enrollment and an increase in part-time hours for two positions. These are routine actions which occur at the beginning of the budget cycle.

**General Services** **Total: $428,378** **FTE: 2.3**

## Full Time Equivalent (FTE) Summary

| | Pay Grade | Minimum | Maximum | FY 2016 Adopted | FTE Change | FY 2017 Adopted |
|---|---|---|---|---|---|---|
| Accountant I | 1 11 | $40,005 | $65,280 | 1 | 0 | 1 |
| Administrative Assistant I | 1 09 | $33,770 | $55,060 | 1 | 0 | 1 |
| Administrative Manager | 1 15 | $55,210 | $90,270 | 1 | 0 | 1 |
| Animal Caretaker | 1 02 | $19,705 | $32,135 | 8.3 | 2.2 | 10.4 |
| Assistant Animal Services Supervisor | 1 11 | $40,005 | $65,280 | 1 | 0 | 1 |
| Assistant Director | 1 21 | $79,375 | $132,090 | 1 | 0 | 1 |
| Assistant Facilities Maintenance Manager | 1 17 | $63,000 | $102,816 | 2 | 0 | 2 |
| Bureau Manager | 1 18 | $67,350 | $109,823 | 2 | 0 | 2 |
| Business Manager | 1 13 | $46,885 | $76,449 | 1 | 0 | 1 |
| Capacity Analyst | 1 13 | $46,885 | $76,449 | 1 | 0 | 1 |
| Carpenter I | 1 08 | $31,180 | $50,847 | 7 | 0 | 7 |
| Carpenter II | 1 09 | $33,770 | $55,060 | 3 | 0 | 3 |
| Chief Operating Engineer-HVAC | 1 16 | $58,970 | $96,145 | 2 | 0 | 2 |
| Civil Engineer III | 1 15 | $55,210 | $90,270 | 1 | -1 | 0 |
| Contract Administrator | 1 14 | $51,000 | $84,354 | 2 | 0 | 2 |
| Customer Service Representative | 1 05 | $24,685 | $40,290 | 2.5 | 0.1 | 2.6 |
| Director of General Services | 1 24 | $92,800 | $159,120 | 1 | 0 | 1 |
| Electrician I | 1 06 | $26,900 | $43,860 | 1 | 0 | 1 |
| Electrician II | 1 09 | $33,770 | $55,060 | 6 | 0 | 6 |
| Electrician III | 1 10 | $36,605 | $59,690 | 2 | 0 | 2 |
| Facilities Maintenance Manager | 1 19 | $71,500 | $116,280 | 1 | 0 | 1 |
| Facilities Manager | 1 13 | $46,885 | $76,449 | 1 | 0 | 1 |
| Kennel Supervisor | 1 08 | $31,180 | $50,847 | 2 | 0 | 2 |
| Maintenance Mechanic I | 1 06 | $26,900 | $43,860 | 8 | 0 | 8 |
| Maintenance Mechanic II | 1 07 | $28,815 | $47,022 | 16 | 0 | 16 |
| Maintenance Mechanic III | 1 09 | $33,770 | $55,060 | 2 | 0 | 2 |
| Maintenance Shop Manager | 1 13 | $46,885 | $76,449 | 2 | 0 | 2 |
| Maintenance Supervisor I | 1 11 | $40,005 | $65,280 | 2 | 0 | 2 |
| Maintenance Supervisor II | 1 12 | $43,470 | $70,890 | 4 | -1 | 3 |
| Maintenance Worker I | 1 03 | $21,222 | $34,609 | 1 | 0 | 1 |

# Full Time Equivalent (FTE) Summary

| | Pay Grade | Minimum | Maximum | FY 2016 Adopted | FTE Change | FY 2017 Adopted |
|---|---|---|---|---|---|---|
| Management Analyst III | 1 14 | $51,000 | $84,354 | 1 | 0 | 1 |
| Office Manager | 1 09 | $33,770 | $55,060 | 1 | 0 | 1 |
| Operating Engineer I | 1 06 | $26,900 | $43,860 | 2 | 0 | 2 |
| Operating Engineer II | 1 09 | $33,770 | $55,060 | 18 | 0 | 18 |
| Painter I | 1 06 | $26,900 | $43,860 | 3 | 0 | 3 |
| Painter II | 1 08 | $31,180 | $50,847 | 1 | 0 | 1 |
| Plumber | 1 09 | $33,770 | $55,060 | 5 | 0 | 5 |
| Plumber, Senior | 1 10 | $36,605 | $59,690 | 1 | 0 | 1 |
| Project Manager | 1 14 | $51,000 | $84,354 | 1 | 0 | 1 |
| Real Estate Analyst | 1 11 | $40,005 | $65,280 | 0 | 1 | 1 |
| Real Estate Coordinator | 1 12 | $43,470 | $70,890 | 1 | 0 | 1 |
| Senior Projects Manager | 1 16 | $58,970 | $96,145 | 0 | 1 | 1 |
| Storekeeper I | 1 04 | $22,875 | $37,301 | 1 | 0 | 1 |
| Storekeeper III | 1 08 | $31,180 | $50,847 | 1 | 0 | 1 |
| Supervising Operating Engineer-HVAC | 1 12 | $43,470 | $70,890 | 3 | 0 | 3 |
| Support Technician | 1 05 | $24,685 | $40,290 | 1 | 0 | 1 |
| Visitor Services Specialist | 1 10 | $36,605 | $59,690 | 1 | 0 | 1 |
| Welder | 1 10 | $36,605 | $59,690 | 1 | 0 | 1 |
| Total | | | | 127.8 | 2.3 | 130 |

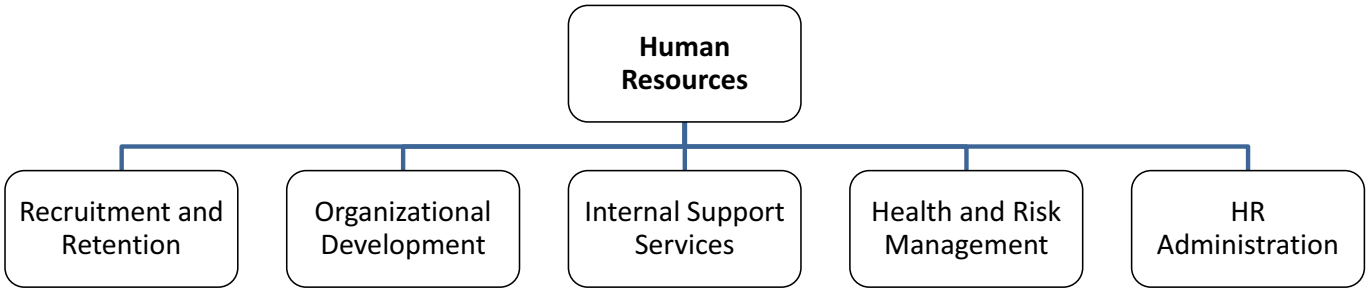
# Human Resources

## Mission Statement

The Department of Human Resources provides a comprehensive human resources management program by developing and implementing policies, programs, and services to support the City of Norfolk's priority of being a Well-Managed Government.

## Department Overview

The Department of Human Resources provides support services in the administration of the city's human resources program by: developing cost efficient recruitment and selection strategies; creating and facilitating training programs to address the needs of employees; analyzing and recommending contemporary pay strategies, trends, and best practices; providing a comprehensive and cost-effective benefits program to include initiatives focused on safety and wellness; creating and consulting on policy development and interpretation; and providing timely and comprehensive advisory services related to investigations, grievance resolutions, disciplinary actions, and complaints.




## Actions to Achieve Long-Term Goals and Short-Term Objectives

The Department of Human Resources supports the Priority Areas of Well-Managed Government; Economic Vitality and Workforce Development; and Lifelong Learning. The following actions have been established to achieve the long term goal of enhancing the efficiency of the city's programs and services, achieving a reputation as a well-managed government, and promoting the well-being of the city's employees:

| Ongoing Actions | Status |
|---|---|
| Increase employment opportunities for veterans through inclusive recruitment practices | Ongoing |
| Increase and improve training and development opportunities for city employees | Ongoing |

# Performance Measures

| Priority: Economic Vitality and Workforce Development | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Increase regionally based employment opportunities for Norfolk's residents | | | | | |
| **Objective** | | | | | |
| Eliminate barriers to employment | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Percent of new hires who are veterans | 17 | 14 | 18 | 18 | 0 |

| Priority: Well-Managed Government | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Enhance the efficiency of our programs and services | | | | | |
| **Objective** | | | | | |
| Streamline the recruitment process to attract and hire quality candidates | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Customer satisfaction rating for quality of new hires | 0 | 92 | 80 | 80 | 0 |

| Priority: Well-Managed Government | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Achieve a reputation internally and externally as a well-managed government | | | | | |
| **Objective** | | | | | |
| Implement and clearly communicate citywide Human Resources administrative policies to ensure consistency and fairness throughout the organization | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Number of grievance panels held or scheduled | 4 | 2 | 6 | 6 | 0 |
| Number of grievances filed | 11 | 7 | 29 | 29 | 0 |

| Priority: Lifelong Learning | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Increase accessibility to lifelong learning | | | | | |
| **Objective** | | | | | |
| Increase the accessibility to lifelong learning opportunities using existing city and school resources | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Percent of employees registering for the Learning Management System | 21 | 18 | 25 | 25 | 0 |

## Expenditure Summary

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Personnel Services | $2,283,673 | $2,311,292 | $2,370,910 | $2,533,420 |
| Materials, Supplies and Repairs | $40,421 | $31,714 | $35,432 | $35,652 |
| Contractual Services | $814,393 | $863,836 | $913,995 | $916,059 |
| Equipment | $10,619 | $10,732 | $11,431 | $11,431 |
| Total | $3,149,106 | $3,217,575 | $3,331,768 | $3,496,562 |

## Adopted FY 2017 Budget Actions

- **Implement Phase III of ARMD compensation strategy FY 2017 $16,946 FTE: 0**

  Implement Phase III of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2017 includes: 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. All actions are effective January 2017.

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

- **Support enhanced operations FY 2017 $140,472 FTE: 3**

  Address workload need by providing additional personnel for the implementation of the PeopleSoft Time and Labor and Absence Management modules, employee recruitment and retention, and training and professional development services.

  **Priority Area(s) Met:** Well-Managed Government

- **Support learning management system contract FY 2017 $7,406 FTE: 0**

  Technical adjustment to increase funds for the city's Learning Management System (LMS). The city has an agreement with the Commonwealth of Virginia to use the state's LMS for employee training. The state has added additional functionality to the LMS which has resulted in an increased cost to Norfolk.

  **Priority Area(s) Met:** Well-Managed Government

- **Reduce funds for contractual services FY 2017 ($28,754) FTE: 0**

  Reduce funds for contractual services for training and employee testing based on actual utilization.

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

- **Adjust costs for Fleet expenditures FY 2017 $220 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 II of ARMD compensation strategy FY 2017 $15,516 FTE: 0**

  Technical adjustment to annualize ARMD Phase II compensation actions that occurred in January 2016. The Adopted FY 2016 Budget included funds for: a two percent increase for general and constitutional officer employees; an additional one percent increase for the approximately 1,000 permanent employees in the city's eight lowest general employee pay grades; a $400 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 2017 ($3,722) 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 in FY 2017 from 17.51 percent to 17.79 percent. Costs are distributed to departments based on each department's NERS eligible payroll. This is a routine adjustment which occurs each budget cycle.

  **Priority Area(s) Met:** Well-Managed Government

- **Update personnel expenditures FY 2017 $16,710 FTE: 0**

  Technical adjustment to update department costs for personnel services. Changes reflect updates in staffing due to administrative actions, consolidations, or reorganization efforts and includes the funds needed in FY 2017 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of three percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

**Human Resources Total: $164,794 FTE: 3**

## Full Time Equivalent (FTE) Summary

| | Pay Grade | Minimum | Maximum | FY 2016 Adopted | FTE Change | FY 2017 Adopted |
|---|---|---|---|---|---|---|
| Accountant I | 1 11 | $40,005 | $65,280 | 1 | 0 | 1 |
| Administrative Assistant II | 1 10 | $36,605 | $59,690 | 1 | 0 | 1 |
| City Safety Officer | 1 16 | $58,970 | $96,145 | 1 | 0 | 1 |
| City Wellness Coordinator | 1 13 | $46,885 | $76,449 | 1 | 0 | 1 |
| Director of Human Resources | 1 24 | $92,800 | $159,120 | 1 | 0 | 1 |
| Disability Case Manager | 1 12 | $43,470 | $70,890 | 1 | -1 | 0 |
| Human Resources Administrator | 1 14 | $51,000 | $84,354 | 1 | 0 | 1 |

# Full Time Equivalent (FTE) Summary

| | Pay Grade | Minimum | Maximum | FY 2016 Adopted | FTE Change | FY 2017 Adopted |
|---|---|---|---|---|---|---|
| Human Resources Analyst | 1 14 | $46,885 | $76,449 | 10 | 1 | 11 |
| Human Resources Analyst, Senior | 1 14 | $51,000 | $84,354 | 3 | -2 | 1 |
| Human Resources Assistant I | 1 06 | $26,900 | $43,860 | 1 | 0 | 1 |
| Human Resources Assistant II | 1 07 | $28,815 | $47,022 | 1 | 1 | 2 |
| Human Resources Manager | 1 17 | $63,000 | $102,816 | 3 | 0 | 3 |
| Human Resources Technician | 1 09 | $33,770 | $55,060 | 7 | 2 | 9 |
| Personnel Specialist | 1 11 | $40,005 | $65,280 | 0 | 1 | 1 |
| Safety Specialist | 1 11 | $40,005 | $65,280 | 0 | 1 | 1 |
| Software Analyst | 1 13 | $46,885 | $76,449 | 1 | 0 | 1 |
| Total | | | | 33 | 3 | 36 |

# Community Development

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# City Planning

## Mission Statement

The Department of City Planning ensures the highest quality of life for present and future generations by providing excellent planning and enforcement services and emphasizing the development of safe, healthy, and fun communities where people choose to live, work, and play.

## Department Overview

City Planning is responsible for developing and implementing short and long-range plans, goals, and policies, as approved by the City Council, that reflect the needs and interests of residents and the city. The department fulfills four primary functions: provision of long-range planning services; implementation of the city's land use regulations; implementation of federal, state, and local environmental programs, including the Chesapeake Bay Preservation Act, storm water management, and erosion control programs; and oversight of building safety during the construction process.

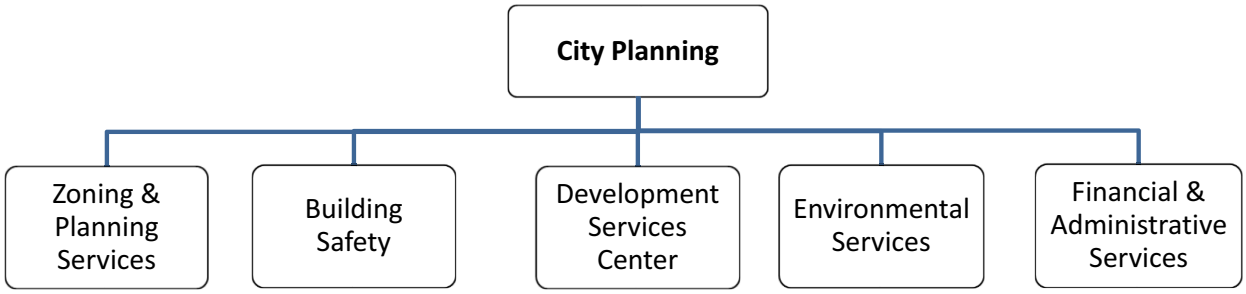
Planning Services: Develops and coordinates guidance and policy direction through the General Plan and other plans for: land use policies, transportation, economic development, neighborhood planning; and location of facilities. The bureau implements land use policy and regulates development practices through the maintenance and interpretation of the Zoning Ordinance and other applicable city codes.

Building Safety: Ensures building safety during the construction process by reviewing plans, issuing permits, inspecting construction work, managing elevator inspections, and enforcing the Virginia Uniform Statewide Building Code.

Development Services Center: Provides essential services prior to the construction process by reviewing residential and commercial plans, performing business license zoning reviews, and issuing trade permits.

Environmental Services: Implements the requirements of the Chesapeake Bay Preservation Act and the Erosion and Sediment Control Program, and coordinates shoreline restoration efforts, including wetland and dune restoration.

Financial and Administrative Services: Provides for the central management and coordination of departmental resources.



## Actions to Achieve Long-Term Goals and Short-Term Objectives

City Planning primarily supports the Priority Areas of Safe, Healthy, and Inclusive Communities; Environmental Sustainability; and Economic Vitality. Actions in place to achieve the long term goals of providing a safe environment, protecting the city's natural resources, and diversifying Norfolk's economic base include:

| Ongoing Actions | Status |
|---|---|
| Review commercial and residential plans in a timely manner; encourage staff to obtain additional training and certification above the minimum required | Ongoing |
| Design and construct wetland restoration projects on public land, encourage the implementation of "living shorelines" erosion control projects on private land, and assist residential and commercial landowners in controlling invasive grass species | Ongoing |
| Create web-based brochures to help guide residents and businesses through internal planning, zoning, and environmental processes | Ongoing |
| Initiate online permitting and plan review by posting plan review status online | Ongoing |
| Implement programs to improve the City's Community Rating System rating (which, ultimately, can lower flood insurance premiums) | Ongoing |

## Performance Measures

| Priority: Lifelong Learning | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Increase accessibility to lifelong learning | | | | | |
| **Objective** | | | | | |
| Increase accessibility to lifelong learning opportunities using existing city and school resources | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Number of cooperative ed and college/ graduate-level interns | 1 | 1 | 2 | 2 | 0 |

| Priority: Environmental Sustainability | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Enhance efficient use and protection of natural resources | | | | | |
| **Objective** | | | | | |
| Increase wetland areas | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Square footage of wetlands restored annually in accordance with the General Plan | 209,708 | 23,713 | 40,000 | 40,000 | 0 |
| **Objective** | | | | | |
| Create a culture of continuing sustainability | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Number of approved projects employing Green Building techniques | 0 | 1 | 5 | 10 | 5 |

| Priority: Accessibility, Mobility and Connectivity | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Enhance residents' access to goods and services | | | | | |
| **Objective** | | | | | |
| Provide electronic application submission and posting | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Percent of planning applications posted online within 48 hours following the filing deadline | 100 | 96 | 96 | 97 | 1 |

## Expenditure Summary

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Personnel Services | $5,954,434 | $4,196,193 | $4,596,712 | $4,716,708 |
| Materials, Supplies and Repairs | $130,362 | $121,988 | $110,370 | $113,291 |
| Contractual Services | $321,420 | $124,407 | $121,252 | $131,252 |
| Equipment | $12,995 | $4,425 | $900 | $900 |
| Department Specific Appropriation | $622,400 | $0 | $0 | $0 |
| Total | $7,041,611 | $4,447,013 | $4,829,234 | $4,962,151 |

## Adopted FY 2017 Budget Actions

- **Implement Phase III of ARMD compensation strategy FY 2017 $33,658 FTE: 0**

  Implement Phase III of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2017 includes: 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. All actions are effective January 2017.

  **Priority Area(s) Met:** Economic Vitality and Workforce Development and Environmental Sustainability and Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Add Senior Code Specialist positions FY 2017 $87,084 FTE: 2**

  Add two Senior Codes Specialist positions to the Bureau of Building Safety. The demand for inspections has increased over the last five years due to the rising economy. The addition of two inspectors allows the city to achieve its goal of providing inspections within 24 hours while maintaining the inspection quality.

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

- **Increase funds for training FY 2017 $10,000 FTE: 0**

  Provide one-time funds for training to enhance the professional and technical skill level of employees. An enhanced training program fosters improvements to the planning and permitting processes, as well as the overall customer service experience for Norfolk residents and businesses.

  **Priority Area(s) Met:** Well-Managed Government

- **Reduce personnel expenditures** **FY 2017 ($38,956)** **FTE: 0**

  Reduce personnel expenditures based on turnover and historical spending. This action aligns the department's budget with anticipated expenditures. No impact to service delivery is anticipated.

  **Priority Area(s) Met:** Economic Vitality and Workforce Development

- **Adjust costs for fleet expenditures** **FY 2017 $2,921** **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:** Economic Vitality and Workforce Development and Safe, Healthy, and Inclusive Communities

- **Annualize Phase II of ARMD compensation strategy** **FY 2017 $30,019** **FTE: 0**

  Technical adjustment to annualize ARMD Phase II compensation actions that occurred in January 2016. The Adopted FY 2016 Budget included funds for: a two percent increase for general and constitutional officer employees; an additional one percent increase for the approximately 1,000 permanent employees in the city's eight lowest general employee pay grades; a $400 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:** Economic Vitality and Workforce Development and Environmental Sustainability and Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Adjust required contribution to the city's retirement system** **FY 2017 $17,019** **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 in FY 2017 from 17.51 percent to 17.79 percent. Costs are distributed based on each department's NERS eligible payroll. This is a routine adjustment which occurs each budget cycle.

  **Priority Area(s) Met:** Economic Vitality and Workforce Development and Environmental Sustainability and Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Update personnel expenditures** **FY 2017 ($8,828)** **FTE: 0**

  Technical adjustment to update department costs for personnel services. Changes reflect updates in staffing due to administrative actions, consolidations, or reorganization efforts and includes the funds needed in FY 2017 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of three percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

**City Planning** **Total: $132,917** **FTE: 2**

# Full Time Equivalent (FTE) Summary

| | Pay Grade | Minimum | Maximum | FY 2016 Adopted | FTE Change | FY 2017 Adopted |
|---|---|---|---|---|---|---|
| Accounting Technician II | 1 07 | $28,815 | $47,022 | 1 | 0 | 1 |
| Administrative Assistant I | 1 09 | $33,770 | $55,060 | 2 | -1 | 1 |
| Administrative Assistant II | 1 10 | $36,605 | $59,690 | 0 | 1 | 1 |
| Assistant Director | 1 21 | $79,375 | $132,090 | 1 | 0 | 1 |
| Bureau Manager | 1 18 | $67,350 | $109,823 | 1 | 0 | 1 |
| Business Manager | 1 13 | $46,885 | $76,449 | 1 | 0 | 1 |
| City Planner I | 1 11 | $40,005 | $65,280 | 1 | 1 | 2 |
| City Planner II | 1 13 | $46,885 | $76,449 | 2 | -1 | 1 |
| City Planning Manager | 1 17 | $63,000 | $102,816 | 2 | 0 | 2 |
| City Planning Technician | 1 09 | $33,770 | $55,060 | 1 | 0 | 1 |
| Code Official | 1 20 | $76,000 | $123,930 | 1 | 0 | 1 |
| Codes Enforcement Team Leader | 1 14 | $51,000 | $84,354 | 4 | 0 | 4 |
| Codes Specialist, Senior | 1 11 | $40,005 | $65,280 | 20 | 2 | 22 |
| Director of City Planning | 1 24 | $92,800 | $159,120 | 1 | 0 | 1 |
| Environmental Engineer | 1 14 | $51,000 | $84,354 | 1 | 0 | 1 |
| Environmental Services Manager | 1 19 | $71,500 | $116,280 | 1 | 0 | 1 |
| Geographic Information Systems Technician II | 1 11 | $40,005 | $65,280 | 1 | 0 | 1 |
| Management Analyst I | 1 11 | $40,005 | $65,280 | 1 | 0 | 1 |
| Management Analyst II | 1 13 | $46,885 | $76,449 | 1 | 0 | 1 |
| Permit Technician | 1 07 | $28,815 | $47,022 | 3 | 0 | 3 |
| Permits Specialist | 1 12 | $43,470 | $70,890 | 3 | 0 | 3 |
| Permits Specialist, Senior | 1 13 | $46,885 | $76,449 | 2 | 0 | 2 |
| Principal Planner | 1 15 | $55,210 | $90,270 | 4 | 0 | 4 |
| Senior Design & Rehabilitation Consultant | 1 14 | $51,000 | $84,354 | 1 | 0 | 1 |
| Senior Planner | 1 14 | $51,000 | $84,354 | 1 | 0 | 1 |
| Support Technician | 1 05 | $24,685 | $40,290 | 2 | 0 | 2 |
| Zoning Enforcement Specialist I | 1 09 | $33,770 | $55,060 | 1 | 1 | 2 |
| Zoning Enforcement Specialist II | 1 10 | $36,605 | $59,690 | 2 | -1 | 1 |
| Zoning Enforcement Specialist III | 1 12 | $43,470 | $70,890 | 1 | 0 | 1 |
| Total | | | | 63 | 2 | 65 |

# Neighborhood Development

## Mission Statement

The Department of Neighborhood Development promotes thriving communities by engaging residents, and working with them to improve the quality of life in their neighborhoods. Neighborhood Development strives to promote and support civic participation, community partnerships, and accessibility to city services, and seeks to preserve and enhance the character of Norfolk's neighborhoods.

## Department Overview

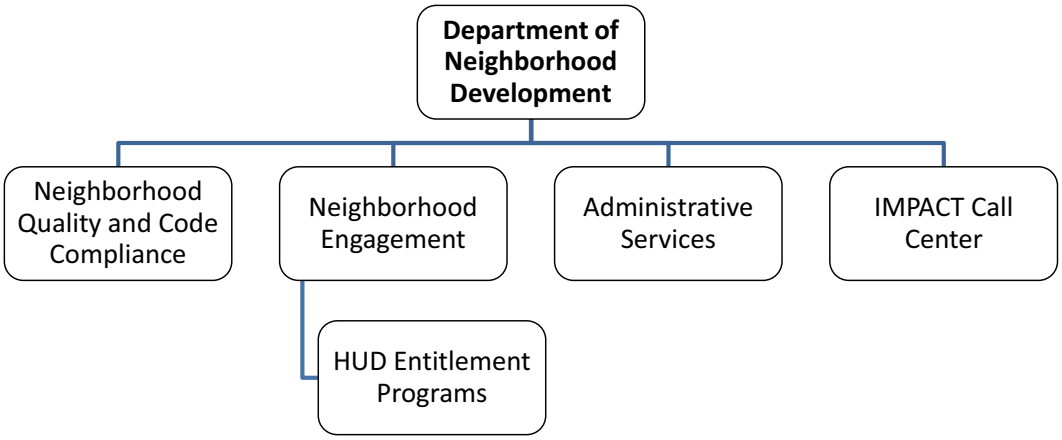
The Department of Neighborhood Development promotes and supports the highest quality of life for all residents in Norfolk. The department is comprised of four divisions that work together to support community development, neighborhood investment, and resident involvement.

- Administrative Services: Provides for the central management and coordination of departmental resources. Primary focus is on vision setting, the delivery of efficient and effective services to neighborhoods, and creating partnership opportunities with all Norfolk neighborhoods.

- Neighborhood Engagement: Works on behalf of, and supports the interest of neighborhoods and community based organizations by: fostering and promoting individual and community neighborhood involvement; supporting creative, constructive, and positive solutions to community concerns; administering the federal Housing and Urban Development (HUD) entitlement grant programs, in support of community development; cultivating organizational and leadership capacity; and positioning neighborhoods for investment and growth.

- Neighborhood Quality and Code Compliance: Supports the highest quality of life possible for all Norfolk neighborhoods by maintaining citywide standards for addressing blight, nuisances, and environmental conditions in coordination with other city departments, agencies, residents and businesses. Seeks voluntary compliance with applicable city codes and works in partnership with neighborhoods and community based organizations through ongoing and special public outreach programs and initiatives that promote self sufficiency of Norfolk neighborhoods.

- Norfolk Cares IMPACT Center: The single-point-of-contact for residents and businesses seeking information about city services. Through Norfolk Cares, residents can request a variety of city services, obtain information on city services, or receive an update on a previous request. Norfolk Cares is unique among municipal call centers because of its "start-to-finish" tracking of service requests to ensure timely resolution.




## Actions to Achieve Long-Term Goals and Short-Term Objectives

The Department of Neighborhood Development primarily supports the Priority Areas of Safe, Healthy, and Inclusive Communities; Lifelong Learning; and Well-Managed Government. Actions undertaken to achieve the long term goal of improving the overall quality of life and vitality of all Norfolk neighborhoods include:

| Ongoing Actions | Status |
|---|---|
| Educate resident and community organizations to develop capacity and partnerships to assist with producing a satisfying quality of life for all neighborhoods in the City of Norfolk | Ongoing |
| Serve as the initial point of contact and initiator for a variety of department service requests, thereby providing residents with seamless and effective service | Ongoing |
| Implement an effective and timely system of code violation response and remediation | Ongoing |

## Performance Measures

| Priority: Safe, Healthy, and Inclusive Communities | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Diversify and strengthen Norfolk's economic base | | | | | |
| **Objective** | | | | | |
| Respond to service complaints and close cases in timely manner | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Percent of nuisance and environmental cases closed in 30 days (Please note: The department was created in FY 2015.) | 0 | 92 | 85 | 85 | 0 |
| Percent of housing cases closed or with approved plan of action in 180 days | 0 | 88 | 85 | 85 | 0 |
| Percent of complaints investigated w/in three working days | 0 | 92 | 85 | 85 | 0 |

| Priority: Well-Managed Government | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Achieve a reputation internally and externally as a well-managed government | | | | | |
| **Objective** | | | | | |
| Maintain effectiveness and efficiency standards established for administration and implementation of Federal programs | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Number of negative findings in the annual external audit of Federal programs managed by the HUD Entitlement Unit | 4 | 4 | 0 | 0 | 0 |

| Priority: Lifelong Learning | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Increase accessibility to lifelong learning | | | | | |
| **Objective** | | | | | |
| Connect residents and business to training, programs services, and resources to meet individual and community growth and sustainability | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Number of attendees at Neighbors Building Neighborhood (NBN) Academy workshops and trainings | 0 | 129 | 75 | 75 | 0 |

## Expenditure Summary

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Personnel Services | $0 | $2,111,963 | $2,320,302 | $3,178,674 |
| Materials, Supplies and Repairs | $0 | $96,285 | $77,972 | $91,609 |
| Contractual Services | $0 | $208,197 | $140,338 | $149,483 |
| Equipment | $0 | $685 | $5,250 | $3,250 |
| Department Specific Appropriation | $0 | $656,216 | $750,366 | $731,637 |
| Total | $0 | $3,073,346 | $3,294,228 | $4,154,653 |

## Estimated Appropriation for Special Revenue Summary

The following special revenue summary includes additional funds received by the department through grants, donations, and dedicated state and federal appropriations. Funds are generally multi-year appropriations and may continue from one fiscal year to another. Monies are dedicated to specific activities and/or functions and are nontransferable. Grants are not guaranteed annually. Amounts represented were available as of March 2016.

| | Dollars | Source | Pos # |
|---|---|---|---|
| Special Revenue (for example: Grants, Revenue Sharing, Donations) | $2,365,406 | CDBG Community Initiatives | 0 |
| | | CDBG Nuisance Abatement and Boardups | |
| | | CDBG Renovate Norfolk | |

# ADOPTED FY 2017 BUDGET ACTIONS

- **Implement Phase III of ARMD compensation strategy FY 2017 $22,542 FTE: 0**

  Implement Phase III of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2017 includes: 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. All actions are effective January 2017.

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

- **Transfer Impact Call Center from Communications & Technology FY 2017 $605,535 FTE: 14**

  Transfer the Impact Call Center to the Department of Neighborhood Development from the Department of Communications and Technology. This transfer was part of a citywide reorganization that occurred during FY 2016 to provide enhanced services to Norfolk neighborhoods. A corresponding adjustment can be found in the Department of Communications and Technology.

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

- **Adjust IMPACT Call Center staffing FY 2017 $53,736 FTE: 2**

  Adjust IMPACT Call Center staffing to improve customer service. The IMPACT Call Center will expand to receive customer service calls for additional departments. Additional staff will provide enhanced call center coverage and response.

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

- **Reduce discretionary expenditures FY 2017 ($28,521) FTE: 0**

  Reduce discretionary spending for non-personnel expenditures including food, contractual services, and mileage. No impact to services is anticipated from this action.

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

- **Adjust costs for fleet expenditures FY 2017 ($7,980) 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 II of ARMD compensation strategy FY 2017 $18,620 FTE: 0**

  Technical adjustment to annualize ARMD Phase II compensation actions that occurred in January 2016. The Adopted FY 2016 Budget included funds for: a two percent increase for general and constitutional officer employees; an additional one percent increase for the approximately 1,000 permanent employees in the city's eight lowest general employee pay grades; a $400 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 2017 $93,403** **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 in FY 2017 from 17.51 percent to 17.79 percent. Costs are distributed based on each department's NERS eligible payroll. This is a routine adjustment which occurs each budget cycle.

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

- **Update personnel expenditures** **FY 2017 $103,090** **FTE: 3**

  Technical adjustment to update department costs for personnel services. Changes reflect updates in staffing due to administrative actions, consolidations, or reorganization efforts and includes the funds needed in FY 2017 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of three percent based on enrollment and the addition of two Senior Codes Specialists and one Management Analyst III. These are routine actions which occur at the beginning of the budget cycle.

**Neighborhood Development** **Total: $860,425** **FTE: 19**

## Full Time Equivalent (FTE) Summary

| | Pay Grade | Minimum | Maximum | FY 2016 Adopted | FTE Change | FY 2017 Adopted |
|---|---|---|---|---|---|---|
| Administrative Assistant I | 1 09 | $33,770 | $55,060 | 1 | 0 | 1 |
| Administrative Assistant II | 1 10 | $36,605 | $59,690 | 1 | 0 | 1 |
| Administrative Technician | 1 07 | $28,815 | $47,022 | 1 | 0 | 1 |
| Citizen Service Advisor I | 1 05 | $24,685 | $40,290 | 0 | 10 | 10 |
| Citizen Service Advisor II | 1 07 | $28,815 | $47,022 | 0 | 2 | 2 |
| Citizen Service Advisor III | 1 09 | $33,770 | $55,060 | 0 | 2 | 2 |
| Codes Specialist | 1 10 | $36,605 | $59,690 | 15 | 0 | 15 |
| Customer Service Manager | 1 18 | $67,350 | $109,823 | 0 | 1 | 1 |
| Director of Neighborhood Development | 1 24 | $92,800 | $159,120 | 1 | 0 | 1 |
| Division Head | 1 16 | $58,970 | $96,145 | 1 | 0 | 1 |
| Management Analyst I | 1 11 | $40,005 | $65,280 | 1 | 0 | 1 |
| Management Analyst II | 1 13 | $46,885 | $76,449 | 1 | 0 | 1 |
| Management Analyst III | 1 14 | $51,000 | $84,354 | 0 | 1 | 1 |

# FULL TIME EQUIVALENT (FTE) SUMMARY

| | Pay Grade | Minimum | Maximum | FY 2016 Adopted | FTE Change | FY 2017 Adopted |
|---|---|---|---|---|---|---|
| Neighborhood Development Administrator | 1 19 | $71,500 | $116,280 | 1 | 0 | 1 |
| Neighborhood Development Specialist | 1 11 | $40,005 | $65,280 | 1 | 0 | 1 |
| Neighborhood Services Manager | 1 15 | $55,210 | $90,270 | 1 | 0 | 1 |
| Program Administrator | 1 13 | $46,885 | $76,449 | 1 | 0 | 1 |
| Program Supervisor | 1 13 | $46,885 | $76,449 | 0 | 1 | 1 |
| Programs Manager | 1 15 | $55,210 | $90,270 | 1 | 0 | 1 |
| Public Services Coordinator | 1 11 | $40,005 | $65,280 | 1 | 0 | 1 |
| Senior Codes Specialist | 1 11 | $40,005 | $65,280 | 4 | 2 | 6 |
| Senior Neighborhood Development Specialist | 1 13 | $46,885 | $76,449 | 5 | 0 | 5 |
| Total | | | | 37 | 19 | 56 |

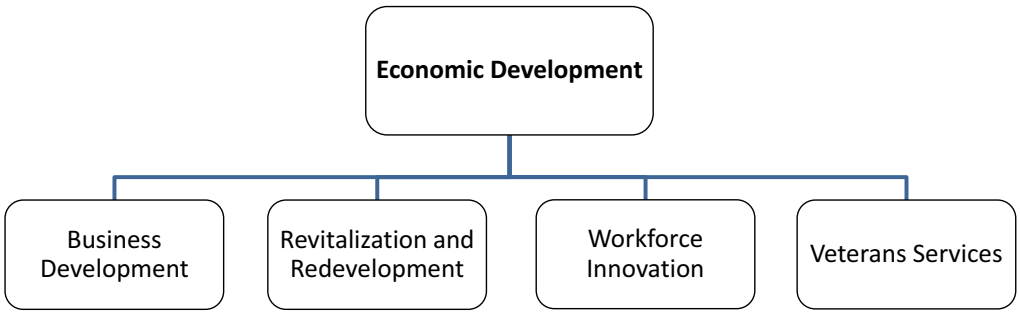
# Economic Development

## Mission Statement

The Department of Economic Development generates wealth for the City of Norfolk through business expansion, enhancement, and new business development complementary to the city's neighborhoods.

## Department Overview

The Department of Economic Development creates economic opportunities across a broad range of disciplines, including; business attraction, expansion, and retention; international trade; downtown and neighborhood revitalization; and workforce development. The department assists in growing and diversifying the local economy, and creating competitive employment opportunities, with specific emphasis on military, veterans, and Small, Women, and Minority-owned (SWaM) businesses in Norfolk.




## Actions to Achieve Long-Term Goals and Short-Term Objectives

The Department of Economic Development primarily supports the Priority Area of Economic Vitality and Workforce Development. The department's long term goals include diversifying and strengthening Norfolk's economic base; increasing small, women, veteran, and minority owned businesses within Norfolk; increasing regionally-based employment opportunities for Norfolk's residents; and increasing accessibility to lifelong learning. Actions taken to achieve these goals include:

| Ongoing Actions | Status |
|---|---|
| Institute a business retention/expansion effort by implementing a strategic plan which includes an inventory of Norfolk businesses | Ongoing |
| Network and hold regular meetings with regional institutions and organizations to increase lifelong learning opportunities for Norfolk residents and to identify business employment needs | Ongoing |
| Increase support to new and existing Norfolk businesses by developing a new business concierge program and identifying new financing resources | 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 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Number of active businesses licensed in the city | 12,913 | 14,745 | 14,000 | 14,200 | 200 |
| Dollar value in millions of commercial investment | 115 | 300 | 200 | 210 | 10 |
| **Objective** | | | | | |
| Increase small, women, veteran, and minority owned businesses within Norfolk | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Number of small, women, veteran, and minority owned businesses that conduct business in the city | 549 | 387 | 550 | 575 | 25 |

| Priority: Economic Vitality and Workforce Development | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Increase regionally-based employment opportunities for Norfolk's residents | | | | | |
| **Objective** | | | | | |
| Connect businesses and workers | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Achieve silver certification for Virginia Values Veterans (V3) Program | 3 | 3 | 3 | 3 | 0 |
| **Objective** | | | | | |
| Market cultural experiences available in Norfolk to the region and outside the region | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Number of events planned and held to honor veterans | 2 | 2 | 2 | 2 | 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 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Number of small business outreach events | 20 | 23 | 22 | 25 | 3 |

## Expenditure Summary

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Personnel Services | $1,599,721 | $1,407,710 | $1,567,527 | $1,781,455 |
| Materials, Supplies and Repairs | $7,433 | $18,179 | $6,452 | $6,559 |
| Contractual Services | $216,072 | $332,084 | $224,614 | $244,147 |
| Equipment | $160 | $0 | $0 | $0 |
| Total | $1,823,386 | $1,757,973 | $1,798,593 | $2,032,161 |

## Estimated Appropriation for Special Revenue Summary

The following special revenue summary includes additional funds received by the department through grants, donations, and dedicated state and federal appropriations. Funds are generally multi-year appropriations and may continue from one fiscal year to another. Monies are dedicated to specific activities and/or functions and are nontransferable. Grants are not guaranteed annually. Amounts represented were available as of March 2016.

| | Dollars | Source | Pos # |
|---|---|---|---|
| Special Revenue (for example: Grants, Revenue Sharing, Donations) | $666,629 | CDBG Community Infrastructure & Economic Development | 0 |

## Adopted FY 2017 Budget Actions

- **Implement Phase III of ARMD compensation strategy FY 2017 $13,892 FTE: 0**

  Implement Phase III of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2017 includes: 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. All actions are effective January 2017.

  **Priority Area(s) Met:** Economic Vitality and Workforce Development

- **Add Senior Business Development Manager FY 2017 $109,330 FTE: 1**

  Add a Senior Business Development Manager to enhance small, women, and minority (SWaM) business program. The addition of the Senior Business Development Manager will assist the city in achieving its goal of diversifying and strengthening the economic base and providing increased opportunity for small, women, veteran, and minority owned businesses.

  **Priority Area(s) Met:** Economic Vitality and Workforce Development

- **Adjust lease rate for BB&T building FY 2017 $3,935 FTE: 0**

  Technical adjustment to provide funds for lease payments due to contractual rent increase. The existing contract for space in the BB&T building calls for a three percent escalation each calendar year. Projected rent costs will increase from $131,237 to $135,171.

  **Priority Area(s) Met:** Economic Vitality and Workforce Development

- **Adjust costs for fleet expenditures** **FY 2017 $107** **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:** Economic Vitality and Workforce Development

- **Annualize Phase II of ARMD compensation strategy** **FY 2017 $6,541** **FTE: 0**

  Technical adjustment to annualize ARMD Phase II compensation actions that occurred in January 2016. The Adopted FY 2016 Budget included funds for: a two percent increase for general and constitutional officer employees; an additional one percent increase for the approximately 1,000 permanent employees in the city's eight lowest general employee pay grades; a $400 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:** Economic Vitality and Workforce Development

- **Adjust required contribution to the city's retirement system** **FY 2017 $52,583** **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 in FY 2017 from 17.51 percent to 17.79 percent. Costs are distributed based on each department's NERS eligible payroll. This is a routine adjustment which occurs each budget cycle.

**Priority Area(s) Met:** Economic Vitality and Workforce Development

- **Update personnel expenditures** **FY 2017 $47,180** **FTE: 0**

  Technical adjustment to update department costs for personnel services. Changes reflect updates in staffing due to administrative actions, consolidations, or reorganization efforts and includes the funds needed in FY 2017 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of three percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

**Economic Development** **Total: $233,568** **FTE: 1**

# Full Time Equivalent (FTE) Summary

| | Pay Grade | Minimum | Maximum | FY 2016 Adopted | FTE Change | FY 2017 Adopted |
|---|---|---|---|---|---|---|
| Administrative Analyst | 1 13 | $46,885 | $76,449 | 2 | 0 | 2 |
| Administrative Assistant II | 1 10 | $36,605 | $59,690 | 1 | 0 | 1 |
| Assistant Director | 1 21 | $79,375 | $132,090 | 2 | 0 | 2 |
| Business Development Consultant | 1 13 | $46,885 | $76,449 | 1 | 0 | 1 |
| Business Development Manager | 1 16 | $58,970 | $96,145 | 7 | 0 | 7 |
| Director of Development | 1 24 | $92,800 | $159,120 | 1 | 0 | 1 |
| Office Manager | 1 09 | $33,770 | $55,060 | 1 | 0 | 1 |
| Senior Business Development Manager | 1 17 | $63,000 | $102,816 | 3 | 1 | 4 |
| Special Assistant | 1 20 | $76,000 | $123,930 | 1 | 0 | 1 |
| Total | | | | 19 | 1 | 20 |

# Parks, Recreation and Culture

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# Libraries

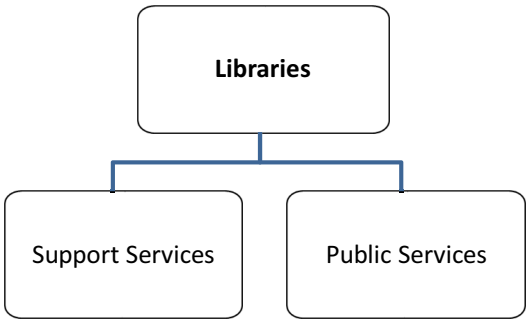
## Mission Statement

The Norfolk Public Library provides equal opportunity access to information, high quality books and multimedia materials, programs, exhibits, and online resources to meet the needs of the diverse community for lifelong learning, cultural enrichment, and intellectual stimulation. To fulfill its mission, the Library employs a knowledgeable, well-trained staff committed to excellent service and civility.

## Department Overview

The Norfolk Public Library is comprised of two basic divisions: Public Services and Support Services. Public Services involves all entities actively engaged with the public. Facilities includes the ten branches, one anchor branch library, a Bookmobile, and the new Slover Library. Support Services activities includes the "behind the scenes" operations of the Library. This includes the business office; collection development: selecting, ordering, and weeding the collections and materials; technical services-acquisitions, purchasing, and cataloging; library automation; and public relations.

The focus of the library is articulated in the plan, "Strategic Directions for the Norfolk Public Library, 2012-2017." The planning and delivery of library services is based on stated community needs. The branch libraries serve the community through Early Childhood Literacy Programs (Babygarten, 1-2-3 Play with Me, Toddler Time, Storytime, and KinderSTEM), KidZones, Learning Edge, after-school programming, access to computers, and book collections that provide students with the resources needed to complete homework. In addition, the library collection provides residents with popular fiction and nonfiction books, eBooks, audiobooks, eAudiobooks, magazines and newspapers, eMagazines, microfilm, manuscripts, photographs, and online resources that include language instruction, investment information, homework help, career and test preparation, encyclopedias, dictionaries, genealogy, history, business, marketing, and other research databases.



## Actions to Achieve Long-Term Goals and Short-Term Objectives

Norfolk Public Library supports the Priority Areas of Lifelong Learning; Accessibility, Mobility and Connectivity; and Well-Managed Government. Actions in place to achieve the long term goals of increasing access to city services and library information, enhancing the vitality of Norfolk neighborhoods, and diversifying the economic base include:

| Ongoing Actions | Status |
|---|---|
| Focus on patron and community needs by providing access to a robust library collection | Ongoing |
| Provide programming to stimulate interest in local history, genealogy, and cultural diversity | Ongoing |
| Promote literacy by coordinating system-wide programming for babies, youth, tweens/teens and families | Ongoing |
| Provide resources to the public on library and community programs through information technology and city and community partnerships | Ongoing |
| Connect patrons, neighborhoods, and the community to library branches and programming through volunteer opportunities | Ongoing |

## Performance Measures

| Priority: Well-Managed Government | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Enhance the efficiency of our programs and services | | | | | |
| **Objective** | | | | | |
| Expand the utilization of alternative fiscal and volunteer resources to enhance NPL programs and services | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Dollar value of volunteer hours (New measure in FY 2017) | 0 | 0 | 0 | 170,000 | 170,000 |
| Number of volunteer hours at library locations-inclusive of Bookmobile | 5,835 | 14,484 | 17,000 | 17,000 | 0 |

| Priority: Lifelong Learning | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Increase accessibility to lifelong learning | | | | | |
| **Objective** | | | | | |
| Increase accessibility to lifelong learning at Norfolk Public Libraries by offering a variety of programs for children, teens, and families | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Number of weekly early literacy program sessions offered throughout the year at libraries and offsite locations | 750 | 2,484 | 800 | 800 | 0 |
| Number of multicultural programs offered | 44 | 56 | 76 | 83 | 7 |
| Number of early literacy program participants (New measure in FY 2017) | 0 | 0 | 0 | 10,000 | 10,000 |
| Total number of NPL program participants (New measure in FY 2017) | 0 | 0 | 0 | 63,000 | 63,000 |
| Percent of early literacy program participants citing improved reading behaviors and skill (New measure in FY 2017) | 0 | 0 | 0 | 80 | 80 |
| Number of multicultural program attendees (New measure in FY 2017) | 0 | 0 | 0 | 2,600 | 2,600 |

| Priority: Lifelong Learning | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Increase accessibility to lifelong learning | | | | | |
| **Objective** | | | | | |
| To inform, educate, and entertain through the provision of a wide variety of library resources and materials | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Number of Online Language Learning and Online Career Test Preparation Services sessions used | 1,606 | 706 | 4,000 | 4,100 | 100 |
| Number of materials circulated | 764,587 | 749,876 | 981,000 | 987,500 | 6,500 |
| Number of materials in the collection-books, eBooks, CDs, etc. (New measure in FY 2017) | 0 | 0 | 0 | 600,000 | 600,000 |

| Priority: Accessibility, Mobility and Connectivity | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Increase access to city services and library information | | | | | |
| **Objective** | | | | | |
| Increase use of social media and web tools to communicate information to the public on library services as well as community information | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Percent of NPL website visitors navigating beyond the landing page to other library resources (New measure in FY 2017) | 0 | 0 | 0 | 45 | 45 |
| Number of NPL website page views | 737,087 | 651,960 | 800,000 | 810,000 | 10,000 |
| NPL e-newsletter open rate (percent of recipients) | 24 | 34 | 30 | 33 | 3 |
| **Objective** | | | | | |
| Maintain and enhance the utility of library locations as places of social/community engagement, lifelong learning, and resource utilization | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Number of non-NPL sponsored events held in branch and Slover meeting rooms (New measure in FY 2017) | 0 | 0 | 0 | 1,637 | 1,637 |
| Number of library visitors during the fiscal year (New measure in FY 2017) | 0 | 0 | 0 | 1,200,000 | 1,200,000 |

## Expenditure Summary

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Personnel Services | $5,911,972 | $6,598,829 | $8,296,394 | $8,727,787 |
| Materials, Supplies and Repairs | $341,950 | $344,148 | $439,542 | $448,888 |
| Contractual Services | $617,741 | $622,810 | $726,401 | $743,619 |
| Equipment | $1,195,675 | $2,028,851 | $1,611,016 | $1,769,216 |
| Total | $8,067,338 | $9,594,638 | $11,073,353 | $11,689,510 |

## Estimated Appropriation for Special Revenue Summary

The following special revenue summary includes additional funds received by the department through grants, donations, and dedicated state and federal appropriations. Funds are generally multi-year appropriations and may continue from one fiscal year to another. Monies are dedicated to specific activities and/or functions and are nontransferable. Grants are not guaranteed annually. Amounts represented were available as of March 2016.

| | Dollars | Source | Pos # |
|---|---|---|---|
| Special Revenue (for example: Grants, Revenue Sharing, Donations) | $152,764 | Library Donations | 0 |
| | | Pretlow Donations | |
| | | Universal Services Fund | |

# ADOPTED FY 2017 BUDGET ACTIONS

- **Implement Phase III of ARMD compensation strategy FY 2017 $63,225 FTE: 0**

  Implement Phase III of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2017 includes: 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. All actions are effective January 2017.

  **Priority Area(s) Met:** Lifelong Learning

- **Purchase Broad Creek Library books and materials FY 2017 $142,000 FTE: 0**

  Technical adjustment to provide funds for books and materials for the Broad Creek Library scheduled to open Fall 2017.

  **Priority Area(s) Met:** Lifelong Learning

- **Support Broad Creek Library operating costs FY 2017 $43,500 FTE: 0**

  Technical adjustment to provide funds for operating supplies, telephone and internet services, purchase of printers, and programming to support technology, youth, and adult services for the Broad Creek Library scheduled to open Fall 2017.

  **Priority Area(s) Met:** Lifelong Learning

- **Support Broad Creek Library staffing FY 2017 $27,038 FTE: 3**

  Technical adjustment to provide FY 2017 funds for a Librarian III (April), a Library Associate II (June), and a Senior Microcomputer Systems Analyst (June) for the new Broad Creek Library scheduled to open Fall 2017.

  **Priority Area(s) Met:** Lifelong Learning

- **Fund contract for library materials database FY 2017 $6,583 FTE: 0**

  Technical adjustment to provide funds for the annual contractual increase for the Sirsi inventory checkout system installed in the new Slover Library and the initial test site at Little Creek Library.

  **Priority Area(s) Met:** Lifelong Learning

- **Eliminate a Library Associate II and Library Aide FY 2017 ($45,678) FTE: -1**

  Eliminate vacant Library Associate II and Library Aide positions as part of the citywide efficiency gains initiative to implement operational efficiencies. Duties of the positions will be performed with existing staff. No impact to services is anticipated.

  **Priority Area(s) Met:** Lifelong Learning

- **Adjust costs for Fleet expenditures FY 2017 ($7,319) 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:** Lifelong Learning

- **Annualize Phase II of ARMD compensation strategy FY 2017 $84,393 FTE: 0**

  Technical adjustment to annualize ARMD Phase II compensation actions that occurred in January 2016. The Adopted FY 2016 Budget included funds for: a two percent increase for general and constitutional officer employees; an additional one percent increase for the approximately 1,000 permanent employees in the city's eight lowest general employee pay grades; a $400 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:** Lifelong Learning

- **Adjust required contribution to the city's retirement system FY 2017 $243,697 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 in FY 2017 from 17.51 percent to 17.79 percent. Costs are distributed based on each department's NERS eligible payroll. This is a routine adjustment which occurs each budget cycle.

  **Priority Area(s) Met:** Lifelong Learning

- **Update personnel expenditures FY 2017 $58,718 FTE: 1**

  Technical adjustment to update department costs for personnel services. Changes reflect updates in staffing due to administrative actions, consolidations, or reorganization efforts and includes the funds needed in FY 2017 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of three percent based on enrollment and the addition of a Librarian II. These are routine actions which occur at the beginning of the budget cycle.

**Libraries Total: $616,157 FTE: 3**

## Full Time Equivalent (FTE) Summary

| | Pay Grade | Minimum | Maximum | FY 2016 Adopted | FTE Change | FY 2017 Adopted |
|---|---|---|---|---|---|---|
| Accounting Technician II | 1 07 | $28,815 | $47,022 | 1 | 0 | 1 |
| Administrative Assistant I | 1 09 | $33,770 | $55,060 | 1 | 0 | 1 |
| Administrative Assistant II | 1 10 | $36,605 | $59,690 | 1.8 | 0 | 1.8 |
| Administrative Technician | 1 07 | $28,815 | $47,022 | 1 | 0 | 1 |
| Applications Development Team Supervisor | 1 17 | $63,000 | $102,816 | 1 | 0 | 1 |
| Business Manager | 1 13 | $46,885 | $76,449 | 1 | 0 | 1 |
| City Historian | 1 12 | $43,470 | $70,890 | 1 | 0 | 1 |
| Data Quality Control Analyst | 1 07 | $28,815 | $47,022 | 1 | 0 | 1 |
| Director of Libraries | 1 24 | $92,800 | $159,120 | 1 | 0 | 1 |
| Event Coordinator | 1 12 | $43,470 | $70,890 | 0 | 1 | 1 |
| Executive Director - Slover Library | 1 21 | $79,375 | $132,090 | 1 | 0 | 1 |
| Information Technology Trainer | 1 12 | $43,470 | $70,890 | 3 | 0 | 3 |
| Librarian I | 1 11 | $40,005 | $65,280 | 14 | -3 | 11 |
| Librarian II | 1 14 | $51,000 | $84,354 | 12 | 2 | 14 |

# FULL TIME EQUIVALENT (FTE) SUMMARY

| | Pay Grade | Minimum | Maximum | FY 2016 Adopted | FTE Change | FY 2017 Adopted |
|---|---|---|---|---|---|---|
| Librarian III | 1 15 | $55,210 | $90,270 | 5 | 0 | 5 |
| Library Assistant I | 1 04 | $22,875 | $37,301 | 0.6 | 0 | 0.6 |
| Library Assistant II | 1 06 | $26,900 | $43,860 | 22.8 | 0 | 22.8 |
| Library Associate I | 1 08 | $31,180 | $50,847 | 26.4 | 0 | 26.4 |
| Library Associate II | 1 09 | $33,770 | $55,060 | 9 | 3 | 12 |
| Library Manager | 1 18 | $67,350 | $109,823 | 2 | 0 | 2 |
| Manager of Visitor Marketing | 1 14 | $51,000 | $84,354 | 1 | 0 | 1 |
| Media Production Specialist | 1 12 | $43,470 | $70,890 | 2 | 0 | 2 |
| Messenger/Driver | 1 02 | $19,705 | $32,135 | 1 | 0 | 1 |
| Microcomputer Systems Analyst | 1 13 | $46,885 | $76,449 | 1 | 0 | 1 |
| Microcomputer Systems Analyst, Senior | 1 14 | $51,000 | $84,354 | 5 | 1 | 6 |
| Office Assistant | 1 03 | $21,222 | $34,609 | 1 | 0 | 1 |
| Program Administrator | 1 13 | $46,885 | $76,449 | 1 | -1 | 0 |
| Programmer/Analyst III | 1 13 | $46,885 | $76,449 | 1 | 0 | 1 |
| Project Coordinator | 1 13 | $46,885 | $76,449 | 1 | 0 | 1 |
| Public Relations Specialist | 1 12 | $43,470 | $70,890 | 1 | 0 | 1 |
| Public Services Coordinator | 1 11 | $40,005 | $65,280 | 1 | 0 | 1 |
| Total | | | | 121.6 | 3 | 124.6 |

# Cultural Facilities, Arts and Entertainment

## Mission Statement

Cultural Facilities, Arts, and Entertainment provides diverse live entertainment, inclusive community events, and vibrant public art to enrich and celebrate life in Norfolk. The department promotes collaboration, responsible management, economic, and cultural vitality, and educational opportunities.

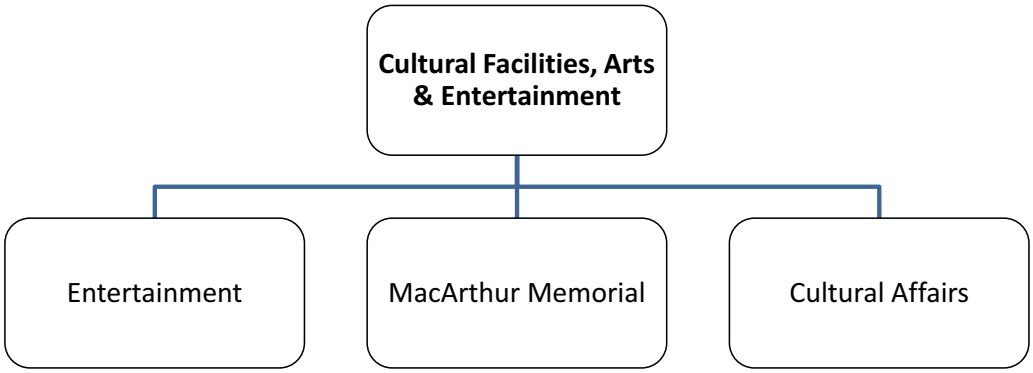
## Department Overview

The Department of Cultural Facilities, Arts and Entertainment (Cultural Facilities) manages ten facilities for the city: Scope, Chrysler Hall, Scope Exhibition Hall, Wells Theater, Harrison Opera House, Harbor Park, MacArthur Memorial, Attucks Theatre, Town Point Park, and Little Hall. The department serves more than one million patrons at over 1,000 events annually. The department consists of three bureaus: Events (SevenVenues), Cultural Affairs, and Museums.

SevenVenues is responsible for the programming, management, and providing the equipment for many of the city's indoor and outdoor events. The indoor events that occur in the facilities listed above include: the Triple-A (AAA) Baseball; East Coast Hockey League (ECHL) Hockey; Virginia Symphony; Virginia Opera; Virginia Stage Company; Generic Theatre; Virginia Arts Festival; Ringling Brothers Circus; Mid-Eastern Athletic Conference (MEAC) Basketball; Broadway at Chrysler Hall; Norfolk Forum; and many other touring shows that come to Norfolk to present. In addition, the bureau manages all of the city's special events from runs and walks, to parades and neighborhood gatherings, to festivals and concerts.

Cultural Affairs includes the city's Public Art Program. This program utilizes the talents of many local and national artists and incorporates the knowledge and desires of residents of the city to assist with the process of making choices in the selection of artists, the type of art to be developed, and the location of art works displayed in various locations around Norfolk. The bureau is also home to the Arts and Humanities Commission, which is responsible for granting thousands of dollars each year to various not for profit arts organizations.

Finally, the Museums Bureau has the responsibility for maintaining and operating the MacArthur Memorial. MacArthur Memorial is dedicated to preserving the legacy of General Douglas MacArthur, and is a free and open to the public museum as well as a world-renowned research facility.



## Actions to Achieve Long-Term Goals and Short-Term Objectives

The departmental focus touches all city Priority Areas, with key focus on two areas: Economic Vitality and Workforce Development and Lifelong Learning. The department provides inspiring live entertainment, diverse community events, and vibrant public art to enrich and celebrate life in Norfolk. Actions undertaken to achieve its goals include:

| Ongoing Actions | Status |
|---|---|
| Offer high quality and diverse arts and entertainment programs to meet the needs and expectations of community members, patrons, regional residents, tourists, artists, etc. | Ongoing |
| Collaborate, both internally and externally, to promote increased tourism and revenue generation | Ongoing |

## Performance Measures

**Priority: Economic Vitality and Workforce Development**

**Goal**

Diversify and strengthen entertainment venues and "cool city" amenities in Norfolk

**Objective**

Number of entertainment opportunities for patrons to have fun

| Measure | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted | Change |
|---|---|---|---|---|---|
| Number of CFAE-sponsored events | 2,064 | 1,620 | 1,750 | 1,840 | 90 |
| Number of attendees for all events | 974,642 | 1,166,980 | 1,184,818 | 1,220,362 | 35,544 |

**Objective**

Grow the use of all social media to better inform residents of events taking place throughout our venues

| Measure | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted | Change |
|---|---|---|---|---|---|
| Number of patrons/potential patrons actively engaged in CFAE social media-inclusive of liking, commenting, and sharing (New measure for FY 2017) | 0 | 0 | 0 | 20,000 | 20,000 |
| Number of patrons or potential patrons who receive regular communication about upcoming events | 136,279 | 174,891 | 172,640 | 177,820 | 5,180 |

| Priority: Economic Vitality and Workforce Development | | | | | |
|---|---|---|---|---|---|
| **Objective** | | | | | |
| Increase revenue streams through new and innovative approaches including: sponsorship dollars, all-in-one package ticket offers, updated rental promotion/pricing, and collaboration between internal and external partners | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Estimated economic impact of CFAE-sponsored events-in millions of dollars (New measure for 2017) | 0 | 0 | 0 | 24,000,000 | 24,000,000 |
| Total event revenue in dollars | 884,040 | 1,569,349 | 1,138,500 | 1,138,500 | 0 |
| **Objective** | | | | | |
| Increase choice of entertainment venues for all demographic groups, including the "creative class" | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Number of special programs and events at MacArthur Memorial | 36 | 38 | 36 | 38 | 2 |
| Estimated number of people viewing public art daily (New measure in FY 2017) | 0 | 0 | 0 | 300,000 | 300,000 |

| Priority: Lifelong Learning | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Increase accessibility to lifelong learning | | | | | |
| **Objective** | | | | | |
| Present educational and historical exhibits, provide historical research assistance, and provide high quality educational programs | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Number of MacArthur Memorial archive research inquiries | 3,026 | 3,210 | 3,500 | 3,500 | 0 |
| Number of students served through research assistance, Memorial tours, and educational programming | 16,020 | 14,669 | 15,000 | 15,450 | 450 |
| **Objective** | | | | | |
| Increase vocational and technical skills training opportunities for Norfolk residents within areas identified in the community workforce plan | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Number of participants in MacArthur Memorial educational and cultural programs | 38,753 | 40,486 | 45,000 | 45,000 | 0 |

## Expenditure Summary

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Personnel Services | $3,914,623 | $3,241,566 | $3,332,646 | $3,445,485 |
| Materials, Supplies and Repairs | $1,409,532 | $1,252,328 | $1,288,848 | $1,299,871 |
| Contractual Services | $1,235,775 | $1,007,090 | $911,233 | $872,780 |
| Equipment | $11,121 | $7,662 | $10,355 | $10,355 |
| Department Specific Appropriation | $0 | $0 | $0 | $75,000 |
| Total | $6,571,051 | $5,508,646 | $5,543,082 | $5,703,491 |

## Estimated Appropriation for Special Revenue Summary

The following special revenue summary includes additional funds received by the department through grants, donations, and dedicated state and federal appropriations. Funds are generally multi-year appropriations and may continue from one fiscal year to another. Monies are dedicated to specific activities and/or functions and are nontransferable. Grants are not guaranteed annually. Amounts represented were available as of March 2016.

| | Dollars | Source | Pos # |
|---|---|---|---|
| Special Revenue (for example: Grants, Revenue Sharing, Donations) | $135,000 | Local Government Challenge Grant | 0 |
| | | National Endowment for the Arts Our Town Grants | |

## Adopted FY 2017 Budget Actions

- **Implement Phase III of ARMD compensation strategy FY 2017 $32,150 FTE: 0**

  Implement Phase III of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2017 includes: 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. All actions are effective January 2017.

  **Priority Area(s) Met:** Accessibility, Mobility, and Connectivity and Economic Vitality and Workforce Development and Lifelong Learning and Safe, Healthy, and Inclusive Communities

- **Support d'Art Center lease agreement FY 2017 $63,261 FTE: 0**

  Technical adjustment to provide funds for the city portion of an annual lease agreement with d'Art Center. The total lease agreement is $102,708 per year. The d'Art Center will pay $39,447 annually and the remaining portion of $63,261 will be paid by the city.

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

- **Support contract increase FY 2017 $75,000 FTE: 0**

  Provide funds for contractual costs associated with the renewal of sporting events. Public-private sponsored sporting events promote social, cultural, and tourism benefits, and results in increased tax revenue.

  **Priority Area(s) Met:** Accessibility, Mobility, and Connectivity

- **Remove one-time funds for programming at Attucks Theatre** **FY 2017 ($75,000)** **FTE: 0**

  Technical adjustment to remove one-time funds provided in FY 2014 to support a three year commitment for programming at the Attucks Theatre.

  **Priority Area(s) Met:** Economic Vitality and Workforce Development

- **Centralize elevator maintenance operations** **FY 2017 ($26,714)** **FTE: 0**

  Implement an efficiency initiative to centralize elevator maintenance services. This action moves elevator maintenance responsibilities to the Department of General Services. A corresponding adjustment can be found in the Department of General Services.

  **Priority Area(s) Met:** Economic Vitality and Workforce Development and Safe, Healthy, and Inclusive Communities

- **Expand privatization of custodial services** **FY 2017 ($3,300)** **FTE: 0**

  Transfer funds for custodial services from the Department of Cultural Facilities, Arts and Entertainment to the Department of General Services. This actions continues the privatization of custodial services under the direction of General Services. A corresponding adjustment can be found in the Department of General Services.

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

- **Adjust costs for Fleet expenditures** **FY 2017 $14,323** **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 II of ARMD compensation strategy** **FY 2017 $33,985** **FTE: 0**

  Technical adjustment to annualize ARMD Phase II compensation actions that occurred in January 2016. The Adopted FY 2016 Budget included funds for: a two percent increase for general and constitutional officer employees; an additional one percent increase for the approximately 1,000 permanent employees in the city's eight lowest general employee pay grades; a $400 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 Economic Vitality and Workforce Development and Lifelong Learning and Safe, Healthy, and Inclusive Communities

- **Adjust required contribution to the city's retirement system** **FY 2017 $50,399** **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 in FY 2017 from 17.51 percent to 17.79 percent. Costs are distributed based on each department's NERS eligible payroll.

  **Priority Area(s) Met:** Economic Vitality and Workforce Development and Safe, Healthy, and Inclusive Communities

- **Update personnel expenditures** **FY 2017 ($3,695) FTE: 1**

  Technical adjustment to update department costs for personnel services. Changes reflect updates in staffing due to administrative actions, consolidations, or reorganization efforts and includes the funds needed in FY 2017 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of three percent based on enrollment and the addition of a Maintenance Worker II. These are routine actions which occur at the beginning of the budget cycle.

**Cultural Facilities, Arts and Entertainment Total: $160,409 FTE: 1**

## Full Time Equivalent (FTE) Summary

| | Pay Grade | Minimum | Maximum | FY 2016 Adopted | FTE Change | FY 2017 Adopted |
|---|---|---|---|---|---|---|
| Accountant I | 1 11 | $40,005 | $65,280 | 1 | 0 | 1 |
| Accountant II | 1 12 | $43,470 | $70,890 | 1 | 0 | 1 |
| Accounting Manager | 1 16 | $63,000 | $102,816 | 1 | 0 | 1 |
| Administrative Assistant I | 1 09 | $33,770 | $55,060 | 0 | 1 | 1 |
| Administrative Technician | 1 07 | $28,815 | $47,022 | 2 | 0 | 2 |
| Archivist | 1 11 | $40,005 | $65,280 | 1 | 0 | 1 |
| Arts Manager | 1 15 | $55,210 | $90,270 | 1 | 0 | 1 |
| Assistant Director | 1 21 | $79,375 | $132,090 | 1 | 0 | 1 |
| Box Office Manager | 1 13 | $46,885 | $76,449 | 1 | 0 | 1 |
| Box Office Supervisor | 1 09 | $33,770 | $55,060 | 2 | 0 | 2 |
| Bureau Manager | 1 18 | $67,350 | $109,823 | 0 | 1 | 1 |
| Creative Designer & Production Manager | 1 12 | $43,470 | $70,890 | 1 | 0 | 1 |
| Crew Leader II | 1 09 | $33,770 | $55,060 | 3 | 0 | 3 |
| Curator | 1 12 | $43,470 | $70,890 | 1 | 0 | 1 |
| Director of Cultural Facilities, Arts, & Entertainment | 1 24 | $92,800 | $159,120 | 1 | 0 | 1 |
| Division Head | 1 16 | $58,970 | $96,145 | 0 | 1 | 1 |
| Education Manager | 1 14 | $51,000 | $84,354 | 1 | 0 | 1 |
| Event Coordinator | 1 12 | $43,470 | $70,890 | 3 | 3 | 6 |
| Event Manager | 1 14 | $51,000 | $84,354 | 1 | 0 | 1 |
| Event Support Crew Member I | 1 04 | $22,875 | $37,301 | 8 | 0 | 8 |
| Event Support Crew Member II | 1 06 | $26,900 | $43,860 | 7 | 0 | 7 |
| MacArthur Memorial Director | 1 18 | $67,350 | $109,823 | 1 | 0 | 1 |
| Maintenance Worker II | 1 06 | $26,900 | $43,860 | 0 | 1 | 1 |
| Management Analyst II | 1 13 | $46,885 | $76,449 | 1 | -1 | 0 |
| Manager of Event Services and Production | 1 16 | $58,970 | $96,145 | 1 | -1 | 0 |
| Manager of the Office of Cultural Affairs & Special Events | 1 18 | $67,350 | $109,823 | 1 | 0 | 1 |

# Full Time Equivalent (FTE) Summary

| | Pay Grade | Minimum | Maximum | FY 2016 Adopted | FTE Change | FY 2017 Adopted |
|---|---|---|---|---|---|---|
| Manager of Visitor Marketing | 1 14 | $51,000 | $84,354 | 1 | -1 | 0 |
| Museum Attendant | 1 04 | $22,875 | $37,301 | 2 | 0 | 2 |
| Office Manager | 1 09 | $33,770 | $55,060 | 1 | 0 | 1 |
| Operations Manager | 1 14 | $51,000 | $84,354 | 1 | 0 | 1 |
| Public Relations Specialist | 1 12 | $43,470 | $70,890 | 0 | 1 | 1 |
| Special Events & Facilities Coordinator | 1 12 | $43,470 | $70,890 | 3 | -3 | 0 |
| Stage Crew Chief | 1 11 | $40,005 | $65,280 | 1 | 0 | 1 |
| Stage Production Manager | 1 12 | $43,470 | $70,890 | 1 | 0 | 1 |
| Support Technician | 1 05 | $24,685 | $40,290 | 2 | -1 | 1 |
| Total | | | | 53 | 1 | 54 |

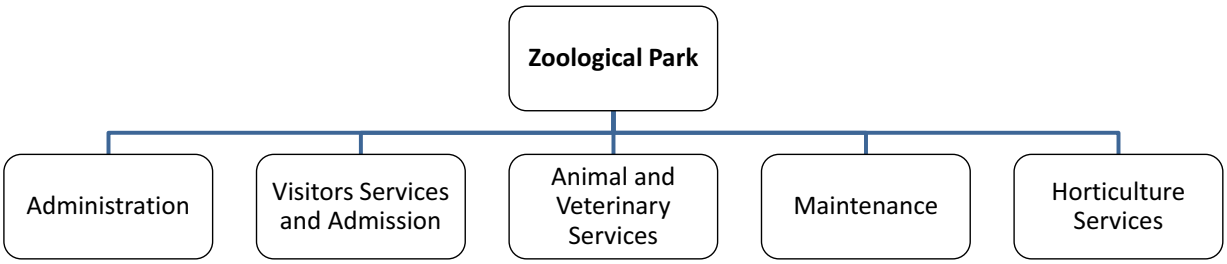
# Zoological Park

## Mission Statement

The Virginia Zoological Park is a conservation, education, and recreation organization dedicated to the sustainable reproduction, protection, and exhibition of animals, plants, and their habitats. This mission is abbreviated in the slogan, "education - recreation - research - conservation."

## Department Overview

The Virginia Zoo is a hybrid organization that employs staff through the City of Norfolk and the Virginia Zoological Society. The Zoological Society provides support services in the following ways: facility enhancements, membership, fundraising, marketing and promotions, special events, education, and food and retail operations. The City of Norfolk support services include: animal services, veterinary services, horticulture, operations, visitor services/admissions, and administration. Animal services maintain the welfare of the animal collection. Veterinary services provide medical and veterinary care for the Zoo's animals. Horticulture services provide grounds maintenance for the Zoo's 55 acres including animal exhibits, flowerbeds and plants. Maintenance performs repairs and maintains the Zoo's infrastructure. Operations oversee security services, safety, and maintenance to the Zoo's infrastructure. Visitor services manage the front entrance operations. Administration oversees visitor services, gate admissions, and the operations of the Zoo in regards to the capital and operating budgets.




## Actions to Achieve Long-Term Goals and Short-Term Objectives

The Virginia Zoological Park primarily supports the Priority Areas of Economic Vitality and Workforce Development; Environmental Sustainability; and Lifelong Learning. Actions in place to achieve the long-term goals of diversifying and strengthening Norfolk's economic base and the Zoo as an entertainment venue; promoting a culture of lifelong learning; and increasing wildlife and environmental awareness through community workforce partnerships with residents, schools, and local businesses include:

| Ongoing Actions | Status |
|---|---|
| Engage in effective marketing of zoo programs and events, through a variety of channels, to increase attendance | Ongoing |

| Ongoing Actions | Status |
|---|---|
| Post information, photos and videos on social media sites regarding animal news, events, discounts, and programs to promote Zoo activities to Virginia Zoo followers | Ongoing |
| Collaborate with area schools and science educator organizations, attend science fairs, and take animals off-site on outreach programs to promote interest in the Zoo and provide wildlife learning opportunities to residents and students | Ongoing |
| Attract and retain long term volunteers to sustain and enhance programming provided by the Zoological Park | Ongoing |
| Renovate existing animal exhibits to improve the environment of the animals, while enhancing public interaction with the animal collection | Ongoing |

## Performance Measures

| Priority: Economic Vitality and Workforce Development | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Diversify and strengthen entertainment venues and "cool city" amenities in Norfolk | | | | | |
| **Objective** | | | | | |
| Market cultural experiences available in Norfolk to the region and outside the region to increase attendance | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Number of zoo visitors | 444,994 | 427,892 | 500,000 | 500,000 | 0 |
| **Objective** | | | | | |
| Market cultural experiences available in Norfolk to the region and outside the region | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Number of social media messages sent to zoo members and the public to increase event participation and attendance | 19 | 1,312 | 1,000 | 1,100 | 100 |

| Priority: Economic Vitality and Workforce Development | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Diversify and strengthen Norfolk's economic base | | | | | |
| **Objective** | | | | | |
| Expand, attract, and retain businesses within Norfolk | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Number of environmentally conscious vendors from which zoo acquires saleable merchandise and compare sales to determine benefit, revenue and sustainability | 7 | 35 | 7 | 8 | 1 |
| Number of zoo exhibit renovations | 12 | 16 | 13 | 14 | 1 |

| Priority: Lifelong Learning | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Increase accessibility to Lifelong Learning | | | | | |
| **Objective** | | | | | |
| Network and identify opportunities for partnership among regional colleges, universities, high schools and businesses to provide vocational and technical training opportunities through a comprehensive intern and volunteer program | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Number of volunteers | 155 | 480 | 165 | 170 | 5 |
| **Objective** | | | | | |
| Increase accessibility to lifelong learning opportunities using existing city and school resources | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Number of partnerships to deliver educational programming in area schools | 8 | 6 | 17 | 18 | 1 |

| Priority: Lifelong Learning | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Achieve a well-trained, qualified community workforce | | | | | |
| **Objective** | | | | | |
| Increase vocational and technical skills training opportunities for Norfolk residents within areas identified in the community workforce plan | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Number of zoo staff receiving advanced training to create a vibrant leadership succession plan | 60 | 22 | 70 | 71 | 1 |
| Number of interns recruited from area colleges, universities, and vocational schools to work and learn at the zoo | 12 | 18 | 19 | 20 | 1 |

| Priority: Environmental Sustainability | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Enhance efficient use and protection of natural resources | | | | | |
| **Objective** | | | | | |
| Create a culture of continuing sustainability by implementing educational and outreach programs to increase wildlife and environmental awareness | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Percent of exhibits improved | 19 | 33 | 21 | 22 | 1 |
| Number of sustainability projects for animals (nationally and locally) | 18 | 16 | 27 | 28 | 1 |

## Expenditure Summary

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Personnel Services | $2,724,411 | $2,390,671 | $2,501,698 | $2,761,974 |
| Materials, Supplies and Repairs | $801,411 | $730,540 | $745,816 | $805,442 |
| Contractual Services | $426,848 | $550,797 | $422,529 | $572,159 |
| Equipment | $76,282 | $30,270 | $57,091 | $57,091 |
| Total | $4,028,952 | $3,702,279 | $3,727,134 | $4,196,666 |

## Adopted FY 2017 Budget Actions

- **Implement Phase III of ARMD compensation strategy FY 2017 $19,053 FTE: 0**

  Implement Phase III of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2017 includes: 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. All actions are effective January 2017.

  **Priority Area(s) Met:** Economic Vitality and Workforce Development and Safe, Healthy, and Inclusive Communities

- **Support increase in utility costs FY 2017 $101,874 FTE: 0**

  Technical adjustment to support additional utility costs due to increased usage by the animal exhibits, restaurant, administration building, and the new wellness center.

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

- **Support increase for animal food FY 2017 $18,929 FTE: 0**

  Technical adjustment to support the increased cost to purchase hay, grain, produce, rodents, and frozen meats for the animal collection.

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

- **Support increase for custodial costs FY 2017 $4,168 FTE: 0**

  Technical adjustment to provide additional funds for the contractual three percent increase for janitorial and custodial services.

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

- **Provide funds for treatment of ponds and water sources FY 2017 $7,056 FTE: 0**

  Technical adjustment to provide additional funds for chemicals to treat the pond and other water sources throughout the Zoo for algae and contaminants.

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

- **Provide funds for mandated laboratory services** **FY 2017 $16,533** **FTE: 0**

  Technical adjustment to provide funds for mandated veterinary laboratory services for animal care in the Animal Wellness Center. The center opened Summer 2015.

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

- **Support Reptile House operations** **FY 2017 $107,281** **FTE: 2**

  Technical adjustment to add two Zookeeper positions and fund operations for the newly renovated Reptile House. Renovations to the Reptile House are anticipated to be completed spring 2016. The positions support the increase in the Zoo's animal collection and fulfills the required staffing for the accreditation by the Association of Zoos and Aquariums (AZA).

  **Priority Area(s) Met:** Economic Vitality and Workforce Development and Safe, Healthy, and Inclusive Communities

- **Support increase for water and sewer rates** **FY 2017 $12,854** **FTE: 0**

  Technical adjustment for additional funding for the utility increases for water and sewer rates. The water rate will increase by $0.15 from $4.30 per cubic feet (CCF) to $4.45 per CCF and the sewer rate will increase by $0.14 from $3.53 per CCF to $3.67 per CCF.

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

- **Add a Horticulture Technician** **FY 2017 $26,868** **FTE: 1**

  Provide funds for a Horticulture Technician. The position assists with maintaining the Zoo grounds and plant collection and fulfills the required staffing for the accreditation by the Association of Zoos and Aquariums (AZA).

  **Priority Area(s) Met:** Economic Vitality and Workforce Development

- **Add a Quality Assurance Inspector** **FY 2017 $33,936** **FTE: 1**

  Technical adjustment to add a Quality Assurance Inspector position. The position supports the FY 2017 renovation of the Zoo Farm and Reptile House, adheres to the staffing levels needed for accreditation by the Association of Zoos and Aquariums (AZA), monitors and oversees the environmental quality of the exhibits, and the entire animal collection throughout the Zoo.

  **Priority Area(s) Met:** Economic Vitality and Workforce Development

- **Adjust costs for Fleet expenditures** **FY 2017 $13,297** **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:** Economic Vitality and Workforce Development

- **Annualize Phase II of ARMD compensation strategy FY 2017 $20,003 FTE: 0**

  Technical adjustment to annualize ARMD Phase II compensation actions that occurred in January 2016. The Adopted FY 2016 Budget included funds for: a two percent increase for general and constitutional officer employees; an additional one percent increase for the approximately 1,000 permanent employees in the city's eight lowest general employee pay grades; a $400 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:** Economic Vitality and Workforce Development and Safe, Healthy, and Inclusive Communities

- **Adjust required contribution to the city's retirement system FY 2017 $21,899 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 in FY 2017 from 17.51 percent to 17.79 percent. Costs are distributed based on each department's NERS eligible payroll. This is a routine adjustment which occurs each budget cycle.

  **Priority Area(s) Met:** Economic Vitality and Workforce Development and Safe, Healthy, and Inclusive Communities

- **Update personnel expenditures FY 2017 $65,781 FTE: 0**

  Technical adjustment to update department costs for personnel services. Changes reflect updates in staffing due to administrative actions, consolidations, or reorganization efforts and includes the funds needed in FY 2017 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of three percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

**Zoological Park Total: $469,532 FTE: 4**

## Full Time Equivalent (FTE) Summary

| | Pay Grade | Minimum | Maximum | FY 2016 Adopted | FTE Change | FY 2017 Adopted |
|---|---|---|---|---|---|---|
| Administrative Assistant II | 1 10 | $36,605 | $59,690 | 1 | -1 | 0 |
| Assistant Director | 1 21 | $79,375 | $132,090 | 0 | 1 | 1 |
| Assistant Supervisor of Animal Services | 1 12 | $43,470 | $70,890 | 2 | 0 | 2 |
| Business Manager | 1 13 | $46,885 | $76,449 | 0 | 1 | 1 |
| Customer Service Representative | 1 05 | $24,685 | $40,290 | 4.1 | 0 | 4.1 |
| Director of the Virginia Zoological Park | 1 24 | $92,800 | $159,120 | 1 | 0 | 1 |
| Equipment Operator II | 1 06 | $26,900 | $43,860 | 1 | 0 | 1 |
| Groundskeeper | 1 04 | $22,875 | $37,301 | 2 | 0 | 2 |
| Horticulture Technician | 1 05 | $24,685 | $40,290 | 3 | 1 | 4 |
| Horticulturist | 1 12 | $43,470 | $70,890 | 1 | 0 | 1 |
| Landscape Coordinator II | 1 12 | $43,470 | $70,890 | 1 | 0 | 1 |
| Lead Zookeeper | 1 09 | $33,770 | $55,060 | 5 | 0 | 5 |

# Full Time Equivalent (FTE) Summary

| | Pay Grade | Minimum | Maximum | FY 2016 Adopted | FTE Change | FY 2017 Adopted |
|---|---|---|---|---|---|---|
| Operations Manager | 1 14 | $51,000 | $84,354 | 1 | 0 | 1 |
| Quality Assurance Inspector | 1 08 | $31,180 | $50,847 | 0 | 1 | 1 |
| Security Officer | 1 06 | $26,900 | $43,860 | 3 | 0 | 3 |
| Superintendent of the Virginia Zoological Park | 1 20 | $76,000 | $123,930 | 1 | -1 | 0 |
| Veterinarian | 1 14 | $51,000 | $84,354 | 1 | 0 | 1 |
| Veterinary Technician | 1 07 | $28,815 | $47,022 | 1 | 0 | 1 |
| Visitor Services Assistant | 1 05 | $24,685 | $40,290 | 2 | 0 | 2 |
| Visitor Services Coordinator | 1 08 | $31,180 | $50,847 | 1 | 0 | 1 |
| Zookeeper | 1 07 | $28,815 | $47,022 | 16 | 2 | 18 |
| Total | | | | 47.1 | 4 | 51.1 |

# The National Maritime Center

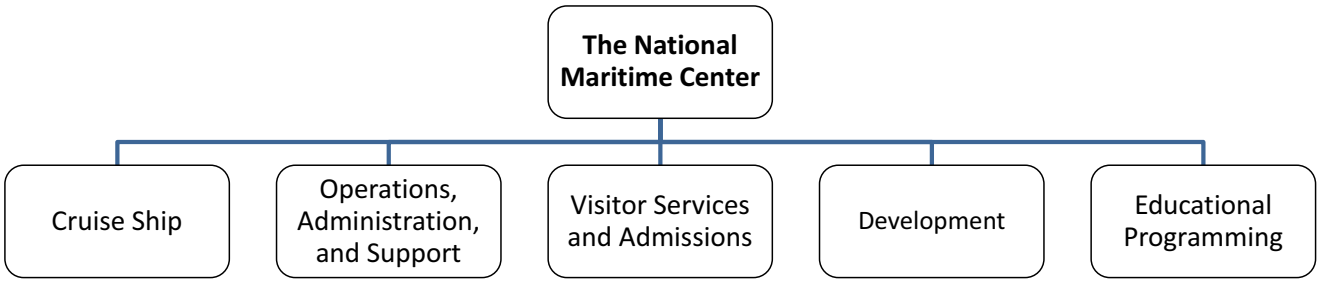
## Mission Statement

The National Maritime Center's mission is to (1) inspire and educate visitors from across the country with engaging and interactive experiences and (2) serve as an economic catalyst by generating revenue from museum admission, event rentals, and cruise ship operations. The Center not only seeks to create additional direct revenue for the city by managing these assets, but also to generate a larger "footprint" as museum guests and cruise passengers park, eat, shop, and stay in Downtown Norfolk.

## Department Overview

The Nauticus campus is a valued community resource and major tourist destination, attracting more than 250,000 visitors annually. Appealing to diverse audiences, Nauticus explores the economic, naval, and natural power of the sea and features hands-on exhibits, marine life, 3D movies, educational programs that meet the Virginia Standards of Learning (SOLs), the awe-inspiring Battleship Wisconsin-one of the largest and last battleships built by the U.S. Navy, the Hampton Roads Naval Museum, the Banana Pier Gift Shop, the Dockside Cafe, and the Nauticus Marina.

Nauticus also operates the Sail Nauticus Community Sailing Center, which offers sailing instruction and other sailing programs primarily to underserved populations; and the Half Moone Cruise and Celebration Center, which has welcomed more than 450,000 passengers and 60,000 crew members since opening in 2007, contributing more than $8.5 million in direct revenue and nearly $53 million in indirect impact for the City. In addition, the campus' special event business is robust and generates rental income as well as parking and other revenue from event attendees. Nauticus also has a growing membership program and a core of dedicated and active volunteers. Among Nauticus' signature programs is Dickens' Christmas Towne, an immersive walk-through holiday experience in Victorian London, which draws more than 20,000 visitors annually.




## Actions to Achieve Long-Term Goals and Short-Term Objectives

The Nauticus campus assets are continuously leveraged and enhanced in exciting and creative ways to support the Economic Vitality and Workforce Development; Lifelong Learning; and Well Managed Government Priority Areas. Nauticus supports the long-term goals of diversifying and strengthening entertainment venues, increasing access to lifelong learning, and achieving a reputation as a well-managed government through the following actions:

| Ongoing Actions | Status |
|---|---|
| Provide interactive and relevant educational programs and exhibits in the Nauticus Museum and Battleship Wisconsin to visitors in the areas of science, technology, engineering, math, and Naval and port history | Ongoing |
| Present large format exhibitions and promote fee-based private use for the Half Moone Cruise Terminal to fully leverage the unique attributes of the facility to bring additional revenue to the City and visitors to the downtown waterfront | Ongoing |
| Leverage the Port of Norfolk's competitive advantages in marketing to cruise passengers and cruise lines, develop guest programs to attract home port passengers, and expand local sight-seeing options for stop-over cruise passengers | Ongoing |

## Performance Measures

**Priority: Economic Vitality and Workforce Development**

**Goal**

Diversify and strengthen entertainment venues and "cool city" amenities in Norfolk

**Objective**

Increase the number of visitors to Nauticus by expanding the variety of programs, targeting various demographic groups including the creative class

| Measure | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted | Change |
|---|---|---|---|---|---|
| Number of visitors to Nauticus | 197,722 | 227,376 | 226,000 | 237,000 | 11,000 |

**Objective**

Increase Norfolk's reputation as a premier cruise ship port of call by improving factors that make cruising from Norfolk more attractive to both cruise patrons and international cruise lines

| Measure | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted | Change |
|---|---|---|---|---|---|
| Number of cruise ship passengers | 18,500 | 34,066 | 45,000 | 45,000 | 0 |

**Priority: Well-Managed Government**

**Goal**

Achieve a reputation internally and externally as a well-managed government

**Objective**

Increase utilization of the Half Moone Cruise and Celebration Terminal, Battleship Wisconsin, and Nauticus Museum as premier venues for weddings and corporate functions

| Measure | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted | Change |
|---|---|---|---|---|---|
| Number of Half Moone rentals | 159 | 121 | 168 | 180 | 12 |

| Priority: Lifelong Learning | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Increase accessibility to lifelong learning | | | | | |
| **Objective** | | | | | |
| Establish Nauticus as a premium community resource for informal education by developing fun and engaging educational programs that leverage the unique environment of the Battleship Wisconsin and other campus assets | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Attendance at Battleship Wisconsin programs | 23,109 | 30,634 | 23,950 | 25,100 | 1,150 |

## Revenue Summary

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Use of Money and Property | $1,023,810 | $1,008,473 | $1,023,340 | $1,101,900 |
| Charges for Services | $2,022,180 | $1,970,208 | $2,431,985 | $2,417,608 |
| Miscellaneous Revenue | $19,235 | $7,720 | $16,600 | $47,250 |
| Other Sources and Transfers In | $2,212,185 | $1,418,880 | $1,331,766 | $1,477,022 |
| Total | $5,277,410 | $4,405,281 | $4,803,691 | $5,043,780 |

Actual amounts represent collections, not appropriation authority.

## Expenditure Summary

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Personnel Services | $2,867,125 | $2,467,795 | $2,626,731 | $2,711,878 |
| Materials, Supplies and Repairs | $1,120,294 | $994,705 | $1,033,281 | $1,128,793 |
| Contractual Services | $1,015,288 | $886,121 | $840,680 | $903,110 |
| Equipment | $5,725 | $2,803 | $17,000 | $14,000 |
| Department Specific Appropriation | $286,486 | $269,999 | $285,999 | $285,999 |
| Total | $5,294,918 | $4,621,423 | $4,803,691 | $5,043,780 |

## Estimated Appropriation for Special Revenue Summary

The following special revenue summary includes additional funds received by the department through grants, donations, and dedicated state and federal appropriations. Funds are generally multi-year appropriations and may continue from one fiscal year to another. Monies are dedicated to specific activities and/or functions and are nontransferable. Grants are not guaranteed annually. Amounts represented were available as of March 2016.

| | Dollars | Source | Pos # |
|---|---|---|---|
| Special Revenue (for example: Grants, Revenue Sharing, Donations) | $237,500 | Virginia Port Authority - Aid to local ports | 0 |

# ADOPTED FY 2017 BUDGET ACTIONS

- **Implement Phase III of ARMD compensation strategy FY 2017 $24,769 FTE: 0**

  Implement Phase III of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2017 includes: 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. All actions are effective January 2017.

  **Priority Area(s) Met:** Economic Vitality and Workforce Development and Lifelong Learning

- **Provide funds for Cruise Ships water use FY 2017 $32,000 FTE: 0**

  Technical adjustment to support additional utility costs due to the increased utilization of water from the cruise ships.

  **Priority Area(s) Met:** Economic Vitality and Workforce Development

- **Support contractual increase for custodial service FY 2017 $45,930 FTE: 0**

  Technical adjustment to provide additional funds for the contractual three percent increase for janitorial and custodial services.

  **Priority Area(s) Met:** Economic Vitality and Workforce Development

- **Support increased utility costs for the Wisconsin FY 2017 $172,633 FTE: 0**

  Technical adjustment to provide additional funds for utility costs for air conditioning new areas opened on the battleship to permit additional overnights, corporate retreats, and rental events on the mess decks and galley areas of the U.S. Wisconsin.

  **Priority Area(s) Met:** Economic Vitality and Workforce Development

- **Adjust financial management software cost FY 2017 ($45,452) FTE: 0**

  Adjust costs associated with the upgrade and maintenance of the Advantage Financial Management System (AFMS). AFMS is the financial system the city utilizes to conduct day to day business activities. The software uses pre-defined controls, and consistent accounting rules across financial transactions, tracks, and controls funds, and interfaces with the performance budgeting system.

  **Priority Area(s) Met:** Lifelong Learning

- **Adjust time and attendance monitoring software costs FY 2017 ($983) FTE: 0**

  Remove a portion of funds provided 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 services. FY 2017 completes the three-year implementation timeline.

  **Priority Area(s) Met:** Lifelong Learning

- **Reduce discretionary expenditures** **FY 2017 ($49,000)** **FTE: 0**

  Capture efficiency gains through analysis of costs for heating and natural gas, chemicals, travel, training, memberships, programs, reduction of cell phones, office supplies, food, educational supplies, and office and equipment repairs. No impact to services is anticipated as a result of this action.

**Priority Area(s) Met:** Economic Vitality and Workforce Development and Lifelong Learning

- **Adjust costs for Fleet expenditures** **FY 2017 ($186)** **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:** Economic Vitality and Workforce Development

- **Annualize Phase II of ARMD compensation strategy** **FY 2017 $23,916** **FTE: 0**

  Technical adjustment to annualize ARMD Phase II compensation actions that occurred in January 2016. The Adopted FY 2016 Budget included funds for: a two percent increase for general and constitutional officer employees; an additional one percent increase for the approximately 1,000 permanent employees in the city's eight lowest general employee pay grades; a $400 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:** Economic Vitality and Workforce Development and Lifelong Learning

- **Adjust required contribution to the city's retirement system** **FY 2017 $25,322** **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 in FY 2017 from 17.51 percent to 17.79 percent. Costs are distributed based on each department's NERS eligible payroll. This is a routine adjustment which occurs each budget cycle.

**Priority Area(s) Met:** Economic Vitality and Workforce Development and Lifelong Learning

- **Update personnel expenditures** **FY 2017 $11,140** **FTE: 0**

  Technical adjustment to update department costs for personnel services. Changes reflect updates in staffing due to administrative actions, consolidations, or reorganization efforts and includes the funds needed in FY 2017 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of three percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

**The National Maritime Center** **Total: $240,089** **FTE: 0**

# Full Time Equivalent (FTE) Summary

| | Pay Grade | Minimum | Maximum | FY 2016 Adopted | FTE Change | FY 2017 Adopted |
|---|---|---|---|---|---|---|
| Accounting Technician II | 1 07 | $28,815 | $47,022 | 1 | 0 | 1 |
| Administrative Assistant I | 1 09 | $33,770 | $55,060 | 1 | 0 | 1 |
| Assistant Director | 1 21 | $79,375 | $132,090 | 2 | 0 | 2 |
| Business Manager | 1 13 | $46,885 | $76,449 | 1 | 0 | 1 |
| Carpenter II | 1 09 | $33,770 | $55,060 | 1 | 0 | 1 |
| Crew Leader I | 1 08 | $31,180 | $50,847 | 1 | 0 | 1 |
| Curator | 1 12 | $43,470 | $70,890 | 1 | 0 | 1 |
| Director of Maritime Center | 1 24 | $92,800 | $159,120 | 1 | 0 | 1 |
| Education Specialist | 1 07 | $28,815 | $47,022 | 4 | 0 | 4 |
| Electrician II | 1 09 | $33,770 | $55,060 | 1 | 0 | 1 |
| Electronics Technician I | 1 08 | $31,180 | $50,847 | 1 | 0 | 1 |
| Electronics Technician II | 1 10 | $36,605 | $59,690 | 1 | 0 | 1 |
| Grants & Development Coordinator | 1 14 | $51,000 | $84,354 | 1 | 0 | 1 |
| Maintenance Mechanic II | 1 07 | $28,815 | $47,022 | 0.8 | 0 | 0.8 |
| Management Analyst III | 1 14 | $51,000 | $84,354 | 1 | 0 | 1 |
| Manager of Visitor Marketing | 1 14 | $51,000 | $84,354 | 1 | 0 | 1 |
| Manager of Visitor Services | 1 12 | $43,470 | $70,890 | 2 | 0 | 2 |
| Operations Manager | 1 14 | $51,000 | $84,354 | 1 | 0 | 1 |
| Property Manager | 1 15 | $55,210 | $90,270 | 1 | 0 | 1 |
| Public Relations Specialist | 1 12 | $43,470 | $70,890 | 1 | 0 | 1 |
| Public Services Coordinator | 1 11 | $40,005 | $65,280 | 0 | 1 | 1 |
| Sales Representative | 1 11 | $40,005 | $65,280 | 2 | 0 | 2 |
| Senior Exhibits Manager / Designer | 1 13 | $46,885 | $76,449 | 1 | 0 | 1 |
| Support Technician | 1 05 | $24,685 | $40,290 | 1 | 0 | 1 |
| Visitor Services Assistant | 1 05 | $24,685 | $40,290 | 4.5 | 0 | 4.5 |
| Visitor Services Coordinator | 1 08 | $31,180 | $50,847 | 2 | 0 | 2 |
| Visitor Services Specialist | 1 10 | $36,605 | $59,690 | 4 | -1 | 3 |
| Welder | 1 10 | $36,605 | $59,690 | 1 | 0 | 1 |
| Total | | | | 40.3 | 0 | 40.3 |

# Recreation, Parks and Open Space

## Mission Statement

The Department of Recreation, Parks and Open Space enriches the quality of life for residents by providing choices and opportunities for Norfolk residents to recreate, along with developing and operating a full spectrum of recreational services for youth, adults, and special populations, while ensuring the management and maintenance of the city's parks, playgrounds, beaches, urban forestry, and city-owned cemeteries.

## Department Overview

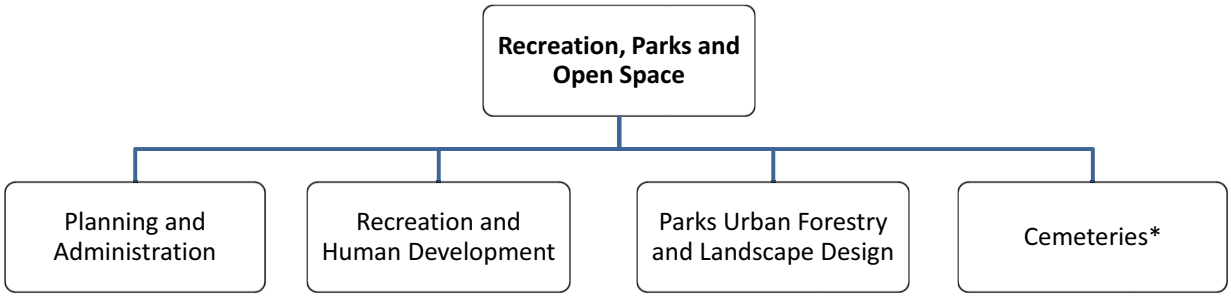
The Department of Recreation, Parks and Open Space consists of four bureaus:

The Bureau of Planning and Administration is comprised of two divisions: Business Services and Public Information. The bureau provides accounting, budgeting, communications and marketing, human resource and financial guidance, Norfolk Emerging Leader (NEL) and NEL Executive Internship programs, and payroll services.

The Bureau of Recreation and Human Development is comprised of three divisions: Aquatics and Water Activities, Athletics and Special Programs, and Recreation and Leisure Activities. The bureau operates the city's recreation centers and provides opportunities for instructional classes and citywide athletics to include aquatic instructional programs and open swimming, league and open play, senior activities, and therapeutic programs. The bureau also focuses on providing strategic direction, comprehensive recreational programs, and activities for the city's youth. This is accomplished by overseeing elementary, middle, and high school youth programming, such as before and after school programs and summer camps.

The Bureau of Parks and Urban Forestry and Landscape Design is comprised of three divisions: Urban Forestry, Open Space Planning and Development, and Park Maintenance. The bureau is responsible for management and maintenance of the urban forest consisting of street trees, trees on public property, and the tree production facility. The bureau provides grounds maintenance services for all parks, public buildings, roadway medians, public schools, athletic fields, and city parcels. Additionally, the bureau maintains and manages seven miles of public beaches and provides landscape architecture and development for city projects as well as review of private landscape projects.

The Bureau of Cemeteries works closely with the Bureau of Parks and Urban Forestry to operate and maintain the eight city-owned cemetery locations throughout the city. Cemeteries' activities are presented in its respective fund pages.




*Shown also in the Special Revenue Section

## Actions to Achieve Long-Term Goals and Short-Term Objectives

The Department of Recreation, Parks and Open Space primarily supports the Priority Areas of Economic Vitality and Workforce Development; Safe, Healthy, and Inclusive Communities; and Lifelong Learning. Actions in place to achieve the long term goals of increasing accessibility to lifelong learning; enhancing the vitality and aesthetic beauty of Norfolk's neighborhoods, roadway medians, parks, public grounds and tree canopy; increasing regionally-based employment opportunities for Norfolk's residents; diversifying and strengthening Norfolk's economic base; and creating a culture that promotes health, engages in prevention, and supports economic and social well-being of individuals and families through the provision of an array of programs and services include:

| Ongoing Actions | Status |
|---|---|
| Increase opportunities for residents to assume healthy lifestyles by providing a range of recreation programs and facilities | Ongoing |
| Increase knowledge of water safety amongst Norfolk's youth through the provision of water safety instructional programming | Ongoing |
| Effectively maintain and enhance park grounds/public property and infrastructure | Ongoing |

# Performance Measures

| Priority: Safe, Healthy, and Inclusive Communities | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Enhance the vitality and aesthetic beauty of Norfolk's neighborhoods, roadway medians, parks, public grounds and tree canopy | | | | | |
| **Objective** | | | | | |
| Improve maintenance of public property and infrastructure | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Percent of city properties maintained on a 12-14 working days or less mowing cycle | 87 | 64 | 85 | 85 | 0 |
| Number of street tree pruning requests received (New measure in FY 2017) | 0 | 0 | 0 | 1,700 | 1,700 |
| Percent of residents rating park aesthetic quality (inclusive of signage, etc.) as either good or excellent (New measure in FY 2017) | 0 | 0 | 0 | 80 | 80 |
| Percent of city covered by tree canopy (New measure in FY 2017) | 0 | 0 | 0 | 33 | 33 |
| Acreage of parks improved in a given fiscal year (New measure in FY 2017) | 0 | 0 | 0 | 2 | 2 |
| Number of athletic facilities upgraded (New measure in FY 2017) | 0 | 0 | 0 | 1 | 1 |
| Percent of street tree pruning requests fulfilled | 80 | 53 | 65 | 65 | 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** | | | | | |
| Increase access to activities and resources, such as recreation center programs and events that promote healthy lifestyles | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Number of participants for water safety instructional programs, including Schoolsplash, Summerplunge, etc. (New measure in FY 2017) | 0 | 0 | 0 | 13,861 | 13,861 |
| Number of participants in youth and adult sports (New measure in FY 2017) | 0 | 0 | 0 | 6,500 | 6,500 |
| Estimated health care costs savings attributable to participation in recreation programming and rec center visitation-Health Value Indicator (New measure in FY 2017) | 0 | 0 | 0 | 1,515,750 | 1,515,750 |
| Number of participants in recreation programming-by fiscal year (New measure in FY 2017) | 0 | 0 | 0 | 74,520 | 74,520 |
| Total attendance at indoor pools (yearly aggregate) | 346 | 1,026 | 850 | 850 | 0 |
| Total attendance in rec and community centers (yearly aggregate) | 6,063 | 7,825 | 6,200 | 6,200 | 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 array of programs and services | | | | | |
| **Objective** | | | | | |
| Enhance resident teens' capacity to shape neighborhoods and communities by developing community projects, events and/or programs | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Number of attendees at Norfolk Youth Council projects and events | 6 | 3 | 7 | 7 | 0 |

| Priority: Lifelong Learning | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Increase accessibility to lifelong learning | | | | | |
| **Objective** | | | | | |
| Enhance accessibility to recreation programming and facilities (by, in part, utilizing school facilities) | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Percent of population with access to recreational programming and facilities within a two-mile radius of their home (New measure in FY 2017) | 0 | 0 | 0 | 85.7 | 85.7 |

## Expenditure Summary

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Personnel Services | $14,383,448 | $13,657,324 | $14,331,524 | $14,817,499 |
| Materials, Supplies and Repairs | $1,642,040 | $1,531,689 | $1,350,200 | $1,375,547 |
| Contractual Services | $1,372,392 | $1,613,607 | $912,116 | $1,143,499 |
| Equipment | $141,217 | $14,991 | $36,068 | $42,612 |
| Department Specific Appropriation | $155,465 | $1,046 | $313,200 | $0 |
| Total | $17,694,562 | $16,818,657 | $16,943,108 | $17,379,157 |

## Estimated Appropriation for Special Revenue Summary

The following special revenue summary includes additional funds received by the department through grants, donations, and dedicated state and federal appropriations. Funds are generally multi-year appropriations and may continue from one fiscal year to another. Monies are dedicated to specific activities and/or functions and are nontransferable. Grants are not guaranteed annually. Amounts represented were available as of March 2016.

| | Dollars | Source | Pos # |
|---|---|---|---|
| Special Revenue (for example: Grants, Revenue Sharing, Donations) | $52,000 | Donations to Recreation and Parks | 0 |
| | | Kayak Launch Project | |

- **Implement Phase III of ARMD compensation strategy FY 2017 $174,121 FTE: 0**

  Implement Phase III of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2017 includes: 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. All actions are effective January 2017.

  **Priority Area(s) Met:** Environmental Sustainability and Lifelong Learning and Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Support boxing facility operations FY 2017 $178,444 FTE: 3**

  Provide funds to support the new boxing center located at Harbor Park. The new facility, expected to open fall 2016, replaces the Barraud Park Boxing Center with a larger, state-of-the-art boxing facility offering expanded youth and adult programming.

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

- **Improve department efficiency FY 2017 ($143,697) FTE: -1**

  Capture efficiency gains from personnel due to rescheduling and realignment and savings from contractual services. This action aligns the department's budget with anticipated expenditures.

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

- **Adjust costs for Fleet expenditures FY 2017 ($22,411) 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 II of ARMD compensation strategy FY 2017 $129,636 FTE: 0**

  Technical adjustment to annualize ARMD Phase II compensation actions that occurred in January 2016. The Adopted FY 2016 Budget included funds for: a two percent increase for general and constitutional officer employees; an additional one percent increase for the approximately 1,000 permanent employees in the city's eight lowest general employee pay grades; a $400 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:** Environmental Sustainability and Lifelong Learning and Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Adjust required contribution to the city's retirement system FY 2017 $109,718 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 in FY 2017 from 17.51 percent to 17.79 percent. Costs are distributed based on each department's NERS eligible payroll. This is a routine adjustment which occurs each budget cycle.

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

- **Update personnel expenditures** **FY 2017 $10,238 FTE: 0.4**

  Technical adjustment to update department costs for personnel services. Changes reflect updates in staffing due to administrative actions, consolidations, or reorganization efforts and includes the funds needed in FY 2017 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of three percent based on enrollment and the reclassification of a Health & Fitness Facilitator from permanent part-time to permanent full-time during FY 2016. These are routine actions which occur at the beginning of the budget cycle.

**Recreation, Parks and Open Space** **Total: $436,049 FTE: 2.4**

## Full Time Equivalent (FTE) Summary

| | Pay Grade | Minimum | Maximum | FY 2016 Adopted | FTE Change | FY 2017 Adopted |
|---|---|---|---|---|---|---|
| Administrative Technician | 1 07 | $28,815 | $47,022 | 2 | -1 | 1 |
| Applications Analyst | 1 14 | $51,000 | $84,354 | 1 | 0 | 1 |
| Architect I | 1 13 | $46,885 | $76,449 | 1 | 0 | 1 |
| Architect III | 1 17 | $63,000 | $102,816 | 2 | 0 | 2 |
| Architect IV | 1 18 | $67,350 | $109,823 | 1 | 0 | 1 |
| Assistant Director | 1 21 | $79,375 | $132,090 | 1 | 0 | 1 |
| Athletics Groundskeeper | 1 07 | $28,815 | $47,022 | 3 | 0 | 3 |
| Bureau Manager | 1 18 | $67,350 | $109,823 | 3 | 0 | 3 |
| City Forester | 1 14 | $51,000 | $84,354 | 1 | 0 | 1 |
| Director of Recreation, Parks, & Open Space | 1 24 | $92,800 | $159,120 | 1 | 0 | 1 |
| Division Head | 1 16 | $58,970 | $96,145 | 5 | 0 | 5 |
| Equipment Operator II | 1 06 | $26,900 | $43,860 | 20 | -1 | 19 |
| Equipment Operator III | 1 07 | $28,815 | $47,022 | 7 | 0 | 7 |
| Equipment Operator IV | 1 08 | $31,180 | $50,847 | 1 | 0 | 1 |
| Facilities Manager | 1 13 | $46,885 | $76,449 | 4 | 0 | 4 |
| Financial Operations Manager | 1 15 | $55,210 | $90,270 | 1 | 0 | 1 |
| Fiscal Monitoring Specialist I | 1 11 | $40,005 | $65,280 | 0 | 1 | 1 |
| Forestry Crew Leader | 1 09 | $33,770 | $55,060 | 6 | 0 | 6 |
| Forestry Supervisor | 1 13 | $46,885 | $76,449 | 1 | 0 | 1 |
| Geographic Information Systems Technician II | 1 11 | $40,005 | $65,280 | 1 | 0 | 1 |
| Groundskeeper | 1 04 | $22,875 | $37,301 | 17 | -3 | 14 |
| Groundskeeper Crew Leader | 1 09 | $33,770 | $55,060 | 22 | 0 | 22 |
| Health & Fitness Facilitator | 1 10 | $36,605 | $59,690 | 0.6 | 0.4 | 1 |
| Horticulture Technician | 1 05 | $24,685 | $40,290 | 1 | 1 | 2 |
| Horticulturist | 1 12 | $43,470 | $70,890 | 1 | 0 | 1 |
| Lifeguard | 1 04 | $22,875 | $37,301 | 13 | 0 | 13 |
| Maintenance Mechanic I | 1 06 | $26,900 | $43,860 | 5 | 0 | 5 |
| Maintenance Mechanic II | 1 07 | $28,815 | $47,022 | 3 | 0 | 3 |
| Maintenance Mechanic III | 1 09 | $33,770 | $55,060 | 1 | 0 | 1 |

# Full Time Equivalent (FTE) Summary

| | Pay Grade | Minimum | Maximum | FY 2016 Adopted | FTE Change | FY 2017 Adopted |
|---|---|---|---|---|---|---|
| Maintenance Supervisor II | 1 12 | $43,470 | $70,890 | 6 | 0 | 6 |
| Management Analyst III | 1 14 | $51,000 | $84,354 | 1 | 0 | 1 |
| Messenger/Driver | 1 02 | $19,705 | $32,135 | 1.9 | 0 | 1.9 |
| Office Assistant | 1 03 | $21,222 | $34,609 | 2.7 | 0 | 2.7 |
| Office Manager | 1 09 | $33,770 | $55,060 | 1 | 0 | 1 |
| Park Ranger | 1 07 | $28,815 | $47,022 | 0 | 3 | 3 |
| Project Manager | 1 14 | $51,000 | $84,354 | 1 | 0 | 1 |
| Recreation Specialist | 1 09 | $33,770 | $55,060 | 30.9 | 2 | 32.9 |
| Recreation Supervisor | 1 11 | $40,005 | $65,280 | 20 | 0 | 20 |
| Recreation Supervisor, Senior | 1 13 | $46,885 | $76,449 | 8 | 0 | 8 |
| Staff Technician II | 1 09 | $33,770 | $55,060 | 2 | 0 | 2 |
| Support Technician | 1 05 | $24,685 | $40,290 | 1.9 | 0 | 1.9 |
| Therapeutic Recreation Specialist | 1 09 | $33,770 | $55,060 | 4.4 | 0 | 4.4 |
| Tree Trimmer I | 1 06 | $26,900 | $43,860 | 2 | 0 | 2 |
| Tree Trimmer II | 1 08 | $31,180 | $50,847 | 6 | 0 | 6 |
| Total | | | | 214.3 | 2.4 | 216.7 |

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# Central and Outside Agency Appropriations

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# CENTRAL APPROPRIATIONS

The City of Norfolk provides funds for programs and services not directly attributable to specific city departments through Central Appropriations. These funds are used for a variety of purposes, including supplemental compensation and benefit payments to employees and retirees, economic development initiatives, support for citywide strategic priority programs, sponsorship for local events, insurance premiums and claims, and operating contingencies. Central Appropriations also provides support to eight city-owned cemeteries and emergency management and communications.

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Central Appropriations is divided into four categories:

Compensation and Benefits: Funds are designated for employee benefit payouts, unemployment compensation, worker's compensation claims, and costs related to staffing and organizational redesign.

General Administration: Funds are designated for citywide strategic priorities, such as the Housing Trust Fund and Poverty Commission; economic development initiatives for business retention and development; employee recognition events and parking; and sponsorships to support local events.

Risk Management: Funds are designated for the payment of insurance premiums and general liability, property, and automobile claims in addition to associated legal fees. Operating contingency funds are used to mitigate risk associated with unforeseen challenges which may occur during the fiscal year.

Transfers Out: Funds are used to support operations for Cemeteries and Emergency Preparedness and Response.

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted | Change |
|---|---|---|---|---|---|
| **Compensation and Benefits** | | | | | |
| **Employee Compensation Increases** | | | | | |
| Support for General Wage Increases (GWI) or one-time bonus payments. In FY 2017, funds for compensation increases are appropriated within departments | 661,445 | 0[1] | 0 | 0 | 0 |
| **Employer Sponsored Public Transportation Passes (GoPass)** | | | | | |
| Employer paid Hampton Roads Transit (HRT) passes for city employees | 134,939 | 0 | 0 | 0 | 0 |
| **Healthcare Savings** | | | | | |
| One-time savings based on projected changes in employee enrollment and plan election | 0 | -153,364 | -65,000 | 0 | 65,000 |
| **Health Improvement Program** | | | | | |
| Support for health incentive programs, lifestyle coaching and benefits consultant. Costs are now supported by the Healthcare Fund. | 113,486 | 0 | 0 | 0 | 0 |
| **Line of Duty Act** | | | | | |
| Benefit for public safety personnel injured or killed in the line of duty | 626,163 | 572,601 | 604,410 | 640,675 | 36,265 |

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted | Change |
|---|---|---|---|---|---|
| **Compensation and Benefits** | | | | | |
| **Retiree Benefit Reserve**<br>Death benefit to eligible retirees | 35,000 | 45,000 | 45,000 | 45,000 | 0 |
| **Retiree Healthcare**<br>City supplement to monthly healthcare premiums paid by participating retirees. | 151,945 | 108,795 | 126,800 | 126,800 | 0 |
| **Retiree Supplement**<br>Funds for one-time supplement in FY 2017 for retirees who meet specific service time and income requirements | 0 | 236,100 | 365,000 | 600,000 | 235,000 |
| **Staffing and Organizational Redesign Initiative**<br>Expenses related to strategic reorganization, retirement incentive payouts and personnel actions. | 51,843 | 40,088 | 500,000 | 500,000 | 0 |
| **Unemployment Compensation**<br>Unemployment insurance claim payments | 235,364 | 233,283 | 220,000 | 220,000 | 0 |
| **Virginia Worker's Compensation**<br>Claim payments, related third-party administration, and state taxes | 4,720,416 | 4,649,655 | 4,550,000 | 4,823,000 | 273,000 |
| **Subtotal** | **6,730,601** | **5,732,158** | **6,346,210** | **6,955,475** | **609,265** |

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted | Change |
|---|---|---|---|---|---|
| **General Administration** | | | | | |
| **Advisory Services**<br>Urban design consulting | 300,000 | 400,000 | 300,000 | 300,000 | 0 |
| **Boards and Commission Expenses**<br>Expenditures associated with Norfolk Boards and Commissions | 0 | 17,950 | 28,445 | 28,445 | 0 |
| **Development Initiatives**<br>Support for business retention, feasibility analysis, and development initiatives. In FY 2017, increase in funds based on proposed five cent increase of the cigarette tax. | 0 | 473,000 | 445,000 | 878,000 | 433,000 |
| **Employee Recognition Incentive**<br>Support for employee recognition events | 73,094 | 74,993 | 75,000 | 75,000 | 0 |
| **HUD Obligation**[2]<br>Moved from Outside Agencies | 0 | 0 | 439,918 | 300,000 | -139,918 |
| **Inventory Management**<br>Transition contingency for the decentralization of the Storehouse in FY 2014 | 45,345 | 0 | 0 | 0 | 0 |
| **GPS Fleet Tracking System**<br>Support GPS tracking system for Fleet Maintenance | 0 | 0 | 150,000 | 70,000 | -80,000 |
| **Housing Trust Fund**[3]<br>Funds to support the Housing Trust Fund initiatives | 0 | 0 | 1,000,000 | 0 | -1,000,000 |

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted | Change |
|---|---|---|---|---|---|
| **General Administration** | | | | | |
| **Lifelong Learning Initiative**<br>Funds to support Norfolk Ready by Five Initiative | 0 | 0 | 50,000 | 0 | -50,000 |
| **Municipal Parking - Long Term City Parking**<br>Support for city employee parking costs | 1,157,354 | 1,149,038 | 1,149,038 | 1,149,038 | 0 |
| **Municipal Parking - Development**<br>Parking incentives | 256,150 | 319,100 | 319,100 | 319,100 | 0 |
| **Poverty Commission**[4]<br>Support for Poverty Commission Initiatives | 0 | 0 | 500,000 | 0 | -500,000 |
| **Smart Processing**<br>Support for the Smart Processing Initiative | 353,636 | 250,000 | 250,000 | 250,000 | 0 |
| **Special Programs and Sponsorships**<br>Support for local events | 120,375 | 197,829 | 200,000 | 200,000 | 0 |
| **Subtotal** | **2,305,954** | **2,881,910** | **4,906,501** | **3,569,583** | **-1,336,918** |

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted | Change |
|---|---|---|---|---|---|
| **Risk Management and Reserves** | | | | | |
| **Claim Payments and Insurance**<br>General liability, property and automobile insurance, and associated legal fees | 6,404,297 | 3,567,602 | 3,881,600 | 3,881,600 | 0 |
| **Legal Settlement**<br>Associated costs related to legal settlement. | 1,200,000 | 0[5] | 0 | 0 | 0 |
| **Operating Contingency**<br>Contingency funds for unforeseen challenges that may occur during the fiscal year | 877,697 | 165,930 | 1,950,000 | 1,950,000 | 0 |
| **Subtotal** | **8,481,994** | **3,733,532** | **5,831,600** | **5,831,600** | **0** |
| **Transfers Out** | | | | | |
| **Cemeteries Support[6]**<br>General support for operations | 206,530 | 415,153 | 498,017 | 439,088 | -58,929 |
| **Emergency Preparedness Support[6]**<br>General support for operations | 783,950 | 928,473 | 1,004,005 | 1,004,005 | 0 |
| **Golf Fund Support**<br>General support for operations | 494,850 | 309,048 | 0 | 0 | 0 |
| **Nauticus Support for Sail Program**<br>Three-year commitment for sailing program for disadvantaged youth | 125,000 | 0 | 0 | 0 | 0 |

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted | Change |
|---|---|---|---|---|---|
| **Transfers Out** | | | | | |
| **Norfolk Community Services Board (NCSB)** | | | | | |
| General operating support. NCSB was moved to the General Fund in FY 2015 and no longer receive funds from Central Appropriations | 5,695,195 | 0[7] | 0 | 0 | 0 |
| One-time assistance to support required Norfolk Employer's Retirement System contribution | 2,844,195 | 0 | 0 | 0 | 0 |
| Match funds for Drug Court Grant and General Fund support for Co-Occurring Court. Funds are now included in the NCSB General Fund Budget | 276,200 | 0[7] | 0 | 0 | 0 |
| **Subtotal** | **10,425,920** | **1,652,674** | **1,502,022** | **1,443,093** | **-58,929** |
| **Central Appropriations Total** | **27,944,469** | **14,000,274** | **18,586,333** | **17,799,751** | **-786,582** |

[1]Beginning in FY 2015 all funds for compensation increases were appropriated within departments.

[2]HUD obligation moved to Central Appropriations due to reclassification from Outside Agencies in FY 2016. A corresponding note is included in Outside Agencies.

[3]In FY 2016, an additional $400,000 was appropriated for the Housing Trust Fund via a budget amendment.

[4]In FY 2016, an additional $500,000 was appropriated for Poverty Commission Initiatives via a budget amendment.

[5]Legal claims payment of $1.2 million was incurred in FY 2014.

[6]In FY 2014 available fund balance used to support operations for Cemeteries, Cruise Ship Terminal and Emergency Preparedness and Response.

[7]NCSB was moved from Special Revenue Funds to the General Fund in FY 2015. City support is now reflected within the NCSB General Fund budget.

# Outside Agencies

The City of Norfolk recognizes partnerships with outside organizations and agencies as vital to optimally support citywide priorities. These agencies provide services, programming and events the city cannot provide alone. The city partners directly with outside agencies through funding for operational support or in support of a new initiative. Having a wider range of cultural and entertainment amenities contributes to the economic health of the city and augments its attractiveness as a potential locale for business relocation.

## Norfolk Consortium

Arts and culture are integral to community attachment and satisfaction in the City of Norfolk. Arts and culture organizations help identify the underlying character, the unique meaning, and value of the city. The city's intrinsic nature is ever changing and evolving to meet the needs of the community. To preserve and enhance this local identity and uniqueness, the Norfolk Consortium was created in FY 2012. Through the Consortium, the city's large event organizations encourage collaborative service delivery, revenue growth, reduce duplication, and co-sponsor large scale events. The Consortium's contribution is invaluable to the city's economic vitality, quality of life and sense of place. These member organizations define the City of Norfolk as the cultural center of the Hampton Roads region.

Consortium members include: Arts and Entertainment, Chrysler Museum, Cultural Facilities, MacArthur Memorial, Norfolk Botanical Garden, Norfolk Commission on the Arts and Humanities, Norfolk Convention and Visitor's Bureau (Visit Norfolk), Norfolk Festevents, Norfolk NATO Festival, The National Maritime Center (Nauticus), Virginia Arts Festival, Virginia Opera, Virginia Stage Company, and Virginia Zoo.

Through a strategic and holistic approach, sponsored activities result in increased revenues and a leveraging of non-city resources. Financial support in FY 2017 is provided through General Fund sources:

| **Norfolk Consortium Financial Support** | |
|---|---|
| **Source** | **FY 2017 Adopted** |
| General Fund Member Support[1] | $9,191,185 |
| Norfolk Consortium Bed Tax[2] | $963,850 |
| Public Amenities | $2,000,000 |
| Flat Bed Tax dedicated to Visit Norfolk[2] | $963,850 |
| **Total** | **$13,118,885** |

[1]Does not include General Fund support for city departments: The National Maritime Center (Nauticus), MacArthur Memorial, Virginia Zoo, and Cultural Facilities, Arts and Entertainment.

[2]Actual amounts distributed from bed tax may vary depending on actual revenue collected.

# Norfolk Consortium Member Funding

| Consortium Member Support (does not include city departments) | | |
|---|---|---|
| **Member** | **FY 2016** | **FY 2017 Adopted** |
| Chrysler Museum of Art | $2,847,832 | $2,917,832 |
| Norfolk Botanical Gardens | $1,186,659 | $1,226,659 |
| Norfolk Commission on the Arts and Humanities[1] | $248,338 | $248,338 |
| Norfolk Convention and Visitor's Bureau (Visit Norfolk)[2] | $4,517,118 | $4,780,968 |
| Norfolk Festevents[3] | $1,629,551 | $1,809,551 |
| Norfolk NATO Festival | $139,226 | $179,226 |
| Virginia Arts Festival | $810,961 | $960,961 |
| Virginia Opera | $249,500 | $309,500 |
| Virginia Stage Company | $225,000 | $285,000 |
| Virginia Symphony | $237,000 | $297,000 |
| Citywide Marketing (Communications and Technology) | $0 | $103,850 |
| **TOTAL** | **$12,091,185** | **$13,118,885** |

[1]Funding for Arts and Humanities in FY 2016 totaled $959,838. This amount included $249,500 for Virginia Opera, $225,000 for Virginia Stage Company, and $237,000 for Virginia Symphony. These amounts are now shown in the respective organizations. Funds for the Arts and Humanities have not been reduced in FY 2017.

[2]For consistency purposes, the FY 2016 amounts for Visit Norfolk have been modified from previous budget documents to reflect General Fund support and the initial $1 flat bed tax. Similar to the other agencies listed in the table, these amounts for Visit Norfolk no longer illustrate the grant amount provided by the Norfolk Consortium in those years. FY 2017 includes the redistribution of Norfolk Consortium funds across all Consortium Members.

[3]Does not include $65,000 transferred to Festevents for Fountain Park programming.

# Outside Agency Funding

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted | Change |
|---|---|---|---|---|---|
| **Grant Providers on Behalf of City** | | | | | |
| **Norfolk Commission on the Arts and Humanities**<br>Pass through grants to arts agencies; housed in Cultural Facilities, Arts and Entertainment. Prior to FY 2017, funds for Virginia Opera, Virginia Stage Company, and Virginia Symphony Orchestra were funded through the Commission. In FY 2017, these organizations will receive the same funds directly | 959,838 | 959,838 | 959,838 | 248,338 | -711,500 |
| **Norfolk Department of Human Services Grants**<br>Pass through grants to local social services agencies; managed by Department of Human Services | 520,300 | 682,646 | 687,177 | 662,177 | -25,000 |
| **SUBTOTAL** | **1,480,138** | **1,642,484** | **1,647,015** | **910,515** | **-736,500** |
| **Funds to Community Partners** | | | | | |
| **Crispus Attucks Cultural Center**<br>One-time funds for general operating support | 150,000 | 0 | 0 | 0 | 0 |
| **Downtown Norfolk Council**<br>General operating support | 60,000 | 60,000 | 60,000 | 60,000 | 0 |
| **Eastern Virginia Medical School**<br>General operating support | 709,348 | 709,348 | 709,348 | 709,348 | 0 |

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted | Change |
|---|---|---|---|---|---|
| **Funds to Community Partners** | | | | | |
| **Friends of Fred Huette**<br>General operating support | 17,500 | 17,500 | 17,500 | 17,500 | 0 |
| **Garden of Hope (Second Chances)**<br>General operating support | 435,000 | 435,000 | 435,000 | 435,000 | 0 |
| **Healthy Neighborhood Enterprises (formerly Hampton Roads Community Development Corporation)**<br>General operating support. FY 2016 completed the city's commitment | 100,000[1] | 100,000 | 200,000 | 0 | -200,000 |
| **Home Rehabilitation Initiative**<br>Managed by the Communications and Technology Department. Includes agencies such as World Changers and the Tidewater Builders Association | 100,000 | 0 | 0 | 0 | 0 |
| **Legal Aid Society of Eastern Virginia**<br>General operating support | 8,364 | 8,364 | 8,364 | 8,364 | 0 |
| **The Literacy Partnership**<br>General operating support | 50,000 | 50,000 | 50,000 | 50,000 | 0 |

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted | Change |
|---|---|---|---|---|---|
| **Funds to Community Partners** | | | | | |
| **Norfolk Criminal Justice Services**<br>Funds to supplement state grant; FY 2015 includes support for retirement, rent, and operating costs | 179,315 | 158,932 | 158,932 | 158,932 | 0 |
| **Norfolk Sister City Association**<br>General operating support | 50,000 | 50,000 | 50,000 | 50,000 | 0 |
| **Southeastern Tidewater Opportunity Project (STOP)**<br>General operating support | 12,900 | 0 | 0 | 0 | 0 |
| **St. Mary's Home for the Disabled**<br>General operating support | 20,000 | 20,000 | 20,000 | 20,000 | 0 |
| **Square One**<br>General operating support | 37,336 | 37,336 | 37,336 | 37,336 | 0 |
| **SUBTOTAL** | **1,929,763** | **1,646,480** | **1,746,480** | **1,546,480** | **-200,000** |
| **Public-Private Partnerships for City-Owned Facilities** | | | | | |
| **Chrysler Museum**<br>General operating support for the facility; FY 2017 includes a redistribution of Norfolk Consortium funds | 2,847,832 | 2,847,832 | 2,847,832 | 2,917,832 | 70,000 |

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted | Change |
|---|---|---|---|---|---|
| **Public-Private Partnerships for City-Owned Facilities** | | | | | |
| **Norfolk Botanical Gardens**<br>General operating support; FY 2017 includes a redistribution of Norfolk Consortium funds | 1,186,659 | 1,186,659 | 1,186,659 | 1,226,659 | 40,000 |
| **Virginia Zoo Society** | | | | | |
| General operating support | 325,000 | 325,000 | 325,000 | 325,000 | 0 |
| Incentive Agreement - provides 50 percent of gate receipts in excess of $1.5 million in FY 2017 | 319,154 | 252,191 | 369,140 | 465,579 | 96,439 |
| **SUBTOTAL** | **4,678,645** | **4,611,682** | **4,728,631** | **4,935,070** | **206,439** |
| **Public-Private Partnerships for Tourism and Special Event Organizations** | | | | | |
| **Caribfest**<br>General operating support | 50,000 | 50,000 | 50,000 | 50,000 | 0 |
| **Citywide Marketing Efforts** | 0 | 0 | 0 | 103,850 | 103,850 |
| **Hampton Roads Sports Commission**<br>General operating support | 0 | 0 | 0 | 36,000 | 36,000 |
| **Junior Olympics**<br>Three-year commitment to support Junior Olympics | 0 | 0 | 0 | 35,300 | 35,300 |

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted | Change |
|---|---|---|---|---|---|
| **Public-Private Partnerships for Tourism and Special Event Organizations** | | | | | |
| **Norfolk Consortium**<br>Revenue from $1 increase in bed tax beginning in FY 2012; FY 2017 funds redistributed to Consortium members | 824,164 | 798,002 | 900,000 | 0 | -900,000 |
| **Norfolk Convention and Visitors Bureau (Visit Norfolk)** | | | | | |
| General operating support; FY 2017 includes a redistribution of Norfolk Consortium funds | 3,617,118 | 3,617,118 | 3,617,118 | 3,817,118 | 200,000 |
| Revenue from $1 flat bed tax | 965,649 | 961,369 | 900,000 | 963,850 | 63,850 |
| **Norfolk Convention and Visitors Bureau Subtotal** | **4,582,767** | **4,578,487** | **4,517,118** | **4,780,968** | **263,850** |
| **Norfolk Festevents** | | | | | |
| General operating support; FY 2017 includes a redistribution of Norfolk Consortium funds | 1,623,363 | 1,623,363 | 1,558,363 | 1,738,363 | 180,000 |
| Jazz Festival | 71,188 | 71,188 | 71,188 | 71,188 | 0 |
| Norfolk Festevents Subtotal | **1,694,551** | **1,694,551** | **1,629,551** | **1,809,551** | **180,000** |
| **Norfolk NATO Festival**<br>General operating support; FY 2017 includes a redistribution of Norfolk Consortium funds | 139,226 | 139,226 | 139,226 | 179,226 | 40,000 |
| **Virginia Arts Festival** | | | | | |
| General operating support; FY 2017 includes a redistribution of Norfolk Consortium funds | 645,523 | 645,523 | 645,523 | 795,523 | 150,000 |
| Special funding for Virginia Tattoo and Dance Series | 165,438 | 165,438 | 165,438 | 165,438 | 0 |
| Virginia Arts Festival Subtotal | **810,961** | **810,961** | **810,961** | **960,961** | **150,000** |

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted | Change |
|---|---|---|---|---|---|
| **Public-Private Partnerships for Tourism and Special Event Organizations** | | | | | |
| **Virginia Opera**<br>General operating support; FY 2017 includes a redistribution of Norfolk Consortium funds | 0 | 0 | 0 | 309,500 | 309,500 |
| **Virginia Stage Company**<br>General operating support; FY 2017 includes a redistribution of Norfolk Consortium funds | 0 | 0 | 0 | 285,000 | 285,000 |
| **Virginia Symphony**<br>General operating support; FY 2017 includes a redistribution of Norfolk Consortium funds | 0 | 0 | 0 | 297,000 | 297,000 |
| **SUBTOTAL** | **8,101,669** | **8,071,227** | **8,046,856** | **8,847,356** | **800,500** |
| **Public Partnerships to Provide Services** | | | | | |
| **Hampton Roads Transit (HRT)** | | | | | |
| Light rail transit (LRT) service | 5,210,643 | 5,246,600 | 5,977,325 | 6,060,934 | 83,609 |
| Advance capital | 579,758 | 582,064 | 600,697 | 562,647 | -38,050 |
| Commission expense | 192,164 | 166,612 | 177,932 | 158,311 | -19,621 |
| Ferry service | 185,887 | 191,750 | 120,309 | 240,783 | 120,474 |
| Paratransit | 1,412,489 | 1,497,474 | 1,644,600 | 1,886,498 | 241,898 |

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted | Change |
|---|---|---|---|---|---|
| **Public Partnerships to Provide Services** | | | | | |
| Regular bus service | 10,414,255 | 10,421,446 | 10,184,813 | 10,304,426 | 119,613 |
| Vanpool profit | -42,850 | -46,627 | 0 | 0 | 0 |
| Capital match for bus replacement | 0 | 0 | 0 | 192,951 | 192,951 |
| Prior year reconciliation | 119,227 | 132,233 | 0 | 0 | 0 |
| HRT Subtotal | **18,071,573** | **18,191,552** | **18,705,676** | **19,406,550** | **700,874** |
| **Norfolk Redevelopment and Housing Authority** | | | | | |
| Administrative support | 1,000,000 | 750,000 | 1,000,000 | 1,300,000[2] | 300,000 |
| Legal Expense | 0 | 250,000 | 0 | 0 | 0 |
| Rental of space - 201 Granby Street | 70,000 | 89,945 | 89,945 | 0 | -89,945 |
| Rental of Monroe Building for the Virginia Stage Company | 57,118 | 90,979 | 101,617 | 104,158 | 2,541 |
| HUD Obligation[3] (moved to Central Appropriations in FY 2016) | 0 | 139,918 | 0 | 0 | 0 |
| **Waterside Maintenance Operations** | 813,355 | 0 | 0 | 0 | 0 |
| General operating support | | | | | |
| **SUBTOTAL** | **20,012,046** | **19,512,394** | **19,897,238** | **20,810,708** | **913,470** |

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted | Change |
|---|---|---|---|---|---|
| **Contractual Obligations** | | | | | |
| **Economic Development Incentive Grants** | | | | | |
| Economic Development Incentive Grants | 1,412,309 | 1,428,033 | 1,007,609 | 77,000 | -930,609 |
| NRHA Economic Incentive Grants | 1,281,893 | 1,352,717 | 1,516,075 | 1,718,593 | 202,518 |
| **Housing First Program** | 140,000 | 140,000 | 140,000 | 140,000 | 0 |
| Contract to provide homeless support | | | | | |
| **Tidewater Community College** | 6,000 | 6,000 | 6,000 | 6,000 | 0 |
| General operating support | | | | | |
| **Tourism Infrastructure Repairs** | 749,997 | 450,000 | 800,000 | 892,000 | 92,000 |
| Supports improvements to cultural facilities | | | | | |
| **Waterside Marriott Convention Center Subsidy** | 195,000 | 195,000 | 195,000 | 195,000 | 0 |
| Maintenance subsidy agreement with the Marriott Hotel's management company | | | | | |
| **SUBTOTAL** | **3,785,199** | **3,571,750** | **3,664,684** | **3,028,593** | **-636,091** |

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted | Change |
|---|---|---|---|---|---|
| **Memberships and Dues** | | | | | |
| **Hampton Roads Chamber of Commerce**<br>Event sponsorship | 12,000 | 12,000 | 12,000 | 12,000 | 0 |
| **Hampton Roads Economic Development Alliance**<br>Membership dues based on per capita expense. | 230,497 | 116,747 | 233,494 | 232,819 | -675 |
| **Hampton Roads Military & Federal Facilities Alliance**<br>Membership dues based on per capita expense. | 121,402 | 121,402 | 121,402 | 123,197 | 1,795 |
| **Hampton Roads Partnership**<br>Membership dues | 15,210 | 0 | 0 | 0 | 0 |
| **Hampton Roads Planning District Commission**<br>Membership dues based on per capita expense (includes funds for Metropolitan Medical Response System). | 243,985 | 245,803 | 246,392 | 246,394 | 2 |
| **Virginia First Cities**<br>Membership dues based on pro-rata population fee schedule. | 43,230 | 43,230 | 43,230 | 43,230 | 0 |
| **Virginia Municipal League**<br>Membership dues based on annual population estimate. | 56,614 | 56,720 | 56,721 | 58,003 | 1,282 |
| **SUBTOTAL** | **722,938** | **595,902** | **713,239** | **715,643** | **2,404** |

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted | Change |
|---|---|---|---|---|---|
| **Other Arrangements** | | | | | |
| **Downtown Improvement District (DID) Pass Through Revenue**<br>Revenue from special district real estate tax collections used for DID activities. | 1,586,324 | 1,751,393 | 1,736,156 | 1,762,500 | 26,344 |
| **Downtown Improvement District (DID) Public and Performing Arts Group[4]**<br>Revenue from special district real estate tax collections used for DID activities. | 28,836 | 618,000[5] | 115,744 | 117,500 | 1,756 |
| **SUBTOTAL** | **1,615,160** | **2,369,393** | **1,851,900** | **1,880,000** | **28,100** |
| **TOTAL** | **42,325,558** | **42,021,312** | **42,296,043** | **42,674,365** | **378,322** |

[1]Three year commitment from FY 2015 - FY 2017. FY 2014 funds were not used and were carried forward to FY 2015.

[2]In FY 2017, $300,000 increase for administrative support previously funded through the Capital Improvement Plan.

[3]HUD obligation moved to Central Appropriations due to reclassification from Outside Agencies in FY 2016. A corresponding note is included in Central Appropriations.

[4]Beginning in FY 2017, one cent from the DID special district real estate tax collections is dedicated to Granby Street lights.

[5]Includes $505,622 in prior year funds from FY 2010 - FY 2014 to support street lighting.

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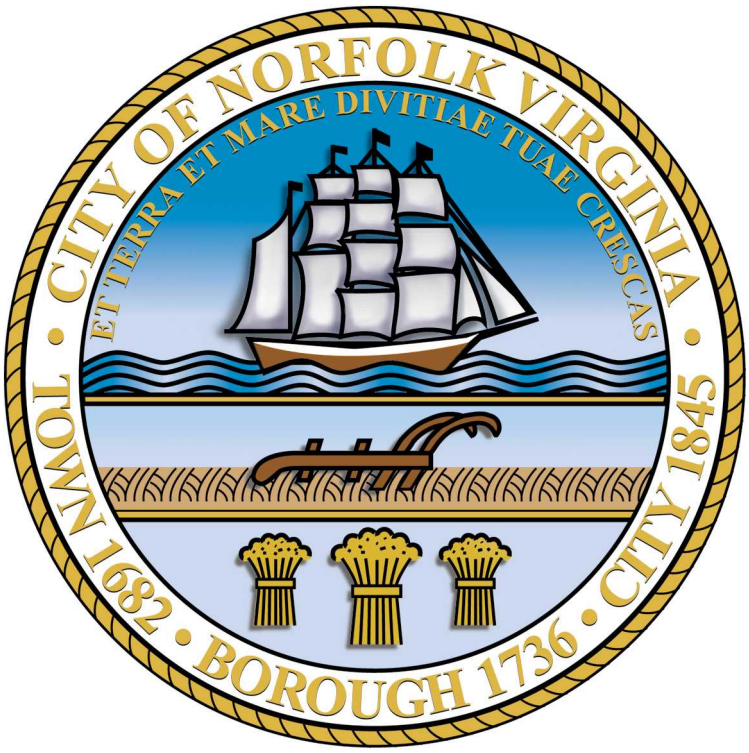
# Public Health and Assistance



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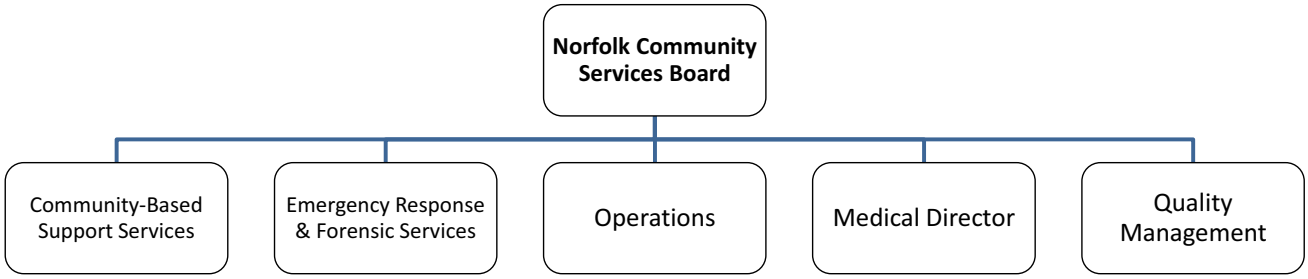
# Norfolk Community Services Board

## Mission Statement

To provide the residents of Norfolk who experience behavioral health and developmental disabilities with quality services that instill hope and recovery.

## Department Overview

Founded in 1969, the Norfolk Community Services Board (NCSB) is the primary provider of public mental health, substance abuse, and intellectual disabilities services for the most vulnerable persons needing those services in the City of Norfolk. NCSB serves over 6,000 infants, children, and adults annually. The NCSB became a city department in July 2012. Services are designed to meet the most pressing needs not available in the private sector. Primary goals of service delivery not only provide clinical intervention, but work with consumers to ensure they have assistance in addressing healthcare, housing, income, and purpose. NCSB services are focused on persons experiencing the following that without either acute intervention, long term, or intensive community support would have historically been institutionalized or faced disabling consequences: serious mental illness, serious emotional disturbances, substance abuse addictions, intellectual disabilities, and developmental disorders. These services are provided across seven NCSB service locations, as well as in state hospitals, local hospitals, housing programs, homeless shelters, private homes, group living settings, jails, courts, and schools.




## Actions to Achieve Long-Term Goals and Short-Term Objectives

The Norfolk Community Services Board (NCSB) supports the Priority Areas of Lifelong Learning and Safe, Healthy, and Inclusive Communities. Actions undertaken to assist in the creation of a culture that promotes health, engages in prevention, and supports the economic and social well-being of individuals and families include:

| Ongoing Actions | Status |
|---|---|
| Provide programming to increase developmentally delayed preschoolers' learning readiness | Ongoing |
| Provide a variety of mental health services to improve client outcomes | Ongoing |
| Provide a variety of substance abuse services to improve client outcomes | Ongoing |
| Provide a variety of housing stabilization services to improve client outcomes | Ongoing |
| Provide a variety of crisis stabilization services to improve client outcomes | Ongoing |

# Performance Measures

| 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** | | | | | |
| Provide a range of mental health, substance abuse, and housing and crisis stabilization services to improve client outcomes | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Percent of Mental Health/Co-Occurring Court/Jail Diversion participants without new criminal justice involvement while in the program (New measure in FY 2017) | 0 | 0 | 0 | 85 | 85 |
| Percent of individuals enrolled in SACM greater than 90 days having negative drug screens (New measure in FY 2017) | 0 | 0 | 0 | 80 | 80 |
| Percent of PTSD/Trauma program participants experiencing a decrease in depressive symptoms (New measure in FY 2017) | 0 | 0 | 0 | 60 | 60 |
| Percent of individuals served through the Intellectual Disability Residential Services (ID RS) program participating in at least one community integration activity weekly (New measure in FY 2017) | 0 | 0 | 0 | 95 | 95 |
| Percent of individuals detained who are admitted to a community hospital or stabilization unit within 8 hours (New measure in FY 2017) | 0 | 0 | 0 | 70 | 70 |
| Percent of dispatched CIT-involved calls to NPD resolved without arrest or legal charges (New measure in FY 2017) | 0 | 0 | 0 | 70 | 70 |
| Percent of Community Integration consumers who do not require re-hospitalization during time of enrollment in the program (New measure in FY 2017) | 0 | 0 | 0 | 85 | 85 |
| Percent of individuals enrolled in Medication Assisted Treatment Program (MAT) participating in treatment for more than one year who have no illicit opiate use (New measure in FY 2017) | 0 | 0 | 0 | 80 | 80 |
| Percent of youth enrolled in Child and Adolescent Services (CAS) programming for 90 days or more reporting positive gain from treatment (New measure in FY 2017) | 0 | 0 | 0 | 80 | 80 |

| Priority: Safe, Healthy, and Inclusive Communities | | | | | |
|---|---|---|---|---|---|
| Percent of individuals enrolled in Intensive Care Coordination (ICC) who successfully transition out of residential programs into the community (New measure in FY 2017) | 0 | 0 | 0 | 95 | 95 |
| Percent of Shelter Plus Care tenants maintaining permanent housing for at least 1 year from program entry date (New measure in FY 2017) | 0 | 0 | 0 | 80 | 80 |

| Priority: Lifelong Learning | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Increase accessibility to lifelong learning | | | | | |
| **Objective** | | | | | |
| Increase preschoolers' learning readiness | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Percent of children with a planned transition from the Infant and Toddler Connection of Norfolk program not requiring preschool special education services from NPS | 51 | 45 | 45 | 45 | 0 |

## Revenue Summary

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Use of Money and Property | $0 | $49 | $0 | $0 |
| Charges for Services | $5,368,657 | $5,377,300 | $5,411,500 | #5,575,000 |
| Miscellaneous Revenue | $47,220 | $11,758 | $2,800 | $4,300 |
| Recovered Costs | $237,359 | $33,113 | $0 | $0 |
| Categorical Aid - Virginia | $11,094,524 | $11,090,968 | $10,948,807 | $11,046,269 |
| Carryforward | $600,801 | $3,050,996 | $863,531 | $1,552,666 |
| Local Match | $5,971,395 | $3,156,385 | $5,133,612 | $5,083,229 |
| Federal Aid | 3,015,025 | $2,941,380 | $2,983,440 | $2,759,170 |
| Total | $26,334,981 | $25,661,949 | $25,343,690 | $26,020,634 |

Actual amounts represent collections, not appropriation authority.
In FY 2015, NCSB transitioned from an Special Revenue fund to a General Fund department. Since the transition, the local match is now implicit, and reflected in the department's General Fund appropriation.
FY 2014 amounts have been updated to correct erroneous data previously shown.

## Expenditure Summary

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Personnel Services | $17,324,984 | $16,873,954 | $17,938,478 | $18,507,545 |
| Materials, Supplies and Repairs | $1,015,370 | $896,020 | $1,056,395 | $1,059,733 |
| Contractual Services | $6,831,115 | $5,666,178 | $5,386,986 | $5,443,757 |
| Equipment | $2,213 | $1,068 | $41,000 | $41,000 |
| Public Assistance | $554,841 | $652,167 | $738,712 | $786,480 |
| Department Specific Appropriation | $31,217 | $138,320 | $182,119 | $182,119 |
| Total | $25,759,740 | $24,227,708 | $25,343,690 | $26,020,634 |

## Estimated Appropriation for Special Revenue Summary

The following special revenue summary includes additional funds received by the department through grants, donations, and dedicated state and federal appropriations. Funds are generally multi-year appropriations and may continue from one fiscal year to another. Monies are dedicated to specific activities and/or functions and are nontransferable. Grants are not guaranteed annually. Amounts represented were available as of March 2016.

| | Dollars | Source | Pos # |
|---|---|---|---|
| Special Revenue (for example: Grants, Revenue Sharing, Donations) | $1,973,068 | SAMSHA CABHI Grant | 19.5 |
| | | VDBHDS - Assertive Community Treatment Team - PACT | |
| | | VDBHDS Crisis Intervention Team Funding | |
| | | VDBHDS Housing and Supportive Services | |
| | | VDBHDS Supportive Housing | |

## Adopted FY 2017 Budget Actions

- **Implement Phase III of ARMD compensation strategy FY 2017 $140,858 FTE: 0**

  Implement Phase III of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2017 includes: 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. All actions are effective January 2017.

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

- **Adjust funds for lease payments FY 2017 $55,492 FTE: 0**

  Technical adjustment to provide funds due to a contractual increase at four NCSB facilities: Virginia Beach Boulevard, Olney Road, Monticello Avenue, and Tidewater Drive. The cumulative cost of rent at these facilities is increasing from $1,361,351 to $1,416,843 in FY 2017.

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

- **Provide funds for IT services** **FY 2017 $258,921** **FTE: 0**

  Technical adjustment to provide funds for contractual costs related to the Norfolk Community Services Board's electronic health records, and to cover the cost of internal information and technology services.

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

- **Update contract expenditures** **FY 2017 ($207,874)** **FTE: 0**

  Technical adjustment to reduce funding for contractual services. The department previously held contracts related to custodial and landscaping services. These two contracts expired during FY 2016 and were replaced at a lower cost.

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

- **Adjust costs for Fleet expenditures** **FY 2017 $1,338** **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 II of ARMD compensation strategy** **FY 2017 $147,615** **FTE: 0**

  Technical adjustment to annualize ARMD Phase II compensation actions that occurred in January 2016. The Adopted FY 2016 Budget included funds for: a two percent increase for general and constitutional officer employees; an additional one percent increase for the approximately 1,000 permanent employees in the city's eight lowest general employee pay grades; a $400 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 2017 $230,415** **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 in FY 2017 from 17.51 percent to 17.79 percent. Costs are distributed based on each department's NERS eligible payroll. This is a routine adjustment which occurs each budget cycle.

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

- **Update personnel expenditures** **FY 2017 $50,179** **FTE: -1**

  Technical adjustment to update department costs for personnel services. Changes reflect updates in staffing due to administrative actions, consolidations, or reorganization efforts and includes the funds needed in FY 2017 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of three percent based on enrollment and the deletion of a Data Processing Assistant III. These are routine actions which occur at the beginning of the budget cycle.

**Norfolk Community Services Board** **Total: $676,944** **FTE: -1**

# Full Time Equivalent (FTE) Summary

| | Pay Grade | Minimum | Maximum | FY 2016 Adopted | FTE Change | FY 2017 Adopted |
|---|---|---|---|---|---|---|
| Accountant I | 1 11 | $40,005 | $65,280 | 1 | 0 | 1 |
| Accountant II | 1 12 | $43,470 | $70,890 | 1 | 0 | 1 |
| Accountant IV | 1 14 | $51,000 | $84,354 | 1 | 0 | 1 |
| Accounting Supervisor | 1 14 | $51,000 | $84,354 | 1 | 0 | 1 |
| Accounting Technician II | 1 07 | $28,815 | $47,022 | 1 | 0 | 1 |
| Administrative Analyst | 1 13 | $46,885 | $76,449 | 1 | 0 | 1 |
| Administrative Assistant I | 1 09 | $33,770 | $55,060 | 1 | 1.5 | 2.5 |
| Administrative Assistant II | 1 10 | $36,605 | $59,690 | 6 | 0 | 6 |
| Administrative Technician | 1 07 | $28,815 | $47,022 | 4 | 0 | 4 |
| Assistant Director | 1 21 | $79,375 | $132,090 | 1 | 0 | 1 |
| Bureau Manager | 1 18 | $67,350 | $109,823 | 1 | 0 | 1 |
| Case Manager II | 1 09 | $33,770 | $55,060 | 10 | 3 | 13 |
| Case Manager III | 1 11 | $40,005 | $65,280 | 50.5 | 1 | 51.5 |
| Case Manager IV | 1 12 | $43,470 | $70,890 | 13 | 0 | 13 |
| Chief Medical Officer | 1 29 | * | * | 1 | 0 | 1 |
| Chief of Nursing | 1 16 | $58,970 | $96,145 | 1 | 0 | 1 |
| Clinical Coordinator | 1 14 | $51,000 | $84,354 | 2 | -1 | 1 |
| Clinical Supervisor | 1 15 | $55,210 | $90,270 | 2 | 0 | 2 |
| Clinician | 1 13 | $46,885 | $76,449 | 13.6 | 0 | 13.6 |
| Compliance Specialist | 1 09 | $33,770 | $55,060 | 1 | 0 | 1 |
| Consumer Relations Specialist | 1 13 | $46,885 | $76,449 | 2 | 0 | 2 |
| Contract Monitoring Specialist | 1 11 | $40,005 | $65,280 | 1 | 0 | 1 |
| Counselor II | 1 09 | $33,770 | $55,060 | 1 | -1 | 0 |
| Counselor III | 1 11 | $40,005 | $65,280 | 15 | 0 | 15 |
| Counselor IV | 1 12 | $43,470 | $70,890 | 1 | 0 | 1 |
| Customer Service Representative | 1 05 | $24,685 | $40,290 | 1 | 0 | 1 |
| Data Processing Assistant II | 1 04 | $22,875 | $37,301 | 3 | -1 | 2 |
| Data Processing Assistant III | 1 05 | $24,685 | $37,301 | 1 | -1 | 0 |
| Data Quality Control Analyst | 1 07 | $28,815 | $47,022 | 2 | 0 | 2 |
| Direct Support Professional I | 1 05 | $24,685 | $40,290 | 10.1 | 0 | 10.1 |
| Direct Support Professional II | 1 06 | $26,900 | $43,860 | 10 | 0 | 10 |
| Division Head | 1 16 | $58,970 | $96,145 | 2 | 0 | 2 |
| Early Childhood Special Educator | 1 14 | $51,000 | $84,354 | 2 | 0 | 2 |
| Emergency Services Counselor | 1 12 | $43,470 | $70,890 | 16.4 | -1 | 15.4 |
| Executive Director | 1 24 | $92,800 | $159,120 | 1 | 0 | 1 |
| Facilities Manager | 1 13 | $46,885 | $76,449 | 1 | 0 | 1 |
| Human Services Aide | 1 05 | $24,685 | $40,290 | 4 | 0 | 4 |
| Information Technology Planner | 1 14 | $51,000 | $84,354 | 1 | 0 | 1 |
| Information Technology Specialist | 1 09 | $33,770 | $55,060 | 1 | 0 | 1 |
| Licensed Practical Nurse | 1 10 | $36,605 | $59,690 | 14 | 0 | 14 |
| Maintenance Mechanic I | 1 06 | $26,900 | $43,860 | 1 | 0 | 1 |

# Full Time Equivalent (FTE) Summary

| | Pay Grade | Minimum | Maximum | FY 2016 Adopted | FTE Change | FY 2017 Adopted |
|---|---|---|---|---|---|---|
| Management Analyst I | 1 11 | $40,005 | $65,280 | 4 | 0 | 4 |
| Management Analyst II | 1 13 | $46,885 | $76,449 | 2 | 0 | 2 |
| Medical Records Administrator | 1 11 | $40,005 | $65,280 | 1 | 0 | 1 |
| Mental Health Professional | 1 11 | $40,005 | $65,280 | 4 | 0 | 4 |
| Nurse Coordinator - Supervisor | 1 13 | $46,885 | $76,449 | 3 | 1 | 4 |
| Nurse Practitioner | 1 20 | $76,000 | $123,930 | 1 | 0 | 1 |
| Operations Controller | 1 16 | $58,970 | $96,145 | 1 | 0 | 1 |
| Peer Counselor I | 1 08 | $31,180 | $50,847 | 3 | -2 | 1 |
| Peer Counselor II | 1 09 | $33,770 | $55,060 | 2 | 0 | 2 |
| Pharmacist | 1 29 | * | * | 1 | 0 | 1 |
| Practice Manager | 1 13 | $46,885 | $76,449 | 2 | 0 | 2 |
| Program Administrator | 1 13 | $46,885 | $76,449 | 14 | -2 | 12 |
| Program Supervisor | 1 13 | $46,885 | $76,449 | 4 | -1 | 3 |
| Programmer/Analyst III | 1 13 | $46,885 | $76,449 | 1 | 0 | 1 |
| Programs Manager | 1 15 | $55,210 | $90,270 | 6 | 0 | 6 |
| Psychiatrist | 1 29 | * | * | 5.1 | 0 | 5.1 |
| Records & Information Clerk | 1 04 | $22,875 | $37,301 | 2 | 0 | 2 |
| Registered Nurse | 1 12 | $43,470 | $70,890 | 6.2 | 1 | 7.2 |
| Reimbursement Specialist | 1 09 | $33,770 | $55,060 | 1 | 0 | 1 |
| Reimbursement Supervisor | 1 14 | $51,000 | $84,354 | 1 | 0 | 1 |
| Reimbursement Technician | 1 06 | $26,900 | $43,860 | 3 | 1 | 4 |
| Staff Technician I | 1 08 | $31,180 | $50,847 | 1 | 0 | 1 |
| Support Technician | 1 05 | $24,685 | $40,290 | 13 | 0.5 | 13.5 |
| Total | | | | 284.9 | -1 | 283.9 |

*No salary range per compensation plan.

# Office to End Homelessness

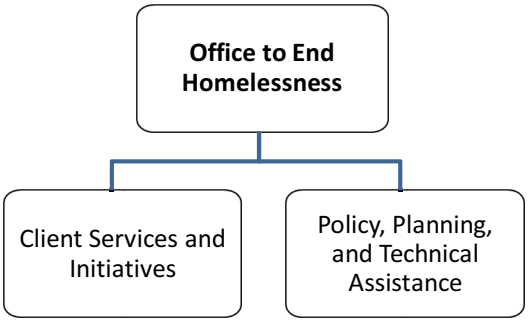
## Mission Statement

The mission of the Office to End Homelessness (OTEH) is to prevent and end homelessness in the City of Norfolk by establishing and promoting sustainable and effective policies, programs, services, and housing that will have a positive impact now and for future generations.

## Department Overview

The Office to End Homelessness is responsible for the provision of policy and direction within the City of Norfolk, and in partnership with community partners and stakeholders, to support an effective system that works to end and prevent homelessness. OTEH also assists in providing oversight for services and activities which fill a gap that cannot be met by other city departments or within the community.

The office coordinates and supports activities that ensure access to federal and state funding sources to assist in ending homelessness. OTEH also works to ensure the development of city policies to end homelessness. Additionally, the department provides technical assistance and training in order to help ensure effective programs, services, and housing. Direct implementation of programs and services that assist in ending homelessness, including city initiatives and regional partnerships, ensure that an effective array of programs, services, and housing is available in the community.




## Actions to Achieve Long-Term Goals and Short-Term Objectives

The Office to End Homelessness primarily supports the city-wide Priority Area of Safe, Healthy, and Inclusive Communities through its work to create effective strategies to implement the city's Blueprint to End Homelessness. Actions in place to serve those residents confronted by the loss of their personal residence include:

| Ongoing Actions | Status |
|---|---|
| Develop focused activities and events that provide those persons dealing with the impact of homelessness with direct access to the goods, services, and programs needed to lead productive lives | Ongoing |
| Provide Tenant-Based Rental Assistance funding to assist homeless individuals with stabilizing their housing | Ongoing |

## Performance Measures

| Priority: Safe, Healthy, and Inclusive Communities | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Create a culture that promotes health, engages in prevention, and supports the economics and social well being of individuals and families through the provision of an array of programs and services | | | | | |
| **Objective** | | | | | |
| Strengthen the network of resources, programs, and services that supports the economic and social well being of individuals and families | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Number of homeless service plans developed (New measure in FY 2017) | 0 | 0 | 0 | 250 | 250 |
| Number of households receiving Tenant-Based Rental Assistance (TBRA) funds (New measure in FY 2017) | 0 | 0 | 0 | 45 | 45 |
| Percent of individuals developing homeless service plans who secure transitional or permanent housing, on average, in less than 90 days (New measure in FY 2017) | 0 | 0 | 0 | 85 | 85 |
| Percent of Tenant-Based Rental Assistance (TBRA) household participants remaining housed for a minimum of two months after graduating from the program (New measure in FY 2017) | 0 | 0 | 0 | 90 | 90 |
| Percent of Project Homeless Connect participants indicating that the benefit of the event would, likely, extend beyond the day itself-as a result of securing access to services, etc. (New measure in FY 2017) | 0 | 0 | 0 | 80 | 80 |
| Number of homeless individuals attending Project Homeless Connect (New measure in FY 2017) | 0 | 0 | 0 | 400 | 400 |

## Expenditure Summary

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Personnel Services | $223,630 | $229,485 | $248,755 | $250,596 |
| Materials, Supplies and Repairs | $9,681 | $2,760 | $18,923 | $17,923 |
| Contractual Services | $5,476 | $4,950 | $7,933 | $7,933 |
| Equipment | $2,116 | $2,034 | $5,200 | $5,200 |
| Public Assistance | $12,316 | $8,817 | $0 | $0 |
| Department Specific Appropriation | $6,380 | $4,560 | $6,687 | $5,299 |
| Total | $259,599 | $252,607 | $287,498 | $286,951 |

## Estimated Appropriation for Special Revenue Summary

The following special revenue summary includes additional funds received by the department through grants, donations, and dedicated state and federal appropriations. Funds are generally multi-year appropriations and may continue from one fiscal year to another. Monies are dedicated to specific activities and/or functions and are nontransferable. Grants are not guaranteed annually. Amounts represented were available as of March 2016.

| | Dollars | Source | Pos # |
|---|---|---|---|
| Special Revenue (for example: Grants, Revenue Sharing, Donations) | $98,874 | HUD - HOMES Tenant-Based Rental Assistance Program | 1 |
| | | Office to End Homelessness Street Outreach | |

## Adopted FY 2017 Budget Actions

- **Implement Phase III of ARMD compensation strategy FY 2017 $1,944 FTE: 0**

  Implement Phase III of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2017 includes: 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. All actions are effective January 2017.

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

- **Reduce discretionary expenditures FY 2017 ($2,388) FTE: 0**

  Reduce nonpersonnel expenditures such as office supplies. This action does not impact service quality or delivery.

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

- **Annualize Phase II of ARMD compensation strategy FY 2017 $2,076 FTE: 0**

  Technical adjustment to annualize ARMD Phase II compensation actions that occurred in January 2016. The Adopted FY 2016 Budget included funds for: a two percent increase for general and constitutional officer employees; an additional one percent increase for the approximately 1,000 permanent employees in the city's eight lowest general employee pay grades; a $400 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 2017 $966 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 in FY 2017 from 17.51 percent to 17.79 percent. Costs are distributed based on each department's NERS eligible payroll. This is a routine adjustment which occurs each budget cycle.

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

- **Update personnel expenditures** **FY 2017 ($3,145)** **FTE: 0**

  Technical adjustment to update department costs for personnel services. Changes reflect updates in staffing due to administrative actions, consolidations, or reorganization efforts and includes the funds needed in FY 2017 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of three percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

**Office to End Homelessness** **Total: ($547)** **FTE: 0**

## Full Time Equivalent (FTE) Summary

| | Pay Grade | Minimum | Maximum | FY 2016 Adopted | FTE Change | FY 2017 Adopted |
|---|---|---|---|---|---|---|
| Case Manager I | 1 07 | $28,815 | $47,022 | 0 | 1 | 1 |
| Direct Support Professional II | 1 06 | $26,900 | $43,860 | 1 | -1 | 0 |
| Director of the Office to End Homelessness | 1 20 | $76,000 | $123,930 | 1 | 0 | 1 |
| Program Administrator | 1 13 | $46,885 | $76,449 | 1 | 0 | 1 |
| Total | | | | 3 | 0 | 3 |

# Public Health

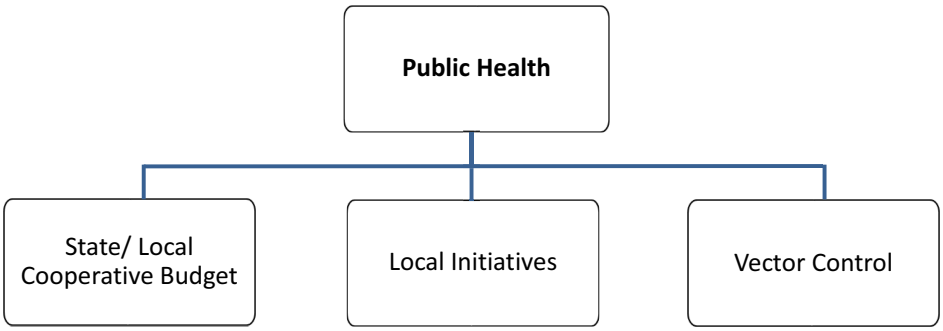
## Mission Statement

The Norfolk Department of Public Health is dedicated to promoting and protecting the health of Norfolk residents.

## Department Overview

The Norfolk Department of Public Health (NDPH) provides a wide range of services to improve and protect the community's health. NDPH serves as a leader and coordinator of Norfolk's public health system. In conjunction with the state and federal governments, and partners in the private sector, NDPH plays a fundamental role in protecting and promoting the health of Norfolk's residents.

This is achieved through the following service areas funded by local and state allocations: communicable disease prevention and control; health assessment, promotion, and education; environmental health hazards protection; child development and behavioral services; emergency preparedness and response; medical care services; and vital records and health statistics.




## Actions to Achieve Long-Term Goals and Short-Term Objectives

The Norfolk Department of Public Health (NDPH) supports the Priority Areas of Economic Vitality and Workforce Development; Safe, Healthy, and Inclusive Communities; and Lifelong Learning. NDPH has partnered with local businesses, government agencies, schools, and health providers to promote and protect the health of Norfolk residents, visitors, and its environment by undertaking the following actions:

| Ongoing Actions | Status |
|---|---|
| Work with the increasing number of Norfolk eating establishments, food vendors and their employees to protect consumers from food borne pathogens | Ongoing |
| Increase enrollment of teenagers in abstinence-based educational programs to reduce teen birth rates to a level that meets or exceeds the best performing cities and counties (~20 per 1,000 births) | Ongoing |
| Collaborate with Norfolk Public Schools to ensure all eligible students entering sixth grade comply with admission requirements by receiving a TDAP vaccine to reduce disease morbidity and mortality | Ongoing |

| Ongoing Actions | Status |
|---|---|
| Provide Virginia Cooperative Extension programs and services to foster effective youth development and family nutrition education | Ongoing |
| Maintain and enhance the pool of active volunteers to strengthen the range and depth of programming provided by Virginia Cooperative Extension | Ongoing |

## Performance Measures

**Priority: Economic Vitality and Workforce Development**

**Goal**

Diversify and strengthen Norfolk's economic base

**Objective**

Increase knowledge, skills and abilities of Norfolk's workforce

| Measure | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted | Change |
|---|---|---|---|---|---|
| Number of Norfolk food establishment managers certified | 281 | 493 | 450 | 460 | 10 |
| Number of Norfolk food establishment employees certified | 6,208 | 8,439 | 10,500 | 11,000 | 500 |

**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 students receive required/recommended immunizations by strengthening the partnership with NPS

| Measure | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted | Change |
|---|---|---|---|---|---|
| Percent of Norfolk Public Schools 6th graders who are adequately immunized | 100 | 100 | 100 | 100 | 0 |

**Objective**

Provide Virginia Cooperative Extension services for urban horticulture, nutritional education, and youth development

| Measure | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted | Change |
|---|---|---|---|---|---|
| Number of volunteer hours contributed to the provision of VCE programs and services (New measure in FY 2017) | 0 | 0 | 0 | 13,018 | 13,018 |
| Dollar value of VCE volunteer hours (New measure in FY 2017) | 0 | 0 | 0 | 85,000 | 85,000 |
| Number of youth participating in Norfolk 4-H programs (New measure in FY 2017) | 0 | 0 | 0 | 4,000 | 4,000 |
| Number of Norfolk residents participating in urban horticulture training, nutrition education, and Master Gardener certification programs | 51,321 | 47,322 | 51,000 | 52,000 | 1,000 |

| Priority: Lifelong Learning | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Increase accessibility to lifelong learning | | | | | |
| **Objective** | | | | | |
| Increase accessibility to lifelong learning opportunities using existing city and school resources | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Number of teens undertaking abstinence programming | 237 | 504 | 375 | 400 | 25 |
| **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 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Number of medical and community volunteers | 350 | 302 | 225 | 250 | 25 |

## Expenditure Summary

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Personnel Services | $1,295,235 | $967,167 | $487,413 | $303,585 |
| Materials, Supplies and Repairs | $85,534 | $71,976 | $90,486 | $192,033 |
| Contractual Services | $178,370 | $90,212 | $89,963 | $89,963 |
| Equipment | $7,034 | $1,576 | $0 | $0 |
| Department Specific Appropriation | $2,401,117 | $2,399,878 | $2,808,622 | $2,882,838 |
| Total | $3,967,290 | $3,530,809 | $3,476,484 | $3,468,419 |

## Adopted FY 2017 Budget Actions

- **Implement Phase III of ARMD compensation strategy FY 2017 $954 FTE: 0**

  Implement Phase III of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2017 includes: 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. All actions are effective January 2017.

  **Priority Area(s) Met:** Environmental Sustainability

- **Adjust support for state Vector Control positions FY 2017 $23,112 FTE: 1**

  Convert a state Vector Control, mosquito and rodent control employee to a city position. Public Health is converting 100 percent locally funded state employees to city employees through attrition. This adjustment is part of ongoing reorganization efforts within the department to achieve savings by converting employees from state-funded positions to city-funded positions. The city's salary and benefits for these positions are less than the state's salary and benefits. There is a corresponding expenditure reduction within the department to reflect the savings. This action maintains or improves the efficiency and effectiveness of service delivery.

  **Priority Area(s) Met:** Environmental Sustainability

- **Provide funds for building maintenance FY 2017 $101,357 FTE: 0**

  Provide funds for improvements to the Workforce Development Center. The department will reconfigure space previously used for dental services to improve the client service area and provide staff with additional storage space. A corresponding revenue adjustment has been made to support this improvement.

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

- **Provide support for city-state cooperative budget FY 2017 $105,634 FTE: 0**

  Technical adjustment to provide funds for a projected increase in the required local match for the city-state cooperative budge due to additional state funds.

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

- **Capture personnel savings FY 2017 ($125,550) FTE: 0**

  Capture personnel savings as a result of two actions. First, the department will realize a savings by converting a state Vector Control position to a city Vector Control position. Second, remove one-time funds used in FY 2016 to complete the transition of the school nurse program to Norfolk Public Schools.

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

- **Adjust costs for Fleet expenditures FY 2017 $190 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:** Environmental Sustainability and Safe, Healthy, and Inclusive Communities

- **Annualize Phase II of ARMD compensation strategy FY 2017 $1,697 FTE: 0**

  Technical adjustment to annualize ARMD Phase II compensation actions that occurred in January 2016. The Adopted FY 2016 Budget included funds for: a two percent increase for general and constitutional officer employees; an additional one percent increase for the approximately 1,000 permanent employees in the city's eight lowest general employee pay grades; a $400 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:** Environmental Sustainability

- **Adjust required contribution to the city's retirement system** **FY 2017 ($103,633)** **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 in FY 2017 from 17.51 percent to 17.79 percent. Costs are distributed based on each department's NERS eligible payroll. This is a routine adjustment which occurs each budget cycle.

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

- **Update personnel expenditures** **FY 2017 ($11,826)** **FTE: 0**

  Technical adjustment to update department costs for personnel services. Changes reflect updates in staffing due to administrative actions, consolidations, or reorganization efforts and includes the funds needed in FY 2017 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of three percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

**Public Health** **Total: ($8,065)** **FTE: 1**

## Full Time Equivalent (FTE) Summary

| | Pay Grade | Minimum | Maximum | FY 2016 Adopted | FTE Change | FY 2017 Adopted |
|---|---|---|---|---|---|---|
| Environmental Health Assistant I | 1 03 | $21,222 | $34,609 | 5 | 1 | 6 |
| Environmental Health Assistant II | 1 04 | $22,875 | $37,301 | 2 | 0 | 2 |
| Groundskeeper Crew Leader | 1 09 | $33,770 | $55,060 | 1 | 0 | 1 |
| Refuse Inspector | 1 08 | $31,180 | $50,847 | 2 | 0 | 2 |
| Total | | | | 10 | 1 | 11 |

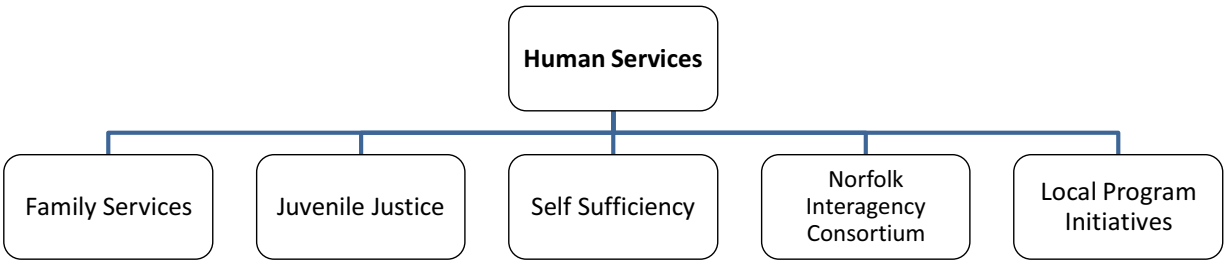
# Human Services

## Mission Statement

The Norfolk Department of Human Services (NDHS) is committed to improving the lives of children, families, and communities through comprehensive services that support the well-being of Norfolk residents.

## Department Overview

The Norfolk Department of Human Services is a multifunctional agency providing services to strengthen children, families, and individuals. NDHS provides social services and juvenile justice services. Services include foster care, adoption services, adult and child protective services, job assistance, supplemental nutrition assistance, medical assistance, Medicaid, and many other comprehensive services to meet the needs of its residents. NDHS works cooperatively with community organizations to ensure comprehensive services are available to all children, adults, families, and individuals who need them.




## Actions to Achieve Long-Term Goals and Short-Term Objectives

The Department of Human Services promotes the Priority Areas of Safe, Healthy, and Inclusive Communities and Economic Vitality and Workforce Development. Actions in place to further the long term goal of achieving, primarily, the creation of a culture that promotes health, engages in prevention, and supports the economic and social well-being of individuals and families include:

| Ongoing Actions | Status |
|---|---|
| Increase referral services, decrease barriers to employment, and increase post-employment support and services | Ongoing |
| Increase the number of families that are rapidly re-housed and prevented from entering homelessness | Ongoing |
| Conduct investigation of CPS and APS referrals within the priority time frames established by state guidelines | Ongoing |
| Decrease time to permanency for foster care children who cannot be reunited with the original family by terminating parental rights, recruiting families interested in fostering to adopt, and performing concurrent planning when bringing children into care | Ongoing |
| Provide community, familial, and vocational engagement programming to reduce offender recidivism | Ongoing |

| Ongoing Actions | Status |
|---|---|
| Prevent reoccurrence of abuse or neglect by providing services to children and adults who have been abused or neglected | Ongoing |
| Provide mental health, medical, and educational services to improve the outcomes of youth in the Juvenile Detention Center | Ongoing |

## Performance Measures

**Priority: Economic Vitality and Workforce Development**

**Goal**

Diversify and strengthen Norfolk's economic base

**Objective**

Connect workers with viable employment opportunities

| Measure | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted | Change |
|---|---|---|---|---|---|
| Percent of Virginia Initiative for Employment not Welfare (VIEW) participants who find employment and remain employed for 90 days or longer | 77 | 77 | 75 | 75 | 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**

Strengthen the network of benefit programs and services by processing applications and reviews according to timeframes established by federal and state guidelines

| Measure | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted | Change |
|---|---|---|---|---|---|
| Percent of Supplemental Nutrition Assistance Program applications processed within state timeliness standards (Benefits Programs) | 98 | 98 | 97 | 97 | 0 |
| Percent of Medicaid Program applications processed within state timeliness standards (Benefits Programs) | 82 | 82 | 97 | 97 | 0 |
| Percent of Temporary Assistance for Needy Families Program applications processed within state timeliness standards (Benefits Programs) | 95 | 95 | 97 | 97 | 0 |

**Objective**

Increase the timeliness of responses to allegations of abuse and neglect to children and adults in order to decrease the recurrence

| Measure | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted | Change |
|---|---|---|---|---|---|

| Priority: Safe, Healthy, and Inclusive Communities | | | | | |
|---|---|---|---|---|---|
| Percent of adults with no recurrence of a substantiated claim of abuse or neglect for six months-Adult Protective Services (New measure in FY 2017) | 0 | 0 | 0 | 95 | 95 |
| Percent of children with no recurrence of a substantiated claim of abuse or neglect for six months-Child Protective Services (New measure in FY 2017) | 0 | 0 | 0 | 96.6 | 96.6 |
| Percent of Adult Protective Services complaints of abuse and neglect responded to within state standards for timeliness (Adult Protective Services) | 95 | 89 | 97 | 97 | 0 |
| Percent of Child Protective Services abuse and neglect complaints responded to within state standards for timeliness | 95 | 96 | 95 | 95 | 0 |

**Objective**

Improve service delivery purchased through Norfolk Interagency Consortium for at risk youth and families

| Measure | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted | Change |
|---|---|---|---|---|---|
| Percent of family assessment and planning meetings attended by members of the child's family (New measure in FY 2017) | 0 | 0 | 0 | 50 | 50 |
| Percent of youth remaining in a residential setting for less than or equal to 12 months (New measure in FY 2017) | 0 | 0 | 0 | 60 | 60 |
| Percent of total youth served by CSA who are receiving community-based services (New measure in FY 2017) | 0 | 0 | 0 | 60 | 60 |

**Objective**

Increase percent of children who are safely discharged from foster care to adoption, reunification with family or are transferred to relatives

| Measure | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted | Change |
|---|---|---|---|---|---|
| Average time (in months) that youth are in foster care prior to reunification with their family (New measure in FY 2017) | 0 | 0 | 0 | 12 | 12 |
| Average time (in months) that youth are in foster care prior to adoption-for those youth who could not be reunified with family or placed with a relative (New measure in FY 2017) | 0 | 0 | 0 | 35 | 35 |
| Percent of foster care children entering foster care during the preceding 24 months that have achieved permanent placement (New measure in FY 2017) | 0 | 0 | 0 | 85 | 85 |

**Objective**

To stabilize families at risk of becoming homeless through prevention services, rapid re-housing, and inter-agency service coordination

| Priority: Safe, Healthy, and Inclusive Communities | | | | | |
|---|---|---|---|---|---|
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Percent of Homeless Action and Response Team (HART) participants stably housed after 3 months (New measure in FY 2017) | 0 | 0 | 18 | 85 | 67 |
| **Objective** | | | | | |
| Enhance public safety and ex-offender outcomes by reducing recidivism through a host of community, familial, and vocational engagement programs | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Percent of participants returning to jail or prison within three years of entering the Prisoner Reentry Program | 14 | 7 | 15 | 15 | 0 |
| **Objective** | | | | | |
| Enhance community safety and youth offender outcomes through the provision of Detention Center programs and services | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Percent of youth actively engaged in mental health, medical, and educational services while in the Juvenile Detention Center (New measure in FY 2017) | 0 | 0 | 0 | 100 | 100 |
| Number of unique youth offenders housed in the Juvenile Detention Center during fiscal year (New measure in FY 2017) | 0 | 0 | 0 | 550 | 550 |

## Expenditure Summary

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Personnel Services | $26,035,128 | $26,502,545 | $28,324,297 | $29,747,061 |
| Materials, Supplies and Repairs | $893,976 | $930,729 | $1,229,525 | $1,240,202 |
| Contractual Services | $6,134,368 | $5,676,666 | $3,901,860 | $3,135,686 |
| Equipment | $155,753 | $221,604 | $349,900 | $349,900 |
| Public Assistance | $11,995,053 | $11,601,613 | $12,670,603 | $12,670,603 |
| Department Specific Appropriation | $101,300 | $427,157 | $0 | $12,500 |
| Total | $45,315,578 | $45,360,315 | $46,476,185 | $47,155,952 |

## Estimated Appropriation for Special Revenue Summary

The following special revenue summary includes additional funds received by the department through grants, donations, and dedicated state and federal appropriations. Funds are generally multi-year appropriations and may continue from one fiscal year to another. Monies are dedicated to specific activities and/or functions and are nontransferable. Grants are not guaranteed annually. Amounts represented were available as of March 2016.

| | Dollars | Source | Pos # |
|---|---|---|---|
| Special Revenue (for example: Grants, Revenue Sharing, Donations) | $10,253,512 | CDBG Emergency Utility Program | 5.5 |
| | | Comprehensive Services Act | |
| | | Donations: Foster Children Support | |
| | | Emergency Shelter Grant HART Team | |
| | | Extreme Recruitment Program | |
| | | Virginia Juvenile Community Crime Control Act (VJCCCA) | |

## Adopted FY 2017 Budget Actions

- **Implement Phase III of ARMD compensation strategy FY 2017 $217,366 FTE: 0**

  Implement Phase III of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2017 includes: 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. All actions are effective January 2017.

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

- **Adjusts costs for rent renewal FY 2017 ($15,869) FTE: 0**

  Technical adjustment due to the renewal of the building lease at the Monticello facility. A new lease will begin for this facility in September 2016, resulting in an annual reduction of rent from $949,818 to $933,949. Rent expenditures associated with Virginia Department of Social Services programs are reimbursable at an average rate of 77 percent. Due to the reduction in rent expenditures, a corresponding revenue adjustment has been made.

  **Priority Area(s) Met:** Well-Managed Government

- **Complete transition to internal program FY 2017 ($251,712) FTE: 0**

  Complete conversion from external employment contract to an internally-staffed program. The contract provided employment services associated with TANF and VIEW programs, and expired in September 2015. This action removes the remaining three months of contract expenditures provided in FY 2016. Additionally, this action provides $75,089 in FY 2017 to support on-going personnel costs associated with the internal staff.

  **Priority Area(s) Met:** Lifelong Learning

- **Adjust costs for Fleet expenditures** **FY 2017 ($3,323)** **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:** Lifelong Learning and Safe, Healthy, and Inclusive Communities

- **Annualize Phase II of ARMD compensation strategy** **FY 2017 $205,538** **FTE: 0**

  Technical adjustment to annualize ARMD Phase II compensation actions that occurred in January 2016. The Adopted FY 2016 Budget included funds for: a two percent increase for general and constitutional officer employees; an additional one percent increase for the approximately 1,000 permanent employees in the city's eight lowest general employee pay grades; a $400 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 Lifelong Learning and Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Adjust required contribution to the city's retirement system** **FY 2017 $440,851** **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 in FY 2017 from 17.51 percent to 17.79 percent. Costs are distributed based on each department's NERS eligible payroll. This is a routine adjustment which occurs each budget cycle.

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

- **Update personnel expenditures** **FY 2017 $86,916** **FTE: 0.5**

  Technical adjustment to update department costs for personnel services. Changes reflect updates in staffing due to administrative actions, consolidations, or reorganization efforts and includes the funds needed in FY 2017 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of three percent based on enrollment and an increase in part-time hours. These are routine actions which occur at the beginning of the budget cycle.

**Human Services** **Total: $679,767** **FTE: 0.5**

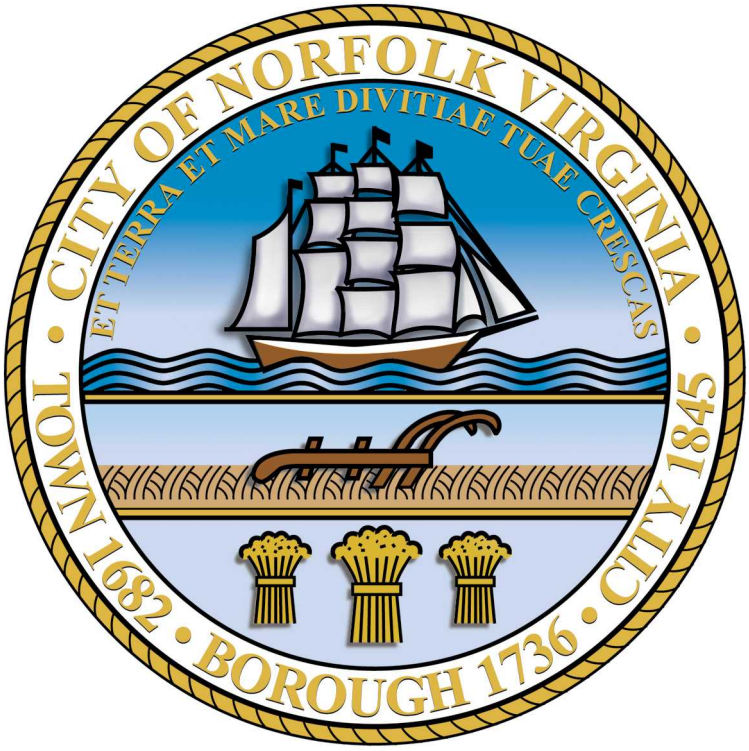
# Full Time Equivalent (FTE) Summary

| | Pay Grade | Minimum | Maximum | FY 2016 Adopted | FTE Change | FY 2017 Adopted |
|---|---|---|---|---|---|---|
| Accountant I | 1 11 | $40,005 | $65,280 | 1 | 0 | 1 |
| Accounting Technician II | 1 07 | $28,815 | $47,022 | 4 | 0 | 4 |
| Administrative Assistant I | 1 09 | $33,770 | $55,060 | 1 | 0 | 1 |
| Administrative Assistant II | 1 10 | $36,605 | $59,690 | 1 | 0 | 1 |
| Administrative Technician | 1 07 | $28,815 | $47,022 | 8 | 0 | 8 |
| Applications Development Team Supervisor | 1 17 | $63,000 | $102,816 | 1 | 0 | 1 |
| Assistant Director | 1 21 | $79,375 | $132,090 | 1 | 0 | 1 |
| Benefit Programs Specialist I | 1 08 | $31,180 | $50,847 | 48.5 | -12 | 36.5 |
| Benefit Programs Specialist II | 1 09 | $33,770 | $55,060 | 98 | 12 | 110 |
| Benefit Programs Specialist, Senior | 1 10 | $36,605 | $59,690 | 20 | -1 | 19 |
| Benefit Programs Supervisor | 1 12 | $43,470 | $70,890 | 25 | 0 | 25 |
| Business Manager | 1 13 | $46,885 | $76,449 | 3 | 0 | 3 |
| Community Assessment Team Coordinator | 1 11 | $40,005 | $65,280 | 1 | 0 | 1 |
| Cook | 1 04 | $22,875 | $37,301 | 5 | 0 | 5 |
| Data Quality Control Analyst | 1 07 | $28,815 | $47,022 | 1 | 0 | 1 |
| Data Quality Control Manager | 1 09 | $33,770 | $55,060 | 1 | 0 | 1 |
| Detention Center Assistant Superintendent | 1 14 | $51,000 | $84,354 | 2 | 0 | 2 |
| Detention Center Superintendent | 1 19 | $71,500 | $116,280 | 1 | 0 | 1 |
| Detention Center Supervisor | 1 12 | $43,470 | $70,890 | 7 | -1 | 6 |
| Director of Human Services | 1 24 | $92,800 | $159,120 | 1 | 0 | 1 |
| Facilities Manager | 1 13 | $46,885 | $76,449 | 1 | 0 | 1 |
| Family Services Associate | 1 07 | $28,815 | $47,022 | 10 | 0 | 10 |
| Family Services Supervisor | 1 14 | $51,000 | $84,354 | 17 | 0 | 17 |
| Family Services Worker I | 1 10 | $36,605 | $59,690 | 34 | 2 | 36 |
| Family Services Worker II | 1 12 | $43,470 | $70,890 | 34 | 0 | 34 |
| Family Services Worker III | 1 13 | $46,885 | $76,449 | 5 | 1 | 6 |
| Fiscal Manager II | 1 14 | $51,000 | $84,354 | 2 | 1 | 3 |
| Fiscal Monitoring Specialist I | 1 11 | $40,005 | $65,280 | 5 | -2 | 3 |
| Fiscal Monitoring Specialist II | 1 13 | $46,885 | $76,449 | 1 | 1 | 2 |
| Food Service Manager | 1 11 | $40,005 | $65,280 | 1 | 0 | 1 |
| Fraud Investigator | 1 09 | $33,770 | $55,060 | 6 | -1 | 5 |
| Fraud Supervisor | 1 12 | $43,470 | $70,890 | 1 | 0 | 1 |
| Human Resources Analyst | 1 14 | $46,885 | $76,449 | 1 | -1 | 0 |
| Human Resources Technician | 1 09 | $33,770 | $55,060 | 1 | 0 | 1 |
| Human Services Aide | 1 05 | $24,685 | $40,290 | 37 | 3 | 40 |
| Laundry Worker | 1 01 | $18,315 | $30,090 | 1 | 0 | 1 |
| Licensed Practical Nurse | 1 10 | $36,605 | $59,690 | 1 | 0 | 1 |
| Maintenance Mechanic I | 1 06 | $26,900 | $43,860 | 2 | 0 | 2 |
| Maintenance Supervisor I | 1 11 | $40,005 | $65,280 | 1 | 0 | 1 |

# Full Time Equivalent (FTE) Summary

| | Pay Grade | Minimum | Maximum | FY 2016 Adopted | FTE Change | FY 2017 Adopted |
|---|---|---|---|---|---|---|
| Management Analyst I | 1 11 | $40,005 | $65,280 | 1 | 0 | 1 |
| Management Analyst II | 1 13 | $46,885 | $76,449 | 1 | -1 | 0 |
| Messenger/Driver | 1 02 | $19,705 | $32,135 | 2 | 0 | 2 |
| Office Assistant | 1 03 | $21,222 | $34,609 | 7.5 | -1.5 | 6 |
| Office Manager | 1 09 | $33,770 | $55,060 | 2 | 1 | 3 |
| Operations Controller | 1 16 | $58,970 | $96,145 | 1 | 0 | 1 |
| Operations Manager | 1 14 | $51,000 | $84,354 | 1 | 0 | 1 |
| Personnel Specialist | 1 11 | $40,005 | $65,280 | 1 | 0 | 1 |
| Program Supervisor | 1 13 | $46,885 | $76,449 | 4 | 0 | 4 |
| Programmer/Analyst II | 1 12 | $43,470 | $70,890 | 1 | 0 | 1 |
| Programmer/Analyst IV | 1 14 | $51,000 | $84,354 | 1 | 0 | 1 |
| Programmer/Analyst V | 1 16 | $58,970 | $96,145 | 2 | 1 | 3 |
| Programs Manager | 1 15 | $55,210 | $90,270 | 9 | 0 | 9 |
| Registered Nurse | 1 12 | $43,470 | $70,890 | 1 | 0 | 1 |
| Self-Sufficiency Specialist II | 1 11 | $40,005 | $65,280 | 13 | 0 | 13 |
| Self-Sufficiency Specialist Sr | 1 12 | $43,470 | $70,890 | 4 | 0 | 4 |
| Self-Sufficiency Supervisor | 1 13 | $46,885 | $76,449 | 2 | 0 | 2 |
| Senior Microcomputer Systems Analyst | 1 14 | $51,000 | $84,354 | 2 | 0 | 2 |
| Staff Technician II | 1 09 | $33,770 | $55,060 | 1 | 0 | 1 |
| Support Technician | 1 05 | $24,685 | $40,290 | 31 | -1 | 30 |
| Youth Detention Specialist I | 1 08 | $31,180 | $50,847 | 12 | 1 | 13 |
| Youth Detention Specialist II | 1 09 | $33,770 | $55,060 | 18 | -1 | 17 |
| Youth Detention Specialist III | 1 11 | $40,005 | $65,280 | 16 | 0 | 16 |
| Total | | | | 525 | 0.5 | 525.5 |

# Public Safety



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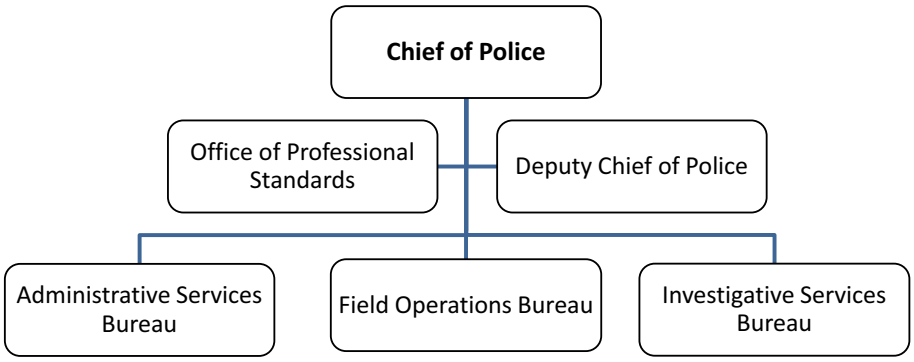
# POLICE

## MISSION STATEMENT

The Norfolk Police Department shall provide exemplary police service rooted in honor, integrity, and diversity to meet the needs of the people of Norfolk.

## DEPARTMENT OVERVIEW

The Department of Police is structured to deliver services to the residents of the City of Norfolk in the most efficient and effective manner. The Administrative Services function includes strategic management, personnel, fiscal management, central records, and training. The Field Operations function includes two patrol divisions: the Homeland Security Division and the Crime Prevention Division. The Investigative Services function includes: the Detective Division, the Vice and Narcotics Division, and the Criminal Intelligence Unit. The functions of the Office of Professional Standards Division fall under the Chief of Police.




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

The Department of Police strategically supports the city Priority Areas of Economic Vitality and Workforce Development; Lifelong Learning; Safe, Healthy, and Inclusive Communities; and Well-Managed Government. The strategies are planned to sustain safe, healthy, and vital communities by promoting community partnerships with residents and businesses, continuing proactive policing, and achieving operational efficiency through a well-trained, qualified, community workforce. Specific actions undertaken to achieve long-term goals include:

| Ongoing Actions | Status |
|---|---|
| Continue community partnerships with crime prevention programs to enhance the safety and livability of Norfolk's neighborhoods | Ongoing |
| Conduct academies and provide training opportunities to support lifelong learning within the communities and the police workforce | Ongoing |
| Sustain safe environments by protecting and serving the people of Norfolk through proactive policing and solving homicides | Ongoing |

| Ongoing Actions | Status |
|---|---|
| Focus on improved emergency preparedness by providing vigorous and standard homeland security training | Ongoing |
| Sustain operational efficiency by retaining a qualified workforce through leadership training and development | 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 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Number of participants in the crime prevention program | 1,533 | 3,449 | 1,550 | 1,550 | 0 |
| Number of participants in the security survey | 69 | 89 | 70 | 70 | 0 |
| Number of crime prevention programs held to promote public safety | 26 | 6 | 6 | 6 | 0 |

| Priority: Safe, Healthy, and Inclusive Communities | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Provide a safe environment for residents, workers, and visitors | | | | | |
| **Objective** | | | | | |
| Reduce crime through the creation of a proactive policing unit at the Patrol Division level | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Index crime levels for violent crime | 1,226 | 1,340 | 1,275 | 1,275 | 0 |
| **Objective** | | | | | |
| Maintain a homicide Cold Case section within the Detective Division | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Homicide clearance rate | 70 | 57 | 77 | 77 | 0 |

| Priority: Safe, Healthy, and Inclusive Communities | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Improve and enhance disaster awareness and planning | | | | | |
| **Objective** | | | | | |
| Improve emergency preparedness by vigorous and regular homeland security training | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Percent of workforce who complete Homeland Security training | 22 | 12 | 30 | 30 | 0 |

| Priority: Well-Managed Government | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Develop, recruit, and retain talented employees to meet current and future workplace requirements | | | | | |
| **Objective** | | | | | |
| Promote organizational excellence and leadership skills of staff by developing an annual leadership school tied to the department rank structure | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Percent of rank leadership officers who complete training | 19 | 37 | 17 | 17 | 0 |
| **Objective** | | | | | |
| Improve retention rate of sworn staff | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Retention rate of sworn staff | 96 | 95 | 97 | 97 | 0 |

| Priority: Lifelong Learning | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Increase accessibility to lifelong learning | | | | | |
| **Objective** | | | | | |
| Create a comprehensive short and long-term community workforce plan outlining workforce skills needed by area employers | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Number of participants for Citizens Police Academy | 83 | 118 | 81 | 81 | 0 |
| Number of participants for Youth Academy | 409 | 528 | 288 | 288 | 0 |

| Priority: Lifelong Learning | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Achieve a well-trained, qualified community workforce | | | | | |
| **Objective** | | | | | |
| Network and identify opportunities for partnership among the city, local educational institutions, and businesses and community resources that will promote and expand lifelong learning | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Number of training hours facilitated by the NPD | 2,900 | 4,249 | 3,600 | 3,600 | 0 |
| Number of sworn personnel receiving educational pay | 241 | 260 | 236 | 236 | 0 |

## Expenditure Summary

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Personnel Services | $61,080,500 | $60,335,971 | $62,361,899 | $64,302,037 |
| Materials, Supplies and Repairs | $3,581,447 | $3,594,531 | $3,249,463 | $2,816,911 |
| Contractual Services | $728,461 | $858,392 | $848,500 | $900,523 |
| Equipment | $134,597 | $206,720 | $465,619 | $481,445 |
| Public Assistance | $0 | $25,613 | $0 | $0 |
| Department Specific Appropriation | $0 | $15,845 | $0 | $0 |
| Total | $65,525,005 | $65,037,072 | $66,925,481 | $68,500,916 |

## Estimated Appropriation for Special Revenue Summary

The following special revenue summary includes additional funds received by the department through grants, donations, and dedicated state and federal appropriations. Funds are generally multi-year appropriations and may continue from one fiscal year to another. Monies are dedicated to specific activities and/or functions and are nontransferable. Grants are not guaranteed annually. Amounts represented were available as of March 2016.

| | Dollars | Source | Pos # |
|---|---|---|---|
| Special Revenue (for example: Grants, Revenue Sharing, Donations) | $1,257,655 | Asset Forfeiture | 1 |
| | | CDBG Mental Health Crisis Program | |
| | | DMV Selective Enforcement Grant | |
| | | Donations to Police | |
| | | Edward Byrne Memorial Justice Assistance Grant | |
| | | Local Training Academy | |
| | | Port Security Grant | |

## Adopted FY 2017 Budget Actions

- **Redesign sworn public safety compensation plan FY 2017 $966,268 FTE: 0**

  Redesign sworn public safety compensation plan to align with the city's Attraction, Retention, Motivation, and Development (ARMD) initiative. The revised plan makes Norfolk a regional leader in public safety compensation. The average pay increase for sworn public safety employees is approximately six percent. All actions are effective January 2017.

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

- **Implement Phase III of ARMD compensation strategy FY 2017 $49,526 FTE: 0**

  Implement Phase III of the compensation strategy for civilian employees as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2017 includes: 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. All actions are effective January 2017.

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

- **Support police officer body camera storage and maintenance** **FY 2017 $173,423** **FTE: 0**

  Technical adjustment to provide funds for police officer body camera video storage and equipment maintenance. The officer worn camera program supports the city's priority of safe, healthy, and inclusive communities and is a national best practice.

  **Priority Area(s) Met:** Well-Managed Government

- **Purchase firearms simulation module** **FY 2017 $22,300** **FTE: 0**

  Provide funds to purchase new module for the firearms training simulator. The firearms training simulator allows police officer's to train for the difficult real-world situations, such as ambushes, active shooters, and maintaining situational awareness during extreme stress.

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

- **Fund rent increase for Tazewell Building** **FY 2017 $7,406** **FTE: 0**

  Technical adjustment to provide funds for lease payments due to a contractual rent increase. The existing contract for space at Tazewell calls for an escalation each year based on the Consumer Price Index plus one percent. Projected rent costs will increase from $302,189 to $309,595.

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

- **Adjust prisoner extradition expenditures** **FY 2017 $15,000** **FTE: 0**

  Technical adjustment to increase the appropriation needed for prisoner extradition, which is necessary when the department needs to retrieve someone from outside the area or state. A corresponding revenue adjustment has been made.

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

- **Remove one-time funds for COPS Grant** **FY 2017 ($181,004)** **FTE: 0**

  Technical adjustment to remove one-time funds provided in FY 2016 to support the Community Oriented Policing Services (COPS) Grant. Grant matching funds are no longer necessary.

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

- **Remove one-time funds for security system upgrade** **FY 2017 ($157,597)** **FTE: 0**

  Technical adjustment to remove one-time funds provided in FY 2016 to upgrade the security authentication system. System upgrade was completed in FY 2016.

  **Priority Area(s) Met:** Accessibility, Mobility, and Connectivity

- **Adjust costs for Fleet expenditures** **FY 2017 ($425,235)** **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 II of ARMD compensation strategy FY 2017 $569,467 FTE: 0**

  Technical adjustment to annualize ARMD Phase II compensation actions that occurred in January 2016. The Adopted FY 2016 Budget included funds for: a two percent increase for general and constitutional officer employees; an additional one percent increase for the approximately 1,000 permanent employees in the city's eight lowest general employee pay grades; a $400 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 2017 $438,680 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 in FY 2017 from 17.51 percent to 17.79 percent. Costs are distributed based on each department's NERS eligible payroll. This is a routine adjustment which occurs each budget cycle.

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

- **Update personnel expenditures FY 2017 $97,201 FTE: 0**

  Technical adjustment to update department costs for personnel services. Changes reflect updates in staffing due to administrative actions, consolidations, or reorganization efforts and includes the funds needed in FY 2017 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of three percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

**Police Total: $1,575,435 FTE: 0**

## Full Time Equivalent (FTE) Summary

| | Pay Grade | Minimum | Maximum | FY 2016 Adopted | FTE Change | FY 2017 Adopted |
|---|---|---|---|---|---|---|
| Accountant I | 1 11 | $40,005 | $65,280 | 2 | 0 | 2 |
| Accounting Supervisor | 1 14 | $51,000 | $84,354 | 0 | 1 | 1 |
| Accounting Technician II | 1 07 | $28,815 | $47,022 | 1 | 0 | 1 |
| Administrative Assistant I | 1 09 | $33,770 | $55,060 | 12 | -3 | 9 |
| Administrative Assistant II | 1 10 | $36,605 | $59,690 | 1 | 1 | 2 |
| Administrative Technician | 1 07 | $28,815 | $47,022 | 1 | 0 | 1 |
| Assistant Chief Of Police | 3 07 | $104,426 | $124,129 | 4 | 0 | 4 |
| Bureau Manager | 1 18 | $67,350 | $109,823 | 1 | 0 | 1 |
| Chief of Police | 1 25 | $100,205 | $169,320 | 1 | 0 | 1 |
| Compliance Inspector | 1 10 | $36,605 | $59,690 | 1 | 0 | 1 |
| Crime Analyst | 1 11 | $40,005 | $65,280 | 0 | 1 | 1 |
| Crime Analyst, Senior | 1 13 | $46,885 | $76,449 | 0 | 2 | 2 |
| Custodian | 1 02 | $19,705 | $32,135 | 1 | 0 | 1 |
| Deputy Chief of Police | 1 22 | $83,400 | $140,250 | 1 | 0 | 1 |
| Fiscal Manager II | 1 14 | $51,000 | $84,354 | 1 | 0 | 1 |

# FULL TIME EQUIVALENT (FTE) SUMMARY

| | Pay Grade | Minimum | Maximum | FY 2016 Adopted | FTE Change | FY 2017 Adopted |
|---|---|---|---|---|---|---|
| Health & Fitness Facilitator | 1 10 | $36,605 | $59,690 | 1 | 0 | 1 |
| Humane Officer I | 1 07 | $28,815 | $47,022 | 7 | 0 | 7 |
| Humane Officer II | 1 11 | $40,005 | $65,280 | 1 | 0 | 1 |
| Legal Assistant - CWA | CWA006 | $39,715 | $63,486 | 0 | 1 | 1 |
| Management Analyst I | 1 11 | $40,005 | $65,280 | 2 | -1 | 1 |
| Management Analyst II | 1 13 | $46,885 | $76,449 | 6 | -2 | 4 |
| Management Analyst III | 1 14 | $51,000 | $84,354 | 2 | -1 | 1 |
| Office Assistant | 1 03 | $21,222 | $34,609 | 1 | 1 | 2 |
| Operations Manager | 1 14 | $51,000 | $84,354 | 1 | 0 | 1 |
| Operations Officer I | 1 05 | $24,685 | $40,290 | 15 | -3 | 12 |
| Operations Officer II | 1 07 | $28,815 | $47,022 | 11 | -1 | 10 |
| Police Captain | 3 06 | $83,915 | $99,748 | 11 | 0 | 11 |
| Police Corporal | 3 03 | $49,647 | $68,068 | 17 | 12 | 29 |
| Police Identification Clerk | 1 05 | $24,685 | $40,290 | 1 | 0 | 1 |
| Police Lieutenant | 3 05 | $73,154 | $86,787 | 25 | 10 | 35 |
| Police Officer | 3 02 | $40,981 | $62,349 | 590 | -15 | 575 |
| Police Records & Identification Section Supervisor | 1 12 | $43,470 | $70,890 | 1 | 0 | 1 |
| Police Recruit | 3 01 | $37,975 | $37,975 | 21 | 7 | 28 |
| Police Sergeant | 3 04 | $57,948 | $79,510 | 99 | -13 | 86 |
| Program Administrator | 1 13 | $46,885 | $76,449 | 1 | 0 | 1 |
| Programmer/Analyst III | 1 13 | $46,885 | $76,449 | 1 | 0 | 1 |
| Programmer/Analyst IV | 1 14 | $51,000 | $84,354 | 1 | 0 | 1 |
| Programmer/Analyst V | 1 16 | $58,970 | $96,145 | 1 | 0 | 1 |
| Programs Manager | 1 15 | $55,210 | $90,270 | 1 | 0 | 1 |
| Project Coordinator | 1 13 | $46,885 | $76,449 | 0 | 1 | 1 |
| Public Services Coordinator | 1 11 | $40,005 | $65,280 | 0 | 1 | 1 |
| Software Analyst | 1 13 | $46,885 | $76,449 | 0 | 1 | 1 |
| Stenographic Reporter | 1 07 | $28,815 | $47,022 | 3 | 0 | 3 |
| Support Technician | 1 05 | $24,685 | $40,290 | 27 | 0 | 27 |
| Total | | | | 874 | 0 | 874 |

Composition of sworn police force changes based on career progression and the size of the active recruit class

# Fire-Rescue

## Mission Statement

Norfolk Fire-Rescue protects life, property, and the environment by preventing and suppressing fires, mitigating hazards, caring for the sick and injured, and providing public education.

## Department Overview

Norfolk Fire-Rescue consists of seven divisions:

Operations: Responsible for all emergency services provided by the department including fire suppression, emergency medical care, hazardous materials mitigation, technical rescue, water rescue, and terrorism response. In addition, operational forces perform pre-incident evaluation site visits, as well as public service activities, including smoke alarm sweeps, inspections and installations, hands only CPR training, child safety seat installations, and medical blood pressure checks as requested.

Fire Prevention and Life Safety: Responsible for fire code enforcement and life safety inspections, as well as environmental code enforcement. In addition, the Fire Marshal's office performs fire and arson investigations, and car seat safety inspections. Other responsibilities include participation in task forces.

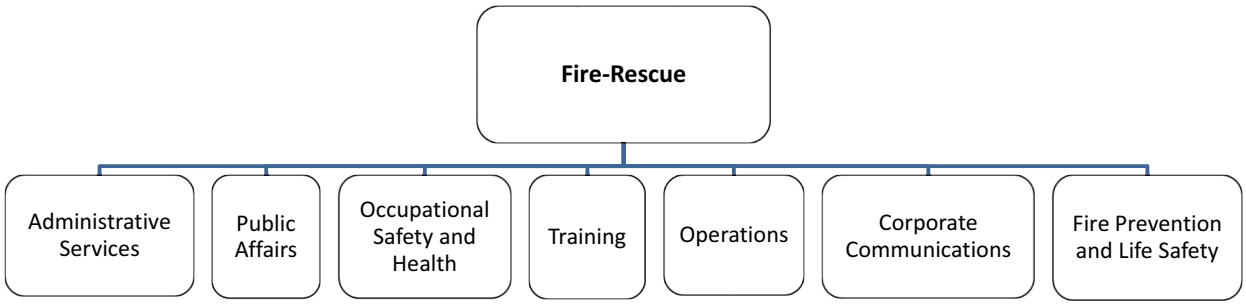
Training: Responsible for all personnel training and certification programs provided by the department in the subject areas of basic and advanced firefighting, basic and advanced emergency medical care including championing cutting edge medical care advancements, hazardous materials, technical rescue, terrorism, management/leadership, and command and control.

Occupational Safety & Health: Responsible for firefighter health and wellness programs, emergency incident and workplace safety, disability management, risk management, and loss prevention.

Public Affairs: Responsible for public outreach programs, media relations and public information, marketing, recruitment, and fire and life safety education.

Corporate Communications: Responsible for information technology, performance measurement, quality assurance/quality improvement, strategic planning, and workforce planning accreditation.

Administrative Services: Responsible for payroll and employee benefits administration, accounts payable, accounts receivable, budgeting and fiscal management, grants administration, procurement and supply, and clerical and administrative support.



## Actions to Achieve Long-Term Goals and Short-Term Objectives

Norfolk Fire-Rescue primarily supports the Priority Areas of Economic Vitality and Workforce Development; Safe, Healthy, and Inclusive Communities; and Lifelong Learning. Actions in place to achieve the long term goals of providing a safe environment for residents, workers, and visitors; enhancing the efficiency of programs and services; increasing accessibility to lifelong learning; and increasing regionally based employment opportunities for Norfolk's residents include:

| Ongoing Actions | Status |
|---|---|
| Improve documentation, provide training, and track progress to improve response times | Ongoing |
| Heighten awareness of the smoke alarm program through public outreach, public announcements, and web-based information | Ongoing |
| Provide 350 or more fire/EMS safety presentations of 30 minutes or more | Ongoing |
| Continue support of the Norfolk Fire-Rescue Explorers program | Ongoing |

## Performance Measures

| Priority: Economic Vitality and Workforce Development | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Increase regionally-based employment opportunities for Norfolk's residents | | | | | |
| **Objective** | | | | | |
| Increase knowledge, skills and abilities of Norfolk's workforce | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Number of participants in the Norfolk Fire-Rescue's Explorer's program | 15 | 15 | 20 | 25 | 5 |
| Percent of Explorers program participants currently enrolled in high school and maintaining a 2.0 or above grade point average (New measure for FY 2017) | 0 | 0 | 0 | 85 | 85 |
| **Objective** | | | | | |
| Eliminate barriers to employment | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Number of minority applicants secured through recruitment efforts (New measure for FY 2017) | 0 | 0 | 0 | 179 | 179 |
| Number of veteran applicants secured through recruitment efforts (New measure for FY 2017) | 0 | 0 | 0 | 145 | 145 |

| Priority: Safe, Healthy, and Inclusive Communities | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Provide a safe environment for residents, workers, and visitors | | | | | |
| **Objective** | | | | | |
| Enhance neighborhood safety by improving average total response time to critical fire calls to equal to or less than five minutes and twenty seconds | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Percent of fire calls with a total response time of 5 minutes and 20 seconds or less | 77 | 80 | 90 | 90 | 0 |
| **Objective** | | | | | |
| Enhance neighborhood safety by improving average total response time to Advanced Life Support emergency medical calls to within nine minutes of receiving the emergency call | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Percent of Emergency Medical Services calls with advanced life support response with a total response time of 9 minutes or less | 100 | 100 | 90 | 90 | 0 |
| **Objective** | | | | | |
| Increase resident awareness of the program that provides free smoke alarms as well as installation for all Norfolk residents | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Number of residential contacts that lead to residents awareness and installation of smoke alarms (Revised measure for FY 2017) | 0 | 0 | 0 | 1,400 | 1,400 |

| Priority: Lifelong Learning | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Increase accessibility to lifelong learning | | | | | |
| **Objective** | | | | | |
| Increase accessibility to lifelong learning opportunities using existing city and school resources | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Number of participants reached through community outreach efforts emphasizing prevention of cooking fires (Revised measure for FY 2017) | 0 | 0 | 0 | 11,495 | 11,495 |
| Number of emergency calls annually associated with cooking (reduced through increased community outreach) | 82 | 76 | 80 | 76 | -4 |

## Expenditure Summary

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Personnel Services | $37,517,951 | $37,220,800 | $38,143,301 | $40,059,247 |
| Materials, Supplies and Repairs | $2,257,407 | $2,217,347 | $2,096,707 | $2,133,119 |
| Contractual Services | $344,578 | $343,864 | $368,048 | $399,772 |
| Total | $40,119,936 | $39,782,011 | $40,608,056 | $42,592,138 |

## Estimated Appropriation for Special Revenue Summary

The following special revenue summary includes additional funds received by the department through grants, donations, and dedicated state and federal appropriations. Funds are generally multi-year appropriations and may continue from one fiscal year to another. Monies are dedicated to specific activities and/or functions and are nontransferable. Grants are not guaranteed annually. Amounts represented were available as of March 2016.

| | Dollars | Source | Pos # |
|---|---|---|---|
| Special Revenue (for example: Grants, Revenue Sharing, Donations) | $1,822,459 | Donations to Fire-Rescue | 0 |
| | | Emergency Medical Services Training Fund | |
| | | Fire Programs Aid to Locality Fund | |
| | | Four-for-Life Aid to Locality Fund | |
| | | Hazardous Materials Recovery Fund | |
| | | Homeland Security Grant Program | |

## Adopted FY 2017 Budget Actions

- **Redesign sworn public safety compensation plan FY 2017 $914,902 FTE: 0**

  Redesign sworn public safety compensation plan to align with the city's Attraction, Retention, Motivation, and Development (ARMD) initiative. The revised plan makes Norfolk a regional leader in public safety compensation. The average pay increase for sworn public safety employees is approximately six percent. All actions are effective January 2017.

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

- **Implement Phase III of ARMD compensation strategy FY 2017 $5,973 FTE: 0**

  Implement Phase III of the compensation strategy for civilian employees as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2017 includes: 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. All actions are effective January 2017.

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

- **Support continuation of Master Firefighter Program FY 2017 $51,380 FTE: 0**

  Technical adjustment to provide funds to support the Master Firefighter Program. The professional development initiative is designed to encourage firefighters to enhance skills and abilities in the areas of firefighting, emergency medical services, special operations, fire prevention, training, and management administration.

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

- **Purchase medical supplies FY 2017 $10,650 FTE: 0**

  Provide funds to purchase medical supplies for emergency medical services. Current service levels have required reliance on special revenue funds.

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

- **Fund maintenance service for medical equipment FY 2017 $29,910 FTE: 0**

  Technical adjustment to provide funds for maintenance service contract for heart monitor defibrillators. This equipment is used for emergency medical services.

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

- **Fund rent increase for Tazewell Building FY 2017 $1,314 FTE: 0**

  Technical adjustment to provide funds for lease payments due to a contractual rent increase. The existing contract for space at Tazewell calls for an escalation each year based on the Consumer Price Index plus one percent. Projected rent cost will increase from $238,165 to $239,479.

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

- **Adjust costs for Fleet expenditures FY 2017 $26,262 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 II of ARMD compensation strategy FY 2017 $296,277 FTE: 0**

  Technical adjustment to annualize ARMD Phase II compensation actions that occurred in January 2016. The Adopted FY 2016 Budget included funds for: a two percent increase for general and constitutional officer employees; an additional one percent increase for the approximately 1,000 permanent employees in the city's eight lowest general employee pay grades; a $400 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 2017 $269,520** **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 in FY 2017 from 17.51 percent to 17.79 percent. Costs are distributed based on each department's NERS eligible payroll. This is a routine adjustment which occurs each budget cycle.

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

- **Update personnel expenditures** **FY 2017 $377,894** **FTE: 0**

  Technical adjustment to update department costs for personnel services. Changes reflect updates in staffing due to administrative actions, consolidations, or reorganization efforts and includes the funds needed in FY 2017 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of three percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

**Fire-Rescue** **Total: $1,984,082** **FTE: 0**

## Full Time Equivalent (FTE) Summary

| | Pay Grade | Minimum | Maximum | FY 2016 Adopted | FTE Change | FY 2017 Adopted |
|---|---|---|---|---|---|---|
| Accounting Technician II | 1 07 | $28,815 | $47,022 | 1 | 0 | 1 |
| Administrative Assistant II | 1 10 | $36,605 | $59,690 | 1 | 0 | 1 |
| Administrative Technician | 1 07 | $28,815 | $47,022 | 1 | 0 | 1 |
| Assistant Fire Chief | 4 10 | $87,916 | $109,796 | 4 | 0 | 4 |
| Assistant Fire Marshal | 4 06 | $50,286 | $74,650 | 3 | 0 | 3 |
| Battalion Fire Chief | 4 09 | $72,359 | $99,748 | 16 | 0 | 16 |
| Chief of Fire-Rescue | 1 25 | $100,205 | $169,320 | 1 | 0 | 1 |
| Deputy Fire Chief | 4 11 | $92,294 | $115,262 | 1 | 0 | 1 |
| Fire Captain | 4 08 | $57,735 | $85,709 | 47 | 0 | 47 |
| Fire Inspector | 4 05 | $45,376 | $70,772 | 10 | 0 | 10 |
| Fire Lieutenant | 4 06 | $50,286 | $74,650 | 35 | 0 | 35 |
| Fire/Paramedic Lieutenant | 4 07 | $52,835 | $78,433 | 1 | -1 | 0 |
| Firefighter EMT | 4 02 | $41,168 | $52,700 | 19 | -4 | 15 |
| Firefighter EMT-Enhanced / Advanced | 4 03 | $38,228 | $59,624 | 225 | 5 | 230 |
| Firefighter EMT-I | 4 04 | $39,284 | $61,271 | 39 | -3 | 36 |
| Firefighter EMT-P | 4 05 | $45,376 | $70,772 | 87 | -11 | 76 |
| Firefighter Recruit | 4 01 | $36,617 | $36,617 | 8 | 14 | 22 |
| Media Production Specialist | 1 12 | $43,470 | $70,890 | 1 | 0 | 1 |
| Personnel Specialist | 1 11 | $40,005 | $65,280 | 1 | 0 | 1 |
| Programmer/Analyst III | 1 13 | $46,885 | $76,449 | 1 | 0 | 1 |
| Staff Technician I | 1 08 | $31,180 | $50,847 | 2 | 0 | 2 |
| Total | | | | 504 | 0 | 504 |

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# Public Works

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# PUBLIC WORKS

## MISSION STATEMENT

The Department of Public Works builds, maintains, and operates the physical facilities that support and enhance the lives of Norfolk's residents, businesses, and visitors, including the city's street network, traffic management systems, storm water system, and waste collection system.

## DEPARTMENT OVERVIEW

The Department of Public Works offers a wide variety of services and is organized into six field divisions and two administrative divisions.

- The Operations Division maintains streets, curbs, gutters, sidewalks and bridge structures. This division also coordinates the city's emergency recovery from natural and man-made disasters including snow, ice, and tropical storms.

- The Transportation Division plans, operates and maintains street lights, traffic signals, traffic control devices, pavement markings, signal timings and over 100 miles of fiber optic cable. This division also coordinates and integrates the traffic signal system with light rail operations and coordinates design and construction of state highway projects.

- The Right-of-Way Division coordinates, permits, and inspects roadway construction projects and serves as the liaison to private utility companies. The division generates General Fund revenue annually through permit and franchise utility fees which are, in turn, used for city right-of-way upkeep.

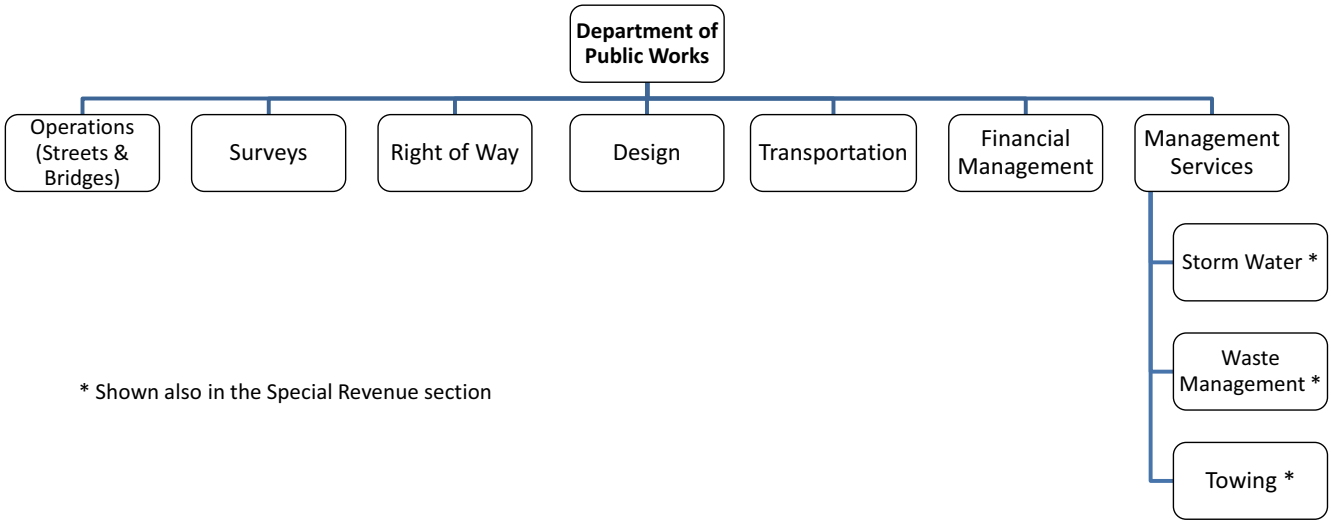
- The Design and Construction Division provides design and contract technical support for construction of new and existing facilities.

- The Surveys Division provides surveying services and maintains official plats and records.

- The Management Services Division is responsible for media, community and public relations. This division is also responsible for general administration and departmental human resources including employee training.

- The Financial Management Division is responsible for collections, disbursements, and maintenance of funds as well as fiscal and budgetary monitoring and support.

- The Department of Public Works also manages Environmental Storm Water, Towing and Recovery Services, and Waste Management. These divisions are considered Special Revenue and are listed in the special revenue section of the budget document.




* Shown also in the Special Revenue section

## Actions to Achieve Long-Term Goals and Short-Term Objectives

The Department of Public Works supports the Priority Areas of Accessibility, Mobility and Connectivity; Economic Vitality and Workforce Development; Environmental Sustainability; Lifelong Learning; Safe, Healthy, and Inclusive Communities; and Well Managed Government. Actions in place to achieve the long term goals of protecting natural resources, increasing vocational and technical opportunities, maintaining safety measures for infrastructure, and providing growth opportunities for employees include:

| Ongoing Actions | Status |
|---|---|
| Inspect bridges to ensure that they meet National Bridge Inspection Standards | Ongoing |
| Improve roadways and sidewalk infrastructure city-wide to reduce right of way backlogs and resident complaints/claims | Ongoing |
| Develop and implement a comprehensive Pavement Management Program to increase longevity of streets and address drainage issues | Ongoing |
| Execute, design, and/or commence construction of major city projects within the fiscal year they are funded | Ongoing |
| Expand the pedestrian and bicycle network to optimize traditional and alternative transportation modes | Ongoing |

# PERFORMANCE MEASURES

| Priority: Safe, Healthy, and Inclusive Communities | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Enhance the vitality of Norfolk's neighborhoods | | | | | |
| **Objective** | | | | | |
| Maintain safety of traffic signal system by inspecting all traffic signal infrastructure on a yearly basis | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Percent of traffic signal infrastructure inspected per standard | 100 | 100 | 100 | 100 | 0 |
| **Objective** | | | | | |
| Ensure that arterial streets meet the lighting standards by maintaining existing street lights and adding new lights where appropriate | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Percent of residential streets that meet illuminating engineering standards | 77 | 77 | 77 | 77 | 0 |
| Percent of arterial streets that meet illuminating engineering standards | 100 | 100 | 100 | 100 | 0 |
| **Objective** | | | | | |
| Improve maintenance of city streets by resurfacing 35 lane miles per year to meet 20 year resurfacing program goal | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Number of roadway lane miles resurfaced per year | 51 | 26 | 30 | 30 | 0 |
| **Objective** | | | | | |
| Maintain safe bridge conditions | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Percent of bridges rated good or fair according to National Bridge Inspection Standards (It is anticipated that one bridge will fall below a rating of fair during FY 2017) | 100 | 100 | 100 | 95 | -5 |
| **Objective** | | | | | |
| Execute design and/or construction of major city projects within the fiscal year they are funded | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Percent of design and/or construction contracts issued within the fiscal year in which they are funded | 92 | 93 | 90 | 90 | 0 |

| Priority: Accessibility, Mobility and Connectivity | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Increase transportation choice, connectivity, and affordability | | | | | |
| **Objective** | | | | | |
| Optimize traditional and alternative transportation modes and travel including an expanded pedestrian and bicycle network | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Miles of bikeways marked (total) | 25 | 25 | 38 | 42 | 4 |

## Expenditure Summary

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Personnel Services | $18,894,429 | $13,517,416 | $13,630,407 | $14,127,255 |
| Materials, Supplies and Repairs | $9,592,816 | $7,454,520 | $7,570,375 | $7,749,747 |
| Contractual Services | $11,642,472 | $734,877 | $661,597 | $603,088 |
| Equipment | $522,246 | $534,532 | $115,973 | $125,473 |
| Department Specific Appropriation | $1,270,515 | $2,044,825 | $2,531,306 | $4,096,717 |
| Total | $41,922,478 | $24,286,170 | $24,509,658 | $26,702,280 |

## Estimated Appropriation for Special Revenue Summary

The following special revenue summary includes additional funds received by the department through grants, donations, and dedicated state and federal appropriations. Funds are generally multi-year appropriations and may continue from one fiscal year to another. Monies are dedicated to specific activities and/or functions and are nontransferable. Grants are not guaranteed annually. Amounts represented were available as of March 2016.

| | Dollars | Source | Pos # |
|---|---|---|---|
| Special Revenue (for example: Grants, Revenue Sharing, Donations) | $13,850,953 | Bridge Improvement Projects | 0 |
| | | Brownfields | |
| | | Citywide Signal Retiming | |
| | | Congestion Mitigation Program | |
| | | Culvert Improvement Projects | |
| | | Downtown Transfer Center | |
| | | Elizabeth River Trail | |
| | | Highway Safety Inspection Projects Proactive Safety Projects | |
| | | Incident Management Diversion System | |
| | | Litter Prevention and Education | |
| | | Signal Improvement Projects | |
| | | Streets Improvement Projects | |
| | | Traffic Management Projects | |
| | | Walkway Improvement Projects | |
| | | Water Quality Improvement Projects | |

## ADOPTED FY 2017 BUDGET ACTIONS

- **Implement Phase III of ARMD compensation strategy FY 2017 $112,901 FTE: 0**

  Implement Phase III of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2017 includes: 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. All actions are effective January 2017.

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

- **Increase funding for VDOT street maintenance FY 2017 $465,411 FTE: 0**

  Technical adjustment to increase VDOT street maintenance expenditures to correspond to the increase in revenue from the state gasoline tax. The additional funding is for resurfacing streets and transportation related safety costs such as guardrails and maintenance of school flashing lights.

  **Priority Area(s) Met:** Accessibility, Mobility, and Connectivity

- **Provide funds for preliminary engineering FY 2017 $1,100,000 FTE: 0**

  Provide funds for preliminary engineering of capital projects. Preliminary engineering supports the personnel costs associated with capital projects throughout the city. Preliminary Engineering will be phased out of the Capital Improvement Plan over the next two fiscal years.

  **Priority Area(s) Met:** Well-Managed Government

- **Adjust support for the HRT transit extension study FY 2017 ($64,000) FTE: 0**

  Reduce funds for the city's match for the Naval Station Norfolk Transit Extension Study Draft Environmental Impact Statement from $156,000 in FY 2016 to $92,000 in FY 2017. Funding for the match will be phased out during FY 2017.

  **Priority Area(s) Met:** Well-Managed Government

- **Adjust costs for Fleet expenditures FY 2017 $191,863 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:** Economic Vitality and Workforce Development and Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Annualize Phase II of ARMD compensation strategy FY 2017 $140,924 FTE: 0**

  Technical adjustment to annualize ARMD Phase II compensation actions that occurred in January 2016. The Adopted FY 2016 Budget included funds for: a two percent increase for general and constitutional officer employees; an additional one percent increase for the approximately 1,000 permanent employees in the city's eight lowest general employee pay grades; a $400 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 Economic Vitality and Workforce Development and Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Adjust required contribution to the city's retirement system** **FY 2017 $81,827** **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 in FY 2017 from 17.51 percent to 17.79 percent. Costs are distributed based on each department's NERS eligible payroll. This is a routine adjustment which occurs each budget cycle.

  **Priority Area(s) Met:** Economic Vitality and Workforce Development and Safe, Healthy, and Inclusive Communities and Well-Managed Government

- **Update personnel expenditures** **FY 2017 $163,696** **FTE: 0**

  Technical adjustment to update department costs for personnel services. Changes reflect updates in staffing due to administrative actions, consolidations, or reorganization efforts and includes the funds needed in FY 2017 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of three percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

**Public Works** **Total: $2,192,622** **FTE: 0**

## Full Time Equivalent (FTE) Summary

| | Pay Grade | Minimum | Maximum | FY 2016 Adopted | FTE Change | FY 2017 Adopted |
|---|---|---|---|---|---|---|
| Accountant II | 1 12 | $43,470 | $70,890 | 1 | 0 | 1 |
| Accounting Technician II | 1 07 | $28,815 | $47,022 | 1 | 0 | 1 |
| Administrative Assistant I | 1 09 | $33,770 | $55,060 | 2 | 1 | 3 |
| Administrative Assistant II | 1 10 | $36,605 | $59,690 | 1 | 0 | 1 |
| Administrative Technician | 1 07 | $28,815 | $47,022 | 2 | 0 | 2 |
| Applications Analyst | 1 14 | $51,000 | $84,354 | 1 | 0 | 1 |
| Architect II | 1 16 | $58,970 | $96,145 | 1 | 0 | 1 |
| Architect III | 1 17 | $63,000 | $102,816 | 1 | 0 | 1 |
| Architect IV | 1 18 | $67,350 | $109,823 | 1 | 0 | 1 |
| Asphalt Plant Operator I | 1 08 | $31,180 | $50,847 | 1 | 0 | 1 |
| Asphalt Plant Operator II | 1 09 | $33,770 | $55,060 | 1 | 0 | 1 |
| Assistant City Engineer | 1 19 | $71,500 | $116,280 | 1 | 1 | 2 |
| Assistant City Surveyor | 1 15 | $55,210 | $90,270 | 1 | 0 | 1 |
| Assistant Director | 1 21 | $79,375 | $132,090 | 2 | 0 | 2 |
| Assistant Streets Engineer | 1 15 | $55,210 | $90,270 | 1 | 0 | 1 |
| Automotive Mechanic | 1 10 | $36,605 | $59,690 | 1 | 0 | 1 |
| Bridge Inspection Supervisor | 1 13 | $46,885 | $76,449 | 1 | 0 | 1 |
| Bridge Maintenance Supervisor | 1 13 | $46,885 | $76,449 | 1 | 0 | 1 |
| Building / Equipment Maintenance Supervisor | 1 11 | $40,005 | $65,280 | 1 | 0 | 1 |
| Business Manager | 1 13 | $46,885 | $76,449 | 1 | 1 | 2 |
| City Engineer | 1 21 | $79,375 | $132,090 | 1 | 0 | 1 |

# Full Time Equivalent (FTE) Summary

| | Pay Grade | Minimum | Maximum | FY 2016 Adopted | FTE Change | FY 2017 Adopted |
|---|---|---|---|---|---|---|
| City Surveyor | 1 18 | $67,350 | $109,823 | 1 | 0 | 1 |
| City Transportation Engineer | 1 20 | $76,000 | $123,930 | 1 | 0 | 1 |
| Civil Engineer II | 1 14 | $51,000 | $84,354 | 6 | -1 | 5 |
| Civil Engineer III | 1 15 | $55,210 | $90,270 | 5 | 0 | 5 |
| Civil Engineer IV | 1 16 | $58,970 | $96,145 | 2 | 0 | 2 |
| Civil Engineer V | 1 17 | $63,000 | $102,816 | 2 | 0 | 2 |
| Construction Inspector I | 1 08 | $31,180 | $50,847 | 2 | -2 | 0 |
| Construction Inspector II | 1 08 | $40,005 | $65,280 | 10 | 1 | 11 |
| Construction Inspector III | 1 12 | $43,470 | $70,890 | 6 | 1 | 7 |
| Contract Monitoring Specialist | 1 11 | $40,005 | $65,280 | 1 | 0 | 1 |
| Director of Public Works | 1 24 | $92,800 | $159,120 | 1 | 0 | 1 |
| Engineering Manager | 1 20 | $76,000 | $123,930 | 1 | 0 | 1 |
| Engineering Technician II | 1 11 | $40,005 | $65,280 | 10 | -1 | 9 |
| Engineering Technician III | 1 11 | $43,470 | $70,890 | 1 | 0 | 1 |
| Equipment Operator II | 1 06 | $26,900 | $43,860 | 21 | 0 | 21 |
| Equipment Operator III | 1 07 | $28,815 | $47,022 | 12 | 0 | 12 |
| Equipment Operator IV | 1 08 | $31,180 | $50,847 | 1 | 0 | 1 |
| Geographic Information Systems Specialist II | 1 12 | $43,470 | $70,890 | 1 | 1 | 2 |
| Geographic Information Systems Technician I | 1 09 | $33,770 | $55,060 | 1 | 0 | 1 |
| Geographic Information Systems Technician II | 1 11 | $40,005 | $65,280 | 1 | 0 | 1 |
| Instrument Technician | 1 08 | $31,180 | $50,847 | 3 | 0 | 3 |
| Lead Mason | 1 07 | $28,815 | $47,022 | 3 | 0 | 3 |
| Maintenance Mechanic I | 1 06 | $26,900 | $43,860 | 1 | 0 | 1 |
| Maintenance Shop Manager | 1 13 | $46,885 | $76,449 | 1 | 0 | 1 |
| Maintenance Worker I | 1 03 | $21,222 | $34,609 | 8 | 0 | 8 |
| Maintenance Worker II | 1 06 | $26,900 | $43,860 | 9 | 0 | 9 |
| Management Analyst II | 1 13 | $46,885 | $76,449 | 2 | 0 | 2 |
| Management Services Administrator | 1 18 | $67,350 | $109,823 | 1 | 0 | 1 |
| Mason | 1 06 | $26,900 | $43,860 | 17 | 0 | 17 |
| Operations Manager | 1 14 | $51,000 | $84,354 | 2 | -1 | 1 |
| Program Supervisor | 1 13 | $46,885 | $76,449 | 1 | 0 | 1 |
| Project Manager | 1 14 | $51,000 | $84,354 | 4 | 1 | 5 |
| Right of Way Permit Supervisor | 1 15 | $55,210 | $90,270 | 1 | 0 | 1 |
| Senior Design/Construction Project Manager | 1 16 | $58,970 | $96,145 | 7 | -1 | 6 |
| Senior Projects Manager | 1 16 | $58,970 | $96,145 | 1 | 0 | 1 |
| Senior Traffic Engineer | 1 15 | $55,210 | $90,270 | 1 | 0 | 1 |
| Senior Transportation Engineer | 1 15 | $55,210 | $90,270 | 1 | 0 | 1 |

# Full Time Equivalent (FTE) Summary

| | Pay Grade | Minimum | Maximum | FY 2016 Adopted | FTE Change | FY 2017 Adopted |
|---|---|---|---|---|---|---|
| Senior Utility Maintenance Supervisor | 1 13 | $46,885 | $76,449 | 2 | 0 | 2 |
| Staff Technician I | 1 08 | $31,180 | $50,847 | 1 | 0 | 1 |
| Staff Technician II | 1 09 | $33,770 | $55,060 | 1 | 0 | 1 |
| Street Maintenance Supervisor | 1 10 | $36,605 | $59,690 | 9 | 0 | 9 |
| Superintendent of Traffic Operations | 1 16 | $58,970 | $96,145 | 1 | 0 | 1 |
| Support Technician | 1 05 | $24,685 | $40,290 | 6 | -1 | 5 |
| Survey Party Chief | 1 10 | $36,605 | $59,690 | 3 | 0 | 3 |
| Traffic Engineering Assistant | 1 14 | $51,000 | $84,354 | 1 | 1 | 2 |
| Traffic Maintenance Technician I | 1 08 | $21,222 | $34,609 | 3 | 2 | 5 |
| Traffic Maintenance Technician II | 1 06 | $26,900 | $43,860 | 1 | -1 | 0 |
| Traffic Maintenance Technician III | 1 08 | $31,180 | $50,847 | 7 | -1 | 6 |
| Traffic Sign Fabricator II | 1 06 | $26,900 | $43,860 | 2 | 0 | 2 |
| Traffic Signal Technician I | 1 07 | $28,815 | $47,022 | 3 | -1 | 2 |
| Traffic Signal Technician II | 1 10 | $36,605 | $59,690 | 3 | 1 | 4 |
| Traffic Signal Technician III | 1 11 | $40,005 | $65,280 | 4 | -2 | 2 |
| Traffic Signal Technician IV | 1 12 | $43,470 | $70,890 | 3 | 1 | 4 |
| Traffic Systems Engineering Technician | 1 10 | $36,605 | $59,690 | 2 | 0 | 2 |
| Total | | | | 225 | 0 | 225 |

# Debt Service

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# Debt Service

The city traditionally issues General Obligation (G.O.) bonds to provide funding for a wide variety of general infrastructure improvements that directly benefit the basic needs and quality of life of every Norfolk resident. G.O. bonds are a type of borrowing, similar to a home mortgage, used by local governments to finance capital projects such as schools, public safety equipment, including police and fire facilities and vehicles; street improvements; transportation projects such as new roads and sidewalks; neighborhood improvements like curbs and gutters; economic development, including promoting business growth and vitality; parks, recreation and open space facilities; cultural institutions, including the zoo and museums; and community recreation centers.

The city obtains money for these projects by selling its G.O. bonds to investors, also called bondholders. In exchange, the city pledges to repay what it borrowed (principal), plus interest, over a predetermined number of years. As presented below, debt service refers to the scheduled payments of principal and interest on the city's previously issued G.O. bonds and any new debt service resulting from a planned new issuance of bonds during the current fiscal year. G.O. bonds are backed by the full faith and credit of the city, meaning that the city commits its full taxing authority to paying bondholders.

The city issues bonds because its capital needs exceed the ability to fund all capital projects with cash or current tax revenues. G.O. bond financing allows the city to spread the substantial costs of funding its capital program over multiple years. This kind of financing also allows the costs of capital projects to be spread over a number of years that better matches the expected useful life so that each generation (current and future) of taxpayers and users contributes a portion for the use of the infrastructure assets financed. Additionally, the Debt Service budget includes funding for the equipment and vehicle acquisition program. This program contains three categories of items:

- School Buses
- City-owned vehicle replacement
- City-owned information technology equipment replacement

In Fiscal Year 2015, a Line of Credit (LOC) financing tool was established as an additional financing mechanism that allows for better management of cash flow for capital project financing. A LOC partially funds the cashflow needs of the city's CIP by providing a low-cost, flexible interim financing option for capital projects and allows the city to draw funds "just-in-time". Use of this mechanism provides the city with greater flexibility regarding the timing of long-term bond sales.

**Expenditure Summary**

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Debt Principal & Interest | 67,419,712 | 67,679,996 | 56,568,583 | 59,848,794 |
| Equipment Acquisition Principal & Interest | 6,221,337 | 3,980,835 | 3,234,403 | 3,551,003 |
| Bond Issuance Cost | 403,505 | 428,135 | 500,000 | 500,000 |
| Transfer to CIP | 1,309,666 | 609,666 | 2,079,166 | 1,847,393 |
| **TOTAL** | **75,354,220** | **72,698,632** | **62,382,152** | **65,747,190** |

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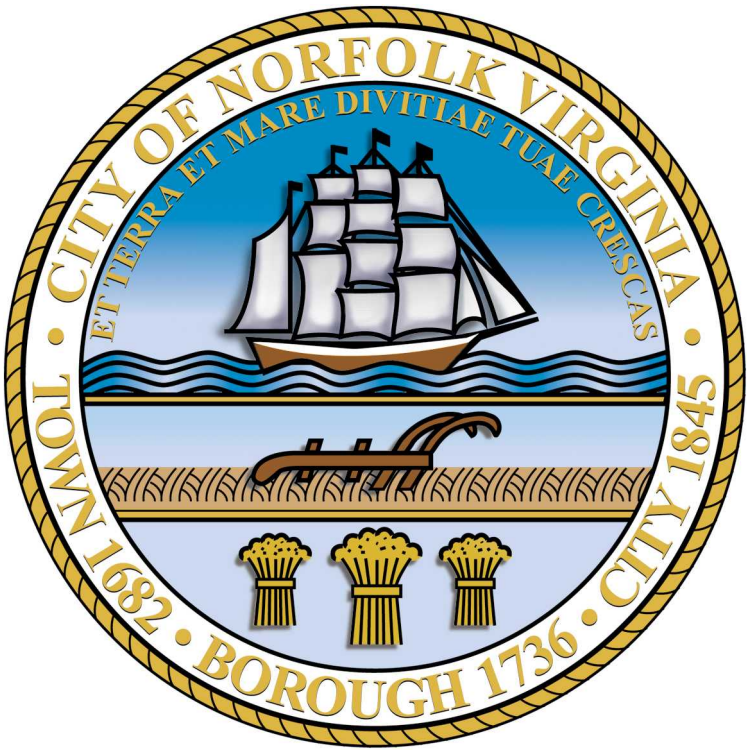
# Public School Education



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# Norfolk Public Schools

## Mission Statement

The mission of Norfolk Public Schools (NPS), the cornerstone of a proudly diverse community, is to ensure all students maximize their academic potential, develop skills for lifelong learning, and are successful contributors to a global society, as distinguished by:

- Courageous advocacy for all students
- Family and community investment
- Data-driven personalized learning
- Strong and effective leadership teams
- Shared responsibility for teaching and learning
- Access to rigorous and rewarding college and career readiness opportunities

## Division Overview

NPS is the largest urban school division and the seventh largest division overall in the Commonwealth of Virginia. The division enrolls a racially and economically diverse population of approximately 32,000 students, supported by more than 4,600 employees in 55 facilities. The educational philosophy of the division is based on the belief that all children can achieve at high levels and that it is the responsibility of the staff and community to ensure each child reaches his or her highest potential.

NPS has a variety of programs to meet the needs of students. Programs within the traditional school setting include those for students with special needs, English as a Second Language, Title I, and Gifted Education. Auxiliary facilities house programs for students who need an alternate educational setting as well as opportunities for trade and technical education. There are full-day kindergarten programs in all elementary schools. There are two early childhood centers for three and four year old children and pre-kindergarten programs in all elementary schools.

## Legal Authorization

Pursuant to Virginia law, all school divisions are fiscally dependent on the local government. As a fiscally dependent school division, NPS does not levy taxes or issue debt. All funds are appropriated to Norfolk Public Schools by the Norfolk City Council, which has authority to tax and incur debt.

The School Board derives its authority from the Commonwealth and has the constitutional responsibility to provide public education to the residents of Norfolk.

# School Funding

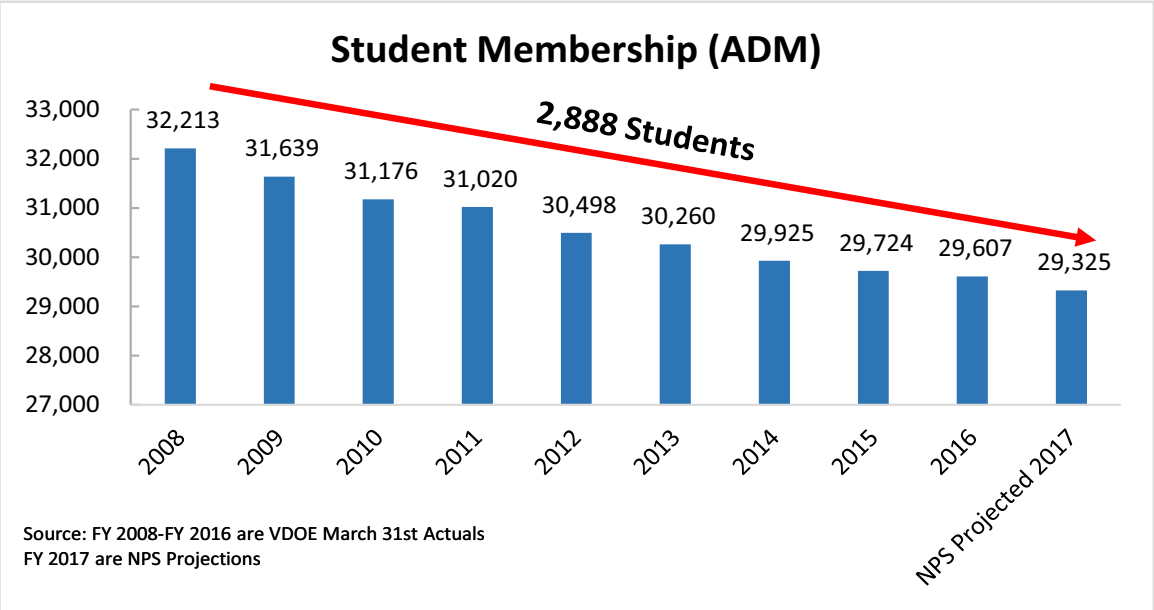
The division receives financial support from several sources:

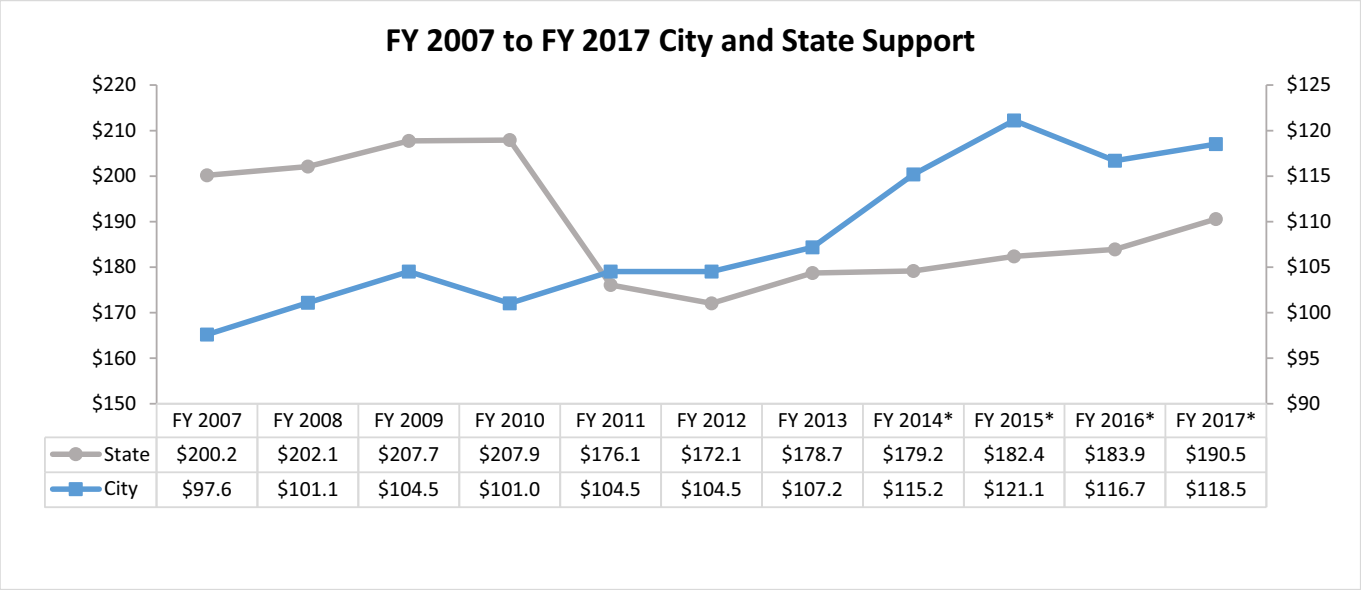
- Commonwealth of Virginia
- City of Norfolk
- Federal Government
- Local Fees and Revenues

**Commonwealth of Virginia**: Support for public schools is a shared cost between the Commonwealth of Virginia and localities. Article VIII, Section 2 of the Constitution of Virginia authorizes the General Assembly to determine the cost of education as prescribed by the Standards of Quality (SOQ) and to establish the cost share between state and local governments. Sales tax revenue is used to offset Basic Aid costs. In FY 2013, $1^1/_4$ cent of the Commonwealth's 5-cent sales and use tax was dedicated to public school funding. In FY 2014, sales and use tax increased in Norfolk to 6-cents due to the statewide transportation bill, and of this $1^3/_8$ cent is dedicated to public school funding.

The Standards of Quality (SOQ) prescribe the minimum standards of education for public school divisions. The standards are established in the Constitution of Virginia and defined in the Code of Virginia. Only the State Board of Education and the General Assembly can alter the standards. SOQ rebenchmarking is completed every two years and coincides with the beginning of the Commonwealth's biennial budget cycle. SOQ accounts represent about 85 percent of the total state funding for direct aid to public education. Localities may choose to spend more than the required amounts at their own discretion. School divisions may offer additional programs and employ additional staff beyond what is required by the SOQ at their own discretion.

Average Daily Membership (ADM) as of March 31st is the student enrollment count that drives most state funds for public education. The ADM is reported to the Virginia Department of Education (VDOE) twice a year, a projection in the fall and a final ADM in the spring. ADM is determined by the total days in membership for all students over the school year divided by the number of school days school was in session. NPS projects ADM to decline from 29,607 in FY 2016 to 29,325 in FY 2017, a decrease of 282 students. Since 2008, ADM has decreased by 2,888 students or 10.1 percent, while city support has increased. Pre-kindergarten is an optional program and not included in the ADM. As such, the numbers reflected do not include pre -kindergarten.



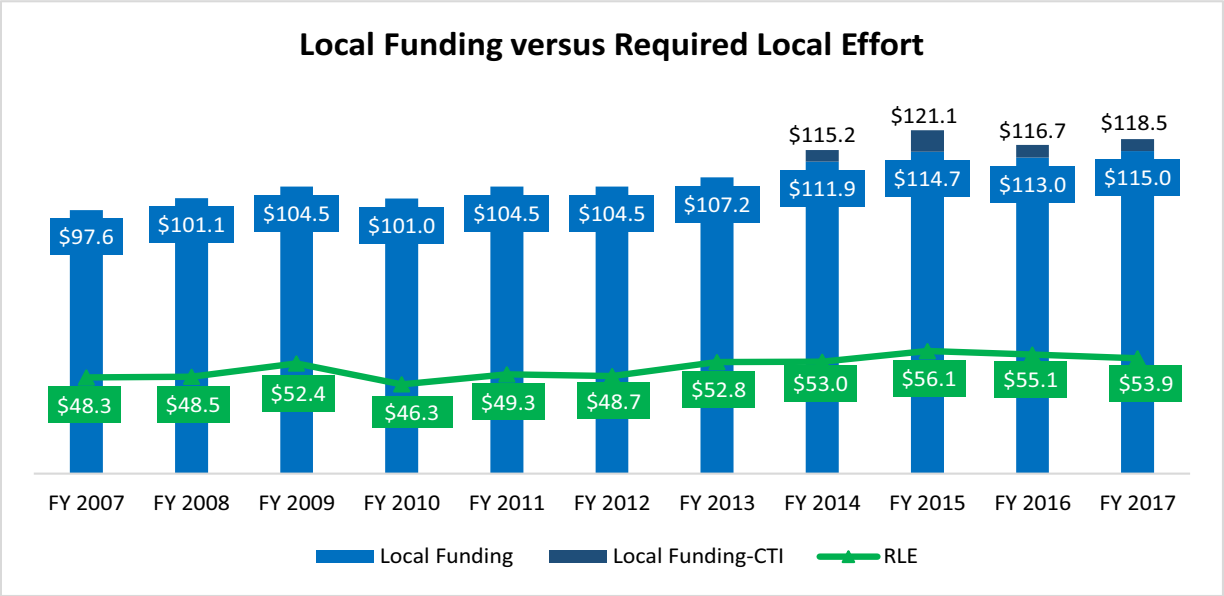



| | FY 2007 | FY 2008 | FY 2009 | FY 2010 | FY 2011 | FY 2012 | FY 2013 | FY 2014* | FY 2015* | FY 2016* | FY 2017* |
|---|---|---|---|---|---|---|---|---|---|---|---|
| State | $200.2 | $202.1 | $207.7 | $207.9 | $176.1 | $172.1 | $178.7 | $179.2 | $182.4 | $183.9 | $190.5 |
| City | $97.6 | $101.1 | $104.5 | $101.0 | $104.5 | $104.5 | $107.2 | $115.2 | $121.1 | $116.7 | $118.5 |

* Includes Construction, Technology, and Infrastructure (CTI) funding. FY 2016 and FY 2017 are budgeted amounts, all others are actuals.

**City of Norfolk:** Lifelong Learning is one of the six City Council priorities. The city provides funding for schools based on citywide needs. Identified needs by Norfolk Public Schools (NPS) are weighed against all other city needs. Even during the Great Recession as city support decreased for other priorities, city support did not wane for NPS. In contrast to the state, the city does not decrease its support when student enrollment declines. Student enrollment is projected to decline by 282 students in FY 2017, but the city support remains level. Since 2007, local support has increased by $20.9 million or 21.4 percent despite declining enrollment. This amount includes the Construction, Technology, and Infrastructure program (CTI).

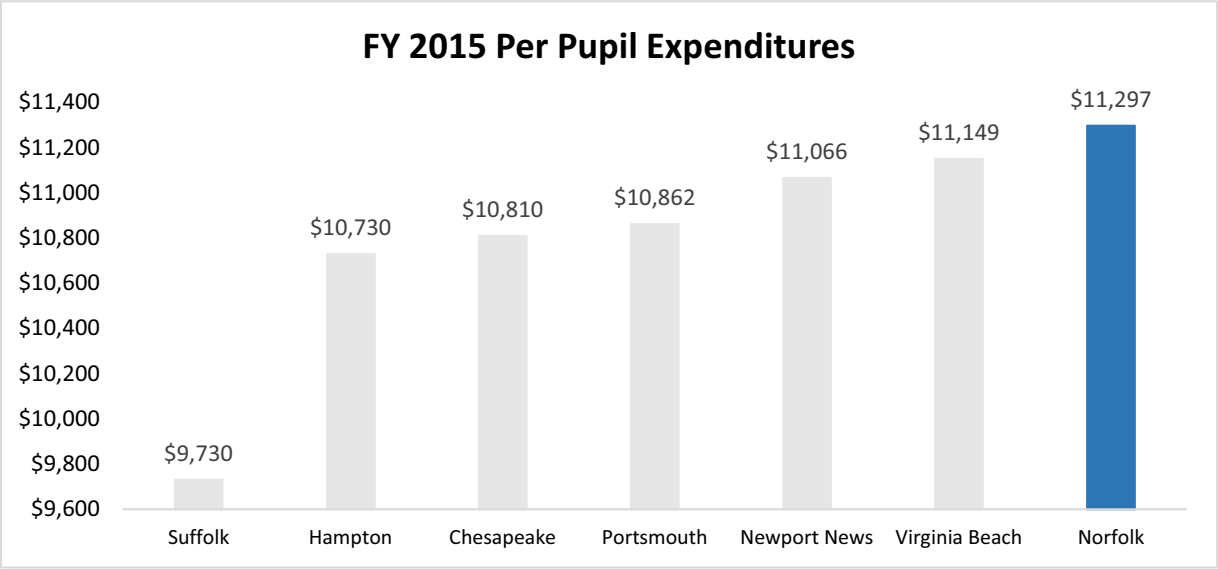
**Local Composite Index:** The Local Composite Index (LCI) was formulated by the state to measure a locality's ability to fund education. The LCI is calculated using three measures of the local tax base: true real estate values (50 percent of measure); adjusted gross income (40 percent of measure); and local taxable retail sales (10 percent of measure). LCI calculations for the 2016-2018 biennium are based on 2013 data from the Virginia Department of Taxation. Each of the local tax measures are combined with two per capita components: 2014 ADM and total population provided by the Weldon Cooper Center for Public Service. Each locality's ability to pay is evaluated relative to all other localities. Norfolk's LCI for FY 2017 is 0.2988, which means that the city's Required Local Effort (RLE) for SOQ programs is approximately 30 percent of the total cost of education for Norfolk. **The city consistently provides more than 100 percent of the required amount.**




*FY 2015 includes $3.0 million and FY 2016 includes $246,600 in CTI carryforward from FY 2014.

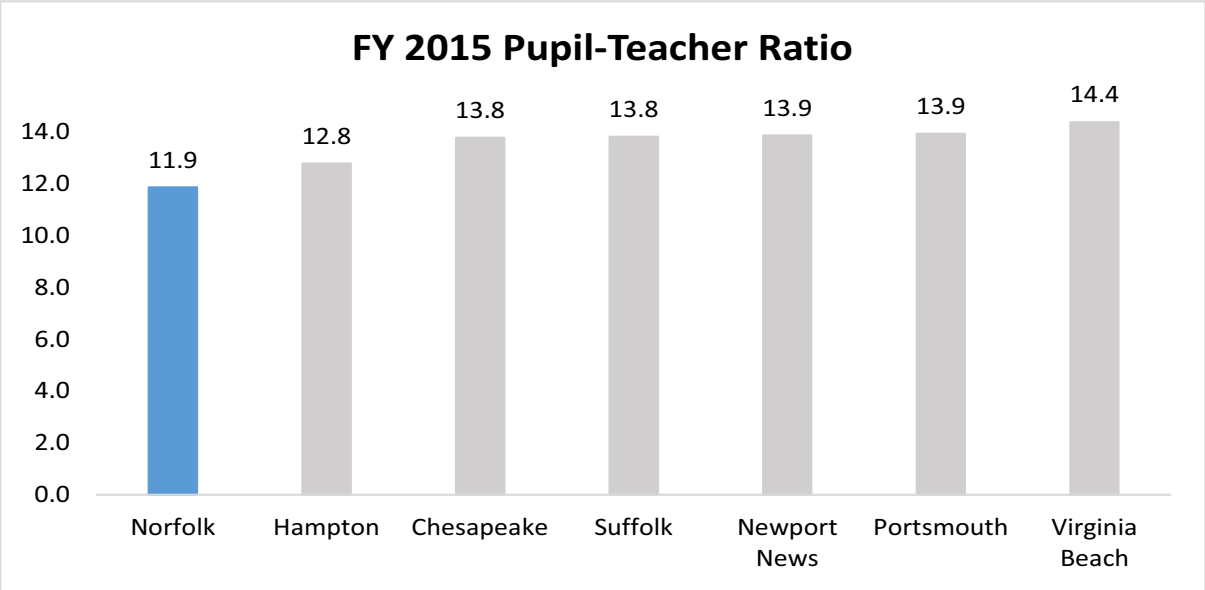
Additionally, the city provides support for NPS related to capital debt service, landscape maintenance, school resource officers, and other services valued at over $16 million in FY 2017. The city's FY 2017 - FY 2021 Capital Improvement Plan (CIP) continues the city's previous commitment of building six schools for $159 million. (Crossroads, Campostella, Richard Bowling h. Bowling, Jr., Ocean View, Larchmont, and Camp Allen).

**Per Pupil Expenditure (PPE):** PPE is the statistic that includes the amount of money put toward the general education for each student. The Superintendent's Annual Report for Virginia provides a yearly PPE for all school divisions in the Commonwealth. The report utilizes annual financial data submitted by school divisions. Since all school divisions submit this data, this report provides the best comparison of PPE across the state. The most recent report is for FY 2015 and **Norfolk Public Schools has the highest PPE in the region.**




Source: Virginia Department of Education, Annual School Report Financial Section

**Pupil-Teacher Ratio:** The Pupil-Teacher Ratio data is reported each year in the Superintendent's Annual report. For FY 2015, Norfolk has the lowest pupil-teacher ratio in Hampton Roads. The data reflect a weighted average that account for elementary and secondary teachers at each division.




Source: Virginia Department of Education, Superintendent's Annual Report FY 2015

**Starting Teacher Salaries:** Starting teacher salaries (includes regular K-12, art, music, physical education, technology, remedial, gifted, mathematics, reading, special education, and ESL) are reported to the Virginia Department of Education by each division on an annual basis. For FY 2016, divisions reported the annual salary for three education levels. Norfolk Public Schools has the highest starting salary for both a Master's and Doctorate degree, and is above the regional average for all three education levels.

## FY 2016 Starting Teacher Salaries

| School Division | Bachelor's | Master's | Doctorate |
|---|---|---|---|
| Chesapeake | $41,560 | $44,760 | $47,960 |
| Hampton | $40,500 | $43,100 | $45,100 |
| Newport News | $41,500 | $44,405 | $47,568 |
| Norfolk | $42,558 | $45,956 | $50,092 |
| Portsmouth | $42,977 | $45,477 | $49,977 |
| Suffolk | $39,290 | $42,175 | $44,441 |
| Virginia Beach | $42,810 | $45,310 | $46,910 |
| | | | |
| Regional Average | $41,599 | $44,455 | $47,435 |
| **Highest of Hampton Roads** | **Portsmouth** | **Norfolk** | **Norfolk** |

Source: Virginia Department of Education, 2015-2016 Teacher Salary Survey

# Construction Technology and Infrastructure

## Program Overview

The Construction, Technology and Infrastructure program funds one-time capital, technology, and infrastructure improvements for the school division. The program funds (in priority order) the debt service for school construction projects, technology to enhance learning within the classroom, and infrastructure needs. A dedicated two-cent real estate tax increase from July 1, 2013, supports the CTI. The tax increase accelerates the funding for school construction projects and frees up capacity to address infrastructure and neighborhood capital needs citywide. All funds raised from the two-cent tax increase are used solely for this program. This funding source has the potential to grow overtime as real estate values increase.

## Dedicated Funding for FY 2017: $3,527,400

### History of Funding

| | |
|---|---|
| Prior CTI Funds | $10,156,700 |
| FY 2017 CTI Funds | $3,527,400 |
| Total CTI Funds Appropriated | $13,684,100 |

# PERFORMANCE MEASURES

## Norfolk Public Schools (NPS) FY 2017 Achievable Results (GOALS)

- NPS will implement, annually monitor, and refine the comprehensive plan for improving on-time graduation for students
- NPS will implement, annually monitor, and refine a system of support so that all schools are fully accredited as defined by the Virginia Department of Education (VDOE)
- NPS will improve the climate of support for the achievement of all students through staff, family, and community engagement

**Priority: Lifelong Learning**

**Goal**

Norfolk Public Schools (NPS) will implement, annually monitor, and refine a system of support so that all schools are fully accredited as defined by the Virginia Department of Education (VDOE)

| Measure (As Reported by NPS) | FY 2014 Actual | FY 2015 Actual | FY 2016 State Benchmark | FY 2017 State Benchmark |
|---|---|---|---|---|
| Increase division level pass rates on SOLs (Standards of Learning) | | | | |
| Grade 3 Reading | 56 | 63 | 75 | 75 |
| Grade 3 Mathematics | 55 | 68 | 70 | 70 |
| Grade 3 History and Social Science | 77 | * | - | - |
| Grade 3 Science | 70 | * | - | - |
| Grade 4 Reading | 59 | 65 | 75 | 75 |
| Grade 4 Mathematics | 71 | 78 | 70 | 70 |
| Grade 5 Reading | 62 | 70 | 75 | 75 |
| Grade 5 Writing | 64 | * | - | - |
| Grade 5 Math | 62 | 75 | 70 | 70 |
| Grade 5 Virginia Studies | 73 | 82 | 70 | 70 |
| Grade 5 Science | 54 | 66 | 70 | 70 |
| Grade 6 Reading | 57 | 61 | 75 | 75 |
| Grade 6 Mathematics | 61 | 71 | 70 | 70 |
| Grade 6 History: US History I | 69 | * | - | - |
| Grade 7 Reading | 58 | 67 | 75 | 75 |
| Grade 7 Mathematics | 37 | 52 | 70 | 70 |
| Grade 7 History: US History II | 65 | * | - | - |

| Measure (As Reported by NPS) | FY 2014 Actual | FY 2015 Actual | FY 2016 State Benchmark | FY 2017 State Benchmark |
|---|---|---|---|---|
| Grade 8 English | 54 | 62 | 75 | 75 |
| Grade 8 Writing | 54 | 60 | 75 | 75 |
| Grade 8 Mathematics | 36 | 55 | 70 | 70 |
| Grade 8 Civics and Economics | 63 | 81 | 70 | 70 |
| Grade 8 Science | 56 | 66 | 70 | 70 |
| End-of-Course English: Reading | 86 | 85 | 75 | 75 |
| End-of-Course English: Writing | 81 | 79 | 75 | 75 |
| End-of-Course Algebra I | 77 | 80 | 70 | 70 |
| End-of-Course Geometry | 75 | 81 | 70 | 70 |
| End-of-Course Algebra II | 79 | 88 | 70 | 70 |
| End-of-Course Virginia and US History | 77 | 74 | 70 | 70 |
| End-of-Course World History I | 76 | 77 | 70 | 70 |
| End-of-Course World History II | 68 | 71 | 70 | 70 |
| End-of-Course Earth Science | 77 | 79 | 70 | 70 |
| End-of-Course Biology | 77 | 79 | 70 | 70 |
| End-of-Course Chemistry | 83 | 89 | 70 | 70 |
| End-of-Course World Geography | 97 | 96 | 70 | 70 |

* Denotes Virginia Department of Education discontinued tests.

# ADOPTED FY 2017 BUDGET ACTIONS

- **Adjust support for Construction, Technology, and Infrastructure program** **$95,100**

  Adjust support for Construction, Technology, and Infrastructure (CTI) program based on an increase in assessments. The total amount, $3,527,400, in the Adopted FY 2017 Budget will be used for debt service payments for the five schools under construction. The CTI program is designed to supplement the city's existing efforts for school construction and major maintenance.

- **Increase local support** **$2,500,000**

  Provide an additional $2.5 million for operating support including $1.5 million towards the required local share of a 2.0 percent state salary increase.

- **Reappropriate NPS carryforward** **$3,149,274**

  Reapproriate NPS FY 2015 year-end balances of $1.1 million and $2.0 million in FY 2016 projected balances for use in FY 2017. As a result, $3.1 million in unexpended funds are expected to be available for use in FY 2017.

- **Update SOQ and state support** **$6,647,864**

  Adjust support to NPS based on the 2016 - 2018 biennial budget adopted by the General Assembly. Standards of Quality (SOQ) rebenchmarking is completed every two years and coincides with the beginning of the Commonwealth's biennial budget cycle. The General Assembly's Adopted budget includes the following: technical updates to SOQ, incentive, and Lottery-funded programs; revisions to the employer rates for fringe benefit contributions paid into the Virgina Retirement System (VRS); the state's share of funding for a two percent salary increase on December 1, 2016 contingent on state revenue collections; an increase in the per pupil amount for the Virginia Preschool Initiative (VPI), and an adjustment to the At-Risk Add-On funding range. This update also includes funds related to sales tax revenue.

- **Remove appropriation for NPS carryforward** **($4,410,913)**

  Technical adjustment to remove one-time funding provided in FY 2016 for carryforward funds for Norfolk Public Schools (NPS). The removal of prior year non-recurring funds is a standard practice. This adjustment was included in the School Board's Proposed FY 2017 Budget.

- **Remove one-time funding for CTI technology purchases** **($246,600)**

  Technical adjustment to remove one-time funding provided to NPS in FY 2016. The removal of prior year non-recurring funds is a standard practice. This adjustment was included in the School Board's Proposed FY 2017 Budget.

- **Remove one-time funding for NPS** **($550,000)**

  Technical adjustment to remove one-time funding provided in FY 2016. Funding was intended for the following uses: $400,000 for operating support, $100,000 equipment at five high schools, and $50,000 for teacher stipends. The removal of prior year non-recurring funds is a standard practice. This adjustment was included in the School Board's Proposed FY 2017 Budget.

**Norfolk Public Schools** **Total: $7,184,725**

# Norfolk Public Schools Summary

The School Board issues a separate, detailed budget document which identifies grant revenues in addition to the School Operating Budget. The FY 2014 and FY 2015 Actual amounts are provided by NPS. The FY 2016 and FY 2017 Adopted amount is adopted by City Council.

## Revenue Summary

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| **Operating Revenue from the City** | 111,854,400 | 112,471,922 | 112,471,922 | 114,971,922 |
| **Construction, Technology, and Infrastructure** | | | | |
| *Infrastructure and Technology to NPS* | *0* | *0* | *1,500,000* | *0* |
| *Debt Service* | *89,000* | *3,388,800* | *1,932,300* | *3,527,400* |
| *Unspent CTI Funds* | *3,246,600* | *0* | *0* | *0* |
| **Total CTI** | **3,335,600** | **3,388,800** | **3,432,300** | **3,527,400** |
| **Total ongoing support** | **115,190,000** | **115,860,722** | **115,904,222** | **118,499,322** |
| **One time support** | | | | |
| CTI carryforward to NPS for Infrastructure and Technology (from FY 2014 unspent CTI funds) | 0 | 3,000,000 | 246,600 | 0 |
| One-time support | 0 | 2,250,000[1] | 550,000 | 0 |
| **Subtotal one-time support** | **0** | **5,250,000** | **796,600** | **0** |
| **Total City Revenue** | **115,190,000** | **121,110,722** | **116,700,822** | **118,499,322** |
| Revenue from Commonwealth | 179,182,243 | 182,387,110 | 183,892,249 | 190,545,112 |
| Revenue from Federal Funds | 6,474,260 | 5,427,739 | 5,651,426 | 5,651,426 |
| Revenue from Other Funds | 2,679,021 | 2,738,357 | 4,023,361 | 4,023,361 |
| NPS Carryforward | 7,741,873 | 5,944,513 | 4,410,913 | 3,149,274 |
| **Subtotal State and Other** | **196,077,397** | **196,497,718** | **197,977 949** | **203,369,173** |
| **Total Operating Revenues** | **311,267,397** | **317,608,440** | **314,678,771** | **321,868,495** |
| **Total Grant Revenues and School Nutrition Funds** | **46,996,944** | **52,456,931** | **53,199,148** | **56,549,805** |
| **Total Revenues** | **358,264,341** | **370,065,371** | **367,877,919** | **378,418,300** |
| **Additional Services Provided[2] (see next page for details)** | **16,566,061** | **15,861,956** | **15,667,784** | **16,684,143** |
| **Grand Total Support Received** | **374,830,402** | **385,927,327** | **383,545,703** | **395,102,443** |

[1] Includes $750,000 in one-time amendment funds.

[2] Additional services exclude school construction and reflect the adjustment of School Crossing Guards in from NPD to NPS in FY 2015. These amounts are now included in Revenue from the city.

## Expenditure Summary

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| School Operating Budget | 303,056,986 | 314,068,803 | 314,678,771 | 321,868,495 |
| Grants and Special Programs | 29,796,941 | 34,851,813 | 35,051,149 | 37,984,805 |
| Child Nutrition Services | 16,879,066 | 16,739,504 | 18,148,000 | 18,565,000 |
| Total Expenditures | **349,732,993** | **365,660,120** | **367,877,919** | **378,418,300** |

## Additional Services Provided to Norfolk Public Schools (Excluding School Construction)

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Debt Service for School Buses | 92,706 | 123,650 | 298,383 | 356,300 |
| Debt Service for School Construction and Maintenance Projects[1] | 9,927,106 | 9,652,837 | 9,091,764 | 9,410,736 |
| Facility Maintenance | 1,266,200 | 1,311,410 | 1,300,000 | 1,300,000 |
| Ground Maintenance | 697,679 | 679,375 | 680,000 | 680,000 |
| School Crossing Guards[2] | 567,434 | 0 | 0 | 0 |
| School Nurses[3] | 467,299 | 258,000 | 0 | 0 |
| School Resource Officers | 547,637 | 536,684 | 547,637 | 937,107 |
| **Subtotal Other City Support** | **13,566,061** | **12,561,956** | **11,917,784** | **12,684,143** |
| Ongoing School Maintenance | 3,000,000 | 3,300,000 | 3,750,000[4] | 4,000,000 |
| **Grand Total Additional Services Provided** | **16,566,061** | **15,861,956** | **15,667,784** | **16,684,143** |

In addition to the direct city support to Norfolk Public Schools, the city provides additional services (listed above) funded through city departments' budgets. Debt service for school construction and school buses are included in the city's Debt Service budget, School Resource Officers are included in the Police budget, Facility Maintenance is in the General Services budget, and Grounds Maintenance is in the Recreation, Parks and Open Space budget.

[1]In December, 2014, the city established a revolving line of credit (the "Line") to be used as low cost flexible interim financing. By matching borrowing to school construction, renovation, and maintenance costs the city has been able to reduce its short term debt service expenditures. Through utilization of the Line, the city has benefited from both low interest costs and better flexibility to time its long term debt issuance.

[2]In FY 2015, the school crossing guard program funds were transferred from Norfolk Police Department (NPD) to NPS.

[3]In FY 2013 approximately $1.5 million in city funds were transferred from the Norfolk Department of Public Health (NDPH) directly to Norfolk Public Schools (NPS) for school health services. In FY 2014, an additional $250,000 was transferred for a total of $1.79 million. In FY 2016, the three year transition period with NPS was completed.

[4] NPS received an additional $250,000 to address school maintenance in the FY 2016 Budget Amendment.

# School Operating Fund

## Operating Revenues

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| **Revenue from Commonwealth** | | | | |
| **Standards of Quality Funds** | | | | |
| Basic Aid | 81,323,218 | 84,763,492 | 83,232,657 | 87,483,196 |
| Textbook Payments | 1,372,991 | 977,711 | 637,926 | 375,475 |
| Vocational Education Standards of Quality (SOQ) | 1,379,977 | 940,310 | 930,393 | 1,007,572 |
| Gifted Education | 947,447 | 960,751 | 950,619 | 987,009 |
| Special Education SOQ | 10,669,078 | 9,975,457 | 9,850,035 | 9,520,525 |
| Prevention, Intervention and Remediation | 4,902,009 | 5,846,272 | 5,784,620 | 6,209,932 |
| Fringe Benefits | 15,035,574 | 17,150,429 | 16,650,952 | 17,786,725 |
| English as a Second Language (ESL) | 0 | 0 | 0 | 628,967 |
| Remedial Summer School[1] | 655,487 | 1,128,231 | 1,124,026 | 830,827 |
| **Total Standards of Quality Funds** | **116,285,781** | **121,742,653** | **119,156,228[2]** | **124,830,228[2]** |
| State Sales Taxes | 30,701,766 | 31,992,590 | 32,325,750 | 33,211,659 |
| Lottery Funded Programs | 26,504,703 | 26,465,837 | 28,455,051 | 28,689,761 |
| Other State Funds | 5,689,993 | 2,186,030 | 3,955,220 | 3,813,464 |
| **Total from Commonwealth[1]** | **179,182,243** | **182,387,110** | **183,892,249** | **190,545,112** |
| **Total Federal** | **6,474,260** | **5,427,739** | **5,651,426** | **5,651,426** |
| **Total City Funds** | **115,190,000** | **121,110,722** | **116,700,822** | **118,499,322** |
| **Total Other Revenue** | **2,679,021** | **2,738,357** | **4,023,361** | **4,023,361** |
| **Total Carryforwards** | **7,741,873** | **5,944,513** | **4,410,913** | **3,149,274** |
| **Total Revenues** | **311,267,397** | **317,608,441** | **314,678,771** | **321,868,495** |

[1]Remedial Summer School moved back to Standards of Quality funds from Lottery Funds in FY 2013.

[2]The total Standards of Quality funds reflects the removal of $5,000. This is consistent with the NPS FY 2016 Approved and FY 2017 Approved budgets.

## Operating Expenditures

| Expenditures | Positions FY 2016 | Positions FY 2017 | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|---|---|
| Instructional Services | 3,253 | 3,192 | 227,761,005 | 233,079,437 | 238,829,163 | 241,569,398 |
| Central Administration | 83 | 84 | 8,977,875 | 9,476,250 | 8,965,321 | 9,461,843 |
| Student Attendance and Health | 101 | 102 | 5,773,582 | 6,381,035 | 7,678,129 | 8,226,181 |
| Pupil Transportation | 271 | 283 | 11,781,560 | 11,905,064 | 12,173,141 | 13,346,285 |
| Operations/ Maintenance | 401 | 408 | 33,537,940 | 34,905,144 | 34,241,946 | 35,142,078 |
| Community Services | 0 | 0 | 0 | 797 | 0 | 0 |
| Facility Improvements | 0 | 0 | 1,956,270 | 2,252,367 | 1,330,800[1] | 370,000[1] |
| Information Technology | 63 | 63 | 9,933,154 | 12,680,709 | 9,527,971 | 10,225,310 |
| **School Operating Budget** | **4,170** | **4,131** | **299,721,386** | **310,680,803** | **312,746,471** | **318,341,095** |
| **Construction Technology and Infrastructure** | | | **3,335,600** | **3,388,000** | **1,932,300** | **3,527,400** |
| **Grand Total Operating and CTI** | | | **303,056,986** | **314,068,803** | **314,678,771** | **321,868,495** |
| **Difference from City Revenue** | | | | | | **0** |
| **Total Expenditures** | | | | | | **321,868,495** |

[1] This amount differs from the NPS Approved FY 2016 and NPS Approved FY 2017 budgets. The NPS budgets for facilities improvements includes CTI funds, which is shown in the Construction, Technology, and Infrastructure line.

Totals may not exactly add due to rounding.

# School Grants

## Grants and Special Programs Revenue Summary

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Federal Grants | 24,614,489 | 30,209,899 | 30,406,382 | 33,007,394 |
| Commonwealth of Virginia Grants | 4,953,708 | 4,212,146 | 4,219,606 | 4,400,811 |
| Corporate and Foundation Awards | 188,157 | 373,258 | 398,561 | 300,000 |
| Other Grants | 40,587 | 56,510 | 26,600 | 276,600 |
| **Total Grant Revenues** | **29,796,941** | **34,851,813** | **35,051,149** | **37,984,805** |

## Grants and Special Programs Expenditure Summary

**Federal Grants**

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Compensatory Programs | 15,793,393 | 19,631,270 | 19,274,373 | 19,274,373 |
| Special Education | 7,465,437 | 9,108,125 | 7,176,584 | 7,176,584 |
| Career, Technical and Adult Education | 926,634 | 815,646 | 1,113,601 | 1,113,601 |
| Other Projects | 429,025 | 654,857 | 2,841,824 | 5,442,836 |
| **Total Federal Grants** | **24,614,489** | **30,209,898** | **30,406,382** | **33,007,394** |

**COMMONWEALTH OF VIRGINIA GRANTS**

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Career, Technical and Adult Education | 151,360 | 152,288 | 172,662 | 149,109 |
| State Operated Facilities | 3,673,573 | 3,050,575 | 3,256,518 | 3,256,518 |
| Special Education | 149,250 | 109,190 | 132,524 | 132,524 |
| Virginia Technology Initiative | 416,000 | 350,710 | 209,180 | 209,180 |
| Other Grants | 563,525 | 549,383 | 448,721 | 653,480 |
| **Total Commonwealth of Virginia** | **4,953,708** | **4,212,146** | **4,219,605** | **4,400,811** |

**CORPORATE AND FOUNDATION AWARDS**

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| | | | | |
| Corporate and Foundation Awards | 188,157 | 373,258 | 398,561 | 300,000 |
| **Total Corporate and Foundation Awards** | **188,157** | **373,258** | **398,561** | **300,000** |

**OTHER GRANTS**

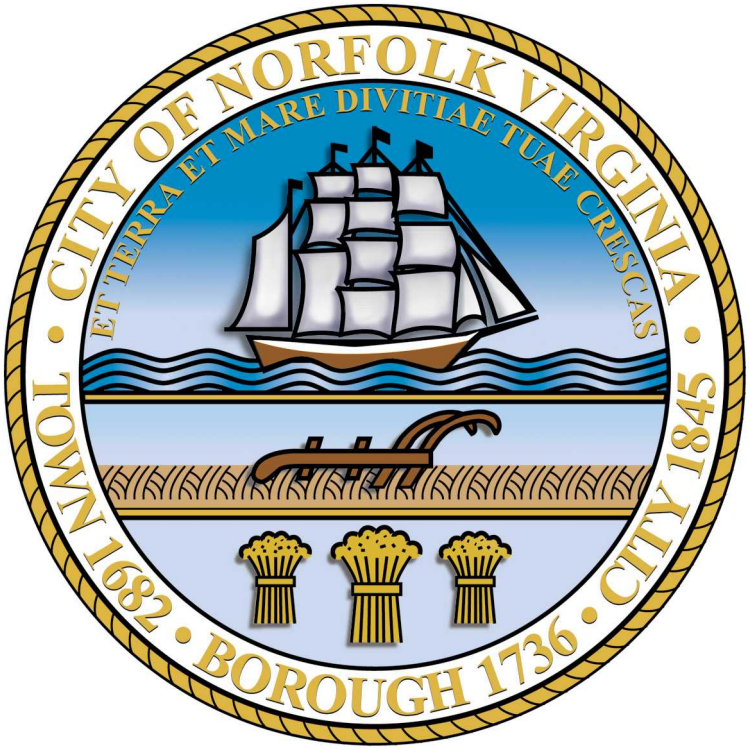
| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| **Other Grants** | 266,425 | 56,510 | 26,600 | 276,600 |
| **Total Other Grants** | **266,425** | **56,510** | **26,600** | **276,600** |
| **Total Grants and Special Programs** | **29,796,941** | **34,851,813** | **35,051,148** | **37,984,805** |

# Child Nutrition Services

| Revenues | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Sales | 1,507,814 | 1,433,241 | 1,685,000 | 1,731,000 |
| Federal and State Food Program Reimbursements | 14,269,062 | 14,675,992 | 15,123,000 | 15,494,000 |
| Federal Commodities Donated | 1,330,495 | 1,409,789 | 1,200,000 | 1,241,073 |
| Interest Earned | 16,676 | 10,794 | 16,000 | 10,794 |
| Other Revenue | 75,956 | 75,302 | 124,000 | 88,133 |
| **Total Revenues** | **17,200,003** | **17,605,118** | **18,148,000** | **18,565,000** |

| Expenditures | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Cost of Goods Sold | 9,066,536 | 8,672,015 | 9,259,907 | 8,972,114 |
| Employee Compensation | 7,017,687 | 7,008,573 | 7,523,593 | 7,760,633 |
| Maintenance Costs | 336,403 | 293,126 | 657,000 | 743,275 |
| Supplies and Materials | 73,083 | 85,203 | 90,000 | 85,203 |
| Cafeteria and Other Equipment | 152,067 | 245,826 | 330,000 | 470,900 |
| Other Costs | 233,290 | 434,761 | 287,500 | 532,875 |
| **Total Expenditures** | **16,879,066** | **16,739,504** | **18,148,000** | **18,565,000** |
| Excess of Revenues Over Expenditures | 320,937 | 865,614 | 0 | 0 |
| Fund Balance – Beginning of Year | 5,998,527 | 6,319,464 | 7,185,078 | 7,185,078 |
| **Fund Balance – End of Year** | **6,319,464** | **7,185,078** | **7,185,078** | **7,185,078** |

# Special Revenue Funds



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# Special Revenue Fund Summary

| | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|
| **Revenues** | | | |
| General Property Taxes | 3,338,300 | 4,984,100 | 5,384,000 |
| Other Local Taxes | 9,403,072 | 9,422,496 | 9,936,596 |
| Fines and Forfeitures | 15,075 | 24,000 | 22,000 |
| Use of Money and Property | 583,103 | 801,839 | 989,130 |
| Charges for Services | 37,846,973 | 38,950,464 | 39,667,477 |
| Miscellaneous Revenue | 674,869 | 435,050 | 563,717 |
| Recovered Costs | 2,176,252 | 2,114,536 | 2,131,000 |
| Federal Aid | 81,146 | 63,617 | 113,617 |
| Other Sources and Transfers In | 3,771,918 | 1,523,050 | 4,312,562 |
| **Total Revenues** | **57,890,708** | **58,319,152** | **63,120,099** |

Actual amounts represent collections, not appropriation authority.

| | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|
| **Expenditures** | | | |
| Personnel Services | 16,705,778 | 17,866,318 | 18,647,226 |
| Materials, Supplies and Repairs | 5,080,307 | 5,609,267 | 6,391,134 |
| Contractual Services | 17,092,065 | 16,657,654 | 15,431,243 |
| Equipment | 1,833,257 | 1,618,519 | 2,286,125 |
| Department Specific Appropriation | 10,818,784 | 8,491,432 | 8,264,899 |
| Debt Service/Transfers to CIP | 7,506,447 | 8,075,962 | 12,099,472 |
| **Total Expenditures** | **59,036,638** | **58,319,152** | **63,120,099** |

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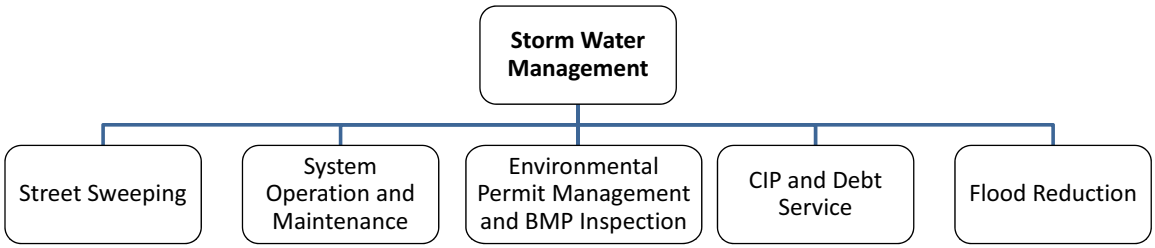
# Storm Water Management

## 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 reducing pollutants in storm water runoff and minimizing property damage and inconvenience associated with flooding.

## Department Overview

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




## Actions to Achieve Long-Term Goals and Short-Term Objectives

| Ongoing Actions | Status |
|---|---|
| Implement a wide variety of projects and programs to mitigate impacts from coastal and precipitation flooding by addressing preventable contributors | Ongoing |

## Performance Measures

| Priority: Environmental Sustainability | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Enhance efficient use and protection of natural resources | | | | | |
| **Objective** | | | | | |
| Prevent pollutants and debris from entering the storm water system | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Miles of curb cleaned through street sweeping | 46,553 | 41,098 | 50,000 | 50,000 | 0 |
| Number of tons of debris removed by street sweeping | 7,604 | 7,602 | 7,000 | 7,000 | 0 |

| Priority: Environmental Sustainability | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Reduce the negative impacts of flooding | | | | | |
| **Objective** | | | | | |
| Keep Norfolk's drain/storm water structures clean and free from debris | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Number of drain structures cleaned annually | 94,430 | 7,027 | 7,000 | 7,000 | 0 |

## Revenue Summary

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Use of Money and Property | $19,338 | $7,781 | $1,074 | $565 |
| Charges for Services | $14,675,197 | $15,139,017 | $15,580,772 | $16,410,285 |
| Miscellaneous Revenue | $0 | $151,937 | $28,000 | $112,000 |
| Recovered Costs | $94,933 | $0 | $0 | $0 |
| Other Sources and Transfers In | $0 | $0 | $0 | $6,116 |
| Federal Aid | $46,082 | $13,063 | $0 | $0 |
| Total | $14,835,550 | $15,311,798 | $15,609,846 | $16,528,966 |

Actual amounts represent collections, not appropriation authority.

## Expenditure Summary

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Personnel Services | $4,703,630 | $4,915,999 | $5,200,856 | $5,710,046 |
| Materials, Supplies and Repairs | $2,341,206 | $2,302,862 | $3,010,149 | $3,819,961 |
| Contractual Services | $2,179,794 | $2,003,956 | $1,636,746 | $1,795,864 |
| Equipment | $939,620 | $1,263,860 | $1,033,725 | $474,725 |
| Department Specific Appropriation | ($10,790) | ($35,749) | $0 | $0 |
| Debt Service/Transfers to CIP | $4,309,261 | $4,598,837 | $4,728,370 | $4,728,370 |
| Total | $14,462,721 | $15,049,766 | $15,609,846 | $16,528,966 |

## Estimated Appropriation for Special Revenue Summary

The following special revenue summary includes additional funds received by the department through grants, donations, and dedicated state and federal appropriations. Funds are generally multi-year appropriations and may continue from one fiscal year to another. Monies are dedicated to specific activities and/or functions and are nontransferable. Grants are not guaranteed annually. Amounts represented were available as of March 2016.

| | Dollars | Source | Pos # |
|---|---|---|---|
| Special Revenue (for example: Grants, Revenue Sharing, Donations) | $5,838,110 | National Fish & Wildlife Foundation Green Infrastructure Plan and Watershed | 0 |
| | | Virginia DEQ Stormwater Local Assistance (SLAF) | |

## Adopted FY 2017 Budget Actions

- **Implement Phase III of ARMD compensation strategy FY 2017 $55,631 FTE: 0**

  Implement Phase III of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2017 includes: 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. All actions are effective January 2017.

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

- **Add Construction Inspector II position FY 2017 $66,548 FTE: 1**

  Provide funds for a Virginia Stormwater Management Program (VSMP) Construction Inspector II and a vehicle to oversee construction of water quality and flood reduction projects. New regulatory water quality mandates increase the number of inspections and oversight of the city's construction projects.

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

- **Provide funds for IMPACT Call Center** **FY 2017 $6,116** **FTE: 0**

  Provide funds for IMPACT Call Center services. The IMPACT Call Center processes calls, emails, and online contacts for the Department of Storm Water.

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

- **Enhance grants administration** **FY 2017 $57,300** **FTE: 1.2**

  Provide funds for a Management Analyst II position and to reclassify an Administrative Technician position. The Management Analyst II and Administrative Technician positions will oversee grant reporting and management as a result of rising workload.

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

- **Purchase Storm Water rod machine** **FY 2017 $40,000** **FTE: 0**

  Provide one-time funds to purchase a rod machine to clean out storm water pipes. The additional rod machine allows operation crews to operate more effectively during storms and help free blockages caused by flooding.

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

- **Purchase Storm Water trailer** **FY 2017 $3,000** **FTE: 0**

  Provide one-time funds to purchase an enclosed clean up kit trailer to prevent hydraulic system fluid spills from entering the storm water system.

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

- **Add Engineering Technician I** **FY 2017 $36,744** **FTE: 1**

  Add an Engineering Technician I position to perform preventative maintenance inspections of the city's storm water infrastructure as a result of more stringent environmental regulatory requirements.

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

- **Adjust financial management software cost** **FY 2017 $29,914** **FTE: 0**

  Adjust costs associated with the upgrade and maintenance of the Advantage Financial Management System (AFMS). AFMS is the financial system the city utilizes to conduct day to day business activities. The software uses pre-defined controls, and consistent accounting rules across financial transactions, tracks, and controls, funds, and interfaces with the performance budgeting system.

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

- **Adjust operational expenses** **FY 2017 $87,264** **FTE: 0**

  Technical adjustment to provide funds for operational expenses which occurs annually. These expenses include vehicle maintenance, fuel, indirect costs, and materials and supplies for operations.

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

- **Adjust time and attendance monitoring software costs** **FY 2017 ($236)** **FTE: 0**

  Remove a portion of funds provided 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 completes the three-year implementation timeline.

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

- **Remove one-time funds for vehicle purchase** **FY 2017 ($20,000)** **FTE: 0**

  Remove one-time funds provided in FY 2016 for the purchase of a pick-up truck.

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

- **Adjust costs for Fleet expenditures** **FY 2017 $240,872** **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

- **Adjust required contribution to the city's retirement system** **FY 2017 $121,480** **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 in FY 2017 from 17.51 percent to 17.79 percent. Costs are distributed based on each department's NERS eligible payroll. This is a routine adjustment which occurs each budget cycle.

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

- **Annualize Phase II of ARMD compensation strategy** **FY 2017 $49,898** **FTE: 0**

  Technical adjustment to annualize ARMD Phase II compensation actions that occurred in January 2016. The Adopted FY 2016 Budget included funds for: a two percent increase for general and constitutional officer employees; an additional one percent increase for the approximately 1,000 permanent employees in the city's eight lowest general employee pay grades; a $400 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

- **Update personnel expenditures** **FY 2017 $144,589** **FTE: 0**

  Technical adjustment to update department costs for personnel services. Changes reflect updates in staffing due to administrative actions, consolidations, or reorganization efforts and includes the funds needed in FY 2017 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of three percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

**Storm Water Management** **Total: $919,120** **FTE: 3.2**

# Full Time Equivalent (FTE) Summary

| | Pay Grade | Minimum | Maximum | FY 2016 Adopted | FTE Change | FY 2017 Adopted |
|---|---|---|---|---|---|---|
| Accountant I | 1 11 | $40,005 | $65,280 | 1 | 0 | 1 |
| Accounting Supervisor | 1 14 | $51,000 | $84,354 | 1 | 0 | 1 |
| Accounting Technician II | 1 07 | $28,815 | $47,022 | 2 | 0 | 2 |
| Administrative Analyst | 1 13 | $46,885 | $76,449 | 1 | -1 | 0 |
| Administrative Assistant II | 1 10 | $36,605 | $59,690 | 1 | 1 | 2 |
| Administrative Technician | 1 07 | $28,815 | $47,022 | 1.8 | 0.2 | 2 |
| Automotive Service Attendant | 1 08 | $31,180 | $50,847 | 1 | 0 | 1 |
| Civil Engineer II | 1 14 | $51,000 | $84,354 | 2 | 0 | 2 |
| Civil Engineer III | 1 15 | $55,210 | $90,270 | 3 | 0 | 3 |
| Collection Coordinator | 1 11 | $40,005 | $65,280 | 1 | 0 | 1 |
| Construction Inspector I | 1 08 | $31,180 | $50,847 | 2 | -2 | 0 |
| Construction Inspector II | 1 08 | $40,005 | $65,280 | 2 | 3 | 5 |
| Crew Leader I | 1 08 | $31,180 | $50,847 | 9 | 0 | 9 |
| Engineering Technician I | 1 10 | $36,605 | $59,690 | 1 | 1 | 2 |
| Engineering Technician II | 1 11 | $40,005 | $65,280 | 2 | 0 | 2 |
| Environmental Engineer | 1 14 | $51,000 | $84,354 | 2 | 0 | 2 |
| Environmental Specialist II | 1 11 | $40,005 | $65,280 | 1 | 0 | 1 |
| Equipment Operator II | 1 06 | $26,900 | $43,860 | 14 | -1 | 13 |
| Equipment Operator III | 1 07 | $28,815 | $47,022 | 15 | 1 | 16 |
| Equipment Operator IV | 1 08 | $31,180 | $50,847 | 1 | 0 | 1 |
| Geographic Information Systems Technician I | 1 09 | $33,770 | $55,060 | 1 | 0 | 1 |
| Landscape Coordinator I | 1 11 | $40,005 | $65,280 | 1 | 0 | 1 |
| Maintenance Mechanic II | 1 07 | $28,815 | $47,022 | 2 | 0 | 2 |
| Maintenance Worker I | 1 03 | $21,222 | $34,609 | 13 | 0 | 13 |
| Maintenance Worker II | 1 06 | $26,900 | $43,860 | 4 | 0 | 4 |
| Management Analyst II | 1 13 | $46,885 | $76,449 | 0 | 1 | 1 |
| Manager of Budget & Accounting | 1 18 | $67,350 | $109,823 | 1 | 0 | 1 |
| Manager of Environmental Protection Programs | 1 20 | $76,000 | $123,930 | 1 | 0 | 1 |
| Program Administrator | 1 13 | $46,885 | $76,449 | 1 | 0 | 1 |
| Programs Manager | 1 15 | $55,210 | $90,270 | 1 | 0 | 1 |
| Public Information Specialist II | 1 11 | $40,005 | $65,280 | 1 | -1 | 0 |
| Public Relations Specialist | 1 12 | $43,470 | $70,890 | 1 | 0 | 1 |
| Public Services Coordinator | 1 11 | $40,005 | $65,280 | 1 | 1 | 2 |
| Recycling Coordinator | 1 14 | $51,000 | $84,354 | 1 | 0 | 1 |

# FULL TIME EQUIVALENT (FTE) SUMMARY

| | Pay Grade | Minimum | Maximum | FY 2016 Adopted | FTE Change | FY 2017 Adopted |
|---|---|---|---|---|---|---|
| Senior Design/Construction Project Manager | 1 16 | $58,970 | $96,145 | 1 | 0 | 1 |
| Senior Utility Maintenance Supervisor | 1 13 | $46,885 | $76,449 | 2 | 0 | 2 |
| Storekeeper II | 1 06 | $26,900 | $43,860 | 1 | 0 | 1 |
| Storm Water Assistant Superintendent | 1 14 | $51,000 | $84,354 | 1 | 0 | 1 |
| Storm Water Engineer | 1 19 | $71,500 | $116,280 | 1 | 0 | 1 |
| Storm Water Operations Manager | 1 15 | $55,210 | $90,270 | 1 | 0 | 1 |
| Utility Maintenance Mechanic I | 1 06 | $26,900 | $43,860 | 1 | 0 | 1 |
| Utility Maintenance Mechanic II | 1 08 | $31,180 | $50,847 | 1 | 0 | 1 |
| Utility Maintenance Supervisor | 1 10 | $36,605 | $59,690 | 4 | 0 | 4 |
| Total | | | | 105.8 | 3.2 | 109 |

# Towing and Recovery Operations

## Mission Statement

Towing and Recovery Operations strives to improve neighborhood livability by providing reliable dispatching of towing services, storage of vehicles, and recovery or disposal of vehicles.

## Department Overview

Towing and Recovery Operations has nine employees who respond to all towing requests from the city and state agencies. The division dispatches towing providers, sends written notification to owners and lien holders, disposes of all vehicles, and maintains records of all tows and final disposition of vehicles. Customer service is provided 24 hours a day, seven days a week. The Department of Towing and Recovery Operations receives oversight from the Department of Public Works.

## Actions to Achieve Long-Term Goals and Short-Term Objectives

| Ongoing Actions | Status |
|---|---|
| Enhance the safety of the city by removing abandoned vehicles | Ongoing |

## Performance Measures

| Priority: Safe, Healthy, and Inclusive Communities | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Provide a safe environment for residents, visitors, and workers | | | | | |
| **Objective** | | | | | |
| Keep the city's streets free from nuisance and abandoned vehicles | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Number of nuisance vehicles removed | 292 | 316 | 252 | 252 | 0 |
| Number of abandoned vehicles removed | 503 | 435 | 484 | 484 | 0 |
| Total dollar value of towing fees collected | 399,559 | 367,810 | 433,820 | 433,820 | 0 |

## Revenue Summary

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Use of Money and Property | $582,650 | $563,993 | $775,565 | $969,565 |
| Charges for Services | $582,764 | $654,878 | $840,000 | $761,400 |
| Miscellaneous Revenue | $0 | $1,816 | $0 | $0 |
| Recovered Costs | $88,192 | $94,396 | $86,400 | $19,000 |
| Total | $1,253,606 | $1,315,083 | $1,701,965 | $1,749,965 |

Actual amounts represent collections, not appropriation authority.

## Expenditure Summary

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Personnel Services | $535,984 | $518,407 | $637,652 | $659,672 |
| Materials, Supplies and Repairs | $49,695 | $76,060 | $34,254 | $24,450 |
| Contractual Services | $692,014 | $678,788 | $846,989 | $882,773 |
| Equipment | $3,799 | $0 | $10,000 | $10,000 |
| Debt Service/Transfers to CIP | $53,704 | $206,471 | $173,070 | $173,070 |
| Total | $1,335,196 | $1,479,725 | $1,701,965 | $1,749,965 |

## Adopted FY 2017 Budget Actions

- **Implement Phase III of ARMD compensation strategy FY 2017 $4,847 FTE: 0**

  Implement Phase III of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2017 includes: 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. All actions are effective January 2017.

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

- **Adjust financial management software cost FY 2017 ($7,428) FTE: 0**

  Adjust costs associated with the upgrade and maintenance of the Advantage Financial Management System (AFMS). AFMS is the financial system the city utilizes to conduct day to day business activities. The software uses pre-defined controls, and consistent accounting rules across financial transactions, tracks, and controls, funds, and interfaces with the performance budgeting system.

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

- **Adjust operational expenses FY 2017 $35,784 FTE: 0**

  Technical adjustment to provide funds for operational expenses which occur annually. These expenses include vehicle maintenance, fuel, indirect costs, and materials and supplies for operations.

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

- **Adjust time and attendance monitoring software costs FY 2017 $106 FTE: 0**

  Adjust funds provided 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 completes the three-year implementation timeline.

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

- **Adjust costs for Fleet expenditures** **FY 2017 ($2,482)** **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 II of ARMD compensation strategy** **FY 2017 $5,556** **FTE: 0**

  Technical adjustment to annualize ARMD Phase II compensation actions that occurred in January 2016. The Adopted FY 2016 Budget included funds for: a two percent increase for general and constitutional officer employees; an additional one percent increase for the approximately 1,000 permanent employees in the city's eight lowest general employee pay grades; a $400 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 2017 $11,046** **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 in FY 2017 from 17.51 percent to 17.79 percent. Costs are distributed based on each department's NERS eligible payroll. This is a routine adjustment which occurs each budget cycle.

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

- **Update personnel expenditures** **FY 2017 $571** **FTE: 0**

  Technical adjustment to update department costs for personnel services. Changes reflect updates in staffing due to administrative actions, consolidations, or reorganization efforts and includes the funds needed in FY 2017 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of three percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

**Towing and Recovery Operations** **Total: $48,000** **FTE: 0**

## Full Time Equivalent (FTE) Summary

| | Pay Grade | Minimum | Maximum | FY 2016 Adopted | FTE Change | FY 2017 Adopted |
|---|---|---|---|---|---|---|
| Accountant I | 1 11 | $40,005 | $65,280 | 1 | 0 | 1 |
| Accounting Technician II | 1 07 | $28,815 | $47,022 | 5.9 | -1 | 4.9 |
| Administrative Assistant II | 1 10 | $36,605 | $59,690 | 1 | 0 | 1 |
| Equipment Operator II | 1 06 | $26,900 | $43,860 | 1 | 0 | 1 |
| Support Technician | 1 05 | $24,685 | $40,290 | 0 | 1 | 1 |
| Towing Operations Manager | 1 15 | $55,210 | $90,270 | 1 | 0 | 1 |
| Total | | | | 9.9 | 0 | 9.9 |

# Cemeteries

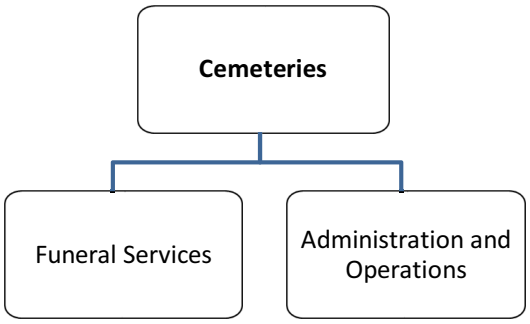
## Mission Statement

The Bureau of Cemeteries provides cemetery services and preservation of family histories while maintaining and enhancing the natural beauty of the eight city-owned and operated cemeteries.

## Department Overview

The Bureau of Cemeteries receives management oversight from the Department of Recreation, Parks and Open Space and consists of the Division of Funeral Services. The Division of Funeral Services provides both professional funeral services, which meet the needs of customers in a sensitive and courteous manner, and a grounds maintenance program.

The Bureau of Cemeteries operates an efficient grounds maintenance program through reliance on a mixture of contracts, seasonal labor, and a permanent workforce. The Bureau of Cemeteries maintains approximately 354 acres of developed cemetery properties; and anticipates servicing 833 funerals, installing over 496 foundations for memorials, and selling 401 graves annually, as well as providing revenue to the Cemetery Endowed Care Fund.




## Actions to Achieve Long-Term Goals and Short-Term Objectives

The Bureau of Cemeteries primarily supports the priority areas of Accessibility, Mobility, and Connectivity; Safe, Healthy, and Inclusive Communities; and Lifelong Learning. Actions in place to achieve the long-term goals of providing a web-based program to allow access to cemetery records; providing competent, courteous, and compassionate service to residents in a timely and professional manner; enhancing awareness among residents of the history of Norfolk's cemeteries, while raising funds for cemetery restoration; and maintaining city cemeteries on a 12-14 working day or less mowing cycle include:

| Ongoing Actions | Status |
|---|---|
| Provide Norfolk historic cemeteries cultural resource management presentations to civic leagues, garden clubs, community organizations, nonprofit organizations, groups of college students, private school children, and cemetery tours groups | Ongoing |
| Provide a web-based internet system for all eight municipal cemeteries | Ongoing |
| Maintain and enhance the aesthetic quality of the city's cemeteries | Ongoing |

# Performance Measures

| Priority: Safe, Healthy, and Inclusive Communities | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Enhance the vitality and aesthetic beauty of Norfolk's neighborhoods, roadway medians, parks, public grounds, and tree canopy | | | | | |
| **Objective** | | | | | |
| Maintain city cemeteries on a 12 to 14 working day or less mowing cycle | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Percent of residents/visitors rating aesthetic quality of cemeteries as good or excellent (New measure for 2017) | 0 | 0 | 0 | 80 | 80 |
| Percent of cemetery grounds mowed on a 12 to 14 working days or less cycle | 80 | 80 | 80 | 80 | 0 |

| Priority: Lifelong Learning | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Increase accessibility to lifelong learning | | | | | |
| **Objective** | | | | | |
| Enhance awareness among residents of the history of Norfolk's cemeteries while raising funds for cemetery restoration | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Number of educational sessions held to inform residents of the history of Norfolk's cemeteries | 51 | 157 | 56 | 57 | 1 |
| Number of participants for educational sessions (New measure for FY 2017) | 0 | 0 | 0 | 1,000 | 1,000 |

| Priority: Accessibility, Mobility and Connectivity | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Increase access to city services and information | | | | | |
| **Objective** | | | | | |
| Provide a web based program to allow access to cemetery records | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Number of Cemetery website page views (Began tracking in FY 2015) | 0 | 5,479 | 6,000 | 6,000 | 0 |
| **Objective** | | | | | |
| Provide competent, courteous, and compassionate service to citizens in a timely and professional manner | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Percent rating Cemeteries customer service as excellent or good (New measure for 2017) | 0 | 0 | 0 | 90 | 90 |
| Number of funerals for which services are provided by Cemeteries | 830 | 754 | 835 | 835 | 0 |

## Revenue Summary

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Charges for Services | $861,374 | $851,351 | $869,192 | $835,292 |
| Miscellaneous Revenue | $380,802 | $401,318 | $407,050 | $451,717 |
| Recovered Costs | $300,000 | $300,000 | $300,000 | $300,000 |
| Other Sources and Transfers In | $861,183 | $450,153 | $517,245 | $506,207 |
| Total | $2,403,359 | $2,002,822 | $2,093,487 | $2,093,216 |

Actual amounts represent collections, not appropriation authority.

## Expenditure Summary

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Personnel Services | $1,617,111 | $1,604,045 | $1,780,331 | $1,792,582 |
| Materials, Supplies and Repairs | $230,035 | $240,880 | $231,583 | $222,005 |
| Contractual Services | $52,521 | $56,074 | $46,649 | $46,649 |
| Equipment | $28,793 | $94,245 | $30,374 | $27,430 |
| Department Specific Appropriation | $5,035 | $1,922 | $4,550 | $4,550 |
| Total | $1,933,495 | $1,997,165 | $2,093,487 | $2,093,216 |

## Adopted FY 2017 Budget Actions

- **Implement Phase III of ARMD compensation strategy FY 2017 $11,607 FTE: 0**

  Implement Phase III of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2017 includes: 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. All actions are effective January 2017.

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

- **Reduce discretionary expenditures FY 2017 ($5,172) FTE: 0**

  Reduce discretionary expenditures for supplies and equipment. This action aligns the department budget with anticipated utilization. No impact on service delivery is anticipated.

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

- **Adjust time and attendance monitoring software costs FY 2017 ($860) FTE: 0**

  Remove a portion of funds provided 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 completes the three-year implementation timeline.

  **Priority Area(s) Met:** Well-Managed Government

- **Adjust financial management software cost** **FY 2017 ($1,724)** **FTE: 0**

  Adjust costs associated with the upgrade and maintenance of the Advantage Financial Management System (AFMS). AFMS is the financial system the city utilizes to conduct day to day business activities. The software uses pre-defined controls, and consistent accounting rules across all financial transactions, tracks, and controls, funds, and interfaces with the performance budgeting system.

  **Priority Area(s) Met:** Well-Managed Government

- **Adjust costs for Fleet expenditures** **FY 2017 ($4,766)** **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 II of ARMD compensation strategy** **FY 2017 $14,435** **FTE: 0**

  Technical adjustment to annualize ARMD Phase II compensation actions that occurred in January 2016. The Adopted FY 2016 Budget included funds for: a two percent increase for general and constitutional officer employees; an additional one percent increase for the approximately 1,000 permanent employees in the city's eight lowest general employee pay grades; a $400 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 2017 ($16,458)** **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 in FY 2017 from 17.51 percent to 17.79 percent. Costs are distributed based on each department's NERS eligible payroll. This is a routine adjustment which occurs each budget cycle.

  **Priority Area(s) Met:** Well-Managed Government

- **Update personnel expenditures** **FY 2017 $2,667** **FTE: -1**

  Technical adjustment to update department costs for personnel services. Changes reflect updates in staffing due to administrative actions, consolidations, or reorganization efforts and includes the funds needed in FY 2017 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of three percent based on enrollment and the addition of an Operations Manager. The update also includes the deletion of an Equipment Operator III and a Grounds Keeper Crew Leader during FY 2016. These are routine actions which occur at the beginning of the budget cycle.

**Cemeteries** **Total: ($271)** **FTE: -1**

# Full Time Equivalent (FTE) Summary

| | Pay Grade | Minimum | Maximum | FY 2016 Adopted | FTE Change | FY 2017 Adopted |
|---|---|---|---|---|---|---|
| Accounting Technician II | 1 07 | $28,815 | $47,022 | 1 | 0 | 1 |
| Administrative Technician | 1 07 | $28,815 | $47,022 | 1 | 0 | 1 |
| Bureau Manager | 1 18 | $67,350 | $109,823 | 1 | 0 | 1 |
| Cemetery Manager I | 1 06 | $26,900 | $43,860 | 2 | -1 | 1 |
| Cemetery Manager II | 1 09 | $33,770 | $55,060 | 3 | 1 | 4 |
| Division Head | 1 16 | $58,970 | $96,145 | 1 | 0 | 1 |
| Equipment Operator II | 1 06 | $26,900 | $43,860 | 6 | 0 | 6 |
| Equipment Operator III | 1 07 | $28,815 | $47,022 | 4 | -1 | 3 |
| Groundskeeper | 1 04 | $22,875 | $37,301 | 9 | 0 | 9 |
| Groundskeeper Crew Leader | 1 09 | $33,770 | $55,060 | 2 | -1 | 1 |
| Maintenance Supervisor II | 1 12 | $43,470 | $70,890 | 2 | 0 | 2 |
| Operations Manager | 1 14 | $51,000 | $84,354 | 0 | 1 | 1 |
| Public Information Specialist II | 1 11 | $40,005 | $65,280 | 1 | 0 | 1 |
| Support Technician | 1 05 | $24,685 | $40,290 | 0.8 | 0 | 0.8 |
| Total | | | | 33.8 | -1 | 32.8 |

# Golf Operations

## Mission Statement

Golf Operations supports the exceptional quality of life in Norfolk by providing access to two golf courses; Ocean View Golf Course and Lambert's Point Golf Course.

## Department Overview

The Golf Fund consists of two golf courses, which are managed and staffed by an outside vendor. The lease agreement ensures the delivery of a high quality golf experience with no assistance from the General Fund; ensures the maintenance of golf facilities; and supports capital improvements. The Golf Fund has no city employees.

## Revenue Summary

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Use of Money and Property | $80,000 | $7,218 | $15,000 | $15,000 |
| Charges for Services | $897,271 | $116,948 | $0 | $0 |
| Other Sources and Transfers In | $0 | $309,048 | $0 | $0 |
| Total | $977,271 | $433,213 | $15,000 | $15,000 |

Actual amounts represent collections, not appropriation authority.

## Expenditure Summary

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Materials, Supplies and Repairs | $120,971 | $25,911 | $6,000 | $6,000 |
| Contractual Services | $1,337,224 | $403,907 | $9,000 | $9,000 |
| Total | $1,458,195 | $429,818 | $15,000 | $15,000 |

# Public Amenities

## Mission Statement

The mission of the Public Amenities Fund is to promote cultural and entertainment activity in the downtown area by improving existing and preparing for new downtown civic facilities.

## Department Overview

As Norfolk continues to grow as a tourist and visitor destination, physical improvements to existing cultural and entertainment facilities and planning and preparation for new venues are needed. In FY 2003, the city raised the hotel tax from 7.0 percent to 8.0 percent and the food and beverage tax from 5.5 percent to 6.5 percent. The revenues generated by the increase are set aside in the Public Amenities Fund as a means of providing financial resources to improve public amenities and cultural facilities, increase tourism, and attract visitors to the city. Beginning in FY 2017, Public Amenities will support the five-year Property Improvement Plan commitment for the Marriott Convention Center. Also, the General Fund will begin receiving support from the Public Amenities Fund for the Norfolk Consortium supported in the Outside Agencies section. The agencies that may receive the support include: The National Maritime Center (Nauticus); MacArthur Memorial Foundation; Virginia Zoo; Department of Cultural Facilities, Arts and Entertainment; Norfolk Commission on the Arts and Humanities; Chrysler Museum of Art; Norfolk Botanical Gardens; Visit Norfolk (formerly Norfolk Convention and Visitors Bureau); Norfolk Festevents; Norfolk NATO Festival; Virginia Symphony; Virginia Arts Festival; Virginia Stage Company; and Virginia Opera. The remaining funds and accrued escrow will be set aside to support the Conference Center project and pay the Conference Center debt service.

## Revenue Summary

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Other Local Taxes | $5,541,243 | $5,831,476 | $5,850,900 | $6,365,000 |
| Other Sources and Transfers In | $0 | $0 | $0 | $2,000,000 |
| Total | $5,541,243 | $5,831,476 | $5,850,900 | $8,365,000 |

Actual amounts represent collections, not appropriation authority.

## Expenditure Summary

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Transfer to CIP Program | $1,500,000 | $1,000,000 | $1,000,000 | $3,000,000 |
| Debt Service (Conference Center) | $890,406 | $876,186 | $1,002,422 | $1,677,717 |
| Department Specific Appropriation: | | | | |
| Conference Center | $3,150,837 | $5,924,587 | $3,848,478 | $1,103,950 |
| Marriott Convention Center | $0 | $0 | $0 | $583,333 |
| Transfer to General Fund | $0 | $0 | $0 | $2,000,000 |
| Total | $5,541,243 | $7,800,773 | $5,850,900 | $8,365,000 |

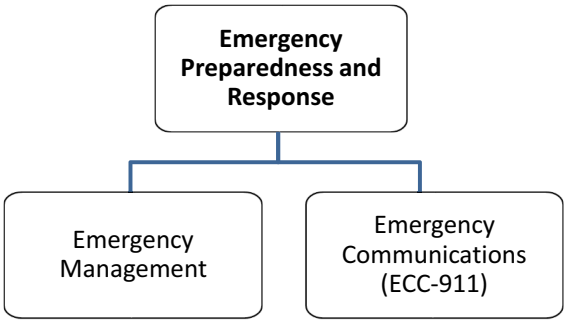
# Emergency Preparedness and Response

## Mission Statement

Emergency Preparedness and Response supports the Vision for Norfolk of a CITY PREPARED with coordinated capabilities to prevent, protect against, respond to, and recover from all hazards in a way that balances risk with resources and needs.

## Department Overview

The Office of Emergency Preparedness and Response is comprised of four teams and two mission areas. Team One consists of executive, technical, and administrative staff in support of emergency communications as well as emergency management. The majority of staff are distributed over three remaining teams serving the community by ensuring emergency communications (911 call taking and dispatching) is achieved twenty-four hours a day, seven days a week.




## Actions to Achieve Long-Term Goals and Short-Term Objectives

Emergency Preparedness and Response primarily supports the Priority Areas of Safe, Healthy, and Inclusive Communities; Environmental Sustainability; and Well-Managed Government. Actions in place to achieve the long term goal of providing a safe environment for residents, workers, and visitors include:

| Ongoing Actions | Status |
|---|---|
| Engage in public outreach to increase the subscriber base of current alert notification system (Nixle) | Ongoing |
| Assist residents in obtaining grant funding for remediation of flood prone properties | Ongoing |
| Engage in public outreach to increase the knowledge base of residents regarding potential and actual natural events | Ongoing |
| Respond to 911 calls in a timely manner to enhance the likelihood of positive incident outcomes | Ongoing |

# Performance Measures

| Priority: Safe, Healthy, and Inclusive Communities | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Provide a safe environment for residents, workers, and visitors | | | | | |
| **Objective** | | | | | |
| Improve and enhance disaster awareness and planning | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Number of visitors to Emergency Preparedness & Response website | 21,091 | 17,940 | 21,000 | 22,000 | 1,000 |
| Number of community outreach events held (New measure in FY 2017) | 0 | 0 | 0 | 100 | 100 |
| Number of participants in Emergency Preparedness and Response community outreach events-inclusive of civic leagues and school groups (New measure in FY 2017) | 0 | 0 | 0 | 60,000 | 60,000 |
| Percent of outreach event participants citing increased knowledge and awareness of emergency preparedness topics (New measure in FY 2017) | 0 | 0 | 0 | 80 | 80 |
| Number of subscribers to current alert notification system (Nixle) | 2,620 | 2,883 | 3,500 | 5,000 | 1,500 |
| **Objective** | | | | | |
| Increase neighborhood safety by providing effective and efficient call triage for incoming 911 requests for emergency assistance | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Total number of dispatched events (New measure in FY 2017) | 0 | 0 | 0 | 300,000 | 300,000 |
| Number of valid (non-misdialed) 911 calls answered (New measure in FY 2017) | 0 | 0 | 0 | 200,000 | 200,000 |
| Percent of 911 calls responded to within 10 seconds | 100 | 0 | 96 | 97 | 1 |

| Priority: Well-Managed Government | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Enhance the efficiency of programs and services | | | | | |
| **Objective** | | | | | |
| Enhance services provided by the department through volunteerism and/or additional/alternative funding streams | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Dollar value of general grants secured by Emergency Preparedness and Response to provide and enhance department services (New measure in FY 2017) | 0 | 0 | 0 | 200,000 | 200,000 |
| Number of CERT volunteer hours-inclusive of outreach and trainings (New measure in FY 2017) | 0 | 0 | 0 | TBD | TBD |

| Priority: Environmental Sustainability | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Reduce the negative impacts of flooding | | | | | |
| **Objective** | | | | | |
| Enhance services provided by the department through volunteerism and/or additional/alternative funding streams | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Dollar value of grants secured by Emergency Preparedness and Response for flood-prone property mitigation (New measure in FY 2017) | 0 | 0 | 0 | 1,000,000 | 1,000,000 |

## Revenue Summary

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Other Local Taxes | $3,571,596 | $3,571,596 | $3,571,596 | $3,571,596 |
| Charges for Services | $2,054 | $2,266 | $4,500 | $4,500 |
| Recovered Costs | $1,327,663 | $1,361,916 | $1,308,136 | $1,392,000 |
| Other Sources and Transfers In | $925,859 | $811,727 | $1,004,005 | $1,106,921 |
| Federal Aid | $129,208 | $68,083 | $63,617 | $113,617 |
| Total | $5,956,380 | $5,815,587 | $5,951,854 | $6,188,634 |

Actual amounts represent collections, not appropriation authority.

## Expenditure Summary

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Personnel Services | $5,199,476 | $5,140,168 | $5,291,028 | $5,394,682 |
| Materials, Supplies and Repairs | $242,213 | $252,942 | $264,489 | $257,665 |
| Contractual Services | $446,667 | $327,195 | $392,517 | $532,467 |
| Equipment | $474 | $0 | $3,820 | $3,820 |
| Total | $5,888,830 | $5,720,304 | $5,951,854 | $6,188,634 |

## Estimated Appropriation for Special Revenue Summary

The following special revenue summary includes additional funds received by the department through grants, donations, and dedicated state and federal appropriations. Funds are generally multi-year appropriations and may continue from one fiscal year to another. Monies are dedicated to specific activities and/or functions and are nontransferable. Grants are not guaranteed annually. Amounts represented were available as of March 2016.

| | Dollars | Source | Pos # |
|---|---|---|---|
| Special Revenue (for example: Grants, Revenue Sharing, Donations) | $3,222,604 | Emergency Management Performance Grant | 0 |
| | | Floodproofing Projects | |
| | | Severe Repetitive Loss Elevation Project | |
| | | SHSP Community Sheltering Enhancement | |

## Adopted FY 2017 Budget Actions

- **Implement Phase III of ARMD compensation strategy FY 2017 $35,017 FTE: 0**

  Implement Phase III of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2017 includes: 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. All actions are effective January 2017.

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

- **Fund wireless telephone cost increase FY 2017 $33,385 FTE: 0**

  Technical adjustment to provide funds for 911 telephone payments due to an increase in Verizon application fees. Emergency Operations Centers began experiencing a monthly increase for 911 telephone service costs in March 2015.

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

- **Fund maintenance cost for voice logging system FY 2017 $36,565 FTE: 0**

  Technical adjustment to provide funds to continue hardware, software, and application support for the voice logging system. This system records radio, data, and voice communications within the Emergency Communications Center.

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

- **Extend system support for 911 call handling equipment** **FY 2017 $70,000** **FTE: 0**

  Technical adjustment to extend system maintenance and support for the 911 call handling equipment (CHE). The current contract is set to expire in July 2016 but can be extended for an additional year.

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

- **Adjust financial management software cost** **FY 2017 ($3,646)** **FTE: 0**

  Adjust costs associated with the upgrade and maintenance of the Advantage Financial Management System (AFMS). AFMS is the financial system the city utilizes to conduct day-to-day business activities. The software uses pre-defined controls, and consistent accounting rules across all financial transactions; tracks and controls, funds; and interfaces with the performance budgeting system.

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

- **Adjust time and attendance monitoring software costs** **FY 2017 ($2,100)** **FTE: 0**

  Remove a portion of funds provided 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 completes the three-year implementation timeline.

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

- **Reduce personnel expenditures** **FY 2017 ($10,040)** **FTE: 0**

  Capture personnel savings to align with actual expenditures, resulting from high turnover of Public Safety Telecommunicator positions.

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

- **Adjust costs for Fleet expenditures** **FY 2017 ($1,078)** **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 II of ARMD compensation strategy** **FY 2017 $38,818** **FTE: 0**

  Technical adjustment to annualize ARMD Phase II compensation actions that occurred in January 2016. The Adopted FY 2016 Budget included funds for: a two percent increase for general and constitutional officer employees; an additional one percent increase for the approximately 1,000 permanent employees in the city's eight lowest general employee pay grades; a $400 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 2017 $20,351** **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 in FY 2017 from 17.51 percent to 17.79 percent. Costs are distributed based on each department's NERS eligible payroll. This is a routine adjustment which occurs each budget cycle.

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

- **Update personnel expenditures** **FY 2017 $19,508** **FTE: 0**

  Technical adjustment to update department costs for personnel services. Changes reflect updates in staffing due to administrative actions, consolidations, or reorganization efforts and includes the funds needed in FY 2017 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of three percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

**Emergency Preparedness and Response** **Total: $236,780** **FTE: 0**

## Full Time Equivalent (FTE) Summary

| | Pay Grade | Minimum | Maximum | FY 2016 Adopted | FTE Change | FY 2017 Adopted |
|---|---|---|---|---|---|---|
| Administrative Assistant I | 1 09 | $33,770 | $55,060 | 0 | 1 | 1 |
| Administrative Assistant II | 1 10 | $36,605 | $59,690 | 1 | 0 | 1 |
| Chief Training Officer-CES | 1 12 | $43,470 | $70,890 | 1 | 0 | 1 |
| Director of the Office of Emergency Preparedness & Response | 1 24 | $92,800 | $159,120 | 1 | 0 | 1 |
| Manager of Emergency Communications | 1 16 | $58,970 | $96,145 | 1 | 0 | 1 |
| Program Supervisor | 1 13 | $46,885 | $76,449 | 0 | 1 | 1 |
| Programs Manager | 1 15 | $55,210 | $90,270 | 0 | 1 | 1 |
| Project Manager | 1 14 | $51,000 | $84,354 | 2 | 0 | 2 |
| Public Safety Telecommunicator I | 1 08 | $31,180 | $50,847 | 3 | 2 | 5 |
| Public Safety Telecommunicator II | 1 09 | $33,770 | $55,060 | 52 | 2 | 54 |
| Public Safety Telecommunicator III | 1 12 | $43,470 | $70,890 | 9 | 0 | 9 |
| Public Safety Telecommunicator Trainee | 1 06 | $26,900 | $43,860 | 19 | -7 | 12 |
| Software Analyst | 1 13 | $46,885 | $76,449 | 1 | 0 | 1 |
| Total | | | | 90 | 0 | 90 |

# Tax Increment Financing

## Mission Statement

Provide funds to pay the debt service associated with financing the infrastructure improvements related to the Housing Opportunities for People Everywhere (HOPE VI) project in the Broad Creek Renaissance District.

## Department Overview

The city established a Tax Increment Financing (TIF) district encompassing the Broad Creek Renaissance District. The Broad Creek TIF Fund accounts for the real estate tax revenue attributed to the increase in assessed value of real property in the Broad Creek TIF district from the base assessed value as of January 1, 2003. The revenue are used to pay the debt service associated with the city's HOPE VI project related to infrastructure improvements in the Broad Creek Renaissance District, that was originally financed with a Section 108 loan from the Department of Housing and Urban Development (HUD), but subsequently refinanced in FY 2012 with tax-exempt General Obligation Bonds. Excess revenues, to the extent they are available, may be transferred to the General Fund. The TIF Fund has no employees.

## Revenue Summary

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| General Property Taxes | $2,455,700 | $3,338,300 | $4,984,100 | $5,384,000 |
| Miscellaneous Revenue | $0 | $119,639 | $0 | $0 |
| Other Sources and Transfers In | $0 | $2,200,990 | $0 | $119,639 |
| Total | $2,455,700 | $5,658,929 | $4,984,100 | $5,503,639 |

Actual amounts represent collections, not appropriation authority.

## Expenditure Summary

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Transfer to General Fund | $0 | $4,928,024 | $4,088,404 | $3,985,591 |
| Debt Service/Transfers to CIP | $635,620 | $611,266 | $895,696 | $1,518,048 |
| Total | $635,620 | $5,539,290 | $4,984,100 | $5,503,639 |

# Waste Management

## Mission Statement

The Waste Management Division of Public Works proudly serves City of Norfolk Waste Management customers by providing them with a myriad of programs and services that effectively and efficiently manage municipal solid waste generated within the City of Norfolk.

## Department Overview

Waste Management was converted to a self-supporting special revenue fund in the FY 2015 budget. This conversion exemplifies the city's goal of becoming a well-managed organization. By transferring Waste Management to a special revenue fund, the operation performs as a self-supporting program. User fees collected from residents and businesses fund the cost of the operation. Waste Management focuses on protecting the public health and safety of the City of Norfolk by providing quality municipal solid waste services and environmental programs that are safe, efficient, cost effective, and environmentally responsible. Waste Management provides weekly garbage, yard waste, and bulk waste pickup for Norfolk residents and daily garbage pickup for some downtown businesses. In addition, residents can drop off household hazardous waste and electronic waste at the Waste Management facility, six days a week, at no charge. The Department of Waste Management receives oversight from the Department of Public Works.

## Actions to Achieve Long-Term Goals and Short-Term Objectives

The department of Waste Management primarily supports the city priority areas of Lifelong Learning and Environmental Sustainability through the following actions:

| Ongoing Actions | Status |
|---|---|
| Focus on increasing tonnage of curbside recycling, which will help protect natural resources and reduce disposal costs | Ongoing |

## Performance Measures

| Priority: Lifelong Learning | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Achieve a well-trained, qualified community workforce | | | | | |
| **Objective** | | | | | |
| Increase vocational and technical skills training opportunities for Norfolk residents within areas identified in the community workforce plan | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Number of participants in Waste Management driver training | 10 | 5 | 10 | 10 | 0 |

| Priority: Lifelong Learning | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Increase accessibility to lifelong learning | | | | | |
| **Objective** | | | | | |
| Network and identify opportunities for partnership among the city, local educational institutions, and businesses and community resources that will promote and expand lifelong learning | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Number of participants in Recycling Perks program | 7,500 | 34,551 | 8,800 | 8,800 | 0 |
| Number of businesses participating in Recycling Perks program | 0 | 433 | 350 | 350 | 0 |

| Priority: Environmental Sustainability | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Enhance efficient use and protection of natural resources | | | | | |
| **Objective** | | | | | |
| Reduce and recycle waste | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Tons of curbside recycling collected (Objective: Increase) | 10,500 | 10,884 | 12,500 | 12,500 | 0 |
| Percent of total refuse collected that is recycled (The state mandate is 25%.) | 35 | 19 | 21 | 21 | 0 |

## Revenue Summary

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Fines and Forfeitures | $0 | $15,075 | $24,000 | $22,000 |
| Use of Money and Property | $0 | $4,111 | $10,200 | $4,000 |
| Charges for Services | $0 | $21,082,513 | $21,656,000 | $21,656,000 |
| Miscellaneous Revenue | $0 | $159 | $0 | $0 |
| Recovered Costs | $0 | $419,940 | $420,000 | $420,000 |
| Other Sources and Transfers In | $0 | $0 | $1,800 | $573,679 |
| Total | $0 | $21,521,798 | $22,112,000 | $22,675,679 |

Actual amounts represent collections, not appropriation authority.

## Expenditure Summary

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Personnel Services | $0 | $4,527,159 | $4,956,451 | $5,090,244 |
| Materials, Supplies and Repairs | $0 | $2,181,652 | $2,062,792 | $2,061,053 |
| Contractual Services | $0 | $13,622,145 | $13,725,753 | $12,164,490 |
| Equipment | $0 | $475,152 | $540,600 | $1,770,150 |
| Department Specific Appropriation | $0 | $0 | $550,000 | $587,475 |
| Debt Service/Transfers to CIP | $0 | $213,687 | $276,404 | $1,002,267 |
| Total | $0 | $21,019,795 | $22,112,000 | $22,675,679 |

## Adopted FY 2017 Budget Actions

- **Implement Phase III of ARMD compensation strategy FY 2017 $32,283 FTE: 0**

  Implement Phase III of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2017 includes: 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. All actions are effective January 2017.

  **Priority Area(s) Met:** Environmental Sustainability

- **Adjust funds for IMPACT Call Center FY 2017 $210,157 FTE: 0**

  Adjust funds for IMPACT Call Center services based on utilization. The IMPACT Call Center currently processes calls, emails, and online contacts for the Department of Waste Management.

  **Priority Area(s) Met:** Environmental Sustainability

- **Adjust financial management software cost FY 2017 ($6,819) FTE: 0**

  Adjust costs associated with the upgrade and maintenance of the Advantage Financial Management System (AFMS). AFMS is the financial system the city utilizes to conduct day to day business activities. The software uses pre-defined controls, and consistent accounting rules across financial transactions, tracks, and controls, funds, and interfaces with the performance budgeting system.

  **Priority Area(s) Met:** Well-Managed Government

- **Adjust operational expenses FY 2017 $224,218 FTE: 0**

  Technical adjustment to provide funds for operational expenses which occur annually. These expenses include vehicle maintenance, fuel, indirect costs, and materials and supplies for operations.

  **Priority Area(s) Met:** Environmental Sustainability

- **Adjust costs for Fleet expenditures FY 2017 $2,330 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:** Environmental Sustainability

- **Annualize Phase II of ARMD compensation strategy FY 2017 $41,938 FTE: 0**

  Technical adjustment to annualize ARMD Phase II compensation actions that occurred in January 2016. The Adopted FY 2016 Budget included funds for: a two percent increase for general and constitutional officer employees; an additional one percent increase for the approximately 1,000 permanent employees in the city's eight lowest general employee pay grades; a $400 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:** Environmental Sustainability

- **Adjust required contribution to the city's retirement system FY 2017 $12,134 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 in FY 2017 from 17.51 percent to 17.79 percent. Costs are distributed based on each department's NERS eligible payroll. This is a routine adjustment which occurs each budget cycle.

  **Priority Area(s) Met:** Environmental Sustainability

- **Update personnel expenditures FY 2017 $47,438 FTE: 0**

  Technical adjustment to update department costs for personnel services. Changes reflect updates in staffing due to administrative actions, consolidations, or reorganization efforts and includes the funds needed in FY 2017 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of three percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

**Waste Management Total: $563,679 FTE: 0**

## Full Time Equivalent (FTE) Summary

| | Pay Grade | Minimum | Maximum | FY 2016 Adopted | FTE Change | FY 2017 Adopted |
|---|---|---|---|---|---|---|
| Accounting Technician II | 1 07 | $28,815 | $47,022 | 2 | 0 | 2 |
| Administrative Technician | 1 07 | $28,815 | $47,022 | 1 | 0 | 1 |
| Assistant Superintendent of Waste Management | 1 16 | $58,970 | $96,145 | 2 | 0 | 2 |
| Automotive Mechanic | 1 10 | $36,605 | $59,690 | 2 | 0 | 2 |
| Financial Operations Manager | 1 15 | $55,210 | $90,270 | 1 | 0 | 1 |
| Fleet Coordinator | 1 11 | $40,005 | $65,280 | 1 | 0 | 1 |
| Maintenance Worker I | 1 03 | $21,222 | $34,609 | 1 | 0 | 1 |
| Management Analyst I | 1 11 | $40,005 | $65,280 | 1 | 0 | 1 |

# Full Time Equivalent (FTE) Summary

| | Pay Grade | Minimum | Maximum | FY 2016 Adopted | FTE Change | FY 2017 Adopted |
|---|---|---|---|---|---|---|
| Operations Manager | 1 14 | $51,000 | $84,354 | 1 | 0 | 1 |
| Refuse Collection Supervisor | 1 09 | $33,770 | $55,060 | 5 | 0 | 5 |
| Refuse Collector Assistant | 1 04 | $22,875 | $37,301 | 2 | 0 | 2 |
| Refuse Collector, Lead | 1 07 | $28,815 | $47,022 | 5 | 0 | 5 |
| Refuse Collector, Senior | 1 06 | $26,900 | $43,860 | 67 | -1 | 66 |
| Refuse Inspector | 1 08 | $31,180 | $50,847 | 6 | 1 | 7 |
| Safety Specialist | 1 11 | $40,005 | $65,280 | 1 | 0 | 1 |
| Superintendent of Waste Management | 1 19 | $71,500 | $116,280 | 1 | 0 | 1 |
| Support Technician | 1 05 | $24,685 | $40,290 | 2 | 0 | 2 |
| Total | | | | 101 | 0 | 101 |

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# Enterprise Funds

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# Enterprise Fund Summary

| | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|
| **Revenues** | | | |
| Permits and Fees | 1,454,614 | 666,100 | 673,845 |
| Fines and Forfeitures | 2,531,254 | 2,000,000 | 2,507,343 |
| Use of Money and Property | 1,939,506 | 340,000 | 304,639 |
| Charges for Services | 128,377,828 | 126,504,351 | 132,240,707 |
| Miscellaneous Revenue | 2,955,156 | 135,000 | 188,381 |
| Recovered Costs | 1,348,039 | 1,341,600 | 1,341,600 |
| Other Sources and Transfers In | (10,541) | 2,709,656 | 779,883 |
| **Totals** | **138,595,856** | **133,696,707** | **138,036,398** |

| | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|
| **Expenditures** | | | |
| Personnel Services | 25,786,273 | 27,114,222 | 28,004,556 |
| Materials, Supplies and Repairs | 15,484,641 | 15,569,037 | 15,652,503 |
| Contractual Services | 14,333,478 | 15,176,658 | 15,917,954 |
| Equipment | 769,962 | 869,947 | 762,671 |
| Department Specific Appropriation | 9,224,888 | 17,443,481 | 19,989,413 |
| Debt Service/Transfers to CIP | 24,787,382 | 57,523,362 | 57,709,301 |
| **Total** | **90,386,624** | **133,696,707** | **138,036,398** |

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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).

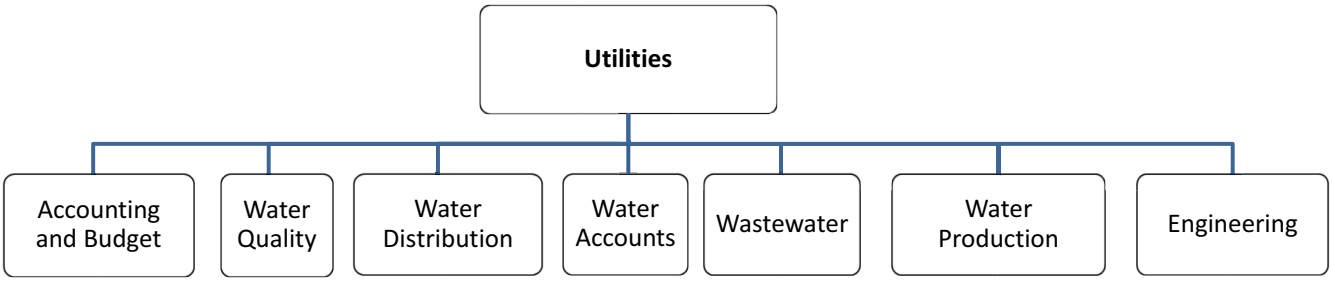
Water Distribution: Responsible for the maintenance and operation of over 800 miles of water mains. Repairs, replaces and installs fire hydrants, meters and valves and detects and repairs leaks in the distribution system. Provides routine flushing of water mains and the installation of service main extensions.

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:

| 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% 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 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Linear feet of wastewater system cleaned per year | 1,368,566 | 1,171,115 | 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 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 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Average daily drinking water for all retail and wholesale customer needs-in millions of gallons per day/MGD | 58 | 59 | 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 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Number of water main breaks per 100 miles of water distribution system piping | 28 | 22 | 29 | 29 | 0 |

## Revenue Summary

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Permits and Fees | $1,404,372 | $1,361,614 | $583,100 | $583,100 |
| Use of Money and Property | $235,675 | $193,926 | $260,000 | $232,000 |
| Charges for Services | $79,223,455 | $83,147,731 | $80,559,069 | $81,997,036 |
| Miscellaneous Revenue | $107,787 | $2,954,389 | $135,000 | $186,900 |
| Recovered Costs | $4,040,869 | $1,183,635 | $1,338,000 | $1,338,000 |
| Other Sources and Transfers In | ($59,209) | ($10,541) | $5,400 | $17,995 |
| Federal Aid | ($72,036) | $0 | $0 | $0 |
| Total | $84,880,913 | $88,830,753 | $82,880,569 | $84,355,031 |

Actual amounts represent collections, not appropriation authority.

## Expenditure Summary

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Personnel Services | $17,300,550 | $17,085,349 | $17,908,751 | $18,518,267 |
| Materials, Supplies and Repairs | $11,088,611 | $10,951,214 | $11,020,790 | $10,958,740 |
| Contractual Services | $8,916,500 | $8,296,076 | $8,928,969 | $9,431,090 |
| Equipment | $396,512 | $509,995 | $364,846 | $285,970 |
| Department Specific Appropriation | $7,805,988 | $7,724,888 | $14,812,713 | $15,533,906 |
| Debt Service/Transfers to CIP | $15,650,608 | $14,547,182 | $29,844,500 | $29,627,058 |
| Total | $61,158,769 | $59,114,705 | $82,880,569 | $84,355,031 |

## Adopted FY 2017 Budget Actions

- **Implement Phase III of ARMD compensation strategy FY 2017 $127,239 FTE: 0**

  Implement Phase III of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2017 includes: 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. All actions are effective January 2017.

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

- **Adjust funds for IMPACT Call Center FY 2017 $12,595 FTE: 0**

  Adjust funds for IMPACT Call Center services based on utilization. The IMPACT Call Center currently processes calls, emails, and online contacts for the Department of Utilities.

  **Priority Area(s) Met:** Well-Managed Government

- **Adjust costs for storehouse rent FY 2017 $51,900 FTE: 0**

  Technical adjustment to provide funds for the rent 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

- **Adjust debt service payments FY 2017 $5,418,841 FTE: 0**

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

  **Priority Area(s) Met:** Well-Managed Government

- **Adjust discretionary expenditures FY 2017 $48,125 FTE: 0**

  Capture efficiency savings by utilizing temporary services, reducing professional services, curtailing power usage, utilizing electronic distribution, and implementing technology improvements. This action maintains or improves the efficiency and effectiveness of service delivery.

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

- **Adjust financial management software cost** **FY 2017 $98,257** **FTE: 0**

  Adjust costs associated with the upgrade and maintenance of the Advantage Financial Management System (AFMS). AFMS is the financial system the city utilizes to conduct day to day business activities. The software uses pre-defined controls, and consistent accounting rules across financial transactions, tracks, and controls, funds, and interfaces with the performance budgeting system.

  **Priority Area(s) Met:** Well-Managed Government

- **Adjust operational expenses** **FY 2017 ($4,272,849)** **FTE: 0**

  Technical adjustment for operational expenses which occur annually. These expenses 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 time and attendance monitoring software costs** **FY 2017 ($13,117)** **FTE: 0**

  Remove a portion of funds provided 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 completes the three-year implementation timeline.

  **Priority Area(s) Met:** Well-Managed Government

- **Capture efficiency savings** **FY 2017 ($277,726)** **FTE: 0**

  Capture savings through lower Hampton Roads Sanitation District (HRSD) rates and legal fees, continuation of the power usage curtailment program, and efficient selection of equipment vendors.

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

- **Adjust costs for Fleet expenditures** **FY 2017 ($79,790)** **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 II of ARMD compensation strategy** **FY 2017 $181,961** **FTE: 0**

  Technical adjustment to annualize ARMD Phase II compensation actions that occurred in January 2016. The Adopted FY 2016 Budget included funds for: a two percent increase for general and constitutional officer employees; an additional one percent increase for the approximately 1,000 permanent employees in the city's eight lowest general employee pay grades; a $400 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 2017 $172,546** **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 in FY 2017 from 17.51 percent to 17.79 percent. Costs are distributed based on each department's NERS eligible payroll. This is a routine adjustment which occurs each budget cycle.

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

- **Update personnel expenditures** **FY 2017 $6,480** **FTE: 1.3**

  Technical adjustment to update department costs for personnel services. Changes reflect updates in staffing due to administrative actions, consolidations, or reorganization efforts and includes the funds needed in FY 2017 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of three percent based on enrollment, the addition of a Construction Inspector II, and an increase in part-time hours. These are routine actions which occur at the beginning of the budget cycle.

**Water** **Total: $1,474,462** **FTE: 1.3**

## Full Time Equivalent (FTE) Summary

| | Pay Grade | Minimum | Maximum | FY 2016 Adopted | FTE Change | FY 2017 Adopted |
|---|---|---|---|---|---|---|
| Accountant I | 1 11 | $40,005 | $65,280 | 2 | 1 | 3 |
| Accountant II | 1 12 | $43,470 | $70,890 | 1 | -1 | 0 |
| Accountant III | 1 13 | $46,885 | $76,449 | 0 | 1 | 1 |
| Accountant IV | 1 14 | $51,000 | $84,354 | 1 | 0 | 1 |
| Accounting Manager | 1 16 | $63,000 | $102,816 | 1 | 0 | 1 |
| Accounting Technician II | 1 07 | $28,815 | $47,022 | 19.5 | -2 | 17.5 |
| Administrative Assistant I | 1 09 | $33,770 | $55,060 | 2 | 1 | 3 |
| Administrative Assistant II | 1 10 | $36,605 | $59,690 | 3 | 0 | 3 |
| Administrative Technician | 1 07 | $28,815 | $47,022 | 0 | 1 | 1 |
| Applications Development Team Supervisor | 1 17 | $63,000 | $102,816 | 1 | 0 | 1 |
| Assistant City Engineer | 1 19 | $71,500 | $116,280 | 1 | 0 | 1 |
| Assistant Director | 1 21 | $79,375 | $132,090 | 2 | 0 | 2 |
| Assistant Superintendent of Utility Division | 1 17 | $63,000 | $102,816 | 4 | 0 | 4 |
| Automotive Mechanic | 1 10 | $36,605 | $59,690 | 1 | 0 | 1 |
| Business Manager | 1 13 | $46,885 | $76,449 | 1 | 0 | 1 |
| Chief of Construction Operations | 1 16 | $58,970 | $96,145 | 1 | 0 | 1 |
| Chief Waterworks Operator | 1 13 | $46,885 | $76,449 | 8 | 0 | 8 |
| Civil Engineer I | 1 13 | $46,885 | $76,449 | 3 | 1 | 4 |
| Civil Engineer II | 1 14 | $51,000 | $84,354 | 3 | 0 | 3 |
| Civil Engineer III | 1 15 | $55,210 | $90,270 | 3 | 0 | 3 |
| Civil Engineer IV | 1 16 | $58,970 | $96,145 | 1.8 | 0.3 | 2 |

# Full Time Equivalent (FTE) Summary

| | Pay Grade | Minimum | Maximum | FY 2016 Adopted | FTE Change | FY 2017 Adopted |
|---|---|---|---|---|---|---|
| Civil Engineer V | 1 17 | $63,000 | $102,816 | 1 | 0 | 1 |
| Collection Coordinator | 1 11 | $40,005 | $65,280 | 2 | 0 | 2 |
| Construction Inspector I | 1 08 | $31,180 | $50,847 | 4 | 0 | 4 |
| Construction Inspector II | 1 08 | $40,005 | $65,280 | 6 | 0 | 6 |
| Construction Inspector III | 1 12 | $43,470 | $70,890 | 2 | 0 | 2 |
| Contract Monitoring Specialist | 1 11 | $40,005 | $65,280 | 1 | 0 | 1 |
| Crew Leader I | 1 08 | $31,180 | $50,847 | 11 | 0 | 11 |
| Cross-Connection Specialist | 1 08 | $31,180 | $50,847 | 2 | 0 | 2 |
| Customer Service Manager | 1 18 | $67,350 | $109,823 | 1 | 0 | 1 |
| Director of Utilities | 1 24 | $92,800 | $159,120 | 1 | 0 | 1 |
| Electrician III | 1 10 | $36,605 | $59,690 | 3 | 0 | 3 |
| Electronics Technician II | 1 10 | $36,605 | $59,690 | 4 | 0 | 4 |
| Engineering Aide | 1 04 | $22,875 | $37,301 | 1 | 0 | 1 |
| Engineering Manager | 1 20 | $76,000 | $123,930 | 1 | 0 | 1 |
| Engineering Technician I | 1 10 | $36,605 | $59,690 | 6 | 0 | 6 |
| Engineering Technician II | 1 11 | $40,005 | $65,280 | 4 | 0 | 4 |
| Engineering Technician III | 1 11 | $43,470 | $70,890 | 1 | 0 | 1 |
| Engineering Technician IV | 1 13 | $46,885 | $76,449 | 1 | 0 | 1 |
| Enterprise Controller | 1 16 | $58,970 | $96,145 | 1 | 0 | 1 |
| Equipment Operator II | 1 06 | $26,900 | $43,860 | 12 | -1 | 11 |
| Equipment Operator III | 1 07 | $28,815 | $47,022 | 9 | 2 | 11 |
| Financial Operations Manager | 1 15 | $55,210 | $90,270 | 1 | 0 | 1 |
| General Utility Maintenance Supervisor | 1 14 | $51,000 | $84,354 | 8 | -1 | 7 |
| Geographic Information Systems Technician II | 1 11 | $40,005 | $65,280 | 1 | 0 | 1 |
| Maintenance Supervisor II | 1 12 | $43,470 | $70,890 | 1 | 0 | 1 |
| Maintenance Worker I | 1 03 | $21,222 | $34,609 | 6 | 0 | 6 |
| Maintenance Worker II | 1 06 | $26,900 | $43,860 | 27 | 0 | 27 |
| Management Analyst I | 1 11 | $40,005 | $65,280 | 1 | 0 | 1 |
| Management Services Administrator | 1 18 | $67,350 | $109,823 | 1 | 0 | 1 |
| Manager of Budget & Accounting | 1 18 | $67,350 | $109,823 | 1 | 0 | 1 |
| Messenger/Driver | 1 02 | $19,705 | $32,135 | 1 | 0 | 1 |
| Personnel Specialist | 1 11 | $40,005 | $65,280 | 1 | 0 | 1 |
| Programmer/Analyst III | 1 13 | $46,885 | $76,449 | 1 | 0 | 1 |
| Programmer/Analyst IV | 1 14 | $51,000 | $84,354 | 2 | 0 | 2 |
| Programmer/Analyst V | 1 16 | $58,970 | $96,145 | 1 | 0 | 1 |
| Programs Manager | 1 15 | $55,210 | $90,270 | 1 | 0 | 1 |
| Project Coordinator | 1 13 | $46,885 | $76,449 | 1 | -1 | 0 |
| Public Information Specialist II | 1 11 | $40,005 | $65,280 | 1 | 0 | 1 |
| Reservoir Manager | 1 12 | $43,470 | $70,890 | 1 | 0 | 1 |

# Full Time Equivalent (FTE) Summary

| | Pay Grade | Minimum | Maximum | FY 2016 Adopted | FTE Change | FY 2017 Adopted |
|---|---|---|---|---|---|---|
| Safety Specialist | 1 11 | $40,005 | $65,280 | 1 | 0 | 1 |
| Senior Utility Maintenance Supervisor | 1 13 | $46,885 | $76,449 | 6 | 2 | 8 |
| Senior Water Chemist | 1 12 | $43,470 | $70,890 | 3 | 0 | 3 |
| Staff Technician II | 1 09 | $33,770 | $55,060 | 3 | 0 | 3 |
| Storekeeper I | 1 04 | $22,875 | $37,301 | 1 | 0 | 1 |
| Storekeeper II | 1 06 | $26,900 | $43,860 | 2 | 0 | 2 |
| Storekeeper III | 1 08 | $31,180 | $50,847 | 2 | 0 | 2 |
| Support Technician | 1 05 | $24,685 | $40,290 | 3 | 0 | 3 |
| Utility Construction Inspector | 1 10 | $36,605 | $59,690 | 1 | 0 | 1 |
| Utility Maintenance Mechanic I | 1 06 | $26,900 | $43,860 | 28 | 0 | 28 |
| Utility Maintenance Mechanic II | 1 08 | $31,180 | $50,847 | 3 | 0 | 3 |
| Utility Maintenance Supervisor | 1 10 | $36,605 | $59,690 | 10 | -1 | 9 |
| Utility Operations Manager | 1 19 | $71,500 | $116,280 | 1 | 0 | 1 |
| Water Chemist | 1 11 | $40,005 | $65,280 | 3 | 0 | 3 |
| Water Production Manager | 1 19 | $71,500 | $116,280 | 1 | 0 | 1 |
| Water Quality Manager | 1 18 | $67,350 | $109,823 | 2 | 0 | 2 |
| Water Treatment Plant Maintenance Technician | 1 08 | $31,180 | $50,847 | 13 | -1 | 12 |
| Water Treatment Supervisor | 1 15 | $55,210 | $90,270 | 2 | 0 | 2 |
| Waterworks Operator I | 1 08 | $31,180 | $50,847 | 6 | -2 | 4 |
| Waterworks Operator II | 1 09 | $33,770 | $55,060 | 1 | 1 | 2 |
| Waterworks Operator III | 1 10 | $36,605 | $59,690 | 0 | 1 | 1 |
| Waterworks Operator IV | 1 11 | $40,005 | $65,280 | 9 | 0 | 9 |
| Total | | | | 291.3 | 1.3 | 292.5 |

# WASTEWATER

## REVENUE SUMMARY

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Permits and Fees | $97,000 | $93,000 | $50,000 | $50,000 |
| Use of Money and Property | $35,426 | $16,768 | $30,000 | $30,000 |
| Charges for Services | $27,258,137 | $28,242,513 | $29,335,892 | $30,722,691 |
| Recovered Costs | $353,833 | $164,404 | $3,600 | $3,600 |
| Other Sources and Transfers In | $0 | $0 | $2,000 | $2,000 |
| Federal Aid | ($81,891) | $0 | $0 | $0 |
| Total | $27,662,505 | $28,516,686 | $29,421,492 | $30,808,291 |

Actual amounts represent collections, not appropriation authority.

## EXPENDITURE SUMMARY

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Personnel Services | $5,687,764 | $5,432,704 | $5,647,699 | $5,827,947 |
| Materials, Supplies and Repairs | $2,741,849 | $2,981,083 | $2,874,412 | $3,031,220 |
| Contractual Services | $2,084,322 | $1,993,646 | $2,020,312 | $2,087,898 |
| Equipment | $305,574 | $196,131 | $384,101 | $311,101 |
| Department Specific Appropriation | $1,500,000 | $1,500,000 | $2,630,768 | $4,455,507 |
| Debt Service/Transfers to CIP | $4,021,973 | $1,619,033 | $15,864,200 | $15,094,618 |
| Total | $16,341,482 | $13,722,597 | $29,421,492 | $30,808,291 |

## ADOPTED FY 2017 BUDGET ACTIONS

- **Implement Phase III of ARMD compensation strategy FY 2017 $45,207 FTE: 0**

  Implement Phase III of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2017 includes: 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. All actions are effective January 2017.

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

- **Adjust debt service payments FY 2017 $1,228,900 FTE: 0**

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

  **Priority Area(s) Met:** Well-Managed Government

- **Adjust financial management software cost** **FY 2017 ($6,846)** **FTE: 0**

  Adjust costs associated with the upgrade and maintenance of the Advantage Financial Management System (AFMS). AFMS is the financial system the city utilizes to conduct day to day business activities. The software uses pre-defined controls, and consistent accounting rules across financial transactions, tracks, and controls, funds, and interfaces with the performance budgeting system.

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

- **Adjust operational expenses** **FY 2017 ($186,628)** **FTE: 0**

  Routine technical adjustment for operational expenses which occurs 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 time and attendance monitoring software costs** **FY 2017 ($1,181)** **FTE: 0**

  Remove a portion of funds provided 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 completes the three-year implementation timeline.

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

- **Reduce discretionary expenditures** **FY 2017 $16,277** **FTE: 0**

  Capture efficiency savings by utilizing temporary services, reducing professional services, curtailing power usage, utilizing electronic distribution, and establishing technology improvements. This action maintains or improves the efficiency and effectiveness of service delivery.

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

- **Adjust costs for Fleet expenditures** **FY 2017 $156,029** **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 II of ARMD compensation strategy** **FY 2017 $69,712** **FTE: 0**

  Technical adjustment to annualize ARMD Phase II compensation actions that occurred in January 2016. The Adopted FY 2016 Budget included funds for: a two percent increase for general and constitutional officer employees; an additional one percent increase for the approximately 1,000 permanent employees in the city's eight lowest general employee pay grades; a $400 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 2017 $61,573** **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 in FY 2017 from 17.51 percent to 17.79 percent. Costs are distributed based on each department's NERS eligible payroll. This is a routine adjustment which occurs each budget cycle.

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

- **Update personnel expenditures** **FY 2017 $3,756** **FTE: -1**

  Technical adjustment to update department costs for personnel services. Changes reflect updates in staffing due to administrative actions, consolidations, or reorganization efforts and includes the funds needed in FY 2017 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of three percent based on enrollment and the deletion of an Assistant Superintendent of Utility Division. These are routine actions which occur at the beginning of the budget cycle.

**Wastewater** **Total: $1,386,799** **FTE: -1**

## Full Time Equivalent (FTE) Summary

| | Pay Grade | Minimum | Maximum | FY 2016 Adopted | FTE Change | FY 2017 Adopted |
|---|---|---|---|---|---|---|
| Accounting Technician II | 1 07 | $28,815 | $47,022 | 3 | 0 | 3 |
| Assistant Superintendent of Utility Division | 1 17 | $63,000 | $102,816 | 2 | -1 | 1 |
| Crew Leader I | 1 08 | $31,180 | $50,847 | 15 | 0 | 15 |
| Electrician IV | 1 11 | $40,005 | $65,280 | 1 | 0 | 1 |
| Engineering Technician I | 1 10 | $36,605 | $59,690 | 3 | 0 | 3 |
| Environmental Specialist II | 1 11 | $40,005 | $65,280 | 1 | 0 | 1 |
| Equipment Operator II | 1 06 | $26,900 | $43,860 | 6 | 0 | 6 |
| Equipment Operator III | 1 07 | $28,815 | $47,022 | 19 | 0 | 19 |
| General Utility Maintenance Supervisor | 1 14 | $51,000 | $84,354 | 2 | 0 | 2 |
| Maintenance Worker I | 1 03 | $21,222 | $34,609 | 3 | 0 | 3 |
| Maintenance Worker II | 1 06 | $26,900 | $43,860 | 27 | 0 | 27 |
| Senior Custodian | 1 04 | $22,875 | $37,301 | 1 | 0 | 1 |
| Senior Utility Maintenance Supervisor | 1 13 | $46,885 | $76,449 | 5 | 0 | 5 |
| Utility Maintenance Mechanic I | 1 06 | $26,900 | $43,860 | 7 | 0 | 7 |
| Utility Maintenance Supervisor | 1 10 | $36,605 | $59,690 | 10 | 0 | 10 |
| Water Chemist | 1 11 | $40,005 | $65,280 | 1 | 0 | 1 |
| Total | | | | 106 | -1 | 105 |

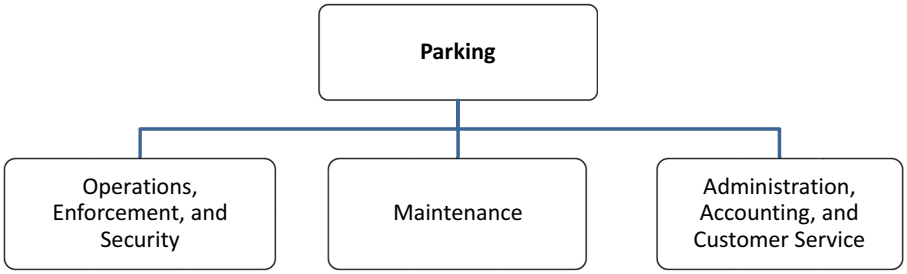
# Parking Facilities Fund

## 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:

| 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 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Percent of fines collected | 101 | 98 | 100 | 100 | 0 |
| Percent of total available monthly parking spaces utilized | 0 | 0 | 0 | 50 | 50 |
| **Objective** | | | | | |
| Expand, attract and retain businesses within Norfolk | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Total parking revenue | 0 | 0 | 0 | 21,200,000 | 21,200,000 |
| Number of transient (non-monthly) parkers in garages (New measure in FY 2017) | 0 | 0 | 0 | 2,350,000 | 2,350,000 |
| Number of parking violation tickets issued | 52,693 | 43,593 | 44,200 | 43,300 | -900 |

| 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 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Percent of customers who rate parking services as meeting or exceeding expectations | 55 | 61 | 58 | 60 | 2 |

# Revenue Summary

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Permits and Fees | $0 | $0 | $33,000 | $40,745 |
| Fines and Forfeitures | $2,607,036 | $2,531,254 | $2,000,000 | $2,507,343 |
| Use of Money and Property | $388,760 | $1,728,812 | $50,000 | $42,639 |
| Charges for Services | $17,624,326 | $16,987,584 | $16,609,390 | $19,520,980 |
| Miscellaneous Revenue | $221 | $767 | $0 | $1,481 |
| Other Sources and Transfers In | $0 | $0 | $2,702,256 | $759,888 |
| Total | $20,620,343 | $21,248,417 | $21,394,646 | $22,873,076 |

Actual amounts represent collections, not appropriation authority.

## Expenditure Summary

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Personnel Services | $3,793,305 | $3,268,220 | $3,557,772 | $3,658,342 |
| Materials, Supplies and Repairs | $1,568,968 | $1,552,344 | $1,673,835 | $1,662,543 |
| Contractual Services | $4,542,766 | $4,043,756 | $4,227,377 | $4,398,966 |
| Equipment | $28,032 | $63,836 | $121,000 | $165,600 |
| Department Specific Appropriation | $7,322 | $0 | $0 | $0 |
| Debt Service/Transfers to CIP | $5,516,109 | $8,621,167 | $11,814,662 | $12,987,625 |
| Total | $15,456,502 | $17,549,323 | $21,394,646 | $22,873,076 |

## Adopted FY 2017 Budget Actions

- **Implement Phase III of ARMD compensation strategy FY 2017 $25,384 FTE: 0**

  Implement Phase III of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2017 includes: 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. All actions are effective January 2017.

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

- **Increase funds for contractual services FY 2017 $188,372 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

- **Reduce electricity utilization FY 2017 ($41,545) FTE: 0**

  Technical adjustment to reduce costs for electricity payments. The department continues to replace existing light bulbs with more energy efficient bulbs at city parking facilities. This green initiative will result in reduced electricity utilization.

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

- **Adjust debt service payments FY 2017 $1,172,963 FTE: 0**

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

  **Priority Area(s) Met:** Well-Managed Government

- **Adjust funds for IMPACT Call Center FY 2017 ($13,962) FTE: 0**

  Adjust Funds for IMPACT Call Center Services based on utilization. The IMPACT Call Center processes calls, emails, and online contacts for the Parking Facilities Fund.

  **Priority Area(s) Met:** Well-Managed Government

- **Adjust financial management software cost** **FY 2017 $3,857** **FTE: 0**

  Adjust costs associated with the upgrade and maintenance of the Advantage Financial Management System (AFMS). AFMS is the financial system the city utilizes to conduct day to day business activities. The software uses pre-defined controls, and consistent accounting rules across all financial transactions, tracks, and controls, funds, and interfaces with the performance budgeting system.

  **Priority Area(s) Met:** Well-Managed Government

- **Adjust time and attendance monitoring software costs** **FY 2017 ($4,560)** **FTE: 0**

  Remove a portion of funds provided 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 completes the three-year implementation timeline.

  **Priority Area(s) Met:** Well-Managed Government

- **Adjust operational expenses** **FY 2017 $171,479** **FTE: 0**

  Routine technical adjustment for 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

- **Adjust costs for Fleet expenditures** **FY 2017 ($79,244)** **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 II of ARMD compensation strategy** **FY 2017 $32,930** **FTE: 0**

  Technical adjustment to annualize ARMD Phase II compensation actions that occurred in January 2016. The Adopted FY 2016 Budget included funds for: a two percent increase for general and constitutional officer employees; an additional one percent increase for the approximately 1,000 permanent employees in the city's eight lowest general employee pay grades; a $400 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 2017 $30,387** **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 in FY 2017 from 17.51 percent to 17.79 percent. Costs are distributed to departments based on each department's NERS eligible payroll. This is a routine adjustment which occurs each budget cycle.

  **Priority Area(s) Met:** Well-Managed Government

- **Update personnel expenditures** **FY 2017 ($7,631)** **FTE: 0**

  Technical adjustment to update department costs for personnel services. Changes reflect updates in staffing due to administrative actions, consolidations, or reorganization efforts and includes the funds needed in FY 2017 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of three percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

**Parking Facilities Fund** **Total: $1,478,430** **FTE: 0**

## Full Time Equivalent (FTE) Summary

| | Pay Grade | Minimum | Maximum | FY 2016 Adopted | FTE Change | FY 2017 Adopted |
|---|---|---|---|---|---|---|
| Accountant III | 1 13 | $46,885 | $76,449 | 1 | 0 | 1 |
| Accounting Technician II | 1 07 | $28,815 | $47,022 | 6.8 | 0 | 6.8 |
| Administrative Assistant I | 1 09 | $33,770 | $55,060 | 1 | 0 | 1 |
| Collection Coordinator | 1 11 | $40,005 | $65,280 | 1 | 0 | 1 |
| Crew Leader I | 1 08 | $31,180 | $50,847 | 2 | 0 | 2 |
| Customer Service Representative | 1 05 | $24,685 | $40,290 | 15.2 | 0 | 15.2 |
| Electrician II | 1 09 | $33,770 | $55,060 | 1 | 0 | 1 |
| Electronics Technician II | 1 10 | $36,605 | $59,690 | 1 | 0 | 1 |
| Enterprise Controller | 1 16 | $58,970 | $96,145 | 1 | 0 | 1 |
| Maintenance Mechanic II | 1 07 | $28,815 | $47,022 | 4 | 1 | 5 |
| Maintenance Supervisor II | 1 12 | $43,470 | $70,890 | 1 | 0 | 1 |
| Maintenance Worker I | 1 03 | $21,222 | $34,609 | 6 | -1 | 5 |
| Maintenance Worker II | 1 06 | $26,900 | $43,860 | 3 | 0 | 3 |
| Manager of Budget & Accounting | 1 18 | $67,350 | $109,823 | 1 | 0 | 1 |
| Meter Monitor | 1 04 | $22,875 | $37,301 | 9 | 0 | 9 |
| Painter I | 1 06 | $26,900 | $43,860 | 1 | 0 | 1 |
| Parking Administrator | 1 14 | $51,000 | $84,354 | 1 | 0 | 1 |
| Parking Director | 1 18 | $67,350 | $109,823 | 1 | 0 | 1 |
| Parking Manager | 1 12 | $43,470 | $70,890 | 1 | 0 | 1 |
| Parking Supervisor | 1 09 | $33,770 | $55,060 | 6 | 0 | 6 |
| Software Analyst | 1 13 | $46,885 | $76,449 | 1 | 0 | 1 |
| Total | | | | 65 | 0 | 65 |

# Internal Service Funds

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# Internal Service Fund Summary

| | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|
| **Revenues** | | | |
| Use of Money and Property | 5,867 | 9,500 | 9,500 |
| Charges for Services | 99,740,759 | 101,083,027 | 101,253,235 |
| Recovered Costs | 59,394 | 72,000 | 98,865 |
| Federal Aid | 1,934 | 0 | 0 |
| Other Sources and Transfers In | 245,238 | 215,000 | 115,000 |
| **Total Revenues** | **100,053,192** | **101,379,527** | **101,476,600** |

| | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|
| **Expenditures** | | | |
| Personnel Services | 2,966,596 | 3,360,584 | 3,429,611 |
| Materials, Supplies and Repairs | 6,496,515 | 5,073,788 | 4,542,104 |
| Contractual Services | 91,888,770 | 92,881,777 | 93,441,507 |
| Equipment | 75,998 | 63,378 | 63,378 |
| **Total Expenditures** | **101,427,879** | **101,379,527** | **101,476,600** |

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# HEALTHCARE FUND

## MISSION STATEMENT

The Healthcare Fund provides city-administered health insurance to employees of the Norfolk Consortium which includes: City of Norfolk, Norfolk Public Schools, and Norfolk Redevelopment and Housing Authority.

## DEPARTMENT OVERVIEW

The City of Norfolk, Norfolk Public Schools (NPS) and the Norfolk Redevelopment and Housing Authority (NRHA) purchase healthcare services as a Consortium. The Adopted FY 2014 Budget created the Healthcare Fund which implemented city-administered health insurance beginning January 2014. As a result of the move, the Norfolk Consortium was estimated to have avoided approximately $6 million in costs.

The Healthcare Fund collects employer and employee premiums from the City of Norfolk, NPS, and NRHA. Medical claims, administrative costs, wellness program costs, fees related to the Affordable Care Act, and benefit consultant costs are expended from the Healthcare Fund. End of year fund balance and interest earned is used to stabilize premiums in future years. Any funds deposited into this account can only be used to pay costs associated with the healthcare plan.

It is estimated that collections in the fund in FY 2017 will total $89,943,167 from employee, employer, and retiree contributions. Deposits into the Healthcare Fund by Consortium member in FY 2017 are estimated as follows:

- City of Norfolk: $43,979,772
- NPS: $43,525,284
- NRHA: $2,438,111

## REVENUE SUMMARY

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Charges for Services | $39,622,727 | $86,410,352 | $89,383,437 | $89,943,167 |
| Total | $39,622,727 | $86,410,352 | $89,383,437 | $89,943,167 |

## EXPENDITURE SUMMARY

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Contractual Services | $34,878,683 | $88,449,808 | $89,383,437 | $89,943,167 |
| Total | $34,878,683 | $88,449,808 | $89,383,437 | $89,943,167 |

## ADOPTED FY 2017 BUDGET ACTIONS

- **Adjust Healthcare Fund expenditures** **FY 2017 $559,730** **FTE: 0**

  Adjust Healthcare Fund in FY 2017 based on projected expenditures. The increase in projected cost is primarily due to medical inflation.

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

**Healthcare Fund** **Total: $559,730** **FTE: 0**

# Fleet Management

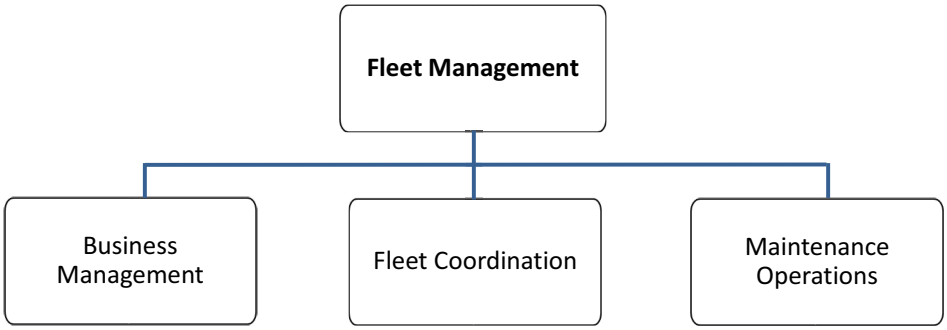
## Mission Statement

The Division of Fleet Management strives to provide excellent customer service to all departments of the City of Norfolk by developing and administering a comprehensive structured preventive maintenance and repair program by:

- Being among the best and most respected fleet management operations in the country
- Exceeding customer expectations for service, quality, and value
- Providing our team members a great place to work, learn, and thrive
- Serving the residents of Norfolk with pride, dedication, and efficiency

## Department Overview

Fleet Management is managed by the Department of General Services. Key responsibilities include vehicle maintenance and repair, fueling, replacement analysis, specification review, acquisition, new vehicle preparation, and disposal.




## Actions to Achieve Long-Term Goals and Short-Term Objectives

Fleet Management supports the Priority Areas of Environmental Sustainability and Well-Managed Government. Fleet's long-term goals are achieved by the efficient repair and maintenance of the fleet, managing multiple contracts, and the acquisition and disposal of vehicles and equipment. Specific division activities include:

| Ongoing Actions | Status |
|---|---|
| Work with the departments to enhance their compliance with the preventative maintenance schedule, thereby lengthening the useable lives of vehicles | Ongoing |
| Strive to reduce the average time between vehicle failures (for the same vehicle) | Ongoing |

# Performance Measures

| Priority: Well-Managed Government | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Enhance the efficiency of programs and services | | | | | |
| **Objective** | | | | | |
| Improve customer service through implementing a quality preventative maintenance program | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| City department preventative maintenance compliance rate for equipment and vehicles | 74 | 36 | 80 | 80 | 0 |
| Percent of customers who rate Fleet Services as meeting or exceeding expectations | 95 | 100 | 95 | 95 | 0 |
| **Objective** | | | | | |
| Decrease the amount of time vehicles are out of service | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Percent of maintenance jobs that are unscheduled (New measure in FY 2017) | 0 | 0 | 0 | 20 | 20 |
| Fleet availability rate | 87 | 93 | 90 | 90 | 0 |
| **Objective** | | | | | |
| Reduce the number of returns to Fleet for similar repairs | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Average time between vehicle failures-for the same vehicle (Baseline value will be determined by conclusion of FY 2016) | 0 | 0 | 0 | 0 | 0 |

| Priority: Well-Managed Government | | | | | |
|---|---|---|---|---|---|
| **Goal** | | | | | |
| Develop, recruit and retain a well qualified work force | | | | | |
| **Objective** | | | | | |
| Increase number of staff who possess industry certifications and related education | | | | | |
| **Measure** | **FY 2014 Actual** | **FY 2015 Actual** | **FY 2016 Adopted** | **FY 2017 Adopted** | **Change** |
| Percent of technicians with relevant industry certifications | 47 | 70 | 50 | 50 | 0 |

## Revenue Summary

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Use of Money and Property | $9,580 | $5,867 | $9,500 | $9,500 |
| Charges for Services | $13,144,424 | $13,330,407 | $11,699,590 | $11,310,068 |
| Recovered Costs | $68,844 | $59,394 | $72,000 | $98,865 |
| Other Sources and Transfers In | $213,051 | $245,238 | $215,000 | $115,000 |
| Federal Aid | $0 | $1,934 | $0 | $0 |
| Total | $13,435,899 | $13,642,840 | $11,996,090 | $11,533,433 |

Actual amounts represent collections, not appropriation authority.

## Expenditure Summary

| | FY 2014 Actual | FY 2015 Actual | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|---|
| Personnel Services | $2,894,633 | $2,966,596 | $3,360,584 | $3,429,611 |
| Materials, Supplies and Repairs | $8,802,421 | $6,496,515 | $5,073,788 | $4,542,104 |
| Contractual Services | $1,558,520 | $3,438,962 | $3,498,340 | $3,498,340 |
| Equipment | $226,359 | $75,998 | $63,378 | $63,378 |
| Total | $13,481,933 | $12,978,073 | $11,996,090 | $11,533,433 |

## Adopted FY 2017 Budget Actions

- **Implement Phase III of ARMD compensation strategy FY 2017 $21,865 FTE: 0**

  Implement Phase III of the compensation strategy as part of the Attraction, Retention, Motivation, and Development (ARMD) initiative. FY 2017 includes: 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. All actions are effective January 2017.

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

- **Reduce contracted fuel costs FY 2017 ($545,548) FTE: 0**

  Technical adjustment to reduce contracted fuel prices. Fleet purchases gasoline and diesel fuel at contract prices reducing the fluctuation of costs during the fiscal year. In FY 2016 Fleet had $1,515,273 in one-time fuel savings with the expectation that fuel prices would rise. However, fuel prices have remained low. As a result, this action includes an additional fuel savings of $545,548 for a total fuel savings from the FY 2015 budget of $2,060,821.

  **Priority Area(s) Met:** Accessibility, Mobility, and Connectivity

- **Adjust financial management software cost** **FY 2017 $13,864** **FTE: 0**

  Adjust costs associated with the upgrade and maintenance of the Advantage Financial Management System (AFMS). AFMS is the financial system the city utilizes to conduct day to day business activities. The software uses pre-defined controls, and consistent accounting rules across all financial transactions, tracks, and controls, funds, and interfaces with the performance budgeting system.

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

- **Annualize Phase II of ARMD compensation strategy** **FY 2017 $25,137** **FTE: 0**

  Technical adjustment to annualize ARMD Phase II compensation actions that occurred in January 2016. The Adopted FY 2016 Budget included funds for: a two percent increase for general and constitutional officer employees; an additional one percent increase for the approximately 1,000 permanent employees in the city's eight lowest general employee pay grades; a $400 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 2017 $7,454** **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 in FY 2017 from 17.51 percent to 17.79 percent. Costs are distributed to departments based on each department's NERS eligible payroll. This is a routine adjustment which occurs each budget cycle.

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

- **Update personnel expenditures** **FY 2017 $14,571** **FTE: 0**

  Technical adjustment to update department costs for personnel services. Changes reflect updates in staffing due to administrative actions, consolidations, or reorganization efforts and includes the funds needed in FY 2017 for these actions. The adjustment also reflects updated healthcare costs for an overall citywide premium increase of three percent based on enrollment. These are routine actions which occur at the beginning of the budget cycle.

**Fleet Management** **Total: ($462,657)** **FTE: 0**

# Full Time Equivalent (FTE) Summary

| | Pay Grade | Minimum | Maximum | FY 2016 Adopted | FTE Change | FY 2017 Adopted |
|---|---|---|---|---|---|---|
| Administrative Assistant II | 1 10 | $36,605 | $59,690 | 1 | 0 | 1 |
| Administrative Technician | 1 07 | $28,815 | $47,022 | 2 | 0 | 2 |
| Assistant Fleet Maintenance Manager | 1 15 | $55,210 | $90,270 | 1 | 0 | 1 |
| Autobody Repair Mechanic | 1 07 | $28,815 | $47,022 | 1 | 0 | 1 |
| Automotive Operations Manager | 1 12 | $43,470 | $70,890 | 4 | 0 | 4 |
| Automotive Repair Technician | 1 10 | $36,605 | $59,690 | 18 | 0 | 18 |
| Automotive Service Attendant | 1 08 | $31,180 | $50,847 | 3 | 0 | 3 |
| Business Manager | 1 13 | $46,885 | $76,449 | 1 | 0 | 1 |
| Fleet Coordinator | 1 11 | $40,005 | $65,280 | 1 | 0 | 1 |
| Fleet Maintenance Manager | 1 19 | $71,500 | $116,280 | 1 | 0 | 1 |
| Messenger/Driver | 1 02 | $19,705 | $32,135 | 0.8 | 0 | 0.8 |
| Senior Autobody Repair Mechanic | 1 09 | $33,770 | $55,060 | 1 | 0 | 1 |
| Senior Automotive Repair Technician | 1 11 | $40,005 | $65,280 | 17 | 0 | 17 |
| Software Analyst | 1 13 | $46,885 | $76,449 | 1 | 0 | 1 |
| Storekeeper I | 1 04 | $22,875 | $37,301 | 1 | 0 | 1 |
| Support Technician | 1 05 | $24,685 | $40,290 | 2 | 0 | 2 |
| Welder | 1 10 | $36,605 | $59,690 | 1 | 0 | 1 |
| Total | | | | 56.8 | 0 | 56.8 |

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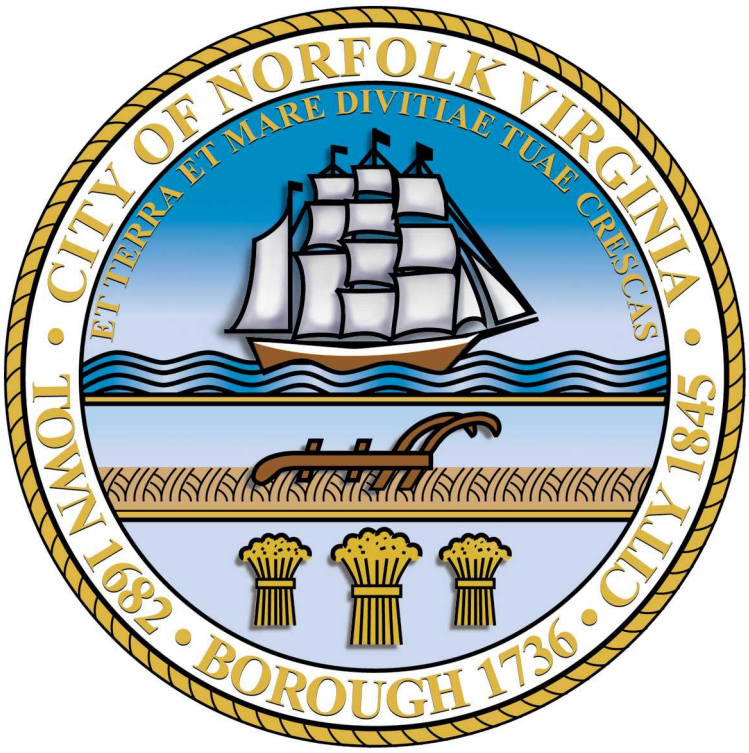
# Capital Improvement Plan



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# READER'S GUIDE

## BACKGROUND

The Capital Improvement Program (CIP) is a multi-year plan for capital expenditures to replace and expand the city's infrastructure. The city uses the CIP to develop infrastructure and maintain the quality of life offered to residents and businesses.

The capital budget supports non-recurring expenditures, such as the construction of buildings, acquisition of property, repairs and improvements to roadways, building maintenance, and efficient operation of the water and sewage systems. Capital funding is limited to the cost of the project and may be expended over several fiscal years until the project is completed. Other costs associated with the capital budget include, but are not limited to the following:

- Architectural and engineering fees;
- Site development; and
- Major equipment.

The city uses a long-range planning process that results in a Five-Year CIP Plan. This Five-Year Plan provides residents with an outline of how the city anticipates investing capital dollars for the next five-years. Each capital project included in the CIP is either adopted for funding in FY 2017 or included as a planned project in FY 2018 through FY 2021. The inclusion of a project beyond the current budget year is not a guarantee it will be funded in the future. The needs of the city may change resulting in changes during the next annual budget cycle.

A project that is included in the city's capital budget is broadly defined as requiring the expenditure of public funds for the purchase, construction, enhancement, or replacement of physical infrastructure/assets and it may take several years to complete the project. Whether a project is included in the CIP or in the city's operating budget is determined by its size and scope. Any project authorized in a department's operating budget must be completed or committed by a contractual obligation within the fiscal year in which the funds are appropriated.

To be included in the CIP, the project must cost $50,000 or more and should extend the life of the asset by greater than the life of the debt instrument used to finance the improvement or grant program.

## GUIDING PRINCIPLES

Guiding principles are used to help shape the CIP. These principles include, but are not limited to the following:

- Developing a capital plan that includes projects that meet the six City Council priorities;
- Ensuring that the CIP will be the platform for development in neighborhoods and business communities; and
- Preserving and enhancing the existing tax base.

To guide the CIP decision-making process, projects are evaluated on the degree to which the following objectives are met:

- Adheres to legal or contractual obligation or federal or state mandate;
- Addresses health concerns, safety or emergency needs;
- Leverages outside funding through a match of federal, state or private funding;

- Produces positive community impact through the formation of partnerships with residents and businesses to leverage public dollars, making Norfolk the community of choice for living, working and leisure activities;
- Enjoys broad community support;
- Results in unacceptable outcomes if the project is deferred;
- Ensures existing infrastructure and/or equipment is maintained and replaced in a timely manner; and
- Assures consistency with plaNorfolk2030 comprehensive plan, NorfolkVision2100, and other City Council adopted plans.

## FUNDING CIP

A combination of funding sources are used to implement the CIP. Below are descriptions of funding sources used to support the CIP:

- **Reappropriation of Previous Authorization:** Dollars represent projects that are closed or determined to have excess funds.
- **Transfer from General Fund:** Annual cash contributions to the CIP.
- **Transfer from Public Amenities Fund:** This cash contribution is from a special revenue fund, which collects one percent of the prepared food tax rate and one percent of the lodging tax rate to promote cultural and entertainment activity in the downtown area.
- **Other Cash Contribution:** Dollars represent other sources of cash contributions to the CIP such as grants, donations, other state or federal aid, or other reprogrammed funds.
- **Bonds (Debt):** The city's debt is defined by the sources of repayment: general fund supported debt service and nongeneral fund supported debt service. General fund supported debt is pledged to be repaid from tax revenue. Nongeneral fund debt is intended to be repaid from revenue derived from other revenue sources such as fees.

### NONGENERAL FUND PROJECTS:

Projects below are supported through nongeneral fund revenues, which are not paid from taxes:

- **Parking Facilities:** Improve the city's parking infrastructure systems, maintain public safety, promote tourism, and perpetuate and attract new businesses, including architectural designs, construction of new and/or replacement, multi-level parking facilities.
- **Storm Water Utility:** Improve the city's storm water infrastructure system, including miscellaneous drainage improvements, system repairs and rehabilitation, and system cleaning and drainage studies in neighborhoods citywide.
- **Towing and Recovery:** Support the city's ability to keep abandoned vehicles off the public right-of-way and address code violations. There are no projects in this fund for the FY 2017 - FY 2021 CIP.
- **Wastewater Utility:** Improve the city's wastewater infrastructure system including the operation and maintenance of collection sewers, pump stations, and sewer force mains.
- **Water Utility:** Improve the city's water infrastructure system and perpetuate the city's economic vitality.

# PRIORITY AREA DESCRIPTIONS

**GENERAL FUND SUPPORTED PROJECTS:**
In FY 2017, the City of Norfolk continued the implementation of the initiative to become a "Well-Managed Government." This initiative promotes the values of being a *data-driven organization that provides effective and efficient programs and services that are responsive, accountable, inclusive, and customer-focused.* This initiative also led to the revision of the citywide priorities.

In preparation for the FY 2017 budget development process, city staff reviewed and affirmed the goals and objectives, which support the Priority Area Plan. Departments continued to refine measures that drive the organization towards the objectives and goals. Through cross-functional teams, departments work together, along with outside partners, to ensure success. Using input from the Council, residents, and business leaders, staff developed action statements describing the vision for each priority. These action statements can be found in each department's section of the operating budget document.

Similar to the operating budget, the CIP projects are categorized into one of the six new priority areas. By categorizing the projects, the city is better able to understand where and how it is prioritizing major projects throughout the city. This also ensured that the projects authorized in the CIP are in line with the community and the City Council's long-term vision for the city. Listed below are the City of Norfolk's priorities and corresponding priority statements.

**Accessibility, Mobility, and Connectivity:**
A comprehensive network of accessibility and information gathering options, addressing all traditional transportation modes, as well as new technologies that connect people, goods, and information. Projects in this category will promote a sustainable and efficient transportation system, an effective communication network, and an accessible system of delivering goods and services to our residents.

**Economic Vitality and Workplace Development:**
A growing, competitive, and diversified economy that enhances the quality of life for residents through a wide range of housing, shopping, educational, cultural, business, and employment opportunities. Projects in this category will promote public infrastructure improvements designed to enhance and support private sector investments in a variety of neighborhood and commercial areas of the city. Projects in this category will also promote diversify and strengthen entertainment venues and "cool city" amenities in Norfolk.

**Environmental Sustainability:**
A premier waterfront community that creates a positive, regenerative effect on its environment, avoids detrimental environmental impacts, and thrives economically and culturally. Projects in this category will promote the efficient use and protection of natural resources and reduce the negative impacts of coastal flooding.

**Lifelong Learning:**
Residents of all ages enjoy a culture of learning that enables them to reach their full potential, achieve personal goals, and, through their knowledge, skills, abilities, and talents, become well equipped to support a prosperous economy. Projects in this category promote a well-trained, qualified community workforce and increase accessibility to lifelong learning. These include construction projects to improve, replace, and/or build new elementary, middle, and high school facilities.

**Safe, Healthy and Inclusive Communities:**
Residents of diverse backgrounds and interests feel encouraged and empowered to assist in the development of safe and healthy neighborhoods, thereby fostering a culture of leadership, pride, and well-being that advances Norfolk's brand as a desirable and enjoyable place to live, learn, work, and play. Projects in this category promote a safe environment for residents, workers, and visitors, increase the availability of sustainable and high quality housing for residents, and create a culture that promotes health, engages in prevention, and supports the economic and social well-being of individuals and families.

**Well-Managed Government:**
A data-driven organization that provides effective and efficient programs and services that are responsive, accountable, inclusive, and customer-focused. Projects in this category promote efficiency of programs and services as well as developing, recruiting, and retaining talented and engaged employees to meet current and future workplace needs.

## METHODOLOGY FOR APPROPRIATING CAPITAL PROJECT FUNDS

In FY 2016, the city introduced an additional method of appropriating stand-alone, large CIP projects. Previously the approval of such CIP projects were timed to the issuance of bonds and the debt limit ratios. This led to these projects being funded over a number of years based on projected expenditures. This meant that a project would receive design funds in year one, and construction in years two, three, or four.

In the new method, projects receive full appropriation in one year, but funds are released based on the anticipated schedule of payments for planning, design, and construction. This new methodology reduces the redundant approvals of the same project year after year and increases the accountability of cost estimates provided at the time of the initial authorization. This approach allows for better management of cash flow and for bond issuance only when needed, saving unnecessary interest payments.

Umbrella projects that focus on maintaining and improving infrastructure are appropriated on an annual basis. These projects include, but are not limited to, maintenance of streets, bridges, sidewalks, parks, public utilities, and improvement of city facilities.

# PROJECT INFORMATION

The FY 2017 CIP provides for 33 projects with support from the General Capital, one project with support from Parking Facilities, five projects with support from Storm Water Utility, one project with support from Wastewater Utility, and six projects with support from the Water Utility.

Financial information for projects can be found throughout the CIP and in the sections listed below.

- **CIP Funding Sources:** Lists the sources of revenue the city uses to fund capital projects.
- **CIP - Uses of Funds:** Lists the projects adopted in the FY 2017 Budget.
- **CIP Five-Year Plan Summary:** A five-year outlook of funding needed for CIP projects in the FY 2017 Budget.
- **Project Detail by Priority Area:** Projects shown on the CIP Five-Year Plan Summary are listed individually with a detailed financial breakdown.

Each project within the FY 2017 CIP has an individual project information page. The definitions and descriptions below are provided as a guide to understanding the individual project pages.

SEE SAMPLE PAGE FOLLOWING THESE DEFINITIONS FOR MORE INFORMATION

**For each project, the following information is included:**

- **Project Title:** Provides a descriptive name for the project.
- **Department:** Identifies the city department that will function as the project sponsor and manager.
- **Account number:** Identifies the financial account the city uses to track project expenditures. Projects that are planned for funding in years FY 2018 – FY 2021 will not have an account code.
- **Property Address:** Identifies the location of the project. Several categories are used to identify the location of a project. Addresses are listed when a project is concentrated in a specific area. The term citywide is used when the project involves several locations throughout the city or has a citywide impact. The term "to be determined" is used when a specific site for the project has not been identified.
- **Customers Served:** Indicates the beneficiaries to be served by the project.
- **Project Description:** Provides a brief and informative description of the project.
- **Financial Summary:** The financial summary provides detailed information on the amounts appropriated for the project. This section includes the following:
    - **FY 2017 Adopted:** Reflects the amounts for the project. Amounts listed in FY 2018 – FY 2021 are planned amounts in the upcoming years.
    - **FY 2016 Adopted:** Amounts that were adopted for the project when the budget was authorized in the previous fiscal year.
    - **Operating Budget Impact:** Reflects an ongoing operating budget expense once the project is complete. These expenses are not paid from the capital budget.
    - **Anticipated Project Timeline:** Amounts shown are a projection of how and when funds will be spent in FY 2018 - FY 2021.

    - **Prior Capital Funding:** Shows the dollars previously contributed to the project from previous appropriations.
    - **Capital Share Remaining:** Reflects the amount of capital funding needed to complete the project. This amount is the sum of FY 2018 – FY 2021.
    - **Project Total:** Reflects the total amount of money dedicated for the completion of the project.
- **Picture:** Includes a visual depiction, if available, of the project location or the end result expected from the completion of the project.
- **Priority Area:** Identifies the priority area that each project is categorized into.

# Project Description Page

Project Title

Project Description

Department

**Address School Major Maintenance**

**Department**

Executive

**Account #**

4000 02 3193

Project Address

**Property Address:**

Citywide

**Customers Served**

Residents ☑ Business ☐ City Services ☐

Educational Community ☑ Tourists/Visitors ☐

Customers Served

**Project Description**

Provide support for major maintenance and repair to school facilities. Expenditures in this category help preserve the life of buildings, perform major preventative maintenance and undertake significant repairs. Each year, prior to the distribution of funds, Norfolk Public Schools shall provide a list of planned projects, as well as the results of the prior year's efforts.

## Financial Summary

Financial Summary

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| **FY 2017 Adopted** | N/A | 4,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 12,000,000 |
| **FY 2016 Adopted** | 3,750,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | N/A | 11,750,000 |
| **Estimated Operating Budget Impact** | N/A | 0 | 0 | 0 | 0 | 0 | 0 |

**Anticipated Project Timeline:**

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| Planning/Design/Other | N/A | 0 | 0 | 0 | 0 | 0 | 0 |
| Construction/FFE | N/A | 4,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 12,000,000 |
| Total | N/A | 4,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 12,000,000 |

Anticipated Project Spending

| | |
|---|---|
| Prior Capital Funding | 27,550,000 |
| FY 2017 Adopted | 4,000,000 |
| Capital Share Remaining | 8,000,000 |
| Project Total | 39,550,000 |

Funding History

Lifelong Learning CIP - 459

Priority

## OPERATING IMPACT OF MAJOR CIP PROJECTS

The operating impact of capital projects is analyzed during the CIP development process. Many new capital improvement projects entail ongoing expenses for routine operation, repair, and maintenance upon completion or acquisition. Some new capital facilities may also require the addition of new positions.

Estimated revenues and/or operational efficiency savings associated with projects are also considered during the capital project evaluation and review process. Operational costs of new facilities can have a significant financial impact on the operating budget of the city. Therefore, these costs are weighed when a project is considered for funding. Conversely, the positive contribution that a capital project can make to the fiscal well-being of the city is also factored into the decision making process. Capital projects such as redevelopment of under-performing or under-used areas of the city, and the infrastructure expansion needed to support new development, help promote the economic development and growth that generates additional operating revenues or operational efficiencies.

As CIP projects are completed, the operating costs of these projects are identified, prioritized, and justified as part of the city's budget development process. The city plans and budgets for significant start-up costs, as well as operation and maintenance of new facilities in the operating budget. If applicable, each project contains an operating and maintenance projection for the operating costs for the first five-years.

The table below represents the estimated operating and maintenance costs for adopted projects. These impacts are taken into consideration in the city's five-year expenditure forecast. Operating impacts are analyzed for funding on a project by project basis because, at times, these impacts can be absorbed within the department's current budget and, at other times, additional funding may be needed. These costs are taken into account when the city authorizes a project for capital funding. CIP projects that have been completed in prior years, which have operating impacts, are not shown here. Prior projects such as the Slover Library, the Southside Aquatics Center, and the new courthouse, for example, have annual operating and maintenance costs that have been added to the department's budget as these buildings have already come online.

Five - Year Estimated CIP Project Operating and Maintenance Cost Impact

| Project Title | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 |
|---|---|---|---|---|---|
| Develop Bicycle, Pedestrian Greenways, Sharrows, and Complete Streets | $12,000 | $12,000 | $12,000 | $12,000 | $12,000 |
| Implement RPOS Master Plan | $6,200 | $6,200 | $6,200 | $6,200 | $6,200 |
| Improve Street Lights | $35,000 | $35,000 | $35,000 | $35,000 | $35,000 |
| Maintain USS Wisconsin BB-64 | $61,547 | $70,732 | $10,800 | $11,000 | $11,000 |
| Support Jail Improvements | $0 | $93,577 | $93,577 | $93,577 | $93,577 |
| **Grand Total** | **$114,747** | **$217,509** | **$157,577** | **$157,777** | **$157,777** |

*Operating and maintenance costs are addressed through the operating budget for completed projects or for an impending facilities coming online. Operation and maintenance costs are not shown for school construction, as these costs are shown as part of the School Board's separate budget.

# CIP FUNDING SOURCES – GENERAL CAPITAL

| FY 2017 – FY 2021 Funding Sources | | | | | | |
|---|---|---|---|---|---|---|
| | Adopted | ----------Planned---------- | | | | |
| **Sources** | **FY 2017** | **FY 2018** | **FY 2019** | **FY 2020** | **FY 2021** | **Total** |
| Reappropriation of Previous Authorization | $4,965,041 | $0 | $0 | $0 | $0 | $4,965,041 |
| Transfer From General Fund | $1,847,393 | $1,309,166 | $1,309,166 | $1,309,166 | $1,309,166 | $7,084,057 |
| Transfer From Public Amenities Fund | $3,000,000 | $1,000,000 | $1,000,000 | $1,000,000 | $1,000,000 | $7,000,000 |
| Other Cash Contribution | $11,900,000 | $300,000 | $300,000 | $300,000 | $300,000 | $13,100,000 |
| Bonds | $21,651,566 | $16,204,834 | $19,845,834 | $13,845,834 | $12,995,834 | $84,543,902 |
| **Subtotal** | **$43,364,000** | **$18,814,000** | **$22,455,000** | **$16,455,000** | **$15,605,000** | **$116,693,000** |

# CIP Funding Sources – Nongeneral Funds

| FY 2017 – FY 2021 Funding Sources | | | | | | |
|---|---|---|---|---|---|---|
| | Adopted | ----------Planned---------- | | | | |
| **Sources** | **FY 2017** | **FY 2018** | **FY 2019** | **FY 2020** | **FY 2021** | **Total** |
| **Other CIP** | | | | | | |
| Parking Fund Cash | $2,900,000 | $2,900,000 | $2,900,000 | $2,900,000 | $2,900,000 | $14,500,000 |
| Subtotal Parking | $2,900,000 | $2,900,000 | $2,900,000 | $2,900,000 | $2,900,000 | $14,500,000 |
| Storm Water Bonds | $3,500,000 | $3,500,000 | $3,500,000 | $3,500,000 | $3,500,000 | $17,500,000 |
| Storm Water Cash | $1,315,200 | $1,315,200 | $1,315,200 | $1,315,200 | $1,315,200 | $6,576,000 |
| Subtotal Storm Water | $4,815,200 | $4,815,200 | $4,815,200 | $4,815,200 | $4,815,200 | $24,076,000 |
| Wastewater Bonds | $20,000,000 | $20,000,000 | $20,000,000 | $20,000,000 | $20,000,000 | $100,000,000 |
| Subtotal Wastewater | $20,000,000 | $20,000,000 | $20,000,000 | $20,000,000 | $20,000,000 | $100,000,000 |
| Water Bond | $21,000,000 | $15,853,333 | $15,173,333 | $13,673,334 | $12,050,000 | $77,750,000 |
| Water Fund Cash | $4,950,000 | $5,000,000 | $5,000,000 | $5,000,000 | $5,000,000 | $24,950,000 |
| Subtotal Water | $25,950,000 | $20,853,333 | $20,173,333 | $18,673,334 | $17,050,000 | $102,700,000 |
| **Other CIP Total** | $53,665,200 | $48,568,533 | $47,888,533 | $46,388,534 | $44,765,200 | $241,276,000 |
| **Grand Total CIP** | **$97,029,200** | **$67,382,533** | **$70,343,533** | **$62,843,534** | **$60,370,200** | **$357,969,000** |

# CIP - Uses of Funds

| FY 2017 - FY 2021 Capital Improvement Plan | | |
|---|---|---|
| **Project Title** | **Page** | **Adopted FY 2017** |
| **Accessibility, Mobility and Connectivity** | | |
| Develop Bicycle, Pedestrian Greenways, Sharrows, and Complete Streets | 443 | 750,000 |
| Enhance Signals and Intersections | 444 | 200,000 |
| Improve Downtown Corridor Streetscaping | 445 | 100,000 |
| Repair and Maintain Bridges - Minor | 446 | 250,000 |
| Repair and Replace Bridges - Major | 447 | 1,000,000 |
| Upgrade and Expand Broadband Infrastructure | 448 | 2,000,000 |
| **Subtotal Accessibility, Mobility and Connectivity** | | **4,300,000** |
| **Economic Vitality and Workforce Development** | | |
| Continue Scope Arena Improvements (PA) | 449 | 750,000 |
| Fund Chrysler Museum Capital Campaign Match | 450 | 850,000 |
| Improve Cultural Facilities (PA) | 451 | 250,000 |
| Improve Harbor Park (PA) | 452 | 500,000 |
| Support Citywide Public Art | 453 | 250,000 |
| **Subtotal Economic Vitality and Workforce Development** | | **2,600,000** |
| **Environmental Sustainability** | | |
| Address Street Flooding Citywide | 455 | 1,500,000 |
| Control Beach Erosion | 456 | 955,000 |
| Improve Citywide Dredging and Waterways | 457 | 500,000 |
| Improve HVAC Systems Citywide | 458 | 200,000 |
| **Subtotal Environmental Sustainability** | | **3,155,000** |

## FY 2017 - FY 2021 Capital Improvement Plan

| Project Title | Page | Adopted FY 2017 |
|---|---|---|
| **Lifelong Learning** | | |
| Address School Major Maintenance | 459 | 4,000,000 |
| **Subtotal Lifelong Learning** | | **4,000,000** |
| **Safe, Healthy and Inclusive Communities** | | |
| Construct Public Safety Memorial | 461 | 250,000 |
| Ensure Citywide Infrastructure Improvements | 462 | 11,600,000 |
| Implement Neighborhood Initiatives | 464 | 950,000 |
| Implement RPOS Master Plan | 465 | 500,000 |
| Improve Community and Neighborhood Parks | 466 | 250,000 |
| Improve Existing Community Centers | 467 | 200,000 |
| Improve Neighborhood Streets - Major | 468 | 300,000 |
| Improve Neighborhoods Citywide | 469 | 2,500,000 |
| Improve Street Lights | 470 | 100,000 |
| Maintain Fire Stations | 471 | 1,000,000 |
| Repair Neigh. Sts/Sidewalks/Walkways | 472 | 250,000 |
| Support Jail Improvements | 473 | 5,400,000 |
| **Subtotal Safe, Healthy and Inclusive Communities** | | **23,300,000** |
| **Well-Managed Government** | | |
| Fund Preliminary Engineering | 475 | 2,259,000 |
| Improve Infrastructure and Acquire Property | 476 | 1,000,000 |
| Improve Roof Repair and Moisture Protection | 477 | 250,000 |
| Maintain Municipal Facilities (PA) | 478 | 2,000,000 |
| Maintain USS Wisconsin BB-64 (PA) | 479 | 500,000 |
| **Subtotal Well-Managed Government** | | **6,009,000** |
| **Total General Capital** | | **43,364,000** |

# FY 2017 - FY 2021 Capital Improvement Plan

| Project Title | Page | Adopted FY 2017 |
|---|---|---|
| **Parking Facilities** | | |
| Maintain Parking Facilities | 481 | 2,900,000 |
| **Subtotal Parking Facilities** | | **2,900,000** |
| **Storm Water Utility** | | |
| Create Citywide Flooding Reserve | 483 | 1,315,200 |
| Improve Storm Water Quality | 484 | 950,000 |
| Improve Storm Water System | 485 | 600,000 |
| Improve Storm Water Waterfront Facilities | 486 | 500,000 |
| Reduce Neighborhood Flooding | 487 | 1,450,000 |
| **Subtotal Storm Water Utility** | | **4,815,200** |
| **Wastewater Utility** | | |
| Improve Wastewater Collection System | 489 | 20,000,000 |
| **Subtotal Wastewater Utility** | | **20,000,000** |
| **Water Utility** | | |
| Comply With Safe Drinking Water Act Amendments | 491 | 400,000 |
| Design and Construct 37th Street Plant | 492 | 500,000 |
| Implement Meter Change-Out Program | 493 | 400,000 |
| Improve Water Pipeline Infrastructure | 494 | 12,000,000 |
| Rehabilitate Reservoirs Systemwide | 495 | 3,650,000 |
| Upgrade Moores Bridges Water Treatment Plant | 497 | 9,000,000 |
| **Subtotal Water Utility** | | **25,950,000** |
| **Total Capital Improvement Plan** | | **97,029,200** |

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# CIP Five - Year Plan Summary

| FY 2017 - FY 2021 Capital Improvement Plan | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | Originally Planned | Adopted | Planned | | | | |
| Project Title | Page | FY 2017 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | Total |
| **Accessibility, Mobility and Connectivity** | | | | | | | | |
| Develop Bicycle, Pedestrian Greenways, Sharrows, and Complete Streets | 443 | 750,000 | 750,000 | 750,000 | 750,000 | 750,000 | 750,000 | 3,750,000 |
| Enhance Signals and Intersections | 444 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 1,000,000 |
| Improve Downtown Corridor Streetscaping | 445 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 500,000 |
| Repair and Maintain Bridges - Minor | 446 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 1,250,000 |
| Repair and Replace Bridges - Major | 447 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 5,000,000 |
| Upgrade and Expand Broadband Infrastructure | 448 | - | 2,000,000 | - | - | - | - | 2,000,000 |
| **Subtotal Accessibility, Mobility and Connectivity** | | **2,300,000** | **4,300,000** | **2,300,000** | **2,300,000** | **2,300,000** | **2,300,000** | **13,500,000** |
| **Economic Vitality and Workforce Development** | | | | | | | | |
| Continue Scope Arena Improvements (PA) | 449 | 750,000 | 750,000 | 750,000 | 750,000 | 750,000 | 750,000 | 3,750,000 |
| Fund Chrysler Museum Capital Campaign Match | 450 | 850,000 | 850,000 | 850,000 | 850,000 | 850,000 | - | 3,400,000 |
| Improve Cultural Facilities (PA) | 451 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 1,250,000 |
| Improve Harbor Park (PA) | 452 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 2,500,000 |
| Support Citywide Public Art | 453 | 250,000 | 250,000 | - | - | - | - | 250,000 |
| **Subtotal Economic Vitality and Workforce Development** | | **2,600,000** | **2,600,000** | **2,350,000** | **2,350,000** | **2,350,000** | **1,500,000** | **11,150,000** |
| **Environmental Sustainability** | | | | | | | | |
| Address Street Flooding Citywide | 455 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 7,500,000 |
| Control Beach Erosion | 456 | 790,000 | 955,000 | 955,000 | 955,000 | 955,000 | 955,000 | 4,775,000 |
| Improve Citywide Dredging and Waterways | 457 | 150,000 | 500,000 | 150,000 | 150,000 | 150,000 | 150,000 | 1,100,000 |
| Improve HVAC Systems Citywide | 458 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 1,000,000 |
| **Subtotal Environmental Sustainability** | | **2,640,000** | **3,155,000** | **2,805,000** | **2,805,000** | **2,805,000** | **2,805,000** | **14,375,000** |

| FY 2017 - FY 2021 Capital Improvement Plan | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | Originally Planned | Adopted | Planned | | | | |
| Project Title | Page | FY 2017 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | Total |
| **Lifelong Learning** | | | | | | | | |
| Address School Major Maintenance | 459 | 2,000,000 | 4,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 12,000,000 |
| Improve Maury High School | 460 | - | - | - | 6,000,000 | - | - | 6,000,000 |
| **Subtotal Lifelong Learning** | | **2,000,000** | **4,000,000** | **2,000,000** | **8,000,000** | **2,000,000** | **2,000,000** | **18,000,000** |
| **Safe, Healthy and Inclusive Communities** | | | | | | | | |
| Construct Public Safety Memorial | 461 | - | 250,000 | - | - | - | - | 250,000 |
| Ensure Citywide Infrastructure Improvements | 462 | - | 11,600,000 | - | - | - | - | 11,600,000 |
| Fund ADA Master Plan for City Facilities | 463 | 150,000 | - | 150,000 | 150,000 | 150,000 | 150,000 | 600,000 |
| Implement Neighborhood Initiatives | 464 | - | 950,000 | - | - | - | - | 950,000 |
| Implement RPOS Master Plan | 465 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 2,500,000 |
| Improve Community and Neighborhood Parks | 466 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 1,250,000 |
| Improve Existing Community Centers | 467 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 1,000,000 |
| Improve Neighborhood Streets - Major | 468 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 1,500,000 |
| Improve Neighborhoods Citywide | 469 | - | 2,500,000 | 2,500,000 | 2,500,000 | 2,500,000 | 2,500,000 | 12,500,000 |
| Improve Street Lights | 470 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 500,000 |
| Maintain Fire Stations | 471 | - | 1,000,000 | - | - | - | - | 1,000,000 |
| Repair Neigh. Sts/Sidewalks/Walkways | 472 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 1,250,000 |
| Support Jail Improvements | 473 | - | 5,400,000 | 1,200,000 | - | - | - | 6,600,000 |
| Revitalize, Redevelop, and Conserve Neighborhoods | - | 2,000,000 | - | - | - | - | - | - |
| **Subtotal Safe, Healthy and Inclusive Communities** | | **3,750,000** | **23,300,000** | **5,450,000** | **4,250,000** | **4,250,000** | **4,250,000** | **41,500,000** |

| FY 2017 - FY 2021 Capital Improvement Plan | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | Originally Planned | Adopted | Planned | | | | |
| Project Title | Page | FY 2017 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | Total |
| **Well-Managed Government** | | | | | | | | |
| Fund Preliminary Engineering | 475 | 2,259,000 | 2,259,000 | 1,159,000 | - | - | - | 3,418,000 |
| Improve Infrastructure and Acquire Property | 476 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 5,000,000 |
| Improve Roof Repair and Moisture Protection | 477 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 1,250,000 |
| Maintain Municipal Facilities (PA) | 478 | 1,000,000 | 2,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 6,000,000 |
| Maintain USS Wisconsin BB-64 (PA) | 479 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 2,500,000 |
| **Subtotal Well-Managed Government** | | **5,009,000** | **6,009,000** | **3,909,000** | **2,750,000** | **2,750,000** | **2,750,000** | **18,168,000** |
| **Total General Capital** | | **18,299,000** | **43,364,000** | **18,814,000** | **22,455,000** | **16,455,000** | **15,605,000** | **116,693,000** |
| **Parking Facilities** | | | | | | | | |
| Maintain Parking Facilities | 481 | 2,900,000 | 2,900,000 | 2,900,000 | 2,900,000 | 2,900,000 | 2,900,000 | 14,500,000 |
| **Subtotal Parking Facilities** | | **2,900,000** | **2,900,000** | **2,900,000** | **2,900,000** | **2,900,000** | **2,900,000** | **14,500,000** |
| **Storm Water Utility** | | | | | | | | |
| Create Citywide Flooding Reserve | 483 | 1,315,200 | 1,315,200 | 1,315,200 | 1,315,200 | 1,315,200 | 1,315,200 | 6,576,000 |
| Improve Storm Water Quality | 484 | 950,000 | 950,000 | 950,000 | 950,000 | 950,000 | 950,000 | 4,750,000 |
| Improve Storm Water System | 485 | 600,000 | 600,000 | 600,000 | 600,000 | 600,000 | 600,000 | 3,000,000 |
| Improve Storm Water Waterfront Facilities | 486 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 2,500,000 |
| Reduce Neighborhood Flooding | 487 | 1,450,000 | 1,450,000 | 1,450,000 | 1,450,000 | 1,450,000 | 1,450,000 | 7,250,000 |
| **Subtotal Storm Water Utility** | | **4,815,200** | **4,815,200** | **4,815,200** | **4,815,200** | **4,815,200** | **4,815,200** | **24,076,000** |

| FY 2017 - FY 2021 Capital Improvement Plan | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | Originally Planned | Adopted | Planned | | | | |
| Project Title | Page | FY 2017 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | Total |
| **Wastewater Utility** | | | | | | | | |
| Improve Wastewater Collection System | 489 | 17,000,000 | 20,000,000 | 20,000,000 | 20,000,000 | 20,000,000 | 20,000,000 | 100,000,000 |
| **Subtotal Wastewater Utility** | | **17,000,000** | **20,000,000** | **20,000,000** | **20,000,000** | **20,000,000** | **20,000,000** | **100,000,000** |
| **Water Utility** | | | | | | | | |
| Comply With Safe Drinking Water Act Amendments | 491 | 100,000 | 400,000 | 300,000 | 1,300,000 | 500,000 | 300,000 | 2,800,000 |
| Design and Construct 37th Street Plant | 492 | - | 500,000 | 500,000 | 500,000 | 2,000,000 | 1,000,000 | 4,500,000 |
| Implement Meter Change-Out Program | 493 | 150,000 | 400,000 | 150,000 | 150,000 | 200,000 | 3,150,000 | 4,050,000 |
| Improve Water Pipeline Infrastructure | 494 | 12,000,000 | 12,000,000 | 11,000,000 | 10,040,000 | 6,600,000 | 7,000,000 | 46,640,000 |
| Rehabilitate Reservoirs Systemwide | 495 | 350,000 | 3,650,000 | 3,733,333 | 1,183,333 | 1,853,334 | 550,000 | 10,970,000 |
| Replace Master Meters | 496 | 120,000 | - | 120,000 | - | 120,000 | - | 240,000 |
| Upgrade Moores Bridges Water Treatment Plant | 497 | 3,000,000 | 9,000,000 | 5,000,000 | 7,000,000 | 7,000,000 | 5,000,000 | 33,000,000 |
| Upgrade Northstar Billing System | 498 | - | - | 50,000 | - | 400,000 | 50,000 | 500,000 |
| **Subtotal Water Utility** | | **15,720,000** | **25,950,000** | **20,853,333** | **20,173,333** | **18,673,334** | **17,050,000** | **102,700,000** |
| **Total Capital Improvement** | | **58,734,200** | **97,029,200** | **67,382,533** | **70,343,533** | **62,843,534** | **60,370,200** | **357,969,000** |

# Accessibility, Mobility and Connectivity

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# Develop Bicycle, Pedestrian Greenways, Sharrows, and Complete Streets

**Department**

Public Works

**Account #**

4000 10 4194

**Property Address:**

Citywide

**Customers Served**

Residents ☑ Business ☑ City Services ☐

Educational Community ☑ Tourists/Visitors ☑

**Project Description**

Provide funds to develop citywide transportation connectivity initiatives. These initiatives may include the construction of new bike and pedestrian trails, sidewalk and curb improvements, bike lane striping, and other improvements that promote the Recreation, Parks, and Open Space Master Plan and Complete Streets Initiative. The Complete Streets Initiative promotes safe access for all users including pedestrians, bicyclists, motorists, and transit users of all ages and abilities.

## Financial Summary

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| **FY 2017 Adopted** | N/A | 750,000 | 750,000 | 750,000 | 750,000 | 750,000 | 3,750,000 |
| **FY 2016 Adopted** | 750,000 | 750,000 | 750,000 | 750,000 | 750,000 | N/A | 3,750,000 |
| **Estimated Operating Budget Impact** | N/A | 0 | 0 | 0 | 0 | 0 | 0 |

**Anticipated Project Timeline:**

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| Planning/Design/Other | N/A | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 250,000 |
| Construction/FFE | N/A | 700,000 | 700,000 | 700,000 | 700,000 | 700,000 | 3,500,000 |
| Total | N/A | 750,000 | 750,000 | 750,000 | 750,000 | 750,000 | 3,750,000 |

| | |
|---|---|
| Prior Capital Funding | 1,250,000 |
| FY 2017 Adopted | 750,000 |
| Capital Share Remaining | 3,000,000 |
| Project Total | 5,000,000 |

# Enhance Signals and Intersections

**Department**

Public Works

**Account #**

4000 10 3041

**Property Address:**

Citywide

**Customers Served**

Residents ☑ Business ☑ City Services ☐

Educational Community ☐ Tourists/Visitors ☑

**Project Description**

Provide funds for the improvement and upgrade of the traffic signal system and intersections that experience traffic congestion and traffic safety issues. Planned improvements include new signalized intersections, school flashing signals, pedestrian crossing improvements, various roadway capacity and neighborhood access improvements, and conversion to Light Emitting Diode (LED) lights.

## Financial Summary

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| **FY 2017 Adopted** | N/A | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 1,000,000 |
| **FY 2016 Adopted** | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | N/A | 1,000,000 |
| **Estimated Operating Budget Impact** | N/A | 0 | 0 | 0 | 0 | 0 | 0 |

**Anticipated Project Timeline:**

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| Planning/Design/Other | N/A | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 250,000 |
| Construction/FFE | N/A | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 750,000 |
| Total | N/A | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 1,000,000 |

| | |
|---|---|
| Prior Capital Funding | 8,369,000 |
| FY 2017 Adopted | 200,000 |
| Capital Share Remaining | 800,000 |
| Project Total | 9,369,000 |

# Improve Downtown Corridor Streetscaping

**Department**

Public Works

**Account #**

4000 10 3113

**Property Address:**

Downtown

**Customers Served**

Residents ☑ Business ☑ City Services ☐

Educational Community ☑ Tourists/Visitors ☑

**Project Description**

Provide funds for streetscaping and corridor improvements in the Central Business District. The scope of the project may include the installation of curbing, brick sidewalks, and paths downtown to encourage a pedestrian friendly environment.

## Financial Summary

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| **FY 2017 Adopted** | N/A | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 500,000 |
| **FY 2016 Adopted** | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | N/A | 500,000 |
| **Estimated Operating Budget Impact** | N/A | 0 | 0 | 0 | 0 | 0 | 0 |

**Anticipated Project Timeline:**

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| Planning/Design/Other | N/A | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 50,000 |
| Construction/FFE | N/A | 90,000 | 90,000 | 90,000 | 90,000 | 90,000 | 450,000 |
| Total | N/A | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 500,000 |

| | |
|---|---|
| Prior Capital Funding | 5,162,601 |
| FY 2017 Adopted | 100,000 |
| Capital Share Remaining | 400,000 |
| Project Total | 5,662,601 |

# Repair and Maintain Bridges - Minor

**Department**

Public Works

**Account #**

4000 10 3021

**Property Address:**

Citywide

**Customers Served**

Residents ☑ Business ☑ City Services ☑

Educational Community ☐ Tourists/Visitors ☑

**Project Description**

Provide funds for the routine minor repairs and maintenance of bridges. Repairs may include bridge coating and corrosion protection, concrete repair, joint sealing, bearing pad replacement, embankment repair, and lighting upgrades.

## Financial Summary

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| **FY 2017 Adopted** | N/A | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 1,250,000 |
| **FY 2016 Adopted** | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | N/A | 1,250,000 |
| **Estimated Operating Budget Impact** | N/A | 0 | 0 | 0 | 0 | 0 | 0 |

**Anticipated Project Timeline:**

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| Planning/Design/Other | N/A | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 125,000 |
| Construction/FFE | N/A | 225,000 | 225,000 | 225,000 | 225,000 | 225,000 | 1,125,000 |
| Total | N/A | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 1,250,000 |

| | |
|---|---|
| Prior Capital Funding | 7,575,000 |
| FY 2017 Adopted | 250,000 |
| Capital Share Remaining | 1,000,000 |
| Project Total | 8,825,000 |

# Repair and Replace Bridges - Major

**Department**

Public Works

**Account #**

4000 10 3020

**Property Address:**

Citywide

**Customers Served**

Residents ☑ Business ☑ City Services ☐

Educational Community ☐ Tourists/Visitors ☑

**Project Description**

Provide funds for the replacement, repair, upgrade, or demolition of key bridge structures that are in significant stages of deterioration. FY 2017 funding may be used for the design and construction of the West Ocean View Flyover bridge at the intersection of West Ocean View Drive and Tidewater Drive.

## Financial Summary

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| **FY 2017 Adopted** | N/A | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 5,000,000 |
| **FY 2016 Adopted** | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | N/A | 5,000,000 |
| **Estimated Operating Budget Impact** | N/A | 0 | 0 | 0 | 0 | 0 | 0 |

**Anticipated Project Timeline:**

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| Planning/Design/Other | N/A | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 1,000,000 |
| Construction/FFE | N/A | 800,000 | 800,000 | 800,000 | 800,000 | 800,000 | 4,000,000 |
| Total | N/A | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 5,000,000 |

| | |
|---|---|
| Prior Capital Funding | 18,451,208 |
| FY 2017 Adopted | 1,000,000 |
| Capital Share Remaining | 4,000,000 |
| Project Total | 23,451,208 |

# Upgrade and Expand Broadband Infrastructure

**Department**

Communications and Technology

**Account #**

4000 29 4225

**Property Address:**

Citywide

**Customers Served**

Residents ☑ Business ☐ City Services ☑

Educational Community ☐ Tourists/Visitors ☐

**Project Description**

Provide funds to upgrade and expand the city's institutional network (iNET) infrastructure and increase broadband accessibility. Total cost of the iNET upgrade is estimated at $3.6 million ($1.8 million from CIP and $1.8 million from the equipment purchase program). The remaining $200,000 will be used to increase access for broadband in target neighborhoods.

## Financial Summary

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| **FY 2017 Adopted** | N/A | 2,000,000 | 0 | 0 | 0 | 0 | 2,000,000 |
| **FY 2016 Adopted** | 0 | 0 | 0 | 0 | 0 | N/A | 0 |
| **Estimated Operating Budget Impact** | N/A | 0 | 0 | 0 | 0 | 0 | 0 |

**Anticipated Project Timeline:**

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| Planning/Design/Other | N/A | 10,000 | 0 | 0 | 0 | 0 | 10,000 |
| Construction/FFE | N/A | 1,990,000 | 0 | 0 | 0 | 0 | 1,990,000 |
| Total | N/A | 2,000,000 | 0 | 0 | 0 | 0 | 2,000,000 |

| | |
|---|---|
| Prior Capital Funding | 0 |
| FY 2017 Adopted | 2,000,000 |
| Capital Share Remaining | 0 |
| Project Total | 2,000,000 |

# Economic Vitality and Workforce Development

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# Continue Scope Arena Improvements (PA)

**Department**

Cultural Fac., Arts & Ent.

**Account #**

4000 16 3156

**Property Address:**

201 E. Brambleton Avenue

**Customers Served**

Residents ☑ Business ☐ City Services ☐

Educational Community ☐ Tourists/Visitors ☑

**Project Description**

Provide funds for ongoing renovations and improvements to Scope arena. This project is supported with public amenities (PA) funds.

## Financial Summary

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| **FY 2017 Adopted** | N/A | 750,000 | 750,000 | 750,000 | 750,000 | 750,000 | 3,750,000 |
| **FY 2016 Adopted** | 750,000 | 750,000 | 750,000 | 750,000 | 750,000 | N/A | 3,750,000 |
| **Estimated Operating Budget Impact** | N/A | 0 | 0 | 0 | 0 | 0 | 0 |

**Anticipated Project Timeline:**

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| Planning/Design/Other | N/A | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 250,000 |
| Construction/FFE | N/A | 700,000 | 700,000 | 700,000 | 700,000 | 700,000 | 3,500,000 |
| Total | N/A | 750,000 | 750,000 | 750,000 | 750,000 | 750,000 | 3,750,000 |

| | |
|---|---|
| Prior Capital Funding | 3,375,000 |
| FY 2017 Adopted | 750,000 |
| Capital Share Remaining | 3,000,000 |
| Project Total | 7,125,000 |

# Fund Chrysler Museum Capital Campaign Match

**Department**

Chrysler Museum

**Account #**

4000 18 3073

**Property Address:**

245 W. Olney Road

**Customers Served**

Residents ☑ Business ☐ City Services ☐

Educational Community ☐ Tourists/Visitors ☑

**Project Description**

Provide match funds to supplement funds raised by the Chrysler Museum for capital improvements that expands and renovates the building. The total contribution commitment is $10.0 million. Including FY 2017, the city has contributed $7.45 million towards the campaign.

## Financial Summary

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| **FY 2017 Adopted** | N/A | 850,000 | 850,000 | 850,000 | 850,000 | 0 | 3,400,000 |
| **FY 2016 Adopted** | 850,000 | 850,000 | 850,000 | 850,000 | 850,000 | N/A | 4,250,000 |
| **Estimated Operating Budget Impact** | N/A | 0 | 0 | 0 | 0 | 0 | 0 |

**Anticipated Project Timeline:**

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| Planning/Design/Other | N/A | 850,000 | 850,000 | 850,000 | 850,000 | 0 | 3,400,000 |
| Construction/FFE | N/A | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | N/A | 850,000 | 850,000 | 850,000 | 850,000 | 0 | 3,400,000 |

| | |
|---|---|
| Prior Capital Funding | 5,860,000 |
| FY 2017 Adopted | 850,000 |
| Capital Share Remaining | 2,550,000 |
| Project Total | 9,260,000 |

# Improve Cultural Facilities (PA)

**Department**

Cultural Fac., Arts & Ent.

**Account #**

4000 16 4098

**Property Address:**

Citywide

**Customers Served**

Residents ☑ Business ☑ City Services ☐

Educational Community ☐ Tourists/Visitors ☑

**Project Description**

Provide funds for general improvements and renovation to cultural facilities. Improvements will increase and enhance the cultural experience of visitors and residents. This project is supported with public amenities funds.

## Financial Summary

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| **FY 2017 Adopted** | N/A | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 1,250,000 |
| **FY 2016 Adopted** | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | N/A | 1,250,000 |
| **Estimated Operating Budget Impact** | N/A | 0 | 0 | 0 | 0 | 0 | 0 |

**Anticipated Project Timeline:**

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| Planning/Design/Other | N/A | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 125,000 |
| Construction/FFE | N/A | 225,000 | 225,000 | 225,000 | 225,000 | 225,000 | 1,125,000 |
| Total | N/A | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 1,250,000 |

| | |
|---|---|
| Prior Capital Funding | 3,248,000 |
| FY 2017 Adopted | 250,000 |
| Capital Share Remaining | 1,000,000 |
| Project Total | 4,498,000 |

# Improve Harbor Park (PA)

**Department**

Cultural Fac., Arts & Ent.

**Account #**

4000 16 4206

**Property Address:**

150 Park Avenue

**Customers Served**

Residents ☑ Business ☐ City Services ☐

Educational Community ☐ Tourists/Visitors ☑

**Project Description**

Provide funds for ongoing upgrades and maintenance at Harbor Park to enhance the facility and improve visitor experience. The park was built in 1993 and features 9,000 lower deck seats, 2,800 upper deck seats, and 400 seats in 24 luxury skyboxes leased to area businesses. The total contribution commitment is $3.0 million. Including FY 2017 , the city has contributed $1.5 million towards the stadium lease agreement. This project is supported with public amenities funds.

## Financial Summary

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| **FY 2017 Adopted** | N/A | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 2,500,000 |
| **FY 2016 Adopted** | 0 | 500,000 | 500,000 | 500,000 | 500,000 | N/A | 2,000,000 |
| **Estimated Operating Budget Impact** | N/A | 0 | 0 | 0 | 0 | 0 | 0 |

**Anticipated Project Timeline:**

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| Planning/Design/Other | N/A | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 250,000 |
| Construction/FFE | N/A | 450,000 | 450,000 | 450,000 | 450,000 | 450,000 | 2,250,000 |
| Total | N/A | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 2,500,000 |

| | |
|---|---|
| Prior Capital Funding | 500,000 |
| FY 2017 Adopted | 500,000 |
| Capital Share Remaining | 2,000,000 |
| Project Total | 3,000,000 |

# Support Citywide Public Art

**Department**

Cultural Fac., Arts & Ent.

**Account #**

4000 16 4166

**Property Address:**

Citywide

**Customers Served**

Residents ☑ Business ☑ City Services ☐

Educational Community ☑ Tourists/Visitors ☑

**Project Description**

Provide funds to continue the citywide Public Art Program established by the Council in FY 2006. The Public Art Program strives to provide enduring, impactful artwork in Norfolk reflecting the city's cultural identities, that also challenges, delights, educates, beautifies, and gives character to our public spaces.

## Financial Summary

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| **FY 2017 Adopted** | N/A | 250,000 | 0 | 0 | 0 | 0 | 250,000 |
| **FY 2016 Adopted** | 250,000 | 250,000 | 0 | 0 | 0 | N/A | 500,000 |
| **Estimated Operating Budget Impact** | N/A | 0 | 0 | 0 | 0 | 0 | 0 |

**Anticipated Project Timeline:**

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| Planning/Design/Other | N/A | 0 | 0 | 0 | 0 | 0 | 0 |
| Construction/FFE | N/A | 250,000 | 0 | 0 | 0 | 0 | 250,000 |
| Total | N/A | 250,000 | 0 | 0 | 0 | 0 | 250,000 |

| | |
|---|---|
| Prior Capital Funding | 750,000 |
| FY 2017 Adopted | 250,000 |
| Capital Share Remaining | 0 |
| Project Total | 1,000,000 |

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# Environmental Sustainability

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# Address Street Flooding Citywide

**Department**

Public Works

**Account #**

4000 10 4101

**Property Address:**

Citywide

**Customers Served**

Residents ☑ Business ☑ City Services ☑

Educational Community ☑ Tourists/Visitors ☑

**Project Description**

Provide funds to address street flooding issues throughout the city. These projects supplement the Storm Water projects. Additionally, these projects may also correct minor to moderate resident flooding concerns that are compiled by the Department of Public Works and addressed systematically as funding becomes available.

## Financial Summary

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| **FY 2017 Adopted** | N/A | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 7,500,000 |
| **FY 2016 Adopted** | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | N/A | 7,500,000 |
| **Estimated Operating Budget Impact** | N/A | 0 | 0 | 0 | 0 | 0 | 0 |

**Anticipated Project Timeline:**

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| Planning/Design/Other | N/A | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 750,000 |
| Construction/FFE | N/A | 1,350,000 | 1,350,000 | 1,350,000 | 1,350,000 | 1,350,000 | 6,750,000 |
| Total | N/A | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 7,500,000 |

| | |
|---|---|
| Prior Capital Funding | 12,200,000 |
| FY 2017 Adopted | 1,500,000 |
| Capital Share Remaining | 6,000,000 |
| Project Total | 19,700,000 |

# Control Beach Erosion

**Department**

City Planning & Comm. Dev.

**Account #**

4000 15 3049

**Property Address:**

Citywide

**Customers Served**

Residents ☑ Business ☐ City Services ☐

Educational Community ☐ Tourists/Visitors ☑

**Project Description**

Provide funds for shoreline erosion control structures, shoreline modeling, annual wave gauge maintenance, sand replenishment, dune maintenance, repair and re-vegetation, and continuation of the biennial beach survey. The Army Corps of Engineers is performing a $38.4 million beach nourishment project in Willoughby Spit and the surrounding areas. The project will help repair the shoreline and protect it from future storms. Beginning in FY 2017, the city's share of the project is $464,400 per year for a total of $9.2 million over 30 years.

## Financial Summary

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| **FY 2017 Adopted** | N/A | 955,000 | 955,000 | 955,000 | 955,000 | 955,000 | 4,775,000 |
| **FY 2016 Adopted** | 500,000 | 790,000 | 790,000 | 790,000 | 790,000 | N/A | 3,660,000 |
| **Estimated Operating Budget Impact** | N/A | 0 | 0 | 0 | 0 | 0 | 0 |

**Anticipated Project Timeline:**

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| Planning/Design/Other | N/A | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 1,000,000 |
| Construction/FFE | N/A | 755,000 | 755,000 | 755,000 | 755,000 | 755,000 | 3,775,000 |
| Total | N/A | 955,000 | 955,000 | 955,000 | 955,000 | 955,000 | 4,775,000 |

| | |
|---|---|
| Prior Capital Funding | 30,073,500 |
| FY 2017 Adopted | 955,000 |
| Capital Share Remaining | 3,820,000 |
| Project Total | 34,848,500 |

# Improve Citywide Dredging and Waterways

**Department**

Public Works

**Account #**

4000 10 3080

**Property Address:**

Citywide

**Customers Served**

Residents ☑ Business ☐ City Services ☐

Educational Community ☐ Tourists/Visitors ☑

**Project Description**

Provide funds for the dredging and improvement of waterways and adjacent shorelines. FY 2017 funding includes support to address the West Belvedere and Regent Roads dredging projects.

## Financial Summary

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| **FY 2017 Adopted** | N/A | 500,000 | 150,000 | 150,000 | 150,000 | 150,000 | 1,100,000 |
| **FY 2016 Adopted** | 350,000 | 150,000 | 150,000 | 150,000 | 150,000 | N/A | 950,000 |
| **Estimated Operating Budget Impact** | N/A | 0 | 0 | 0 | 0 | 0 | 0 |

**Anticipated Project Timeline:**

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| Planning/Design/Other | N/A | 50,000 | 15,000 | 15,000 | 15,000 | 15,000 | 110,000 |
| Construction/FFE | N/A | 450,000 | 135,000 | 135,000 | 135,000 | 135,000 | 990,000 |
| Total | N/A | 500,000 | 150,000 | 150,000 | 150,000 | 150,000 | 1,100,000 |

| | |
|---|---|
| Prior Capital Funding | 4,460,000 |
| FY 2017 Adopted | 500,000 |
| Capital Share Remaining | 600,000 |
| Project Total | 5,560,000 |

# Improve HVAC Systems Citywide

**Department**

General Services

**Account #**

4000 44 3196

**Property Address:**

Citywide

**Customers Served**

Residents ☑ Business ☐ City Services ☑

Educational Community ☐ Tourists/Visitors ☑

**Project Description**

Provide funds for the repair or replacement of outdated or inefficient heating, ventilation and air conditioning (HVAC) systems in various facilities. Phase I of a comprehensive building assessment study was completed in FY 2016 and identified areas for chiller and induction unit improvements. Phase II of the study will begin in FY 2017 to include a comprehensive review of the citywide building infrastructure.

## Financial Summary

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| **FY 2017 Adopted** | N/A | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 1,000,000 |
| **FY 2016 Adopted** | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | N/A | 1,000,000 |
| **Estimated Operating Budget Impact** | N/A | 0 | 0 | 0 | 0 | 0 | 0 |

**Anticipated Project Timeline:**

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| Planning/Design/Other | N/A | 0 | 0 | 0 | 0 | 0 | 0 |
| Construction/FFE | N/A | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 1,000,000 |
| Total | N/A | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 1,000,000 |

| | |
|---|---|
| Prior Capital Funding | 4,725,000 |
| FY 2017 Adopted | 200,000 |
| Capital Share Remaining | 800,000 |
| Project Total | 5,725,000 |

# Lifelong Learning

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# Address School Major Maintenance

**Department**

Executive

**Account #**

4000 02 3193

**Property Address:**

Citywide

**Customers Served**

Residents ☑ Business ☐ City Services ☐

Educational Community ☑ Tourists/Visitors ☐

**Project Description**

Provide support for major maintenance and repair to school facilities. Expenditures in this category help preserve the life of buildings, perform major preventative maintenance and undertake significant repairs. Each year, prior to the distribution of funds, Norfolk Public Schools shall provide a list of planned projects, as well as the results of the prior year's efforts.

## Financial Summary

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| **FY 2017 Adopted** | N/A | 4,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 12,000,000 |
| **FY 2016 Adopted** | 3,750,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | N/A | 11,750,000 |
| **Estimated Operating Budget Impact** | N/A | 0 | 0 | 0 | 0 | 0 | 0 |

**Anticipated Project Timeline:**

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| Planning/Design/Other | N/A | 0 | 0 | 0 | 0 | 0 | 0 |
| Construction/FFE | N/A | 4,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 12,000,000 |
| Total | N/A | 4,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 12,000,000 |

| | |
|---|---|
| Prior Capital Funding | 27,550,000 |
| FY 2017 Adopted | 4,000,000 |
| Capital Share Remaining | 8,000,000 |
| Project Total | 39,550,000 |

# Improve Maury High School

**Department**

Executive

**Account #**

N/A

**Property Address:**

322 Shirley Avenue

**Customers Served**

Residents ☑ Business ☐ City Services ☐

Educational Community ☑ Tourists/Visitors ☐

**Project Description**

Provide Funds for Maury High School exterior repair and rehabilitation. Built in 1911, the school is one of many historically significant buildings throughout the city. Planned funds in FY 2019 will provide for extensive repairs to the exterior masonry and windows. Prior to the exterior renovations, work will be done to determine the extent of other renovations required to the building, including interior and structural rehabilitation.

## Financial Summary

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| **FY 2017 Adopted** | N/A | 0 | 0 | 6,000,000 | 0 | 0 | 6,000,000 |
| **FY 2016 Adopted** | 0 | 0 | 0 | 6,000,000 | 0 | N/A | 6,000,000 |
| **Estimated Operating Budget Impact** | N/A | 0 | 0 | 0 | 0 | 0 | 0 |

**Anticipated Project Timeline:**

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| Planning/Design/Other | N/A | 0 | 0 | 500,000 | 0 | 0 | 500,000 |
| Construction/FFE | N/A | 0 | 0 | 5,500,000 | 0 | 0 | 5,500,000 |
| Total | N/A | 0 | 0 | 6,000,000 | 0 | 0 | 6,000,000 |

| | |
|---|---|
| Prior Capital Funding | 0 |
| FY 2017 Adopted | 0 |
| Capital Share Remaining | 6,000,000 |
| Project Total | 6,000,000 |

# Safe, Healthy and Inclusive Communities

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# Construct Public Safety Memorial

**Department**

Executive

**Account #**

4000 02 4229

**Property Address:**

Downtown

**Customers Served**

Residents ☑ Business ☑ City Services ☑

Educational Community ☑ Tourists/Visitors ☑

**Project Description**

Provide funds for the construction of a memorial to honor public safety officers who died in the line of duty.

## Financial Summary

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| **FY 2017 Adopted** | N/A | 250,000 | 0 | 0 | 0 | 0 | 250,000 |
| **FY 2016 Adopted** | 0 | 0 | 0 | 0 | 0 | N/A | 0 |
| **Estimated Operating Budget Impact** | N/A | 0 | 0 | 0 | 0 | 0 | 0 |

**Anticipated Project Timeline:**

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| Planning/Design/Other | N/A | 0 | 0 | 0 | 0 | 0 | 0 |
| Construction/FFE | N/A | 250,000 | 0 | 0 | 0 | 0 | 250,000 |
| Total | N/A | 250,000 | 0 | 0 | 0 | 0 | 250,000 |

| | |
|---|---|
| Prior Capital Funding | 0 |
| FY 2017 Adopted | 250,000 |
| Capital Share Remaining | 0 |
| Project Total | 250,000 |

# Ensure Citywide Infrastructure Improvements

**Department**

Public Works

**Account #**

4000 10 4226

**Property Address:**

Citywide

**Customers Served**

Residents ☑ Business ☐ City Services ☐

Educational Community ☐ Tourists/Visitors ☑

**Project Description**

Provide funds to improve citywide infrastructure and neighborhoods. The project is supported with urban allocation funds of $11.6 million from the Commonwealth of Virginia. Anticipated work includes $3.5 million for Granby Street bridge infrastructure improvements and $8.1 million for citywide neighborhood pedestrian improvements.

## Financial Summary

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| **FY 2017 Adopted** | N/A | 11,600,000 | 0 | 0 | 0 | 0 | 11,600,000 |
| **FY 2016 Adopted** | 0 | 0 | 0 | 0 | 0 | N/A | 0 |
| **Estimated Operating Budget Impact** | N/A | 0 | 0 | 0 | 0 | 0 | 0 |

**Anticipated Project Timeline:**

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| Planning/Design/Other | N/A | 1,160,000 | 0 | 0 | 0 | 0 | 1,160,000 |
| Construction/FFE | N/A | 10,440,000 | 0 | 0 | 0 | 0 | 10,440,000 |
| Total | N/A | 11,600,000 | 0 | 0 | 0 | 0 | 11,600,000 |

| | |
|---|---|
| Prior Capital Funding | 0 |
| FY 2017 Adopted | 11,600,000 |
| Capital Share Remaining | 0 |
| Project Total | 11,600,000 |

# Fund ADA Master Plan for City Facilities

**Department**

General Services

**Account #**

4000 44 3070

**Property Address:**

Citywide

**Customers Served**

Residents ☑ Business ☑ City Services ☑

Educational Community ☐ Tourists/Visitors ☑

**Project Description**

Provide funds for improvements at city facilities to accommodate the needs of persons with disabilities. The Americans with Disabilities Act (ADA) requires ongoing attention to the access needs of the disabled. These improvements may include restroom configuration, signage, entrances, curb cuts, access ramps, benches, water fountains, service desks, seating, and other equipment to improve accessibility. In FY 2017, these improvements will be completed using Community Development Block Grant (CDBG) funds.

## Financial Summary

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| **FY 2017 Adopted** | N/A | 0 | 150,000 | 150,000 | 150,000 | 150,000 | 600,000 |
| **FY 2016 Adopted** | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | N/A | 750,000 |
| **Estimated Operating Budget Impact** | N/A | 0 | 0 | 0 | 0 | 0 | 0 |

**Anticipated Project Timeline:**

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| Planning/Design/Other | N/A | 0 | 15,000 | 15,000 | 15,000 | 15,000 | 60,000 |
| Construction/FFE | N/A | 0 | 135,000 | 135,000 | 135,000 | 135,000 | 540,000 |
| Total | N/A | 0 | 150,000 | 150,000 | 150,000 | 150,000 | 600,000 |

| | |
|---|---|
| Prior Capital Funding | 3,210,000 |
| FY 2017 Adopted | 0 |
| Capital Share Remaining | 600,000 |
| Project Total | 3,810,000 |

# Implement Neighborhood Initiatives

**Department**

Executive

**Account #**

4000 02 4227

**Property Address:**

Citywide

**Customers Served**

Residents ☑ Business ☐ City Services ☐

Educational Community ☐ Tourists/Visitors ☐

**Project Description**

Provide funds for neighborhood improvement projects that will target areas such as Huntersville, Barraud Park, Pinewell, Ocean View, Ghent, Chelsea neighborhoods, and others.

## Financial Summary

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| **FY 2017 Adopted** | N/A | 950,000 | 0 | 0 | 0 | 0 | 950,000 |
| **FY 2016 Adopted** | 0 | 0 | 0 | 0 | 0 | N/A | 0 |
| **Estimated Operating Budget Impact** | N/A | 0 | 0 | 0 | 0 | 0 | 0 |

**Anticipated Project Timeline:**

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| Planning/Design/Other | N/A | 0 | 0 | 0 | 0 | 0 | 0 |
| Construction/FFE | N/A | 950,000 | 0 | 0 | 0 | 0 | 950,000 |
| Total | N/A | 950,000 | 0 | 0 | 0 | 0 | 950,000 |

| | |
|---|---|
| Prior Capital Funding | 0 |
| FY 2017 Adopted | 950,000 |
| Capital Share Remaining | 0 |
| Project Total | 950,000 |

# Implement RPOS Master Plan

**Department**

Recreation/Parks and Open Space

**Account #**

4000 78 4190

**Property Address:**

Citywide

**Customers Served**

Residents ☑ Business ☑ City Services ☑

Educational Community ☑ Tourists/Visitors ☑

**Project Description**

Implement the Recreation Parks and Open Space (RPOS) Master Plan. This plan serves as a guiding vision for parks and recreation facilities. The plan includes projects to be phased in over a 20-year period. Highlights of the plan may include the improvements to parks, tennis courts, and athletic fields.

## Financial Summary

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| **FY 2017 Adopted** | N/A | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 2,500,000 |
| **FY 2016 Adopted** | 600,000 | 500,000 | 500,000 | 500,000 | 500,000 | N/A | 2,600,000 |
| **Estimated Operating Budget Impact** | N/A | 0 | 0 | 0 | 0 | 0 | 0 |

**Anticipated Project Timeline:**

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| Planning/Design/Other | N/A | 45,000 | 45,000 | 45,000 | 45,000 | 45,000 | 225,000 |
| Construction/FFE | N/A | 455,000 | 455,000 | 455,000 | 455,000 | 455,000 | 2,275,000 |
| Total | N/A | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 2,500,000 |

| | |
|---|---|
| Prior Capital Funding | 3,100,000 |
| FY 2017 Adopted | 500,000 |
| Capital Share Remaining | 2,000,000 |
| Project Total | 5,600,000 |

# Improve Community and Neighborhood Parks

**Department**

Recreation/Parks and Open Space

**Account #**

4000 78 3004

**Property Address:**

Citywide

**Customers Served**

Residents ☑ Business ☐ City Services ☐

Educational Community ☑ Tourists/Visitors ☑

**Project Description**

Provide funds to improve and upgrade amenities within community parks around the city such as playgrounds and playing fields.

## Financial Summary

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| **FY 2017 Adopted** | N/A | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 1,250,000 |
| **FY 2016 Adopted** | 500,000 | 250,000 | 250,000 | 250,000 | 250,000 | N/A | 1,500,000 |
| **Estimated Operating Budget Impact** | N/A | 0 | 0 | 0 | 0 | 0 | 0 |

**Anticipated Project Timeline:**

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| Planning/Design/Other | N/A | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 75,000 |
| Construction/FFE | N/A | 235,000 | 235,000 | 235,000 | 235,000 | 235,000 | 1,175,000 |
| Total | N/A | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 1,250,000 |

| | |
|---|---|
| Prior Capital Funding | 4,715,000 |
| FY 2017 Adopted | 250,000 |
| Capital Share Remaining | 1,000,000 |
| Project Total | 5,965,000 |

# Improve Existing Community Centers

**Department**

Recreation/Parks and Open Space

**Account #**

4000 78 3000

**Property Address:**

Citywide

**Customers Served**

Residents ☑ Business ☐ City Services ☑

Educational Community ☑ Tourists/Visitors ☑

**Project Description**

Provide funds for improvements to entranceways, landscaping, and interior and exterior renovations. Planned work will enhance the appearance, serviceability, and safety at various recreation centers throughout the city.

## Financial Summary

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| **FY 2017 Adopted** | N/A | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 1,000,000 |
| **FY 2016 Adopted** | 450,000 | 200,000 | 200,000 | 200,000 | 200,000 | N/A | 1,250,000 |
| **Estimated Operating Budget Impact** | N/A | 0 | 0 | 0 | 0 | 0 | 0 |

**Anticipated Project Timeline:**

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| Planning/Design/Other | N/A | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 75,000 |
| Construction/FFE | N/A | 185,000 | 185,000 | 185,000 | 185,000 | 185,000 | 925,000 |
| Total | N/A | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 1,000,000 |

| | |
|---|---|
| Prior Capital Funding | 3,450,000 |
| FY 2017 Adopted | 200,000 |
| Capital Share Remaining | 800,000 |
| Project Total | 4,450,000 |

# Improve Neighborhood Streets - Major

**Department**

Public Works

**Account #**

4000 10 3031

**Property Address:**

Citywide

**Customers Served**

Residents ☑ Business ☐ City Services ☐

Educational Community ☐ Tourists/Visitors ☐

**Project Description**

Provide funds for the installation of new curbs, gutters, sidewalks, resurfacing, and drainage improvements in various neighborhood locations in accordance with prioritized needs and the city's Complete Streets Initiative. The Complete Streets Initiative promotes safe access for all users including pedestrians, bicyclists, motorists, and transit users of all ages and abilities.

## Financial Summary

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| **FY 2017 Adopted** | N/A | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 1,500,000 |
| **FY 2016 Adopted** | 600,000 | 300,000 | 300,000 | 300,000 | 300,000 | N/A | 1,800,000 |
| **Estimated Operating Budget Impact** | N/A | 0 | 0 | 0 | 0 | 0 | 0 |

**Anticipated Project Timeline:**

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| Planning/Design/Other | N/A | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 150,000 |
| Construction/FFE | N/A | 270,000 | 270,000 | 270,000 | 270,000 | 270,000 | 1,350,000 |
| Total | N/A | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 1,500,000 |

| | |
|---|---|
| Prior Capital Funding | 9,171,000 |
| FY 2017 Adopted | 300,000 |
| Capital Share Remaining | 1,200,000 |
| Project Total | 10,671,000 |

# Improve Neighborhoods Citywide

**Department**

Executive

**Account #**

4000 02 4223

**Property Address:**

Citywide

**Customers Served**

Residents ☐ Business ☐ City Services ☑

Educational Community ☐ Tourists/Visitors ☐

**Project Description**

Provide funds for the improvement of emerging neighborhoods throughout the city. The project will support select emerging neighborhoods such as the Arts District, Parkplace/35th Street, Five Points, Church Street, and Ocean View including Bay Oaks Park. Activities may include the acquisition of blighted properties, renovations, and improvements that help to revitalize neighborhoods.

## Financial Summary

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| **FY 2017 Adopted** | N/A | 2,500,000 | 2,500,000 | 2,500,000 | 2,500,000 | 2,500,000 | 12,500,000 |
| **FY 2016 Adopted** | 0 | 0 | 0 | 0 | 0 | N/A | 0 |
| **Estimated Operating Budget Impact** | N/A | 0 | 0 | 0 | 0 | 0 | 0 |

**Anticipated Project Timeline:**

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| Planning/Design/Other | N/A | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 7,500,000 |
| Construction/FFE | N/A | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 5,000,000 |
| Total | N/A | 2,500,000 | 2,500,000 | 2,500,000 | 2,500,000 | 2,500,000 | 12,500,000 |

| | |
|---|---|
| Prior Capital Funding | 0 |
| FY 2017 Adopted | 2,500,000 |
| Capital Share Remaining | 10,000,000 |
| Project Total | 12,500,000 |

# Improve Street Lights

**Department**

Public Works

**Account #**

4000 10 3024

**Property Address:**

Citywide

**Customers Served**

Residents ☑ Business ☑ City Services ☐

Educational Community ☐ Tourists/Visitors ☑

**Project Description**

Provide funds to improve the street lighting infrastructure system and help improve public safety through special projects, infrastructure expansion, and repair programs for and conversion of street lights.

## Financial Summary

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| **FY 2017 Adopted** | N/A | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 500,000 |
| **FY 2016 Adopted** | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | N/A | 500,000 |
| **Estimated Operating Budget Impact** | N/A | 0 | 0 | 0 | 0 | 0 | 0 |

**Anticipated Project Timeline:**

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| Planning/Design/Other | N/A | 0 | 0 | 0 | 0 | 0 | 0 |
| Construction/FFE | N/A | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 500,000 |
| Total | N/A | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 500,000 |

| | |
|---|---|
| Prior Capital Funding | 2,363,500 |
| FY 2017 Adopted | 100,000 |
| Capital Share Remaining | 400,000 |
| Project Total | 2,863,500 |

# Maintain Fire Stations

**Department**

General Services

**Account #**

4000 44 4224

**Property Address:**

Citywide

**Customers Served**

Residents ☑ Business ☑ City Services ☑

Educational Community ☑ Tourists/Visitors ☑

**Project Description**

Provide funds to maintain fire station dormitories, aprons, and air filtration systems. Improvements may include privacy partitioning, bathroom renovations, driveways (apron) repairs, and diesel exhaust filtration systems replacement. Planned projects will impact all fire stations.

## Financial Summary

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| **FY 2017 Adopted** | N/A | 1,000,000 | 0 | 0 | 0 | 0 | 1,000,000 |
| **FY 2016 Adopted** | 0 | 0 | 0 | 0 | 0 | N/A | 0 |
| **Estimated Operating Budget Impact** | N/A | 0 | 0 | 0 | 0 | 0 | 0 |

**Anticipated Project Timeline:**

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| Planning/Design/Other | N/A | 50,000 | 0 | 0 | 0 | 0 | 50,000 |
| Construction/FFE | N/A | 950,000 | 0 | 0 | 0 | 0 | 950,000 |
| Total | N/A | 1,000,000 | 0 | 0 | 0 | 0 | 1,000,000 |

| | |
|---|---|
| Prior Capital Funding | 0 |
| FY 2017 Adopted | 1,000,000 |
| Capital Share Remaining | 0 |
| Project Total | 1,000,000 |

# Repair Neigh. Sts/Sidewalks/Walkways

**Department**

Public Works

**Account #**

4000 10 3030

**Property Address:**

Citywide

**Customers Served**

Residents ☑ Business ☐ City Services ☐

Educational Community ☐ Tourists/Visitors ☐

**Project Description**

Provide funds for the repair or rehabilitation of streets, sidewalks, curbs, gutters, promenades, street pavements, and walkways throughout neighborhoods, in accordance with the city's Complete Streets Initiative. The Complete Streets Initiative promotes safe access for all users including pedestrians, bicyclists, motorists, and transit users of all ages and abilities.

## Financial Summary

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| **FY 2017 Adopted** | N/A | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 1,250,000 |
| **FY 2016 Adopted** | 500,000 | 250,000 | 250,000 | 250,000 | 250,000 | N/A | 1,500,000 |
| **Estimated Operating Budget Impact** | N/A | 0 | 0 | 0 | 0 | 0 | 0 |

**Anticipated Project Timeline:**

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| Planning/Design/Other | N/A | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 125,000 |
| Construction/FFE | N/A | 225,000 | 225,000 | 225,000 | 225,000 | 225,000 | 1,125,000 |
| Total | N/A | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 1,250,000 |

| | |
|---|---|
| Prior Capital Funding | 12,955,000 |
| FY 2017 Adopted | 250,000 |
| Capital Share Remaining | 1,000,000 |
| Project Total | 14,205,000 |

# Support Jail Improvements

**Department**

General Services

**Account #**

4000 44 4228

**Property Address:**

811 E. City Hall Ave

**Customers Served**

Residents ☑ Business ☐ City Services ☑

Educational Community ☐ Tourists/Visitors ☐

**Project Description**

Provide funds for jail improvement projects, including security surveillance system replacement, windows, and general maintenance. The jail's door controller, camera, and recording system will be replaced. This system is the primary security surveillance system used in the jail.

## Financial Summary

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| **FY 2017 Adopted** | N/A | 5,400,000 | 1,200,000 | 0 | 0 | 0 | 6,600,000 |
| **FY 2016 Adopted** | 0 | 0 | 0 | 0 | 0 | N/A | 0 |
| **Estimated Operating Budget Impact** | N/A | 0 | 0 | 0 | 0 | 0 | 0 |

**Anticipated Project Timeline:**

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| Planning/Design/Other | N/A | 270,000 | 70,000 | 0 | 0 | 0 | 340,000 |
| Construction/FFE | N/A | 5,130,000 | 930,000 | 200,000 | 0 | 0 | 6,260,000 |
| Total | N/A | 5,400,000 | 1,000,000 | 200,000 | 0 | 0 | 6,600,000 |

| | |
|---|---|
| Prior Capital Funding | 0 |
| FY 2017 Adopted | 5,400,000 |
| Capital Share Remaining | 1,200,000 |
| Project Total | 6,600,000 |

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# Well-Managed Government

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# Fund Preliminary Engineering

**Department**

Public Works

**Account #**

4000 10 3100

**Property Address:**

Citywide

**Customers Served**

Residents ☑ Business ☑ City Services ☑

Educational Community ☑ Tourists/Visitors ☑

**Project Description**

Provide funds for the preliminary design work, engineering and support services within the Department of Public Works for major capital projects. By internally supporting these services with city staff, a cost savings is achieved by retaining firsthand knowledge and expertise of project completion while adhering to city's policy areas. Preliminary Engineering will be phased out of the CIP over the next two fiscal years. In FY 2018, support for Preliminary Engineering is split between the General Fund Operating and the CIP. In FY 2019, total support will be provided by the General Fund.

## Financial Summary

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| **FY 2017 Adopted** | N/A | 2,259,000 | 1,159,000 | 0 | 0 | 0 | 3,418,000 |
| **FY 2016 Adopted** | 3,359,000 | 2,259,000 | 1,159,000 | 0 | 0 | N/A | 6,777,000 |
| **Estimated Operating Budget Impact** | N/A | 0 | 0 | 0 | 0 | 0 | 0 |

**Anticipated Project Timeline:**

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| Planning/Design/Other | N/A | 2,259,000 | 1,159,000 | 0 | 0 | 0 | 3,418,000 |
| Construction/FFE | N/A | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | N/A | 2,259,000 | 1,159,000 | 0 | 0 | 0 | 3,418,000 |

| | |
|---|---|
| Prior Capital Funding | 36,410,882 |
| FY 2017 Adopted | 2,259,000 |
| Capital Share Remaining | 1,159,000 |
| Project Total | 39,828,882 |

# Improve Infrastructure and Acquire Property

**Department**

Executive

**Account #**

4000 02 3174

**Property Address:**

Citywide

**Customers Served**

Residents ☑ Business ☐ City Services ☐

Educational Community ☐ Tourists/Visitors ☐

**Project Description**

Provide funds to address various infrastructure, disposition, and acquisition needs, as they arise.

## Financial Summary

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| **FY 2017 Adopted** | N/A | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 5,000,000 |
| **FY 2016 Adopted** | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | N/A | 5,000,000 |
| **Estimated Operating Budget Impact** | N/A | 0 | 0 | 0 | 0 | 0 | 0 |

**Anticipated Project Timeline:**

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| Planning/Design/Other | N/A | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 500,000 |
| Construction/FFE | N/A | 900,000 | 900,000 | 900,000 | 900,000 | 900,000 | 4,500,000 |
| Total | N/A | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 5,000,000 |

| | |
|---|---|
| Prior Capital Funding | 10,200,000 |
| FY 2017 Adopted | 1,000,000 |
| Capital Share Remaining | 4,000,000 |
| Project Total | 15,200,000 |

# Improve Roof Repair and Moisture Protection

**Department**

General Services

**Account #**

4000 44 3025

**Property Address:**

Citywide

**Customers Served**

Residents ☑ Business ☐ City Services ☑

Educational Community ☐ Tourists/Visitors ☑

**Project Description**

Provide funds for moisture protection, continued inspection, repair, and replacement of roofs on city-owned buildings. Planned activities include the repair or replacement of roofs at libraries, cultural facilities, recreational facilities, and other city buildings. These funds also support citywide emergencies, inspections, and design costs.

## Financial Summary

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| **FY 2017 Adopted** | N/A | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 1,250,000 |
| **FY 2016 Adopted** | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | N/A | 1,250,000 |
| **Estimated Operating Budget Impact** | N/A | 0 | 0 | 0 | 0 | 0 | 0 |

**Anticipated Project Timeline:**

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| Planning/Design/Other | N/A | 0 | 0 | 0 | 0 | 0 | 0 |
| Construction/FFE | N/A | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 1,250,000 |
| Total | N/A | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 1,250,000 |

| | |
|---|---|
| Prior Capital Funding | 11,583,300 |
| FY 2017 Adopted | 250,000 |
| Capital Share Remaining | 1,000,000 |
| Project Total | 12,833,300 |

# Maintain Municipal Facilities (PA)

**Department**

General Services

**Account #**

4000 44 3006

**Property Address:**

Citywide

**Customers Served**

Residents ☑ Business ☐ City Services ☑

Educational Community ☐ Tourists/Visitors ☐

**Project Description**

Provide funds to renovate and improve civic buildings, office space, and other city-owned facilities. Phase I of a comprehensive building assessment study was completed last year to help prioritize the repair of city building infrastructure. Phase II of the study is currently underway and will identify additional infrastructure needs. FY 2017 also includes $1.0 million from public amenities funding to address Town Point Park drainage issues.

## Financial Summary

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| **FY 2017 Adopted** | N/A | 2,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 6,000,000 |
| **FY 2016 Adopted** | 3,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | N/A | 7,000,000 |
| **Estimated Operating Budget Impact** | N/A | 0 | 0 | 0 | 0 | 0 | 0 |

**Anticipated Project Timeline:**

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| Planning/Design/Other | N/A | 550,000 | 100,000 | 100,000 | 100,000 | 100,000 | 950,000 |
| Construction/FFE | N/A | 1,450,000 | 900,000 | 900,000 | 900,000 | 900,000 | 5,050,000 |
| Total | N/A | 2,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 6,000,000 |

| | |
|---|---|
| Prior Capital Funding | 14,218,246 |
| FY 2017 Adopted | 2,000,000 |
| Capital Share Remaining | 4,000,000 |
| Project Total | 20,218,246 |

# Maintain USS Wisconsin BB-64 (PA)

**Department**

Maritime Center

**Account #**

4000 37 4178

**Property Address:**

1 Waterside Drive

**Customers Served**

Residents ☑ Business ☐ City Services ☐

Educational Community ☑ Tourists/Visitors ☑

**Project Description**

Provide funds for the improvements, maintenance, and long-term upkeep of the USS Wisconsin. Funding may include improvements to interior spaces, maintenance, and repair needs to the battleship; cleaning, repair, and painting of the hull; accessibility improvements for doors and egress; anti-corrosion applications above water; equipment and systems improvements; and required environmental testing.

## Financial Summary

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| **FY 2017 Adopted** | N/A | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 2,500,000 |
| **FY 2016 Adopted** | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | N/A | 2,500,000 |
| **Estimated Operating Budget Impact** | N/A | 0 | 0 | 0 | 0 | 0 | 0 |

**Anticipated Project Timeline:**

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| Planning/Design/Other | N/A | 0 | 0 | 0 | 0 | 0 | 0 |
| Construction/FFE | N/A | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 2,500,000 |
| Total | N/A | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 2,500,000 |

| | |
|---|---|
| Prior Capital Funding | 2,250,000 |
| FY 2017 Adopted | 500,000 |
| Capital Share Remaining | 2,000,000 |
| Project Total | 4,750,000 |

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# Parking Facilities

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# Maintain Parking Facilities

**Department**

Parking Facilities

**Account #**

5100 38 4180

**Property Address:**

Citywide

**Customers Served**

Residents ☑ Business ☑ City Services ☐

Educational Community ☐ Tourists/Visitors ☑

**Project Description**

Provide funds for the long-term maintenance of city parking facilities. Long-term improvement projects may include structural and ventilation improvements for city parking facilities.

## Financial Summary

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| **FY 2017 Adopted** | N/A | 2,900,000 | 2,900,000 | 2,900,000 | 2,900,000 | 2,900,000 | 14,500,000 |
| **FY 2016 Adopted** | 2,900,000 | 2,900,000 | 2,900,000 | 2,900,000 | 2,900,000 | N/A | 14,500,000 |
| **Estimated Operating Budget Impact** | N/A | 0 | 0 | 0 | 0 | 0 | 0 |

**Anticipated Project Timeline:**

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| Planning/Design/Other | N/A | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 1,500,000 |
| Construction/FFE | N/A | 2,600,000 | 2,600,000 | 2,600,000 | 2,600,000 | 2,600,000 | 13,000,000 |
| Total | N/A | 2,900,000 | 2,900,000 | 2,900,000 | 2,900,000 | 2,900,000 | 14,500,000 |

| | |
|---|---|
| Prior Capital Funding | 9,700,000 |
| FY 2017 Adopted | 2,900,000 |
| Capital Share Remaining | 11,600,000 |
| Project Total | 24,200,000 |

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# Storm Water Utility

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# Create Citywide Flooding Reserve

**Department**

Storm Water Utility

**Account #**

4000 35 4188

**Property Address:**

Citywide

**Customers Served**

Residents ☑ Business ☑ City Services ☑

Educational Community ☑ Tourists/Visitors ☑

**Project Description**

Provide funds to create a citywide flooding reserve in preparation for the broad citywide flooding control project. This project is being funded by the $1.00 Storm Water fee increase approved in FY 2013. Funding will be reserved to support the city's efforts in flood mitigation.

## Financial Summary

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| **FY 2017 Adopted** | N/A | 1,315,200 | 1,315,200 | 1,315,200 | 1,315,200 | 1,315,200 | 6,576,000 |
| **FY 2016 Adopted** | 1,315,200 | 1,315,200 | 1,315,200 | 1,315,200 | 1,315,200 | N/A | 6,576,000 |
| **Estimated Operating Budget Impact** | N/A | 0 | 0 | 0 | 0 | 0 | 0 |

**Anticipated Project Timeline:**

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| Planning/Design/Other | N/A | 1,315,200 | 1,315,200 | 1,315,200 | 1,315,200 | 1,315,200 | 6,576,000 |
| Construction/FFE | N/A | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | N/A | 1,315,200 | 1,315,200 | 1,315,200 | 1,315,200 | 1,315,200 | 6,576,000 |

| | |
|---|---|
| Prior Capital Funding | 5,260,800 |
| FY 2017 Adopted | 1,315,200 |
| Capital Share Remaining | 5,260,800 |
| Project Total | 11,836,800 |

# Improve Storm Water Quality

**Department**

Storm Water Utility

**Account #**

4000 35 3034

**Property Address:**

Citywide

**Customers Served**

Residents ☑ Business ☑ City Services ☐

Educational Community ☑ Tourists/Visitors ☑

**Project Description**

Provide funds to continue best practices used to reduce storm water related pollutants entering local waterways, rivers, and the Chesapeake Bay. In addition, planned work includes the continuation of the wetlands restoration initiative, led by the Army Corps of Engineers, and a systematic program for dredging of silted-in and obstructed storm water outfalls around the city.

## Financial Summary

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| **FY 2017 Adopted** | N/A | 950,000 | 950,000 | 950,000 | 950,000 | 950,000 | 4,750,000 |
| **FY 2016 Adopted** | 950,000 | 950,000 | 950,000 | 950,000 | 950,000 | N/A | 4,750,000 |
| **Estimated Operating Budget Impact** | N/A | 0 | 0 | 0 | 0 | 0 | 0 |

**Anticipated Project Timeline:**

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| Planning/Design/Other | N/A | 95,000 | 95,000 | 95,000 | 95,000 | 95,000 | 475,000 |
| Construction/FFE | N/A | 855,000 | 855,000 | 855,000 | 855,000 | 855,000 | 4,275,000 |
| Total | N/A | 950,000 | 950,000 | 950,000 | 950,000 | 950,000 | 4,750,000 |

| | |
|---|---|
| Prior Capital Funding | 8,250,000 |
| FY 2017 Adopted | 950,000 |
| Capital Share Remaining | 3,800,000 |
| Project Total | 13,000,000 |

# Improve Storm Water System

**Department**

Storm Water Utility

**Account #**

4000 35 3035

**Property Address:**

Citywide

**Customers Served**

Residents ☑ Business ☑ City Services ☑

Educational Community ☐ Tourists/Visitors ☑

**Project Description**

Provide funds to improve storm water facilities, including installation of standby power generators at underpass storm water stations, coupled with replacement of pumps, controls, electrical systems, valves, and piping that are approaching the end of their service life. In addition, installation and replacement of tide flap valves at some city storm water outfalls will be made to reduce tidal flooding during aberrant tide conditions.

## Financial Summary

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| **FY 2017 Adopted** | N/A | 600,000 | 600,000 | 600,000 | 600,000 | 600,000 | 3,000,000 |
| **FY 2016 Adopted** | 600,000 | 600,000 | 600,000 | 600,000 | 600,000 | N/A | 3,000,000 |
| **Estimated Operating Budget Impact** | N/A | 0 | 0 | 0 | 0 | 0 | 0 |

**Anticipated Project Timeline:**

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| Planning/Design/Other | N/A | 60,000 | 60,000 | 60,000 | 60,000 | 60,000 | 300,000 |
| Construction/FFE | N/A | 540,000 | 540,000 | 540,000 | 540,000 | 540,000 | 2,700,000 |
| Total | N/A | 600,000 | 600,000 | 600,000 | 600,000 | 600,000 | 3,000,000 |

| | |
|---|---|
| Prior Capital Funding | 11,050,000 |
| FY 2017 Adopted | 600,000 |
| Capital Share Remaining | 2,400,000 |
| Project Total | 14,050,000 |

# Improve Storm Water Waterfront Facilities

**Department**

Storm Water Utility

**Account #**

4000 35 3037

**Property Address:**

Citywide

**Customers Served**

Residents ☑ Business ☑ City Services ☐

Educational Community ☐ Tourists/Visitors ☑

**Project Description**

Provide funds for the non-routine inspections, maintenance, repair, rehabilitation, replacement, and installation of facilities for shoreline stabilization.

## Financial Summary

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| **FY 2017 Adopted** | N/A | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 2,500,000 |
| **FY 2016 Adopted** | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | N/A | 2,500,000 |
| **Estimated Operating Budget Impact** | N/A | 0 | 0 | 0 | 0 | 0 | 0 |

**Anticipated Project Timeline:**

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| Planning/Design/Other | N/A | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 250,000 |
| Construction/FFE | N/A | 450,000 | 450,000 | 450,000 | 450,000 | 450,000 | 2,250,000 |
| Total | N/A | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 2,500,000 |

| | |
|---|---|
| Prior Capital Funding | 7,000,000 |
| FY 2017 Adopted | 500,000 |
| Capital Share Remaining | 2,000,000 |
| Project Total | 9,500,000 |

# Reduce Neighborhood Flooding

**Department**

Storm Water Utility

**Account #**

4000 35 3032

**Property Address:**

Citywide

**Customers Served**

Residents ☑ Business ☑ City Services ☑

Educational Community ☑ Tourists/Visitors ☑

**Project Description**

Provide funds for neighborhood flood mitigation programs, which address various drainage system improvements, repairs, rehabilitation, cleaning, and drainage studies in neighborhoods throughout the city.

## Financial Summary

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| **FY 2017 Adopted** | N/A | 1,450,000 | 1,450,000 | 1,450,000 | 1,450,000 | 1,450,000 | 7,250,000 |
| **FY 2016 Adopted** | 1,450,000 | 1,450,000 | 1,450,000 | 1,450,000 | 1,450,000 | N/A | 7,250,000 |
| **Estimated Operating Budget Impact** | N/A | 0 | 0 | 0 | 0 | 0 | 0 |

**Anticipated Project Timeline:**

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| Planning/Design/Other | N/A | 145,000 | 145,000 | 145,000 | 145,000 | 145,000 | 725,000 |
| Construction/FFE | N/A | 1,305,000 | 1,305,000 | 1,305,000 | 1,305,000 | 1,305,000 | 6,525,000 |
| Total | N/A | 1,450,000 | 1,450,000 | 1,450,000 | 1,450,000 | 1,450,000 | 7,250,000 |

| | |
|---|---|
| Prior Capital Funding | 16,700,000 |
| FY 2017 Adopted | 1,450,000 |
| Capital Share Remaining | 5,800,000 |
| Project Total | 23,950,000 |

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# Wastewater Utility

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# Improve Wastewater Collection System

**Department**

Wastewater Utility

**Account #**

5200 34 3082

**Property Address:**

Citywide

**Customers Served**

Residents ☑ Business ☑ City Services ☑

Educational Community ☐ Tourists/Visitors ☐

**Project Description**

Provide funds for the replacement or rehabilitation of several thousand feet of gravity sanitary sewer pipe to eliminate overflows. In addition, upgrades to pump stations and failing sections of force mains are planned. Project funding increased due to the rising backlog of infrastructure improvements needed of the wastewater collection system.

## Financial Summary

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| **FY 2017 Adopted** | N/A | 20,000,000 | 20,000,000 | 20,000,000 | 20,000,000 | 20,000,000 | 100,000,000 |
| **FY 2016 Adopted** | 17,000,000 | 17,000,000 | 17,000,000 | 17,000,000 | 17,000,000 | N/A | 85,000,000 |
| **Estimated Operating Budget Impact** | N/A | 0 | 0 | 0 | 0 | 0 | 0 |

**Anticipated Project Timeline:**

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| Planning/Design/Other | N/A | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 10,000,000 |
| Construction/FFE | N/A | 18,000,000 | 18,000,000 | 18,000,000 | 18,000,000 | 18,000,000 | 90,000,000 |
| Total | N/A | 20,000,000 | 20,000,000 | 20,000,000 | 20,000,000 | 20,000,000 | 100,000,000 |

| | |
|---|---|
| Prior Capital Funding | 190,505,000 |
| FY 2017 Adopted | 20,000,000 |
| Capital Share Remaining | 80,000,000 |
| Project Total | 290,505,000 |

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# Water Utility

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# Comply With Safe Drinking Water Act Amendments

**Department**

Water Utility

**Account #**

5300 33 4060

**Property Address:**

Citywide

**Customers Served**

Residents ☑ Business ☑ City Services ☑

Educational Community ☐ Tourists/Visitors ☑

**Project Description**

Provide funds for aging laboratory equipment and process changes to address general water quality issues and water treatment improvements, as they relate to Safe Drinking Water Act compliance. Project funding increased due to Environmental Protection Agency (EPA) revised water treatment process regulations.

## Financial Summary

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| **FY 2017 Adopted** | N/A | 400,000 | 300,000 | 1,300,000 | 500,000 | 300,000 | 2,800,000 |
| **FY 2016 Adopted** | 0 | 100,000 | 0 | 1,000,000 | 200,000 | N/A | 1,300,000 |
| **Estimated Operating Budget Impact** | N/A | 0 | 0 | 0 | 0 | 0 | 0 |

**Anticipated Project Timeline:**

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| Planning/Design/Other | N/A | 100,000 | 50,000 | 300,000 | 100,000 | 50,000 | 600,000 |
| Construction/FFE | N/A | 300,000 | 250,000 | 1,000,000 | 400,000 | 250,000 | 2,200,000 |
| Total | N/A | 400,000 | 300,000 | 1,300,000 | 500,000 | 300,000 | 2,800,000 |

| | |
|---|---|
| Prior Capital Funding | 1,120,000 |
| FY 2017 Adopted | 400,000 |
| Capital Share Remaining | 2,400,000 |
| Project Total | 3,920,000 |

# Design and Construct 37th Street Plant

**Department**

Water Utility

**Account #**

5300 33 3054

**Property Address:**

37th Street

**Customers Served**

Residents ☑ Business ☑ City Services ☐

Educational Community ☐ Tourists/Visitors ☑

**Project Description**

Provide funds for necessary modifications to the 37th Street Water Treatment Plant to replace critical systems and components, such as clarification basins and finished water storage. This project was previously planned for FY 2020, but will be phased in earlier to adhere to new disinfectant by-product regulations.

## Financial Summary

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| **FY 2017 Adopted** | N/A | 500,000 | 500,000 | 500,000 | 2,000,000 | 1,000,000 | 4,500,000 |
| **FY 2016 Adopted** | 0 | 0 | 0 | 0 | 5,000,000 | N/A | 5,000,000 |
| **Estimated Operating Budget Impact** | N/A | 0 | 0 | 0 | 0 | 0 | 0 |

**Anticipated Project Timeline:**

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| Planning/Design/Other | N/A | 100,000 | 100,000 | 100,000 | 400,000 | 200,000 | 900,000 |
| Construction/FFE | N/A | 400,000 | 400,000 | 400,000 | 1,600,000 | 800,000 | 3,600,000 |
| Total | N/A | 500,000 | 500,000 | 500,000 | 2,000,000 | 1,000,000 | 4,500,000 |

| | |
|---|---|
| Prior Capital Funding | 35,000,000 |
| FY 2017 Adopted | 500,000 |
| Capital Share Remaining | 4,000,000 |
| Project Total | 39,500,000 |

# Implement Meter Change-Out Program

**Department**

Water Utility

**Account #**

5300 33 4090

**Property Address:**

Citywide

**Customers Served**

Residents ☑ Business ☑ City Services ☑

Educational Community ☐ Tourists/Visitors ☐

**Project Description**

Provide funds for the replacement of old and malfunctioning water meters throughout the city. Additional water meters are planned for replacement in FY 2017 requiring an increased amount of funding. An automated meter reading system is anticipated to be implemented in FY 2021 which will provide increased efficiencies.

## Financial Summary

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| **FY 2017 Adopted** | N/A | 400,000 | 150,000 | 150,000 | 200,000 | 3,150,000 | 4,050,000 |
| **FY 2016 Adopted** | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | N/A | 750,000 |
| **Estimated Operating Budget Impact** | N/A | 0 | 0 | 0 | 0 | 0 | 0 |

**Anticipated Project Timeline:**

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| Planning/Design/Other | N/A | 0 | 0 | 0 | 0 | 0 | 0 |
| Construction/FFE | N/A | 400,000 | 150,000 | 150,000 | 200,000 | 3,150,000 | 4,050,000 |
| Total | N/A | 400,000 | 150,000 | 150,000 | 200,000 | 3,150,000 | 4,050,000 |

| | |
|---|---|
| Prior Capital Funding | 650,000 |
| FY 2017 Adopted | 400,000 |
| Capital Share Remaining | 3,650,000 |
| Project Total | 4,700,000 |

# Improve Water Pipeline Infrastructure

**Department**

Water Utility

**Account #**

5300 33 3057

**Property Address:**

Citywide

**Customers Served**

Residents ☑ Business ☑ City Services ☑

Educational Community ☐ Tourists/Visitors ☐

**Project Description**

Provide funds for the continued improvement of the city's raw water and treated water transmission and distribution systems.

## Financial Summary

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| **FY 2017 Adopted** | N/A | 12,000,000 | 11,000,000 | 10,040,000 | 6,600,000 | 7,000,000 | 46,640,000 |
| **FY 2016 Adopted** | 12,700,000 | 12,000,000 | 11,000,000 | 11,040,000 | 6,400,000 | N/A | 53,140,000 |
| **Estimated Operating Budget Impact** | N/A | 0 | 0 | 0 | 0 | 0 | 0 |

**Anticipated Project Timeline:**

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| Planning/Design/Other | N/A | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 500,000 | 4,500,000 |
| Construction/FFE | N/A | 11,000,000 | 10,000,000 | 9,040,000 | 5,600,000 | 6,500,000 | 42,140,000 |
| Total | N/A | 12,000,000 | 11,000,000 | 10,040,000 | 6,600,000 | 7,000,000 | 46,640,000 |

| | |
|---|---|
| Prior Capital Funding | 130,911,000 |
| FY 2017 Adopted | 12,000,000 |
| Capital Share Remaining | 34,640,000 |
| Project Total | 177,551,000 |

# Rehabilitate Reservoirs Systemwide

**Department**

Water Utility

**Account #**

5300 33 4174

**Property Address:**

Citywide

**Customers Served**

Residents ☑ Business ☑ City Services ☑

Educational Community ☐ Tourists/Visitors ☐

**Project Description**

Provide funds for multiple rehabilitation and watershed protection measures for systemwide reservoirs. This project will help maintain high quality and sufficient quantity of water for customers, as well as, ensuring compliance with Commonwealth of Virginia Dam Safety Regulations. Project funding increased due to the Department of Enviornmental Quality requirements for ongoing maintenance and to provide support for the reservoir in the Norfolk Botancial Garden.

## Financial Summary

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| **FY 2017 Adopted** | N/A | 3,650,000 | 3,733,333 | 1,183,333 | 1,853,334 | 550,000 | 10,970,000 |
| **FY 2016 Adopted** | 1,050,000 | 350,000 | 5,250,000 | 0 | 2,390,000 | N/A | 9,040,000 |
| **Estimated Operating Budget Impact** | N/A | 0 | 0 | 0 | 0 | 0 | 0 |

**Anticipated Project Timeline:**

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| Planning/Design/Other | N/A | 250,000 | 333,333 | 183,333 | 353,334 | 50,000 | 1,170,000 |
| Construction/FFE | N/A | 3,400,000 | 3,400,000 | 1,000,000 | 1,500,000 | 500,000 | 9,800,000 |
| Total | N/A | 3,650,000 | 3,733,333 | 1,183,333 | 1,853,334 | 550,000 | 10,970,000 |

| | |
|---|---|
| Prior Capital Funding | 7,075,000 |
| FY 2017 Adopted | 3,650,000 |
| Capital Share Remaining | 7,320,000 |
| Project Total | 18,045,000 |

# Replace Master Meters

**Department**

Water Utility

**Account #**

5300 33 4169

**Property Address:**

Citywide

**Customers Served**

Residents ☑ Business ☑ City Services ☐

Educational Community ☐ Tourists/Visitors ☐

**Project Description**

Provide funds for the continued replacement of distribution system master meters, to ensure accuracy of billing as determined by the water readers.

## Financial Summary

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| **FY 2017 Adopted** | N/A | 0 | 120,000 | 0 | 120,000 | 0 | 240,000 |
| **FY 2016 Adopted** | 120,000 | 120,000 | 120,000 | 120,000 | 120,000 | N/A | 600,000 |
| **Estimated Operating Budget Impact** | N/A | 0 | 0 | 0 | 0 | 0 | 0 |

**Anticipated Project Timeline:**

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| Planning/Design/Other | N/A | 0 | 0 | 0 | 0 | 0 | 0 |
| Construction/FFE | N/A | 0 | 120,000 | 0 | 120,000 | 0 | 240,000 |
| Total | N/A | 0 | 120,000 | 0 | 120,000 | 0 | 240,000 |

| | |
|---|---|
| Prior Capital Funding | 460,000 |
| FY 2017 Adopted | 0 |
| Capital Share Remaining | 240,000 |
| Project Total | 700,000 |

# Upgrade Moores Bridges Water Treatment Plant

**Department**

Water Utility

**Account #**

5300 33 4115

**Property Address:**

6040 Water Works Road

**Customers Served**

Residents ☑ Business ☑ City Services ☑

Educational Community ☐ Tourists/Visitors ☐

**Project Description**

Provide funds for required upgrades at the Moores Bridges Water Treatment Plant, such as storage tanks, chemical feeders, and solids removal systems. Project funds increased due to the need to replace antiquated storage tanks.

## Financial Summary

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| **FY 2017 Adopted** | N/A | 9,000,000 | 5,000,000 | 7,000,000 | 7,000,000 | 5,000,000 | 33,000,000 |
| **FY 2016 Adopted** | 1,500,000 | 3,000,000 | 2,000,000 | 0 | 7,000,000 | N/A | 13,500,000 |
| **Estimated Operating Budget Impact** | N/A | 0 | 0 | 0 | 0 | 0 | 0 |

**Anticipated Project Timeline:**

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| Planning/Design/Other | N/A | 1,000,000 | 500,000 | 500,000 | 500,000 | 500,000 | 3,000,000 |
| Construction/FFE | N/A | 8,000,000 | 4,500,000 | 6,500,000 | 6,500,000 | 4,500,000 | 30,000,000 |
| Total | N/A | 9,000,000 | 5,000,000 | 7,000,000 | 7,000,000 | 5,000,000 | 33,000,000 |

| | |
|---|---|
| Prior Capital Funding | 24,450,000 |
| FY 2017 Adopted | 9,000,000 |
| Capital Share Remaining | 24,000,000 |
| Project Total | 57,450,000 |

# Upgrade Northstar Billing System

**Department**

Water Utility

**Account #**

5300 33 4196

**Property Address:**

Citywide

**Customers Served**

Residents ☑ Business ☑ City Services ☑

Educational Community ☐ Tourists/Visitors ☐

**Project Description**

Provide funds for upgrades to the billing system to ensure accurate billing calculations.

## Financial Summary

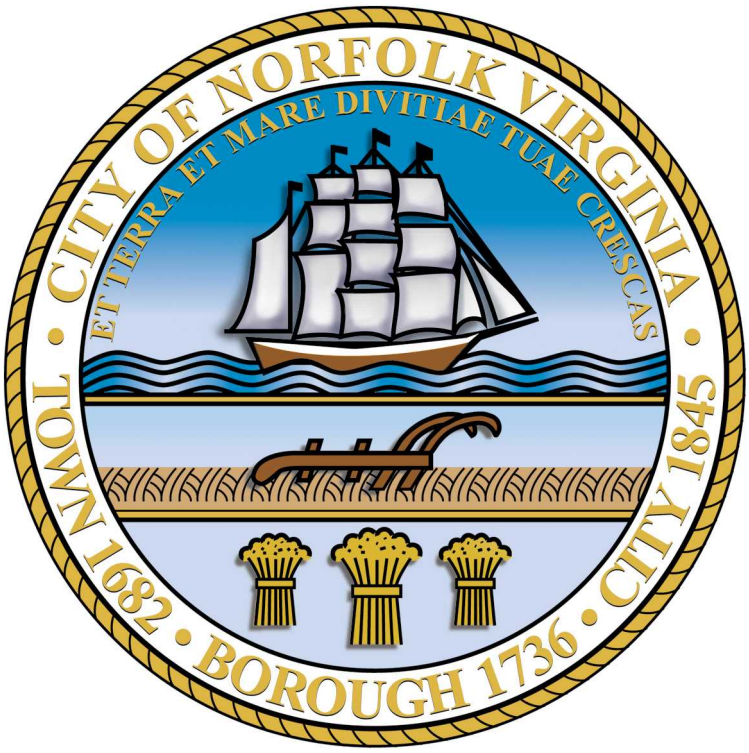
| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| **FY 2017 Adopted** | N/A | 0 | 50,000 | 0 | 400,000 | 50,000 | 500,000 |
| **FY 2016 Adopted** | 50,000 | 0 | 50,000 | 0 | 400,000 | N/A | 500,000 |
| **Estimated Operating Budget Impact** | N/A | 0 | 0 | 0 | 0 | 0 | 0 |

**Anticipated Project Timeline:**

| | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | TOTAL |
|---|---|---|---|---|---|---|---|
| Planning/Design/Other | N/A | 0 | 50,000 | 0 | 400,000 | 50,000 | 500,000 |
| Construction/FFE | N/A | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | N/A | 0 | 50,000 | 0 | 400,000 | 50,000 | 500,000 |

| | |
|---|---|
| Prior Capital Funding | 350,000 |
| FY 2017 Adopted | 0 |
| Capital Share Remaining | 500,000 |
| Project Total | 850,000 |

# Annual Plan


CITY OF NORFOLK VIRGINIA
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# ANNUAL PLAN

The Fiscal Year 2017 Annual Action Plan represents the first year of the City of Norfolk's 2017 through 2022 Consolidated Plan period. U.S. Department of Housing and Urban Development (HUD) regulations require that every three to five years participating jurisdictions prepare a Consolidated Plan. A Consolidated Plan is developed with the purpose of identifying opportunities for strategic planning and citizen participation using a comprehensive approach. The Consolidated Plan enables the city, community based organizations, and citizens to provide input that directs the scope of activities upon which to focus during the plan period.

Annually, during the Consolidated Plan period, grantees are required to prepare an Annual Action Plan to update the goals and objectives for planned projects and programs, and to demonstrate how these activities relate to the Consolidated Plan. The Annual Plan describes priority projects for neighborhood revitalization, public improvements, housing development, economic development, public services, and activities to reduce homelessness. The Annual Plan also identifies funding priorities and details the projects approved to receive Federal funds under the Community Development Block Grant (CDBG) Program, HOME Investment Partnership (HOME) Program, and Emergency Solutions Grant (ESG) Program.

For the current Consolidated Plan period (FY 2017 - 2022), the city will continue to focus on programs and services designed to benefit lower income residents of Norfolk. Efforts outlined in both the Consolidated Plan and the Annual Action Plan are identified utilizing HUD's Performance Outcome Measurement System outcome categories: Economic Opportunities, Suitable Living Environments, and Decent Housing. Funding considerations are given to a broad range of issues that include, but are not limited to:

- Efforts to eliminate homelessness
- Methods for improving housing quality
- Increasing homeownership
- Strengthening economic development opportunities

**Available Resources**

| | |
|---|---|
| CDBG Entitlement | 3,885,982 |
| CDBG Program Income | 0 |
| CDBG Revolving Loan Fund (Rehab Payments) | 250,000 |
| CDBG Fund Balance (Reprogrammable Dollars) | 937,966 |
| Total Community Development Block Grant Program | 5,073,948 |
| Emergency Shelter Grant Program | 348,293 |
| HOME Entitlement | 916,076 |
| Total Resources | 6,338,317 |

**Community Development Block Grant Program (CDBG)**

The CDBG Program is a federal funding source that allows local officials and residents unprecedented flexibility in designing programs within a wide-range of eligible activities. The CDBG Program was created over 30 years ago under the administration of President Gerald R. Ford. From its inception, the goal of the CDBG program remains the same: to encourage more broadly conceived community development projects, and expand housing opportunities for people living in low and moderate-income households.

The city's budget for the FY 2017 CDBG Program is $4,135,982, which includes an estimated $250,000 in Rehabilitation Loan Payments from prior years. The Adopted FY 2017 Annual Plan continues a concentrated effort to adequately fund homeless programs. This directly correlates with establishing the Norfolk Poverty Commission

and the city's priority to end homelessness. Additionally, in FY 2017, the city will continue to manage the homeowner rehabilitation program, as well a launch a new rental rehabilitation program.

| COMPARISON OF GRANT RESOURCES - FY 2016 to FY 2017 | | | | |
|---|---|---|---|---|
| | **FY 2016** | **FY 2017** | **Inc/Dec Amount** | **% Difference** |
| CDBG Entitlement | 3,869,059 | 3,885,982 | 16,923 | |
| CDBG Program Income | 0 | 0 | 0 | |
| CDBG Revolving Loan Fund | 250,000 | 250,000 | 0 | |
| CDBG Fund Balance | 0 | 0 | 0 | |
| **CDBG Total** | **4,119,059** | **4,135,982** | **16,923** | **0.4%** |
| **ESG Total** | **346,458** | **348,293** | **1,835** | **0.5%** |
| HOME Entitlement | 881,459 | 916,076 | 34,617 | |
| HOME Program Income | 0 | 0 | 0 | |
| HOME Fund Balance | 0 | 0 | 0 | |
| **HOME Total** | **881,459** | **916,076** | **34,617** | **3.9%** |
| **Grand Total** | **5,346,976** | **5,400,351** | **53,375** | **1.0%** |

CDBG entitlement is divided into three sections: public service, administration, and project use.

**Land Inventory**

The CDBG Land Inventory is a registry of land acquired with CDBG funds. The goal of the inventory is to provide a centralized repository of land suitable for residential development, including vacant sites and sites having potential for redevelopment. CDBG regulations require that grantees maintain an up to date inventory of land acquired with CDBG funds that includes, at a minimum: the legal address; block and parcel i.d.; the purchase price; the estimated fair market value; and the property's suitability for redevelopment.

For more than two decades NRHA, acting on behalf of the city, has acquired hundreds of properties for the single purpose of creating residential redevelopment that results in an increased number of viable housing units for low to moderate income individuals. In FY 2013, the city made a decision to halt property acquisition with the use of CDBG funds. At this time there are number of properties that were purchased with CDBG funds that have not been disposed of and, therefore, have not met a broad national objective (BNO), which would most commonly be the creation of low to moderate income housing units as required by CDBG regulations.

The city and NRHA are currently analyzing all open IDIS numbers and formulating remediation plans. It is expected that during FY 2017 a formal plan and agreement will be reached with HUD regarding open IDIS activities reflected in the Land Inventory that require disposition. This agreement and subsequent disposition activity will significantly reduce the size of the CDBG Land Inventory and support efforts to dispose of all CDBG acquired property.

**HOME Investment Partnerships Program (HOME)**

The goal of HOME Program funding is to stimulate revitalization of inner-city neighborhoods by providing assistance to first-time homebuyers and existing homeowners. Adopted FY 2017 HOME funds provide assistance for the purchase of newly constructed homes, rehabilitation of owner-occupied homes, and improvements to multi-family dwellings. The strategy for these communities is to strengthen traditional neighborhood characteristics by rehabilitating homes, building new homes that emulate the impressive architectural style of existing structures, enhancing security and aesthetics with streetscape improvements, including trees and lighting, and providing key retail services and employment opportunities. Additionally FY 2017 HOME funds are used to

provide Tenant Based Rental Assistance (TBRA). TBRA is a rental subsidy program that helps individual households afford housing costs such as rent, utilities, security deposits, and/or utility deposits. The city is using TBRA as a resource in its efforts to end homelessness.

**Emergency Solutions Grant Program (ESG)**

The ESG Program, restructured by HUD in FY 2014, has been expanded to fund new activities such as Street Outreach and Rapid Re-housing. The ESG Program will continue to provide short-term homeless prevention assistance to persons at imminent risk of losing their own home due to eviction, foreclosure, or utility shutoffs. This program currently provides funding for the Department of Human Services, the Planning Council, and five emergency shelters.

**Prior Year Self-Evaluation**

In FY 2016, the city funded 15 public service programs. The funding for these programs encompassed a variety of services to benefit seniors, homeless persons, and other special needs groups. Award amounts ranged from $11,079 to $95,158. The city also supported three community development projects - "bricks and mortar" activities - based on clearly identified needs. Among these initiatives were programs that focused on handicap accessibility projects and home maintenance repairs for special needs populations and low to moderate-income homeowners. Both the public service programs and the community development projects are based on priorities identified in the 2012-2016 Consolidated Plan. Specific program accomplishments, which include the percent of goals that are met, are provided in the Goals and Accomplishments Summary section of the Consolidated Plan.

Over the last year, the city has recognized several administrative successes. Financial monitoring was conducted for all sub-recipients and on-site monitoring was completed for the majority of public service sub-recipients. Mandatory training was held for all sub-recipients to improve compliance. The city expects to meet its timeliness ratio prior to May 2, 2016.

| Community Development Public Service | FY 2015 Adopted | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|
| AIDS Care Center for Education and Support Services<br>Housing Solutions | 39,529 | 39,529 | 39,529 |
| Child and Family Services of Eastern Virginia | 26,353 | 26,353 | 26,353 |
| Community Services Board<br>Jail Case Management | 0 | 0 | 18,367 |
| City of Norfolk<br>Community Development Initiatives Program | 0 | 13,147 | 0 |
| Department of Human Services<br>Emergency Utility Assistance | 69,214 | 69,214 | 66,532 |
| Ecumenical Family Shelter (The Dwelling Place)<br>In-Home Services for Previously Homeless Families | 15,812 | 0 | 0 |
| Foodbank of Southeastern Virginia | 29,000 | 29,000 | 29,000 |
| F.O.R. Kids<br>Permanent Supportive Housing Solutions | 20,000 | 20,000 | 20,000 |
| Norfolk Police Department<br>Crisis Intervention Team | 75,000 | 75,000 | 75,000 |

| Community Development Public Service | FY 2015 Adopted | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|
| Park Place Dental Clinic (formerly American Red Cross Dental Clinic) | 35,137 | 35,137 | 35,137 |
| St. Columba Ecumenical Ministries<br>Homeless Assistant | 16,052 | 16,052 | 16,052 |
| St. Columba Ecumenical Ministries<br>Next Step Transitional Housing | 22,000 | 22,000 | 22,000 |
| The Planning Council<br>Continuum of Care | 37,808 | 37,808 | 37,808 |
| The Planning Council<br>ShelterLink | 11,079 | 11,079 | 11,079 |
| The Salvation Army<br>Hope Day Center | 95,158 | 95,158 | 95,158 |
| Virginia Supportive Housing (Support Services for Gosnold) | 25,000 | 25,000 | 25,000 |
| **Total CDBG Public Service** | **517,142** | **514,477** | **517,015** |

| Community Development<br>Project Use/Planning and Administration | FY 2015 Adopted | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|
| City Planning<br>Nuisance Abatement | 200,000 | 200,000 | 100,000 |
| City of Norfolk<br>Community Infrastructure and Improvement Project | 526,005 | 666,629 | 0 |
| Department of Economic Development<br>Local Incentive Hiring Fund | 0 | 0 | 250,000 |
| City of Norfolk<br>Homeowner Rehabilitation and Repair Program | 0 | 2,152,259 | 150,000 |
| Department of Economic Development<br>Economic Development Support | 0 | 0 | 150,000 |
| Department of Economic Development<br>SWaM Activities and Business Cafes | 0 | 0 | 300,000 |
| Department of Public Works/General Services<br>ADA Ramps | 0 | 0 | 300,000 |
| Department of Neighborhood Development<br>Neighborhood Improvements | 0 | 0 | 250,000 |
| Department of General Services<br>Improve Access to Public Beaches and Restrooms | 0 | 0 | 300,000 |
| Department of Communication and Technology<br>Increase access to broadband/internet/bandwidth | 0 | 0 | 513,085 |
| Grant Administration | 254,364 | 269,812 | 300,000 |
| City of Norfolk Planning | 0 | 0 | 190,000 |
| Department of Neighborhood Development<br>Rental Rehabilitation Program | 0 | 0 | 500,000 |
| Southeastern Tidewater Opportunity Project<br>Home Maintenance | 152,171 | 0 | 0 |

| Community Development<br>Project Use/Planning and Administration | FY 2015<br>Adopted | FY 2016<br>Adopted | FY 2017<br>Adopted |
|---|---|---|---|
| The Planning Council<br>The Healing Place | 19,000 | 0 | 0 |
| **Total CDBG Project Use** | **1,151,540** | **3,288,700** | **3,303,085** |

| Community Development – NRHA Projects | FY 2015<br>Adopted | FY 2016<br>Adopted | FY 2017<br>Adopted |
|---|---|---|---|
| NRHA Administration | 504,000 | 0 | 0 |
| NRHA Home Repair Grant | 518,311 | 0 | 0 |
| NRHA Rehabilitation | 1,129,947 | 0 | 0 |
| Revolving Loan Fund | 250,000 | 0 | 0 |
| HomeNet (Public Service) | 65,882 | 65,882 | 65,882 |
| **Total NRHA Project Use Allocation** | **2,468,140** | **65,882** | **65,882** |

| | | | |
|---|---|---|---|
| **Subtotal CDBG Entitlement Funds** | **4,136,822** | **3,869,059** | **3,885,982** |

| | | | |
|---|---|---|---|
| **Revolving Loan Fund** | **0** | **250,000** | **250,000** |

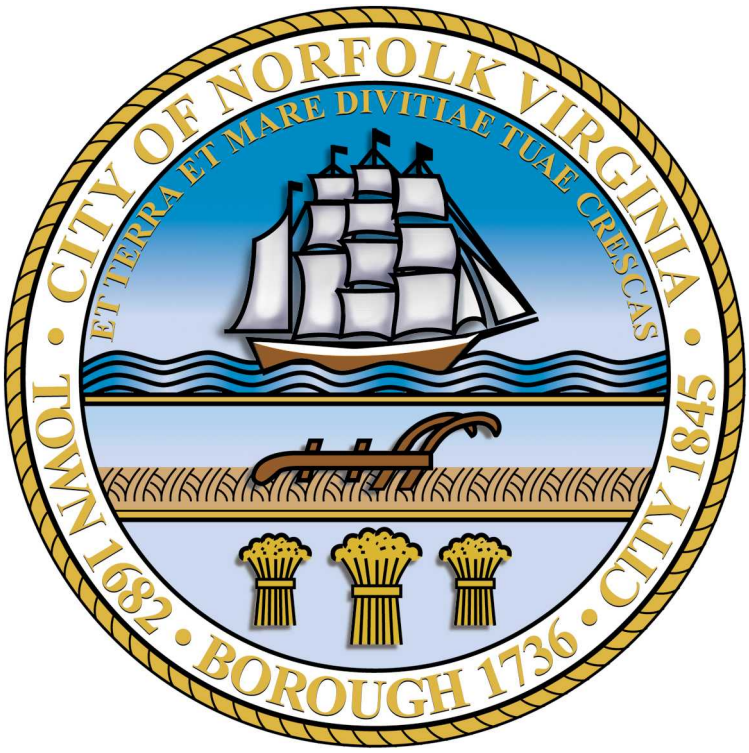
| CDBG Reprogramming | FY 2015<br>Adopted | FY 2016<br>Adopted | FY 2017<br>Adopted |
|---|---|---|---|
| City of Norfolk<br>Community Infrastructure and Economic Development | 0 | 0 | 303,333 |
| Libraries<br>Horace Downing Library Renovations | 0 | 0 | 550,000 |
| Community Services Board<br>Jail Recidivism and Diversion Prevention | 0 | 0 | 84,633 |
| **Total CDBG Reprogramming** | **0** | **0** | **937,966** |

| Emergency Solutions Grant Program | FY 2015<br>Adopted | FY 2016<br>Adopted | FY 2017<br>Adopted |
|---|---|---|---|
| ESG Administration | 24,498 | 25,984 | 26,122 |
| City of Norfolk Office to End Homelessness<br>Street Outreach | 28,500 | 28,500 | 29,405 |
| F.O.R. Kids, Inc.<br>Emergency Shelter | 44,737 | 47,216 | 47,216 |
| F.O.R. Kids, Inc.<br>Rapid Rehousing | 68,500 | 72,819 | 73,215 |

| Emergency Solutions Grant Program | FY 2015 Adopted | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|
| The Salvation Army<br>Emergency Shelter | 15,707 | 18,186 | 18,186 |
| The Salvation Army<br>Street Outreach | 10,000 | 10,000 | 10,000 |
| St. Columba Ecumenical Ministries, Inc.<br>Emergency Shelter | 27,000 | 29,479 | 29,479 |
| The Planning Council, Inc.<br>Homeless Prevention | 62,492 | 66,796 | 67,192 |
| Virginia Supportive Housing<br>Street Outreach | 15,000 | 15,000 | 15,000 |
| YWCA of South Hampton Roads<br>Emergency Shelter (Domestic Violence) | 30,000 | 32,478 | 32,478 |
| **Total Emergency Solutions Grant** | **326,434** | **346,458** | **348,293** |

| HOME Investment Partnership Program | FY 2015 Adopted | FY 2016 Adopted | FY 2017 Adopted |
|---|---|---|---|
| CHDO Set-Aside Requirement | 143,796 | 132,219 | 137,411 |
| Department of Human Services | 45,711 | 100,000 | 100,000 |
| HOME Administration - NRHA | 95,864 | 88,146 | 91,607 |
| Homebuyer Assistance | 533,381 | 490,720 | 500,000 |
| Office to End Homelessness – TBRA | 139,887 | 70,374 | 87,058 |
| **Total HOME Program** | **958,639** | **881,459** | **916,076** |

# Norfolk Statistical Information



# Norfolk Statistical Information

## Form of Government

Norfolk is an independent, full service city with sole local government taxing power within its boundaries. It derives its governing authority from a charter (the "Charter") originally adopted by the General Assembly of Virginia in 1918, which authorizes a Council-Manager form of government. The members are elected to office under a ward-based system with two members elected from citywide super wards. Beginning July 1, 2006, as a result of a charter change approved by the Virginia General Assembly, Norfolk swore in the first mayor elected at large. Prior to that time, the mayor was appointed by the City Council. Among the city officials currently appointed by the City Council is the City Manager, who serves as the administrative head of the municipal government. The City Manager carries out the city's policies, directs business procedures and appoints, has the power to remove the heads of departments and other employees of the city except those otherwise specifically covered by statutory provisions. The City Council also appoints certain boards, commissions and authorities of the city.

The city provides a full range of services including: police protection; fire and paramedical services; mental health, and social services; planning and zoning management; neighborhood preservation and code enforcement; environmental storm water management; local street maintenance; traffic control; design and construction of city buildings and infrastructure; parks and cemeteries operations and maintenance; recreation and library services; solid waste disposal and recycling; general administrative services; water and wastewater utilities; and construction and operation of parking facilities. The city budget allocates state and federal pass through funds for education, public health, and other programs.

## Geography

Norfolk lies at the mouth of the James and Elizabeth Rivers and the Chesapeake Bay, and is adjacent to the Atlantic Ocean and the cities of Virginia Beach, Portsmouth and Chesapeake. It has seven miles of Chesapeake Bay beachfront and a total of 144 miles of shoreline along the lakes, rivers, and bay.

## Community Profile

The City of Norfolk was established as a town in 1682, then as a borough in 1736, and it was incorporated as a city in 1845. Norfolk is a city of approximately 246,000 residents and more than 120 diverse neighborhoods. It is the cultural, educational, business and medical center of Hampton Roads that hosts the region's international airport and one of the busiest international ports on the east coast of the United States.

The city is home to the world's largest naval complex with headquarters for Commander in Chief of U.S. Atlantic Command, NATO Supreme Allied Command Atlantic, Commander in Chief U.S. Atlantic Fleet and other major naval commands. According to information released by the U.S. Navy in November of 2015, the Navy's direct economic impact to the region saw an increase of approximately $770 million FY 2014 from FY 2013. Total annual payroll (military and civilian) remained steady at $8.4 billion. However, procurement expenditures increased $160 million from approximately $1.3 billion in FY 2013 to $1.46 billion in FY 2014. Approximately 70,227 active duty Navy military personnel were in Hampton Roads in 2014 and approximately 57 percent were assigned to Norfolk. In addition, there were approximately 32,197 Navy civilian employees in Hampton Roads and 42 percent were located in Norfolk in FY 2014. The military presence also provides a highly qualified pool of veterans for local businesses.

The city also serves as a gateway between world commerce centers and the industrial heartland of the United States. With one of the world's largest natural deep-water harbors and a temperate climate, the city hosts the Norfolk International Terminals (NIT), one of the largest general cargo ports on the east coast. The Port's container volume for the fiscal year ended June 30, 2015 was 2,510,099 TEU's (twenty-foot equivalent container units), an increase of 8.9 percent from FY 2014. Annually, Port related business provides over 374,000 jobs, $60.0 billion in revenues, $17.5 billion in payroll compensation, and $1.4 billion in local tax revenues.

Economic development initiatives are focused on the attraction, expansion and retention of businesses playing to the city's strengths, which include maritime, higher education, medical and research facilities, neighborhood and community revitalization and commercial corridor development. Under the city's plan to promote the highest and best use for scarce land, real property assessed values increased 100.2 percent since 2003 (from $9,356,760 in 2003 to $18,734,201 in 2015).

The city continues to undergo a successful renewal including new office, retail, entertainment and hotel construction downtown, new residential development along the rivers and bay front and revitalization projects in many of its neighborhoods. Norfolk is home to The Tide, Virginia's first and only light rail system and the Commonwealth's only cruise terminal. Currently, many state-of-the-art construction projects are underway, including a downtown hotel and convention center, and a revitalized Waterside Live entertainment complex.

## City Facts

Total square miles: 65.98; Total square miles of land: 54

Population estimate (Weldon Cooper Center): 247,189

Median household income (American Community Survey 2014 5 year estimate): $44,150

Average sales price for existing single family homes (2015): $196,400

Average sales price for new single family homes (2015): $311,800

Total residential homes sold (2015, attached and detached): 2,870

Percentage of non-taxable property (2015): 38%

Number of public schools:

- Elementary schools: 34
- Middle schools: 7
- High schools: 5
- Preschools: 2
- Special Purpose Schools: 3
- Other School Facilities: 4

# City Facts Continued

Public institutions of higher learning:

- Old Dominion University
- Norfolk State University
- Tidewater Community College

Private institutions of higher learning:

- Eastern Virginia Medical School
- Virginia Wesleyan College

Number of parks:

- Two festival parks (specially designated parks which are permitted, can support festivals, and comply with ABC Board regulations)
- Six community parks (10 acres in size or larger which support a variety of both active and passive activities)
- 37 neighborhood active parks (typically 10 acres or less that provide some type of recreational component for active play)
- 27 neighborhood passive parks (typically 10 acres or less with no active play component or equipment)
- 12 dog parks

Number of community centers: 20

Number of public pools: 6

Number of libraries: 1 main library, 1 anchor branch, 10 branches and one bookmobile

Number of major venues for public performances: 7

Home to the first cruise ship terminal in Virginia

Established the first light rail system in Virginia, which runs a total length of 7.4 miles and has a total of 11 stations with 4 park-and-ride lots

## ASSESSED VALUE OF TAXABLE PROPERTY

**Table 1: Assessed Valuations of Taxable Property 2003-2015 (In thousands)**

| Year | Real Property | Personal Property | Other Property | Total Taxable Assessed Value |
|---|---|---|---|---|
| 2003 | $9,356,760 | $1,311,951 | $271,046 | $10,939,757 |
| 2004 | $10,029,639 | $1,503,713 | $281,578 | $11,814,930 |
| 2005 | $10,960,812 | $1,569,991 | $305,154 | $12,835,957 |
| 2006 | $12,691,527 | $1,655,021 | $316,863 | $14,663,411 |
| 2007 | $15,607,512 | $1,687,318 | $324,387 | $17,619,217 |
| 2008 | $18,401,851 | $1,983,503 | $193,287 | $20,578,641 |
| 2009 | $19,397,795 | $1,676,811 | $233,703 | $21,308,309 |
| 2010 | $19,940,273 | $1,610,680 | $226,801 | $21,777,754 |
| 2011 | $19,320,642 | $1,832,276 | $230,756 | $21,383,647 |
| 2012 | $18,676,729 | $1,613,797 | $238,497 | $20,529,023 |
| 2013 | $18,319,947 | $1,532,337 | $241,023 | $20,093,307 |
| 2014 | $18,421,412 | $1,112,330 | $258,302 | $19,792,044 |
| 2015 | $18,734,201 | $1,902,442 | $255,710 | $20,892,353 |

Source: City of Norfolk 2015 Comprehensive Annual Financial Report (CAFR)

## ASSESSED PROPERTY VALUE CHANGE

**Table 2: Proposed Assessed Value Change From 7/1/15 to 7/1/16 By Property Class**

| Property Class | July 1, 2015 | Estimated Values July 1, 2016* | $ Difference | % Difference |
|---|---|---|---|---|
| Residential | $10,665,030,300 | $10,780,821,700 | $115,791,400 | 1.09% |
| Residential Condos | $1,045,520,500 | $1,035,314,900 | ($10,205,600) | -0.98% |
| Commercial | $1,891,323,700 | $1,945,782,000 | $54,458,300 | 2.88% |
| Manufacturing | $3,709,664,300 | $3,754,324,300 | $44,660,000 | 1.20% |
| Apartments/Co-ops | $591,672,500 | $594,914,700 | $3,242,200 | 0.55% |
| Vacant Land | $311,089,700 | $319,807,900 | $8,718,200 | 2.80% |
| Other | | $130,000,000 | $130,000,000 | N/A |
| **Total** | **$18,214,301,000** | **$18,560,965,500** | **$346,664,500** | **1.90%** |

Source: Office of the Real Estate Assessor.
* Real Estate Assessor estimate of values by property class for July 1, 2016.

## PRINCIPAL TAXPAYERS
### Table 3: Principal Property Taxpayers in 2015

| Rank | Taxpayer | Real Property Taxable Assessed Value | Percent of Total Assessed Value |
|---|---|---|---|
| 1 | Dominion Virginia Power Co. | $310,508,696 | 1.66% |
| 2 | Norfolk Western Railway Company | $198,408,924 | 1.06% |
| 3 | MacArthur Shopping Center LLC (Taubman Co.) | $180,366,200 | 0.96% |
| 4 | Old Dominion University Real Estate Foundation | $116,806,100 | 0.62% |
| 5 | Norfolk Southern | $93,590,800 | 0.50% |
| 6 | Verizon Virginia, Inc. | $84,861,347 | 0.45% |
| 7 | Virginia Natural Gas, Inc. | $72,856,378 | 0.39% |
| 8 | Wells Fargo Building | $70,561,700 | 0.38% |
| 9 | Dominion Enterprises | $61,618,200 | 0.33% |
| 10 | Military Circle Ltd. Partnership | $58,948,000 | 0.31% |

Source: City of Norfolk 2015 Comprehensive Annual Financial Report (CAFR)

## PRINCIPAL EMPLOYERS
### Table 4: 25 Largest Employers in 2015

1. U.S. Department of Defense
2. Sentara Healthcare
3. Norfolk Public Schools
4. City of Norfolk
5. Old Dominion University, Norfolk
6. Children's Hospital of the King's Daughters
7. Norshipco
8. Eastern Virginia Medical School
9. Norfolk State University
10. U.S. Navy Exchange
11. Portfolio Recovery Association
12. Bon Secours DePaul Medical Center
13. Wal Mart
14. Anthem
15. Postal Service
16. Tidewater Community College
17. Sentara Health Management
18. Maersk Line Limited
19. U.S. Department of Homeland Defense
20. Virginia International Terminal
21. Colonnas Shipyard
22. CMA CGM America
23. CP&O LLC
24. ODU Research Foundation
25. Norfolk Naval Station

Source: Virginia Employment Commission, Virginia Community Profile, Norfolk City, Updated March, 2016

**Table 5: Employers by Size of Establishment**

| Number of Employees | Norfolk | Virginia |
|---|---|---|
| 0 to 4 | 2,749 | 146,978 |
| 5 to 9 | 941 | 37,715 |
| 10 to 19 | 856 | 27,759 |
| 20 to 49 | 637 | 20,311 |
| 50 to 99 | 227 | 7,167 |
| 100 to 249 | 121 | 3,756 |
| 250 to 499 | 39 | 1,004 |
| 500 to 999 | 14 | 377 |
| 1000 and over | 16 | 238 |

Source: Virginia Employment Commission, Virginia Community Profile, Norfolk City, Updated March, 2016

**Table 6: Top 10 Places Workers are Commuting From**

| Area of Virginia | Workers |
|---|---|
| Virginia Beach | 36,871 |
| Chesapeake | 19,488 |
| Portsmouth | 7,163 |
| Suffolk | 4,980 |
| Hampton | 4,526 |
| Newport News | 3,725 |
| Isle of Wright | 1,281 |
| Fairfax County | 1,225 |
| Chesterfield County | 1,139 |
| York County | 967 |

Source: Virginia Employment Commission, Virginia Community Profile, Norfolk City, Updated March, 2016

## POPULATION AND AGE

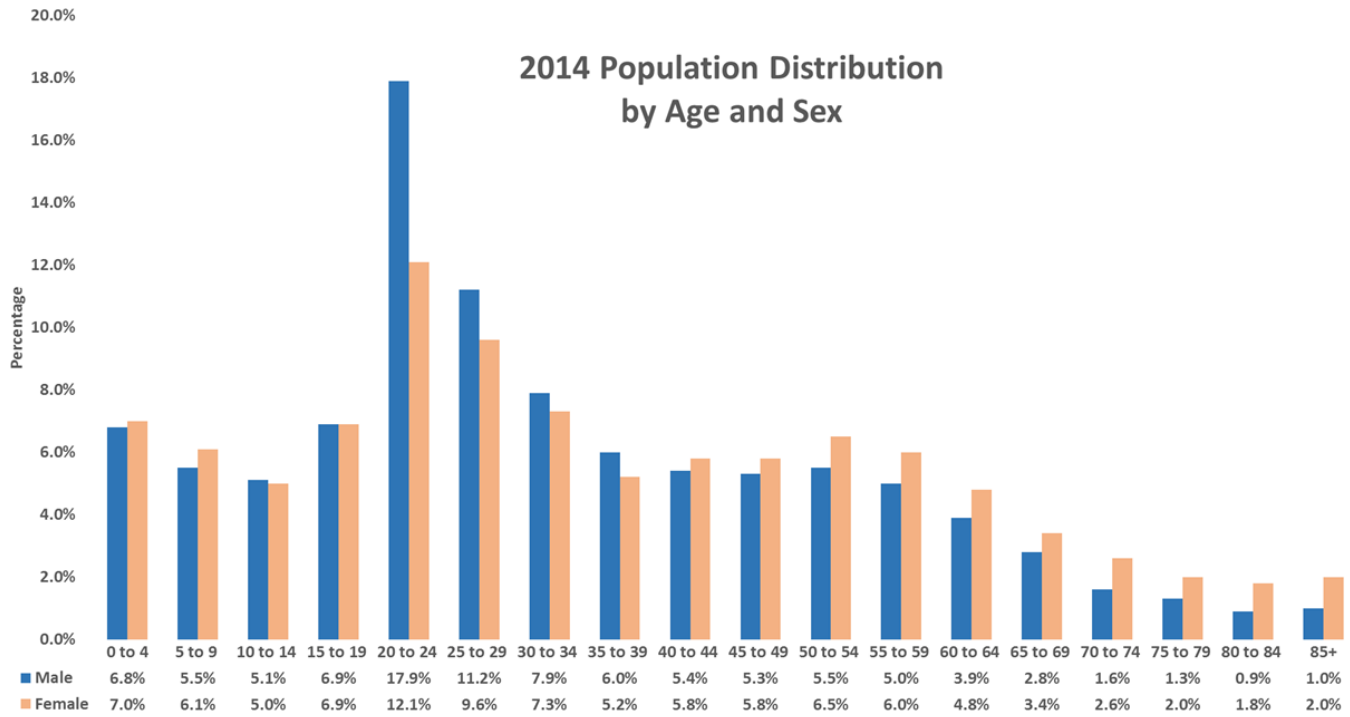
As shown in Table 7, the population of the city increased by 8,400 persons according to the 2010 decennial census, reversing four decades of population decline. Norfolk is the second most populous city in Virginia.

**Table 7: Population Trend Comparison, 1960-2010**

| Year | City of Norfolk | | Commonwealth of Virginia | | United States | |
|---|---|---|---|---|---|---|
| | Number | Percent | Number | Percent | Number | Percent |
| 1960 | 305,872 | -- | 3,966,949 | -- | 179,323,175 | -- |
| 1970 | 307,951 | 0.7% | 4,648,494 | 17.2% | 203,211,926 | 13.3% |
| 1980 | 266,979 | -13.3% | 5,346,818 | 15.0% | 226,545,805 | 11.5% |
| 1990 | 261,229 | -2.2% | 6,187,358 | 15.7% | 248,709,873 | 9.8% |
| 2000 | 234,403 | -10.3% | 8,001,024 | 29.3% | 281,421,906 | 13.2% |
| 2010 | 242,803 | 3.6% | 7,078,515 | -11.5% | 308,745,538 | 9.7% |

Source: U. S. Department of Commerce, Bureau of the Census; Decennial Census

**Table 8: Population Distribution by Age and Sex, 2014**

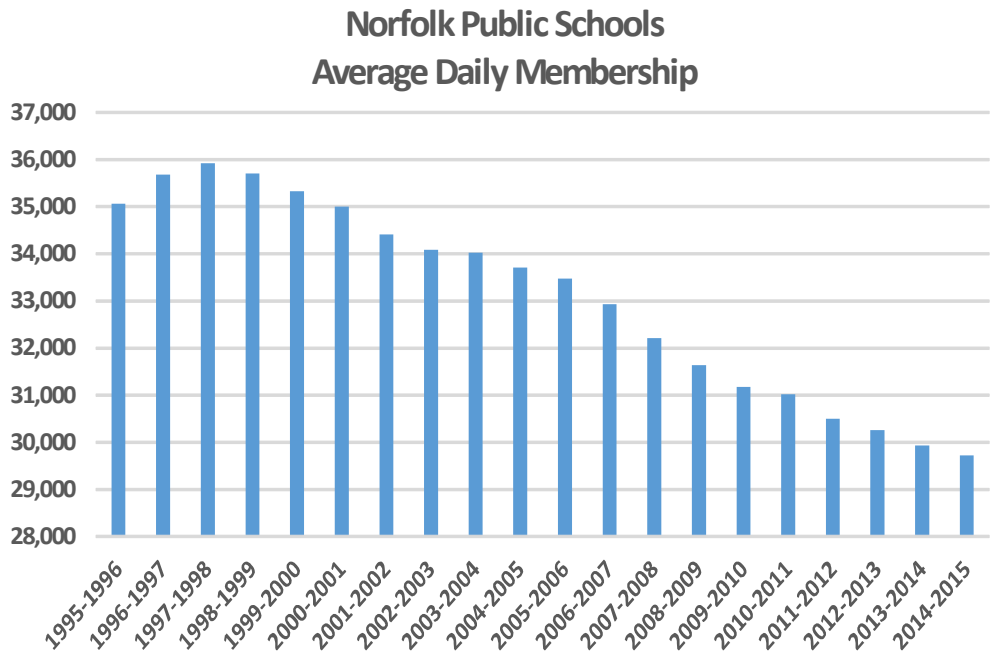



Source: U.S. Census Bureau, 2014 American Community Survey.
This is the most recent data available at the time of printing.

**STUDENT POPULATION**
**Table 9: Norfolk Public Schools Student Population, 1995-2015**

| School Year | Average Daily Membership (March 31) | Change | Percent Change |
|---|---|---|---|
| 1995-1996 | 35,059 | 443 | 1.3% |
| 1996-1997 | 35,677 | 618 | 1.8% |
| 1997-1998 | 35,923 | 246 | 0.7% |
| 1998-1999 | 35,709 | -214 | -0.6% |
| 1999-2000 | 35,326 | -383 | -1.1% |
| 2000-2001 | 35,000 | -326 | -0.9% |
| 2001-2002 | 34,408 | -592 | -1.7% |
| 2002-2003 | 34,089 | -319 | -0.9% |
| 2003-2004 | 34,030 | -59 | -0.2% |
| 2004-2005 | 33,708 | -322 | -0.9% |
| 2005-2006 | 33,472 | -236 | -0.7% |
| 2006-2007 | 32,929 | -543 | -1.6% |
| 2007-2008 | 32,213 | -716 | -2.2% |
| 2008-2009 | 31,639 | -574 | -1.8% |
| 2009-2010 | 31,176 | -463 | -1.5% |
| 2010-2011 | 31,020 | -156 | -0.5% |
| 2011-2012 | 30,498 | -522 | -1.7% |
| 2012-2013 | 30,260 | -238 | -0.8% |
| 2013-2014 | 29,928 | -332 | -1.1% |
| 2014-2015 | 29,724 | -204 | -0.7% |

Source: Norfolk Public Schools; Virginia Department of Education



## EDUCATIONAL ATTAINMENT

**Table 10: Educational Attainment for Persons 25 and over (2014)**

| | Total | Male | Female |
|---|---|---|---|
| Population 18 to 24 years | 47,008 | 28,203 | 18,805 |
| Less than high school graduate | 7.5% | 7.3% | 8.0% |
| High school graduate (includes equivalency) | 33.5% | 38.0% | 26.7% |
| Some college or associates degree | 52.7% | 50.8% | 55.6% |
| Bachelor's degree or higher | 6.2% | 3.8% | 9.7% |
| | | | |
| Population 25 years and over | 147,486 | 73,633 | 73,853 |
| Less than 9th grade | 3.6% | 3.5% | 3.6% |
| 9th to 12th grade, no diploma | 9.9% | 9.7% | 10.0% |
| High school graduate (includes equivalency) | 26.9% | 28.1% | 25.7% |
| Some college, no degree | 26.8% | 27.6% | 25.9% |
| Associates degree | 7.3% | 6.4% | 8.3% |
| Bachelor's degree | 15.3% | 14.3% | 16.2% |
| Graduate or professional degree | 10.3% | 10.4% | 10.2% |

Source: U.S. Census Bureau, 2010-2014 American Community Survey
This is the most recent data available at the time of printing.

## INCOME

**Table 11: Per Capita Personal Income Comparisons, 2005-2014**

| Year | Norfolk | VA-NC MSA | Virginia | United States |
|---|---|---|---|---|
| 2005 | $30,655 | $35,376 | $40,036 | $35,904 |
| 2006 | $32,299 | $37,404 | $42,386 | $38,144 |
| 2007 | $33,552 | $39,277 | $44,422 | $39,821 |
| 2008 | $34,421 | $40,597 | $45,618 | $40,082 |
| 2009 | $34,303 | $40,345 | $44,458 | $39,376 |
| 2010 | $34,816 | $41,032 | $45,412 | $40,277 |
| 2011 | $36,472 | $42,830 | $47,689 | $42,453 |
| 2012 | $37,244 | $44,134 | $49,320 | $44,266 |
| 2013 | $37,447 | $44,097 | $48,956 | $44,438 |
| 2014 | $38,463 | $45,276 | $50,345 | $46,049 |

Source: U.S. Department of Commerce, Bureau of Economic Analysis, Regional Economic Information System

**Table 12: Median Household Income 2012-2014 (IN 2014 INFLATION-ADJUSTED DOLLARS)**

| Subject | City of Norfolk | | | Commonwealth of Virginia | | |
|---|---|---|---|---|---|---|
| INCOME AND BENEFITS | 2014 Estimate | 2013 Estimate | 2012 Estimate | 2014 Estimate | 2013 Estimate | 2012 Estimate |
| Total households | 86,397 | 85,484 | 86,347 | 3,041,710 | 3,022,739 | 3,006,219 |
| Less than $10,000 | 9.6% | 9.9% | 10.9% | 5.7% | 5.7% | 5.7% |
| $10,000 to $14,999 | 6.3% | 7.4% | 6.0% | 4.1% | 4.1% | 4.2% |
| $15,000 to $24,999 | 12.0% | 13.2% | 11.2% | 8.4% | 8.5% | 8.5% |
| $25,000 to $34,999 | 12.3% | 11.8% | 12.0% | 8.6% | 8.7% | 8.7% |
| $35,000 to $49,999 | 15.7% | 14.0% | 15.7% | 12.2% | 12.4% | 12.6% |
| $50,000 to $74,999 | 18.8% | 19.2% | 19.5% | 17.3% | 17.6% | 17.7% |
| $75,000 to $99,999 | 10.0% | 10.2% | 8.6% | 12.8% | 12.9% | 13.0% |
| $100,000 to $149,999 | 9.5% | 8.9% | 9.5% | 15.7% | 15.4% | 15.4% |
| $150,000 to $199,999 | 3.4% | 2.9% | 3.4% | 7.2% | 7.1% | 7.0% |
| $200,000 or more | 2.5% | 2.6% | 3.2% | 8.0% | 7.6% | 7.3% |
| Median household income | 44,150 | 44,030 | 42,644 | 64,792 | 63,907 | 63,636 |

Source: 2010-2014 American Community Survey 5-Year Estimates

**HOUSING AND CONSTRUCTION AVAILABILITY**
**Table 13: New Construction and Property Values, 2001-2015**

| | Residential Construction | | | Non-Residential Construction | |
|---|---|---|---|---|---|
| Year | Building Permits | Number of Units | Estimated Value (in thousands) | Building Permits | Estimated Value (in thousands) |
| 2001 | 186 | 400 | 35,069 | 35 | 62,046 |
| 2002 | 290 | 462 | 44,498 | 53 | 51,451 |
| 2003 | 286 | 597 | 61,582 | 41 | 32,262 |
| 2004 | 506 | 766 | 83,525 | 71 | 14,658 |
| 2005 | 560 | 1,191 | 204,391 | 80 | 80,316 |
| 2006 | 531 | 1,058 | 133,053 | 60 | 165,989 |
| 2007 | 389 | 491 | 688,476 | 55 | 81,396 |
| 2008 | 277 | 815 | 101,212 | 35 | 102,714 |
| 2009 | 209 | 535 | 35,878 | 38 | 138,131 |
| 2010 | 191 | 621 | 58,729 | 35 | 104,922 |
| 2011 | 221 | 479 | 37,298 | 27 | 40,073 |
| 2012 | 268 | 371 | 39,360 | 26 | 116,401 |
| 2013 | 384 | 822 | 63,728 | 28 | 105,635 |
| 2014 | 432 | 1,393 | 93,072 | 33 | 37,575 |
| 2015 | 399 | 711 | 59,018 | 36 | 233,824 |

Source: City of Norfolk Department of Planning and Community Development. Figures are for the fiscal year.

## UNEMPLOYMENT

### Table 14: Unemployment Rate Comparisons, 2006-2015

| | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 |
|---|---|---|---|---|---|---|---|---|---|---|
| City of Norfolk | 4.2 | 4.1 | 5.3 | 8.9 | 9.1 | 8.3 | 7.7 | 7.0 | 6.5 | 5.7 |
| Hampton Roads MSA | 3.3 | 3.2 | 4.2 | 7.1 | 7.5 | 7.1 | 6.5 | 6.0 | 5.6 | 5.1 |
| Commonwealth of Virginia | 3.0 | 3.1 | 4.0 | 7.0 | 7.1 | 6.4 | 5.9 | 5.5 | 5.2 | 4.4 |
| United States | 4.6 | 4.6 | 5.8 | 9.3 | 9.6 | 8.9 | 8.1 | 7.4 | 6.2 | 5.3 |

Sources: U.S. Bureau of Labor Statistics: Labor Force Statistics from the Current Population Survey and Local Area Unemployment Statistics (LAUS) series. Note: Not seasonally adjusted; Figures represent annual averages.

## WAGES

### Table 15: Distribution of Average Hourly Wage in Virginia, Top 20 Counties/Cities

| Rank | Area Name | Total Average Employment | *Average Hourly Wage | Average Weekly Wage | *Average Annual Wage |
|---|---|---|---|---|---|
| 1 | Goochland County | 14,668 | $50.28 | $2,011 | $104,572 |
| 2 | Arlington County | 165,893 | $43.30 | $1,732 | $90,064 |
| 3 | Fairfax County | 574,542 | $40.88 | $1,635 | $85,020 |
| 4 | Surry County | 2,372 | $37.18 | $1,487 | $77,324 |
| 5 | King George County | 10,578 | $37.13 | $1,485 | $77,220 |
| 6 | Alexandria City | 94,541 | $34.88 | $1,395 | $72,540 |
| 7 | Loudoun County | 146,900 | $31.15 | $1,246 | $64,792 |
| 8 | Richmond City | 147,419 | $30.15 | $1,206 | $62,712 |
| 9 | Manassas City | 22,496 | $29.58 | $1,183 | $61,516 |
| 10 | Falls Church City | 11,327 | $29.43 | $1,177 | $61,204 |
| 11 | Henrico County | 181,708 | $26.53 | $1,061 | $55,172 |
| 12 | Newport News City | 97,041 | $25.80 | $1,032 | $53,664 |
| 13 | Albermarle County | 50,371 | $25.23 | $1,009 | $52,468 |
| 14 | Fairfax City | 19,603 | $25.20 | $1,008 | $52,416 |
| 15 | Portsmouth City | 43,774 | $24.53 | $981 | $51,012 |
| 16 | **Norfolk City** | **133,080** | **$24.48** | **$979** | **$50,908** |
| 17 | Hopewell City | 8,043 | $23.83 | $953 | $49,556 |
| 18 | Charlottesville City | 37,778 | $23.40 | $936 | $48,672 |
| 19 | Prince George County | 14,715 | $23.35 | $934 | $48,568 |
| 20 | Manassas Park City | 2,879 | $21.18 | $847 | $44,044 |

* Assumes a 40-hour week worked the year round.
Source: Bureau of Labor Statistics, Quarterly Census of Employment and Wages, 1st Quarter 2015

# Glossary

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# GLOSSARY

**Account:** A record of public funds showing receipts, disbursements, and the balance.

**Accounting Basis:** The basis of accounting determines rules for recognition of income, expense, assets, liabilities and equity (cash basis and accrual basis are the most widely known). The City of Norfolk operates on a budget basis under which most expenditure liabilities are recognized when incurred and most revenues are recognized when earned and billed. Adjustments from this budget basis are done for financial reporting purposes to conform to Generally Accepted Accounting Principles (GAAP).

**Accrual Accounting:** A generally accepted accounting method where revenue is recognized when earned and expenses when incurred. These revenues and expenses are recorded at the end of an accounting period even if cash has not been received or paid.

**Americans with Disabilities Act (ADA):** Federal legislation that prohibits discrimination and ensures equal opportunity for persons with disabilities in employment, state and local government services, public accommodations, commercial facilities, and transportation.

**Average Daily Membership (ADM):** ADM is the total days in membership for all students over the school year divided by the number of days school was in session. This number is used by the state to calculate annual funding levels for local public schools.

**Ad Valorem tax:** A tax based upon the assessed value of real estate or personal property.

**Amortization:** Spreading out the cost of an intangible asset or debt over the useful life of the asset.

**Annual Plan:** A plan that identifies the annual funding of the city's priority community development projects and activities as outlined in the five-year Consolidated Plan.

**Appropriation:** An expenditure authorization granted by the City Council to incur obligations for specific purposes. Appropriations are usually limited to amount, purpose and time.

**Adopted Budget:** The budget as formally adopted by City Council with legal appropriations for the upcoming fiscal year. In prior fiscal years, the Adopted Budget was referred to as the Approved Budget.

**Assessed Valuation**: The estimated dollar value placed upon real and personal property by the City Real Estate Assessor and Commissioner of the Revenue, respectively, as the basis for levying property taxes. Real property is required to be assessed at full market value. Varying methodologies are used for assessment of defined classes of personal property to ensure uniformity and approximate fair market value.

**Balanced budget:** A budget in which current expenditures are supported by current revenues.

**Bond indenture:** The formal agreement between a group of bond holders, acting through a trustee, and the issuer as to the term and security for the debt.

**Bond Rating:** In rating municipalities for the issuance of general obligation debt, credit rating agencies (Standard and Poor's, Moody's, Fitch) consider factors that are considered especially relevant to a government's "capacity and willingness" to repay its debt: The local economic base, including local employment, taxes, and demographics (for example, age, education, income level, and skills of the local population); Financial performance and flexibility, including accounting and reporting methods, revenue and expenditure structure and patterns, annual operating and budget performance, financial leverage and equity position, budget and financial planning, and contingency financial obligations, such as pension liability funding; debt burden; and administration attributes, including local

autonomy and discretion regarding financial affairs, background and experience of key administrative officials, and frequency of elections. Bond ratings impact the interest rate and the cost of debt service in the operating budget.

**Bonds:** A type of security sold to finance capital improvement projects. With "general obligation" bonds, the full faith and credit of the city, through its taxing authority, guarantee the principal and interest payments. The City of Norfolk has issued water and parking revenue bonds for which repayment is pledged from the revenues of those systems.

**Broadband:** Allows Internet access to consumers using one of several high-speed transmission technologies. Defined by the Federal Communications Commission (FCC) as download speed of 25 Mbps.

**Budget:** A policy setting document that outlines a financial plan for a specified period of time (fiscal year) that matches all planned revenues with expenditures for various municipal services.

**Budget Transfer:** An administrative means to move budget resources from one budget account to another.

**Comprehensive Annual Financial Report (CAFR):** The official annual financial report of the city. It includes financial statements prepared in conformity with GAAP and is organized into a financial reporting pyramid. It also includes supporting schedules necessary to demonstrate compliance with finance-related legal and contractual provisions, required supplementary information, extensive introduction material and illustrative information about the city.

**Computer Aided Dispatch (CAD) System:** Computer systems supporting the Emergency Operations Center 911 response service areas as well as other areas of public safety.

**Computer Aided Design and Drafting (CADD) System:** Computer systems with input-tools for the purpose of streamlining drafting, documentation and design processes.

**Capital Lease:** A direct substitute for purchase of an asset with borrowed money. It is a series of payments in return for use of an asset for a specified period of time. It transfers substantially all the benefits and risks inherent in the ownership of the property to the lessee.

**Capital Outlay:** Expenditures that result in the acquisition of or addition to fixed assets. Fixed assets generally are purchased from the equipment appropriation category to facilitate the maintenance of the fixed assets inventory.

**Capital Projects:** Projects for the purchase or construction of capital assets. Typically, a capital project encompasses a purchase of land and/or the construction of a building or facility.

**Comprehensive Annual Performance Evaluation Report (CAPER):** The CAPER is a report prepared annually in compliance with grant funding requirements to the federal Department of Housing and Urban Development (HUD) for the Community Development Block Grant program, the HOME Investment Partnership Program and the Emergency Shelter Grant (ESG) program.

**Categorical Aid:** Revenue received from the state or federal government designated for specific use by the local government. Examples of state categorical aid are Basic School Aid funds and the state's share of public assistance payments. An example of federal categorical aid is Impacted Area Aid grants that are to be used for education.

**Community Development Block Grant (CDBG):** A federal funding source that allows local officials and residents flexibility in designing their own programs within a wide-range of eligible activities. The CDBG program encourages more broadly conceived community development projects, and expanded housing opportunities for people living in low and moderate-income households.

**Central Appropriation:** Programs and services the city provides not directly linked to a specific department, such as employee benefits, risk management, and transfers to other departments.

**Charges for Service:** Fees charged for various government operations that are based on a cost recovery model. Examples include garbage fees, sanitation and waste removal fees, parking fees, water fees, and storm water fees.

**Children in Need of Services (CHINS):** Youth are referred by, but not limited to parents and schools for diversionary services such as family counseling, anger management, truancy prevention, and in some cases temporary residential placements. The goal is to provide services that would result in behavior modification to avoid entry into the juvenile justice system.

**Children in Need of Supervision (CHINSUP)**: Youth placed on court-ordered, supervision after having received diversionary services. Court-ordered, community-based services may be residential or non-residential.

**Capital Improvement Plan (CIP):** A five year plan developed to guide spending for capital projects such as, but not limited to buildings, parks, streets, and their financing sources. The Capital Improvement Plan (CIP) budget is adopted as a one-year appropriation as part of the five-year to authorize expenditures for the projects in the first year of the plan.

**Coastal Community:** a city, town, or neighborhood tied to a geographic area along the coast by economic, social, or other necessity.

**Community Development Fund:** A fund that accounts for federal entitlement funds received under Title I of the Housing and Community Development Act of 1974. The Community Development Block Grant (CDBG) funds support public improvements and redevelopment and conservation activities within targeted neighborhoods and are developed as part of the Annual Plan.

**Compensated Absences:** A liability for vested vacation and sick leave benefits for employees recorded as general long-term obligations.

**Component Units:** Legally separate entities which are part of the city's operations. Component units are The School Board of the City of Norfolk, The Norfolk Redevelopment and Housing Authority, and The City of Norfolk Retirement Board.

**Consolidated Plan:** A three or five-year plan describing a community's needs, resources, priorities, and proposed activities to be undertaken with funding provided by the U.S. Department of Housing and Urban Development (HUD). The Consolidated Plan must include opportunities for resident input and is updated annually.

**Constitutional Officers:** Elected officials who head local offices as directed by the Constitution of Virginia. There are five constitutional officers in Norfolk with partial state funding coordinated by the State Compensation Board: the Commissioner of Revenue, the City Treasurer, the Clerk of the Circuit Court, the Commonwealth's Attorney and the Sheriff.

**Contingency Fund:** A budget account set-aside for use by the City Manager in dealing with emergencies or unforeseen expenditures.

**Contractual Service:** Legal agreement between the city and an outside entity providing services that are mutually agreed and have binding terms.

**Debt Service:** The annual payment of principal and interest on the city's bonded indebtedness.

**Deficit:** The excess of an entity's or fund's liabilities over its assets (see Fund Balance). The excess of expenditures or expenses over revenues during a single budget year.

**Depreciation:** Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence. The portion of a capital asset which is charged as an expense during a particular period for reporting purposes in proprietary funds. The capital outlay, rather than the periodic depreciation expense, is recorded under the modified accrual basis of budgeting and accounting.

**Department of Environmental Quality (DEQ):** The state agency dedicated to protecting the environment of Virginia in order to promote the health and well-being of the citizens of the Commonwealth.

**Derelict Structure:** A residential or nonresidential structure, that might endanger the public's safety or welfare, and has been vacant; boarded up; and not lawfully connected to electric, water, or sewer service from a utility service provider for a continuous period in excess of six months.

**Direct Turnover (DTO) Transactions:** Non-stock items ordered and turned over directly to customers. Items ordered are not a part of inventory.

**Effectiveness:** The degree to which goals, objectives and outcomes are achieved.

**Efficiency:** A measurement of an organization's performance based on operational outputs as measured by a comparison of production with cost.

**Emergency Communications Center (ECC):** The Emergency Communications Center serves as a central point to provide timely, accurate and critical 24-hour communications with all field units (police, fire and other emergency services).

**Emergency Operations Center (EOC):** A central command and control facility responsible for carrying out the principles of emergency preparedness and emergency management, or disaster management functions at a strategic level in an emergency situation to ensure the continuity of operations during an emergency.

**Encumbrance:** An obligation against appropriated funds in the form of a purchase order, contract, salary commitment or other reservation of available funds.

**Enterprise Funds:** A separate fund used to account for operations financed and operated similar to private business enterprises. The cost expenses, including depreciation of providing goods or services to the general public on a continuing basis are to be financed or recovered primarily through user charges.

**Expenditure:** Where accounts are kept on the accrual or modified accrual basis of accounting, the cost of goods received or services rendered, whether cash payment has been made or not. Where accounts are kept on a cash basis, expenditure is recognized only when the cash payment is made.

**Fiduciary Funds:** Funds used to account for resources held for the benefit of parties outside the city. The fiduciary funds include the city's pension trust fund, the Commonwealth of Virginia agency fund and the miscellaneous agency fund.

**Financial Policy:** The city's policy in respect to taxes, spending, and debt management as related to the provision of city services, programs and capital investment.

**Fines and Forfeitures:** Revenue received by a local government from court fines, forfeitures, and parking fines.

**Fiscal Year (FY):** A 12-month period the annual operating budget applies to. At the end of the period, the city determines its financial position and results of its operations. The city's fiscal year is July 1 through June 30.

**Fixed Assets:** A long-term tangible piece of property a firm owns and uses in the production of its income and is not expected to be consumed or converted into cash any sooner than one year's time. Buildings, real estate, equipment and furniture are examples of fixed assets.

**Fleet Management Fund:** A fund used to provide operating departments with maintenance, repair and service of the city's fleet of vehicles, heavy equipment, and miscellaneous machinery.

**Freedom of Information Act (FOIA):** State statute ensuring that residents of the Commonwealth have access to public records in the custody of a public body, its officers, and employees; and free entry to meetings of public bodies wherein the business of the people is being conducted. All public records and meetings shall be presumed open, unless an exemption is properly invoked.

**Fringe Benefits:** Employee benefits, in addition to salary, which may be paid in full or in part by the city or sponsored for employee participation at their individual expense. Some benefits, such as Social Security and Medicare (FICA), unemployment insurance, workers' compensation, and others are required by law. Other benefits, such as health, dental and life insurance are not mandated by law but are offered to employees by the city as part of their total compensation.

**Full-Time Equivalent (FTE):** The amount of time a position has been budgeted for in the amount of time a permanent, full-time employee normally works a year. Most full-time employees are paid for 2,080 hours a year. A position that has been budgeted to work less than full-time will work the number of hours which equate to that budgeted FTE amount; for example, a half FTE budgeted position can work 40 hours a week for six months, or 20 hours a week for one year.

**Fund:** An independent fiscal and accounting entity with a self-balancing set of accounts recording its assets, liabilities, fund balances/retained earnings, and revenues and expenditures/expenses.

**Fund Balances:** In the context of the city's budget discussions, fund balance refers to the undesignated General Fund Balance. This is the accumulated total of all prior years' actual General Fund revenues in excess of expenditures not appropriated by City Council and has not been designated for other uses. Maintaining a prudent level of undesignated General Fund balance is critical to ensuring that the city is able to cope with financial emergencies and fluctuations in revenue cycles. The General Fund balance also provides working capital during temporary periods when expenditures exceed revenues. The undesignated General Fund balance is analogous to the retained earnings of proprietary funds.

**GEM Program:** A city initiative operating under the guidelines of Commonwealth of Virginia's blight eradication legislation (VA Codes 58.1-3970.1 and 58.1-3965), which allows cities to acquire private property where nuisance abatement liens and/or delinquent taxes were not paid by their owners. The GEM Program acquires slum and blighting properties in the community to provide opportunities for redevelopment and revitalization of Norfolk's neighborhoods.

**General Fund:** The operating fund which finances the necessary day-to-day actions within the city through taxes, fees, and other revenue sources. This fund includes all revenues and expenditures not accounted for in specific purpose funds.

**Generally Accepted Accounting Principles (GAAP):** The common set of accounting principles, standards, and procedures that are used to complete financial statements.

**General Obligation Bonds:** Bonds pledging the full faith and credit of the city.

**Geographic Information System (GIS):** A system used to capture, manage, analyze, and display all forms of geographically referenced information. A team of employees is responsible for the design and deployment of this web-based application displaying information at the street, neighborhood, and planning district levels.

**Governmental Accounting Standards Board (GASB 34):** A statement establishing the financial report standards for state and local governments. The financial statements should consist of management's discussion and analysis,

basic financial statements, notes to the financial statements and supplementary information.

**Governmental Accounting Standards Board (GASB 54):** A statement establishing changes to the fund balance classifications and governmental fund type definitions.

**Government Finance Officers Association (GFOA)**: An organization founded to support the advancement of governmental accounting, auditing and financial reporting.

**Goal:** A long-range desirable development attained by time phased objectives and designed to carry out a strategy.

**Government Funds:** Funds used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service funds, capital project funds, and permanent funds. Government funds are reported using the current financial resources and the modified accrual basis of accounting.

**Global Position System (GPS):** A system that providing specially coded satellite signals that can be processed in a GPS receiver, enabling the receiver to compute position, velocity and time. GPS is funded by and controlled by the U. S. Department of Defense (DOD). While there are many thousands of civil users of GPS world-wide, the system was designed for and is operated by the U. S. military.

**Grant:** A non-repayable fund disbursed by one party (grant makers), generally a government department, corporation, foundation or trust, to a recipient, for a specific project or purpose. There is typically an application process to qualify and be approved for a grant. This involves submitting a proposal to a potential funder, either on the applicant's own initiative or in response to a Request for Proposal from the funder. There are various types of grants awarded: (1) *block grant* is a consolidated grant of federal funds that a state or local government may use at its discretion for such programs as education or urban development; (2) *categorical grant* is given by the federal government to state and local governments on the basis of merit for a specific purpose; (3) *formula grant* is distributed to all states according to a formula generally for a specific purpose; and (4) *discretionary grant* awards funds on the basis of a competitive process with discretion to determine which applications best address the program requirements and are, therefore, most worthy of funding. Most recipients are required to provide periodic reports on their grant project's progress. There may be monitoring visits or audits of the grant once it is awarded and implemented to ensure accountability.

**Healthcare Fund:** A fund established to account for the receipt and disbursement of revenue from the Norfolk Health Consortium members, employees and retirees for payments of claims, administrative costs and other expenses related to healthcare.

**High-speed Internet:** Interchangeable with “Broadband”.

**Institutional Network (iNet):** An advanced fiber-based communications network that connects common stakeholders and includes video, data, and voice.

**Insurance:** A contract to pay a premium in return for which the insurer will pay compensation in certain eventualities such as fire, theft, motor accident. The premiums are calculated so that, on average, they are sufficient to pay compensation for the policyholders who will make a claim together with a margin to cover administration cost and profit. In effect, insurance spreads the risk so that the loss by policyholder is compensated at the expense of all those who insure against it.

**Internal Service Funds:** Funds accounting for the financing of goods and services supplied to other funds of the city and other governmental units on a cost-reimbursement basis. The city's Fleet Management and Healthcare operate as internal service funds.

**Key Goals and Objectives:** A concise presentation of departmental outcome and/or efficiency goals and objectives for the budgeted fiscal year.

**Legal Debt Margin:** Limits how much debt an entity can issue. Article VII, Section 10 of the Virginia Constitution states: "No city or town shall issue any bonds or other interest-bearing obligations which, including existing indebtedness, shall at any time exceed ten percent of the assessed valuation of real estate in the city or town subject to taxation, as shown by the last preceding assessment of taxes."

**Liability Insurance:** Protection against risk of financial loss due to a civil wrong resulting in property damage or bodily injury.

**Line Item:** An account representing a specific object of expenditure. Line items are commonly referred to as the budget detail and account for the inputs related to an activity process or service.

**Litigation:** To carry on a legal contest by judicial process.

**Local Composite Index (LCI):** The Commonwealth's of Virginia's established formula to measure a locality's ability to fund public education. It determines each division's state and local share of Standards of Quality (SOQ) costs. LCI is used as a proxy to determine the "wealth" of a school division and its ability to pay for public education. It measures each local government's ability to generate revenue. Values range from below .2000 to .8000. The higher LCI, the more the locality has to provide support to public schools. For example, a division with a LCI value of .3000 pays 30 percent of the calculated cost of public education while the state pays 70 percent.

**Long-term Goals**: Identified expectations the organization has targeted to reach over a time period greater than three years.

**Maintenance:** The act of keeping capital assets in a state of good repair. It includes preventative maintenance, normal periodic repairs, replacement of parts or structural components, and other activities needed to maintain the asset to provide normal services and achieve its optimal life.

**Major Fund:** Funds whose revenue, expenditures/expenses, assets, or liabilities are at least 10 percent of the total for their fund category (governmental or enterprise) and five percent of the aggregate of all governmental and enterprise funds in total. Major funds are reported as a separate column in the basic fund financial statements and subject to a separate opinion in the independent auditor's report.

**Managed Competition:** A process that allows government to test the market for improved service delivery and pricing options by allowing both public and private entities to compete for a contract.

**Materials, Supplies and Repairs:** A budget category that includes expenditures for supplies, contracted services, and equipment maintenance.

**Modified Accrual Basis:** The basis of accounting under revenues are recognized in the period they become available and measurable, and expenditures are recognized in the period the associated liability is incurred.

**Net assets:** Total assets minus total liabilities of an individual or entity.

**Network Infrastructure:** In information technology and on the internet, infrastructure is the physical hardware used to interconnect computers and users. Infrastructure includes the transmission media, including telephone lines, cable television lines, and satellites and antennas, and also the routers, aggregators, repeaters, and other

devices that control transmission paths. Infrastructure also includes the software used to send, receive, and manage the signals that are transmitted.

**New Measure:** A performance measurement the city has not captured or reported upon in previous years.

**Norfolk Juvenile Detention Center (NJDC):** A short-term, secured co-ed facility for court involved youth.

**Norfolk Redevelopment and Housing Authority (NRHA):** A Governmental entity assisting the city with conservation and redevelopment activities, property rehabilitation, management of public housing programs, and services and programs for low and moderate income families within Norfolk communities.

**Nuisance Abatement:** The process to remedy code violations identified as an annoyance, inconvenience, or may present a public health and safety concern.

**Objective:** It describes something to be accomplished in specific, well-defined and measurable terms and is achievable within a specific timeframe.

**One-time:** A nonrecurring revenue or expenditure.

**Operating Budget:** An annual financial plan of operating expenditures encompassing all the fund types within the city, and the approved means of financing them. The operating budget is the primary tool by which most of the financing, acquisition, spending and service delivery activities of a government are planned and controlled.

**Operating Revenues and Expenditures:** Operating revenues and expenditures result from providing regularly scheduled services and/or the production and delivery of goods.

**Ordinance:** A formal legislative enactment by the City Council, which has the full force and effect of law within the boundaries of the city.

**Outcome Measure:** The results of an activity, plan, process, or program and their comparison with the intended or projected results.

**Parking Facilities Fund:** A fund used to account for the operations of the city-owned parking facilities.

**Permanent Part-Time Position:** A position regularly scheduled for no more than 30 hours per week.

**Permanent Fund:** A governmental fund type used to report resources legally restricted to earnings, not principal, to be used for purposes supporting the reporting government's programs.

**Personal Property Tax:** Taxes assessed each year by the Commissioner of Revenue's (COR) Office for all tangible personal property located within the City of Norfolk. A major set of tangible personal property taxed are motor vehicles.

**Personnel Services:** Compensation for direct labor of persons in the employment of the city and/or salaries and wages paid to employees for full-time, part-time, and temporary work, including overtime, shift differential, and similar compensation. The personnel services account group also includes fringe benefits paid for employees.

**Proposed Budget:** The budget formally submitted by the City Manager to the City Council for its consideration.

**Proprietary Fund:** A fund that accounts for operations similar to those in the private sector. This includes the enterprise funds and internal service funds. The focus is on determination of net income, financial position and changes in financial position.

**Public Assistance:** Federal, state and local programs that provide a safety net (for example housing, medical assistance, money) for disadvantaged groups who lack the resources to provide basic necessities for themselves and their families.

**Public Amenities Fund:** A Special Revenue fund designated for tourism and visitor destination, improvements to existing cultural and entertainment facilities, and planning and preparation for new venues. Revenues derived from one percentage point of the meals and hotel taxes.

**Public-Private Partnership:** A contractual agreement between the city and a private sector entity for the provision of public services or infrastructure. Through this agreement, the skills and assets of each sector (public and private) are shared in delivering a service or facility for the use of the general public. Rather than completely transferring public assets to the private sector, as with privatization, government and business work together to provide services with each party sharing in the risks and rewards potential in the delivery of the service and/or facility.

**Purchased Services:** Services, under contract with the city, provided to an individual or group of individuals by an enterprise.

**Real Property Taxes:** Revenue derived from the tax assessed on residential, commercial or industrial property.

**Reserve:** An amount set aside in a fund balance to provide for expenditures from the unencumbered balances of continuing appropriations, economic uncertainties, future apportionments, and pending salary or price increase appropriations and appropriations for capital outlay projects.

**Resilience:** the capacity of individuals, communities, and systems to survive, adapt, and grow in the face of stress and shocks.

**Resources:** Factors of production or service in terms of information, people, materials, capital, facilities, and equipment.

**Revenue:** The yield from various sources of income such as taxes the city collects and receives into the treasury for public use.

**Revenue Anticipation Notes:** A short-term debt security issued on the premise future revenues will be sufficient to meet repayment obligations. Securities are repaid with future expected revenues from the completed project which may come from sources like tolls or facility ticket sales.

**Revenue Bonds:** Limited liability obligations where revenues derived from the respective acquired or constructed assets are pledged to pay debt service.

**Rolling Stock:** The total number of transit vehicles in the city's fleet (for example vans, cars, buses, and vehicles used for support services)

**Server:** A computer or computer program that manages access to a centralized resource or service in a network.

**Service:** The on-going sequence of specific tasks and activities representing a continuous and distinct benefit provided to internal and external customers.

**Service Quality:** The manner or technique by which an activity was undertaken, and the achievement of a desirable end result (for example when filling a pothole there should be a service quality standard for how long that pothole should stay filled). Efficiency and effectiveness should be achieved within the context of a service quality standard. Measuring any one of these without the other two can cause problems in terms of getting an accurate assessment of performance.

**Shared Expenses:** Revenue received from the state for its share of expenditures in activities considered to be a state/local responsibility. Sources include the state's share of Norfolk Public Schools, Commonwealth's Attorney, Sheriff, Commissioner of the Revenue, Treasurer, Medical Examiner, and Registrar/Electoral Board expenditures.

**Short-term Goals:** Identified expectations the organization has targeted to reach over a time period between one and three years.

**Supplemental Nutrition Assistance Program (SNAP):** Provides financial assistance for food purchasing to low- and no-income individuals and families living in the United States. It is a federal aid program administered by the Food and Nutrition Service of the U.S. Department of Agriculture, and benefits are distributed by the individual states.

**Standards of Quality (SOQ):** The statutory framework that establishes the minimal requirements for educational programs for Virginia public schools.

**Staffing and Organization Redesign (SOR) Initiative:** The effort to evaluate and appropriately allocate staff and positions throughout departments to improve productivity.

**Special Revenue Funds:** Funds used to account for the proceeds of specific financial resources (other than expendable trusts or major capital projects) requiring separate accounting because of legal or regulatory provisions or administrative action. The individual Special Revenue funds are Cemeteries, Emergency Preparedness and Response, Golf Operations, Public Amenities, Storm Water Utility, Towing & Recovery, and Waste Management.

**Southeastern Public Service Authority (SPSA):** The organization that manages and operates solid waste transportation, processing and disposal programs and facilities for Norfolk, Portsmouth, Virginia Beach, Chesapeake, Suffolk, Franklin, Isle of Wight, and Southampton County.

**Storm Water Best Management Practice (BMP):** Methods designed to control storm water runoff incorporating sediment control and soil stabilization. Norfolk employs both structural (retention ponds) and nonstructural (education) methods of reducing the quantity and improving the quality of storm water runoff.

**Storm Water Fund:** A fund established to account for the operations of the city-owned environmental storm water management system**.**

**Strategic Planning:** The continuous and systematic process whereby guiding members of the city make decisions about its future, and develop procedures and operations to achieve the future to determine how success will be measured.

**Strategic Priority:** Each year, City Council identifies focus areas in need of enhanced service. Examples include: Improve public education, address flooding, and economic diversification.

**Surplus:** The excess of an entity's or fund's assets over its liabilities (see also fund balance). The excess of revenues over expenditures or expenses during a single budget year.

**Temporary Assistance to Needy Families (TANF):** A block grant program to states that was designed to reform the nation's welfare system by moving recipients into work, promoting self-sufficiency and turning welfare into a program of temporary assistance.

**Tax Base:** All forms of wealth taxable under the city's jurisdiction.

**Tax Increment Financing (TIF):** A public method used to finance infrastructure projects through future gains in tax revenue within a designated district established by a City Council ordinance. These tax revenues are projected to grow as a result of the increase in the value of real estate within the designated district.

**Technical Adjustment:** A routine budget action occurring at the beginning of each budgetary cycle to adjust costs for such items as personnel (for example healthcare, retirement), contractual increase, prorated funding, and internal service fund charges.

**Tipping Fee:** The charge levied upon the quantity (calculated in tonnage) of waste received at a waste processing facility.

**Total Maximum Daily Load (TMDL):** A comprehensive pollution prevention initiative that has rigorous accountability measures (waste load allocations) to restore clean water in the Chesapeake Bay and its watershed.

**Transaction:** As pertains to the voter registrar, transaction is a measure of the number of computerized entries necessary to maintain voter registration and election records. Transaction totals vary depending on the number of elections and the quantity of voter initiated activity.

**United States Department of Agriculture (USDA):** The federal agency that leads the anti-hunger effort with the Food Stamp, School Lunch, School Breakfast, and the Women, Infants and Children (WIC) Programs.

**Vector Borne:** A disease or illness from an animal or insect that transmits a disease-producing organism from one host to another.

**Vector Control:** An effort to maintain order over animals and insects that transmit disease-producing organism from one to another.

**Virginia Department of Transportation (VDOT):** The state agency responsible for building, maintaining, and operating the state's roads, bridges, and tunnels.

**Vision:** An objective statement that describes an entity's most desirable future state. An organization's vision employs the skills, knowledge, innovation and foresight of management and the workforce to communicate effectively the desired future state.

**Virginia Municipal League (VML):** A statewide, nonpartisan nonprofit association of city, town and county governments established to improve and assist local governments through legislative advocacy, research, education and other services.

**Virginia Pollution Discharge & Elimination System (VPDES):** A permit from the state to discharge storm water to natural bodies of water since storm water, unlike sewage, is not treated.

**Wastewater Utility Fund:** A fund established to account for the operations of the city-owned wastewater system.

**Water Utility Fund:** A fund established to account for operations of the city-owned water system.

**Working Capital:** Current assets minus current liabilities. Working capital measures how much in liquid assets an entity has available to build its business or activity.

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# Ordinances

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Form and Correctness Approved:

By _____
Office of the City Attorney

Contents Approved:

By _____
DEPT. Budget and Strategic Planning

NORFOLK, VIRGINIA

Pursuant to Section 72 of the City Charter, I hereby certify that the money required for this item is in the city treasury to the credit of the fund from which it is drawn and not appropriated for any other purpose.

$6,338,317 HUD Account
$ 1,137,675,449 Various Account

_____ 5/12/16
Director of Finance Date

R-1

# ORDINANCE No. 46,385

AN ORDINANCE APPROPRIATING FUNDS FOR OPERATION OF THE CITY FOR THE FISCAL YEAR BEGINNING JULY 1, 2016 AND ENDING JUNE 30, 2017, APPROPRIATING U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD) ENTITLEMENT GRANTS, AUTHORIZING SHORT-TERM EQUIPMENT FINANCING, PROVIDING A SUPPLEMENT FOR CERTAIN ELIGIBLE RETIREES, INCREASING THE CIGARETTE TAX, ESTABLISHING TECHNOLOGY ZONES, PROVIDING FOR A BUSINESS LICENSE INCENTIVE FOR QUALIFIED TECHNOLOGY BUSINESSES AND REGULATING THE PAYMENT OF MONEY FROM THE CITY TREASURY.

- - -

WHEREAS, the City Manager submitted to the Council a proposed annual budget for the city for the fiscal year beginning July 1, 2016 and ending June 30, 2017, which has been amended by the Council, and it is necessary to make appropriations sufficient to fund said budget and to regulate the payment of money from the city treasury; now, therefore,

BE IT ORDAINED by the Council of the City of Norfolk:

Section 1:- That the amounts shown herein aggregating Eight Hundred Thirty Five Million Forty Two Thousand Three Hundred Fifty Two Dollars ($835,042,352) for the General Fund, Eighty Four Million Three Hundred Fifty Five Thousand Thirty One Dollars ($84,355,031) for the Water Utility Fund, Thirty Million Eight Hundred Eight Thousand Two Hundred Ninety One Dollars

($30,808,291) for the Wastewater Utility Fund, Sixteen Million Five Hundred Twenty Eight Thousand Nine Hundred Sixty Six Dollars ($16,528,966) for the Storm Water Utility Fund, One Hundred One Million Four Hundred Seventy Six Thousand Six Hundred Dollars ($101,476,600) for the Internal Service Funds, Twenty Two Million Eight Hundred Seventy Three Thousand Seventy Six Dollars ($22,873,076) for the Parking Facilities Fund, Two Million Ninety Three Thousand Two Hundred Sixteen Dollars ($2,093,216) for the Cemetery Services Fund, Six Million One Hundred Eighty Eight Thousand Six Hundred Thirty Four Dollars ($6,188,634) for the Emergency Preparedness and Response Fund, Fifteen Thousand Dollars ($15,000) for the Golf Operations Fund, Twenty Two Million Six Hundred Seventy Five Thousand Six Hundred Seventy Nine Dollars ($22,675,679) for the Waste Management Fund, Eight Million Three Hundred Sixty Five Thousand Dollars ($8,365,000) for the Public Amenities Fund, Five Million Five Hundred Three Thousand Six Hundred Thirty Nine Dollars ($5,503,639) for the Tax Increment Financing Fund, One Million Seven Hundred Forty Nine Thousand Nine Hundred Sixty Five Dollars ($1,749,965) for the Towing and Recovery Operations Fund, or so much thereof as may be necessary, as set forth in the annual budget for the fiscal year July 1, 2016 - June 30, 2017, submitted by the City Manager and as amended by the Council and hereby adopted, are hereby appropriated, subject to the conditions hereinafter set forth in this ordinance, from the revenues of the city from all sources for the fiscal year July 1, 2016 - June 30, 2017, for the use of the several departments and funds established within the City Government, and for the purposes hereinafter set forth in said annual budget for the fiscal year July 1, 2016 - June 30, 2017 as follows:

| | |
|---|---:|
| Legislative | $4,934,613 |
| Executive | $4,110,478 |
| Department Of Law | $4,499,892 |
| Constitutional Officers | $55,313,211 |
| Judicial | $1,304,721 |
| Elections | $895,986 |
| Department of Communications and Technology | $13,660,136 |
| Department Of Finance | $4,448,534 |

| | |
|---|---|
| Department Of General Services | $24,399,559 |
| Department Of Human Resources | $3,496,562 |
| Department Of City Planning | $4,962,151 |
| Department Of Neighborhood Development | $4,154,653 |
| Department Of Economic Development | $2,032,161 |
| Norfolk Public Libraries | $11,689,510 |
| Department Of Cultural Facilities, Arts And Entertainment | $5,703,491 |
| Virginia Zoological Park | $4,196,666 |
| The National Maritime Center | $5,043,780 |
| Department Of Recreation, Parks And Open Space | $17,379,157 |
| Central and Outside Agency Appropriations | $60,474,116 |
| Norfolk Community Services Board | $26,020,634 |
| Office To End Homelessness | $286,951 |
| Department Of Public Health | $3,468,419 |
| Department Of Human Services | $47,155,952 |
| Department Of Police | $68,500,916 |
| Department Of Fire - Rescue | $42,592,138 |
| Department Of Public Works | $26,702,280 |
| Debt Service | $65,747,190 |
| Norfolk Public Schools | $321,868,495 |
| Total Appropriations General Fund - Operating Budget | $835,042,352 |

| | |
|---|---|
| Water Utility Fund | $84,355,031 |
| Wastewater Utility Fund | $30,808,291 |
| Parking Facilities Fund | $22,873,076 |
| Storm Water Utility Fund | $16,528,966 |
| Internal Service Funds | $101,476,600 |
| Cemetery Services Fund | $2,093,216 |
| Emergency Preparedness And Response Fund | $6,188,634 |
| Golf Operations Fund | $15,000 |
| Waste Management Fund | $22,675,679 |
| Public Amenities Fund | $8,365,000 |
| Tax Increment Financing Fund | $5,503,639 |

| | |
|---|---|
| Towing and Recovery Operations Fund | $1,749,965 |
| Total Operating Funds | $1,137,675,449 |

Section 2:- That unless otherwise specified by Council, all taxes and fees heretofore levied shall continue from year to year.

Section 3:- That the salaries and wages set forth in detail in said annual budget, including for the City Manager, as amended, and for offices and positions which are not embraced within said compensation plan are hereby authorized.

The positions, except where the number thereof is not under the control of the Council, set forth in said annual budget, as amended, shall be the maximum number of positions authorized for the various departments, divisions, bureaus and funds of the city during the fiscal year July 1, 2016 - June 30, 2017 and the number may be changed during said fiscal year as authorized by the Council or City Manager.

Unless the city's compensation plan provides otherwise, changes in personnel occurring during said fiscal year in classifications embraced within the city's compensation plans shall be administered by the City Manager in accordance with the regulations for the administration of the plans.

In the event any personnel authorized in the preceding year's annual budget and appropriations are notified of release due to a reduction in force, reorganizations or workforce downsizing or the staffing and organization redesign effort, such positions are hereby authorized to continue in existence until such time as adopted procedures relating to reductions in force or work force downsizing, or the staffing and organizational redesign effort are completed and implemented in accordance with its terms and conditions. The City Manager is hereby authorized to continue all benefits and salaries throughout the period of employment from appropriated funds for the positions aforesaid, notwithstanding that said positions may or may not have been deleted in a department budget for the fiscal year July 1, 2016 - June 30, 2017.

The Council reserves the right to change at any time during said fiscal year the compensation, including pay supplements for constitutional officers, either before or after a change in basic salary is made by the State Compensation Board, and to abolish any office or position provided for in said annual budget, as amended, except such offices or positions as it may be prohibited by law from abolishing. The City Manager is authorized to make such rearrangements and reorganizations of positions and personnel services funds between the several departments, including funds named therein, as may best meet the uses and interests of the city.

No person shall acquire any vested interest in any supplement payable under this section beyond those actually paid.

Section 4:- That all payments from the appropriations provided for in this ordinance, including those from balances remaining on June 30, 2016, to the credit of appropriations for works, improvements or other objects which have not been completed or abandoned, except those works, improvements or other objects funded by Federal, State, or other organizational grants which are hereby encumbered, shall be made at such time as the City Manager may direct, unless otherwise specified by the Council. The City Manager is hereby authorized to apply for grants and awards during the fiscal year provided that adequate matching funds are in the budget.

Section 5:- That within several departments, funds and activities, there are hereby appropriated sufficient amounts to cover the operation of all Internal Service Funds, including the Healthcare and Fleet Management Funds. Charges for services assessed against said departments, funds and activities by the Internal Service Funds shall be accumulated in the appropriate internal service fund and expended to cover the operating costs of such funds as provided in the annual budget.

Any unexpended balances in the amounts appropriated for the Healthcare Fund at the close of business on June 30, 2016, shall not revert to the surplus of the Healthcare Fund, but shall be carried forward on the books of the Director of Finance and be available for expenditure in the succeeding year.

Section 6:- That the various amounts appropriated by this ordinance for the several groups, as set forth in the annual budget, as amended, are to be expended for the purposes designated by said groups, provided, however, that the City Manager or a designee may authorize the transfers between account groups within departments, funds or activities of the city and a record of such transfers shall be maintained by the Director of Finance.

The City Manager or designee is authorized to transfer from any department, fund or activity which has an excess of funds appropriated for its use of the balance of the fiscal year to any department, activity or fund all or any part of such excess, or to cause such transfers to be made, a record of all such transfers shall be maintained by the Director of Finance.

Any unexpended balances in the amounts appropriated for the Department of Public Works Street Construction and Maintenance Projects, Public Amenities Fund, Tourism Infrastructure Repair, Poverty Commission, Housing Trust Fund, and the Norfolk Consortium at the close of business on June 30, 2016 shall not revert to the surplus of the General Fund, but shall be carried forward on the books of the Director of Finance and be available for expenditure in the succeeding year.

There are hereby appropriated and authorized for expenditure the revenues from the fiscal year 2015 Five cent ($0.05) cigarette tax increase and the fiscal year 2017 Five cent ($0.05) cigarette tax increase for development initiatives. The City Manager is hereby authorized to expend and reserve for the purpose of business retention, feasibility analysis, and other economic development activities supported by the cigarette tax increases.

The City Manager shall provide to the City Council a mid-year budget update. Such mid-year budget update shall report the projected revenue and expenditure estimates for the entire fiscal year, receipt of unbudgeted revenues, and other major changes to the adopted budget.

There is hereby reserved in the General Fund Balance up to the amount of Forty Two Million Three Hundred Thirty Two Thousand Five Hundred Ninety One Dollars

($42,332,591) for the Unassigned General Fund Balance Reserve.

There is hereby reserved in the General Fund Balance the amount of Five Million Dollars ($5,000,000) for the Risk Management Reserve.

There is hereby reserved in the General Fund Balance the amount of Five Million Dollars ($5,000,000) for the Economic Downturn and Leveling Reserve.

There is hereby reserved in the General Fund Balance up to the amount of Five Million Three Hundred Sixty Seven Thousand Nine Hundred Sixty One Dollars ($5,367,961) in the revolving fund for strategic land acquisitions to be expended for future land acquisitions. The City Manager is authorized to accept future deposits made to the Land Acquisition Fund during the fiscal year. Such deposits are hereby appropriated and authorized to be expended for future land acquisitions. Any unobligated appropriation in the Land Acquisition/Revolving Fund at the close of the fiscal year ending on June 30, 2016, is hereby reserved for the Land Acquisition/Revolving Fund to be expended for future strategic land acquisitions.

There is hereby appropriated and authorized for expenditure the revenues from the flat tax of Two Dollars ($2.00) per room for each night of lodging at any hotel, if and when received, to: (1) Visit Norfolk (Norfolk Convention and Visitor Bureau) for visitor promotion and advertising for conventions and tourism; and (2) the Norfolk Consortium. Visit Norfolk shall be allocated fifty percent (50%) of the revenues collected each month from the flat tax of Two Dollars ($2.00) per room of each night of lodging at any hotel during the fiscal year and the remaining fifty percent (50%) of the revenues collected each month shall be allocated and are authorized for expenditure by the Norfolk Consortium.

There is hereby appropriated and authorized for expenditure for the Parking Facilities Fund up to Three Million Eight Hundred Ten Thousand Two Hundred Ninety One Dollars ($3,810,291) from the Parking Facilities Rate Stabilization Fund.

There is hereby authorized, in accordance with guidelines established by the City Manager, the execution

of warrants for the disbursement of any cash in banks credited to the City's Corporate Account to meet any properly authorized and approved payment chargeable to any account of the city.

Unless otherwise specified by any other provision of local, state or federal law, operating funds appropriated to Norfolk Public Schools that have not been expended or contractually obligated at the end of the fiscal year are deemed local dollars and shall revert to the city for re-appropriation by City Council.

There are hereby appropriated and authorized for expenditure the revenues from the fiscal year 2014 Two cent ($0.02) real estate tax increase for the School Construction, Technology and Infrastructure Program. The City Manager is hereby authorized to expend and reserve the School Construction, Technology and Infrastructure Program supported by the dedicated Two cent ($0.02) real estate tax increase to support the needs of Norfolk Public Schools. Any unexpended balances in the amounts appropriated shall not revert to the surplus of the General Fund, but solely be dedicated to the School Construction, Technology and Infrastructure Program and shall be carried forward on the books of the Director of Finance and appropriated and available for expenditure in the succeeding year.

Section 7:- That the FY 2017 Annual Plan, (Consolidated Plan Fiscal Years 2017-2021) for the Community Development Block Grant Program, HOME Investment Partnership Program and Emergency Solutions Grant Program, having been reviewed and found to be in the best interests of the city, is hereby approved.

Section 8:- That, if and when made available from the U.S. Department of Housing and Urban Development (HUD), the sum of up to Four Million One Hundred Thirty Five Thousand Nine Hundred Eighty Two Dollars ($4,135,982) is hereby appropriated and authorized for expenditure for the Community Development Block Grant Program (2016-2017) from the Community Development Block Grant and when such funds are realized as earnings from the Revolving Loan Fund.

Section 9:- That the sum of Nine Hundred Thirty Seven Thousand Nine Hundred and Sixty Six Dollars ($937,966) is hereby appropriated and authorized for

expenditure for the Community Development Block Grant Program (2016-2017) if and when such reprogrammed funds are made available from the remaining balances of certain identified Community Development Block Grant activities.

Section 10:- That, if and when made available from the U.S. Department of Housing and Urban Development (HUD), the sum of up to Nine Hundred Sixteen Thousand Seventy Six Dollars ($916,076) is hereby appropriated and authorized for expenditure for the HOME Investment Partnership Program (2016-2017) from the HOME Investment Partnership Program Grant.

Section 11:- That, if and when made available from the U.S. Department of Housing and Urban Development (HUD), the sum of up to Three Hundred Forty Eight Thousand Two Hundred Ninety Three Dollars ($348,293) is hereby appropriated and authorized for expenditure for the Emergency Solutions Program (2016-2017) from the Emergency Solutions Grant.

Section 12:- That the City Manager is designated as the certifying officer and authorized representative of the City of Norfolk and shall provide the assurance required by the provisions of the Housing and Community Development Act of 1974, as amended, and the regulations adopted pursuant to such Act.

Section 13:- That the City Manager is further authorized and directed to give to the U.S. Department of Housing and Urban Development (HUD) and the Comptroller General, through any authorized representative, access to and the right to examine all records, books, papers, documents and other materials which are related to the grant funds and is further authorized and directed to do all things necessary and proper to apply for, accept, receive and modify current and prior year grant funds to carry out the program.

Section 14:- That the Council hereby finds and determines that based on current conditions in the municipal bond market, it is in the city's best interest to issue short-term general obligation bonds or notes (the "Short-Term Equipment GOBs") to finance acquiring various items of personal property, including but not limited to computers, ambulances, fire trucks, refuse trucks and other vehicles (the "Equipment") appropriate and necessary for the efficient operation of the city.

"Short-term" means a term to maturity of ten (10) or fewer years. The cost of any new Equipment to be acquired through the issuance of Short-Term Equipment GOBs shall not exceed Six Million Dollars ($6,000,000).

No Short-Term Equipment GOBs may be issued before the Council provides authorization therefor following notice and a public hearing held under Virginia Code Section 15.2-2606 of the Public Finance Act of 1991.

That, if prior to issuing Short-Term Equipment GOBs to finance all or any portion of the Equipment, the City Manager, in consultation with the Director of Finance, determines that it is advisable to finance the acquisition in an alternative manner, the City Manager, without further approval of Council as to documentation or otherwise (unless otherwise required by law), is hereby authorized to execute and deliver on behalf of the city nongeneral obligation bonds, notes, term loan agreements, a master equipment lease agreement or other similar financing agreement (the "Alternative Short-Term Equipment Financing"), to execute and deliver such instruments, agreements, documents or certificates and to do and perform such things and acts, as the City Manager shall deem necessary or appropriate to carry out the transactions relating to the Alternative Short-Term Equipment Financing authorized by this ordinance, including to solicit and accept proposals to provide Alternative Short-Term Equipment Financing that the City Manager determines to be in the city's best interest and all of the foregoing, previously done or performed by such officers or agents of the city, are hereby in all respects approved, ratified and confirmed.

Should the City Manager determine that it is in the city's best interest to enter into Alternative Short-Term Equipment Financing, the Alternative Short-Term Equipment Financing shall bear interest at a rate not exceeding Six and a Half Percent (6.5%), shall have a final term to maturity not in excess of ten (10) years and shall not exceed Six Million Dollars ($6,000,000). The obligation of the city to make payments under any Alternative Short-Term Equipment Financing is subject to appropriation each year by the Council and nothing in this ordinance or the Alternative Short-Term Equipment financing shall constitute a debt or pledge of the faith and credit of the city.

The payment of FY 2017 debt service on prior Short-Term Equipment GOBs and any FY 2017 Alternative Short-Term Equipment Financing is part of the Debt Service Appropriation.

This ordinance represents a declaration of "official intent" under Treasury Regulations Section 1.150-2.

Section 15:- That, effective July 1, 2016, a one-time supplement of Three Hundred Eighty Dollars ($380.00) shall be payable to retirees receiving retirement benefits as of June 30, 2015, with fifteen (15) or more years of creditable service or disability retirement who receive less than Thirty Thousand Dollars ($30,000.00) in annual retirement benefits and workers' compensation benefits. In the event an eligible retiree dies on or before July 31, 2016, the supplement shall not be paid to the surviving spouse nor dependents. Funds for the supplement are hereby appropriated in the FY 2017 Operating Budget.

Section 16: - That Section 24-309 of the Norfolk City Code, 1979, is hereby amended and reordained so as increase the tax on each cigarette to forty two and five tenths (42.5) mils to read as follows:

**Sec. 24-309. Levied; amount.**

There is hereby levied and imposed by the city, upon each and every sale of cigarettes, a tax equivalent to forty two and five tenths (42.5) mils per cigarette sold within the city, the amount of such tax to be paid by the seller, if not previously paid, in the manner and at the time provided for in this article. There shall be a penalty for late payment of the tax imposed herein in the amount of ten percent (10%) per month, and interest in the amount of three-quarters of one percent (0.75%) per month, upon any tax found to be overdue and unpaid.

Section 17: - That the Norfolk City Code, 1979, is hereby amended so as to provide for the establishment of technology zones, to establish an area around the Elizabeth River Trail as a technology zone, and to provide business license tax incentives for qualified technology businesses in the technology zone pursuant to § 58.1-3850 of the Code of Virginia, 1950, as amended, by adding a new Chapter to read as follows:

## Chapter 45.6 TECHNOLOGY ZONES

### Article I.
### In General.

**Sec. 45.6-1. Purpose and intent.**

In order to foster the development and location of new technology businesses in the city, which will increase capital investment and create jobs, the Council finds that the establishment of technology zones pursuant to § 58.1-3850 of the Code of Virginia, 1950, as amended, is necessary. This article shall be in effect on and after January 1, 2017.

**Sec. 45.6-2. Administration.**

This chapter shall be administered by the city manager or designee. Any application required by this chapter shall be on forms approved by the city manager or designee. The city manager or designee shall develop and publish procedures to obtaining the benefits created by this chapter and for the administration of this article. The city manager or designee will review the criteria and incentives for the technology zone program annually to assure alignment with city priorities and economic development strategy and shall make recommendations to council if it is determined that the criteria or incentives should be modified.

**Sec. 45.6-3. Burden.**

A business applying for the benefits afforded by this chapter shall have the burden of proving qualification, shall apply for certification as a qualified technology business on an annual basis and shall demonstrate annually that it continues to operate as a qualified technology business. No application submitted under this chapter shall be approved if the business is not current in payment of all taxes and fees due the city.

**Sec. 45.6-4. Definitions.**

For purposes of this chapter, the following words and phrases shall have the following meanings, unless indicated to the contrary:

"Definite place of business" means an office or a location at which a regular and continuous course of dealing occurs over a period of thirty (30) consecutive days or more. A definite place of business for a person engaged in business may include a location leased or otherwise obtained from another person.

"New technology business" means a technology business that either (a) establishes its initial definite place of business in the technology zone and thereafter maintains its principal definite place of business within the boundaries of the technology zone or (b) has no definite place of business in the city before establishing a definite place of business in the technology zone and thereafter maintains its principal definite place of business in the technology zone.

"Qualified technology business" is a technology business that (1) is a new technology business within the boundaries of the technology zone as established in this chapter and (2) creates at least five (5) new full-time jobs or makes a capital investment of at least $200,000 in either (i) tangible personal property or machinery and tools or (ii) real estate improvements used exclusively in such business, or any combination thereof. The new jobs created or capital investment must be located in the technology zone. The full-time job requirement may be met with part-time jobs using a full-time equivalency of forty (40) hours per week.

"Technology business" is a business that derives its gross receipts primarily from the sale, lease, license or provision of innovative or advanced technology based products, processes or services created, designed, developed, produced, manufactured or performed by such business. Products, processes and services shall incorporate or support the use of innovative or advanced

technologies having applications in one or more of the following categories: (1) cybersecurity, personal security and property security; (2) sea level rise and recurrent flooding; (3) medical devices, medical diagnostics, pharmaceuticals, biotechnology, biochemical engineering and other life sciences and health care technologies; (4) advanced materials and advanced manufacturing; (5) computer hardware and software; (6) electronics and instrumentation; (7) photonics and sensors; (8) internet and e-commerce; (9) educational and training technologies, including modeling and simulation; (10) bio-informatics and data analytics; (11) logistics and maritime commerce; (12) information technology, telecommunications and wireless technologies; (13) green technologies, renewable energy research and development, and energy conservation; (14) advanced transportation technologies; and (15) nanotechnology. The use of computers, telecommunications services, or a web page or internet site shall not, in itself, be sufficient to qualify as a technology business.

"Year one" is the calendar year in which a business is certified as a new qualified technology business.

**Sec. 45.6-5. Boundaries of technology zones.**

The boundaries of the city's technology zones are hereby established as shown on the "technology zone map" attached hereto as Exhibit A. The technology zone map is hereby declared to be a part of this chapter and to have the same force and effect as if they were fully set forth and described herein. The technology zone map shall be kept on file in the city manager's office or designated city department.

**Sec. 45.6-6. Technology zone incentives.**

Notwithstanding any other provision of the Norfolk City Code and pursuant to § 58.1-3850 of the Code of Virginia, 1950, as amended, any business that is certified by the city manager or designee as a qualified technology business shall be entitled to a reduction of its business,

professional and occupational license tax imposed by Chapter 24, Article II-A of the Norfolk City Code against gross receipts derived from its technology business as follows.

One hundred percent (100%) reduction in year one of operation;

One hundred percent (100%) reduction in year two of operation;

Fifty percent (50%) reduction in year three of operation;

Fifty percent (50%) reduction in year four of operation; and

Fifty percent (50%) reduction in year five of operation.

**Sec. 45.6-7. Procedures to obtain technology zone incentives.**

It shall be the responsibility of the qualified technology business to apply for certification by the city manager or designee and to obtain the necessary business license and to provide the necessary information in order to obtain the benefits created by this chapter.

To qualify for the tax reduction a business must apply to the city manager or designee to be certified as a qualified technology business. The tax reduction shall begin as of the month of certification of a technology business as a qualified technology business by the city manager or designee. To maintain eligibility for the tax reduction after year one, the business must reapply annually to the city manager or designee to demonstrate that it continues to be a qualified technology business. The tax reduction provided in this section shall apply to a qualified technology business for no more than five (5) calendar years, including any partial initial calendar year.

A business certified to be a qualified technology business must obtain a business license and pay the applicable fee and is subject to the provisions of Norfolk City Code section 24-25.9(b). In order to receive a business professional and occupational license tax reduction under this section, the qualified technology business shall

file a business license application annually with the commissioner of the revenue and shall provide the commissioner with an annual certification from the city manager or designee that the business is a qualified technology business. The amount of gross receipts estimated to be earned from qualified technology business activities shall be set out in the license application and shall be subject to verification by the commissioner of the revenue by audit or inspection of documents. All business license tax reductions are subject to adjustment by the commissioner of the revenue based on actual gross receipts earned from qualifying technology business activities. If a business is certified a qualified technology business prior to payment of its business license tax liability to the city, such tax liability shall be reduced according to the schedule above. If a business is certified a qualified technology business after it has paid its business license tax liability to the city in full, it shall receive a refund, without interest, in accordance with the schedule above. No local taxes or fees may be outstanding at the time of application for the business license and reduction.

If a business ceases to be a qualified technology business during a calendar year in which tax reductions apply, business license taxes shall be payable at one hundred percent (100%) of the tax amount imposed by Chapter 24, Article II-A of the Norfolk City Code from the month the business ceased to be qualified until the end of the calendar year.

The entitlement to any license tax reduction authorized in this section shall be conditioned upon the applicant paying any tax or fee imposed by the city, by the date upon which the tax or fee is due. In the event a qualified technology business is thirty (30) or more days delinquent on any local tax or fee, such business forfeits any entitlement to any tax reduction authorized in this chapter.

**Sec. 45.6-8. Nonwaiver.**

Unless stated otherwise herein, nothing in this chapter shall be construed as a waiver of the right of the city to enforce its ordinances, regulations or policies or to collect any taxes, fees, fines, penalties or interest imposed by law on a qualified technology business or upon real or personal property owned or leased by a qualified technology business.

Section 18:- That there is hereby set-aside from the General Fund revenues of up to Five Million Dollars ($5,000,000) to be the amount by which revenue is reduced for the purpose of providing real estate tax exemptions and deferrals for the elderly and disabled under Chapter 24, Article IV, Division 2 of the Norfolk City Code, 1979, real estate tax exemptions for disabled veterans pursuant to Code of Virginia, Section 58.1-3219.5, and real estate tax exemptions of the principal residences of surviving spouses of members of the armed forces of the United States killed in action, pursuant to Code of Virginia, Section 58.1-3219.9.

The Department of Human Services, as designated by the City Manager, shall administer this program.

Section 19:- That the provisions of this ordinance are hereby declared to be severable. If any part, section provision, sentence, clause or phrase, or the application thereof to any person or circumstance, is adjudged to be unconstitutional or invalid for any reason, the remainder of the ordinance shall remain in full force and effect and its validity shall not be impaired, it being the legislative intent now hereby declared that the ordinance would have been adopted even if such invalid matter had not been included or if such invalid application had not been made.

Section 20:- That this ordinance shall be in effect from and after July 1, 2016.

Adopted by Council May 17, 2016
Effective July 1, 2016

TRUE COPY
TESTE:

R. BRECKENRIDGE DAUGHTREY, CITY CLERK

BY: _____
DEPUTY CITY CLERK

5/11/16 - wld

Form and Correctness Approved:

By _____
Office of the City Attorney

Contents Approved:

By _____
DEPT. Budget & Management

Pursuant to Section 72 of the City Charter, I hereby certify that the money required for this item is in the city treasury to the credit of the fund from which it is drawn and not appropriated for any other purpose.

$ 97,029,200.00 various
Account

_____ 5/12/16
Director of Finance Date

NORFOLK, VIRGINIA

# ORDINANCE No. 46,386

R-2

AN ORDINANCE APPROVING THE CAPITAL IMPROVEMENT PLAN BUDGET FOR THE FISCAL YEAR BEGINNING JULY 1, 2016 AND ENDING JUNE 30, 2017; APPROPRIATING $97,029,200 FOR CERTAIN PROJECTS APPROVED THEREIN; AUTHORIZING AN ISSUE OF BONDS IN THE AMOUNT OF $71,116,607, OF WHICH $4,965,041 IS THE REAPPROPRIATION OF PREVIOUSLY AUTHORIZED, BUT UNISSUED, BONDS; AND AUTHORIZING THE EXPENDITURE OF $25,912,593 IN CASH.

- - -

WHEREAS, the City Manager submitted to the City Council a Capital Improvement Plan Budget for the City for the fiscal year beginning July 1, 2016 and ending on June 30, 2017; and

WHEREAS, it is necessary to appropriate sufficient funds to cover the approved capital projects set forth in the Capital Improvement Plan Budget and to authorize said projects; now therefore,

BE IT ORDAINED by the Council of the City of Norfolk:

Section 1:- That the capital projects set forth below in the Capital Improvement Plan for the fiscal year beginning on July 1, 2016 and ending on June 30, 2017, submitted by the City Manager under date of April 12, 2016 are hereby approved and the amounts herein set forth aggregating $97,029,200, or so much thereof as may be necessary, as set forth in the Capital Improvement Plan Budget for the fiscal year July 1, 2016 to June 30, 2017, are hereby appropriated for the purposes hereinafter set

out in the following subparagraph:

A. Capital Improvement Projects

| Number | Title | Approved Amount |
|---|---|---|
| General Capital | | |
| 1 | Address School Major Maintenance | 4,000,000 |
| 2 | Address Street Flooding Citywide | 1,500,000 |
| 3 | Construct Public Safety Memorial | 250,000 |
| 4 | Continue Scope Arena Improvements (PA) | 750,000 |
| 5 | Control Beach Erosion | 955,000 |
| 6 | Develop Bicycle, Pedestrian Greenways, Sharrows, and Complete Streets | 750,000 |
| 7 | Enhance Signals and Intersections | 200,000 |
| 8 | Ensure Citywide Infrastructure Improvements | 11,600,000 |
| 9 | Fund Chrysler Museum Capital Campaign Match | 850,000 |
| 10 | Fund Preliminary Engineering | 2,259,000 |
| 11 | Implement Neighborhood Initiatives | 950,000 |
| 12 | Implement RPOS Master Plan | 500,000 |
| 13 | Improve Citywide Dredging and Waterways | 500,000 |
| 14 | Improve Community and Neighborhood Parks | 250,000 |
| 15 | Improve Cultural Facilities (PA) | 250,000 |
| 16 | Improve Downtown Corridor Streetscaping | 100,000 |
| 17 | Improve Existing Community Centers | 200,000 |
| 18 | Improve Harbor Park (PA) | 500,000 |
| 19 | Improve HVAC Systems Citywide | 200,000 |
| 20 | Improve Infrastructure and Acquire Property | 1,000,000 |
| 21 | Improve Neighborhood Streets - Major | 300,000 |
| 22 | Improve Neighborhoods Citywide | 2,500,000 |
| 23 | Improve Roof Repair and Moisture Protection | 250,000 |
| 24 | Improve Street Lights | 100,000 |
| 25 | Maintain Fire Stations | 1,000,000 |
| 26 | Maintain Municipal Facilities (PA) | 2,000,000 |
| 27 | Maintain USS Wisconsin BB-64 (PA) | 500,000 |
| 28 | Repair and Maintain Bridges - Minor | 250,000 |
| 29 | Repair and Replace Bridges - Major | 1,000,000 |
| 30 | Repair Neigh. Sts/Sidewalks/Walkways | 250,000 |
| 31 | Support Citywide Public Art | 250,000 |
| 32 | Support Jail Improvements | 5,400,000 |
| 33 | Upgrade and Expand Broadband Infrastructure | 2,000,000 |
| **Total General Capital** | | **43,364,000** |
| Parking Facilities | | |
| 34 | Maintain Parking Facilities | 2,900,000 |
| **Total Parking Facilities** | | **2,900,000** |

| | | |
|---|---|---|
| **Storm Water Utility** | | |
| 35 | Create Citywide Flooding Reserve | 1,315,200 |
| 36 | Improve Storm Water Quality | 950,000 |
| 37 | Improve Storm Water System | 600,000 |
| 38 | Improve Storm Water Waterfront Facilities | 500,000 |
| 39 | Reduce Neighborhood Flooding | 1,450,000 |
| **Total Storm Water Utility** | | **4,815,200** |
| **Wastewater Utility** | | |
| 40 | Improve Wastewater Collection System | 20,000,000 |
| **Total Wastewater Utility** | | **20,000,000** |
| **Water Utility** | | |
| 41 | Comply With Safe Drinking Water Act Amendments | 400,000 |
| 42 | Design and Construct 37th Street Plant | 500,000 |
| 43 | Implement Meter Change-Out Program | 400,000 |
| 44 | Improve Water Pipeline Infrastructure | 12,000,000 |
| 45 | Rehabilitate Reservoirs Systemwide | 3,650,000 |
| 46 | Upgrade Moores Bridges Water Treatment Plant | 9,000,000 |
| **Total Water Utility** | | **25,950,000** |
| **Grand Total** | | **97,029,200** |

Section 2:- That in order to provide the funds heretofore appropriated, cash in the aggregate principal sum of $25,912,593 is authorized to be expended. Of such sum, $16,747,393 is for General Capital Improvement Projects, which is comprised of $300,000 of proceeds from the sale of land, $1,847,393 transferred from the General Fund, $3,000,000 transferred from the Public Amenities Fund; $11,600,000 appropriated from urban allocation funds; $2,900,000 is for Parking Facilities Fund Projects; $4,950,000 is for Water Utility Fund Projects; and $1,315,200 for Storm Water Utility Fund Projects. Previously approved, but unissued, bonds in the aggregate principal sum of $4,965,041 are reappropriated for General Capital Improvement Projects, and therefore bonds of the City of Norfolk in the aggregate principal sum of $71,116,607 are hereby authorized to be issued from time to time in such form and with such terms as shall be established pursuant to future ordinances, of which $26,616,607 is for General Capital Improvement Projects, $3,500,000 is for Storm Water Utility Fund Projects, $20,000,000 is for Wastewater Utility Fund Projects and $21,000,000 is for Water Utility Fund Projects.

Section 3:- That the Council reasonably expects to reimburse certain expenditures made from the General

Capital Improvement Projects Fund, Storm Water Utility Fund, Wastewater Utility Fund, and Water Utility Fund to interim finance the above-described capital projects with the proceeds of the above-described bonds to be issued by the City.

Section 4:- That this ordinance represents a declaration of "official intent" under Treasury Regulations Section 1.150-2(e).

Section 5:- That the expenditures to be reimbursed will be paid from the following funds, which funds have the following general functional purposes:

(a) General Capital Improvement Projects Fund. Used to account for the financial resources used to finance general capital improvement projects in the Capital Improvement Plan other than those financed by the City's enterprise funds or special revenue funds;

(b) Wastewater Utility Fund. Used to account for the City's wastewater utility operations, including accounting for the financial resources used to finance capital projects in the Capital Improvement Plan related to the wastewater utility;

(c) Storm Water Utility Fund. Used to account for the City's environmental storm water operations, including accounting for the financial resources used to finance capital projects in the Capital Improvement Plan related to the storm water utility; and

(d) Water Utility Fund. Used to account for the City's water utility operations, including accounting for the financial resources used to finance capital projects in the Capital Improvement Plan related to the water utility.

Section 6:- That the appropriate officers or agents of the City are authorized and directed to file a certified copy of this ordinance with the Circuit Court of the City of Norfolk pursuant to Sections 15.2-2607 and 15.2-2627 of the Code of Virginia, 1950, as amended.

Section 7:- That the City Manager, unless otherwise directed by City Council, is hereby authorized to do all things necessary to implement the projects set forth in the Fiscal Year 2017 Capital Improvement Plan Budget.

Section 8:- That the City Manager or his designee is authorized to close out or reappropriate unused Capital Improvement Plan funds in projects that have been completed. These funds may be reappropriated as sources in future year Capital Improvement Plans.

Section 9:- That the City Manager or his designee is authorized to transfer from any project which has an excess of funds appropriated for its use to any other project all or any part of such excess. A record of all such transfers shall be maintained by the Director of Finance.

Section 10:- That the City Manager or his designee is authorized to utilize balances from urban allocation funding for General Capital Improvement Projects, not to exceed $11,600,000. Should urban allocation funds not aggregate $11,600,000, bonds for the City of Norfolk are hereby appropriated and authorized to be issued.

Section 11:- That the City Manager or his designee is authorized to transfer funds from any project authorized with Public Art funds in the Capital Improvement Plan to any other project or pool funds, as needed, to implement any portion of the Plan.

Section 12:- That this ordinance shall be in effect from and after July 1, 2016.

Adopted by Council May 17, 2016
Effective July 1, 2016

TRUE COPY
TESTE:

R. BRECKENRIDGE DAUGHTREY, CITY CLERK

BY: _____
DEPUTY CITY CLERK

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# AND IT'S WORKING!

## AWARDS AND RECOGNITIONS SINCE 2011

**Coach Peek of RPOS makes boxing history at Olympics (2012)**
**Top U.S. Event Virginia International Tattoo (2015)**
*American Bus Association*
**Norfolk Admirals win Caulder Cup and the American Hockey League Championship (2012)**
*American Hockey League*
**Architectural Design Award Slover Library (2015)**
*American Institute of Architects and the American Library Association*
**Test of Time Award (2013)**
*American Institute of Architects Virginia*
**Great Places in America: People's Choice Designee Colley Avenue (2015)**
**Great Neighborhood West Freemason (2013)**
*American Planning Association*
**Donald Hunter Excellence in Economic Development Global Initiatives (2016)**
*American Planning Association Economic Development Division*
**Best in State Comprehensive Plan Large City PlaNorfolk 2030 (2013)**
*American Planning Association Virginia Chapter*
**Professional Manager of the Year Solid Waste Harvey Howard (2014)**
*American Public Works Association*
**Julian F. Hirst Award for Distinguished Service Marcus Jones, Susan Perry, James Rogers (2014,2015)**
*American Society for Public Administration Hampton Roads Chapter*
**Award of Excellence Norfolk Collaboratory (2015)**
*City-County Communications & Marketing Association (3CMA)*
**Best Place to Retire (10 of Top 10) (2013)**
*CNN Money*
**Top 5 City for Entrepreneurs (2013)**
*Entrepreneur Magazine*
**Top 10 Mid-Sized American Cities of the Future 2013-14 - Infrastructure (2013)**
*fDi Intelligence*
**American Cities of the Future Small Cities (7 of 10) (2011)**
**American Cities of the Future FDI Strategy (6 of 10) (2011)**
*fDi Magazine*
**Top 10 Best Cities for Global Trade Emerging Cities (2014)**
*Global Trade Magazine*
**Certificate of Achievement for Excellence in Financial Reporting (Annual)**
**Distinguished Budget Presentation Award (Annual)**
**Recognition for Performance Measures (2016)**
*Government Finance Officers Association*
**Innovative Use of Technology in Local Government STORM Application (2012)**
*Governor of Virginia Technology Awards*
**Organizational Achievement Award Norfolk Arts Center (2014)**
*Governors Arts Awards*
**Best Renovated or Historic Rehabilitation Project Award of Merit Governor's School for the Arts NRHA (2015)**
*Hampton Roads Association for Commercial Real Estate*
**Silver Award Near Perfect Permit Compliance Moores Bridges Water Treatment** *Hampton Roads Sanitation District*
**Virginia's First Light Rail System, The Tide, Celebrated 1st Anniversary Exceeding Ridership Numbers (2012)**
*Hampton Roads Transit*
**Top 20 of City/County Leaders on Resilience (2013)**
*ICLEI-Local Governments for Sustainability*
**Voice of the People Award Natural Environment (2015)**
*International City/County Management Association (ICMA)*
**Merit Award Park Happy Campaign Downtown Norfolk Council (2015)**
*International Downtown Association*
**Grand Pinnacle Gold Award OpSail (2012)**
*International Festivals and Events Association*
**Playful City USA (2013)**
**Playful City USA (2011)**
*KaBOOM!*
**President Circle Award Keep Norfolk Beautiful (2016)**
**Best in the Nation (population 100,001 to 250,00) (2015)**
*Keep America Beautiful*
**Governor's Green Fleet Award (2016)**
*Virginia Clean Cities*
**#1 Museum in the Nation for Financial Health and Accountability Chrysler Museum of Art (2013)**
*Charity Navigator*

**America's Most Talkative Cities (9 of Top 10) (2013)**
*Keller Fay Group*
**Bronze Designation as one of 42 Bicycle Friendly Communities (2015)**
*League of American Bicyclists*
**Top Achieving Cities, Towns and Counties (2013)**
*Let's Move! Cities, Towns and Counties*
**Norfolk Better Block featured in Places in the Making: How placemaking builds places and communities (2013)**
*Massachusetts Institute of Technology Department of Urban Studies and Planning*
**2014 Virginia Distinguished Principal of the Year Lauren Campsen Ocean View Elementary (2014)**
*National Association of Elementary School Principals*
**#66 Best Fleets in America (2015)**
*National Automotive Fleet Association*
**All-America City WINNER (2013)**
*National Civic League*
**#1 Ranking National Let's Move! Cities, Towns and Counties (2015)**
*National League of Cities*
**Top 20 Best Cities for College Graduates to Find Jobs 2015**
*NerdWallet*
**Top Public Relations Award Meet, Greet, and Imagine (2013)**
*Public Relations Society of America*
**Citizen-Engaged Community Designation IMPACT Call Center (2015)**
*Public Technology Institute*
**100 Resilient Cities Inaugural Group (2013)**
*Rockefeller Foundation*
**Best Small Venue NORVA (2013)**
*Rolling Stone*
**Top 20 Event Norfolk NATO Festival 2014 (2013)**
*Southeast Tourism Society*
**Top 5 US Cities for Entrepreneurs (2013)**
*Startup Genome*
**Bronze Telly Award Norfolk Emerging Leaders Anti-Bullying Video (2013)**
*Telly Awards*
**Libraries worth traveling for Slover Library (2015)**
*The Dallas Morning News*
**Award of Excellence MacArthur Memorial (2014)**
*TripAdvisor*
**Assisted-rental Housing and Housing Choice Voucher (HCV) Programs Among the Nation's Best (2013)**
*U.S. Department of Housing and Urban Development*
**Ten happiest metropolitan areas with a population greater than 1 million (Norfolk-Virginia Beach-Newport News, VA #2) (2014)**
*U.S. National Bureau of Economic Research*
**Best High Schools in the United States and Virginia-Maury and Norview (2014)**
*U.S. News & World Report*
**5th Best Beer Bar in America (2016)**
**#13 Millenial Magnet in the Country Norfolk (2014)**
*USA Today*
**Best Places for Veterans: Jobs (6 of 10) 2013**
*USAA*
**Award for Valor Officer A. J. Mondie Norfolk Police Department (2013)**
*Virginia Association of Chiefs of Police*
**Distinguished Achievement Award Larchmont Elementary School (2013)**
*Virginia Board of Education*
**Lambert/Ratcliffe Trainer of the Year Lieutenant Wayne Handley Norfolk Police Department (2015)**
**Virginia Crisis Intervention Team Program of the Year (2015)**
*Virginia CIT Coalition*
**Friend of Education Award MacArthur Memorial (2015)**
*Virginia Council of Social Studies Education*
**Group AAA Division 5 State Football Championship Lake Taylor Titans (first Norfolk team to win since 1966) (2012)**
*Virginia High School League*
**Gold Level Certification (2014)**
*Virginia Values Veterans*
**Virginia Water Environment Award Department of Utilities (2013)**
*Virginia Water Environment Association*
**Gold Award Perfect Permit Compliance 37th Street Water Treatment Plant (2013)**
*Hampton Roads Sanitation District*
**Top 20 under 40 Fleet Professionals Facundo Tassara (2015)**
*Government Fleet Magazine*
**American Planning Association's Prestigious Planning College of Fellows George Homewood (2016)**
*American Institute of Certified Planners*